



SEKHUKHUNE
District Municipality

SEKHUKHUNE DISTRICT
DRAFT DEVELOPMENT PLAN

KEY ACRONYMS

4IR	Fourth Industrial Revolution
B2B	Back to Basics
CoGTA	Cooperative Governance and Traditional Affairs
DM	District Municipality
DWS	Department of Water and Sanitation
GIS	Geographic Information System
IDP	Integrated Development Plan
LM	Local Municipality
KPA	Key Performance Area
KPI	Key Performance Indicator
EM	Executive Mayor
MM	Municipal Manager
MTEF	Mid-Term Expenditure Framework
MuSSA	Municipal Strategic Self-Assessment
MISA	Municipal Infrastructure Support Agent
MPAP	Municipal Priority Action Plan
PAC	Performance Audit Committee
PSP	Professional Service Provider
RM CSP	Regional Management Contractor Support Programme
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
DWS	Department of Water and Sanitation
HOD	Head of Department
PGM	Platinum Group Metals
GDP	Gross Domestic Product
GGP	Gross Geographic Product
SDM	Sekhukhune District Municipality
MMC	Member of Mayoral Committee
GVA	Gross Value Added
HDI	Human Development Index

HIV	Human Immune Virus
AIDS	Acquired Immune Deficiency Syndrome
NDP	National Development Plan
SAPS	South African Police Services
MIG	Municipal Infrastructure Grant
OECD	Organisation for Economic cooperation and Development
SEZ	Special Economic Zone
LEDA	Limpopo Economic Development Agency
VIP	Ventilated Improved Pit

Table of Contents

Contents

KEY ACRONYMS	2
Table of Contents.....	4
EXECUTIVE SUMMARY	7
1. BACKGROUND	10
2. SEKHUKHUNE DISTRICT MUNICIPALITY AT A GLANCE	11
2.1. Overview of the Sekhukhune District Municipality.....	11
2.2. Fetakgomo Tubatse Local Municipality	12
2.3. Elias Motsoaledi Local Municipality	13
2.4. Ephraim Mogale Local Municipality	13
2.5. Makhuduthamaga Local Municipality.....	13
2.6. Traditional Authorities	14
3. DEMOGRAPHY	15
3.1. Population Size and Growth.....	15
3.2. Population Projections	23
3.3. Number of Households by Population Group	23
3.4. Migration.....	24
4. THE SOCIAL DEVELOPMENT PROFILE	25
4.1. Education profile.....	25
4.2. Health	29
4.3. Social Development (Welfare).....	34
4.4. District Disaster and Emergency Management Services.....	37
4.5. Municipal Health Services	41
4.6. Crime Statistics.....	54
4.7. Transportation.....	56
4.8. Sports, arts and culture.....	58
4.9. Poverty	59
4.10. Inequality	61
4.12. Disability Prevalence	63
5. ECONOMIC DEVELOPMENT PROFILE OF THE DISTRICT	
<hr/>	
64	
5.1. Unemployment.....	64
5.2. Gross Domestic Product (GDP).....	66
5.3. Gross Value Added (GVA).....	68

5.4.	Sector Growth Forecast.....	71
5.5.	Location Quotient	71
5.6.	Mining.....	72
	Opportunities and risks.....	79
5.7.	Agriculture	81
5.8.	Tourism.....	89
5.9.	SMMEs Development	101
5.10.	Sekhukhune Development Agency.....	102
6.	SERVICE DELIVERY AND INFRASTRUCTURE	103
6.1.	Access to Basic Services.....	103
	Challenges and Interventions	120
	6.1.5 Roads and Storm Water	120
	6.1.6 Telecommunication.....	125
7.	THE SPATIAL DEVELOPMENT PROFILE	126
7.1.	Land Use.....	127
7.2.	Human Settlements.....	129
7.3.	Land Claims	130
7.4.	Nodal Hierarchy.....	130
7.5.	Sekhukhune Spatial Vision.....	131
7.6.	Protected Areas and Environmentally Sensitive Areas.....	136
8.	THE GOVERNANCE AND INSTITUTIONAL PERFORMANCE	137
8.1	The Democratic and Accountable Governance.....	137
8.1.1	Leadership.....	137
8.1.2	Ward Committees.....	138
8.1.3	Public Participation.....	140
8.1.4	Council Meetings.....	140
8.1.6	Municipal Public Accounts Committee (MPAC).....	142
8.1.9	Complaints Management System	143
8.1.13	Municipal Functions	147
8.2	Financial Profile.....	149
8.2.1	Revenue source and Collection	149
8.3	The Audit outcome trends.....	163
9.	Catalytic Investments and Spatial Alignment	168
10.1	Vision.....	172
10.2	Mission Statements.....	172
10.3	Core Values of the Municipality.....	172
10.4	MOTTO.....	172

10.5 SLOGAN	172
10.6 Mayoral Strategic Priorities	172
10.8 Institutional Development and Organisational Transformation	176
10.9 Good Governance and Public Participation.....	177
10.10 Local Economic Development.....	180
10.11 Financial Viability	182
10.12 Spatial Rationale.....	183
11 SECTOR PLANS	184
12 PROJECTS AND BUDGETS	185

EXECUTIVE SUMMARY

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

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

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

The Sekhukhune District Municipality is located in the south-eastern part of Limpopo, which is South Africa's most northern province. The district borders on the Capricorn and Mopani Districts in the north, Mpumalanga in the south and east, and the Waterberg District in the west. The district was formed during the year 2000 and is one of the five District Municipalities in the Limpopo Province. It shares boundaries with Capricorn and Mopani Districts in the north, Mpumalanga in the south and east, and the Waterberg District in the west.

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

Map 1: The Sekhukhune District map



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

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

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

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

This report has utilised statistics received mainly from the Department of Economic Development, Environment and Tourism (LEDET), which they obtained from different sources, i.e. StatsSA, Global Insight /IHS Markit Regional Explorer, Geoscience Councils, IEC, Universities, Internal (Record of Decision), etc. This report analyses a combination of stats obtained mainly from StatsSA and Global Insight/IHS Markit Regional Explorer which brings

together deepest and timely intelligence at district level in the Country. LEDET officially subscribes to Global Insight /IHS Markit Regional Explorer.

The main sectors of Sekhukhune District that contribute to the growth of economy in the district are Agriculture, Mining and Community Services. Mining is the biggest contributor in the economy of the district and it is forecasted to grow fastest at an average of 5.64% annually from R 12.4 billion in Sekhukhune District Municipality to R 16.3 billion in 2023. The mining sector is estimated to be the largest sector within the Sekhukhune District Municipality in 2023, with a total share of 53.0% of the total GVA (as measured in current prices), growing at an average annual rate of 5.6%. The sector that is estimated to grow the slowest is the construction sector with an average annual growth rate of 0.21%.

The District Municipality remains focused and committed to the vision %Sekhukhune District Municipality - a leader in integrated economic development and sustainable service delivery+. The institutional draft projects included in this draft Development Plan have been aligned to the draft budget. This draft Development Plan includes the plans/programmes which should be implemented by different spheres of government (including Municipalities) and Private Sector to ensure that people within Sekhukhune District experience integrated and inclusive development. Different Stakeholders will be consulted on the draft Development Plan after its approval by Council.

1. BACKGROUND

The District Development Model has been announced by the President to ensure better coordination and cooperation in government to improve coherence in planning and implementation across all spheres of governance. It also encourages inclusive mainstreamed budgets based on the needs and aspirations of the people and communities at a local level. It will maximise impact and aligning resources thereby changing the face of rural and urban landscapes.

The District Development Model is currently being piloted in OR Tambo District Municipality, eThekweni Metropolitan Municipality and Waterberg District Municipality. In the longer term, the Model will be implemented in the 52 district/metro spaces.

The first launch of the Model took place in OR Tambo District Municipality on 17 September 2019. The second launch was held in eThekweni Metropolitan Municipality on 18 October 2019. The third and last launch was held in Waterberg District Municipality on the 26th of November 2019.

The overall aim these of the launches is, amongst others, to kick-start a diagnostic process towards the development of the One Plan for implementation in each of the 52 Districts and Metro spaces. The One Plan will ensure that government plans, budgets and implements in unison with other stakeholders. The One Plan will also address current challenges of poor intergovernmental coordination, planning, budgeting and implementation.

This draft Development Plan of the Sekhukhune District Municipality provides an analysis of key development challenges, trends and opportunities in relation to the population, economy, service delivery, infrastructure, natural resource base and governance. It further outlines projects that have been identified in line with the district status quo profile. The projects planned by the mines in the form of Social Labour Plans, were obtained from the Department of Minerals and Energy, and have been included in this draft Plan. The Local Municipalities within Sekhukhune District will be obtained after their approval by Councils. The projects from Sector Departments will be sent to SDM FROM THE Office of the Premier. This therefore means that the final District Development Plan will be inclusive of all these projects.

2. SEKHUKHUNE DISTRICT MUNICIPALITY AT A GLANCE

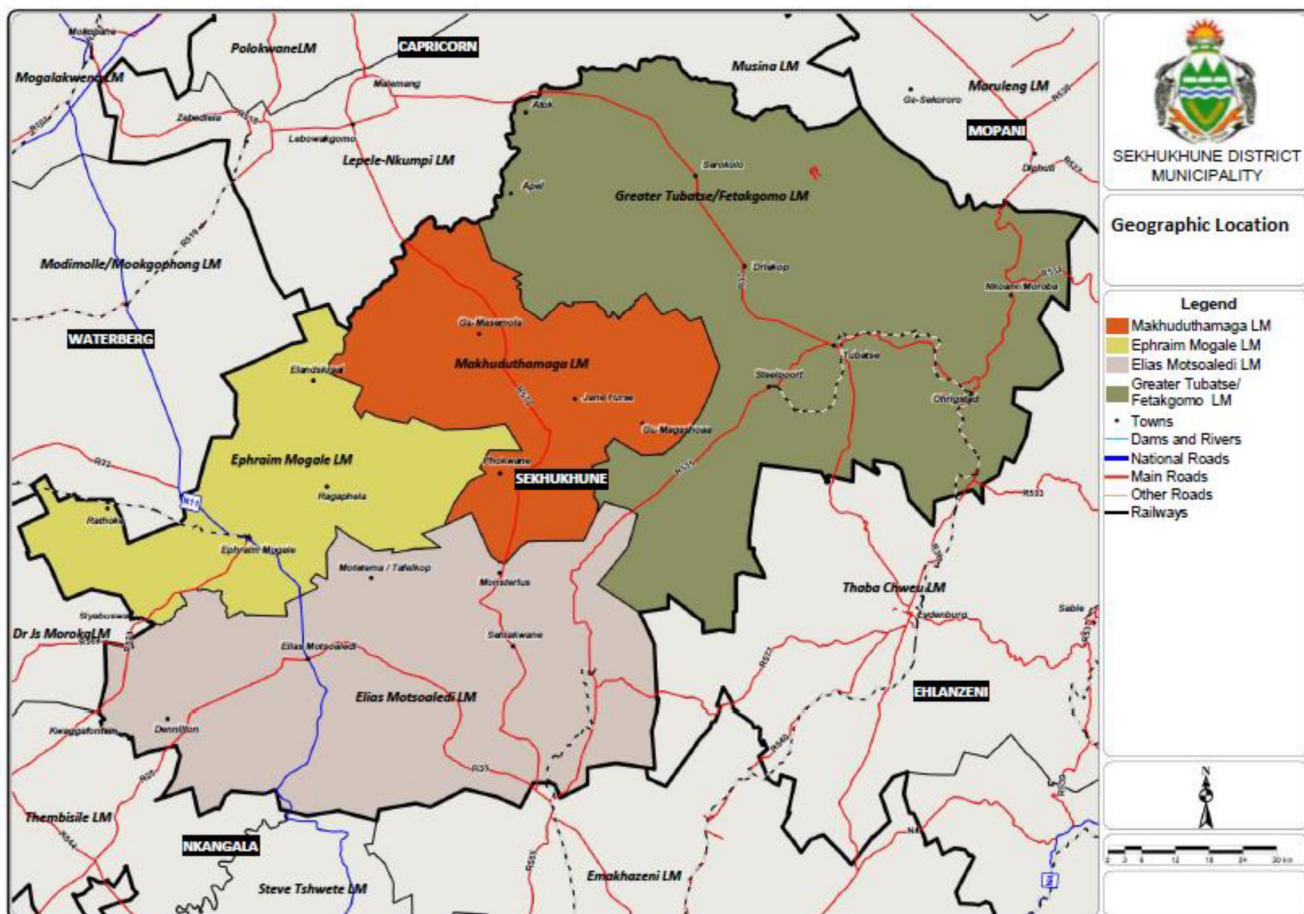
2.1. Overview of the Sekhukhune District Municipality

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

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

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

Map 2: The Sekhukhune District map



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

2.2. Fetakgomo Tubatse Local Municipality

The Fetakgomo Tubatse Local Municipality is located north of N4 highway, Middleburg, Belfast and Mbombela; and east of the N1 highway; Groblersdal and Polokwane. The municipality is largely dominated by rural landscape with only 06 (six) proclaimed townships. The Fetakgomo Tubatse LM is situated on fertile soils alongside the Lepelle, Leppellane and Spekboom Rivers, offering great agricultural potential. Furthermore, the Municipality is surrounded by beautiful mountains, and boasts a rich cultural history. It generally features a dispersed settlement structure, with a number of secondary/ gravel roads serving these. Atok and Apel represent the most prominent settlement areas in the western extents of the municipality and Driekop, Burgersfort, Steelpoort and Orichstad in the eastern parts. Due to the concentration of mining activities along the R37 and R555 (Dilokong Corridor), the Municipality functions as

a strong economic centre within the SDM. As such, mining is not only the major source of employment and economic growth within the municipality, but also the District.

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

2.3. Elias Motsoaledi Local Municipality

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

Apart from Groblersdal, which is located within the central extents of the LM, most of the LM's residential areas are concentrated within the eastern and western extents of the LM, around the prominent settlements areas of Monsterlus and Dennilton/ Elandsdoorn respectively. Generally, settlements located within Elias Motsoaledi LM are better served by road infrastructure than other settlements located within the DM. Prominent roads include the N11, R25, R33 and R579. The municipality contributes about 29% to the Sekhukhune District Municipality economy, which makes it the second highest contributor below the Fetakgomo Tubatse Local Municipality.

2.4. Ephraim Mogale Local Municipality

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

2.5. Makhuduthamaga Local Municipality

The Makhuduthamaga Local Municipality is bordered by the Capricorn District in the north, Elias Motsoaledi Local Municipality in the south, Fetakgomo Tubatse Local

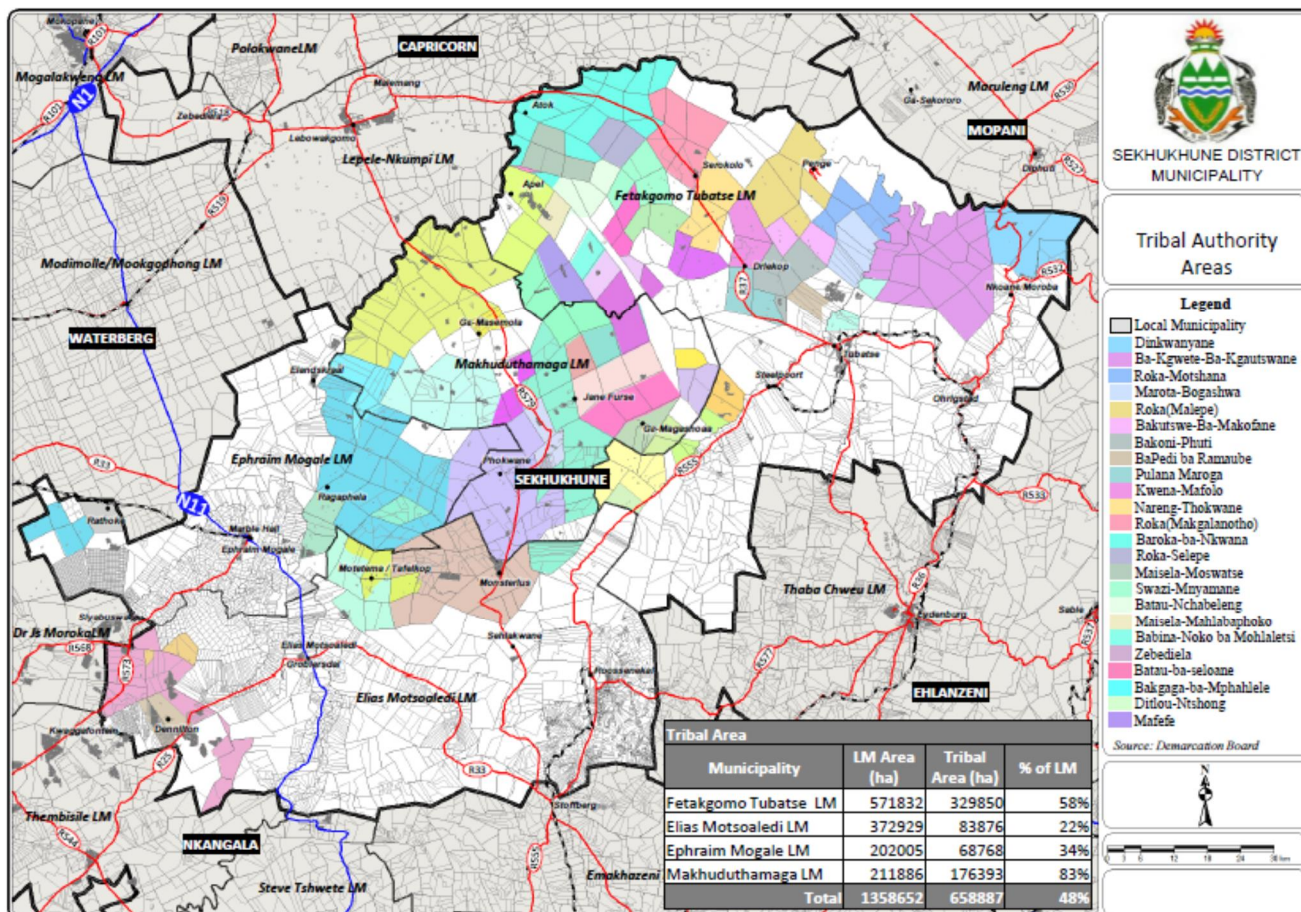
Municipality in the east, and Ephraim Mogale Local Municipality in the west. It accounts for 16% of the district geographical area and comprises of the central extents of the SDM. It boasts agriculture, tourism and mining as its key growth sectors. Currently, a number of new mining exploration initiatives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

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

2.6. Traditional Authorities

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

Map 3: Traditional authority land per Municipality



Source: Sekhukhune IDP, 2019

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

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

3. DEMOGRAPHY

3.1. Population Size and Growth

Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income. The distribution of population by age and sex is very essential for socioeconomic and demographic developments. Age structure has implications for resource demand and

dependency burdens. This ranges from educational expenses for the young to health-support for the elderly.

Population of Sekhukhune at a National Level

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

	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
2008	1,050,000	5,340,000	49,100,000	19.6%	2.1%
2009	1,060,000	5,370,000	49,800,000	19.7%	2.1%
2010	1,080,000	5,410,000	50,700,000	19.9%	2.1%
2011	1,090,000	5,460,000	51,500,000	19.9%	2.1%
2012	1,100,000	5,500,000	52,400,000	20.0%	2.1%
2013	1,120,000	5,550,000	53,200,000	20.1%	2.1%
2014	1,130,000	5,620,000	54,100,000	20.1%	2.1%
2015	1,150,000	5,680,000	54,900,000	20.2%	2.1%
2016	1,160,000	5,750,000	55,700,000	20.3%	2.1%
2017	1,180,000	5,810,000	56,500,000	20.3%	2.1%
2018	1,200,000	5,880,000	57,400,000	20.4%	2.1%
Average Annual growth					
2008-2018	1.36%	0.97%	1.57%		

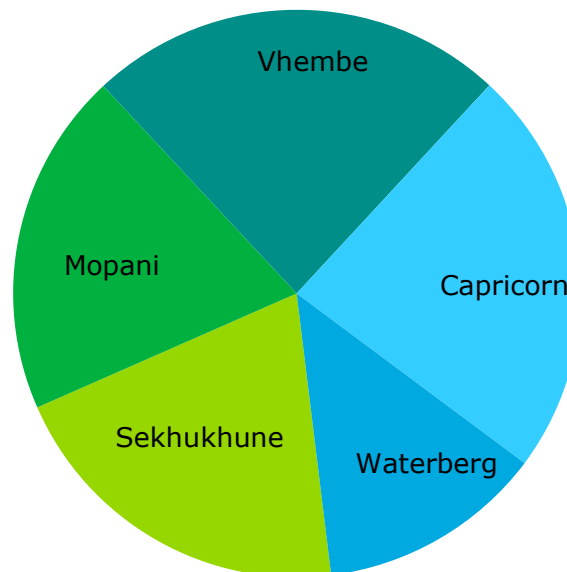
Source: IHS Markit Regional eXplorer version 1750

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

3.1.1. Population of Sekhukhune at a Provincial Level

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

Total population Limpopo Province, 2018



Source: IHS Markit Regional eXplorer version 1750

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

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

3.1.2. Population of Local Municipalities

Figure 3: Total Population - Local Municipalities Of Sekhukhune District Municipality, 2008, 2013 And 2018

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

Source: IHS Markit Regional eXplorer version 1750

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

3.1.3. Population By Population Group, Gender and Age

Figure 4: Gender Profile: Males and Females per Local Municipality

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

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

Since 1996, sex ratios have not changed much. In 2011, there were 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 be high presence of female headed households in the district. The implication for the district is that there is a need to develop programmes that target women in particular to create self-employment and educational opportunities where possible.

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

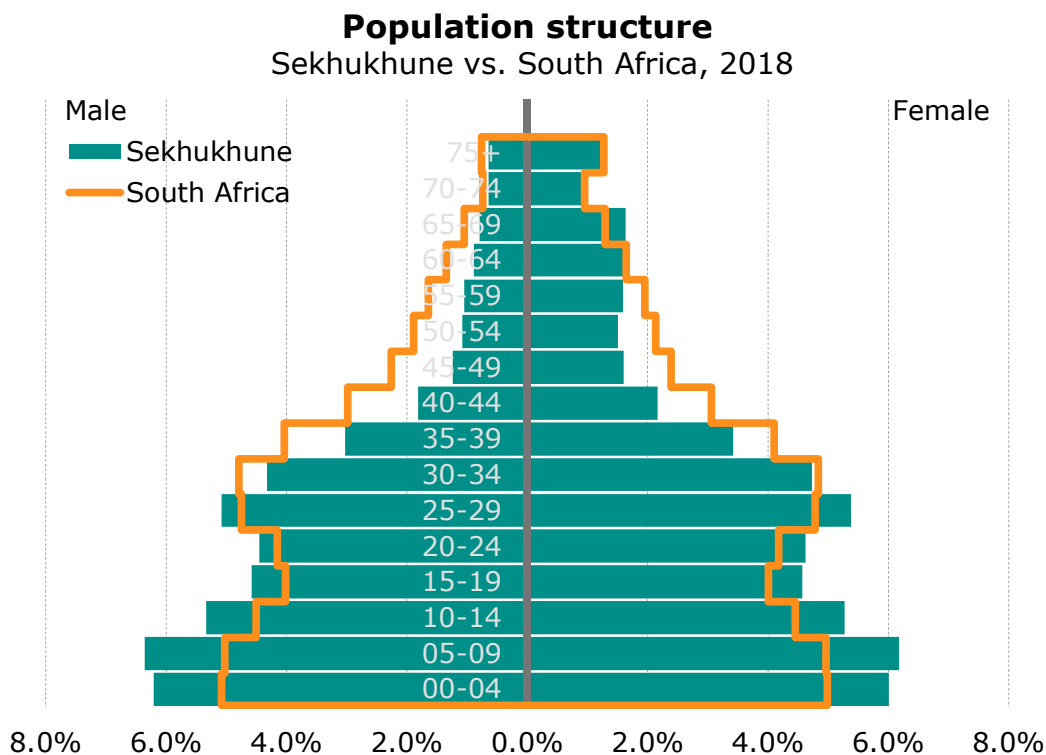
	Male	Female	Total
Sekhukhune	568,000	629,000	1,200,000
Mopani	532,000	623,000	1,150,000
Vhembe	649,000	753,000	1,400,000
Capricorn	652,000	717,000	1,370,000
Waterberg	395,000	361,000	757,000
Limpopo	2,800,000	3,080,000	5,880,000

Source: IHS Markit Regional eXplorer version 1750

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

The rural nature of the district, with less job opportunities requires that males migrate to the big cities in search for work. While the district experiences new mining developments, they are concentrated in one local municipality (Fetakgomo Tubatse), and other parts of the district still suffer poverty. The programmes with high economic impact should be planned and implemented in order to reduce the scourge of unemployment and poverty.

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



Source: IHS Markit Regional eXplorer version 1750

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

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

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

The district does not have higher education institutions except for the former educational colleges that are mainly used for Further Education and Training (FETs). 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.

Figure 7: Population By Population Group, Gender and Age - Sekhukhune District Municipality, 2018

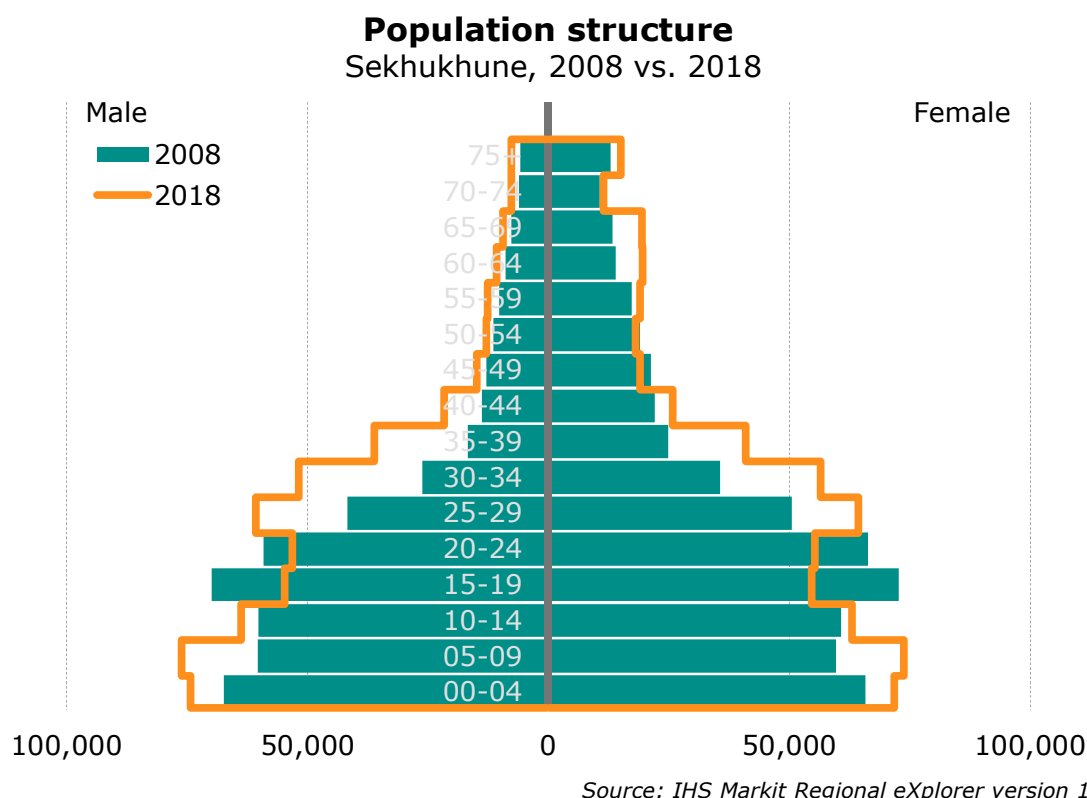
	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	71,200	73,500	478	518	68	160	96	64
05-09	73,200	75,400	495	526	107	96	92	60
10-14	62,600	63,300	380	391	62	58	64	76
15-19	54,100	54,200	412	389	55	45	94	92
20-24	54,800	52,600	389	443	52	56	39	102
25-29	63,800	60,000	428	454	60	55	93	139
30-34	56,100	51,100	371	407	76	73	70	181
35-39	40,500	35,400	412	492	57	96	39	147
40-44	25,400	21,000	342	391	71	82	60	141
45-49	18,700	14,200	341	432	49	32	47	107
50-54	17,700	12,400	326	378	44	43	42	29
55-59	18,700	12,100	299	327	22	25	27	61
60-64	19,300	10,300	290	291	19	14	23	24
65-69	19,300	9,150	238	233	23	15	7	22
70-74	11,300	7,480	148	152	25	14	16	8
75+	14,700	7,410	295	181	16	8	12	9
Total	622,000	559,000	5,640	6,000	803	871	819	1,260

Source: IHS Markit Regional eExplorer version 1750

In 2018, the Sekhukhune District Municipality's population consisted of 98.71% African (1.18 million), 0.97% White (11 600), 0.14% Coloured (1 680) and 0.17% Asian (2 080) people.

The largest share of population is within the babies and kids (0-14 years) age category with a total number of 423 000 or 35.4% of the total population. The age category with the second largest number of people is the young working age (25-44 years) age category with a total share of 29.9%, followed by the teenagers and youth (15-24 years) age category with 218 000 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 70 800 people, as reflected in the population pyramids below.

Figure 8: Population Pyramid - Sekhukhune District Municipality, 2008 Vs. 2018



When comparing the 2008 population pyramid with the 2018 pyramid for the Sekhukhune District Municipality, some interesting differences are visible:

- In 2008, there were a significant smaller share of young working age people - aged 20 to 34 (26.8%) - compared to 2018 (28.6%). The HIV/AIDS which caused high death rate (mostly of young people) before the usage of ARVs may be the cause of the lower share of young working age people in 2008.
- Fertility in 2008 was very similar compared to that of 2018. As alluded earlier, this aspect can be attributed to high poverty and low education levels which in turn give rise to high child bearing within the district.
The share of children between the ages of 0 to 14 years is slightly larger in 2008 (35.8%) compared to 2018 (35.4%).
- Life expectancy is increasing. The access to improved health facilities is mainly attributed to this increased life expectancy.

In 2018, the female population for the 20 to 34 years age group amounted to 14.6% of the total female population while the male population group for the same age amounted to 12.1% of the total male population. In 2008 the male working age population at 13.8% did not exceed that of the female population working age population at 14.7%. As indicated earlier in this chapter, males migrate from the district to the big cities in search for work opportunities. While the district experiences new mining developments, they are concentrated in one Local Municipality (Fetakgomo Tubatse) and other parts of the district still suffer poverty. The programmes with high economic impact should be planned and implemented in order to reduce unemployment and the scourge of poverty. Female empowerment should also be prioritised through the

implementation of these programmes. Furthermore, the District should develop relevant Policies that promote equalities in order to ensure that people have same share of power and wealth within the district

3.2. Population Projections

Based on the present age-gender structure and the present fertility, mortality and migration rates, Sekhukhune's population is projected to grow at an average annual rate of 1.1% from 1.2 million in 2018 to 1.27 million in 2023.

Figure 9: Population Projections - Sekhukhune, Limpopo and National Total, 2018-2023

	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
2018	1,200,000	5,880,000	57,400,000	20.4%	2.1%
2019	1,210,000	5,940,000	58,100,000	20.4%	2.1%
2020	1,230,000	6,000,000	58,900,000	20.4%	2.1%
2021	1,240,000	6,070,000	59,600,000	20.4%	2.1%
2022	1,250,000	6,130,000	60,400,000	20.4%	2.1%
2023	1,270,000	6,180,000	61,100,000	20.5%	2.1%
Average Annual growth					
2018-2023	1.12%	1.02%	1.27%		

Source: IHS Markit Regional eXplorer version 1750

The table shows that the average annual growth rate in the population over the forecasted period for Limpopo Province and South Africa is 1.0% and 1.3% respectively. The Limpopo Province is estimated to have average growth rate of 1.0% which is lower than the Sekhukhune District Municipality. The South Africa as a whole is estimated to have an average annual growth rate of 1.3% which is higher than that of Sekhukhune's growth rate.

The factors that will continue to be the driving growth in population numbers in Sekhukhune district include In-migration into Fetakgomo Tubatse Local Municipality for job opportunities especially in the mining sector and associated industries.

3.3. Number of Households by Population Group

It is important to note that if the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2018, the Sekhukhune District Municipality comprised of 297 000 households. This equates to an average annual growth rate of 2.49% in the number of households from 2008 to 2018. With an average annual growth rate of 1.36% in the total population, the average household size in the Sekhukhune District Municipality is by implication decreasing. This is confirmed by the data where the average household size in 2008 decreased from approximately 4.5 individuals per household to 4 persons per household in 2018.

Figure 10: Number Of Households - Sekhukhune, Limpopo And National Total, 2008-2018

	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
2008	232,000	1,330,000	13,400,000	17.5%	1.74%
2009	242,000	1,360,000	13,700,000	17.8%	1.77%
2010	247,000	1,380,000	13,900,000	17.9%	1.78%
2011	252,000	1,390,000	14,200,000	18.1%	1.78%
2012	257,000	1,410,000	14,500,000	18.2%	1.78%
2013	261,000	1,430,000	14,700,000	18.2%	1.78%
2014	267,000	1,460,000	15,000,000	18.3%	1.78%
2015	277,000	1,510,000	15,400,000	18.4%	1.80%
2016	285,000	1,550,000	15,700,000	18.4%	1.81%
2017	291,000	1,580,000	16,000,000	18.5%	1.82%
2018	297,000	1,600,000	16,300,000	18.5%	1.82%
Average Annual growth					
2008-2018	2.49%	1.90%	2.00%		

Source: IHS Markit Regional eXplorer version 1750

Relative to the province, the Sekhukhune District Municipality had a higher average annual growth rate of 2.49% from 2008 to 2018. In contrast, the South Africa had a total of 16.3 million households, with a growth rate of 2.00%, thus growing at a lower rate than the Sekhukhune.

The composition of the households by population group consists of 98.4% which is ascribed to the African population group with the largest amount of households by population group. The White population group had a total composition of 1.3% (ranking second). The Asian population group had a total composition of 0.2% of the total households. The smallest population group by households is the Coloured population group with only 0.1% in 2018.

The implication of the household growth is that proper land use mechanisms should be enforced in line with SPLUMA provisions. Traditional Authorities should be constantly engaged to ensure that land is properly utilised and incidents of land invasions are avoided or minimised. The District should ensure that proper planning for basic services (water, sanitation, housing, roads etc) is done and provided to the growing settlements/villages.

3.4. Migration

There has been an upward trend in rural to urban migration in the district as a result of the need to have a better quality and standard life. This results in a high number of people migrating to the less formal townships in the district. However, a striking characteristic of the population of Sekhukhune is the high levels of male absenteeism in the District. This is believed to be the result of most males being forced to seek work opportunities outside Sekhukhune. The table below shows the three categories of the out-migrants in the district and the figures.

Figure 11: Categories of migrants from Sekhukhune households.

Category	Number
Regular migrants	70 257
Prolonged period away(more than 6 months)	34 005
Seasonal migrants (for a limited period each year)	19 496
Total number of absentee migrants	123 759

Source: Sekhukhune IDP (2019)

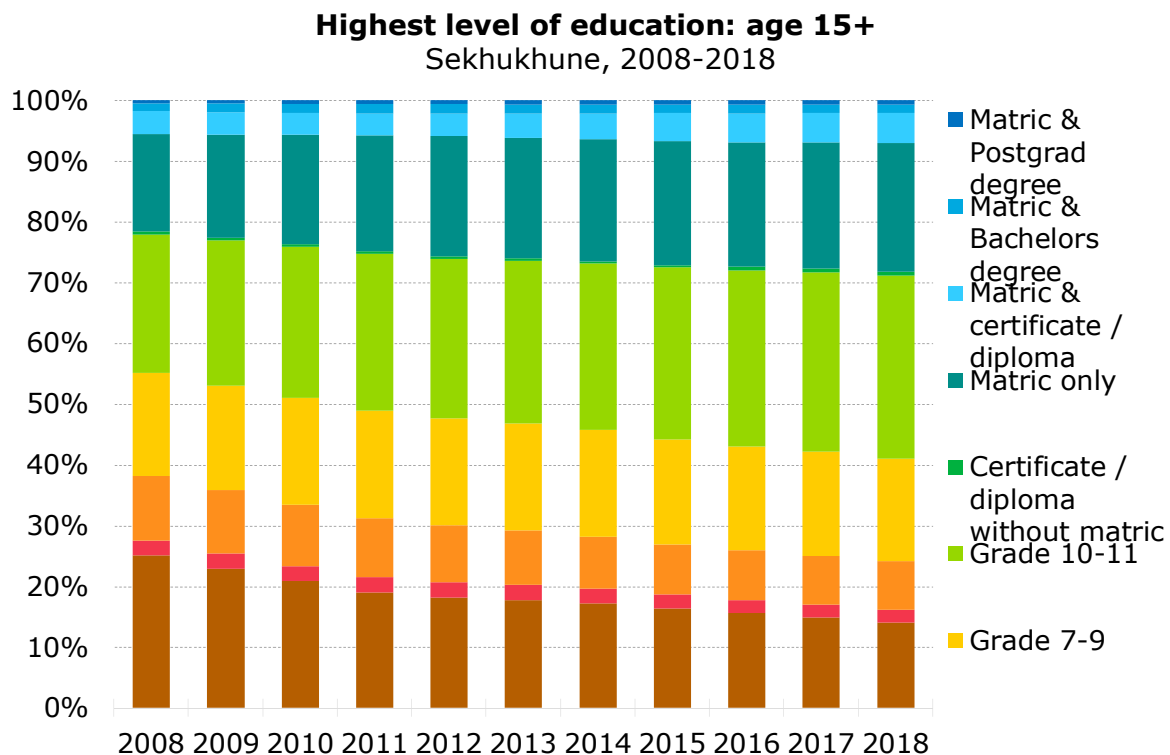
The district should strive to create better employment opportunities and better jobs with satisfactory salaries as to encourage the residents, particularly young population, not to migrate out of the district in search for better life in other parts of the country.

4. THE SOCIAL DEVELOPMENT PROFILE

4.1. Education profile

Education is one of the basic human rights in South Africa and among the important socioeconomic indicators for development. In this section, the levels of educations and number of schools will be profiled using the data from Community Survey 2016 and IHS Markit. In this section, the education measure represents the highest level of education of an individual, using the 15 years and older age category. (According to the United Nations definition of education, one is an adult when 15 years or older.

Figure 12: Highest level of Education



Source: IHS Markit Regional eXplorer version 1750

The graph shows that the number of people without any schooling in Sekhukhune District decreased from 2008 to 2018 with an average annual rate of -3.42%, while the number of people within the 'matric only' category, increased from 84,700 to 140,000 in the past 10 years. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 5.25%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 2.61%. The above figures show an improvement in the level of education with an increase in the number of people with 'matric' or higher education.

However, the education levels in the district are lower than the comparative levels for Limpopo province. The literacy rate is one of the main development indicators of the economic status as the increased literacy rate results enhancement of country's human capital development. According to the Limpopo Provincial Growth and Development Strategy, Sekhukhune District has the least of highly skilled persons in the province.

There are approximately 187 161 people 20 years or older in the district who have no schooling. Only 4 % of the population have higher education. This will likely constrain the ability of the District to improve its socio-economic conditions significantly in the short to medium term. Given the development framework of the district to industrialize, the district is likely to decline on the requisite skills to support its industrialization and growth path (National Treasury, 2019).

When it comes to schools in the district, there is a total of 924 schools in the district. The table below show the numbers per each local municipality. Fetakgomo Tubatse Local

Municipality has the highest number of schools in the district with 375 and Ephraim Mogale has the lowest number with 81.

4.1.1 Number of Schools in Sekhukhune District

Figure 13: Number of Schools in Sekhukhune District

Municipality	Number of Primary Schools	Number of Secondary Schools	Number of Combined Schools	Number of Special Schools	TVET Colleges	Number of Private Schools	TOTAL
Fetakgomo Tubatse	106	129	9	1	2	11	377
Ephraim Mogale	49	29	2	0	1	3	82
Elias Motsoaledi	99	63	32	3	1	10	205
Makhudumathamaga	100	98	4	2	0	3	264
TOTAL	414	319	47	6	4	37	928

Source: Department of Education, Limpopo (2018)

There are very few special schools in the district, with Ephraim Mogale Municipality not having even a single Special School. There is a need to ensure that Special Schools are accessible to all the learners with special needs.

4.1.2 Teacher: Learner Ratio

Figure 14: Number of Teachers and Learners

Municipality	Total number of Schools	Total Number of Teachers	Total Number of Learners	Student-Teacher Ratio
Fetakgomo Tubatse	375	4575	14521	32:1
Ephraim Mogale	81	1161	36059	31:1
Elias Motsoaledi	204	3258	97139	30:1
Makhudumathamaga	264	3637	91349	25:1
TOTAL	924	12631	239 068	5:18

Source: Department of Education, Limpopo (2018)

One of the factors that contribute to low quality of education in the district is the learner/teacher ratio and class size. According to Organisation for Economic Co-operation and Development (OECD), smaller classes are beneficial as they allow teachers to pay attention and meet the needs of individual learners.

The learner/teacher ratio for public schools is higher than that of private schools. There has been an increase in learner/teacher ratio in public schools from 2016 to 2018. It is reported that public schools, particularly the ones in rural areas, lack educators. However, when it comes to student-teacher ratio in Sekhukhune district, a more rural local municipality Makhuduthamaga has a better student-teacher ratio when compared to the other locals. The table below shows that Makhuduthamaga also had a high school infrastructure backlog in the district.

4.1.3 Current School Infrastructure backlogs in the District

Figure 15: Current School Infrastructure backlogs in the District

Municipality	2018/2019
Fetakgomo Tubatse	14
Ephraim Mogale	10
Elias Motsoaledi	9
Makhuduthamaga	21
TOTAL	54

Source: Department of Education, Limpopo (2018)

The above table indicates that the municipality with the highest school infrastructure backlog within the district is Makhuduthamaga followed by Fetakgomo Tubatse . There is a need for the Department of Education to provide these school infrastructure in order to enhance effective learning.

4.1.4 Number of classrooms constructed

Figure 16: Number of classrooms constructed

Municipality	2016-2017	2017-2018
Fetakgomo Greater Tubatse	16	16
Ephraim Mogale	5	5
Elias Motsoaledi	3	3
Makhuduthamaga	5	5
Total	29	29

Source: Limpopo Dept. of Education (2018)

The above table shows that a total of 29 school classrooms were constructed in 2 consecutive financial years and this brings the constructed classrooms to a total of 58 classrooms for the said period. A high number of classrooms were constructed in Fetakgomo Tubatse and the least number of classrooms were constructed in Elias Motsoaledi. There is a need for the Department of Education to construct more classrooms within the district to address the existing backlogs.

4.1.5 Number of classrooms planned for construction

Figure 17: Number of classrooms planned for construction

Municipality	2019-2020	2020-2021	2021-2022
Fetakgomo/ Tubatse	102	22	88
Ephraim Mogale	16	18	57
Elias Motsoaledi	188	0	88
Makhuduthamaga	168	62	99
Total	474	102	332

Source: Limpopo Dept. of Education (2019)

4.1.6 Challenges

- Lack of tertiary institutions within the district makes percentage of people with post matric qualifications very low.
- Lack of support (Finance and capacity) to Early Childhood Development (ECD) in terms of unregistered and community initiated NGOs.
- Poor delivery of basic services like water, sanitation and electricity to school.
- Lack of effective literacy campaigns and ABET Centers to reduce illiteracy level.
- Lack of learnership, internship and bursary schemes for students.

4.2. Health

A better health is central to the well-being of the people within the district. It also makes an important contribution to economic development as healthy people live longer and are more productive. There are various diseases that affect the wellbeing of the communities within the district and these include HIV/AIDS, diabetes, Hypertension, Tuberculosis, etc.

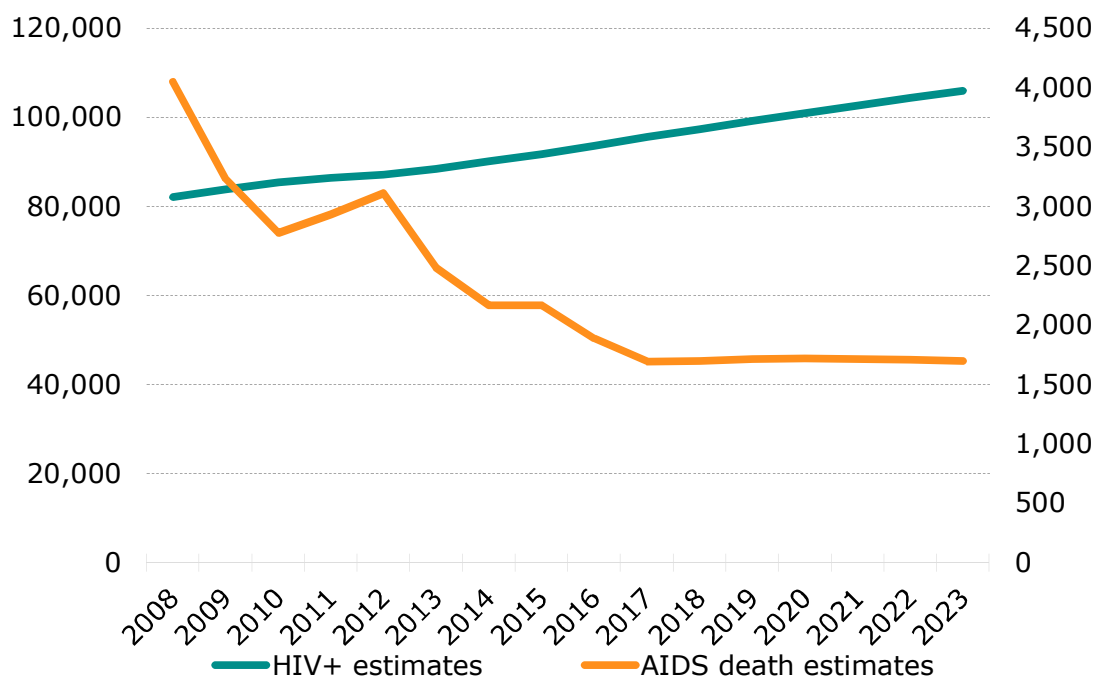
4.2.1 HIV/AIDS Prevalence

In 2018, 97 300 people in the Sekhukhune District were infected with HIV/AIDS. This reflects an increase at an average annual rate of 1.72% since 2008, and in 2018 represented 8.14% of the district municipality's total population. The Limpopo Province had an average annual growth rate of 1.18% from 2008 to 2018 in the number of people infected with HIV, which is lower than that of the Sekhukhune District Municipality. When looking at South Africa as a whole it can be seen that the number of people that are infected increased from 2008 to 2018 with an average annual growth rate of 2.00%. The District HIV/AIDS council has been established. This will strengthen the capacity of the district to bring awareness to communities.

Figure 18: HIV + Estimates and AIDS death estimates

HIV+ estimates and AIDS death estimates

Sekhukhune, 2008-2023



Source: IHS Markit Regional eXplorer version 1750

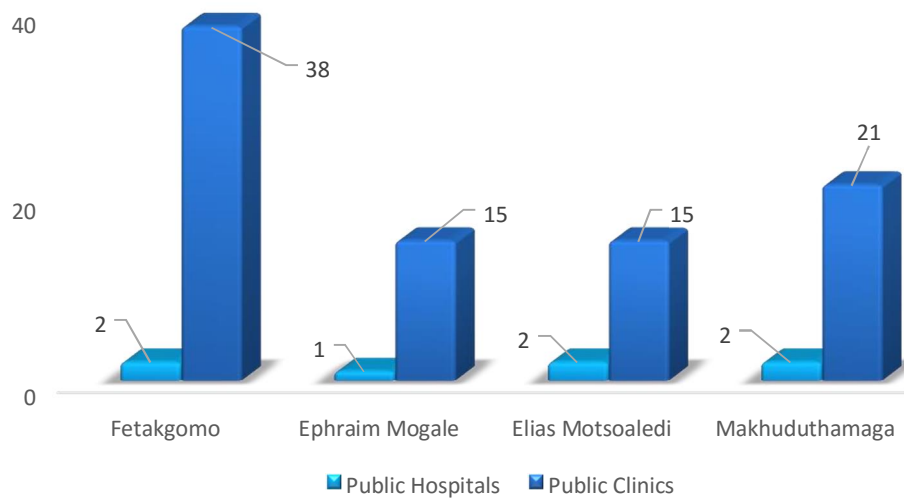
Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 4050 in 2008 and 1700 for 2018. This number denotes a decrease from 2008 to 2018 with a high average annual rate of -8.33% (or -2350 people). For the year 2018, they represented 0.14% of the total population of the entire District Municipality.

According to Dept of Health (2018), there is a comprehensive system of testing, administering of treatment and counseling servicing the District. The main challenge facing the department is that testing is voluntary. As a result more effort is needed to convince people to come to the fore and be tested. This should be accompanied by prior counseling to enable people who will be diagnosed HIV/AIDS to live with themselves. The Treatment Plan which seems to be effective, should be communicated adequately to strengthen its effectiveness. Sekhukhune District should implement its HIV/AIDS strategy to guide public interventions in the area. The District also launched the Sekhukhune HIV/AIDS Council in 2018/19, and the key focus areas are education and awareness raising, support for people living with HIV/AIDS and care for children in distress.

4.2.2 Number of Health Facilities in Sekhukhune District

When it comes to access to healthcare facilities, there is an insignificant number of health facilities within the Limpopo province. Especially in Sekhukhune district, where on average there is 1 clinic for every 17 people and approximately 97 500 persons per hospital.

Figure 19: Number of Health Facilities in Sekhukhune District

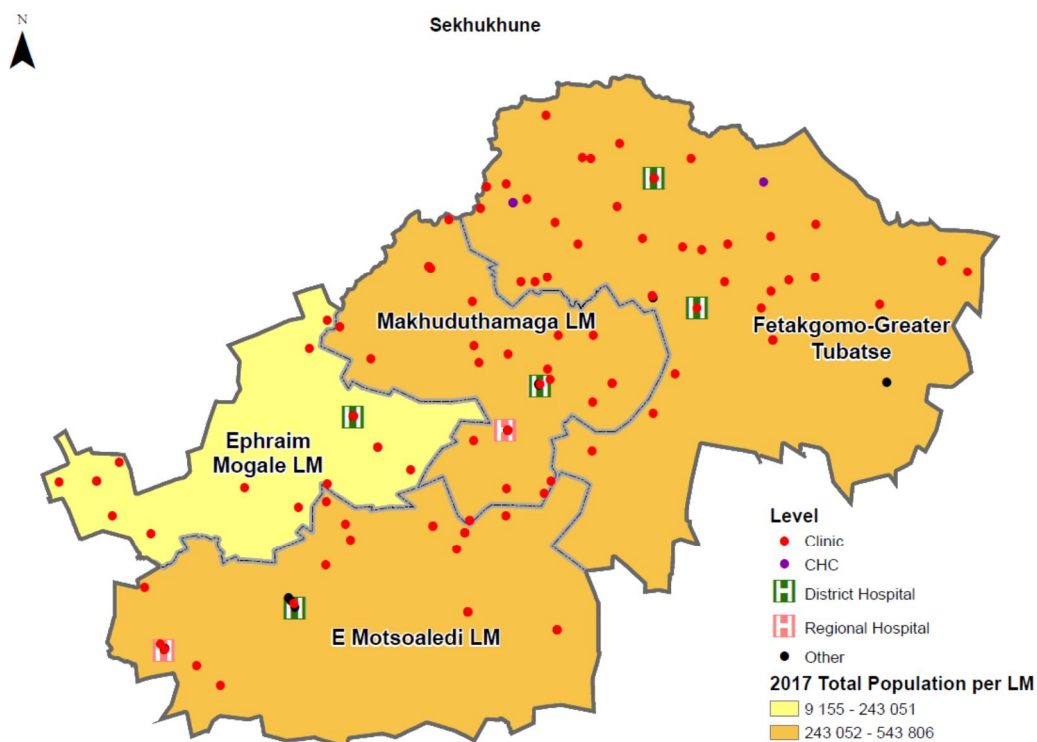


Source: Department of Health, Limpopo, 2018

The map below shows how these health facilities are spatially located across the district. There are specific areas within the district without health facilities where by the residents from those areas are served by mobile clinic weekly or Bi-weekly. However, coverage of health services alone is not sufficient to guarantee health outcomes. It is required that services are of a sufficient level of quality to be effective in reducing morbidity and mortality.

4.2.3 Spatial location of health services within SDM

Map 4: Spatial location of health services within SDM



Source: Department of Health: Limpopo 2018

The Fetakgomo Tubatse Municipality which has the highest population in the district has a total of 38 clinics and 2 hospitals.

4.2.4 Access to clinics

Table 20: Access to clinics

Municipality	Percentage within 5Km radius to clinics.
Fetakgomo Tubatse	48%
Elias Motsoaledi	64%
Makhuduthamaga	48%
Ephraim Mogale	47%

Source: Department of Health: Limpopo 2018

The table and map above show that the district should pay attention to Fetakgomo Tubatse Municipality when allocating the district resources as this Municipality has the highest population in the district with only 2 hospitals servicing the area. This requires that more health facilities be planned for the Municipality.

4.2.5 Backlog and construction of clinics

Figure 21: Latest backlogs of clinics and hospitals in terms of norms and standards

Municipality	Backlogs
Fetakgomo Tubatse	Kgopaneng- New clinic
	Mmutlane- Upgrade Staff Accommodation
Ephraim Mogale	1 Gareagopola- New clinic
	Witfontein clinic- upgrade
Elias Motsoaledi	0
Makhuduthamaga	1 Ga- Molepane, Tjabadi- New clinic
Total	3 New clinics 1 Upgrade staff accommodation 1 Clinic Upgrade

Source: Limpopo Dept. of Health (2018)

4.2.6 Number of clinics constructed

Figure 22: Number of clinics constructed

Municipality	2015-2016	2016-2017	2017-2018
Fetakgomo/ Tubatse	0	1 (Maseven)	1(Sterkspruit-Phiring)
Ephraim Mogale	0	0	1(Makeepsvlei- Rathoke)
Elias Motsoaledi	0	0	0
Makhuduthamaga	0	0	0
Total	0	1	2

Source: Limpopo Dept. of Health (2018)

4.2.7 Number of clinics and accommodation upgrade planned

Figure 23: Number of clinics and accommodation upgrade planned

Municipality	2018-2019	2019-2020	2020 -2021
Fetakgomo /Tubatse	0	(3) 1 Taung- Staff Accommodation 1 Mafarafara. Albaton 1 Maahlashi- New clinic	(2) 1 Kgopaneng- New clinic 1 Mmutlane- Upgrade Staff Accommodation
Ephraim Mogale	0	(2) 1 Moutse West- Staff Accommodation 1 Marble Hall clinic-Upgrade	(2) 1 Gareagopola- New clinic 1 Witfontein clinic- up grade
Elias Motsoaledi	(1)	(1)	

	1 Moutse East- Staff Accommodation	1 Matlala-Lehwelere- New clinic	
Makhuduthamag a	(3) 1(Madibaneng,Lekgwareng and Tjatane)-New Clinic 1 Mamokgasefoka- New Clinic 1 Setlaboswana -Upgrade		(1) 1 Ga- Molepane, Tjabadi- New clinic
Total	2 x New clinics 1 x Upgrade- Staff 1 x accommodation	2 New clinics 1 Clinic Upgrade 2 Upgrades- Staff accommodation	3 New clinics 1 Upgrade staff accommodation 1 Clinic Upgrade

Source: Limpopo Dept. of Health (2018)

4.2.8 Challenges relating to health service within the District:

- Improvement of health services in terms of Customer Care(i.e. the turnaround time, treatment, Batho Pele principles and safety
- Lack of more funding for primary Health Care.
- Inadequate health infrastructure,
- Inaccessibility of health due to poor roads and inadequate transportation
- Insufficient health professionals in clinics and hospitals.
- Insufficient medication at clinics and mobile clinics.
- Stigma attached to the HIV/AIDS disease by communities.
- Awareness campaign to educate the community about the normality of living with the Virus.

4.3. Social Development (Welfare)

The provision of social services is a competence of concurrent National and Provincial governments, as promulgated in schedule 4 Part A of the Constitution. Social development systems form the backbone of assistance to the vulnerable in most advanced societies. Most countries acknowledge that whilst they strive towards full economic and social development, the more vulnerable members of society . especially children and the elderly . would require some form of state assistance.

Social development systems are particularly important in Sekhukhune District due to its predominantly rural in nature, and have high poverty levels. 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.

4.3.1 Pension pay points

Figure 24: Status of pension pay points in each municipality in 2019-2020

Municipality	Status of pension pay points (functional, having a building or not)	
Fetakgomo/ Tubatse	45 Functional	Open pay points=16
Ephraim Mogale	16 Functional	Open pay points=11
Elias Motsoaledi	15 Functional	Open pay points=8
Makhuduthamaga	20 Functional	Open pay points=7
Total	96 Functional	42

Source: South African Social Security Agency (SASSA) (2019)

Fetakgomo Tubatse has the highest number of functional pay points (45) within the district and it is followed by Makhuduthamaga (20). The total number of functional pay points within the district is 96. It is important for the Department of Social Development to evaluate the necessity of providing further pay points as many people use banking facilities to access their grants.

4.3.2 Planned Pay-points

Figure 25: Number of planned pay-points

Municipality	2019-2020	2020-2021	2021-2022
Fetakgomo/ Tubatse	45	45	45
Ephraim Mogale	16	16	16
Elias Motsoaledi	15	15	15
Makhuduthamaga	20	20	20
Total	96	96	96

Source: South African Social Security Agency (SASSA) (2019)

4.3.3 Number of social grants beneficiaries

Figure 26: Number of social grants beneficiaries

Municipality	Number of people benefiting from child support grants			Number of people benefiting from old age grant			Number of people benefiting from foster care			Number of people benefiting from institutional care		
	2016-2017	2017-2018	2018-2019	2016-2017	2017-2018	2018-2019	2016-2017	2017-2018	2018-2019	2016-2017	2017-2018	2018-2019
Fetakgomo	299 928	350 332	417 73	642 93	107 05	159 65	90 54	10 55	11 98	0	0	0
Greater Tubatse	176 234	201 983	233 475	309 56 1	396 74	444 66	44 08	51 73	55 92	0	0	0
Ephraim Mogale	375 486	453 764	539 762	804 42	113 03	162 84	81 49	10 23	12 98	0	0	0
Elias Motsoaledi	697 332	814 365	979 498	182 67	236 09	274 97	18 64	22 71	28 54	0	0	0
Makhuduthamaga	464 099	153 987	168 879	248 22	319 90 6	393 69	17 69	28 67	39 51	0	0	0
Total	201 307 9	197 443 1	196 338 7	497 38 5	405 19 7	143 58 1	25 24 4	12 38 9	14 89 3	0	0	0

Source: SASSA (2019)

The table above presents the statistics on grants beneficiaries are obtained from the South African Social Security Agency (SASSA). The figures indicated in the table change every month due to new approvals, births and deaths. The SASSA shows that the state resources are spend in the form of child grants in the areas that are predominantly rural. Many of these beneficiaries are either fostered, old aged, depended, need support one way or the other hence they receive different forms of grants. Issues contributing to high dependency rate on grants range from amongst others, orphans resulting from HIV/AIDS related deaths, child-headed households.

4.3.4 Early Childhood Development (ECD)

Figure 27: Number of Early Childhood Development (ECD) centers

MUNICIPALITY	NUMBER OF ECDs	REGISTERED ECDs	UNREGISTERED ECDs	FUNDED ECDs
Elias Motsoaledi	131	91	40	76
Makhuduthamaga	201	155	46	105
Ephraim Mogale	96	68	28	49
Fetakgomo Tubatse	300	269	31	186
Total	728	583	145	416

Limpopo Dept. of Social Development: 2016

Fetakgomo Tubatse has the highest number of ECDs (300) while Ephraim Mogale has the lowest ECDs. This is attributed to the fact that Ephraim Mogale is the Smallest Municipality within the district. Attention should be given to the unregistered ECDs so that they can be fully registered.

4.4. District Disaster and Emergency Management Services

4.4.1 Disaster Management Services

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

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

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

Currently awareness campaigns on prioritised hazards are being conducted in communities that are prone to disaster risk in collaboration with all sector departments, local municipalities and other key

stakeholders. The District municipality has put aside R500 000 for disaster relief materials to alleviate the plight of communities that are affected by natural disaster such as Structural fires, Floods, Drought and Heat wave.

Challenges

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

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

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

4.4.2 District Emergency Management Services

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

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

Tubatse and AB Sikhosana fire stations are built to acceptable state of the art fire stations. These two stations structural integrity needs constant maintenance and repair. Makhuduthamaga Fire Station is operating from the old Jane Furse Hospital premises and the building plans of the district offices does need to accommodate a standard fire station building. Both Ephraim Mogale and Mashilabele fire stations

need to be built to meet the standard. The required standard of fire stations would assist to protect and accommodate the fire service fleet which is constantly exposed to all weathers.

a) Fire prevention, safety and protection

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

b) Training

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

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

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

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

c) Equipment

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

d) Expansion of the Service

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

Current challenges and Interventions

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

<ul style="list-style-type: none"> • Entry level salary versus qualification requirement ➤ Lack of Personal Protective Equipment to personnel ➤ Lack of hydraulic rescue tools to stations 	<ul style="list-style-type: none"> ➤ To continuously request Human Resource in its EAP division to release PPE for the safety and protection of fire service personnel. ➤ To continuously request for a budget from MIG to start resourcing for procurement of the fire service equipment.
---	--

4.5. Municipal Health Services

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

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

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

- Understaffing:

The population of the Sekhukhune District is 1100 000. The District has 20 Environmental Health Practitioners (EHPs) and the standard norm as per World Health Organization is 1 EHP is to 10 000 people. As per this ratio, we need 90 EHPs in order to meet the standard.

- Office Accommodation.

There is no infrastructure for office accommodation of the personnel.

- Limited budget.

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

- Tools of trade.

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

i. Waste Management

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

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

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

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

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

Figure 28: Landfill sites monitored by Sekhukhune District Municipality

Municipality	Total number of landfill sites	Number not licensed	Names of the facilities	Number of transfer stations per municipality
Fetakgomo/ Tubatse	02	None	Burgersfort (Reached its capacity) Malogeng	None
Ephraim Mogale	01	None	Marble Hall	None
Elias Motsoaledi	02	None	Roosenekal Groblersdal	None
Makhuduthamaga	01	None	Jane Furse	None
Total	06	0		02

Challenges and Interventions

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

4.5.2 Water quality monitoring and water supply in the district

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

Challenges and Interventions

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

- **Health surveillance of premises**

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

- Residential, Business and Public premises are regularly monitored to identify and evaluate health risks and hazards and institute remedial and preventative measures.
- Environmental Impact Health Assessments.
- Assessing aspects such as ventilation and indoor air quality, lighting, moisture . proofing, thermal quality, structural safety and floor space.
- Ensuring the abatement and prevention of any condition on any premises which is likely to constitute a nuisance or health hazard.
- Assessment of an overcrowded, dirty or unsatisfactory condition in any residential, commercial, industrial or other occupied premises.

Challenges and Interventions

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

4.5.4 Surveillance and prevention of communicable diseases excluding immunisations

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

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

▪ Environmental pollution control/ management

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

The increasingly important role that climate plays in the Sekhukhune area has recently been highlighted in some few studies. What is becoming even more evident is that rainfalls patterns in the District are

highly variable . a situation that tends to disrupt a wide range of socio. economic activities in the area such as rain-fed crop production, often with very little warning.

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

Land/Soil Pollution:

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

Water Pollution:

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

Air Pollution: Air quality Management Functions

4.5.6 Compliance monitoring

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

4.5.7 Ambient air quality monitoring

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

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

4.5.8 Disposal of the dead

In terms of section 84 of the Municipal structures Act 117 of 1998 section 84 (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 responsible for as mandated by the district By-law:

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

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

▪ Food control

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

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

Challenges	Interventions
<ul style="list-style-type: none"> • Municipalities still appoint caterers and other food handlers without certificate of 	<ul style="list-style-type: none"> • Train Municipalities and caterers on the importance of having certificate of acceptability COA.

acceptability from the District Environmental Health Practitioners at minimal revenue to the district.

- Mushrooming of small shops in residential homes.
- Impersonation of EHPs

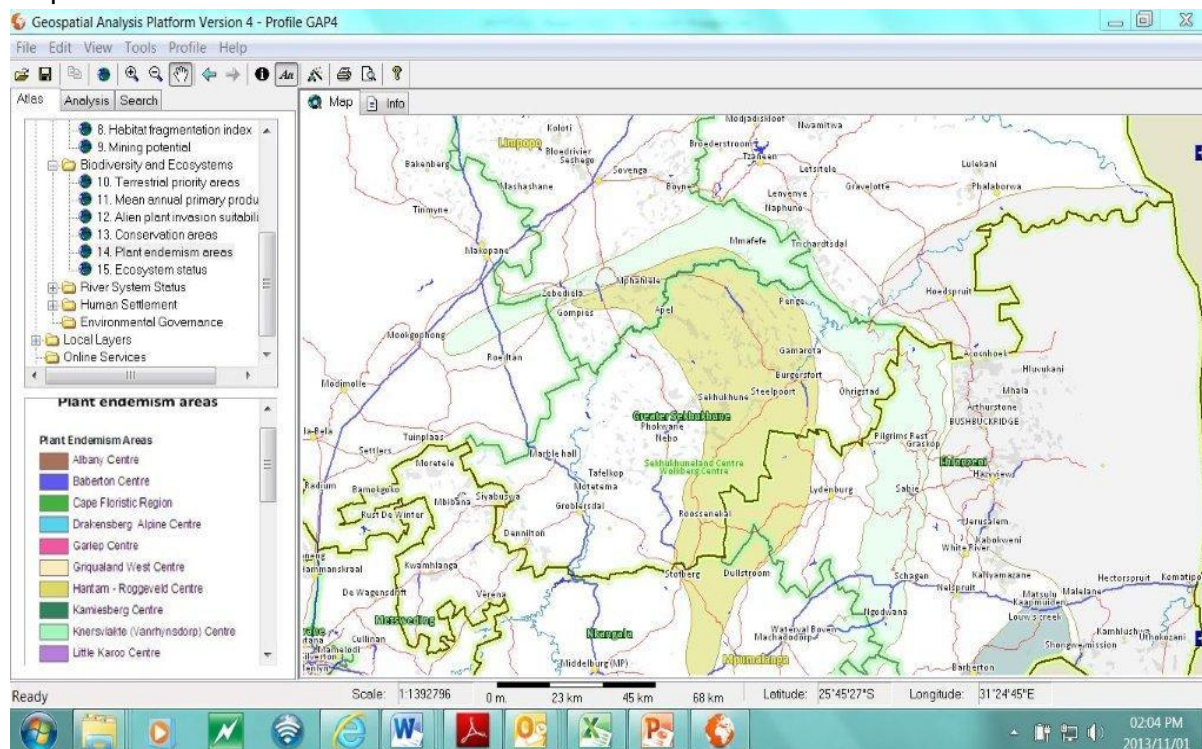
- Requesting a zoning Certificates for shops
- Producing the SDM employee card

▪ Bio diversity

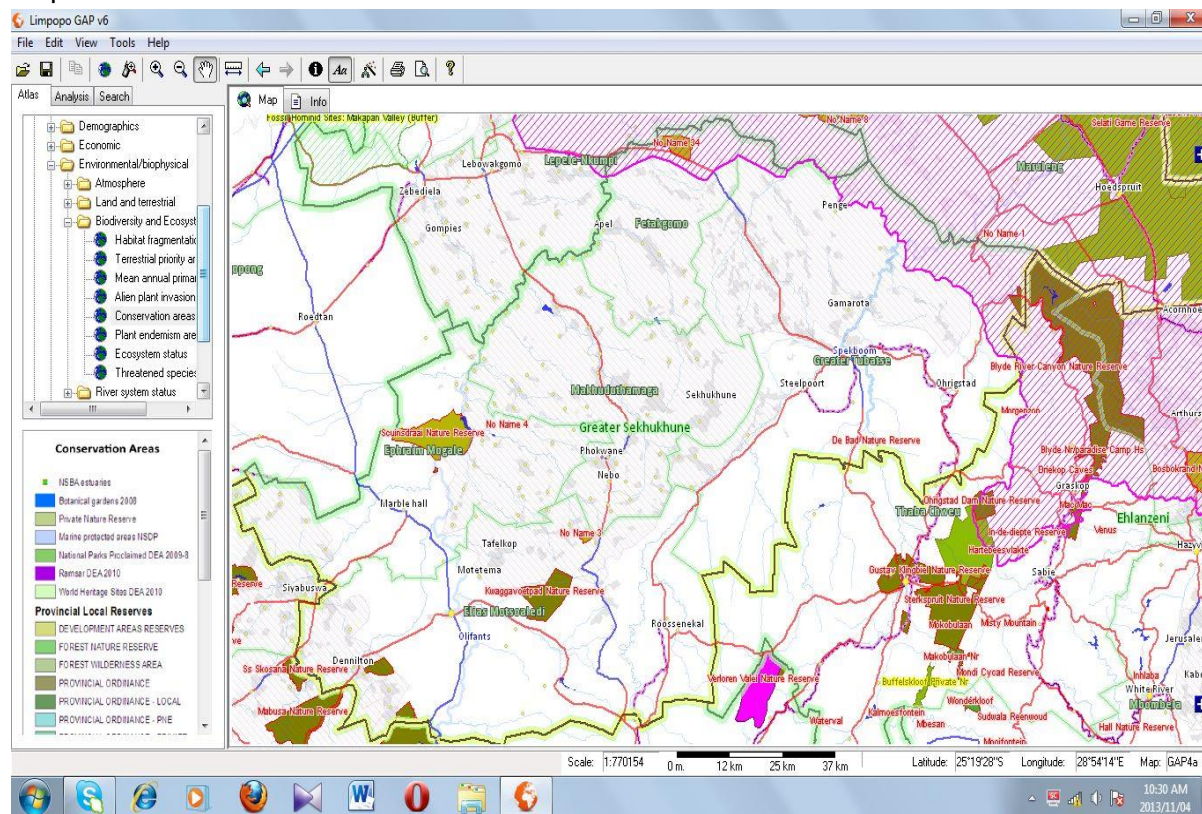
• Topography and geology

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

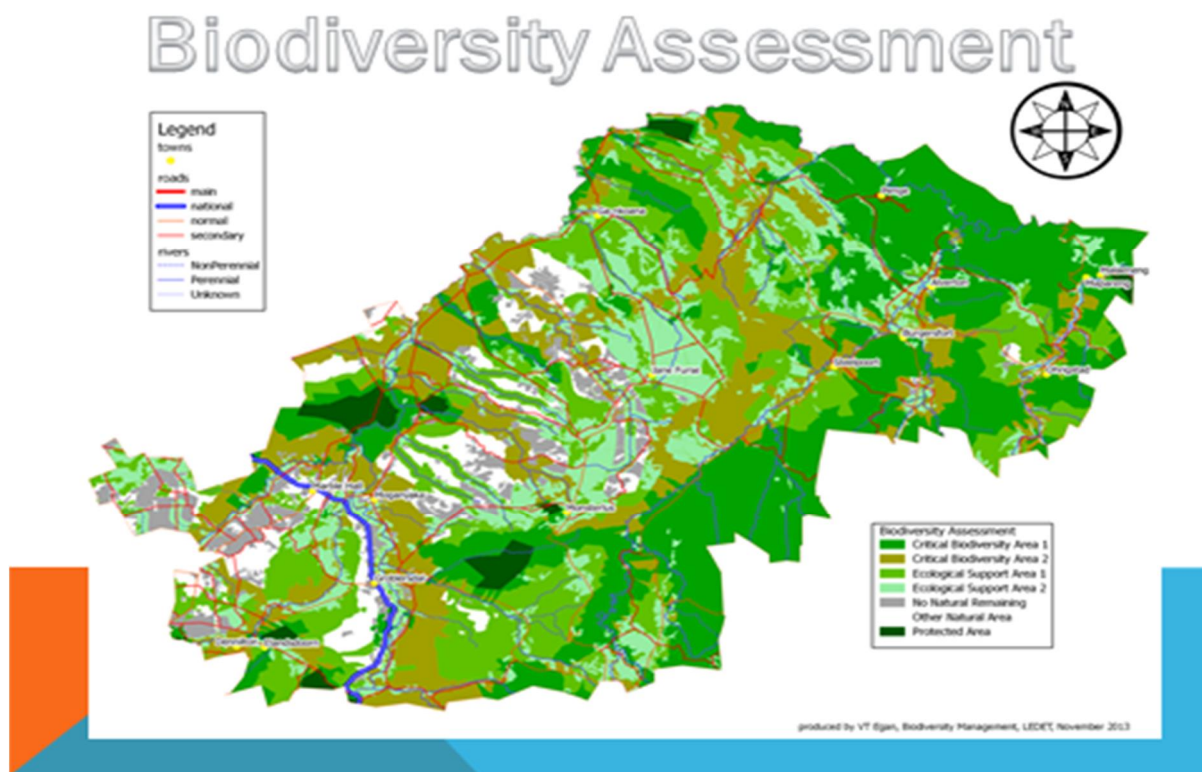
Map 5 : Plants Endemism



Map 6 : Conservation areas



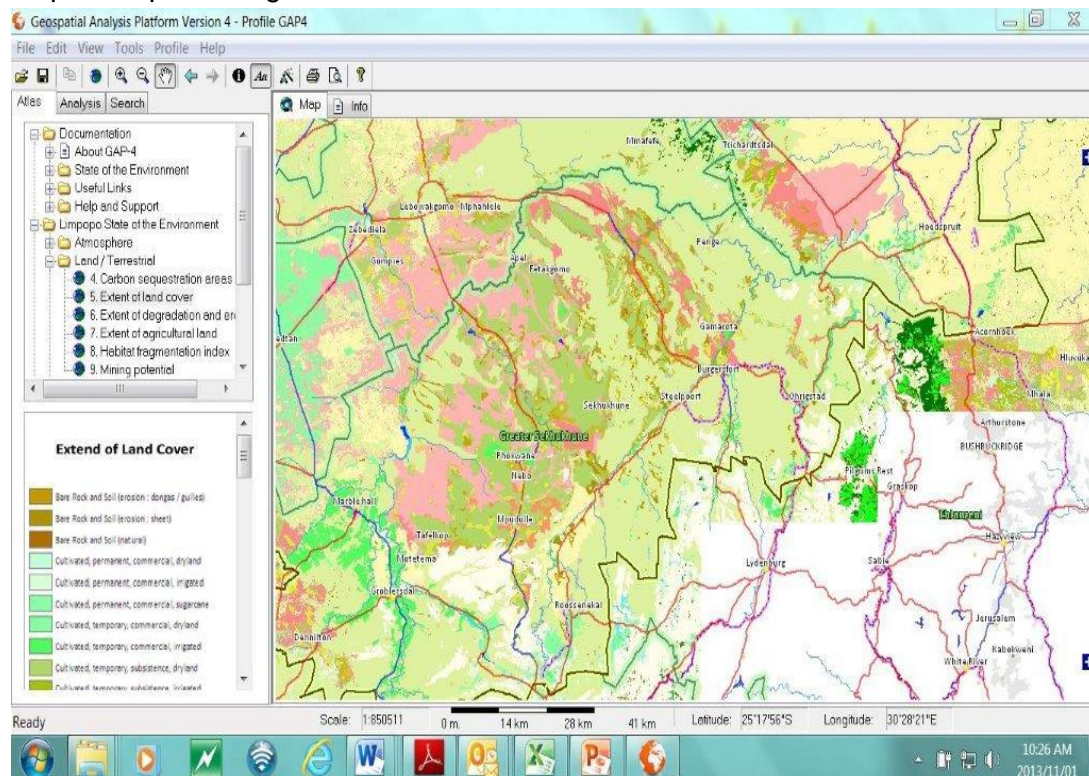
Map 7 : Biodiversity Assessment



- **Extent of land cover**

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

Map 8: Map showing the extend of land cover



- **The role of biodiversity in Sekhukhune**

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

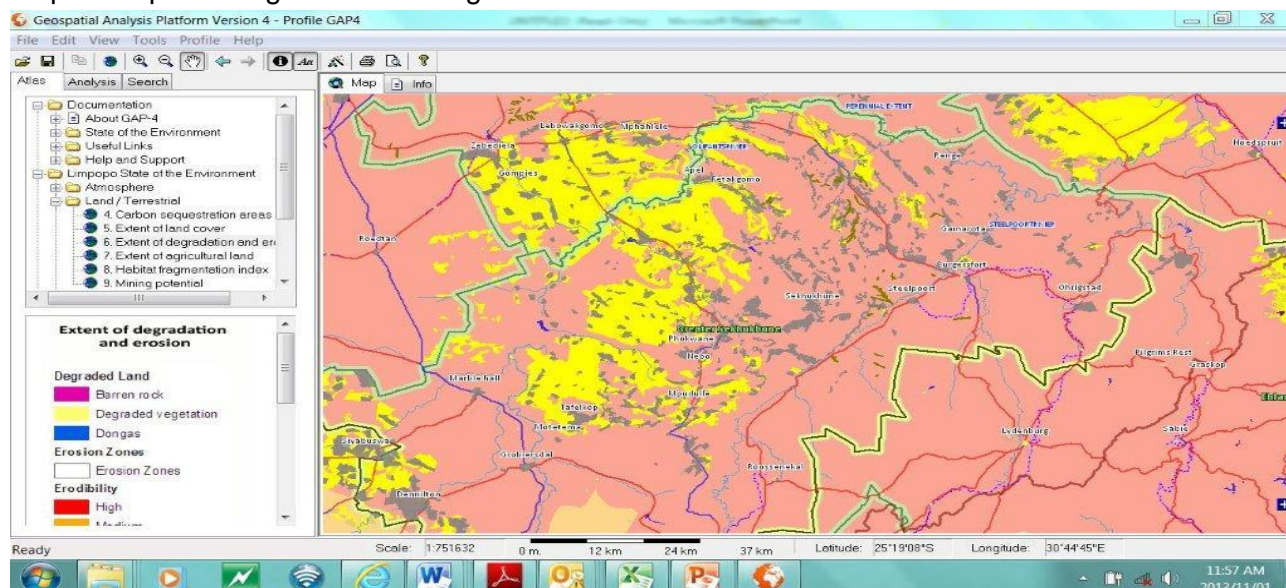
So far more than 2,200 species of vascular plants have been reported in the natural vegetation of the region (Siebert et al. 2002). Close to 70% of the plants in Sekhukhune are herbaceous species of which a large number are used directly for medicinal or cultural purposes, or are edible. Because this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

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

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

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

Map 9: Map showing extends of degradation & erosion



- **Grazing**

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

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

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

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

- **Climate Change**

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

Figure 29: Climate Change implications

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

1. Water borne and communicable diseases

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

Vector and rodent borne diseases








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

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

4.5.12 Air pollution

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

Actions to be taken

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

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

Figure 30: Awareness campaigns for 2020-21

Municipality	Awareness campaigns planned for 2020-2021
Fetakgomo/ Tubatse	2
Ephraim Mogale	3

Elias Motsoaledi	2
Makhuduthamaga	2
Total	9

Source: LEDET (2019)

4.5.14 Environmental Impact Assessments and landfill sites

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

Figure 31: Environmental Impact Assessments (EIA)

Municipality	2016-2017			2017-2018			2018-2019		
	No of EI As received	No of EI Approved	No of EI Rejected	No of EI As received	No of EI Approved	No of EI Rejected	No of EI As received	No of EI Approved	No of EI Rejected
Fetakgomo/ Tubatse	07	05	01	19	12	0	24	12	0
Ephraim Mogale	07	03	0	04	03	0	5	5	0
Elias Motsoaledi	02	04	0	03	03	0	3	2	0
Makhuduthamaga	02	04	0	03	02	0	5	5	0
Total	20	16	01	29	20	0	37	24	0

Source: LEDET (2019)

Figure 32: Number of licensed landfill sites.

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

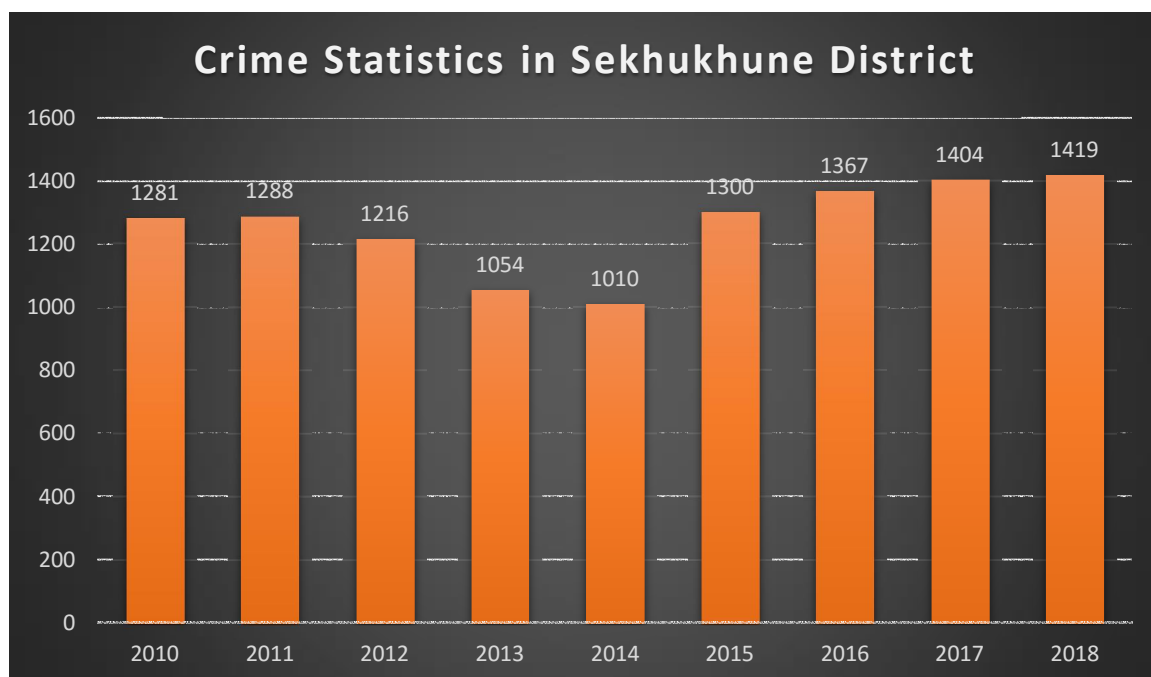
Source: LEDET (2019)

4.6. Crime Statistics

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

The figure below shows the crime statistics in Sekhukhune District between 2010 and 2018. The graph shows that the lowest figure recorded was in 2014. However, crime has since risen from 1010 in 2014 to 1419 in 2018.

Figure 33: Crime Statistics in Sekhukhune District



Source: SAPS, 2018

According to SAPS (2018), there are 21 Police Stations in Sekhukhune District. There are certain norms and standards on police services. Part of the said norms and standards are the 4km, 8km, 16km and 24km buffers between service points. According to the said norms and standards, the police station should be within a 4km radius, the next station should be 8km away, then another one 16km away, and lastly 24km away.

Figure 34: Across various police stations, the crimes cut across many categories such as the following:

Community reported serious crimes	Contact sexual offences	Sexual assault and sexual offences
Arson	Contact related crimes	Sexual offences detected as a result of police action
Assault with intent to inflict grievous bodily harm	Crime detected as a result of police action	Shoplifting
Attempted murder	Driving under the influence of alcohol or drugs	Stock-theft
Attempted sexual offences	Drug related crime	Theft of motor vehicle and motorcycle
Bank robbery	Illegal possession of firearms and ammunition	Theft out of or from motor vehicle
Burglary at non-residential premises	Malicious damage to property	TRIO crimes
Burglary at residential premises	Murder	Truck hijacking
Carjacking	Property related crimes	Robbery of cash in transit
Commercial crime	Rape	Robbery at non-residential premises
Common assault	Robbery at residential premises	
Common robbery	Robbery with aggravating circumstances	
Contact crimes		

Source: SAPS (2018)

There are only six (06) magistrate courts in servicing the entire district. These are Magistrate Praktiseer (next to Burgersfort), Magistrate Sekhukhune (in Schoonord), magistrate Nebo (in Phokwane), Magistrate Moutse, Magistrate Sempupuru and Magistrate Groblersdal (in Groblersdal).

The reality is that the challenge of lack of adequate resources of dealing with crime has a potential to cripple the growth of the area. The recent IDP stakeholder engagements also revealed that crime was one of the concerns affecting the locals. The following issues were raised during the said engagements:

- The presence of gangs in some communities.
- The lack of electricity and proper lighting exacerbated the problem of crime.
- There should be more police stations in the area as people sometimes have trouble accessing distant stations.
- Lack of satellite Police Stations.

It is thus important for SAPS and other stakeholders to put more efforts in addressing the aforementioned issues by adding more Police Stations or Satellite Stations. The District should also in collaboration with other Stakeholders (including relevant sector Depts) develop a Community Safety Plan and be able to conduct safety audits. This Community Safety Plan should form part of the sector plans within the IDP.

4.7. Transportation

For goods and services to be transported throughout the District, organized transport system is required. The main transport systems are the following; busses, taxis and trucks. There are two types of bus companies which are private and public. Private are those that are owned by individuals not related to government and public are those that are owned by an organ of state or government itself.

Air Transport

There are no commercial airports or air transportation in the District. Present, there are only three registered airfields in the towns of Burgersfort (Steelpoort), Groblersdal and Marble Hall. They are used as emergency airfields. They are utilized mainly by the business and tourism sectors, as well as local farmers wishing to spray their cultivated fields. There is also an air strip in Elandskraal in the Ephraim Mogale Municipality, which is not maintained. The table below indicates landing strips in the District.

Figure 35: Landing strips

Municipality	2018-2019
Fetakgomo/ Tubatse	Steelpoort Area
Ephraim Mogale	Marble Hall
Elias Motsoaledi	Rassblaar Lodge
Makhuduthamaga	None
Total	8

Source: Limpopo Dept. of Transport (2018)



Public Transport

According to the District's integrated Transport Plan, the most common forms of public passenger transport are the buses and taxis. The taxi industry determines 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. According to the Sekhukhune District IDP 2019, the district does not have commuter rail services.

Bus Industry

There are two different types of bus operators in the Sekhukhune District, namely:

-  Subsidized operators
-  Non-subsidized operators

Subsidized Bus Routes

Figure 36: Existing subsidized bus routes in the Sekhukhune District

Municipality	2018-2019
Fetakgomo/ Tubatse	None
Ephraim Mogale	GNT Ephraim Mogale in the Eastern site
Elias Motsoaledi	GNT Elias Motsoaledi in the Eastern site
Makhuduthamaga	None
Total	2

Source: Limpopo Dept. of Transport (2018)

- **Non Subsidized Operators**

Figure 37: Existing Non-Subsidized Bus Routes in the Sekhukhune District Municipal Area

Municipality	2018-2019
Fetakgomo/ Tubatse	7 Contracted services to mines, 1 GNT Bapedi
Ephraim Mogale	None
Elias Motsoaledi	None
Makhuduthamaga	None
Total	8

Source: Limpopo Dept. of Transport (2018)

- **Taxi ranks**

According to Limpopo Dept of Transport (2019), the number of taxi ranks within the District are as follows:

- Fetakgomo / Tubatse = 10 2 good 8 bad condition
- Makhuduthamaga = 06 all in bad condition
- Ephraim Mogale = 04 1 good 3 bad condition
- Elias Motsoaledi = 06 1 good 5 bad condition

Figure 38: Train stations (rail services)

Municipality	Total number of train stations
Fetakgomo/ Tubatse	Only for goods
Ephraim Mogale	Only for goods
Elias Motsoaledi	None

Makhuduthamaga	None
Total	2

Source: Limpopo Dept. of Transport (2018)

- 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

4.8. Sports, arts and culture

Sport, Arts and Culture play an important role in the physical, psychological, social, technical and tactical development of young and matured people. Sekhukhune District Municipality plays an advocacy role/function whereby most of the programmes are driven by the provincial department of Sport, Arts and Culture. The communities within the district participate in various sport, arts and culture programmes that are meant to promote a healthy lifestyle in the society.

Table 39: Norms and Standards

PROGRAMMES	NORMS AND STANDARDS	BACKLOGS
1. Recreation sport	1 Sport and Recreation facility per ward	Identification process in progress
2. Arts and culture centres	1 arts and culture centre per municipality	5 Arts and culture centre
3. Library infrastructures	1 library per 10 000 house hold	14

Sources: Dept. of Sports, Arts & Culture: Limpopo (2014)

• LIBRARIES

In terms of norms and standards there should be 1 library per 10 000 households. Currently there are 11 libraries in the District and there is a need for 14 libraries.

Figure 40: Number of Libraries and Backlogs

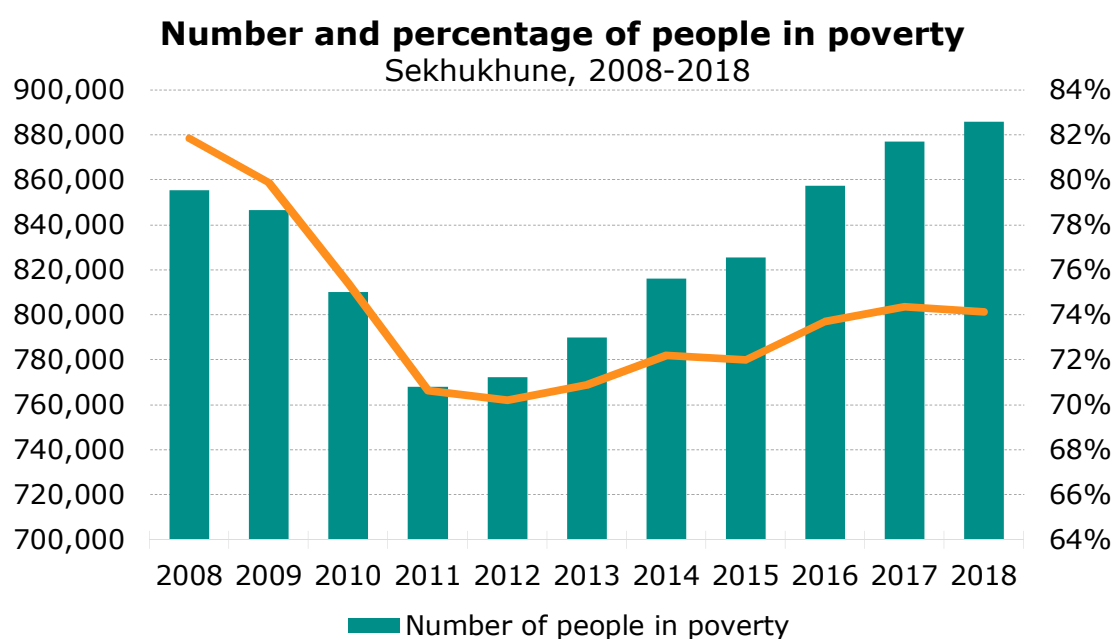
NAME OF THE MUNICIPALITY	NUMBER OF LIBRARIES	BACKLOGS
Ephraim Mogale	1	2
Fetakgomo Tubatse	4	6
Makhuduthamaga	3	3
Elias Motsoaledi	3	3
Sekhukhune District	11	14

Sources: Dept. of Sports, Arts & Culture: Limpopo (2014)

- Poor maintenance of existing sport, arts and culture facilities.
- Under-funding of sport, arts and culture development programmes.
- Insufficient professional support for sport, arts and culture programme by local municipalities.
- Inadequate capacity-building programmes
- Lack of professional facilities within the local municipalities.
- Lack of personnel at Sekhukhune Satellite Academy of Sport (Maleoskop)
- Lack of Arts and Culture Centers
- Lack of service level agreements between provincial department and municipalities

4.9. Poverty

Figure 41: Number and Percentage of People Living In Poverty - Sekhukhune District Municipality, 2008-2018



Source: IHS Markit Regional eXplorer version 1750

In 2018, there were 886 000 people living in poverty, using the upper poverty line definition, across Sekhukhune District Municipality - this is 3.55% higher than the 855 000 in 2008. The percentage of people living in poverty has decreased from 81.83% in 2008 to 74.12% in 2018, which indicates a decrease of 7.71 percentage points. The table below, shows the percentage of people living in poverty by population group.

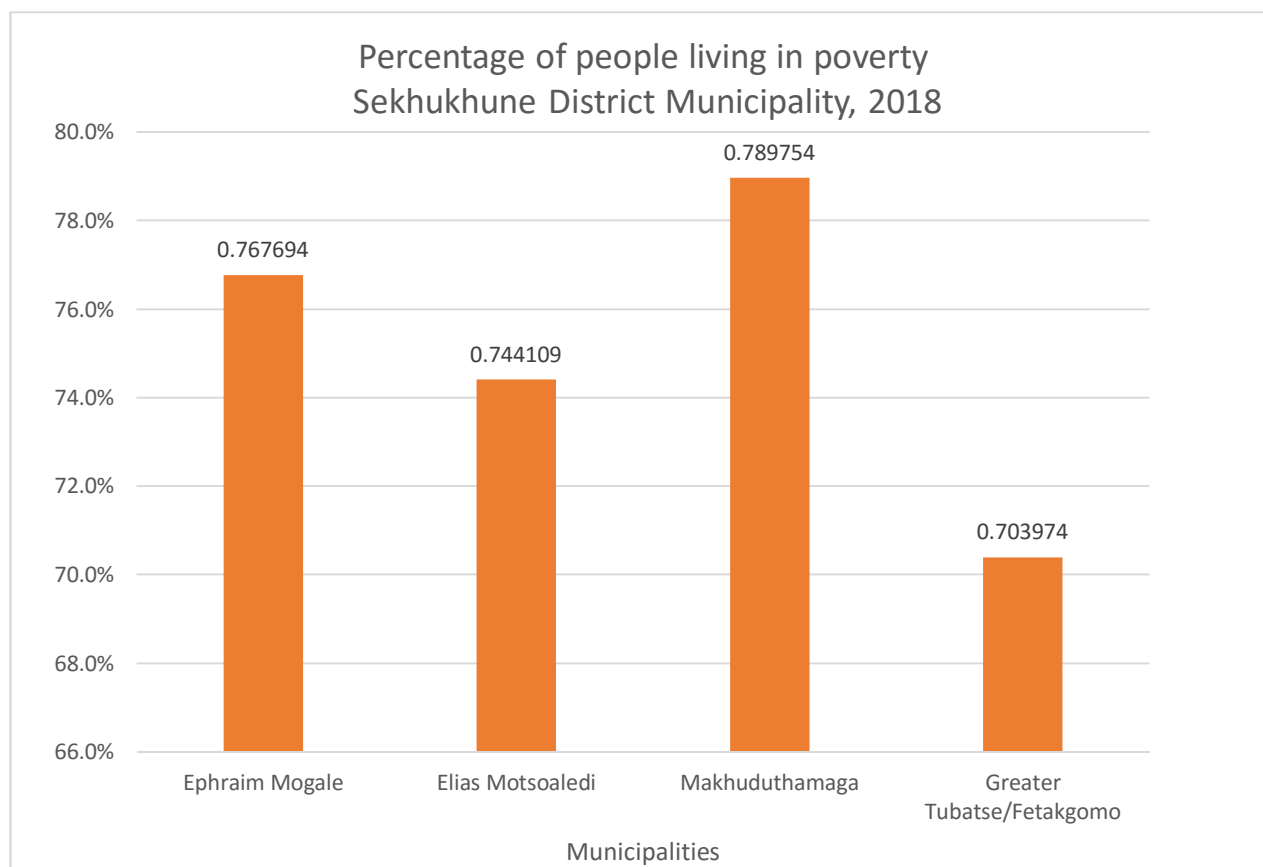
Figure 42: Percentage of People Living In Poverty By Population Group - Sekhukhune, 2008-2018

	African	White	Coloured	Asian
2008	82.6%	2.6%	51.3%	15.5%
2009	80.7%	2.9%	50.2%	13.0%
2010	76.2%	2.1%	47.4%	9.8%
2011	71.4%	1.3%	43.2%	6.9%
2012	71.0%	1.3%	45.0%	7.2%
2013	71.7%	1.3%	47.5%	7.7%
2014	73.0%	1.4%	50.5%	8.1%
2015	72.8%	1.9%	52.4%	8.4%
2016	74.5%	2.8%	55.7%	10.8%
2017	75.2%	3.6%	57.1%	13.5%
2018	74.9%	3.8%	57.7%	15.9%

Source: IHS Markit Regional Explorer version 1750

In 2018, the population group with the highest percentage of people living in poverty was the African population group with a total of 82.6% people living in poverty, using the upper poverty line definition. The proportion of the African population group, living in poverty, decreased by 7.66 percentage points, as can be seen by the change from 82.60% in 2008 to 74.93% in 2018. In 2018 15.93% of the Asian population group lived in poverty, as compared to the 15.47% in 2008. The White and the Coloured population group saw a decrease in the percentage of people living in poverty, with a decrease of -1.25 and -6.41 percentage points respectively. The graph below shows figures of people living in poverty per each local municipality.

Figure 43: Percentage of People Living in Poverty - Local Municipalities And The Rest of Sekhukhune District Municipality, 2018



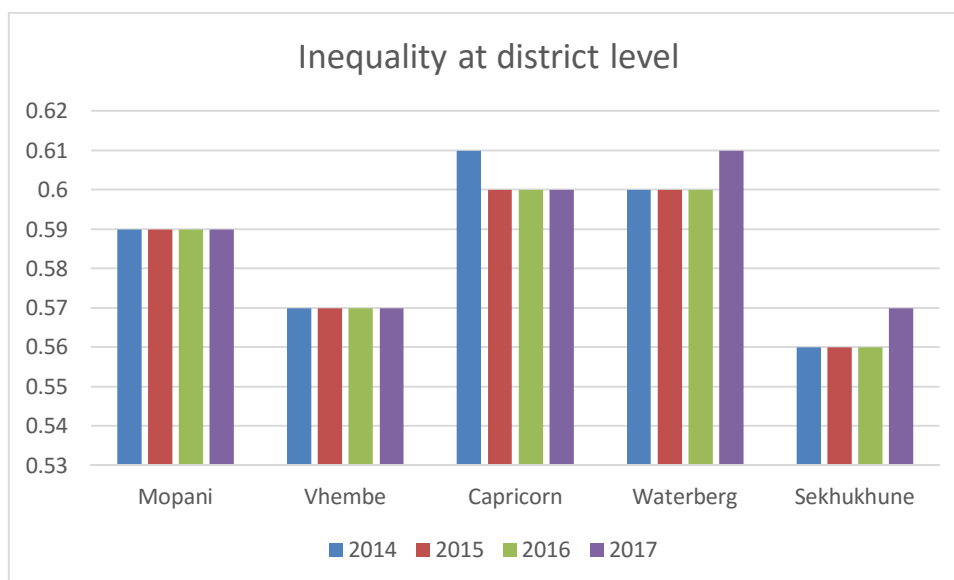
In terms of the percentage of people living in poverty for each of the locals within the Sekhukhune District Municipality, Makhuduthamaga Local Municipality has the highest percentage of people living in poverty, using the upper poverty line definition, with a total of 79.0%. This is due to fact that there is no formal town in the Municipal area for many years. However, with the growth of Jane Furse as the District Growth Point and the relocation of District offices from Lebowakgomo to Jane Furse it is expected that the economic activities will boom and job creation will benefit local residents.

The lowest percentage of people living in poverty can be observed in the Fetakgomo Tubatse Local Municipality with a total of 70.4% living in poverty, using the upper poverty line definition.

4.10. Inequality

Based on the outcomes of the Gini coefficient, if the outcome is equal to zero, it means that income is distributed in an equal manner within the defined area and there is no variance between the high and low-income earners. In contrast, if the Gini coefficient equals 1, income is completely inequitable, meaning that one or few individuals in the population earns all the income and the rest has no income.

Figure 44: Inequality at District Level



Source: HIS Markit Regional Explorer 2018.

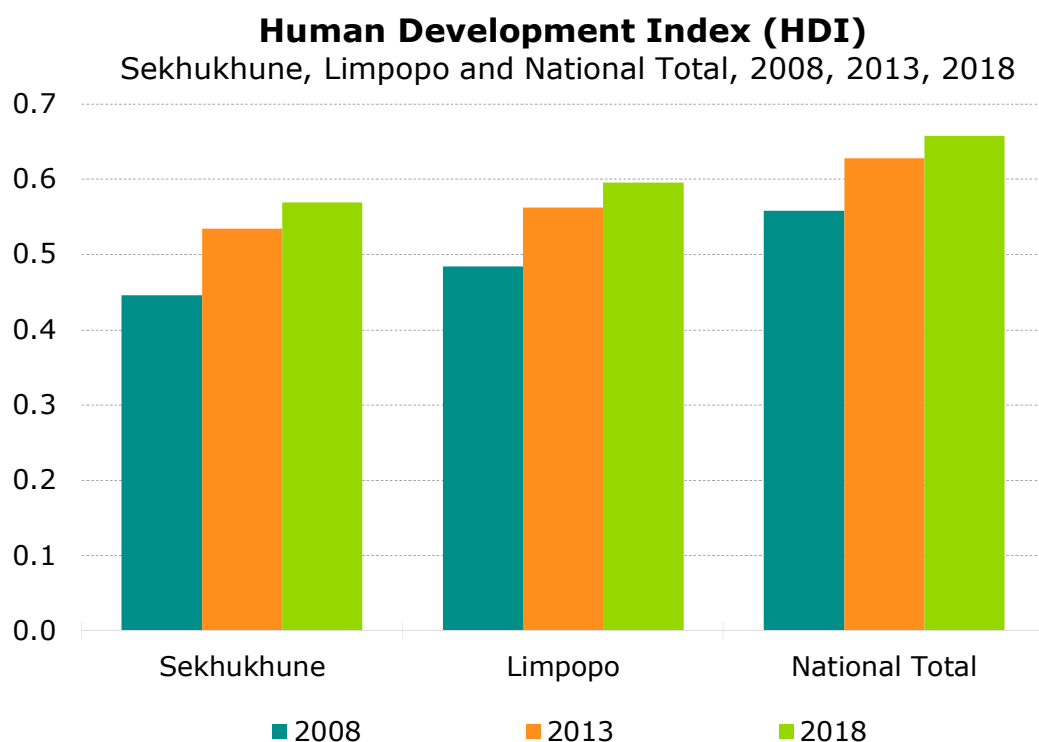
Sekhukhune and Vhembe District has the lowest Gini coefficient in the province of 0.57 in 2018 when compared to the other district municipalities. The Sekhukhune's Gini coefficient has increased by a 0.01 when compared to 2016, meaning that the income inequality in the district increased marginally. The income inequality in Sekhukhune is lower than that of the Limpopo Province and South Africa which recorded a Gini coefficient of 0.593 and 0.63 respectively. The District should develop relevant Policies that promote equalities in order to ensure that people have same share of power and wealth within the district.

4.11. Human Development Index

The Human Development Index (HDI) is a combination of three basic dimensions of human development: A long and healthy life, knowledge, as well as a decent standard of living. In order to gauge a decent standard of living, the GDP per capita level is also utilised. Consequently, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

In 2018 Sekhukhune District Municipality had an HDI of 0.569 compared to the Limpopo with a HDI of 0.595 and 0.657 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2018 when compared to Sekhukhune District Municipality which translates to worse human development for Sekhukhune District Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.65% and this increase is lower than that of Sekhukhune District Municipality (2.48%).

Figure 45: Human Development Index



Source: IHS Markit Regional eXplorer version 1750

4.12. Disability Prevalence

According to the Census 2011 and Community Survey 2016, disability prevalence in Limpopo is 6.4%, with the coloured population recording the highest disability prevalence in the district at 13,6%.

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.

The Office of the Executive Mayor supports disabled persons within the district 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

5. ECONOMIC DEVELOPMENT PROFILE OF THE DISTRICT

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

5.1. Unemployment

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

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

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

Source: IHS Markit Regional eXplorer version 1750

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

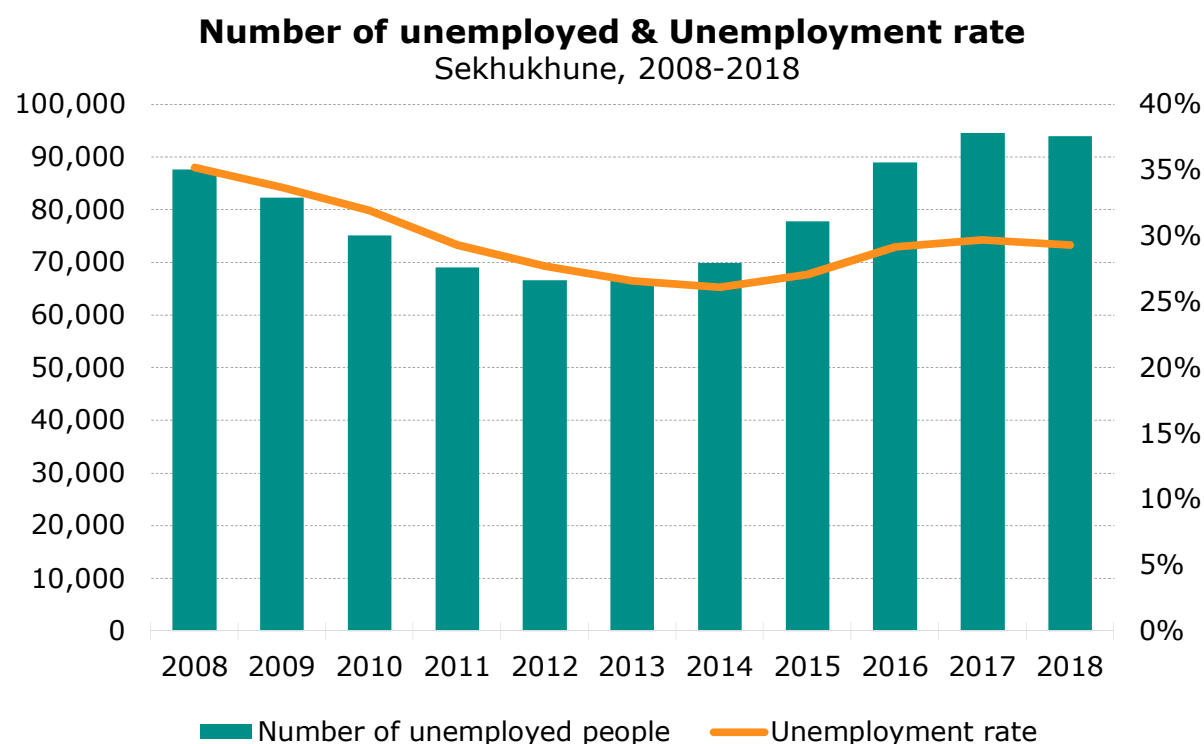
Figure 47: Unemployment Rate (Official Definition) - Sekhukhune, Limpopo and National Total, 2008-2018

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

Source: IHS Markit Regional eXplorer version 1750

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

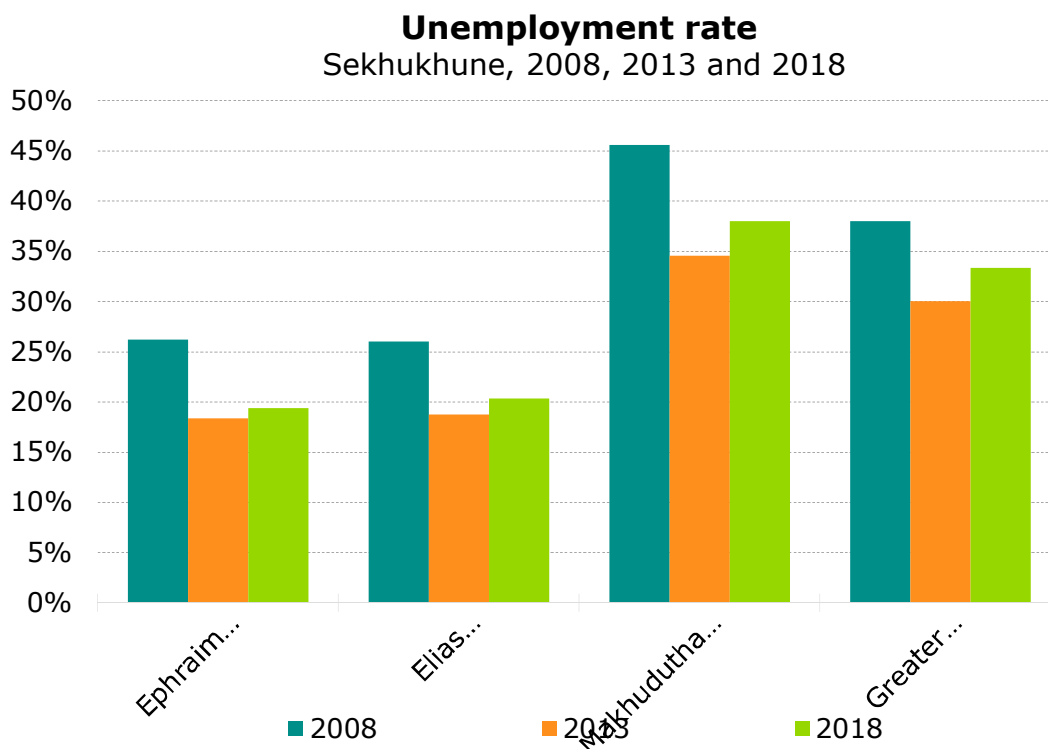
Figure 48: Unemployment and Unemployment Rate (Official Definition) - Sekhukhune District Municipality, 2008-2018



Source: IHS Markit Regional eXplorer version 1750

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

Figure 49: Unemployment Rate - Local Municipalities and The Rest Of Sekhukhune District Municipality, 2008, 2013 And 2018



Source: IHS Markit Regional eXplorer version 1750

5.2. Gross Domestic Product (GDP)

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

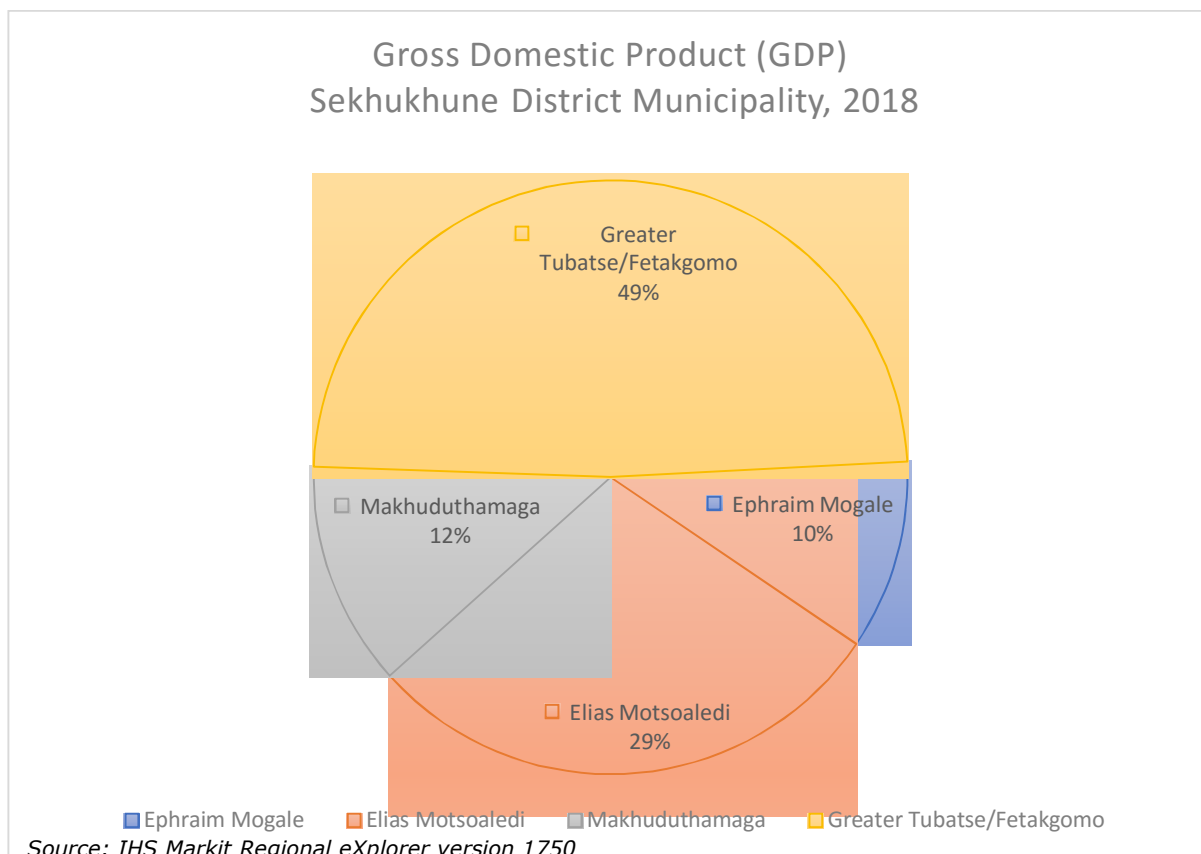
Figure 50: Gross Domestic Product (GDP) - Sekhukhune, Limpopo and National Total, 2007-2017 [R Billions, Current Prices]

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

Source: IHS Markit Regional eXplorer version 1570

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

Figure 51: Gross Domestic Product (GDP)



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

5.3. Gross Value Added (GVA)

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

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

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

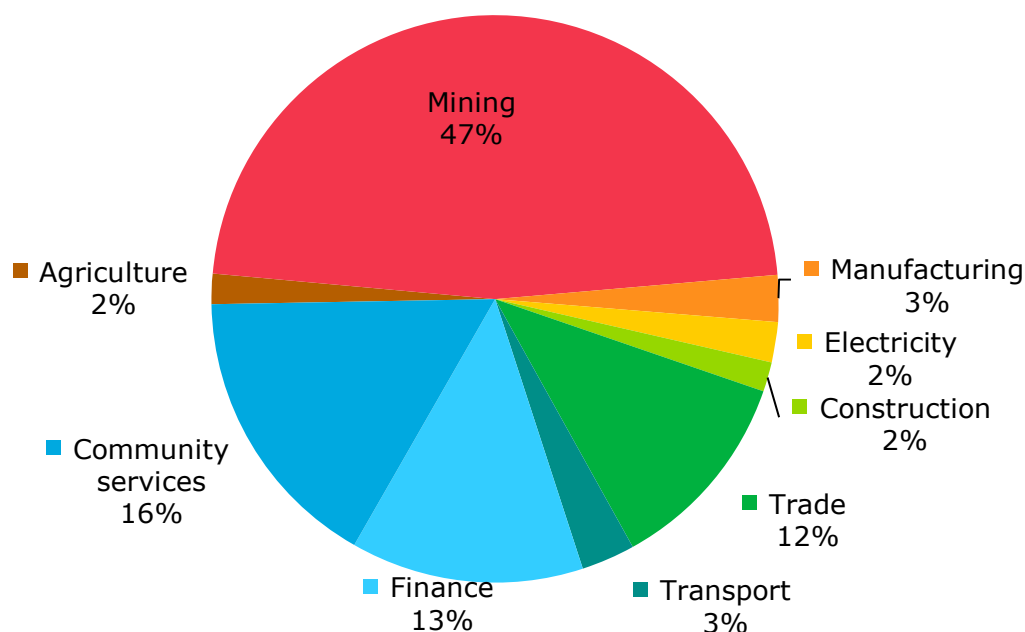
	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
Agriculture	0.6	7.9	106.4	7.9%	0.58%
Mining	16.2	85.7	334.7	18.9%	4.85%
Manufacturing	1.0	8.6	551.6	11.6%	0.18%
Electricity	1.0	12.8	155.2	7.5%	0.62%
Construction	0.7	9.7	163.3	7.4%	0.44%
Trade	4.5	45.1	626.8	10.0%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

Source: IHS Markit Regional eXplorer version 1570

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

Figure 53 Gross Value Add by Broad Economic Sector

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



Source: IHS Markit Regional eXplorer version 1750

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

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

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

Source: IHS Markit Regional eXplorer version 1750

For the period 2018 and 2008, the GVA in the finance sector had the highest average annual growth rate in Sekhukhune at 2.61%. The industry with the second highest average annual growth rate was the agriculture sector averaging at 2.09% per year. The electricity sector had an average annual growth rate of -0.10%, while the manufacturing sector had the lowest average annual growth of -0.19%. Overall a negative growth existed for all the industries in 2018 with an annual growth rate of -0.45% since 2017. With the Agriculture sector showing improvement there is a need to strengthen water capacity for irrigation purposes, which includes the resuscitation and upgrading of existing irrigation schemes within the district as well as providing support the emerging farmers.

5.4. Sector Growth Forecast

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

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

Source: IHS Markit Regional eXplorer version 1570

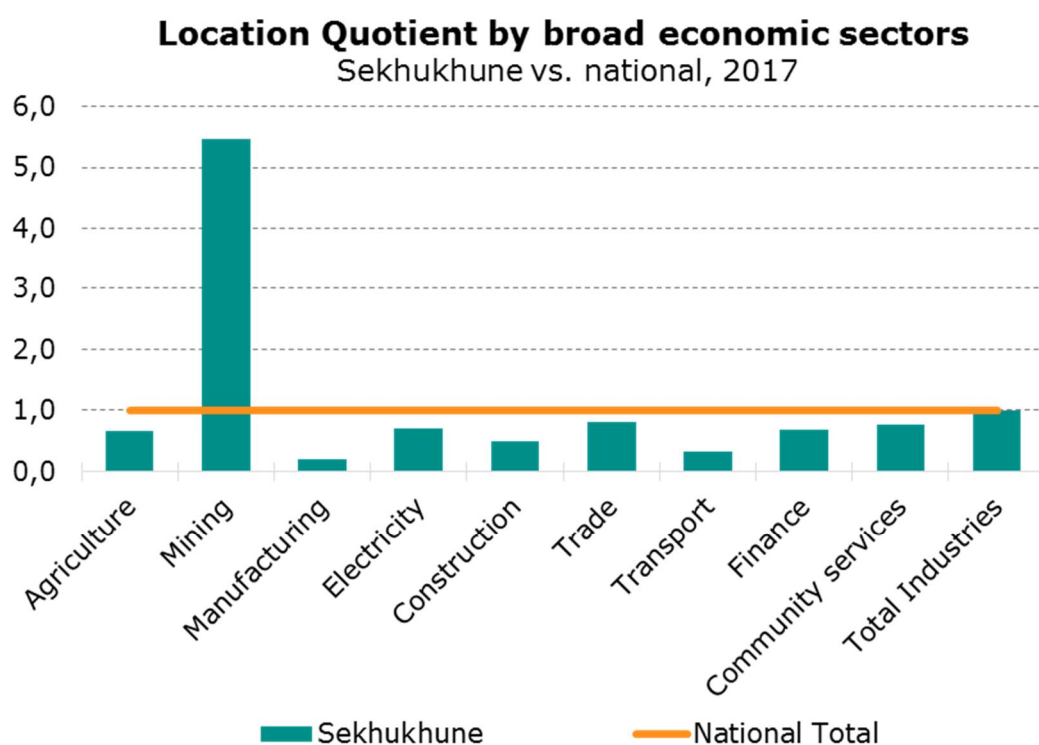
The mining sector is expected to grow fastest at an average of 5.25% annually from R 11.8 billion in Sekhukhune District Municipality to R 15.2 billion in 2022. The mining sector is estimated to be the largest sector within the Sekhukhune District Municipality in 2022, with a total share of 49.8% of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

5.5. Location Quotient

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

has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy.

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



Source: IHS Markit Regional eXplorer version 1570

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

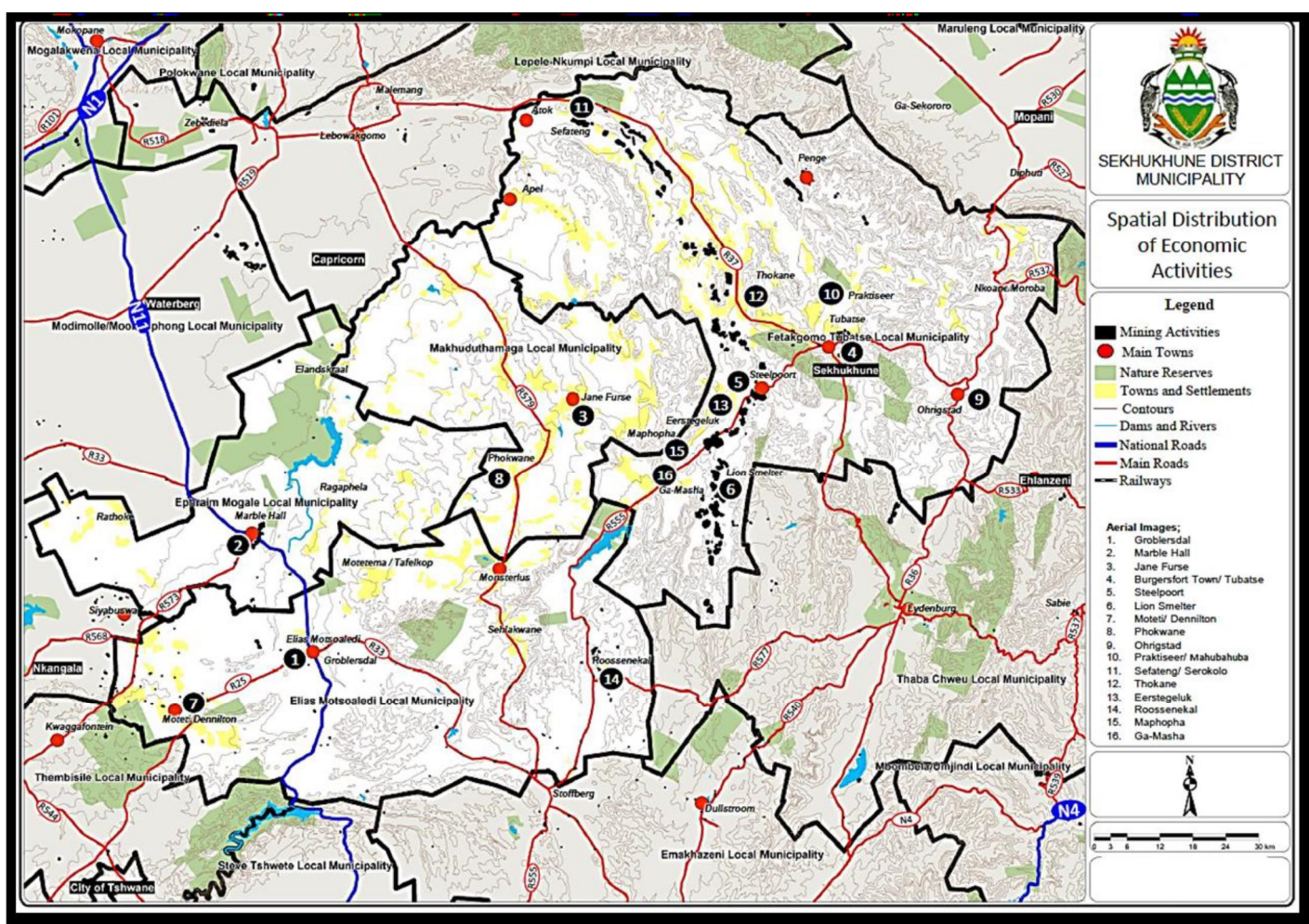
5.6. Mining

SDM mining cuts across the north-eastern part of the Bushveld Complex, an immense geological structure that contains the largest reserves of platinum group metals (PGM) in the world, of which the platinum group is a family of 6 metals which entail platinum, palladium, rhodium, iridium, osmium, and ruthenium. In SDM the mining sector is dominant in the Burgersfort area where Fetakgomo Tubatse Municipality seats. Mining is the economic lifeblood of the area as the sector accounts for 34.5% of the municipality's total GVA and 55% of the municipality's total labour force are traced to the mining sector. In Ephraim Mogale limestone/dolomite are mined in the area, of which limestone and dolomite products are used in five principal industries in South Africa: cement manufacturing, metallurgy (steel refining), agriculture (fertilizers, fungicides and animal feed), aggregate and lime manufacture. The mining value

chain consists primarily of exploration, extraction, mining, processing, refining, fabrication and production stages. Sekhukhune District mining participates mostly in the extraction stage and very limited processing operations. Minerals and potential jobs are exported for beneficiation to overseas companies and very little beneficiation in the district and in South Africa as a whole. In order to benefit sustainably on its mineral resources, the district will need to develop its industrial capabilities in the value-creation stages of its core mineral endowments.

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

Map 10: Spatial Distribution of Mining Activities in SDM



SOURCE (SDM Spatial Development Framework, 2018)

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

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

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

5.6.1. Key Mineral Deposits

The following commodities are found in Sekhukhune District:

Figure 57: Key Mineral Deposits

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

Source: DMR 2019

5.6.2. Current Mining Activities

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

Figure 58: Sekhukhune District Current Mining Footprint

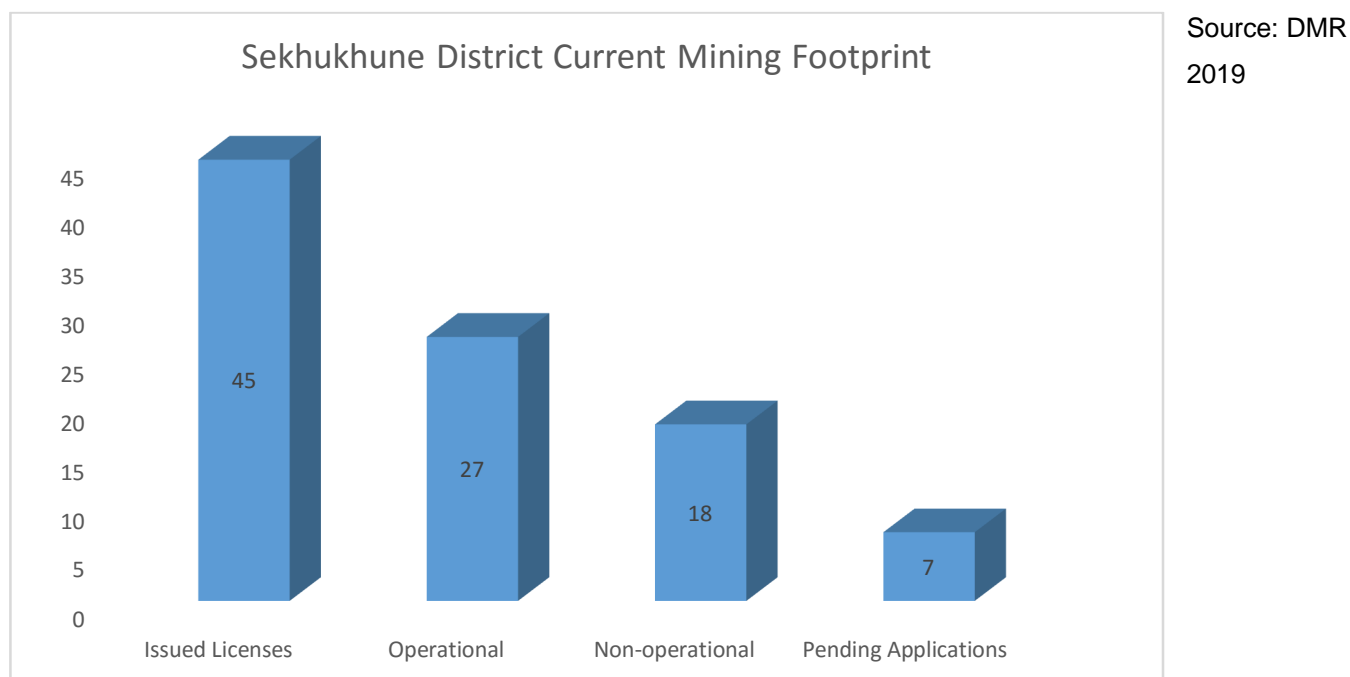


Figure 59: List of Mining operations in the District

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

Rakhoma Mining (Pty) Ltd		Burgersfort	Non-operational
Lesego Platinum (Pty) Ltd	Platinum	Burgersfort	Non-operational
Bokoni Plartinum Mines (Pty) Ltd	Platinum	Burgersfort	Non-operational
Zavel Investments (Pty) Ltd	Dimension Stone	Burgersfort	Operating
SAMANCOR Chrome Ltd	Chrome	Burgersfort	Operating
Impala Platinum (Pty) Ltd	Platinum	Burgersfort	Operating
Impala Platinum (Pty) Ltd	Platinum	Burgersfort	Operating
Rhino Minerals (Pty) Ltd	Andalusite	Burgersfort	Operating
SAMANCOR Chrome Ltd (Spitzkop)	Chrome	Burgersfort	Operating
Rustenburg Platinum Mines Ltd (Modikwa Mine)	Platinum	Burgersfort	Operating
Attaclay (Pty) Ltd	Attapulgit, Bentonite	Burgersfort	Operating
Saringa Slate	Slate	Burgersfort	Operating
Xstrata South Africa (Pty) Ltd (Glencore)	Platinum & Chrome	Burgersfort	Operating
Two Rivers Platinum (Pty) Ltd	Platinum	Burgersfort	Operating
Assmang Ltd	Chrome	Burgersfort	Operating
Micawber 278 (Pty) Ltd (Northam Boosendal)	PGM ϕ , Copper, Cobalt, Chrome	Burgersfort	Operating
SAMANCOR Chrome Ltd (Lanex)	Chrome	Burgersfort	Operating
SAMANCOR Chrome Ltd (Doornbosch)	Chrome	Burgersfort	Operating
Spitzkop Platinum Ltd	Platinum	Burgersfort	Operating
SAMANCOR Chrome Ltd (Tweefontein)	Chrome	Burgersfort	Operating
Sefateng Chrome Mine (Pty) Ltd	Chrome	Burgersfort	Operating
Vanadium Resources (Pty) Ltd	Vanadium, Iron, Titanium	Burgersfort	Operating
Bauba A Hlabirwa Mining Investments (Pty) Ltd	Platinum	Burgersfort	Operating
BCR Minerals (Pty) Ltd	Chrome	Burgersfort	Operating
Phokathaba Platinum (Pty) Ltd	Platinum	Burgersfort	Non-operational

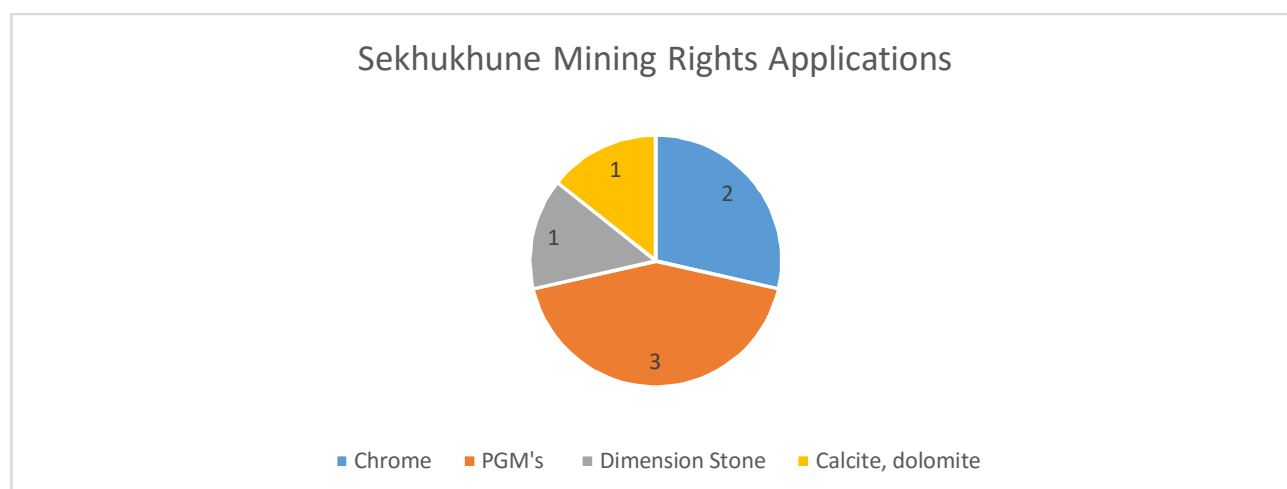
Chromex Chrome	Chrome	Burgersfort	Non-operational
De Grootboom (Pty) Ltd	Chrome, PGM's, Gold	Burgersfort	Operating
ELIAS MOTSOLEDI LOCAL MUNICIPALITY			
Braggite Resources (Pty) Ltd (Blue Ridge)	Platinum	Groblersdal	Non-Operational
Machero Quarries	Granite, Sand & Stone	Groblersdal	Operating
Evrax Highveld Steel and Vanadium Ltd (Mapochus Mine)	Vanadium	Groblersdal	Non-operational
Oppermann Kinders CC	Dimension Stone	Groblersdal	Operating
EPHRAIM MOGALE LOCAL MUNICIPALITY			
MINE NAME	TYPE OF ORE	TOWN / VILLAGE	STATUS
Lime Chem Mine	Lime	Marble Hall	Operating
Lyttelton Marble Hall Mine	Dolomite	Marble Hall	Operating

Source: DMR 2019

5.6.3. Future Mining Developments

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

Figure 60: Sekhukhune Mining Rights Applications



5.6.4. Challenges and Constraints

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

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

5.6.5 Fetakgomo Tubatse Special Economic Zone (SEZ):

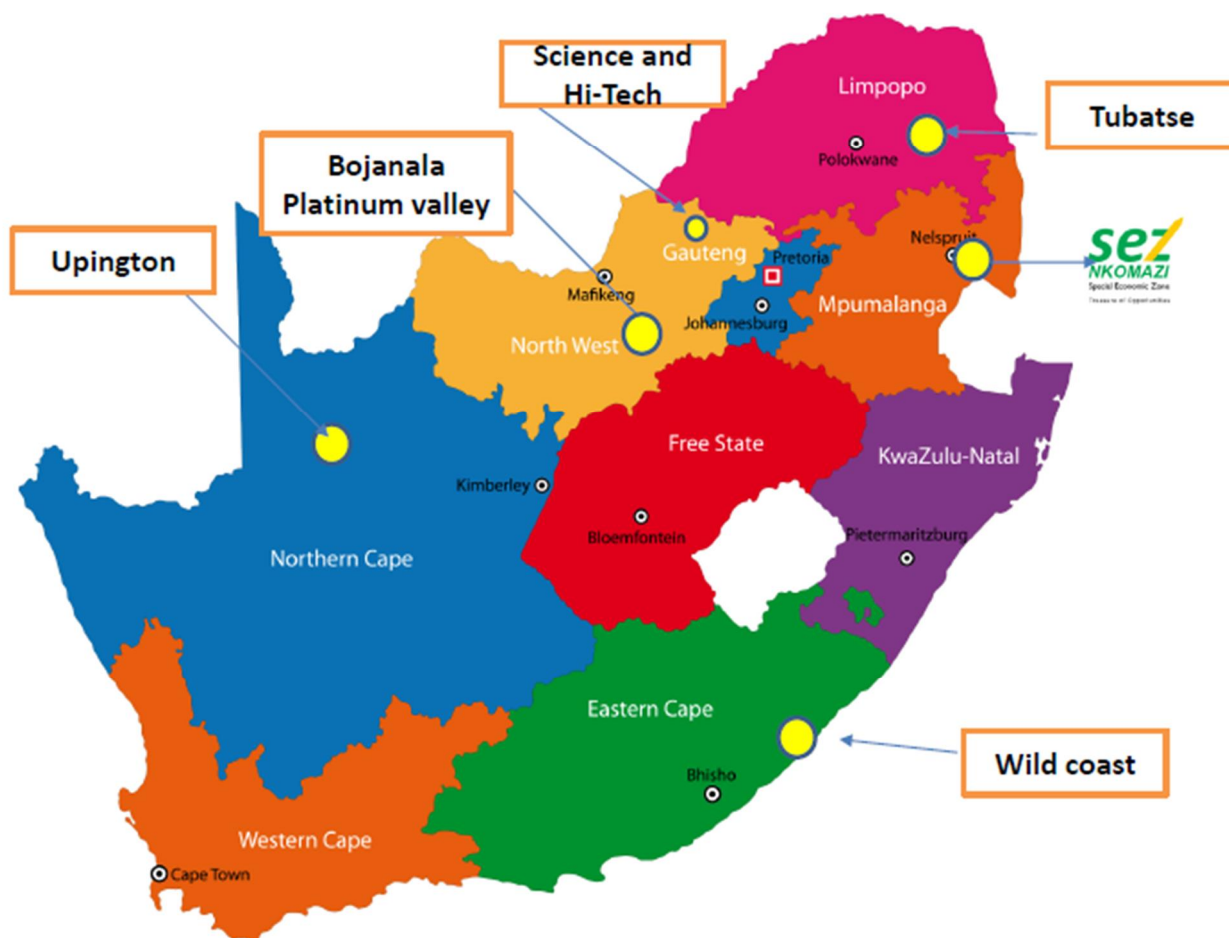
An SEZ is a geographical area which is set aside for the development of economic activities. The aim of the SEZ is to advance the government strategic objective of industrialization in the region for stimulating investments and job creation.

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

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

Map 11: Map showing proposed SEZs in South Africa

PROPOSED SEZ UNDER CONSIDERATION



Source: DTI, 2018

Opportunities and risks

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

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

5.6.6 Strategic Implications, Challenges and Interventions

The mining and mineral beneficiation and processing offers key essential elements for mining and beneficiation which include economic linkages (backward linkages and forward linkages). These

economic linkages have the potential to develop the mining sector by expanding on the supply and value chains during various stages of production. The mining and mineral beneficiation would then need to create a cocktail of economic incentives to lure mining houses to set-up ore beneficiation plants. Diversifying the local economy by focusing and directing investment in non-mining areas would be key to the district.

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

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

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

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

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

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

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

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

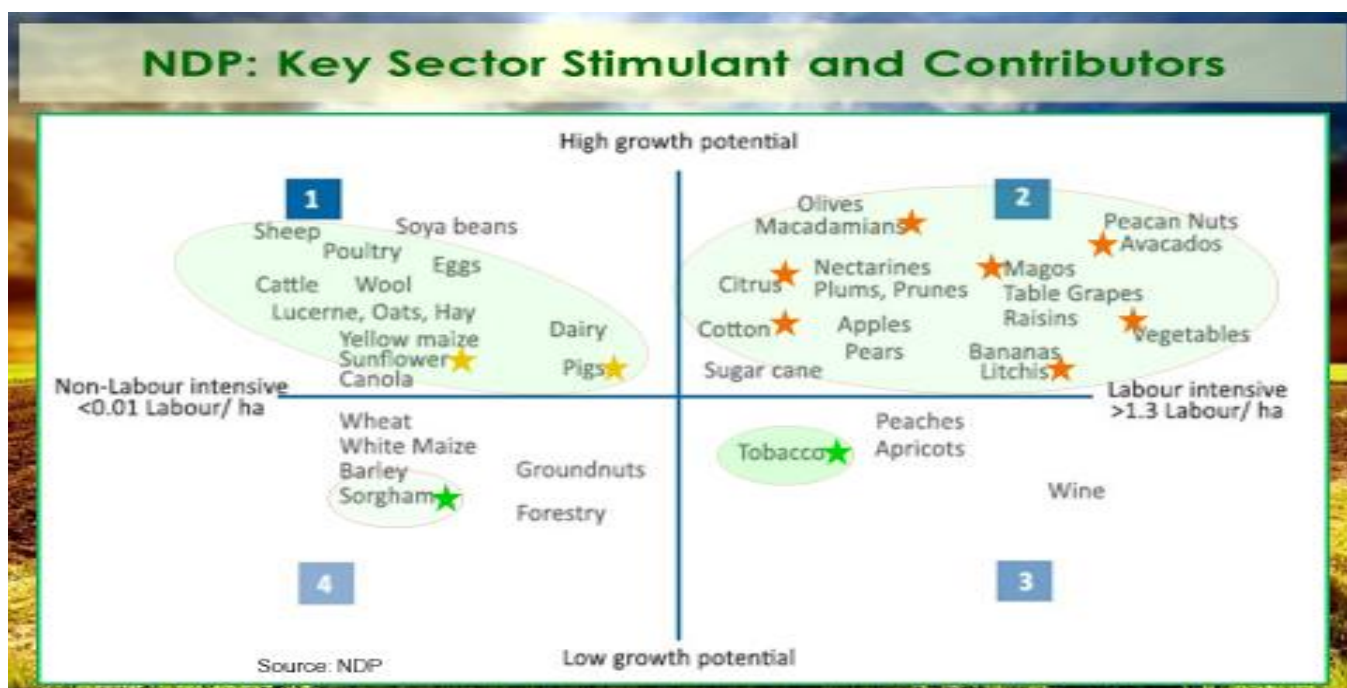
5.7. Agriculture

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

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

5.7.1 Commodities produced within the district

Figure 61: Key Commodities produced in the District



Source: Limpopo Dept of Agric 2019

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

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

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

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

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

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

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

“ **Fish Processing Demonstration Facility**

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

5.7.2 Market opportunities

- **Vegetables**

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

- **Cotton**

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

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

- **Grains**

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

Irrigation schemes along Olifants will also serve as a market for the milling facility hence the need for their revitalization.

5.7.3 Agro-Processing

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

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

farmers are selling their chickens outside the Province. The envisaged Agri- hub will serve as agro-processing facility, which will assist farmers within the District once constructed.

5.7.4 Challenges and Interventions

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

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

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

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

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



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

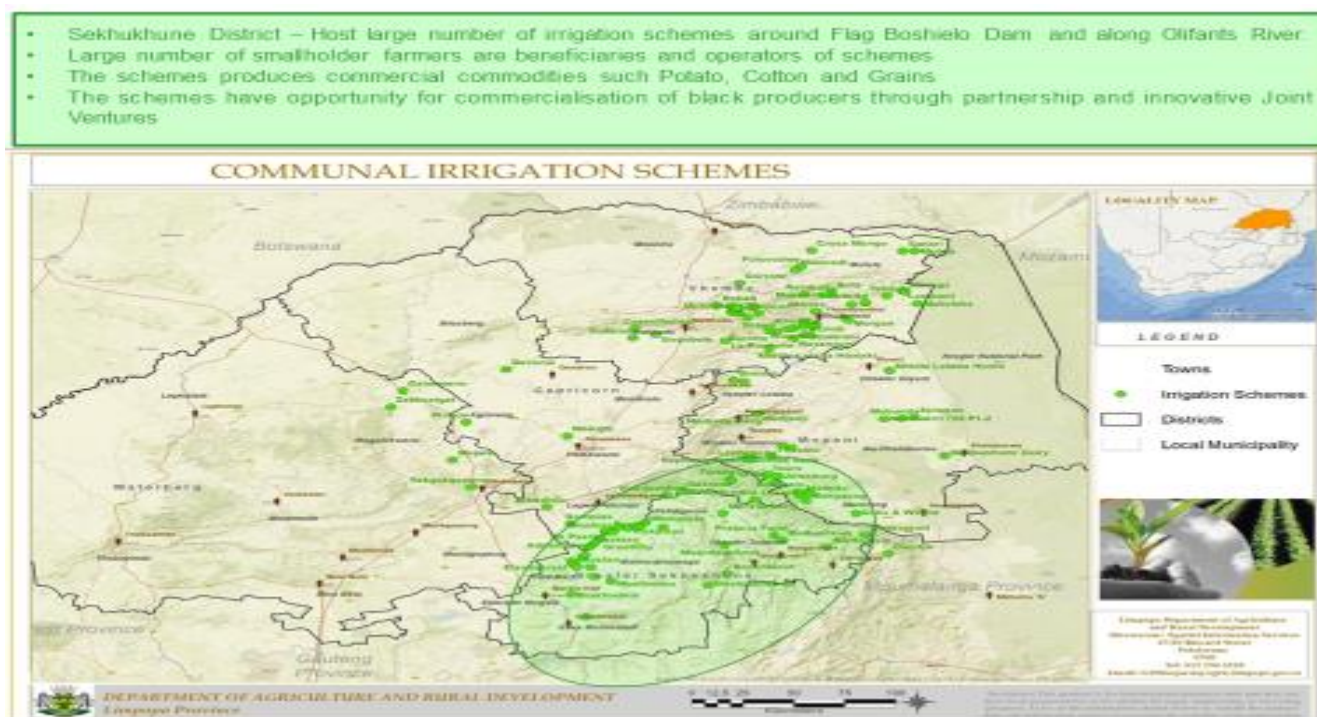
- Poor infrastructure (e.g. Irrigation systems, fences, contours, etc).
- High input costs including electricity costs which are high due to Eskom price increase
- Market access, fluctuating market prices and farmers failing to meet some the set requirements due to economies of scale.
- Lack of value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

Proposed solutions

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

5.7.5 Strategic interventions

Map 12: Revitalization of irrigation schemes



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

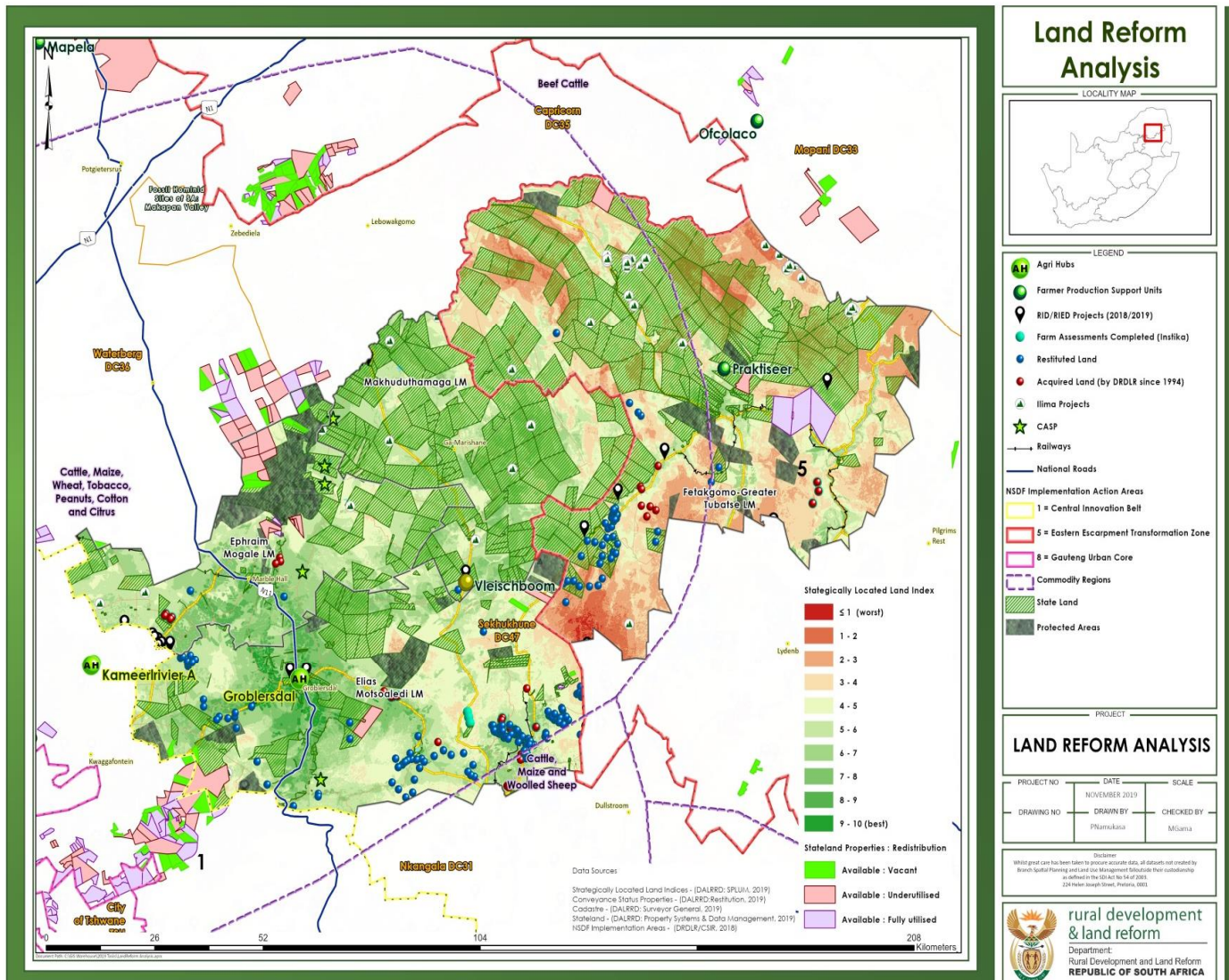
The priority of the District is to revitalise these schemes and to bring them back into production. In 2020 Mogalatjane irrigation scheme with a total of area of 132ha will be revitalised with an estimated budget of R17,3 million, while clearing will start at Setlaboswana and Kolokotela depending on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

The intention of the District is to ensure that all seven (7) irrigation schemes along the Olifants river are optimally utilised and are put back to production, ensuring that 2051ha is supported with infrastructure in the long term. The success of the envisaged projects depends on the collaboration and contribution from other stakeholders either offering material or non-material support. The irrigation schemes are mainly located in communal areas, so the involvement of Traditional leaders and councillors is very important. The District has already started with stakeholder consultations through Indaba on irrigation schemes which was held on 10-11 September 2019. The purpose was to get buy-in and commitment from farmers and important stakeholders such as Magoshi, Funders, Government Departments and Mentors. Department of Rural Development and Land Reform (DRDLR) is the important stakeholder in the revitalization of these irrigation schemes. They have already funded some of the schemes with production inputs for cotton through One-Household-One Hector programme (1HH1H).

5.7.6 Land Reform

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

Map 13: Map showing land Reform



Source: Department of Rural Development and Land Reform

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

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

5.7.7 Agri-Park

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

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

Map 14: Agripark location



Source: SDM SDF 2018

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

Implications, key Challenges and Interventions

There is a need to add value to agricultural activities through establishing agricultural linkages, local manufacturing, and processing plants which utilise local raw materials and resources as primary inputs. The processing of raw materials from agriculture products is essential for SDM in terms of expanding the manufacturing sector. The agglomeration of these activities can result in economies of scale, that would increase both economic development and employment opportunities.

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

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

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

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

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

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

5.8. Tourism

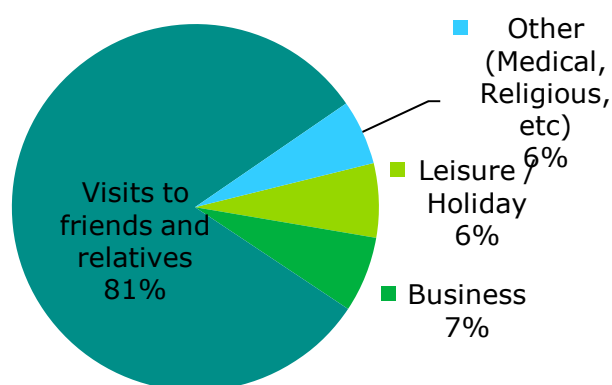
The National Development Plan (NDP) recognises tourism as one of the main drivers of employment and economic growth in South Africa. This is further embedded in the constitution where tourism is listed as a functional area of concurrent national and provincial legislative competence. The tourism sector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

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

5.8.1. Sekhukhune District Tourism Sector

Figure 62 Tourism –Trips by purpose of trip

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



Source: IHS Markit Regional eXplorer version 1750

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

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

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

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

Source: IHS Markit Regional eXplorer version 1750

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

5.8.2 Potential Tourism Routes

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

- **The Mafulo a Matala Route**

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

- **The Marota Route**

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

- **The Platinum Stream Route**

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

“ Tourism Spending

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

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

5.8.4 Future Tourism Attraction sites

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

5.8.5 Heritage in Sekhukhune District

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

Figure 64: Cultural Heritage site

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

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

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

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

NAME OF THE ATTRACTION	MUNICIPALITY	LOCATION	SIGNIFICANCE ATTRIBUTES /	CURRENT DEVELOPMENTS	STATUS/	INTERVENTION NEEDED/DEVELOPMENTS
MONAMETSE-SPRING WATER	Fetakgomo-Greater Tubatse	Monametse village	One of the scenic highlights in Fetakgomo municipality is monametse spring water in Leolo mountains, which is believed to be inhabited by the water spirit. The locals believe that the snake that needs to be provoked provides the water.	Pending site visit		Pending Site visit
ECHO-STONE	Fetakgomo-Greater Tubatse	Phaahlamanoge	It is found in the legendary Leolo mountains located in Phaahlamanoge mountains. This holds a great diversity of man-made influence attraction and cultural believes. When struck "echo stone" it emits a unique drum like sound which visitors find very fascinating.	Pending site visit		Pending site visit
TISANE CULTURAL HERITAGE	Makhuduthamaga Local Municipality	Ga-tisane	Tisane cultural heritage site which holds the history of pedi culture.it has strong walls, built in the form of kraals and they were constructed wisely by the forefathers to defend themselves against enemies. Also home of the matjading fortress the long passage between boulders that leads to a secret cave beneath rocks. Also other caves of fascinating history that could be of interest to tourists.	NDT initiative: SRI Project uncompleted due to lack of funding. NDT still waiting for additional funding to complete the project		LEDET to play a monitoring role on the project pending additional funding from NDT

NAME OF THE ATTRACTION	MUNICIPALITY	LOCATION	SIGNIFICANCE ATTRIBUTES /	CURRENT DEVELOPMENTS	STATUS/	INTERVENTION NEEDED/DEVELOPMENTS
DE HOOP DAM	Ellias Motswaledi local municipality/ Fetakgomo-Greater Tubatse local municipality	Steelpoort	Built on the Steelpoort River, with a wall approximately 1 015 metres long and 81 metres high, the De Hoop Dam is the 13th largest dam in South Africa and one of the largest to be built in the country in the last 20 years	The Dam is listed on the website of Fishing Advisor as one of the best places recommended for fishing The SDM in collaboration with DWS has developed a tourism master plan for the De Hoop Dam. SDM and DWS are also in the process of developing a resource management plan for the Dam Sekgape lodge within the area currently used as residential are for DWS employees		<ul style="list-style-type: none"> Hiking trails: 3 to four hiking trails which differs in km from km to 6km at least Picnic spots along the hiking trails: perfects spots for resting during hiking Camping site along site the river banks Fishing Water activities (boat, canoeing, sailing competitions etc) Dam guided tours Braai facilities Swimming pools Other recreational facilities
SEKHUKHUNE CULTURAL VILLAGE/ FETAKGOMO TOURISM CENTRE	Fetakgomo-Greater Tubatse	Ga-Nkoana	Pending site visit	NDT initiative: SRI Pending site visit		Pending site visit
DI-TRUPA FESTIVAL	Ephraim Mogale Local Municipality	Moutse West	Celebration of traditional dances, culture in style and a way of people embracing their Heritage. 09:00am . 17:30pm, is a period where traditional and cultural performances occur, then from 18:00pm till 06:00am the after is celebrated. The after party is mainly to get everyone comfortable around and socialize in a way, as the event attracts more and more celebrities each year around all provinces.	Annual Event taking place every January on the 02 nd , just after new year's day. The event is held around Ephraim Mogale Local municipality. Local municipality currently support the event and it is IDP aligned		<ul style="list-style-type: none"> Determine the impact of the festival on occupancy rate of local guest houses and lodges The need for local municipalities to recognise events as tourist attractions and major contributors to economic growth

NAME OF THE ATTRACTION	MUNICIPALITY	LOCATION	SIGNIFICANCE ATTRIBUTES /	CURRENT DEVELOPMENTS	STATUS/	INTERVENTION NEEDED/DEVELOPMENTS
RIBA MATHARI LA	Fetakgomo Tubatse municipality	greater local	Kgautswane Village	<p>La Matahari project is a potential tourism attraction which is located in the mountains of Kgautswane in Tubatse Local Municipality, about 54km out of Burgersfort. The village is under Chief Kgwete. The cave is surrounded by a cluster of limestone and dolomite Rock Mountains. It forms part of Kruger to Kanyon Biosphere. The project has a major potential to attract the adventure tourists and nature tourists given its land escarpment and vast plant species of which most of them have a medicinal purpose or are fruit bearing trees</p>	<p>Currently the site is not visited by a lot of tourist but it has the potential for growth as it is surrounded by major tourist attraction in Limpopo Province. Echo Caves, Hanna Lodge and the Blyde River Canyon is at a drivable distance.</p> <p>The undisturbed natural beauty of the area attracts environmental researchers from all the globe</p>	<ul style="list-style-type: none"> ✓ Hiking trails: 3 to four days hiking trails which differs in km from 2km to 6km at least ✓ Self-catering forest cabins: starting with three and increase the number over time depending on demand ✓ Picnic spots along the hiking trails: perfect spots for resting during hiking ✓ Camping site and 4x4 trails ✓ Abseiling ✓ Marketing of the potential attraction ✓ Tourism signage
ABELS ERASMUS PASS	Fetakgomo Tubase	Greater	R36 between Orighstad and manautsa	<p>Forming part of the R36 near the Kruger National Park and the Molatse Canyon (or 'Blyde River Canyon') the pass starts at 1011m ASL, then drops down the Drakensberg escarpment to the Olifants River at 508m ASL. It can be found between the towns of Orighstad (40 km to the South) and Tzaneen (95km to the North East) and incorporates the Strijdom Tunnel. This is a major pass with a big altitude variance and incorporates 26 bends,</p>	<p>LEDET erected a tourism signage on the pass</p>	<ul style="list-style-type: none"> ✓ Picnic areas or resting areas alongside the pass needed for tourist to stop over and take pictures ✓ Marketing of the pass

NAME OF THE ATTRACTION	MUNICIPALITY	LOCATION	SIGNIFICANCE ATTRIBUTES /	CURRENT DEVELOPMENTS	STATUS/	INTERVENTION NEEDED/DEVELOPMENTS
			corners and curves over its length of 9,8 km			
MANAUTSA HIKING TRAIL AND THE BIG BAOBAB TREE IN LEPPELLE VILLAGE	Fetakgomo greater tubatse	Strijdom Tunnel R36	The 9km Manautsa hiking trail begins at the waterfall next to strydom tunnel on the Abel Erasmus Pass and ends in Lepelle Village where you will have the opportunity to see the big baobab tree rooted deep inside the village of Lepelle just down the slopes of Abel Erasmus Pass. The Manautsa Trail involves a visit to the sacred waterfall which is famous among the community as protected by the water God. Manautsa trail also offers the opportunity to see the rarest breeding bird in South Africa called Taita Falco. Full time guide available on site	Full time Nature Guide available on site appointed by K2C. Local people do not benefit from the utilization of the trail The waterfall is visited by massive amount of people for spiritual Rituals performed on the site leaves the site dirty and unattractive which could have major impact on tourism purposes		✓ Fencing and ablution facilities is needed on site
POTLAKE NATURE RESERVE	Fetakgomo Tubatse Local Municipality	Near Atok	Nature Reserve	Pending site visit		Pending site visit

5.8.6 Implications, key Challenges and Risks

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

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

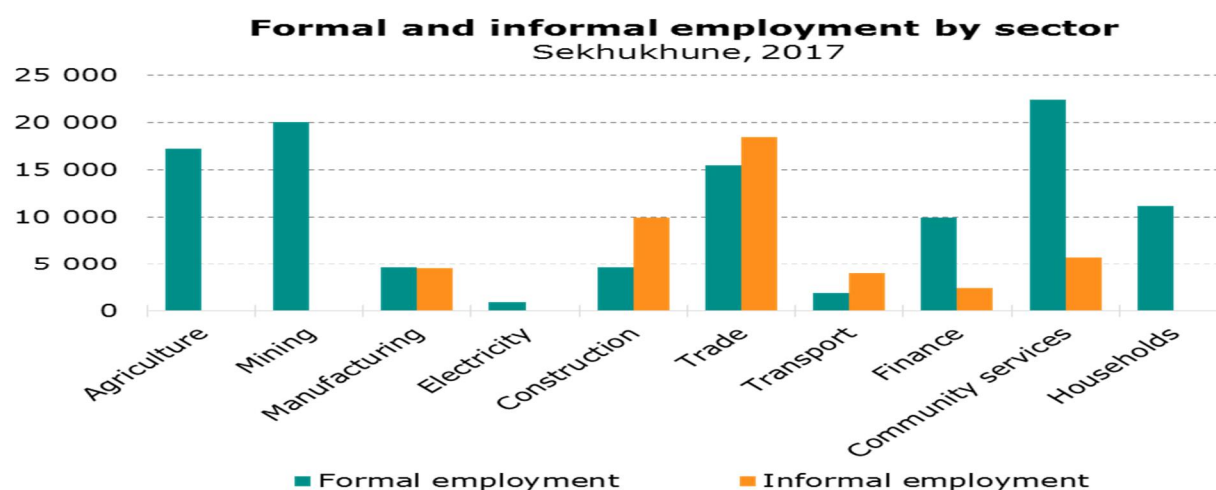
Leisure & Business Tourism can generate an income stream for the Sekhukhune district economy by hosting various business and leisure activities in the District. It can promote and market the Sekhukhune district to be the destination for leisure and business tourism activities within the district.

5.9. SMMEs Development

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

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

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



Source: IHS Markit Regional eXplorer version 1570

In 2017 the Trade sector recorded the highest number of informally employed, with a total of 18 500 employees or 41.05% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Finance sector has the lowest informal employment with 2 400 and only contributes 5.34% to total informal employment. *Typically counted under a separate heading.* Mining industry, due to highly regulated mining safety policies, and the strict registration of a mine, has very little or no informal employment and same goes for the Electricity sector which is also highly regulated.

Implications, key Challenges and interventions

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

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

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

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

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

5.10. Sekhukhune Development Agency

This is a strategic and peculiar economic vehicle established by the Sekhukhune Local Municipality in terms of the Municipal Systems Amendment Act, 2003 and as per the by-law published, Local Authority Notice 206 (Limpopo Provincial Gazette Extraordinary, No. 1863, 4 November 2010). The main function of the entity is to identify, initiate and implement high impact economic projects and create sustainable job creation opportunities within the district. It is constituted by six Board of Directors appointed by the sole shareholder, Sekhukhune District Municipality for 2017 to 2020 term of office.

5.10.1 Strategic goals

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

5.10.2 Priority Projects

The following are the high priority projects

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

6. SERVICE DELIVERY AND INFRASTRUCTURE

Infrastructure development and support structures are be considered as key fundamental economic structures that need to be instilled within the economy to ensure the longevity of the Municipality. Furthermore, infrastructure facilitates the movement of goods and people which is also vital towards local economic in SDM. Moreover, involvement in an area requires infrastructure systems such as (roads, rail, air and other logistics facilities), that are integrated to optimise the safety, security, speed, and frequency of the services offered.

6.1. Access to Basic Services

6.1.1. Access to Water

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

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

The most villages in the vast rural areas are being provided with ground water as alternative sources and water tankers where necessary. Most of the rural villages in the Flag Boshielo Water

Scheme are receiving water services in a much more improved way than other villages within the district.

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

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

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

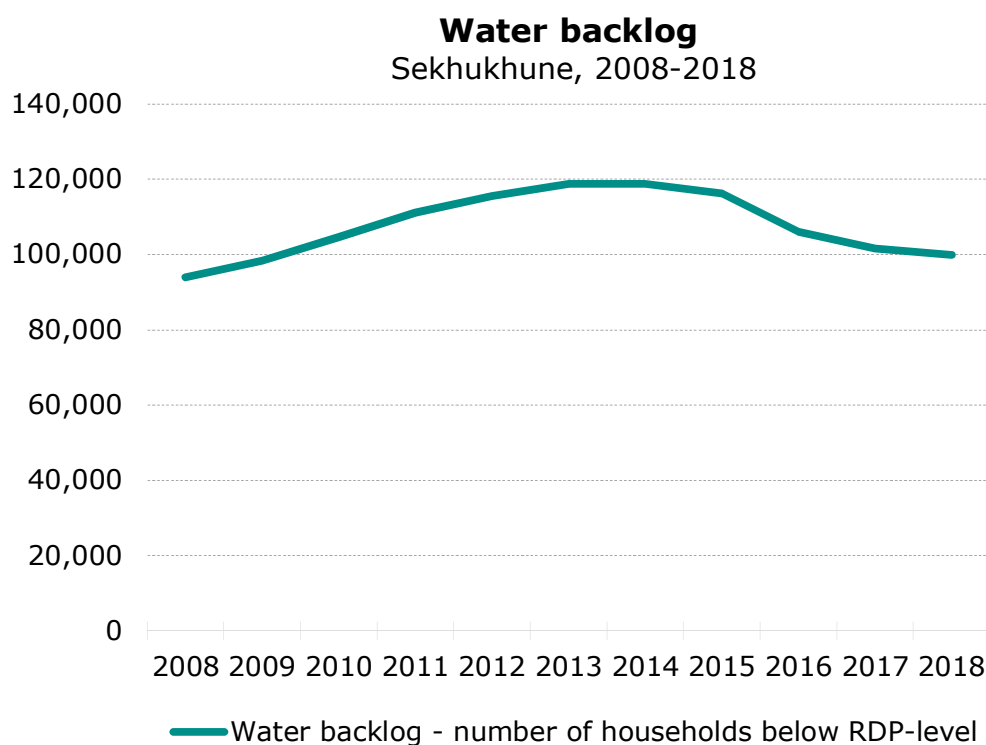
	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Ephraim Mogale	3,420	23,100	1,990	2,950	3,570	35,000
Elias Motsoaledi	9,740	35,600	7,110	4,140	11,300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

Source: IHS Markit Regional eXplorer version 1750

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

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

Figure 67: Water Backlog



Source: IHS Markit Regional Explorer version 1750

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

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

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

a) Water Sources

The water sources found in SDM include Ground water, Wells, Rivers, Pools, Dams (20 small dams and 2 major Dams i.e. Flag Boshielo and De Hoop).

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

Source: Water Services Master Plan (2015)

Water resources salient points:

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

c) Free Basic Water

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

d) Status Quo on Bulk Water Supply Schemes

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

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

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

The following villages are planned to benefit from the scheme:

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

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

Challenges

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

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

Proposed Interventions

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

- **Lebalelo Bulk Water Supply Scheme (LBWSS)**

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

The following villages are planned to benefit from the scheme:

Ga Maroga, Driekop, Ga Riba, River cross, Madiseng, Frans, Mandela, Motlolo & Mashamothane

The above will be completed in 2020/2021 financial year

Challenges

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

Proposed Interventions

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

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

Flag Boshielo Scheme supply water to the following four Local Municipalities; Ephraim Mogale, Elias Motsoaledi and Makhuduthamaga which are within the District with a total estimated population of 131 000 and about 156 villages. The main bulk water infrastructure of Flag Boshielo Scheme are, the dam, the Water Treatment Works, bulk pipelines of about 387km, 10 pump stations and 88 storage reservoirs.

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

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

Western Side		
Village	Household	Status
Elandskraal	1310	Benefiting
Morarela/ Hinlopen	524	Benefiting
Mbuzini/ Weltevrede	284	Benefiting
Tsansabela/ Van Der Merwes Kraal	1061	Benefiting
Dicheoung/ Doornpoort	358	Benefiting
Northern Side		
Village	Household	Status
Tompi Seleka Agri College	198	Benefiting
B2 Matseding	208	Benefiting
B3 Phetwane	296	Benefiting
B4 Magalatsane	165	Benefiting
B5 Krokodilheuvel	168	Benefiting
B6 Setlaboswane	118	Benefiting
B7 Thabanapitsi	96	Benefiting
B8 Mmakgwabe	121	Benefiting
Malope	102	Benefiting

Northern East Side		
Village	Household	Status
Mooihoek	563	Benefiting
Tsimanyane	77	Benefiting
Mohlotsi	269	Benefiting
Masanteng	165	Benefiting
Makhutso	169	Benefiting
Serageng	110	Benefiting
Ga-Mampana	112	Benefiting
Semahlakole	73	
Sehusane	86	Benefiting
Masehlaneng	37	Benefiting
Maraganeng	12	Benefiting
Maswanyaneng	37	Benefiting
Pitsaneng	6	Benefiting
Ditholong	239	Benefiting
Letebejane	174	Benefiting
Makgatle A	136	Benefiting
Makgatle B	86	Benefiting
Mamphokgo North	386	Benefiting
Mamphokgo South	242	Benefiting
Moganyaka North	280	Benefiting
Moganyaka South	176	Benefiting
Manapsane	374	Benefiting
Leeufontein	1261	Benefiting
Moeding	40	Benefiting
Puleng B	11	Benefiting

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

The above upgrading of the WTW will be completed in 2020/2021 financial year

Challenges

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

Proposed Interventions

- ✚ Upgrading and completion of the WTW from 8MI/day to 16MI/day
- ✚ Authorized the illegal connections
- ✚ Budget for extension and new settlements
- ✚ The combination of different water sources can be used to supplement the water supply

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

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

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

The following villages are planned to benefit from the scheme:

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

Challenges

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

Proposed Interventions

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

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

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

Challenges

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

Proposed Interventions

Test the existing boreholes in the area and if suitable, incorporate them into the scheme for augmentation

Awareness campaigns required and implement by-laws

National Treasury needs to clearly provide explanation of the 30% subcontracting.

The municipality needs to improve on operation and maintenance

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

The ML-WS commenced with infrastructure planning in November 2006 for feasibility study and technical designs. Construction commenced in 2011. The scheme depends on Malekana WTW at the design capacity of 12MI/d and Jane-Furse command reservoir at the storage capacity of 25MI. The project intent

to provide water supply to 65 040 household 115 villages. The project commenced in 2010/2011 for planning and construction.

Challenges

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

Proposed Interventions

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

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

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

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

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

Challenges

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

Proposed Interventions

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

- ✚ Authorize the illegal connection

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

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

Challenges

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

Proposed Interventions

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

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

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

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

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

Challenges

- ✚ Ageing of old asbestos bulk pipelines and associated system components;
- ✚ Rapid growth of villages exhausting the system capacity;
- ✚ Pipeline isolation valves on most of the pipelines are not effective due to ageing;
- ✚ Vandalism of critical system components;

- ✚ Inadequate O&M budgets and operational teams to maintain infrastructure;
- ✚ Extensive water loss due to leakages in the reticulation;
- ✚ Unauthorized illegal connections on rising mains;
- ✚ Inadequate bulk water supply from the Groblersdal Water Treatment Work;
- ✚ Inadequate bulk infrastructure such as storage facilities and transmission pipeline;

Proposed Interventions

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

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

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

Challenges

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

Proposed Interventions

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

Water Challenges and interventions

Challenges	Interventions
<ul style="list-style-type: none"> • Unavailability of surface and ground water (drought affecting dams and Boreholes) • Illegal water connections • Community high expectations/lack of information to the communities (Possible service delivery protests) • Mushrooming of Business fora in all communities. • Encroachment on the existing infrastructure (Servitudes, Theft, 	<ul style="list-style-type: none"> • Conjunctive use of ground and surface water sources. Implementation of Water Conservation and Water Demand Management (WCWDM), continues ground water management. • Community awareness campaigns and Implementation of By-Laws • Improvement of Customer Services for effective communication • Implementation of approved SDM (Learner Contractor Development

<p>vandalism and unauthorised connections)</p> <ul style="list-style-type: none"> • Water Use License approval by DWS • Delays by Eskom to connect electricity and energise Projects 	<p>Programme and Small Business Enterprise)</p> <ul style="list-style-type: none"> • Continuous engagement with DWS to approve the Water Use Licences • Engagement with ESKOM to prioritise the energising of projects with the planned period of construction
--	--

6.1.2. Access to Sanitation

Sekhukhune District Municipality has a total number of 37 600 flush toilets (12.43% of total households), 65 900 Ventilation Improved Pit (VIP) (21.82% of total households) and 186 000 (61.45%) of total households pit toilets. SDM is currently implementing a massive sanitation programme and providing Ventilated Improved Pit latrines (VIP ⌘) to various households. In the 2016/17, 2017/18 & 2018/19 financial years 25 395 VIP Sanitation units were built across the district as part of providing communities with sanitation.

Figure 71: Households by Type of Sanitation

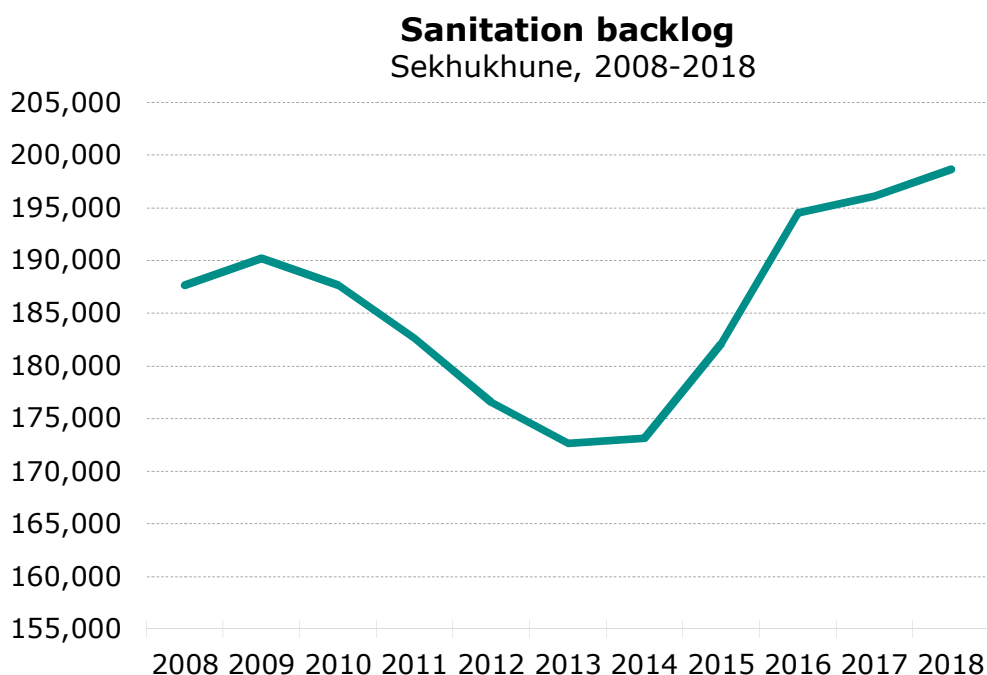
	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	No toilet	Total
Ephraim Mogale	4,080	10,600	18,500	1,350	35,000
Elias Motsoaledi	14,700	7,730	42,900	2,330	67,900
Makhuduthamaga Greater	4,140	13,800	50,600	1,360	70,000
Tubatse/Fetakgomo	14,700	33,800	73,700	5,940	129,000
Total Sekhukhune	37,560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

Source: IHS Markit Regional eXplorer version 1750

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

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

Figure 72: Sanitation Backlog



Source: IHS Markit Regional eXplorer version 1750

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

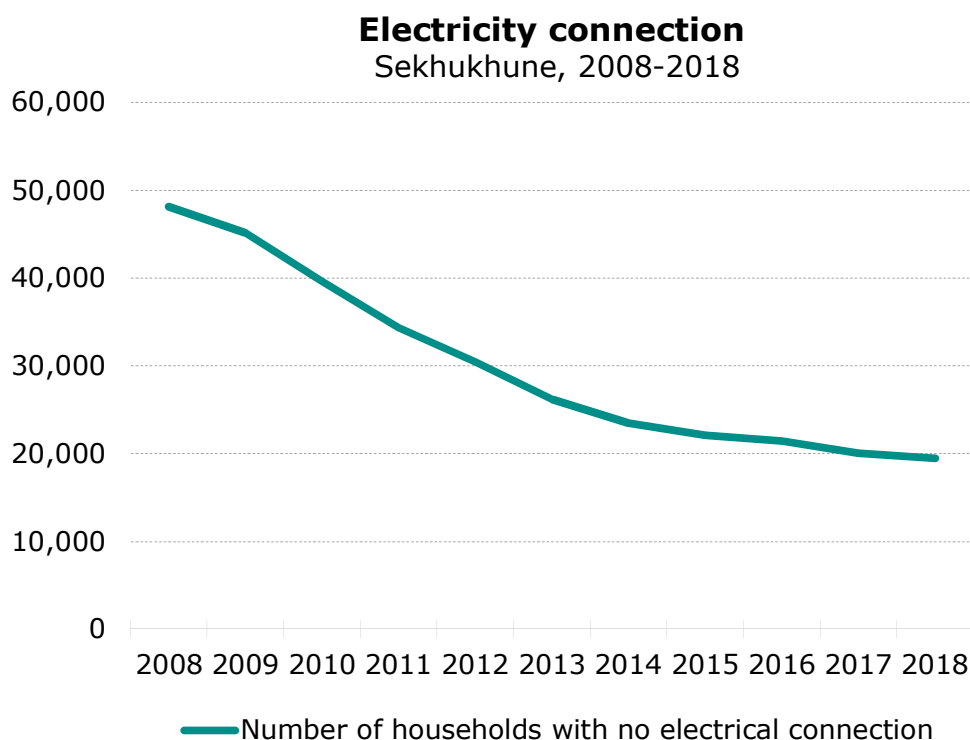
Challenges and Interventions

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

6.1.3. Access to Electricity

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

Figure 73: Electricity Connection



Source: IHS Markit Regional eXplorer version 1750

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

According to Stats SA census 2011, the electricity backlog within the Sekhukhune District Municipality was 37124. The 2018 electricity backlog of 19 500 indicates how electrification projects implemented within the district contributed in reducing electricity backlogs.

Figure 74 : Number of households receiving Free Basic Electricity by July 2018

Municipality	Number of households who were receiving FBE by July 2018	Percentage of households in the municipality receiving FBE by July 2018 (proportion of official stats)
Fetakgomo/Tubatse	8366	2%
Ephraim Mogale	2084	2%
Elias Motsoaledi	2039	0%
Makhuduthamaga	7993	3%

Total	20482	2%
-------	-------	----

Source: ESKOM (2018)

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

The provision of electricity in most of the rural villages within Sekhukhune district has assisted many households to have access to energy. Two municipalities within SDM (Elias Motsoaledi and Ephraim Mogale) reduced their electricity backlog drastically. It is evident that the two municipalities are about to meet the sustainable development goal of affordable and clean energy. There is still a need to provide electricity for household use in all the local municipalities due to the growing demand.

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.

Most villages within SDM they still prefer the use of wood and coal for cooking than the use of electricity. The communities in towns most prefer the use of electricity and gas for cooking.

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 use electricity for heating.

Figure 75: Number of connections planned by ESKOM

Municipality	2018-2019	2019-2020	2020-2021
Fetakgomo/Tubatse	1984	1755	1624
Ephraim Mogale (backlog 1167)	314	186	187
Elias Motsoaledi	657	430	
Makhuduthamaga	962	661	
Total	4103	3292	1811

Source: ESKOM (2018)

Challenges and Interventions

Challenges	Interventions
<ul style="list-style-type: none"> Eskom is experiencing a challenge in capacity constraints (in Fetakgomo Tubatse areas) Illegal connections to households 	<ul style="list-style-type: none"> Upgrading of substations and prioritisation of household electrification projects Implementation of by-laws and awareness campaigns

<ul style="list-style-type: none"> Unplanned (mushrooming) of new extensions of residential sites for post connections 	<ul style="list-style-type: none"> Planning and implementation of bulk infrastructure services (water, electricity & roads) must guide the development of residential and non-residential areas
---	--

6.1.4 Access to Housing

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

Figure 76: Households by Dwelling Unit Type, 2018

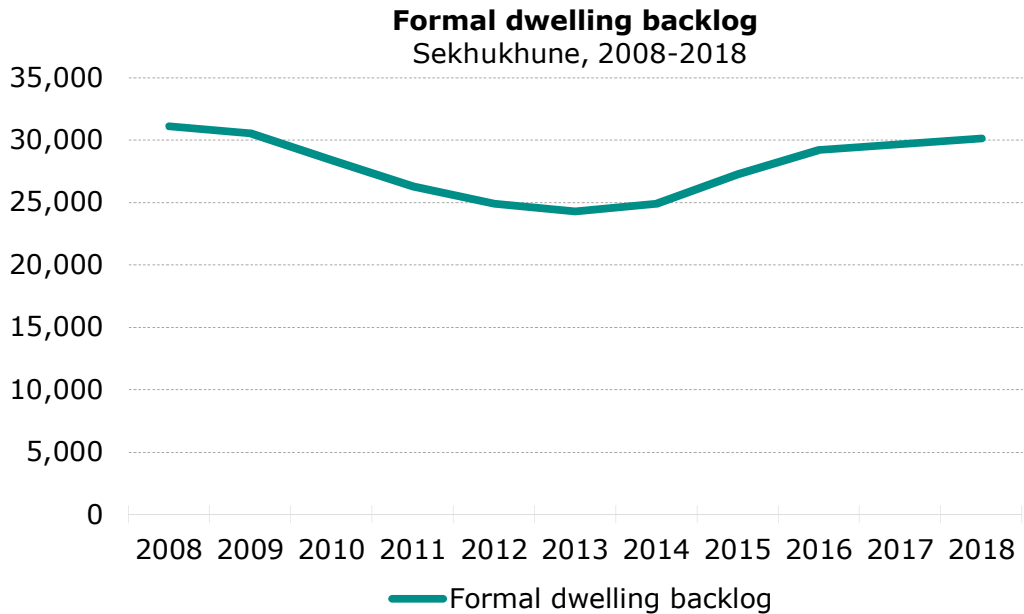
	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Ephraim Mogale	1,520	31,600	695	1,050	128	35,000
Elias Motsoaledi	4,630	57,200	2,810	2,790	469	67,900
Makhuduthamaga	1,890	61,600	2,900	3,410	246	70,000
Greater Tubatse/Fetakgomo	4,540	109,000	9,890	5,040	655	129,000
Total Sekhukhune	12,586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

Source: IHS Markit Regional eXplorer version 1750

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

When it comes to the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2008 the number of households not living in a formal dwelling were 31 100 within Sekhukhune District Municipality. From 2008 this number decreased annually at -0.32% to 30 100 in 2018.

Figure 77: Formal Dwelling backlog



Source: IHS Markit Regional eXplorer version 1750

Challenges and Interventions

Challenges	Interventions
<ul style="list-style-type: none"> • Untraceable beneficiaries • Beneficiaries whose livelihood has improved • Beneficiaries who are not aware that they have benefited because wrong people have unlawfully benefited on their behalf • Provision of houses to the needy households • Lack of sufficient funding to address the demand • Lack of Bulk Infrastructure 	<ul style="list-style-type: none"> • Continuous verification of Data base of beneficiaries from Local Municipalities • Review and implementation of Indigent Registers • Verification of Data base of beneficiaries from Local Municipalities

6.1.5 Roads and Storm Water

In terms of the Constitution of Republic of South Africa (Schedule 4B and 5B) and the Municipal Structures Act, one of the Powers and Functions of Municipalities is the provision and maintenance of Roads, Stormwater and Public Transport. In terms of this arrangement local municipalities are responsible for Municipal Roads as well as Stormwater construction, control and maintenance

Roads, Stormwater and Public Transport services form the basis of the socio economic development of the Municipality. Although the service is non-trading in nature, it directly contributes to the economic

development of the area. There is, however, a challenge that is faced by the service within the Municipalities, namely, inadequate funds for the development of the necessary infrastructure as well as for the maintenance of the new and existing ones. This is an international phenomenon where this service is expected to compete with other essential services of the Municipalities for resources. In most cases, the problem has resulted in the neglect of Roads, Stormwater and Public Transport planning and facilities to the detriment of the Local Economy.

Sekhukhune District Municipality undertook a project for the development of its Road Master Plan and Investigation into Alternative Service Delivery Mechanisms in April 2007. It should however be noted that Sekhukhune District Municipality currently do no longer own any road network and the associated stormwater structures and traffic signs.

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-served 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.

Report of the Road Agency Limpopo (RAL) (2019) on the roads tarred and re-graveled in the past three years, and plans to tar for the next three years within Sekhukhune District Municipality

Figure 78: Kilometres of roads tarred

Municipality	2016-2017	2017-2018	2018-2019
Fetakgomo	0	0	0
Greater Tubatse	0	0	27.3
Ephraim Mogale	0	10	0
Elias Motsoaledi	0	0	0

Makhuduthamaga	0	0	0
Total	0	10	27.3

Source: RAL (2019)

Figure 79: Names and Kilometres of roads planned for maintenance - Provincial and National roads

Municipality	2019-2020	Km planned for rehabilitation (2019-20)	2020-2021	2021-2022
Fetakgomo/Tubatse	0	0	0	0
Ephraim Mogale	N/A		0	0
Elias Motsoaledi	P51/3	6	0	0
	D1948	5.6	0	0
Makhuduthamaga	N/A	0	0	0
Total		11.6	0	0

Source: RAL (2019)

Figure 80: Kilometres of roads planned for tarring

Municipality	2019-2020	Km for upgrade (2019-20)	2020-2021	Km for upgrade (2020-21)	2021-2022
Fetakgomo/Tubatse	~ D4190: Apel/GaMakanya to Mmabulela to R37	13.8	- D4166: Riba Cross to Ga Riba Village	11.7	N/A
	~ D1392: Ga Masha to Mampuru to Tukakgomo to Makgabane	22.5	- D4200: Marulaneng to Maila to Mphanama to Nchabeleng	19	
	~ D4170: Melao to Maapea and D4170 to Marula Platinum Mine	13			

Ephraim Mogale	<ul style="list-style-type: none"> D4311, D4310 & D4328 (Legolaneng to Monsterius) 	12.9	1. D2922 & D2919: Keerom to Doornlaagte to Tshikanoshi	10.6	N/A
Elias Motsoaledi	N/A	N/A	N/A	N/A	N/A
Makhuduthamag a	1. D4370 (Tompil Seleksa to Magaladi to Phokwane)	22.6	4. D4253: Ga Masemola	5	N/A
Total		84.8		45.3	N/A

Source: RAL (2019)

The railway network

The Sekhukhune district has **three railway lines**, originally developed to serve mining activity in the area. These are:

- The railway line entering Sekhukhune in the south next to 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 of Sekhukhune (along the Moloto Road) will clearly be useful, given the high levels of male migrancy.

Limpopo's Development Corridors and Sekhukhune Roads

The LGDP identified four development corridors, which will drive future economic development in the province. Of these, the Dilokong and Phalaborwa Corridors travel through the Sekhukhune District and are of immediate economic relevance for the area.

The Dilokong Corridor includes some important roads that fall within the Sekhukhune area.

These are:

- “ Polokwane to Burgersfort (P33/1 and P33/2 via Mafefe)
- “ Flag Boshielo Dam through Lebowakgomo and Mafefe, linking the Sekhukhune District with the Phalaborwa and Kruger National Park.
- “ 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

Challenges and Interventions

Challenges	Interventions
<ul style="list-style-type: none"> • Poor conditions of corridors roads owned by provincial/national roads in the SDM jurisdiction include R555(Steelpoort to Stofburg), R579, N11,R37(Burgersfort to Polokwane), R33 (Stofburg) etc. • Lack of coordination among the municipalities, Sector departments, RAL and SANRAL • Inadequate implementation of budgeted road projects • Insufficient construction of bridges • Lack of railway network in mining areas (Shortage of alternative mode of transport) • Traffic congestion (Heavy vehicles) • Inadequate stormwater control system • Lack of facilities for heavy vehicles (eg weighbridges) • Inadequate re-graveling of the district and local access roads 	<ul style="list-style-type: none"> • District Infrastructure Technical team to engage sector departments, RAL and SANRAL to ensure they conduct routine maintenance, rehabilitation and upgrading. • Request all stakeholder to attend District meeting to ensure adequate flow of information. • Implementation of Rural Roads Assets Management Plans and prioritise critical projects • Involvement of Private Sector (mining houses) in the development of bridges and tarring of roads. • Introduction of railway line to reduce the volume of heavy vehicles. • Introduction of weighbridges • Full implementation of road and stormwater master plan • Prioritisation of gravel roads that are frequently used and access to local amenities

<ul style="list-style-type: none"> • Potholes existing on some of the roads 	
--	--

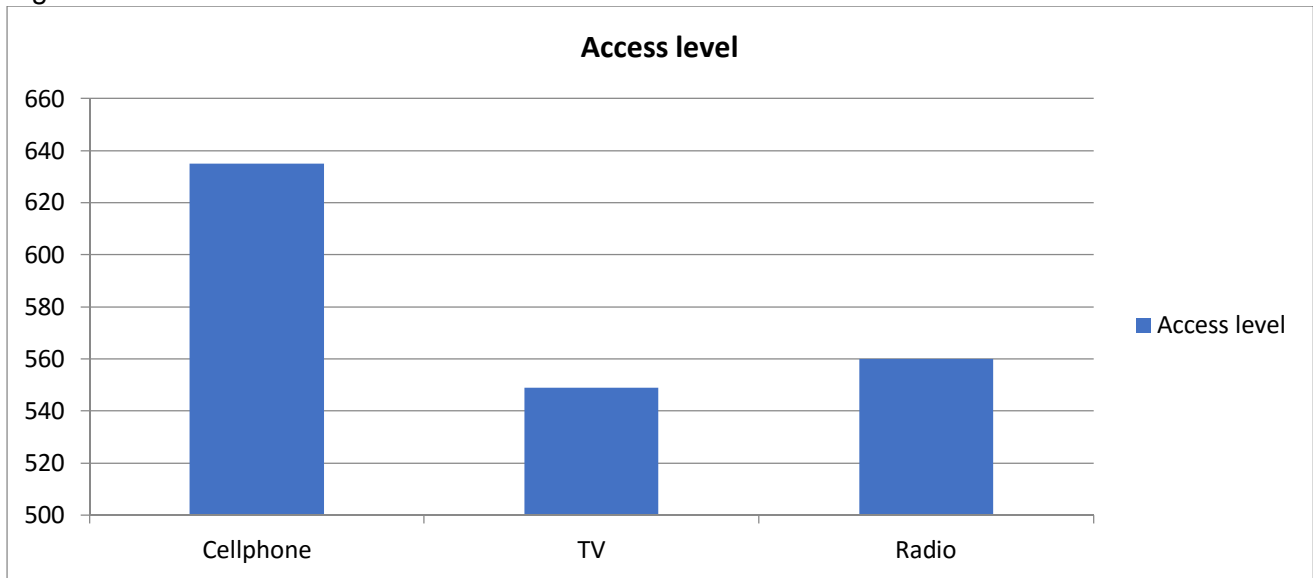
6.1.6 Telecommunication

Telephone facility remains a challenge in the SDMs 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 81: Telecommunication access levels



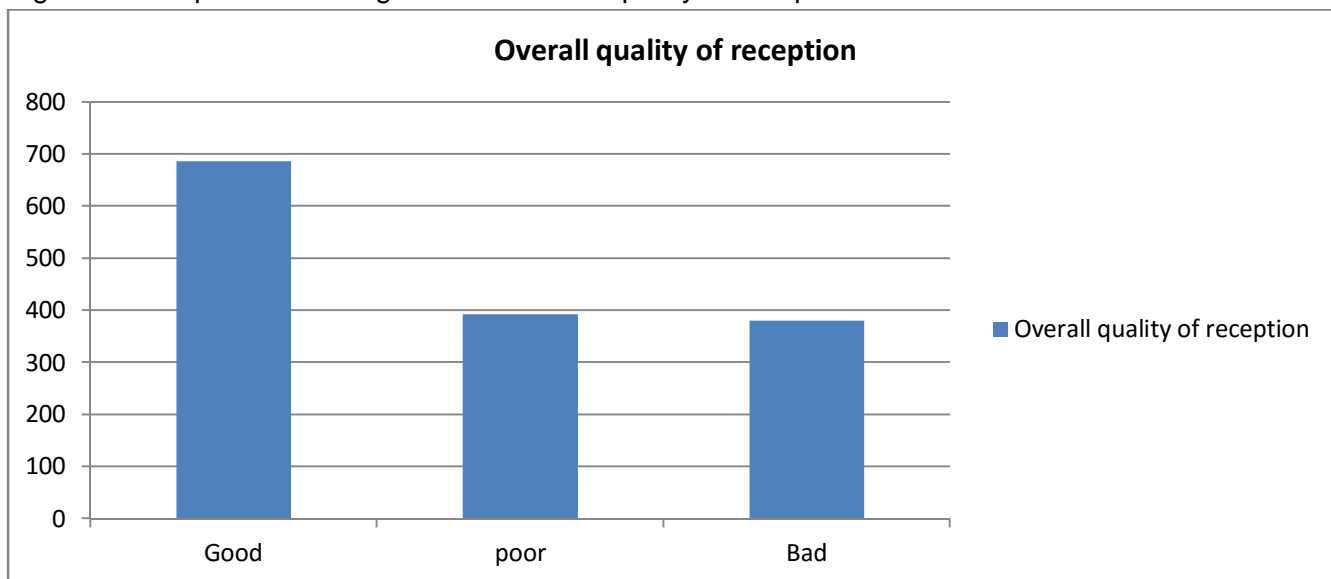
SDM IDP 2015-2016

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 82: Proportion of villages that recorded quality of reception



Source: SDM IDP 2015-2016

At least 380 villages recorded that the quality of cell phone reception is bad compared to 687 villages that said the reception is good. 393 villages said reception is poor.

The district municipality and its locals must develop strategies that will lead to improved coverage of telecommunication in the villages. This will be achieved if stakeholders such as SABC and Cell phone Service Providers are brought on board.

The main challenge within the District is poor access to telecommunication networks. This affects the business development and its effectiveness within the District. This can be addressed through proper planning of network alignment by the Providers.

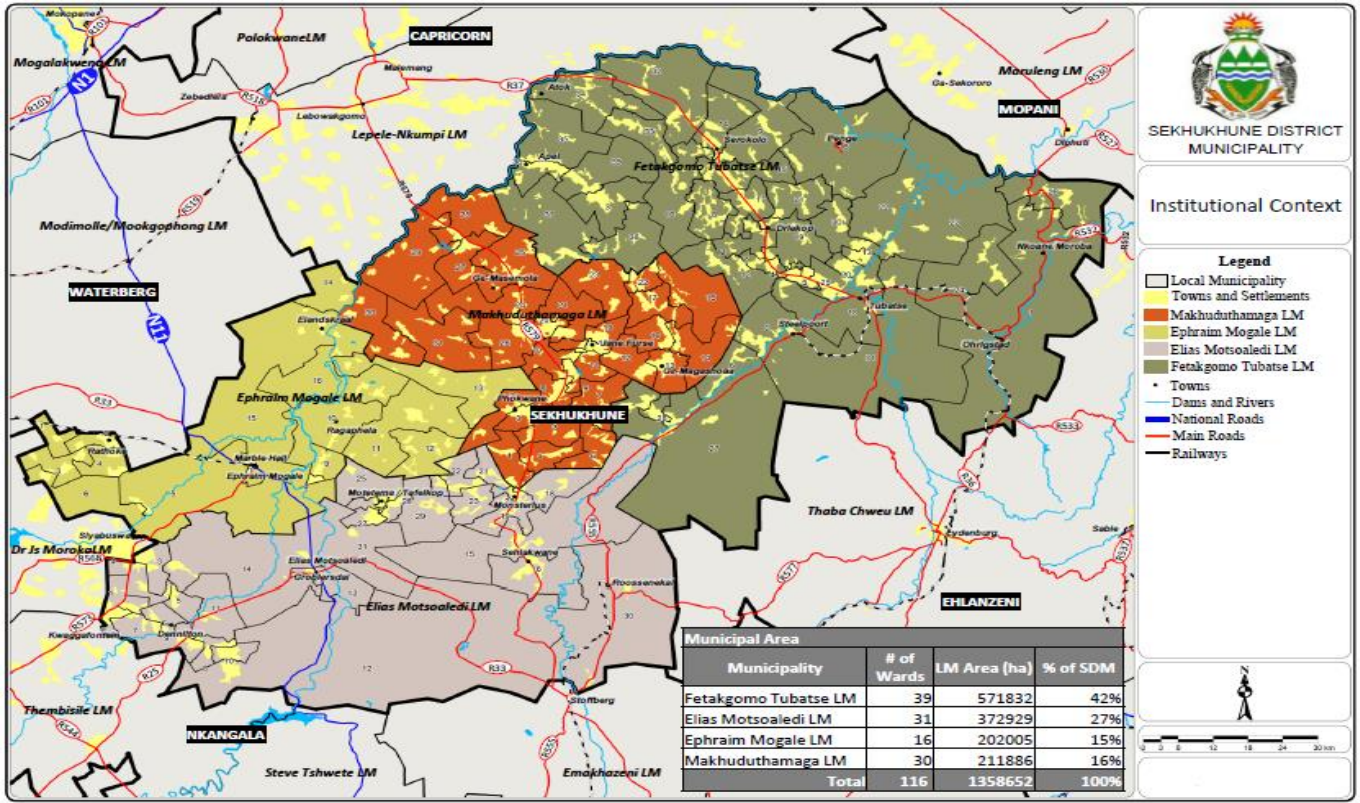
7. THE SPATIAL DEVELOPMENT PROFILE

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

The majority of the population reside in the central and north-western parts of the District due to the topographical constraints (eastern escarpment) located along the eastern border of the District, and the commercial agriculture characterising the southern parts of the District. However, the Spatial

Development Framework plans to guide the overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal IDP.

Map 15: LMs Land Cover



Sekhukhune District covers approximately 1,358 million hectares of land. Fetakgomo Tubatse LM covers about 42% of the SDM, this is after the amalgamation of the former Fetakgomo and Greater Tubatse local municipalities as per the demarcation notice published in gazette No: 2629 dated 11 November 2015. It is followed by Elias Motsoaledi representing 27%, Makhuduthamaga with 16% and Ephraim Mogale covering about 15% of the total area. There are 39 wards in Fetakgomo Tubatse, 31 in Elias Motsoaledi, 31 in Makhuduthamaga and 16 in Ephraim Mogale which brings the Sekhukhune District total to 117 wards.

7.1. Land Use

7.1.1 Land Use Patterns

Figure 83: Land Use Patterns in Sekhukhune District

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: Sekhukhune District IDP, 2019

The land use pattern within the district is dominated by commercial and subsistence farming. This is especially true in the Fetakgomo Tubatse, Makhuduthamaga, and Ephraim Mogale Local Municipal areas. The second most significant land use is the potential conservation areas, especially within the Elias Motsoaledi and Ephraim Mogale Municipal areas. These potential conservation areas may eventually encompass roughly one third of Elias Motsoaledi and Ephraim Mogale. The land use patterns in all the Local Municipalities also include residential, business, industrial and institutional. These patterns are clearly designated and regulated in terms of town planning schemes especial in Elias Motsoaledi.

These land use patterns are drawing people into the nodal points within the municipal areas therefore leading to their economic growth and perpetual spatial expansion especially in Elias Motsoaledi and Fetakgomo Tubatse Local Municipalities. It is becoming apparent that land is growing increasingly scarce in the District, given the growing importance of agriculture, mining and tourism developments, all potentially conflicting land uses, to the Sekhukhune economy.

7.1.2 Land Use Management

Land Use Management is a complex issue within the District due to the fact that the District is being governed by a dual system (Government and Traditional Leadership 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. In general, however, each traditional authority allocates land to a subject for either residential use, business development 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). With the introduction of SPLUMA, traditional authorities are reluctant to conform to its principles.

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. It has also led to the formation and 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.

All Local Municipalities are currently developing a wall to wall Land Use Schemes and they have also reviewed their SDFs in line with SPLUMA. They have the Land Use By-laws in place, but Mkhuduthamaga is still awaiting proclamation of its By-law. The effective implementation of the Spatial Development Frameworks (SDFs), Land Use Schemes (LUS) and SPLUMA By-laws will assist with proper land use management and control. The effectiveness of the Joint District Municipal Planning Tribunal (JDMPT) is also contributing towards the promotion of effective land use management.

7.2. Human Settlements

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

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

Challenges

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

Sprawled development
Incomplete RDP houses

Interventions

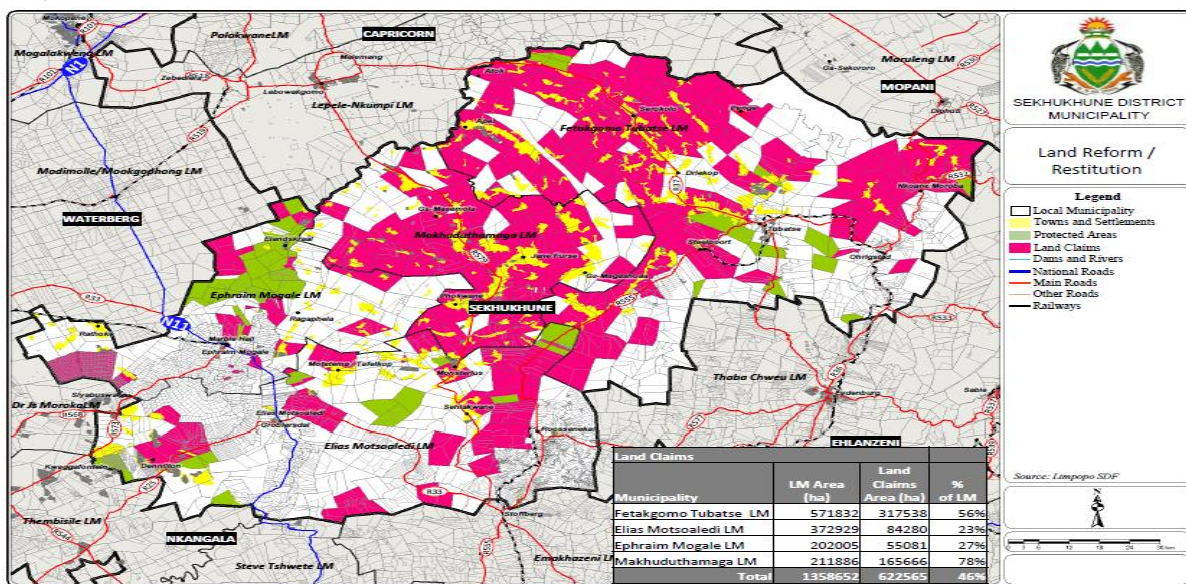
- ✚ Formalization of settlements
- ✚ Township establishment
- ✚ Land acquisition
- ✚ Development of precinct plans
- ✚ Upgrading of land tenure
- ✚ Human settlement Master Plan
- ✚ Demarcation of sites
- ✚ Enforcement of SPLUM by law
- ✚ Development and implementation of wall to wall land use scheme.
- ✚ Implementation of SDFs
- ✚ Development and implementation Water Master Plan
- ✚ Awareness to traditional authorities on land use management

7.3. Land Claims

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

The following figure depicts the land areas within the SDM which are subject to land reform/ restitution claims as contained in the Limpopo SDF (2016).

Map 16: Land Claims



Source SDM IDP, 2019/20

7.4. Nodal Hierarchy

The primary function of a nodes within Sekhukhune District is to provide local residents as well as those from surrounding rural areas with goods and services in an efficient manner. These identified nodes have high intensity of land uses and as such economic activities will be supported and promoted. The proposed Sekhukhune nodal system as indicated in the table below will form the basis for national, provincial and municipal infrastructure investment prioritisation (budgets, programming etc.). This includes the provision of engineering infrastructure, social/ community infrastructure, and economic infrastructure. Its strategic intent is to maximise the benefits to be derived from spending the limited public budget, while creating a just and efficient spatial structure from which both urban and rural communities in the SDM will benefit.

Figure 84: Description of different nodes and their role within the district and the province

Nodal Local Municipalities Hierachy						
	Fetakgomo Tubatse		Ephraim Mogale		Makhudut hamaga	Elias Motsoaledi
Provincial Growth	“ Burgersfort					“ Groblersdal
District Growth point	Steelpoort	“	Marble hall	“	Jane Furse	
Municipal Growth Point	“ Ohrigstad Driekop “ Mecklenburg Atok “ Apel			“ “	Apel Cross Glen Cowie	Roosenekal
Rural Nodes	“ Praktiseer “ Kgautswane “ Mampuru and extension “ Malokela A and B “ Mphanama	“ “ “ “ “	Elandskraal Letebetjane Regaphela/Ga-Rakwadi Moganyaka Ditholong			“ Elandsdoring “ Dennilton “ Motetema “ Hlogotlou “ Sehlakwane

Source: SDM IDP 2019/20

According to the above table, there are two Provincial Growth Points in the district which are Burgersfort and Groblersdal. To develop Burgersfort growth point, the National department of Human Settlements aims to implement housing projects providing approximately 22000 housing units within Burgersfort Provincial growth point. Notably, with Jane Furse's new status as the institutional headquarters of the SDM, all district government functions should be consolidated within Jane Furse Node. For Praktiseer rural node, Fetakgomo Tubatse Local Municipality has upgraded security of tenure on Tubatse-A township with a budget of approximately R5 million.

The implications of the identification of nodal points is that the Municipalities are expected to direct all spatial and economic development to these areas.

7.5. Sekhukhune Spatial Vision

The Spatial Vision for Sekhukhune District plans to consolidate government investment (spatial targeting) around these rural nodes. It is also geared towards linking into the commercial opportunities offered by the tourism meander bordering the District to the north, east and south. There is need to intensify commercial agriculture in the southern extents of the district thereby focusing on agrarian transformation in the central parts. It is critical to promote agrarian downstream beneficiation at the Groblersdal Agri Hub and at a number of local markets and processing areas at rural nodes. Maximising

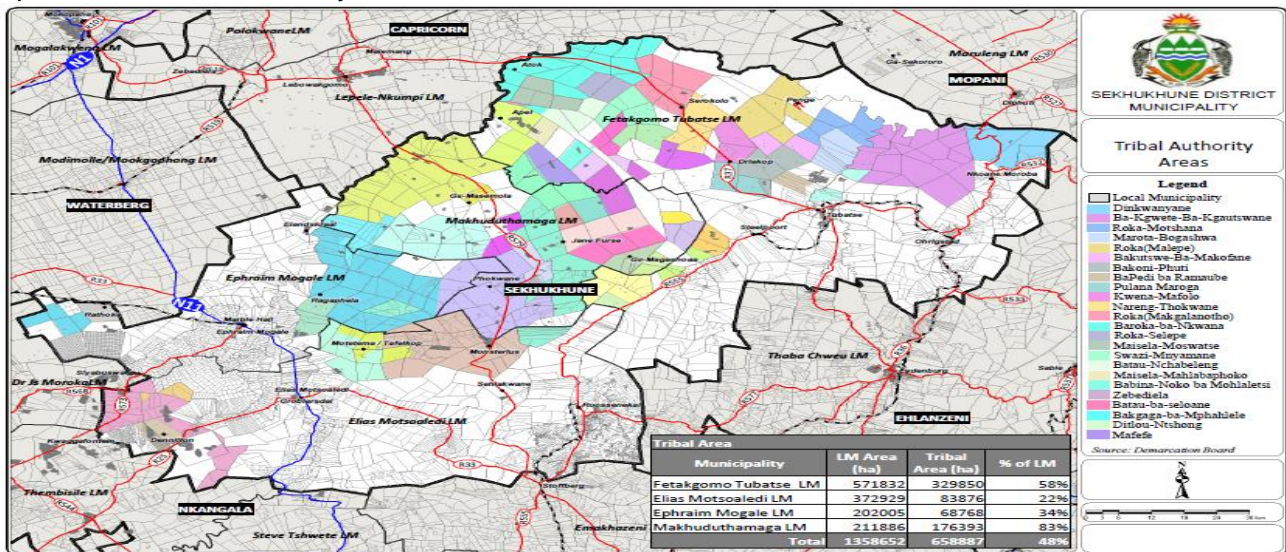
the economic benefits to be derived from the Dilokong platinum Belt and consolidate mining beneficiation industries around Burgersfort nodal point will create economic stability within the district and also enhance inter- and intra-district transport linkages.

7.5.1 Land Ownership and Movement Patterns

Fetakgomo Tubatse, Makhuduthamaga and Elias Motsoaledi Local Municipalities are predominantly rural in nature. Majority of the land is owned by Traditional Authorities, this sometimes results in the unavailability of land.

Figure 16 illustrates the spatial extent and distribution of traditional authority areas within the SDM according to the DRDLR database. From this it is evident that there are about 74 traditional leaderships within the district. These are mostly concentrated in Fetakgomo Tubatse, Makhuduthamaga, the Eastern extents of Ephraim Mogale and the South-Western extents of Elias Motsoaledi municipality (the former Moutse area in KwaNdebele). The extent of traditional authority land per municipality is also shown on **Figure 16** as summarised below: In Fetakgomo Tubatse it covers about 329 850 ha of land which represents 58% of the municipal area. In Makhuduthamaga the land under traditional leadership total 176 393 ha which accounts for 83% of all land in this municipality. The land under traditional leadership in Elias Motsoaledi amounts to 83 876 ha which is 22% of all land in the municipality. In Ephraim Mogale about 68 768 ha of land (34% of total) is under traditional authority. In total, an estimated 658 887 ha of land in Sekhukhune District is under tribal authority. This represents about 48% of the total district area.

Map 17: Traditional Authority Areas



7.5.2 Availability of land for settlement expansion

According to 2016 municipal records, there is approximately 294 villages with available land for settlement expansion. This is 53% of villages found in the district. Whereas 261 villages stated that they do not have available land for expansion. Makhuduthamaga and Elias Motsoaledi are threatened by land invasion which hinders planning and development. In Elias Motsoaledi, the land in Motetema is locked for expansion, and it therefore requires proactive identification of the suitable land portions for future expansion. Land invasion on private properties is currently

increasing. Transfer of strategically state land around the nodal points of the Municipality will also assist in the protection of such properties against possible invasion. This will also shorten and smoothen the process for sustainable human settlements.

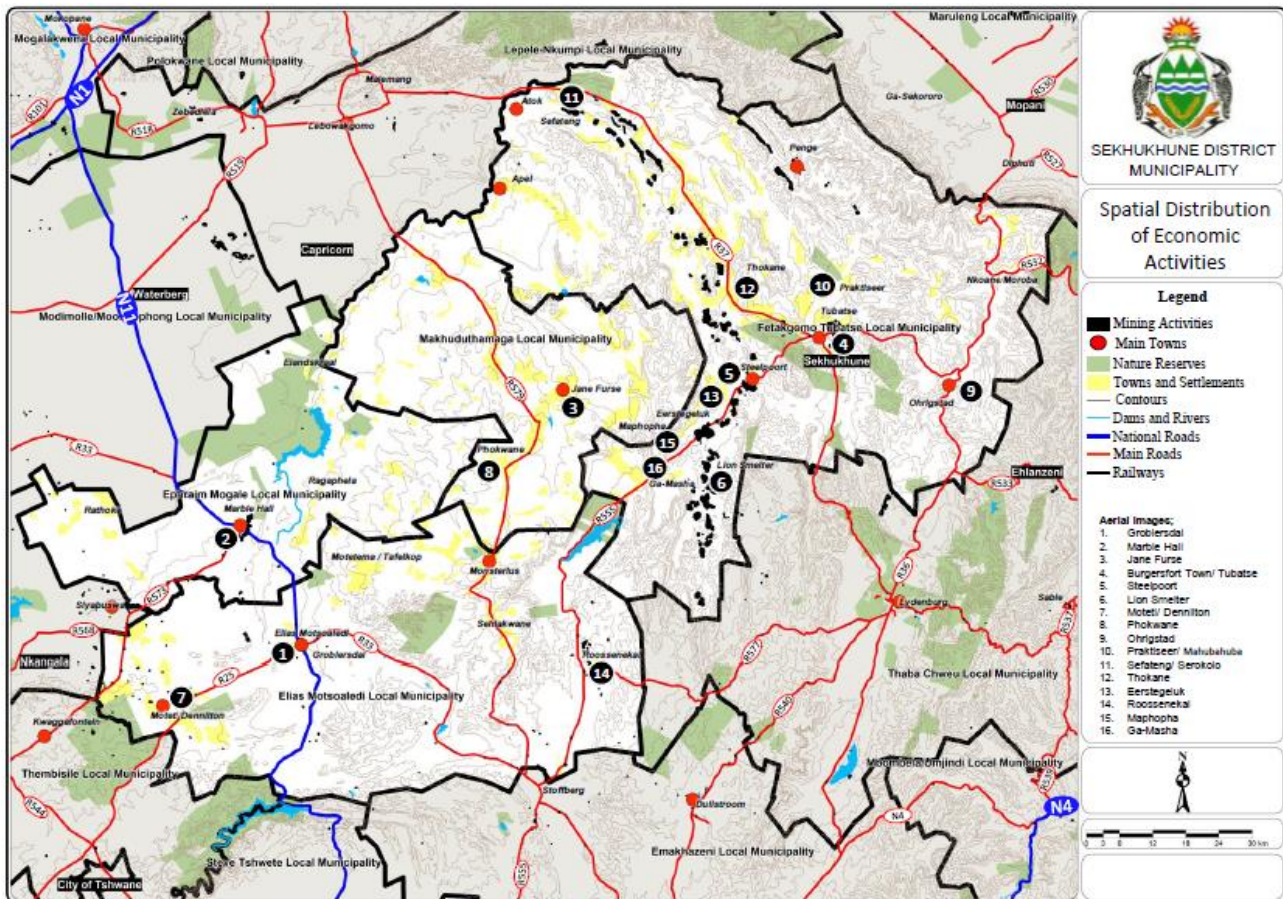
This implies that the land development should be planned carefully as there are areas that will not be able to accommodate various land uses such as agricultural activities, mining and others.

7.5.3 Spatial distribution of economic activities

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

- ✚ Groblersdal Town comprises a range of retail, hardware /commercial and several industrial activity, and as a result, it is the main business node of Elias Motsoaledi LM;
- ✚ Marble Hall Town holds a prominent L-shaped business node in Ephraim Mogale municipality, Industrial activities are clustered to the south.
- ✚ The neighbourhood node of Moteti/ Dennilton Business Area comprises of mainly a shopping centre and few surrounding local business,
- ✚ The neighbourhood business area in Phokwane/ Phatametsane in Makhuduthamaga LM which largely serves the surrounding settlements / villages.
- ✚ The Jane Furse business area which holds the bulk to economic activity within the Makhuduthamaga LM.
- ✚ Burgersfort Town contains the largest cluster of business establishments within Fetakgomo-Tubatse LM. It is shaped by a substantial number and size of shopping centres. Business varies from retail, hardware/ commercial and industrial activity. The town is the fastest growing CBD in the district due to the influence of mining activity.
- ✚ Mining activity in the Steelpoort area located south of Burgersfort town.
- ✚ Another mining activity (Bokoni Platinum Mine) located in close proximity to the settlement areas of Atok / Sefateng.

Map 18: Spatial Distribution of Economic Activities



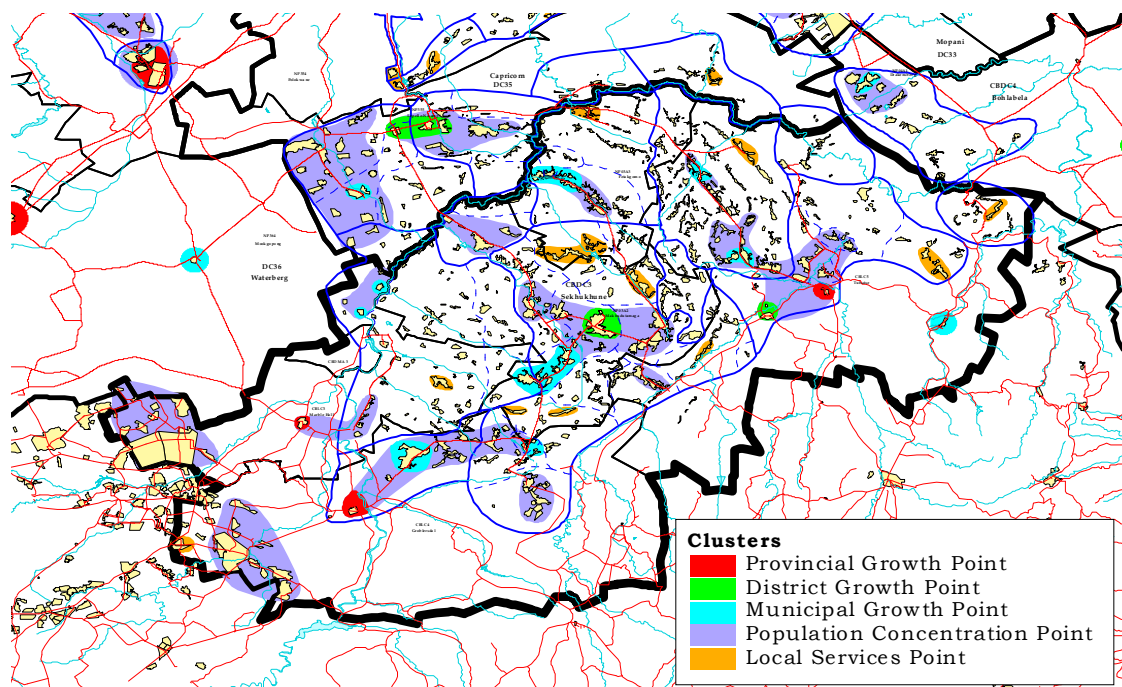
Public transport services (Long Distance Taxi) are being provided along the following important public transport corridors :

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

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

- Burgersfort;
- Marble Hall;
- Groblersdal;
- Ohrigstad;
- Driekop;
- River Cross; and

Map 19: Growth Points within SDM



Source: SDM IDP 2018

7.5.4 Strategic Development Areas

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

Since the nodal points draw population increase, there is a dire need for the acquisition of strategically positioned land parcels that can be utilised for the growth of respective nodal points in future. A forecast in terms of identifying such land parcels need to be made within the entire district and such properties need to be acquired and prepared for habitation in advance to communities. Relevant sector Depts and their Agents (eg Cogesta and HDA) need to be engaged for possible acquisition and preparation for habitation.

It is, therefore, vital to consolidate the settlement footprint of the Sekhukhune District in order to minimise the impact on agricultural land and sensitive natural landscapes. Furthermore, proper planning in respect of the sustainable provision of resources is necessary to bring about an even, equitable and cost-effective distribution of services in all towns and villages within the District. It is hence proposed that a system of urban and rural nodes be developed in the District, in line with the Limpopo Provincial SDF (2016) and the Local Spatial Development Frameworks of municipalities in the SDM.

The establishment of functional rural nodes is a core element of the Comprehensive Rural Development Programme (one of the three pillars of the CRDP). These rural nodes are to be targeted for the provision of Economic and Social Infrastructure as well as Public Amenities, as it is impossible to duplicate the full range of community facilities and services for each of the towns and villages scattered across the SDM area of jurisdiction.

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

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

7.6. Protected Areas and Environmentally Sensitive Areas

The Sekhukhune District has rich cultural heritage with world-renowned heritage sites. This includes Tjate, Lenao la Modimo, Ledingwe cultural Village and many more. The environmental issues that have been identified in most parts of the Sekhukhune District Municipality are overgrazing, drought, soil erosion, deforestation, pesticide poisoning and other forms of chemical pollutions.

Key challenges

- “ Increasing number of informal settlements and housing backlog
- “ 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;
- “ There is an increase in the number of Informal settlements and housing backlog as mining and agriculture activities intensify;
- “ Competing land uses (i.e. mining , agriculture, Commercial, etc.) may cause spatial, social, environmental and economic constraints in future; and
- “ There is lack of adequate water to supply all settlements

Possible interventions

- “ Enforcement of By-laws and robust implementation of SDFs and LUS by all Municipalities.
- “ Proper integration of settlements growth with spatial directives.
- “ Continuous maintenance of a healthy relationship between government and Traditional Authorities and capacity building on SPLUMA.

8. THE GOVERNANCE AND INSTITUTIONAL PERFORMANCE

8.1 The Democratic and Accountable Governance

Sekhukhune District Municipality has its approved 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. The Executive consists of the Section 80 Committees, the Executive Mayor and Members of the Mayoral Committee (MMCs), as well as the administration, led by the Municipal Manager.

8.1.1 Leadership

The Council of SDM consists of 20 Councillors (11 males and 9 females) and (4 males and 3 females) out of 7 Traditional Leaders sit on the district Council in terms of section 8(12) (a) of the Municipal Structures Act. The table below indicates the allocation of seats in the council of all the municipalities under the Sekhukhune District, as well as the district itself. The ANC is the dominating party in both the district and the local municipalities of the district.

Figure 85: Council Seat Allocation

Party	African National Congress	Democratic Alliance	Economic Freedom Fighters	BOLSCHEV ICS	SAMEBA	APSP	AZ A P O	Total Seat
Elias Motsoaledi LM	41	10	05	03	01	01	0	61
Ephraim Mogale LM	20	03	07	0	01	0	0	32
Fetakgom	54	15	04	01	01	01	01	77

o Tubatse LM								
Makhudut hamaga LM	43	02	14	N/A	01	01	01	62
Sekhukhune DM	14	01	04	01	N/A	N/A	N/A	20

8.1.2 Ward Committees

Ward Committees have been established in all the 117 wards of the District. Local municipalities have programmes for regular report back sessions to communities, conducted by Ward Councillors and their Ward Committees. There are also Annual Ward Committees Conferences meant to consolidate and improve performance of ward committees.

Figure 86: Ward Committee Meetings

Municipality	No. of Wards	No. of Ward Committees established	Submission rate	Ward Committee Meetings				2018/19 Actual Performance	% Variance	
				Annual Target	Q 1	Q 2	Q 3			Q 4
Elias Motsoaledi LM	31	31	Monthly	372	93	93	93	93	277 (74%)	26%
Ephraim Mogale LM	16	16	Monthly	192	48	48	48	48	192 (100%)	0%
Fetakgomo Tubatse LM	39	39	Monthly	468	117	117	117	117	468 (100%)	0%

8.1.3 Public Participation

The District Municipality uses the following mechanisms for Stakeholder Participation, and also interacts mostly with the listed Stakeholders.

- **Sekhukhune Stakeholders**

Mechanisms for Stakeholder Participation	List of Stakeholders
3. IDP Public Consultations	• Local Municipalities
4. Annual reports	• Government Departments
5. Council Outreach programmes	• Traditional Leaders
6. Batho Pele events	• Communities
7. SDM News letter	• Business Institutions
8. Websites	• NGOs/CBOs
9. Ward committee system	• Academic Institutions
10. Local radio stations	

- **Fetakgomo Tubatse Local Municipality Stakeholders for Participation**

- Magoshi Forum
- IDP/Budget Rep. Forum
- Mining Forum
- People with Disabilities
- General Public per cluster
- Business and Rates Payers

8.1.4 Council Meetings

Compulsory Council meetings are prescribed by Local Government: Municipal Finance Management, Act No. 56 of 2003 (MFMA) Sections 52 (d); 127; 129; 16; and 24 and the Local Government: Municipal Structures Act, Act No. 117 of 1998 (MSA) Sections 18 (2) read with 37 (c). As a result Council should hold 6 Council meetings; 4 times quarterly meetings within 30 days of the end of each quarter (s 52(d) and 127(2) of the MFMA read with s 18(2) of MSA); 1 Council meeting in March (s129(1) of the MFMA); and 1 Council meeting in May (s 24 of the MFMA). In addition, special Council meetings are convened to deal with urgent matters that may not await the next scheduled meeting. Local Government legislation provides for compulsory Council meetings as follows:

Figure 87 : Compulsory Meetings as Per Local Government Legislations

Meeting	Due Date	Legislative Provision	Compliance Items
01	30 July	MFMA s 52 & s 127(2) read with MSA s18(2)	Quarter 4 Organisational Performance Report (OPR)
02	30 October	MFMA s 52 & s 127(2) read with MSA s18(2)	Quarter 1 OPR
03	30 January	MFMA s 52 & s 127(2) read with MSA s18(2)	Quarter 2/ Mid-Year OPR

04	30 March	MFMA s 129(1) read with MFMA 16(2)	Annual Report/ Oversight Report (Approval); and IDP/Budget (Tabling)
05	30 April	MFMA s 52 & s 127(2) read with MSA s18(2)	Quarter 3 OPR
06	31 May	MFMA s 24	Annual Budget (Approval)

Figure 88: Frequency of Council Meetings for 2018/19 Financial Year

Municipality	Council Meetings							Actual Performance	% Variance
	Annual Target (Ordinary)	Annual Target (Specials)	Total	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Elias Motsoaledi LM	4	4	8	2	1	3	2	19	11
Ephraim Mogale LM	4	4	8	2	1	3	2	8	
Fetakgomo Tubatse LM	4	4	7	7	5	5	3	20	12
Makhuduthamaga LM	4	4	8	2	1	3	2	19	11
Sekhukhune DM	4	4	8	2	1	3	2	19	11

The table above indicates that the SDM and the local municipality councils are functional, however of concern is that we are having more than 8 targeted council meetings due to inadequate planning, non-compliance with laws, unforeseen and unavoidable extra special meetings.

Our short term remedy is to align all the municipalities corporate plans and calendar including delegations by council to minimise the extra special meetings. In addition internal controls in all municipalities must be strengthened and implemented to ensure compliance with laws.

8.1.5 Portfolio Committees

Figure 89: Portfolio committees during 18/19

Municipality	Functionality	Number of Committees	Annual Target	Number of meetings held
Sekhukhune DM	Functional	5	60	55
Elias Motsoaledi LM	Functional	6	72	72

Ephraim Mogale LM	Functional	5	60	10
Fetakgomo Tubatse LM	Functional	8	72	81
Makhuduthamaga LM	Functional	5	60	

The portfolio committees for SDM, ELMLM, MKLM and FTLM are functional, meet monthly and submit reports to council structures as and when required. The committees perform oversight functions effectively. In Ephraim Mogale Local Municipality Portfolio Committees are non-functional due to non-compliance with quorums and late submission of items which leads to items directly being referred to Exco and Council.

8.1.6 Municipal Public Accounts Committee (MPAC)

SDM co-ordinates Local MPACS through the District MPAC IGR Forum, which meets quarterly. All the MPACs within the district have Annual Work Programmes which are incorporated in the council annual corporate calendars approved by Councils.

Figure 90: MPAC functionality

Municipality	Functionality
Sekhukhune DM	Functional
Elias Motsoaledi LM	Functional
Ephraim Mogale LM	Functional
Fetakgomo Tubatse LM	Functional
Makhuduthamaga LM	Functional

Figure 91: Frequency of MPAC for 2018/19 Financial Year

Municipality	MPAC Meetings					Total
	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Sekhukhune DM	04	01	01	01	01	04
Elias Motsoaledi LM	04	01	01	01	01	08
Ephraim Mogale LM	04	01	01	01	01	04
Fetakgomo Tubatse LM	04	5	3	3	7	18
Makhuduthamaga LM	04	04	04	04	04	16

8.1.7 Audit Committee Meetings

Figure 92: Audit Committee Meetings

Municipality	Functionality	Annual Target	Number of meetings held	Number of reports submitted to council
Sekhukhune DM	Functional	4	4	4
Elias Motsoaledi LM	Functional	4	10	4
Makhuduthamaga LM	Functional	4	5	4
Ephraim Mogale LM	Functional	4	7	4
Fetakgomo Tubatse LM	Functional	4	4	3

8.1.8 Risk Management

Figure 93: Risk Management Committee Meetings

Municipality	Functionality	Annual Target	Number of meetings held	Number of reports submitted to A C
Sekhukhune DM	Yes	4	4	4
Elias Motsoaledi LM	Yes	4	4	4
Ephraim Mogale LM	Yes	4	4	4
Fetakgomo Tubatse LM	Yes	4	4	4
Makhuduthamaga LM	Yes	4	4	4

8.1.9 Complaints Management System

Presidential and Premiers hotline system is being utilised to receive, investigate and resolve complains. SDM and all local municipalities do not have electronic complaint management system, it relies heavily on call centres toll free numbers, walk in complains and customer care complain / suggestion boxes. All these queries are recorded and tracked down.

Figure 94: 2018/19 Complaints registered

Municipality	Total Complaints Received	Complaints Resolved	Percentage resolved
Elias Motsoaledi	49	12	24%
Ephraim Mogale	17	14	82%
Fetakgomo Tubatse	72	2	3%
Makhuduthamaga	19	14	74%
Sekhukhune DM	1138 cases	1114	98%

Source SDM records

8.1.10 Protests

The District Municipality has experienced 21 protests during the financial year of 2018/19. The majority of protest were relating of service delivery protests.

Figure 95: 2018/19 SDM Protests Register

Municipality	Number of services delivery protests	Main Issues	Location
Elias Motsoaledi	05	Water Road Electricity	Bloempoot x2 Tafelkop Masakaneng Sterkfontein/Ramogwerane
Fetakgomo Tubatse	02	<ul style="list-style-type: none"> Health related Issues 1. Electricity 	1. Moroke-Mecklenburg Hospital 2. London; and Nthame
Makhuduthamaga	3	<ul style="list-style-type: none"> Electricity Water Unemployment 	<ul style="list-style-type: none"> Mamone Phushulang Tshehlwaneng
Ephraim Mogale	01	Requiring Tar Roads	Mogalatsane
	02	EFF protesting against ill treatment of farm Workers	Tebogo Farm
	03	EFF protesting against ill treatment of farm Workers	Madri Fruits and Vegetable farm

	04	EFF protesting against expulsion of the Employee at Galitoc	Marble Hall Town
	01	Requiring Tar Roads	Mogalatsane
	01	Ephraim Mogale LM SAMWU Members on VBS Matter	Ephraim Mogale LM
	01	COSATU Members on VBS Matter	Ephraim Mogale LM
Sekhukhune	07	Water / Electricity / Roads and Water Bills	Bothashoek in Fetakgomo Tubatse Dennilton in Elias Motsoaledi Groblersdal in Elias Motsoaledi

8.1.11 Litigations

Figure 96: Litigation cases in 18/19

Municipality	Number of cases reported	Number Resolved
Elias Motsoaledi	15	5
Ephraim Mogale	6	2
Fetakgomo Tubatse	27	3
Makhuduthamaga	7	1
Sekhukhune DM	13	07
Total	67	18 (27%)

8.1.12 Administration

Figure 97: Number of Employees/Positions per Municipality in 2018/19

Municipality	Number of positions including section 56 managers as per approved organogram	Number of filled posts as approved 2018/2019 organogram	Number of vacant posts as at 30 th June 2019	Vacancy rate %
Makhuduthamaga	263	156	107	???
Fetakgomo Tubatse	533	307	226	42%
Elias Motsoaledi	403	360	43	11%
Ephraim Mogale	269	248	21	8%
Sekhukhune	1 294	1270	24	2%

The high vacancy rate in Fetakgomo Tubatse municipality is mainly due to the amalgamation and pending staff placements. The total number of posts includes unfunded posts.

Figure 98: Top Management Vacancy in 2018/19

Municipality	Number of Posts	Filled	Vacant	Vacancy Rate (%)	Comments
Fetakgomo Tubatse	9	7	2	22%	CFO position interviewed and awaiting competency assessment results. #MM position awaiting state security agency report.
Makhuduthamaga	6	6	0	0%	None
Ephraim Mogale	6	5	1	17%	CFO position to be re-advertised.
Elias Motsoaledi	7	6	1	14%	CFO position at shortlisting stage. State security report received.

Sekhukhune	7	6	1	14%	Director IWS re-advertised.
Total	35	30	5	14%	

8.1.13 Municipal Functions

A municipality has all the powers and functions assigned to it in terms of sections 156 and 229 of the Constitution, and must exercise them subject to Chapter 5 of the Municipal Structures Act. The Municipal Structures Act of 1998 made provision for the division of powers and functions between district and local municipalities. It assigned district-wide functions to district municipalities and most day-to-day service delivery functions to local municipalities. The provincial MECs were empowered to adjust these powers and functions according to the capacity of municipalities to deliver services. The functions will be indicated by **Yes, No or Not Applicable (N/A)**.

Figure 99: Sekhukhune District Municipal Powers and Functions

Powers and Functions table					
Functions	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Makhuduthamaga	Sekhukhune
Integrated Development Planning	Yes	Yes	YES	Yes	Yes
Municipal Planning	Yes	Yes	YES	Yes	Yes
Refuse dumps and solid waste	Yes	Yes	NO	Yes	No
Cemeteries and Crematoria	Yes	Yes	YES	Yes	No
Municipal Health Services	No	No	NO	No	Yes
Fire Fighting Services	No	No	NO	No	Yes
Air quality	No		NO	No	Yes
Air pollution	No	Yes	NO	No	Yes
Municipal roads					
Bulk Water Supply	No	No	NO	Yes	Yes
Portable Water	No	No	NO	No	Yes
Bulk Supply of Electricity	Yes	Yes	NO	No	No
Electricity Reticulation	Yes	Yes	NO	No	No

Municipal Abattoir	N/A	Yes	NO	No	Yes
Local Tourism	Yes	Yes	YES	No	Yes
Local Economic Development	Yes	Yes	YES	Yes	Yes
Municipal Transport Planning	Yes	Yes	YES	Yes	No
Municipal Public Transport	Yes	Yes	YES	Yes	Yes
Municipal Airports	Yes	Yes	YES	Yes	Yes
Building Regulations	Yes		YES	Yes	No
Storm Water Management	Yes	Yes	NO	Yes	No
Trading and Regulation	Yes	Yes	NO	Yes	Yes
Sanitation	No	No	NO	Yes	Yes
Bulk Sewage purification and main sewage disposal	No	No	NO	No	Yes
Billboards and display advertisement in public places	Yes	Yes	YES	No	No
Cleansing	Yes	Yes	YES	Yes	Yes
Control of Nuisance	Yes	Yes	YES	Yes	Yes
Fencing and Fences	Yes	Yes	NO	Yes	No
Local Sports Facilities	Yes	Yes	YES	Yes	Yes
Municipal Parks and Recreation	Yes	Yes	YES	Yes	No
Noise Pollution	No	Yes	YES	Yes	Yes
Public Places	Yes	Yes	YES	Yes	Yes
Local Amenities	Yes	Yes	YES	Yes	No
Street Trading	Yes	Yes	YES	Yes	No
Markets	Yes	Yes	YES	Yes	Yes

Street lighting	Yes	Yes	YES	Yes	No
Traffic and Parking	Yes	Yes	YES	Yes	No
Child Care Facilities	Yes	Yes	NO	Yes	Yes
Municipal Public Works	Yes	Yes	NO	Yes	No
Licensing & undertakings sell food to the public	Yes	Yes	NO	No	Yes
Facilitate for accommodation, care and burial of animals	No	Yes	NO	No	Yes
Control of undertakings that sell liquor to the public	No	Yes	NO	Yes	No
Licensing of dogs	No	Yes	NO	No	No

8.2 Financial Profile

Financial viability is about being able to generate sufficient income, specifically own revenue as municipalities are largely dependent on grant funding. This income should be converted into cash through enforcement of credit control policy, incentive schemes and debt collection processes. Whilst improving the cash reserves same efforts should be placed into cost containment to ensure that the cash resources generated are managed efficiently to improve our liquidity. This will allow the Municipalities to operate efficiently and effectively and thus maintain service delivery at an acceptable level.

8.2.1 Revenue source and Collection

The SDM and local municipalities are highly dependent on grant allocations. The municipalities revenue base is insignificant and thus requires growth through revenue enhancement strategies. These strategies include amongst others, tariff setting, and technical analysis of potential billable areas; cost containment and management of water losses. These will ensure that the municipalities are self-sustainable.

Figure 100: Sources of Income in Sekhukhune District Municipality

Source	Actual 2017/18	Actual 2018/19	Budget 2019/20
Equitable share			769 253 000
RBIG			215 000 000
Water sales			93 493 000
MWIG/WSIG			70 000 000

MIG		475 195 000
Interest on Investments		9 834 000
EPWP		2 665 000
RRAMS		2 427 000
Other income (tender document, access card, donations etc.)		4 655 000
FMG		1 785 000
Total Funding		1 644 307 000

The SDM is 90% grant dependant. (= Total grants/ total revenue)

Figure 101: Sources of Income in Makhuduthamaga municipality

Source	Actual 2017/18	Actual 2018/19	Budget 2019/20
Equitable share	R233 388 473	R241 518 000	R267 931 000
Property rates	R37 707 750	R38 129 250	R43 049 000
Licenses and permits	R4 943 493	R5 812 355	R 6 553 000
MIG	R74 654 890	R73 000 000	R62 122 000
Interest on Investments and outstanding debtors	R43 728 547	R45 487 786	R 43 499 000
EPWP	R1 158 000	R1 004 000	R1 070 000
Integrated National Electricity Grant	R11 276 835	R13 735 165	R0
Other income (tender document, access card, donations etc.)	R1 457 541	R2 921 262	R1 210 789
FMG	R1 700 000	R1 770 000	R1 770 000
Total Funding	R410 015 529	R423 377 818	R427 204 789

Makhuduthamaga Municipality is 78% grant dependant. The collection on Property rates is very low due to Government Departments that does not pay for their properties situated within the municipal area.

Makhuduthamaga Municipality is 82% grant dependant. (= Total grants/ total revenue)

Figure 102: Sources of Income in Elias Motsoaledi Municipality

Source	Actual 2017/18	Actual 2018/19	Budget 2019/20
Equitable share	R223 019 00	R237 511 155	R269 009 000
Property rates	R25 978 446	R32 756 281	R34 727 088
Electricity	R67 574 989	R75 107 672	R82 040 836
Fines and licensing	R67 325 397	R56 634 539	R79 330 146
MIG	R82 721 958	R 60 769 493	R54 921 000
Interest on Investments	R2 154 009	R2 133 031	R2 945 610
EPWP	R1 002 000	R1 444 000	R1 374 000

Source	Actual 2017/18	Actual 2018/19	Budget 2019/20
Other income (tender document, access card, donations etc.)	R8 265 543	R11 178 406	R13 633 193
FMG	R1 700 000	R1 770 000	R2 235 000
INEP	R15 178 690	R9 996 622	R19 000 000
Total Funding	R449 358 209	R473 793 670	R566 256 270

Elias Motsoaledi Municipality is 90% grant dependant. (= Total grants/ total revenue)

Figure 103: Sources of Income in Ephraim Mogale municipality

Description	2017/18	2018/19	2019/20 Medium Term Revenue & Expenditure Framework		
			Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	Audited Outcome	Audited Outcome			
Revenue By Source					
Property rates	33,437	36,282	37,509	39,534	41,669
Service charges - electricity revenue	50,606	57,477	61,224	64,531	68,015
Service charges - water revenue	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-
Service charges - refuse revenue	3,909	3,994	4,463	4,704	4,958
Rental of facilities and equipment	256	155	163	172	181
Interest earned - external investments	7,712	3,996	3,685	3,884	4,093
Interest earned - outstanding debtors	6,002	7,499	7,463	7,866	8,290
Dividends received					
Fines, penalties and forfeits	1,010	1,290	101	107	113
Licences and permits	3,895	3,271	3,345	3,519	3,709
Agency services					
Other revenue	812	1,029	3,396	3,586	3,780
Gains on disposal of PPE	100				
Total Own Revenue (Own Funding)	108,100	114,992	121,349	127,902	134,809
Equitable Share	123,766	129,676	144,977	155,477	167,068
FMG	2,145	2,215	2,680	3,112	3,376
EPWP	1,447	1,594	1,317	-	-
MIG	43,008	33,446	33,443	35,160	37,630
Total Grants	170,366	166,931	182,417	193,749	208,074
TOTAL REVENUE	278,467	281,923	303,766	321,651	342,883
Grant dependent %	61%	59%	60%	60%	61%

Ephraim Mogale Municipality is 90% grant dependant. (= Total grants/ total revenue)

Figure 104: Sources of Income in Fetakgomo Tubatse municipality

Source	Budget 2019/20
Equitable share	415 486 000
Distressed Mining Towns	50 236 000
MIG	80 307 284
Interest on Investments	1 343 000
EPWP	1 786 000

Other income (tender document, Licencing, Property Rates, Refuse etc.)	224 251 310
FMG	3 000 000
Total Funding	792 483 594

Table: Sources of Income in Fetakgomo Tubatse			
Local Municipality			
Revenue Source	Actuals 17/18	Actuals 18/19	Budget 2019/20
Equitable share	361 513 000,00	332 955 879,00	415 486 000,00
Distressed Mining Towns			50 236 000,00
MIG	49 412 000,00	85 863 000,00	84 369 000,00
EPWP	1 279 000,00	2 035 000,00	1 786 000,00
FMG	4 045 000,00	4 115 000,00	3 000 000,00
INEG		15 000 000,00	20 000 000,00
Neighborhood Grant		8 544 000,00	
Property rates	145 899 214,00	136 434 155,00	138 114 642,00
Refuse removal	14 711 629,00	21 525 370,00	20 245 431,00
Licenses and permits	10 456 806,00	7 321 229,00	13 883 931,00
Traffic Fines	2 487 728,00	2 651 844,00	3 272 062,00
Interest on Investments	11 936 274,00	2 216 184,00	1 343 000,00
Interest received outstanding debtors	3 275 282,00	5 389 225,00	33 424 654,00
Rental of facilities and equipment	347 964,00	322 432,00	408 151,00
Agency Fees			4 766 396,00
Other Income	1 207 808,00	529 031,00	2 148 327,00
Total Funding	606 571 705,00	624 902 349,00	792 483 594,00

Fetakgomo Tubatse Municipality is 90% grant dependant. (= Total grants/ total revenue)

8.2.2 Expenditure Management per Municipality

- **Sekhukhune District Municipality**

The Municipality has and maintains an effective system of Expenditure control to ensure that payments are made within 30 days of receiving the relevant invoice and/or statement to ensure compliance with Section 65 of the MFMA;

And that the Municipality report to the council on all expenditure incurred by the Municipality on staff salaries, wages, allowances and benefits in a manner that discloses such expenditure per type, to ensure compliance with Section 66 of the MFMA.

The Municipality has the following controls in place, to ensure that correct salaries are paid on time and that service providers are paid within 30 days on receiving the invoice;

- ✚ Procedure manual
- ✚ Petty cash policy

(The main challenge in expenditure is cash flow management, specifically availability of funds to achieve 30 days compliance).

Although we have in the previous financial year of 2018/19 beefed up controls in relation to expenditure management through centralisation of invoices i.e Invoices all to be submitted to Budget and Treasury Office to ensure that they are properly tracked as well as complying to the MFMA 30 days payment period. This circular was also communicated to suppliers through notices to ensure awareness and compliance thereof, however there are still instances wherein invoices are submitted directly to user departments and as such some are submitted to Budget & Treasury Office for payment late and results in instances of non-compliances to the 30 days payment period as required by MFMA.

Further to that we have had instances of fraud cases in the previous financial year, which is a good indicator that our controls may be inadequate or officials are colluding to circumvent the implemented controls. We are beefing up the controls, as aforementioned a circular to centralise payment process and workflow has been issued and non-compliance has been clearly indicated that it would be a financial misconduct and consequence management will be applied.

The municipality plans to engage BCX, our financial management service provider to review user profiles and accesses as well as to implement banking details validations to avoid payments being made to incorrect accounts as has been experienced in the two detected instances of Fraud that are currently under investigation.

- **Fetakgomo Tubatse Local Municipality**

Pay creditors within 30 days as stipulated in Municipal Finance Management Act No 56 of 2003 section 65 (2) (e).

All the expenditures incurred are generally in line with the approved budget in terms of section 15 of the MFMA and policies and procedures that governs expenditures management. The municipality complies with sections 65 and 66 of MFMA. Furthermore the system of internal controls were established and maintained to ensure that there is no breakdown in business process and activities. Budget management was decentralised to the senior managers responsible for budget vote which means section 77 of the MFMA were complied with. All the section 71 and 52 reports were submitted to Provincial Treasury and National Treasury as well as to Council and this are an indication of oversight mechanism hence the principle of transparency and accountability. Municipality has implemented supply chain management system which seeks to address all the underlying challenges within the sphere of supply chain or procurement level and the SCM policy has been successfully align with various circular on SCM issued by National Treasury.

- **Expenditure Management Ephraim Mogale Local Municipality**

The Municipality has and maintains an effective system of Expenditure control to ensure that payments are made within 30 days of receiving the relevant invoice and/or statement to ensure compliance with Section 65 of the MFMA; and that the Municipality report to the council on all expenditure incurred by the Municipality on staff salaries, wages, allowances and benefits in a manner that discloses such expenditure per type, to ensure compliance with Section 66 of the MFMA.

The Municipality has controls in place, to ensure that correct salaries are paid on time and that service providers are paid within 30 days on receiving the invoice. The main challenge in expenditure is cash

flow management, specifically availability of funds to achieve 30 days compliance. The municipality has established invoice register that tracks the invoice to ensure that all payments are made within 30 days.

8.2.3 Supply Chain Management

- **Sekhukhune District Municipality**

The Municipality is implementing the Supply Chain Management Policy, which is fair, equitable, transparent, competitive and cost effective as prescribed by the MFMA and its regulations. Procurement of goods and services embrace the spirit and principles of the Broad Based Black Economic Empowerment (BBBEE), Preferential Procurement and Local Economic Development Strategy. Creditors accounts are paid within 30 days from date of submission of invoice.

The following Bid Committees structures in line with section 26 to section 29 of municipal supply chain management regulation and supply chain management policy are in place:

- Bid Specification Committee
- Bid Evaluation Committee
- Bid Adjudication Committee

- **Fetakgomo Tubatse Local Municipality**

Municipality has implemented supply chain management system which seeks to address all the underlying challenges within the sphere of supply chain or procurement level and the SCM policy has been successfully align with various circular on SCM issued by National Treasury.

- **Ephraim Mogale Local Municipality**

The Municipality is implementing the Supply Chain Management Policy, which is fair, equitable, transparent, competitive and cost effective as prescribed by the MFMA and its regulations. Procurement of goods and services embrace the spirit and principles of the Broad Based Black Economic Empowerment (BBBEE), Preferential Procurement and Local Economic Development Strategy. Creditors accounts are paid within 30 days from date of submission of invoice.

The following Bid Committees structures in line with section 26 to section 29 of municipal supply chain management regulation and supply chain management policy are in place:

- Bid Specification Committee
- Bid Evaluation Committee
- Bid Adjudication Committee

8.2.4 Unauthorised, Irregular, Fruitless and Wasteful Expenditure per municipality

- **Sekhukhune DM**

Figure 105: SDM Unauthorised, Irregular, Fruitless, and Wasteful Expenditure

Financial Year	Unauthorised Expenditure	Irregular Expenditure	Fruitless and	Total
----------------	--------------------------	-----------------------	---------------	-------

			Wasteful Expenditure	
2013/14	0,00	R 7 440 948,45	R47 501.22	R7 488 450.67
2014/15	0,00	R114 924 784.25	0,00	R114 924 784.25
2015/16	0,00	R357 980 404.80	R166 704.00	R358 147 108,80
2016/17	0,00	R 103 381 183.87	0,00	R103 381 183.87
2017/18	R54 159 575.00	R26 621 779.00	R3 986 100.00	R84 767 454,00
2018/19	R194 744 628.00	R74 775 996.00	R513 313.00	R270 033 937.00

The major root cause of unauthorised irregular fruitless and wasteful expenditure is inadequate planning, non-adherence to the SCM Policy and regulations and minimal training of bid committee members. The increase over the financial years is due to the fact that some of the contract are multi-year contracts.

- **Makhuduthamaga Local Municipality**

Table 106: Makhuduthamaga Unauthorised, Irregular, Fruitless, and Wasteful Expenditure

Financial Year	Unauthorised Expenditure	Irregular Expenditure	Fruitless Expenditure	Wasteful Expenditure	Total
2013/14	R4294 142	R5401	R2340		R4301 883
2014/15	R9 053 819	R31 817 244	R398 078		R41 269 141
2015/16	R1 651 380	R17 609 474	R110 587		R19 371 441
2016/17	R46 876 841	R10 888 057	R1439		R57 766 337
2017/18	R48 020 749	R81 271 625	R64 862		R129 357 236

- Fetakgomo Tubatse Local Municipality

Figure 107: FTLM Unauthorised, Irregular, Fruitless, and Wasteful Expenditure

Financial Year	Unauthorised Expenditure	Irregular Expenditure	Fruitless Expenditure	Wasteful Expenditure	Total
2013/14	N/A	N/A	N/A	N/A	N/A
2014/15	N/A	N/A	N/A	N/A	N/A
2015/16	N/A	N/A	N/A	N/A	N/A
2016/17	N/A	R 56 241 875	R 3 064 485	NA	59 306 360
2017/18	N/A	R 86 153 390	N/A	N/A	R 86 153 390

- Elias Motsoaledi Local Municipality

Figure 108: Elias Motsoaledi Local Municipality - Unauthorised, Irregular, Fruitless, and Wasteful Expenditure

Financial Year	Unauthorised Expenditure	Irregular Expenditure	Fruitless and Wasteful Expenditure	Total
2013/14	5 766 279	R25 224 038	R36 420	R31 026 737
2014/15	5 436 384	R22 748 812	2 583 765	R30 768 961
2015/16	R53 997 955	R64 948 315	R224 894	R119 171 164
2016/17	80 123 905	R83 551 160	R625 089	R164 300 154
2017/18	R75 392 906	R82 617 973	R421 359	R158 432 238
2018/19	R34 256 417	R49 832 896	R595 640	R84 684 953

- Ephraim Mogale Local Municipality

Table 109 : Ephraim Mogale Local Municipality Unauthorised, Irregular, Fruitless, and Wasteful Expenditure

Financial Year	Unauthorised Expenditure	Irregular Expenditure	Fruitless and Wasteful Expenditure	Total
2014/15	97,000,000.00	93,527,420.00	674,878.00	191,202,298.00
2015/16	-	44,966,567.00	14,704.00	44,981,271.00
2016/17	-	3,693,088.00	44,224.00	3,737,312.00
2017/18	-	20,966,377.00	197,325.00	21,163,702.00
2018/19	-	7,762,542.00	311,690.00	8,074,232.00

8.2.5 MIG Expenditure per Municipality

Figure 110: 2018/19 MIG Expenditure

Municipality	Allocation	Expenditure	Expenditure %
Sekhukhune	R498 235 705	R480 067 000	96,3%
Ellias Motsoaledi	R62 269 493	R60 769 493	99,47%
Ephraim Mogale	32 823 000	31 700 239	96.58%
Fetakgomo Tubatse	R 49 412 000	47 341 514	96%
Makhuduthamaga	R73 000 000	R73 000 000	100%

8.2.6 Assets Management

- **Sekhukhune District Municipality**

The municipality has a GRAP compliant FAR. Conversion of the FAR into mSCOA system is at 95 %, to conclude it during the Q3.

Movables AR was reviewed during 18/19, and an effective verification system (scanners) in progress to ensure that relocation of items without informing the Unit are traceable. EUL of assets was reviewed to sort zero CBV. Unbundling, Conditional assessment and Impairment tests are conducted annually in line with the MFMA. A plan is developed to review and update the Immovable FAR in collaboration with O&M through workshops before end of June 2020. The review will cover critical issues including. Existence, location, status, ownership, GIS unique geometry rules and update.

Critical issues specifically for Assets under Construction (WIP) are summarised as follows:

1. The register has projects that sits with Closing Balances, which are incorrect, emanating from the opening balances that were constructed by the appointed services provider (SMEC) in 2012/2013 FY based on the documentation available to them.
- “ The register has stagnant and slow moving projects and those that are reportedly complete but not commissioned/tested, and therefore cannot be capitalised
- “ The register has balance for expenditure incurred that is not for capital projects
- “ The register has projects that sits with balances that cannot be supported by sufficient documentation

Limited funds/budget to maintain the municipality assets, which erupt into non-manageable breakdowns.

- **Fetakgomo Tubatse Local Municipality**

Municipality has also successfully implemented an asset register and is also complying fully with Generally Recognised Accounting Practice standards and the requirement of Municipal Budget Regulation and Reporting. Municipality have achieved 95% of MFMA compliance in terms of monitoring tool issued by National Treasury which means Municipality is MFMA compliant in terms of implementation. Limited funds/budget to maintain the municipality assets, which erupt into non-manageable breakdowns. The Fetakgomo Tubatse Local Municipality has also successfully implemented

an asset register and is also complying fully with Generally Recognised Accounting Practice standards and the requirement of Municipal Budget Regulation and Reporting.

The main challenges identified by the municipality is non-compliant Asset Register however FTLM is busy with the Maintenance & Updating of Asset Register and adherence to GRAP compliant Asset Register.

“ Ephraim Mogale Local Municipality

The Municipality has a GRAP compliant FAR and investment property register. Conversion of the FAR into asset module within system financial (Munsoft) is at 50 %, to conclude it during the Q3. All classes of assets included investment property was reviewed during 18/19. Opening balances of all asset classes tested at the commencement of the financial year and reconciled to the closing balance. Review all asset attributes and conditions, considering all failure modes and local conditions was performed. Training that is planned for a refresher training on GRAP and as well as GRAP updates in quarter 4,

8.2.7 Financial health

• Sekhukhune District Municipality

Currently the Municipality does not have any long-term debts, and if they do exist in future they must be valued in accordance with the standards of generally recognised accounting practice and the municipality will keep the liability register as prescribed by legislation. SDM is implementing the Cash and Investment Management policy. The implementation of Cash and Investment Policy has yielded more results in which cash that is not required for immediate use, is properly invested to generate more interest that may be used to finance other services and contribute to capital development within the district.

Budget constraints and high reliance on transfers from National Treasury, the rural nature of the municipality which lead to weak revenue base, own revenue contributing less of the total municipal budget in average, low revenue collection due to non-payment of services are major financial challenges.

Ageing infrastructure and low budget allocation on repairs and maintenance adversely affecting consistent delivery of quality water and other services as there often breakdowns which also negatively impacts on prospects of collections.

The other key issue is that the municipality has a very poor liquidity ratio and thus often not in a position to be able to service its debts should they all fall due. In essence the municipality has a negative working capital which is not ideal for effective and optimal functioning of the municipality.

Figure 111: Financial Challenges and Proposed Interventions

Challenges	Proposed Interventions
“ Inaccurate Billing <ul style="list-style-type: none"> ○ High no of unread meters resulted in estimate billing which may be under or over billing of customers 	<ul style="list-style-type: none"> ○ Current Provider is doing audit and validation of meters liked to the stands and evidence of reading is provided monthly.

<ul style="list-style-type: none"> ○ Prolonged estimate billing due to unread meters resulting in large amount being billed by stepping tariff to customers 	<ul style="list-style-type: none"> ○ A program of consultation with those areas refusing the reading will be developed for political intervention
<p>“ Debt collection</p> <ul style="list-style-type: none"> ○ Low collection rate ○ Protest and resistance to pay services by some customers 	<ul style="list-style-type: none"> ○ Debt Collectors have appointed and are to start in January 2020 ○ Protests of Groblersdal and Marblehall Task Teams have been referred to Public Protector for mediation, and other areas will be part of program for political intervention.
<p>3. Indigent register</p> <ul style="list-style-type: none"> ○ Incomplete indigent register due to most qualifying indigent customers not applying since their areas not paying for services ○ Outdated Indigent register due customers not willing to apply yearly for indigent 	<ul style="list-style-type: none"> ○ Indigent registration forms were distributed to areas approved for billing during stakeholder consultations and are to be collected and verified. ○ Indigent registration forms have been distributed also to the local municipalities to encourage the customer registration
<p>4 Poor liquidity ratio and cash flow shortage (Negative working capital)</p>	<p>Enforcement of credit control, use of incentive schemes and debt collectors to improve the cash collection and thus improve the liquidity. Enforcement of cost containment policy to ensure that there is effective and efficient management of expenditure</p>
<p>5 Material water and distribution losses</p>	<p>Meters are being installed to accurately measure bulk water purchases. Telemetric systems are being installed for early leak identifications and finally improving the model for calculating the water losses to include all variables. Replacement of old ageing infrastructure on a systematic basis with reference to capital/funds available.</p>

- **Fetakgomo Tubatse Local Municipality**

The Fetakgomo Tubatse Local Municipality (FTLM) has to generate its own revenue by way of levying our rate payers on the services rendered and receive income from National Government for the Municipality to be able to perform its powers and functions in terms of section 152 of the Constitution of

the Republic of South Africa. It is in this context that the National Government has to allocate some resources in a form of Grants for Municipalities to be able to render services.

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

Figure 112: Financial status of Fetakgomo Tubatse Local Municipality

DESCRIPTION	BUDGET YEAR 2019/2020	ESTIMATE BUDGET 2020/ 2021	ESTIMATE BUDGET 2021/ 2022
Property Rates	140 902 437	148 511 168	156 530 771
Refuse Removal Charges	16 443 081	17 331 008	18 266 882
Interest On Outstanding Debtors	14 077 008	14 837 166	15 638 373
Latepayment	13 434 635	14 160 105	14 924 751
Licensing-Driverslicenses	7 719 864	8 136 737	8 576 121
Licensing-Changeoflic/Applfees	5 411 064	5 703 262	6 011 238
Licensing-Commissiononvehicleregist	4 766 396	5 023 781	5 295 065
Interest Earned-Outstanding Debtors	2 725 454	2 872 629	3 027 751
Fines-Traffic	2 661 384	2 805 099	2 956 575
Currentandgeneral	769 600	811 158	854 961
Tenderdocuments	600 000	632 400	666 550
Licensing-Learnerlicenses	384 800	405 579	427 481
Licensing-Permits	368 200	388 083	409 039
Outdoor Advertisement	346 321	365 022	384 733
M-R Inv Prop - Sub-Lease Payment	263 000	277 202	292 171
Sale Of Refuse Binns	214 772	226 370	238 594
Interest On Investments	210 400	221 762	233 737

DESCRIPTION	BUDGET YEAR 2019/2020	ESTIMATE BUDGET 2020/ 2021	ESTIMATE BUDGET 2021/ 2022
Plan & Dev: Building Plan Approval	157 800	166 321	175 303
Burial Fees	122 640	129 263	136 243
Rent-Housing	115 333	121 561	128 126
Inter: Receiv - Waste Management	101 182	106 645	112 404
Lgseta-Training	95 454	100 609	106 042
Plan & Dev: Town Planning & Servitudes	51 548	54 332	57 265
Clearancecertificates	43 611	45 966	48 448
Plan & Dev: Removal Of Restrictions	36 820	38 808	40 904
Land Use Charge	25 057	26 410	27 836
Rental Community Halls	24 031	25 328	26 696
Photocopies & Faxes	12 573	13 251	13 967
Fines-Libraryandlostbooks	10 675	11 252	11 859
M-R Inv Prop - Ad Hoc Rentals	5 786	6 098	6 428
Req Info - Plan Printing & Duplicates	5 445	5 739	6 049
Development Charges	3 156	3 326	3 506
Valuationcertificate	2 565	2 704	2 850
Renting Of Hawker Stalls	1 052	1 109	1 169
Fees For Recreational Park	20 000		
Income Foregone	(5 312 600)	(5 599 480)	(5 901 852)
TOTAL	206 820 544	217 967 774	229 738 033

Figure 113: Financial Challenges and Proposed Interventions

Challenges	Proposed Interventions
Limited revenue base	Concentrate on collection of revenue from the potential sources E.G. traffic functions , property rates
Resistance by property owners to pay property rates, Lack of supplementary valuation roll	Engaging in campaigns to revive the culture of payment for municipal services.
Inadequate debt collection rate	Maximum debt collection rate (hand over debtors to debt collectors)
High grant dependency / indigent community	Diversified revenue sources
Incomplete of MSCOA compliance	Ensure compliance of MSCOA implementation and functional steering committee.

- **Ephraim Mogale Local Municipality**

Currently the Municipality does not have any long-term debts. The municipality will be able to pay its current or short-term obligations and provide for a risk cover to enable it to continue operations at desired levels. Budget constraints led by the rural nature of the municipality which lead to weak revenue base, own revenue contributing less of the total municipal budget in average, low revenue collection due to culture non-payment of services are major financial challenges. Ageing infrastructure and low budget allocation on repairs and maintenance adversely affecting consistent delivery of quality services as there are often breakdowns which also negatively impacts on prospects of collections.

Table 114: Financial Challenges and Proposed Interventions

Challenges	Proposed Interventions
Debt collection <ul style="list-style-type: none"> • Low collection rate • Protest and resistance to pay services by some customers 	Debt Collectors have appointed and are to start in January 2020 <ul style="list-style-type: none"> • Consumer awareness to be conducted. • Consider incentives to consumers to encourage prompt payment of services

8.3 The Audit outcome trends

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. The table below shows the audit report as issued by the Auditor General for the past years.

Figure 115: Audit Outcomes for the past Five(5) financial years

Municipalities	2017/18	2016/17	2015/16	2014/15	2013/14
Elias Motsoaledi	Unqualified	Qualified	Qualified	Qualified	Qualified
Ephraim Mogale	Unqualified	Qualified	Qualified	Disclaimer	Disclaimer
Makhuduthamaga	Qualified	Unqualified	Unqualified	Unqualified	Unqualified
Fetakgomo Tubatse	Qualified	N/A	N/A	N/A	N/A
Former Fetakgomo	N/A	Unqualified	Unqualified	Qualified	Disclaimer
Former Tubatse	N/A	Qualified	Qualified	Disclaimer	Disclaimer
Sekhukhune	Unqualified	Unqualified	Unqualified	Unqualified	Qualified

8.3.1 Matters raised by Auditor General for 2017/18 financial year

- Sekhukhune District Municipality**

- ✚ Restatement of corresponding figures - The corresponding figures for the financial year ended 30 June 2018 have been restated as a result of an errors in the AFS of the municipality for the year ended 30 June 2017 discovered in the current year.
- ✚ Significant uncertainties relating to the future outcome of litigation in various legal claims. No provision for any liability that may result were made in the Annual Financial Statements.
- ✚ Material water losses - Losses to the amount of R97m (2016-17 R117.6 m) was disclosed as a result of spillages and water provided for no consideration (i.e Provided to Indigents)
- ✚ Irregular expenditure - Irregular expenditure to the amount of R26.6m as a result on non-compliance with regulation 38 of the MFMA (combating of abuse of supply chain management system).
- ✚ Irregular expenditure - Irregular expenditure to the amount of R472 Million that was written off in 2017/18 financial year which relates to prior years were not investigated.
- ✚ Fruitless and wasteful expenditure of R110.7 Thousands was incurred due to interest charged on overdue accounts.
- ✚ Fruitless and wasteful expenditure - Fruitless and wasteful expenditure to the amount of R3,98 m that was incurred in previous years was not investigated
- ✚ Unauthorised expenditure - Unauthorised expenditure of R54.2m was reported 2017/18 financial year. Although material still, it has reduced significantly from prior year R97 M i.e approximately 50% reduction.

- FTLM Audit Matters of Emphasis for 2017/18**

Figure 116: Fetakgomo Tubatse LM Matters of Emphasis

Description	Finding Category/Rating	Finding Details	Finding Status (New/Recurring)	Root Cause	Action Plan Description	Start Date	Completion Date	Person Responsible	Position	Progress	Narrative to Progress
MATTERS OF EMPHASIS											

Supply Chain Management	SCM	Bidding processes	Recurring	Lack of adequate oversight on SCM processes	Training on SCM bidding processes for all manager and Bid committees	2 nd Jan 2018	30 June 2018	M Mohlala/ D Magomana	Supply Chain Manager	Resolved	Training was performed by National Treasury
Assets Management	Assets Management	Investment Properties and Property Plant and Equipment	Recurring	Completeness and misstatements	Review and updating of Investment register and Fixed Assets register	2 nd Jan 2018	30 June 2018	M Mathebula/ L Malepe / L Makgopa	Director Development Planning and Assets Management Managers	Ongoing	Land Audit Performed FAR updated

- **Makhuduthamaga Local Municipality**

Material Issues raised by the Auditor General for Mankhuduthamaga Local Municipality for the year ending 30 June 2019:

- ✚ Non Compliance with procurement legislation resulting in irregular expenditure.
- ✚ Provision for rehabilitation of Land fill site incorrectly accounted for.
- ✚ Performance indicators not SMART.
- ✚ No Performance agreements and assessments for middle managers.
- ✚ Leave provision misstated.
- ✚ Misstatements of prior period error disclosure note.

- **Ephraim Mogale Local Municipality**

Critical issues or key findings of FAR summarised as follows:

- ✚ The WIP register has stagnant and slow moving projects.
- ✚ Data management of the register due to maintenance of the register in excel.(Risk of formula errors)

- ✚ Depreciation and Accumulated depreciation difference in register(Corrected with adjustment)
- ✚ Most of the assets are utilised beyond its economical and useful lives. No replacement policy exists. The asset can therefore have unsecured scrap value remaining.
- ✚ Conditions of most of the assets has deteriorated which results in high maintenance cost

9 CATALYTIC INVESTMENT AND SPATIAL ALIGNMENT

Catalytic projects are those projects that when pursued, would have a significant positive impact on more than one area, community, sector and directly or indirectly improve the lives of the people within the district.

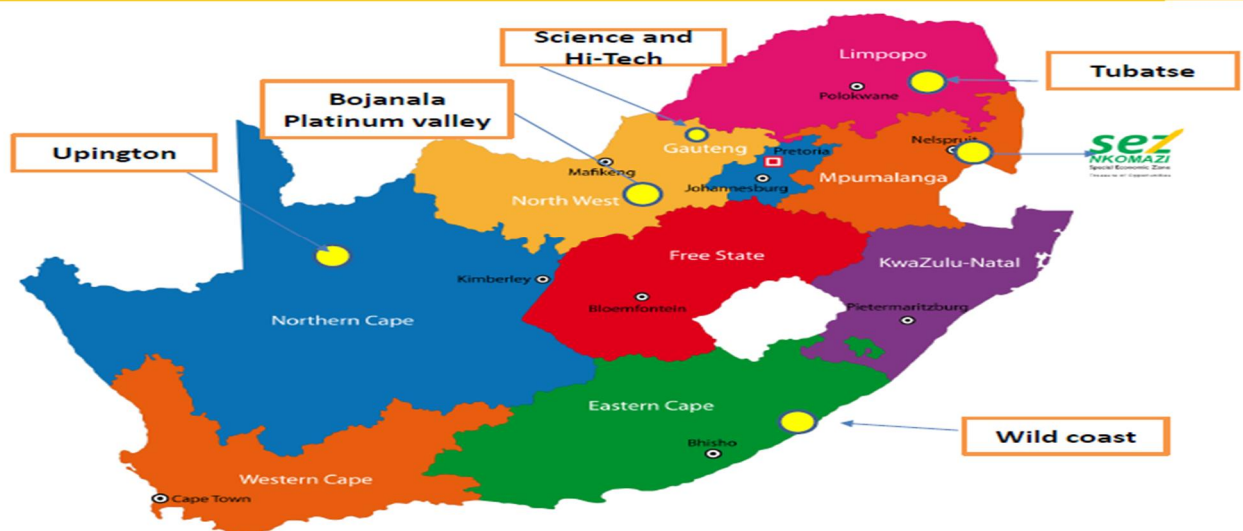
9.1 Fetakgomo Tubatse Special Economic Zone (SEZ)

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

Fetakgomo Tubatse SEZ and the Makhado-Musina SEZ are the two proposed special economic zones in the province, while Fetakgomo Tubatse SEZ's investment pipeline amounts to R25 billion. These SEZs are important platforms for development within the two districts and across the spheres of government. The Fetakgomo Tubatse SEZ is in a mining zone area which has been designated for mineral beneficiation. Currently LEDA has secured 1200 ha of land where the SEZ will be located and the processes such as environmental impact assessment, licencing are being undertaken. The challenges affecting the smooth inception of the SEZ include amongst others, the licencing, ESKOM capacity and water provision.

Map 20: Proposed SEZ under construction

PROPOSED SEZ UNDER CONSIDERATION



Source: DTI, 2018

9.1.1 Investment Pipeline

Investment promotion for Fetakgomo Tubatse SEZ has improved since the beginning of 2018. A total of 16 companies now form part of the investment pipeline, with a combined investment value of approximately **R25 billion**. Approximately 8 000 jobs would be created in the short term and in the long term.

Figure 114: Investment Pipeline

Company Name	Sector	Products	Estimated Investment R	Estimated jobs to be created
Desco Green Energy	Green energy/Torrefication/Timber processing	Low-carbon coal	R300 million	300 jobs
NB Investments	Manufacturing	PV Modules Manufacturing Plant	R100 million	TBC
BE-Lite Technologies	Assembling	Hydrogen fuel cell Dozer	R200 million	200 jobs
Afrique Rubber Inc	Manufacturing	Off-Road Tyres	R8 million	TBC
Limoflow Energy	Energy & manufacturing	Solar panels / energy	R2,2 billion	300
E 85 Solutions Pty Ltd	Chemical	Ethanol and sugar	R955 million	1094
BIE Investment Holdings	Manufacturing and assembly	Mining machinery	R450 million	250
Barui petrochemicals	Manufacturing	Manufacturing of petroleum products	R380 million	3000 jobs
Compac Technologies	Manufacturing (sulphate beneficiation to fertiliser)	Fertiliser	R8 Billion	800 jobs
MGB Resources	Manufacturing	Roof bolts	R80 million	450 jobs
Linkages	Manufacturing	Pipes	R121 million	100 jobs
GB GEM	Chemicals	Lubricants and oil Blending	R66 million	64 Jobs
AfricCapacity Group	Agro processing	Aquaphonic	R200 million	250 jobs
MohlalefiEng	Manufacturing	Roof safety systems and	R100 million	200 jobs

		safety structures		
RLNN	Beneficiation	Platinum Refinery	R17 billion	TBC
TOTAL			R25,066 billion	+/- 8 000 jobs

The Province is replete of the world's largest reserves of the platinum group metals and in this regard it holds potential for contribution to the production of clean energy thus enhancing efforts towards sustainable development. Furthermore the area has large endowments in chrome and vanadium, as well as nickel, iron ore and titanium. During the period between the year 2000 and now there has been almost an explosion of mining development in the area thus providing opportunities for the development of mining inputs manufacturers as well as opportunities for the downstream mining beneficiation.

In support of the mining investments, government invested in large infrastructure projects to provide for the foundation on which investments could flourish. Examples of these are raising the wall of the Flag Boshielo Dam as a short term solution for the provision of water to the mining sector and households in the area. The longer term solution was the construction of the De Hoop Dam at the cost of no less than R3 billion. Furthermore, plans are being implemented for the improvement of the R37 which is the main artery between Polokwane and Burgersfort.

There is also an already developed property for the manufacturing of the mining input supplies in Steelpoort which LEDA is in the process of acquiring. The property is 36 hectares with 11 000 square metres of lettable industrial space and 82 000 square metres of developable land.

9.1.2 Opportunities and risks

- Fetakgomo Tubatse will focus on the Platinum Group Metals (PGM) minerals group and related downstream opportunities.
- It is thus envisaged that the Fetakgomo Tubatse SEZ will unlock economic opportunities, increase investor appetite and create thousands of job opportunities in the Sekhukhune District.
- There will also be a need to establish linkages between Fetakgomo Tubatse SEZ and Musina-Makhado SEZ particularly concerning the raw material that the metallurgical cluster will need. This has a potential to create transportation corridors linking the two SEZ, which will strengthen the integration between the Fetakgomo Tubatse SEZ and the Musina-Makhado SEZ.

9.1.3 Key Infrastructure planning initiatives

Figure 116 Key Infrastructure Planning Initiatives

Key infrastructure inside the SEZ boundary

Key Infrastructure initiatives outside the SEZ

Key infrastructure inside the SEZ boundary		Key Infrastructure initiatives outside the SEZ	
The estimated cost is R670 Million (Phase 1)			
8	Site clearance	8	Acquisition of the Mining Input Supplier Park
9	water pipelines	9	Upgrading of R37 & R555 . main roads linking all other road networks to the SEZ
10	Water treatment works	10	Joining of D4134 Penge & D3895 Mashiloane which links the MMSEC and the FTSEZ and diverts traffic from the R37 and N1, all the way to Musina
11	Sewer treatment works		
12	7MVA Electricity	11	Extension of the railway line from Steelpoort (Railway siding) to the SEZ site . 12 KM stretch

9.2 Agri-Park

Agri-Parks are areas designed for multiple activities that accommodate small farmers, commercial farmers, public area, processing area and natural habitat. They are aimed to allow small farmers access to local markets, provide fresh food and are an educational, environmental and aesthetic amenity for nearby communities.

Sekhukhune District Agri-Park is planned to put into effect the revitalization of agriculture and agro-processing value chain thereby generating growth and creating jobs within the district. Furthermore, the programme is aimed at the eradication of rural poverty which is a critical challenge within the district. It will primarily be on the processing of agricultural products providing opportunities development of a mix of non-agricultural industries.

The District is working with Department of Rural Development and Land Reform (DRDLR) on the Agri Park development within the district area. Farmers together with Government stakeholders identified 2 FPSU sites in the district and Vleeschboom, Praktiseer, Marble Hall and Apel Gross were identified. 2 FPSU sites, Vleeschboom and Praktiseer were prioritised for development and Marble Hall and Apel Gross were parked for future development. The Farmer Production Support Unit (FPSU) in Vleeshboom, is under construction and the Praktiseer FPSU will be follow suite. The activities of the FPSU include capacity building, infrastructure development, primary collection, storage, processing for the local market, and provides extension services to farmers and it is proposed that a FPSU be established in each of the functional subsistence farming areas in the district.

The Vleeschboom FPSU is already under construction which effectively started in January 2019 and it is expected to be completed by February 2020 at a cost of around **R30 939 449.92**(incl contingencies and VAT). The Vleeschboom FPSU is situated along the R579 road on the farm Vleeschboom 869 KS under the Phokwane Traditional Council in Ward 4 of the Makhuduthamaga Local Municipality with the extent of 4Ha.

It is anticipated that the FPSU will be operational from April 2020 through provision of farmer support services such as production inputs, ploughing units, training and marketing amongst others. Its services will reach

farmers within 30-60KM radius. The FPSU will later utilise agricultural service centres within the stated radius as its substations in order to avail its services closer to farmers to the extent possible. Whilst the support will be provided to all farmers, special focus will be on the competitive district commodities which are grain, poultry and horticulture.

In the 2020/21 financial year, the focus and greater percentage of budgets will be channelled to the Vleeschboom FPSU inclusive of projects around it in order to strengthen and capacitate it so that it can live up to its expectations as contained in the business case mentioned above. It is expected that the Praktiseer FPSU will be established and supported from the 2021/22 financial years.

Map 21: Agripark location



Source : SDM SDF 2018

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

9.3 Development of De Hoop Dam and Flag Boshielo

9.3.1 De Hoop Dam Aquaculture Development

The De Hoop Dam is a gravity type dam which impounds the Steelpoort River, near Burgersfort in Sekhukhune District. It falls under Ward 30 within the jurisdiction of Elias Motsoaledi Local Municipality (EMLM) adjacent to Ward 31 of Fetakgoma-Greater Tubatse Local Municipality (FGTLM). The dam is owned by Department of Water and Sanitation, was completed in 2014 and its water is for industrial and domestic purposes. The dam has been classified as having high aquaculture development and growth potential and has therefore been identified as one of the key investments that could contribute significantly to food security within the district. Given the crucial role that aquaculture plays in the food security along with its potential to boost entrepreneurial development, the District Municipality conducted an Aquaculture feasibility study to determine the viability and sustainability of aquaculture projects at the De Hoop Dam as well as opportunities and impacts of aquaculture-related enterprises in the community.

The development of tourism amenities will be incorporated into this initiative at De Hoop dam, and will be directly linked to the tourism route connecting to the tourism attractions like Tjate heritage site. This dam is one of the rare sites where most of the seven most important motivations for visiting South Africa could be found namely natural scenery, wild life, cultural interest, value for money, diversity and curiosity value. Main development proposal includes a resort development at the dam and surrounding conservation area, and the establishment of a conservation area in the Steelpoort valley. It can serve the business visitor, holiday maker, international tourism and special interest visitor (to Tjate and Mapoch Caves) . the core cultural attractions and projects of the district.

In terms of job creation, although potential aquaculture projects that will be established are expected to only create between 4-8 direct job opportunities, they will also generate several additional job opportunities all along the value chain, such as in retail and logistics. The growth and development of local enterprises will be maximum.

9.3.2 The Flag Boshielo Dam Tourism Development

This development consists of a series of projects culminating in a large-scale development around the Flag Boshielo Dam and the 9000 hectare Schuinsdraai Nature Reserve. Potential investment opportunities include a golf estate, a resort, development of luxury housing (time-share or full ownership), a large hotel and conference facility, and a marine resort on the eastern end of the dam. There is also potential to amalgamate game farms in the area to create a large Big Five game reserve. Essentially, this initiative strives to diversify the district Tourism base away from business travelers and towards leisure tourism.

9.4 Development of Jane Furse as the Government Office Hub

An initiative to promote Jane Furse as an administrative and economic hub of Sekhukhune District Municipality is being pursued. Provincial EXCO resolved that the Department of Public Works should utilize the land acquired by the Department of Local Government and Housing (now CoGHSTA) for the establishment of Jane Furse Township to centralize and build government offices in Sekhukhune District. The relocation of district offices from Lebowakgomo to Jane Furse will attract variety of business developments thereby creating an economic hub which will boost the district economy by creating the most needed job opportunities. This nodal hub and development will provide a mix of activities inclusive of government office hub, agglomeration of businesses and services as well as integrated human settlement in the long run.

10. DISTRICT MUNICIPAL STRATEGIES

10.1 Vision

Sekhukhune District Municipality - a leader in integrated economic development and sustainable service delivery.

10.2 Mission Statements

To improve the quality of life for all communities through:

- provision of a democratic and accountable government;
- promotion of inclusive and egalitarian economic transformation;
- promotion of a safe and healthy environment;
- fostering of community involvement and stakeholder engagement; and
- Strengthening institutional capacity.
- Promotion of social cohesion

10.3 Core Values of the Municipality

The District regards its core values as the cornerstone that should guide the municipality in conducting its affairs:

- **H-honesty:** We tell the truth and back it up with action. We commit to be truthful in everything we do
- **E-excellence:** We strive to provide exceptional level of service to our communities. Excellence lies in our hearts to evoke it in the community by exemplifying and giving back.
- **A-accessibility:** We provide means that enable communities to reach services easily. We strive to optimise the use of technology, retail facilities and expanding points of services to remote areas.
- **R-expect:** We treat people with courtesy, politeness, and kindness irrespective of their profession, ethnicity, religion and cultural background.
- **T-transparency:** We conduct our activities and share information to our communities in an open and transparent manner.

The core values can aptly be abbreviated as **HEART** using the first letters.

10.4 MOTTO

Re a aga / Siyakha . meaning **we are building**

10.5 SLOGAN

Destination for economic growth and development.

10.6 Mayoral Strategic Priorities

1. Provision of water and sanitation services in a sustainable manner
2. Local economic development, growth and job creation through agrarian reform, mining, tourism and repositioning of SDA

3. Good governance and sound financial management
4. Sustainable land use management and spatial transformation
5. Community development, social cohesion and nation building
6. Public participation, stakeholder engagements and partnerships

10.7 Basic Service Delivery

Water and Sanitation

Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis on the function of water and sanitation

<p>Strengths</p> <ul style="list-style-type: none"> • Ability to fulfil both functions of WSP and WSA • Infrastructure Asset registers and Institutional knowledge • Availability of the required policies (by-law, draft O&M plan, SCM Policy, WSDP & Master Plan) • Improved forward planning • Political support 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Under resourced (human & tools of trade, sub-regional two way radios) • Dependency on service providers • Inability to align and update planning documents • Inadequate Infrastructure Systems (No GIS based As-built drawings) • Ineffective social facilitation • Non compliance to Blue & Green Drop • Non implementation of By-laws
<p>Opportunities</p> <ul style="list-style-type: none"> • Support from Stakeholders (National and Provincial Departments, DBSA, MISA) • Natural Resources from both surface and ground water (e.g De Hoop) • Mining Resources activities • Political buy in and support • Conditional Grants availability 	<p>Threats</p> <ul style="list-style-type: none"> • Unavailability of surface and ground water (drought affecting dams and Boreholes) • Illegal water connections • Community high expectations/lack of information to the communities (Possible service delivery protests) • Mushrooming of Business fora in all communities. • Encroachment on the existing infrastructure (Servitudes, Theft, vandalism and unauthorised connections) • Water Use License approval by DWS • Delays by Eskom to connect electricity and energise Projects

Objectives and strategies regarding Water and Sanitation

OBJECTIVES	STRATEGIES
To reduce water services backlog with 90% by June 2022.	By facilitating the approval of final design by DWS and by appointing the contractor
	By monitoring and supervising the project under SLA
	By management of Water Resources and Capacity Assessment.
	By appointment of a Professional Service Provider to develop Sanitation Master Plan
	By appointment of Professional Service Provider for the planning, design and contract documentation of sewer pump-station upgrade

OBJECTIVES	STRATEGIES
	<p>Appointment of the professional service provider for the development of feasibility study or the upgrading of Marble Hall bulk sewer.</p> <p>Appointment of Professional Service Provider for the development of the O & M Plans and system</p> <p>Update WSDP and Water Master Plan</p> <p>By extension of appointed service provider's contract</p>
To achieve 70% blue drop and 50% green drop by end of June 2022.	<p>By collecting the samples to accredited laboratory and loading the results into the BDS system</p> <p>By collecting the samples to accredited laboratory</p> <p>By ensuring proper monitoring of usage</p> <p>By collecting the samples to accredited laboratory and loading the results into the BDS system</p>
To provide 90% of sustainable and reliable basic water and sanitation services to communities by June 2022	<p>By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.</p> <p>By monitoring the services of tankering</p> <p>By purchasing fuel contracted service provider and monitor the supply.</p> <p>By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.</p> <p>By procuring bulk water meters. By constructing chambers and installing bulk water meters</p>

Municipal health services, disaster and emergency management

SWOT analysis on Municipal health services, disaster and emergency management

<p>Strengths (top 5)</p> <ul style="list-style-type: none"> “ Operational Service Standards and Procedure Manuals in place “ Enhance compliance through inspections, awareness, training, warnings, fines and summons “ Departmental basic services rendered. “ Good relations with intergovernmental structures and related services “ Team work 	<p>Weaknesses (top 5)</p> <ul style="list-style-type: none"> “ Insufficient budget “ Insufficient personnel “ No tools of trade (jaws of life, multipurpose communication equipment, cell phones, uniform and protective clothing, cameras, legislation, projectors etc.) “ Insufficient decentralisation of service points “ Lack of Disaster management centre
<p>Opportunities (top 5)</p> <ul style="list-style-type: none"> “ Enhance community standards of living. “ Provide tools of trade (cell phone allowance) “ Enhance revenue collection for the municipality “ Decentralisation of services “ Decentralisation of land acquisition for establishment of service points 	<p>Threats (top 5)</p> <ul style="list-style-type: none"> “ Cannot utilise most of the fire hydrants in the district due to lack of water supply “ Insufficient budget “ Inaccessible land “ Insufficient personnel “ Impact of Climate Change

Objectives and strategies on Municipal health services, disaster and emergency management

OBJECTIVES	STRATEGY
<p>To Have an improved, clean, healthy and sustainable environment through municipal health services package by June 2020</p>	<ul style="list-style-type: none"> ➤ Taking water samples and mapping water sources. ➤ Lobbying to have accredited laboratory for both chemical and bacteriological analysis within the district. ➤ Providing awareness on water disease, water purification methods and ways to keep water source clean ➤ Promoting water harvesting
<p>To protect loss of life, damage to property and environment by June 2022</p>	<p>Request information from the district co-ordinator on a monthly basis</p>

OBJECTIVES	STRATEGY
To have an increased awareness on disaster risk management mitigation measures by June 2022	<ul style="list-style-type: none"> ➤ Lobbying for land to construct the center. ➤ Applying for MIG funds ➤ Develop a system ➤ Separation of emergency and switchboard line.

10.8 Institutional Development and Organisational Transformation

SWOT analysis on Institutional Development and Organisational Transformation

<p>Strengths (top 5)</p> <ul style="list-style-type: none"> • Strong political leadership • Management and operating systems in place including policies. • Strong teamwork within the Department. • Good council management system • SDM enjoys a cordial relationship with organised labour • Healthy work force 	<p>Weaknesses (top 5)</p> <ul style="list-style-type: none"> “ Inadequate support to other departments. “ Outdated policies “ Non-compliance of OHS standards “ Weak ICT security controls. “ Poor time management “ Inadequate adherence to some of policies and procedures. “ Lack of dedication and supervision. “ Lack of comprehensive induction for new employees “ Poor record keeping “ Poor maintenance of municipal facilities “ Uncoordinated staff termination process. “ Unreliable ICT network. “ Insufficient diversified employee programmes. “ Poor medical surveillance at recruitment and selection. “ Lack of monitoring of movement tracking devices.
<p>Opportunities (top 5)</p> <ul style="list-style-type: none"> • Strong political leadership will inspire and motivate the employees to achieve the set objectives. • Existence of draft Prototype (service delivery model). • There are available programmes for other employment arrangements from SETA (Internships and the socials plans of mining houses that can be utilised to address challenges) • Partnership with MISA support programme and turnaround 	<p>Threats (top 5)</p> <ul style="list-style-type: none"> • Community dissatisfaction • User departments dissatisfaction • Down grade status • Unwillingness to apply for the posts due to geographic nature of the Municipality • Deteriorating road infrastructure affecting our fleet

Objectives and strategies with regard to Institutional Development and Organisational Transformation

OBJECTIVES	STRATEGIES
To ensure efficiency and effectiveness of organisational processes by June 2022	By assessing current organisational structure
	By implementing task job evaluation policy
	By identifying areas of change emanating from employees behaviour
To enhance service delivery through optimal use of information and communication technology by June 2022	By cooperating effectively with Telkom for connectivity
	By cooperating with service provider and monitoring progress
	By conducting need analysis of ICT consumables
	By monitoring Service Level Agreements
	By monitoring expiry date of licenses
To maintain sound labour relations and ensure workplace peace by June 2022	By issuing notices 7 days prior the meeting.
	By collecting information based on behaviour of the employees.
To ensure sound management of fleet and goods by June 2022	By assessing the files
	By identification of inactive files.
	By monitoring Service Level Agreements
To establish and maintain municipal facilities by June 2022	By ensuring that lease agreement is fully implemented
To improve human capacity of the municipality by filling funded posts and develop skills to staff to effectively and efficiently execute their duties by June 2022	By implementing the process and procedures of Human Resource (HR) policies
	By conducting skills audit
To enhance employee wellness and productivity in the working environment by June 2022	By mobilising interested employees on different sport codes
	By assessing performance of individual employee
	By assessing the level of absenteeism of the employees
To maintain healthy and safe working environment by June 2022	By inspecting employees and municipal facilities
To provide performance management to 7 areas by June 2022 to ensure compliance	By providing performance management to 7 areas by June 2022 to ensure compliance
To ensure integrated development planning by June 2022	By assessing and reviewing the IDP processes of the previous financial year in order to improve them
	Through a review of legally compliant Integrated Development Planning(IDP)
	By facilitating the IDP Rep Forum

10.9 Good Governance and Public Participation

SWOT analysis on Good Governance and Public Participation

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Established and Functional Internal Audit as per sec 165 of MFMA 2. Development and approval of three year rolling and annual internal audit plan. 3. Audit Methodology/Audit Manual adhered as per IIA Standards and automated 	<ol style="list-style-type: none"> 1. Lack of adequate expert skills or specialised skills e.g ICT and AFS review . 2. Inadequate human and resource capacity (working tools etc Car allowance, Cellphone allowance, Laptops etc) 3. Deviation from the annual audit plans to focus on Ad Hocs (increase in ad hoc requests) 4. Inadequate marketing and promotion of internal audit activity 5. Delays in the completion of annual Audit Plans

<ol style="list-style-type: none"> 4. Purpose and authority of internal audit and audit committee defined in the approved Internal Audit and Audit Committee Charters. 5. Facilitated an established and functional Audit Committee. 6. Established and functional RM unit 7. Risk Management culture embedded into the Municipal business processes(Maturity level @ 3.7 of Max 4) 8. Presence of Risk Management enablers(i.e. Approved RM Policy, RM Framework, RM implementation plan) 9. Established and functional supporting Risk Management structures(RM Committee and Accidents and Incidents Committee, Audit Committee) 10. Executive authority and Accounting authority setting the tone at the top 11. Seamless communication with other departments. 12. Successful coordination of Performance Management issues. 13. Team work and Professional Competence; 14. Team work; 15. Professional Competence; 16. Punctuality on rendering services 17. Confidentiality; 	<ol style="list-style-type: none"> 6. Departmental objectives inconsistent with the Mayoral priorities 7. Annual IDP consultation schedule excludes the risk management activities 8. Lack of capacity(Specialist technical skills, tools of trade and human resources-numbers) 9. Less risk averse workforce 10. Risk Management does not form an integral part of Supply Chain Management processes 11. Inadequate human and resource capacity (expert skills working tools etc) 12. Lack of buy-in from departments 13. Lack of Performance Management System Software 14. Organogram with limited career pathing 15. Ineffective manual contract management; 16. Inadequate funds; 17. Shortage of space for file keeping; 18. Lack of support from other departments;
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Facilitation of an Organisational Combined assurance Plan/Model 2. Coordinate efforts for development of Integrated internal control framework/Procedure manuals 3. Prioritize Training and Development Programme of internal audit staff 4. Develop Marketing Strategies for Internal Audit activity 5. Departmental objectives inconsistent with the Mayoral priorities 6. Annual IDP consultation schedule excludes the risk management activities 7. Lack of capacity(Specialist technical skills, tools of trade and human resources-numbers) 8. Less risk averse workforce 9. Risk Management does not form an integral part Supply Chain Management processes 10. Stakeholder support for training and development made available by i.e. SALGA, Provincial Treasury, Institute of Internal Auditors, COGTA 11. Establish District Forum on PMS; 12. Twinning and corporative relationship with similar institutions i.e. IGR 13. Establish District Forum on Legal Services; 14. Twinning and corporative relationship with similar institutions. 	<p>Threats</p> <ol style="list-style-type: none"> 1. Impairment of internal audit independence and objectivity. 2. Delayed completion of Risk Assessments. 3. Limitation of scope due to limited audit information 4. Recurring audit findings with potential negative audit opinion 5. Ineffective and inefficient internal controls system and processes. 6. Security Sector determined annual salary rate increment 7. Continuous increasing request for additional security postings on capital projects sites 8. Likely unrecorded high risk incidents and near misses 9. Unavailability of policies, procedures and standards to enable the compliance functions 10. Amendments of the legislative requirements such MFMA, Treasury Regulations etc. and International Professional Practice Framework 11. None submission of Compliance reports to Sector Departments 12. Poor management and oversight of contracts by project owners; 13. Submission of items and/or reports with legal implications without consultation with and advice by Legal Services; 14. Non-compliance with legislative framework

Objectives and strategies regarding Good Governance and Public Participation

Objectives	Strategies
INTERNAL AUDIT AND RISK MANAGEMENT	
To ensure improved internal controls and clean governance in the municipality by June 2022	<p>By reviewing of strategic and operational risks assessment reports to plan for emerging and prevalent risks for audit focus.</p> <p>By quarterly conducting regularity audits to ascertain the level of systems of internal controls weaknesses and recommends for improvements.</p> <p>By as and when conducting investigation reviews to ascertain the level of weaknesses in the systems of controls and recommends for improvements</p> <p>By conducting information and technology (ICT) audits to ascertain the level of municipal performance of ICT</p> <p>By conducting performance management system audits to ascertain the level of weaknesses in the municipal performance management systems and recommend for improvement</p> <p>By facilitating that external audit activities are implemented to improve municipal audit opinion.</p> <p>By coordinating external audit invoices for audit work done annually</p> <p>By conducting administrative activities for the committees quarterly.</p>
To assess, identify, and manage risks and uncertainty in order to safeguards assets, enhance productivity and build resilience into operations	<p>By conducting and reviewing Strategic Risk Assessment by June 2019</p> <p>By conducting Operational Risk Assessment by June 2019</p> <p>By conducting Infrastructure and Water Services Projects Risk Assessment by June 2019</p> <p>By conducting Processes Risk Assessments by June 2019</p> <p>By facilitating placement of insurance coverage for municipal assets by June 2019</p> <p>By facilitation of Assets Insurance Claims and payments by June 2019</p> <p>By managing Security operations and SLA by June 2019</p> <p>By conducting Security Operational sites Assessments by June 2019</p> <p>By having an Improved accountability and transparency by June 2019</p> <p>By improving risk management culture by June 2019</p> <p>By facilitating the development of Business Continuity Management Plan by June 2019</p>
To provide secretarial support to 10 council structures to ensure accountability by June 2022	<p>By securing venues, issuing of notices, preparation of agenda, issuing of invites, transport logistic and record proceedings</p> <p>By preparing the agenda, and invites for Extra Special council meeting</p> <p>By preparing strategic planning material, book venue, invite councillors and officials to attend the strategic planning.</p> <p>By identifying training course and issue invites to attending councillors</p> <p>By recording councillors queries, and submitting queries to relevant department for attention</p> <p>By liaising with relevant department, identify projects and draw oversight plan</p>

Objectives	Strategies
	By compiling council resolution , submit to management and serve in the council meeting
	By circulating draft review policy for public participation to SDM staff for inputs, local municipalities, submit to council for approval
To provide communications, stakeholder relations and strategic partnerships by June 2022	By providing Platform for Stakeholder Engagement by 2020 to enhance accountability and transparency
	By providing support to Mayoral Committee meetings by June 2020.
	By Providing Platform to market and expose municipality brand to internal& external stakeholders
	By Providing Platform for Stakeholder Engagement by 2020 to ensure accountability and transparency
	By Providing Platform for Stakeholder Engagement by 2020 to ensure accountability and transparency
	By successfully managing business of the executive arm and systematic support to Traditional Leaders by June 2020
	By coordinating special Mayoral projects by June 2020
	By facilitating Moral Regeneration Movement (MRM) capacity building by June 2020.
	By generating customer care reports by June 2020
	By revamping & digitising call centre
	By inculcating the culture of people first and friendly customer frontline services by June 2020
	By proving platform to acknowledge excellent performance
	By coordinating State of the District Address (SODA) by June 2020
	By facilitating campaigns for the elderly by June 2020
	By facilitating campaigns for the children by June 20120
	By coordinating District Health Council Programmes by June 2020
	By facilitating awareness campaigns for people with disability by June 2020
	By facilitating promotion of indigenous languages, heritage and theatre activities by June 2020
	By coordinating health calendar activities by June 2020
	By coordinating District AIDS Council Programmes by June 2020
	By facilitate Youth development programmes by June 2020
	By facilitating Sports activities by June 2020

10.10 Local Economic Development

SWOT analysis on Local Economic Development (LED)

Strengths	Weaknesses
<ul style="list-style-type: none"> Existing political support 	<ul style="list-style-type: none"> Insufficient staff Inadequate budget allocation for projects Lack of creation of job opportunities through anchor projects

Opportunities	Threats
<ul style="list-style-type: none"> • Cooperation from stakeholders and sector departments. • Untapped Cultural, Heritage and tourism wealth • Large reserves in Mineral Resources • Economic opportunities (Beneficiation in mining and agro-processing) • Coordination of stakeholders into LED networks • Good soils, climatic conditions for farming and solar energy harvesting 	<ul style="list-style-type: none"> • Land invasions on prime agricultural land by communities • Revenue outflows from the District economy • Lack of business opportunities for local SMMEs. • Crime (Theft).

Objectives and strategies on Local Economic Development (LED)

Objectives	Strategies
To promote Job Creation Opportunities through EPWP by June 2022	Create 6 180 job Opportunities through EPWP
To empower 60 SMMEs by June 2022	Facilitate Enterprise and Supplier Development Programme
	Provide training to SMMEs
	Facilitate establishment of Flea Market facilitation team
To enhance growth of farmers production by June 2022	Facilitate development of Farmer Support Production Unit (Agri-Park)
	Facilitate Rehabilitation of Irrigation Schemes
	Develop Feasibility Study on Marula Processing Plant
To exploit competitive and comparative economic advantages within the District by June 2022	Develop Industrial Development Master Plan for the Special Economic Zone (SEZ)
	Monitoring of the implementation of Mining Social and Labour Plans (for water & sanitation)
	Facilitate Economic Development Forums (Mining, Tourism & Agriculture)
Enhance the Tourism attraction within the District by June 2022	Develop Tjate Heritage Site
	Install the District Tourism Signage for Tourism Establishments (Manche Masemola, King Nyabela and Tjate) by 2020
Sekhukhune Development Agency (SDA)	
To act as an engine for economic growth by diversifying and expanding local economic base by June 2022	By facilitating stake in Mining Input Supplier Park(MISP)
	BY facilitating provisioning of broadband connectivity as a business enabler
	By partnering with a reputable company in wild life & game farming
	By promoting tourism in the district

	By facilitating strategic partnership for regional fresh produce market
	By facilitating access to market for Milling & Broiler abattoirs
	By facilitating high level study in mining development
To secure a stable and sustainable financial base for the future of the agency & Support Business Plan funding by June 2022	By managing contract of 3 appointed financial mobilization companies
	By facilitating supply of VIP toilets to emerging contractors
	By signing MOU with SEDA for unlock funding
	By facilitating MOU with Road Agency Limpopo on road construction partnerships
To develop/facilitate businesses that create sustainable jobs by June 2022	By facilitating support to BEE Keeping cooperatives
	By obtaining accreditation with Agri-SETA
	By creating partnership in manufacturing
	By attracting investors for aquaculture
	By facilitating studies on solar as alternative energy for SDM Infrastructure
To enhance SDA Internal Capacity by June 2022	By developing corporate identity
	By developing SDA website
	By holding public engagements and Annual General Meeting

10.11 Financial Viability

SWOT analysis on the function of financial management

Strengths (top 5) <ul style="list-style-type: none"> GRAP compliant fixed Asset register. Updated budget related policies Develop department procedure manuals Capacity to assist End-User Department with the financial advice and support. Obtained unqualified audit opinion for four consecutive financial years. 	Weaknesses (top 5) <ul style="list-style-type: none"> Insufficient knowledge of GRAP standards Insufficient knowledge of AFS preparation Lack of knowledge on Unbundling of Assets Shortage of Staff Unavailability of call centre staff after hours and during weekends to assist with reconnections.
Opportunities (top 5) <ul style="list-style-type: none"> Availability of Council approved budget related policies Assistance provided by Treasury departments Support by SDM functional Audit Committee On the job training and workshops (MFMP/CPMD) 	Threats (top 5) <ul style="list-style-type: none"> Over reliance on Consultants Grants dependant Weak internet connection Un-availability of backup generator during power failure

Objectives and strategies on Financial Management

Objectives	Strategies
To provide sound financial management by June 2022	By increasing revenue base
	By increasing collection rate
	By creating cash backed reserve
	By improving User departmental SCM forum
	By complying with statutory returns
	By preparing and monitoring credible budget
	By fully complying with mSCOA implementation
	By achieving unqualified audit opinion without matters by June 2020
	By complying with section 66 of MFMA by June 2020
	By paying creditors within 30 days
By having GRAP compliant fixed asset register by June 2020	

10.12 Spatial Rationale

SWOT analysis on Spatial Rationale

<p>Strengths</p> <ul style="list-style-type: none"> • Skilled officials within the Department • Existing political support • Existing policies and strategies to guide development processes • Established Joint District Municipal Planning Tribunal (JDMPT) 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Insufficient staff • Inadequate budget allocation for projects • Lack of integration of resources (Silo planning)
<p>Opportunities</p> <ul style="list-style-type: none"> • Land Availability • Cooperation from stakeholders and sector departments. 	<p>Threats</p> <ul style="list-style-type: none"> • Traditional Authorities conflicts on land issues (ownership and Authority) • Unresolved and competing land claims. • Land invasions on prime agricultural land by communities

Objectives and strategies on Spatial Rationale

Objectives	Strategies
To ensure sustainable spatial and land use development within the District by June 2022	Facilitate Joint District Municipal Planning Tribunal
	Facilitate Land Acquisition for District Municipal Planning Tribunal
	Process Land Development applications in line with reviewed SDF by 2020
	Facilitate Formalisation of Informal Settlements
	Facilitate alignment session of prioritizing Nodal points/Growth points and provision of required economic resources
	Integrate Municipal Geographic Information System (GIS), Finance, Asset Management System and WSMP

11 SECTOR PLANS

Section 26 of Municipal Systems Act (32 of 2000) requires municipalities to develop plans to address specific sectors of development within their jurisdiction. These plans are supposed to be developed every five years in a cycle congruent with that of IDP, in which context any sector plan older than five years is deemed outdated to its context of implementation. The following table reflects the status of Sector Plans in the SDM:

Policies/strategies

Plan	Available/Not Available	Financial Year Approved
KPA: Spatial Rationale		
Spatial Development Framework	Available	2018
KPA: Institutional Development and Organizational Transformation		
Human Resource Management Development Strategy	Available	2014
Workplace Skills Plan	Available	2019-2020
Organisational Performance Management System	Available	2019-2020
Performance Management Framework	Available	2019-2020
KPA: Basic Service Delivery and Infrastructure Development		
Water Services Master Plan	Review in process	2014/15
WSDP	Available	2016/17
Sanitation Master Plan	Review in process	2016/17
Bulk Contribution Policy	Review in process	2016/17
Water safety plan	Review in process	2016/17
Integrated Waste Management Plan	Review in process	2005/06
HIV/AIDS Operational Plan	Available	2012/13
District Integrated Environmental Management Plan (DIEMP)	Available	2015/16
Air Quality Management Plan	Review in process	2010/11
Disaster Management Plan	Approved	2016/17
KPA: Local Economic Development		
LED Strategy	Review in process	2018/19
KPA: Financial Viability		
Tariff policies	Available	2019/20
Rates and Taxes policies	Available	2019/20
Supply chain management policies	Available	2019/20
KPA: Good Governance and Public Participation		
Communication Strategy	Available	2014/15
Risk Management Plan (implementation plan)	Available	2017/18
Public Participation Policy Framework	Available	2012/14
Anti- fraud and corruption strategy and whistle blowing policy	Available	2011/12

12 PROJECTS AND BUDGETS

PROJECTS AND BUDGETS

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
RBIG									
Strategic objective 1: To reduce water services backlog with 90% by June 2023									
Feasibility report and technical report and Tender scoping documentation	Construction of Mooihoek bulk water supply phase 4E	18454HH	12Ml/day Mooihoek Water Treatment Works	Number of Km for bulk water constructed	100% completion	13,500,000.00	15,000,000.00	-	RBIG
Feasibility report and technical report and Tender scoping documentation	Mooihoek bulk water supply phase 4F1		12Ml/day Mooihoek Water Treatment Works	Number of Km for bulk water constructed	100% completion	3,000,000.00	-	20 995 000	RBIG
Feasibility report and technical report and Tender scoping documentation	Mooihoek bulk water supply phase 4F2		12Ml/day Mooihoek Water Treatment Works	Number of Km for bulk water constructed	100% completion	2,500,000.00	-	-	RBIG
Feasibility report and technical report and Tender scoping documentation	Construction of Mooihoek bulk water supply phase G1		12Ml/day Mooihoek Water Treatment Works	Number of Km for bulk water constructed	40% completion	9 000,000.00	5 000 000		RBIG
Feasibility report and technical report and Tender scoping documentation	Construction of Mooihoek bulk water supply phase G2		12Ml/day Mooihoek Water Treatment Works	Number of Km for bulk water constructed	100% completion	10 000 000	5,000,000.00	5000 000	RBIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
Feasibility report and technical report and Tender scoping documentation	Construction of Mooihoek Reservoirs phase 4H1		12MI/day Mooihoek Water Treatment Works	Number of Reservoir constructed	100% completion	0.00	5,000,000.00	-	RBIG
Feasibility report and technical report and Tender scoping documentation	Construction of Mooihoek Reservoirs phase 4H2		12MI/day Mooihoek Water Treatment Works	Number of Reservoir constructed	100% completion	0.00	32,150,000.00	5,000,000.00	RBIG
Feasibility report and technical report and Tender scoping documentation	Nebo BWS Commission Jane Furse Pipeline	24371HH	12MI/day Ga Malekana WTW	Number of km tested and commission	100% completion	18 170 732	-	-	RBIG
Feasibility report and technical report and Tender scoping documentation	NEBO BWS Jane Furse to Lobethal bulk water supply	15831HH	12MI/day Ga Malekana WTW and 25 MI Reservoir	Number of Reservoir constructed	30% completion	0.00	32,000,000.00	12,000,000.00	RBIG
Feasibility report and technical report and Tender scoping documentation	Nebo BWS Makgeru to Schoonoord BWS	7089 HH	Ga Malekana WTW and 25 MI Reservoir	Number of Km for bulk water constructed and reservoir	100% completion	31 493 668	12,000,000.00	-	RBIG
Feasibility report and technical report and Tender scoping documentation	Moutse BWS Project 6	30305HH	Groblersdal Water Treatment and Pump Station	Installation of electrical and mechanical	100% completion	0.00	-	-	RBIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
Feasibility report and technical report and Tender scoping documentation	Moutse BWS Project 13 & 14		Groblersdal Water Treatment and Pump Station	Installation of electrical and mechanical	100% completion	16 600 000	-	35 000 000	RBIG
Feasibility report and technical report and Tender scoping documentation	Moutse BWS Project (7 to 12)		Groblersdal Water Treatment and Pump Station	Number of Km for bulk water constructed	100% completion	15 000 000	28 325 000	-	RBIG
Feasibility report and technical report and Tender scoping documentation	Moutse BWS Construction bulk water Pipeline Project 2 . 4		Groblersdal Water Treatment and Pump Station	Number of Km for bulk water constructed	100% completion	15,735,600.00	15,000,000.00	50 000 000	RBIG
OPERATION AND MAINTENANCE (O&M)									
Strategic objective 3: To provide 90% of sustainable and reliable basic water and sanitation services to communities by June 2023									
Improve water service provisioning	Sanitation incidents		800 registered sanitation incidents resolved within 14 days	Number of registered sanitation incidents resolved within 14 days	700 registered sanitation incidents resolved within 14 days	29 833 359,00	90 000 000	105 000 000	SDM
Improve water service provisioning	Water incidents		5500 registered water incidents resolved within 14 days	Number registered water incidents resolved within 14 days	5000 registered water incidents resolved within 14 days				
Improve water service provisioning	ML Bulk Water Purchases		2515,5M of water purchased	Number M of water purchased	16 500M of water purchased	130 000 000,00	166 080 170	220 000 000	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
	Municipal services - Eskom own use					30 000 000,00	50 000 000	60 000 000	SDM
PLANNING WATER SERVICE DEVELOPMENT PLAN									
Strategic objective 1: To reduce water services backlog with 90% by June 2023									
Feasibility report and technical report	Upgrading of Mooihoek WTW by 24MI	18454HH	12MI/day Mooihoek Water Treatment Works	Capacity to produce additional 24MI	Approval for funding and register for MIG funding	0.00	1 000,000.00	0.00	SDM
Feasibility report and technical report	Nebo De Hoop Sub Scheme Jane Furse Water Distribution	17282 HH	25MI Command Reservoir	Number of Km for bulk water constructed	Approval for funding and register for MIG funding	0.00	1 000,000.00	0.00	SDM
Feasibility report and technical report	Moutse East and West Reticulation Network	30305HH	Groblersdal 12MI Water Treatment Works	Number of Km for bulk water constructed	Approval for funding and register for MIG funding	0.00	1 000,000.00	0.00	SDM
Feasibility report and technical report	Upgrading of Ga Malekana WTW	84022HH	Ga Malekana 12MI Water Treatment Works	Number of Km for bulk water constructed	Approval for funding and register for MIG funding	0.00	1 000,000.00	0.00	SDM
Feasibility report and technical report	Tisana Water Supply	276HH	Ground Water Supply (Boreholes)	Number of Km for bulk water constructed and number of boreholes	Approval for funding and register for MIG funding	0.00	1 000,000.00	0.00	SDM
Feasibility report and technical report	Nkadimeng Regional Water Supply Scheme Extension . 3	10807HH	Nkadimeng Water Treatment Works	Number of Km for bulk water constructed and number of boreholes	Approval for funding and register for MIG funding	0.00	1 000,000.00	0.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
Feasibility report and technical report	Olifantspoort South Regional Water Supply Project: Phase 8	11512HH	Olifantspoort Water Treatment Works	Number of Km for bulk water constructed and number of boreholes	Approval for funding and register for MIG funding	0.00	1 000,000.00	0.00	SDM
Feasibility report and technical report	Water Reticulation to Dresden, Ga-Manoke , Alverton, Ga-Matodi,	5807HH	Mooihoek Tubatse Bulk Water Scheme	Number of Km for bulk water constructed and number of boreholes	Approval for funding and register for MIG funding	0.00	1 000,000.00	0.00	SDM
Feasibility report and technical report	Water Reticulation to Mashamothane extension	4000HH	Mooihoek Tubatse Bulk Water Scheme	Number of Km for bulk water constructed and number of boreholes	Approval for funding and register for MIG funding	0.00	1 000,000.00	0.00	SDM
Feasibility report and technical report	Upgrading of Groblersdal Lukau water supply scheme	26455HH	Groblesdal Lukau scheme	Number of Km for bulk water constructed	Approval for funding and register for MIG funding	0.00	1 000,000.00	0.00	SDM
Feasibility report and technical report	Mampuru water supply scheme	9232HH	Ga Malekana 12MI Water Treatment Works	Number of Km for bulk water constructed and number of boreholes	Approval for funding and register for MIG funding	0.00	1 000,000.00	0.00	SDM
Feasibility report and technical report	Praktiseer water supply scheme	HH	Mooihoek Tubatse Bulk Water Scheme	Number of Km for bulk water constructed and number of boreholes	Approval for funding and register for MIG funding	0.00	1 000,000.00	0.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
To implement the Water Conservation /Water Demand Management Strategy recommendatio n SDM by June 2021	Water Conservation and Water Demand Management programmes	High water loss	WC/WDM strategy	Number of WC/WDM programmes implemented	To implement the WC/WDM Strategy programmes June 2021	0.00	1 000,000.00	2 000,000.00	SDM
To develop and review Water & Sanitation Master and Water services Development (WSDP) Plan by June 2021	Update and review of Water & Sanitation Master Plan(WSMP) and Water Service Development Plan	Outdated Bulk Water Master Plan and Water Services Development Plan, and None sanitation Master Plan	2015 (WSDP) Water Services Development plan and Bulk water master plan	Number of Water & Sanitation Master Plan and WSDP updated	Council approved updated and reviewed Water & Sanitation Master Plan, and Water Service Development plan(WSDP) by June 2021	0.00	0.00	0.00	SDM
To assess Groblersdal bulk sewer by June 2021	Assessment of Groblersdal bulk sewer	Groblersdal sewer spillages	Assessment report for Groblersdal sewer network.	Number of conditional assessment report for Groblersdal sewer network conducted.	One conditional assessment report for Groblersdal sewer network conducted	0.00	1 000,000.00	1 000,000.00	SDM
To register servitude for bulk water infrastructure.	Registration of servitude for bulk water infrastructure.	Encroachme nt of infrastructur e services	Bulk water infrastructures	Number of bulk water servitude registered.	One servitude registered.	0.00	1 000,000.00	500,000.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
To Conduct Feasibility Studies and develop Technical Report by June 2021	Conduct Feasibility Studies and develop Technical reports	Water infrastructure backlog	Water Services Master Plan and WSDP developed in 2014/15 and 2015/16 FY respectively	Number of Feasibility Studies conducted and technical Reports developed	5 Feasibility Studies conducted and technical Reports developed.	0.00	5 000,000.00	3 000,000.00	SDM
WSIG									
Strategic objective 1: To reduce water services backlog with 90% by June 2023									
Feasibility report and technical report	Taung Water Supply Intervention	718HH	Borehole and Reservoir	Number of Km for distribution network	70% Implementation	0.00	2 000 000	9,000,000.00	WSIG
Feasibility report and technical report	Tukagomo water intervention and meter installations.	1396HH	Boreholes and sand pits	Number of Km for bulk water constructed and number of boreholes	70% Implementation	5 000 000.00	6,000,000.00	-	WSIG
Feasibility report and technical report	Uitspanning Water Supply Intervention	350HH	Moutse Bulk Water and Boreholes	Number of Km for bulk water constructed and number of boreholes	70% Implementation	9 000 000.00	0.00	-	WSIG
Feasibility report and technical report	Maebe drilling and equipping of borehole	246HH	Existing Reticulation and Reservoirs	Number of Km for bulk water constructed and number of boreholes	70% Implementation	10 000 000.00	9 500 000	-	WSIG
Feasibility report and technical report	Mapodile WC/WDM	1050HH	Boreholes and sand pits	Number of Km for bulk water constructed and number of boreholes	70% Implementation	0.00	7 500 000	8 000 000	WSIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
Feasibility report and technical report	Nkosini Water Supply with package plant	300HH	Dilapidated package plant	Number of Km for bulk water constructed and number of boreholes	70% Implementation	5 000 000.00	6,000,000.00	0.00	WSIG
Feasibility report and technical report	Mogoroane Water Supply	206HH	Drilled borehole	Number of Km for bulk water constructed and number of boreholes	70% Implementation	6 000 000.00	5,000,000.00	3 000 000	WSIG
Feasibility report and technical report	Mpita Water Source Development with bulk services infrastructure	894HH	Drilled borehole	Number of Km for bulk water constructed and number of boreholes	70% Implementation	0.00	0.00	0.00	WSIG
Feasibility report and technical report	Laersdrift water Supintervention	709HH	Drilled borehole	Number of Km for bulk water constructed and number of boreholes	70% Implementation	0.00	0.00	5,000,000.00	WSIG
Feasibility report and technical report	Rutseng Water Intervention	1795HH	Reticulation	Number of Km for bulk water constructed	70% Implementation	7 000 000.00	5,000,000.00	-	WSIG
Feasibility report and technical report	Brooklyn Water Intervention	378HH	Drilled borehole and existing reticulation	Number of Km for bulk water constructed	70% Implementation	4 471 000.00	0.00	-	WSIG
Feasibility report and technical report	Mashamothane Water Supply Intervention	4500HH	Drilled borehole and existing reticulation	Number of Km for bulk water constructed	70% Implementation	6 500 000.00	5 000 000	7,000,000.00	WSIG
Feasibility report and technical report	Kgaphamadi Water Supply Intervention	709HH	Drilled borehole and existing reticulation	Number of Km for bulk water constructed	70% Implementation	0.00	8 000 000	5 000 000	WSIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
Feasibility report and technical report	Motetetama Water Supply Intervention	187HH	Bulk Water	Number of Km for bulk water constructed	70% Implementation	0.00	0	0	WSIG
Feasibility report and technical report	Mapodile Oxidation ponds	864HH	Dilapidated infrastructure	Number of Km for bulk water constructed	70% Implementation	500 000.00	1,500,000.00	5,612,000.00	WSIG
Feasibility report and technical report	Leboeng (Gakwana)	568HH	Weir	Number of Km for bulk water constructed	70% Implementation	0.00	0	8 500 000	WSIG
Feasibility report and technical report	Eenzam Water intervention		Drilled borehole	Number of Km for bulk water constructed	70% Implementation	0.00	5 000 000	5 000 000	WSIG
Feasibility report and technical report	Bulk line from Ntwane borehole to Vergelegen WTW		Drilled borehole	Number of Km for bulk water constructed	70% Implementation	0.00	0	3,000,000.00	WSIG
Feasibility report and technical report	Refurbishment of Jane Furse RDP Oxidation ponds	4056HH	Dilapidated infrastructure	Number of Km for bulk water constructed	70% Implementation	0.00	0	1,500,000.00	WSIG
Feasibility report and technical report	Upgrading of Tswaing Package Plant	200HH	0,5 Ml/day package plant	Number of Km for bulk water constructed	70% Implementation	0.00	500,000.00	10,000,000.00	WSIG
Feasibility report and technical report	Praktiseer Meter Installation					0.00	9 500 000	8 000 000.00	WSIG
Feasibility report and technical report	Construction VIDP in Legolaneng	4000HH		Number of VIDP units constructed	100% implementation	0	TBC	TBC	
MIG									
Strategic objective 1: To reduce water services backlog with 90% by June 2023									

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
Implementing scope through tender contracting strategy	Fetakgomo VIP Backlog Programme (Phase 2,3)	3772HH	15180 VIP units constructed	Number of VIP sanitation units completed	560 VIP sanitation units to be constructed	10,000,000.00	12,000,000.00	-	MIG
Implementing scope through tender contracting strategy	Ephraim Mogale VIP Backlog Programme (Phase2,3)	12063 HH	15180 VIP units constructed	Number of VIP sanitation units completed	490 VIP sanitation units to be constructed	12,000,000.00	12,000,000.00	-	MIG
Implementing scope through tender contracting strategy	Makhuduthamaga VIP Backlog Programme	64836HH	15181 VIP units constructed	Number of VIP sanitation units completed	910 VIP sanitation units to be constructed	12,000,000.00	12,000,000.00	-	MIG
Implementing scope through tender contracting strategy	Ga-Marishane water reticulation supply	1087HH	100% water reticulation constructed	Number of Kilometres of pipeline constructed, number of reservoir completed	Construct 100% remaining works	1,568,431.37	56,000,000.00	56,000,000.00	MIG
Implementing scope through tender contracting strategy	De Hoop/Nebo Plateau/Schoonoord Water Scheme Villages:Ga . Mogashoa (Senkapudi) and Ga- Mogashoa (Manamane)	1944HH	Ga Malekana 12MI Water Treatment Works	Number of Kilometres of pipeline constructed, number of reservoir completed	construct 60% of bulk and distribution network	52,258,853.57	21,390,236.71	-	MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
Implementing scope through tender contracting strategy	NSD07 Regional Water Scheme Construction of Concrete Reservoirs	12475HH	Ga Malekana 12MI Water Treatment Works	Number of Kilometres of pipeline constructed, number of reservoir completed	construct 60% of bulk and distribution network	49,104,682.04	50,000,000.00	-	MIG
Implementing scope through tender contracting strategy	De Hoop/Nebo Plateau/Schoonoord Water Scheme Villages: Makgeru, Ga Ratau & Matekane	14609HH	Ga Malekana 12MI Water Treatment Works	Number of Kilometres of pipeline constructed, number of reservoir completed	construct 60% of bulk and distribution network	46,909,683.54	20,000,000.00		MIG
Implementing scope through tender contracting strategy	Elias Motsoaledi VIP Backlog Programme (Phase 2,3)	47716 HH	15180 VIP units constructed	Number of VIP sanitation units completed	1120 VIP sanitation units to be constructed	12,000,000.00	12,000,000.00		MIG
Implementing scope through tender contracting strategy	Zaaiplaas Village Reticulation Phase 2 (Vlakfontein, Slovo and remaining village) - CO	8868HH	100% construction of Dindela Reservoir. Commissioning of bulk water pipeline and pump station	Number of Km for bulk water constructed	Kilometres of Zaaiplaas bulk water supply pipeline commissioned, 1 command reservoir constructed and 1 pump station installed	8,397,101.75	-	-	MIG
Implementing scope through tender contracting strategy	Tubatse VIP Backlog Programme (Phase 2,3)	24193 HH	15180 VIP units constructed	Number of VIP sanitation units completed	560 VIP sanitation units to be constructed	12,000,000.00	12,000,000.00		MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
Implementing scope through tender contracting strategy	Motlailana, Makgemeng Water Supply	1959 HH	Ground water source	Number of Km for bulk water constructed	construct 60% of bulk and distribution network	39,392,898.69	15,000,000.00	-	MIG
Implementing scope through tender contracting strategy	Malekana Regional Water Scheme	6401HH	Ga Malekana 12MI Water Treatment Works	Number of Km for bulk water constructed	construct 60% of bulk and distribution network	51,432,991.37	147,408,190.67	-	MIG
Implementing scope through tender contracting strategy	Lebalelo South connector pipes and reticulations	10374HH	12MI/day Mooihoek Water Treatment Works	Number of Km for bulk water constructed	construct 60% of bulk and distribution network	74 287 181.71	-	-	MIG
Implementing scope through tender contracting strategy	Lebalelo South: Phase 3 (Ga-Maroga and Motlolo Bulk and Reticulation Infrastructure	2349HH	12MI/day Mooihoek Water Treatment Works	Number of Km for bulk water constructed	construct 60% of bulk and distribution network	70 453 175.96	108,053,700.06	-	MIG
Approval for funding and register for MIG funding	Mampuru Bulk Water Scheme	6520 HH	Ga Malekana 12MI Water Treatment Works	Number of Km for bulk water constructed	Approval of technical report for funding and register for MIG funding	-	17 707 872.56	100 000 000.00	MIG
Feasibility report and technical report	Sekwati Water Supply	4500HH	Ground Water Supply (Boreholes)	Number of Km for bulk water constructed and number of boreholes	Approval of technical report for funding and register for MIG funding	-	-	61 773 040.30	MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
Feasibility report and technical report	Masakaneng Water Supply	2350HH	Groblersdal 12MI Water Treatment Works	Number of Km for bulk water constructed	Approval of technical report for funding and register for MIG funding	-	-	37 847 167.01	MIG
Feasibility report and technical report	Upgrade Groblersdal Luckau	23090 HH	Groblersdal 12MI Water Treatment Works	Number of Km for bulk water constructed	Approval of technical report for funding and register for MIG funding	-	-	135 978 896.35	MIG
Feasibility report and technical report	Lebalelo Central Regional Water; Sub-Scheme 1,2& 3	12736HH	Ground Water Supply (Boreholes)	Number of Km for bulk water constructed and number of boreholes	Approval of technical report for funding and register for MIG funding	-	-	135 978 896.35	MIG
COMMUNITY SERVICES									
Municipal Health Services Strategic objective 1: To Have an improved, clean, healthy and sustainable environment through municipal health services package by June 2021									
By conducting awareness campaigns on Environmental Pollution Prevention.	Environmental Pollution Prevention	None	12 Awareness Campaigns on Air Quality conducted	Improved quality of life of 24 communities through air quality awareness campaigns in the district by 2021.	Improved quality of life of 24 communities through air quality awareness campaigns in the district by 2021.	R300 000.00	R500 000. 00	R500 000. 00	SDM
By collecting water sampling for analysis to accredited laboratories.	Water quality monitoring	None	300 Water quality samples collected	Improved water quality throughout the district by collecting 300 water samples by 2021	Improved water quality throughout the district by collecting 300 water samples by 2021	R50 000. 00	R100 000. 00	R100 000. 00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
By conducting food premises evaluation.	Food Safety control	None	1400 Food Premises evaluated	Improved 1400 food premises for safety compliance by 2021	Improved 1400 food premises for safety compliance by 2021	R0	R45 411.00	R45 411.00	SDM
By assessing management of health care risk waste at health care facilities.	Waste Management	None	100 Health care risk waste monitored	914 Health Care risk Waste Management premises improved by 2021	914 Health Care risk Waste Management premises improved by 2021	R0	R22 705.00	R22 705.00	SDM
By conducting health surveillance at all public premises.	Health Surveillance of premises	None	1200 premises evaluated	Improved Health Surveillance of 750 Premises by 2021	Improved Health Surveillance of 750 Premises by 2021	R0	R0	R0	SDM
By conducting awareness campaigns to prevent communicable diseases.	Surveillance and prevention of communicable diseases	None	100 Communicable diseases awareness campaigns held	100 Surveillance and prevention of communicable diseases awareness campaigns provided by 2021	100 Surveillance and prevention of communicable diseases awareness campaigns provided by 2021	R0	R43 085, 00	R43 085, 00	SDM
By investigating reported cases of communicable cases.	Communicable diseases outbreak control	None	All communicable diseases investigated and controlled	Number of reported Communicable disease outbreaks traced by 2021	Number of reported Communicable disease outbreaks traced by 2021	R0	R0	R0	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
By monitoring vector control maintenance on premises.	Vector Control	None	1000 premises monitored on vector control	Number of monitoring on Vector Control conducted to premises by 2021	1400 monitoring on Vector Control conducted to premises by 2021	R0	R0	R0	SDM
By evaluating disposal of the dead facilities.	Disposal of the dead	None	100 Disposal of the dead facilities evaluated	Number of evaluations on Disposal of the Dead facilities conducted by 2021	100 evaluations on Disposal of the Dead facilities conducted by 2021	R0	R0	R0	SDM
By evaluating premises to assess chemical safety.	Chemical safety	None	300 chemical handling premises evaluations conducted	Number of evaluations on safety to chemical handling premises conducted by 2021	300 evaluations on safety to chemical handling premises conducted by 2021	R0	R0	R0	SDM
Emergency Management Services Strategic objective 2: To protect loss of life, damage to property and environment by June 2023									
By responding to all reported emergency incidents.	Fire and Rescue Operations	None	All reported Emergency Services incidents attended	Number of all provided fire and rescue mitigation operations by 2021	Number of all provided fire and rescue mitigation operations by 2021	R800 000.00	R1 000 000.00	R1 000 000.00	SDM
By providing fire-fighting training.	Emergency Management Services Training Academy	None	5 fire -fighting training facilitated	Provide 3 effective fire-fighting trainings by 2021	Provide 3 effective fire-fighting trainings by 2021	R0	R34 726.35	R34 726.35	SDM
By evaluating plans and conducting	Fire Safety and Prevention	None	All reported fire safety and	Number of all fire safety and prevention	Number of all fire safety and prevention	R0	R42 500,00	R42 500,00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
inspections on all facilities.			prevention services conducted	services provided by 2021	services provided by 2021				
Disaster Management Services Strategic objective 3: To Have an increased awareness on disaster risk management mitigation measures by June 2023									
By conducting disaster risk assessment.	Disaster risk assessment	None	All reported disaster management incidents attended	Number of all disaster risk assessment operations conducted by 2021	Number of all disaster risk assessment operations conducted by 2021	0.00	0.00	0.00	SDM
By conducting awareness campaigns to prevent disasters.	Disaster risk reduction	None	24 disaster risk reduction awareness campaigns conducted	48 Disaster risk reduction awareness campaigns coordinated by 2021	48 Disaster risk reduction awareness campaigns coordinated by 2021	0.00	0.00	0.00	SDM
By coordinating provision of relief material to affected disaster victims.	Disaster response and recovery	None	All relief material to all affected disaster victims coordinated and provided	Number of all reported disaster response and recovery operations coordinated by 2021	Number of all reported disaster response and recovery operations coordinated by 2021	R400 000.00	R500 000,00	R500 000,00	SDM
By reviewing current disaster management plan and framework.	Disaster management plan and framework review	None	1 Disaster management plan and framework reviewed	1 disaster management plan and framework reviewed by 2021	1 disaster management plan and framework reviewed by 2021	R0	0.00	0.00	SDM
By coordinating campaigns during the	Special Operations	None	03 special operations on high density days	3 special high density days campaigns	3 special high density days campaigns	R0	R60 000,00	R60 000,00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2019/2020	INDICATORS	ANNUAL TARGET 2020/2021	BUDGET 2020-2021	BUDGET 2021-2022	BUDGET 2022-2023	FUNDER / FUND NAME
special high density days.			campaigns conducted	coordinated by 2021	coordinated by 2021				
By reviewing current disaster management plan and framework.	Disaster management plan and framework review	None	1 Disaster management plan and framework reviewed	1 disaster management plan and framework reviewed by 2021	1 disaster management plan and framework reviewed by 2021	R0	0.00	0.00	SDM

SPATIAL PLANNING

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
SPATIAL RATIONALE									
Strategic objective 1: To ensure sustainable spatial and land use development within the District by 2023									
Facilitate Joint District Municipal Planning Tribunal	Facilitate Joint District Municipal Planning Tribunal	None	4 JDMPT sittings facilitated	Number of JDMPT facilitated	4 Joint District Municipal Planning Tribunals facilitated	R 500 000	R 600 000	R 700 000	SDM
Facilitate Land Acquisition for District Municipal Offices	Facilitate Land Acquisition for District Municipal Offices	None	Land owned by different entities is available for development	Number of hectares of land acquired for development of District Municipal Offices	10ha of land for District Municipal Offices facilitated	R58 000	R1 200 000	R200 000	SDM
Process Land Development applications in line with reviewed SDF by 2021	Process Land Development applications in line with the reviewed SDF	None	Processed 23 Land Development applications in line with the reviewed SDF	100% Land Development applications received and processed in	100% Land Development applications received and processed in line	R0	R0	R0	SDM

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
				line with reviewed SDF	with reviewed SDF				
Facilitate Formalisation of Informal Settlements	Formalisation of Informal Settlements	13 existing informal settlements	None	Number of Informal Settlements within the District formalised	1 informal Settlement within the District formalised	R0	R900 000	R1 000 000	SDM
Develop Precinct Plans in Nodal /Growth points	Develop Precinct Plans in Nodal/Growth points	23 Nodal /Growth Points without Precinct Plans	1 Provincial, 2 District and 2 Municipal Nodal /Growth Points	Number of Precinct Plans in Nodal /Growth points	4 Precinct Plans in Nodal/Growth points(1 per local Municipality)	R0	R2 500 000	R3 000 000	SDM
Integrate Municipal Geographic Information System (GIS), Finance, Asset Management System and WSMP	Integrate Municipal Geographic Information System (GIS), Finance, Asset Management System and WSMP	None	GIS strategy in place	Percentage integration of Municipal Geographic Information System (GIS), Finance, Asset Management and WSMP	100% integration of Municipal Geographic Information System (GIS) Finance, Asset Management and WSMP	R0	R2 500 000	R2 000 000	SDM
To spatially reference the capital projects for District One Plan by 30 June 2021	Spatial referencing of capital projects for District One Plan	None	None	Number of capital projects for District One Plan spatially referenced	50 capital projects be spatially referenced	R50 000	R60 000	R70 000	SDM

LOCAL ECONOMIC DEVELOPMENT

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	Funder/fund name
Strategic objective 1: To promote Job Creation Opportunities through EPWP by June 2023									
Create 2 781 job Opportunities through EPWP by 30 June 2021	Implementation of EPWP	None	2 756 job opportunities created through EPWP	Number of jobs opportunities created through EPWP	2 781 jobs created through EPWP	R2 665 000	R2 920 600	R3 112 660	DPW
Strategic Objective 2 : To empower 60 SMMEs by 2021									
Facilitate establishment of Business Support System Co-location Facility by 30 June 2021	Facilitate establishment of Business Support System Co-location Facility	None	Economic Development Institutions in place	Number of Business Support System Co-location Facilities facilitated	1 Business Support System Co-location Facility facilitated	R0	R 1 500 000	R 1 500 000	SDM
Facilitate Enterprise and Supplier Development (ESD) Programme by 30 June 2021	Facilitate Enterprise and Supplier Development Programme	None	114 SMMEs appointed for ESD programme	Number of trainings provided through the ESD programme	3 trainings provided through ESD programme	R250 000	R250 000	R250 000	SDM
Provide support to SMMEs and co-operatives by 30 June 2021	Support to SMMEs and Co-operatives	None	None	Number of SMMEs/Co-operative support provided	4 SMMEs/Co-operatives supported	R0	R500 000	R500 000	SDM
Facilitate establishment of Flea Market by 30 June 2021	Facilitate the development of a District Flea Market	None	No formal Flea market within the District	Number of Flea Markets developed within the District	1 feasibility study conducted on the development of a Flea Market within the District	R0	R1 000 000	R4 000 000	SDM
Strategic Objective 3 : To enhance growth of farmers production by June 2021									
Facilitate development of Farmer Support Production Unit (Agri-Park) by 30 June 2021	Facilitate development of Farmer Support Production Unit (Agri-Park)	None	Agri Park Business Plan in place	Number of Farmer Support Production Units (Agri-Park) developed	1 Farmer Support Production Unit (Agri-Park) developed	R12 336 000	R1 100 000	R1 210 000	DRDLR

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	Funder/fund name
Facilitate Rehabilitation of Irrigation Schemes by 30 June 2021	Facilitate Rehabilitation of Irrigation Schemes	None	None	Number of Irrigation Schemes rehabilitated	1 irrigation scheme rehabilitated	R0	R1 500 000	R1 300 000	SDM
Facilitate establishment of Local Cotton Spinner by 30 June 2021	Facilitate establishment of Local Cotton Spinner	None	Cotton Farmers identified	Number of Local Cotton Spinner facilitated	1 feasibility study on Local Cotton Spinner developed	R0	R1 000 000	R1 500 000	SDM
Facilitate establishment of Poultry Abattoir facility by 30 June 2021	Facilitate establishment of Poultry Abattoir facility	None	6 poultry houses (40 000 capacity each) in place	Number of feasibility study on Poultry Abattoir developed	1 feasibility study on Poultry Abattoir developed	R0	R2 000 000	R5 000 000	SDM
Develop Industrial Development Master Plan for the Special Economic Zone (SEZ) by 30 June 2021	Develop Industrial Development Master Plan for the Special Economic Zone (SEZ)	None	SEZ Business Plan in place	Number of Regional Industrial Development Master Plan developed	1 Regional Industrial Development Master Plan developed	R0	R500 000	R0	SDM
Facilitate development of Mining beneficiation strategy by 30 June 2021	Facilitate development of Mining beneficiation strategy	None	None	Number of Mining beneficiation strategies developed	1 Mining beneficiation strategy developed	R0	R800 000	R0	SDM
Facilitate development of Public Transport Nodes (Bus and taxi Ranks)	Facilitate development of Public Transport Nodes (Bus and taxi Ranks)	None	None	Number of Public Transport strategies developed	1 Public Transport strategy developed	R0	R 500 000	R0	DOT

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	Funder/fund name
taxi Ranks) by 30 June 2022									
Facilitate upgrading and modernisation of R33 and R555 by 30 June 2023	Facilitate upgrading and modernisation of R33 and R555	None	R33 and R555 tarred roads in place	Percentage upgrading and Modernisation of R33 and R555 developed	100% upgrading and Modernization of R33 and R555 developed	R0	R0	R0	RAL/SAN RAL
Monitoring of the implementation of Mining Social and Labour Plans (for water & sanitation) by 30 June 2021	Monitoring of the implementation of Mining Social and Labour Plans (for water & sanitation)	None	None	Number of Mining Social and Labour Plans monitored	4 Mining Social and Labour Plans monitored	R0	R0	R0	SDM
Facilitate Economic Development Forums (Mining, Tourism, LED & Agric.) by 30 June 2021	Facilitate Economic Development Forums (Mining, Tourism, LED & Agric.)	None	Economic Development Forums (Mining, Tourism, LED & Agric.)	Number of Economic Development Forums (Mining, Tourism, LED & Agric.) facilitated	4 Economic Development Forums (Mining, Tourism, LED & Agric.) facilitated	R90 000	R130 000	R140 000	SDM
Strategic Objective 5 : Enhance the Tourism attraction within the District by 2021									
Facilitate development of SDM Tourism Strategy by 30 June 2021	Facilitate development of SDM Tourism Strategy	None	None	Number of SDM Tourism Strategies developed	1 SDM Tourism Strategy developed	R0	R500 000	R0	SDM
Develop Tjate Heritage Site by 30 June 2021	Develop Business Plan for Tjate Heritage Site	None	Under developed Tjate Heritage Site	Number of Business Plans for Tjate Heritage Site developed	1 Business Plan for Tjate Heritage Site developed	R0	R500 000	R1 000 000	SDM
Install the District Tourism Signage	Install the District Tourism Signage	None	3 existing District Tourism	Number of District Tourism	3 District Tourism Signage for	R0	R 500 000	R0	SDM

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	Funder/fund name
for Tourism Establishments (Manche Masemola, King Nyabela and Tjate) by 30 June 2021	for Tourism Establishments (Manche Masemola, King Nyabela and Tjate) by 2020		Establishments (Manche Masemola, King Nyabela and Tjate)	Signage for Tourism Establishments (Manche Masemola, King Nyabela and Tjate) installed	Tourism Establishments (Manche Masemola, King Nyabela and Tjate) installed				

SEKHUKHUNE DEVELOPMENT AGENCY (SDA)

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/fund name
SEKHUKHUNE DEVELOPMENT AGENCY									
Strategic objective 1: To act as an engine for economic growth by diversifying and expanding local economic base by June 2023									
By facilitating stake in Mining Input Supplier Park(MISP)	Mining Input Supplier Park	N/A	MISP report	Number of sessions conducted	2 sessions conducted with role players	R0	R0	R0	
BY facilitating provisioning of broadband connectivity as a business enabler	Digital Economy	Limited internet access	Engagement with Limpopo Connexion	Number of partnerships secured	1 partnership secured	R0	R0	R0	
By partnering with a reputable company in wild life & game farming	Wild-Life Empowerment programmes	Non participation of black people	Draft MOU	Number of MOU signed	1 MOU	R0	R0	R0	

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
By promoting tourism in the district	Tourism Route	Lack of signage	Report	Number of facilities promoted	5 tourism destinations	R0	R0	R0	
By facilitating strategic partnership for cotton Farming Programme	Cotton Farming Programme	N/A	Signed MOU	Number of engagements held	2 engagements	R0	R0	R0	
By facilitating access to market for Milling & Broiler abattoirs	Agri-Park	N/A	Business Plan	Number of farmers/cooperatives assisted	2 cooperatives assisted	R0	R0	R0	
By facilitating high level study in mining development	Mining Research/Study	N/A	Signed MOU with MINTEK	Number of reports generated	1 report on Mining study	R0	R0	R0	
By facilitating Entrepreneurship empowerment	Youth Entrepreneurs hip	N/A	Proposals / Business cases	Number of proposals developed	3 Proposals developed	R0	R0	R0	
By facilitating establishment of Limpopo 6000	Manufacturing of Electrical Motors	N/A	Signed MOU with strategic Partner	Number of manufacturing hub	1 Manufacturing hub established	R0	R0	R0	
Strategic objective 2: To secure a stable and sustainable financial base for the future of the agency & Support Business Plan funding by June 2023									
By managing contract of 3 appointed financial mobilization companies	Contract management	N/A	3 appointed companies	Number of SLA signed	3 SLA signed	R0	R0	R0	
By facilitating supply of VIP toilets to emerging contractors	VIP sanitation supply	3000 units	Signed MOU	Number of VIP toilets supplied	3000 units	R0	R0	R0	

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
By signing MOU with SEDA for unlock funding	Small Business Support	Lack of funding	Draft MOU	Number of business sported	10 SMMEs supported	R0	R0	R0	
By facilitating MOU with Road Agency Limpopo on road construction partnerships	RAL-MOU	N/A	Signed MOU	Number of engagements held with RAL & other partners	2 engagements	R0	R0	R0	
Strategic objective 3: To develop/facilitate businesses that create sustainable jobs by June 2023									
By facilitating support to BEE Keeping cooperatives	BEE Keeping	N/A	1 Informal project	Number of cooperatives supported	1 cooperative supported	R0	R0	R0	
By obtaining accreditation with Agri-SETA	Skills Development	N/A	Application lodged	Number of accreditation certificates	1 accreditation certificate obtained	R0	R0	R0	
By creating partnership in manufacturing	LED lights manufacturing	N/A	Benchmarking exercise	Number of partnership created	1 LED Lights partnership created	R0	R0	R0	
By attracting investors for aquaculture	Aquaculture farming (Da-Hoop& Flag Boshielo Dams	N/A	2 Feasibility study reports	Number of Aquaculture project implemented	1 Aquaculture project implemented	R0	R0	R0	
By facilitating studies on solar as alternative energy for SDM Infrastructure	Solar Energy	N/A	Appointment letter for investigation	Number of studies conducted	1 Investigation/research report on solar energy	R0	R0	R0	
Strategic Objective 4: Enhance SDA Internal Capacity									
By developing corporate identify	Marketing brochure & Promotional materials	N/A	Investment booklet	Number of brochures developed	1 SDA Marketing brochure	R0	R0	R0	

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
By developing SDA website	SDA website development & maintenance	No website	Previous website	*Number of website developed *number of website updates	*1 functional website developed *12 website updates	R0	R0	R0	
By holding public engagements and Annual General Meeting	Stakeholder management	N/A	2018/19 AGM Report	Number of public meetings & engagements held	1 AGM	R0	R0	R0	

FINANCIAL VIABILITY

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
Strategic objective 1: Sound Financial Management									
To provide sound financial management	Identification of potential areas to be billed		*Collections and Capturing of consumer Data from 12 areas identified for potential billing. *Billing of 12 identified areas for potential revenue	Number of areas with revenue potential to be billed	12 areas with revenue potential to be billed	R9 834 114	R9 834 114	R9 834 114	SDM
	PPP Smart Metering		95% Finalisation of PPP	% finalisation of PPP	% finalisation of PPP	R0.00	R0.00	R0.00	
	Improve collection rate		Improve the collection rate by 2% to 75%	% improvement of collection rate	10% Reduction of returned consumer accounts	R0.00	R0.00	R0.00	

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
			R182m debt book	% Reduction of debt book	5% reduction of debt book	R3 000 000	R3 000 000	R3 000 000	SDM
			3 methods of dissemination	Number of methods to diversify dissemination of consumer accounts to consumers	4 methods of diversifying dissemination of consumer accounts to consumers . SMS, email, Hand delivery & post	R0.00	R0.00	R0.00	
			5% of mail returned	% reduction of returned consumer accounts	10% Reduction of returned consumer accounts	R0.00	R0.00	R0.00	
	Reserve funds		R5million	Rand Value invested to CRR	R10m invested towards CRR	R0.00	R0.00	R0.00	
	User departments SCM forum		One (1) user departments forum on SCM related bottlenecks and clarity seeking	Number of user departments forum on SCM related bottlenecks and clarity seeking	Two (2) user departments forum on SCM related bottlenecks and clarity seeking	R0.00	R0.00	R0.00	
	Compliance reporting		2017/18 AFS 2018/19 Section 52; 71,72 and SCM reports	Number of finance compliance reports generated and submitted (12x Section 71, 4x Section 52, 12x Supply Chain, 1x Section 72, 1xAFS)	30 finance compliance reports generated and submitted (12x Section 71, 4x Section 52, 12x Supply Chain, 1x Section 72, 1xAFS)	R0.00	R0.00	R0.00	
	Functional budget steering committee		Credible budget prepared	Credible budget prepared and monitored	Credible budget prepared and monitored	R0.00	R0.00	R0.00	

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
	mSCOA implementation plan		70% achievement of mSCOA implementation plan	% of activities on mSCOA implementation plan achieved	100% achievement of mSCOA implementation plan	R0.00	R0.00	R0.00	
	Fully implementing the audit action plan		Unqualified audit opinion with matters of emphasis	% elimination of all audit report matters	100% elimination of all audit report matters	R0.00	R0.00	R0.00	
	Centralisation of invoice receipting and monitoring of the payment process		Payment rate at 28 days	%payment of creditors within 30 days of correct invoice receipt date	100% creditors paid within 30 days of correct invoice receipt date, Salaries effected timeously	R0.00	R0.00	R0.00	
	Manual GRAP Compliant Fixed Asset Register (FAR)		Manual GRAP Compliant Fixed Asset Register (FAR)	% accounting of Assets	100% accounting of Assets	R2 108 000	R2 108 000	R2 108 000	SDM

2020/2021 - INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual Target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ Fund Name
ORGANISATIONAL DEVELOPMENT									
Strategic objective 1: To ensure efficiency and effectiveness of organisational processes by June 2023									
By assessing current organisational structure	Organisational structure review	None	Approved organisational structure	Number of Organisational Structures reviewed	1 Organisational structure reviewed	R0	R0	R0	SDM
By implementing task job evaluation policy	Job description development and evaluation	None	50 jobs evaluation facilitated	Number of Job Descriptions	50 Job Descriptions Developed and	R0	R120 000	R130 000	SDM

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual Target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ Fund Name
				Developed and Evaluated	Facilitated for Job Evaluation				
By identifying areas of change emanating from employees behaviour	Change management	None	4 change management sessions conducted	Number of Change Management Sessions Conducted	2 change management sessions conducted	R0	R200 000	R300 000	SDM
By soliciting employee feelings, opinions and perceptions regarding the organization's climate or environment	Monitoring and Evaluation of organisational readiness inventory survey	None	Approved Organisational Readiness Inventory Survey Report	Percentage monitoring and evaluation of organisational readiness inventory survey	100% monitoring and Evaluation of organisational readiness inventory survey	R0	R0	R0	SDM
INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)									
Strategic objective 2: To enhance service delivery through optimal use of information and communication technology by June 2023									
By upgrading connections of depots	ICT Infrastructure connection	Upgraded connection for 18 depots	18 depots connected	Number of depots connections upgraded	18 connections at depots upgraded	R0	R240 000	R280 000	SDM
By implementation of security measures	Implementation of security measures	Implementation of security measures	None	Number of Security Controls implemented	5 of Security Control implemented	R0	R200 000	R250 000	SDM
By conducting need analysis of ICT consumables	ICT consumables and hardware replacement	60 Desktops, 5 Laptops, 18 Consumables	32 consumables replaced	Number of ICT consumables and hardware replacement	50 ICT consumables and hardware replacement	R50 000	R500 000	R500 000	SDM
By monitoring expiry date of licenses	Software License renewal	None	12 Licenses renewed	Number of license renewed	12 license renewed	R2 271 000	R2 800 000	R3 000 000	SDM

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual Target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ Fund Name
By maintaining ICT Infrastructure upgrade	ICT Infrastructure upgrade and maintenance	None	5 sites connected and monitored	Number of sites maintained	5 sites maintained	R2 002 000	R3 700 000	R3 900 000	SDM
LABOUR RELATIONS									
Labour Relations - Strategic objective 3: To maintain sound labour relations and ensure workplace peace by June 2023									
By issuing notices 7 days before the meeting	Local Labour Forum	None	9 LLF Meetings facilitated	Number of LLF Meetings facilitated	12 LLF Meetings facilitated	R0	R0	R0	SDM
By collecting information on the behaviour of Employees	Labour Relations Publications	None	4 Labour Relations publications are published	Number of Labour Relations publications published	4 Labour Relations publications published	R0	R0	R0	SDM
By facilitating the resolution of disputes	Labour Relations Cases	None	5 Labour Relations Cases facilitated	Percentage Labour Relations cases facilitated	100% Labour Relations cases facilitated	R100 000	R400 000	R450 000	SDM
AUXILIARY SERVICES									
Records Management - Strategic objective 4: To ensure sound management of records by June 2023									
By conducting records management campaigns	Records Management	4 records management awareness campaigns	None	Number of records management awareness campaigns facilitated	4 records management awareness campaigns	R0	R0	R0	SDM
By identification of inactive files	Records Management	2500 inactive files	None	Number of inactive files disposed	2600 inactive files disposed	R0	R0	R0	
By monitoring of services level agreement	Records Management	7 SLA performance managed	7 SLA performance service standards monitored	Number of SLA performance service	1 SLA performance service standards monitored	R0	R0	R0	

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual Target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ Fund Name
				standards monitored					
By facilitating the payment of postage	Records Management	None	None	Number of postage payments facilitated	Number of postage payments facilitated	R 400 000	R650 000	R650 000	
Fleet and Facility Management - Strategic objective 5: To establish and maintain municipal fleet and facilities by June 2023									
By ensuring that lease agreement is fully monitored	Facility Management	None	5 offices leased, facilities managed	Number of leased facilities managed	5 leased facilities managed	R8 000 000	R8 500 000	R9 000 000	SDM
By facilitating maintenance of facilities	Facility maintenance	None	56 owned facilities maintained	Number of owned facilities maintained	6 owned facilities maintained	R400 316	R1 300 000	R1 400 000	SDM
By facilitating development of SLA with sector department	Contract Management	6 SLA	6 SLA	Number of borrowed facilitiesqSLA concluded	6 borrowed facilitiesqSLA concluded	R0.00	R1000 000	R100 000	
By facilitating the purchase of own offices at Ephraim Mogale , Elias Motsoaledi and Makhuduthamag a Regions	Office Purchases	None	3 offices 2x Ephraim Mogale, 1 Makhuduthamaga and 1 Elias Motsoaledi	Number of own office purchases facilitated	4 own office purchases facilitated (2x Ephraim Mogale, 1 Makhuduthamaga and 1 Elias Motsoaledi)	R0.00	R0	R0	
By facilitating establishment of municipal council chamber	Council Chamber Establishment	None	None	Number of municipal council chambers established	1 municipal council chamber established	R3 500 000	R0	R0	
By facilitating maintenance of fleet	Fleet Maintenance	None	33 municipal fleet	Number of municipal fleet	36 municipal fleet maintenance facilitated	R390 000	R2 000 000	R2 200 000	

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual Target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ Fund Name
				maintenance facilitated					
By ensuring that fleet lease agreement is fully monitored	Fleet Monitoring	1	2	Number of SLA monitored	2 existing SLA Monitored	R34 000 000	R20 000 000	R20 000 000	
By facilitating licensing of fleet	Vehicle Licencing	36 vehicles	36 vehicles	Number of vehicles licensed	36 vehicles licensed	R260 000	R250 000	R250 000	
HUMAN RESOURCE MANAGEMENT									
Strategic objective 6: To provide effective, efficient and economic human resource support service by June 2023									
By developing and reviewing existing policies and SOPs	Policy Development and Review	24 HR Policies and SOPs	4 Policies and SOPs	Number of Policies and SOPs developed/ reviewed	24 Policies and SOPs developed/ reviewed	R0	R0	R0	SDM
By implementing recruitment and selection process	Recruitment and Selection	11 Funded and Vacant positions	13 Funded and Vacant positions	Number of Funded and Vacant posts filled	11 Funded and Vacant posts filled	R100 000	R700 000	R800 000	
By implementing the individual Performance Management development system (PMDS)	Individual PMD System	860 individual employees	7 Section 57 employees	Number of Performance Commitments for Level 6-7 developed	66 Performance Commitments for Level 6-7 developed	R0.00	R200 000	R250 000	
By implementing Skill Audit outcome	Implementation of WSP/ATR	Training linked to WSP	7 WSP Projects.	Number of WSP Projects implemented	6 WSP Projects implemented	R500 000	R0.00	R0.00	SDM Budget and LGSETA
By implementing the budget policy and procedure	Internal Bursaries	40 employees to be awarded/maintained bursaries	32 internal bursaries	Number of bursaries awarded/maintained	32 of bursaries maintained	R700 000	R2,5m	R3m	SDM

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual Target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ Fund Name
	External Bursaries	None	10 external bursaries.	Number of bursaries awarded/maintained	10 of bursaries maintained	R700 000	R2.5m	R3m	SDM
EMPLOYEE ASSISTANCE PROGRAMME									
Strategic objective 7: To enhance employee wellness and productivity in the working environment by June 2023									
By mobilising interested employees on different sport codes	Employee sports programmes	None	50 Sports programmes facilitated	Number of Sports programmes facilitated	50 Sports programmes facilitated	100 000	500 000	650 000	SDM
By assessing performance of individual employee	Wellness counselling programmes	Stress and trauma management	13 wellness and counselling programmes conducted.	Number of wellness programmes conducted	14 wellness programmes conducted				
By assessing the level of absenteeism of the employees	Substance abuse programme	None	12 substance abuse programmes facilitated	Number of substance abuse programmes facilitated	12 substance abuse programmes facilitated	0.00	0.00	0.00	
OCCUPATIONAL HEALTH AND SAFETY									
Strategic objective 8: To maintain healthy and safe working environment by June 2023									
By inspecting employees and municipal facilities	Occupational Health and Safety programmes	Medical surveillance programme	69 Occupational Health and Safety programmes conducted	Number of occupational health and safety programmes facilitated	75 occupational health and safety programmes facilitated	R100 000	R800 000	R900 000	SDM
By procuring personal protective equipments	Personal Protective Equipment	830 personal protective equipment	115 personal protective equipment for Community Service Dept. only (R3m) procured	Number of personal protective equipments procured	Number of personal protective equipments procured	R1 600 000	R8 500 000	R9 000 000	SDM
PERFORMANCE MANAGEMENT SYSTEM (PMS)									

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual Target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ Fund Name
Strategic Objective 1: Institutionalise regular monitoring of implementation of performance management by June 2021									
Facilitate performance Makgotla by 30 June 2021	Performance Lekgotla	None	4 Performance Makgotla Sessions held	Number of Performance Lekgotla Sessions facilitated	Facilitate 4 Performance Makgotla	R110 880	R116 868	R122 711	SDM
Develop 2021/2022 Institutional SDBIP	2020/21 Institutional SDBIP	None	2019/20 Institutional SDBIP in place	Number of 2020/21 Institutional SDBIP developed	Develop 1 2020/21 Institutional SDBIP.	R0	R0	R0	N/A
Compile 2019/2020 Institutional Annual Report by January 2021	2019/20 Annual Report	None	2018/19 Annual Report in place	Number of 2018/19 Annual Report developed	Develop 1 2019/20 Annual Report	R0	R0	R0	
Develop 2020/2021 Performance Agreements for Senior Managers and managers and Performance Commitments for level 4 & 5 officials	2020/21 Performance Agreements for Senior Managers, managers and Performance Commitments for level 4 & 5	None	2019/20 Performance agreements and Performance commitments in place	Number of 2020/21 Performance Agreements for Senior Managers, managers and Performance Commitments for level 4 & 5 developed	Develop 07 2020/21 performance agreements for Senior Managers, 32 managers and 80 performance commitments for level 4 & 5	R0	R0	R0	
Facilitate performance assessments for senior managers by June 2021	Number of performance assessment for senior managers conducted	None	2019/20 performance assessment for senior managers conducted	Number of performance assessment for senior managers conducted. (2019/20 Annual &	Conduct 2 performance assessment (2018/19 Annual & 2020/21 Mid . term) for senior managers	R0	R0	R0	

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual Target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ Fund Name
				2020/21 Mid-term)					
Review PMS Policy by 30 June 2021	Review of PMS Policy and Framework	None	2019/2020 PMS Policy and Framework in place	Percentage Review of PMS Policy and Framework	Review 100% of 2020/21 PMS Policy	R0	R0	R0	
Coordinate quarterly Back to Basics reports by June 2021	Back to Basics (B2B)	Number of quarterly Back to Basics (B2B) reports coordinated	2019/2020 B2B reports in place	Number of quarterly Back to Basics (B2B) reports coordinated	4 quarterly B2B report coordinated	R0	R0	R0	
To procure PMS by June 2021	Performance Management System	None	New	Number of Performance Management Systems procured	01 Performance Management System procured	R0	R1 000 000.00	R500 000.00	SDM
DISTRICT DEVELOPMENT PLAN									
Strategic Objective 1 : To ensure Integrated Development Planning by 2023									
Review of District Development Plan (DDP)	Review of District Development Plan(DDP)	None	2020/21 District Development Plan(DDP) reviewed	Number of District Development Plan(DDP) reviewed	1 District Development Plan (DDP) reviewed	R50 000	R60 000	R70 000	SDM
Facilitate the DDP Rep Forums	Facilitate the DDP Rep Forums	None	Facilitated 3 DDP Rep Forums	Number of DDP Rep Forums facilitated	2 DDP Rep Forums facilitated	R100 000	R100 000	R100 000	SDM

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
INTERNAL AUDIT									
Strategic objective 1: To ensure improved internal controls and clean governance in the municipality by June 2023									
By reviewing of strategic and operational risks assessment reports to plan for emerging and prevalent risks for audit focus.	Development of the Three(3) Years rolling Plan	None	2 (SDM &SDA) 3 years rolling plan developed	Number of development of 3 years rolling plan	2 (SDM &SDA) 3 years rolling plan developed	0.00	0.00	0.00	
By quarterly conducting regularity audits to ascertain the level of systems of internal controls weaknesses and recommends for improvements.	Conduct Regularity audits	None	20 Regularity Audit conducted	Number of regularity audits conducted	22 Regularity Audit conducted	R700 000.00	R999 824.40	R1 064 812.96	SDM
By as and when conducting investigation reviews to ascertain the level of weaknesses in the systems of controls and recommends for improvements	Conduct Ad hoc Audits	None	100% Management requests/ investigations conducted as and when required	Percentage of Management / investigation conducted	100% Management requests/ investigations conducted as and when required	0.00	0.00	0.00	
By conducting information and	Conduct ICT Audits	None	4 ICT Audit conducted	Number of ICT Audit conducted	4 ICT Audit conducted	0.00	0.00	0.00	

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
technology (ICT) audits to ascertain the level of municipal performance of ICT									
By conducting performance management system audits to ascertain the level of weaknesses in the municipal performance management systems and recommend for improvement	Conduct Performance Audits	None	8 PMS Audit (4 SDM & 4 SDA) 8 (4 SDM & SDA) AOPI conducted	Number of Performance Audit conducted	8 PMS Audit (4 SDM & 4 SDA) 8 (4 SDM & SDA) AOPI conducted	0.00	0.00	0.00	
By facilitating that external audit activities are implemented to improve municipal audit opinion	Monitoring of implementation of auditor general activities	None	100% monitoring of implementation of AG activities	Percentage monitoring of implementation of AG activities for 2019/20 financial year	100% monitoring of implementation of AG activities	R5 998 472.10	R6 322 389 .59	R6 733 340.65	SDM
By facilitating that Internal Audit recommendations are implemented to improve municipal audit opinion	Monitoring of Internal Audit Implementation plan	2019-2020 monitoring of Internal Audit Implementation Plan	100% monitoring of Internal Audit Implementation plan	Percentage monitoring of Internal Audit implementation plan	100% monitoring of Internal Audit Implementation plan	0.00	0.00	0.00	

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
By conducting administrative activities for the committee quarterly	Coordination of Audit Committee and Performance Audit Committee	None	4 meetings of audit and performance committees coordinated	Number of meetings of audit and performance committees coordinated	4 meetings of audit and performance committees coordinated	R500 000.00	R611 003	R650 18.19	SDM
RISK MANAGEMENT									
Strategic objective 2: To assess, identify, and manage risks and uncertainty in order to safeguards assets, enhance productivity and build resilience into operations									
By conducting Strategic Risk Assessments and Reviewing Risk Register	Conduct Strategic Risk Assessment		Strategic Risk Register in place	Number of Strategic Risk Assessment conducted and Strategic Risk Registers reviewed	*1 Strategic Risk Assessment conducted * 4 Strategic Risk Registers reviewed	R0,00	R0,00	R0,00	N/A
By conducting Operational Risk Assessment and reviewing the Risk Registers	Conduct Operational Risk Assessment		Operational Risk Registers in place	Number of Operational Risk Assessment Conducted and Operational Risk Registers reviewed	*1 Operational Risk Assessment Conducted *4 Operational Risk Registers reviewed	R0,00	R0,00	R0,00	N/A
By conducting Processes Risk Assessments to ascertain their efficacy and levels of their adequacy	Conduct Processes Risk Assessments		2 x Process risk assessment conducted	Number of Processes risk assessments conducted	7 x Processes risk assessments conducted	R0,00	R0,00	R0,00	N/A
By facilitating placement of insurance coverage for the municipal assets	Facilitate insurance coverage for municipal assets		1 x Assets Insurance Policy contract entered into	Number of insurance coverage for municipal assets facilitated	All insurance coverage for municipal assets facilitated	R4 500 000	R4 725 000	R4 961 250	SDM

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
By facilitation (reporting and follow-ups) of Assets Insurance Claims and payments	Facilitate Assets Insurance Claims and payments		Insurance claims report facilitated	Percentage processing and facilitation of insurance claims and payments	100% insurance claims processing and payments facilitated	R500 000	R525 000	R551 250	SDM
By managing Security operations and monitoring the Service Level Agreement	Manage Security operations and SLA		All incidents occurred reported	Number of incidents occurred reported	All occurred incidents reported	R31 799 876.91	R33 866 868.88	R36 068 215.35	SDM
By conducting Operational sites Security Assessments	Conduct Security Operational sites Assessments		Operational Sites Assessment conducted	Number of Security Operational sites assessments conducted	Forty (40) Security Operational sites assessments conducted	R0,00	R0,00	R0,00	N/A
By curbing (detecting, reducing and prevent) fraud and corruption through training and awareness sessions in order to attain an accountability and transparency	Facilitate Anti-Fraud & Corruption hotline		Fraud and Corruption cases reported and invested	Number of fraud and corruption allegation cases reported for referral and investigations facilitated	All fraud and corruption allegation cases reported for referral and investigations facilitated	R200 000	R210 000	R220 500	SDM
By facilitating (crafting reports, scheduling meeting, presenting reports) RMC meetings by 2021	Facilitate Risk Management Committee (RMC) activities		Risk Management training report facilitated	Number of Risk Management Committee (RMC) meetings facilitated	4 x Risk Management Committee (RMC) meetings facilitated	R60 000	R63 000	R66 150	SDM

LEGAL SERVICES

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
Strategic Objective: To ensure that litigations against the municipality are minimised by 2022									
To manage litigations instituted against Sekhukhune District Municipality by June 2021	Litigations	2	8 Litigations attended to	Number of litigations attended to	5 litigations attended to	R5 000 000	R10 000 000	R10 000 000	SDM
To reduce value of contingency liability for SDM by June 2021	Litigations	10 (Pending matters)	8 Litigations attended to	Reduced percentage (%) value of contingency liability for SDM	10% value of contingency liability reduced				
To draft/vett service level agreements and other forms of agreements by June 2021	Service level agreements and other forms of agreements	0	300 service level agreements and other forms of agreements	Number of service level agreements and other forms of agreements drafted or vetted	All of service level agreements or other forms of agreements drafted or vetted				
To reduce use of legal practitioners in disciplinary hearings	Disciplinary hearings	4	3 ongoing hearings	Number of hearings facilitated by panellists	Number of hearings facilitated by panellists				
To provide legally sound advice to SDM by June 2021	Legal opinions	None	10 legal opinions	Number of legal opinions drafted	All legal opinions drafted				
PUBLIC PARTICIPATION, MPAC SUPPORT; SECRETARIAT AND SUPPORT									
Strategic objective 1: Provide secretarial support to 10 council structures to ensure accountability by June 2023									
By booking venue, prepare agenda, issues invites and record proceedings	FORA	N/A	08 FORA facilitated	Number of fora facilitated	16 Fora facilitated	15 500.00	16 916.70	20 000.00	SDM

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
By securing venues, issuing of notices, transport logistic and record proceedings	Public participation sessions.	N/A	16 public participation sessions facilitated	Number of public consultation meetings facilitated	15 public consultation meetings facilitated	R700 000.00	720 000.00	740 000.00	SDM
By preparing the agenda, and invites for Extra Special council meeting	SODA & Budget day.	N/A	1 SODA 1 Budget day facilitated.	Number of SODA and Budget days facilitated	1 SODA and 1 Budget day facilitated	250 000.00	260 000.00	265 000.00	SDM
By booking venues, developing council agendas, facilitating portfolio committee and council meetings	Council and portfolio committee meetings.	N/A	22 Council and portfolio committee meetings facilitated.	Percentage facilitation of schedule of council activities	Percentage facilitation of schedule of council activities	447 950.00	475 306.50	480 000.00	SDM
Facilitation through location of venues, issuing invites, recording of proceedings and advice on specific items	Study group.	N/A	New	Number of study groups facilitated	4 study groups facilitated	60 000.00	65 000.00	70 000.00	SDM
By booking venue, issue invites & record proceedings	Public hearings	N/A	2 public hearing facilitated	Number of public hearing facilitated	2 public hearing facilitated	0.00	0.00	0.00	SDM
By preparing strategic planning material, book venue, invite	Strategic planning sessions for Section 79 Portfolio	N/A	2 strategic planning sessions facilitated	Number of strategic planning session facilitated	2 strategic planning sessions facilitated	300 000.00	320 000.00	340 000.00	SDM

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
councillors and officials to attend the strategic planning.	Committees & MPAC								
By securing venues, issuing of notices, preparation of materials and recording of proceedings.	Capacity building workshops	N/A	3x capacity building workshops held	Number of workshops facilitated	2x workshops facilitated	0.00	0.00	0.00	SDM
Facilitate training and development of councillors	Training and development of Cllrs.	N/A	3 X training of councillors facilitated	Number of councillors trained	2x councillors trained	200 000.00	620 000.00	650 000.00	SDM
By recording councillors queries, and submitting queries to relevant department for attention	Queries and assistance on travel claims	N/A	5 X queries 12 X assistance on claims attended to	Percentage resolution of Cllrs queries facilitated.	100% resolution of Cllrs queries facilitated.	0.00	0.00	0.00	SDM
By liaising with relevant department, identify projects and draw oversight plan	Oversights visits	N/A	4 oversights visits facilitated	Number of oversight visits facilitated	4 oversight visits facilitated	0.00	0.00	0.00	SDM
By compiling council resolution , submit to management and serve in the council meeting	Resolution registers for Council implementation.	N/A	4 Resolution registers developed and implemented	Number of Council Resolution registers compiled and coordinated	4 Council Resolution registers compiled and coordinated	0.00	0.00	0.00	SDM

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
By booking venue, prepare agenda, issues invites and record proceedings	Council whipperly meetings	N/A	4 council whipperly meetings facilitated	Number of meetings held	4 meetings held	20 000.00	22 000.00	23 000.00	SDM
By circulating draft review policy to SDM staff for inputs, local municipalities, submit to council for approval	Review of public participation policy.	N/A	1 public participation policy reviewed	Number of public participation policy review facilitated	1 public participation policy review facilitated	0.00	0.00	0.00	SDM
By booking venue, issue invites, prepare documents & presentations and record proceeding	Working sessions for Cllrs.	N/A	8 working sessions facilitated	Number of working sessions for Cllrs held	8 working sessions for Cllrs held	400 000.00	420 000.00	450 000.00	SDM
COMMUNICATIONS; ADVOCACY; SOCIAL FACILITATION; SPECIAL PROGRAMMES AND ARTS & CULTURE									
Strategic objective 1: To provide communications, stakeholder relations and strategic partnerships by June 2023									
By providing Platform for Stakeholder Engagement by 2021 to enhance accountability and transparency	Mayoral Outreaches and Sectoral Engagements	Limited information	12 Programmes facilitated	Number of community & Sectoral engagements held	6 stakeholder & sectoral engagements facilitated	R875 600	R1 555 282.40	R1 650.000	SDM
By providing support to Mayoral Committee meetings by June 2021.	Executive Support to Mayoral Committee	N/A	Executive Support and Traditional Leadership Affairs Executive Support to Mayoral Committee	Number of logistical supports provided to Mayoral Committee meetings	12 Mayoral Committee meetings supported	R0.00	R0.00	R0.00	SDM

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
By Providing Platform to market and expose municipality brand to internal & external stakeholders	Newsletter & Publications	Limited access to municipal information	16 Programmes	Number of Publications	15 newsletters produced.	R500 000	R722 095.40	R850.000	SDM
By Providing Platform for Stakeholder Engagement by 2021 to ensure accountability and transparency	Media Relations and Marketing	Limited access to municipal information	12 Events Branded	Number of Marketing Programmes	12 Events Branded & procurement of material and media space	R25 294	R427 702.66	R500 000	SDM
By providing signage to the municipality by 2021	Signage	Limited signage to access municipal building	N/A	Number of Signage boards procured	4 Signage boards procured	00	R250 000	R300 000	SDM
By Providing Platform for Stakeholder Engagement by 2021 to ensure accountability and transparency	Website Management	Limited access to municipal information	20 Updates	Number of Website Updates	20 Updates	R89 813.45	R150 000	R250 000.	SDM
By successfully managing business of the executive arm and systematic support to Traditional	Executive Support and Traditional Leadership Affairs	N/A	2 SPLUMA meeting supported	Number of Traditional Leaders meetings coordinated	2 meetings coordinated	R20 000	R40.000.	R60 000	SDM

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
Leaders by June 2021									
By coordinating special Mayoral projects by June 2021	Special Mayoral strategic Events	Limited access to Municipal info	7 strategic events Facilitated	Number of Strategic Events facilitated	7 special mayoral strategic events coordinated	R500 000	R611 003.80	R800 000	SDM
By facilitating Moral Regeneration Movement (MRM) capacity building by June 2021.	Strengthening of Moral Regeneration Movement Committee	3 dysfunctional Committees	MRM committee established	Number of programmes for MRM committee facilitated	2 MRM committee programme facilitated	R41 426.42	R50 143.45	R70 000	SDM
By generating customer care reports by June 2021	Customer Care Services	N/A	24 reports generated	Number of reports generated	24 queries/ complains reports on customer care generated	R00	R00 000	R00.000	SDM
By revamping & digitising call centre	Call Centre Revamping & Maintenance	Outdated system	24 hour outdated call centre system	Number of call centre revamped	1 call centre revamped	R100 620.00	R600 000	R800 000	SDM
By inculcating the culture of people first and friendly customer frontline services by June 2021	Batho Pele	N/A	6 Programmes conducted	Number of Batho Pele Programmes conducted	5 Batho Pele Programmes conducted	R52 080.00	R100 000	R200 000	
By proving platform to acknowledge excellent performance	Executive Mayors Performance Excellent Awards	N/A	Performance Management Framework/Policy	Number of Performance Awards conducted	1 event	R0 000	R200 000	R300 000	SDM
By coordinating State of the District Address	SODA	N/A	2017/2018 SODA held	Number of SODA organised	1 SODA coordinated	R350 000	R400 000	R500 000	SDM

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
(SODA) by June 2021									
Strategic objective 2: To provide a platform for 10 stakeholder engagements by June 2022 in order to ensure accountability and transparency									
By facilitating campaigns for the elderly by June 2021	Aged care	N/A	2 aged programmes	Number of Aged Care campaigns facilitated	2 Aged Care campaigns facilitated	R44 860.00	R99 982.44	R150 000	SDM
By facilitating campaigns for woman and children by June 2021	Children's Care	N/A	2 children's activities	Number of children's campaigns facilitated	2 children's campaigns facilitated	R31 628.08	R60 796.00	R120 000	SDM
	Woman Development Initiative		4 Women Programme	Number of woman development initiatives facilitated	3 woman development initiatives facilitated	R51 080.00	R100 218.32	R100 000	SDM
By facilitating awareness campaigns for people with disability by June 2021	People with disability	N/A	3 Programmes	Number of awareness campaigns for people with disability facilitated	3 awareness campaigns for people with disability facilitated	R51 080.00	R100 218.32	R100 000	SDM
By facilitating promotion of indigenous languages, heritage and theatre activities by June 2021	Cultural Heritage Celebrations and Language Promotions	N/A	3 Programmes	Number of promotions of indigenous languages and theatre workshop facilitated	3 promotions of indigenous languages and workshop facilitated	R261 188.00	R350 000	R500 000	SDM
By coordinating health calendar activities by June 2021	Coordination of health calendar days activities	N/A	3 health calendar days activities conducted	Number of health calendar days activities coordinated	4 Health calendar days activities coordinated	R41 080	R82 218.32	R120 000	SDM

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2019/2020	Indicators	Annual target 2020/2021	Budget 2020/2021	Budget 2021-2022	Budget 2022-2023	Funder/ fund name
By coordinating District Health Council Programmes by June 2021	Coordination of District Health Council Programmes	N/A	Number of Support visits to health care facilities coordinated	3 Support Visits to health care facilities coordinated	4 Support Visits to health care facilities coordinated	R20 000	R30 000	R40 000	SDM
By coordinating District AIDS Council Programmes by June 2020	Coordination of District AIDS Council Programmes	N/A	District Aids Council activities	4 health Programmes coordinated	4 health Programmes coordinated	R61 080	R100 000	R150 000	SDM
By facilitate Youth development programmes by June 2021	Youth Opportunities Expo	N/A	3 Programmes	Number of Youth development programmes facilitated	3 Youth development programmes facilitated	R105 400	R250 000	R450 000	SDM
By facilitating Sports activities by June 2021	Facilitation of Mayoral Sports activities	N/A	3 Programmes	Number of Sport activities facilitated	2 Sport activities facilitated	R189 720	R199 964.88	350 000	SDM