

SEKHUKHUNE

District Municipality



2021/2022 – 2025/2026

DRAFT

INTEGRATED DEVELOPMENT PLAN

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LIST OF ACRONYMS

AS	Auxiliary Services
CoGHSTA	Co-operative Governance, Human Settlements & Traditional Affairs
DoE	Department of Energy
DoA	Department of Agriculture
DWAE	Department of Water Affairs and Environment
ECD	Early Childhood Development
EAP	Employee Assistance Programme
EIA	Environmental Impact Assessment
EPWP	Expanded Public Works Programme
FBE	Free Basic Electricity
FBS	Free Basic Services
FBW	Free Basic Water
FIVIMS	Food Insecurity and Vulnerability Information Management System
GGP	Gross Geographic Product
HIV	Human Immunodeficiency Virus
HOD	Head Of Department
HRD	Human Resource Development
HRM	Human Resource Management
ICT	Information Communication Technology
IDP	Integrated Development Plan
IEMP	Integrated Environmental Management Plan
IGR	Intergovernmental Relations
ISDF	Integrated Spatial Development Framework
ISRDP	Integrated and Sustainable Rural Development
ITP	Integrated Transport Plan
IWMP	Integrated Waste Management Plan
LDOs	Land Development Objectives
LDV	Light Delivery Vehicle
LED	Local Economic Development
LEDET	Limpopo Department of Economic Development Environmental Affairs and Tourism
LEGDP	Limpopo Employment, Growth and Development Plan
LGDS	Limpopo Growth and Development Strategy
LIBSA	Limpopo Business Support Agency
LIM476	Fetakgomo/Greater Tubatse Municipality
LIMDEV	Limpopo Economic Development Enterprise
LM	Local Municipality
LSM	Living Standard Measures
LTP	Limpopo Tourism Parks Board
LUMS	Land Use Management System
MDG	Millennium Development Goal
MEC	Member of Executive Committee
MIG	Municipal Infrastructure Grant

MLL	Minimum Living Level
MM	Municipal Manager
MPCC	Multi-Purpose Community Centres
MRM	Moral Regeneration Movement
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NGO	Non-Governmental Organisation
NLTTA	National Land Transport Transition Act
NSDP	National Spatial Development Perspective
OD	Organisational Development
OHS	Occupational Health and Safety
PGMs	Platinum Group Metals
PHC	Primary Health Care
PMS	Performance Management System
PSET	Post-school Education and Training
RAL	Roads Agency Limpopo
RDP	Reconstruction and Development Programme
SANAC	South African National AIDS Council
SAPS	South African Police Services
SARS	South African Revenue Services
SASSA	South African Social Security Agency
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SDM	Sekhukhune District Municipality
SMME	Small, Medium and Micro Enterprise
SOPs	Standing Operating Procedures
STATSSA	Statistics South Africa
TDM	Travel Demand Management
URP	Urban Renewal Programme
WWTW	Waste Water Treatment Works
WSA	Water Services Authority
WSDP	Water Services Development Plan
WSP	Water Service Provider

CHAPTER 1:

INTRODUCTION

AND CONTEXT

1.1. INTRODUCTION

Integrated Development Planning (IDP) is a strategic development tool to assist the municipality to achieve its developmental imperatives. The review of the 2021-2022 IDP document for Sekhukhune District Municipality has followed an extensive internal and external consultation of stakeholders and communities within the parameters of the District's sphere of operation. This document is a legislative mandate and a strategic planning instrument that guide and inform planning and development as well as decisions with regard to planning, management and development throughout the District. The Municipal Systems Act (2000) provides the legal framework for municipal development planning to assist Local Government to discharge its mandates.

1.2. POLICIES AND LEGAL PARAMETERS

In formulating the IDP cognizance ought to be given to Global, National, Provincial and Local policy and legislative imperatives.

1.2.1. GLOBAL IMPERATIVES

SUSTAINABLE DEVELOPMENT GOALS (SDGs)

During 2015, South Africa presented its final Millennium Development Goals (MDGs) report on the state of the progress that the country has made in rolling back poverty in all its forms, as agreed upon globally and initiated in 2000. This 15-year process covered the tracking of eradication of poverty in a number of dimensions, measured across 8 basic areas or goals. Since then the global community has adopted a further set of development issues to continue and expand the work of the MDGs. This set of aspirations is termed the Sustainable Development Goals (SDGs) and will come to fruition in 2030. The SDGs are both an extension and an expansion of the work done under the MDGs; in particular, the number of goals increased from 8 to 17, the number of targets increased from 20 to 169 and the indicator suite increased from 60 to 230.

GOAL 1: END POVERTY IN ALL ITS FORMS EVERYWHERE

Recent data shows that the war on poverty is far from over and that efforts to combat it must be expanded and accelerated as the country experienced increased levels of poverty between 2011 and 2015. Women, children, black Africans, those living in rural areas, and people with little or no education remain the biggest victims of poverty in South Africa and these groups require special focus and targeted interventions if poverty levels are to drop to the SDG target of 20,0% by 2030 (from 40,0% in 2015) based on the LBPL.

GOAL 2: END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE

Food security is more than just the availability of food; it also encapsulate issues of affordability, nutrition/food utilisation and stability of food supply into the future. The NDP indicates that food

security exists when everyone has access to sufficient, nutritious and safe food at all times. This implies that food must be available and that people must have the means to access it.

GOAL 3: ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES

The NDP envisages South Africa having a health system that works for everyone and produces positive health outcomes by 2030. Provision of universal health coverage through implementation of national health insurance, addressing the social determinants of health and promoting healthy behaviours and lifestyles are identified as key prerequisites for achieving this vision. The national health system as a whole needs to be strengthened by improving governance and eliminating infrastructure backlogs.

GOAL 5: ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS

This Goal can be viewed as a vehicle which will move South Africa further along the trajectory towards the achievement of the gender equality imperatives outlined in both the Constitution of the Republic, as well as the NDP.

Therefore, significant efforts must be made towards mainstreaming a gender perspective in the implementation of the SDGs; closing or narrowing persisting gender gaps; and strengthening support to our institutional mechanisms for women's empowerment and gender equality in the country.

GOAL 6: ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL

Water is identified as a strategic resource critical for social and economic development in South Africa. The NDP states that "by 2030 all South Africans will have affordable access to sufficient safe water and hygiene sanitation to live healthy and dignified lives". The National Water Policy, the National Water Act (Act 36 of 1998) and the Water Services Act (Act 108 of 1997) provide the legal framework for government to fulfil its responsibility of ensuring that all South Africans have access to adequate water supply services and sanitation services.

Since South Africa is a water-scarce country (30th driest country globally), greater attention will have to be paid to management and use of water. There is a growing concern over the potential impact of water-related risks of which some are predicted to increase in future as a result of impacts of climate change on the water resource. It is important that South Africa, together with riparian states, manages impacts of hydrological extremes through transboundary agreements. This will require strengthening of existing water monitoring networks across the entire shared basins and timely exchange of data and information between and among riparian states. The exchange of data and information among riparian states will not only assist in monitoring the riparian countries' achievement of SDG targets, but will also assist the countries to expedite the achievement of the set targets.

GOAL 7: ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL

South Africa ratified the Paris Agreement which is based on three main objectives. These objectives aim to limit the increase in global average temperature to well below two degrees Celsius from now until 2100, to increase the ability to adapt to the adverse impacts of climate change and to make finance flows consistent with a pathway towards low greenhouse gas emissions and climate-resilient development. These objectives resonate with our own objectives for the growth and development of Africa and indeed South Africa.

GOAL 8: PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL

South Africa will continue to promote inclusive and sustainable economic growth as a prerequisite for global prosperity. Goal 8 aims to provide opportunities for full and productive employment and decent work for all while eradicating forced labour, human trafficking and child labour. According to the NDP, South Africa must find ways to urgently reduce the alarming levels of youth unemployment and to provide young people with broader opportunities.

GOAL 9: BUILD RESILIENT INFRASTRUCTURE, PROMOTE SUSTAINABLE INDUSTRIALISATION AND FOSTER INNOVATION

Goal 9 encompasses three important aspects of sustainable development: infrastructure, industrialisation and innovation. Infrastructure provides the basic physical systems and structures essential to the operation of a society or enterprise. Industrialisation drives economic growth, creates job opportunities and thereby reduces income poverty. Innovation advances the technological capabilities of industrial sectors and prompts the development of new skills.

GOAL 10: REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES

Inequality manifests itself in many forms, but the most pressing area of inequality that needs to be addressed is the inequitable distribution of resources and income. Both the NDP and SDG agendas make this a central priority. By reducing income inequality we ensure that households have the ability and capacity for shaping their own futures. Interestingly, while the NDP has set a much more aggressive approach on poverty and its targets for 2030 compared to the SDGs, its inequality objectives and targets are slightly more modest and are on par with the SDG ambitions.

GOAL 11: MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE

Sixty-three percent of South Africans already live in urban areas. Over 55% of the population are found in the 25 largest municipalities, with over 200 municipalities having less than 45% of the population. The contribution of these 25 largest municipalities to the GDP is over 70%, and they also have a very high proportion of job opportunities. The result of this is that on average, the population of these major urban centres grew by over 20% between 2001 and 2011.

In the South African context, informal settlements present a particular challenge. Most job-seeking migrants moving to cities first live in informal settlements, which are an affordable entry

to the city. Many migrants cannot break into the urban labour market and find it difficult to move out of shacks into more formal accommodation. The average residence period within urban informal settlements has increased from about two to four years in the early 1990s to 10 years currently. Despite this challenge, cities have begun to take the lead in developing partnerships that contribute to the sustainable delivery of services.

GOAL 12: ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS

As defined by the Oslo Symposium in 1994, sustainable consumption and production (SCP) is about:

"the use of services and related products, which respond to basic needs and bring a better quality of life while minimizing the use of natural resources and toxic materials as well as the emissions of waste and pollutants over the life cycle of the service or product so as not to jeopardize the needs of further generations".

South Africa is the 27th largest economy in the world, but the 12th largest carbon dioxide emitter. This is mainly because the energy-intensive economy is largely dependent on carbon-based fuels. As the world takes steps to cost the negative effects of carbon, South Africa is likely to face challenges (and opportunities) in reducing emissions. South Africa is also a dry country with limited fresh water resources. It will have to find ways of using water more sensibly and improving both the water and energy efficiency of industry.

GOAL 13: TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS

It is anticipated that the competition for land, water and energy will intensify as the effects of climate change become apparent, potentially increasing the scarcity and pollution of water, and accelerating soil erosion and degradation. However, the NDP states that whilst climate change is a major threat, developments in science and technology will enable countries to mitigate the effects, without undermining growth and that by 2030, South Africa's transition to an environmentally sustainable, climate-change resilient, low-carbon economy and just society will be well under way.

In order to meet the stated objectives and the need for improved disaster-risk reduction, South Africa's National Climate Change Response White Paper highlights a suite of sectors that need to consider climate change impacts in their planning, namely water, agriculture and commercial forestry, health, biodiversity and ecosystems, and human settlements (urban, coastal and rural). Amongst others, the NDP proposes the inclusion of climate-change risks in the national disaster management plan and in the communication strategies.

SDG target - to strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.

GOAL 14: CONSERVE AND SUSTAINABLY USE THE OCEANS, SEAS AND MARINE RESOURCES FOR SUSTAINABLE DEVELOPMENT

The NDP states that “Market and policy failures have resulted in the global economy entering a period of ‘ecological deficit’, as natural capital (ground water, marine life, terrestrial biodiversity, crop land and grazing) is being degraded, destroyed, or depleted faster than it can be replenished”. Given the vast marine resources South Africa has and a long coastline that forms the basis of the livelihoods of many coastal communities, it becomes imperative that this resource be used in a manner that addresses South Africa’s developmental challenges and at the same time is protected and used in a manner that is consistent with the principles of sustainable development.

GOAL 15: PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS

Long-term planning to promote biodiversity and the conservation and rehabilitation of natural assets is critical, and should be complemented by a strategy for assessing the environmental impact of new developments as an important component of overall development and spatial planning.

The NDP highlights the need for programmes to conserve and rehabilitate ecosystems and biodiversity assets. South Africa should implement the protected areas expansion strategy and promote the biodiversity stewardship programme to build conservation partnerships around privately-owned land and introduce incentives to protect and rehabilitate ecosystems, such as rebates and tax reductions.

GOAL 16: PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS

Crime in South Africa affects everyone and addressing the challenge of crime and corruption is one of the government’s priorities. The fight against crime and corruption is part of the Justice, Crime Prevention and Security (JCPS) cluster’s integrated approach to accomplish the goal of a better life for all and ensure that all people in South Africa are, and feel safe.

The NDP states that the high crime levels have slowed South Africa’s social and economic development. It further states that an integrated approach to safety and security will require coordinated activity across a variety of departments, the private sector and community bodies.

It further alludes to the fact that all should enjoy equal protection without fear of crime. The NDP draws attention to the link between, on the one hand, crime and on the other hand, high levels of unemployment and poor quality of education. Addressing these inequities requires higher levels of inclusive economic growth and sustained employment creation.

Economic growth and higher levels of employment partly depend on the enhancement and better utilisation of South Africa’s export earnings. It further refers to the negative effect that corruption has on good governance and proposes that the country needs an anti-corruption system that enhances public servants’ accountability, protects whistle-blowers and closely monitors

procurement. It further believes that a strong and independent judiciary is required to ensure the rule of law and good governance.

GOAL 17: STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT

In a society with deep societal and economic divisions, neither social nor economic transformation is possible without institutions and infrastructure that enable the economy and society to operate; and its ability to carry out these functions, has a profound impact on the lives of all South Africans.

An efficient and progressive tax system is the cornerstone of South Africa's democracy, supporting the values of social solidarity as reflected in the Constitution. The below par revenues for 2016/17 mirrors a deteriorating GDP growth over the past year, and this is expected to continue over the medium term. Tax revenue shortfalls directly lead to either higher government borrowing or reductions in government expenditure. It is critical that government is able to raise additional tax revenues when required to ensure the sustainability of social programmes and public investment.

It is envisioned that by 2030, ICT will underpin the development of a dynamic and connected South African information society and a vibrant knowledge economy that is more inclusive and prosperous. In view of that, Cabinet approved the National Integrated ICT Policy White Paper (2016) which provides a framework to guide interventions towards bridging the digital divide. Cabinet further approved a broadband policy aimed at ensuring universal access to broadband infrastructure and services by 2020. The vision for broadband is that by 2020, 100% of South Africans will have access to broadband services.

(Source: STATSSA 2017- Indicator Baseline Report 2017: South Africa)

1.2.2. NATIONAL POLICIES AND IMPERATIVES

1.2.2.1. Constitution of the Republic of South Africa (Act 108 of 1996)

Section 151 of the Constitution, states that developmental local government should make provision for a democratic and accountable government for local communities. Local government must promote a safe and healthy environment and encourage community involvement in matters of local government such as municipal health services, municipal transport, municipal roads, municipal parks and recreation.

Section 152 states that local government should ensure the provision of services to communities in a sustainable manner and encourages the involvement of communities and community organizations in matters of local government.

Section 153 states that each municipality should structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community.

1.2.2.2. White Paper on Local Government (1998)

It views the IDP as a way of achieving developmental local government. It establishes a basis for developmental local government in which “local government is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”. It also encourages public consultation in policy formulation and in monitoring and evaluation of decision-making and implementation.

1.2.2.3. Municipal Structures Act, 1998 (Act 117 of 1998)

Municipal Structures, Act 117 of 1998 provides for the establishment of municipalities, their internal structures and the division of powers between local and district municipalities. It gives district municipalities the responsibilities for IDP for the entire district area, including a framework for all local municipalities. District municipalities, have a responsibility for inter-local co-ordination, and for links with provincial and national departments. Local municipalities should produce plans that are aligned to the district plan. Sekhukhune District Municipality is responsible to the planning activities of its local municipalities.

1.2.2.4. Municipal Systems Act (Act 32 of 2000)

It regulates the IDP. It requires the municipality to undertake developmental oriented planning so as to ensure that it strives to achieve the objectives of local government set out in Section 152 and 153 of the Constitution of the Republic of South Africa. Section 25 (1) requires the Municipal Council, within a prescribed period after the start of its elected term, to adopt a single, inclusive and strategic plan for the development of the municipality. Section 26 of the Act further outlines the core components of the IDP of a municipality.

1.2.2.5. Municipal Finance Management Act (Act 56 of 2003)

The Municipal Finance Management Act 9 MFMA) was promulgated to sustain the finances of both the municipalities and other spheres of government. The Act also gives mandatory obligations on performance management system. Section 2 of the Act’s objectives is to secure sound and sustainable management of the financial affairs of the local government institutions to which this Act applies by establishing norms and standards.

Sekhukhune District Municipality (SDM) budget process endeavors to comply to the provision of the MFMA. It is pertinent that the development of the IDP and the budget process are integrated and aligned as per legislation.

1.2.2.6. Inter-Governmental Relations Framework Act (Act 13 of 2005)

This Act responds to the limited successes of alignment amongst the three spheres of government. The Act creates a framework to support intergovernmental cooperation and coordination as required by the Constitution in its definition of “cooperative governance”. It compels all the three spheres of government to participate in the planning processes of the

municipalities and in turn allow their own planning processes to be influenced by the municipal IDPs.

Municipal IDPs are therefore the centres of planning for both provincial and national programmes in a specific local area. Municipalities participate in District-planning for a, Municipal Manager's FORA and Mayor's FORA as well as in the Premier's Intergovernmental FORA to ensure proper alignment and coordination of Local, District, Provincial and National plans. The Act establishes structures and processes that enhance intergovernmental planning and monitoring processes that enhance intergovernmental planning and monitoring processes for Local, Provincial and National spheres of government.

1.2.2.7. Development Facilitation Act (DFA) (Act 65 of 1995)

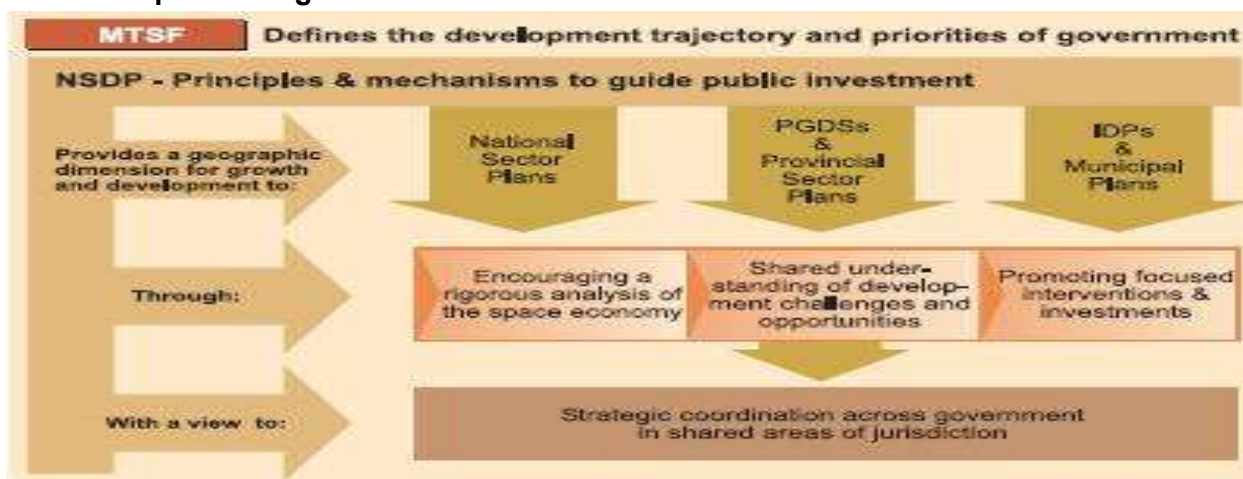
The DFA has formalized the restructuring of urban settlements and planning in South Africa. Its aim has been to expedite land development projects and to promote efficient and integrated land development. It states that municipalities should prepare the land Development Objectives (LDOs) on an annual basis.

1.2.2.8. The National Spatial Development Perspective (NSDP)

The National Spatial Development Perspective (NSDP) (Presidency, 2006) is the primary spatial lens through which policymakers view socio-economic development in the country as a whole. It presents a wide variety of socio-economic trends emerging in South Africa, and then draws inferences about how that emerging space economy should affect public investment (expenditure) in the immediate future.

The diagram below illustrate

Figure 1 - The NSDP principles and perspective informing the basis for robust analysis for the three spheres of government



Source: National Spatial Development Perspective. The Presidency (2006)

The NSDP indicates that each spheres of government has its own distinct development tasks and related planning frameworks corresponding to the scale of operations and the area of jurisdiction. For these frameworks to be coordinated and strategically aligned, each sphere will have to adopt the NSDP methodology and approach.

1.2.2.9. The Medium-Term Strategic Framework (MTSF) - 2019-2024

The MTSF 2019-2024 is a combination of a Five Year Implementation Plan and an Integrated Monitoring Framework. The Plan will focus on the seven priorities of the Sixth Administration of Government and related interventions, resourcing, social compacts with social partners, coordination and integration at all levels of government and delivery, through the District Model One Plan.

The purpose of the MTSF is to outline the Government strategic intent in implementing the electoral mandate and NDP Vision 2030 as our lodestar. The MTSF is also informed by the recommendations of the 25 Year Review and its specific recommendations for the next five years. It provides the strategic shift that marks transitions from the Fifth Administration to the Sixth Administration and the shift in strategic direction from the first 25 years to the second 25 years since the adoption of NDP 2030, its implementation through the MTSF 2014-2019, this MTSF 2019-2024 is informed by the lessons of the past years and 25 years of our democracy and the Reconstruction and Development Programme (RDP).

A. Priorities for 2019-2024

i. The Three NDP Pillars

The MTSF 2019-2024 aims to address the challenges of unemployment, inequality and poverty through three pillars of the NDP:

- Achieving More Capable State;
- Driving Strong and Inclusive Economy; and
- Building and Strengthening the capabilities of South Africans

ii. The Priorities

The MTSF 2019-2024 is the translation of the Government Priorities outlined by the President at the 2019 State of the Nation Address (SONA) that are derived from the electoral mandate for the next five-year period. The seven priorities of this strategic framework are embedded into the three pillars.

The priorities, which will be achieved through more focused implementation, coordination and integration by the various levels of government including state owned enterprises, the private sector and civil society, are as follows:

Priority 1: A capable, ethical and developmental state

Priority 2: Economic transformation and job creation

Priority 3: Education, Skills and Health

Priority 4: Consolidating the social wage through reliable and quality basic services

Priority 5: Spatial integration, human settlements and local government

Priority 6: Social cohesion and safe communities

Priority 7: A better Africa and world

1.2.2.10. GOVERNMENT'S PROGRAMME OF ACTION: THE OUTCOMES APPROACH

The outcomes approach is designed so as to ensure that government focuses on achieving the real improvements in the life of all South Africans.

The Outcomes approach emphasizes improved coordination of government activities across the spheres for common objectives, thereby discouraging working in compartments as experienced in the past. In creating a single window of coordination the outcomes-based approach advance a common approach to service delivery challenges. This approach seeks to improve accountability of different role players in the service delivery chain through the efficient and effective use of human and financial resources.

1. **Basic Education:** Improve the quality of basic education
2. **Health:** Improve health and life expectancy
3. **Safety and Security:** All people in South Africa protected and feel safe
4. **Employment:** Decent employment through inclusive economic growth
5. **Skills:** A skilled and capable workforce to support inclusive growth
6. **Infrastructure:** An efficient, competitive and responsive economic infrastructure network
7. **Rural Development:** Vibrant, equitable and sustainable rural communities and food security
8. **Human Settlement:** Sustainable human settlements and improved quality of household life
9. **Local Government:** A response and, accountable, effective and efficient local government system
10. **Environment:** Protection and enhancement of environmental assets and natural resources
11. **International Relations:** A better South Africa, a better and safer Africa and World
12. **Public Service:** A development-oriented public service and inclusive citizenship

1.2.2.11. Expanded Public Works Programme (EPWP)

The principal objective of this programme is to launch and expand labour intensive projects that will provide opportunities for skills development to create an enabling environment for employment and self-employment. It will also assist in building capacity for the maintenance of infrastructure; provide community service and the development of a programme for Early Childhood Development (ECD). SDM, like other district in Limpopo, is gearing towards the effective implementation of EPWP programme and even expanding it to other sectors of the economy.

1.2.2.12. Development of Small and Micro-Enterprises

The enabling environment should be created through legislation to harness the entrepreneurial capabilities available in local communities. These capabilities would encourage self-employment and the employment of other job seekers. Sekhukhune District Municipality has come with interventionist measures through LED Strategy to deal with the problem of unemployment.

1.2.2.13. Alignment with National Development Plan

The National Development Plan has strategies outlined according to following areas, which should be considered by municipalities for alignment.

WATER AND SANITATION MANAGEMENT STRATEGIES PROPOSED:

- **Establish a national water-resources infrastructure agency**

The Department of Water Affairs has identified the actions necessary to reconcile the water demands of major urban and industrial centres with potential supplies up to 5 2030. These plans need to be translated into well timed investment programmes to avoid supply constraints. Large investments in regional systems could be undertaken by a national water-resources infrastructure agency, perhaps modelled on the South African National Roads Agency Limited.

This agency would build on the foundation provided by the Trans-Caledon Tunnel Authority, which is already supporting implementation of several large projects, and help to resolve the organisational challenges faced by the department's Water Trading Entity. However, the national government, through the Department of Water Affairs, should continue to lead the planning process, reviewing these programmes every five years to ensure coordination with other long-term economic and infrastructure plans.

- **Reduce demand**

Reducing growth in water demand is just as important as increasing its supply. Current planning assumes it will be possible to achieve an average reduction in water demand of 15 percent below baseline levels in urban areas by 2030. Detailed targets have been set for different areas. Achieving demand reductions on this scale will require programmes to reduce water leakage in distribution networks and improve efficient domestic and commercial water use.

The Commission proposes running a national programme to support local and sectoral initiatives to reduce water demand and improve water-use efficiency. Demand-management projects with merit should be given priority and regarded as being on par with water-supply expansion projects in terms of importance.

- **Manage agricultural use better**

Agriculture uses the largest volume of water (even though agricultural water supplies are less reliable than those supplied to urban and industrial users). The farming sector will have to

increase its water efficiency to improve production and allow for water to be transferred to new users in water scarce areas, to compensate for the expansion of irrigated agriculture, which has high job-creation potential. The Commission proposes a dedicated national programme to provide support to local and sectoral efforts to reduce water demand and improve water-use efficiency. Water-saving and demand-management projects should be considered as part of the overall range of water supply investment programmes. These can be compared with supply expansion projects, and should be prioritised accordingly, based on their merits.

- **Investigate water reuse and desalination**

There is already extensive indirect reuse of water in inland areas, where municipal and industrial waste water is reintroduced into rivers after treatment. However, there is considerable scope for further water reuse. Many municipalities lack the technical capacity to build and manage their wastewater treatment systems. As a result, a regional approach to wastewater management may be required in certain areas. Water infrastructure investment should include projects to treat and reuse water, selected on their merits. Research into water reuse and desalination and the skills to operate such technology should be developed, perhaps under the auspices of a national water-resource infrastructure agency (discussed below) or the Water Research Commission.

AGRICULTURE AND AGRO-PROCESSING STRATEGY PROPOSALS:

- Substantial investment in irrigation infrastructure, including water storage, distribution and reticulation throughout the country where the natural resource base allows, as well as in water-saving technology. A 50 percent increase in land under irrigation would cost R40 billion in off-farm infrastructure over a 10-year period.
- Greater investment in providing innovative market linkages for small-scale farmers in communal and land-reform areas.
- As part of comprehensive support packages for farmers, preferential procurement mechanisms to ensure that new agricultural entrants can also access these markets.
- Tenure security. Farmers will only invest in these areas if they believe that their income streams from agriculture are secure. Tenure security will secure incomes for existing farmers at all scales, for new entrants into agriculture, and for the investment required to grow incomes.
- Technology development. Growth in agricultural production has always been fuelled by technology, and the returns to investment in agricultural research and development are high.
- Policy measures to increase intake of fruits and vegetables, and reduce intake of saturated fats, sugar and salt, as recommended in the South African food dietary guidelines, to accompany strategies to increase vegetable and fruit production.

- Exploration of innovative measures, such as procurement from small-scale farmers to create local buffer stocks and community-owned emergency services.

MINERALS CLUSTER STRATEGY PROPOSALS:

- Address the major constraints impeding accelerated growth and development of the mining sector in South Africa. The main interventions include: ensuring certainty in respect of property rights; passing amendments to the Minerals and Petroleum Resource Development Act (2002) to ensure a predictable, competitive and stable mining regulatory framework; secure reliable electricity supply and/or enable firms to supply their own plant with an estimated potential of 2 500MW by 2015; and secure, reliable rail services, potentially enabling private participation.
- Develop, deepen and enhance linkages with other sections of the economy. This includes: linkages with both manufacturers of inputs (capital goods and consumables) and suppliers of mining-related services; and downstream producers, especially for platinum-group metals and chrome ore. In this regard, an export tax could be considered.
- Provide focused research and development support to enable improved extraction methods that lengthen mine life; better energy efficiency and less water intensity; and alternative uses of South Africa's extracted minerals, especially platinum-group metals, titanium and others that have potential for application in new energy systems and machinery.
- Identify opportunities to increase regional involvement and benefit in the whole minerals cluster. This could include encouraging the establishment and development of alternative providers of partially processed intermediate inputs in other countries in the region.
- Ensure active engagement on, and resolution to, issues raised through the Mining Industry Growth and Development Task Team process.
- Improve alignment of mining charter requirements to ensure effectiveness in local communities.

Construction/Infrastructure

- Address government's ability to spend its infrastructure budget, particularly with regard to project-management capacity, long-term planning, and monitoring and evaluation of both expenditure patterns and construction work.
- Support the civil construction and the supplier industries in their export efforts – with the establishment of a Financial Centre for Africa, and more support in commercial diplomatic relations.
- Intensify support to supplier industries such as building supplies, steel, glass and cement.
- Create conditions for a less cyclically volatile industry by emphasising numerous, smaller scale, regionally dispersed projects to address backlogs, which are more accessible to smaller firms and new entrants.
- Expand public funding for alternative types of low-income housing that would generate more demand directly and in supplier industries.

- Promote a simultaneous focus on more energy-efficient buildings and building techniques to reduce demands on electricity supply in the longer term. Home insulation and the installation of solar water heaters are labour-intensive activities that have strong backward linkages to supplier industries.

Tourism and Culture

Emphasis will be placed on increasing the total number of tourists entering the country, and the average amount of money spent by each tourist.

Ease of doing business, as well as availability of appropriate levels of tourism infrastructure (particularly transport, tourism offerings/ products and accommodation), will play an important role in attracting different types of tourists.

Foreign business tourists arriving by air generate the most significant multipliers. South Africa will be positioned as the business and shopping centre for the region.

South Africa can do more to develop the region as an international tourist destination by emphasising the broader biodiversity, cultural diversity, scenic beauty and range of tourism products, and making it easier for tourists to travel between countries in the region. A Schengen-type visa for the region will be considered.

Overarching Principles for Spatial Development

“All spatial development should conform to the following normative principles and should explicitly indicate how they would meet the requirements of these principles (National Planning Commission; The Presidency, RSA, 2012: 277):

Spatial justice: The historic policy of confining particular groups to limited space, as in ghettoization and segregation, and the unfair allocation of public resources between areas, must be reversed to ensure that the needs of the poor are addressed first rather than last.

Spatial sustainability: Sustainable patterns of consumption and production should be supported, and ways of living promoted that do not damage the natural environment.

Spatial resilience: Vulnerability to environmental degradation, resource scarcity and climatic shocks must be reduced. Ecological systems should be protected and replenished.

Spatial quality: The aesthetic and functional features of housing and the built environment need to be improved to create liveable, vibrant and valued places that allow for access and inclusion of people with disabilities.

Spatial efficiency: Productive activity and jobs should be supported, and burdens on business minimised. Efficient commuting patterns and circulation of goods and services should be encouraged, with regulatory procedures that do not impose unnecessary costs on development.

1.2.2.14. ALIGNMENT WITH NATIONAL INFRASTRUCTURE PLAN

Purpose of National Infrastructure Plan

The South African Government adopted a National Infrastructure Plan in 2012 whose purpose is to transform economic landscape while simultaneously creating significant numbers of new jobs, and to strengthen the delivery of basic services. The plan also supports the integration of African economies.

The National Infrastructure Plan contains 18 strategic Infrastructure Plans, out of which those with relevance to local government are summarised below:

SIP 18: Water and sanitation infrastructure

A 10-year plan to address the estimated backlog of adequate water to supply 1.4 m households and 2.1 m households to basic sanitation. The project will involve provision of sustainable supply of water to meet social needs and support economic growth.

Projects will provide for new infrastructure, rehabilitation and upgrading of existing infrastructure, as well as improve management of water infrastructure.

SIP 11: Agri-logistics and rural infrastructure

Improve investment in agricultural and rural infrastructure that supports expansion of production and employment, small-scale farming and rural development, including:

- facilities for storage (silos, fresh-produce facilities, packing houses)
- transport links to main networks (rural roads, branch train-line, ports)
- fencing of farms
- irrigation schemes to poor areas
- improved R&D on rural issues (including expansion of agricultural colleges)
- processing facilities (abattoirs, dairy infrastructure)
- aquaculture incubation schemes
- rural tourism infrastructure.

SIP 6: Integrated municipal infrastructure project

Develop national capacity to assist the 23 least resourced districts (19 million people) to address all the maintenance backlogs and upgrades required in water, electricity and sanitation bulk infrastructure.

The road maintenance programme will enhance service delivery capacity thereby impacting positively on the population.

SIP 10: Electricity transmission and distribution for all

Expand the transmission and distribution network to address historical imbalances, provide access to electricity for all and support economic development.

Align the 10-year transmission plan, the services backlog, the national broadband roll-out and the freight rail line development to leverage off regulatory approvals, supply chain and project development capacity.

SIP 1: Unlocking the northern mineral belt with Waterberg as the catalyst

- Unlock mineral resources.
- Rail, water pipelines, energy generation and transmission infrastructure.
- Thousands of direct jobs across the areas unlocked.
- Urban development in Waterberg - first major post-apartheid new urban centre will be a “green” development project.
- Rail capacity to Mpumalanga and Richards Bay.
- Shift from road to rail in Mpumalanga.
- Logistics corridor to connect Mpumalanga and Gauteng.

PRIMARY MINERAL RESERVES	
Coal	18 bn tons
Chromite	5,5 tons
Platinum	6 323 tons
Palladium	3 611 tons

1.2.3. PROVINCIAL IMPERATIVES

1.2.3.1. LIMPOPO DEVELOPMENT PLAN (LDP): 2020 – 2025 (FINAL DRAFT)

The Limpopo Development Plan (LDP) is a 5-year overarching Growth and Development Plan that outlines the contribution of the province to the National Development Plan (NDP) Vision 2030 imperatives and the execution of the 5-year NDP Implementation Plan and Medium Term Strategic Framework (MTSF) priorities and targets of the current Term of Administration. The 2020-2025 Limpopo Development Plan (LDP) builds on the achievements and lessons learned from the implementation of the 2014-2019 LDP.

The LDP is designed to marshal resources from all sectors, both public and private, towards addressing economic growth and integrated development in Limpopo. It thus creates a platform for the constructive and active participation of the private sector, civil society and organised labour towards the achievement of provincial growth and development objectives to promote higher standards of living for citizens of Limpopo.

The LDP seeks to ensure that government resources, efforts and energy are channelled towards creating an enabling environment, offering opportunities to the people of the Limpopo Province

to be active beneficiaries of sustainable growth and development, which can improve their quality of life.

Equally, the LDP serves as a blueprint and framework for Strategic Plans and Annual Performance Plans of provincial departments, District-Wide IDPs or One Plans and Integrated Development Plans of districts and local municipalities, as it delineates the provincial contribution towards the implementation of goals and targets spelled out in national strategies and sector plans.

The LDP is also an elaboration of the adopted international and national policy frameworks that provide a clear vision for growth and development. It espouses the need for meaningful partnership amongst all stakeholders if growth and development are to be realised in the province.

Development is defined as broad-based improvements in the standard and quality of people's living in Limpopo, to which all institutions, including government, business, organised labour and citizens contribute. Growth in the economic output, the provision of infrastructure capital assets for social and economic development, job creation, production and income access to adequate public services, and environmental management are all essential instruments to achieve sustainable development, the outcome of which will result in the reduction of unemployment, poverty and inequality.

Limpopo is bracing itself to consolidate the gains brought about by the democratic dispensation and achievements registered during the 5th Term of Administration by further enhancing economic growth focusing on industrialisation and value-adding, implementing measures that promote job creation and addressing social development through the implementation of the 2020-2025 LDP.

The 2020-2025 LDP is being finalised amid the unprecedented Corona virus (COVID-19), which has been declared a pandemic by the World Health Organization (WHO), and which has created social and economic crises throughout the world to a scale last seen during the 1930s Great Depression. The full impact of the virus is not yet known. However, experts estimate that the global economy will register negative growth. For example, the IMF in January 2020 expected the global income to grow by 3%, but post COVID-19 it is forecast to fall by 3% or more.

In South Africa, the situation might be dire, as the economy was still recovering from the 2008-09 Great Recession, riddled by the State Capture chronicles, and the latest downgrading into sub-investment level on the eve of the pandemic outbreak and the subsequent national lockdown implemented to limit the rate of infection. It is thus estimated that the economy will register negative growth, the rate of unemployment might double and inequality will rise sharply due to the disproportionate impact of COVID-19 on low- and unskilled workers, small and medium enterprises, and the most vulnerable groups in society. The key findings of a predictive analysis of the impact of COVID-19 has been included in the LDP and may necessitate a review of the provincial targets.

Purpose of the LDP

The purpose of the LDP 2020-2025 is to outline the contribution of the Limpopo Province to the NDP, provide a framework for the strategic plans of provincial government departments and municipalities, and to create a structure for the constructive participation of private-sector business and organised labour and citizens towards the achievement of the provincial growth and development objectives.

The people of Limpopo desire a future state that is peaceful and prosperous and contributes towards improved quality of life. This can be achieved through the implementation of social and economic programmes that result in the achievement of the development objectives as follows:

- Create decent employment through inclusive economic growth and sustainable livelihood;
- Improve the quality of life of citizens;
- Prioritise social protection and social investments;
- Promote vibrant and equitable sustainable rural communities;
- Raise the effectiveness and efficiency of a developmental public service;
- Ensure sustainable development.

The 2020-2025 LDP is an integrated socio-economic planning and delivery document for the province. It encapsulates the realities and the aspiration of the provincial citizens. The plan aims to transform the productive potential of the province while addressing the inherent socio-economic challenges with the aim of ensuring sustainable livelihoods.

1.2.4. LOCAL IMPERATIVES

1.2.4.1. Sekhukhune District Development Model (One Plan) – 2021/2022 -2024/2025

The IGR Framework Act (IGRFA) sets out the general principles and objects of intergovernmental relations. The focus is primarily on the outcomes that the system must achieve coherent government, effective provision of services, monitoring implementation of policy and legislation as well as the realization of national priorities. The local government is the closest sphere to communities and represents all spheres of government at local level. A functional and developmental LG is a necessary requirement for an effective Developmental State.

The District Development Model, as announced by the President seeks to encourage better coordination and cooperation in government to improve coherence in planning and implementation across all spheres of governance.

The District Development Model seeks to address silo planning at a horizontal and vertical level. It will also narrow the distance between the people and government by strengthening the coordination role and capacities at the District level as it is the penultimate sphere closer to the people after Ward and Local Spheres. It is aimed at delivering Integrated Services whilst strengthening Monitoring and Evaluation and impact at district and local levels.

The Sekhukhune District Municipality is located in the south-eastern part of Limpopo, which is South Africa's most Northern Province. The district was formed during the year 2000 and is one of the five District Municipalities in the Limpopo Province. It shares boundaries with Capricorn

and Mopani Districts in the north, Mpumalanga in the south and east, and the Waterberg District in the west.

The District is largely rural in nature and is made-up of four Local Municipalities, namely; Elias Motsoaledi, Ephraim Mogale, Makhuduthamaga and Fetakgomo Tubatse. The District is made up of 117 wards with a total of 764 villages.

There are 74 traditional leaderships within the district. These are mostly concentrated in Fetakgomo Tubatse, Makhuduthamaga, the eastern extents of Ephraim Mogale and the south-western extents of Elias Motsoaledi municipality (the former Moutse area in KwaNdebele).

Sekhukhune District Municipality accounts for a total population of 1.2 million, or 20.4% of the total population in the Limpopo Province, with the Vhembe District being the most populous region in the Limpopo Province for 2018. Sekhukhune increased in importance from ranking fourth in 2008 to third in 2018. In terms of its share the Sekhukhune District Municipality was slightly larger in 2018 (20.4%) compared to what it was in 2008 (19.6%). When looking at the average annual growth rate, it is noted that Sekhukhune ranked highest (relative to its peers in terms of growth) with an average annual growth rate of 1.4% between 2008 and 2018.

According to IHS Markit Regional eXplorer version 1750, in 2018, the population group with the highest percentage of people living in poverty was the African population group with a total of 82.6% people living in poverty, using the upper poverty line definition. The proportion of the African population group, living in poverty, decreased by 7.66 percentage points, as can be seen by the change from 82.60% in 2008 to 74.93% in 2018. There has been a rise in unemployment between 2008 and 2018. In 2018, there were a total number of 93 900 people unemployed in Sekhukhune, which is an increase of 6 360 from 87 600 in 2008. The total number of unemployed people within Sekhukhune constitutes 28.17% of the total number of unemployed people in Limpopo Province.

There are approximately 187 161 people of 20 years or older in the district who have no schooling. Only 4 % of the population have higher education. This will likely constrain the ability of the District to improve its socio-economic conditions significantly in the short to medium term.

This plan has utilised statistics received mainly from the Department of Economic Development, Environment and Tourism (LEDET), which they obtained from different sources, i.e. Stats SA, Global Insight /IHS Markit Regional Explorer, Geoscience Councils, IEC, Universities, Internal (Record of Decision), etc. It analyses a combination of stats obtained mainly from Stats SA and Global Insight/IHS Markit Regional Explorer which brings together the deepest and timely intelligence at district level. LEDET officially subscribes to Global Insight /IHS Markit Regional Explorer.

The main sectors of Sekhukhune District that contribute to the growth of economy in the district are Agriculture, Mining and Community Services. Mining is the biggest contributor in the economy of the district and it is forecasted to grow fastest at an average of 5.64% annually from R 12.4 billion in Sekhukhune District Municipality to R 16.3 billion in 2023. The mining sector is estimated to be the largest sector within the Sekhukhune District Municipality in 2023, with a total

share of 53.0% of the total GVA (as measured in current prices), growing at an average annual rate of 5.6%. The sector that is estimated to grow the slowest is the construction sector with an average annual growth rate of 0.21%.

The District Municipality remains focused and committed to the vision “Sekhukhune District Municipality - a leader in integrated economic development and sustainable service delivery”. The institutional projects included in the Development Plan will be aligned to the institutional budget. The Development Plan will include the plans/programmes which should be implemented by different spheres of government (including Municipalities) and Private Sector to ensure that people within Sekhukhune District experience integrated and inclusive development. Different Stakeholders were consulted on the Socio-economic Profile after its approval by Council in February 2020. The District Development Model was officially inaugurated by the Deputy Minister in the Department of Planning, Monitoring and Evaluation (DPME) on the 20th November 2020.

1.2.4.2. Powers and Functions

The SDM has assumed responsibilities in several powers, duties and functions at the local municipalities due to capacity and establishment constraints. Functions such as water and sanitation, waste management and disaster management are the responsibilities of the district. Local Municipalities are considered as the low capacity municipalities. The district must devise a long-term capacitating strategy for the concerned municipalities to enable them to perform these functions:

- Water
- Sanitation
- Fire fighting
- Disaster Management
- Local Tourism
- Municipal Airport except for Ephraim Mogale and Elias Motsoaledi
- Municipal Planning
- Municipal Health Services
- Municipal Public Transport
- Markets
- Municipal Abattoirs

The powers and functions are reviewed annually after capacity assessments by the Municipal Demarcation Board, which informs MEC Adjustment Report.

Municipal Demarcation Board is currently reviewing the whole Capacity Assessment Model, considering the following limitations:

Clarity on underlying processes and drivers of the model: a primary concern relating to the approach is that the detail underlying the model is not fully explained. The reader or user of the model (which could include the MEC or other provincial representatives) is not provided with the relevant information to fully understand which variables inform the determination of whether a

municipality has capacity or not. Furthermore it is not clear what processes were followed in reaching the determination of capacity levels.

Limitations related to the conceptualisation of capacity: the concern with this approach is that the model lacks a robust and comprehensive basis upon which to inform a) the assessment and understanding of capacity levels within and across municipalities and b) make recommendations for the adjustment of powers and functions.

Measurement and interpretation issues: it fails to assess the ability to spend, which is one indicator of a municipality's capacity to deliver services and perform functions, insufficient understanding of the extent of capacity shortcomings, there is a need to assess actual capacity levels in addition to asking about perceived access to resources.

Assessing performance: lack of benchmarks against which to assess, lack of differentiation, insufficient scope for understanding the 'why'

Limitations of quantitative assessments: The quality of the data is highly dependent on the measurements used and the extent to which the indicators link to a clearly defined conceptual framework.

The explanatory power of quantitative data is limited to the variables being tested in the survey. Because surveys focus on narrow, highly specified areas of inquiry and rely on structured responses mainly, they are highly limited in terms of the detail they provide and by their very design are not meant to provide depth and breadth.

It is therefore prudent that powers be approached cautiously as a guide than being instructive.

1.2.4.3. BASIS OF IDP REVIEW PROCESS

The development process address recommendations from different stakeholders and role players together with comments from the MEC' assessment of the district. It also takes into cognizance the assessment of the District's performance against the organizational objectives, the recommendations during public participation, IDP engagement processes and also any new information or any change in circumstances that might have arisen subsequent to the adoption of 2021-2022 IDP.

The development process is undertaken through implementation of Process Plans which all local municipalities must prepare as per legislation. The Process Plans must comply with the District IDP Framework to ensure proper implementation, alignment and coordination between the district and local municipalities as outlined in Section 27 of the Municipal System Act (MSA) of 2000. Proper alignment between the District and its local municipalities was done when IDP Framework at the District level and subsequently process plans for all Local Municipalities were compiled and adopted between July and August 2020 respectively. The process and schedule followed during the development process as stipulated in the District IDP Framework is outlined in the tables below.

Specific dates on the IDP process are listed as follows:

The table below reflects key deadlines which were followed according to the normal IDP/Budget process as per legislation.

Table 2: Important Dates on IDP Process

Action	Responsibility	Legislative background	Deadline
Preparatory Phase			
Publishing of approved Service Delivery and Budget Implementation Plan (SDBIP), as well as Performance Agreements (PAs) of Senior Managers	Office of the Municipal Manager	MFMA s 53	31 July 2020
Preparations and submission of Annual Financial Statements (AFS)	Budget and Treasury	MFMA s 122 Generally Recognised Accounting Practice (GRAP)	31 August 2020
Council adopts IDP Framework/Process Plan and budget time table for 2021/2022 IDP/Budget review	Planning and Economic Development Department/Budget and Treasury	-Section 27(1) Act 32 of 2000 -Section 21(1) Act 56 of 2003	31 August 2020
Table a time schedule of key budget & IDP deadlines	Executive Mayor	MFMA s 21	31 August 2020
Public notice in the Local newspaper regarding the adoption of Framework/Process Plan	Planning and Economic Development Department	Section 21(1) (a) (b) and (c) Act 32 of 2000 Section 28 (3), Act 32 of 2000	20 September 2020
Sitting of the Budget Steering Committee: <ul style="list-style-type: none"> - to monitor implementation of budget and - assess Analysis Phase information in preparation for IDP Representative Forum 	Budget and Treasury	Section 4(1) Municipal Budgets and Reporting Regulations, 2008	31 October 2020
Analysis Phase			
IDP Representative Forum meeting (to discuss Analysis Phase information)	Planning and Economic Development	Section 27 (d) (i) and Section 17 of Act 32 of 2000	30 November 2020
Situational analysis to assess the existing level of development (analysis phase chapter) of the SDM	Planning and Economic Development Department	Section 26 (b) of Act 32 of 2000	30 November 2020

Action	Responsibility	Legislative background	Deadline
Determination of revenue projections, proposed rates and service charges and draft budget allocations	Budget and Treasury	MFMA s 18	30 December 2020
Submit mid- year performance assessment to council	Budget and Treasury	MFMA s 72	25 January 2021
Submit mid- year performance assessment to AG,NT,PT and provincial department responsible for local government and Executive Mayor	Office of the Municipal Manager	MFMA s 72	25 January 2021
Strategy Phase:			
Strategic Planning session	Planning and Economic Development	MSA s 25	28 February 2021
The objectives and strategies that will be used to tackle challenges of development are specified.	All internal departments of SDM, including the relevant departments from local municipalities	Section 26 (c and d) of Act 32 of 2000	28 February 2021
Table adjustment budget if necessary	Executive Mayor	MFMA s 28	28 February 2021
Project phase and Integration phase:			
Projects to implement the identified objectives and strategies are formulated, as well as finalization of Integration Phase	All internal departments of SDM, including the relevant departments from local municipalities	Section 26 of Act 32 of 2000	31 March 2021
Sitting of the Budget Steering Committee (to discuss Draft IDP/Budget for 2021-2022, prepare for public consultations and the IDP Rep Forum)	Budget and Treasury Office	Section 4(1) Municipal Budgets and Reporting Regulations,2008	31 March 2021
<ul style="list-style-type: none"> - Draft IDP/Budget for 2021-2022 tabled before Council for noting (at least 90 days before start of financial year) - Draft Budget related policies and Risk Policies tabled before council for noting 	Planning and Economic Development/Budget and Treasury	MFMA Section 16(1) and (2), Section 14 (1) of Municipal Budgets and Reporting Regulations	31 March 2021
IDP Representative Forum meeting (to present Draft IDP for 2021-2022)	Planning and Economic Development	Section 27 (d) (i) and Section 17 of Act 32 of 2000	30 April 2021
Make budget available to Public, National Treasury, Provincial Treasury and other government departments	Budget and Treasury	MFMA s 22 (a) and (b)	11 April 2021
Public consultations final round (presenting Draft IDP/Budget)	Planning and Economic Development / Budget and Treasury / Office of the Speaker/Mayor	Section 16(1) (a), Section 28 (2) of Act 32 of 2000 and MFMA s 22 (a) and (b)	30 April 2021

Action	Responsibility	Legislative background	Deadline
Approval Phase			
Council approves the IDP and Budget (and budget related policies and Risk Policies) for 2021-2022	Planning and Economic Development/ Budget and Treasury	Section 16 and 17 of Municipal Budgets and Reporting Regulations,2008	31 May 2021
Submission of approved IDP/Budget to MEC for Local Government, National and Provincial treasury and to local municipalities	Planning and Economic Development/Budget and Treasury Office/Municipal Manager	Section 32 of Act 32 of 2000	10 June 2021
Notice and summary of approved IDP/budget in local newspaper	Planning and Economic Development/Budget and Treasury	Section 25 (4); 21(1) (a) (b) and (c) Act 32 of 2000 Section 18(1) Municipal Budgets and reporting regulations,2008	14 June 2021
Submit draft SDBIP within 14 days after approval of the budget to Executive Mayor	The Municipal Manager	MFMA s 53	14 June 2021
Approval of SDBIP and Performance agreements of senior managers- within 28 days after budget approval	The Executive Mayor	MFMA s 53	28 June 2021

Table 3: Roles of structures responsible for IDP process:

COMPOSITION	ROLES & RESPONSIBILITIES	FREQUENCY OF THE MEETINGS	VENUES	DEADLINE
A: IDP/Budget Steering Committee				
<ul style="list-style-type: none"> • Member of Mayoral Committee (MMC) responsible for finance (Chairperson) • MMC responsible for Planning and Economic Development Department • Two MMCs responsible for Infrastructure Department • Municipal Manager • Director: Corporate Services Department • Director: Infrastructure and 	<ul style="list-style-type: none"> • Manage the IDP/Budget process, including the process plan • Determine project prioritization model • Determine projects to be funded • Determine the public participation models • Monitor the implementation of projects outlined in the IDP • Present the draft IDP/Budget to the Rep Forum • Present the draft IDP/Budget to Mayoral Committee 	Monthly	To be confirmed	To be confirmed

COMPOSITION	ROLES & RESPONSIBILITIES	FREQUENCY OF THE MEETINGS	VENUES	DEADLINE
Water Services Department <ul style="list-style-type: none"> • Director: Community Services Department • Director: Finance Department (CFO) • Director: Planning and Economic Development Department • Director: Communications • Chief Audit Executive • Chief Risk Officer • IDP Manager • Budget Manager 	and to Council for approval			
B: IDP Rep Forum				
<ul style="list-style-type: none"> • Executive Mayor • Local Mayors • District and Local Councillors • Municipal Manager and local municipal managers • District Directors and LMs Directors • Sector Departments and government parastatals • Traditional leaders • Mining representatives • Organized groups 	<ul style="list-style-type: none"> - Coordinate planning across the District ▪ Share common understanding on development issues ▪ Facilitate horizontal alignment between and among municipalities, sector departments; parastatals; mines; various communities • Provide support to one another when necessary 	<ul style="list-style-type: none"> • One meeting at analysis phase • One meeting on Draft IDP 	To be confirmed	30 December 2020 and 30 April 2021
C. Mayoral Committee				
Members of Mayoral Committee	Recommend the approval of the IDP review to Council	Monthly	To be confirmed	Continual
D. Portfolio Committees				
Councillors	Recommend the approval of the IDP review to Council	To be confirmed	To be confirmed	Continual
E. Council				
Councillors	Adopt and approve the IDP	To be confirmed	To be confirmed	31 May 2021

Stakeholder Engagements and Community Participation

Community participation is a legislated requirement for development and review of a municipal IDP. Section 16 of the Municipal Systems Act, No. 32 of 2000, requires municipalities to develop a culture of municipal governance that complements formal representative government with system of participatory government, and must for this purpose encourage and create conditions for local community to participate in preparation, implementation and review of its Integrated Development Plan. It also requires municipalities to encourage and create conditions for the local community to participate in the affairs of the municipality.

The organizational structures as outlined above will form part of the methods of community participation in the IDP processes. In addition to these, community consultative meetings are also held across the area of the District Municipality.

Public consultations are sometimes held in each half of the financial year – during analysis phase and after adoption of the draft IDP:

- ✓ First round documenting priority needs of communities. These are commonly done by the LM's visiting their own wards to record priority development needs raised by their local community, and the
- ✓ Second round focusing on presenting the Draft IDP/Budget to communities (required by legislation for all municipalities).

However, a specific schedule of the key deadlines followed in the IDP process of 2020-2021 financial year is set out above. A schedule outlining the dates, time and venues of community consultative meetings was developed and advertised in the local newspapers before commencement of the meetings but was disrupted by the National Lockdown Regulations due to the Covid 19 Pandemic. Alternatively, media platforms were utilized for public consultations, e.g. SDM Website, emails and local radio stations as well as social media platforms where the Executive Mayor presented the 2020/2021 Draft IDP/Budget.

1.2.4.4. SUMMARY OF COMMUNITY NEEDS CAPTURED DURING MAY 2020

Table 4: Summary of community needs captured during May 2020

ITEM	ISSUES	FREQUENCY RAISED
1	Water	43
2	Sanitation	08
3	Roads/Stormwater Drainage	17
4	Health	03
5	Land issues	03
6	Education	0
7	Housing	05
8	Community Halls	03
9	Cemeteries	0
10	LED/employment	01
11	Environmental	0
12	Tourism	01
13	Special programs	0

14	Electricity	06
15	Sports and recreation	0
16	Refuse removal	0
17	Safety and security	0
18	Staff/Human Resources	0
19	Finance	03
20	Others (Food Parcels)	02
	Total issues	95

Synopsis of community contribution towards IDP/budget of 2020-2021

Being a Water Services Authority (WSA) and Water Services Provider (WSP) on behalf of its local municipalities, SDM is more under pressure to deliver water to the households within its area of jurisdiction. Water being the highest basic need of the local communities, may imply that SDM has not been making notable impact in reducing the water backlog in its area.

The high needs for water supply vary from total lack of municipal water supply; to intermittent water supply; boreholes that have dried up; broken pumping machines; pump operators who are unskilled or insufficient in numbers; and water tankers who visit deprived villages inconsistently. Given the length of period through which SDM held the powers of being a WSP, it suggests that the municipality may be struggling to fulfil its mandate of delivering water to communities. The main implication for its future planning is that SDM should invest a majority of its resources into the effort of delivering water to its households - which includes human resources and budget. Forward planning in terms of water delivery should also be improved.

1.2.4.5. MEC IDP ASSESSMENT REPORT 2020/2021

MUNICIPALITY	2020/2021 RATING	ALIGNMENT WITH SDBIP 2020/2021
Sekhukhune District	High	Aligned
Fetakgomo Tubatse	High	Aligned
Makhuduthamaga	High	Aligned
Ephraim Mogale	High	Aligned
Elias Motsoaledi	High	Aligned

CHAPTER 2:

ANALYSIS

PHASE

2.1. OVERVIEW OF MUNICIPALITIES WITHIN SEKHUKHUNE DISTRICT

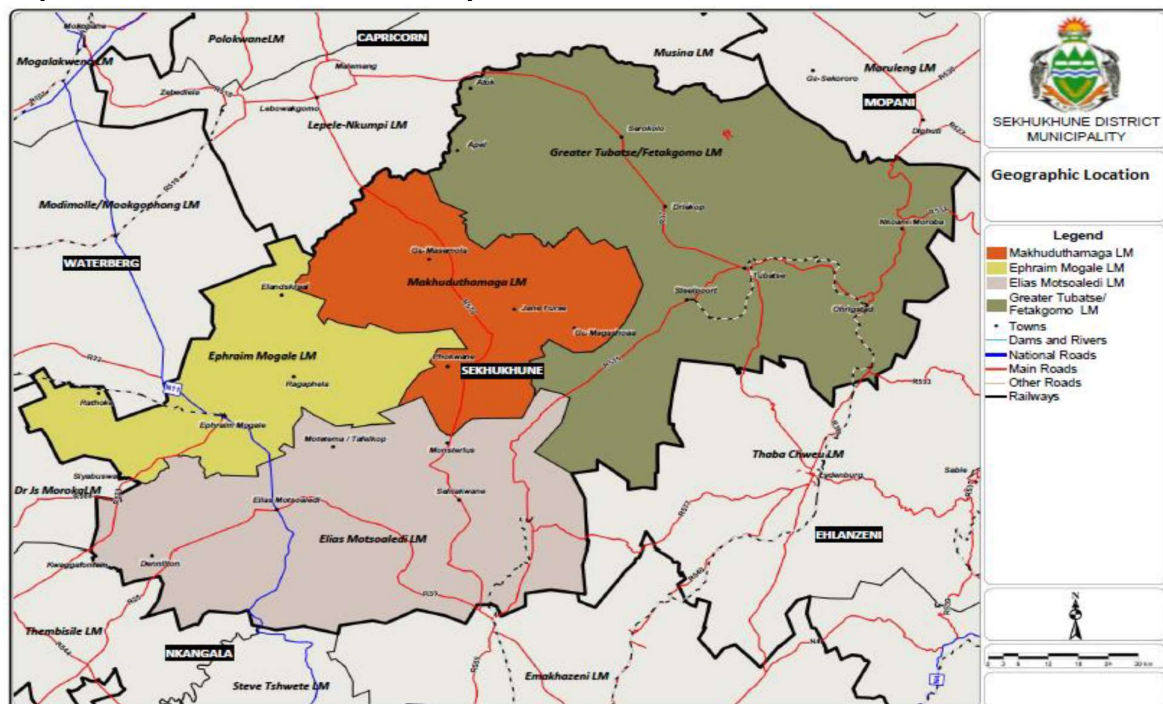
2.1.1. Sekhukhune District Municipality

Sekhukhune District Municipality is a Category C municipality and is situated in the Limpopo Province. It is the smallest district in terms of geographic location in the province and it is comprised of four Local Municipalities: Ephraim Mogale, Fetakgomo Tubatse, Elias Motsoaledi and Makhuduthamaga. It is a mainly rural district with approximately 740 villages. Sekhukhune is an area with a long and proud history, a place of majestic beauty with legal mountains, lush valleys and meandering rivers. Under its soil, lie vast deposits of precious metals – so vast that they today contain the largest reserves of platinum group metals in the world.

The Sekhukhune District covers approximately 1,358 million hectares of land and has a total of 1 169 762 people in 290 526 households. This district has a median age of 22, which is a 90 percent of the figure in South Africa which is 25. This means that programmes that are geared towards youth population should be maximised to ensure that challenges affecting this age group are addressed. These programmes include job creation projects, specialised education, safety related measures to combat crime etc.

The dominant home language in Sekhukhune District is Sepedi with 83%, followed by IsiNdebele with 4.4%. The SDM Sepedi speaking inhabitants contribute 1.5 times the total percentage of Bapedi people in Limpopo which is 54.71%. With these different languages and cultures, there should be deliberate efforts to promote diversified cultural activities that will enhance tourism attraction within the district.

Map 2: The Sekhukhune District map



Sekhukhune District Municipality is both a Water Services Authority and a Water Services Provider, therefore its primary function in terms of service delivery is the provision of water. According to Stats SA (CS 2016), 62.5% of households in the district have access to safe drinking water. When it comes to access to piped water, only 28% of the households are reported as having access to piped water.

2.1.2. Fetakgomo Tubatse Local Municipality

The Fetakgomo Tubatse Local Municipality is located north of N4 highway, Middleburg, Belfast and Mbombela; and east of the N1 highway; Groblersdal and Polokwane. The municipality is largely dominated by rural landscape with only 06 (six) proclaimed townships. The Fetakgomo Tubatse LM is situated on fertile soils alongside the Lepelle, Leppellane and Spekboom Rivers, offering great agricultural potential. Furthermore, the Municipality is surrounded by beautiful mountains, and boasts a rich cultural history. It generally features a dispersed settlement structure, with a number of secondary/ gravel roads serving these. Atok and Apel represent the most prominent settlement areas in the western extents of the municipality and Driekop, Burgersfort, Steelpoort and Orichstad in the eastern parts. Due to the concentration of mining activities along the R37 and R555 (Dilokong Corridor), the Municipality functions as a strong economic centre within the SDM. As such, mining is not only the major source of employment and economic growth within the municipality, but also the District.

Minerals found within the Municipality include platinum, chrome, vanadium, andalusite, silica and magnetite. The current and planned expansion of mining activities within the LM is placing extreme pressure on the environment, and is resulting in land use conflicts with other uses such as agriculture. Retail, trade, services and agriculture also contribute to the municipal economy. Agricultural products cultivated in this area include citrus, vegetables, corn and maize. Livestock farming includes cattle, goats and game. The Municipality generally features a dispersed settlement structure, with a greater concentration of settlements within the western extents. Although featuring a number of major roads (R37, R36 and R555), the LM's numerous settlements are only accessible via secondary gravel roads.

2.1.3. Elias Motsoaledi Local Municipality

The Municipality borders Makhuduthamaga local municipality in the south, Ephraim Mogale local municipality in the east, Fetakgomo Tubatse local Municipality and Mpumalanga's Dr JS Moroka, Thembisile Hani, Steve Tshwete, Emakhazeni and Thaba Chweu local municipalities. Its main town Groblersdal is the centre of a progressive commercial farming community because of the town's fortunate location in the Olifants River irrigation area below Loskop Dam. Intensive agricultural activities (under 5 irrigation schemes) cover a total land surface area of 28 800 ha. The agricultural produce includes grapes, wheat, tobacco, maize, soya beans, citrus fruits, cotton and vegetables.

Apart from Groblersdal, which is located within the central extents of the LM, most of the LM's residential areas are concentrated within the eastern and western extents of the LM, around the prominent settlements areas of Monsterlus and Dennilton/ Elandsdoorn respectively. Generally, settlements located within Elias Motsoaledi LM are better served by road infrastructure than other settlements located within the DM. Prominent roads include the N11, R25, R33 and R579. The

municipality contributes about 29% to the Sekhukhune District Municipality economy, which makes it the second highest contributor below the Fetakgomo Tubatse Local Municipality.

2.1.4. Ephraim Mogale Local Municipality

The Municipality generally features a dispersed settlement structure, with a greater concentration of settlements towards the eastern and western extents. Marble Hall and Moganyaka represent the two most prominent settlement areas within the LM. Although the N11 serves to connect the town of Marble Hall with Mookgopong to the north and Groblersdal to the south, the numerous settlements within the eastern and western extents of the LM are only accessible via secondary gravel roads. And its economy remains the lowest contributor to the Sekhukhune District Municipality economy.

2.1.5. Makhuduthamaga Local Municipality

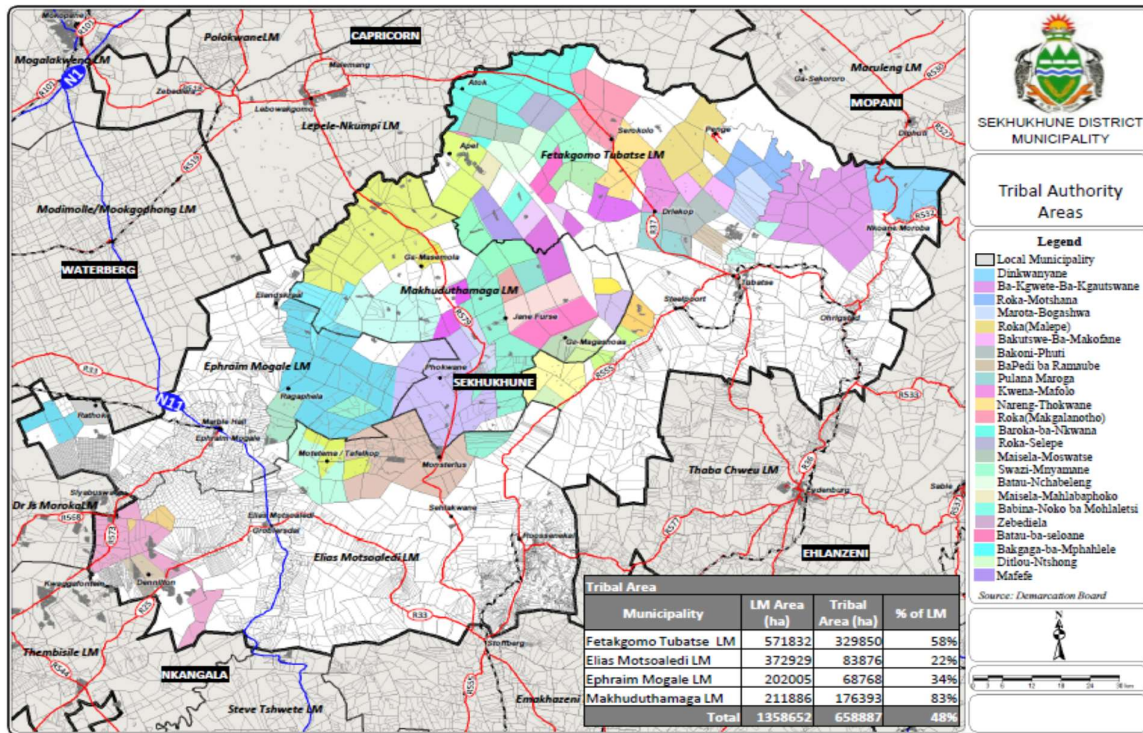
The Makhuduthamaga Local Municipality is bordered by the Capricorn District in the north, Elias Motsoaledi Local Municipality in the south, Fetakgomo Tubatse Local Municipality in the east, and Ephraim Mogale Local Municipality in the west. It accounts for 16% of the district geographical area and comprises of the central extents of the SDM. It boasts agriculture, tourism and mining as its key growth sectors. Currently, a number of new mining exploration initiatives are taking place within the Municipality, which could provide for much needed employment opportunities and the growth of the economy in general.

The agricultural and tourism potential has also not yet been fully exploited. Only limited forms of agricultural and tourism activities are present. It features a dispersed settlement structure, with a greater concentration of settlements within the central and eastern extents of the LM, along the R579 which connects the two most prominent settlement areas, namely Jane Furse and Monsterlus. Apart from the R579, the numerous settlements located throughout the LM are only accessible via secondary gravel roads. The decision to locate the main District Municipal Offices in Jane Furse will provide substantial growth impetus, perhaps at the cost of Elias Motsoaledi Local Municipality.

2.1.6. Traditional Authorities

There are 74 traditional leaderships within the district. These are mostly concentrated in Fetakgomo Tubatse, Makhuduthamaga, the Eastern extents of Ephraim Mogale and the South-Western extents of Elias Motsoaledi municipality (the former Moutse area in KwaNdebele). With this number of Traditional leaderships it is required that healthy relationships relating to land development be established between government and traditional authorities. The implementation of SPLUMA particularly in the rural parts of the district should be well articulated to the traditional leaders and communities in order to have a common understanding of the development.

Map 3: Traditional authority land per Municipality



Source: Sekhukhune IDP, 2019

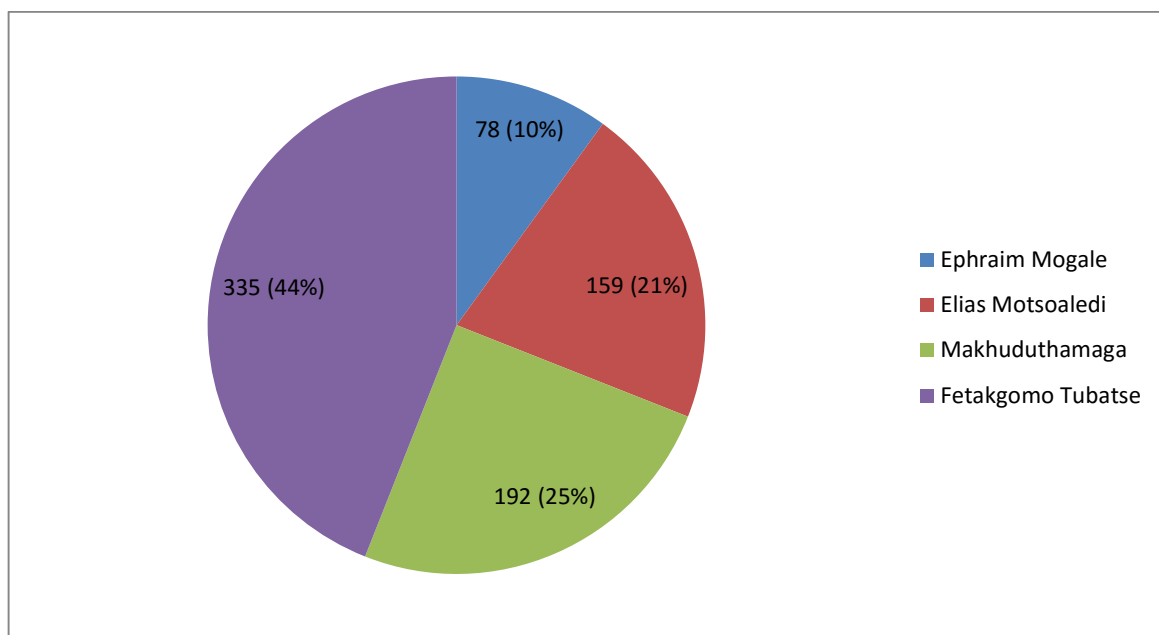
The extent of traditional authority land per Municipality is also shown on the map above as summarised below: In Fetakgomo Tubatse it covers about 329 850 ha of land which represents 58% of the municipal area. In Makhuduthamaga the land under traditional leadership totals 176 393 ha which accounts for 83% of all land in the municipality.

The land under traditional leadership in Elias Motsoaledi amounts to 83 876 ha which is 22% of all land in the municipality. In Ephraim Mogale about 68 768 ha of land (34% of total land) is under traditional authority. In total, an estimated 658 887 ha of land in Sekhukhune District is under tribal authority. This represents about 48% of the total district area.

2.2. DEMOGRAPHICS IN SDM

2.2.1. Sekhukhune District villages

Figure 5: Number of villages in the district



SDM Ward Committees 2015-2016

There are 764 villages in Sekhukhune District Municipality. 44% (335) of the villages are found in Fetakgomo Tubatse Local Municipality; 25% (192) in Makhuduthamaga Local Municipality; 21% (159) in Elias Motsoaledi Local Municipality; and finally 10% (78) are found in Ephraim Mogale Local Municipality. Fetakgomo/Greater Tubatse Local Municipality has the highest number of villages and Ephraim Mogale being the lowest.

With the amalgamated municipalities of Fetakgomo and Tubatse, there are a total of 117 wards in the SDM. The wards in the district are as follows: Makhuduthamaga (31); Fetakgomo Tubatse (39); Elias Motsoaledi (31); Ephraim Mogale (16).

The only issue which remains a concern regarding villages is names of these villages. There is a need to rationalise the naming and renaming of villages as they change every day. The District Geographic Names Council can look into this matter.

2.2.2. Sekhukhune District households

Table 5: Households in the district

MUNICIPALITY	HOUSEHOLDS 2011	HOUSEHOLDS 2016	AS PERCENTAGE
Fetakgomo Tubatse	106 050	125 454	43%
Makhuduthamaga	65 217	64 769	22%
Elias Motsoaledi	60 251	66 330	23%
Ephraim Mogale	32 284	33 936	12%
Sekhukhune	263 802	290 489	100%

Source: Census (2011), Community Survey (2016)

Since 1996, the number of households in the district has been on an upward trend. In 2011, there are 263 802 households in the district. The average household size is 4.1 in 2011 and was 5.3 in 1996. This means that the extended family set up is beginning to change on a daily basis with modern life styles. The provincial household average size is 3.8 which mean Sekhukhune household average size is still relatively high by comparison.

Household size

The households' size in the rural areas differs with the households' sizes in the urban areas. The households' size in the rural areas is 4.76% while in the urban areas is 4.22%.

Housing type main dwelling

In 2011, 234 095 households are living in formal dwellings. There is also 10 107 households who still reside in traditional dwellings such as mud houses. Informal dwellings are also found in the district which stand at 17 861 in 2011. There is a need to formalise the informal dwellings (shacks) especially those found around main towns in the district.

Table 6: Main dwellings

MUNICIPALITIES	Formal dwellings			Traditional dwellings			Informal dwellings		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	13 355	19 097	30 102	4 899	3 827	773	1 108	1 196	1 232
Elias Motsoaledi	30 803	36 137	54 503	8 705	6 902	2 274	1 995	2 356	3 141
Makhuduthamaga	33 407	41 712	58 744	13 354	8 804	2 819	2 337	2 403	3 398
Fetakgomo Tubatse	36 066	54 148	90 747	19 166	12 587	4 241	3 636	5 564	10 091
Sekhukhune	113 632	151 094	234095	46 124	32 121	10107	9 075	11 520	17 861

Source: Census (2011)

Household tenure status

The rental housing market is growing rapidly in Sekhukhune District Municipality. 28 827 households were recorded to be living in rented houses in the district. Not surprisingly, the majority of these households are found in Fetakgomo Tubatse Local Municipality especially with migrants into the mining industry. Ephraim Mogale and Elias Motsoaledi also recorded markedly improved numbers for rental stock.

Table 07: Household tenure status

MUNICIPALITIES	Owned and fully paid off		Owned but not yet fully paid off		Rented	
	2001	2011	2001	2011	2001	2011
Ephraim Mogale	14 231	995	1 120	13 553	604	4 288

Elias Motsoaledi	24 627	1 440	3 153	33 324	1 658	5 828
Makhuduthamaga	30 979	2 191	1 441	44 302	2 257	3 035
Fetakgomo Tubatse	42 038	4 689	3 206	53 181	4 681	15 676
Sekhukhune	111 877	9 315	8 921	144 360	9 201	28 827

Source: Census (2011)

Household ownership, radio, television, computer, refrigerator, landline, cell phone, internet

Table 08: Household ownership, Radio, Television, Computer, Refrigerator, Landline, Cell phone, Internet

MUNICIPALITY	RADIO		TELEVISION		COMPUTER		REFRIGERATOR		LANDLINE		CELLPHONE		INTERNET
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	
Ephraim Mogale	160	171	11	218	46	25	109	210	21	78	52	267	5079
	21	87	48	88	3	45	43	45	53	5	22	42	
Elias Motsoaledi	330	388	24	441	66	60	246	432	41	14	11	530	13308
	43	49	17	08	0	93	77	63	78	98	94	35	
			1								4		
Makhuduthamaga	346	395	18	467	30	43	160	448	20	10	91	546	12024
	95	23	47	65	8	71	82	49	43	34	80	92	
			2										
Fetakgomo Tubatse	48	62	19	66	71	94	225	673	31	20	12	929	20
	455	074	85	846	9	64	85	43	38	60	26	70	243
			4								8		
Sekhukhune District	132 214	157 631	73 975	178 607	21 50	22 47	742 88	176 499	11 51	53 77	38 61	227 439	50653
			5			3			1	3			

Source: Census 2011

The number of households who have radio ownership have increased from 132 214 in 2001 to 157 631 in 2011. Television ownership have improved from 73 975 in 2001 to 178 607 in 2011 which is more than double. Refrigerator ownership have also improved from 74 288 in 2001 to 176 499 in 2011. Cell phone ownership have also shot up from 38 613 in 2001 to 227 439 in 2011. The trends tell a story that access to communication in the district has improved. The rise in average household incomes has also implied that there was disposable income to buy other products such as television, fridges and cell phones.

The implication is that there is a chance for the district to start offering better services to the residents and opportunities for cost recovery are abound. Unemployment has shifted from 61.6% in 1996 to 50.9% in 2011 and therefore there is real change in economic dynamics.

2.2.3. Population

The population of Sekhukhune District Municipality has been growing at an average of 1, 1% per annum from 1996 to 2016. According to Statistics South Africa (STATSSA) 2016 Survey, the

population of the district is now standing at 1, 169 762 persons. This compares to population growth numbers in 2011 at 1 076 840; 2001 at 967 185 as well as 1996 which stood at 914 492. On the whole, the population growth numbers in the district have been growing moderately and this can be ascribed to a number of factors as will be indicated when comparing data from the local municipalities in the district.

Table 9: Population Growth Rate in Sekhukhune

Municipality	POPULATION		AS % 2016	YOUTH POPULATION	
	2011	2016		2011	2016
Fetakgomo Tubatse	429 471	490 381	42	160 413	223 214
Makhuduthamaga	274 358	283 956	24%	88 663	107 577
Ephraim Mogale	123 648	127 168	11%	42 964	51 829
Elias Motsoaledi	249 363	268 256	23%	86 165	109 022
Sekhukhune	1 076 840	1 169 762	100%	378 205	491 642

Source: Census (2011), Community Survey (2016)

If one compares the growth rate in the district with a neighbouring District (Waterberg) there are stark realities. Waterberg have similar features in terms of drivers for economic development around mining developments. In 2001, Waterberg growth rate was at 2, 6% (604 938 persons) and 1, 2% in 2011 (679 336 persons). It will be interesting for Sekhukhune District to start comparing itself and working together with Waterberg simply because they are both in Limpopo and are exposed to almost similar economic conditions.

In 2016 the Youth population constituted 491 642 as compared to 378 205 in 2011. This increase in Youth Population requires that a specific focus be exellerated in terms of job creation opportunities and other youth empowerment programmes.

The following tables, however, provide population information at National, Provincial and District levels between 2008 and 2018 :

Population of Sekhukhune at a National Level

Figure 1: Total Population - Sekhukhune, Limpopo and National Total, 2008-2018

	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
2008	1,050,000	5,340,000	49,100,000	19.6%	2.1%
2009	1,060,000	5,370,000	49,800,000	19.7%	2.1%
2010	1,080,000	5,410,000	50,700,000	19.9%	2.1%
2011	1,090,000	5,460,000	51,500,000	19.9%	2.1%
2012	1,100,000	5,500,000	52,400,000	20.0%	2.1%
2013	1,120,000	5,550,000	53,200,000	20.1%	2.1%
2014	1,130,000	5,620,000	54,100,000	20.1%	2.1%
2015	1,150,000	5,680,000	54,900,000	20.2%	2.1%
2016	1,160,000	5,750,000	55,700,000	20.3%	2.1%
2017	1,180,000	5,810,000	56,500,000	20.3%	2.1%

	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
2018	1,200,000	5,880,000	57,400,000	20.4%	2.1%
Average Annual growth					
2008-2018	1.36%	0.97%	1.57%		

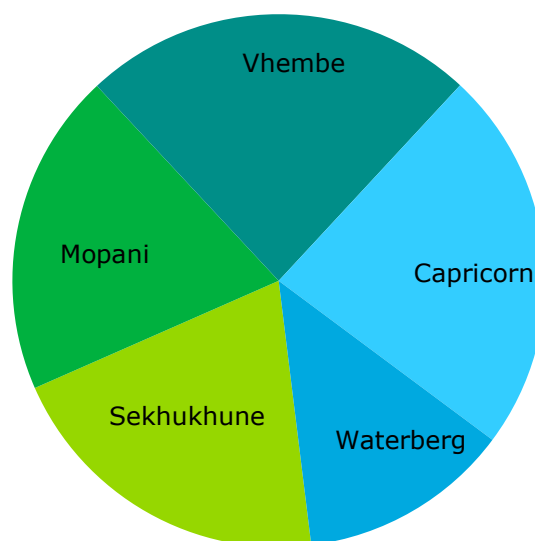
Source: IHS Markit Regional eXplorer version 1750

With approximately **1.2 million** people in 2018, the Sekhukhune District Municipality housed 2.1% of South Africa's total population. Between 2008 and 2018 the population growth averaged 1.36% per annum which is very similar than the growth rate of South Africa as a whole (1.57%). Compared to Limpopo's average annual growth rate (0.97%), the growth rate in Sekhukhune's population at 1.36% was slightly higher than that of the province.

Population of Sekhukhune at a Provincial Level

Figure 2: Total population - Sekhukhune and the rest of Limpopo, 2018

Total population Limpopo Province, 2018



Source: IHS Markit Regional eXplorer version 1750

When compared to other regions, the Sekhukhune District Municipality accounts for a total population of 1.2 million, or 20.4% of the total population in the Limpopo Province, with the Vhembe being the most populous region in the Limpopo Province for 2018. Sekhukhune increased in importance from ranking fourth in 2008 to third in 2018. In terms of its share the Sekhukhune District Municipality was slightly larger in 2018 (20.4%) compared to what it was in 2008 (19.6%). When looking at the average annual growth rate, it is noted that Sekhukhune ranked highest (relative to its peers in terms of growth) with an average annual growth rate of 1.4% between 2008 and 2018.

The increase in the population annual growth rate is attributed to the increasing number of the mining developments (particularly in Fetakgomo Tubatse Local Municipality) which serve as an attraction of people for job opportunities, specially the male population. This increase in the population means that more services should be planned by government/Municipalities for the expanded settlements and households. Water provision remains a critical service that the District Municipality should provide.

Population of Local Municipalities

Figure 3: Total Population - Local Municipalities of Sekhukhune District Municipality, 2008, 2013 and 2018

Municipality	2008	2013	2018	Average Annual growth
Ephraim Mogale	127,000	125,000	130,000	0.20%
Elias Motsoaledi	240,000	257,000	275,000	1.40%
Makhuduthamaga	268,000	279,000	294,000	0.94%
Fetakgomo Tubatse	411,000	454,000	498,000	1.93%
Sekhukhune	1,045,440	1,115,405	1,196,342	1.36%

Source: IHS Markit Regional eXplorer version 1750

The Fetakgomo Tubatse Local Municipality increased the most, in terms of population, with an average annual growth rate of 1.9%, and this is due to the increasing mining developments within the area. The Elias Motsoaledi Local Municipality had the second highest growth in terms of its population, with an average annual growth rate of 1.4%. The Ephraim Mogale Local Municipality had the lowest average annual growth rate of 0.20% relative to the other within the Sekhukhune District Municipality.

The factors that have been driving growth in population numbers in the district can be summarised as follows:

- In-migration into Tubatse local municipality for job opportunities especially in the mining sector and associated industries
- There are also migrants from other provinces who have come into the district to look for work.

Implications of population growth trends for the district

The population growth trends suggest that there are more persons coming into Fetakgomo Tubatse and Elias Motsoaledi Local Municipalities. There is also a moderate increase in population numbers into Makhuduthamaga local municipality. With regard to allocation of resources and services, the district municipality should ensure that the three municipalities receive much attention in terms myriad of services such as water and sanitation services but also for services that are rendered by other spheres of government.

These municipalities where there are high growth numbers need to plan adequately for services provision so that there is no collapse on the current level of service in the communities. Ephraim Mogale also need to be assisted so that the growth numbers increase in the next 10 years at least to 1% per annum. There should also be deliberate efforts to accelerate job creation opportunities and other youth empowerment programmes across the district.

Gender Profile

Table 11: Gender Profile: Males and Females

Municipality	2011		2016	
	Males	Females	Males	Females
Fetakgomo Tubatse	202 656	227 814	238 458	251 923
Makhuduthamaga	121 282	153 075	124 963	158 993
Ephraim Mogale	58 207	65 442	59 908	67 260
Elias Motsoaledi	115 503	133 860	125 133	143 123
Sekhukhune	497 648	579 191	548 463	621 299

Source: Census (2011), Community Survey (2016)

Since 1996, sex ratios have not changed much. In 2011, there are 497 428 males compared to 579 191 females. The imbalance can be attributed to large numbers of males who migrate to other provinces to look for work opportunities. As a result of the rural nature of the district of Sekhukhune, there are still persons who work in other provinces such as Gauteng and only come back home monthly or bi-monthly to see their families.

This scenario also tells a picture that there might high presence of female headed households in the district. The implication for the district is that there is a need to develop programmes that target women in particular to create self-employment and educational opportunities where possible.

Figure 5: Population by Gender - Sekhukhune and the rest of Limpopo Province, 2018

	Male	Female	Total
Sekhukhune	568,000	629,000	1,200,000
Mopani	532,000	623,000	1,150,000
Vhembe	649,000	753,000	1,400,000
Capricorn	652,000	717,000	1,370,000
Waterberg	395,000	361,000	757,000
Limpopo	2,800,000	3,080,000	5,880,000

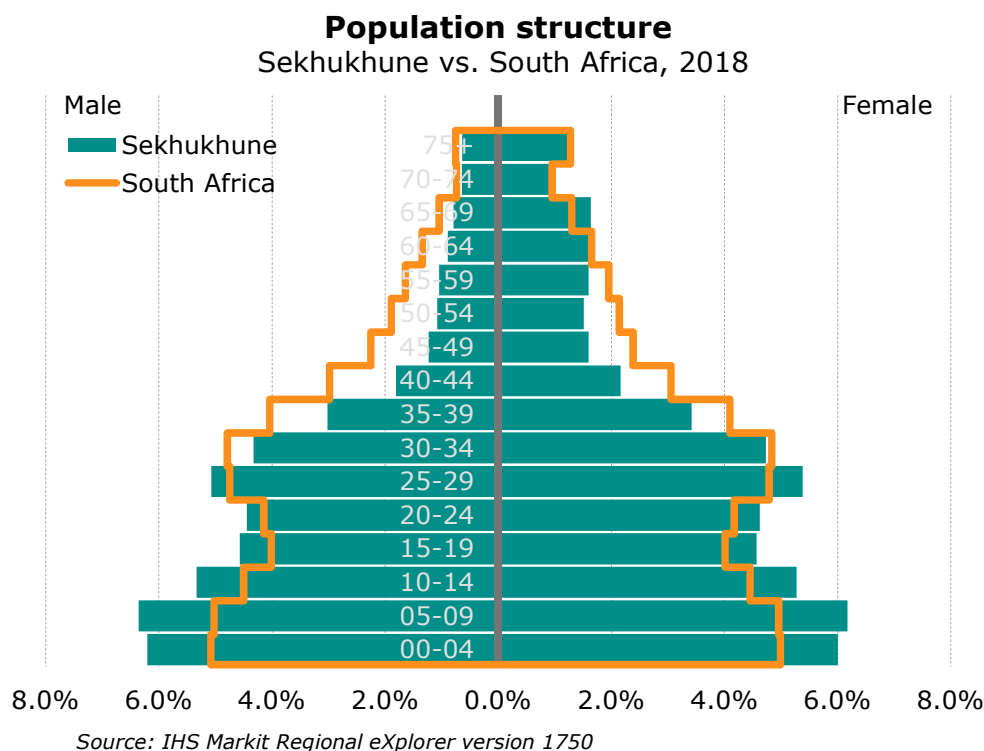
Source: IHS Markit Regional eXplorer version 1750

Sekhukhune District Municipality's male/female split in population was 90.3 males per 100 females in 2018. The Sekhukhune District Municipality has significantly more females (52.56%) than males, when compared to a typical stable population. This is most probably an area with high male out migration to look for work elsewhere. In total there were 629 000 (52.56%) females and 568 000 (47.44%) males. This is different from the Limpopo Province as a whole where the female population counted 3.08 million which constitutes 52.43% of the total population of 5.88 million.

The rural nature of the district, with less job opportunities requires that males migrate to the big cities in search for work. While the district experiences new mining developments, they are concentrated in one local municipality (Fetakgomo Tubatse), and other parts of the district still

suffer poverty. The programmes with high economic impact should be planned and implemented in order to reduce the scourge of unemployment and poverty.

Figure 6: Population Pyramid - Sekhukhune District Municipality vs. South Africa, 2018



By comparing the population pyramid of the Sekhukhune District Municipality with the national age structure, the most significant differences are:

- There is a significantly larger share of young working age people - aged 20 to 34 (28.6%) in Sekhukhune, compared to the national picture (27.5%).
- Fertility in Sekhukhune is significantly higher compared to South Africa as a whole. This aspect can be attributed to high poverty and low education levels which in turn give rise to high child bearing within the district. More education on the general health issues should be provided to communities.

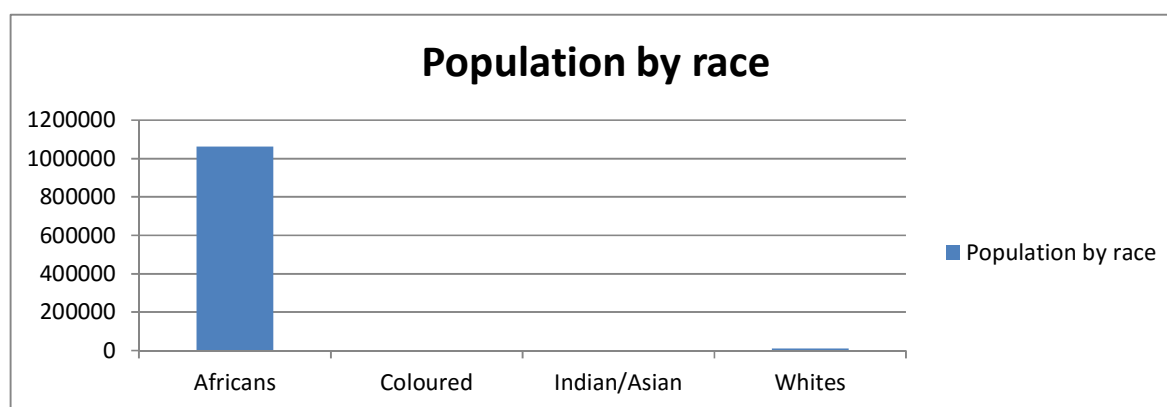
The share of children between the ages of 0 to 14 years is significantly larger (35.4%) in Sekhukhune compared to South Africa (29.0%). Demand for expenditure on schooling as percentage of total budget within Sekhukhune District Municipality will therefore be higher than that of South Africa. This requires that the District in collaboration with other stakeholders be able to provide support mechanisms towards basic education as per the norms and standards of education. This includes adequate schools to avoid overcrowding and to also provide transport in areas that fall outside the acceptable norm of 5km radius to public schools. Proper school facilities and improved equipments to enhance sound and effective learning should also be provided e.g. Computers and Tablets. The learners should have access to minimum sets of text books and should also have access to learner ratio 1:40 and 1:35 in Primary and secondary schools respectively.

The district does not have higher education institutions except for the former educational colleges that are mainly used for Further Education and Training (FET's). With a population of over a million people, the district must consider working with education authorities to explore possibility of establishing an arm/satellite of University of Technology or University in the district.

Population group by race

The figure below indicates that 99% of the population in Sekhukhune District Municipality is made up of Africans. The remainder 1% comprises Whites, Indians and Coloureds. It is not a surprising trend because a large part of Sekhukhune District Municipality comprises villages under tribal authorities. The 1% of the Whites, Indians and Coloureds are confined to the main towns in the district and mining areas.

Figure 7: Population by race



Source: Census (2011)

Table 13: Population growth by race

RACE	1996	2001	2011
Africans	898 129	958 594	1 061 550
Coloured	579	727	1 232
Indian/Asian	377	508	1 721
Whites	8 876	7 356	11 015

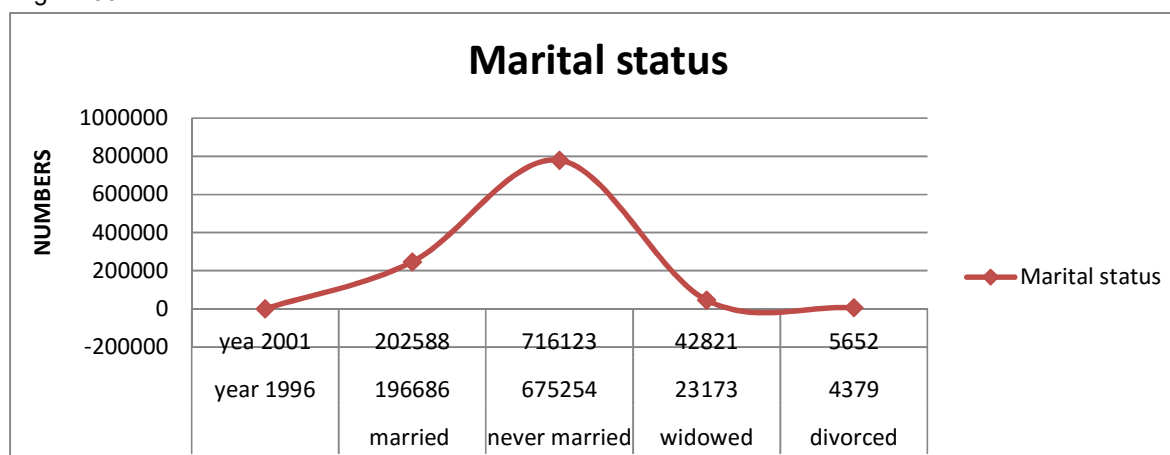
Source: Census (2011)

Home language

The dominant home language in SDM is Sepedi with 83% followed by IsiNdebele in 4.4%. According to statistics (Census 2011), the areas that are predominantly Pedi speaking are Makhuduthamaga and Fetakgomo Tubatse. Comparing English and Afrikaans speakers, there are few English speakers in 0.22% while the Afrikaans speakers in 0.83%. Most Afrikaans speakers are in our former white only towns of Groblersdal, Marble Hall and Burgersfort.

Marital status

Figure 09: Marital Status



Source: Census 2011

The figure shows that within the District Municipality, a large number of the population is unmarried. The number of widows have also been increasing from 23 173 in 1996 to 45 001 in 2011. Divorce rates in the district have only stabilised from 1996 to 2011.

Table 15: Marital Status

STATUS	1996	2001	2011
Married	196 686	202 588	246 449
Never married	675 254	716 123	779 408
Widowed	23 173	42 821	45 001
Divorced/Separated	4 379	5 652	5 982

Source: Census (2011)

2.2.4. Out-migration and male absenteeism in sekhukhune

A striking characteristic of the Sekhukhune population is the high levels of male absenteeism in the District. This is the result of most males being forced to seek work outside Sekhukhune. The table below is based on a sample survey in the area, and attempts to characterize the types of migrants that leave Sekhukhune households to seek work in other parts of the country.

Table 19: Categories of migrants from Sekhukhune households

Category	Number	%
Regular migrants (return every week or month)	70,257	56,8
Seasonal migrants (for a limited period each year)	34,005	27,5
Prolonged period away (more than 6 months at a time)	19,496	15,7
Total number of absentee migrants	123,759	100

Economic migration clearly affects both current population figures and projected population growth in the District. As subsequent sections of this chapter will show, it also fundamentally affects economic planning in Sekhukhune. Current discussions on augmenting rail transport in the area, for example, are underpinned by analyses of the number and types of migrants who travel in and out of the area.

What is undisputed is that the remittances sent back to Sekhukhune households by workers elsewhere contribute significantly to livelihoods in the district. The table below, also based on a sample survey, attempts to quantify the remittances received by households in the District.

According to the NSDP, the Sekhukhune District has the 4th largest out-migration (people migrating out of the District) in the country with 6.69% of its total population opting to leave Sekhukhune (The Presidency, 2006). The volume and nature of migration is clearly a factor that development planners in the District need to take into account in their medium-term planning.

2.3. SPATIAL RATIONALE

2.3.1. Policy Context

The Spatial Rationale chapter represents the Spatial Development Framework (SDF) for Sekhukhune District Municipality as contemplated in section 12 of the Spatial Planning and Land Use Management Act (Act 16 of 2013). The General principles endorsed by the Spatial Planning and Land Use Management act is that Spatial Planning, Land Use Management and Land Development must promote and enhance the following five main development principles: Spatial Justice, Spatial Sustainability; Spatial Efficiency; Spatial Resilience and Administration. The SDF will facilitate implementation of the IDP and all government intentions to fight poverty and facilitate balanced urban and rural development throughout the District area. More specifically, it aims towards achieving the following objectives:

- Providing a spatial representation of the land development policies, strategies and objectives of the municipality in the context of local, district, provincial and national directives;
- The SDF will update all relevant socio-economic information and associated trend analysis for the municipal area to 2016 as base year (based on 2016 Community Survey Results as conducted by Central Statistical Services);
- Coordinating and integrating the spatial expression of the sectoral plans of the local and/or provincial sector departments;
- Addressing inefficient, impoverished and scattered land use patterns where the poor is generally located far away from places of socioeconomic opportunities;
- Indicate the desired and intended pattern of land use development in the urban and rural parts in the district municipality, including the delineation of areas in which development in general or development of a particular type would not be appropriate;
- Managing the conflicting demand between agriculture/ mining, urban expansion and biodiversity conservation areas (tourism focus areas);
- Providing mechanisms for the establishment of a functional relationship between urban and rural areas – both spatially and economically;
- Identifying priority investment areas in urban and rural parts of the municipality;
- Focusing on defining the economic footprint of the district and formulating strategies on how this can be enhanced in a sustainable manner;
- Coordination and alignment of the district SDF with the municipal and provincial SDFs and any other regional plans applicable;
- Spatial targeting will serve to channel public and private investment into priority areas and align the capital investment programmes of the district municipality and different government departments into these areas in pursuit of the five SPLUMA principles;

- And link all of the above to the District Budget via the Sekhukhune Integrated Development Plan (IDP).

The Sekhukhune District Municipality (SDM) Spatial Development Framework was adopted by Council in 2018 and will be reviewed every 3-5 years. The SDF is aligned to the most important national, provincial and district policies and strategic plans: The National Development Plan provides for the spatial development proposals as part of the national spatial development interventions, The Medium Term Strategic Framework (MTSF) for Radical Economic Transformation and Improving Service Delivery; The Industrial Policy Action Plan (IPAP) 2017/18 to 2019/20 places special focus on minerals and beneficiation, agriculture and agro-processing, energy, attracting investments and growing the oceans economy.

The Comprehensive Rural Development Programme (CRDP) (2009) for poverty alleviation and food insecurity by creating “vibrant, equitable and sustainable rural communities”; The Limpopo Development Plan (2015-2020) builds on the Limpopo Provincial Growth and Development Strategy (PGDS) and the Limpopo Economic Growth and Development Plan (2009-2014) to improve the general condition of all facets of development in the province; The Limpopo Green Economy Plan, completed in 2013 for local production and consumption, efficient use of energy and water, and care of natural and man-made resources giving everyone the opportunity to participate in economic activities.

The Limpopo Spatial Development Framework (LSDF) to promotes social, economic and environmental sustainability throughout the Province and The Sekhukhune 2025 Development Strategy for the longer term strategic direction to be pursued by the district in order to accelerate economic growth and enhance development.

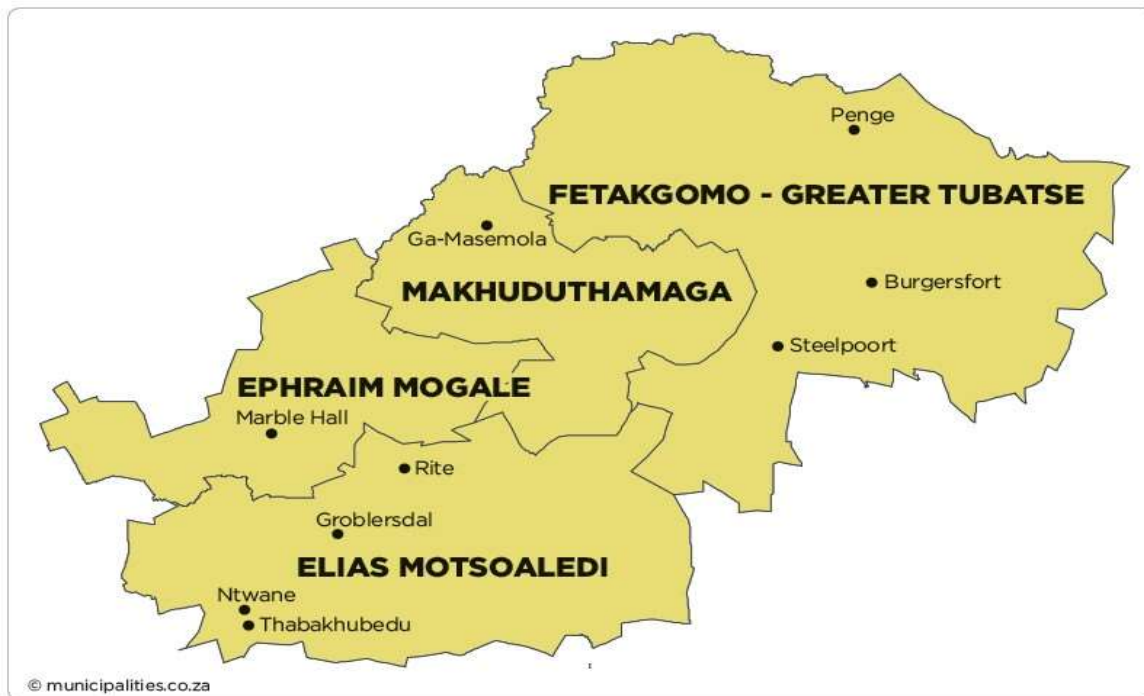
Spatial Development Objectives

The following are the development objectives from the directives identified in national and provincial policies and sector plans and the local and regional spatial challenges and opportunities identified to be achieved as part of the Spatial Development Framework for the Sekhukhune District Municipality:

- To actively protect, manage and rehabilitate the natural environmental resources in the district in order to ensure a sustainable equilibrium between the competing mining, tourism and agricultural industries.
- To establish a functional system of economic and service delivery nodes in the urban and rural parts of the District.
- To optimise connectivity and access by way of a comprehensive district movement network linking all urban and rural nodes to one another, and to significant destinations in the broader region.
- To ensure equitable access to social facilities and promotion of Local Economic Development by way of targeted investment based on a spatial logic (MPCC) at all the priority nodes within the District.

- To consolidate human settlement projects in sustainable Priority Housing Development Areas at the identified urban and rural nodes.
- To direct engineering infrastructure investment aimed at social and economic development towards the priority nodes, and provide at least basic services to communities experiencing excessive service backlogs (in line with Constitutional obligation).
- To utilise the natural environmental and cultural historic features in the District as anchors from which to promote ecotourism and conservation.
- To further enhance agricultural development and food production by establishing the Agri Park concept in the District.
- To facilitate up-scaling of subsistence farming to commercial farming in all the identified Rural Intervention Areas within the Sekhukhune Agri Park.
- To optimally utilise the mining potential in the District with due consideration to the continuous rehabilitation of mining land.
- To promote industrial/commercial development in the District with specific emphasis on Agri-processing at the Agri Hub (Groblersdal), and minerals beneficiation in the Special Economic Zone: SEZ (Tubatse).
- To promote formal and informal business development at all activity nodes in the district and to continuously provide opportunities for upscaling.

2.3.2. Geographic location of the district



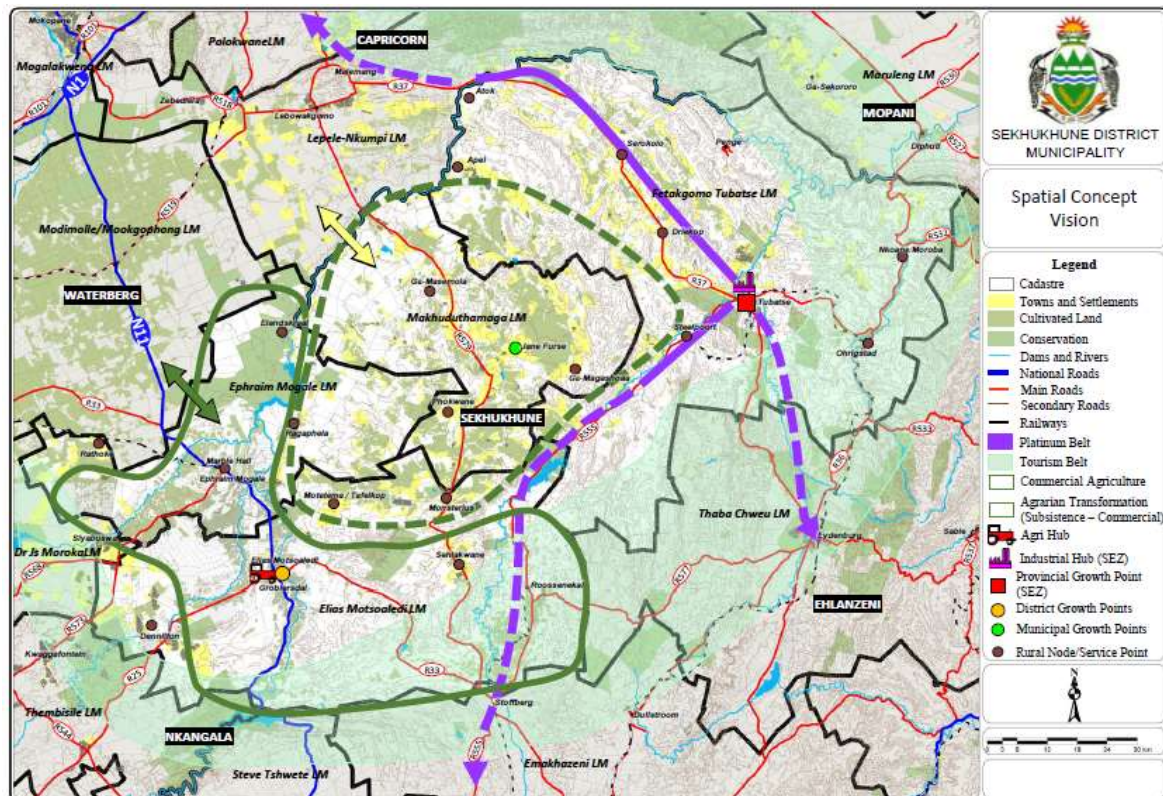
2.3.3. Spatial Vision

Based on the information emanating from existing legislation, policies, and plans at national, provincial and surrounding district level, the following Spatial Vision for the Sekhukhune District has been derived.

The Spatial Vision revolves around the following main principles:

- Consolidating government investment (spatial targeting) around a number of prioritised urban and rural nodes.
- Linking into the commercial opportunities offered by the tourism meander bordering the District to the north, east and south.
- Intensifying commercial agriculture in the southern extents of the district and focusing on agrarian transformation in the central parts.
- Promoting agrarian downstream beneficiation at the Groblersdal Agri Hub and at a number of local markets and processing areas at rural nodes.
- Maximising the economic benefits to be derived from the Dilokong platinum Belt and consolidate mining beneficiation industries around Burgersfort nodal point.
- Enhance inter- and intra-district transport linkages.

Figure 18: Spatial Concept Vision



2.3.4. Spatial Concentrations of Population

The Sekhukhune DM represents 20.2% of the Limpopo Province total Population (2016). It is evident that the total population increased by 92 922 from 1 076 840 in 2011 to 1 169 762 in 2016. In term of the local municipalities, the Fetakgomo Tubatse LM has the highest population concentration (41.9% - 2016), and experienced the highest increase in population growth (60 431) from 2011 to 2016.

The SDM features approximately 764 sparsely populated and dispersed rural settlements, with Groblersdal, Marble Hall, Burgersfort, Jane Furse, Ohrigstad, Steelpoort and Driekop constituting the main/first order urban centres. The spatial location of these first order centres generally coincide with the District's two dominant economic activity areas.

Essentially, apart from having been influenced by the spatial demarcation of the former homeland areas, the spatial occurrence of settlements has been influenced by:

- The spatial location of major agricultural and mining activity areas;
- The spatial location of major rivers traversing the District; and
- The spatial location of major roads such as the R37 and R579.

2.3.5. Existing Land Use and Related Potential

Land use is a complex issue, and is partially the result of the physical planning policies of the former apartheid government, which split the District between former homeland areas, private farms and small towns. Today, apart from issues pertaining to land ownership patterns, mining, agricultural and tourism activities bring distinctive spatial challenges of their own to the District.

Presently, land use within the SDM is dominated by commercial and subsistence farming. This is especially true in the Fetakgomo Tubatse, Makhuduthamaga, and Ephraim Mogale Local Municipal areas. The second most significant land use is the potential conservation areas, especially within the Elias Motsoaledi and Ephraim Mogale Municipal areas. These potential conservation areas may eventually encompass roughly one third of Elias Motsoaledi and Ephraim Mogale. The different land use patterns in the Sekhukhune District are captured in Table 29 below.

Table 29: Land Use Patterns in the SDM

Land use type	Area in sq km	% of total
Agricultural: Commercial	1,135	7,7
Agricultural: Subsistence	2,683	18,1
Potential conservation	3,484	23,5
Active conservation	463	3,1
Active mining	37	0,2
Other	7,030	47,4
Total	14,832	100

Source: Department of Land Affairs (2006). Land Cover Map cited in M Maila (2006)

Disconcertingly, land is becoming an increasingly scarce commodity within the District. This is equally true of rural, semi-rural / semi-urban areas. This is a particularly significant situation, given the growing importance of agriculture, mining and tourism (all potentially conflicting land uses) to the District's economy. Furthermore, the District's developing economic nodes appear to be attracting an increasing number of people, thereby creating higher population concentrations in

certain parts of the district. This is especially true of the Jane Furse – Phokwane development node in Makhuduthamaga, and the Bothashoek-Praktiseer and Atok Area (Fetakgomo Tubatse).

Human Settlements

Integrated Sustainable human settlement in Sekhukhune District is vital to bridge the imbalances between rural and urban settlements. The fast growing of the mining sector within the district, particularly in Fetakgomo Tubatse, requires that integrated human settlements be established in order to address the housing demand. Currently there are processes for integrated human settlements by both CoGHSTA and Municipalities within the district, for example, in Apel, Burgersfort and Jane Furse. In Elias Motsoaledi the Township Establishment is currently being undertaken in Groblersdal and Roosenekal. However, the Municipality is unable to complete these process due to financial constraints. Provision of infrastructure and bulk services is core to the success of all the proposed developments within these Municipalities. The inability to conclude the township establishment processes in these Municipalities is due to financial constraints and lack of basic infrastructure services. The delays in concluding these township establishments has led to land invasions and poor investment attractions.

In Elias Motsoaledi, there are 3 land tenure upgrading projects that were abandoned by the then Mpumalanga Land Affairs Dept. All these projects were abandoned at general plan levels. The areas were to be upgraded into 1 350, 1 500 and 1 450 units. To date all relevant information regarding these projects have been referred to CoGHSTA for finalisation. Within the same Municipality, Masakaneng and Stadium View (Hlogotlou) informal settlements were subjected to the formalisation process through the assistance of Coghsta. These projects were not concluded due to financial setbacks, which led to the development of further informal settlements of Congo, Rangers, Morula View and Ditakaneng. All these informal settlements led to illegal water connections to the Municipal grid. The entire situation has resulted in the severe burden to the existing sewer plant and water pressure to the formal part of the township.

Challenges for Human Settlements

- ✚ Increased number of informal settlement.
- ✚ Inadequate land for development
- ✚ Land claims processes take long
- ✚ Security of tenure
- ✚ Dispersed rural settlements making bulk infrastructure provision expensive
- ✚ Sprawled development
- ✚ Incomplete RDP houses

Interventions for Human Settlements

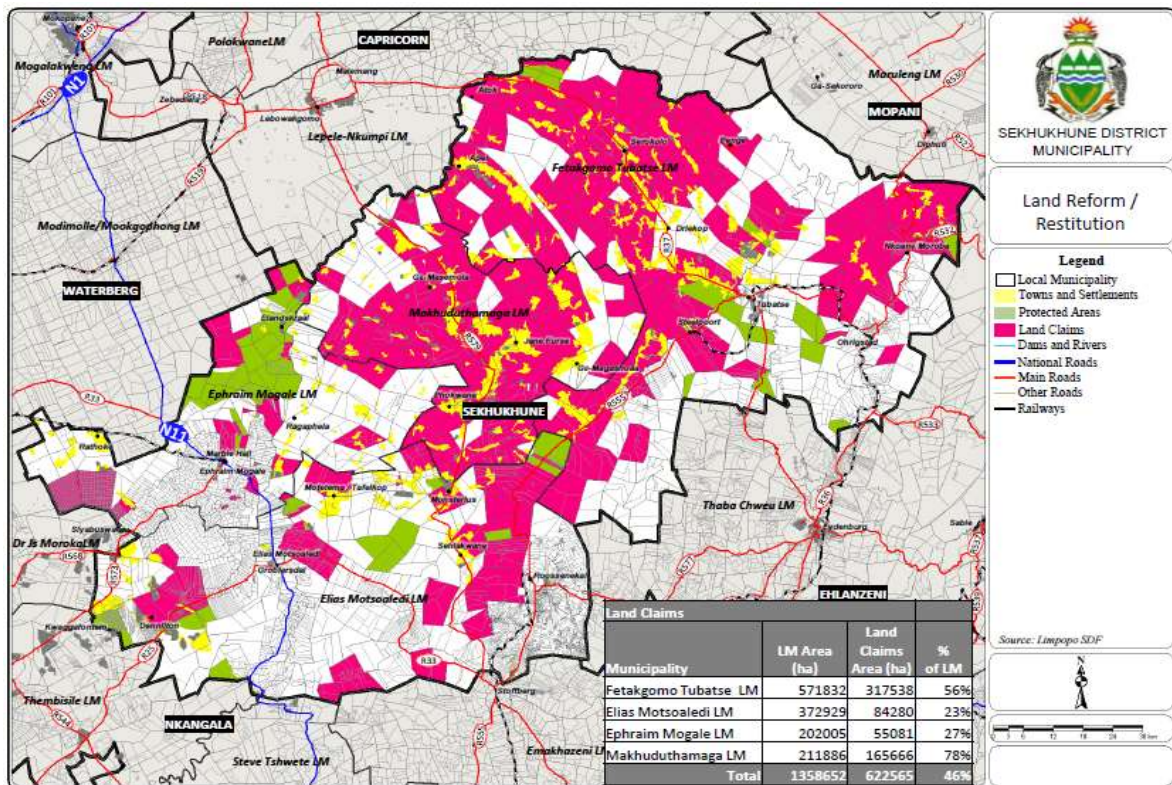
- ✚ Formalization of settlements
- ✚ Township establishment
- ✚ Land acquisition
- ✚ Development of precinct plans
- ✚ Upgrading of land tenure
- ✚ Human settlement Master Plan
- ✚ Demarcation of sites

- Enforcement of SPLUM by law
- Development and implementation of wall to wall land use scheme.
- Implementation of SDFs
- Development and implementation Water Master Plan
- Awareness to traditional authorities on land use management

2.3.6. Land Claims

Figure 17 depicts the land areas within the SDM which are subject to land reform/ restitution claims as contained in the Limpopo SDF (2016). A total of 622 565 ha of land is subject to land claims. This represents about 46% of the total area of the SDM. About 56% of the Fetakgomo Tubatse area is subject to claims (317 538 ha), followed by Makhuduthamaga (165 666 ha or 78%); 8428 ha (23%) of Elias Motsoaledi and 55 081 ha (27%) of Ephraim Mogale. Notably, there is a strong correlation between the land claimed and the land under traditional authority. The exception in this regard is the far-eastern extents of Elias Motsoaledi Municipality where there is a large cluster of claims between routes R579 and R555 on land which does not fall under traditional authority.

Figure 17: Land Claims



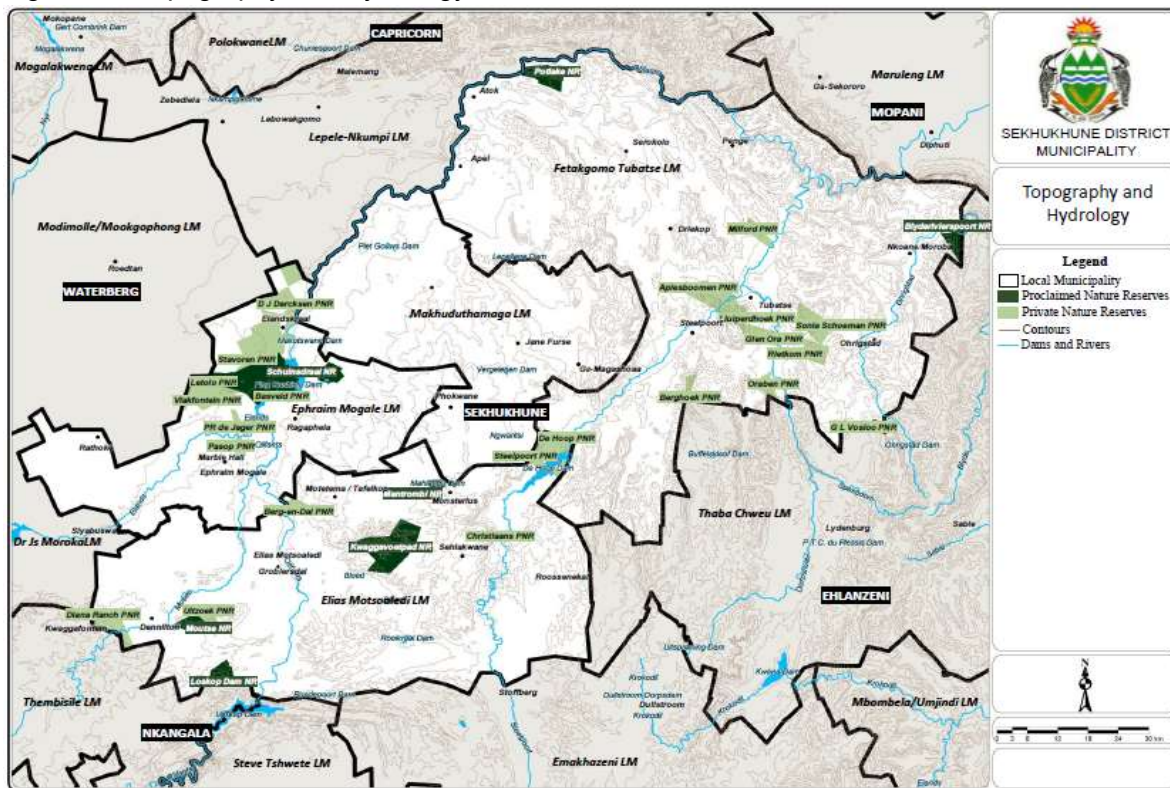
2.3.7. Environmental Features

As illustrated on **Figure 19** the general topography of Sekhukhune District is that of strongly undulating plains which link into the Springbok Flats of the Waterberg District towards the west. The Klein Drakensberg Mountain range covers the entire north-eastern and eastern extents of

the Municipality. This mountain range is a very strong structuring element in the Sekhukhune District as it limits east-west movement in the central and northern parts of the District – especially between areas like Burgersfort, Jane Furse, Groblersdal and Marble Hall. The Olifants, Moses and Elands Rivers enter the District from the southwest from where these converge and run in a north-north-eastern direction along the District Municipality border as the Olifants River.

The Thubatse (Steelpoort) and Ngwaritsi (Spekboom) Rivers traverse the eastern and central extents of the District before linking into the Olifants River further to the north. Prominent dams fed by these rivers include the Rooikraal, Piet Gouws and Flag Boshielo in the Olifants System, and the new De Hoop Dam in the Thubatse River. These rivers also constitute the lifeline of the Loskop and Ohrigstad Irrigation Schemes. The District is characterised by the hot and fairly dry (semi-arid) climate of the Olifants River Valley. The average temperature shows moderate fluctuation, with average summer temperatures of 23°C, and an average winter temperature of 13.5°C. The southern and south-eastern extents of the District receive the most rain (approximately 600-800mm annually). These areas also represent the bulk of commercial agricultural areas of the District. In terms of annual rainfall, the northern and central-northern extents of the area are not well suited to intensive commercial agriculture. There is considerable variability in terms of rainfall intensity, duration and frequency. This exacerbates the water shortage problem, which is a key developmental constraint in the District. Furthermore, increasingly sparse rainfall, coupled with a high evaporation rate, is currently limiting subsistence farming in the District – a situation that has contributed to food insecurity.

Figure 19: Topography and Hydrology



Sekhukhune’s vegetation is mostly tropical bush and savannah. More specifically, the dominant vegetation type (which has also been classified as sensitive) is Sourish Mixed Bushveld which

contains the false grassveld types. As shown on Figure 18 a number of nature reserves, conservation areas and private nature reserves are found throughout the District. These include the Schuinsdraai Nature Reserve at Flag Boshielo Dam, the Potlake Nature Reserve to the north, the Kwaggavoetpad Nature Reserve centrally located in Elias Motsoaledi, the Moutse and Loskop Dam Nature Reserves to the south, and Blyderivierspoort Nature Reserve at the north-eastern end of the District. There are also several small clusters of Private Nature Reserves along the Olifants River in the eastern parts of Ephraim Mogale, a cluster in the south-western extents of Elias Motsoaledi (forming part of a larger cluster located in the Nkangala District (Loskop Dam to Rust de Winter), around the new De Hoop Dam along the Steelpoort/ Tubatse River in the east and another cluster around Burgersfort/ Tubatse.

Figure 20 depicts the extent of Critical Biodiversity Areas (CBA's) located in the SDM. It shows that almost the entire eastern escarpment is classified as CBA1 as well as the areas around the Schuinsdraai, Kwaggavoetpad and Loskop Dam Nature Reserves in the southern parts of the District. The northern and north-eastern extents of the District (in the vicinity of the R37 and Steelpoort), are characterised by a relatively high occurrence of Red Data plant species and Key Vegetation Communities. Problematically, these are the same areas that feature a high occurrence of human settlements and mining activity. It is also important to note the CBA2 corridors which link the CBA1 areas to one another which are aimed at facilitating migration of fauna and flora along the Critical Biodiversity Network.

Figure 20: Critical Biodiversity Areas

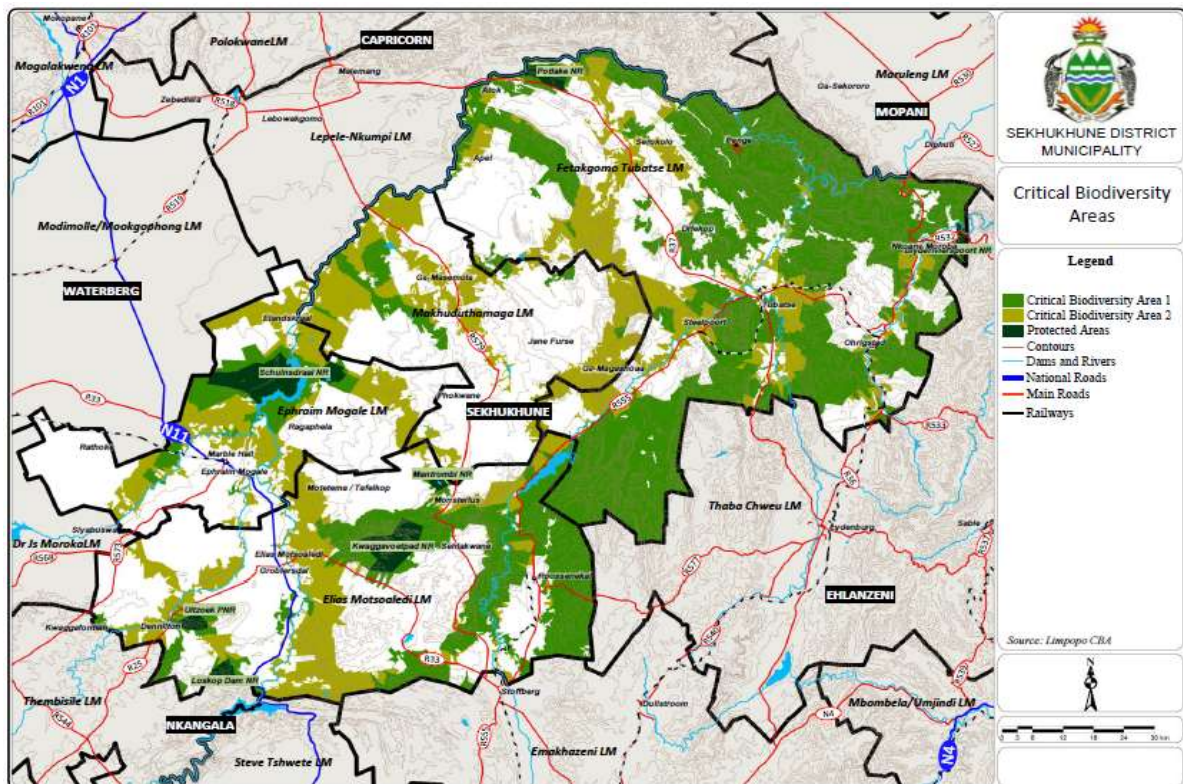
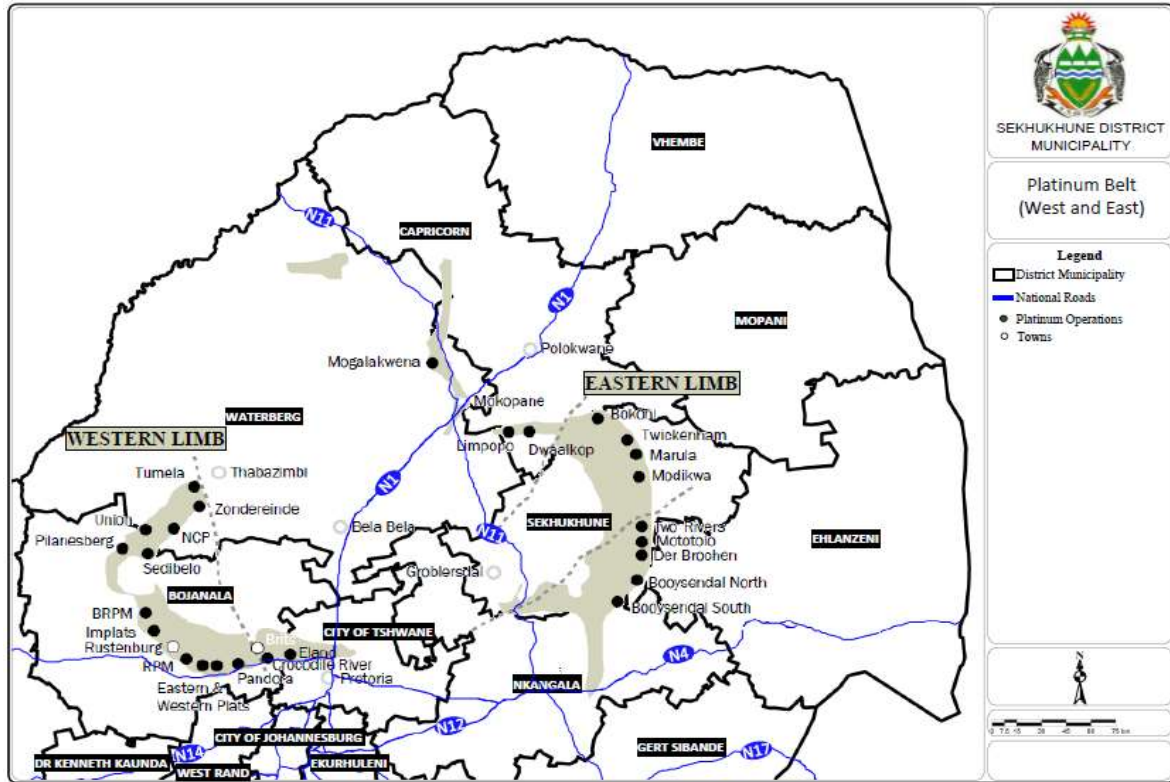


Figure 21: Platinum Belt



The Sekhukhune District holds one of the largest reserves of Platinum Group Metals (PGMs) in the world. The renowned Bushveld Complex which features the eastern limb of the Merensky Reef is found towards the north and north-eastern parts of the District. (The western limb is found in the area between Rustenburg and Northam in North West Province) (See **Figure 21**). Furthermore, the Springbok Flats coal fields are found along the western boundary of the SDM. Figure 18 indicates that the majority part of land (soil) located along the eastern escarpment of the District is deemed to be highly sensitive. Although the District features a substantial availability of land comprising of good arable soils (see **Figure 20**), the hot and dry climate limits the extent of agricultural production within the District to areas adjoining the Olifants, Elands, Ngwaritsi, and Tubatse Rivers. Consequently, land adjoining these rivers should be reserved for agricultural purposes.

2.3.8. Spatial Structure and Settlement pattern

The spatial structure and settlement pattern of the SDM is a complex one, and is essentially the result of the spatial policies promoted by the former apartheid dispensation. As a result, the space economy of SDM is characterised by a geographical split between former homeland areas (Lebowa and KwaNdebele), and areas which fell outside of the former homelands. Furthermore, the potential burgeoning of mining, agricultural, and tourism activities within the District presents spatial challenges of its own, amidst the inherited spatial challenges. Figure 21 depicts the settlement spatial structure and movement network of the Sekhukhune District. Evident from this is the fact that the majority of the population reside in the central and north-western parts of the District due to the topographical constraints (eastern escarpment) located along the eastern

border of the District, and the commercial agriculture characterising the southern parts of the District.

There are approximately 546 sparsely populated and dispersed settlements, accommodating approximately 95% of the District's total population. The majority of these "dispersed settlements" are found within the central (Ephraim Mogale and Makhuduthamaga), northern and northeastern extents (Fetakgomo Tubatse) of the District. Only 5% of the District's population reside within urban areas, with the main urban centres being Groblersdal, Marble Hall, Burgersfort, Jane Furse, Ohrigstad, and Steelpoort. Apart from having been influenced by the spatial demarcation of the former homeland areas, the spatial occurrence of settlements has been influenced by: The spatial location of major agricultural and mining activity areas. The spatial location of major rivers traversing the District; and The spatial location of major roads such as the R37 and R579.

Road and Rail Transport

Economic Activity is predominantly concentrated in two functional areas: The south-western economic activity area which is primarily centred on intensive commercial agricultural and the north-eastern economic activity area which is primarily centred on platinum mining activities associated with the Merensky Reef along the Dilokong Corridor (R37). With less than ten percent of the total capacity of the Reef having been unlocked to date, the platinum economy is still within its infant stage. Tourism activities forming part of both of the economic activity areas are primarily related to nature tourism, game farming and hunting

Regional accessibility is predominantly facilitated via three roads traversing the District in a northwest – southeast alignment (N11, R579 and R37). Route R555 traverses the District from south to north along the eastern border of the District. Together these roads constitute the main freight and logistics corridors connecting the District's economic activity areas to prominent provincial nodes and economic activity areas e.g. Mookgopong, Mokopane, Polokwane, Lydenburg and Middelburg.

The presence of the Klein Drakensberg and Strydpoortberge hinders connectivity to the north into Maruleng and parts of Lepelle-Nkumpi. More specifically, the N11 Freeway connects the towns of Marble Hall and Groblersdal with Mookgopong and the N1 Freeway towards the north-west. From here it leads to Mokopane and eventually links to Botswana via the Groblersbrug border post. To the south, the N11 connects Marble Hall and Groblersdal with Middelburg, which is situated along the N4 Maputo Corridor. The R579 traverses the central extents of the District, and serves to connect Jane Furse and Monsterlus with Lebowakgomo towards the north, and Sehlakwane and Stoffberg towards the south.

The R37 traverses the northern extents of the District, and serves to connect Burgersfort with Lebowakgomo towards the north-west and Lydenburg towards the south-east. The R555 traverses the eastern extents of the District, and serves to connect Steelpoort and Burgersfort with Stoffberg towards the south-east. Routes R37 and R555 form the Dilokong Platinum Corridor. Route R36 serves to connect the Burgersfort/ Steelpoort area with Ohrigstad, and down to Lydenburg to the south and to Hoedspruit in Maruleng to the north. Although the majority of the urban centres and smaller towns are located along these roads, a vast number of settlements within the western, central, and eastern extents of the District are only accessible via secondary gravel roads (see **Figure 22**).

The general condition of roads within the SDM is poor. Severe damage such as potholes, cracks, and rutting can be observed along most roads. Road damage is particularly prevalent along the following sections of road:

- The R33 between Groblersdal and Stoffberg;
- The R555 between Stoffberg and Roosenekal;
- The R579 between Nebo and Stoffberg; and
- The R25 between Dennilton and Groblersdal.

To ensure continued economic growth the District has prioritised the stretches of road forming part of the proposed Dilokong and Phalaborwa Corridors which fall within the boundaries of the District. These include:

- The Dilokong Corridor
- Polokwane to Burgersfort (P33/1 and P33/2), via Mafefe.
- Flag Boshielo Dam through Lebowakgomo and Mafefe, linking the District with the Phalaborwa and Kruger National Park areas.
- Chueniespoort via Boyne to Mankweng.
- The Phalaborwa Corridor
- Ohrigstad via the JG Strijdom Tunnel (R36).
- Burgersfort to Oaks (P181/1).

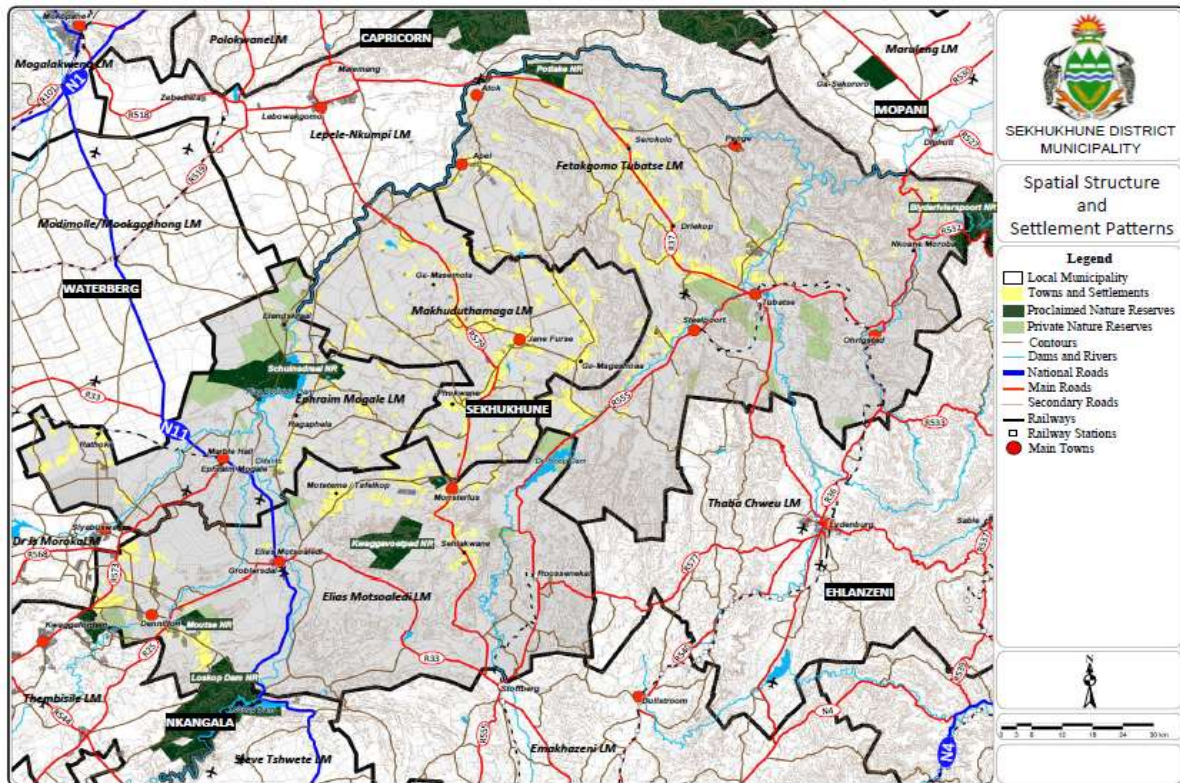
Other roads important to the economic well-being of the District include the N11 and R579. Apart from its road network, the SDM is served by three railway lines which were originally developed to support the mining activity within the District.

The three railway lines include:

- The railway line entering the SDM from the south, next to Stoffberg, from where it continues northwards for approximately 30km, eventually ending at an abandoned mine near Mapochs Mine.
- The railway line entering the SDM from the west, near Nutfield, from where it continues eastwards to Marble Hall.
- The railway line entering the SDM from the east, passing near Ohrigstad and Burgersfort, and terminating near Steelpoort (near the Tubatse mine).

Unfortunately, these railway lines have not yet been extended or re-routed to serve later/ new mining operations (such as those along the Merensky Reef and Chrome layers). Consequently, shortcomings in the railway network are resulting in extreme pressure being placed on the road network. Favourably, a new commuter rail link between Pretoria and the south-west of the SDM (along the Moloto Road) is being considered. This rail link will improve accessibility to Gauteng, which represent an employment area for many residing within the south-western extents of the District. In addition to the road and railway network of the District, two registered airfields are also found within the District. The airfields are located in Marble Hall and Groblersdal respectively, and primarily support crop spraying activities.

Figure 22: Spatial structure and Settlement Patterns



Public Transport

With low levels of car ownership and no commuter rail services, commuters depend heavily on road-based public transport services. According to the Limpopo Integrated Transport Plan (ITP), the most common forms of public passenger transport are buses and taxis. Unfortunately, transport routes in the District are often limited by deteriorating road conditions, as well as local stormwater problems caused by rainy seasons. Public transport services (Long Distance Taxi) are being provided along the following important public transport corridors as depicted on **Figure 23**:

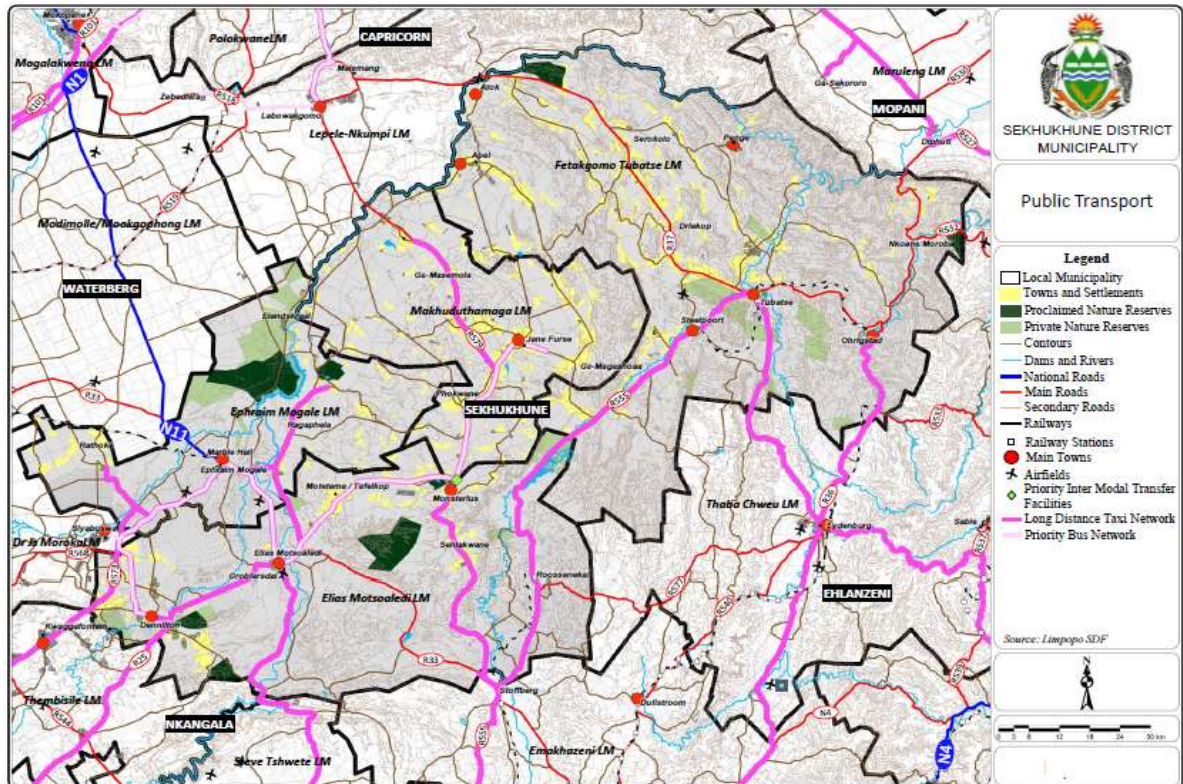
- R579 in the central parts of Makhuduthamaga towards Jane Furse;
- R573 (Moloto Road) past Siyabuswa;
- R25 between Dennilton and Groblersdal;
- N11 between Middelburg and Groblersdal;
- R579 from Stoffberg to Jane Furse;
- R555 from Stoffberg to Burgersfort;
- R37 from Burgersfort to Lydenburg;
- R36 from N4 (Belfast to Lydenburg and up to Ohrigstad).

The Priority Bus Network links the following areas to one another: Dennilton, Siyabuswa, Marble Hall, Groblersdal, Moletema, Tafelkop, Monsterlus, Phokwane and Jane Furse. Priority locations for inter-modal public transport facilities are at the following strategic nodal points:

- Burgersfort;
- Marble Hall;

- Groblersdal;
- Ohrigstad;
- Driekop;
- River Cross; and
- Steelpoort

Figure 23: Public Transport



Spatial distribution of economic activities

The section below briefly discusses several existing business and industrial establishments within the SDM. Several business activities are entrenched in the following areas in the district:

- Groblersdal Town comprises a range of retail, hardware /commercial and several industrial activity, and as a result, it is the main business node of Elias Motsholedi LM;
- Marble Hall Town holds a prominent L-shaped business node in Ephraim Mogale municipality, Industrial activities are clustered to the south.
- The neighbourhood node of Moteti/ Dennilton Business Area comprises of mainly a shopping centre and few surrounding local business,
- The neighbourhood business area in Phokwane/ Phatametsane in Makhuduthamaga LM which largely serves the surrounding settlements / villages.
- The Jane Furse business area which holds the bulk to economic activity within the Makhuduthamaga LM.
- Burgersfort Town contains the largest cluster of business establishments within Fetakgomo-Tubatse LM. It is shaped by a substantial number and size of shopping

centres. Business varies from retail, hardware/ commercial and industrial activity. The town is the fastest growing CBD's in the district due to the influence of mining activity.

- Mining activity in the Steelpoort area located south of Burgersfort town.
- Another mining activity (Bokoni Platinum Mine) located in close proximity to the settlement areas of Atok / Sefateng.

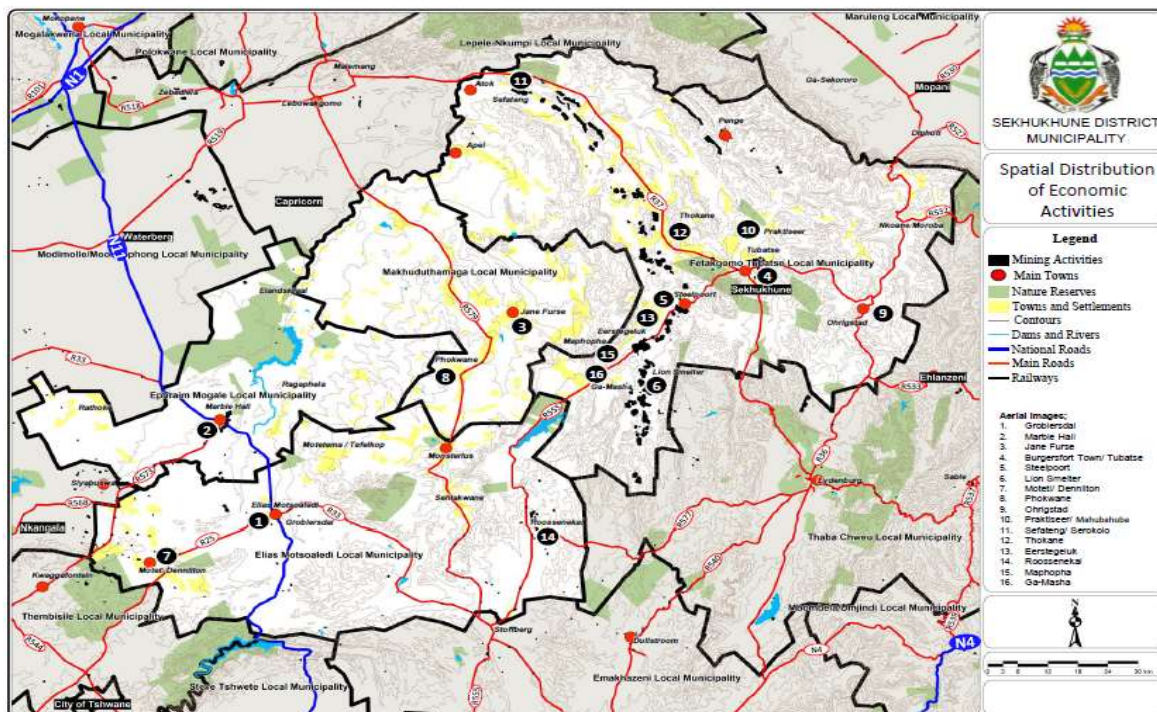
Spatial distribution of Mining activities

Mining activity has been practised in Sekhukhune for well over a century, and typically involved (as is still the case today) the extraction of andalusite, asbestos, chromite and platinum deposits from the Merensky Reef, which forms part of the mineral rich Bushveld Complex.

The District features the world's largest deposit of the platinum group metals (PGMs). What is striking about previous bouts of mining activity in the area is how changing commodity prices affected the opening, closing and, occasionally, reopening of mines. When prices rose, new exploration and development took place in the Sekhukhune mining sector. Conversely, when prices fell, mines in the area closed. This is an important characteristic to take into consideration when providing infrastructure and housing to support expanding mining operations. Currently, 17 operational mines are found within the District, with the majority of activity situated along the Dilokong Corridor (R37 and R555). The Dilokong corridor stretches across the Fetakgomo Tubatse LM respectively (see **Figure 24**). Some isolated activities are found within the Greater Marble Hall LM. Major mining companies operating in the SDM include Anglo Platinum, Xstrata, BHP Billiton, Implats, ASA Metals and Marula Platinum. In spite of the involvement of major mining companies, mining in the District has not yet reached production limits.

New mining activities within the Ephraim Mogale and Elias Motsoaledi LMs could potentially create land use conflicts between mining and agricultural activities. Furthermore, new mining activities may result in increasing pressure being placed on environmentally sensitive areas found within the north-eastern and south-eastern extents of the District.

Figure 24: Spatial Distribution of Economic Activities



Spatial distribution of Agricultural activities

Agriculture in the SDM is a mixture of both commercial and subsistence farming. Agriculture is the second largest source of employment, accounting for over 16% of all jobs held by nodal residents. A variety of products are produced in the area, including citrus fruit, table grapes, vegetables, maize, wheat, potatoes (both Irish and sweet), cotton and livestock. Furthermore, it has substantial availability of arable land, but the hot and dry climate limits the extent of agricultural production in the area. The scarcity of water in the area makes costly irrigation infrastructure a necessity for high quality, high output farming. However, a variety of products are produced in the district, including citrus fruit, table grapes, vegetables, maize, potatoes (both Irish and sweet) wheat, cotton, sorghum, millets and livestock. It is estimated that about 70% of farmers in Sekhukhune are subsistence farmers, with many of them lacking the skills required to reach their potential.

The main challenge as indicated above is for the district to raise the potential of emerging farmers in line with that of the established commercial farmers. This will require support for training and access to inputs and markets, as well as addressing water shortages. Unfortunately, coupled with the above mentioned constraints, the sector is further depressed by global economic recession, environmental constraints and lack of access to sustainable market both local and internationally. These challenges calls for farmers to be better organised and resourced with capital, technology, new skills and creative leadership for them to succeed. They need to produce high value commodities which provide the greatest opportune for increasing household income. Further, they need integrated institutional support to facilitate their capacity building and participation in the competitive markets. And finally, they need to have good business acumen and astute in order to capitalize on opportunities presented in the local and global markets because most of FBO still operating at as non-legal business entities with cooperative still at the primary stage.

The future success of agricultural industry in this district will depend on a clear vision and specific plans to realize that vision. Essentially, commercial agriculture in the SDM is concentrated in two main areas: The south-western part of the District (near Groblersdal and Marble Hall), which is served by the Loskop Irrigation Scheme; and The eastern section of the District (near Burgersfort and Ohrigstad), which is served by the Ohrigstad Irrigation Scheme).

The Loskop scheme

The towns of Groblersdal and Marble Hall are found within the Loskop Valley. The commercial agricultural schemes in this valley are serviced by the Loskop Dam. In addition to the Loskop scheme, there are 5 smaller schemes within the Loskop agricultural area, namely: The Moosrivier Scheme; The Hereford Scheme; The Olifants River Scheme; The Elands River Scheme; and The Selons River Scheme. Collectively, these contribute significantly to commercial agriculture in the area.

The Ohrigstad scheme

The Ohrigstad Scheme is supplied with irrigation water from the Ohrigstad Dam along the Ohrigstad River. The total area currently being irrigated is estimated at roughly 4,500 hectares.

Alternatively described, the agricultural activities within the GSDM tend to be concentrated along the following routes: The entire length of the N11 throughout the District; The R573 from Marble Hall to the District boundary; the R25 between Dennilton and Groblersdal; The minor road linking the R573 and R25 between Groblersdal and Marble Hall; The R36 as far north as Branddraai; and The southern section of the R37 as far north as Burgersfort.

Three potential tourism routes have been identified for Sekhukhune:

The Mafulo a Matala Route

Mafulo a Matala, literally translated into “animals grazing on green land”, is a route that will take tourists to all the natural beauty and wildlife of Sekhukhune Land. This route is for persons drawn to the African wilderness. The route combines the scenic beauty and wildlife of the area with adventure activities and attractions along the route. The Flag Boshielo dam together with the Schuinsdraai Nature Reserve is one of the most significant attractions on the Mafulo a Matala route. Schuinsdraai Nature Reserve is a popular water-recreation destination for families, where anglers can relax at the shores of the Flag Boshielo Dam.

The Marota Route

The Sekhukhune District is named after King Sekhukhune who was the King of the Marota tribe (today commonly known as the Bapedi) in Sekhukhune Land during the 18th century. Sekhukhune Land has a rich cultural heritage that offers a gateway to authentic Africa. Every corner of Sekhukhune has an amazing tale to tell of this land of myths and legends, a true treasure indeed with world renowned Heritage sites like Tjate, Lenao la Modimo, Ledingwe Cultural Village and many more. The Marota Route affords the tourists the opportunity to experience the cultural heritage of the fascinating Sekhukhune area, reflecting the diverse cultures of the present day

inhabitants of the area, intrepid adventures from a colourful past and ancient civilisation of which only archaeological evidence remains.

The Platinum Stream Route

The Platinum Stream is a tourist route designed to unite Sekhukhune's natural beauty and rich heritage with the mining activities in the area for those mining and history enthusiasts. The Platinum Stream flows along the R555 and the R37, giving tourists the opportunity to visit some of Sekhukhune's significant mines.

Strategic Development Areas

An analysis of the District's socio-economic profile reveals that consolidation of the District's dispersed settlement structure will be required, if the general living standards of its population are to be improved, and environmental degradation reduced. Essentially, consolidation of the urban structure will help to:

- Create higher densities, thereby stimulating purchasing power and economic development, which eventually leads to higher levels of asset ownership and living standards.
- Create the critical densities needed for the sustainable provision of communication and services infrastructure. As is, the dispersed settlement structure prevents the majority of Sekhukhune households from taking advantage of ever expanding internet and e-telecommunication.
- Facilities, especially for business and educational purposes. Facilitate targeted infrastructure spending, thereby avoiding unnecessary and costly duplication of infrastructure such as telecommunication towers and radio and television masts.

The establishment of the system of urban and rural nodes holds the following advantages:

- Contributes towards urban-rural restructuring and environmental protection by means of promoting nodal development. Nodal development is conducive to targeted infrastructure spending, local economic development and corridor development.
- Helps to direct infrastructure development and service delivery to most cost efficient and sustainable areas;
- Reduces the levels of inequality in living standards and access to basic services between rural and urban areas – ensures that all communities (even in rural areas) have access to at least the minimum levels of services as enshrined in the Constitution;
- Provides government with a platform from which to develop sustainable energy centres, tele-centres and information technology infrastructure within rural areas;
- Provides a platform for entrepreneurship and small business development (LED) by creating the required “critical mass” at these points;

- Informs investment decisions pertaining to prioritising upgrading of road infrastructure which connect nodes to one another, provision of multi-modal transport facilities, and determining optimal public transport routes;
- Multi-functional (one stop) nodal development reduces travelling costs between place of residence and social facilities and economic opportunities for the rural poor.

The function of a node is to provide local residents, as well as those from surrounding rural areas, with goods and services in an efficient manner – preferably as a ‘one stop’ point. Such an approach will – in time – strengthen agglomeration economies, support effective public transport, and create a network of strong nodes that discourage unsustainable low density sprawl.

Table 33 below lists the priority nodal points identified from the Spatial Development Frameworks of local municipalities in Sekhukhune District Municipality as well as the Limpopo SDF. There are two Provincial Growth Points (Burgersfort/Tubatse and Groblersdal); three District Growth Points and eight Municipal Growth Points. A total of 21 Rural Nodal/ Service Points have also been identified bringing the total number of nodes in the SDM to 34.

Table 33: SDM Growth Points

Nodal Hierachy	Local Municipalities			
	Fetakgomo-Tubatse	Ephraim Mogale	Makhuduthamaga	Elias Motsoaledi
Provincial Growth Point	Burgersfort			Groblersdal
District growth point	Steelpoort	Marble Hall	Jane Furse (Institutional)	
Municipal Growth Point	Ohrigstad Driekop		Apel Cross Glen Cowie	Roosenekal
	Mecklenburg Atok Apel			
Rural Nodes	Praktiseer Kgautswane Mampuru and Extension Malokela A and B Mphanama	Elandsdraal Letebejane Regaphela/G a-Rakwadi Moganyaka /Leeuwfontein Zamekomst/ Rathoke Letebejane/ Ditholong		Elandsdoring/ Dennilton Motetema Hlogotlou Sehlakwane

The proposed Sekhukhune nodal system should form the basis for national, provincial and municipal infrastructure investment prioritisation (budgets, programming etc.). This includes the provision of engineering infrastructure, social/ community infrastructure, and economic infrastructure. Its strategic intent is to maximise the benefits to be derived from spending the limited public budget, while creating a just and efficient spatial structure from which both urban and rural communities in the SDM will benefit.

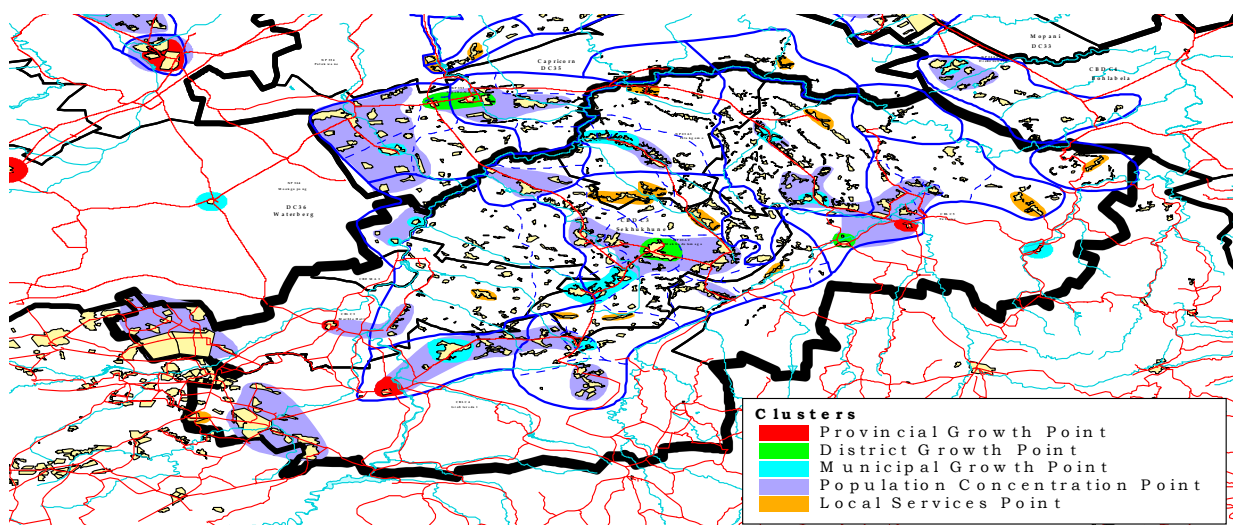
The majority of these nodal points lie along main routes where they are easily accessible. An established system of nodes will not only make service delivery more efficient, but also make the area more legible and help to direct private sector investment throughout the SDM. Notably, with Jane Furse's new status as the institutional headquarters of the SDM, all district government functions should be consolidated within Jane Furse Node.

It is furthermore recommended that a legally binding Precinct Plan/ Local Plan be compiled for each of the nodal points in the Sekhukhune District in line with the provisions of Section 21(l) (i) of the Spatial Planning and Land Use Management Act (SPLUMA). In cases where nodes fall within the area of jurisdiction of Traditional Leaders, such plans should be compiled in consultation with the Traditional Leaders.

These Precinct/ Local Plans should comprise detailed land use proposals at erf level to guide the future development of the area – and specifically the areas where future public investment in the form of community facilities, housing and engineering infrastructure should be consolidated. Each Precinct Plan should also comprise an Implementation Programme highlighting the sequence/ priority of actions/ investments to be initiated in the area. Precinct Plans should also demarcate the areas where Government should acquire the land for future public investment (e.g. community facilities) in order to prevent these areas from being occupied/ allocated to people.

Figure 25 shows the spatial distribution of these nodes in the District and also how communities within a 10 kilometre radius around the respective nodes will be served. Approximately 80% of the District population reside within 10 kilometres from an activity node/ growth point.

Figure 25 – Growth points in the Sekhukhune District Source: *Procurement Dynamics (undated)*



Source: *Synthesis report of the research*

2.3.9. Land Use

Land use within the Sekhukhune District is dominated by subsistence farming. This is especially true in the Fetakgomo Tubatse, Makhuduthamaga, and Ephraim Mogale municipal areas.

The second significant land use is the potential conservation areas, especially within the Elias Motsoaledi and Ephraim Mogale municipal areas. These potential conservation areas may eventually encompass roughly one third of Elias Motsoaledi and Ephraim Mogale. The different land use patterns in the Sekhukhune District are captured in the table below:

Table 34: Land use patterns in Sekhukhune

Land use types	Area in sq km	% of total
Agricultural: Commercial	1,135	7,7
Agricultural: Subsistence	2,683	18,1
Potential conservation	3,484	23,5
Active conservation	463	3,1
Active mining	37	0,2
Other	7,030	47,4
Total	14,832	100

Source: Department of Land Affairs (2006). Land Cover Map. Cited in M Maila (2006), op cit

It is also becoming apparent that land is growing increasingly scarce in the District, within the urban, rural and semi-rural areas equally. District Municipality and Local Municipalities have recognized this as a challenge, and have prioritized the issue. This is particularly significant given the growing importance of agriculture, mining and tourism – all potentially conflicting land uses – to the Sekhukhune economy.

Land Use Management

An even more complex issue within the District, however, is that of land use management. The land issue is a potentially difficult one in Sekhukhune, with the District being governed by a dual system. Under the traditional system, land allocation (and, therefore, land use) is the prerogative of tribal council – and this system dominates in much of the District's formal towns and, to some extent, the adjacent townships.

The traditional system is rendered more complex by the fact that each of the approximately 74 traditional authorities in the area has its own unique land use management system. In general, however, each traditional authority allocates land to a subject for either residential use or subsistence farming. In addition, subjects would also have unlimited access to communal grazing system, however, is becoming increasingly difficult to maintain, given the growing demand for land (for a range of purposes). Furthermore, the traditional land use management system is unwritten and therefore often subject to interpretation.

In recent years, the boundaries between different traditional authority areas have become increasingly blurred. This has led, in part, to the lodging of competing land claims in many parts of the District¹. It has also led to the growth of informal settlement activities within some traditional authority areas. This is especially prevalent around district growth points like Burgersfort, Atok and Jane Furse and is undoubtedly a reflection of economic migration towards potential centres of economic activity.

In summary, the land issue is potentially a source of tension in the Sekhukhune area. There is a latent tension between the traditional (tribal council) and modern (legalized) land use management systems. There is also a number of competing land claims in the area, which have

not been resolved by the Department of Rural Development and Land Reform (DRDLR) as yet. Finally, as the Sekhukhune economy boom, there is likely to be competing land demands by the different economic sectors. If the district population grows in response to this foreseen economic boom, domestic demand for (commercial and residential) land will become a competitor in this arena as well.

2.3.10. Challenges

Land ownership patterns are one of the biggest development challenges facing Sekhukhune. Without a resolution of this issue, most socio-economic activities in the District will continue to be thwarted.

The Traditional Leadership and Governance Framework Act 41 of 2003 are in operation and have been implemented in Limpopo Province. The Act has enabled the MEC for CoGHSTA to appoint representatives of the Traditional Leaders in the area of the jurisdiction of the SDM to participate in the SDM Council as provided for in the Systems Act.

Land administration remains a bone of contention between the traditional and the municipal administrations. Land administration needs to be addressed as a matter of urgency for effective development of rural communities. All Local Municipalities remain with a challenge of land allocation for either residential or development priorities because traditional leadership are also having the responsibilities of allocating sites to residents. Traditional leaders allocate sites without engaging the Municipalities to ascertain issues relating to township establishment and land development requirements. Fetakgomo Local Municipality is the case in point that needs to be addressed to effect development. The District, Local municipalities and traditional leadership should devise a system of engagement and cooperation in order to address some of these challenges.

More specifically, the key land use challenges are:

- Uncertainty about the status of land ownership especially with reference to state and tribal land prohibits future development and investments.
- Unresolved and competing land claims in the area threaten to destabilize future development.
- Increasing number of Informal settlements and housing backlog as mining and agriculture activities intensify
- Competing land uses (i.e. mining and agriculture, Commercial, etc.) may cause spatial, social, environmental and economic constraints in future.
- Lack of environmental management
- Communal land use management
- Sprawled development
- Some nodal points like Jane Furse have not yet been planned and proclaimed thereby limiting the growth potential of the node.
- Water scarcity is a huge development challenge, and represents a constraint to both economic and social activity within the District. Water requirements for development (especially agriculture, mining and rural areas) are placing severe stress on the available water supply.

2.4. LOCAL ECONOMIC DEVELOPMENT

Economic growth is one of the main indicators of a progressing and developing district. The main sectors of Sekhukhune District that contribute to the growth of economy in the district are Agriculture, Mining and Community Services. Mining is the biggest contributor in the economy of the district.

The attainment of the vision set out in this IDP will ultimately be determined by the state of the Sekhukhune economy. This section turns its lens on the principal characteristics of the Sekhukhune Economy more specifically. It identifies the municipal economy's main features, describes its dominant sectors and concludes with assessment of its competitive advantage. It is therefore an important profile that plays a substantial role in defining the development strategies, projects and overarching socio-economic plans of the Sekhukhune Municipality.

The Sekhukhune economy is a curious mixture of overwhelmingly negative features (such as the highest unemployment rate in Limpopo) and positive opportunities (like the enormous mining potential within the area). Plotting an economic development path therefore requires a careful assessment of the current economic reality in the district. Integrating sustainable development into the current municipal plans to ensure the triple bottom line (people, planet, profit) is accomplished and the green economy policy is aligned to.

2.4.1. Unemployment

The table below shows that there has been a rise in unemployment between 2008 and 2018. In 2018, there were a total number of 93 900 people unemployed in Sekhukhune, which is an increase of 6 360 from 87 600 in 2008. The total number of unemployed people within Sekhukhune constitutes 28.17% of the total number of unemployed people in Limpopo Province.

Figure 46: Unemployment - Sekhukhune, Limpopo and National Total, 2008-2018

	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
2008	87,600	376,000	4,350,000	23.3%	2.0%
2009	82,300	339,000	4,370,000	24.3%	1.9%
2010	75,000	296,000	4,490,000	25.3%	1.7%
2011	68,900	261,000	4,570,000	26.4%	1.5%
2012	66,500	251,000	4,690,000	26.5%	1.4%
2013	66,600	249,000	4,850,000	26.8%	1.4%
2014	69,800	258,000	5,060,000	27.0%	1.4%
2015	77,700	285,000	5,290,000	27.2%	1.5%
2016	88,900	321,000	5,630,000	27.7%	1.6%
2017	94,500	340,000	5,940,000	27.8%	1.6%
2018	93,900	333,000	6,010,000	28.2%	1.6%
Average Annual growth					
2008-2018	0.70%	-1.20%	3.30%		

Source: IHS Markit Regional eXplorer version 1750

The table above further shows that Sekhukhune District Municipality experienced an average annual increase of 0.70% in the number of unemployed people, which is worse than that of the Limpopo Province which had an average annual decrease in unemployment of -1.20%.

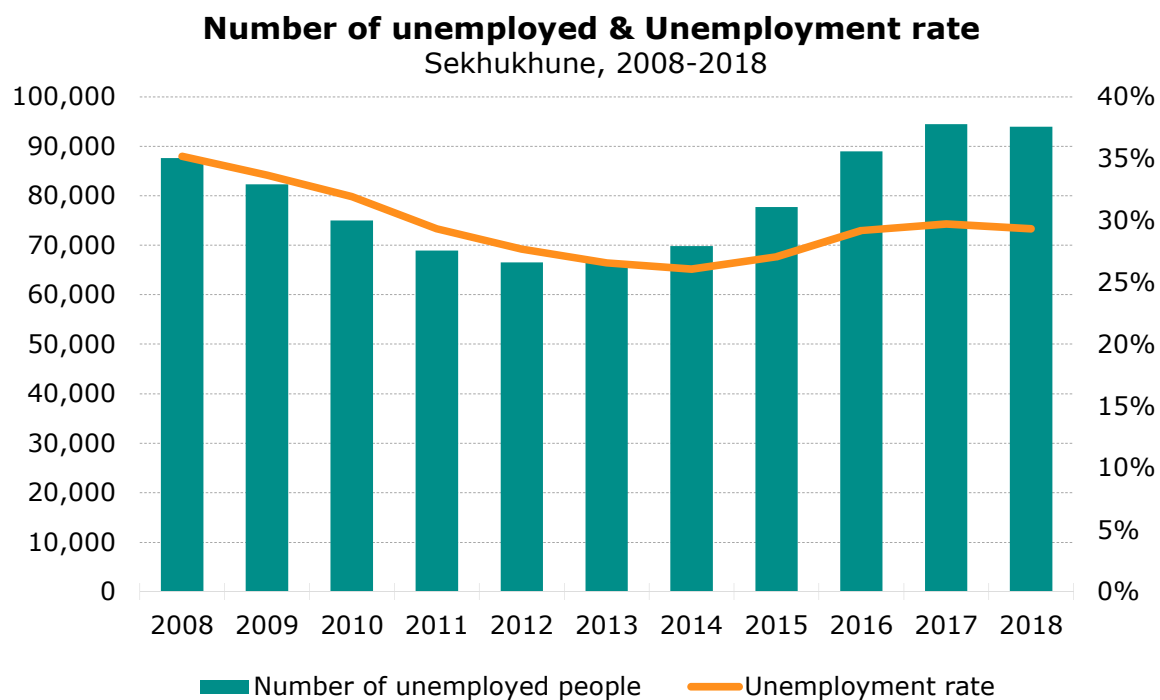
Figure 47: Unemployment Rate (Official Definition) - Sekhukhune, Limpopo and National Total, 2008-2018

	Sekhukhune	Limpopo	National Total
2008	35.2%	28.4%	23.6%
2009	33.6%	26.4%	23.8%
2010	31.9%	24.3%	24.8%
2011	29.3%	21.5%	24.9%
2012	27.7%	20.0%	25.0%
2013	26.6%	18.8%	25.1%
2014	26.1%	18.1%	25.1%
2015	27.1%	18.6%	25.5%
2016	29.2%	19.7%	26.4%
2017	29.7%	20.0%	27.2%
2018	29.3%	19.4%	27.2%

Source: IHS Markit Regional eXplorer version 1750

In 2018, the unemployment rate in Sekhukhune District Municipality (based on the official definition of unemployment) was 29.31%, which is a decrease of -5.87 percentage points. The unemployment rate in Sekhukhune District Municipality is higher than that of Limpopo. The unemployment rate for South Africa was 27.22% in 2018, which is an increase of -3.62 percentage points from 23.60% in 2008. The graph below shows the shows a clear picture of the number of unemployed versus the unemployment rate in the district, between 2008 and 2018.

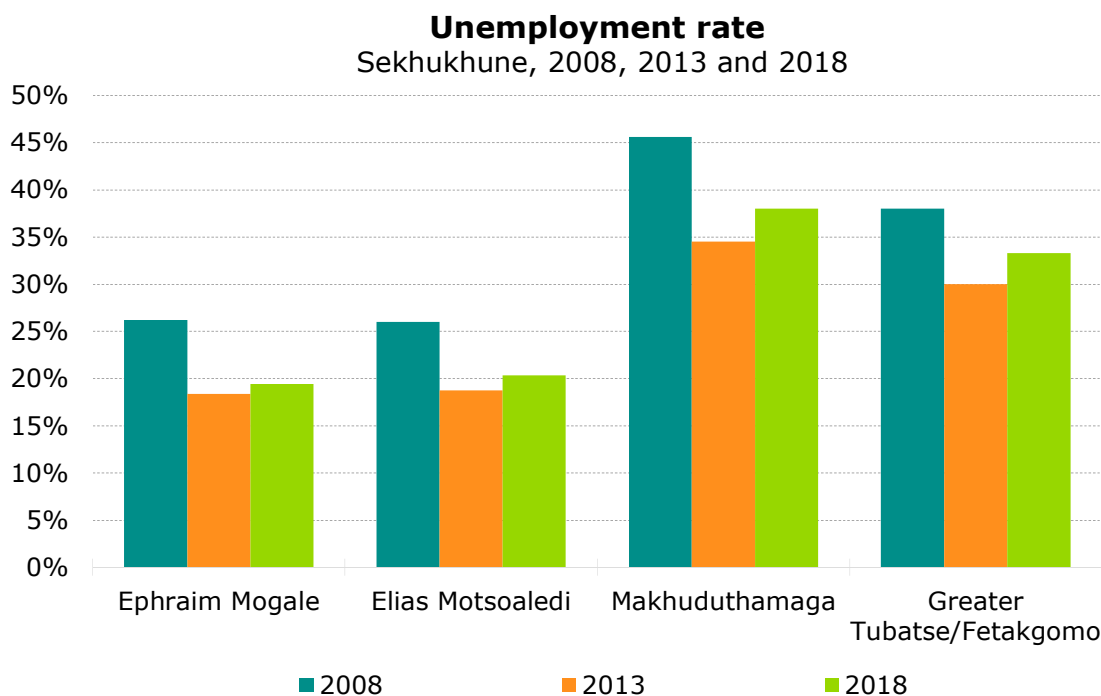
Figure 48: Unemployment and Unemployment Rate (Official Definition) - Sekhukhune District Municipality, 2008-2018



Source: IHS Markit Regional eXplorer version 1750

When comparing unemployment rates among regions within Sekhukhune District Municipality, Makhuduthamaga Local Municipality has indicated the highest unemployment rate of 38.0%, which has decreased from 45.6% in 2008. It can be seen that the Ephraim Mogale Local Municipality had the lowest unemployment rate of 19.4% in 2018, which decreased from 26.2% in 2008.

Figure 49: Unemployment Rate - Local Municipalities and the rest of Sekhukhune District Municipality, 2008, 2013 And 2018



Source: IHS Markit Regional eXplorer version 1750

2.4.2. Income distribution and employment analysis

In Limpopo Province, there has been a rapid improvement in the household income distribution profile during the past years, mainly as a result of social grants. Households living in poverty, with annual incomes ranging from 0 to R19.600 per year, shrank as a proportion of total households from 86% in 2001 to 56.5% in 2011. This group is unable to afford any contribution towards the cost of municipal services. The corresponding proportion of households in this income group for Limpopo Province in 2011 was 55.6%, which is only slightly better than the situation in Sekhukhune District.

The intermediate group, with incomes ranging from R19.601 per year to R153.800 per year, used to comprise 13% of all households in 2011, but has increased to 38%. This group can afford to make meaningful contributions to the cost of municipal services. The high-income group, who can afford to pay the full cost of municipal services, has increased from less than 1% of all households in 2011, to 5.5% in 2011.

The income distribution profile is unlikely to keep improving at the same pace as the last ten years, because the social grant programme is already fully taken up. Further improvements will depend on new job creation (GSA 2014).

Table 21: Household Income Distribution for Sekhukhune District: 2001 and 2011

INCOME GROUP	2001	2011	2001%	2011%
No income	80 525	38 450	39.3	14.58
R 1 - R 4800	19 985	17 064	9.76	6.47

INCOME GROUP	2001	2011	2001%	2011%
R 4801 - R 9600	50 857	32 375	24.8	12.28
R 9601 - R 19 600	25 954	61 827	12.6	23.44
R 19 601 - R 38 200	14 580	56 078	7.12	21.26
R 38 201 - R 76 400	9 307	27 100	4.55	10.28
R 76 401 - R 153 800	3 765	16 313	1.84	6.19
R 153 801 - R 307 600	1 082	9 454	0.53	3.58
R 307 601 - R 614 400	286	3 748	0.14	1.42
R 614 001 - R 1 228 800	113	720	0.06	0.27
R 1 228 801 - R 2 457 600	171	333	0.08	0.13
R 2 457 601 or more	81	274	0.04	0.10
Total	204 706	263 737	100.00	100.00

Source: Statistics South Africa (Census 2001 and 2011)

Average Household Income

Average household incomes from 2001-2011 have more than doubled across the district. In the district municipality, household income has shifted from R15 520 to R45 977 in 2011. The provincial average is R56 841 and therefore the district average household income is slightly below the provincial average. Greater Tubatse Local Municipality has the highest average household income in the district, followed by Fetakgomo local municipality. Although unemployment in Fetakgomo is quite high, those who are working seem to be deriving high incomes.

Table 22: Average household income

Municipality	2001	2011
Ephraim Mogale	16 671	41 398
Elias Motsoaledi	17 802	41 398
Makhuduthamaga	12 768	38 109
Fetakgomo Tubatse	15 508	51 160
Sekhukhune	15 520	45 977

Source: Census (2011)

2.4.3. Gross Domestic Product (GDP)

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states. Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

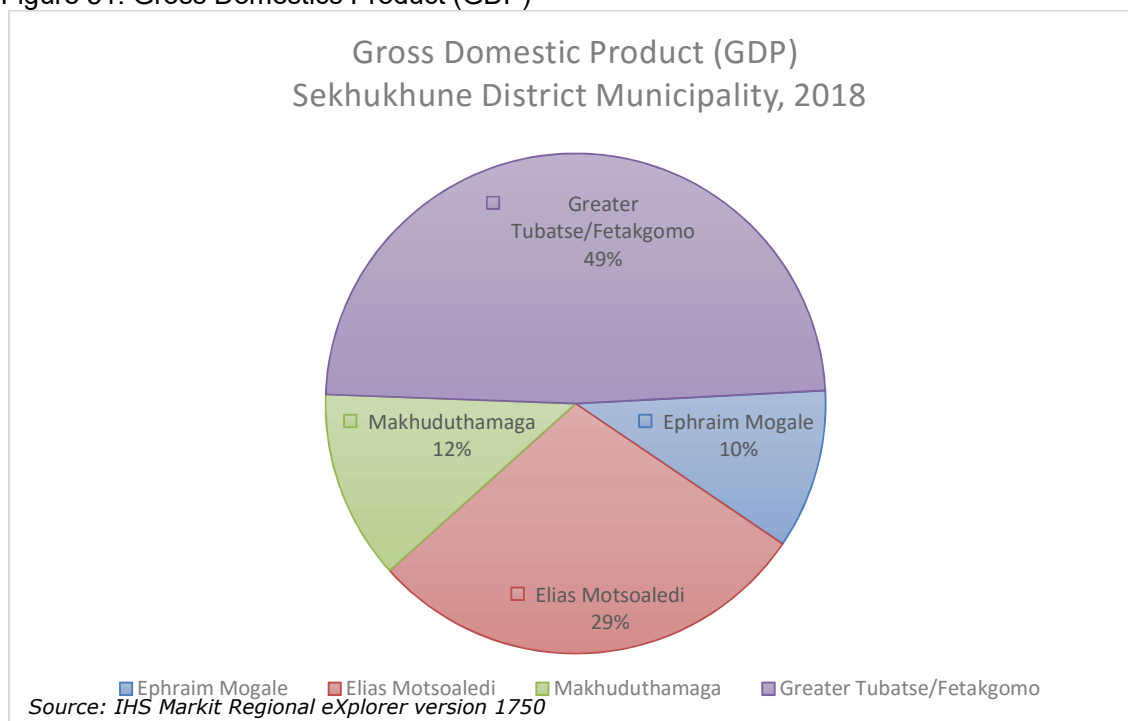
Figure 50: Gross Domestic Product (GDP) - Sekhukhune, Limpopo and National Total, 2007-2017 [R Billions, Current Prices]

	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
2007	16.5	140.4	2,109.5	11.7%	0.78%
2008	19.7	162.9	2,369.1	12.1%	0.83%
2009	22.4	181.9	2,507.7	12.3%	0.89%
2010	25.4	202.2	2,748.0	12.6%	0.92%
2011	28.4	222.3	3,023.7	12.8%	0.94%
2012	30.3	238.5	3,253.9	12.7%	0.93%
2013	32.6	258.2	3,540.0	12.6%	0.92%
2014	34.0	273.2	3,805.3	12.4%	0.89%
2015	35.2	289.3	4,051.4	12.2%	0.87%
2016	37.9	311.7	4,350.3	12.2%	0.87%
2017	41.0	335.7	4,651.8	12.2%	0.88%

Source: IHS Markit Regional eXplorer version 1570

With a GDP of R 41 billion in 2017 (up from R 16.5 billion in 2007), the Sekhukhune District Municipality contributed 12.22% to the Limpopo Province GDP of R 336 billion in 2017 increasing in the share of the Limpopo from 11.75% in 2007. The Sekhukhune District Municipality contributes 0.88% to the GDP of South Africa which had a total GDP of R 4.65 trillion in 2017 (as measured in nominal or current prices). Its contribution to the national economy stayed similar in importance from 2007 when it contributed 0.78% to South Africa, but it is lower than the peak of 0.94% in 2011.

Figure 51: Gross Domestic Product (GDP)



In terms of Local Municipality contributions, the greatest contributor is the Fetakgomo Tubatse Local Municipality with a share of 48.58% or R 21.2 billion, increasing from R 10.3 billion in 2008. This is due to the mining sector which is concentrated in the Municipal area. The economy with the lowest contribution is the Ephraim Mogale Local Municipality with R 4.51 billion growing from R 2.01 billion in 2008.

2.4.4. Gross Value Added (GVA)

The Sekhukhune District Municipality's economy is made up of various industries. Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors.

The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Sekhukhune District Municipality.

Figure 52: Gross Value Added (GVA) by Broad Economic Sector - Sekhukhune District Municipality, 2017 [R Billions, Current Prices]

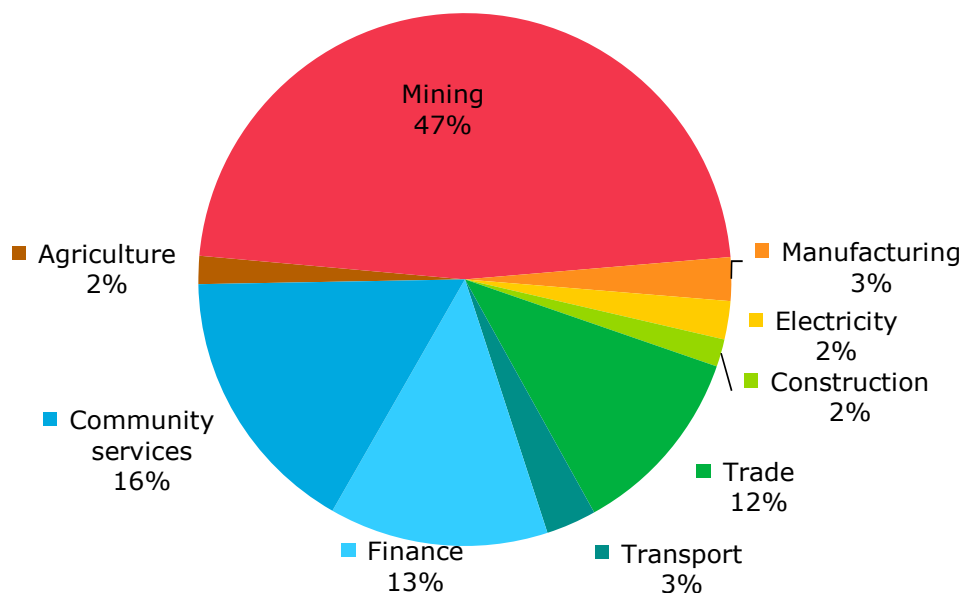
	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
Agriculture	0.6	7.9	106.4	7.9%	0.58%
Mining	16.2	85.7	334.7	18.9%	4.85%
Manufacturing	1.0	8.6	551.6	11.6%	0.18%
Electricity	1.0	12.8	155.2	7.5%	0.62%
Construction	0.7	9.7	163.3	7.4%	0.44%
Trade	4.5	45.1	626.8	10.0%	0.72%
Transport	1.2	14.7	411.5	8.2%	0.29%
Finance	5.1	44.9	840.7	11.3%	0.60%
Community services	6.7	71.5	981.6	9.4%	0.69%
Total Industries	37.1	300.7	4,171.7	12.3%	0.89%

Source: IHS Markit Regional eXplorer version 1570

In 2017, the mining sector is the largest within Sekhukhune District Municipality accounting for R 16.2 billion or 43.8% of the total GVA in the district municipality's economy. The sector that contributes the second most to the GVA of the Sekhukhune District Municipality is the community services sector at 18.2%, followed by the finance sector with 13.7%. The sector that contributes the least to the economy of Sekhukhune District Municipality is the agriculture sector with a contribution of R 620 million or 1.67% of the total GVA.

Figure 53 Gross Value Add by Broad Economic Sector

Gross Value Added (GVA) by broad economic sector Sekhukhune District Municipality, 2018



Source: IHS Markit Regional eXplorer version 1750

According to IHS Markit, in 2018, the mining sector remained the largest sector within Sekhukhune District accounting for R 18.6 billion or 47.2% of the total GVA in the district municipality's economy. Community Services is the second most contributor at 16.4%, followed by the finance sector with 13.3%. The sector that contributes the least to the economy of Sekhukhune District Municipality is the construction sector with a contribution of R 660 million or 1.68% of the total GVA. This requires that capacity relating to the skills needed by the mining industry be developed within the District. This further necessitates that relevant curriculum be also discussed with the existing TVET Colleges within the district as the mining academy will be planned.

Figure 54: Gross Value Added (GVA) By Broad Economic Sector - Sekhukhune District Municipality, 2008, 2013 And 2018 [R Billions, 2010 Constant Prices]

	2008	2013	2018	Average Annual growth
Agriculture	0.38	0.40	0.47	2.09%
Mining	11.20	12.15	12.40	1.03%
Manufacturing	0.64	0.63	0.63	-0.19%
Electricity	0.36	0.38	0.36	-0.10%
Construction	0.45	0.53	0.54	1.76%
Trade	2.58	2.91	2.99	1.49%
Transport	0.66	0.67	0.73	0.99%
Finance	2.73	3.30	3.53	2.61%
Community services	3.51	4.06	4.14	1.66%
Total Industries	22.52	25.05	25.78	1.36%

Source: IHS Markit Regional eXplorer version 1750

For the period 2018 and 2008, the GVA in the finance sector had the highest average annual growth rate in Sekhukhune at 2.61%. The industry with the second highest average annual

growth rate was the agriculture sector averaging at 2.09% per year. The electricity sector had an average annual growth rate of -0.10%, while the manufacturing sector had the lowest average annual growth of -0.19%. Overall a negative growth existed for all the industries in 2018 with an annual growth rate of -0.45% since 2017. With the Agriculture sector showing improvement there is a need to strengthen water capacity for irrigation purposes, which includes the resuscitation and upgrading of existing irrigation schemes within the district as well as providing support the emerging farmers.

2.4.5. Sector Growth Forecast

Figure 55: Gross Value Added (GVA) By Broad Economic Sector - Sekhukhune District Municipality, 2017-2022 [R Billions, Constant 2010 Prices]

Sector	2017	2018	2019	2020	2021	2022	Average Annual growth
Agriculture	0.46	0.45	0.46	0.47	0.48	0.49	0.98%
Mining	11.80	12.21	12.92	13.49	14.34	15.24	5.25%
Manufacturing	0.67	0.68	0.69	0.70	0.71	0.73	1.67%
Electricity	0.40	0.41	0.42	0.43	0.44	0.45	2.09%
Construction	0.57	0.57	0.57	0.58	0.60	0.61	1.50%
Trade	3.09	3.13	3.18	3.23	3.32	3.41	1.96%
Transport	0.77	0.77	0.79	0.82	0.84	0.87	2.63%
Finance	3.58	3.63	3.71	3.82	3.92	4.03	2.40%
Community services	4.60	4.71	4.72	4.72	4.73	4.77	0.75%
Total Industries	25.95	26.54	27.46	28.26	29.38	30.61	3.36%

Source: IHS Markit Regional eXplorer version 1570

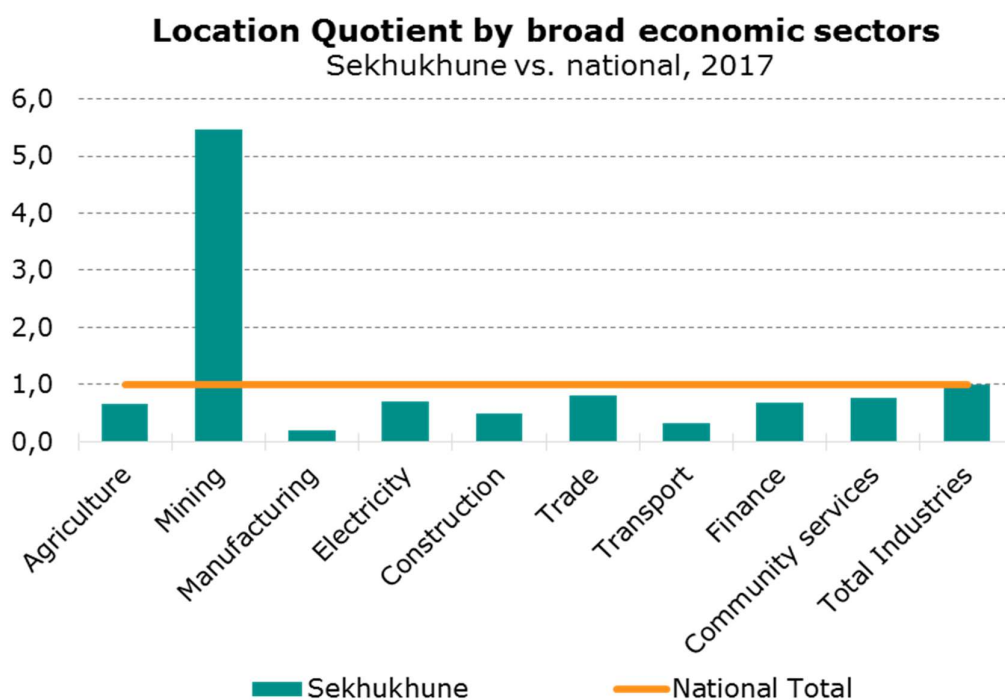
The mining sector is expected to grow fastest at an average of 5.25% annually from R 11.8 billion in Sekhukhune District Municipality to R 15.2 billion in 2022. The mining sector is estimated to be the largest sector within the Sekhukhune District Municipality in 2022, with a total share of 49.8% of the total GVA (as measured in current prices), growing at an average annual rate of 5.2%. The sector that is estimated to grow the slowest is the community services sector with an average annual growth rate of 0.75%. The slow growth rate is due to the impact of government reducing the cost of employment and not employing at a larger scale. Among the potential interventions to correct this anomaly, government may consider amendments to employment policies in order to enhance labour absorption through active labour market policies and interventions.

2.4.6. Location Quotient

A specific regional economy has a comparative advantage over other regional economies if it can more efficiently produce the same good. The location quotient is one way of measuring this comparative advantage. If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This is because the share of

that sector of the specified regional economy is greater than the same sector in the national economy.

Figure 56: Location Quotient by Broad Economic Sectors - Sekhukhune District Municipality and South Africa, 2017



Source: IHS Markit Regional eXplorer version 1570

For 2017 Sekhukhune District Municipality had a very large comparative advantage in the mining sector. The Sekhukhune District Municipality has a comparative disadvantage when it comes to the manufacturing and transport sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. The entire Sekhukhune District Municipality-economy is centred around the mines in the area, with an LQ of 5.46. There are no other sectors except for the mining sector with a comparative advantage. All other sectors have a disadvantage - with the manufacturing sector reporting the lowest score at 0.203. This means that the manufacturing sector (e.g. SEZ initiative) within the district has to be strengthened to manufacture the mining products acquired within the region. This further requires that provision of reliable basic services (e.g. water, electricity) be provided in order to attract and sustain the investment activities.

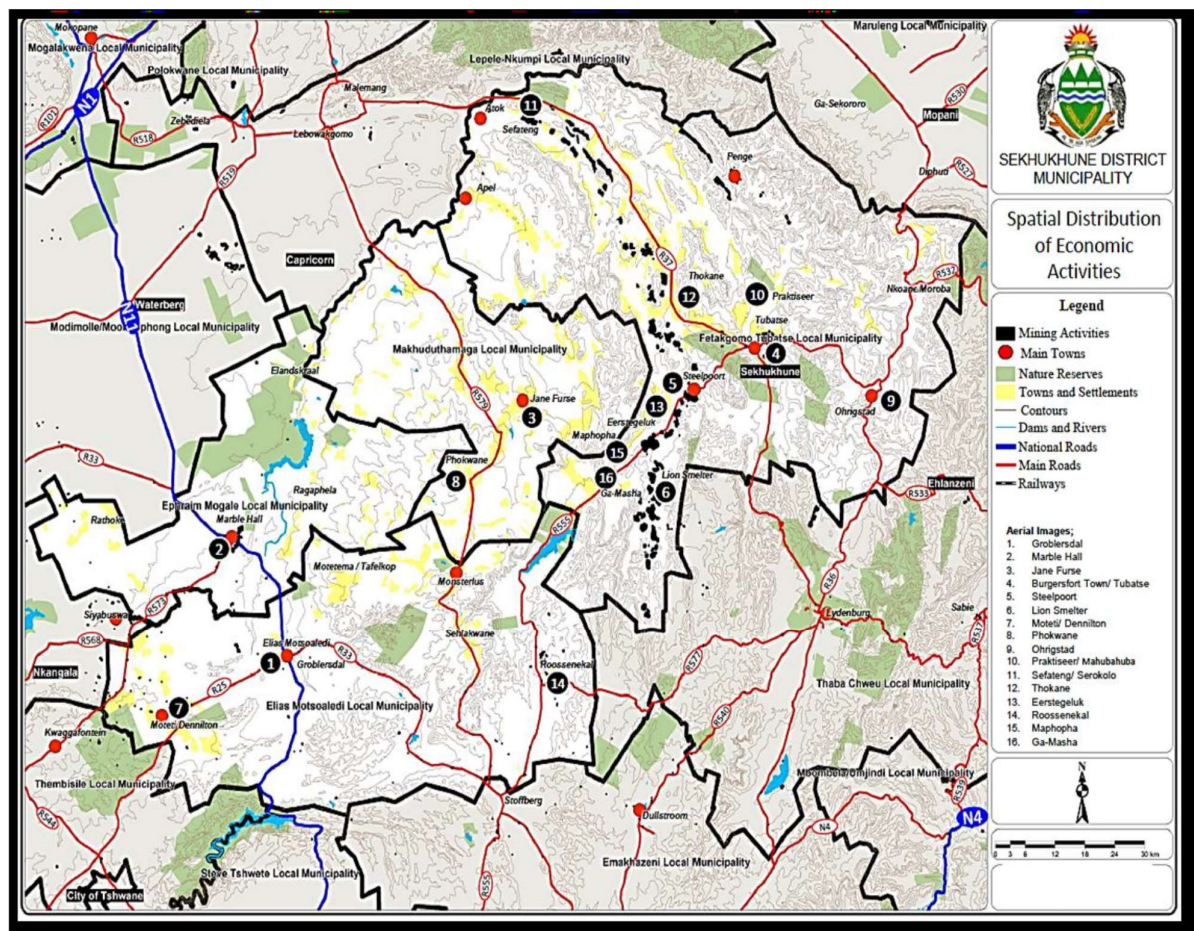
2.4.7. Mining

SDM mining cuts across the north-eastern part of the Bushveld Complex, an immense geological structure that contains the largest reserves of platinum group metals (PGM) in the world, of which the platinum group is a family of 6 metals which entail platinum, palladium, rhodium, iridium, osmium, and ruthenium. In SDM the mining sector is dominant in the Burgersfort area where Fetakgomo Tubatse Municipality seats. Mining is the economic lifeblood of the area as the sector accounts for 34.5% of the municipality's total GVA and 55% of the municipality's total labour force are traced to the mining sector. In Ephraim Mogale limestone/dolomite are mined in the area, of

which limestone and dolomite products are used in five principal industries in South Africa: cement manufacturing, metallurgy (steel refining), agriculture (fertilizers, fungicides and animal feed), aggregate and lime manufacture. The mining value chain consists primarily of exploration, extraction, mining, processing, refining, fabrication and production stages. Sekhukhune District mining participates mostly in the extraction stage and very limited processing operations. Minerals and potential jobs are exported for beneficiation to overseas companies and very little beneficiation in the district and in South Africa as a whole. In order to benefit sustainably on its mineral resources, the district will need to develop its industrial capabilities in the value-creation stages of its core mineral endowments.

For other minerals such as limestone and dolomite, they include construction (mortar, whitewash, building stone) and manufacturing (glass, water treatment, food and rayon processing, papermaking, leather, explosives, coal dusting, flue gas desulphurization, adhesives, insulation, and pH control). In the Burgersfort area site, asbestos, chromite and platinum deposits from the Merensky Reef are mined in the town. Furthermore, the District features the world's largest deposit of the platinum group metals (PGMs). Figure 35 provides an illustration of the mining value chain. Map 12 provides the spatial distribution of mining activities in SDM.

Map 10: Spatial Distribution of Mining Activities in SDM



SOURCE (SDM Spatial Development Framework, 2018)

Map 12 provides a spatial analysis of the mining belt activities that are mostly located on the eastern side of the municipality. However, on the western side of the municipality mining activities do take place in Elias Motsoaledi and Ephraim Mogale though it is not competitive compared to the eastern side of the municipality.

Opportunities exist for the small businesses within the district. It is vital that they be supported by being linked to the mining value chain for business development. Mining houses and the local hotel industry require catering services (which again links with agricultural development because local farms could supply fresh vegetables and meat), cleaning services, and repairing of machinery. Manufactured inputs could also be supplied to the mines and the industry at large, thereby growing the district's manufacturing capability. Strengthening initiatives like Enterprise and Supplier Development will build economic and business capacity of the SMMEs within the district.

Although mining is such a large economic contributor within the district, its future needs to be considered as this has significant implications on future settlement planning and investments. Building strong manufacturing base within the district is critical for future economic sustainability.

Key Mineral Deposits

The following commodities are found in Sekhukhune District:

Figure 57: Key Mineral Deposits

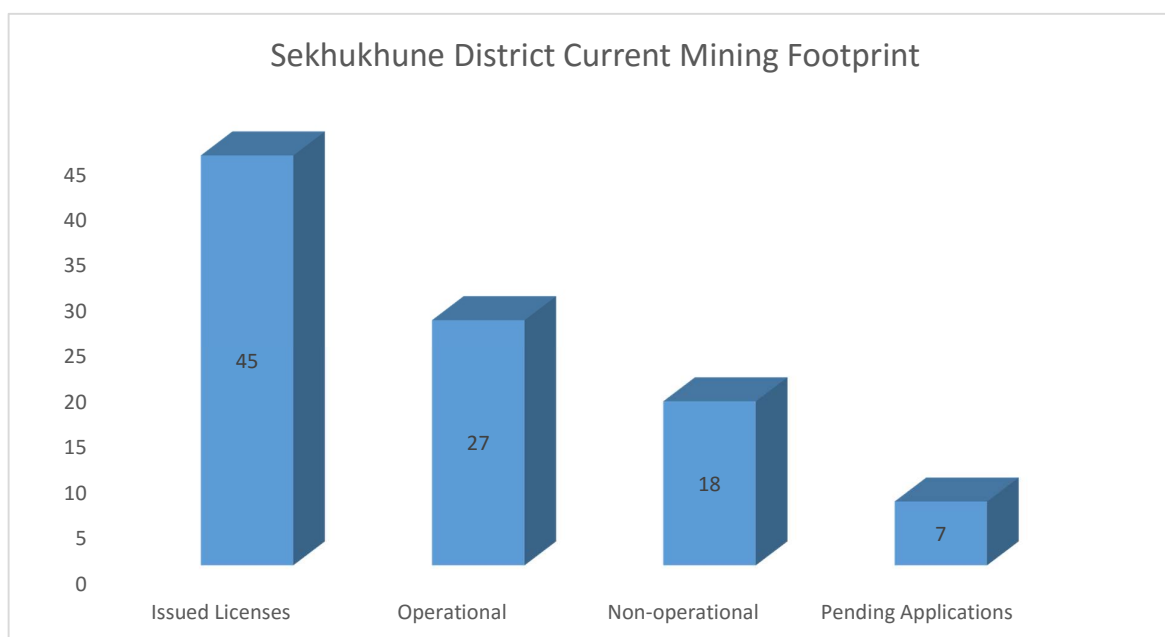
PGM's (platinum, palladium, iridium, ruthenium, osmium, rhodium)	Chrome dolomite
Vanadium	Dolomite
Dimension Stone	Andalusite
Slate	Granite
Sand	Aggregate Stone
Copper	Cobalt
Nickel	Magnesite
Clay	Titanium
Molybdenum	Magnetite

Source: DMR 2019

Current Mining Activities

The district's current mining footprint is based on a total of forty-five (45) issued licenses as per the Department of Minerals and Energy, representing twenty seven (27) operational mines and eighteen (18) mines non-operational due to commodity demand issues, unavailability of water and lack of off-take agreements for their commodities. In addition to the non-operational mines listed, there is total of seven (7) pending applications.

Figure 58: Sekhukhune District Current Mining Footprint



Source: DMR 2019

Figure 59: List of Mining operations in the District

NAME OF MINE	TYPE OF ORE	TOWN / VILLAGE	STATUS
FETAKGOMO TUBATSE LOCAL MUNICIPALITY			
Bokoni Platinum Mines (Pty) Ltd	Platinum	Burgersfort	Non-operational
Lion's Head Platinum (Pty) Ltd	PGM's, Copper, Nickel excluding Chrome	Burgersfort	Non-operational
Rustenburg Platinum Mines Ltd (Twickenham Mine)	Platinum	Burgersfort	Non-operational
Dilokong Chrome Mine	Chrome	Burgersfort	Non-operational
Blackchrome Mine	Chrome, PGM's	Burgersfort	Operating
Rustenburg Platinum Mines Ltd (De Brochen)	Platinum, All minerals	Burgersfort	Operating
Nkwe Platinum	Platinum	Burgersfort	Non-operational
Mintirho Mining Ltd	All minerals	Burgersfort	Non-operational
SAMANCOR Chrome Mines (Jagdlust)	Chrome	Burgersfort	Non-operational
SAMANCOR Chrome Mines (Scheidung)	Chrome	Burgersfort	Non-operational
SAMANCOR Chrome Mines (Nooigedacht)	Chrome	Burgersfort	Non-operational
SAMANCOR Chrome Ltd	Chrome	Burgersfort	Non-operational
Tjate Platinum Corporation (Pty) Ltd	Titaneferous magnetite	Burgersfort	Non-operational
Rakhoma Mining (Pty) Ltd		Burgersfort	Non-operational

NAME OF MINE	TYPE OF ORE	TOWN / VILLAGE	STATUS
Lesego Platinum (Pty) Ltd	Platinum	Burgersfort	Non-operational
Bokoni Platinum Mines (Pty) Ltd	Platinum	Burgersfort	Non-operational
Zavel Investments (Pty) Ltd	Dimension Stone	Burgersfort	Operating
SAMANCOR Chrome Ltd	Chrome	Burgersfort	Operating
Impala Platinum (Pty) Ltd	Platinum	Burgersfort	Operating
Impala Platinum (Pty) Ltd	Platinum	Burgersfort	Operating
Rhino Minerals (Pty) Ltd	Andalusite	Burgersfort	Operating
SAMANCOR Chrome Ltd (Spitzkop)	Chrome	Burgersfort	Operating
Rustenburg Platinum Mines Ltd (Modikwa Mine)	Platinum	Burgersfort	Operating
Attaclay (Pty) Ltd	Attapulgit, Bentonite	Burgersfort	Operating
Saringa Slate	Slate	Burgersfort	Operating
Xstrata South Africa (Pty) Ltd (Glencore)	Platinum & Chrome	Burgersfort	Operating
Two Rivers Platinum (Pty) Ltd	Platinum	Burgersfort	Operating
Assmang Ltd	Chrome	Burgersfort	Operating
Micawber 278 (Pty) Ltd (Northam Boosendal)	PGM's, Copper, Cobalt, Chrome	Burgersfort	Operating
SAMANCOR Chrome Ltd (Lanex)	Chrome	Burgersfort	Operating
SAMANCOR Chrome Ltd (Doornbosch)	Chrome	Burgersfort	Operating
Spitzkop Platinum Ltd	Platinum	Burgersfort	Operating
SAMANCOR Chrome Ltd (Tweefontein)	Chrome	Burgersfort	Operating
Sefateng Chrome Mine (Pty) Ltd	Chrome	Burgersfort	Operating
Vanadium Resources (Pty) Ltd	Vanadium, Iron, Titanium	Burgersfort	Operating
Bauba A Hlabirwa Mining Investments (Pty) Ltd	Platinum	Burgersfort	Operating
BCR Minerals (Pty) Ltd	Chrome	Burgersfort	Operating
Phokathaba Platinum (Pty) Ltd	Platinum	Burgersfort	Non-operational
Chromex Chrome	Chrome	Burgersfort	Non-operational
De Grooteboom (Pty) Ltd	Chrome, PGM's, Gold	Burgersfort	Operating
ELIAS MOTSOLEDI LOCAL MUNICIPALITY			

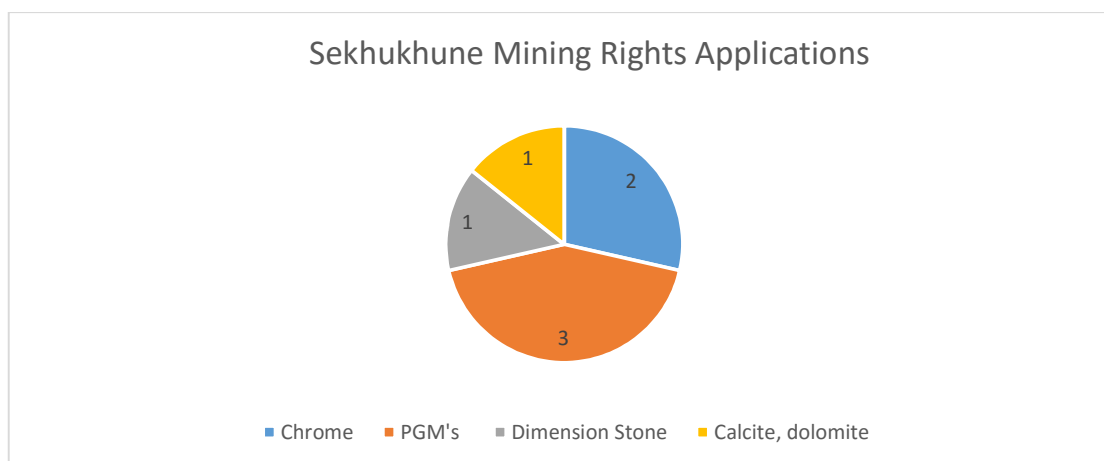
NAME OF MINE	TYPE OF ORE	TOWN / VILLAGE	STATUS
Braggite Resources (Pty) Ltd (Blue Ridge)	Platinum	Groblerdsdal	Non-Operational
Machero Quarries	Granite, Sand & Stone	Groblerdsdal	Operating
Evraz Highveld Steel and Vanadium Ltd (Mapochus Mine)	Vanadium	Groblerdsdal	Non-operational
Oppermann Kinders CC	Dimension Stone	Groblerdsdal	Operating
EPHRAIM MOGALE LOCAL MUNICIPALITY			
Lime Chem Mine	Lime	Marble Hall	Operating
Lyttelton Marble Hall Mine	Dolomite	Marble Hall	Operating

Source: DMR 2019

Future Mining Developments

Despite the abundance of mineral deposits, the district seems not to be receiving a major investment appetite which may be attributable to a number of factors. A summary of mining license applications to-date indicates seven (7) pending applications which demonstrates a lower investment appetite facing the district as compared to other districts in Limpopo province. New mining license applications focus on the following minerals: chrome (2); PGM's (2); dimension stone (1); and aggregate, calcite, dolomite limestone (1).

Figure 60: Sekhukhune Mining Rights Applications



Challenges and Constraints

Sekhukhune district faces numerous challenges that are adversely eroding the value and potential developmental benefits. Despite the abundance of mineral resources found in the district, indications are that investors are not coming forth as expected. Key among these challenges are the scourge of illegal mining that poses a major environmental and safety hazards. Other challenges are as indicated below:

- Lack of boundaries on various mining stakeholders' roles resulting in undue interferences - on operational issues and resulting in numerous stoppages
- Mining is frequently used to express other developmental concerns
- Excessive dependence on mining sector for economic participation and employment
- The definition of 'local' by communities is frequently taken to the extreme
- Infrastructure development projects (roads) often fail to take off due to PPP partners' inability to meet their commitments
- Water use license
- Lack of skills and readiness in view of future mining (mechanization and Industry 4.0).

2.4.8. Fetakgomo Tubatse Special Economic Zone (SEZ):

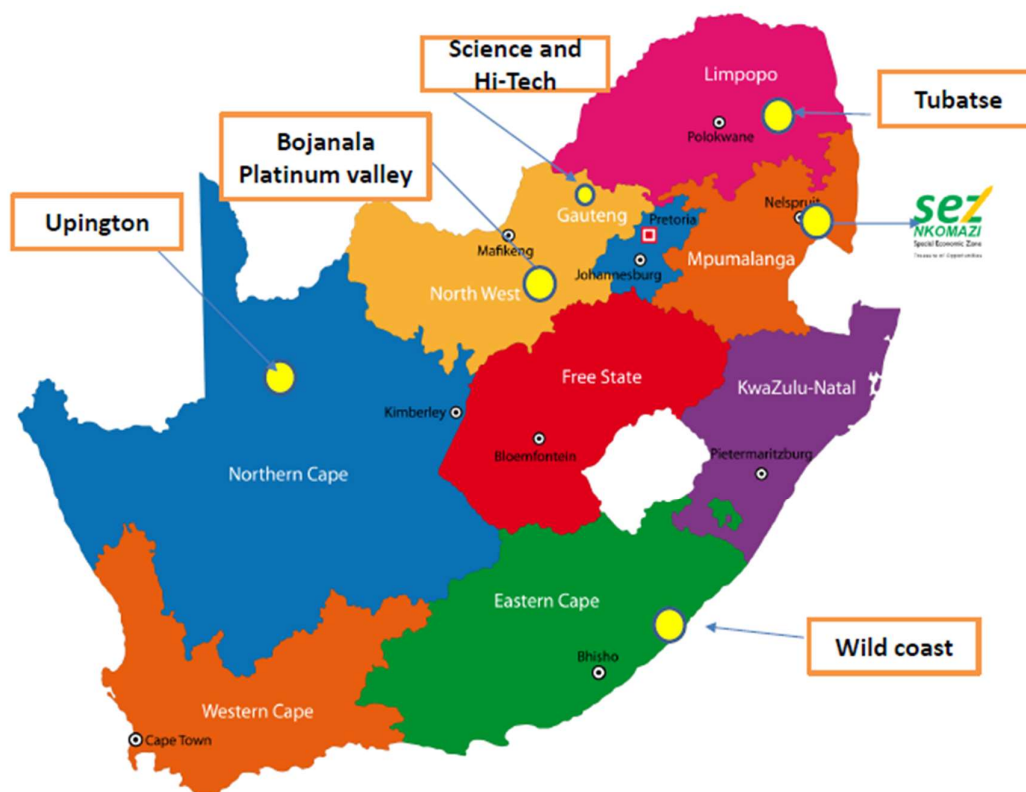
An SEZ is a geographical area which is set aside for the development of economic activities. The aim of the SEZ is to advance the government strategic objective of industrialization in the region for stimulating investments and job creation.

Fetakgomo Tubatse SEZ and the Makhado-Musina SEZ are the two proposed special economic zones in the province. Fetakgomo Tubatse SEZ's investment pipeline amounts to R25 billion. These SEZs are important platforms for development within the two districts and across the spheres of government.

The Fetakgomo Tubatse SEZ is mining zone area which has been designated for mineral beneficiation. Currently LEDA has secured 1200 ha of land where the SEZ will be located and the processes such as environmental impact assessment, licencing are being undertaken. The challenges affecting the smooth inception of the SEZ include amongst others, the licencing, ESKOM capacity and water provision.

Map 11: Map showing proposed SEZs in South Africa

PROPOSED SEZ UNDER CONSIDERATION



Source: DTI, 2018

Opportunities and risks

- Fetakgomo Tubatse will focus on the Platinum Group Metals (PGM) minerals group and related downstream opportunities.
- It is thus envisaged that the Fetakgomo Tubatse SEZ will unlock economic opportunities, increase investor appetite and create thousands of job opportunities in the Sekhukhune District.

There will also be a need to establish linkages between Fetakgomo Tubatse SEZ and Musina-Makhado SEZ particularly concerning the raw material that the metallurgical cluster will need. This has a potential to create transportation corridors linking the two SEZ, which will strengthen the integration between the Fetakgomo Tubatse SEZ and the Musina-Makhado SEZ.

Strategic Implications, Challenges and Interventions

The mining and mineral beneficiation and processing offers key essential elements for mining and beneficiation which include economic linkages (backward linkages and forward linkages). These economic linkages have the potential to develop the mining sector by expanding on the supply and value chains during various stages of production. The mining and mineral beneficiation would then need to create a cocktail of economic incentives to lure mining houses

to set-up ore beneficiation plants. Diversifying the local economy by focusing and directing investment in non-mining areas would be key to the district.

There is a need for effective activation and coordination of Social Labour Plans (SLPS) to ensure that sustainable infrastructure development and other essential services are provided thereby maximising investment promotion. A further key aspect would be to diversify the local economy by focusing and directing investment in non-mining areas within the district. Encouraging local ownership of strategic mining projects through the facilitation of joint venture agreements and consortiums between locals and external investors would also be key within this industry. Furthermore there is a need for engagement of local mining houses, local universities, and FETs to train local youths in mining-related courses.

There is a need to upgrade the existing 3 railway lines within the district. These three railway lines were originally developed to support the mining activity within the District and have not yet been extended or re-routed to serve new mining operations (such as those along the Merensky Reef and Chrome layers) of which shortcomings in the railway network are resulting in extreme pressure being placed on the road network. Extending these lines will be essential considering new mining operations will be important considering the Tubatse SEZ zone in the area which is expected to be a game changer in the District.

Some of the factors that could affect Sekhukhune's mining sector negatively include drops in global demands for the minerals produced in the area, continued water scarcity in Sekhukhune and the increasing mechanization of platinum mining industry in the future. The latter will affect the potential employment opportunities generated by mining industry in Sekhukhune, regardless of whether the area contains significant mineral deposits or not.

The continued labour unrest within the mining sector, has been speculated to lower investor confidence in the mining industry. Further challenges are the illegal mining, poor mining beneficiation, community riots in mining, emerging local mining forums and high unemployment rate. Currently, there isn't adequate training in relation to skills in the mining sector, hence the need for rehabilitation programmes to improve the level of skills and productivity in the District.

The skills development and industry support programme will enable a wide pool of artisans, chartered accountants, engineers, electricians, computer technicians, and social scientists etc. to be trained and fully equipped with information that would be of benefit to the economy in SDM. Furthermore, industry support through creating niche investment opportunities is expected to accelerate the participation of local SMME's in the industry thus enabling side-stream, upstream and downstream business opportunities.

The recent history of mining development in Limpopo has been affected by continuous conflicts mainly between the mining companies and communities within Sekhukhune Districts. In 2011 the provincial government mandated the Department of Economic Development, Environment and Tourism to develop and facilitate the Integrated Mining Development and Sustainability Framework that aimed at creating an inclusive economic growth amongst key stakeholders through creation of a mutually beneficial relationship by working together towards a common and shared vision. The implementation of this framework had since enhanced collaborative relationships between the government, mining companies and communities. The government continues, through the Limpopo Mining Forum to facilitate collaboration with mines and

communities with mines committing to implement developmental projects in three work streams: Business and Industrialization; Skills Development and Employment Creation; and Community Development.

The province's mineral and mining value chains provide opportunities for local manufacturing, to deepen industrialization and enhance an inclusive economic development. Through the government and mines collaboration, an upgrade of Steel Bridge in Fetakgomo Tubatse has been planned for a tune of R60m. the upgrading of this bridge will enhance transportation for economic purposes, especially the mining related activities.

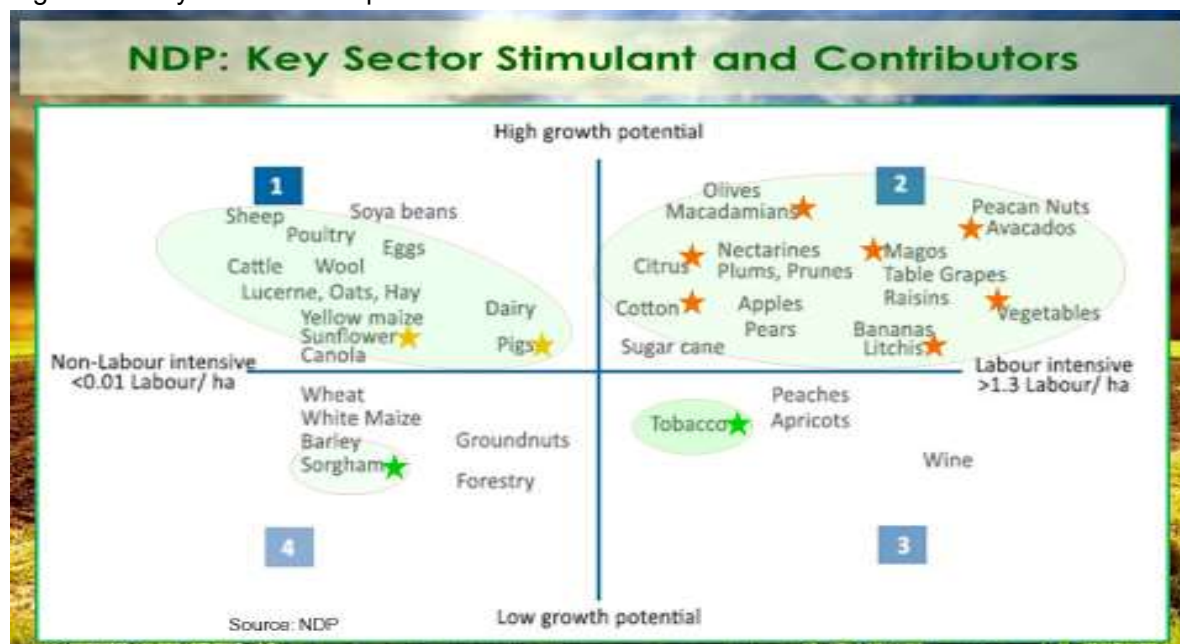
2.4.9. Agriculture

Sekhukhune District has a dual agricultural economy, with both large scale commercial farming system and smallholder based production system in the deep rural areas. Majority of the disadvantaged farmers within the district are not part of the mainstream agriculture and practice under a small size of farm holding in overcrowded and semi-arid areas. This kind of farming is characterized by low production, poor access to land and poor access to inputs and most importantly to poor access to credit.

The Gross Value Added (GVA) of agriculture sector in 2018 was 0.6% and 7.9% in the district and Limpopo Province respectively. This sector, being an important base for economic growth and employment in the district, indicates a setback in terms of achieving the district economic growth and job creation.

Commodities produced within the district

Figure 61: Key Commodities produced in the District



Source: Limpopo Dept. of Agriculture 2019

According to the above table, Sekhukhune District is suitable for the production of Maize, Sorghum, Dry Beans, Cotton, Citrus, Table grapes, Vegetables (Tomatoes), Poultry and Livestock. Commodities which have high value and labour intensive as stipulated in Quadrant 2 are vegetables, citrus, table grapes and cotton. These commodities can create most required jobs within the district as they are labour intensive.

Cattle and poultry as indicated in quadrant 1, have high growth but non-labour intensive. Livestock in the District is mainly done under extensive conditions in the communal areas hence there is over grazing as the farmers overstock. Cattle also face a risk of disease out- break and theft as they are not kept in designated camps.

There is also a risk for inbreeding which affect quality of the breed and leads to low production. Livestock farmers sell their stock informally in the community during weddings, funerals and traditional ceremonies. Most of them cannot sell to formal markets such as abattoirs and auctions as the cattle are under-priced due to quality issues (old cattle).

Drought also affects cattle farmers negatively as most of them loose their stock during droughts. The Limpopo Department of Agriculture provides animal health advice and infrastructure support to livestock farmers within the district through vaccinations, dipping and monitoring movement of livestock to control diseases.

Small scale poultry farmers also sell their live chickens informally to community members. Approximately 06 Large scale broiler producers (who owns 40 0000 capacity houses) are currently contracted to Kroons abattoir in Pretoria as there is no abattoir that is operating in the District or nearby. The Department will continue to support smallholders with poultry houses to improve their production capacity and quality.

Maize and sorghum as indicated in quadrant 4, are low growth and non-labour intensive, and they are mainly produced for food security. Sekhukhune district is endowed with good soil and water which have a great potential to strengthen the agriculture sector. The nature of agricultural activities by small holder farmers indicate a diversity of production mainly confined to livestock, and major cropping in tobacco, wheat, cotton, soya beans, citrus, paprika, pumpkin, peas, vegetables, grains, table grapes, dry beans, watermelons, Lucerne. The agricultural capability of the district is highly dependent on the availability and consistency of the supply of water.

Citrus is one of the commodities, which contributes to the economic growth of the district, as it is labour intensive and produced mostly by commercial farmers. The Department support small holder farmers who will want to venture into citrus production. Citrus Grower Association also support farmers through capacity building and development of business plans. Orchard establishment is very expensive therefore; more funds are requested from other stakeholders to assist farmers.

- **Fish Processing Demonstration Facility**

Tompi Seleka fish processing facility was initiated and constructed at Tompi Seleka College of Agriculture in Ephraim Mogale Local Municipality, however the facility is not yet complete. When it is completed it can be used to process fish from Tompi Seleka dams and some of the Irrigation

schemes within the district. The facility will also be used to demonstrate fish processing to students.

Market opportunities

- **Vegetables**

Shopping malls that are constructed in the District and outside serve as markets for fresh produce. Most of the vegetable projects sell their produce to nearby shopping malls such as Bopedi Plaza, Tubatse crossing mall, Moratiwa plaza, Steelpoort plaza and Jane Furse plaza. The main shops that procure from local farmers are Spar and Pick n Pay in major towns and local malls. McCain Food Manufacturing also offer contracts to vegetable farmers who produce under irrigation as long as they are able to meet their requirements.

- **Cotton**

The District is one of the main producers of cotton under dry land and irrigation, with irrigation resulting in higher yields. Cotton areas are Ephraim Mogale and Elias Motsoaledi. The areas are also strategically located closer to Loskop ginnery which acts as a market for cotton. Loskop ginnery sell inputs and offer technical advice to cotton farmers. Cotton is drought resistant and most small scale farmers produce it under dry land due to lack of irrigation infrastructure.

Challenges encountered by farmers include high input costs as seeds and chemicals are expensive with Loskop Ginnery being the sole supplier .They (farmers) rely more on financial support from Government to augment their production expenses. All cotton producers sell their produce to Loskop Ginnery and they get better income because they spend less on transport costs (delivery).

- **Grains**

Farmers who produce grains mainly supply it to Blinkwater Mill in Middleburg for milling/ exchange for maize meal. Some who are closer to Polokwane used to supply to Progress Milling. Maize meal is a staple food so it means all households who plant maize/ sorghum under dry land through Fetsa-tlala program will want to mill their grains and this poses a reliable market for the Mill. This will be linked to the Agri -Park model which aims to create market for farmers and one of the processing facilities which will be constructed in the Agrihub is the milling-facility. Irrigation schemes along Olifants will also serve as a market for the milling facility hence the need for their revitalization.

Agro-Processing

Most farmers within the district sell their products as raw materials and they earn lower prices, so value adding and processing initiatives will improve the farm income as processed products are sold at higher prices. Sekhukhune is producing grains such as maize and sorghum which are sold to Millers outside the District so an opportunity exists for a milling facility in the District.

Vegetables producers require support in pack houses so that they can package and grade their products as required by other markets. Large scale Poultry producers (40 000 capacity houses) also require value adding facilities for their chickens as they are currently selling to Kroons abattoir in Brits. Lebowakgomo abattoir which is in Capricorn can also serve as a market for broiler projects, however it is not yet operational. An opportunity exist for development of a poultry abattoir in the District as current broiler farmers are selling their chickens outside the Province. The envisaged Agri- hub will serve as agro-processing facility, which will assist farmers within the District once constructed.

Challenges and Interventions

Small holder farmers within the district are still experiencing different challenges that the Limpopo Growth and Development Strategy (LGDS) is trying to mitigate. Infrastructure and the scale of development is still not significant enough to sustain these smallholder farmers in particular youth and women who are marginalized by many development systems within the district. In order to ensure a value chain approach a need to improve the irrigation infrastructure of identified farmers remain critical. There are some farmers who are still using farrow irrigation, which wastes water.

Access to market is also one of the setbacks faced by farmers within the district. The market channels created in collaboration with white commercial farmers are also not yielding adequate results. The lack of transparency on the performance of produce in the market remain prevalence in the market chain. Proper institutionalization and capacitation of these farmers can result in a coordinated production system.

The Department of Agriculture in the Limpopo Province is assisting farmers to understand the concept of clustering the development which will in the long run increase production capacity and assist farmers to have buying power along the value-chain. Although this model is not yet popular within the district, it will assist farmers to influence the cost of production, which is increasing on a daily basis.

The climatic conditions of the District allow farmers to plant grains under dry land conditions and they still manage to get yield to address food security. Crops such as maize, sorghum and dry beans are critical for food production and some improved livelihood. Cotton is also another important crop that is grown successfully under dry land in the District. It is mainly produced in Ephraim Mogale and Elias Motsoaledi and sold to Loskop Ginnery in Marble Hall.

The following is a summary of key challenges within the District:



Summary of Challenges which affect the Agricultural sector within the district are as follows:

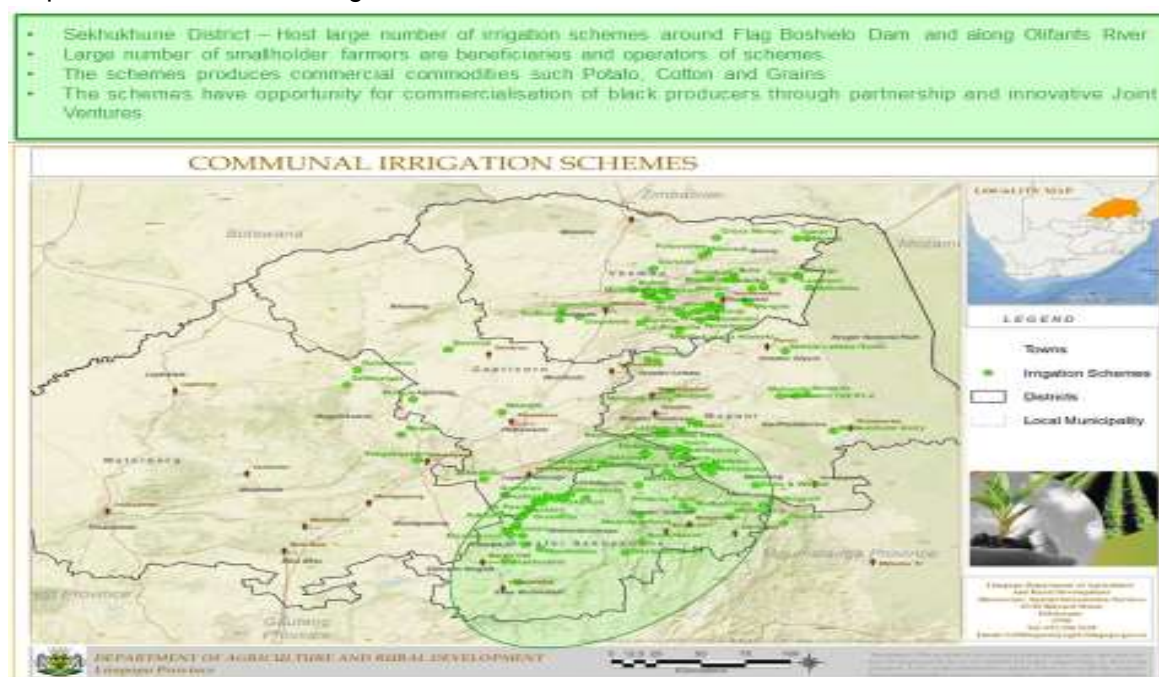
- Poor infrastructure (e.g. Irrigation systems, fences, contours, etc.).
- High input costs including electricity costs which are high due to Eskom price increase
- Market access, fluctuating market prices and farmers failing to meet some the set requirements due to economies of scale.
- Lack of value adding facilities and poor access roads also affect marketing and transportation of farm produce.
- Natural Disasters (floods, droughts, disease outbreaks) especially droughts which led to water shortage, drop in agricultural production and loss of livestock due to poor grazing.
- Diseases such as Foot – and- mouth affect livestock negatively as export for beef is not allowed from South Africa during disease outbreak.
- Tedious application processes for water rights with Department of Water and Sanitation. The main water source in the District is the Oliphant River which only cater for few irrigation schemes as the water is also used for other purposes such as household and mining. DWS allocates less water for irrigation purposes as compared to household and mining.
- Lack of access to credit /capital. Farmers require capital for infrastructure and production inputs and most of them do not qualify for loans. They rely on grants from Government which is limited, as such only few farmers are assisted.
- Limited technical and entrepreneurship skills. Most farmers require training and mentorship for proper farm management and marketing. This is aggravated by ageing and low literacy levels among farmers as this inhibit training.
- Conflicts among farmers and poor institutional arrangements which lead to discontinued production (fallow lands) and vandalism of infrastructure (e.g. Tswelopele irrigation scheme in Praktiseer).

Proposed solutions:

- Continuous training and mentorship
- Limpopo Department of Agriculture offers technical advice to farmers and this will be more effective when coupled with mentorship from commercial farmers and commodity organizations. Tompi Seleka College of Agriculture continues to offer farmer training together with other Training and Research institutions such as Agricultural Research Council (ARC). There is a need for collaboration with stakeholders involved in training and capacity building as well as commercial farmers.
- Stakeholder involvements and collaboration in funding farmers.
- Government cannot fund the farmers alone. There is continuous need for funding from other institutions e.g. banks, funding institutions such as IDT, Land bank. There is a need for farmers to work and solve problems together as well as managing the projects effectively. These include their ability to safe guard the funded infrastructure.
- Explore other energy sources such as solar to reduce electricity costs. Eskom should advise farmers with efficient electricity usage and affordable electricity options according to the enterprise types and sizes.

Strategic interventions

Map 12: Revitalization of irrigation schemes



The Oliphant's River act as the main water source for irrigation schemes situated in the lower and Upper Flag Boshielo dam. The district has seven (7) irrigation schemes which were established along the Olifants River covering a total of 2478 ha, owned by 989 farmers. Currently only 2 are operational and the other schemes are vandalised/underutilised. The total area of underutilised schemes is 2051 hectares.

The priority of the District is to revitalise these schemes and to bring them back into production. In 2020 Mogalatjane irrigation scheme with a total of area of 132ha will be revitalised with an estimated budget of R17.3 million, while clearing will start at Setlaboswana and Kolokotela depending on the level of cohesion within the community members.

The intention of the District is to ensure that all seven (7) irrigation schemes along the Olifants River are optimally utilised and are put back to production, ensuring that 2051ha is supported with infrastructure in the long term. The success of the envisaged projects depends on the collaboration and contribution from other stakeholders either offering material or non-material support. The irrigation schemes are mainly located in communal areas, so the involvement of Traditional leaders and councillors is very important.

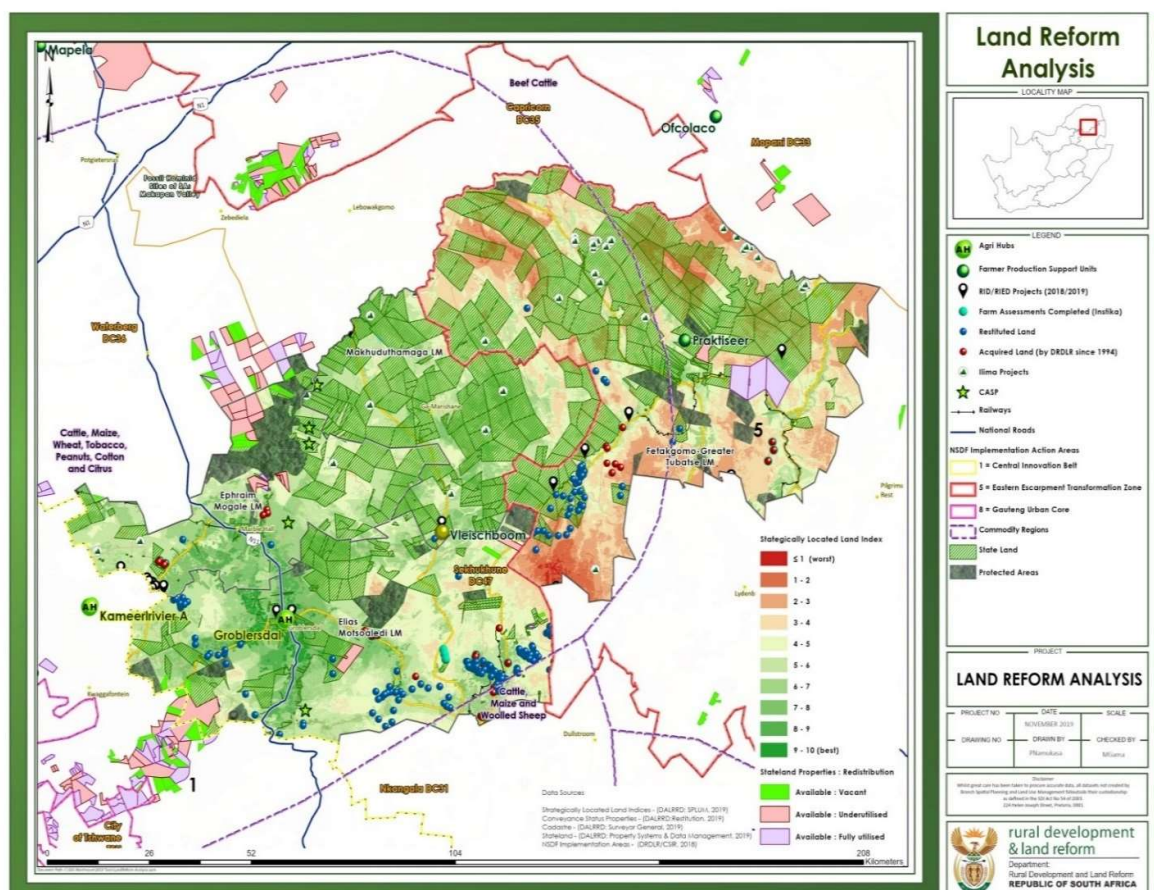
The District has already started with stakeholder consultations through Indaba on irrigation schemes which was held on 10-11 September 2019. The purpose was to get buy-in and commitment from farmers and important stakeholders such as Magoshi, Funders, Government Departments and Mentors.

Department of Rural Development and Land Reform (DRDLR) is the important stakeholder in the revitalization of these irrigation schemes. They have already funded some of the schemes with production inputs for cotton through One-Household-One Hectar programme (1HH1H).

2.4.10. Land Reform

There are various land reform initiatives in the area which include Agri Hub, Farmer Production Support Units, Farm Assessments, land Restitution and Land Acquisition.

Map 13: Map showing land Reform



Source: Department of Rural Development and Land Reform

A total of 622 565 ha of land is subject to land claims. This represents about 46% of the total area of the SDM. About 317 538 ha (56%) of the Fetakgomo Tubatse area is subject to land claims, followed by Makhuduthamaga with 165 666 ha (78%), Elias Motsoaledi with 8428 ha (23%) and Ephraim Mogale with 55 081 ha (27%).

Notably, there is a strong correlation between the land claimed and the land under 74 traditional authorities. The exception in this regard is the far-eastern extents of Elias Motsoaledi Municipality where there is a large cluster of claims between routes R579 and R555 on land which does not fall under traditional authority.

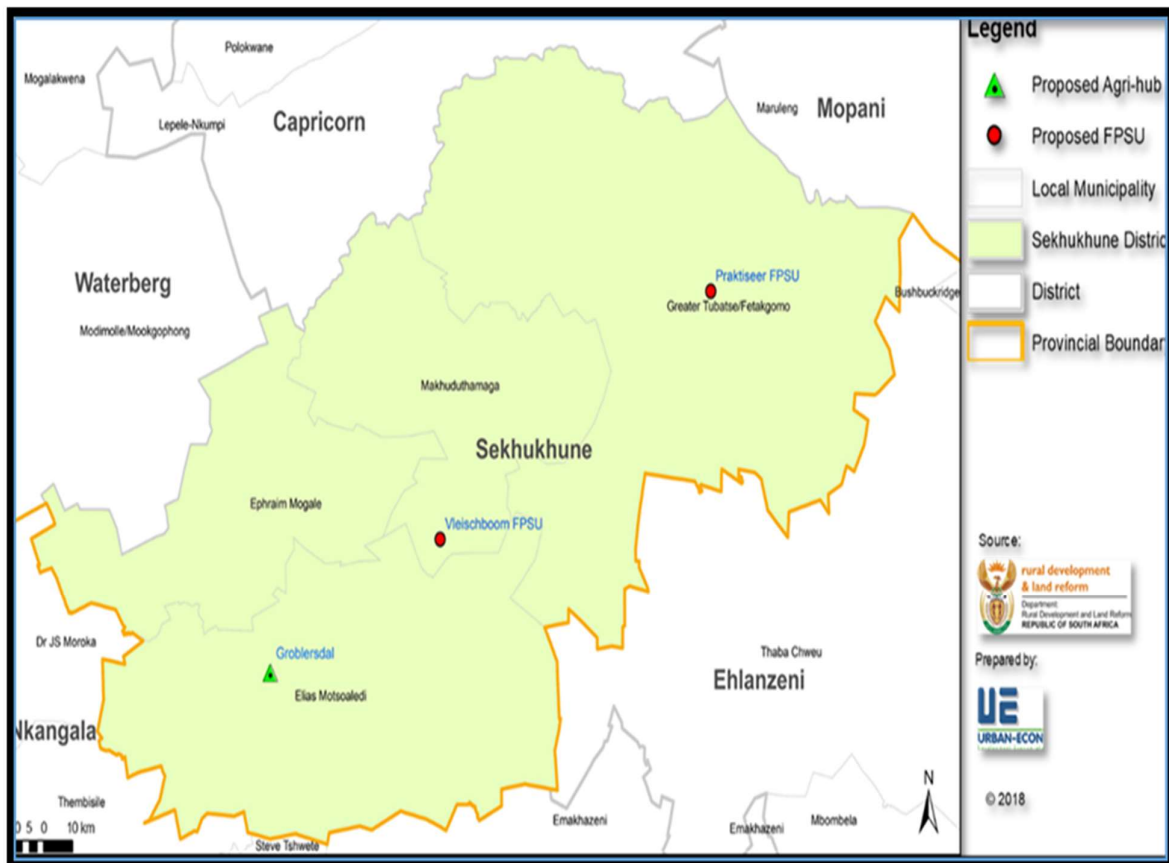
2.4.11. Agri-Park

Agri Parks are areas designed for multiple activities that accommodate small farmers, commercial farmers, public area, processing area and natural habitat. They are aimed to allow small farmers access to local markets, provide fresh food and are an educational, environmental and aesthetic amenity for nearby communities. Agri-Parks are also aimed to put into effect the revitalization of agriculture and agro-processing value chain thereby generating growth and creating jobs. Furthermore, the programme is aimed at the eradication of rural poverty which is a critical challenge for the government. They are primarily on the processing of agricultural products, while the mix of 'non-agricultural' industries may be low or non-existent. They intend to provide a

platform for networking between producers, markets, and processors, while also providing the physical infrastructure required for transforming industries.

The District is working with Department of Rural Development and Land Reform (DRDLR) on the Agri Park concept. DRDLR appointed a service provider Urban Econ to develop Agri Park Farmer Production Support Units (FPSU's) business cases. After extensive consultations with stakeholders and farmers business cases for Vleeschboom and Praktiseer were finalised in March 2017. Farmers together with Government stakeholders were asked to identify 4 FPSU sites in the district and Vleeschboom, Praktiseer, Marble Hall and Apel Gross were identified. 2 FPSU sites, Vleeschboom and Praktiseer were prioritised for development and Marble Hall and Apel Gross were parked for future development.

Map 14: Agripark location



Source: SDM SDF 2018

Elias Motsoaledi Local Municipality allocated 40 hectares of Portion 39 of Klipbank Farm 26JS for the Agri Park development. The site is reserved for establishment of Agri Hub which will serve the headquarters of the Sekhukhune Agri Park project.

Implications, key Challenges and Interventions

There is a need to add value to agricultural activities through establishing agricultural linkages, local manufacturing, and processing plants which utilise local raw materials and resources as primary inputs.

The processing of raw materials from agriculture products is essential for SDM in terms of expanding the manufacturing sector. The agglomeration of these activities can result in economies of scale that would increase both economic development and employment opportunities.

Agri-Park Linkages will assist the District by developing agro-processing capacity including supporting Department of Rural Development Agri Hubs and privately owned agro-processing facilities. They will enhance strategic development for the urban market centre and the development of strategic agro-processing sub-industries within the district.

Furthermore, the identification of strategic partners to assist with the funding and development of agriculture programmes could enhance agriculture production in the region. Additionally, developing incentives is also crucial towards fostering partnerships that are expected to uplift agriculture for the communities in the District.

The skills development and enhancement programme is necessary within the district as it will cover aspects such as incorporating youth into agriculture and enhancing hands-on and technical skills within the agriculture sector. SDM has a lot of agriculture but very few youths that are involved in the sector.

According to farmers in the area, the main reason why the sector doesn't contribute more to GDP is because of water scarcity. Other reasons could include the combined effects of land claims, which creates uncertainty and discourages further investments, as well as the low growth of global commodities.

The future of agriculture in Sekhukhune is however, impeded by a number of factors. These include water scarcity, distorted land ownership patterns, a growing number of land claims, limited support services and inadequate infrastructure and services. The huge disparities between the commercial and subsistence farming worlds may also eventually cause some social tension.

The other area of potential tension lies in conflicting social and economic demands for water, an increasingly scarce resource in the district as well as inadequate investments for farming district. Despite these potential difficulties, opportunities abound for agriculture in Sekhukhune, and the sector is likely to play a dominant role in the district's strategic plans and strategies.

2.4.12. Tourism

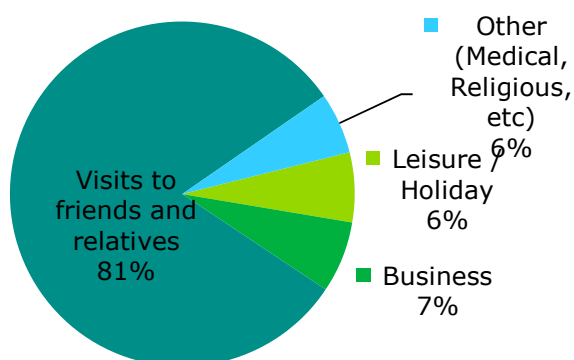
The National Development Plan (NDP) recognises tourism as one of the main drivers of employment and economic growth in South Africa. This is further embedded in the constitution where tourism is listed as a functional area of concurrent national and provincial legislative competence. The tourism sector is one of the low hanging fruits that draws a lot of foreign currency to South Africa. Tourism in Limpopo has been identified as a sector with a very strong competitive advantage in ecotourism linked to wildlife, culture and vast landscapes.

Sekhukhune District hosts the scenic Flag Boshielo Dam area, the adjoining Schuinsdraai Nature Reserve, Potlake Nature Reserve, and the Maleoskop Resort and Conservancy. Furthermore, the District has recently established the Kamoka Open Africa Route, which could be linked with the existing African Ivory and Cultural Heartland routes and the planned Great Limpopo Route. Currently, an estimated 84 accommodation facilities, offering 2,627 beds are found throughout the district. The tourism sector also employs approximately 962 persons. It is essential for the district to take advantage of this existing potential by positioning itself as a suitable destination for tourists.

Sekhukhune District Tourism Sector

Figure 62 Tourism –Trips by purpose of trip

Tourism - trips by Purpose of trip
Sekhukhune District Municipality, 2018



Source: IHS Markit Regional eExplorer version 1750

The business tourism in Sekhukhune, relative to the other tourism, recorded the highest average annual growth rate from 2008 (25 800) to 2018 (66 400) at 9.88%. Visits to friends and relatives recorded the highest number of visits in 2018 at 801 000, with an average annual growth rate of 6.66%. The tourism type that recorded the lowest growth was Leisure / Holiday tourism with an average annual growth rate of 3.93% from 2008 (44 000) to 2018 (64 600).

The number of trips by tourists visiting Sekhukhune District from other regions in South Africa has increased at a very high average annual rate of 6.16% from 2008 (472 000) to 2018 (858 000). The following table provides the number of trips by origin tourist within the district.

Figure 63: Total Number of Trips by Origin Tourists - Sekhukhune District Municipality, 2008-2018

	Domestic tourists	International tourists	Total tourists
2008	472,000	45,600	517,000
2009	531,000	53,400	584,000
2010	604,000	67,400	671,000
2011	672,000	76,800	749,000
2012	757,000	92,500	850,000
2013	821,000	103,000	924,000
2014	852,000	114,000	966,000
2015	867,000	108,000	975,000
2016	876,000	123,000	999,000
2017	858,000	126,000	984,000
2018	858,000	131,000	989,000
Average Annual growth			
2008-2018	6.16%	11.15%	6.70%

Source: IHS Markit Regional eXplorer version 1750

The tourists visiting from other countries increased at a relatively high average annual growth rate of 11.15% (from 45 600 in 2008 to 131 000 in 2018). International tourists constitute 13.28% of the total number of trips, with domestic tourism representing the balance of 86.72%.

Potential Tourism Routes

There are three potential tourism routes that have been identified in Sekhukhune:

- **The Mafulo a Matala Route**

Mafulo a Matala, meaning “animals grazing on green land”, is a route that will take tourists to all the natural beauty and wildlife of Sekhukhune Land. This route is for persons drawn to the African wilderness. The route combines the scenic beauty and wildlife of the area with adventure activities and attractions along the route. The Flag Boshielo dam together with the Schuinsdraai Nature Reserve is one of the most significant attractions on the Mafulo a Matala route. Schuinsdraai Nature Reserve is a popular water-recreation destination for families, where anglers can relax at the shores of the Flag Boshielo Dam.

- **The Marota Route**

The Sekhukhune District is named after King Sekhukhune who was the King of the Marota tribe (today commonly known as the Bapedi) in Sekhukhune Land during the 18th century. Sekhukhune Land has a rich cultural heritage that offers a gateway to authentic Africa. Every corner of Sekhukhune has an amazing tale to tell of this land of myths and legends, a true treasure indeed with world renowned Heritage sites like Tjate, Lenao la Modimo, Ledingwe Cultural Village and many more. The Marota Route affords the tourists the opportunity to experience the cultural heritage of the fascinating Sekhukhune area, reflecting the diverse cultures of the present day inhabitants of the area, intrepid adventures from a colourful past and ancient civilisation of which only archaeological evidence remains.

- **The Platinum Stream Route**

The Platinum Stream is a tourist route designed to unite Sekhukhune’s natural beauty and rich heritage with the mining activities in the area for those mining and history enthusiasts. The

Platinum Stream flows along the R555 and the R37 routes, giving tourists the opportunity to visit some of Sekhukhune's significant mines.

Tourism Spending

When it comes to tourism spending, Sekhukhune District had a total tourism spending of R 3.13 billion in 2018 with an average annual growth rate of 11.5% since 2008 (R 1.05 billion). Limpopo Province had a total tourism spending of R 32.2 billion in 2018 and an average annual growth rate of 11.7% over the period. Total tourism spending in South Africa increased from R 153 billion in 2008 to R 296 billion in 2018 at an average annual rate of 6.8%.

The tourism spending as a percentage of GDP in 2018 was 7.15% in the Sekhukhune District. Tourism spending as a percentage of GDP for 2018 was 9.01% in Limpopo Province, 6.06% in South Africa.

Future Tourism Attraction sites

De Hoop and Flag Boshielo dams are used as tourism anchors to promote future eco and cultural-heritage tourism development in the future. The two dams are also expected to improve the state of water provision in the District which will eventually enhance tourism and other development opportunities in the area. Furthermore, the De Hoop and the Flag Boshielo Dams are used as tourism anchors to promote future eco and cultural-heritage tourism development in the future.

Heritage in Sekhukhune District

Heritage has also a key role in uplifting and positioning tourism development in an economy. Sekhukhune District hosts rich cultural heritage sites as outlined below:

Figure 64: Cultural Heritage site

NAME OF THE ATTRACTION	MUNICIPALITY	LOCATION	SIGNIFICANCE / ATTRIBUTES	CURRENT STATUS/ DEVELOPMENTS	INTERVENTION NEEDED/DEVELOPMENTS
MANCHI MASEMOLA GRAVESITE	Makhuduthamaga Local Municipality	Ga Marishane Village/Ga Phaahla	The grave of the Manche Masemola, a religious martyr who died for Christian beliefs in the 1800. Manche Masemola who belonged to the Anglican Church, was brutally murdered by her parents for refusing to abandon her holy beliefs in favour of traditional and spiritual up bring.	SAHRA provided support to the Manchi site by constructing fencing and landscaping around the graveside. LEDET currently engaging the Executive members of Anglican Church, Manche's Family, Makhuduthamaga Local Municipality, Local, SARAH, chieftaincy and local community to discuss some of the interventions needed at the site. LEDET to erect two tourism signage on the main road leading to Manche Masemola	<ul style="list-style-type: none"> • Fencing for two Hectares • Ablution facilities • Electricity and water • Tents and chairs during the event, • Dedicated Parking lot • Accommodation facilities • Tour Guides to be trained • Interpretative signage on site • Maintenance at the grave site
TJATE HERITAGE SITE	Fetakgomo-Greater Tubatse Local Municipality	Ntswaneng Village	Proclaimed a provincial heritage site on the 23 February 2007. This is where the paramount chief of Sekhukhune fought wars against Boers, Swazis and Ndebele people.	Signage erected on R37. Interpretative signage available on site. Toilets facilities available but not operation due to unavailability of sewage system in the community. One container office which was used by guides when the site was fully operational. Statue of Kgoshi Sekhukhune erected on top of the hill inside the heritage site Picnic sites available on site. Security available on site. Local community members currently assist in basic site maintenance only on the entrance area (Mondays and Thursdays). Site is deteriorating due to insufficient maintenance.	<ul style="list-style-type: none"> • New fencing needed on site • Water and electricity needed • New ablution facilities • Dedicated parking • 2 tour guides • Pathway leading to the caves needed. • Pavement required at the site • Directional signage on site required • Integration of the site into the municipal IDP for continuous maintenance.

NAME OF THE ATTRACTION	MUNICIPALITY	LOCATION	SIGNIFICANCE / ATTRIBUTES	CURRENT STATUS/ DEVELOPMENTS	INTERVENTION NEEDED/DEVELOPMENTS
ECHO CAVES	Fetakgomo Tubatse Local Municipality	Kgautswane	This is a place where candle wax stones, the stalactites and stalagmites or musical stones of the nature's wonders are found in the province. Also a historical sanctuary for the san and later the Pedi tribe. The most famous cave internationally and locally. Onsite motel and museum are found here as well.	Pending site visit	Pending site visit
MAPOCH 'S CAVES	Elias Motsoaledi Local Municipality	Roosenekal	This cave is derived its name from the legendary King Mabhoko of the Ndebele Tribe. The cave was used as his sanctuary during the invasion by the by the Boers Commando and the Swazi empires. He gave asylum to Mampuru the brother King Sekhukhune who died at his hands. a statue of the king is erected 5000 meters down the slopes	Statue of king Nyabela is erected by the Chieftaincy. Annual event by the Ndebele tribe is held at the site in commemoration of the late King Nyabela.	<ul style="list-style-type: none"> • The development of Mapoch's Cave should be integrated as one of cluster projects of the De Hoop Dam. • Identify the project as one of the tourism products to be supported during coming new financial year that is 2018/19 as part of enhancing it as competitive tourism attraction. • Engage Elias Motsoaledi Local Municipality on the • Conduct a follow up site visit with LEDET's management, Roosenekal Tourism and Community Representative.
VOORTREKERS	Fetakgomo-greater Tubatse Local Municipality	Ohrigstad	Voortreker grave site is situated at Ohrigstad, the oldest town on the panorama route which was found in 1845 by Hendric Potgieter the well know Voortreker leader. This holds the history of the Zulu king (Dingaan) and the Voortrekers (Battle of blood river).	Pending site Visit	Pending site visit

NAME OF THE ATTRACTION	MUNICIPALITY	LOCATION	SIGNIFICANCE / ATTRIBUTES	CURRENT STATUS/ DEVELOPMENTS	INTERVENTION NEEDED/DEVELOPMENTS
YELLOW ARUM LILLY FESTIVAL	Elias Motsoaledi Local Municipality	Roosenekal	The village of Roosenekal is unknown to most south Africans. However, this is the natural habitat of the much sought after Yellow Arum Lilly (<i>Zantedeschia Pentlandia</i>) flower- it is also celebrated by a festival for its magnificent spring time display during the month of November annually	Annual Yellow Arum Lilly Festival organised by the Roosenekal Tourism Association in partnership with LTA	Pending attendance on preparatory meeting of the festival
SCHUINSDRAAI NATURE RESERVE	Ephraim Mogale Local Municipality	Next to Flag Boshielo Dam	Located North of Marble hall and next to Flag Boshielo and it covers 9037 hectares of land. Has high level of crocodile concentration. Other inhabitants include Kudu, Impala, Eland, Warthog and roan antelope. Tourism facilities: accommodation. Activities: birding, Boating and picnicking.	Operated by LTA Conference Facility Chalets-accommodation Schuinsdraai Nature reserve offers the following tourist activities for both the day visitors and overnight tourists: Fishing: Main activity in the reserve, with various fishing competition held in the reserve. Camping: Not graded Picnic Bird Watching Self-drive safaris: best time for game drives is early in the morning and late in the afternoon, animals to see include: Giraffe, Eland, Kudu, Antelopes, Waterbuck, Impala, Leopard, Warthog etc.	The camping site needs grading Baboon are vandalizing some of the infrastructure in the reserve, new infrastructure needed to replace the tents on the verandas Draught experienced during the 2015/2016 has affected the resort's revenue as most visitors come for fishing and boating. Boat sleep-way to launch boat which is a constant request from customer visiting for water sports Signage needed on major roads leading to the reserve Water shortages
LENAO LA MODIMO/ GOD'S FOOT PRINT	Fetakgomo-Greater Tubatse Municipality	Ga- Maisela Indie	Lenao La Modimo, an ancient footprint. It is believed that in the olden days rocks were soft and god then made a step on the rock. There are also some sports of amazing footprints of panthers and leopards. The people	Pending site visit	Pending site Visit

NAME OF THE ATTRACTION	MUNICIPALITY	LOCATION	SIGNIFICANCE / ATTRIBUTES	CURRENT STATUS/ DEVELOPMENTS	INTERVENTION NEEDED/DEVELOPMENTS
			have said: "ke lenao la modimo" which is directly translated as: "this is the foot print of god" The footprint has been there since the arrival of Maisela Moswazi community in the 17 th century in the area.		
KGOSHI MAMPURU II HERITAGE SITE	Makhuduthamaga local municipality	Mamone Village	Kgosi Mampuru II, who was heir to the Bapedi throne, was executed in public, at the Pretoria Central Prison now renamed after him, for public violence, revolt and alleged murder of Sekhukhune in 1883 by the then Paul Kruger administration. President Jacob Zuma renamed the Pretoria Central Prison after Kgosi Mampuru II as part of government's heritage programme that includes the restoration of the dignity of the people of South Africa and upgrading and declaration of historic sites to ensure a more representative and inclusive South African history and heritage.	Annual National event of commemoration held on the capture site of King Mampuru II (Mamone Moshate) to commemorate his resistance to colonial and apartheid government. The statue of King Mampuru II is erected on the site at Mamone Moshate.	<ol style="list-style-type: none"> 1. Determine the economic impact of the event on local business 2. The impact of the event on the occupancy rate in local accommodation facilities 3. Ablutions facilities needed 4. Tour guides needs to be trained 5. Link the site with Manche Masemola gravesite 6. Marketing the site as an all year round tourist attraction 7. Tourism management plan for the site 8. The need for local municipalities to recognise events as tourist attractions and major contributors to economic growth 9. Engage planning committee to determine the tourism multiplier effect of the event 10. Tourism signage 11. Interpretative signage onsite
MONAMETSE-SPRING WATER	Fetakgomo-Greater Tubatse	Monametse village	One of the scenic highlights in Fetakgomo municipality is Monametse spring water in Leolo mountains, which is believed to be	Pending site visit	Pending Site visit

NAME OF THE ATTRACTION	MUNICIPALITY	LOCATION	SIGNIFICANCE / ATTRIBUTES	CURRENT STATUS/ DEVELOPMENTS	INTERVENTION NEEDED/DEVELOPMENTS
			inhabited by the water spirit. The locals believe that the snake that needs to be provoked provides the water.		
ECHO-STONE	Fetakgomo- Greater Tubatse	Phaahlamanoge	It is found in the legendary Leolo mountains located in Phaahlamanoge mountains. This holds a great diversity of man-made influence attraction and cultural believes. When struck "echo stone" it emits a unique drum like sound which visitors find very fascinating.	Pending site visit	Pending site visit
TISANE CULTURAL HERITAGE	Makhuduthamaga Local Municipality	Ga-tisane	Tisane cultural heritage site which holds the history of Pedi culture.it has strong walls, built in the form of kraals and they were constructed wisely by the forefathers to defend themselves against enemies. Also home of the Matjading fortress the long passage between boulders that leads to a secret cave beneath rocks. Also other caves of fascinating history that could be of interest to tourists.	NDT initiative: SRI Project uncompleted due to lack of funding. NDT still waiting for additional funding to complete the project	LEDET to play a monitoring role on the project pending additional funding from NDT
DE HOOP DAM	Elias Motsoaledi local municipality/ Fetakgomo-Greater Tubatse local municipality	Steelpoort	Built on the Steelpoort River, with a wall approximately 1 015 metres long and 81 metres high, the De Hoop Dam is the 13th largest dam in South Africa and	The Dam is listed on the website of Fishing Advisor as one of the best places recommended for fishing	<ul style="list-style-type: none"> • Hiking trails: 3 to four hiking trails which differs in km from km to 6km at least • Picnic spots along the hiking trails: perfects spots for resting during hiking

NAME OF THE ATTRACTION	MUNICIPALITY	LOCATION	SIGNIFICANCE / ATTRIBUTES	CURRENT STATUS/ DEVELOPMENTS	INTERVENTION NEEDED/DEVELOPMENTS
			one of the largest to be built in the country in the last 20 years	<p>The SDM in collaboration with DWS has developed a tourism master plan for the De Hoop Dam.</p> <p>SDM and DWS are also in the process of developing a resource management plan for the Dam Sekgape lodge within the area currently used as residential are for DWS employees</p>	<ul style="list-style-type: none"> • Camping site along site the river banks • Fishing • Water activities (boat, canoeing, sailing competitions etc.) • Dam guided tours • Braai facilities • Swimming pools • Other recreational facilities
SEKHUKHUNE CULTURAL VILLAGE/ FETAKGOMO TOURISM CENTRE	Fetakgomo Tubatse	Ga-Nkoana	Pending site visit	NDT initiative: SRI Pending site visit	Pending site visit
DI-TRUPA FESTIVAL	Ephraim Mogale Local Municipality	Moutse West	Celebration of traditional dances, culture in style and a way of people embracing their Heritage. 09:00am – 17:30pm, is a period where traditional and cultural performances occur, then from 18:00pm till 06:00am the after is celebrated. The after party is mainly to get everyone comfortable around and socialize in a way, as the event attracts more and more celebrities each year around all provinces.	<p>Annual Event taking place every January on the 02nd, just after new year's day. The event is held around Ephraim Mogale Local municipality.</p> <p>Local municipality currently support the event and it is IDP aligned</p>	<ul style="list-style-type: none"> • Determine the impact of the festival on occupancy rate of local guest houses and lodges • The need for local municipalities to recognise events as tourist attractions and major contributors to economic growth
RIBA LA MATHARI	Fetakgomo Tubatse local municipality	Kgautswane Village	Leribeng la Matahri project is a potential tourism attraction which is located in the mountains of Kgautswane in Tubatse Local Municipality, about 54km out of Burgersfort	Currently the site is not visited by a lot of tourist but it has the potential for growth as it is surrounded by major tourist attraction in Limpopo Province. Echo Caves, Hanna Lodge and the Blyde River Canyon is at a drivable distance.	<ul style="list-style-type: none"> ✓ Hiking trails: 3 to four days hiking trails which differs in km from 2km to 6km at least ✓ Self-catering forest cabins: starting with three and increase the number over

NAME OF THE ATTRACTION	MUNICIPALITY	LOCATION	SIGNIFICANCE / ATTRIBUTES	CURRENT STATUS/ DEVELOPMENTS	INTERVENTION NEEDED/DEVELOPMENTS
			.The village is under Chief Kgwete. The cave is surrounded by a cluster of limestone and dolomite Rock Mountains. It forms part of Kruger to Kanyon Biosphere. The project has a major potential to attract the adventure tourists and nature tourists given its land escarpment and vast plant species of which most of them have a medicinal purpose or are fruit bearing trees	The undisturbed natural beauty of the area attracts environmental researchers from all the globe	<ul style="list-style-type: none"> time depending on demand ✓ Picnic spots along the hiking trails: perfect spots for resting during hiking ✓ Camping site and 4x4 trails ✓ Abseiling ✓ Marketing of the potential attraction ✓ Tourism signage
ABELS ERASMUS PASS	Fetakgomo Greater Tubatse	R36 between Ohrigstad and Manautsa	Forming part of the R36 near the Kruger National Park and the Molatse Canyon (or 'Blyde River Canyon') the pass starts at 1011m ASL, then drops down the Drakensberg escarpment to the Olifants River at 508m ASL. It can be found between the towns of Ohrigstad (40 km to the South) and Tzaneen (95km to the North East) and incorporates the Strijdom Tunnel. This is a major pass with a big altitude variance and incorporates 26 bends, corners and curves over its length of 9,8 km	LEDET erected a tourism signage on the pass	<ul style="list-style-type: none"> ✓ Picnic areas or resting areas alongside the pass needed for tourist to stop over and take pictures ✓ Marketing of the pass
MANAUTSA HIKING TRAIL AND THE BIG	Fetakgomo greater Tubatse	Strijdom Tunnel – R36	The 9km Manautsa hiking trail begins at the waterfall next to Strijdom	Full time Nature Guide available on site appointed by K2C.	<ul style="list-style-type: none"> ✓ Fencing and ablution facilities is needed on site

NAME OF THE ATTRACTION	MUNICIPALITY	LOCATION	SIGNIFICANCE / ATTRIBUTES	CURRENT STATUS/ DEVELOPMENTS	INTERVENTION NEEDED/DEVELOPMENTS
BAOBAB TREE IN LEPELLE VILLAGE			tunnel on the Abel Erasmus Pass and ends in Lepelle Village where you will have the opportunity to see the big baobab tree rooted deep inside the village of Lepelle just down the slopes of Abel Erasmus Pass. The Manautsa Trail involves a visit to the sacred waterfall which is famous among the community as protected by the water God. Manautsa trail also offers the opportunity to see the rarest breeding bird in South Africa called Taita Falco. Full time guide available on site	Local people do not benefit from the utilization of the trail The waterfall is visited by massive amount of people for spiritual Rituals performed on the site leaves the site dirty and unattractive which could have major impact on tourism purposes	
POTLAKE NATURE RESERVE	Fetakgomo Tubatse Local Municipality	Near Atok	Nature Reserve	Pending site visit	Pending site visit

Implications, key Challenges and Risks

Sekhukhune District can do more to develop the District as an international tourist destination by emphasising the broader biodiversity, cultural diversity, scenic beauty, and range of tourism products, and making it easier for tourists to travel through the provision of good tourism routes and road connectivity.

The unique selling benefits (USBs) of local heritage sites and other tourism facilities in the district are not effectively profiled and marketed.

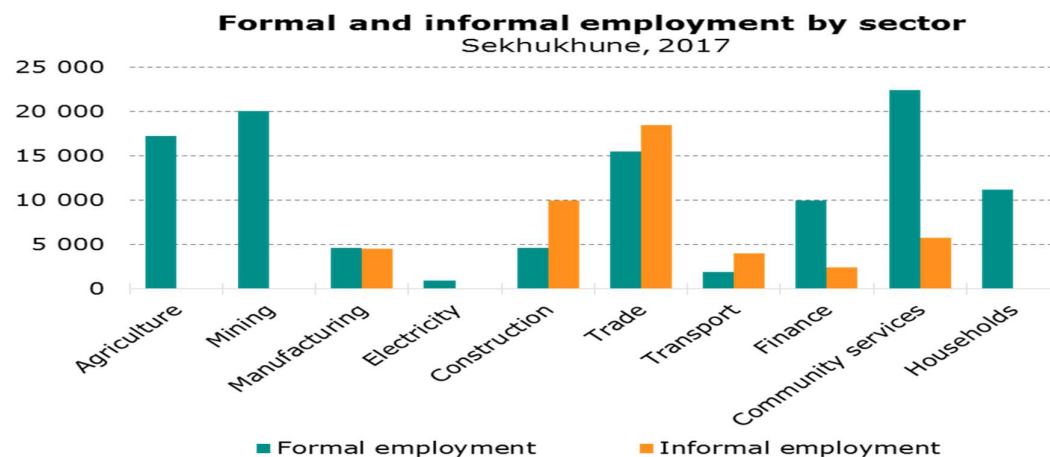
Leisure & Business Tourism can generate an income stream for the Sekhukhune district economy by hosting various business and leisure activities in the District. It can promote and market the Sekhukhune district to be the destination for leisure and business tourism activities within the district.

2.4.13. SMMEs Development

SMME Development is a very important aspect of the local economy of the Sekhukhune District. If properly developed and supported, this sector can provide many employment opportunities for the community within the District. Makhuduthamaga Local Municipality has a lot of informal trading activities taking place in the municipality than other Local Municipalities within the district.

The number of formally employed people in Sekhukhune District Municipality counted 108 000 in 2017, which is about 70.64% of the total employment, while the number of people employed in the informal sector counted 45 000 or 29.36% of the total employment. Informal employment in Sekhukhune increased from 26 700 in 2007 to an estimated 45 000 in 2017.

Figure 65: Formal and Informal Employment by Broad Economic Sector - Sekhukhune District Municipality, 2017



Source: IHS Markit Regional eXplorer version 1570

In 2017 the Trade sector recorded the highest number of informally employed, with a total of 18 500 employees or 41.05% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of

the other sectors. The Finance sector has the lowest informal employment with 2 400 and only contributes 5.34% to total informal employment. *Typically counted under a separate heading.* Mining industry, due to highly regulated mining safety policies, and the strict registration of a mine, has very little or no informal employment and same goes for the Electricity sector which is also highly regulated.

Implications, key Challenges and interventions

The majority of SMMEs in Sekhukhune District tend not to be sustainable in the long run considering the constraining factors such as lack of business and financial management skills and informal businesses without trading zones. It is important that existing local businesses be supported in their development and growth. The success of the implementation of the existing programmes on Enterprise and Supplier Development as well as Contractor Development within the district will assist in developing business capacity through linkages with the big corporates.

One of the concerns raised by most SMME's during primary research was the relationship between SDM and the SMME's. They believe that more needs to be done to establish a strong relationship which will pave way for effective communication for their grievances to be heard. Therefore, establishing an SMME help desk in the District could curb the gap and enforce effective communication between SDM and SMME's.

The success of SMME's in the business environment is also reliant on continual support through training and regularly updating the SMME's database. This is essential as it provides an analysis of the business landscape of SMME's that have managed to survive during harsh economic times.

The SMME's are further affected by challenges relating to tough economic times, stiff competition with cheap substitutes from Foreign Nationals, lack of technical and business management skills; Insufficient capital and lack of access to funding; Lack of access to markets; and compliance with regulations.

SEDA has established a District SMME Support Coordinating Council which is platform for enterprise development stakeholders to raise any challenges, constraints or opportunities, and ideas to improve the programme supporting SMMEs. SEDA further facilitates capacity building, coaching and mentorships, technical training and facilitation of funding co-ordinated by partners in the SMME Ecosystem.

Summary of Challenges

- The economic potential of the District may be undermined by demographic, infrastructural and spatial challenges alluded to elsewhere in this chapter.
- The Sekhukhune economy is excessively reliant on public sector funding with community services being a major contributor to GGP in the area.
- Most revenue flows out of the Sekhukhune economy as residents and businesses source and sell their goods and services outside the District.
- Decline in global demands for the minerals produced in the area, continued water scarcity and the increasing mechanization of platinum mining could affect Sekhukhune's mining industry negatively in the future
- Insufficient beneficiation and value-adding activities occur within the Sekhukhune economy at present.

- Maximizing the use of ICT to gain access to untapped markets outside the region and taking advantage of globalization
- Commercial agriculture is coming under increasing pressure as rising input costs; a stronger local currency, lower commodity prices and external competition take their toll.
- Subsistence farming continues to dominate the agricultural sector in Sekhukhune, which is further affected adversely by global warming
- The District's tourism potential is not being fully exploited as yet because of a lack of tourism infrastructure and poor related services.
- The skills profile in the district is low, due to low level of education. This will result in the economy failing to manage any developmental intervention that the district may come up with.
- Insufficient funding to implement programmes and projects identified in the LED strategy.
- Inability of the district to attract investment in tourism and the development of attractive tourism packages to ensure local and international tourist spend more than just a day or two in Sekhukhune
- Integration and marketing of key tourism attraction with those of other districts within the province to ensure synergy

2.4.14. Sekhukhune Development Agency

Introduction to SDA

Sekhukhune Development Agency (SDA) is wholly owned by the Sekhukhune District Municipality and has been in existence since 2008, operationalized in 2009 through appointment of the first Board of Directors. It is befitting to define it as being at an early development stage, particularly given the progress it has made thus far. Like any organization at that stage, it constantly strives to strike a balance between setting and pursuing its development path whilst simultaneously addressing operational limitations. Such a scenario often results in multiple and competing priorities, with limited resources to ensure their attainment, that blur progression towards attaining the desired outcomes.

The function and activities of SDA is informed by the following statutory and legal framework:

- Company's Act No.71 of 2008
- Municipal Systems Act No. 32 of 2000
- Municipal Systems Amendment Act, 2011
- Municipal Finance Management Act No.56 of 2003
- By Law on Operating SDA (Provincial gazette No.1863)

However, the agency has not been able to realise its intended objectives in the last 8-9 years or so of its existence. The major challenge of the agency is that of capitalisation, the agency relies on its parent municipality for salary and other related operational costs with nonexistence of budget for capital projects identified in its strategic plan documents 2017-2020.

For the agency to function and attain its objectives, a lot of public-private funding mobilisation has to take place. The agency has to establish and sustain relationship with funding agencies such as IDC, NEF, NDA, NYDA and private investors. The new board of directors has adopted a

strategy to appoint a panel of private financial mobilisation companies to bring fund on a risk basis based on the success of the project.

Strategic goals

- To initiate, identify, facilitate and implement high impact economic development projects
- To secure a stable and sustainable financial base for the future development of the Agency.
- To forge strategic partnerships, promote rural industrialisation and the high impact development project space.
- To ensure that the high impact economic development projects create sustainable job opportunities for locals.
- To attract sustainable investment in growing the economy.
- To attract and maintain capable human capital.

Priority Projects

The following are the high priority projects

- Establishment of Dry Sanitation Factory In Marble Hall
- Revitalisation of cotton Industry and establishment of cotton spinner
- De-Hoop Dam Tourism and Recreational Development
- Sekhukhune Tourism ROUTE implementation
- De Hoop International Jazz Festival
- Augmentation of SDM power supply through solar energy installations in water treatment works
- Broadband connectivity in strategic hotspots
- BEE Keeping
- ICT incubation hub
- Incubation of black industrialist for manufacturing within the Mining Input Supply Park
- Skills Development & Training
- Investment promotion

2.5. BASIC SERVICE DELIVERY, INFRASTRUCTURE DEVELOPMENT AND SOCIAL SERVICES

The information on analysis of basic service delivery was taken from variety of sources including: Statistics SA, communities within the SDM (through community consultation), internal departmental inputs, and other spheres of government.

2.5.1. Access to Water

Sekhukhune District Municipality is both a Water Services Authority and a Water Services Provider in accordance with its powers and functions in terms of the Water Services Act, Act 108 of 1997. This makes its primary function in terms of service delivery to be that of the provision of water. The 764 villages within the district are supplied with water from 45 water supply schemes.

The Municipality is currently providing full water services in the main towns of Burgersfort (12 815 people), Marble Hall (4 025 people), Groblersdal (6 312 people), Steelpoort (3 374 people) and Ohrigstad (1 520 people). These areas have access to other high-level services such as refuse removal and roads infrastructure.

The most villages in the vast rural areas are being provided with ground water as alternative sources and water tankers where necessary. Most of the rural villages in the Flag Boshielo Water Scheme are receiving water services in a much more improved way than other villages within the district.

In 2017-2018 financial year, a number of villages have begun to receive basic water provided by a main pipe from De Hoop dam, namely: Mpelegane, Maepa, Ratau, Maphopha, Rantho, Masha, Malekana and Maseven. This is a notable progress as De Hoop dam's provision is beginning to reach villages.

The following tables provide the history of water access by the households within the district. The tables include Census 2011, Community Survey 2016 and IHS Markit Regional eXplorer version 1750 for 2018.

Table 43: Access to piped water

Municipality	Piped water access	No piped water access	Total
Ephraim Mogale	27 102 (84%)	5 181 (16%)	32 283
Elias Motsoaledi	40 195 (66,7%)	20 056 (33,3%)	60 251
Makhuduthamaga	47 802 (73,3%)	17 416 (26,7%)	65 218
Fetakgomo Tubatse	83 175 (78%)	22 877 (22%)	106 052
Sekhukhune	198 272 (75.2)	65 530 (24.8)	263 802

Source: Census (2011)

Households in Sekhukhune district with access to piped water was recorded as 24.8% in 2011 (65 530 households). Whereas, households with no access to piped water was 75.2% (198 272 households). Majority of households with no access to piped water were found in Fetakgomo Tubatse followed by Elias Motsoaledi.

Table 42: Number of households indicating access to safe drinking water in 2016

Municipality	Access	No access
Ephraim Mogale	13 980 (41, 7%)	19 554 (58, 3%)
Elias Motsoaledi	44 308 (68, 1%)	20 740 (31, 9%)
Makhuduthamaga	41 804 (65%)	22 537 (35%)
Fetakgomo Tubatse	78 581 (63, 9%)	44 427 (36, 1%)
Sekhukhune	178 675 (62, 5%)	107 258 (37, 5%)

Source: Community Survey (2016)

According to the table below, Sekhukhune District Municipality had a total number of 31 000 (or 10.26%) households with piped water inside the dwelling, a total of 117 000 (38.82%) households had piped water inside the yard and a total number of 50 300 (16.64%) households had no formal piped water.

Figure 66: Households by Type of Water Access - Sekhukhune District Municipality, 2018

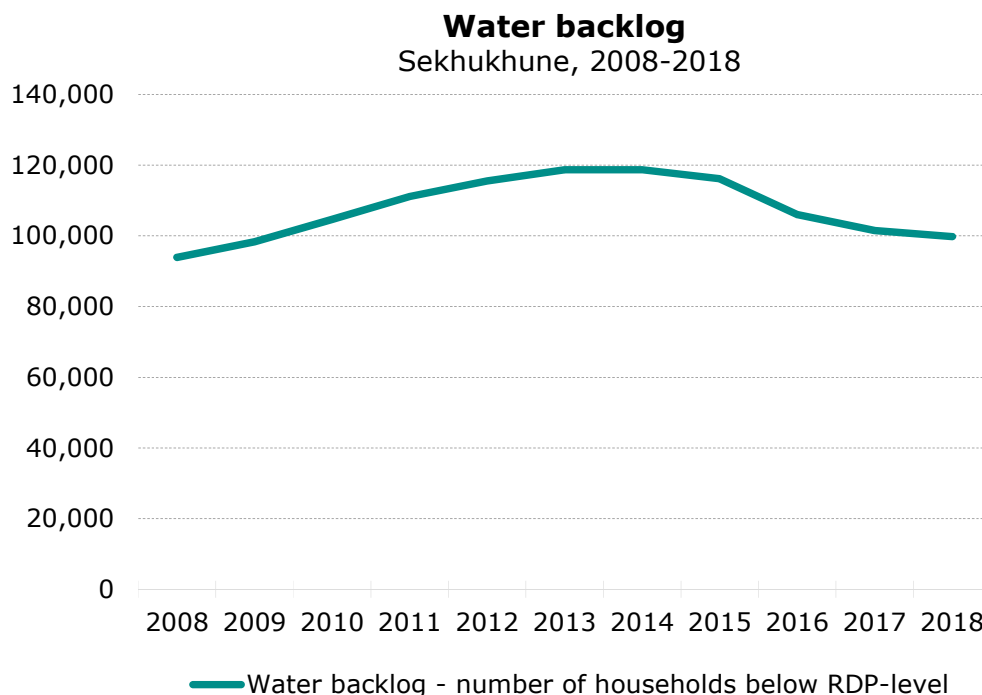
	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Ephraim Mogale	3,420	23,100	1,990	2,950	3,570	35,000
Elias Motsoaledi	9,740	35,600	7,110	4,140	11,300	67,900
Makhuduthamaga	5,060	22,900	16,800	12,000	13,200	70,000
Fetakgomo Tubatse	12,800	35,700	28,100	30,500	22,200	129,000
Total Sekhukhune	30,994	117,265	54,005	49,543	50,259	302,066

Source: IHS Markit Regional eXplorer version 1750

The Municipality within Sekhukhune District with the highest number of households with piped water inside the dwelling is Fetakgomo Tubatse Local Municipality with 12 800 or a share of 41.21% of the households with piped water inside the dwelling within Sekhukhune District Municipality. The Municipality with the lowest number of households with piped water inside the dwelling is Ephraim Mogale Local Municipality with a total of 3 420 or a share of 11.03% of the total households with piped water inside the dwelling within Sekhukhune District Municipality.

When it comes to water backlog (number of households below RDP-level) over time, it can be seen in the graph below that in 2008 the number of households below the RDP-level were 93 900 within Sekhukhune District Municipality, this increased annually at 0.61% per annum to 99 800 in 2018.

Figure 67: Water Backlog



Source: IHS Markit Regional eXplorer version 1750

The total number of households within Sekhukhune District Municipality increased at an average annual rate of 2.49% from 2008 to 2018, which is higher than the annual increase of 2.00% in the number of households in South Africa. With high in-migration into a region, the number of households increases, putting additional strain on household infrastructure.

The Sekhukhune District has prepared a Water Services Development Plan (WSDP) that was first developed in 2005 and updated annually (last updated in 2015/2016 financial year). The raising of Flag Boshielo Dam by five meters has been completed by the then DWAE. The De Hoop Dam has also been completed to increase the District's capacity to provide water to its communities. These two dams will improve the state of water provision in the District and these will eventually increase tourism and other development opportunities in the area.

The District has developed a Community Water Supplies Master Plan (Bulk Water Master Plan). This enables the District and its implementing agents to achieve its WSDP objectives. The intention is also to investigate alternative technical options for supplying specific areas with water, and to ensure coordination and implementation of water supply infrastructure. Early findings of these studies reveal that groundwater is a major water resource for most Sekhukhune households – and will continue to do so in the future.

a) Water Sources

Total water demand	88, 197	105, 067	140,298	155, 332	171, 276	186, 680	201, 429
Balance	33, 797	16, 927	-18, 304	-33, 338	-49, 282	-64, 686	-79, 435

Source: Water Services Master Plan (2015)

Water resources salient points:

- Water transfers out of the municipal area includes the existing Olifants-Sand River Water Transfer Scheme where water is transferred from Olifantspoort Weir to Polokwane LM.
- Each Water Scheme has a water safety plan covering the WTWs operated by SDM or LNW.
- Blue drop and Green drop scores are recorded in the DWS geo data base, WSDP and 5 year reliability water and sanitation plan.

c) Free Basic Water

Most Sekhukhune households can be defined as poor/indigent - where the total income is below R1, 500 per month. In 2019/2020, approximately 79% of the households in Sekhukhune was in this category. These are the households to which Free Basic Water (FBW) must be supplied and to whom the Equitable Share subsidy applies.

d) Status Quo on Bulk Water Supply Schemes

- **Moutse West & East Bulk Water Supply Scheme (MW&EBWSS)**

The scheme commenced with infrastructure planning in 2005 for feasibility study and technical designs. Construction commenced in 2011. The Groblersdal WTW was planned to be upgraded from 18Ml/d to 36Ml/d as part of the water provision to MW&EBWSS

The project intends to provide bulk water supply to about 30 543 household in Moutse East and approximately 9 934 household in Moutse West. The project commenced in 2005/2006 for planning and 2010/2011 for construction.

The following villages are planned to benefit from the scheme:

Moutse East: Kgobokwane, Walkraal A, Manganeng, Ga-Matlala, Walkraal C, Stompo, Mpheleng, Mabuyeni, Joe Slovo Park, Magakadimeng, Ramaphosa, Moteti A, Theareng, Moteti B, Lusaka, Moteti C, Mzimdala, Ten Morgen, Five Morgen, Elokhishini, Tambo Square, Malaeneng, Ntwane/Mametse, Marapong, Thabakhubedu, Phookwane, Phukukane

In Moutse West: Malebitsa, Driefontein, Uitvlugt, Rathoke, Spitspunt, Metsanangwana, Tshikanosi, Makola, Matlereking, Mokgwaneng, Mamaneng, Matlala, Ramosheba

Challenges

- The continuous legal disputes regarding the professional fees between the Municipality and the Consulting Engineers

- ✚ The limited supervision by the Consulting Engineers for the works executed by the Contractor (DWS Construction)
- ✚ The project experienced challenges with regard to poor workmanship by the contractors and SDM resolved to terminate the previous contracts.
- ✚ DWS Construction was then contracted to continue with the project from the previous contractors.
- ✚ There were also delays due to late delivery of material and approval of variation orders during the construction period which led to cost implications which affected the project budget.
- ✚ The accumulated delays led to the financial claims by both the Consulting Engineers and the Contractor. The Consulting Engineers eventually instituted the legal process to claim their professional fees.

Proposed Interventions

- ✚ Negotiations concluded between SDM and Consultant
 - ✚ Amicable solutions reached to settle the disputes and Consultant will be paid based on the work done.
 - ✚ DWS construction to continue with current phases under implementation
 - ✚ Consultant is busy assessing the work done and costing of the outstanding works to be executed
 - ✚ DWS Construction to prepare the revised construction programme and submit to the Consultant and SDM for approval
- **Lebalelo Bulk Water Supply Scheme (LBWSS)**

The scheme commenced with infrastructure planning in 2016 for feasibility study and technical designs. Construction commenced in 2017. The scheme depends on Mooihoek WTW as the water source at current capacity of 12Ml/d and planned to be upgraded to 24Ml/d. The Scheme also depends on ground water (9 boreholes) which yields a total 2.93Ml/d

The following villages are planned to benefit from the scheme:

Ga Maroga, Driekop, Ga Riba, River cross, Madiseng, Frans, Mandela, Motlolo & Mashamothane
The above will be completed in 2020/2021 financial year

Challenges

- ✓ The construction of the scheme is affected by the social challenges of sub-contracting, mainly from the informal business forums within the communities.

Proposed Interventions

- ✓ The social facilitation must be improved to ensure that projects are not affected

- **Flag Boshielo Bulk Water Supply Scheme (FB-BWSS)**

Flag Boshielo Scheme supply water to the following four Local Municipalities; Ephraim Mogale, Elias Motsoaledi and Makhuduthamaga which are within the District with a total estimated

population of 131 000 and about 156 villages. The main bulk water infrastructure of Flag Boshielo Scheme are, the dam, the Water Treatment Works, bulk pipelines of about 387km, 10 pump stations and 88 storage reservoirs.

The dam wall, was raised in 2006 to increase the catchment of raw water. The plant was initially designed to serve a population of 100 000 about 56 villages, with a capacity of 8 mega litres per day (Ml/d). It is currently being upgraded to 16Ml/d due to high demand based on extension of households which affected the basic provision of water services.

Figure 70: The following villages are planned to benefit from the scheme:





Western Side		
Village	Household	Status
Elandskraal	1310	Benefiting
Morarela/ Hinlopen	524	Benefiting
Mbuzini/ Weltevrede	284	Benefiting
Tsansabela/ Van Der Merwes Kraal	1061	Benefiting
Dicheoung/ Doornpoort	358	Benefiting
Northern Side		
Village	Household	Status
Tompi Seleka Agri College	208	Benefiting
B2 Matseding	296	Benefiting
B3 Phetwane	165	Benefiting
B4 Magalatsane	168	Benefiting
B5 Krokodilheuvel	118	Benefiting
B6 Setlaboswane	96	Benefiting
B7 Thabanapitsi	121	Benefiting
B8 Mmakgwabe	102	Benefiting
Malope		Benefiting

Northern East Side		
Village	Household	Status
Mooihoek	563	Benefiting
Tsimanyane	77	Benefiting
Mohlotsi	269	Benefiting
Masanteng	165	Benefiting
Makhutso	169	Benefiting
Serageng	110	Benefiting
Ga-Mampana	112	Benefiting
Semahlakole	73	Benefiting
Sehusane	86	Benefiting
Masehlaneng	37	Benefiting
Maraganeng	12	Benefiting
Maswanyaneng	37	Benefiting
Pitsaneng	6	Benefiting
Ditholong	239	Benefiting
Letebejane	174	Benefiting
Makgatle A	136	Benefiting
Makgatle B	86	Benefiting
Mamphokgo North	386	Benefiting
Mamphokgo South	242	Benefiting
Moganyaka North	280	Benefiting
Moganyaka South	176	Benefiting
Manapsane	374	Benefiting
Leeufontein	1261	Benefiting




Moeding	40	Benefiting
Puleng B	11	Benefiting
Puleng A	10	Benefiting
Dikgalaopeng	65	Benefiting
Ga Mmela	239	Benefiting
Goru	174	Benefiting
Mohlaotwana A& B	136	Benefiting
Serithing	143	Benefiting
Mmatilo	86	Benefiting
Mmotwaneng	56	Benefiting
Mabitsi B	29	Benefiting
Vaalbank	22	Benefiting
Mabitsi A	20	Benefiting
Ngwalemong B	27	Benefiting
Ngwalemong A	25	Benefiting
Selebaneng	21	Benefiting
Makhutso	23	Benefiting
Manotelwaneng	34	Benefiting
Ga-Masha	103	Benefiting
Moomane South	130	Benefiting
Klip	17	Benefiting
Mabintwane	117	Benefiting
Greenside	17	Benefiting
Phokwane	255	Benefiting
Mohlarekoma	37	Benefiting
Mogodi	13	Benefiting
Brooklyn	31	Benefiting
Mogaladi	375	Benefiting
Moomane North	28	Benefiting
Sepfoto	7	Benefiting
Goodhope	31	Benefiting
Mathapisa	23	Benefiting
Mathukuthela	11	Benefiting
Zoetvelden	8	Benefiting
Kome	105	Benefiting

The above upgrading of the WTW will be completed by the end of 2020/2021 financial year.

Challenges

-  The above village rely mainly on surface water sources from Flag Boshielo WTW which is under design capacity
-  The illegal connection are affecting the continues supply of water
-  The extensions and new settlements are not metered
-  Lack Water Conservation & Water Demand Management (WC&WDM)

Proposed Interventions

-  Upgrading and completion of the WTW from 8MI/day to 16MI/day
-  Authorized the illegal connections
-  Budget for extension and new settlements

- ✚ The combination of different water sources can be used to supplement the water supply

- **Mooihoek Bulk Water Supply Scheme (MBWSS)**

The scheme commenced with infrastructure planning in 2005 for feasibility study and technical designs. Construction commenced in 2006 from phase 1 to 4. The scheme depend on Mooihoek WTW as the water source at current capacity of 12MI/d and planned to be upgraded to 24MI/d.

The project intent to provide bulk water supply to about 40 000 household in MBWSS. The project commenced in 2005/2006 for planning and 2007/20008 for construction.

The following villages are planned to benefit from the scheme:

Burgersfort, Dresden, Praktiseer, Manoke, Bothashoek, Alverton, Ga- Motodi & Makgemeng

Challenges

- ✓ Limitation of funds (RBIG which funding through indirect grant)
- ✓ Illegal connection on the main bulk pipeline

Proposed Interventions

- ✓ The funding must then be prioritised to ensure the completion of the scheme timeously
- ✓ Authorize connection on the take-offs from the main pipeline and install water metres.

- **Nebo Plateau Bulk Water Supply Scheme (NP-BWSS) : Nkadimeng Water Supply Scheme (NK-WSS)**

The NK-WSS commenced with infrastructure planning in 2006 for feasibility study and technical designs. Construction commenced in 2011. The scheme depends on Nkadimeng WTW at the design capacity of 2.5MI/d. The project intent to provide water supply to 17 400 household 47 villages. The project commenced in 2005/2006 for planning and construction.

Challenges

- ✚ The Nkadimeng dam yield has dropped
- ✚ The illegal connections in the scheme
- ✚ The capturing of projects by local business forums
- ✚ Lack of operation and maintenance

Proposed Interventions

- Test the existing boreholes in the area and if suitable, incorporate them into the scheme for augmentation
- Awareness campaigns required and implement by-laws
- National Treasury needs to clearly provide explanation of the 30% subcontracting.
- The municipality needs to improve on operation and maintenance

- **Nebo Plateau Bulk Water Supply Scheme (NP-BWSS): Malekana to Jane Furse Bulk Water Supply (ML-WS)**

The ML-WS commenced with infrastructure planning in November 2006 for feasibility study and technical designs. Construction commenced in 2011. The scheme depends on Malekana WTW at the design capacity of 12MI/d and Jane-Furse command reservoir at the storage capacity of 25MI. The project intent to provide water supply to 65 040 household 115 villages. The project commenced in 2010/2011 for planning and construction.

Challenges

- ✚ Continuous breakdowns on pumps and motors along the pumps stations
- ✚ Continuous replacement of electrical and mechanical components in the pumps station along the bulk water pipeline
- ✚ The Contractor has been put under Business Rescue

Proposed Interventions

- ✚ Contractor is out of business rescue and the Consultant is busy reviewing the construction programme and readiness to continue with the projects.
- ✚ Inspect and verify the pipelines and installations to continue testing
- ✚ Attend to snag list items as per list items
- ✚ Electro Systems to do electrical tests and commissioning procedures.
- ✚ Confirm the alignment of pumps and motor bearings are in order.
- ✚ Test and commission of 25MI Jane Furse Reservoir
- ✚ Install additional telemetry and instrumentation required for pump protection.
- ✚ Repair damaged chamber between pump station 1 and the WTW and install new control valve.

- **Nebo Plateau Bulk Water Supply Scheme (NP-BWSS) : Vergelegen - Water Supply**

This system is severely over-stretched. An investigation revealed higher than expected usage of water in the Jane Furse area of a total of 5.54 MI/day. The higher than predicted water demand of Jane Furse Low Cost Housing scheme at 3.45 MI/day can be directly attributable to the installation of water-borne sewerage on this housing scheme. This has had the effect of increasing daily consumption from a basic use of around 25 l/capita to about 200l/capita/day.

The minimum water supply needed to sustain a water-borne system sewerage system is between 60 to 90 l/capita/day. The minimum water supply needed to sustain a water-borne system sewerage system is between 60 to 90 l/capita/day. This highlights the inappropriateness of water-borne sewerage for low cost housing settlements without an accompanying additional water supply and proper metering and billing to keep usage within limits.

The design capacity of the Vergelegen WTW is 5.12 MI/day and similar to the dam it was also operating well over its design capacity (108%) in 2005 and way beyond the sustainable yield of the dam. This led to the implementation of a temporary Flag Boshielo connection from Phokwane and the De Hoop Dam to Jane Furse (Nebo Plateau) Bulk Water Supply Phase 1.

Challenges

- ✚ The silting of the Vergelegen dam affecting the raw water supply to the WTW

- ✚ The non-implementation of water conservation and water demand management
- ✚ Illegal connection affect the continues water supply
- ✚ Delays in commissioning of Malekane to Jane-Furse bulk water supply pipeline

Proposed Interventions

- ✚ Engagement with DWS to maintain the Dam and reduce the silting
- ✚ Implementation of Water Conservation and Water Demand Management
- ✚ Authorize the illegal connection

- **Olifantspoort South Bulk Water Schemes (OSBWS)**

The Olifantspoort South Bulk Water Schemes is currently under implementation at Phase 24 to complete the bulk pipeline and water distribution pipeline. The scheme commence in 2004 at the planning stage and construction commenced in 2008. The above scheme is planned to benefit about 16 275 household once the scheme is completed.

Challenges

- ✚ The population has increased and affected the availability of water versus the water demand
- ✚ The funding to complete the scheme is not sufficient
- ✚ The villages under Fetakgomo area are experiencing illegal connection which affects the consistency of water supply

Proposed Interventions

1. The new technical report has been submitted to DWS for the coverage of new settlements and extensions for the southern side of the scheme (Atok areas).
2. The required funding is also reflecting in the technical report under costing of the new infrastructure
3. The authorization of illegal connection, consultation and awareness to ensure that the water conservation and water demand management is implemented

- **Groblersdal to Luckau Bulk Water Scheme (GL-BWS)**

The Groblersdal-Luckau bulk water scheme (BWS) receives water from the Groblersdal Water Treatment works which abstracts raw water from the Olifants River. Raw water is pumped from the river into the plant for purification. The capacity of the water treatment plant is 22ML/day and is currently being upgraded to 40ML/day. There are also several boreholes which augment water supply from the Groblersdal Water Treatment Works.

The Groblersdal-Luckau BWS receives treated water from the Groblersdal Water treatment Works and directs water to fifteen villages and one semi urban settlement that receives potable water through a network of pumping mains, gravity mains, command reservoirs, service reservoirs and pump stations within Elias Motsoaledi local Municipality in the Sekhukhune District Municipality. Most of the villages are located north-east of Groblersdal town adjacent the road from Groblersdal town to Nebo.

The plant is also designed to pump water to Groblersdal town and the Moutse bulk water supply scheme, these 2 schemes are outside the scope of this study. The above scheme is planned to benefit about 19505 household once completed.

Challenges

- ✚ Ageing of old asbestos bulk pipelines and associated system components;
- ✚ Rapid growth of villages exhausting the system capacity;
- ✚ Pipeline isolation valves on most of the pipelines are not effective due to ageing;
- ✚ Vandalism of critical system components;
- ✚ Inadequate O&M budgets and operational teams to maintain infrastructure;
- ✚ Extensive water loss due to leakages in the reticulation;
- ✚ Unauthorized illegal connections on rising mains;
- ✚ Inadequate bulk water supply from the Groblersdal Water Treatment Work;
- ✚ Inadequate bulk infrastructure such as storage facilities and transmission pipeline;

Proposed Interventions

- ✚ The upgrading of bulk water pipeline and replace of asbestos pipes
- ✚ Modification and refurbishment of the Groblersdal WTW clear water pump station to reduce the effect of flooding
- ✚ Additional water storages and upgrading of electrical transformers

- **Cabornatites to Zaaiplaas Sub – Bulk Water Schemes**

The Bulk Water Scheme commenced in 2010 for planning and actual construction started in 2011. The scheme is dependable on the completion of 3.8Ml command reservoir and pumping main pipeline from Spitskop catchment (small dam). The scheme will cover the total of 1822 household once completed

Challenges

- ✚ The above village rely mainly alternative water sources such as boreholes and well fields which has limited yields to meet the water demand.
- ✚ The incomplete command reservoir affect the whole sub-scheme to function
- ✚ The construction of distribution reservoirs and supply water pipelines are practically completed and not functioning due to non-completion of command reservoir

Proposed Interventions

- ✚ Completion of command reservoir must be prioritized and completed.
- ✚ The pumping main water supply pipeline and the pump station be completed
- ✚ The combination of different water sources can be used to supplement the water supply

Water Services Operations and Maintenance

- The National Treasury requirement is 8% spend on asset value
- SDM has a draft Operational and Maintenance Plan dated April 2018, which will provide Asset Management Support.
- Reliable water service delivery is a major issue for revenue collection.

Water Challenges and interventio

Challenges	Interventions
<ul style="list-style-type: none"> • Unavailability of surface and ground water (drought affecting dams and Boreholes) • Illegal water connections • Community high expectations/lack of information to the communities (Possible service delivery protests) • Mushrooming of Business fora in all communities. • Encroachment on the existing infrastructure (Servitudes, Theft, vandalism and unauthorised connections) • Water Use License approval by DWS • Delays by Eskom to connect electricity and energise Projects 	<ul style="list-style-type: none"> • Conjunctive use of ground and surface water sources. Implementation of Water Conservation and Water Demand Management (WCWDM), continues ground water management. • Community awareness campaigns and Implementation of By-Laws • Improvement of Customer Services for effective communication • Implementation of approved SDM (Learner Contractor Development Programme and Small Business Enterprise) • Continuous engagement with DWS to approve the Water Use Licences • Engagement with ESKOM to prioritise the energising of projects with the planned period of construction

2.5.2. Sanitation

The provision of sanitation in Sekhukhune also faces considerable challenges at present. The situation is more of a concern that it was the case with water. Only 22% of Sekhukhune households receive above RDP standards sanitation services. The sanitation backlog is primarily within the rural villages, comprising 78% of households without adequate sanitation.

The SDM has different households that use different types of toilet facilities. Almost all towns in the District use flushing toilets while in the rural areas there are few households that use flushing toilets. The rest of the population in the rural areas of the District use pit latrines.

The following tables provide the history of sanitation access by the households within the district. The tables include Census 2011, Community Survey 2016 and IHS Markit Regional eXplorer version 1750 for 2018.

Table 50: Sanitation Type

MUNICIPALITY	Flush/chemical toilets			Pit toilets			Bucket			No toilets		
	1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	1 708	3 758	4 067	15 789	17 162	25 328	151	121	611	1 892	3 147	1 677
Elias Motsoaledi	2 883	3 786	7 792	36 377	38 802	47 632	274	375	460	2 672	2 516	2 680
Makhuduthamaga	1 274	2 176	3 009	38 532	41 918	58 561	188	372	224	9 545	8 512	2 552
Fetakgomo Tubatse	1 687	4 986	7820	37 064	48314	88 699	267	445	1 314	23 370	22 464	8 213
Sekhukhune	7 552	14 706	22 687	127 762	146 196	220 221	881	1 313	2 609	34 528	33 070	13 510

Source: Census 2011

Table 51: Household access to sanitation considering 2016 community survey

Municipality	Flush/chemical toilets		Other	
	2011	2016	2011	2016
Fetakgomo Tubatse	7 820	13 802	98 231	111 661
Makhuduthamaga	3 009	3 009	62 208	61 760
Ephraim Mogale	4 067	4 213	28 217	29 723
Elias Motsoaledi	7 792	10 209	52 459	56 149
Sekhukhune	22 687	31 233	241 114	259 293

Census (2011) and Community Survey (2016)

According to the table below, Sekhukhune District Municipality has a total number of 37 560 flush toilets (12.43% of total households), 65 898 Ventilation Improved Pit (VIP) (21.82% of total households) and 185 631 (61.45%) of total households pit toilets. SDM is currently implementing a massive sanitation programme and providing Ventilated Improved Pit latrines (VIP's) to various households. In the 2016/17, 2017/18 & 2018/19 financial year's 25 395 VIP Sanitation units were built across the district as part of providing communities with sanitation.

Figure 71: Households by Type of Sanitation

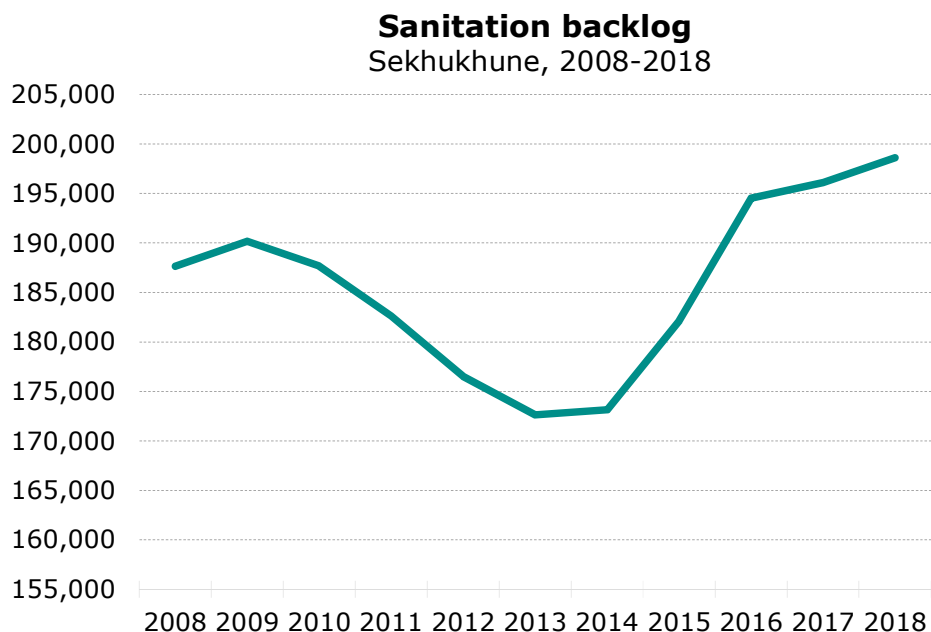
	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	No toilet	Total
Ephraim Mogale	4,080	10,600	18,500	1,350	35,000
Elias Motsoaledi	14,700	7,730	42,900	2,330	67,900
Makhuduthamaga	4,140	13,800	50,600	1,360	70,000
Greater Tubatse/Fetakgomo	14,700	33,800	73,700	5,940	129,000
Total Sekhukhune	37,560	65,898	185,631	10,983	302,066

Source: IHS Markit Regional eXplorer version 1750

The table above shows that the local municipality within Sekhukhune with the highest number of flush toilets is Elias Motsoaledi Local Municipality with 14 700 or a share of 39.09% of the flush toilets within Sekhukhune. The local municipality with the lowest number of flush toilets is Ephraim Mogale Local Municipality with a total of 4 080 or a share of 10.85% of the total flush toilets within Sekhukhune District Municipality.

When it comes to sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2008 the number of Households without any hygienic toilets in Sekhukhune District Municipality was 188 000, this increased annually at a rate of 0.57% to 199 000 in 2018.

Figure 72: Sanitation Backlog



Source: IHS Markit Regional eXplorer version 1750

The total number of household backlogs within Sekhukhune District Municipality increased at an average annual rate of 2.49% from 2008 to 2018, which is higher than the annual increase of 2.00% in the number of households in South Africa. With high in-migration into a region, the number of households increases, putting additional strain on household infrastructure.

Challenges and Interventions

Challenges	Interventions
Financial Constraints to address the sanitation backlogs.	Sanitation projects are implemented annually based on the MIG allocation to reduce the backlogs Provision of honey suckers to existing sanitation toilets as part of operation and maintenance
Poor sanitation and lack of hygienic practices and storage facilities enable transmission of water-borne germs.	Health and Hygienic training and awareness campaigns are implemented during project implementation and after completion

2.5.3. Municipal Health Services and Environmental Management

The Constitution of the Republic of South Africa, 1996 (Act No: 108 of 1996) allocates Municipal Health Services (MHS) as a Local Government function under Part B of Schedule 4, section 156(1)(a). On the other hand, the National Health Act, 2003, defines Municipal Health Services (MHS) as follows:

- Waste management
- Water quality monitoring

- Health surveillance of premises
- Surveillance and prevention of communicable diseases excluding immunisations
- Vector control
- Environmental pollution control
- Disposal of the dead
- Food control
- Chemical safety

For effective and efficient achievement of these elements the following challenges need to be addressed:

➤ Understaffing:

The population of the Sekhukhune District is 1 100 000. The District has 20 Environmental Health Practitioners (EHPs) and the standard norm as per World Health Organization is 1 EHP is to 10 000 people. As per this ratio, we need 90 EHPs in order to meet the standard.

➤ Office Accommodation.

There is no infrastructure for office accommodation of the personnel.

➤ Limited budget.

Insufficient budget makes it difficult to fully render enforcement of the legislations which governs the above listed nine (9) functional areas.

➤ Tools of trade.

Lack of tools of trade hinders smooth delivery of Municipal Health Services

2.5.3.1. Waste Management

In terms of section 84 of the Municipal structures Act, 117 of 1998 section 84(1)(iii) a district municipality can only be involved with a waste disposal facility where that facility will involve /include more than Local municipality in the district. Waste Management forms an important part of basic service delivery in Sekhukhune District Municipality. The District has developed the Integrated Waste Management Plan (IWMP). Refuse removal services is being provided mostly in urban centers, townships and recently in some rural areas within the district.

Waste recycling in the District is taking a good shape since the inception of Sekhukhune District Waste Management Forum constituted by various National and Provincial government departments, Local Municipalities and chaired by Sekhukhune District Municipality.

Involvement of private sector e.g. PRASA, PETCO, Collect a Can etc. enables effective recycling of waste and discussions are underway for local recyclers to reclaim recyclables from industrial premises.

To enhance waste recycling within the district, Sekhukhune District Recycling Forum has been established. The District has introduced School Recycling project wherein about 108 schools are participating in waste separation at source for recycling purposes. In support of Small Micro Medium Enterprises (SMMEs), recyclers are collecting recyclables from participating schools.

Furthermore, separation of office waste paper for recycling done at SDM Bareki Mall offices and this has been encouraged to government departments within Sekhukhune District. The District view waste recycling as a reliable measure to waste management.

Figure 28: Landfill sites in Sekhukhune District Municipality

MUNICIPALITY	DISPOSAL SITE	PERMITTED/ NOT AND PERMIT No.	ACCESS	COMPACTION	COMMENTS
SEKHUKHUNE DISTRICT MUNICIPALITY					
Elias Motsoaledi Local Municipality	Rossenekal Landfill Site	Permitted as a GCB+ Permit no: 12/4/10-A/15/GS1	The site is well fenced with a lockable gate Access is restricted during working hours only	No compaction done	Waste is disposed-off on an unlined area and there is no operation and maintenance of the facility.
	Hlogotlou Transfer Station	Licensed as a GCB- Licence No: 12/14/10 -A/1/GS2	Transfer station adjacent to the old one site is developed with palisade fence and lockable gate	Not operational	The facility is revamped but waste is still dumped and burnt at the old site.
	Groblersdal Landfill Site	Permitted as a GMB. Licence no: 12/4/10-B/10/M3	The site is developed. Fenced with lockable gates. Access restricted to working hours.	Compaction daily	Operational
Ephraim Mogale Local Municipality	Marble Hall Landfill Site	Permitted as a G:M:B- 16/2/7/B300/D58/Z1	The site is well fenced with a lockable gate Access is restricted during working hours only	Compaction done but not effective due to the type of machinery used (bulldozer)	Waste compaction and covering must be done on daily basis Waste reporting
Makhuduthamaga Local Municipality	Jane Furse Landfill Site	Permitted as a GCB-	The site is well fenced with lockable gate There are security personnel on site	Compaction of waste is done on daily basis	Operational

MUNICIPALITY	DISPOSAL SITE	PERMITTED/ NOT AND PERMIT No.	ACCESS	COMPACTION	COMMENTS
Fetakgomo-Tubatse Local Municipality	Burgersfort Landfill Site	Permit no: 16/2/7/B400/D66/Z1/P292A1	Fenced with lockable gate	Compaction done daily but the facility has reached capacity	Applied for closure licence
	Malogeng Landfill Site	Permitted as a GSB Permit No:12/9/11/P67	The site is well fenced with a lockable gate Access is restricted during working days only	Compaction daily	Operational
	Mphanama Landfill Site	Permitted as a GSB Permit No:12/9/11/P60	Not developed	Not developed	The licence will expire if construction is not undertaken

2.5.3.2. Environmental Impact Assessments and landfill sites

Limpopo Economic Development, Environment and Tourism (LEDET) had assessed status of Environmental Impact Assessments and Landfill sites in the District. They are reflected below.

Figure 31: Environmental Impact Assessments (EIA)

Municipality	2016-2017			2017-2018			2018-2019		
	No of EIAs received	No of EIAs approved	No of EIAs rejected	No of EIAs received	No of EIAs approved	No of EIAs rejected	No of EIAs received	No of EIAs approved	No of EIAs rejected
Fetakgomo/Tubatse	07	05	01	19	12	0	24	12	0
Ephraim Mogale	07	03	0	04	03	0	5	5	0
Elias Motsoaledi	02	04	0	03	03	0	3	2	0
Makhuduthama	02	04	0	03	02	0	5	5	0
Total	20	16	01	29	20	0	37	24	0

Source: LEDET (2019)

Figure 32: Number of licensed landfill sites.

Municipality	Total number of landfill sites	Number licensed	Number not licensed	Number permitted (where permits were issued)	Number of transfer stations per municipality
Fetakgomo/ Tubatse	2	2 (Burgersfort Full and licensed for closure)	0	0	0
Ephraim Mogale	1	1	0	0	0
Elias Motsoaledi	2	2	0	0	2 (One not developed)
Makhudutha maga	1	1	0	0	0
Total	6	6	0	0	0

Source: LEDET (2019)

Challenges and Interventions

Challenges	Interventions
<ul style="list-style-type: none"> • Illegal dumping and littering of waste • Waste collection services not provided to most areas in the district • Landfill sites not properly managed • No regional Landfill site owned by the district 	<ul style="list-style-type: none"> • Awareness on waste management (Reduction, Recycling and Reuse). • Provide waste collection Services.

Recycling of waste

Recycling of waste makes meaningful contribution to the reduction of waste quantities that end up buried at landfill sites thereby reducing its air space. This is in line with the National waste Management Strategy (NWMS) published under the National Environmental Management: Waste Act, 2008 (Act 59 of 2008) as amended.

The strategy puts recycling as a first goal to be achieved by public, private and individuals. Recycling can be more beneficial in cutting waste management costs if waste separation at source can be advocated and it also create employment opportunities and address poverty challenges.

Recycling at source enhances quality of recyclables as it minimizes the contamination of recyclables. However the limited recycling infrastructure for separation at source and diversion of waste streams to material recovery and buy back centers is still a major hindrance to effective recycling.

Despite numerous resource challenges like lack of recycling bins, bailing machines, transportation etc recycling seemed to be a workable solution to waste as there has been an increase of waste pickers who plays a vital role in waste recovery and reclamation.

Legal requirement and obligations

Section 16 of the National Environmental Management: Waste Act, 2008 (Act 59 of 2008) (NEMWA) provides that a holder of waste must, within the holders power, take all reasonable measures to avoid the generation of waste and where such generation cannot be avoided to minimize the toxicity and amount of waste that are generated.

Government Notice N0, 718 Gazette No, 32368 provides that waste recycling is a listed activity and no person may commence the listed activity unless the competent authority has granted an authorization.

The NEMWA provides that the Minister must, within two years of the date of the Act, by notice in the *Gazette* establish a national waste management strategy which among others will give guidance on raising awareness regarding the impact of waste on health and the environment and the benefits of recycling in accordance with the waste management hierarchy and also the approaches for securing compliance with the requirements of the Act.

Recycling within the district

Waste recycling in the District is taking a good shape since the inception of Sekhukhune District Waste Management Forum constituted by various National and Provincial government departments, Local Municipalities and chaired by Sekhukhune District Municipality.

Involvement of private sector e.g. PRASA, PETCO, Collect a Can etc enables effective recycling of waste and discussions are underway for local recyclers to reclaim recyclables from industrial premises.

To enhance waste recycling within the district, Sekhukhune District Recycling Forum was been launched by the Executive Mayor during Provincial Recycling Day on the 28 September 2017 and local fora are established.

The District has introduced School Recycling project wherein about 108 schools are participating in waste separation at source for recycling purposes. In support of in support of Small Micro Medium Enterprises (SMMEs), recyclers are collecting recyclables from participating schools.

Furthermore, separation of office waste paper for recycling done at SDM Bareki Mall offices and this has been encouraged to government departments within Sekhukhune District.

The District view waste recycling as a reliable measure to waste management however challenges faced by the recycling in general are among the following:

- Lack of resources such as scales, bailing machines, recycling bins
- Lack of Infrastructure

- Vandalism
- Lack of knowledge on administration
- Lack of ownership and willingness
- High expectations
- Lack of market within the province
- Haulage distance to the market
- Recyclers not working as a team and form cooperatives
- Personal protective clothing
- Lack of basic services by local authorities

Pic 3: No proper storage area at Thabampshe Recycling Project



Socio-economic impact

Socio-economic benefits from waste recycling in the District is gradually growing as recycling corporative are on the increase and job opportunities are realised. Small quantities of collected recyclables sold to various recycling companies generate income to can feed families.

The bigger picture in recycling is to develop buy-back centres in each local municipalities to fulfil the objectives of the NWMS that seek to do away with landfilling rather waste recovery for recycling. There are projects underway initiated and supported by the District Municipality focusing on converting waste to energy in Mamphokgo and Tompi Seleka.

Other examples of recycling projects are composting of wet waste generated in schools for ploughing of vegetables and landscaping. Sekhukhune District is water stricken area, rain water harvesting and water conservation are advocated to communities.

The municipality encourages sustainable and renewable clean energy projects for the benefit of communities.

Summary

- The collection of materials for recycling reduces littering and minimizes the negative impact of litter on the environment.
- Creates a source of income for the unemployed who operates as collectors.

- The use of recyclable metal rather than raw materials to make products will result in less water and air pollution during the manufacturing process.
- Collection of recyclables result in less waste going to the landfill sites which saves scarce landfill air space.
- Separation at source must be encouraged as this practice will assist in lowering the contamination of recyclable thus resulting in less water used to clean the materials.

Summary of Challenges

- Outdated Integrated Waste Management Plan
- Refuse removal do not cover most villages
- The district is still looking for available land for regional landfill sites
- Informal disposal of waste e.g. disposable nappies along rivers and roads
- Non-compliance of existing landfill sites in accordance with permit conditions.
- Insufficient budget for waste management in all Local Municipalities
- Limited awareness of communities on good waste management practices

2.5.3.3. Water quality monitoring and water supply in the district

Water scarcity is a huge developmental challenge within the Sekhukhune District, and constrains both economic and social activity in the area. The issue is a manifestation of climate variability. However, it is also the result of a number of other factors, which include insufficient and variable rainfall, inequitable water resource management and the absence of drinking water, bulk water and irrigation infrastructure that would aid the distribution of water to rural villages. The quality of this scarce resource (domestic water supply) is still a challenge that Environmental Health Practitioners needs to monitor closely and urgently.

Challenges and Interventions

Challenges	Interventions
<ul style="list-style-type: none"> ➤ The Sekhukhune district is a water- scarce Municipality. ➤ Some communities still using water from unreliable water source resulting in water borne disease outbreaks. ➤ Contamination of water sources 	<ul style="list-style-type: none"> ➤ Taking water samples and mapping water sources. ➤ Lobbying to have accredited laboratory for both chemical and bacteriological analysis within the district. ➤ Providing awareness on water disease, water purification methods and ways to keep water source clean ➤ Promoting water harvesting

2.5.3.4. Health surveillance of premises

This involves the identification, monitoring and evaluation of health risks, nuisances and hazards and instituting remedial and preventative measures.

- Residential, Business and Public premises are regularly monitored to identify and evaluate health risks and hazards and institute remedial and preventative measures.
- Environmental Impact Health Assessments.

- Assessing aspects such as ventilation and indoor air quality, lighting, moisture –proofing, thermal quality, structural safety and floor space.
- Ensuring the abatement and prevention of any condition on any premises which is likely to constitute a nuisance or health hazard.
- Assessment of an overcrowded, dirty or unsatisfactory condition in any residential, commercial, industrial or other occupied premises.

Challenges and Interventions

Challenges	Interventions
1 A database of all these facilities have to be reviewed and this needs a lot of human and financial resources.	3 Ongoing collection and updating the current data base
2 Mushrooming of spaza shops within the district	

2.5.3.5. Surveillance and prevention of communicable diseases excluding immunisations

This function involves the identification, monitoring and prevention of any disease which can be transmitted directly or indirectly from any animal or through any agent to any person or from any person suffering therefrom or who is a carrier to any other person. The district conducts health and hygiene promotion in the prevention of communicable diseases.

Challenges	Interventions
1. Some of these diseases are not reported to the Environmental Health Practitioners, this make is difficult for the district to prioritise on diseases that are prevalent in the district.	2. Request information from the district co-ordinator on a monthly basis

2.5.3.6. Environmental pollution control/ management

Across the globe, environmental stresses and major changes in climate conditions are influencing the lives and livelihoods of ordinary people ad communities everywhere. This is no less true of the Sekhukhune District. The recent draught in Sekhukhune, for instance, is widely regarded as the result of the much publicized El Niño and La Niña phenomena (Ziervogel et al, 2016).

The increasingly important role that climate plays in the Sekhukhune area has recently been highlighted in some few studies. What is becoming even more evident is that rainfalls patterns in the District are highly variable – a situation that tends to disrupt a wide range of socio–economic activities in the area such as rain-fed crop production, often with very little warning.

Key to Environmental Pollution Control aspects will be to manage the following using some of the Municipal Health Services By-laws to be promulgated the first two have been discussed in other function above:-

Land/Soil Pollution:

- Landfill/dumping and burning of waste, farming, mining, factories, etc.

Water Pollution:

- Mining and mining activities, industrial wastewater, municipal wastewater, agricultural wastewater, unprotected landfill sites, illegal dumping, etc.

Air Pollution: Air quality Management Functions

2.5.3.7. Compliance monitoring

The municipality AQO also has compliance monitoring and reporting requirements regarding AQMPs that are consistent with requirements at national and provincial levels. Compliance monitoring at municipal level deals specifically with AELs, and uses licences as the primary means to ensure compliance with ambient air quality standards. The Atmospheric Impact Reports are an additional means of monitoring compliance and can be requested of any individual that is under reasonable doubt of contravening the AQA or causing negative impacts, as well as within the context of a licensing process. In addition, the municipality IS also responsible for compliance monitoring for dust generating activities as contemplated in the national Dust Control Regulations, as well as compliance monitoring with respect to any notice issued in terms of section 23 of AQA.

2.5.3.8. Ambient air quality monitoring

Sekhukhune district Municipality has a continuous ambient air monitoring station situated at Dilokong Hospital, it is measuring the following criteria pollutants Sulphur Dioxide, Carbon Monoxide, Nitrogen Oxides, Ozone and Particulate Matter ^{2.5 and 10}. Ambient air monitoring is an integral part of an effective air quality management system.

The District has developed an Integrated Environmental Management Plan (DIEMP) that needs to be approved by Council and there is an Air Quality Management Plan in place that is being reviewed to update things that have changed. The district have two (2) authorised Environmental Management Inspectors in its territory to preserve the biodiversity and its natural resources and there is a need for more due to vast growing developments within the district. The district will need to have 116 Environmental Health Practitioners in order to effectively deal with Environmental Health issues as benchmarked and illustrated in the section 78 Process of the Municipal systems Act, 32 of 2000 conducted by the Municipality. The resources for both Environmental Inspectors and Environmental Health Practitioners are still to be provided.

2.5.3.9. Disposal of the dead

In terms of section 84 of the Municipal structures Act 117 of 1998 section 84 (1) (I) a district municipality can only be involved with a cemetery where the cemetery will involve /include a major proportion of the Local municipalities in the district. However District Environmental Health Practitioners will be responsible for as mandated by the district By-law:

- Controlling, restricting or prohibiting the business of an undertaker or embalmer, mortuaries and other places or facilities for the storage of dead bodies. Issuing certificates of Competency to Funeral Undertakers premises complying with legislation.
- Monitoring practices at cemeteries, crematoria and other facilities used for the disposal of dead bodies.
- Managing, controlling and monitoring exhumations and reburials or disposal of remains.
- Investigating and performing pauper burials

Challenges	Interventions
<ul style="list-style-type: none"> • Most existing cemeteries are not well sited as they are placed near water sources. • Some communities still don't consult the local municipalities when choosing new cemetery sites. • There are no sanitary facilities and waste storages in cemeteries 	<ul style="list-style-type: none"> • Create awareness on the location of cemeteries and provision of Sanitary facilities

2.5.3.10. Food control

Food Control is described by the World Health Organization (WHO) as a mandatory regulatory activity of enforcement by National or Local authorities to provide consumer protection and ensure that all foods during production, handling, storage, processing and distribution are safe, wholesome and for human consumption; conform to quality and safety requirements and are honestly and accurately labelled as prescribed by law.

The District monitors and evaluate Food control in formal (food retailers, open air markets, catering organisations etc.) and informal premises (vendors and hawkers)

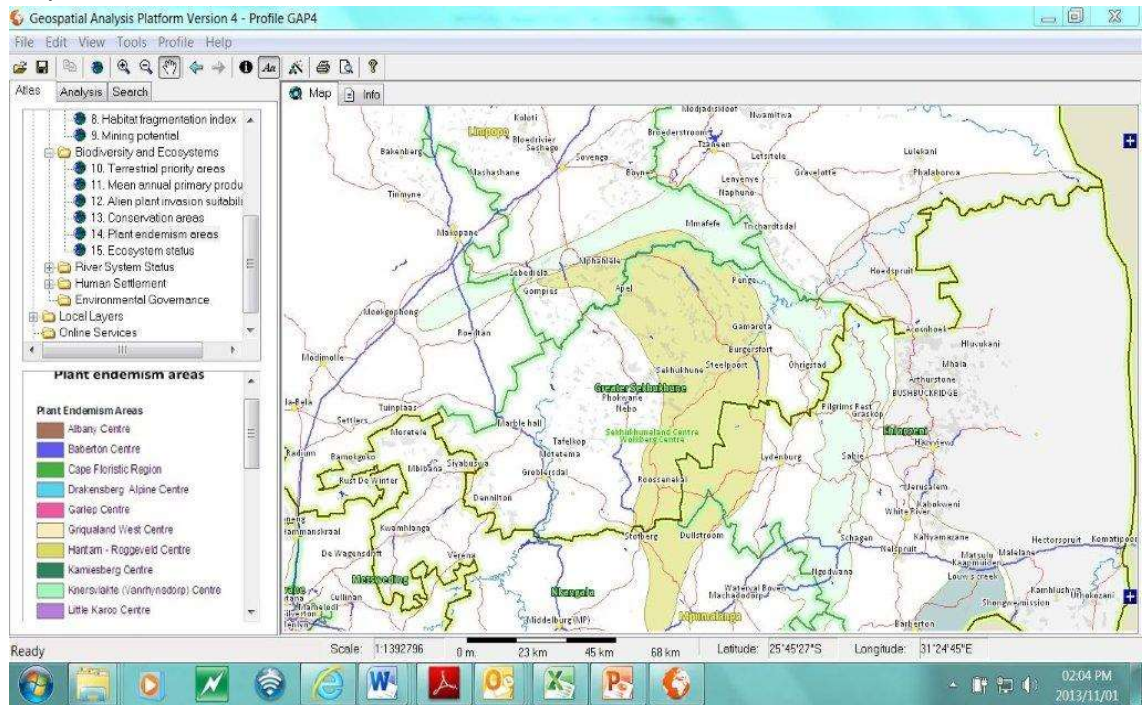
Challenges	Interventions
<ul style="list-style-type: none"> • Municipalities still appoint caterers and other food handlers without certificate of acceptability from the District Environmental Health Practitioners at minimal revenue to the district. • Mushrooming of small shops in residential homes. • Impersonation of EHPs 	<ul style="list-style-type: none"> • Train Municipalities and caterers on the importance of having certificate of acceptability COA. • Requesting a zoning Certificates for shops • Producing the SDM employee card

2.5.3.11. Bio diversity

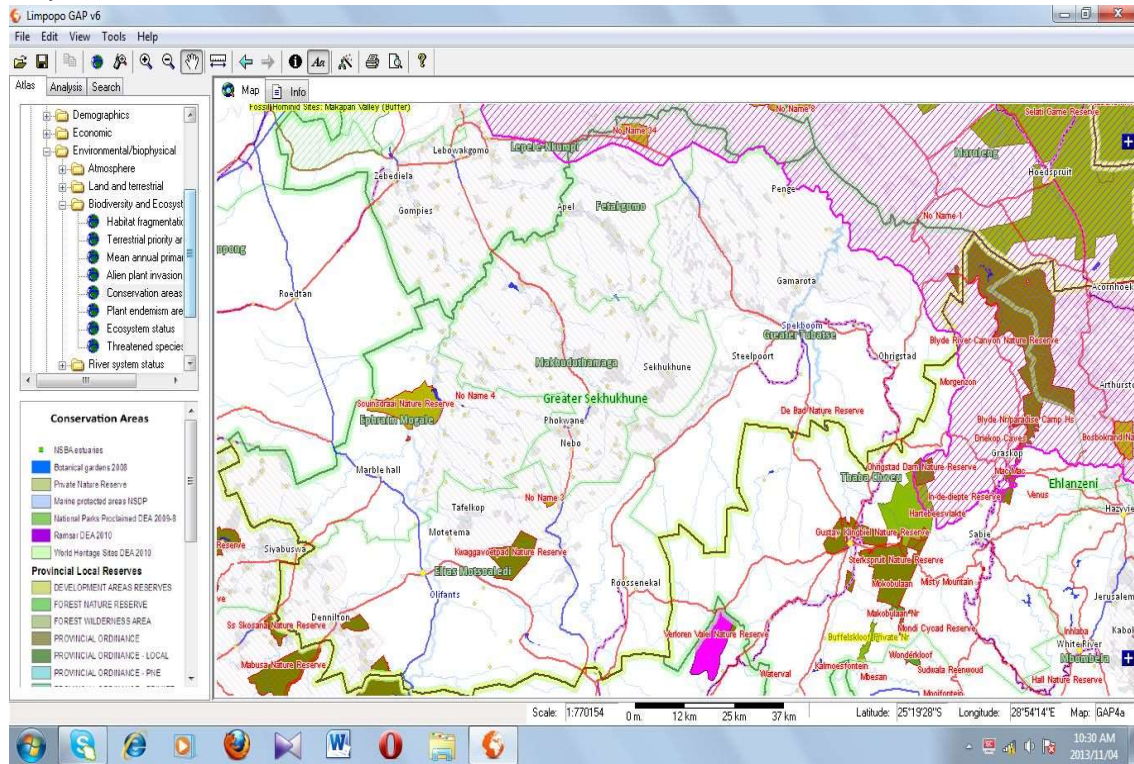
- **Topography and geology**

The District is characterised by heavy metal soils that are derived from predominating pyroxite, norite, and anorthosite formations. It forms part of the Bushveld Igneous Complex that has ultramafic layers.

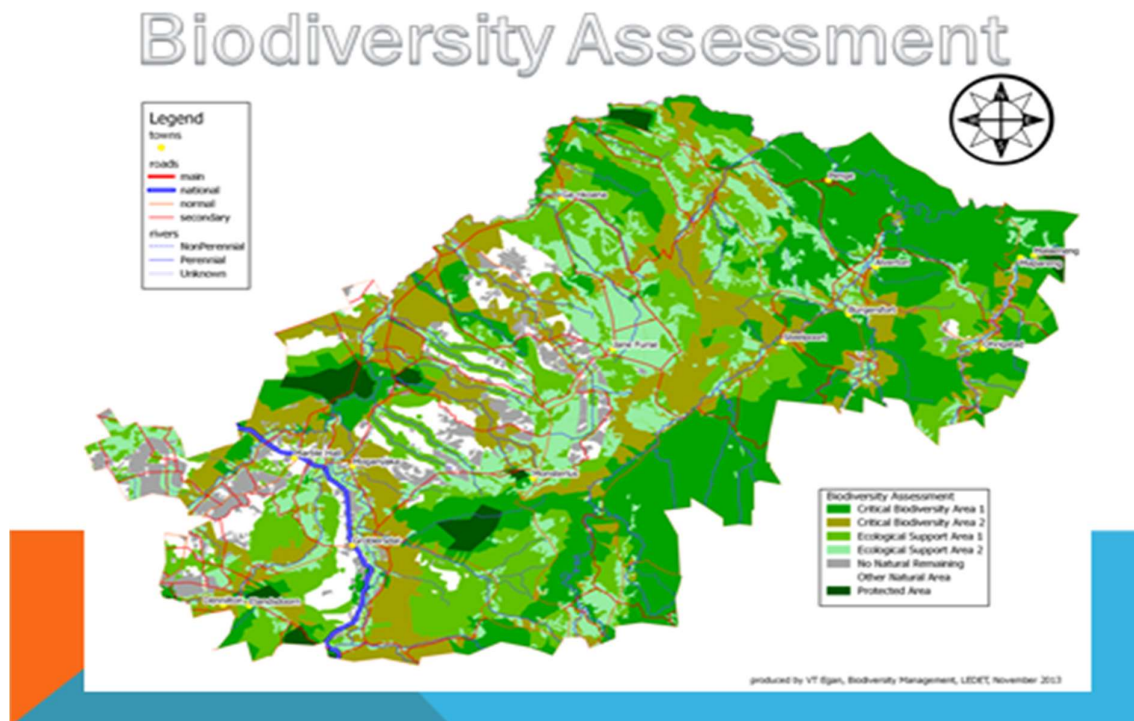
Map 5: Plants Endemism



Map 6: Conservation areas



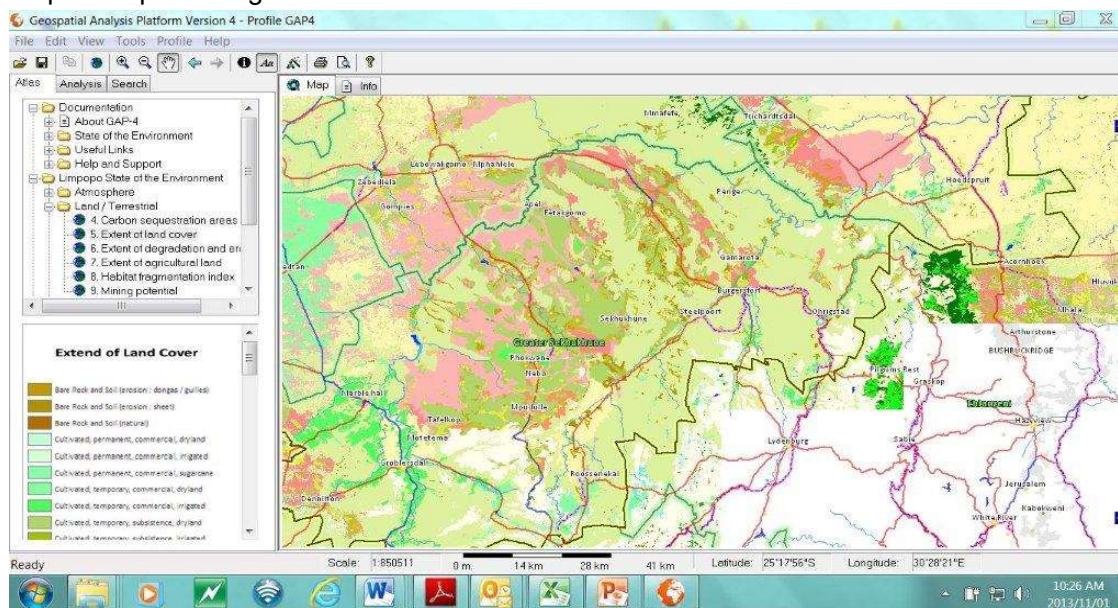
Map 7: Biodiversity Assessment



- **Extent of land cover**

The land-cover map shows that Elias Motsoaledi Ephraim Mogale, Fetakgomo Tubatse and Makhuduthamaga are dominated by the natural grassland thicket, bushveld, bush clumps and high fynbos. In addition to the above mentioned extent of land-cover, Ephraim Mogale is bordered by the degraded forest and woodland, cultivated ,subsistence dry land and forest plantations around Motseleope (Mining). There are also mining quarries in Fetakgomo Tubatse (Atok area), Makhuduthamaga and in Greater Tubatse.

Map 8: Map showing the extend of land cover



- **The role of biodiversity in Sekhukhune**

From the human viewpoint, the role of biodiversity in agricultural and natural ecosystems is to ensure food security and sustainable agricultural production through direct or indirect provision of food for humans and their livestock, provision of raw materials and services, such as fibre, fuel and pharmaceuticals and the maintenance of ecosystem functions. However, there is the risk in over-utilized (whether through overgrazing, mismanagement, increased cropping, mining etc.) systems that the provision of these natural products and services becomes compromised due to unsustainable harvesting of resources.

So far more than 2,200 species of vascular plants have been reported in the natural vegetation of the region (Siebert et al. 2002). Close to 70% of the plants in Sekhukhune are herbaceous species of which a large number are used directly for medicinal or cultural purposes, or are edible. Because this has until recently been a botanically under-explored area, new endemic plant taxa and biogeographically important species are still being discovered regularly

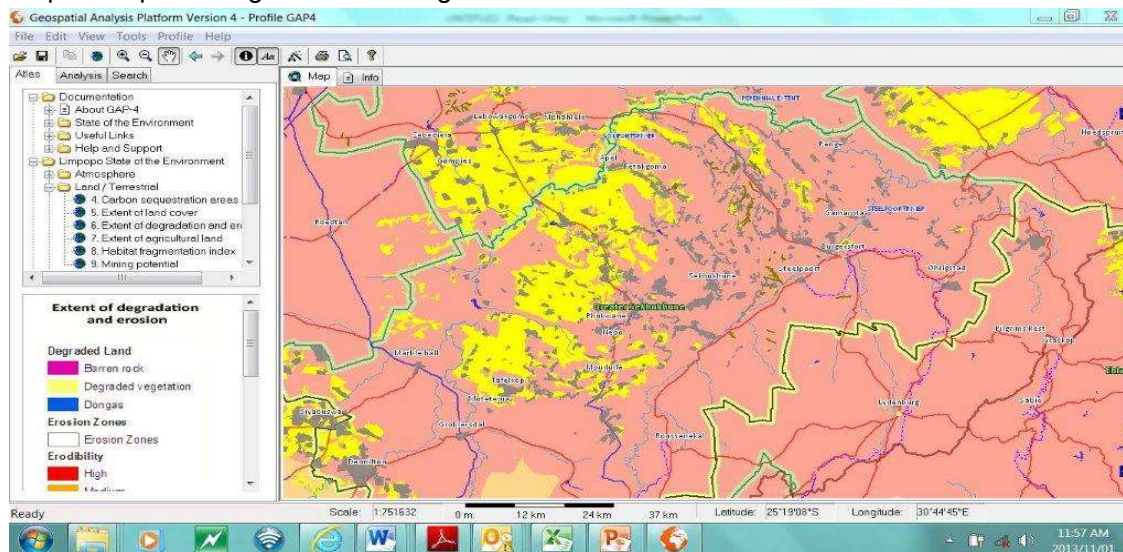
- **Risks to the plant diversity in the Sekhukhune land region**

The Sekhukhune region is rich in ultramafic-induced endemic plant species, which makes it a treasure house for biodiversity. Unfortunately, the substrate to which these plants are

restricted is being used for mining. At present mining activities occupy approximately 15% of Sekhukhune, causing some endemic species such as *Melhania randii* (Figure 6) to be threatened with extinction. There are 58 endemic and approximately another 70 near-endemic plant taxa in Sekhukhune, mostly belonging to the two families Liliaceae (sensu lato) and Euphorbiaceae which have immense importance in traditional medicine.

Communal lands occupy at least 35% of Sekhukhune and belong to a population of mainly impoverished people, with subsistence farming and use of natural resources as their only means of survival. Cash income is predominantly from work in mines and on farms.

Map 9: Map showing extends of degradation & erosion



- **Grazing**

The major source of plant production in grasslands, for grazing and grain for human consumption, is natural grasses. In many natural grasslands, biomass is attributed to relatively few species, even though many more may be present and the identity of the dominant species affects the quality of grazing. Heavily utilized grasslands had much lower species richness than pristine grassland. There were far more grasses which had a greater aerial cover in the pristine areas and most were of good grazing value; over-utilized areas were characterised by unpalatable grasses with lower cover.

Many grasses have good grazing value and others perform a multitude of useful ecological functions, for example to bind soil. Grass species composition is also an indicator of vegetation condition.

- **Grasses found in over-utilized grassland**

Aristida adscensionis is very unpalatable, grows in disturbed areas and is one of the commonest grasses in degraded parts of Sekhukhune. It performs a useful ecological function as a pioneer which colonises degraded areas thereby reducing erosion.

2.5.3.12. Climate Change

There are various ways in which climate change will impact on human health. Projected increases in storm events may result in increased risk of drowning, injuries and population displacement impacts. A changing climate will also result in increased water borne and communicable diseases as increasing air and water temperatures may create favourable conditions for the incubation and transmission of waterborne diseases. Projected temperature increases will also impact negatively on the young and elderly. People working in the informal sector usually work outdoors and will therefore be particularly vulnerable to increases in temperature.

Figure 29: Climate Change implications

No	Sector	implications
1	Human Health	<ul style="list-style-type: none"> • Water borne and communicable diseases (especially bilharzia) • Vector and Rodent-Borne Diseases • Increased air pollution
2	Agriculture	<ul style="list-style-type: none"> • Change in grain (maize, wheat & barley) production • Change in deciduous fruit production • Change in other crop production areas • Increased exposure to pests such as eldana, chilo and codling moth • Increased risks to livestock (cattle and pigs) • Reduced food security Increased heat stress
3	Water	<ul style="list-style-type: none"> • Decreased quality of drinking water • Decreased water quality in ecosystem due to increased concentrations of effluent and salt concentrations • Increased impacts of flooding from litter blocking sewer system
4	Biodiversity and Environment	<ul style="list-style-type: none"> • Loss of Grasslands
5	Human Settlements	<ul style="list-style-type: none"> • Increased isolation of rural communities and displacement

Water borne and communicable diseases

- ✚ Natural disasters such as floods, hurricanes, and earthquakes pose an increased risk of contamination of water supplies with disease-causing agents. In turn, the health of communities relying on water from surface sources, and those with poor sanitation is at greater risk of, for example, diarrhoeal diseases, typhoid fever and Hepatitis A & E.
- ✚ Severe or repeated episodes of diarrhoea may lead to malnutrition and lowered immunity, with increased susceptibility to other infectious diseases.
- ✚ Floods may cause displacement and increased demand for safe water, sanitation and housing. Lack of proper accommodation will lead to overcrowding. Overcrowding is one of the environmental factors that influence the spread of diseases such as meningitis and influenza.

Vector and rodent borne diseases

Malaria is a life-threatening disease caused by parasites that are transmitted to people through the bites of infected mosquitoes. Malaria affects the northern part of Limpopo Province and affects around 10% of the population. A change in the climate could increase the geographical distribution of malaria in the province. High rainfall has also been associated with vector-borne diseases such as Yellow fever, Malaria and Chikungunya.

The weather affects the distribution of rodent-borne diseases, which may also be associated with flooding. Rodent infestations are already a growing public health concern in many urban areas. There is a particular need to focus on rodent infestation prevention through universal service delivery such as ensuring the integrity of sewerage systems and efficient waste disposal services and domestic hygiene programmes. The latter is required also to prevent the indiscriminate use of pesticides in domestic settings. Of considerable concern in respect of an increase in the distribution of disease vectors is the likely increase in the use of pesticides, and the concomitant risk of an increase in poisoning, as well as longer-term health effects of both vector- and rodent-borne diseases.

2.5.3.13. Air pollution

Increased exposure to South African Criteria pollutants (ozone, Nitrogen oxides, carbon monoxide, Particulate matter 10 and Sulphur dioxide) is a particular air quality concern associated with climate change. Persons with respiratory diseases such as asthma, chronic obstructive pulmonary disease, allergic rhinitis and bronchitis are most vulnerable, as are the elderly and young children. Stricter pollution control, air quality monitoring and respiratory health surveillance are important in this regard.

Actions to be taken:

- ✚ Given the degree of uncertainty associated with the consequences of climate change, it is imperative that public health, monitoring and surveillance systems be reviewed and strengthened to increase their ability to detect climate change and health trends at an early stage.
- ✚ Strengthen information and knowledge of linkages between disease and climate change.
- ✚ Educational campaign shall inform and encourage citizens to adopt actions and behaviours that minimise environmental damage and prepare individuals to cope with effects of climate change and an increase in the frequency of disasters or service disruptions. Such campaigns may include encouragement of a culture of disaster preparedness.
- ✚ Identify communities that are vulnerable
- ✚ Develop mechanisms that will enable vulnerable communities to respond to the spread of vector borne diseases.
- ✚ Improve the bio-safety of the existing strategies that control the spread of vector borne diseases to incorporate the effects of the changing climate.
- ✚ Commission reliable air pollution monitoring systems to alert communities on atmospheric conditions and possible accidents of legislated standards.

Planned awareness campaigns on waste management (littering of waste along the roads) for 2020-2021

Figure 30: Awareness campaigns for 2020-21

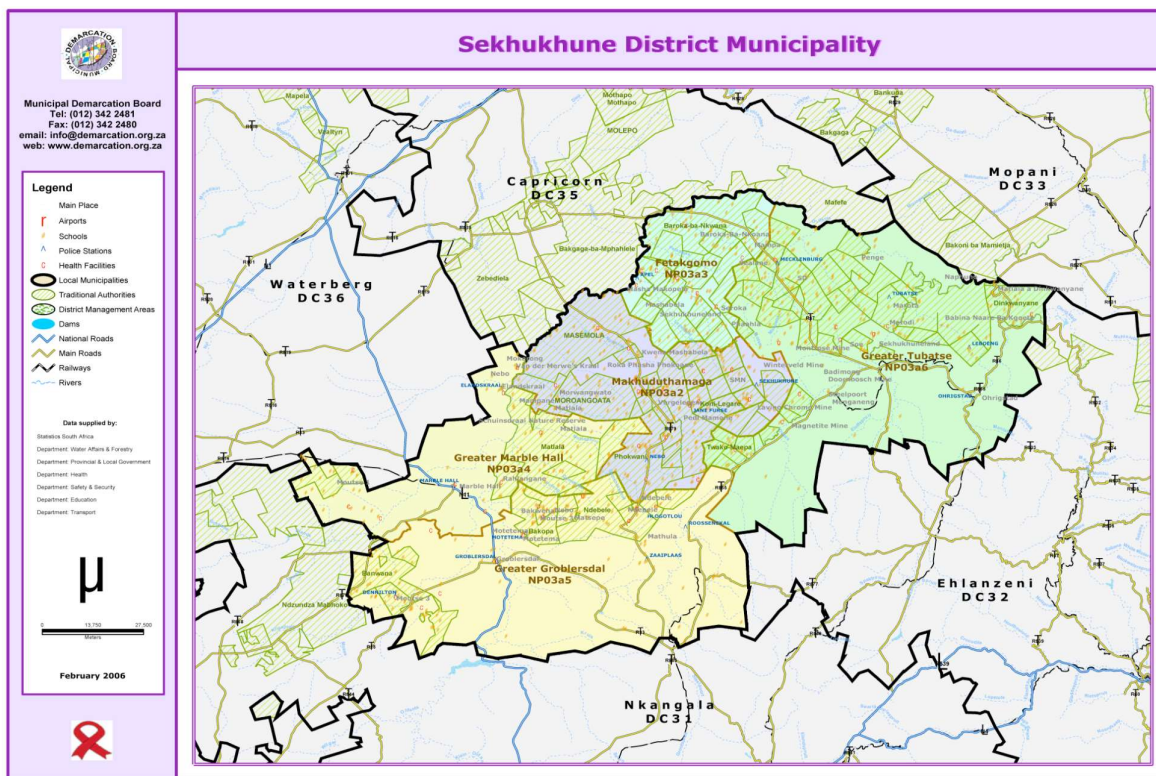
Municipality	Awareness campaigns planned for 2020-2021
Fetakgomo/ Tubatse	2
Ephraim Mogale	3
Elias Motsoaledi	2
Makhuduthamaga	2
Total	9

Source: LEDET (2019)

Natural environment

According to Raper (1987) Sekhukhuneland is a small area in the North-Eastern South Africa, in the province Of Limpopo and Mpumalanga. The region was named after Sekhukhune I, who was the Chief of the Pedi tribe when rights were granted to them in 1885.

Figure 41: map shows the location of sekhukhunne district



Climate

The climate is fairly typical of the Savanna Biome: warm, moist summers and cool, dry winters. Mean annual rainfall ranges from 400 mm in the valleys to 600 mm on the mountain slopes and

mean summer temperatures from 25°C in the South. Fire is an important factor in the mountains and helps to maintain the strong grassy component of the vegetation.

The area is however under threat from factors such as mining for heavy metals, inappropriate land management, rural sprawl and unsustainable use of natural resources. This affects the level of goods and services provided by the ecosystem.

Climate change and global warming

Topography and geology

According to Wilson and Anhaeusser 1998 in Janine et al, geologically the area is dominated by ultramafic substrates of the Rustenburg layered Suite, topographically it is characterised by undulating hills, from the Steelpoort River Valley lying at about 900 metres, the Leolo Mountains rise to 1,932m.

The area is transacted by major chains of hills and has a North-South orientation, creating moderately steep slopes facing predominantly east or west.

The region is characterised by heavy metal soils that are derived from predominating pyroxite, norite, and anorthosite formations. It forms part of the Bushveld Igneous Complex that has ultramafic layers.

Figure 42: Plants Endemism

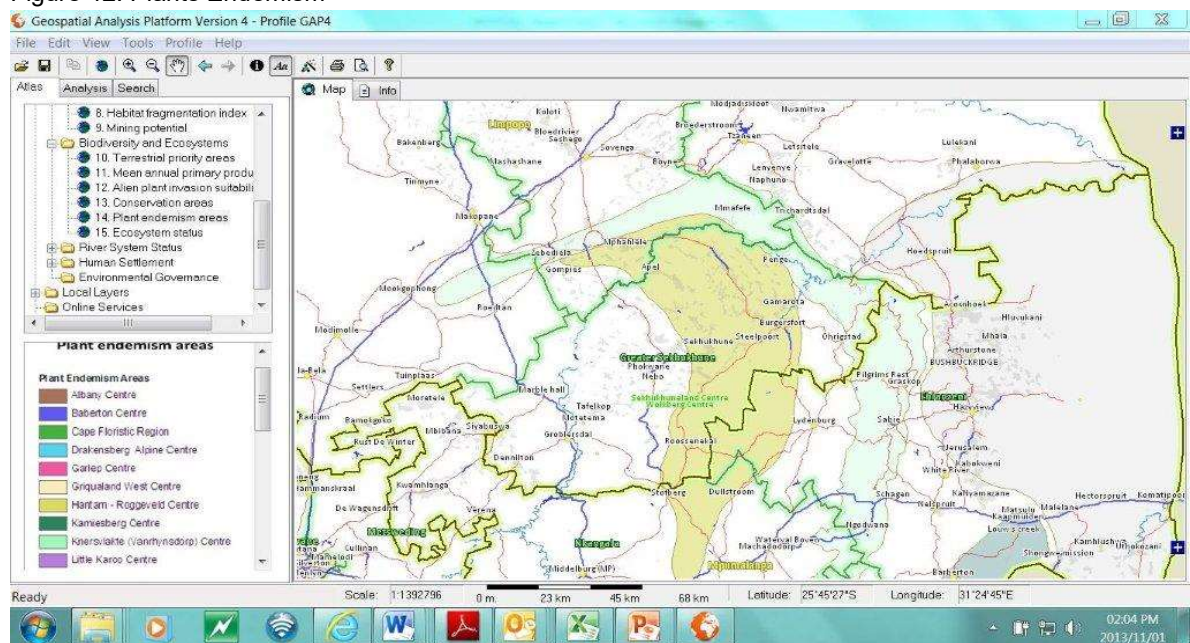


Figure 43: Conservation areas

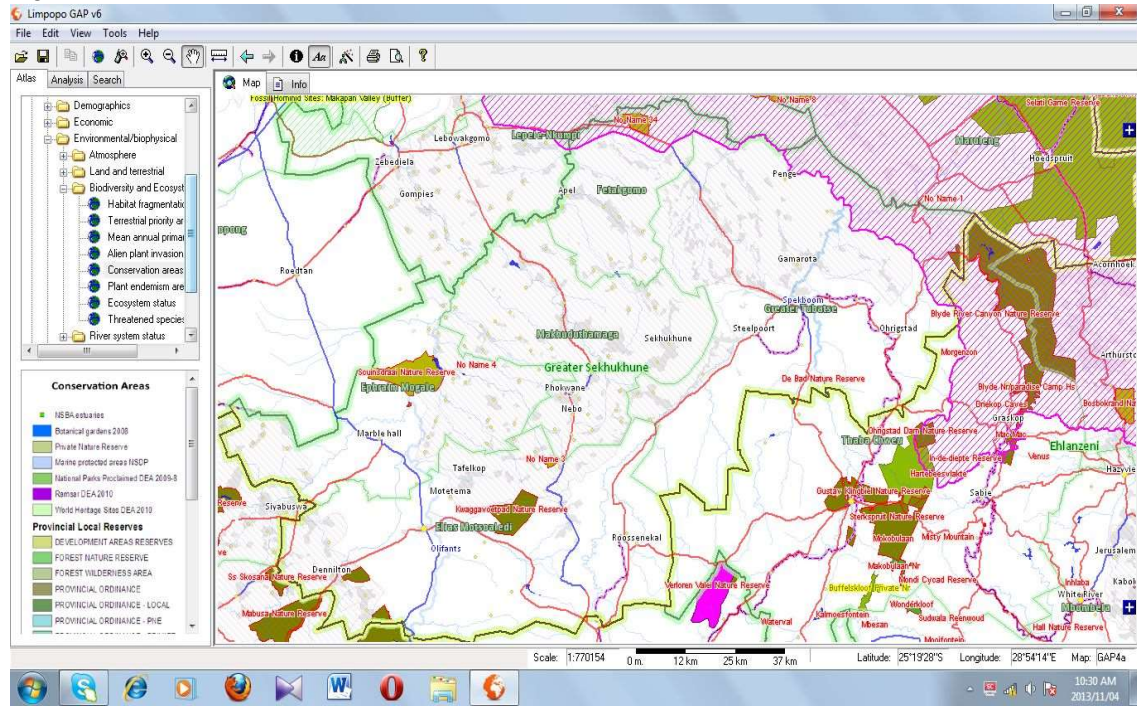
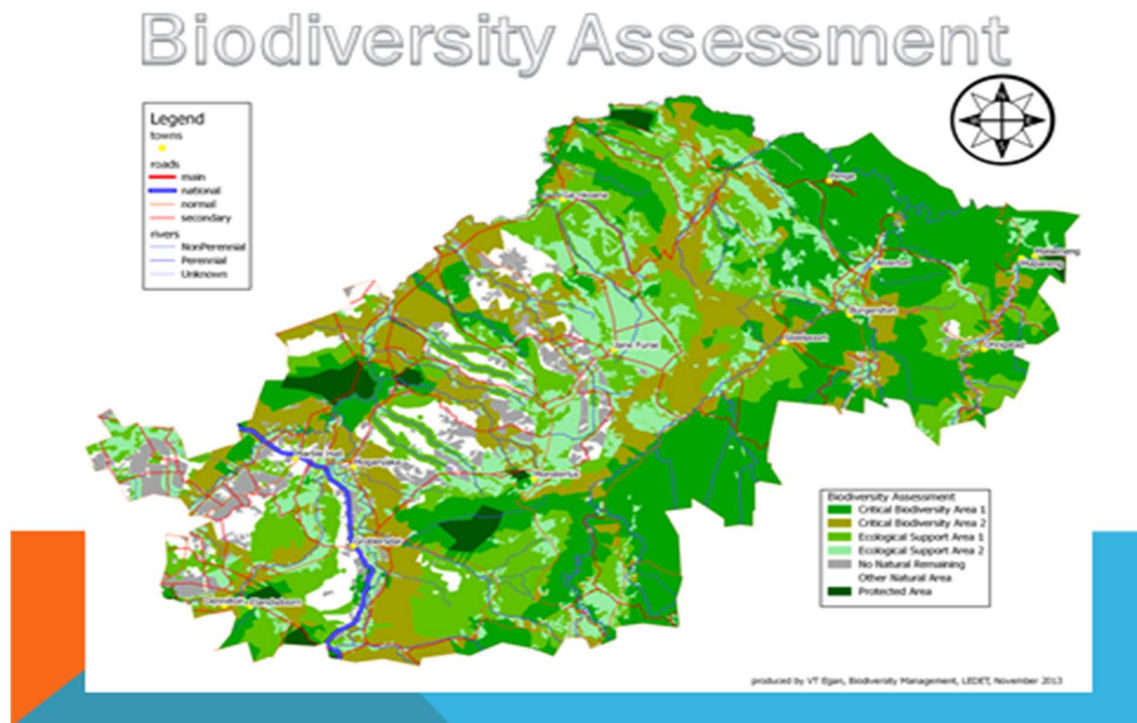


Figure 44: Biodiversity Assessment



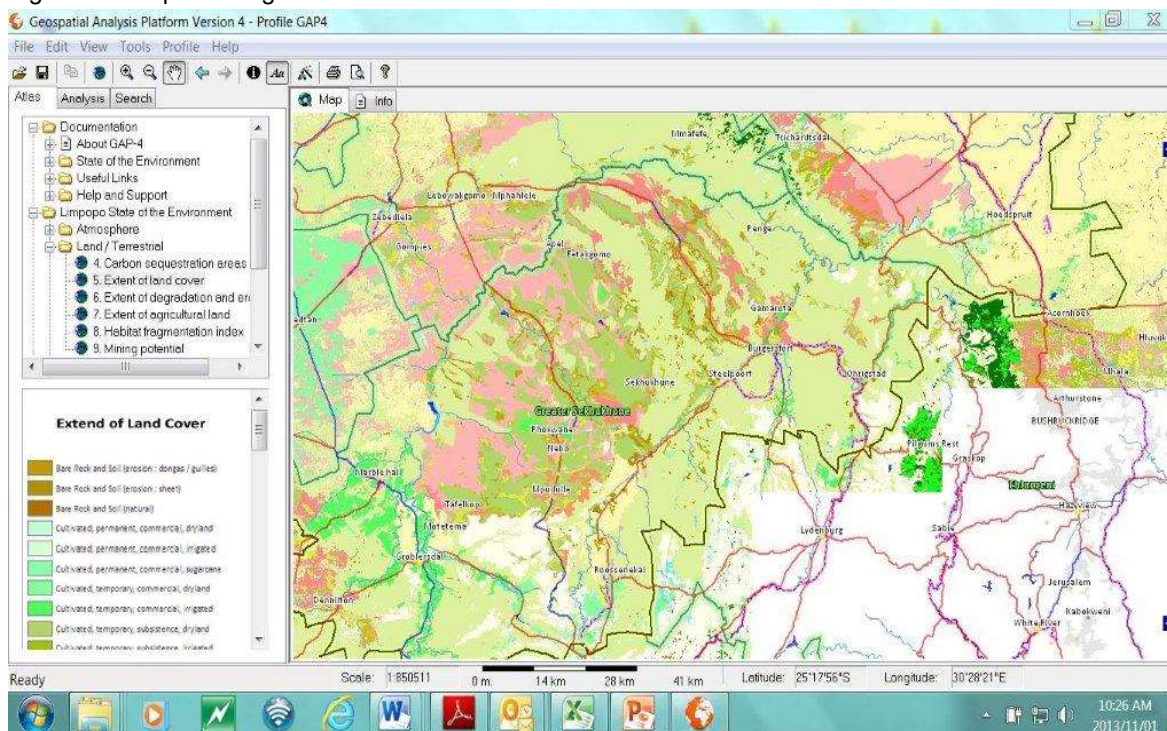
Extent of land cover

The landcover map shows that Elias Motsoaledi Ephraim Mogale, Greater Tubatse, Makhuduthamaga, and Fetakgomo are dominated by the natural grassland thicket, bushveld, bush clumps and high fynbos.

In addition to the above mentioned extent of landcover, Ephraim Mogale is bordered by the degraded forest and woodland, cultivated, subsistence dry land and forest plantations around Motseleope (Mining).

There are also mining quarries in Fetakgomo (Atok area), Makhuduthamaga and in Greater Tubatse.

Figure 45: Map showing the extent of landcover



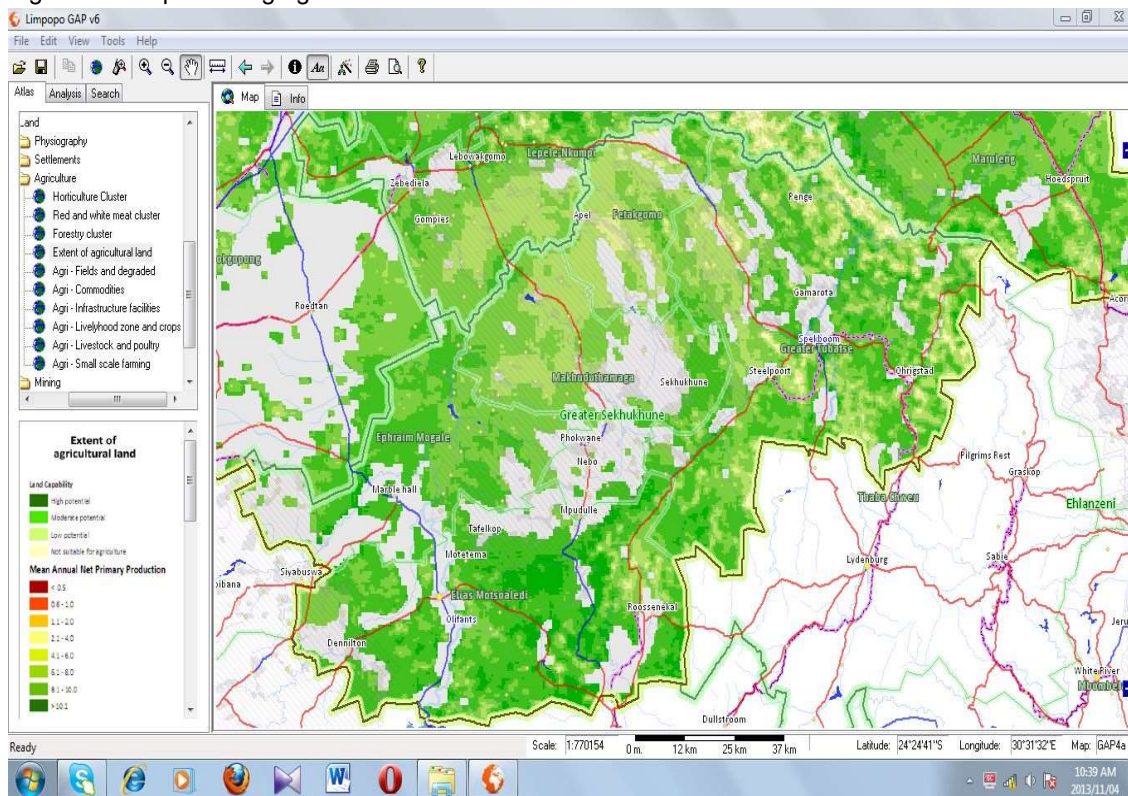
The role of biodiversity in sekhukhune land

From the human viewpoint, the role of biodiversity in agricultural and natural ecosystems is to ensure food security and sustainable agricultural production through direct or indirect provision of food for humans and their livestock, provision of raw materials and services, such as fibre, fuel and pharmaceuticals and the maintenance of ecosystem functions. However, there is the risk in over-utilized (whether through overgrazing, mismanagement, increased cropping, mining etc.) systems that the provision of these natural products and services becomes compromised due to unsustainable harvesting of resources.

So far more than 2,200 species of vascular plants have been reported in the natural vegetation of the region (Siebert et al. 2002). Close to 70% of the plants in Sekhukhuneland are herbaceous species of which a large number are used directly for medicinal or cultural purposes, or are edible.

Because this has until recently been a botanically under-explored area, new endemic plant taxa and biogeographically important species are still being discovered regularly.

Figure 46: Map showing agricultural land cover

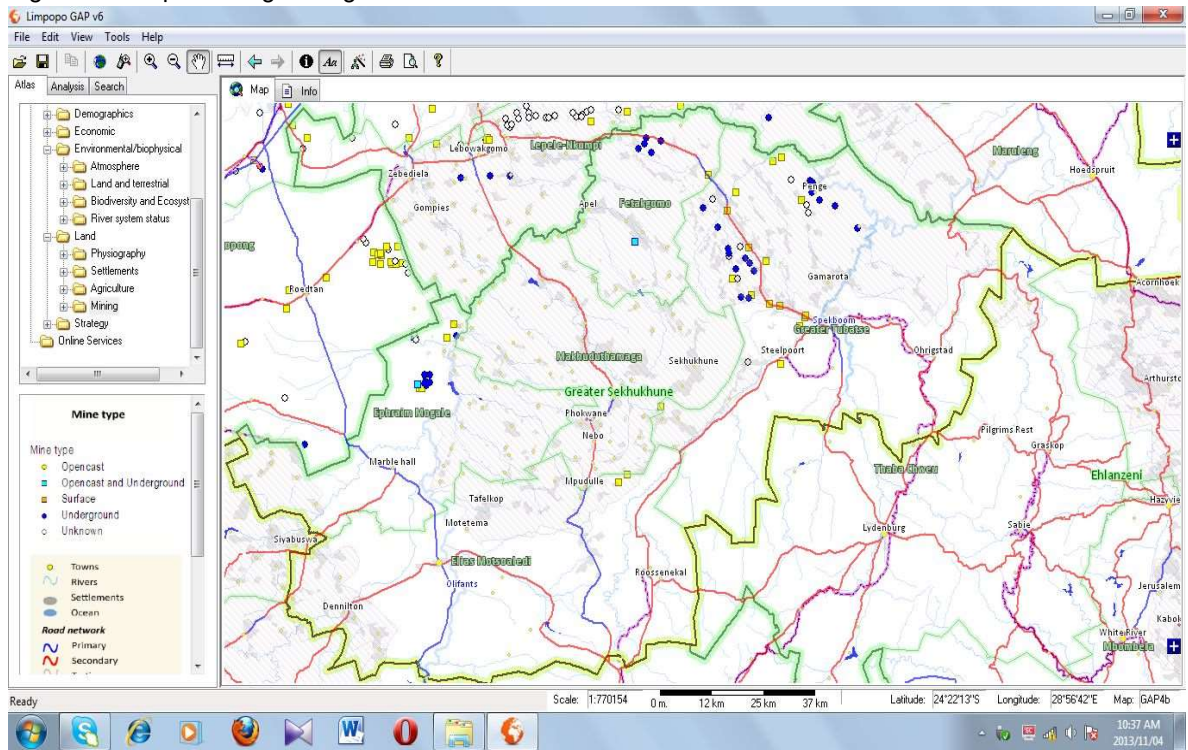


Risks to the plant diversity in the Sekhukhune land region

The Sekhukhune land region is rich in ultramafic-induced endemic plant species, which makes it a treasure house for biodiversity. Unfortunately, the substrate to which these plants are restricted is being used for mining. At present mining activities occupy approximately 15% of Sekhukhune land, causing some endemic species such as *Melhania randii* (Figure 6) to be threatened with extinction. There are 58 endemic and approximately another 70 near-endemic plant taxa in Sekhukhune land, mostly belonging to the two families Liliaceae (sensu lato) and Euphorbiaceae which have immense importance in traditional medicine.

Communal lands occupy at least 35% of Sekhukhune land and belong to a population of mainly impoverished people, with subsistence farming and use of natural resources as their only means of survival. Cash income is predominantly from work in mines and on farms.

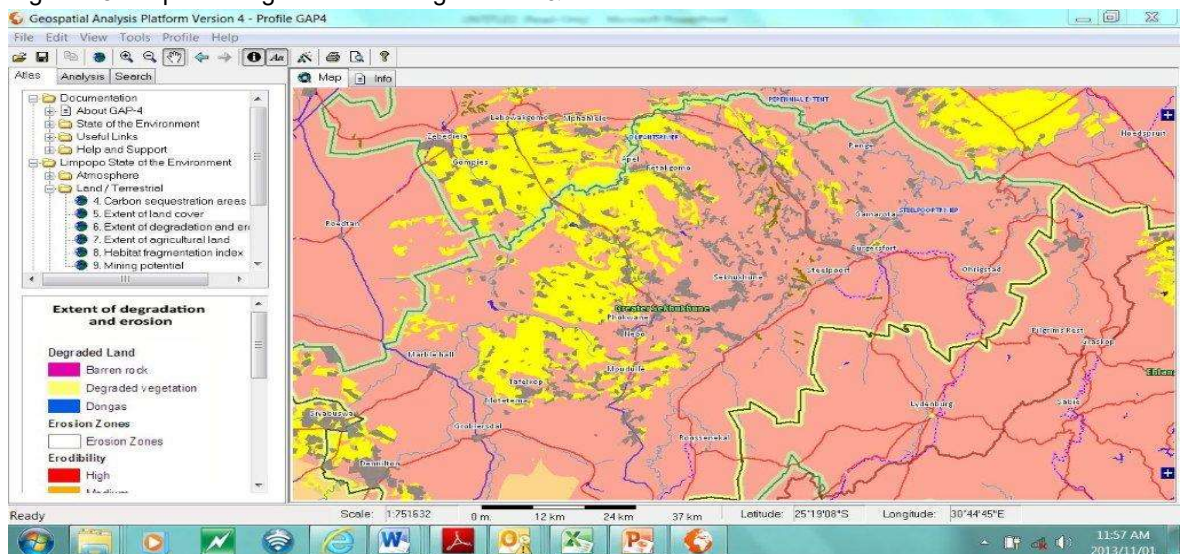
Figure 47: Map showing mining areas



Many decades of land mismanagement have caused immense erosion problems (Figure 44) and species composition changes, rendering the land under-productive relative to its potential. Heavy grazing leads to loss of palatable species and an increase in unpalatable ones e.g. *Senecio microglossus* (Figure 40). This often exacerbates erosion because the unpalatable plants tend to be dwarf shrubs which, unlike grasses, are not good soil-binders.

Map3 shows that the area of Sekhukhune District Municipality is dominated by degraded vegetation to the north of the district area. (Elias Motsoaledi).

Figure 48: Map showing extends of degradation & erosion



STRESSES ON BIODIVERSITY

Grazing

The major source of plant production in grasslands, for grazing and grain for human consumption, is natural grasses. In many natural grasslands, biomass is attributed to relatively few species, even though many more may be present and the identity of the dominant species affects the quality of grazing. Heavily utilized grasslands had much lower species richness than pristine grassland. There were far more grasses which had a greater aerial cover in the pristine areas and most were of good grazing value; over-utilized areas were characterised by unpalatable grasses with lower cover.

Many grasses have good grazing value and others perform a multitude of useful ecological functions, for example to bind soil. Grass species composition is also an indicator of vegetation condition.

Grasses found in over-utilized grassland

Aristida adscensionis is very unpalatable, grows in disturbed areas and is one of the commonest grasses in degraded parts of Sekhukhuneland. It performs a useful ecological function as a pioneer which colonises degraded areas thereby reducing erosion.

Bothriochloa insculpta- is another common grass of over-utilized acres; it is not well grazed although it has good leaf production but its aromatic taste deters animals. It colonises open areas quickly and is therefore useful for controlling erosion, but is a strongly competitive subclimax grass and an indicator of disturbance.

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Bothriochloa insculpta- is another common grass of over-utilized acres; it is not well grazed although it has good leaf production but its aromatic taste deters animals. It colonises open areas quickly and is therefore useful for controlling erosion, but is a strongly competitive subclimax grass and an indicator of disturbance. *Eragrostis gummiflua*, or gum grass, occurs more commonly in overgrazed parts, where it increases due to excessive grazing. It produces much seed and can therefore establish rapidly on ground exposed by mining or erosion. Because of its hard culms, only donkeys graze it.

Grasses growing in well managed or under-utilized grassland

Brachiaria nigropedata is an extremely valuable grazing grass which is very susceptible to overgrazing and is a good indicator of the of grassland condition.

Digitaria eriantha - is endemic to southern Africa where it grows in undisturbed grasslands. It is one of the best natural and cultivated pastures in southern Africa and its dominance indicates good grassland conditions. It can be grazed after the growth period as standing hay.

Eustachys paspaloides - is very palatable and grows in undisturbed open grassland or mixed bushveld. It is a climax grass and is one of the first grasses to disappear during overgrazing.

Hyparrhenia hirta - is the most popular thatching grass in South Africa. It is well grazed by livestock early in the growing season and after fires before the plants become old and hard; it is also drought resistant. It becomes dominant in under-grazed areas. When mature, it is tall and hard and can be cut for thatch, providing a well-insulated and attractive roof.

Melinis nerviglumis (Figure 18) is a densely tufted grass which is moderately palatable but is a good indicator of grassland condition since it grows in underutilized pastures. It is extremely common on shallow soils in rocky areas.

Panicum maximum (Figure 19) has high palatability, leaf production and seed production and can be used to make hay. It is an extremely valuable grazing grass in open woodland, but is very susceptible to heavy grazing, disappearing when grazing is intense.

Setaria sphacelata (Figure 20) is an economically important grass which is sometimes sown in pastures and used for making hay. A closely related species, *Setaria lindenbergiana*, grows in shade, where it can form dominant stands. It is also a palatable grass that makes good hay. It was utilized as a famine food in the past (National Research Council 1996) and the grain has been used to make bread (Fox and Norwood Young 1982). Since it is a decreaser species it does not survive heavy grazing and over-utilization.

Themeda triandra is the most important grazing grass in open grassland regions of southern Africa, its true value being that it is abundant and can form dense stands. This grass resists fire and will increase through regular burning, so long as it is not overgrazed. It is therefore probably the best indicator in the region of the health of the ecosystem in terms of grazing.

Tristachya biseriata is a rare grass, endemic to South Africa. It is important for sheep and goats but is well grazed by all animals early in the season, becoming less palatable later. It mostly occurs in underutilized and infrequently burnt places.

For grazing capacity to be sustained it is clear that introduction of appropriate land management practices to certain areas is required, to avoid the further loss of biodiversity and subsequently valuable grazing species. Eventual dominance of unpalatable "increaser" species as well as alien invasive plants would render more of the grassland unpalatable.

Traditional medicine

In addition to decreased grazing capacity, many important plants are lost because of inappropriate management and overuse of the grassland. Traditional plant use in the "pharmacopoeia" of rural areas and its economic value, although difficult to estimate, is certainly significant and entirely dependent on natural biodiversity. Many plants used in traditional medicine are slow-growing and, once lost, are unlikely to return to an area. Their presence depends on sustainable harvesting as well as on the maintenance of vegetation condition. These plants often have a low incidence of occurrence and are the component of vegetation that declines under heavy utilization. The medicinal species in degraded grasslands also occur in pristine grasslands.

Food sources

Rural populations often rely on a small number of staple crops as their major food source which they have to supplement with indigenous plants which are harvested to provide the additional dietary requirements of a balanced intake. A large amount of biomass is harvested green and cooked for everyday requirements. Many indigenous species have potential as food, but they have to be sufficiently abundant as well as accessible to come into everyday use. Various sources indicate the number of species of plants that can be used as food and their relative abundance. The enormous natural biodiversity of the study area provides people with the opportunity to use of different species from one area to another.

Indigenous species that are a source of food were more abundant in the pristine grasslands. Although some of these are only used in times of famine, higher biodiversity provides culinary choice as well as ensuring a greater diversity of essential nutrients in the diets of the rural population (Janine Victor *et al*).

Conclusion

Preservation of biodiversity is essential for continued utilization of the resources in traditional ways. Education about sustainable utilization needs to be promoted, to prevent plants from becoming increasingly scarce. Decline of plant populations could lead to local, or even global, extinction, resulting in irreversible loss of important grazing species, medicinally utilized species and other economically important plants.

This could in turn lead to further impoverishment of the rural people and a knock-on the economic impact on adjacent communities. However South Africa has excellent environmental legislation and a genuine commitment to preservation of biodiversity that encourages hope for the future. (Van As M 2012).

2.5.4. District Disaster Management and District Emergency Management Services

2.5.4.1. Disaster Management Services

The District Disaster Management Centre (DDMC) operates from AB Sikhosana Fire Station. The Centre is not yet constructed pending land acquisition challenges. The earmarked land for the construction will be at or around Jane Furse in the Makhuduthamaga Local Municipality, or at any other piece of land that will comply with the minimum infrastructural requirements for Disaster Management Centres Guideline version 1 of April 2017. The District in collaboration with the Provincial Disaster Management Centre developed the District Disaster Management plan during 2019.

The District disaster management services is responsible for the following critical functional areas:

- Integrated institutional capacity.
- Disaster risk assessment.
- Disaster risk reduction
- Disaster response and recovery.

Currently awareness campaigns on prioritised hazards are being conducted in communities that are prone to disaster risk in collaboration with all sector departments, local municipalities and other key stakeholders. The District municipality has put aside R500 000 for disaster relief materials to alleviate the plight of communities that are affected by natural disaster such as Structural fires, Floods, Drought and Heat wave.

The Disaster Risk assessment process uncovered 34 hazards that are likely to impact negatively on the lives and properties of the citizens of the District. A case in point is the sinkholes/Dolomite hazard affecting almost twelve villages in the Fetakgomo-Tubatse local municipality which requires immediate technical and financial capacity to mitigate them.

Sekhukhune District Municipality is one of the District in the Limpopo province that does not have a District Disaster Management Centre (DDMC) to cater for 1.1 million citizens. This is not complying with the Disaster Management Act 57 of 2002 as amended, which states that the District should establish a DDMC.

Challenges	Interventions
<ul style="list-style-type: none"> ➤ Lack of disaster management Centre ➤ Budget constraints ➤ Disaster and incident management system ➤ Communication management system ➤ Tools of trade 	<ul style="list-style-type: none"> ➤ Lobbying for land to construct the center. ➤ Applying for MIG funds ➤ Develop a system ➤ Separation of emergency and switchboard line.

2.5.4.2. District Emergency Management Services

The District has five (5) fire stations located in the four Local Municipalities namely:

- Tubatse Fire Station (in Burgersfort) located within Fetakgomo Tubatse L.M.
- Makhuduthamaga Fire Station (in Jane Furse) located within Makhuduthamaga L.M.
- AB Sikhosana Fire Station (in Groblersdal) located within Elias Motsoaledi L.M.
- Ephraim Mogale Fire Station (in Marble Hall) located within Ephraim Mogale L.M.
- Mashilabele Fire Station (in Mashilabele) located within Fetakgomo Tubatse L.M.

Tubatse and AB Sikhosana fire stations are built to acceptable state of the art fire stations. These two stations' structural integrity needs constant maintenance and repair. Makhuduthamaga Fire Station is operating from the old Jane Furse Hospital premises and the building plans of the district offices does need to accommodate a standard fire station building. Both Ephraim Mogale and Mashilabele fire stations need to be built to meet the standard. The required standard of fire stations would assist to protect and accommodate the fire service fleet which is constantly exposed to all weathers.

a) Fire prevention, safety and protection

The role of the fire service in the District has expanded far beyond fire suppression. With this expansion, fire prevention, fire safety and public education have appropriately begun receiving an increased emphasis as the proactive elements of a fire service delivery system. The district communities are dependent on the fire service to ensure their protection against dangers of fire, entrapment, explosion, dangerous goods incidents and any emergency event that may occur in the community.

b) Training

Education, training and innovation are central to South Africa's long-term development. They are core elements in eliminating poverty and reducing inequality, and the foundations of an equal society. Education empowers people to define their identity, take control of their lives, raise healthy families, take part confidently in developing a just society, and play an effective role in the politics and governance of their communities (NDP, 2011).

The District Training Academy is in AB Sikhosana fire station, accredited by LGSETA unique number, **LGRS-Suykh 110223** to render Further Education and Training certificate in Fire and Rescue Operations at National Qualification Framework (NQF) four (4). The Sekhukhune District Municipality Emergency Management Services Training Academy (SDM EMS) is further accredited with Southern African Emergency Services Institute (SAESI).

Experience has demonstrated that the fire service can make the most impact in reducing vulnerability to fires by changing the behavior of those at risk through sustained education and awareness programs. It is therefore SDM EMS training academy objective to as much as possible get as many EMS personnel as empowered in fire safety education (PIER) to better empower communities.

The fire service through training has started introducing fire personnel to more fire safety activities. Going forward focus will also be on swift-water rescuers, funds permitting. There is job market opportunity that is created by training and capacitating youth of Sekhukhune with firefighting skills.

c) Equipment

The fire service at all stations within the district has a variety of fire vehicles capable of engaging and/or of providing backup services at any reasonable fire engagement. However apart from the specialized vehicles all stations essentially require to have other fire and rescue tools, to effectively and efficiently operate, of which they do not have in this financial year. The last batch of the rescue tools in the station was bought in 2006 and is worn out. The station require to have a minimum of two (2) hydraulic rescue tools.

d) Expansion of the Service

Emergency Management Services within the district operates a 24/7 service with a four-shift system model in all the five stations. It is the intention of the District to have additional fire stations more in the periphery of the district to best provide a 20minutes call away service, and the probability depends solely on the availability of funds to recruit and appoint personnel. The priority areas needing stations are Roosenekal, Moroke, Moutse East and West, Monsterlus, Ohrigstad, Steelpoort, Masemola and Leboeng.

Challenges	Interventions
<ul style="list-style-type: none"> • The fire risk exceeds the resource (human and material) available. • Poor response time caused by distance travelled to emergency incidents • Formal placement and progression of senior officials to manage stations and units. • Provide communication tools to designated staff members and shifts. • Lack of maintenance to the district state of the art buildings • Lack of dedicated Human Resource staff to deal primarily with the fire service. • Continuous maintenance of standby generators at AB Sikhosana and Tubatse Fire stations. • Entry level salary versus qualification requirement <ul style="list-style-type: none"> ➤ Lack of Personal Protective Equipment to personnel 	<ul style="list-style-type: none"> ➤ Appointment of staff through in line with the approved Organizational Structure. ➤ Establishment of <i>Fire stations</i> or <i>Fire Houses</i> in Roosenekal, Moroke, Moutse East and West, Monsterlus, Ohrigstad, Steelpoort and Leboeng ➤ To officially align the existing 4 Station Officers to supervise dedicated stations, request for appointment of 1 more Station Officer to supervise the 5th station. ➤ To continuously request Human Resource in its ICT division to budget for provisioning of communication gadgets to permanent personnel. ➤ To continuously request Human Resource in its Auxiliary Services unit with the support of all supporting departments to provide their relevant services on assets. ➤ To insource fire service personnel to collaborate with Human Resource in dealing with fire service personnel issues. ➤ To continuously request Human Resource in its Auxiliary Services unit with the support of all supporting departments to provide their relevant services on assets. ➤ To continuously request Human Resource division to consider qualifications requirements needed at entry level for fire service and adjusting the level to 11, and not level 14 /a general entry level. ➤ To continuously request Human Resource in its EAP division to release

➤ Lack of hydraulic rescue tools to stations	<p>PPE for the safety and protection of fire service personnel.</p> <p>➤ To continuously request for a budget from MIG to start resourcing for procurement of the fire service equipment.</p>
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2.5.5. Refuse Removal

Refuse removal is being provided by local municipalities in urban centers like Marble Hall, Groblersdal and Burgersfort. Permitted landfill sites are Marble Hall, Burgersfort, Jane Furse and recently (Malogeng and Mphanama) in Fetakgomo Tubatse. The waste disposal and collection has just started in some parts of Makhuduthamaga. There are some villages that conduct their own illegal dumping sites which could be a potential environmental and health hazard.

In many municipalities in South Africa, refuse removal is seen as a trading service. That is, municipalities provide this service and only recover the cost of providing the service without any profit. The rural nature of the district makes it impossible for the roll out of the sewer borne sanitation notwithstanding the fact that most of the rural households are currently not paying for municipal services.

Table 54: Access to Refuse Removal

	Removed by local authority/private company			Communal refuse			No rubbish disposal		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	2 184	3 173	3 726	15 490	17 311	23 829	1 663	3 706	4 356
Elias Motsoaledi	4 136	3 448	6 527	31 805	34 003	44 517	5 765	8 027	8 504
Makhudutha maga	3 073	463	1 639	39 323	46 992	58 636	6 572	5 523	4 631
Fetakgomo Tubatse	897	4 374	11 321	38 709	49 862	77 309	19 185	18 404	16 915
Sekhukhune	10 290	11 458	23 213	125 328	148 167	204 290	33 185	35 660	34 406

Source: Census 2011

In 2011, 23 213 households had access to refuse removal that is undertaken by local authorities. The majority of these households are found in Fetakgomo Tubatse, followed by Elias Motsoaledi. Makhuduthamaga has the least number of households that are receiving refuse removal service.

The strategy implication is that for refuse removal work, it must be provided in tandem with other services like water, sanitation and electricity so that an individual household is billed for the entire services provision.

2.5.6. Electricity

Currently, Eskom provides electricity in the Sekhukhune Area. Even though Eskom is the main provider of electricity, the Local Municipalities do sometimes implement electrification projects to assist in reducing backlogs. Ephraim Mogale Municipality provides electricity for its Marble Hall Town while Elias Motsoaledi provides electricity to both Groblersdal Town and Roosenekal. Fetakgomo Tubatse and Makhuduthamaga Local Municipalities are not licensed to supply electricity.

The electrification backlog in 2011 was estimated at 37 124 households. Given the current electricity capacity challenges and lack of resources, it is unlikely that these backlogs will be eliminated within the coming 2 years. All the villages in Ephraim Mogale are electrified and the only backlog is for extensions (post connections).

Table 57: Electricity backlog per municipality

Local Municipality	Backlogs (Household)
Fetakgomo Tubatse	22 152
Elias Motsoaledi	5 349
Ephraim Mogale	3 357
Makhuduthamaga	6 266
SDM	37 124

Source: Census 2011

However, the table below shows areas (may consist of few villages) that have no electricity. They need new intervention of electrification.

Table 58: Areas without capacity (still without electricity)

Municipality	Areas without capacity
Fetakgomo Tubatse	7
Ephraim Mogale	-
Elias Motsoaledi	-
Makhuduthamaga	6
Total	13

Source: ESKOM (2018)

HOUSEHOLDS

Table 60: Number of connections completed

Municipality	2015-2016	2016-2017	2017-2018
Fetakgomo Tubatse	473	781	1910
Ephraim Mogale	650	50	291
Elias Motsoaledi	299	584	671
Makhuduthamaga	1129	628	3930
Total	2551	2043	6802

Source: ESKOM (2018)

Table 61: Number of post connections done

Municipality	2016-2017	2017-2018
Fetakgomo/Tubatse	1729	1321
Ephraim Mogale	340	590
Elias Motsoaledi	968	908

Makhuduthamaga	1079	747
Total	4116	3566

Source: ESKOM (2018)

Infills

Table 62: Number of households connected (as infills)

Local Municipality	Units Delivered (Number of houses connected)			Expenditure		
	2011/ 2012	2012/ 2013	2013/ 2014	2011/2012	2012/2013	2013/2014
Fetakgomo Tubatse	321	1 296	708	R1 807 206.39	R4 336 963.38	R3 132 155.19
Makhudutha maga	1331	676	759	R 2 578 086.89	R1 475 017.00	R1 383 972.28
Elias Motsoaledi	284	444	576	R2 139 102.06	R2 182 660.00	R2 253 443.05
Ephraim Mogale	165	281	256		R 397 029.62	R1 824 778.29
Total Sekhukhune	2101	2697	2299	R6 524 395.34	R8 391 670.00	R 8 594 348.81

Source: ESKOM (2018)

Free Basic Electricity

Most Sekhukhune households can be defined as poor indigent-where the total income is below R1, 500 per month. In 2019/2020, approximately 79% of the households in Sekhukhune fall into this category. These are the households to which Free Basic Electricity (FBE) must be supplied and to whom the Equitable Share subsidy applies.

ESKOM had planned to provide electricity to households in the district according to the following table below, a portion of these households are supposed to be indigents and qualify for FBE:

Table 63: Number of connections planned by ESKOM

Municipality	2018-2019	2019-2020	2020-2021
Fetakgomo/Tubatse	1984	1755	1624
Ephraim Mogale	500	446	187
Elias Motsoaledi	657	430	
Makhuduthamaga	962	661	
Total	4103	3292	1811

Source: ESKOM (2018)

Table 64: Number of households receiving Free Basic Electricity by July 2018

Municipality	Number of households who were receiving FBE by July 2018	Percentage of households in the municipality receiving FBE by July 2018 (proportion of official stats)
Fetakgomo/Tubatse	8366	2%

Ephraim Mogale	2084	2%
Elias Motsoaledi	2039	0%
Makhuduthamaga	7993	3%
Total	20482	2%

Source: ESKOM (2018)

The table above shows a proportion of households receiving FBE in the District. At 3% of the total households recorded in 2016 Community Survey it is not that high, which may suggest that there are more households who are not receiving the FBE but deserving of it.

The provision of electricity in most of the rural villages has assisted many households to use it for lighting. Statistics has shown that Ephraim Mogale and Elias Motsoaledi Municipalities have been provided with lightning in all their rural villages which makes them meet the millennium development goal. There is still a need to provide electricity for lighting in other municipalities like Makhuduthamaga and Fetakgomo Tubatse Municipalities.

Larger percentages of villages in the rural areas do not use energy for cooking. They still depend on the collection of fire wood for cooking. Smaller percentage of people use energy for cooking. It is only in towns where almost all people use energy for cooking. Perhaps, 0, 1% of people use coal for cooking if there are such people. There are also few people who use other sources of energy for cooking like gas.

Fire wood remains a dominant energy source used in rural villages for heating. It should also be indicated that even in towns, fire wood is used by some for heating. Smaller percentage of people in towns uses electricity for heating.

Energy for lighting, heating and cooking

Access to electricity has tremendously improved from 1996 compared to 2011. 226 677 households in the district have access to electricity which represents 86% of the total households in the district. Only 14% of the households in the district do not have access to electricity representing 37 124 households. Notwithstanding the above, there are settlements that have grown which will also require post electrification connections. Greater Tubatse and Makhuduthamaga municipalities have the highest number of households that still require electrification. Out of these households that require electrification, 69 Villages are in Greater Tubatse and 32 in Elias Motsoaledi.

Table 65: Energy for lighting, heating and cooking

	Lighting			Cooking			Heating		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	10 697	19 938	28 927	4 511	6 381	15 086	4 219	8 455	13 341
Elias Motsoaledi	29 505	38 906	54 902	10 495	10 398	37 830	9 624	11 402	30 433
Makhuduthamaga	12 368	32 884	58 951	5 058	8 967	32 293	4 615	8 951	23 716
Fetakgomo Tubatse	11 380	32 445	83 898	5 239	12 032	58 576	4 991	12 158	43 722

Sekhukhune	63	124	226	25	37	143	23	40	111
	950	173	677	303	778	786	449	966	212

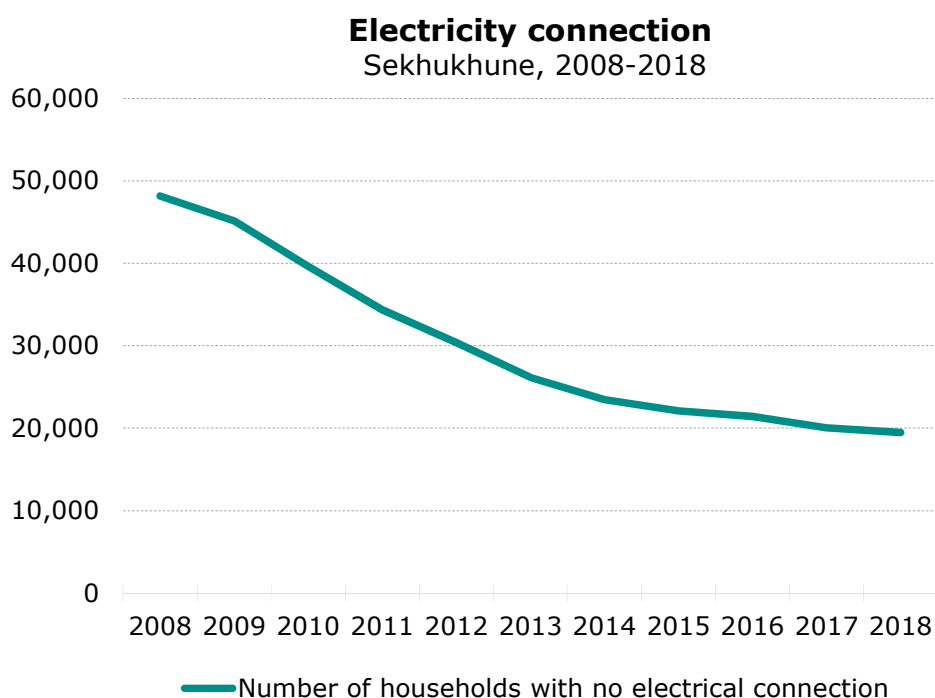
Source: Census (2011)

Table 66: Overall electricity access in 2016

Municipality	Access to electricity 2016	Other energy sources
Fetakgomo Tubatse	107 770	17 692
Makhuduthamaga	62 209	2 560
Ephraim Mogale	33 027	909
Elias Motsoaledi	62 463	3 895
Sekhukhune	265 470	25 057

Community Survey (2016)

Figure 73: Electricity Connection



Source: IHS Markit Regional eXplorer version 1750

When looking at the number of households with no electrical connection over time, it can be seen that in 2008 the households without electrical connections in Sekhukhune District Municipality was 48 100, but this decreased annually at -8.66% per annum to 19 500 in 2018.

Challenges	Interventions
<ul style="list-style-type: none"> Eskom is experiencing a challenge in capacity constraints (in Fetakgomo Tubatse areas) 	<ul style="list-style-type: none"> Upgrading of substations and prioritisation of household electrification projects

<ul style="list-style-type: none"> • Illegal connections to households • Unplanned (mushrooming) of new extensions of residential sites for post connections 	<ul style="list-style-type: none"> • Implementation of by-laws and awareness campaigns • Planning and implementation of bulk infrastructure services (water, electricity & roads) must guide the development of residential and non-residential areas
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2.5.7. Cemeteries

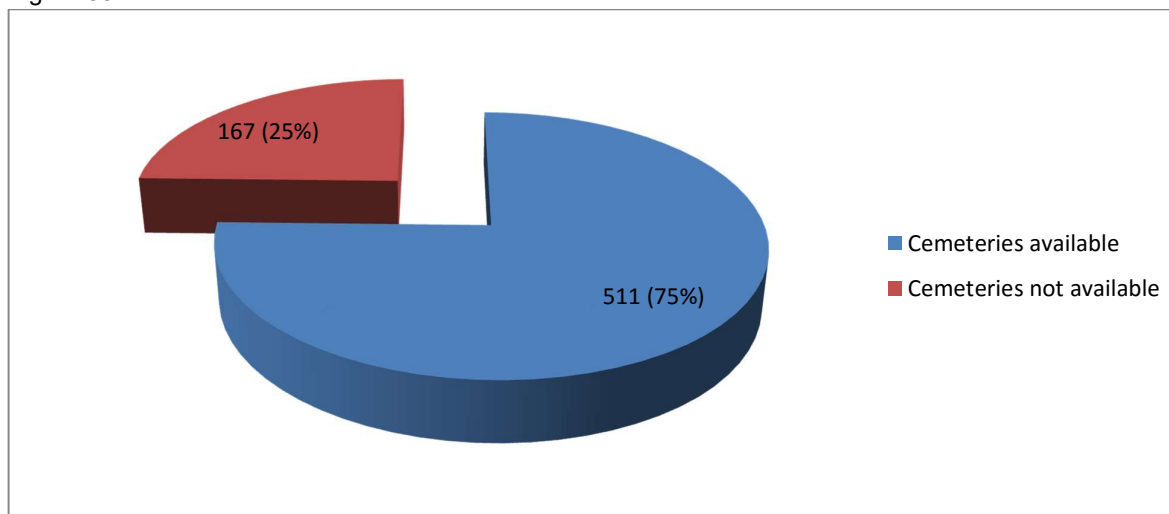
The table below shows numbers with regard to availability (access) of cemeteries in villages. 'Yes' means available, 'No' means not available.

Table 69: Availability (access) of cemeteries in villages

	Makhuduth amaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Yes	147	78	64	222	511
No	29	60	10	68	167
Total	176	138	74	290	678

SDM ward committees 2015-2016

Figure 35: Access to cemeteries

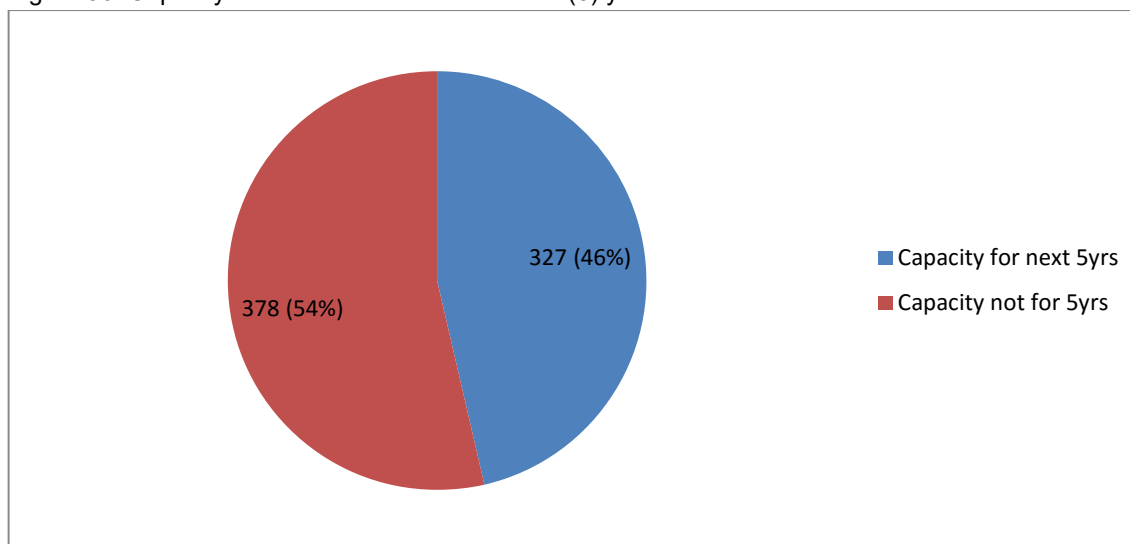


SDM ward committees 2015-2016

Most of the villages in the district do have access to cemeteries. 75% (511) villages/suburbs recorded that they have access to cemeteries compared to 25% (167) villages/suburbs that recorded that they have no access to cemeteries. Some of the explanations given are that some villages will bury their dead in other villages where cemeteries are available.

The Majority of villages where there is absence of cemeteries are found in Elias Motsoaledi (60), followed by Fetakgomo Tubatse Local Municipality (68); Makhuduthamaga (29); and Ephraim Mogale (10).

Figure 36: Capacity of cemeteries for the next five (5) years



SDM ward committees 2015-2016

The chart shows that 54% of the cemeteries shall not have capacity to accommodate further burials beyond the next five years. This calls for some government intervention to thwart off the crisis that is beginning to appear on the horizon.

2.5.8. Housing

The government has made significant strides towards progressively fulfilling its constitutional obligation of ensuring that every South African has access to permanent housing that provides secure tenure, privacy, protection from the elements, and access to basic services. The national housing programme is not just about building houses but also about transforming our cities and towns and building cohesive and non-racial communities. In order to contribute to the end of apartheid spatial arrangements, government will roll out housing programme closer to places of work and amenities.

The government must continue to increase access to secure and decent housing for all through its newly adopted "Breaking New Ground" Strategy. Most Sekhukhune houses are currently cement or brick homes.

Table 70: Households in the district

MUNICIPALITIES	Population			Number of households			Average household size		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	97 597	115 682	123 648	19 666	24 189	32 284	5,0	4,8	3,8
Elias Motsoaledi	218 622	213 218	249 363	42 641	45 478	60 251	5,1	4,7	4,1
Makhuduthamaga	266 845	258 246	274 358	49 798	52 978	65 217	5,4	4,9	4,2
Fetakgomo Tubatse	324 072	355 844	429 471	59 80 3	72 639	106 050	5.5	4.9	4.1

MUNICIPALITIES	Population			Number of households			Average household size		
Sekhukhune	907	942	1 076	171	195	263	5,3	4,8	4,1
	137	993	840	908	285	802			

Source: Census (2011)

Since 1996, the number of households in the district has been on an upward trend. In 2011, there are 263 802 households in the district. The average household size is 4.1 in 2011 and was 5,3 in 1996. This means that the extended family set up is beginning to change on a daily basis with modern life styles. The provincial household average size is 3.8 which mean Sekhukhune household average size is still relatively high by comparison.

Sekhukhune District Municipality had a total number of 12 600 (4.17% of total households) very formal dwelling units, a total of 259 000 (85.87% of total households) formal dwelling units and a total number of 16 300 (5.40% of total households) informal dwelling units.

Figure 76: Households by Dwelling Unit Type, 2018

Municipalities	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Ephraim Mogale	1,520	31,600	695	1,050	128	35,000
Elias Motsoaledi	4,630	57,200	2,810	2,790	469	67,900
Makhuduthamaga	1,890	61,600	2,900	3,410	246	70,000
Greater Tubatse/Fetakgomo	4,540	109,000	9,890	5,040	655	129,000
Total Sekhukhune	12,586	259,382	16,306	12,294	1,499	302,066

Source: IHS Markit Regional eXplorer version 1750

The Local Municipality within the Sekhukhune District Municipality with the highest number of very formal dwelling units is the Elias Motsoaledi Local Municipality with 4 630 or a share of 36.80% of the total very formal dwelling units within Sekhukhune District Municipality. The Local Municipality with the lowest number of very formal dwelling units is the Ephraim Mogale Local Municipality with a total of 1 520 or a share of 12.10% of the total very formal dwelling units within Sekhukhune District Municipality.

Household size

The households' size in the rural areas differs with the households' sizes in the urban areas. The households' size in the rural areas is 4.76% while in the urban areas is 4.22%.

Housing type main dwelling

In 2011, 234 095 households are living in formal dwellings. There is also 10 107 households who still reside in traditional dwellings such as mud houses. Informal dwellings are also found in the district which stand at 17 861 in 2011. There is a need to formalise the informal dwellings (shacks) especially those found around main towns in the district.

Table 71: Main Dwellings

	Formal dwellings	Traditional dwellings	Informal dwellings
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MUNICIPALITIES	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	13 355	19 097	30 102	4 899	3 827	773	1 108	1 196	1 232
Elias Motsoaledi	30 803	36 137	54 503	8 705	6 902	2 274	1 995	2 356	3 141
Makhuduthamaga	33 407	41 712	58 744	13 354	8 804	2 819	2 337	2 403	3 398
Fetakgomo Tubatse	36 066	54 148	90 747	19 166	12 587	4 241	3 636	5 584	10 111
Sekhukhune	113 632	151 094	234 095	46 124	32 121	10 107	9 075	11 520	17 861

Source: Census (2011)

Household tenure status

The rental housing market is growing rapidly in Sekhukhune District Municipality. In 2011, 28 825 households were recorded to be living in rented houses in the district. Not surprisingly, the majority of these households are found in Fetakgomo Tubatse Local Municipality especially with migrants into the mining industry. Ephraim Mogale and Elias Motsoaledi also recorded markedly improved numbers for rental stock.

Table 72: Household tenure status

MUNICIPALITIES	Owned and fully paid off		Owned but not yet fully paid off		Rented	
	2001	2011	2001	2011	2001	2011
Ephraim Mogale	14 231	995	1 120	13 553	604	4 288
Elias Motsoaledi	24 627	1 440	3 153	33 324	1 658	5 828
Makhuduthamaga	30 979	2 191	1 441	44 302	2 257	3 035
Fetakgomo Tubatse	42 038	4 689	3 206	53 181	4 681	15 676
Sekhukhune	111 877	9 315	8 921	144 360	9 201	28 827

Source Census (2011)

Housing demand information

Limpopo outcome 8 targets, priorities and outputs

- Upgrade 31200 households in well located informal settlements with access to basic services and secure tenure
- Development of 6240 well located and affordably priced rental accommodation units
- Accreditation of one Local Municipality
- National Upgrading Support Programme expanded to 5 Municipalities.

Housing demand analysis

According to the 2011 census data, the demand for subsidised housing as of 2011 is estimated at 123,163 as shown in table 1 below. This number excludes the demand for workers hostels dwellers.

Table 73: Estimation of subsidized housing using Census 2011 data

	No of HS in 2001	No of HS in 2007	No of HS in 2011
Traditional dwelling/hut/structure	180,243.20	87,164.80	51,179.20
Informal dwelling in backyard	17,002.40	18,871.20	25,822.40
Informal dwelling not in backyard (example in an informal/squatter settlement or on a farm)	51,927.30	39,691.80	7,290.60
Other (caravan or tent)	2,550.60	2,785.50	8,871.30
Workers' Hostel (Bedroom)		24,099.00	
Total excluding provision for workers' in hostels	251,723.50	172,612.30	123,163.50
Provision for workers in hostels			23,757
Total including provision for workers' in hostels			146,921

Source: COGHSTA (2013)

Table 74: Estimated subsidised housing demand in the district as 2011 census data

District	Municipality	Households CS-2007	Households 2011	Housing Need 2011	Needs as % of households	% of provincial housing demand
Sekhukhune	Elias Motsoaledi	46,840	49,416	8,161	16.5	5.25
	Fetakgomo Tubatse	88 462	98 159	18 998	19.3	12.22
	Makhuduthamaga	53,654	54,191	6,908	12.7	4.45
	Ephraim Mogale	28,215	29,231	1,729	5.9	1.11
TOTAL			230 997	35 796	15.5	

Source: COGHSTA (2017)

Impact of planned allocations on the current demand over the next five years

The projected demand over the next 5 years is as shown in table 3. The table below shows that at the planned delivery rates, the demand for subsidised housing should fall to 67,415 by the end 2017/2018 financial year. It is important to note that the planned delivery for 2013/14 was not achieved. In an effort to address the gap in the delivery, the National Department of Human Settlements is being approached to increase the allocation for 2014/15 by 100% from 12,815 to 25630. The section that follows shows the proposed allocations to Municipalities based on the subsidy allocation model approved as part of the Multi Year Housing Development Plan.

Table 75: Subsidised housing need projected until 2018

Financial year	Estimated demand at start of year	Number of units built in financial year	Estimated demand at end of year less units built
FY 12/13	123,163	12,000	115,991
FY 13/14	115,991	12,815	107,723
FY 14/15	107,723	13,000	98,945

FY 15/16	98,945	13,500	89,323
FY 16/17	89,323	14,000	78,825
FY 17/18	78,825	14,500	67,415

Source: COGHSTA (2013)

The provision of new housing is still a challenge not only in the district but the whole Limpopo province. The Multi Year Housing Plan developed by the Department of Local Government and Housing (DLGH) has identified challenges which are being faced by the department and municipalities', resulting in poor delivery of houses to beneficiaries.

This plan is aimed at addressing some of the identified key challenges which hamper housing delivery. The department carries the responsibility of providing housing in the province whereas municipalities are responsible for compiling housing waiting lists.

Most projects implemented over the years mentioned in the above table were never completed by developers. However, the department of COGHSTA is addressing blocked projects to meet NHBR standards. The department is liaising with the local municipalities within the district regarding progress and issues relating to blocked.

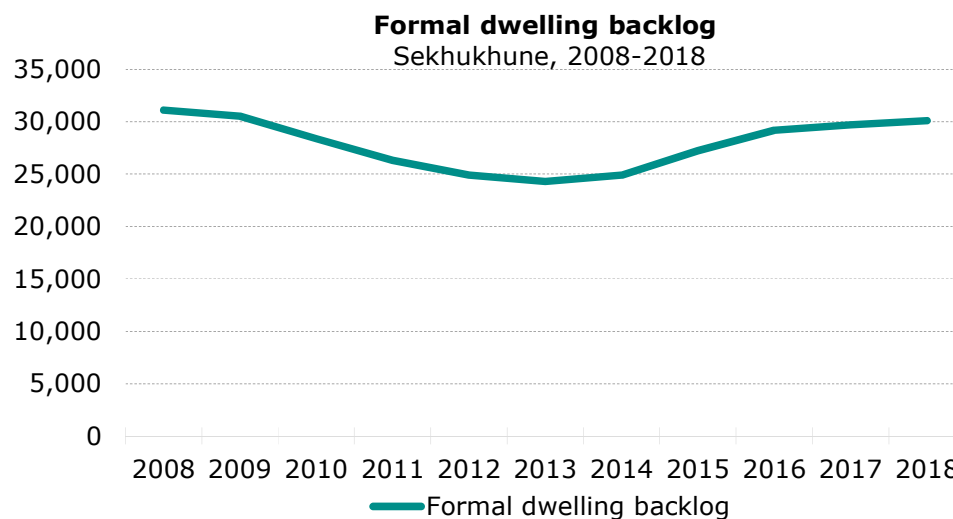
Summarised status of housing delivery, sites demarcation, township establishment and traditional leadership by the Limpopo Department of Cooperative Governance, Human Settlement and Traditional Affairs

Table 78: Houses completed since 1994 to 2011

Municipality	Units Allocated	Completed Houses	Difference	Housing demand – Stats SA 2011
Elias Motswaledi	6,442	5,612	830	8,161
Fetakgomo Tubatse	15,673	13,204	2,469	18,998
Ephraim Mogale	3,634	3,414	220	1,729
Makhuduthamaga	6,789	4,664	2,127	6,908
GRAND TOTAL	32,538	26,892	5,646	35,796

Source: COGHSTA (2017)

Figure 77: Formal Dwelling backlog



Source: IHS Markit Regional eXplorer version 1750

When it comes to the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2008 the number of households not living in a formal dwelling were 31 100 within Sekhukhune District Municipality. From 2008 this number decreased annually at -0.32% to 30 100 in 2018.

2.6. Challenges and Interventions

Challenges	Interventions
<ul style="list-style-type: none"> • Untraceable beneficiaries • Beneficiaries whose livelihood has improved • Beneficiaries who are not aware that they have benefited because wrong people have unlawfully benefited on their behalf • Provision of houses to the needy households • Lack of sufficient funding to address the demand • Lack of Bulk Infrastructure 	<ul style="list-style-type: none"> • Continuous verification of Data base of beneficiaries from Local Municipalities • Review and implementation of Indigent Registers • Verification of Data base of beneficiaries from Local Municipalities

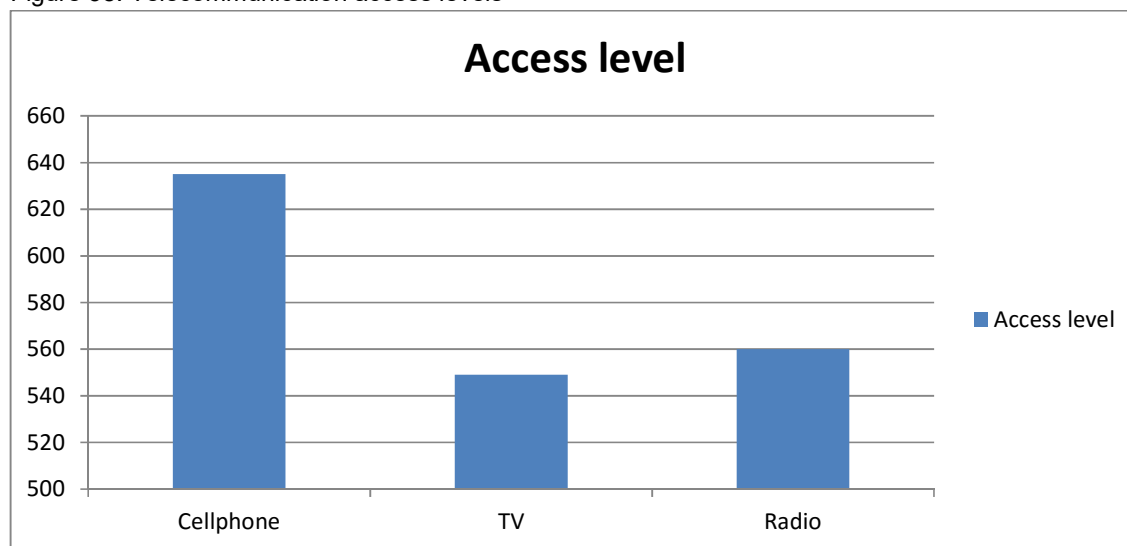
2.5.9. Telecommunication

Telephone facility remains a challenge in the SDM's vicinity. It is commendable that many villages in the District have access to the use of telephone and cell phones but there are these other villages where there is totally no reception for both telephones and cell phones.

Sekhukhune population experiences a clear cut from the international communities due to lack of Information Communication Technology (ICT). The State of the Province report that was presented in 2005 has shown that Sekhukhune was still lagging behind in comparative terms with the other Districts in the province. The population fails to take the advantage of the ever-expanding internet and e-mail telecommunication facilities especially for educational and business opportunities. This is potentially an important pathway to economic growth in the District.

In addition, there are still villages in the District that cannot get proper signals for radios and televisions because of their geographic location. This is especially true of the mountainous villages like Tswereng, Mahlabeng, Rostok, Mooihoek, India, Ga-Makopa, Pelangwe, Phahlamanoge, Tjate, Kgautswane, etc.

Figure 38: Telecommunication access levels



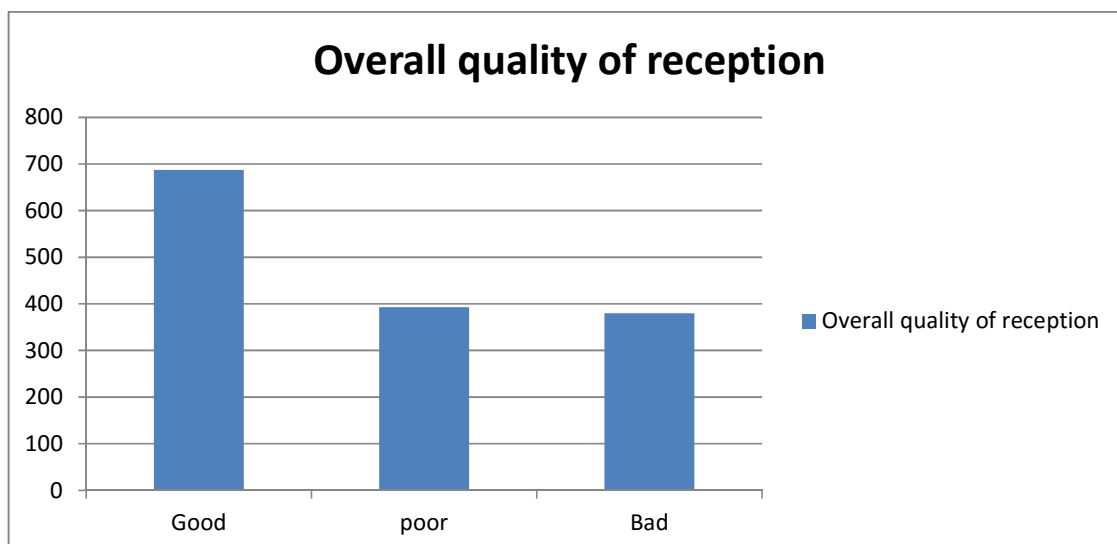
SDM ward committees 2015-2016

36% of the villages recorded that they access cell phone, 31% access TV and 32% access radio as a means of tele-communication.

Proportion of villages that recorded quality of reception as good, poor or bad

The graph below presents the proportion of villages that recorded quality of reception on all communication (cell-phone, TV and radio) as either good, poor or bad.

Figure 39: Proportion of villages that recorded quality of reception



SDM ward committees 2015-2016

At least 380 villages recorded that the quality of cell phone reception is bad compared to 687 villages that said the reception is good. 393 villages said reception is poor.

The district municipality and its locals must develop strategies that will lead to improved coverage of telecommunication in the villages. This will be achieved if stakeholders such as SABC and Cell phone Service Providers are brought on board.

The main challenge within the District is poor access to telecommunication networks. This affects the business development and its effectiveness within the District. This can be addressed through proper planning of network alignment by the Providers.

2.5.10. Roads and Stormwater

The development of the road and transport network in Sekhukhune is of vital importance given the planned economic trajectory of the District, as well as the potential offered by Dilokong Corridor. In general, the district is well connected to its surrounding areas to the East, West and South. However, geographic factors had hindered connectivity impeded road construction there. There is, in fact a stretch of approximately 150km between Lebowakgomo and the R36 through the JG Strijdom tunnel without tarred road access northwards.

Within the District itself, there is a general lack of roads – and of tarred roads in particularly – connecting the inner section of Sekhukhune, which consists largely of scattered villages with minimum economic activity at present. The District has decided however, not to encourage continued scattered development at present – and future transport routes will therefore be concentrated along the major nodes of economic activity. It is hoped that this will encourage workers from the rural areas to urban areas – a philosophy in line with the NSDP principles.

In contrast to the inner section of the district, the semi-urban areas of Sekhukhune are relatively well-serviced by the Provincial and National routes running through it. These routes, as will be seen later in this section, are supporting the area's main economic activities reasonably well at present. What remains to be seen, however, is whether the planned platinum mining expansion

in the area will be adequately served by current infrastructure in the District. Roads and stormwater drainage is estimated at 30 727.

The Road Network in Sekhukhune

The Sekhukhune District has one major national road within it (the N11), as well as several provincial arterial routes including the R25, R33, R36, R37, R555, R573 and R579. There are also a limited number of tarred minor roads, such as those leading into Jane Furse. The remainders of the roads in Sekhukhune, however, are largely gravel roads that serve to connect the rural areas within the District. The following table summarizes the situation as per municipality.

Table 87: Road network in Sekhukhune (District Roads)

Local Municipality	Length (km)	% of Network
Fetakgomo Tubatse	580	39
Elias Motsoaledi	223	15
Ephraim Mogale	236	16
Makhuduthamaga	452	30
Total	1491	100

Source: SDM (undated) Road Master Plan

Report of the Road Agency Limpopo (RAL) (2019) on the roads tarred and re-graveled in the past three years, and plans to tar for the next three years within Sekhukhune District Municipality

Figure 78: Kilometres of roads tarred

Municipality	2016-2017	2017-2018	2018-2019
Fetakgomo	0	0	0
Greater Tubatse	0	0	27.3
Ephraim Mogale	0	10	0
Elias Motsoaledi	0	0	0
Makhuduthamaga	0	0	0
Total	0	10	27.3

Source: RAL (2019)

Figure 79: Names and Kilometres of roads planned for maintenance - Provincial and National roads

Municipality	2019-2020	Km planned for rehabilitation (2019-20)	2020-2021	2021-2022

Fetakgomo/ Tubatse	0	0	0	0
Ephraim Mogale	N/A		0	0
Elias Motsoaledi	P51/3	6	0	0
	D1948	5.6	0	
Makhuduthamaga	N/A	0	0	0
Total		11.6	0	0

Source: RAL (2019)

Figure 80: Kilometres of roads planned for tarring

Municipality	2019-2020	Km for upgrade (2019-20)	2020-2021	Km for upgrade (2020-21)	2021 - 2022
Fetakgomo/ Tubatse	<ul style="list-style-type: none"> D4190: Apel/ GaMakanya to Mmabulela to R37 D1392: Ga Masha to Mampuru to Tukagomo to Makgabane D4170: Melao to Maapea and D4170 to Marula Platinum Mine 	13.8 22.5 13	<ul style="list-style-type: none"> - D4166: Riba Cross to Ga Riba Village - D4200: Marulaneng to Maila to Mphanama to Nchabeleng 	11.7 19	N/A
Ephraim Mogale	<ul style="list-style-type: none"> D4311, D4310 & D4328 (Legolaneng to Monsterius) 	12.9	1. D2922 & D2919: Keerom to Doornlaagte to Tshikanoshi	10.6	N/A
Elias Motsoaledi	N/A	N/A	N/A	N/A	N/A
Makhuduthamaga	1. D4370 (TOMPI Seleksa to Magaladi to Phokwane)	22.6	4. D4253: Ga Masemola	5	N/A
Total		84.8		45.3	N/A

Source: RAL (2019)

The railway network

The Sekhukhune district has **three railway lines**, originally developed to serve mining activity in the area. These are:

- The railway line entering Sekhukhune in the south next to Stoffberg, which continues northwards for 30kms (it leads to an abandoned mine near the Mapochs mine).
- The line entering Sekhukhune in the west near Nutfield, which continues eastwards to Marble Hall.
- The line entering Sekhukhune in the east, passes near Ohrigstad and Burgersfort (past abandoned mine) and ends near Steelpoort (near the Tubatse Mine).

It became obvious that these lines, originally developed to serve past mining and agricultural activities in Sekhukhune, have not been re-routed to serve new (or future) mines in the area.

If this continues, the results will be that mining expansion in Sekhukhune will place additional burden on the road network in the area. Beyond commercial usage, a commuter rail link between Pretoria and south-west part of Sekhukhune (along the Moloto Road) will clearly be useful, given the high levels of male migrancy.

Limpopo's Development Corridors and Sekhukhune Roads

The LGDP identified four development corridors, which will drive future economic development in the province. Of these, the Dilokong and Phalaborwa Corridors travel through the Sekhukhune District and are of immediate economic relevance for the area.

The Dilokong Corridor includes some important roads that fall within the Sekhukhune area. These are:

- Polokwane to Burgersfort (P33/1 and P33/2 via Mafefe)
- Flag Boshielo Dam through Lebowakgomo and Mafefe, linking the Sekhukhune District with the Phalaborwa and Kruger National Park.
- Chueniespoort via Boyne to Mankweng
- The Phalaborwa Corridor connects Hazyview (Mpumalanga) with Phalaborwa and Tzaneen through a number of small towns on the western side of the Kruger National Park. It includes two roads sections that fall within the Sekhukhune area:
 - Route section P17/3-5, D726, P112/1-3, P43/2, D1308 and P54/1.
 - Road section P146/1 from Klaserie to Blyde River, P116/1 from Hoedspruit to Ohrigstad via the Strijdom Tunnel and P181/1 from the Oaks to Burgersfort

Challenges and Interventions

Challenges	Interventions
<ul style="list-style-type: none"> • Poor conditions of corridors roads owned by provincial/national roads in the SDM jurisdiction include R555 (Steelpoort to Stoffberg), R579, N11, R37 (Burgersfort to Polokwane), R33 (Stoffberg) etc. 	<ul style="list-style-type: none"> • District Infrastructure Technical team to engage sector departments, RAL and SANRAL to ensure they conduct routine maintenance, rehabilitation and upgrading.

<ul style="list-style-type: none"> • Lack of coordination among the municipalities, Sector departments, RAL and SANRAL • Inadequate implementation of budgeted road projects • Insufficient construction of bridges • Lack of railway network in mining areas (Shortage of alternative mode of transport) • Traffic congestion (Heavy vehicles) • Inadequate stormwater control system • Lack of facilities for heavy vehicles (e.g. weighbridges) • Inadequate re-graveling of the district and local access roads • Potholes existing on some of the roads 	<ul style="list-style-type: none"> • Request all stakeholder to attend District meeting to ensure adequate flow of information. • Implementation of Rural Roads Assets Management Plans and prioritise critical projects • Involvement of Private Sector (mining houses) in the development of bridges and tarring of roads. • Introduction of railway line to reduce the volume of heavy vehicles. • Introduction of weighbridges • Full implementation of road and stormwater master plan • Prioritisation of gravel roads that are frequently used and access to local amenities
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2.5.11. Transportation

For goods and services to be transported throughout the District, organized transport system is required. The main transport systems are the following; busses, taxis and trucks. There are two types of bus companies which are private and public. Private are those that are owned by individuals not related to government and public are those that are owned by an organ of state or government itself.

Air Transport

There are no commercial airports or air transportation in the District. Present, there are only two registered airfields in the towns of Groblersdal and Marble Hall. They are used as emergency airfields. They are utilized mainly by the business and tourism sectors, as well as local farmers wishing to spray their cultivated fields. There is also an air strip in Elandskraal in the Ephraim Mogale Municipality, which is not maintained. The table below summarises status of landing strips in the District.

Table 149: Landing strips

Municipality	2018-2019
Fetakgomo/ Tubatse	Steelpoort Area
Ephraim Mogale	Marble hall
Elias Motsoaledi	Rassblaar lodge
Makhuduthamaga	None
Total	8

Source: Limpopo Dept. of Transport (2018)

Public Transport

According to the District's integrated Transport Plan, the most common forms of public passenger transport are the buses and taxis. The taxi industry determine its routes largely by looking at factors like the location of towns and villages, dominant economic activities in the area and employed status within the district.

Transport routes in Sekhukhune are often limited by deteriorating roads conditions as well as local storm water problems caused by rainy season. The following are the findings of the review of the Sekhukhune District Current Public Transport Record (CPTR) and Integrated Transport Plan (ITP) in 2007. The report covered an overview of what is involved in public transport in the Sekhukhune District Municipality with regard to facilities, the capacity utilization of ranks and routes, the waiting times of passengers and vehicles, the operational vehicle and the number of trips made per operational vehicle. The facility surveys were conducted at taxi ranks, bus terminals and train stations. The survey indicated that the Sekhukhune District Municipality does not have commuter rail services.

In 2018/2019, there were three bus terminals in the Sekhukhune District Municipality and have a total of 82 taxi facilities of which more than 75 per cent are informal. The 190 (approximately 50% outwards-bound) taxi routes in the SDM are as follows:

- 15% in the Elias Motsoaledi LM,
- 3% in Fetakgomo LM,
- 17% in Ephraim Mogale LM,
- 43% in the Greater Tubatse LM
- 22% in Makhuduthamaga LM.

Of the subsidized bus routes in the SDM, 57% are in the Elias Motsoaledi LM and 43% in the Ephraim Mogale Local Municipality.

The main findings obtained from the analysis of the route utilization are that there is a vast oversupply of taxis on most routes in the SDM. The route utilization survey noted 1462 taxis in the SDM area. Furthermore 1372 taxis were noted in the Elias Motsoaledi LM, 287 in Fetakgomo LM, 530 in Greater Tubatse LM and 1083 in Makhuduthamaga LM.

There are 28 buses in operation on the subsidized routes in the SDM area. There are metered-taxi activities in the Greater Tubatse LM, Light Delivery Vehicle (LDVs) are utilized for learners' trips as well as the areas where the quality of the road is not good.

Bus Industry

There are two different types of bus operators in the Sekhukhune District, namely:

- Subsidized operators
- Non-subsidized operators

Subsidized Bus Routes

Table 150: Existing subsidized bus routes in the Sekhukhune District

Municipality	2018-2019
Fetakgomo/ Tubatse	None
Ephraim Mogale	GNT Ephraim Mogale in the Eastern site
Elias Motsoaledi	GNT Elias Motsoaledi in the Eastern site
Makhuduthamaga	None
Total	2

Source: Limpopo Dept. of Transport (2018)

Existing Non Subsidized Operators

Table 151: Existing Non-Subsidized Bus Routes in the Sekhukhune District Municipal Area

Municipality	2018-2019
Fetakgomo/ Tubatse	7 Contracted services to mines, 1 GNT Bapedi
Ephraim Mogale	None
Elias Motsoaledi	None
Makhuduthamaga	None
Total	8

Source: Limpopo Dept. of Transport (2018)

Taxi ranks and bus terminals

Table 152: Number of taxi ranks and bus terminals

Municipality	Number of taxi ranks	Number of bus terminals
Fetakgomo/ Tubatse	8	0
Ephraim Mogale	5	0
Elias Motsoaledi	5	1
Makhuduthamaga	4	0
Total	22	1

Source: Limpopo Dept. of Transport (2018)

Table 153: Train stations (rail services)

Municipality	Total number of train stations
Fetakgomo/ Tubatse	Only for goods
Ephraim Mogale	Only for goods
Elias Motsoaledi	None
Makhuduthamaga	None
Total	2

Source: Limpopo Dept. of Transport (2018)

Challenges

- There is oversupply of taxis on most of routes in SDM
- Taxis fighting for the use of certain routes
- Light delivery vehicles used for the transportation of learners
- Deterioration of road infrastructure
- Lack of facilities for heavy vehicles
- Inadequate signage
- Lack of alternative routes for trucks

2.5.12. Sports, Art and Culture

Sport, Arts and Culture play an important role in the physical, psychological, social, technical and tactical development of young and matured people. Sekhukhune District Municipality plays an advocacy role/ function whereby most of the programmes are driven by the provincial department of Sport, Arts and Culture. The communities within the district participate in various sport, arts and culture programmes that are meant to promote a healthy lifestyle in the society.

Table 39: Norms and Standards

PROGRAMMES	NORMS AND STANDARDS	BACKLOGS
1. Recreation sport	1 Sport and Recreation facility per ward	Identification process in progress
2. Arts and culture centres	1 arts and culture centre per municipality	5 Arts and culture centre
3. Library infrastructures	1 library per 10 000 house hold	14

Sources: Dept. of Sports, Arts & Culture: Limpopo (2014)

- **LIBRARIES**

In terms of norms and standards there should be 1 library per 10 000 households. Currently there are 11 libraries in the District and there is a need for 14 libraries.

Figure 40: Number of Libraries and Backlogs

NAME OF THE MUNICIPALITY	NUMBER OF LIBRARIES	BACKLOGS
Ephraim Mogale	1	2
Fetakgomo Tubatse	4	6
Makhuduthamaga	3	3
Elias Motsoaledi	3	3
Sekhukhune District	11	14

Sources: Dept. of Sports, Arts & Culture: Limpopo (2014)

Challenges:

- Poor maintenance of existing sport, arts and culture facilities.
- Under-funding of sport, arts and culture development programmes.
- Insufficient professional support for sport, arts and culture programme by local municipalities.
- Inadequate capacity-building programmes
- Lack of professional facilities within the local municipalities.
- Lack of personnel at Sekhukhune Satellite Academy of Sport (Maleoskop)
- Lack of Arts and Culture Centers
- Lack of service level agreements between provincial department and municipalities

2.5.13. Health

South Africa has huge health care resources compared with many middle-income countries, yet the bulk of these resources are in the private sector and serve a minority of the population thereby undermining the country's ability to produce quality care and improve healthcare outcomes. Many of the public facilities, especially hospitals and clinics need to be revitalized. National government should expand on progress made in upgrading facilities in many public hospitals and clinics as part of a physical infrastructure programme. The government is determined to end the huge inequalities that exist in the public and private sectors by making sure that these sectors work together.

As promulgated in the Constitution, Schedule 4 part A, health services is a functional area of National and Provincial legislative competence. In terms of section 155 (6) (a) the Provincial government must provide for the monitoring and support of local government in the Province, albeit can be assigned to a municipality in terms of Section 156 of Constitution.

The government has identified the following priorities that must inform a major improvement in the health care system:

- Increasing bursaries of the health care professionals, including increasing the employment of community health workers, which will be linked to the improvement of the district health system.
- Improving working conditions and the provision of decent wages for health workers.
- Reduce the impact of HIV/AIDS on individuals, families, communities and society by expanding access to appropriate treatment, care and support.
- Strengthen the fight against AIDS through collaboration with partners at all levels of society and accelerate implementation of the HIV and AIDS and STI plans.
- Strengthen the formal partnership against AIDS at all levels of our society including the strengthening the South African National AIDS Council (SANAC).
- Improve quality of health services and physical infrastructure revitalization.

Health services are critical in nurturing human development and tend to have important economic spin-offs as well. Countries that have invested significantly in primary health care (PHC), in particular, generally produce a healthier, and therefore more productive, workforce. There is also significant international evidence to illustrate that early investments in PHC result in less strain on the health budget (and, consequently, on social spending) in later years. This is an important debate for municipalities which are now largely responsible for PHC in South Africa.

Within Limpopo province, the provision of health facilities is generally inadequate in comparison with other provinces. More specifically, access to health facilities within Sekhukhune District Municipality itself is fairly poor. On average, there is 1 clinic for every 17,000 people within the district and approximately 97,500 people per hospital.

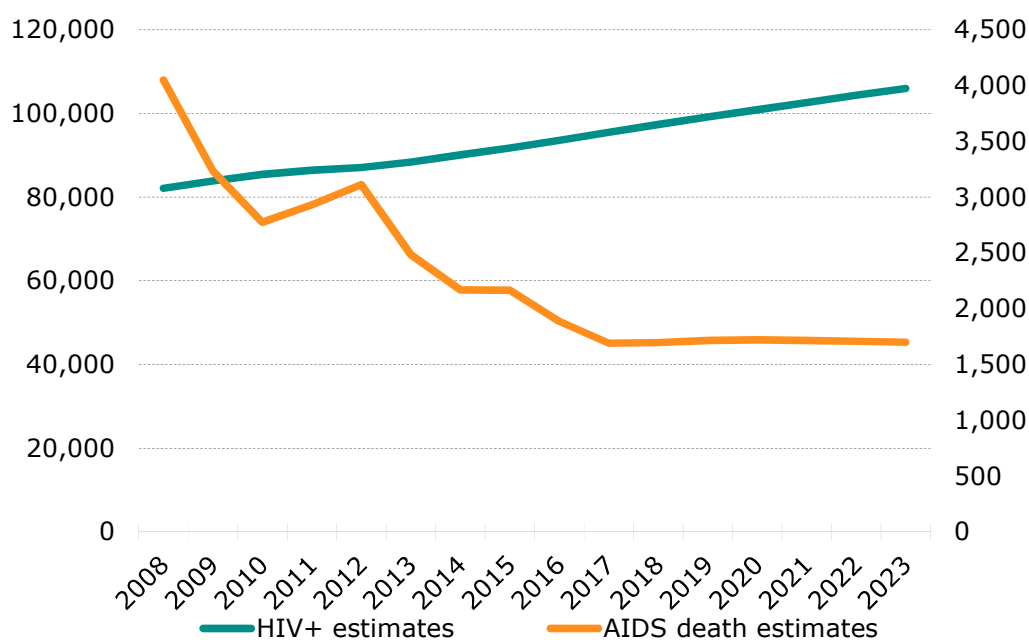
A better health is central to the well-being of the people within the district. It also makes an important contribution to economic development as healthy people live longer and are more productive. There are various diseases that affect the wellbeing of the communities within the district and these include HIV/AIDS, diabetes, Hypertension, Tuberculosis, etc.

HIV/AIDS Prevalence

In 2018, 97 300 people in the Sekhukhune District were infected with HIV/AIDS. This reflects an increase at an average annual rate of 1.72% since 2008, and in 2018 represented 8.14% of the district municipality's total population. The Limpopo Province had an average annual growth rate of 1.18% from 2008 to 2018 in the number of people infected with HIV, which is lower than that of the Sekhukhune District Municipality. When looking at South Africa as a whole it can be seen that the number of people that are infected increased from 2008 to 2018 with an average annual growth rate of 2.00%. The District HIV/AIDS council has been established. This will strengthen the capacity of the district to bring awareness to communities.

Figure 18: HIV + Estimates and AIDS death estimates

HIV+ estimates and AIDS death estimates Sekhukhune, 2008-2023



Source: IHS Markit Regional eXplorer version 1750

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 4050 in 2008 and 1700 for 2018. This number denotes a decrease from 2008 to 2018 with a high average annual rate of -8.33% (or -2350 people). For the year 2018, they represented 0.14% of the total population of the entire District Municipality.

According to Dept. of Health (2018), there is a comprehensive system of testing, administering of treatment and counseling servicing the District. The main challenge facing the department is that testing is voluntary. As a result more effort is needed to convince people to come to the fore and be tested. This should be accompanied by prior counseling to enable people who will be diagnosed HIV/AIDS to live with themselves. The Treatment Plan which seems to be effective, should be communicated adequately to strengthen its effectiveness. Sekhukhune District should implement its HIV/AIDS strategy to guide public interventions in the area. The District also launched the Sekhukhune HIV/AIDS Council in 2018/19, and the key focus areas are education and awareness raising, support for people living with HIV/AIDS and care for children in distress.

Mortality in terms of TB, maternal and infant categories

Table 109: Latest TB, maternal deaths and infant mortality 2017/2018:

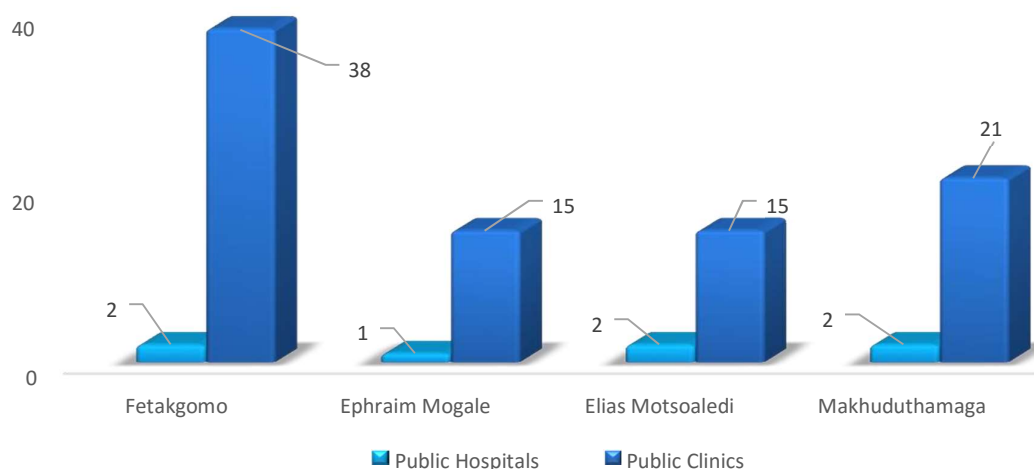
Municipality	Number of TB cases reported	Number of maternal deaths reported	Number of infant deaths reported (mortality)
Fetakgomo/ Tubatse	184	6	9
Ephraim Mogale	18	1	0
Elias Motsoaledi	63	8	7
Makhuduthamaga	178	6	4
Total	443	21	20

Source: Limpopo Department of Health (2018)

3.2.2 Number of Health Facilities in Sekhukhune District

When it comes to access to healthcare facilities, there is an insignificant number of health facilities within the Limpopo province. Especially in Sekhukhune district, where on average there is 1 clinic for every 17 people and approximately 97 500 persons per hospital.

2.5.13.1.1. Figure 19: Number of Health Facilities in Sekhukhune District

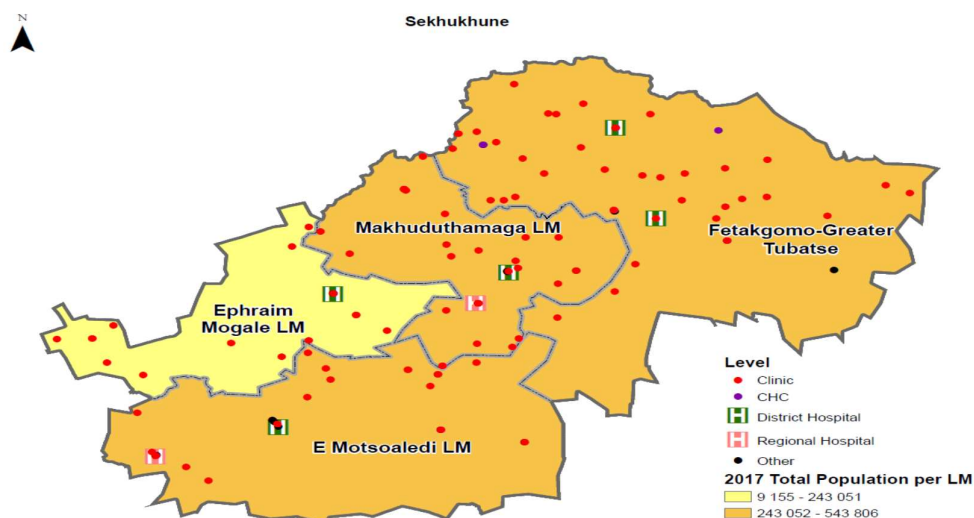


Source: Department of Health, Limpopo, 2018

The map below shows how these health facilities are spatially located across the district. There are specific areas within the district without health facilities where by the residents from those areas are served by mobile clinic weekly or Bi-weekly. However, coverage of health services alone is not sufficient to guarantee health outcomes. It is required that services are of a sufficient level of quality to be effective in reducing morbidity and mortality.

Spatial location of health services within SDM

Map 4: Spatial location of health services within SDM



Source: Department of Health: Limpopo 2018

The Fetakgomo Tubatse Municipality which has the highest population in the district has a total of 38 clinics and 2 hospitals.

Table 98: Number of health facilities in Sekhukhune

Municipality	Number of hospitals	Number of clinics	Number of private hospitals
Fetakgomo/Tubatse	2	38	0
Ephraim Mogale	1	15	0
Elias Motsoaledi	2	15	0
Makhuduthamaga	2	21	0
Total	7	89	0

Source: Dept. of Health: Limpopo (2018)

Table 99: Specific areas without health facilities and how they are being catered for

Municipality	
Fetakgomo/ Tubatse	Shubushubung, Rostock, Tsebeng, Mahlabeng and Mooilek- served by mobile clinic weekly
Ephraim Mogale	Serithing/Mabitsi, Ngwalemong, Hlopha - served by mobile clinic weekly
Elias Motsoaledi	Sterkfontein A&B, Luckau and Ramogwerane - served by mobile clinic bi weekly
Makhuduthamaga	Leolo Mountains served by Mobile clinic weekly

Source: Dept. of Health: Limpopo (2018)

Table 100: Availability of mobile clinics and their frequency of visits

Municipality	Number of mobile clinics	Frequency of visits/availability
Fetakgomo/Tubatse	108	Weekly and Bi-weekly
Ephraim Mogale	65	Weekly and Monthly
Elias Motsoaledi	59	Weekly and Bi- weekly
Makhuduthamaga	59	Weekly Leolo Area and Bi-weekly on others
Total	291	

Source: Dept. of Health: Limpopo (2018)

Table 20: Access to clinics

Municipality	Percentage within 5Km radius to clinics.
Fetakgomo Tubatse	48%
Elias Motsoaledi	64%
Makhuduthamaga	48%
Ephraim Mogale	47%

Source: Department of Health: Limpopo 2018

The table and map above show that the district should pay attention to Fetakgomo Tubatse Municipality when allocating the district resources as this Municipality has the highest population in the district with only 2 hospitals servicing the area. This requires that more health facilities be planned for the Municipality.

Backlog and construction of clinics

Figure 21: Latest backlogs of clinics and hospitals in terms of norms and standards

Municipality	Backlogs
Fetakgomo Tubatse	Kgopaneng- New clinic
	Mmutlane- Upgrade Staff Accommodation
Ephraim Mogale	1 Gareagopola- New clinic
	Witfontein clinic- upgrade
Elias Motsoaledi	0
Makhuduthamaga	1 Ga- Molepane, Tjabadi- New clinic
Total	3 New clinics 1 Upgrade staff accommodation 1 Clinic Upgrade

Source: Limpopo Dept. of Health (2018)

Number of clinics constructed

Figure 22: Number of clinics constructed

Municipality	2015-2016	2016-2017	2017-2018
Fetakgomo/ Tubatse	0	1 (Maseven)	1(Sterkspruit-Phiring)
Ephraim Mogale	0	0	1(Makeepsvlei- Rathoke)
Elias Motsoaledi	0	0	0
Makhuduthamaga	0	0	0
Total	0	1	2

Source: Limpopo Dept. of Health (2018)

Number of clinics and accommodation upgrade planned

Figure 23: Number of clinics and accommodation upgrade planned

Municipality	2018-2019	2019-2020	2020 -2021
Fetakgomo /Tubatse	0	(3) 1Taung- Staff Accommodation	(2) 1 Kgopaneng- New clinic

		1 Mafarafara. Albaton 1 Maahlashi- New clinic	1 Mmutlane- Upgrade Staff Accommodation
Ephraim Mogale	0	(2) 1 Moutse West- Staff Accommodation 1 Marble Hall clinic- Upgrade	(2) 1 Gareagopola- New clinic 1 Witfontein clinic- up grade
Elias Motsoaledi	(1) 1 Moutse East- Staff Accommodation	(1) 1 Matlala-Lehwelere- New clinic	
Makhuduthamaga	(3) 1(Madibaneng, Lekgwareng and Tjatane)- New Clinic 1 Mamokgasefoka- New Clinic 1 Setlaboswana -Upgrade		(1) 1 Ga- Molepane, Tjabadi- New clinic
Total	2 x New clinics 1 x Upgrade- Staff 1 x accommodation	2 New clinics 1 Clinic Upgrade 2 Upgrades- Staff accommodation	3 New clinics 1 Upgrade staff accommodation 1 Clinic Upgrade

Source: Limpopo Dept. of Health (2018)

Challenges relating to health service within the District:

- Improvement of health services in terms of Customer Care(i.e. the turnaround time, treatment, Batho Pele principles and safety
- Lack of more funding for primary Health Care.
- Inadequate health infrastructure,
- Inaccessibility of health due to poor roads and inadequate transportation
- Insufficient health professionals in clinics and hospitals.
- Insufficient medication at clinics and mobile clinics.
- Stigma attached to the HIV/AIDS disease by communities.
- Awareness campaign to educate the community about the normality of living with the Virus.

2.5.14. Education

Education is one of the basic human rights in South Africa and among the important socioeconomic indicators for development. In this section, the levels of educations and number of schools will be profiled using the data from Community Survey 2016 and IHS Markit. In this section, the education measure represents the highest level of education of an individual, using the 15 years and older age category. (According to the United Nations definition of education, one is an adult when 15 years or older.

The LEGDP indicates that Sekhukhune has the least of highly skilled individuals in the total province. The low skills reduce the ability of the District to be innovative and economically

productive. While there has been an improvement, this has been far below that of the other DMs in the Limpopo Province. The lack of skills is frustrating the current and future development of the area. It is also the high percentages of persons with no schooling which require a buoyant entrepreneurial class to establish industries that those with low skills levels could be absorbed in.

The low percentage of the population having managed to obtain tertiary education qualification bear witness to the infrastructure that is available in schools. Most of the schools in the district do not have facilities like Sanitation, Water and Electricity. Shortage of infrastructure impacts much on future educational development of this district.

The following tables provide the history of education within the district. The tables include Census 2011, Community Survey 2016 and IHS Markit Regional eXplorer version 1750 for 2018.

Table 16: Education status in Sekhukhune District

STATUS	1996	2001	2011
No schooling	165 384	185 760	117 139
Some Primary	39 986	52 840	63 546
Completed primary	19 904	19 897	22 510
Some secondary	91 228	107 671	204 571
Grade 12	43 307	48 873	119 344
Higher	11 665	20 482	32 757

Source: Census (2011)

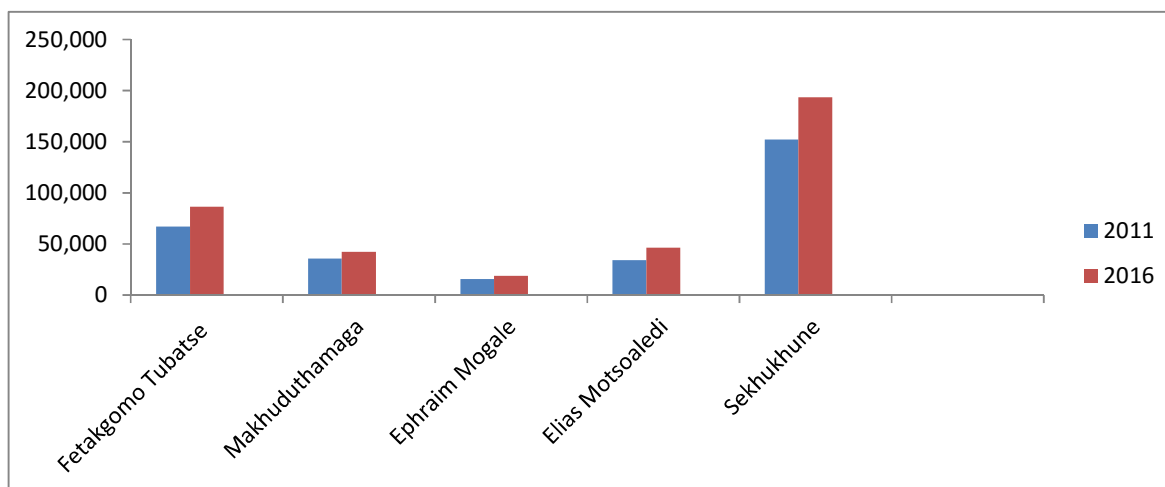
The majority of persons within Sekhukhune District Municipality have some secondary school. It is also equally noticeable that 117 139 persons have no schooling in 2011. This is concerning because those who cannot read and write will not be able to access better job opportunities in the market as in most training programmes there is a need to have basic writing and reading skills. There are also very insignificant numbers of the persons that have higher education in the district.

Table 17: Persons above 20 years with Grade 12

MUNICIPALITY	2011	2016
Fetakgomo Tubatse	67 008	86 340
Makhuduthamaga	35 635	42 263
Ephraim Mogale	15 587	18 656
Elias Motsoaledi	33 872	46 373
Sekhukhune	152 101	193 632

Source: Census (2011) and Community Survey (2016)

Figure 11: The above table 'Persons above 20 years with Grade 12' is displayed on the graph below:



Source: Census (2011) and Community Survey (2016)

Table 18: Education profile per Local Municipality (2011)

	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Makhuduth amaga	Grand Total SDM
No Schooling	31 118	14 815	39 388	31 818	117 139
Some Primary Education	15 031	9 084	23 416	16 014	63 546
Completed Primary	5 550	3 510	8 393	5 056	22 510
Some Secondary Education	43 059	22 151	91 956	47 406	204 571
Grade 12	25 904	12 277	51 723	27 838	117 742
Higher	7 968	3 310	15 285	7 796	34 359
Grant Total	128 629	65 147	185 532	135 927	559 866

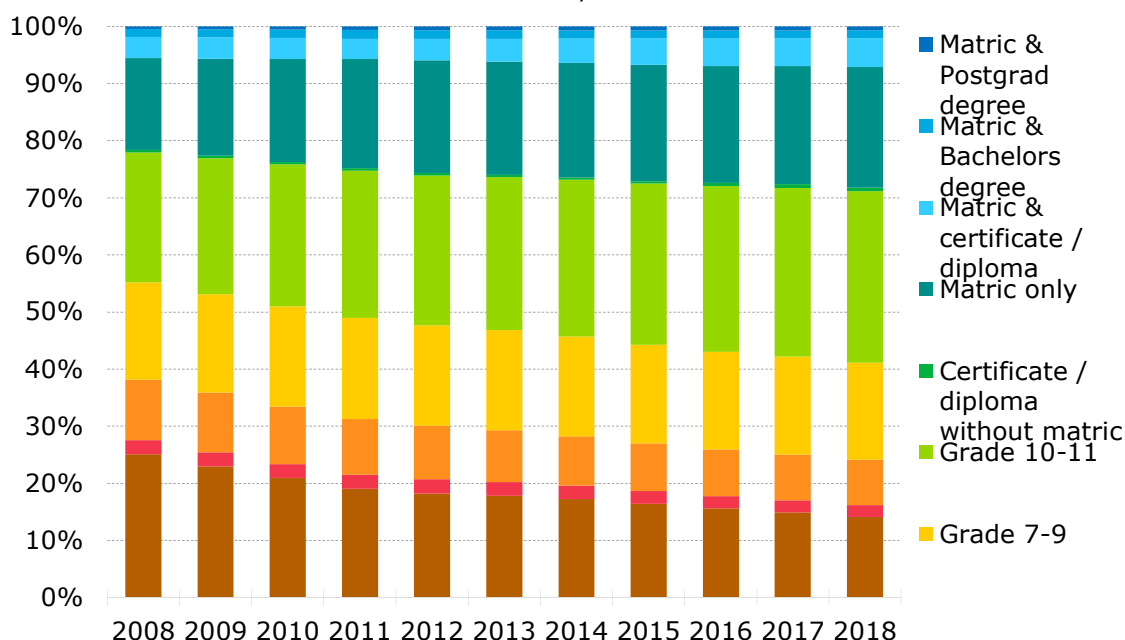
Source: Census (2011)

As indicated in the tables above, the district has a relatively high illiteracy level, with almost 28% of the population having no formal school education whatsoever. Only 1% of the population has obtained tertiary educational qualifications.

The Limpopo Provincial Growth and Development Strategy indicate that Sekhukhune has the least of highly skilled individuals in the province. The low skills reduce the ability of the District to be innovative and economically productive.

Figure 12: Highest level of Education

Highest level of education: age 15+ Sekhukhune, 2008-2018



Source: IHS Markit Regional eXplorer version 1750

The graph shows that the number of people without any schooling in Sekhukhune District decreased from 2008 to 2018 with an average annual rate of -3.42%, while the number of people within the 'matric only' category, increased from 84,700 to 140,000 in the past 10 years. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 5.25%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 2.61%. The above figures show an improvement in the level of education with an increase in the number of people with 'matric' or higher education.

However, the education levels in the district are lower than the comparative levels for Limpopo province. The literacy rate is one of the main development indicators of the economic status as the increased literacy rate results enhancement of country's human capital development. According to the Limpopo Provincial Growth and Development Strategy, Sekhukhune District has the least of highly skilled persons in the province.

There are approximately 187 161 people 20 years or older in the district who have no schooling. Only 4 % of the population have higher education. This will likely constrain the ability of the District to improve its socio-economic conditions significantly in the short to medium term. Given the development framework of the district to industrialize, the district is likely to decline on the requisite skills to support its industrialization and growth path (National Treasury, 2019).

When it comes to schools in the district, there is a total of 924 schools in the district. The table below show the numbers per each local municipality. Fetakgomo Tubatse Local Municipality has the highest number of schools in the district with 375 and Ephraim Mogale has the lowest number with 81.

Number of Schools in Sekhukhune District

Figure 13: Number of Schools in Sekhukhune District

Municipality	Number of Primary Schools	Number of Secondary Schools	Number of Combined Schools	Number of Special Schools	TVET Colleges	Number of Private Schools	TOTAL
Fetakgomo Tubatse	106	129	9	1	2	11	377
Ephraim Mogale	49	29	2	0	1	3	82
Elias Motsoaledi	99	63	32	3	1	10	205
Makhuduthamaga	100	98	4	2	0	3	264
TOTAL	414	319	47	6	4	37	928

Source: Department of Education, Limpopo (2018)

There are very few special schools in the district, with Ephraim Mogale Municipality not having even a single Special School. There is a need to ensure that Special Schools are accessible to all the learners with special needs.

Teacher: Learner Ratio

Figure 14: Number of Teachers and Learners

Municipality	Total number of Schools	Total Number of Teachers	Total Number of Learners	Student-Teacher Ratio
Fetakgomo Tubatse	375	4575	14521	32:1
Ephraim Mogale	81	1161	36059	31:1
Elias Motsoaledi	204	3258	97139	30:1
Makhuduthamaga	264	3637	91349	25:1
TOTAL	924	12631	239 068	5:18

Source: Department of Education, Limpopo (2018)

One of the factors that contribute to low quality of education in the district is the learner/teacher ratio and class size. According to Organisation for Economic Co-operation and Development (OECD), smaller classes are beneficial as they allow teachers to pay attention and meet the needs of individual learners.

The learner/teacher ratio for public schools is higher than that of private schools. There has been an increase in learner/teacher ratio in public schools from 2016 to 2018. It is reported that public schools, particularly the ones in rural areas, lack educators. However, when it comes to student-teacher ratio in Sekhukhune district, a more rural local municipality Makhuduthamaga has a better student-teacher ratio when compared to the other locals. The table below shows that Makhuduthamaga also had a high school infrastructure backlog in the district.

Current School Infrastructure backlogs in the District

Figure 15: Current School Infrastructure backlogs in the District

Municipality	2018/2019
Fetakgomo Tubatse	14
Ephraim Mogale	10
Elias Motsoaledi	9
Makhuduthamaga	21
TOTAL	54

Source: Department of Education, Limpopo (2018)

The above table indicates that the municipality with the highest school infrastructure backlog within the district is Makhuduthamaga followed by Fetakgomo Tubatse. There is a need for the Department of Education to provide these school infrastructure in order to enhance effective learning.

Number of classrooms constructed

Figure 16: Number of classrooms constructed

Municipality	2016-2017	2017-2018
Fetakgomo Greater Tubatse	16	16
Ephraim Mogale	5	5
Elias Motsoaledi	3	3
Makhuduthamaga	5	5
Total	29	29

Source: Limpopo Dept. of Education (2018)

The above table shows that a total of 29 school classrooms were constructed in 2 consecutive financial years and this brings the constructed classrooms to a total of 58 classrooms for the said period. A high number of classrooms were constructed in Fetakgomo Tubatse and the least number of classrooms were constructed in Elias Motsoaledi. There is a need for the Department of Education to construct more classrooms within the district to address the existing backlogs.

Number of classrooms planned for construction

Figure 17: Number of classrooms planned for construction

Municipality	2019-2020	2020-2021	2021-2022
Fetakgomo/ Tubatse	102	22	88
Ephraim Mogale	16	18	57
Elias Motsoaledi	188	0	88
Makhuduthamaga	168	62	99
Total	474	102	332

Source: Limpopo Dept. of Education (2019)

Table 128: Current condition of road access to schools

Municipality	Good, fair or bad (choose)
--------------	----------------------------

Fetakgomo Tubatse	Fair
Ephraim Mogale	Fair
Elias Motsoaledi	Fair
Makhuduthamaga	Fair

Source: Limpopo Dept. of Education (2018)

Table 129: Current backlogs to school infrastructure (buildings)

Municipality	2018/2019
Fetakgomo/ Tubatse	14
Ephraim Mogale	10
Elias Motsoaledi	9
Makhuduthamaga	21
Total	54

Source: Limpopo Dept. of Education (2018)

Schools with water and sanitation challenges

Table 130: Current provision of basic services to schools
(Water, sanitation, electricity)

Municipality	Good, fair or bad (choose)
Fetakgomo Tubatse	Fair
Ephraim Mogale	Fair
Elias Motsoaledi	Fair
Makhuduthamaga	Fair

Source: Limpopo Dept. of Education (2018)

Most of the schools have water system in the form boreholes which were drilled through norms and standards. There are 44 schools which get water from the unreliable communal connection.

Most of the schools in the District are using pit toilets. In some schools the toilets have collapsed because they are full and learners relieve themselves in the bushes. 115 schools are without proper sanitation facilities.

Education levels in Sekhukhune District are generally lower than the comparative levels for Limpopo Province. Almost 21% of all people older than 20 years in the District have had no schooling, compared to 17% for Limpopo. In contrast, only 21% of adults in Sekhukhune have completed secondary school and only 5.2% have obtained post-school qualifications. The comparative statistics for the Province are 22% who have completed secondary school and 10.6% with post-school qualifications.

This limited level of education is likely to constrain the ability of the District to improve its socio-economic conditions significantly in the short to medium term.

Table 132: Scholar Transport

ROUTE NUMBER	NUMBER OF SERVICE PROVIDERS	CIRCUIT	SCHOOL	NO. OF LEARNERS		
				KM	CONTRACTED LEARNERS	ACTUAL LEARNERS
L/S/S/01	6	BOGWASHA	Boerboomkraal Prima	58	37	18
L/S/S/02			Dikotope Secondary	10	37	60
L/S/S/03			Taung Secondary	28	52	47
L/S/S/04a			Manoke Secondary	16	65	34
L/S/S/04b				52	288	291
L/S/S/04c				16	30	32
6		1	4	180	509	482
L/S/S 05	5	DRAKENSBERG	Matshaile Secondary	48	72	61
L/S/S 06			Laerskool Orighstad Pri	48	22	22
L/S/S 07			Maepa Primary	50	172	191
L/S/S 08			Tshabelang Dinoko Sec	42	26	
L/S/S/09			Mohlatsengwane Sec	34	76	65
5		1	5	222	368	339
L/S/S 10a	19	GROBLERSDAL	Aquaville Combined	64	104	179
L/S/S 10b				62	81	176
L/S/S 11a			Buffelsvallei Combin	32	45	109
L/S/S 11b				54	59	51
L/S/S 12a			Dewagendrift Com	54	120	160
L/S/S 12b				45	62	
L/S/S 13a			Moosrivier Combined	56	99	159
L/S/S 13b				42	59	43
L/S/S 14			Mutsi Primary	76	56	62
L/S/S 15			Mathakge Combined	32	29	25
L/S/S/16			Nyenye Combined	76	68	73
			NgwanaMarumo-a-Tswako Pri			
L/S/S/17			Tjetje Technical	52	187	136
			Sehlakwana Pri			2
			Skhosana Sec			61
			Embokodweni Comb			19
		Leriana Sec			27	
L/S/S/18a	Sango Combined	62	34	28		
L/S/S/18b		70	81	94		
L/S/S/18c		60	50	28		
L/S/S/19	Laerskool Toitskraal	94	49	46		
L/S/S/20	Madikoti Primary	88	177	129		
L/S/S/21	Sizani Primary	48	80	80		
L/S/S/22a	M.CENTRAL	Batau Primary	22	260	266	
19	1	18	1044	1638	1953	
L/S/S/23	7	LEPELLANE	Moepadira Secondary	38	150	
			Mphele Secondary			
L/S/S/24		LEPELLE	Ngale Secondary	10	70	65
L/S/S/25		NGWARITSE	Modishana Primary	32	76	17

ROUTE NUMBER	NUMBER OF SERVICE PROVIDERS	CIRCUIT	SCHOOL	NO. OF LEARNERS		
				KM	CONTRACTED LEARNERS	ACTUAL LEARNERS
		LEPELLE	Lekoko Secondary			54
L/S/S 26		LOBETHAL	Tenyane Sec	20	52	
L/S/S 27		MALEGALE	Mpilo Sec	18	55	36
L/S/S 28		MOHLALETSI	Mokhine Secondary	38	301	312
L/S/S 29		M.CENTRAL	Dithamaga Secondary	14	136	117
7		8	9	150	788	601
L/S/S/30		MOUTSE EAST	FK Tjiane Secondary	30	47	2
			Mohlamme Sec			13
			Bantwane Primary			23
			Tagane Primary			8
L/S/S/31	3		Nala Secondary	54	183	91
			Fawcett-Mathebe Sec			
L/S/S/32			Phooko Primary	18	53	16
			Kgothala Secondary			28
			OR Thambo Secondary			25
3		1	9	102	283	206
L/S/S 33	3	MOUTSE WEST	Pezunga Secondary	26	62	
L/S/S 34			Rekgonne Primary	26	71	27
			Mokgwaneng Primary			56
L/S/S 35			Mamaneng Pri	26	61	32
3		1	4	78	194	115
L/S/S 36	16	NGWAABE	Gobetse Sec	78	165	1
L/S/S 37a			Mohlarekoma Sec	158	156	139
L/S/S 37b				78	25	13
L/S/S 37c				58	87	
L/S/S/38a			Kgahlanong Sec	46	84	18
						81
L/S/S/38b				38	50	39
L/S/S 38c				76	25	27
L/S/S 39			Madibeng Primary	78	75	65
L/S/S 40a			Sisabonga Primary	64	58	61
L/S/S 40b				66	88	
L/S/S 40c				66	130	134
L/S/S 41a			Mmahlagare Combined	26	5	3
L/S/S 41b				36	35	31
L/S/S 42			Maelebe Primary	40	151	142
			Shopiane Primary			162
L/S/S 43			Makopole II Secondary	16	163	
L/S/S 44			Maphogs Combined	50	48	62
16		1	10	908	1134	977
L/GS/S/45	2	NGWARITSI	Mokgubi Secondary	16	37	18
L/GS/S/46		PHOKOANE	MoreriChoenyane Sec	34	158	139

ROUTE NUMBER	NUMBER OF SERVICE PROVIDERS	CIRCUIT	SCHOOL	NO. OF LEARNERS		
				KM	CONTRACTED LEARNERS	ACTUAL LEARNERS
			Nteteleng Primary			
2		2	3	50	195	157
L/S/S 47	2	RAKGWADI	Ramoroke Sec	16	65	
L/S/S 49			Matsedi Primary	38	45	17
			Mokone-a-Mabula Pri			15
			Rakgoadi Primary			15
			NgwanaMashile Sec			11
2		1	5	54	110	2
L/S/S 50	2	SEOTLONG	Indie Primary	28	35	35
L/S/S/51			PhutiTlou Secondary	20	45	74
2		1	2	48	80	109
L/S/S 52	3	TSIMANYANE	Masoganeng Primary	14	70	60
L/S/S 53			Kubela Sec	12	120	158
L/S/S 54			Mphahlele Sec	24	8	4
			Mazwi-a-Nape Primary			1
3		1	4	50	198	223
L/S/S 55A	2	MASHUNG	Hans Komane	52	92	78
L/S/S 55b					14	60
2		1	1	50	198	116
70	70	20	74	2936	5695	5280

Summary of Education Challenges

- Lack of tertiary institutions within the district makes percentage of people with post matric qualifications very low.
- Lack of support (Finance and capacity) to Early Childhood Development (ECD) in terms of unregistered and community initiated NGOs.
- Poor delivery of basic services like water, sanitation and electricity to school.
- Lack of effective literacy campaigns and ABET Centers to reduce illiteracy level.
- Lack of learnership, internship and bursary schemes for students.

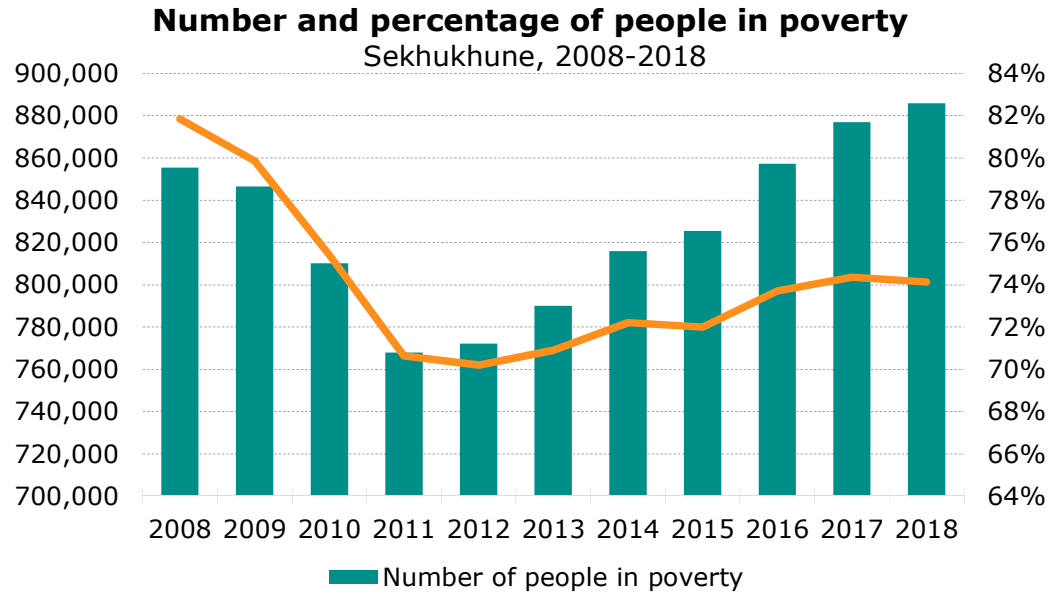
2.5.15. Social Development (Welfare)

The provision of social services is a competence of concurrent National and Provincial governments, as promulgated in schedule 4 Part A of the Constitution. Social development systems form the backbone of assistance to the vulnerable in most advanced societies. Most countries acknowledge that whilst they strive towards full economic and social development, the more vulnerable members of society – especially children and the elderly – would require some form of state assistance.

Social development systems are particularly important in Sekhukhune District due to its predominantly rural in nature, and have high poverty levels. The majority of Sekhukhune population is young, unemployment is rife and the district consequently exhibits an extremely high dependency ratio. Most of this population is dependent on government grants in order to survive.

Poverty

Figure 41: Number and Percentage of People Living In Poverty - Sekhukhune District Municipality, 2008-2018



Source: IHS Markit Regional eXplorer version 1750

In 2018, there were 886 000 people living in poverty, using the upper poverty line definition, across Sekhukhune District Municipality - this is 3.55% higher than the 855 000 in 2008. The percentage of people living in poverty has decreased from 81.83% in 2008 to 74.12% in 2018, which indicates a decrease of 7.71 percentage points. The table below, shows the percentage of people living in poverty by population group.

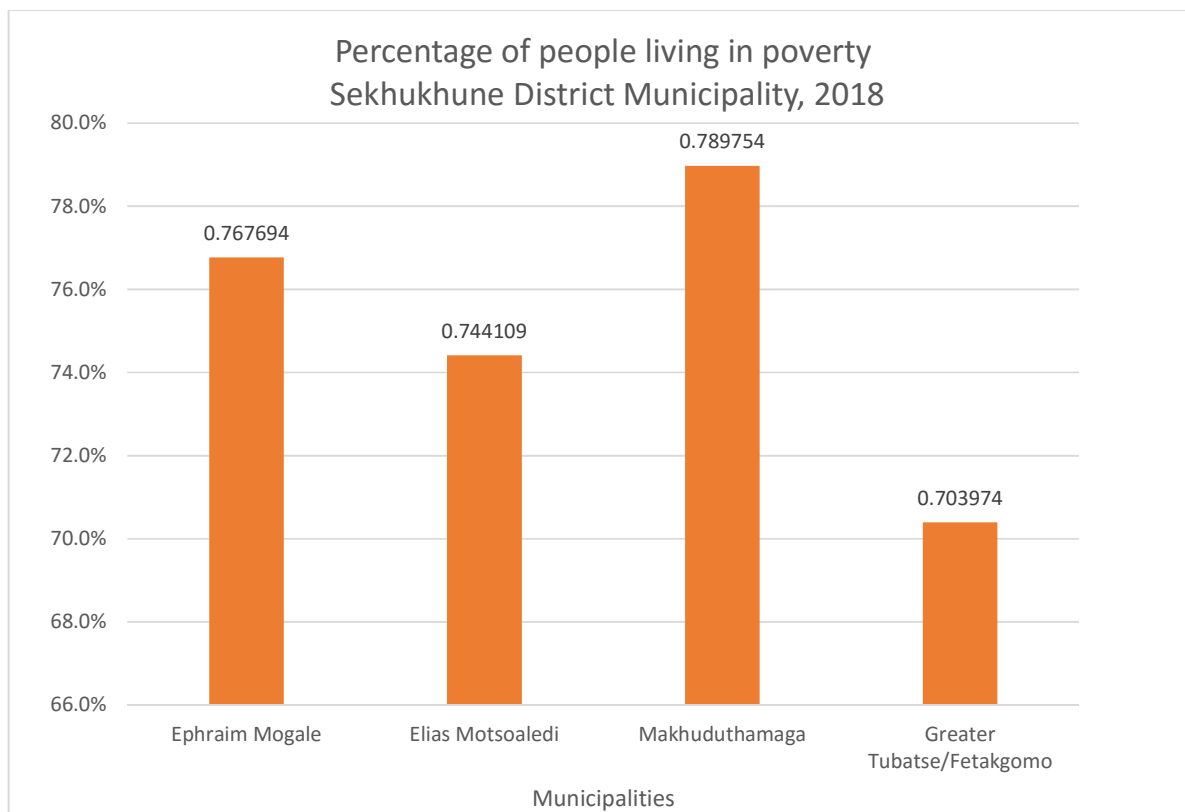
Figure 42: Percentage of People Living In Poverty by Population Group - Sekhukhune, 2008-2018

	African	White	Coloured	Asian
2008	82.6%	2.6%	51.3%	15.5%
2009	80.7%	2.9%	50.2%	13.0%
2010	76.2%	2.1%	47.4%	9.8%
2011	71.4%	1.3%	43.2%	6.9%
2012	71.0%	1.3%	45.0%	7.2%
2013	71.7%	1.3%	47.5%	7.7%
2014	73.0%	1.4%	50.5%	8.1%
2015	72.8%	1.9%	52.4%	8.4%
2016	74.5%	2.8%	55.7%	10.8%
2017	75.2%	3.6%	57.1%	13.5%
2018	74.9%	3.8%	57.7%	15.9%

Source: IHS Markit Regional eExplorer version 1750

In 2018, the population group with the highest percentage of people living in poverty was the African population group with a total of 82.6% people living in poverty, using the upper poverty line definition. The proportion of the African population group, living in poverty, decreased by 7.66 percentage points, as can be seen by the change from 82.60% in 2008 to 74.93% in 2018. In 2018 15.93% of the Asian population group lived in poverty, as compared to the 15.47% in 2008. The White and the Coloured population group saw a decrease in the percentage of people living in poverty, with a decrease of -1.25 and -6.41 percentage points respectively. The graph below shows figures of people living in poverty per each local municipality.

Figure 43: Percentage of People Living in Poverty - Local Municipalities and The Rest of Sekhukhune District Municipality, 2018



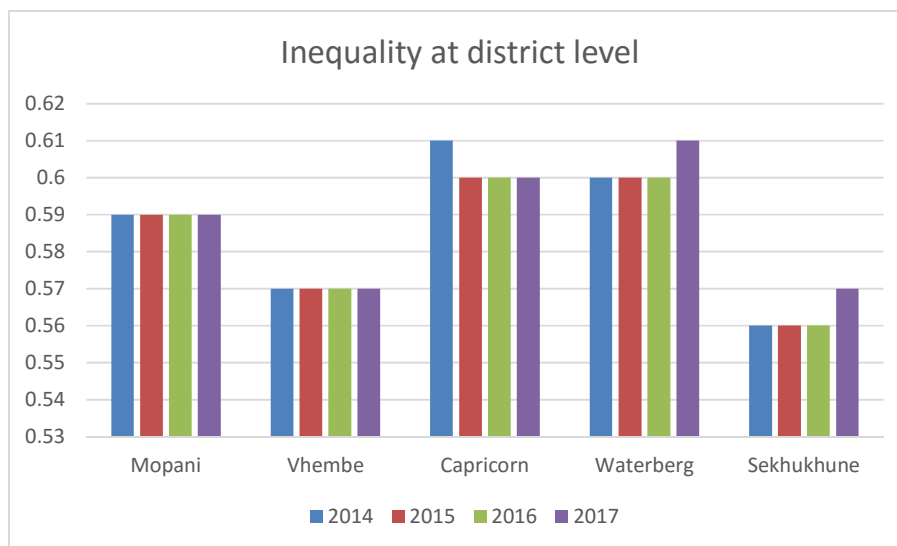
In terms of the percentage of people living in poverty for each of the locals within the Sekhukhune District Municipality, Makhuduthamaga Local Municipality has the highest percentage of people living in poverty, using the upper poverty line definition, with a total of 79.0%. This is due to fact that there is no formal town in the Municipal area for many years. However, with the growth of Jane Furse as the District Growth Point and the relocation of District offices from Lebowakgomo to Jane Furse it is expected that the economic activities will boom and job creation will benefit local residents.

The lowest percentage of people living in poverty can be observed in the Fetakgomo Tubatse Local Municipality with a total of 70.4% living in poverty, using the upper poverty line definition.

Inequality

Based on the outcomes of the Gini coefficient, if the outcome is equal to zero, it means that income is distributed in an equal manner within the defined area and there is no variance between the high and low-income earners. In contrast, if the Gini coefficient equals 1, income is completely inequitable, meaning that one or few individuals in the population earns all the income and the rest has no income.

Figure 44: Inequality at District Level



Source: HIS Markit Regional Explorer 2018.

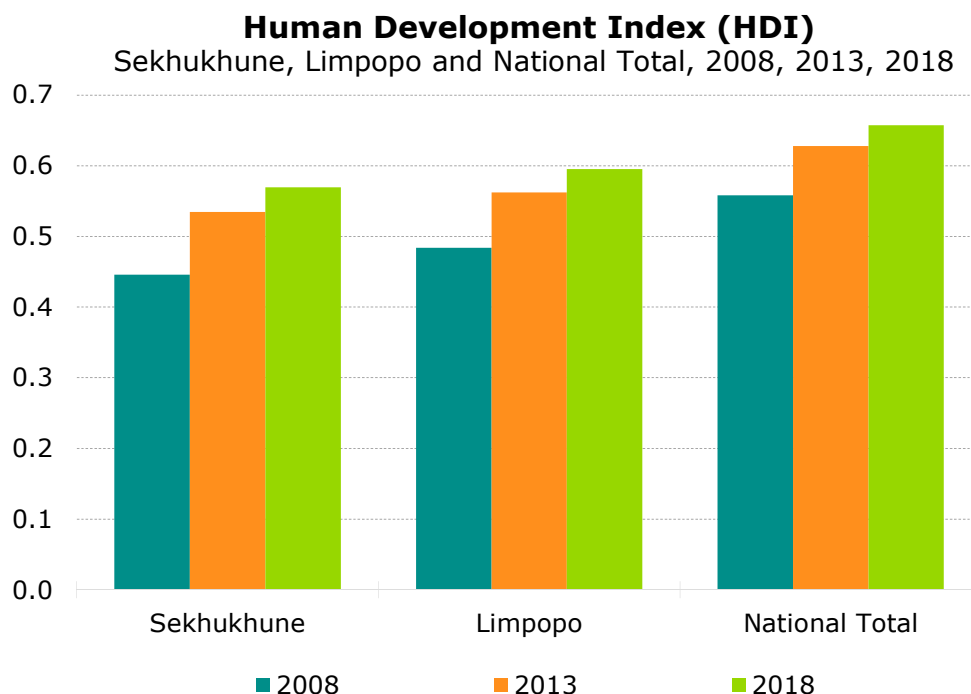
Sekhukhune and Vhembe District has the lowest Gini coefficient in the province of 0.57 in 2018 when compared to the other district municipalities. The Sekhukhune's Gini coefficient has increased by a 0.01 when compared to 2016, meaning that the income inequality in the district increased marginally. The income inequality in Sekhukhune is lower that of the Limpopo Province and South Africa which recorded a Gini coefficient of 0.593 and 0.63 respectively. The District should develop relevant Policies that promote equalities in order to ensure that people have same share of power and wealth within the district.

Human Development Index

The Human Development Index (HDI) is a combination of three basic dimensions of human development: A long and healthy life, knowledge, as well as a decent standard of living. In order to gauge a decent standard of living, the GDP per capita level is also utilised. Consequently, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

In 2018 Sekhukhune District Municipality had an HDI of 0.569 compared to the Limpopo with a HDI of 0.595 and 0.657 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2018 when compared to Sekhukhune District Municipality which translates to worse human development for Sekhukhune District Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.65% and this increase is lower than that of Sekhukhune District Municipality (2.48%).

Figure 45: Human Development Index



Source: IHS Markit Regional eXplorer version 1750

Pension pay points

Figure 24: Status of pension pay points in each municipality in 2019-2020

Municipality	Status of pension pay points (functional, having a building or not)	
Fetakgomo/ Tubatse	45 Functional	Open pay points=16
Ephraim Mogale	16 Functional	Open pay points=11
Elias Motsoaledi	15 Functional	Open pay points=8
Makhuduthamaga	20 Functional	Open pay points=7
Total	96 Functional	42

Source: South African Social Security Agency (SASSA) (2019)

Fetakgomo Tubatse has the highest number of functional pay points (45) within the district and it is followed by Makhuduthamaga (20). The total number of functional pay points within the district is 96. It is important for the Department of Social Development to evaluate the necessity of providing further pay points as many people use banking facilities to access their grants.

Planned Pay-points

Figure 25: Number of planned pay-points

Municipality	2019-2020	2020-2021	2021-2022
Fetakgomo/ Tubatse	45	45	45
Ephraim Mogale	16	16	16
Elias Motsoaledi	15	15	15

Makhuduthamaga	20	20	20
Total	96	96	96

Source: South African Social Security Agency (SASSA) (2019)

Number of social grants beneficiaries

Figure 26: Number of social grants beneficiaries

Municipality	Number of people benefiting from child support grants			Number of people benefiting from old age grant			Number of people benefiting from foster care			Number of people benefiting from institutional care		
	2016-2017	2017-2018	2018-2019	2016-2017	2017-2018	2018-2019	2016-2017	2017-2018	2018-2019	2016-17	2017-18	2018-19
Fetakgomo	299928	350332	41773	64293	10705	15965	9054	1055	1198	0	0	0
Greater Tubatse	176234	201983	233475	309561	39674	44466	4408	5173	5592	0	0	0
Ephraim Mogale	375486	453764	539762	80442	11303	16284	8149	1023	1298	0	0	0
Elias Motsoaledi	697332	814365	979498	18267	23609	27497	1864	2271	2854	0	0	0
Makhuduthamaga	464099	153987	168879	24822	319906	39369	1769	2867	3951	0	0	0
Total	2013079	1974431	1963387	497385	405197	143581	25244	12389	14893	0	0	0

Source: SASSA (2019)

The table above presents the statistics on grants beneficiaries are obtained from the South African Social Security Agency (SASSA). The figures indicated in the table change every month due to new approvals, births and deaths. The SASSA shows that the state resources are spend in the form of child grants in the areas that are predominantly rural. Many of these beneficiaries are either fostered, old aged, depended, need support one way or the other hence they receive different forms of grants. Issues contributing to high dependency rate on grants range from amongst others, orphans resulting from HIV/AIDS related deaths, child-headed households.

Disability

95.88% do not have disability, which means that the majority of the population does not need any disability related care in both public and private buildings. 1.34% has physical disability followed by sight at 0.68%, emotional at 0.63%, deaf at 0.55 and multiple disabilities at 0.17%. The table below illustrates the types of disabilities found in the district:

Table 20: Disability Types

Disability	Elias Motsoaledi	Fetakgomo Tubatse	Ephraim Mogale	Makhuduth amaga	Grand Total
Sight (blind/severe visual limitation)	3.10	7.25	1.62	6.39	18.36
Hearing (Deaf)	2.01	3.72	1.42	1.83	8.98
Communication (speech Impairment)	1.42	2.23	0.21	1.94	5.79
Physical (need wheelchair)	9.69	10.09	4.54	11.60	35.91
Intellectual (serious difficulty in learning)	1.01	3.37	1.73	3.14	9.24
Emotional (Behaviour)	5.63	5.9	1.87	3.66	17.06
Multiple Disabilities	0.38	1.86	0.18	2.24	4.65
Grand Total	23.23	34.42	11.56	30.80	100.00

Source: Community Survey 2007

Disability Development Programmes in Sekhukhune District Municipality

The Office of the Executive Mayor supports disabled persons community through celebrations of important calendar days covering a variety of disabilities and workshops:

- Support to District Disability Forum
- Deaf Awareness Campaign
- Eye Care Awareness Campaign
- Albinism Awareness Campaign

Disability Challenges

- Ineffective Disability Forums
- Lack of clear Policies on advancement of disable people's needs and aspirations
- Insufficient budget to implement awareness programs
- Public places not accessible and user-friendly for people living with disability.

Female Headed Households

In the year 2011, 139 593 households in Sekhukhune District Municipality are headed by females. This represents 52.9% of the total households in the district. The provincial average is 50.4% and therefore the district one is slightly higher. Targeted social programmes that benefit women in particular are required to alleviate challenges in these households. The highest number of these households is found in Makhuduthamaga, Elias Motsoaledi and Fetakgomo municipalities.

Table 23: Female Headed Households

Municipality	Female Headed Households			Number of households			% of female headed households		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	10 020	13 254	16 550	19 664	24 189	32 284	51,0	54,8	51,3
Elias Motsoaledi	24 048	26 794	32 061	42 605	45 478	60 251	56,4	58,9	53,2
Makhuduthamaga	30 932	34 334	39 217	49 782	52 978	65 217	62,1	64,8	60,1
Fetakgomo Tubatse	34 641	42 011	51 765	59 775	72 639	106 050	59,25	58,9	51,4
Sekhukhune	99 641	116 393	139 593	171 827	195 285	263 802	58,0	59,6	52,9

Source: Census (2011)

These figures on the other end challenges the LED unit, together with its key stakeholders to derive and develop programs that seek to empower women as they are burdened with the responsibility of ensuring that families are taken care of.

Child Headed Households

In 2011, 2 949 child headed households were recorded in Sekhukhune District Municipality. This represents 1,1% of the households in the entire district. Ephraim Mogale and Elias Motsoaledi have recorded highest numbers of child headed households in the district. Makhuduthamaga also scored 1,1% of the households headed by children. Programmes to deal with this issue need to focus on the municipalities with the highest need.

Table 24: Child Headed Households

MUNICIPALITY	1996			2001			2011		
	Households headed by children	Total house holds	% of child headed households	Households headed by children	Total house holds	% of child headed households	Households headed by children	Total hh	% of child headed hh
Ephraim Mogale	761	19 664	3,9	514	42 701	1,2	464	32 284	1,4
Elias Motsoaledi	1 872	42 605	4,4	1 007	80 719	1,2	800	60 251	1,3
Makhuduthamaga	1 794	49 782	3,6	917	95 710	1,0	737	65 217	1,1
Fetakgomo Tubatse	2 692	59 775	4,4	1 376	131 233	1,0	949	106 050	0,85
Sekhukhune	7 119	171 908	4,1	3 814	195 285	2,0	2 949	263 802	1,1

Source: Census (2011)

Dependency Ratio¹

Table 25: Dependency Ratio

Municipality	1996	2001	2011
Ephraim Mogale	91,7	82,8	73,7
Elias Motsoaledi	92,5	86,5	76,0
Makhuduthamaga	105,9	94,8	85,4
Fetakgomo Tubatse	101,8	89,8	71,35
Sekhukhune	99,6	89,2	74,7

Source: Census (2011)

In 2011, the dependency ratio in Sekhukhune District Municipality stands at 74.7%. It is relatively higher compared to the provincial dependency ratio of 67.3. Waterberg has a dependency ratio of 55.5% and Thabazimbi has the lowest at 30.8%. It will be important to check the underlying factors that make Thabazimbi achieve such a low dependency ratio in Limpopo Province.

Within the district however, Makhuduthamaga Local Municipality has the highest dependency ratio at 85.4 way above the district and provincial ratio. This is followed by Elias Motsoaledi at 76.0 and Fetakgomo Tubatse at 71.35. There is marked improvement in Fetakgomo Tubatse dependency ratio from 101.8 in 1996 to 71.35 in 2011.

It is very indispensable that the municipalities with higher dependency ratio receive much attention with regard to poverty alleviation programmes and also programmes that will lead to income generation. Makhuduthamaga, Elias Motsoaledi and Fetakgomo should therefore be prioritised for poverty alleviation programmes.

Early Childhood Development (ECD)

Figure 27: Number of Early Childhood Development (ECD) centers

MUNICIPALITY	NUMBER OF ECDs	REGISTERED ECDs	UNREGISTERED ECDs	FUNDED ECDs
Elias Motsoaledi	131	91	40	76
Makhuduthamaga	201	155	46	105
Ephraim Mogale	96	68	28	49
Fetakgomo Tubatse	300	269	31	186
Total	728	583	145	416

Limpopo Dept. of Social Development: 2016

Fetakgomo Tubatse has the highest number of ECDs (300) while Ephraim Mogale has the lowest ECDs. This is attributed to the fact that Ephraim Mogale is the Smallest Municipality within the district. Attention should be given to the unregistered ECDs so that they can be fully registered.

The below tables indicate the existing facilities for vulnerable groups, old age home, aged service centres, substance abuse centres, disability centres and stimulation centres.

¹ Dependency ratio tells us how many young people under the age of 16 and older people over 64 years who are not working that have to depend on those who are working age and paying taxes. The higher the dependency ratio, the more people that need looking after

Table 139: number of facilities for vulnerable groups

Municipality	Number of old age homes	Number of drop in centres	Number of children's homes (CYCC)	Number of disability centres	Number of women safe house centres	Number of home based carers
Fetakgomo Tubatse		34	01 Child and youth care worker for 30 children	09	00	13
Ephraim Mogale	01	06		05	00	13
Elias Motsoaledi		10		04	00	09
Makhuduthamaga		07		03	00	05
Total	01	57		21	00	40

Limpopo Dept. of Social Development: 2015

Table 140: Old Age Home

No	Name of the organisation	Municipality	Physical address	Number of beneficiaries	NPO compliance	Funded or not funded
1	Loskopvallei Russord	E/Mogale	Japonica STR 900	71	YES	FUNDED

Limpopo Dept. of Social Development: 2015

Table 141: Aged service centres

NO	NAME OF THE ORGANISATION	MUNICIPALITY	PHYSICAL ADDRESS	NUMBER OF BENEFICIARIES	NPO COMPLAINT	FUNDED OR NOT FUNDED
1	Kgakgabejane Luncheon Group	E-Motsoaledi	Zaaiplaas Next to Clinic	36	Yes	Funded
2	Kodumela Moepathuse Aged	E-Motsoaledi	Hlogotlou Monstrlus Unit A	72	Yes	Funded
3	Moriri O Mosweu Aged Club	E-Motsoaledi	219 Majakaneng Sec	19	Yes	Funded
4	Motetema Old Age	E-Motsoaledi	motetema nxt to Lutheren	75	Yes	Funded
5	Mpheleng Serv Centre	E-Motsoaledi	Mpheleng Village	56	Yes	Funded
6	Ratanang Serv Centre	E-Motsoaledi	Elansdoorn next to Traffic Office	58	Yes	Funded
7	Hlabologang Aged	Fetakgomo Tubatse	Sekopung Village	28	Yes	Funded
8	Itsosheng Aged		Magakala Madifahlane		Yes	Funded
9	Maupa Aged Club		Ga-Mokobola Mabochoa	22	Yes	Funded
10	Phakisa Aged		Mabochoa Marulaneng Villa	22	Yes	Funded
11	Rethabile Diphale Aged		Diphale-Dijaneng ville gaMohlala	26	Yes	Funded
12	Gaogelang Aged		Strydkraal A	65	Yes	Funded
13	Lapa La Hunadi Aged Club		Strydkraal A	49	Yes	Funded
14	Motswadibe Aged Care Group		Ga-Phasha	50	Yes	Funded
15	Lethabong Aged	E/Mogale	Elandskraal	41	Yes	Funded
16	Leeufontein Comm.Serv .Centre	E/Mogale	L/fontein	45	Yes	Funded
17	Mohlakamotala Aged	Makhuduthamaga	Marulaneng	34	Yes	Funded

Limpopo Dept. of Social Development: 2013

Table 142: Substance Abuse Centre

NO	NAME OF THE ORGANISATION	MUNICIPALITY	PHYSICAL ADDRESS	NUMBER OF BENEFICIARIES	NPO COMPLAINT	FUNDED OR NOT FUNDED
	Tsogang le phele drugs & Substance Abuse	Fetakgomo Tubatse	Praktiseer one stop		YES	FUNDED

Limpopo Dept. of Social Development: 2013

Table 143: Disability Centres

NO	NAME OF THE ORGANISATION	MUNICIPALITY	PHYSICAL ADDRESS	NUMBER OF BENEFICIARIES	NPO COMPLAINTS	FUNDED OR NOT FUNDED
1	Leratong Disability Centre	Ephraim Mogale	Next to Elandskraal admin office	31	Yes	Funded
2	Bakone Disability Centre	Ephraim Mogale	Next to Thari a ngoana Crèche	19	Yes	Funded
3	Bosele Handcraft Centre	Elias Motsoaledi	No 1 Hlogotlou	40	Yes	Funded
4	Epilepsy Protective Workshop	Elias Motsoaledi	01 Hoof street Next to Magistrate Court	13	Yes	Funded
5	Leseding Protective Workshop	Makhuduthamaga	N0 1 Vergeleegen C	55	Yes	Funded
6	Arekgotleleleng Disability Project	Fetakgomo Tubatse	Sehunyane next to Moutse River	31	Yes	Funded
7	Alverton Self Help Group	Fetakgomo Tubatse	Alverton village	21	Yes	Funded
8	Dilokong Protective Workshop	Fetakgomo Tubatse	Moroke Village	31	Yes	Funded
9	Lehlaba Protective Workshop	Fetakgomo Tubatse	Ga-Riba Village	109	Yes	Funded
10	Mohlalelse Disabled Group	Fetakgomo Tubatse	Mohlaleste	51	Yes	Funded
11	Ramodikoe protective workshop	Ephraim Mogale	Mamphokgo	34	Yes	Not Funded
12	Mabaledi Protective	Ephraim Mogale	Moomane next to prikmmary school	25	Yes	Funded
13	Tswaraganang	Elias Mogale	Tshikanoshi	35	Yes	Funded

Limpopo Dept. of Social Development: 2013

Table 144: Stimulation Centre

NO	NAME OF THE ORGANISATION	MUNICIPALITY	PHYSICAL ADDRESS	NUMBER OF BENEFICIARIES	NPO COMPLAINTS	FUNDED OR NOT FUNDED
1	Leratong Stimulation Centre	Ephraim Mogale	Elandskraal	16	Yes	Funded
2	Phaphamani Stimulation Centre	Elias Motsoaledi	858 Monsterlus Unit B	15	Yes	Funded
3	Khayallethu Stimulation	Elias Motsoaledi	Sephaku Village	14	Yes	Funded
4	Makgalaborwa Centre	Makhuduthamaga	Tshehlwaneng	27	Yes	Funded
5	Le rena reka kgona Centre	Fetakgomo Tubatse	Ga Nchabeleng	41	Yes	Funded
6	Imologa Dicep	Fetakgomo Tubatse	Ga Phasha	19	Yes	Funded

Limpopo Dept. of Social Development: 2013

Challenges

- Low supply of basic services to service centres
- High level of grant dependence
- High level of poverty

2.5.16. Safety and Security

Combating crime forms one of the governmental strategic priorities within the medium term period. Safety and security issues remain critical in crime prevention measures in the District. Communities lack policing facilities that would assist in either reporting or combating crimes in their areas. It means the responsibility of the state to make sure that police Stations are well equipped to deal with any type of crime that might be experience among communities.

Legal recourse is an important element of justice for those who suffered crime and other violations. There are six magistrate courts in Sekhukhune District. These are Magistrate Praktiseer (next to Burgersfort), Magistrate Sekhukhune (in Schoonord), magistrate Nebo in Phokwane), Magistrate Moutse, Magistrate Sempupuru and Magistrate Groblersdal (Groblersdal). These magistrate courts serve a population of 1,169, 762 people.

When researching Sekhukhune's tourism potential as part of its 2025 Strategy, the District found that crime was a weakness that could potentially undermine tourism efforts in the area (G Steyn and Associates, 2006). More recently, the District's IDP consultations with communities found that the issue of crime was a recurring theme. The most important issue raised by communities and stakeholder groups (such as business, farmers, traditional leaders and civil society organizations) concern:

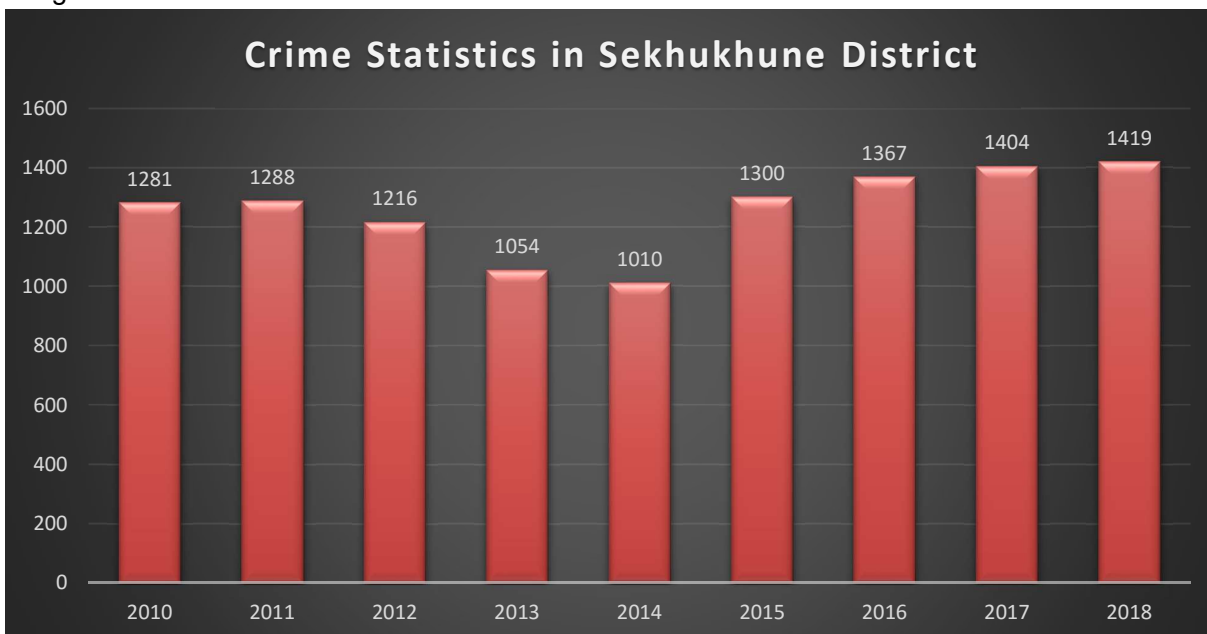
- The presence of gangs in some communities.
- The lack of electricity and proper lighting exacerbated the problem of crime.
- There should be more police stations in the area as people sometimes have trouble accessing distant stations.
- Lack of satellite Police Stations.

Crime statistics

The National Development Plan (NDP) states that the high crime levels have slowed South Africa's social and economic development. The NDP further states that an integrated approach to safety and security will require coordinated activity across a variety of departments, the private sector and community bodies.

The figure below shows the crime statistics in Sekhukhune District between 2010 and 2018. The graph shows that the lowest figure recorded was in 2014. However, crime has since risen from 1010 in 2014 to 1419 in 2018.

Figure 33: Crime Statistics in Sekhukhune District



Source: SAPS, 2018

According to SAPS (2018), there are 21 Police Stations in Sekhukhune District. There are certain norms and standards on police services. Part of the said norms and standards are the 4km, 8km, 16km and 24km buffers between service points. According to the said norms and standards, the police station should be within a 4km radius, the next station should be 8km away, then another one 16km away, and lastly 24km away.

Figure 34: Across various police stations, the crimes cut across many categories such as the following:

<ul style="list-style-type: none"> • Community reported serious crimes • Arson • Assault with intent to inflict grievous bodily harm • Attempted murder • Attempted sexual offences • Bank robbery • Burglary at non-residential premises • Burglary at residential premises • Carjacking • Commercial crime • Common assault • Common robbery • Contact crimes 	<ul style="list-style-type: none"> • Contact sexual offences • Contact related crimes • Crime detected as a result of police action • Driving under the influence of alcohol or drugs • Drug related crime • Illegal possession of firearms and ammunition • Malicious damage to property • Murder • Property related crimes • Rape • Robbery at residential premises 	<ul style="list-style-type: none"> • Sexual assault and sexual offences • Sexual offences detected as a result of police action • Shoplifting • Stock-theft • Theft of motor vehicle and motorcycle • Theft out of or from motor vehicle • TRIO crimes • Truck hijacking • Robbery of cash in transit • Robbery at non-residential premises
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	<ul style="list-style-type: none"> • Robbery with aggravating circumstances 	
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Source: SAPS (2018)

There are only six (06) magistrate courts in servicing the entire district. These are Magistrate Praktiseer (next to Burgersfort), Magistrate Sekhukhune (in Schoonoord), magistrate Nebo (in Phokwane), Magistrate Moutse, Magistrate Sempupuru and Magistrate Groblersdal (in Groblersdal).

The reality is that the challenge of lack of adequate resources of dealing with crime has a potential to cripple the growth of the area. The recent IDP stakeholder engagements also revealed that crime was one of the concerns affecting the locals. The following issues were raised during the said engagements:

- The presence of gangs in some communities.
- The lack of electricity and proper lighting exacerbated the problem of crime.
- There should be more police stations in the area as people sometimes have trouble accessing distant stations.
- Lack of satellite Police Stations.

It is thus important for SAPS and other stakeholders to put more efforts in addressing the aforementioned issues by adding more Police Stations or Satellite Stations. The District should also in collaboration with other Stakeholders (including relevant sector Depts.) develop a Community Safety Plan and be able to conduct safety audits.

Current police stations are 21 in number (SAPS, 2018), listed below:

1. Burgesfort
2. Leboeng
3. Mecklenburg
4. Apel
5. Masemola
6. Ohrigstad
7. Sekhukhune
8. Tubatse
9. Roosenekal
10. Rakgoadi
11. Driekop
12. Dennilton
13. Groblersdal
14. Hlogotlou
15. Marble Hall
16. Motetema
17. Nebo
18. Elandskraal
19. Matlerekeng
20. Zaaiplaas

21. Jane furse

Current approved satellite police stations are 2 in number (SAPS, 2018):

1. Eerstegeluk and
2. Penge.

However, the buildings do not belong to SAPS and as a result, SAPS is unable to control the operating hours on those buildings as they belong to other departments.

There are 14 police contact points in the district of Sekhukhune (SAPS, 2018):

1. Kgautswane
2. Manganeng Kgwana Project
3. New Horizon
4. Ngwaabe Old Clinic
5. Phiring
6. Steelpoort
7. Luckau
8. Magagamatala
9. Masoing
10. Taung
11. RDP Leeufontein
12. Atok
13. Mohlaletsi
14. Mphanama

Backlog on police stations are in two areas (SAPS, 2018):

- Driekop Police Station: is operating 24 hours but the building is not according to a standard of a police station.
- Penge Police Station: operating through a use of a building belonging to Penge Mine. SAPS is unable to control operating hours on that building as it belongs to another institution.
- Apel police station needs a building.

Norms and standards on SAPS services (SAPS, 2018)

Buffers were created around existing service points on 4km, 8km, 16km and 24km to give a basic indication of the distances that people need to travel. These buffers were created on the international norm that an average person can walk 4,5km in an hour. The areas served by stations (precincts) were clearly demarcated on maps.

Buffers of 4km, 8km, 16km and 24km were generated around existing service points, namely police stations; satellite police stations; fixed and mobile contact points.

Geographical set-up in terms of the map of the stations were used to generate the buffers.

What does it all mean? Based on a centre of an existing police service station, an ideal desired situation is that the next station should be 8km away, then another one 16km away, and lastly 24km away. But the next service station from the first should never be more than 24km away. The first 4km radius is just for walking distance purposes. The distances were also calculated taking into consideration the reaction time by police to reach affected area after community calls for service.

Proposed new satellite and fixed contact stations are 7 in number (SAPS, 2018)

- De Hoop Dam
- Leeufontein
- Lehlaba Centre (Riba Cross Lehlaba)
- Manotwane
- Phatantswane Clinic
- Tafelkop
- Ntwane

Manotwane satellite police station building was donated by the Department of Health, but due to financial constraints SAPS is unable to renovate it.

Challenges

- Revival and capacitating of Community Policing Forums (CPFs)
- Establishment of additional satellite police stations in the Municipalities
- Conducting crime prevention and awareness campaigns

2.6. INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

2.6.1. Institutional Capacity Analysis

Mandate

The mandate of the municipality authorised by the Minister of Corporative Governance, Housing and Traditional affairs are as follows:

- Provide water and sanitation services
- Provide emergency services
- Provide municipal health services
- .Coordinate municipal planning and land use management
- Provide disaster management services

Service delivery Priorities

- Improve the quality of water and wastewater (Compliance to blue and green drop)
- Stabilize water supply provision
- Extension of water and sanitation infrastructure to areas without;
- Promote health and prevent diseases

- Save lives, protect property and the environment
- Provide proactive protection to major centres of economic infrastructure in the municipality from fire.
- Prevent and mitigate on incidents of disaster in nature
- Effective land use management and spatial redress
- Economic growth and job creation
- Enhanced municipal planning capacity and Implementation of SPLUMA

Analysis of the staff establishment

The analysis was done with departments guided by the steps in the organisational design review plan for 2018-19 financial year.

Table 37: Staff establishment for 2019/20

Department	Number of posts	Number of vacancies	Number of newly created	Number of filled positions
Budget & Treasury	100	38	6	54
Corporate Services	169	24	5	140
Planning & Economic Development	14	4	2	8
Community Services	277	117	51	103
Infrastructure & Water Services	734	163	95	476
TOTAL	1 294	346	159	781

Methodology used in analysis

The analysis considered the organisational design (OD) and job evaluation (JE) principles that emphasise the need to ensure that functional relationships between divisions have been taken into account to avoid duplication and overlap of functions across the municipality, financial implications, functional location, principles on the establishment of the division to ensure that each functional area has properly defined tasks, particularly with regard to the principle of equal pay for work of equal value, span of control, clear lines of reporting to avoid dual reporting and the need to ensure effective use of existing capacity, as well as the promotion of efficient and economic use of resources.

Strength

In terms of financial management, the municipality has a pool of officials with good accounting skills. Adequate capacity for institutional social development assisting in calming community unrest and protest.

The office of the Municipal Manager is strengthened with performance management and legal services. Council Secretary and Deputy Director in the Executive Mayor's Office are reporting to Administration.

The current staff establishment have signed job descriptions for all positions. For the newly created posts the job descriptions were developed in the first quarter based on the work-study investigation, job analysis, information from departments and more inputs from respective

divisional heads and job experts. The jobs are subjected to job evaluation process to determine appropriate level of the post based on the relative size and value of the job.

Weaknesses

- The current staff establishment lack adequate support for LED, eg. economic research and unfunded vacant positions in the division.
- Consistency in terms of retaining the CFO.
- Inadequate process control capacity to deal with water and wastewater, issues of blue & green drop coordination.
- Inadequate budget to fill vacant critical positions in some divisions
- Inability to provide tools of trades to staff members.

Operate within constraints-Various constraints put limits on the municipality and its design, change in legislations, prototypes structures, government priorities & regulations, stakeholders, technological systems, complex processes, finances and other resources that constraints the strategy.

Plans to improve the Human Capital

To enhance capacity there is a need to continuously train employees to keep up with the trends in the labour market. Furthermore there is a need to re-skill, retrain, job rotation, and job enrichment (vertical), job enlargement (horizontal) on- boarding of new employees, managing diversity, career development counselling, coaching and mentoring. The other aspect will be placement only in cases of request to enhance productivity and career pathing. Above all, conduct employee satisfaction survey to diagnose the underlying issue in order to enhance employee's morale.

2.6.2. Organizational Development (OD)

Introduction

Organisational development is a long term plan effort to assist with the development of organisation change and learning capacity. In order to assist with the promotion of efficiency, effectiveness that lead to improved productivity. Organisational development strives for appropriate models for organisational standards and benchmarks .It further enhance the organisation by aligning organisational strategy with organisational design to improve service delivery model

Legislative framework used

- The Constitution of the Republic of SA, 1996
- National Development Plan Chapter 13
- White paper on Human Resource Management
- Public service Regulation 2001 as amended chapter 1 part 3(b)(2)
- White Paper on transformation of Public Service chapter 9
- White Paper on Transformation of Service Delivery
- Medium Term Strategic Framework Outcome 12

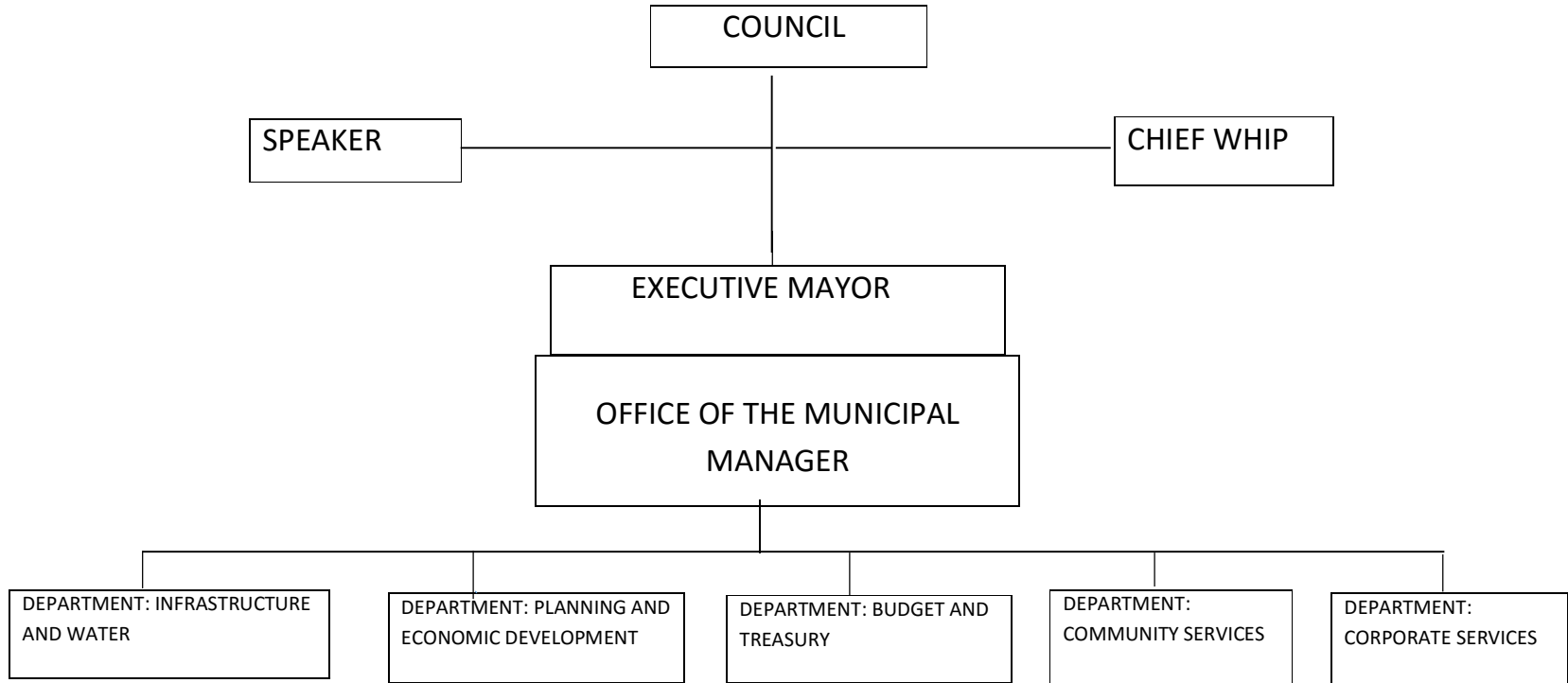
- Municipal systems Act no 32 of 2000
- Municipal Structures act no 32 of 2000

FUNCTIONS	STATUS QUO	CHALLENGES
Organisational design /structure	The Org structure is reviewed and adopted annually	Unfunded posts
	Organisational structure assessment conducted and analysis	It is not effective as such and as a pillar of the organisation, line managers do not respond to the call to assess the structure quarterly
Change Management	Change management champions re-appointed, Areas of change identified	Lack of funds

Challenges to be addressed by the OD Unit

- Change management processes
- Continuous diagnoses of respective departments
- Implement OD interventions

Organizational Structure



2.6.3. Human Resources Administration (HRA)

Introduction

The White paper on HRM requires Human resources within the Public sector (including Local Government) to be managed, utilized and maintained efficiently and effectively. In the context of people management, the Human Resources Administration deals mainly with the following; namely, recruitment (talent attraction), staff retention and terminations, Leave administration, Employee benefits, implementation of *Employment Equity Act 55 of 1998*, human resources policy development, implementation and review as well as authorization of overtime and emergency work.

Functions	Status quo	Challenges
Recruitment and Selection	Recruitment: Currently six (6) out of seven (7) essential and critical posts at senior management level are filled e.g. Municipal Manager and other managers reporting directly to Municipal Manager. Chief Audit Executive position remains vacant. The main challenge facing the Division in recruitment is that appropriate candidates in certain rare skills are difficult to find in the market, especially during selection process (interviews). The Municipality has the vacancy rate below 17%	Difficulty in recruiting skilled employees on rare and critical skills
Leave Administration	All types of leaves are currently administered well. The systems used are ESS (electronic) and manual administration. Handicaps include managers/directors not approving leave requests on time.	Non-compliance to Leave of absence policy
Staff retention and terminations	There are turnover/resignations in the SDM which is less than 5%. The staff retention strategy needs to be implemented more effectively.	Re-advertisement of the same Post as a result of turnover becomes a costly exercise
Employee benefits	Newly appointed employees as per their specific salary levels, have an access to service benefits ,like medical aid, pension funds ,housing and car allowance	Difficulty in getting benefits from Government Employees Pension Fund (GEPF) within a reasonable time after a turnover
Employment Equity	The Division will submit employment equity electronic report on or before the 15 th January 2021. As a result, SDM will appear on the Employment Equity Register for 2021 that will be published by the Minister of Labour in terms of <i>Section 41 of the Act</i> . A four (4) year Employment Equity Plan	The main challenge is to factor in women in top and senior management as well as disabled people.

Functions	Status quo	Challenges
	expired on the 30 June 2020, therefore, a new five (5) year plan is being drafted.	
Human Resources Policies	These are purely HR Operational policies that are designed to simplify management of human capital in the context of achieving the vision of the Organization	Non-compliance
Approval of Overtime and Emergency work	Overtime and Emergency work from the Department of Infrastructure and Water services , and Community Services Department are processed and authorized monthly for Payroll division to pay , This is largely informed by Overtime Policy	Some employees in Infrastructure and Water Services exceed the limit of 30% as stipulated in the Policy, and this constitutes an Audit query. Therefore the Department needs personnel in the form of General workers to limit excessive overtime.

Human Resources Administration is informed by the following statutory and legal framework:

- Public Services Act, 1994
- Employment Equity Act, 1998
- Basic Conditions of Employment, 1997
- Municipal Systems Act, 2000
- Municipal Systems Amendment Act, 2011
- White paper on HRM

2.6.4. Human Resources Development (HRD)

Introduction

The Human Resources Development division is comprised of a Senior Training Officer and one training officer.

Functions of the Unit:

- Administration of Municipal Training Committee
- Administration of Council Bursary scheme
- Development and implementation of workplace skills plan
Administration of the Municipal Policy and Education, Training and Development
- Coordination of District Skills Development Facilitators Forum
- Coordination of Employees Capacity Building Programmes
- Coordination and Management of Internship, Learnership, Apprenticeship, Experiential Learning Programmes
- Skills Audit
- Promoting Youth employability and sustainable livelihood through skills audit

Functions of HRD division	Status quo of each function	Challenges regarding each function
1.The division manages issues relating to workplace skills planning(WSP) and 2. Facilitates skills development for the community through a variety of interventions such as: 2.1 Internships 2.2 learnership 2.3 Experiential Learning 2.4.AET 2.5 RPL 3. The division also manages the Bursary Scheme of the Council of Sekhukhune District Municipality such as 3.1 Internal Bursaries 3.2 External Bursaries	245 employees were capacitated through different training interventions. 12 learners on Learnership Program on Project Management completed (08 employed learners and 02 unemployed learners). 86 learners are engaged in AET. 06 Learners completed their Horticulure learnership. 17 Experiential Learners List of candidates to be enrolled in the program has been compiled. 17 candidates have been identified for enrolment on the program. 10 Internal Bursars 16 External Bursars	Inadequate funding for Human Resources Development

Status Quo: Human Resource Development

The division manages issues relating to workplace skills planning and facilitates skills development for the community through a variety of interventions such as Internships and learnership. The division also manages the Bursary Scheme of the Council of Sekhukhune District Municipality.

Skills needs within the municipal council

The inception of Local Government sphere has **de-facto** opened a life-long unnoticed challenge of capacity among the public service and municipal employees. The passing of the Skills Development Act no.97 of 1998 is aimed at capacitating the above mentioned employees through training in order to redress legacies of the past.

The Sekhukhune District Municipality develops the Workplace Skills Plan annually in consultation with its employees and councillors to analyse the skills needs. This exercise is done in the form of a questionnaire that is distributed among the stakeholders. The following are the critical skills among the staff members:

- Engineering
- IT
- Legal

- Municipal Finance

The councillors need capacity building in the fields that are much related to areas of oversight responsibility. Those areas or fields are the following:

- Supply Chain Management
- Executive Leadership Management
- Municipal Governance
- Public Policy
- Project Management

These needs are consolidated and form part of the WSP that should be approved by council. They are then submitted to LGSETA that will assist in training to address the scarce skills challenge.

Challenges to be addressed by the Human Resource Development

- Development of a credible workplace skills plan to guide training in the District.
- Development of a skills development programme for unemployed members of the community.
- The need to do comprehensive skills audit of the entire workforce

In terms of the Systems Act of 2000 as amended sec 68 states that (1) a Municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way, and for this purpose must comply with the Skills Development Act, 1998 (Act No.81 of 1998), and Skills Development Levies Act (Act No. 28 of 1999).

2.6.5. Employee Assistance Programme (EAP)

Introduction

The main purpose of EAP is to assist employees with personal and work related problems. The aim thereof is to enhance performance as well as production of employees. The focus is also on reactive and proactive wellness programs. Reactive wellness programs focuses on existing problems of employees. Proactive wellness programs are preventative programs that prevent problems from occurring in future.

The main purpose of Occupational Health and Safety (OHS) is to facilitate management of physical health of employees as affected by working conditions and to monitor municipal service areas. This will ensure that employees work in a healthy and safe environment.

OHS deals with the identification and investigations of injuries on duty and facilitation of compensation, medical surveillance/checkups, buildings inspections and audit, risk assessment (planned task observations), provision of personal protective equipment as well as health and safety awareness programmes.

FUNCTIONS OF EAP	STATUS QUO OF EACH FUNCTION	CHALLENGES REGARDING EACH FUNCTION
EMPLOYEE ASSISTANCE PROGRAMME		
Assist employees with personal and work related problems	Render counselling to employees, conduct home and workplace visits.	Clients' inability to disclose their problems and to express their feelings
Substance abuse programme	Attend employees who have alcoholism problem, there by rendering counselling to them and their families, referral to Rehabilitation centre for treatment of alcoholism, and reintegration in to their work and family environment after rehabilitation. Facilitate monthly alcohol anonymous group so that substance abusers are able to support, and assist each other.	Relapse on the part of substance abusers.
Stress and Trauma Group counselling programme	This programme is conducted annually. Emergency services employees are assisted through this programme by the Psychologist who enable them to deal with their traumatic experiences. Employees from other Departments who suffer from trauma are also involved in this programme.	Management's inability to attend this programme
Wellness day	This programme is done annually and the following are activities during this event: Education on health and mental health programmes (substance abuse, HIV aids, optometry and so on) HIV Aids testing and Counselling Physical health - Fun Walk	Attendance by employees.

FUNCTIONS OF EAP	STATUS QUO OF EACH FUNCTION	CHALLENGES REGARDING EACH FUNCTION
	Illness screening, cholesterol, sugar diabetics and high blood Optometry Services etc. Employees' sports games	
Wellness Awareness programmes	Employees are educated on Wellness issues such as HIV-Aids, TB, Sugar diabetics, high blood, Cancer, Substance abuse, mental health and most recently Covid 19/Corona Virus.	None
OHS		
Buildings audit and safe work procedure inspection.	SDM buildings as well as safe work procedures are inspected to check if they comply with OHS Act.	No measures are undertaken to ensure that SDM buildings comply with OHS Act.
Medical surveillance programme.	Employees whom their work activities expose them to health risks (sewage and purification plants, drivers, water reticulation and maintenance etc.) are referred to hospitals for medical check-ups annually.	Shortage of staff in the hospitals
COIDA	Employees' injuries are reported to Department of labour- Commissioner for facilitation of compensation	Injuries are not reported within a framework of seven (7) days which is a requirement by Department of Labour.
Provision of Personal Protective Equipment and servicing of fire extinguishers.	Provision of PPE to employees. Service Municipal fire extinguishers	Regional Managers and Depot Managers' inability to submit names of employees who qualify for PPE.

FUNCTIONS OF EAP	STATUS QUO OF EACH FUNCTION	CHALLENGES REGARDING EACH FUNCTION
OHS Awareness campaigns	Render awareness campaigns to employees such as education on OHS ACT, PPE policy, Medical surveillance programme, Health and Safety issues and so on	None

Challenges facing the unit

- Inadequate Skills (Counseling skills)
- Insufficient budget
- Performance and productive problems caused by personal and work related problems.
- Unhealthy workforce
- Unhealthy and unsafe work environment.

2.6.6. Information and Communication Technology (ICT)

Introduction

The ICT Unit strives to be the back-bone and business driver of the Sekhukhune District Municipality by providing and enhancing a virtual interactive organization where Information and Communication Technology are utilized to provide services to our communities.

Legislative Framework

- The Constitution.
- Municipal Systems Act (Act 32 of 2000).
- Municipal Structures Act (Act 117 of 1998).
- Supply Chain Regulations.
- King III 2009: King Code of Corporate Governance.
- ISO 38500: 2008:9
- ISO/IEC 27000
- ISMS
- Cobit
- ITIL
- Promotion of Access to Information Act.

FUNCTIONS	STATUS QUO	CHALLENGES
Monitoring and Evaluation of Systems	Systems are monitored daily	None
	Network is monitored manually	

	E-mails and Telephones are monitored manually	
Provide User support and Maintenance	Users are supported via a centralized Help Desk System	Best practice dictates that there should be 1 technician for 30 end-users when the infrastructure is decentralized. Currently that is not the case.
To provide a conducive and sustainable environment for Information and Communication Technology	Systems, Internet and E-mails are in place to enable and provide a conducive and sustainable environment for ICT	None
Research and Innovation Services	Research and innovation is done continuously to improve the ICT environment	Lack of test room.
Implementation of Network and Communication	Network and Communication platform provided via Domain, E-mails and Internet access	None
Management of Information System	Service Level Agreements with external Service Providers are monitored and in place	None

General Analysis

SYSTEM MAINTENANCE

- Six (6) systems are monitored and maintained.
- User account revision schedule is developed and in place. SOLAR & VIP User accounts were revised.
- System reports developed quarterly and service providers monitored.
- Patch Management and Change Management Procedures developed and tabled to Management for approval.

SECURITY UPGRADE OF SERVER ROOMS

- Air conditioners in good condition.
- Access registers are in place.
- Environmental controls in the server rooms need to be installed.
- Risk Management in process to acquire security cameras.

BUSINESS CONTINUITY

- Back-up Policy and Procedures in place and revised.
- Back-ups are still done manually.
- Monthly back-up reports, logs and registers in place.

WIRELESS

- 90% of network is available at all times and downtimes kept under an hour and need to be upgraded to make provision for an Intranet.
- Monthly and Quarterly reports are in place.
- Network Monitoring Report Developed.

RISK MANAGEMENT

- ICT Risk Register Revised and in place

ICT POLICY COMPLIANCE

- ICT Policy compliance report in place.
- Policy compliance monitored and the following policies were tabled to Management for approval and recommendation by Council.
- ICT Governance Framework.
- End-user Computing Policy
- Back-up Procedures.
- Change Management Policy and Procedures.

Challenges to be addressed by the ICT Unit

- Sekhukhune District Municipality is a vast area and many residents still do not have access to basic ICT functions like e-mails and internet. To bridge the digital divide and empower the Sekhukhune Community, the ICT Unit needs to investigate and research on ways and means to improve this situation.
- There are a number of systems utilized for various reasons in the Sekhukhune District Municipality. Some of these systems do not fully integrate with each other which are either causing loopholes or duplication of efforts. Sekhukhune District Municipality is therefore operating on a flat file system and systems are disintegrated.
- Various risks were identified by the Risk Unit i.e. Security Risks in the safe guarding of SDM information. These risks need to be revised and addressed as soon as possible. To improve information security an End-user Computing policy was developed and tabled to management for further consideration.
- The ICT Unit received quite a number of both Internal and External Audit Queries which should be resolved to ensure proper ICT Governance is applied. The ICT Unit improved tremendously on Governance and attend to queries diligently.
- The current ICT Disaster Recovery need to be revised and the infrastructure to execute the Plan is being developed. The back-ups are still being done manually and this process needs to be automated to increase reliability. Over and above that, the ICT Unit need to also secure the testing environment where back-ups, patches, upgrades and system

changes can be tested before it is rolled out into the live environment. Discussion took place around options available and a Shared Services Approach was decided on.

- There is quite a number of redundant hardware that needs to be replaced.
- A proper ICT Strategy together with a proper Procurement Plan is needed to ensure that projects can be completed.

2.6.7. Auxiliary Services (AS)

Introduction

Auxiliary Services is one of the eight units within Corporate Services Department in Sekhukhune District Municipality (SDM); the functions of Auxiliary Services include:

- Records Management
- Fleet Management
- Facility Management

Records Management

The purpose of records management is to ensure safe storage of records, easy retrieval, filing, archiving of information, record disposal. Other functions within records management is messenger services, photocopying and printing services.

Records Management is regulated by National Archives and Records Service of South Africa Act No 43 of 1996, The Promotion of Access to information Act (Act.No.2 of 2000, The Promotion of Administrative Justice Act No.3 of 2000 and The Electronic Communication and Transaction Act No 25 of 2002).

FUNCTION	STATUS	CHALLENGES
Postal Services	Postage services is operational Registry post 2000 mail monthly	None
Messenger services	100% messenger services operational	None
Disposal of records	420 project documents inspected and waiting for disposal	Delay by Provincial Archivist to dispose of inspected documents
Archiving	More than 20 000 project documents are archived at different repository	Lack of office space
Printing and copying services	Coping and printing more than 100000 per month	Most of the machine are old and need to be replace

Documents stored at Registry

- Tender documents

- Personnel files
- Voucher files(Budget & Treasury)
- Project Files in PIU

Challenges to be addressed by the AS Unit

- Insufficient storage cabinets to store records

Fleet Management

The main purpose is to ensure that municipal fleet is properly managed which includes kilometer, fuel and tracking of the vehicles.

Fleet management is regulated by traffic management Act of 1998 and municipal developed policy.

The services provided within fleet management are indicated below:

FUNCTION	STATUS	CHALLENGES
Management of all fleet	<ul style="list-style-type: none"> - SDM owned vehicle - Leased water services operation vehicles. - Leased emergency services vehicles. 	Despite high number of vehicles lease there is still a shortage of water tankers to accommodate the whole Sekhukhune areas.
Rental payment	Leased vehicles are paid monthly	Late payment to service providers and as delays in maintenance.
Fuel management	Fuel and kilometres are monitored weekly and monthly.	Too many kilometres travelled by each water tanker for water provision due to shortage of water tankers has an impact on fuel consumption.
Licencing of vehicles	Licencing is done on SDM owned vehicles. In the case of leased vehicles the service provider is responsible for licencing.	None
Tracking system management	Tracking of vehicle is monitored and paid monthly	None

Facility Management

- Facility Management is provided in all five regions of the district, the main function is to manage the municipal property at different regions and depots.
- Facility Management is govern by Occupational Health and Safety Act of 1993.

FUNCTION	STATUS	CHALLENGES
Rental	Rent of 5 building is done and monitored monthly	Interest for rent always high because of later payment

Maintenance	Maintenance of 56 facilities is done monthly	Most of the building are not for SDM and it's difficult to maintain them.
TV and DSTV	Subscriptions of TV licences and DSTV are paid and monitored monthly	None

2.6.8. Legal Services

Introduction

The Legal Services Unit currently comprises of three Legal Officials responsible for Legal administration issues.

Functions of Legal Services division	Status quo on the function	Challenges regarding the function
Litigation Management which includes Updating all court matters and review all progress on outstanding litigation and liaise with and manage external lawyers	10 pending court matters	Non-cooperation from User department especially Infrastructure and Water Services when information regarding cases is required which impacts on time management issues in handling court cases.
Legislative review updates. Function involves review and update management on new legislations and advice management on legal implications on internal policies and procedures.	4 legislative review reports produced.	None

2.6.9. Labour Relations

Introduction

Labour Relations Division is governed by different legislations i.e. Labour Relations Act 66 of 1995, South African Local Government Bargaining Council Main Collective Agreement, SDM Labour Relations Strategy approved by Council on 21 June 2012, Basic Conditions of Employment Act, Employment Equity Act etc.

FUNCTION	STATUS	CHALLENGES
Investigate misconduct and grievances	The institution operates under several legislative prescripts which direct the investigation of misconduct and grievances. For example, Disciplinary Procedure and Code Collective Agreement which deals with disciplinary	Supervisors reluctant to deal with labour related matters

FUNCTION	STATUS	CHALLENGES
	related matters, Main Collective Agreement which provides for grievance procedure and other prescripts like Basic Conditions Employment Act, Code of Conduct for municipal employees.	
Represent the municipality at disciplinary hearings	Representation of the municipality during disciplinary hearings is provided for in the Disciplinary Procedure and Code Collective Agreement. Policies of the municipality also provide a direction on how disciplinary matters are supposed to be handled.	Absenteeism, late coming
Facilitate settlement of disputes	Disputes are dealt with in terms of the South African Local Government Bargaining Council (SALGBC) rules. Other chapters of the Main Collective Agreement also provide for resolution of disputes within the local government sector.	Transferred employees from the then Department of Water Affairs and Forestry (DWAF) raise different issues regarding their transfer i.e. demotion, salary level etc.
Facilitate Local Labour Forum (LLF)	Local Labour Forum is facilitated in terms of Section 23 (5) of the Constitution of the Republic of South Africa which provides for Collective Bargaining. Chapter V of the Labour Relations Act, 66 of 1995 provides for Workplace Forums. To give effect to the mentioned legislative provisions, parties to South African Local Government Bargaining Council (SALGBC) agreed to establish the Local Labour Forum in terms of Clause 2.8 of the Main Collective Agreement and how it supposed to administer its business. Parties to SALGBC are South African Local Government Association (SALGA), South African Municipal Workers Union (SAMWU) and Independent Municipal and Allied Trade Union (IMATU).	None
Coordinate labour related trainings or workshops	Coordination of training and or workshops flows from the Service Delivery and Budget Implementation Plan (SDBIP) which provides for the training of employees as and when necessary	None

FUNCTION	STATUS	CHALLENGES
	especially newly employed staff. The training and or workshops minimize misconduct, conflict, grievances within the institution.	
Liaise with organised labour (unions) on labour related matters	Communication between management and organised labour (unions) lead to harmony within the institution. Meetings are held outside Local Labour Forum where parties are able to address their differences without necessarily resorting to industrial actions.	None
Advise management and employees on labour matters	Advice to management and employees is done as and when necessary especially on labour matters. Managers / supervisors are mostly encouraged to apply progressive discipline especially on less serious issues.	None
Deal with industrial actions (strikes)	Strikes are handled in terms of the South African Local Government Association (SALGA) rules. Picketing rules approved by SALGA also give direction on how strikes should be dealt with. As the institution provides essential services, procedures of the Labour Relations Act 66 of 1995 are taken into consideration when dealing with strikes.	None

Labour Relations Strategy

The Labour Relations Strategy aims to maintain relationships between the employer and its employees. It deals with issues such as the following:

- Discipline
- Misconduct
- Grievances
- Collective bargaining
- Strikes
- Picketing
- Management of labour relationship
- Conflict resolution
- Dispute Resolution

2.7. FINANCIAL VIABILITY

2.7.1. Introduction

The financial objective of the SDM is to secure sound and sustainable management of the financial affairs of the District and to assist the five local municipalities within the SDM to be financially viable. The Audit reports as issued by the Auditor General for the past years have indicated a lot of financial challenges ranging from disclaimer audit reports, low revenue collection, inadequate asset management and internal controls. Recently the Audit Opinions were more favourable as they were unqualified.

Compliance with MFMA and Budget for 2019-2020

Section 63 – Assets and Liability Management

The municipality has a GRAP compliant asset register which is updated on a quarterly basis.

Section 64 – Revenue Management

The municipality has credit control and debt management policy and the tariff policy which are reviewed annually. The municipality derives its revenue from government grants and billing of water consumption. Billing is done on the 25th of every month through the MunSoft system, which is planned to be phased out and will be replaced by E-Venus. Draft revenue enhancement strategy is being developed awaiting council approval.

Section 82 – Delegations

Compiles reviews and approved a Register of Delegated Powers and Functions annually.

Section 83 – Competency Levels of professional Financial Officials

Municipality Provides assistance to personnel to improve competency levels

Section 111 – Supply Chain Management

Supply Chain Management Policy was first adopted by Council in 2005 and is reviewed annually with the adoption of the budget. The municipality has established a three-part bid committee system.

Section 165 – Internal Audit Unit

An internal audit unit has been established and functional with sufficient officials. The unit has an audit charter which was approved and adopted by council in 2008 and is reviewed annually.

Section 166 – Audit Committee

Audit committee has been established and effective. It is scheduled to meet at least four times in a year. The audit committee has an audit committee charter which was approved and adopted by committee and noted by council in 2008 and reviewed annually.

Conformity exists within the following stipulations on report and reportable matters:

Section 71 – Monthly budget statement to Provincial and National treasury (xx

Municipality to sign off monthly reports to PT & NT for full compliance.

Section 72 – Midyear budget and performance assessment by accounting Officer.

Section 75 – Prescribed information placed on official website.

Section 121 and 127 – Annual Report that includes:

- The annual financial statements
- The annual report

Table 181: The AFS has been compiled in terms of GAMAP/GRAP

Financial Year	Audit Report
2013/14	Unqualified
2014/15	Unqualified
2015/16	Unqualified
2016/17	Unqualified
2017/18	Unqualified
2018/19	Qualified
2019/20	Outstanding

Section 129 – Oversight reports on Annual Reports

The Municipality has established an oversight Committee which considers the adoption of the annual report.

Section 131 – Issues raised by the Auditor-General in Audit Report for year ending on 30 June 2018

- Restatement of corresponding figures - The corresponding figures for the financial year ended 30 June 2018 have been restated as a result of an errors in the AFS of the municipality for the year ended 30 June 2017 discovered in the current year.
- Significant uncertainties relating to the future outcome of litigation in various legal claims. No provision for any liability that may result were made in the Annual Financial Statements.
- Material water losses - Losses to the amount of R97m (2016-17 R117.6 m) was disclosed as a result of spillages and water provided for no consideration (i.e Provided to Indigents)
- Irregular expenditure - Irregular expenditure to the amount of R26.6m as a result on non-compliance with regulation 38 of the MFMA (combating of abuse of supply chain management system).
- Irregular expenditure - Irregular expenditure to the amount of R472 Million that was written off in 2017/18 financial year which relates to prior years were not investigated.
- Fruitless and wasteful expenditure of R110.7 Thousands was incurred due to interest charged on overdue accounts.
- Fruitless and wasteful expenditure - Fruitless and wasteful expenditure to the amount of R3,98 m that was incurred in previous years was not investigated
- Unauthorised expenditure - Unauthorised expenditure of R54.2m was reported 2017/18 financial year. Although material still, it has reduced significantly from prior year R97 M i.e approximately 50% reduction.

The municipality developed an action plan to deal with issues raised by the Auditor-General, which is monitored on a monthly basis by management to track progress. It is located at the end of this section.

Financial system

The installation of a comprehensive financial system is complete. The system will ensure:

- Improved control and management of Supply Chain Management processes
- Accurate expenditure reporting
- Accurate and up to date cash flow monitoring
- More stringent financial controls
- A reliable picture of the state of the district municipality's finances

Underlying Budget principles for 2019/2020

- To eliminate budget deficit and ensure that the budget is cash backed
- Prioritise key services for provision of water and sanitation as well as funding contractual obligations
- Only critical posts to be filled in order to manage and stabilise personnel costs and keep the costs at less than 41% to total operating expenditure
- Implement cost reflective tariffs in order to reduce reliance on government subsidies and grants
- Take into account national imperatives such as mSCOA and budgeting for asset maintenance and refurbishment
- Reduce spending on non priority spending including overtime, travelling costs, catering, security and fleet management

Municipal revenue for 2019-2020

- The total operating revenue for 2019/20 financial year totals to R981,7million which increases to R1,1billion in the 2021/22 financial year
- The capital revenue for the 2019/20 is budgeted at R689,1million and will decrease to R652,3million in the 2021/22 financial year

Table 182: Revenue budget 2019/2020

Description	Allocation
Total Operating Revenue	R981 723 780
Total Capital Revenue	R 689 195 000
TOTAL REVENUE BUDGET	R1 670 918 780 (R1,6 billion)

Capital expenditure 2019/2020

The total capital expenditure from grants for 2019/2020 is R689,1million; SDM capital expenditure is R37million totalling to R726,1million decreasing to R717,4million in the 2020/21 financial year and then increasing to R719,3million in the 2021/22 financial year. The capital expenditure will be funded from the following sources.

Table 183: Capital Expenditure 2019/2020

Description	Allocation	As Percentage
CAP GR : WSIG	R70 million	10%
CAP GR : MIG	R404,1 million	55%
CAP GR : RBIG	R245 million	36%

SUB-TOTAL – TREASURY FUNDED	R689,1 million	
OWN FUNDED	R17,9 million	3%
TOTAL CAPEX	R726,1 million	100%

Operating expenditure for 2019-2020

The total operating expenditure for 2019/2020 is budgeted at R906,8 million increasing to R945,2m in 2020/21 and then further increasing to R967,7 in 2021/22 financial year.

Surplus/deficit for 2019-2020

The budget for the 2019/2020 financial year has a surplus of R37,8 million and for 2020/21 to 2021/22 the surplus amounts to R48,8m and R74,2m respectively.

Tariffs for 2019-2020

- Sekhukhune District Municipality uses block tariff approach where the more services you use, the more you pay
- All local municipalities are currently being billed with the same tariff since the alignment in 2016/17.
- For Indigent households the municipality proposes that the first 6 kilolitres (6000 litres) be free and if indigent households consume more than 6kl, then they must start paying for consumption.
- The municipality has since the year 2017/18 implemented increases above treasury guidelines in order to ensure that tariffs are cost reflective over a three year period
- The water consumption tariffs in the 2019/2020 year are increasing at 25% and will increase by 5,4% for outer years.
- The sewerage tariffs and all other tariffs not related to water charges will increase by 5,3% in the 2019/20 year

Table 184: Tariff categories for 2019-2020

CATEGORY	SERVICE	2019/2020	2020/2021
Residential (basic charge)	WATER	R44.69	R47.34
Business (basic charge)		R132.11	R140.04
Government (basic charge)		R526.50	R554.93
Malls (basic charge)		R842,40	R887,89
Residential per kl		R13.51	R14.24
Business per kl		R19.43	R20.48

Flat rate tariffs for certain areas in 2019-2020 financial year

The district municipality will in 2019/20 financial year introduce the flat rate of R176. 97 for residential areas.

The following are 14 areas that will be billed on flat rate:

No.	Areas	No.	Areas
1.	Monsterlus	8.	Phetwane
2.	Mooihoek	9.	Matjeding
3.	Motetema Extension	10.	Mapodile
4.	Elandsdoorn	11.	Praktiseer
5.	Leeufontein	12.	Mashemong
6.	Letebejane	13.	Ga Nchabeleng
7.	Tsimanyane	14.	Jane Furse

2.7.2. Asset Management

Introduction

The role of Asset Management is critical to any business environment whether private or public sector. In the past municipalities used a cash-based system to account for assets, whilst the trend has been to move to an accrual system. With the cash-based system, assets were written off at year end and no costs were attached to subsequent period in which assets would be used. With the accrual system, assets are incorporated into the books of accounts and systematically written off over their anticipated lives.

This necessitates that record of asset costs are kept and key asset management functions required are:

- Recognition of all existing assets
- Safeguarding assets
- Maintaining assets
- Establishing accounting and information systems that account for the assets of the municipality
- Valuation principles in accordance with GRAP
- Establishing and maintaining systems of internal controls over assets
- Establishing and maintaining MSCOA compliant asset register
- Clarifying responsibilities and accountabilities of asset management processes
- Verification of Assets/ Projects Under Construction
- Maintenance of Projects and Work in Progress Register

Effective asset management functions are guided by the following statutory and legal framework:

- Constitution of the Republic of South Africa, 1996
- Public Finance management Act, of 1999
- National Treasury Asset management framework
- Municipal Finance management Act, of 2003
- Local Government Financial Best Practice Manual
- Disaster Management Act, of 2002
- National Water Act, of 1998
- Water Service Act, of 1997
- Municipal System Act, of 2000

- Municipal Structures Act, of 1998

Functions of Asset Management division	Status quo on the function	Challenges regarding the function
Update FAR and MAR	100% Immovable & 100% movables	Review of FAR is in progress to clear non-functional and not existing assets
Depreciation calculations	Updated	None
FAR & MAR G/L reconciliation	Updated	None
Disposal of damaged, obsolete & redundant items	Done	There are no proper record of replaced or redundant O & M assets
Record keeping	Updated files	None
Conditional assessment	Updated	None
Impairment tests	Updated	None
Maintenance of Work in Progress register (WIP)	Updated	None
New additions of Assets	Updated	None
Physical verification/ inspection and condition assessment of Project/ Assets Under Construction	Updated	None
Review Residual value	Updated	None
Safeguard assets	Verified bi-annually	*Departments shifting assets without informing Asset Unit, negatively impact recon of FAR & Office inventories *No reporting of damaged or stolen assets
Implement stores procedures	Done	Not all O& M materials are procured through the Stores Vote and delivered at Stores for accountability to AG
Inventory reconciliations	Done	None

STATUS QUO

MOVEABLE ASSETS

Moveable assets are all bar coded and linked to responsible custodians with signed office inventory lists in all departments. Verification is being conducted bi-annually, newly acquired assets are bar coded upon receipt, condition of assets is recorded during verification. Monthly reconciliations and calculations of depreciation are conducted. Office inventory lists are updated

during verifications and upon delivered a new item. Some of our assets allocated to depots are too old and require an effective strategy to replace them.

IMMOVABLES ASSETS

Completed immovable assets were unbundled, the Fixed Asset Register is updated and GRAP compliant. Removed last sentence

The primary objective of our new three year plan is to continue conducting full verification to review the FAR, unbundle, and assess assets condition for impairment purposes, electronic verification of Movable assets and tagging O & M items for effective tracing of replaced and redundant materials.

Updated monthly information files are available for current developed and unbundled projects (WIP & completed) as part of our three year plan.

During the 2020/21 Impairment tests will be conducted bi-annually due to the COVID-19 delays as the 2019/20 audit execution may be concluded around end February 2021, and make necessary adjustments before AFS finalisation.

Verification of projects are conducted bi-annually and established changes are incorporated in the Fixed Assets Register.

CHALLENGES

- Not all O& M materials are procured through the Stores Vote and delivered at Stores for accountability to AG
- Skills shortage (for unbundling of completed projects and technical assessment of assets)
- Unavailability of previous projects information (As-built drawings, completion certificates/reports and payment certificates)

2.7.3. Budget and Reporting

Introduction

The role of Budget unit is to compile; coordinate and monitor budget of the municipality. This is an on-going process where it requires great skills and extensive attention to details.

The main aim of this Unit is:-

- To ensure accurate reporting for improvement in decision making.
- Preparation of the municipal budget and monitoring of the budget.
- To effectively manage funds and keep municipal debts at minimal level.
- To ensure accuracy and consistency in our municipal budget.

Table 185: Challenges and backlogs facing Budget & Reporting

Key Performance Area	Function/Priority	Status Quo	Challenges
Financial Management	To ensure sufficient reserve funds to address asset renewal by creation of capital replacement reserve fund	A capital replacement reserve fund is established. Minimal own funding (ring-fenced) to address assets renewals.	Unable to budget for sufficient capital replacements on dilapidated infrastructure assets due to insufficient budget on own funding
	To ensure timely submission of Annual Financial and improved Audit Opinion	AFS submitted by 31 st August	<ul style="list-style-type: none"> Monthly reconciliation of account balances not done on time. Limited skills relating to accounting standards and preparation of AFS
	To ensure preparation and implementation of funded and credible budget for the municipality	Two budgets made (Original budget, Special adjustment Covid19).	<ul style="list-style-type: none"> Unfunded budget and limited cash reserves to fund creditors

Budgeting issues of strategic importance for 2021-2022

- To have enough cash reserves to fund capital replacements and creditors and over the MTREF
- To implement cost containment measures and reduce non priority spending
- Operating expenditure increases limited to inflation cost
- Only to fund critical new positions related to service delivery
- To implement cost reflective tariffs over the MTREF

2.7.4. Revenue Management

Introduction

Revenue Management is the application of disciplined analytics that predict consumer behaviour at the local government level and optimize service availability and price to maximize revenue growth. The primary aim of Revenue Management is providing the mandated services to the right consumers at the right time for the right price. The essence of this discipline is in understanding consumers' perception of service value and accurately aligning service prices, placement and availability with each consumer segment.

The Revenue Management Process entails:

- Data Collection
- Segmentation
- Forecasting
- Optimization
- Dynamic Re-evaluation

Effective revenue management functions are guided by following statutory and legal framework:

- Division of Revenue Act
- Public Finance management Act, of 1999
- Municipal Finance management Act, of 2003
- Local Government Financial Best Practice Manual
- National Water Act, of 1998
- Water Service Act, of 1997
- Municipal System Act, of 2000

Functions of Revenue Management Division	Status Quo of the function	Challenges regarding the functions
Data Collection	Functional	Certain customers don't cooperate during data collection
Billing	Billing is happening as expected	Faulty meters, illegal connections, insufficient material for new connections including repairs and maintenance, and insufficient water supply
Credit control	Partially functional	Resistance from communities for payments (especially villages)
Receipting	Functional.	None
Indigent management	Functional	None

Status Quo

Data Collection

The Revenue Management process begins with data collection. Relevant data are paramount to a Revenue Management System's capability to provide accurate, actionable information. A system must collect and store historical data for inventory, prices, demand, and other causal factors. Any data that reflects the details of services offered their prices and consumer payment rate, stored, and analysed.

Billing

Billing process takes the form of the automated billing on eVenus, interest and sundry billing will be in the form of journals.

Included in the billing process are the following processes:

- refunds, (clearance, deposit)
- change of ownership,
- adjustments, (over and under billing)
- change of service, cancellation of service, (Adjustment of service)
- handling of queries,
- processing of service order (meter readings sheets)

Credit Control

The municipality's collection process follows the under-mentioned steps:

- Telephone Collection.
- Written reminder.
- Final Notice.
- Communication with Water Service departments for service termination or restriction
- Legal action/ hand-over to the municipality attorneys or debt collectors.
- Listing of debtors with Credit Bureau.
- Recommendation for write off as bad debt.

Receipting

- Ensuring that the cash receipts process are performed efficiently (using the best methods to secure cash receipts)
- Ensuring that cash received is banked and recorded on a timely basis.
- To ensure that cash from debtors is received and recorded
- To ensure that receipts are recorded at the correct amount

Challenges

- Data Management & cleansing
- Indigent Management
- Service Delivery

2.7.5. Supply Chain Management

Introduction

Supply Chain Management Unit is established in order to procure goods and services and select contractors to provide assistance in the provision of municipal services.

The Supply Chain Management Unit should ensure that bid documentation, evaluation and adjudication criteria and general conditions of a contract, are in accordance with any applicable legislation and that any Treasury guidelines on Supply Chain Management are properly taken into account when procuring goods or services.

Legislative Requirement

- The Constitution of the Republic of South Africa Act 108 of 1996
- The Preferential Procurement Policy Framework Act 5 of 2000
- The Broad Based Black Empowerment Act 53 of 2003
- Municipal Finance Management Act ,No.56 of 200
- CIDB Act
- Promotion of Access to Information

Functions of supply chain management division	Status quo of each function	Challenges with regard to the function
Demand	Functional but requires improvement	Timeliness of submissions from end-users' side still need to improve.
Acquisition	Functional but requires improvement	Tracking of work in progress and timely feedback to end-users needs to improve.
Reporting	System needs improvement on vendor register reporting functions	Exporting information to excel must be possible Classification of suppliers per targeted groupings to be effected
Inventory	Functional but requires improvement	not enough shelves to store material
Contract Management	Functional but need to improve	Termination of contract should be communicated with the Contracts officer

STATUS QUO

BID COMMITTEES

All Supply Chain Management Committees that have been established are:

- Specification Committee (Goods and Services)
- Specification Committee (Infrastructure)
- Evaluation Committee (Goods and Services)
- Evaluation Committee (Infrastructure)
- Adjudication Committee
- Quotation Committee

All Committees are fully functional, although the high staff turnover in SCM (including suspensions) have required regular changes and affected continuity and effectiveness to some extent.

ADVERTISEMENT OF TENDERS

- Briefings are being conducted before the closing date of tender.
- Tenders are advertised on CIDB (if applicable), SDM Website and National Treasury E-Portal
- Seven days quotations are advertised on the notice board, e- Tender Portal and SDM website
- Tender documentations are submitted via the tender box, which is opened on the relevant closing date(s) of the tenders.

TENDER DOCUMENT MANAGEMENT

The tender documents are kept at registry.

CHALLENGES

- System reporting improvements will be required. Challenges with generating some reports were experienced during the 2017/18 audit process. Improvement is needed mainly in vendor register reporting and vendor classification in terms of targeted groupings.
- Implementation of the procurement plan challenges. However improvement is noticed in Bid Adjudication meeting attendance.
- Project scheduling still needs to improve to avoid concentrated high volume batches of work for the Bid Committees, which in some instances require a straight sitting of up to four weeks.

2.7.6. Expenditure Management Unit

Introduction

Expenditure management Unit is responsible for the management of the expenditure of the municipality and to ensure accurate payment of salaries and salary related costs. Reasonable steps are taken to ensure that the institution has and maintains an effective system of expenditure control including procedures for approval, authorisation, withdrawal and payment of funds. And that the unit has and maintains a management, accounting and information system which:

- Recognises expenditure when it is incurred ;
- Accounts for creditors of the municipality;
- Accounts for payments made by the municipality
- Salaries and salary related costs are paid correctly and on time

Creditors' accounts are paid within 30 days from date of submission of the correct invoice, unless prescribed otherwise for certain categories of expenditure.

To ensure effective and efficient payment of liabilities within set time frame and in compliance with MFMA and that payments by the entity are made directly to the person to whom it is due unless agreed otherwise only for the reasons as may be prescribed; and either electronically or by way of non-transferable cheques, provided that cash payment and payments by way of cash cheque may be made exceptional reasons only.

Functions for expenditure Management	Status Quo for each function	Challenges for each function
Effect payments within 30 days	Functional	Suppliers not registered and/ non-compliant status on the Central Supplier database (CSD) causes delay of payments. Submission of incorrect invoices.

Monthly Payment of salaries and salary related costs	Functional	Late submission of travelling claims for reimbursement.
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Irregular or fruitless and wasteful expenditure

On discovery or realisation of any irregular expenditure or any fruitless and wasteful expenditure ,the Budget and Treasury Office report in writing to the municipal manager ,the Executive Mayor and National Treasury the particulars of the expenditure ;and any steps that have been taken to recover the expenditure and prevent a recurrence of same.

Invoices receiving

Invoices and payments certificates are registered in the register when submitted and are stamped with the stamp marked received and the date received.

Invoices and payment certificates are further checked for completeness and manual authorisation.

Invoices payments

Payments are electronically processed on the financial system and EFT payments are effected to providers.

Overall Challenges

- Non adherence to timelines

Expenditure Management Issues Of Strategic Importance for 2018-2019

- Adhere to service standards and MFMA for payment of liabilities
- Accurate payment of salaries and related costs within set time

2.8. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.8.1. Introduction

The SDM has achieved remarkable progress in institutionalizing and implementing its communication and consultation mechanisms and processes. The District Communication Strategy has been reviewed in 2014. The medium for communication is highlighted and includes Mayoral Community Outreaches, District newsletters, Annual Report, Local and National Newspapers, Provincial and Local radio stations, Flyers, Ward Committee system, Community Development Workers (CDWs), as well as loud-hailing.

The District improves on good governance and public participation through focus on internal audit, risk management, public participation, communications and performance management among others.

In December 2009, the Sekhukhune District Municipality approved its new governance and institutional model. The governance model comprises of the Legislature and the Executive. The Legislature is made up of the Speaker of Council, the Council's Chief Whip and Section 79 Portfolio Committees, Standing Committees, Section 80 Committees and the Executive. The Executive consists of the Executive Mayor and Section 79 Portfolio, Section 80 Committees and the Executive Mayor and Members of the Mayoral Committee (MMCs), as well as the administration, led by the Municipal Manager.

The District's governance model is underpinned by the following key principles:

- Delineation of powers to separate legislative and oversight roles and executive roles and responsibilities;
- Governance and institutional arrangements should deepen democracy, facilitate citizen empowerment and enhance stakeholder participation and involvement;
- Decision-making powers and accountability should be strengthened, clearly defined, allocated and decentralized, where appropriate
- Expeditious and efficient decision-making should ensure the facilitation of effective governance; and
- Institutional structures of the District to be considered as part of a single group, based on a politically-led strategic and policy perspectives.

The separation of legislative and executive roles delegates executive functions to the Executive Mayor and defines the roles of the legislature as that of oversight of the Executive. This function is performed by Council (in plenary), the Municipal Public Accounts Committee and the Section 79 Portfolio Committees, under the chairpersonship of non-executive councilors. These committees monitor and scrutinise the delivery and outputs of the Executive and may request the MMCs or Heads of Department (HoDs) to account for service delivery and performance.

The Council, when meeting in plenary, provides an important platform for meaningful debate on issues that affect and require the attention of the District. It has three essential but interrelated roles and issues of legislation, oversight and to ensure community and stakeholder participation.

Legislature

The Council's legislative functions include the approval of the by-laws, policies, the Integrated Development Plan (IDP), tariff for rates and service charges and the budget. The Council's role in this respect is to consider reports from the Executive Mayor on each of these functions, to consider public discussions and comment, stimulates debate in multiparty portfolio committees and to provide the public platform for District-wide interaction. On the basis of the comments, the Council is in the position to approve or amend reports or to refer the reports back to the Executive Mayor.

Council seeks to ensure community and stakeholder participation. The Council, led by the Office of the Speaker, has to facilitate community and stakeholder consultation and participation. Individual ward councillors, in conjunction with elected ward committees, play a critical role in facilitating these participatory processes.

Chief Whip

The Council's Chief Whip plays a pivotal role in the overall system of governance to ensure and sustain cohesiveness within the governing party and maintain relationships with other political parties. The main functions of the Chief Whip are to:

- Ensure proper representation of political parties in the various committees;
- Maintain sound relations with the various political parties represented in the Council; and
- Attend to disputes between political parties and build consensus.

Section 80 Portfolio Committees

These committees perform an oversight role by monitoring the delivery and outputs of the Executive. They are entitled to request departments and MMCs to account for their functions. In line with this responsibility, these committees may summon departments to appear before the committee and present any required documentation and information. The Portfolio Committees do not have any delegated decision-making powers.

The specific functions of Portfolio Committees include:

- Reviewing, monitoring and evaluating departmental policies;
- Reviewing plans and budgets;
- Considering quarterly and annual departmental reports;
- Examining the link between the policy (sector plans) and budget (business plans);
- Monitoring the implementation of plans;
- Exploring options to increase value for money, and
- Holding the political executive accountable for performance against policies and District priorities.

Following are the five Portfolio Committees:

- Budget and Treasury (BTO)

- Community Services
- Corporate Services
- Infrastructure and Water Services
- Planning and Economic Development

Section 79 Standing Committees

The Standing Committees are permanent committees, established to deal with Council-related matters. They have some delegated decision-making powers and are required to submit reports to Council. Councillors chair all Standing Committees, except the Audit Committee, which is chaired by an independent person in line with the prescriptions of the Municipal Finance Management Act (MFMA).

The following standing committees have been put in place:

- Municipal Public Accounts Committee
- Petitions, Rules and Ethics Committee
- Chairpersons Committee
- Programming Committee
- Audit Committee

The Executive

The Executive Mayor, assisted by the Mayoral Committee, heads the executive arm of the District. The Executive Mayor is at the centre of the system of governance and the executive powers are vested in him by the Council to manage the daily affairs of the District. This means that he has the overarching strategic and political responsibility. The following are the portfolios allocated to Members of Mayoral Committee:

- MMC: Planning and Economic Development – Cllr. Orginia Mafefe
- MMC: Corporate Service – Cllr. Alfred Matlala
- MMC: Infrastructure and Water Services – Cllr. Mbusi Mahlangu
- Deputy MMC: Infrastructure and Water Services – Cllr. Lorraine Manganeng
- MMC: Budget and Treasury – Cllr. Samson Nkosi
- MMC: Community Services – Cllr. Yvonne Mmakola
- MMC: in Office of the Executive Mayor – Traditional Affairs – Cllr. Peter Mnisi
- MMC: in Office of the Executive Mayor - Gender Leadership – Cllr. Cathrine Phaladi

The Leader of Executive Business

The Leader of Executive Business provides the interface between the executive and legislative branches. The roles and responsibilities of the Leader of Executive Business are to:

- Represent the executive branch in terms of Council matters and serve as the link between the executive branch and the legislative branch;
- Ensure that executive business is effectively delegated to Council, via the Programming Committee;

- Consult with the Speaker when the Speaker intends calling a special meeting of Council, outside of the scheduled Council meetings;
- Consult with the Speaker for purposes of allocating time for the discussion of matters of public importance on the Council agenda, and
- Determine which matters are referred to the Speaker and thereafter to Section 79 Committees and Council.

Administration

The Municipal Manager is also the accounting officer, as defined by the Municipal Structures Act. The responsibilities of the Municipal Manager include managing the financial affairs and service delivery in the municipality. He is assisted by the Management Team composed of the following departments:

- Municipal Manager's Office composed of the Chief Operations Officer with the Internal Audit Unit, Risk Management Unit and Policy Co-ordination Unit
- Corporate Services
- Budget and Treasury
- Planning and Economic Development
- Infrastructure and Water Services
- Community Services

Municipal Owned Entity

The Sekhukhune District Municipality has established the Sekhukhune Development Agency (SDA) as its own Municipal Owned Entity to drive high impact economic development programmes. The entity is headed by the Chief Executive Officer with a Board of Directors in place to provide management oversight.

Human Resources

The District is committed to an efficient human resources system and has reviewed a number of policies to ensure the effective development of staff.

2.8.2. Internal Audit

Introduction

Primary role of Internal Audit is to assist the municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the **effectiveness of risk management, control and governance processes**. The Internal Audit is mandated by the following legislative frameworks: Local Government: Municipal Finance Management Act, King Code on Corporate Governance and other prescripts applicable to the Public Service.

Internal Audit Functions:

- Develop Risk Based Internal Audit Plan
- Evaluate internal controls systems

- Review effectiveness risk management
- Review financial information
- Evaluate governance and compliance
- Evaluate and Assess Performance Management System
- Evaluate Information and Communication Technology environment
- Perform Adhoc request including Investigations
- Coordinate external audit activities
- Facilitate Audit Committee sittings
- Co-ordinate inter-governmental fiscal relations

FUNCTIONS	STATUS QUO	CHALLENGES
Develop Risk Based Internal Audit Plan	Three Year Rolling Plan and Annual Internal Audit Plan	Incomplete Risk Assessments
Evaluate internal controls systems	Internal Control measures	Control environment weaknesses Limited resource Cost versus benefit in implementing control measures Inadequate combined assurance model
Review effectiveness risk management	Enterprise Wide Risk Management	Slow turnaround time in reduction of risks Inadequate inter-departmental relations in activities Un-coordinated activities
Review financial information	Accounting Policies, Procedures and Practices Adequacy, Reliability and Accuracy of financial reporting	Un-favourable Audit Opinion
Evaluate governance and compliance	Council and Management Oversight. Approved Policies and Procedures	Non-compliance with Legislations. Inconsistent practices Lack of policies and committee structures
Evaluate and Assess Performance Management System	Organizational performance management and accountability. Performance Management System Framework Performance evaluation	Non Compliance with Municipal Planning and Performance Regulations. Poor performance not penalized. Unreliable information
Evaluate Information and Communication Technology environment	Financial and Non-Financial Systems Telecommunication Technology Information Technology Business Management Plans	Loss control in relation to information and communication technology Fallible ICT Systems Inadequate backup systems
Perform Adhoc request including Investigations	High volume of management requests	Lack of investigative skills/resources Inadequate skills internally to investigate cases
Coordinate External Audit activities	Favorable Audit Opinion	Late or Non submission of request for information Late response to COMAFS (Findings)

FUNCTIONS	STATUS QUO	CHALLENGES
		Poor attendance of Audit Steering Committee by Managers and Directors
Facilitate Audit Committee Activities	Effective Audit Committee	Conflicting council activities. Un-converged Audit Committee meetings Poor attendance by section 56 Managers (Directors) Late submission of information/items from departments
Co-ordinate inter-governmental fiscal relations	Effective IGR structures	Un-coordinated activities Conflicting Council Meetings

Status Quo

Control

It assists the organization in maintaining effective systems of internal control by evaluating their effectiveness and efficiency.

Governance Processes

We assess and make appropriate recommendations for improving the governance process in its accomplishment of the following objectives:

- Promoting appropriate ethics and values within the Municipality;
- Ensuring effective organizational performance management and accountability;
- Communicating risk and control information to appropriate areas of the organization; and
- Coordinating the activities of and communicating information among the Council, external and internal auditors, and management.

These are achieved through performing the following types of Internal Audits:

- Risk Based Audits
- Performance Audits
- ICT Audits
- Consulting and Advisory Services
- Management request

Challenges to be addressed by Internal Audit Unit

- Incomplete Risk Assessments
- Internal control environment weaknesses.
- Limited resource
- Cost versus benefit in implementing control measures

- Inadequate combined assurance model
- Slow turnaround time in reduction of risks
- Inadequate inter-departmental relations in activities
- Un-coordinated activities
- Un-favourable Audit Opinion
- Non-compliance with Legislations.
- Inconsistent practices
- Lack of policies and committee structures
- Non Compliance with Municipal Planning and Performance Regulations
- Poor performance not penalized
- Un-reliable information
- Loss control in relation to information and communication technology
- Fallible ICT Systems
- Inadequate back systems
- Lack of investigative skills/resources
- Inadequate skills internally to investigate cases
- Un-converged Audit Committee meetings
- Un-coordinated activities
- Conflicting Council Meetings
- Late or Non submission of request for information
- Late response to COMAFS (Findings)
- Poor attendance of Managers and Directors

2.8.3. Risk Management

Introduction

The Public Sector Risk Management Framework guidelines and the ISO31000 note that **'everyone in an organisation has responsibility for internal control'**. Through the process of undertaking various activities towards achievement of its objectives, Sekhukhune District Municipality (SDM) is expected as per the MFMA Act 56 of 2003, MSA of 2000, and King IV Report on Corporate Governance for South Africa 2016 to design a process necessary and appropriate for provision of reasonable assurance regarding achievement of Sekhukhune District Municipality's set objectives.

Risk Management is regarded as part of the strategic levers of SDM's institutional planning geared towards attainment of effective and efficient Corporate Governance regime.

Functions of the Risk Management Unit

- Conduct risk assessment at strategic ,operational, processes and projects levels
- Develop insurance program options, procure insurance cover and manage insurance claims and underwriting
- Manage compliance with legislations and policies
- Implement and manage Anti-Fraud and corruption Strategy
- Develop, implement and monitor Business Continuity Management Plan

- Conduct Threat Risk Analysis at operational sites
- Security Management SDM-wide
- Provide secretariat duties to the Risk Management Committee

PROJECT	STATUS QUO	CHALLENGES
Conduct and review Strategic Risk Assessment	Risk Assessment has been conducted at the following levels: <ul style="list-style-type: none"> • Strategic 	Slow turnaround times in reviewing of risk registers
		Slow process of assessment of projects due inadequate capacity and non-timely availability of role players such as consultant and projects managers
Conduct Operational Risk Assessment	Risk Assessment has been conducted at the following levels: <ul style="list-style-type: none"> • Operational 	Non-integration of the risk assessments in the planning cycle
		Slow turnaround times in reviewing of risk registers
Conduct Infrastructure and Water Services Projects Risk Assessment	Risk Assessment has been conducted at the following levels: <ul style="list-style-type: none"> • Projects 	Non-integration of the risk assessments in the planning cycle
		Inadequate technical expertise and capacity on Waste Water Treatment Works and Water Treatment Works. There is a dire need to delve into the mechanical and electrical aspects of the WTW & WWTW and produce quantitative report
Development of Assets Insurance Policy	Insurance cover is in place and the policy contract in in force	Continuous implementation of new capital projects and an increase in litigations compels SDM to opt for additional insurance covers which put more strain on the insurance funding in the form of more premiums payable
Facilitation of Assets Insurance Claims and payments	All known insurance claims are being reported and payable excess facilitated for processing	The more frequent and low impact insurance claims are continuously increasing thereby putting more strain on the self-insurance (excess)mechanism
	Staff members found to be responsible for losses are compelled to pay back the excesses paid by SDM	
Managing Security operations and SLA	Four (4) Security service providers are contracted for provision of security services.	Inadequate funding delays the improvement of fencing thereby resulting in continuous posting of additional security guards on sites.
	Poor state of safeguarding (fencing) of sites resulted in a high number of posting of security guards	Continuous development of new Infrastructure and Water Services capital projects results in continuous need for their safeguarding thereby impacting on the funding/budget
Conduct Security Operational sites Assessments	Threat Risk Analysis have been conducted at a number of operational sites and reports have been compiled and are available	Losses sometimes occur at operational sites despite the presence of security guards.
		The vastness of the area where operational sites are located impedes

PROJECT	STATUS QUO	CHALLENGES
		adequate and timely regular inspections and assessments
Fencing of Operational sites	Large number of operational sites have dilapidated security fencing or none at all	Poor fencing conditions necessitate continuous safeguarding through the posting of additional security guards thereby impacting on the funding/budget Inadequate budget
Facilitation of Anti-Fraud & Corruption hotline	Anti- Fraud and Corruption strategy and Whistle blowing policy have been approved by Council	The Anti- Fraud and Corruption Disclosure Hotline is not productive given its unpopularity with the target groups as it has not been popularised
Undertaking of Risk Management trainings	Training has been conducted for the Risk Champions for 2018/2019 FY	Training for councillors has not taken place due to their unavailability as the results of conflicting work commitment
Facilitation of Risk Management Committee activities	Risk Management Committee meetings took place quarterly	None
Develop BCM plan	Business Impact Analysis exercises have been conducted in all departments	Inadequate internal capacity and budget
Provide VIP Security protection	Close Protection officers have been allocated to the Executive Mayor	Non-availability of equipment and working tools inhibits the smooth operations Protection is not provided to the Speakers in contravention to the provisions of the Upper Limits
Monitor compliance management	Compliance monitoring is conducted on legislation on quarterly basis as per the register.	The compliance function is done manually, which poses a serious challenge of rendering the function mundane The function only deals with legislation to the exclusion of policies, standards and work procedures
Conduct Blue and Green Drop Risk Assessments	Department of Water and Sanitation in Limpopo conducts tests	State of Blue and Green Drop is at an unacceptable levels thereby posing health risk to the district residents The SDM status is not improving given the inadequacy of capacity as the functions handled by one officials in Infrastructure and Water Services Department
Procure Risk Management System	The Risk Management function is reliant on manual processes	Manual work processes hinders proper data collection, analysis and reporting
Conduct Processes Risk Assessments	Internal Controls and Work processes have been analysed in preparation of the assessment	Outdated documented work processes and non-existence of Internal Control framework and policy

2.8.4. Public Participation, Council Secretariat and Councillor Support

Introduction

Municipalities are by law required to foster public participation and ensure its citizenry is engaged in matters of governance. SDM place public participation and accountability at the centre of its work. The Municipality has adopted a Public Participation Policy Framework which encompasses an ongoing public participation programme.

Purpose: To facilitate public participation, public relations and participatory democracy.

Functions of Public Participation, Council Secretariat and Councillor Support:

- Coordinate public participation and stakeholder engagement in the District.
- Coordinate public participation and stakeholder engagement for Provincial and National Sector Departments
- Provide support to council
- Maintain records for council
- Provide secretariat services to council
- Coordinate capacity building & councilor welfare
- Coordinate oversight visits of council committees
- Compile oversight visits reports to Council

FUNCTIONS	STATUS QUO	CHALLENGES
Coordinate public participation and stakeholder engagement in the District	<p>Public Participation Unit is in the Speaker's Office. It has a complement of 4 personnel, 1 Manager, 1 Public Participation Officer and 2 Public Participation Coordinators.</p> <p>SDM public participation take place through;</p> <ul style="list-style-type: none"> • Mayoral Imbizos • Speaker's outreach • IDP's <p>SDM has a Public Participation Policy Framework and Petition Policy adopted by council.</p> <p>Review of the policies is done annually.</p> <p>The objectives of the policy are as follows;</p> <ul style="list-style-type: none"> • Meet the legal requirements around community participation that are spelled out in the Municipal systems Act No. 32 of 2000. 	-Lack of mobile and mounted loud hailer and stage sound system

FUNCTIONS	STATUS QUO	CHALLENGES
	<ul style="list-style-type: none"> • Build an open, transparent and accountable system of governance. • Develop a culture of community participation through creating conditions for local communities to participate in the affairs of the municipality. • Assist vulnerable groups to participate effectively in the system of local government. • Provide clear, sufficient and timeous information concerning community participation to communities. • Communicate decisions of Council. • Communicate public notices of meetings for communities in a manner that promotes optimal public participation. • Set up systems and mechanisms that will ensure compliance with regulations and guidelines that may be issued from National or Provincial Government. <p>The Public Participation policy framework spells out the roles and responsibilities of;</p> <ul style="list-style-type: none"> • Council, • Executive Mayor, • The Speaker, • Portfolio and Standing Committees, • Ward Councilors, • Management and Administration, • The Public (Ward Committees) and • Community Development Workers 	
Coordinate public participation and stakeholder engagement for Provincial and National Sector Departments	Assist National and Provincial Departments whenever they have programmes in the District, e.g. Public hearings, Premier's Exco. Outreach, etc.	Lack of alignment of programs
Provide support to council	Coordinate council and council structures activities	Adherence to schedule of Council Activities
Maintain records for council	Currently file council certificates, minutes and policies	No capacity on file management.
Provide secretariat services to council	Coordinate council and council structures activities	Capacity building on the staff

FUNCTIONS	STATUS QUO	CHALLENGES
Coordinate oversight visits of council committees	Conducting pre-visits and actual visits to projects and programs approved by Council	No cameras
Compile oversight visits reports to Council	Compile oversight visit reports	Lack of capacity
Coordinate capacity building & training	Facilitating training and capacity building for councillors	Pre-enrolment requirements
Coordinate councillors welfare	<ul style="list-style-type: none"> • Attending to councilor queries. • Facilitate for councilors to provide for risk • Facilitate submission of councilors' declaration of interest forms • Promote compliance to income tax by councilors 	<p>Late submissions of financial interest declaration forms.</p> <p>Low turn-out to income tax workshops</p>

Status Quo

Ward Committees/Community Development Workers (CDWs)

Ward Committees are important structures that are at the heart of communities and are used to enhance community participation in the affairs of the municipalities. The SDM has successfully launched 117 ward committees in the District. There is still a challenge of ensuring that they are motivated to effectively assist their communities. The other major challenges are lack of resources, transportation in vast wards, low literacy levels and in some cases lack of clarity in terms of their roles and responsibilities in their respective areas. It is within the ward committee system that the district expects community participation to be effective particularly during the IDP consultation period. It is therefore imperative that ward committees should get support and capacity building through training.

Apart from the ward committees, there are the CDWs that are an integral part of the ward committee system in this exercise of assisting communities to achieve their needs. The CDWs help communities and the municipalities to fast-track delivery of services and the eradication of poverty. The province has deployed about 115 CDWs to the District to assist communities on developmental issues. The only challenge which is there with this structure is that it exclude some communities while others communities have more than one CDW in a ward.

2.8.5. Communications, Executive Support, Customer Care and Special Programmes

Introduction

As mentioned above, the SDM has achieved remarkable progress in institutionalizing and implementing its communication and stakeholder engagements mechanisms and processes. The District Communication Strategy was first adopted in 2005, reviewed in 2011, 2014 and recently review took place in 2017. The medium for communication is highlighted and includes Mayoral Community Outreaches, District newsletters and promotional materials, Annual Report, Local and

National Newspapers, Provincial and Local radio stations, Flyers, Ward Committee system, Community Development Workers (CDWs), as well as loud-hailing.

The district has established a functional district communicator's forum which coordinates, align and streamline wide government programmes involving sector departments, municipalities and other government Institutions.

Status Quo

Community Feedback Meetings

The District engages stakeholders like traditional leaders, business, labour, civil society, sector groups etc. in matters affecting them in their different areas of responsibilities. This community feedback programme assist in the improvement of communication and interaction between the district, local municipalities and broader community on issues of service delivery and development. Local municipalities are visited during FORA, Imbizo and IDP consultations.

Media Liaison (Electronic and print Media)

The SDM utilizes both electronic and print media (internal and external newsletters) to improve and broaden communication in the area of its jurisdiction. It also uses national and local Radios. Although loud-hailing is an effective way of conveying message to communities, the SDM also uses radio for advertising meetings, workshops, conferences, summits and other functions.

Communication is also done through print media in the form of external and internal newsletters, local, regional and national newspapers and websites. The District produces newsletters on monthly and quarterly basis and when a need for special print medium communication arises.

An exciting initiative in the past 3 financial years has been the innovation and commitment to support local content in the form of bulk media buying for both print and electronic media. A total of eight (08) media houses benefited, three radio stations and five newspapers and the relationship is growing.

Promotional Materials

Promotional materials like note-pads, pens, posters, flyers and banners are used by the District to reinforce the flow and the dissemination of information to the broader society of Sekhukhune. Some of these promotional materials are distributed during District events to encourage and motivate effective community participation.

The communication unit has been able to implement the decision on austerity measures on cutting expensive promotional materials such as t-shirts.

Youth Development

The SDM has adequately addressed youth development through the appointment of special personnel to deal directly with youth issues. It is in this office where developmental issues like unemployment, lack of housing, poverty, shortage of skills, high levels of crime and violence,

social and family disintegration and other social ills like HIV/AIDS that affect youth are addressed. It is within this background that youth development strategy should be developed to assist young people to deal with issues that affect them as unemployed, unskilled, vulnerable and under-resourced. Resources should be biasely channeled towards the development of young people's projects for their upliftment to stop the escalation of crime and violence. SDA approved youth development policy and strategy in the 2017/2018 financial year which will assist in setting up structures and process to streamline youth development in the district.

Women Empowerment

Women empowerment is a phenomenon that is high on the agenda of the SDM. At present the district has 50% representation of women Mayors in the district, 3 out of 6. The SDM is one of the Districts in Limpopo that has elevated the status of women in municipal governance. Women should be encouraged to partake in developmental projects that would assist them to get out of the poverty line that they found themselves in. This means that resources should be channeled in the direction of women empowerment projects in order to empower them economically and politically.

Children's Development programmes

The Office of the Executive Mayor's Special Programs support children development through support to Early Childhood Development Centre's with groceries and learning materials annual celebration of children's day.

Challenges encountered in children's programs are

- Unorganized children sector makes it difficult for mobilization of support
- Lack of early childhood facilities in our communities
- Lack of resources to support community initiatives and programs on children's development

Aged Development Programmes

- Celebration of Social Development Month
- Mandela Day Celebration and campaign
- Ongoing support to pension committees and events for the elderly

Traditional Leadership

Historically, the institution of traditional leadership has been relegated to the periphery of development. Land was developed by the traditional leaders to participate in the decision make exercise of their own destiny. Their communities blamed them of their unscrupulousness and their lack of vision in the future. The new political dispensation has brought another side of this institution that shows that they have been the makers of their own history in the past and they should be given opportunity to play their role. The SDM has played a significant role in making sure that traditional leadership is broad on board to assist in bringing service delivery to their communities. The SDM is confident to pronounce that the relationship between itself, the

institution and all local municipalities is healthy. The challenge which is there is on who should be the custodian of development in their areas of jurisdiction. They do not agree with democratically elected municipal structures in the delivery of services. They prefer partnership rather than exclusionary type of development. Ongoing workshops are held with all the 75 traditional leaders in the district in order to find common ground around the interpretation and application of SPLUMA as a government policy guiding land use development.

IGR and International Relations

The Constitution of the republic of South Africa has declared that the government should have three layers which are Local, Provincial and National spheres. These three spheres should be interdependent, interrelated and independent. It is therefore indicated that all organs of state should promote and facilitate intergovernmental relations within the context of cooperative governance. This is done to encourage information sharing. In terms of International Relations, the SDM has a Twinning Agreement with the City of Johannesburg and it is forging relations with Botswana.

Challenges of this area

- Poor coordination of special programmes intervention by all government Institutions
- Under-Funding of programmes targeting vulnerable groups
- Special programmes still seen as a peripheral issue
- Communication not reaching all the targeted people

Customer Care and ISD

SDM has established a 24 hour call centre situated in Groblersdal which serves as a one stop telephonic complains system. The call centre mainly addresses queries relating to fire, emergency services and water shortage.

Institutional Social Development (ISD) is mainly used as foot soldiers to address on a face to face basis social issues affecting SDM projects in the communities. ISD officer work with structures in the community such as water committees, ward committees etc.

2.8.6. Performance Management System (PMS)

Introduction

PMS is simply a system of managing performance. It provides a set of tools and techniques to plan, monitor, measure and review performance of the organization and individuals. The system ensures that all parts of the organization work together to achieve the goals and targets of the organization. Performance Management System and the IDP process are seamlessly integrated. Whereas the IDP fulfills the planning stage of Performance Management, Performance Management System, on the other hand, fulfills the implementation management, monitoring and evaluation of the IDP. PMS should provide diagnostic signals of the potential risks that are likely linked to implementation of the IDP.

Status Quo

PMS in SDM is doing fairly well and compliance is adhered to at all times. Though there are normal administrative challenges like in all institutions, SDM does strive to comply with legislative requirements at all times.

Challenges

- Setting unrealistic targets;
- Late submission of reports;
- Negative perceptions and attitudes with regard to performance in general.

CHAPTER 3:

STRATEGY

PHASE

3.1. VISION

Sekhukhune District Municipality - a leader in integrated economic development and sustainable service delivery.

3.2. MISSION STATEMENTS

To improve the quality of life for all communities through:

- provision of a democratic and accountable government;
- promotion of inclusive and egalitarian economic transformation;
- promotion of a safe and healthy environment;
- fostering of community involvement and stakeholder engagement; and
- Strengthening institutional capacity.
- Promotion of social cohesion

3.3. CORE VALUES OF THE MUNICIPALITY

The District regards its core values as the cornerstone that should guide the municipality in conducting its affairs:

- **H**-onesty: We tell the truth and back it up with action. We commit to be truthful in everything we do
- **E**-xcellence: We strive to provide exceptional level of service to our communities. Excellence lies in our hearts to evoke it in the community by exemplifying and giving back.
- **A**-ccessibility: We provide means that enable communities to reach services easily. We strive to optimise the use of technology, retail facilities and expanding points of services to remote areas.
- **R**-espect: We treat people with courtesy, politeness, and kindness irrespective of their profession, ethnicity, religion and cultural background.
- **T**-ransparency: We conduct our activities and share information to our communities in an open and transparent manner.

The core values can aptly be abbreviated as 'HEART' using the first letters.

3.4. MOTTO

Re a aga / Siyakha – meaning 'we are building'.

3.5. SLOGAN

Destination for economic growth and development.

3.6. MAYORAL STRATEGIC PRIORITIES

1. Provision of water and sanitation services in a sustainable manner
2. Local economic development, growth and job creation through agrarian reform, mining, tourism and repositioning of SDA
3. Good governance and sound financial management
4. Sustainable land use management and spatial transformation
5. Community development, social cohesion and nation building
6. Public participation, stakeholder engagements and partnerships

3.7. SWOT ANALYSIS AND STRATEGIES

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Water and Sanitation

SWOT ANALYSIS

WATER AND SANITATION	
STRENGTHS	WEAKNESSES
Infrastructure asset registers and institutional knowledge.	Misalignment amongst planning and design, O & M, project implementation, and institutional development within IWS
Fiscal allocations for implementation of water and wastewater infrastructure projects	Misalignment between IWS, Budget & Treasury, Communications, Planning & Economic Development and Corporate Services
Ability to respond to water and wastewater related challenges	Under resourced (human & tools of trade)
Improved forward planning	Extreme reliance on external service providers
Political buy in and support	Inability to align and update planning documents
Committing available grants accordingly	Poor information and record management
	No GIS based system for O & M, planning & Design, project implementation, and asset management (e.g. As-built drawings)
	Dependent on grants instead of striving towards financial sustainability through revenue enhancement
	Inadequate social facilitation
	Inability to separate WSA and WSP functions
	In some areas, new water reticulation infrastructure was constructed parallel to the old one. Put differently, design of the new infrastructure did not take into account condition of the existing infrastructure
OPPORTUNITIES	THREATS
Support from stakeholders (National and Provincial Departments)	Mismatch between funds allocated and water services demand by communities. Put simply, insufficient funds to build new infrastructure and finance operations and maintenance
Natural surface water resources to support economic growth, more especially Fetakgomo Tubatse SEZ (e.g. De Hoop Dam, Flag Boshielo Dam, and Loskop Dam)	Community protests leading to destruction of the existing infrastructure

Opportunities for public private partnerships (Mining resources and current mining operations) for building new infrastructure for economic growth and development.	Unauthorised connections to the existing infrastructure, making it difficult to provide reliable water supply
Allocation of funds from the fiscus to build new water and wastewater infrastructure, including refurbishment of the existing infrastructure.	Infrastructure projects not designed to support local businesses, leading to mushrooming of business fora in communities
	Support from Stakeholders not aligned with municipal legislative requirements (National and Provincial Departments)
	Natural resources from surface and ground water (drought)
	Community high expectations/lack of information to the communities (Possible service delivery protests)
	Encroachment of the servitudes (Building of the pipeline route, theft, vandalism and unauthorised connections)
	Lack of IWS related policies, systems and guidelines to support IWS operations
	Lack of planned and preventative maintenance of both water and wastewater infrastructure
	Focus on reactive maintenance of both water and wastewater infrastructure network
	No updated WSDP, Water and sanitation master plan, water conservation and demand management strategy, O & M strategy

STRATEGIES

WATER AND SANITATION	
OBJECTIVE	STRATEGIES
To ensure sustainable, reliable and efficient supply of water and sanitation services to all communities within the Sekhukhune District Municipality	Prioritise source development prior to implementing any water services infrastructure
To reduce water and sanitation infrastructure backlog	Review, update, and align Water Services Master Plan and WSDP with all sector plans; and incorporate it into the IDP.
To provide water of good quality and discharge final effluent which meet norms and standards.	System Integration and Dashboard: Implement infrastructure delivery management system as a dashboard for infrastructure delivery value chain (i.e. from conceptualisation, planning, financing, implementation, asset and operations and maintenance)
To ensure compliance with green and blue drop norms and standards	Develop and implement water conservation and demand management strategies and plans
To promote good governance and forward planning	Development and implement revenue enhancement, water loss management, re-use of effluent, consumer meter management, GIS-based asset management and maintenance and enforcement strengthen and enforce bylaws as part of water conservation and water demand management strategies

	Develop and implement operations and maintenance strategies and plans for existing water and wastewater infrastructure networks
	Implement of Water Safety Plans and Waste Water Risk Abatement Plan
	Monitor water resource and quality of the final effluent to ensure compliance with SANS 241 and Regulation 17
	Identify incomplete projects and develop a strategy to complete them
	Fill all vacant strategic positions in Infrastructure and Water Services Department

MUNICIPAL HEALTH SERVICES, DISASTER AND EMERGENCY MANAGEMENT

SWOT ANALYSIS

COMMUNITY SERVICES	
STRENGTHS	WEAKNESSES
All municipal areas receiving Municipal Health Services functions	Inability to maintain our infrastructure and equipment's
All nine functional Municipal Health Services provided	Inability to issue fine on non-complying premises
Operational air quality monitoring station at Dilokong	Insufficient personnel with leads to poor reach of our communities
Successfully implementing EMI services	Lack of continuous professional development of personnel
Rendering the Atmospheric Emission Licensing function	Outstanding Job evaluation process
Firefighting Operations Functional	Insufficient budget for firefighting equipment
Rescue Operations Functional	Lack of Disaster management centre
Fire prevention operational	
Accredited fire training academy	
Disaster management plan and framework in place	
Good relations with intergovernmental structures and related services	
Decentralisation of Disaster management services to local municipalities	
Contingency plan for severe weather in place	
Standard Operating Procedures Manual in place	
OPPORTUNITIES	THREATS
Employ additional Environmental Health Practitioners	Collapsing of the fire service due to lack of personnel.
Provide office space for Environmental Health Practitioners on-site	Impersonation of Environmental Health officers
Provide tools of trade (cell phone allowances)	Impacts of Climate Change
Establishment of buy back centres	Mushrooming of illegal businesses.
Enhance revenue collection for the municipality	Lack of control of illegal immigrants.
Charging EMS operational services as per approved tariffs	Personnel safety during service delivery implementation.
Issue warnings, fine and summons to enhance municipal revenue generation	Insufficient personnel manning a shift leading to noncompliance with SANS 10090
	Vandalised fire hydrants in the district

Capacitation of officers to fully deal with implementation of by laws	Community unrests and personnel safety
Facilitation of station beautification programmes	Damaged institutional integrity
Construction of new fire stations using MIG grant funding	
Placement of relevant personnel	
Acquisition of a Geographic Management Central Communication system	
Capacitated institution for disaster management services	
Working relationship with disease outbreak respond team	

STRATEGIES

OBJECTIVE	STRATEGIES
COMMUNITY SERVICES	
To Have an improved, clean, healthy and sustainable environment through municipal health services package by June 2022	Creating awareness on air quality in industries and communities by June 2022
	Collecting water samples for bacteriological and chemical quality analysis in the district by June 2022
	Evaluating food premises in order to check for compliance in all areas of the district by June 2022
	Monitoring health care risk waste in all health facilities by June 2022
	Evaluating premises to check for compliance in all areas of the district by June 2022
	Creating awareness on diseases as a measure to prevent diseases to community members by June 2022
	Investigating all notifiable diseases reported by the department of health (e.g. Covid19) by June 2022
To protect loss of life, damage to property and environment by June 2022	Evaluating premises for vector management by June 2022
	Monitoring compliance of the National Environmental Management Act by industries by June 2022
	Reporting on the air quality of the area around the air quality monitoring station by June 2022
	Evaluating disposal of the dead facilities i.e. mortuaries and cemeteries for compliance by June 2022
	Evaluating chemical safety in premises that handle chemicals for compliance by June 2022
To have an increased awareness on disaster risk management mitigation measures by June 2022	Providing Fire and Rescue Services by June 2022
	Training Peace-officers by June 2022
	Providing Fire Safety through: code application, code enforcement, safety at events and fire protection officer functions,

OBJECTIVE	STRATEGIES
	and public information education relations (PIER)
	Providing fire fighter-1, Hazmat awareness level, Fire fighter-2, Hazmat operational level, First Aid level 3, Basic firefighting, Driver/ Pump operator and Emergency Instructor courses to internal and external emergency management services candidates by June 2022
	Establishing fire stations as per requirements of SANS 10090 by June 2022
	Motivating for all fire stations to be maintained and beautified by June 2022
	Transferring of the function to maintain and repair of all fire stations by June 2022
	Procuring specialized rescue equipment/ water rescue and SCBA's as well as the compressors by June 2022
	Establishing Institutional Capacity by June 2022
	Conducting Disaster Risk Assessment by June 2022
	Implementing Disaster Risk Reduction programs by June 2022
	By conducting Response and Recovery measures by June 2022

SPATIAL PLANNING

SWOT ANALYSIS

Strengths	Weaknesses
Skilled officials within the Department	Insufficient staff
Existing political support	Inadequate budget allocation for projects
Existing policies and strategies to guide development processes	Lack of integration of resources (Silo planning)
Established Joint District Municipal Planning Tribunal (JDMPT)	
OPPORTUNITIES	THREATS
Land Availability	Unresolved and competing land claims (Land Disputes)
	Traditional Authorities conflicts on land issues (ownership and Authority)
	Increasing land invasion and informal settlements
	Unplanned allocation of stands for residents.
Cooperation from stakeholders and sector departments.	Lack of Cooperation from some Stakeholders and Sector Departments.

STRATEGIES

OBJECTIVES	STRATEGIES
To ensure sustainable spatial development with integrated human settlements by June 2024.	Facilitate land acquisition for development (e.g. District Municipal Offices and Township Establishment)
	Support to Local Municipalities on land use management (Precinct Plans, Implementation of SDFs, Processing of land development Applications, By-Laws, establishment of Appeals Committees)

LOCAL ECONOMIC DEVELOPMENT**SWOT ANALYSIS**

STRENGTHS	WEAKNESSES
Existing political support	Inadequate human resource
Team work	Lack of integration of resources (silo planning)
Skilled personnel	Lack of technical skills on Tourism and Economics
	Inadequate budget allocation for projects
OPPORTUNITIES	THREATS
Good soils, climatic conditions for farming and solar energy harvesting	Increasing land invasion on prime agricultural land
Untapped Cultural, Heritage and tourism wealth	
Large reserves in Mineral Resources	Lack of Cooperation from some Stakeholders and Sector Departments
Implementation of Agri Park programme	
Coordination of stakeholders into LED networks	Lack of skills across the district (communities) due to high illiteracy levels
Economic opportunities (Beneficiation in mining and agro-processing)	Illegal small scale mining within the district

STRATEGIES

OBJECTIVES	STRATEGIES
To ensure inclusive economic transformation within the district by June 2023	Facilitate support to local SMMEs and Cooperatives through skills development programmes and resources
	Development of Regional Industrial Development Master Plan to enhance investments
	Facilitate and support Tourism, Agriculture and Mining initiatives to enhance local economic development
	Facilitate all IGR Forums relating to Planning and economic development

INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
CORPORATE SERVICES	
Sound management and control systems in place	Inadequate communications and query management among units
Good relationship with organized labour	Ineffective implementation of Batho Pele Service standards
Sound user ICT support	Inadequate compliance to SDM policies
	Failure to comply with scheduled LLF meetings
	Salary disparities
	Lack of dedicated team
	Ineffective ICT Governance Structures
	Lack of facility and fleet management system
	Inadequate utilization of records management system
	Lack of system integration
Successful coordination of Performance Management issues	Lack of Performance Management System Software
OPPORTUNITIES	THREATS
Good working relationship with other spheres of government;	Sporadic violent protests
Good working relationship with the District department of Health	Alcohol, drugs, women and children abuse
The district located in mining area	Increasing levels of poverty, unemployment and inequality
Good working relationship with TVET Colleges	Prevalence of HIV/AIDS pandemic
	Lack of service level agreements with sector departments where we lease space offices
	National state of the disaster

STRATEGIES:

OBJECTIVES	STRATEGIES
To ensure efficiency and effectiveness of organisational processes by June 2022	By assessing current organisational structure
	By implementing task job evaluation policy
	By identifying areas of change emanating from employees behaviour
To enhance service delivery through optimal use of information and communication technology by June 2022	By cooperating effectively with Telkom for connectivity
	By cooperating with service provider and monitoring progress
	By conducting need analysis of ICT consumables
	By monitoring Service Level Agreements
	By monitoring expiry date of licenses
To maintain sound labour relations and ensure workplace peace by June 2022	By issuing notices 7 days prior the meeting.
	By collecting information based on behaviour of the employees.
To ensure sound management of fleet and goods by June 2022	By assessing the files
	By identification of inactive files.
	By monitoring Service Level Agreements

OBJECTIVES	STRATEGIES
To establish and maintain municipal facilities by June 2022	By ensuring that lease agreement is fully implemented
To improve human capacity of the municipality by filling funded posts and develop skills to staff to effectively and efficiently execute their duties by June 2022	By implementing the process and procedures of Human Resource (HR) policies
	By conducting skills audit
To enhance employee wellness and productivity in the working environment by June 2022	By mobilising interested employees on different sport codes
	By assessing performance of individual employee
	By assessing the level of absenteeism of the employees
To maintain healthy and safe working environment by June 2022	By inspecting employees and municipal facilities
To provide performance management to 7 areas by June 2022 to ensure compliance	By providing performance management to 7 areas by June 2022 to ensure compliance
To ensure integrated development planning by June 2022	By assessing and reviewing the IDP processes of the previous financial year in order to improve them
	Through a review of legally compliant Integrated Development Planning(IDP)
	By facilitating the IDP Rep Forum

STRATEGIES

OBJECTIVES	STRATEGIES
PMS/IDP	
To provide performance management to 7 areas by June 2022 to ensure compliance	By providing performance management to 7 areas by June 2022 to ensure compliance
To ensure integrated development planning by June 2022	By assessing and reviewing the IDP processes of the previous financial year in order to improve them
	Through a review of legally compliant Integrated Development Planning(IDP)
	By facilitating the IDP Rep Forum

FINANCIAL VIABILITY

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Team Work	Inadequate human resource capacity
Timely submission of compliance reports to Treasury	Unfunded budget and limited cash reserves to fund creditors
Adoption of the Budget and adjustment within the prescribed timeframes	Lack of appreciation of the approved Budget constraints by municipal departments
Timely submission of returns to Treasury;	Treasury recommendations not implemented timely;
Timely submission of AFS to AGSA and other relevant stakeholders;	Poor debt collection rate
Timeous Customer billing	Lack of capacity to implement credit Control measures
Timeous response AG	Incorrect customer data
Proper records keeping	Delay in implementation of Audit action

Timely submission of returns to Treasury;	Poor verification of operation and maintenance tools
Timely submission of AFS to AGSA and other relevant stakeholders;	Treasury recommendations not implemented timely;
Timeous Customer billing	Poor debt collection rate
Timeous response AG	Lack of capacity to implement credit Control measures
Proper records keeping	Incorrect customer data
Timeous processing of salaries and travel claims	Delay in implementation of Audit action
Electronic filing of payment vouchers	Poor verification of operation and maintenance tools
Effective collections of VAT	Poor cooperation with stakeholders on SCM
Prompt expenditure payments	Inadequate rotation of suppliers
	Safety of documents
	Lack of space for stores items
	Low staff morale
	Staff shortage
	Financial Liquidity
	Aged infrastructure which requires high maintenance
OPPORTUNITIES	THREATS
Cordial relationship with National and Provincial Treasury	Illegal connections
Skills transfer by Service providers	Stakeholders protests
Support by councils during community engagements	Grant dependent
Standardise tender documents/achieve some level of uniformity	Lack support by user departments in safeguarding assets
Management of Contract register	Attack by external stakeholders
Benchmarking with other municipalities	External influence on Supply Chain Management
	Handling of hazardous chemicals/Stores
	Fraudulent activities

STRATEGIES

STRATEGIC OBJECTIVE	STRATEGIES
To prepare and submit credible budget	Compliance of the approved budget
	By conducting workshops on budget processes
To provide sound financial management	By improving financial governance
	Review the key reconciliations and registers timely
	Early financial systems discrepancies
To ensure efficient and functional supply chain management	Reduction of unauthorised, irregular fruitless and wasteful expenditure
	Efficient and effective SCM process
To prepare manual GRAP compliant Fixed Asset Register	Review the monthly reconciliations (FAR, WIP & Projects Register) timely
	Create asset champions cut across SDM

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OFFICE OF THE MUNICIPAL MANAGER

STRENGTH	WEAKNESS
Established functional units	Lack of in-house Internal Audit Specialist such as ICT Audit, Forensic etc.

High quality and diplomatic audit reports which apply an appropriate level of professional judgement based on facts and evidence	The small size of the internal audit team to provide assurance to a unitary authority with a diverse range of risks.
Approved Policies (IA Charter, RM Framework PMS Policy)	Limited use of data analytics and data mining
Team work and Professional Competence;	Lack of Performance Management System Software
Successful coordination of Performance Management issues	Annual IDP preparation schedule excludes the risk management activities
Presence of Risk Management enablers (i.e. Approved RM Policy, RM Framework, RM implementation plan)	Risk Management does not form an integral part Supply Chain Management processes
Risk Management culture embedded into the Municipal business processes(Maturity level @ 3.7 of Max 4)	Inadequate Funds
Executive authority and Accounting authority setting the tone at the top	Lack of buy in from departments
	Slow implementation of Internal Audit and Auditor General recommendation
	Slow turnaround time in replacement of resigned staff
	Reduction in management cooperation
OPPORTUNITY	THREATS
Educate stakeholders on internal audits and risk management role and capabilities	Conflict of government programmes
Enhance knowledge and skills in data analytics	High number of service delivery protest
Introduce internal audit assessment and external audit assessment	Sectoral determination rates increase on our budget
Conduct Risk assessments on capital projects	Establish District Forum on PMS
Procurement and installation of Risk Management data platform/ IT system	Twinning and corporative relationship with similar institutions i.e. IGR
Annual IDP consultation schedule to integrate the risk management process	Stakeholder support for training and development made available by i.e. SALGA, Provincial Treasury and COGTA
	Continuous increasing request for additional security postings on capital projects sites
	Change in technology within the Risk management space which might bring a change to the approach
	Reduced risk maturity level

STRATEGIES

OBJECTIVES	STRATEGIES
To provide performance management to 7 areas by June 2022 to ensure compliance	By facilitating performance Makgotla by June 2022
	By developing 2021/2022 Institutional SDBIP
	By compiling 2020/2021 Institutional Annual Report by 31 January 2022
	By developing 2021/2022 Performance Agreements for Senior Managers
	By reviewing PMS policy by June 2022.

	By coordinating quarterly Back to Basics reports by June 2022
To assess, identify and manage risks and uncertainty in order to safeguards assets, enhance productivity and build resilience into operations	Conduct and review Strategic Risk Assessment
	Conduct Operational Risk Assessment.
	Conduct Processes Risk Assessments
	Facilitate insurance coverage for municipal assets.
	Facilitate Assets Insurance Claims and payments
	Manage Security operations and SLA
	Conduct Security Operational sites Assessments
	Facilitate Anti-Fraud & Corruption hotline
To ensure improved internal controls and clean governance in the Municipality by June 2022	Facilitate Risk Management Committee (RMC) meetings
	To Develop 2021/2022-2023/2024 Three Year Internal audit rolling plan
	To Conduct Regularity audits
	To Conduct ICT audits
	To Conduct Management Request
	Conduct Performance Audit
	Monitor implementation of Auditor General action plan and coordinate their activities
	Monitor implementation of Internal Audit Implementation plan
Coordinate the Audit and Performance Committee activities	

OFFICE OF THE SPEAKER

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Good relations among political parties	Lack of Council Chamber and Committee Rooms
Good Council management tool, e.g. Rules of order, Council calendar	Lack of adequate tools of trade
Effective oversight mechanisms and public participation	Low staff moral
Dedicated support staff	Lack of training for support staff
Effective IGR with LM's and Sector Departments	Records management
Stable political environment	Budgetary constraints
Multi party council	Lack of human resource
	Late submission of items
	Covid-19 effects

STRATEGIES

STRATEGIC OBJECTIVES	STRATEGIES
Provide support to Council and its committees by June 2022	By facilitating successful Council and portfolio committee meetings by June 2022
Ensure oversight mechanism is strengthened by June 2022	By Facilitating Oversights functions and visits by June 2022

Strengthen public participation and IGR meetings by June 2022	By facilitating public participation and IGR meetings by June 2022
Ensure capacity building and study group for Councillors by June 2022	By Facilitating Training and development programmes for Cllrs by June 2022

OFFICE OF THE EXECUTIVE MAYOR

STRENGTH	WEAKNESS
Strong political and executive leadership	Success stories not adequately communicated
Management and operational systems in place	Lack of internal Communication.
Sound and good working relationship with stakeholders	Ineffective implementation of Batho Pele service standards
Successful hosting of major events	Budgetary constraints
Team work	Unilateral transfer of personnel
OPPORTUNITY	THREAT
Strong potential for internship, programmes and bursaries	COVID-19, GBV & HIV/AIDS
Good working relationship with other spheres of government	Violent service delivery protests
Cooperation with traditional leadership	Local business forums who disrupt projects
Potentially good working relationship and co-operation with the private sector	High unemployment, poverty and crime
Embracing the 4 th Industrial Revolution	Substance and drug abuse

STRATEGIES

OBJECTIVES	STRATEGIES
To provide communications, stakeholder relations and strategic partnerships by June 2022	By co-ordinating special mayoral outreach projects by June 2022
	By inculcating the culture of Batho Pele and friendly customer frontline services by June 2022
	By embracing digital innovations to host the State of the District Address by June 2022
	By reviewing and implementing the Communication Strategy by June 2022
	By co-ordinating relevant municipal and sector departments as well as stakeholders to monitor and fast-track services by June 2022
	By reviewing the youth policy on youth development programmes by June 2022
	By reviving programmes of the District Aids Councils at local municipalities by June 2022
	By providing platform for stakeholder engagement to ensure accountability and transparency by June 2022
	By providing administrative support to the mayoral committee by June 2022
	By co-ordinating all relevant role-players

CHAPTER 4:

PROJECTS

PHASE

4. SEKHUKHUNE DISTRICT MUNICIPALITY PROJECTS – 2021/2022 IDP/BUDGET REVIEW

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
OPERATION AND MAINTENANCE (O&M)									
Strategic objective 3: To provide 90% of sustainable and reliable basic water and sanitation services to communities by June 2024									
To develop operations and maintenance strategy for SDM (Included in the assignment shall be O & M policy) by June 2023	O & M Strategy	None	New Project	Number of developed operations and maintenance strategy for SDM	1 developed operations and maintenance strategy for SDM	R1,500,000.00	R300,000.00	R318,000.00	SDM
To Improve management of the resource by June 2024	Monitoring of both groundwater (i.e. boreholes) and surface water resource (dams) availability	None	New Project	Number of Early warnings depicting depletion of water resource.	20 Early warnings depicting depletion of water resource. (boreholes)	R 500,000.00	R 500,000.00	R0.00	SDM
To enable by June 2024	Functional Infrastructure Delivery Management System (IDMS)	None	New Project - Pilot	Number of Functional IDMS with all current and completed projects in the system	1 Functional IDMS with all current and completed projects in the system	R500,000.00	R530,000.00	R561,800.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
To Procure and install Telemetry System for bulk strategic water and sanitation infrastructure assets by June 2024	Procurement and installation of Telemetry System for bulk strategic water and sanitation infrastructure assets (e.g. start with Marble Hall, Groblersdal, Burgersfort, Steelpoort, etc)	None	New	Number of installed Telemetry System for bulk strategic water and sanitation infrastructure assets	10 installed Telemetry System for bulk strategic water and sanitation infrastructure assets	R1,500,000.00	R1,590,000.00	R0.00	SDM
To implement a Functional IWS related query / fault reporting system by June 2024	Customer care, fault reporting and query management system	None	Customer Queries	Number of queries received and resolved.	100 queries received and resolved	R1,000,000.00	R1,060,000.00	R1,123,600.00	SDM
To ensure improved operations and maintenance of the infrastructure by June 2024	Knowledge of the existing infrastructure components and enhanced maintenance	None	Property Plant Equipment	Number of As-Built Drawings of completed schemes to be captured in both the IDMS and GIS systems	6 As-Built Drawings of completed schemes to be captured in both the IDMS and GIS systems	R1,500,000.00	R1,590,000.00	R1,685,400.00	SDM
To procure borehole drilling rig and appropriate components by June 2022	Appropriate tools of trade	None	Property Plant Equipment	Number of borehole drilling rig and appropriate components procured	20 borehole drilling rig and appropriate components procured	R4,000,000.00	R4,240,000.00	R4,494,400.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
To develop an overall water quality monitoring and management strategy for SDM by June 2022	Effective and structured water quality management	None	New Project	Number of developed water quality monitoring and management strategy	1 water quality monitoring and management strategy developed.	R500,000.00	R530,000.00	R561,800.00	SDM
To Implement proactive strategy for community unrests and project stoppages by June 2024	education and awareness on matters related to water use	None	New Project	Number of Billboards on Dam Levels supplying the main towns.	4 Billboards on Dam Levels supplying the main towns.	R1,000,000.00	R1,060,000.00	R1,123,600.00	SDM
PLANNING WATER SERVICE DEVELOPMENT PLAN									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									
To ensure that no new infrastructure is developed without a reliable source by June 2024	Ground Water Resource Management & Development	Unreliable water source and water infrastructure	New Program	Number of reliable ground water source developed	20 annually reliable ground water source developed (boreholes)	R10, 307,807.00	R10, 926,275.42	R11, 581,851.95	SDM
To develop a comprehensive the Water Conservation /Water Demand Management Strategy by June 2023	Comprehensive WC/WDM strategy for SDM	High water losses	New Project	Number of WC/WDM Strategy	1 WC/WDM strategy developed	R2,000,000.00	R1,500,000.00	R0.00 1,500,000.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
To develop SDM water and sanitation infrastructure asset management strategy by 2023	SDM Infrastructure Asset Management Strategy and Policy	None	NEW Project	Number of developed SDM water and sanitation infrastructure asset management strategy	1 developed SDM water and sanitation infrastructure asset management strategy	R1,500,000.00	R1,000,000.00	R0.00	SDM
To update Water & Sanitation Development Plan (WSDP) by June 2023	Updated WSDP	None	WSDP developed in 2014/15	Number of WSDP updated	1 WSDP updated	R500,000.00	R0.00	R0.00	SDM
To updated Water and Sanitation Masterplan by June 2023	Update Water and Sanitation Masterplan	Outdated Bulk Water Master Plan and Water Services Development Plan	Water Services Master Plan and WSDP developed in 2014/15 and 2015/16 FY respectively	Number of Water & Sanitation Masterplan updated	1 Water & Sanitation Master Plan updated	R500,000.00	R0.00	R0.00	SDM
To create Growth and improve CIDB grading of emerging contractors in SDM by June 2023	Contractor development strategy and programme	None	Learner contractor 19/20	Growth in the number and improved CIDB grading of emerging contractors in SDM (Grade 1-5)	20 improved CIDB grading of emerging contractors in SDM (Grade 1-5)	R0.00	R26,500,000.00	R0.00	SDM

RRAMS

Strategic objective 1: To develop 80% of Rural Roads Asset Management System for the District Municipality by June 2024

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
Develop Road Asset Management Plan	Development of Rural Roads Asset Management System	12 000km of roads to be assessed.	Desk top studies and the first rounds of Visual Conditions Assessments	Number of kilometres of Roads assessed Number of traffic counting stations completed. Number of updated Road Asset Management Plan	500 kilometres of Roads assessed 200 traffic counting stations completed 1 Road Asset Management Plan updated	R2, 437, 000.00	R2, 578, 000.00	R2, 727, 000.00	National Department of Transport/ RRAMS
RBIG									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									
Feasibility report and technical report and Tender scoping documentation	Mooihoek bulk water supply phase 4F1	None	1 Kilometers of bulk water pipeline and concrete reservoirs constructed	Number of km of bulk pipeline tested and commissioned	Testing and commissioning of 1 Km bulk pipeline	R94 645 000.00	R0.00	R0.00	RBIG
Feasibility report and technical report and Tender scoping documentation	Construction of Mooihoek bulk water supply phase G1.1		1 X 5 MI concrete reservoir completed Phase 4BA	Number of km of bulk pipeline and package plant constructed	Construction of 3 Kilometres of bulk water supply pipeline. Construction of 1 package plant type clarifier		R0.00	R0.00	RBIG
Feasibility report and technical report and Tender	Construction of Mooihoek bulk water supply phase G1.2		1 X 5 MI concrete reservoir completed Phase 4BA	Number of km of bulk pipeline constructed	Construction of 4.7 Kilometers of bulk water supply pipeline.		R0.00	R0.00	RBIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
scoping documentation									
Feasibility report and technical report and Tender scoping documentation	Construction of Mooihoek bulk water supply phase G2		17km of bulk water supply pipeline completed	Number of km of bulk pipeline constructed	Construction of 4.9 Kilometres of bulk water supply pipeline. Construction of 500KL Reinforced Concrete Reservoir		R0.00	R0.00	RBIG
Feasibility report and technical report and Tender scoping documentation	Construction of Mooihoek Reservoirs phase 4H1		12Ml/day Mooihoek Water Treatment Works	Number of Reservoir constructed	Procurement of service provider for construction of 10ML concrete reservoir		R25, 000, 000.00	R0.00	RBIG
Feasibility report and technical report and Tender scoping documentation	Construction of Mooihoek Reservoirs phase 4H2		12Ml/day Mooihoek Water Treatment Works	Number of Reservoir constructed	Procurement of service provider for construction of 10ML concrete reservoir		R25, 000, 000.00	R0.00	RBIG
Feasibility report and technical report and Tender scoping documentation	Nebo BWS Commission Jane Furse Pipeline	24371HH	Nebo Phase1A completed and not commissioned	Number of Kilometers of bulk water supply pipeline tested and commissioned	18km of bulk water supply pipeline tested and commissioned	R50, 000, 000.00	R20, 000, 000.00	R0.00	RBIG
Feasibility report and technical report and Tender	NEBO BWS Jane Furse to Lobethal bulk water supply	15831HH	18Km of bulk water supply pipeline Phase 2 from Jane	Number of Kilometers of bulk water	18 Kilometers of bulk water supply pipeline assessed		R5, 000, 000.00	R0.00	RBIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
scoping documentation			to Lobethal completed	supply pipeline assessed					
Feasibility report and technical report and Tender scoping documentation	Nebo BWS Makgeru to Schoonoord BWS	7089 HH	18.2 Km of Schoonoord bulk water supply pipeline in Makgeru. 10ML Command Concrete Reservoir in Schoonoord constructed	Number of Km of bulk water supply pipelines constructed, and 1 concrete reservoir tested	6.4Km of bulk water supply pipeline constructed		R5, 000, 000.00	R0.00	RBIG
Feasibility report and technical report and Tender scoping documentation	Moutse BWS Project 13 & 14	30305HH	1 WTW in Groblersdal extended in Project 1 and 1 pump station constructed in Project 6	Number of mechanical and Electrical (M & E) components installed for the extensions to the Groblersdal Water Treatment Works and pump station	2 mechanical and Electrical (M & E) components installed for the extensions to the Groblersdal Water Treatment Works and pump station	R80, 000, 000.00	R0.00	R0.00	RBIG
Feasibility report and technical report and Tender scoping documentation	Moutse BWS Project (7 to 12)		30 Kilometre of bulk water supply pipeline constructed	Number of Kilometres of bulk water supply pipeline tested	20 Kilometre of bulk water supply pipeline tested		R0.00	R0.00	RBIG
Feasibility report and technical report and Tender	Moutse BWS Construction bulk water Pipeline Project 2 – 4		19 Kilometres of bulk water supply pipeline and constructed	Number of km of bulk water supply pipeline assessed and refurbished	14 Kilometers of bulk water supply pipeline assessed and refurbished		R0.00	R0.00	RBIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
scoping documentation									
WSIG									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									
Feasibility report and technical report	Maebe Drilling and Equipping of Borehole	1266HH	Three (3) drilled and equipped boreholes and bulk pipeline.	Number of pump station and package plant and storage tank installed	1 Pump station constructed and 1 Reverse Osmosis Water Treatment Package Plant and 1 storage tank installed	R13, 000, 000.00	R0.00	R0.00	WSIG
Feasibility report and technical report	Jane Furse RDP Package Plant	1005HH	70% completion of Package Plant , rising main and storage in Jane Furse RDP	1 package plant and reticulation network	None	R0.00	R4, 000, 000.00	R0.00	WSIG
Feasibility report and technical report	Makgane Water Inter	660HH	1 borehole and 4km of rising main	Number of boreholes and km of rising main completed	None	R0.00	R0.00	R6, 500, 000.00	WSIG
Feasibility report and technical report	Bothashoek Water Supply	556HH	Equipping of 1 borehole and reticulation network with communal stand pipes	Number of boreholes equipped and km of reticulation network with communal stand pipes completed	None	R0.00	R8, 000, 000.00	R3, 500, 000.00	WSIG
Feasibility report and technical report	Uitspanning Water Source Development	2723HH	3 Kilometers of bulk pipeline constructed, 1	Number of Kilometers of bulk pipeline	1.6 Kilometers of bulk pipeline constructed, 1	R0.00	R0.00	R8, 000, 000.00	WSIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
			Reverse Osmosis Water Treatment Package Plant and 0 Storage tank installed.	constructed, 1 Reverse Osmosis Water Treatment Package Plant and 1 Storage tank installed	Reverse Osmosis Water Treatment Package Plant and 1 Storage tank installed				
Feasibility report and technical report	Tukakgomo RDP Section Borehole	740HH	3.75 Km of water distribution network constructed and 1 raw water abstraction point upgraded	Number of kilometres of network and water meters installed	7 Km of water distribution network constructed and 735 water meters	R9, 000, 000.00	R0.00	R0.00	WSIG
Feasibility report and technical report	Rutseng Water Intervention	2066HH	1.2 Km for bulk water constructed and 0 concrete reservoir sealed	Number of Km for bulk water constructed and concrete reservoir sealed	3.8 Km for bulk water constructed and 1 concrete reservoir sealed	R0.00	R0.00	R5, 000, 000.00	WSIG
Feasibility report and technical report	Nkosini Water Supply & Package Plant	668HH	1 scoping report and business plans	Number of kilometres and protection of abstraction point and sealing of the reservoir	3.5km of pipeline and 1 protection of abstraction and sealing of 1 reservoir	R8, 000, 000.00	R0.00	R0.00	WSIG
Feasibility report and technical report	Laersdrift Water Supply Intervention	1560HH	1 Scoping Report and Business Plan	Number of kilometres of network and stand pipes and storage tank installed	8 km reticulation network, 22 communal stand pipes and 1 storage tank	R9, 000, 000.00	R5, 000, 000.00	R0.00	WSIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
Feasibility report and technical report	Phokwane/Brooklyn Water Supply	1408HH	Drilling, testing and equipping of 1 and rising main and 1 storage tank.	Number of kilometres of rising main and storage tank installed	3km of rising main and 1 elevated tank	R4, 000, 000.00	R0.00	R6, 000, 000.00	WSIG
Feasibility report and technical report	Legolaneng VDIP	440HH	410 VDIP Toilets	Number of VDIP completed	440 VDIP	R7, 000, 000.00	R0.00	R0.00	WSIG
Feasibility report and technical report	Rathoke Water Reticulation Network	1235HH	5.5km of reticulation network with 18 communal stand pipes	Number of km of reticulation network with communal stand pipes completed	None	R0.00	R0.00	R5, 500, 000.00	WSIG
Feasibility report and technical report	Mashikwe Water Supply Intervention	895HH	Drilling, testing and equipping of 1 borehole and 3km reticulation network	No of boreholes drilled, tested and equipped and 3km reticulation network completed	None	R0.00	R4, 000, 000.00	R0.00	WSIG
Feasibility report and technical report	Lerajane Drilling & Equipping of Boreholes	704HH	Drilling, testing and equipping of 1 borehole and 4.8km reticulation network with communal standpipes	No of boreholes drilled, tested and equipped and no of km reticulation network with communal standpipes completed	None	R0.00	R0.00	R9, 000, 000.00	WSIG
Feasibility report and technical report	Moraba Water Reticulation	406HH	2.6km of reticulation network and 1 storage tank	No of km of reticulation network and	None	R0.00	R4, 500, 000.00	R0.00	WSIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
				storage tank completed					
Feasibility report and technical report	Mashamothane Water Intervention	1308HH	5km reticulation network with 12 communal stand pipes	No of km reticulation network with communal stand pipes completed	None	R0.00	R7, 000, 000.00	R4, 000, 000.00	WSIG
Feasibility report and technical report	Diphaganeng Water Reticulation Network	1123HH	12.6km of reticulation network and 1 storage tank	No of km of reticulation network and storage tank	None	R0.00	R5, 000, 000.00	R0.00	WSIG
Feasibility report and technical report	Tjibeng Extension	802HH	15km of reticulation network with 20 communal stand pipes	No of km of reticulation network with communal stand pipes completed	None	R0.00	R8, 000, 000.00	R0.00	WSIG
Feasibility report and technical report	Merakang Water Reticulation	568HH	Drilling, testing and equipping of 1 borehole and 4km of rising main	No of boreholes drilled, tested and equipped and km of rising main completed	None	R0.00	R0.00	R7, 500, 000.00	WSIG
Feasibility report and technical report	Mamatjekele Abstraction Point	406HH	Drilling, testing and equipping and 6km of rising main	No of drilled, tested and equipped and km of rising main completed	None	R0.00	R0.00	R5, 925, 000.00	WSIG
Feasibility report and technical report	Phiring Water Intervention	988HH	Refurbishing the existing borehole and 2 storage tanks	Refurbishing the existing borehole and 2 storage tanks	None	R0.00	R0.00	R4, 152, 000.00	WSIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
Feasibility report and technical report	Mashikwe Water Supply Intervention	560HH	12km of reticulation network and 10 communal standpipes	Number of km of reticulation network and communal standpipes	None	R0.00	R0.00	R3, 500, 000.00	WSIG
Feasibility report and technical report	Dithabaneng	1250HH	Drilling, testing and equipping of 2 boreholes	Number of boreholes drilled, tested and equipped	None	R0.00	R0.00	R3, 500, 000.00	WSIG
Feasibility report and technical report	Moretsele VIDP	750HH	250 VIDP	No of sanitation units completed	None	R0.00	R8, 500 000.00	R0.00	WSIG
MIG									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									
Implementing scope through tender contracting strategy	Fetakgomo VIP Backlog Programme (Phase 2,3)	3772HH	15330 VIP units constructed	Number of VIP sanitation units completed	3120 VIP sanitation units to be constructed	R0.00	R10, 000 000.00	R10, 000 000.00	MIG
Implementing scope through tender contracting strategy	Ephraim Mogale VIP Backlog Programme (Phase2,3)	12063 HH	15730 VIP units constructed	Number of VIP sanitation units completed	3100 VIP sanitation units to be constructed	R5, 000, 000.00	R10, 000, 000.00	R10, 000, 000.00	MIG
Implementing scope through tender contracting strategy	Makhuduthamaga VIP Backlog Programme	64836HH	16096 VIP units constructed	Number of VIP sanitation units completed	3850 VIP sanitation units to be constructed	R5, 000, 000.00	R10, 000 000.00	R10, 000, 000.00	MIG
Implementing scope through tender contracting strategy	Upgrading of De Hoop Water Treatment Works	1087HH	Ga Malekana 12Ml Water Treatment Works	Number of Kilometres of pipeline constructed, number of	Construct 100% remaining works	R60, 505, 976.00	R60, 728, 112.00	R0.00	MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
				reservoir completed					
Implementing scope through tender contracting strategy	De Hoop/Nebo Plateau/Schoonoord Water Scheme Villages: Ga – Mogashoa (Senkapudi) and Ga-Mogashoa (Manamane)	1944HH	Ga Malekana 12MI Water Treatment Works	Number of Kilometres of pipeline constructed, number of reservoir completed	Construct 60% of bulk and distribution network	R4, 762, 404.00	R0.00	R0.00	MIG
Implementing scope through tender contracting strategy	NSD07 Regional Water Scheme Construction of Concrete Reservoirs	12475HH	Ga Malekana 12MI Water Treatment Works	Number of Kilometres of pipeline constructed, number of reservoir completed	Construct 60% of bulk and distribution network	R28, 686, 829.00	R0.00	R0.00	MIG
Implementing scope through tender contracting strategy	De Hoop/Nebo Plateau/Schoonoord Water Scheme Villages: Makgeru, Ga Ratau & Matekane	14609HH	Ga Malekana 12MI Water Treatment Works	Number of Kilometres of pipeline constructed number of reservoirs completed	Construct 60% of bulk and distribution network	R42, 223 394.00	R44, 223 394.00	R0.00	MIG
Implementing scope through tender contracting strategy	Elias Motsoaledi VIP Backlog Programme (Phase 2,3)	47716 HH	16862 VIP units constructed	Number of VIP sanitation units completed	1300 VIP sanitation units to be constructed	R5, 000, 000.00	R10, 000, 000.00	R10, 000, 000.00	MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
Implementing scope through tender contracting strategy	Carbonitites to Zaaiplaas PH4(Dindela Reservoir)	8868HH	Dindela Pump Station, Gravity Main and Rising Main.	Number of reservoirs constructed	1 Reservoir Constructed	R8, 000, 000.00	R0.00	R0.00	MIG
Implementing scope through tender contracting strategy	Tubatse VIP Backlog Programme (Phase 2,3)	24193 HH	16830 VIP units constructed	Number of VIP sanitation units completed	1300 VIP sanitation units to be constructed	R7, 000, 000.00	R10, 000, 000.00	R10, 000, 000.00	MIG
Implementing scope through tender contracting strategy	Motlailana, Makgemeng Water Supply	HH	Groundwater Source (Boreholes)	Number of Km for bulk line constructed	KM of bulk line constructed	R29, 409, 971.00	R0.00	R0.00	MIG
Implementing scope through tender contracting strategy	Malekana Regional Water Scheme	6401HH	Ga- Malekana 12MI Water Treatment Works	Number of Km for bulk line constructed	Construct KM of bulk and distribution network	R135, 000, 000.00	R156, 806, 828.00	R69, 836, 602.60	MIG
Implementing scope through tender contracting strategy	Lebalelo South connector pipes and reticulations	10374HH	12MI/day Mooihoek Water Treatment Works	Number of Km for bulk line constructed	Construct KM of bulk and distribution network	R32, 748, 439.30	R0.00	R0.00	MIG
Implementing scope through tender contracting strategy	Lebalelo South: Phase 3 (Ga-Maroga and Motlolo Bulk and Reticulation Infrastructure	2349HH	12MI/day Mooihoek Water Treatment Works	Number of Km for bulk water constructed	Construct KM of bulk and distribution network	R63, 000, 000.00	R113, 000, 000.00	R61, 412, 452.00	MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
Approval for funding and register for MIG funding	Mampuru Bulk Water Scheme	6520 HH	Ga-Malekana 12MI Water Treatment Works	Number of Km for bulk line constructed	Construct KM of bulk and distribution network	R57, 222, 987.00	R90, 819, 666.00	R179, 038, 659.00	MIG
Approval for funding and register for MIG funding	Lebalelo Central Regional Water; Sub-Scheme 1,2& 3	12736HH	Groundwater Source (Boreholes)	Number of Km for bulk water constructed and number of boreholes	KM of bulk line constructed	R0.00	R0.00	R100, 000, 000.00	MIG
Approval for funding and register for MIG funding	Upgrade Groblersdal Luckau	23090 HH	Groblersdal 12MI Water Treatment Works	Number of Km for bulk line constructed	KM of bulk line constructed	R0.00	R10, 000, 000.00	R88, 934, 296.40	MIG

COMMUNITY SERVICES

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDE R/ FUND NAME
COMMUNITY SERVICES									
Municipal Health Services Strategic objective 1: To Have an improved, clean, healthy and sustainable environment through municipal health services package by June 2022									
To Have an improved, clean, healthy and sustainable environment through municipal health services	Environmental Pollution Prevention	None	24 Awareness Campaigns on Air Quality conducted	Number of Awareness Campaigns on Air Quality conducted	24 Awareness Campaigns on Air Quality conducted	R208,200.00	R216,736.20	R226,489.33	SDM
	Water quality monitoring	None	300 Water quality samples collected	Number of Water quality samples collected	300 Water quality samples collected	R89,507.26	R93,177.06	R97,370.03	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDE R/ FUND NAME
package by June 2022	Food Safety control	None	1500 Food Premises evaluated	Number of Food Premises evaluated	1500 Food Premises evaluated	R57,932.69	R60,307.93	R 63,021.79	SDM
	Waste Management	None	100 Health care risk waste monitored	Number of Health care risk waste monitored	100 Health care risk waste monitored	R208,200.00	R 216,736.20	R226,489.33	SDM
	Health Surveillance of premises	None	1500 premises evaluated	Number of premises evaluated	1500 premises evaluated	R0.00	R0.00	R0.00	SDM
	Surveillance and prevention of communicable diseases	None	100 awareness campaigns on Communicable diseases held	Number of awareness campaigns on Communicable diseases held	100 awareness campaigns on Communicable diseases held	R20,820.00	R21,673.62	R 22,648.93	SDM
	Communicable diseases outbreak control	None	127 communicable diseases investigated and controlled	All reported Communicable disease outbreaks traced	All reported Communicable disease outbreaks traced	R2,528,423.48	R2,632,088.84	R 2,750,532.84	SDM
	Vector Control	None	1500 inspections on Vector Control on premises conducted	Number of inspections on Vector Control on premises conducted	1500 inspections on Vector Control on premises conducted	R 43,661.62	R45,451.75	R47,497.08	SDM
	Disposal of the dead	None	100 evaluations on Disposal of the Dead facilities conducted	Number of evaluations on Disposal of the Dead facilities conducted	100 evaluations on Disposal of the Dead facilities conducted	R0.00	R0.00	R0.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDE R/ FUND NAME
	Chemical Safety	None	Number of evaluations on safety to chemical handling premises conducted	Number of evaluations on safety to chemical handling premises conducted	300 evaluations on safety to chemical handling premises conducted	R0.00	R0.00	R0.00	SDM
Emergency Management Services Strategic objective 2: To protect loss of life, damage to property and environment by June 2023									
To protect loss of life, damage to property and environment by June 2022	Fire and Rescue Operations	None	332 reported emergency incidents attended	Number of reported emergency incidents attended	Number of reported emergency incidents attended	R0.00	R0.00	R0.00	SDM
	Emergency Management Services Training Academy	None	3 firefighting courses facilitated	Number of firefighting courses facilitated	3 firefighting courses facilitated	R223 671,00	232 841,87	243 319,75	SDM
	Fire Prevention and Safety	None	369 fire prevention and safety services provided	Number of fire prevention and safety services provided	Number of fire prevention and safety services provided	R0.00	R0.00	R0.00	SDM
Disaster Management Services Strategic objective 3: To Have an increased awareness on disaster risk management mitigation measures by June 2023									
To protect loss of life, damage to property and	Disaster risk assessment	None	198 disaster risk incidents assessed	All reported disaster incidents attended	All reported disaster incidents	R291 480, 00	R303 430, 68	317 085,06	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDE R/ FUND NAME
environment by June 2020	Disaster risk reduction	None	42 disaster risk reduction awareness campaigns conducted	Number of all disaster risk awareness campaigns conducted	All disaster risk awareness campaigns conducted				SDM
	Response and recovery	None	198 disaster incidents responded	Number of all reported disaster response and recovery attended to	All reported disaster response and recovery attended to				SDM
	Disaster Management plan and framework review	None	Disaster management plan and framework in place	1 disaster management plan and framework reviewed	1 disaster management plan and framework reviewed				SDM
	Special operations on high density days	None	3 special operations on high density days campaigns coordinated	Number of special operations on high density days campaigns coordinated	3 special operations on high density days campaigns coordinated				SDM

4.1. SPATIAL PLANNING

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2020/2021	Indicators	Annual target 2021/2022	Budget 2021-2022	Budget 2022-2023	Budget 2023-2024	Funder/ fund name
SPATIAL RATIONALE									

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2020/2021	Indicators	Annual target 2021/2022	Budget 2021-2022	Budget 2022-2023	Budget 2023-2024	Funder/ fund name
Strategic objective 1: To ensure sustainable spatial and land use development within the District by 2024									
Facilitate Joint District Municipal Planning Tribunal (JDMPT) sittings by June 2022	Joint District Municipal Planning Tribunal sittings	None	4 JDMPT sittings facilitated	Number of JDMPT sittings facilitated	4 JDMPT sittings facilitated	R500,000	R600,000	R700,000	SDM
Facilitate Land Acquisition for District Municipal Offices by June 2022	Facilitate Land Acquisition for District Municipal Offices	None	Land donation letter available	Number of Land acquisition agreement Signed	1 land acquisition Agreement signed	R60,000	R1,200,000	R200,000	SDM
Process Land Development applications in line with reviewed SDF by June 2022	Process Land Development applications in line with the reviewed SDF	None	Processed 6 Land Development applications in line with the reviewed SDF	% of received Land Development applications processed in line with reviewed SDF	100% of received Land Development applications processed in line with reviewed SDF	R0.00	R0.00	R0.00	SDM
Facilitate Formalisation of Informal Settlements by June 2022	Formalisation of Informal Settlements (Jane Furse, Phokwane)	13 existing informal settlements	None	Number of Informal Settlements (Jane Furse, Phokwane) within the District formalised	2 informal settlement (Jane Furse, Phokwane) within the District formalised	R0.00	R900,000.00	R1,000,000	SDM
Develop Precinct Plans in Nodal /Growth points by June 2022	Develop Precinct Plans in Nodal/Growth points (Moroke-Meckleinburg and Dennilton)	23 Nodal /Growth Points without Precinct Plans	None	Number of Precinct Plans in Nodal /Growth points developed(Moroke-Meckleinburg and Dennilton)	2 Precinct Plans in Nodal/Growth points(Moroke-Meckleinburg and Dennilton)	R0.00	R2,500,000	R3,000,000	SDM

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2020/2021	Indicators	Annual target 2021/2022	Budget 2021-2022	Budget 2022-2023	Budget 2023-2024	Funder/ fund name
Facilitate workshop to Traditional Leaders on land use and land allocations in terms of SPLUMA by June 2022	Facilitate workshop to traditional Leaders on land use and land allocation in terms of SPLUMA	None	None	Number of Workshop facilitated	2 Workshop to Traditional Leaders on land use and land allocation in terms of SPLUMA	R0.00	R200 000	R150 000	SDM
Facilitate workshop to Local Municipal Officials on application processing in terms of SPLUMA by June 2022	Facilitate workshop to Local Municipal Officials on application processing in terms of SPLUMA	None	None	Number of Workshop facilitated	2 workshop to Local Municipal Officials on application processing in terms of SPLUMA	R0.00	R70 000	R80 000	SDM
Integrate Municipal Geographic Information System (GIS), (Finance, Asset Management System) by June 2022	Integrate Municipal Geographic Information System (GIS)- (Finance and Asset Management System)	None	GIS Strategy in place	Percentage integration of Municipal Geographic Information System (GIS)- (Finance and Asset Management system)	100% integration of Municipal Geographic Information System (GIS) – (Finance and Asset Management)	R 1 000 000	R1,000,000	R1,000,000	SDM
To review GIS strategy by June 2022	Review of GIS Strategy	None	2009 GIS strategy in place	Percentage review of GIS strategy	100% review of GIS strategy	R 500 000	R0.00	R0.00	R0.00
By spatially reference the District Development Plan (DDP) capital projects by June 2022	Spatial referencing of District Development Plan(DDP) Capital Projects	None	50 Projects spatially referenced	Number of District Development Plan (DDP) capital projects spatially referenced	40 District Development Plan (DDP) capital projects spatially referenced	R50,000	R60,000	R70,000	SDM

4.2. LOCAL ECONOMIC DEVELOPMENT (LED)

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
Strategic objective 1: To promote Job Creation Opportunities through EPWP by June 2023									
Create 2 788 job Opportunities through EPWP by 30 June 2022	Implementation of EPWP	None	2 448 job opportunities created through EPWP	Number of jobs opportunities created through EPWP	2 788 jobs created through EPWP	R8 180 000	R9 000 000	R10 000 000	DPW
Strategic Objective 2 : To empower SMMEs and Cooperatives development by June 2022									
Facilitate development of SMMEs and Cooperatives development strategy by 30 June 2022	Facilitate development of SMMEs and Cooperatives development strategy	None	None	Number of SMMEs and Cooperatives development strategy developed	1 SMMEs and Cooperatives development strategy developed	R400.000.00	R0.00	R0.00	SDM
Facilitate Enterprise and Supplier Development (ESD) Programme by 30 June 2022	Facilitate Enterprise and Supplier Development Programme	None	114 SMMEs appointed for ESD programme	Number of trainings provided through the ESD programme	6 trainings provided through ESD programme	R250 000	R250 000	R250 000	SDM
Provide support to SMMEs and co-operatives by 30 June 2022	Support to SMMEs and Co-operatives	None	None	Number of SMMEs/Co-operative support provided	4 SMMEs/Co-operatives supported	R2,000,000 00	R1,500.000	R1,500.000	SDM
Facilitate establishment of Flea Market by 30 June 2022	Facilitate the development of a District Flea Market	None	No formal Flea market within the District	Number of Flea Markets developed within the District	1 feasibility study conducted on the development of a Flea Market within the District	R0.00	R1 000 000	R4 000 000	SDM
Facilitate Entrepreneurship	Facilitate Entrepreneurs	None	None	Number of Entrepreneursh	2 Entrepreneurship promotion	R0.00	R100 000	R100 000	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
promotion workshops to aspiring Entrepreneurs by June 2022	hip promotion workshops to aspiring Entrepreneurs			ip promotion workshops to aspiring Entrepreneurs facilitated	workshops to aspiring Entrepreneurs facilitated				
Strategic Objective 3 : To enhance growth of farmers production by June 2022									
Facilitate development of Agri Hub site (Agri-Park) by 30 June 2022	Facilitate development of Agri Hub Site (Agri-Park) (SDA)	None	Agri Park Business Plan in place	Number of Agri Hub site developed	1 Agri Hub site developed	R0.00	R1 100 000	R1 210 000	DRDLR
Facilitate farmers support through Farmers Production Support Unit (Agri Park) at Vleeschboom by June 2022	Facilitate farmers support through Farmers Production Support Unit (Agri Park) at Vleeschboom (PED)	None	Farmers production Support Unit in place	Number of farmers supported through Farmers Production Support Unit (Agri Park) at Vleeschboom	500 farmers supported through Farmers Production Support Unit (Agri Park) at Vleeschboom	R7 454 980	R8 000 000	R9 000 000	DRDLR /LDARD
Facilitate establishment of Local Cotton Spinner by 30 June 2022	Facilitate establishment of Local Cotton Spinner (SDA)	None	Cotton Farmers identified	Number of Local Cotton Spinners facilitated	1 Local Cotton Spinner facilitated	R0.00	R1 000 000	R1 500 000	SDA
Facilitate of Cotton Farmers support through Local Cotton Spinner by 30 June 2022	Facilitate of Cotton Farmers support through Local Cotton Spinner (PED)	None	Cotton Farmers identified	Number of Cotton Farmers supported through Local Cotton Spinner	50 Cotton Farmers supported through Local Cotton Spinner	R0.00	R300 000	R400 000	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
Facilitate development of feasibility study for Poultry Abattoir facility by 30 June 2022	Facilitate development of feasibility study for Poultry Abattoir facility	None	6 poultry houses (40 000 capacity each) in place	Number of feasibility studies on Poultry Abattoir developed	1 feasibility study on Poultry Abattoir developed	R0.00	R2 000 000	R5 000 000	SDM
Strategic Objective 4 : To enhance Mining development within the district by June 2022									
Facilitate development of Industrial Development Master Plan for the Special Economic Zone (SEZ) by 30 June 2022	Facilitate development of Industrial Development Master Plan for the Special Economic Zone (SEZ) (PED)	None	SEZ Business Plan in place	Number of Regional Industrial Development Master Plan developed	1 Regional Industrial Development Master Plan developed	R1 500 000	R0.00	R0.00	SDM
Facilitate Small Scale Mining Seminars and Workshops by 30 June 2022	Facilitate Small Scale Mining Seminars and Workshops	None	None	Number of Small Scale Mining Seminars and Workshops facilitated	2 Small Scale Mining Seminars and Workshops facilitated	R100 000	R100 000	R120 000	SDM
Facilitate funding for 2 district wide impact projects through Mining Social and Labour Plans by 30 June 2022	Facilitate funding for 2 district wide impact projects through Mining Social and Labour Plans by 30 June 2022 (PED)	None	Replacement of Malekana Steel Bridge project facilitated by SDM	Number of district wide impact projects facilitated through Mining Social and Labour Plans	Funding for 2 district wide impact projects facilitated through Mining Social and Labour Plans	R0.00	R0.00	R0.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
Facilitate Economic Development Forums (Mining, Tourism, LED & Agric.) by 30 June 2022	Facilitate Economic Development Forums (Mining, Tourism, LED & Agric.)	None	Economic Development Forums (Mining, Tourism, LED & Agric.)	Number of Economic Development Forums (Mining, Tourism, LED & Agric.) facilitated	4 Economic Development Forums (Mining, Tourism, LED & Agric.) facilitated	R90 000	R130 000	R140 000	SDM
Facilitate replacement of Malekana Steel Bridge by June 2022	Facilitate replacement of Malekana Steel Bridge (SDA)	None	Old Malekana Steel Bridge	Number of Malekana Steel Bridge replacement facilitated	1 Malekana Steel Bridge replacement facilitated	R72 000 000	R0.00	R0.00	Mining Companies
Strategic Objective 5 : Enhance the Tourism attraction within the District by 2022									
Facilitate review of SDM Tourism Strategy by 30 June 2022	Facilitate review of SDM Tourism Strategy	None	Tourism Strategy in place	Number of SDM Tourism Strategies reviewed	1 SDM Tourism Strategy reviewed	R500 000	R0.00	R0.00	SDM
Facilitate recreational and tourism development of De Hoop and Flag Boshielo Dams by 30 June 2022	Facilitate recreational and tourism development of De Hoop and Flag Boshielo Dams (SDA)	None	De Hoop and Flag Boshielo Dams Resource Management Plans (RMPs) in place	Number of recreational and tourism developments (De Hoop and Flag Boshielo Dams) facilitated	2 Recreational and tourism developments (De Hoop and Flag Boshielo Dams) facilitated	R0.00	R0.00	R0.00	SDA
Develop Tjate Heritage Site by 30 June 2022	Develop Tjate Heritage Site	None	Tjate Heritage Site in place	Number of Tjate Heritage Site developed	1 Tjate Heritage Site developed	R0.00	R500 000	R1 000 000	SDM
Facilitate Installation of District Tourism Signage for Tourism Establishments and	Facilitate Installation of District Tourism	None	3 existing District Tourism Establishments and Products (Manche	Number of District Tourism Signage for Tourism	9 District Tourism Signage for Tourism Establishments	R0.00	R150 000	R150 000	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
Products (Manche Masemola, King Nyabela and Tjate) by 30 June 2022	Signage for Tourism Establishments and Products (Manche Masemola, King Nyabela and Tjate)		Masemola, King Nyabela and Tjate)	Establishments and Products (Manche Masemola, King Nyabela and Tjate) installation facilitated	(Manche Masemola, King Nyabela and Tjate) installation facilitated				

SEKHUKHUNE DEVELOPMENT AGENCY (SDA) 2021-2022 PROJECTS

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
SEKHUKHUNE DEVELOPMENT AGENCY									
Strategic objective 1: To act as an engine for economic growth by diversifying and expanding local economic base by June 2023									
By Jointly Facilitating new approach to Special Economic Zone	Special Economic Zone	Delayed Designation of License	SEZ Concept Document & Implementation Plan	Number of SEZ sessions jointly facilitated	X 4 SEZ sessions jointly facilitated	R0.00	R 100 000	R 100 000	SDA
By Securing strategic partner to invest in Green Automotive Manufacturing	Green Automotive Manufacturing (Electrical Tuk-Tuks)	Financial backlog	Signed MOU and Business Plan	Number of Jobs created	X 20 local jobs created	R0.00	R 1 700 000	R 300 000	SDA
By facilitating Implementation of De-Hoop & Flag Boshielo	De-Hoop & Flag Boshielo Tourism	Delayed	Draft Dam Resource Management Plan's	Number of RMP's facilitated	X 2 RMP's	R0.00	R 400 000	R 440 000	SDA

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/fund name
Resource Management Plans	Development - RMP's								
By Conducting Minerals Research Study	Miner Research Study	Lack of funding	Signed MOU and commitment letter	Number of Miner research study conducted	X 1 mineral research study conducted	R0.00	R 500 000	R 600 000	SDA
Facilitate replacement of Malekana Steel Bridge by June 2022	Facilitate replacement of Malekana Steel Bridge (SDA)	N/A	Signed Partnership Agreement	Number of Project Implementation Reports for Malekane Steel Bridge project	X 4 project implementation reports for Malekane Steelbridge Project	R0.00	R0.00	R0.00	External Funding
By facilitating Bi-Literal Twinning Agreements with the Chinese Cities of	International Twinning Agreement	N/A	Signed Memorandum of Intend	Number of twining agreement program facilitated	X 1 twinning agreement program	R0.00	R 100 000	R 120 000	SDA
Strategic objective 2: To secure a stable and sustainable financial base for the future of the agency & Support Business Plan funding by June 2023									
By facilitating partnership for Supply of Dry Sanitation Top Structures	Dry Sanitation Top Structure Supply	Lack of local manufacturin g capabilities	Signed MOU	Number of Dry Sanitation Top Structure Supplied	X 3000 VIP top structures supplied	R0.00	R0.00	R0.00	External funding
By facilitating feasibility study and business plan for land Development	Land Development of ERF 488	Lack of revenue	Transfer and donation letters	Number of Feasibility and Business plane developed	X 1 Feasibility Study and Business Plan Developed	R 105 000	R 150 000	R 170 000	SDA
By applying for funding for Skills Development	Agri-Sita Funding Application	Lack of funding	Agri-Sita Accreditation Certificate	Number of Agri-Sita Funding Application Undertaken	X Agri-Sita funding application conducted	R 70 000	R 85 000	R 95 000	SDA
Strategic objective 3: To Develop/facilitate Businesses that create sustainable jobs by June 2023									

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/fund name
By facilitating Tourism Promotion and Development	Tourism & Marketing	Lack of funding	Tourism Route Development	Number of Tourism and Marketing activated Conducted	X 3 Tourism & Marketing activities conducted	R 235 000	R 250 000	R 260 000	SDA
By partnering with agencies in the SMME and Cooperatives Eco-System	SMME's & Cooperatives Incubation Hub	High mortality rate of SMME's and Cooperatives	Draft MOU's with seda	Number of partnerships secured for SMME& Cooperatives Incubation	X 1 SMME's and Cooperative Incubation partnership	R0.00	R 200 000	R 220 000	SDA
By funding SMME's and Cooperatives Business Plans	SMME& Cooperatives Fund	Collapse of SMME's and Cooperatives	SMME& Cooperatives Funding Policy	Number of SMME's and Cooperatives Supported	X 5 SMME's and Cooperatives Supported	R 500 000	R400 000	R 400 000	SDA
By facilitating Youth In Business Development Program	Youth Business development	High unemployment rate	Signed MOU	Number of Youth Business Development Programs facilitated	X 2 Youth Business development programs facilitated	R 30 000	R 150 000	R 160 000	SDA
By facilitating a partnership program to empower emerging farmers	Agang Cotton Initiative	High levels of poverty	Concept discussions	Number of Partnership facilitated for cotton initiative	X 1 partnership secured for cotton initiative	R 100 000	R 200 000	R 220 000	SDA
By appointing a panel of professional fundraisers	Fundraising	Lack of funds	Previous appointment letters	Number of Panel appointed for professional fundraisers	X 1 Panel of professional fundraisers appointed	R0.00	R0.00	R0.00	External Funding
Strategic Objective 4: Enhance SDA Internal Capacity									
By developing SDA digital media platform	SDA website	None	Gathering of Information	Number of websites update conducted	X 8 Website update conducted	R 121 000	R 50 000	R 60 000	SDA
By establishing 1 investment stop centre facility	One Shop Investment Centre	Information gap	Concept discussion	Number of one-shop investment centre established	X 1 one shop investment centre	R0.00	R 300 000	R0.00	SDA

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/fund name
By establishing socio-economic internal resource information centre	Resource Information Centre/Repository	Disjoined information	None	Number of Resource Information Centre/Repository Established	X 1 Resource Information Centre Developed	R0.00	R 150 000	R 170 000	SDA

4.3. INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER / FUND NAME
ORGANISATIONAL DEVELOPMENT									
Strategic objective 1: To ensure efficiency and effectiveness of organisational processes by June 2023									
By reviewing the Organisational Structure	Organisational Structure Review	None	Approved Organisational Structure for 202-2021	Number of Organisational Structure Reviewed	1 Organisational Structure Reviewed	R0.00	R0.00	R0.00	None
By facilitating development of job descriptions and job evaluation	Job Description Development and Job Evaluation	None	50 Job Descriptions Developed and Evaluated	Number of Job Descriptions Developed and Evaluated	50 Job Descriptions Developed and Facilitated for Evaluation	R0.00	R0.00	R0.00	None
By conducting change management awareness campaigns	Change Management	None	Approved Change Management Plan	Number of Change Management Session Facilitated	2 Change Management Sessions Facilitated	R0.00	R0.00	R0.00	None
INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)									
Strategic objective 2: To enhance service delivery through optimal use of information and communication technology by June 2023									
By establishing effective network connectivity	ICT Infrastructure connection	19 depots connections upgraded	18 depots connected	Number of depots connections upgraded	18 depots connections upgraded	R500 000	R200 000	R200 000	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER / FUND NAME
	Implementation of security measures	None	05 of Security Control implemented	Number of Security Controls implemented	24 Security Controls Implemented	R400 000	R200 000	R200 000	SDM
By conducting need analysis of ICT hardware and consumables	ICT consumables and hardware replacement	None	50 ICT consumables and hardware replacement	Number of ICT consumables and Computers replaced	30 ICT consumables and Computers replaced	R1000 000	R500 000	R500 000	SDM
By monitoring expiry date of licenses	Software Licence renewal	None	12 licenses renewed	Number of licenses renewed	11 licenses renewed	R3 859 000	R4 359 000	R4 859 000	SDM
By monitoring Service Level Agreements	Contract Monitoring	None	12 SLA performance held	Number of SLA performance held	16 SLA performance held	R3 159 000	R3 359 000	R3 559 000	SDM
LABOUR RELATIONS									
Labour Relations - Strategic objective 3: To maintain sound labour relations and ensure workplace peace by June 2023									
Issue four labour relations publications by June 2022	Issue Labour Relations Publications	None.	4 Labour relations publications issued.	Number of Labour relations publications issued	4 Labour relations publications issued	R0.00	R0.00	R0.00	SDM
To facilitate Labour related grievances by June 2022	Facilitate Labour Relations Grievances	None.		% of Labour related grievances facilitated	100% Labour related grievances facilitated	R0.00	R0.00	R0.00	
To facilitate Labour related disciplinary cases by June 2022	Facilitate labour related disciplinary cases	None.		% of Labour related disciplinary cases facilitated	100% Labour related disciplinary facilitated.	R0.00	R0.00	R0.00	
To facilitate 12 LLF meetings by June 2022	Facilitate LLF Meetings	None.		Number of LLF meetings facilitated.	12 LLF meetings facilitated	R0.00	R0.00	R0.00	
AUXILIARY SERVICES									
Records Management - Strategic objective 4: To ensure sound management of records by June 2023									
By conducting records management awareness programme	Records management awareness	0	2	Number of Records management	02 Records management	R0.00	R0.00	R0.00	

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER / FUND NAME
				awareness facilitated	awareness facilitated				
By facilitating the development of file plan	File plan	1	1	Number of File plan developed	01 File plan developed	R0.00	R0.00	R0.00	
By ensuring purchase of filling cabinets	Purchase of filling cabinets	150	6	Number of filling cabinets purchased	06 filling cabinets purchased	R200 000	R200 000	R0.00	
By facilitating implementation of records management system	Records management system	1	1	Number of Records management system implemented	01 Records management system implemented	R300 000	R300 000	R300 000	
Fleet and Facility Management - Strategic objective 5: To establish and maintain municipal fleet and facilities by June 2023									
By ensuring maintenance and repairs for fleet and facilities	Maintenance and repairs	13	20	Number of vehicles Maintained and repaired	20 vehicles Maintained and repaired	R1 800 000	R1 900 000	R2 000 000	SDM
By ensuring that provision of facility and fleet management system is in place	Fleet management system	1	1	Number of Fleet management system developed	01 Fleet management system developed	R500 000	R500 000	R500 000	SDM
By ensuring that emergency vehicles are settled	Settlement of emergency vehicles	15	11	Number of emergency vehicles settled	15 emergency vehicles settled	R12 000 000	R0.00	R0.00	SDM
HUMAN RESOURCE MANAGEMENT									
Strategic objective 6: To provide effective, efficient and economic human resource support service by June 2023									
By implementing the process and procedures of Human Resource (HR) policies	Recruitment and Selection	None	05 Vacant and funded positions filled	% of vacant funded positions filled	100% Filling of vacant and funded positions	R120 000	R120 000	R120 000	SDM
	Internal Bursaries	None	9 Internal Bursaries maintained	Number of Internal Bursaries maintained	09 Internal Bursaries maintained	R670 000	R950 000	R1100 000	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER / FUND NAME
	External Bursaries	None	03 External Bursaries maintained	Number of External Bursaries maintained	03 External Bursaries maintained	R664 000	R970 000	R1200 000	SDM
By conducting skills audit	WSP Projects	None	02 WSP Projects Implemented	Number of WSP Projects implemented	05 WSP Projects implemented	R2100 000	R230 000	R270 000	LGSETA
EMPLOYEE ASSISTANCE PROGRAMME									
Strategic objective 7: To enhance employee wellness and productivity in the working environment by June 2023									
To conduct employee wellness programmes by June 2022	Employee wellness and Counselling	None	4 wellness and counselling programmes conducted.	Number of wellness programmes conducted	04 wellness awareness programmes conducted	R549 137.00	R571 651.62	R595 089.33	SDM
To conduct substance abuse programmes by June 2022	Substance Abuse	None	3 substance abuse programmes conducted	Number of substance abuse programmes conducted	04 substance abuse programmes conducted				
To conduct Occupational Health and Safety elements by June 2022	Occupational Health and Safety elements	None	42 Occupational Health and Safety elements conducted	Number of Occupational Health and Safety elements conducted	50 Occupational Health and Safety elements conducted (30 workplace inspections, 13 project audits, 4 safety awareness campaigns, 4 safety committee meetings, 1 servicing of fire extinguishers).	R8 016 894.00	R8 345 586.63	R8 687 755.71	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER / FUND NAME
	Personal Protective Equipment	None	3936 Personal Protective Equipment (fire protection PPE) provided to Emergency Services employees, IWS, and CPS	Number of Personal Protective Equipment provided to IWS, Emergency Services, Municipal Health Services, CPS, Budget and Treasury, SDA and PED employees	Personal Protective Equipment provided to IWS, Emergency Services, Municipal Health Services, CPS, Budget and Treasury, SDA, PED, Mayors and Speakers office employees				
PERFORMANCE MANAGEMENT SYSTEM (PMS)									
Strategic Objective 1: Institutionalise regular monitoring of implementation of performance management by June 2022									
Facilitate Performance Makgotla by 30 June 2022	Performance Makgotla	None	3 Performance Makgotla Sessions held	Number of Performance Makgotla Sessions facilitated	04 Performance Makgotla facilitated	R105,545	R110,294	R120, 000	SDM
Develop 2021/2022 Institutional SDBIP by June 2022	2021/22 Institutional SDBIP	None	2019/20 Institutional SDBIP in place	Number of 2021/22 Institutional SDBIP developed	01 2021/22 Institutional SDBIP developed	R0.00	R0.00	R0.00	
Compile 2020/2021 Institutional Annual Report by January 2022	2020/21 Annual Report	None	2019/20 Annual Report in place	Number of 2020/21 Annual Reports developed	01 2020/21 Annual Report developed	R0.00	R0.00	R0.00	
Develop 2021/2022 Performance Agreements for Senior Managers by June 2021	2021/22 Performance Agreements for Senior Managers	None	2020/21 Performance agreements and in place	Number of 2021/22 Performance Agreements for Senior Managers developed	07 2021/22 performance agreements for Senior Managers developed	R0.00	R0.00	R0.00	

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER / FUND NAME
Facilitate performance assessments for senior managers by June 2022	Individual performance assessments for senior managers	None	2019/20 performance assessments for senior managers conducted	Number of performance assessments for senior managers conducted. (2020/21 Annual & 2021/22 Mid-term)	02 performance assessments for senior managers conducted. (2010/21 Annual & 2021/22 Mid-term)	R0.00	R0.00	R0.00	
Review PMS Policy and Framework by 30 June 2022	Review of PMS Policy and Framework	None	2020/2021 PMS Policy and Framework in place	Number of PMS Policies and Frameworks reviewed	01 PMS Policy and Framework reviewed	R0.00	R0.00	R0.00	
Coordinate quarterly Back to Basics Reports by June 2022	Back to Basics (B2B)	Number of quarterly Back to Basics (B2B) reports coordinated	2020/2021 B2B reports in place	Number of quarterly Back to Basics (B2B) reports coordinated	04 quarterly B2B report coordinated	R0.00	R0.00	R0.00	
To procure PMS by June 2022	Performance Management System	None	New	Number of Performance Management Systems procured	01 Performance Management System procured	R1 000 000.00	R500 000	R500 000	SDM
DISTRICT DEVELOPMENT PLAN / INTEGRATED DEVELOPMENT PLAN									
Strategic Objective 1 : To ensure integrated development planning by 2023									
By developing IDP Framework/ Process Plan by August 2021	Develop 2022/2023 IDP Framework/ Process Plan	None	2021/2022 IDP Framework/ Process Plan in place	Number of IDP Frameworks/ Process Plans developed	01 IDP Framework/ Process Plan developed	R0.00	R0.00	R0.00	N/A
Review Integrated Development Plan (IDP) by June 2022	Review of Integrated Development (IDP)	None	2021/22 Integrated Development	Number of Integrated Development	01 Integrated Development Plan (IDP) reviewed	R60,000	R70,000	R80,000	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER / FUND NAME
			Plan (IDP) reviewed	Plans (IDP) reviewed					
Facilitate the IDP Rep Forums by June 2022	Facilitate the IDP Rep Forums	None	Facilitated 2 IDP Rep Forums	Number of IDP Rep Forums facilitated	02 IDP Rep Forums facilitated	R100,000	R100,000	R100,000	SDM
Facilitate review of District Development Plan (One Plan) by June 2022	Review of 2022/2023 DDP	None	2020/2021 District Economic Profile	Number of District Development Plan reviewed	01 District Development Plan reviewed	R100 000	R200 000	R200 000	SDM

4.4. FINANCIAL VIABILITY

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDE R/ FUND NAME
Strategic objective 1: Sound Financial Management									
Manual GRAP Compliant FAR	Manual GRAP Compliant FAR	O & M Tagging	% accounting of assets	% accounting of assets	100% accounting of assets	R4 806 892	R5 000 000	R5 000 000	Equitable Shares
	Functional budget steering committee	N/A	Credible budget prepared	Number of Credible budget prepared and monitored	2 Credible budget prepared and monitored	R0.00	R0.00	R0.00	N/A
	mSCOA implementation plan	N/A	70% achievement of mSCOA implementation plan	% of activities on mSCOA implementation plan achieved	100% of activities on mSCOA implementation plan achieved	R0.00	R0.00	R0.00	N/A

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDE R/ FUND NAME
Effective, efficient and economical supply chain management process and implementation of SCM regulations	Procurement Plan	Non adherence with Procurement plan	Proper implementation of Procurement plan	% Development and implementation of procurement plans	100% development and implementation of procurement plan(MIG,RBIG,W SIG and all other tenders)	R0.00	R0.00	R0.00	N/A
	Irregular expenditure	Non-compliance with SCM policy and regulations	Section 32 expenditure amount reported	100% officials to be trained 100% Functionality of Bid Committees	Compliance with management of MFMA section 32	R50 000	R80 000	R1000 000	EQ
AFS Preparation	AFS Preparation			AFS Preparation	AFS Preparation	R1 650 000	R1 750 000	R0,00	Equitable Shares
Revenue enhancement	Identification of potential areas to be billed	Delay in completion of stakeholder consultation	*Collections and Capturing of consumer Data from 5 areas identified for potential billing. *Billing of 5 identified areas for potential revenue	Number of areas with revenue potential to be billed	Collection of data and billing of 5 areas with revenue potential	R5 000 000	R5 300 000	R5.5M	SDM
	Meter reading	Staked meters /unread meters	74%% Verification and reading of 41133 customers' meters	% of customer's meters validated and read	70% Validation and reading of customers meters	R7 500 000	R7 800 000	R8.2M	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDE R/ FUND NAME
	Billing of Customers	Uncleansed Customer data	Billing of 70 % of 41133 customers	% of customers billed	80% of 56113 customers to be billed	R1 500 000	R 1 200 000	R1m	SDM
	Improve collection rate	Delay in Water disconnections	Improve the collection rate to 65%	% improvement of collection rate	70% of revenue collected against the billing	R 4 500 000	R4 800 000	R5m	SDM
	Reduction in Debt book	Decrease in Debt book	R270m. debt book	% Reduction of debt book	2% reduction of debt book	N/A	N/A	N/A	SDM
	Free basic services	Delay in data collection	Indigent register	% of indigent customers	10% increase in indigent customers	R3 000 000	R2.5m	R1	SDM

4.5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
INTERNAL AUDIT									
Strategic objective 1: To ensure improved internal controls and clean governance in the municipality by June 2023									
By reviewing of strategic and operational risk assessment reports to plan for emerging	Development of the Three(3) Years rolling Plan	None	Development of 2020-2021 Three Year Internal audit rolling plan	Number of (SDM & SDA) 3 years rolling plans developed	2 (SDM & SDA) 3 years rolling plans developed	R0.00	R0.00	R0.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
and prevalent risks for audit purpose									
By quarterly conducting regularity audits to ascertain, the level of systems of internal controls weaknesses and recommends for improvements.	Conduct Regularity audit	None	22 regularity audits conducted	Number of regularity audit conducted	20 Regularity Audits conducted	R884 850.00	R920 244.00	R9 616 54.98	SDM
By as and when conducting investigation reviews to ascertain the level of weaknesses in the systems of controls and recommends for improvement	Conduct Ad hoc Audits	None	Conduct Ad Hoc Audits	Percentage Ad Hoc audits executed	100% Management requests/ investigations conducted as and when required	R 7 173 687.15	R7 460 634.64	R7 796 363.19	SDM
By conducting information and technology (ICT) audits to ascertain the level of municipal performance of ICT	To conduct ICT Audits	None	4 ICT Audits conducted	Number of ICT Audits conducted	4 ICT Audit reports issued	R0.00	R0.00	R0.00	SDM
By conducting performance management system audits to ascertain the level of weaknesses in the municipal performance management systems and	To conduct Audits of Performance Information	None	4 Audit of Performance information conducted and issued	Number of Audit of Performance Information conducted and issued	4 Audit of Performance Information Reports Issued	R0.00	R0.00	R0.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
recommend for improvement									
By quarterly reviewing the auditor general activities to ensure that audit issues are addressed	Monitoring of implementation of auditor general activities	None	100% monitoring of implementation of AG activities	Percentage monitoring of Internal Audit implementation plan	100% monitoring of external Audit Implementation plan	R0.00	R0.00	R0.00	SDM
By quarterly reviewing the Internal Audit Implementation plan to improve the internal controls	Monitoring of Internal Audit Implementation plan	None	100% monitoring of Internal Audit Implementation plan	Percentage monitoring of External Audit implementation plan	100% monitoring of Internal Audit Implementation plan	R0.00	R0.00	R0.00	SDM
By conducting administrative activities for the committees quarterly.	Coordination of Audit Committee and Performance Audit Committee	None	7 (4 ordinary) and (3 special) meetings of audit and performance committees coordinated	Number of meetings of audit and performance committees coordinated	7 (4 ordinary) and (3 special) meetings of audit and performance committees coordinated	R 520 500.00	R541 320.00	R565 679.40	SDM
By quarterly reviewing the implementation of the operation clean audit strategy to improve the audit outcomes	Monitoring implementation of the operation clean audit strategy	None	100% monitoring of the operation clean audit strategy	Percentage monitoring of the operation clean audit strategy	100% monitoring of the operation clean audit strategy	R0.00	R0.00	R0.00	SDM
By every five years review the audit work to ensure that are in line with International Internal Audit standard	Conducting external assessment review	External quality assessment not performed since the inception of the Internal Audit unit	None	Number of external quality assessment performed	1 external quality assessment performed	R300 000.00	R0.00	R0.00	SDM
RISK MANAGEMENT									

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
Strategic objective 2: To assess, identify, and manage risks and uncertainty in order to safeguards assets, enhance productivity and build resilience into operations									
To assess, identify, and manage risks and uncertainty to safeguards assets, enhance productivity, and build resilience into the operations	Conduct Strategic Risk Assessment and review risk register	None	Strategic Risk Register in /place	Number of Strategic Risk Assessment conducted, and Strategic Risk Registers reviewed	*1 Strategic Risk Assessment conducted * 4 Strategic Risk Registers reviewed	R2 500 000	R2 610 000	R2 724 840	SDM
	Conduct Operational Risk Assessment and review risk register	None	Operational Risk Registers in place	Number of Operational Risk Assessment Conducted and Operational Risk Registers reviewed	*1 Operational Risk Assessment Conducted *4 Operational Risk Registers reviewed	R0.00	R0.00	R0.00	N/A
	Conduct Processes Risk Assessments	Five (05) not conducted	2 x Processes risk assessment conducted	Number of Processes risk assessments conducted	7 x Processes risk assessments conducted	R0.00	R0.00	R0.00	N/A
	Facilitate insurance coverage for municipal assets	None	1 x Assets Insurance Policy contract entered into.	Number of insurance coverage for municipal assets facilitated	All insurance coverage for municipal assets facilitated	R7 173 687,15	R7 460 634,64	R7 796 363,19	SDM
	Facilitate Assets Insurance Claims and payments	None	Insurance claims report facilitated	Percentage processing and facilitation of insurance claims and payments	100% insurance claims processing, and payments of repairs, losses and excess facilitated	R 968 851,00	R1 007 605,04	R1 052 947,27	SDM
	Manage Security operations and SLA	None	All incidents occurred reported	Number of incidents occurred, and SLA managed	All occurred incidents and SLA managed	R47 886 000	R49 992 984	R52 192 680	SDM
	Conduct Security Operational Sites Assessments	None	Security operational Sites Assessment conducted	Number of Security Operational sites assessments conducted	Forty (40) Security Operational sites assessments conducted	R0.00	R0.00	R0.00	N/A
	Facilitate the establishment of	No Anti-Fraud & Corruption	Fraud and Corruption cases	Number of fraud and corruption allegation cases reported for	All fraud and corruption allegation cases	R450 000	R150 000	R156 600	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/FUND NAME
	an Anti-Fraud & Corruption hotline	hotline in place	reported and investigated	referral and investigations facilitated	reported for referral and investigations facilitated				
	Facilitate the development of a Business Continuity Management plan	No Business Continuity Management plan	Business Continuity Management Framework in place	Number of phases of the Business Continuity Management plan completed	100% completion of phase one (01) of the Business Continuity Management plan	R2 500 000	R2 613 000	R2 730 585	SDM
To assist the Accounting Officer/Authority in addressing its oversight requirements of risk management and evaluating and monitoring the municipality's performance with regards to risk management	Facilitate Risk Management Committee (RMC) meetings	None	One (01) Risk Management Committee held Two (02) Audit Committee meetings held to consider Risk Management Committee report	Number of Risk Management Committee (RMC) meetings facilitated	4 x Risk Management Committee (RMC) meetings facilitated	R80 000	R83 280	R86 945	SDM
LEGAL SERVICES									
Strategic Objective: To ensure that litigations against the municipality are minimised by 2022									
To manage litigations instituted against Sekhukhune District Municipality by June 2022	Litigations	2	15 Litigations attended to	Number of litigations attended to	4 litigations attended to	R10,000,000	R10,000,000	R10,000,000	SDM
To reduce value of contingency liability for SDM by June 2022	Litigations	10 (Pending matters)	15 Litigations attended to	Reduced percentage (%) value of contingency liability for SDM	20% value of contingency liability reduced				
To draft/vett service level agreements and other forms of	Service level agreements and	0	310 service level agreements and	Number of all service level agreements and	All of service level agreements or other forms of				

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
agreements by June 2022	other forms of agreements		other forms of agreements	other forms of agreements drafted or vetted	agreements drafted or vetted				
To provide legally sound advice to SDM by June 2022	Legal opinions	None	10 legal opinions	Number of legal opinions drafted	All legal opinions drafted				
Manager S57 Disciplinary Enquiries	Disciplinary Enquiries		4 Disciplinary enquiries	Number of disciplinary enquiries managed	All disciplinary enquiries managed				
PUBLIC PARTICIPATION, MPAC SUPPORT; SECRETARIAT AND SUPPORT									
Strategic objective 1: Provide secretarial support to 10 council structures to ensure accountability by June 2023									
By booking venue, prepare agenda, issues invites and record proceedings	FORA	None	16 Fora facilitated	Number of fora facilitated	16 Fora facilitated	R75 000.00	R82 500.00	R90 750.00	SDM
By securing venues, issuing of notices, transport logistic and record proceedings	Public participation sessions.	None	15 public participation sessions facilitated	Number of public consultation meetings facilitated	15 public participation	R750 000.00	R780 000.00	R820 500	SDM
By preparing the agenda, and invites for Extra Special council meeting	SODA & Budget Day	None	1 SODA , 1 Budget Day facilitated	Number of SODA and Budget days facilitated	1 SODA , 1 Budget Day facilitated	R400 000.00	R440 000.00	R480 400	SDM
By booking venues, developing council agendas, facilitating portfolio committee and council meetings	Council and portfolio committee meetings	None	22 Council and portfolio committee meetings facilitated	Percentage facilitation of schedule of council activities	22 Council and portfolio committee meetings facilitated	R500 000.00	R550 000.00	R605 000.00	SDM
Facilitation through location of venues, issuing invites, recording of proceedings and	Study group	None	4 study groups facilitated	Number of study groups facilitated	4 study groups facilitated	R65 000.00	R71 500.00	R78 650.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/ FUND NAME
advice on specific items									
By booking venue, issue invites & record proceedings	Public hearings	None	2 public hearings facilitated	Number of public hearings facilitated	2 public hearings facilitated	R200 000.00	R220 000.00	R242 000.00	SDM
By booking venue, issue invites & record proceedings	Strategic planning sessions for Section 79 Portfolio Committees & MPAC	None	2 strategic planning sessions facilitated	Number of strategic planning session facilitated	2 strategic planning sessions facilitated	R350 000.00	R380 000.00	R410 200.00	SDM
By preparing strategic planning material, book venue, invite councillors and officials to attend the strategic planning.	Capacity building workshops	None	2x workshops facilitated	Number of workshops facilitated	2x workshops facilitated	R300 000.00	R330 000.00	R544 500.00	SDM
Facilitate training and development of councillors	Training and development of Cllrs	None	2x councillors trained	Number of councillors trained	10x Councillors trained	R600 000.00	R660 000.00	R726 000.00	SDM
By recording councillors queries, and submitting queries to relevant department for attention	Queries and assistance of travel claims	None	100% resolution of Cllrs queries facilitated	Percentage resolution of Cllrs queries facilitated	100% resolution of Cllrs queries facilitated	R0.00	R0.00	R0.00	SDM
By liaising with relevant department, identify projects and draw oversight plan	Resolution registers for Council implementation.	None	4 Council Resolution registers compiled and coordinated	Number of Council Resolution registers compiled and coordinated	4 Council Resolution registers compiled and coordinated	R0.00	R0.00	R0.00	SDM
By booking venue, prepare agenda,	Council whippy meetings facilitated	None	4 meetings held	Number of meetings held	4 meetings held	R20 000.00	R22 000.00	R24 200.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/FUND NAME
issues invites and record proceedings									
By circulating draft review policy to SDM staff for inputs, local municipalities, submit to council for approval	Review of public participation policy	None	1 public participation policy review facilitated	Number of public participation policy review facilitated	1 public participation policy review facilitated	R0.00	R0.00	R0.00	SDM
By booking venue, issue invites, prepare documents & presentations and record proceeding	Working sessions for Cllrs.	None	8 working sessions for Cllrs held	Number of working sessions for Cllrs held	8 working sessions for Cllrs held	R180 000.00	R154 000.00	R169 400.00	SDM
COMMUNICATIONS; ADVOCACY; SOCIAL FACILITATION; SPECIAL PROGRAMMES AND ARTS & CULTURE									
Strategic objective 1: To provide communications, stakeholder relations and strategic partnerships by June 2023									
To facilitate stakeholder & sectorial engagement by June 2022	Mayoral Outreaches and Sectorial Engagements	None	12 Programmes facilitated	Number of community & sectorial engagements held	8 stakeholder & sectorial engagements facilitated	R400 000,00	R500 000,00	R600 000,00	SDM
To provide support to Mayoral Committee by June 2022	Executive Support to Mayoral Committee		12 Mayoral Committee meetings supported	Number of Mayoral Committee meetings supported	12 Mayoral Committee meetings supported	R0.00	R0.00	R0.00	SDM
To produce newsletters by June 2022	Newsletter& Publications		16 Programmes produced	Number of newsletters produced	8 newsletters produced.	R500 000,00	R600 000,00	R700 000,00	SDM
To market and brand events by June 2022	Media Relations and Marketing		12 Events Branded	Number of events Marketed and branded	12 Events marketed and branded	R50 000,00	R100 000,00	R150 000,00	SDM
To undertake website updates by June 2022	Website Management		20 Updates undertaken	Number of Website Updates undertaken	12 Updates undertaken	R130 329,00	R140 000,00	R145 000,00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/FUND NAME
To facilitate meetings for Traditional Leaders by June 2022	Executive Support and Traditional Leadership Affairs		2 SPLUMA meetings supported	Number of Traditional Leadership meetings facilitated	4 meetings facilitated	R100 000,00	R150 000,00	R200 000,00	SDM
To facilitate strategic events by June 2022	Special Mayoral strategic Events		7strategic events Facilitated	Number of Strategic Events facilitated	7 strategic events facilitated	R300 000,00	R500 000,00	600 000,00	SDM
To facilitate Moral Regeneration Movement committee programmes by June 2022	Strengthening of Moral Regeneration Movement Committee	None	MRM committee established	Number of programmes for MRM committee facilitated	4 MRM committee programme facilitated	R50 000,00	R100 000,00	R150 000,00	SDM
To generate Customer Care reports by June 2022	Customer Care Services		24 reports generated	Number of reports generated	24 queries/ complains reports on customer care generated	R0.00	R0.00	R0.00	SDM
To revamp the Call Centre by June 2022	Call Centre Revamping & Maintenance		24 hour outdated call centre system	Number of call centre revamped	1 call centre revamped	R600 000,00	R800 000,00	R900 000,00	SDM
To conduct Batho Pele programmes by June 2022	Batho Pele		6 Programmes conducted	Number of Batho Pele Programmes conducted	4 Batho Pele Programmes conducted	R100 000,00	R150 000,00	R200 000,00	SDM
To co-ordinate SODA by June 2022	SODA		2017/2018 SODA held	Number of SODA coordinated	1 SODA coordinated	R450 000,00	R600 000,00	R800 000,00	SDM
To facilitate campaigns for the elderly by June 2022	Aged care		2 aged programmes facilitated	Number of Aged Care campaigns facilitated	3 Aged Care campaigns facilitated	R100 000,00	R200 000,00	R300 000,00	SDM
To facilitate campaigns for the children by June 2022	Children's Care		2 children's activities facilitated	Number of children's campaigns facilitated	3 children's campaigns facilitated	R100 000,00	R150 000,00	R200 000,00	SDM
To facilitate campaigns for women by June 2022	Woman Development Initiative		4 Women Programmes facilitated	Number of woman development initiatives facilitated	3 woman development	R300 000,00	R400 000,00	R500 000,00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2020/2021	INDICATORS	ANNUAL TARGET 2021/2022	BUDGET 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	FUNDER/FUND NAME
					initiatives facilitated				
To facilitate Awareness campaigns for people with disability by June 2021	People with disability		3 Programmes facilitated	Number of awareness campaigns for people with disability facilitated	2 awareness campaigns for people with disability facilitated	R100 000,00	R150 000,00	R200 000,00	SDM
To facilitate art and culture programmes by June 2022	Cultural Heritage Celebrations and Language Promotions	None	2 Programmes facilitated	Number of Heritage and promotions of indigenous languages and theatre workshop facilitated	Heritage day and 2 promotions of indigenous languages and Theatre workshop facilitated	R350 000,00	R600 000,00	R800 000,00	SDM
To coordinate health calendar days activities by June 2022	Coordination of health calendar days activities		3 health calendar days activities conducted	Number of health calendar days activities coordinated	3 Health calendar days activities coordinated	R150 000,00	R200 000,00	R300 000,00	SDM
To coordinate district AIDS Council activities by June 2022	Coordination of District AIDS Council activities		4 District Aids Council activities coordinated	Number of district AIDS Council activities coordinated	4 district AIDS Council activities coordinated	R100 000,00	R150 000,00	R200 000,00	SDM
To facilitate Youth development programmes by June 2022	Youth Opportunities Expo		3 Programmes facilitated	Number of Youth development programmes facilitated	3 Youth development programmes facilitated	R900 000 00	R100 000 00	R1 200 000 00	SDM
To facilitate Mayor's forum activities by June 2022	Facilitation of Mayor's forum		4 Mayor's forum facilitated	Number of Mayor's forum facilitated	4 Mayor's forum facilitated	R100 000 00	R150 000 00	R200 000 00	SDM
To facilitate Mayoral sports activities by June 2022	Facilitation of Mayoral Sports activities		2 Mayoral Sport activities facilitated	Number of Mayoral Sport activities facilitated	2 Mayoral Sport activities facilitated	R500 000,00	R600 000,00	R700 000,00	SDM

CHAPTER 5: INTEGRATION PHASE

5.1. SECTOR PLANS

Section 26 of Municipal Systems Act (32 of 2000) requires municipalities to develop plans to address specific sectors of development within their jurisdiction. These plans are supposed to be developed every five years in a cycle congruent with that of IDP, in which context any sector plan older than five years is deemed outdated to its context of implementation. The following table reflects the status of Sector Plans in the SDM:

Policies/strategies

PLAN	AVAILABLE / NOT AVAILABLE	FINANCIAL YEAR APPROVED
KPA: Spatial Rationale		
Spatial Development Framework	Available	2018
KPA: Institutional Development and Organizational Transformation		
Human Resource Management Development Strategy	Available	2014
Workplace Skills Plan	Available	2019-2020
Organisational Performance Management System	Available	2019-2020
Performance Management Framework	Available	2019-2020
KPA: Basic Service Delivery and Infrastructure Development		
Water Services Master Plan	Review in process	2014/15
WSDP	Available	2016/17
Sanitation Master Plan	Review in process	2016/17
Bulk Contribution Policy	Review in process	2016/17
Water safety plan	Review in process	2016/17
Integrated Waste Management Plan	Review in process	2005/06
HIV/AIDS Operational Plan	Available	2012/13
District Integrated Environmental Management Plan (DIEMP)	Available	2015/16
Air Quality Management Plan	Review in process	2010/11
Disaster Management Plan	Approved	2016/17
KPA: Local Economic Development		
LED Strategy	Approved	2018/19
KPA: Financial Viability		
Rates and Taxes policies	Available	2019/2020

Tariff policy and Structure	Available	2020/2021
Supply chain Management Policies	Available	2020/2021
Indigent Policy	Available	2020/2021
Free Basic Water Policy	Available	2020/2021
Credit Control and Debt Collection Policy	Available	2020/2021
Investment and Cash Management Policy	Available	2020/2021
Asset Management Policy	Available	2020/2021
Funding and Reserves Policy	Available	2020/2021
Virement Policy	Available	2020/2021
Budget Policy	Available	2020/2021
Blacklisting Policy	Available	2020/2021
Petty Cash Policy	Available	2020/2021
Contract Management Policy	Available	2020/2021
Leave Policy	Available	2020/2021
Travel and Subsistence Policy	Available	2020/2021
Overtime Policy	Available	2020/2021
KPA: Good Governance and Public Participation		
Communication Strategy	Available	2014/15
Risk Management Plan (implementation plan)	Available	2017/18
Public Participation Policy Framework	Available	2012/14
Anti- fraud and corruption strategy and whistle blowing policy	Available	2011/12

5.1. SPATIAL RATIONALE

SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The Sekhukhune District Municipality Spatial Development Framework was adopted in 2004, first reviewed in 2008 and was again reviewed in 2018 to align with SPLUMA. In terms of the Municipal Systems Act, an SDF is a component of an IDP. The act requires that it be compiled to give effect to the IDP. It is a legal framework that is desired to implement an IDP. It sets out objectives that reflect the desired spatial form of the district.

The spatial development framework guides and informs all decision of the municipality relating to land use development and land planning. It guides and informs the direction of growth, major movement routes, special development areas and conservation of areas by:

- Indicating desired pattern of land use
- Addressing the spatial reconstruction of the location and nature of development in the district.
- Providing strategic guidance in respect of the location and nature of development in the district.
- Indicating where public and private land development and infrastructure development should take place.
- Indicating desired or undesired utilization of space in a particular area within the district.
- Delineating urban edge.
- Identifying areas where strategic intervention is required.
- Indicating where priority spending is required from a district point of view/scale for municipal but for district wide projects.
- SDM has recently compiled a review of the SDF. The reviewed SDF is in place and has identified the following spatial development objectives and principles:
 - To actively protect, enhance and manage the natural environmental resources in the municipality in order to ensure a sustainable equilibrium between the mining, tourism and agricultural industries in the area.
 - To optimally capitalize on the strategic location of the District by way of strengthening internal and external linkages within provincial and regional context.
 - To utilize the natural environmental and cultural historic features in the District as anchors from which to promote ecotourism and conservation.
 - To maximally utilize the mining potential in the district by way of the development of the Dilokong Corridor.
 - To promote commercial farming and food production along the Olifants River and Steelpoort River drainage systems in the District.
 - To facilitate small scale and subsistence farming activities throughout the remainder part of the municipal area.
 - To promote industrial/commercial development in the District with specific emphasis on agro-processing in the agricultural belt (Groblersdal), and mining/ore-processing in the mining belt (Tubatse).
 - To create a strong east-west movement/development corridor in the District functionally linking the tourism precincts, mining belt and agricultural belt to one another, and to the markets of Gauteng Province along the Moloto Corridor.
 - To supplement the District east-west corridor by way of three functional north-south corridors:
 - N11: Agriculture, Commerce
 - R583: Institutional, Residential
 - R33: Mining

- To ensure equitable access to social infrastructure and to promote Local Economic Development by way of an evenly distributed range of Multi-Purpose Community Centres to be established throughout the District.
- To consolidate the urban structure of the district around the highest order centres by way of infill development and densification in Strategic Development Areas.
- To establish a functional hierarchy of towns and settlements in the District based on the regional function and spatial distribution of these centres.

LAND USE MANAGEMENT SYSTEM (LUMS)

Land use management system is a permutation of tools and mechanisms developed together in order to manage, control, influence and regulate the use of land. This system includes the IDP with spatial development framework as its component that scales down to a land use scheme and ultimately to the building plans. LUMS are put in place to effect a uniform system and procedures for land development and land use management and addresses the plethora and imbalances of the past.

SDM has initiated a LUMS project for its local municipalities. The draft LUMS are in place. Promulgation of the LUMS has been hampered by the delay in the promulgation of the national land use management bill that provides for regulation of land use management.

5.2. INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

PERFORMANCE MANAGEMENT POLICY AND FRAMEWORK

Introduction

The Sekhukhune District Municipality (SDM) accepts that performance management is central to building a developmental local government geared to meet the needs of communities in a sustainable and accountable manner.

As part of meeting its legislative requirements and policy provisions, the SDM has developed a performance management system (PMS) that provides a platform for communities to hold it accountable but also facilitates for effective management and cultivation of a result-based management culture and ethos amongst its political office bearers and employees. The performance management system of the SDM is development oriented and provides the framework to manage and review employee performance and foster employee development.

Purpose of the policy

The purpose of institutionalizing a PMFP is to serve as a primary mechanism to:

- Enable SDM to Plan, Monitor, Measure Report, and Review and Improve Organizational, Departmental and Individual Performance.
- Facilitate the creation of a performance culture and improve service delivery through the successful implementation of PMS.
- Improve the implementation of the IDP.

- Ensure integration and alignment of programmes across municipalities, departments and other sphere of Government.
- Promote accountability between various stakeholders.
- Help the municipality to improve Service delivery through the development of effective PMS.
- Alert the organization of failure to achieve the objectives of the IDP and government commitments.
- Develop meaningful interventions mechanisms to address failure.
- Create a culture of best practice and encourage shared learning among stakeholders.

The following principles have successfully been the core foundation of PMS processes:

Table 188: Principles of PMS

Principle	Intervention
Ownership and Support	The PMS should be owned by the municipality and supported by other spheres of government.
Participatory	The system must place the SDM community at the centre of local government processes
Linkage/Integration	Performance Management system must be linked to the IDP Framework. PMS and IDP complement each other, therefore PMS planning phase must occur within the IDP/Budget planning phase.
Compatibility	The PMS must be developed and implemented within available capacity and resources. It must be user-friendly enabling the municipality to manage it within its existing institutional and financial resources.
Alignment	The system must align to other municipal activities and allow for joint responsibility and accountability.
Fair and objective	Performance management will be founded on fairness and objectivity in the recognition of poor or good performance.
Decision making	PMS decision making processes will not be used to victimize or give an unfair advantage to an individual or group of people.
Politically Driven	The political principals must buy in and participate and take a lead in development and implementation of the system.

Roles and Responsibilities

The SDM performance management framework assigns roles and responsibilities to various political structures, political office bearers and municipal administration:

Table 189: Roles and responsibilities of various stakeholders in PMS

MUNICIPAL STRUCTURES	ROLES AND RESPONSIBILITIES
The Council of SDM	<ul style="list-style-type: none"> • Set vision, mission and strategic direction of the municipality; • Approve the Performance Management Framework and Policy; • Submit annual report to Auditor General/ MEC; • Receive reports from performance audit committee; • Monitor Municipal Performance; • Receive performance reports from the Executive Mayor; • Appoint Audit Committee; • Approve the Remuneration Policy for section 56 employees and Incentive Scheme for all employees; and • Approve budget for rewarding and recognising good performance.
The Executive Mayor	<ul style="list-style-type: none"> • Facilitate development of IDP and PMS; • Receive monthly reports on implementation of PMS; • Review performance of the municipal manager; • Report on organizational performance to the Council quarterly; • Recommend the allocation of performance scores of section 56 employees to Council and; • Receives performance reports from the Performance Audit Committee.
Municipal Manager	<ul style="list-style-type: none"> • Ensure alignment of PMS with other systems; • Oversee the implementation of the PMS and submitting the required performance reports on regular basis to Council and other structures; • Ensure that the system is implemented in line with legislative and policy frameworks; • Mediate over disagreements between supervisors and employees; and • Assigned the responsibility of developing the PMS.
The Members of the Mayoral Committee	<ul style="list-style-type: none"> • Oversee the implementation of PMS in their departments as per the Executive Mayor's sub-delegation of his roles and responsibilities and the new governance model.
Section 79 Committees	<ul style="list-style-type: none"> • Play oversight role on implementation of PMS
Senior Manager delegated by Municipal Manager to implement PMS	<ul style="list-style-type: none"> • Communicating the vision, mission and strategic direction; • Overseeing the process of design and implementation of scorecards and commitment plans; • Communicating the strategic and operational plans; • Communicate their performance agreements/commitments to staff; • Facilitating on-going review of performance against set targets; • Ensuring that the system is implemented in line with legislative and policy frameworks; and • Mediating over disagreements between supervisors and employees (if delegated by the municipal manager).
Chief Financial Officer	<ul style="list-style-type: none"> • Decentralise budget regarding performance management to the respective responsible managers (Directors); • Ensure that all Directors have budgeted for performance management linked expenditure; and • Ensure that allocated financial resources reflect the strategic priorities of the District municipality.
Director: Corporate Services	<ul style="list-style-type: none"> • Is custodian of the individual PMS; • Ensures implementation of Council decisions on rewards and recognition of good performance; • Engages organised labour on the implementation of PMS in the District municipality and other related issues; • Provides training on the system; and • Advices on HR systems and practices that are integrated to the Performance Management System.

MUNICIPAL STRUCTURES	ROLES AND RESPONSIBILITIES
Every Director and supervisors	<p>Performance management is a line function responsibility. Every director and supervisor is primarily responsible for the implementation of SDM's PMS in his/her department or area of responsibility. Each director and supervisor is responsible to:</p> <ul style="list-style-type: none"> • Jointly, with an employee, develop performance scorecards and other performance instruments that will help achieve the Department's objectives; • Conduct regular monitoring and coaching sessions on performance; • Collate the required evidence to support achievement against performance measures and targets; • Timely identify areas requiring performance improvement and develop and implement performance improvement plans for unsatisfactory performers; • Conduct mid-year and annual performance reviews; • Develop and implement, jointly with employees, personal development plans; and • Speedily address grievances in terms of the grievance procedure.
Employees	<ul style="list-style-type: none"> • Equal participation with supervisors in developing performance plans/scorecard and other performance instruments; • Take responsibility for her or his own personal development; <ul style="list-style-type: none"> • Understanding of the Department's strategic objectives and how he/she can contribute to achieve these objectives; and • Provide feedback to supervisor on obstacles to achieving agreed objectives/standards.
Internal Audit Committee	<p>Internal Audit Committee is required to develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its internal auditing processes. This legislative requirement entails an assessment of the following:</p> <ul style="list-style-type: none"> (i) The functionality of the municipality's performance management system; (ii) whether the municipality's performance management system complies with the Act; and (iii) The extent to which the municipality's Performance measurements are reliable in measuring performance of municipalities on indicators referred to in regulation 9 and 10. <p>Internal Audit is further required to:</p> <ul style="list-style-type: none"> (a) Audit the performance measurements of the municipality on a continuous basis; and (b) Submit quarterly reports on their audits to the municipal manager and the performance audit committee.
Performance Audit Committee	<p>As permitted by legislation (MPPMR, 2001) the Performance Audit Committee may determine its own procedures after consultation with the Executive Mayor of SDM.</p> <p>The Performance Audit Committee shall be established for the purposes of:</p> <ul style="list-style-type: none"> • Reviewing the quarterly performance reports; • Reviewing the municipality's performance management system and make recommendations in this regard to the Council; and • At least twice during a financial year submit an audit report to the SDM Council.

Accountability structure during the review process

Table 190: Accountability structure during the review process

Lines of Accountability	Review Role/Input
Supervisor and Municipal Manager	Review performance of employees reporting directly to them (quarterly)

Lines of Accountability	Review Role/Input
Line/Functional Managers	Review performance of their respective functional areas(Monthly)
Standing/Portfolio Committees	Manage and review performance of sectors and function respective to their portfolios.
Executive Management (Section 57) Teams	Review performance of the organization constantly(monthly)
Executive or Mayoral	Review performance of the administration
Council	Review the performance of the Municipal Council, Its Committees and the Administration.
The Public	Review the performance of the Municipality and Public representatives (Councilors).

It is critical to note that Organizational Performance is integrally linked to that of the staff and Council performance. The two cannot exist independently without concerted and aligned PMS processes. The relationship between staff performance and Council performance starts from the planning, implementation, monitoring up to review of PMS.

5.3. BASIC SERVICE DELIVERY

INTEGRATED TRANSPORT PLAN (ITP)

The Sekhukhune District Municipality undertook a project to update the Integrated Transport Plan (ITP) for its area of jurisdiction, whereby the final draft report was completed in March 2007. The report is still pending the Council approval. The ITP was prepared, as required in terms of section 27 of the National Land Transport Transition Act, No.22 of 2000 (NLTTA), as amended. The ITP attends to the public and private modes of transport, infrastructure, facilities and services. The Integrated Transport Plan constitutes a transport sector input into the IDP process.

For implementing the NLTTA, the Minister of Transport published the minimum requirements for the preparation of the ITP (Government Gazette No. R25245 dated 1 August 2003). This publication provides for the minimum requirements for the structure and contents of the ITP document.

A data collection process preceded the ITP. The aim of that process was to gain an idea of the current situation in the Sekhukhune District Municipality (SDM) in terms of transportation utility. One of the data collection process is called the Current Public Transport Record (CPTR). The final updated CPTR report was completed in November 2006. This included surveys of taxi operations at taxi ranks.

Subsequently, the Operating Licensing Strategy, Rationalization Plan and Public Transport Plan for the SDM were updated, and are components of the Integrated Transport Plan.

Further research was done into road infrastructure development plans and operational plans, such as Road Safety, Travel Demand Management, freight and commodity flow data collection and demographic data. The ITP and Land Development Objectives should be complementary.

The ITP indicates that SDM should focus its efforts and resources on the following strategic components of transportation:

a) Capacity and Skills Development

- Training of officials in integrated transportation planning and land-use planning
- Recruitment of transport planners and engineers
- Procurement of consulting engineering services for consistent and continuous advice and for undertaking ad hoc projects

b) Addressing the Service Backlog

- Motivate subsidized public transport coverage in the SDM with the objective of reducing the cost of travel
- Install public transport infrastructure such as shelters, lay-bys and inter-modal facilities
- Upgrade the road infrastructure and the streets between residential and business nodes, giving special attention to the Greater Tubatse Area.

c) Travel Demand Management (TDM)

- Manage congestion through TDM measures such as signalization, bus lanes, reversible lanes in urban areas and the upgrading of intersections
- Develop a non-motorized transport plan and implement projects.

d) Road Safety

- Develop a Central Communications Centre for incident management
- Perform road safety audits
- Address hazardous locations
- Motivate law enforcement at strategic locations

e) Conduct Education and Communication Campaigns

The way forward is to submit motivations for the prioritized projects in the Integrated Transport Plan (ITP) and the Integrated Development Plan (IDP). The construction and maintenance of public transport facilities and roads are in most cases labour-intensive, and are appropriate mechanisms to promote job creation.

INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

The Sekhukhune District Municipality has developed the integrated Waste Management Plan that is waiting for approval by Council. The purpose of this Integrated Waste Management Plan (IWMP) is to enable Sekhukhune to progressively develop an Integrated Waste Management System (IWMS) capable of delivering waste management services to all households and businesses.

Implementation requires that Sekhukhune move away from traditional “end of pipe” solutions (the dominant practice in South Africa) that focus on waste after it has been generated: Collection – Transport – Land-filling.

National policy requires municipalities to implement an IWMS where the focus is on prevention and minimization of waste, recycling of waste and treatment that is able to reduce the potential harmful impacts of waste. Only after these efforts, should remaining waste be disposed of at a landfill.

Integrated Waste Management is based upon waste generators acting responsibly by separating their waste at source (the point of generation) and then properly recycling, storing and disposing of the different parts of the waste. Government must ensure that there is waste management service delivery system providing a network of collection and disposal options so that generators can effectively exercise their responsibilities. Thus, Integrated Waste Management combines personal responsibility with government service delivery. Appropriate education and training is required for everyone.

A key element of the IWMS is home use of organic waste (composting or animal feed) as this eliminates the need for collection, transport, treatment and disposal of as much as 50% of the waste stream.

Non-organic recyclable material, when separated at source has higher value, is more easily routed to end users and can be recovered at a far higher efficiency rate than when it is salvaged at a landfill site. In the IWMS will create new forms of safe employment with better remuneration while education and training enables salvagers to take advantage of new career path.

Alternative solutions

The Feasibility Study describes two options for the waste management system in Sekhukhune. Only option 2 contains key elements for an IWMS. Option 1 presents a strategic with “end of pipe” services and shows the potential costs of waste management in Sekhukhune without incorporating integrated strategies.

An overview of all options is shown in the table 78 below:

Table 191: Strategy Options

	Core elements Waste Management Strategy			Integrated strategies	
	Collection	Transport	Disposal	Recycling	Treatment
Option 1	House to house service provided by the Municipality	Operation of collecting points and transport with trucks and donkey cards (rural areas) provided by the Municipality	Rehabilitation and/or operation of 7 landfill sites according to DWAF's MR Rehabilitation and closure of 15 dumpsite	On the landfills by private contractors	No composting MBWT may be considered

Overview of feasibility options

These projects have two fundamental economic flaws:

Income is derived from the sale of salvaged recyclables only. The value gained by the municipality in reduced land fill costs is not seen as linked to the project and the salvagers do not receive any portion of this value.

In end of pipe salvaging, waste is first mixed at source and then transported by the municipality to the land fill where it then has to be separated and transported once again.

The added costs significantly reduce the revenue available to the salvagers.

INTEGRATED ENVIRONMENTAL MANAGEMENT PLAN (IEMP)

The Sekhukhune District Municipality has drafted the Integrated Environmental Management Plan that is waiting to be approved by Council. The Integrated Environmental Management Plan (IEMP) is a plan with a holistic framework that can be embraced by all sectors of society for the assessment and management of environmental impacts and aspects associated with an activity for each stage of the active life cycle, taking into consideration a broad definition of environment and with the overall aim of promoting sustainable development.

The founding principles of the IEMP are the following:

- Integrated approach.
- Informed decision making.
- Holistic decision making
- Alternative options.
- Continual improvement.
- Community empowerment.
- Equity.
- Accountability and responsibility.
- Adaptation.
- Dispute Resolution.
- Global Responsibilities.
- Environmental Justice.
- Institutional Co-ordination.
- Polluter Pays.

This document is not yet approved by Council. To avoid long term accumulated negative effect, the District has started implementing some of the recommendations mentioned in the document. The plan is developed from the involvement of interested and affected parties as well as the responsible authority in ensuring the protection of its citizens while taking forward economic development. It should be emphasized that consultation with the other regulatory authority and sectors is pivotal in ensuring association with the plan for proper integration.

The SDM IDP, Limpopo State of the Environment Report, Limpopo Employment, Growth and Development Plan (LEGDP) and the IDPs of the five Local municipalities (which are under the

direct control of the District) provided the framework for the development of this three-year (2001-2010) Integrated Environmental Management Plan (IEMP).

The development of this plan was based on the following protocol:

- Identification of the environmental activities and priorities performed by sectors of the municipality and its five local municipalities.
- Clustering of common functions.
- Setting of goals and objectives.
- Documentation of strategies.
- Identification and development of the environmental programmes.
- Development of projects.
- Development of the management strategy for all the levels of the projects.
- Identification of role players.

This IEMP has set the basis upon which the development of the SDM environmental policy and the SDM State of Environmental Report is formulated. This policy will be important in guiding the other ecosystems plans.

AIR QUALITY MANAGEMENT PLAN (AQMP)

The Sekhukhune District Municipality (SDM) in line with the Department of Economic Development, Environment and Tourism in the Limpopo Province (LEDET) has developed a Draft Air Quality Management Plan (AQMP) for the SDM.

The overall goal with the Plan is to manage, reduce and/or eliminate the generation and significant negative environmental impact(s) of all known air pollutants in their area of jurisdiction.

The AQMP will be used to reform the by-laws regulating air quality in order to protect the quality of the air in the SDM and to minimize the impact of air pollution emissions on neighbouring districts, yet allowing ecologically sustainable and justifiable economic and social development. By compiling an AQMP, the SDM will comply with the relevant requirements of the National Environmental Management Air Quality Act 39 of 2004.

The object of the National Environmental Management Air Quality Act 39 of 2004 is;

- (A) To protect the environment by providing reasonable measures for –
 - (i) The protection and enhancement of the quality of air in the Republic;
 - (ii) The prevention of air pollution and ecological degradation; and
 - (iii) Securing ecologically sustainable development while promoting justifiable economic and social development; and
- (B) Generally to give effect to Section 24(b) of the Constitution in order to enhance the quality of ambient air for the sake of securing an environment that is not harmful to the health and well-being of people.

The specific objectives of generating this Plan are to:

- Ensure the identification of significant air pollutants;
- Control the emission of air pollutants;
- Implement planned Air Quality Management strategies;
- Achieve acceptable air quality levels throughout SDM;
- Promote a clean and healthy environment for all citizens within SDM;
- Minimize the negative impacts of air pollution on health and the environment; and
- Promote the reduction of greenhouse gases so as to support the district's climate change protection programme.

WATER SERVICES DEVELOPMENT PLAN (WSDP)

Residential consumers of water:

- 42% of Rural consumer units are below the RDP standard;
- 100% of Rural farmland units are estimated to be below the RDP standard;
- Although no reliable information is available it is estimated that 90% of rural scattered and 2
- 0% of rural dense consumer units are below the RDP standard.
- Residential consumers of sanitation

The following situation exists within rural areas:

- Rural Dense: 40% below the RDP standard;
- Rural Village: 75% below the RDP standard;
- Rural Scattered: 90% below the RDP standard;
- Rural Farmland: 95% below the RDP standard.

Future trends and goals:

- The goal of the Sekhukhune WSA is to provide everyone with an adequate and reliable supply of water and to manage the water supply services in an affordable, equitable and sustainable manner.
- The target is that 30% of the RDP backlog in water supplies and 50% O and M deficiencies are to be eliminated by Dec 2008. 100% coverage should be achieved in 2012.
- The sanitation target is to eliminate 30% of the backlog by 2010, 50% by 2015 and 100% by 2016.
- VIP latrines (properly designed and constructed including **fly-screens**) will be the standard solution to sanitation for most consumers outside the defined Growth Points, including low cost housing schemes.
- The RDP backlog and O and M deficiencies in water-borne sanitation systems are to be eliminated by Dec 2008 and on-site dry installations, VIP latrines, are to be provided to all households by Dec 2016.
- On-site monitoring of Groundwater is to be instituted on all Groundwater Supply Schemes that have on-site sanitation by 2015.

Strategic Gap Analysis

- Monitoring of water supply quality is to be introduced on all schemes. Data to be collected on a Sub-Scheme basis. Little or no data is currently available.
- Ground water quality is to be implemented on all groundwater schemes where there is on-site sanitation (dry or wet). No data is currently available.
- Lack of a single data base for water schemes.
- Groundwater data being held up due to non – submission of GRIP data base.
- Transfer of Schemes and ex. DWAF staff to WSA and local Wasps is proving to be problematic, due in part to an oversupply of unskilled operational personnel on the one hand and a shortage of skilled personnel, engineers, technicians and scientists on the other.
- Shortage of engineers and technicians to design, implement, manage, monitor and evaluate schemes.

Implementation Strategy

- An O and M budget allocation for on-going refurbishment and defective and badly maintained infrastructure has been allowed.
- Focus will be placed on labour-intensive construction methods for refurbishment, maintenance and water supply projects.
- A water demand management programme is to be initiated.
- The sanitation programme to be increased to meet the sanitation targets of 13 068 units per year.
- Abstraction rates and water quality to be monitored for all groundwater resources.
- Effective control of discharges from all WWTW within SDM to be developed and initiated.
- A management model to be developed for the 605 villages, over 40 sub-water scheme areas and thousands of boreholes within the SDM. The fundamental approach for SDM must be decided within the Section 78 process.

DISASTER MANAGEMENT PLAN (DMP)

The Sekhukhune District Municipality has adopted the Disaster Management Plan in 2007 and reviewed it in 2010. The main purpose of the Disaster Management Plan (DMP) is *inter alia* to implement appropriate disaster risk reduction measures to reduce the vulnerability of communities and infrastructure at risk. The DMP is in line with national policy (National Disaster Management Framework), which requires the following:

- The compilation of a Disaster Management Framework (policy).
- The execution of a detailed disaster hazard, vulnerability and risk assessment.
- The compilation of disaster risk reduction measures.
- The compilation of appropriate Standing Operating Procedures (SOP's).
- Establishment of a District Disaster Management Centre (DDMC).
- Establishment of a Disaster Management Advisory Forum.

- Capacity Building, training and awareness programmes.

Hence, to accommodate the above-mentioned requirements, the DMP for Sekhukhune District Municipality (SDM) comprises various plans, namely;

- District Disaster Management Framework (policy).
- Disaster Hazard, Vulnerability and Risk Plan.
- Disaster Risk Reduction Plan.
- Disaster Response and Recovery Plan (SOP's and checklists).
- District Disaster Management Centre Plan.
- Guidelines to establish the Disaster Management Advisory Forum and Volunteer Contingent

5.4. LOCAL ECONOMIC DEVELOPMENT

LOCAL ECONOMIC DEVELOPMENT STRATEGY

The Sekhukhune District Municipality has adopted its strategy in 2004, first reviewed in 2007 and reviewed in the 2018/19 financial year. This plan is based on identified development needs, opportunities and comparative advantages of the area, and guides the District Municipality to create and facilitate economic development, unlock the latent economic development potential, encourage private sector investment and job creation.

The plan is to be used as a tool by the District Municipality to ensure the dedicated and effective utilization of available resources to promote local economic development in a proactive and dynamic manner.

Implementation of this LED strategy urges (1) the need to establish the proposed institutional drivers. These establishments need to be accompanied by (2) a political ambition to ensure success. This ambition can be initiated and developed through the inclusion of all interested and affected parties, stakeholders and role players during the planning and implementation phases. By including all of these (3) a political will, interest and communication are stimulated which, all together will contribute to the success of the strategy.

Another important aspect for successful implementation is (4) to ensure that all involved take ownership of the programmes and projects. Without the taking of ownership of a programme and/or project, success cannot be seen at the end of the tunnel. It is also important (5) to incorporate the monitoring and evaluation elements of the strategy into the performance management system of the Sekhukhune District Municipality, to ensure accountability and responsibility for implementation and eradicate potential conflicts.

5.5. FINANCIAL VIABILITY

The following budget related policies were also reviewed alongside the budget:

1. Tariff policy and structure
2. Indigent policy

3. Free Basic Water policy
4. Credit control and debt collection policy
5. Investment and cash management policy
6. Asset management policy
7. Funding and reserve policy

Water and Sanitation Tariff Policy 2013

Purpose:

- To set clear guidelines in the identification of responsibility for the setting and implementation of a tariff policy for the Municipality;
- To set guidelines for the identification of different categories of users;
- To set guidelines for the determination of tariffs for the different categories of users and services rendered;
- The policy will further lay down the broad principles, which will result in the adoption of a by-law for the implementation and enforcement of the Tariff Policy. Service tariffs imposed by the municipality shall be viewed as user charges and shall not be viewed as taxes.

Scope of the policy

- The policy is applicable to water and sanitation services provided by Sekhukhune District Municipality
- This policy is also applicable to all sundry tariffs as provided for in the Schedule of Tariffs of the Municipality.

Free Basic Water Policy

The purpose of the policy is to outline the Free Basic Water Policy for SDM area of jurisdiction.

As part of government strategy to alleviate poverty in South Africa a policy for the provision of a free basic level of services has been introduced. In response to this commitment, the Department of Water Affairs and Forestry (DWA) commenced the implementation of phase 1 of a national free basic water strategy in February 2001. The free basic water policy is not new to the South African water sector. Indeed, in terms of the Water Services Act 108 of 1997, provision was made for those people who cannot afford to pay for a basic water supply.

The primary intention of the policy is to ensure that no one is completely denied access to a water supply because they are unable to pay for the water service. Underlying this policy is recognition that the supply of water at a 'basic' level assists in alleviating poverty, improves community health and frees women from time wasted on carrying water.

Indigent Policy 2013

Objective

Because of the level of unemployment and subsequent poverty in the municipal area, there are households which are unable to pay for normal municipal services. The municipality therefore adopts this indigence management policy to ensure that these households have access to at least basic municipal services, and is guided in the formulation of this policy by the national government's policy in this regard.

Criteria for identification as indigent:

- Households where verified total gross monthly income of all occupants over 18 years of age does not exceed the pension grant as determined by the government.
- The threshold for qualifying as an indigent in a single household where more than two occupants receives old age pension grants shall be the twice old age grant determined by the government.
- Any occupant or resident of the single household referred to above does not own any property in addition to the property in respect of which indigent support is provided
- The account of a deceased estate may be subsidised if the surviving spouse or dependents of the deceased who occupy the property, also apply and qualify for indigent support.
- For a household to qualify for subsidies or rebates on the major service charges (see part 3 below), the registered indigent must be the fulltime occupant of the property concerned, may not own any other property, whether in or out of the municipal area.
- Child welfare grants are exempted as part of total income per household as the child is under 18 years of age.

Application of the policy

- The subsidies on the specified service charges will be determined as part of each annual budget and in terms of the municipality's policies on tariffs
- In respect of water, a 100% subsidy up to 6kl per household per month including basic charge will apply, however, if consumption exceeds 6kl per metering period (month) the consumer will be charged at normal tariffs for actual consumption on the quantity exceeding 6kl plus basic charge.
- In respect of sewerage charges, the relief granted shall not be less than a rebate of 50% on the monthly amount billed for the service concerned.

Credit Control and Debt Collection Policy

Objectives:

- The Council of SDM, in adopting this policy on credit control and debt collection, recognises its constitutional obligations to develop the local economy and to provide acceptable services to its residents.
- It simultaneously acknowledges that it cannot fulfil these constitutional obligations unless it exacts payment for the services which it provides and for the taxes which it legitimately levies – in full from those residents who can afford to pay, and in accordance with its indigence relief measures for those who have registered as indigents in terms of the council's approved indigence management policy.

- Ensure that all money due and payable to SDM in respect of fees for services, surcharges on such fees, charges, tariffs, interest which had accrued on any amounts due and payable in respect of the foregoing and any collection charges are collected efficiently and promptly.

Funding and Reserve Policy

The funding and reserve policy is aimed at ensuring that the municipality has the sufficient and cost effective funding in order to achieve its objectives through the implementation of its operating and capital budgets. This policy aims to set guidelines towards ensuring financial viability over both the short and long term which includes reserves requirements.

The policy shall apply to the Council and all officials who have formal, administrative duty to prepare manage and control the municipality's budget and expenditure.

Asset Management Policy

The objectives of Asset Management Policy can be summarised as follows:

- To ensure effective and efficient control, utilization, safeguarding and management of SDM's property, plant and equipment
- To ensure that asset managers are aware of their responsibilities in regards to property, plant and equipment
- To set out the standards of physical management, recording and internal controls to ensure property, plant and equipment are safeguarded against loss or utilization
- To specify the process required before expenditure on property , plant and equipment in SDM including:
 - The criteria to be met before expenditure can be capitalised as an item of property, plants and equipment
 - The criteria for determining initial costs of different items of property, plant and equipment
 - Classification of property, plant and equipment

The utilization and management of property, plant and equipment is the prime mechanism by which a municipality can fulfil its constitutional mandates for: delivery of sustainable services, social and economic development, promoting safe and healthy environment, providing the basic needs to the community.

Investment and cash management policy

The Council of SDM is the trustee of public revenues, which it collects, and it therefore has an obligation to the community to ensure that the municipality's cash resources are managed effectively and efficiently. Therefore the council has to invest the revenues knowledgeably and judiciously. The aim of the policy is therefore to gain an optimal return on investment, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. The effectiveness of the policy is dependent on the SDM's cash management program which must identify the amounts surplus to the municipality's needs. All

monies due to SDM must be collected as soon as possible, either on or immediately after the due date and banked on a daily basis.

Supply Chain Management Policy

All procurement policies (including those addressing preferential procurement), procedures and practices must be consistent with legislative requirements, in particular part 1 of chapter 11 and other provision of the MFMA. The SCM policy is implemented in the context of the MFMA of 2003 and SCM regulations, read together with the Constitution, preferential procurement policy framework Act of 2000, and the BBBE Act of 2003. The principal objective of the policy is to provide guidelines, governing processes and procedures within the supply chain management:

- Procuring goods and services
- Disposing goods, assets and immovable property no longer needed
- Selecting contractors to provide assistance in the provision of municipal services other than that where Chapter 8 of the Municipal Systems Act applies

5.6. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PUBLIC PARTICIPATION FRAMEWORK

The public participation policy framework has been adopted by Council and is reviewed annually. The objectives of the policy are as follows;

- Meet the legal requirements around community participation that are spelled out in the Municipal systems Act No. 32 of 2000.
- Build an open, transparent and accountable system of governance.
- Develop a culture of community participation through creating conditions for local communities to participate in the affairs of the municipality.
- Assist vulnerable groups to participate effectively in the system of local government.
- Provide clear, sufficient and timeous information concerning community participation to communities.
- Communicate decisions of Council.
- Communicate public notices of meetings for communities in a manner that promotes optimal public participation.
- Set up systems and mechanisms that will ensure compliance with regulations and guidelines that may be issued from National or Provincial Government.

The Public Participation policy framework spells out the roles and responsibilities of;

- Council,
- Executive Mayor,
- The Speaker,
- Portfolio and Standing Committees,
- Ward Councilors,
- Management and Administration,
- The Public (Ward Committees) and
- Community Development Workers

