FINAL IDP/BUDGET REVIEW 2017-2018

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SEKHUKHUNE
District Municipality

FORWORD BY THE EXECUTIVE MAYOR: COUNCILLOR KEAMOTSENG STANLY RAMAILA

Chapter 5 of the Municipal Systems Act, 2000 mandates (1) that municipality must undertake development-oriented planning so as to ensure that it-

1. Strives to achieve the objects of local government set out in section 152 of the Constitution;
2. Gives effect to its developmental duties as required be section 153 of the Constitution; and
3. Together with other organs of state contribute to the progressive realisation of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution.

It is therefore against the above-mentioned background that, the Sekhukhune District Municipality has concluded a massive programme of engagement for the 2016/2017-2020-2021 Integrated Development Plan. And the table currently is the reviewed IDP for 2017-2018 financial year, motivated by the fact that annually, an IDP review and amendment process need to be undertaken in terms of Section 34 of the Act which stipulates that;

A municipal council-

(a) Must review its integrated development plan-
   (i) annually in accordance with the assessment of its performance measurements in terms of section 41 and
   (ii) to the extent that changing circumstances so demand.

The 2017/2018 IDP review and amendment process took place during the most difficult times in the history of South Africa post the 1994 first democratic, non-racial, non-sexist and free elections. This was mainly due to both foreign and domestic economic factors alike. The global markets remain uncertain and majority of rating agencies have placed South Africa under junk status.

What the junk status means to Sekhukhune District Municipality is, for us to align our priorities in terms of the current situation and realize that the need to apply austerity measures is more imperative now more that it was before. It means we must endeavour to do more with less and always be focussed on basic service delivery projects and avoid luxury in pursuit of our

developmental trajectory. The current socio-economic situation has a direct impact on our planning regime and unfortunately, hinders on our available resources.

However, our communities have called this current council which came into being following the 2016 local government elections, to act and act now. During all the IDP / Budget consultation processes, our people have anonymously said that they have been patient with this government of theirs for the past 23 years and their municipalities for 16 years. In one voice they say that their patients have run out and they expect this leadership collective to delivery.

Key among their priority needs in the district municipality remains water supply, with sanitation, jobs, electricity, health, roads, local economic development, maximizing opportunities that are available in mining, agriculture and tourism, recreation facilities, etc. following. And our people say, this current leadership will be judged on what it makes of the above-mentioned issues.

And in direct response to this noble call from our electorate, we will reiterate our commitment made both during the Inaugural Speech on the 26th August 2016 and during the State of the District Address on the 25th April 2017. We said that this current council will be judge on three main things, which are:

- urgency in the provisioning of sustainable water and sanitation services;
- regeneration of local economic development with emphasis on agriculture, mining and tourism; and
- development of Jane Furse township with emphasis on relocation of District Municipal offices from Groblersdal to Jane Furse and District offices from Lebowakgomo to Jane Furse.

And in order to achieve the above, we have aligned the 2017/2018 IDP document with broader policy developments and programmes both at the national and provincial level, notably the sluggish global economic growth which impacts on our slow economic growth as a country. All these issues have a bearing on our decision making processes in particular resources allocations including setting of tariffs.

The IDP consultations were also used as a platform to review and assess the work done by council in its first financial year so as to identify areas of weaknesses for future improvements. And we have attained this goal through engagements with a number of stake-holders, namely

Traditional leaders, Members of the Community, Special Sector (people living with disabilities, women and youth) Business Community and the Mining Sector. During that process, all our (04) local municipalities were visited in joint collaboration with their respective councils.

We are still maintaining our water infrastructure projects namely the De Hoop Dam Scheme, Nebo Plateau Scheme, Nkadimeng Scheme, Zaaiplaas to Carbonites Scheme, Groblersdal to Luckau Scheme, Moutse Bulk water supply Scheme, Flag Boshielo Scheme and Oliphants Scheme, as our flagship projects, which will deliver sustainable water supply to our people.

And other related key projects include, provision of VIP toilets to eradicate major sanitation backlog, revenue generating projects to improve our capacity to raise resources and reduce over-reliance on grants, support to special programmes initiatives to enhance social cohesion and nation building, strategic projects such as Jane Furse Town Development, De-Hoop Tourism Master Plan, Ga-Nkwana Township Developments, Elias Motsoaledi/Groblersdal Agricultural Park, to name but a few.

To give concrete expression to the above, we are currently embarking on a process that will enable us to achieve our goals through:

- establishment of ward based water committee;
- strengthening our Water and Sanitation Master Plan;
- establishment of Operations and Maintenance Master Plan;
- drafting of Social Facilitation Strategy;
- total end to stoppage of projects through unrealistic demands by Traditional Leaders and business forums;
- empowering the team that is responsible for the implementation of the Turn-around Strategy in the district, to name but a few.

The new council has called for change in attitude from administration while doing work and introduced consequence management as one of the tools to attain that goal. Our infrastructure projects should therefore be geared towards empowering our people through training, skilling and job opportunities. In addition, our Local Economic Development unit working together with SDA, Government Agencies and private sector should continue to probe solutions on how to tackle this scourge of high unemployment levels.

The projects identified in this IDP are still geared towards full realisation of the local government key performance areas (KPAs). The six KPAs which are meant to be guiding principles in the work of council are;

- Basic service delivery;
- Institutional development and organisational transformation;
- Local economic development;
- Good governance and public participation;
- Financial viability; and
- Spatial rationale.

The new municipality bearing an interim name of Fetakgomo Greater Tubatse has successfully been established. And processes are under way to find a suitable name for the new entity.

In line with the national goal, the Sekhukhune District Municipality has adopted radical economic and agrarian transformation as policy directive. And all efforts are geared towards the attainment of this policy imperative.

The serious challenge still facing our nation is the triple challenge of poverty, unemployment and inequality. And we are still committed to use the National Development Plan (Vision 2030) read together with other plans as the means to deal decisively with this challenge.

The district municipality will during the year 2017, hold Mining and Business Summit to deliberate and resolve all the issues that are affecting this important sector. The people of Sekhukhune are still very poor while the District Municipality is rich with mineral resources. And the summit will need to resolve that problem together with the illegal mining of chrome in the area. Our view is that government need to find ways and means to legalize the mining sector and allow interested players to play within that space.

Our total budget in the district is **R1,5 billion**, with operational budget at **R884 million** while the capital budget is **R672 million.**

We are on course as ‘we advance people’s power in and through local government’ and ‘Together, we move South Africa forward’.

Cllr K.S Ramaila
Executive Mayor

OVERVIEW BY THE MUNICIPAL MANAGER: NORAH T. MASEKO

The Local Government Municipal Systems Act 32 of 2000 read in conjunction with the Local Government Municipal Finance Management Act 56 of 2003 provides for the development of an Integrated Development Plan (IDP) and Budget for every municipality in South Africa. These are key important documents for municipalities to operate. Sekhukhune District Municipality (SDM) initiated a process of reviewing the IDP for 2017-2018 and the medium-term budget. We have been able to follow through these processes to the end.

The municipal administration and Council identified that during the review of the previous years and in preparation for the future years, a number of issues will influence how the municipality runs its business and can be summarised as below:

- The need to strengthen operations of maintenance of water infrastructure thereby ensuring that our communities obtain water on a regular basis
- Focused attention be placed on ensuring that we attract skills especially in the Department of Infrastructure and Water Services and Budget and Treasury
- Improving in revenue generation initiatives by focusing on identified pilot sites especially areas where water is being reticulated on a daily basis
- Establish contractual relationships with Lepelle Northern Water to ensure that our big schemes such as De Hoop, Flag Boshielo, Mooihoek, Burgersfort and others that will be part of the contract can be operated effectively and efficiently
- Improving on our performance management systems

Our revenue sources are still depressed because most of our communities are residing in rural areas where billing for municipal services is not taking place. The 764 villages in the district pose a challenge for complete billing system in the entire district.

The total budget for 2017-2018 financial year is R1,5 billion. The Capital budget for 2017/2018 financial year stands at R672 million. The bulk of the capital budget comes from Municipal Infrastructure Grant (MIG).

Sekhukhune District Municipality is continuing with negotiations to secure land in Jane Furse for construction of future municipal offices. To this date the district has engaged Bapedi ba Mamone Tribal Authority for a commitment to allocate 50 hectares of land on a 99 year lease agreement. A memorandum of agreement between SDM and the tribal authority is awaiting signatures. The land is on portion 3 of the farm Vergelegen 819 KS.

In addition to the above, other parallel processes are also on course as facilitated by the inter-ministerial committee on Jane Furse to engage traditional leaders in and around Jane Furse to secure more land for development purposes.

Societal challenge of HIV/AIDS is also receiving attention of SDM. The district is working with key stakeholders to ensure the functionality of the local AIDS Council and its technical structures. Work is underway to ensure that we implement the targets as set in the guiding documents for operations of the district AIDS council. Progress has been registered in terms of establishment of the ward based AIDS Councils and where there are challenges, they are being dealt with.

The following remain the challenges that administration will face in the year 2017/18 and going forward:

- Sky rocketing employee related costs and the associated bloated organogram
- Staff turnover of ageing personnel for operations and maintenance of water services
- Spiralling operations and maintenance costs
- Increasing fleet costs
- Resolution on permanent office accommodation

The number of local municipalities under SDM are now reduced to four (from five), with the amalgamation of the former Fetakgomo municipality and Tubatse municipality. Now called Lim 476 in the transitional period before its name is finalised, the municipality is the biggest in the district in terms of land size and population.

Major progress has been registered so far to ensure that the newly established municipality has put in place systems and processes for running of its administration in the following areas:

- Ensuring that there is rationalisation of bylaws and policies
- Putting in place proper record management systems
- Development of new organogram
- Placement of staff
- Implementation of communication strategy
- Consolidation of both IDP and budget processes
- Commence with a process for naming of the new municipality
- Establish new financial systems and assets registers
- Determination of the head office and satellite offices

The district municipality is pleased that on the above issues, overall progress is almost complete in terms of meeting the targets and complying with the requirements from national department of cooperative governance and traditional affairs.

In conclusion, the 2017-2018 IDP review process has been undertaken in line with legislative requirements and we take pride in presenting these documents to our communities and stakeholders. As a result of inputs and comments that we received during consultation period, we can only improve and we thank all stakeholders inside and outside the municipal area who made a valuable contribution throughout the process.

Ms N.T Maseko
Municipal Manager

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LIST OF ACCRONYMS

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 Affair 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
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. INTRODUCTION

Integrated Development Planning (IDP) is a strategic development tool to assist the municipality to achieve its developmental imperatives. The review of the 2017-2018 IDP document for Sekhukhune District Municipality has followed both an extensive internal and external consultation of various respective public participation tools with communities and stakeholders 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.

1.1. POLICIES AND LEGAL PARAMETERS

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

1.1.1. GLOBAL IMPERATIVES

1.1.1.1. Millennium Development Goals (MDGs)

The United Nations Millennium Declaration committed global heads of states to making the right to development a reality for everyone and to freeing the entire human race from want. The Millennium declaration, signed by world's leaders of 189 countries in 2000, established 2015 as the deadline for achieving most of the MDGs. The majorities of the MDGs targets have baseline of 1990, and are set to monitor achievements over the period 1990-2015. The objective of the Declaration is to promote "a comprehensive approach and a coordinated strategy, tackling many problems simultaneously across a broad front".

The Declaration calls for halving by the year 2015, the number of people who live on less than one dollar a day (1993 PPP). This effort also involves finding solutions to hunger, malnutrition and disease, promoting gender equality and the empowerment of women, guaranteeing a basic education for everyone, and supporting the Agenda 21 principles of sustainable development. Vision 2014 provides a series for socio-economic development milestones to ensure progressive attainment of development, which can be summed up as follows:

- Access to basic water for all by 2008

- Access to basic sanitation at RDP level by 2010
- All schools and clinics have access to water and sanitation by 2007
- Bucket toilet system to be eradicated by 2006
- Electricity to all households by 2012
- Halve unemployment by 2014
- Economic growth of 6% by 2010
- Access to education and health care for all

1.1.2. NATIONAL POLICIES AND IMPERATIVES

1.1.2.1. 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.

1.1.2.2. 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.

1.1.2.3. 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.

1.1.2.4. 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.

1.1.2.5. 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.

1.1.2.6. 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.

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

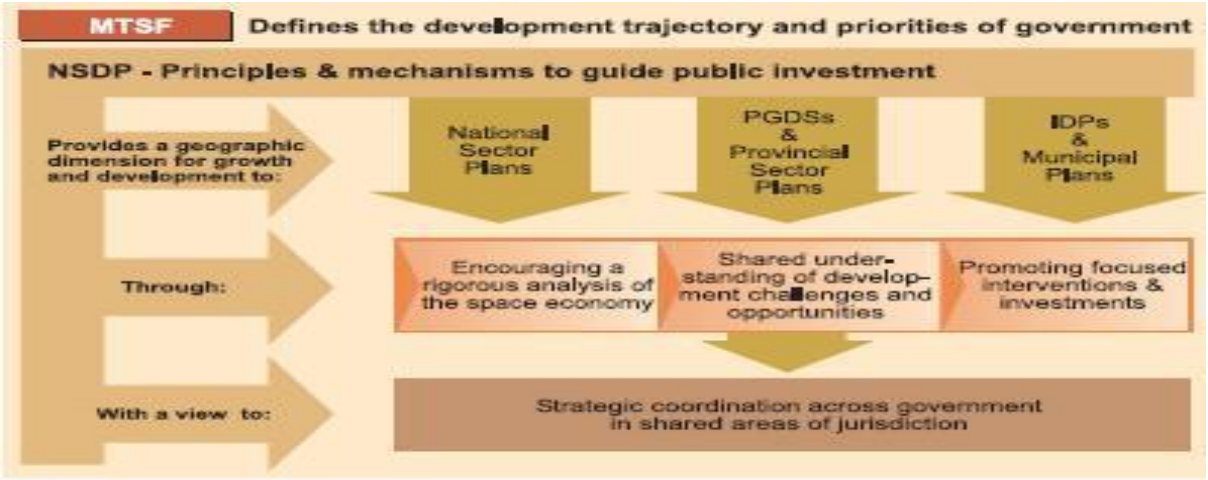
The DFA has formalized the restructuring of urban settlements and planning in South Africa. Its aim has been to expedite land development projects and to promote efficient and integrated land development. It states that municipalities should prepare the land Development Objectives (LDOs) on an annual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

1.1.2.8. 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.

1.1.2.9. The Medium-Term Strategic Framework (MTSF) (2014-2019)

The Medium-Term Strategic Framework (MTSF) endeavors to pinpoint important strategic preferences in order to put the country on a higher path in dealing with poverty and underdevelopment. It serves as a backdrop to guide planning and budgeting across the three spheres of government. Based on the National Development Plan (NDP) It identifies few critical things that should be done to define a new trajectory for the country's development.

Key targets for the MTSF include:

- A reduction in the number of reported contact crimes
- An increased proportion of citizens feel safe walking alone, during the day or at night, as measured in official surveys
- An increase in the proportion of households that are satisfied with police services in their area, and with the way courts deal with the perpetrators of crime
- Improvements in citizens' perceptions of levels of crime and progress in reducing crime, as measured in official surveys
- An improvement in South Africa's ranking on the Transparency International Corruption Perception Index.

The MTSF for 2014-2019 is structured around 14 priority outcomes which cover the focus areas identified in the NDP and Government's electoral mandate, namely:

1. Quality basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are and feel safe
4. Decent employment through inclusive growth
5. A skilled and capable workforce to support an inclusive growth path
6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable, sustainable rural communities contributing towards food security for all
8. Sustainable human settlements and improved quality of household life
9. Responsive, accountable, effective and efficient local government
10. Protect and enhance our environmental assets and natural resources
11. Create a better South Africa and contribute to a better Africa and a better world
12. An efficient, effective and development-oriented public service
13. A comprehensive, responsive and sustainable social protection system
14. A diverse, socially cohesive society with a common national identity

1.1.2.10. GOVERNMENT'S PROGRAMME OF ACTION: THE OUTCOMES APPROACH (2014-2019)

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

1.1.2.11. 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.

1.1.2.12. 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.

1.1.2.13. 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.

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

1.1.3 PROVINCIAL IMPERATIVES

The Limpopo Employment, Growth and Development Plan (LEGDP) - 2009-2014

The Limpopo Employment, Growth and Development Plan (LEGDP) (Limpopo Province, 2009-2014) is aimed at enhancing the competitive advantages of the province.

Key Strategic Priorities

The Limpopo Provincial Government has contextualized ten (10) Priority Areas as contained in the (MTSF) into key strategic priorities which will guide service delivery:

- Ensuring more inclusive economic growth, decent work, and sustainable livelihoods
- Economic and social infrastructure
- Rural development, food security and land reform
- Access to quality education
- Improved health care
- Fighting crime and corruption
- Cohesive and sustainable communities
- Creation of a better Africa and a better world
- Sustainable resource management and use
- A developmental state including improvement of public services

Key Action Programmes

To achieve the above priorities, the following action programmes have been identified:

- Industrial Development Programme: Priority Growth Sector
- Enterprise Development: SMMEs and Corporative Development Programme
- Regional Economic Development and Integration Programme
- Public Infrastructure Development Programme
- Water Resource Development and Demand Management
- Agriculture and Rural Development Programme
- Education and Skills Development Programme
- Health Care Development Programme
- Safety and Security
- Environmental and Natural Resources Development Programme
- The Green Economy and creation of green jobs
- Corporate Governance
- ICT and Innovation Enabled Industries

Limpopo Development Plan (LDP) 2015-2019

The purpose of the Limpopo Development Plan (LDP), 2015-2019, is to:

- Outline the contribution from Limpopo Province to the NDP and national MTSF[1] for this period,
- Provide a framework for the strategic plans of each provincial government department, as well as the IDP's and sector plans of district and local municipalities,
- Create a structure for the constructive participation of private sector business and organised labour towards the achievement of provincial growth and development objectives, and
- Encourage citizens to be active in promoting higher standards of living in their communities.

Strategy outline of LDP is based on the MTSF 2015-2019, whose outcome 9 is 'Developmental Local Government'.

The sub-outcomes that are particularly important to improving local government performance and ensuring quality service delivery are as follows:

- Households progressively gain access to sustainable and reliable basic services
- Public trust in local government is improved through active and deliberative citizen engagement
- Municipalities demonstrate good financial governance
- Quality of management and administrative practices within municipalities is improved
- Municipalities attract and retain skilled and competent
- Work opportunities are created and expanded through programmes such as the CWP
- Quality of governance arrangements and political leadership are enhanced
- Corruption within local government is tackled more effectively and consistently
- Concrete actions that ensure a better fit between responsibility and the variation in capacities within municipalities are supported.

The main development targets for the LDP, which are relevant to municipalities are summarised below:

- Limpopo's Growth Trajectory Scenario (Current MTSF) at 3%
- Create 429 000 jobs by 2020
- Reduction of official unemployment rate from 16.9% in 2014 to 14% by 2020. (Expanded unemployment rate from 30.9% in 2014 to less than 33% by 2020)
- Improve access to basic services (water) from 83% in 2014 to 90% by 2020
- Improve access to electricity supply from 83% in 2014 to 90% by 2020
- Improve access to sanitation from 43% in 2014 to 50% by 2020

The District and Local Municipality IDP revision process commencing in 2015 will be expected to reflect contributions towards achieving the MTSF outcomes in Limpopo. A summary of the key aspects to be reflected is contained in the table below.

Table 1: LDP prescribes that municipalities should achieve the following MTSF Outcomes for the IDP revision Process:

MUNICIPALITY	MTSF OUTCOME
All	Job creation, econ growth & poverty reduction, including informal sector
All	Institutional capacity building and improved municipal service delivery
All	Spatial planning, land use management and land protection
All	Constructive engagement of organised business and labour
All	Engagement of citizens in development
All	Tourism and meat clusters
Polokwane	Logistics Cluster
Molemole	Horticulture Cluster
Makhado	Horticulture, Forestry and Coal Cluster
Musina	Logistics and Diamond Mining Cluster
Tzaneen	Horticulture and Forestry Cluster
Greater Letaba	Horticulture and Forestry Cluster
Maruleng	Horticulture and Forestry Cluster
Ba-Phalaborwa	Copper and Magnetite Cluster
Greater Tubatse	Platinum and Chrome Cluster and SEZ
Elias Motsoaledi	Horticulture Cluster
Ephraim Mogale	Horticulture Cluster
Lephalale	Coal and Energy Cluster
Mokopane	Platinum Cluster
Thabazimbi	Platinum Cluster
Modimolle	Horticulture Cluster

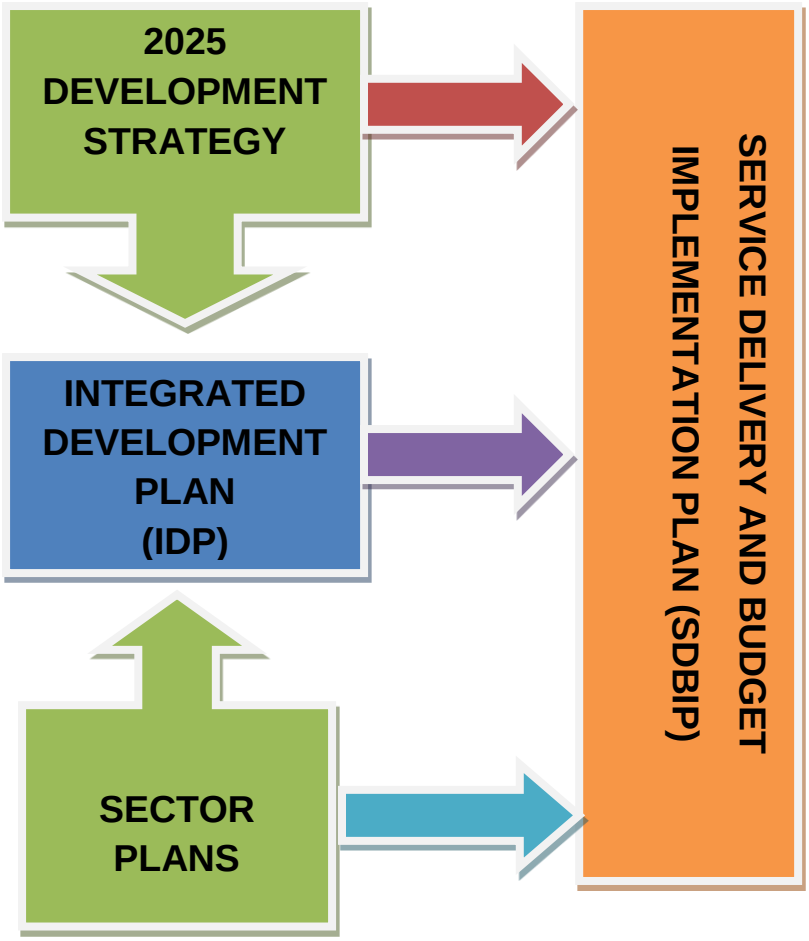
1.1.4 LOCAL IMPERATIVES

2025 Development Strategy (District Municipality's Long-term Strategy)

The Sekhukhune 2025 Development Strategy is an articulation of the longer term strategic direction to be pursued by the district as well as social partners in order to accelerate economic growth and enhance development in the district.

The 2025 Development Strategy is aligned and harmonized with various mandatory plans prescribed in various pieces of legislations. In terms of hierarchy, the plans can be visualized as shown below:

Figure 2 – Development Strategy



The 2025 Development Strategy charts a long-term strategic course and makes some of the bigger, overarching decisions about what the District ought to emphasize;

The Integrated Development Plan (IDP) defines what will be achieved in 5 years flowing from the strategy;

The Service Delivery and Budget Implementation Plan (SDBIP) articulates what will be done in 1 year.

The 2025 Development strategy is structured into three components:

Baseline Research: Trends analysis in various thematic issues that are considered as shaping the district's present and future. These include a whole range of social, economic, political and environmental trends;

Scenarios: Four scenarios on different types of futures that might be experienced in Sekhukhune depending on particular choice of policy positions;

Investment Plans: Detailed short-to-medium term priority plans to be pursued by the district.

1.1.5 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
- 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. The above powers and functions refer to MEC Adjustment report of the 2008/09 Financial Year – which do not necessarily reflect the current situation.

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.

BASIS OF IDP REVIEW PROCESS

1.1.6 BASIS OF IDP REVIEW PROCESS

The development process has addressed 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 2016/17-2020/21 IDP.

The development process is undertaken through the 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).

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 May 2015 and August 2015 respectively. The process and schedule followed during the development process as stipulated in the District IDP Framework is depicted in the figure below.

Figure 3 – Key activities and time frames for IDP Process

	July	August	September	October	November	December	January	February	March	April	May	June
Adoption phase of Process Plan/Framework plan												
Identification of community needs												
Consolidation/Presentation of community needs												
Mid-year performance review/Itabling of adjustment budget												
Determination of strategic objectives for service delivery and development consolidation of projects												
Submission of the Draft IDP/Budget to Executive Mayor, Portfolio Committees Mayoral Committee and Council												
Community participation and stakeholders' consultation on the Draft IDP/Budget. Public comments and comments from other organs of state are taken into cognizance and where need be, amendments are effected to the IDP.												
Tabling of IDP/Budget to Council for final approval												
Executive Mayor signs SDBIP and performance contracts of Municipal Manager and Senior Managers												
Budget Process												

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			
Council adopts budget time table and IDP Process Plan for 2017/2018 IDP 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 2016
Begins planning for the next three-year budget in accordance with co-ordination role of budget process MFMA s 53	Mayor	MFMA s 53	24 July 2016
Table a time schedule of key budget & IDP deadlines	Mayor	MFMA	31 August 2016
Preparations and submission of Annual Financial Statements	Budget and Treasury	MFMA	29 August 2016
First sitting of the budget steering committee	Budget and Treasury	Section 4(1) Municipal Budgets and Reporting Regulations,2008	30 July 2016 and monthly thereafter
Public notice in the Local newspaper/Gazette regarding the adoption of process plan	Planning and Economic Development Department	Section 21(1) (a) (b) and (c) Act 32 of 2000	14 September 2016
Determination of revenue projections, proposed rates and service charges and draft budget allocations	Budget and Treasury	MFMA	18 Sep 2016
Consultation with National and Provincial sector departments on specific programmes for alignment with municipal plans	Budget and Treasury	MFMA	30 Sep 2016
Analysis phase			
Consolidation and preparation of budget and plan for the next financial year	Budget and Treasury	MFMA	18 December 2016
IDP Representative Forum	Planning and Economic	Section 27 (d) (i)	30 December 2016

Action	Responsibility	Legislative background	Deadline
meeting	Development	and Section 17 of Act 32 of 2000	
Situational analysis to assess the existing level of development (status quo report) of the SDM	Planning and Economic Development Department	Section 26 (b) of Act 32 of 2000	30 December 2016
Submit mid- year performance assessment to council	Budget and Treasury	MFMA	29 January 2017
Submit to AG,NT,PT and provincial department responsible for local government	Budget and Treasury	MFMA	29 January 2017
Strategy phase:			
Strategic Planning session	Planning and Economic Development	MSA	27 February 2017
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 2017
Table adjustment budget if necessary	Mayor	MFMA	28 February 2017
Project phase and Integration phase:			
Projects to implement the identified objectives and strategies are formulated	All internal departments of SDM, including the relevant departments from local municipalities	Section 26 of Act 32 of 2000	30 March 2017
Draft IDP/Budget for 2017/2018 tabled before Council for noting (at least 90 days before start of financial year)	Planning and Economic Development/Budget and Treasury	Section 16(1) (a)-(d) Municipal Budgets and Reporting Regulations	30 March 2017
IDP Representative Forum meeting	Planning and Economic Development	Section 27 (d) (i) and Section 17 of Act 32 of 2000	30 April 2017
Make budget available to Public, National Treasury, Provincial Treasury and other government departments	Budget and Treasury	MFMA	30 April 2017
Public consultation final round (presenting Draft IDP/Budget)	Planning and Economic Development/Budget and Treasury/Office of the Speaker/Mayor	Section 16(1) (a) Act 32 of 2000	30 April 2017
Approval phase			
Consider views of local	Budget and Treasury	MFMA	30 May 2017

Action	Responsibility	Legislative background	Deadline
community, National Treasury, Provincial Treasury and other government departments(Budget Indaba)			
Council approves the IDP and Budget (and related policies) for 2017-2018	Planning and Economic Development/Budget and Treasury	Section 16(1) (a)-(d) Municipal Budgets and Reporting Regulations,2008	30 May 2017
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/Municipal Manager	Section 32(1) (a) Act 32 of 2000	10 June 2017
Notice and summary of approved IDP/budget in Gazette and Local Newspaper	Planning and Economic Development/Budget and Treasury	Section 21(1) (a) (b) and (c) Act 32 of 2000 Section 18(1) Municipal Budgets and reporting regulations,2008	14 June 2017
Submit draft SDBIP within 14days after approval of the budget to Mayor	Planning and Economic Development Department	MFMA	14 June 2017
Approval of SDBIP and Performance agreements of senior managers- within 28days after budget approval	Mayor	MFMA	28 June 2017

Table 3: The table below clarifies the roles of the IDP structures:

COMPOSITION	ROLES & RESPONSIBILITIES	FREQUENCY OF THE MEETINGS	VENUES	Deadline
A: IDP/Budget Steering Committee				
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 Water	Manage the IDP/Budget process, including the process plan Determine project prioritization model Determine projects to be funded Determine the public participation models	Monthly	To be confirmed	To be confirmed

COMPOSITION	ROLES & RESPONSIBILITIES	FREQUENCY OF THE MEETINGS	VENUES	Deadline
Services Department Director: Community Services Department Director: Finance Department (CFO) Director: Planning and Economic Development Department Director: Communications Chief Audit Executive Chief Risk Officer Senior IDP Officer Senior PMS Officer	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 and to Council for approval			
B: IDP Rep Forum				
Executive Mayor Local Mayors District and Local Councilors Municipal Manager and local municipal managers District Directors and LMs Directors Sector Departments and government parastatals Traditional leaders Mining representatives Organized groups	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	One meeting at analysis phase One meeting on Draft IDP	To be confirmed	30 December 2014 and 30 April 2015
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	To be confirmed

Sekhukhune District Municipality has adopted an institutional arrangement, which is comprised of the Council, Portfolio Committees, Mayoral Committee, IDP Representative Forum, IDP/Budget Steering Committee. The composition of this structure is outlined below:

Table 4: Composition of the structure, Roles and Responsibilities

Structure	Roles and Responsibilities
Council	Political decision making body. Consider, adopt and approve the developed IDP/budget. Ensured alignment of the IDP/budget report with the District framework. Ensured that all relevant stakeholders are involved. Responsible for the overall management, coordination and monitoring of the IDP/budget process.
Portfolio committees	Recommend the approval of the IDP review to Council
Mayoral Committee	Assess the relevance of the IDP document and recommend the approval of the IDP/budget to Council.
IDP Representative Forum	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
IDP/Budget Steering Committee	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 and to Council for approval

Stakeholder Engagements and Community Participation

Community participation is an integral part and the heart of integrated development planning process hence the district and all local municipalities also embark on a programme known as the Community Outreach Programme.

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 formed part of the methods of community participation in the IDP processes. In addition to these, community consultative meetings were also held across the area of the District Municipality.

As in the normal circumstances, the IDP consultative meetings were held on two occasions:

First round documenting priority needs of communities (first half of the financial year) and the

Second round focusing on presenting the Draft IDP/Budget to communities (April).

A schedule outlining the dates, time and venues of community consultative meetings was developed and advertised in the in the regional and local newspapers before commencement of the meetings. Print media, SDM's newsletters and electronic media are used to inform the community of the processes of the IDP. Dates of the meeting schedules of the IDP processes and other IDP related structures including the Community Outreach Programmes are obtainable from the District on request.

Table 5: MEC'S COMMENTS ON 2016/17-2020/21 IDP/BUDGET ASSESSMENTS:

ISSUES	ASSESSMENT FINDING	RECOMMENDATIONS
KPA 2: BASIC SERVICE DELIVERY & INFRASTRUCTURE		
Analysis Phase – Water & Sanitation		
Is there a depiction of the Water catchment areas and water sources in the municipality	Water catchment areas not indicated	Water catchment areas to be indicated
Strategies Phase – Water & Sanitation		
Is there any indication of strategies for: - Improving access to sustainable water and sanitation services - Maintaining, extending and upgrading the municipal water and sanitation assets - Provision of cost effective and sustainable water and sanitation services infrastructure - Provision of Free Basic Water (FBW) and Free Basic Sanitation (FBS) to households, and - Ensuring that all households have access to basic water and sanitation by 2016?	No indication of strategies to all items as captures	Water and Sanitation strategies should address all items as captured
Analysis Phase: Roads and Storm Water Drainage		
Does the Analysis phase provide a picture of the state of roads and storm water drainage, and the backlogs thereof?	Storm water drainage not indicated in the Analysis phase	Status of storm water drainage and backlogs should be articulated in the Analysis phase
Analysis Phase: Safety and Security		
Is there any indication of shortage/backlogs of safety and security facilities?	Shortage/Backlogs of safety and security facilities not indicated	Backlogs should be indicated
Analysis Phase - Post Office and Telecommunication		

ISSUES	ASSESSMENT FINDING	RECOMMENDATIONS
Does the Analysis provide the following: i.e. Network Infrastructure challenges, number of post offices and backlogs thereof?	Challenges, number of post offices and backlogs not indicated	Challenges, number of post offices and backlogs must be indicated
KPA 3: LOCAL ECONOMIC DEVELOPMENT		
Analysis Phase – Local Economic Development		
Is there a clear indication of the state of the local skills based?	No indication of the state of the local skills based	Local skills based should be indicated
KPA 5: FINANCIAL VIABILITY		
Analysis Phase – Financial Viability		
Does the status quo analysis reflect the following: - Cash Flow Management - Indigent Policy - Banking and Investment Policy	The following are not reflected in the status quo analysis - Cash Flow Management - Indigent Policy - Banking and Investment Policy	Status quo analysis should reflect the following: - Cash Flow Management - Indigent Policy - Banking and Investment Policy
Are there strategies for promoting proper financial management in the municipality in terms of: - Financial Resource Mobilisation	Strategies for financial resource mobilisation should be indicated	
Integration Phase – Financial Viability		
Does the municipality have an: - Annual Budget - MTEF Allocations - Five Year Financial Plan	There is no indication of: - Annual Budget - MTEF Allocations - Five Year Financial Plan in the integration phase	There should be an indication of: - Annual Budget - MTEF Allocations - Five Year Financial Plan in the integration phase
Are there indications of corrective steps for Audit findings or reports with matters of emphasis?	There are indications of corrective steps for Audit findings or reports with matters of emphasis	The action plan to address Auditor General's findings (previous financial year) should be developed by the municipality
KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT		
Analysis Phase: Municipal Transformation and Organisational Development		
Are there any employment equity challenges outlined?	No analysis of employment equity challenges	Employment equity challenges should be

ISSUES	ASSESSMENT FINDING	RECOMMENDATIONS
		outlined in the analysis phase
Strategies Phase - Municipal Transformation and Organisational Development		
Are there strategies for: - Promoting employment equity - Promoting gender equity	No indication of strategies promoting employment and gender equity	Strategies promoting and gender equity should be developed
Integration Phase: Municipal Transformation and Organisational Development		
Does the municipality have an Institutional Plan, inclusive of an HR Strategy of the municipality?	The Municipality does not have an Institutional Plan	An Institutional plan should be developed
Is there evidence that the municipality has an Employment Equity Plan	No indication of Employment Equity Plan	Employment Equity Plan should be indicated

OVERALL IDP ASSESSMENT – SEKHUKHUNE DISTRICT		
IDP Assessment	**IDP/SDBIP Alignment**	**Overall Rating**
High	Aligned	High

1.1.7. Public consultations report for IDP/Budget 2017/2018

Sekhukhune District Municipality (SDM) tabled its Draft IDP and Budget for 2017/2018 in a council sitting dated 30 March 2017 under item OC13/03/17. This was in fulfilment of provisions of Local Government: Municipal Systems Act, 2000 (Act 32 of 2000): section 34 which requires that each municipality must annually review its Integrated Development Plan (IDP). Whereas Section 29 (b) requires that local community be consulted on drafting of the IDP. Similarly, Local Government: Municipal Finance Management Act (MFMA) number 56 of 2003: Section 23 (a) requires that the Council must consult the local community on the tabled draft budget.

Given the background above, the local communities of SDM were consulted on the adopted draft IDP/budget through a program tabled below. This is followed by a summary of community needs recorded during the meetings.

Table 6: CONSULTATION PROGRAM

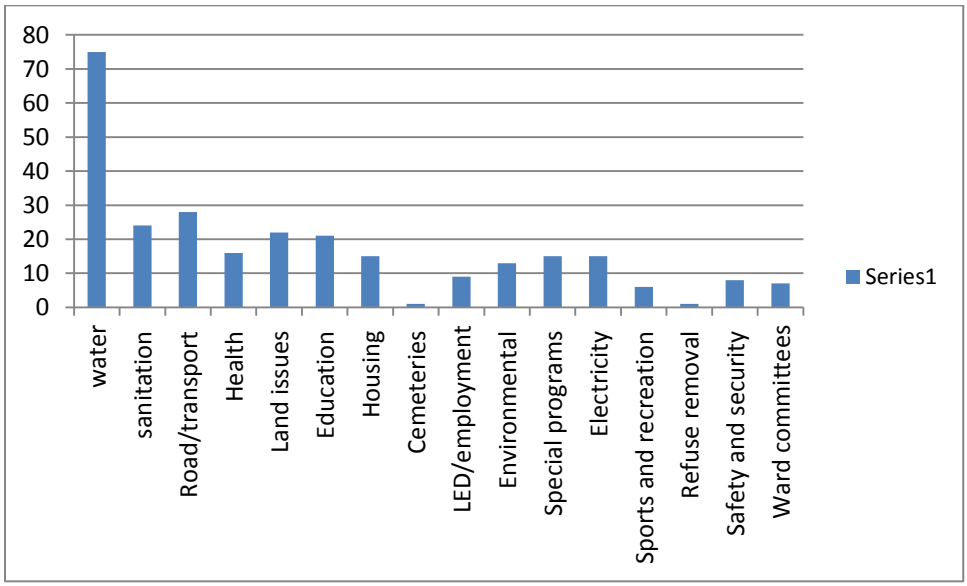
MUNICIPALITY	DATE	VENUE	AUDIENCE	TIME
Sekhukhune District Municipality	11 April 2017	Makhuduthamaga Council Chamber	Magoshi and Business Sector	11:00
Fetakgomo/Greater Tubatse (LIM476) Municipality	19 April 2017	Mohlaletsi Community Hall	General public	11:00
Makhuduthamaga Local Municipality	21 April 2017	Makgwaabe Community Hall	General public	11:00
Fetakgomo/Greater Tubatse (LIM476)	25 April 2017	Nthame Primary School	General Public	11:00

MUNICIPALITY	DATE	VENUE	AUDIENCE	TIME
Elias Motsoaledi Local Municipality	26 April 2017	Nonyana Hall (Tafelkop)	General public	11:00
Ephraim Mogale Local Municipality	26 April 2017	Maklerekeng Community Hall	General public	11:00

Table 7: SUMMARY OF COMMUNITY NEEDS

Item	Issues	Frequency raised	Percentage
1	Water	75	27%
2	Sanitation	24	9%
3	Road/transport	28	10%
4	Health	16	5%
5	Land issues	22	8%
6	Education	21	8%
7	Housing	15	5%
8	Cemeteries	1	0%
9	LED/employment	9	3%
10	Environmental	13	5%
11	Special programs	15	5%
12	Electricity	15	5%
13	Sports and recreation	6	2%
14	Refuse removal	0	0%
15	Safety and security	8	3%
16	Ward committees	7	3%
	Total issues	**275**	**100%**

Figure 4: Summary of Community Needs



Synopsis of community contribution towards IDP/budget

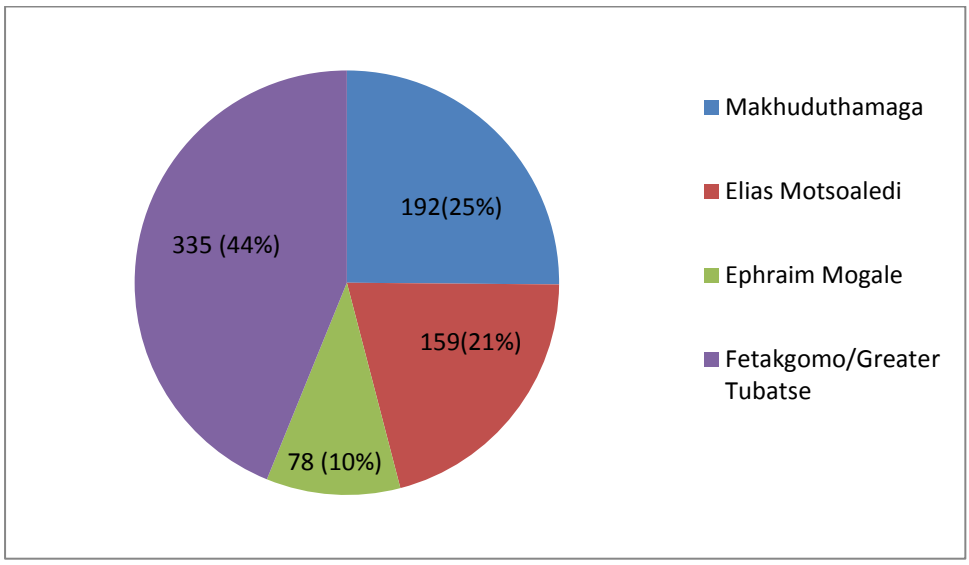
It can be observed that water supply was the highest issue raised by the communities of Sekhukhune during April 2017, at 27% of the total issues raised. It was followed by roads at 10%. Sanitation service (toilets) was the third biggest issue raised at 9%. Land issues and education followed closely at 8% respectively.

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 or boreholes that have dried up. 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.

CHAPTER 2: ANALYSIS PHASE

2.1 DEMOGRAPHICS IN SDM

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/Greater Tubatse Local Municipality; 25% (192) in Makhuduthamaga =0Local 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/Greater 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.

SEKHUKHUNE DISTRICT HOUSEHOLDS

Table 8: Households in the district

MUNICIPALITY	HOUSEHOLDS 2011	HOUSEHOLDS 2016	AS PERCENTAGE
Greater Tubatse/ Fetakgomo	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 9: 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 Greater Tubatse Local Municipality especially with migrants into the mining industry. Ephraim Mogale and Elias Motsoaledi also recorded markedly improved numbers for rental stock.

Table 10: 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 11: Household ownership, Radio, Television, Computer, Refrigerator, Landline, Cell phone, Internet

MUNICIPALITY	RADIO		TELEVISION		COMPUTER		REFRIGIRATOR		LANDLINE		CELLPHONE		INTERNET
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2011
Ephraim Mogale	16021	17187	11487	21888	463	2545	10943	21045	2153	785	5222	26742	5079
Elias Motsoaledi	33043	38849	24171	44108	660	6093	24677	43263	4178	1498	11944	53035	13308
Makhuduthamaga	34695	39523	18472	46765	308	4371	16082	44849	2043	1034	9180	54692	12024
Fetakgomo/ Greater Tubatse	48 455	62 074	19 854	66 846	719	9464	22585	67343	3138	2060	12268	92970	20 243
Sekhukhune District	**132214**	**157631**	**73975**	**178607**	**2150**	**22473**	**74288**	**176499**	**11511**	**5377**	**38613**	**227439**	**50653**

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.

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 12: Population Growth Rate in Sekhukhune

Municipality	POPULATION		AS % 2016	YOUTH POPULATION	
	2011	2016		2011	2016
Fetakgomo/Greater 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.

Population growth numbers in local municipalities

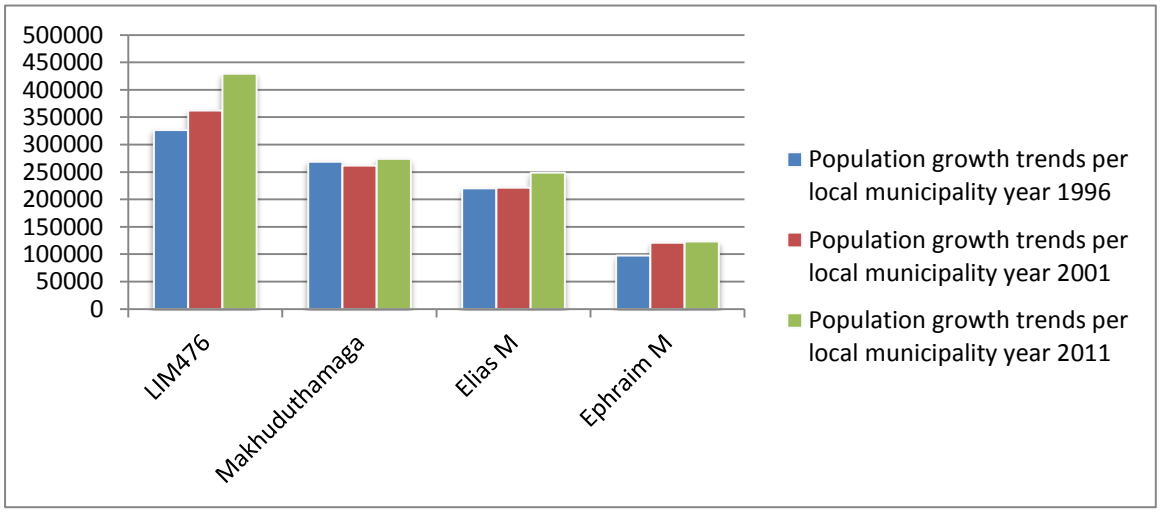
As indicated in the figure below, Sekhukhune District Municipality comprises four (4) local municipalities namely; Fetakgomo/Greater Tubatse, Makhuduthamaga, Ephraim Mogale, and Elias Motsoaledi. Fetakgomo/Greater Tubatse Local Municipality has experienced tremendous population growth from 1996 to 2011 and the growth curve has always been upward at 2.2% in 2001 and 2.3% in 2011 whereas the average growth rate in the district has been 1.1%. Ephraim Mogale Local Municipality is the one with slow growth rate as compared to other local municipalities in the District with 0.2% in 2011 but it was leading in 2001 with 4.3%.

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.

The national scenario indicates that Gauteng Province and Western Cape have continued to attract more people from other provinces and Sekhukhune District Municipality is not immune from such national trends in out-migration.

Figure 6: Population trends per LM



Source: Census (1996) (2001) (2011)

Table 13: The recorded population figures per local municipality are as follows:

MUNICIPALITY	1996	2001	2011	% growth rate 2001	% growth rate 2011
Fetakgomo/ Greater Tubatse	326 796	362 206	429471	2,2%	2,3%
Makhuduthamaga	269 313	262 005	274 358	-0,6%	0,5%
Elias Motsoaledi	220 394	221 647	249 363	0,1%	1,2%
Ephraim Mogale	97 988	121 327	123 648	4,3%	0,2%
Total: Sekhukhune	**914 492**	**967 185**	**1,076 840**	**1,1%**	**1,1%**

Source: Census (1996) (2001) (2011)

Implications of population growth trends for the district

The population growth trends suggest that there are more persons coming into Greater 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.

Gender Profile

Table 14: Gender Profile: Males and Females

Municipality	2011		2016	
	Males	Females	Males	Females
Fetakgomo/ Greater 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.

Table 15: Gender profile: Males and Females

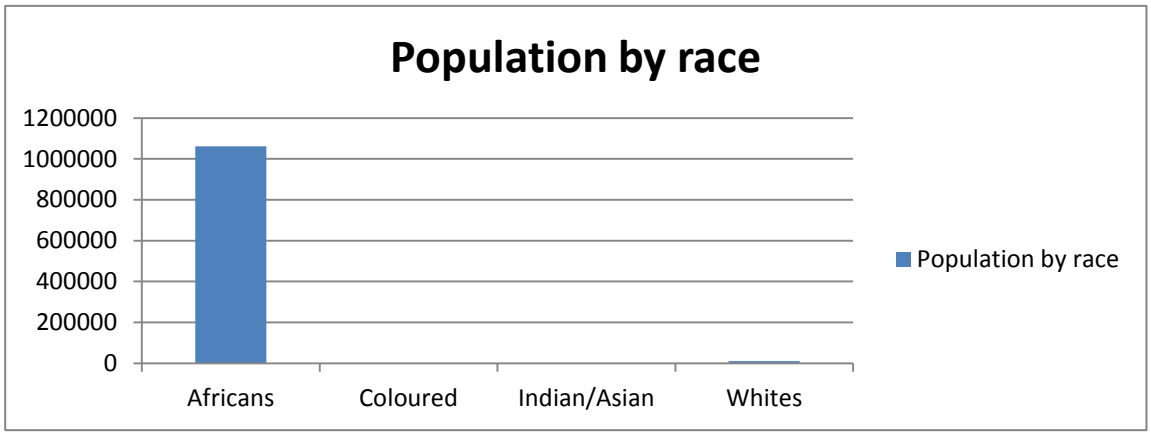
Municipality	Males			Females		
	1996	2001	2011	1996	2001	2011
Ephraim Mogale	45 117	55 765	58 207	52 871	65 561	65 442
Elias Motsoaledi	100 000	99 104	115 503	120 394	122 543	133 860
Makhuduthamaga	118 421	113 614	121 282	150 892	148 392	153 075
Fetakgomo/ Greater Tubatse	147 142	161 945	202 383	179 654	200 261	226814
Sekhukhune	**410 681**	**430 428**	**497 428**	**503 811**	**536 757**	**579 191**

Source: Census (2011)

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 16: 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

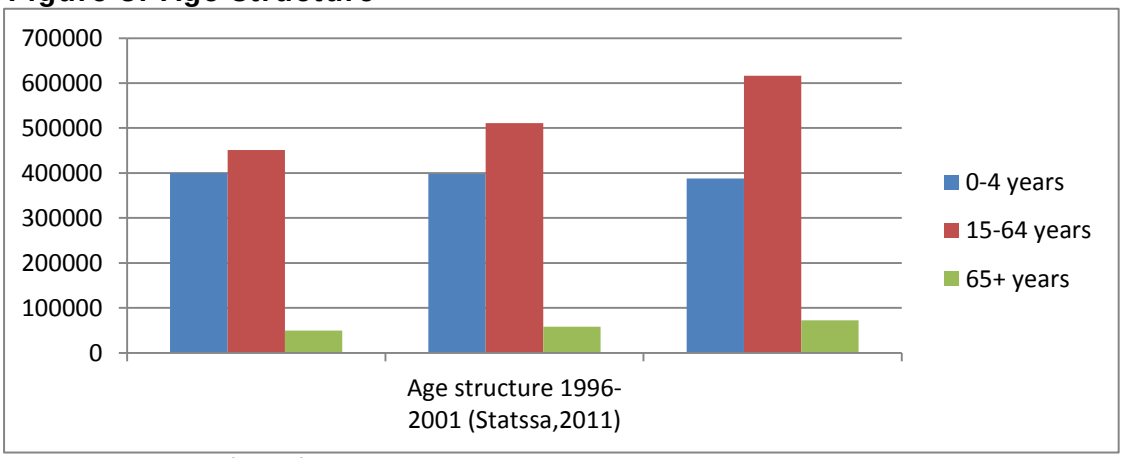
Source Census (2011)

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 Greater 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.

AGE STRUCTURE IN THE DISTRICT

Figure 8: Age structure



Source: Census (2011)

The age structure in the district indicates that from 1996 to 2011, the working age group from 15-64 years has been on an upward trend. These are persons of school going age

and those that are either in employment or seeking for employment. The age group 0-4 years has been relatively stable over time from 1996 to 2011. The very older age group 65+ (pension age) has also been stable over time.

The implications for this picture are that the district municipality in collaboration with other stakeholders must work on developing programmes that address matters of education and employment creation. 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.

AGE AND GENDER

Within Sekhukhune, the below – 18 age group makes up almost 50% of the population. Behind this average, lie slight variations in the different municipalities. This ranges from 51% in Makhuduthamaga (comparatively the youngest population) to 48% in Ephraim Mogale (comparatively the oldest population).

Table 17: Age and gender profile- 2011

MUNICIPALITY	AGE GROUP	MALE	%	FEMALE	%	TOTAL	%
Elias Motsoaledi	0-14	45 390		44 705		90 095	
	15-64	64 295		77 399		141 694	
	65+	5 818		11 756		17 574	
	Total	**115 503**		**133 860**		**249 363**	
Makhuduthamaga	0-14	52 967		51 500		104 466	
	15-64	61 579		86 385		147 964	
	65+	6 737		15 191		21 928	
	Total	**121 283**		**153 076**		**274 358**	
Ephraim Mogale	0-14	22 520		21 396		43 916	
	15-64	32 830		38 340		71 170	
	65+	2 856		5 706		8 562	
	Total	**58 206**		**65 442**		**123 648**	
Fetakgomo/Greater Tubatse (LIM476)	0-14	75 259		73 926		149 186	
	15-64	119 872		135 824		255 695	
	65+	7 525		17 065		24 590	
	Total	**202 656**		**226 815**		**335 676**	
Total	**0-14**	**196 136**		**191 526**		**387 662**	
	15-64	**278 576**		**337 947**		**616 524**	
	65+	**22 936**		**49 719**		**72 654**	
	Total	**497 648**		**579 192**		**1 076 840**	

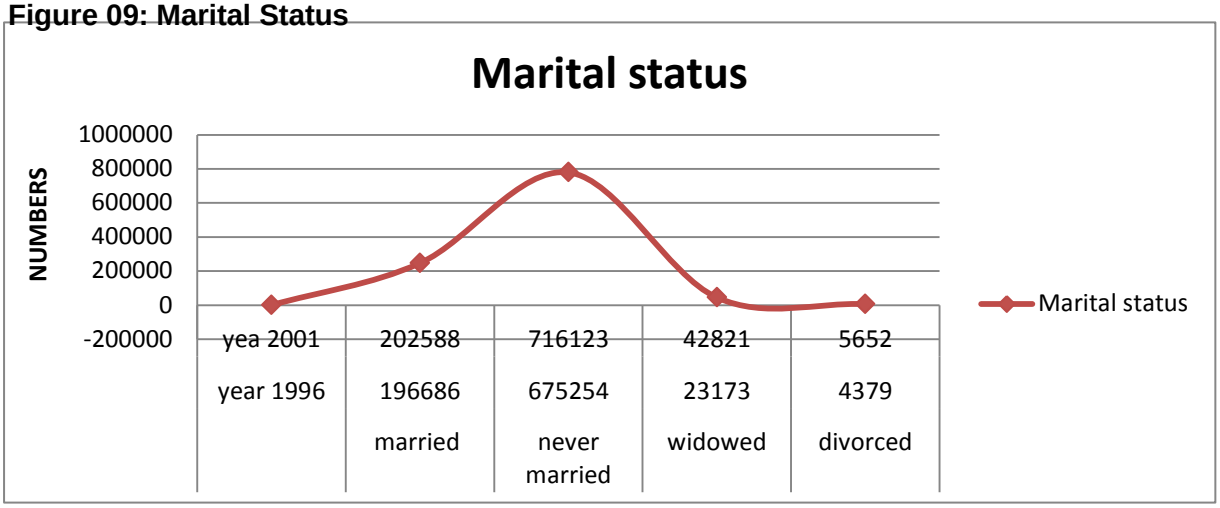
Source (Census 2011)

The male-female ratios are almost equal in the age group below 18 years, but females are almost 60% of the population in the working age group and more than 68% in the senior age group for the Sekhukhune district as a whole. It is obvious then that a significant number of Sekhukhune males have alternative residence away from the district – a fact

already alluded to earlier in this chapter. The ratio is as high as 62% in Makhuduthamaga and 57% in Ephraim Mogale.

MARITAL STATUS

Figure 09: Marital Status



Source: Census 2011

The figure shows that within the district municipality, a large chunk of the population is never married. 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.

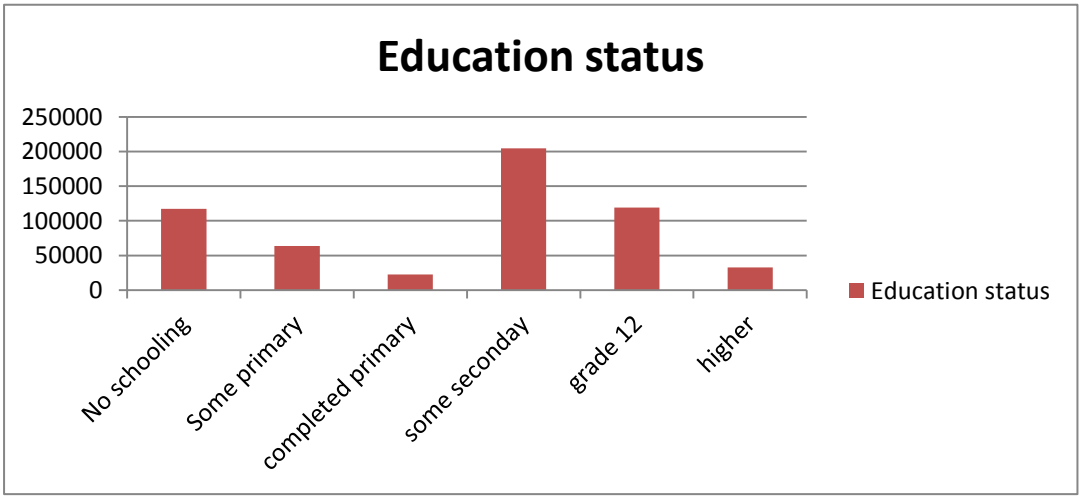
Table 18: Marital Status

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)

EDUCATION PROFILE IN THE SEKHUKHUNE DISTRICT

Figure 10: Education status



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 19: 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

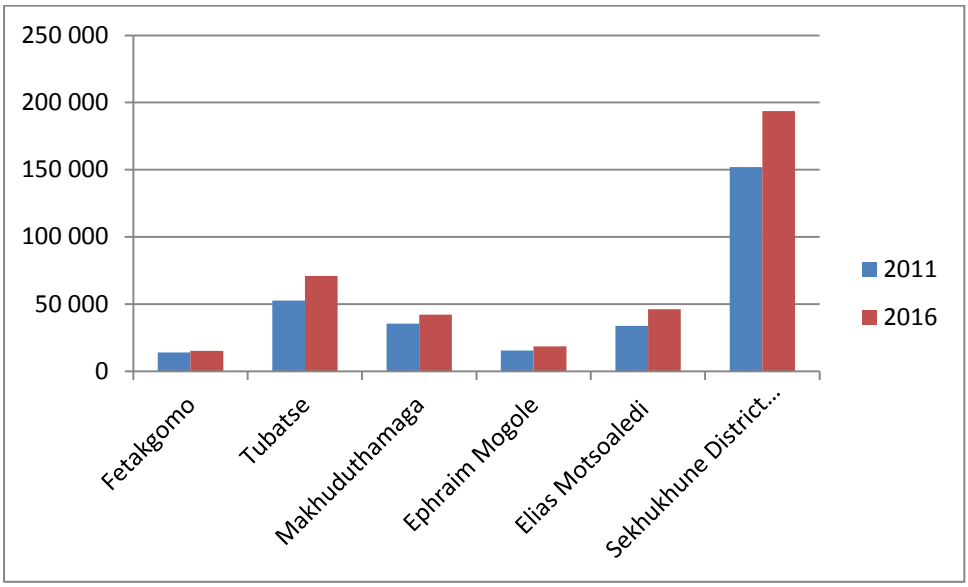
Source Census (2011)

Table 20: Persons above 20 years with Grade 12

MUNICIPALITY	2011	2016
Fetakgomo	14 200	15 383
Greater Tubatse	52 808	70 957
Makhuduthamaga	35 635	42 263
Ephraim Mogale	15 587	18 656
Elias Motsoaledi	33 872	46 373
Sekhukhune	**152 101**	**193 632**

Census (2011) and Community Survey (2016)

Figure 11: The above table 'Persons above 20 years with Grade 12' is displayed on the graph below:



Census (2011) and Community Survey (2016)

Table 21: Education profile per Local Municipality (2011)

	Elias Motsoaledi	Fetakgomo	Ephraim Mogale	Greater Tubatse	Makhuduthamaga	Grand Total SDM
No Schooling	31 118	12 053	14 815	27 335	31 818	**117 139**
Some Primary Education	15 031	5 330	9 084	18 086	16 014	**63 546**
Completed Primary	5 550	1 497	3 510	6 898	5 056	**22 510**
Some Secondary Education	43 059	16 526	22 151	75 430	47 406	**204 571**
Grade 12	25 904	10 911	12 277	40 812	27 838	**117 742**
Higher	7 968	3 289	3 310	11 996	7 796	**34 359**
Grant Total	**128 629**	**49 605**	**65 147**	**180 558**	**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.

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 22: 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.

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 23: Disability Types

Disability	Elias Motsoaledi	Fetakgomo	Ephraim Mogale	Greater Tubatse	Makhudut hamaga	Grand Total
Sight (blind/severe visual limitation)	3.10	2.21	1.62	5.04	6.39	**18.36**
Hearing (Deaf)	2.01	1.39	1.42	2.33	1.83	**8.98**
Communication (speech Impairment)	1.42	0.49	0.21	1.74	1.94	**5.79**
Physical (need wheelchair)	9.69	2.26	4.54	7.83	11.60	**35.91**
Intellectual (serious difficulty in learning)	1.01	1.14	1.73	2.23	3.14	**9.24**
Emotional (Behaviour)	5.63	1.91	1.87	3.99	3.66	**17.06**
Multiple Disabilities	0.38	1.45	0.18	0.41	2.24	**4.65**
Grand Total	**23.23**	**10.85**	**11.56**	**23.57**	**30.80**	**100.00**

Source: STATS SA, 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

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.

4.3 INCOME DISTRIBUTION

4.3.1 Sekhukhune District

There has been a rapid improvement in the household income distribution profile in Limpopo during the past ten 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 24: 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
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)

Economically Active Population

The SDM like any other District in South Africa is experiencing a decline in formal job opportunities because of the general global economic meltdown. This has led to an escalating unemployment particularly among the economically active population of 18 years and above. Unemployment rate has encouraged the fast growth of informal sector in the district. The table below provides a breakdown of the employment patterns within the District.

Table 25: Economically Active population

Description	Ephraim Mogale	Tubatse	Fetakgomo	Elias Motsoaledi	Makhudut hamaga	Sekhukhune
Employment	15056	45321	7236	39098	21978	**127688**
Unemployment	11098	51551	11566	16725	33346	**124226**
Non economically active	40787	90696	39511	79066	77494	**327553**
N/A	20,031	110,467	43,390	42,472	126,622	**354,626**
Unspecified	40					
Total	**87,012**	**298,035**	**101,703**	**176,361**	**259,440**	**934,093**

Source: STATS SA Community Survey 2007

Employment by Industry

Conventional wisdom has it that agriculture; mining and tourism are three leading sectors in the Sekhukhune economy. Official statistics, however, paint a slightly different picture of the district economy being dominated by community services, mining and trade. It must be noted that it is very difficult to find accurate data for the local level in South Africa. Those data-gathering exercises that do exist often yield vastly different accounts of local realities. Most public sector plans and IDPs, however, draw on Stats SA data even whilst recognizing some of its limitations.

Table 26: The Breakdown of employment by industry in the SDM is as follows:

Sectors	Makhuduth amaga	Fetakgomo	Ephraim Mogale	Elias Motsoaledi	Greater Tubatse	Grand Total
Agriculture, Hunting, Forestry and fishing	0.23	0.01	0.29	0.54	0.31	**1.38**
Mining and Quarrying	0.02	0.39	0.02	0.03	1.72	**2.18**
Manufacturing	0.17	0.02	0.25	0.47	0.49	**1.41**

Electricity, Gas and Water Supply	0.03	-	0.04	0.07	0.02	**0.16**
Construction	0.31	0.05	0.16	0.33	0.32	**1.17**
Wholesale and retail trade	0.52	0.10	0.26	0.96	0.83	**2.66**
Transport, Storage and communication	0.09	0.01	0.08	0.28	0.26	**0.72**
Financial, Insurance, real Estate and	0.05	-	0.19	0.44	0.44	**1.12**
Community, Social and personal Services	0.77	0.32	0.59	1.00	0.93	**3.62**
Other and no adequately defined	0.14	0.03	0.36	0.41	0.39	**1.32**
Not applicable	19.40	8.64	8.75	16.69	24.63	**78.11**
Unspecified	1.54	0.34	0.35	1.96	1.98	**6.16**
Grand Total	**23.26**	**9.92**	**11.33**	**23.18**	**32.31**	**100.00**

Source: STATS SA: Community Survey 2007

The Three main contributors to GGP were community services (3.62%), mining (2.38%) and trade (2, 66%). Despite these findings, the district has very consciously chosen to explore the potential of mining, agriculture and tourism as key contributors to the Sekhukhune economy up to the year 2025. This is also in recognition of the fact that thriving local economics should not depend overly on public sector injections of income.

2.2 SPATIAL RATIONALE

Introduction

The Spatial Development Framework (SDF) is a core component of a the Municipality's economic, sectorial, spatial, social, institutional, environmental vision. In other words it is a tool to achieve the desired spatial form of the Municipality. The spatial analysis provide a picture of the spatial challenges such as land use, land claims, land unavailability, land invasions, degradation of the natural environment and opportunities of the municipality. In this document we have discussed the status *qou* of spatial development within the Sekhukhune district municipality which outlined the following characteristics and trends:

- Spatial Socio-Demographic Characteristics of the District
- Spatial Concentrations of Population
- Population Growth Areas / Points
- Local Service Points
- Economic Activity Concentration
- Centers of Agricultural Production
- Operational Mines in Sekhukhune
- Existing Land Use and Related Potential
- Spatial Economic Development Opportunities

Geographic location of the district

Sekhukhune is an area with a long and proud history. It is also 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. Above its soil, sprout more than 2200 indigenous species of vascular plants, making it an area of exceptionally high biodiversity that is globally recognized. It is a land blessed by natural beauty, unusual resource endowments and a compelling history dating back to the 16th century.

The people of Sekhukhune still remember the heritage bequeathed to them by their forefathers – by the legendary Chief Sekhukhune 1st who is still commemorated by South African leaders today, by the compassionate Pretoria Bishop, Michael Furse, who championed the cause of mineworkers in the early 1900s, by the hundreds of migrant workers who belonged to the celebrated Fetakgomo movement in the 1950s and by more recent heroes like Elias Motsoaledi. It is a legacy of resilience against all odds, and a commitment to uplifting the lives of the ordinary people of the region.

Modern-day Sekhukhune is found in Limpopo province, the Northern-most part of South Africa. The district which lies in the South-Eastern part of the province covers an area of approximately 13 264 square kilometers, most of which is rural with almost 764 villages (according to ward committees 2015/16), which are generally sparsely populated and dispersed throughout the District. It is estimated that only 5% of the Sekhukhune population live in urban areas.

Figure 12 - Geographic Location Map

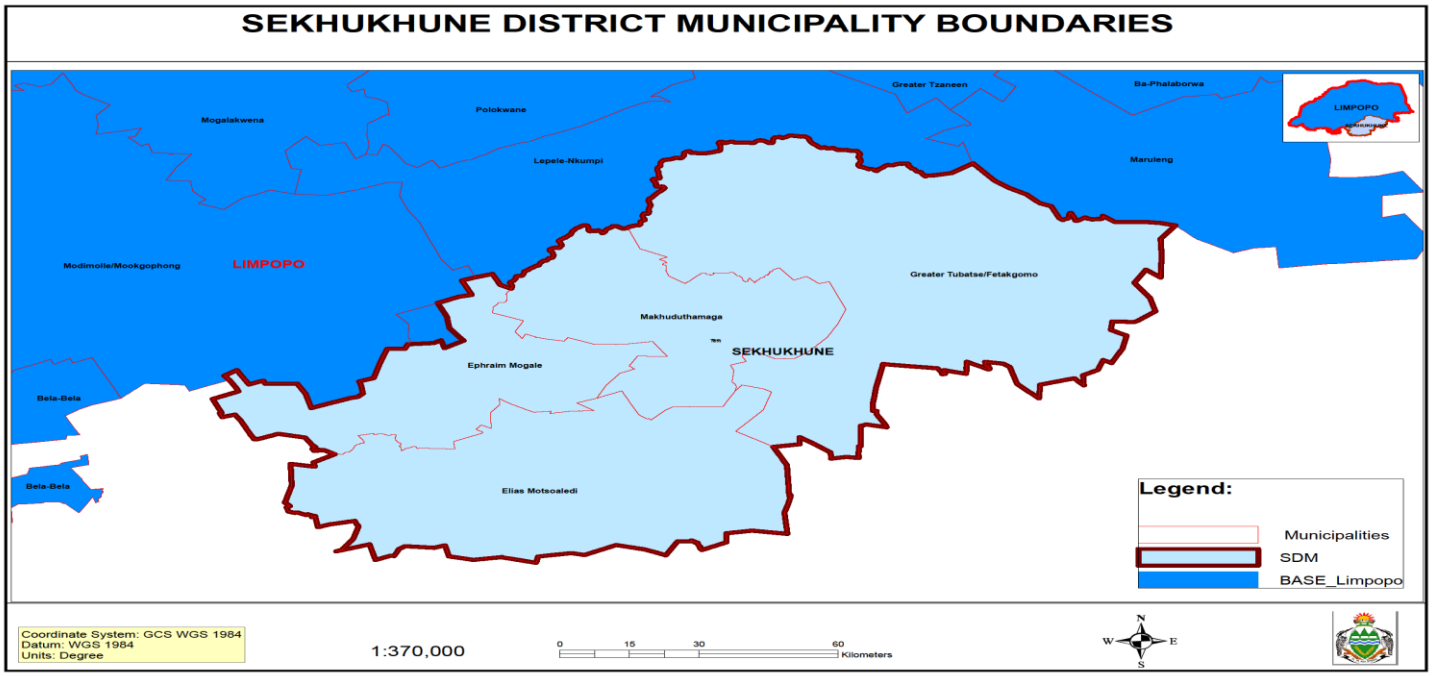
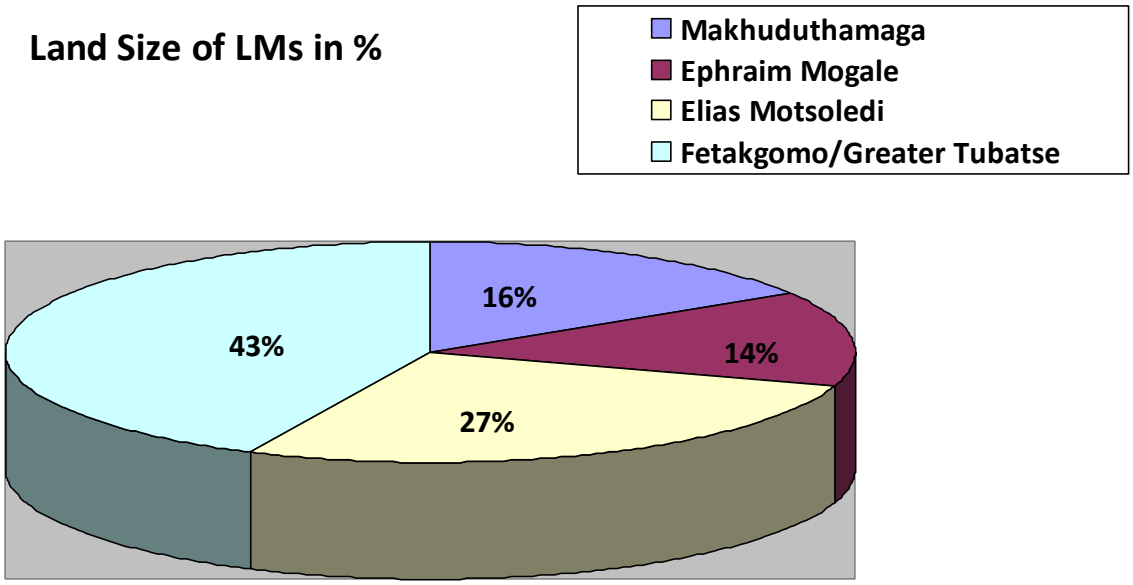


Figure 13: Land size per Local Municipality in %



The main urban centres are Groblersdal, Marble Hall, Burgersfort, Jane Furse, Ohrigstad, Steelpoort and Driekop. The area's towns and villages are serviced by its major rivers – the Olifants.

HISTORY BEHIND THE NAMES
Elias Motsoaledi: A legendary hero who was born in Nebo and was later sentenced to life imprisonment as part of the Rivonia treason trial. He spent 26 years in Robben Island until his release in 1989.
Makhuduthamaga: Literally meaning "the executive", this was a term used to denote members of the Fetakgomo movement in the 1950s.
Ephraim Mogale: A Cadre who was born in Bingley, near Settlers on the 6th February 1955. He was later sentenced to eight (8) years in Robben Island, of which he served five (5). He was released in 1985.
Lim467 - Fetakgomo/Greater Tubatse: The Lim 476 Municipality was established and officially proclaimed in the Section 12 Notice Limpopo Provincial Gazette no. 2735, its short title: *"Notice in terms of s12 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998): Disestablishment of Existing Municipalities and Establishment of New Municipalities",* dated 22nd July 2016 issued by the Member of the Executive Council (MEC) for local government in Limpopo Province. The municipality was formed as a sequel to an amalgamation between the former Fetakgomo Local Municipality and the former Greater Tubatse Municipality, which municipalities were established after the 2000 Local Government Elections as an outflow of the municipal demarcation board. The amalgamation was given a force of law in the aftermath of the 2016 Local Government Elections, which municipal elections were held on the 03rd August 2016. Both the

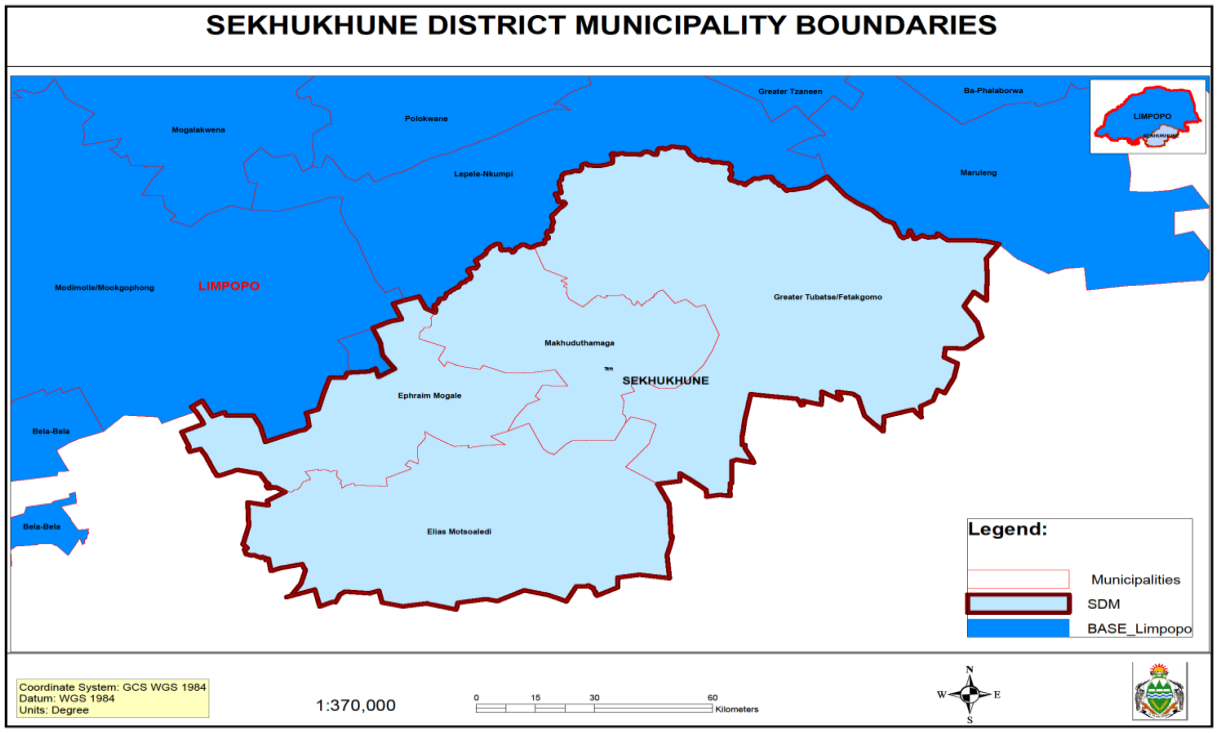
former FTM and former GTM were classified as categories B municipalities due to their spatial and economic characteristics.

The area is governed by the Sekhukhune District Municipality (SDM), a Category C municipality established in December 2000. Until early 2006, the District was a cross-border municipality, straddling the Limpopo and Mpumalanga provinces. In 2005, following a Constitutional amendment prohibiting cross-border municipalities, the District was wholly incorporated into Limpopo Province.

The District is made up of 4 local municipalities (LMs) – Elias Motsoaledi Local Municipality (formerly the Groblersdal Local Municipality), Ephraim Mogale Local Municipality, Fetakgomo/Greater Tubatse Local Municipality and Makhuduthamaga Local Municipality.

Ephraim Mogale Municipality is predictably found within the Marble Hall area, whilst the others are centred on major conurbations like Groblersdal (Elias Motsoaledi), Apel & Burgersfort (Fetakgomo/ Greater Tubatse) and Jane Furse (Makhuduthamaga).

Figure 14- Map of Sekhukhune District Municipal area

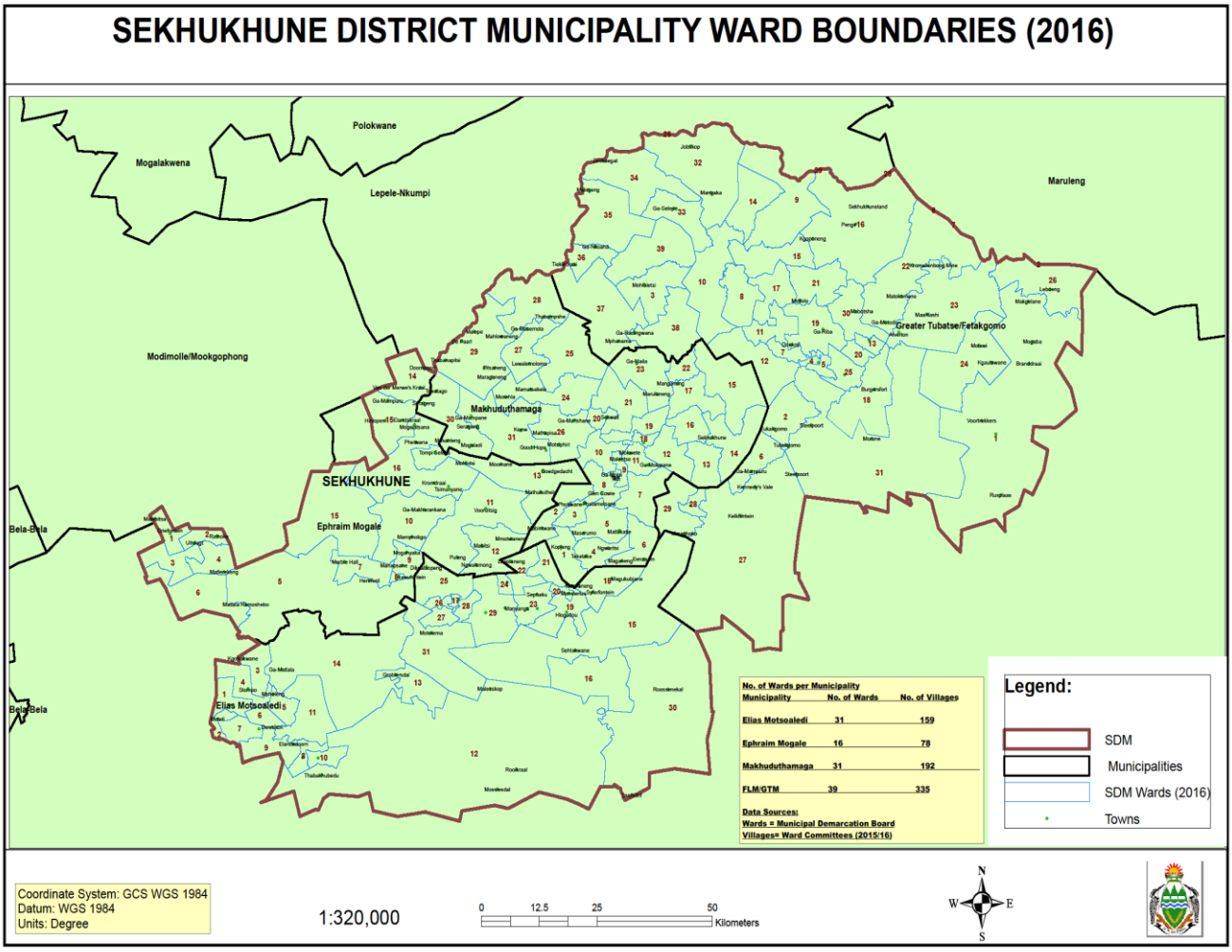


The district consists of 117 wards which are broken down per local municipality as follows:

Table 27: Number of wards per Local Municipality

Local Municipality	Number of Wards	Number of Villages
Elias Motsoaledi	31	159
Ephraim Mogale	16	78
Makhuduthamaga	31	192
Fetakgomo/Greater Tubatse	39	335
TOTAL	**117**	**764**

Figure 15 – SDM Wards



Status Quo

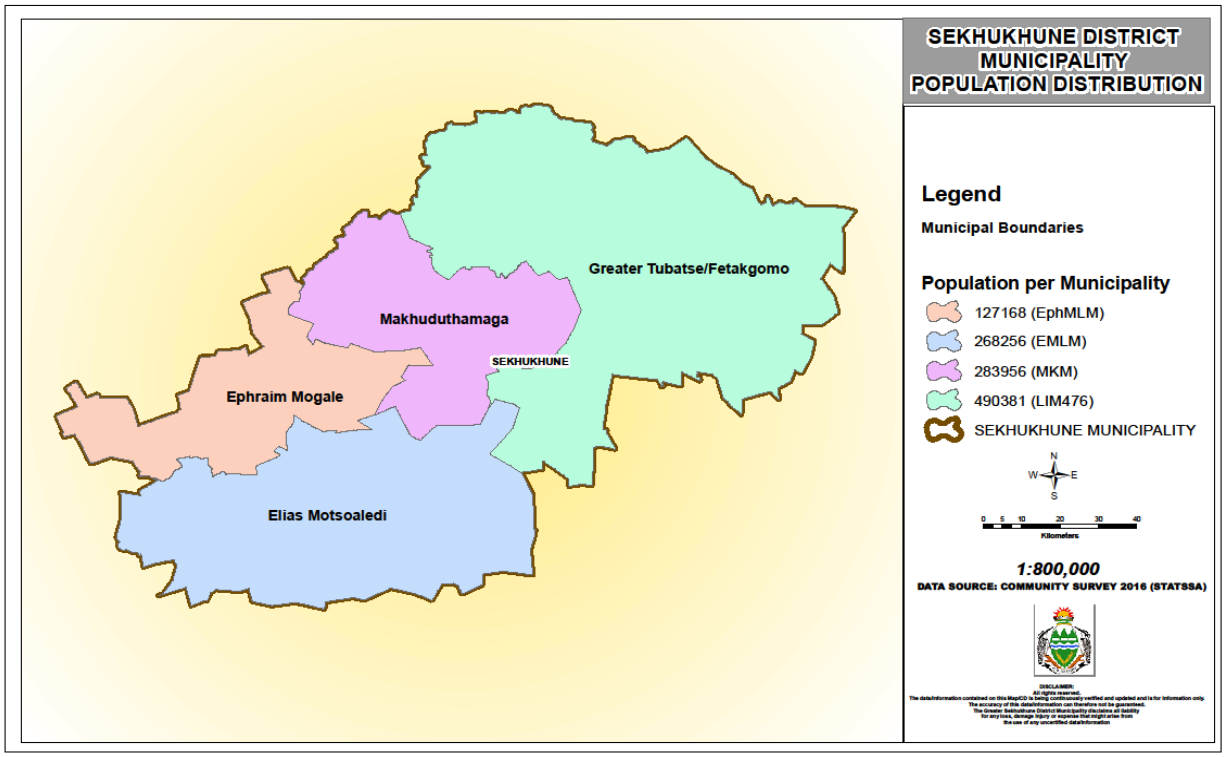
Spatial Socio-Demographic Characteristics of the District

The Sekhukhune District Municipality (SDM) developed its first Spatial Development Framework (SDF) in 2004 which was adopted by Council and it is reviewed annually. The SDF is aligned to NSDP, LEGDP and NDP.

Spatial Concentrations of Population

The total population of the District is currently estimated at approximately 1 090,424 (Census, 2011). The below map gives an account of the population spread per each Local Municipality.

Figure 16- SDM Population Distribution Map (Review the map to be according to Census 2011)



It reveals geographical disparities and a dispersed settlement pattern with few dominant concentration points.

The account of this spatial structure and settlement pattern is the result of the spatial policies promoted by the former apartheid dispensation. As a result, the space economy of SDM is characterized by a geographical split between former homeland areas, and areas which fell outside of the former homelands of Lebowa and KwaNdebele. Furthermore, the potential burgeoning of mining, agricultural, and tourism activities within the District presents spatial challenges of its own, amidst the inherited spatial challenges.

Land which formed part of the former homeland areas of KwaNdebele and Lebowa is generally characterized by low-density residential areas spreading over vast areas of land, and mainly occurs in two clusters – the Moutse area to the south-west and the central area around Jane Furse. Characteristically, residential areas located within the western extents of the District are more densely populated / developed than those in the north due their proximity to Gauteng. Conversely, land which fell outside of the former homelands are generally characterized by private / commercial farms, and medium density settlements clustered around semi-urban centres featuring retail and service-related activities.

More specifically, 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.

Of utmost importance for the future spatial planning and development of the District, are the expected population concentration and growth areas. The reason being, that these areas not only **serve to indicate where the greatest need for infrastructure spending could possibly be** in the future, but also indicate **where the municipality would receive the best value for money spent on infrastructure development and service provision**. The existing Integrated Spatial Development Framework (ISDF) (2004) for the SDM identifies the expected population concentration and growth areas / points of the district.

Population Growth Areas / Points

Growth points are individual settlements or settlement areas which feature strong economic, social and institutional activities. **Table 22** indicates the expected population growth points for the SDM.

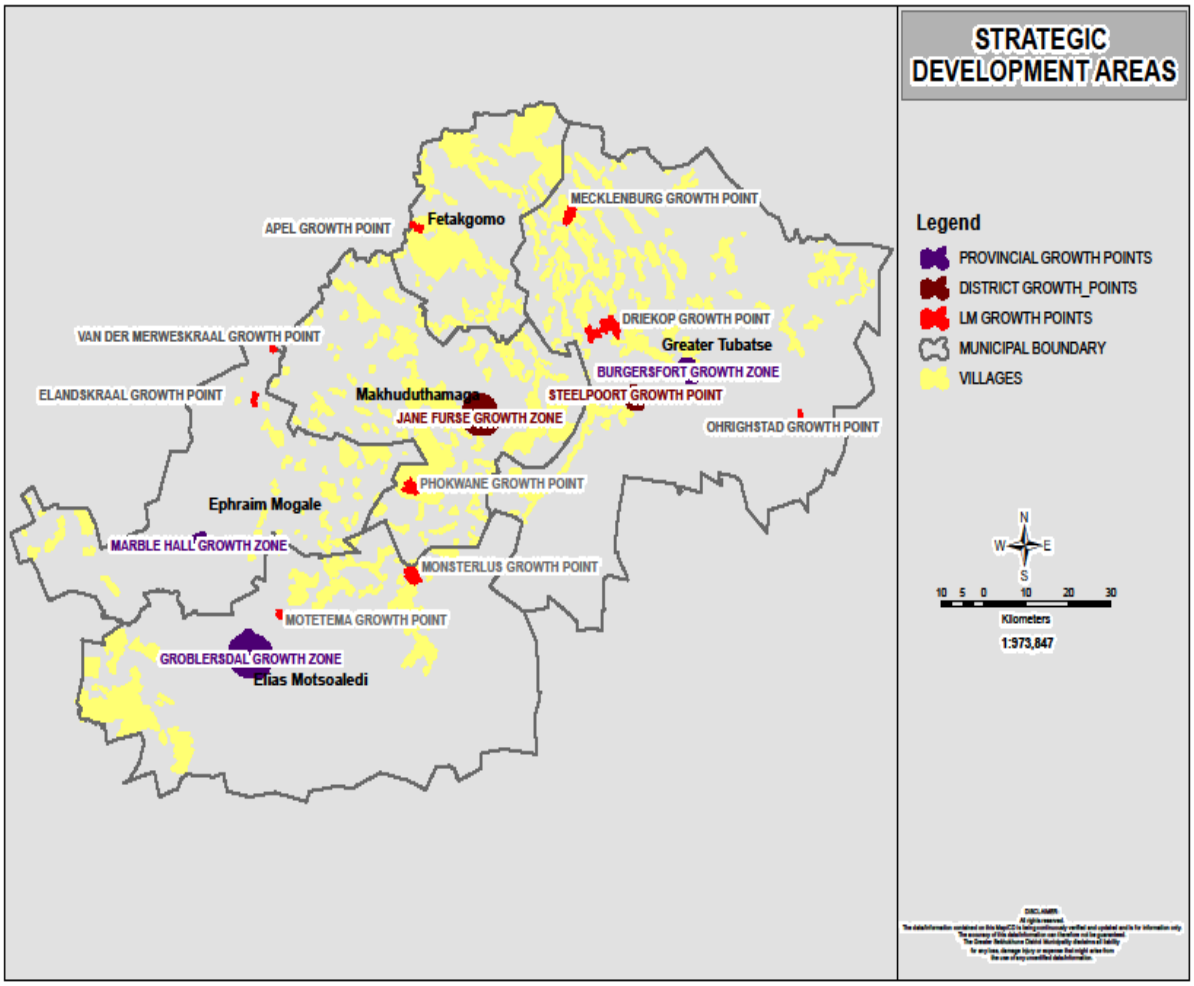
Table 28: Expected Population Growth Areas / Points for the SDM.

Municipality	% of people Residing in Growth Points and Population Concentration Points	Provincial Growth Points	District Growth Points	Municipal Growth Points
Greater Tubatse	38%	Burgersfort	Steelpoort	Mecklenburg Driekop Ohrigstad
Ephraim Mogale	66%	Marble Hall	-	Van Der Merweskraal Elandskraal
Elias Motsoaledi	61%	Groblersdal	-	Monsterlus Motetema
Fetakgomo	39%	-	-	Apel
Makhuduthamaga	51%	Jane Furse		Phokwane

Source: Integrated Spatial Development Framework for the SDM, 2004

Of the total 14 growth points in Sekhukhune, 5 are situated within Greater Tubatse, followed by Elias Motsoaledi and Ephraim Mogale with 3 each, Makhuduthamaga with 2, and lastly Fetakgomo with only one growth point, (see figure 17).

Figure 17- SDM Growth Point



Local Service Points:

This includes settlements that have the potential for development based on population growth, or servicing function potential. The Sekhukhune District has a total of 23 settlements falling under this category. The distribution of these settlements, per municipality, is summarized as follows:

- Fetakgomo (9);
- Greater Tubatse (7),
- Makhuduthamaga (4);
- Elias Motsoaledi (2); and
- Ephraim Mogale (1).

The challenge facing the District will be to ensure the sustainable development of these population concentration and growth points, without neglecting the needs of the remaining extents of the Municipality.
Economic Activity Concentration

Economic Activity is predominantly concentrated in two areas, and include the local municipalities of Ephraim Mogale (former Greater Marble Hall), Elias Motsoaledi (former

Groblersdal) to the West, and Tubatse to the East. These areas also host the five main urban centres. Whilst the South-Western economic activity area is primarily centered on platinum mining activities associated with the Merensky Reef.

With less than ten percent (10%) 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.

Figure 18- Centres of Agricultural Production

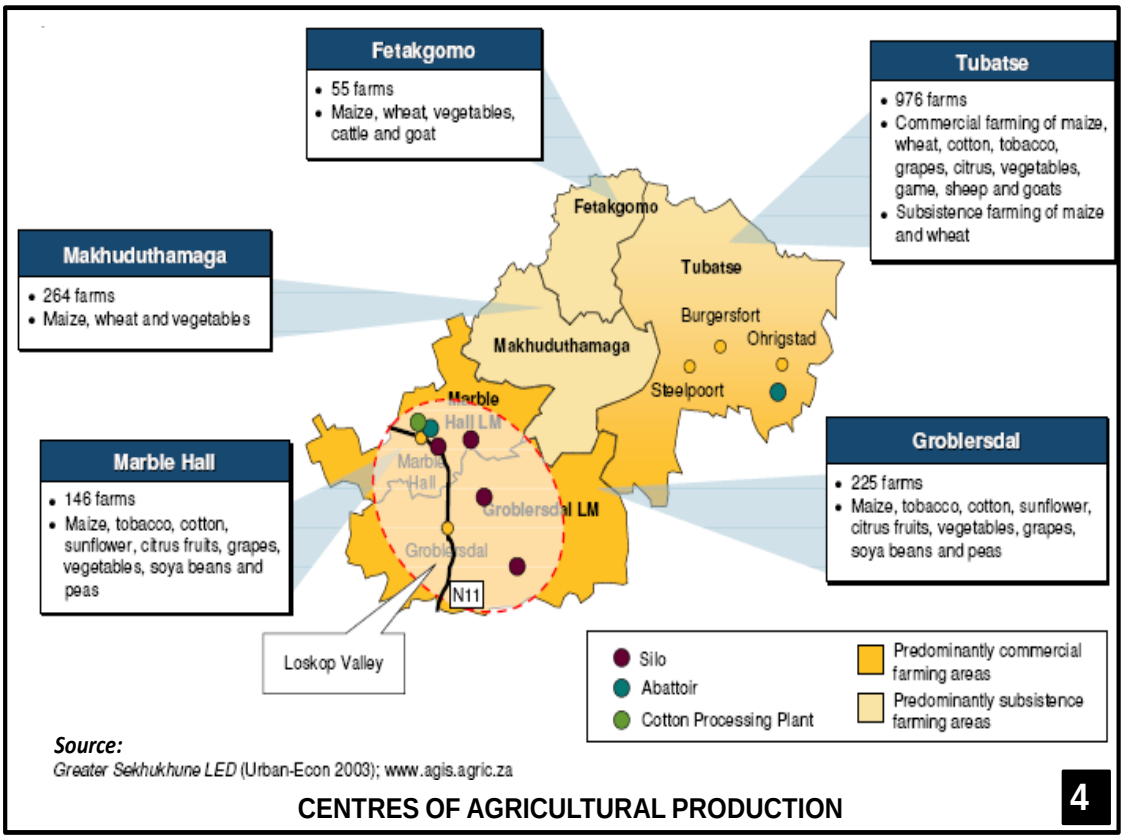
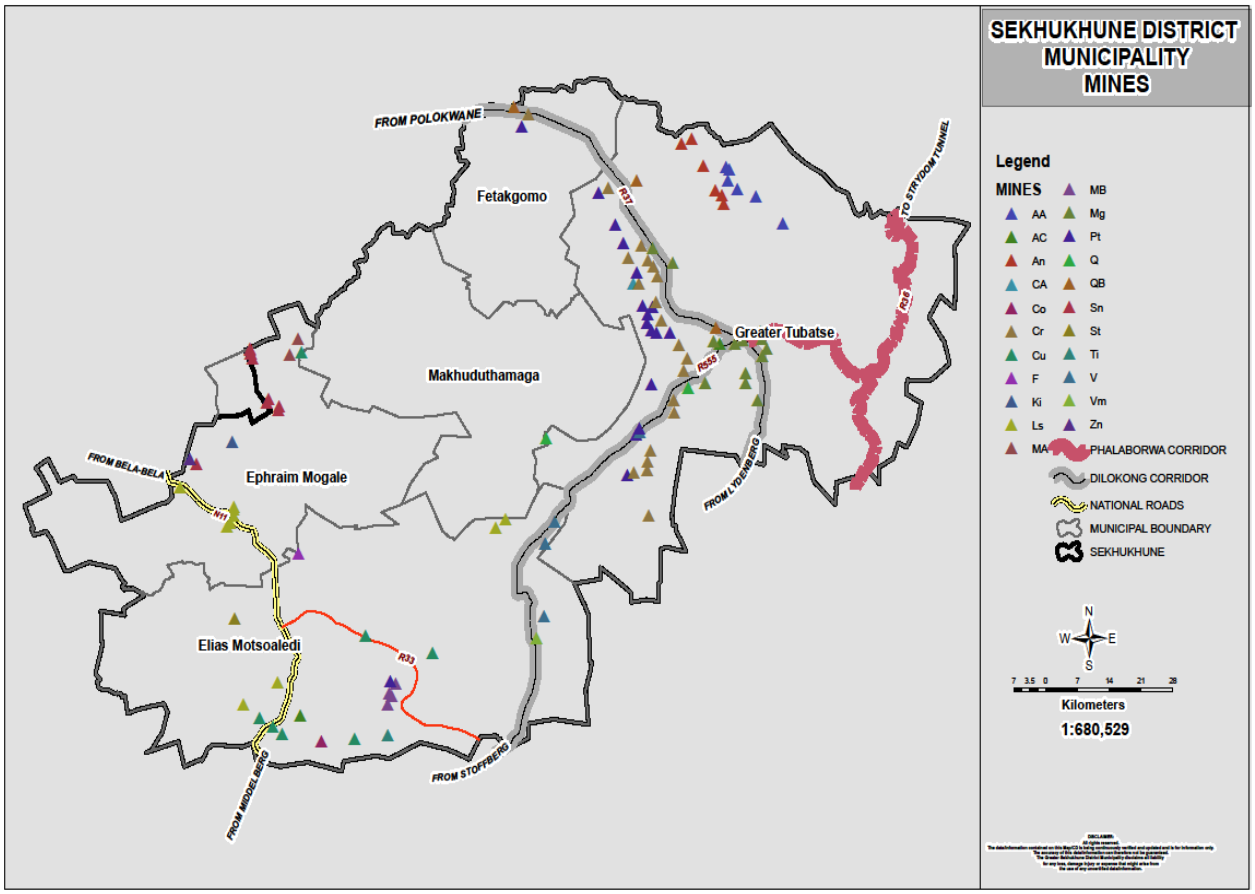


Figure 19 – Operational Mines in Sekhukhune



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, Makhuduthamaga, Ephraim Mogale and Greater Tubatse 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, the Bothashoek-Praktiseer area (Tubatse) and the Atok Area (Fetakgomo).

SPATIAL ECONOMIC DEVELOPMENT OPPORTUNITIES

Transport Network

As mentioned, the District's transport network is largely limited to a number of arterials which provide regional accessibility, rather than local accessibility. From East to West, these include the N11, R25, R33, R579, R555, R37 and R36. Hence, regional accessibility is predominantly facilitated via three roads traversing the District in a North-West – South-East alignment (N11, R579 and R37), one road traversing the District in a North-East – South-West alignment (R555), and the R36. 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 falling outside of the District – e.g. Mookgopong, Mokopane, Polokwane, Lydenburg and Middleburg. The presence of the Klein Drakensberg and Strydpoortberge hinders connectivity to the north-east.

More specifically, the **N11 Freeway** connects the town of Marble Hall and Groblersdal with Mookgopong and the N2 Freeway towards the North-West, which leads to Mokopane and Polokwane. To the South, the N11 connects Marble Hall and Groblersdal with Middleburg, 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. These two roads from the **Dilokong**

Platinum Corridor, once past Burgersfort, R555 become the **R36** which serves to connect the Burgersfort / Steelpoort area with Ohrigstad, and down to Lydenburg.

Although the majority of the major urban centres and smaller towns are located along these roads, vast number of settlements within the Western, Central, and Eastern extents of the District are only accessible via secondary gravel roads. There is however relatively little economic activity within these areas to justify the construction of additional tar roads.

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 alignment with the Limpopo Employment Growth and Development Plan (LEGDP), the District has prioritized its roads forming part of the Dilokong and Phalaborwa Corridors, and includes the following stretches of road;

The Dilokong Corridor

- Polokwane to Burgersfort (P33/1 and P33/2) (R37), 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 Strijdom Tunnel.
- Burgersfort to Oaks.

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 are:

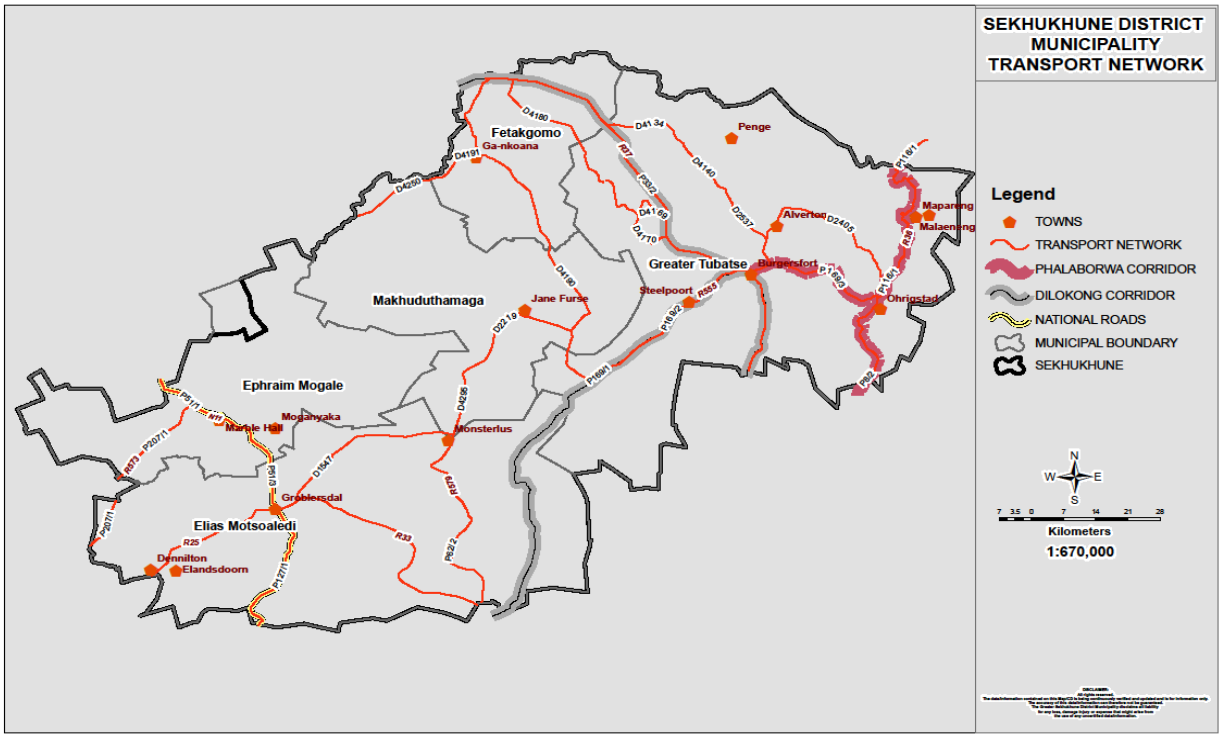
- The railway line entering the SDM from the South, next to Stoffberg, from where it continues northwards for approximately 30km, eventually ending at an abandoned mine near the Mapochs Mine.
- The railway line entering the SDM from the West, near Nutfield, from where it continues eastwards to Marble Hall.
- The railway line entering the SDM from the East, passing near Ohrigstad and Burgersfort, and ending 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 place 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 20- SDM Transport Network



Mining

Modern mining has been practiced in Sekhukhune for well over a century, and typically involved (as is still the case today) the extraction of and alusite, asbestos, chromite and platinum deposits from the Merensky Reef, which forms part of the mineral rich Bushveld Complex. In fact, 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, re-opening 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 and Greater Tubatse LMs respectively (see **Figure 19**). Some isolated activities are found within the Ephraim Mogale LM. Major mining companies operating in the SDM (2006) include Anglo Platinum, Xstrata, BHP Billiton, Implants, ASA Metals and Marula Platinum. In spite of the involvement of major mining companies, mining

in the district has not yet reached full production limits. Consequently, a number of new developments are expected to take place. These include:

Eleven new platinum and chrome mines over the next three years, possibly creating 17 000 direct jobs.

A R2 billion smelter plant is being considered for construction in Tubatse, possibly creating 1200 jobs.

Figure 19 illustrates where the bulk of the platinum mining activity will take place within the District in the future. 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. **Table 30** sets out the main existing (operational), and planned platinum mines in the district.

Table 30: Existing (Operational) and Planned Mines in the SDM.

Mine	Controlling company	Local Municipality
Expansion in progress or production building up		
Lebowa Platinum	Angloplat	Fetakgomo LM
Modikwa	Angloplat African Rainbow Minerals	Tubatse LM
Mototolo	Angloplat	Tubatse LM
Everest South	Aquarius	Within 30km of SDM
Two Rivers	African Rainbow Minerals	Tubatse LM
Marula UG2	Implants	Tubatse LM
Bankable feasibility study completed		
Blue Ridge	Ridge	Elias Motsoaledi LM
Bankable feasibility study planned or underway		
Sheba's Rige	Ridge	Elias Motsoaledi LM
Smokey Hills	Platinum Australia	Tubatse LM
Twickenham	Angloplat	Tubatse LM
Mareesburg	Eastern Plats	Tubatse LM
Marula Merensky	Implants	Tubatse LM
Pre-feasibility study in progress or completed		
Kennedy's Vale	Eastern Plats	Tubatse LM
Der Brochen	Angloplat	Tubatse LM
Booysensdal	Angloplat	Within 30km of SDM
Advanced Exploration		
Ga-Phasha	Angloplat	Fetakgomo LM
Loskop	Boynton	Elias Motsoaledi LM
Early Exploration		
Grootboom	Boynton	Tubatse LM
Tjate	Jubilee	Tubatse LM
Kliprivier	Nkwe	Within 30km of SDM
Tinderbox	Placer Dome	Elias Motsoaledi LM
Berg	Platfields	Within 30km of SDM

Source: Goode R and Granville, A (2006). Mining expansion and employment in Sekhukhune land: Expectations and impediments

The projected number of employment opportunities in platinum mining / near the SDM up to 2015 is set out in **Table 31**. Importantly, based on the below mentioned statistics, **Burgersfort is set to become a city in the next 10-15 years**.

Table 31: Projected Employment in Platinum Mining within / near the SDM up to 2015

Year	Production (k-oz)	Employees
2005	652	14,067
2006	700	14,570
2007	931	18,665
2008	1,412	27,287
2009	1,710	31,860
2010	2,028	36,427
2011	2,266	39,252
2012	2,495	41,666
2013	2,597	41,806
2014	2,693	41,786
2015	2,856	42,730

Source: Goode, R and Granville, A (2006). Mining expansion and employment in Sekhukhune Land: Expectations and Impediments

Agriculture

Agriculture in the SDM is a mixture of both commercial and subsistence farming. The South-Western corner of the District (Ephraim Mogale and Elias Motsoaledi LMs) specifically, contains one of the largest clusters of commercial agricultural production in South Africa (see **Figure 18**). However, in spite of being an important contributor to employment within the District, agriculture remains a relatively marginal contributor (approximately 9, 7%) to the aggregate GGP of the District. Water scarcity, and the uncertainty created by land claims are unfortunately discouraging the expansion of commercial agricultural activities.

Essentially, commercial agriculture in the SDM is concentrated in two main areas:

- The South-Western part of the District (near Groblersdal and Marble Hall) (the Loskop Scheme); and
- The Eastern section of the District (near Burgersfort and Ohrigstad) (the Ohrigstad Scheme)

Subsistence farming predominates in the ex-homeland areas of the north and western sides of the Sekhukhune district. These areas are dependent on dryland farming. The agricultural activities within these ex-homeland areas are however of a less-intensive nature and largely focused on subsistence.

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 of 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 SDM tend to be concentrated along the following routes:

- The entire length of the N11 throughout the District;
- The R573 from Ephraim Mogale 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

Tourism

The District hosts the scenic Flag Boshielo Dam area, the adjoining Schuinsdraai Nature Reserve, Potlake Nature Reserve and the Maleoskop Resort and Conservancy.

Currently, an estimated 84 accommodation facilities, offering 2,627 beds are found throughout the SDM. The tourism sector also employs approximately 962 persons. The table below sets out the accommodation facilities currently available in the District.

Table 32: Accommodation Facilities in the SDM.

Municipal Area	No. of Facilities	No. of Beds	Occupancy rate (%)	Turnover	Staff Employment
Tubatse	20	1,278	67	47,200,000	432
Elias Motsoaledi	24	577	59	20,200,000	222
Ephraim Mogale	29	677	54	23,000,000	260
Fetakgomo	1	20	n/a	200,000	12
Makhuduthamaga	6	75	62	2,600,000	36

Sekhukhune	**81**	**2,627**	**62**	**93 200,000**	**962**

Yet, in spite of existing tourism attractions and facilities, and although tourism has been identified as one of the major growth sectors in the SDM, the District lacks a major product to draw a significant volume of holiday tourists to the area. A major draw card could however firmly place Sekhukhune on established tourist routes to the Blyde River Canyon and Kruger Park.

Spatial Development Objectives

The following are the development objectives to be achieved as part of the Spatial Development Framework for the Sekhukhune District Municipality:

- 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 of internal and external linkages within provincial and regional context.
- To utilized 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 Agri-processing in the agricultural belt (Groblersdal), and mining/ore-processing in the mining belt and agricultural belt to one another, and to the other 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, Commercial
  - 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 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.

Strategic Development Areas

The currently dispersed settlement structure of the District has not only resulted in the costly duplication of essential community services and infrastructure, but has left some

communities without access to these. Hence, proper planning in respect of the placement of the provision of resources is necessary to bring about an even, equitable, and cost-effective distribution of essential community services and infrastructure throughout the entire municipal area.

To achieve this, the SDF proposes the establishment of a **functional hierarchy of towns and settlements**, as well as the establishment of a **hierarchy of service centres** throughout the entire municipal area by way of Multi-Purpose Community Centre (MPCC) development. Such an approach to the delivery of community services is aligned with both Comprehensive Rural Development Strategy, and the DM's LED strategy which strives to promote nodal development. Establishing a hierarchy of services centres in the form of MPCCs 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;
- Promotes comprehensive regional development;
- Helps to speed-up infrastructure development and service delivery;
- Reduces the levels of inequality in living standards and access to basic services between rural and urban areas – ensures that all communities have access to at least the minimum levels of services as enshrined in the constitution;
- Basic services are provided by government in a financially sustainable manner;
- Provides government with a platform from which to develop energy centres, tele-centres and information technology infrastructure within rural areas;
- Provides a platform for entrepreneurship and small business development (LED);
- Provides guidance for the development and provision of engineering services:
- Indicates where to provide tarred road infrastructure and multi-modal transport facilities; and
- Helps to determine public transport service points and routes.

In terms of establishing a **hierarchy of towns and settlements** for the District, the SDF proposes the following (see **Figure 21**):

Table 33: Hierarchy of settlements

1st order Settlements			
Provincial Growth Points	**District Growth Points**	**Municipal Growth Points**	
Marble Hall, Burgersfort, Groblersdal	Steelpoort and Jane Furse	Ga- Nchabeleng Ga- Nkwana Maesela-Mahlabaphooko Makurwaneng Masweneng Sesehu Elandskraal Van Der Merves kraal Hlogotlou	Tafelkop Thabaleboto Orighstad Mooihoek Mashibishane Magakale Driekop Ga-kgete Dipururung Mochadi

		Mmotwaneng Monsterlus Town Phokwane	Mogodi Mohlarekoma Nebo Tlame

Primary Nodes

- **Burgersfort** as the primary mining and industrial node of the District
- **Marble Hall** as the primary business and agricultural node of the district
- **Groblersdal** as the primary business and agricultural node of the district

Based on a 20km services radius, the above mentioned nodes will be able to service almost the entire municipal area, if developed to their full potential. A number of settlements will however still be isolated from the services offered by these nodes, which reinforces the need for the development of MPCCs throughout the District.

Secondary Nodes

- **Steelpoort**
- **Jane Furse**
- **Ohrigstad**

These nodes primarily been identified based on their regional accessibility, their central locations within the two primary economic activity areas, their status as growth points, and for coinciding with existing or proposed new bulk water distribution infrastructure.
As mentioned, in order to bring about an even, equitable, and cost-effective distribution of essential community services and infrastructure throughout the entire municipal area, the SDF also proposes the establishment of a hierarchy of service centres, based on a 10km services radius (see Figure 6).

Taking into consideration the overall development strategy for the District, which seeks to consolidate the fragment and dispersed settlement structure, the SDF proposes a phased development approach. This implies that the Municipality should first develop all the 1st Order Priority MPCCs, before moving onto the second and third order ones. The development order, total number, and spatial location of the proposed services centres, were determined by taking into consideration the growth points, the population concentration points, the primary and secondary routes, as well as existing and proposed bulk infrastructure.

Importantly, to ensure that the Municipality lives up to its Constitutional obligation whilst striving to consolidate the dispersed settlement structure, the SDF proposes that the proposed Thusong Service Centres (TSC) should form the focal point of infrastructure provision within the rural extents of the DM.

The Sekhukhune District is spread over former homeland areas, commercial farms, towns and semi-urban centres. According to the Limpopo Spatial Rationale Study (2002), Sekhukhune has roughly 764 settlements which are fairly dispersed. There are a number of ways of classifying settlement patterns. A particularly useful delineation, however, may be

found in the Integrated Spatial Development Framework, which identifies four dominant Patterns in the Sekhukhune District.

This includes first order settlements, which encompasses all provincial, district and local growth points. In addition, second order settlements are those areas with a sizeable population but that are found outside the primary first order settlements. Third order settlements are local services points with some potential for future growth. Finally, fourth order settlements are scattered small settlements with very little potential for growth.

The first order settlements are of particular interest to this IDP. In 1999, the Limpopo Spatial Rationale identified the following:

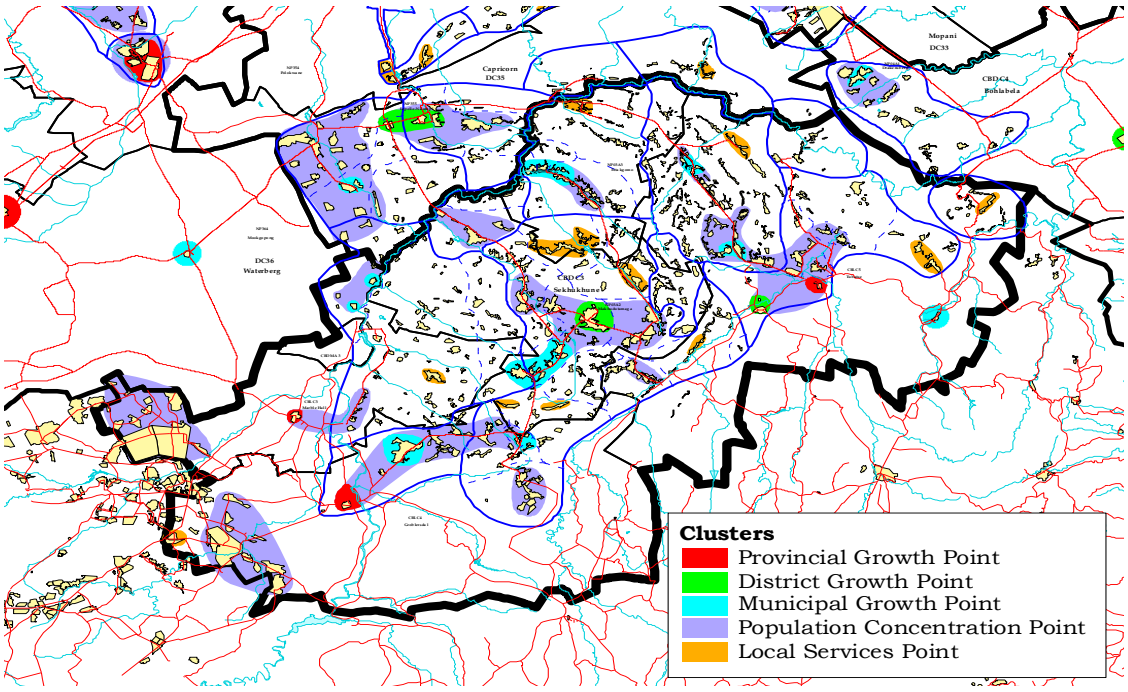
Table 34: Growth Points in the Sekhukhune District

Municipality	% of people residing in growth points	Provincial growth points	District growth points	Municipal growth points
Tubatse	38%	Burgersfort	Steelpoort	Mecklenburg Driekop Ohrigstad
Ephraim Mogale	66%	Marble Hall	N/A	Van Der Merweskraal Elandskraal
Elias Motsoaledi	61%	Groblersdal	N/A	Monsterlus Motetema
Fetakgomo	39%	N/A	N/A	Apel
Makhuduthamaga	51%	N/A	Jane Furse	Phokwane

Source: Limpopo Spatial Rationale (1999), reproduced in SDM undated). Integrated Spatial Development Framework

This is graphically depicted in the map below.

Figure 21 – Growth points in the Sekhukhune District



Source: Procurement Dynamics (undated). Synthesis report of the research

Stimulating the continued development of these growth points, whilst simultaneously ensuring balanced sustainable development throughout the District, is likely to be a key challenge for the municipality in the next few years.

Land Use

Land use within the Sekhukhune District is dominated by subsistence farming. This is especially true in the Fetakgomo, Makhuduthamaga, Ephraim Mogale and Greater Tubatse 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 Marble Hall.
The different land use patterns in the Sekhukhune District are captured in the table below.

Table 35: 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 s 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 District[1]. 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.

Recent trends

According to background research done for the District's 2025 Development Strategy, Sekhukhune'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, as well as the Bothashoek-Praktiseer area (Tubatse) and the Atok area (Fetakgomo).

In the hinterlands, by contrast, land uses such as conservation appear to be developing more rapidly. This is particularly the case within the local municipal areas of Ephraim Mogale, Elias Motsoaledi and Tubatse.

Finally, the central municipal areas of Makhuduthamaga and Fetakgomo are characterized by mixed land uses of subsistence farming and residential uses.

Land issues may lead to future social tensions

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.

Land claims in Sekhukhune

The total numbers of 850 land claims, which cover 75% of the land in Sekhukhune, are also causing major land shortages for the district. Most of these claims are not likely to be resolved soon as they are on tribal land and need tenure reform rather than restitution. The Act that will cover tenure reform in South Africa is still a Bill. This means that 75% of the land in the district will still remain under dispute for the foreseeable future.

The nature of number of claims in the district makes development difficult, particularly as we are faced with competing claims and those lodged by one chief against another. These kinds of claims have the greatest potential of causing instability amongst communities –

and it is a situation that we as a District Municipality need to monitor carefully. However, it also requires high-level interventions from other spheres of government.

The modern land use management system, on the contrary, is based on fairly systematic recording of land use rights. This system compels land developers to develop their individual land plots within the parameters of a particular zoning scheme. This type of land use management occurs largely in the formalized towns such as Burgersfort, Ephraim Mogale and Groblersdal.

Land use management in Sekhukhune, then, is a complex issue that requires interventions on a number of different fronts. There are currently some measures to address the situation. The Limpopo Department of Local Government and Housing, for instance, is assisting the local municipalities with the development and review of Spatial Development Frameworks (SDFs) which will address some of these problems. In addition, the District is also conducting land use awareness programme for various stakeholders as well as developing district wide Land Use Management Schemes. However, much more needs to be done to resolve the municipality of spatial issues in the district. Once resolved, these will unlock enormous development potential in Sekhukhune.

Community inputs on spatial development within the SDM: data according to the ward committees within the SDM area interviewed between the end of 2015 to early 2016

All the ward committees of SDM were consulted as stated above on issues affecting land. Land is very vital for any development within the municipal area, as it affects various aspects of development. Whereas spatial rationale is a KPA of municipalities in South Africa, community perspectives on land are important, as they are the most important stakeholder in spatial development. The table and chart below depicts the picture as provided by those community members on land.

Table 37: Availability of land for settlement expansion

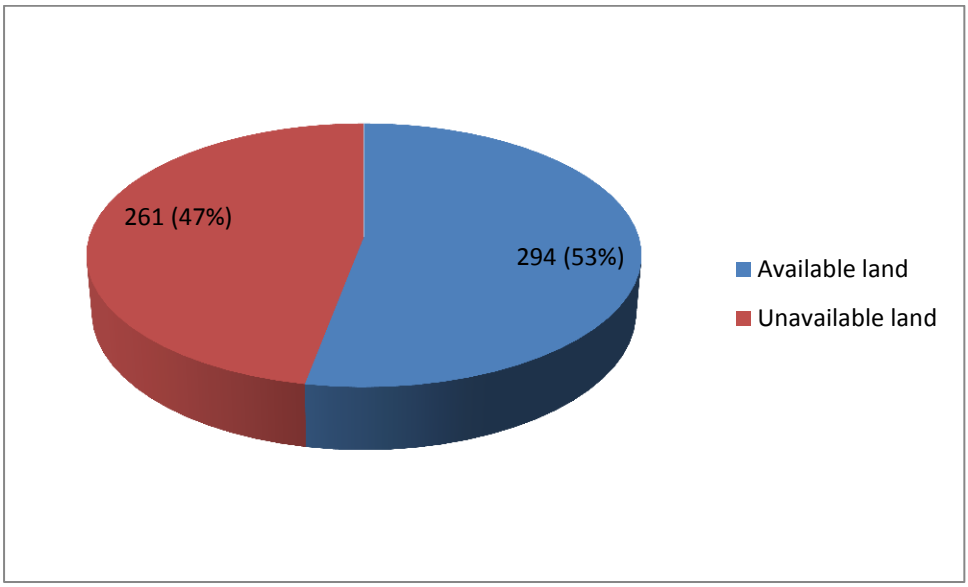
	Makhudutham aga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo	Greater Tubatse	Total
Yes	94	38	32	46	84	294
No	45	59	18	41	98	261
Total	139	97	50	87	182	555

SDM ward committees 2015-2016

It can be seen from the above table that 294 villages stated that they have available land for settlement expansion. That is 53% of villages stating that they have land space to grow into. Whereas 261 villages (47%) stated that they don't have land that they can expand their settlements into.

The above table is depicted on the chart below, showing that almost half of our land can no longer accommodate any new villages. This implies that any future land development must be planned carefully as a scarce resource to accommodate various land uses such as township establishments, agricultural activities, mining and others.

Figure 22: **Chart on availability of land for settlement expansion**



SDM ward committees 2015-2016

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 Local Government and Housing 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. Our five 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.

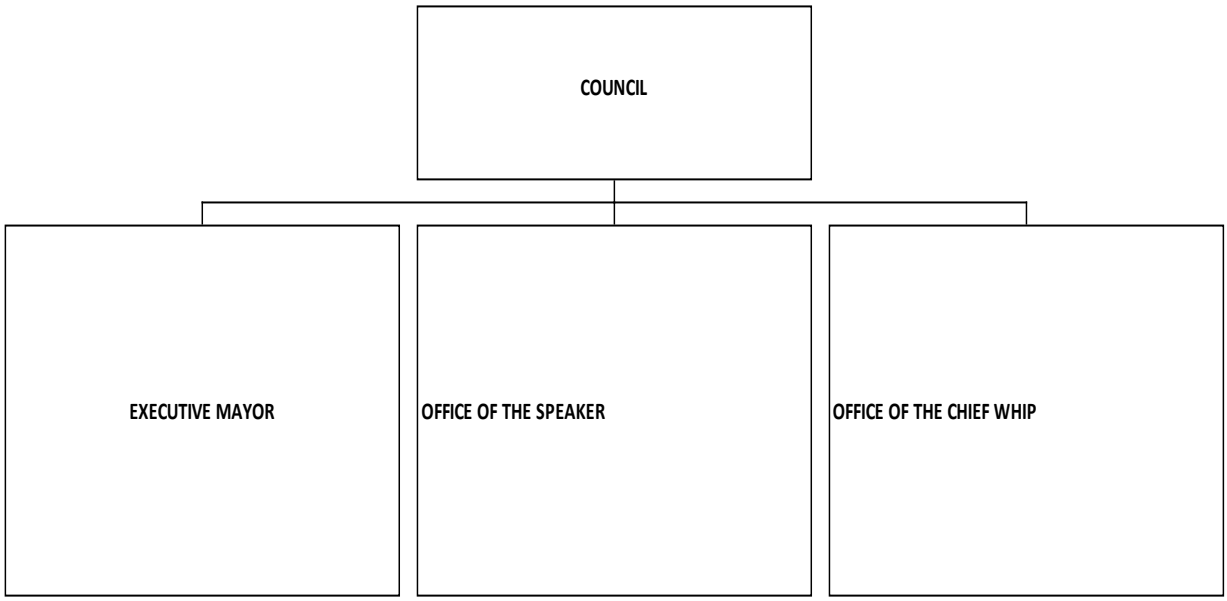
The question of service boundaries for Provincial and National spheres of government needs further attention with a view of alignment of these with municipal boundaries to facilitate service delivery. A lot still needs to be done for well, proper and coordinated service delivery in our communities.

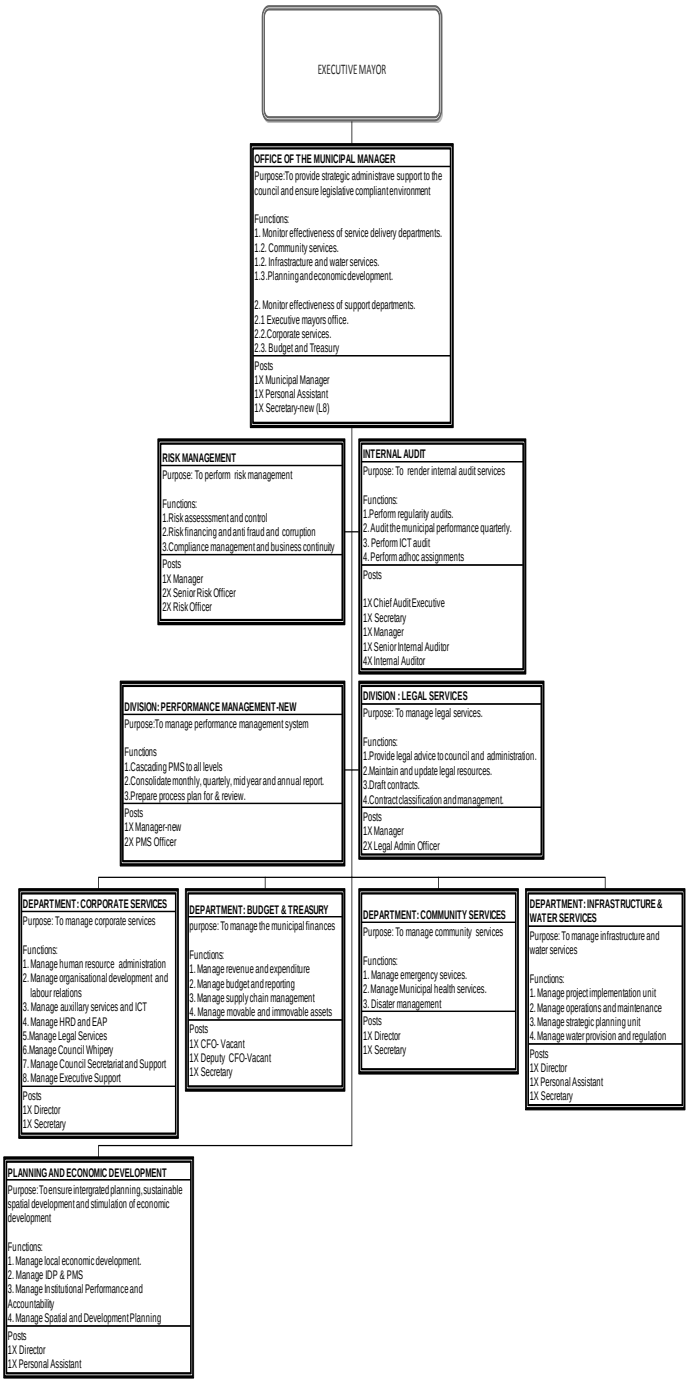
More specifically, the key challenges are:

- 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
- Lack of adequate water to supply all settlements
- Some nodal points like Jane Furse have not yet been planned and proclaimed thereby limiting the growth potential of the node.

2.3 INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

Organizational Structure





A full organisations structure is attached as Annexure A

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 all essential and critical posts at senior management level are filled e.g. Municipal Manager and Chief Financial Officer. 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 Samwu Provident fund within a reasonable time after a turnover
Employment Equity	The Division successfully submits employment equity report annually on the first of October. As a result, SDM will appear on the Employment Equity Register for 2013 that will be published by the Minister of Labour in terms of *Section 41 of the Act*. Generally the area is running well because of 3 year cycle of Employment Equity Plan which will expire on the 30 June 2014. .	The main challenge is to factor in women in top and senior management as well as disabled people.
Human Resources Policies	These are purely HR Operational policies that are designed to simply management of	Non-compliance

	human capital in the context of achieving the vision of the Organization	
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

Human Resources Development (HRD)

Introduction

The Human Resources Development division is comprised of a manager and two training officers.

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: 2.1Internships 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	137 employees were capacitated through different training interventions. 06 Interns Program completed 06 Experiential Learners List of candidates to be enrolled in the program has been compiled 15 candidates have been identified for enrolment on the program. 05 Internal Bursars 36 External Bursars	Shortage of resources E.g. Budget and tools of trade such as Printers, scanner and stationery.

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
- Human Resource Management in Local Government
- Labour Relations
- 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.

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).

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 Illness screening, cholesterol, sugar diabetics and high blood Optometry Services etc. Employees' sports games	Attendance by employees.
Wellness Awareness programmes	Employees are educated on Wellness issues such as HIV-Aids, TB, Sugar diabetics, high blood, Cancer, Substance abuse, mental health etc.	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.
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

- Insufficient staff to work on EAP services
- Inadequate Skills (Counseling skills)
- Insufficient budget
- Performance and productive problems caused by personal and work related problems.
- Unhealthy workforce
- Unhealthy and unsafe work environment.

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 via the Unix Box	
	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. E-Venus & 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 document is developed, but the infrastructure to execute the Plan is not in place. 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.

Auxiliary Services (AS)

Introduction

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 200,The Promotion of Administrative Justice Act No.3 of 2000) and The Electronic Communication and Transaction Act No 25 of 2002 . Fleet Management is regulated by Road Traffic Act 93 of 1996 and Facilities is govern by Occupational Health and Safety Act of 1993

Auxiliary Services is one of the eight Corporate Services Department in Sekhukhune District Municipality (SDM); the main purpose of Auxiliary Services is ensure that safe storage of records, easy retrieval of records whenever the need arises, filing of records, archiving of information, record disposal, messenger services, and providing for photocopying and printing services.

- Records Management
- Fleet Management
- Facility Management
- Records Management

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
Fleet and facility management	22 owned vehicle and 78 lease vehicle are maintained and repair monthly by SDM	Rent for kilometres for leased vehicle is too high especially water tankers
	Lease vehicle rent is paid by municipality monthly	Number of breakdowns is too high.
	Fuel management is done by municipality and is monitored monthly	
	Tracking of vehicle is monitored and paid monthly	
	Maintenance of building is done monthly	Most of the buildings are not for SDM and it's difficult to maintain them.
	Subscriptions are paid and monitored monthly	None

Auxiliary services in SDM deals with the following:

- Tender documents
- Personnel files
- Voucher files(Budget & Treasury)
- Documents are archived
- Documents ready for disposal
- Project Files in PIU
- Approximately 2000 documents posted monthly through Franking Machine

Challenges to be addressed by the AS Unit

- Loss of records in the municipality
- Irretraceable records
- Need for production of hard-copies of documents for Councillors
- Insufficient staff especially for messenger services
- Insufficient office space to store records

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

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 related matters, Main Collective Agreement which provides for grievance procedure and other prescripts like Basic Conditions Employment Act, Code of Conduct for municipal employees.	Supervisors reluctant to deal with labour related matters
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	Transferred employees from the then Department of Water Affairs an Forestry (DWAF)

FUNCTION	STATUS	CHALLENGES
	disputes within the local government sector.	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 especially newly employed staff. The training and or workshops minimize misconduct, conflict, grievances within the institution.	None
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	None

FUNCTION	STATUS	CHALLENGES
	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.	

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

Organizational Development (OD)

Introduction

The Organisational Development Division is a long term planned effort that strive to improve the Municipal visioning, empowerment, learning, problem solving processes through an on-going collaborative management of organizational culture for the purpose of maximising ,improving and enhancing the performance of the Municipality and that of employees. Thus Organisational Development is managed through a set of structured activities in which (within HR and outside) engage in a sequence of tasks that will lead to organisational and individual improvement. These activities are referred to Organisational Development interventions and constitute an action thrust of the Organisational Development Division.

Legislative framework used

- White paper on Human Resources Management
- Municipal Systems Act

FUNCTIONS	STATUS QUO	CHALLENGES
Organisational design /structure	The Org structure is reviewed and adopted annually	Most of the post are newly created post and are not funded.

	OD did a monitoring and evaluation to ensure the achievement of mandate.	Officials on meddle level were not cordially consulted during the restructuring and it is still difficult for them to adjust.
Form design	Forms are designed and approved. Most of the line Managers supports the change and improvement of forms effectively.	Some of the officials were using old forms for bursary applications while the form has changed.
Organisational Culture survey	Interview questionnaire were developed and benchmarking with Local Municipality was done.	Still trying to kick start the project due to systems and IT will be involved to assist in terms of systems
Job evaluation	Effort is being made for job evaluation to be done regularly.	Broad cooperation is needed.
Business processes/ procedure manuals	Business process mapping and notation are in progress.	Challenge is that it was stated on operational plan that “review of process” and this is not achievable as there are no processes at all.
Job profiles	Job descriptions are available and advert are filled	Duration of reviewing job descriptions needs to be advocated as most of the jobs needs to be reviewed as the life span of Job Description is three (3) years only.
Individual PMS	PMS is in progress, it was cascaded down to level 4 and 5 as it was initially done on management level.	Employees need to understand and know what is expected of them, particularly with regard to signing of performance commitments. More workshops still needed.
Conducting work study investigation	In progress	The organisation is big and it becomes bigger if OD is assigned to perform a work-study investigation which takes long to approve.
		It is not effective as such and as a pillar of the organisation, line managers do not utilise OD accordingly in terms of OD intervention.

Challenges to be addressed by the OD Unit

- Restructuring of the organization
- No process chart for various functions are in place
- Continuous diagnoses of respective departments

2.4 BASIC SERVICE DELIVERY, INFRASTRUCTURE DEVELOPMENT AND SOCIAL SERVICES

Introduction

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.

2.4.1. Water

Introduction

Sekhukhune District Municipality is both a Water Service Authority (WSA) and Water Service Provider (WSP). Its 740 villages are supplied with water from 43 schemes and sub-schemes. Water scarcity is an issue of major concern in the district; however, ordinary residence often feels these stresses particularly acutely during low rainfall.

The delivery of water in the District remains a challenge; however, in the first five years of the SDM's existence, the total number of households without access to clean water has dropped from 35, 9% o 17, and 5%. The overall reduction in the number of households receiving water below prescribed minimum standard is 42%. The number of households who receive water at minimum standards of service and above has increased by an impressive 52.3%. There are 4% of those who pay rent particularly in Urban Households.

The tables below outlines the water services situation found in the Sekhukhune households, schools and clinics. The image generated is that the District experiences more below RDP standards services than they do above RDP standards services.

The District is faced with a mammoth responsibility of providing water and sanitation to many villages that depended on boreholes and rivers for the past years. Many of these boreholes have dried up while river water is not good for human consumption.

Status Quo

Table 38: Water provision from 2001 to 2013

	2001	As %	2011	As %	2012	As %	2013	As %
Access to piped water inside yard	39 779	20%	105 872	40%	105 872	40%	311 692	21%
Access to piped water on communal stand	71 636	37%	92 400	35%	148 660	58%	1 145 791	78%

	2001	As %	2011	As %	2012	As %	2013	As %
No access to piped water	83 870	43%	65 530	25%	0	2%	7946	1%

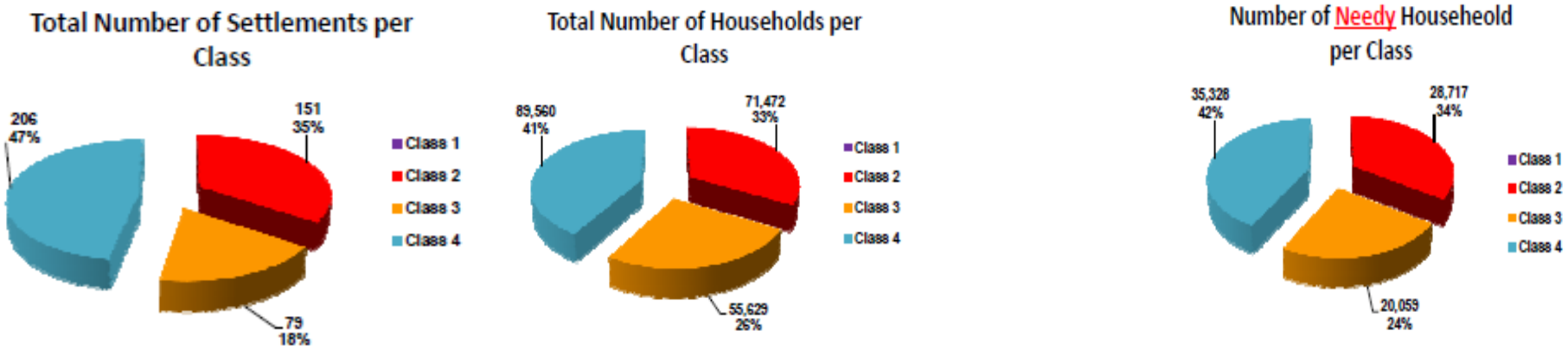
Source: Infrastructure and Water Services Department at SDM (2013)

Table 39: Water provision status at SDM

Class	Description	Total no of settlements	Total no of households	Total population	Total no of needy HH	Total cost required	Committed funding			% of backlog eradicated by 2014
							Short term	Medium term	Long term	
1	Communities having **no formal water** infrastructure	0	0	0	0	-	-	-	-	-
2	Communities requiring **extension to** existing infrastructure	151	71,472	355,342	28,717	R 211,109,084	-	-	R 118,507,725	0%
3	Communities with access to infrastructure but no access to water because of **functionality problems**	79	55,629	277,200	20,059	R 136,307,924	R 7,262,100	R 14,524,359	R 47,403,090	16%
4	Communities with access to infrastructure but no access to water because of **source problems**	206	89,560	449,995	35,328	R 177,985,067	R 2,470,180	R 4,943,361	R 71,104,635	4%
TOTALS					**84,104**	**R 525,402,075**	**R 9,732,280**	**R 19,467,720**	**R 237,015,450**	

Source: *24 Priority District Municipalities Water Services Acceleration Programme, Project Implementation Plan Phase 1-4* (Department of Water Affairs: 2013)

Figure 23: Water provision status at SDM



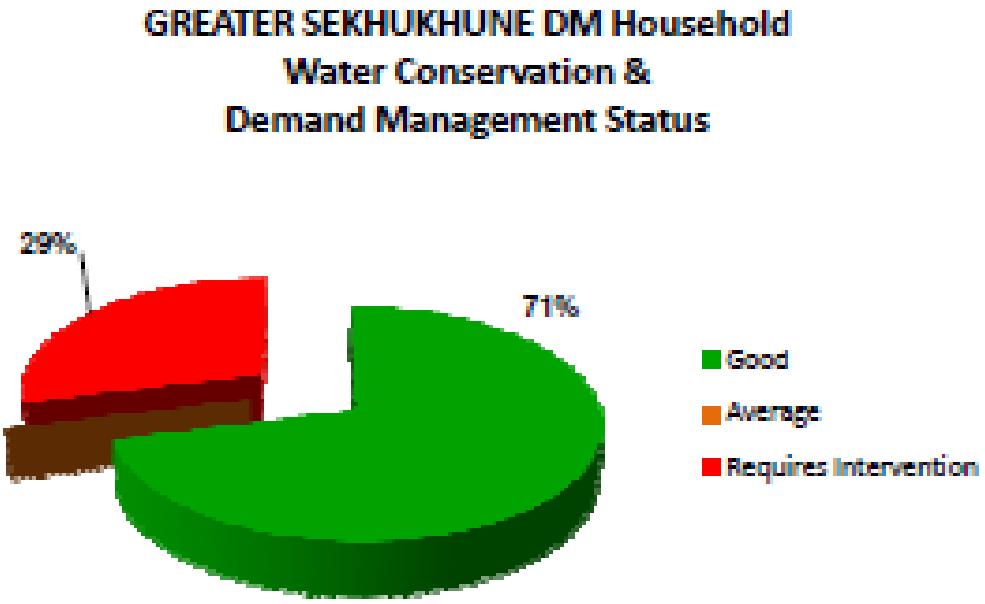
Source: *24 Priority District Municipalities Water Services Acceleration Programme, Project Implementation Plan Phase 1-4* (Department of Water Affairs: 2013)

Table 40: Water Conservation and Demand Management Status at SDM

LOCAL MUNICIPALITY	TOTAL SETTLEMENTS	TOTAL HOUSEHOLDS	TOTAL POPULATION	WATER CONSERVATION AND DEMAND MANAGEMENT		
				GOOD	AVERAGE	REQUIRES INTERVENTION
Elias Motsoaledi	62	62 829	300 098	24		33
Fetakgomo	100	25 642	131 333	27		10
Ephraim Mogale	63	32 213	151 084	5		17
Tubatse	200	80 879	408 689	158		27
Makhuduthamaga	158	66 330	342 892	95		39
TOTAL	**583**	**267 893**	**1 334 096**	**309**	**0**	**126**

Source: 24 Priority District Municipalities Water Services Acceleration Programme, Project Implementation Plan Phase 1-4 (Department of Water Affairs & Sanitation: 2013)

Figure 24: SDM Household Water Conservation & Demand Management Status



Source: *24 Priority District Municipalities Water Services Acceleration Programme, Project Implementation Plan Phase 1-4* (Department of Water Affairs: 2013

Table 41: Domestic water services with infrastructure at or above RDP levels

	SDM	EPHMLM	EMLM	MLM	FLM	GTM
Total Number of hh (Dec. '08)	233067.59	28857	52936	58991	20731	61552
Total number of hh served	149902.00	26677	31260	29663	18035	44267
Percentage HH Served	**67%**	**92%**	**59%**	**50%**	**87%**	**71%**

Source: Technical Services SDM

The situation is no less bleak for schools and clinics within Sekhukhune. This obviously has significant repercussions in social terms, and may lead to an unnecessary number of illnesses in school children. There are still schools in Sekhukhune (31%) that receive below RDP standards water services as can be seen in the table below.

Table 42: Water Services in Schools

Above RDP	Below RDP	Total Schools	% Above RDP	% Below RDP
402	335	737	55%	45%

Source: SDM/DWAE Nis

Similarly, all of Sekhukhune registered clinics receive services above RDP standards as confirmed with DWAE.

Table 43: Water Services in Clinics

Above RDP	Below RDP	Total Schools	% Above RDP	% Below RDP
24	41	65	37%	63%

Source: SDM/DWAE Nis

Table 44: Sekhukhune Households that pay for water

	Percentage
No, free from government	56,2
Yes, for usage	18,1
No, but not free from Government	14,1
Yes, household pays a fixed monthly amount	7,5
Do not know	4
Total	**100**

Source: DoA and FIVIMS (2007a) – Poor quality dwellings can help to identify pockets of food insecurities

In addition to domestic water consumption, the mining and agricultural sectors also consume substantial amount of water in Sekhukhune.

District Initiatives

The Sekhukhune District has prepared a Water Services Development Plan (WSDP) that was adopted in 2005 and updated annually. The WSDP is currently being implemented and will be reviewed on yearly basis. The District has also finalized its section 78 process and is presently implementing the outcomes of that exercise.

The raising of Flag Boshielo Dam by five meters has been completed by 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. 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. 92% of households in Tubatse, 87% in Fetakgomo and 16% in Ephraim Mogale are solely reliant on groundwater. The following water sources are found in SDM:

- Ground water
- Wells
- Rivers
- Pools
- Dams e.g. Flag Boshielo, etc.

Free Basic Water

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

Water Backlog

Table 45: Water Backlog A

Municipality	Households	Backlog	% Backlog
Fetakgomo	29 570	16 263	56%
Ephraim Mogale	32 304	16 576	62%
Greater Tubatse	66 611	13 759	43%
Makhuduthamaga	56 642	32 899	64%
Elias Motsoaledi	52 263	25 586	64%
Total / District	**237 390**	**105 083**	**57%**

Source: STATS SA – 2007 Community Survey

There is a slight difference between the STATSSA information on water backlog above and the WSDP information in Table 54 below. Therefore, it is the responsibility of the Water Services authority to contact a verification process to test the accuracy of the information. The huge backlog indicated above shows it is unlikely that the SDM will meet the national targets.

Table 46: Water Backlog B

Municipality	Households	Backlog	% Backlog
Fetakgomo	29 570	14 190	56%
Ephraim Mogale	32 304	11474	62%
Greater Tubatse	66 611	21 529	43%
Makhuduthamaga	56 642	32 899	64%
Elias Motsoaledi	52 263	22494	64%
Total / District	**237 390**	**102 586**	**57%**

Source: SDM (2009) – Water Services Development Plan

Access to piped water

At least 25% of the households in Sekhukhune District Municipality do not have access to piped water which represents 65 530 households. 75% of the households in the district do have access to piped water in the yard or through communal tap which represents 198 272 households in the district. The majority of households who do not have access to piped water are found in Elias Motsoaledi and Greater Tubatse as well as Makhuduthamaga. This means that the municipality must progressively focus delivery of water infrastructure in the three municipalities where possible.

Table 47: Access to piped water

	Access to piped water inside dwelling/yard			Access to piped water on communal stand			No access to piped water		
	1996	**2001**	**2011**	**1996**	**2001**	**2011**	**1996**	**2001**	**2011**
Ephraim Mogale	7 909	9 980	22 759	4 257	6 063	4 343	7 385	8 146	5 181
Elias Motsoaledi	10 510	12 562	28 295	13 205	14 176	11 901	18 449	18 741	20 056
Makhudut hamaga	8 081	5 701	20 817	14 023	18 510	26 984	27 400	28 767	17 416
Fetakgom o	2 193	2 362	8 154	8 336	8 700	12 059	6 722	7 822	2 638
Greater Tubatse	5 073	9 176	25 847	17 639	24 188	37 113	19 389	20 393	20 239
Sekhukhu ne	33 766	39 779	105 872	57 460	71 636	92 400	79 345	83 870	65 530

Source: Census (2011)

Table 48: Household access to water in 2016 compared to 2011

Municipality	Access		As % 2016	No access		As % 2016
	2011	2016		2011	2016	
Fetakgomo	20 213	13 765	10%	2 638	9 158	6%
Greater Tubatse	62 960	44 490	32%	20 239	58 050	39%
Makhuduthamaga	47 801	31 458	22%	17 416	33 312	22%

Ephraim Mogale	27 102	19 566	14%	5 181	14 369	10%
Elias Motsoaledi	40 195	31 678	22%	20 056	34 681	23%
Sekhukhune	**198 272**	**140 957**	**100%**	**65 530**	**149 570**	**100%**

Census (2011) and Community Survey (2016)

COMMUNITY INPUTS ON WATER SERVICES: DATA ACCORDING TO WARD COMMITTEES CONSULTED DURING NOVEMBER 2015 TO JANUARY 2016

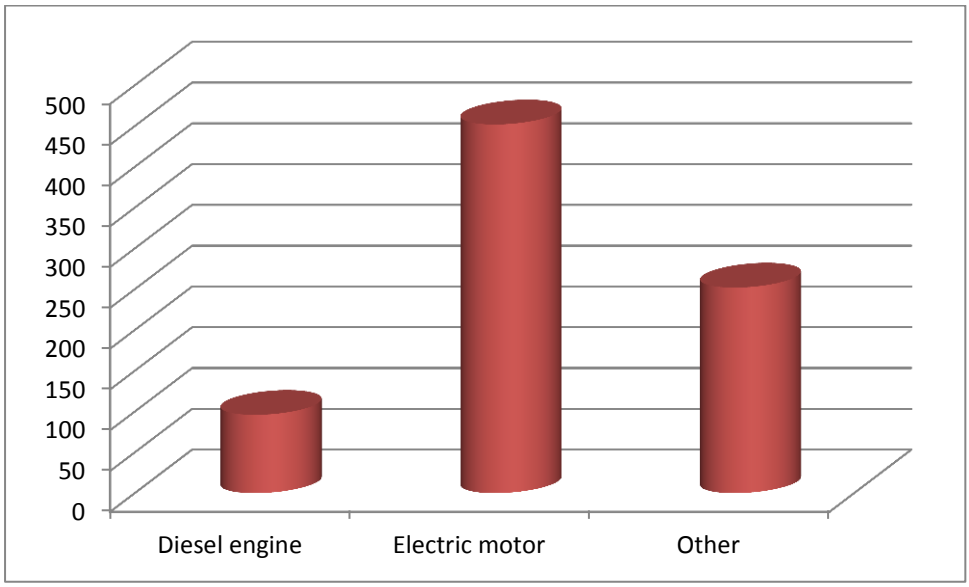
The following tables represent the views of communities within the SDM area, gathered from public consultation with ward committees. Each ward community was represented by its ward committee – a public representation structure comprising of 10 members including the ward councillor.

Table 49: Energy source water supply

	Makhuduthamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo	Greater Tubatse	Total
Diesel engine	33	13	2	15	33	96
Electric motor	113	81	52	70	136	452
Other	59	67	22	40	64	252
Total	**205**	**161**	**76**	**125**	**233**	**800**

SDM Ward Committees 2015-2016

Figure 25: The following graph depicts the district view of energy sources for water supply shown on the above table, according to the number of villages.



It appears from the table above that there are many villages that are using electric motors as energy source for water supply (452). Most of the villages are found in Tubatse Local Municipality (136); followed by Makhuduthamaga (113); Elias Motsoaledi (81); Fetakgomo (70) and Ephraim Mogale (52).

There are also villages that are still using Diesel Engines as the energy source of water supply. The highest number is recorded in Greater Tubatse Local Municipality (33) and Makhuduthamaga (33); Fetakgomo (15); Elias Motsoaledi (13); and finally Ephraim Mogale (2).

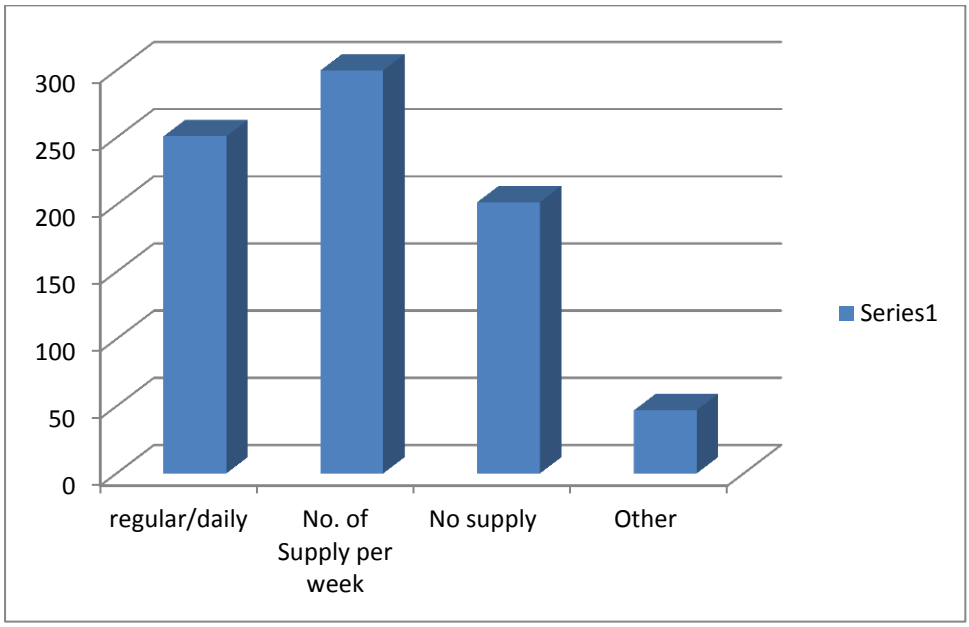
This means there are 452 electric motors compared to 96 diesel engines in the district as indicated. The Implication is that with regard to operations and maintenance programme, Sekhukhune District Municipality should make provision for more spare parts to service electric motors whilst stabilising in areas where there are diesel engines. There is therefore a need to gradually move towards providing more electric motors as a long term strategy. Many villages no longer prefer diesel engines as it is difficult to maintain

Table 50: Frequency of water supply by settlements (including villages)

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakg omo	Greater Tubatse	Total
Regular /Daily	39	73	27	53	59	251
No of Supply per week	79	55	31	30	105	300
No Supply	66	34	15	29	58	202
Other	9	19	2	7	10	47
Total	**193**	**181**	**75**	**119**	**232**	**800**

SDM Ward Committees 2015-2016

Figure 26: Below is the graphical representation of the above information in the table on water supply frequency.



In addition to the table, the above graph reflects a district view of the information. At least 8.3% (66) of the villages in the district reported that there is no water supply in their area and are found in Makhuduthamaga Municipality. This is followed by 7.3% (58) in Tubatse Local Municipality, 4.3% (34) of the villages that are located in Elias Motsoaledi Local Municipality; 3.6(29) in Fetakgomo Local Municipality and Ephraim Mogale Local Municipality finally has 2% (15). These villages recorded that there is no water supply at all in their areas making it a total of 202 villages.

300 villages reported that although there was water supply, it was irregular. This implies that water was available in certain periods and sometimes once or three times a week. 79 villages in Makhuduthamaga and (105) in Greater Tubatse Local Municipality reported that the water supply was sporadic, as well as 55 in Elias Motsoaledi, 31 in Ephraim Mogale and 30 in Fetakgomo municipality.

It can be observed that within the district as a whole, only 251 villages reported that the water supply was regular. 59 villages are found in Greater Tubatse Local Municipality; 39 villages in Makhuduthamaga Local Municipality; 73 villages in Elias Motsoaledi Local Municipality; 27 in Ephraim Mogale Local Municipality and finally 53 villages in Fetakgomo Local Municipality.

The implications is that the district municipality needs to deal with the areas where there is no supply at all but also focus on making sure that there is regularity of supply in areas where the supply is sporadic.

This includes but not limited to assessing the causes of problems where supply is sporadic and making sure that there is extension and roll out of water supply in areas where there is lack of supply.

Table 51: Pump operators' availability by village

	Makhuduthamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo	Greater Tubatse	Total
Yes	106	71	17	42	135	371
No	37	49	53	58	55	252
Other	48	40	6	17	36	147
Total	**191**	**160**	**76**	**117**	**226**	**770**

SDM Ward Committees 2015-2016

The District has a total of 371 pump operators available in all its villages. 36% of this number (135) are situated in Greater Tubatse municipality, 29% (106) are found in Makhuduthamaga, 19% (71) of them are found in Elias Motsoaledi , 11% (42) are in Fetakgomo, and 5%(17) are in Ephraim Mogale municipality.

252 villages do not have pump operators, most of which are in Fetakgomo and Greater Tubatse municipalities.

The implication of this is that more pump operators must be found to assist in the water provision of the above villages. It is also questionable whether the municipality is deriving value for money out of the operators if one compares the number of available operators as opposed to regularity of water supply in the villages.

Table 52: Source of water supply by village

	Makhudut hamaga	Elias Motsoaled i	Ephraim Mogale	Fetak gomo	Greater Tubats e	Total
Borehole	110	70	17	72	160	429
River/Well/Fountain	46	43	5	37	53	184

Water treatment works/ package plant	52	44	46	30	18	190
Water tankers	10	46	16	1	10	83
Other (Please name it)	14	17	7	15	18	71
Total	232	220	91	155	259	957

SDM Ward Committees 2015-2016

The table above demonstrates the sources of water supply within the district. It shows that majority of our villages receive water from boreholes – 429 in number. 184 villages receive water from river/well/fountain, 190 receive water from reservoirs (water treatment works), and 83 villages are supplied water through water tankers. It is astonishing that Greater Tubatse has the highest number of villages obtaining water from boreholes at 160, followed by Makhuduthamaga at 110.

It is notable that the boreholes that supply water are run by the municipality. It therefore means that 702 villages out of 957 get water from municipal system. It thus implies that the SDM must put in place processes to ensure that reliance on boreholes is reduced as the area is very dry. There is also a need to reduce water tankers not only because they are costly but for a mere fact that the water quality is minimised by transportation.

Table 53: Standard of water supply by village

	Makhudut hamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo	Greater Tubatse	Total
Communal Taps/Street Taps	107	58	30	82	138	415
Yard Connections Without Meters	33	29	29	19	30	140
Metered yard Connection	11	17	8	1	10	47
House connection	9	15	4	0	25	53
Other	52	58	8	21	39	178
Total	**212**	**177**	**79**	**123**	**242**	**833**

SDM Ward Committees 2015-2016

The majority of villages within SDM derive their water from communal water systems. 138 villages are found in Greater Tubatse, 107 in Makhuduthamaga, whereas 58 are in Elias Motsoaledi, 30 in Ephraim Mogale and 82 in Fetakgomo. 140 obtain water from yard connections, 47 from a metered yard connection, 53 from a house connection.

However, 178 indicated that they obtain water from other systems than yard and communal water systems. This could include but not limited to the following: water vendors, river and water tankers.

The implication is that many villages in the district travel long distances in order to obtain water. There is a need to intensify a program of yard connections. Secondly, the district must take advantage of the areas where there are yard connections for implementation of cost recovery.

Challenges

- No source in other areas
- Budgetary constraints
- Some of the boreholes are contaminated
- The stealing of both electric and diesel engine pumps
- Breakdown of machines, illegal connections and extensions of settlements

2.4.2 Sanitation

Introduction

The provision of sanitation in Sekhukhune also faces considerable challenges at present. The situation is more of a concern that it was the cases 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 will not be able to meet the national targets are stipulated by MDG.**

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.

Status Quo

Table 54: Sanitation level in 2013

Municipality	Total number of households	% Access RDP and above	% Backlog
Elias Motsoaledi	62 829	26%	74%
Ephraim Mogale	57 855	34%	66%
Fetakgomo	25 642	30%	70%
Greater Tubatse	80 879	25%	75%
Makhuduthamaga	66 330	20%	80%
Sekhukhune	**293 535**	**25%**	**75%**

Source: Infrastructure and Water Services Department at SDM (2013)

Table 55: Breakdown of Sanitation Backlog per Local Municipality A

Local Municipality	Households	Backlog
Fetakgomo	29 570	11 768
Greater Ephraim Mogale	32 304	16 576
Greater Tubatse	66 611	25 798
Makhuduthamaga	56 642	38 034
Elias Motsoaledi	52 263	31 763
Total (District)	**237 390**	**123 939**

Source: STATS SA – 2007 Community Survey

There is a slight difference between the STATSSA information on sanitation backlog above and the WSDP information below. Therefore, it is the responsibility of the Water Services Authority to contact a verification process to test the accuracy of the information.

Table 56: Breakdown of sanitation backlog per local municipality B

Local Municipality	Household	Backlog
Fetakgomo	29 570	25 895
Ephraim Mogale	32 304	29 169
Greater Tubatse	66 611	65 690
Makhuduthamaga	56 642	51271
Elias Motsoaledi	52 263	38 922
Total (District)	**237 390**	**211 797**

Source: SDM WSDP

In addition, a slight majority of Sekhukhune schools (53%) receive RDP standard sanitation services, which is a better picture than that for households.

Table 57: School Sanitation

Above RDP	Below RDP	Total Clinics	% Above RDP	% Below RDP
698	39	737	95%	5%

Source: SDM (2005) Water Services Development Plan

The situation is not the same for clinics in the area, however, with as much as 63% receiving below RDP Standards services.

Table 44: Clinic Sanitation

Above RDP	Below RDP	Total Clinics	% Above RDP	% Below RDP
24	41	65	37%	63%

Source: SDM (2005) Water Services Development Plan

Type of sanitation

Access to sanitation remains a challenge in Sekhukhune District Municipality. In 2011, 22 687 households have access to either flush/chemical toilet system. Majority of these households are located in Greater Tubatse and Elias Motsoaledi. Greater Tubatse local municipality still scores higher in terms of the number of households that do not have access to toilets standing at 5 661. Pit toilets are still the main source of sanitation in the district. Measures need to be taken in order to reduce the number of pit toilets as they may lead to ground water pollution whilst many households are relying on it for daily consumption.

Table 58: 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
Makhudutha maga	1 274	2 176	3 009	38 532	41 918	58 561	188	372	224	9 545	8 512	2 552
Fetakgomo	102	724	794	10 505	13 111	20 827	85	106	55	9 545	8 512	2 552
Greater Tubatse	1 585	4 262	7 026	26 559	35 203	67 872	182	339	1 259	13 825	13 952	5 661
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 59: Household access to sanitation considering 2016 community survey:

Municipality	**Flush/chemical toilets**		**Other**	
	2011	**2016**	**2011**	**2016**
Fetakgomo	794	2 316	22 057	20 607
Greater Tubatse	7 026	11 486	76 174	91 054
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)

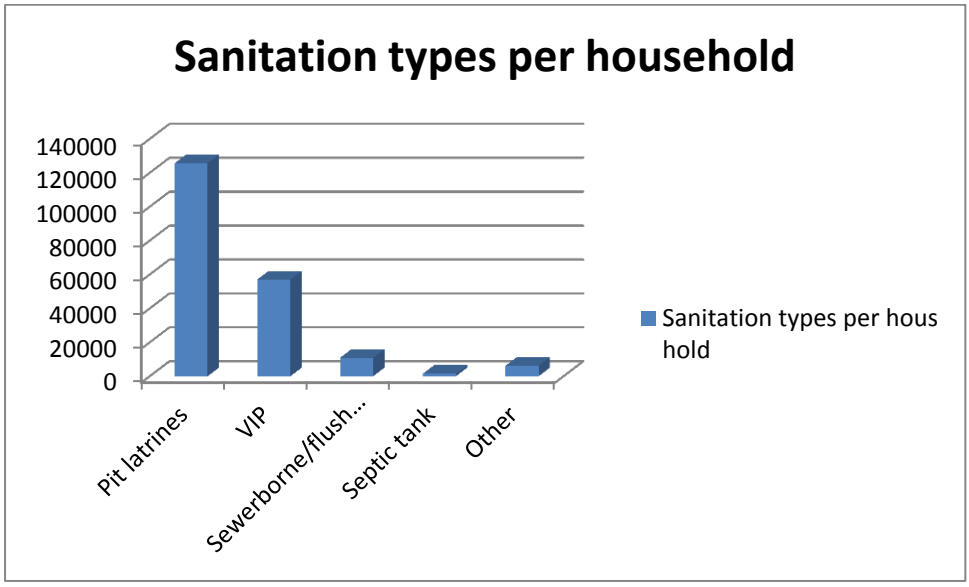
COMMUNITY INPUTS ON SANITATION SERVICES: DATA ACCORDING TO WARD COMMITTEES CONSULTED DURING NOVEMBER 2015 TO JANUARY 2016

The following tables represent the views of communities within the SDM area, gathered from public consultation with ward committees. Each ward community was represented by its ward committee – a public representation structure comprising of 10 members including the ward councillor.

60: Sanitation types per household

	Makhuduthamaga	**Elias Motsoaledi**	**Ephraim Mogale**	**Fetakgomo**	**Greater Tubatse**	**Total**
	Household					
Pit latrines	27974	34171	12150	12000	39285	125580
VIP	15423	9317	12366	9053	10886	57045
Sewerborne/flush sanitation	919	3207	1577	0	5169	10872
Septic tank	0	362	820	0	298	1480
Other	0	33	1354	2278	2551	6216
Total	**44 316**	**47 090**	**28 267**	**23 331**	**58 189**	**20 1193**

Figure 27: Following is the graphical representation of the above information.



The table and graph above illustrate that majority of the households - at least 62% (125580) of the households in the district are still using pit latrines as the sanitation system. The highest number has been recorded in Greater Tubatse Local Municipality (39285); followed by Makhuduthamaga Local Municipality (27974); Elias Motsoaledi Local Municipality (34171); Fetakgomo Local Municipality (12000) and lastly Ephraim Mogale Local Municipality (12150). This is also compared to 28% (57045) of the villages that are using Ventilated Improved Pit Latrines (VIP's).

Only 5% (10872) of the villages/suburbs are making use of sewer borne sanitation systems. This is mainly in the urban areas of the district such as existing towns and townships. Greater Tubatse Local Municipality has recorded the highest number of villages/suburbs that are using sewer (5169); followed by Elias Motsoaledi Local Municipality (3207); Ephraim Mogale Local Municipality (1577); Makhuduthamaga (919). Fetakgomo Local Municipality is the only one that does not have a settlement that is using sewer system. Finally, 14% (110) villages indicated that they are using other forms of sanitations which have not been indicated.

This ranges from villages that still rely on bushes for sanitation and those that rely on their neighbours for assistance.

The implications from the above are that Sekhukhune District Municipality needs to develop and implement a programme that will improve sanitation access throughout the entire district.

There is also a need to develop standards regarding sanitation supply in the district in line with required standards. More work needs to be done to ensure that households in the district gravitate from Pit Latrines towards safer sanitation options even if it is not sewer borne sanitation. There are varieties of technologies that are available to deal with sanitation challenges.

Table 61: Sanitation program implemented by government

SANITATION PROGRAMME IMPLEMENTED BY GOVERNMENT						
	Greater Tubatse	**Fetakgomo**	**Makhuduthamaga**	**Elias Motsoaledi**	**Ephraim Mogale**	**Total**
	Numbers					
Yes	45	34	79	54	28	240
No	151	84	104	107	45	491
Total	**196**	**118**	**183**	**161**	**73**	**731**

SDM Ward Committees 2015-2016

The table above indicates that 67% (491) of the villages recorded that there was no sanitation programme implemented in their area by government or other state organ. Only 33% (240) of the villages indicated that there was some sanitation programme implemented by government. Greater Tubatse Local Municipality has the highest number of villages that still require sanitation intervention (151); followed by Elias Motsoaledi (107); Makhuduthamaga (104); Fetakgomo Local Municipality (84) and finally Ephraim Mogale Local Municipality (45).

Makhuduthamaga Local Municipality benefitted immensely from government sanitation programmes where 79 villages were recorded; Elias Motsoaledi and Makhuduthamaga (54), Greater Tubatse at 45, Fetakgomo at 34 and finally Ephraim Mogale Local Municipality (28).

The implications from the above findings are that Sekhukhune District Municipality should develop a comprehensive programme to deal with access to sanitation in the district. It is also important to explore sanitation measures especially for the rural areas in the district.

Challenges:

- Budgetary constraints
- Mountain area

2.4.3. 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. 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. In 2011, 23 213 households have access to refuse removal that is undertaken by local authorities. The majority of these households are found in Greater Tubatse, followed by Elias Motsoaledi and Fetakgomo. 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.

Table 62: 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
Makhuduthamaga	3 073	463	1 639	39 323	46 992	58 636	6 572	5 523	4 631
Fetakgomo	154	428	4 216	12 133	14 621	16 417	4 801	3 835	2 121
Greater Tubatse	743	3 946	7 105	26 576	35 241	60 892	14 384	14 569	14 794
Sekhukhune	10 290	11 458	23 213	125 328	148 167	204 290	33 185	35 660	34 406

Source: Census 2011

Community inputs on status of refuse removal made by ward committees in 2015-2016

Table 63: Refuse removal services provided by municipality or not:

	Makhudut hamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgom o	Greater Tubatse	Total
Municipality	18	12	7	37	20	94
Not Provided	168	149	61	75	161	614
Total	**186**	**161**	**68**	**112**	**181**	**708**

SDM ward committees 2015-2016

Most of the areas in the district are still rural in nature. 86% (614) of the villages recorded that they are not receiving refuse removal services from the municipality. This compares to 13% (94) of the villages/suburbs that recorded that they are receiving refuse removal from the municipality. Fetakgomo Local Municipality has the highest number of villages that recorded that they are receiving municipal refuse removal service (37) followed by Greater Tubatse (20); Makhuduthamaga (18), Elias Motsoaledi (12);Ephraim Mogale (7).

Table 64: ILLEGAL DUMPING SITES

	Makhuduth amaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo	Greater Tubatse	Total
Yes	94		47	60	90	291
No	92		21	52	100	265
Total	186	0	68	112	190	556

SDM ward committees 2015-2016

2.4.4. Electricity

Introduction

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, Makhuduthamaga and Greater Tubatse Local Municipalities are not licensed to supply electricity.

The electrification backlog is currently estimated at 37 124 households. Given the current electricity capacity challenges and lack of resources, it is unlikely that these backlogs will be eliminated in time to meet the Millennium Development Goals (MDG) and national targets for electricity in 2014. All the villages in Ephraim Mogale and Fetakgomo are electrified and the only backlog is for extensions (post connections).

Table 65: Electricity backlog per municipality

Local Municipality	Backlogs (Household)
Fetakgomo	1 937
Elias Motsoaledi	5 349
Ephraim Mogale	3 357
Makhuduthamaga	6 266
Greater Tubatse	20 215
SDM	**37 124**

Source: Census 2011

Table 66: Local municipalities Backlogs

Local Municipality	Backlog
Ephraim Mogale	988
Elias Motsoaledi	3268
Makhuduthamaga	6035
Fetakgomo	1894
Greater Tubatse	24124
Sekhukhune District	**36 309**

Source: Eskom 2014

HOUSEHOLDS

Table 67: Number of Households connected

Municipality	2013-2014	2014-2015	2015-2016
Fetakgomo/ Greater Tubatse	4773	2370	2067
Ephraim Mogale	785	1061	1197
Elias Motsoaledi	1548	1003	1470
Makhuduthamaga	2085	1254	2706
Total	**9191**	**5688**	**7440**

Source: ESKOM (2015)

Table 68: Number of post connections done

Municipality	2013-2014	2014-2015	2015-2016
Fetakgomo/Tubatse	1960	1920	1444
Ephraim Mogale	417	303	408
Elias Motsoaledi	1218	632	1066
Makhuduthamaga	1588	943	901
Total	**5183**	**3798**	**3819**

Source: ESKOM (2016)

INFILLS

Table 69: Number of households connected (as infills)

Local Municipality	Units Delivered (Number of houses connected			Expenditure		
Years	**2011/ 2012**	**2012/ 2013**	**2013/ 2014**	**2011/2012**	**2012/2013**	**2013/2014**
Fetakgomo	151	141	73	R1 197 320.00	R312 442.94	R320 692.21
Makhuduthamaga	1331	676	759	R 2 578 086.89	R1 475 017.00	R1 383 972.28
Greater Tubatse	170	1155	635	R609 886.39	R4 024 520.44	R2 811 462.98
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**

Free Basic Electricity

Most Sekhukhune households can be defined as poor indigent-where the total income is below R1, 500 per month. At present, 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.

Table 70: Number of connections planned by ESKOM

Municipality	2015-2016	2016-2017	2017-2018
Fetakgomo	757	274	1885
Greater Tubatse	1084	920	
Ephraim Mogale	585	59	500
Elias Motsoaledi	715	35	1448
Makhuduthamaga	2222	740	4531
Total	**5363**	**2416**	**8364**

Source: ESKOM (2015/16)

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, Elias Motsoaledi and Fetakgomo Municipalities have been provided with lightning in all their rural villages which makes them meet the millennium development goal no.. There is still a need to provide electricity for lighting in other municipalities like Makhuduthamaga and 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 71: 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	2 630	7 373	20 914	1 562	3 344	13 202	1 454	3 101	11 033

Greater Tubatse	8 750	25 072	62 984	3 677	8 688	45 374	3 537	9 057	32 689
Sekhukhune	**63 950**	**124 173**	**226 677**	**25 303**	**37 778**	**143 786**	**23 449**	**40 966**	**111 212**

Source: Census (2011)

Table 72: Overall electricity access in 2016

Municipality	Access to electricity 2016	Other energy sources
Fetakgomo	22 418	504
Greater Tubatse	85 352	17 188
Makhuduthamaga	62 209	2 560
Ephraim Mogale	33 027	909
Elias Motsoaledi	62 463	3 895
Sekhukhune	265 470	25 057

Community Survey (2016)

Community inputs on electricity access through ward committees in 2015-2016

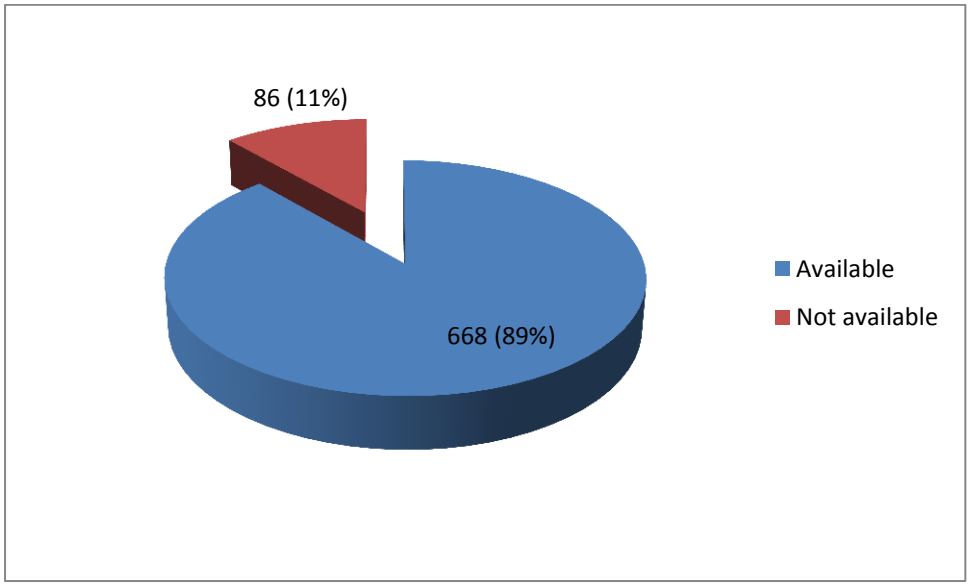
73: Electricity availability

	Makhuduth amaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo	Greater Tubatse	Total
Yes	191	130	68	115	164	668
No	5	32	6	3	40	86
Total	**196**	**162**	**74**	**118**	**204**	**754**

SDM ward committees 2015-2016

Figure 28: Electricity supply

The above table is vividly demonstrated in the chart below in terms of proportions



SDM ward committees 2015-2016

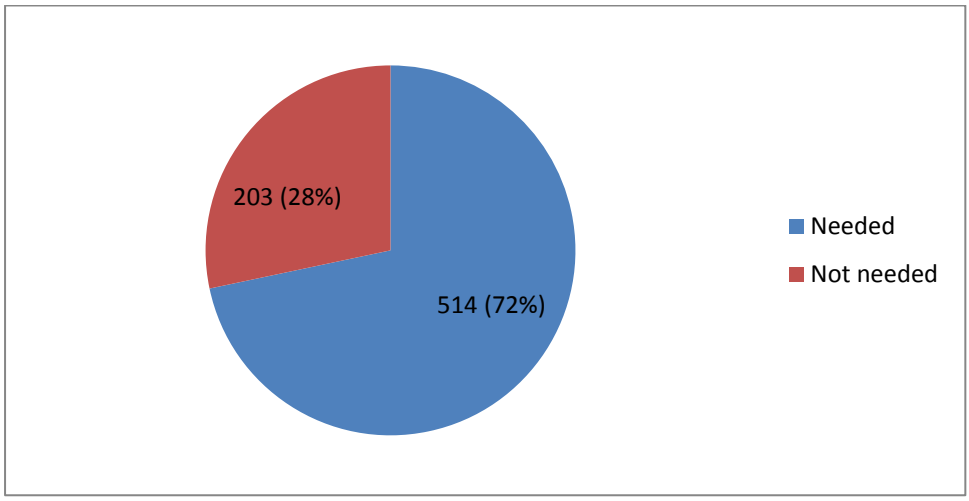
The above chart illustrates that 89% (668) of the villages have access to electricity compared to 11% (86) that do not have access. The majority of the villages that do not have access to electricity are found in Greater Tubatse Local Municipality (40); Elias Motsoaledi Local Municipality (32); Ephraim Mogale Local Municipality (6); Makhuduthamaga Local Municipality (5) and finally Fetakgomo Local Municipality (3).

Figure 74: Electricity post connections

	Makhuduthamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo	Greater Tubatse	Total
Needed	145	78	48	96	147	514
Not needed	49	71	18	13	52	203
	194	149	66	109	199	717

SDM ward committees 2015-2016

Figure 29: The above table values are represented by the chart below.



SDM ward committees 2015-2016

It appears that 72% (514) villages recorded that they require electricity post connections compared to 28% (203) which recorded that there are no post connections needed. Greater Tubatse Local Municipality has the highest number of post connections required (147 villages) followed by Makhuduthamaga (145 villages); Fetakgomo (96); Elias Motsoaledi (78) and Ephraim Mogale (48).

It appears that many villages in the district do have access to electricity. There is a need to engage with Eskom on the remainder of the villages that still require electricity connections. There has also been an expansion of existing settlements which has given rise to the increased need for post connections. Therefore the district has to consolidate information for new connections and post connections for presentation to Eskom.

Challenges:

- Authority over electricity
- Eskom has no capacity
- Illegal connections New extensions of residential sites for post connectors

- Budgetary constrains

2.4.5. Cemeteries

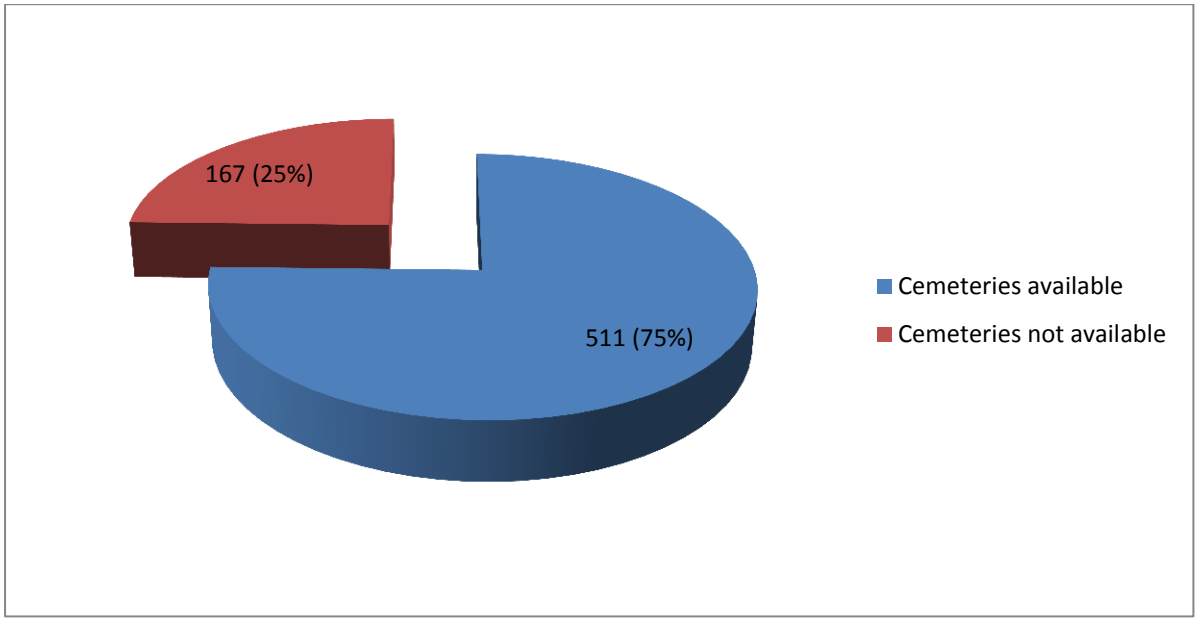
The table below shows numbers with regard to availability (access) of cemeteries in villages. 'Yes' means available, 'No' means not available.

Table 75: Availability (access) of cemeteries in villages

	Makhuduthamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo	Greater Tubatse	Total
Yes	147	78	64	84	138	511
No	29	60	10	18	50	167
Total	**176**	**138**	**74**	**102**	**188**	**678**

SDM ward committees 2015-2016

Figure 30: Access to cemeteries

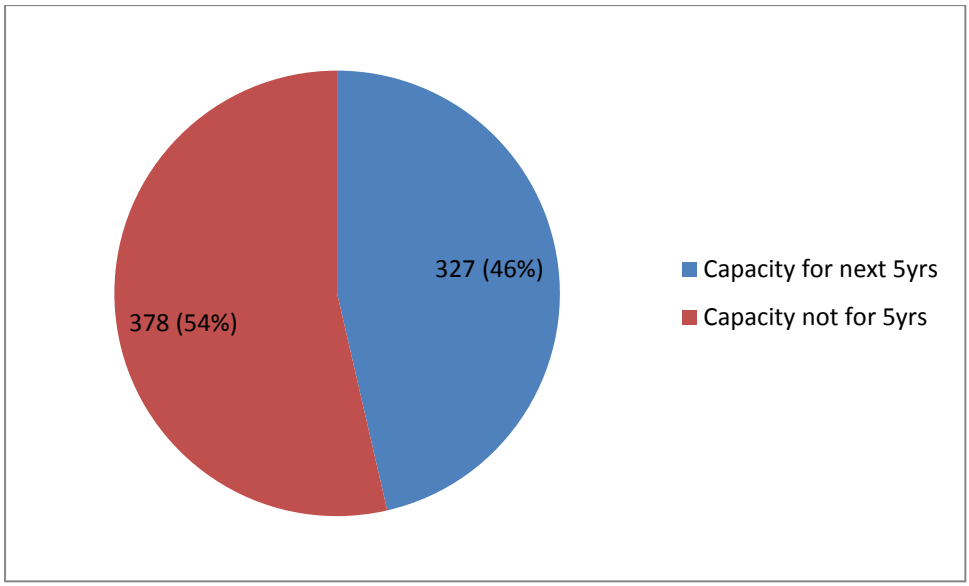


SDM ward committees 2015-2016

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 Greater Tubatse Local Municipality (50); Makhuduthamaga (29); Fetakgomo (18) and Ephraim Mogale (10).

Figure 31: **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.

2.4.6. Housing

Introduction

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.

Status Quo

Table 76: 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	96 945	91 589	93 795	17 376	18 883	22 851	5,6	4,9	4,1
Greater Tubatse	227 127	264 258	335 676	42 427	53 756	83 199	5,4	4,9	4,0
Sekhukhune	**907 137**	**942 993**	**1 076 840**	**171 908**	**195 285**	**263 802**	**5,3**	**4,8**	**4,1**

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.

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 77: 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	10 987	15 258	21 535	5 566	2 713	451	521	762	685
Greater Tubatse	25 079	38 890	69 212	13 600	9 874	3 790	3 115	4 802	9 406
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. 28 825 households were recorded to be living in rented houses in the district. Not surprisingly, the majority of these households are found in Greater Tubatse Local Municipality especially with migrants into the mining industry. Ephraim Mogale and Elias Motsoaledi also recorded markedly improved numbers for rental stock.

Table 78: 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	11 757	1 026	1 066	12 073	913	1 979
Greater Tubatse	30 281	3 663	2 140	41 108	3 768	13 697
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 79: 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: Limpopo Human Settlements Dept.

Table 80: Estimated subsidised housing demand in the district and per municipality

District	Municipality	Households CS2007	Households 2011	Housing Need 2011
Sekhukhune	Elias Motsoaledi	46,840	49,416	8,161
	Fetakgomo	21,851	23,555	2,151
	Greater Tubatse	66,611	74,604	16,847
	Makhuduthama	53,654	54,191	6,908
	Ephraim Mogale	28,215	29,231	1,729
TOTAL				**35 796**

Source: Limpopo Human Settlements Dept. (2013)

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. This table 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 81: 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: Limpopo Human Settlements Dept. (2013)

PROPOSED ALLOCATIONS FOR 2014/15 – 2017/18 FINANCIAL YEARS

The proposed allocations shown in table 57 below are based on the subsidy allocation model approved as part of the Multi-Year Housing Development Plan.

Table 82: Multi Year Housing Development Plan

	Proposed % 2013/14	Proposed no. of units	Allocation Doubled	2014/2015	2015/2016	2016/2017	2017/2018
Sekhukhune District		0	0	0	0	0	0
Makhuduthamaga	3.33	432.9	865.8	432.90	449.55	466.20	482.85
Fetakgomo	1.83	237.9	475.8	237.90	247.05	256.20	265.35
Ephraim Mogale (Gr Marble Hall)	2.11	274.3	548.6	274.30	284.85	295.40	305.95
Elias Motsoaledi	4	520	1040	520.00	540.00	560.00	580.00
Greater Tubatse	8.89	1155.7	2311.4	1155.70	1200.15	1244.60	1289.05
Total	**20.16**	**2620.8**	**5241.6**	**2620.80**	**2721.60**	**2822.40**	**2923.20**

Source: Limpopo Human Settlements Dept. (2013)

Table 83: Housing Backlogs

DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	BACKLOG
Sekhukhune District Municipality	Makhuduthamaga	6 908
	Fetakgomo	2 151
	Ephraim Mogale	1 729
	Elias Motsoaledi	8 161
	Greater Tubatse	16 908
	Total	35 857

Source: Limpopo Human Settlements Dept. (2015)

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 NHBRC standards. The department is liaising with the local municipalities within the district regarding progress and issues relating to blocked.

2015 SUMMARISED STATUS OF HOUSING DELIVERY, SITES DERMACATION, TOWNSHIP ESTABLISHMENT AND TRADITIONAL LEADERSHIP BY THE LIMPOPO DEPARTMENT OF COOPERATIVE GOVERNANCE, HUMAN SETTLEMENT AND TRADITIONAL AFFAIRS

Table 84: Housing: Number of RDP housing units constructed

MUNICIPALITY	2012-2013	2013- 2014	2014-2015
Fetakgomo	175	-	202
Greater Tubatse	1, 586	-	1, 199
Ephraim Mogale	108	-	147
Elias Motsoaledi	819	-	281
Makhuduthamaga	400	-	471

Table 85: Number of RDP housing units planned

MUNICIPALITY	2015-2016
Fetakgomo	150
Greater Tubatse	450
Ephraim Mogale	200
Elias Motsoaledi	450
Makhuduthamaga	300

Table 86: Number of sites demarcated

MUNICIPALITY	2012-2013	2013-2014	2014-2015
Fetakgomo	Mphaaneng 900 Malogeng	None	None
Greater Tubatse	Leboeng 300		
Ephraim Mogale	Uitvlugt 500		
Elias Motsoaledi	-		
Makhuduthamaga	-		
Total	1700		

Table 87: Number of sites planned

MUNICIPALITY	2015- 2016	2016 - 2017	2017 – 2018
Fetakgomo	NONE	NONE	NONE
Greater Tubatse			
Ephraim Mogale			
Elias Motsoaledi			
Makhuduthamaga			

Table 88: Number of township applications approved

MUNICIPALITY	2012 2013	2013 2014	2014 2015
Fetakgomo	NONE	NONE	NONE
Greater Tubatse			
Ephraim Mogale			
Elias Motsoaledi			
Makhuduthamaga			
Total			

Table 89: Number of township application finalised

MUNICIPALITY	NUMBER OF TOWNSHIP APPLICATION FINALISED
Fetakgomo	Mphaaneng 600 Malogeng 300
Greater Tubatse	Leboeng 300
Ephraim Mogale	Uitvlugt 500
Elias Motsoaledi	-
Makhuduthamaga	-

Table 90: Number of traditional leaders

MUNICIPALITY	NUMBER OF TRIBAL AUTHORITIES/ MOŠATE
Fetakgomo	11
Greater Tubatse	22
Ephraim Mogale	5
Elias Motsoaledi	14
Makhuduthamaga	23

WARD COMMITTEES OVERVIEW ON HOUSING PROVISION DURING 2015-2016

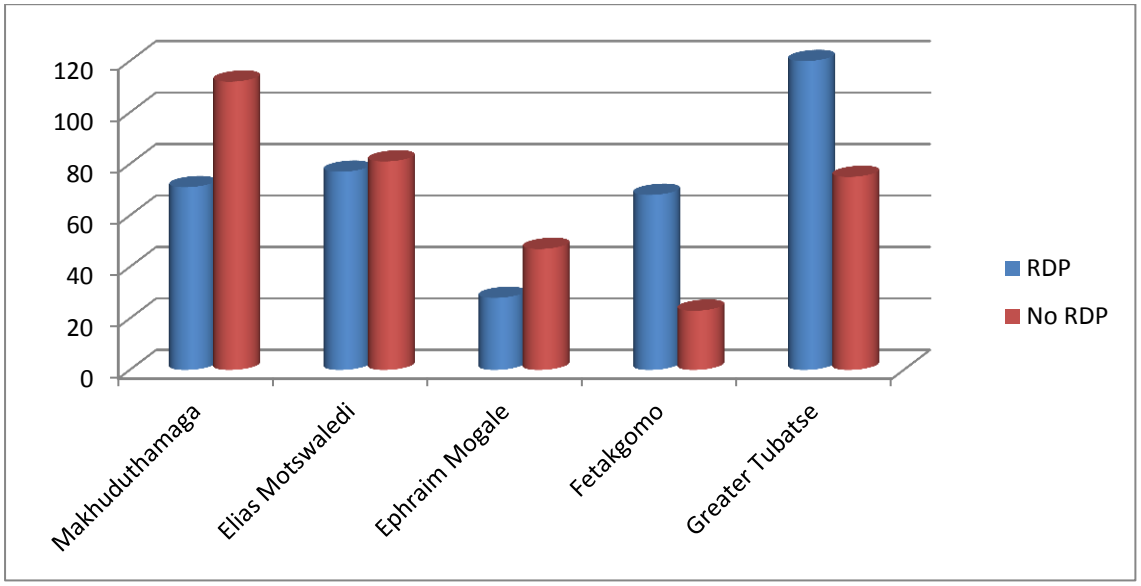
The information below was gathered from all ward committees of SDM that were consulted in late 2015 to early 2016.They were representing their communities. Therefore this information represents the views of communities only. They may look different to the official statistics produced by Stats SA.

Figure 91: Government Housing Programme (RDP Housing) implemented (yes or no)

	Makhuduthamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo	Greater Tubatse	Total
Yes	71	77	28	68	120	364
No	112	81	47	23	75	338
Total	**183**	**158**	**75**	**91**	**195**	**702**

SDM ward committees 2015-2016

Figure 32: Below is a graphical representation of the above table.



SDM ward committees 2015-2016

Since 1994, there has been progress regarding low cost housing delivery in the villages although not all have been reached so far. 521 villages indicated that there has been housing delivery in their area compared to 182 that recorded that they have not seen any low cost housing delivery in their area. The district municipality and its locals must work with the Provincial Housing Department to deal with housing demand issues as well as directing housing delivery in line with sustainable human settlements practices.

CHALLENGES

- 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
- Eradication of blocked housing projects in municipalities.
- Lack of sufficient funding to address the demand
- Unavailability of adequate land for development
- Lack of Bulk Infrastructure

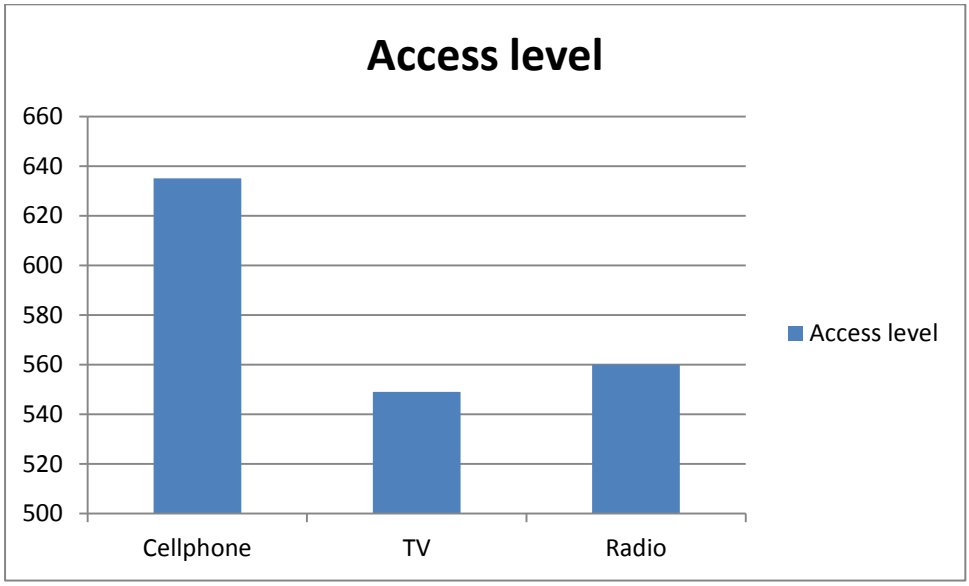
2.4.7. Telecommunication

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 33: Telecommunication access levels



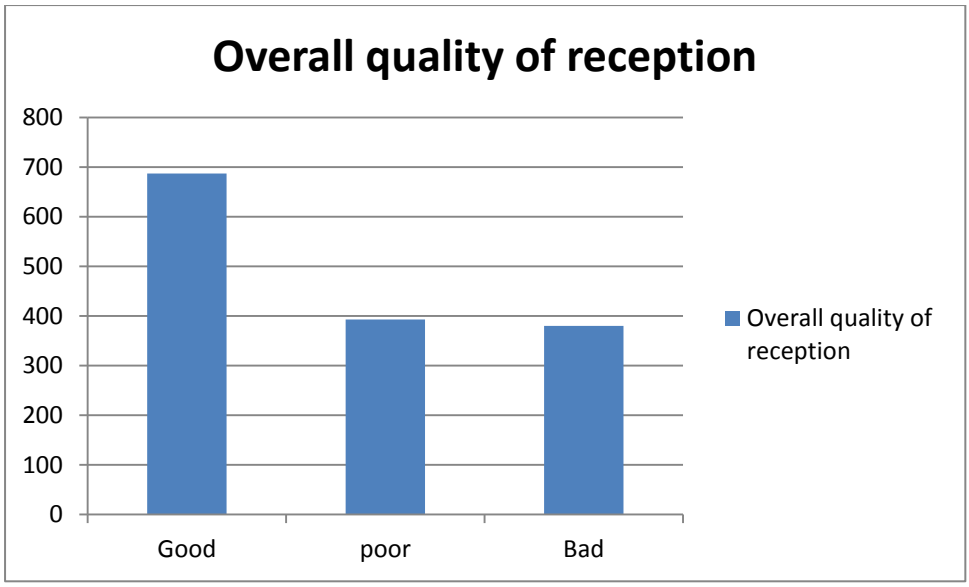
SDM ward committees 2015-2016

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 34: 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.

2.4.8. 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.

There are number of stormwater structures on the road network under ownership of SDM and are summarized as follows:

Table 92: Number of the structures on the road network under ownership of SDM

Local Municipality	No. of bridges	No. of major culverts	No. of minor culverts	No. of Drifts
Fetakgomo	2	7	75	15
Ephraim Mogale	1	13	148	0
Elias Motsoaledi	4	13	212	0
Makhuduthamaga	4	15	247	7
Tubatse	13	31	247	29
Total	**24**	**79**	**929**	**51**

Source: Road Master Plan: 2006

There is currently no Stormwater drainage Structure Master Plan at the District level. The District needs to develop the Stormwater Master Plan in the Fetakgomo Municipality.

2.4.9. 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 93: Road network in Sekhukhune (District Roads)

Local Municipality	Length (km)	% of Network
Fetakgomo	188	13
Elias Motsoaledi	223	15
Ephraim Mogale	236	16
Greater Tubatse	392	26
Makhuduthamaga	452	30
Total	**1491**	**100**

Source: SDM (undated) Road Master Plan: Draft

The current backlog is as follows:

Table 94: Paved and unpaved network of roads in SDM

Paved (KM)	Unpaved (Backlog) (KM)	Total (KM)
1 353	1 589	2 942

The 1 589km backlogs clearly indicate that a substantial amount of money is required over a period of time to redress the situation.

Report of the Road Agency Limpopo (2015) 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

Table 95: Kilometres of roads tarred

Municipality	2013-2014	2014-2015
Fetakgomo	-	-
Greater Tubatse	10.0	-
Ephraim Mogale	-	-
Elias Motsoaledi	-	-
Makhuduthamaga	-	10.5
Total	**10.0**	**10.5**

Table 96: Kilometres of roads re-gravelled

Municipality	2013-2014	2014-2015
Fetakgomo	-	-
Greater Tubatse	-	-
Ephraim Mogale	-	-
Elias Motsoaledi	-	-
Makhuduthamaga	-	16.25
Total	**-**	**16.25**

Table 97: Kilometres of roads planned for tarring

Municipality	2016-2017	2017-2018
Fetakgomo	2	9
Greater Tubatse	8	8
Ephraim Mogale	2	8
Elias Motsoaledi	2	11
Makhuduthamaga	-	-
Total	**14.0**	**36.0**

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 Stoffburg, 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 if 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 three 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.
- Chuenespoort 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.

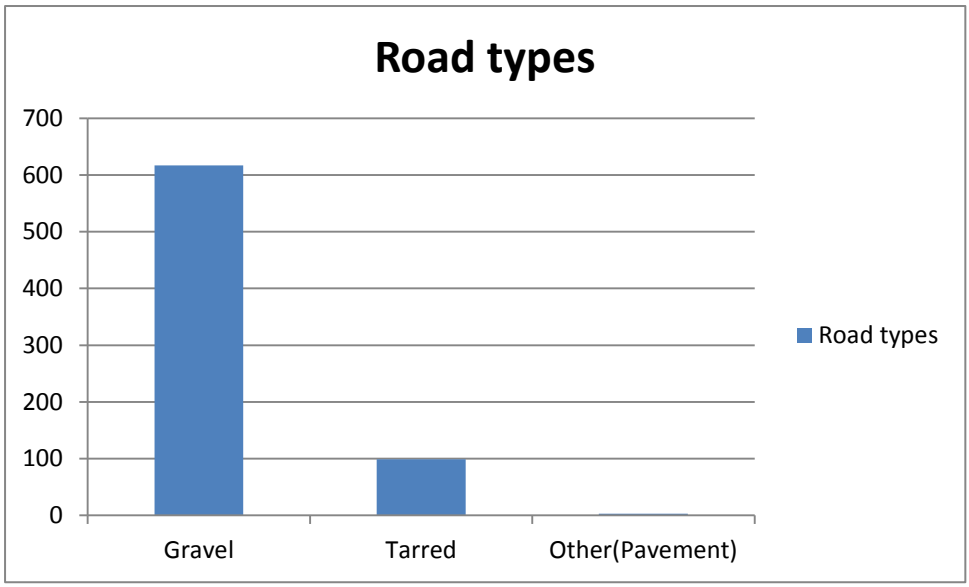
Implications for future Economic growth in Sekhukhune

The road network in Sekhukhune is clearly in need of some maintenance in the future. This will became especially important given the planned economic growth of the District.

Community inputs into the status of roads in SDM

According to the ward committees of SDM consulted in late 2015 to early 2016, the proportion of gravel roads, tarred roads and others appear as below.

Figure 35: **Status of roads in SDM**



SDM ward committees 2015-2016

It has been established that 86% of the local access roads are gravel (617 roads) compared to 14% (99 roads) that are tarred. The highest number of local access gravel roads is found in Greater Tubatse Local Municipality (164 roads) followed by Makhuduthamaga Local Municipality (160 roads); Elias Motsoaledi (122 roads); Fetakgomo (112 roads) and Ephraim Mogale (59 roads). All these roads are local access roads.

The district municipality and its locals must work collaboratively to establish the extent of these roads (kilometres) and development of strategies to ensure maintenance of these roads. Most communities prefer tarring as solutions however other methods need to be explored.

Challenges

- Grading of internal access roads (streets)
- Construction of bridges

- The tarring of roads
- The huge backlog on both upgrading and maintenance of roads which requires more funding.
- Local access roads are gravel, below standard and used mainly by buses and taxis
- Local gravel roads also need stormwater management

2.4.10. Municipal Health Services and environmental management

Introduction

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 but excludes port health, malaria control and control of hazardous substances**
- **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.

Status Quo

The Sekhukhune District Municipality has developed the Integrated Waste Management Plan (IWMP) that needs to be reviewed before adoption by council. Waste removal is being provided mostly in urban centres like Marble Hall and Leeufontein in Ephraim Mogale,

Groblersdal; Motetema; Roosenekal and Monsterlus in Elias Motsoaledi local municipality; Burgersfort; Praktiseer; Mmapodile and Steelpoort in Tubatse Municipality.

These municipal areas have organized waste collection systems. The waste collection has just been started in some parts of Makhuduthamaga and Fetakgomo and the district encourages that all subserviced areas be attended to. Hlogotlou waste transfer station (as registered) has been permitted as well as the Groblersdal landfill site.

Refuse removal processes do not cover most villages in all Local Municipalities. The backlog for refuse removal is estimated at 95%. This poses serious health risk, especially when accompanied by minimal access to clean water. These areas are therefore fairly susceptible to the outbreak of diseases and other environmental conditions.

The informal disposal of waste in the District is a source of concern, as it causes environmental pollution and hazards. Sekhukhune residents also need to be more aware of sound waste management practices. For the municipalities themselves, the key challenge is to maintain existing disposal sites and to provide new sites and to provide in areas that lack them. Local Municipalities should make budgets available and follow their Integrated Waste Management Plans in their possession for the waste development infrastructure.

All the local landfill sites that were in the district asset register have been transferred to the relevant local municipalities in terms of section 84(1)(iii) of the Municipal Structures Act ,117 0f 1998.

General Waste Management

Table 63: SDM State of landfill sites

MUNICIPALITY	DISPOSAL SITE	PERMITTED/ NOT AND PERMIT No.	ACCESS	COMPACTION	COMMENTS
SEKHUKHUNE DISTRICT MUNICIPALITY					
Fetakgomo LM	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	No compaction done	Gate locked all the times
	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
	Lebowa Platinum Mine Zeekoeeigat Landfill Site	Permitted as a GMB^{-} Permit No:B33/2/0250/005/P250	No gate No security Fence vandalised	No compaction	Application for closure license has been lodged
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 of on an unlined area
	Philadelphia Dumping Site	Not licensed	Not fenced	No compaction	The dumping site is mainly used by the Philadelphia Hospital
	Hlogotlou Transfer Station	Licensed as a GCB^{-} Licence No: 12/14/10 - A/1/GS2	Not fenced	Not applicable	Waste is dumped and burnt
	Elandsdoorn Landfill Site	12/4/10 – A/12/GS9 Closure Permit	Not fenced	No compaction	The site should be rehabilitated

MUNICIPALITY	DISPOSAL SITE	PERMITTED/ NOT AND PERMIT No.	ACCESS	COMPACTION	COMMENTS
	Groblersdal Landfill Site	Permitted as a GMB. Licence no: 12/4/10-B/10/M3	The site is not yet developed but waste is disposed of randomly and left unattended Site fence although but vandalised	No covering nor compaction	The site need to be developed as a matter of urgency
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
	Leeuwfontein Dumping Site	Not licensed	Not fenced	Site closed but not rehabilitated	Site closed but not rehabilitated
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	No compaction	Management of the site is outsourced to Leolo Waste Management
Greater Tubatse LM	Burgersfort Landfill Site	Permit no: 16/2/7/B400/D66/Z1/P292A1	Fenced and has 24 hours security personnel	Compaction done but not effective due to the type of machinery used (bulldozer)	Equipment used is for service provider
	Praktiseer Dumping Site	12/4/10 – A/20/GS8 Closure Permit	Not fenced	N/A	The site is used illegally and need to be closed
	Orghistad Dumping Site	12/4/10 – A/20/GS6	Fence vandalised	Site is closed but not rehabilitated	The site to be rehabilitated

MUNICIPALITY	DISPOSAL SITE	PERMITTED/ NOT AND PERMIT No.	ACCESS	COMPACTION	COMMENTS
		Closure Permit			
	Steelpoort Dumping Site	12/4/10 – A/20/GS7 Closure Permit	Not fenced	No compaction	The site should be rehabilitated

Table 64: SEKHUKHUNE DISTRICT MUNICIPALITIES GENERAL WASTE MANAGEMENT LICENSES

		2011/12	2012/13	2013/14
	NEW APPLICATIONS			
Waste Management licenses processed	RECEIVED:	One (1) Closure and rehabilitation of Lebowa Platinum Zeekoegat Landfill Site – Fetakgomo LM	Four (4) Proposed decommissioning and rehabilitation of Orighstad dump site – Greater Tubatse LM Proposed decommissioning and rehabilitation of Praktiseer dump site – Greater Tubatse LM Proposed decommissioning and full rehabilitation of Steelpoort dumping site – Greater Tubatse LM Proposed decommissioning and full rehabilitation of Elandsdooren/Dennilton dumping site – Elias Motsoaledi LM	Nil (0)
	ISSUED	Three (3) Elias Motsoaledi Landfill Site - Elias Motsoaledi Hlogotlou Waste Transfer Station – Elias Motsoaledi LM Assmang Chrome Mine Storage Facility – Greater Tubatse LM	Nil (0)	Four (4) Proposed decommissioning and rehabilitation of Orighstad dump site – Greater Tubatse LM Proposed decommissioning and rehabilitation of Praktiseer dump site – Greater Tubatse LM Proposed decommissioning and full rehabilitation of Steelpoort dumping site – Greater Tubatse LM Proposed decommissioning and full rehabilitation of Elandsdooren/Dennilton dumping site – Elias Motsoaledi LM

	WITHDRAWN	Nil (0)	One (1) Proposed development of waste transfer station and Buy Centre – Greater Tubatse LM.	Nil (0)
	ACTIVE	One (1)	Five (5) Closure and rehabilitation of Lebowa Platinum Zeekoegat Landfill Site – Fetakgomo LM	Nil (0)
	AMENDMENTS			Nineteen (19)
	RECEIVED	One (1) Burgersfort Landfill Site – amendment of permit condition – extend permit expiry date – Greater Tubatse LM	Nil (0)	Nil (0)
	ISSUED	Nil (0)	One (1) Burgersfort Landfill Site – amendment of permit condition – extend permit expiry date – Greater Tubatse LM	Nil (0)
	WITHDRAWN	Nil (0)	Nil (0)	Nil (0)
	ACTIVE APPLICATIONS	One (1)	Nil (0)	Nil (0)

Table 65: WASTE SERVICE

MUNICIPALITY	TOTAL NUMBER OF POPULATION	TOTAL NUMBER OF HOUSEHOLDS	NO. OF INDIGENT HOUSEHOLDS	REVENUE COLLECTION	NUMBER OF HOUSEHOLDS RECEIVING BASIC WASTE COLLECTION SERVICES		
					WEEKLY KERBSIDE COLLECTION	COMMUNITY TRANSFER TO CENTRAL POINT	ON SITE DISPOSAL
Ephraim Mogale LM	123,648	32304	4,988	Yes	3726	N/A	N/A
Elias Motsoaledi	249,363	60251	8,546	Yes	9236	2000	N/A
Makhuduthamaga LM	274,358	65217	8,572	N/A	N/A	N/A	N/A

Fetakgomo LM	93,795	28409	3,420	Yes	10500	N/A	N/A
Greater Tubatse LM	335,676	83199	13,023	Yes	4847	N/A	N/A

Table 66: Landfill Site

MUNICIPALITY	List Landfill Sites			
	Are they licensed?	**Y**	**N**	**Life Span**
Fetakgomo LM	Malogeng	Y		15 Yrs
	Bokoni Platinum Mine	Y		Full and applied for closure
	Mphanama	Y		Not developed
Greater Tubatse LM	Burgersfort	Y		6yrs
	Appiesdoorndraai	Y		Not developed
	Steelpoort	Y		Closed and waiting for rehabilitation
	Orighstad	Y		Closed and waiting for rehabilitation
	Praktiseer	Y		Closed and waiting for rehabilitation
	Tubatse Chrome (Rock Dump)	Y		Private (Not known)
Elias Motsoaledi LM	Roossenekal	Y		20yrs estimation
	Groblersdal	Y		16yrs
	Elandsdoorn/Dennilton	Y		Waiting for rehabilitation
Makhuduthamaga LM	Jane Furse	Y		10yrs estimation
Ephraim Mogale LM	Marble Hall	Y		15 Yrs

Challenges

- The IWMP needs to be reviewed
- 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
- Maintenance of the existing landfill sites.
- Budgeting for waste management in all Local Municipalities
- Awareness of our communities on good waste management practices

RECYCLING OF WASTE

BACKGROUND

Recycling of waste makes meaningful contribution to the reduction of waste quantities and toxicity and thereby prolonging the lifespan of a landfill thus saving airspace and can be done individually or as a team, cooperatives are encouraged to perform recycling. 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.

Limpopo province like other provinces has seen disposal of waste through, filling methods and burning of waste as the preferred option of dealing with waste, with very limited consideration of cradle to grave principle. It was surprising that the recently promulgated National Waste Management Strategy (NWMS) adopted a paradigm shift in waste management with more emphasis on the top order option of the waste management hierarchy over the disposal of waste. The significance of recycling in the waste management system saw the government setting recycling performance targets through Outcome 10 deliverables (Presidential process) which aims to divert 25% of municipal waste from landfill for recycling by 2014.

LEGAL REQUIREMENT AND OBLIGATIONS

Section 16 of the National Environmental Management: Waste Act, 2009 (Act 59 of 2009)(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 IN RURAL COMMUNITIES

Communities in rural area engage in recycling of waste materials, however, lack of infrastructures in this areas has seen the collapse of most of the rural recycling companies and projects. Even though companies like Collect-A-Can and Consol, for example, are

willing to provide support by providing bailers and bottle crushers there sometimes is no electricity available for operation of the equipment.

Among the challenges faced by the rural recycling projects are the following:

- Lack of equipments such as scales, loading equipments and other resources
- Lack of Infrastructure
- Vandalism
- Lack of knowledge on administration
- Lack of ownership and willingness
- High expectations
- Price of the recyclables is low
- 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 2: No proper storage area at Thabampshe Recycling Project - Pic 3: One Tonne bags used for temporary storage

SOCIO ECONOMIC IMPACT

There are many economic benefits of recycling to the province, one of which includes saving money and among others are the following:

- It is cheaper to make products using recycled materials.
- Recycling benefits the economy by also reducing expenditure in other ways.
- As more items are reduced, the amount of waste that needs to go to the landfill or incinerator is also reduced. Through recycling, communities can save on their waste disposal costs (e.g. landfill costs), which can be very expensive. In addition, through the sale of the recycled materials, communities can also offset the cost of their waste

disposal, thereby further reducing their expenditure. Subsequently, hectares of landfill space can be saved, and be diverted for other uses.

Pic 4: Creating jobs by re-use of waste into profitable artifacts in Thohoyandou

Sectors like LIMDEV and LIBSA do assist companies in registering businesses to CIPRO. Recycling generates job opportunity to any person who would like to venture in its direction. With 88 identified recycling facilities in Limpopo 1275 jobs are directly created and indirectly the transportation and processing of this recyclable creates even more jobs although not quantified.

Conclusion

- 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.

ENVIRONMENTAL POLLUTION CONTROL/ MANAGEMENT

Introduction

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, 2006).

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 following using some of the Municipal Health Services By-laws to be promulgated soon:-

***Noise Pollution*:**

- Factories, industries, formal premises, musical instruments, construction sites, machineries, etc.

Air Pollution:

- Industrial boilers, incinerators, stoves, fireplaces, refuse burning, etc.

***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.

Status Quo

The District Environmental Health Practitioners will need to ensure that all the pollution problems are addressed for the safety of the people of Sekhukhune. The Municipal Health Services by-laws have gone through the public participation process towards promulgation by the province.

The District has developed an Integrated Environmental Management Plan (DIEMP) that needs to be approved by Council. The district still needs to have Environmental Inspectors in

its territory to preserve the biodiversity and its natural resources. The district will need to have 64 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.

Geology

The regional geology consists of the Eastern Bushveld and Springbok flats region. The overall geology of the area is classified as follows:

- Gabbro (South of the R37)
- Anorte band (adjacent to the R37)
- Clinopyroxenite (to the North of R37)
- Arenite (adjacent to the Olifants River)

The Springbok flats coal fields are found on the Western side of the Sekhukhune District. The Transvaal Supergroup is found in Ephraim Mogale towards the east of the District, as well as in an arc inscribed by the Northern Drakensburg in the Far East. The stones and rocks found within the Transvaal Supergroup include dolomite, limestone, iron-formation, shale and quartzite, amongst other (Goode, 2006).

As previous sections have highlighted, the unique geology of Sekhukhune has bequeathed the District with the largest reserves of platinum group metals in the world. The renowned Bushveld Complex is found at the centres of the region. The western portion contains acidic rocks, whilst the Eastern site has basic rocks which contain metal minerals. It is the latter that is of economic significance. The Merensky Reef is found within this Complex, and contains major deposits of the platinum group metal, nickel, copper and cobalt.

Topography

The Oliphant River is located on an open flood plain area. A valley surrounded by the non-perennial rivers is found to the north of the river. Strips of erosion can be found in the valley alongside most of the perennial rivers. Wood is still one of the main sources of energy for households, which leads to deforestation and subsequent erosion because of the denuding vegetation. The Sekhukhune District Municipality does not have Environmental Management Inspectors to help educate the communities about conservation of the land, fauna and flora for the future. One of the major environmental problems in the area is inappropriate

agricultural methods, which leads to overgrazing and even desertification in places like Thabanaseshu. Overgrazing is also the result of too many livestock units per area of land. We also have a problem of pesticide poisoning in the farming areas along the Olifants River due to aerial and other forms of crop spraying of which also affects communities alongside the river and neighboring villages. This issue of pesticides can't, be ruled out that it also contributes to water pollution down the rivers and streams if mismanaged.

Sekhukhune Climate

The Sekhukhune area is characterized by a hot climate in the Oliphant's River Valley. The average temperature shows moderate fluctuation with average summer temperatures of 23˚C as well as a maximum of 28˚C and a minimum of 18˚C. In winter, the average is 13.5˚C with the maximum of 20˚C and a minimum of 7˚C (as measured at the Sekhukhune Weather Station).

Sekhukhune is located in the Summer Rainfall Zone of the country, and receives more than 80% of its rainfall between November and March. The Southern parts of the area receives more rain (between 600mm – 800mm annually), whilst the Northern parts receives only 500mm – 600mm by comparison. This limits the type of agricultural activity that can take place in the north.

Thunderstorms, with the associated low soil penetration and high level of erosion, are common in the area. It would also appear as if El Niño and La Niña phenomena significantly influence the amounts of rainfall received in the area (Ziervogel et al, 2006).

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. Increasingly sparse rainfall, as well as a high evaporation rate, is also currently limiting subsistence farming in the District – a situation that has contributed food insecurity mentioned earlier in this IDP.

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 (SEI, 2006).

The quality of this scarce resource (domestic water supply) is still a challenge that Environmental Health Practitioners needs to monitor closely and urgently.

Challenges

- The Sekhukhune district is a water- scarce Municipality
- The Sekhukhune District Environmental Health Practitioners are faced with the following which is their competency :-
- Ensuring a hygienically safe and adequate supply of potable water provision.
- Respond to consumer complaints on contamination/impurities.
- Water sampling and testing for bacteriological and chemical analysis.
- Enforcement of laws and regulations related to water quality.
- Protection of water sources.
- Mapping of water sources in relation to pollution and contamination.
- Implement health, hygiene and awareness and education campaigns.
- Monitoring of water reticulation systems and other sources of water supply.
- Monitoring and control of storm water runoff from premises, which may impact on public health.
- Identification and making safe of dangerous wells, boreholes and excavations.

Health surveillance of premises

This involves the identification, monitoring and evaluation of health risks, nuisances and hazards and instituting remedial and preventative measures. Some of the areas to be visited are but not limited to these are:

- Agricultural holdings/farms
- Dwellings: Informal formal and
- Keeping of animals
- Public conveniences/Public bath houses
- Construction sites
- Business centres and offices including government offices
- Businesses
- Workshops
- Places of worship
- Accommodation establishments
- Medical practices
- Sanitary facilities
- Offensive trades
- Hairdressing, beauty and cosmetology services
- Caravan parks, camping sites and holiday resorts
- Laboratories.
- Private and government (Public) schools
- Places of care:
- Childcare services (crèches, nurseries, day care, after school care, child-minders, pre-schools)
- Old age homes, medi-care centers, day care centers

- Orphanages
- Mental institution
- Homes for the destitute
- Homes for refugees
- Homes for the disables
- Hospices
- Clinics, community health centers, hospitals
- Nursing homes
- Prisons and police stations
- Places of safe keeping
- Street children shelters
- Hotels/motels/boarding house
- Industrial/manufacturing

Challenges

A database of all these facilities will still have to be reviewed and this needs a lot of human and financial resources.

Surveillance and prevention of communicable diseases excluding immunisations

This function involves the identification, monitoring and prevention of any disease which can be communicated 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 activities of implementing this service will amongst others include to:-

- Conduct health and hygiene promotion in the prevention of communicable diseases.
- Carry out investigations and follow ups of bacterial, viral and parasitic infections.
- Do case investigations and reporting
- Determine sources of infection, contacts and carriers of diseases.
- Provide consultation on prevention and control of diseases.
- Do collection of appropriate epidemiological information on communicable diseases.
- Do collaboration with other stakeholders and Departments regarding outbreaks.
- Take samples and specimens for analysis and further action if deemed necessary.
- Institute remedial and preventative measures including health education.

Vector Control

This involves the monitoring, identification, evaluation and prevention of vectors like Rodents, Insects and Pests.

The functional activities will amongst others include:-

- Complaint investigations relating to environmental health conditions.
- Identification of vectors, their habitats and breeding places and instituting remedial and preventative measures.

- Carrying out of routine surveillance actions and surveys to determine the prevalence of vectors.
- Applications/instituting of eradication/control measures such as spraying of premises, baiting, fumigation, application of pesticides and placing of traps at properties/premises.
- Removal or remedying of conditions permitting or favouring the prevalence or increase of rodents, insects and vectors.
- Monitoring of high-risk areas.
- Law enforcement by issuing notices/summons.
- Community awareness campaigns on zoonotic diseases and control thereof by education and training.
- Collection and analysis of specimens.

Challenges

This will require both financial and technical resources:

Disposal of the dead

In terms of section 84 of the Municipal structures Act,117 of 1998 section84(1)(l) 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 ceased with ensuring compliance, monitoring of funeral undertakers, mortuaries, embalmers, crematoria, graves and cemeteries and to manage control and monitor exhumations and reburial or disposal of human remains.
Most existing cemeteries are not well sited as they are placed near water sources.
Some communities still don't consult the district municipality when choosing new cemetery sites
The district is still looking for land for developing a regional cemetery

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. Food control involves monitoring and evaluating the following categories of premises:-

Formal premises:

- Food retailers (restaurants, cafes, franchises, fast-food outlets, bakeries, supermarkets, butcheries, cafeterias, etc).
- Food wholesalers/distributors.
- Food factories/industries (including homes).
- Food warehouses.
- Catering organizations/companies.
- Food transportation.

- Food preparation areas in accommodation establishments and places of care.
- Temporary carnivals, fetes, charity and sporting/special events.
- Open air markets.
- Food tenders.

Informal premises:

- Vendors
- Hawkers

Challenges

Municipalities still appoint caterers and other food handlers without certificate of acceptability from the District Environmental Health Practitioners at minimal revenue to the district.

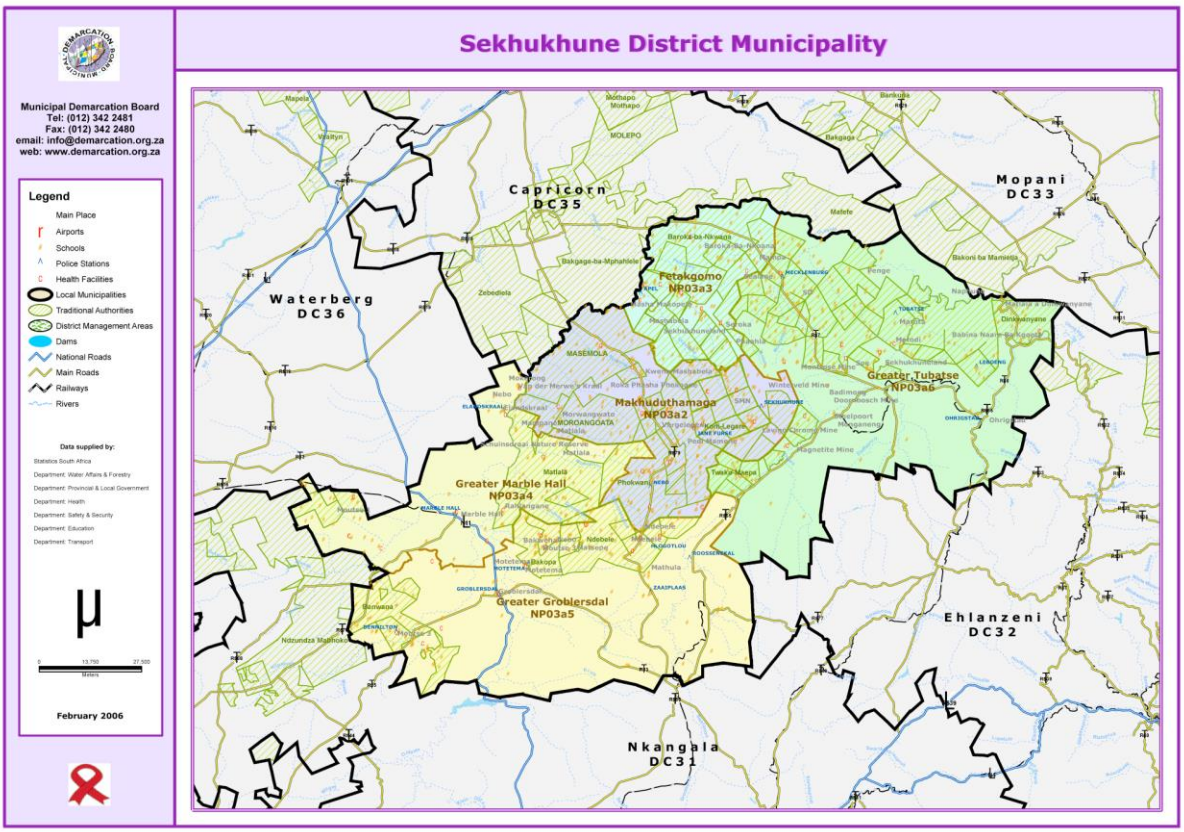
Chemical safety

- This service entails monitoring, identification, evaluation and prevention of the risks of chemical that are harmful to human health.
- The areas to be monitored and evaluated are and include some of the following:-
- Fumigation firms.
- Formal and informal premises.
- Agricultural farming areas and rivers
- In all these areas, health education will be prioritised and where necessary, issuing of summons and notices will be issued

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 38: 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 all, 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 39: PLANTS ENDEMISM

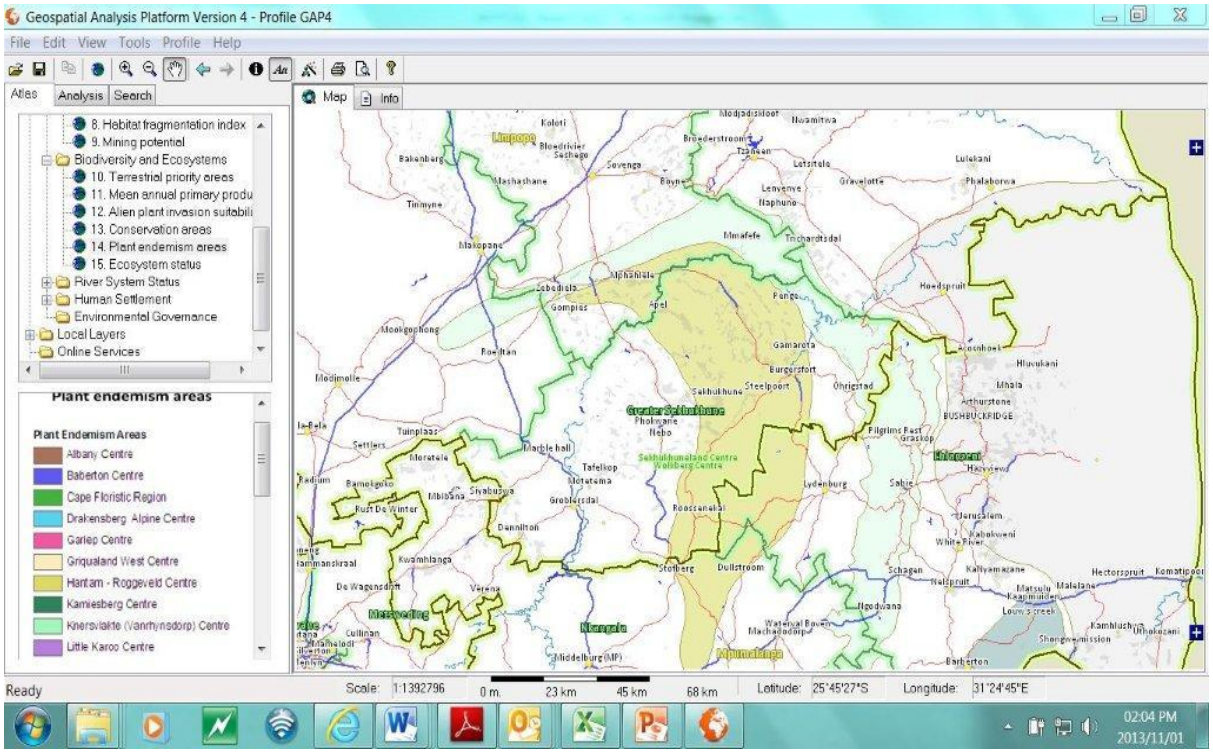


Figure 40: CONSERVSTION AREAS

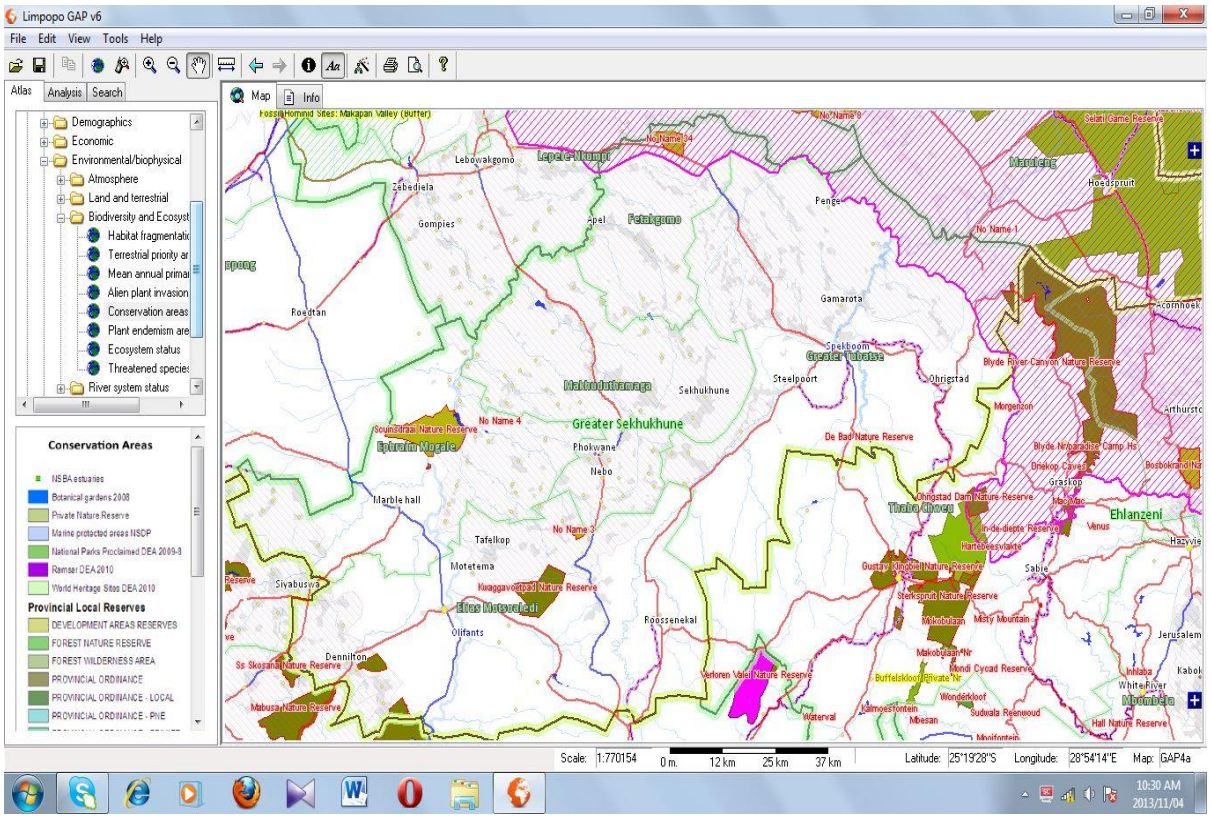
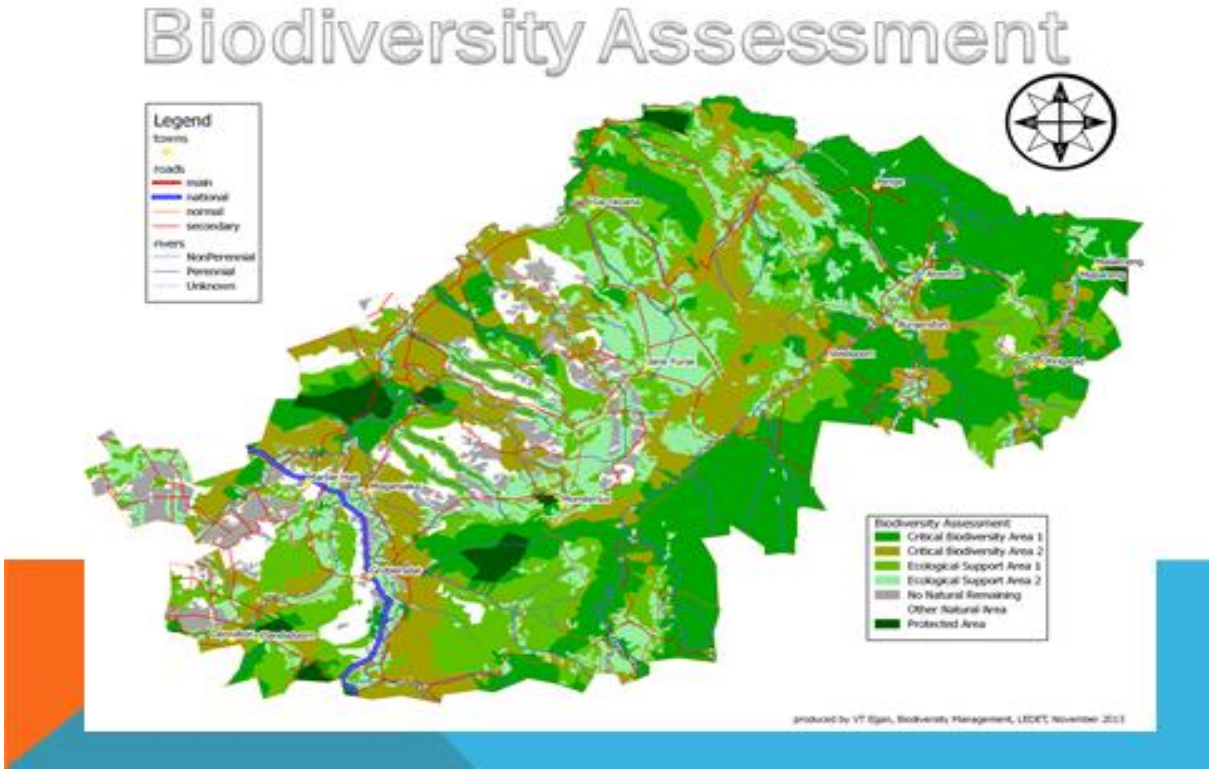


Figure 41: Biodiversity Assessment



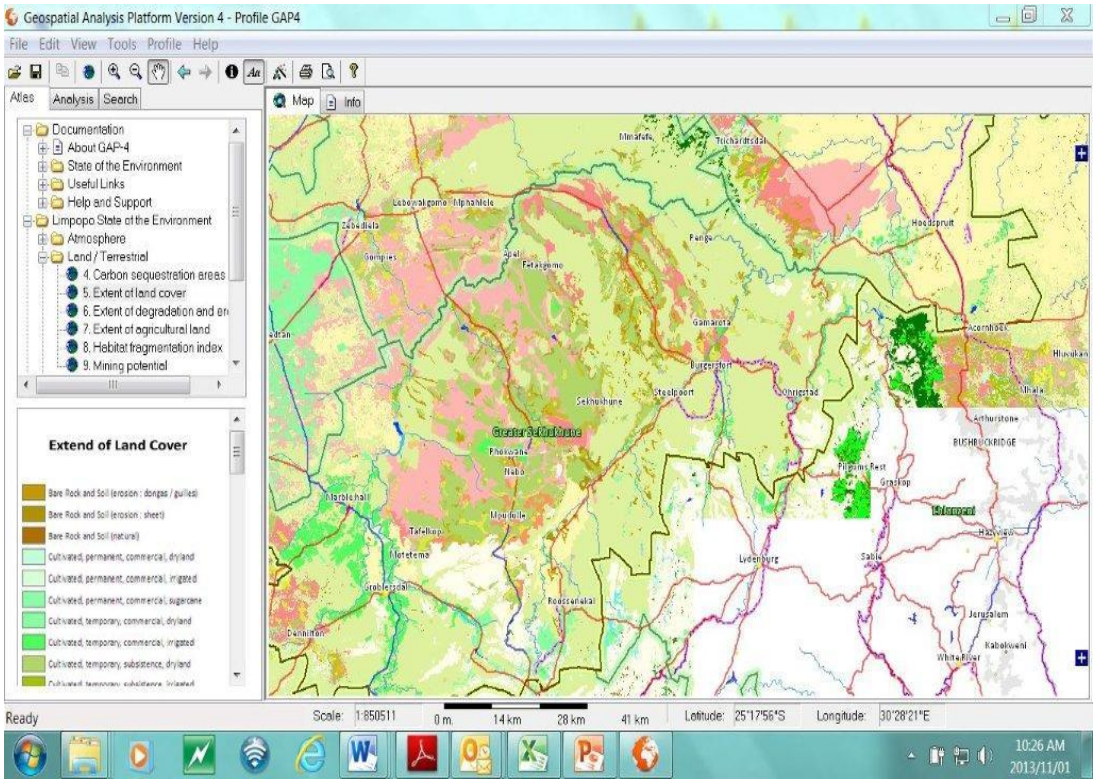
EXTENDED OF LAND COVER

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 extend of landcover, Ephraim Mogale is borded 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 42: Map showing the extend of landcover



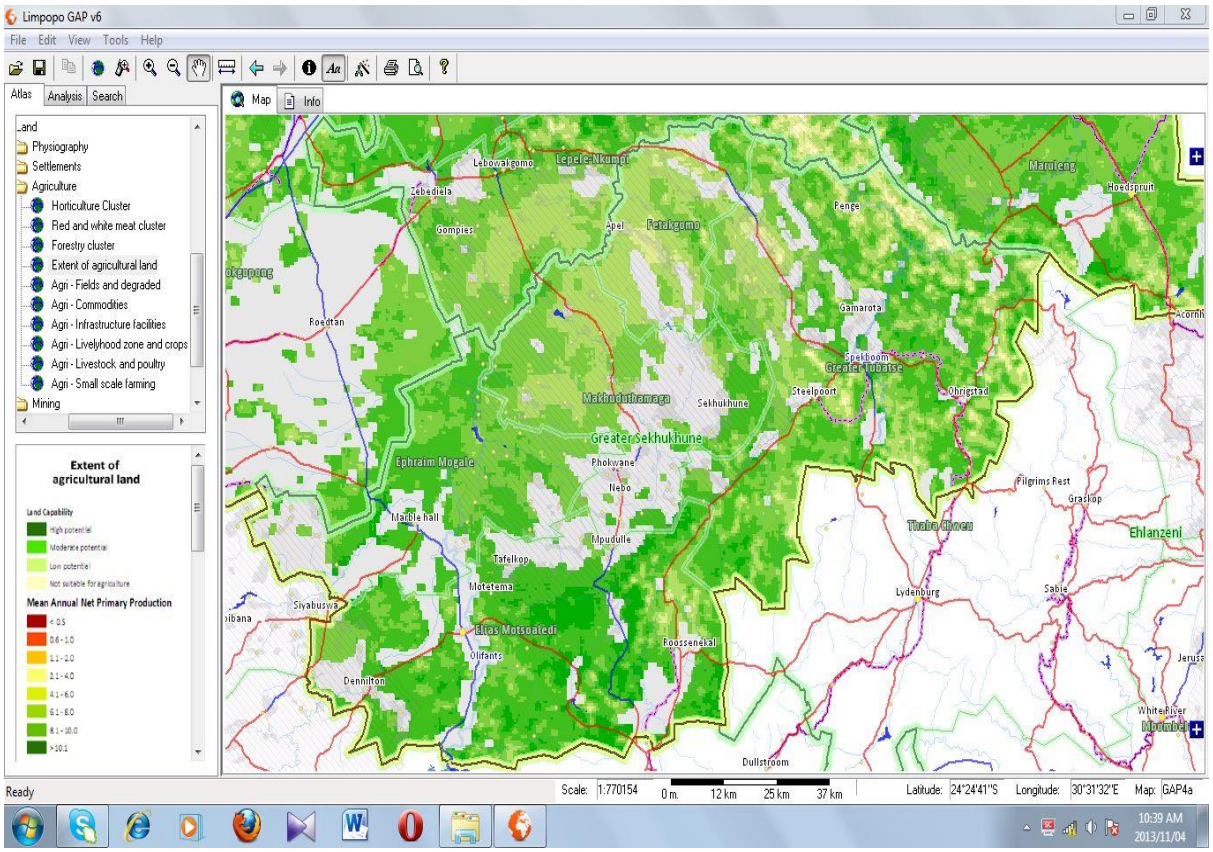
THE ROLE OF BIODIVERSITY IN SEKHUKHUNE LAND

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 43: Map showing agricultural land cover

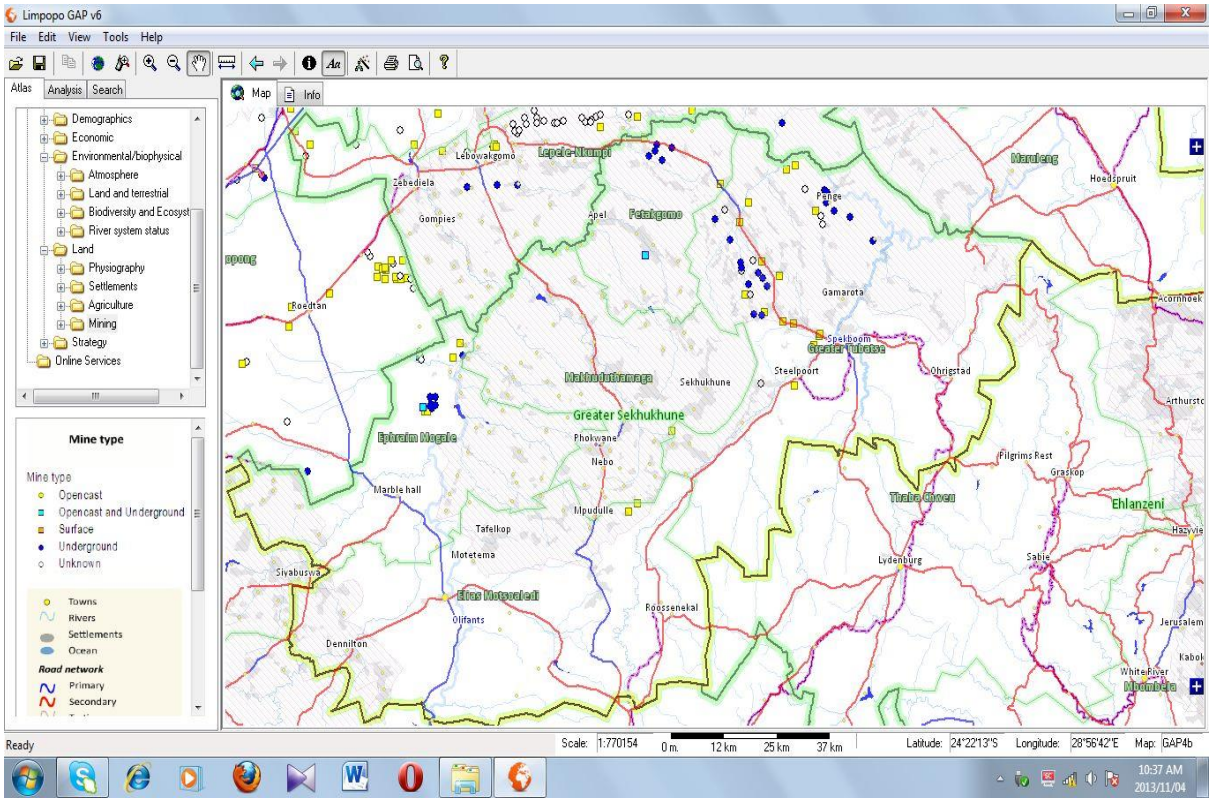


Risks to the plant diversity in the Sekhukhune land region

The Sekhukhuneland 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 Sekhukhuneland, 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 Sekhukhuneland, 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 Sekhukhuneland 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.

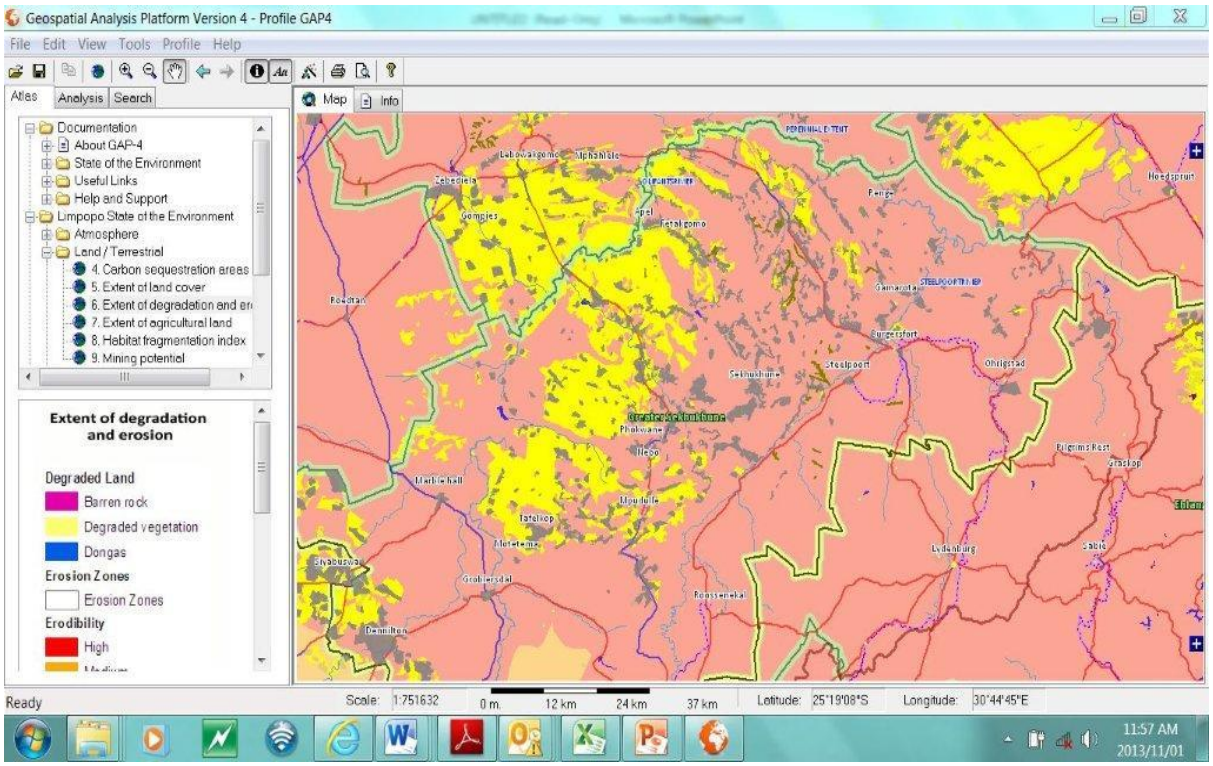
Figure 44: Map showing mining areas



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 45: 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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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)

Environmental Impact Assessments and landfill sites

1.) Environmental impact assessments

Municipality	**2012-2013**			**2013-2014**			**2014-2015**		
	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				6	6	0			
Greater Tubatse				22	22	0			
Ephraim Mogale				6	6	0			
Elias Motsoaledi				12	12	0			
Makhudutha maga				7	7	0			
Total				53	53				

2.) Number of licensed landfill sites.

Municipality	**Total number of landfill site s**	**Number licensed**	**Number not licensed**	**Number permitted (where permits were issued)**
Fetakgomo	1	3 (Malogeng, Mphanama,Bokone)	0	
Greater Tubatse	2	6 (Burgersfort Landfill site ,Appies Doring Draai landfill Closure licences Issued for Praktiseer,Orighstad ,Steelpoort,Tubatse Chrome)	0	
Ephraim Mogale	1 Mable Hall Landfill site	1	0	
Elias Motsoaledi	2	4 Groblersdaal Landfill, Roosenekaal Landill ,Closure licences issued for Danilton,Hlogotlou transfer station	0	
Makhuduthamaga	Jane Furse	1	0	
Total				

2.4.11. SPORTS, ARTS AND CULTURE

Introduction

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.

Status Quo

Our communities participate in various sport, arts and culture projects that are meant to promote a healthy lifestyle in the society. They understand the benefits of sport, arts and culture. There has recently been an integration of sport, arts and culture programmes in schools and community sport supported by the district. Some of the supported programmes include capacity-building for managers, coaches and umpires/referees of the regional teams.

Sekhukhune Satellite Academy of Sport has been established and provided with equipment worth R500 000 from Lottery to support sport development programmes. The performance squad of all the codes will be subjected to capacity-building programmes in preparations for the Provincial games.

Sekhukhune District Municipality and its local municipalities provide a measure of professional and financial support to youths ,the primary aim being to identify, nurture and promote talent in terms of athletes, artists, crafters and designers.

Table 98: 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 (see table no. 67).

Table 99: NUMBER OF LIBRARIES AND BACKLOGS

NAME OF THE MUNICIPALITY	NUMBER OF LIBRARIES	BACKLOGS
Ephraim Mogale	**1**	**2**
Fetakgomo	**1**	**1**
Greater Tubatse	**3**	**5**
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 Centres
- Lack of service level agreements between provincial department and municipalities

2.4.12. HEALTH

Introduction

South Africa 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.

Status Quo

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.

Table 100: Number of health facilities in Sekhukhune

Municipality	Number of hospitals	Number of clinics	Number of mobile clinics	Number of private hospitals
Fetakgomo	None	14	3	None
Greater Tubatse	2	23	4	None
Ephraim Mogale	1	15	3	None
Elias Motsoaledi	2	15	3	None
Makhuduthamaga	2	21	4	None
Total	7	88	17	0

Source: Dept. of Health: Limpopo (2015)

Accessibility of health services

Clinics and hospitals are evenly distributed throughout the District, but accessibility remains difficult because of poor roads, inadequate transportation and so forth.

Table 101: Access to health facilities as per norms and standards of the Department of Health:

Health facility	Radius distance in kilometres
Access to hospitals	50km Radius
Access to clinics	5km working distance
Access to mobile clinics	+10kms from clinic

Source: Department of Health (2015)

Table 102: Access to hospitals

MUNICIPALITY	PERCENTAGE WITHIN 20KM RADIUS TO HOSPITAL
ELIAS MOTSWALEDI	80%
EPHRAIM MOGALE	40%
FETAKGOMO	40%
GREATER TUBATSE	78%
MAKHUDUTHAMAGA	80%

RESIDENTS OF FETAKGOMO HAVE IT DIFFICULT TO ACCESS SERVICES AS THE MUNICIPALITY DOES NOT HAVE A HOSPITAL WHICH MAKES IT MORE DIFFICULT AT NIGHT

Source: Dept. of Health: Limpopo (2013)

The residents of Fetakgomo, Elias Motsoaledi, Makhuduthamaga and Tubatse all have relatively easy access to hospitals in the district. This is not the case for Ephraim Mogale. These differences may be attributed to the relative population density of each of the area; however, the table below indicates the access that Sekhukhune residents have to clinics and health professionals.

Table 103: Access to clinics and professionals

Municipality	Percentage within 5km radius to clinics
Fetakgomo	51%
Elias Motsoaledi	64%
Makhuduthamaga	48%
Ephraim Mogale	47%
Tubatse	45%

Source: Dept. of Health: Limpopo (2013)

According to these figures, Elias Motsoaledi enjoys the greatest access (64%), whilst Tubatse residents have access to clinics and health professionals (45%). The number of health professionals currently working in the district is not optimal, however. As the table below indicates, there is a shortage of professionals working in Sekhukhune health facilities at the moment.

Sekhukhune's Health Performance

According to the independently-published *District Health Barometer*[2] (P Barron et al, 2006), the Sekhukhune District has the lowest per capita expenditure on primary health care (PHC) in South Africa at just R115 per person.

The table below outlines key health indicators for the Sekhukhune District. The second last column (district ranking in South Africa) is particularly revealing because it shows how Sekhukhune ranks in terms of the other district/metros in the country. In this column, a score of 1 means it is the best performer in the country, whilst a rating 53rd means that it is the worst.

Table 104: Key Health Indicators for the Sekhukhune District

INDICATOR	TARGET	ACHIEVEMENTS AS PER THE FOLLOWING YEARS		DM RANKING IN SA (52 DISTRICTS)
		2010/11	2011/12	

		2012/13			
PROFESSIONAL NURSE CLINICAL WORKLOAD	40	27.1	25.9	27.1	-
ALOS	4 DAYS	4.3	4.5	4.3	-
UBUR	70%	57.9	65.3	69.9	-
PHC UTILIZATION RATE ANNUALIZED	3.5	2.1	2.3	2.3	-
DELIVERY RATE IN FACILITY	100%	110.2	123.5	124.3	-
STILL BIRTH RATE	>10/LIVE BIRTH	25.5	21.3	23.6	-
PERINATAL MORTALITY RATE	28/1000	37.7	37.2	42.1	-
DIARRHEA INCIDENCE UNDER 5 YEARS	>5/100	11.6	10.3	5.3	-
NOT GAINING WEIGHT UNDER 5 YEARS	0%	0	0	0	-
IMMUNIZATION COVERAGE	90%	85.6	85.5	81	-
C/SECTION RATE	15%	14.0	15.0	16.6	-
ANC CLIENT TESTED FOR HIV	95%	30.8	35.5	45.9	-
NEVERAPINE UPTAKE OF BABIES BORN FROM HIV+ WOM	100%	57.7	100	100	-
STI TREATMENT RATE	26%	24.1	23.7	20.8	-
CONDOM DISTRIBUTION RATE IN PHC	13	10.9	13.3	20.1	-
TB CURE RATE	75%	79.0	77.2	77.5	-
SMEAR CONVERSION RATE AT 2 MONTHS	67%	65.0	60.8	65	-

Source: Dept. of Health: Limpopo (2013)

The particularly worrying aspects of Sekhukhune's health services are highlighted in the table above. The most obvious point of concern is the low levels of spending on PHC in a District that is predominantly rural and has high levels of poverty. The nevirapine uptake rate among newborn babies of HIV positive women is also quite low in Sekhukhune, compared to the rest of the country. The PHC utilization rate is also comparatively low at 1, 5 visits per person annually (compared to the national average of 2, 1 visits).

According to the *District Health Barometer*, the improved immunization coverage rate, accompanied by declining drop-out rates, over the years indicate that there has been a successful immunization programme in the District.

HIV/AIDS

The Sekhukhune District Municipality has adopted HIV/AIDS Plan in 2007 and reviewed it in 2009. According to the Limpopo Health Department, HIV/AIDS prevalence is as indicated below:

Table 105: HIV/AIDS PREVALENCE

Municipality	2012-2013	2013-2014	2014-2015
Fetakgomo	3.9	3.9	-
Greater Tubatse	8.1	7.3	-
Ephraim Mogale	9.0	7.2	-
Elias Motsoaledi	10.	10.2	-
Makhuduthamaga	5.9	6.2	-
Total	7.5	6.9	-

SOURCE: Department of Health (2015)

The significance of the statistics above is that there are people infected with HIV/AIDS in the District. The Department of Health and Social Development has a comprehensive system of testing, administering of treatment and counseling. 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 Department has also rolled out a treatment plan which seems to be effective. It is however displeasing to note that some patients are skipping their dosages. The challenge could be the stigma that is attached to the disease by communities. More should be done to educate the community about the normally of living with virus.

The District has engendered the following interventionist measures to try and fight the scourge:

Sekhukhune District development an HIV/AIDS strategy to guide public interventions in the area. The District also launched the Sekhukhune HIV/AIDS Council whose key focus areas are education and awareness raising, support for people living with HIV/AIDS and care for children in distress.

NGOs such as Love Life and others also provide support in awareness and education campaigns aimed at reducing HIV/AIDS and other sexually transmitted diseases within the District.

Table 106: Voluntary testing for HIV over three years happened as tabled below:

Municipality	2012-2013		2013-2014		2014-2015	
Fetakgomo	16947		25547		25860	
Greater Tubatse	47659		59464		54534	
Ephraim Mogale	16743		28545		19477	
Elias Motsoaledi	27589		43301		34716	
Makhuduthamaga	37653		59562		51056	
Total	146591		216419		185643	

Source: Department of Health (2015)

The District also launched a District Health Council, which will serve as advisory body to the Mayors on health matters and develop strategies on how to accelerate service delivery in the District. The major challenge at the moment is a serious lack of facilities to manage diseases in all health care facilities. The focus in the next financial years will include support to NGOs that work with people infected and affected by HIV/AIDS.

Table 107: HIV AND AIDS STATUS PER GROUP PER LOCAL MUNICIPALITY 2012/13

MUNICIPALITY	MALES	FEMALES	CHILDREN	TOTAL
E.MOTSWALEDI	593	1898	46	2537
E.MOGALE	304	1356	28	1688
FETAKGOMO	183	674	12	869
G.TUBATSE	940	3443	75	4458
MAKHUDUTHAMAGA	1391	1770	54	3215
DISTRICT AVARAGE	3411	9141	215	12767

Source: Dept. of Health: Limpopo (2013)

TUBERCULOSIS

Table 108: TB, maternal deaths and infant mortality are reported as tabled below:

Municipality	Number of TB cases reported	Number of maternal deaths reported	Number of infant deaths reported (mortality)
Fetakgomo	152		
Greater Tubatse	1160	11	101
Ephraim Mogale	247	3	29
Elias Motsoaledi	811	10	126
Makhuduthamaga	879	18	151
Total	**3249**	**42**	**407**

Source: Department of Health (2015)

Table 109: TB CONTROL PER LOCAL MUNICIPALITY 2012/13

MUNICIPALITY	DOT COVERAGE	TREATMENT SUCCESS RATE	NSP CURE RATE	HIV TESTING RATE-TB PATIENTS	DEFAULTER RATE	HIV/TB PLACED ON ART(CO-INFECTION)
E.MOTSWALEDI	84.6%	79.5%	76.4 %	94%	5.3%	72.3%
E.MOGALE	91%	85.4%	86%	91%	2.1%	66.1%
FETAKGOMO	96.7%	89.1%	89.1 %	89.4%	1.9%	36.1%
G.TUBATSE	88.9%	80%	79.4 %	90.5%	1.8%	40.1%
MAKHUDUTHAMAGA	84.4%	72%	71%	79.1%	4.1%	55.2%
DISTRICT AVARAGE	87.3%	79%	77.5 %	86.7%	3.3%	56.1%

SOURCE: TB R-NET

MDR TB ward in Matlala Hospital complete and activated as from October 2013 for newly diagnosed MDR TB patients. The district will save money for patient transport to Odendaal Hospital in Modimolle as the one in Matlala will cater for the hole district.

CONSTRUCTION OF CLINICS

Table 110: Backlog for Building of Clinics

Name of Municipality	Clinics
Ephraim Mogale	8
Greater Tubatse	5
Makhuduthamaga	4
Fetakgomo	6
Elias Motsoaledi	5
TOTAL/SDM	**22**

Source: Dept. Of Health and Social Development – 2009

Table 111: Number of clinics constructed

Municipality	2012-2013	2013-2014	2014-2015
Fetakgomo	Nchabeleng Clinic	-	-
Greater Tubatse	-	-	-
Ephraim Mogale	-	Vlaakplaas Clinic	-
Elias Motsoaledi	-	-	-
Makhuduthamaga	Marulaneng Clinic	Jane Furse Gateway Clinic	-
Total	**2**	**2**	**0**

Table 112: Number of clinics planned

Municipality	2015-2016	2016-2017	2017-2018
Fetakgomo	-	Rostok Clinic	Pelangwe-India Clinic
Greater Tubatse	Sterkspruit Clinic	Kgopaneng Clinic	Maahlashi Clinic
Ephraim Mogale	Makeepsvlei Marble Hall	Gareagopola Clinic	Ngwalemong Mabitsi Clinic
Elias Motsoaledi		Matlala Lehwelere Clinic	Sterkfontein Clinic
Makhuduthamaga	Mamokgasefoka Clinic	Madibaneng Clinic	Molepane-Mokwete Clinic
Total	**4**	**5**	**5**

Table 113: HEALTH FACILITIES CLIENT SATISFACTION RATE AS PER LOCAL MUNICIPALITY

MUNICIPALITY	SATISFACTION SURVEY RESULTS
E.MOTSWALEDI	53%

E.MOGALE	59%
FETAKGOMO	74%
G.TUBATSE	66%
MAKHUDUTHAMAGA	51%
DISTRICT AVARAGE	60.6%

SOURCE: DHIS QUALITY ASSURANCE REPORT

Table 114: Health facilities satisfaction status

	Fetakgomo	Ephraim Motsoaledi	Tubatse	Elias Motsoaledi	Makhudut hamaga	Total	Total
Satisfactory	11	6	10	8	5	40	13%
Unsatisfactory	20	44	76	45	80	265	87%

SDM ward committees 2013-2014

In the 298 health facilities that were surveyed, 40 (13%) of them were recorded as providing service that is satisfactory and a high number 265 (87%) were seen as providing inferior service. Therefore Sekhukhune District Municipality must work with the Department of Health to deal with the weaknesses that may exist so that the service is improved tremendously.

BASIC SERVICES IN HEALTH FACILITIES

Table 115: Water Supply, Sanitation and Electricity

MUNICIPALITY	WATER SUPPLY	SANITATION	ELECTRICITY
Ephraim Motsoaledi	All Clinics (100%)	All Clinics (100%)	All Clinics (100%)
Elias Mogale			
Fetakgomo			
Greater Tubatse			
Makhuduthamaga			

Source: Dept. of Health: Limpopo (2013)

NB! CLINICS ARE USING COMMUNAL WATER AND BORE HOLES AS BACK-UPS. NO CLINIC IS SUPPLIED VIA TANKERS EXEPT FOR JANE FURSE HOSPITAL WHICH IS CURRENTLY SUPPLIED BY TANKERS.

Communities' perspectives on health services received within SDM: data provided by ward committees interviewed between late 2015 to early 2016

Table 116: Health facilities

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgo mo	Greater Tubatse	Total
Mobile Clinic	31	15	37	20	32	135
Clinic	30	23	20	13	34	120
Hospital	5	4	4	0	4	17
No Health Facility	96	38	10	34	124	302
Total	162	80	71	67	194	574

SDM ward committees 2015-2016

There are 574 health facilities in the district municipality. Of the 578 facilities, there are 135 mobile clinics, 120 clinics and 17 hospitals. In 302 of the villages there are no health facilities that are provided or even mobile facilities. 4 Hospitals are located in Greater Tubatse Local Municipality. Makhuduthamaga hosts 5 hospitals. Elias Motsoaledi and Ephraim Mogale Local Municipalities recorded 4 hospitals each. Whereas Fetakgomo municipality recorded no hospital by its ward committees.

The provision of health facilities is the responsibility of the department of health. In general, because of the dispersed spatial structure of the district, people still travel long distances to access health facilities and in many areas there is still mobile facilities that are often not reliable and at times not providing comprehensive health care.

Table 117: Health Facilities water supply

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgo mo	Greater Tubatse	Tot al
Borehole	1	35	22	9	81	148
River	3	10	7	0	0	20
Water Tanks	10	2	9	3	1	25
Municipal Supply	12	15	13	4	12	56
Other	34	16	25	44	17	136
Total	**60**	**78**	**76**	**60**	**111**	**385**

SDM ward committees 2015-2016

The data shows that 148 of the health facilities in the district are using borehole water compared to 12 that are using municipal water. 25 of the health facilities are using water tankers to supply water and a great number 136 are using other systems.

There is a need for the district to develop a strategy for providing water to health facilities on a sustainable basis and it could also serve as a basis for revenue enhancement. The focus should be on the hospitals that exist and the strategy could look at both water and sanitation provision.

It is very common to establish that most hospitals in the district are using their own private and independent sanitation system (such as ponds) which is not the highest level of service that can be expected.

Table 118: Health facilities sanitation supply

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakg omo	Greater Tubatse	Tot al
Pit Latrines	50	36	12	18	52	168
VIP	16	11	4	1	26	58
Sewerborne Sanitation	5	21	16	3	18	63
Other	29	9	32	40	5	115
Total	100	77	64	62	101	404

SDM ward committees 2015-2016

With regard to sanitation provision, 168 of the health facilities are making use of pit latrines as a form of sanitation. 58 are using Ventilated Improved Pit Latrines as sanitation and only 63 are making use of sewer borne sanitation. The remainder, 115 are using other systems.

Access to sanitation is still a big challenge in the district where 220 000 households are using pit latrines and 13 510 have no sanitation at all. The district working together with department of health need to prioritise those critical health facilities that require sanitation supply. Sanitation is inextricably linked to water supply and it is obvious that once water supply is dealt with, then it will also be easier to extend sanitation to health facilities.

Table 119: Health Facilities electricity available

	Makhudu thamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo	Greater Tubatse	Total
Yes	71	57	33	19	93	273
No	52	23	34	41	19	169
	123	80	67	60	112	442

SDM ward committees 2015-2016

273 of the health facilities surveyed have access to electricity compared to 169 that have no access to electricity. Although health facilities that have no access to electricity might seem still high, it is because most facilities are mobile clinics and therefore it is highly probable that the villages which they serve do have electricity. Access to electricity in the district for households stands at 86% and therefore should not be of concern.

120: Service standard

	Makhudut hamaga	Elias Motsoaledi	Ephraim Mogale	Fetakg omo	Greater Tubatse	Total
Plus minus 5km radius(clinic & mobile)	62	65	44	30	72	273
Plus minus 50km radius(Hospitals)	17	3	20	3	22	65
Total	**79**	**68**	**64**	**33**	**94**	**338**

SDM ward committees 2015-2016

In general, it would seem that there is fair access to health facilities within the SDM area. Although some communities might complain that hospitals are far from them, it should be noted that this may not meet the norms and standards determined by the Department of Health in terms of location with a specified radius measured in kilometres.

Challenges

- Improvement of health services in terms of Customer Care
- Lack of more funding for primary Health Care.
- Inadequate health infrastructure,
- Inaccessibility of health due to poor roads and inadequate transportation
- Lack of health professionals in clinics and hospitals.
- Lack of 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.

2.4.13. EDUCATION

Introduction

In terms of Schedule 4 Part A of the Constitution, education at all levels, excluding tertiary institutions, falls under the function areas of concurrent National and Provincial Legislative competence. As such all education related issues in the District are dealt with by the Limpopo Department of Education (LDoE).

Education is a means of promoting good citizenship as well as preparing our people for the needs of a modern economy and a democratic society. Building on the achievements in education, the government must aim to ensure progressive realization of universal schooling, improving quality education and eliminating disparities and inequalities.

Education is important for both economic and social development. It is the bedrock on which a nation's economic destiny is built, particularly in today's global knowledge economy. It is also often the primary means through which individuals set out on their personal journeys of growth and attain their distinctive dreams and aspirations. International evidence suggests that invest significantly in education reap major economic benefits in the medium to long term, and help build a more cohesive social fabric within the nation.

Status Quo

Table 121: SCHOOLS

Municipality	Number of primary schools	Number of secondary schools	Number of combined schools	Number of special schools	Number of private schools
Fetakgomo	48	31	0	0	1
Greater Tubatse	163	92	0	0	8
Ephraim Mogale	38	23	0	0	0
Elias Motsoaledi	101	63	24	3	13
Makhuduthamaga	197	117	4	3	3
Total	**547**	**326**	**28**	**6**	**25**

Table 122: Number of teachers and learners

Municipality	Total number of schools	Total number of teachers	Total number of learners	Student-teacher ratio
Fetakgomo	80	898	25174	28.0
Greater Tubatse	263	3105	102677	33.1
Ephraim Mogale	62	899	31003	34.5
Elias Motsoaledi	211	3231	97927	30.3
Makhuduthamaga	324	3879	123356	31.8
Total	**940**	**12012**	**380137**	**31.6**

Table 123: Matric pass rate

Municipality	2012 pass rate	2013 pass rate	2014 pass rate
Limpopo Department of Education	**66.9%**	**71.8%**	**72.9%**
Sekhukhune District	63.0%	65.8 %	63.9%

Table 124: Matric targeted pass rate

Municipality	2015	2016	2017
Limpopo Department of Education	80%	80% and above	80% and above

Source: Limpopo Dept. of Education (2015)

Table 125: INFORMATION ON ECD, PRIVATE AND PUBLIC SCHOOLS

MUNICIPALITY	NUMBER OF ECD CENTRES EXISTING
FETAKGOMO	39
MAKHUDUTHAMAGA	216
GREATER TUBATSE	237
ELIAS MOTSOALEDI	73
EPHRAIM MOGALE	100
TOTAL SEKHUKHUNE	665

Source: Limpopo Dept. of Education (2013)

Table 126: Schools categories

# Schools	PUBLIC					PRIVATE	
Municipality	**COMB**	**INTERM**	**PRIM**	**SEC**	**SNE**	**INDEP**	**Total**
ELIAS MOTSOALEDI	24	7	101	63	3	13	**211**
EPHRAIM MOGALE	0	1	38	23	0	0	**62**
FETAKGOMO	0	0	48	31	0	1	**80**
MAKHUDUTHAMAGA	4	0	197	117	3	3	**324**
TUBATSE	0	0	163	92	0	8	**263**
Total	**28**	**8**	**547**	**326**	**6**	**25**	**940**

Sources: ASS 2015, SNE SNAP 2015

Table 127: Learner Enrolment

Public, Independent and SNE Learner Enrolment and # Educator				
Municipality	**# Schools**	**Leaners**	**Edu**	**L:E**
ELIAS MOTSOALEDI	211	97927	3231	**30.3**
EPHRAIM MOGALE	62	31003	899	**34.5**
FETAKGOMO	80	25174	898	**28.0**
MAKHUDUTHAMAGA	324	123356	3879	**31.8**
TUBATSE	263	102677	3105	**33.1**
Total	**940**	**380137**	**12012**	**31.6**

Sources: ASS 2015, SNE SNAP 2015

Table 128: Shortage of Infrastructure in schools

Total number of schools	Schools without water	%	Schools without sanitation	%	Schools without electricity	%
910	31	3.4%	22	2.4%	10	1.0%

Source: Limpopo Dept. of Education (2013)

Table 129: Backlogs for the building of schools

Name of Municipality	Number of schools
1. FETAKGOMO	2
2. MAKHUDUTHAMAGA	6
3. GREATER TUBATSE	3
4. ELIAS MOTSOALEDI	1
5. EPHRAIM MOGALE	1
TOTAL	**13**

Source: Limpopo Dept. of Education (2013)

SCHOOLS WITH WATER AND SANITATION CHALLENGES

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 130: Highest education levels for persons aged 20 years and above, Sekhukhune District, 2011

Highest educational level	2011	%
No schooling	117 121	20.9
Some primary	86 031	15.3
Some secondary	200 567	35.8
Grade 12 / STD 10 / Form 5	117 725	21.0
Post matric	29 270	5.2
Total	560 715	100

Source: Statistics South Africa, Census 2011

Currently within the district there are crèches, Pre Schools, Special School, ABET Centres, Primary schools, Secondary schools and FET Colleges. Early Childhood Development (ECD) is still lacking in our District. There is still little or no focus at all on ECD. There are no Universities in the District.

The LEGDP indicate 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 percentage of those with Grade 12/Matric in Sekhukhune DM is also nearly half of the South African population and the lowest of all the DMS in the Limpopo and Mpumalanga provinces. 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 obtained 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.

Table 131: Schools per Local Municipality

	Fetakgomo	Ephraim Mogale	Tubatse	Elias Motsoaledi	Makhuduthamaga	%
Number of primary	57	62	155	95	167	60%
Number of secondary	33	44	88	60	102	36%
Number of combined	4	3	3	21	5	2%
Special Schools	0	0	0	1	0	1%
FET	0	0	1	1	0	1%
Total	**94**	**109**	**247**	**178**	**274**	**100%**

Source: Limpopo Dept. of Education (2013)

In the year 2011, 902 educational facilities were recorded across the district. Out of this total number, 536 are primary schools and 327 are secondary schools. 36 schools were recorded as combined schools (meaning primary and secondary at same school). There is one special school that was recorded mainly in Elias Motsoaledi Local Municipality. It is also interesting to note that most schools are found in Makhuduthamaga Local Municipality (274), followed by Greater Tubatse Local Municipality (247), Elias Motsoaledi (178) and the remainder are situated in Ephraim Mogale and Fetakgomo Local Municipalities.

The numbers of educational facilities that have been provided in the district seem to be adequate in the district. The general standard in that for every 1000 households, there is a need for 2 primary schools and 1 secondary. Sekhukhune District Municipality has 263 000

households. This means there is a need for 263 secondary schools and 526 primary schools. There exists 536 primary schools and the need is 526 compared to existing 327 secondary schools where the need is 263 secondary schools. Although the average scenario indicates that enough schools have been provided, there is still a challenge due to long walking distances to these educational facilities.

Community inputs with regard to basic services provided to schools, according to ward committees interviewed from October 2015 to January 2016

Table 132: Number of schools per source of water

	Makhuduthamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo	Greater Tubatse	Total
Own Borehole	163	123	37	68	162	553
Municipal supply	31	28	52	26	28	165
water tanks	16	6	17	2	9	50
No Water supply	63	27	15	24	86	215
Total	**273**	**184**	**121**	**120**	**285**	**983**

SDM ward committees 2015-2016

The data indicates that 553 (56%) of educational facilities obtain water from boreholes. 165 (17%) of the schools in the district get water supply from municipal supply system. 50 (5%) of schools obtain water from water tankers. There are schools that still do not have water supply at all standing at 215 (22%).

Provision of water to schools remains within the purview of the Department of education and the role of the municipalities remains water connections provisions and billing. There is a need for the district municipality as water services provider and authority to liaise with Department of Education regarding schools that do not have access to water services.
The schools normally are undertaking feeding schemes which require water for cooking and other uses therefore it requires that all the relevant stakeholders play an important role in as far as provision of water.

Table 133: Number of schools per type of sanitation

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo	Greater Tubatse	Total
Pit Latrines	136	118	60	70	164	548
VIP	85	13	17	25	43	183
Enviro-loo	26	16	13	23	22	100
Sewer Borne/Flush sanitation	11	38	14	0	15	78
Other	26	11	9	12	42	100
Total	**284**	**196**	**113**	**130**	**286**	**1009**

SDM ward committees 2015-2016

Sanitation remains one of the important services that must be provided in schools. The table indicates that 548 (54%) of schools are making use of pit latrines as a form of sanitation. 183

(18%) of schools are using Ventilated Improved Pit Latrines (VIP's), 100 (9%) schools use enviro-loo toilets and 78 (7%) are making use of sewer borne sanitation.

Once again the provision of sanitation to educational facilities rests with the Department of Basic Education and all measures have to be undertaken by the department.

Table 134: Number of schools and availability of electricity

	Makhudut hamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgo mo	Greater Tubatse	Total
Yes	267	142	100	100	249	858
No	24	40	9	19	47	139
Total	**291**	**182**	**109**	**119**	**296**	**997**

SDM ward committees 2015-2016

The majority of schools in the district municipality do have access to electricity. The table above indicates that 858 schools (86%) recorded that they have access to electricity compared to 139 (14%) that have no access to electricity. Most of these schools are found in Makhuduthamaga (267); followed by Greater Tubatse Local Municipality (249), Elias Motsoaledi at 142, Fetakgomo and Ephraim Mogale Local Municipalities 100 each.

The responsibility for electrification lies with Eskom and it is also the responsibility of the Department of Basic Education to ensure that schools are electrified to improve learning environment.

Challenges

- Lack of tertiary institutions within the district make percentage of people with post matric qualifications very low.
- Lack of support to Early Childhood Development (ECD).
- Delivery of basic services like water, sanitation and electricity to school.
- Lack of effective literacy campaigns and ABET Centres to reduce illiteracy level.
- Lack of learnership and bursary schemes for students.

2.4.14. SOCIAL DEVELOPMENT (WELFARE)

Introduction

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.

In many social democratic countries, a basic income grant is also made available to the poorest members of society to assist them in meeting their basic daily needs. The amount of money that a government usually spends on social development (and on social expenditure, more generally) tends to be determined by the economic health of the country at that point in

its history. In South Africa, social expenditure has increased considerably over the years because of a favourable balance of payments situation as well as increased revenue from the South African Revenue Services (SARS).

Social development systems are particularly important in places like Sekhukhune which are predominantly rural and have high poverty levels. As illustrated earlier in this chapter, the majority of Sekhukhune's 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.

Status Quo

Table 135: Status of social services as reported by South African Social Security Agency (SASSA) in 2013

MUNICIPALITY	NO.OF PAY POINTS Existing 2013/14 with/without buildings respectively	BACKLOGS ON PAY POINTS	BASIC SERVICES SUPPLIED FOR EACH PAYPOINT(e.g. YES/NO)
Fetakgomo	**44** Pay-points With buildings=12 Without =32	No backlogs	YES=12 No=32
Makhuduthamaga	**117** Pay-points With buildings=20 Without =97		YES=20 No=97
Greater Tubatse	**97** Pay-points With buildings=12 Without =85		YES=12 No=85
Elias Motsoaledi	**70** Pay-points With buildings=21 Without =49		YES=21 No=49
Ephraim Mogale	**32** Pay-points With buildings=04 Without =28		YES=04 No=28
Total Sekhukhune	**360**		**360**

Limpopo Dept. of Social Development: 2013

Table 136: Statistics on Grants Beneficiaries as reported by South African Social Security Agency (SASSA) in 2013

												TOTAL	
LOCAL OFFICE	**O/A**	**D/G**	**W/V**	**COM**	**GIA**	**FCG BEN**	**FCG CHIL**	**CDG BEN**	**CDG CHIL**	**CSG BEN**	**CSG CHIL**	**BENEFI**	**CHILDREN**
ELIAS MOTSOAL	19859	3948	01	36	217	2235	3483	493	538	29103	54793	**55892**	**58814**
MAKHUDU THAMAGA	28877	5691	0	40	287	2633	3942	805	868	50332	100233	**88665**	**105043**
GREATER TUBATSE	21096	4929	0	69	521	3066	4754	826	917	48925	90023	**79432**	**95694**
FETAKGOM	9408	1925	01	07	179	770	1126	164	174	15040	27169	**27494**	**28469**
EPHRAIM MOGALE	9694	1822	01	18	125	1143	1720	187	209	20204	38548	**33194**	**40477**
TOTAL	**88934**	**18315**	**03**	**170**	**1329**	**9847**	**15025**	**2475**	**2706**	**163604**	**310766**	**284677**	**328497**

SASSA: 2013

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.

Table 137: Number of Early Childhood Development (ECD) centres

MUNICIPALITY	NUMBER OF EDCS	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

Table 138: 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		14		04	00	07
Greater Tubatse		20	01Child and youth care worker for 30 children	05	00	06
Ephraim Mogale	01	06		05	00	13
Elias Motsoaledi		10		04	00	09
Makhuduthamaga		07		03	00	05
Total		57		21	00	40

Limpopo Dept. of Social Development: 2015

Table 139: OLD AGE HOME

NO	NAME OF THE ORGANISATION	MUNICIPALITY	PHYSICAL ADDRESS	NUMBER OF BENEFICIARIES	NPO COMPLAINCE	FUNDED OR NOT FUNDED
1	Loskopvallei Russord	E/Mogale	Japonica STR 900	71	YES	FUNDED

Limpopo Dept. of Social Development: 2013

Table 140: Aged service centres

NO	NAME OF THE ORGANISATION	MUNICIPALITY	PHYSICAL ADDRESS	NUMBER OF BENEFICIARIES	NPO COMPLAINCE	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	Tubatse	Sekopung Village	28	Yes	Funded
8	Itsosheng Aged	Tubatse	Magakala Madifahlane		Yes	Funded
9	Maupa Aged Club	Tubatse	Ga-Mokobola Mabocha	22	Yes	Funded
10	Phakisa Aged	Tubatse	Mabocha Marulaneng Villa	22	Yes	Funded
11	Rethabile Diphale Aged	Tubatse	Diphale-Dijaneng ville gaMohlala	26	Yes	Funded
12	Lethabong Aged	E/Mogale	Elandskraal	41	Yes	Funded
13	Leeufontein Comm.Serv .Centre	E/Mogale	L/fontein	45	Yes	Funded
14	Gaogelang Aged	Fetakgomo	Strydkraal A	65	Yes	Funded
15	Lapa La Hunadi Aged Club	Fetakgomo	Strydkraal A	49	Yes	Funded
16	Motswadibe Aged Care Group	Fetakgomo	Ga-Phasha	50	Yes	Funded
17	Mohlakamotala Aged	Makhudutham aga	Marulaneng	34	Yes	Funded

Limpopo Dept. of Social Development: 2013

Table 141: SUBSTANCE ABUSE

NO	NAME OF THE ORGANISATION	MUNICIPALITY	PHYSICAL ADDRESS	NUMBER OF BENEFICIARIES	NPO COMPLAINCE	FUNDED OR NOT FUNDED
	Tsogang le phele drugs & Substance Abuse	Tubatse	Praktiseer one stop		YES	FUNDED

Limpopo Dept. of Social Development: 2013

Table 142: Disability Centres

NO	NAME OF THE ORGANISATION	MUNICIPALITY	PHYSICAL ADDRESS	NUMBER OF BENEFICIARIES	NPO COMPLAINCE	FUNDED OR NOT FUNDED
1	Leratong Disability Centre	E/Mogale	Next to Elandskraal admin office	31	Yes	Funded
2	Bakone Disability Centre	E/Mogale	Next to Thari a ngoana Crèche	19	Yes	Funded
3	Bosele Handcraft Centre	E-Motsoaledi	No 1 Hlogotlou	40	Yes	Funded
4	Epilepsy Protective Workshop	E-Motsoaledi	01 Hoof street Next to Magistrate Court	13	Yes	Funded
5	Leseding Protective Workshop	Makhuduthamaga	N0 1 Vergelegeen C	55	Yes	Funded
6	Arekgotleleleng Disability Project	Tubatse	Sehunyane next to Moutse River	31	Yes	Funded
7	Alverton Self Help Group	Tubatse	Alverton village	21	Yes	Funded
8	Dilokong Protective Workshop	Tubatse	Moroke Village	31	Yes	Funded
9	Lehlaba Protective Workshop	Tubatse	Ga-Riba Village	109	Yes	Funded
10	Mohlaletse Disabled Group	Fetakgomo	Mohlaleste	51	Yes	Funded
11	Ramodikoe protective workshop	E/Mogale	Mamphokgo	34	Yes	Not Funded
12	Mabaledi Protective	E/Mogale	Moomane next to prikmary school	25	Yes	Funded
13	Tswaraganang	E/Mogale	Tshikanoshi	35	Yes	Funded

Limpopo Dept. of Social Development: 2013

Table 143: Stimulation centre

NO	NAME OF THE ORGANISATION	MUNICIPALITY	PHYSICAL ADDRESS	NUMBER OF BENEFICIARIES	NPO COMPLAINCE	FUNDED OR NOT FUNDED
1	Leratong Stimulation Centre	E/Mogale	Elandskraal	16	Yes	Funded
2	Phaphamani Stimulation Centre	E Motsoaledi	858 Monsterlus Unit B	15	Yes	Funded
3	Khayallethu Stimulation	E-Motsoaledi	Sephaku Village	14	Yes	Funded
4	Makgalaborwa Centre	Makhuduthamaga	Tshehlwaneng	27	Yes	Funded
5	Le rena reka kgona Centre	Fetakgomo	Ga Nchabeleng	41	Yes	Funded
6	Imologa Dicep	Fetakgomo	Ga Phasha	19	Yes	Funded

Limpopo Dept. of Social Development: 2013

Table 144: Pension pay points

	Fetakgomo	Ephraim M	Tubatse	Elias M	Makhuduthamaga	**Total**
yes	43	40	85	42	107	**317**
no	55	15	150	5	59	**284**

SDM ward committees 2013-2014

Out of the 764 villages that are found in the district, there are 317 pension pay points. 284 villages indicated that they have no pension pay points. The implication is that they are using pension pay points in neighbouring villages. It is also interesting to note that thanks to electronic payment systems, most pensioners are no longer required to physically arrive at pension pay points to receive their grants.

There is no model that has been developed for pension pay point facilities and the practice is that existing infrastructure such as shops, tribal offices and other community centres are being used as pension pay points. It makes great sense because this only happens once a month.

Table 145: Pension pay points water supply

	Fetakgomo	Ephraim M	Tubatse	Elias M	Makhuduthamaga	Total	%
Borehole	8	2	23	9	21	63	19%
River	1	0	10	0	0	11	3%
Water tanker	1	4	10	0	0	15	4%
Municipal supply	8	17	4	4	23	56	17%
No water supply	25	19	40	40	63	187	56%
Other	0	0	2	0	0	2	1%

SDM ward committees 2013-2014

There are 317 pension pay points in Sekhukhune District Municipality. Most of the pension pay points have no water supply (56%) and 63 (19%) are using borehole water. Only 56 (17%) of the pension pay points are using municipal water.

It will be difficult to make interventions regarding water supply to pension pay points simply because they are only used once a month and that there are no formal structures that are classified as pension pay points. As water infrastructure is being rolled out to villages, which will have indirect impact on water supply to villages.

Table 146: Pension pay points sanitation available

	Fetakgomo	Ephraim M	Tubatse	Elias M	Makhuduthamaga	Total
Pit latrines	23	21	39	18	71	172
VIP	4	0	9	0	0	13
Municipal sewer	1	6	8	3	1	19
No sanitation	16	15	26	29	35	121

SDM ward committees 2013/2014

It is clear from the table above that 172 pension pay points are using pit latrines as a form of sanitation. 13 are using Ventilated Improved Pit latrines. 19 are using municipal water and 121 have no sanitation.

Again it is very difficult to make interventions on pension pay points because they are located within the premises of private businesses, community centres and tribal authorities. The Department of social development must work jointly with the sites where pension pay outs are being to improve the situation.

Table 147: Pension pay points electricity available

	Fetakgomo	Ephraim M	Tubatse	Elias M	Makhuduthamaga	Total
yes	28	25	51	32	74	210
no	19	17	34	20	33	123

SDM ward committees 2013-2014

It has been established that 210 pension pay points have electricity compared to 123 that have no access to electricity.

Challenges

- Low supply of basic services to service centres
- High level of grant dependence
- High level of poverty

2.4.15. SAFETY AND SECURITY

Introduction

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.

Status Quo

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 1,076,840 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 (SDM, 2007b).
- Lack of satellite Police Stations.

Table 148: Crime Statistics in the SDM						
SEKHUKHUNE MUNICIPALITY						
ELIAS MOTSOALEDI LOCAL MUNICIPALITY						
SERIAL NO	**POLICE STATION**	**SATELLITE STATION**	**CRIME REPORTED**			**PROBLEMATIC CRIMES**
			10/11	11/12	12/13	
1	DENNILTON	N/A	**4226**	**3246**	**2793**	THEFT FROM A MOTOR VEHICLE
2	GROBLERSDAL	N/A	**2173**	**2640**	**2540**	MURDER AND FRAUD
3	HLOGOTLOU	N/A	**2046**	**1921**	**2234**	ASSAULT GBH AND THEFT
4	LAERSDRIFT	N/A	**344**	**301**	**358**	THEFT OF ALL STOCK
5	MOTETEMA	RAKGOADI	**3140**	**3036**	**3229**	BUGLARY AT BUSINESS PREMISES
6	ZAAIPLAAS	N/A	**929**	**718**	**744**	THEFT OF ALL STOCK
7	ROOSSENEKAL	N/A	**364**	**384**	**504**	THEFT FROM A MOTOR VEHICLE
TOTAL	**7**	1	**13 222**	**12 246**	**12 402**	
FETAKGOMO LOCAL MUNICIPALITY						
SERIAL NO	**POLICE STATION**	**SATELLITE STATION**	**CRIME REPORTED**			**PROBLEMATIC CRIMES**
			10/11	11/12	12/13	
1.	APEL	ATOK	**2193**	**2022**	**1961**	BUGLARY AT BUSINESS PREMISES
TOTAL	**1**	1	**2193**	**2022**	**1961**	
MAKHUDUTHAMAGA LOCAL MUNICIPALITY						
SERIAL NO	**POLICE STATION**	**SATELLITE STATION**	**CRIME REPORTED**			**PROBLEMATIC CRIMES**
			10/11	11/12	12/13	
1	SEKHUKHUNE	N/A	**3058**	**2549**	**2707**	BUGLARY AT BUSINESS PREMISES
2	NEBO	N/A	**3337**	**2965**	**2488**	BUGLARY AT RESIDENTIAL PREMISES
3	JANE FURSE	N/A	**2011**	**1507**	**1840**	THEFT GENERAL
4	MASEMOLA	N/A	**N/A**	**N/A**	**850**	
TOTAL	**4**	0	**8 406**	**7 021**	**7 885**	
TUBATSE LOCAL MUNICIPALITY						
SERIAL NO	**POLICE STATION**	**SATELLITE STATION**	**CRIME REPORTED**			**PROBLEMATIC CRIMES**
			10/11	11/12	12/13	
1	TUBATSE	PENGE	**2391**	**2994**	**3700**	BUSSINESS ROBBERY

2	BURGERSFORT	EERTSTEGELUK	**3482**	**3864**	**5405**	FRAUD
3	OHRIGSTAD	N/A	**452**	**346**	**371**	ASSAULT COMMON
4	LEBOENG	N/A	**537**	**590**	**877**	BUSSINESS ROBBERY
5	MECKLENBURG	DRIEKOP	2902	3196	3853	**BUGLARY AT RESIDENTIAL PREMISES**
TOTAL	**5**	**3**	**9 764**	**10 990**	**14 203**	
EPHRAIM MOGALE LOCAL MUNICIPALITY						
SERIAL NO	**POLICE STATION**	**SATELLITE STATION**	**CRIME REPORTED**			**PROBLEMATIC CRIMES**
			10/11	11/12	12/13	
1	MARBLE HALL	MATLEREKENG	**1650**	**2236**	**2636**	BUGLARY AT BUSINESS PREMISES
2	ELANDSKRAAL	N/A	**844**	**947**	**932**	MALICIOUS DAMAGE TO PROPERTY
TOTAL	**2**	1	**2 494**	**3 183**	**3 568**	

Source: SAPS (2013)

Challenges

- Revival and capacitating of Community Policing Forums (CPFs)
- Establishment of additional satellite police stations in the Municipalities
- Conducting crime prevention and awareness campaigns

2.4.16. Transportation

Introduction

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.

Status Quo

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.

Public Transport

According to the District's integrated Transport Plan, the most common forms of public passenger transport are the buses and taxes. 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 facility survey conducted indicated that the Sekhukhune District Municipality does not have commuter rail services.

There are 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.

190 (approximately 50% outwards-bound) taxi routes in the SDM: 15% are in the Elias Motsoaledi LM, 3% in Fetakgomo LM, 17% in Ephraim Mogale LM, 43% in the Greater Tubatse LM and 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 Operators

Table 149: All subsidized bus operators in the Sekhukhune District are shown in the table below:

SUBSIDIZED BUS OPERATORS IN THE SEKHUKHUNE DISTRICT MUNICIPALITY	
Subsidized Bus Operators	**Operational Area**
Great North Transport	Ephraim Mogale Local Municipality
Great North Transport	Elias Motsoaledi Local Municipality

Source: Great North Transport

Non Subsidized Operators

There are four (4) non-subsidized bus operators in the Sekhukhune District Municipal area. Since these buses are not used for commuter transport, no detailed information was obtained about these operations. The distribution of these operators with regard to the respective local municipalities in the Sekhukhune District Municipality is shown in the table below.

Table 150: Distribution of Non-Subsidized Bus Operators in the Sekhukhune District Municipal Area:

DISTRIBUTION OF NO-SUBSIDIZED BUS OPERATORS IN THE SEKHUKHUNE DISTRICT MUNICIPALITY		
Operator	**Location of Operator**	**Type of Operations**
Great North Transport	Greater Tubatse	Casual and scholar passengers
Mahlangu Bus Services	Greater Tubatse	Mine and scholar passengers
Sekhukhune Express	Greater Tubatse	Mine passengers
Thembalethu Bus Company	Greater Tubatse	Mine and scholar passengers

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

2.4.17. DISTRICT DISASTER MANAGEMENT AND DISTRICT EMERGENCY MANAGEMENT SERVICE

District Disaster Management Centre (DDMC)

Introduction

The Local Municipalities in the district are regarded or classified as low capacity municipalities because they cannot solely run the disaster management services. It is the responsibility of the District to run disaster management services in consultation with the local municipalities in its area. *(**Disaster Management Act, No. 57 of 2002:** Chapter 5 (2) **A** district municipality must establish its disaster management framework after consultation with the local municipalities in its area*.)

B. Status Quo

The District Disaster Management Centre (DDMC) operates from Groblersdal Fire Station. The Centre is not yet build amid land acquisition challenges. The earmarked land for the construction will be at or around Jane Furse in the Makhuduthamaga Local Municipality.

DDRMC Capacity

Head of the Centre
The Municipality had appointed the former Director for Community Services as head of the Centre in terms of the Disaster Management Act 57 of 2002, section 45 (1) read with the applicable provisions in the Municipal Systems Act 32 of 2000. The Municipality needs to appoint a head of the Centre to dedicatedly administer the functions of Disaster Management as per the Act.

Staff Compliments

Relevant to the National Framework, there are four (4) **Key Performance Areas (KPA)** and three (3) related **Enablers.**

KPAs

- Integrated Institutional Capacity (KPA1)
- Disaster Risk assessment (KPA2)
- Disaster Risk reduction (KPA3)
- Response and Recovery (KPA4)

ENABLERS

- Information Management and communication (Enabler 1)
- Education, Training, Public Awareness and research (Enabler 2)
- Funding arrangements for disaster risk management (Enabler 3)

The district has appointed four (4) Disaster Officers. They are currently responsible for all the KPAs and Enablers where in an ideal situation each KPA and Enabler will be allocated to one or more officers.

Information Management and Communication

DDMC has no system that is linked to the Province, National and all the Local municipalities. This will be in line with section 43 (2) a / b of the Disaster Management Act (DMA). The DMC3 system that was installed is not functional - Section 44 (c).

Early warning systems are not in place. The current MunSoft is not a disaster management tool.

Telephones, internet access and computer hardware available. No radio communication. The four officers have not been allocated mobile phones to communicate on matters of their service either with the office and or victims.

Disaster Management Plans and Framework

The Provincial Disaster Management Centre is in progress assisting the local municipalities to review their disaster management plans for 2014-2015 financial year, consolidation of which will cascade into the reviewed district disaster management plan. The review process led by PDMC commenced 8th to the 11th September 2014 last leg for this consolidation is pending PDMC availability in November 2014.

Disaster Volunteers

A policy on volunteers was ratified by Council in 2012-2013 and is being implemented. The policy is being reviewed for 2014-2015 financial year.

District Disaster Advisory Forum (DDAF)

The Forum is active and established in terms of section 51 of DMA and constituted in terms of section 51 (d) (i) to (xi).

The District Municipality must facilitate to access MIG funding for disaster infrastructure development.

District Emergency Management Service

Introduction

It is within the powers and functions of the District Municipality to render Fire Brigade services. The Local Municipalities in the district are regarded or classified as low capacity municipalities because they cannot solely run the Fire Brigade Services. It is the responsibility of the District therefore to establish and maintain a District Emergency Management Service division under which Fire Brigade services for the whole district are conducted. *(Fire Brigade Services Act, 99 of 1987, Services of local authorities, (1) A local authority may establish and maintain a service in accordance with the prescribed requirements*)

Status Quo

Fire stations (Operations)

- The district has four (4) fire stations spread in the four local municipality namely:
- Tubatse Fire Station
- Makhuduthamaga Fire Station
- Groblersdal fire Station and
- Marble Hall Fire Station

Tubatse and Groblersdal fire Stations are built to acceptable state of the art fire stations. The two stations structural integrity needs constant maintenance and repair.

Makhuduthamaga Fire Station is operating from the old Jane Furse Hospital premises which is inappropriate, in terms of accommodating and housing both personnel and the fire brigade equipment.
Marble Hall Fire Station commenced the 1st of December 2013. The brigade is also operating from an old vacated Transnet four- roomed facility. The facility is used gratis; the district is only paying for water and electricity services.

Fire Prevention

Fire Safety has got two seconded internal personnel. This unit has increased its revenue generation from the scrutinisation of building plans and ensuring that fire safety is promoted throughout the district to fire safety standards, law enforcement, and application of codes as well as events fire safety promotion.

Through the enforcement and code application of SDM Emergency services By-Laws, revenue is generated through fines and penalties. The municipality should strengthen the unit with more fire safety inspectors, whereby each municipality would have dedicated officers.

Training Academy

The training academy is established and operates from Groblersdal fire station. The LGSETA unique number, ***LGRS-Suykh 110223*** as the registration for accreditation and identifier as ***Suykh9LGRS1102238***.

Academy is accredited to render further Education and Training certificate in Fire and Rescue Operations at National Qualification Framework (NQF) four (4).

The District Municipality is exploring the possibility of accessing funds for the academy to add new classes, offices and stores.

Staff Compliments

Chief Fire Officer,
Fire Operations: - 44 permanent officers and 45 trained volunteers
Fire Safety: - 03 Divisional officers seconded (permanent staff)
Training Academy: - 02 instructors (permanent staff) and 01 Administrator

- The staffing level is critically low contrary to the SANS10 090 – Community Protection against Fire.
- The district is intending to expand its workforce to complement and to meet the required standards.
- Continuous professional development in training all staff to upgrade from minimum requirement is continuous. From Firefighter1 to First Aid level 3, and Fire Fighter 2.

Expanded Public Works Programme

The district is also participating in the EPWP for purposes of training and empowering our communities.

Equipment

All fire stations have insufficient equipment.

Service

The service is rendered for twenty-four hours in seven days (24/7) as required by the ministerial proclamation in all the four stations

New Establishment

- To establish a Fire Station at Fetakgomo Local Municipalities in financial year 2014-2015. The probability depends solely on the increase of personnel

Challenges

- A need to close the posts' gaps more especially in the middle ranks
- The fire risk exceeds the resource (human and material) available.
- Shortage of vehicles to render firefighting and rescue services.
- Poor response time caused by distance travelled to emergency incidents
- Lack of office space at the academy
- Building/construction of the disaster management centre which is a legal requirement.
- Establishment of *Fire stations* or *Fire Houses* in Roosenekal, Moroke, Moutse East and West, Monsterlus and Ohrigstad
- Additional personnel to establish a fire station in Fetakgomo local Municipality
- Replace the vehicles auctioned and provision of emergency fleet as submitted for the 2014/2015 financial year
- Procure information management and communication system for DRM
- Provide communication tools and subsidized vehicles to designated staff members.
- Lack of maintenance to our state of the art buildings

2.5 LOCAL ECONOMIC DEVELOPMENT

Introduction

The following are the main functions of the Local Economic Development Division

Functions of LED division	Status quo of each function	Challenges regarding each function
SMME' Development	Functional	None
Agricultural Development and farmer support (Horticulture cluster)	Functional	None
Agricultural Development and farmer support (Meat cluster)	Functional	None
Agricultural Development and farmer support (Meat and horticulture cluster): Facilitate the establishment of value adding activities.	Functional	Lack of funding from internal and external sources.
Tourism Development	Functional	None
Mining Development	Functional	None

The attainment of the vision set out in this IDP will ultimately be determined by the state of the Sekhukhune economy. The Expanded Public Works Programme has been earmarked as one of the other programmes that will fast tracking job creation in the district. Other sections of this chapter have already painted a picture of the spatial, demographic and infrastructural challenges to economic development in the District.

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.

Status Quo

The Structure of the Sekhukhune Economy

Conventional wisdom has it that agriculture; mining and tourism are the three leading sectors in the Sekhukhune economy. Official statistics, however, paint a slightly different picture of

the District economy being dominated by community services, mining and trade. It must be noted that it is very difficult to find accurate data for the local level in South Africa.

Those data-gathering exercises that do exist often yield vastly different data accounts of local realities. Most public sector plans and IDP's however, draw on Stats SA and Global Insight data even whilst recognizing some of their limitations. The table below is drawn on from Global Insight data and sets out the total employment composition in Sekhukhune District Municipality by 2011.

Table 151: Total Employment Composition in Sekhukhune District Municipality by 2011

Sector	Composition in % by 2011
Agriculture	12
Mining	14
Manufacturing	3
Electricity and Water	1
Construction	5
Trade and Catering	18
Transport and Communication	5
Financial and business services	4
Community Services	30
Households	8
Total	**100**

Source: Global Insight

What the data reveals is that in 2011, the Sekhukhune economy depended largely on public sector funding with community services being a major factor in the area.

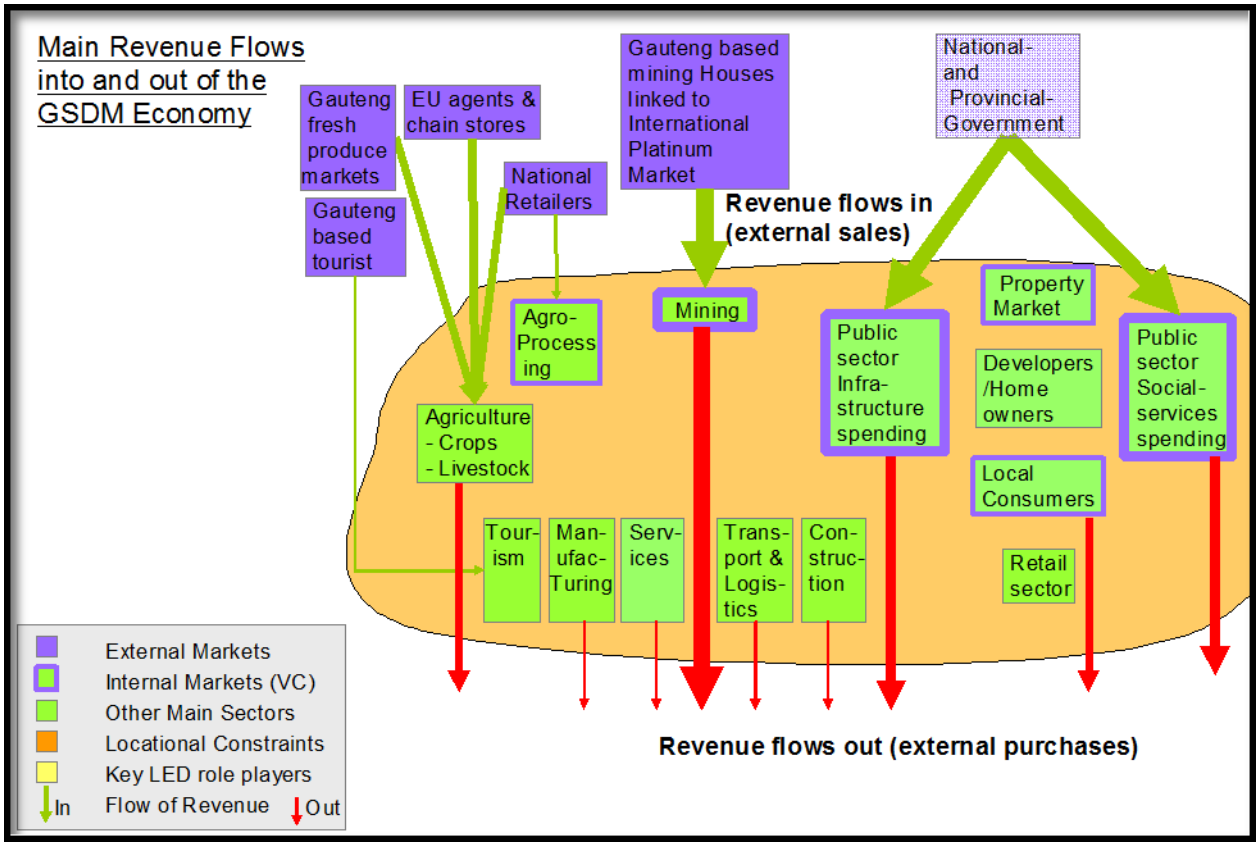
The three main contributors to Gross Geographic Product (GGP) and employment were community services (30%), trade (18%) and mining (14%). Despite these findings, the District has very consciously chosen to explore the potential of mining, agriculture and tourism as key contributors to the Sekhukhune economy up to the year 2025 as indicated in Sekhukhune 2025 Development Strategy. This is also in recognition of the fact that thriving local economies should not depend overly on public sector injections of income. These three key sectors are presented in the next sub-section. **Figure 36: Main Revenue Flow**

Revenue Flows

First, however, this section turn it lens on another noticeable features of the Sekhukhune economy – the main revenue flows into and out of the municipal economy. This is captured graphically in the figure below.

The main sectors are indicated as green blocks within the orange oval, depicts the boundary of the focal area. The arrows indicate the main source of external income (revenue and investment) flowing into and leaking out of the economy.

What is striking about this picture is that the bulk of revenue flows directly out of the Sekhukhune economy, as many goods and services are supplied from outside the District.



As later sections of this IDP will reveal, this reality has led to the District prioritizing certain interventions that will see the retention of revenue within the District.

Key Economic Sectors

As the previous section highlighted, the pre-dominance of certain sectors in the Sekhukhune economy is somewhat contested. This section provides an outline of the sectors that the District Municipality has decided it is of Strategic importance to its sustained economic growth. These sectors are mining, agriculture, tourism, retail and trade, manufacturing, construction, transport and logistics, financial and business services as well as the public sector. Collectively, these provide a comprehensive picture of the potential inherent in the municipal economy.

Mining

The Sekhukhune District 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. PGMs are a family of 6 metals – platinum, palladium, rhodium, iridium, osmium and ruthenium. The first three of these are the main metals used in catalysts. Nickel, chrome, vanadium, titanium, iron, copper, cobalt, granite and asbestos are some of the other deposits found in that belt.

Although statistics may vary, most would agree that mining is a key contributor to Sekhukhune's GGP – and a sector with enormous potential for the immediate future. Modern mining has been practiced in Sekhukhune land for well over a century, and typically involved the exploitation of andalusite, asbestos, chromite and platinum deposits. What is striking about previous boots of mining activity in the area, however, 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 were forced to close.

Current Mining Activities

Mining's contribution to GGP in Sekhukhune is estimated at between 14-20%, depending on the source of the statistics. Within the District itself, the sector contributes most to the GGPs of Makhuduthamaga (22, 8%) in 2000), Fetakgomo (32, 6% in 2000) and Tubatse (36, 6 in 2000) (Goode, 2006). These figures are likely to have changes in recent years, however.

The major mining activity in the District occurs within the Dilokong Corridor, which stretches largely across Tubatse and Fetakgomo. Elias Motsoaledi, Makhuduthamaga and Ephraim Mogale have relatively low levels of mining activities (SDM, 2007a).

It is estimated that mining grew at an annual rate of 5.4% from 1996 – 2001 (Goode, 2006), a comparatively high growth rate which bodes well for the future. According to the Department of Minerals and Energy, there were 17 operating mines in the Sekhukhune District area in 2006 (Goode, 2006). These include a significant number of platinum mines in the area.

The table below sets out the main existing (operating) and planned platinum mines in the District.

Table 152: Operating and Prospecting Mines in Sekhukhune

LIST OF MINES IN SEKHUKHUNE DISTRICT MUNICIPALITY				
GREATER TUBATSE LOCAL MUNICIPALITY				
MINE NAME	**TYPE OF ORE**	**LOCALITY**	**CONTACT DETAILS**	**STATUS**
Dwarsrivier	Chrome	Shaga	013 230 5300/1	Operating
Helena(Glencore Xstrata)	Platinum	Dithamaga	013 230 5000 /3133	Operating
Thorncliff(Glencore Xstrata)	Platinum	Shaga	013 230 6750	Operating
Mototolo(Glencore Xstrata)	Platinum	Shaga	013 230 6697 /87	Operating
Lion Ferrochrome(Glencore Xstrata)	Platinum	Steelpoort	T.013 230 5064 F. 013 230 3108	Operating
Marula Platinum Mine	Platinum	Winnershoek Farm	013 214 6000/ 013 214 6005	Operating
Twickenham	Platinum	Maotsi	013 231 9127	Operating
Doornbosch Mine (Samancor)	Chrome	Makgemeng	T.013 230 7001 F.013 230 7003	Operating
Tubatse F/Cr(Samancor)	Chrome	Steelpoort	013 230 8335	Operating
Modikwa	Platinum	M/Shoek	013 230 2044	Operating
Tweefontein Mine	Chrome	Shaga	T. 013 230	Operating

(Samancor)			7001/2 F. 013 230 7003	
Lannex (Samancor)	Chrome	Steelpoort	013 230 7001	
Two Rivers Platinum Mine	Platinum	Shaga	013 230 2800	Operating
Lwala(Samancor)	Chrome	Manyaka	T.013 230 7000 F.013 230 7003	Prospect
Asa Metals/Dilokong	Chrome	Maroga	T.013 230 7785 F.013 230 7754	Operating
Rhino Minerals	Andalusite	Modubeng	T.013 216 3100 F. 013 216 3111	Operating
Phokathaba Australia	Platinum	M/Shoek	0795087519	Prospect
Spitzkop (Samancor)	Platinum	Steelpoort	T.011 463 0050 T.013 230 7000 F.013 230 7003	Prospect
Grootboom/Boynton	Platinum	Steelpoort	012 661 4138	Prospect
Annesley Havercroft Mine	Andalusite	Segorong	T.013 216 2913 F.013 216 2923	Operating
Der Brochen	Platinum			Operating
Elephant´S River Granite	Granite	Tjate	083 653 9724	Operating
Mooihoek	Chrome	Maroga		Prospect
Nkwe	Platinum	M/Shoek		Prospect
Sebatakgomo	Platinum	Tjate		Prospect
Saringa	Slate	K/Tswane		Operating
FETAKGOMO LOCAL MUNICIPALITY				
MINE NAME	**TYPE OF ORE**	**LOCALITY**	**CONTACT DETAILS**	**STATUS**
Elephant River Granite Pty Ltd	Granite		082 299 7062	Operating
Sefateng Chrome	Chrome		015 291 3961 0794951441	Operating
Bokoni Platinum Mine	Platinum	Atok	015 620 000/152 083 4557882	Operating
Kelgran Mine	Granite		012 252 8720 or 082 384 7561	
Lesego Platinum mine.				
ELIAS MOTSOALEDI LOCAL MUNICIPALITY				
MINE NAME	**TYPE OF ORE**	**LOCALITY**	**CONTACT DETAILS**	**STATUS**
Blue Ridge	Platinum	Groblersdal		Non-Operational
Sheba's Ridge	Platinum	Groblersdal		Bankable Feasibility Study
Mapoch Mine		Rossenekal	013 273 5000 f-013 273 5033	Operating

EPHRAIM MOGALE LOCAL MUNICIPALITY				
MINE NAME	**TYPE OF ORE**	**LOCALITY**	**CONTACT DETAILS**	**STATUS**
Lime Chem Mine	Lime	Marble Hall	T-0132612667 F-0132612331	Operating
Lyttelton Marble Hall Mine	Dolomite	Marble Hall	T-013261 1128 f-013261 1140	Operating

In addition to the list above, there are also a number of PGM prospects in or around the Sekhukhune area.

Prospects for the future

Much attention has been given recently to the anticipated platinum mining explosion in Sekhukhune. There are areas where the new platinum mines are concentrated:

- The Dilokong or Burgersfort/Steelpoort corridor

The Sekhukhune District has once commissioned an investigation into potential global demand for the key minerals found in its jurisdiction. The results are presented in the table below:

Table 153: Market prospects for Sekhukhune minerals

Mineral	Commercial Uses	Future Prospects
Chrome and Ferrochrome	Stainless steel production Metallurgical applications Refractory, foundry and chemical industries	The primary determinant of global demand for chrome is stainless steel production (which has grown by 6% p.a. since 1998) There's currently strong demand from high Chinese stainless steel production However, excessive supply of chrome could push down prices in the future.
Vanadium	Steel making	Because 90% of vanadium misused in steel making, the word vanadium market is firmly tied to the steel market In 2004, world steel production exceeded 1 billion tons for the first time in history. Between 2000-2004, steel production increased by 6% p.a. globally, especially from China. Positive short-term prospects for Sekhukhune vanadium, especially given potential Chinese demand. A possible threat could arise if procedures seek substitute if vanadium prices become too high.
Platinum	Automotive exhaust catalyst (auto	Because of the nature of its commercial

Mineral	Commercial Uses	Future Prospects
Group Metals	catalyst) Other Industrial uses (other catalysts, turbine blades, Biomedical uses, coins, PC Hard Disks, etc.) Jewellery production	usage, global demand is strongly linked to environmental standards and vehicle emissions Demand for PGMs has continued to grow over the years, however – and there is currently a healthy outlook for this type of mining Jewellery demand is also expected to rise
Limestone	Used in cement and steel making	Increased construction activity will result in sustained demand for cement Hence, there's a positive outlook for limestone mining in Sekhukhune
Dimension stone	Red and Black granite used in home décor / architecture	World demand for dimension stone has been growing steadily However, the South African market isn't faring well because of currency depreciation and unpredictable demand (because architects choose different finishes)
Coal	Energy	There are better sources outside Sekhukhune that currently supply the domestic and international markets Hence, coal mining isn't a viable prospect for Sekhukhune However, there's limited potential for the extraction of coal bed methane as an energy source for the region (needs further investigation, through)

Source: adapted from Goode (2006) Scoping paper on the mining sector in the Sekhukhune District Municipality

There are, in summary, a number of factors that could affect Sekhukhune's mining industry negatively in the future. These 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, which started in the Rusternburg mine area, has been speculated to lower investor confidence in the mining industry.

Beneficiation Opportunities and Value Chain Analysis

It is important to note that PGM ores are low in value (possibly around 30 cents/kg). it is also difficult to extract the valuable metals from them without suitable and expensive equipment.

Some estimate place the value of the ordinary (just mined) platinum ore at only 13% of the refined material (Goode and Granville, 2006).

At present, there is no base-metal or platinum smelter in the Sekhukhune area. The nearest smelter is Amplats' Polokwane Smelter. Recent research done for the District's 2025 Development Strategy included interviews with key mining companies on the possibility of them building smelter within the District. This was based on research projections that the total PGM production in Sekhukhune in 2015 would be 2, 900, 00 oz per annum – a figure that would justify the installation of a new smelter in the area (Goode and Granville, 2006). It would appear, however, that most mining companies were not planning to build a new smelter in the Sekhukhune area.

Job Creation

Since the mid-1980, the mining labour market has changed significantly as the sector has become more knowledge-intensive. As a result, overall mining employment has been decreasing gradually. Goode and Granville (2006) estimate that platinum mining in the Sekhukhune District will generate the following jobs until 2015:

Table 154: Projected employment in platinum mining in/near Sekhukhune

	Production (K0oz)	**Employees**
2010	2,028	36,427
2011	2,266	39,252
2012	2,495	41,666
2013	2,597	41,806
2014	2,693	41,786
2015	2,856	42,730

Source: Goode, R and Granville, A (2006). Mining expansion and employment in Sekhukhune land: Expectations and Impediments.

Agriculture

The agriculture sector is an important contributor to employment, but a relatively marginal contributor to the aggregate GGP, estimated at 9, 7% (SDM, 2007a). According to farmers in the area, the main reason why the sector doesn't contribute more to GGP is because of water scarcity. Other reasons could include the combined effects of land claims, which creates uncertainty and discourages further investment, as well as the low growth of global commodities.

Agriculture in the Sekhukhune District is a mixture of both commercial and subsistence farming. As indicated in the earlier spatial profile, subsistence farming tends to dominate land use in the District.

Commercial agriculture in Sekhukhune tends to be concentrated in two areas which are:

- Commercial
- Emerging and Small Scale Agriculture

Commercial agriculture

Over the past 5 to 10 years, farmers in the area have faced mounted difficulties with falling commodity prices and rising input costs. Despite this, agriculture's contribution to GGP continues to be roughly 10% and, in 2001, provided 16% of the formal employment within the District (Womiwu Rural Development, 2006a).

There are two major areas of commercial cultivation:

(a1) The Loskop scheme

The towns of Groblersdal and Marble Hall are found in the Loskop Valley. The commercial agricultural schemes in the valley are serviced by the Loskop Dam, built in 1938 especially for this purpose. In addition to the Loskop scheme, there are 5 smaller schemes within the Loskop agriculture area:

Collectively, these contribute significantly to commercial agriculture in the area. The past 10 years have placed Loskop farmers under increasing pressure as arising input costs, a stronger local currency, lower commodity prices and external competition have all taken their toll. One of the responses on the part of local farmers has been to diversify the crops they produce. The collapse of the once lucrative tobacco industry has also pressured farmers in the area to look at different options. As a result, there has been a growing emphasis placed on establishing permanent crops, such as citrus and table grapes, in the area.

Main crops in Loskop

Tobacco, Wheat, Cotton, Soya beans, Citrus, Paprika, Pumpkin, Peas, Commercial vegetables, Seed maize, Commercial maize, Table grapes, Dry beans, Watermelons.

The District currently has a competitive advantage in a number of crops, including table grapes, citrus and vegetables for processing (Womiwu Rural Development, 2006b). This can be maintained if the District promotes processing and other value-adding activities for these products.

Emerging and Small-Scale Agriculture

Almost 70% of Sekhukhune farmers are subsistence farmers. This group of farmers engages extensively in both livestock and crop farming.

In the middle-1990s, three Farmers Support Programmes were providing assistance to about 16,000 small-scale maize farmers in Phokoane, Ndebele and Sterkspruit. These programmes have been discontinued (Wmiwu) Rural Development, 2006a) and subsistence agricultural production in Sekhukhune has generally dropped significantly (DoA, 2006).

The two areas with the highest potential for small-scale farmers are the higher rainfall dryland areas, as well as the Olifants River Irrigation Scheme. The latter consist of 42

government-assisted schemes allocated to approximately 3,000 farmers, and have been identified as part of the Limpopo DoA's Revitalization of smallholder schemes.

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. It is a tension that will need to be mediated through future IDP processes.

Despite these potential difficulties, opportunities abound for agriculture in Sekhukhune, and the sector is likely to play a dominant role in the district's forthcoming 2025 Strategy. It is also a critical element of provincial economic strategy, Limpopo Economic Growth and Development Plan (LEGDP) which is due for review in the financial year 2014/15.

Tourism

Nationally, there has been a major shift in the tourism sector away from strategies that rely on physical attributes towards those that emphasize competitive behavior. This notion is taken forward in the key provincial documents, such as the LEGDP and the provincial Tourism Plan, which call for the development of spatially concentrated cluster that have unique competitive success in a particularly field.

Within the Sekhukhune context, a number of clusters have been identified by Provincial Tourism Strategy as offering significant tourism potential. These include:

Current tourism infrastructure

Tourism has been identified as one of the major growth sectors in the Sekhukhune District. The District's Tourism Strategy that was adopted in 2005 indicates that there are an estimated 82 accommodation facilities offering 1998 beds throughout Sekhukhune. The sector also employs about 962 persons.

Table 155: Accommodation facilities in Sekhukhune

Municipal area	No of facilities	No of beds	Occupancy rate (%)	Turnover	Staff employed
Tubatse	19	488	67	47,200,000	432
Elias Motsoaledi	32	739	59	20,200,000	222
Ephraim Mogale	21	534	54	23,000,000	260
Fetakgomo	2	80	n/a	200,000	12
Makhuduthamaga	8	157	62	2,600,000	36
Sekhukhune	**82**	**1998**	**62**	**93 200,000**	**962**

Source: SDM (2005). Sekhukhune Tourism Development Strategy-Status Quo Report

The potential of this sector could be more fully exploited if multiplier effects are taken more advantage of.

Flagship Tourism Projects

The Sekhukhune area has a number of potential tourism attractions, some of which have been captured as flagship projects under the district's new tourism plan. The area hosts the scenic Flag Boshielo Dam area, for example, as well as the adjoining Schuinsdraal nature Reserve, Potlake Nature Reserve and the Maleoskop Resort and conservancy.

Tourism Anchor Projects in Sekhukhune

The District's Tourism Development Strategy recommends the following 5 anchor projects:

- Flag Boshielo cluster of projects
- De Hoop and Mapoch's complex
- Entrance Gate Complex
- Klein Drakensburg Escarpment
- Masemola cluster of heritage projects

According to the District's LED Strategy reviewed in 2007 (SDM, 2007a), tourism in Sekhukhune is still in its infancy with limited offerings and low service standards. It does, however, have the potential to diversify the economy in a sustainable and labour intensive manner. These niches need investigation and development of destinations, into compelling attractions. Growth in tourism is currently driven mainly by business visitors in the public and mining sector activities and agriculture provides an opportunity to grow the sector creatively with unique attractions.

Recent research done for the Sekhukhune District's 2025 Strategy also made a few predictions about the employment-generating potential of the tourism sector in the area. The employment potential of some of the key project is captured in the table below.

At present, however, there are very few institutions serving the tourism industry in Sekhukhune. These include; The Roosenekal Tourism Publicity association is found within Elias Motsoaledi Municipality and, amongst other things, stages the Arum Lily festival. Other role-players connected to the Sekhukhune tourism industry include the Limpopo Department of Economic Development, Environmental Affairs and Tourism (LEDET), and Limpopo Tourism Agency (LTA).

The future growth of the tourism industry is further impeded by infrastructural and service delivery constraints in Sekhukhune. These include poor roads, telecommunications, electricity and water supply.

Retail and Wholesale Trade and Services

According to Stats SA data presented earlier in this section the trade and Service is also a major contributor to GGP (17%). The sector has shown a significant increase in its contribution to the aggregate GGP. It has registered a high growth rate and remains a relatively large component of the local economy. The sector responds predominantly to local markets. Growth in these sectors could be explained by increased local spending power as a result of growth in the public and mining sectors.

Formal trade is mostly restricted to the major town such as Marble Hall, Groblersdal and Burgersfort, while informal trade takes place throughout the rural parts of the District, including the numerous villages.

Manufacturing

Manufacturing is a relatively small sector within the Sekhukhune economy. The most common manufacturing activities include the making of sand bricks, windows, doors and steel frames. These activities respond to local demand from the infrastructural development associated with housing projects, roads rehabilitation, as well as agriculture and mining activities.

There is potential for growth in manufacturing if effective links are created to exploit opportunities resulting from the mining and public sector infrastructure spending.

Construction

The construction sector is also a relatively small, but important, contributor to Sekhukhune's GGP. It is linked to development within all the other sectors of the economy. This includes the demand for the construction of public sector infrastructure 9housing, roads, provision of basic services, the De Hoop dam and the pipeline network) – a trend that is large and growing. Most construction work is currently sourced from outside the District. This poses the challenge for local residents to either become competitive enough or partner with already the challenge for local residents to either become competitive enough or partner with already competitive enough or partner with already competitive contractors to share in this growth.

Transport, Logistics and Communications

The transport, logistics and communications sector is becoming significantly more important in Sekhukhune, especially with gradual increase in activities of other economic sectors. The anticipated expansion in mining, for instance, offers tremendous opportunity for passenger transport and material. Similarly, public sector infrastructural development also demands the movement of huge amounts of material and people.

Financial, Business and Real Estate Services

The financial and business services sector is an important contributor when analyzed in the context of the District economy. The contributor is between 10 to 12%. It is also important because it facilitates the development of other economic sectors in the area. At present, the majority of these services are concentrated within the economic nodes of Groblersdal and marble Hall town.

Public Sector

The government sector employs 16% of the total Sekhukhune population, provides public services and invests in development work. Besides the employment created, income

generated and spent in Sekhukhune, the public sector also has a key role to play in the economy in the way decisions are taken. The delivery of the public infrastructure budget for example, could be prioritized to unlock economic potential, in the absence of which, opportunities could be wasted. However, public expenditure in Sekhukhune far exceeds its ability to raise tax revenue. The inference is that Sekhukhune's public spending is actually mainly paid for by the rest of the country.

Development corridors in Sekhukhune

A number of development corridors have the potential to promote economic growth within the Sekhukhune District (SDM, undated, b). These are described below.

Dilokong Corridor

The Dilokong (Platinum) Primary Corridor is an extremely important corridor to both Sekhukhune and the province. It correlates largely with the R37 road, which runs from Polokwane through Lebowakgomo to Burgersfort.

The Dilokong corridor is characterized by booming mining activities alongside its trajectory. Projected mining expansion in the area is likely to boost the importance of this initiative as well. Tubatse benefits the most from developments in this corridor, with lesser benefits accruing to Fetakgomo as well.

The Dilokong Corridor also encompasses a number of growth points including Atok (within Fetakgomo), Mecklenburg and Burgersfort. The Burgersfort cluster includes a provincial growth point (Burgersfort), District growth point (Steelpoort) and municipal growth point (Driekop). The remaining settlements which forms part of the Burgersfort cluster, have been classified as population concentration points. These settlements are also important in the development of the area mainly because they have residential development potential for the mines (SDM, undated, b).

The N11 Corridor

The primary N11 corridor runs from Botswana through Potgietersrus down to Groblersdal and onwards to Middleburg on the western side of the District. It serves as a major transport route in the western part of the District, particularly for transporting agricultural produce. The road conditions along this corridor are fairly poor, however.

Marble Hall and Groblersdal fall within the N11 corridor. These towns have also been classified as provincial growth points because of their important service function to the surrounding communities and their linkages to these communities as well as agricultural sector (SDM, undated, b).

Jane Furse Corridor

The mainly residential development on the road between Lebowakgomo via Ga-Masemola and Ga-Phaahla to Jane Furse and Glen Cowie/Phokwane can be classified as a secondary

development corridor within Sekhukhune. This corridor does not form part of SDI route, but is a corridor in terms of the nature and extent of the large population concentration in the area.

This secondary corridor can play a significant role in the development of mining. It extends from Burgersfort via Steelpoort to Stoffberg. A number of mining activities are taking place at the moment along the corridor. Proper infrastructure will be required to facilitate mining expansion, however. Proper development of this corridor will stimulate economic development of the surrounding areas. It will mostly cater for the transportation of goods and services.

Other Corridors

The following tertiary corridors where identified within the Sekhukhune District Municipality:

These corridors have various clusters, which are primarily classified as population concentration points, including municipal growth points. They also connect various villages with different growth points. They are strategically distributed and links well with the primary and secondary corridor identified above. Some of the identified tertiary corridors need upgrading in order to stimulate economic growth in these clustered villages and municipal growth points.

Local Economic Development Snapshots per Municipality

Each local Municipality's economy within the Sekhukhune District has distinctive characteristics of its own which collectively contribute to the overall economic make-up of the area. This section presents a snapshot of these local economies.

Greater Tubatse Local Municipality

Greater Tubatse is a strong economic centre within the Sekhukhune District, primarily because of its mining sector. Mining is indeed the major source of employment and economic growth in Tubatse. Minerals found here include platinum, chrome, vanadium, andalusite, slica and magnetite. The mining sector is currently growing rapidly in the area and the town (Burgersfort) is now one of the fastest growing towns in the country.

Retail, trade, services and agriculture also contribute to the Greater Tubatse economy and are major employers. Agricultural products cultivated in this area include citrus, vegetables, corn and maize. Livestock farming include cattle, goats and game.

Makhuduthamaga local Municipality

The Makhuduthamaga Municipality promotes agriculture, tourism and mining as the key growth sectors. There are number of mining exploration exercise that are taking place within the municipality. If mining does indeed prove feasible, it will have an added impetus on the creation of much needed jobs in particular and the growth of the economy in general.

The decision to locate the District Municipality in Jane Furse will provide substantial growth impetus, perhaps at the cost of Elias Motsoaledi Local Municipality. Furthermore, the agricultural and tourism potential of the municipality have yet to be exploited fully. At the moment limited forms of agricultural and tourism activities are taking place.

Ephraim Mogale Local Municipality

The availability of irrigation water from the closely situated Loskop dam makes Ephraim Mogale a thriving agricultural area. Ephraim Mogale is known for its extensive irrigation farming which includes cotton (Ephraim Mogale has one of the biggest Cotton production Centres in the Southern Hemisphere), wheat, citrus, table grapes and vegetables. The extensive vegetable cultivation provides for the Gauteng market and national retailers. Citrus and table grapes are exported to the European market.

Fetakgomo Local Municipality

Fetakgomo Local Municipality is blessed with mineral deposits, such as platinum, of which the public sector makes the largest contributions to the local economy. It is situated in the fertile soil alongside the rivers of Lepellane, offering great agricultural potential which is currently underutilized. This municipality is surrounded by beautiful mountains and has rich cultural history with potential to become tourist attractions.

Elias Motsoaledi Local Municipality

Groblersdal is the centre of a progressive farming community because of the town's fortunate location in the Olifants River irrigation area below Loskop Dam. Intensive agricultural activities (under 5 irrigation scheme) cover a total surface area of 28 000 ha. The gross agricultural production of the district is estimated at R250 million per annum. The agricultural produce includes grapes, wheat, tobacco, maize, soya beans, citrus fruits, cotton and vegetables.

Table 156: Priority sectors of local municipality

Local Municipality	Agriculture and agro-processing	Mining	Construction	Tourism	Other sectors	Public sector
Elias Motsoaledi	X	X		X		X
Fetakgomo	X	X (Platinum)	X	X		X
Makhuduthamaga	X	X (concrete)		X	X (retail)	X
Ephraim Mogale	X		X	X		X
Tubatse	X	X (various)		X		X

Source: SDM (2006b) – Results of LED rapid appraisal

Competitive and Comparative advantages

For the Sekhukhune economy to grow sustainably, revenue and investment flows must increase, preferably from external markets. It is therefore necessary to determine which external markets Sekhukhune-based enterprises can complete in profitably and sustainably. It is also important to understand the nature of competitive advantages and disadvantages in these markets, and to recognize which factors are critical to success and which factors still constrain the relevant sector's performance.

The District is currently exploring 5 key markets that offer viable potential to drive future economic growth in Sekhukhune. These are described briefly below, and their competitive advantages and disadvantages are highlighted.

Platinum and Chrome Ore Mining

Prospects for the sustained growth and competiveness of platinum and chrome ore are extremely healthy, as previous sections in this chapter have attested. The potential for pro-poor growth is also solid, mainly in enterprises supplying goods and services to the mines. Main market: Gauteng and international mining houses

Supplies and outsourced services to local mines

Currently, prospects for sustained growth and competitiveness are healthy for the next 20 Years[1]. The potential for pro-poor growth is reasonable, and mainly in enterprises supplying goods and services to the mines. Employment in these services and production are labour intensive. The growth in these sectors will also contribute to grow in other sector, such as retail, property and transport.

Main market: Platinum and Chrome mining cluster on the Dilokong Corridor.

Table 157: Main sectors: Services, Transport & Logistics, Construction, Manufacturing, property Market Agriculture, Agro-processing and Tourism

Competitive advantage	Competitive disadvantages
Demand conditions: • There are more than forty types of services that the mine could source providers can be established or attracted to operate from Fetakgomo. • The opportunities include transport of material in the mine, out to the smelter, cleaning services, labour broker, maintenance of plant and machinery, garden services including the supply of meat and vegetables. • The mines are willing to source locally provided competitive suppliers that can be	• Few local support industries • Shortages of skills • Low levels of education • Uncertainty about land availability forexpansion: surface mining rights housing • Ability to anticipate and manage community expectations related to development

developed. • Risk should be managed – mine operations must not be disrupted by supplier/ service provider • Most procurement takes place from head office outside SDM. **Supporting Industries:** • LIBSA • LIMDEV • Supportive Local Government **Locational factors:** • Close proximity to the large scale mining activities – mine as a market • Access to basic services in growth points • Some existing services providers • Some existing facilities and infrastructure	• Relationship challenges with neighboring communities

Source: SDM (2007b). Local Economic Development (LED) strategy

Fruit, Vegetables, Cotton, Meat and Beneficiation

Agriculture is labour intensive and creates employment. Prospects for sustained growth and competitiveness are good if existing constraints can be dealt with effectively. The potential for pro-poor growth is high, especially if markets can be made more easily accessible for example, establishment of a local agro-processing plant that sources from emerging farmers. Agriculture only makes a marginal contribution to growth in other sectors.

Despite the water constraint in many areas, other production areas with irrigation are under utilized for various reasons. The sector does not have expertise, experience and market linkages to grow and create many jobs. The climate and location offers competitive advantage i.e. speed to market and the long duration of the warm season.

Table 158: Main markets: National Retailers, EU Agents & Chain stores, Gauteng Fresh Produce Markets - Sector: Agriculture, Agro-processing

Competitive Advantages Competitive Disadvantages	Competitive Advantages Competitive Disadvantages
• Establishment commercial farming sector Advanced citrus sector serving international markets • Markets for livestock: Mines, Gauteng • Established links to the Gauteng, National	• Subsistence level farming persist • Oversupply in commodity markets pushes price down, affording low margins • Farmers have little to no bargaining power. • Access to markets limited • Emerging farmers especially in remote

Retailers and EU markets • Demand Conditions: • Rand has weekend recently, contributing to price competitiveness in export market • Supporting Industries • Availability of technical skills **<u>Locational Factors:</u>** • Proximity to Gauteng Market • Close to the mine as a market • Vast expanses of unutilized land with agriculture potential • Availability of water (near rivers and irrigation schemes) • Water supply to improve, increased capacity of Flag Boshielo and the new De Hoop dams • Underutilized existing irrigation schemes • Fertile soil • Favourable climate conditions • Long seasons for production • Existing skills • Potential for larger scale commercialization – variety of products • Entrepreneurs with ideas and capital	areas • Limited access to suppliers in remote areas • Limited emerging/establishment partnerships • Ineffective technical support to emerging farmers • Mistrust by business of government • Land ownership: current regulations discourages investment • Labour regulations discourage fulltime employment to the detriment of both the farmer and the farm worker 75% of the arable land in SDM is under unsettled claim (850 claims) • Agricultural expansion is water constrained in many places • Shortage of certain skills • Low levels of education • Limited electricity supply to remote areas • Limited access to telecommunications infrastructure • Risk associated with periods of drought • Limited supply of veterinary services in outlying areas • Some areas suffer from erosion and overgrazing

Source: SDM (2007b). Local Economic Development (LED) Strategy

Business and Leisure Tourism

In lieu of the high dependency of the Sekhukhune economy on the public and mining sectors, other sectors need to be developed in the longer term to diversify the economy. This will render it less vulnerable when the mining boom subsides. Tourism is one sector where competitive advantage can be developed and maintained over time.

The short term demand especially, whilst the mining expansion takes place, presents an opportunity to create appropriate facilities that meet the market demand and will be sustainable. The current tourism sector is not yet competitive due to infrastructure development of new access roads and key tourism attractions. The potential for pr-poor growth is limited in the short term but will increase with time. Tourism is typically labour intensive and will have positive spin-offs for other sectors such as housing, retail and golf course development following tourism investment.

Main markets: Local and Foreign Tourism travelling mainly from Gauteng

Table 159: Tourism Sector: Accommodation and other tourism service providers

Competitive Advantages	Competitive Disadvantages
• Consist mainly of number of small lodges, guesthouses, game farms, backpacker establishments. Dedicated restaurants consist mainly of fast food franchise outlets. **Demand conditions:** • Largest demand for 'business tourism - visitors to the public, mining and agriculture sectors • Unmet need for accommodation from mine and municipal visitors to areas other than Marble Hall, Groblersdal and Burgersfort **Supporting Industries:** • Proactive Government Support for Tourism in the form of: • R60 million from province, National Dept. Environmental Affairs and Tourism and National Dept. of Water Affairs • Political Support • Support from the Magoshi **Locational factors:** • Flag Boshielo Dam/Schuinsdraal Game Reserve initiative – Planned Big 5 reserve, malaria free, only 2hours from Gauteng, housing & golf estates • Variety of agricultural education attractions • Picturesque area with potential for many activities related to the landscape • Rich cultural historical area with many heritage sites	• Key tourist attractions / heritage sites still not developed to competitive standard • Poor quality of service and skills, especially in the hospitality sector • Limited understanding of target markets • Fragmentation and poor cooperation in the tourism sector • Poorly maintained roads and underdeveloped road infrastructure • Shortage of skills in the broad tourism sector • Landownership constraint in tribal areas • Development land/site availability / ownership = investment risk • Backlog in basic infrastructure (including electricity) in rural and remote areas • Limited access to telecommunication infrastructure

Source: SDM (2007b). Local Economic Development (LED) Strategy

Public Sector Infrastructure Spending

The Public Sector investment and service provision in Sekhukhune will continue to grow as long as the District remains a Presidential priority node. Two district potentials arise that LED can tap into:

- Directing, shifting public sector investment to support the LED strategic priorities to unlock economic potential more effectively
- Increasing the local private and emerging sector capacity to deliver such services, to win a larger share of these public sector investment and service provision

Results of LED rapid appraisal

The table below is the result of a rapid appraisal process conducted in November 2006 as part of the District's LED Strategy formulation (SDM, 2006b). It sets out the main local constraints to growth that municipal practitioners themselves identified.

Table 160: Constraints to economic growth in Sekhukhune

Land	Roads	Skills	Other
Elias Motsoaledi			
Land Ownership	Groblersdal to Roosenekal (33700) Groblersdal to Bronkhorstspruit (R25) The road from Groblersdal via Roosenekal to the Mapoch Caves needs upgrading	Support emerging farmers to gain commercial farming skills	Infrastructure development around Mapoch cave Infrastructure e.g. roads, water and electricity for mines De Hoop tourism investment package development and implementation
Fetakgomo			
Unblock the land constraints	Upgrade D4190 Road to Atok Mine. Build a road from R37 to Sekhukhune cultural village	Emerging farmers to gain commercial farming skills and lift them to a commercial level	Remove blockages to investment in housing
Makhuduthamaga			
Access to land Delay in proclamation of Jane Furse as a township. Fragmented release of land which leads to distorted planning	Roads to Manchi Masemola tourist site, various access roads to heritage sites and to link municipal sub-growth points and nodes of neighbouring municipalities		Funding for feasibility studies
Ephraim Mogale			
Make more land available (land audit)	Upgrade roads starting with reconstruction of part of the N11	Supporting emerging farmers to gain commercial farming skills; strengthening of Tompi Seleka Agricultural College;	Determine the key factors that discourage employment of permanent farm workers; Remove

		Capacity Building for Small Contractors; and Facilitate Access to Technical Skills and accreditation	municipal capacity bottlenecks to infrastructure development. Flag Boshielo concession and property Development
Tubatse			
No readily available land for development. Municipality does not own sufficient land to stimulate economic growth in Burgersfort and Steelpoort. Land is owned by private sector and is sold at a high price.	Major roads needs to be upgraded – R37, R555	Gain access to high impact/value projects by local SMME's in the mining sectors	Mining supply park De Hoop Dam (water)

Source: SDM (2006b) – Results of LED rapid appraisal

Sekhukhune seems poised to experience a major boom in platinum mining in the near future – a move that will grow its economy substantially if the District exploits these opportunities effectively. Agriculture and tourism also offer potential dividends. However, the Sekhukhune economy currently has a number of unhealthy features which could undermine economic development efforts in the future.

Table 161: Employment levels

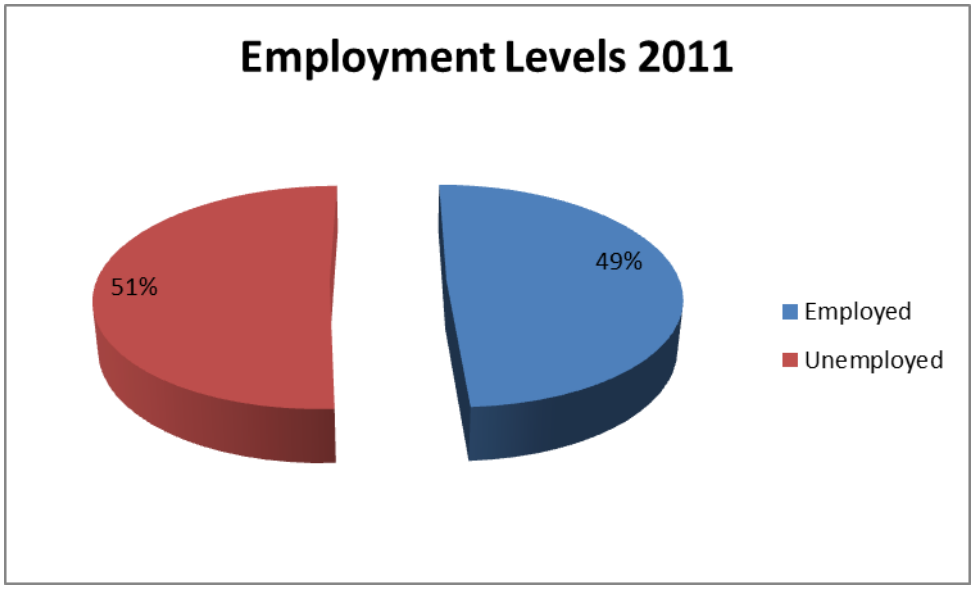
Municipality	Employed			Unemployed			Unemployment rate		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	11207	15632	18350	10005	12721	12944	47,2	44,9	41,4
Elias Motsoaledi	19696	20155	32203	23862	24027	24175	54,8	54,4	42,9
Makhuduthamaga	12409	10686	19534	29370	32174	32780	70,3	75,1	62,7
Fetakgomo	3611	4861	9184	9921	10449	13154	73,3	68,3	58,9
Greater Tubatse	13938	19147	49522	24464	30654	50221	63,7	61,6	50,4
Sekhukhune	**60860**	**70481**	**128794**	**97622**	**110026**	**133274**	**61,6**	**61,0**	**50,9**

Source: Census (2011)

In 2011, 49% of the persons who are of working age are employed compared to 51% that is unemployed. The total unemployment rate within Sekhukhune District Municipality is 50,9%. The average in Limpopo Province for unemployment rate is 38,9%. This clearly implies that unemployment is still quite high in the district. Waterberg District has lowest unemployment

in Limpopo Province standing at 28.1%. Musina Local Municipality has the lowest unemployment across at 18.7%.

Figure 37: Employment levels 2011



Source Census (2011)

Comparatively, the situation has improved from 1996 where unemployment was standing at 61.6% and recorded at 50.9 in 2011 although still very high. When comparing local municipalities in the district, Makhuduthamaga seem to be the hardest hit standing at 62.7% followed by Fetakgomo at 58.9% and Greater Tubatse at 50,4%.

Sekhukhune District Municipality has an important role to play with regard to promoting job opportunities. Although it is the responsibility of government to create jobs, there is a need for the district to work collaboratively with other role players in the province and nationally to create conducive environment for business to invest in the district.

There are three future job drivers that are likely to transform the unemployment rate in the district:

The Presidency has in terms of 17 Strategic Integrated Projects (SIP) identified SIP 1 which will “unlock the northern mineral belt with Waterberg as the catalyst”, the second mineral wave which will see expansions in existing mining operations in the district as well as new projects. National Department of Trade and Industry is working on a special economic zone model that will see beneficiation of mining products in the district. Sekhukhune District Municipality should therefore work very closely with the relevant stakeholders to ensure that these programmes are realised.

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 in 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 162: Average household income

Municipality	2001	2011
Ephraim Mogale	16 671	41 398
Elias Motsoaledi	17 802	41 398
Makhuduthamaga	12 768	38 109
Fetakgomo	14 850	47 755
Greater Tubatse	16 166	54 546
Sekhukhune	15 520	45 977

Source: Census (2011)

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 163: 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	10 817	11 565	12 769	17 372	18 883	22 851	62,3	61,2	55,9
Greater Tubatse	23 824	30 446	38 996	42 403	53 756	83 199	56,2	56,6	46,9
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 164: Child Headed Households

	1996			2001			2011		
	Households headed by children	Total households	% of child headed households	Households headed by children	Total households	% of child headed households	Households headed by children	Total households	% of child headed households
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	721	17 372	4,2	318	34 097	0,9	191	22 851	0,8
Greater Tubatse	1 971	42 403	4,6	1 058	96 936	1,1	758	83 199	0,9
Sekhukhune	7 119	171 908	4,1	3 814	195 285	2,0	2 949	263 802	1,1

Source: Census (2011)

Dependency Ratio[2]

Table 165: 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	101,0	91,0	77,1
Greater Tubatse	102,6	88,6	65,6
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.

[2] *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*

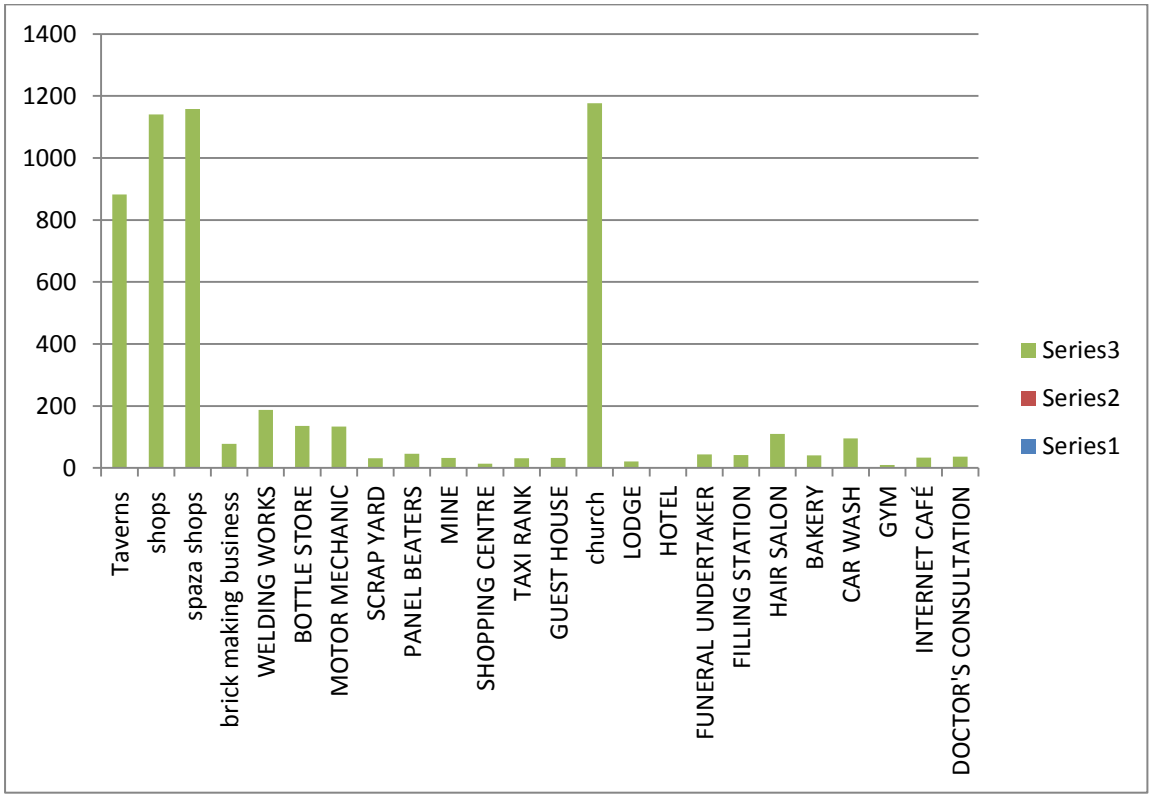
Within the district however, Makhuduthamaga Local Municipality has the highest dependency ratio at 85.4 way above the district and provincial ratio. This is followed by Fetakgomo at 77.1 and Elias Motsoaledi at 76.0. There is marked improvement in Greater Tubatse's dependency ratio from 102.6 in 1996 to 65.6 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.

Community inputs to LED situation within SDM: data according to ward committees in SDM

Below are perspectives according to all ward committees of SDM interviewed between the end of 2015 to early 2016

Figure 38: The graph below represents types of businesses that exist within the SDM (according to ward committees), spread across rural villages and towns.



Source: SDM Ward committees 2015-2016

The villages of SDM have various businesses and other community structures existing. The above graph shows how many of these structures are in terms of numbers and proportionality. There are a total number of 5516 businesses/community structures. Churches are the highest in numbers at 1177 (21%), followed by spaza shops at 1158 (20%), shops at 1140 (20%), and

taverns at 882 (16%). The lowest number of a business facility is that of hotels at 3 (0%).

Table 166: Local Economic Development Self-help Projects per economic sector

	Makhuduthamaga	Elias Motsoaledi	Ephraim Mogale	Lim 476 (Fetakgomo/Tubatse)	Total
Trade	7	7	19	8	41
Agriculture	42	37	70	101	250
Mining	1	0	4	10	15
Tourism	4	2	1	5	12

Source: SDM Ward committees 2015-2016

Across all the villages in the district, it has been established that there were 318 project initiatives that were in the form of economic activities. 79% (250) of these initiatives were in the Agricultural sector compared to 13% (41) in Trade; 4% (12) were in Tourism and 5% (15) were in mining. The picture indicates that most villages are engaged in Agriculture activities as source of economic opportunity. These initiatives are mainly subsistence in nature and involve groups of people in the form of cooperatives or just groups working together.

A high number of Local Economic Development initiatives were found in Lim 476 Local Municipality (101) initiatives) followed by Ephraim Mogale Local Municipality (70 initiatives); Makhuduthamaga (42); Elias Motsoaledi (37).

In general, Agriculture seems to be the sector that received the most attention where 250 initiatives were recorded across the district followed by Trade (41); mining (15) and Tourism (12).

It is important to point out that the district municipality and its locals must develop strategies that will address the development of key sectors in the district namely mining, agriculture and tourism. Tourism and mining seem to be receiving little attention from community initiatives and therefore the district and its locals need to zoom into these two areas to establish reasons. Agriculture, although receiving much attention, tends to focus on small holder gardens without a clear focus on growth. It is vital that government in all its three sphere begin to find innovative ways to stimulate entrepreneurship amongst the unemployed people within the district. The stimulation of the ICT sector can further ensure that enterprises function within the current focal areas are able to access external markets more efficiently to reach a level of cost effectiveness.

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

Sekhukhune Development Agency (SDA)

Introduction to SDA

Sekhukhune Development Agency (SDA) is wholly owned by the Sekhukhune District Municipality and has been in existence since 2005, operationalized in 2006 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
- Municipal Systems Act, 2000
- Municipal Systems Amendment Act, 2011

Functions of SDA	Status quo of each function	Challenges regarding each function
1. Promoting sustainable rural economies through agricultural and agro-processing	Business Plan for abattoir and fresh produce market developed. Funding application on process.	Unavailability of land and funding

development	Pre-feasibility for citrus juice factory done.	
2. Towns/ settlement regeneration with focus on fostering densification of settlements and promoting mixed and integrated developments	Terms of reference for Steelpoort town regeneration developed. A call for bids has been made and awaiting appointment of service provider.	None
3. Development and Marketing of key tourism clusters with clearly identified theme offering	Feasibility studies conducted for three tourism destinations. Awaiting appointment of a business partner for both feasible projects. MOU with LTA signed. Letter written to Rural Development to facilitate community resolution and awaiting response.	- Community disputes - Lack of funding
4. Building sustainable mining communities	Service provider appointed. MoU developed for different mining companies and awaiting signing. Stakeholder engagement on going. Questionnaire developed for different mining companies and already submitted.	Mining Companies not willing to co-operate with the agency. Lack of funding.

2.6 FINANCIAL VIABILITY

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.

Compliance with Municipal Finance Management Act (MFMA)

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 faced out and will be replaces 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 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 appointment of three 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 167: The AFS has been compiled in terms of GAMAP/GRAP

Financial Year	Audit Report
2006/07	Disclaimer
2007/08	Disclaimer
2008/09	Disclaimer
2009/10	Disclaimer
2010/11	Disclaimer
2011/12	Disclaimer
2012/13	Qualified
2013/14	Unqualified
2014/15	Unqualified
2015/16	Unqualified

Section 129 – Oversight reports on Annual Reports
The Municipality has established an oversight Committee which considers the adoption of the annual report.

Section 131 – Issue raised by the Auditor-General in Audit report

The municipality developed an action plan to deal with issues by Auditor-General, which is monitored on a monthly basis management to track progress.

ACTION PLAN: AUDITOR GENERAL'S REPORT – SEKHUKHUNE DISTRICT MUNICIPALITY

- Financial Year : 2015/16
- Audit Opinion : Unqualified
- Reporting Period : 2015/16

Table 168: ACTION PLAN

Audit Findings	Category of Finding	Description of Finding	Finding status	Root Cause	Action Plan Description	Start Date	Completion Date	Person Responsible	Progress	Narrative to Progress
Other Disclosure	Other important matters	Material misstatements identified by audit which were not detected and corrected through audit journals	Recurring	Limited review of AFS	• Prepare interim financial statements and submit same to audit committee for review to minimize errors during annual financial statements preparations • Ensure that reconciliations are performed for all material balances and transaction items on a monthly basis and submitted for review by CFO	*30-Apr-17*	*30-Aug-17*	Manager - Reporting and CFO	In progress	1, The ten months interim financial statements is at 90% complete and it will be used as a basis for final AFS preparations 2. All material account balances (Bank reconciliation, debtors reconciliation, salaries reconciliation, creditors reconciliation) have been reconciled at 31 March 2017 and April reconciliations are in progress 3. The AFS will be subjected for review by both the external consultant and audit committee
Other Disclosure	Other important matters	Significant Uncertainties - The municipality is the defendant in a number of lawsuits . Contingent liability to the amount of R 60,02m has been disclosed on the AFS and the ultimate outcome of the matters cannot be determined and no provision for any liability that may result has been made on the AFS	Recurring	No regular follow ups on outstanding legal matters and matters taking long to be settled due to long court process	1. Review the contingents liabilities register and identify matters that could be settled out of court and prepare and item for council approval and immediately negotiate settlement terms 2. Follow up on all remaining matters on a monthly basis to ensure speedy finalization. Report on progress to management and council on a regular basis 3. Update the contingent liability register on all new possible litigation matters and report on progress regularly	*1-Feb-17*	*Monthly*	Director - Corporate Services	In progress	1. The contingent liabilities register is reviewed on a monthly basis and recommendations for settlements are made to the accounting officer. (Four identified already and one settlement effected in March 2017). 2. Matters are followed on a monthly basis and have been reported to the audit committee in April 2017 and AC recommendations will be implemented in May 2017. 3. The contingent register has been updated for all new litigations.

Audit Findings	Category of Finding	Description of Finding	Finding status	Root Cause	Action Plan Description	Start Date	Completion Date	Person Responsible	Progress	Narrative to Progress
Other Disclosure	Other important matters	Restatement of corresponding figures due to errors identified during the year	Recurring	Limited review of AFS	• Prepare interim financial statements and submit same to audit committee for review to minimize errors during annual financial statements preparations • Ensure that reconciliations are performed for all material balances and transaction items • Prepare accumulated surplus schedule recording all identified prior period errors together with supporting documentation	*1-Feb-17*	*Monthly and Quarterly*	Manager - Reporting and CFO	In progress	1, The ten months interim financial statements is at 90% complete and it will be used as a basis for final AFS preparations 2. All material account balances (Bank reconciliation, debtors reconciliation, salaries reconciliation, creditors reconciliation) have been reconciled at 31 March 2017 and April reconciliations are in progress 3. The AFS will be subjected for review by both the external consultant and audit committee 4. Prior period errors for creditors and assets have already been identified in the ten months and a register with supporting documentation will be kept and updated during May first 8 months.
Receivables	Other important matters	Material impairments of debtors due to poor collection practices for an amount of R71,1m	Recurring	Credit control and debt collection policy not adequately implemented	1. Identify irrecoverable debts on the debtors age analysis and consider writing off bad debts debtors through a council resolution. 2. Implement a debt amnesty project by offering incentives for part payment of debts to incentives consumers for non - provision of consistent services and to encourage a payment habit 3. Implement the debt collection policy in full for all business and government customers and also for household customers receiving services consistently.	*1-Feb-17*	*31 March 2017 and monthly*	Manager - Revenue	In progress	1. Two items were submitted to the Mayoral Committee in March 2017 for write off of identified bad debtors. We will continue identifying bad debts during the incentive programme to be started in May 2017. 2. An item for debt amnesty (Incentive project) has been submitted to Council and the project will be implemented in May 3 and 4. The debt collection service provider is assisting in implementing in full the debt

Audit Findings	Category of Finding	Description of Finding	Finding status	Root Cause	Action Plan Description	Start Date	Completion Date	Person Responsible	Progress	Narrative to Progress
					4. Refer material debtors outstanding for more than 90 days to debt collectors.					collection and credit control policy. All debtors owing more than 90 days are transferred to the service provider on a monthly basis.
Other Disclosure	Other important matters	Material losses to the amount of R75,9m were incurred as a result of water distribution losses	Recurring	Poor infrastructure and no controls over FBW provision	1. To determine on a monthly basis the quantity of water pumped in (Supplied) against quantities of water sold and investigate variances and develop corrective action plans. Monthly reporting to be done to Management and Mayoral committee. 2. To keep a proper record of Free Basic Water supplied through water tankers on a monthly basis in order to calculate accurately and completely the value of FBW 3. To develop a complete indigent register to ensure that FBW is properly determined to reduce unaccounted water 4. Operations and Maintenance plan will be developed to ensure that water assets are adequately maintained to deal with aged infrastructure.	*1-Feb-17*	*Monthly*	Director - IWS Manager - Revenue	In progress	1. A standard form has been developed and will be shared with all relevant officials responsible for water monitoring to document quantities of water pumped in on a monthly basis. From April 2017, a comparison has been made with quantities pumped out to determine reasons for material fluctuations. The information on average will be utilised for calculation of accurate water losses and to implement corrective actions. 2. A record for free water provided through water tankering is maintained and this will be used to compute water losses at year end. 3. The verified indigent register will be finalised after the incentive programme to be started in April, the register will be submitted for approval by Council in May/June 2017. 4. An advert has been issued by end of March 2017 for a service provider to assist in development of O&M Plan. The appointment will be made by end of May 2017.

Audit Findings	Category of Finding	Description of Finding	Finding status	Root Cause	Action Plan Description	Start Date	Completion Date	Person Responsible	Progress	Narrative to Progress
Revenue	Administrative matters	The system allows billing processing on active consumer accounts without charging basic charge	New	ICT controls not reviewed for effectiveness	1. All active customer accounts will be reviewed to ensure that correct coding is done to ensure charging of basic charges 2. To obtain on a monthly basis exception reports on billing to check if anomalies on basic charges do not occur	*1-Feb-17*	*31 March 2017 and monthly*	Manager - Revenue	Completed	1. All active accounts were checked in December 2016 to ensure that all are now charged basic charges as required. All errors were rectified. 2. We will from March 2017 billing run an exception report to confirm accuracy of billings.
Movable Assets	Administrative matters	Bar code of movable assets differ to what is recorded on the asset register, incorrect description of asset and asset not on the register	New	New bar codes not updated on the asset register and removed on physical assets	1. To physically verify all assets and identify instances were assets still have old bar codes 2. Replace old bar codes with new codes and update the asset register accordingly with correct description and bar codes	*1-Feb-17*	*31-Mar-17*	Manager - Movable Assets	Completed	1. Quarterly assets verification has been performed and all assets with old bar codes were identified and corrected. 2. The fixed asset register has been updated accordingly.
Predetermined Objectives	Other important matters	Reliability of reported actual performance - Adequate and reliable corroborating evidence could not be provided for reported targets and indicators	Recurring	Lack of documented system descriptions and definitions for the accurate measurement, recording and monitoring of performance	1. Procedure manuals for reporting of performance information will be developed 2. Monthly performance reports together with portfolio of evidence will be collected and submitted to internal audit for review	*1-Feb-17*	*31 March 2017 and monthly*	Director - PED	Completed	1. A performance framework has been developed and approved by Council. 2. All SDBIP reports are supported by documentary evidence and submitted to PED on a monthly basis
Predetermined Objectives	Other important matters	Measurability of indicators and targets - 1. Indicators were not well defined and targets not specific 2, The process and systems that produced the indicator not verifiable	Recurring	Inadequate review of the targets	1. The 2016/17 SDBIP will be reviewed during January 2017 and all indicators and targets will be revisited to ensure that they are well defined and specific and verifiable 2. A working session to be arranged and attended by all directors during which a detail analysis of the SDBIP will be done to ensure that the indicators and targets are well defined and specific	*1-Feb-17*	*28-Feb-17*	Director - PED	Completed	The SDBIP has been reviewed in January 2017 during the mid year assessment. A working session with all directors was held in January 2017 to ensure that all objectives, indicators and targets are in line with IDP and are consistent in planning and reporting templates.

Audit Findings	Category of Finding	Description of Finding	Finding status	Root Cause	Action Plan Description	Start Date	Completion Date	Person Responsible	Progress	Narrative to Progress
Predetermined Objectives	Other important matters	Consistency of reported targets - Reported targets not consistent with those in the approved IDP and SDBIP	Recurring	Inadequate monitoring and review of aligning the objectives to the IDP throughout the year	1. The 2016/17 SDBIP will be reviewed during January 2017 and all objectives, indicators and targets will be revisited to ensure that they are consistent with the IDP. 2. A working session to be arranged and attended by all directors during which a detail analysis of the SDBIP will be done to ensure that the document is consistent to the IDP.	*1-Feb-17*	*28-Feb-17*	Director - PED	Completed	The SDBIP has been reviewed in January 2017 during the mid-year assessment. A working session with all directors was held in January 2017 to ensure that all objectives, indicators and targets are in line with IDP and are consistent in planning and reporting templates.
Procurement	Other important matters	Irregular expenditure - Tenders awarded without municipal rates and taxes checked	New	Incorrect interpretation of legislation	1. To obtain a legal opinion on the interpretation of regulation 21 read together with regulation 38 of the SCM regulation to ensure proper interpretation of legislation. 2. To include the requirement to submit proof of rates and taxes for both the entity and all directors as part of returnable documents on all bids above R200 000 and include same on tender checklist used for evaluation and adjudication of bids 3. To ensure that all bids are subjected to due diligence before awards are made. 4. Prepare a report to Council for approval to request National Treasury to condone the expenditure	*1-Feb-17*	*28-Feb-17*	SCM Manager	In progress	1. We have engaged Provincial Treasury in March 2017 during the mid- year assessment and we have been advised to engage the AGSA through the Accountant General. (A letter will be drafted by end of May 2017 to Provincial Accountant General to assist us in engaging the AGSA on the issue) 2. All tender documents to be issued for 2017/18 projects will include the requirement for submission of rates and taxes for both the directors and the entity. 3. All bids are subjected for due diligence before awards are done 4. A report to Council for condonement will be done after engagements with the ASGA with assistance from Accountant General

Audit Findings	Category of Finding	Description of Finding	Finding status	Root Cause	Action Plan Description	Start Date	Completion Date	Person Responsible	Progress	Narrative to Progress
Procurement	Other important matters	Irregular expenditure - Tenders above R10m advertised for less than 30 days	New	Incorrect interpretation of legislation	1. To obtain a legal opinion on the process followed for approval of deviation for advertisements in terms of the regulations. 2. Prepare a report to Council for approval to request National Treasury to condone the expenditure	*1-Feb-17*	*28-Feb-17*	Acting CFO	In progress	1. We have engaged Provincial Treasury in March 2017 during the mid-year assessment and we have been advised to engage the AGSA through the Accountant General. (A letter will be drafted by end of May 2017 to Provincial Accountant General to assist us in engaging the AGSA on the issue) 2. A report to Council for condonement will be done after engagements with the ASGA with assistance from Accountant General
Payments	Other important matters	Fruitless Expenditure - The municipality incurred Fruitless and wasteful expenditure amounting to R166k due to penalties and interest paid on late payments	Recurring	Payment process not properly monitored	1. To centralise the activity for receiving of invoices as well as monitoring of the process in the office of the CFO. A finance intern to be delegated with the responsibility to manage the process. 2. Develop a checklist against which all received invoices will be checked before acceptance and also implement a control sheet for monitoring of invoices until payments are effected. 3. Ensure that debit order payment facility is implemented for recurring expenditure (Rentals, Telkom, Eskom) 4. Review expense transactions on a monthly basis, identify fruitless and wasteful expenditure incurred, update the UIF register, report to council accordingly and implement consequence management	*1-Feb-17*	*30-Jun-17*	Acting CFO Manager - Expenditure	In progress	1. A procedure manual has been developed for centralising of payment process. Still investigating the possibility to implement given the payment system currently in place 2, A debit order facility has been implemented for all recurring expenditures (Rentals, Telkom and Eskom) 3. The expenditure report is reviewed monthly to identify incurred fruitless expenditure and the expenditure is reported to council on a monthly basis

Audit Findings	Category of Finding	Description of Finding	Finding status	Root Cause	Action Plan Description	Start Date	Completion Date	Person Responsible	Progress	Narrative to Progress
Procurement	Other important matters	Irregular Expenditure - Quotations not obtained for purchases less than R30k	New	Deviations not always approved for Accommodation and training	1. To prepare an annual deviation memo for Accommodation, Training, Car Hire and Conference facilities for approval by the Accounting Officer 2. Prepare an item to council on a monthly basis reporting expenditure incurred as per above deviation as required by regulations 3. Amend the SCM policy relating to exception of the above transactions to be in accordance with regulations.	*1-Feb-17*	*31 March 2017 and monthly*	SCM Manager/Acting CFO	In progress	1. Annual deviation has been prepared and await approval by the accounting officer 2. All deviations are submitted to Council on a monthly basis 3. The SCM policy has been reviewed accordingly and will be submitted to council together with other budget related policy for public review.
Procurement	Other important matters	Irregular expenditure - Consistent evaluation and adjudication criteria in terms of approved specifications	New	Oversight during evaluation and adjudication process	1. To review the evaluation and adjudication checklist to ensure that it covers all requirements as per SCM Regulations 2. To arrange a workshop for all committee members to ensure that they are conversant with SCM regulations 3. To ensure that the SCM evaluation checklist is amended for each bid specific requirements and forms part of the standard documentation during the evaluation and adjudication meetings 4. Subject all open bids to due diligence before bids are awarded	*1-Feb-17*	*Continuously*	SCM Manager/Acting CFO	In progress	1. The evaluation checklist has been reviewed and amended accordingly, all new bids shall be evaluated using the new checklist 2. A workshop shall be arranged for committees in May 2017 3. All bids are subjected to the process of due diligence before awards are made
Procurement	Other important matters	Procurement - Awards made to bidders who submitted false declarations for employment by state or connected to any person employed by state	New	No system in place to identify conflicted employees	1. The municipality will source a service provider to assist in implementing a system that will identify potential conflict of interest for close family members of the employees 2. A notice will be made for attention of employees to declare conflict interest on published potential	*1-Feb-17*	*30-Jun-17*	Manager SCM	In progress	1. A service provider has been appointed and is in the process of identifying confict of interest on appointed contractors for disclosure on the AFS 2. A notice shall be made by end of May 2017 for employees to declare potential

Audit Findings	Category of Finding	Description of Finding	Finding status	Root Cause	Action Plan Description	Start Date	Completion Date	Person Responsible	Progress	Narrative to Progress
		as required by SCM regulation 13©			bidders before and after awards are made 3. A circular will be issued to instruct employees to declare all family members who are known to be in business					conflicts on all appointed contractors
Procurement	Other important matters	Contract Management - contract performance and monitoring measures not sufficient to ensure effective contract management as required by Section 116 of MFMA	New	Inadequate monitoring mechanism	1. To have service level agreements signed 7 days after appointment letters are issued 2. Establish project committees for all service delivery projects 3. Hold monthly project meetings to assess project performance and prepare reports for the accounting officer on a monthly basis	*1-Feb-17*	*30-Jun-17*	Directors - Corporate and IWS	In progress	1. The municipality is in the process of finalising review of the contract register to ensure accuracy and completeness and also to ensure that all awarded projects are recorded and service level agreements are duly signed. The process shall be finalised by end of May 2017. 2. Project committees have been established for all projects being implemented. 3. To ensure that monthly meeting starting from April 2017 are held and minutes are kept

5	Completed
12	In progress

The installation of a comprehensive financial system is 75% 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 2017/2018

- To reduce deficit and ensure that the budget is cash backed
- Prioritise key services namely provision of water and sanitation
- Only critical posts to be filled in order to manage and stabilise personnel costs
- Improve on revenue collection and reduce reliance on government subsidies and grants
- Take into account national imperatives such as mSCOA and budgeting 10% towards asset maintenance and refurbishment
- Reduce spending on non-priority spending including overtime, travelling costs, security and fleet management

Municipal revenue for 2017-2018

- The total Capital revenue for the financial year 2017/2018 stands at R672 Million decreasing to R527,3 Million in the 2018/2019 financial year and rising again to R828,5 Million in the 2019/2020 financial year
- The total operating revenue for the financial year 2017/2018 stands at R884.4 million rising to R1 billion in the 2018/2019 financial year and reducing to R 872,2 Million in the 2019/2020 financial year

Table 169: Revenue budget 2017/2018

Description	Allocation	Percentage Spending
Total Operating Revenue	884,4 million	100%
Total Capital Revenue	672 million	100%
TOTAL REVENUE BUDGET	**1 556 469 625 (1,5 billion)**	**100%**

Capital expenditure 2017/2018

The total Capital expenditure for 2017/2018 stands at R689,9 Million decreasing to R547.1 Million in the 2018/2019 financial year and Rising to R849.4 Million in the 2019/2020 financial year.

Table 170: **Capital expenditure 2017/2018**

Description	Allocation	As Percentage
CAP GR : WSIG	95 million	14%
CAP GR : MIG	351,1 million	52%
CAP GR : RBIG	226 million	34%
TOTAL	**672,1 million**	**100%**
CAP WISG CONTRIBUTED ASSETS	10 million	
TOTAL WSIG	**105 000 000**	

Operating expenditure

The total operating expenditure for 2017/2018 stands at R884.4 Million rising to R1 Billion in the 2018/2019 financial year and R951.5 Million in the 2019/2020 financial year.

Surplus/deficit

The budget deficit for the 2017/2018 financial year stands at zero. The Municipality is striving for surplus budget in the outer years.

Introduction to tariffs for 2017-2018

Sekhukhune District Municipality uses block tariff approach where the more services you use, the more you pay. There are four tariff areas where the tariff proposals are applicable:

a. Areas which were previously supplied by Elias Motsoaledi
b. Areas that were previously supplied by Greater Tubatse Local Municipality
c. Areas that were previously supplied by Ephraim Mogale local municipality
d. And areas that were neither supplied by the three areas listed above referred to as Sekhukhune Supply Area

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.

Table 171: Tariffs in 2017-2018

CATEGORY	SERVICE	2017/2018	2018/2019
Residential (basic charge)	WATER	R40.54	R43.78
Business (basic charge)		R119.83	R129.42
Residential per kl		R8.31	R10.81
Business per kl		R11.96	R15.54

Generally the tariffs for water services in the 2017/2018 are increasing at 33% due to alignment of tariffs to be cost reflective. Alignment of water tariffs has been done as

anticipated in the year 2016/17 financial period. The effect/change was received well by consumers.

Incentives for water payments

As part of a strategy to recovery inherited debt from local municipalities, residential customers who have applied and qualified for indigent benefits will:

- Receive 100% write off on the first 6kl
- 75% on consumption in excess of the free 6kl
-

The arrangement is up to 24 months, upon default the incentives falls off. The consumer will be liable to pay the arrangement plus current debt.

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 GRAP compliant asset register
- Clarifying responsibilities and accountabilities of asset management processes

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	100% Immovable & 100% movables	Missing information for projects prior 2011/12. Deemed costing is applied and no good base for most RUL (remaining useful life)
Depreciation calculations	Updated	None
FAR & G/L reconciliation	Updated	None
Disposal of damaged, obsolete & redundant items	Done	There are no proper record of replaced or redundant assets
Record keeping	Updated files	None
Impairment tests	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. Most 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. Lack of supporting documents to support the unbundled previous assets is a challenge, photographs, deemed costing and manual drawings are utilised to estimate value and impairment testing.

The primary objective of our three year plan is to review all projects, unbundle and assess their condition for impairment purposes.

Updated monthly information files are available for current developed and unbundled projects (WIP & completed) as part of our three year plan.

In continuation of the three year plan during 2017/18 an asset maintenance plan will be developed to ensure that projects attain their anticipated lives. Impairment tests will be conducted quarterly to cross check effectiveness of the asset maintenance plan and adjustments be done were necessary.

Verification of projects was conducted bi-annually and established changes are incorporated in the Fixed Assets Register.

STORES MANAGEMENT

The inventory system is functional during this 2013/14 financial year. Stores records are updated manually and electronically, showing opening balance of 2013/14.

Stores management procedures manual and service standards have been reviewed and developed to ensure efficient and effective running of stores. Responsibilities are allocated to stores officials to ensure clear segregation of duties. Monthly stock count and reconciliation are conducted and reports thereof are compiled. Training of the stores management system was received by all officials.

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)

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 172: Challenges and backlogs at Budget & Reporting Unit

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 31st August	Monthly reconciliation of account balances not done on time. Standards chart of accounts not properly ring fenced on to the financial system.
	To ensure preparation and implementation of realistic budget for the municipality	Three budgets made (Original budget, roll-over budget, and mid-year adjustment budget).	Inability of municipality to spend the original budget accordingly which results in a number of adjustment budget passed on the original budget.

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	Indigent register not yet completed

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

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

Functions of supply chain management division	Status quo of each function	Challenges with regard to the function
Demand	Functional	None
Acquisition	Functional	Implementation of the procurement plan

STATUS QUO

BID COMMITTEES

All Supply Chain Management Committees that have been established are:

- Specification Committee
- Evaluation Committee
- Adjudication Committee
- Quotation Committee

All Committees are fully functional

ADVERTISEMENT OF TENDERS

- Briefings are being conducted before the closing date of tender.
- Tenders are advertised in national newspapers.
- Seven days quotations are advertised on the notice board/website
- Tender documentations are submitted in the tender box, which is opened on the closing date of the tender.

TENDER DOCUMENT MANAGEMENT

The tender documents are submitted to registry.

CHALLENGES

- Manual rotation of database
- Implementation of the procurement plan

Contract Management

Introduction

Contract Management a function of ensuring that contracts are managed and accounted for in compliance with the MFMA. The unit is required to identify all contracts and stakeholders, to classify all contracts for management purposes, to manage all the stages in the contract life cycle, to correctly account for contracts in financial statements, to ensure that services are delivered within specification and at agreed costs, and to avoid legal disputes and cost overruns by ensuring that contract are managed properly. Contract management is therefore essential for good financial management and contributes to efficient and effective service delivery.

Functions of Contract Management division	Status quo on the function	Challenges regarding the function
Drafting contracts and service level agreements	Contract and service level agreement drafted	None
Updating of the Contract Register	Contract Register updated weekly	None
Provide Legal Advice as and when required	Legal advice provided as and when required	None

Status Quo

Despite having only one official in the unit, it is on course to ensure that the following are in place before the end of the financial year:

- Contract register is fully updated;
- All service providers in the Municipality have signed contracts;
- Advice is provided to departments as and when required

Contract Management Framework

It sets out the requirements for managing and accounting for contracts and requires organisational wide approach. Framework has been approved by Council.

Challenges

- Appointment of a contract management officer;

- Ensuring that reports from project managers and other end users are submitted monthly to monitor performance;

- Failure of departments to submit contracts to the unit.

- Failure of departments to ensure that service providers sign contracts that were drafted, signed by the accounting officer and submitted to departments.

Expenditure Management Unit

INTRODUCTION

The expenditure management is responsible for the management of the expenditure of the entity, and include taking all reasonable steps to ensure that the entity has and maintains an effective system of expenditure control including procedures for approval, authorisation, withdrawal and payment of fund. And that the entity has and maintains a management, accounting and information system which:

- Recognises expenditure when it is incurred ;
- Accounts for creditors of the entity ;
- Accounts for payments made by the entity

That the entity has and maintains a system of internal control in respect of creditors and payments, further that all money owed for goods and services is paid within 30days of receiving the relevant invoices or statement unless prescribed otherwise for certain categories of expenditure.

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	Departments' delay in submission of invoices, scanning and filing of documents

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 ,mayor and the Auditor General 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.

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

- Lack of capacity – training
- Lack of asset management
- Insufficient Office space
- Lack of internal control – safe guarding of assets
- Non-compliance related to bid box
- Lack of BEE scorecard model
- Inadequate SMME development
- Lack of communication channels with external stakeholders
- Inadequate information security
- Non adherence to timelines
- Interference on Supply Chain Management and Payments processes
- Promulgation of by-laws
- Cash Management Security
- Low collection rate/

2.7 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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. Samson Nkosi
- 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. Thembekile Sihlangu
- MMC: Community Services – Cllr. Thokozile Nchabeleng
- MMC: in Office of the Executive Mayor – Traditional Affairs – Cllr. Peter Mnisi
- MMC: in Office of the Executive Mayor - Gender Leadership – Cllr. Yvonne Mmakola

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.

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 Asses Performance Management System
- Evaluate Information and Communication Technology environment
- Perform Adhoc request including Investigations
- Facilitate Audit Committee sittings
- Co-ordinate inter-governmental fiscal relations

NO.	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 Asses 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	Loss control in relation to information and communication technology Fallible ICT Systems Inadequate back systems

		Business Management Plans	
	Perform Adhoc request including Investigations	High volume of management requests	Lack of investigative skills/resources Inadequate skills internally to investigate cases
	Facilitate Audit Committee Activities	Effective Audit Committee	Conflicting council activities. Un-converged Audit Committee meetings
	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 investigates cases
- Un-converged Audit Committee meetings
- Un-coordinated activities
- Conflicting Council Meetings

Risk Management

Introduction

The COSO guidelines note that **'everyone in an organisation has responsibility for internal control'**. Through the process of undertaking various activities towards achievement of our objectives, Sekhukhune District Municipality (SDM) is expected as per MFMA Act 56 of 2003, MSA of 2000, PFMA Act 1 of 1999 as amended by Act 29 of 1999, and King III Code of Corporate Practice to design a process necessary and appropriate for provision of reasonable assurance regarding achievement of Sekhukhune District Municipality's set objectives.

Risk Management is now regarded as part of the institutional planning geared towards attainment of effective and efficient Corporate Governance regime.

Functions of the Unit

- Conduct risk assessment
- Manage insurance claims and underwriting
- Develop assets insurance options/mechanisms
- Manage compliance with legislations and policies
- Implement and manage anti-fraud and corruption
- Develop, implement and monitor Business Continuity Management Plan
- Manage loss
- Conduct property survey
- Security operations

FUNCTIONS	STATUS QUO	CHALLENGES
Conduct risk assessment	Risk Assessments conducted at the following levels: Strategic Operational Projects	Slow process of completion of Projects assessment due to non-availability of key stakeholders as the result of conflicting work commitments Non integration of risk assessments in the planning cycle of the municipality
Manage insurance	Known and reported claims get	Late notification and non-reporting of

claims and underwriting	intimated with insurers and is reported to indemnification	known insured damages and losses by staff/officials. Inadequate assets information for correct underwriting purposes
Develop assets insurance options/mechanisms	Insurance brokers appointed for investigation of the market prices and placement of insurance cover Insurance Policy contract is in place. Policy updates done as and when required	Inadequate assets information for correct underwriting purposes Noninvolvement of the Risk Management unit in the choice of preferred insurance broker/service provider/ bidder thereby leading to unsuitable insurance cover options. Inadequate internal capacity due to inadequate technical skill
Manage compliance with legislations and policies	Compliance monitoring done on monthly business Reports tabled at Audit Committee meeting quarterly	Inadequacy of the current compliance function system (i.e. Manual) which does not make provision of automation and necessary constant updates renders the function mundane.
Implement and manage Anti-fraud and Corruption	Anti-fraud and Corruption strategy and Whistle blowing policy in place and approved by council. Contract entered into with preferred bidder ,Deloitte and Touch to operate the Disclosure Hotline	Slow process of implementation of Disclosure Hotline hampers full implementation of the strategy
Develop, implement and monitor Business Continuity Management Plan	Business Continuity Management strategy in place and approved by Council. Business Impact Analysis exercises conducted through all departments.	The long turnaround times necessary for the completion of the plan
Manage loss	Loss control function established	Function is narrowly focused due to inadequacy of the resources Loss Control policy not approved by Council as yet
Property survey	Annual Survey plan developed and survey conducted on operational sites	Survey conducted confined to status of basic operational environment and is in a qualitative form due to inadequacy of resources. There is a need to also delve into mechanical and electrical issues due to the nature of the Waste Water Treatment Works/Plants and Water Treatment Plants, and also produce a quantitative report.
Security Operations	Two (2) service providers appointed for three (3) years to	Vastness of operational sites impedes regular inspections

	render security services.	Wild cat strikes by Security officials impedes municipal operations

Risk is managed on an ongoing basis through control activities that occur throughout the institution, at various levels and in all functions areas.

SDM finds it appropriate to implement Enterprise Risk Management in order to:

- Improve governance
- Improve operational efficiency and effectiveness
- Improve identification of opportunities and threats
- Comply with legal requirements and international norms
- Increase the likelihood of achievement of set objectives
- Minimize losses
- Improve institutional resilience
- Be aware of the need to identify and treat risk throughout the institution
- Improve stakeholder confidence and trust
- Establish solid basis for decision-making and planning
- Improve loss prevention and incident management
- Encourage proactive management
- Improve financial reporting
- Appropriately allocate and use resource of risk treatment
- Enhance Occupational Health and Safety performance, as well as protection of the environment.

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	Public Participation Unit is in the Speaker's Office. It has a complement of 5 personnel, a Manager, Public Participation Officer and 3 Public Participation Coordinators. SDM public participation take place through; • Mayoral Imbizos • Speaker's outreach • IDP's SDM has a Public Participation Policy Framework and Petition Policy adopted by council. Review of the policies is done 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.	-Lack of mobile and mounted loud hailers and stage sound system

	• 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	
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	Alignment and adherence of schedules
Maintain records for council	Currently file council certificates, minutes and policies	No capacity for file management.
Provide secretariat services to council	Coordinate council and council structures activities	Capacity building on the staff
Coordinate oversight visits of council committees	Conducting pre-visits and actual visits to projects and programs approved by Council	Protective clothing; data devices(e.g. cameras and portable recorders)
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	• Attending to councilor queries.	Adherence to query

councilors welfare	• Facilitate for councilors to provide for risk • Facilitate submission of councilors' declaration of interest forms • Promote compliance to income tax by councilors	register procedure Low/late submissions of declaration forms Low turn-out to income tax workshops

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 121 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 resignation, 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.

COMMUNICATIONS, EXECUTIVE SUPPORT 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 and 2014 for a five year term of office for the current council (2011-2016). 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 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 if 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.

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.

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

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 intern 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, regardless of not having a PMS Manager since 2012, is doing fairly well Compliance is adhered to at all times. Though we have challenges now and then of late submission of reports to CoGHSTA due to reasons beyond our control, SDM does strive to comply 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

"Development oriented Leader in Service Delivery"

3.2 MISSION

We provide creative integrated development solutions in partnership with Local Municipalities, Communities and other stakeholders through:

- a coordinated framework for district development planning;
- fostering active community involvement
- creating a learning organization conducive for development of human capital;
- enhancing sound intergovernmental relations through good governance;
- equitable distribution of resources.

3.3 CORE VALUES OF THE MUNICIPALITY (BATHO PELE PRINCIPLES)

Institutions in every environment are governed by a set of core values that bind both political and administrative personnel. The District regards the below mentioned core values as the cornerstone that should guide the municipality in conducting its affairs as per the IDP.

- Transparency
- Access
- Courtesy
- Efficiency
- Value for money
- professionalism
- Redress

3.4 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

3.5 BASIC SERVICE DELIVERY

Water and Sanitation

MEASURABLE OBJECTIVE	STRATEGY
RBIG FUND	
To construct 6 kilometres of pipeline from Burgersfort to Dresden pump station(Command reservoir) by June 2018	By facilitating the approval of final design by DWS By appointing the contractor
To construct 1X 5Ml reservoirs at Burgersfort by June 2018	By facilitating the approval of final design by DWS. By appointing the contractor
To construct 4 Km bulk pipeline from Praktiseer to Motodi by June 2018	By facilitating the approval of final design by DWS. By appointing the contractor
To construct 6 Km bulk pipeline from Praktiseer to Alverton by June 2018	By facilitating the approval of final design by DWS. By appointing the contractor
To construct 5.0km pumping pipeline from T-off of Makgeru to the new 10ML reservoir at Schoonoord, construction of gravity pipeline.	By monitoring and supervising the project under SLA
To connect mechanical and Electrical (M & E) for the extensions to the Groblersdal Water Treatment Works	By monitoring and supervising the project under SLA
WATER QUALITY	
To generate 12 water quality reports by June 2018	By collecting the samples to accredited laboratory and loading the results into the BDS system
To conduct 1 Full SANS 241 analysis by June 2018	By collecting the samples to accredited laboratory
100% of chemical purchased by June 2018	By ensuring proper monitoring of usage
To generate 4 Quarterly Coverage Compliance Reports by June 2018	By collecting the samples to accredited laboratory and loading the results into the BDS system
O & M EXPENDITURE	
To resolve 90 % registered sanitation incidents within 14 days.	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.
To resolve 90% registered water incidents within 14 days.	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.
90% of tankering services rendered by June 2018	By monitoring the services of tankering
100% of fuel purchased and supplied by June 2018	By purchasing fuel contracted service provider and monitor the supply.
To resolve 90% registered M & E incidents within 14 days.	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident

	report.
To purchase 10 062Mℓ of water by June 2018	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.
PLANNING	
To submit one water user licence application by June 2018	By applying for an additional water user license.
To develop one WC/WDM Strategy for SDM by June 2018	By management of Water Resources and Capacity Assessment.
To develop one sanitation master plan by June 2018	By appointment of a Professional Service Provider to develop Sanitation Master Plan
To upgrade 50% of Groblersdal sewer pump-station by June 2018	By appointment of Professional Service Provider for the planning, design and contract documentation of sewer pump-station upgrade
To develop one feasibility study for the upgrade of sewer line and pump-station by June 2018	Appointment of the professional service provider for the development of feasibility study for the upgrading of Marble Hall bulk sewer.
To develop one O & M plan by June 2018	Appointment of Professional Service Provider for the development of the O & M Plans and system
To develop 100% terms of reference and servitudes audit by June 2018	By extension of appointed service provider's contract
WSIG PROJECTS	
To complete 100% of Tukakgomo water reticulation by June 2018	By facilitating the approval of final design by DWS By appointing the contractor
To construct 5.5Km of bulk pipeline by June 2018	By facilitating the approval of final design by DWS By appointing the contractor
To complete 100% of Bothashoek water reticulation by June 2018	By facilitating the approval of final design by DWS By appointing the contractor
To construct abstraction point at Mampuru village by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor
To construct 7km of pipeline by June 2018	By facilitating the approval of final design by DWS By appointing the contractor
To develop one water by June 2018	By facilitating the approval of final design by DWS By appointing the contractor
To construct 3.5km of bulk pipeline by June 2018	By facilitating the approval of final design by DWS By appointing the contractor

To complete 100% of Mamatjekele Package Plant by June 2018	By facilitating the approval of final design by DWS By appointing the contractor
To complete 100% of Jane Furse RDP Package Plant by June 2018	By facilitating the approval of final design by DWS By appointing the contractor
To complete 100% of Makgane water reticulation by June 2018	By facilitating the approval of final design by DWS By appointing the contractor
To construct 2km of pipeline by June 2018	By facilitating the approval of final design by DWS By appointing the contractor
To complete 100% of Mokgapane water reticulation by June 2018	By facilitating the approval of final design by DWS By appointing the contractor
To complete 100% of Phokwane Brooklyn water reticulation by June 2018	By facilitating the approval of final design by DWS By appointing the contractor
To complete 100% of Moretsele water reticulation by June 2018	By facilitating the approval of final design by DWS By appointing the contractor
To construct 4km gravity pipeline by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor
To test and commission 8km bulk pipeline from Malekane WTW to Jane Furse 25Ml command reservoir by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor
To develop six Water source and prepare Technical report at villages around Lebalelo north by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor
To develop six water source and prepare Technical report at villages around Uitspanning area by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor
To develop four water source and prepare technical report at villages around Madibong village by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor
To construct 1.7km of pipeline by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor
To construct 2.8km of pipeline by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor
To construct 2.3km of pipeline by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor
To construct 3.2km of pipeline by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor
To Install 450 household meters at Letebejane by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor
To conduct 100% water pipe pressure analysis for existing Groblersdal network by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor
To refurbish one package plant in Tjibeng by June 2018..	By facilitating the approval of final design by DWS By appointing the contractor

To 1km kilometre of pipeline constructed by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor
To construct 2km reticulation and 20 kl Storage tanks installed by 2018	By facilitating the approval of final design by DWS By appointing the contractor
To construct reticulation of 4km by June 2018	By facilitating the approval of final design by DWS By appointing the contractor
To construct 2km reticulation and 20 kl Storage tanks installed by 2018	By facilitating the approval of final design by DWS By appointing the contractor
To construct 2km reticulation and 20 kl Storage tanks installed by 2018	By facilitating the approval of final design by DWS By appointing the contractor
To develop water source and connect to existing reticulation by 2018	By facilitating the approval of final design by DWS By appointing the contractor
To develop water source and connect to existing reticulation by 2018	By facilitating the approval of final design by DWS By appointing the contractor
To construct 2km reticulation and 20 kl Storage tanks installed by 2018	By facilitating the approval of final design by DWS By appointing the contractor
To construct 2km reticulation and 20 kl Storage tanks installed by 2018	By facilitating the approval of final design by DWS By appointing the contractor
To construct 3.5km reticulation and 20 kl Storage tanks installed by 2018	By facilitating the approval of final design by DWS By appointing the contractor
To construct 334 VIDP Sanitation units by June 2018	By establishing project steering committee. By conducting monthly progress meeting with stakeholders
To construct 550m of pipeline by June 2018	By establishing project steering committee. By conducting monthly progress meeting with stakeholders
To develop water source and connect to existing reticulation by 2018	By facilitating the approval of final design by DWS By appointing the contractor
To develop water source and connect to existing reticulation by 2018	By facilitating the approval of final design by DWS By appointing the contractor
MUNIIPAL INFRASTRUCTURE GRANT	
To construct 1 020 VIP Sanitation units by June 2018 within Ephraim Mogale Municipality	By establishing project steering committee. By conducting monthly progress meeting with stakeholders
To construct 1 630 VIP Sanitation units by June 2018 within Elias Motsoaledi Municipality	By establishing project steering committee. By conducting monthly progress meeting with stakeholders
To complete 100% of Zaaiplaas village reticulation	By appointing Service provider on turnkey approach
To commissioning 100% of Tafelkop Reticulation and Cost Recovery by June 2018	By monitoring the construction

To construct 1 835 VIP Sanitation units by June 2018 within Makhuduthamaga Municipality	By establishing project steering committee. By conducting monthly progress meeting with stakeholders
To construct 100% of reticulation network in Ga-Mashabela by June 2018	By appointing Service provider
To construct 100% of reticulation network in Ga-Marishane by June 2018	By appointing Service provider
To construct 100% of reticulation network in Maloma by June 2018	By appointing Service provider
To construct 100% of reticulation network in Lobethal by June 2018	By appointing Service provider
To construct 100% of reticulation network in Ga-Phaahla by June 2018	By appointing Service provider
To construct 715 VIP Sanitation units by June 2018 within Fetakgomo Municipality	By establishing project steering committee. By conducting monthly progress meeting with stakeholders
To implement 100% Borehole Refurbishment Southern Zone by June 2018	By appointing Service provider
To implement 100% Borehole Refurbishment Nothern Zone by June 2018	By appointing Service provider
To construct 30% for the : Completion of bulk water reticulation in Mooiplaas and Strydkraal Supplement	By monitoring the construction
To construct 50% of water reticulation in Ga-Selepe, Monametsi, Mosotsi and Paschas by June 2018.	By appointing Service provider
To construct bulk water pipeline, reservoir, pump station and WC/WDM	By appointing Service provider
To construct 100% of water reticulation in Mashikwe, Tjibeng A and B by June 2018.	By appointing Service provider
To construct 100% of water reticulation in Mashikwe, Tjibeng A and B by June 2018.	By appointing Service provider
To complete 80% of Concrete reservoirs; Bulk Water Supply; Reticulation Nkadimeng: Phase 9 to 11	By monitoring the construction
To construct 1 630 VIP Sanitation units by June 2018 within Greater Tubatse Municipality	By establishing project steering committee. By conducting monthly progress meeting with stakeholders
To construct 100% Command Reservoir, pump station and pipelines at Ga-Maphopha by December 2017.	By monitoring the construction

To provide 5774 households with Water Reticulation by December 2017.	By monitoring the construction
To provide 4320 Praktiseer households with Water Reticulation by June 2017.	By monitoring the construction
To construct 100% of reticulation network in Lebalelo South by June 2018	By appointing Service provider

Municipal health services, disaster and emergency management

MEASURABLE OBJECTIVE	STRATEGY
To monitor Ambient Air Quality in SDM by June 2018	By generating 4 air quality reports
To collect 120 water quality samples by June 2018	By collecting water samples at end user points, submit to the laboratory for analysis and communicating the findings to the Water Service Authority
To assess1400 food premises for compliance with legislation by June 2018	By conducting assessment of food premises
To evaluate 1200 premises by June 2018	By evaluating premises e.g. crèches
To conduct 100% surveillance for notified communicable diseases by June 2018	By responding to notifications of communicable diseases
To ensure abatement of vectors in 1000 premises by June 2018	By monitoring vector control in premises
To conduct routine evaluation of chemical handling premises by June 2018	By conducting routine evaluations at chemical handling premises
To ensure clean environment by June 2018	By conducting environmental awareness campaign
To ensure proper handling of Health Care risk waste in health care facilities by June 2018	By monitoring Health Care Risk Waste
	By conducting Disposable Nappies management campaigns
To ensure that 50 funeral undertakers complies with the regulations by June 2018	By monitoring the facilities for the Dead
To facilitate training of 40 personnel of SDM-MHS/EMS on By-Laws Enforcement by June 2018	By facilitating peace officer training
To facilitate procurement of Atmospheric Emissions Licensing (AEL) Equipments	By facilitating purchasing of Atmospheric Emissions Licensing equipments
100% response to all Emergency Services incidents reported by June 2018	By implementing SANS – 10090 – community protection against fire
100% facilitate supply of vehicles and station with firefighting equipment's by June 2018	By facilitating supply of specifications to Supply chain
To facilitate 3 firefighting training activities by June 2018	By recruitment, selection, registration, facilitation, assessment, moderation, certification , registering of courses and

MEASURABLE OBJECTIVE	STRATEGY
	renewing of licences
100% fire safety and prevention activities conducted by June 2018	By conducting evaluation, scrutinising fire plans, doing site evaluations, implementing law enforcement, code application and doing fire safety at events
100% rendering of Disaster Management services by June 2018	By establishing institutional capacity, conducting risk assessment, implementing risk reduction, response and recovery.
100% support of safety awareness operations by June 2018	By liaising with other stake holders on safety awareness operations

3.6 INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

MEASURABLE OBJECTIVE	STRATEGY
To hold 12 Local Labour Forum (LLF) meetings by June 2018	By maintaining a functional LLF (Prepare Agenda, notices, venue, registers)
To issue 4 Labour Relations Publications by June 2018	By providing advice on Labour Relations matters
To facilitate resolution of grievance cases by June 2018	By consulting & advising relevant stakeholders, appointment of nominee by MM if necessary
To facilitate resolution of grievance cases by June 2018	By consulting & advising relevant stakeholders, appointment of nominee by MM if necessary
LEGAL SERVICES	
To facilitate 100% support legal services to the municipality by June 2018	By attending to court matters,
	By managing and updating case registers
	By drafting contracts and service level agreements
	By updating the contracts register
	By monitoring contracts register
	By establishing and maintaining contract management steering committee
To facilitate 100% support legal services to the municipality by June 2018	By drafting contracts and service level agreements
	By updating the contracts register
	By monitoring contracts register
	By establishing and maintaining contract management steering committee
To facilitate 100% support legal services to the	By conducting research, drafting legal documents and legislative updates

MEASURABLE OBJECTIVE	STRATEGY
municipality by June 2018	
To develop 1 intranet portal and procure 1 audio recording solution for Council by June 2018.	By Implementing central Information hub
	By automating key business processes applications
To establish 1 DPR site, 1 ICT service continuity contracted and 11 telephone infrastructure installed by June 2018	By implementing ICT disaster recovery plan
To ensure 100% integrity, confidentiality and availability of information by June 2018	By implementing ICT policies
AUXILLARY SERVICES	
To facilitate 4 records management awareness campaigns by June 2018.	By planning and conducting awareness programmes
To update 100% of personnel files by June 2018	By auditing and issuing notices to employees
To facilitate 100% disposal of inactive records by June 2018	By listing of inactive records
	By requesting a disposal authority
To ensure 100% administration of records by June 2018	By revising and implementing record management policy
	By revising and implementing manual on access to information
To ensure 100% provision of office furniture by June 2018	By conducting needs analysis
	By developing and submitting specification for approval
To ensure 100% facilities management by June 2018	By conducting needs analysis
	By repairing and maintaining municipal properties
	By ensuring that municipal facilities are safe and healthy
	By developing and implementing facilities' management guidelines
To provide 100% fleet	By conducting needs assessment

MEASURABLE OBJECTIVE	STRATEGY
management services by June 2018	By developing and implanting fleet maintenance plan
	By revising and implementing fleet management policy
HUMAN RESOURCE MANAGEMENT	
To facilitate filling of 100% of funded and vacant posts by June 2018	By revising and implementing recruitment and selection policy.
To ensure 100% compliance to Employment Equity plan by June 2018.	By implementing employment equity plan.
	By consulting stakeholders
To facilitate 100% implementation of Human Resource Plan by June 2018	By implementing Human Resource Plan
HUMAN RESOURCE DEVELOPMENT	
To award 15 bursaries by June 2018	By allocating 5 external bursary
	By allocating 10 internal bursaries
	Revising and implementing bursary policy.
To ensure 100% compliance to skills development legislation by June 2018	By identifying training needs
	By consulting stakeholders
	By implementing workplace skills plan
ORGANISATIONAL DEVELOPMENT	
To facilitate 100% organisational development interventions/ assessment by June 2018	By conducting road shows
	By conducting OD assessment
	By conducting work study investigations
	By conducting employee satisfaction surveys
To facilitate 100% job evaluation for newly created jobs by June 2018	By facilitating the development/review of job descriptions
	By conducting job analysis
	By conducting job evaluation
To facilitate 100% development and implementation of organizational structure by June 2018	By conducting quarterly organisational reviews
	By conducting work-study investigation
	By consulting stakeholders
	By placing staff
To facilitate review of 46 procedure manuals & process maps by June 2018	By consulting process owners
	By producing procedure manual
	By producing process maps

MEASURABLE OBJECTIVE	STRATEGY
EMPLOYEE WELLNESS	
To reduce substance abuse cases by 30% by June 2018	By conducting substance abuse awareness campaigns
	By employing substance detecting measures during working hours
	By identifying potential substance abusers
	By rendering substance abuse treatment/ rehabilitation
	By implementing group therapy for substance
To facilitate 59 employee sport programme by June 2018	By conducting sports activities.
To conduct 13 wellness and counselling programmes by June 2018	By conducting wellness awareness campaigns
	By conducting stress and trauma Management programme.
	By rendering employee wellness services and counselling.
To conduct 27 occupational health and safety elements by June 2018.	By conducting occupational Health and safety elements.
	By implementing safety awareness programmes
To conduct 2 medical surveillance programmes by June 2018	By developing and implementing medical surveillance plan

IDP AND PMS

MEASURABLE OBJECTIVE	STRATEGY
To finalise 100% IDP Framework and Process plan for 2018/19 by August 2017	By developing the draft Framework and process plan and submission to Local Municipalities and CoGHSTA for comments
	By submitting the draft Framework and Process Plan to management and council structures
To finalise 100% IDP Review by May 2018	By adhering to the IDP Framework and Process Plan
To facilitate 4 performance Makgotla by June 2018	By developing the template and circulate to local municipalities and internal department
	By consolidating all the reports for presentation to Lekgotla
To finalise development of SDBIP 2018/2019 by June	By facilitating sessions with internal departments

MEASURABLE OBJECTIVE	STRATEGY
2018	
To compile and submit 2016/2017 annual report to council by January 2018	By collecting information from various internal departments
	By submitting the draft annual report to the performance audit committee
	By submitting the draft annual report to management, council structures, provincial and national department
To finalise conclusion of performance agreements for senior managers by 31 July 2017	By developing the draft performance agreement and related documents

3.7 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

MEASURABLE OBJECTIVE	STRATEGY
INTERNAL AUDIT	
To develop 100% 2017-2020 three year internal audit rolling plan by June 2017	By reviewing of 2017-2018 strategic and operational risk assessments reports
To conduct 32 regularity audits by June 2018	By quarterly reviewing internal control systems
To conduct Four (4) performance audits by June 2018	By evaluating and assessing performance information.
To conduct 100% ad hoc audits by June 2018	By reviewing and investigating ad hoc requests
To conduct Four (4) Information and communication technology (ICT) Audit by June 2018.	By evaluating and assessing information and communication technology (ICT).
To monitor 100% implementation of external audit action plans (AGSA) for 2016/2017 audit by June 2018.	By reviewing and assessing the implementation of external audit action plans.
To facilitate 100% external audit fees for payments by March 2018.	By preparing external audit invoices for payments.

To facilitate and coordinate 100% activities of audit committee and performance audit committee by June 2018.	By providing administrative support to the committees.

MEASURABLE OBJECTIVE	STRATEGY
RISK MANAGEMENT	
To conduct one (1) Strategic risk assessment by June 2017	By reviewing strategic objectives for risks identification, assessment and control.
To conduct operational risk assessments by June 2018	By reviewing operational objectives for risks identification, assessment and control
To conduct 100% infrastructure and water services (IWS) project risk assessments by June 2018	By conducting infrastructure and water services (IWS) project assessments
To facilitate 100% insurance coverage for municipal assets	By appraising the appropriateness of insurance contracts, review the adequacy of cover, and renewing policy
To facilitate 100% insurance claims and payments by June 2018	By completing, reporting and submitting claims documents to insurers within 30 days
To monitor 100% provision of security management services by June 2018	By monitoring security management contracts and service level agreement (SLAs)
To conduct ten (10) security operational sites assessments by June 2017	By conducting Operational sites Assessments
To provide security fencing for five (5) operational sites by June 2018	By installing high-mast lights ,guard house and refurbishing fencing
To facilitate 100% of fraud reported cases for referral and investigations by June 2018	By implementing Anti- Fraud and corruption strategies and Fraud prevention plans
To undertake two (2) risk management awareness training sessions by June 2018	By providing risk management awareness training sessions to staff and councillors
To facilitate and coordinate 100% activities of risk management committee by June 2018	By providing administrative support to the risk management committee

MEASURABLE OBJECTIVE	STRATEGY
PUBLIC CONSULTATION (THROUGH OFFICE OF THE SPEAKER)	
To facilitate 8 fora meetings in relation to IGR framework by June 2018	By booking venue, prepare agenda, issues invites and record proceedings

MEASURABLE OBJECTIVE	STRATEGY
Facilitate 08 public consultation meetings on IDP by the end of April 2018	By securing venues, issuing of notices, transport logistic and record proceedings.
To facilitate 08 public consultations meetings on the 2015/2016 annual report by February 2018	Securing venues, issuing of notices, transport logistics and record proceedings.
To facilitate GNC workshop by November 2018	By securing venues, issuing of notices, preparation of materials and recording of proceedings
To facilitate one district ward committee conference by June 2018	By securing venues, issuing of notices, preparation of materials and recording of proceedings
To facilitate 3 workshops for councillors on compliance by June 2018	By securing venues, issuing of notices, preparation of materials and recording of proceedings
To facilitate 2 training skills development programmes for councillors by June 2018	By identifying training course and issue invites to attending councillors
Facilitate 100% completion of declaration of interests return by June 2018	By facilitating workshop of declaration of interests returns
To facilitate 100% resolution of councillors queries within 30 days	By recording councillors queries, and submitting queries to relevant department for attention
To facilitate 4 oversight visits by June 2018	By liaising with relevant department, identify projects and draw oversight plan
To facilitate 100% implementation of the approved schedule of Council activities by June 2018	By booking venues, developing council agendas, facilitating portfolio committee and council meetings
To facilitate 1 strategic planning session for council committees by June 2018	By preparing strategic planning material, book venue, invite councillors and officials to attend the strategic planning
To compile and coordinate 100% council resolution register by June 2018	By compiling council resolution , submit to management and serve in the council meeting
To facilitate two extra special council meetings – SODA and to outline budget priorities for 2017/2018 by May 2018	By preparing the agenda, and invites for Extra Special council meeting
To facilitate 1 study groups for councillors by November 2017	By fostering relationship with provincial and national legislatures
To facilitate 4 secretariat for a by June 2018	By inviting local secretariat officials to form part of secretariat forum
To facilitate 4 public participation for a by June 2018	By inviting local public participation officials to form part of public participation forum
To facilitate 4 multiparty council whippery meetings by June 2018	By booking venue, issue invitation and record proceedings
To facilitate 01 MPAC strategic planning session	By booking venue, issue invites, prepare strategic planning documents & presentations and record proceeding
08 MPAC working sessions	By booking venue, issue invites, prepare

MEASURABLE OBJECTIVE	STRATEGY
	documents & presentations and record proceeding
04 Public Hearings	By booking venue, issue invites & record proceedings
04 MPAC Fora	By booking venue, issue invites, prepare documents & presentations and record proceeding
Facilitate the review of 3 Public Participation Policies by June 2018	By identifying sections that need to be reviewed, circulate policies to SDM personnel and all Local Municipalities for inputs, send the draft reviewed policies to rules committee for input, send policies to Management for processes sing to serve in the Mayoral Committee and the item serve in Council for approval

OBJECTIVE	STRATEGIES
SPECIAL PROGRAMS, CUSTOMER CARE, COMMUNICATIONS AND EXECUTIVE SUPPORT (THROUGH OFFICE OF THE EXECUTIVE MAYOR)	
To conduct 2 campaigns for the elderly by June 2018.	By establishing partnerships with organisations to champion rights of elderly people and observe calendar days
To conduct 2 programmes for the children by June 2018	By establishing partnerships with organisations to champion rights of children and observe calendar days
To conduct 3 activities for people with disability by June 2018	By establishing partnership with organisations for people with disability and organise activities
To facilitate 4 programmes for development of youth by June 2018	By establishing strategic partnership with public and private sector to integrate youth in the socio-economic mainstream
To facilitate 3 Programmes of women in the socio-economic mainstream to fight against gender based violence by June 2018	By establishing partnerships aimed at socio-economic empowerment of women and using public procurement
To facilitate 6 programmes in harmonizing relationship with traditional leaders by June 2018	By facilitating partnerships and linkages with traditional leadership structures and providing support to official events for traditional leaders
To provide support to 12 Mayoral	By providing ongoing support to the mayoral

Committee meetings by June 2018	committee and Lekgotla sittings with logistics and secretariat
To organise 1 international relations trip by June 2018	By identifying 1 international project for best practices
To facilitate 2 Moral Regeneration Movement (MRM) activities by June 2018	By partnering with stakeholders and communities to raise awareness on issues of moral regeneration
To conduct 10 citizenry engagements through outreaches by June 2018.	By providing ongoing community engagement sessions and stakeholder consultations
To conduct 5 strategic events to promote social cohesion and national building by June 2018	By implementing heritage, cultural and contemporary events
To undertake 12 website updates by June 2018	By revamping website and ensuring regular and compulsory updates
To market and brand 12 events by June 2018	By establishing marketing platforms and branding to profile the district
To undertake 18 media relations activities by June 2018	By actively selling SDM products in various media platforms and supporting local media
To produce 14 internal, external and special newsletters by June 2018	By providing regular internal and external newsletter
To facilitate 2 Theatre workshops by June 2018	By implementing drama/performing arts workshops and training
To facilitate 3 indigenous languages promotion sessions by June 2018	By implementing language policy and partnering with stakeholder to promote indigenous language
To organise 3 Sport Activities by June 2018	By organising 3 Sport Activities *Executive Mayor's Marathon *Executive Mayor's Cup *Indigenous Games to promote Athletics in the District
To organise 4 Batho Pele activities by June 2018	By upholding the Batho Pele Principles and promoting culture of service delivery
To generate 24 reports on customer care by June 2018	By providing 24 hour service call centre system

3.8 LOCAL ECONOMIC DEVELOPMENT

MEASURABLE OBJECTIVE	STRATEGY
To facilitate 2 business seminars by June 2018	By bringing together all the relevant stakeholders and partners
	By developing a common implementation programme
To generate 4 reports on municipal job creation by June 2018	By consolidating figures from different internal projects
	By submitting the reports to management and council structures
To generate 4 quarterly reports on EPWP implementation by June 2018	By facilitating the signing incentive grant agreement
	By identifying potential projects from the IDP
	By collecting data from various projects sites
	By submitting monthly and quarterly reports to the Department of Public Works
To establish 2 cooperatives on fish farming by June 2018	By identifying beneficiaries
	By registering legal entities
	By developing a project plan

3.9 FINANCIAL VIABILITY

MEASURABLE OBJECTIVE	STRATEGY
To collect 80% revenue by June 2018	By implementing credit control measures
To finalise 100% PPP feasibility study by 2018	By undertaking PPP process
To invest R40m towards CRR by June 2018	By reinvesting interest and portion of VAT refunds
To ensure 100% Preparation of a credible 2018/19 budget at 31 May 2018	By have a functioning budget steering committee
To ensure 100% improved audit opinion for 2016/17 financial year.	By fully implement the audit action plan.
To generate and submit 30 finance compliance reports by June 2018	To utilise the finance intern as compliance officer
To ensure 100% implementation of SCOA activities in terms of the implementation plan by 30 June 2017	By implementing mSCOA implementation plan
To account 100% on assets and inventory by 30 June 2017	By Sound financial management.
To ensure that 100% creditors are paid within 30 days by June 2018	By Centralisation of invoice receipting and monitoring of the payment process by CFO
To ensure 100% development and implementation of the procurement plan by 30 June 2017	By Implementation of forward plans

3.10 SPATIAL RATIONALE

MEASURABLE OBJECTIVE	STRATEGY
To hold 4 formal engagement to support local municipalities by June 2018	By developing an annual calendar
To facilitate 100% lease agreement for Jane-Furse municipal offices by June 2018	By engaging Rural Development and Tribal Authority
	By advertising in the media
	By undertaking survey and valuation

CHAPTER: 4

PROJECTS PHASE

4.1 SEKHUKHUNE DISTRICT MUNICIPALITY PROJECTS - 2017/18 IDP BUDGET REVIEW

4.1.1. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

INFRASTRUCTURE AND WATER SERVICES

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
RBIG											
To construct pipeline from Burgersfort to Dresden pump station by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Construction of Mooihoek Bulk Water Supply Phase 4E	1274 HH	Mooihoek bulk water supply phase 4D completed	Number of Kilometers of bulk pipeline constructed	3 Kilometers of bulk pipeline constructed	36 000 000	11 000 000	20 000 000	RBIG	
To construct reservoir at Burgersfort by June 2018	By facilitating the approval of final design by DWS. By appointing the contractor	Mooihoek bulk water supply phase 4B	1 X 5 Ml concrete reservoir	1 X 5 Ml reservoir completed Phase 4A	Percentage reservoir constructed	70%, 1 X 5 Ml concrete reservoir constructed	18 000 000	12 000 000	6 000 000	RBIG	
To construct bulk pipeline from Praktiseer to Motodi by June 2018	By facilitating the approval of final design by DWS. By appointing the contractor	Mooihoek bulk water supply phase 4F		Mooihoek bulk water supply phase 2 completed	Number of Kilometers bulk pipeline constructed	4 Kilometers of bulk water pipeline constructed	29 000 000	-	-	RBIG	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To construct bulk pipeline from Praktiseer to Alverton by June 2018	By facilitating the approval of final design by DWS. By appointing the contractor	Mooihoek bulk water supply phase 4G		Mooihoek Bulk water supply Phase 2 completed	Number of Kilometers of bulk pipeline constructed	4 Kilometers of bulk water pipeline constructed	28 000 000	6 000 000	40 000 000	RBIG	
To construct pumping pipeline from T-off of Makgeru to the new 10ML reservoir at Schoonoord, construction of gravity pipeline by June 2018	By monitoring and supervising the project under SLA	Nebo BWS (RL19) Makgeru to Schoonoord		Reservoir is 55% completed, Pipeline is 45% completed	Percentage Bulk Pipeline constructed and Reservoir Completed	100% Bulk Pipeline constructed and Reservoir completed	55 000 000	161 000 000	244 000 000	RBIG	
To connect mechanical and Electrical (M & E) for the extensions to the Groblersdal Water Treatment Works by June 2018	By monitoring and supervising the project under SLA	Moutse BWS Project 13 & 14 (RL14)		The upgrading of WTW is completed	Percentage of M&E components installed	100% M&E Components Installed	60 000 000	-	-	RBIG	
To construct Bulk Pipeline and Valve Chambers by June 2018		Moutse BWS Project 7 - 12		Bulk Pipeline and Valve constructed up 54%	Percentage Bulk Pipeline constructed	100% Bulk Pipeline constructed					
WATER QUALITY											

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To generate Water Quality Reports by June 2018	By collecting the samples to accredited laboratory and loading the results into the BDS system	Generation of Water Quality Reports	N\A	10 reports generated	Number of Water Quality Reports generated	12 Water Quality Reports generated	12 000 000	12 708 000	13 445 064	SDM	All
To conduct Full SANS 241 Analysis by June 2018	By collecting the samples to accredited laboratory	Full SANS 241 Water Quality Analysis		Signed CSIR SLA in 2015/16 financial year	Number of Full SANS 241 Analysis conducted	1 Full SANS 241 Analysis conducted					
To purchase Laboratories chemical by June 2018	By ensuring proper monitoring of usage	Purchase of LAB Chemicals		Term Contractors appointed	Percentage of LAB chemical purchased	100% of LAB chemical purchased					
To participate in Blue and Green Drops Certification Programme by June 2018	By collecting the samples to accredited laboratory and loading the results into the BDS system	Plants participation in Blue and Green Drops Certification Programme		12 Water Treatment Works participating in Blue Drop Certification programme in place	Number of Plants participating in Blue and Greed Drops Certification Programme	60 WTW participating in Blue Drop and 40 WWTW Participating in Green Drop Certification Programme					
O & M EXPENDITURE											

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To resolve registered sanitation incidents within 14 days.	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.	Sanitation incidents	10% registered sanitation incidents	90% registered sanitation incidents	Percentage registered sanitation incidents resolved within 14 days	90% registered sanitation incidents resolved within 14 days	30 000 000	31 770 000	33 612 660	SDM	All
To resolve registered water incidents within 14 days.	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.	Water incidents	10% registered water incidents	90% registered water incidents	Percentage registered water incidents resolved within 14 days	90% registered water incidents resolved within 14 days					
To render tankering services by June 2018	By monitoring the services of tankering	Delivery of portable water	10% of tankering services rendered	90% of tankering services rendered	Percentage tankering services rendered	90% tankering services rendered in areas with no water source or infrastructure	32 000 000	33 888 000	35 853 504	SDM	
To provide diesel consistently to diesel driven machines by June 2018	By purchasing fuel contracted service provider and monitor the supply.	Supply of diesel		80 000 litres diesel supplied	Number of litres of diesel supplied annually	80 000 of litres of diesel supplied annually	1 750 000	1 853 250	1 960 738.50	SDM	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To provide petrol consistently to petrol driven machines by June 2018	By purchasing fuel contracted service provider and monitor the supply.	Supply of petrol		5 000 litres petrol supplied	Number of litres of petrol supplied annually	1200 of litres of petrol supplied annually					
To provide oil consistently to diesel and petrol driven machines by June 2018	By purchasing fuel contracted service provider and monitor the supply.	Supply of oil		1500 litres of oil supplied	Number of litres of oil supplied annually	720 litres of oil supplied annually					
To resolve registered M & E incidents within 14 days.	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.	Mechanical & Electrical Services	10% registered water incidents	50% resolved registered M&E incidents within 14 days	Percentage of registered mechanical & electrical incidents resolved within 14 days	80% registered mechanical & electrical incidents resolved within 14 days	3 500 000	3 706 500	3 921 477	SDM	
To install Bulk Water Meters by June 2018	By procuring bulk water meters. By constructing chambers and installing bulk water meters	Installation of Bulk Water Meters		Reservoirs in place	Number of Bulk Meters installed	8 Bulk Water Meters installed	2 000 000	2 118 000	2 240 844	SDM	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To purchase Mℓ Bulk water by June 2018	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.	ML Bulk Water Purchases		10 062Mℓ of bulk water supplied	Number of Mℓ water purchased	10 062Mℓ of water purchased	64 000 000	67 776 000	71 707 008	SDM	
PLANNING											
To submit one water user licence application by June 2018	By applying for an additional water user license	Piet Gouws WTW water user licence	Shortfall on the current production 3.2 Mℓ/day	Feasibility study conducted in 2013/14	Number of water user licence application submitted	One water user licence application submitted	500 000	529 500	560 211	SDM	
To develop Water Conservation /Water Demand Management Strategy for SDM by June 2018	By management of Water Resources and Capacity Assessment.	Water Conservation and Water Demand Management Plan	No WC/WDM strategy in place	Water Services Master Plan and WSDP developed in 2014/15 and 2015/16 FY respectively	Number of WC/WDM Strategy developed	One WC/WDM Strategy developed	800 000	0	0	SDM	
To develop one sanitation master plan by June 2018	By appointment of a Professional Service Provider to develop Sanitation Master Plan	Sanitation Master Plan	Assessment completed	Professional Service Provider appointed in Nov 2016 scoping report and methodology developed.	Number of Sanitation Master Plan developed	One Sanitation Master Plan developed	0	1 800 000	1 904 400	SDM	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To upgrade Groblersdal sewer pump-station by June 2018	By appointment of Professional Service Provider for the planning, design and contract documentation of sewer pump-station upgrade	Groblersdal sewer pump station upgrade	Dilapidated sewer pump station	15% upgrade of the outfall sewer system took place in 2015/16 financial year	% of sewer pump station upgrade completed	50% Upgrade of Sewer pump station (2 pumps refurbished, screens upgrading and alarm system)	500 000.00	529 500.0	560 211.00	SDM	
To develop feasibility study for the upgrade of Marble Hall sewer bulk line and pump-station by June 2018	Appointment of the professional service provider for the development of feasibility study for the upgrading of Marble Hall bulk sewer.	Development of feasibility study in Marble Hall town for bulk sewer and pump station	Old and under capacity of sewer network	Service provider appointed during 2015/16 FY	Number of feasibility studies conducted	01 Feasibility Study completed for Marble Hall Sewer line and pump-station	300 000.00	317 700.0	336 126.60	SDM	
To conduct Condition Assessment and develop O & M Plans by June 2018	Appointment of Professional Service Provider for the development of the O & M Plans and system	Conduct Condition Assessment and develop O & M Plans		Terms of Reference developed and incorporated into the asset Management Plan Contract and tender advertised for the PsP appointment	Percentage conduct of condition assessment and O & M Plan developed	60% conduct of Condition Assessment and O & M Plan developed	800 000.00	847 200.0	896 337.60	SDM	
To Conduct Feasibility Studies and develop Technical		Conduct Feasibility Studies and develop Technical		WSDP, IDP and BWS Master completed in plan 2014	Number of Feasibility Studies conducted and technical	07 Feasibility Studies conducted and technical Reports	0	0	0	SDM	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
Reports for submission to DWS by 30 June 2018		Reports			Reports developed for Lebalelo South Villages Phase 2	developed for Lebalelo South Villages Phase 2					
To develop 100% terms of reference and servitudes audit by June 2018	By extension of appointed service provider's contract	Servitude audit methodology	No records of servitudes in SDM	Terms of reference were developed for Moutse BWS and PsP appointed	Percentage terms of reference and servitude audit methodology developed.	100% terms of reference and servitude audit methodology developed	0	0	0	SDM	
WSIG PROJECTS											
To complete Tukakgomo water reticulation by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Tukakgomo water intervention and refurbishment.	1396 hh	1 borehole drilled and equipped.	Percentage completion of Tukakgomo water reticulation	100% completion of Tukakgomo water reticulation	4 500 000	1 500 000	5 000 000	**WSIG**	
To construct bulk pipeline by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Mahlwakwena to Mapodile pipeline	357hh	The command reservoir at Mahlwakwena is completed.	Number of Kilometers of bulk pipeline constructed	5.5Km of bulk pipeline constructed	3 000 000	3 000 000	1 000 000	**WSIG**	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To complete 100% of Bothashoek water reticulation by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Bothashoek Water Supply	2004hh	The formal reticulation is not covering the entire area.	% completion of Bothashoek water reticulation (2 Sources completed 30% and reticulation constructed 70%)	100% completion of Bothashoek water reticulation. (2 Sources completed 30% and reticulation constructed 70%)	-	-	6 000 000	**WSIG**	
To construct abstraction point at Mampuru village by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Mampuru Water abstraction and reticulation network	1690hh	1,5ML WTW in place and the abstraction point washed away	Percentage Abstraction point constructed	100% Abstraction point constructed	3 500 000	-	-	**WSIG**	
To construct pipeline by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Rutseng Water Intervention	1795hh	Skeletal water infrastructure in place	Number of Kilometers of pipeline constructed	7km of pipeline constructed	3 500 000	-	-	**WSIG**	
To develop one water by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Leolo Water Intervention	167hh	Reticulation for the area is completed and electric power not installed.	No of water source developed	One water source developed	3 000 000	-	-	**WSIG**	
To construct bulk pipeline by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Phiring Water Intervention	414hh	The existing booster pump station is vandalised	Number of Kilometres of bulk pipeline constructed	3.5km of bulk pipeline constructed	1 000 000.00	5 000 000.0	5 000 000.00	**WSIG**	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To complete Mamatjekele Package Plant by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Completion of Mamatjekele Package plant	648hh	The borehole is equipped but producing polluted water	Percentage completion of Mamatjekele Package Plant	100% completion of Mamatjekele Package Plant	3 000 000	-	2 000 000	**WSIG**	
To complete Jane Furse RDP Package Plant by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Jane Furse RDP Package plant	5154hh	The high yield borehole is equipped but producing polluted water	Percentage completion Jane Furse RDP completion of Package Plant	100% completion of Jane Furse RDP Package Plant Package Plant	2 700 000.00	-	2 000 000.00	**WSIG**	
To complete 100% of Makgane water reticulation by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Schoonoord Makgane	3195hh	No formal water infrastructure in place	% completion of Makgane water reticulation. (2 Sources completed 30% and reticulation constructed 70%)	100% completion of Makgane water reticulation. (2 Sources completed 30% and reticulation constructed 70%)	-	2 500 000	2 500 000	**WSIG**	
To construct pipeline at Apel Cross RDP by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Apel Cross RDP Reticulation network	224hh	The high yield borehole is equipped but not connected to any infrastructure	Number of Kilometers of pipeline constructed	7km Kilometers of pipeline constructed	2 000 000	-	-	**WSIG**	
To complete 100% of Mokgapane water	By facilitating the approval of final design by DWS By appointing the	Mokgapaneng	254hh	No formal water infrastructure in place.	% completion of Mokgapane water reticulation	100% completion of Mokgapane water	-	5 000 000	2 000 000	**WSIG**	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
reticulation by June 2018	contractor				(Sources completed 30% and reticulation constructed 70%)	reticulation (Sources completed 30% and reticulation constructed 70%)					
To complete 100% of Phokwane Brooklyn water reticulation by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Phokwane Brooklyn water supply	378hh	There is bulk supply line from Flag Boshielo without formal reticulation.	% completion of Phokwane Brooklyn water reticulation. (Sources completed 30% and reticulation constructed 70%)	100% of 2km completion for Phokwane Brooklyn water reticulation (Sources completed 30% and reticulation constructed 70%)	-	3 500 000	2 000 000	**WSIG**	
To complete Moretsele water reticulation by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Moretsele water rising main	278hh	No formal water infrastructure in place	Number of Kilometers of pipeline constructed	2km of pipeline constructed	2 000 000	-	-	**WSIG**	
To construct 4km gravity pipeline by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor	Manganeng , Madirane water supply	895hh	There is distribution reservoir without gravity line.	Kilometers of pipeline constructed	4km Kilometers of gravity pipeline constructed	-	6 000 000	3 000 000	**WSIG**	
To test and commission bulk pipeline from Malekane WTW to Jane	By facilitating the approval of final design by DWS By appointing the contractor	Nebo Phase 1A testing and commissioning	6183hh	Nebo Phase1A completed but not commissioned	Number of Kilometers of pipeline commissioned	33km bulk pipeline tested and commissioned	13 000 000	-	-	**WSIG**	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
Furse 25Ml command reservoir by June 2018											
To develop six Water source and prepare Technical report at villages around Lebalelo north by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor	Lebalelo North Water Source development	6866hh	Mooihoek WTW completed.	No of water source developed and no of technical reports.	Six water sources developed and technical reports completed.	2 000 000	-	-	**WSIG**	
To develop water source and prepare Technical report at villages around Uitspanning area by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor	Uitspanning Water Source development	5468hh	Groblersdal WTW and Moutse bulk pipeline in progress	Number of water source developed and number of technical reports	2 water sources developed and technical reports prepared	2 000 000	-	-	**WSIG**	
To develop water source and prepare technical report at villages around Madibong village by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Madibong Water Supply	4564hh	Jane Furse 25Ml completed	Number of water source developed and number of technical reports.	4 water sources developed and number of technical reports prepared	1 500 000	-	-	**WSIG**	
To construct pipeline by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor	Uitvlught Water Supply	519hh	Groblersdal WTW and Moutse bulk pipeline in progress	Number of Kilometers of pipeline constructed	1.7km Kilometers of pipeline constructed	3 000 000	-	-	**WSIG**	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To construct pipeline by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Keerom Water Supply	519hh	Groblersdal WTW and Moutse bulk pipeline in progress	Number of Kilometers of pipeline constructed	2.8km Kilometers of pipeline constructed	3 000 000	-	-	**WSIG**	
To construct pipeline by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor	Diphagane ng Water Supply	1214hh	The borehole is equipped and connected to JoJo tank	Number of Kilometers of pipeline constructed	2.3km Kilometers of pipeline constructed	2 300 000	-	-	**WSIG**	_
To construct pipeline by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Rathoke Bulk Water Supply	5361hh	Groblersdal WTW and Moutse bulk pipeline in progress.	Number of Kilometers of pipeline constructed	3.2km Kilometers of pipeline constructed	3 000 000	-	-	**WSIG**	
To Install household meters at Letebejane by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Letebejane Water meters installation	1559hh	The village is fully reticulated supplied water for 24hrs without payment	No of household meters installed	450 household meters Installed	3 000 000	-	-	**WSIG**	
To conduct 100% water pipe pressure analysis for existing Groblersdal network by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor	Bulk meter installation zonal Discretion	5754hh	The is existing reticulation network and no pressure to other area	% of pipeline pressure analysed.	100% pipeline pressure analysed.	-	5 000 000	-	**WSIG**	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To refurbish package plant in Tjibeng by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Refurbishment of Tjibeng of package plant	386hh	The package plant is dilapidated	No of package plant refurbished	One package plant refurbished in Tjibeng	3 500 000	-	4 000 000	**WSIG**	
1km Kilometers of pipeline constructed by June 2018.	By facilitating the approval of final design by DWS By appointing the contractor	Moraba water reticulation	686hh	The borehole is equipped	Kilometers of pipeline constructed	1km Kilometers of pipeline constructed	-	3 500 000	2 000 000	**WSIG**	
To construct 2km reticulation and 20 kl Storage tanks installed by 2018	By facilitating the approval of final design by DWS By appointing the contractor	Nebo Central	2346hh	No formal water infrastructure in place.	Kilometers of reticulation constructed	2km reticulation constructed and 20 kl Storage tanks installed.	-	2 000 000	2 000 000	**WSIG**	
To construct reticulation of 4km by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Merakeng water reticulation	346hh	No formal water infrastructure in place.	Kilometers of reticulation constructed	4km reticulation Constructed and 2X10 000l Storage tanks installed.	-	3 500 000	3 000 000	**WSIG**	
To construct 2km reticulation and 20 kl Storage tanks installed by 2018	By facilitating the approval of final design by DWS By appointing the contractor	Manoge drilling and equipping of borehole	196hh	No formal water infrastructure in place.	Kilometers of reticulation constructed	2km reticulation constructed and 20 kl Storage tanks installed.	-	2 000 000	3 000 000	**WSIG**	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To construct 2km reticulation and 20 kl Storage tanks installed by 2018	By facilitating the approval of final design by DWS By appointing the contractor	Lerajane drilling and equipping of borehole	796hh	No formal water infrastructure in place.	Kilometers of reticulation constructed	2km reticulation constructed and 20 kl Storage tanks installed	-	3 500 000	2 000 000	**WSIG**	
To develop water source and connect to existing reticulation by 2018	By facilitating the approval of final design by DWS By appointing the contractor	Mapulaneng drilling and equipping of borehole	357hh	No formal water infrastructure in place.	No of water source developed	One of water source developed	-	2 000 000	3 000 000	**WSIG**	
To develop water source and connect to existing reticulation by 2018	By facilitating the approval of final design by DWS By appointing the contractor	Maebe drilling and equipping of borehole	246hh	No formal water infrastructure in place	Number of water source developed	One of water sources developed	3 000 000	-	2 000 000	**WSIG**	
To construct 2km reticulation and 20 kl Storage tanks installed by 2018	By facilitating the approval of final design by DWS By appointing the contractor	Seokodibeng construction reticulation network	458hh	No formal water infrastructure in place.	Kilometers of reticulation constructed	2km reticulation constructed and 20 kl Storage tanks installed.	-	3 500 000	1 000 000	**WSIG**	
To construct 2km reticulation and 20 kl Storage tanks installed by 2018	By facilitating the approval of final design by DWS By appointing the contractor	Taung construction of reticulation network	546hh	No formal water infrastructure in place.	Kilometers of reticulation constructed	2km reticulation constructed and 20 kl Storage tanks installed.	-	3 000 000	2 000 000	**WSIG**	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To construct 3.5km reticulation and 20 kl Storage tanks installed by 2018	By facilitating the approval of final design by DWS By appointing the contractor	Tjibeng extension		No formal water infrastructure in place.	Kilometers of reticulation constructed	3.5km reticulation constructed and 20 kl Storage tanks installed.	-	3 500 000	1 000 000	**WSIG**	
To construct VDIP Sanitation units by June 2018	By establishing project steering committee. By conducting monthly progress meeting with stakeholders	Construction of Moretsele VDIP	1300HH	New Infrastructure	Number of VDIP sanitation units constructed	334 VDIP Sanitation units constructed	4 500 000	5 000 000	6 000 000	**WSIG**	
To construct pipeline by June 2018	By establishing project steering committee. By conducting monthly progress meeting with stakeholders	Lobethal bulk water supply	704HH	18450m of pipeline constructed	Number of meters of pipeline constructed	550m of pipeline constructed	8 000 000	-	13 000 000	**WSIG**	
To develop water source and connect to existing reticulation by 2018	By facilitating the approval of final design by DWS By appointing the contractor	Mashikwe drilling and equipping of borehole	386hh	No formal water infrastructure in place.	No of water source developed	One of water source developed	-	2 000 000	1 000 000	**WSIG**	
To develop water souce and connect to existing reticulation by 2018	By facilitating the approval of final design by DWS By appointing the contractor	Mabulela drilling and equipping of borehole	360hh	No formal water infrastructure in place.	No of water source developed	One of water source developed	-	3 000 000	1 500 000	**WSIG**	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To refurbish Thabampse pump station by June 2018	By monitoring the refurbishment/construction	Thabampshe refurbishment of a pump station	None	Pump Station and Reservoir structure in place	Percentage refurbishment of Thabampshe water pump station (2 pumps, motors and electrical panel and replacement of valves and testing of rising main)	100% refurbishment of Thabampshe water pump station (2 pumps, motors and electrical panel completed and replacement of valves and testing of rising main)	R2 000 000	-	-	**WSIG**	
MIG											
To construct VIP Sanitation units by June 2018 within Ephraim Mogale Municipality	By establishing project steering committee. By conducting monthly progress meeting with stakeholders	VIP Sanitation Programme Phase 2.2	160 000 HH	15 180 VIP Units constructed	Number of VIP sanitation units constructed	1 020 VIP Sanitation units constructed	25 000 000	425 000 000		MIG	
To construct VIP Sanitation units by June 2018 within Elias Motsoaledi Municipality	By establishing project steering committee. By conducting monthly progress meeting with stakeholders	VIP Sanitation Programme Phase 2.2	160 000 HH	15 180 VIP Units constructed	Number of VIP sanitation units constructed	1 630 VIP Sanitation units constructed	27 369 999			MIG	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To complete Zaaiplaas village reticulation	By appointing Service provider on turnkey approach	Zaaiplaas Village Reticulation Phase 2	7057HH	Construction of Dindela Reservoir. Commissioning of bulk pipeline and pump station	Percentage completion of Zaaiplaas village reticulation	100% completion of Zaaiplaas village reticulation	5 000 000	-	-	MIG	
To finalize construction of Zaaiplass water reticulation by December 2017.	By monitoring the construction	Zaaiplaas Connector pipes from Bulk to villages incl. reservoirs (Khathazweni, Rondebosh ,Kosini,Mathula,Khathazweni,Areaganeng,Jeije,Sehlakwane,Elandslaagte and Dindela)		80% construction of Zaaiplass water reticulation (Construction reservoirs 80%; bulk line 80%).	Percentage Construction of Zaaiplass Connector Pipes.	100% construction of Zaaiplass water reticulation (Construction reservoirs 100%; bulk line 100%).	7 606 590.67	-	-	MIG	
To commission Tafelkop Reticulation and Cost Recovery by June 2018	By monitoring the construction	Tafelkop Reticulation and Cost Recovery	7858HH	60% Construction of Tafelkop reticulation projects	Percentage Commissioning of Tafelkop Reticulation and Cost Recovery	100% Commissioning of Tafelkop Reticulation and Cost Recovery(Snag listing 50% and	7 972 483.35	-	-	MIG	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
						testing 50%)					
To construct VIP Sanitation units by June 2018 within Makhuduthamaga Municipality	By establishing project steering committee. By conducting monthly progress meeting with stakeholders	VIP Sanitation programme phase 2.2	160 000 HH	15 180 VIP Units constructed	Number of VIP sanitation units constructed	1835 VIP Sanitation units constructed	25 000 000			MIG	
To construct Sekwati Reticulation upgrade Phase 4 by December 2017	By monitoring the construction	Sekwati Reticulation upgrade Phase 4		90% Construction of Sekwati Reticulation upgrade Phase 4	Percentage Construction of Sekwati Reticulation upgrade Phase 4	10% Construction of Sekwati Reticulation upgrade Phase 4	6 958 280 .06	-	-	MIG	
To construct Ga Moloi Water Supply water supply by December 2017.	By monitoring the construction	Ga Moloi area and surrounding villages water supply (contract B and C)		90% Construction of reticulation lines at Morgenzon and Stad Van Masleroem; Gravity main, installation of street taps.	Percentage Construction of reticulation lines at Morgenzon and Stad Van Masleroem; Gravity main, installation of street taps.	10% Construction of reticulation lines at Morgenzon and Stad Van Masleroem; Gravity main, installation of street taps.	7 331 650.47	-	-	MIG	
To construct reticulation network in Ga-Mashabela by June 2018	By appointing Service provider	Ga-Mashabela water reticulation supply	1139HH	Technical report approval and MIS registration	Percentage of construction completed	100% construction completed	34 642 003. 10	-	-	MIG	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To construct reticulation network in Ga-Marishane by June 2018	By appointing Service provider	Ga-Marishane water reticulation supply	1087HH	Technical report approval and MIS registration	Percentage of construction completed	100% construction completed	22 925 160	-	-	MIG	
To construct reticulation network in Maloma by June 2018	By appointing Service provider	Maloma and surrounding (Lebating and Tsupani) water supply	140HH	Technical report approval and MIS registration	Percentage of construction completed	100% construction completed	8 045 410.12	-	-	MIG	
To construct reticulation network in Lobethal by June 2018	By appointing Service provider	Lobethal water supply	72HH	Technical report approval and MIS registration	Percentage of construction completed	100% construction completed	10 855 221.00	-	-	MIG	
To construct reticulation network in Ga-Phaahla by June 2018	By appointing Service provider	Ga-Phaahla water supply	497HH	Technical report approval and MIS registration	Percentage of construction completed	100% construction completed	27 448 985.00	-	-	MIG	
To finalize Nkadimeng: Phase 9 to 11 (Makhuduthamakga) - Ditlabaneng, Letlhabile,Tshatane, Sebetsane, Kgoalane & Matseben`**9E**	By monitoring the construction	Nkadimeng : Phase 9 to 11 (Makhuduthamakga) - Ditlabaneng, Rampelane, Matsebeng,		65% Completion of Concrete reservoirs; Bulk Water Supply; Reticulation.	Percentage Completion of Concrete reservoirs; Bulk Water Supply; Reticulation.	100% Completion of Concrete reservoirs; Bulk Water Supply; Reticulation.	1 418 565.85	-	-		

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
		Sebetsane, Kgoalane, Mathibeng, Dinotsi, Matolokwane)									
To construct VIP Sanitation units by June 2018 within LIM476 Municipality (Fetakgomo Areas)	By establishing project steering committee. By conducting monthly progress meeting with stakeholders	VIP Sanitation programme phase 2.2	160 000 HH	15 180 VIP Units constructed	Number of VIP sanitation units constructed	715 VIP Sanitation units constructed	13 500 000	-	-	MIG	
To implement 100% Borehole Refurbishment Southern Zone by June 2018	By appointing Service provider	Olifants Contract 21 : Borehole Refurbishment Southern	18667	Non-functional boreholes	% Completion of boreholes developed and Refurbishment Southern Zone	100% Implementation of borehole Refurbishment Southern Zone	6 550 697.06	-	-	MIG	
To implement 100% Borehole Refurbishment Nothern Zone by June 2018	By appointing Service provider	Olifants Contract 22 : Borehole Refurbishment Northern		Non-functional boreholes	% Completion of boreholes developed and Refurbishment Northern Zone	100% Implementation of borehole Refurbishment Northern Zone	7 344 462.83	-	-	MIG	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To construct 30% for the : Completion of bulk water reticulation in Mooiplaas and Strydkraal Supplement	By monitoring the construction	Contract 24 : Bulk (Mooiplaas and Strydkraal Supplement)		Water supply below RDP level	% for the : Completion of bulk water reticulation in Mooiplaas and Strydkraal Supplement	30% for the : Completion of bulk water reticulation in Mooiplaas and Strydkraal Supplement	3 000 000.00	-	-	MIG	
To construct 50% of water reticulation in Ga selepe, Monametsi, Mosotsi and Paschas by June 2018.	By appointing Service provider	Olifants Contract 25 Sec Dist (Ga Selepe, Monametsi, Ga Mokg., Ga Manot., Mosotsi & Paschas.)		Water supply below RDP level	%Completion of water reticulation in Ga selepe, Monametsi, Mosotsi and Paschas	50 % Completion of water reticulation in Ga selepe, Monametsi, Mosotsi and Paschas	500 000	-	-	MIG	
To construct bulk water pipeline, reservoir, pump station and WC/WDM	By appointing Service provider	Olifants Contract 26 : Bulk, RES, PS & WDM Chamb (Ga Selepe, Mon., Ga Mokg., Ga Manotw. A&B, Mosotsi, Paschas & 16 Chamb.)		Water supply below RDP level	% Completion of water bulk, reservoir, pump station and WC/WDM	100% Completion of water bulk, reservoir, pump station and WC/WDM	500 000	-	-	MIG	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
To construct water reticulation in Mashikwe, Tjibeng A nad B by June 2018.	By appointing Service provider	Contract 27 : SEC DIST :(Mmasikwe, Tshibeng & Tshibeng B)		Water supply below RDP level	Percentage completion of reticulation in Mashikwe, Tjibeng A nad B	100% completion of reticulation in Mashikwe, Tjibeng A nad B	500 000	-	-	MIG	
To construct water reticulation in Mashikwe, Tjibeng A and B by June 2018.	By appointing Service provider	Contract 28 Bulk, Res, PS & WDM Chamb : (Mmasikwe, Tshibeng, Tshibeng B & 8 Chamb)		Water supply below RDP level	Percentage completion of reticulation in Mashikwe, Tjibeng A and B	100% completion of reticulation in Mashikwe, Tjibeng A and B	500 000	-	-	MIG	
To complete Concrete reservoirs; Bulk Water Supply; Reticulation Nkadimeng: Phase 9 to 11	By monitoring the construction	Nkadimeng RWS Extension 2(Phase 9 to 11) (Fetakgomo) Ga-Mmela to Mashilavele, Ga-Pahla, Molapong, Ga-Magolego, Mankontu and Masehleng	1041HH	Nkadimeng WTW, Command Reservoir, reticulation and bulk line below RDP level.	Percentage Completion of Concrete reservoirs; Bulk Water Supply; Reticulation.	80% Completion of Concrete reservoirs; Bulk Water Supply; Reticulation.	47 038 314.95	-	-	MIG	
To construct VIP Sanitation units by June	By establishing project steering committee. By	VIP Sanitation programme	160 000 HH	15 180 VIP Units constructed	Number of VIP sanitation units constructed	1 630 VIP Sanitation units	30 000 000	-	-	MIG	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
2018 within LIM476 Municipality (Greater Tubatse Areas)	conducting monthly progress meeting with stakeholders	phase 2.2				constructed					
To construct Command Reservoir, pump station and pipelines at GaMaphopha by June 2018	By monitoring the construction	Ga - Maphopha Command Reservoir	5579HH	60% completion of Maphopha Command Reservoir, pump-station and pipelines	Percentage completion of Command Reservoir, pump station and pipelines	100% completion of Command Reservoir, pump station and pipelines	16 000 000	-	-	MIG	
To construct reticulation, reservoir, stand pipes at Ga-Malekane, Masha, GaMaepa by June 2018	By monitoring the construction	Ga-Malekane , Masha upgrade and extend reticulation	5774HH	65% completion of reticulation, reservoir, stand pipes at Ga-Malekane , Masha, GaMaepa.	Percentage completion of reticulation, reservoir, stand pipes at Ga-Malekane, Masha, GaMaepa.	35% completion of reticulation, reservoir, stand pipes at Ga-Malekane, Masha, GaMaepa.	12 000 000	-	-	MIG	
To provide 4320 Praktiseer households with Water Reticulation by June 2017.	By monitoring the construction	Praktiseer Water Reticulation	4320	Reticulation, Stand Pipes, Distribution lines(Booster Pump Station, High lift Pump station, WTW to be refurbished	Number of households provided with water	4320 households provided with water.	7 000 000	-	-	MIG	
To construct reticulation network in Lebalelo South by June 2018	By appointing Service provider	Lebalelo South connector pipes	10683	Technical report approval and MIS registration	Percentage construction completed	50% construction completed	107 534 815.77	85 650 398.00	-	MIG	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR	WARD
		PMU Overheads					12 000 000.00	10 000 000.00			

COMMUNITY SERVICES

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER /BENEFACTOR
MUNICIPAL HEALTH SERVICES										
To monitor Ambient Air Quality in SDM by June 2018	By generating 4 air quality reports	Air Quality Management	None	4 Air quality reports generated	Number of Air quality awareness campaigns conducted	12 Air quality awareness campaigns conducted	R500 000.00	R529 500.00	R560 211.00	SDM
To collect 120 water quality samples by June 2018	*By collecting water samples at end user points, submit to the laboratory for analysis and communicating the findings to the Water Service Authority	Water quality monitoring	None	204 water samples collected	Number of water quality samples collected	120 water quality samples collected	R 81 000.00	R85 779.00	R90 754.18	SDM
To assess1400 food premises for compliance with legislation by June 2018	By conducting assessment of food premises	Food Safety Control	None	100 food premises evaluated	Number of food premises assessed	1400 premises assessed	R0 00	R0 00	R0 00	SDM
To evaluate	By evaluating	Health	None	1200 premises	Number of	1200	R0. 00	R0. 00	R0. 00	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER /BENEFACTOR
1200 premises for any health hazards by June 2018	premises e.g. crèches	surveillance of premise		were evaluated	premises evaluated for health hazards	premises evaluated for health hazards				
To attend to all notified communicable diseases by June 2018	By responding to notifications of communicable diseases	Surveillance and prevention of communicable diseases	None	100% notified cases attended	Number of notified cases attended to	All notified cases attended to	R0. 00	R0. 00	R0. 00	SDM
To ensure abatement of vectors in 1000 premises by June 2018	By monitoring vector control in premises	Vector Control	None	1200 vector control evaluation undertaken	Number of vector controlled premises monitored	1000 vector controlled premises monitored	R0. 00	R0. 00	R0. 00	SDM
To conduct routine evaluation of chemical handling premises by June 2018	By conducting routine evaluations at chemical handling premises	Chemical Safety	None	408 chemical safety awareness campaigns conducted	Number of chemical safety handling premises evaluated	300 chemical safety handling premises	R 0.00	R0.00	R. 00	SDM
To ensure clean environment by June 2018	By conducting environmental awareness campaign	Environmental Pollution Control	None	10 awareness campaigns conducted	Number of awareness campaigns conducted	10 awareness campaign conducted	R60 000	R63 540	R67 225.32	SDM
To ensure proper handling of Health Care risk waste in health care facilities by June 2018	By monitoring Health Care Risk Waste	Waste management	None	102 Monitoring Health Care Risk Waste	Number of Health Care Risk Waste facilities monitored	70 Health Care Risk Waste facilities monitored	R0. 00	R0. 00	R0. 00	SDM
				20 awareness campaigns conducted	# of awareness campaigns conducted	20 awareness campaigns conducted				

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER /BENEFACTOR
To ensure proper management of disposable nappies by June 2018	By conducting Disposable Nappies management campaigns	Disposable Nappies Waste Management	0	20 Awareness campaigns conducted	Number of Awareness campaigns conducted	20 Awareness campaigns conducted				
To ensure that 50 funeral undertakers complies with the regulations by June 2018	By monitoring the facilities for the Dead	Disposal of the Dead	None	50 evaluations for disposal of the dead facilities conducted	Number of funeral undertakers monitored	50 funeral undertakers monitored	R0.00	R0.00	R0.00	SDM
To facilitate training of 40 personnel of SDM-MHS/EMS on By-Laws Enforcement by June 2018	By facilitating peace officer training	Peace officer training	40 personnel	Two fire safety officers trained as peace officers	# of personnel trained as Peace Officers	40 Personnel trained as Peace Officer	R0	R0.00	R0.00	SDM
To facilitate procurement of Atmospheric Emissions Licensing (AEL) Equipments	By facilitating purchasing of Atmospheric Emissions Licensing equipments	Supply of MHS equipments	Shortage of Equipment	None	# of equipment purchased	5 Equipment's purchased	0	0	0	SDM
EMERGENCY MANAGEMENT SERVICES										
To respond to all Emergency Services incidents reported by June 2018	By implementing SANS – 10090 – community protection against fire	Fire and Rescue Operations	None	521 responses to all emergency services calls	Number of all Emergency Services incidents attended to	Number of all Emergency Services incidents attended to	R0. 00	R0. 00	R0. 00	SDM
To facilitate and supply of vehicles and station with firefighting	By facilitating supply of specifications to Supply	EMS Equipment	Replacing worn-out equipment's	4 major equipments facilitated the supply of	Number of facilitations and vehicles supplied with	100% of facilities and vehicles supplied with	R180 471	R191 118.79	R202 203.68	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER /BENEFACTOR
equipment's by June 2018	chain			vehicles and stations with firefighting equipment	reliable equipment	new equipment's				
To facilitate 3 firefighting training activities by June 2018	By recruitment, selection, registration, facilitation, assessment, moderation, certification , registering of courses and renewing of licences	Training Academy	Mobile Class	03 firefighting training activities conducted	number of firefighting training activities facilitated.	3 firefighting training activities facilitated,	R60 000.00	R63 540	R67 225.32	SDM
To ensure fire safety and prevention activities are conducted by June 2018	By conducting evaluation, scrutinising fire plans, doing site evaluations, implementing law enforcement, code application and doing fire safety at events	Fire Safety	None	100% responded to fire safety and prevention activities.	Number of fire safety and prevention activities responded to	Number of all fire safety and prevention activities responded to	R0 00	R0 00	R0 00	SDM
DISASTER MANAGEMENT SERVICES										
To render improved of Disaster	By establishing institutional	Disaster management	Disaster manageme nt Centre	166 Disaster Management incidents	All reported Disaster Management	All reported Disaster Management	R270 000	R285 930	R302 513.9 4	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER /BENEFACTOR
Management services by June 2018	capacity, conducting risk assessment, implementing risk reduction, response and recovery.			attended	incidents attended to	incidents attended to				
To conduct safety awareness operations by June 2018	By liaising with other stake holders on safety awareness operations	Special Opera High density Day	None	3 arrive alive campaigns	Number of special operations on High density days campaigns conducted	3 Special Operations on High density days campaigns conducted	R30 000	R31 770	R33 612.66	SDM

4.1.2. LOCAL ECONOMIC DEVELOPMENT (LED)

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
To facilitate business seminars by June 2018	By bringing together all the relevant stakeholders and partners By developing a common implementation programme	Facilitate the Business Seminars	None	2 Business seminars facilitated in 2016/17 FY (Tourism and Business Compliance)	Number of Business Seminars Facilitated	2 Business seminars facilitated	R400 000	R423 600	R448 168.80	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
To generate reports on municipal job creation by June 2018	By consolidating figures from different internal projects By submitting the reports to management and council structures	Municipal Job creation	None	4 Reports generated for 2016/17	Number of reports generated on Municipal job creation	4 reports generated on Municipal job creation				
To generate reports on EPWP implementation by June 2018	By facilitating the signing incentive grant agreement By identifying potential projects from the IDP By collecting data from various projects sites By submitting monthly and quarterly reports to the Department of Public Works	Implementation of Expanded Public Works Programme	None	4 Quarterly reports generated	Number of reports on EPWP implementation	4 Reports on EPWP Implementation generated				
To conduct Feasibility Study for DeHoop Dam and Flag Boshielo Dam on fish farming by June 2018	By identifying beneficiaries By registering legal entities By developing a project plan	Feasibility Study on Fish farming cooperatives	N/A	None	Feasibility Study Conducted	Feasibility Study Conducted				

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
To facilitate Economic Development Summit by June 2018	*By developing concept document for the Economic Development Summit*By engaging relevant stakeholders through preparatory meetings. *By holding the summit	Facilitation of District Economic Development Summit		None	Number of District Economic Development Summit held	1 District Economic Development Summit held				
To facilitate trainings for SMMEs and Cooperatives by June 2018	*By developing criteria for training needs assessment.*By identifying SMMEs and cooperatives to be trained. * By conducting training on identified training needs.	Trainings for SMMEs and Cooperatives		2 Training provided during	Number of trainings provided to SMMEs and Cooperatives	4 trainings provided to SMMEs and Cooperatives				
To facilitate District Youth Opportunities Expo by June 2018	By developing concept document for the youth opportunity expo *By engaging relevant stakeholders through preparatory meetings. *By holding the youth opportunities expo	Facilitation of District Youth Opportunities Expo		1 District Youth Opportunities Expo held	Number of District Youth Opportunities Expo held	1 District Youth Opportunities Expo held				
To monitor the implementation of Social Labour Plans by June 2018	By partnering with DMR *By soliciting individual SLPs of mines*By monitoring implementation of	Monitoring of Social Labour Plans	None	SLPs for 22 mines in LIM476 in place	Number of Quarterly Reports on SLPs implementati	4 Quarterly Reports on SLPs implementation				

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
	SLPs				on					
To Review the LED Strategy by June 2018	By developing terms of reference for the review of the strategy *by procurement of external service provider *by developing stakeholder consultation program with service provider *By developing draft LED strategy and take it to Council structures for approval	Review of LED Strategy		2007/2008 LED Strategy in place	Number of LED Strategies Reviewed	1 LED Strategy Reviewed				

SEKHUKHUNE DEVELOPMENT AGENCY (SDA)

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
To facilitate implementation of Schuinsdraai, Potlake Nature reserves and De Hoop Dam business plans by June 2018	By sourcing funding through transactional advises	Facilitation and implementation of business plans for Schuinsdraai, Potlake Nature	N/A	Business plans for Schuinsdraai, Potlake and De Hoop Dam in place.	Number of facilitations and implementation of business plans for Schuinsdraai, Potlake nature reserve and	Facilitated and implemented all business plans	R 2 028 375.75	R0	R0	**SDA**

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
		reserve and De Hoop Dam			De Hoop Dam					
To monitor the implementation of Social Labour Plans by June 2018	By partnering with DMR *By soliciting individual SLPs of mines*By monitoring implementation of SLPs	Monitoring and Evaluation of Social Labour Plans(SLP's		Social and Labour Plans and Mining Charter	Number of monitoring and evaluation Engagements held	4 quarterly monitoring and evaluations sessions on SLP's held	R 322 239	R0	R0	**SDA**
To facilitate implementation of Agripark by 30 June 2018	By continuing engagements with Rural Development and Land Reform Department *By ensuring that all recommendations from the master plan are implemented (Agri Hub, FSPU)	Development of Agripark		Agripark business plan	22 engagements held with potential funders to source funding on Agripark	Number of engagements held with potential funders to source funding on Agripark	R 511 809.75	R0	R0	**SDA**
To finalise Agri SETA accreditation and MOU by June 2018	By Agri-Seta conducting a site visit to assess training facilities	Agri SETA Accreditation license and MOU		Application for license submitted	Finalised Agri SETA accreditation and MOU	Finalised Agri SETA accreditation and MOU	R 322 239	R0	R0	**SDA**
To implement MOU with MINTEK by June 2018	*By signing MoU with Mintek *By implementing recommendations by Mintek	Implementation of the MINTEK Partnership MOU.		Draft MOU in place	Implemented MINTEK Partnership MOU	Implemented MINTEK Partnership MOU	R 1 255 777.08	R0	R0	**SDA**
To facilitate MOU with Mining Houses and TVET Colleges for technical Skills Development by	By engaging the mining houses and TVET colleges * By conducting skills audit	Mining Skills development	None	TVET colleges and Mining Houses training centres available	Facilitated MOU with Mining Houses and TVET Colleges for Mining	Facilitated MOU with Mining Houses and TVET Colleges for Mining	R 471 113.58	R0	R0	**SDA**

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
June 2018					Technical skills development	Technical skills development				

4.2.3. SPATIAL RATIONALE

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
To ensure the functionality of the District Municipal Tribunal by June 2018	By liaising with LMs on submission of their land applications to the tribunal	Facilitation of District Municipal Planning Tribunal	None	District Municipal Planning Tribunal in place	Number of District Municipal Planning Tribunal sittings	3 District Municipal Planning Tribunal sittings	R1 550 000	R1 641 450	R1 736 654, 10	SDM
To support Local Municipalities on Spatial and Land Use Developments by June 2018	By developing an annual calendar	Support to local municipalities on SDF, LUMS, Land Use By-Laws and GIS	None	All LMs have SDFs, LUMS and Draft Land Use By-Laws and GIS	Number of engagements held	4 engagements held				
To facilitate land for District Municipal offices in Jane Furse by June 2018	By engaging Rural Development and Tribal Authority By undertaking survey and valuation	Facilitation of land for District Municipal Offices in Jane Furse	None	10 ha and 50 ha of land available for development in Jane Furse area respectively	10 ha if land in Jane Furse for Municipal Offices facilitated	10ha of land in Jane Furse for Municipal Offices facilitated				

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
	By advertising in the media									
To review the Spatial Development Framework by June 2018	By developing terms of reference By appointing the service provider	Review of Spatial Development Framework		2012/13 Spatial Development Framework in place	Number of SDFs reviewed	1 SDFs reviewed				

4.2.4. FINANIAL VIABILITY

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR
To improve collection rate by June 2018	By implementing credit control measures	Revenue Collection	20% Revenue Collection	75% Revenue Collection	% Revenue Collection Rate	80% Revenue Collected	R2 000 000	R2 118 000	R2 240 844	SDM
To conduct feasibility study for installation of Smart Meters by June 2018	By undertaking PPP process	Conduct feasibility study for installation of Smart Meters	N/A	75% Feasibility Study Concluded	% Finalisation of PPP feasibility Study	100% Finalisation of PPP feasibility Study	R4 500 000	R4 765 500	R5 041 899	SDM
To create CRR by June 2018	By reinvesting interest and portion of VAT refunds	Capital Replacement Reserve (CRR)	R205m (10% of R2.4b)	R35m not cash backed	Rand Value invested to CRR	R30m invested towards CRR	0	0	0	
To create cash backed CRR by June 2018	By reinvesting	Capital Replaceme	R205m (10% of	R35m not cash backed	Rand Value invested to CRR	R10m cash backed				

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR
	interest and portion of VAT refunds	nt Reserve (CRR)	R2.4b)							
To ensure Preparation of fully funded 2018/19 budget by 31 May 2018	By have a functioning budget steering committee	Fully Funded Budget preparation and implementation	None	2016/2017 approved budget with deficit	2018/19 Approved Budget fully funded	2018/19 Approved Budget fully funded and its related policies	0	0	0	
To ensure improved audit opinion for 2016/17 financial year	By fully implement the audit action plan.	Operation Clean Audit	None	2015/16 financial year. Unqualified Audit Opinion with 17 Audit Findings in matters of emphases	Number of findings reduced in matters of emphasis from 2015/16 Audit Opinion	All the 2015/16 Audit Findings addressed	R 140,000	R 148 260	R156 859.08	SDM
To generate and submit 30 finance compliance reports by June 2018	To utilise the finance intern as compliance officer	Finance Compliance Reports	None	2015/16 AFS, 2015/16 Section 52; 71 and 72 reports	Number of finance compliance reports generated and submitted	30 finance compliance reports generated and submitted (12x Section 71, 4x Section 52, 12x Supply Chain, 1x Section 72, 1xAFS)	0	0	0	SDM
To ensure implementation of mSCOA activities in	By implementing mSCOA	Municipal Standard Chart of	None	Council resolution 2014/2015 &	Number of activities on SCOA	All activities on mSCOA implementati	R2 000 000	R2 118 000	R2 240 844	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR
terms of the Implementation plan by June 2018	implementation plan	Accounts (mSCOA)		Treasury circular	implementation plan achieved	on plan achieved				
To account for assets and inventory by June 2018	By Sound financial management.	Update Asset Register	None	1. Manual GRAP Compliant Fixed asset register	GRAP Compliance Asset Register	Updated GRAP Compliant Asset Register	R1 800 000	R1 906 200	R2 016 759 .60	SDM
To ensure that creditors are paid within 30 days by June 2018	By Centralisation of invoice receipting and monitoring of the payment process by CFO	Centralisation of Invoice receiving & monitoring	None	Payment rate at 28 days	Number of creditors paid within 30 days of correct invoice date	All creditors paid within 30 days of correct invoice date	0	0	0	SDM
To ensure development and implementation of the procurement plan by 31 July 2017	By Implementation of forward plans	Procurement Plan	None	IDP/BUDGET	Developed and approved procurement plans	Developed and approved procurement plans	0	0	0	SDM

4.2.5. INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

CORPORATE SERVICES

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
LABOUR RELATIONS										

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
To facilitate Local Labour Forum (LLF) meetings by June 2018	By maintaining a functional LLF (Prepare Agenda, notices, venue, registers)	Facilitation of Local Labour Forum	None	08 LLF meetings held	Number of Local Labour Forum meetings facilitated	12 Local Labour Forum meetings facilitated	R100 000	R105 900	R112 042.20	SDM
To issue Labour Relations Publications by June 2018	By providing advise on Labour Relations matters	Issuing of Labour Relations Publications	None	4 Labour Relations Publications issued	Number of Labour Relations Publications issued	4 Labour Relations Publications				
To facilitate resolutions of grievance cases by June 2018	By consulting & advising relevant stakeholders, appointment of nominee by MM if necessary	Facilitation of Grievance cases	None	02 resolution of grievance cases facilitated	Number resolution of grievance cases facilitated	All resolution of grievance cases facilitated				
To facilitate 100% resolution of misconduct cases by June 2018	By conducting resolution processes	Misconduct cases	None	100% resolution of labour disputes cases facilitated	Percentage resolution of labour disputes facilitated	100% resolution of labour disputes facilitated				
To facilitate 100% resolution of labour disputes by June 2018	By conducting labour disputes processes	Dispute resolution	None	100% resolution of labour disputes cases facilitated	Percentage resolution of labour disputes facilitated	100% resolution of labour disputes facilitated				

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
LEGAL SERVICES										
To facilitate support on general legal matters to the municipality by June 2018	1. -By attending to court matters, -By managing and updating case registers 2. By drafting contracts and service level agreements -By updating the contracts register -By monitoring contracts register -By establishing and maintaining contract management steering committee	1. Facilitation of support on general legal matters	None	*19 Civil matters *3 Labour Matters attended to	Number of support on Legal matters facilitated	All support on general Legal matters facilitated	R2 200 000	R2,329 800	R2 464 928 .40m	SDM
To update contract register by June 2018	2. By drafting contracts and service level agreements -By updating the contracts register -By monitoring contracts register -By establishing and maintaining contract management steering committee	Update of contract register	None	Contract register in place	Number of contract register updated	All contract registers updated				

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
To facilitate support on legal services to the municipality by June 2018	By conducting research, drafting legal documents and legislative updates.	Legal Advisory services	None		Percentage Advisory services provided	100% legal advisory services provided				
INFORMATION TECHNOLOGY										
To develop intranet portal and telephone infrastructure for depots by June 2018.	1.By Implementing central Information hub 2.By automating key business processes applications	Development of Intranet portal and telephone infrastructure	None	•MS Office applications •MUNADMIN for documents and records management •3 depots installed, telephone infrastructure •Call Centre for Disaster incident management in place	•Number of Intranet Portal and telephone infrastructure for depots developed	* 1 intranet portal and 11 telephone infrastructure developed.	R2, 190m	R2,8m	R310 000	SDM
To procure audio recording solution for Council by June 2018	By procuring the correct quality infrastructure for recording solutions	Procurement of audio recording solution for Council		6 dictaphones recordings in place	Number of audio recordings solutions for council procured	1 wireless digital conference audio recording system for Council procured				
To establish ICT network infrastructure for disaster recovery	By establishing backup infrastructure	Establishment of ICT network infrastructure		Server room backend infrastructure(servers, CCTV, switches,	Number of DPR infrastructure site established,	One DPR infrastructure site established, one network cabling and switching				

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
site (DRP) and new MM's office by June 2018		for data centre and new MM's office		UPSs and tapedrive), cabling network infrastructure at Bareki mall	number of network cabling and switching infrastructure for new MM's office established	infrastructure for new MM's office established				
To acquire cloud data backup services by June 2018	My mobilising the backup systems	Acquisition of cloud data backup services		Data backup tapedrive, file server, data replication between the file server and work station	Number of cloud data backup services acquired	One cloud data backup services acquired				
To manage SLA performance service standards approved software licences and information security by June 2018	By liaising with service providers	Management of SLA performance service standards, approved software licences and information security		12 service level agreement meetings held with Telkom, Unics, open kingdom technologies and BCX, 11 approved software licences renewed	Number of LSA facility standards approved, software licences renewed and information security managed	8 SLAs performance standards managed, 9 SDM approved software licenses managed, 2 information security managed				
To provide ICT products and services by June 2018	By procuring the required ICT tools	Provision of ICT products and services		30 audited ICT computer consumables needs resolved, 1 surveillance	Number of ICT products and services provided	All ICT products and services provided				

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
				camera system (CCTV in the server room), 500 technical support requests of business applications (Evenus, VIP, MUNADMIN etc.) and resolved						
AUXILLARY SERVICES										
To conduct awareness campaigns for records management by June 2018	By planning and conducting awareness programmes	Conduct Campaigns for Records management	Zero	4 Records management awareness campaigns conducted	Number of records awareness campaigns conducted	4 records awareness campaigns conducted	R0	R0	R0	N/A
To update personnel files by June 2018	By auditing and issuing notices to employees	Update of Personnel files	380 personnel files outstanding	668 personnel files updated	Number of personnel files updated	916 personnel files updated	R0	R0	R0	N/A
To facilitate disposal of listed inactive records by June 2018	By listing of inactive records By requesting a disposal authority	Facilitation of disposal of listed inactive Records	5000 inactive records	5000 inactive records listed and awaiting disposal by Provincial Archivist	Number of inactive records listed for disposal	5000 inactive records listed for disposal	R0	R0	R0	N/A

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
To ensure processing of received mail by June 2018	By revising and implementing record management policy By revising and implementing manual on access to information	Processing of received mail	None	All received mail processed	Number of received mail processed.	All received mail processed	R650 000	R688 350	R728 274,30	SDM
To ensure provision of office furniture by June 2018	By conducting needs analysis By developing and submitting specification for approval	Provision of Office furniture	None	Furniture for MM, Coach for Speaker and High-back chairs for staff provided	Number of office furniture provided	5 sets of furniture provided	R1 000 000	R1 059 000	R1 120 422	SDM
To facilitate management of facilities by June 2018	By conducting needs analysis By repairing and maintaining municipal properties By ensuring that municipal facilities are safe and healthy. By developing and implementing facilities' management guidelines	Management of facilities	None	4 offices rented	Number of facilities managed	36 facilities managed	R6 132 076	R6 493 868.48	R6 870 512 .86	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
To facilitate fleet management services by June 2018	By conducting needs assessment By developing and implanting fleet maintenance plan By revising and implementing fleet management policy	Facilitation of Fleet Management	None	22 SDM owned vehicles repaired 117 fleet rentals paid	Number of fleet managed	150 of fleet managed	R41 000 000	R43 419 000	R45 937 302	SDM
HUMAN RESOURCE MANAGEMENT										
To facilitate filling of funded and vacant posts by June 2018	By revising and implementing recruitment and selection policy.	Filing of funded and vacant posts	None	134 of vacant and funded posts filled	Number of vacant and funded posts filled	All vacant and funded posts filled	R310 000	R328 290	R347 330.82	SDM
To ensure compliance submission of Employment Equity (EE) Plan by June 2018	By implementing employment equity plan. By consulting stakeholders	Compliance on Employment Equity	None	EE Plan in place	Number of EE report compiled and submitted	1 EE report compiled and submitted	R0	R0	R0	N/A
To implement of Human Resource (HR) Plan by June 2018	By implementing Human Resource Plan	Implementation of Human Resource Plan	none	2016/2017 HR Plan in place	Number of Human Resources Plan implemented	1 Human Resources Plan implemented	R0	R0	R0	N/A
HUMAN RESOURCE DEVELOPMENT										
To award external bursaries by June	By allocating 5 external bursary	Award of External	None	10 external bursaries	Number of external	15 bursaries awarded and 28	R4 000 000	R4 236 000	R4 481 688	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
2018		Bursaries		awarded	bursaries awarded & maintained	maintained				
	By allocating 10 internal bursaries Revising and implementing bursary policy.	Internal bursaries		24 bursaries maintained			R100 000	R105 900	R112 042.20	SDM
To facilitate training and development activities and ensure compliance to skills development legislation by June 2018	By identifying training needs. By consulting stakeholders By implementing workplace skills plan	Facilitation of Training and Development Activities	None	WSP/ATR 2015/2016 submitted	Number of training and development activities facilitated	All training and development activities facilitated	R1 000 000	R1 059 000	R1 120 422	SDM
ORGANISATIONAL DEVELOPMENT										
To conduct organisational development interventions/ assessment by June 2018	By conducting road shows By conducting OD assessment By conducting work study investigations. By conducting employee satisfaction surveys	Conduct Organizational development assessment	None	2 Work-study reports in place 1 organizational development assessment in place	Number of Organizational development assessment/ interventions conducted	All Organizational development assessment/ interventions conducted	R150 000	R158 850	R168 063.30	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
To facilitate job evaluation for newly created jobs by June 2018	By facilitating the development/review of job descriptions By conducting job analysis By conducting job evaluation	Facilitation of Job Evaluation	None	199 job descriptions reviewed * 155 job descriptions signed *job evaluation committee in place *job evaluation policy in place	Number of newly created jobs evaluated	All newly created jobs evaluated				
To facilitate development and implementation of organizational structure by June 2018	By conducting quarterly organisational reviews By conducting work-study investigation. By consulting stakeholders. By placing staff	Facilitation and implementation of Organizational Structure	None	2015/16 Approved organizational structure	Number of assessment of the organizational structure facilitated and implemented	All assessment of the organizational structure facilitated and implemented	R0	R0	R0	SDM
To facilitate review of procedure manuals & process maps by June 2018	By consulting process owners. By producing procedure manual. By producing process maps	Facilitation of review of procedure and process maps	None	39 Reviewed departmental procedures manuals in place	Number of review of departmental procedure manuals & process maps facilitated	46 review of departmental procedure manuals & process maps facilitated				
EMPLOYEE WELNESS										

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
To facilitate substance abuse programmes by June 2018	By conducting substance abuse awareness campaigns	Facilitation of Substance Abuse Programmes	None	22 substance abuse cases attended	Number of substance abuse programmes facilitated	12 substance abuse programmes facilitated	R760 000	R804 840	R851 520.72	SDM
	By employing substance detecting measures during working hours			08group therapy for substance abusers conducted						
	By identifying potential substance abusers			4 family conferences for substance abusers held 1 stress and trauma management held						
	By rendering substance abuse treatment/ rehabilitation.									
	By implementing group therapy for substance									
To facilitate employee sport programme by June 2018.	By conducting sports activities.	Facilitation of Employee Sports Programmes	None	23 employee sports programmes facilitated	Number of employee sports programmes facilitated	50 employee sports programmes facilitated				
To conduct wellness and counselling programmes by June 2018	By conducting wellness awareness campaigns By conducting stress and trauma Management	Conduct Employee Wellness and counselling programmes	None	2 stress and trauma management programmes conducted, and 8 wellness awareness	Number of wellness and counselling programs conducted	15 wellness and counselling programs conducted				

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
	programme. By rendering employee wellness services and counselling.			programmes conducted						
To conduct occupational health and safety elements by June 2018.	By conducting occupational Health and safety elements. By implementing safety awareness programmes	Conduct Occupational Health and Safety elements	None	27 Occupational Health an d Safety elements conducted	Number of Occupational Health and Safety elements conducted	Occupational Health and Safety elements conducted	R2 000 000	R2 118 000	R2 240 844	SDM
To conduct medical surveillance programmes by June 2018	By developing and implementing medical surveillance plan	Conduct Medical Surveillance programme	None	None	Number of medical surveillance programmes conducted	2 medical surveillance programmes conducted				

INTEGRATED DEVELOPMENT PLAN (IDP) AND PERFORMANCE MANAGEMENT SYSTEM (PMS)

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
To Review IDP Framework and Process Plan for 2018/19 by August 2017	By developing the draft Framework and process plan and submission to Local Municipalities and	Review of 2018/19 IDP/Budget Framework/Process Plan	N/A	2017/18 IDP/Budget Framework Process Plan in place	Number of IDP Framework/Process Plan developed	1 IDP/Budget Framework/ Process Plan 2017/2018 developed	R0	R0	R0	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
	CoGHSTA for comments By submitting the draft Framework and Process Plan to management and council structures									
To Review the IDP/Budget by May 2018	By adhering to the IDP Framework and Process Plan	Review of 2018/2019 IDP/Budget	N/A	2017/18 IDP/Budget in place	Number of IDP/Budget Reviewed	1 IDP/Budget Reviewed	R500 000	R529 500	R560 211	SDM
To facilitate Performance Lekgotla Sessions by June 2018	By developing the template and circulate to local municipalities and internal department By consolidating all the reports for presentation to Lekgotla	Facilitation of Performance Lekgotla Sessions	None	4 Performance Lekgotla Sessions held	Number of Performance Lekgotla held	4 Performance Lekgotla Sessions facilitated	R150 000	R158 850	R168 063.30	SDM
To develop 2018/2019 Institutional SDBIP by June 2018	By facilitating sessions with internal departments	Development of 2018/19 Institutional SDBIP	N/A	2017/2018 Institutional SDBIP in place	Number of 2018/2019 Institutional SDBIP in place	01 2018/2019 Institutional SDBIP developed	R0	**R0**	**R0**	
To develop 2016/2017 Annual Report by January 2018	By collecting information from various internal departments	Development of 2016/2017Annual Report	None	2015/2016 Annual Report in place	Number of 2016/2017 Annual Report	01 2016/2017 Annual Report developed	R0	R0	R0	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/ BENEFACTOR
	By submitting the draft annual report to the performance audit committee By submitting the draft annual report to management, council structures, provincial and national department				developed					
To develop 2017/18 Performance Agreements for Senior Managers by 31 July 2017	By developing the draft performance agreement and related documents	Development of 2017/18 Performance Agreements for Senior Managers	None	2016/2017Performance agreement in place	Number of 2017/18 Performance Agreements for Senior Managers developed	07 2017/18 performance agreements for Senior Managers developed	R0	R0	**R0**	
To Review Performance MS Policy by June 2018	By improving on weaknesses of the previous year	PMS Policy and Framework Review	None	2016/17 PMS Policy and Framework in place	Percentage Review of PMS Policy and Framework	100% Review of PMS Policy and Framework	R0	R0	**R0**	
To coordinate Back To Basics Reports by June 2018	By working together with internal departments	Coordination of Back To Basics Reports	None	2016/17 Back To Basics Reports in place	Number of Back to Basics Reports coordinated	16 Back To Basics Reports coordinated (4 quarterly and 12 monthly reports)	R0	R0	**R0**	

4.2.6. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OFFICE OF THE MUNICIPAL MANAGER

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR
INTERNAL AUDIT										
To develop 2017-2020 three year internal audit rolling plan by July 2017	By reviewing of 2017-2018 strategic and operational risk assessments reports.	2017-2020 three year Internal audit rolling plan	None	2 Approved 2016-2017 three year internal audit rolling plans developed	Number of 2017-2020 Three(3) Years internal audit rolling Plans developed	2 2017-2020 Three(3) Years internal audit rolling Plans developed	**R0**	**R0**	**R0**	**SDM**
To conduct regularity audits by June 2018	By quarterly reviewing internal control systems.	Conduct Regularity Audits	10 regularity audits not conducted.	18 Regularity audits reports issued	Number of regularity audits conducted	32 Regularity audits conducted	**R900 000**	**R953 100**	**R1 008 379.80**	**SDM**
To conduct performance audits by June 2018	By evaluating and assessing performance information.	Conduct Performance Audit	None	4 Performance Audit reports issued	Number of Performance Audits conducted	4 Performance Audit Reports conducted	**R0**	**R0**	**R0**	**SDM**
To conduct ad hoc audits by June 2018.	By reviewing and investigating ad hoc requests.	Conduct Ad Hoc Audits	None	03 Ad Hoc audit Reports issued	All Ad Hoc audits executed.	All Ad Hoc audit conducted	**R0**	**R0**	**R0**	**SDM**

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR
To conduct Information and communication technology (ICT) audit by June 2018	By evaluating and assessing information and communication technology (ICT)	Conduct ICT Audits	None	4 ICT Audit reports issued	Number of ICT audits conducted	4 ICT Audits conducted	**R0**	**R0**	**R0**	**SDM**
To monitor implementation of external audit action plans (District and SDA) (AGSA) for 2016/2017 audit by June 2018	By reviewing and assessing the implementation of external audit action plans.	Monitoring of External audit action plans	None	2 2015/16 FY external audit action plans monitored	Number of 2016/17 external audit action plans monitored	02 2016/2017 external audit action plans monitored	**R0**	**R0**	**R0**	**SDM**
To facilitate payments of external audit fees for 2017/18 FY by March 2018	By preparing external audit invoices for payments.	Facilitation of External Audit fees payments	None	100% external audit fees payments	All external audit fees payments for 2017/18 FY facilitated	All external audit fees payments for 2017/18 FY facilitated	**R2 900 000.00**	**R3 071 100**	**R3 249 223.80**	**SDM**
To facilitate and coordinate activities of audit committee and performance audit committee by June 2018.	By providing administrative support to the committees.	Coordination of Audit Committee and Performance Audit Committee	None	100% Audit committee and Performance Audit Committee activities facilitated and coordinated	Number of activities of audit committee and performance audit committees facilitated and coordinated.	04 activities of audit committee and performance audit committee facilitated and coordinated	**R500 000.00**	**R529 500.00**	**R560 211.00**	**SDM**

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR
Risk Management										
To conduct and review Strategic Risk Assessment by June 2017	By reviewing strategic objectives for risks identification, assessment and control.	Conduct and review Strategic Risk Assessment	None	Approved 2016-2017 FY Strategic Risk Assessment Report	Number of Strategic Risk Assessment conducted and reviewed	1 Strategic Risk Assessment conducted and 3 Strategic Risk Assessment reviewed	R0	R0	R0	N/A
To conduct Operational Risk Assessments and Reviewed by June 2018	By reviewing operational objectives for risks identification, assessment and control	Conduct Operational Risk Assessment	None	Approved 2016/2017 FY operational Risk Assessments Report	Number of Operational Risk Assessment conducted and reviewed	1 x Operational Risk Assessments Conducted, 3 Operational Risk Assessment Reviewed	R0	R0	R0	N/A
To conduct infrastructure and water services (IWS) project risk assessments by June 2018	By conducting infrastructure and water services (IWS) project assessments	Conduct Infrastructure and water services projects risk assessments	None	2016/2017 FY Projects Risk Assessment Reports in place	All IWS Projects risk assessments conducted	All IWS Project Risk Assessments conducted	R0	R0	R0	SDM
To facilitate insurance coverage for municipal assets	By appraising the appropriateness of insurance	Assets Insurance Management	None	2016/2017 FY Assets Insurance Policy contract	Percentage coverage of assets insurance	100% Coverage of Insurable Assets	R2 000 000	R2 118 000	R2 240 844	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR
	contracts, review the adequacy of cover, and renewing policy									
To facilitate insurance claims and payments by June 2018	By completing, reporting and submitting claims documents to insurers within 30 days	Assets Insurance Claims and payments	None	2016/2017 FY Insurance Claims Report	Percentage facilitation of insurance claims and payments	100% facilitation of insurance claims and payments	R500 000	R 529 500	R560 211	SDM
To monitor 100% Security Management Contracts and SLA by June 2018	By monitoring security management contracts and service level agreement (SLAs)	Security Manageme nt	None	2016/2017FY Security Contracts and SLAs	Percentage monitoring of Security management contracts and SLAs	100% monitoring of Security management contracts and SLAs	R22 837 83 1	R24 185 263.03	R25 588 008.28	SDM
To conduct security operational sites assessments by June 2017	By conducting Operational sites Assessments	Security Operational sites Assessmen ts	None	2016/2017 Security Operational Sites Assessments Reports	Number of security operational sites assessment conducted	Ten (10) Operational Sites Assessments conducted	R0	R0	R0	N/A

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020	FUNDER/ BENEFACTOR
To improve security of operational sites by June 2018	By installing high-mast lights ,guard house and refurbishing fencing	Security Fencing	19 operational sites not fenced.	2016/2017 FY Security Assessment Report	Number of operational sites fenced	Five (5) Operational sites fenced.	R1 300 000	R1 376 700	R1 456 548.60	SDM
To facilitate 100% of fraud reported cases for referral and investigations by June 2018	By implementing Anti- Fraud and corruption strategies and Fraud prevention plans	Anti-Fraud & Corruption Management	None	2016-2017 FY Fraud cases reported for referral and investigation	Percentage fraud and corruption cases reported for referral and investigations	100% fraud and corruption cases reported for referral and investigation	R50 000	R105 000	R110 250	SDM
To undertake risk management awareness training sessions by June 2018.	By providing risk management awareness training sessions to staff and councillors.	Risk Management training	None	2016/2017FY Risk Management training awareness sessions.	Number of Risk Management training awareness sessions undertaken.	Two (2) Risk Management training awareness sessions provided	R0	R0	R0	N/A
To facilitate and coordinate activities of risk management committee by June 2018.	By providing administrative support to the risk management committee.	Risk Management Committee	None	100% activities of risk management committee facilitated and coordinated.	Percentage of risk management activities facilitated and coordinated.	100% activities of risk management committee facilitated and coordinated	R100 000.00	R110 000.00	R120 000.00	SDM

OFFICE OF THE EXECUTIVE MAYOR

OBJECTIVE	STRATEGIES	PROJECT	LINE ITEM	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20	FUNDER/ BENEFACTOR
To facilitate campaigns for the elderly by June 2018	By establishing partnerships with organisations to champion rights of elderly people and observe calendar days	Facilitation of Aged Care campaigns	1015/05/1/50/1340	None	2 Campaigns for the elderly facilitated	Number of Aged Care campaigns facilitated	2 Aged Care Campaigns for facilitated	R90 000	R95 310,00	R100 837.98	SDM
To facilitate campaigns for the children by June 2018	By establishing partnerships with organisations to champion rights of children and observe calendar days	Facilitation of Children's Campaign	1015/05/1/50/1520	None	2 Children's campaigns facilitated	Number of children's campaigns facilitated	2 Children's campaigns facilitated	R40 000	R42 360.00	R 44 816.88	SDM
To facilitate awareness campaigns for people with disability by June 2018	By establishing partnership with organisations for people with disability and organise activities	Facilitation of awareness campaigns for People with Disability	1015/05/1/50/2270	None	3 awareness campaigns for people with disability facilitated	Number of awareness campaigns for people with disability facilitated	3 awareness campaigns for people with disability facilitated	R90 000	R95 310	R100 837.98	SDM
To facilitate Youth Development Programmes	By establishing strategic partnership with public and private sector to integrate	Facilitation of Youth Development Programme	1015/05/1/50/2790	None	3 Youth Development Programmes facilitated	Number of Youth Development Programmes	04 Youth Development Programmes facilitated	R400 000	R423 600	R448 168.80	SDM

OBJECTIVE	STRATEGIES	PROJECT	LINE ITEM	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20	FUNDER/ BENEFACTOR
by June 2018	youth in the socio-economic mainstream	s				facilitated					
To facilitate Woman Development Programmes in the socio-economic mainstream by June 2018.	By establishing partnerships aimed at socio-economic empowerment of women and using public procurement	Facilitation of Women's Development Programmes	1015/05/1/50/2770	None	3 Women Development Programmes facilitated	Number of Woman Development Programmes facilitated	04 Woman Development Programmes facilitated	R130 000	R137 670	R145 654.86	SDM
To facilitate Theatre workshops by June 2018	By implementing drama/performing arts workshops and training	Facilitation of Theatre workshops	1015/05/1/50/1715	None	2 Theatre programmes facilitated	Number of theatre workshops facilitated	2 Theatre workshops facilitated	R200 000	R211 800.00	R224 084.40	SDM
To facilitate 3 indigenous languages promotion sessions by June 2018	By implementing language policy and partnering with stakeholder to promote indigenous language	Facilitation of promotion of Indigenous languages	1015/05/1/50/1715	None	3 promotions of indigenous languages facilitated	Number of promotions of indigenous languages facilitated	02 promotions of indigenous languages facilitated				SDM
To facilitate Sport Activities by June 2018	By organising 3 Sport Activities *Executive Mayor's Marathon *Executive	Facilitation of Sport activities	1015/05/1/50/3390	None	3 Sport Activities facilitated	Number of Sport activities facilitated	2 Sport Activities facilitated	R100 000	R 105 900	R112 042.20	SDM

OBJECTIVE	STRATEGIES	PROJECT	LINE ITEM	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20	FUNDER/ BENEFACTOR
	Mayor's Cup *Indigenous Games to promote Athletics in the District										
To coordinate health calendar activities by June 2018	By organising HIV/AIDS, STIs & TB Programmes Mainstreaming	Coordination of health Calendar Days Activities	New	None	3 health calendar days activities conducted	Number of health calendar days activities coordinated	4 Health calendar days activities coordinated	R21 315.20 (1060/05/1/ 1360)	R22 572.80	R23 882.02	SDM
To coordinate District Health Council programmes by June 2018	By establishing District Health Council and organising Programme	Coordination of District Health Council Programme	New	None	3 Support Visits to health care facilities coordinated	Number of Support Visits to health care facilities coordinated	4 Support Visits to health care facilities coordinated	R10 000 (1060/05/1/ 50/3370)	R10 590	R11 204.22	SDM
To facilitate programmes in harmonizing relationship with traditional leaders by June 2018	By facilitating partnerships and linkages with traditional leadership structures and providing support to official events for traditional leaders	Traditional Leadership (Executive support)	1015/05/1 /50/2370	None	8 programmes in harmonizing relationship with traditional leaders facilitated	Number of programmes facilitated in harmonizing relationship with traditional leaders	6 programmes facilitated in harmonizing relationship with traditional leaders	R 460 000	R487 140	R515 394.1 2	SDM

OBJECTIVE	STRATEGIES	PROJECT	LINE ITEM	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20	FUNDER/ BENEFACTOR
To provide support to Mayoral Committee meetings by June 2018.	By providing ongoing support to the mayoral committee and Lekgotla sittings with logistics and secretariat	Executive Support (mayoral committee and Lekgotla)	1015/05/1/50/2370	None	12 Mayoral Committee meetings and 4 Lekgotla supported	Number of mayoral committee meetings and Lekgotla supported	12 Mayoral Committee Meetings and 4 Lekgotla Supported	R0	R0	R0	SDM
To organise 1 international relations trip by June 2018	By identifying 1 international project for best practices.	International relations	1015/05/1/50/1970	None	0 international relations trip organised.	Number of international relations trip organised	1 international relations trip organised *MOU generated *Trip undertaken	R20 000	R21 180,00	R22 408.44	SDM
To facilitate Moral Regeneration Movement (MRM) capacity building by June 2018	By partnering with stakeholders and communities to raise awareness on issues of moral regeneration	Facilitation of Moral Regeneration Movement capacity building	1015/05/1/50/2190	None	MRM Committee established	Number of workshops for MRM Committee facilitated	1 workshop for MRM committee facilitated	R20 000	R21 180,00	R22 408.44	SDM
To conduct outreaches/Imbizos by June 2018.	By providing ongoing community engagement sessions and stakeholder consultations	Conduct Outreaches and Imbizos	1015/05/1/50/2260	None	08 Outreaches/Imbizos conducted	Number of Outreaches/Imbizos conducted	08 Outreaches/Imbizos conducted	R2 000 000	R2 118 000,00	R2 240 844.00	SDM

OBJECTIVE	STRATEGIES	PROJECT	LINE ITEM	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20	FUNDER/ BENEFACTOR
To facilitate strategic events by June 2018	By implementing heritage, cultural and contemporary events	Facilitation of Strategic Events	1015/05/1/50/____ 1015/05/1/51/3070	None	5 Strategic Events facilitated	Number of Strategic Events facilitated	5 Strategic Events facilitated	R1 000 000	R1 059 000	R1 120 4 22.00	SDM
To update Website by June 2018	By revamping Website and ensuring regular and compulsory updates	Update of Website	1015/05/1/50/2760	None	Functional Website	Number of Website updates undertaken	12 Website updates undertaken	R 100 000	R105 900,00	R112 042.2 0	SDM
To market and brand events by June 2018	By establishing marketing platforms and branding to profile the district	Marketing and Branding of Events	1015/05/1/50/2120	None	10 marketing and branding events of the district done	Number of events marketed	12 events marketed	R225 000.0 0	R238 275.0 0	R252 094.95	SDM
To undertake media relations activities by June 2018	By actively selling SDM products in various media platforms and supporting local media	Undertaking of Media Relation Activities	1015/05/1/50/1320	None	12 media relations activities undertaken	Number of media relations activities undertaken	14 media relations activities undertaken	R 160 000	R 169 440	R179 267.5 2	SDM

OBJECTIVE	STRATEGIES	PROJECT	LINE ITEM	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20	FUNDER/ BENEFACTOR
To produce internal, external and special newsletters by June 2018	By providing regular internal and external newsletter	Production of Internal, External and Special Newsletter	1015/05/1/50/2230	None	3 Internal, 2 external and 1 special newsletter produced	Number of internal, external and special Newsletters produced	08 Newsletter produced	R850 000	R 900 150.00	R952 358.70	SDM
To facilitate Batho Pele activities by June 2018	By upholding the Batho Pele Principles and promoting culture of service delivery	Facilitation of Batho-Pele activities	1015/05/1/50/3150	None	4 Batho Pele activities facilitated	Number of Batho Pele activities facilitated	4 Batho Pele activities facilitated	R 50 000	R52 950	R 56 021.10	SDM
To generate customer care reports by June 2018	By providing 24 hour service call centre system	Generation of Customer Care Reports	1015/05/1/50/3140	None	24 Reports on customer care generated	Number of reports on customer care generated	24 Reports on customer care generated	0	0	0	SDM

OFFICE OF THE SPEAKER

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/BENEFACTOR
To facilitate FOR A meetings in relation to IGR framework by June 2018	By booking venue, prepare agenda, issues invites and record proceedings	Facilitation of Speakers` and Chief Whip`s FORA	None	08 Meetings held	Number of meetings facilitated	08 Meetings	15 000	15 885.00	16 806.33	SDM
To facilitate public consultation meetings on IDP by the end of April 2018	By securing venues, issuing of notices, transport logistic and record proceedings.	Consultation on 2017 /18 IDP	None	13 public participation sessions on IDP	Number of public consultation meetings facilitated	08 Consultation Meetings facilitated	0	0	0	SDM
To facilitate public consultations meetings on the 2016/2017 Annual Report by February 2018	Securing venues, issuing of notices, transport logistics and record proceedings.	Public participation on 2016/2017 Draft Annual Report	None	08 public participation sessions on annual report	Number of public consultation meetings facilitated	08 Public Consultation Meetings facilitated	300 000.00	317 700.00	336 126.60	SDM
To facilitate GNC workshop by November 2017	By securing venues, issuing of notices, preparation of materials and recording of proceedings	Public awareness on Geographical Name Change	None	6 GNC meetings facilitated	Number of GNC workshops facilitated	01 GNC Workshop facilitated	20 000.00	21 180.00	22 408.44	SDM
To facilitate district ward committee conference by June 2018	By securing venues, issuing of notices, preparation of materials and recording of proceedings	Facilitation of Ward Committee Conference	None	1 district ward committee conference facilitated	Number of district ward committee conferences facilitated	01 District Ward Committee Conference facilitated	100 000.00	105 900.00	112 042.20	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/BENEFACTOR
To facilitate workshops for councillors on compliance by June 2018	By securing venues, issuing of notices, preparation of materials and recording of proceedings	Capacity Building Workshop for councillors	None	3 x capacity building workshop held	Number of workshops facilitated	3 workshops facilitated	R120 000.00	127 080.00	134 450.64	SDM
To facilitate training skills development programmes for councillors by June 2018	By identifying training course and issue invites to attending councillors	Training of councillors	None	1x training and development programmes attended	Number of training programmes facilitated	1 training programme facilitated				SDM
Facilitate completion of declaration of interests return by June 2018	By facilitating workshop of Declaration of Interests Returns	Councillor Declaration of Interests Returns	None	100% Councillors declared	Number of declaration of interest returns completed	All Councillors Declaration of Interest Returns Completed	0	0	0	SDM
To facilitate resolution of councillors queries within 30 days	By recording councillors queries, and submitting queries to relevant department for attention	Councillors' welfare	None	12 x queries assistance on claims attended to	Number resolutions of councillors queries facilitated	All resolutions of councillors queries facilitated	0	0	0	SDM
To facilitate oversight visits by June 2018	By liaising with relevant department, identify projects and draw oversight plan	Facilitation of oversight visits	4	None	Number of oversight visits facilitated	04 oversight visits facilitated	R0	R0	R0	SDM
To facilitate implementation of the Approved Schedule of Council Activities by June 2018	By booking venues, developing council agendas, facilitating portfolio committee and council meetings	Implementation of Schedule of Council Activities	None	2016/17 Council Activities Calendar Implemented	Schedule of Council Activities Implemented	04 Council and 20 Portfolio Committee Meetings held	655 000.00	693 645.00	733 876.41	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/BENEFACTOR
To facilitate Strategic Planning Session for Council Committees by June 2018	By preparing strategic planning material, book venue, invite councillors and officials to attend the strategic planning	Facilitation of Section 79 Committees Strategic Planning Session	None	1 Strategic Planning Session facilitated	Number of Strategic Planning Session facilitated	1 Strategic Planning Session	0	0	0	SDM
To compile and coordinate implementation of Council Resolution Register by June 2018	By compiling council resolution , submit to management and serve in the council meeting	Implementation of Council Resolution Register	None	4 Council Resolution Registers compiled and implemented	Number of council resolution register compiled and coordinated	4 Council Resolution Registers compiled and implemented	0	0	0	SDM
To facilitate Extra Special Council Meetings – SODA for 2017/18 and to outline budget priorities for 2018/2019 by May 2018	By preparing the agenda, and invites for Extra Special Council meeting	Facilitation of SODA and Budget day	None	2 Extra Special Council Meetings facilitated	Number of Extra Special Council Meetings facilitated	2 Extra Special Council Meetings facilitated	200 000.00	211 800.00	224 084.40	SDM
To facilitate study groups for Councillors by November 2017	By fostering relationship with provincial and national legislatures	Facilitation of Councillors Study Groups	None	New	Number of study groups facilitated	1 study group	R0	R0	0	SDM
To facilitate Secretariat FORA a by June 2018	By inviting local secretariat officials to form part of Secretariat FORA	Facilitation of Secretariat FORA	None	4 Secretariat FORA facilitated	Number of Secretariat FORA facilitated	4 Secretariat FOR A facilitated	0	0	0	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/BENEFACTOR
To facilitate Public Participation FORA by June 2018	By inviting local public participation officials to form part of public participation forum	Facilitation of Public Participation Forum	None	4 Public Participation FORA facilitated	Number of Public Participation FORA facilitated	4 Public Participation FOR A facilitated	0	0	0	SDM
To facilitate Multiparty Council Whippery meetings by June 2018	By booking venue, issue invitation and record proceedings	Facilitation of Council Whippery meetings	None	4 Council Whippery facilitated	Number of Council Whippery meetings facilitated	4 Council Whippery meetings facilitated	0	0	0	SDM
To facilitate MPAC Strategic Planning Session By June 2018	By booking venue, issue invites, prepare strategic planning documents & presentations and record proceeding	Facilitation of MPAC Strategic Planning Session	None	One Strategic Planning Session held	Number of MPAC Strategic Planning Sessions facilitated	One MPAC Strategic Planning Session facilitated	0	0	0	SDM
To facilitate MPAC Working Sessions by June 2018	By booking venue, issue invites, prepare documents & presentations and record proceeding	Facilitation of MPAC Working Sessions	New	New	Number of MPAC Working Sessions facilitated	04 MPAC Working Sessions facilitated				
To facilitate MPAC Public Hearings by June 2018	By booking venue, issue invites & record proceedings	Facilitation of MPAC Public Hearings	New	New	Number MPAC Public Hearings facilitated	04 MPAC Public Hearings facilitated				
To facilitate MPAC FORA meetings by June 2018	By booking venue, issue invites, prepare documents & presentations and record proceeding	Facilitation of MPAC FOR A meetings	None	01 MPAC Forum facilitated	Number of MPAC FORA facilitated	04 MPAC FORA facilitated				
To facilitate the review of Public Participation	By identifying sections that need to be reviewed, circulate	Review of Public Participation	None	3 policies (Public Participation,	Number of Public Participation Policies reviewed	3 Public Participation Policies	0	0	0	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017/2018	BUDGET 2018/2019	BUDGET 2019/2020	FUNDER/BENEFACTOR
Policies by June 2018	policies to SDM personnel and all Local Municipalities for inputs, send the draft reviewed policies to rules committee for input, send policies to Management for processing to serve in the Mayoral Committee and the item serve in Council for approval	Policies		Petitions and Ward Committees Incentive Policies)	policies	Reviewed				

4.2 LOCAL MUNICIPALITIES BASIC SERVICES AND INFRASTRUCTURE PROJECTS

4.2.1 EPHRAIM MOGALE MUNICIPALITY

	Capital Expenditure	BUDGET 2017/2018	FORECAST 2018/2019	FORECAST 2019/2020
LICENCING AND TRAFFIC				
225	SPEED CAMERA	300,000.00		
225	VEHICLES	600,000.00		
ELECTRICITY				
260	INDUSTRIAL SUBSTATION SECOND SUPPLY PHASE 3 (CABLE, EARTH AND INSTALLATION)			3,100,000.00
260	REPLACE OLD 35MM PILC 11KV CABLE FROM ERF181 -830			670,000.00
260	REPLACE MINISUB ERF 338 MOPANIE STREET			600,000.00
260	CABLE REPLACEMENT ERF 749-754 WISTARIA & DAHLIA STREETS			450,000.00
260	RETROFIT MAST LIGHT FITTINGS - RATHOKE			623,000.00
260	TRANSFORMER REPLACEMENT 500KVA - PORTION 515	500,000.00		
260	REPLACE RMU WITH SF6 CIRCUIT BREAKER -CNR AGAAT/EWOUD MALAN	500,000.00		
260	INDUSTRIAL SUBSTATION SECOND SUPPLY PHASE 2 (OTK PANEL)	600,000.00		
260	REPLACE 11KV OVERHEAD LINE WITH CABLE -IND STREET	-	1,263,000.00	
260	MINISUBSTATION STAND 456 IRIS STREET	600,000.00		
260	UPGRADE MUNICIPAL MAIN SUPPLY (MAIN SUBSTATION)		-	5,000,000.00

	Capital Expenditure	BUDGET 2017/2018	FORECAST 2018/2019	FORECAST 2019/2020
260	GENERATOR FOR MUNICPAL EVENTS 50KVA	-	390,000.00	400,000.00
260	GENERATOR FOR OFFICE ADMIN 220KVA	-	1,100,000.00	-
SOLID WASTE				
360	Tipper truck	850,000.00		
360	Refuse Container	540,000.00		
360	Truck		1,568,800.00	-
COMMUNITY SERVICES MANAGEMENT				
375	DIGITAL CAMERA	10,000.00		
PARKS AND CEMETERIES				
425	TLB	1,300,000.00		
425	BUSH CARTERS	160,000.00		
425	LOAN MOWERS		150,000.00	150,000.00
425	LANDSCAPING& GREENING PROJECT	1,000,000.00	1,335,422.00	1,909,110.00
425	EXTENSIONS TO CEMETERY	-	300,000.00	-
ADMINMISTRATION				
500	FILE STORAGE CENTRE	75,000.00		
ICT				
501	Server	100,000.00		
501	PURCHASE OF PRINTERS	50,000.00	53,000.00	56,180.00
501	PURCHASE OF ICT COMPUTERS	65,000.00	68,900.00	73,034.00
COUNCIL SUPPORT				

	Capital Expenditure	BUDGET 2017/2018	FORECAST 2018/2019	FORECAST 2019/2020
505	VEHICLE	950,000.00	-	-
HOUSING AND BUILDING CONTROL				
625	AIR CONDITIONING	200,000.00		
FLEET MANAGEMENT				
640	VEHICLES	600,000.00		
ROADS AND STORMWATER				
650	BOMAG ROLLER	200,000.00		
650	UPGRADING OF LETEBEJANE/DITHOLONG INTERNAL STREETS	10,120,000.00		
650	LEEUWFONTEIN SPORTS COMPLEX	10,832,000.00		
650	MMAKGATLE A-B BUS ROUTE		18,844,250.00	
650	MALEBITSA INTERNAL STREETS			8,000,000.00
650	VAALBANK INTERNAL STREETS			8,286,500.00
650	HIGH MAST LIGHTS (Internal Funding)	-	3,000,000.00	3,000,000.00
650	PURCHASING OF CONSTRUCTION BOMAG ROLLER	-	1,800,000.00	1,685,400.00
650	REHABILITATION OF SECOND STREET IN MARBLEHLL	1,000,000.00		
650	REHABILITATION OF TABOMBTIE		1,424,214.00	
650	RESEALING OF STREETS IN MARBLEHALL		1,000,000.00	
650	REPLACEMENT OF 20 STORMWATER CATCHMENT CONCRETE COVER	500,000.00	-	
650	IMPLEMENTATION OF RMP :MAINTENANCE OF 4TH AVENUE			115,068.00
650	IMPLEMENTATION OF RMP :MAINTENANCE OF AKASIA STREETS	-	1,000,000.00	
650	IMPLEMENTATION OF RMP :MAINTENANCE OF DELPHINIUM STREETS			158,247.00

	Capital Expenditure	BUDGET 2017/2018	FORECAST 2018/2019	FORECAST 2019/2020
650	IMPLEMENTATION OF RMP :MAINTENANCE OF DIAMOND STREETS		1,000,000.00	
650	IMPLEMENTATION OF RMP :MAINTENANCE OF 1ST STREETS	-	2,000,000.00	1,000,000.00
650	IMPLEMENTATION OF RMP :MAINTENANCE OF EWOUD MALAN		1,027,589.00	
650	IMPLEMENTATION OF RMP :MAINTENANCE OF FICUS STREET			1,452,611.00
650	DUMPER X 2	400,000.00	800,000.00	
650	LIGHT DELIVERY VEHICLE	-	400,000.00	800,000.00
650	MOBILE TOILETS	200,000.00		
650	DICHOEUNG INTERNAL ROAD	7,500,000.00	-	
650	STORMWATER EXT: 6	5,000,000.00	5,000,000.00	6,000,000.00
650	SAW CUTTER	125,000.00		
650	BACKHOE LOADER	-	1,000,000.00	
650	MOTOR GRADER	-	4,000,000.00	
650	MAMPHOGO SPORTS COMPLEX	6,500,000.00	6,000,000.00	7,500,000.00
650	RATHOKE INTERNAL STREET			12,000,000.00
650	NGWALEMONG INTERNAL STREETS	8,158,000.00	9,142,000.00	
MUNICIPAL MANAGER				
750	Surveillance Cameras for the workshop	100,000.00	-	-
PLANNING AND DEVELOPMENT				
640	Office space	1,500,000.00	-	-
FINANCE				

	Capital Expenditure	BUDGET 2017/2018	FORECAST 2018/2019	FORECAST 2019/2020
775	CASH COUNTING MACHINES	150,000.00		
	TOTA CAPITAL EXPENDITURE	**61,285,000.00**	**63,667,175.00**	**63,029,150.00**

4.2.2 MAKHUDUTHAMAGA MUNICIPALITY

BASIC SERVICE DELEIVERY AND INFRASTRUCTURE DEVELOPMENT											
N0.	**Project**	**Project location**	**Measurable Objective**	**Key Performance Indicators**	**Overall Budget (R)'000'**	**Source of funding**	**Annual Target 2017/18**	**Budget**			
								2017/18 (R)'000'	**2018/19 (R)'000'**	**2019/20 (R)'000'**	**2020/21 (R)'000'**
BS01	Construction of Rietfontein to Eensaam Access Road (10.5km) (Multi-year)	Ward 06	Improved accessibility by road	10.5km of road completed	R22 000	MIG	10.5km completed	R22 000	R0.0	R0.0	R0.0
BS02	Construction of Thabampshe Cross to Tswaing Access Road (13.5km) (Multi-year)	Ward 28	Improved accessibility by road	13.5km of road completed	R23 500	MIG /CBR	13.5km road completed	R23 500	R0.0	R0.0	R0.0
BS03	Construction of Access Road from Glen Cowie to Moloi (5km)	Ward 08	Improved accessibility by road	5km of road completed	R29 500	MIG	2.5km road completed	R17 500	R12 000	R0.0	R0.0
BS04	Construction of Makgwabe to Mphane	Ward 29	Improved accessibility by road	10km of road completed	R40 200	MIG	Construction	R15 000	R25 211 689	R0.0	R0.0

BASIC SERVICE DELEIVERY AND INFRASTRUCTURE DEVELOPMENT											
N0.	**Project**	**Project location**	**Measurable Objective**	**Key Performance Indicators**	**Overall Budget (R)'000'**	**Source of funding**	**Annual Target 2017/18**	**Budget**			
								2017/18 (R)'000'	**2018/19 (R)'000'**	**2019/20 (R)'000'**	**2020/21 (R)'000'**
	Access Road (10km)										
BS05	Construction of Mohlala/Ngwanatshwane Access Bridge	Ward 20	Improved accessibility by road bridge	Bridge completed	R15 0000	ES	1 bridge	R15 000	R0.0	R0.0	R0.0
BS06	Construction of Access Road from R579 to Mashishing Main Reservoir (2.1km) Multi-year)	Ward 19	Improved accessibility by road	2.1km of road completed	R15 500	ES	2.1km road completed	R9 500	R0.0	R0.0	R0.0
BS07	Construction of road from Mashabela Tribal office to Machacha(10km)	Ward 25	Improved accessibility by road	10km of road completed	R59 000	MIG	Design	R2 000	R28 000	R29 000	R0.0
BS08	Construction of Thusong Centre	Ward 28	One Stop Government Services Centre to community	Centre / building completed	R13 200	ES	N/A	R0.0	R13 200	R0.0	R0.0
BS09	Construction of access road to Maila Mapitsane Tribal Office Phase 4 (2.4km)	Ward 15	Improved accessibility by road	2.4 km of road completed	R7 000	ES	2.4km road completed	R7 000	R0.0	R0.0	R0.0

BASIC SERVICE DELEIVERY AND INFRASTRUCTURE DEVELOPMENT											
N0.	**Project**	**Project location**	**Measurable Objective**	**Key Performance Indicators**	**Overall Budget (R)'000'**	**Source of funding**	**Annual Target 2017/18**	**Budget**			
								2017/18 (R)'000'	**2018/19 (R)'000'**	**2019/20 (R)'000'**	**2020/21 (R)'000'**
BS10	Construction of access road to Mashupye village (2.6km)	Ward 23	Improved accessibility by road	2.6km of road completed	R10 500	ES	2.6km road completed	R10 500	R0.0	R0.0	R0.0
BS11	Construction of Manganeng Access Bridge	Ward 17	Improved accessibility by road bridge	Bridge completed	R5 000	ES	N/A	R0.0	R 5000	R0.0	R0.0
BS12	Construction of Access Road from Sekhukhune Traffic Station to the bridge	Ward 14	Improved accessibility by road	1.2km of road completed	R5 500	ES	1.2km road completes	R5 500	R0.0	R0.0	R0.0
BS13	Construction of Cabrieve /Khayelitsha Access Bridge	Ward 08	Improved accessibility by road bridge	Bridge completed	R14 500	ES	1 bridge	R9 000	R5 500	R0.0	R0.0
BS14	Construction of road from Lobethal to Tisane(3.3km)	Ward 24	Improved accessibility by road	3.3km of road completed	R13 000	ES	Design	R500	R2 500	R10.000	R0.0
BS15	Construction of road from Mokwete to Molepane /Ntoane(6km)	Ward 11	Improved accessibility by road	6km of road completed	R16 500	ES	Design	R500	R2 500	R13 500	R0.0
BS16	Construction of Access road to Mochadi(1.5km)	Ward 08	Improved accessibility by road	1.5m of road completed	R3 000	ES	Design	R500	R2 500	R0.0	R0.0
BS17	Construction of	Ward 26	Improved accessibility by	Bridge completed	R7 500	ES	Design	R500	R7000	R0.0	R0.0

BASIC SERVICE DELEIVERY AND INFRASTRUCTURE DEVELOPMENT											
N0.	**Project**	**Project location**	**Measurable Objective**	**Key Performance Indicators**	**Overall Budget (R)'000'**	**Source of funding**	**Annual Target 2017/18**	**Budget**			
								2017/18 (R)'000'	**2018/19 (R)'000'**	**2019/20 (R)'000'**	**2020/21 (R)'000'**
	Seruteng/Marishane Access Bridge		road bridge								
BS18	Rehabilitation of access road to Phaahla Tribal office	Ward 24	Improved accessibility by road	1.5km of road completed	R5 000	ES	N/A	R0.0	R5 000	R0.0	R0.0
BS19	Construction of access road from Maila Mapitsane to Magolego Tribal Office(3.6km)	Ward 15	Improved accessibility by road	3.6km of road completed	R500	ES	Design	R500	R0.0	R0.0	R0.0
BS20	Electrification of households at Mogudi,Makhoshala Ext 3,Ga Maboki, Mantlhanyane, Malaka,Ntoane,Dikatone,Setebong, Khayelitsha/Clein Cowie	Ward 02,03,07,08	Access to electric energy for households	347 households electrified	R5 031 500	DOE	347 households	R5 031 500	R0.0	R0.0	R0.0
BS21	Electrification of households at Legabeng/stocking.Gasekele,Dichoueng,Mogashw	Ward 14,18,13,25,	Access to electric energy for households	190 households electrified	R2 755	DOE	190 households	R2 755	R0.0	R0.0	R0.0

BASIC SERVICE DELEIVERY AND INFRASTRUCTURE DEVELOPMENT											
N0.	**Project**	**Project location**	**Measurable Objective**	**Key Performance Indicators**	**Overall Budget (R)'000'**	**Source of funding**	**Annual Target 2017/18**	**Budget**			
								2017/18 (R)'000'	**2018/19 (R)'000'**	**2019/20 (R)'000'**	**2020/21 (R)'000'**
	a Manamane,Mmotong Ext 5,Marulaneng, Dinotji										
BS22	Electrification of households at Masemola Police station Ext,Mamatjekele,Sekale /ApelCross,Thabampshe,Serageng,Kolokotela,Vlakplass, Motseleope	Ward 28,24,30,31	Access to electric energy for households	390 households electrified	R 5 655 390	DOE	390 households	R 5 655 390	R0.0	R0.0	R0.0
BS23	Maintenance of road and stormwater infrastructure	MLM	Roads & storm water conditions maintained to industry standards	Completed maintenance of roads and storm water infrastructure	R8 900	ES	100% roads and stormwater maintained	R2 000	R3 100	R3 800	R0.0
BS24	Maintenance of electricity Infrastructure	MLM	Electricity infrastructure condition maintained to industry standards	Completed maintenance of electricity infrastructure	R 6 800	ES	100% electricity infrastructure maintained	R3500	R1600	R1700	R0.0
BS25	Repair and Maintenance other assets	MLM	Municipal facilities	Completed maintenance of municipal facilities	R32 100	ES	100% municipal facilities	R12 000	R9 600	R10 500	R0.0
BS26	Ward based Expanded Public Works Programme	MLM	Community services provided through mass job creating methods	9 EPWP Projects completed / supported	R1,505	DPW	100% expenditure	R1,500	R0.0	R0.0	R0.0

BASIC SERVICE DELEIVERY AND INFRASTRUCTURE DEVELOPMENT											
N0.	**Project**	**Project location**	**Measurable Objective**	**Key Performance Indicators**	**Overall Budget (R)'000'**	**Source of funding**	**Annual Target 2017/18**	**Budget**			
								2017/18 (R)'000'	**2018/19 (R)'000'**	**2019/20 (R)'000'**	**2020/21 (R)'000'**
	Projects										
BS27	Construction of access road from Marulaneng T junction to R579 (Rakgoadi Bakery)	Ward 18	Improved accessibility by road	3km of road completed	R15,6000	ES	N/A	R0.0	R15 600	R0.0	R0.0
BS28	Construction of road from Mokwete to Molepane(10km)	Ward 11	Improved accessibility by road	10km of road completed	R52 000	MIG	N/A	R0.0	R20 000	R0.0	R0.0
BS29	Construction of Access bridge at Nchabeleng (Thabampshe)	Ward 28	Improved accessibility by road bridge	Bridge completed	R5 000	ES	N/A	R0.0	R800	R4 200	R0.0
BS30	Construction of Kome Internal Streets(2.5km)	Ward 26	Improved accessibility by road	2.5km of road completed	R13 000	MIG	N/A	R0.0	R0.0	R13 000	R0.0
BS31	Construction of Pitjaneng Internal Str (2.3km)	Ward 29	Improved accessibility by road	2.3km of road completed	R11 000	MIG	N/A	R0.0	R0. 0	R11 000	R0.0
BS32	Construction of Marishane and Phaahla Internal Streets	Ward 26 ,24	Improved accessibility by road	4.2km of road completed	R11 000	MIG	N/A	R0.0	R0.0	R11 000	R0.0

BASIC SERVICE DELEIVERY AND INFRASTRUCTURE DEVELOPMENT											
N0.	**Project**	**Project location**	**Measurable Objective**	**Key Performance Indicators**	**Overall Budget (R)'000'**	**Source of funding**	**Annual Target 2017/18**	**Budget**			
								2017/18 (R)'000'	**2018/19 (R)'000'**	**2019/20 (R)'000'**	**2020/21 (R)'000'**
	(4.2km)										
BS33	Nebo/Maserumole Park access road (1.5km)	Ward 5	Improved accessibility by road	1,5km road completed	R3 948 430	MIG	N/A	R0.0	R0.0	R3 948 430	R0.0
BS34	Moraba access bridge	Ward 18	Improved accessibility by road bridge	Bridge completed	R5 500	MIG	N/A	R0.0	R0.0	R5 500	R0.0
BS35	Construction of Matulaneng Access Bridge	Ward 16	Improved accessibility by road bridge	Bridge completed	R5 500	ES	N/A	R0.0	R5 500	R0.0	R0.0
BS36	Construction of Modutung Access Bridge	Ward	Improved accessibility by road bridge	Bridge completed	R5 500	ES	N/A	R0.00	R 5 500	R0.00	R0.0
BS37	Construction of Setlaboswane Internal Road (1.6km)	Ward 30	Improved accessibility by road	1.6km of road completed	R8 300	ES	N/A	R0.0	R0.0	R8 300	R0.0
BS38	Construction of Apel Cross Internal Road (3km)	Ward 28	Improved accessibility by road	3km of road completed	R16 500	ES	N/A	R0.0	R7 000	R5 600	R0.0
BS39	Construction of Cabrieve Internal Road (2.6km)	Ward 08	Improved accessibility by road	2.6km of road completed	R15 000	ES	N/A	R0.0	R7 000	R8 000	R0.0
BS40	Construction of access road from Rietfontein to Mare village	Ward 04,06	Improved accessibility by road	3km of road completed	R14 000	ES	N/A	R0.0	R3 500	R10 500	R0.0

BASIC SERVICE DELEIVERY AND INFRASTRUCTURE DEVELOPMENT											
N0.	**Project**	**Project location**	**Measurable Objective**	**Key Performance Indicators**	**Overall Budget (R)'000'**	**Source of funding**	**Annual Target 2017/18**	**Budget**			
								2017/18 (R)'000'	**2018/19 (R)'000'**	**2019/20 (R)'000'**	**2020/21 (R)'000'**
	(3km)										
BS41	Access road from R579 to Mogorwane via RDP(3.6km)	Ward 10	Improved accessibility by road	3.6km of road completed	R20 000	ES	N/A	R0.0	R0.0	R9 000	R10 000
BS42	Construction of access from Brooklyn to Makoshala(2.5 km)	Ward 08, 03	Improved accessibility by road	2.5km of road completed	R 15 000	ES	N/A	R0.0	R0.0	R12 500	R2 500
BS43	Construction of Stocking internal street (5.3km)	Ward 14	Improved accessibility by road	5.3km of road completed	R30 000	ES	N/A	R0.0	R0.0	R17 000	R12 500
BS44	Construction of access road and Bridge from Mathousands to Maraganeng	Ward 08	Improved accessibility by road and bridge	km of road & bridge completed	R15 000	ES	N/A	R0.00	R0.0	R5000	R10 000
BS45	Construction of access bridge from Jane Furse RDP to Comprehensive School	Ward 18	Improved accessibility by bridge	Bridge completed	R5 000	ES	N/A	R0.0	R0.0	R0.0	R5 000
BS46	Construction of access road from Ga-	Ward 12	Improved accessibility by road	1.6km of road completed	R9 000	ES	N/A	R0.0	R0.0	R0.0	R9 000

BASIC SERVICE DELEIVERY AND INFRASTRUCTURE DEVELOPMENT											
N0.	**Project**	**Project location**	**Measurable Objective**	**Key Performance Indicators**	**Overall Budget (R)'000'**	**Source of funding**	**Annual Target 2017/18**	**Budget**			
								2017/18 (R)'000'	**2018/19 (R)'000'**	**2019/20 (R)'000'**	**2020/21 (R)'000'**
	Kgagara to Moretsele Primary(1.6km										
BS47	Construction of Access bridge from Makgeru Moshate to Mantime Primary School	Ward 12	Improved accessibility by road bridge	Bridge completed	R5 000	ES	N/A	R0.0	R0.0	R0.0	R5000
BS48	Development of Road Master Plan	MLM	Roads management master plan	Plan developed and adopted	R2 000	ES	N/A	R0.0	R2 000	R0	R0.0
BS49	Glen cowie Old Post Office-Phokoane Police Station access road	Ward 9 and 03	Improved accessibility by road	Road completed	R5000	ES	N/A	R0.0	R0.0	R5000	R0.0
BS50	Mamone Sekwati-Motlokwe access road	Ward	Improved accessibility by road	Road completed	R5000	ES	N/A	R0.0	R0.0	R5000	R0.0
BS51	Access road from Mohlala Mamone-R579 from Jane Furse	Ward 20	Improved accessibility by road	Road completed	R5000	ES	N/A	R0.0	R0.0	R0.0	R5000
BS52	Access road from Mokgapaneng reservoir-	Ward 03	Improved accessibility by road	Road completed	R5000	ES	N/A	R0.0	R0.0	R0.0	R5000

BASIC SERVICE DELEIVERY AND INFRASTRUCTURE DEVELOPMENT											
N0.	**Project**	**Project location**	**Measurable Objective**	**Key Performance Indicators**	**Overall Budget (R)'000'**	**Source of funding**	**Annual Target 2017/18**	**Budget**			
								2017/18 (R)'000'	**2018/19 (R)'000'**	**2019/20 (R)'000'**	**2020/21 (R)'000'**
	Malegale Cemetery										
BS53	Talane access road to Ga-Kgari	Ward 25	Improved accessibility by road	Road completed	R5000	ES	N/A	R0.0	R0.0	R0.0	R5.000
BS54	Mamone clinic-Ngwanatshwane access road	Ward	Improved accessibility by road	Road completed	R5000	ES	N/A	R0.0	R0.0	R0.0	R5.000
BS55	Manotong/Setebong bridge	Ward 07	Improved accessibility by road bridge	Bridge completed	R2 500	ES	N/A	R0.0	R0.0	R0.0	R2.500
BS56	Serageng bridge	Ward 30	Improved accessibility by road bridge	Bridge completed	R2 500	ES	N/A	R0.0	R0.0	R0.0	R2.500
BS57	Mathapisa-Kgaruthuthu access road	Ward 26	Improved accessibility by road	Road completed	R5000	ES	N/A	R0.0	R0.0	R0.0	R5.000
BS58	Solid waste collection and management	MLM	End-to-end management of solid waste for sustainable environment	-Plan in place (IWMP) -Landfill sites maintained -Minimum resources procured -Operations started (collections)	R 26 291	ES	100% operational	R8 600	R 8 700	R 8 991	R0.0

BASIC SERVICE DELEIVERY AND INFRASTRUCTURE DEVELOPMENT											
N0.	**Project**	**Project location**	**Measurable Objective**	**Key Performance Indicators**	**Overall Budget (R)'000'**	**Source of funding**	**Annual Target 2017/18**	**Budget**			
								2017/18 (R)'000'	**2018/19 (R)'000'**	**2019/20 (R)'000'**	**2020/21 (R)'000'**
BS59	Purchase of Salvage Vehicle (Breakdown)	MLM	Functional salvage vehicle	Salvage Vehicle (Breakdown) purchased	R1 200	ES	1 Salvage Vehicle (Breakdown)	R1 200	R0.0	R0.0	
BS60	Protection of Environmental Sensitive areas /areas of natural resources	MLM	Secured environmentally sensitive areas	-Physical structures erected -Access control in place 1. Awareness campaigns conducted	R1 350	ES	4 Environment Sensitive Areas	R600	R350	R400	R0.0
BS61	Development of Environmental Management Plan	MLM	Plan for end-to-end management of environment	Plan in place and adopted	R0.0	ES	1 Environment Management Plan	R0.0	R0.0	R0.0	R0.0
BS62	Environmental awareness and Clean-up campaigns	MLM	Prevention and management of environmental degradation (IWMP)	4 awareness & cleanup campaigns conducted	R 800	ES	4 Campaigns conducted	R200	R250	R350	R0.0
BS63	Fencing of cemeteries	MLM	Defined cemeteries' boundaries & protection of gravestones from wandering animals	50 cemeteries' fencing completed	R2600	ES	5 Cemeteries fenced	R1000	R800	R800	R0.0
BS64	Library Awareness Campaign	MLM	Improved access to library and information services	8 awareness campaigns completed	R900	ES	8 Campaigns	R200	R350	R350	R0.0
BS65	Road safety programmes	MLM	Methods and measures in place	Campaign for awareness, and	R1500	ES	100% Operational	R600	R400	R500	R0.0

BASIC SERVICE DELEIVERY AND INFRASTRUCTURE DEVELOPMENT											
N0.	**Project**	**Project location**	**Measurable Objective**	**Key Performance Indicators**	**Overall Budget (R)'000'**	**Source of funding**	**Annual Target 2017/18**	**Budget**			
								2017/18 (R)'000'	**2018/19 (R)'000'**	**2019/20 (R)'000'**	**2020/21 (R)'000'**
			to implement road safety programmes	changing attitudes & behaviour conducted							
BS66	Expansion of Drivers' License Test Centres (DLTCs) at Nebo and Sekhukhune	Ward 03,14	Increased drivers' license testing capacity	4 additional test tracks / lanes to each DLTC	R0.0	PPP/BOT	8 test tracks / lanes	R0.0	R0.0	R0.0	R0.0
BS67	Upgrading of Vehicle Testing Stations (VTSs) at Nebo and Sekhukhune	Ward 03,14	Re-instated vehicle testing service	Upgraded VTS facilities	R0.0	N/A	2 VTSs upgraded	R0.0	R0.0	R0.0	R0.0
BS68	Disaster awareness campaigns	MLM	Plan & resources in place to manage all forms of disasters	Awareness campaigns conducted	R960	ES	8 Campaigns	R300	R310	R350	R0.0
BS69	Disaster relief fund	MLM	Resources in place to manage all forms of disasters	Minimum resources procured	R2520	ES	stock levels (relief material)	R700	R850	R950	R0.0
BS70	Upgrading of sport facilities (Masemola, Peter Nchabeleng, and Jane Furse.	Ward 28,16,18	Improved sport facilities	9 Sport facilities upgraded/ maintained.	R3 350	ES	3 Sports facilities upgraded & maintained.	R2 100	R700	R550	R0.0
BS71	Sports, arts and culture	MLM	Ensure Integrated sporting and	Sport and cultural services	R3 034	ES	Sport and cultural services	R1 034	R1100	R1400	R0.0

BASIC SERVICE DELEIVERY AND INFRASTRUCTURE DEVELOPMENT											
N0.	**Project**	**Project location**	**Measurable Objective**	**Key Performance Indicators**	**Overall Budget (R)'000'**	**Source of funding**	**Annual Target 2017/18**	**Budget**			
								2017/18 (R)'000'	**2018/19 (R)'000'**	**2019/20 (R)'000'**	**2020/21 (R)'000'**
	promotions		cultural activities	rendered.			taking place				
BS72	Upgrading of Madibong Landfill offices	Ward 19	Fully functional offices.	Complete upgrade of landfill site offices	R0.0	ES	Madibong Landfill site Offices Upgraded	R0.0	R0.0	R0.00	R0.0
BS73	Purchase of Disaster Response Vehicle	MLM	Functional Disaster response vehicle	Disaster Response Vehicle purchased	R600	N/A	Disaster Response Vehicle	R600	R0.0	R0.00	R0.0

4.2.3 ELIAS MOTSOALEDI MUNICIPALITY

MTSF outcome	IUDF outcome	Strategic Objective	Budget 2017/18	Budget 2018/19	Budget 2019/20	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
		Reduction in the level of Service Delivery backlogs	500 000	-	-	Machinery and Equipments	Machinery & Equipments	Revenue			Default
		To facilitate promotion of education upliftment within communities	700 000	2,631 579	-	Vehicles	Transport Assets	Revenue			Default
			400,000	-		Grass Cutting Industrial Machine (Lawnmowers, chain saw, brush cutters, pole pruner & blowers)	Machinery & Equipments	Revenue		All Wards	Default

MTSF outcome	IUDF outcome	Strategic Objective	Budget 2017/18	Budget 2018/19	Budget 2019/20	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
			500 000	-	-	Upgrading of DrivingLicense Testing Centre	Operational Buildings				
			3947 000	1316 000	6140 000	Development of Workshop	Operational Buildings	Revenue			Default
			711 000	-	-	Electrification of households in Makaepea village	Electricity	INEP	Outsourced	Ward 25	Default
			4 122 807	-	-	Electrification of Masakaneng	Electricity	INEP	Outsourced	Ward 14	Default
			1,010,526	-	-	Electrification of Jabulani D3	Electricity	INEP	Outsourced	Ward 09	Default
			1 515 789	-	-	Electrification of Thambo village (extension	Electricity	INEP	Outsourced	Ward 09	Default
			963 158	-	775 439	Electrification of Jerusalema	Electricity	INEP	Outsourced	Ward 21	Default
			-	-	1 207 896	Electrification of Magagamatala /Diepkloof	Electricity	INEP	Outsourced	Ward 12	Default
			-	2 664 912	4 011 404	Electrification of Mabose	Electricity		Outsourced	Ward 1	Default
		To ensure communities are contributing towards climate change and reduction of carbon footprint	877 193	-	-	Design for electrification of villages	Electricity		Outsourced	**All Wards**	Default
			-	-	2 236 842	Electrification of Maleoskop	Electricity	INEP	Outsourced	Ward 12	Default
			2 184 211	-	-	Electrification of Waalkraal A	Electricity	INEP	Outsourced	Ward 4	Default

MTSF outcome	IUDF outcome	Strategic Objective	Budget 2017/18	Budget 2018/19	Budget 2019/20	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
						Ward 4					
			-	328 947	-	Electrification of Elandsdoorn A	Electricity	INEP	Outsourced	Ward 8	Default
		Increase the accessibility of emergency services to the community Facilitate safe and secure neighborhoods	1 444 737	1,726 754	-	Electrification of Matsitsi (Ward 18)	Electricity	INEP	Outsourced	Ward 18	Default
			-	244 737	-	Electrification of Zaaiplaas	Electricity	INEP	Outsourced	Ward 16	Default
			-	-	5 215 789	Electrification of Motetema (Ward 31)	Electricity	INEP	Outsourced	Ward 31	Default
			-	500,000	-	Fencing (Main substation)		Revenue		Ward 13	Default
			-	877 193	-	Electrification of Zumapark	Electricity	Revenue		Ward 7	Default
			-	1 359 649	2 684 211	Electrification of Uitspanning A	Electricity	INEP	Outsourced	Ward 11	Default
		To provide free basic services to registered indigents	-	274 123	-	Electrification of Thabaleboto	Electricity	INEP	Outsourced	Ward 19	Default
			-	-	2 385 965	Electrification of Legolaneng	Electricity	INEP	Outsourced	Ward 22	Default
				679 825		Electrification of du Plessis farm village	Electricity				Default
			-	-	2 535 088	Electrification of Zaaiplaas Sovolo	Electricity	INEP	Outsourced	Ward 16	Default
			-	870 175	-	Electrification of Mosodi	Electricity				Default
			-	951 754	-	Electrification of Ga -Posa	Electricity			Ward 24	Default
			333 000	-	-	Hlogotlou		Revenue		Ward 20	Default

MTSF outcome	IUDF outcome	Strategic Objective	Budget 2017/18	Budget 2018/19	Budget 2019/20	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
						Street and Stormwater water control					
			5 263 000	6 140 000	6 140 000	Kgaphamadi construction of bus road, bridge and stormwater control PH 1C (1km)	Roads	MIG	Outsourced	Ward 21	Default
			-	-	10 965 000	Upgrading of Kgobokwane – kgapamadi bus route	Roads			Ward 03	Default
			-	5,243,947	-	Kgoshi Matlala construction of access road and stormwater control PH 1A	Roads	MIG	Outsourced	Ward 14	Default
			8 924 000	4 935 965	7 017 544	Kgoshi Rammupudi construction of access road and stormwater control PH 1C	Roads	MIG	Outsourced	Ward 26	Default
			2 711 404	1 315 789	-	Kgoshi-Matsepe construction of access road and stormwater control PH 1A	Roads	MIG	Outsourced	Ward 25	Default

MTSF outcome	IUDF outcome	Strategic Objective	Budget 2017/18	Budget 2018/19	Budget 2019/20	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
			3333 000	-	-	Kgoshi Mathebe Road Construction	Roads	MIG	Outsourced	Ward 10	Default
			-	7 018 000	-	Laersdrift bus route PH 1A	Roads	Revenue		Ward 30	Default
			877 193	2 192 982	-	Rehabilitation of Dikgalaopeng road and storm water control	Roads	Revenue		Ward 25	Default
			877 193	1 754 386	-	Rehabillitation of Ramogwerane to Nkadimeng road & stormwater	Roads	Revenue		Ward 25	Default
			-	-	7 018 000	Upgrading of Legolaneng Bus Route Phase 1.	Roads	Revenue		Ward 21	Default
			2 631 579	-	6 140 351	Groblersdal - Roads & Streets	Roads	Revenue		Ward 13	Default
			-	-	6 140 351	Groblersdal landfill site		Revenue		Ward 13	Default
			-	1 315 789	-	Development of Parking - Mark Street		Revenue		Ward 13	Default
			8411 000	-	4 385 965	Mathula construction of road and stormwater control PH 1B	Roads	Revenue		Ward 19	Default

MTSF outcome	IUDF outcome	Strategic Objective	Budget 2017/18	Budget 2018/19	Budget 2019/20	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
			-	6 578 947	4 385 965	Mogaung construction of road and storm water PH 1B	Roads	MIG	Outsourced	Ward 24	Default
			10 526 316	8 771 930	8 631 579	Naganeng construction of bus road and storm water control PH 1A	Roads	MIG	Outsourced	Ward 14	Default
			-	7 813 947	-	Upgrading of Hlogtlou Stadium		MIG	Outsourced	Ward 20	Default
			-	1 754 386	-	Nyakoroane Road construction	Roads	Revenue		Ward 7	Default
			-	3 070 175	-	Roossenekal Streets	Roads	Revenue		Ward 30	Default
			877 193	1 315 789	-	Motetema streets upgrade	Roads	Revenue		Ward 31	Default
			5446 000	-	-	Tambo Road Construction	Roads	MIG	Outsourced	Ward 9	Default
			4386 000	6 140 351	6 140 351	Zaaiplaas construction of JJ road and stormwateer control PH 1C	Roads	MIG	Outsourced	Ward 16	Default

4.2.4 Fetakgomo/Greater Tubatse (LIM476)

Project No.	Project/Programme	Performance Indicator	2017/18 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2017/18	2018/19	2019/20				
BSD/01	Dithamaga Access Bridge	%Completion of access bridge	31st August 2017 completion of Dithamaga Access Bridge	R7 317 694 .55	R 0.00	0.0	R 7 317 694.55	31	Dithamaga	Technical Services
BSD/02	Lefahla Access Bridge	% Lefahla Access Bridge	100% Appointment of Contractor to execute the implementation	R 1 500 000	R 8 572 025.80	0.0	R 10 072 025.80	16	Lefahla	Technical Services
BSD/03	Ga-Malwane Access Bridge	% Construction of the Ga-Malwane Access Bridge	100% completion of the Ga-Malwane Access Bridge	R 1 500 000	R 6 000 000	R 9 264 888	R 16 764 888	05	Ga-Malwane	Technical Services
BSD/04	Morokadieta Access Bridge	% Construction of the Morokadieta Access Bridge	100% completion of the Morokadieta Access Bridge	R 8 900 000	R 0.00	0.0	R 8 900 000	11	Morokadieta	Technical Services
BSD/05	Tjate Access Bridge	% Construction of the Tjate Access Bridge	100% completion of the Tjate Access Bridge	R 10 208 245.94	R 5 000 000	0.0	R 15 208 246	8	Tjate	Technical Services
BSD/06	Tukakgomo Access Road	% designs completion for Tukakgomo Access road	100% designs completion for Tukakgomo Access road.	R 1 500 000	R 6 800 000	0.0	R 8 300 000	02	Tukakgomo	Technical services
BSD/07	Thokwane Access Road	% Construction of the Thokwane Access Road	100% completion of the Thokwane Access Road	R 6 000 000	R 8 000 000	R 3 597 654	R 17 597 654	9	Thokwane	Technical services
BSD/08	Bothashoek Access Road	% Construction of the Bothashoek Access Road	100% completion of the Bothashoek Access Road	R 13 983 817	R 5 000 000	0.0	R 18 893 817	20	Bothasoek	Technical Services
BSD/09	Leboeng Access Road	% Construction of the Leboeng Access Road	100% completion of the Leboeng Access Road	R 4 083 791.5 5	R 7 000 000	R 9 000 000	R 20 083 791.55	01	Leboeng	Technical services

Project No.	Project/Programme	Performance Indicator	2017/18 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2017/18	2018/19	2019/20				
BSD/10	Motodi Sports Complex	% Construction of the Motodi Sports Complex	100% completion of the Motodi Sports Complex	R 2 500 000	R 5 222 343.69	R 12 982 232.17	R 20 704 575.86	22	Ga-Motodi	Technical Services
BSD/11	Mapodile Sports Facilities Phase 2	% Construction of Mapodille sports facility phase 2	100% completion of Mapodille sports facility phase 2	R 3 178 850	R 5 000 000	R 12 230 000	R 20 408 850	2	Mapodile	Technical Services
BSD/12	Radingwana Sports Facility phase 2	% Construction of Radingwana Sports Facility Phase 2	100% completion of Radingoana Sports facility phase 2	R 1 666 001	0.0	0.0	R 1 666 001	37	Radingwana	Technical Services
BSD/13	Tubatse Highmast lights	# Highmast lights installed	40 highmast lights installed	R 2 500 000	R 15 000 000	R 10 927 979.49	R 28 427 979.49	Various wards	Different villages	Technical Services
BSD/14	Strydkraal/Nkoana/Nchabeleng/ Seroka Community halls internal street	% Construction of the Strydkraal/ Nkoana/ Nchabeleng/ Seroka Community hall internal street	100% completion of the Thokwane Access Road	R 4 000 000	R 5 000 000	0.0	R 9 000 000	37	Strydkraal/ Nkoana/ Nchabeleng and Seroka	Technical Services
BSD/15	Magakala to Magotwana Internal Streets	% Construction of Magakala to Magotwana Internal streets	100% Construction of Magakala to Magotwana Internal streets	R 4 000 000	R 3 000 000	R 12 755 000	R 19 755 000	14	Magakala and Magotwana	Technical Services
BSD/16	Mashung Internal streets	% Construction of Mashung Internal streets	100% Construction of Mashung Internal streets	R 4500 000	0	0	R 4 500 000	36	Mashung	Technical Services
BSD/17	Strydkraal A to Thobehlale internal streets	% Construction of Strydkraal A to Thobehlale Internal streets	100% Construction of Strydkraal A to Thobehlale Internal streets	R 4 500 000	R 0.00	R 0.00	R 4 500 000	37	Strydkraal A and Thobehlale	Technical Services
BSD/18	Radingwane to Sekhukhune College internal	% Construction of Radingwane to Sekhukhune	100% Construction of Radingwane to Sekhukhune	R 0.00	R 0.00	R 1 890 000	R 1 890 000	38	Radingwana	Technical Services

Project No.	Project/Programme	Performance Indicator	2017/18 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2017/18	2018/19	2019/20				
	street	Internal streets	Internal streets							
BSD/19	Fetakgomo municipal facilities internal streets	% construction of Fetakgomo municipal facilities internal streets	100% construction of Fetakgomo municipal internal streets	R 4 700 000	R4 3 000 000	R 00	R 9 000 000	36		Technical Services
BSD/20	Ga-Debeila to Mohlaletse internal Streets	% Construction of Ga-Debeila to Mohlaletse Internal streets	100% Construction of Ga-Debeila to Mohlaletse Internal streets	R 2 835 000	R 0.00	R 00	R 2 835 000	03,36	Ga-Debeila and Mohlaletse	Technical Services
BSD/21	Re-gravelling and Roads maintenance	# Re-gravelling and Roads maintenance	39 Roads graveled and maintenance	R 60 000 000	R 20 000 000	R 21 400 000	R 101 400 000	All wards	All villages and towns	Technical Services
BSD/22	Purchases of Plant and Equipment	# of plant and equipment purchased	11 Plant and equipment purchased Excavator X1, Water Cart X2, TLB X1, Tipper Truck X 2, Grader X 4, Cherry Picker X 1	R 8 000 000	R 1 500 000	R 1 200 000	R 10 700 000	All wards	All villages	Technical Services
BSD/23	Maintenance of Traffic lights	% of traffic lights maintained	100% traffic lights maintained	R2 000 000	R2 140 000	R2 289 800	R6 429 800	Ward 18 and 13	Praktiseer and Burgersfort	Technical Services
BSD/24	Maintenance of streetlights and high mast lights	% of street lights and high mast light maintained	100% street lights and high mast lights maintained	R 4 500 000	R 5 000 000	R 5 500 000	R 15 000 000	All Wards	All villages	Technical Services
BSD/25	Free Basic Electricity	# FBE campaigns held	12 FBE campaigns held	R 4 000 000	R 4 500 000	R 5 000 000	R 13 500 000	All wards	All villages	Technical Services
		% Indigent households receiving FBE	100% Indigent households receiving FBE							
BSD/26	Development of Infrastructure master plans	# of Infrastructure Master plans developed	2 Infrastructure Master plans developed	R1 500 000	0	0	R 1 500 000	All wards	All villages	Technical Services

Project No.	Project/Programme	Performance Indicator	2017/18 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2017/18	2018/19	2019/20				
BSD/27	Development of Infrastructure O & M plans	# of O & M plans developed	3 O & M plans developed (Roads & stormwater, electricity and building infrastructure)	R100 000	0	0	R100 000	All wards	All villages	Technical Services
BSD/28	INEP Electrification of households	# of households electrified	5378 households electrified	R10 000 000	R50 000 000	R40 000 000	R83 359 000	Ward 20, 13 and 25	Dithabaneng Khalanyoni Mashamothane (S, N&W) Phakaneng Phelindaba Tswelopele Riverside	Technical Service
BSD/29	NDPG construction of walk ways	% progress construction of walkways	100% construction of walkways	R 8 500 000	0.0	0.0	R 8 500 000	13, 30	Praktiseer	Technical Services
BSD/30	Feasibility study on capacity for water and electricity authority	% feasibility study on capacity for water and electricity authority	100% feasibility study on capacity for water and electricity authority	R1 500 000	_	_	_	All wards	All villages	Technical Services
BSD/31	Construction of storm water drainage system	% of storm water drainage constructed.	100% storm water drainage constructed	R4 000 000	R2 000 000	R1 500 000	R7 500 000	All wards	All villages	Technical Services
BSD/32	Electrification of Mamogolo village	% construction of electricity steel poles for Mamogolo village	100% construction of electricity steel poles for mamogolo village	R4 000 000	00	00	R4 000 000	16	Mamogolo village	Technical services
BSD/33	Construction of Ohrigstad sports complex (Phase 2)	% progress construction of Ohrigstad sports complex (phase	100% construction of Ohrigstad sports complex(phase 2)	R 2000 000	00	00	R2000 000	01	Ohrigstad	Technical service

Project No.	Project/Programme	Performance Indicator	2017/18 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2017/18	2018/19	2019/20				
		2)								
BSD/34	Secure Land for Development of Animal Pound	% Establishment of animal pound % Development of animal pound	100% animal pound established 100% Animal pound by law developed	R2 000 000	00	00	R2 000 000	All wards	All villages	CS
BSD/35	Construction of Praktiseer Licensing Office	% Construction of the Praktiseer Licensing Office	100 % complete of Praktiseer Licensing Office	R2 000 000	R 2 000 000	_	R4 000 000	13	Praktiseer	CS
BSD/36	Rehabilitation and closure of Burgersfort landfill site.	% progress in the rehabilitation and closure of the Burgersfort Landfill site	100% Rehabilitation and closure of Burgersfort landfill site	R1 500 000	R2 000 000	R3 000 000	R6 500 000	18	Burgersfort	CS
BSD/37	Purchase new landfill site	% identification and acquisition of a new landfill site	100% land acquisition of a new landfill site	R15 000 000	-	-	R15 000 000	18	Apiesdoring	CS
BSD/38	Development of 6 transfer stations (Ngwaabe, Leboeng, Penge, Dilokong, Mecklenburg and Mphanama clusters)	# of transfer stations	6 transfer stations developed	R2 000 000	R2 000 000	R2 000 000	R6 000 000	28, 26, 16, 7,14, 37	Ngwaabe, Leboeng, Penge, Dilokong', Mecklenburg, Mphanama	CS
BSD/39	Purchase of skip and street bins	# of skip bins and street bins purchased	20 skip bins and 50 street bins purchased	R1 000 000	R1 300 000	R1 500 000	R3 800 000	All	All	CS
BSD/40	Purchase of refuse removal fleet	# of refuse removal fleet purchased	2 skip loaders and 2 compactor trucks purchased	R1 500 000	R2 000 000	_	R3 500 000	All	All	CS

Project No.	Project/Programme	Performance Indicator	2017/18 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2017/18	2018/19	2019/20				
BSD/41	Trees planted in Municipal and Public facilities	# of trees planted	300 Trees planted	R57 513	R61 538	R65 846	R184 897	Various wards	Various villages	CS
BSD/42	Construction of street lights on main intersections (R555 between the mall robots to Thabamoshate) R37 Bothashoek cross , towards Praktiseer, R555 Spar robots to Motaganeng 3 way stop Steelpoort town to Tubatse Ferochrome	40 street lights constructed	40 street lights constructed	00	00	00	00	31,13,18,20,25	Thabamoshate) R37 Bothashoek cross , towards Praktiseer, R555 Spar robots to Motaganeng 3 way stop Steelpoort town to Tubatse Ferochrom	TS
BSD/43	Upgrading Steelpoort Roadworthy station	% upgraded Steelpoort Roadworthy station	100% upgraded Steelpoort Roadworthy station	00	00	00	00	31		TS
BSD/44	Construction of a guard room in the Burgersfort park	% construction of guard room at Burgersfort park	100% construction of guard room at Burgersfort park	00	00	00	00	18	Burgersfort	TS
BSD/45	Procurement of Lowbed loading equipment	# of lowbed loading equipment procured	1 of lowbed loading equipment procured	00	00	00	00	All	All	TS

Project No.	Project/Programme	Performance Indicator	2017/18 Targets	Budget & Target			Overall Total	Wards	Villages	Responsible Department
				2017/18	2018/19	2019/20				
BSD/46	Construction of robots at Bothashoek cross	% construction of Bothashoek cross robots	100% construction of Bothashoek cross robots	00	00	00	00	20	Bothashoek	TS
BSD/47	Construction Praktiseer library	% construction of Praktiseer library	100% construction of Praktiseer library	00	00	00	00	13	Praktiseer	TS
BSD/48	Construction of Makua library	% construction of Makua library	100% construction of Makua library	00	00	00	00			
BSD/49	Electrification of Burgersfort stalls	% in the electrification of Burgersfort stalls	100% in the electrification of Burgersfort stalls	00	00	00	00	18	Burgersfort stalls	TS
BSD/50	Facilitate the development of Burgersfort Stadium	% development of Burgersfort stadium	100% development of Burgersfort stadium	R1 000 000	0.0	0.0	R1 000 000	18	Burgersfort	TC
BSD/51	Fencing of cemeteries with palisade and provision of ablution facilities	# of cemeteries facilitated for fencing and ablution facilities	39 cemeteries fenced with palisade and ablution facilities	R1 500 000	R 2 000 000	0.0	R3 500 000	All wards	Various villages	CS
BSD/52	Development of Regional cemeteries	# regional cemeteries developed	1 regional cemetery developed	R1 000 000	0.0	0.0	0.0	18	Steelpoort	CS

4.3 LIMPOPO SECTOR DEPARTMENT'S PROJECTS

4.3.1. DEPARTMENT OF PUBLIC WORKS

PROGRAMME NAME	PROJECT DESCRIPTION/TYPE OF STRUCTURE	PROGRAMME DESCRIPTION	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	PROJECT/PROGRAMME DURATION		TOTAL BUDGET	EXPENDITURE TO DATE	MTEF FORWARD ESTIMATES		STATUS
					DATE START	DATE FINISH		2016/2017	2017 / 2018	2018 / 2019	
HEALTH FACILITIES											
Facility Revitalization Grant	Makeepsvlei Clinic Upgrade	Clinic Upgrade	Sekhukhune	Ephraim Mogale	2016/07/25	2017/09/25	R 25m	R 9.9m	R15.1m	R0	Construction
Facility Revitalization Grant	Sterkspruit Clinic Upgrade	Clinic Upgrade	Sekhukhune	LIM476	2016/07/26	2017/09/26	R 21.9m	R 4.1m	R17.8	R0	Construction
ROADS INFRASTRUCTURE											
Routine Road Maintenance	Household Routine Maintenance at Ephraim Mogale Municipality	Household based Road Maintenance	Sekhukhune	Ephraim Mogale	June 2017	May 2018	R 12m	R 0.00	R 12m	R 13m	At Procurement stage
Routine Road Maintenance	Household Routine Maintenance at LIM 476 (Greater Tubatse) Municipality	Household based Road Maintenance	Sekhukhune	LIM 476 (Greater Tubatse)	June 2017	May 2018	R 19m	R 0.00	R 19m	R 18m	At Procurement stage
Routine Road Maintenance	Routine Road Maintenance Project Lim476 (Fetakgomo) Municipality	Household based Road Maintenance	Sekhukhune	LIM 476 (Fetakgomo) area	February 2017	January 2018	R 14 905 208	R 1.07m	R 13.8m	R 18m	7% to completion
Routine Road Maintenance	Routine Road Maintenance Project for Makhuduthamaga Local Municipality	Household based Road Maintenance	Sekhukhune	Makhuduthamaga	February 2017	January 2018	R 13,534,060.11	R 1.07m	R 12.4m	R 18m	6% to completion
Routine Road Maintenance	Routine Road Maintenance Project for Elias Motsoaledi Local	Household based Road Maintenance	Sekhukhune	Elias Motsoaledi	February 2017	January 2018	R 14,238,221.58	R 1.07m	R 13.1m	R 18m	3% to completion

PROGRAMME NAME	PROJECT DESCRIPTION/TYPE OF STRUCTURE	PROGRAMME DESCRIPTION	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	PROJECT/PROGRAMME DURATION		TOTAL BUDGET	EXPENDITURE TO DATE	MTEF FORWARD ESTIMATES		STATUS
					DATE START	DATE FINISH		2016/2017	2017 / 2018	2018 / 2019	
	Municipality										
Routine Road Maintenance	Household Routine Maintenance at Ephraim Mogale Municipality	Household based Road Maintenance	Sekhukhune	Ephraim Mogale	June 2017	May 2018	R 12m	R 0.00	R 12m	R 13m	At Procurement stage
UPGRADES AND ADDITIONS											
T535C	GaMasha to Mampuru to Tukakgomo to Makgabane	Upgrade (gravel to tar)	Sekhukhune	Greater Tubatse	28/07/2015	27/07/2018	375 754	154 381	76 000	80 000	Construction in progress
T636B	Mmotwaneng/Legolaneng to Mohlalotwane to Moeding to Serithing to Ramogwerane	Upgrade (gravel to tar)	Sekhukhune	Elias Motsoaledi	01/12/2016	31/07/2018	167 955	513	15 000	20 000	Construction in progress
T347B	Apel to Mmabulela	Upgrade (gravel to tar)	Sekhukhune	Fetakgomo	01/04/2016	31/03/2018	127 000	5 366	12 500	20 000	Bid Evaluation
T815	Sefateng/Atok to Driekop/Maandagshoek to Sekiti to Crossing - RAL/Marula Platinum	Upgrade (gravel to tar)	Sekhukhune	Greater Tubatse	02/01/2016	31/03/2017	195 000	Marula Mine (32 000)	12 500	20 000	Feasibility
T816	Ga-Riba ka Thabeng/Mofolo to R37 (Access road)	Upgrade (gravel to tar)	Sekhukhune	Greater Tubatse	02/01/2016	31/03/2019	178 000	1 125	10 000	12 500	Feasibility
T630B	Tshikanosi to Malebitsa	Upgrade (gravel to tar)	Sekhukhune	Ephraim Mogale	01/04/2017	31/03/2020	127 500	843	10 000	12 500	Feasibility
T866	R37 (Makgakala to Makgake - D4180) & R37 to intersection with D4180& D4220 &	Upgrade (gravel to tar)	Sekhukhune	Greater Tubatse	01/07/2016	01/01/2018	194 475	Twickenheim Mine (40 000)	7 500	10 000	Feasibility

PROGRAMME NAME	PROJECT DESCRIPTION/TYPE OF STRUCTURE	PROGRAMME DESCRIPTION	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	PROJECT/PROGRAMME DURATION		TOTAL BUDGET	EXPENDITURE TO DATE	MTEF FORWARD ESTIMATES		STATUS
					DATE START	DATE FINISH		2016/2017	2017 / 2018	2018 / 2019	
	R37 to end (Manyaka to end)										
T817	D4190 intersection (Modimolle) to Masehleng	Upgrade (gravel to tar)	Sekhukhune	Greater Tubatse	01/09/2015	31/03/2019	85 000		8 500	10 000	Feasibility
T857	Jane Furse to Mphanama to Apel	Upgrade (gravel to tar)	Sekhukhune	Makhuduthamaga / Fetakgomo	01/04/2016	31/03/2019	331 500	3 500	12 000	15 000	Tender
T539C	Tompi Seleka to Mogaladi to Phokwane	Upgrade (gravel to tar)	Sekhukhune	Makhuduthamaga	01/04/2016	31/03/2019	188 662	1 950	12 000	15 000	Feasibility
T631B	Averton to Kgautswane	Upgrade (gravel to tar)	Sekhukhune	Greater Tubatse	01/04/2018	31/03/2021	300 000		3 000	5 000	Feasibility
T877	Glencowie to Ga-Malaka	Upgrade (gravel to tar)	Sekhukhune	Makhuduthamaga	01/04/2017	31/03/2019	51 425				Feasibility
T902	Ga-Masemola	Upgrade (gravel to tar)	Sekhukhune	Makhuduthamaga	01/04/2017	31/03/2019	42 500		3 000		Feasibility
T905	Mmotwaneneng to Moeding	Upgrade (gravel to tar)	Sekhukhune	Elias Motsoaledi	01/04/2017	31/03/2019	25 500		3 000		Feasibility
T907	D4134 to Matsiri	Upgrade (gravel to tar)	Sekhukhune	Greater Tubatse	01/04/2017	31/03/2019	25 500		3 000		Feasibility
T908	Apel to Ga-nkwana to D4190	Upgrade (gravel to tar)	Sekhukhune	Greater Tubatse	01/04/2017	31/03/2019	51 000		3 000		Feasibility
T909	Ga-Talane to Mphanama	Upgrade (gravel to tar)	Sekhukhune	Fetakgomo/ Makhuduthamaga	01/04/2017	31/03/2019	190 000		3 000		Feasibility
T837	Roossenekal to Mpumalanga border (P171/1)	Rehabilitation	Sekhukhune	Greater Tubatse	01/04/2015	31/03/2017	16 000		7500		Feasibility
T697B	Arabie to Marble Hall (D2534)	Rehabilitation	Sekhukhune	Ephraim Mogale	01/04/2016	31/03/2017	34 501	29 600			Feasibility
T900	R555 to D1392 (GaPhasha -	Rehabilitation	Sekhukhune	Greater Tubatse	01/04/2016	31/03/2017	16 000		Tubatse Ferro		Feasibility

PROGRAMME NAME	PROJECT DESCRIPTION/TYPE OF STRUCTURE	PROGRAMME DESCRIPTION	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	PROJECT/PROGRAMME DURATION		TOTAL BUDGET	EXPENDITURE TO DATE	MTEF FORWARD ESTIMATES		STATUS
					DATE START	DATE FINISH		2016/2017	2017 / 2018	2018 / 2019	
	Mampuru)								Chrome Mine (14 700)		
MAINTENANCE AND REPAIRS											
T849	Groblersdal to Stofberg	Maintenance	Sekhukhune	Elias Motsoaledi	01/04/2014	31/03/2017	20 000		10 000	10 000	Feasibility
T852	Philadelphia Hospital to Marble Hall (D1948)	Maintenance	Sekhukhune	Ephraim Mogale	01/04/2014	31/03/2017	7 000		3 000	1 500	Feasibility
T909 (b)	Installation of road signs, road marking, traffic calming, fencing, solar street lights and pothole patching	Maintenance	Sekhukhune	Various	01/04/2017	31/03/2018	8 500		2 500	1 500	Feasibility
T911	Gravel roads improvement, using technology to support infrastructure delivery for gravel roads	Maintenance	Sekhukhune	Various	01/04/2017	31/03/2018	10 000		3 000	1 500	Feasibility
Empowerment Programme	Sekhukhune General Maintenance	EPWP	Sekhukhune	Various	2-May-2017	13-Oct-2017	R 1,135,100	-	-	-	New

4.3.2. DEPARTMENT OF AGRICULTURE

PROJECT NAME	PROGRAMME	MUNICIPALITY	NEW/MAINTENANCE/ TOTAL MAINTENANCE	IMPLEMENTING AGENT	OUTPUTS	IMPLEMENTATION PERIOD AND BUDGET
Tompi Seleka - Small stock	CASP	Ephraim Mogale	Repair	LDARD	Repairing and renovation of small-stock structures	2500
Tompi Seleka Milking Palour	CASP	Ephraim Mogale	Repair	LDARD	Upgrading of milking parlour	2557
Tompi Seleka Poultry	CASP	Ephraim Mogale	Repair	LDARD	Repairing and renovation of Poultry	2698
Tompi Seleka upgrade of Mzana cluster 2 hostel	CASP	Ephraim Mogale	Repair	LDARD	Repair and upgrade of Mzana cluster 2 Hostel (18 beds)	250
Tompi Seleka upgrade of Mzana cluster 4 hostel	CASP	Ephraim Mogale	Repair	LDARD	Repair and upgrade of Mzana cluster 4 hostel (18 beds)	250
Tompi Seleka Nursery	ES	Ephraim Mogale	Repair	LDARD	Repair of nursery	1 000
Rahlagane Table Grape	CASP	Ephraim Mogale	New	LDARD	Construction of ablution facilities	1 020
Fish-Processing facility	CASP	Ephraim Mogale	New	LDARD	Completion of fish processing facility	5 369
Ejabeni	CASP	Elias Motsoaledi	Refurbishment	LDARD	Repair of EPCH	1 200

4.3.3. DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

DM	LM NAME	PDA/ DAFF	DRD LR	PROJECT DESCRIPTION	AGRIHUB CODE	FPSU CODE	COMMODITY	# HECTARES	# JOBS	COST OF PROJECT 17/18	COST OF PROJECT 18/19	COST OF PROJECT 19/20	PROJECT START DATE	PROJECT END DATE
	REID PROJECTS													
Sekhukhune	Elias Motsoaledi		X	Elias Motsoaledi ward 15 Farmers-grain production	LM-AH02	LM-AH02-FPSU001	Grains (production in puts)	846	25	R 800 000.00	R 1 000 000.00	R1500 000.00	Apr-17	Mar-20
	Elias Motsoaledi		X	Re shoma ka katlego co-op (Moutse irrigation)-grains & cotton	LM-AH02	LM-AH02-FPSU001	Grains	55	10	R 832 200.00	R 1 500 000.00	R1500 000.00	Apr-17	Mar-20
	Elias Motsoaledi		X	Kgautswane Community	LM-AH02	LM-AH02-FPSU002	grain (production inputs)	300	10	R 800 000.00	R 2 000 000.00	R2 000 000.00	Apr-17	Mar-20
	Makhudutha maga		X	Molepane dry land	LM-AH02	LM-AH02-FPSU003	grains (production inputs)	500	20	R 900 000.00	R 1 500 000.00	R1500 000.00	Apr-17	Mar-20
	Makhudutha maga		X	Mahlase agric co-op	LM-AH02	LM-AH02-FPSU003	Vegetables (machinery)	38	15	R 600 000.00	R 800 000.00	R1000 000.00	Apr-17	Mar-20
	Ephraim Mogale		X	Tshotshetsa Lerotse Co-operative Dichoeung	LM-AH02	LM-AH02-FPSU004	grain & cotton (production inputs and machinery)	100	50	R 1 000 000.00	R 2 000 000.00	R1 500 000.00	Apr-17	Mar-20
	Ephraim Mogale		X	Matlala-Dichoeung Irrigation Scheme	LM-AH02	LM-AH02-FPSU004	grain & cotton (production inputs and machinery	130	200	R 400 000.00	R 500 000.00	R1 500 000.00	Apr-17	Mar-20
	Ephraim Mogale		X	Mankaba agric co-op	LM-AH02	LM-AH02-FPSU002	Vegetables (production inputs)	8	5	R 400 000.00	R 500 000.00	R800 000.00	Apr-17	Mar-20
	RID PROJECTS													
	Greater Tubatse & Makhudutha maga			Sekhukhune AGRI- HUB	LM-AH02	LM-AH02-FPSU002 /03	Installation of fence for Sekhukhune AGRI -HUB and	10	10	R 2 000 000.00	R 25 000 000.00	R 22 500 000.00	Apr-17	01-Mar

DM	LM NAME	PDA/ DAFF	DRD LR	PROJECT DESCRIPTION	AGRIHUB CODE	FPSU CODE	COMMODITY	# HECTARES	# JOBS	COST OF PROJECT 17/18	COST OF PROJECT 18/19	COST OF PROJECT 19/20	PROJECT START DATE	PROJECT END DATE
							planning for the construction of an abattoir and other facilities							
				FPSU (Pracktisser and Vleischboom)			Planning for all the facilities for the two sites and construction of pack houses			R 3 000 000.00				
	Greater Tubatse		X	Tswelopele irrigation scheme	LM-AH02	LM-AH02-FPSU002	Installation of 9x centre pivot	400	5	R 2 500 000.00	R-	R-	Apr-17	01-Jun
	Ephraim Mogale		X	Elansdkraal irrigation scheme	LM-AH02	LM-AH02-FPSU004	Installation of 5x centre pivot	1000	10	R 2 000 000.00	R-	R-	Apr-17	01-Jun
	Makhudutha maga		X	Morgenzone	LM-AH02	LM-AH02-FPSU003	Construction of reservoir & appointment of PSP	30	6	R 1 350 000.00	R-	R-	Apr-17	01-Jun
	Ephraim Mogale		X	Dichoeung (Tshotshetsa Lerotse)	LM-AH02	LM-AH02-FPSU004	Construction of a packhouse and a fence	100	10	R 3 000 000.00	R-	R-	Apr-17	01-Jun
	Greater Tubatse		X	Temothuo	LM-AH02	LM-AH02-FPSU002	Construction of a packhouse and equipping of a borehole & appointment of PSP	9	10	R 4 100 000.00	R-	R-	Apr-17	01-Sep
	RECAP PROJECTS													

DM	LM NAME	PDA/ DAFF	DRD LR	PROJECT DESCRIPTION	AGRIHUB CODE	FPSU CODE	COMMODITY	# HECTARES	# JOBS	COST OF PROJECT 17/18	COST OF PROJECT 18/19	COST OF PROJECT 19/20	PROJECT START DATE	PROJECT END DATE
	Greater Tubatse		X	Hwashi Difagate Trust	LM-AH02	LM-AH02-FPSU002	Vegetables (production inputs)	3138.4388	10	R 2 564 369	R 2 820 806	R 3 102 886	Apr-17	Mar-18
	Elias Motsoaledi		X	Kwa Noqholi	LM-AH02	LM-AH02-FPSU001	Grain crops & citrus (production inputs)	600	10	R 5 425 160	R 5 967 676	R 6 564 444	Apr-17	Mar-18
	Elias Motsoaledi		X	Kwa Sibange	LM-AH02	LM-AH02-FPSU001	Livestock & grain crops (production inpouts, fencing and irrigation system and machinery	1085.6405	12	R 2 000 000	R 2 200 000	R 2 420 000	Apr-17	Mar-18
	Greater Tubatse		X	Steelpoordt drift irrigation scheme	LM-AH02	LM-AH02-FPSU002	Vegetables (production inputs, irrigation and machinery)	69	5	R 1 500 000	R 1 650 000	R 1 815 000	Apr-17	Mar-18
	Ephraim Mogale		X	Matlerekeng Co-op	LM-AH02	LM-AH02-FPSU002	Vegetables (production inputs, irrigation and machinery)	30	5	R 749 765	R 824 742	R 907 216	Apr-17	Mar-18
	Makhudutha maga		X	Malope Iriigation scheme	LM-AH02	LM-AH02-FPSU003	Vegetables (production inputs, irrigation and machinery)	50	5	R 1 064 201	R 1 170 621	R 1 287 683	Apr-17	Mar-18
	Elias Motsoaledi		X	Hereford Irrigation scheme	LM-AH02	LM-AH02-FPSU001	Vegetables (production inputs, irrigation and machinery)	30	5	R 1 500 000	R 1 650 000	R 1 815 000	Apr-17	Mar-18
	Ephraim		X	Mapotong project	LM-AH02	LM-	Vegetables	50	5	R 500 000	R 550 000	R 605 000	Apr-17	Mar-18

DM	LM NAME	PDA/ DAFF	DRD LR	PROJECT DESCRIPTION	AGRIHUB CODE	FPSU CODE	COMMODITY	# HECTARES	# JOBS	COST OF PROJECT 17/18	COST OF PROJECT 18/19	COST OF PROJECT 19/20	PROJECT START DATE	PROJECT END DATE
	Mogale					AH02-FPSU004	(production inputs, irrigation and machinery)							
	LDARD PROJECTS													
	Elias Motsoaledi		X	Hereford Irrigation scheme	LM-AH02	LM-AH02-FPSU001	Vegetables (production inputs, irrigation and machinery)	30	5	R 1 500 000	R 1 650 000	R 1 815 000	Apr-17	Mar-18
	Ephraim Mogale		X	Mapotong project	LM-AH02	LM-AH02-FPSU004	Vegetables (production inputs, irrigation and machinery)	50	5	R 500 000	R 550 000	R 605 000	Apr-17	Mar-18
	Elias Motsoaledi		X	Hereford Irrigation scheme	LM-AH02	LM-AH02-FPSU001	Vegetables (production inputs, irrigation and machinery)	30	5	R 1 500 000	R 1 650 000	R 1 815 000	Apr-17	Mar-18
	Ephraim Mogale		X	Mapotong project	LM-AH02	LM-AH02-FPSU004	Vegetables (production inputs, irrigation and machinery)	50	5	R 500 000	R 550 000	R 605 000	Apr-17	Mar-18
	Makhudutha maga	X		Makhuduthamaga grains	LM-AH02	LM-AH02-FPSU003	grains	12090	50	R 900 000.00	R-	R-	May-17	Feb-18
	Makhudutha maga	X		Makhuduthamaga Poultry	LM-AH02	LM-AH02-FPSU003	poultry		8	R200 000	R-	R-	May-17	Feb-18
	Makhudutha maga	X		Makhuduthamaga Vegetables	LM-AH02	LM-AH02-FPSU003	vegetables	9	12	R150 000	R-	R-	May-17	Feb-18
	Ephraim	X		Ephraim Mogale	LM-AH02	LM-	vegetables	20	12	R 150 000.00	R-	R-	May-17	Feb-18

DM	LM NAME	PDA/ DAFF	DRD LR	PROJECT DESCRIPTION	AGRIHUB CODE	FPSU CODE	COMMODITY	# HECTARES	# JOBS	COST OF PROJECT 17/18	COST OF PROJECT 18/19	COST OF PROJECT 19/20	PROJECT START DATE	PROJECT END DATE
	Mogale			Vegetables		AH02-FPSU004								
	Ephraim Mogale	X		Ephraim Mogale Grains	LM-AH02	LM-AH02-FPSU004	grains	156	10	R 300 000.00	R-	R-	May-17	Feb-18
	Ephraim Mogale	X		Ephraim Mogale Poultry	LM-AH02	LM-AH02-FPSU004	poultry (production inputs)		6	R 250 000.00	R-	R-	May-17	Feb-18
	Elias Motsoaledi	X		Elias Motswaledi Poultry	LM-AH02	LM-AH02-FPSU001	poultry		8	R200 000	R-	R-	May-17	Feb-18
	Elias Motsoaledi	X		Elias Motswaledi Grains	LM-AH02	LM-AH02-FPSU001	grains	500	26	R 368 600.00	R-	R-	May-17	Feb-18
	Elias Motsoaledi	X		Elias Motswaledi vegetables	LM-AH02	LM-AH02-FPSU001	vegetables	30	8	R 150 000.00	R-	R-	May-17	Feb-18
	Greater Tubatse	X		Tubatse Grains	LM-AH02	LM-AH02-FPSU002	grains	512	25	R 500 000.00	R-	R-	May-17	Feb-18
	Greater Tubatse	X		Tubatse vegetables	LM-AH02	LM-AH02-FPSU002	vegetables	35	8	R150 000	R-	R-	May-17	Feb-18
	Greater Tubatse	X		Tubatse Poultry	LM-AH02	LM-AH02-FPSU002	poultry		9	R80 000	R-	R-	May-17	Feb-18
	Ephraim Mogale	X		Rahlagane	LM-AH02	LM-AH02-FPSU004	grapes (construction of storeroom and ablution facility)	10	36	R 1 808 780.23	R-	R-	Jan-17	May-17
	Makhudutha maga	x		Bothspruit			poultry (production inputs)			R 700 000.00			Jan-17	May-17
	NARYSEC SKILLS DEVELOPMENT													
	Greater Tubatse	X		NARYSEC Skills Development			Plant production,			R 1 088 500.00	R 1 402 400.00	R 867 600.00	Apr-17	Mar-20

DM	LM NAME	PDA/ DAFF	DRD LR	PROJECT DESCRIPTION	AGRIHUB CODE	FPSU CODE	COMMODITY	# HECTARES	# JOBS	COST OF PROJECT 17/18	COST OF PROJECT 18/19	COST OF PROJECT 19/20	PROJECT START DATE	PROJECT END DATE
							Animal Production, Mechanisation, meat processing, small business and finance, Fruit packaging, water and waste							
	Makhuduthamaga	X		NARYSEC Skills Development			Plant production, Animal Production, Mechanisation, meat processing, small business and finance, Fruit packaging, water and waste			R 1 212 900.00	R 1 509 360.00	R 867 600.00	Apr-17	Mar-20
	Ellias Motsoaledi	X		NARYSEC Skills Development			Plant production, Animal Production, Mechanisation, meat processing, small business and finance, Fruit packaging, water and waste			R 777 500.00	R 1 135 000.00	R 867 600.00	Apr-17	Mar-20

DM	LM NAME	PDA/ DAFF	DRD LR	PROJECT DESCRIPTION	AGRIHUB CODE	FPSU CODE	COMMODITY	# HECTARES	# JOBS	COST OF PROJECT 17/18	COST OF PROJECT 18/19	COST OF PROJECT 19/20	PROJECT START DATE	PROJECT END DATE
	Ephraim Mogale	X		NARYSEC Skills Development			Plant production, Animal Production, Mechanisation, meat processing, small business and finance, Fruit packaging, water and waste			R 964 100.00	R 1 295 440.00	R 867 600.00	Apr-17	Mar-20

4.3.4. DEPARTMENT OF SPORT, ARTS AND CULTURE

MUNICIPALITY	PROJECT NAME	PROGRAMME NAME	PROJECT DESCRIPTION/TYPE OF STRUCTURE	PROJECT/PROGRAMME DURATION		EXPENDITURE TO DATE	MTEF FORWARD ESTIMATES	
				DATE START	DATE FINISH	2016/2017	2017 / 2018	2018 / 2019
UPGRADING OF LIBRARIES								
Lim476	Burgersfort	Library and Archives	Maintenance of library	2016/17		R500,000	0	0
Elias Motsoaledi	Roosenekal	Library and Archives	Maintenance of library	2016/17		R500,000	0	0
LIM476	Apel	Library and Archives	Maintenance of library	2016/17		R500,000	0	0
Elias Motsoaledi	Vlakfontein	Library and Archives Services	Maintenance of library	2017/18		0	R100 000.00	0

Elias Motsoaledi	Groblersdal	Library and Archives Services	Maintenance of library	2017/18		0	R100 000.00	0
LIM476	Mapodile	Library and Archives Services	Maintenance of library	2017/18		0	R375 379.00	0

4.3.5. WATER AND SANITATION

OLIFANTS RIVER WATER RESOURCES DEVELOPMENT PROJECT

PROJECT	DESCRIPTION	STARTED	COMPLETION DATE	PROGRESS
Phase 2B	70 km pipeline from Flag Boshielo Dam to Pruisen near Mokopane, pump-station and balancing dam	March 2015	December 2022	**Design at 83%** **Survey in progress**
Phase 2C	40 km pipeline from De Hoop Dam to Steelpoort weir and abstraction. works	March 2012	July 2017	Under construction 39.87 km of pipeline laid.
Phase 2D	22km pipeline from Steelpoort weir to Mooihoek Pump Station to Ga-Mathipe Reservoir	3rd quarter of 2016	2021/22	- PSP appointed and the work to be commenced in the fourth quarter - Stakeholder engagement commenced with SDM - Meeting arranged to meet M of the affected areas - Draft MOU between the DWS and SDM
Phase 2E	32km pipeline parallel to Lebalelo Scheme from Ga-Mathipe Reservoir to Havercroft Junction	3rd quarter of 2016	2021/22	Consultant busy with designs
Phase 2F	34km pipeline (Lebalelo scheme to Olifantsppoort) from Havercroft Junction to the existing treatment works at Olifantspoort.	2nd quarter 0f 2017	2021/22	Consultant busy with designs

RBIG FUNDING

PROJECT	2016/17 Allocation R'000	Expenditure R'000	Total budget remaining R'000	Percentage Expenditure %
Moutse BWS	23 048	21 270	1 778	92%
Nebo BWS	27 782	27 782	0	100%
Sekhukhune Bulk Water Supply (Moutse	22 964	22 964	0	100%
Mooihoek/ Tubatse BWS	139 558	129 905	9 653	93%
Moutse BWS	23 048	21 270	1 778	92%

MTEF - SCHEDULE 6B – RBIG PROJECTS UNDER CONSTRUCTION

Scheme	District Municipality	RBIG Social Component Portion (Commitment)	Proposed Budget Allocation 2017/18	Proposed Budget Allocation 2018/19	Proposed Budget Allocation 2019/20
Moutse Bulk Water Scheme	Sekhukhune	523 578 378	60 000 000	40 000 000	50 000 000
Nebo Bulk Water Scheme	Sekhukhune	978 400 000	55 000 000	60 000 000	90 000 000
Mooihoek/Tubatse Bulk Water Scheme	Sekhukhune	714 000 000	105 000 000	0	0

MTEF - SCHEDULE 6B RBIG PROJECTS PLANNING STAGE

Scheme	District Municipality	RBIG Social Component Portion (Commitment)	Proposed Budget Allocation 2017/18	Proposed Budget Allocation 2018/19	Proposed Budget Allocation 2019/20	Implementation / Construction / IRS / FS / Design
Ohrigstad Bulk Water Supply	Sekhukhune	200 000 000				
Nebo BWS - De Hoop Augmentation/ North/ South/ Steelpoort	Sekhukhune	150 192 238	5 000 000	50 000 000	90 000 000	Design
Lebalelo Central & North Regional Water Scheme	Sekhukhune	300 000 000	1 000 000	40 000 000	80 000 000	Feasibility

4.3.6. DEPARTMENT OF HEALTH

LOCAL MUNICIPALITY	PROJECT	BUDGET	STATUS
Elias Motsoaledi	Bosele EMS Station	R 21 M	Approved
Ephraim Mogale	Marble Hall Clinic	-	Planning Phase
Makhuduthamaga	Mamokgasefoka	-	Planning Phase
Elias Motsoaledi	Philadelphia Laundry	-	Planning Phase
Makhuduthamaga	St.Ritas Laundry	-	Planning Phase

4.3.7. DEPARTMENT OF SOCIAL DEVELOPMENT

LOCAL MUNICIPALITY	PROJECT/ PROGRAMME	BUDGET 2017/18
Makhuduthamaga	**Construction Of Office Accommodation ; Ga-Masemola**	**13420**
Elias Motsoaledi	**Construction Of Office Accommodation; Groblersdal**	**13420**

4.3.8. DEPARTMENT OF SAFETY, SECURITY AND LIAISON

SNAPSHOT OF PROVINCIAL MTEF

OBJECTIVE	2017/18
Promote Safer communities through implementation of 1283 crime prevention Programmes	R 9,163

2017/18 BUDGET ALLOCATED PER PROJECT

YCOP 2017/18	CSFs AND CPFs 2017/18
R3,118,500m	R4 ,000,000 m

PROJECT PLANNED IN ANNUAL PERFORMANCE PLAN FOR 2017/18

LOCAL MUNICIPALITY	PROJECT/PROGRAMME	BUDGET 2017-2018
Fetakgomo/Greater Tubatse	YCOP (Young Civilian on Patrol)	R112 000.00
	CSFs (Community Safety Forum)	R56 800
	CPFs (Community Policing Forums)	R156 800
Makhuduthamaga	YCOP (Young Civilian on Patrol)	R112 000.00
	CSFs (Community Safety Forum)	R56 800
	CPFs (Community Policing Forums)	R156 800
Ephraim Mogale	YCOP (Young Civilian on Patrol)	R112 000.00
	CSFs (Community Safety Forum)	R56 800
	CPFs (Community Policing Forums)	R156 800
Elias Motsoaledi	YCOP (Young Civilian on Patrol)	R112 000.00
	CSFs (Community Safety Forum)	R56 800
	CPFs (Community Policing Forums)	R156 800

4.3.9. DEPARTMENT OF ECONOMIC DEVELOPMENT , ENVIRONMENT & TOURISM

Economic Development

MUNICIPALITY	LOCATION	PROJECT	2017/18 BUDGET
Makhuduthamaga Municipality	Ga-Masemola village	Development of a Filling Station	R 15,000,000
Greater Tubatse Local Municipality	Praktiseer village	Conversion of Driving school into a Shopping complex	R 10,000,000
Elias Motsoaledi Local Municipality	Groblersdal Town	Manufacturing of Liquid Chemical and Organic Integrated fertilizer, soil enhancer, soil additives and folar sprays	R 47,756,648
Elias Motsoaledi Local Municipality		Establishment of Buffalo Beach Water Theme Park	
Greater Tubatse Local Municipality	Steiloop	Development of aerial ropeway installations at Glencore Xtrata's mines	R 194,000,000
Elias Motsoaledi LM	Monsterlus	Establishment of Convenience Shopping Complex	R25 000 000

Environment

LOCAL MUNICIPALITY	PROJECT/PROGRAMME	BUDGET 2017-2018	BUDGET 2018-2019	BUDGET 2019-2020
Makhuduthamaga LM (LEDET & UJ)	Energy Mix And Water Harvesting	R 2 , 4 M	-	-
All Municipalities In Limpopo	Green Municipality Competition	R713 -000	R755 -000	-
All Municipalities In Limpopo	Environmental Awareness And Capacity Building	R60 000-00	-	-
All Municipalities in Limpopo	Tree Planting	R100 000	-	-
All Municipalities in Sekhukhune	Development of Bioregional Plan	R500 000	-	-
All Municipalities in Sekhukhune	Development of Environment Management Framework	R1.5 M	-	-
PROJECTS FUNDED BY NATIONAL DEPARTMENT OF ENVIRONMENT AFFAIRS				
Elias Motsoaledi LM	Lower Oliphants (Alien plants clearing-DEA NRM)	R1 077 619-57	-	-
Fetakgomo/Greater Tubatse LM	Lebowakgomo(Alien plants clearing-DEA NRM)	R1043 106-02	-	-
Makhuduthamaga LM	Mogaladi Wetland Rehabilitation (DEA)	-	-	-

4.3.10. Department of Education - Infrastructure Projects

Project / Programme Name	Type of Infrastructure	Municipality	Project Status	Nature of Investment	Project Duration		Total Project Costs R '000	2016/17	2017/18	2018/19	2019/20	2020/21
					Start Date dd/mm/yyyy	End Date dd/mm/yyyy		Main appropriation	Main appropriation	Indicative baseline	Indicative baseline	Long term planning
Asiphumelele special school - 996606800	SNE	Sekhukhune	Tender	Upgrades and additions	01 November 2016			1 037	-		-	-
Baphadima Secondary - 925660037	ORD	Sekhukhune	Tender	Upgrades and additions	01 January 2017	01 December 2018	12 516	929	3 628	1 576	-	-
Baroka High - 925660044	ORD	Sekhukhune	Construction 76% - 99% - PSP In dispute	Upgrades and additions	10 December 2010	31 March 2018	11 004	558	709	-	-	-
Baropodi - 925660044	ORD	Sekhukhune	Practical Complete, PSP in dispute	Upgrades and additions	12 November 2010	31 March 2018	3 773	-	-	-	-	-
Baropodi Primary - 925660044	ORD	Sekhukhune	Practical Completion (100%)	Upgrades and additions	01 November 2016		200	129	-		-	-
Bloempoort primary - 996606713	ORD	Sekhukhune	Complete, Final Acc submitted	Upgrades and additions	11 November 2010	31 March 2018	9 102	744	-	-	-	-
Burgersfort - 996602105	ORD	Sekhukhune	Complete, Final Acc submitted	Upgrades and additions	10 December 2010	31 March 2018	15 564	744	-	-	-	-
Condition Assessment of facilities in the Province - CSIRC and Assess	Office	All districts	Cond Assess	Maintenance and repair	08 August 2014	31 March 2019	85 000	14 677	3 683	4 170	5 000	-
DIKGABJE PRIM. - 924660082	ORD	Sekhukhune	Complete, Final Acc submitted	Upgrades and additions	02 November 2010	31 March 2018	7 410	929	1 206	-	-	-
Diphale Secondary School - 924640118	ORD	Sekhukhune	Tender	Upgrades and additions	01 January 2017	01 December 2018	4 455	710	2 696	1 145	-	-
Driekop Secondary - Driekop SS	ORD	Sekhukhune	Construction 76% - 99%	New infrastructure assets	01 April 2014	31 March 2020	45 424	-		16 547	-	-
EFMS Implementation in Department -	Office	All districts	Ongoing	Maintenance and repair	01 November 2016		3 000	517	589	768	-	-
Human Resource Capacitation - HR-Cap	Office	N/A	HR Cap	Non Infrastructure	01 April 2015	31 March 2019	222 000	23 276	26 520	30 721	31 000	-

Project / Programme Name	Type of Infrastructure	Municipality	Project Status	Nature of Investment	Project Duration		Total Project Costs R '000	2016/17	2017/18	2018/19	2019/20	2020/21
					Start Date dd/mm/yyyy	End Date dd/mm/yyyy		Main appropriation	Main appropriation	Indicative baseline	Indicative baseline	Long term planning
Itsoseng Primary - 925621247	ORD	Sekhukhune	Practical Completed, Final Acc to be submitted	Refurbishment and rehabilitation	01 April 2016	31 March 2018	5 493	281	24	-	-	-
Jafta/Bantabethu Primary - 924651590	ORD	Sekhukhune	Tender	Maintenance and repair	01 April 2015	31 March 2019	14 959	2 901	-	-	-	-
Kalakeng Primary - 916410249	ORD	Sekhukhune			01 November 2016						-	
Kau Magana - 800007443	ORD	Sekhukhune	Complete, Final Acc submitted	Upgrades and additions	10 December 2010	31 March 2018	11 704	744	-	-	-	-
KGALADI/SEKWATI - 924640385	ORD	Sekhukhune	Construction 76% - 99% - PSP In dispute	Upgrades and additions	01 November 2016	31 March 2018	-	929	1 206	-	-	-
KGALADI/SEKWATI - 924640385	ORD	Sekhukhune	Construction 76% - 99% - PSP In dispute	Upgrades and additions	28 March 2011	31 March 2018	-	929	1 206	-	-	-
Kgarathutu Primary - 924640408	ORD	Sekhukhune	On Hold	Refurbishment and rehabilitation	01 April 2015	01 December 2019	6 964	-	-	3 491	-	-
Kgoshi Marongwato - 924640446	ORD	Sekhukhune	Cancel and Re-tender	Upgrades and additions	12 November 2010	31 March 2018	37 927	929	1 206	-	-	-
LEDA - Mvula New Sch1	ORD	All districts	Ongoing	Maintenance and repair	01 April 2014	31 March 2018	18 187	3 294	3 914	-	5 000	-
Lehwelere High - 996606606	ORD	Sekhukhune	Construction 76% - 99%	Refurbishment and rehabilitation	01 April 2020	31 March 2022	6 342	942	81	-	-	-
Lekala Secondary - 924651231	ORD	Sekhukhune	Tender	Refurbishment and rehabilitation	01 January 2017	01 December 2018	10 620	1 231	4 809	2 089	-	-
Lekometse Primary School - 924651897	ORD	Sekhukhune	Tender	Upgrades and additions	01 January 2017	01 December 2018	1 114	2 084	7 913	3 361	512	-
Lesailane Secondary - 925630050	ORD	Sekhukhune	Construction 76% - 99%	Upgrades and additions	01 April 2014	31 March 2018	22 317	4 094	351	-	-	-
Lobamba high - 925660327	ORD	Sekhukhune	Complete, Final Acc submitted	Upgrades and additions	10 December 2010	31 March 2018	9 322	744	-	-	-	-

Project / Programme Name	Type of Infrastructure	Municipality	Project Status	Nature of Investment	Project Duration		Total Project Costs R '000	2016/17	2017/18	2018/19	2019/20	2020/21
					Start Date dd/mm/yyyy	End Date dd/mm/yyyy		Main appropriation	Main appropriation	Indicative baseline	Indicative baseline	Long term planning
Madikaledipudi Secondary - 924640781	ORD	Sekhukhune	On Hold	Upgrades and additions	01 April 2016	01 December 2021	7 254	-	-	1 640	7 093	3 337
Makgoabe Primary - 924640941	ORD	Sekhukhune	Tender	Upgrades and additions	01 January 2017	01 December 2018	5 332	718	2 727	1 158	2 666	2 453
Mang-le-mang Secondary School - 924650207	ORD	Sekhukhune	On Hold	Maintenance and repair	01 April 2017	01 December 2021	3 936	-	-	2 237	9 680	-
Manoke Secondary - 925620572	ORD	Sekhukhune	Tender	Upgrades and additions	01 January 2017	01 December 2018	20 414	2 489	9 208	6 274	-	-
Manyaku High - 924651019	ORD	Sekhukhune	Construction 76% - 99% - PSP In dispute	Upgrades and additions	10 December 2010	31 March 2018	11 345	558	709	-	-	-
Maphadime Secondary - 924641258	ORD	Sekhukhune	On Hold	Maintenance and repair	01 April 2017	01 December 2021	4 593	-	-	889	3 848	-
Mapiti Primary - 925620619	ORD	Sekhukhune	On Hold	Upgrades and additions	01 April 2015	01 December 2019	13 037	-	-	9 136	-	-
Masha Primary - 925660709	ORD	Sekhukhune	Tender	Upgrades and additions	01 January 2017	01 December 2018	15 342	2 489	9 208	7 752	-	-
Mashwele Primary (new)(Katlegong Vleerschboom) - Mashwele PS	ORD	Sekhukhune	Tender	New infrastructure assets	01 April 2015	01 December 2020	20 439	-	-	12 268	-	-
Maswi-a-nape Primary School - 996603501	ORD	Sekhukhune	On Hold	Upgrades and additions		01 December 2021	3 495	-	-	1 742	7 536	-
Matabane Primary School - 996606804	ORD	Sekhukhune	Tender	Upgrades and additions	01 January 2017	01 December 2018	5 398	751	2 853	1 212	-	-
Matobule ELSEN School - 924641487	SNE	Sekhukhune	Tender	Maintenance and repair	01 January 2017	01 December 2020	9 387	-	-	-	1 877	7 134
Matshele Secondary - 924320468	ORD	Sekhukhune	Tender	Maintenance and repair	01 January 2017	01 December 2018	6 659	640	2 430	1 032	1 065	-
Matshumane Secondary School - 924641517	ORD	Sekhukhune	Cancel and Re-tender	Upgrades and additions	11 November 2010	31 March 2018	28 786	2 045	2 698	-	-	-

Project / Programme Name	Type of Infrastructure	Municipality	Project Status	Nature of Investment	Project Duration		Total Project Costs R '000	2016/17	2017/18	2018/19	2019/20	2020/21
					Start Date dd/mm/yyyy	End Date dd/mm/yyyy		Main appropriation	Main appropriation	Indicative baseline	Indicative baseline	Long term planning
Mmutlane Secondary - 925630845	ORD	Sekhukhune	Practical Completed, Final Acc to be submitted	Upgrades and additions	01 April 2014	31 March 2019	38 110	7 344	630	-	-	-
Moakeng - 925620602	ORD	Sekhukhune	Practical Completion (100%)	Upgrades and additions	15 November 2010	31 March 2018	3 537	744	-	-	-	-
Modishane Primary School - 924643233	ORD	Sekhukhune	Tender	Maintenance and repair	01 January 2017	01 December 2018	7 422	941	3 573	1 518	1 188	-
Modubatse Secondary School - 918510651	ORD	Sekhukhune	Identified	Upgrades and additions	01 November 2016		12 000	3 879	4 420	-	-	-
Mokgeretli secondary - 924641784	ORD	Sekhukhune	Tender	Upgrades and additions	01 January 2017	01 December 2018	6 106	747	2 918	1 268	-	-
More-o-Moso - 996606827	ORD	Sekhukhune	Practical Complete, PSP in dispute	Upgrades and additions	12 November 2010	31 March 2018	2 774	-	-	-	-	-
Moreri Choenyane Secondary - 924641975	ORD	Sekhukhune	Tender	Upgrades and additions	01 January 2017	01 December 2018	8 259	-	-	-	-	-
Moroathebe - 996606717	ORD	Sekhukhune	Complete, Final Acc submitted	Upgrades and additions	11 November 2010	31 March 2018	7 603	744	-	-	-	-
Moroke - 925631510	ORD	Sekhukhune	Practical Complete, PSP in dispute	Upgrades and additions	12 November 2010	31 March 2018	2 746	929	1 206	-	-	-
Motloulela Secondary - 925630913	ORD	Sekhukhune	Tender	Upgrades and additions	01 January 2017	01 December 2018	11 427	1 424	5 563	2 417	-	-
Motsepe Primary - 925630234	ORD	Sekhukhune	Tender	Upgrades and additions	01 January 2017	01 December 2018	10 186	1 836	7 171	3 115	-	-
MOUKANGOE HIGH - 925620879	ORD	Sekhukhune	Complete, Final Acc submitted	Upgrades and additions	02 November 2010	31 March 2018	10 443	929	1 206	-	-	-
MOUTSE CIRCUIT OFFICE - Moutse CO	Office	Sekhukhune	Construction 76% - 99% - PSP In dispute	New infrastructure assets	01 November 2016	31 March 2018	32 441	929	1 206	-	-	-
Mpelegeng Primary School - 924642138	ORD	Sekhukhune	On Hold	Upgrades and additions	01 April 2015	01 December 2021	13 486	-	-	4 170	8 995	8 995
Nakgwadi High - 925630562	ORD	Sekhukhune	Construction 76% - 99% - PSP In dispute	Upgrades and additions	10 December 2010	31 March 2018	8 950	558	709	-	-	-

Project / Programme Name	Type of Infrastructure	Municipality	Project Status	Nature of Investment	Project Duration		Total Project Costs R '000	2016/17	2017/18	2018/19	2019/20	2020/21
					Start Date dd/mm/yyyy	End Date dd/mm/yyyy		Main appropriation	Main appropriation	Indicative baseline	Indicative baseline	Long term planning
NEBO CIRCUIT OFFICE - Nebo CO	Office	Sekhukhune	Final Completion	New infrastructure assets	01 November 2016	31 March 2018	32 256	-	-	-	-	-
Ngoato-a-Mphela - 925660952	ORD	Sekhukhune	Complete, Final Acc submitted	Upgrades and additions	11 November 2010	31 March 2018	11 951	744	-	-	-	-
Ngwaabe High - 800030692	ORD	Sekhukhune	Practical Completion (100%)	Upgrades and additions	10 December 2010	31 March 2018	3 836	372	497	-	-	-
NJOMA PRIM. - 924651446	ORD	Sekhukhune	Construction 76% - 99% - PSP In dispute	Upgrades and additions	17 November 2010	31 March 2018	11 845	929	1 206	-	-	-
Ntshiba Secondary - 996606832	ORD	Sekhukhune	Construction 76% - 99% - PSP In dispute	Upgrades and additions	10 December 2010	31 March 2018	6 964	1 115	1 418	-	-	-
Nyaane Primary - 910651880	ORD	Sekhukhune	Practical Completed, Final Acc to be submitted	Upgrades and additions	01 April 2016	31 March 2018	7 766	188	16	-	-	-
Onane - 924650528	ORD	Sekhukhune	Practical Complete, PSP in dispute	Upgrades and additions	12 November 2010	31 March 2018	3 617	-	-	-	-	-
Paepae Secondary - 925620930	ORD	Sekhukhune	On Hold	Upgrades and additions	01 April 2013	01 December 2018	18 528	-	-	89	-	-
Phoko Primary - 925630258	ORD	Sekhukhune	Tender	Upgrades and additions	01 January 2017	01 December 2018	6 570	1 208	4 719	2 050	-	-
Ramogosetsi - 996606718	ORD	Sekhukhune	Construction 76% - 99% - PSP In dispute	Upgrades and additions	10 December 2010	31 March 2018	14 866	1 115	1 418	-	-	-
Ramphelane High - 925661139	ORD	Sekhukhune	On Hold	Upgrades and additions		01 December 2021	11 915	-	-	4 061	8 759	8 759
Rantobeng Secondary School - 924642572	ORD	Sekhukhune	On Hold	Upgrades and additions	01 April 2016	01 December 2021	10 435	-	-	3 816	8 230	8 230
Refiloe high (Moutse west) - 913420604	ORD	Sekhukhune	Construction 76% - 99% - PSP In dispute	Upgrades and additions	10 December 2010	31 March 2018	14 866	1 115	1 418	-	-	-

Project / Programme Name	Type of Infrastructure	Municipality	Project Status	Nature of Investment	Project Duration		Total Project Costs R '000	2016/17	2017/18	2018/19	2019/20	2020/21
					Start Date dd/mm/yyyy	End Date dd/mm/yyyy		Main appropriation	Main appropriation	Indicative baseline	Indicative baseline	Long term planning
Semoriri secondary - 925621117	ORD	Sekhukhune	Construction 76% - 99%	Upgrades and additions	01 April 2016	31 March 2018	5 600	286	25	-	-	-
Seoke - 925631688	ORD	Sekhukhune	Practical Complete, PSP in dispute	Upgrades and additions	12 November 2010	31 March 2018	2 783	-	-	-	-	-
Sereme - 996606727	ORD	Sekhukhune	Practical Complete, PSP in dispute	Upgrades and additions	12 November 2010	31 March 2018	2 970	-	-	-	-	-
SHORWANE SECONDARY SCHOOL - 925361276	ORD	Sekhukhune	On Hold	Upgrades and additions	01 January 2017	01 December 2021	12 652	1 500	2 800	859	3 716	-
Sindile Primary - 924650542	ORD	Sekhukhune	Complete, Final Acc submitted	Upgrades and additions	10 December 2010	31 March 2018	15 818	372	424	-	-	-
Sisabonga Primary School - 996606301	ORD	Sekhukhune	Tender	Maintenance and repair	01 January 2017	01 December 2018	5 379	1 224	4 649	1 975	504	-
Sogane Secondary - 925621124	ORD	Sekhukhune	Construction 76% - 99%	Upgrades and additions	01 April 2014	31 March 2018	37 129	6 621	568	-	-	-
Supatsela - 996606627	ORD	Sekhukhune	Practical Complete, PSP in dispute	Upgrades and additions	12 November 2010	31 March 2018	2 832	-	-	-	-	-
Tjetje Technical High School - 996606536	ORD	Sekhukhune	Practical Completion (100%)	Upgrades and additions	01 April 2015	31 March 2019	5 423	-	-	-	-	-
Tjetje Technical High School - 996606536	ORD	Sekhukhune	Practical Completion (100%)	Upgrades and additions	01 January 2017	01 December 2018	18 734	1 540	6 014	2 613	-	-
Tlouphuti Secondary - 925630326	SNE	Sekhukhune	On Hold	Upgrades and additions		01 December 2019	10 756	-	-	10 261	-	-
Tshabelang Dinoko High - 925621186	ORD	Sekhukhune	Practical Completion (100%)	Upgrades and additions	10 December 2010	31 March 2018	13 943	372	424	-	-	-
Tshehlwaneng Secondary School - 925661351	ORD	Sekhukhune	Tender	Upgrades and additions	01 January 2017	01 December 2018	14 126	2 489	8 840	11 166	2 260	-
Tshwaane Primary - 924643025	ORD	Sekhukhune	Practical Completed, Final Acc to be submitted	Upgrades and additions	01 April 2017	31 March 2019	5 746	975	84	-	-	-

4.3.11 ESKOM PROJECTS

LOCAL MUNICIPALITY	PLANNED CAPEX	PLANNED CONNECTION
Ephraim Mogale	R 14 683 063	977
Elias Motsoaledi	R 25 738 308	1 636
Makhuduthamaga	R 102 065 112	5 167
LIM476	R 58 055 469	3 405
Sekhukhune Total	**R 200 541 952**	**11 185**

Project Name	Municipality Code & Name	District Municipality	Province	Project Type	DoE TOTAL Planned CAPEX Incl VAT 2017/2018	TOTAL Planned Connections 2017/2018
Ephraim Mogale Pre Eng	Ephraim Mogale	Sekhukhune	Limpopo	Pre Engineering	R 342 000.00	
Ephraim Mogale Infills	Ephraim Mogale	Sekhukhune	Limpopo	Infills	R 3 961 500.00	695
Farm Dweller H	Ephraim Mogale	Sekhukhune	Limpopo	FDH	R 387 500.82	25
Moomane	Ephraim Mogale	Sekhukhune	Limpopo	Household	R 1 311 000.00	34
Tshikanosi	Ephraim Mogale	Sekhukhune	Limpopo	Household	R 700 557.36	22
Manapyane-Ext	Ephraim Mogale	Sekhukhune	Limpopo	Household	R 1 646 516.82	52
Moganyaka Area	Ephraim Mogale	Sekhukhune	Limpopo	Household	R 2 400 988.20	61
Mohlotsi	Ephraim Mogale	Sekhukhune	Limpopo	Household	R 1 026 000.00	21
Seriting ext	Ephraim Mogale	Sekhukhune	Limpopo	Household	R 798 000.00	16
Mabitsi B	Ephraim Mogale	Sekhukhune	Limpopo	Household	R 1 368 000.00	36
Mmakgatle ext	Ephraim Mogale	Sekhukhune	Limpopo	Household	R 741 000.00	15
Elias Motsoaledi Pre Eng	Elias Motsoaledi	Sekhukhune	Limpopo	Pre Engineering	R 570 000.00	
Thabaleboto	Elias Motsoaledi	Sekhukhune	Limpopo	Household	R 513 000.00	16
Sehlakwane Keerom/ Holnek	Elias Motsoaledi	Sekhukhune	Limpopo	Household	R 2 089 004.40	66
Legolaneng	Elias Motsoaledi	Sekhukhune	Limpopo	Household	R 2 112 944.40	134
Elias Motsoaledi Infills	Elias Motsoaledi	Sekhukhune	Limpopo	Infills	R 4 531 500.00	795

Project Name	Municipality Code & Name	District Municipality	Province	Project Type	DoE TOTAL Planned CAPEX Incl VAT 2017/2018	TOTAL Planned Connections 2017/2018
Sterkfontein	Elias Motsoaledi	Sekhukhune	Limpopo	Household	R 2 555 076.30	112
Makena	Elias Motsoaledi	Sekhukhune	Limpopo	Household	R 2 599 113.36	67
Mohlamme /Bothubakoloi/Lenkwaneng Section	Elias Motsoaledi	Sekhukhune	Limpopo	Household	R 2 626 749.24	76
Zaaiplaas police station/Sovolo new stand	Elias Motsoaledi	Sekhukhune	Limpopo	Household	R 3 093 390.00	135
Mosodi ext	Elias Motsoaledi	Sekhukhune	Limpopo	Household	R 1 266 720.12	70
Ditakaneng, Rangers & Phomola	Elias Motsoaledi	Sekhukhune	Limpopo	Household	R 3 780 810.00	165
Makhuduthamaga Pre Eng	Makhuduthamaga	Sekhukhune	Limpopo	Pre Engineering	R 1 710 000.00	
Semahlakole	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 684 000.00	15
Tisane	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 1 710 000.00	49
Mogaladi	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 3 142 363.26	77
Dihlabaneng	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 5 700 000.00	349
pelepele Park	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 9 646 929.66	752
Mogorwane	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 10 140 640.86	476
Makgane	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 3 590 521.20	138
Kotsiri	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 4 466 476.68	163
Manotong	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 399 000.00	12
Mohwelere	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 285 000.00	9
Kgolane	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 2 020 587.30	42
Mahlolwaneng	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 1 072 930.38	26
Mashite	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 405 986.09	24
Manganeng	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 458 280.00	20
Kgarethuthu	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 798 000.00	20
Mathapisa	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 1 519 901.58	39
Kome	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 523 313.58	11
Mangwanyane	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 513 000.00	11
Lobethal	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 285 000.00	8
Moripane/Ngwanamatlang	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 4 218 000.00	173
Diphaganeng	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 2 850 000.00	77
Bothaspruit	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 4 560 000.00	163
Makhuduthamaga Infills	Makhuduthamaga	Sekhukhune	Limpopo	Infills	R 6 241 500.00	1 095

Project Name	Municipality Code & Name	District Municipality	Province	Project Type	DoE TOTAL Planned CAPEX Incl VAT 2017/2018	TOTAL Planned Connections 2017/2018
Riverside Maleetse/Caprive	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 8 016 462.90	509
Moretsele	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 10 704 018.60	569
Leeukraal	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 1 702 640.16	100
Mashengwaneng	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 4 104 000.00	200
Machacha	Makhuduthamaga	Sekhukhune	Limpopo	Household	R 916 560.00	40
Malatji Substation Ph 3	Makhuduthamaga	Sekhukhune	Limpopo	Infrastructure - substation	R 9 680 000.00	
Greater Tubatse Pre Eng	LIM476	Sekhukhune	Limpopo	Pre Engineering	R 2 280 000.00	
Mafeane	LIM476	Sekhukhune	Limpopo	Household	R 1 373 808.30	42
Ga-Nchabeleng Mabopo ext	LIM476	Sekhukhune	Limpopo	Household	R 5 130 000.00	218
Thabanaseshu	LIM476	Sekhukhune	Limpopo	Household	R 456 000.00	13
Mohlaletse Malaeneng ext	LIM476	Sekhukhune	Limpopo	Household	R 1 353 038.64	29
New Munic Infills	LIM476	Sekhukhune	Limpopo	Infills	R 7 410 000.00	1 300
Malekaskraal,Ga seroka,Masehleng, Phahla Manoge	LIM476	Sekhukhune	Limpopo	Household	R 5 700 000.00	211
Ga Matebane,Magabaneng,Maga gamatala,Malaeneng,Matamon g,Moshate,Matotolwaneng,Sel eteng&Sepakapakeng	LIM476	Sekhukhune	Limpopo	Household	R 3 990 000.00	96
Ga-Mampuru Nazareth	LIM476	Sekhukhune	Limpopo	Household	R 1 671 667.50	46
Mampuru Newstance	LIM476	Sekhukhune	Limpopo	Household	R 578 887.44	21
Alverton	LIM476	Sekhukhune	Limpopo	Household	R 8 055 477.12	448
Moroke,Magobading,sehunyan e,Madifahlane,Serafa,Thokwa ne,Malokela	LIM476	Sekhukhune	Limpopo	Household	R 8 185 998.00	407
Appiesdoring Settlement	LIM476	Sekhukhune	Limpopo	Household	R 7 993 452.00	428
Lerejane/Legabeng/Ditlokwe	LIM476	Sekhukhune	Limpopo	Household	R 229 140.00	10
Shenyaneng	LIM476	Sekhukhune	Limpopo	Household	R 3 648 000.00	136

CHAPTER 5:

INTEGRATION PHASE

5. SECTOR PLANS

Section 26 of Municipal Systems Act (32 of 2000) requires municipalities to develop plans to address specific sectors of development within its 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 status of sector plans in the SDM:

Table 173: Policies/strategies

PLAN	STATUS	DATE APPROVED
KPA: Spatial Rationale		
Spatial Development Framework	Adopted/updated	2013
KPA: Institutional Development and Organizational Transformation		
Human Resource Management Development Strategy	Adopted/updated	2014
Workplace Skills Plan	Annually reviewed	2016-2017
Organisational Performance Management System	Annually reviewed	2016-2017
Performance Management Framework	Annually reviewed	2016-2017
KPA: Basic Service Delivery and Infrastructure Development		
Water Services Master Plan	Adopted/updated	2014
WSDP	Adopted/updated	2016
Sanitation Master Plan	Under development	Draft during 2016/17
Bulk Contribution Policy	Under development	Draft during 2016/17
Water safety plan	Under development	Draft during 2016/17
Integrated Waste Management Plan	Approved (currently under-review)	2005
HIV/AIDS Operational Plan	Approved	2012
District Integrated Environmental Management Plan (DIEMP)	Approved	2015
Air Quality Management Plan	Approved (currently under review)	2010
Disaster Management Plan	Approved	2016
KPA: Local Economic Development		
LED Strategy	Adopted/updated	2007

PLAN	STATUS	DATE APPROVED
KPA: Financial Viability		
Tariff policies	Approved	Every year before the start of a new financial year
Rates and Taxes policies	Approved	Every year before the start of a new financial year
Supply chain management policies	Approved	Every year before the start of a new financial year
KPA: Good Governance and Public Participation		
Communication Strategy	Adopted/updated	2014
Risk Management Plan (implementation plan)	Adopted/updated	Every year before the start of a new financial year
Public Participation Policy Framework	Adopted/updated	2012
Anti- fraud and corruption strategy and whistle blowing policy	Adopted/updated	2011

5.1. SPATIAL RATIONALE

SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The Sekhukhune District Municipality Spatial Development Framework was adopted in 2004 and reviewed in 2008. 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.

Table 174: STATUS OF LAND USE MANAGEMENT SCHEMES IN SDM

MUNICIPALITY	LAND USE SCHEME
Greater Tubatse LM	Draft Land Use Scheme; (Burgersfort town planning Scheme (adopted 2006)
Ephraim Mogale LM	Draft Land Use Scheme
Elias Motsoaledi LM	Draft Land Use Scheme (Groblersdal Town planning Scheme (Adopted 2006)
Fetakgomo LM	Draft Land Use Scheme
Makhuduthamaga LM	Draft Land Use Scheme

5.2. INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

PERFORMANCE MANAGEMENT FRAMEWORK

Introduction

The Sekhukhune District Municipality has adopted its Performance Management system in 2008 and reviewed it in 2009/10 financial year. The Sekhukhune District Municipality has institutionalized the Culture of Performance Management among its Political Office Bearers, Councillors and its Administration. This has ensured that the service delivery is administered in an economical, effective, efficient and accountable manner.

Performance Management System and the IDP process are seamlessly integrated. Whereas the IDP fulfills the planning stage, Performance Management in turn fulfills the implementation, management, monitoring and evaluation of the IDP.

It is critical to note that PMS should provide a mechanism and facilitate an increased accountability between the following role players:

- The Community and the Municipal Council

- The Political and Administrative components of SDM.
- Each department and the office of the Municipal Manager

Furthermore, PMS does facilitate learning and improvements by outlining the approaches bring the desired impact to enable SDM improve delivery. Also that PMS forms the basis for Monitoring, Evaluation and Improving IDP implementation.

PMS provides early warning diagnostic signals of the potential risks that are likely linked to implementation of the IDP. Such timeous information on risks enables facilitation of interventions.

Principles of PMS

The following principles have successfully been the core foundation of PMS processes:

Table 175: 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 following are Roles and Responsibilities of various stakeholders critical to the implementation of PMS and are outlined as follows:

Table 176: Roles and responsibilities of various stakeholders in PMS

Stakeholders	Planning	Implementation	Monitoring & Analysis	Reviewing	Reporting
Executive Mayor	1. Facilitate development of IDP and PMS		1. Receive monthly reports on implementation of PMS	1. Review performance of MM quarterly	1. Report on organizational performance to the Council
Municipal Manager	1. Assign overall planning of PMS 2. Manage development of departmental managers performance management systems, 3. Manages development of subordinate's performance management systems.	1. Oversee implementation of PMS alignment with other systems. 2. Manage implementation of subordinate performance measurement systems.	1. Evaluate reports from HODs. 2. Propose adjustment on the basis of report. 3. Identify underperformance in respect of department and employee performance.	1. Use audit report to evaluate performance. 2. Assess performance according to plans. 3. Propose measures for improvement. 4. Assess subordinates performance quarterly.	1. Submit Performance reports to: -Council -Council Committee - Community, on annual basis.
IDP COMMITTEE	1. Co-ordinate and manage PMS 2. Report to Council on PMS 3. Assign PMS responsibility to MM.			1. Receive reports from internal audit committee. 2. Make recommendations based on the reports.	1. Receive quarterly and annual reports and make recommendations to management.
Staff	1. Participate in developing Departmental plans. 2. Participate in developing own performance measurement	1. Execute individual plans	1. Report on performance to line managers.	1. Participate in review of departmental plans and own performance and make necessary adjustment.	1. Submit reports on performance to line managers. 2. Receive reports on own performance from Departmental managers.
Council Committee	1. Make inputs in divisional plans 2. Responsible			1. Review divisional plans 2. Participate	1. Receive departmental reports. 2. Receive

	for public participation			in quarterly review of committees.	performance reports from MM. 3. Make recommendations to council
Council	1. Assign PMS responsibility to IDP committee. 2. Adopt PMS Framework, Indicator and Set targets. 3. Ensure PMS is in line with IDP		1. Appoint Audit Committee. 2. Monitor Municipal Performance.	1. Review Municipal Performance reports and make recommendations on performance of departments, MM, and Executive Mayor, and Executive Committee.	1. Submit annual report to Auditor General/ MEC. 2. Receive reports from MM. 3. Receive reports from performance audit committee.
Internal Audit Committee			1. Develops reporting procedures.	Assess: 1. Functionality of PMS. 2. PMS complies with the Act. 3. Reliability in measuring performance. 4. Audit performance measurement of municipality.	1. Submit reports to performance audit committee,
Audit Committee			1. Develop reporting procedures and formats. 2. Develop code of conduct for its members.	1. Receives reports from the internal audit committee. 2. Make comments on reports.	1. Submit reports to the council.
Auditor General			1. Ensures legal compliance.		1. Receives annual reports. 2. Represented in the council when annual report is adopted.

Accountability structure during the review process

Table 177: 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)
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 178: 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 and reviewed it in 2007. 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 a 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

6. SDM DRAFT ORGANISATIONAL STRUCTURE 2017/18

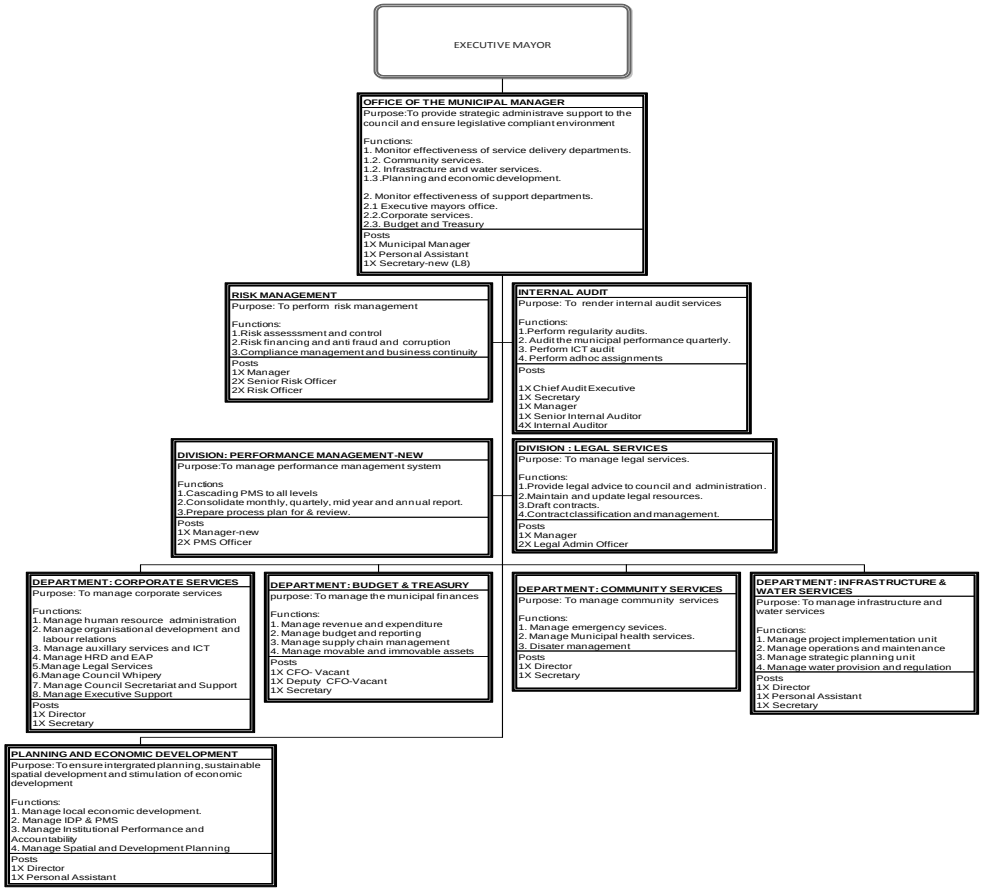
ANNEXURE A

SEKHUKHUNE DISTRICT MUNICIPALITY

2017/18

FINAL ORGANISATIONAL STRUCTURE

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE



SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

DEPARTMENT: CORPORATE SERVICES

Purpose: To manage corporate services

Functions:
1. Manage human resource administration
2. Manage organisational development
3. Manage auxillary services
4. Manage HRD
5.Manage Council Whipery
6. Manage Secretariat and Support
7. Manage Executive Support
8. Manage EAP
9. Manage ICT
10.Manage Labour Relations

Posts
1X Director
1X Secretary

SECRETARIAT & SUPPORT

Purpose: to provide secretaruiat and support

Functions:
1. Render administration support.

Posts
1X Deputy Director
1X Secretary
1X Driver/Chauffer-vacant

EXECUTIVE SUPPORT

Purpose: To provide executive support services

Functions:
1. Monitor the implementation and impact of special programmes
2. Manage internal and external communication.
3. Manage administrative support and protection services to the Executive Mayor.
4. Manage customer care services

Posts
1X Deputy Director
1X Personal Assistant
1X Secretary

COUNCIL WHIPERY SUPPORT

Purpose: Coordination activities of political parties in council

Functions
1. Facilitates sound working relationship within political parties in council
2. Facilitate Multiparty Caucus
3. Facilitate back to basics workshop and other programmes
4. Facilitate Council Whipery
5. Facilitate Chief Whip's forum

Post
1X Manager
1X Senior Admin Officer-Vacant
1X Secretary

DIVISION : LABOUR RELATIONS

Purpose : To promote sound labour relations.

Functions:
1.Handle misconduct cases.
2.Facilitate disciplinary procedures.

Posts
1X Manager
1X Senior Labour Relations Officer
2X Labour Relations Officer
1X Labour Relations Clerk

DIVISION:AUXILIARY SERVICES

Purpose:To manage auxiliary services.

Functions:
1. Records management
2. Manage fleet & facilities.

Post
1X Manager

DIVISION: INFORMATION, COMMUNICATION & TECHNOLOGY

Purpose: To manage information and communication technology.

Functions:
1. Provide help desk services.
2. Monitor the performance of ICT infrastructure.
3. Monitor network performance

Posts
1X Manager
2X Senior IT Technician
4X IT Technician

DIVISION: EMPLOYEE WELLNESS

Purpose: To promote employee wellness .

Functions:
1. Facilitate EAP programmes.
2. Ensure compliance and manage OHS .
3. Coordinate the sports activities

Posts
1X Manager
1X EAP Officer
2X OHS Officer- 1 vacant
1X OHS Clerk

DIVISION:HUMAN RESOURCE MANAGEMENT

Purpose:To render human resources management

Functions:
1. Render human resources management
2. Personnel administration
3. Facilitate talent attraction.
4. Facilitate policy development.

Posts
1X Manager
1X Senior HR Officer
3X HR Officer
1X HR Clerk

DIVISION : ORGANISATIONAL EFFICIENCY AND DEVELOPMENT

Purpose: To promote organisational development.

Functions:
1. Organisational design
2. Develop procedure manuals.
3. Conduct job evaluation
4. Form design

Posts
1X Manager- Vacant

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

SECRETARIAT & SUPPORT

Purpose: to provide secretaruiat and support

Functions:
1. Render administration support.

Posts
1X Deputy Director
1X Secretary
1X Driver/Chauffer-vacant

SUB-DIVISION: PUBLIC PARTICIPATION

Purpose: To facilitate public participation and public relations.

Functions:
1. Coordinate public participation and stakeholder engagement.

Posts
1X Manager
1X Public Participation Officer
1X Public Participation Clerk
2X Jnr Public Participation Clerk

MPAC SUPPORT

Purpose: To oversight and account to the implementation programmes and plans consistent with policy, legislation and the Constitution

Functions:
1. Exercise oversight over the executive functionaries of council and to ensure good governance in the municipality and the entities
2. Conduct research on MPAC.

Posts
1X Legal Advisor(L3)
1X Researcher-vacant(L5)
1X MPAC Coordinator (L5)-new

SUB-DIVISION:SECRETARIAT AND SUPPORT

Purpose: To render Secretariat and support Services

Functions:
1. Provide support to council
2. Maintain records for council
3. Provide secretariat services to council
4. Coordinate capacity building & councilor welfare

Posts
1X Manager-Vacant
1X Senior Researcher
1X Senior Committee Officer
1X Committee Officer
1X Council Welfare Officer
6X Committee Clerk-2X Vacant

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

EXECUTIVE SUPPORT

Purpose: To provide executive support services

Functions:
1. Monitor the implementation and impact of special programmes
2. Manage internal and external communication.
3. Manage administrative support and protection services to the Executive Mayor.
4. Manage customer care services

Posts
1X Deputy Director
1X Personal Assistant
1X Secretary

SUB DIVISION:COMMUNICATIONS

Purpose: To manage communications services

Functions:
1. Manage internal and external communications.
2. Promote public relations.
3. Coordinate event management.

Posts
1X Spokesperson
1X Media Liasion Officer
1X Event Officer
2X Community Liaison Officer
1X Graphic Designer
2X Communication Officer

SUB DIVISION:ADVOCACY & SOCIAL FACILITATION

Purpose: To render administrative support services.

Functions:
1.Render administrative support to the Executive Mayor
2. Coordinate and liaise with external stakeholders on behalf of the Executive Mayor.
3. Facilitate executive support for the Executive Mayor and Mayoral committee
4. Provide protection services to the Executive Mayor
5. Render social facilitation

Posts
1X Manager

SUB DIVISION: SPECIAL PROGRAMMES/ARTS & CULTURE

Purpose: To advocate on special programmes and establish sports, arts and culture services

Functions:
1.Facilitate youth, children and woman development programmes
2.Facilitate gender empowerment programmes
3.Advocate for intergration of people living with disabilities in the economic and social mainstream.
4.Promote sports and recreation development
5.Coordinate arts and culture activities & programmes

Posts
1X Manager
2X Special Programmes Officer
1X Arts & Culture Officer
1X Sports Officer
1X Youth Officer-vacant
1X HIV/AIDS Officer
1X Programme Clerk

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

SUB DIVISION:ADVOCACY & SOCIAL FACILITATION

Purpose: To render administrative support services.

Functions:
1. Render administrative support to the Executive Mayor
2. Coordinate and liaise with external stakeholders on behalf of the Executive Mayor.
3. Facilitate executive support for the Executive Mayor and Mayoral committee
4. Provide protection services to the Executive Mayor
5. Render social facilitation

Posts
1X Manager

SECTION:ADVOCACY

Purpose: To render administrative support services.

Functions:
1. Render administrative support to the Executive Mayor
2. Coordinate and liaise with external stakeholders on behalf of the Executive Mayor.
3. Facilitate executive support for the Executive Mayor and Mayoral committee
4. Provide protection services to the Executive Mayor
5. Render social facilitation

Posts
1X Senior Executive Support Officer
1X Protocol Officer
1X Protection Officer
2X Chauffer
2X Secretary (MMC)

SECTION: SOCIAL FACILITATION-new

Purpose: To render social facilitation services.

Functions:
1. Coordinate social services

Posts
1X Senior ISD Officer
8X ISD Officer

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

DIVISION:AUXILIARY SERVICES

Purpose:To manage auxiliary services.

Functions:
1. Records management
2. Manage fleet & facilities.

Post
1X Manager

SUB-DIVISION: RECORDS MANAGEMENT

Purpose: To safequard the municipal records

Functions:
1. Render photocopy services.
2. Maintain registry and archives.

Posts
1X Senior Records Officer
2X Admin Officer
2X Registry Clerk
3X Photocopy Operator-2X Vacant
2X Messenger-1X Vacant

SUB-DIVISION: FLEET MANAGEMENT

Purpose: To monitor and cordinate fleet. services

Functions:
1.Maintenance of fleet

Posts
2X Fleet Officer- 1 Vacant
6X Fleet Clerk

SUB-DIVISION: FACILITIES MANAGEMENT

Purpose: To monitor and maintain facilities

Functions:
1.Maintenance of facilities

Posts
1X Facilities Officer
2X Handyman-1 new
19XGeneral Worker-3 new
1X Electrician-new (L11)
1X Plumber-new(L11)

DIVISION : ORGANISATIONAL EFFICIENCY AND DEVELOPMENT

Purpose: To promote organisational development.

Functions:
1. Organisational design
2. Develop procedure manuals.
3. Conduct job evaluation
4. Form design

Posts
1X Manager- Vacant

SECTION:ORGANISATIONAL DEVELOPMENT

Purpose: To promote organisational development.

Functions:
1. Organisational design
2. Develop procedure manuals.
3. Conduct job evaluation
4. Form design

Posts
1X Snr OD Officer-new
2X OD Officer-1 new
2X OD Clerk-1 Vacant

SECTION: HUMAN RESOURCES DEVELOPMENT

Purpose: To render human resources development .

Functions:
1. Compilation and Implementation of WSP
2. Coordinate training and development
3. Manage external and internal bursaries

Posts

1X Senior Training Officer
2X Training Officer

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

DEPARTMENT: BUDGET & TREASURY

purpose: To manage the municipal finances

Functions:
1. Manage revenue and expenditure
2. Manage budget and reporting
3. Manage supply chain management
4. Manage movable and immovable assets
5. Manage Customer Care
6. Manage credit contol and debt collection

Posts
1X CFO- Vacant
1X Deputy CFO-Vacant
1X Secretary

DIVISION: INCOME

Purpose: To manage revenue services.

Functions:
1. Issue billing statements
2. Meter reading
3. Maintain data Integrity
4. Set tariffs
5. Disconnections and reconnections

Posts
1X Manager
1X Accountant

DIVISION: EXPENDITURE

Purpose: To manage expenditure.

Functions:
1. Manage creditors accounts.
2. Manage payroll.

Posts
1X Manager

DIVISION: BUDGET AND REPORTING

Purpose: To manage budget and financial reporting

Functions:
1. Manage budget planning process.
2. Monitor budget implementation.
3.Report and prepare annual financial statements.
4. Cash management.
5. Prepare MFMA compiliation report

Posts
1X Manager
2X Accountant Budget & Reporting
2X Budget and Reporting Clerk

DIVISION: SUPPLY CHAIN MANAGEMENT

Purpose: To provide supply chain management services

Functions:
1. Manage demand & performance
2. Manage acquisition
2. Manage Logistics

Posts
1X Manager
1X Snr Procurement Officer

DIVISION: ASSET MANAGEMENT (IMMOVABLE & MOVABLE)

Purpose: To manage municipal assets.

Functions:
1. Safeguarding of assets.
2. Maintenance of the asset register.

Posts
1X Manager

DIVISION:CREDIT CONTROL & DEBT COLLECTION-New

Purpose: To manage credit control and debt collection .

Functions:
1. Implementation of credit control measures
2. Debt collection arrangements
3. Implement indigent register

Posts
1X Manager

DIVISION:CUSTOMER CARE

Purpose: To render customer care services.

Functions:
1. Coordinate customer care services
2. Render call centre services.

Posts
1X Manager
2X Snr Call Centre Clerk
11X Call Centre Operator

DIVISION: INCOME

Purpose: To manage revenue services.

Functions:
1. Issue billing statements
2. Meter reading
3. Maintain data Integrity
4. Set tariffs
5. Disconnections and reconnections

Posts
1X Manager
1X Accountant

SUB-DIVISION: BILLING

Purpose: To coordinate billing services

Functions:
1. Issue billing statements
2. improve collection of revenue

Posts
1X Billing Officer
1X Snr Billing Clerk
5X Billing CLerk-2 Vacant
2X Data Capturer-1 vacant

SUB-DIVISION: METER READING

Purpose: To coordinate meter reading

Functions:
1. Connection of meters
2. Disconnection and reconnection of meters

Posts
1X Chief meter reader-vacant
20X Meter Reader-14 vacant

DIVISION: EXPENDITURE

Purpose: To manage expenditure.

Functions:
1. Manage creditors accounts.
2. Manage payroll.

Posts
1X Manager

SUB-DIVISION: PAYROLL

Purpose: To coordinte payroll

Functions:
1. Coordinate payroll.

Posts
1X Accountant-renamed
1X Payroll Administrator
2X Payroll Clerk

DIVISION: EXPENDITURE

Purpose: To manage expenditure.

Functions:
1. Coordinate creditors accounts.

Posts
1X Accountant Expenditure
2X Senior Expenditure Clerk
2X Expenditure Clerk-(1X vacant)

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

DIVISION: SUPPLY CHAIN MANAGEMENT

Purpose: To provide supply chain management services

Functions:
1. Manage demand & performance
2. Manage acquisition
2. Manage Logistics

Posts
1X Manager
1X Snr Procurement Officer

SUB-DIVISION: DEMAND & PERFORMANCE MANAGEMENT

Purpose: To coordinate demand and performance

Functions:
1. Ensure procurement of goods and services

Post
1X Procurement Officer
2X Procurement Clerk
1X Snr Procurement Clerk
1X Bid Admin Cler

SUB-DIVISION: ACQUISITION MANAGEMENT

Purpose: To coordinate acquisitions

Functions:
1. Develop acquisition delegation
2. develop BID documents
3. Analyse the market

Posts
1X Acquisition Officer
2X Acquisition Clerk
1X Data Capturer

SUB-DIVISION: LOGISTICS MANAGEMENT- New

Purpose: To coordinate logistics

Functions:
1. Place orders against contract for goods and services
2. Recieve and distribute goods
3. Setting of inventory levels and manage stores

Posts
1X Logistics Officer
2X Logistics Clerk
1X General Worker

DIVISION: ASSET MANAGEMENT (IMMOVABLE & MOVABLE)

Purpose: To manage municipal assets.

Functions:
1. Safeguarding of assets.
2. Maintenance of the asset register.

Posts
1X Manager

SUB-DIVISION: ASSET MANAGEMENT (IMMOVABLE)

Purpose: To coordinate municipal assets.

Functions:
1. Safeguarding of immovable assets.
2. Maintenance of the asset register.

Posts
1XAccountant
4X Asset Clerk

SUB-DIVISION: ASSET MANAGEMENT (MOVABLE)

Purpose: To coordinate municipal assets.

Functions:
1. Safeguarding of movable assets.
2. Maintenance of the asset register.

Posts
1XAccountant
2X Asset Clerk

DIVISION:CREDIT CONTROL & DEBT COLLECTION-New

Purpose: To manage credit control and debt collection .

Functions:
1. Implementation of credit control measures
2. Debt collection arrangements
3. Implement indigent register

Posts
1X Manager

SUB-DIVISION:CREDIT CONTROL

Purpose: To coordinate credit control.

Functions:
1. Coordinate credit control

Posts
1XAccountant-L4
1X Snr Credit Control Clerk-new(L7)
3X Credit Control Clerk -2 vacant (1 new)L8

SUB-DIVISION: DEBT COLLECTION

Purpose: To coordinate debt collection

Functions:
1.Coordinate debt collection

Posts
1X Accountant-L4(New)
1X Senior Debt Collection Clerk-L7
3X Debt Collection Clerk-L8
1X Chief Cashier
5X Cashier-3 Vacant

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

DEPARTMENT: COMMUNITY SERVICES

Purpose: To manage community services

Functions:
1. Manage emergency sevices.
2. Manage Municipal health services.
3. Disater management

Posts
1X Director
1X Secretary

DIVISION: MUNICIPAL HEALTH SERVICES

Purpose: To manage municipal health services.

Functions:
1.Implement air quality monitoring, food safety, waste management,and surveillance of premises
2.Develop and implement the environmental management programmes.

Posts
1X Manager
3X Senior Environmental Health Practitioner-vacant

DIVISION :EMERGENCY SERVICES

Purpose: To render emergency services.

Functions:
1. Render emergency services.
2. Provide emergency services training and development
3.Enforce Code Application, Fire Prevention and Law enforcement.

Posts
1X Manager

DIVISION :DISASTER MANAGEMENT

Purpose:To provide disaster management.

Functions:
1. Perform institutional capacity.
2. Conduct risk assesment.
3. Develop risk reduction strategy
4. Coordinate response and recovery

Posts
1X Manager
5X Disaster Management Officer- 1 new (L5)
2X Public Education & Awareness Officer-new(L5)

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

DIVISION: MUNICIPAL HEALTH SERVICES

Purpose: To manage municipal health services.

Functions:
1. Implement air quality monitoring, food safety, waste management, and surveillance of premises
2. Develop and implement the environmental management programmes.

Posts
1X Manager
3X Senior Environmental Health Practitioner-vacant

MAKHUDUTHAMAGA REGION

Purpose: To render Municipal Health Services.

Functions:
1. Implement MHS functional areas.i.e food control, waste management, health surveillance of premises.

Posts

4X Environmental Health Officer-1 new(L5)

FETAKGOMO REGION

Purpose: To render Municipal Health Services.

Functions:
1. Implement MHS functional areas.i.e food control, waste management,health surveillance of premises.

Posts

4X Environmental Health Officer- 1 new(L5)

EPHRAIM MOGALE REGION

Purpose: To render Municipal Health Services.

Functions:
1. Implement MHS functional areas.i.e food control, waste management, health surveillance of premises.

Posts

4X Environmental Health Officer-1 new(L5)

ELIAS MOTSOALEDI REGION

Purpose: To render Municipal Health Services

Functions:
1. Implement MHS functional areas.i.e food control, waste management, health surveillance of premises.

Posts

4X Environmental Health Officer-1 new(L5)

TUBATSE REGION

Purpose: To render Municipal Health Services.

Functions:
1. Implement MHS functional areas.i.e food control, waste management, health surveillance of premises.

Posts

6X Environmental Health Officer-2 new(L5)

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

DIVISION :EMERGENCY SERVICES

Purpose: To render emergency services.

Functions:
1. Render emergency services.
2. Provide emergency services training and development
3.Enforce Code Application, Fire Prevention and Law enforcement.

Posts
1X Manager

FIRE OPERATION

Purpose: To render fire and rescue services

Functions:
1. Enforce municipal emergency management services by-laws
2. Ensure prompt response to emergency cases

Post
1X Chief Fire Officer

TRAINING ACADEMY

Purpose: To develop competent emergency services personnel.

Functions:
1.Develop and facilitate emergency services training programmes

Posts
1X Principal Training Officer
1X Training Officer
1X Admin Clerk

FIRE SAFETY

Purpose:To ensure a safe environment.

Functions:
1. Reduce risk and ensure compliance .

Posts
1X Assistant Chief Fire Officer Fire Prevention Code Application
1X Assistant Chief Fire Officer Fire Prevention Law Enforcement
1X Assistant Chief Fire Officer Fire Prevention Event Safety

ELIAS MOTSOALEDI FIRE STATION

Purpose: To render rescue services.

Functions:
1. Enforce municipal emergency management services by-laws
2. Ensure prompt response to emergency cases.

Posts
1X Assistant Chief FIre Officer-new(L5)
4X Divisional Officer-new(L5)
4X Station Officer-3 new(L6)
8X Leading Fireman-(1X vacant)(4 new)(L7)
8X Senior Fireman- 1 vacant (6 new)(L9)
12X Firefighter II
8X Firefighter I-new(L14)

MAKHUDUTHAMAGA FIRE STATION

Purpose: To render rescue services

Functions:
1. Enforce municipal management emergency services by-laws
2. Ensure prompt response to emergency cases

Posts
1X Assistant Chief Fire Officer
4X Divisional Officer-3 new(L5)
4X Station Officer-new (L6)
8X Leading Fireman- 6 new(L7)
8X Senior Fireman- (1X vacant)(4 new) (L9)
12X Firefighter II
8X Firefighter I-new(L14)

TUBATSE FIRE STATION

Purpose: To render rescue services

Functions:
1. Enforce municipal management emergency services by-laws
2. Ensure prompt response to emergency services

Posts
1X Assistant Chief Fire Officer-new(L5)
4X Divisional Officer-new(L5)
4X Station Officer-3 new (L6)
8X Leading Fireman- 4 new(L7)
8X Senior Fireman-1 vacant,(7 new)(L9)
12X FIrefighter II
8X Firefighter I-new(L14)

EPHRAIM MOGALE FIRE STATION

Purpose: To render rescue services

Functions:
1. Enforcement of municipal managementemergency services by-laws
2. Ensure prompt response to emergency services

Posts
1X Assistant Chief Fire Officer-new(L5)
4X Divisional Officer-new(L5)
4X Station Officer-3 new (L6)
8X Leading Fireman-2 vacant (7 new))L7)
8X Senior Fireman- 1 vacant (6 new)(L9)
12X Firefighter II
8X Firefighter I-new(L14)

FETAKGOMO FIRE STATION- NEW

Purpose: To render rescue services

Functions:
1. Enforcement of municipal managementemergency services by-laws
2. Ensure prompt response to emergency services

Posts
1X Assistant Chief Fire Officer(L5)
4X Divisional Officer(L5)
4X Station Officer(L6)
8X Leading Fireman(L7)
8X Senior Fireman(L9)
12X Firefighter II
8X Firefighter I-New(L14)

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

DEPARTMENT: INFRASTRUCTURE & WATER SERVICES

Purpose: To manage infrastructure and water services

Functions:
1. Manage project implementation unit
2. Manage operations and maintenance
3. Manage strategic planning unit
4. Manage water provision and regulation
5. Manage Water Qaulity

Posts
1X Director
1X Secretary

DIVISION: REGULATION & GOVERNANCE

Purpose: To monitor and evaluate the provision and compliance of water services.

Functions:
1. Monitor the performance of the WSPs. .
2. Provide tools and mechanisms for reporting.
3. Development and enforcement of regulatory by -laws
4. Development of service standards and client charter

Posts
1X Manager
1X Senior Monitoring & Compliance Officer
3X Peace Officer-1 vacant (2 new)(L5)

DIVISION: INFRASTRUCTURE PLANNING

Purpose: To develop plans for water services development.

Functions:
1. Draft water services master plans.
2. Ensure the implementation of the master plans.

Posts
1X Planning Engineer
1X Design Engineer
1X Technician (Planning)-vacant
1X Technician (Drafting)-vacant

SUB-DEPARTMENT: WATER SERVICES

Purpose: To provide water to the community

Functions:
1. Manage scientific services.
2. Support operations and maintanance
3. Manage Bulk water supply

Posts
1X Deputy Director - vacant
1X Admin Clerk - vacant

DIVISION: PROGRAMME MANAGEMENT UNIT(MIG)

Purpose: To manage the implementation of capital projects.

Functions:
1. Financial management
2. Implementation of projects.
3. Contract administration.
4. Programme / Project management.
5. Liase with community members

Posts
1X Manager
1X Project Accountant
5X Project Technician
1X Admin Clerk - vacant

DIVISION: PROGRAMME MANAGEMENT UNIT (RBIG & WSIG)

Purpose: To manage the implementation of capital projects.

Functions:
1. Financial management.
2. Implementation of projects.
3. Contract administration.
4. Programme / Project management.
5. Liase with community members

Posts
1X Manager
1X Project Accountant- new(L4)
5X Project Technicians
1X Admin Clerk - vacant

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

SUB-DEPARTMENT: WATER SERVICES

Purpose: To provide water to the community

Functions:
1. Manage scientific services.
2. Support operations and maintanance
3. Manage Bulk water supply

Posts
1X Deputy Director - vacant
1X Admin Clerk - vacant

DIVISION: O&M - WATER AND SEWER NETWORKS

Purpose: maintanance of water and sewer network infrustructure

Functions
1. Repairs and preventative maintanance
2. Ensure compliance to water services regulations
3. Control the operation and maintenance of water and sanitation
4. Coordinate and review the work plan for the water and sewer sections
5. Manage and monitor water balance
6. Install and repair meters.
7. Leakage management

Posts
3X Cluster manager
3X Admin Clerk.
134X General Worker

DIVISION: BULK OPERATIONS

Purpose: To operate and manage water and waste water treatment plants

Functions:
1. Monitor water production
2. Maintain plants and resources
3. Ensure operational compliance.
4. Coordinate and manage underground water services

Posts
1X Ground Water Specialist-Vacant

DIVISION: SCIENTIFIC SERVICES

Purpose: To ensure compliance to water quality regulations.

Functions
1. Implement water quality management system.
2. Ensure compliance to water services regulations.

Post
1X Manager-new
1X Senior Laboratory Technician-renamed
1X Laboratory Technician
7X Water Quality Officer- 3 vacant

DIVISION: ELECTRO MECHANICAL

Purpose: To render operations and maintenance services of boreholes, boosters supply pumps.

Functions:
1. Ensure that all electrical and mechanical pumps are in operation.
2. Render welding services.

Posts
1x Electro - Mechanical Manager-Vacant
1x Admin Clerk

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

DIVISION: O&M - WATER AND SEWER NETWORKS

Purpose: maintanance of water and sewer network infrustructure

Functions
1. Repairs and preventative maintanance
2. Ensure compliance to water services regulations
3. Control the operation and maintenance of water and sanitation
4.Coordinate and review the work plan for the water and sewer sections
5.Manage and monitor water balance
6.Install and repair meters.
7.Leakage management

Posts
3X Cluster manager
3X Admin Clerk.
134X General Worker

CLUSTER: OPERATION & MAINTENANCE-EE

Purpose: To manage Operations and Maintenance

Functions:
1.Control the operation and maintenance of water and sanitation
2.Coordinate and review the work plan for the water and sewer sections

Post
1X Cluster Manager
1X Admin Clerk
1X Milwright-new(L8)

CLUSTER:OPERATION & MAINTENANCE-M

Purpose: To manage operations and maintenance

Functions:
1.Control the operation and maintenance of water and sanitation
2.Coordinate and review the work plan for the water and sewer sections

Post
1X Cluster Manager
1X Admin Clerk
1X Milwright-new (L8)

CLUSTER:OPERATION & MAINTENANCE-FT

Purpose:To manage operations and maintenance

Functions:
1.Control the operation and maintenance of water and sanitation
2.Coordinate and review the work plan for the water and sewer sections

Post
1X Cluster Manager
1X Admin Clerk
1X Milwright-new (L8)

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

CLUSTER: OPERATION & MAINTENANCE-EE

Purpose: To manage Operations and Maintenance

Functions:
1. Control the operation and maintenance of water and sanitation
2. Coordinate and review the work plan for the water and sewer sections

Post
1X Cluster Manager
1X Admin Clerk
1X Milwright-new(L8)

ELIAS MOTSOALEDI REGION

Purpose: To render operations and maintenance

Functions:
1. Coordination of the Depots
2. Management tankering services
3. Report on the performance of the region.

Posts
1X Senior Regional Technician
1X Heavy Duty Operator (crane truck)-Vacant
2X Heavy Duty Operator (Water Tanker Driver)
1X Admin Clerk

EPHRAIM MOGALE REGION

Purpose: To render operations and maintenance

Functions:
1. Coordination of the Depots
2. Management tankering services
3. Report on the performance of the region.

Posts
1XSenior Regional Technician
1X Heavy Duty Operator-vacant
1X Heavy Duty Operator (Water Tanker Driver)
1X Admin Clerk

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

ELIAS MOTSOALEDI REGION

Purpose: To render operations and maintenance

Functions:
1.Coordination of the Depots
2.Management tankering services
3.Report on the performance of the region.

Posts
1X Senior Regional Technician
1X Heavy Duty Operator (crane truck)-Vacant
2X Heavy Duty Operator (Water Tanker Driver)
1X Admin Clerk

MOTETEMA/GROBLERSDAL

Purpose: To operate , maintain sewer , water reticulation & storage system.

Functions:
1. Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintanance for sanitation systems.
3. Installation of new water meters.
4. Provision of water to consumers

Posts
1X Depot Supervisor - vacant
2X Artisan Plumber (Water)-1 Vacant
1X Artisan Plumber(Sewer)-vacant
1X Admin Clerk
1X Artisan Aid-Vacant
8X General Worker

UITSPANNING DEPOT

Purpose: To operate , maintain sewer , water reticulation & storage system.

Functions:
1. Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintanance for sanitation systems.
3. Installation of new water meters.
4. Provision of water to consumers

Posts
1X Depot Supervisor
1X Artisan Plumber(Water)
1X Artisan Plumber(Sewer)
1X Admin Clerk
8X General Worker

HLOGOTLOU DEPOT

Purpose: To operate , maintain sewer , water reticulation & storage system.

Functions:
1 Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintanance for sanitation systems.
3. Installation of new water meters.
4. Provision of water to consumers

Posts
1X Depot Supervisor
2X Artisan Plumber (Water)
1X Artisan Plumber (Sewer)
1X Admin Clerk
10X General Worker

TAFELKOP/ROSSENEKAL

Purpose: To operate , maintain sewer , water reticulation & storage system.

Functions:
1 .Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintanance for sanitation systems.
3. Installation of new water meters.
4. Provision of water to consumers

Posts
1X Depot Supervisor
3X Artisan Plumber (Water)-2 Vacant
1X Admin Clerk
5X General Worker

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

EPHRAIM MOGALE REGION

Purpose: To render operations and maintenance

Functions:
1.Coordination of the Depots
2.Management tankering services
3.Report on the performance of the region.

Posts
1XSenior Regional Technician
1X Heavy Duty Operator-vacant
1X Heavy Duty Operator (Water Tanker Driver)
1X Admin Clerk

ELANDSKRAAL DEPOT

Purpose: To operate and maintain sewer and water reticulation & storage system.

Functions:
1. Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintanance for sanitation systems.
3. Installation of new water meters.
4. Provision of water to consumers

Posts
1X Depot Supervisor
1X Heavy Duty Operator TLB-vacant
2X Artisan Plumber (Water)
9X General Worker-2 vacant

MOGANYAKA DEPOT

Purpose: To operate and maintain sewer and water reticulation & storage system.

Functions:
1. Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintanance for sanitation systems.
3. Installation of new water meters.
4. Provision of water to consumers

Posts
1X Depot Supervisor
1X Heavy Duty Operator TLB-vacant
3X Artisan Plumber (Water)-vacant
1X Artisan Plumber (Sewer)
9X General Worker-2 vacant

MOUTSE WEST DEPOT

Purpose: To operate , maintain sewer , water reticulation & storage system.

Functions:
1. Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintanance for sanitation systems.
3. Installation of new water meters.
4. Provision of water to consumers

Posts
1X Depot Supervisor
2X Artisan Plumber (Water)- 1 vacant
1X Artisan Plumber (Sewer)
7X General Worker-2 vacant

MARBLE-HALL DEPOT

Purpose: To operate , maintain sewer , water reticulation & storage system.

Functions:
1. Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintanance for sanitation systems.
3. Installation of new water meters.
4. Provision of water to consumers

Posts
1X Depot Supervisor
2X Artisan Plumber (Water)
1X Artisan Plumber (Sewer)
9X General Worker

CLUSTER:OPERATION & MAINTENANCE-M

Purpose: To manage operations and maintenance

Functions:
1.Control the operation and maintenance of water and sanitation
2.Coordinate and review the work plan for the water and sewer sections

Post
1X Cluster Manager
1X Admin Clerk
1X Milwright-new (L8)

MAKHUDUTHAMAGA REGION

Purpose: To manage Operations and Maintenance

Functions:
1.Coordination of the Depots
2.Management tankering services
3.Report on the performance of the region.

Posts
1X Senior Regional Technician
1X Heavy Duty Operator TLB -vacant
1X Heavy Duty Operator (Water Tanker Driver)- vacant
1X Admin Clerk

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

MAKHUDUTHAMAGA REGION

Purpose: To manage Operations and Maintenance

Functions:
1.Coordination of the Depots
2.Management tankering services
3.Report on the performance of the region.

Posts
1X Senior Regional Technician
1X Heavy Duty Operator TLB -vacant
1X Heavy Duty Operator (Water Tanker Driver)-vacant
1X Admin Clerk

MASEMOLA CENTRAL DEPOT

Purpose: To operate , maintain sewer , water reticulation & storage system.

Functions:
1. Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintenance for sanitation systems.
3. Installation of new water meters.
4. Provision of water to consumers

Posts
1X Depot Supervisor
2X Artisan Plumber
1X Admin Clerk
6X General Worker

PHOKWANE DEPOT(RENAMED)

Purpose: To operate , maintain sewer , water reticulation & storage system.

Functions:
1. Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintenance for sanitation systems.
3. Installation of new water meters.
4. Provision of water to consumers

Posts
1X Depot Supervisor
3X Artisan Plumber
1X Admin Clerk
10X General Worker

TSHESANE DEPOT (RENAMED)

Purpose: To operate , maintain sewer , water reticulation & storage system.

Functions:
1. Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintenance for sanitation systems.
3. Installation of new water meters.
4. Provision of water to consumers

Posts
1X Depot Supervisor
2X Artisan Plumber
1X Admin Clerk
6X General Worker

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

CLUSTER:OPERATION & MAINTENANCE-FT

Purpose:To manage operations and maintenance

Functions:
1.Control the operation and maintenance of water and sanitation
2.Coordinate and review the work plan for the water and sewer sections

Post
1X Cluster Manager
1X Admin Clerk
1X Milwright-new (L8)

TUBATSE REGION

Purpose: To manage Operations and Maintenance

Functions:
1.Coordination of the Depots
2.Management tankering services
3.Report on the performance of the region.

Posts
1XSenior Regional Technician
1X Heavy Duty Operator (TLB)
1X Heavy Duty Operator (Crane Truck)
2X Heavy Duty Operator (Water Tanker Driver)
1X Admin Clerk
1x General Worker

FETAKGOMO REGION

Purpose: To manage Operations and Maintenance

Functions:
1.Coordination of the Depots
2.Management tankering services
3.Report on the performance of the region.
.

Posts
1X Senior Regional Technician- vacant
1X Heavy Duty Operator (TLB)
1X Heavy Duty Operator (Water Tanker Driver)
1X Admin Clerk

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

TUBATSE REGION

Purpose: To manage Operations and Maintenance

Functions:
1.Coordination of the Depots
2.Management tankering services
3.Report on the performance of the region.

Posts
1XSenior Regional Technician
1X Heavy Duty Operator (TLB)
1X Heavy Duty Operator (Crane Truck)
2X Heavy Duty Operator (Water Tanker Driver)
1X Admin Clerk
1x General Worker

PENGE/PRAKTISEER DEPOT

Purpose: Purpose: To operate , maintain sewer , water reticulation & storage system.

Functions:
1. Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintanance for sanitation systems.
3. Installation of new water meters.
4.Provision of water to consumers

Posts
1X Depot Supervisor
3X Plant Supervisor-new(L8)
3X Artisan Plumber-1 vacant
1X Admin Clerk
10X General Worker- 2 vacant

MOROKE DEPOT

Purpose: To operate , maintain sewer , water
reticulation & storage system.

Functions:
1. Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintanance for sanitation systems.
3. Installation of new water meters.
4. Provision of water to consumers

Posts
1X Depot Supervisor
3X Artisan Plumber-1 vacant
1X Admin Clerk
9X General Worker -2 vacant

LEBOENG DEPOT

Purpose: To operate , maintain sewer , water
reticulation & storage system.

Functions:
1. Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintanance for sanitation systems.
3. Installation of new water meters.
4. Provision of water to consumers

Posts
1X Depot Supervisor
2X Artisan Plumber-1 vacant
1X Admin Clerk
6X General Worker - 3 vacant

MAPODILE DEPOT

Purpose: To operate , maintain sewer , water
reticulation & storage system.

Functions:
1 Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintanance for sanitation systems.
3. Installation of new water meters.
4. Provision of water to consumers

Posts
1X Depot Supervisor
2X Artisan Plumber- 1 vacant
1X Admin Clerk
3X General Worker

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

FETAKGOMO REGION

Purpose: To manage Operations and Maintenance

Functions:
1.Coordination of the Depots
2.Management tankering services
3.Report on the performance of the region.
.

Posts
1X Senior Regional Technician- vacant
1X Heavy Duty Operator (TLB)
1X Heavy Duty Operator (Water Tanker Driver)
1X Admin Clerk

APEL DEPOT

Purpose: To operate , maintain sewer , water reticulation & storage system.

Functions:
1 Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintanance for sanitation systems.
3. Installation of new water meters.
4. Provision of water to consumers

Posts
1X Depot Supervisor
2X Artisan Plumber(water)
1X Admin Clerk
12X General Worker -

BB KLOOF DEPOT

Purpose: Purpose: To operate , maintain sewer , water reticulation & storage system.

Functions:
1. Implement planned/unplanned repairs & maintenance of water reticulation distribution & storage .
2. Implement planned/unplanned repairs & maintanance for sanitation systems.
3. Installation of new water meters.
4.Provision of water to consumers

Posts
1X Depot Supervisor
1X Artisan Plumber(water)
1X Admin Clerk
7X General Worker
3 X Process Controller

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

DIVISION: BULK OPERATIONS

Purpose: To operate and manage water and waste water treatment plants

Functions:
1. Monitor water production
2. Maintain plants and resources
3. Ensure operational compliance.
4. Coordinate and manage underground water services

Posts
1X Ground Water Specialist-Vacant

REGION: ELIAS MOTSOALEDI

Purpose: To operate and manage water and waste water treatment plants

Functions:
1. Control water and waste water treatment processes
2. Ensure operational compliance

Posts
1x Plant Supervisor
16x Process controller(water)-1 vacant
2X General Worker (water)- vacant
9X Process controller(wastewater)
4X General Worker-vacant

Plant Name: Groblersdal, Rossenekal, Magukubjane, Inkosini WTW. Dennilton, Motetema, Hlogotlou WWTW.

REGION: EPHRAIM MOGALE

Purpose: To operate and manage water and waste water treatment plants

Functions:
1. Control water and waste water treatment processes
2. Ensure operational compliance

Posts
1X Plant Supervisor
2X General Worker

Plant Name: Moganyaka, Elandskraal WWTW.

REGION: MAKHUDUTHAMAGA

Purpose: To operate and manage water and waste water treatment plants

Functions:
1. Control water and waste water treatment processes
2. Ensure operational compliance

Posts
1X Plant Supervisor
12X Process controller(water)-4 vacant
12X General Worker (water)-vacant
9X Process controller(wastewater)
9X General Worker (wastewater)-vacant
3X General Worker-1 vacant

Plant Name: Vergelegen, Pietgouws, Marishane WTW. Jane Furse, Phokwane, Nebo WWTW.

REGION: TUBATSE

Purpose: To operate and manage water and waste water treatment plants

Functions:
1. Control water and waste water treatment processes
2. Ensure operational compliance

Posts
1X Plant Supervisor
12X General Worker (water)-vacant
12X General Worker-vacant (wastewater)
3X General Worker

Plant Name:WTW Burgersfort, Steelpoort, Ohrigstad
WWTW: Burgersfort, Steelpoort, Mooihoek, De Hoop, Ngwaabe.

DIVISION: ELECTRO MECHANICAL

Purpose: To render operations and maintenance services of boreholes, boosters supply pumps.

Functions:
1.Ensure that all electrical and mechanical pumps are in operation.
2.Render welding services.

Posts
1x Electro - Mechanical Manager-Vacant
1x Admin Clerk

SECTION: WORKSHOP (Electrical/Mechanical)

Purpose: To render electrical and mechanical services.

Functions
1. Maintenance of water and sewer infrastructure.

Posts
1X Workshop Supervisor
3X Millwright -1 vacant
10 Electrical Artisan-5 vacant
2X Machanical Artisan
1X Artisan Aid-vacant
1X General Worker

SECTION: WORKSHOP (Welding)

Purpose: To render welding services.

Functions:
1.Maintenance of water and sewer infrastructure.

Posts
1X Workshop Supervisor
2X Artisan Welder
1X Artisan Fitting & Turner - vacant
5X Artisan Aid

SEKHUKHUNE DISTRICT MUNICIPALITY – 2017/18 ORGANISATIONAL STRUCTURE

PLANNING AND ECONOMIC DEVELOPMENT

Purpose: To ensure intergrated planning, sustainable spatial development and stimulation of economic development

Functions:
1. Manage Local Economic Development.
2. Manage IDP & Spatial Development Planning

Posts
1X Director
1X Secretary

DIVISION: DEVELOPMENT PLANNING

Purpose: To manage spatial planning & IDP

Functions:
1. Manage spatial development planning.
2. Manage IDP.

Posts
1X Manager

DIVISION: LOCAL ECONOMIC DEVELOPMENT

Purpose : To coordinate and facilitate local economic development

Functions
1. Facilitate agricultural, tourism, trade and industries development
2. Facilitate implementation of mining social and labour plans
3. Improve the district economy

Posts
1X Manager
1X Economic Researcher-new (L4)
1X LED Officer
1X EPWP Coordinator-new(L5)

SECTION: IDP

Purpose:To manage IDP

Functions
1.Prepare process plan for & review of IDP.
2.Compile IDP documents.
3.Facilitate community participation process.
4.Liase with sector departments for alignment purposes.

Posts
1X Senior IDP Officer
1X IDP Officer

SECTION: SPATIAL PLANNING

Purpose:To manage spatial development planning.

Functions:
1. Incorporate environmental management practises in planning.
2. Ensure coherent spatial development planning.
3. Implement spatial planning and land use management act.
4. Manage spatial information

Posts
1X Senior Town Planner
1X GIS Specialist
1X GIS Officer-new(L5)
1X Town Planner

Sekhukhune District Municipality

Members Mayoral Commitee

Council Speaker
Cllr Maria Manamela

Executive Mayor
Cllr Stanley Ramaila

Chief Whip
Cllr Tseke Lepota

MMC Corporate Services
Cllr Alfred Matlala

MMC Budget & Treasury
Cllr Thembekile Sihlangu

MMC Infrastructure & Water Services
Cllr Mbusi Mahlangu

MMC Office of the Executive Mayor (Women & Gender Empowerment)
Cllr Yvonne Mmakola

Deputy MMC Infrastructure& Water Services
Cllr Lorraine Manganeng

MMC Planning & Economic Development
Cllr Samson Nkosi

MMC Community Services
Cllr Thokozile Nchabeleng

MMC Office of the Executive Mayor (Children, People with disabilities & Youth Development)
Cllr Peter Mnisi

Join us to in making sure that together "Re aga, Siyakha."

www.sekhukhunedistrict.gov.za

SEKHUKHUNE
District Municipality