

FINAL

**Integrated Development Plan (IDP) /
Budget Review for 2019/2020**





FORWARD BY THE EXECUTIVE MAYOR: COUNCILLOR KEAMOTSENG STANLY RAMAILA

The 2019/2020 IDP is prepared and presented in line with Section 21 (1)(a) of the Municipal Finance Management Act, which requires Mayor of the municipality to lead and coordinate processes towards annual budget and to review Integrated Development Plan as well as budget related policies. This done in order to ensure that the tabled budget and any revisions of the integrated development plan and budget related policies are mutually consistent and credible. And in addition, Section 24 of the MFMA directs that the budget must be tabled for consideration for adoption 30 days before the start of the financial year.

In an endeavour to comply with the above stated legislative prescript, we are pleased to report about the successful hosting of IDP / Budget public consultation process for the 2019/2020 and the two outer years, 2020/2021 and 2021/2022 over the medium term period. In doing so, we are motivated by the fact that annually, an IDP review and amendment process need to be undertaken in terms of Section 34 of the Act which stipulates that;

A municipal council-

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

The 2019/2020 IDP review and amendment process is taking place during one of the most difficult period in our country manifesting through sluggish economic growth, growing debt to GDP ratio, increasing unemployment as well as deepening poverty and inequalities. As highlighted in the national budget speech a worrying phenomenon is the increasing debt to Gross Domestic Product (GDP) ratio standing at unsustainable and alarming 60, %.

- The economic and revenue outlook has deteriorated since the October 2018 Medium Term Budget Policy Statement (MTBPS). Funding pressures from state-owned companies have increased and require government financial support. Given these developments, the 2019 Budget proposes large-scale expenditure reprioritization and tax measures that narrow the deficit from 4.5 per cent of GDP in 2019/20 to 4 per cent by 2021/22.
- The 2018 MTBPS noted that weak economic performance and revenue shortfalls had contributed to some slippage in fiscal projections. Since then, economic growth has remained subdued and the domestic GDP outlook has been revised down. In the current year, tax revenue will be R15.4 billion below the 2018 MTBPS estimate.
- The GDP growth rate is forecasted at 1.5 per cent in 2019, 1.7 per cent in 2020 and 2.1 per cent in 2021.

However, it should be noted that the 2019/2019 IDP review takes place when the country is undertaking the 6th democratic general elections to elect both the provincial and national legislatures. As expressed by his Excellency President C.M Ramaphosa, the country has entered a new dawn which is geared towards economic recovery and reform.

Our district Municipality is tasked with an important mandate of ensuring that the more than 1.1 million citizens receive basic services, mainly in the form of water and sanitation. Over the last few years, the district has made tremendous progress so far as delivering the much needed water and sanitation services to our people. However it should be noted that the resources at the disposal of the district is not sufficient to can resolve the massive historical backlogs inherited by the municipality. Over the years, the municipality has over relied on grants allocations from national fiscus to undertake service deliver projects. This approach has proven to be unsustainable especially when considering the cost towards operations and maintenance. The 2019/2020 IDP takes into consideration the need for the municipality to mobilise its citizens and stakeholders towards inculcating a culture of payment for services.

Having said that, it is worth noting that in the past few years since we assumed office, our municipality has experienced its own share of successes and failures. Notwithstanding the fact that we have stabilized the municipality, many challenges still persist.

Over the last years, we have enjoyed reasonable success in terms of political stability, positive audit outcome and service delivery success in some instances. However the municipality continues to experience challenges in areas such as; Forward planning and project management, Operations and maintenance, Expenditure on capital grants, Revenue collection and Liquidity ratio to mention but key ones.

And to deal decisively with the above, we have made a commitments on the occasion of the 2019 State of the District address. And the following are steps that will be undertaken to turn around the situation:

Among others we said;

- ✓ We will implement a rigorous credit control policy by ensuring that revenue is collected in villages and townships that receive water such as Monstorlus, Mooihoek, Motetema, Leeuwfontein, Ga-Nchabeleng, Flag Boshielo, Mapodile, Phetwane, Praktiseer, Jane Furse and other areas. To this extend a flat rate amount of R 176, 79 has been introduced as part of inculcating that culture of payment for services in order to build a self-sustainable municipality.
- ✓ We said we must sharpen our internal planning process so that we put in place a credible forward planning and procurement plan for the medium term budget expenditure framework period;
- ✓ We also said we must develop and implement a proper operations and maintenance plan so that we minimise disruptions on water provisioning.
- ✓ Most importantly a social compact with all role players is crucial towards building a well-functioning municipality.

These are some of the concrete steps that together working side by side with our communities we must implement in order to reposition our municipality to meet its constitutional obligations.

During the public consultations, our communities reiterated the need to move with speed on key priority areas including water supply, with sanitation, jobs, electricity, health, roads, local economic development, listed. And the tone of this communities is that the current leadership will be judged based on their successes and failures with regard to provisioning of basic services.

And our response is a commitment to continue remodelling, repackaging and rebranding Sekhukhune. And one of the key enablers is our budget breakdown which is as follows:

In order to operationalize the IDP and ensure that the plan informs resource allocations, SDM has made a budget provision of R 1, 6 billion for 2019/2020 financial year which will steadily increase in the two outer years. The 4th Council of SDM has a political responsibility and mandate to ensure oversight in order to safeguard the public resource through sound financial management oversight mechanisms. We call upon the community of Sekhukhune to partake in the life of their municipality and be active partners towards building a truly development local government.

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

Cllr K.S Ramaila
Executive Mayor

OVERVIEW BY THE MUNICIPAL MANAGER: MASEKO N.T



As a municipality, we identified a need for a high-level strategic planning process which would involve representatives of our stakeholders in joint planning and the re-alignment of municipal processes. However, we also knew that this could not be an internally facilitated process, as we might follow only a narrowly defined path due to our existing knowledge and experience with the envisaged projects. We needed an “outside facilitator” who would provide the municipality and its stakeholders with a broader national and even international view of the planning processes and framework that was needed to effectively plan and manage

our activities.

The strategic planning session did not only allow inputs to be made by our councillors into the work that the municipality does, but it has also provided them with a tool with which they can assess the progress that the municipality is making. The strategic goals/priorities and their strategic objectives provided milestones against which the activities of the municipality can be measured allowing for a much more accountable municipality.

As the Integrated Development Plan is the overall planning document of the Municipality, everything that was developed during this three-day process was slotted into our IDP. During the strategic planning session, guided by the White Paper for Local Government which defines the business of a municipality as putting development as its core business reviewed especially its vision, mission and values statements of the Sekhukhune District Municipality guided by the definition of Developmental Local Government.

The strategic planning only dealt with strategic issues, the specific activities for the Strategic Goals/Priorities and the Strategic Objectives was further elaborated by each of the different directorates of the municipality and included in “Chapter 4 - Projects and Programmes” of the IDP. This further consolidated the corrective measures that we are taking to deal with the issue of having a clear, logical link between the objectives, outcomes, outputs, indicators and performance targets as required by the Auditor General.

The Sekhukhune District Municipality reviewed its vision, mission statement, core values and motto as follows:

Vision

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

Mission

The Mission of the Sekhukhune District Municipality is to improve the quality of life for all communities by:

- Providing a democratic and accountable government;
- Promoting inclusive and egalitarian economic transformation
- Promoting a safe and healthy environment
- Fostering community involvement and stakeholder engagement
- Strengthening institutional capacity
- Promoting social cohesion

Core Values and Value Statements

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

- **Honesty:** We tell the truth and back it up with action. We commit to being truthful in everything we do.
- **Excellence:** We strive to provide an exceptional level of service to our communities. Excellence lies at the heart of what we do, and we strive to evoke it in our community by being an example.
- **Accessibility:** We provide means that enable communities to reach our services easily. We strive to optimise the use of technology and expand our points of services to remote areas.
- **Respect:** We treat people with courtesy, politeness, and kindness, irrespective of their profession, ethnicity, religion and cultural background.
- **Transparency:** We conduct our activities and share information with our communities in an open and transparent manner

The first letters of each core value aptly form the word '**HEART**' as these core values are at the heart of all Sekhukhune District Municipality's interaction with its community.

Motto

Re a aga – Siyakha: we are building our communities

Slogan

Destination for Economic Growth and Development

The following are the key performance areas that the municipality identified and guided the outcomes of the strategic planning:

1. Basic Service Delivery
2. Good Governance & Public Participation
3. Institutional transformation and Organisational Development
4. Financial Viability
5. Local Economic Development
6. Spatial Rationale

The municipality identified during the review of the current IDP a number of issues that will impact on how the municipality conducts its business. The critical strategic objectives dealing with the critical issues include:

- To ensure the reduction of water and sanitation backlog;
- To ensure improved sustainable provision of quality water;
- The need to improve internal controls and clean governance;
- To ensure zero tolerance of fraud and corruption;
- To ensure improved capacity within the municipality by attracting appropriate skills for the Infrastructure and Water Services department and the Budget and Treasury Office;
- Improving sound financial management, financial health/liquidity of the municipality by focusing on expansion of tax base of the municipality and improved customer relations;
- Promote job creation, SMMEs empowerment and enhance farmers' production within the district; and
- Exploit competitive and comparative economic advantages within the district.

Our financial health in terms of cash-flow is continuing to be over stretched mainly because of historical debts and costs of rendering services. Coupled with the fact that most of our communities are residing in rural areas where billing for municipal services is not taking place due to inconsistent supply of water. Most of our affording community members have adopted a culture of non-payment for services which the municipality must deal with decisively. This renders the municipality to be grant dependent especially in funding its capital projects as well as in funding some operating costs.

The total budget for 2019-2020 financial year is R1,6 billion. The Capital budget for 2019/2020 financial year stands at R 707 million including SDM funded projects. R404 million of the capital budget comes from Municipal Infrastructure Grant (MIG). The operating budget amount to R927 million including human resource budget.

Sekhukhune District Municipality has taken strides in ensuring that it acquires land for construction of future municipal offices in Jane Furse in Makhuduthamaga Local Municipality. In addition to the above, other parallel processes are also on course to engage traditional leaders around Jane Furse to secure more land for development purposes.

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

The following remain the challenges that administration must deal with in the year 2019/20 and going forward:

- Continuous increase in employee related costs and the associated bloated organogram;

- Lack of technical capacity in the Infrastructure and Water Services Department and the Budget and Treasury Office;
- Conduct skills audit on the above mentioned departments;
- Spiralling operations and maintenance costs;
- Increasing fleet costs;
- Implementation of revenue enhancement and cost curtailment initiatives; and
- Reconfiguration of the Supply chain Management Unit to function optimally in terms of ensuring compliance with the MFMA and SCM Regulations.

In conclusion, the 2019-2020 IDP review process has been undertaken in line with legislative requirements and we take pride in presenting these documents to our communities and stakeholders. As a result of inputs and comments that we received during public consultation period, we can only improve and we thank all stakeholders internally and externally from the municipal boundaries who made valuable contributions throughout the review process.

Ms Norah Maseko
Municipal Manager

EXECUTIVE SUMMARY

Purpose

The purpose of an IDP document is to serve as a principal strategic plan of the municipality, which guides and informs planning, management and development as well as decisions taken by the municipality.

Planning process

Preparation of the IDP/Budget and its review must follow certain processes, procedures and institutional arrangements referred to as IDP Framework Plan in regard to district municipalities and IDP process plans applicable to all municipalities. This summarised plan is outlined in Chapter 1 under introduction and context. The framework/process plan covers the following phases of IDP development: Analysis; Strategy; Projects; Integration and Approval.

Contents

The IDP document is mainly divided into different chapters which are the same as Phases outlined above, beside the introductory chapter.

Introduction and context chapter: this chapter introduces the IDP document and outlines the background to IDP. The discussion outlines the relevant legislation, policies and plans that must be considered in municipal planning process. These include national, provincial, local or even international imperatives. This chapter concludes by highlighting the Powers and Functions of Sekhukhune District Municipality as well as the process which was followed in developing the IDP. The Powers and Functions of Sekhukhune District Municipality are:

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

Analysis Phase chapter: in this Phase the IDP assesses developmental needs of communities within the municipal area – which provides basis for developmental interventions or projects. The chapter assesses level of development in the municipal area, focusing on each Key Performance Area (KPAs). It starts by highlighting the demographics of the District, and proceed to analyse all Key Performance Areas of local government in South Africa applied to the SDM. However, the chapter also looks at areas which are mandates of provincial government such as Health; Education; Transport and Housing. Key analysis highlights are summarised below:

Demographics section shows that the population of Sekhukhune District is 1 169 762 (Community Survey, 2016), which had grown from 1 076 840 in 2011 (Census, 2011). Households are 290 489 (Community Survey, 2016), which had grown from 263 802 in 2011 (Census, 2011).

Basic Service Delivery and Infrastructure Development: primary function of SDM in terms of service delivery is provision of water – hence the organisation is both a Water Services Authority and a Water Services Provider. In terms of water, 37.5% of households in the district do not have access to safe drinking water. Whereas 62.5% do have access to safe drinking water. In terms of access to piped water, 24.8% of households were recorded as having access to piped water. Whereas 75.2% have no access to piped water. Majority of households with no access to piped water are found in Fteakgomo Tubatse followed by Elias Motsoaledi. This means that the SDM must focus progressively on delivery of water infrastructure in those municipalities.

Water is delivered when there is availability of water sources. Following are water sources found in SDM:

- Ground water
- Wells
- Rivers
- Pools
- Dams (e.g Flag Boshielo and De Hoop)
-

Some challenges relating to water services are:

- Low levels of cost recovery which result in little pressure on users to limit consumption.
- It is estimated that non-revenue water is costing SDM up to R106 million per annum
- Cost of water in De Hoop/Nebo is high due to high energy costs for pumping water

The second important function of SDM is sanitation provision. Sanitation services are provided by SDM to households, with only 22% of households accessing above RDP standards of sanitation services. The sanitation backlog is primarily within rural villages, which comprises of 78% of households without adequate sanitation.

According to Community Survey of 2016, the municipalities in Sekhukhune accessed flush/chemical toilets in the following manner:

- Fetakgomo Tubatse had an access of 13 802 households, no access was 11 661
- Makhuduthamaga had an access of 3 009 households, no access was 61 760
- Ephraim Mogale had an access of 4 213 households, no access was 29 723
- Elias Motsoaledi had an access of 10 209 households, no access was 56 149

Budget for 2019-2020 is outlined in Analysis Phase under 'Financial Viability'. Municipal revenue for 2019-2020 is arranged as follows:

- The total operating revenue for 2019/20 financial year totals to R981,7million which increases to R1,1billion in the 2021/22 financial year
- The capital revenue for the 2019/20 is budgeted at R689,1million and will decrease to R652,3million in the 2021/22 financial year
- Total revenue budget for 2019-2020 is R1 670 918 780 (R1,6 billion)

Capital expenditure for 2019-2020 is arranged as follows:

- The total capital expenditure from grants for 2019/2020 is R689,1million; SDM capital expenditure is R37million totalling to R726,1million decreasing to R717,4million in the 2020/21 financial year and then increasing to R719,3million in the 2021/22 financial year.
- The capital expenditure will be funded from the following sources/funds: WSIG (R70 million), MIG (R404,1 million), RBIG (R245 million), own funded (R17,9 million).

The budget for 2019/2020 has a surplus of R37,8 million.

Strategy Phase chapter: this chapter outlines the vision; mission statements; core values; motto; slogan; strategic objectives and strategies of the municipality. The vision is 'Sekhukhune District Municipality – a leader in integrated economic development and sustainable service delivery'. All other aspects of this chapter are meant to move the organisation towards achieving this vision. The Mission of the Sekhukhune District Municipality is 'to improve the quality of life for all communities by':

- Providing a democratic and accountable government;
- Promoting inclusive and egalitarian economic transformation
- Promoting a safe and healthy environment
- Fostering community involvement and stakeholder engagement
- Strengthening institutional capacity
- Promoting social cohesion

The District has six mayoral strategic priorities listed below:

- Provision of water and sanitation services in a sustainable manner
- Local economic development, growth and job creation through agrarian reform, mining, tourism and repositioning of SDA
- Good governance and sound financial management
- Sustainable land use management and spatial transformation
- Community development, social cohesion and nation building
- Public participation, stakeholder engagements and partnerships

Various strategic objectives and strategies were developed as part of the Strategy Phase. All of them give effect to the above mentioned priorities, mission and vision.

Projects Phase chapter: the chapter builds on the previous chapter of strategies by identifying relevant projects to implement the strategy phase. The chapter also integrates the objectives and strategies with the projects – demonstrating how each project is aligned with which objective and strategy. Indicators are also mentioned with targets, and the current budget with projection for two outer years for projects that run beyond one year.

The table below lists the number of projects per SDM department and the budgets (capital and operational):

Performance Area/Department	Number of projects	Capital	Opex	Total Budget
Infrastructure and Water Services	62	R706 375 000	R462 105 528.05	R1 168 480 528.05
Community Services	12	R1 000 000	R59 390 751	R60 390 751
Corporate Services	16	0	R130 598 904	R130 598 904
Planning and Economic Development	11	0	R11 169 111.96	R11 169 111.96
Budget and Treasury	7	0	R119 745 475	R119 745 475
Municipal Manager's Office	14	0	R69 019 569.30	R69 019 569.30
Office of the Executive Mayor	20	0	R33 222 462	R33 222 462
Office of the Speaker	6	0	R36 980 785	R36 980 785
Sekhukhune Development Agency (SDA)	3	0	R4 228 440	R4 228 440
TOTAL	151	R707 375 000	926 461 026.31	R1 633 836 026.31

Integration Phase chapter: this chapter summarises the sector plans in the district, and also identifies their validity in terms of their lifespan. Key Sector Plans listed below (with their year of adoption) are available in the SDM:

- Water Services Development Plan (WSDP): 2016
- Water Services Master Plan: 2014
- Sanitation Master Plan: 2016
- Disaster Management Plan: 2016
- Integrated Environmental Management Plan: 2015
- Local Economic Development Strategy: 2018
- Spatial Development Framework: 2018
- Public Participation Framework: 2012
- Risk Management Plan (2017)

Approval Phase: not necessarily a chapter, this is a stage where the IDP is submitted to Council for adoption.

Core of the IDP document

The core of this IDP document is 'Chapter 4: Projects Phase', which implements the strategic posture of chapter 3 and outlines the actual activities/projects that will be done in the ensuing year/s.

Table of Contents

CHAPTER 1:	19
INTRODUCTION AND CONTEXT	19
1. INTRODUCTION	20
1.1. POLICIES AND LEGAL PARAMETERS	20
1.1.1. Global Imperatives	20
1.1.2. National Policies and Imperatives	25
1.1.3 Provincial Imperatives	35
1.1.4 Local Imperatives	37
1.1.5 Powers and Functions	38
1.1.6 Basis of IDP Review Process	39
1.1.7 Summary of community needs captured during April 2019	47
CHAPTER 2:	50
ANALYSIS PHASE	50
2.1 DEMOGRAPHICS IN SDM	51
2.2 SPATIAL RATIONALE	68
2.3 INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION	97
2.3.1 Organisational Performance for 2017/2018	97
2.3.2. Institutional Capacity Analysis	99
2.3.2 Organizational Development (OD)	101
2.3.4 Human Resources Development (HRD)	105
2.3.5 Employee Assistance Programme (EAP)	107
2.3.6 Information and Communication Technology (ICT)	110
2.3.7 Auxiliary Services (AS)	112
2.3.8 Legal Services	114
2.3.9 Labour Relations	115
2.4. BASIC SERVICE DELIVERY, INFRASTRUCTURE DEVELOPMENT AND SOCIAL SERVICES	118
2.4.1. Water	118
2.4.2. Sanitation	128
2.4.3. Refuse removal	132
2.4.4. Electricity	134
2.4.5. Cemeteries	139

	14
2.4.6.Housing.....	140
2.4.7.Telecommunication.....	147
2.4.8.Roads and Stormwater	149
2.4.9.The Road Network in Sekhukhune.....	149
2.4.10. Municipal Health Services and Environmental Management	153
2.4.11. Sports, Arts and Culture	178
2.4.12. Health.....	180
2.4.13. Education	190
2.4.14. Social Development (Welfare)	198
2.4.15. Safety and Security	205
2.4.16. Transportation	209
2.4.17. District Disaster Management and District Emergency Management Services	212
2.5. LOCAL ECONOMIC DEVELOPMENT	217
2.5.1.Introduction	217
2.5.2.Status Quo.....	217
2.5.3.Challenges.....	265
2.5.4.Sekhukhune Development Agency (SDA).....	266
2.6. FINANCIAL VIABILITY	268
2.6.1.Introduction	268
2.6.2.Compliance with MFMA and Budget for 2019/2020.....	269
2.6.3.Asset Management	272
2.6.4.Budget and Reporting	275
2.6.5.Revenue Management.....	276
2.6.6.Supply Chain Management.....	278
2.6.7.Contract Management.....	279
2.6.8.Expenditure Management Unit.....	280
2.6.9.Overall Challenges.....	281
2.7 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	289
2.7.1 Introduction	289
2.7.2 Internal audit	292
2.7.3.Risk Management	295
2.7.4.Public Participation, Council Secretariat and Councillor Support	298
2.7.5.Communications, Executive Support, Customer Care and Special Programmes ...	301
2.7.6.Performance Management System (PMS)	304

	15
CHAPTER 3:	306
STRATEGY PHASE	306
3.1 Vision	307
3.2 Mission Statements	307
3.3 Core Values of the Municipality	307
3.4 Motto	307
3.5 Slogan	308
3.6 Mayoral Strategic Priorities	308
3.7 Basic Service Delivery	309
3.8 Institutional Development and Organisational Transformation	312
3.9 Good Governance and Public Participation	314
3.10 Local Economic Development	317
3.11 Financial Viability	319
3.12 Spatial Rationale	320
CHAPTER 4:	321
PROJECTS PHASE	321
4.1. SEKHUKHUNE DISTRICT MUNICIPALITY PROJECTS – 2019/2020 IDP BUDGET REVIEW	322
4.1.1. Basic Service Delivery and Infrastructure Development	322
4.1.2. Local Economic Development	340
4.1.3. Sekhukhune Development Agency	343
4.1.4. Spatial Rationale	346
4.1.5. Financial Viability	347
4.1.6. Institutional Development and Organisational Transformation	350
4.1.7. Good Governance and Public Participation	357
4.2. PROJECTS FROM SECTOR DEPARTMENTS	368
4.2.1. Department Of Education	368
4.2.2. Public Works	399
4.2.3. LEDET – Sekhukhune District	400
4.2.4. Road Agency Limpopo (Ral)	401
4.2.5. National Department of Environmental Affairs	406
CHAPTER 5:	408
INTEGRATION PHASE	408
5. SECTOR PLANS	409

	16
5.1. Spatial Rationale.....	410
5.2. Institutional Development and Organisational Transformation	412
5.3. Basic Service Delivery	416
5.4. Local Economic Development.....	423
5.5. Financial Viability	423
5.6. Good Governance and Public Participation.....	427

LIST OF ACRONYMS

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

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

CHAPTER 1:

INTRODUCTION

AND CONTEXT

1. INTRODUCTION

Integrated Development Planning (IDP) is a strategic development tool to assist the municipality to achieve its developmental imperatives. The review of the 2019-2020 IDP document for Sekhukhune District Municipality has followed an extensive internal and external consultation of stakeholders and communities within the parameters of the District's sphere of operation. This document is a legislative mandate and a strategic planning instrument that guide and inform planning and development as well as decisions with regard to planning, management and development throughout the District. The Municipal Systems Act (2000) provides the legal framework for municipal development planning to assist Local Government to discharge its mandates.

1.1. POLICIES AND LEGAL PARAMETERS

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

1.1.1. GLOBAL IMPERATIVES

SUSTAINABLE DEVELOPMENT GOALS (SDGs)

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

GOAL 1: END POVERTY IN ALL ITS FORMS EVERYWHERE

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

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

Food security is more than just the availability of food; it also encapsulate issues of affordability, nutrition/food utilisation and stability of food supply into the future. The NDP indicates that food security exists when everyone has access to sufficient, nutritious and safe food at all times. This implies that food must be available and that people must have the means to access it.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GOAL 10: REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES

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

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

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

In the South African context, informal settlements present a particular challenge. Most job-seeking migrants moving to cities first live in informal settlements, which are an affordable entry to the city. Many migrants cannot break into the urban labour market and find it difficult to move out of shacks into more formal accommodation. The average residence period within urban informal settlements has increased from about two to four years in the early 1990s to 10 years currently. Despite this challenge, cities have begun to take the lead in developing partnerships that contribute to the sustainable delivery of services.

GOAL 12: ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Economic growth and higher levels of employment partly depend on the enhancement and better utilisation of South Africa's export earnings. It further refers to the negative effect that corruption has on good governance and proposes that the country needs an anti-corruption system that enhances public servants' accountability, protects whistle-blowers and closely monitors procurement. It further believes that a strong and independent judiciary is required to ensure the rule of law and good governance.

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

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

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

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

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

1.1.2. NATIONAL POLICIES AND IMPERATIVES

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

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

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

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

1.1.2.2. White Paper on Local Government (1998)

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

1.1.2.3. Municipal Systems Act (Act 32 of 2000)

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

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

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

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

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

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

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

This Act responds to the limited successes of alignment amongst the three spheres of government. The Act creates a framework to support intergovernmental cooperation and

coordination as required by the Constitution in its definition of “cooperative governance”. It compels all the three spheres of government to participate in the planning processes of the municipalities and in turn allow their own planning processes to be influenced by the municipal IDPs.

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

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

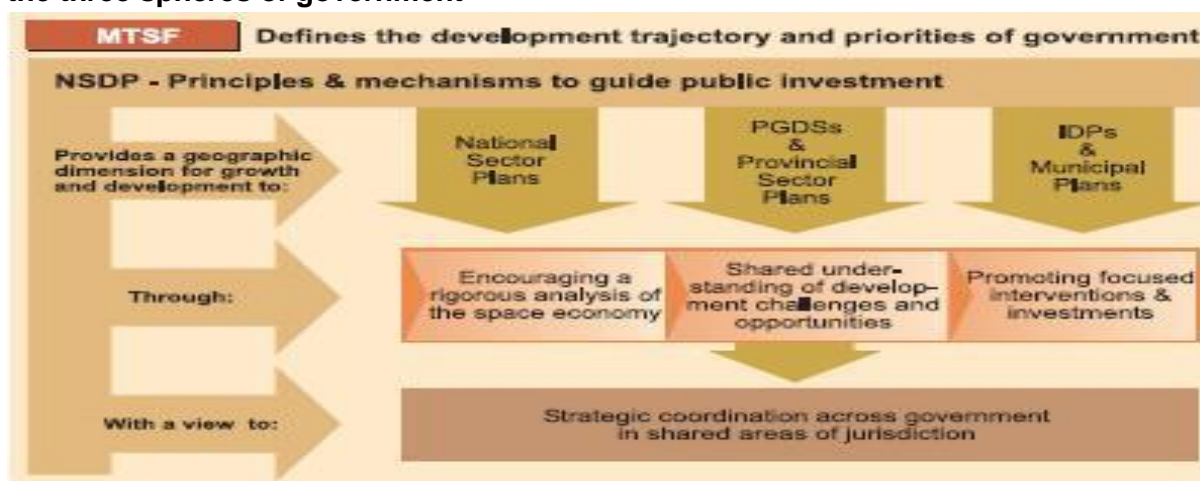
The DFA has formalized the restructuring of urban settlements and planning in South Africa. Its aim has been to expedite land development projects and to promote efficient and integrated land development. It states that municipalities should prepare the land Development Objectives (LDOs) on an annual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

1.1.2.8. The National Spatial Development Perspective (NSDP)

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

The diagram below illustrate

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



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

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

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

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

Key targets for the MTSF include:

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

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

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

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

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

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

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

1.1.2.11. Expanded Public Works Programme (EPWP)

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

1.1.2.12. Development of Small and Micro-Enterprises

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

1.1.2.13. Alignment with National Development Plan

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

WATER AND SANITATION MANAGEMENT STRATEGIES PROPOSED:

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

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

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

- **Reduce demand**

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

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

- **Manage agricultural use better**

Agriculture uses the largest volume of water (even though agricultural water supplies are less reliable than those supplied to urban and industrial users). The farming sector will have to increase its water efficiency to improve production and allow for water to be transferred to new users in water scarce areas, to compensate for the expansion of irrigated agriculture, which has high job-creation potential. The Commission proposes a dedicated national programme to provide support to local and sectoral efforts to reduce water demand and improve water-use efficiency. Water-saving and demand-management projects should be considered as part of the

overall range of water supply investment programmes. These can be compared with supply expansion projects, and should be prioritised accordingly, based on their merits.

- **Investigate water reuse and desalination**

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

AGRICULTURE AND AGRO-PROCESSING STRATEGY PROPOSALS:

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

MINERALS CLUSTER STRATEGY PROPOSALS:

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

Construction/Infrastructure

- ✚ Address government's ability to spend its infrastructure budget, particularly with regard to project-management capacity, long-term planning, and monitoring and evaluation of both expenditure patterns and construction work.
- ✚ Support the civil construction and the supplier industries in their export efforts – with the establishment of a Financial Centre for Africa, and more support in commercial diplomatic relations.
- ✚ Intensify support to supplier industries such as building supplies, steel, glass and cement.
- ✚ Create conditions for a less cyclically volatile industry by emphasising numerous, smaller scale, regionally dispersed projects to address backlogs, which are more accessible to smaller firms and new entrants.
- ✚ Expand public funding for alternative types of low-income housing that would generate more demand directly and in supplier industries.
- ✚ Promote a simultaneous focus on more energy-efficient buildings and building techniques to reduce demands on electricity supply in the longer term. Home insulation and the installation of solar water heaters are labour-intensive activities that have strong backward linkages to supplier industries.

Tourism and Culture

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

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

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

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

Overarching Principles for Spatial Development

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

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

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

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

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

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

ALIGNMENT WITH NATIONAL INFRASTRUCTURE PLAN

Purpose of National Infrastructure Plan

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

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

SIP 18: Water and sanitation infrastructure

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

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

SIP 11: Agri-logistics and rural infrastructure

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

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

SIP 6: Integrated municipal infrastructure project

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

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

SIP 10: Electricity transmission and distribution for all

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

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

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

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

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

1.1.3 PROVINCIAL IMPERATIVES

Limpopo Development Plan (LDP) 2015-2019

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

- Outline the contribution from Limpopo Province to the NDP and national MTSF¹ for this period,
- Provide a framework for the strategic plans of each provincial government department, as well as the IDP's and sector plans of district and local municipalities,
- Create a structure for the constructive participation of private sector business and organised labour towards the achievement of provincial growth and development objectives, and
- Encourage citizens to be active in promoting higher standards of living in their communities.

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

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

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

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

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

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

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

MUNICIPALITY	MTSF OUTCOME
All	Job creation, econ growth & poverty reduction, including informal sector
All	Institutional capacity building and improved municipal service delivery
All	Spatial planning, land use management and land protection
All	Constructive engagement of organised business and labour
All	Engagement of citizens in development
All	Tourism and meat clusters
Polokwane	Logistics Cluster
Molemole	Horticulture Cluster
Makhado	Horticulture, Forestry and Coal Cluster
Musina	Logistics and Diamond Mining Cluster
Tzaneen	Horticulture and Forestry Cluster
Greater Letaba	Horticulture and Forestry Cluster

Maruleng	Horticulture and Forestry Cluster
Ba-Phalaborwa	Copper and Magnetite Cluster
Greater Tubatse	Platinum and Chrome Cluster and SEZ
Elias Motsoaledi	Horticulture Cluster
Ephraim Mogale	Horticulture Cluster
Lephalale	Coal and Energy Cluster
Mokopane	Platinum Cluster
Thabazimbi	Platinum Cluster
Modimolle	Horticulture Cluster

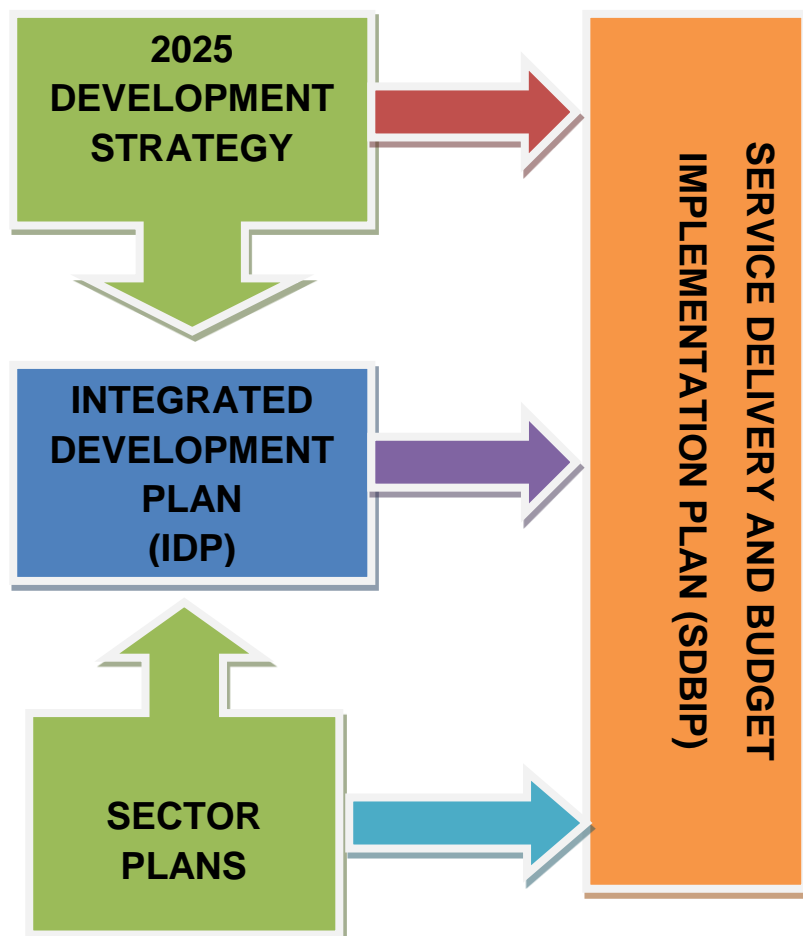
1.1.4 LOCAL IMPERATIVES

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

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

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

Figure 2 – Development Strategy



- The 2025 Development Strategy charts a long-term strategic course and makes some of the bigger, overarching decisions about what the District ought to emphasize;
- The Integrated Development Plan (IDP) defines what will be achieved in 5 years flowing from the strategy;
- The Service Delivery and Budget Implementation Plan (SDBIP) articulates what will be done in 1 year.

The 2025 Development strategy is structured into three components:

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

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

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

1.1.5 POWERS AND FUNCTIONS

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

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

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

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

Clarity on underlying processes and drivers of the model: a primary concern relating to the approach is that the detail underlying the model is not fully explained. The reader or user of the model (which could include the MEC or other provincial representatives) is not provided with the relevant information to fully understand which variables inform the determination of whether a municipality has capacity or not. Furthermore it is not clear what processes were followed in reaching the determination of capacity levels.

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

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

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

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

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

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

BASIS OF IDP REVIEW PROCESS

1.1.6 BASIS OF IDP REVIEW PROCESS

The development process address recommendations from different stakeholders and role players together with comments from the MEC' assessment of the district. It also takes into cognizance the assessment of the District's performance against the organizational objectives, the recommendations during public participation, IDP engagement processes and also any new information or any change in circumstances that might have arisen subsequent to the adoption of 2018-2019 IDP.

The development process is undertaken through implementation of Process Plans which all local municipalities must prepare as per legislation. The Process Plans must comply with the District IDP Framework to ensure proper implementation, alignment and coordination between the district and local municipalities as outlined in Section 27 of the Municipal System Act (MSA) of 2000. Proper alignment between the District and its local municipalities was done when IDP Framework at the District level and subsequently process plans for all Local Municipalities were compiled and adopted between July and August 2018 respectively. The process and schedule followed during the development process as stipulated in the District IDP Framework is outlined in the tables below.

Specific dates on the IDP process are listed as follows:

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

Table 2: Important Dates on IDP Process

Action	Responsibility	Legislative background	Deadline
Preparatory phase			
Publishing of approved Service Delivery and Budget Implementation Plan (SDBIP), as well as Performance Agreements (PAs) of Senior Managers	Office of the Municipal Manager	MFMA s 53	31 July 2018
Preparations and submission of Annual Financial Statements (AFS)	Budget and Treasury	MFMA s 122 Generally Recognised Accounting Practice (GRAP)	31 August 2018
Council adopts IDP Framework/Process Plan and budget time table for 2018/2019 IDP/budget review	Planning and Economic Development Department/Budget and Treasury	-Section 27(1) Act 32 of 2000 -Section 21(1) Act 56 of 2003	31 August 2018
Table a time schedule of key budget & IDP deadlines	Executive Mayor	MFMA s 21	31 August 2018
Public notice in the Local newspaper regarding the adoption of Framework/Process Plan	Planning and Economic Development Department	Section 21(1) (a) (b) and (c) Act 32 of 2000	14 September 2018
Sitting of the IDP/Budget Steering Committee: - to review budget related policies and - assess Analysis Phase information in preparation for IDP Representative Forum	Budget and Treasury	Section 4(1) Municipal Budgets and Reporting Regulations, 2008	31 October 2018

Action	Responsibility	Legislative background	Deadline
Determination of revenue projections, proposed rates and service charges and draft budget allocations	Budget and Treasury	MFMA s 18	30 December 2018
Analysis phase			
IDP Representative Forum meeting (to discuss Analysis Phase information)	Planning and Economic Development	Section 27 (d) (i) and Section 17 of Act 32 of 2000	30 December 2018
Consultation with National and Provincial sector departments on specific programmes for alignment with Municipal Plans	Budget and Treasury	MFMA s 21	31 January 2019
Situational analysis to assess the existing level of development (analysis phase chapter) of the SDM	Planning and Economic Development Department	Section 26 (b) of Act 32 of 2000	31 January 2019
Submit mid- year performance assessment to council	Budget and Treasury	MFMA s 72	31 January 2019
Submit mid- year performance assessment to AG,NT,PT and provincial department responsible for local government and Executive Mayor	Budget and Treasury Office, and Office of the Municipal Manager	MFMA s 72	25 January 2019
Consolidation and preparation of budget and plan for the next financial year	Budget and Treasury	MFMA s 16	28 February 2019
Strategy phase:			
Strategic Planning session	Planning and Economic Development	MSA s 25	28 February 2019
The objectives and strategies that will be used to tackle challenges of development are specified.	All internal departments of SDM, including the relevant departments from local municipalities	Section 26 (c and d) of Act 32 of 2000	28 February 2019

Action	Responsibility	Legislative background	Deadline
Table adjustment budget if necessary	Executive Mayor	MFMA s 28	28 February 2019
Project and Integration phase:			
Projects to implement the identified objectives and strategies are formulated, as well as finalization of Integration Phase	All internal departments of SDM, including the relevant departments from local municipalities	Section 26 of Act 32 of 2000	31 March 2019
Sitting of the IDP/Budget Steering Committee (to discuss Draft IDP/Budget for 2019-2020, prepare for public consultations and the IDP Rep Forum)	Budget and Treasury Office	Section 4(1) Municipal Budgets and Reporting Regulations, 2008	31 March 2019
Draft IDP/Budget for 2019/2020 tabled before Council for noting (at least 90 days before start of financial year)	Planning and Economic Development/Budget and Treasury	Section 16(1) (a)-(d) Municipal Budgets and Reporting Regulations	31 March 2019
IDP Representative Forum meeting (to present Draft IDP for 2019-2020)	Planning and Economic Development	Section 27 (d) (i) and Section 17 of Act 32 of 2000	30 April 2019
Make budget available to Public, National Treasury, Provincial Treasury and other government departments	Budget and Treasury	MFMA s16	30 April 2019
Public consultations final round (presenting Draft IDP/Budget)	Planning and Economic Development/Budget and Treasury/Office of the Speaker/Mayor	Section 16(1) (a) Act 32 of 2000	30 April 2019
Approval phase			
Consider views of local community, National Treasury, Provincial Treasury and other government departments(Budget Indaba)	Budget and Treasury	MFMA s 16	30 May 2019

Action	Responsibility	Legislative background	Deadline
Council approves the IDP and Budget (and related policies) for 2017-2018	Planning and Economic Development/Budget and Treasury	Section 16(1) (a)-(d) Municipal Budgets and Reporting Regulations,2008	30 May 2019
Submission of approved IDP/Budget to MEC for Local Government, National and Provincial treasury and to local municipalities	Planning and Economic Development/Budget and Treasury Office/Municipal Manager	Section 32(1) (a) Act 32 of 2000	10 June 2019
Notice and summary of approved IDP/budget in Gazette and Local Newspaper	Planning and Economic Development/Budget and Treasury	Section 21(1) (a) (b) and (c) Act 32 of 2000 Section 18(1) Municipal Budgets and reporting regulations,2008	14 June 2019
Submit draft SDBIP within 14 days after approval of the budget to Executive Mayor	The Municipal Manager	MFMA s 53	14 June 2019
Approval of SDBIP and Performance agreements of senior managers- within 28 days after budget approval	The Executive Mayor	MFMA s 53	28 June 2019

Table 3: Roles of structures responsible for IDP process:

COMPOSITION	ROLES & RESPONSIBILITIES	FREQUENCY OF THE MEETINGS	VENUES	DEADLINE
A: IDP/Budget Steering Committee				
<ul style="list-style-type: none"> Member of Mayoral Committee (MMC) responsible for finance (Chairperson) MMC responsible for Planning and Economic Development Department 	<ul style="list-style-type: none"> Manage the IDP/Budget process, including the process plan Determine project prioritization model Determine projects to be funded Determine the public participation models 	Monthly	To be confirmed	To be confirmed

<ul style="list-style-type: none"> • Two MMCs responsible for Infrastructure Department • Municipal Manager • Director: Corporate Services Department • Director: Infrastructure and Water Services Department • Director: Community Services Department • Director: Finance Department (CFO) • Director: Planning and Economic Development Department • Director: Communications • Chief Audit Executive • Chief Risk Officer • IDP Manager • Budget Manager 	<ul style="list-style-type: none"> • Monitor the implementation of projects outlined in the IDP • Present the draft IDP/Budget to the Rep Forum • Present the draft IDP/Budget to Mayoral Committee and to Council for approval 			
B: IDP Rep Forum				
<ul style="list-style-type: none"> • Executive Mayor • Local Mayors • District and Local Councilors • Municipal Manager and local municipal managers • District Directors and LMs Directors • Sector Departments and government parastatals • Traditional leaders • Mining representatives • Organized groups 	<ul style="list-style-type: none"> ▪ Coordinate planning across the District ▪ Share common understanding on development issues ▪ Facilitate horizontal alignment between and among municipalities, sector departments; parastatals; mines; various communities • Provide support to one another when necessary 	<ul style="list-style-type: none"> • One meeting at analysis phase • One meeting on Draft IDP 	To be confirmed	30 December 2018 and 30 April 2019
C. Mayoral Committee				
Members of Mayoral Committee	Recommend the approval of the IDP review to Council	Monthly	To be confirmed	Continual
D. Portfolio Committees				
Councillors	Recommend the approval of the IDP review to Council	To be confirmed	To be confirmed	Continual

E. Council				
Councillors	Adopt and approve the IDP	To be confirmed	To be confirmed	To be confirmed

Stakeholder Engagements and Community Participation

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

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

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

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

However, a specific schedule of the key deadlines followed in the IDP process of 2019-2020 financial year is set out above. A schedule outlining the dates, time and venues of community consultative meetings was developed and advertised in the regional and local newspapers before commencement of the meetings.

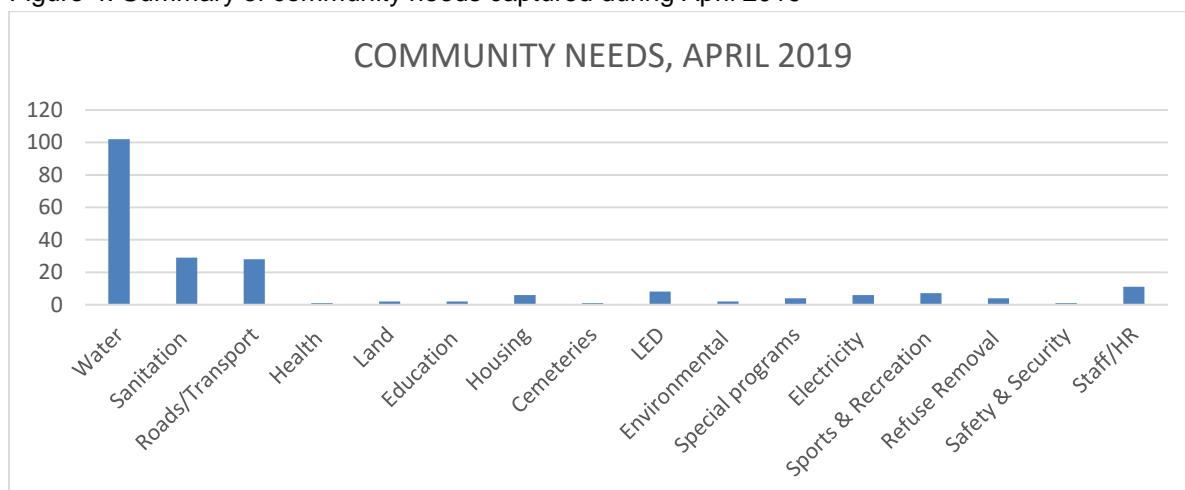
1.1.7 SUMMARY OF COMMUNITY NEEDS CAPTURED DURING APRIL 2019

Table 4: Summary of community needs captured during April 2019

ITEM	ISSUES	FREQUENCY RAISED	PERCENTAGE
1	Water	102	47%
2	Sanitation	29	14%
3	Road/transport	28	13%
4	Health	1	0.5%
5	Land issues	2	0.9%
6	Education	2	0.9%
7	Housing	6	3%
8	Cemeteries	1	0.5%
9	LED/employment	8	3.7%
10	Environmental	2	0.9%
11	Special programs	4	1.9%

12	Electricity	6	3%
13	Sports and recreation	7	3.2%
14	Refuse removal	4	1.9%
15	Safety and security	1	0.5%
16	Staff/Human Resources	11	5%
	Total issues	214	100%

Figure 4: Summary of community needs captured during April 2019



Synopsis of community contribution towards IDP/budget of 2019-2020

It can be observed that water supply was the highest issue raised by the communities of Sekhukhune during April 2019, at 47% of the total issues raised. It was followed by sanitation at 14%. Roads/transport was the third biggest issue raised at 13%. Whereas majority of the issues raised collectively made up 26%.

Being a Water Services Authority (WSA) and Water Services Provider (WSP) on behalf of its local municipalities, SDM is more under pressure to deliver water to the households within its area of jurisdiction. Water being the highest basic need of the local communities, may imply that SDM has not been making notable impact in reducing the water backlog in its area. The high needs for water supply vary from total lack of municipal water supply; to intermittent water supply; boreholes that have dried up; broken pumping machines; pump operators who are unskilled or insufficient in numbers; and water tankers who visit deprived villages inconsistently. Given the length of period through which SDM held the powers of being a WSP, it suggests that the municipality may be struggling to fulfil its mandate of delivering water to communities. The main implication for its future planning is that SDM should invest a majority of its resources into the effort of delivering water to its households - which includes human resources and budget. Forward planning in terms of water delivery should also be improved.

Issues regarding roads/transport (13% raised) include: a lot of gravel road system across the district which need tarring; gravel roads that become worse during rainy season; inadequate storm water drainage and need for bridges. Transport issues include buses that do not cover majority of areas; taxi routes that are afflicted with conflicts; lack of taxi ranks; and poor services to taxi ranks wherever they exist (poor lights, poor water supply).

Sanitation issues raised (14%) mostly cover the issue of villages/households that still need supply of toilets. This is targeted at households that cannot afford to provide toilets for themselves. Some of these households tend to be in new 'stands' or new settlements – extensions of the old villages. In the same vein, more electricity is needed in the new extensions of villages. LED issues mostly cover job creation to reverse the high unemployment rate in the District as well as support to SMMEs.

CHAPTER 2:

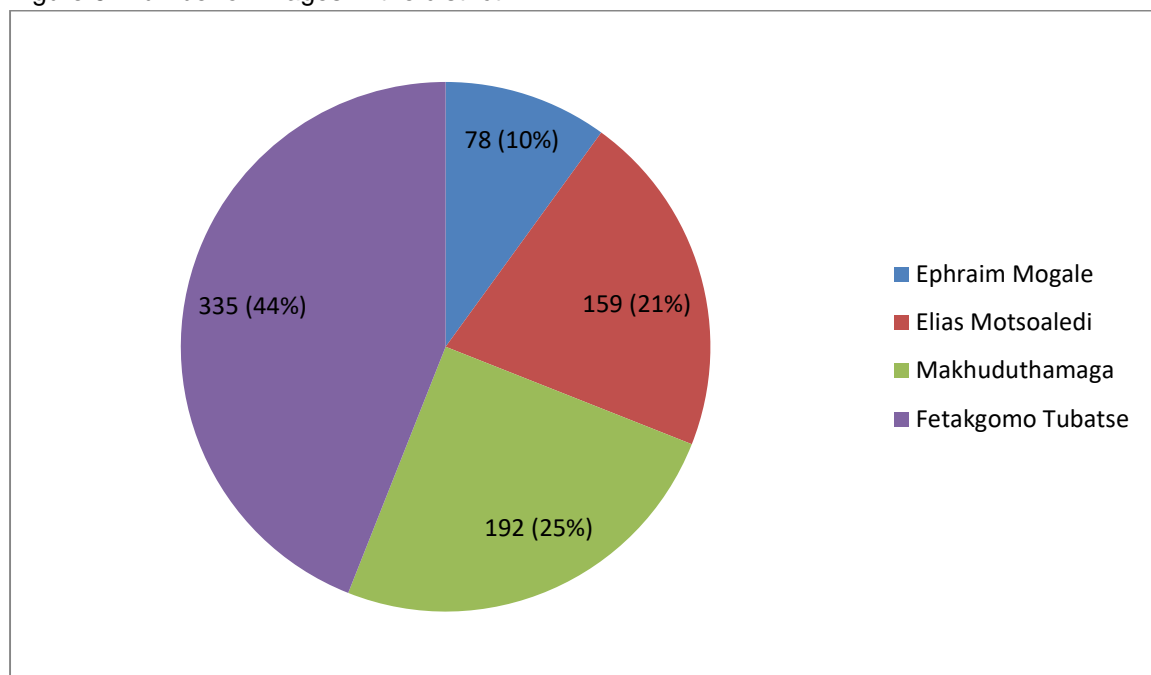
ANALYSIS

PHASE

2.1 DEMOGRAPHICS IN SDM

2.1.1 Sekhukhune District villages

Figure 5: Number of villages in the district



SDM Ward Committees 2015-2016

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

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

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

2.1.2 Sekhukhune District households

Table 5: Households in the district

MUNICIPALITY	HOUSEHOLDS 2011	HOUSEHOLDS 2016	AS PERCENTAGE
Fetakgomo Tubatse	106 050	125 454	43%
Makhuduthamaga	65 217	64 769	22%

Elias Motsoaledi	60 251	66 330	23%
Ephraim Mogale	32 284	33 936	12%
Sekhukhune	263 802	290 489	100%

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

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

Household size

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

Housing type main dwelling

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

Table 6: Main dwellings

MUNICIPALITIES	Formal dwellings			Traditional dwellings			Informal dwellings		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	13 355	19 097	30 102	4 899	3 827	773	1 108	1 196	1 232
Elias Motsoaledi	30 803	36 137	54 503	8 705	6 902	2 274	1 995	2 356	3 141
Makhuduthamaga	33 407	41 712	58 744	13 354	8 804	2 819	2 337	2 403	3 398
Fetakgomo Tubatse	36 066	54 148	90 747	19 166	12 587	4 241	3 636	5 564	10 091
Sekhukhune	113 632	151 094	234 095	46 124	32 121	10 107	9 075	11 520	17 861

Source: Census (2011)

Household tenure status

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

Table 07: Household tenure status

MUNICIPALITIES	Owned and fully paid off		Owned but not yet fully paid off		Rented	
	2001	2011	2001	2011	2001	2011
Ephraim Mogale	14 231	995	1 120	13 553	604	4 288
Elias Motsoaledi	24 627	1 440	3 153	33 324	1 658	5 828
Makhuduthamaga	30 979	2 191	1 441	44 302	2 257	3 035
Fetakgomo Tubatse	42 038	4 689	3 206	53 181	4 681	15 676
Sekhukhune	111 877	9 315	8 921	144 360	9 201	28 827

Source: Census (2011)

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

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

MUNICIPALITY	RADIO		TELEVISION		COMPUTER		REFRIGERATOR		LANDLINE		CELLPHONE		INTERNET
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2011
Ephraim Mogale	160 21	171 87	11 48 7	218 88	46 3	25 45	10 94 3	210 45	21 53	78 5	52 22	267 42	5079
Elias Motsoaledi	330 43	388 49	24 17 1	441 08	66 0	60 93	24 67 7	432 63	41 78	14 98	11 94 4	530 35	1330 8
Makhuduthamaga	346 95	395 23	18 47 2	467 65	30 8	43 71	16 08 2	448 49	20 43	10 34	91 80	546 92	1202 4
Fetakgomo Tubatse	48 455	62 074	19 85 4	66 846	71 9	94 64	22 58 5	673 43	31 38	20 60	12 26 8	929 70	20 243
Sekhukhune District	132 214	157 631	73 97 5	178 607	21 50	22 47 3	74 28 8	176 499	11 51 1	53 77	38 61 3	227 439	5065 3

Source: Census 2011

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

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

2.1.3 Population

The population of Sekhukhune District Municipality has been growing at an average of 1, 1% per annum from 1996 to 2016. According to Statistics South Africa (STATSSA) 2016 Survey, the population of the district is now standing at 1, 169 762 persons. This compares to population growth numbers in 2011 at 1 076 840; 2001 at 967 185 as well as 1996 which stood at 914 492. On the whole, the population growth numbers in the district have been growing moderately and this can be ascribed to a number of factors as will be indicated when comparing data from the local municipalities in the district.

Table 9: Population Growth Rate in Sekhukhune

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

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

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

Population growth numbers in local municipalities

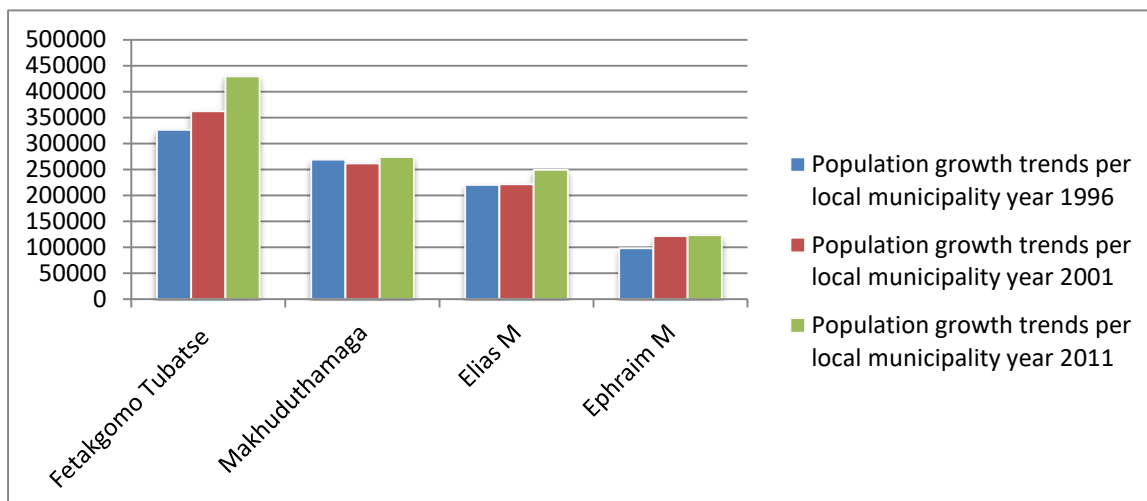
As indicated in the figure below, Sekhukhune District Municipality comprises four (4) local municipalities namely; Fetakgomo Tubatse, Makhuduthamaga, Ephraim Mogale, and Elias Motsoaledi. Fetakgomo Tubatse Local Municipality has experienced tremendous population growth from 1996 to 2011 and the growth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

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

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

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

Figure 6: Population trends per LM



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

Table 10: The recorded population figures per local municipality are as follows:

MUNICIPALITY	1996	2001	2011	% growth rate 2001	% growth rate 2011
Fetakgomo Tubatse	326 796	362 206	429 471	2,2%	2,3%
Makhuduthamaga	269 313	262 005	274 358	-0,6%	0,5%
Elias Motsoaledi	220 394	221 647	249 363	0,1%	1,2%
Ephraim Mogale	97 988	121 327	123 648	4,3%	0,2%
Total: Sekhukhune	914 492	967 185	1,076 840	1,1%	1,1%

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

Implications of population growth trends for the district

The population growth trends suggest that there are more persons coming into Fetakgomo Tubatse and Elias Motsoaledi Local Municipalities. There is also a moderate increase in population numbers into Makhuduthamaga local municipality. With regard to allocation of resources and services, the district municipality should ensure that the three municipalities receive much attention in terms myriad of services such as water and sanitation services but also for services that are rendered by other spheres of government. These municipalities where there are high growth numbers need to plan adequately for services provision so that there is no collapse on the current level of service in the communities. Ephraim Mogale also need to be assisted so that the growth numbers increase in the next 10 years at least to 1% per annum.

Gender Profile

Table 11: Gender Profile: Males and Females

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

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

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

The implication for the district is that there is a need to develop programmes that target women in particular to create self-employment and educational opportunities where possible.

Table 12: Gender profile: Males and Females

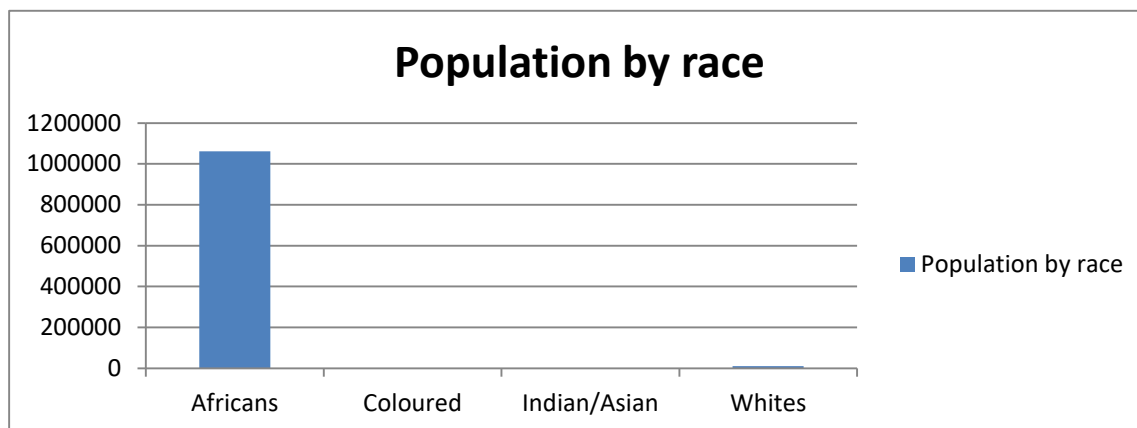
Municipality	Males			Females		
	1996	2001	2011	1996	2001	2011
Ephraim Mogale	45 117	55 765	58 207	52 871	65 561	65 442
Elias Motsoaledi	100 000	99 104	115 503	120 394	122 543	133 860
Makhuduthamaga	118 421	113 614	121 282	150 892	148 392	153 075
Fetakgomo Tubatse	147 142	161 945	202 383	179 654	200 261	226 814
Sekhukhune	410 681	430 428	497 428	503 811	536 757	579 191

Source: Census (2011)

Population group by race

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

Figure 7: Population by race



Source: Census (2011)

Table 13: Population growth by race

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

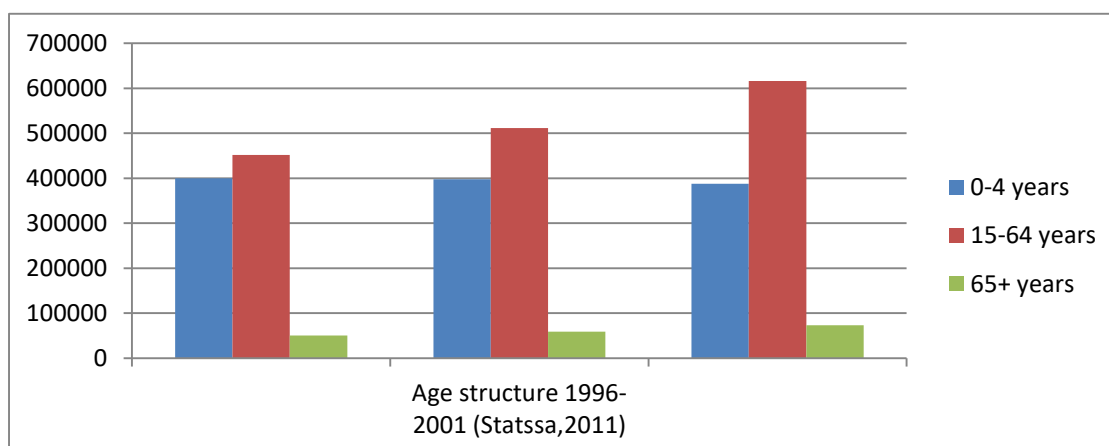
Source: Census (2011)

Home language

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

Age structure in the district

Figure 8: Age structure



Source: Census (2011)

The age structure in the district indicates that from 1996 to 2011, the working age group from 15-64 years has been on an upward trend. These are persons of school going age and those that are either in employment or seeking for employment. The age group 0-4 years has been relatively stable over time from 1996 to 2011. The very older age group 65+ (pension age) has also been stable over time.

The implications for this picture are that the district municipality in collaboration with other stakeholders must work on developing programmes that address matters of education and employment creation. The district does not have higher education institutions except for the former educational colleges that are mainly used for Further Education and Training (FET's). With a population of over a million people, the district must consider working with education authorities to explore possibility of establishing an arm/satellite of University of Technology or University in the district.

Age and gender

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

Table 14: Age and gender profile- 2011

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

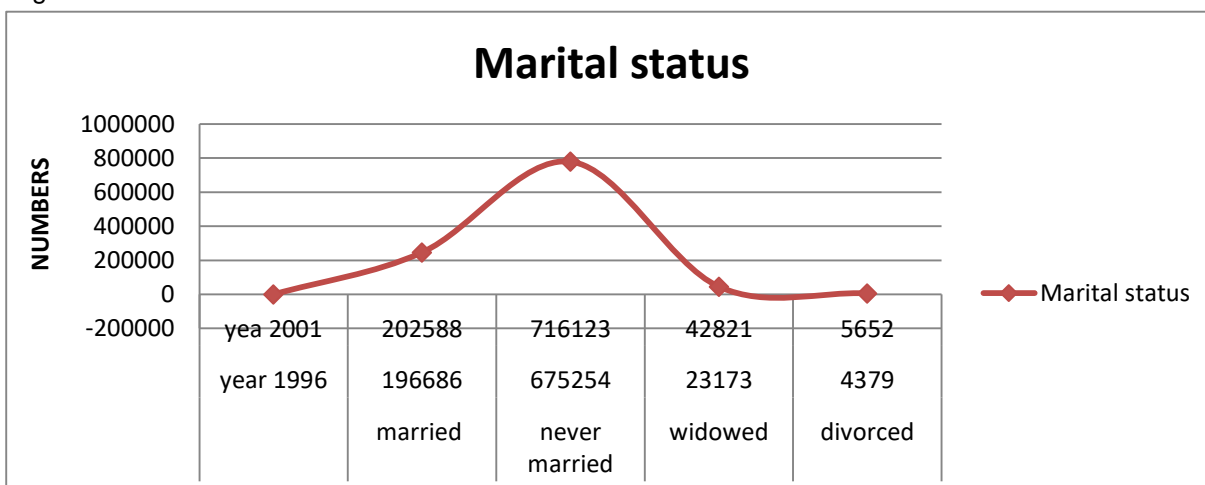
Source: Census 2011

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

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

Marital status

Figure 09: Marital Status



Source: Census 2011

The figure shows that within the district municipality, a large chunk of the population is never married. The number of widows have also been increasing from 23 173 in 1996 to 45 001 in 2011. Divorce rates in the district have only stabilised from 1996 to 2011.

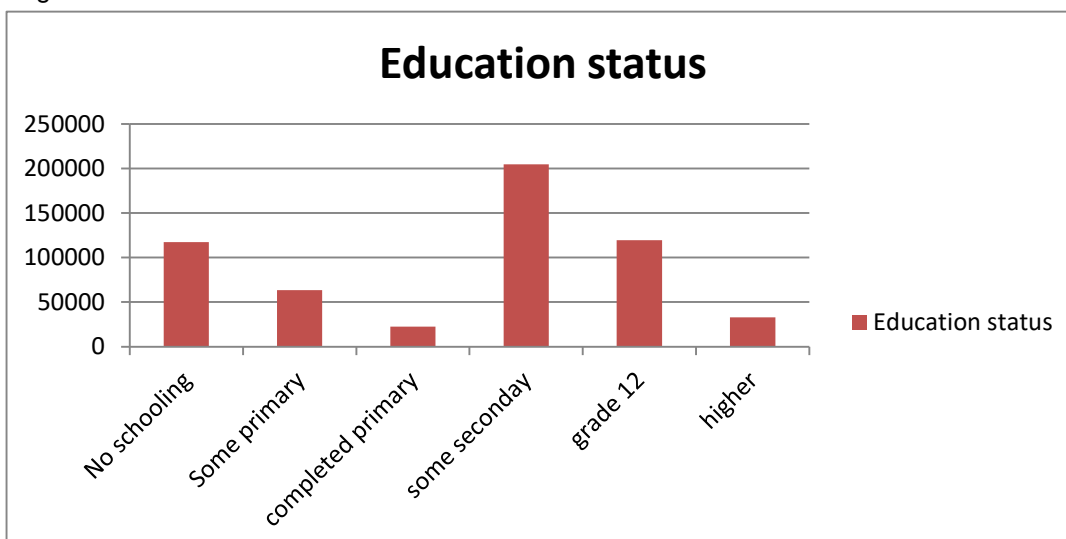
Table 15: Marital Status

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

Source: Census (2011)

2.1.4 Education profile in the Sekhukhune District

Figure 10: Education status



Source: Census (2011)

The majority of persons within Sekhukhune District Municipality have some secondary school. It is also equally noticeable that 117 139 persons have no schooling in 2011. This is concerning because those who cannot read and write will not be able to access better job opportunities in the market as in most training programmes there is a need to have basic writing and reading skills. There are also very insignificant numbers of the persons that have higher education in the district.

Table 16: Education status in Sekhukhune District

STATUS	1996	2001	2011
No schooling	165 384	185 760	117 139
Some Primary	39 986	52 840	63 546
Completed primary	19 904	19 897	22 510
Some secondary	91 228	107 671	204 571
Grade 12	43 307	48 873	119 344
Higher	11 665	20 482	32 757

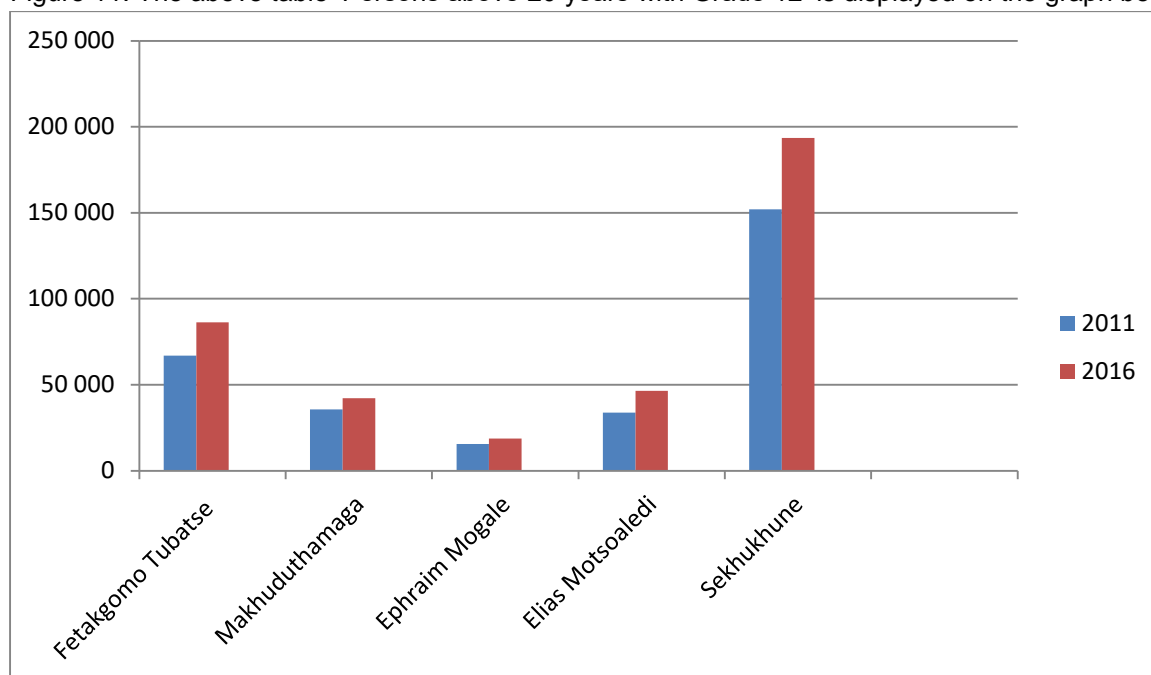
Source: Census (2011)

Table 17: Persons above 20 years with Grade 12

MUNICIPALITY	2011	2016
Fetakgomo Tubatse	67 008	86 340
Makhuduthamaga	35 635	42 263
Ephraim Mogale	15 587	18 656
Elias Motsoaledi	33 872	46 373
Sekhukhune	152 101	193 632

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

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



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

Table 18: Education profile per Local Municipality (2011)

	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Makhuduth amaga	Grand Total SDM
No Schooling	31 118	14 815	39 388	31 818	117 139
Some Primary Education	15 031	9 084	23 416	16 014	63 546
Completed Primary	5 550	3 510	8 393	5 056	22 510
Some Secondary Education	43 059	22 151	91 956	47 406	204 571
Grade 12	25 904	12 277	51 723	27 838	117 742
Higher	7 968	3 310	15 285	7 796	34 359
Grant Total	128 629	65 147	185 532	135 927	559 866

Source: Census (2011)

As indicated in the tables above, the district has a relatively high illiteracy level, with almost 28% of the population having no formal school education whatsoever. Only 1% of the population has obtained tertiary educational qualifications.

The Limpopo Provincial Growth and Development Strategy indicate that Sekhukhune has the least of highly skilled individuals in the province. The low skills reduce the ability of the District to be innovative and economically productive.

2.1.5 Out-migration and male absenteeism in sekhukhune

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

types of migrants that leave Sekhukhune households to seek work in other parts of the country.

Table 19: Categories of migrants from Sekhukhune households

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

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

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

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

2.1.6 Disability

95.88% do not have disability, which means that the majority of the population does not need any disability related care in both public and private buildings. 1.34% has physical disability followed by sight at 0.68%, emotional at 0.63%, deaf at 0.55 and multiple disabilities at 0.17%. The table below illustrates the types of disabilities found in the district:

Table 20: Disability Types

Disability	Elias Motsoaledi	Fetakgomo Tubatse	Ephraim Mogale	Makhuduth amaga	Grand Total
Sight (blind/severe visual limitation)	3.10	7.25	1.62	6.39	18.36
Hearing (Deaf)	2.01	3.72	1.42	1.83	8.98
Communication (speech Impairment)	1.42	2.23	0.21	1.94	5.79
Physical (need wheelchair)	9.69	10.09	4.54	11.60	35.91
Intellectual (serious difficulty in learning)	1.01	3.37	1.73	3.14	9.24
Emotional (Behaviour)	5.63	5.9	1.87	3.66	17.06

Multiple Disabilities	0.38	1.86	0.18	2.24	4.65
Grand Total	23.23	34.42	11.56	30.80	100.00

Source: Community Survey 2007

Disability Development Programmes in Sekhukhune District Municipality

The Office of the Executive Mayor supports disabled persons community through celebrations of important calendar days covering a variety of disabilities and workshops:

- Support to District Disability Forum
- Deaf Awareness Campaign
- Eye Care Awareness Campaign
- Albinism Awareness Campaign

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.

2.1.7 Income distribution and employment analysis

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

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

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

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

INCOME GROUP	2001	2011	2001%	2011%
No income	80 525	38 450	39.3	14.58
R 1 - R 4800	19 985	17 064	9.76	6.47
R 4801 - R 9600	50 857	32 375	24.8	12.28
R 9601 - R 19 600	25 954	61 827	12.6	23.44
R 19 601 - R 38 200	14 580	56 078	7.12	21.26

R 38 201 - R 76 400	9 307	27 100	4.55	10.28
R 76 401 - R 153 800	3 765	16 313	1.84	6.19
R 153 801 - R 307 600	1 082	9 454	0.53	3.58
R 307 601 - R 614 400	286	3 748	0.14	1.42
R 614 001 - R 1 228 800	113	720	0.06	0.27
R 1 228 801 - R 2 457 600	171	333	0.08	0.13
R 2 457 601 or more	81	274	0.04	0.10
Total	204 706	263 737	100.00	100.00

Source: Statistics South Africa (Census 2001 and 2011)

Average Household Income

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

Table 22: Average household income

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

Source: Census (2011)

Female Headed Households

In the year 2011, 139 593 households in Sekhukhune District Municipality are headed by females. This represents 52.9% of the total households in the district. The provincial average is 50.4% and therefore the district one is slightly higher. Targeted social programmes that benefit women in particular are required to alleviate challenges in these households. The highest number of these households is found in Makhuduthamaga, Elias Motsoaledi and Fetakgomo municipalities.

Table 23: Female Headed Households

Municipality	Female Headed Households			Number of households			% of female headed households		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	10 020	13 254	16 550	19 664	24 189	32 284	51,0	54,8	51,3
Elias Motsoaledi	24 048	26 794	32 061	42 605	45 478	60 251	56,4	58,9	53,2
Makhuduthamaga	30 932	34 334	39 217	49 782	52 978	65 217	62,1	64,8	60,1

Fetakgomo Tubatse	34 641	42 011	51 765	59 775	72 639	106 050	59,25	58,9	51,4
Sekhukhune	99 641	116 393	139 593	171 827	195 285	263 802	58,0	59,6	52,9

Source: Census (2011)

These figures on the other end challenges the LED unit, together with its key stakeholders to derive and develop programs that seek to empower women as they are burdened with the responsibility of ensuring that families are taken care of.

Child Headed Households

In 2011, 2 949 child headed households were recorded in Sekhukhune District Municipality. This represents 1,1% of the households in the entire district. Ephraim Mogale and Elias Motsoaledi have recorded highest numbers of child headed households in the district. Makhuduthamaga also scored 1,1% of the households headed by children. Programmes to deal with this issue need to focus on the municipalities with the highest need.

Table 24: Child Headed Households

MUNICIPALITY	1996			2001			2011		
	Households headed by children	Total households	% of child headed households	Households headed by children	Total households	% of child headed households	Households headed by children	Total households	% of child headed households
Ephraim Mogale	761	19 664	3,9	514	42 701	1,2	464	32 284	1,4
Elias Motsoaledi	1 872	42 605	4,4	1 007	80 719	1,2	800	60 251	1,3
Makhuduthamaga	1 794	49 782	3,6	917	95 710	1,0	737	65 217	1,1
Fetakgomo Tubatse	2 692	59 775	4,4	1 376	131 233	1,0	949	106 050	0,85
Sekhukhune	7 119	171 908	4,1	3 814	195 285	2,0	2 949	263 802	1,1

Source: Census (2011)

Dependency Ratio²

Table 25: Dependency Ratio

Municipality	1996	2001	2011
Ephraim Mogale	91,7	82,8	73,7
Elias Motsoaledi	92,5	86,5	76,0
Makhuduthamaga	105,9	94,8	85,4
Fetakgomo Tubatse	101,8	89,8	71,35
Sekhukhune	99,6	89,2	74,7

Source: Census (2011)

² Dependency ratio tells us how many young people under the age of 16 and older people over 64 years who are not working that have to depend on those who are working age and paying taxes. The higher the dependency ratio, the more people that need looking after

In 2011, the dependency ratio in Sekhukhune District Municipality stands at 74.7%. It is relatively higher compared to the provincial dependency ratio of 67.3. Waterberg has a dependency ratio of 55.5% and Thabazimbi has the lowest at 30.8%. It will be important to check the underlying factors that make Thabazimbi achieve such a low dependency ratio in Limpopo Province.

Within the district however, Makhuduthamaga Local Municipality has the highest dependency ratio at 85.4 way above the district and provincial ratio. This is followed by Elias Motsoaledi at 76.0 and Fetakgomo Tubatse at 71.35. There is marked improvement in Fetakgomo Tubatse dependency ratio from 101.8 in 1996 to 71.35 in 2011.

It is very indispensable that the municipalities with higher dependency ratio receive much attention with regard to poverty alleviation programmes and also programmes that will lead to income generation. Makhuduthamaga, Elias Motsoaledi and Fetakgomo should therefore be prioritised for poverty alleviation programmes.

Economically Active Population

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

Table 26: Economically Active population

MUNICIPALITY	MALE	FEMALE
Ephraim Mogale	58196	65432
Elias Motsoaledi	115488	133842
Makhuduthamaga	121246	153061
Fetakgomo Tubatse	202627	226792
Sekhukhune District	497 557	579 127

Source: Census 2011

Employment by Industry

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

Table 27: The Breakdown of employment by industry in the SDM is as follows:

Sectors	Makhuduth amaga	Fetakgomo Tubatse	Ephraim Mogale	Elias Motsoaledi	Grand Total
Agriculture, Hunting, Forestry and fishing	0.23	0.32	0.29	0.54	1.38

Sectors	Makhuduth amaga	Fetakgomo Tubatse	Ephraim Mogale	Elias Motsoaledi	Grand Total
Mining and Quarrying	0.02	2.11	0.02	0.03	2.18
Manufacturing	0.17	0.51	0.25	0.47	1.41
Electricity, Gas and Water Supply	0.03	0.02	0.04	0.07	0.16
Construction	0.31	0.37	0.16	0.33	1.17
Wholesale and retail trade	0.52	0.93	0.26	0.96	2.66
Transport, Storage and communication	0.09	0.27	0.08	0.28	0.72
Financial, Insurance, real Estate and	0.05	0.44	0.19	0.44	1.12
Community, Social and personal Services	0.77	1.25	0.59	1.00	3.62
Other and no adequately defined	0.14	0.42	0.36	0.41	1.32
Not applicable	19.40	33.27	8.75	16.69	78.11
Unspecified	1.54	2.32	0.35	1.96	6.16
Grand Total	23.26	42.23	11.33	23.18	100.00

Source: Community Survey 2007

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

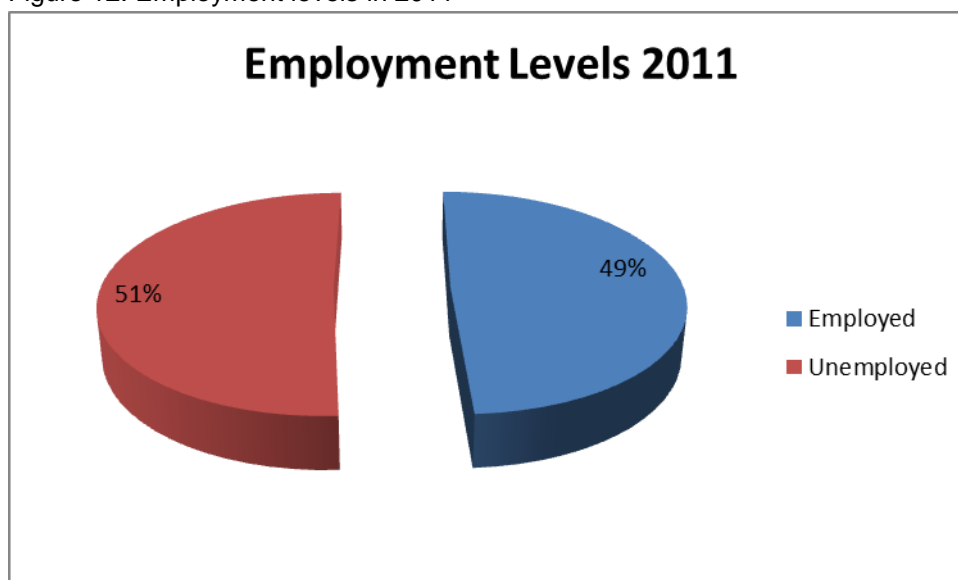
Table 28: Employment levels

Municipality	Employed			Unemployed			Unemployment rate		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	11207	15632	18350	10005	12721	12944	47,2	44,9	41,4
Elias Motsoaledi	19696	20155	32203	23862	24027	24175	54,8	54,4	42,9
Makhuduthamaga	12409	10686	19534	29370	32174	32780	70,3	75,1	62,7
Fetakgomo Tubatse	17 549	24 008	58 706	34 385	41 103	63 375	68,5	64.95	54.65
Sekhukhune	60860	70481	128794	97622	110026	133274	61,6	61,0	50,9

Source: Census (2011)

In 2011, 49% of the persons who are of working age are employed compared to 51% that is unemployed. The total unemployment rate within Sekhukhune District Municipality is 50,9%. The average in Limpopo Province for unemployment rate is 38,9%. This clearly implies that unemployment is still quite high in the district. Waterberg District has lowest unemployment in Limpopo Province standing at 28.1%. Musina Local Municipality has the lowest unemployment across at 18.7%.

Figure 12: Employment levels in 2011



Source: Census (2011)

Comparatively, the situation has improved from 1996 where unemployment was standing at 61.6% and recorded at 50.9 in 2011 although still very high. When comparing local municipalities in the district, Makhuduthamaga seem to be the hardest hit standing at 62.7% followed by Fetakgomo Tubatse at 55.65%, Elias Motsoaledi at 42.94% and lastly Ephraim Mogale at 41.4%.

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

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

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

2.2 SPATIAL RATIONALE

2.2.1 Introduction

The Spatial Rationale chapter represents the Spatial Development Framework (SDF) for Sekhukhune District Municipality as contemplated in section 12 of the Spatial Planning and Land Use Management Act (Act 16 of 2013). The General principles endorsed by the Spatial Planning and Land Use Management act is that spatial planning, land use management and

land development must promote and enhance the following five main development principles: Spatial Justice, Spatial Sustainability; Spatial Efficiency; Spatial Resilience and Good Administration. The SDF will facilitate implementation of the IDP and all government intentions to fight poverty and facilitate balanced urban and rural development throughout the District area. More specifically, the Sekhukhune SDF will aim towards achieving the following objectives:

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

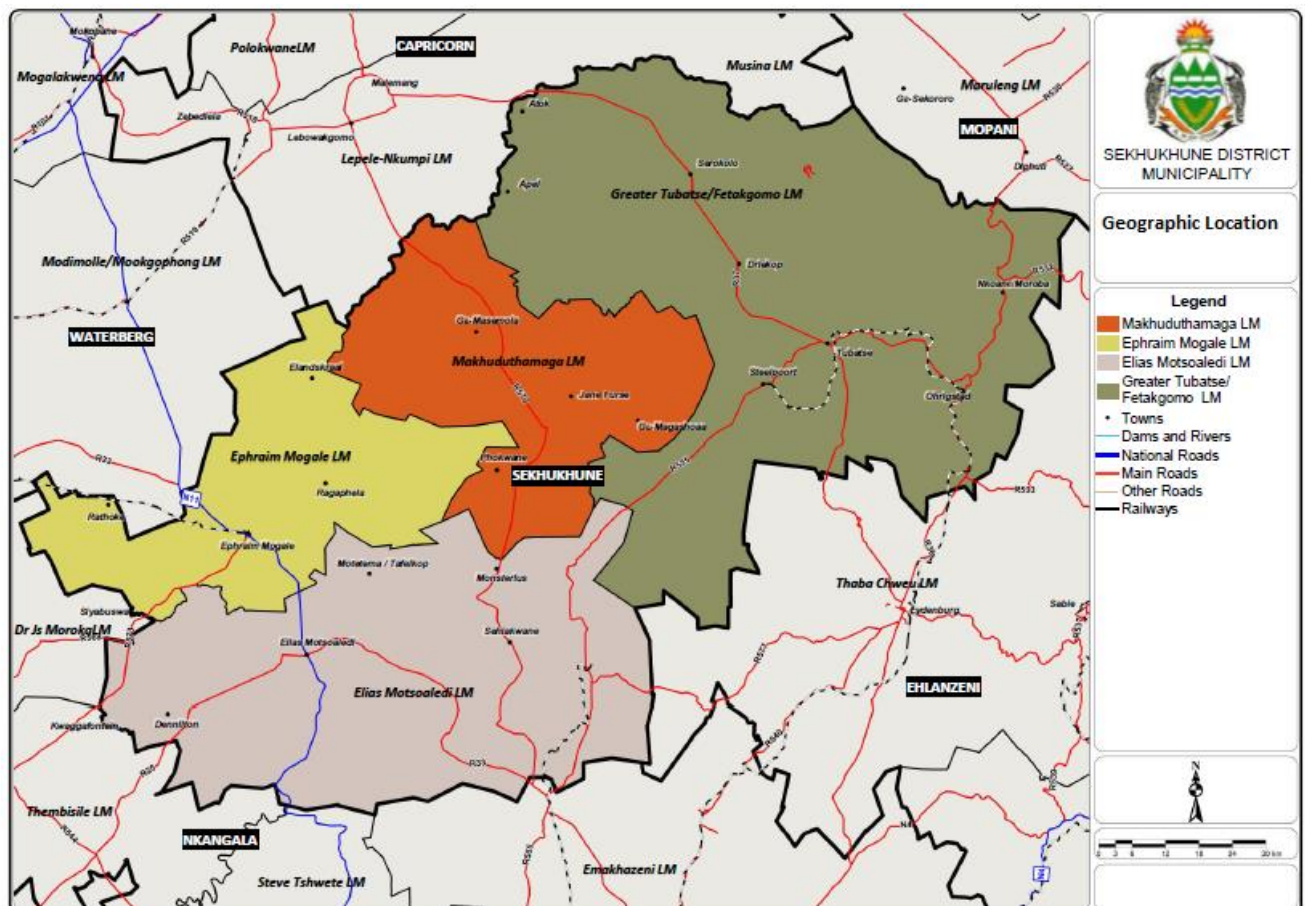
2.2.2 Geographic location of the district

The Sekhukhune District Municipality is located in Limpopo Province. It lies in the south-eastern part of the province, bordering on the Capricorn and Mopani District in the North, Mpumalanga (Nkangala and Ehlanzeni Districts) in the south and east, and the Waterberg District in the West. The Sekhukhune District is the smallest in the province, making up 11% of the provincial geographical area. The district comprises of four local municipalities, namely Elias Motsoaledi, Ephraim Mogale, Makhuduthamaga and Fetakgomo Tubatse.

Sekhukhune is an area with a long and proud history. It is also a place of majestic beauty with legal mountains, lush valleys and meandering rivers. Under its soil, lie vast deposits of precious metals – so vast that they today contain the largest reserves of platinum group metals in the world. Above its soil, sprout more than 2200 indigenous species of vascular plants, making it an area of exceptionally high biodiversity that is globally recognized. It is a

land blessed by natural beauty, unusual resource endowments and a compelling history dating back to the 16th century. The people of Sekhukhune still remember the heritage bequeathed to them by their forefathers – by the legendary Chief Sekhukhune 1st who is still commemorated by South African leaders today, by the compassionate Pretoria Bishop, Michael Furse, who championed the cause of mineworkers in the early 1900s, by the hundreds of migrant workers who belonged to the celebrated Fetakgomo movement in the 1950s and by more recent heroes like Elias Motsoaledi. It is a legacy of resilience against all odds, and a commitment to uplifting the lives of the ordinary people of the region.

Figure 13 - Geographic Location Map



HISTORY BEHIND THE NAMES

Elias Motsoaledi: A legendary hero who was born in Nebo and was later sentenced to life imprisonment as part of the Rivonia treason trial. He spent 26 years in Robben Island until his release in 1989.

Makhuduthamaga: Literally meaning “the executive”, this was a term used to denote members of the Fetakgomo movement in the 1950s.

Ephraim Mogale: A Cadre who was born in Bingley, near Settlers on the 6th February 1955. He was later sentenced to eight (8) years in Robben Island, of which he served five (5). He was released in 1985.

Fetakgomo Tubatse: The Municipality was established and officially proclaimed in the Section 12 Notice Limpopo Provincial Gazette no. 2735, its short title: “Notice in terms of s12 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998):

Disestablishment of Existing Municipalities and Establishment of New Municipalities”, dated 22nd July 2016 issued by the Member of the Executive Council (MEC) for local government in Limpopo Province. The municipality was formed as a sequel to an amalgamation between the former Fetakgomo Local Municipality and the former Greater Tubatse Municipality, which municipalities were established after the 2000 Local Government Elections as an outflow of the municipal demarcation board. The amalgamation was given a force of law in the aftermath of the 2016 Local Government Elections, which municipal elections were held on the 03rd August 2016. Both the former FTM and former GTM were classified as categories B municipalities due to their spatial and economic characteristics.

2.2.3. Municipalities and Wards

The District is made up of 4 local municipalities (LMs) – Elias Motsoaledi Local Municipality (formerly the Groblersdal Local Municipality), Ephraim Mogale Local Municipality, Fetakgomo Tubatse Local Municipality and Makhuduthamaga Local Municipality. Ephraim Mogale Municipality is predictably found within the Marble Hall area, whilst the others are centred on major conurbations like Groblersdal (Elias Motsoaledi), Apel & Burgersfort (Fetakgomo Tubatse) and Jane Furse (Makhuduthamaga). The Fetakgomo Tubatse LM to the northeast; Makhuduthamaga in the central part; Ephraim Mogale to the centralwestern parts and Elias Motsoaledi to the south.

The Sekhukhune District covers approximately 1,358 million hectares of land. Fetakgomo Tubatse LM covers about 42% of the SDM, 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, 30 in Makhuduthamaga and 16 in Ephraim Mogale which brings the Sekhukhune District total to 116 wards.

Figure 14: LMs Land Cover

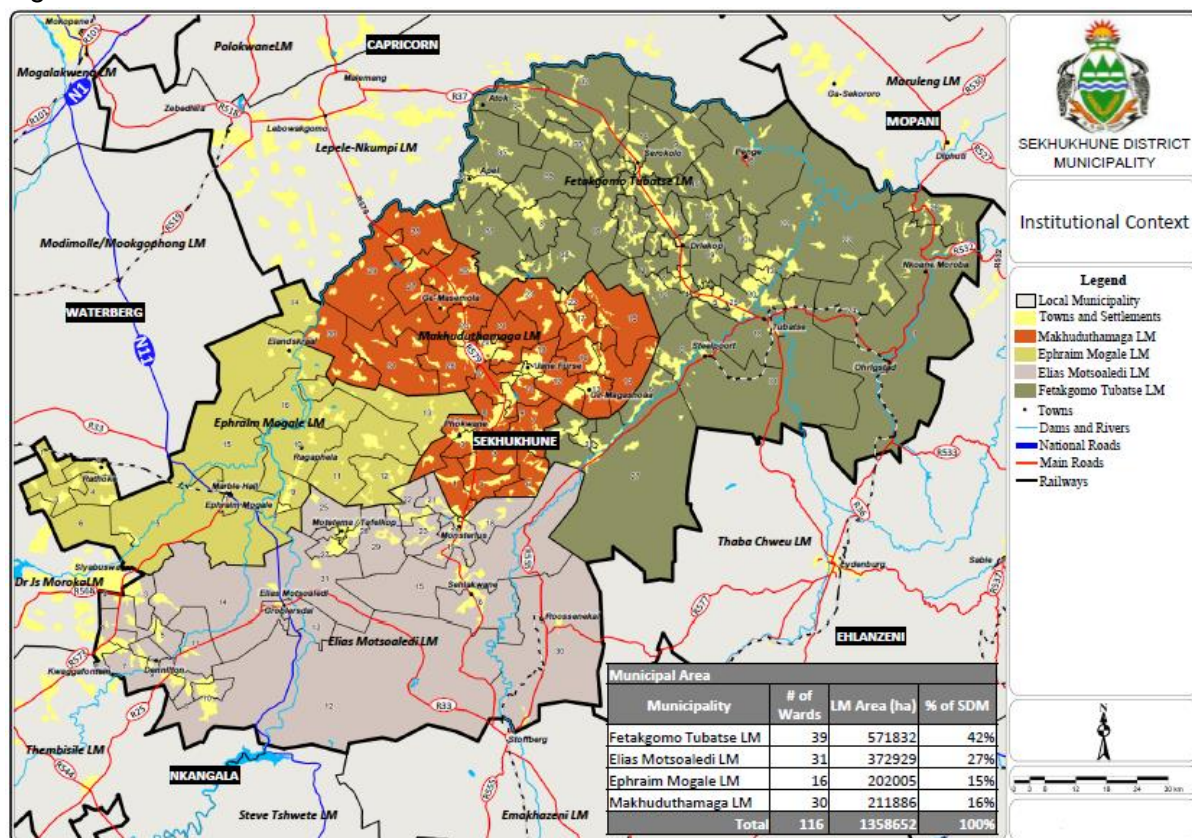
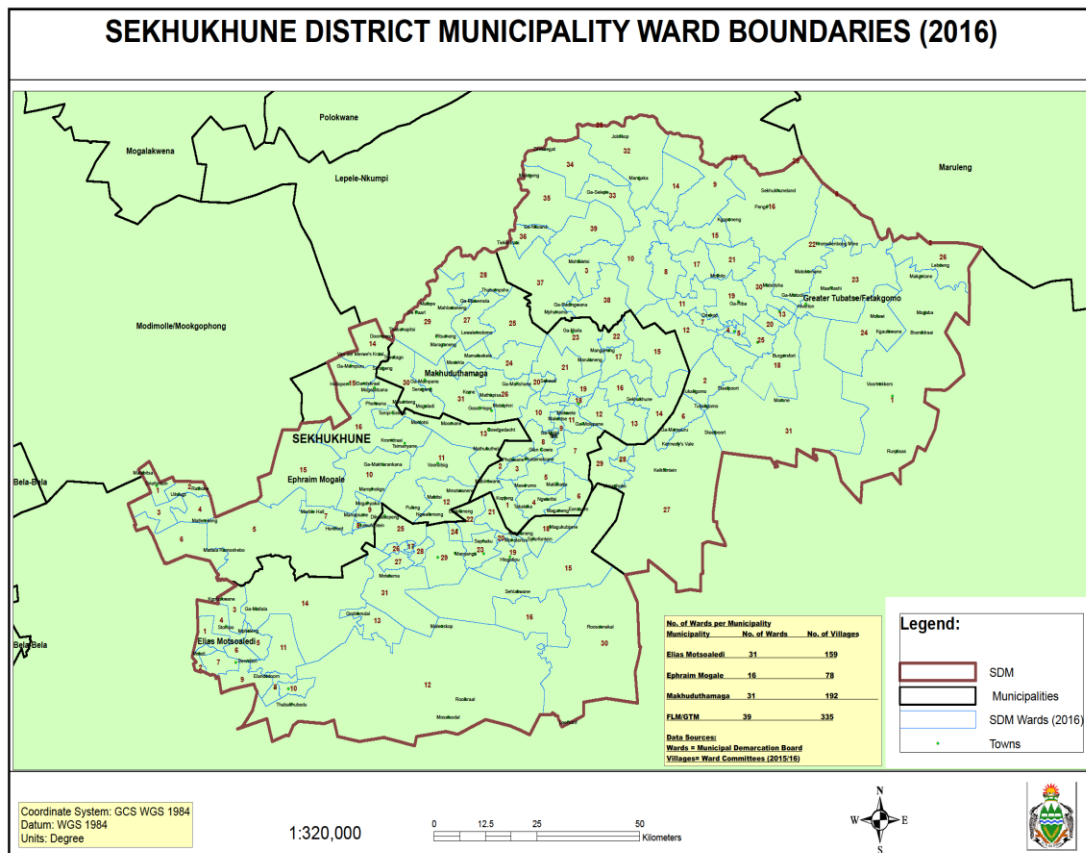


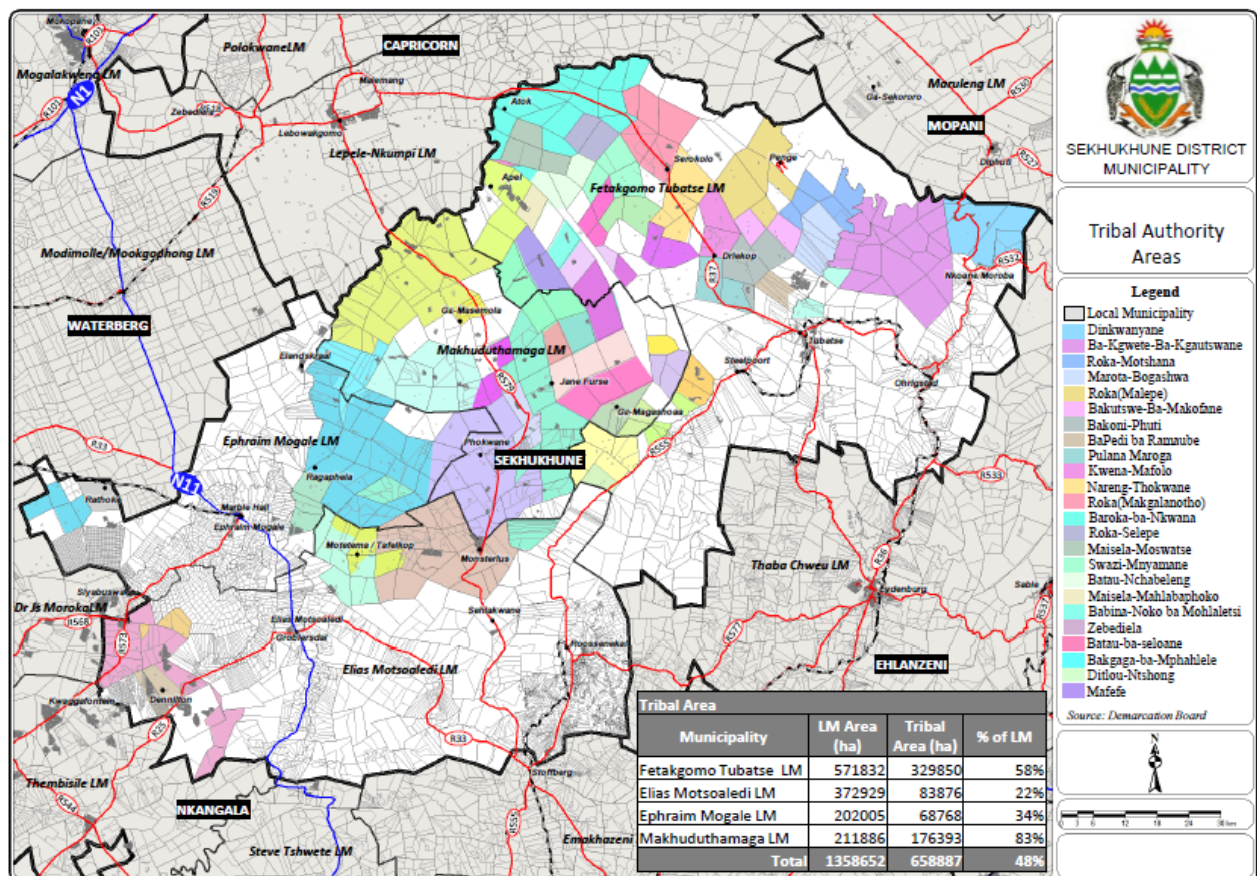
Figure 15 – SDM Wards



2.2.4 Traditional Authority Areas

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 24 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.

Figure 16 – Traditional Authority Areas

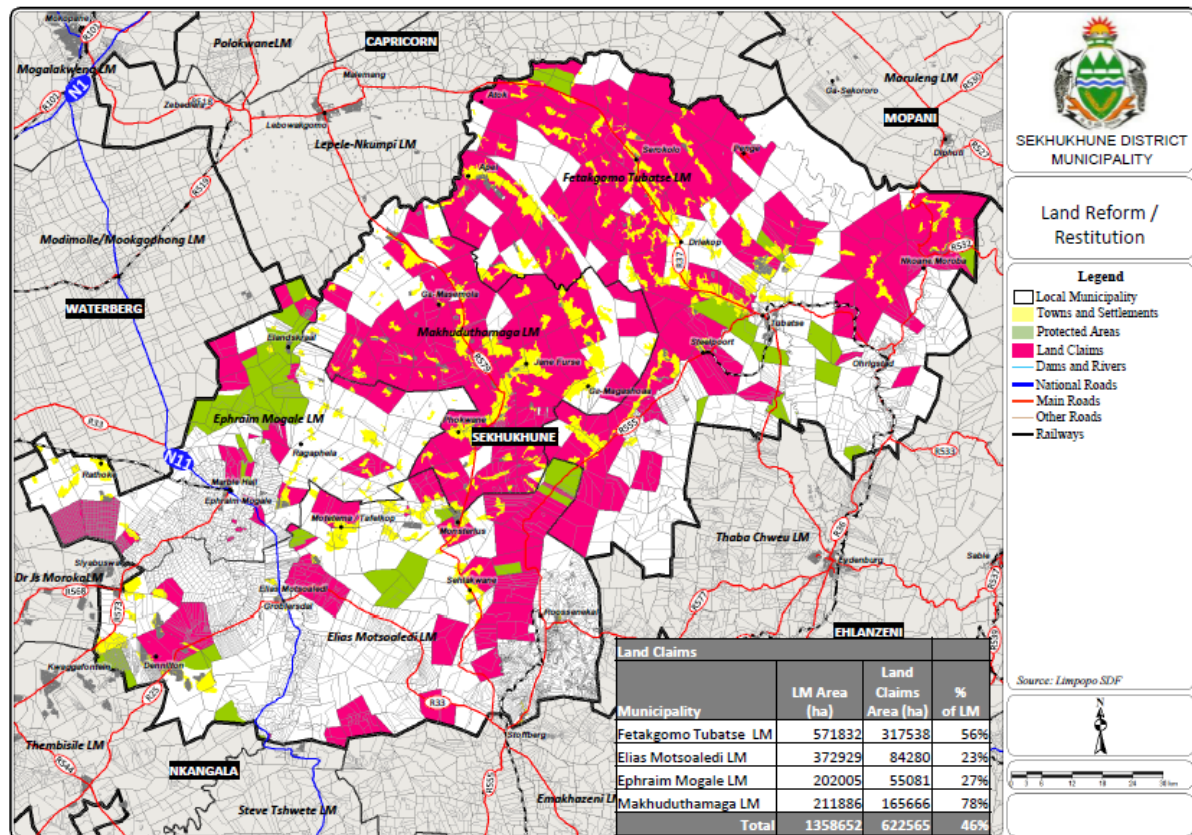


2.2.5 Land Claims

Figure 17 depicts the land areas within the SDM which are subject to land reform/ restitution claims as contained in the Limpopo SDF (2016). A total of 622 565 ha of land is subject to land claims. This represents about 46% of the total area of the SDM. About 56% of the Fetakgomo Tubatse area is subject to claims (317 538 ha), followed by Makhuduthamaga (165 666 ha or 78%); 8428 ha (23%) of Elias Motsoaledi and 55 081 ha (27%) of Ephraim Mogale. Notably, there is a strong correlation between the land claimed and the land under

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

Figure 17: Land Claims



2.2.6 Policy Context

The Sekhukhune District Municipality (SDM) Spatial Development Framework was adopted by Council in 2009 and will be reviewed annually. The SDF is aligned to the most important national, provincial and district policies and strategic plans: The National Development Plan provides for the spatial development proposals as part of the national spatial development interventions, The Medium Term Strategic Framework (MTSF) for Radical Economic Transformation and Improving Service Delivery; The Industrial Policy Action Plan (IPAP) 2017/18 to 2019/20 places special focus on minerals and beneficiation, agriculture and agro-processing, energy, attracting investments and growing the oceans economy.

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

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

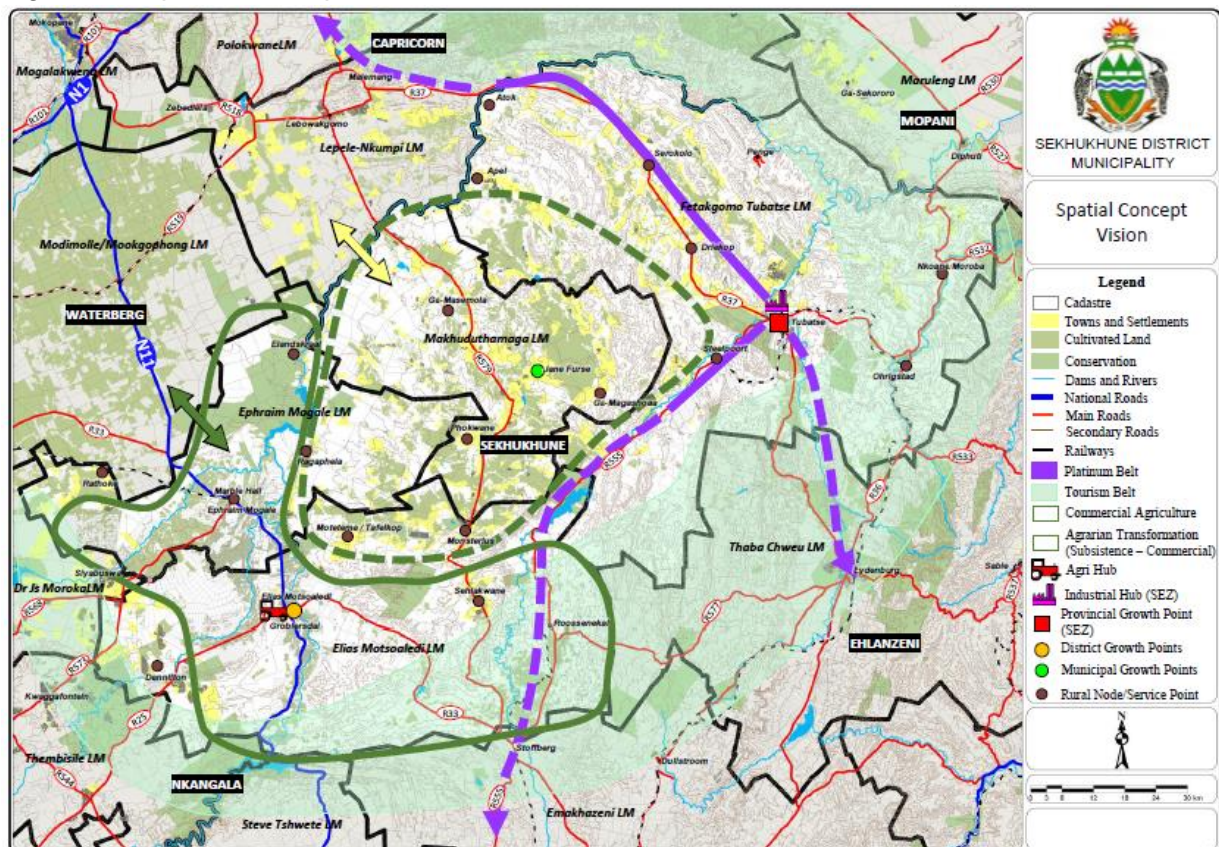
2.2.7 Spatial Vision

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

The Spatial Vision revolves around the following main principles:

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

Figure 18: Spatial Concept Vision



2.2.8 Spatial Concentrations of Population

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

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

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

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

2.2.9 Existing Land Use and Related Potential

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

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

Table 29: Land Use Patterns in the SDM

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

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

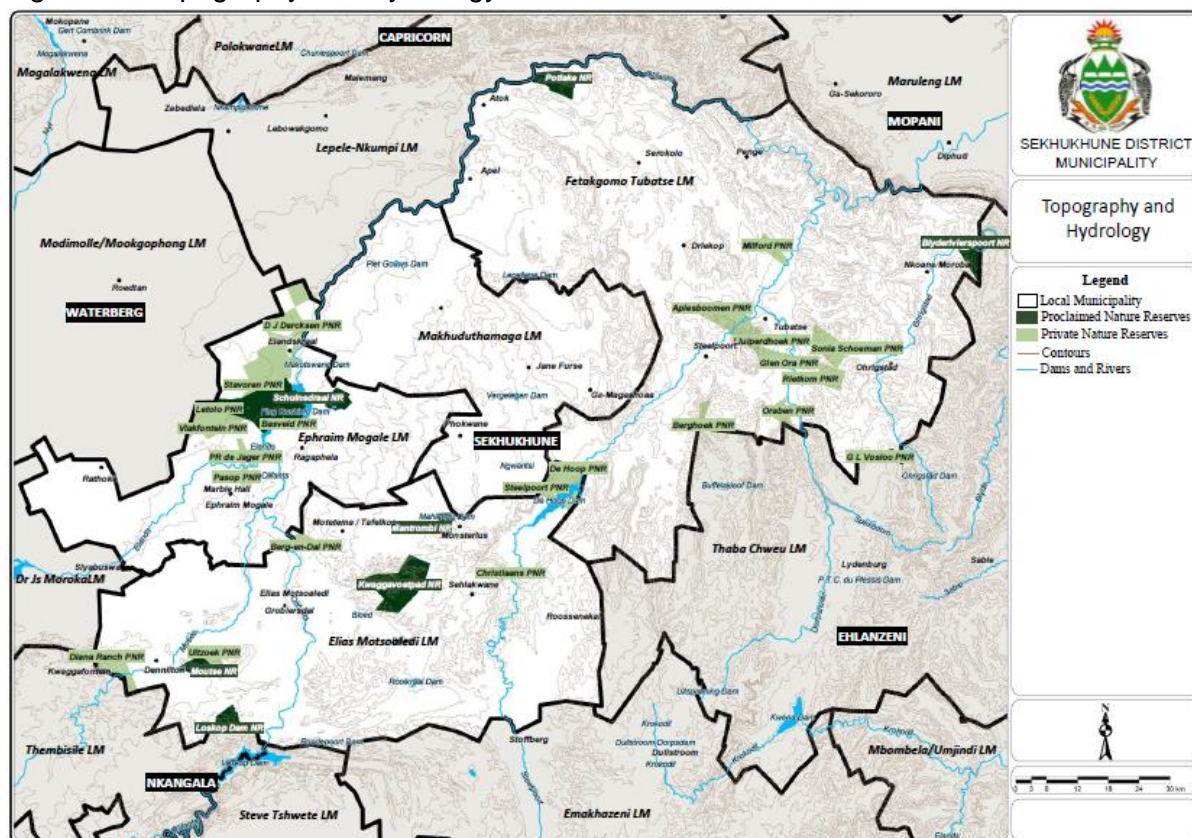
Disconcertingly, land is becoming an increasingly scarce commodity within the District. This is equally true of rural, semi-rural / semi-urban areas. This is a particularly significant situation, given the growing importance of agriculture, mining and tourism (all potentially conflicting land uses) to the District's economy. Furthermore, the District's developing economic nodes appear to be attracting an increasing number of people, thereby creating higher population concentrations in certain parts of the district. This is especially true of the Jane Furse – Phokwane development node in Makhuduthamaga, and the Bothashoek-Praktiseer and Atok Area (Fetakgomo Tubatse).

2.2.10 ENVIRONMENTAL FEATURES

As illustrated on **Figure 19** the general topography of Sekhukhune District is that of strongly undulating plains which link into the Springbok Flats of the Waterberg District towards the west. The Klein Drakensberg Mountain range covers the entire north-eastern and eastern extents of the Municipality. This mountain range is a very strong structuring element in the Sekhukhune District as it limits east-west movement in the central and northern parts of the District – especially between areas like Burgersfort, Jane Furse, Groblersdal and Marble Hall. The Olifants, Moses and Elands Rivers enter the District from the southwest from where these converge and run in a north-north-eastern direction along the District Municipality border as the Olifants River.

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

Figure 19: Topography and Hydrology



Sekhukhune's vegetation is mostly tropical bush and savannah. More specifically, the dominant vegetation type (which has also been classified as sensitive) is Sourish Mixed Bushveld which contains the false grassveld types. As shown on Figure 18 a number of nature reserves, conservation areas and private nature reserves are found throughout the District. These include the Schuinsdraai Nature Reserve at Flag Boshielo Dam, the Potlake Nature Reserve to the north, the Kwaggavoetpad Nature Reserve centrally located in Elias Motsoaledi, the Moutse and Loskop Dam Nature Reserves to the south, and Blyderivierspoort Nature Reserve at the north-eastern end of the District. There are also several small clusters of Private Nature Reserves along the Olifants River in the eastern parts of Ephraim Mogale, a cluster in the south-western extents of Elias Motsoaledi (forming part of a larger cluster located in the Nkangala District (Loskop Dam to Rust de Winter), around the new De Hoop Dam along the Steelpoort/ Tubatse River in the east and another cluster around Burgersfort/ Tubatse.

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

Figure 20: Critical Biodiversity Areas

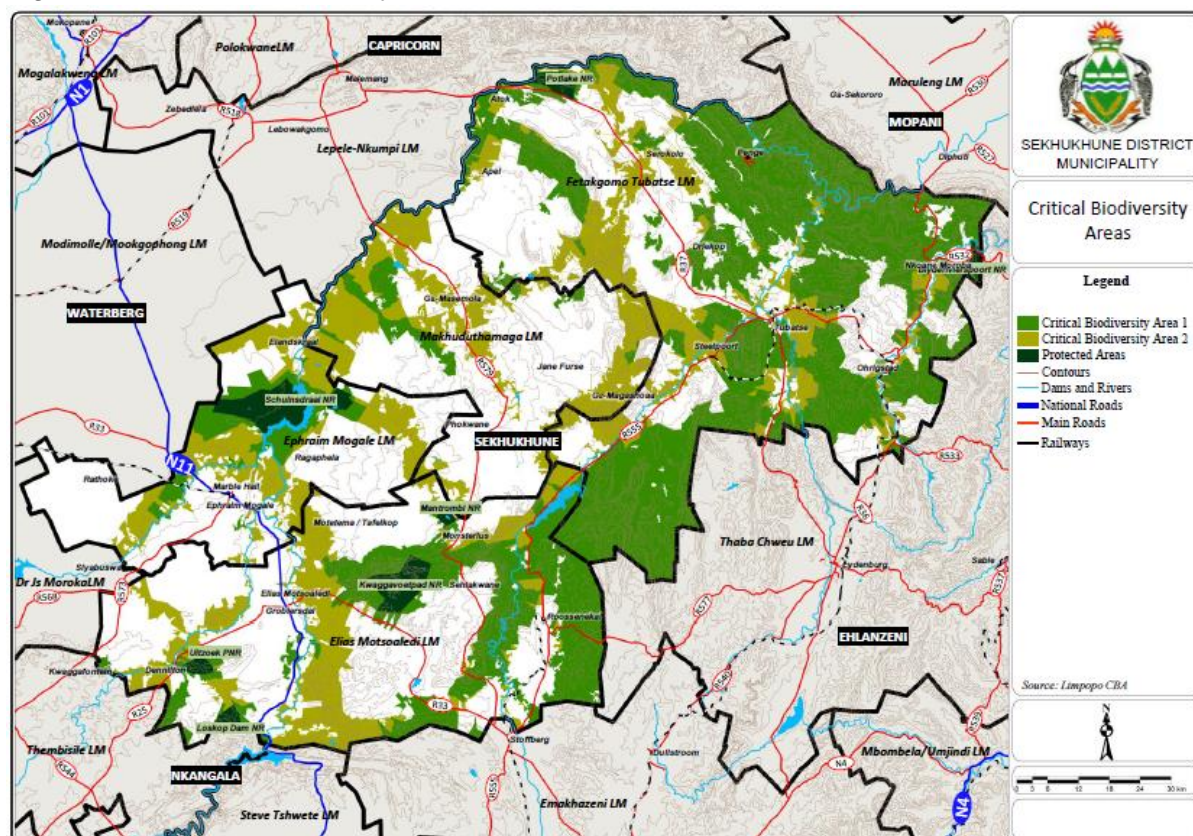
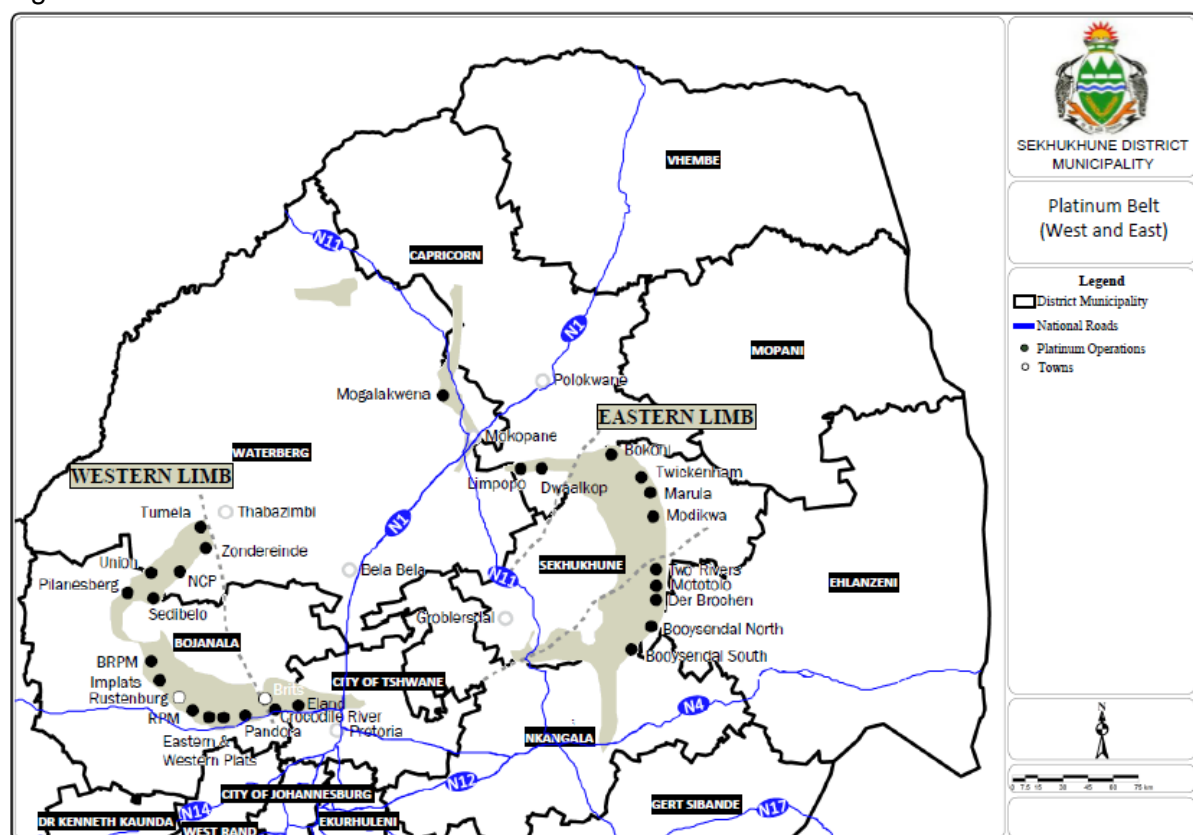


Figure 21: Platinum Belt



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

2.2.11 Spatial Structure and Settlement pattern

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

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

Road and Rail Transport

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

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

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

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

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

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

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

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

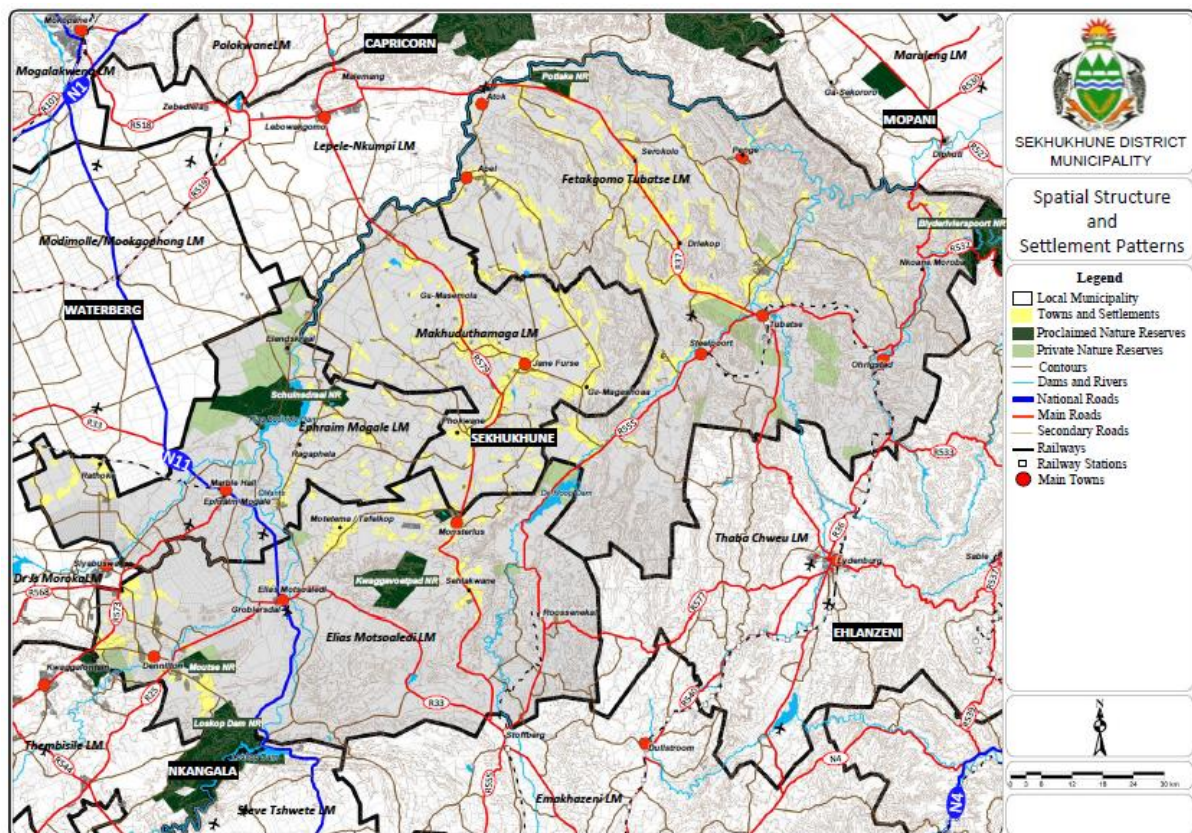
Other roads important to the economic well-being of the District include the N11 and R579. Apart from its road network, the SDM is served by three railway lines which were originally developed to support the mining activity within the District.

The three railway lines include:

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

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

Figure 22: Spatial structure and Settlement Patterns



Public Transport

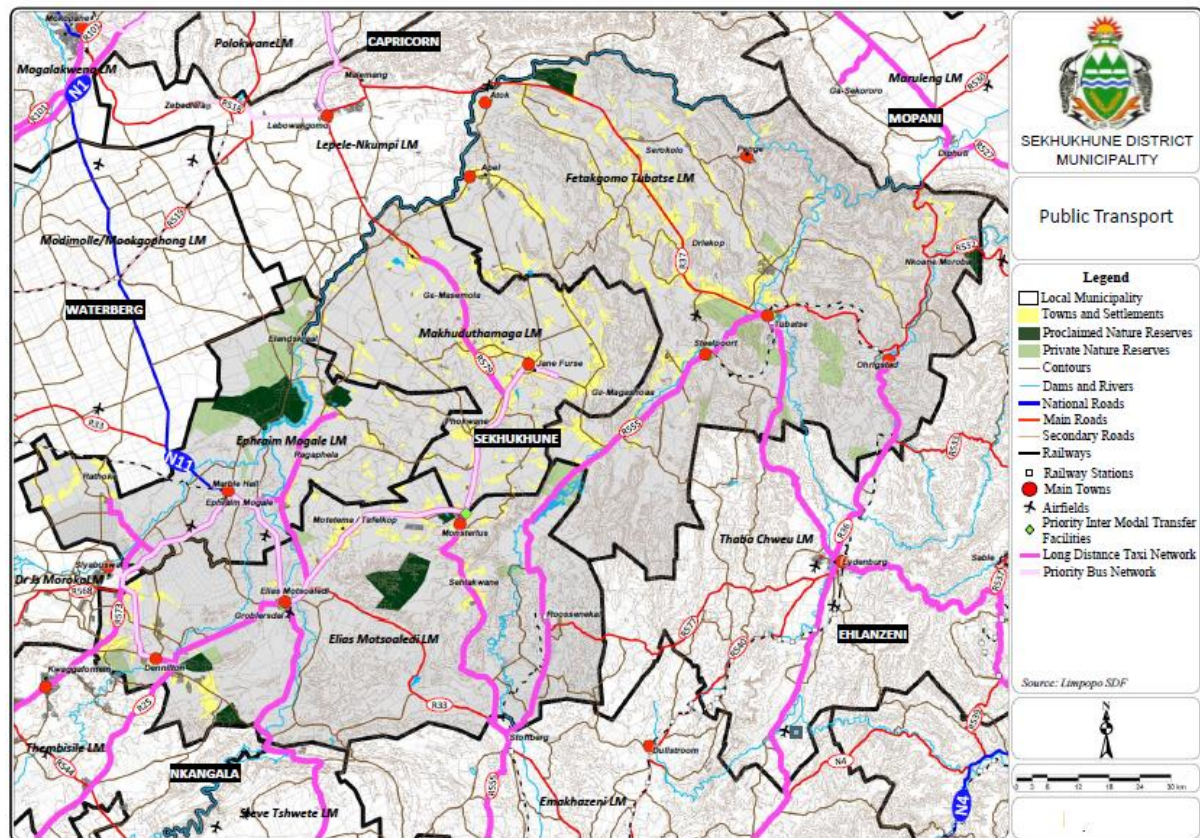
With low levels of car ownership and no commuter rail services, commuters depend heavily on road-based public transport services. According to the Limpopo Integrated Transport Plan (ITP), the most common forms of public passenger transport are buses and taxis. Unfortunately, transport routes in the District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

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

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

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

Figure 23: Public Transport



Spatial distribution of economic activities

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

- Groblersdal Town comprises a range of retail, hardware /commercial and several industrial activity, and as a result, it is the main business node of Elias 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's in the district due to the influence of mining activity.
- Mining activity in the Steelpoort area located south of Burgersfort town.
- Another mining activity (Bokoni Platinum Mine) located in close proximity to the settlement areas of Atok / Sefateng.

Mining Activity

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

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

These include:

- Eleven new platinum and chrome mines over the next three years, possibly creating 17 000 direct jobs.
- A R2 billion smelter plant is being considered for construction in Tubatse, possibly creating 1200 jobs.

New mining activities within the Ephraim Mogale and Elias Motsoaledi LMs could potentially create land use conflicts between mining and agricultural activities. Furthermore, new mining activities may result in increasing pressure being placed on environmentally sensitive areas found within the north-eastern and south-eastern extents of the District. Table 4 sets out the main existing (operational), and planned platinum mines in the District.

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

Mine	Controlling company	Local Municipality
Expansion in progress or production building up		
Lebowa Platinum	Angloplat	Fetakgomo Tubatse LM
Modikwa	Angloplat African Rainbow Minerals	Fetakgomo Tubatse LM
Mototolo	Angloplat	Fetakgomo Tubatse LM
Everest South	Aquarius	Within 30km of SDM
Two Rivers	African Rainbow Minerals	Fetakgomo Tubatse LM
Marula UG2	Implants	Fetakgomo Tubatse LM
Bankable feasibility study completed		
Blue Ridge	Ridge	Elias Motsoaledi LM
Bankable feasibility study planned or underway		
Sheba's Rige	Ridge	Elias Motsoaledi LM

Mine	Controlling company	Local Municipality
Smokey Hills	Platinum Australia	Fetakgomo Tubatse LM
Twickenham	Angloplat	Fetakgomo Tubatse LM
Mareesburg	Eastern Plats	Fetakgomo Tubatse LM
Marula Merensky	Implants	Fetakgomo Tubatse LM
Pre-feasibility study in progress or completed		
Kennedy's Vale	Eastern Plats	Fetakgomo Tubatse LM
Der Brochen	Angloplat	Fetakgomo Tubatse LM
Booyensdal	Angloplat	Within 30km of SDM
Advanced Exploration		
Ga-Phasha	Angloplat	Fetakgomo Tubatse LM
Loskop	Boynton	Elias Motsoaledi LM
Early Exploration		
Grootboom	Boynton	Fetakgomo Tubatse LM
Tjate	Jubilee	Fetakgomo Tubatse LM
Kliprivier	Nkwe	Within 30km of SDM
Tinderbox	Placer Dome	Elias Motsoaledi LM
Berg	Platfields	Within 30km of SDM

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

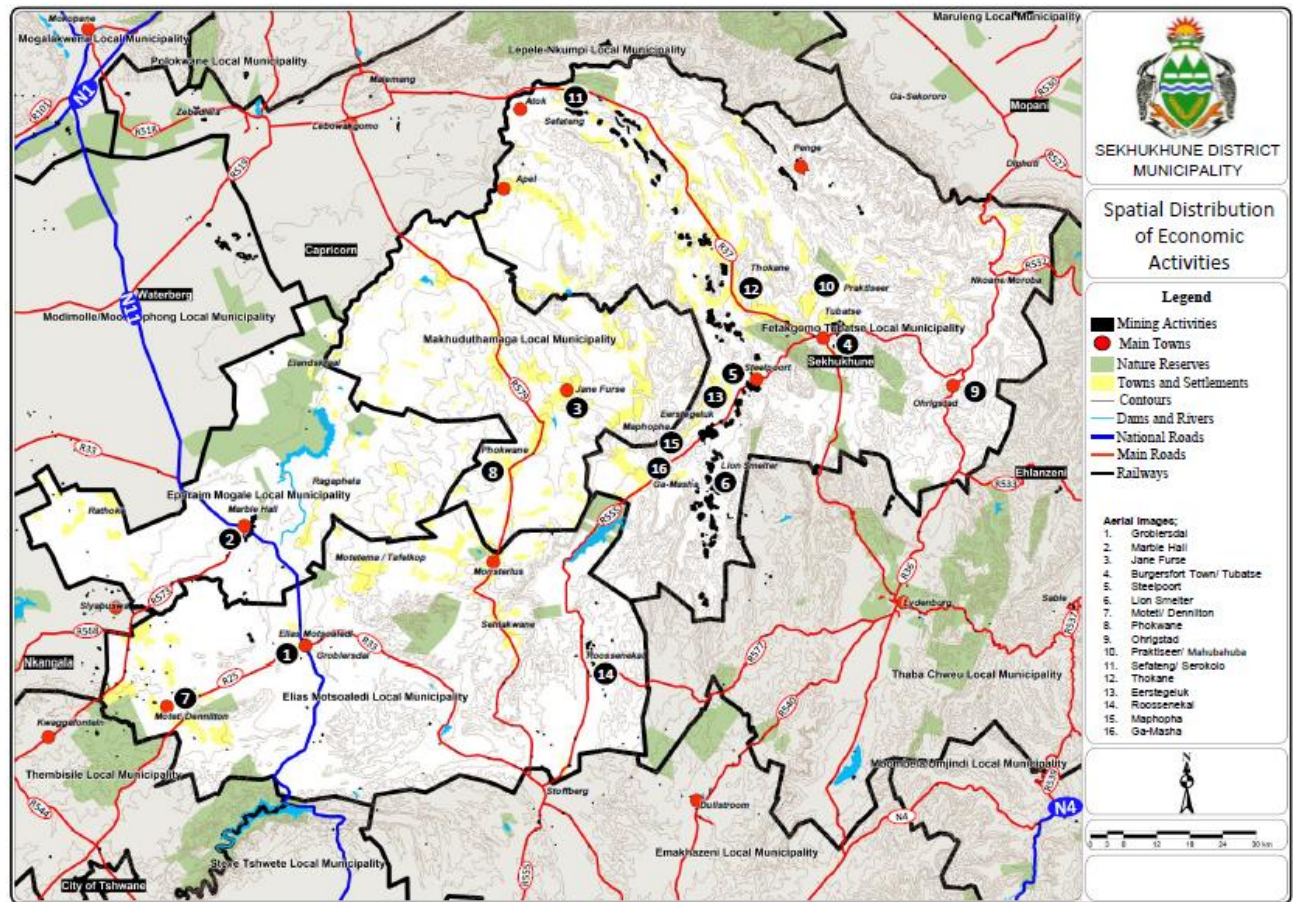
The projected number of employment opportunities in platinum mining / near the SDM up to 2015 is set out in Table 31. Importantly, based on the below mentioned statistics, Burgersfort is set to become a city in the next 10-15 years.

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

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

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

Figure 24: Spatial Distribution of Economic Activities



Agriculture

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

The main challenge as indicated above is for the district to raise the potential of emerging farmers in line with that of the established commercial farmers. This will require support for training and access to inputs and markets, as well as addressing water shortages. Unfortunately, coupled with the above mentioned constraints, the sector is further depressed by global economic recession, environmental constraints and lack of access to sustainable market both local and internationally. These challenges calls for farmers to be better organised and resourced with capital, technology, new skills and creative leadership for them to succeed. They need to produce high value commodities which provide the greatest opportune for increasing household income. Further, they need integrated institutional support to facilitate their capacity building and participation in the competitive markets. And

finally, they need to have good business acumen and astute in order to capitalize on opportunities presented in the local and global markets because most of FBO still operating at as non-legal business entities with cooperative still at the primary stage.

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

The Loskop scheme

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

The Ohrigstad scheme

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

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

Tourism sector

The District hosts the scenic Flag Boshielo Dam area, the adjoining Schuinsdraai Nature reserve, Potlake Nature Reserve and the Maleoskop resort and conservancy (see **Figure 27**). 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 SDM. The tourism sector also employs approximately 962 persons. The table below sets out the accommodation facilities available in the District.

Table 32: Accommodation Facilities in the SDM.

Municipal Area	No. of Facilities	No. of Beds	Occupancy rate (%)	Turnover	Staff Employment
Fetakgomo Tubatse LM	21	1,298	67	47,400,000	444
Elias Motsoaledi	24	577	59	20,200,000	222
Ephraim Mogale	29	677	54	23,000,000	260
Makhuduthamaga	6	75	62	2,600,000	36

Sekhukhune	81	2,627	62	93 200,000	962
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Yet, in spite of existing tourism attractions and facilities, and although tourism has been identified as one of the major growth sectors in the SDM, the District lacks a major product to draw a significant volume of holiday tourists to the area. A major draw card could however firmly place Sekhukhune on established tourist routes to the Blyde River Canyon and Kruger Park.

Three potential tourism routes have been identified for Sekhukhune:

The Mafulo a Matala Route

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

The Marota Route

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

The Platinum Stream Route

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

Spatial Development Objectives

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

- To actively protect, manage and rehabilitate the natural environmental resources in the district in order to ensure a sustainable equilibrium between the competing mining, tourism and agricultural industries.
- To establish a functional system of economic and service delivery nodes in the urban and rural parts of the District.
- To optimise connectivity and access by way of a comprehensive district movement network linking all urban and rural nodes to one another, and to significant destinations in the broader region.
- To ensure equitable access to social facilities and promotion of Local Economic Development by way of targeted investment based on a spatial logic (MPCC) at all the priority nodes within the District.
- To consolidate human settlement projects in sustainable Priority Housing Development Areas at the identified urban and rural nodes.
- To direct engineering infrastructure investment aimed at social and economic development towards the priority nodes, and provide at least basic services to communities experiencing excessive service backlogs (in line with Constitutional obligation).
- To utilise the natural environmental and cultural historic features in the District as anchors from which to promote ecotourism and conservation.
- To further enhance agricultural development and food production by establishing the Agri Park concept in the District.
- To facilitate up-scaling of subsistence farming to commercial farming in all the identified Rural Intervention Areas within the Sekhukhune Agri Park.
- To optimally utilise the mining potential in the District with due consideration to the continuous rehabilitation of mining land.
- To promote industrial/commercial development in the District with specific emphasis on Agri-processing at the Agri Hub (Groblersdal), and minerals beneficiation in the Special Economic Zone: SEZ (Tubatse).
- To promote formal and informal business development at all activity nodes in the district and to continuously provide opportunities for upscaling.

Strategic Development Areas

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

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

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 the 546 towns and villages in the District. It is hence proposed that a system of urban and rural nodes be established 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 546 towns and villages scattered across the SDM area of jurisdiction.

Furthermore, the establishment of such system of urban and rural nodes holds the following advantages:

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

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

The function of a node is to provide local residents, as well as those from surrounding rural areas, with goods and services in an efficient manner – preferably as a ‘one stop’ point. Such an approach will – in time – strengthen agglomeration economies, support effective public transport, and create a network of strong nodes that discourage unsustainable low density sprawl. **Table 33** below lists the priority nodal points identified from the Spatial Development Frameworks of local municipalities in Sekhukhune District Municipality as well as the Limpopo SDF. There are two Provincial Growth Points (Burgersfort/Tubatse and Groblersdal); three District Growth Points and eight Municipal Growth Points. A total of 21 Rural Nodal/ Service Points have also been identified bringing the total number of nodes in the SDM to 34.

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

The proposed Sekhukhune nodal system should form the basis for national, provincial and municipal infrastructure investment prioritisation (budgets, programming etc.). This includes the provision of engineering infrastructure, social/ community infrastructure, and economic infrastructure. Its strategic intent is to maximise the benefits to be derived from spending the limited public budget, while creating a just and efficient spatial structure from which both urban and rural communities in the SDM will benefit. The majority of these nodal points lie along main routes where they are easily accessible. An established system of nodes will not only make service delivery more efficient, but also make the area more legible and help to direct private sector investment throughout the SDM. Notably, with Jane Furse’s new status as the institutional headquarters of the SDM, all district government functions should be consolidated within Jane Furse Node.

Table 33: SDM Growth Points

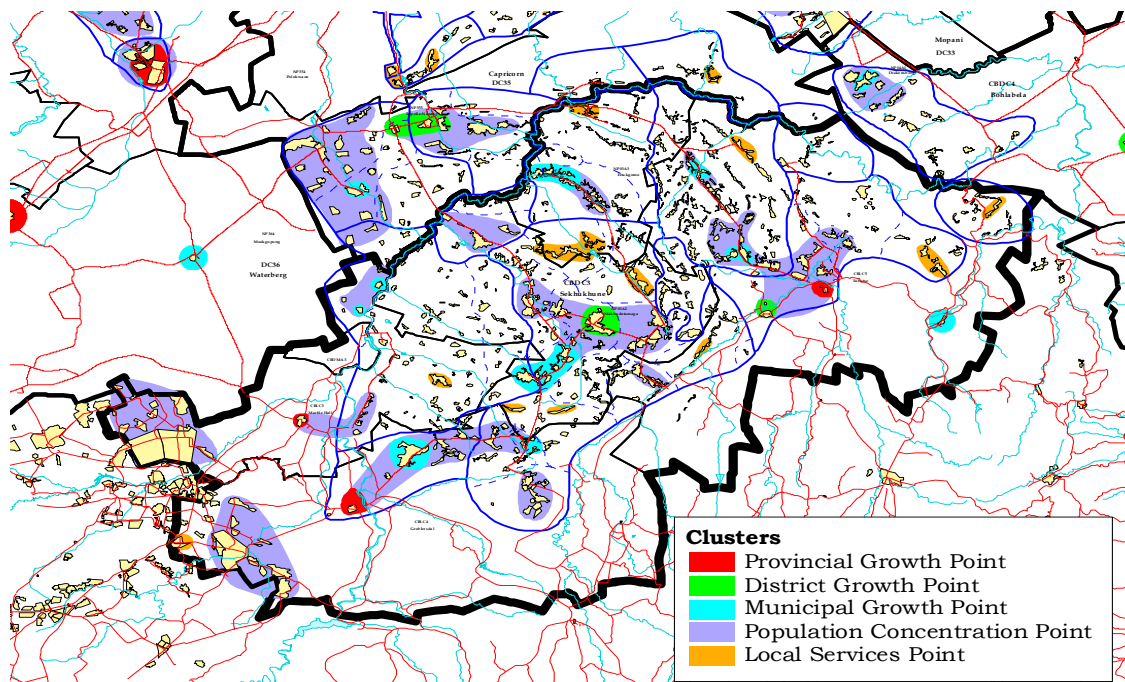
Nodal Hierarchy	Local Municipalities			
	Fetakgomo-Tubatse	Ephraim Mogale	Makhuduthamaga	
Provincial Growth Point	Burgersfort			Groblersdal
District growth point	Steelpoort	Marble Hall	Jane Furse (Institutional)	
Municipal Growth Point	Ohrigstad Driekop		Apel Cross Glen Cowie	Roosenekal
	Mecklenburg Atok			

	Apel			
Rural Nodes	Praktiseer Kgautswane Mampuru and Extension Malokela A and B Mphanama	Elandskraal Letebejane Regaphela/Ga- Rakwadi Moganyaka /Leeuwfontein Zamekomst/Rathok e Letebejane/Ditholo ng		Elandsdoring /Dennilton Motetema Hlogotlou Sehlakwane

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

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

Figure 25 – Growth points in the Sekhukhune District



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

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

2.2.5 Land Use

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

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

Table 34: Land use patterns in Sekhukhune

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

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

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

Land Use Management

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

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

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

Recent trends

According to background research done for the District's 2025 Development Strategy, Sekhukhune's developing economic nodes appear to be attracting an increasing number of people, thereby creating higher population concentrations in certain parts of the District. This is especially true of the Jane Furse-Phokwane Development node in Makhuduthamaga, as well as the Bothashoek-Praktiseer area (Tubatse) and the Atok area (Fetakgomo).

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

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

Land issues may lead to future social tensions

In summary, the land issue is potentially a source of tension in the Sekhukhune area. There is a latent tension between the traditional (tribal council) and modern (legalized) land use management systems. There is also a number of competing land claims in the area, which have not been resolved by the Department of Rural Development and Land Reform (DRDLR) as yet. Finally, as the Sekhukhune economy boom, there is likely to be competing land demands by the different economic sectors. If the district population grows in response to this foreseen economic boom, domestic demand for (commercial and residential) land will become a competitor in this arena as well.

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

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

Table 35: Availability of land for settlement expansion

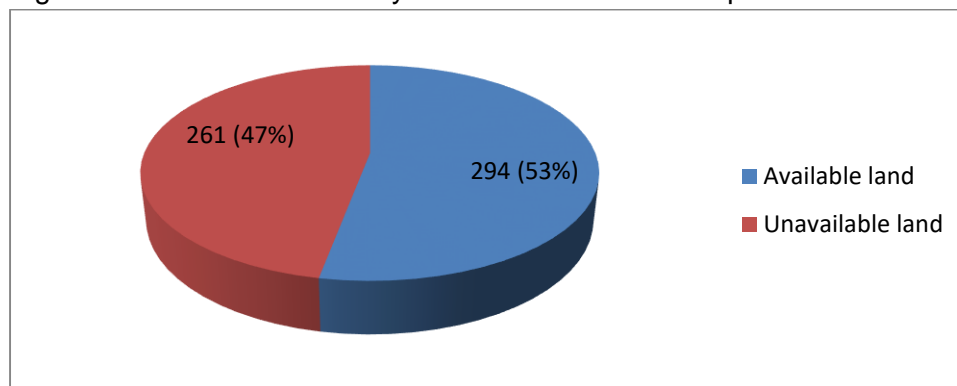
	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Yes	94	38	32	130	294
No	45	59	18	139	261
Total	139	97	50	269	555

SDM ward committees 2015-2016

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

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

Figure 26: Chart on availability of land for settlement expansion



SDM ward committees 2015-2016

2.2.8 Challenges

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

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

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

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

More specifically, the key challenges are:

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

2.3 INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

2.3.1 Organisational performance for 2017/2018

The district had planned to achieve a total of 236 targets for the 2017/2018 financial year. The municipality managed to achieve 164 of the 236 set targets which is an equivalence of 69%. 72 set targets were not achieved. Although the municipality does not take pride in its achieved targets, this performance of 69% for the 2017/2018 financial year shows an improved performance by 4% as compared to 2016/2017 financial year. This proves that with proper planning and commitment, the municipality can achieve more.

The table below provides summary of performance per Key Performance Area for the 2017/2018 financial year:

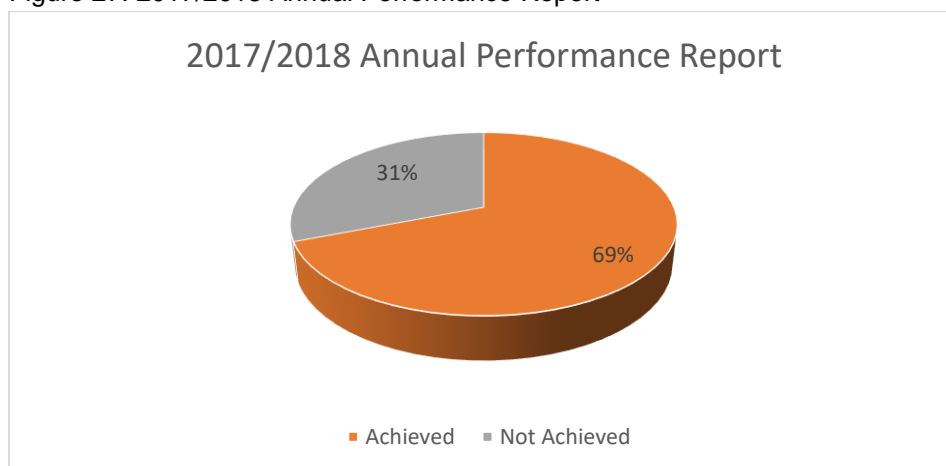
Table 36: Performance per Key Performance Area for 2017/2018 Financial Year:

KEY PERFORMANCE AREAS	2016/17 PERFORMANCE	2017/18 PERFORMANCE			
		2017/18 NUMBER OF SET TARGETS	2017/18 NUMBER OF ACHIEVED TARGETS	2017/18 NUMBER OF TARGETS NOT ACHIEVED	% ACHIEVED FOR 2017/18
BASIC SERVICE DELIVERY AND INFRASTRUCTURE					

Infrastructure & Water Services	31%	86	31	55	36%
Community Services	94%	23	23	0	100%
Total	45%	109	51	55	48%
GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
Office of the Speaker	75%	23	20	3	87%
Office of the Executive Mayor	76%	21	18	3	86%
Office of the Municipal Manager	84%	18	17	1	94%
Total	74%	62	55	7	89%
INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL DEVELOPMENT					
Corporate Services	82%	29	23	6	79%
IDP,PMS & Legal Services	100%	11	11	0	100%
Total	85%	40	34	6	85%
FINANCIAL MANAGEMENT AND VIABILITY					
Total	75%	11	7	4	64%
SPATIAL RATIONALE					
Total	67%	5	5	0	100%
LOCAL ECONOMIC DEVELOPMENT					
Total	80%	9	9	0	100%
Total Performance	66%	236	164	72	69%
Sekhukhune Development Agency					
SEKHUKHUNE DEVELOPMENT AGENCY	20%	11	4	7	36%

Below is a graphical depiction of the overall performance of the municipality in the financial year 2017/18:

Figure 27: 2017/2018 Annual Performance Report



2.3.2. INSTITUTIONAL CAPACITY ANALYSIS

Summary of the Mandate of the Municipality

Mandate

The mandate of the municipality authorised by the Minister of Corporative Governance, Housing and Traditional affairs are as follows:

- Provide water and sanitation services
- Provide emergency services
- Provide municipal health services
- .Coordinate municipal planning and land use management
- Provide disaster management services

Service delivery Priorities

- Improve the quality of water and wastewater (Compliance to blue and green drop)
- Stabilize water supply provision
- Extension of water and sanitation infrastructure to areas without;
- Promote health and prevent diseases
- Save lives, protect property and the environment
- Provide proactive protection to major centres of economic infrastructure in the municipality from fire.
- Prevent and mitigate on incidents of disaster in nature
- Effective land use management and spatial redress
- Economic growth and job creation
- Enhanced municipal planning capacity and Implementation of SPLUMA

Analysis of the current staff establishment

The analysis was done with departments guided by the steps in the organisational design review plan for 2018-19 financial year.

Table 37: Staff establishment for 2018/19

Department	Number of posts	Number of vacancies	Number of newly created	Number of filled positions
Budget & Treasury	100	38	6	54
Corporate Services	169	24	5	140
Planning & Economic Development	14	4	2	8
Community Services	277	117	51	103
Infrastructure & Water Services	734	163	95	476
TOTAL	1 294	346	159	781

Methodology used in analysis

The analysis considered the organisational design (OD) and job evaluation (JE) principles that emphasise the need to ensure that functional relationships between divisions have been taken into account to avoid duplication and overlap of functions across the municipality, financial implications, functional location, principles on the establishment of the division to ensure that each functional area has properly defined tasks, particularly with regard to the principle of equal pay for work of equal value, span of control, clear lines of reporting to avoid dual reporting and the need to ensure effective use of existing capacity, as well as the promotion of efficient and economic use of resources.

Strength

In terms of financial management, the municipality has a pool of officials with good accounting skills. Adequate capacity for institutional social development assisting in calming community unrest and protest.

The office of the Municipal Manager is strengthened with performance management and legal services. Council Secretary and Deputy Director in the Executive Mayor's Office are reporting to Administration.

The current staff establishment have signed job descriptions for all positions. For the newly created posts the job descriptions were developed in the first quarter based on the work-study investigation, job analysis, information from departments and more inputs from respective divisional heads and job experts. The jobs are subjected to job evaluation process to determine appropriate level of the post based on the relative size and value of the job.

Weaknesses

The current staff establishment lack adequate support for LED, eg.economic research and unfunded vacant positions in the division.

Consistency in terms of retaining the CFO.

Inadequate process control capacity to deal with water and wastewater, issues of blue & green drop coordination.

Inadequate budget to fill vacant critical positions in some divisions

Inability to provide tools of trades to staff members.

Operate within constraints-Various constraints put limits on the municipality and its design, change in legislations, prototypes structures, government priorities & regulations, stakeholders, technological systems, complex processes, finances and other resources that constraints the strategy.

Plans to improve the Human Capital

To enhance capacity there is a need to continuously train employees to keep up with the trends in the labour market. Furthermore there is a need to re-skill, retrain, job rotation, and job enrichment (vertical), job enlargement (horizontal) on- boarding of new employees, managing diversity, career development counselling, coaching and mentoring. The other aspect will be placement only in cases of request to enhance productivity and career pathing. Above all, conduct employee satisfaction survey to diagnose the underlying issue in order to enhance employee's morale.

2.3.2 Organizational Development (OD)

Introduction

Organisational development is a long term plan effort to assist with the development of organisation change and learning capacity. In order to assist with the promotion of efficiency, effectiveness that lead to improved productivity. Organisational development strives for appropriate models for organisational standards and benchmarks .It further enhance the organisation by aligning organisational strategy with organisational design to improve service delivery model

Legislative framework used

- The Constitution of the Republic of SA, 1996
- National Development Plan Chapter 13
- White paper on Human Resource Management
- Public service Regulation 2001 as amended chapter 1 part 3(b)(2)
- White Paper on transformation of Public Service chapter 9
- White Paper on Transformation of Service Delivery
- Medium Term Strategic Framework Outcome 12

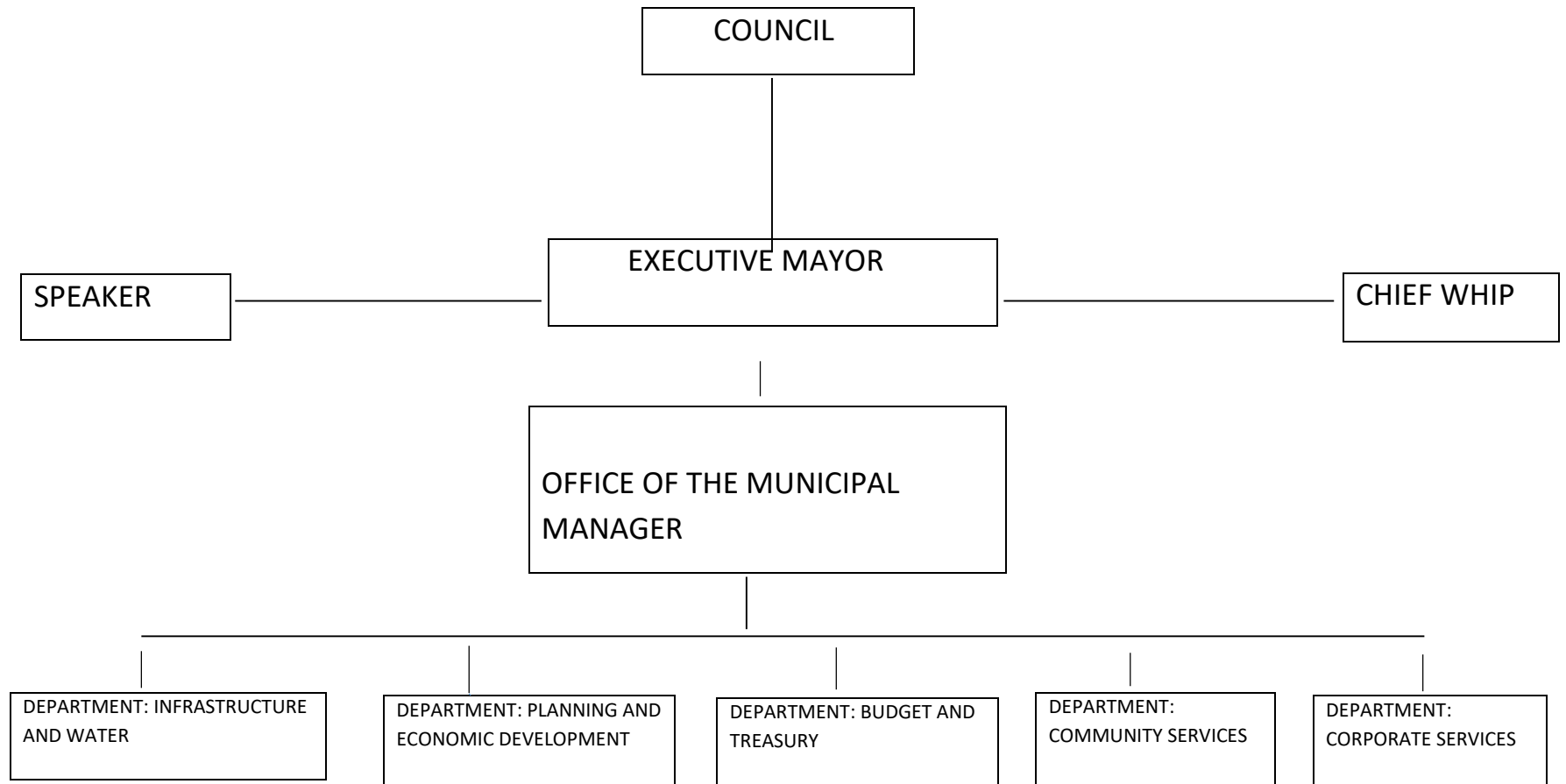
FUNCTIONS	STATUS QUO	CHALLENGES
Organisational design /structure	The Org structure is reviewed and adopted annually	Unfunded posts
	OD conduct quarterly analysis with departments to ensure that the structure is responsive to respective departmental mandates	Officials in the regional level were not cordially consulted during the restructuring and it is still difficult for them to adjust
Form design	Forms are designed and approved. Most of the line Managers supports the	Some of our forms need to be improved e.g. the attendance

FUNCTIONS	STATUS QUO	CHALLENGES
	change and improvement of forms effectively.	registers of meetings internally & externally must differ
Organisational Culture survey	Employee satisfaction survey conducted.	Some recommendations not yet implemented.
Job evaluation	Effort is being made for job evaluation to be done regularly.	Broad cooperation is needed. Unavailability of approved wage curve will delay the interpretation and implementation of Job evaluation
Business processes/ procedure manuals	Business process mapping and notation are in progress.	Conversion of the current procedure manuals and adopt standard operating procedures (SOP)
Job profiles	Job descriptions are available and advert are filled	Duration of reviewing job descriptions needs to be advocated as most of the jobs needs to be reviewed as the life span of Job Description is three (3) years only.
Conducting work study investigation	In progress	<p>The organisation is big and it becomes bigger if OD is assigned to perform a work-study investigation which takes long to approve.</p> <p>It is not effective as such and as a pillar of the organisation, line managers do not utilise OD accordingly in terms of OD interventions.</p>
Change Management	In progress	Some of the projects are demanding in nature and need broader cooperation with departments. The new Vision , Mission and values , this demands synergy

Challenges to be addressed by the OD Unit

- Change management processes
- Develop Standard operating procedures
- Continuous diagnoses of respective departments
- Implement OD interventions

Organizational Structure



2.3.3 Human Resources Administration (HRA)

Introduction

The White paper on HRM requires Human resources within the Public sector (including Local Government) to be managed, utilized and maintained efficiently and effectively. In the context of people management, the Human Resources Administration deals mainly with the following; namely, recruitment (talent attraction), staff retention and terminations, Leave administration, Employee benefits, implementation of *Employment Equity Act 55 of 1998*, human resources policy development, implementation and review as well as authorization of overtime and emergency work.

Functions	Status quo	Challenges
Recruitment and Selection	Recruitment: Currently six (6) out of seven (7) essential and critical posts at senior management level are filled e.g. Municipal Manager and other managers reporting directly to Municipal Manager. Chief Financial Officer position remains vacant. The main challenge facing the Division in recruitment is that appropriate candidates in certain rare skills are difficult to find in the market, especially during selection process (interviews). The Municipality has the vacancy rate below 17%	Difficulty in recruiting skilled employees on rare and critical skills
Leave Administration	All types of leaves are currently administered well. The systems used are ESS (electronic) and manual administration. Handicaps include managers/directors not approving leave requests on time.	Non-compliance to Leave of absence policy
Staff retention and terminations	There are turnover/resignations in the SDM which is less than 5%. The staff retention strategy needs to be implemented more effectively.	Re-advertisement of the same Post as a result of turnover becomes a costly exercise
Employee benefits	Newly appointed employees as per their specific salary levels, have an access to service benefits ,like medical aid, pension funds ,housing and car allowance	Difficulty in getting benefits from Government Employees Pension Fund (GEPF) within a reasonable time after a turnover
Employment Equity	The Division successfully submits employment equity report annually on the first of October. As a result, SDM will appear on the Employment Equity Register for 2019 that will be published by the Minister of Labour in terms of <i>Section 41 of the Act</i> . Generally the area is running well because of 4 year cycle of Employment Equity Plan which will expire on the 30 June 2020.	The main challenge is to factor in women in top and senior management as well as disabled people.

Human Resources Policies	These are purely HR Operational policies that are designed to simplify management of human capital in the context of achieving the vision of the Organization	Non-compliance
Approval of Overtime and Emergency work	Overtime and Emergency work from the Department of Infrastructure and Water services , and Community Services Department are processed and authorized monthly for Payroll division to pay , This is largely informed by Overtime Policy	Some employees in Infrastructure and Water Services exceed the limit of 30% as stipulated in the Policy, and this constitutes an Audit query. Therefore the Department needs personnel in the form of General workers to limit excessive overtime.

Human Resources Administration is informed by the following statutory and legal framework:

- Public Services Act, 1994
- Employment Equity Act, 1998
- Basic Conditions of Employment, 1997
- Municipal Systems Act, 2000
- Municipal Systems Amendment Act, 2011
- White paper on HRM

2.3.4 Human Resources Development (HRD)

Introduction

The Human Resources Development division is comprised of a Senior Training Officer and one training officer.

Functions of the Unit:

- Administration of Municipal Training Committee
- Administration of Council Bursary scheme
- Development and implementation of workplace skills plan
- Administration of the Municipal Policy and Education, Training and Development
- Coordination of District Skills Development Facilitators Forum
- Coordination of Employees Capacity Building Programmes
- Coordination and Management of Internship, Learnership, Apprenticeship, Experiential Learning Programmes
- Skills Audit
- Promoting Youth employability and sustainable livelihood through skills audit

Functions of HRD division	Status quo of each function	Challenges regarding each function
1.The division manages issues relating to workplace skills planning(WSP) and 2. Facilitates skills development for the community through a variety of interventions such as: 2.1 Internships 2.2 learnership 2.3 Experiential Learning 2.4.AET 2.5 RPL 3. The division also manages the Bursary Scheme of the Council of Sekhukhune District Municipality such as 3.1 Internal Bursaries 3.2 External Bursaries	245 employees were capacitated through different training interventions. 12 learners on Learnership Program on Project Management completed.(08 employed learners and 02 unemployed learners). 86 learners are engaged in AET. 06 Learners completed their Horticulture learnership. 17 Experiential Learners List of candidates to be enrolled in the program has been compiled. 17 candidates have been identified for enrolment on the program. 10 Internal Bursars 16 External Bursars	Inadequate funding for Human Resources Development

Status Quo: Human Resource Development

The division manages issues relating to workplace skills planning and facilitates skills development for the community through a variety of interventions such as Internships and learnership. The division also manages the Bursary Scheme of the Council of Sekhukhune District Municipality.

Skills needs within the municipal council

The inception of Local Government sphere has **de-facto** opened a life-long unnoticed challenge of capacity among the public service and municipal employees. The passing of the Skills Development Act no.97 of 1998 is aimed at capacitating the above mentioned employees through training in order to redress legacies of the past.

The Sekhukhune District Municipality develops the Workplace Skills Plan annually in consultation with its employees and councillors to analyse the skills needs. This exercise is done in the form of a questionnaire that is distributed among the stakeholders. The following are the critical skills among the staff members:

- Engineering
- IT
- Legal
- Municipal Finance

The councillors need capacity building in the fields that are much related to areas of oversight responsibility. Those areas or fields are the following:

- Supply Chain Management
- Executive Leadership Management
- Municipal Governance
- Public Policy
- Project Management

These needs are consolidated and form part of the WSP that should be approved by council. They are then submitted to LGSETA that will assist in training to address the scarce skills challenge.

Challenges to be addressed by the Human Resource Development

- Development of a credible workplace skills plan to guide training in the District.
- Development of a skills development programme for unemployed members of the community.
- The need to do comprehensive skills audit of the entire workforce

In terms of the Systems Act of 2000 as amended sec 68 states that (1) a Municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way, and for this purpose must comply with the Skills Development Act, 1998 (Act No.81 of 1998), and Skills Development Levies Act (Act No. 28 of 1999).

2.3.5 Employee Assistance Programme (EAP)

Introduction

The main purpose of EAP is to assist employees with personal and work related problems. The aim thereof is to enhance performance as well as production of employees. The focus is also on reactive and proactive wellness programs. Reactive wellness programs focuses on existing problems of employees. Proactive wellness programs are preventative programs that prevent problems from occurring in future.

The main purpose of Occupational Health and Safety (OHS) is to facilitate management of physical health of employees as affected by working conditions and to monitor municipal service areas. This will ensure that employees work in a healthy and safe environment. OHS deals with the identification and investigations of injuries on duty and facilitation of compensation, medical surveillance/checkups, buildings inspections and audit, risk assessment (planned task observations), provision of personal protective equipment as well as health and safety awareness programmes.

FUNCTIONS OF EAP	STATUS QUO OF EACH FUNCTION	CHALLENGES REGARDING EACH FUNCTION
EMPLOYEE ASSISTANCE PROGRAMME		

FUNCTIONS OF EAP	STATUS QUO OF EACH FUNCTION	CHALLENGES REGARDING EACH FUNCTION
Assist employees with personal and work related problems	Render counselling to employees, conduct home and workplace visits.	Clients' inability to disclose their problems and to express their feelings
Substance abuse programme	Attend employees who have alcoholism problem, there by rendering counselling to them and their families, referral to Rehabilitation centre for treatment of alcoholism, and reintegration in to their work and family environment after rehabilitation. Facilitate monthly alcohol anonymous group so that substance abusers are able to support, and assist each other.	Relapse on the part of substance abusers.
Stress and Trauma Group counselling programme	This programme is conducted annually. Emergency services employees are assisted through this programme by the Psychologist who enable them to deal with their traumatic experiences. Employees from other Departments who suffer from trauma are also involved in this programme.	Management's inability to attend this programme
Wellness day	This programme is done annually and the following are activities during this event: Education on health and mental health programmes (substance abuse, HIV aids, optometry and so on) HIV Aids testing and Counselling Physical health - Fun Walk Illness screening, cholesterol, sugar diabetics and high blood Optometry Services etc.	Attendance by employees.

FUNCTIONS OF EAP	STATUS QUO OF EACH FUNCTION	CHALLENGES REGARDING EACH FUNCTION
	Employees' sports games	
Wellness Awareness programmes	Employees are educated on Wellness issues such as HIV-Aids, TB, Sugar diabetics, high blood, Cancer, Substance abuse, mental health etc.	None
OHS		
Buildings audit and safe work procedure inspection.	SDM buildings as well as safe work procedures are inspected to check if they comply with OHS Act.	No measures are undertaken to ensure that SDM buildings comply with OHS Act.
Medical surveillance programme.	Employees whom their work activities expose them to health risks (sewage and purification plants, drivers, water reticulation and maintenance etc.) are referred to hospitals for medical check-ups annually.	Shortage of staff in the hospitals
COIDA	Employees' injuries are reported to Department of labour- Commissioner for facilitation of compensation	Injuries are not reported within a framework of seven (7) days which is a requirement by Department of Labour.
Provision of Personal Protective Equipment and servicing of fire extinguishers.	Provision of PPE to employees. Service Municipal fire extinguishers	Regional Managers and Depot Managers' inability to submit names of employees who qualify for PPE.
OHS Awareness campaigns	Render awareness campaigns to employees such as education on OHS ACT, PPE policy, Medical surveillance programme, Health and Safety issues and so on	None

Challenges facing the unit

- Insufficient staff to work on EAP services
- Inadequate Skills (Counseling skills)
- Insufficient budget

- Performance and productive problems caused by personal and work related problems.
- Unhealthy workforce
- Unhealthy and unsafe work environment.

2.3.6 Information and Communication Technology (ICT)

Introduction

The ICT Unit strives to be the back-bone and business driver of the Sekhukhune District Municipality by providing and enhancing a virtual interactive organization where Information and Communication Technology are utilized to provide services to our communities.

Legislative Framework

- The Constitution.
- Municipal Systems Act (Act 32 of 2000).
- Municipal Structures Act (Act 117 of 1998).
- Supply Chain Regulations.
- King III 2009: King Code of Corporate Governance.
- ISO 38500: 2008:9
- ISO/IEC 27000
- ISMS
- Cobit
- ITIL
- Promotion of Access to Information Act.

FUNCTIONS	STATUS QUO	CHALLENGES
Monitoring and Evaluation of Systems	Systems are monitored daily	None
	Network is monitored via the Unix Box	
	E-mails and Telephones are monitored manually	
Provide User support and Maintenance	Users are supported via a centralized Help Desk System	Best practice dictates that there should be 1 technician for 30 end-users when the infrastructure is decentralized. Currently that is not the case.
To provide a conducive and sustainable environment for Information and Communication Technology	Systems, Internet and E-mails are in place to enable and provide a conducive and sustainable environment for ICT	None
Research and Innovation Services	Research and innovation is done continuously to	Lack of test room.

	improve the ICT environment	
Implementation of Network and Communication	Network and Communication platform provided via Domain, E-mails and Internet access	None
Management of Information System	Service Level Agreements with external Service Providers are monitored and in place	None

General Analysis

SYSTEM MAINTENANCE

- Six (6) systems are monitored and maintained.
- User account revision schedule is developed and in place. E-Venus & VIP User accounts were revised.
- System reports developed quarterly and service providers monitored.
- Patch Management and Change Management Procedures developed and tabled to Management for approval.

SECURITY UPGRADE OF SERVER ROOMS

- Air conditioners in good condition.
- Access registers are in place.
- Environmental controls in the server rooms need to be installed.
- Risk Management in process to acquire security cameras.

BUSINESS CONTINUITY

- Back-up Policy and Procedures in place and revised.
- Back-ups are still done manually.
- Monthly back-up reports, logs and registers in place.

WIRELESS

- 90% of network is available at all times and downtimes kept under an hour and need to be upgraded to make provision for an Intranet.
- Monthly and Quarterly reports are in place.
- Network Monitoring Report Developed.

RISK MANAGEMENT

ICT Risk Register Revised and in place

ICT POLICY COMPLIANCE

- ICT Policy compliance report in place.
- Policy compliance monitored and the following policies were tabled to Management for approval and recommendation by Council.
- ICT Governance Framework.
- End-user Computing Policy
- Back-up Procedures.
- Change Management Policy and Procedures.

Challenges to be addressed by the ICT Unit

- Sekhukhune District Municipality is a vast area and many residents still do not have access to basic ICT functions like e-mails and internet. To bridge the digital divide and empower the Sekhukhune Community, the ICT Unit needs to investigate and research on ways and means to improve this situation.
- There are a number of systems utilized for various reasons in the Sekhukhune District Municipality. Some of these systems do not fully integrate with each other which are either causing loopholes or duplication of efforts. Sekhukhune District Municipality is therefore operating on a flat file system and systems are disintegrated.
- Various risks were identified by the Risk Unit i.e. Security Risks in the safe guarding of SDM information. These risks need to be revised and addressed as soon as possible. To improve information security an End-user Computing policy was developed and tabled to management for further consideration.
- The ICT Unit received quite a number of both Internal and External Audit Queries which should be resolved to ensure proper ICT Governance is applied. The ICT Unit improved tremendously on Governance and attend to queries diligently.
- The current ICT Disaster Recovery document is developed, but the infrastructure to execute the Plan is not in place. The back-ups are still being done manually and this process needs to be automated to increase reliability. Over and above that, the ICT Unit need to also secure the testing environment where back-ups, patches, upgrades and system changes can be tested before it is rolled out into the live environment. Discussion took place around options available and a Shared Services Approach was decided on.
- There is quite a number of redundant hardware that needs to be replaced.
- A proper ICT Strategy together with a proper Procurement Plan is needed to ensure that projects can be completed.

2.3.7 Auxiliary Services (AS)

Introduction

Auxiliary Services is one of the eight units within Corporate Services Department in Sekhukhune District Municipality (SDM); the functions of Auxiliary Services include:

- Records Management
- Fleet Management
- Facility Management

Records Management

The purpose of records management is to ensure safe storage of records, easy retrieval , filing, archiving of information, record disposal. Other functions within records management is messenger services, photocopying and printing services.

Records Management is regulated by National Archives and Records Service of South Africa Act No 43 of 1996, The Promotion of Access to information Act(Act.No.2 of 200,The Promotion of Administrative Justice Act No.3 of 2000) and The Electronic Communication and Transaction Act No 25 of 2002

FUNCTION	STATUS	CHALLENGES
Postal Services	Postage services is operational Registry post 2000 mail monthly	None
Messenger services	100% messenger services operational	None
Disposal of records	420 project documents inspected and waiting for disposal	Delay by Provincial Archivist to dispose of inspected documents
Archiving	More than 20 000 project documents are archived at different repository	Lack of office space
Printing and copying services	Coping and printing more than 100000 per month	Most of the machine are old and need to be replace

Documents stored at Registry

- Tender documents
- Personnel files
- Voucher files(Budget & Treasury)
- Project Files in PIU

Challenges to be addressed by the AS Unit

- Insufficient staff
- Insufficient storage cabinets to store records

Fleet Management

The main purpose is to ensure that municipal fleet is properly managed which includes kilometer, fuel and tracking of the vehicles.

Fleet management is regulated by traffic management Act of 1998 and municipal developed policy.

The services provided within fleet management are indicated below.

FUNCTION	STATUS	CHALLENGES
Management of all fleet	33 SDM owned vehicle 90 leased water services operation vehicles. 30 leased emergency services vehicles.	Despite high number of vehicles lease there is still a shortage of water tankers to accommodate the whole Sekhukhune areas.
Rental payment	Leased vehicles are paid monthly	Late payment to service providers and as delays in maintenance.
Fuel management	Fuel and kilometres are monitored weekly and monthly.	Too many kilometres travelled by each water tanker for water provision due to shortage of water tankers has an impact on fuel consumption.
Licencing of vehicles	Licencing is done on 22 SDM owned vehicles. In the case of leased vehicles the service provider is responsible for licencing.	None
Tracking system management	Tracking of vehicle is monitored and paid monthly	None

Facility Management

- Facility Management is provided in all five regions of the district, the main function is to manage the municipal property at different regions and depots.
- Facility Management is govern by Occupational Health and Safety Act of 1993

FUNCTION	STATUS	CHALLENGES
Rental	Rent of 5 building is done and monitored monthly	Interest for rent always high because of later payment
Maintenance	Maintenance of 56 facilities is done monthly	Most of the building are not for SDM and it's difficult to maintain them.
TV and DSTV	Subscriptions of TV licences and DSTV are paid and monitored monthly	None

2.3.8 Legal Services

Introduction

The Legal Services Unit currently comprises of three Legal Officials responsible for Legal administration issues.

Functions of Legal Services division	Status quo on the function	Challenges regarding the function
Litigation Management which includes Updating all court matters and review all progress on outstanding litigation and liaise with and manage external lawyers	10 pending court matters	Non-cooperation from User department especially Infrastructure and Water Services when information regarding cases is required which impacts on time management issues in handling court cases.
Legislative review updates. Function involves review and	4 legislative review reports produced.	None

update management on new legislations and advice management on legal implications on internal policies and procedures.		
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2.3.9 Labour Relations

Introduction

Labour Relations Division is governed by different legislations i.e. Labour Relations Act 66 of 1995, South African Local Government Bargaining Council Main Collective Agreement, SDM Labour Relations Strategy approved by Council on 21 June 2012, Basic Conditions of Employment Act, Employment Equity Act etc.

FUNCTION	STATUS	CHALLENGES
Investigate misconduct and grievances	The institution operates under several legislative prescripts which direct the investigation of misconduct and grievances. For example, Disciplinary Procedure and Code Collective Agreement which deals with disciplinary related matters, Main Collective Agreement which provides for grievance procedure and other prescripts like Basic Conditions Employment Act, Code of Conduct for municipal employees.	Supervisors reluctant to deal with labour related matters
Represent the municipality at disciplinary hearings	Representation of the municipality during disciplinary hearings is provided for in the Disciplinary Procedure and Code Collective Agreement. Policies of the municipality also provide a direction on how disciplinary matters are supposed to be handled.	Absenteeism, late coming
Facilitate settlement of disputes	Disputes are dealt with in terms of the South African Local Government Bargaining Council (SALGBC) rules. Other chapters of the Main Collective Agreement also provide for resolution of disputes within the local government sector.	Transferred employees from the then Department of Water Affairs and Forestry (DWAF) raise different issues regarding their transfer i.e. demotion, salary level etc.
Facilitate Local Labour Forum (LLF)	Local Labour Forum is facilitated in terms of Section 23 (5) of the Constitution of the Republic of South Africa which provides	None

FUNCTION	STATUS	CHALLENGES
	for Collective Bargaining. Chapter V of the Labour Relations Act, 66 of 1995 provides for Workplace Forums. To give effect to the mentioned legislative provisions, parties to South African Local Government Bargaining Council (SALGBC) agreed to establish the Local Labour Forum in terms of Clause 2.8 of the Main Collective Agreement and how it supposed to administer its business. Parties to SALGBC are South African Local Government Association (SALGA), South African Municipal Workers Union (SAMWU) and Independent Municipal and Allied Trade Union (IMATU).	
Coordinate labour related trainings or workshops	Coordination of training and or workshops flows from the Service Delivery and Budget Implementation Plan (SDBIP) which provides for the training of employees as and when necessary especially newly employed staff. The training and or workshops minimize misconduct, conflict, grievances within the institution.	None
Liaise with organised labour (unions) on labour related matters	Communication between management and organised labour (unions) lead to harmony within the institution. Meetings are held outside Local Labour Forum where parties are able to address their differences without necessarily resorting to industrial actions.	None
Advise management and employees on labour matters	Advice to management and employees is done as and when necessary especially on labour matters. Managers / supervisors are mostly encouraged to apply progressive discipline especially on less serious issues.	None
Deal with industrial actions (strikes)	Strikes are handled in terms of the South African Local Government Association (SALGA) rules. Picketing rules approved by SALGA also give direction on how strikes should be dealt with. As the institution provides essential services, procedures of the Labour Relations Act 66 of 1995 are taken into consideration when dealing with strikes.	None

Labour Relations Strategy

The Labour Relations Strategy aims to maintain relationships between the employer and its employees. It deals with issues such as the following:

- Discipline
- Misconduct
- Grievances
- Collective bargaining
- Strikes
- Picketing
- Management of labour relationship
- Conflict resolution
- Dispute Resolution

2.4. BASIC SERVICE DELIVERY, INFRASTRUCTURE DEVELOPMENT AND SOCIAL SERVICES

Introduction

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

2.4.1. Water

Introduction

Sekhukhune District Municipality is both a Water Service Authority (WSA) and Water Service Provider (WSP). Its 764 villages are supplied with water from 43 schemes and sub-schemes. Water scarcity is an issue of major concern in the district; however, ordinary residents often feel these stresses particularly acutely during low rainfall.

The delivery of water in the District remains a challenge.

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

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

Status Quo

Background

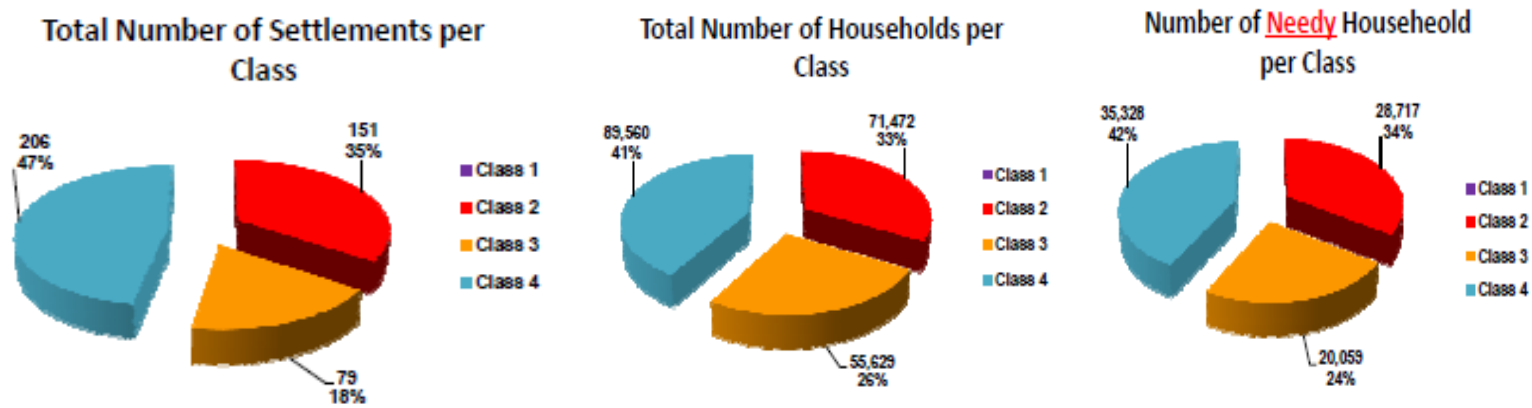
The SDM is situated in the Olifants River catchment. The Olifants Water Management Area (WMA) comprises the Olifants, Letaba and Shingwedzi River catchment areas. The WMA is highly stressed, fast growing in terms of population and development. There is limited opportunity for further water resource development and future development will need to rely on local sources of water. 79% of the SDM population is indigent and qualify to receive free basic water which has a significant impact on cost-recovery possibilities. However, it is notable that some communities indicated willingness to pay for services rendered by SDM.

Table 38: Water provision status at SDM

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

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

Figure 28: Water provision status at SDM



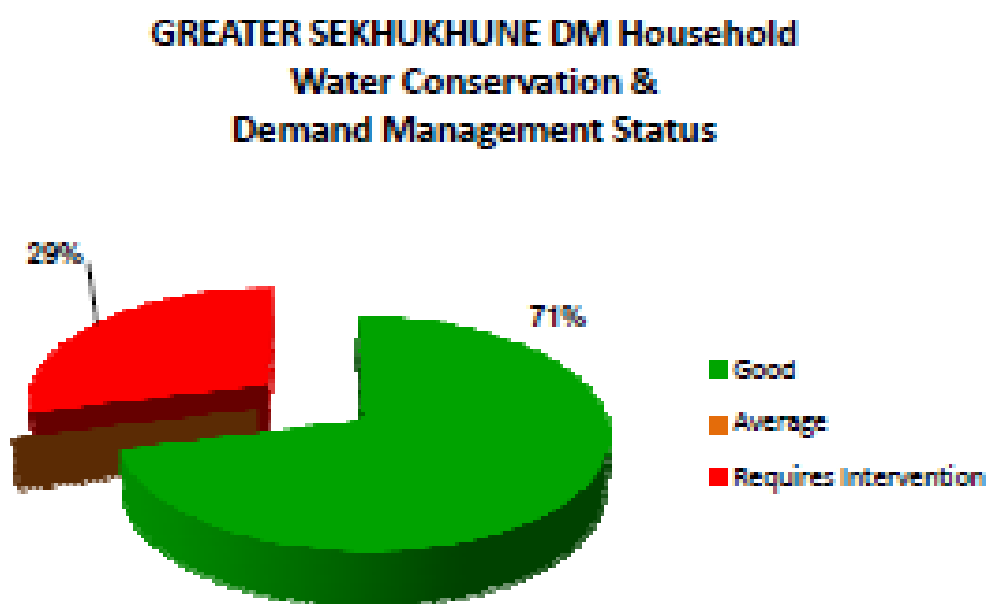
Source: 24 Priority District Municipalities Water Services Acceleration Programme, Project Implementation Plan Phase 1-4 (Department of Water Affairs: 2013)

Table 39: Water Conservation and Demand Management Status at SDM

LOCAL MUNICIPALITY	TOTAL SETTLEMENTS	TOTAL HOUSEHOLDS	TOTAL POPULATION	WATER CONSERVATION AND DEMAND MANAGEMENT		
				GOOD	AVERAGE	REQUIRES INTERVENTION
Elias Motsoaledi	62	62 829	300 098	24		33
Fetakgomo Tubatse	300	106 521	540 022	185		37
Ephraim Mogale	63	32 213	151 084	5		17
Makhuduthamaga	158	66 330	342 892	95		39
TOTAL	583	267 893	1 334 096	309	0	126

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

Figure 29: SDM Household Water Conservation & Demand Management Status



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

Water Conservation and Water Demand Management (according to Water Services Master Plan, 2015):

- SDM needs a WCWDM Strategy and Implementation Plan.
- The presidential WCWDM target was to reduce losses by 50% in 2015.
- Due to low levels of cost recovery in the SDM there is little pressure on users to limit consumption.
- It is estimated that non revenue water (NRW) is costing SDM between R60 and R106 million per annum.
- The cost of water in the De Hoop/Nebo RWSS is high due to high energy costs for pumping.

District Initiatives

The Sekhukhune District has prepared a Water Services Development Plan (WSDP) that was first adopted in 2005 and updated annually. The WSDP is being implemented and reviewed on yearly basis.

The raising of Flag Boshielo Dam by five meters has been completed by DWAE. The De Hoop Dam has also been completed to increase the District's capacity to provide water to its communities. These two dams will improve the state of water provision in the District and these will eventually increase tourism and other development opportunities in the area.

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

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

Water Services Asset Management

Extent of major assets in the SDM area (as per WSDP, 2015):

Surface Water Storage:

- There are 20 small dams
- There are 2 major Dams in SDM (Flag Boshielo and De Hoop)

Boreholes:

- The WSDP identified 509 high yielding boreholes (>0,5l/s) and 882 low yielding boreholes (<0,5l/s)
- The Sekhukhune Bulk Water Master Plan (2014) provided the roadmap for bulk water infrastructure development.

Water Resources in the Sekhukhune District:

Table 40: Total water resources (kl/day)

Water resource	Capacity developed	Potential to be developed	Total
Ground water	54, 207	45, 718	99,924
Surface water	67, 787	76, 676	144, 463

Total	121, 994	122, 394	244, 388
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Source: Water Services Master Plan (2015)

Table 41: Total water balance (probable scenario) (kl/day) if all water infrastructure is functional

	2015	2020	2025	2030	2035	2040	2045
Developed water resources	121, 994	121, 994	121, 994	121, 994	121, 994	121, 994	121, 994
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 geodata base, WSDP and 5 year reliability water and sanitation plan.

Water Services Operations and Maintenance

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

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.

Access to water (including backlogs)

37, 5% of households in the district do not have access to safe drinking water (Community Survey, 2016). That is 107 258 households. Whereas 62,5% have access to safe drinking water according to this survey. The table below shows the number of households accessing safe drinking water per municipality.

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

Municipality	Access	No access
Ephraim Mogale	13 980 (41, 7%)	19 554 (58, 3%)

Elias Motsoaledi	44 308 (68, 1%)	20 740 (31, 9%)
Makhuduthamaga	41 804 (65%)	22 537 (35%)
Fetakgomo Tubatse	78 581 (63, 9%)	44 427 (36, 1%)
Sekhukhune	178 675 (62, 5%)	107 258 (37, 5%)

Source: Community Survey (2016)

Households in Sekhukhune district with access to piped water was recorded as 24.8% in 2011 (65 530 households). Whereas, households with no access to piped water was 75.2% (198 272 households). Majority of households with no access to piped water are found in Fetakgomo Tubatse followed by Elias Motsoaledi. This means that the SDM must progressively focus delivery of water infrastructure in those municipalities first.

Table 43: Access to piped water

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

Source: Census (2011)

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

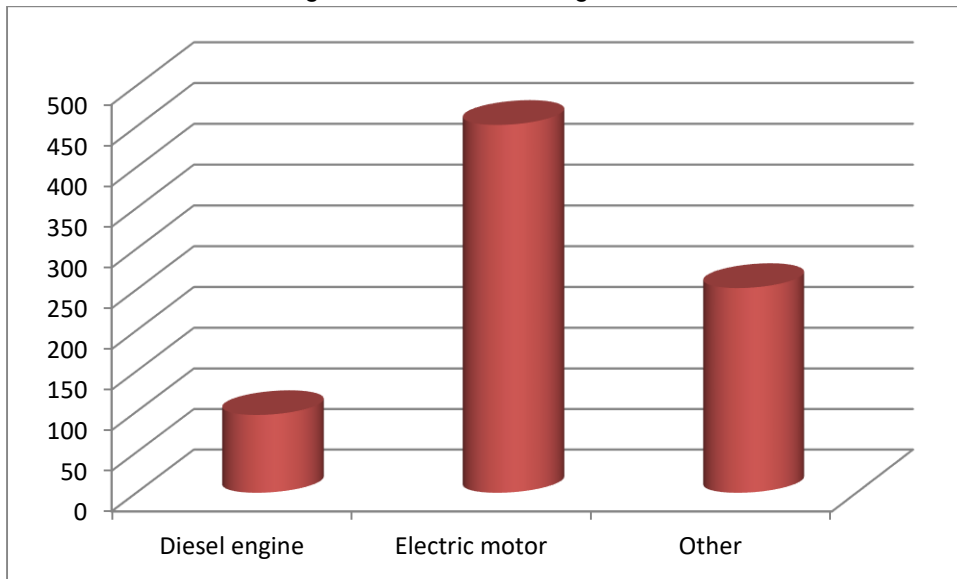
The following tables represent the views of communities within the SDM area, gathered from public consultation with ward committees. Each ward community was represented by its ward committee – a public representation structure comprising of 10 members including the ward councillor.

Table 44: Energy source for water supply

	Makhuduthamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Diesel engine	33	13	2	48	96
Electric motor	113	81	52	206	452
Other	59	67	22	104	252
Total	205	161	76	358	800

SDM Ward Committees 2015-2016

Figure 30: The following graph depicts the district view of energy sources for water supply shown on the above table, according to the number of villages.



It appears from the table above that there are many villages that are using electric motors as energy source for water supply (452). Most of the villages are found in Fetakgomo Tubatse Local Municipality (206); followed by Makhuduthamaga (113); Elias Motsoaledi (81); and Ephraim Mogale (52).

There are also villages that are still using Diesel Engines as the energy source of water supply. The highest number is recorded in Fetakgomo Tubatse Local Municipality (48) and Makhuduthamaga (33); Elias Motsoaledi (13); and finally Ephraim Mogale (2).

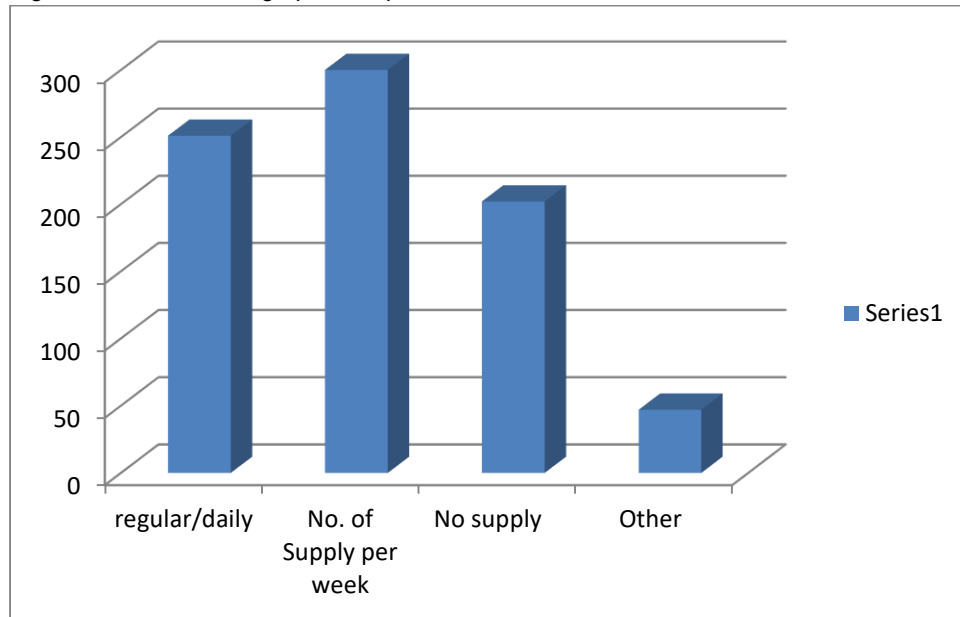
This means there are 452 electric motors compared to 96 diesel engines in the district as indicated. The Implication is that with regard to operations and maintenance programme, Sekhukhune District Municipality should make provision for more spare parts to service electric motors whilst stabilising in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

Table 45: Frequency of water supply by settlements (including villages)

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgom o Tubatse	Total
Regular /Daily	39	73	27	112	251
No of Supply per week	79	55	31	135	300
No Supply	66	34	15	87	202
Other	9	19	2	17	47
Total	193	181	75	351	800

SDM Ward Committees 2015-2016

Figure 31: Below is the graphical representation of the above information in the table on water supply frequency



In addition to the table, the above graph reflects a district view of the information. At least 87 of the villages in the district reported that there is no water supply in their area and are found in Fetakgomo Tubatse Local Municipality. This is followed by 66 in Makhuduthamaga Municipality, 34 of the villages that are located in Elias Motsoaledi Local Municipality; 29 in Fetakgomo Local Municipality and Ephraim Mogale Local Municipality finally has 2% (15). These villages recorded that there is no water supply at all in their areas making it a total of 202 villages.

300 villages reported that although there was water supply, it was irregular. This implies that water was available in certain periods and sometimes once or three times a week. 135 in Fetakgomo Tubatse Local Municipality and 79 villages in Makhuduthamaga reported that the water supply was sporadic, as well as 55 in Elias Motsoaledi, and 31 in Ephraim Mogale municipality.

It can be observed that within the district as a whole, only 251 villages reported that the water supply was regular. 112 villages are found in Fetakgomo Tubatse Local Municipality; 39 villages in Makhuduthamaga Local Municipality; 73 villages in Elias Motsoaledi Local Municipality; and finally 27 in Ephraim Mogale Local Municipality.

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

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

Table 46: Pump operators' availability by village

	Makhuduthamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Yes	106	71	17	177	371
No	37	49	53	113	252
Other	48	40	6	42	147
Total	191	160	76	343	770

SDM Ward Committees 2015-2016

The District has a total of 371 pump operators available in all its villages. 31% of this number (177) are situated in Fetakgomo Tubatse municipality, 29% (106) are found in Makhuduthamaga, 19% (71) of them are found in Elias Motsoaledi, and 5% (17) are in Ephraim Mogale municipality.

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

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

Table 47: Source of water supply by village

	Makhudu thamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Borehole	110	70	17	232	429
River/Well/Fountain	46	43	5	90	184
Water treatment works/ package plant	52	44	46	48	190
Water tankers	10	46	16	11	83
Other (Please name it)	14	17	7	33	71
Total	232	220	91	414	957

SDM Ward Committees 2015-2016

The table above demonstrates the sources of water supply within the district. It shows that majority of our villages receive water from boreholes – 429 in number. 184 villages receive water from river/well/fountain, 190 receive water from reservoirs (water treatment works), and 83 villages are supplied water through water tankers. It is astonishing that Fetakgomo Tubatse has the highest number of villages obtaining water from boreholes at 232, followed by Makhuduthamaga at 110.

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

Table 48: Standard of water supply by village

	Makhudu thamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Communal Taps/Street Taps	107	58	30	220	415
Yard Connections Without Meters	33	29	29	49	140
Metered yard Connection	11	17	8	11	47
House connection	9	15	4	25	53
Other	52	58	8	60	178
Total	212	177	79	365	833






SDM Ward Committees 2015-2016

The majority of villages within SDM derive their water from communal water systems. 220 villages are found in Fetakgomo Tubatse, 107 in Makhuduthamaga, whereas 58 are in Elias Motsoaledi, and 30 in Ephraim Mogale. 140 obtain water from yard connections, 47 from a metered yard connection, 53 from a house connection.

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

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

Challenges

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

2.4.2. Sanitation

Introduction

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

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

Status Quo

- The standard sanitation systems in rural areas are a mixture of VIP and unimproved pit latrines and in urban areas mostly full water borne toilets.
- Urban centres have full service levels such as yard connections and water borne sanitation.
- Jane Furse, identified as a Provincial Growth Point (PGP) has on site sanitation such as pit toilets or water borne (flush) with septic tanks.

Sanitation backlog

Table 49: Sanitation backlog

Sanitation	HH numbers	%
<i>Above RDP level</i>		
Waterborne (flush toilets connected to sewage works)	33 853	12%
Septic tanks	24 000	9%
VIP (Pit latrines without ventilation)	35 702	14%
<i>Below RDP level</i>		
Below basic	171 473	65%
Total (District)	263 805	

Source: SDM Water Services Master Plan (2015)

It can reasonably be concluded that 65% of households in the District did not have acceptable access to sanitation.

Type of sanitation

Access to sanitation remains a challenge in Sekhukhune District Municipality. In 2011, 22 687 households have access to either flush/chemical toilet system. Majority of these households are located in Fetakgomo Tubatse and Elias Motsoaledi. Fetakgomo Tubatse local municipality still scores higher in terms of the number of households that do not have access to toilets standing at 8213. Pit toilets are still the main source of sanitation in the district. Measures need to be taken in order to reduce the number of pit toilets as they may lead to ground water pollution whilst many households are relying on it for daily consumption.

Table 50: Sanitation Type

MUNICIPALITY	Flush/chemical toilets			Pit toilets			Bucket			No toilets		
	1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	1 708	3 758	4 067	15 789	17 162	25 328	151	121	611	1 892	3 147	1 677
Elias Motsoaledi	2 883	3 786	7 792	36 377	38 802	47 632	274	375	460	2 672	2 516	2 680
Makhudutha maga	1 274	2 176	3 009	38 532	41 918	58 561	188	372	224	9 545	8 512	2 552

Fetakgomo Tubatse	1 687	4 986	7820	37 064	48314	88 699	267	445	1 314	23 370	22 464	8 213
Sekhukhune	7 552	14 706	22 687	127 762	146 196	220 221	881	1 313	2 609	34 528	33 070	13 510

Source: Census 2011

Table 51: Household access to sanitation considering 2016 community survey

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

Census (2011) and Community Survey (2016)

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

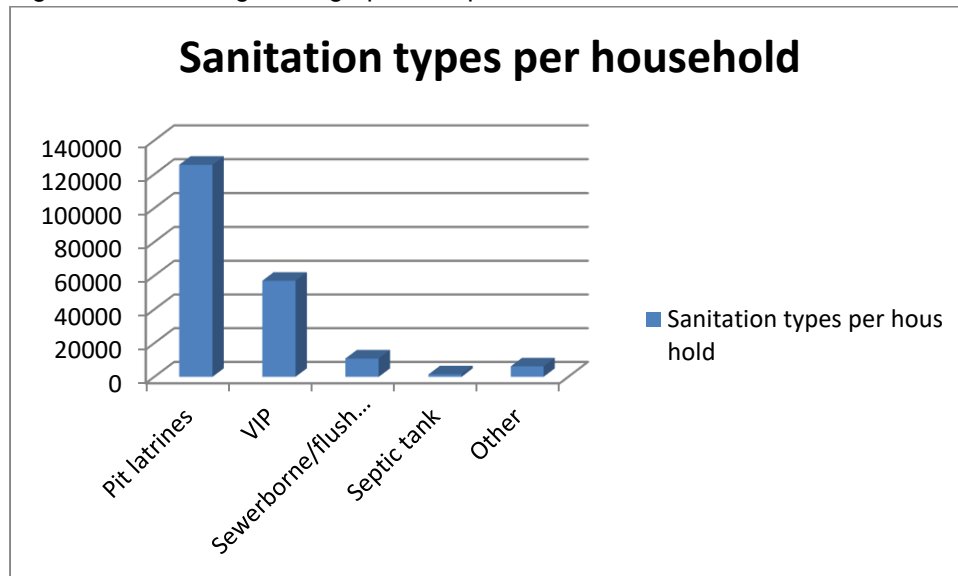
The following tables represent the views of communities within the SDM area, gathered from public consultation with ward committees. Each ward community was represented by its ward committee – a public representation structure comprising of 10 members including the ward councillor.

Table 52: Sanitation types per household

	Makhuduthamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
	Household				
Pit latrines	27974	34171	12150	51 285	125580
VIP	15423	9317	12366	19 939	57045
Sewerborne/flush sanitation	919	3207	1577	5169	10872
Septic tank	0	362	820	298	1480
Other	0	33	1354	4 829	6216
Total	44 316	47 090	28 267	81 520	20 1193

SDM Ward Committees 2015-2016

Figure 32: Following is the graphical representation of the above information



The table and graph above illustrate that majority of the households - at least 62% (125 580) of the households in the district are still using pit latrines as the sanitation system. The highest number has been recorded in Fetakgomo Tubatse Local Municipality (51 285); followed by Makhuduthamaga Local Municipality (27 974); Elias Motsoaledi Local Municipality (34 171); and lastly Ephraim Mogale Local Municipality (12 150). This is also compared to 28% (57 045) of the villages that are using Ventilated Improved Pit Latrines (VIP's).

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

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

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

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

Table 53: Sanitation program implemented by government

SANITATION PROGRAMME IMPLEMENTED BY GOVERNMENT					
	Fetakgomo Tubatse	Makhuduthamaga	Elias Motsoaledi	Ephraim Mogale	Total
	Numbers				
Yes	79	79	54	28	240
No	235	104	107	45	491
Total	314	183	161	73	731

SDM Ward Committees 2015-2016

The table above indicates that 67% (491) of the villages recorded that there was no sanitation programme implemented in their area by government or other state organ. Only 33% (240) of the villages indicated that there was some sanitation programme implemented by government. Fetakgomo Tubatse Local Municipality has the highest number of villages that still require sanitation intervention (235); followed by Elias Motsoaledi (107); Makhuduthamaga (104); and finally Ephraim Mogale Local Municipality (45).

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

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

Challenges:

- Budgetary constraints
- Mountain area

2.4.3. Refuse removal

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

In many municipalities in South Africa, refuse removal is seen as a trading service. That is, municipalities provide this service and only recover the cost of providing the service without any profit. The rural nature of the district makes it impossible for the roll out of the sewer borne sanitation notwithstanding the fact that most of the rural households are currently not paying for municipal services. In 2011, 23 213 households have access to refuse removal that is undertaken by local authorities. The majority of these households are found in Fetakgomo Tubatse, followed by Elias Motsoaledi. Makhuduthamaga has the least number of households that are receiving refuse removal service.

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

Table 54: Access to Refuse Removal

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

Source: Census 2011

COMMUNITY INPUTS ON STATUS OF REFUSE REMOVAL MADE BY WARD COMMITTEES IN 2015-2016

Table 55: Refuse removal services provided by municipality or not:

	Makhuduthamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Municipality	18	12	7	57	94
Not Provided	168	149	61	236	614
Total	186	161	68	293	708

SDM ward committees 2015-2016

Most of the areas in the district are still rural in nature. 86% (614) of the villages recorded that they are not receiving refuse removal services from the municipality. This compares to 13% (94) of the villages/suburbs that recorded that they are receiving refuse removal from the municipality. Fetakgomo Tubatse Local Municipality has the highest number of villages that recorded that they are receiving municipal refuse removal service (57); followed by Makhuduthamaga (18); Elias Motsoaledi (12); Ephraim Mogale (7).

Table 56: Illegal Dumping Sites

	Makhuduthamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Yes	94		47	150	291

No	92		21	152	265
Total	186	0	68	302	556

SDM ward committees 2015-2016

2.4.4. Electricity

Introduction

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

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

Table 57: Electricity backlog per municipality

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

Source: Census 2011

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

Table 58: Areas without capacity (still without electricity)

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

Source: ESKOM (2018)

Table 59: Local municipalities Backlogs

Local Municipality	Backlog
Ephraim Mogale	988

Elias Motsoaledi	3268
Makhuduthamaga	6035
Fetakgomo Tubatse	26 018
Sekhukhune District	36 309

Source: Eskom 2014

HOUSEHOLDS

Table 60: Number of connections completed

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

Source: ESKOM (2018)

Table 61: Number of post connections done

Municipality	2015-2016	2016-2017	2017-2018
Fetakgomo/Tubatse		1729	1321
Ephraim Mogale		340	590
Elias Motsoaledi		968	908
Makhuduthamaga		1079	747
Total		4116	3566

Source: ESKOM (2018)

Infills

Table 62: Number of households connected (as infills)

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

Source: ESKOM (2018)

Free Basic Electricity

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

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

Table 63: Number of connections planned by ESKOM

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

Source: ESKOM (2018)

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

Municipality	Number of households who were receiving FBE by July 2018	Percentage of households in the municipality receiving FBE by July 2018 (proportion of official stats)
Fetakgomo/Tubatse	8366	2%
Ephraim Mogale	2084	2%
Elias Motsoaledi	2039	0%
Makhuduthamaga	7993	3%
Total	20482	2%

Source: ESKOM (2018)

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

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

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

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

Energy for lighting, heating and cooking

Access to electricity has tremendously improved from 1996 compared to 2011. 226 677 households in the district have access to electricity which represents 86% of the total households in the district. Only 14% of the households in the district do not have access to

electricity representing 37 124 households. Notwithstanding the above, there are settlements that have grown which will also require post electrification connections. Greater Tubatse and Makhuduthamaga municipalities have the highest number of households that still require electrification. Out of these households that require electrification, 69 Villages are in Greater Tubatse and 32 in Elias Motsoaledi.

Table 65: Energy for lighting, heating and cooking

	Lighting			Cooking			Heating		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	10 697	19 938	28 927	4 511	6 381	15 086	4 219	8 455	13 341
Elias Motsoaledi	29 505	38 906	54 902	10 495	10 398	37 830	9 624	11 402	30 433
Makhuduthamaga	12 368	32 884	58 951	5 058	8 967	32 293	4 615	8 951	23 716
Fetakgomo Tubatse	11 380	32 445	83 898	5 239	12 032	58 576	4 991	12 158	43 722
Sekhukhune	63 950	124 173	226 677	25 303	37 778	143 786	23 449	40 966	111 212

Source: Census (2011)

Table 66: Overall electricity access in 2016

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

Community Survey (2016)

COMMUNITY INPUTS ON ELECTRICITY ACCESS THROUGH WARD COMMITTEES IN 2015-2016

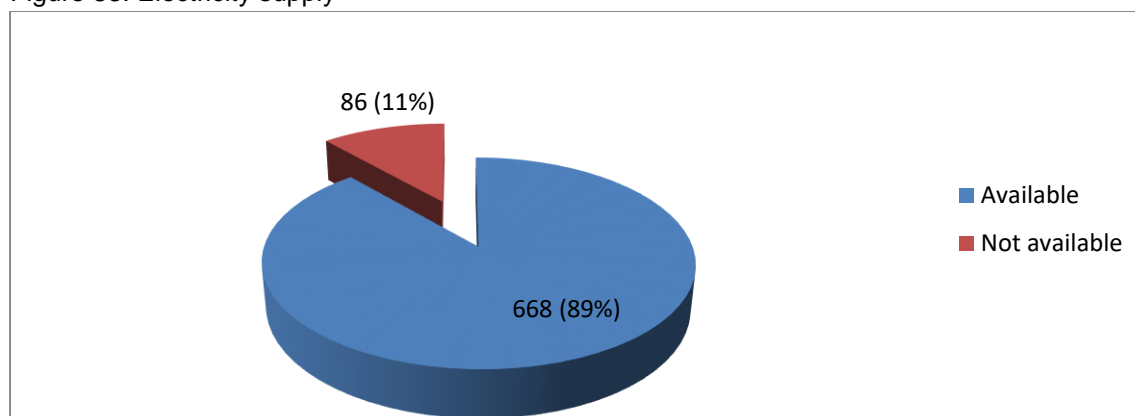
Table 67: Electricity availability

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Yes	191	130	68	279	668
No	5	32	6	43	86
Total	196	162	74	322	754

SDM ward committees 2015-2016

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

Figure 33: Electricity supply



SDM ward committees 2015-2016

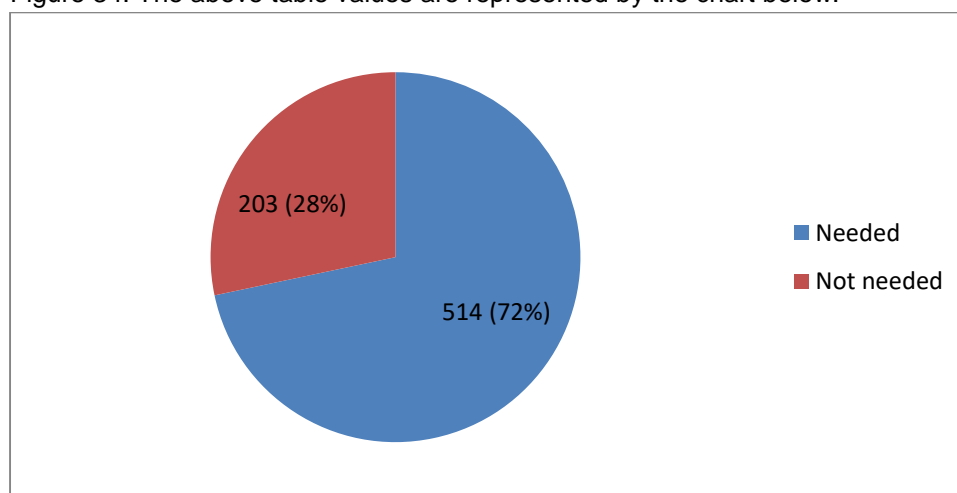
The above chart illustrates that 89% (668) of the villages have access to electricity compared to 11% (86) that do not have access. The majority of the villages that do not have access to electricity are found in Fetakgomo Tubatse Local Municipality (43); Elias Motsoaledi Local Municipality (32); Ephraim Mogale Local Municipality (6); and finally Makhuduthamaga Local Municipality (5).

Figure 68: Electricity post connections

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Needed	145	78	48	243	514
Not needed	49	71	18	65	203
	194	149	66	308	717

SDM ward committees 2015-2016

Figure 34: The above table values are represented by the chart below.



SDM ward committees 2015-2016

It appears that 72% (514) villages recorded that they require electricity post connections compared to 28% (203) which recorded that there are no post connections needed. Fetakgomo Tubatse Local Municipality has the highest number of post connections required

(243 villages) followed by Makhuduthamaga (145 villages); Elias Motsoaledi (78) and Ephraim Mogale (48).

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

Challenges:

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

2.4.5. Cemeteries

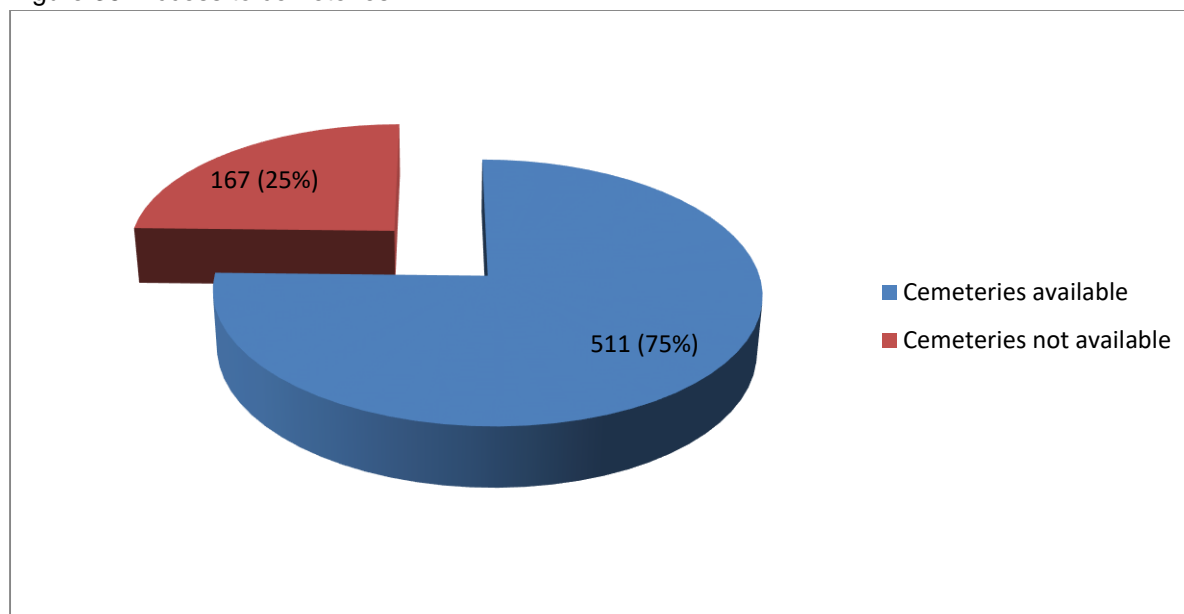
The table below shows numbers with regard to availability (access) of cemeteries in villages. 'Yes' means available, 'No' means not available.

Table 69: Availability (access) of cemeteries in villages

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

SDM ward committees 2015-2016

Figure 35: Access to cemeteries

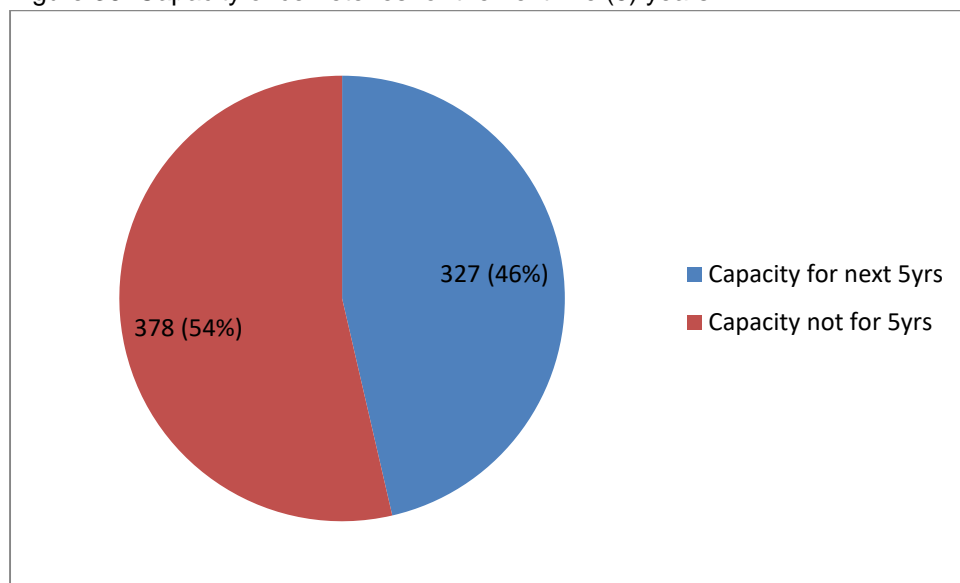


SDM ward committees 2015-2016

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

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

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



SDM ward committees 2015-2016

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

2.4.6. Housing

Introduction

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

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

Status Quo

Table 70: Households in the district

MUNICIPALITIES	Population			Number of households			Average household size		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	97 597	115 682	123 648	19 666	24 189	32 284	5,0	4,8	3,8
Elias Motsoaledi	218 622	213 218	249 363	42 641	45 478	60 251	5,1	4,7	4,1
Makhuduthamaga	266 845	258 246	274 358	49 798	52 978	65 217	5,4	4,9	4,2
Fetakgomo Tubatse	324 072	355 844	429 471	59 803	72 639	106 050	5.5	4.9	4.1
Sekhukhune	907 137	942 993	1 076 840	171 908	195 285	263 802	5,3	4,8	4,1

Source: Census (2011)

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

Household size

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

Housing type main dwelling

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

Table 71: Main Dwellings

MUNICIPALITIES	Formal dwellings			Traditional dwellings			Informal dwellings		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	13 355	19 097	30 102	4 899	3 827	773	1 108	1 196	1 232
Elias Motsoaledi	30 803	36 137	54 503	8 705	6 902	2 274	1 995	2 356	3 141
Makhudutha maga	33 407	41 712	58 744	13 354	8 804	2 819	2 337	2 403	3 398
Fetakgomo Tubatse	36 066	54 148	90 747	19 166	12 587	4 241	3 636	5 584	10 111
Sekhukhune	113 632	151 094	234 095	46 124	32 121	10 107	9 075	11 520	17 861

Source: Census (2011)

Household tenure status

The rental housing market is growing rapidly in Sekhukhune District Municipality. 28 825 households were recorded to be living in rented houses in the district. Not surprisingly, the majority of these households are found in Fetakgomo Tubatse Local Municipality especially with migrants into the mining industry. Ephraim Mogale and Elias Motsoaledi also recorded markedly improved numbers for rental stock.

Table 72: Household tenure status

MUNICIPALITIES	Owned and fully paid off		Owned but not yet fully paid off		Rented	
	2001	2011	2001	2011	2001	2011
Ephraim Mogale	14 231	995	1 120	13 553	604	4 288
Elias Motsoaledi	24 627	1 440	3 153	33 324	1 658	5 828
Makhuduthamaga	30 979	2 191	1 441	44 302	2 257	3 035
Fetakgomo Tubatse	42 038	4 689	3 206	53 181	4 681	15 676
Sekhukhune	111 877	9 315	8 921	144 360	9 201	28 827

Source Census (2011)

Housing demand information

Limpopo outcome 8 targets, priorities and outputs

- Upgrade 31200 households in well located informal settlements with access to basic services and secure tenure
- Development of 6240 well located and affordably priced rental accommodation units
- Accreditation of one Local Municipality
- National Upgrading Support Programme expanded to 5 Municipalities.

Housing demand analysis

According to the 2011 census data, the demand for subsidised housing as of 2011 is estimated at 123,163 as shown in table 1 below. This number excludes the demand for workers hostels dwellers.

Table 73: Estimation of subsidized housing using Census 2011 data

	No of HS in 2001	No of HS in 2007	No of HS in 2011
Traditional dwelling/hut/structure	180,243.20	87,164.80	51,179.20
Informal dwelling in backyard	17,002.40	18,871.20	25,822.40
Informal dwelling not in backyard (example in an informal/squatter settlement or on a farm)	51,927.30	39,691.80	7,290.60
Other (caravan or tent)	2,550.60	2,785.50	8,871.30
Workers' Hostel (Bedroom)		24,099.00	
Total excluding provision for workers' in hostels	251,723.50	172,612.30	123,163.50
Provision for workers in hostels			23,757
Total including provision for workers' in hostels			146,921

Source: COGHSTA (2013)

Table 74: Estimated subsidised housing demand in the district as 2011 census data

District	Municipality	Households CS-2007	Households 2011	Housing Need 2011	Needs as % of households	% of provincial housing demand
Sekhukhune	Elias Motsoaledi	46,840	49,416	8,161	16.5	5.25
	Fetakgomo	88 462	98 159	18 998	19.3	12.22
	Tubatse					
	Makhuduthamaga	53,654	54,191	6,908	12.7	4.45
	Ephraim Mogale	28,215	29,231	1,729	5.9	1.11
TOTAL			230 997	35 796	15.5	

Source: COGHSTA (2017)

Impact of planned allocations on the current demand over the next five years

The projected demand over the next 5 years is as shown in table 3. This table shows that at the planned delivery rates, the demand for subsidised housing should fall to 67,415 by the end 2017/2018 financial year. It is important to note that the planned delivery for 2013/14 was not achieved. In an effort to address the gap in the delivery, the National Department of Human Settlements is being approached to increase the allocation for 2014/15 by 100% from 12,815 to 25630. The section that follows shows the proposed allocations to Municipalities based on the subsidy allocation model approved as part of the Multi Year Housing Development Plan.

Table 75: Subsidised housing need projected until 2018

Financial year	Estimated demand at start of year	Number of units built in financial year	Estimated demand at end of year less units built
FY 12/13	123,163	12,000	115,991
FY 13/14	115,991	12,815	107,723
FY 14/15	107,723	13,000	98,945

FY 15/16	98,945	13,500	89,323
FY 16/17	89,323	14,000	78,825
FY 17/18	78,825	14,500	67,415

Source: COGHSTA (2013)

Proposed allocations for 2014/15 – 2017/18 financial years

The proposed allocations shown in table 80 below are based on the subsidy allocation model approved as part of the Multi-Year Housing Development Plan.

Table 76: Multi Year Housing Development Plan (Financial year's allocations)

Municipality	2011/12	2012/13	2014/15	2015/16	2016/17	2017/18
Fetakgomo Tubatse	1,635	1,973	1,401	634	900	900
E Motsoaledi	615	819	281	457	650	750
E Mogale	285	108	147	200	400	600
Makhuduthamaga	440	400	471	209	550	750
TOTAL	2,975	3,300	2,300	1500	2500	3000

Source: COGHSTA (2017)

Table 77: Housing Backlogs

DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	BACKLOG
Sekhukhune District Municipality	Makhuduthamaga	6 908
	Fetakgomo Tubatse	19 059
	Ephraim Mogale	1 729
	Elias Motsoaledi	8 161
	Total	35 857

Source: COGHSTA (2015)

The provision of new housing is still a challenge not only in the district but the whole Limpopo province. The Multi Year Housing Plan developed by the Department of Local Government and Housing (DLGH) has identified challenges which are being faced by the department and municipalities', resulting in poor delivery of houses to beneficiaries.

This plan is aimed at addressing some of the identified key challenges which hamper housing delivery. The department carries the responsibility of providing housing in the province whereas municipalities are responsible for compiling housing waiting lists.

Most projects implemented over the years mentioned in the above table were never completed by developers. However, the department of COGHSTA is addressing blocked projects to meet NHBRC standards. The department is liaising with the local municipalities within the district regarding progress and issues relating to blocked.

Summarised status of housing delivery, sites dermacation, township establishment and traditional leadership by the Limpopo Department of Cooperative Governance, Human Settlement and Traditional Affairs

Table 78: Houses completed since 1994 to date

Municipality	Units Allocated	Completed Houses	Difference	Housing demand – Stats SA 2011
Elias Motswaledi	6,442	5,612	830	8,161
Fetakgomo Tubatse	15,673	13,204	2,469	18,998
Ephraim Mogale	3,634	3,414	220	1,729
Makhuduthamaga	6,789	4,664	2,127	6,908
GRAND TOTAL	32,538	26,892	5,646	35,796

Source: COGHSTA (2017)

Table 79: Number of RDP housing units planned

MUNICIPALITY	2015-2016
Fetakgomo Tubatse	600
Ephraim Mogale	200
Elias Motsoaledi	450
Makhuduthamaga	300

Source: COGHSTA (2017)

Table 80: Number of sites demarcated

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

Source: COGHSTA (2017)

Table 81: Number of sites planned

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

Source: COGHSTA (2017)

Table 82: Number of township applications approved

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

Source: COGHSTA (2017)

Table 83: Number of township application finalised

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

Source: COGHSTA (2017)

Table 84: Number of traditional leaders

MUNICIPALITY	NUMBER OF TRIBAL AUTHORITIES/ MOŠATE
Fetakgomo Tubatse	33
Ephraim Mogale	5
Elias Motsoaledi	14
Makhuduthamaga	23

Source: COGHSTA (2017)

Ward committee's overview on housing provision during 2015-2016

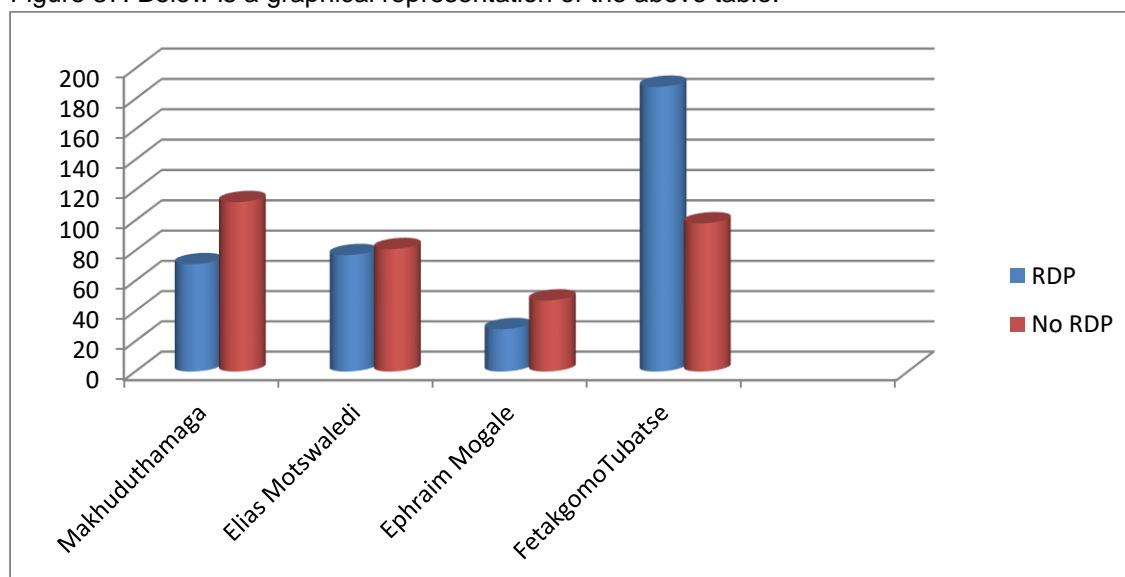
The information below was gathered from all ward committees of SDM that were consulted in late 2015 to early 2016. They were representing their communities. Therefore this information represents the views of communities only. They may look different to the official statistics produced by Stats SA.

Figure 85: Government Housing Programme (RDP Housing) implemented (yes or no)

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Yes	71	77	28	188	364
No	112	81	47	98	338
Total	183	158	75	286	702

SDM ward committees 2015-2016

Figure 37: Below is a graphical representation of the above table.



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

Challenges

- Untraceable beneficiaries
- Beneficiaries whose livelihood has improved
- Beneficiaries who are not aware that they have benefited because wrong people have unlawfully benefited on their behalf
- Provision of houses to the needy households
- Eradication of blocked housing projects in municipalities.
- Lack of sufficient funding to address the demand
- Unavailability of adequate land for development
- Lack of Bulk Infrastructure

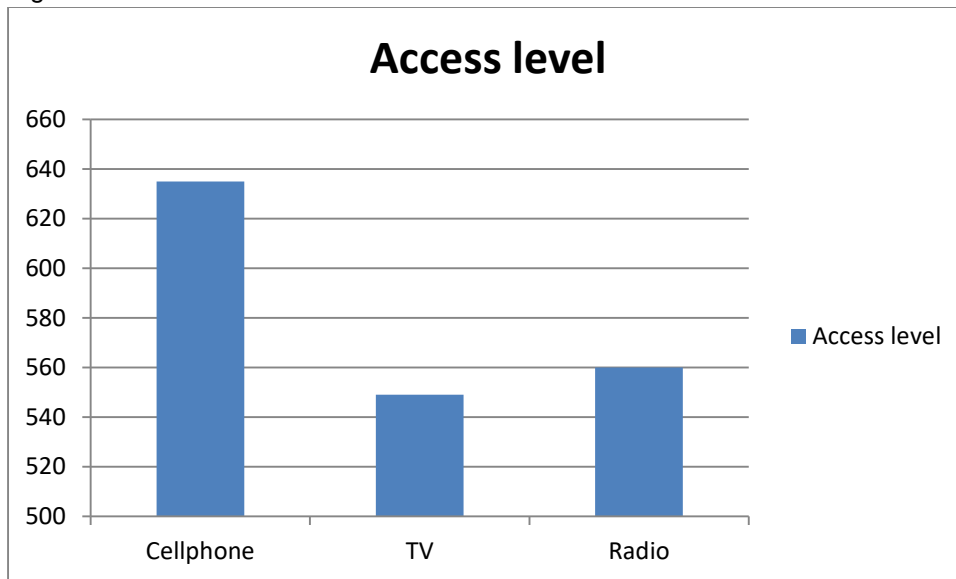
2.4.7. Telecommunication

Telephone facility remains a challenge in the SDM's vicinity. It is commendable that many villages in the District have access to the use of telephone and cell phones but there are these other villages where there is totally no reception for both telephones and cell phones.

Sekhukhune population experiences a clear cut from the international communities due to lack of Information Communication Technology (ICT). The State of the Province report that was presented in 2005 has shown that Sekhukhune was still lagging behind in comparative terms with the other Districts in the province. The population fails to take the advantage of the ever-expanding internet and e-mail telecommunication facilities especially for educational and business opportunities. This is potentially an important pathway to economic growth in the District.

In addition, there are still villages in the District that cannot get proper signals for radios and televisions because of their geographic location. This is especially true of the mountainous villages like Tswereng, Mahlabeng, Rostok, Mooihoek, India, Ga-Makopa, Pelangwe, Phahlamanoge, Tjate, Kgautswane, etc.

Figure 38: Telecommunication access levels



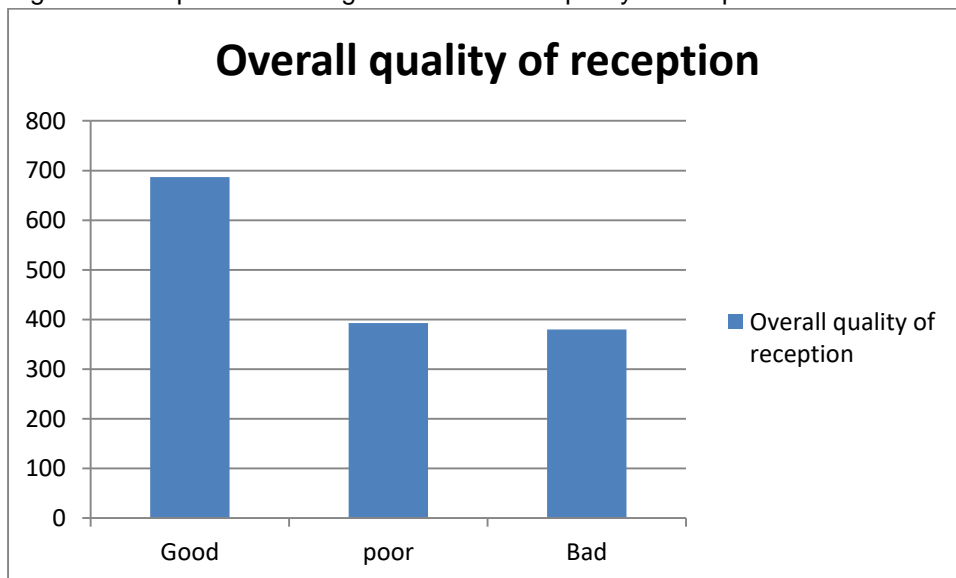
SDM ward committees 2015-2016

36% of the villages recorded that they access cell phone, 31% access TV and 32% access radio as a means of tele-communication.

Proportion of villages that recorded quality of reception as good, poor or bad

The graph below presents the proportion of villages that recorded quality of reception on all communication (cell-phone, TV and radio) as either good, poor or bad.

Figure 39: Proportion of villages that recorded quality of reception



SDM ward committees 2015-2016

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

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

2.4.8. Roads and Stormwater

The development of the road and transport network in Sekhukhune is of vital importance given the planned economic trajectory of the District, as well as the potential offered by Dilokong Corridor. In general, the district is well connected to its surrounding areas to the East, West and South. However, geographic factors had hindered connectivity impeded road construction there. There is, in fact a stretch of approximately 150km between Lebowakgomo and the R36 through the JG Strijdom tunnel without tarred road access northwards.

Within the District itself, there is a general lack of roads – and of tarred roads in particular – 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.

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

Table 86: Number of the structures on the road network under ownership of SDM

Local Municipality	No. of bridges	No. of major culverts	No. of minor culverts	No. of Drifts
Ephraim Mogale	1	13	148	0
Elias Motsoaledi	4	13	212	0
Makhuduthamaga	4	15	247	7
Fetakgomo Tubatse	15	38	322	44
Total	24	79	929	51

Source: Road Master Plan: 2006

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

2.4.9. The Road Network in Sekhukhune

The Sekhukhune District has one major national road within it (the N11), as well as several provincial arterial routes including the R25, R33, R36, R37, R555, R573 and R579. There are also a limited number of tarred minor roads, such as those leading into Jane Furse. The

remainders of the roads in Sekhukhune, however, are largely gravel roads that serve to connect the rural areas within the District. The following table summarizes the situation as per municipality.

Table 87: Road network in Sekhukhune (District Roads)

Local Municipality	Length (km)	% of Network
Fetakgomo Tubatse	580	39
Elias Motsoaledi	223	15
Ephraim Mogale	236	16
Makhuduthamaga	452	30
Total	1491	100

Source: SDM (undated) Road Master Plan: Draft

The current backlog is as follows:

Table 88: Paved and unpaved network of roads in SDM

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

Source: Road Agency Limpopo (2014)

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

Report of the Road Agency Limpopo (RAL) (2015) on the roads tarred and re-graveled in the past three years, and plans to tar for the next three years within Sekhukhune District Municipality

Table 89: Kilometres of roads tarred

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

Source: RAL (2015)

Table 90: Kilometres of roads re-gravelled

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

Source: RAL (2015)

Table 91: Kilometres of roads planned for tarring

Municipality	2016-2017	2017-2018
Fetakgomo Tubatse	10	17

Ephraim Mogale	2	8
Elias Motsoaledi	2	11
Makhuduthamaga	-	-
Total	14.0	36.0

Source: RAL (2015)

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 three important roads that fall within the Sekhukhune area. These are:

- Polokwane to Burgersfort (P33/1 and P33/2 via Mafefe)
- Flag Boshielo Dam through Lebowakgomo and Mafefe, linking the Sekhukhune District with the Phalaborwa and Kruger National Park.
- Chuenespoort via Boyne to Mankweng
- The Phalaborwa Corridor connects Hazyview (Mpumalanga) with Phalaborwa and Tzaneen through a number of small towns on the western side of the Kruger National Park. It includes two roads sections that fall within the Sekhukhune area:
 - Route section P17/3-5, D726, P112/1-3, P43/2, D1308 and P54/1.
 - Road section P146/1 from Klaserie to Blyde River, P116/1 from Hoedspruit to Ohrigstad via the Strijdom Tunnel and P181/1 from the Oaks to Burgersfort.

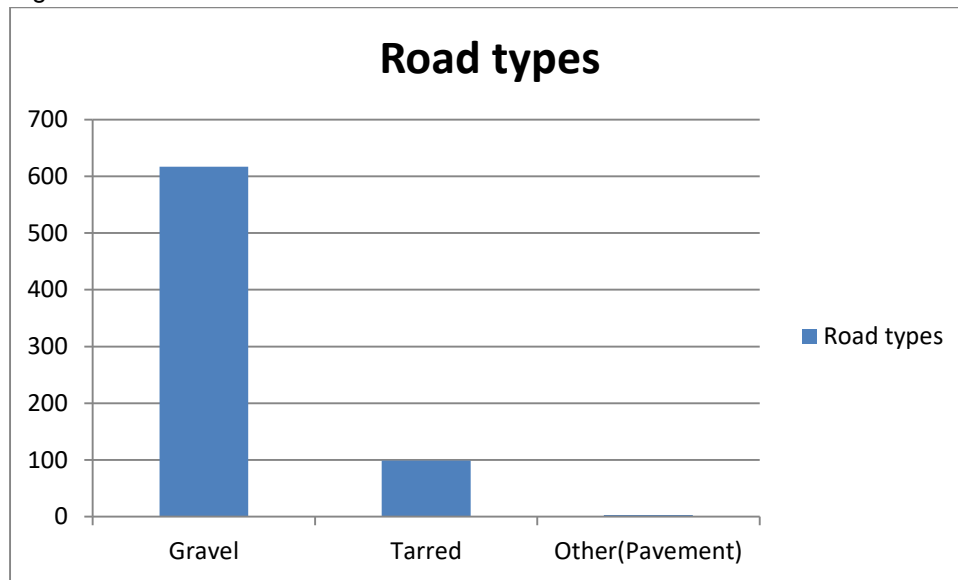
Implications for future Economic growth in Sekhukhune

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

COMMUNITY INPUTS INTO THE STATUS OF ROADS IN SDM

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

Figure 40: Status of roads in SDM



SDM ward committees 2015-2016

It has been established that 86% of the local access roads are gravel (617 roads) compared to 14% (99 roads) that are tarred. The highest number of local access gravel roads is found in Fetakgomo Tubatse Local Municipality (276 roads) followed by Makhuduthamaga Local Municipality (160 roads); Elias Motsoaledi (122 roads); and Ephraim Mogale (59 roads). All these roads are local access roads.

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

Challenges

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

2.4.10. Municipal Health Services and environmental management

Introduction

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

- Waste management
- Water quality monitoring
- Health surveillance of premises
- Surveillance and prevention of communicable diseases excluding immunisations
- Vector control
- Environmental pollution control
- Disposal of the dead
- Food control
- Chemical safety but excludes port health, malaria control and control of hazardous substances
- Waste Management

In terms of section 84 of the Municipal structures Act, 117 of 1998 section 84(1)(iii) a district municipality can only be involved with a waste disposal facility where that facility will involve /include more than Local municipality in the district. Waste Management forms an important part of basic service delivery in Sekhukhune District Municipality.

Status Quo

The Sekhukhune District Municipality has developed the Integrated Waste Management Plan (IWMP) that needs to be reviewed before adoption by council. Refuse removal services is being provided mostly in urban centres, townships and recently in some rural areas within the district.

:

Local Municipalities are responsible for refuse collection service, these Municipalities have organised refuse collection systems, and more over bulk bins waste removal are provided in de

- Fetakgomo-Tubatse LM (Burgersfort, Steelpoort, Mapodile, Ohrigstad and Praktiseer, Nchabeleng and Mohlaletse)
- Ephraim Mogale LM (Elandskraal, Schoeman farms, Marble Hall, Leeuwfontein township and RDP houses.
- Elias Motsoaledi LM (Groblersdal, Roosenekaal, Monterlus, Motetema and Elandsdoorn.

- Makhuduthamaga LM have not started with kerb-side however bulk bins are provided in Jane Furse shopping complex, Jane Furse Taxi Rank, Nebo, Glencowie, Vergelegen, Jane Furse RDP houses and Phokwane.

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

The informal disposal of waste in the District is a source of concern, as it causes environmental pollution and hazards. Sekhukhune residents also need to be more aware of sound waste management practices. For the municipalities themselves, the key challenge is to maintain existing waste disposal sites in compliance with permit conditions and resources to extend refuse removal services.

Subsequently, outdated Integrated Waste Management Plans need to be reviewed and implemented to can deal with overarching waste management challenges. Non-payment of services by communities and cost accounting to municipal solid waste services remain a big challenge to overcome.

Picture 1: Illegal Dumping and Burning of waste at Makgemeng village



Picture 2: Dumping of nappy waste at Makgemeng village



General Waste Management

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

Table 92: SDM State of Landfill Sites

MUNICIPALITY	DISPOSAL SITE	PERMITTED/ NOT AND PERMIT No.	ACCESS	COMPACTION	COMMENTS
SEKHUKHUNE DISTRICT MUNICIPALITY					
Elias Motsoaledi Local Municipality	Rossenekal Landfill Site	Permitted as a GCB ⁺ Permit no: 12/4/10-A/15/GS1	The site is well fenced with a lockable gate Access is restricted during working hours only	No compaction done	Waste is disposed-off on an unlined area and there is no operation and maintenance of the facility.
	Hlogotlou Transfer Station	Licensed as a GCB ⁻ Licence No: 12/14/10 - A/1/GS2	Transfer station adjacent to the old one site is developed with palisade fence and lockable gate	Not operational	The facility is revamped but waste is still dumped and burnt at the old site.
	Grobblersdal Landfill Site	Permitted as a GMB. Licence no: 12/4/10-B/10/M3	The site is developed. Fenced with lockable gates. Access restricted to working hours.	Compaction daily	Operational
Ephraim Mogale Local Municipality	Marble Hall Landfill Site	Permitted as a G:M:B ⁻ 16/2/7/B300/D58/Z1	The site is well fenced with a lockable gate Access is restricted during working hours only	Compaction done but not effective due to the type of machinery used (bulldozer)	Waste compaction and covering must be done on daily basis Waste reporting
Makhuduthamaga Local Municipality	Jane Furse Landfill Site	Permitted as a GCB ⁻	The site is well fenced with lockable gate There are security personnel on site	Compaction of waste is done on daily basis	Operational
Fetakgomo-Tubatse Local Municipality	Burgersfort Landfill Site	Permit no: 16/2/7/B400/D66/Z1/P292A1	Fenced with lockable gate	Compaction done daily but the facility has reached capacity	Applied for closure licence

MUNICIPALITY	DISPOSAL SITE	PERMITTED/ NOT AND PERMIT No.	ACCESS	COMPACTION	COMMENTS
	Malogeng Landfill Site	Permitted as a GSB Permit No:12/9/11/P67	The site is well fenced with a lockable gate Access is restricted during working days only	Compaction daily	Operational
	Mphanama Landfill Site	Permitted as a GSB Permit No:12/9/11/P60	Not developed	Not developed	The licence will expire if construction is not undertaken

Table 93: Sekhukhune District Municipalities General Waste Management Licenses

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

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

Table 94: Waste Service

Municipality	Total Number of Population	Total Number of Households	No. of Indigent Households	Revenue Collection	Number Of Households Receiving Basic Waste Collection Services		
					Weekly Kerbside Collection	Community Transfer to Central Point	On Site Disposal
Ephraim Mogale LM	123,648	32304	4,988	Yes	6369	N/A	N/A
Elias Motsoaledi	249,363	60251	8,546	Yes	9236	2000	N/A
Makhudutha maga LM	274,358	65217	8,572	N/A	N/A	N/A	N/A
Fetakgomo- Tubatse LM	439471	111608	16443	Yes	15347	N/A	N/A

Challenges

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

Recycling of waste

Background

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

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

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

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

Legal requirement and obligations

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

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

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

Recycling within the district

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

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

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

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

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

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

- Lack of resources such as scales, bailing machines, recycling bins
- Lack of Infrastructure
- Vandalism
- Lack of knowledge on administration
- Lack of ownership and willingness
- High expectations
- Lack of market within the province
- Haulage distance to the market
- Recyclers not working as a team and form cooperatives
- Personal protective clothing
- Lack of basic services by local authorities

Pic 3: No proper storage area at Thabampshe Recycling Project



Socio-economic impact

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

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

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

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

Conclusion

- The collection of materials for recycling reduces littering and minimizes the negative impact of litter on the environment.
- Creates a source of income for the unemployed who operates as collectors.
- The use of recyclable metal rather than raw materials to make products will result in less water and air pollution during the manufacturing process.
- Collection of recyclables result in less waste going to the landfill sites which saves scarce landfill air space.
- Separation at source must be encouraged as this practice will assist in lowering the contamination of recyclable thus resulting in less water used to clean the materials.

Environmental pollution control/ management

Introduction

Across the globe, environmental stresses and major changes in climate conditions are influencing the lives and livelihoods of ordinary people and communities everywhere. This is no less true of the Sekhukhune District. The recent draught in Sekhukhune, for instance, is widely regarded as the result of the much publicized El Niño and La Niña phenomena (Ziervogel et al, 2006).

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

Key to Environmental Pollution Control aspects will be to manage following using some of the Municipal Health Services By-laws to be promulgated soon:-

Noise Pollution:

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

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:

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

Status Quo

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

The District has developed an Integrated Environmental Management Plan (DIEMP) that needs to be approved by Council. 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 64 Environmental Health Practitioners in order to effectively deal with Environmental Health issues as benchmarked and illustrated in the section 78 Process of the Municipal systems Act, 32 of 2000 conducted by the Municipality. The resources for both Environmental Inspectors and Environmental Health Practitioners are still to be provided.

Geology

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

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

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

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

Topography

The Oliphant River is located on an open flood plain area. A valley surrounded by the non-perennial rivers is found to the north of the river. Strips of erosion can be found in the valley alongside most of the perennial rivers. Wood is still one of the main sources of energy for households, which leads to deforestation and subsequent erosion because of the denuding vegetation. The Sekhukhune District Municipality does not have Environmental Management Inspectors to help educate the communities about conservation of the land, fauna and flora for the future. One of the major environmental problems in the area is inappropriate agricultural methods, which leads to overgrazing and even desertification in places like Thabanaseshu. Overgrazing is also the result of too many livestock units per area of land. We also have a problem of pesticide poisoning in the farming areas along the Olifants River due to aerial and other forms of crop spraying of which also affects communities alongside the river and neighboring villages. This issue of pesticides can't be ruled out that it also contributes to water pollution down the rivers and streams if mismanaged.

Sekhukhune Climate

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

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

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

There is considerable variability in terms of rainfall intensity, duration and frequency. This exacerbates the water shortage problem, which is a key developmental constraint in the District. Increasingly sparse rainfall, as well as a high evaporation rate, is also currently limiting subsistence farming in the District – a situation that has contributed food insecurity mentioned earlier in this IDP.

Water quality monitoring and water supply in the district

Water scarcity is a huge developmental challenge within the Sekhukhune District, and constrains both economic and social activity in the area. The issue is a manifestation of climate variability. However, it is also the result of a number of other factors, which include insufficient and variable rainfall, inequitable water resource management and the absence of drinking water, bulk water and irrigation infrastructure that would aid the distribution of water to rural villages (SEI, 2006).

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

Challenges

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

Health surveillance of premises

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

- Agricultural holdings/farms
- Dwellings: Informal formal and
- Keeping of animals

- Public conveniences/Public bath houses
- Construction sites
- Business centres and offices including government offices
- Businesses
- Workshops
- Places of worship
- Accommodation establishments
- Medical practices
- Sanitary facilities
- Offensive trades
- Hairdressing, beauty and cosmetology services
- Caravan parks, camping sites and holiday resorts
- Laboratories.
- Private and government (Public) schools
- Places of care:
 - Childcare services (crèches, nurseries, day care, after school care, child-minders, pre-schools)
 - Old age homes, medi-care centers, day care centers
 - Orphanages
 - Mental institution
 - Homes for the destitute
 - Homes for refugees
 - Homes for the disables
 - Hospices
 - Clinics, community health centers, hospitals
 - Nursing homes
 - Prisons and police stations
 - Places of safe keeping
 - Street children shelters
 - Hotels/motels/boarding house
 - Industrial/manufacturing

Challenges

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

Surveillance and prevention of communicable diseases excluding immunisations

This function involves the identification, monitoring and prevention of any disease which can be communicated directly or indirectly from any animal or through any agent to any person or from any person suffering therefrom or who is a carrier to any other person.

The activities of implementing this service will amongst others include to:-

- Conduct health and hygiene promotion in the prevention of communicable diseases.
- Carry out investigations and follow ups of bacterial, viral and parasitic infections.

- Do case investigations and reporting
- Determine sources of infection, contacts and carriers of diseases.
- Provide consultation on prevention and control of diseases.
- Do collection of appropriate epidemiological information on communicable diseases.
- Do collaboration with other stakeholders and Departments regarding outbreaks.
- Take samples and specimens for analysis and further action if deemed necessary.
- Institute remedial and preventative measures including health education.

Vector Control

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

The functional activities will amongst others include:-

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

Challenges

This will require both financial and technical resources:

Disposal of the dead

In terms of section 84 of the Municipal structures Act 117 of 1998 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 ceased with ensuring compliance, monitoring of funeral undertakers, mortuaries, embalmers, crematoria, graves and cemeteries and to manage control and monitor exhumations and reburial or disposal of human remains.

Most existing cemeteries are not well sited as they are placed near water sources.

Some communities still don't consult the district municipality when choosing new cemetery sites.

The district is still looking for land for developing a regional cemetery.

Food control

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

➤ **Formal premises:**

- Food retailers (restaurants, cafes, franchises, fast-food outlets, bakeries, supermarkets, butcheries, cafeterias, etc).
- Food wholesalers/distributors.
- Food factories/industries (including homes).
- Food warehouses.
- Catering organizations/companies.
- Food transportation.
- Food preparation areas in accommodation establishments and places of care.
- Temporary carnivals, fetes, charity and sporting/special events.
- Open air markets.
- Food tenders.

➤ **Informal premises:**

- Vendors
- Hawkers

Challenges

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

Chemical safety

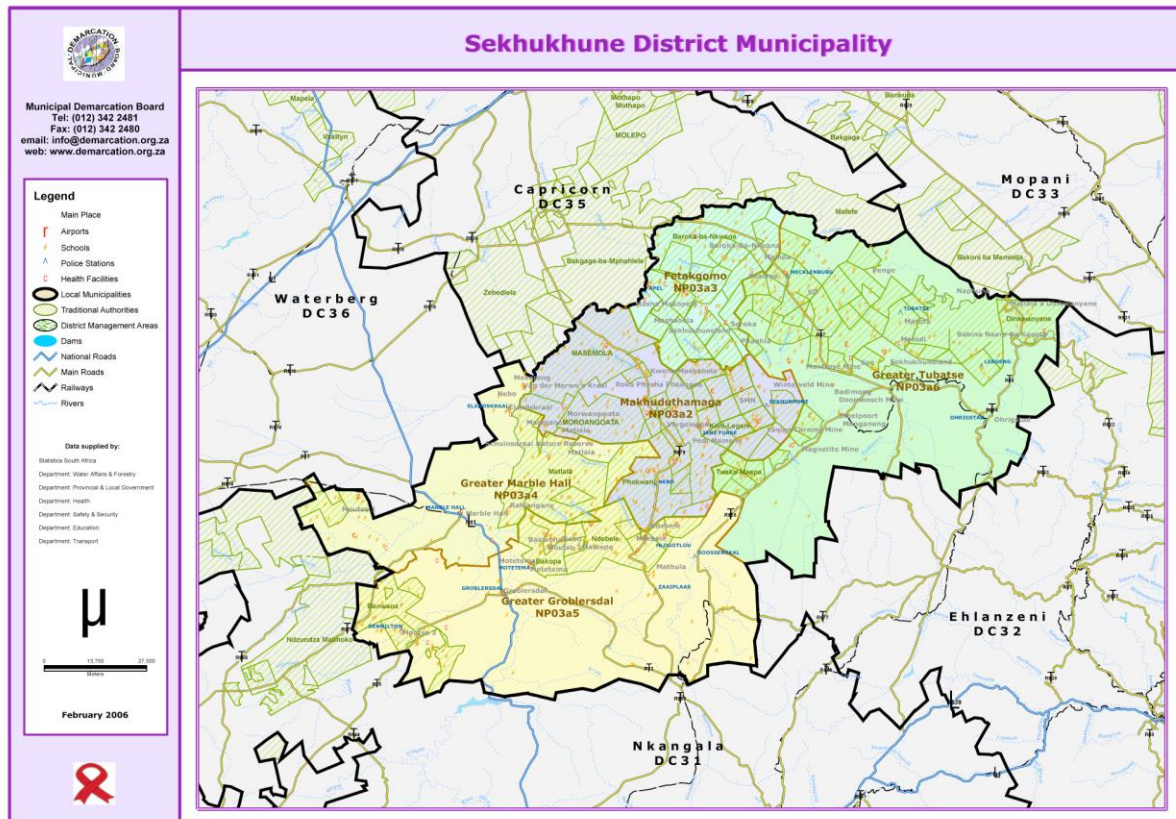
- This service entails monitoring, identification, evaluation and prevention of the risks of chemical that are harmful to human health.
- The areas to be monitored and evaluated are and include some of the following:-
- Fumigation firms.
- Formal and informal premises.
- Agricultural farming areas and rivers

- In all these areas, health education will be prioritised and where necessary, issuing of summons and notices will be issued

Natural environment

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

Figure 41: map shows the location of sekhukhunne district



Climate

The climate is fairly typical of the Savanna Biome: warm, moist summers and cool, dry winters. Mean annual rainfall ranges from 400 mm in the valleys to 600 mm on the mountain slopes and mean summer temperatures from 25°C in the South. Fire is an important factor in the mountains and helps to maintain the strong grassy component of the vegetation.

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

Climate change and global warming

Topography and geology

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

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

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

Figure 42: Plants Endemism

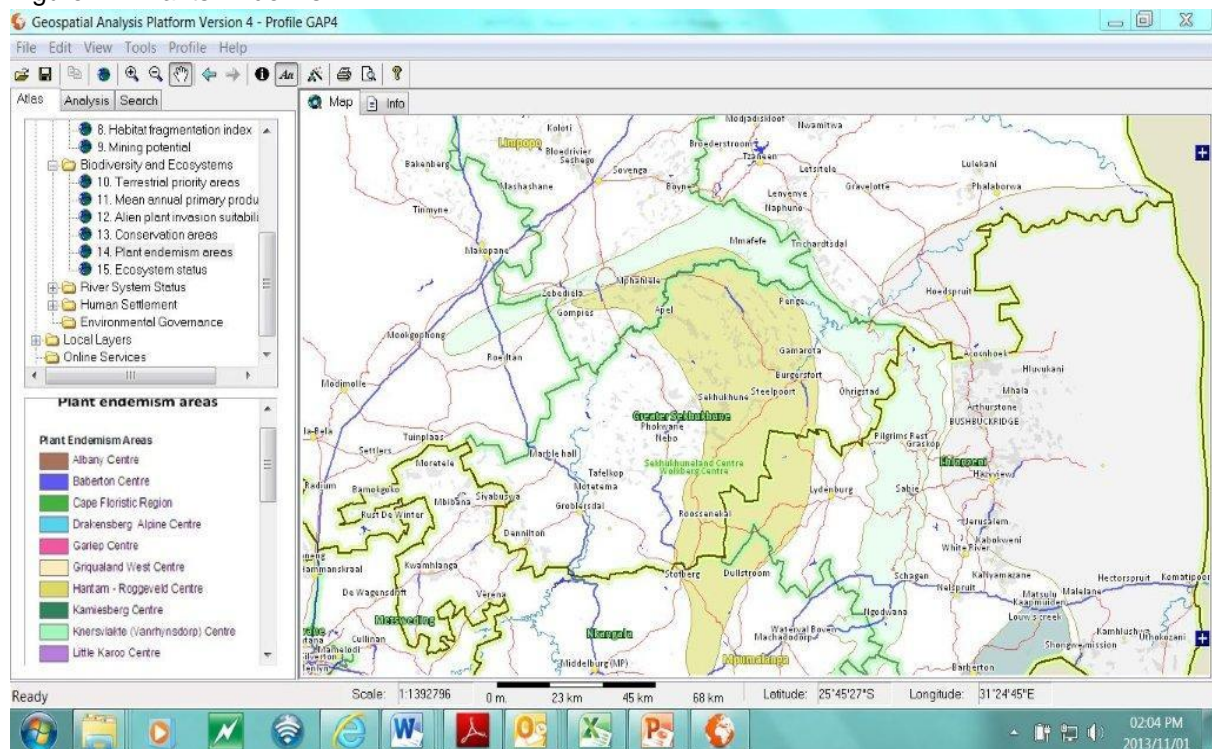


Figure 43: Conservation areas

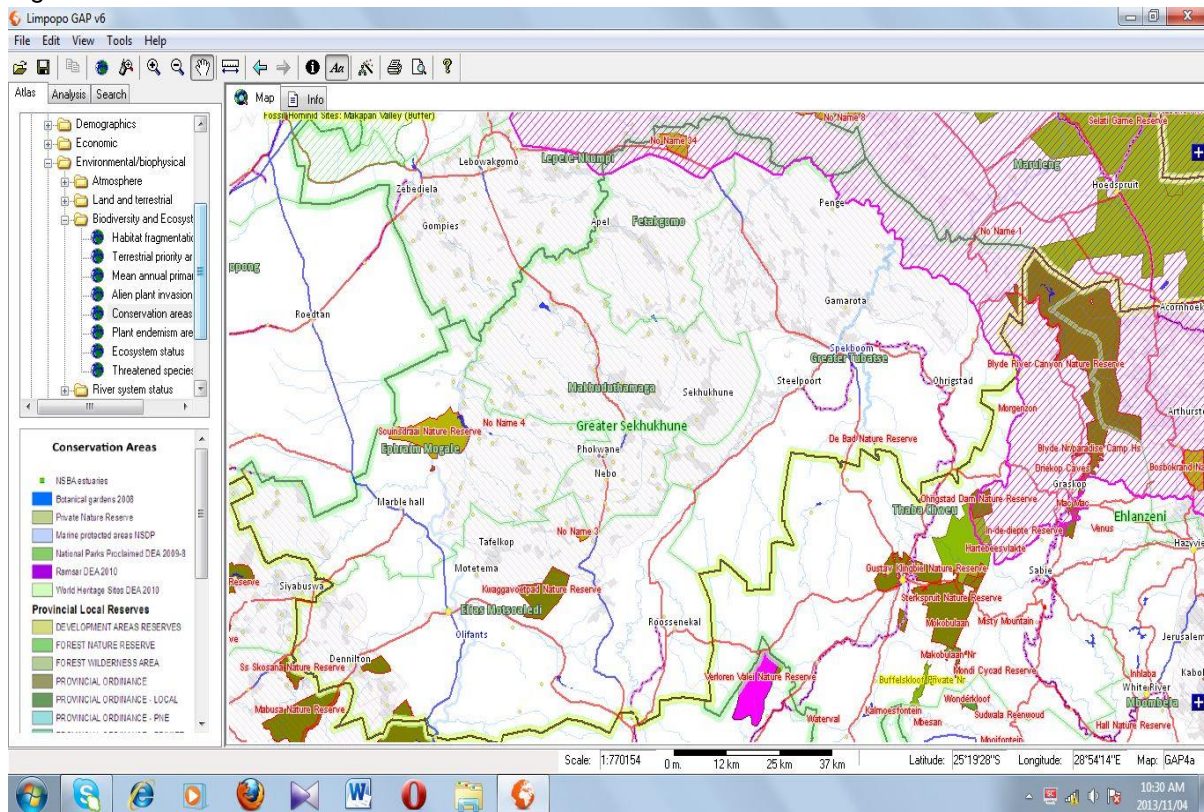
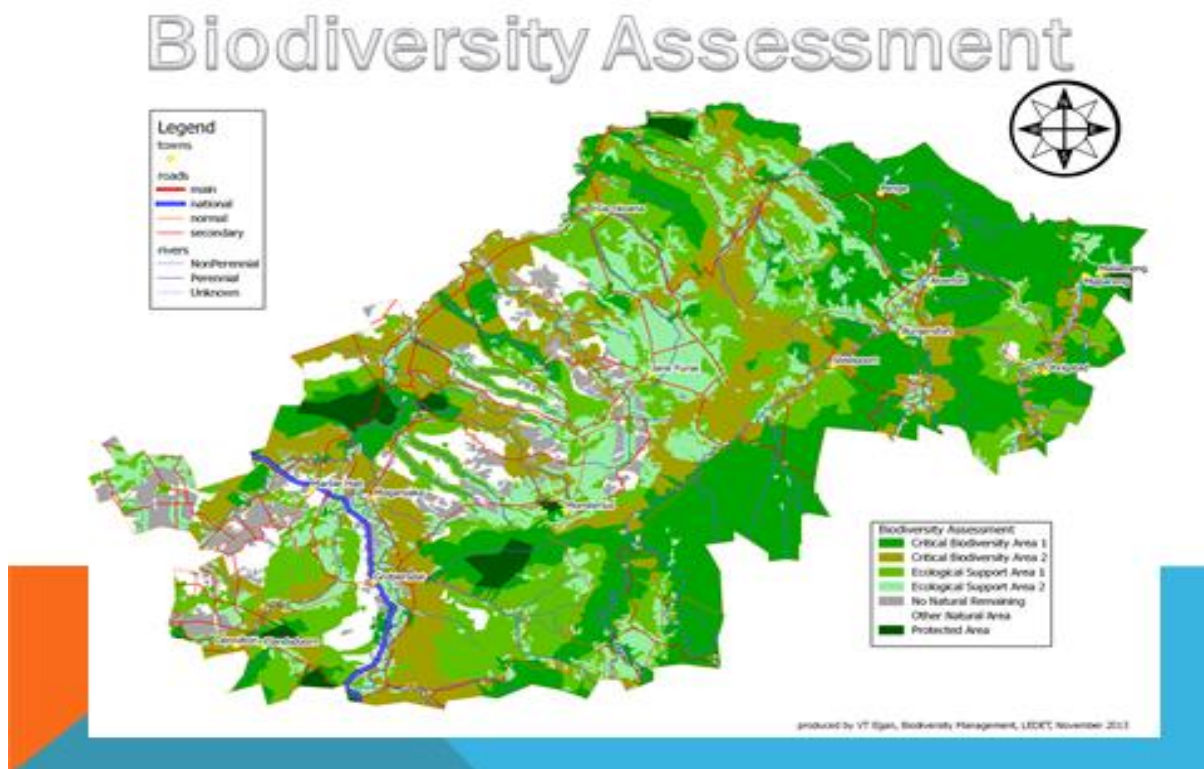


Figure 44: Biodiversity Assessment



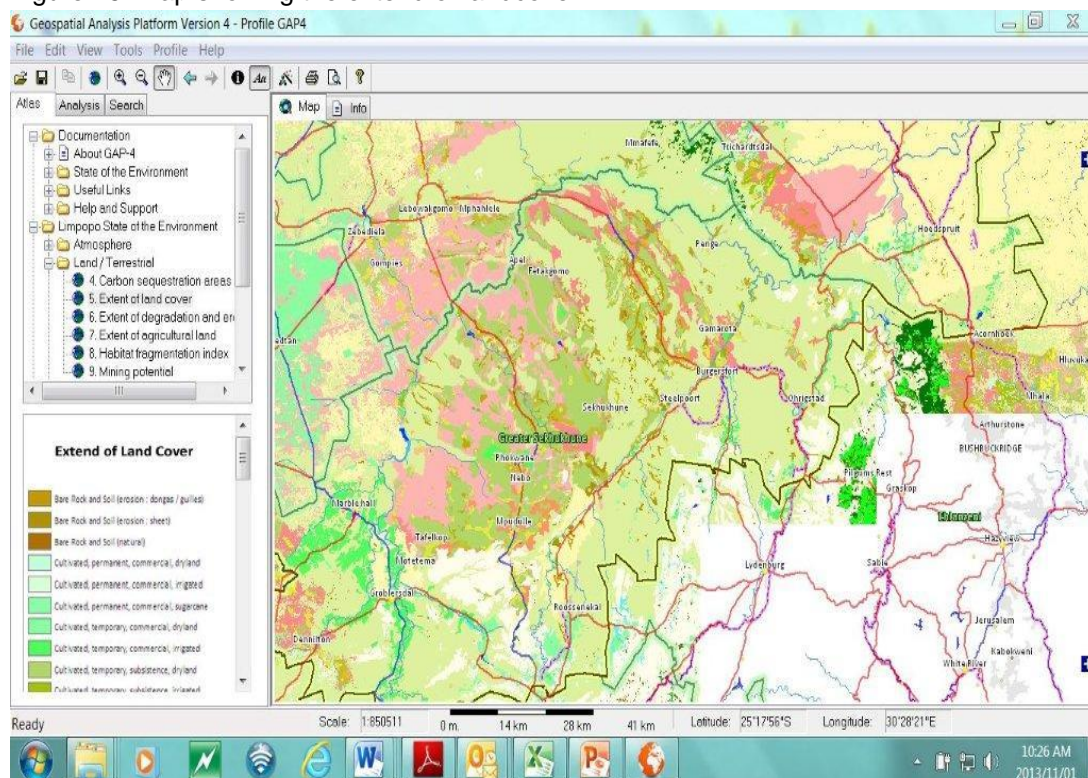
Extent of land cover

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

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

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

Figure 45: Map showing the extend of landcover



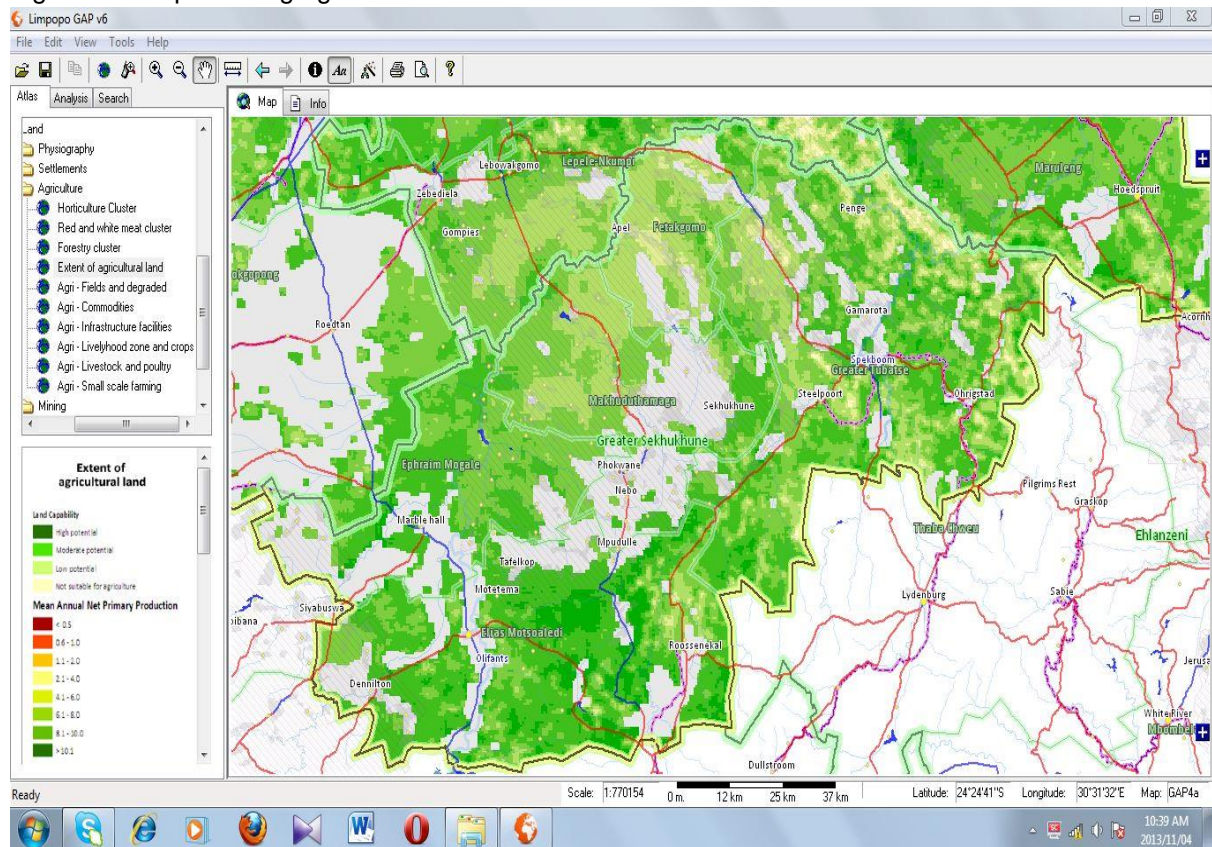
The role of biodiversity in sekhukhune land

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

So far more than 2,200 species of vascular plants have been reported in the natural vegetation of the region (Siebert et al. 2002). Close to 70% of the plants in Sekhukhuneland are

herbaceous species of which a large number are used directly for medicinal or cultural purposes, or are edible. Because this has until recently been a botanically under-explored area, new endemic plant taxa and biogeographically important species are still being discovered regularly

Figure 46: Map showing agricultural land cover

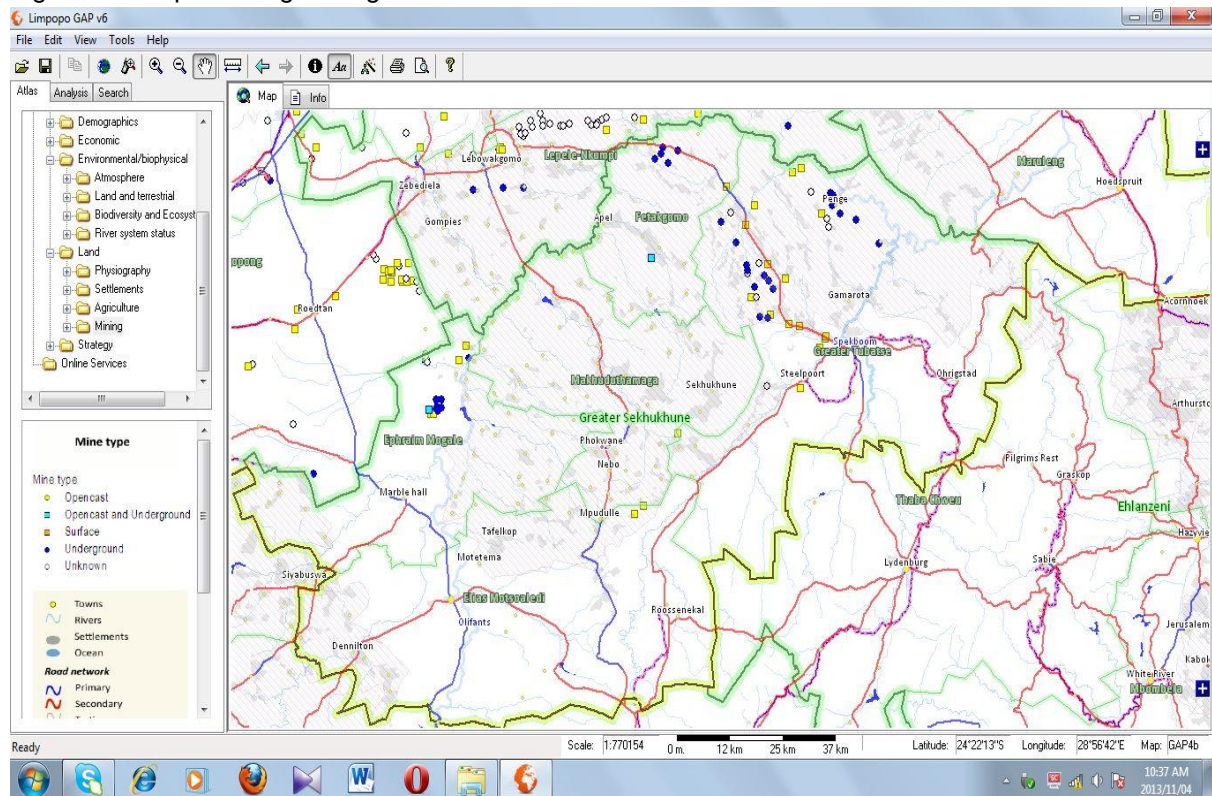


Risks to the plant diversity in the Sekhukhune land region

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

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

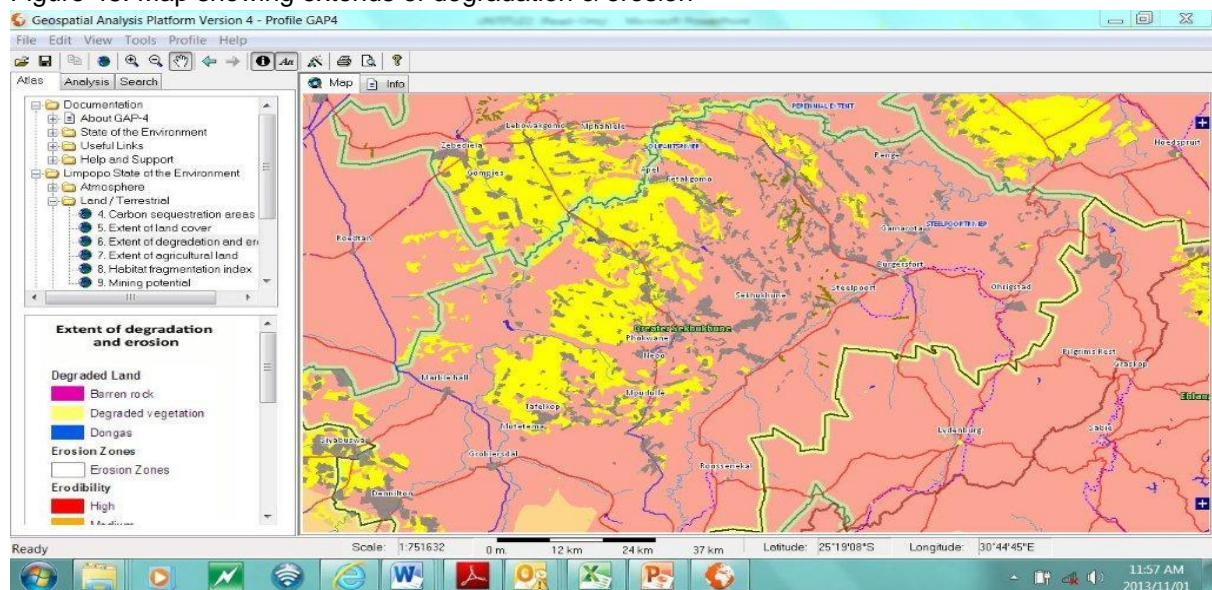
Figure 47: Map showing mining areas



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

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

Figure 48: Map showing extends of degradation & erosion



Stresses on biodiversity

Grazing

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

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

Grasses found in over-utilized grassland

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

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

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Grasses growing in well managed or under-utilized grassland

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

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

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

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

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

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

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

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

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

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

Traditional medicine

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

Food sources

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

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

Conclusion

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

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

Environmental Impact Assessments and landfill sites

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

Table 94: Environmental Impact Assessments

Municipal ity	2015-2016				2016-2017				2017-2018			
	No of EIAs received	No of EIAs approved	No of EIAs rejected	No of section 24 G	No of EIAs received	No of EIAs approved	No of EIAs rejected	No of section 24 G	No of EIAs received	No of EIAs approved	No of EIAs rejected	No of section 24 G
Fetakgom o/ Tubatse	12	05	03	None	07	05	01	None	19	12	None	03
Ephraim Mogale	04	03	None	None	07	03	None	None	04	03	None	None

Elias Motsoaledi	07	04	None	None	02	04	None	None	03	03	None	None
Makhuduthamaga	07	04	None	None	02	04	None	None	03	02	None	01
Total	30	16	03		20 (02 applications not specified)		01		29	20		04

Source: LEDET (2018)

Table 95: Number of licensed landfill sites.

Municipality	Total number of landfill sites	Number licensed	Number not licensed	Names of the facilities	Number of transfer stations per municipality
Fetakgomo/Tubatse	04	04	None	Malogeng Mphanama (not yet developed) Burgersfort (Reached its capacity) Appiesdoornraai (not yet developed)	None
Ephraim Mogale	01	01	None	Marble Hall	None
Elias Motsoaledi	02	02	None	Roosenekal Groblersdal	02
Makhuduthamaga	01	01	None	Jane Furse	None
Total	08	08	0		02

Source: LEDET (2018)

2.4.11. Sports, arts and culture

Introduction

Sport, Arts and Culture play an important role in the physical, psychological, social, technical and tactical development of young and matured people. Sekhukhune District Municipality plays an advocacy role/ function whereby most of the programmes are driven by the provincial department of Sport, Arts and Culture.

Status Quo

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

Sekhukhune Satellite Academy of Sport has been established and provided with equipment worth R500 000 from Lottery to support sport development programmes. The performance

squad of all the codes will be subjected to capacity-building programmes in preparations for the Provincial games.

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

Table 96: Norms and Standards

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

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

LIBRARIES

In terms of norms and standards there should be 1 library per 10 000 households. Currently there are 11 libraries in the District and there is a need for 14 libraries (see table no. 67).

Table 97: Number of Libraries and Backlogs

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

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

Challenges

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

2.4.12. Health

Introduction

South Africa has huge health care resources compared with many middle-income countries, yet the bulk of these resources are in the private sector and serve a minority of the population thereby undermining the country's ability to produce quality care and improve healthcare outcomes. Many of the public facilities, especially hospitals and clinics need to be revitalized. National government should expand on progress made in upgrading facilities in many public hospitals and clinics as part of a physical infrastructure programme. The government is determined to end the huge inequalities that exist in the public and private sectors by making sure that these sectors work together.

As promulgated in the Constitution, Schedule 4 part A, health services is a functional area of National and Provincial legislative competence. In terms of section 155 (6) (a) the Provincial government must provide for the monitoring and support of local government in the Province, albeit can be assigned to a municipality in terms of Section 156 of Constitution.

The government has identified the following priorities that must inform a major improvement in the health care system:

- Increasing bursaries of the health care professionals, including increasing the employment of community health workers, which will be linked to the improvement of the district health system.
- Improving working conditions and the provision of decent wages for health workers.
- Reduce the impact of HIV/AIDS on individuals, families, communities and society by expanding access to appropriate treatment, care and support.
- Strengthen the fight against AIDS through collaboration with partners at all levels of society and accelerate implementation of the HIV and AIDS and STI plans.
- Strengthen the formal partnership against AIDS at all levels of our society including the strengthening the South African National AIDS Council (SANAC).
- Improve quality of health services and physical infrastructure revitalization.

Health services are critical in nurturing human development and tend to have important economic spin-offs as well. Countries that have invested significantly in primary health care (PHC), in particular, generally produce a healthier, and therefore more productive, workforce. There is also significant international evidence to illustrate that early investments in PHC result in less strain on the health budget (and, consequently, on social spending) in later years. This is an important debate for municipalities which are now largely responsible for PHC in South Africa.

Status Quo

Within Limpopo province, the provision of health facilities is generally inadequate in comparison with other provinces. More specifically, access to health facilities within Sekhukhune District Municipality itself is fairly poor. On average, there is 1 clinic for every 17,000 people within the district and approximately 97,500 people per hospital.

Table 98: Number of health facilities in Sekhukhune

Municipality	Number of hospitals	Number of clinics	Number of private hospitals
Fetakgomo/Tubatse	2	38	0
Ephraim Mogale	1	15	0
Elias Motsoaledi	2	15	0
Makhuduthamaga	2	21	0
Total	7	89	0

Source: Dept. of Health: Limpopo (2018)

Table 99: Specific areas without health facilities and how they are being catered for

Municipality	
Fetakgomo/ Tubatse	Shubushubung, Rostock, Tsebeng, Mahlabeng and Mooilek- served by mobile clinic weekly
Ephraim Mogale	Serithing/Mabitsi, Ngwalemong, Hlopha - served by mobile clinic weekly
Elias Motsoaledi	Sterkfontein A&B, Luckau and Ramogwerane - served by mobile clinic bi weekly
Makhuduthamaga	Leolo Mountains served by Mobile clinic weekly

Source: Dept. of Health: Limpopo (2018)

Table 100: Availability of mobile clinics and their frequency of visits

Municipality	Number of mobile clinics	Frequency of visits/availability
Fetakgomo/Tubatse	108	Weekly and Bi-weekly
Ephraim Mogale	65	Weekly and Monthly
Elias Motsoaledi	59	Weekly and Bi- weekly
Makhuduthamaga	59	Weekly Leolo Area and Bi-weekly on others
Total	291	

Source: Dept. of Health: Limpopo (2018)

Accessibility of health services

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

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

Health facility	Radius distance in kilometres
Access to hospitals	50km radius
Access to clinics	5km walking distance
Access to mobile clinics	Every 5 KM where there is no Clinic Nearby

Source: Department of Health (2018)

Table 102: Access to hospitals

MUNICIPALITY	PERCENTAGE WITHIN 20KM RADIUS TO HOSPITAL
Elias Motswaledi	80%
Ephraim Mogale	40%
Fetakgomo Tubatse	59%
Makhuduthamaga	80%

Source: Dept. of Health: Limpopo (2013)

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

Table 103: Access to clinics and professionals

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

Source: Dept. of Health: Limpopo (2013)

According to these figures, Elias Motsoaledi enjoys the greatest access (64%), whilst Fetakgomo Tubatse and Makhuduthamaga residents have access to clinics and health professionals (48%). The number of health professionals currently working in the district is not optimal, however. As the table below indicates, there is a shortage of professionals working in Sekhukhune health facilities at the moment.

Sekhukhune's Health Performance

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

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

Table 104: Key Health Indicators for the Sekhukhune District

Indicator	Target	Achievements as per the following years			Dm ranking in sa (52 districts)
		2010/11	2011/12	2012/13	
Professional Nurse Clinical Workload	40	27.1	25.9	27.1	-
Alos	4 Days	4.3	4.5	4.3	-
Ubur	70%	57.9	65.3	69.9	-
PHC Utilization Rate Annualized	3.5	2.1	2.3	2.3	-
Delivery Rate In Facility	100%	110.2	123.5	124.3	-
Still Birth Rate	>10/Live Birth	25.5	21.3	23.6	-
Perinatal Mortality Rate	28/1000	37.7	37.2	42.1	-
Diarrhea Incidence under 5 Years	>5/100	11.6	10.3	5.3	-
Not Gaining Weight under 5 Years	0%	0	0	0	-
Immunization Coverage	90%	85.6	85.5	81	-
C/Section Rate	15%	14.0	15.0	16.6	-
ANC Client Tested for HIV	95%	30.8	35.5	45.9	-
Neverapine Uptake of Babies Born From HIV+ Wom	100%	57.7	100	100	-
STI Treatment Rate	26%	24.1	23.7	20.8	-
Condom Distribution Rate in PHC	13	10.9	13.3	20.1	-
TB Cure Rate	75%	79.0	77.2	77.5	-
Smear Conversion Rate At 2 Months	67%	65.0	60.8	65	-

Source: Dept. of Health: Limpopo (2013)

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

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

HIV/AIDS

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

Figure 49: SDM HIV/AIDS prevalence per sub-district 2008-2012

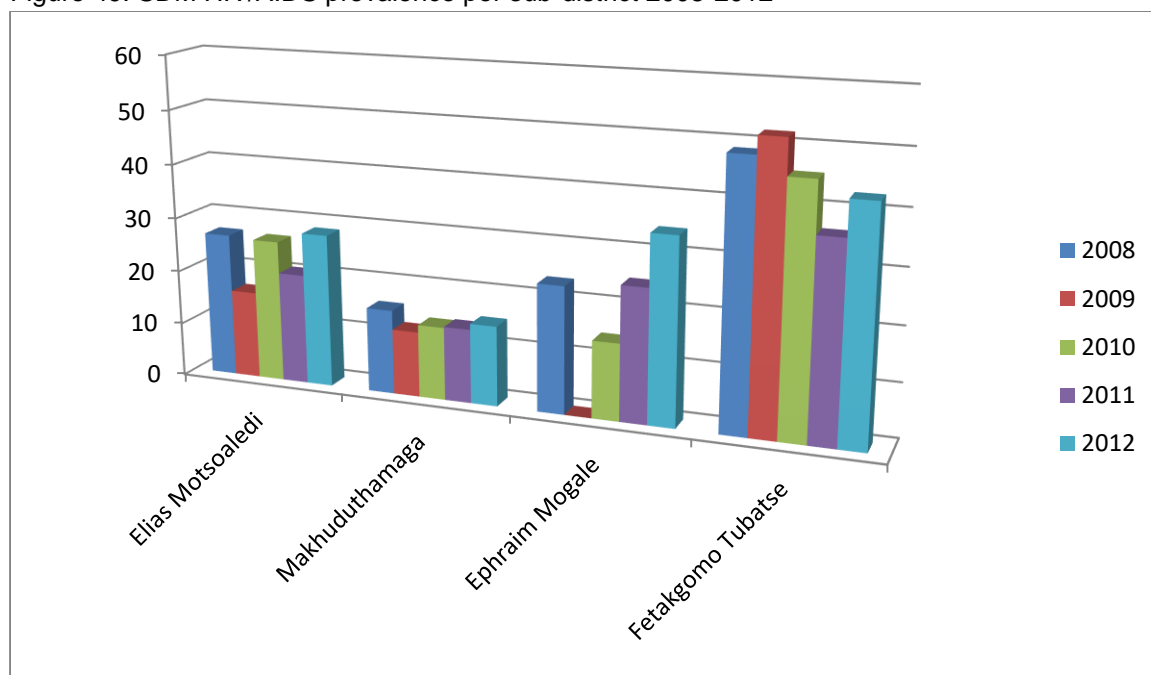


Table105: SDM HIV/AIDS prevalence per sub-district 2008-2012

Municipality	2008	2009	2010	2011	2012
Elias Motsoaledi	26.7	16.2	26.3	20.5	28.4
Makhuduthamaga	15.7	12.2	13.6	13.8	14.9
Ephraim Mogale	23.5	0	14.3	24.7	34.2
Fetakgomo Tubatse	48.6	51.8	45.4	36.2	42.6

Source: Limpopo Department of Health (2017)

Table 106: HIV/AIDS prevalence measured in 2018

Municipality	2015-2016	2016-2017	2017-2018
Fetakgomo/ Tubatse	-	-	-
Ephraim Mogale	-	-	-
Elias Motsoaledi	-	-	-
Makhuduthamaga	-	-	-
Total	22.9%	24%	Results still pending

Source: Department of Health (2018)

The significance of the statistics above is that there are people infected with HIV/AIDS in the District. The Department of Health and Social Development has a comprehensive system of testing, administering of treatment and counseling. The main challenge facing the department is that testing is voluntary. As a result more effort is needed to convince people to come to the fore and be tested. This should be accompanied by prior counseling to enable people who will be diagnosed HIV/AIDS to live with themselves.

The Department has also rolled out a treatment plan which seems to be effective. It is however displeasing to note that some patients are skipping their dosages. The challenge could be the stigma that is attached to the disease by communities. More should be done to educate the community about the normalcy of living with virus.

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

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

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

Table 107: Voluntary testing for HIV over three years happened as tabled below:

Municipality	2015-2016	2016-2017	2017-2018
Fetakgomo /Tubatse	91407	114973	55362
Ephraim Mogale	36200	31437	50295
Elias Motsoaledi	52966	76636	50337
Makhuduthamaga	70971	68083	53028
Total	251543	291127	208952

Source: Department of Health (2018)

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

Table 108: HIV and AIDS status per group per local municipality 2012/13

MUNICIPALITY	MALES	FEMALES	CHILDREN	TOTAL
Elias Motsoaledi	593	1898	46	2537
Ephraim Mogale	304	1356	28	1688
Fetakgomo Tubatse	1123	4117	87	5327
Makhuduthamaga	1391	1770	54	3215
District Average	3411	9141	215	12767

Source: Dept. of Health: Limpopo (2013)

Mortality in terms of TB, maternal and infant categories

Table 109: Latest TB, maternal deaths and infant mortality 2017/2018:

Municipality	Number of TB cases reported	Number of maternal deaths reported	Number of infant deaths reported (mortality)
Fetakgomo/ Tubatse	184	6	9
Ephraim Mogale	18	1	0
Elias Motsoaledi	63	8	7
Makhuduthamaga	178	6	4
Total	443	21	20

Source: Limpopo Department of Health (2018)

Table 110: TB control per local municipality 2012/13

MUNICIPALITY	DOT COVERAGE	TREATMENT SUCCESS RATE	NSP CURE RATE	HIV TESTING RATE-TB PATIENTS	DEFAULT ER RATE	HIV/TB PLACED ON ART(CO-INFECTION)
Elias Motsoaledi	84.6%	79.5%	76.4%	94%	5.3%	72.3%
Ephraim Mogale	91%	85.4%	86%	91%	2.1%	66.1%
Fetakgomo Tubatse	92.8%	84.55%	84.25%	89.95%	1.85%	38.1%
Makhuduthamaga	84.4%	72%	71%	79.1%	4.1%	55.2%
District Average	87.3%	79%	77.5%	86.7%	3.3%	56.1%

SOURCE: TB R-NET

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

Backlog and construction of clinics

Table 111: Latest backlogs of clinics and hospitals in terms of norms and standards

Municipality	
Fetakgomo Tubatse	None
Ephraim Mogale	None
Elias Motsoaledi	None
Makhuduthamaga	None
Total	-

Source: Limpopo Dept. of Health (2018)

Table 112: 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)

Table 113: Number of clinics planned

Municipality	2018-2019	2019-2020	2020 -2021
Fetakgomo /Tubatse	0	1Taung- Staff Accommodation 1 Mafarafara.Albaton Maahlashi- New clinic	Kgopaneng- New clinic Mmutlane- Upgrade
Ephraim Mogale	0	Moutse West- Staff Accommodation	1 Gareagopola- New clinic

		Marble Hall clinic- Upgrade	Witfontein clinic- up grade
Elias Motsoaledi	Moutse East- Staff Accommodation	Matlala-Lehwelere- New clinic	
Makhuduthamaga	1 (Madibaneng, lekgwareng and Tjatane)-New 1 Mamokgasefoka- New Setlaboswana -Upgrade		1 Ga- Molepane, Tjabadi- New clinic
Total	2 New clinics 1 Upgrade- Staff 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)

Table 114: Health facilities client satisfaction rate as per local municipality

MUNICIPALITY	SATISFACTION SURVEY RESULTS
Elias Motsoaledi	53%
Ephraim Mogale	59%
Fetakgomo Tubatse	70%
Makhuduthamaga	51%
District Average	60.6%

Source: Dhis Quality Assurance Report

Table 115: Health facilities satisfaction status

	Fetakgomo Tubatse	Ephraim Motsoaledi	Elias Motsoaledi	Makhuduthamaga	Total	Total
Satisfactory	21	6	8	5	40	13%
Unsatisfactory	96	44	45	80	265	87%

SDM ward committees 2013-2014

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

Basic services in health facilities

Table 116: Water Supply, Sanitation and Electricity

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

Source: Dept. of Health: Limpopo (2013)

NB! Clinics are using communal water and bore holes as back-ups. no clinic is supplied via tankers except for Jane Furse hospital which is currently supplied by tankers.

**COMMUNITIES' PERSPECTIVES ON HEALTH SERVICES RECEIVED WITHIN SDM:
DATA PROVIDED BY WARD COMMITTEES INTERVIEWED BETWEEN LATE 2015 TO
EARLY 2016**

Table 117: Health facilities

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Mobile Clinic	31	15	37	52	135
Clinic	30	23	20	47	120
Hospital	5	4	4	4	17
No Health Facility	96	38	10	158	302
Total	162	80	71	261	574

SDM ward committees 2015-2016

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

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

Table 118: Health Facilities water supply

	Makhuduthamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Borehole	1	35	22	90	148
River	3	10	7	0	20
Water Tanks	10	2	9	4	25
Municipal Supply	12	15	13	16	56
Other	34	16	25	61	136
Total	60	78	76	171	385

SDM ward committees 2015-2016

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

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

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

Table 119: Health facilities sanitation supply

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Pit Latrines	50	36	12	70	168
VIP	16	11	4	27	58
Sewerborne Sanitation	5	21	16	21	63
Other	29	9	32	44	115
Total	100	77	64	163	404

SDM ward committees 2015-2016

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

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

Table 120: Health Facilities electricity available

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Yes	71	57	33	112	273
No	52	23	34	60	169
	123	80	67	172	442

SDM ward committees 2015-2016

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

Table 121: Service standard

	Makhudu thamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgom o Tubatse	Total
Plus minus 5km radius(clinic & mobile)	62	65	44	102	273
Plus minus 50km radius(Hospitals)	17	3	20	24	65
Total	79	68	64	127	338

SDM ward committees 2015-2016

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

Challenges

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

2.4.13. Education

Introduction

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

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

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

Status Quo

Table 122: Schools

Municipality	Number of primary schools	Number of secondary schools	Number of combined schools	Number of special schools	Number of private schools
Fetakgomo/Tubatse	106	129	9	1	11
Ephraim Mogale	49	29	2	0	3
Elias Motsoaledi	99	63	32	3	10
Makhuduthamaga	160	98	4	2	3

Total	414	319	47	6	27
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Source: Limpopo Dept. of Education (2018)

Table 123: 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	1:32
Ephraim Mogale	81	1161	36059	1:31
Elias Motsoaledi	204	3258	97139	1:30
Makhuduthamaga	264	3637	91349	1:25
Total	924	12631	239 068	5:18

Source: Limpopo Dept. of Education (2018)

Table 124: Matric pass rate

Municipality	2014 pass rate	2015 pass rate	2016 pass rate
Fetakgomo Tubatse	63.4	54.4	48.9
Ephraim Mogale	64.1	55.9	48.8
Elias Motsoaledi	66.8	56.9	55.6
Makhuduthamaga	61.8	59.0	53.8
Total	63.9	55.0	51.8

Source: Limpopo Dept. of Education (2017)

Table 125: Matric targeted pass rate

Municipality	2018	2019	2020
Fetakgomo Tubatse	70%	75%	80%
Ephraim Mogale	70%	75%	80%
Elias Motsoaledi	75%	80%	85%
Makhuduthamaga	75%	80%	85%
Total	72%	78%	85%

Source: Limpopo Dept. of Education (2017)

Table 126: Number of classrooms constructed

Municipality	2015-2016	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)

Table 127: Number of classrooms planned for construction

Municipality	2018-2019	2019-2020	2020-2021
Fetakgomo/Tubatse	13	4	25

Ephraim Mogale	2	12	8
Elias Motsoaledi	11	5	19
Makhuduthamaga	12	4	23
Total	38	25	75

Source: Limpopo Dept. of Education (2018)

Table 128: Current condition of road access to schools

Municipality	Good, fair or bad (choose)
Fetakgomo Tubatse	Fair
Ephraim Mogale	Fair
Elias Motsoaledi	Fair
Makhuduthamaga	Fair

Source: Limpopo Dept. of Education (2018)

Table 129: Current backlogs to school infrastructure (buildings)

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

Source: Limpopo Dept. of Education (2018)

Table 130: Current provision of basic services to schools
(Water, sanitation, electricity)

Municipality	Good, fair or bad (choose)
Fetakgomo Tubatse	Fair
Ephraim Mogale	Fair
Elias Motsoaledi	Fair
Makhuduthamaga	Fair

Source: Limpopo Dept. of Education (2018)

Schools with water and sanitation challenges

Most of the schools have water system in the form boreholes which were drilled through norms and standards. There are 44 schools which get water from the unreliable communal connection.

Most of the schools in the District are using pit toilets. In some schools the toilets have collapsed because they are full and learners relieve themselves in the bushes. 115 schools are without proper sanitation facilities.

Education levels in Sekhukhune District are generally lower than the comparative levels for Limpopo Province. Almost 21% of all people older than 20 years in the District have had no schooling, compared to 17% for Limpopo. In contrast, only 21% of adults in Sekhukhune have completed secondary school and only 5.2% have obtained post-school qualifications. The

comparative statistics for the Province are 22% who have completed secondary school and 10.6% with post-school qualifications.

This limited level of education is likely to constrain the ability of the District to improve its socio-economic conditions significantly in the short to medium term.

Table 131: Highest education levels for persons aged 20 years and above, Sekhukhune District, 2011

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

Source: Statistics South Africa, Census 2011

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

The LEGDP indicate that Sekhukhune has the least of highly skilled individuals in the total province. The low skills reduce the ability of the District to be innovative and economically productive.

While there has been an improvement, this has been far below that of the other DMs in the Limpopo Province. The percentage of those with Grade 12/Matric in Sekhukhune DM is also nearly half of the South African population and the lowest of all the DMS in the Limpopo and Mpumalanga provinces. The lack of skills is frustrating the current and future development of the area. It is also the high percentages of persons with no schooling which require a buoyant entrepreneurial class to establish industries that those with low skills levels could be absorbed in.

The low percentage of the population having managed to obtained tertiary education qualification bear witness to the infrastructure that is available in schools. Most of the schools in the district do not have facilities like Sanitation, Water and Electricity. Shortage of infrastructure impacts much on future educational development of this district.

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

The numbers of educational facilities that have been provided in the district seem to be adequate in the district. The general standard in that for every 1000 households, there is a

need for 2 primary schools and 1 secondary. Sekhukhune District Municipality has 263 000 households. This means there is a need for 263 secondary schools and 526 primary schools. There exists 536 primary schools and the need is 526 compared to existing 327 secondary schools where the need is 263 secondary schools. Although the average scenario indicates that enough schools have been provided, there is still a challenge due to long walking distances to these educational facilities.

Table 132: Scholar Transport

ROUTE NUMBER	NUMBER OF SERVICE PROVIDERS	CIRCUIT	SCHOOL	NO. OF LEARNERS		
				KM	CONTRACTED LEARNERS	ACTUAL LEARNERS
L/S/S/01	6	BOGWASHA	Boerboomkraal Prima	58	37	18
L/S/S/02			Dikotope Secondary	10	37	60
L/S/S/03			Taung Secondary	28	52	47
L/S/S/04a			Manoke Secondary	16	65	34
L/S/S/04b				52	288	291
L/S/S/04c				16	30	32
6		1	4	180	509	482
L/S/S 05	5	DRAKENSBERG	Matshaile Secondary	48	72	61
L/S/S 06			Laerskool Orighstad Pri	48	22	22
L/S/S 07			Maepa Primary	50	172	191
L/S/S 08			Tshabelang Dinoko Sec	42	26	
L/S/S/09			Mohlatsengwane Sec	34	76	65
5		1	5	222	368	339
L/S/S 10a	19	GROBLERSDAL	Aquaville Combined	64	104	179
L/S/S 10b				62	81	176
L/S/S 11a			Buffelsvallei Combin	32	45	109
L/S/S 11b				54	59	51
L/S/S 12a			Dewagendrift Com	54	120	160
L/S/S 12b				45	62	
L/S/S 13a			Moosrivier Combined	56	99	159
L/S/S 13b				42	59	43
L/S/S 14			Mutsi Primary	76	56	62
L/S/S 15			Mathakge Combined	32	29	25
L/S/S/16			Nyenye Combined	76	68	73
			NgwanaMarumo-a-Tswako Pri			
L/S/S/17			Tjetje Technical	52	187	136
			Sehlakwana Pri			2
			Skhosana Sec			61
			Embokodweni Comb			19
			Leriana Sec			27
L/S/S/18a			Sango Combined	62	34	28
L/S/S/18b				70	81	94
L/S/S/18c				60	50	28
L/S/S/19			Laerskool Toitskraal	94	49	46

ROUTE NUMBER	NUMBER OF SERVICE PROVIDERS	CIRCUIT	SCHOOL	NO. OF LEARNERS		
				KM	CONTRACTED LEARNERS	ACTUAL LEARNERS
L/S/S/20			Madikoti Primary	88	177	129
L/S/S/21			Sizani Primary	48	80	80
L/S/S/22a		M.CENTRAL	Batau Primary	22	260	266
19		1	18	1044	1638	1953
L/S/S/23	7	LEPELLANE	Moepadira Secondary	38	150	
			Mphele Secondary			
L/S/S/24		LEPELLE	Ngale Secondary	10	70	65
L/S/S/25		NGWARITSE	Modishana Primary	32	76	17
		LEPELLE	Lekoko Secondary			54
L/S/S 26		LOBETHAL	Tenyane Sec	20	52	
L/S/S 27		MALEGALE	Mpilo Sec	18	55	36
L/S/S 28		MOHLALETSI	Mokhine Secondary	38	301	312
L/S/S 29		M.CENTRAL	Dithamaga Secondary	14	136	117
7		8	9	150	788	601
L/S/S/30		MOUTSE EAST	FK Tjiane Secondary	30	47	2
			Mohlamme Sec			13
			Bantwane Primary			23
			Tagane Primary			8
L/S/S/31	3		Nala Secondary	54	183	91
			Fawcett-Mathebe Sec			
L/S/S/32			Phooko Primary	18	53	16
			Kgothala Secondary			28
			OR Thambo Secondary			25
3		1	9	102	283	206
L/S/S 33	3	MOUTSE WEST	Pezunga Secondary	26	62	
L/S/S 34			Rekgonne Primary	26	71	27
			Mokgwaneng Primary			56
L/S/S 35			Mamaneng Pri	26	61	32
3		1	4	78	194	115
L/S/S 36	16	NGWAABE	Gobetse Sec	78	165	1
L/S/S 37a			Mohlarekoma Sec	158	156	139
L/S/S 37b				78	25	13
L/S/S 37c				58	87	
L/S/S/38a			Kgahlanong Sec	46	84	18
						81
L/S/S/38b				38	50	39
L/S/S 38c				76	25	27
L/S/S 39			Madibeng Primary	78	75	65
L/S/S 40a			Sisabonga Primary	64	58	61
L/S/S 40b				66	88	
L/S/S 40c				66	130	134
L/S/S 41a			Mmahlagare Combined	26	5	3

ROUTE NUMBER	NUMBER OF SERVICE PROVIDERS	CIRCUIT	SCHOOL	NO. OF LEARNERS		
				KM	CONTRACTED LEARNERS	ACTUAL LEARNERS
L/S/S 41b				36	35	31
L/S/S 42			Maelebe Primary	40	151	142
			Shopiane Primary			162
L/S/S 43			Makopole II Secondary	16	163	
L/S/S 44			Maphogs Combined	50	48	62
16		1	10	908	1134	977
L/GS/S/45	2	NGWARITSI	Mokgubi Secondary	16	37	18
L/GS/S/46		PHOKOANE	MoreriChoenyane Sec	34	158	139
			Nteteleng Primary			
2		2	3	50	195	157
L/S/S 47	2	RAKGWADI	Ramoroke Sec	16	65	
L/S/S 49			Matsedi Primary	38	45	17
			Mokone-a-Mabula Pri			15
			Rakgoadi Primary			15
			NgwanaMashile Sec			11
2		1	5	54	110	2
L/S/S 50	2	SEOTLONG	Indie Primary	28	35	35
L/S/S/51			PhutiTlou Secondary	20	45	74
2		1	2	48	80	109
L/S/S 52	3	TSIMANYANE	Masoganeng Primary	14	70	60
L/S/S 53			Kubela Sec	12	120	158
L/S/S 54			Mphahlele Sec	24	8	4
			Mazwi-a-Nape Primary			1
3		1	4	50	198	223
L/S/S 55A	2	MASHUNG	Hans Komane	52	92	78
L/S/S 55b				14	60	38
2		1	1	50	198	116
70	70	20	74	2936	5695	5280

COMMUNITY INPUTS WITH REGARD TO BASIC SERVICES PROVIDED TO SCHOOLS, ACCORDING TO WARD COMMITTEES INTERVIEWED FROM OCTOBER 2015 TO JANUARY 2016

Table 133: Number of schools per source of water

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgom o Tubatse	Total
Own Borehole	163	123	37	230	553
Municipal supply	31	28	52	54	165
water tanks	16	6	17	11	50

No Water supply	63	27	15	110	215
Total	273	184	121	405	983

SDM ward committees 2015-2016

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

Provision of water to schools remains within the purview of the Department of education and the role of the municipalities remains water connections provisions and billing. There is a need for the district municipality as water services provider and authority to liaise with Department of Education regarding schools that do not have access to water services.

The schools normally are undertaking feeding schemes which require water for cooking and other uses therefore it requires that all the relevant stakeholders play an important role in as far as provision of water.

Table 134: Number of schools per type of sanitation

	Makhuduth amaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Pit Latrines	136	118	60	234	548
VIP	85	13	17	68	183
Enviro-loo	26	16	13	45	100
Sewer Borne/Flush sanitation	11	38	14	15	78
Other	26	11	9	54	100
Total	284	196	113	416	1009

SDM ward committees 2015-2016

Sanitation remains one of the important services that must be provided in schools. The table indicates that 548 (54%) of schools are making use of pit latrines as a form of sanitation. 183 (18%) of schools are using Ventilated Improved Pit Latrines (VIP's), 100 (9%) schools use enviro-loo toilets and 78 (7%) are making use of sewer borne sanitation.

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

Table 135: Number of schools and availability of electricity

	Makhudut hamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Yes	267	142	100	349	858
No	24	40	9	66	139
Total	291	182	109	415	997

SDM ward committees 2015-2016

The majority of schools in the district municipality do have access to electricity. The table above indicates that 858 schools (86%) recorded that they have access to electricity compared

to 139 (14%) that have no access to electricity. Most of these schools are found in Fetakgomo Tubatse Local Municipality (349); followed by Makhuduthamaga (267), Elias Motsoaledi at 142, Fetakgomo and Ephraim Mogale Local Municipalities 100 each.

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

Challenges

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

2.4.14. Social Development (Welfare)

Introduction

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

In many social democratic countries, a basic income grant is also made available to the poorest members of society to assist them in meeting their basic daily needs. The amount of money that a government usually spends on social development (and on social expenditure, more generally) tends to be determined by the economic health of the country at that point in its history. In South Africa, social expenditure has increased considerably over the years because of a favourable balance of payments situation as well as increased revenue from the South African Revenue Services (SARS).

Social development systems are particularly important in places like Sekhukhune which are predominantly rural and have high poverty levels. As illustrated earlier in this chapter, the majority of Sekhukhune's population is young, unemployment is rife and the district consequently exhibits an extremely high dependency ratio. Most of this population is dependent on government grants in order to survive.

Status Quo

Table 136: Status of social services as reported by South African Social Security Agency (SASSA) in 2013

Municipality	No.of pay points	Backlogs on pay points	Basic services
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	Existing 2013/14 with/without buildings respectively		Supplied for each paypoint(e.g. Yes/no)
Fetakgomo Tubatse	141 Pay-points With buildings=24 Without =117	No backlogs	YES=24 No=117
Makhuduthamaga	117 Pay-points With buildings=20 Without =97		YES=20 No=97
Elias Motsoaledi	70 Pay-points With buildings=21 Without =49		YES=21 No=49
Ephraim Mogale	32 Pay-points With buildings=04 Without =28		YES=04 No=28
Total Sekhukhune	360		360

Limpopo Dept. of Social Development: 2013

Table 137: Statistics on Grants Beneficiaries as reported by South African Social Security Agency (SASSA) in 2013

												TOTAL	
LOCAL OFFICE	O/A	D/G	W/V	COM	GIA	FCG BEN	FCG CHIL	CDG BEN	CDG CHIL	CSG BEN	CSG CHIL	BENEFI	CHILDREN
ELIAS MOTSOAL	19859	3948	01	36	217	2235	3483	493	538	29103	54793	55892	58814
MAKHUDU THAMAGA	28877	5691	0	40	287	2633	3942	805	868	50332	100233	88665	105043
FETAKGOM TUBATSE	30504	6854	01	76	700	3836	5880	990	1091	63965	117192	106926	124163
EPHRAIM MOGALE	9694	1822	01	18	125	1143	1720	187	209	20204	38548	33194	40477
TOTAL	88934	18315	03	170	1329	9847	15025	2475	2706	163604	310766	284677	328497

Source: SASSA (2013)

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

Table 138: Number of Early Childhood Development (ECD) centres

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

Limpopo Dept. of Social Development: 2016

Table 139: number of facilities for vulnerable groups

Municipality	Number of old age homes	Number of drop in centres	Number of children's homes (CYCC)	Number of disability centres	Number of women safe house centres	Number of home based carers
Fetakgomo Tubatse		34	01Child and youth care worker for 30 children	09	00	13
Ephraim Mogale	01	06		05	00	13
Elias Motsoaledi		10		04	00	09
Makhuduthamaga		07		03	00	05
Total	01	57		21	00	40

Limpopo Dept. of Social Development: 2015

Table 140: Old Age Home

No	Name of the organisation	Municipality	Physical address	Number of beneficiaries	NPOcompliance	Funded or not funded
1	Loskopvallei Russord	E/Mogale	Japonica STR 900	71	YES	FUNDED

Limpopo Dept. of Social Development: 201

Table 141: Aged service centres

NO	NAME OF THE ORGANISATION	MUNICIPALITY	PHYSICAL ADDRESS	NUMBER OF BENEFICIARIES	NPO COMPLAINT	FUNDED OR NOT FUNDED
1	Kgakgajane Luncheon Group	E-Motsoaledi	Zaaiplaas Next to Clinic	36	Yes	Funded
2	Kodumela Moepathuse Aged	E-Motsoaledi	Hlogotlou Monstrlus Unit A	72	Yes	Funded
3	Moriri O Mosweu Aged Club	E-Motsoaledi	219 Majakaneng Sec	19	Yes	Funded
4	Motetema Old Age	E-Motsoaledi	motetema nxt to Lutheren	75	Yes	Funded
5	Mpheleng Serv Centre	E-Motsoaledi	Mpheleng Village	56	Yes	Funded
6	Ratanang Serv Centre	E-Motsoaledi	Elansdoorn next to Traffic Office	58	Yes	Funded
7	Hlabologang Aged	Fetakgomo Tubatse	Sekopung Village	28	Yes	Funded
8	Itsosheng Aged		Magakala Madifahlane		Yes	Funded
9	Maupa Aged Club		Ga-Mokobola Mabocha	22	Yes	Funded
10	Phakisa Aged		Mabocha Marulaneng Villa	22	Yes	Funded
11	Rethabile Diphale Aged		Diphale-Dijaneng ville gaMohlala	26	Yes	Funded
12	Gaogelang Aged		Strydkraal A	65	Yes	Funded
13	Lapa La Hunadi Aged Club		Strydkraal A	49	Yes	Funded
14	Motswadibe Aged Care Group		Ga-Phasha	50	Yes	Funded
15	Lethabong Aged	E/Mogale	Elandskraal	41	Yes	Funded
16	Leeufontein Comm.Serv .Centre	E/Mogale	L/fontein	45	Yes	Funded
17	Mohlakamotala Aged	Makhuduthamaga	Marulaneng	34	Yes	Funded

Limpopo Dept. of Social Development: 2013

Table 142: Substance Abuse

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

Limpopo Dept. of Social Development: 2013

Table 143: Disability Centres

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

Limpopo Dept. of Social Development: 2013

Table 144: Stimulation Centre

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

Limpopo Dept. of Social Development: 2013

Table 145: Pension pay points

	Fetakgomo	Ephraim M	Tubatse	Elias M	Makhuduthamaga	Total
Yes	43	40	85	42	107	317
No	55	15	150	5	59	284

SDM ward committees 2013-2014

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

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

Table 146: Pension pay points water supply

	Ephraim Mogale	Fetakgomo Tubatse	Elias Motsoaledi	Makhuduth amaga	Total	%
Borehole	2	31	9	21	63	19%
River	0	11	0	0	11	3%
Water tanker	4	11	0	0	15	4%
Municipal supply	17	12	4	23	56	17%
No water supply	19	65	40	63	187	56%
Other	0	2	0	0	2	1%

SDM ward committees 2013-2014

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

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

Table 147: Pension pay points sanitation available

	Fetakgomo Tubatse	Ephraim Mogale	Elias Motsoaledi	Makhuduthamaga	Total
Pit latrines	62	21	18	71	172
VIP	13	0	0	0	13
Municipal sewer	9	6	3	1	19

No sanitation	42	15	29	35	121
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SDM ward committees 2013/2014

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

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

Table 148: Pension pay points electricity available

	Fetakgomo Tubatse	Ephraim Mogale	Elias Motsoaledi	Makhuduthamaga	Total
yes	79	25	32	74	210
no	53	17	20	33	123

SDM ward committees 2013-2014

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

Challenges

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

2.4.15. Safety and Security

Introduction

Combating crime forms one of the governmental strategic priorities within the medium term period. Safety and security issues remain critical in crime prevention measures in the District. Communities lack policing facilities that would assist in either reporting or combating crimes in their areas. It means the responsibility of the state to make sure that police Stations are well equipped to deal with any type of crime that might be experience among communities.

Status Quo

Legal recourse is an important element of justice for those who suffered crime and other violations. There are six magistrate courts in Sekhukhune District. These are Magistrate Praktiseer (next to Burgersfort), Magistrate Sekhukhune (in Schoonord), magistrate Nebo in Phokwane), Magistrate Moutse, Magistrate Sempupuru and Magistrate Groblersdal (Groblersdal). These magistrate courts serve a population of 1,169, 762 people.

When researching Sekhukhune's tourism potential as part of its 2025 Strategy, the District found that crime was a weakness that could potentially undermine tourism efforts in the area (G Steyn and Associates, 2006). More recently, the District's IDP consultations with communities found that the issue of crime was a recurring theme. The most important issue raised by communities and stakeholder groups (such as business, farmers, traditional leaders and civil society organizations) concern:

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

Crime statistics

South African Police Services (SAPS) in Limpopo has reported that the current crime statistics stand at **49362** (SAPS, 2018).

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

- Community reported serious crimes
- All theft not mentioned elsewhere
- Arson
- Assault with intent to inflict grievous bodily harm
- Attempted murder
- Attempted sexual offences
- Bank robbery
- Burglary at non-residential premises
- Burglary at residential premises
- Carjacking
- Commercial crime
- Common assault
- Common robbery
- Contact crimes
- Contact sexual offences
- Contact related crimes
- Crime detected as a result of police action
- Driving under the influence of alcohol or drugs
- Drug related crime
- Illegal possession of firearms and ammunition
- Malicious damage to property
- Murder
- Property related crimes
- Rape
- Robbery at residential premises
- Robbery with aggravating circumstances
- Sexual assault and sexual offences

- Sexual offences detected as a result of police action
- Shoplifting
- Stock-theft
- Theft of motor vehicle and motorcycle
- Theft out of or from motor vehicle
- TRIO crimes
- Truck hijacking
- Robbery of cash in transit
- Robbery at non-residential premises

Current police stations are 21 in number (SAPS, 2018), listed below:

1. Burgesfort
2. Leboeng
3. Mecklenburg
4. Apel
5. Masemola
6. Ohrigstad
7. Sekhukhune
8. Tubatse
9. Roosenekal
10. Rakgoadi
11. Driekop
12. Dennilton
13. Groblersdal
14. Hlogotlou
15. Marble Hall
16. Motetema
17. Nebo
18. Elandskraal
19. Matlerekeng
20. Zaaiplaas
21. Jane furse

Current approved satellite police stations are 2 in number (SAPS, 2018):

1. Eerstegeluk and
2. Penge.

However, the buildings do not belong to SAPS and as a result, SAPS is unable to control the operating hours on those buildings as they belong to other departments.

There are 14 police contact points in the district of Sekhukhune (SAPS, 2018):

1. Kgautswane
2. Manganeng Kgwana Project
3. New Horizon
4. Ngwaabe Old Clinic

5. Phiring
6. Steelpoort
7. Luckau
8. Magagamatala
9. Masoing
10. Taung
11. RDP Leeufontein
12. Atok
13. Mohlaletsi
14. Mphanama

Backlog on police stations are in two areas (SAPS, 2018):

- Driekop Police Station: is operating 24 hours but the building is not according to a standard of a police station.
- Penge Police Station: operating through a use of a building belonging to Penge Mine. SAPS is unable to control operating hours on that building as it belongs to another institution.

Norms and standards on SAPS services (SAPS, 2018)

Buffers were created around existing service points on 4km, 8km, 16km and 24km to give a basic indication of the distances that people need to travel. These buffers were created on the international norm that an average person can walk 4,5km in an hour. The areas served by stations (precincts) were clearly demarcated on maps.

Buffers of 4km, 8km, 16km and 24km were generated around existing service points, namely police stations; satellite police stations; fixed and mobile contact points.

Geographical set-up in terms of the map of the stations were used to generate the buffers.

What does it all mean? Based on a centre of an existing police service station, an ideal desired situation is that the next station should be 8km away, then another one 16km away, and lastly 24km away. But the next service station from the first should never be more than 24km away. The first 4km radius is just for walking distance purposes. The distances were also calculated taking into consideration the reaction time by police to reach affected area after community calls for service.

Proposed new satellite and fixed contact stations are 7 in number (SAPS, 2018)

- De Hoop Dam
- Leeufontein
- Lehlaba Centre (Riba Cross Lehlaba)
- Manotwane
- Phatantswane Clinic
- Tafelkop
- Ntwane

Manotwane satellite police station building was donated by the Department of Health, but due to financial constraints SAPS is unable to renovate it.

Challenges

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

2.4.16. Transportation

Introduction

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

Status Quo

Air Transport

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

Table 149: Landing strips

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

Source: Limpopo Dept. of Transport (2018)

Public Transport

According to the District's integrated Transport Plan, the most common forms of public passenger transport are the buses and taxis. The taxi industry determine its routes largely by looking at factors like the location of towns and villages, dominant economic activities in the area and employed status within the district.

Transport routes in Sekhukhune are often limited by deteriorating roads conditions as well as local storm water problems caused by rainy season. The following are the findings of the review of the Sekhukhune District Current Public Transport Record (CPTR) and Integrated Transport Plan (ITP) in 2007. The report covered an overview of what is involved in public transport in the Sekhukhune District Municipality with regard to facilities, the capacity utilization of ranks and routes, the waiting times of passengers and vehicles, the operational vehicle and the number of trips made per operational vehicle. The facility surveys were conducted at taxi ranks, bus terminals and train stations.

The facility survey conducted indicated that the Sekhukhune District Municipality does not have commuter rail services.

There are three bus terminals in the Sekhukhune District Municipality and have a total of 82 taxi facilities of which more than 75 per cent are informal.

190 (approximately 50% outwards-bound) taxi routes in the SDM: 15% are in the Elias Motsoaledi LM, 3% in Fetakgomo LM, 17% in Ephraim Mogale LM, 43% in the Greater Tubatse LM and 22% in Makhuduthamaga LM.

Of the subsidized bus routes in the SDM, 57% are in the Elias Motsoaledi LM and 43% in the Ephraim Mogale Local Municipality.

The main findings obtained from the analysis of the route utilization are that there is a vast oversupply of taxis on most routes in the SDM.

The route utilization survey noted 1462 taxis in the SDM area. Furthermore 1372 taxis were noted in the Elias Motsoaledi LM, 287 in Fetakgomo LM, 530 in Greater Tubatse LM and 1083 in Makhuduthamaga LM.

There are 28 buses in operation on the subsidized routes in the SDM area. There are metered-taxi activities in the Greater Tubatse LM, Light Delivery Vehicle (LDVs) are utilized for learners' trips as well as the areas where the quality of the road is not good.

Bus Industry

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

- Subsidized operators
- Non-subsidized operators

Subsidized Bus Routes

Table 150: Existing subsidized bus routes in the Sekhukhune District

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

Total	2
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Source: Limpopo Dept. of Transport (2018)

Existing Non Subsidized Operators

Table 151: Existing Non-Subsidized Bus Routes in the Sekhukhune District Municipal Area

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

Source: Limpopo Dept. of Transport (2018)

Taxi ranks and bus terminals

Table 152: Number of taxi ranks and bus terminals

Municipality	Number of taxi ranks	Number of bus terminals
Fetakgomo/ Tubatse	8	0
Ephraim Mogale	5	0
Elias Motsoaledi	5	1
Makhuduthamaga	4	0
Total	22	1

Source: Limpopo Dept. of Transport (2018)

Table 153: Train stations (rail services)

Municipality	Total number of train stations
Fetakgomo/ Tubatse	Only for goods
Ephraim Mogale	Only for goods
Elias Motsoaledi	None
Makhuduthamaga	None
Total	2

Source: Limpopo Dept. of Transport (2018)

Challenges

- There is oversupply of taxis on most of routes in SDM
- Taxis fighting for the use of certain routes
- Light delivery vehicles used for the transportation of learners
- Deterioration of road infrastructure
- Lack of facilities for heavy vehicles
- Inadequate signage
- Lack of alternative routes for trucks

2.4.17. District Disaster Management and District Emergency Management Services

District Disaster Management Centre (DDMC)

Introduction

The Disaster Management Act No 57 of 2002 as amended (no. 16 of 2015), requires district and local municipalities to establish capacity respectively. The district municipality must establish a Disaster Management Centre as a stand alone entity within a functional department with a head that reports directly to the accounting officer who in turn forms a link between the political oversights.

Local municipalities in the same vein should establish disaster management centers in consultation with the district municipality - resources permitting.

The Act further requires the district and local municipalities to develop their disaster management plan and framework as and when necessary. Currently the District Disaster Management Plan and Framework has been reviewed and adopted by Council in the 2017-18 financial year.

Status Quo

The District Disaster Management Centre (DDMC) operates from AB Sikhosana Fire Station. The Centre is not yet build 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 meet minimum requirements for a physical structure.

DDRMC Capacity (District Disaster Risk Management Centre)

Head of the Centre

The Manager Disaster Management is currently the head of the Centre, administering the functions of Disaster Management as per the amendment Act (No. 16 of 2015).

Staff Compliments

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

KPAs

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

Enablers

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

The district has appointed five (5) Disaster Officers, who are currently responsible for all the KPAs and Enablers. In an ideal situation each KPA and Enabler will be allocated to one or more officers.

Information Management and Communication

DDMC has no system that is linked to the Province, National and all the Local municipalities. This will be in line with section 43 (2) a / b of the Disaster Management Act (DMA) as amended. The district with the help of the Provincial Disaster Management unit is working to access an advanced communication systems.

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

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

Disaster Management Plans and Framework

The district in collaboration with the Provincial Disaster Management Centre developed the district disaster management plan and framework which was ratified by Council in the 2017-18 financial year. The plan and framework are currently being implemented. The Provincial Disaster Management Centre assisted the local municipalities to review their disaster management plans for 2018-2019 financial year, consolidation of which will cascade into the reviewed district disaster management plan.

Disaster Volunteers

A generic policy on volunteers was ratified by Council in 2012-2013 financial year and is being implemented. An EPWP approach is being contemplated on for 2019-2020 financial year.

District Disaster Advisory Forum (DDAF)

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

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

Disaster Management challenges in the District

- Absence of disaster management centre

- Budget constraints
- Personnel
- Disaster and incident management system
- Tools of trade

District Emergency Management Services

Introduction

“Fire Services are a vital public service. It is part of the fabric of all our communities. The service it provides is essential in preventing fires starting in the first place and in responding quickly and effectively to those incidents with which it has to deal. Increasingly, it is now developing a wider role. That role involves tackling new threats which we are now facing, including terrorism, and threats such as flooding and other environmental disasters” (Prescott, Deputy Prime Minister, United Kingdom, 2003).

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

Status Quo

Operations

In the district there are now five (5) fire stations located in the four local municipalities namely:

- Fetakgomo Tubatse Fire Station (in Burgersfort)
- Makhuduthamaga Fire Station (in Jane Furse)
- AB Sikhosana Fire Station (in Groblersdal)
- Ephraim Mogale Fire Station (in Marble Hall)
- Mashilabele Fire Station (in Mashilabele)

Fetakgomo Tubatse and Elias Motsoaledi 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 build to standard fire stations would assist to protect and accommodate the fire service fleet which is constantly exposed to all weathers.

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.

The municipality should strengthen the unit with more appropriate resources and fire safety inspectors, whereby each station would have dedicated officers. Through the enforcement and code application of SDM Emergency Services By-Laws, compliance would be ensured and, increase in revenue will be realized.

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 Elias Motsoaledi 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 SDMEMS training Academy is further accredited by Southern African Emergency Services Institute.

Experience has demonstrated that the fire service can make the most impact in reducing vulnerability to fires by changing the behaviour 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.

Staff Compliments

The staffing level in the district fire service is critically low to the expectations of the SANS 10 090 – **Community Protection against Fire**.

The district EMS staff compliment is as follows:

- Manager;
- Chief Fire Officer vacant;
- Principal Training Officer vacant;
- 4 Divisional Officers (2 Fire Safety, 1 Operations, 1 Training Academy);
- 6 Station Officers (1 Fire Safety; 5 Operations);
- 10 Leading Fireman+ 1 Leading Fireman vacant post;
- 6 Senior Fireman
- 53 Junior Fireman

- 44 EPWP Junior Fireman / Fire fighter I
- 1 Support staff
- 1 Training Administrator

The district is intending to expand its workforce to complement and to meet the required standards.

Expanded Public Works Programme

The district is also participating in the EPWP for purposes of providing experiential experience and empowering the district communities.

Equipment

The fire service at all stations has a variety of fire vehicles capable of engaging and or of providing backup services at any reasonable fire engagement.

However there is a dire need for all the stations to have adequate fire and rescue tools.

Service

Emergency Management Services operates a 24/7 service with a four-shift system model in all the stations.

New establishment

A fifth Fire Station at Fetakgomo Tubatse Local Municipality has been opened this 2018-2019 financial year. It is the intention of the District to have a fire service at any 45minutes call away and the probability depends solely on the increase of funds and personnel

Current challenges

- A need to close the posts' gaps more especially in the middle ranks
- The fire risk exceeds the resource (human and material) available.
- Poor response time caused by distance travelled to emergency incidents
- Lack of office space at the academy
- Establishment of *Fire stations* or *Fire Houses* in Roosenekal, Moroke, Moutse East and West, Monsterloos, Ohrigstad and Leboeng
- Additional personnel to meet the SANS requirements.
- Provide communication tools and subsidized vehicles to designated staff members.
- 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 Elias Motsoaledi and Fetakgomo Tubatse Fire Station
- Implementation and balancing of the ministerial threshold determination, Hours of work and statutory allowances
- Entry level salary versus qualification requirement

2.5. LOCAL ECONOMIC DEVELOPMENT

2.5.1. Introduction

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

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

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

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

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

2.5.2. Status Quo

SEKHUKHUNE DISTRICT ECONOMY

The economic state of Sekhukhune District Municipality is put in perspective by comparing it on a spatial level with its neighbouring district municipalities, Limpopo Province and South

Africa. The section will also allude to the economic composition and contribution of the regions within Sekhukhune District Municipality.

The Sekhukhune District Municipality does not function in isolation from Limpopo, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

GROSS DOMESTIC PRODUCT BY REGION (GDP-R)

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.

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

Table 154: Gross Domestic Product (GDP) - Sekhukhune, Limpopo and National Total, 2007-2017 [R Billions, Current Prices]

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

Source: IHS Markit Regional eXplorer version 1570

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

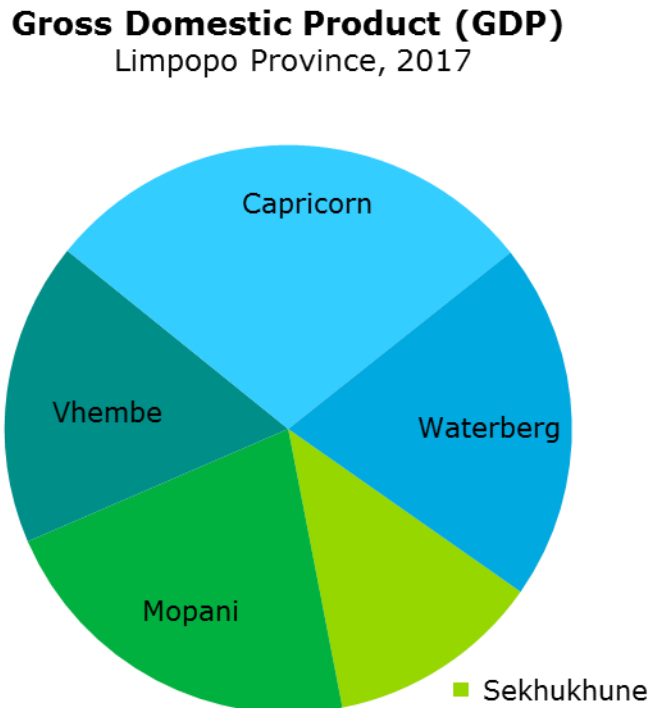
Table 155: Gross Domestic Product (GDP) - Sekhukhune, Limpopo and National Total, 2007-2017
[Annual Percentage Change, Constant 2010 Prices]

	Sekhukhune	Limpopo	National Total
2007	5.8%	4.3%	5.4%
2008	1.2%	1.7%	3.2%
2009	1.6%	-1.6%	-1.5%
2010	4.8%	2.6%	3.0%
2011	2.0%	2.4%	3.3%
2012	1.5%	1.0%	2.2%
2013	2.8%	2.7%	2.5%
2014	0.2%	1.1%	1.8%
2015	1.8%	2.0%	1.3%
2016	-1.8%	-0.6%	0.6%
2017	3.1%	1.8%	1.3%
Average Annual Growth 2007-2017	1.70%	1.30%	1.76%

Source: IHS Markit Regional eXplorer version 1570

In 2017, the Sekhukhune District Municipality achieved an annual growth rate of 3.07% which is a significantly higher GDP growth than the Limpopo Province's 1.80%, and is higher than that of South Africa, where the 2017 GDP growth rate was 1.32%. Contrary to the short-term growth rate of 2017, the longer-term average growth rate for Sekhukhune (1.70%) is very similar than that of South Africa (1.76%). The economic growth in Sekhukhune peaked in 2007 at 5.78%.

Figure 50: Gross Domestic Product (GDP) - Sekhukhune District Municipality and the rest of Limpopo, 2017 [Percentage]



Source: IHS Markit Regional eXplorer version 1570

The Sekhukhune District Municipality had a total GDP of R 41 billion and in terms of total contribution towards Limpopo Province the Sekhukhune District Municipality ranked lowest relative to all the regional economies to total Limpopo Province GDP. This ranking in terms of size compared to other regions of Sekhukhune remained the same since 2007. In terms of its share, it was in 2017 (12.2%) slightly larger compared to what it was in 2007 (11.7%). For the period 2007 to 2017, the average annual growth rate of 1.7% of Sekhukhune was the second relative to its peers in terms of growth in constant 2010 prices.

Table 156: Gross Domestic Product (GDP) - Local Municipalities of Sekhukhune District Municipality, 2007 to 2017, Share and Growth

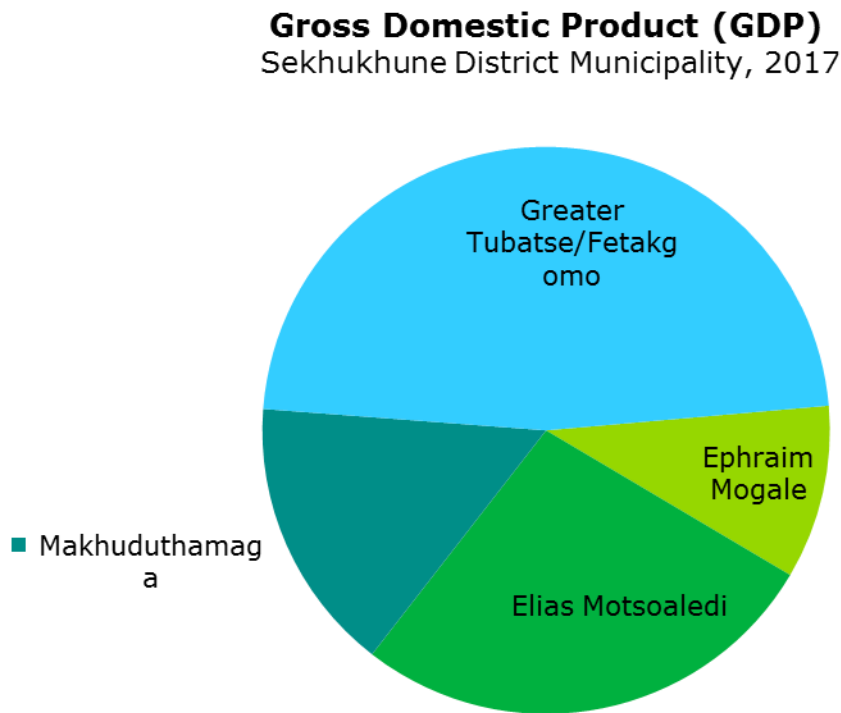
	2017 (Current prices)	Share of district municipality	2007 (Constant prices)	2017 (Constant prices)	Average Annual growth
Ephraim Mogale	4.06	9.91%	2.32	2.65	1.37%
Elias Motsoaledi	11.07	26.99%	6.14	6.74	0.95%
Makhuduthamaga	6.44	15.70%	3.81	4.41	1.47%
Fetakgomo Tubatse	19.44	47.40%	11.65	14.49	2.21%
Sekhukhune	41.01		23.91	28.30	

Source: IHS Markit Regional eXplorer version 1570

Fetakgomo Tubatse had the highest average annual economic growth, averaging 2.21% between 2007 and 2017, when compared to the rest of the regions within the Sekhukhune District Municipality. The Makhuduthamaga Local Municipality had the second highest

average annual growth rate of 1.47%. Elias Motsoaledi Local Municipality had the lowest average annual growth rate of 0.95% between 2007 and 2017.

Figure 51: GDP Contribution - Local Municipalities of Sekhukhune District Municipality, 2017 [Current Prices, Percentage]



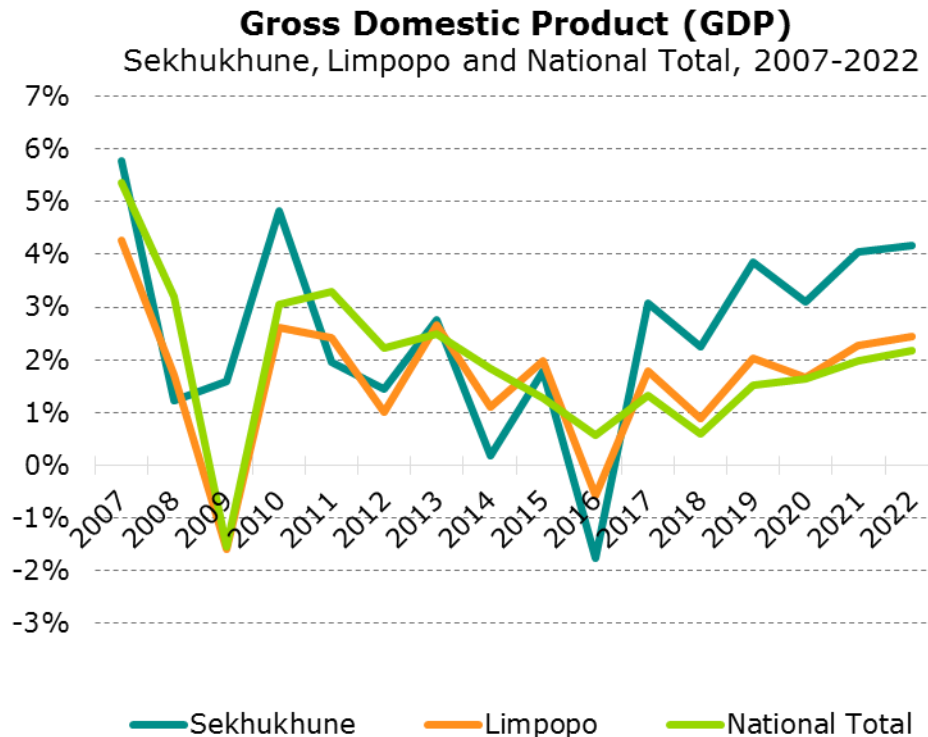
Source: IHS Markit Regional eXplorer version 1570

The greatest contributor to the Sekhukhune District Municipality economy is the Fetakgomo Tubatse Local Municipality with a share of 47.40% or R 19.4 billion, increasing from R 7.94 billion in 2007. The economy with the lowest contribution is the Ephraim Mogale Local Municipality with R 4.06 billion growing from R 1.66 billion in 2007.

ECONOMIC GROWTH FORECAST

It is expected that Sekhukhune District Municipality will grow at an average annual rate of 3.48% from 2017 to 2022. The average annual growth rate of Limpopo Province and South Africa is expected to grow at 1.85% and 1.58% respectively.

Figure 52: Gross Domestic Product (GDP) - Sekhukhune, Limpopo and National Total, 2007-2022
[Average Annual Growth Rate, Constant 2010 Prices]



Source: IHS Markit Regional eXplorer version 1570

In 2022, Sekhukhune's forecasted GDP will be an estimated R 33.6 billion (constant 2010 prices) or 13.7% of the total GDP of Limpopo Province. The ranking in terms of size of the Sekhukhune District Municipality will remain the same between 2017 and 2022, with a contribution to the Limpopo Province GDP of 13.7% in 2022 compared to the 12.6% in 2017. At a 3.48% average annual GDP growth rate between 2017 and 2022, Sekhukhune ranked the highest compared to the other regional economies.

Table 157: Gross Domestic Product (Gdp) - Local Municipalities of Sekhukhune District Municipality, 2017 To 2022, Share and Growth

	2022 (Current prices)	Share of district municipality	2017 (Constant prices)	2022 (Constant prices)	Average Annual growth
Ephraim Mogale	5.79	10.40%	2.65	2.93	2.00%
Elias Motsoaledi	15.11	27.13%	6.74	7.37	1.79%
Makhuduthamaga	8.46	15.18%	4.41	4.79	1.65%
Fetakgomo Tubatse	26.34	47.29%	14.49	18.49	5.00%
Sekhukhune	55.71		28.30	33.58	

Source: IHS Markit Regional eXplorer version 1570

When looking at the regions within the Sekhukhune District Municipality it is expected that from 2017 to 2022 the Fetakgomo Tubatse Local Municipality will achieve the highest average annual growth rate of 5.00%. The region that is expected to achieve the second highest average annual growth rate is that of Ephraim Mogale Local Municipality, averaging 2.00% between 2017 and 2022. On the other hand the region that performed the poorest relative to the other regions within Sekhukhune District Municipality was the Makhuduthamaga Local Municipality with an average annual growth rate of 1.65%.

GROSS VALUE ADDED BY REGION (GVA-R)

The Sekhukhune District Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy.

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.

Table 158: Gross Value Added (GVA) by Broad Economic Sector - Sekhukhune District Municipality, 2017 [R Billions, Current Prices]

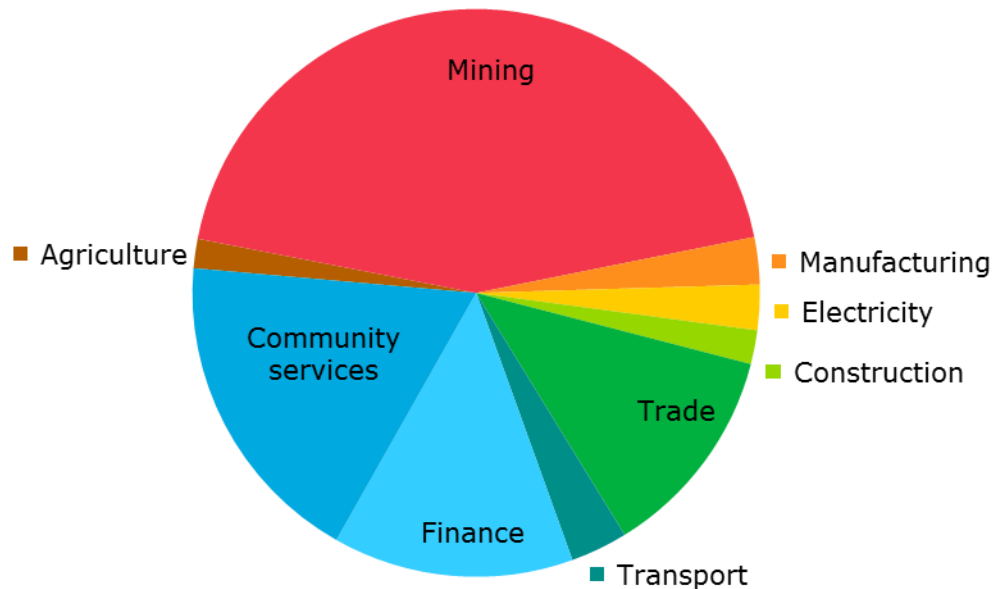
	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
Agriculture	0.6	7.9	106.4	7.9%	0.58%
Mining	16.2	85.7	334.7	18.9%	4.85%
Manufacturing	1.0	8.6	551.6	11.6%	0.18%
Electricity	1.0	12.8	155.2	7.5%	0.62%
Construction	0.7	9.7	163.3	7.4%	0.44%
Trade	4.5	45.1	626.8	10.0%	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 Added (GVA) By Broad Economic Sector - Sekhukhune District Municipality, 2017 [Percentage Composition]

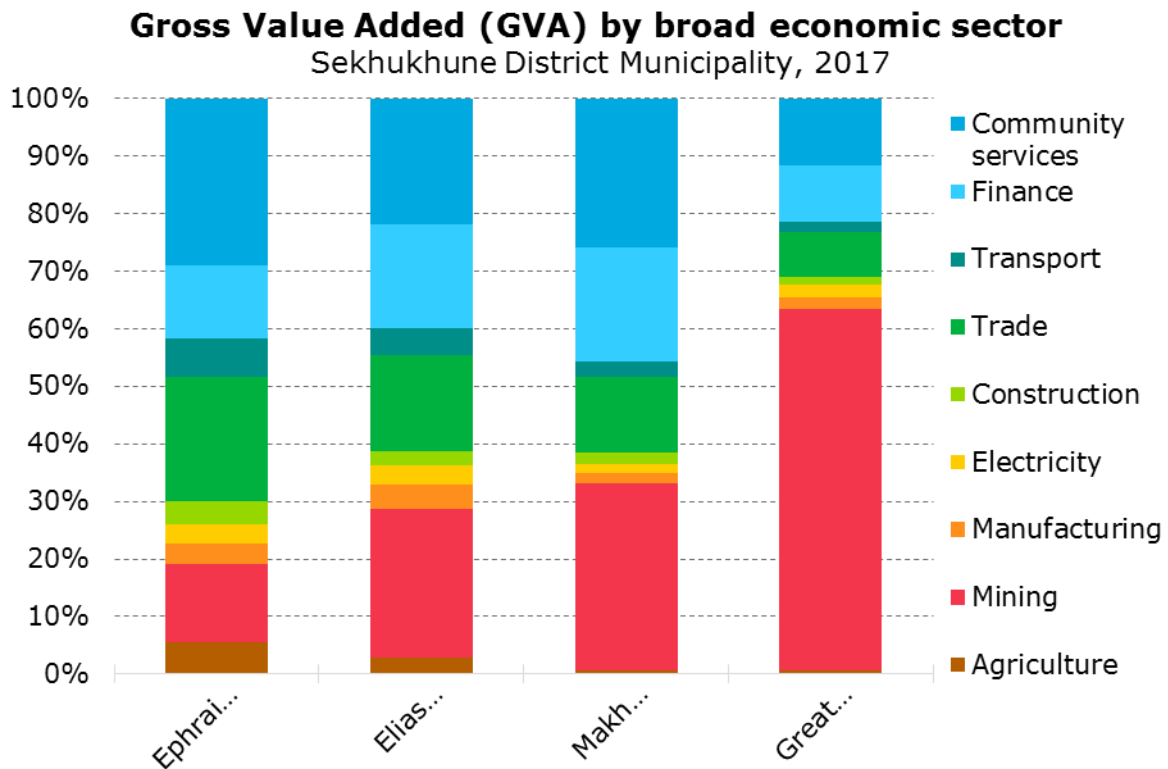
Gross Value Added (GVA) by broad economic sector
Sekhukhune District Municipality, 2017



Source: IHS Markit Regional eXplorer version 1570

The community sector, which includes the government services, is generally a large contributor towards GVA in smaller and more rural local municipalities. When looking at the regions within the district municipality, the Elias Motsoaledi Local Municipality made the largest contribution to the community services sector at 31.70% of the district municipality. As a whole, the Elias Motsoaledi Local Municipality contributed R 9.8 billion or 26.42% to the GVA of the Sekhukhune District Municipality. The region within Sekhukhune District Municipality that contributes the most to the GVA of the district municipality was the Elias Motsoaledi Local Municipality with a total of R 9.8 billion or 26.42%.

Figure 54: Gross Value Added (Gva) By Broad Economic Sector - Local Municipalities of Sekhukhune District Municipality, 2017 [Percentage Composition]



Source: IHS Markit Regional eXplorer version 1570

HISTORICAL ECONOMIC GROWTH

For the period 2017 and 2007, the GVA in the agriculture sector had the highest average annual growth rate in Sekhukhune at 3.85%. The industry with the second highest average annual growth rate is the construction sector averaging at 3.20% per year. The electricity sector had an average annual growth rate of 0.86%, while the manufacturing sector had the lowest average annual growth of 0.23%. Overall a positive growth existed for all the industries in 2017 with an annual growth rate of 3.21% since 2016.

Table 159: Gross Value Added (GVA) By Broad Economic Sector - Sekhukhune District Municipality, 2007, 2012 And 2017 [R Billions, 2010 Constant Prices]

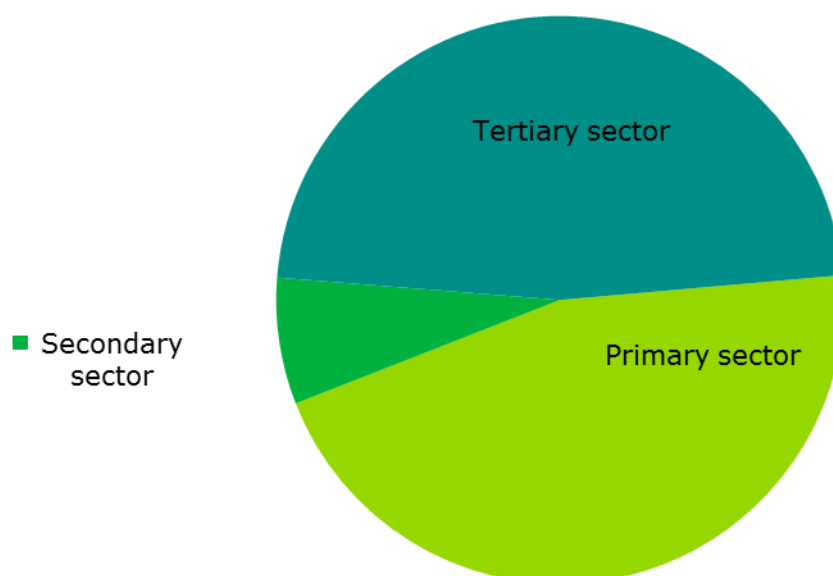
	2007	2012	2017	Average Annual growth
Agriculture	0.32	0.39	0.46	3.85%
Mining	10.37	11.19	11.80	1.30%
Manufacturing	0.66	0.66	0.67	0.23%
Electricity	0.37	0.40	0.40	0.86%
Construction	0.41	0.53	0.57	3.20%
Trade	2.65	3.00	3.09	1.58%
Transport	0.67	0.70	0.77	1.40%
Finance	2.70	3.21	3.58	2.86%
Community services	3.68	4.36	4.60	2.25%
Total Industries	21.83	24.43	25.95	1.75%

Source: IHS Markit Regional eXplorer version 1570

The tertiary sector contributes the most to the Gross Value Added within the Sekhukhune District Municipality at 47.4%. This is significant lower than the national economy (68.6%). The primary sector contributed a total of 45.4% (ranking second), while the secondary sector contributed the least at 7.2%.

Figure 55: Gross Value Added (GVA) By Aggregate Economic Sector - Sekhukhune District Municipality, 2017 [Percentage]

Gross Value Added (GVA) by aggregate sector
Sekhukhune District Municipality, 2017



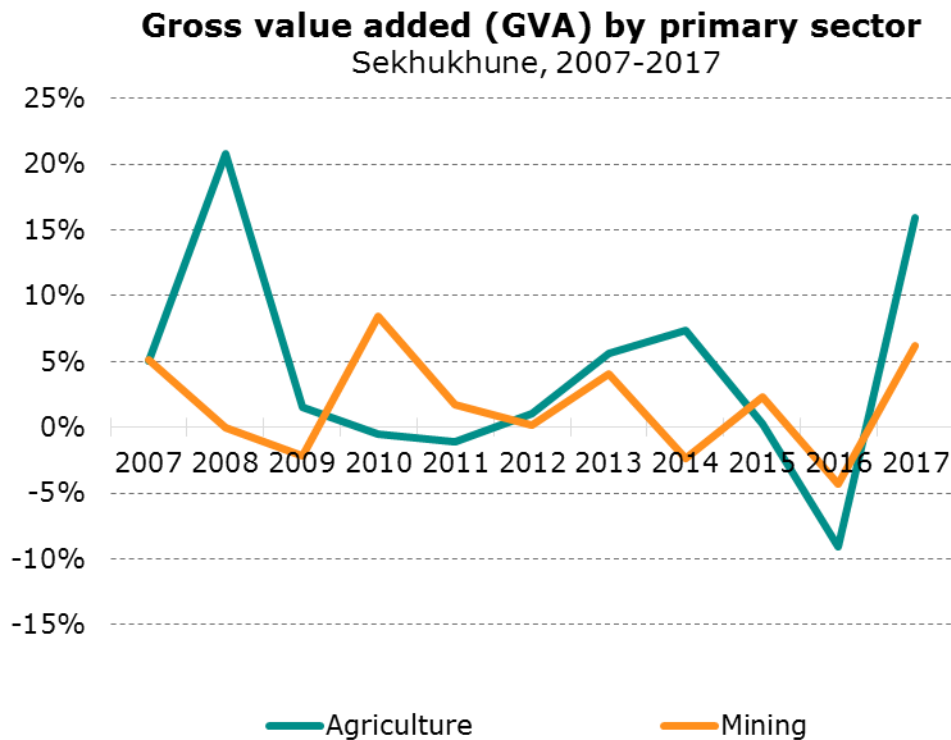
Source: IHS Markit Regional eXplorer version 1570

The following is a breakdown of the Gross Value Added (GVA) by aggregated sector:

Primary Sector

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Sekhukhune District Municipality from 2007 to 2017.

Figure 56: Gross Value Added (GVA) By Primary Sector - Sekhukhune, 2007-2017 [Annual Percentage Change]



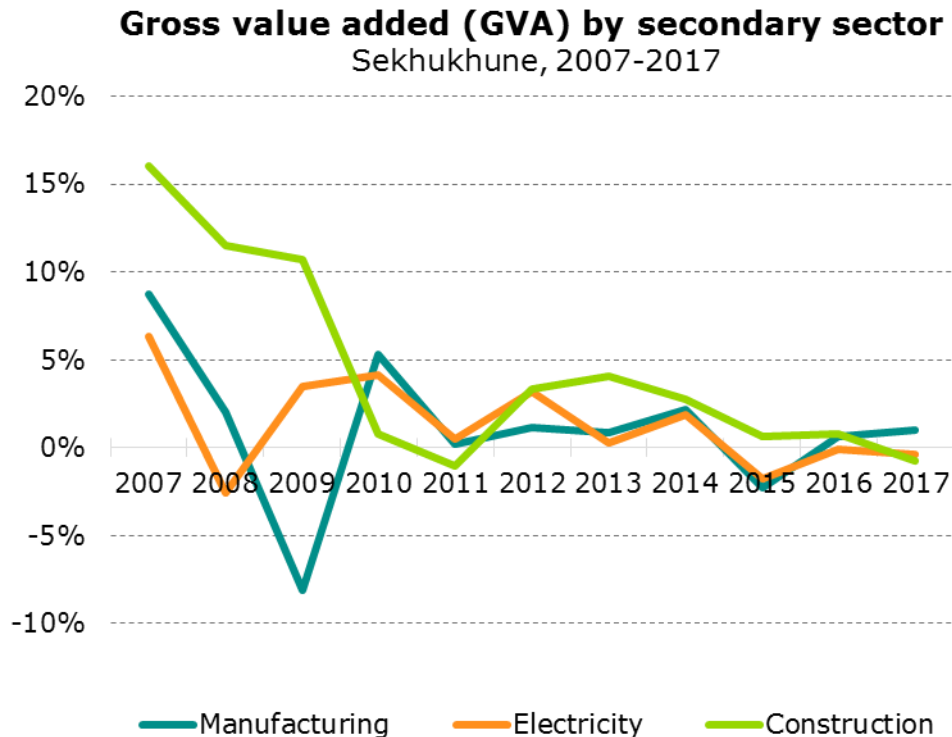
Source: IHS Markit Regional eXplorer version 1570

Between 2007 and 2017, the agriculture sector experienced the highest positive growth in 2008 with an average growth rate of 20.8%. The mining sector reached its highest point of growth of 8.4% in 2010. The agricultural sector experienced the lowest growth for the period during 2016 at -9.1%, while the mining sector also had the lowest growth rate in 2016 and it experiences a negative growth rate of -4.4% which is lower growth rate than that of the agricultural sector. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

Secondary Sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Sekhukhune District Municipality from 2007 to 2017.

Figure 57: Gross Value Added (Gva) By Secondary Sector - Sekhukhune, 2007-2017 [Annual Percentage Change]



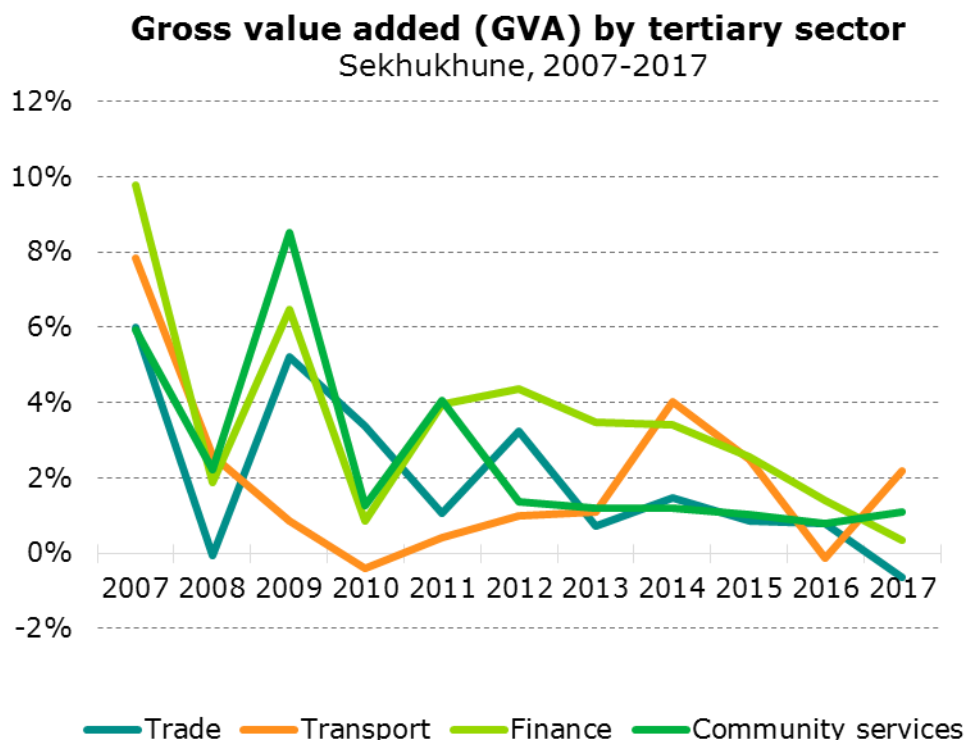
Source: IHS Markit Regional eXplorer version 1570

Between 2007 and 2017, the manufacturing sector experienced the highest positive growth in 2007 with a growth rate of 8.7%. It is evident for the construction sector that the highest positive growth rate also existed in 2007 and it experienced a growth rate of 16.0% which is higher than that of the manufacturing sector. The manufacturing sector experienced its lowest growth in 2011 of -8.1%, while construction sector reached its lowest point of growth in 2011 with a -1.1% growth rate. The electricity sector experienced the highest growth in 2007 at 6.3%, while it recorded the lowest growth of -2.6% in 2008.

Tertiary Sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Sekhukhune District Municipality from 2007 to 2017.

Figure 58: Gross Value Added (GVA) By Tertiary Sector - Sekhukhune, 2007-2017 [Annual Percentage Change]



Source: IHS Markit Regional eXplorer version 1570

The trade sector experienced the highest positive growth in 2007 with a growth rate of 6.0%. It is evident for the transport sector that the highest positive growth rate also existed in 2007 at 7.8% which is higher than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2007 when it grew by 9.8% and recorded the lowest growth rate in 2017 at 0.4%. The Trade sector also had the lowest growth rate in 2017 at -0.7%. The community services sector, which largely consists of government, experienced its highest positive growth in 2009 with 8.5% and the lowest growth rate in 2016 with 0.8%.

SECTOR GROWTH FORECAST

The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

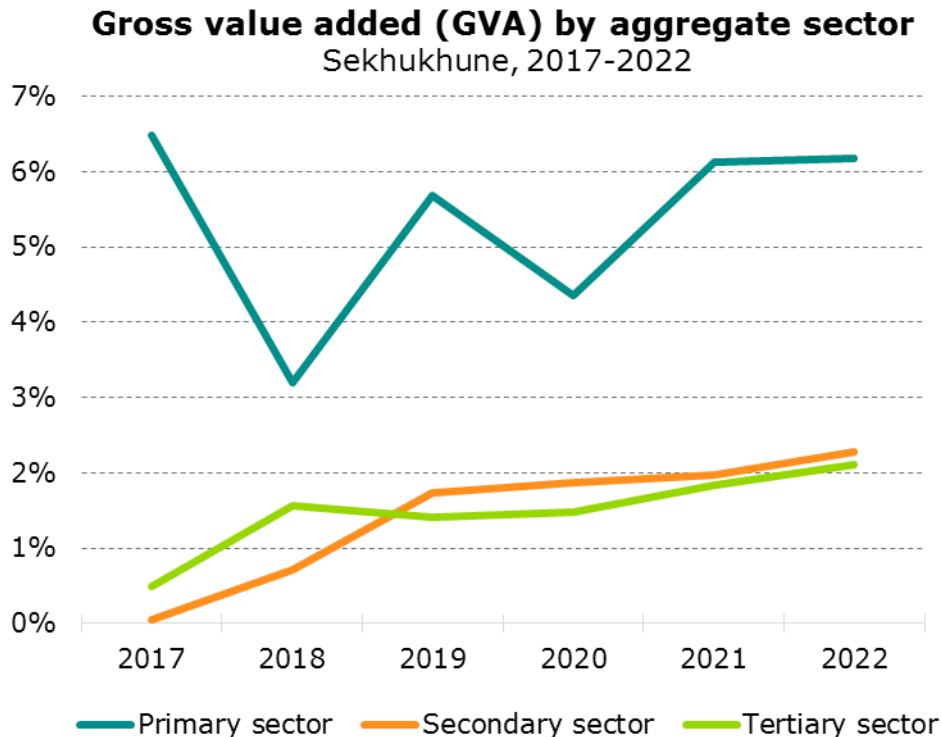
Table 160: Gross Value Added (GVA) By Broad Economic Sector - Sekhukhune District Municipality, 2017-2022 [R Billions, Constant 2010 Prices]

	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%.

Figure 59: Gross Value Added (GVA) By Aggregate Economic Sector - Sekhukhune District Municipality, 2017-2022 [Annual Growth Rate, Constant 2010 Prices]



Source: IHS Markit Regional eXplorer version 1570

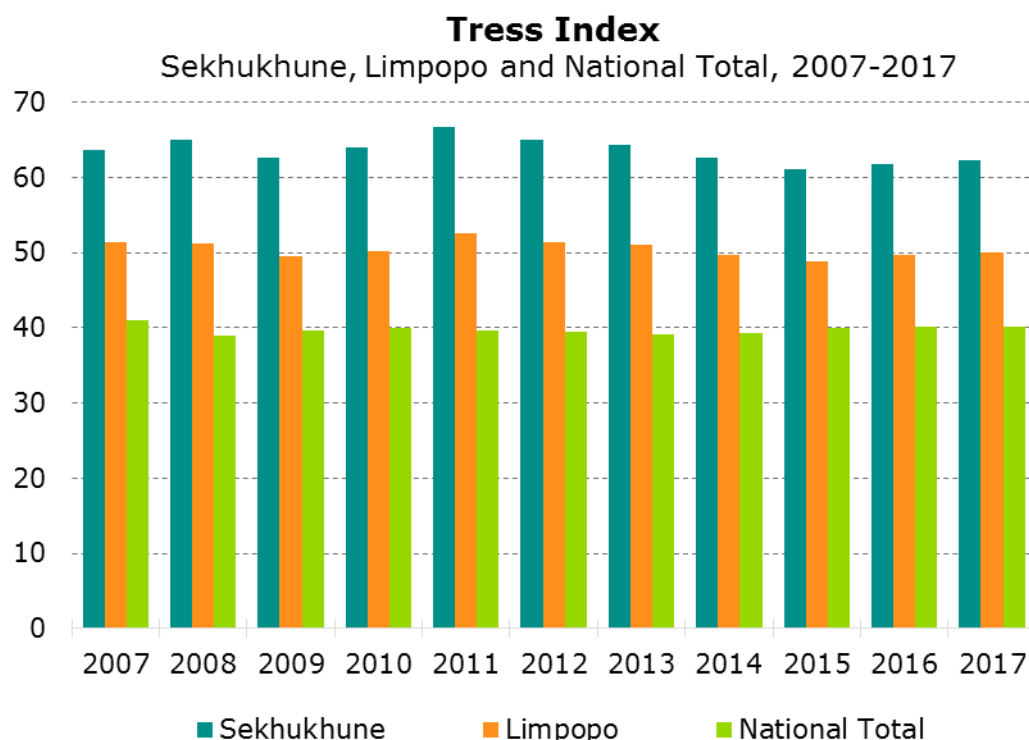
The Primary sector is expected to grow at an average annual rate of 5.10% between 2017 and 2022, with the Secondary sector growing at 1.71% on average annually. The Tertiary sector is expected to grow at an average annual rate of 1.68% for the same period.

Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.

TRESS INDEX

The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region.

Figure 60: Tress Index - Sekhukhune, Limpopo and National Total, 2007-2017 [Number]



Source: IHS Markit Regional eXplorer version 1570

In 2017, Sekhukhune's Tress Index was estimated at 62.2 which are higher than the 50.1 of the province and higher than the 50.1 of the South Africa as a whole. This implies that - on average - Sekhukhune District Municipality is less diversified in terms of its economic activity spread than the national's economy.

The Sekhukhune District Municipality has a very high concentrated mining sector.

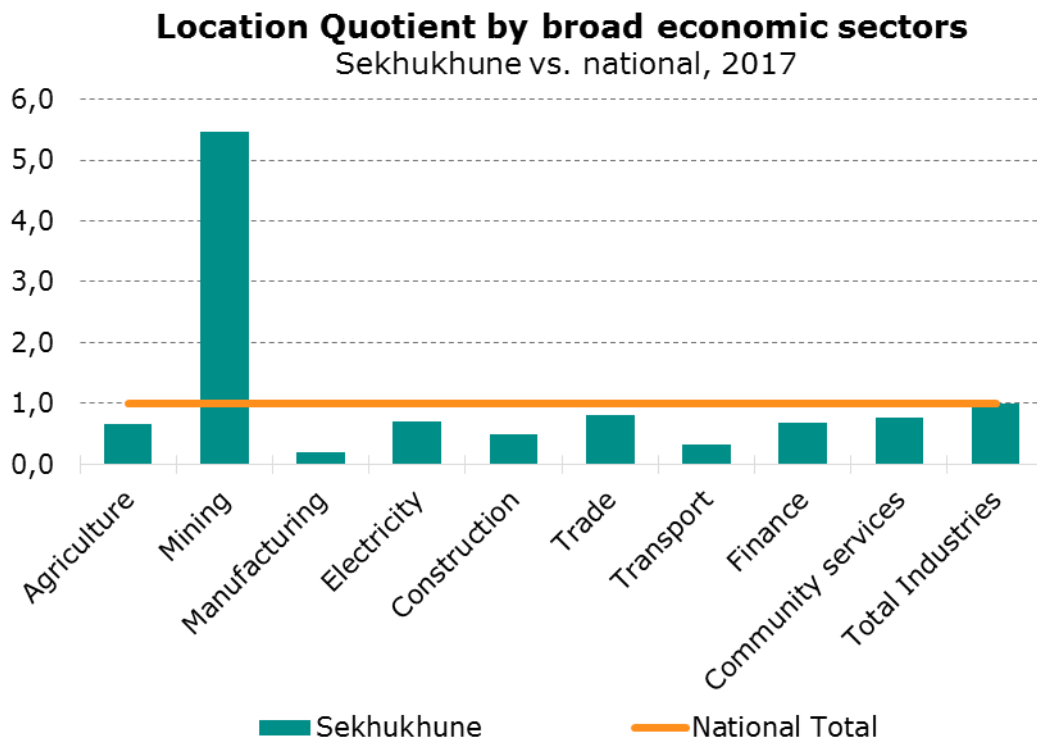
The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there need to be industries that are growing fast and also creating jobs in particular the lower skilled categories. Unfortunately, in practice many industries that are growing fast are not those that create many employment opportunities for unskilled labourers (and alleviate unemployment).

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. The location quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.

Figure 61: Location Quotient by Broad Economic Sectors - Sekhukhune District Municipality and South Africa, 2017 [Number]



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.

LABOUR

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

Table 161: Working age population in Sekhukhune, Limpopo and National total, 2007 and 2017 [Number]

	Sekhukhune		Limpopo		National Total	
	2007	2017	2007	2017	2007	2017
15-19	145,000	109,000	724,000	560,000	5,240,000	4,560,000
20-24	123,000	112,000	657,000	581,000	5,350,000	4,860,000
25-29	86,800	125,000	493,000	616,000	4,720,000	5,560,000
30-34	57,400	104,000	331,000	517,000	3,690,000	5,420,000
35-39	40,500	72,100	234,000	377,000	2,970,000	4,460,000
40-44	35,500	43,600	208,000	234,000	2,610,000	3,280,000
45-49	33,400	33,600	186,000	181,000	2,320,000	2,590,000
50-54	30,100	31,300	158,000	178,000	1,920,000	2,290,000
55-59	27,300	31,200	133,000	164,000	1,560,000	2,030,000
60-64	22,200	29,500	107,000	139,000	1,210,000	1,660,000
Total	602,195	692,093	3,230,655	3,546,591	31,597,274	36,711,715

Source: IHS Markit Regional eXplorer version 1570

The working age population in Sekhukhune in 2017 was 692 000, increasing at an average annual rate of 1.40% since 2007. For the same period the working age population for Limpopo Province increased at 0.94% annually, while that of South Africa increased at 1.51% annually.

ECONOMICALLY ACTIVE POPULATION (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force.

The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people. People, who recently have not taken any active steps to find employment, are not included in the measure. These people may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non-economically active population.

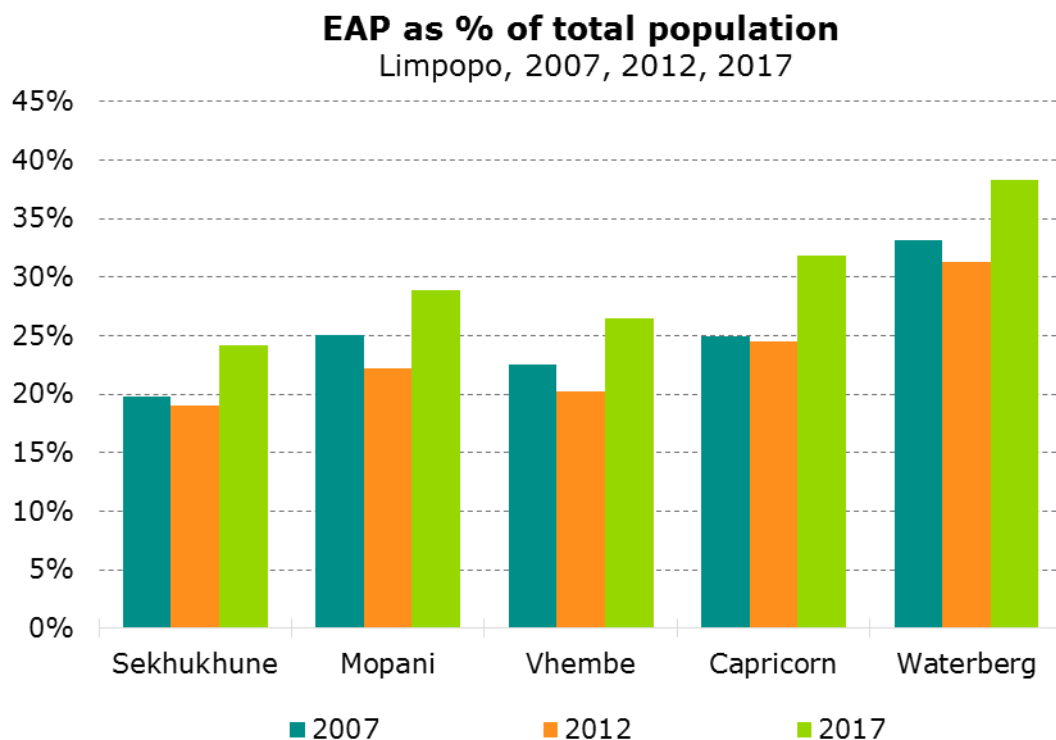
Table 162: Economically Active Population (EAP) - Sekhukhune, Limpopo and National Total, 2007-2017 [Number, Percentage]

	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
2007	204,000	1,290,000	18,000,000	15.8%	1.13%
2008	214,000	1,320,000	18,400,000	16.2%	1.16%
2009	211,000	1,280,000	18,300,000	16.4%	1.15%
2010	203,000	1,220,000	18,100,000	16.6%	1.12%
2011	205,000	1,220,000	18,300,000	16.8%	1.12%
2012	209,000	1,250,000	18,700,000	16.7%	1.12%
2013	219,000	1,320,000	19,300,000	16.6%	1.13%
2014	236,000	1,420,000	20,100,000	16.6%	1.17%
2015	254,000	1,530,000	20,800,000	16.6%	1.23%
2016	272,000	1,630,000	21,300,000	16.7%	1.27%
2017	285,000	1,700,000	21,800,000	16.8%	1.31%
Average Annual growth					
2007-2017	3.40%	2.76%	1.95%		

Source: IHS Markit Regional eXplorer version 1570

Sekhukhune District Municipality's EAP was 285 000 in 2017, which is 24.15% of its total population of 1.18 million, and roughly 16.78% of the total EAP of the Limpopo Province. From 2007 to 2017, the average annual increase in the EAP in the Sekhukhune District Municipality was 3.40%, which is 0.636 percentage points higher than the growth in the EAP of Limpopo's for the same period.

Figure 62: EAP as % of total population - Sekhukhune and the rest of Limpopo, 2007, 2012, 2017 [percentage]



Source: IHS Markit Regional eXplorer version 1570

In 2007, 19.8% of the total population in Sekhukhune District Municipality were classified as economically active which increased to 24.1% in 2017. Compared to the other regions in Limpopo Province, Waterberg District Municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Sekhukhune District Municipality had the lowest EAP with 24.1% people classified as economically active population in 2017.

LABOUR FORCE PARTICIPATION RATE

The labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population.

The following is the labour participation rate of the Sekhukhune, Limpopo and National Total as a whole.

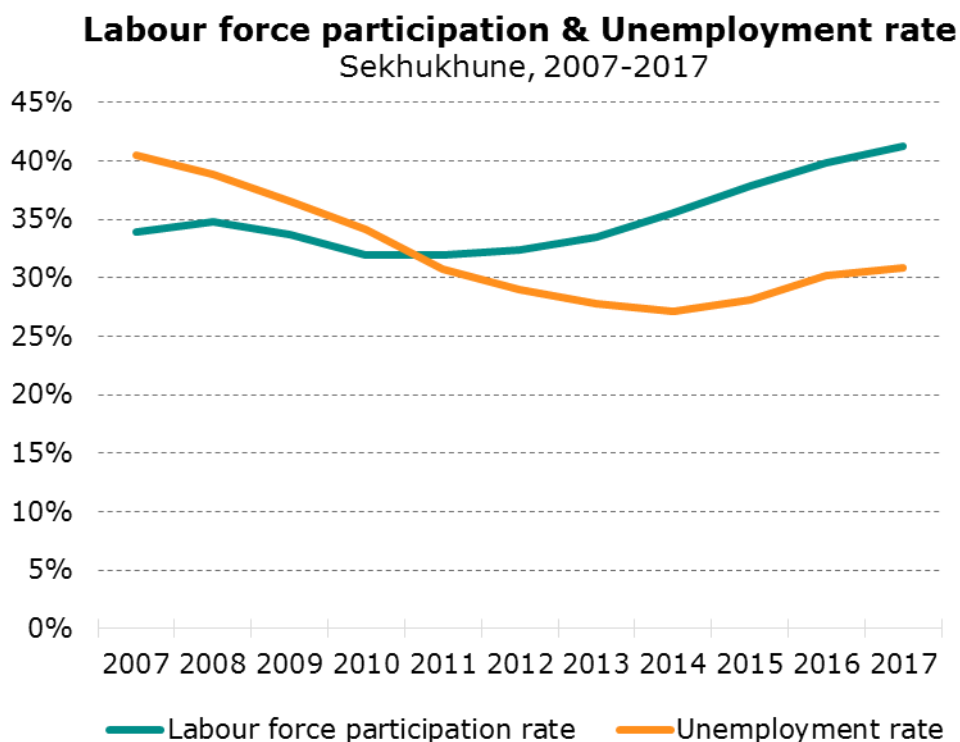
Table 163: The Labour Force Participation Rate - Sekhukhune, Limpopo and National Total, 2007-2017 [Percentage]

	Sekhukhune	Limpopo	National Total
2007	33.9%	40.1%	57.0%
2008	34.7%	40.5%	57.4%
2009	33.7%	38.9%	56.2%
2010	32.0%	36.8%	54.5%
2011	31.9%	36.4%	54.3%
2012	32.4%	37.2%	54.7%
2013	33.5%	38.9%	55.7%
2014	35.5%	41.5%	57.1%
2015	37.8%	44.2%	58.1%
2016	39.8%	46.5%	58.9%
2017	41.2%	47.9%	59.5%

Source: IHS Markit Regional eXplorer version 1570

The Sekhukhune District Municipality's labour force participation rate increased from 33.90% to 41.19% which is an increase of 7.3 percentage points. The Limpopo Province increased from 40.06% to 47.91%, South Africa increased from 56.99% to 59.48% from 2007 to 2017. The Sekhukhune District Municipality labour force participation rate exhibited a lower percentage point change compared to the Limpopo Province from 2007 to 2017. The Sekhukhune District Municipality had a lower labour force participation rate when compared to South Africa in 2017.

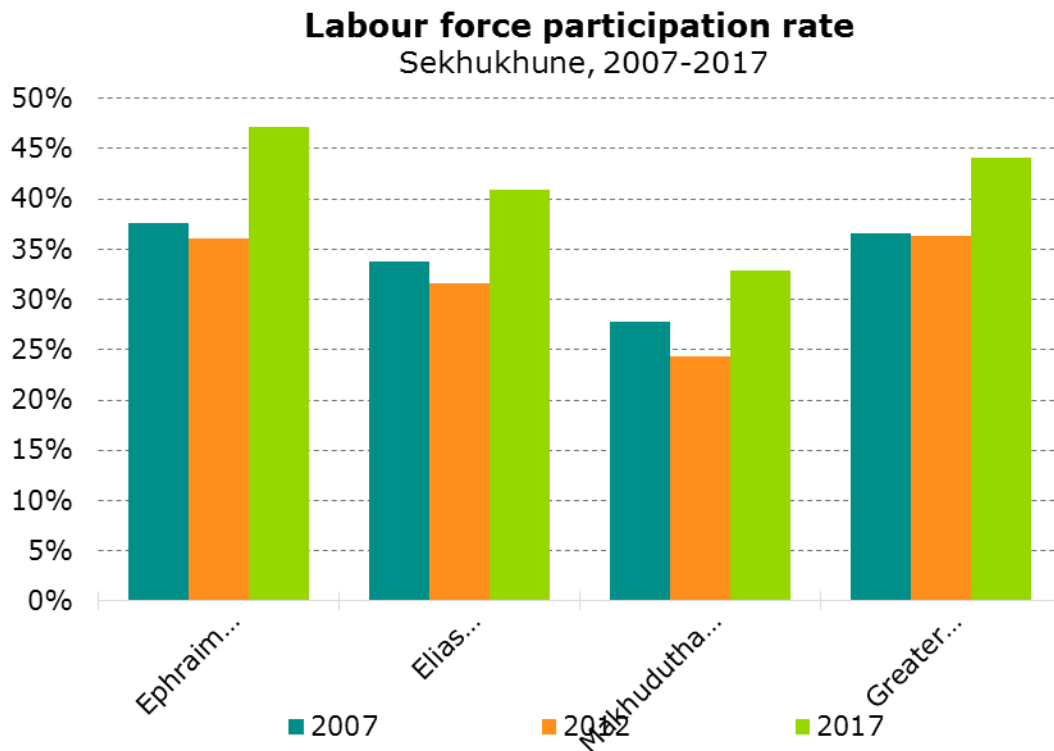
Figure 63: The Labour Force Participation and Unemployment Rates - Sekhukhune District Municipality, 2007-2017 [Percentage]



Source: IHS Markit Regional eXplorer version 1570

In 2017 the labour force participation rate for Sekhukhune was at 41.2% which is significantly higher when compared to the 33.9% in 2007. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2007, the unemployment rate for Sekhukhune was 40.5% and decreased overtime to 30.9% in 2017. The gap between the labour force participation rate and the unemployment rate increased which indicates a positive outlook for the employment within Sekhukhune District Municipality.

Figure 64: The Labour Force Participation Rate - Local Municipalities and the east of Sekhukhune District Municipality, 2012 and 2017 [Percentage]



Source: IHS Markit Regional eXplorer version 1570

Ephraim Mogale Local Municipality had the highest labour force participation rate with 47.2% in 2017 increasing from 37.6% in 2007. Makhuduthamaga Local Municipality had the lowest labour force participation rate of 32.9% in 2017, this increased from 27.8% in 2007.

TOTAL EMPLOYMENT

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

Total employment consists of two parts: employment in the formal sector, and employment in the informal sector

Table 164: Total Employment - Sekhukhune, Limpopo and National Total, 2007-2017 [Numbers]

	Sekhukhune	Limpopo	National Total
2007	99,900	900,000	13,500,000
2008	108,000	940,000	14,100,000
2009	110,000	939,000	14,000,000
2010	109,000	920,000	13,600,000
2011	115,000	951,000	13,800,000
2012	116,000	961,000	14,000,000
2013	124,000	1,030,000	14,500,000
2014	134,000	1,120,000	15,100,000
2015	143,000	1,190,000	15,500,000
2016	148,000	1,250,000	15,700,000
2017	153,000	1,300,000	15,900,000
Average Annual growth			
2007-2017	4.38%	3.72%	1.61%

Source: IHS Markit Regional eXplorer version 1570

In 2017, Sekhukhune employed 154 000 people which is 11.83% of the total employment in Limpopo Province (1.3 million), 0.97% of total employment in South Africa (15.9 million). Employment within Sekhukhune increased annually at an average rate of 4.38% from 2007 to 2017. The Sekhukhune District Municipality average annual employment growth rate of 4.38% exceeds the average annual labour force growth rate of 3.40% resulting in unemployment decreasing from 40.52% in 2007 to 30.85% in 2017 in the district municipality.

Table 165: Total employment per Broad Economic Sector - Sekhukhune and the rest of Limpopo, 2017 [Numbers]

	Sekhukhune	Mopani	Vhembe	Capricorn	Waterberg	Total Limpopo
Agriculture	17,300	30,700	32,400	24,300	26,700	131,399
Mining	20,100	17,700	2,360	4,350	25,500	69,982
Manufacturing	9,050	14,800	13,100	24,000	14,900	75,860
Electricity	921	1,400	1,990	2,890	2,290	9,484
Construction	14,500	25,300	27,900	33,600	29,400	130,739
Trade	34,000	64,000	67,000	87,100	52,300	304,464
Transport	5,920	8,300	10,500	14,500	6,750	46,043
Finance	12,400	24,100	22,800	41,900	20,800	121,971
Community services	28,100	58,200	77,400	91,100	41,500	296,423
Households	11,200	21,500	25,000	29,400	23,800	110,903
Total	153,000	266,000	281,000	353,000	244,000	1,297,267

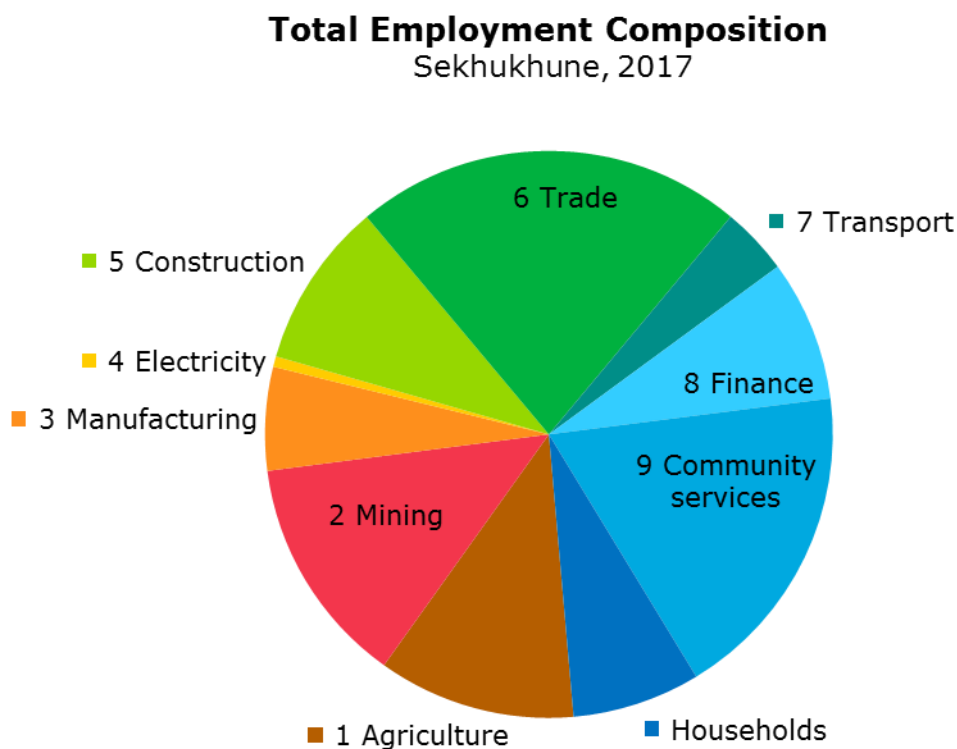
Source: IHS Markit Regional eXplorer version 1570

Sekhukhune District Municipality employs a total number of 154 000 people within its district municipality. The district municipality that employs the highest number of people relative to the other regions within Limpopo Province is Capricorn district municipality with a total number

of 353 000. Sekhukhune District Municipality also employed the lowest number of people within Limpopo Province.

In Sekhukhune District Municipality the economic sectors that recorded the largest number of employment in 2017 were the trade sector with a total of 34 000 employed people or 22.2% of total employment in the district municipality. The community services sector with a total of 28 200 (18.3%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 921 (0.6%) is the sector that employs the least number of people in Sekhukhune District Municipality, followed by the transport sector with 5 920 (3.9%) people employed.

Figure 65: Total Employment per Broad Economic Sector - Sekhukhune District Municipality, 2017 [Percentage]



Source: IHS Markit Regional eXplorer version 1570

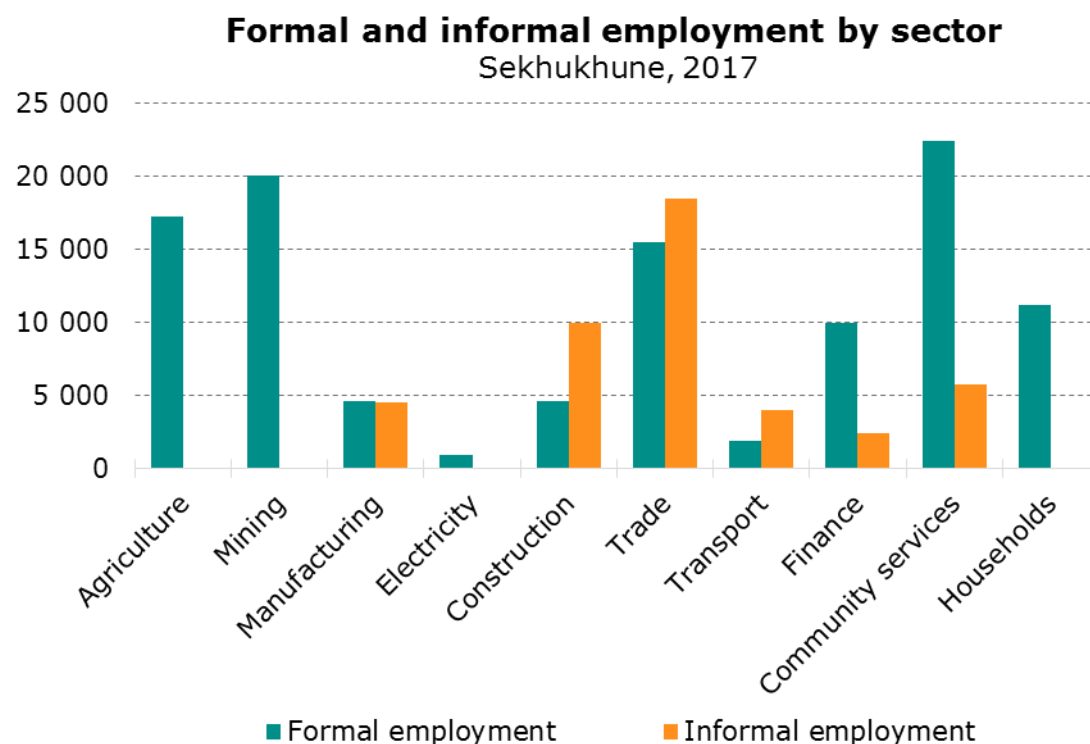
FORMAL AND INFORMAL EMPLOYMENT

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Sekhukhune District Municipality counted 108 000 in 2017, which is about 70.64% of 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 66: Formal and Informal Employment by Broad Economic Sector - Sekhukhune District Municipality, 2017 [Numbers]



Source: IHS Markit Regional eXplorer version 1570

Some of the economic sectors have little or no informal employment:

Mining industry, due to well-regulated mining safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the Agriculture sector is typically counted under a separate heading.

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.

Table 166: Formal and Informal Employment by Broad Economic Sector - Sekhukhune District Municipality, 2017 [Numbers]

	Formal employment	Informal employment
Agriculture	17,300	N/A
Mining	20,100	N/A
Manufacturing	4,570	4,480
Electricity	921	N/A
Construction	4,580	9,960
Trade	15,500	18,500
Transport	1,910	4,010
Finance	9,950	2,400
Community services	22,400	5,710
Households	11,200	N/A

Source: IHS Markit Regional eXplorer version 1570

The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism.

UNEMPLOYMENT

The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

"Without work", i.e. not in paid employment or self-employment;

"Currently available for work", i.e. were available for paid employment or self-employment during the reference period; and

"Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

Table 167: Unemployment (Official Definition) - Sekhukhune, Limpopo and National Total, 2007-2017
[Number Percentage]

	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
2007	82,700	387,000	4,460,000	21.4%	1.85%
2008	83,000	376,000	4,350,000	22.1%	1.91%
2009	76,900	339,000	4,370,000	22.7%	1.76%
2010	69,100	296,000	4,490,000	23.3%	1.54%
2011	62,800	261,000	4,570,000	24.0%	1.37%
2012	60,600	251,000	4,690,000	24.2%	1.29%
2013	60,800	249,000	4,850,000	24.4%	1.25%
2014	63,900	258,000	5,060,000	24.8%	1.26%
2015	71,400	285,000	5,290,000	25.0%	1.35%
2016	81,900	321,000	5,630,000	25.5%	1.45%
2017	88,000	344,000	5,940,000	25.6%	1.48%
Average Annual growth					
2007-2017	0.61%	-1.17%	2.91%		

Source: IHS Markit Regional eXplorer version 1570

In 2017, there were a total number of 88 000 people unemployed in Sekhukhune, which is an increase of 5 230 from 82 700 in 2007. The total number of unemployed people within Sekhukhune constitutes 25.57% of the total number of unemployed people in Limpopo Province. The Sekhukhune District Municipality experienced an average annual increase of 0.61% in the number of unemployed people, which is worse than that of the Limpopo Province which had an average annual decrease in unemployment of -1.17%.

Table 168: Unemployment Rate (Official Definition) - Sekhukhune, Limpopo and National Total, 2007-2017 [Percentage]

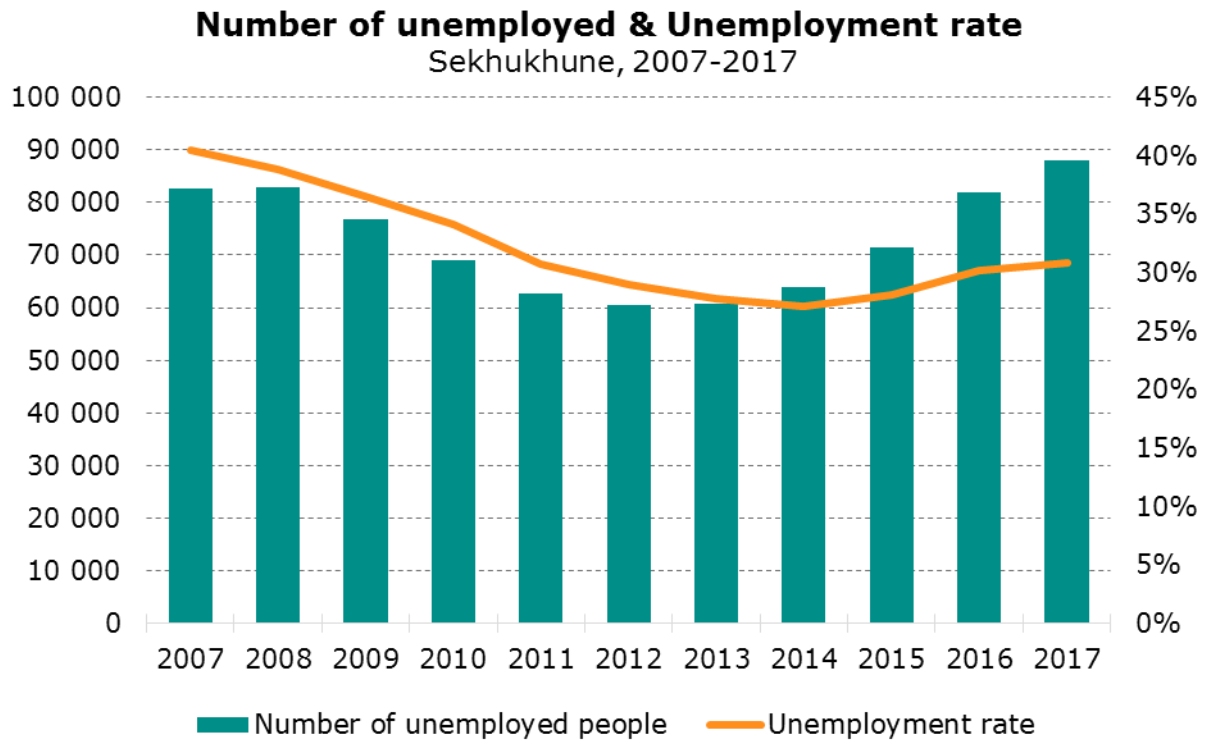
	Sekhukhune	Limpopo	National Total
2007	40.5%	29.9%	24.8%
2008	38.8%	28.4%	23.6%
2009	36.5%	26.4%	23.8%
2010	34.1%	24.3%	24.8%
2011	30.7%	21.5%	24.9%
2012	29.0%	20.0%	25.0%
2013	27.7%	18.8%	25.1%
2014	27.1%	18.1%	25.1%
2015	28.1%	18.6%	25.5%
2016	30.1%	19.7%	26.4%
2017	30.9%	20.2%	27.2%

Source: IHS Markit Regional eXplorer version 1570

In 2017, the unemployment rate in Sekhukhune District Municipality (based on the official definition of unemployment) was 30.85%, which is a decrease of -9.67 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 2017, which is a increase of -2.44 percentage points from 24.77% in 2007.

Figure 67: Unemployment and Unemployment Rate (Official Definition) - Sekhukhune District Municipality, 2007-2017 [Number Percentage]



Source: IHS Markit Regional eXplorer version 1570

When comparing unemployment rates among regions within Sekhukhune District Municipality, Makhuduthamaga Local Municipality has indicated the highest unemployment rate of 41.5%, which has decreased from 53.3% in 2007. It can be seen that the Ephraim Mogale Local Municipality had the lowest unemployment rate of 21.8% in 2017, which decreased from 30.7% in 2007.

Figure 68: Unemployment Rate - Local Municipalities and the rest of Sekhukhune District Municipality, 2007, 2012 and 2017 [Percentage]



Source: IHS Markit Regional eXplorer version 1570

Key Economic Sectors

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

Mining

The Sekhukhune District cuts across the north-eastern part of the Bushveld Complex, an immense geological structure that contains the largest reserves of platinum group metals (PGM) in the world. PGMs are a family of 6 metals – platinum, palladium, rhodium, iridium, osmium and ruthenium. The first three of these are the main metals used in catalysts. Nickel, chrome, vanadium, titanium, iron, copper, cobalt, granite and asbestos are some of the other deposits found in that belt.

Although statistics may vary, most would agree that mining is a key contributor to Sekhukhune's GGP – and a sector with enormous potential for the immediate future. Modern mining has been practiced in Sekhukhune land for well over a century, and typically involved the exploitation of andalusite, asbestos, chromite and platinum deposits. What is striking about previous booms of mining activity in the area, however, is how changing commodity prices affected the opening, closing and occasionally reopening of mines. When prices rose, new

exploration and development took place in the Sekhukhune mining sector. Conversely, when prices fell, mines in the area were forced to close.

Current Mining Activities

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

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

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

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

Table 169: Operating and Prospecting Mines in Sekhukhune

MINE NAME	TYPE OF ORE	LOCALITY	CONTACT DETAILS	STATUS
FETAKGOMO TUBATSE LOCAL MUNICIPALITY				
Dwarsrivier	Chrome	Shaga	013 230 5300/1	Operating
Helena(Glencore Xstrata)	Platinum	Dithamaga	013 230 5000 /3133	Operating
Thornclyff(Glencore Xstrata)	Platinum	Shaga	013 230 6750	Operating
Mototolo(Glencore Xstrata)	Platinum	Shaga	013 230 6697 /87	Operating
Lion Ferrochrome(Glencore Xstrata)	Platinum	Steelpoort	T.013 230 5064 F. 013 230 3108	Operating
Marula Platinum Mine	Platinum	Winnershoek Farm	013 214 6000/ 013 214 6005	Operating
Twickenham	Platinum	Maotsi	013 231 9127	Operating
Doornbosch Mine (Samancor)	Chrome	Makgemeng	T.013 230 7001 F.013 230 7003	Operating
Tubatse F/Cr(Samancor)	Chrome	Steelpoort	013 230 8335	Operating
Modikwa	Platinum	M/Shoek	013 230 2044	Operating
TwEEfontein Mine (Samancor)	Chrome	Shaga	T. 013 230 7001/2 F. 013 230 7003	Operating
Lannex (Samancor)	Chrome	Steelpoort	013 230 7001	
Two Rivers Platinum Mine	Platinum	Shaga	013 230 2800	Operating
Lwala(Samancor)	Chrome	Manyaka	T.013 230 7000 F.013 230 7003	Prospect

MINE NAME	TYPE OF ORE	LOCALITY	CONTACT DETAILS	STATUS
Asa Metals/Dilokong	Chrome	Maroga	T.013 230 7785 F.013 230 7754	Operating
Rhino Minerals	Andalusite	Modubeng	T.013 216 3100 F. 013 216 3111	Operating
Phokathaba Australia	Platinum	M/Shoek	0795087519	Prospect
Spitzkop (Samancor)	Platinum	Steelpoort	T.011 463 0050 T.013 230 7000 F.013 230 7003	Prospect
Grootboom/Boynton	Platinum	Steelpoort	012 661 4138	Prospect
Annesley Havercroft Mine	Andalusite	Segorong	T.013 216 2913 F.013 216 2923	Operating
Der Brochen	Platinum			Operating
Elephant'S River Granite	Granite	Tjate	083 653 9724	Operating
Mooihoek	Chrome	Maroga		Prospect
Nkwe	Platinum	M/Shoek		Prospect
Sebatakgomo	Platinum	Tjate		Prospect
Saringa	Slate	K/Tswane		Operating
Elephant River Granite Pty Ltd	Granite		082 299 7062	Operating
Sefateng Chrome	Chrome		015 291 3961 0794951441	Operating
Bokoni Platinum Mine	Platinum	Atok	015 620 000/152 083 4557882	Operating
Kelgran Mine	Granite		012 252 8720 or 082 384 7561	
Lesego Platinum mine.				
ELIAS MOTSOLEDI LOCAL MUNICIPALITY				
MINE NAME	TYPE OF ORE	LOCALITY	CONTACT DETAILS	STATUS
Blue Ridge	Platinum	Groblerdsdal		Non-Operational
Sheba's Ridge	Platinum	Groblerdsdal		Bankable Feasibility Study
Mapoch Mine		Rossenekal	T-013 273 5000 F-013 273 5033	Operating
EPHRAIM MOGALE LOCAL MUNICIPALITY				
MINE NAME	TYPE OF ORE	LOCALITY	CONTACT DETAILS	STATUS
Lime Chem Mine	Lime	Marble Hall	T-0132612667 F-0132612331	Operating
Lyttelton Marble Hall Mine	Dolomite	Marble Hall	T-013261 1128 F-013261 1140	Operating

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

Prospects for the future

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

- The Dilokong or Burgersfort/Steelpoort corridor

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

Table 170: Market prospects for Sekhukhune minerals

Mineral	Commercial Uses	Future Prospects
Chrome and Ferrochrome	Stainless steel production Metallurgical applications Refractory, foundry and chemical industries	The primary determinant of global demand for chrome is stainless steel production (which has grown by 6% p.a. since 1998) There's currently strong demand from high Chinese stainless steel production However, excessive supply of chrome could push down prices in the future.
Vanadium	Steel making	Because 90% of vanadium misused in steel making, the word vanadium market is firmly tied to the steel market In 2004, world steel production exceeded 1 billion tons for the first time in history. Between 2000-2004 steel production increased by 6% p.a. globally, especially from China. Positive short-term prospects for Sekhukhune vanadium, especially given potential Chinese demand. A possible threat could arise if procedures seek substitute if vanadium prices become too high.
Platinum Group Metals	Automotive exhaust catalyst (auto catalyst) Other Industrial uses (other catalysts, turbine blades, Biomedical uses, coins, PC Hard Disks, etc.) Jewellery production	Because of the nature of its commercial usage, global demand is strongly linked to environmental standards and vehicle emissions Demand for PGMs has continued to grow over the years, however – and there is currently a healthy outlook for this type of mining Jewellery demand is also expected to rise
Limestone	Used in cement and steel making	Increased construction activity will result in sustained demand for cement Hence, there's a positive outlook for limestone mining in Sekhukhune
Dimension stone	Red and Black granite used in home décor / architecture	World demand for dimension stone has been growing steadily However, the South African market isn't faring well because of currency depreciation and unpredictable demand (because architects choose different finishes)
Coal	Energy	There are better sources outside Sekhukhune that currently supply the domestic and international markets

Mineral	Commercial Uses	Future Prospects
		Hence, coal mining isn't a viable prospect for Sekhukhune However, there's limited potential for the extraction of coal bed methane as an energy source for the region (needs further investigation, through)

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

There are, in summary, a number of factors that could affect Sekhukhune's mining industry negatively in the future. These include drops in global demands for the minerals produced in the area, continued water scarcity in Sekhukhune and the increasing mechanization of platinum mining industry in the future. The latter will affect the potential employment opportunities generated by mining industry in Sekhukhune, regardless of whether the area contains significant mineral deposits or not. The continued labour unrest within the mining sector, which started in the Rustenburg mine area, has been speculated to lower investor confidence in the mining industry.

Beneficiation Opportunities and Value Chain Analysis

It is important to note that PGM ores are low in value (possibly around 30 cents/kg). It is also difficult to extract the valuable metals from them without suitable and expensive equipment. Some estimate place the value of the ordinary (just mined) platinum ore at only 13% of the refined material (Goode and Granville, 2006).

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

Job Creation

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

Table 171: Projected employment in platinum mining in/near Sekhukhune

	Production (K0oz)	Employees
2010	2,028	36,427
2011	2,266	39,252
2012	2,495	41,666

2013	2,597	41,806
2014	2,693	41,786
2015	2,856	42,730

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

Agriculture

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

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

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

- Commercial
- Emerging and Small Scale Agriculture

Commercial agriculture

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

There are two major areas of commercial cultivation:

(a1) The Loskop scheme

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

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

Main crops in Loskop

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

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

Emerging and Small-Scale Agriculture

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

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

The two areas with the highest potential for small-scale farmers are the higher rainfall dryland areas, as well as the Olifants River Irrigation Scheme. The latter consist of 42 government-assisted schemes allocated to approximately 3,000 farmers, and have been identified as part of the Limpopo DoA's Revitalization of smallholder schemes.

The future of agriculture in Sekhukhune is however, impeded by a number of factors. These include water scarcity, distorted land ownership patterns, a growing number of land claims, Limited support services and inadequate infrastructure and services. The huge disparities between the commercial and subsistence farming worlds may also eventually cause some social tension. The other area of potential tension lies in conflicting social and economic demands for water, an increasingly scarce resource in the district. It is a tension that will need to be mediated through future IDP processes.

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

Tourism

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

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

Current tourism infrastructure

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

Table 172: Tourism facilities in Sekhukhune (Hotels)

Municipality	Number of hotels	Hotel names	Graded hotels
Fetakgomo Tubatse	1	Thaba Moshate	1
Ephraim Mogale	0	0	0
Elias Motsoaledi	0	0	0
Makhuduthamaga	1	Laduma OAT hotel	0
Total	2	-	1

Source: Limpopo Dept. of Economic Development and Tourism (2017)

Table 173: Tourism facilities in Sekhukhune (Lodges)

Municipality	Number of lodges	Lodges names	Graded lodges
Fetakgomo/ Tubatse	9	Chris Dinoko lodge Gethlane Gmae Lodge Hanna Lodge Thornclyff Gasteplass Khumula Game Lodge Bugersfort lodge Papa V lodge Didingwe river Lodge Bama Lodge	2
Ephraim Mogale	6	Kubu Kwena Lodge Bushfellows Lodge Quantun leap Lodge Aloe Bush Lodge Kwekwe Lodge Schuinsdrai/ Tambotie lodge	2
Elias Motsoaledi	10	Wolf Rock Lodge Lookout lodge Leselo Lodge Marula Lodge Thabankwe lodge Western Breeze lodge Loskop Lodge Kamoka Lodge Guinea Feather Lodge Kingdoms Lodge	1
Makhuduthamaga	7	Gravel Road lodge Beautiful Lodge Sekhukhune Lodge Dorothy Lodge Royal Stay Lodge	0

		Lapa Lodge Phokwane Road Lodge	
Total	32		5

Source: Limpopo Dept. of Economic Development and Tourism (2017)

Table 174: Tourism facilities in Sekhukhune (Guest houses)

Municipality	Number of guest houses	Names of the guest houses	Graded guest houses
Fetakgomo/ Tubatse	9	Sir Paul Guest House Oasis Guest House Snowy Owl Guest House Bonamanzi Guest House Kremadat Guest House Siegliendes Guest House Die Watergat Guest House Lapeng Guest House Mohlalesti Guest House	2
Ephraim Mogale	2	The White House Guest House Marble Hall Guest House	0
Elias Motsoaledi	9	Villa Contessa Blue Skies Guest House Epephia Guest house Sedupe Guest house El Palmer Guest House Oases guest house Ya rena Guest House Guest House 52 Lions Guest House	1
Makhuduthamaga	2	Setso Guest House Tisane Motel	0
Total	22		

Source: Limpopo Dept. of Economic Development and Tourism (2017)

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

Flagship Tourism Projects

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

Tourism Anchor Projects in Sekhukhune

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

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

- Masemola cluster of heritage projects

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

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

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

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

Retail and Wholesale Trade and Services

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

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

Manufacturing

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

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

Construction

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

Transport, Logistics and Communications

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

Financial, Business and Real Estate Services

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

Public Sector

The government sector employs 16% of the total Sekhukhune population, provides public services and invests in development work. Besides the employment created, income generated and spent in Sekhukhune, the public sector also has a key role to play in the economy in the way decisions are taken. The delivery of the public infrastructure budget for example, could be prioritized to unlock economic potential, in the absence of which, opportunities could be wasted. However, public expenditure in Sekhukhune far exceeds its ability to raise tax revenue. The inference is that Sekhukhune's public spending is actually mainly paid for by the rest of the country.

Development corridors in Sekhukhune

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

Dilokong Corridor

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

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

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

The N11 Corridor

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

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

Jane Furse Corridor

The mainly residential development on the road between Lebowakgomo via Ga-Masemola and Ga-Phaahla to Jane Furse and Glen Cowie/Phokwane can be classified as a secondary development corridor within Sekhukhune. This corridor does not form part of SDI route, but is a corridor in terms of the nature and extent of the large population concentration in the area.

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

Other Corridors

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

These corridors have various clusters, which are primarily classified as population concentration points, including municipal growth points. They also connect various villages with different growth points. They are strategically distributed and link well with the primary and secondary corridor identified above. Some of the identified tertiary corridors need

upgrading in order to stimulate economic growth in these clustered villages and municipal growth points.

Local Economic Development Snapshots per Municipality

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

Makhuduthamaga local Municipality

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

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

Ephraim Mogale Local Municipality

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

Fetakgomo Tubatse Local Municipality

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

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

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

Elias Motsoaledi Local Municipality

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

Table 175: Priority sectors of local municipality

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

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

Competitive and Comparative advantages

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

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

Platinum and Chrome Ore Mining

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

Supplies and outsourced services to local mines

Currently, prospects for sustained growth and competitiveness are healthy for the next 20 Years¹. The potential for pro-poor growth is reasonable, and mainly in enterprises supplying goods and services to the mines. Employment in these services and production are labour intensive. The growth in these sectors will also contribute to grow in other sector, such as retail, property and transport.

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

Table 176: Main sectors: Services, Transport & Logistics, Construction, Manufacturing, property Market Agriculture, Agro-processing and Tourism

Competitive advantage	Competitive disadvantages
<p>Demand conditions:</p> <ul style="list-style-type: none"> • There are more than forty types of services that the mine could source providers can be established or attracted to operate from Fetakgomo. • The opportunities include transport of material in the mine, out to the smelter, cleaning services, labour broker, maintenance of plant and machinery, garden services including the supply of meat and vegetables. • The mines are willing to source locally provided competitive suppliers that can be developed. • Risk should be managed – mine operations must not be disrupted by supplier/ service provider • Most procurement takes place from head office outside SDM. <p>Supporting Industries:</p> <ul style="list-style-type: none"> • LIBSA • LIMDEV • Supportive Local Government <p>Locational factors:</p> <ul style="list-style-type: none"> • Close proximity to the large scale mining activities – mine as a market • Access to basic services in growth points • Some existing services providers • Some existing facilities and infrastructure 	<ul style="list-style-type: none"> • Few local support industries • Shortages of skills • Low levels of education • Uncertainty about land availability forexpansion: surface mining rights housing • Ability to anticipate and manage community expectations related to development • Relationship challenges with neighboring communities

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

Fruit, Vegetables, Cotton, Meat and Beneficiation

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

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

Table 177: Main markets: National Retailers, EU Agents & Chain stores, Gauteng Fresh Produce Markets - Sector: Agriculture, Agro-processing

Competitive Advantages Disadvantages	Competitive Advantages Disadvantages
<ul style="list-style-type: none"> Establishment commercial farming sector Advanced citrus sector serving international markets Markets for livestock: Mines, Gauteng Established links to the Gauteng, National Retailers and EU markets Demand Conditions: Rand has weekend recently, contributing to price competitiveness in export market Supporting Industries Availability of technical skills <p><u>Locational Factors:</u></p> <ul style="list-style-type: none"> Proximity to Gauteng Market Close to the mine as a market Vast expanses of unutilized land with agriculture potential Availability of water (near rivers and irrigation schemes) Water supply to improve, increased capacity of Flag Boshielo and the new De Hoop dams Underutilized existing irrigation schemes Fertile soil Favourable climate conditions Long seasons for production Existing skills Potential for larger scale commercialization – variety of products Entrepreneurs with ideas and capital 	<ul style="list-style-type: none"> Subsistence level farming persist Oversupply in commodity markets pushes price down, affording low margins Farmers have little to no bargaining power. Access to markets limited Emerging farmers especially in remote areas Limited access to suppliers in remote areas Limited emerging/establishment partnerships Ineffective technical support to emerging farmers Mistrust by business of government Land ownership: current regulations discourages investment Labour regulations discourage fulltime employment to the detriment of both the farmer and the farm worker 75% of the arable land in SDM is under unsettled claim (850 claims) Agricultural expansion is water constrained in many places Shortage of certain skills Low levels of education Limited electricity supply to remote areas Limited access to telecommunications infrastructure Risk associated with periods of drought Limited supply of veterinary services in outlying areas Some areas suffer from erosion and overgrazing

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

Business and Leisure Tourism

In lieu of the high dependency of the Sekhukhune economy on the public and mining sectors, other sectors need to be developed in the longer term to diversify the economy. This will render

it less vulnerable when the mining boom subsides. Tourism is one sector where competitive advantage can be developed and maintained over time.

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

Main markets: Local and Foreign Tourism travelling mainly from Gauteng

Table 178: Tourism Sector: Accommodation and other tourism service providers

Competitive Advantages	Competitive Disadvantages
<ul style="list-style-type: none"> Consist mainly of number of small lodges, guesthouses, game farms, backpacker establishments. Dedicated restaurants consist mainly of fast food franchise outlets. <p><u>Demand conditions:</u></p> <ul style="list-style-type: none"> Largest demand for 'business tourism' - visitors to the public, mining and agriculture sectors Unmet need for accommodation from mine and municipal visitors to areas other than Marble Hall, Groblersdal and Burgersfort <p><u>Supporting Industries:</u></p> <ul style="list-style-type: none"> Proactive Government Support for Tourism in the form of: R60 million from province, National Dept. Environmental Affairs and Tourism and National Dept. of Water Affairs Political Support Support from the Magoshi <p><u>Locational factors:</u></p> <ul style="list-style-type: none"> Flag Boshie Dam/Schuinsdraal Game Reserve initiative – Planned Big 5 reserve, malaria free, only 2hours from Gauteng, housing & golf estates Variety of agricultural education attractions Picturesque area with potential for many activities related to the landscape Rich cultural historical area with many heritage sites 	<ul style="list-style-type: none"> Key tourist attractions / heritage sites still not developed to competitive standard Poor quality of service and skills, especially in the hospitality sector Limited understanding of target markets Fragmentation and poor cooperation in the tourism sector Poorly maintained roads and underdeveloped road infrastructure Shortage of skills in the broad tourism sector Landownership constraint in tribal areas Development land/site availability / ownership = investment risk Backlog in basic infrastructure (including electricity) in rural and remote areas Limited access to telecommunication infrastructure

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

Public Sector Infrastructure Spending

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

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

Results of LED rapid appraisal

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

Table 179: Constraints to economic growth in Sekhukhune

Land	Roads	Skills	Other
Elias Motsoaledi			
Land Ownership	Groblersdal to Roosenekal (33700) Groblersdal to Bronkhorstspuit (R25) The road from Groblersdal via Roosenekal to the Mapoch Caves needs upgrading	Support emerging farmers to gain commercial farming skills	Infrastructure development around Mapoch cave Infrastructure e.g. roads, water and electricity for mines De Hoop tourism investment package development and implementation
Makhuduthamaga			
Access to land Delay in proclamation of Jane Furse as a township. Fragmented release of land which leads to distorted planning	Roads to Manchi Masemola tourist site, various access roads to heritage sites and to link municipal sub-growth points and nodes of neighbouring municipalities		Funding for feasibility studies
Ephraim Mogale			
Make more land available (land audit)	Upgrade roads starting with reconstruction of part of the N11	Supporting emerging farmers to gain commercial farming skills; strengthening of Tompi Seleka Agricultural College; Capacity Building for Small Contractors; and Facilitate Access to Technical Skills and accreditation	Determine the key factors that discourage employment of permanent farm workers; Remove municipal capacity bottlenecks to infrastructure development. Flag Boshielo concession

			and property Development
Fetakgomo/ Tubatse			
No readily available land for development. Municipality does not own sufficient land to stimulate economic growth in Burgersfort and Steelpoort. Land is owned by private sector and is sold at a high price.	Major roads needs to be upgraded – R37, R555	Gain access to high impact/value projects by local SMME's in the mining sectors	Mining supply park De Hoop Dam (water)
Unblock the land constraints	Upgrade D4190 Road to Atok Mine. Build a road from R37 to Sekhukhune cultural village	Emerging farmers to gain commercial farming skills and lift them to a commercial level	Remove blockages to investment in housing

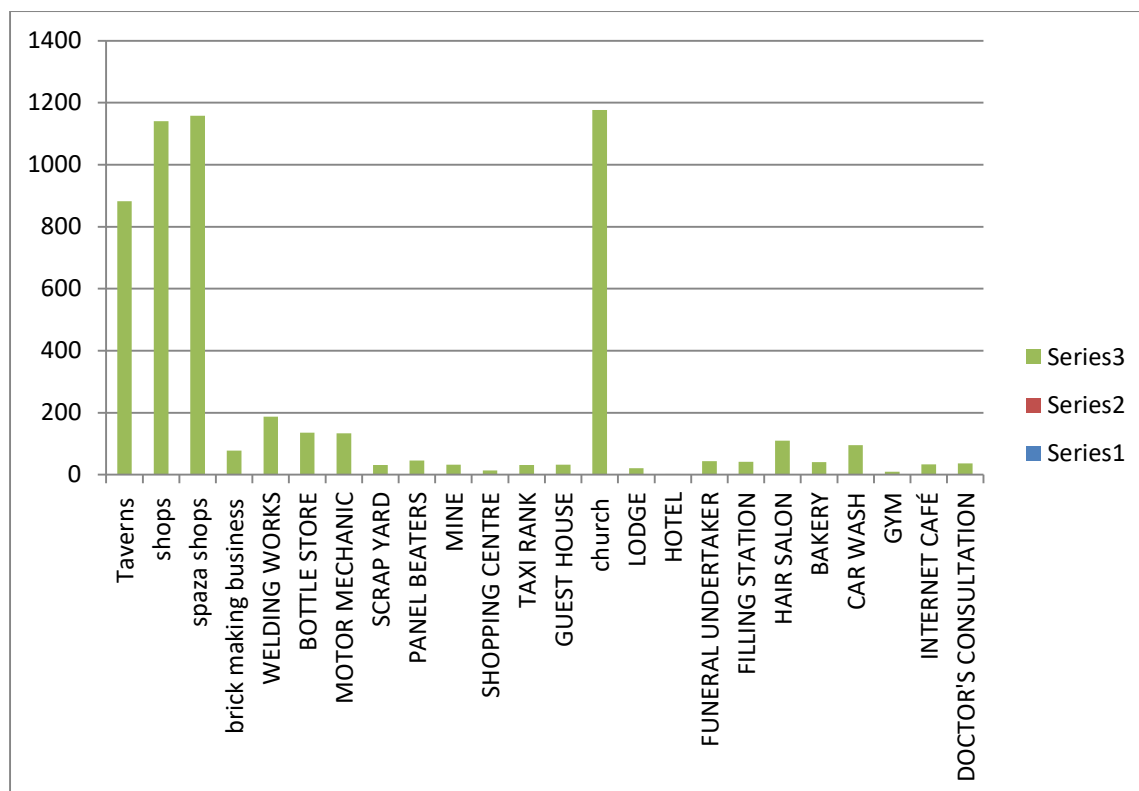
Source: SDM (2006) – Results of LED rapid appraisal

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

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

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

Figure 69: The graph below represents types of businesses that exist within the SDM (according to ward committees), spread across rural villages and towns.



Source: SDM Ward committees 2015-2016

The villages of SDM have various businesses and other community structures existing. The above graph shows how many of these structures are in terms of numbers and proportionality. There are a total number of 5516 businesses/community structures. Churches are the highest in numbers at 1177 (21%), followed by spaza shops at 1158 (20%), shops at 1140 (20%), and taverns at 882 (16%). The lowest number of a business facility is that of hotels at 3 (0%).

Table 180: Local Economic Development Self-help Projects per economic sector

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

Source: SDM Ward committees 2015-2016

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

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

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

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

2.5.3. Challenges

- The economic potential of the District may be undermined by demographic, infrastructural and spatial challenges alluded to elsewhere in this chapter.
- The Sekhukhune economy is excessively reliant on public sector funding with community services being a major contributor to GGP in the area.
- Most revenue flows out of the Sekhukhune economy as residents and businesses source and sell their goods and services outside the District.
- Decline in global demands for the minerals produced in the area, continued water scarcity and the increasing mechanization of platinum mining could affect Sekhukhune's mining industry negatively in the future
- Insufficient beneficiation and value-adding activities occur within the Sekhukhune economy at present.
- Maximizing the use of ICT to gain access to untapped markets outside the region and taking advantage of globalization
- Commercial agriculture is coming under increasing pressure as rising input costs; a stronger local currency, lower commodity prices and external competition take their toll.
- Subsistence farming continues to dominate the agricultural sector in Sekhukhune, which is further affected adversely by global warming
- The District's tourism potential is not being fully exploited as yet because of a lack of tourism infrastructure and poor related services.
- The skills profile in the district is low, due to low level of education. This will result in the economy failing to manage any developmental intervention that the district may come up with.
- Insufficient funding to implement programmes and projects identified in the LED strategy.
- Inability of the district to attract investment in tourism and the development of attractive tourism packages to ensure local and international tourist spend more than just a day or two in Sekhukhune

- Integration and marketing of key tourism attraction with those of other districts within the province to ensure synergy

2.5.4. Sekhukhune Development Agency (SDA)

Introduction to SDA

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

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

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

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

For the agency to function and attain its objectives, a lot of public-private funding mobilisation has to take place. The agency has to establish and sustain relationship with funding agencies such as IDC, NEF, NDA, NYDA and private investors. The new board of directors has adopted a strategy to appoint a panel of private financial mobilisation companies to bring fund on a risk basis based on the success of the project.

Functions of SDA	Status quo of each function	Challenges regarding each function
Promoting sustainable rural economies through agricultural and agro-processing development	Business Plan for abattoir and fresh produce market developed. Funding application on process. Pre-feasibility for citrus juice factory done.	Unavailability of land and funding
Towns/ settlement regeneration with focus on fostering densification of settlements and	Terms of reference for Steelpoort town regeneration developed. A call for bids has been made and	None

Functions of SDA	Status quo of each function	Challenges regarding each function
promoting mixed and integrated developments	awaiting appointment of service provider.	
Development and Marketing of key tourism clusters with clearly identified theme offering	Feasibility studies conducted for three tourism destinations. Awaiting appointment of a business partner for both feasible projects. MOU with LTA signed. Letter written to Rural Development to facilitate community resolution and awaiting response.	Community disputes Lack of funding
Skills development	Process to register with Agri-Seta is at an advanced stage. Training facility has been identified awaiting final evaluation and verification	Process is lengthy
Agriculture and Agro-Processing	SDA is working with DRDLR on the implementation of Agri-park programme. Two Farmers Support Production Unit (FSPU) has been identified in Vleisboom and Tubatse. Land secured in Groblersdal for the erection of Agri-park side	The program is under funded
Building sustainable mining communities	Engagements held with DMR to forge partnerships in monitoring of mines especially the implementation of Mining Charter and Social and labour plans	Lack of cohesion around mining communities. Institutions mechanism to coordinate

The 2017-2020

Following the fourth democratic local government elections on the 3rd August 2016, the new political leadership put in place a new Board of the Agency in order to strengthen the revive the agency. The new board was put in office in February 2017 for a 3 year term and strengthened during September 2018 following resignation of the 1 board member.

The new board has identified the following key strategic programmes and projects:

Special Economic Zone in Tubatse

In partnership with Department of Trade and Industry and the Limpopo Economic Development Agency, SDA will work towards ensuring that Tubatse is granted a license as a mining beneficiation special economic zone. This will assist with attracting

and boosting investment in the area thereby stimulating economic growth and creating job opportunities.

Currently LEDA has secured 1200 ha of land where the SEZ will be located and the processes such as environmental impact assessment are being under taken. Investment pipeline worth 14 billion have been secured.

SDA will like to play a meaningful role in ensuring that mining inputs are produced locally especially by previously disadvantage groups. The existing Mining Supplier Park owned by Glencoe mine should be fully utilised.

Manufacturing of Sanitation technologies

SDA is in the process of engaging investors to establish a manufacturing factory for sanitation technologies including dry sanitation and waterborne structures. This investment will assist in creating jobs but also localising the budget on procurement of VIP top structures by the district municipality.

Da-Hoop Tourism Master Plan

In terms of the Resource Management Plan for Da Hoop Dam, Sekhukhune District Municipality is the implementing agent. The district has agreed to delegate this responsibility to SDA. The plans of the agency in so far as the Da Hoop are as follows;

- Establishment of fishing and aquaculture business
- Establishment of boating and related leisure business
- Investment in hotel and conferencing facility

The current board of the Agency has seriously embraced changes brought by 4th Industrial revolution and such new digital economy aligned projects such as rolling out of broadband connectivity are being exploited with both private and public partners.

The most pressing challenge confronting SDA is that of financial sustainability as identified by the Auditor General, the agency's financial situation needs a dramatic improvement. An investment attraction strategy is being developed in order to leverage investments from both the private and public sector which will ensure sustainability of the agency.

2.6. FINANCIAL VIABILITY

2.6.1. Introduction

The financial objective of the SDM is to secure sound and sustainable management of the financial affairs of the District and to assist the five local municipalities within the SDM to be financially viable. The Audit reports as issued by the Auditor General for the past years have indicated a lot of financial challenges ranging from disclaimer audit reports, low revenue collection, inadequate asset management and internal controls. Recently the Audit Opinions were more favourable as they were unqualified.

2.6.2. Compliance with MFMA and Budget for 2019-2020

Section 63 – Assets and Liability Management

The municipality has a GRAP compliant asset register which is updated on a quarterly basis.

Section 64 – Revenue Management

The municipality has credit control and debt management policy and the tariff policy which are reviewed annually. The municipality derives its revenue from government grants and billing of water consumption. Billing is done on the 25th of every month through the MunSoft system, which is planned to be phased out and will be replaced by E-Venus. Draft revenue enhancement strategy is being developed awaiting council approval.

Section 82 – Delegations

Compiles reviews and approved a Register of Delegated Powers and Functions annually.

Section 83 – Competency Levels of professional Financial Officials

Municipality Provides assistance to personnel to improve competency levels

Section 111 – Supply Chain Management

Supply Chain Management Policy was first adopted by Council in 2005 and is reviewed annually with the adoption of the budget. The municipality has established a three-part bid committee system.

Section 165 – Internal Audit Unit

An internal audit unit has been established and functional with sufficient officials. The unit has an audit charter which was approved and adopted by council in 2008 and is reviewed annually.

Section 166 – Audit Committee

Audit committee has been established and effective. It is scheduled to meet at least four times in a year. The audit committee has an audit committee charter which was approved and adopted by committee and noted by council in 2008 and reviewed annually.

Conformity exists within the following stipulations on report and reportable matters:

Section 71 – Monthly budget statement to Provincial and National treasury (xx

Municipality to sign off monthly reports to PT & NT for full compliance.

Section 72 – Midyear budget and performance assessment by accounting Officer.

Section 75 – Prescribed information placed on official website.

Section 121 and 127 – Annual Report that includes:

- The annual financial statements
- The annual report

Table 181: The AFS has been compiled in terms of GAMAP/GRAP

Financial Year	Audit Report
2013/14	Unqualified
2014/15	Unqualified

2015/16	Unqualified
2016/17	Unqualified
2017/18	Unqualified

Section 129 – Oversight reports on Annual Reports

The Municipality has established an oversight Committee which considers the adoption of the annual report.

Section 131 – Issues raised by the Auditor-General in Audit Report for year ending on 30 June 2018

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

The municipality developed an action plan to deal with issues raised by the Auditor-General, which is monitored on a monthly basis by management to track progress. It is located at the end of this section.

Financial system

The installation of a comprehensive financial system is complete. The system will ensure:

- Improved control and management of Supply Chain Management processes
- Accurate expenditure reporting
- Accurate and up to date cash flow monitoring
- More stringent financial controls
- A reliable picture of the state of the district municipality's finances

Underlying Budget principles for 2019/2020

- To eliminate budget deficit and ensure that the budget is cash backed
- Prioritise key services for provision of water and sanitation as well as funding contractual obligations
- Only critical posts to be filled in order to manage and stabilise personnel costs and keep the costs at less than 41% to total operating expenditure
- Implement cost reflective tariffs in order to reduce reliance on government subsidies and grants
- Take into account national imperatives such as mSCOA and budgeting for asset maintenance and refurbishment
- Reduce spending on non priority spending including overtime, travelling costs, catering, security and fleet management

Municipal revenue for 2019-2020

- The total operating revenue for 2019/20 financial year totals to R981,7million which increases to R1,1billion in the 2021/22 financial year
- The capital revenue for the 2019/20 is budgeted at R689,1million and will decrease to R652,3million in the 2021/22 financial year

Table 182: Revenue budget 2019/2020

Description	Allocation
Total Operating Revenue	R981 723 780
Total Capital Revenue	R 689 195 000
TOTAL REVENUE BUDGET	R1 670 918 780 (R1,6 billion)

Capital expenditure 2019/2020

The total capital expenditure from grants for 2019/2020 is R689,1million; SDM capital expenditure is R37million totalling to R726,1million decreasing to R717,4million in the 2020/21 financial year and then increasing to R719,3million in the 2021/22 financial year. The capital expenditure will be funded from the following sources.

Table 183: Capital Expenditure 2019/2020

Description	Allocation	As Percentage
CAP GR : WSIG	R70 million	10%
CAP GR : MIG	R404,1 million	55%
CAP GR : RBIG	R245 million	36%
SUB-TOTAL – TREASURY FUNDED	R689,1 million	
OWN FUNDED	R17,9 million	3%
TOTAL CAPEX	R726,1 million	100%

Operating expenditure for 2019-2020

The total operating expenditure for 2019/2020 is budgeted at R906,8 million increasing to R945,2m in 2020/21 and then further increasing to R967,7 in 2021/22 financial year.

Surplus/deficit for 2019-2020

The budget for the 2019/2020 financial year has a surplus of R37,8 million and for 2020/21 to 2021/22 the surplus amounts to R48,8m and R74,2m respectively.

Tariffs for 2019-2020

- Sekhukhune District Municipality uses block tariff approach where the more services you use, the more you pay
- All local municipalities are currently being billed with the same tariff since the alignment in 2016/17.
- For Indigent households the municipality proposes that the first 6 kilolitres (6000 litres) be free and if indigent households consume more than 6kl, then they must start paying for consumption.
- The municipality has since the year 2017/18 implemented increases above treasury guidelines in order to ensure that tariffs are cost reflective over a three year period
- The water consumption tariffs in the 2019/2020 year are increasing at 25% and will increase by 5,4% for outer years.
- The sewerage tariffs and all other tariffs not related to water charges will increase by 5,3% in the 2019/20 year

Table 184: Tariff categories for 2019-2020

CATEGORY	SERVICE	2019/2020	2020/2021
Residential (basic charge)	WATER	R44.69	R47.34
Business (basic charge)		R132.11	R140.04
Government (basic charge)		R526.50	R554.93
Malls (basic charge)		R842,40	R887,89
Residential per kl		R13.51	R14.24
Business per kl		R19.43	R20.48

Flat rate tariffs for certain areas in 2019-2020 financial year

The district municipality will in 2019/20 financial year introduce the flat rate of R176. 97 for residential areas. The following are 14 areas that will be billed on flat rate:

No.	Areas	No.	Areas
1.	Monsterlus	8.	Phetwane
2.	Mooihoek	9.	Matjeding
3.	Motetema Extension	10.	Mapodile
4.	Elandsdoorn	11.	Praktiseer
5.	Leeufontein	12.	Mashemong
6.	Letebejane	13.	Ga Nchabeleng
7.	Tsimanyane	14.	Jane Furse

2.6.3. Asset Management

Introduction

The role of Asset Management is critical to any business environment whether private or public sector. In the past municipalities used a cash-based system to account for assets, whilst the trend has been to move to an accrual system. With the cash-based system, assets were written off at year end and no costs were attached to subsequent period in which assets would be used. With the accrual system, assets are incorporated into the books of accounts and systematically written off over their anticipated lives.

This necessitates that record of asset costs are kept and key asset management functions required are:

- Recognition of all existing assets
- Safeguarding assets
- Maintaining assets
- Establishing accounting and information systems that account for the assets of the municipality
- Valuation principles in accordance with GRAP
- Establishing and maintaining systems of internal controls over assets
- Establishing and maintaining MSCOA compliant asset register
- Clarifying responsibilities and accountabilities of asset management processes

Effective asset management functions are guided by the following statutory and legal framework:

- Constitution of the Republic of South Africa, 1996
- Public Finance management Act, of 1999
- National Treasury Asset management framework
- Municipal Finance management Act, of 2003
- Local Government Financial Best Practice Manual
- Disaster Management Act, of 2002
- National Water Act, of 1998
- Water Service Act, of 1997
- Municipal System Act, of 2000
- Municipal Structures Act, of 1998

Functions of Asset Management division	Status quo on the function	Challenges regarding the function
Update FAR and MAR	100% Immovable & 100% movables	Missing information for projects prior 2011/12. Deemed costing is applied and no good base for most RUL (remaining useful life)
Depreciation calculations	Updated	None
FAR & MAR G/L reconciliation	Updated	None
Disposal of damaged, obsolete & redundant items	Done	There are no proper record of replaced or redundant assets
Record keeping	Updated files	None

Impairment tests	Updated	None
Review Residual value	Updated	None
Safeguard assets	Verified bi-annually	*Departments shifting assets without informing Asset Unit, negatively impact recon of FAR & Office inventories *No reporting of damaged or stolen assets
Implement stores procedures	Done	Not all O& M materials are procured through the Stores Vote and delivered at Stores for accountability to AG
Inventory reconciliations	Done	None

STATUS QUO

MOVEABLE ASSETS

Moveable assets are all bar coded and linked to responsible custodians with signed office inventory lists in all departments. Verification is being conducted bi-annually, newly acquired assets are bar coded upon receipt, condition of assets is recorded during verification. Monthly reconciliations and calculations of depreciation are conducted. Office inventory lists are updated during verifications and upon delivered a new item. Most of our assets allocated to depots are too old and require an effective strategy to replace them.

IMMOVABLES ASSETS

Completed immovable assets were unbundled, the Fixed Asset Register is updated and GRAP compliant. Lack of supporting documents to support the unbundled previous assets is a challenge, photographs, deemed costing and manual drawings are utilised to estimate value and impairment testing.

The primary objective of our three year plan is to review all projects, unbundle and assess their condition for impairment purposes.

Updated monthly information files are available for current developed and unbundled projects (WIP & completed) as part of our three year plan.

In continuation of the three year plan during 2018/19 an asset maintenance plan is developed to ensure that projects attain their anticipated lives. Impairment tests will be conducted quarterly to cross check effectiveness of the asset maintenance plan and adjustments be done were necessary.

Verification of projects are conducted bi-annually and established changes are incorporated in the Fixed Assets Register.

CHALLENGES

- Not all O & M materials are procured through the Stores Vote and delivered at Stores for accountability to AG
- Skills shortage (for unbundling of completed projects and technical assessment of assets)
- Unavailability of previous projects information (As-built drawings, completion certificates/reports and payment certificates)

2.6.4. Budget and Reporting

Introduction

The role of Budget unit is to compile; coordinate and monitor budget of the municipality. This is an on-going process where it requires great skills and extensive attention to details.

The main aim of this Unit is:-

- To ensure accurate reporting for improvement in decision making.
- Preparation of the municipal budget and monitoring of the budget.
- To effectively manage funds and keep municipal debts at minimal level.
- To ensure accuracy and consistency in our municipal budget.

Table 185: Challenges and backlogs facing Budget & Reporting

Key performance Area	Function/Priority	Status Quo	Challenges
Financial Management	To ensure sufficient reserve funds to address asset renewal by creation of capital replacement reserve fund	A capital replacement reserve fund is established. Minimal own funding (ring-fenced) to address assets renewals.	Unable to budget for sufficient capital replacements on dilapidated infrastructure assets due to insufficient budget on own funding
	To ensure timely submission of Annual Financial and improved Audit Opinion	AFS submitted by 31 st August	<ul style="list-style-type: none"> • Monthly reconciliation of account balances not done on time. • Limited skills relating to accounting standards and preparation of AFS
	To ensure preparation and implementation of realistic budget for the municipality	Three budgets made (Original budget, roll-over budget, and mid-year adjustment budget).	<ul style="list-style-type: none"> • Inability of municipality to spend the original budget accordingly which results in a number of adjustment budget passed on the original budget. • Operating deficits due to contractual obligations

Budgeting issues of strategic importance for 2019-2020

- To reduce the operating deficit over the MTREF
- To implement cost containment measures and reduce non priority spending
- Operating expenditure increases limited to 5.5%
- Only to fund critical new positions related to service delivery
- To implement cost reflective tariffs over the MTREF

2.6.5. Revenue Management

Introduction

Revenue Management is the application of disciplined analytics that predict consumer behaviour at the local government level and optimize service availability and price to maximize revenue growth. The primary aim of Revenue Management is providing the mandated services to the right consumers at the right time for the right price. The essence of this discipline is in understanding consumers' perception of service value and accurately aligning service prices, placement and availability with each consumer segment.

The Revenue Management Process entails:

- Data Collection
- Segmentation
- Forecasting
- Optimization
- Dynamic Re-evaluation

Effective revenue management functions are guided by following statutory and legal framework:

- Division of Revenue Act
- Public Finance management Act, of 1999
- Municipal Finance management Act, of 2003
- Local Government Financial Best Practice Manual
- National Water Act, of 1998
- Water Service Act, of 1997
- Municipal System Act, of 2000

Functions of Revenue Management Division	Status Quo of the function	Challenges regarding the functions
Data Collection	Functional	Certain customers don't cooperate during data collection
Billing	Billing is happening as expected	Faulty meters, illegal connections, insufficient material for new connections including repairs and maintenance, and insufficient water supply

Credit control	Partially functional	Resistance from communities for payments (especially villages)
Receipting	Functional.	None
Indigent management	Functional	None

Status Quo

Data Collection

The Revenue Management process begins with data collection. Relevant data are paramount to a Revenue Management System's capability to provide accurate, actionable information. A system must collect and store historical data for inventory, prices, demand, and other causal factors. Any data that reflects the details of services offered their prices and consumer payment rate, stored, and analysed.

Billing

Billing process takes the form of the automated billing on eVenus, interest and sundry billing will be in the form of journals.

Included in the billing process are the following processes:

- refunds, (clearance, deposit)
- change of ownership,
- adjustments, (over and under billing)
- change of service, cancellation of service, (Adjustment of service)
- handling of queries,
- processing of service order (meter readings sheets)

Credit Control

The municipality's collection process follows the under-mentioned steps:

- Telephone Collection.
- Written reminder.
- Final Notice.
- Communication with Water Service departments for service termination or restriction
- Legal action/ hand-over to the municipality attorneys or debt collectors.
- Listing of debtors with Credit Bureau.
- Recommendation for write off as bad debt.

Receipting

- Ensuring that the cash receipts process are performed efficiently (using the best methods to secure cash receipts)
- Ensuring that cash received is banked and recorded on a timely basis.
- To ensure that cash from debtors is received and recorded
- To ensure that receipts are recorded at the correct amount

Challenges

- Data Management & cleansing
- Indigent Management
- Service Delivery

2.6.6. Supply Chain Management

Introduction

Supply Chain Management Unit is established in order to procure goods and services and select contractors to provide assistance in the provision of municipal services.

The Supply Chain Management Unit should ensure that bid documentation, evaluation and adjudication criteria and general conditions of a contract, are in accordance with any applicable legislation and that any Treasury guidelines on Supply Chain Management are properly taken into account when procuring goods or services.

Legislative Requirement

- The Constitution of the Republic of South Africa Act 108 of 1996
- The Preferential Procurement Policy Framework Act 5 of 2000
- The Broad Based Black Empowerment Act 53 of 2003
- Municipal Finance Management Act ,No.56 of 200

Functions of supply chain management division	Status quo of each function	Challenges with regard to the function
Demand	Functional but requires improvement	Timeliness of submissions from end-users' side still need to improve.
Acquisition	Functional but requires improvement	Tracking of work in progress and timely feedback to end-users needs to improve.
Reporting	System needs improvement on vendor register reporting functions	Exporting information to excel must be possible Classification of suppliers per targeted groupings to be effected

STATUS QUO

BID COMMITTEES

All Supply Chain Management Committees that have been established are:

- Specification Committee (Goods and Services)
- Specification Committee (Infrastructure)

- Evaluation Committee (Goods and Services)
- Evaluation Committee (Infrastructure)
- Adjudication Committee
- Quotation Committee

All Committees are fully functional, although the high staff turnover in SCM (including suspensions) have required regular changes and affected continuity and effectiveness to some extent.

ADVERTISEMENT OF TENDERS

- Briefings are being conducted before the closing date of tender.
- Tenders are advertised in national newspapers.
- Seven days quotations are advertised on the notice board and website
- Tender documentations are submitted via the tender box, which is opened on the relevant closing date(s) of the tenders.

TENDER DOCUMENT MANAGEMENT

The tender documents are kept at registry.

CHALLENGES

- System reporting improvements will be required. Challenges with generating some reports were experienced during the 2017/18 audit process. Improvement is needed mainly in vendor register reporting and vendor classification in terms of targeted groupings.
- Implementation of the procurement plan challenges. However improvement is noticed in Bid Adjudication meeting attendance.
- Project scheduling still needs to improve to avoid concentrated high volume batches of work for the Bid Committees, which in some instances require a straight sitting of up to four weeks.

2.6.7. Contract Management

Introduction

Contract Management's function is ensuring that contracts are managed and accounted for in compliance with the MFMA. The unit is required to identify all contracts and stakeholders, to classify all contracts for management purposes, to manage all the stages in the contract life cycle, to correctly account for contracts in financial statements, to ensure that services are delivered within specification and at agreed costs, and to avoid legal disputes and cost overruns by ensuring that contract are managed properly. Contract management is therefore essential for good financial management and contributes to efficient and effective service delivery.

Functions of Contract Management division	Status quo on the function	Challenges regarding the function
Drafting contracts and service level agreements	Contract and service level agreement drafted	None
Updating of the Contract Register	Contract Register updated weekly	None
Provide Legal Advice as and when required	Legal advice provided as and when required	None

Status Quo

Despite having only one official in the unit, it is on course to ensure that the following are in place before the end of the financial year:

- Contract register is fully updated;
- All service providers in the Municipality have signed contracts;
- Advice is provided to departments as and when required

Contract Management Framework

It sets out the requirements for managing and accounting for contracts and requires organisational wide approach. Framework has been approved by Council.

Challenges

- Appointment of a contract management officer;
- Ensuring that reports from project managers and other end users are submitted monthly to monitor performance;
- Failure of departments to submit contracts to the unit.
- Failure of departments to ensure that service providers sign contracts that were drafted, signed by the accounting officer and submitted to departments.

2.6.8. Expenditure Management Unit

Introduction

Expenditure management Unit is responsible for the management of the expenditure of the municipality and to ensure accurate payment of salaries and salary related costs. Reasonable steps are taken to ensure that the institution has and maintains an effective system of expenditure control including procedures for approval, authorisation, withdrawal and payment of funds. And that the unit has and maintains a management, accounting and information system which:

- Recognises expenditure when it is incurred ;
- Accounts for creditors of the municipality;
- Accounts for payments made by the municipality
- Salaries and salary related costs are paid correctly and on time

Creditors' accounts are paid within 30 days from date of submission of the correct invoice, unless prescribed otherwise for certain categories of expenditure.

To ensure effective and efficient payment of liabilities within set time frame and in compliance with MFMA and that payments by the entity are made directly to the person to whom it is due unless agreed otherwise only for the reasons as may be prescribed; and either electronically or by way of non-transferable cheques, provided that cash payment and payments by way of cash cheque may be made exceptional reasons only.

Functions for expenditure Management	Status Quo for each function	Challenges for each function
Effect payments within 30 days	Functional	Suppliers not registered and/ non-compliant status on the Central Supplier database (CSD) causes delay of payments. Submission of incorrect invoices.
Monthly Payment of salaries and salary related costs	Functional	Late submission of travelling claims for reimbursement.

Irregular or fruitless and wasteful expenditure

On discovery or realisation of any irregular expenditure or any fruitless and wasteful expenditure ,the Budget and Treasury Office report in writing to the municipal manager ,the Executive Mayor and National Treasury the particulars of the expenditure ;and any steps that have been taken to recover the expenditure and prevent a recurrence of same.

Invoices receiving

Invoices and payments certificates are registered in the register when submitted and are stamped with the stamp marked received and the date received.

Invoices and payment certificates are further checked for completeness and manual authorisation.

Invoices payments

Payments are electronically processed on the financial system and EFT payments are effected to providers.

2.6.9. Overall Challenges

- Non adherence to timelines

Expenditure Management Issues Of Strategic Importance for 2018-2019

- Adhere to service standards and MFMA for payment of liabilities
- Accurate payment of salaries and related costs within set time

Action Plan: Auditor General's Report – Sekhukhune District Municipality

Financial Year – 2017/2018

Audit Opinion – Unqualified

Table 186: Audit Action Plan

No.	Audit findings	Description of finding	Finding status	Root cause	Action Plan	Start date	Completion date	Position
1.	Work in progress, fixed assets, Borrowings, Accounts Receivables and Payables, Expenditure Misclassification	Restatement of corresponding figures - The corresponding figures for the financial year ended 30 June 2018 have been restated as as a result of an errors in the AFS of the municipality for the year ended 30 June 2017 discovered in the current year.	Recurring	1. Limited review of AFS due to delayed compilation. Ample buffer should be created to allow substantive and justified review. 2. Projects completed not unbundled on time due to documentation availability (As-builts; Close out Reports & Completion Certificates) 3. Accruals not completely identified during AFS preparations. 4. Limited review of expenditure line-items to identify misallocations.	1.Compiled AFS should be subjected to quality review by both Audit Committee and Independent or External Quality Assurance Providers. 2. Review the WIP on a monthly basis to ensure that relevant documents are gathered and filed to facilitate capitalisation as and when projects are complete and not waiting for financial year end. 3. Perform monthly reconciliations for all material account balances and review transaction items to identify misallocations & misclassifications and submit for review by CFO within five days after monthly system closure. 4. Maintain a register for all prior period errors identified during the financial year together with supporting documentation to facilitate corrective comparative restatement	1.2019/ 08/ 19 And Others are monthly	1.2019/08/19 and others are monthly	1.Manager – Reporting 2.Manager-Assets 3. Manager-Assets 4.Manager-reporting 5.Manager Expenditure

No.	Audit findings	Description of finding	Finding status	Root cause	Action Plan	Start date	Completion date	Position
					journals come year-end. 5. Invoices for service rendered be submitted to BTO on the 25th of each month to allow proper accounting for creditors			
2.	Other Disclosure	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.	Recurring	1. Legal cases not followed up regularly and matters taking long to be settled in court	1. Review the contingent liabilities register, categorise the matters in terms of likelihood of matters settled, identify matters that could be negotiated and report on the progress of each matter on a monthly basis. 2. Cost benefit analysis be made for each matter in order to identify cases that could be settled out of court and a council item be made for settlements 3. Update the contingent liability register on all new possible litigation matters and report on progress regularly	All monthly	All monthly	Manager - Legal services
3.	Other Disclosure	Material water losses - Losses to the amount of R97m (2016-17 R117.6 m) was disclosed as a result of spillages and water provided	Recurring	1. Poor infrastructure and no controls over FBW provision 2. Water supplied through water tankers not billed and also billing	1. To determine on a monthly basis the quantity of water pumped in (Supplied) against quantities of water sold and investigate variances and develop corrective	1.monthly 2.monthly 3.2018/02/01 4.2019/06/01 5.Ongoing	1.monthly 2.monthly 3.2018/04/30 4.2019/06/30 5.2018/04/30	1.Director IWS 2.Director IWS 3.Manager-Revenue (billing) 4. Manager-Revenue (billing) 5. Director IWS

No.	Audit findings	Description of finding	Finding status	Root cause	Action Plan	Start date	Completion date	Position
		for no consideration (i.e Provided to Indigents)		not done for all billable areas	<p>action plans. Monthly reporting to be done to Management and Mayoral committee.</p> <p>2. To keep a proper record of Free Basic Water supplied through water tankers on a monthly basis in order to calculate accurately and completely the value of FBW</p> <p>3. Introduce flat rates for all areas receiving water either through water tankering or when water is supplied without metering services</p> <p>4. To develop a complete indigent register to ensure that FBW is properly determined to reduce unaccounted water</p> <p>5. Finalise the Operations and Maintenance plan to ensure that water assets are adequately maintained to deal with aged infrastructure.</p>			
4.	Procurement	Irregular expenditure - Irregular expenditure to the amount of R26.6m as a result on non-compliance with	Recurring	Incorrect interpretation and application of legislation	1. Review the SCM checklist for evaluation and adjudication including compulsory checking for municipal rates for the entity and directors and all other MFMA requirements. Also ensure that the	1.Immediately 2.Ongoing 3.Ongoing	1.Ongoing 2.Ongoing 3.Ongoing	Manager SCM

No.	Audit findings	Description of finding	Finding status	Root cause	Action Plan	Start date	Completion date	Position
		regulation 38 of the MFMA (combating of abuse of supply chain management system).			requirement is included as part of returnable bid documents, Update the policy accordingly 2. Review all bids appointed to ensure that the SCM checklist was implemented to the latter. Report non compliance accordingly and update the irregular expenditure register 3. Ensure that regular training is offered for all SCM practitioners, SCM committee members and all managers 4. Ensure that all bids above R10m are subjected to due diligence review before awards are made			
5.	Procurement	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.	New	Inadequate reviewing and monitoring of compliance with applicable laws and regulations.	1. Prepare an item to council for instituting investigations into all irregular expenditure and referral to MPAC. 2. Implement all resolutions taken by council regarding reported irregular expenditure	1.2019-01-31 2.Immediate	1.2019-04-29 2.Ongoing	1.CFO 2.CFO
6.	Procurement	Fruitless and wasteful expenditure of R110.7	Recurring	Inadequate reviewing and monitoring of compliance with	1. Ensure that all invoices are paid timeously within the 30 days MFMA requirement.	Immediate	Ongoing	Manager: Expenditure

No.	Audit findings	Description of finding	Finding status	Root cause	Action Plan	Start date	Completion date	Position
		Thousands was incurred due to interest charged on overdue accounts.		applicable laws and regulations.	2. Where there are disputes, ensure that invoices particulars are updated and invoice dates and date of receipt logged properly to reflect later dates after disputes.			
7.	Procurement	Fruitless and wasteful expenditure - Fruitless and wasteful expenditure to the amount of R3,98 m that was incurred in previous years was not investigated	Recurring	Inadequate reviewing and monitoring of compliance with applicable laws and regulations.	1. Prepare an item to council for instituting investigations into all irregular expenditure and referral to MPAC. 2. Implement all resolutions taken by council regarding reported irregular expenditure	1.2019-01-31 2.Immediate	1.2019-04-29 2.Ongoing	CFO
8.	Other Disclosure	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.	Recurring	Unfunded budget	1. A zero deficit budget for 2018/19 was adopted and 100% funded 2. Monthly budget variances are reviewed and action plans developed to curb material budget variances 3. Implementation of MFMA Municipal Cost Containment Regulations (Gazette No 41445). Key expenditure line items to be monitored are Overtime; Shift Allowance;	Monthly	Monthly	Manager Budget and reporting

No.	Audit findings	Description of finding	Finding status	Root cause	Action Plan	Start date	Completion date	Position
					Legal Expenses and Travel. 4. Detailed and realistic expenditure projections after mid year assessment should inform the budget adjustment process in Jan/Feb 2019 to limit municipality's exposure or risk of incurring unauthorised expenditure			

2.7 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.7.1 Introduction

The SDM has achieved remarkable progress in institutionalizing and implementing its communication and consultation mechanisms and processes. The District Communication Strategy has been reviewed in 2014. The medium for communication is highlighted and includes Mayoral Community Outreaches, District newsletters, Annual Report, Local and National Newspapers, Provincial and Local radio stations, Flyers, Ward Committee system, Community Development Workers (CDWs), as well as loud-hailing.

The District improves on good governance and public participation through focus on internal audit, risk management, public participation, communications and performance management among others.

In December 2009, the Sekhukhune District Municipality approved its new governance and institutional model. The governance model comprises of the Legislature and the Executive. The Legislature is made up of the Speaker of Council, the Council's Chief Whip and Section 79 Portfolio Committees, Standing Committees, Section 80 Committees and the Executive. The Executive consists of the Executive Mayor and Section 79 Portfolio, Section 80 Committees and the Executive Mayor and Members of the Mayoral Committee (MMCs), as well as the administration, led by the Municipal Manager.

The District's governance model is underpinned by the following key principles:

- Delineation of powers to separate legislative and oversight roles and executive roles and responsibilities;
- Governance and institutional arrangements should deepen democracy, facilitate citizen empowerment and enhance stakeholder participation and involvement;
- Decision-making powers and accountability should be strengthened, clearly defined, allocated and decentralized, where appropriate
- Expeditious and efficient decision-making should ensure the facilitation of effective governance; and
- Institutional structures of the District to be considered as part of a single group, based on a politically-led strategic and policy perspectives.

The separation of legislative and executive roles delegates executive functions to the Executive Mayor and defines the roles of the legislature as that of oversight of the Executive. This function is performed by Council (in plenary), the Municipal Public Accounts Committee and the Section 79 Portfolio Committees, under the chairpersonship of non-executive councilors. These committees monitor and scrutinise the delivery and outputs of the Executive and may request the MMCs or Heads of Department (HoDs) to account for service delivery and performance.

The Council, when meeting in plenary, provides an important platform for meaningful debate on issues that affect and require the attention of the District. It has three essential but

interrelated roles and issues of legislation, oversight and to ensure community and stakeholder participation.

Legislature

The Council's legislative functions include the approval of the by-laws, policies, the Integrated Development Plan (IDP), tariff for rates and service charges and the budget. The Council's role in this respect is to consider reports from the Executive Mayor on each of these functions, to consider public discussions and comment, stimulates debate in multiparty portfolio committees and to provide the public platform for District-wide interaction. On the basis of the comments, the Council is in the position to approve or amend reports or to refer the reports back to the Executive Mayor.

Council seeks to ensure community and stakeholder participation. The Council, led by the Office of the Speaker, has to facilitate community and stakeholder consultation and participation. Individual ward councillors, in conjunction with elected ward committees, play a critical role in facilitating these participatory processes.

Chief Whip

The Council's Chief Whip plays a pivotal role in the overall system of governance to ensure and sustain cohesiveness within the governing party and maintain relationships with other political parties. The main functions of the Chief Whip are to:

- Ensure proper representation of political parties in the various committees;
- Maintain sound relations with the various political parties represented in the Council; and
- Attend to disputes between political parties and build consensus.

Section 80 Portfolio Committees

These committees perform an oversight role by monitoring the delivery and outputs of the Executive. They are entitled to request departments and MMCs to account for their functions. In line with this responsibility, these committees may summon departments to appear before the committee and present any required documentation and information. The Portfolio Committees do not have any delegated decision-making powers.

The specific functions of Portfolio Committees include:

- Reviewing, monitoring and evaluating departmental policies;
- Reviewing plans and budgets;
- Considering quarterly and annual departmental reports;
- Examining the link between the policy (sector plans) and budget (business plans);
- Monitoring the implementation of plans;
- Exploring options to increase value for money, and
- Holding the political executive accountable for performance against policies and District priorities.

Following are the five Portfolio Committees:

- Budget and Treasury (BTO)
- Community Services
- Corporate Services
- Infrastructure and Water Services
- Planning and Economic Development

Section 79 Standing Committees

The Standing Committees are permanent committees, established to deal with Council-related matters. They have some delegated decision-making powers and are required to submit reports to Council. Councillors chair all Standing Committees, except the Audit Committee, which is chaired by an independent person in line with the prescriptions of the Municipal Finance Management Act (MFMA).

The following standing committees have been put in place:

- Municipal Public Accounts Committee
- Petitions, Rules and Ethics Committee
- Chairpersons Committee
- Programming Committee
- Audit Committee

The Executive

The Executive Mayor, assisted by the Mayoral Committee, heads the executive arm of the District. The Executive Mayor is at the centre of the system of governance and the executive powers are vested in him by the Council to manage the daily affairs of the District. This means that he has the overarching strategic and political responsibility. The following are the portfolios allocated to Members of Mayoral Committee:

- MMC: Planning and Economic Development – Cllr. Samson Nkosi
- MMC: Corporate Service – Cllr. Alfred Matlala
- MMC: Infrastructure and Water Services – Cllr. Mbusi Mahlangu
- Deputy MMC: Infrastructure and Water Services – Cllr. Lorraine Manganeng
- MMC: Budget and Treasury – Cllr. Thembekile Sihlangu
- MMC: Community Services – Cllr. Thokozile Nchabeleng
- MMC: in Office of the Executive Mayor – Traditional Affairs – Cllr. Peter Mnisi
- MMC: in Office of the Executive Mayor - Gender Leadership – Cllr. Yvonne Mmakola

The Leader of Executive Business

The Leader of Executive Business provides the interface between the executive and legislative branches. The roles and responsibilities of the Leader of Executive Business are to:

- Represent the executive branch in terms of Council matters and serve as the link between the executive branch and the legislative branch;
- Ensure that executive business is effectively delegated to Council, via the Programming Committee;
- Consult with the Speaker when the Speaker intends calling a special meeting of Council, outside of the scheduled Council meetings;
- Consult with the Speaker for purposes of allocating time for the discussion of matters of public importance on the Council agenda, and
- Determine which matters are referred to the Speaker and thereafter to Section 79 Committees and Council.

Administration

The Municipal Manager is also the accounting officer, as defined by the Municipal Structures Act. The responsibilities of the Municipal Manager include managing the financial affairs and service delivery in the municipality. He is assisted by the Management Team composed of the following departments:

- Municipal Manager's Office composed of the Chief Operations Officer with the Internal Audit Unit, Risk Management Unit and Policy Co-ordination Unit
- Corporate Services
- Budget and Treasury
- Planning and Economic Development
- Infrastructure and Water Services
- Community Services

Municipal Owned Entity

The Sekhukhune District Municipality has established the Sekhukhune Development Agency (SDA) as its own Municipal Owned Entity to drive high impact economic development programmes. The entity is headed by the Chief Executive Officer with a Board of Directors in place to provide management oversight.

Human Resources

The District is committed to an efficient human resources system and has reviewed a number of policies to ensure the effective development of staff.

2.7.2 Internal audit

Introduction

Primary role of Internal Audit is to assist the municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the **effectiveness of risk management, control and governance processes**. The Internal Audit is mandated by the following legislative frameworks: Local Government: Municipal Finance Management Act, King Code on Corporate Governance and other prescripts applicable to the Public Service

Internal Audit Functions:

- Develop Risk Based Internal Audit Plan
- Evaluate internal controls systems
- Review effectiveness risk management
- Review financial information
- Evaluate governance and compliance
- Evaluate and Assess Performance Management System
- Evaluate Information and Communication Technology environment
- Perform Adhoc request including Investigations
- Coordinate external audit activities
- Facilitate Audit Committee sittings
- Co-ordinate inter-governmental fiscal relations

FUNCTIONS	STATUS QUO	CHALLENGES
Develop Risk Based Internal Audit Plan	Three Year Rolling Plan and Annual Internal Audit Plan	Incomplete Risk Assessments.
Evaluate internal controls systems	Internal Control measures	Control environment weaknesses. Limited resource Cost versus benefit in implementing control measures Inadequate combined assurance model
Review effectiveness risk management	Enterprise Wide Risk Management	Slow turnaround time in reduction of risks Inadequate inter-departmental relations in activities Un-coordinated activities
Review financial information	Accounting Policies, Procedures and Practices Adequacy, Reliability and Accuracy of financial reporting	Un-favourable Audit Opinion
Evaluate governance and compliance	Council and Management Oversight. Approved Policies and Procedures	Non-compliance with Legislations. Inconsistent practices Lack of policies and committee structures
Evaluate and Assess Performance Management System	Organizational performance management and accountability. Performance Management System Framework Performance evaluation	Non Compliance with Municipal Planning and Performance Regulations. Poor performance not penalized. Unreliable information

Evaluate Information and Communication Technology environment	Financial and Non-Financial Systems Telecommunication Technology Information Technology Business Management Plans	Loss control in relation to information and communication technology Fallible ICT Systems Inadequate backup systems
Perform Adhoc request including Investigations	High volume of management requests	Lack of investigative skills/resources Inadequate skills internally to investigate cases
Coordinate External Audit activities	Favorable Audit Opinion	Late or Non submission of request for information Late response to COMAFS (Findings) Poor attendance of Audit Steering Committee by Managers and Directors
Facilitate Audit Committee Activities	Effective Audit Committee	Conflicting council activities. Un-converged Audit Committee meetings Poor attendance by section 56 Managers (Directors) Late submission of information/items from departments
Co-ordinate inter-governmental fiscal relations	Effective IGR structures	Un-coordinated activities Conflicting Council Meetings

Status Quo

Control

It assists the organization in maintaining effective systems of internal control by evaluating their effectiveness and efficiency.

Governance Processes

We assess and make appropriate recommendations for improving the governance process in its accomplishment of the following objectives:

- Promoting appropriate ethics and values within the Municipality;
- Ensuring effective organizational performance management and accountability;
- Communicating risk and control information to appropriate areas of the organization; and

- Coordinating the activities of and communicating information among the Council, external and internal auditors, and management.

These are achieved through performing the following types of Internal Audits:

- Risk Based Audits
- Performance Audits
- ICT Audits
- Consulting and Advisory Services
- Management request

Challenges to be addressed by Internal Audit Unit

- Incomplete Risk Assessments
- Internal control environment weaknesses.
- Limited resource
- Cost versus benefit in implementing control measures
- Inadequate combined assurance model
- Slow turnaround time in reduction of risks
- Inadequate inter-departmental relations in activities
- Un-coordinated activities
- Un-favourable Audit Opinion
- Non-compliance with Legislations.
- Inconsistent practices
- Lack of policies and committee structures
- Non Compliance with Municipal Planning and Performance Regulations
- Poor performance not penalized
- Un-reliable information
- Loss control in relation to information and communication technology
- Fallible ICT Systems
- Inadequate back systems
- Lack of investigative skills/resources
- Inadequate skills internally to investigate cases
- Un-converged Audit Committee meetings
- Un-coordinated activities
- Conflicting Council Meetings
- Late or Non submission of request for information
- Late response to COMAFS (Findings)
- Poor attendance of Managers and Directors

2.7.3. Risk Management

Introduction

The Public Sector Risk Management Framework guidelines and the ISO31000 note that **'everyone in an organisation has responsibility for internal control'**. Through the process of undertaking various activities towards achievement of its objectives, Sekhukhune District Municipality (SDM) is expected as per the MFMA Act 56 of 2003, MSA of 2000, and King IV Report on Corporate Governance for South Africa 2016 to design a process necessary and appropriate for provision of reasonable assurance regarding achievement of Sekhukhune District Municipality's set objectives.

Risk Management is regarded as part of the strategic levers of SDM's institutional planning geared towards attainment of effective and efficient Corporate Governance regime.

Functions of the Risk Management Unit

- Conduct risk assessment at strategic ,operational, processes and projects levels
- Develop insurance program options, procure insurance cover and manage insurance claims and underwriting
- Manage compliance with legislations and policies
- Implement and manage Anti-Fraud and corruption Strategy
- Develop, implement and monitor Business Continuity Management Plan
- Conduct Threat Risk Analysis at operational sites
- Security Management SDM-wide
- Provide secretariat duties to the Risk Management Committee

PROJECT	STATUS QUO	CHALLENGES
Conduct and review Strategic Risk Assessment	Risk Assessment has been conducted at the following levels: <ul style="list-style-type: none"> Strategic 	Slow turnaround times in reviewing of risk registers
		Slow process of assessment of projects due inadequate capacity and non-timely availability of role players such as consultant and projects managers
Conduct Operational Risk Assessment	Risk Assessment has been conducted at the following levels: <ul style="list-style-type: none"> Operational 	Non-integration of the risk assessments in the planning cycle
		Slow turnaround times in reviewing of risk registers
Conduct Infrastructure and Water Services Projects Risk Assessment	Risk Assessment has been conducted at the following levels: <ul style="list-style-type: none"> Projects 	Non-integration of the risk assessments in the planning cycle
		Inadequate technical expertise and capacity on Waste Water Treatment Works and Water Treatment Works. There is a dire need to delve into the mechanical and electrical aspects of the WTW & WWTW and produce quantitative report
Development of Assets Insurance Policy	Insurance cover is in place and the policy contract in in force	Continuous implementation of new capital projects and an increase in litigations compels SDM to opt for additional insurance covers which put more strain on the insurance funding in the form of more premiums payable
Facilitation of Assets Insurance Claims and payments	All known insurance claims are being reported and payable excess facilitated for processing.	The more frequent and low impact insurance claims are continuously increasing thereby putting more strain on the self-insurance (excess)mechanism
	Staff members found to be responsible for losses are compelled to pay back the excesses paid by SDM	
Managing Security operations and SLA	Four (4) Security service providers are contracted for provision of security services.	Inadequate funding delays the improvement of fencing thereby resulting in continuous posting of additional security guards on sites.
	Poor state of safeguarding (fencing) of sites resulted in a high number of posting of security guards	Continuous development of new Infrastructure and Water Services capital projects results in continuous need for their safeguarding thereby impacting on the funding/budget
Conduct Security Operational sites Assessments	Threat Risk Analysis have been conducted at a number of operational sites and reports have been compiled and are available	Losses sometimes occur at operational sites despite the presence of security guards.
		The vastness of the area where operational sites are located impedes adequate and timely regular inspections and assessments
Fencing of Operational sites	Large number of operational sites have dilapidated security fencing or none at all	Poor fencing conditions necessitate continuous safeguarding through the posting of additional security guards thereby impacting on the funding/budget

PROJECT	STATUS QUO	CHALLENGES
		Inadequate budget
Facilitation of Anti-Fraud & Corruption hotline	Anti- Fraud and Corruption strategy and Whistle blowing policy have been approved by Council	The Anti- Fraud and Corruption Disclosure Hotline is not productive given its unpopularity with the target groups as it has not been popularised
Undertaking of Risk Management trainings	Training has been conducted for the Risk Champions for 2018/2019FY	Training for councillors has not taken place due to their unavailability as the results of conflicting work commitment
Facilitation of Risk Management Committee activities	Two Risk Management Committee meetings took in the 1 st and 2 nd Quarter of 2018/2019FY	None
Develop BCM plan	Business Impact Analysis exercises have been conducted in all departments	Inadequate internal capacity and budget.
Provide VIP Security protection	Close Protection officers have been allocated to the Executive Mayor	Non-availability of equipment and working tools inhibits the smooth operations
		Protection is not provided to the Speakers in contravention to the provisions of the Upper Limits.
Monitor compliance management	Compliance monitoring is conducted on legislation on quarterly basis as per the register.	The compliance function is done manually, which poses a serious challenge of rendering the function mundane.
		The function only deals with legislation to the exclusion of policies, standards and work procedures.
Conduct Blue and Green Drop Risk Assessments	Department of Water and Sanitation in Limpopo conducts tests.	State of Blue and Green Drop is at an unacceptable levels thereby posing health risk to the district residents.
		The SDM status is not improving given the inadequacy of capacity as the functions handled by one officials in Infrastructure and Water Services Department.
Procure Risk Management System	The Risk Management function is reliant on manual processes	Manual work processes hinders proper data collection, analysis and reporting.
Conduct Processes Risk Assessments	Internal Controls and Work processes have been analysed in preparation of the assessment.	Outdated documented work processes and non-existence of Internal Control framework and policy.

2.7.4. Public Participation, Council Secretariat and Councillor Support

Introduction

Municipalities are by law required to foster public participation and ensure its citizenry is engaged in matters of governance. SDM place public participation and accountability at the centre of its work. The Municipality has adopted a Public Participation Policy Framework which encompasses an ongoing public participation programme.

Purpose: To facilitate public participation, public relations and participatory democracy.

Functions of Public Participation, Council Secretariat and Councillor Support:

- Coordinate public participation and stakeholder engagement in the District.
- Coordinate public participation and stakeholder engagement for Provincial and National Sector Departments
- Provide support to council
- Maintain records for council
- Provide secretariat services to council
- Coordinate capacity building & councilor welfare
- Coordinate oversight visits of council committees
- Compile oversight visits reports to Council

FUNCTIONS	STATUS QUO	CHALLENGES
Coordinate public participation and stakeholder engagement in the District	<p>Public Participation Unit is in the Speaker's Office. It has a complement of 4 personnel, 1 Manager, 1 Public Participation Officer and 2 Public Participation Coordinators.</p> <p>SDM public participation take place through;</p> <ul style="list-style-type: none"> • Mayoral Imbizos • Speaker's outreach • IDP's <p>SDM has a Public Participation Policy Framework and Petition Policy adopted by council.</p> <p>Review of the policies is done annually.</p> <p>The objectives of the policy are as follows;</p> <ul style="list-style-type: none"> • Meet the legal requirements around community participation that are spelled out in the Municipal systems Act No. 32 of 2000. • Build an open, transparent and accountable system of governance. • Develop a culture of community participation through creating conditions for local communities to participate in the affairs of the municipality. • Assist vulnerable groups to participate effectively in the system of local government. 	-Lack of mobile and mounted loud hailers and stage sound system

FUNCTIONS	STATUS QUO	CHALLENGES
	<ul style="list-style-type: none"> • Provide clear, sufficient and timeous information concerning community participation to communities. • Communicate decisions of Council. • Communicate public notices of meetings for communities in a manner that promotes optimal public participation. • Set up systems and mechanisms that will ensure compliance with regulations and guidelines that may be issued from National or Provincial Government. <p>The Public Participation policy framework spells out the roles and responsibilities of;</p> <ul style="list-style-type: none"> • Council, • Executive Mayor, • The Speaker, • Portfolio and Standing Committees, • Ward Councilors, • Management and Administration, • The Public (Ward Committees) and • Community Development Workers 	
Coordinate public participation and stakeholder engagement for Provincial and National Sector Departments	Assist National and Provincial Departments whenever they have programmes in the District, e.g. Public hearings, Premier's Exco. Outreach, etc.	Lack of alignment of programs
Provide support to council	Coordinate council and council structures activities	Adherence to schedule of Council Activities
Maintain records for council	Currently file council certificates, minutes and policies	No capacity on file management.
Provide secretariat services to council	Coordinate council and council structures activities	Capacity building on the staff
Coordinate oversight visits of council committees	Conducting pre-visits and actual visits to projects and programs approved by Council	No cameras
Compile oversight visits reports to Council	Compile oversight visit reports	Lack of capacity
Coordinate capacity building & training	Facilitating training and capacity building for councillors	Pre-enrolment requirements

FUNCTIONS	STATUS QUO	CHALLENGES
Coordinate councilors welfare	<ul style="list-style-type: none"> • Attending to councilor queries. • Facilitate for councilors to provide for risk • Facilitate submission of councilors' declaration of interest forms • Promote compliance to income tax by councilors 	<p>Late submissions of financial interest declaration forms.</p> <p>Low turn-out to income tax workshops</p>

Status Quo

Ward Committees/Community Development Workers (CDWs)

Ward Committees are important structures that are at the heart of communities and are used to enhance community participation in the affairs of the municipalities. The SDM has successfully launched 117 ward committees in the District. There is still a challenge of ensuring that they are motivated to effectively assist their communities. The other major challenges are lack of resources, transportation in vast wards, low literacy levels and in some cases lack of clarity in terms of their roles and responsibilities in their respective areas. It is within the ward committee system that the district expects community participation to be effective particularly during the IDP consultation period. It is therefore imperative that ward committees should get support and capacity building through training.

Apart from the ward committees, there are the CDWs that are an integral part of the ward committee system in this exercise of assisting communities to achieve their needs. The CDWs help communities and the municipalities to fast-track delivery of services and the eradication of poverty. The province has deployed about 115 CDWs to the District to assist communities on developmental issues. The only challenge which is there with this structure is that it exclude some communities while others communities have more than one CDW in a ward.

2.7.5. Communications, Executive Support, Customer Care and Special Programmes

Introduction

As mentioned above, the SDM has achieved remarkable progress in institutionalizing and implementing its communication and stakeholder engagements mechanisms and processes. The District Communication Strategy was first adopted in 2005, reviewed in 2011, 2014 and recently review took place in 2017. The medium for communication is highlighted and includes Mayoral Community Outreaches, District newsletters and promotional materials, Annual Report, Local and National Newspapers, Provincial and Local radio stations, Flyers, Ward Committee system, Community Development Workers (CDWs), as well as loud-hailing.

The district has established a functional district communicator's forum which coordinates, align and streamline wide government programmes involving sector departments, municipalities and other government Institutions.

Status Quo

Community Feedback Meetings

The District engages stakeholders like traditional leaders, business, labour, civil society, sector groups etc. in matters affecting them in their different areas of responsibilities. This community feedback programme assist in the improvement of communication and interaction between the district, local municipalities and broader community on issues of service delivery and development. Local municipalities are visited during FORA, Imbizo and IDP consultations.

Media Liaison (Electronic and print Media)

The SDM utilizes both electronic and print media (internal and external newsletters) to improve and broaden communication in the area of its jurisdiction. It also uses national and local Radios. Although loud-hailing is an effective way of conveying message to communities, the SDM also uses radio for advertising meetings, workshops, conferences, summits and other functions.

Communication is also done through print media in the form of external and internal newsletters, local, regional and national newspapers and websites. The District produces newsletters on monthly and quarterly basis and when a need for special print medium communication arises.

An exciting initiative in the past 3 financial years has been the innovation and commitment to support local content in the form of bulk media buying for both print and electronic media. A total of eight (08) media houses benefited, three radio stations and five newspapers and the relationship is growing.

Promotional Materials

Promotional materials like note-pads, pens, posters, flyers and banners are used by the District to reinforce the flow and the dissemination of information to the broader society of Sekhukhune. Some of these promotional materials are distributed during District events to encourage and motivate effective community participation.

The communication unit has been able to implement the decision on austerity measures on cutting expensive promotional materials such as t-shirts.

Youth Development

The SDM has adequately addressed youth development through the appointment of special personnel to deal directly with youth issues. It is in this office where developmental issues like unemployment, lack of housing, poverty, shortage of skills, high levels of crime and violence, social and family disintegration and other social ills like HIV/AIDS that affect youth are addressed. It is within this background that youth development strategy should be developed to assist young people to deal with issues that affect them as unemployed, unskilled, vulnerable and under-resourced. Resources should be biasely channeled towards the development of young people's projects for their upliftment to stop the escalation of crime and violence. SDA approved youth development policy and strategy in the 2017/2018 financial

year which will assist in setting up structures and process to streamline youth development in the district.

Women Empowerment

Women empowerment is a phenomenon that is high on the agenda of the SDM. At present the district has 50% representation of women Mayors in the district, 3 out of 6. The SDM is one of the Districts in Limpopo that has elevated the status of women in municipal governance. Women should be encouraged to partake in developmental projects that would assist them to get out of the poverty line that they found themselves in. This means that resources should be channeled in the direction of women empowerment projects in order to empower them economically and politically.

Children's Development programmes

The Office of the Executive Mayor's Special Programs support children development through support to Early Childhood Development Centre's with groceries and learning materials annual celebration of children's day.

Challenges encountered in children's programs are

- Unorganized children sector makes it difficult for mobilization of support
- Lack of early childhood facilities in our communities
- Lack of resources to support community initiatives and programs on children's development

Aged Development Programmes

- Celebration of Social Development Month
- Mandela Day Celebration and campaign
- Ongoing support to pension committees and events for the elderly

Traditional Leadership

Historically, the institution of traditional leadership has been relegated to the periphery of development. Land was developed by the traditional leaders to participate in the decision make exercise of their own destiny. Their communities blamed them of their unscrupulousness and their lack of vision in the future. The new political dispensation has brought another side of this institution that shows that they have been the makers of their own history in the past and they should be given opportunity to play their role. The SDM has played a significant role in making sure that traditional leadership is broad on board to assist in bringing service delivery to their communities. The SDM is confident to pronounce that the relationship between itself, the institution and all local municipalities is healthy. The challenge which is there is on who should be the custodian of development in their areas of jurisdiction. They do not agree with democratically elected municipal structures in the delivery of services. They prefer partnership rather than exclusionary type of development. Ongoing workshops are held with all the 75

traditional leaders in the district in order to find common ground around the interpretation and application of SPLUMA as a government policy guiding land use development.

IGR and International Relations

The Constitution of the republic of South Africa has declared that the government should have three layers which are Local, Provincial and National spheres. These three spheres should be interdependent, interrelated and independent. It is therefore indicated that all organs of state should promote and facilitate intergovernmental relations within the context of cooperative governance. This is done to encourage information sharing. In terms of International Relations, the SDM has a Twinning Agreement with the City of Johannesburg and it is forging relations with Botswana.

Challenges of this area

- Poor coordination of special programmes intervention by all government Institutions
- Under-Funding of programmes targeting vulnerable groups
- Special programmes still seen as a peripheral issue
- Communication not reaching all the targeted people

Customer Care and ISD

SDM has established a 24 hour call centre situated in Groblersdal which serves as a one stop telephonic complains system. The call centre mainly addresses queries relating to fire, emergency services and water shortage.

Institutional Social Development (ISD) is mainly used as foot soldiers to address on a face to face basis social issues affecting SDM projects in the communities. ISD officer work with structures in the community such as water committees, ward committees etc.

2.7.6. Performance Management System (PMS)

Introduction

PMS is simply a system of managing performance. It provides a set of tools and techniques to plan, monitor, measure and review performance of the organization and individuals. The system ensures that all parts of the organization work together to achieve the goals and targets of the organization. Performance Management System and the IDP process are seamlessly integrated. Whereas the IDP fulfills the planning stage of Performance Management, Performance Management System, on the other hand, fulfills the implementation management, monitoring and evaluation of the IDP. PMS should provide diagnostic signals of the potential risks that are likely linked to implementation of the IDP.

Status Quo

PMS in SDM is doing fairly well and compliance is adhered to at all times. Though there are normal administrative challenges like in all institutions, SDM does strive to comply with legislative requirements at all times.

Challenges

- Setting unrealistic targets;
- Late submission of reports;
- Negative perceptions and attitudes with regard to performance in general.

CHAPTER

3:

STRATEGY

PHASE

3.1 VISION

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

3.2 MISSION STATEMENTS

To improve the quality of life for all communities through:

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

3.3 CORE VALUES OF THE MUNICIPALITY

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

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

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

3.4 MOTTO

Re a aga / Siyakha – meaning 'we are building'.

3.5 SLOGAN

Destination for economic growth and development.

3.6 MAYORAL STRATEGIC PRIORITIES

- Provision of water and sanitation services in a sustainable manner
- Local economic development, growth and job creation through agrarian reform, mining, tourism and repositioning of SDA
- Good governance and sound financial management
- Sustainable land use management and spatial transformation
- Community development, social cohesion and nation building
- Public participation, stakeholder engagements and partnerships

3.7 BASIC SERVICE DELIVERY

Water and Sanitation

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

Strengths <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 	Weaknesses <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
Opportunities <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 	Threats <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

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

Municipal health services, disaster and emergency management

SWOT analysis on Municipal health services, disaster and emergency management

Strengths (top 5) <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 	Weaknesses (top 5) <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
Opportunities (top 5) <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 	Threats (top 5) <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
To Have an improved, clean, healthy and sustainable environment through municipal health services package by June 2020	By conducting awareness campaigns on Environmental Pollution Prevention.
	By collecting water sampling for analysis to accredited laboratories.
	By conducting food premises evaluation.
	By assessing management of health care risk waste at health care facilities.
	By conducting health surveillance at all public premises.
	By conducting awareness campaigns to prevent communicable diseases.

OBJECTIVES	STRATEGY
	By investigating reported cases of communicable cases.
	By monitoring vector control maintenance on premises.
	By evaluating disposal of the dead facilities.
	By evaluating premises to assess chemical safety.
To protect loss of life, damage to property and environment by June 2022	By responding to all reported emergency incidents.
	By providing fire fighting training.
	By evaluating plans and conducting inspections on all facilities.
	By ensuring maintenance and procurement of EMS equipment.
To have an increased awareness on disaster risk management mitigation measures by June 2022	By conducting disaster risk assessment.
	By conducting awareness campaigns to prevent disasters.
	By coordinating provision of relief material to affected disaster victims.
	By reviewing current disaster management plan and framework.
	By coordinating campaigns during the special high density days.
To strengthen Inter Governmental Relations and Cooperation	By coordinating Municipal Health Services and environmental management fora.
	By coordinating Community Safety fora.
	By coordinating Disaster Management Advisory fora.
	By coordinating Municipal Health Services and environmental management fora.

3.8 INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

SWOT analysis on Institutional Development and Organisational Transformation

Strengths (top 5) <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 	Weaknesses (top 5) <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
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	<ul style="list-style-type: none"> • 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's(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

3.9 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

SWOT analysis on Good Governance and Public Participation

Strengths <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 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; 	Weaknesses <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 Hoc (increase in ad hoc requests) 4. Inadequate marketing and promotion of internal audit activity 5. Delays in the completion of annual Audit Plans 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;
Opportunities	Threats

<ol style="list-style-type: none"> 1. Facilitaion of an Organisational Combined assurance Plan/Model 2. Cordinate efforts for development of Integrated internal control framework/Procedure manuals 3. Priotise 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. 	<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 proccesses. 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. 9Unavailability 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
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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	By reviewing of strategic and operational risks assessment reports to plan for emerging and prevalent risks for audit focus.
	By quarterly conducting regularity audits to ascertain the level of systems of internal controls weaknesses and recommends for improvements.
	By as and when conducting investigation reviews to ascertain the level of weaknesses in the systems of controls and recommends for improvements
	By conducting information and 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
	By facilitating that external audit activities are implemented to improve municipal audit opinion.
	By coordinating external audit invoices for audit work done annually
	By conducting administrative activities for the committees quarterly.

Objectives	Strategies
To assess, identify, and manage risks and uncertainty in order to safeguards assets, enhance productivity and build resilience into operations	By conducting and reviewing Strategic Risk Assessment by June 2019
	By conducting Operational Risk Assessment by June 2019
	By conducting Infrastructure and Water Services Projects Risk Assessment by June 2019
	By conducting Processes Risk Assessments by June 2019
	By facilitating placement of insurance coverage for municipal assets by June 2019
	By facilitation of Assets Insurance Claims and payments by June 2019
	By managing Security operations and SLA by June 2019
	By conducting Security Operational sites Assessments by June 2019
	By having an Improved accountability and transparency by June 2019
	By improving risk management culture by June 2019
	By facilitating the development of Business Continuity Management Plan by June 2019
To provide secretarial support to 10 council structures to ensure accountability by June 2022	By securing venues, issuing of notices, preparation of agenda, issuing of invites, transport logistic and record proceedings
	By preparing the agenda, and invites for Extra Special council meeting
	By preparing strategic planning material, book venue, invite councillors and officials to attend the strategic planning.
	By identifying training course and issue invites to attending councillors
	By recording councillors queries, and submitting queries to relevant department for attention
	By liaising with relevant department, identify projects and draw oversight plan
	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

Objectives	Strategies
	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
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 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

3.10 LOCAL ECONOMIC DEVELOPMENT

SWOT analysis on Local Economic Development (LED)

Strengths <ul style="list-style-type: none"> Existing political support 	Weaknesses <ul style="list-style-type: none"> Insufficient staff Inadequate budget allocation for projects Lack of creation of job opportunities through anchor projects
Opportunities <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 	Threats <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 SMME's. Crime (Theft).

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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 & Agric)
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

3.11 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 's 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

3.12 SPATIAL RATIONALE

SWOT analysis on Spatial Rationale

Strengths <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) 	Weaknesses <ul style="list-style-type: none"> • Insufficient staff • Inadequate budget allocation for projects • Lack of integration of resources (Silo planning)
Opportunities <ul style="list-style-type: none"> • Land Availability • Cooperation from stakeholders and sector departments. 	Threats <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

CHAPTER 4:

PROJECTS

PHASE

4.1. SEKHUKHUNE DISTRICT MUNICIPALITY PROJECTS – 2019/2020 IDP BUDGET REVIEW

4.1.1. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
Strategic objective 1: To reduce water services backlog with 90% by June 2022									
RBIG									
By facilitating the approval of final design by DWS and appointing the contractor	Construction of Mooihoek Bulk Water Supply pipeline Phase 4E	18454 HH	5Km of bulk water supply pipeline phase 4D in Mooihoek completed	Number of Kilometers of bulk water supply pipeline constructed	3 Kilometers of bulk water supply pipeline constructed	R23 250 261.00	R 0	0	RBIG
By facilitating the approval of final design by DWS. And appointing the contractor	Mooihoek bulk water supply pipeline phase 4G1		1 X 5 MI concrete reservoir completed Phase 4A	Percentage concrete reservoir constructed	70%, 1 X 5 MI concrete reservoir constructed	R35 116 668.50	R 15 000 000.00	0	RBIG
By facilitating the approval of final design by DWS. And appointing the contractor	Mooihoek bulk water supply pipeline phase 4G2		13Km of bulk water supply pipeline phase 2 in Mooihoek completed	Number of Kilometers bulk water pipeline constructed	4 Kilometers of bulk water supply pipeline constructed	R35 116 668.50	R 15 000 000.00	0	RBIG
By facilitating the approval of final design by DWS. By appointing the contractor	Mooihoek bulk water supply pipeline phase 4H1		13Km of Bulk water supply Phase 2 in Mooihoek completed	Number of Kilometers of bulk water supply pipeline constructed	4 Kilometers of bulk water supply pipeline constructed	R12 000 000.00	R 12 000 000.00	0	RBIG
By facilitating the approval of final design by DWS. And appointing the contractor	Mooihoek bulk water supply pipeline phase 4H2		13Km of Bulk water supply pipeline Phase 2 Mooihoek in completed	Number of Kilometers of bulk water pipeline constructed	4 Kilometers of bulk water supply pipeline constructed	R12 000 000.00	R 12 000 000.00	0	RBIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
By facilitating the approval of final design by DWS. And appointing the contractor	Nebo BWS Makgeru to Schoonoord bulk water supply pipeline	22877 HH	18.2 Km of Schoonoord bulk water supply pipeline in Makgeru completed in Makgeru completed	Number of Kilometers of bulk water pipeline constructed	5 Kilometers of bulk water supply pipeline constructed	R15 000 000.00	R10 000 000.00	R 0	RBIG
	Jane Furse to Lobethal bulk water supply pipeline		18Km of bulk water supply pipeline Phase 2 from Jane to Lobethal completed	Number of Kilometers of bulk water supply pipeline assessed	18 Kilometers of bulk water supply pipeline assessed	R 5 000 000.00	R50 000 000.00	R35 000 000.00	RBIG
By facilitating the approval of final design by DWS. And appointing the contractor	Moutse BWS Construction of Pipeline Project 7-12	30972 HH	30 Kilometre of bulk water supply pipeline constructed	Number of Kilometers of bulk water supply pipeline commissioned	30 Kilometre of bulk water supply pipeline commissioned	R10 515 156.78	R6 000 000.00		RBIG
By facilitating the approval of final design by DWS. And appointing the contractor	Moutse BWS Extension of Groblersdal WTW Project 1		1 WTW in Groblersdal extended	Number of extended WTW tested and commissioned	One extended WTW tested and commissioned	R3 608 238.00	R0	R0	RBIG
By facilitating the approval of final design by DWS. And appointing the contractor	Moutse BWS Installation of Mechanical and Electrical Project 13&14		1 WTW in Groblersdal extended in Project 1 and 1 pump station constructed in Project 6	Number of mechanical and Electrical (M & E) components installed for the extensions to the Groblersdal Water Treatment Works and pump station	Two mechanical and Electrical (M & E) components installed for the extensions to the Groblersdal Water Treatment Works and pump station	R39 135 545.22	R0	R0	RBIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
By facilitating the approval of final design by DWS. And appointing the contractor	Moutse BWS Construction bulk water Pipeline Project 2 – 4		19 Kilometres of bulk water supply pipeline and constructed	Number of km of bulk water supply pipeline assessed and refurbished	19 Kilometers of bulk water supply pipeline assessed and refurbished	R15 257 462.00	R0	R0	RBIG
By facilitating the approval of final design by DWS. And appointing the contractor	Moutse BWS Construction Pipeline Project no 5		5 Kilometres of bulk water supply pipeline and constructed	Number of km of bulk water supply pipeline assessed and refurbished	5 Kilometers of bulk water supply pipeline assessed and refurbished	R9 000 000.00	R0	R0	RBIG
By facilitating the approval of final design by DWS. And appointing the contractor	Upgrading of Ga Malekane Water Treatment Works (WTW) within Nebo BWS	22877 HH	12ML of Water Treatment Works (WTW) completed	Number of Water Treatment Works upgraded	One Water Treatment Works upgraded	R 0.00	R51 000 000.00	R 55 000 000.00	RBIG
Strategic objective 2: To achieve 70% blue drop and 50% green drop by June 2022									
WATER QUALITY									
By collecting the samples to accredited laboratory and loading the results into the BDS system	Generation of Water Quality Reports	N/A	12 reports generated	Number of Water Quality Reports generated	12 Water Quality Reports generated	R7 150 000.00	R 7 614 750.00	R8 147 782.00	SDM
By collecting the samples to accredited laboratory	Full SANS 241 Water Quality Analysis	N/A	4 Full SANS 241 analysis report conducted through accredited laboratory	Number of Full SANS 241 analysis conducted through accredited laboratory	4 Full SANS 241 analysis conducted through accredited laboratory				
By ensuring proper monitoring of usage	Purchase of LAB Chemicals	N/A	90% of LAB chemical purchased	Percentage of LAB chemical purchased	100% of LAB chemical purchased				
By collecting the samples to accredited	Plants participation in	N/A	15 Water Treatment Works (WTW)	Number of Plants	15 WTW participating in				

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
laboratory and loading the results into the BDS system	Blue and Green Drops Certification Programme		participated in Blue Drop Certification programme and 15 Waste Water Treatment Works (WWTW) participated in Green Drop Certificate	participating in Blue and Green Drops Certification Programme	Blue Drop and 15 WWTW Participating in Green Drop Certification Programme				
Strategic objective 3: To provide 90% of sustainable and reliable basic water and sanitation services to communities by June 2022									
O & M EXPENDITURE									
By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.	Sanitation incidents	N/A	700 registered sanitation incidents resolved within 14 days	Number of registered sanitation incidents resolved within 14 days	800 registered sanitation incidents resolved within 14 days	R 39 487 845 .00	R42 054 445.00	R44 964 246.00	SDM
By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.	Water incidents	N/A	5000 registered water incidents resolved within 14 days	Number registered water incidents resolved within 14 days	5500 registered water incidents resolved within 14 days				
By monitoring the services of tankering	Delivery of portable water through tankering	No water supply to Jane Furse hospital and Buffelshoek	9.6 Ml of Potable Water delivered in Jane Furse Hospital and Buffelshoek	Number of Ml of potable Water delivered in Jane Furse Hospital and Buffelshoek	9.6 Ml of Potable Water delivered in Jane Furse Hospital and Buffelshoek	R17 950 108.30	R11 116 865.34	R3 839 461.59	SDM
By purchasing fuel contracted service provider and monitor the supply.	Supply of diesel	N/A	40 000l of diesel supplied annually.	Number of Litres of diesel supplied annually	40 000l of diesel supplied annually.	R1 787 808.00	R1 884 349.00	R1 986 104.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
By purchasing fuel contracted service provider and monitor the supply.	Supply of petrol	N/A	400ℓ of petrol supplied annually.	Number of Litres petrol supplied annually.	400ℓ of petrol supplied annually.				
By purchasing fuel contracted service provider and monitor the supply.	Supply of oil	N/A	300ℓ of oil supplied annually.	Number of Litres of oil supplied annually.	300ℓ of oil supplied annually.				
By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.	Mechanical & Electrical Services	N/A	450 of registered M & E incidents within 14 days	Number of registered M & E incidents resolved within 14 days	450 of registered M & E incidents within 14 days	R9 620 000.00	R10 337 800.00	R10 944 904.00	SDM
By procuring bulk water meters. By constructing chambers and installing bulk water meters	Installation of Bulk Water Meters	N/A	No bulk metres installed	Number of Bulk Meters installed	8 Bulk Water Meters installed	R5 000 000.00	R6 000 000.00	R7 000 000.00	SDM
By purchasing bulk portable water through Water Entity	MI of Bulk Water Purchases	N/A	10 062Mℓ of water purchased	Number of Mℓ of bulk portable water purchased	10 062Mℓ of water purchased	R93 664 588.51	R98 722 476.29	R104 053 490.01	SDM
Strategic objective 1: To reduce water services backlog with 90% by June 2022									
PLANNING & REGULATION									
By management of Water Resources and Capacity Assessment.	Develop Water Conservation and Water Demand Management Plan	N/A	No WC/WDM plan in place	Number of WC/WDM plan developed	One WC/WDM plan developed	R0.0	R15 000 000.00	R30 000 000.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
By appointment of a Professional Service Provider to develop Sanitation Master Plan	Development of Water & Sanitation Master Plan (WSMP)	N/A	1 Draft Water Master Plan and no sanitation Master Plan	Number of Water and Sanitation Master Plan developed	One Water & Sanitation Master Plan and developed	R500 000	R1 000 000.00		SDM
By improving the provision of waste water services and upgrading of sewer network	Conditional assessment of Groblersdal sewer network	N/A	50% Conditional assessment for Groblersdal sewer network.	Number of conditional assessment report for Groblersdal sewer network conducted.	One conditional assessment report for Groblersdal sewer network conducted.	R 2 500 000	R30 000 000.00	R20 000 000	SDM
	Conditional assessment in Marble Hall town for bulk sewer network.	NA	0% Conditional assessment in Marble Hall for sewer network.	Number of conditional assessment report for Marble Hall bulk sewer network conducted.	No conditional assessment report for Marble Hall bulk sewer network conducted.	R0	R10 000 000.00	R15 000 000	SDM
By improving the provision of operations & maintenance efficiently	Development of Operation and Maintenance Plan (O&M)	N/A	Draft O&M plan completed	Number of O & M Plan completed and approved	One O & M Plan completed and approved	R375 000	R1 800 000.00	0	SDM
By improving forward infrastructure planning	Conduct Feasibility Studies and develop Technical reports	N/A	Water Services Master Plan and WSDP developed in 2014/15 and 2015/16 FY respectively	Number of Feasibility Studies conducted and technical Reports developed	Nine Feasibility Studies conducted and technical Reports developed.	R2 500 000	0	0	SDM
By ensuring effective infrastructure planning & development.	Update Water Service	N/A	Water Services Master Plan and WSDP developed in	Number of updated Water Service	One Water Service	R500 000	0	0	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
	Development Pan.		2014/15 and 2015/16 FY respectively	Development Pan.	Development Pan updated.				
By ensuring compliance with water services policies	Registration of servitude for bulk water infrastructure.	N/A	Report for bulk water service	Number of bulk water infrastructure servitude approved	1 bulk water infrastructure servitude registered	R1 000 000	R10 000 000.00	R12 000 000.00	SDM
By ensuring compliance with water services policies	Promulgation of Bulk contribution policy	NA	Draft bulk contribution policy.	Number of bulk water contribution policy promulgated	One bulk water contribution policy promulgated	R500 000	R0.00	R0.00	
By ensuring compliance with water services policies	Review of water and sanitation by-law	NA	Water & Sanitation by-laws in place	Number of Water & Sanitation By-Laws reviewed	One Water & Sanitation By-Laws reviewed	R250 000	R0.00	R0.00	
Strategic objective 1: To reduce water services backlog with 90% by June 2022									
WSIG PROJECTS									
By facilitating the approval of final design by DWS By appointing the contractor	Tukakgomo water intervention and refurbishment.	1396 HH	1 borehole drilled and equipped.	Number of Kilometers of water reticulation network completed	4 Kilometers of water reticulation network completed	R4 000 000.00	0	0	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Bothashoek Water Supply	2004 HH	Informal water infrastructure in place	Number of Kilometres of water reticulation completed & water source developed	3.5 Kilometres of water reticulation completed & 2 water source developed	0	0	R6 000 000	WSIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
By facilitating the approval of final design by DWS By appointing the contractor	Rutseng Water Intervention	1795 HH	Informal water infrastructure in place	Number of Kilometers of water supply pipeline constructed	7km of water supply pipeline constructed	R3 000 000	0	0	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Makgane water supply Interventions	3195 HH	Informal water infrastructure in place	Number of Kilometres of water reticulation completed & water source developed	4 Kilometres of water reticulation completed & 2 water source developed	0	R7 000 000	0	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Mokgapaneng Water Supply	254 HH	Informal water infrastructure in place.	Number of Kilometres of water reticulation completed & water source developed	2.5 Kilometres of water reticulation completed & 1 water source developed	0	R4 500 000	0	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Phokwane Brooklyn water supply	378 HH	There is existing bulk water supply line from Flag Boshielo without formal reticulation.	Number water source developed	1 water source developed	R1 000 000	R5 600 000	0	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Manganeng and Madirane water supply	895 HH	There is existing distribution reservoir without gravity line.	Number of Kilometers of water supply pipeline constructed	1.5 Kilometers of water supply pipeline constructed	R2 000 000	R4 000 000	0	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Nebo Phase 1A testing and commissioning (Jane Furse	6183 HH	Nebo Phase1A completed but not commissioned	Number of Kilometers of bulk water supply pipeline	33km bulk water supply pipeline tested and commissioned	R15 284 400	R10 000 000	R5 000 000	WSIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
	WC/WD Management)			tested and commissioned					
By facilitating the approval of final design by DWS By appointing the contractor	Uitspanning Water Source development	5468 HH	Groblersdal WTW and Moutse bulk pipeline in progress	Number of water supply pipeline and water storage completed	4 Kilometres of water supply pipeline and 1 water storage completed	R10 802 000	0	0	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Madibong Water Supply	4564 HH	Jane Furse 25MI completed	Number of water source developed and number of technical reports.	4 water sources developed and number of technical reports prepared	R0.00	R0	R10 300 000	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Flag Boshielo Water Conservation Water Demand Management	1559 HH	The village is fully reticulated supplied water for 24hrs without payment	Number of household meters installed and refurbished	450 household meters Installed and 300 metres refurbished	R10 000 000	R10 000 000	R12 612 000	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Water network zoning and Installation of pressure control valves	5754 HH	There is existing reticulation network without water balance	Number of pressure control valves installed	10 pressure control valves installed	0	0	5 000 000	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Moraba water reticulation+C6 6:K67	686 HH	The borehole is equipped	Number of Kilometers of water supply pipeline constructed	1 Kilometers of water supply pipeline constructed	0	0	R5 000 000	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Nebo Central Water Supply	2346 HH	Informal water infrastructure.	Number of Kilometers of water reticulation network	2 Kilometers of water reticulation network constructed and 1	0	0	R6 000 000	WSIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
				constructed and water storage installed	water storage installed				
By facilitating the approval of final design by DWS By appointing the contractor	Merakeng water reticulation	346 HH	Informal water infrastructure .	Number of Kilometers of reticulation constructed and water storage installed	4 Kilometers of reticulation constructed and 2 water storage installed	0	0	R7 000 000	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Manoge drilling and equipping of borehole	196 HH	Informal water infrastructure .	Number of Kilometers of reticulation constructed and water storage installed	2 Kilometers of reticulation constructed and 1 water storage installed	0	R4 000 000	0	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Mapulaneng drilling and equipping of borehole	357 HH	Informal water infrastructure .	Number of water source developed	One of water source developed	R3 000 000	R3 871 000	R3 000 000	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Maebe/Mohlal etsi interventions	246 HH	Informal water infrastructure .	Number of water source developed	One of water sources developed	R8 000 000	0	0	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Seokodibeng construction reticulation network	458 HH	Informal water infrastructure .	Number of Kilometers of reticulation constructed and water storage installed	2 Kilometers of reticulation constructed and 1 water storage installed	R2 000 000.0	R5 000 000	R4 000 000	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Construction of Legolaneng VDIP	1300HH	New Infrastructure	Number of VDIP sanitation units constructed	334 VDIP Sanitation units constructed	R7 500 000	5 500 000	R6 000 000	WSIG
By facilitating the approval of final design by DWS By appointing the contractor	Mashikwe drilling and equipping of borehole	386 HH	Informal water infrastructure .	Number of water source developed	One of water source developed	R2 000 000	R3 000 000	R3 000 000	WSIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
By facilitating the approval of final design by DWS By appointing the contractor	Mabulela drilling and equipping of borehole	360 HH	Informal water infrastructure	Number of water source developed	One of water source developed	R1 413 600	R1 000 000	R5 000 000	WSIG
Strategic objective 1: To reduce water services backlog with 90% by June 2022									
MIG									
By facilitating the approval of final design by DWS By appointing the contractor	Ephraim Mogale VIP Backlog Programme (Phase2,3)	12 063 HH	15 180 VIP units constructed	Number of VIP sanitation units completed	3000 VIP sanitation units completed	R12 000 000	R12 000 000.00	R12 000 000	MIG
By facilitating the approval of final design by DWS By appointing the contractor	Elias Motsoaledi VIP Backlog Programme (Phase 2,3)	47 716 HH	15 180 VIP units constructed	Number of VIP sanitation units completed	3000 VIP sanitation units completed	R12 000 000	R12 000 000.00	R12 000 000.00	MIG
By facilitating the approval of final design by DWS By appointing the contractor	Zaaiplaas Village Reticulation Phase 2 (Vlakfontein, Slovo and remaining village) - CO	8868 HH	80% construction of Dindela Reservoir. Commissioning of bulk pipeline and pump station completed	Number of Kilometres Zaaiplaas bulk water supply pipeline commissioned, command reservoir constructed and pump station installed	3 Kilometres of Zaaiplaas bulk water supply pipeline commissioned, 1 command reservoir constructed and 1 pump station installed	R5 472 297	0	0	MIG
By facilitating the approval of final design by DWS By appointing the contractor	Masakaneng Water Supply	1801 HH	New	Kilometres of pipeline completed	New	0	R2 000 000.00	R57 766 905.87	MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
By facilitating the approval of final design by DWS By appointing the contractor	Upgrade Groblersdal Luckau	7652h/h	8348h/h benefited	Kilometres of pipeline completed	New	0	R5 000 000.00	R120 000 000	MIG
By facilitating the approval of final design by DWS By appointing the contractor	Makhudutham aga VIP Backlog Programme (Phase 2,3) - Incl. Malokela, Motsiri, Schoornoord	64 836	15 180 VIP units constructed	No of VIP sanitation units completed	3000 VIP sanitation units constructed	R12 000 000	R12 000 000.00	R12 000 000	MIG
By facilitating the approval of final design by DWS By appointing the contractor	Ga-Mashabela water reticulation supply	1139hh	60% of water reticulation constructed	Kilometres of pipeline constructed, number of reservoir completed, number of boreholes completed	30km of pipeline constructed , 4* Reservoir completed, 7*boreholes completed	R1 000 000	0	0	MIG
By facilitating the approval of final design by DWS By appointing the contractor	Ga-Marishane water reticulation supply	1087hh	30% water reticulation constructed	Kilometres of pipeline constructed, number of reservoir completed	3.4km of bulk pipeline constructed , 1 reservoir completed and 1 WTW completed	R1 000 000	0	R103 603 287.00	MIG
By facilitating the approval of final design by DWS By appointing the contractor	Ga - Mogashoa(Se nkapudi) and Ga-Mogashoa(Ma namane)	1944h/h	New	kilometres of pipeline completed, number of reservoir completed	New	R60 000 000	R52 258 853.57	0	MIG
By facilitating the approval of final design by DWS By appointing the contractor	NSD07 Regional Water Scheme	12475h/h	New	Kilometres of pipeline completed and	New	R40 000 000	R47 946 250.15	0	MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
	Construction of Concrete Reservoirs			number of reservoirs completed					
By facilitating the approval of final design by DWS By appointing the contractor	Sekwati Water Supply phase 5	TBC	New	Kilometres of pipeline completed	New	0	R2 500 000.00	R63 433 174.00	MIG
By facilitating the approval of final design by DWS By appointing the contractor	Ga-Marishane water reticulation supply - phase 2	TBC	New	Kilometres of pipeline completed	New	0	R4 396 713.00	0	MIG
By facilitating the approval of final design by DWS By appointing the contractor	De Hoop/Nebo Plateau/Schoonoord Water Scheme Villages:Mkgeru, Ga-Ratau & Matekane	14609	New	Kilometres of pipeline completed	New	0	12 000 00000	51 909 683.54	MIG
By facilitating the approval of final design by DWS By appointing the contractor	Fetakgomo VIP Backlog Programme (Phase 2,3)	3 772	15 180 VIP Units constructed	No of VIP sanitation units completed	1500 VIP sanitation units constructed	R10 000 000	R14 384 507.32	0	MIG
By facilitating the approval of final design by DWS By appointing the contractor	Nkadimeng RWS Extension 2(Phase 9 to 11) (Fetakgomo) Ga-Mmela to Mashilavele, Ga-Phaahla, Molapong, Ga-Magolego, Mankontu and Masehleng	88612	New	Kilometres of pipeline completed and number of reservoirs completed	38km of pipeline constructed, 1* 500kl reservoir and 98 street taps	R1 000 000	R33 000 000.00	0	MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
By facilitating the approval of final design by DWS By appointing the contractor	Tubatse VIP Backlog Programme (Phase 2,3)	24 193	15 180 VIP Units constructed	No of VIP sanitation units completed	3000 VIP sanitation units constructed	R12 000 000	R12 000 000.00	R12 000 000	MIG
By facilitating the approval of final design by DWS By appointing the contractor	Malekana Regional Water Scheme	6401h/h	New	Kilometres of pipeline completed	New	R81 021 375.64	R100 000 000.00	R179 536 116.6	MIG
By facilitating the approval of final design by DWS By appointing the contractor	Lebalelo South connector pipes and reticulations	10374	30% connector pipes constructed / Project advertised and waiting procurement of Contractors	Kilometres of pipeline completed	Construction 190km pipeline	R107 957 451	R92 000 000.00	0	MIG
By facilitating the approval of final design by DWS By appointing the contractor	Lebalelo South: Phase 3 (Ga- Maroga and Motlolo Bulk and Reticulation Infrastructure	2349h/h	New	Kilometres of pipeline completed	New	R100 765 251.93	R86 087 675.96	0	MIG
By facilitating the approval of final design by DWS By appointing the contractor	Mampuru Bulk Water Scheme	TBC	New	Kilometres of pipeline completed	New	0	0	R19 080 26 1.14	MIG
By facilitating the approval of final design by DWS By appointing the contractor	Motlailana, Makgemeng & Taung Water Supply	TBC	New	Kilometres of pipeline completed	New	0	0	R1 000 000	MIG
By facilitating the approval of final design by DWS By appointing the contractor	De Hoop/Nebo Plateeu/Schoorvlei Water Scheme village (Makgeru; Ga Ratau; Matekane	14 609 households	New	Kilometers pipeline completed	New	R0	R4 000 000	R0	MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
COMMUNITY SERVICES									
Municipal Health Services Strategic objective 1: To Have an improved, clean, healthy and sustainable environment through municipal health services package by June 2020									
By conducting awareness campaigns on Environmental Pollution Prevention.	Environmental Pollution Prevention	None	12 Awareness Campaigns on Air Quality conducted	Number of Improved communities through air quality awareness campaigns in the district by 2020.	Improved quality of life of 24 communities through air quality awareness campaigns in the district by 2020.	231 440 ,00	243 474,88	267 822,36	SDM
By collecting water sampling for analysis to accredited laboratories.	Water quality monitoring	None	300 Water quality samples collected	Number of improved water quality throughout the district by collecting water samples by 2020	Improved water quality throughout the district by collecting 300 water samples by 2020	44 078,28	46 502,59	51 152,75	SDM
By conducting food premises evaluation.	Food Safety control	None	1400 Food Premises evaluated	Number of improved food premises for safety compliance by 2020	Improved 1400 food premises for safety compliance by 2020	21 501,60	22 684,19	24 252,60	SDM
By assessing management of health care risk waste at health care facilities.	Waste Management	None	100 Health care risk waste monitored	Number of Health Care risk Waste Management premises improved by 2020	914 Health Care risk Waste Management premises improved by 2020	0.00	0.00	0.00	N/A

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
By conducting health surveillance at all public premises.	Health Surveillance of premises	None	1200 premises evaluated	Number of improved Health Surveillance of Premises by 2020	Improved Health Surveillance of 750 Premises by 2020	0.00	0.00	0.00	N/A
By conducting awareness campaigns to prevent communicable diseases.	Surveillance and prevention of communicable diseases	None	100 Communicable diseases awareness campaigns held	Number of Surveillance and prevention of communicable diseases awareness campaigns provided by 2020	100 Surveillance and prevention of communicable diseases awareness campaigns provided by 2020	0.00	0.00	0.00	N/A
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 2020	Number of reported Communicable disease outbreaks traced by 2020	43 003,20	45 368,38	49 905.21	SDM
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 2020	1400 monitoring on Vector Control conducted to premises by 2020	0.00	0.00	0.00	N/A
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 2020	100 evaluations on Disposal of the Dead facilities conducted by 2020	0.00	0.00	0.00	N/A
By evaluating premises to assess chemical safety.	Chemical safety	None	300 chemical handling premises	Number of evaluations on safety to	300 evaluations on safety to chemical handling	0.00	0.00	0.00	N/A

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
			evaluations conducted	chemical handling premises conducted by 2020	premises conducted by 2020				
Emergency Management Services Strategic objective 2: To protect loss of life, damage to property and environment by June 2022									
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 2020	Number of all provided fire and rescue mitigation operations by 2020	0.00	0.00	0.00	N/A
By providing fire fighting training.	Emergency Management Services Training Academy	None	5 fire fighting training facilitated	Number of fire fighting trainings provided by 2020	3 fire fighting trainings provided by 2020	32 884,80	34 693,46	38 162,80	SDM
By evaluating plans and conducting inspections on all facilities.	Fire Safety and Prevention	None	All reported fire safety and prevention services conducted	Number of all fire safety and prevention services provided by 2020	Number of all fire safety and prevention services provided by 2020	0.00	0.00	0.00	N/A
By ensuring maintenance and procurement of EMS equipment.	EMS Equipment	None	All required supplies to stations facilitated	Number of all provision of EMS Equipment facilitated by 2020	Number of all provision of EMS Equipment facilitated by 2020	221 776,43	233 879,46	257 267,41	SDM
Disaster Management Services Strategic objective 3: To Have an increased awareness on disaster risk management mitigation measures by June 2022									
By conducting disaster risk assessment.	Disaster risk assessment	None	All reported disaster management incidents attended	Number of all disaster risk assessment	Number of all disaster risk assessment	368 200,00	387 346,40	426 081,04	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
				operations conducted by 2020	operations conducted by 2020				
By conducting awareness campaigns to prevent disasters.	Disaster risk reduction	None	24 disaster risk reduction awareness campaigns conducted	Number of Disaster risk reduction awareness campaigns coordinated by 2020	48 Disaster risk reduction awareness campaigns coordinated by 2020	0.00	0.00	0.00	N/A
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 2020	Number of all reported disaster response and recovery operations coordinated by 2020	0.00	0.00	0.00	N/A
By reviewing current disaster management plan and framework.	Disaster management plan and framework review	None	1 Disaster management plan and framework reviewed	Number of disaster management plan and framework reviewed by 2020	1 disaster management plan and framework reviewed by 2020	0.00	0.00	0.00	N/A
By coordinating campaigns during the special high density days.	Special Operations	None	03 special operations on high density days campaigns conducted	3 special high density days campaigns coordinated by 2020	3 special high density days campaigns coordinated by 2020	31 620,00	33 359,10	36 695,01	SDM
IGR: To strengthen Inter Governmental Relations and Cooperation									
By coordinating Municipal Health Services and environmental management fora.	Municipal Health Services Fora and	None	*4 Municipal Health Services Fora and *2 Environmental	4 Municipal Health Services Fora and 2	4 Municipal Health Services Fora and 2 Environmental	10 540,00	11 119,70	12 231,67	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
	Environmental management Forums		Management Forums coordinated	Environmental management	management coordinated by 2020				
By coordinating Community Safety fora.	Community Safety forum	None	10 Community Safety Forum coordinated	10 community safety forum coordinated by 2020	10 community safety forum coordinated by 2020				
By coordinating Disaster Management Advisory fora.	District Disaster Advisory Forum meetings	None	4 Advisory fora coordinated	4 disaster advisory Fora coordinated by 2020	4 disaster advisory Fora coordinated by 2020				
By coordinating Municipal Health Services and environmental management fora.	Municipal Health Services Fora and Environmental management Forums	None	*4 Municipal Health Services Fora and *2 Environmental Management Forums coordinated	4 Municipal Health Services Fora and 2 Environmental management	4 Municipal Health Services Fora and 2 Environmental management coordinated by 2020				

4.1.2. LOCAL ECONOMIC DEVELOPMENT

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-22	FUNDE R/FUND NAME
Strategic objective 1: To promote Job Creation Opportunities through EPWP by June 2022									
Create 6 180 job Opportunities through EPWP	Implementation of EPWP	5 268	912	Number of jobs created through EPWP	6 1 80 jobs created through EPWP	R2 665 000	R 2 920 600	R3 112 660	DPW
Strategic Objective 2 : To empower 60 SMMEs by 2020									

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-22	FUNDE R/FUND NAME
Facilitate Enterprise and Supplier Development Programme	Facilitate Enterprise and Supplier Development Programme	None	3 Service Providers appointed	Number of SMMEs capacitated	60 SMMEs capacitated	R100 000	R150 000	R150 000	SDM
Provide training to SMMEs	Trainings for SMMEs and cooperatives	None	20 SMMEs trained during 2018/19	Number of SMMEs trained	30 SMMEs trained	R50 000	R100 000	R100 000	SDM
Provide support to SMMEs and co-operatives	Support to SMMEs and Co-operatives	None	1 SMME and 1 Co-operative supported during 2019	Number of SMMEs/Co-operative support provided	2 SMMEs/Co-operatives supported	R0	R250 000	R250 000	SDM
Facilitate establishment of Flea Market facilitation team	Feasibility Study on the development of a formal District Flea Market within the District	None	No formal Flea market within the District	Number of feasibility studies conducted on the development of a Flea Market within the District	1 feasibility study conducted on the development of a Flea Market within the District	R0	R300 000	R4 000 000	SDM
Strategic Objective 3 : To enhance growth of farmers production by June 2020									
Facilitate development of Farmer Support Production Unit (Agri-Park)	Facilitate development of Farmer Support Production Unit (Agri-Park)	None	Agri Park Business Plan in place	Number of Farmer Support Production Unit (Agri-Park) developed	1 Farmer Support Production Unit (Agri-Park) developed	1 000 000	1 100 000	1 210 000	DRDLR
Facilitate Rehabilitation of Irrigation Schemes	Facilitate Rehabilitation of Irrigation Schemes	None	None	Number of Irrigation Schemes rehabilitated	1 irrigation scheme rehabilitated	R0	R1 500 000	R1 300 000	SDM
Develop Feasibility Study on Marula Processing Plant	Develop Feasibility Study on Marula Processing	None	Marula Processing Plant	Number of feasibility	1 Feasibility Study on Marula	R0	R300 000	R1 500 000	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-22	FUNDE R/FUND NAME
	Plant(Women, Youth and People with disability to be prioritised)		business plan in place	studies conducted	Processing Plant conducted				
Develop Industrial Development Master Plan for the Special Economic Zone (SEZ)	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	R500 000	R0	R0	SDM
Monitoring of the implementation of Mining Social and Labour Plans (for water & sanitation)	Monitoring of the implementation of Mining Social and Labour Plans (for water & sanitation)	None	4 Mining Social and Labour Plans monitored	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 & Agric)	Facilitate Economic Development Forums (Mining, Tourism & Agric)	None	Economic Development Forums (Mining, Tourism & Agric)	Number of Economic Development Forums (Mining, Tourism & Agric) facilitated	3 Economic Development Forums (Mining, Tourism & Agric) facilitated	R100 000	R100 000	R100 000	SDM
Strategic Objective 5 : Enhance the Tourism attraction within the District by 2020									
Develop Tjate Heritage Site	Develop Business Plan for Tjate Heritage Site	None	Dilapidated Tjate Heritage Site	Number of Business Plans for Tjate Heritage Site developed	1 Business Plans for Tjate Heritage Site developed	R0	R150 000	R1 500 000	SDM
Install the District Tourism Signage for Tourism Establishments (Manche Masemola, King Nyabela and Tjate) by 2020	Install the District Tourism Signage for Tourism Establishments (Manche Masemola, King Nyabela and Tjate) by 2020	None	3 existing District Tourism Signage for Tourism Establishments (Manche Masemola,	Number of District Tourism Signage for Tourism Establishments (Manche Masemola, King	3 District Tourism Signage for Tourism Establishments (Manche Masemola, King Nyabela and Tjate) installed	R0	R 500 000	R0	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-22	FUNDE R/FUND NAME
			King Nyabela and Tjate)	Nyabela and Tjate) installed					

4.1.3.SEKHUKHUNE DEVELOPMENT AGENCY

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
Strategic objective 1: 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)	Mining Input Supplier Park	N/A	MISP report	Number of sessions conducted	2 sessions conducted with role players	R00	R00	R00	
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	R00	R00	R00	
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's signed	1 MOU	R00	R00	R00	
By promoting tourism in the district	Tourism Route	Lack of signage	Report	Number of facilities promoted	5 tourism destinations	R00 000	R00 000	R200 000	
By facilitating strategic partnership for regional fresh produce market	Fresh Produce Market	N/A	Signed MOU	Number of engagements held	2 engagements	R00	R00	R00	
By facilitating access to market for Milling & Broiler abattoirs	Agri-Park	N/A	Business Plan	Number of farmers/cooperati ves assisted	2 cooperatives assisted	R 00 000	R 00 000	R 00 000	
By facilitating high level study in mining development	Mining Research/Stud y	N/A	Signed MOU with MINTEK	Number of reports generated	1 report on Mining study	R00	R00	R00	

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
Strategic objective 2: 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	Contract management	N/A	3 appointed companies	Number of SLA signed	3 SLA's signed	R00	R00	R00	
By facilitating supply of VIP toilets to emerging contractors	VIP sanitation supply	3000 units	Signed MOU	Number of VIP toilets supplied	3000 units	R00	R00	R00	
By signing MOU with SEDA for unlock funding	Small Business Support	Lack of funding	Draft MOU	Number of business sported	10 SMME's supported	R 100 00	R 110 000	R 150 000	
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	R00	R00	R00	
By signing MOU with 1 enterprise funding company to facilitate funding for small business	Small Business funding	Lack of funding	N/A	Number of agreements signed	Sign 1 MOU	R00	R00	R00	
Strategic objective 3: To develop/facilitate businesses that create sustainable jobs by June 2022									
By facilitating support to BEE Keeping cooperatives	BEE Keeping	N/A	1 Informal project	Number of cooperatives supported	1 cooperative supported	R 00 000	R 00 000	R 00 000	
By obtaining accreditation with Agri-SETA	Skills Development	N/A	Application lodged	Number of accreditation certificates	1 accreditation certificate obtained	R50 000	R 00	R00	
By creating partnership in manufacturing	LED lights manufacturing	N/A	Benchmarking exercise	Number of partnership created	1 LED Lights partnership created	R 00	R00	R00	

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
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	R 100 00	R 200 000	R400 000	
By facilitating business model and partnership for Da-Hoop Dam resource management plan	Da-Hoop dam resource Plan	N/A	DWS Approved resource management plan	Number of partnerships created	*MOU/SLA with strategic partners *Business case	R00	R00	R00	
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	R00	R00	R00	
By facilitating partnership for youth enterprise development	Youth Enterprise	High unemployment rate	Draft MOU	Number of partnerships facilitated	1 partnership	R00	R00	R00	
Strategic Objective 4: To enhance SDA Internal Capacity by June 2022									
By developing corporate identity	Marketing brochure & Promotional materials	N/A	Investment booklet	Number of brochures developed	1 SDA Marketing brochure	R 180 000	R 220 000	R230 000	
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	R 130 000	R 150 000	R180 000	
By holding public engagements and Annual General Meeting	Stakeholder management	N/A	2017/18 AGM Report	Number of public meetings & engagements held	1 AGM	R 60 000	R 66 000	R 72 000	

4.1.4. SPATIAL RATIONALE

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
Strategic objective 1: To ensure sustainable spatial and land use development within the District by 2022									
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 400 000	R 400 000	R 400 000	SDM
Facilitate Land Acquisition for District Municipal Planning Tribunal	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 land for District Municipal Offices facilitated	R50 000	R1 200 000	R200 000	SDM
Process Land Development applications in line with reviewed SDF by 2020	Process Land Development applications in line with the reviewed SDF	None	Processed 100% Land Development applications in line with the reviewed SDF	Percentage Land Development applications processed in line with reviewed SDF	100% Land Development applications processed in line with reviewed SDF	R0	R0	R0	SDM
Facilitate Formalisation of Informal Settlements	Formalisation of Informal Settlements	None	None	Number of Informal Settlements within the District formalised	1 informal Settlement within the District formalised	0	R500 000	R500 000	SDM
Develop Precinct Plans in Nodal points/Growth points with required economic resources	Develop Precinct Plans in Nodal points/Growth points with required economic resources	N/A	Reviewed Spatial Development Framework	Number of Precinct Plans in Nodal points/Growth points with required economic resources developed	1 Precinct Plans in Nodal points/Growth points with required economic resources developed	R200 000	R0	R0	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
Integrate Municipal Geographic Information System (GIS), Finance, Asset Management System and WSMP	Integrate Municipal Geographic Information System (GIS), Finance, Asset Management System and WSMP	N/A	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	R1 000 00	R1 200 000	SDM

4.1.5. FINANCIAL VIABILITY

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
Strategic objective 1: To provide sound financial management by June 2022									
By increasing revenue base	Identification of potential areas to be billed	12 areas	5 Areas billed	Number of areas with revenue potential to be billed by June 2020	12 areas with revenue potential to be billed	R1 000 000	R 2 500 000	R2 000 000m	SDM
	PPP Smart Metering	PPP Procurement	TVR II approval	% finalisation of PPP	100 % Finalisation of PPP	R1 000 000	R3 600 000	R3 900 000	SDM
By increasing collection rate	Improve collection rate	Uncleansed data	57% collection rate	% improvement of collection rate by June 2020	Improve the collection rate by 4% to 75%	R1 000 000	R500 000	R500 000	SDM
			R182m debt book	% Reduction of debt book June 2020	5% reduction of debt book	R3 000 000	R2 500 000	R1 500 000	SDM
			3 methods of disseminations	Number of methods to diversify dissemination of	4 methods of diversifying dissemination of consumer accounts	R0	R0	R0	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
				consumer accounts to consumers -by 2020	to consumers – SMS, email, Hand delivery & post				
			5% of mail returned	% reduction of returned consumer accounts by June 2020	10% Reduction of returned consumer accounts				
By creating cash backed reserve	Reserve funds	35m	5m	Rand Value invested to CRR by June 2020	R10m invested towards CRR	R9 834 114	R10 365 156	R10 924 874	SDM
				Number of workshops for bid committees by 2020	Conduct 4 workshops for bid committees	R0	R0	R0	SDM
By improving User departmental SCM forum	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 by June 2020	Two (2) user departments forum on SCM related bottlenecks and clarity seeking	R0	R0	R0	SDM
By complying with statutory returns	Compliance reporting		2017/18 AFS 2018/19 Section 52; 71,72 and SCM reports	Number of finance compliance reports generated and submitted by June 2020	30 finance compliance reports generated and submitted (12x Section 71, 4x Section 52, 12x Supply Chain, 1x Section 72, 1xAFS)	R0	R0	R0	SDM
By preparing and monitoring credible budget	Functional budget steering committee	Budget preparation, review of budget	100% 2018/2019 approved budget	% credible budget prepared by 2019/2020	100% credible budget prepared and monitored:	R0	R0	R0	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/ FUND NAME
		related policies and monitoring							
By fully complying with mSCOA implementation	mSCOA implementation plan	Integration of sub systems	Phase 1 (Transacting of financial system) completed	% of activities on mSCOA implementation plan achieved by 2020	100% achievement of mSCOA implementation plan	R2 000 000	R 2 108 000	R 2 255 560	SDM
By achieving unqualified audit opinion without matters by June 2020	Fully implementing the audit action plan.	Clean Audit - OPCA	Unqualified audit opinion with matters of emphasis	% elimination of all audit report matters by 2020	100% elimination of all audit report matters	R 590 000	R 631 300	R 675 491	SDM
By complying with section 66 of MFMA by June 2020	Facilitation of payment to staff and third parties	Salaries and third parties payment	2018/19 salaries paid by the 25 th and third parties paid on/before the 7 th	% payment of salaries by the 25 th and third parties on/before the 7 th	100 payment of salaries by the 25 th and third parties on/before the 7 th	R0	R0	R0	SDM
By paying creditors within 30 days	Centralisation of invoice receipting and monitoring of the payment process	Creditors and salary payments	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	R0	R0	SDM
By having GRAP compliant fixed asset register by June 2020	By Sound financial management.	N/A	1. Manual GRAP Compliant Fixed	% accounting of Assets	100% accounting of Assets	R3.15M	R2.2M	R2.15M	SDM

4.1.6. INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/FUND NAME
ORGANISATIONAL DEVELOPMENT									
Strategic objective 1: To ensure efficiency and effectiveness of organisational processes by June 2022									
By assessing current organisational structure	Organisational structure review	None	Approved organisational structure	Improved functionality of organisational structure by reviewing number of organisational structure by June 2020	1 Organisational structure reviewed	R0	R0	R0	SDM
By implementing task job evaluation policy	Job evaluation	None	116 jobs evaluated	Improved performance of organisational positions by evaluating number of jobs by June 2020	Evaluating 50 jobs by June 2020	R0	R120 000	R130 000	SDM
By identifying areas of change emanating from employees behaviour	Change management	2 change management sessions	2 change management sessions conducted	Enhanced new culture of organisation by conducting number of change management sessions by June 2020	4 change management sessions conducted	R100 000	R300 000	R400 000	SDM
By reviewing procedure manuals processes	Procedure Manuals	none	46 departmental procedure manuals	Improved productivity by reviewing a number of	50 procedure manuals reviewed	R0	R0	R0	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/FUND NAME
				procedure manuals					
INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)									
Strategic objective 2: To enhance service delivery through optimal use of information and communication technology by June 2022									
By conducting need analysis of ICT consumables	ICT consumables replacement	None	None	Improved functionality of working tools by replacing number of faulty ICT consumables	50 faulty ICT consumables replaced	R100 000	R200 000	R300 000	SDM
By monitoring Service Level Agreements	Contract management	None	12 SLA performance service standards monitored	Enhanced value for money by monitoring a number of existing SLA performance service standards by June 2020	12 SLA performance service standards monitored	R0	R0	R0	SDM
By monitoring expiry date of licenses	Software Licence renewal	None	9 Approved licences renewed	Enabled municipal system by renewing a number of approved licences.	9 Approved licences renewed	R3 764 640	R2 500 000	R2 500 000	SDM
By assessing current ICT infrastructure	ICT Infrastructure upgrade and maintainance	None	None	1.Enabled communication by connecting number of sites 2.Enhanced recordings of council meeting by installing	1.5 sited connected 2.1 system installed	R9 285 000	-	-	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/FUND NAME
				number of system 3.Enhanced Security of municipal building by installing number of system 4.Ensured business continuity by installing number of system	3.1 system installed 4.1 system installed				
LABOUR RELATIONS									
Strategic objective 3: To maintain sound labour relations and ensure workplace peace by June 2022									
By issuing notices 7 days prior the meeting.	Local Labour Forum (LLF) meetings	9 LLF meetings	3 LLF meetings facilitated	Improved labour peace by facilitating 12 LLF meetings by June 2020	12 LLF meetings facilitated by June 2020	R0	R0	R0	
By collecting information based on behaviour of the employees.	Labour publications	None	4 Labour publications	Improved workplace discipline by producing 4 labour publications by June 2020	4 labour publications by June 2020	R0	R0	R0	
AUXILIARY SERVICES									
Strategic objective 4: To ensure sound management of records, fleet and facilities by June 2022									
By assessing the files	Records management	None	4 records management awareness	Improved records management by facilitating number	4 records management	R0	R0	R0	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/FUND NAME
	Awareness campaign		campaigns conducted	of awareness campaigns by June 2020	awareness campaigns				
By identification of inactive files.	Disposal of inactive files	None	2500 inactive files disposed	Improved records management by disposing number of inactive files by June 2020.	2600 inactive files disposal	R500 000	R550 000	R600 000	SDM
By monitoring Service Level Agreements	Contract management	None	7 SLA performance service standards monitored	Enhanced value for money by monitoring a number of existing SLA performance service standards by June 2020	8 SLA performance service standards monitored	R73 002 752	R74 000 000	R76 000 000	SDM
By identifying and assessing facilities and fleet that needs maintenance	Maintenance of facilities and fleet	None	18 facilities and fleet maintained	Upgraded number of facilities and fleet	12 facilities and fleet upgraded	R1 656 000	R1 800 000	R1 900 000	SDM
By assessing the need to establish SDM owned chamber	Council Chamber establishment	None	N/A	Established number of Council Chambers	1 Council Chamber established	R7 000 000	-	-	SDM
HUMAN RESOURCE MANAGEMENT									
Strategic objective 6: 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	Recruitment and selection	None	100% vacant and funded post filled	Improved municipal capacity by filling a percentage vacant and funded posts by June 2020.	100% Filling vacant and funded posts by June 2020.	R250 000	R263 500	R277 729	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/FUND NAME
By conducting skills audit	Training and Development	None	140 employees trained	Enhanced capacity of staff by providing training to number employees by June 2020	140 employees to be trained by June 2020	R1 214 400	R1 400 000	R1 600 000	LGSETA/SDM
By identifying needy and performing students from the District area	Bursaries (non-employed)	None	10 bursaries	Skills development of communities through a number of bursaries awarded to needy students	10 bursaries awarded to needy students	R1 600 000	R1 686 400	R1 777 465	SDM
By identifying and selecting deserving employees	Bursaries for employees	None	32 bursaries	Enhance skills development of employees through a number of bursaries awarded	32 number of bursaries awarded to employees	R1 000 000	R1 054 000	R1 110 916	SDM
EMPLOYEE ASSISTANCE PROGRAMME									
Strategic objective 7: To enhance employee wellness and productivity in the working environment by June 2022									
By facilitating employees sports programmes	Employee sports programmes	None	50 sports programmes facilitated	Enhance employees performance by facilitating number of sports programmes	50 sports programmes facilitated	R700 000	R0	R0	SDM
By conducting wellness and counselling programmes	Wellness and counselling programmes	None	13 wellness and counselling programmes conducted	Enhance performance of employees by conducting number of wellness programmes	13 wellness programmes conducted				

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/FUND NAME
By facilitating substance abuse programmes	Substance abuse programmes	None	12 substance abuse programmes facilitated	Improved wellbeing of employees by facilitating a number of substance abuse programmes	13 substance abuse programmes facilitated				
Strategic objective 8: To maintain healthy and safe working environment by June 2022									
By conducting occupational health and safety programmes	Occupational Health and Safety elements	None	69 Occupational Health and Safety programmes conducted	Maintained healthy and safe work environment by conducting a number of health and safety programmes	69 occupational health and safety programmes conducted	R3 256 800	R0	R0	SDM
	Medical surveillance programme	476 employees	0 employees	Enhanced occupational health of employees by conducting medical surveillance of a number of employees	200 employees subjected to medical surveillance				
PERFORMANCE MANAGEMENT SYSTEM (PMS)									
Strategic Objective 1: Institutionalise regular monitoring of implementation of performance management by June 2020									
Facilitate performance Makgotla by 30 June 2020	Performance Lekgotla	None	4 Performance Makgotla Sessions held	Number of Performance Lekgotla Sessions facilitated	Facilitate 4 Performance Makgotla	R105 200	R110 880	R116 868	SDM
Develop 2020/2021 Institutional SDBIP	2020/21 Institutional SDBIP	None	2018/19 Institutional SDBIP in place	Number of 2019/20 Institutional SDBIP developed	Develop 1 2020/19 Institutional SDBIP.	R0	R0	R0	N/A

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/FUND NAME
Compile 2018/2019 Institutional Annual Report by January 2020	2018/19 Annual Report	None	2017/18 Annual Report in place	Number of 2018/19 Annual Report developed	Develop 1 2018/19 Annual Report	R0	R0	R0	N/A
Develop 2019/2020 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's	None	2018/19 Performance agreements and Performance commitments in place	Number of 2020/21 Performance Agreements for Senior Managers, managers and Performance Commitments for level 4 & 5's developed	Develop 07 2019/20 performance agreements for Senior Managers, 32 managers and 80 performance commitments for level 4 & 5's	R0	R0	R0	N/A
Facilitate performance assessments for senior managers by June 2020	Number of performance assessment for senior managers conducted	None	2018/19 performance assessment for senior managers conducted	Number of performance assessment for senior managers conducted. (2018/19 Annual & 2019/20 Mid – term)	Conduct 2 performance assessment (2018/19 Annual & 2019/20 Mid – term) for senior managers	R0	R0	R0	N/A
Review PMS Policy by 30 June 2020	Review of PMS Policy and Framework	None	2018/2019 PMS Policy and Framework in place	Percentage Review of PMS Policy and Framework	Review 100% of 2019/20 PMS Policy	R0	R0	R0	N/A
Coordinate quarterly Back to Basics reports by June 2020	Back to Basics (B2B)	Number of quarterly Back to Basics (B2B) reports coordinated	2018/2019 B2B reports in place	Number of quarterly Back to Basics (B2B) reports coordinated	4 quarterly B2B report coordinated	R0	R0	R0	N/A

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/FUND NAME
Facilitate performance Makgotla by 30 June 2020	Performance Lekgotla	None	4 Performance Makgotla Sessions held	Number of Performance Lekgotla Sessions facilitated	Facilitate 4 Performance Makgotla	R105 200	R110 880	R116 868	SDM
INTEGRATED DEVELOPMENT PLAN									
Strategic Objective 1 : To ensure integrated development planning by June 2022									
Assessing and reviewing the IDP processes of the previous financial year in order to improve them	Develop 2020/2021 IDP Framework/Process Plan	None	2019/2020 IDP Framework/Process Plan in place	Number of IDP Frameworks/Process Plans developed	1 IDP Framework/Process Plan developed	0	0	0	SDM
Review of legally compliant Integrated Development Planning(IDP)	Review of legally compliant Integrated Development Planning(IDP)	None	1 legally compliant Integrated Development Planning(IDP) reviewed	Number of legally compliant Integrated Development Planning(IDP) reviewed	1 legally compliant Integrated Development Planning(IDP) reviewed	R320 000	R500 000	R500 000	SDM
Facilitate the IDP Rep Forums	Facilitate the IDP Rep Forums	None	Facilitated 2 IDP Rep Forums	Number of IDP Rep Forums facilitated	2 IDP Rep Forums facilitated	R50 000	R50 000	R50 000	SDM

4.1.7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDER/FUND NAME
INTERNAL AUDIT									
Strategic objective 1: To ensure improved internal controls and clean governance in the municipality by June 2022									
By reviewing of strategic and operational risks assessment reports to plan for emerging	Development of the Three(3)	None	2018/2019 100% approved 3	Percentage development of 3 years	100% development	R0	R0	R0	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDE R/FUND NAME
and prevalent risks for audit focus.	Years rolling Plan		years rolling plan.	rolling plan by June 2019.	of 3 years rolling plan				
By quarterly conducting regularity audits to ascertain the level of systems of internal controls weaknesses and recommends for improvements.	Conducted Regularity audits	None	38 Regularity audits issued	Number of regularity audits conducted by June 2020	20 Regularity Audit reports by June 2020	R900 000.00	R948 600.00	R999 824.40	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% of Management / investigation performed	Management / investigation requests	100% Management requests/ investigations performed as and when required by June 2020	R0	R0	R0	SDM
By conducting information and technology (ICT) audits to ascertain the level of municipal performance of ICT	Conduct ICT Audits	None	4 ICT Audit Performed	Number of ICT Audit reports conducted by June 2020	4 ICT Audit reports conducted by June 2020	R0	R0	R0	SDM
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 Performance Management System Audit 8 Audit of Performance Information and Performed	Number of Performance Audit conducted	8 PMS and 8 AOPI Audit Reports issued by June 2020	R0	R0	R0	SDM
By facilitating that external audit activities are implemented to improve municipal audit opinion.	Monitoring and implementation of auditor general activities	None	100% monitoring of implementati	Percentage monitoring of implementation of AG	100% monitoring of implementation of AG	R5 691 150.00	R5 998 472.10	R6 322389.59	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDE R/FUND NAME
			on of AG activities for 2019/20 financial year	activities for 2018/19 financial year	activities for 2019/20 financial year				
By conducting administrative activities for the committees quarterly.	Coordination of Audit Committee and Performance Audit Committee	None	4 activities of audit and performance committees coordinate	Number of activities of audit and performance committees coordinated	4 activities of audit and performance committees coordinate	R550 000.00	R579 700.00	R611 003	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									
To conduct and review Strategic Risk Assessment by June 2019	Conduct and review Strategic Risk Assessment	None	Approved 2018/2019 FY strategic Risk Register	To reduce the likelihood of occurrence and impact of risks	*1 Strategic Risk Assessment conducted * 4 Strategic Risk Registers reviewed	R0,00	R0,00	R0,00	
To conduct Operational Risk Assessment by June 2019	Conduct Operational Risk Assessment	None	Approved 2018/2019 FY Operational Risk Registers	To reduce the likelihood of occurrence and impact of risks	*1 Operational Risk Assessment Conducted *4 Operational Risk Registers reviewed	R0,00	R0,00	R0,00	
To conduct Infrastructure and Water Services Projects Risk Assessment by June 2019	Conduct Infrastructure and Water Services Projects Risk Assessment	None	2018/2019 FY Projects Risk assessment Reports in place.	To reduce the likelihood of occurrence and impact of risks	All IWS Projects risk assessments conducted	R0,00	R0,00	R0,00	

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDE R/FUND NAME
To conduct Processes Risk Assessments by June 2019	Conduct Processes Risk Assessments	None	2018/2019 Process assessment risk registers in place	To reduce the likelihood of occurrence and impact of risks	7 x Processes risk assessments conducted	R0,00	R0,00	R0,00	N/A
To facilitate placement of insurance coverage for municipal assets by June 2019	Facilitation of placement insurance coverage for municipal assets	None	2018/2019 FY Assets Insurance Policy contract in place.	To reduce the likelihood of occurrence and impact of risks	All insurance coverage for municipal assets facilitated	R4 143 737	R4 367 499	R4 603 344	N/A
To facilitate of Assets Insurance Claims and payments by June 2019	Facilitation Assets Insurance Claims and payments	None	2018/2019FY insurance claims report in place.	To reduce the likelihood of occurrence and impact of risks	All assets insurance claims processing and payments facilitated	R200 000	R210 800	R222 183	SDM
To Manage Security operations and SLA by June 2019	Management of Security operations and SLA	None	4 Security Contracts, SLAs and Reports in place.	To reduce the likelihood of occurrence and impact of risks	4 Security operations and contracts managed	R 36 000 000	R37 944 000	R39 992 976	SDM
	Fencing of Operational sites	New	2018/2019FY Operational Sites Assessment report	To reduce the likelihood of occurrence and impact of risks	Five (5) Operational sites fenced				
To Conduct Security Operational sites Assessments by June 2019	Conduct Security Operational sites Assessments	None	2018/2019FY Operational Sites Assessment report	To reduce the likelihood of occurrence and impact of risks	Forty (40) Security Operational sites assessments conducted	R0,00	R0,00	R0,00	N/A

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDE R/FUND NAME
To have an Improved accountability and transparency by June 2019	Facilitation of Anti-Fraud & Corruption hotline	None	2018/2019FY Fraud cases reported for referral and investigation.	To have Zero tolerance of Fraud and Corruption	100% fraud and corruption allegation cases reported for referral and investigations facilitated	R0,00	R0,00	R0,00	N/A
To improve risk management culture by June 2019	Facilitation of Risk Management Committee activities	None	2018/2019 FY Risk Management training report in place.	To reduce the likelihood of occurrence and impact of risks	4 x Risk Management Committee(R MC) meetings facilitated	Fees paid from Line item - 33052270320E QMRCZZHO - C&PS: B&A AUDIT COMMITTEE	Fees paid from Line item - 33052270320 EQMRCZZHO - C&PS: B&A AUDIT COMMITTEE	Fees paid from Line item - 33052270320E QMRCZZHO - C&PS: B&A AUDIT COMMITTEE	SDM
To facilitate the development of Business Continuity Management Plan by June 2019	Develop BCM plan	Compilation of BCM not completed	2015/2016 Risk Assessment report in place	To reduce the likelihood of occurrence and impact of risks	100% development of BCM Plan facilitated	R0,00	R0,00	R0,00	N/A
LEGAL SERVICES									
Strategic objective: To ensure that litigations against the municipality are minimised by 2022									
Manage litigations instituted against Sekhukhune District Municipality (SDM)	Litigations	14 pending cases	8 cases	Number of litigations attended to from litigation register	5	R5 000 000.00	R5 270 000	R5 554 580	SDM
Reduce value of contingency liability for SDM	Litigations	14 pending case as per litigation register	8 cases	Reduced percentage (%) value of contingency liability for SDM	2%				
Manage service level agreements and other forms of agreements	Service level agreements and	None	300 service level agreements	Percentage of service level agreements	100%	0	0	0	

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDE R/FUND NAME
	other forms of agreements		and other forms of agreements	and other forms of agreements managed					
Legally sound advice	Legal opinions	None	10 legal opinions	Number of litigations avoided through legal opinions in response to requests made therefor	100%	0	0	0	
PUBLIC PARTICIPATION, MPAC SUPPORT; SECRETARIAT AND SUPPORT									
Strategic objective 1: To provide secretarial support to 10 council structures to ensure accountability by June 2022									
By booking venue, prepare agenda, issues invites and record proceedings	FORA	N/A	08 FORA facilitated	Number of fora facilitated	16 Fora facilitated	15 000.00	15 810.00	16 916.70	SDM
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	350 000.00	368 900.00	394 723.00	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	200 000.00	210 800.00	225 556.00	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	425 000.00	447 950.00	475 306.50	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	0.00	0.00	0.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUND R/FUND NAME
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 councillors and officials to attend the strategic planning.	Strategic planning sessions for Section 79 Portfolio Committees & MPAC	N/A	2 strategic planning sessions facilitated	Number of strategic planning session facilitated	2 strategic planning sessions facilitated	0.00	0.00	0.00	SDM
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
By identifying training course and issue invites to attending councillors	Training and development programmes for Cllrs.	N/A	2 X training and development programmes attended	Number of training programmes facilitated	2x training programmes facilitated	90 000.00	94 860.00	101 500.20	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 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDE R/FUND NAME
By booking venue, prepare agenda, issues invites and record proceedings	Council whippy meetings	N/A	4 council whippy meetings facilitated	Number of meetings held	4 meetings held	0.00	0.00	0.00	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	180 000.00	189 720.00	203 000.40	SDM
COMMUNICATIONS; ADVOCACY; SOCIAL FACILITATION; SPECIAL PROGRAMMES AND ARTS & CULTURE									
Strategic objective 1: To provide communications, stakeholder relations and strategic partnerships by June 2022									
By providing Platform for Stakeholder Engagement by 2020 to enhance accountability and transparency	Mayoral Outreaches and Sectoral Engagements	Limited information	12 Programmes facilitated	Number of community & sectoral engagements held	8 stakeholder & sectoral engagements facilitated	R1 400 000	R1 475 600	R1 555 282.40	SDM
By providing support to Mayoral Committee meetings by June 2020.	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
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.	R650 000	R685 100	R722 095.40	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDE R/FUND NAME
By Providing Platform for Stakeholder Engagement by 2020 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	R385 000	R405 790	R427 702.66	SDM
By Providing Platform for Stakeholder Engagement by 2020 to ensure accountability and transparency	Website Management	Limited access to municipal information	20 Updates	Number of Website Updates	20 Updates	R85 212	R89 813.45	R94 663.37	SDM
By successfully managing business of the executive arm and systematic support to Traditional Leaders by June 2020	Executive Support and Traditional Leadership Affairs	N/A	2 SPLUMA meeting supported	Number of Traditional Leaders meetings coordinated	4 meetings coordinated	0.00	0.00	0.00	SDM
By coordinating special Mayoral projects by June 2020	Special Mayoral strategic Events	Limited access to Municipal info	5 strategic events Facilitated	Number of Strategic Events facilitated	7 mayoral special coordinated	R550 000	R579 700	R611 003.80	SDM
By facilitating Moral Regeneration Movement (MRM) capacity building by June 2020.	Strengthening of Moral Regeneration Movement Committee	3 dysfunctional Committees	MRM committee established	Number of programmes for MRM committee facilitated	2 MRM committee programme facilitated	R33 156.00	R41 426.42	R50 143.45	SDM
By generating customer care reports by June 2020	Customer Care Services	N/A	24 reports generated	Number of reports generated	24 queries/complains reports on customer care generated	R00 000	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	R30 000.00	R31 620.00	R33 327.48	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDE R/FUND NAME
By inculcating the culture of people first and friendly customer frontline services by June 2020	Batho Pele	N/A	6 Programmes conducted	Number of Batho Pele Programmes conducted	5 Batho Pele Programmes conducted	R20 000.00	R21 080.00	R22 218.32	
By proving platform to acknowledge excellent performance	Executive Mayors Performance Excellent Awards	N/A	Performance Management Framework/P olicy	Number of Performance Awards conducted	1 event	R0 000	R0 000	R0 000	SDM
By coordinating State of the District Address (SODA) by June 2020	SODA	N/A	2017/2018 SODA held	Number of SODA organised	1 SODA coordinated	R200 000	R220 000	R240 000	SDM
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 2020	Aged care	N/A	2 aged programmes	Number of Aged Care campaigns facilitated	2 Aged Care campaigns facilitated	R90 000.00	R94 860.00	R99 982.44	SDM
By facilitating campaigns for the children by June 20120	Children's Care	N/A	2 children's activities	Number of children's campaigns facilitated	2 children's campaigns facilitated	R20 520	R21 628.08	R22 796.00	SDM
	Woman Development Initiative		4 Women Programme	Number of woman development initiatives facilitated	3 woman development initiatives facilitated	R20 000.00	R21 080.00	R22 218.32	SDM
By facilitating awareness campaigns for people with disability by June 2020	People with disability	N/A	3 Programmes	Number of awareness campaigns for people with disability facilitated	3 awareness campaigns for people with disability facilitated	R20 000.00	R21 080.00	R22 218.32	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019/2020	BUDGET 2020-2021	BUDGET 2021-2022	FUNDE R/FUND NAME
By facilitating promotion of indigenous languages, heritage and theatre activities by June 2020	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	R220 000	R231 188.00	R244 401.52	SDM
By coordinating health calendar activities by June 2020	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	R20 000	R21 080	R22 218.32	SDM
By coordinating District Health Council Programmes by June 2020	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				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	R20 000	R21 080	R22 218.32	SDM
By facilitate Youth development programmes by June 2020	Youth Opportunities Expo	N/A	3 Programmes	Number of Youth development programmes facilitated	4 Youth development programmes facilitated	R100 000	R105 400	R111 091.60	SDM
By facilitating Sports activities by June 2020	Facilitation of Mayoral Sports activities	N/A	3 Programmes	Number of Sport activities facilitated	3 Sport activities facilitated	R180 000	R189 720	R199 964.88	SDM

4.2. PROJECTS FROM SECTOR DEPARTMENTS/PARASTATALS

4.2.1. DEPARTMENT OF EDUCATION

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
Dikgalaopeng Primary	Elias Motsoaledi	Sekhukhune West	Major Infrastructure	EIG	Construction of 8 new classrooms, 2 x Grade R facilities Small Admin Block and Nutrition Centre. Refurbish borehole. Demolish 9 classrooms.	LDPWR&I	10000	5 000	4 500	500
Mahwetse Secondary	Makhudutha maga	Sekhukhune West	Major Infrastructure	EIG	Construction of 16 ordinary classrooms, Nutrition Centre, Medium Admin block. Refurbish 8 classrooms and fence	IDT	10000	5 000	4 500	500
Moloke Primary	Fetakgomo-Greater Tubatse	Sekhukhune West	Sanitation	EIG	Construct 26 additional ordinary enviroloos and 8 additional Grade R enviroloos	The Mvula Trust	3500	3 325	175	0
A.M. Mashego Secondary	Elias Motsoaledi	Sekhukhune ED	Sanitation / SAFE Initiative	EIG	Construct 32 enviroloos. Refurbish 16 existing enviroloos. Demolish 4 pit toilets.	The Mvula Trust	2 880	0	2 736	144
Abraham Serote Secondary	Elias Motsoaledi	Sekhukhune ED	Sanitation	EIG	Construct 34 enviroloos. Refurbish existing 12 enviroloos. Demolish 19 pit toilets	The Mvula Trust	2 307	0	2 192	115
Aquaville Combined	Elias Motsoaledi	Sekhukhune ED	Sanitation	EIG	Construct 12 enviroloos. Refurbish existing 2 enviroloos. Demolish 2 pit toilets	The Mvula Trust	900	0	0	855

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
Asiphumelele Special School (Phase 1)	Elias Motsoaledi	Sekhukhune ED	Major Infrastructure	EIG	Construct 10 Classrooms for learners with Special Educational needs with attached toilets, Medium Admin block and Multipurpose School hall to accommodate 250 people. Provide Fencing, Drill and equip borehole.	IDT	60000	8 000	17 000	17 000
Baithuti Mohlahledi Primary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construct 2 x Grade R facilities, 8 enviroloos, Nutrition Centre, 1 x Multipurpose classroom. Refurbish 8 classrooms, 8 enviroloos, borehole and fence. Demolish 14 pit toilets.	IDT	8 250	0	6 115	1 709
Baphadima Secondary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construct 6 classrooms. Refurbish 3 classrooms. Demolish 3 classrooms	IDT	12 517	626	0	0
Bogwasha Primary	Greater Tubatse	Riba Cross ED	Sanitation / SAFE Initiative	EIG	Construction of 24 enviroloos. Refurbish 11 enviroloos, Borehole. Demolish 12 pit toilets.	The Mvula Trust	3 000	0	2 850	2 850
Bogwasha Primary	Greater Tubatse	Riba Cross ED	Major Infrastructure	EIG	Construction of 4 x Grade R facilities, Medium Admin block, Nutrition Centre.	IDT	13 100	0	0	6 000

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
					Refurbish 19 classrooms and fence.					
Dihlabaneng Primary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construct 4 Grade Facilities and Nutrition Centre	IDT	5 000	0	4 750	250
DIKOTOPE SECONDARY	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 16 ordinary enviroloos. Demolish 10 plain pit toilets	The Mvula Trust	1 530	0	1 453	77
Diphale Secondary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Renovate 12 classrooms, demolish pit toilets, relocate mobile classrooms and external work. Conversion of 1 x 3 classroom block into Nutrition Centre	IDT	6356	911	0	0
Ekucathuleni Primary	Elias Motsoaledi	Sekhukhune ED	Sanitation / SAFE Initiative	EIG	Construction of 24 enviroloos. Demolition 14 pit toilets,	The Mvula Trust	2 160	0	2 052	108
Ekucathuleni Primary	Elias Motsoaledi	Sekhukhune ED	Major Infrastructure	EIG	Construction of Medium Admin block, 4 x Grade R facility, Nutrition centre. Refurbish 18 classrooms. Demolition of old admin block	IDT	11 800	0	0	6 000
HANS KOMANE SECONDARY	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 10 ordinary enviroloos. Demolish 14 plain pit toilets	The Mvula Trust	900	0	0	855
Human Resource Capacitation	N/A	All Districts	Non Infrastructure	EIG	Compensation of Employees in the Infrastructure Unit		98633	32 856	34 663	34 663

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
Hututu Secondary	Ephraim Mogale	Sekhukhune West	Water, Sanitation and Fencing	EIG	Construct 30 enviroloos. Upgrade fence and borehole. Refurbish 4 enviroloos. Demolish 8 pit toilets	The Mvula Trust	4330	4 113	217	0
Hututu Secondary	Ephraim Mogale	Sekhukhune ED	Major Infrastructure	EIG	Construct 12 ordinary classrooms, Medium Admin block, Nutrition Centre. Refurbish 10 classrooms.	LDPWR&I	20 000	0	0	4 622
IMMERPAN PRIMARY	Ephraim Mogale	Sekhukhune West	Sanitation	EIG	Construct 14 ordinary enviroloos and 3 Grade R toilets. Demolish 16 plain pit toilets	The Mvula Trust	1 530	0	1 453	77
Jafta/Bantabet hu Primary (two merging Primaries)	Elias Motsoaledi	Sekhukhune ED	Major Infrastructure	EIG	Construct 10 classrooms, Nutrition Centre, Small Admin block, 16 enviroloos, Fencing. Drill and equip borehole	IDT	14979	749	0	0
KATANG PRIMARY	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 12 ordinary enviroloos and 4 Grade R toilets. Demolish 12 plain pit toilets	The Mvula Trust	1 530	0	1 453	77
KEDIKETSE PRIMARY	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 14 ordinary enviroloos and 3 Grade R toilets. Demolish 4 plain pit toilets	The Mvula Trust	1 530	0	1 453	77
Kgaruthutu Primary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construct 8 classrooms, 2 Grade R facilities, Nutrition	IDT	10 200	0	0	5 000

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
					centre, Small Admin block. Upgrade existing fence. Demolish 6 classrooms					
Kgoogo Primary	Makhudutha maga	Sekhukhune ED	Sanitation	EIG	Construct 24 enviroloos. Demolish 30 pit toilets	The Mvula Trust	2 074	0	0	1 969
KGOPOLO E BOTSE PRIMARY	Ephraim Mogale	Sekhukhune West	Sanitation	EIG	Construct 12 ordinary enviroloos and 3 Grade R toilets. Demolish 11 pit toilets	The Mvula Trust	1 350	0	0	1 282
King Nchabeleng Secondary (Vaalkraal RDP Settlement)	Elias Motsoaledi	Sekhukhune ED	Major Infrastructure	EIG	Construct 20 Classrooms, Medium Admin block, Nutrition Centre, 32 Waterborne. Provide Fencing, Drilling and Equipment borehole.	IDT	22 600	0	8 000	9 722
Kopa Secondary	Elias Motsoaledi	Sekhukhune West	Major Infrastructure	EIG	Construct 15 classrooms, Medium Admin block, Nutrition Centre. Refurbish 15 classrooms. Demolish 19 pit toilets	LDPWR&I	14750	5 000	9 012	738
Kopanong Primary	Makhudutha maga	Sekhukhune West	Major Infrastructure	EIG	Construct 12 ordinary classrooms, 6 x Grade R facilities, Nutrition Centre, Medium Admin block. Demolish 7 classrooms,	LDPWR&I	15800	7 000	8 010	790
Kopjeng Primary	Makhudutha maga	Sekhukhune ED	Sanitation	ES	Construct 22 enviroloos. Demolish 14 pit toilets	The Mvula Trust	1 980	0	0	1 881

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
Lamdzanvho Secondary	Makhudutha maga	Sekhukhune West	Sanitation / SAFE Initiative	EIG	Construct 12 enviroloos. Demolish 16 pit toilets	The Mvula Trust	1 080	0	1 026	54
Leduma Mahume (At old Moreku Secondary site)	Makhudutha maga	Sekhukhune West	Major Infrastructure	EIG	Fit the following in 2 x 3 existing classroom blocks: New roofs; New Floors; New Walkways; Window frames; Window panes; New Doors; Level the area in front of the two classrooms	LDPWR&I	3000	2 850	150	0
Legadimane Primary	Ephraim Mogale	Sekhukhune ED	Sanitation	ES	Construct 22 enviroloos. Demolish 24 pit toilets	The Mvula Trust	1 980	0	0	1 881
LEGANABAT HO PRIMARY	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 10 ordinary enviroloos and 3 Grade R toilets. Demolish 8 plain pit toilets	The Mvula Trust	1 080	0	1 026	54
LEHWELERE MATLALA SECONDARY	Ephraim Mogale	Sekhukhune West	Sanitation	EIG	Construct 12 ordinary enviroloos. Demolish 8 plain pit toilets	The Mvula Trust	1 080	0	1 026	54
LEHWELERE PRIMARY SCHOOL	Elias Motsoaledi	Sekhukhune West	Sanitation	EIG	Construct 14 ordinary enviroloos and 3 Grade R toilets. Demolish 8 plain pit toilets	The Mvula Trust	1 530	0	1 453	77
Lekala Secondary	Elias Motsoaledi	Sekhukhune ED	Major Infrastructure	EIG	Convert 3 x Classrooms to Administration Block Renovate 9x Classrooms Renovate 8 x Toilet	IDT	12059	603	0	0

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
					seats Build 8 x Toilets seats					
Lekentle Secondary	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 24 enviroloos. Demolish 7 pit latrines. Refurbish 1 x 4 seats dilapidated enviroloo toilet block	The Mvula Trust	1800	1 710	90	0
LEKHINE SECONDARY	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 10 ordinary enviroloos. Demolish 4 plain pit toilets	The Mvula Trust	900	0	0	855
Lekoko Secondary	Makhudutha maga	Sekhukhune	Major Infrastructure	EIG	Construct Nutrition Centre. Refurbish 2 x 3 face-brick classrooms blocks, 3 x 3 and 3 x 2 classroom blocks (plastered)=21 classrooms. Reconfigure 1 x 3 classroom block (right hand side as you enter the gate into Mini Admin block (Principal's Office, Deputy Principal/HOD's Office, Clerks Office/Reception Area and Staffroom). Reconfigure 1 x 2 classroom block (West) into a Science lab. Reconfigure 1 x 2 classroom block Next to new Mini admin	IDT	20 000	0	0	0

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
					block into Media Centre (Computer and Library)					
Lekometse Primary	Elias Motsoaledi	Sekhukhune ED	Major Infrastructure	EIG	Demolition of 18 classrooms and admin block, construction of 15 classrooms	IDT	20748	1 038	0	0
LETAU SENIOR SECONDARY	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 16 ordinary enviroloos. Demolish 12 plain pit toilets	The Mvula Trust	1 530	0	1 453	77
Loboli Secondary	Elias Motsoaledi	Sekhukhune West	Sanitation / SAFE Initiative	EIG	Construct 20 enviroloos. Demolish 10 pit toilets	The Mvula Trust	2 000	0	1 900	100
Luckau Primary	Elias Motsoaledi	Sekhukhune West	Sanitation / SAFE Initiative	EIG	Construct 32 enviroloos and refurbish the existing 16 enviroloos	The Mvula Trust	2 880	0	2 736	144
Mabhade Primary	Elias Motsoaledi	Sekhukhune West	Fencing	EIG	Provide Fencing	The Mvula Trust	1700	1 615	85	0
Mabodibeng Secondary	Makhudutha maga	Sekhukhune ED	Sanitation	ES	Construct 20 enviroloos. Demolish 8 pit toilets	The Mvula Trust	1 800	0	0	1 710
MABU PRIMARY	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 14 ordinary enviroloos and 3 Grade R toilets. Demolish plain pit toilets	The Mvula Trust	1 530	0	1 453	77
Madikanono Primary	Makhudutha maga	Sekhukhune ED	Sanitation	EIG	Construct 24 enviroloos. Demolish 20 pit toilets	The Mvula Trust	2 160	0	0	2 052
MAFETE PRIMARY	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 14 ordinary enviroloos and 4 Grade R toilets. Demolish 10 plain pit toilets	The Mvula Trust	1 710	0	1 624	86

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Mahlanhle Secondary	Polokwane	Polokwane ED	Major Infrastructure	EIG	Construction of Nutrition centre. Demolition of 4 Pit toilets. Upgrading of fence and Refurbishment of 6 classrooms.	IDT	5 500	0	5 225	275
MAJANE MATLALA SECONDARY	Ephraim Mogale	Sekhukhune West	Sanitation	EIG	Construct 10 ordinary enviroloos. Demolish 10 plain pit toilets	The Mvula Trust	1 890	0	1 795	95
Makaepa Primary 2	Elias Motsoaledi	Sekhukhune West	Water and Sanitation	EIG	Construct 12 enviroloos and 3 Grade R toilets. Upgrade Water Supply system	The Mvula Trust	1800	1 710	90	0
MAKAEPEA PRIMARY-2	Elias Motsoaledi	Sekhukhune West	Sanitation	EIG	Construct 10 ordinary enviroloos and 3 Grade R toilets. Demolish 18 plain pit toilets	The Mvula Trust	1 170	0	1 111	59
Makgatsike Primary (Merging with George Clifford Primary at Magatsike Campus)	Makhudutha maga	Sekhukhune ED	Water and Sanitation	EIG	Construct 14 enviroloos. Refurbish 12 enviroloos, fence and borehole. Demolish 2 pit toilets.	The Mvula Trust	3 300	0	3 135	165
Makgatsike Primary (Merging with George Clifford Primary at	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construct 3 Grade R facilities, Nutrition Centre and Medium Admin block. Refurbish 14 classrooms.	LDPWR&I	10 000	0	0	5 000

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Magatsike Campus)										
Makgoabe Primary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Build 1x 2 grade R, renovate 2 x 3 classroom and 1 x 2 classroom block and external services. Provide 3 x 10KL tanks	IDT	9218	460	0	0
Makhwese Secondary	Fetakgomo-Greater Tubatse	Sekhukhune East	Major Infrastructure	EIG	Construction of Medium Admin block, Nutrition Centre. Refurbishment of 12 classrooms.	LDPWR&I	11200	6 000	4 640	560
Makhwese Secondary	Fetakgomo-Greater Tubatse	Sekhukhune East	Water, Sanitation and Fencing	EIG	Construction 18 enviroloos. Refurbishment existing borehole and fence. Demolition of 12 pit toilets	The Mvula Trust	2870	2 726	144	0
Makofane Primary	Fetakgomo-Greater Tubatse	Sekhukhune East	Major Infrastructure	EIG	Construct 6 clsrms, 2 Grade R clsrms, Nutrition centre, Multipurpose clsrms. Demolish 9 classrooms.	IDT	8000	5 000	2 600	400
MALEGODI PRIMARY	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 10 ordinary enviroloos and 3 Grade R toilets. Demolish plain 12 pit toilets	The Mvula Trust	1 170	0	1 111	59
MAMADI SECONDARY	Elias Motsoaledi	Sekhukhune West	Sanitation	EIG	Construct 14 ordinary enviroloos. Demolish 18 plain pit toilets	The Mvula Trust	1 260	0	0	1 197

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Mang - Le - Mang Secondary	Elias Motsoaledi	Sekhukhune ED	Major Infrastructure	EIG	Construct Nutrition Centre. Refurbish 18 classrooms, Demolish 16 classrooms. Refurbish 2 Admin blocks. Construction of Science lab and Life Science Combo, and Computer lab and library Combo.	IDT	15000	6 000	8 250	750
MANGOLWANE SENIOR SECONDARY	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 10 ordinary enviroloos. Demolish 2 plain pit toilets	The Mvula Trust	900	0	0	855
Mankopane Primary	Fetakgomo-Greater Tubatse	Sekhukhune ED	Sanitation	EIG	Construct 15 enviroloos. Refurbish 10 enviroloos. Demolish 28 pit toilets.	The Mvula Trust	1 800	0	1 710	90
Mankopane Primary	Fetakgomo-Greater Tubatse	Sekhukhune ED	Major Infrastructure	EIG	Construct 3 x Grade R facilities, Medium Admin block, and Nutrition Centre. Refurbish 15 classrooms.	LDPWR&I	10 300	0	0	5 000
Manoke Secondary	Fetakgomo-Greater Tubatse	Riba Cross ED	Major Infrastructure	EIG	Construction of Ten(10) Classrooms,One(1)Medium Administration Block, One (1) Nutrition Centre, Twenty Four (24)Toilet Seats And Renovation of Eighteen(18) Classrooms.	IDT	31367	1 568	0	0

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Manotwane Primary	Fetakgomo-Greater Tubatse	Riba Cross ED	Major Infrastructure	EIG	Build 8 classrooms, 1 nutrition, 1 multi-purpose classroom	IDT	8244	412	0	0
Mante Primary	Greater Tubatse Fetakgomo	Riba Cross ED	Sanitation	ES	Construct 22 enviroloos. Demolish 21 pit toilets	The Mvula Trust	1 980	0	0	1 881
Maphooko Primary	Greater Tubatse Fetakgomo	Riba Cross ED	Sanitation	EIG	Construct 24 enviroloos. Demolish 19 pit toilets	The Mvula Trust	2 160	0	0	2 052
MAPHOTLE PRIMARY	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 10 ordinary enviroloos and 3 Grade R toilets. Demolish 4 plain pit toilets	The Mvula Trust	1 170	0	1 111	59
MARESELEN G HIGH	Elias Motsoaledi	Sekhukhune West	Sanitation	EIG	Construct 16 ordinary enviroloos. Demolish 11 plain pit toilets	The Mvula Trust	1 530	0	1 453	77
Mareseleng Secondary	Elias Motsoaledi	Sekhukhune ED	Sanitation / SAFE Initiative	EIG	Demolish 11 pit toilets. Construct 16 enviroloos. Upgrade fence and borehole	The Mvula Trust	3 500	0	3 325	175
MASERALA PRIMARY	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 14 ordinary enviroloos and 5 Grade R toilets. Demolish 17 pit toilets	The Mvula Trust	1 710	0	1 624	86
Masha Primary	Fetakgomo-Greater Tubatse	Sekhukhune ED	Major Infrastructure	EIG	Build Ten(10) Classrooms ,One (1) Nutrition Centre, One (1)Medium Administration,2 X Two(2) Grade R Classrooms, Nine (9) Toilet Seats, Renovation of Twelve	IDT	31578	1 579	0	0

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					(12) Classrooms and External Works					
Mashegoanya ne Primary	Makhudutha maga	Sekhukhune ED	Sanitation	ES	Construct 20 enviroloos. Demolish 20 pit toilets	The Mvula Trust	1 800	0	0	1 710
Mashile Primary	Makhudutha maga	Sekhukhune ED	Sanitation	EIG	Construct 18 enviroloos. Demolish 11 pit toilets	The Mvula Trust	1 620	0	1 539	81
Mashile Primary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construct 2 Grade R facilities, Nutrition Centre, Small Admin block. Refurbish 10 classrooms	LDPWR&I	8 200	0	0	7 000
Mashwele Primary (new)(Katlego ng Vleerschboom)	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construct 10 classrooms, 2 x Grade R facilities, Small Admin block, Nutrition Centre, 16 Waterborne toilet, Fencing. Drilling and equip borehole.	IDT	18000	6 000	8 000	3 100
Matleu Primary	Fetakgomo-Greater Tubatse	Sekhukhune ED	Major Infrastructure	EIG	Construct 4 enviroloos and Small Nutrition Centre. Refurbish 12 classrooms and 8 enviroloos. Demolish 7 pit toilets	LDPWR&I	5 750	0	5 462	288
Matobule Special School (Phase 1)	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construct 10 Classrooms for learners with Special Educational needs with attached toilets, Medium Admin block and Multipurpose School hall to	IDT	9 388	0	0	5 000

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					accommodate 250 people. Provide Fencing, Drill and equip borehole.					
Matshela Secondary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construct 3 classrooms, New fence. Drill and equip borehole. Renovation of 6 classrooms. Demolish 3 classrooms, 12 pit toilets.	IDT	7464	2 206	374	0
Mmazwi - A - Nape Primary	Ephraim Mogale	Sekhukhune ED	Major Infrastructure	EIG	Construct 4 ordinary classrooms and 4 Grade R facilities, Nutrition and 14 additional enviroloos.	IDT	7 480	0	0	5 000
Mmeshi Primary	Makhudutha maga	Sekhukhune ED	Sanitation	ES	Construct 22 enviroloos. Demolish 17 pit toilets	The Mvula Trust	1 980	0	0	1 881
Modishane Primary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Renovate 2 x 3 classroom blocks. Minor renovations of the Admin block donated by POPCRU (especially operationalisation of Waterborne toilets). Construction of New Septic tank. Fit new doors in 1 x 3 classroom block. Seal wall cracks in 1 x 3 classroom block, plaster and paint. Seal	IDT	9592	4 882	480	0

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					potholes in 2 x 3 classroom blocks and cover with ceramic tiles. Complete ceiling in 1 x 3 classroom block. Complete new roofing of 1 x 2 Grade R facility. Construction of Grade R toilets (waterborne). Operationalize toilets in Admin block. Fit White boards and pin boards in all classrooms. Pave Assembly area. Construct 4 Covered Carports and 4 uncovered parking areas.					
MOENYANE PRIMARY SCHOOL	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 14 ordinary enviroloos and 4 Grade R toilets. Demolish 16 plain pit toilets	The Mvula Trust	1 710	0	1 624	86
MOGADIME SECONDARY	Ephraim Mogale	Sekhukhune West	Sanitation	EIG	Construct 14 ordinary enviroloos. Demolish 4 plain pit toilets	The Mvula Trust	1 260	0	0	1 197
MOGALETLW A PRIMARY	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 12 ordinary enviroloos and 4 Grade R toilets. Demolish 13 plain pit toilets	The Mvula Trust	1 530	0	1 453	77

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Mohloping Primary	Fetakgomo-Greater Tubatse	Sekhukhune East	Major Infrastructure	EIG	Construct 6 Ordinary Classrooms and 2 Grade R facilities, 1 x Nutrition Centre and 1 x Multipurpose classroom and fencing. Demolish 4 classrooms	IDT	8500	5 000	3 075	425
Moisele Primary	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 14 ordinary enviroloos and 4 Grade R toilets. Demolish 7 plain pit toilets	The Mvula Trust	1 710	0	1 624	86
Moisele Primary	Fetakgomo-Greater Tubatse	Riba Cross ED	Major Infrastructure	EIG	Construct Small Nutrition Centre, 1 x Multipurpose classroom. Refurbish 10 existing classrooms	LDPWR&I	5 500	0	5 225	275
MOKALAPA PRIMARY SCHOOL	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 12 ordinary enviroloos and 6 Grade R toilets. Demolish 16 plain pit toilets	The Mvula Trust	1 710	0	1 624	86
Mokgeretli Secondary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Build 10 enviroloos, renovate 5x3 classroom blocks, external works	IDT	9507	478	0	0
Mokgoshi Primary	Makhudutha maga	Sekhukhune ED	Sanitation	ES	Construct 20 enviroloos. Demolish 4 pit toilets	The Mvula Trust	1 800	0	0	1 710
Mokhine Secondary	Greater Tubatse Fetakgomo	Sekhukhune ED	Sanitation	EIG	Construct 26 enviroloos. Demolish 23 pit toilets.	The Mvula Trust	2 340	0	0	2 223

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Mokone a Mabula Secondary	Ephraim Mogale	Sekhukhune West	Major Infrastructure	EIG	Construct 5 classrooms, Nutrition Centre and a Multipurpose classroom. Refurbish 3 classrooms, and fence. Demolish 12 classrooms.	LDPWR&I	7000	6 650	350	0
Moleshatlou Secondary	Makhudutha maga	Sekhukhune West	Major Infrastructure	EIG	Construct 9 classrooms and Nutrition Centre. Refurbish 12 classrooms and 20 enviroloos and 2 Admin blocks. Demolish 10 classrooms	LDPWR&I	10700	6 000	4 165	535
Moletjane Primary	Makhudutha maga	Sekhukhune West	Sanitation / SAFE Initiative	EIG	Construct 20 enviroloos. Demolish 12 pit toilets	The Mvula Trust	1 800	0	1 710	90
MOLETJANE PRIMARY	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 16 ordinary enviroloos and 4 Grade R toilets. Demolish 8 plain pit toilets	The Mvula Trust	1 890	0	1 795	95
Molomatau Secondary	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 10 ordinary enviroloos. Demolish 16 plain pit toilets	The Mvula Trust	900	0	0	855
Molwetsi Primary	Makhudutha maga	Sekhukhune ED	Sanitation	ES	Construct 20 enviroloos. Demolish 20 pit toilets	The Mvula Trust	1 800	0	0	1 710
Monapenape Primary	Makhudutha maga	Sekhukhune ED	Sanitation	ES	Construct 20 enviroloos. Demolish 8 pit toilets	The Mvula Trust	1 800	0	0	1 710

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MOOMANE PRIMARY	Ephraim Mogale	Sekhukhune West	Sanitation	EIG	Construct 10 ordinary enviroloos and 3 Grade R toilets. Demolish plain pit toilets	The Mvula Trust	1 080	0	1 026	54
Moosrivier Primary	Elias Motsoaledi	Sekhukhune ED	Major Infrastructure	EIG	Construct 2 x Grade R facilities, Nutrition Centre, 1 x Multipurpose classroom. Refurbish 11 classrooms	LDPWR&I	10 100	0	0	6 000
Morarela Primary	Ephraim Mogale	Sekhukhune ED	Sanitation	EIG	Construct 20 enviroloos. Refurbish 8 enviroloos and borehole. Demolish 7 pit toilets	The Mvula Trust	2 610	0	2 479	131
Morarela Primary	Ephraim Mogale	Sekhukhune ED	Major Infrastructure	EIG	Construct 3 ordinary Classrooms, 2 x Grade R facilities, Nutrition Centre, Medium Admin block, Upgrade and fence. Refurbish 13 classrooms. Relocate 6 mobiles	LDPWR&I	11 900	0	0	6 000
Morethushe Primary	Fetakgomo-Greater Tubatse	Riba Cross ED	Major Infrastructure	EIG	Construct Small Admin block, Nutrition Centre. Refurbish 22 enviroloos, and 11 classrooms.	LDPWR&I	6 770	0	0	6 431
MORETSELE PRIMARY	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 15 ordinary enviroloos and 3 Grade R toilets. Demolish 26 plain pit toilets	The Mvula Trust	1 710	0	1 624	86

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MOROKALEB OLE SECONDARY	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 12 ordinary enviroloos. Demolish 13 plain pit toilets	The Mvula Trust	1 080	0	1 026	54
Morope - Matlala Primary	Ephraim Mogale	Sekhukhune West	Sanitation / SAFE Initiative	EIG	Construct 12 ordinary enviroloos and 4 Grade R toilets. Demolish 8 pit toilets	The Mvula Trust	1 500	0	1 425	75
MOROPE-MATLALA PRIMARY	Ephraim Mogale	Sekhukhune West	Sanitation	EIG	Construct 12 ordinary enviroloos and 4 Grade R toilets. Demolish 8 plain pit toilets	The Mvula Trust	1 530	0	1 453	77
MOSHIANE PRIMARY	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 12 ordinary enviroloos and 3 Grade R toilets. Demolish 8 pit toilets	The Mvula Trust	1 350	0	0	1 282
Motloulela Secondary	Fetakgomo- Greater Tubatse	Riba Cross ED	Major Infrastructure	EIG	Construction of Eight (8) classrooms; One(1) Nutrition centre; Six (6) Toilet Seats, Renovations Of Two (2) Classroom Blocks and External works.	IDT	13552	678	0	0
Motsatsi Primary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construct 4 ordinary classrooms, 1 x Grade R facility, Nutrition Centre and 1 x Multipurpose classroom. Refurbish 6 classrooms. Demolish 4 classrooms.	LDPWR&I	6 000	0	0	5 700

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MOTSEMOG OLO PRIMARY	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 10 ordinary enviroloos and 4 Grade R toilets. Demolish 19 plain pit toilets	The Mvula Trust	1 260	0	0	1 197
Motsepe Primary	Fetakgomo-Greater Tubatse	Riba Cross ED	Major Infrastructure	EIG	Construction of Eight (8) classrooms, Two(2)Multi-purpose Classrooms, Two(2)Grade R Classrooms, Six (6)Toilet Seats Renovation of Eleven (11) classrooms and Twelve Toilet Seats.	IDT	19247	923	0	0
MOTSEPHIRI PRIMARY	Elias Motsoaledi	Sekhukhune West	Sanitation	EIG	Construct 14 ordinary enviroloos and 5 Grade R toilets. Demolish 12 pit toilets	The Mvula Trust	1 710	0	1 624	86
Moukangoe Secondary Phase 2	Fetakgomo-Greater Tubatse	Riba Cross ED	Major Infrastructure	EIG	Construct 3 classrooms, Nutrition Centre. Refurbish 15 existing Classrooms and Admin block	IDT	6 590	0	0	6 261
Mpelegeng Primary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construct 14 classrooms, 3 x Grade R facility, Nutrition Centre, Medium Admin block and Fence. Refurbish existing borehole. Demolish 12 classrooms.	IDT	15000	6 000	8 250	750

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Mphanama Primary	Greater Tubatse Fetakgomo	Sekhukhune ED	Sanitation	EIG	Construct 24 enviroloos. Demolish 24 pit toilets	The Mvula Trust	2 160	0	0	2 052
Mphezulu Secondary (Arson)	Elias Motsoaledi	Sekhukhune ED	Sanitation / SAFE Initiative	EIG	Construct 14 enviroloos and 4 waterborne toilets for educators. Refurbish 14 existing Waterborne toilets for learners and 2 waterborne toilets for educators. Test and refurbish existing borehole /Drill and equip borehole. Demolish 8 pit toilets	The Mvula Trust	3 200	0	3 040	160
Naledi ya Meso Secondary	Elias Motsoaledi	Sekhukhune West	Major Infrastructure	EIG	Construct 5 classrooms, Small Nutrition Centre, Small Admin Block. Replace roof of 1 x 3 classroom block and renovations. Demolish 3 classrooms, makeshift Admin block and prefab classrooms	LDPWR&I	7500	5 000	2 125	375
NKGARI PRIMARY	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 12 ordinary enviroloos and 3 Grade R toilets. Demolish 8 plain pit toilets	The Mvula Trust	1 260	0	0	1 197
Nkgonyeletse Secondary	Makhudutha maga	Sekhukhune ED	Sanitation	EIG	Construction of 10 enviroloos. Refurbish	The Mvula Trust	2 800	0	2 660	140

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					10 enviroloos, Existing borehole and fence.					
Nkgonyeletse Secondary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construction of Medium Admin block, Nutrition Centre. Refurbish 23 classrooms	LDPWR&I	10 900	0	0	6 000
Nkota Secondary	Fetakgomo-Greater Tubatse	Riba Cross ED	Major Infrastructure	EIG	Refurbish 12 classrooms. Construct Nutrition Centre	LDPWR&I	5 100	0	4 810	290
NTAKE PRIMARY	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 12 ordinary enviroloos and 3 Grade R toilets. Demolish 4 pit toilets	The Mvula Trust	1 350	0	0	1 282
Ntepane Primary	Greater Tubatse Fetakgomo	Riba Cross ED	Sanitation	ES	Construct 20 enviroloos. Demolish 14 pit toilets	The Mvula Trust	1 800	0	0	1 710
Nthame Primary School	Greater Tubatse Fetakgomo	Riba Cross ED	Major Infrastructure	EIG	Construct Nutrition Centre and 2 x Grade R facilities	IDT	3 500	0	0	3 325
Nthsebele Secondary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construction of 5 classrooms, Medium Admin block, Nutrition Centre. Refurbish 13 classrooms.	LDPWR&I	9 250	0	0	6 000
Onane Primary	Elias Motsoaledi	Sekhukhune West	Major Infrastructure	EIG	Construct 8 enviroloos, Nutrition Centre and Clear Vu fencing. Refurbish 8 vandalised classrooms, Admin block, 6 enviroloos,	LDPWR&I	7000	6 650	350	0
Paepae Secondary	Fetakgomo-Greater Tubatse	Sekhukhune ED	Major Infrastructure	EIG	Construct 10 classrooms, Nutrition Centre and Small	IDT	15000	6 000	8 250	750

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					Admin block. Demolish 11 classrooms and 7 pit toilets					
PEBETSE PRIMARY	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 15 ordinary enviroloos and 5 Grade R toilets. Demolish 6 pit toilets	The Mvula Trust	1 890	0	1 795	95
Penge Primary	Greater Tubatse Fetakgomo	Riba Cross ED	Sanitation	ES	Construct 20 enviroloos. Demolish 25 pit toilets	The Mvula Trust	1 800	0	0	1 710
Pezunga Secondary	Ephraim Mogale	Sekhukhune ED	Major Infrastructure	EIG	Construct 4 enviroloos. Refurbish 18 classrooms and reconfigure some classrooms for Admin purposes, Nutrition Centre, Library, Computer lab, Science laboratories etc.	LDPWR&I	5 000	0	4 750	250
Phakgamang Primary	Elias Motsoaledi	Sekhukhune West	Sanitation / SAFE Initiative	EIG	Construct 16 ordinary enviroloos and 4 Grade R toilets. Demolish 27 pit toilets	The Mvula Trust	2 000	0	1 900	100
Phaphamani Primary	Elias Motsoaledi	Sekhukhune ED	Major Infrastructure	EIG	Construct Nutrition Centre, Small Admin block. Refurbish 13 classrooms	LDPWR&I	7 000	0	0	6 650
Phoko Primary	Fetakgomo-Greater Tubatse	Riba Cross ED	Major Infrastructure	EIG	Construction of Two(2) classrooms, One(1)Nutrition Centre, One(1) Multi-Purpose Classroom, One(1)Grade R	IDT	12748	638	0	0

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
					Classroom, Eight (8) Toilet Seats, Renovations of Six Classrooms					
Phooko Primary	Elias Motsoaledi	Sekhukhune West	Major Infrastructure	EIG	Construct 3 ordinary Classrooms, 2 x Grade facilities, 8 additional enviroloos, Nutrition Centre and Medium Admin block. Refurbish 8 classrooms.	LDPWR&I	8500	5 000	3 075	425
Phutakwe Secondary	Fetakgomo-Greater Tubatse	Sekhukhune ED	Major Infrastructure	EIG	Construct 4 classrooms, Nutrition Centre, Small Admin block. Refurbish 8 classrooms. Demolish 8 classrooms	LDPWR&I	8 800	0	0	6 000
Poo Secondary Phase 2	Fetakgomo-Greater Tubatse	Riba Cross ED	Sanitation / SAFE Initiative	EIG	Construct 14 enviroloos.	The Mvula Trust	1 260	0	1 197	63
Poo Secondary Phase 2	Fetakgomo-Greater Tubatse	Riba Cross ED	Major Infrastructure	EIG	Construct 4 classrooms, Nutrition Centre	LDPWR&I	3 900	0	0	3 705
Potlake Secondary	Greater Tubatse Fetakgomo	Riba Cross ED	Major Infrastructure (Classrooms, Admin blocks, Nutrition Centres etc.)	EIG	Construct New Nutrition Centre. Refurbish Admin block and 12 classrooms	IDT	12000	6 000	5 400	600
RADIMELA PRIMARY	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 12 ordinary enviroloos and 3 Grade R toilets. Demolish 15 pit toilets	The Mvula Trust	1 350	0	0	1 282

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
Ramatsetse Primary	Elias Motsoaledi	Sekhukhune West	Major Infrastructure	EIG	Construct 4 clsrms and 2 Grade R fclsrms, Nutrition centre and Small Admin block, Refurbish 4 clsrms, Demolish 12 classrooms.	IDT	8500	5 000	3 075	425
Rammupudu Primary	Elias Motsoaledi	Sekhukhune ED	Sanitation	EIG	Construct 24 enviroloos. Demolish 10 pit toilets	The Mvula Trust	2 160	0	0	2 052
RAMOKHUTL WANE PRIMARY SCHOOL	Elias Motsoaledi	Sekhukhune West	Sanitation	EIG	Construct 15 ordinary enviroloos and 4 Grade R toilets. Demolish 3 plain pit toilets	The Mvula Trust	1 710	0	1 624	86
Ramonokane Primary	Elias Motsoaledi	Sekhukhune West	Water and Sanitation	EIG	Construct 18 Waterborne toilets. Refurbish 16 waterborne toilets. Demolish 12 pit latrines	The Mvula Trust	1820	1 729	91	0
Ramphelane Secondary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construct Nutrition Centre. Refurbish 16 classrooms and existing Admin block	IDT	20 000	0	0	0
Rantobeng Secondary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construct 10 ordinary classrooms, 8 enviroloos, and Nutrition Centre. Refurbish 9 classrooms, Science and Computer laboratories and	IDT	18000	6 000	8 000	3 100

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
					Library. Upgrade fencing					
Rebone Secondary	Makhudutha maga	Sekhukhune West	Major Infrastructure	EIG	Construct 10 classrooms, Nutrition Centre, Medium Admin block. Refurbish 16 classrooms, and fence	LDPWR&I	15800	6 000	9 010	790
Rebone Secondary	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 2 enviroloos. Refurbish 20 enviroloos.	The Mvula Trust	2560	2 432	128	0
Rekhuditse Secondary	Ephraim Mogale	Sekhukhune ED	Major Infrastructure	EIG	Construct Medium Admin block, Nutrition Centre. Refurbish 22 existing classrooms.	LDPWR&I	9 000	0	0	6 000
Riba Primary Phase 2	Fetakgomo-Greater Tubatse	Riba Cross ED	Major Infrastructure	EIG	Construct 8 ordinary Classrooms and 6 Grade R facilities	IDT	8000	5 000	2 600	400
Rotole Primary	Greater Tubatse Fetakgomo	Riba Cross ED	Sanitation	ES	Construct 20 enviroloos. Demolish 14 pit toilets	The Mvula Trust	1 800	0	0	1 710
Sebase Secondary	Makhudutha maga	Sekhukhune West	Major Infrastructure	EIG	Replace the roofs Of 8 storm damaged classrooms and do general renovations to the classrooms	LDPWR&I	2500	2 375	125	0
SEBOENG PRIMARY	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 10 ordinary enviroloos and 3 Grade R toilets. Demolish 6 plain pit toilets	The Mvula Trust	1 170	0	1 111	59
Seboeng Primary (At the new site)	Fetakgomo-Greater Tubatse	Sekhukhune West	Water, Sanitation and Fencing	EIG	Construct 14 enviroloos, Fence off 2.8 ha perimeter (or available new site),	The Mvula Trust	2980	2 831	149	0

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
					Drill and equip borehole					
Seboeng Primary (Relocation to a new Site)	Fetakgomo-Greater Tubatse	Sekhukhune West	Major Infrastructure	EIG	Construct 1 x 3 and 1 x 4 ordinary classroom blocks, 2 x Grade R facilities, Small Nutrition Centre and 1 x Multipurpose classroom	LDPWR&I	10000	5 000	4 500	500
Schoonoord Cluster Circuit Office	Makhudutha maga	Sekhukhune West	Major Infrastructure	ES	Routine Maintenance of the District Office	LDPWR&I	784	39	0	0
Sedikwe Primary	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 14 ordinary enviroloos and 5 Grade R toilets. Demolish 19 pit toilets	The Mvula Trust	1 710	0	1 624	86
Sekale Primary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Construct Small Nutrition Centre. Refurbish 13 classrooms. Demolish 13 pit toilets	IDT	6 607	0	5 572	331
Selatole Secondary	Fetakgomo-Greater Tubatse	Riba Cross ED	Major Infrastructure	EIG	Construct New 1 x 4 Classroom block. Renovate 3 x 4 Classroom Block. Demolish 2 x 3 Classroom block	IDT	4643	511	0	0
SELEBALO SECONDARY	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 12 ordinary enviroloos. Demolish 2 plain pit toilets	The Mvula Trust	1 080	0	1 026	54
Seroka Primary	Greater Tubatse Fetakgomo	Sekhukhune ED	Sanitation	EIG	Construct 24 enviroloos. Demolish 35 pit toilets	The Mvula Trust	2 160	0	0	2 052

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
Shorwane Secondary	Fetakgomo-Greater Tubatse	Sekhukhune ED	Major Infrastructure	EIG	Demolish 5 classrooms and 4 pit toilets. Refurbish 10 classrooms, and 20 enviroloos. Construct 4 classrooms, Nutrition Centre and Small Admin block	IDT	12739	5 890	637	0
Sisabonga Primary	Elias Motsoaledi	Sekhukhune ED	Major Infrastructure	EIG	Renovation of 10 classrooms, admin building and waterborne toilets, construction of 8 classrooms and 12 waterborne toilets	IDT	8146	407	0	0
SOKALI PRIMARY	Elias Motsoaledi	Sekhukhune West	Sanitation	EIG	Construct 10 ordinary enviroloos and 3 Grade R toilets. Demolish 11 plain pit toilets	The Mvula Trust	1 170	0	1 111	59
St. Josefs Technical Secondary School (Presidential Project)	Elias Motsoaledi	Sekhukhune West	Fencing, water and Sanitation	EIG	Refurbishment of 15 waterborne toilets. Construction of 10 toilets (waterborne depending on Water availability). Construction of Guard House and Upgrading of existing fence. Demolishing of 9 pit toilets	The Mvula Trust	3075	1 916	154	0
St. Josefs Technical Secondary School	Elias Motsoaledi	Sekhukhune West	Major Infrastructure	EIG	Refurbishment of 20 classrooms. Refurbishment and equipment of Science	IDT	12000	6 000	5 400	600

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
(Presidential Project)					and Computer laboratories, a well as the Technical Centre. Conversion of 1 x 3 classroom block into a library. Construction of Nutrition Centre. Refurbishment of Workshop Centre.					
St. Paul Secondary	Elias Motsoaledi	Sekhukhune ED	Major Infrastructure	EIG	Refurbish 9 classrooms. Construct 16 classrooms, Nutrition Centre, Medium Admin Block. Relocate 4 mobiles	LDPWR&I	20 000	0	8 000	11 000
Thabakhubedu Primary	Elias Motsoaledi	Sekhukhune ED	Major Infrastructure	EIG	Construct 10 classrooms, Nutrition Centre, Medium Admin block, and 3 Grade R facilities, and a fence. Refurbish 9 classrooms. Demolish 16 classrooms,	LDPWR&I	17 000	0	0	8 100
Thabane Primary	Fetakgomo-Greater Tubatse	Sekhukhune East	Major Infrastructure	EIG	Construct 8 ordinary classrooms, 4 x Grade R facilities, Nutrition Centre, Medium Admin block. Refurbish 6 classroom. Demolish 6 classrooms.	LDPWR&I	13000	7 000	5 350	650
Thabane Primary	Fetakgomo-Greater Tubatse	Sekhukhune East	Water, Sanitation and Fencing	EIG	Construct 24 envirolloos. Upgrade the fence. Demolish 18 pit toilets	The Mvula Trust	3000	2 850	150	0

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
Thobela Primary School	Elias Motsoaledi	Sekhukhune ED	Major Infrastructure	EIG	Remove damaged roof coverings and replace with new clip-lock to match existing. Minor renovations to block B, C and D	IDT	529	27	0	0
Thokwane Primary	Greater Tubatse Fetakgomo	Riba Cross ED	Sanitation	EIG	Construct 26 enviroloos. Demolish 14 pit toilets.	The Mvula Trust	2 340	0	0	2 223
THOROMETS ANE PRIMARY	Fetakgomo - Greater Tubatse	Sekhukhune East	Sanitation	EIG	Construct 10 ordinary enviroloos and 4 Grade R toilets. Demolish 12 plain pit toilets	The Mvula Trust	1 260	0	0	1 197
Thoto Primary	Makhudutha maga	Sekhukhune ED	Sanitation	ES	Construct 20 enviroloos. Demolish 12 pit toilets	The Mvula Trust	1 800	0	0	1 710
TISANA PRIMARY	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 14 ordinary enviroloos and 4 Grade R toilets. Demolish 14 plain pit toilets	The Mvula Trust	1 710	0	1 624	86
Tjetje Technical Secondary	Elias Motsoaledi	Sekhukhune ED	Major Infrastructure	EIG	Construct Nutrition Centre and 8 enviroloos. Refurbish 12 Classrooms.	IDT	19219	3 097	960	0
Tlou-kwena Primary	Elias Motsoaledi	Sekhukhune ED	Major Infrastructure	EIG	Construct Nutrition Centre. Refurbish 18 classrooms	LDPWR&I	6 900	0	0	6 555
TSATANE PRIMARY	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 14 ordinary enviroloos and 6 Grade R toilets. Demolish 20 plain pit toilets	The Mvula Trust	1 890	0	1 795	95

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
Tseke Primary	Fetakgomo-Greater Tubatse	Riba Cross ED	Sanitation	EIG	Construct 14 enviroloos. Refurbish 4 enviroloos and fence. Drill and equip borehole. Demolish 6 pit toilets.	The Mvula Trust	2 940	0	2 793	147
Tseke Primary	Fetakgomo-Greater Tubatse	Riba Cross ED	Major Infrastructure	EIG	Construct 2 x Grade R facilities, Nutrition Centre. Refurbish 9 classrooms. Demolish 3 classrooms	LDPWR&I	5 400	0	0	5 130
TSHEGE SECONDARY	Makhudutha maga	Sekhukhune West	Sanitation	EIG	Construct 14 ordinary enviroloos. Demolish 4 plain pit toilets	The Mvula Trust	1 260	0	0	1 197
Tshehlwaneng Secondary	Makhudutha maga	Sekhukhune ED	Major Infrastructure	EIG	Demolition of 18 classrooms, renovation of 3 classrooms and laboratory building, construction of medium sized admin, construction of 16 toilets. Construction of 15 classrooms	IDT	30327	2 756	0	0
Tshwatlhakge Primary	Makhudutha maga	Sekhukhune West	Sanitation / SAFE Initiative	EIG	Construct 30 enviroloos, and 12 Grade R toilets. Refurbish 2 enviroloo toilets. Demolish 25 pit toilets	The Mvula Trust	4 000	0	3 800	200
Tsimanyane Primary	Ephraim Mogale	Sekhukhune ED	Sanitation	EIG	Construct 25 enviroloos. Demolish 18 pit toilets.	The Mvula Trust	2 250	0	0	2 137

Project Name	Local Municipality	Education District	Type of Infrastructure	Source of Funding	Scope of Work (Project Details)	Implementing Agent	Total Budget over Multiple Financial Years in '000	Projected Expenditure 2019/20 in '000	Projected Expenditure 2020/21 in '000	Projected Expenditure 2021/22 in '000
Zamazama Secondary	Elias Motsoaledi	Sekhukhune West	Sanitation / SAFE Initiative	EIG	Construct 12 additional Enviroloos and do Maintenance on the existing 20 enviroloos.	The Mvula Trust	1 500	0	1 425	75
Zenzeleni Secondary	Elias Motsoaledi	Sekhukhune West	Sanitation / SAFE Initiative	EIG	Construct 12 enviroloos. Demolish 10 pit toilets.	The Mvula Trust	1 100	0	1 045	55

4.2.2. PUBLIC WORKS

DEPARTMENT OF TRANSPORT

ITEM	PROJECT DESCRIPTION	LOCATION	DISTRICT	TYPE OF MAINTENANCE	TYPE OF FACILITY	BUDGET
1.	Construction of Hoeraroep Cost Centre Office	Nebo	Sekhukhune	New Construction	New Office	R3 000 000

CoGHSTA

Project name	District	Project description	Contract Amount	Current status (percentage if under construction)	Total no. of jobs created as per beneficiary list, contracts and IDs	Completion date	Forecast completion date	Links to APP 2019/20	Links to APP 2019/20	Links to APP 2019/20
								Completion within the agreed time	Completion within the agreed budget	Total estimated jobs to be created in 2019/20
Modjadji Traditional Council relocated to	Sekhukhune	Construction of new traditional	R 8 613 250.30	Construction	38	17-Jul-19	31-Oct-19	No	Yes	15

Mogashoa Ditlhakeneng		council office								
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4.2.3. LEDET – SEKHUKHUNE DISTRICT

NAME OF PROJECT/PROGRAMME	SHORT DESCRIPTION	MUNICIPAL AREA WHERE THE PROJECT IS IMPLEMENTED	AMOUNT ALLOCATED	LEADING UNIT
Environmental awareness campaigns	Conduct Environmental awareness campaigns (world environment day, world Biodiversity day, world Habitat day, Tree planting and clean up campaigns and World Wetlands day celebrations)	All locals municipalities	R150 000	Environment Empowerment Services
Environment Legislations Capacity building	Conduct workshops to Traditional Leaders and other stakeholders to increase the level of Environmental Management knowledge and voluntary compliance.	All Local Municipalities	R200 000	Environment Empowerment Services.
Limpopo Green Schools programme	Implementation of Green Projects in the 25 Schools registered to participate in the Green Schools programme.	Selected and registered Schools in all Local Municipalities.	-	Environment Empowerment Services
Man and Biosphere Programme.	Support Implementation of Kruger to Canyon Biosphere Reserve	Fetakgomo-Tubatse Municipality	R270 000	Environment Empowerment services
Green Municipality Competition programme	Assess the Green Economy performance of Municipalities against GMC criteria	All Local Municipalities	R100 000	Environment Empowerment services.
Tourism Capacity Building programme to be facilitated.	The programme is aimed at stakeholder engagement through information sharing initiatives, and outline issues on tourism related matters emphasizing the importance of tourism in creating employment	All local municipalities.	-	Tourism Directorate

NAME OF PROJECT/PROGRAMME	SHORT DESCRIPTION	MUNICIPAL AREA WHERE THE PROJECT IS IMPLEMENTED	AMOUNT ALLOCATED	LEADING UNIT
	and alleviating poverty. The objectives are achieved through presentations, discussions, and group exercises.			
Number of targeted tourism awareness programs implemented.	Awareness programme on the tourism industry.	All local Municipalities	-	Tourism Directorate
Responsible Tourism awareness	Awareness on responsible tourism guidelines focusing on resource efficiency	All local Municipalities		Tourism Directorate
Tourism Signage	Implementation of tourism signage at tourism attractions as part of encouraging accessibility and visitor experience.	All local Municipalities.	TBA	Tourism Directorate.
Tourist guides registration	Manage the registration of the provincial tourist guides.	Provincial	-	Tourism
Number of mass tourism events facilitated	Facilitation of 4 mass tourism events.	Provincial	-	Tourism

4.2.4. ROAD AGENCY LIMPOPO (RAL)

Item	Project No.	Road Number	Project Name	District	Municipality	Road - surfaced/gravel/ bridges/drainage structures/erosion protection, etc.	Budget programme number	MTEF Forward Estimates (19/20)	MTEF Forward Estimates (20/21)	MTEF Forward Estimates (21/22)	MTEF Forward Estimates (22/23)
1	RAL/T535C	D1392	Upgrading (Gravel to tar) of Road D1392 from GaMalekane to	Sekhukhune	Fetakgomo Tubatse	Drainage structure, Road	Roads Infrastructure	R1 739 064	R0	R0	R0

Item	Project No.	Road Number	Project Name	District	Municipality	Road - surfaced/gravel/ bridges/drainage structures/erosion protection, etc.	Budget programme number	MTEF Forward Estimates (19/20)	MTEF Forward Estimates (20/21)	MTEF Forward Estimates (21/22)	MTEF Forward Estimates (22/23)
			Molekela in the Sekhukhune District								
2	RAL/T631B	D2405	D2405 Alverton to Kgautswane	Sekhukhune	Fetakgomo Tubatse	Drainage structure, Road	Roads Infrastructure	R7 502 631	R17 895 000	R34 750 928	R290 000 000
3	RAL/T857	D4200	D4200 Jane Furse to Mphanama to Apel	Sekhukhune	Fetakgomo Tubatse	Drainage structure, Road	Roads Infrastructure	R10 984 574	R18 141 576	R39 707 000	R180 000 000
4	RAL/T636B	D4311, D4310, D4328	Roads D4311, D4310, D4328 from Mmotwaneng/Legolaneng to Mohlalotwane to Moeding to Serithing to Ramogwerane	Sekhukhune	Elias Motsoaledi	Drainage structure, Road	Roads Infrastructure	R16 387 346	R20 326 126	R35 000 000	R30 000 000
5	RAL/T816(B)	D4166	D4166 - Ga-Ribaka Thabeng/Mofolo to R37, Phase B: Upgrading	Sekhukhune	Fetakgomo Tubatse	Drainage structure, Road	Roads Infrastructure	R5 280 000	R0	R0	R0
6	RAL/T347B	D4190	Apel to Mmabulela(R37) D4190	Sekhukhune	Fetakgomo Tubatse	Drainage structure, Road	Roads Infrastructure	R25 749 805	R23 577 964	R30 000 000	R20 000 000
7	RAL/T866	D4182, D4185, D4432, D4180	D4182, D4185, D4432, D4180	Sekhukhune	Fetakgomo Tubatse	Drainage structure, Road	Roads Infrastructure	R22 899 995	R24 183 724	R30 000 000	R30 000 000
8	RAL/T815	D4170	D4170 from Sefateng/Atok to Driekop/Maandagshoek	Sekhukhune	Fetakgomo Tubatse	Drainage structure, Road	Roads Infrastructure	R27 000 000	R26 727 849	R28 741 920	R70 000 000

Item	Project No.	Road Number	Project Name	District	Municipality	Road - surfaced/gravel/ bridges/drainage structures/erosion protection, etc.	Budget programme number	MTEF Forward Estimates (19/20)	MTEF Forward Estimates (20/21)	MTEF Forward Estimates (21/22)	MTEF Forward Estimates (22/23)
9	RAL/T902	D4253	Phase A 3 Km of ((Ga-Masemola (D4253))	Sekhukhune	Makhudutha maga	Drainage structure, Road	Roads Infrastructure	R25 000 000	R17 858 593	R7 141 407	R0
10	RAL/T539C(A)	D4370	Phase A Improvements to increase structural capacity of existing pavement layers by adding new granular layers D4370 Tompi Selekla to Mogaladi to Phokwane	Sekhukhune	Makhudutha maga	Drainage structure, Road	Roads Infrastructure	R0	R0	R63 278 000	R80 000 000
11	RAL/T630B	D2664, D2919, D2922	D2664,D2919,D292 2 Tshikanosi to Malebitsa, Phase A Improvements to increase structural capacity of existing pavement layers by adding new granular layers	Sekhukhune	Ephraim Mogale	Drainage structure, Road	Roads Infrastructure	R0	R0	R0	R0
12	RAL/T630B (A)	D2664, D2919, D2922	D2664,D2919,D292 2 Tshikanosi to Malebitsa, Phase A Improvements to increase structural capacity of existing pavement layers by adding new granular layers	Sekhukhune	Ephraim Mogale	Drainage structure, Road	Roads Infrastructure	R17 777 582	R0	R0	R0

Item	Project No.	Road Number	Project Name	District	Municipality	Road - surfaced/gravel/ bridges/drainage structures/erosion protection, etc.	Budget programme number	MTEF Forward Estimates (19/20)	MTEF Forward Estimates (20/21)	MTEF Forward Estimates (21/22)	MTEF Forward Estimates (22/23)
13	RAL/T816(A)	D4166	D4166 Ga-Riba ka Thabeng/Mofolo to R37, Phase A Improvements to increase structural capacity of existing pavement layers by adding new granular layers	Sekhukhune	Fetakgomo Tubatse	Drainage structure, Road	Roads Infrastructure	R10 000 000	R10 000 000	R10 000 000	R0
14	RAL/T815 (A)	D4170	D4170 from Sefateng/Atok to Driekop/Maandags hoek Phase A Improvements to increase structural capacity of existing pavement layers by adding new granular layers	Sekhukhune	Fetakgomo Tubatse	Drainage structure, Road	Roads Infrastructure	R15 000 000	R15 000 000	R40 000 000	R0
15	RAL/T817 (A)	D4190	Rehabilitation of gravel roads D4190 intersection (Modimolle to Masehlang) D4200	Sekhukhune	Elias Motsoaledi	Drainage structure, Road	Roads Infrastructure	R0	R10 000 000	R66 000 000	R0
16	RAL/T837	P171/1	P171/1 : Roosenekal to Mpumalanga border	Sekhukhune	Elias Motsoaledi	Drainage structure, Road	Roads Infrastructure	R17 179 593	R29 201 500	R38 968 907	R0
17	RAL/T849	P51/3	P51/3 Groblersdal to Stoffberg	Sekhukhune	Elias Motsoaledi	Drainage structure, Road	Roads Infrastructure	R29 000 000	R0	R0	R0

Item	Project No.	Road Number	Project Name	District	Municipality	Road - surfaced/gravel/ bridges/drainage structures/erosion protection, etc.	Budget programme number	MTEF Forward Estimates (19/20)	MTEF Forward Estimates (20/21)	MTEF Forward Estimates (21/22)	MTEF Forward Estimates (22/23)
18	RAL/T852	D1948	D1948 Philadelphia Hospital to Marble Hall	Sekhukhune	Elias Motsoaledi			R88 957 175	R64 201 500	R218 246 907	R80 000 000
19	RAL/T857(A)	D4200	Phase A Improvements to increase structural capacity of existing pavement layers by adding new granular layers D4200 Mphanama to Apel	Sekhukhune	Fetakgomo Tubatse						
20	RAL/T902(A)	D4253,	Ga-Masemola D4253, Phase A Improvements to increase structural capacity of existing pavement layers by adding new granular layers	Sekhukhune	Makhudutha maga						
21	RAL/T913(A)	D4199	Apel to Ga-Nkoana D4199 to D4190, Phase A Improvements to increase structural capacity of existing pavement layers by adding new granular layers	Sekhukhune	Fetakgomo Tubatse	Maintenance	Roads Infrastructure	R0	R0	R0	R0
22	RAL/C929(A)	D4210	Rehabilitation of gravel roads D4210 from Modimolle to	Sekhukhune	Elias Motsoaledi	Maintenance	Roads Infrastructure	R0	R0	R0	R0

Item	Project No.	Road Number	Project Name	District	Municipality	Road - surfaced/gravel/ bridges/drainage structures/erosion protection, etc.	Budget programme number	MTEF Forward Estimates (19/20)	MTEF Forward Estimates (20/21)	MTEF Forward Estimates (21/22)	MTEF Forward Estimates (22/23)
			D4190 (Mashilabele)								
23	RAL/T909(b)	D4190	Installation of road signs, road markings on roads D4190 & D4250	Sekhukhune	Makhudutha maga	Maintenance	Roads Infrastructure	R0	R0	R0	R0
24	RAL/T930	D737	Preventative maintenance and rehabilitation of Road D737	Sekhukhune	Fetakgomo Tubatse	Maintenance	Roads Infrastructure	R0	R0	R0	R0
25	TBA	Various roads	Household based Routine Road Maintenance	Sekhukhune	Makhudutha maga	Maintenance	Roads Infrastructure	R0	R0	R0	R0
26	TBA	Various roads	Household based Routine Road Maintenance	Sekhukhune	Elias Motsoaledi	Maintenance	Roads Infrastructure	R0	R0	R0	R0
27	TBA	Various roads	Household based Routine Road Maintenance	Sekhukhune	Fetakgomo Tubatse	Maintenance	Roads Infrastructure	R15 000 000	R0	R0	R0
28	TBA	Various roads	Household based Routine Road Maintenance	Sekhukhune	Ephraim Mogale	Maintenance	Programme 4	R12 623 241	R13 124 119	R13 124 119	

4.2.5.National Department of Environmental Affairs

NAME OF PROJECT /PROGRAMME	AREA OF IMPLEMENTATION	TOATAL BUDGET	PROJECT TIMEFRAME
LP-Bakwena ba Mohlabetsi CPA	Elias Motsoaledi	R 20 000 000, 00	2019/2020
LP-Dloziliyakhala Traditional Medicine	Fetakgomo Tubatse	R 5 000 000.00	2019/2020

NAME OF PROJECT /PROGRAMME	AREA OF IMPLEMENTATION	TOATAL BUDGET	PROJECT TIMEFRAME
LP-Potlake Infrastructure Development	Fetakgomo Tubatse	R 15 000 000.00	2019/2020
LP-Soil Conservation for ward 3, 4 & 21	Elias Motsoaledi	R 12 000 000.00	2019/2020
LP-Fetakgomo Land Rehabilitation Project	Fetakgomo Tubatse	R15 000 000.00	2019/2020
LP-EMLM Eradication of Alien Plants in Various Villages	Elias Motsoaledi	R 15 000 000.00	2019/2020
Sekhukhune District Good Green Deeds Programme (Eradication of illegal dumping sites)	All LMs	R9 049 773, 76	2019/2021
Youth Community Outreach Programme	All LMs	Multi-year programme	2019/2022
Lebowakgomo project (Alien Plant Control)	Fetakgomo Tubatse LM (Apel area)	Multi-year programme	2019/2020
Lower Olifants project (Alien Plant Control)	Elias Motsoaledi (Groblersdal area)	Multi-year programme	2019/2020
Mogaladi Wetland Rehabilitation Project	Makhuduthamaga (Mogaladi Village)	Multi-year programme	2019/2020

CHAPTER 5:

INTEGRATION

PHASE

5. SECTOR PLANS

Section 26 of Municipal Systems Act (32 of 2000) requires municipalities to develop plans to address specific sectors of development within 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 status of sector plans in the SDM:

Table 187: 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	2017-2018
Organisational Performance Management System	Available	2017-2018
Performance Management Framework	Available	2017-2018
KPA: Basic Service Delivery and Infrastructure Development		
Water Services Master Plan	Review in process	2014
WSDP	Available	2016
Sanitation Master Plan	Review in process	Draft during 2016/17
Bulk Contribution Policy	Review in process	Draft during 2016/17
Water safety plan	Review in process	Draft during 2016/17
Integrated Waste Management Plan	Review in process	2005
HIV/AIDS Operational Plan	Available	2012
District Integrated Environmental Management Plan (DIEMP)	Available	2015
Air Quality Management Plan	Review in process	2010
Disaster Management Plan	Approved	2016
KPA: Local Economic Development		
LED Strategy	Review in process	2007
KPA: Financial Viability		

Plan	Available/Not Available	Financial Year Approved
Tariff policies	Available	2017/18
Rates and Taxes policies	Available	2017/18
Supply chain management policies	Available	2017/18
KPA: Good Governance and Public Participation		
Communication Strategy	Available	2014
Risk Management Plan (implementation plan)	Available	2017/18
Public Participation Policy Framework	Available	2012
Anti- fraud and corruption strategy and whistle blowing policy	Available	2011

5.1. SPATIAL RATIONALE

SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The Sekhukhune District Municipality Spatial Development Framework was adopted in 2004 and reviewed in 2008. In terms of the Municipal Systems Act, an SDF is a component of an IDP. The act requires that it be compiled to give effect to the IDP. It is a legal framework that is desired to implement an IDP. It sets out objectives that reflect the desired spatial form of the district.

The spatial development framework guides and informs all decision of the municipality relating to land use development and land planning. It guides and informs the direction of growth, major movement routes, special development areas and conservation of areas by:

- Indicating desired pattern of land use
- Addressing the spatial reconstruction of the location and nature of development in the district.
- Providing strategic guidance in respect of the location and nature of development in the district.
- Indicating where public and private land development and infrastructure development should take place.
- Indicating desired or undesired utilization of space in a particular area within the district.
- Delineating urban edge.
- Identifying areas where strategic intervention is required.
- Indicating where priority spending is required from a district point of view/scale for municipal but for district wide projects.
- SDM has recently compiled a review of the SDF. The reviewed SDF is in place and has identified the following spatial development objectives and principles:

- To actively protect, enhance and manage the natural environmental resources in the municipality in order to ensure a sustainable equilibrium between the mining, tourism and agricultural industries in the area.
- To optimally capitalize on the strategic location of the District by way of strengthening internal and external linkages within provincial and regional context.
- To utilize the natural environmental and cultural historic features in the District as anchors from which to promote ecotourism and conservation.
- To maximally utilize the mining potential in the district by way of the development of the Dilokong Corridor.
- To promote commercial farming and food production along the Olifants River and Steelpoort River drainage systems in the District.
- To facilitate small scale and subsistence farming activities throughout the remainder part of the municipal area.
- To promote industrial/commercial development in the District with specific emphasis on agro-processing in the agricultural belt (Groblersdal), and mining/ore-processing in the mining belt (Tubatse).
- To create a strong east-west movement/development corridor in the District functionally linking the tourism precincts, mining belt and agricultural belt to one another, and to the markets of Gauteng Province along the Moloto Corridor.
- To supplement the District east-west corridor by way of three functional north-south corridors:
 - N11: Agriculture, Commerce
 - R583: Institutional, Residential
 - R33: Mining
- To ensure equitable access to social infrastructure and to promote Local Economic Development by way of an evenly distributed range of Multi-Purpose Community Centres to be established throughout the District.
- To consolidate the urban structure of the district around the highest order centres by way of infill development and densification in Strategic Development Areas.
- To establish a functional hierarchy of towns and settlements in the District based on the regional function and spatial distribution of these centres.

LAND USE MANAGEMENT SYSTEM (LUMS)

Land use management system is a permutation of tools and mechanisms developed together in order to manage, control, influence and regulate the use of land. This system includes the IDP with spatial development framework as its component that scales down to a land use scheme and ultimately to the building plans. LUMS are put in place to effect a uniform system and procedures for land development and land use management and addresses the plethora and imbalances of the past.

SDM has initiated a LUMS project for its local municipalities. The draft LUMS are in place. Promulgation of the LUMS has been hampered by the delay in the promulgation of the national land use management bill that provides for regulation of land use management.

Table 188: STATUS OF LAND USE MANAGEMENT SCHEMES IN SDM

MUNICIPALITY	LAND USE SCHEME
Fetakgomo Tubatse LM	Draft Land Use Scheme; (Burgersfort Town Planning Scheme (adopted 2006)
Ephraim Mogale LM	Land Use Scheme 2019- Promulgated
Elias Motsoaledi LM	Draft Land Use Scheme (Groblersdal Town planning Scheme (Adopted 2006)
Makhuduthamaga LM	Draft Land Use Scheme

5.2. INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

PERFORMANCE MANAGEMENT POLICY AND FRAMEWORK

Introduction

The Sekhukhune District Municipality (SDM) accepts that performance management is central to building a developmental local government geared to meet the needs of communities in a sustainable and accountable manner.

As part of meeting its legislative requirements and policy provisions, the SDM has developed a performance management system (PMS) that provides a platform for communities to hold it accountable but also facilitates for effective management and cultivation of a result-based management culture and ethos amongst its political office bearers and employees. The performance management system of the SDM is development oriented and provides the framework to manage and review employee performance and foster employee development.

Purpose of the policy

The purpose of institutionalizing a PMFP is to serve as a primary mechanism to:

- Enable SDM to Plan, Monitor, Measure Report, and Review and Improve Organizational, Departmental and Individual Performance.
- Facilitate the creation of a performance culture and improve service delivery through the successful implementation of PMS.
- Improve the implementation of the IDP.
- Ensure integration and alignment of programmes across municipalities, departments and other sphere of Government.
- Promote accountability between various stakeholders.
- Help the municipality to improve Service delivery through the development of effective PMS.
- Alert the organization of failure to achieve the objectives of the IDP and government commitments.

- Develop meaningful interventions mechanisms to address failure.
- Create a culture of best practice and encourage shared learning among stakeholders.

The following principles have successfully been the core foundation of PMS processes:

Table 189: Principles of PMS

Principle	Intervention
Ownership and Support	The PMS should be owned by the municipality and supported by other spheres of government.
Participatory	The system must place the SDM community at the centre of local government processes
Linkage/Integration	Performance Management system must be linked to the IDP Framework. PMS and IDP complement each other, therefore PMS planning phase must occur within the IDP/Budget planning phase.
Compatibility	The PMS must be developed and implemented within available capacity and resources. It must be user-friendly enabling the municipality to manage it within its existing institutional and financial resources.
Alignment	The system must align to other municipal activities and allow for joint responsibility and accountability.
Fair and objective	Performance management will be founded on fairness and objectivity in the recognition of poor or good performance.
Decision making	PMS decision making processes will not be used to victimize or give an unfair advantage to an individual or group of people.
Politically Driven	The political principals must buy in and participate and take a lead in development and implementation of the system.

Roles and Responsibilities

The SDM performance management framework assigns roles and responsibilities to various political structures, political office bearers and municipal administration:

Table 190: Roles and responsibilities of various stakeholders in PMS

MUNICIPAL STRUCTURES	ROLES AND RESPONSIBILITIES
The Council of SDM	<ul style="list-style-type: none"> • Set vision, mission and strategic direction of the municipality; • Approve the Performance Management Framework and Policy; • Submit annual report to Auditor General/ MEC; • Receive reports from performance audit committee; • Monitor Municipal Performance; • Receive performance reports from the Executive Mayor; • Appoint Audit Committee;

MUNICIPAL STRUCTURES	ROLES AND RESPONSIBILITIES
	<ul style="list-style-type: none"> • Approve the Remuneration Policy for section 56 employees and Incentive Scheme for all employees; and • Approve budget for rewarding and recognising good performance.
The Executive Mayor	<ul style="list-style-type: none"> • Facilitate development of IDP and PMS; • Receive monthly reports on implementation of PMS; • Review performance of the municipal manager; • Report on organizational performance to the Council quarterly; • Recommend the allocation of performance scores of section 56 employees to Council and; • Receives performance reports from the Performance Audit Committee.
Municipal Manager	<ul style="list-style-type: none"> • Ensure alignment of PMS with other systems; • Oversee the implementation of the PMS and submitting the required performance reports on regular basis to Council and other structures; • Ensure that the system is implemented in line with legislative and policy frameworks; • Mediate over disagreements between supervisors and employees; and • Assigned the responsibility of developing the PMS.
The Members of the Mayoral Committee	<ul style="list-style-type: none"> • Oversee the implementation of PMS in their departments as per the Executive Mayor's sub-delegation of his roles and responsibilities and the new governance model.
Section 79 Committees	<ul style="list-style-type: none"> • Play oversight role on implementation of PMS
Senior Manager delegated by Municipal Manager to implement PMS	<ul style="list-style-type: none"> • Communicating the vision, mission and strategic direction; • Overseeing the process of design and implementation of scorecards and commitment plans; • Communicating the strategic and operational plans; • Communicate their performance agreements/commitments to staff; • Facilitating on-going review of performance against set targets; • Ensuring that the system is implemented in line with legislative and policy frameworks; and • Mediating over disagreements between supervisors and employees (if delegated by the municipal manager).
Chief Financial Officer	<ul style="list-style-type: none"> • Decentralise budget regarding performance management to the respective responsible managers (Directors); • Ensure that all Directors have budgeted for performance management linked expenditure; and • Ensure that allocated financial resources reflect the strategic priorities of the District municipality.
Director: Corporate Services	<ul style="list-style-type: none"> • Is custodian of the individual PMS; • Ensures implementation of Council decisions on rewards and recognition of good performance; • Engages organised labour on the implementation of PMS in the District municipality and other related issues; • Provides training on the system; and • Advices on HR systems and practices that are integrated to the Performance Management System.
Every Director and supervisors	<p>Performance management is a line function responsibility. Every director and supervisor is primarily responsible for the implementation of SDM's PMS in his/her department or area of responsibility. Each director and supervisor is responsible to:</p> <ul style="list-style-type: none"> • Jointly, with an employee, develop performance scorecards and other performance instruments that will help achieve the Department's objectives; • Conduct regular monitoring and coaching sessions on performance; • Collate the required evidence to support achievement against performance measures and targets; • Timely identify areas requiring performance improvement and develop and implement performance improvement plans for unsatisfactory performers; • Conduct mid-year and annual performance reviews;

MUNICIPAL STRUCTURES	ROLES AND RESPONSIBILITIES
	<ul style="list-style-type: none"> Develop and implement, jointly with employees, personal development plans; and Speedily address grievances in terms of the grievance procedure.
Employees	<ul style="list-style-type: none"> Equal participation with supervisors in developing performance plans/scorecard and other performance instruments; Take responsibility for her or his own personal development; Understanding of the Department's strategic objectives and how he/she can contribute to achieve these objectives; and Provide feedback to supervisor on obstacles to achieving agreed objectives/standards.
Internal Audit Committee	<p>Internal Audit Committee is required to develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its internal auditing processes. This legislative requirement entails an assessment of the following:</p> <ul style="list-style-type: none"> (i) The functionality of the municipality's performance management system; (ii) whether the municipality's performance management system complies with the Act; and (iii) The extent to which the municipality's Performance measurements are reliable in measuring performance of municipalities on indicators referred to in regulation 9 and 10. <p>Internal Audit is further required to:</p> <ul style="list-style-type: none"> (a) Audit the performance measurements of the municipality on a continuous basis; and (b) Submit quarterly reports on their audits to the municipal manager and the performance audit committee.
Performance Audit Committee	<p>As permitted by legislation (MPPMR, 2001) the Performance Audit Committee may determine its own procedures after consultation with the Executive Mayor of SDM.</p> <p>The Performance Audit Committee shall be established for the purposes of:</p> <ul style="list-style-type: none"> Reviewing the quarterly performance reports; Reviewing the municipality's performance management system and make recommendations in this regard to the Council; and At least twice during a financial year submit an audit report to the SDM Council.

Accountability structure during the review process

Table 191: Accountability structure during the review process

Lines of Accountability	Review Role/Input
Supervisor and Municipal Manager	Review performance of employees reporting directly to them (quarterly)
Line/Functional Managers	Review performance of their respective functional areas(Monthly)
Standing/Portfolio Committees	Manage and review performance of sectors and function respective to their portfolios.
Executive Management (Section 57) Teams	Review performance of the organization constantly(monthly)
Executive or Mayoral	Review performance of the administration

Lines of Accountability	Review Role/Input
Council	Review the performance of the Municipal Council, Its Committees and the Administration.
The Public	Review the performance of the Municipality and Public representatives (Councilors).

It is critical to note that Organizational Performance is integrally linked to that of the staff and Council performance. The two cannot exist independently without concerted and aligned PMS processes. The relationship between staff performance and Council performance starts from the planning, implementation, monitoring up to review of PMS.

5.3. BASIC SERVICE DELIVERY

INTEGRATED TRANSPORT PLAN (ITP)

The Sekhukhune District Municipality undertook a project to update the Integrated Transport Plan (ITP) for its area of jurisdiction, whereby the final draft report was completed in March 2007. The report is still pending the Council approval. The ITP was prepared, as required in terms of section 27 of the National Land Transport Transition Act, No.22 of 2000 (NLTTA), as amended. The ITP attends to the public and private modes of transport, infrastructure, facilities and services. The Integrated Transport Plan constitutes a transport sector input into the IDP process.

For implementing the NLTTA, the Minister of Transport published the minimum requirements for the preparation of the ITP (Government Gazette No. R25245 dated 1 August 2003). This publication provides for the minimum requirements for the structure and contents of the ITP document.

A data collection process preceded the ITP. The aim of that process was to gain an idea of the current situation in the Sekhukhune District Municipality (SDM) in terms of transportation utility. One of the data collection process is called the Current Public Transport Record (CPTR). The final updated CPTR report was completed in November 2006. This included surveys of taxi operations at taxi ranks.

Subsequently, the Operating Licensing Strategy, Rationalization Plan and Public Transport Plan for the SDM were updated, and are components of the Integrated Transport Plan. Further research was done into road infrastructure development plans and operational plans, such as Road Safety, Travel Demand Management, freight and commodity flow data collection and demographic data. The ITP and Land Development Objectives should be complementary.

The ITP indicates that SDM should focus its efforts and resources on the following strategic components of transportation:

a) Capacity and Skills Development

- Training of officials in integrated transportation planning and land-use planning
- Recruitment of transport planners and engineers
- Procurement of consulting engineering services for consistent and continuous advice and for undertaking ad hoc projects

b) Addressing the Service Backlog

- Motivate subsidized public transport coverage in the SDM with the objective of reducing the cost of travel
- Install public transport infrastructure such as shelters, lay-bys and inter-modal facilities
- Upgrade the road infrastructure and the streets between residential and business nodes, giving special attention to the Greater Tubatse Area.

c) Travel Demand Management (TDM)

- Manage congestion through TDM measures such as signalization, bus lanes, reversible lanes in urban areas and the upgrading of intersections
- Develop a non-motorized transport plan and implement projects.

d) Road Safety

- Develop a Central Communications Centre for incident management
- Perform road safety audits
- Address hazardous locations
- Motivate law enforcement at strategic locations

e) Conduct Education and Communication Campaigns

The way forward is to submit motivations for the prioritized projects in the Integrated Transport Plan (ITP) and the Integrated Development Plan (IDP). The construction and maintenance of public transport facilities and roads are in most cases labour-intensive, and are appropriate mechanisms to promote job creation.

INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

The Sekhukhune District Municipality has developed the integrated Waste Management Plan that is waiting for approval by Council. The purpose of this Integrated Waste Management Plan (IWMP) is to enable Sekhukhune to progressively develop an Integrated Waste Management System (IWMS) capable of delivering waste management services to all households and businesses.

Implementation requires that Sekhukhune move away from traditional “end of pipe” solutions (the dominant practice in South Africa) that focus on waste after it has been generated: Collection – Transport – Land-filling.

National policy requires municipalities to implement an IWMS where the focus is on prevention and minimization of waste, recycling of waste and treatment that is able to reduce the potential

harmful impacts of waste. Only after these efforts, should remaining waste be disposed of at a landfill.

Integrated Waste Management is based upon waste generators acting responsibly by separating their waste at source (the point of generation) and then properly recycling, storing and disposing of the different parts of the waste. Government must ensure that there is waste management service delivery system providing a network of collection and disposal options so that generators can effectively exercise their responsibilities. Thus, Integrated Waste Management combines personal responsibility with government service delivery. Appropriate education and training is required for everyone.

A key element of the IWMS is home use of organic waste (composting or animal feed) as this eliminates the need for collection, transport, treatment and disposal of as much as 50% of the waste stream.

Non-organic recyclable material, when separated at source has higher value, is more easily routed to end users and can be recovered at a far higher efficiency rate than when it is salvaged at a landfill site. In the IWMS will create new forms of safe employment with better remuneration while education and training enables salvagers to take advantage of new career path.

Alternative solutions

The Feasibility Study describes two options for the waste management system in Sekhukhune. Only option 2 contains key elements for an IWMS. Option 1 presents a strategic with “end of pipe” services and shows the potential costs of waste management in Sekhukhune without incorporating integrated strategies.

An overview of all options is shown in the table 78 below:

Table 192: Strategy Options

	Core elements Waste Management Strategy			Integrated strategies	
	Collection	Transport	Disposal	Recycling	Treatment
Option 1	House to house service provided by the Municipality	Operation of collecting points and transport with trucks and donkey cards (rural areas) provided by the Municipality	Rehabilitation and/or operation of 7 landfill sites according to DWAF's MR Rehabilitation and closure of 15 dumpsite	On the landfills by private contractors	No composting MBWT may be considered

Overview of feasibility options

These projects have two fundamental economic flaws:

Income is derived from the sale of salvaged recyclables only. The value gained by the municipality in reduced land fill costs is not seen as linked to the project and the salvagers do not receive any portion of this value.

In end of pipe salvaging, waste is first mixed at source and then transported by the municipality to the land fill where it then has to be separated and transported once again.

The added costs significantly reduce the revenue available to the salvagers.

INTEGRATED ENVIRONMENTAL MANAGEMENT PLAN (IEMP)

The Sekhukhune District Municipality has drafted the Integrated Environmental Management Plan that is waiting to be approved by Council. The Integrated Environmental Management Plan (IEMP) is a plan with a holistic framework that can be embraced by all sectors of society for the assessment and management of environmental impacts and aspects associated with an activity for each stage of the active life cycle, taking into consideration a broad definition of environment and with the overall aim of promoting sustainable development.

The founding principles of the IEMP are the following:

- Integrated approach.
- Informed decision making.
- Holistic decision making
- Alternative options.
- Continual improvement.
- Community empowerment.
- Equity.
- Accountability and responsibility.
- Adaptation.
- Dispute Resolution.
- Global Responsibilities.
- Environmental Justice.
- Institutional Co-ordination.
- Polluter Pays.

This document is not yet approved by Council. To avoid long term accumulated negative effect, the District has started implementing some of the recommendations mentioned in the document. The plan is developed from the involvement of interested and affected parties as well as the responsible authority in ensuring the protection of its citizens while taking forward economic development. It should be emphasized that consultation with the other regulatory authority and sectors is pivotal in ensuring association with the plan for proper integration.

The SDM IDP, Limpopo State of the Environment Report, Limpopo Employment, Growth and Development Plan (LEGDP) and the IDPs of the five Local municipalities (which are under the direct control of the District) provided the framework for the development of this three-year (2001-2010) Integrated Environmental Management Plan (IEMP).

The development of this plan was based on the following protocol:

- Identification of the environmental activities and priorities performed by sectors of the municipality and its five local municipalities.
- Clustering of common functions.
- Setting of goals and objectives.
- Documentation of strategies.
- Identification and development of the environmental programmes.
- Development of projects.
- Development of the management strategy for all the levels of the projects.
- Identification of role players.

This IEMP has set the basis upon which the development of the SDM environmental policy and the SDM State of Environmental Report is formulated. This policy will be important in guiding the other ecosystems plans.

AIR QUALITY MANAGEMENT PLAN (AQMP)

The Sekhukhune District Municipality (SDM) in line with the Department of Economic Development, Environment and Tourism in the Limpopo Province (LEDET) has developed a Draft Air Quality Management Plan (AQMP) for the SDM.

The overall goal with the Plan is to manage, reduce and/or eliminate the generation and significant negative environmental impact(s) of all known air pollutants in their area of jurisdiction.

The AQMP will be used to reform the by-laws regulating air quality in order to protect the quality of the air in the SDM and to minimize the impact of air pollution emissions on neighbouring districts, yet allowing ecologically sustainable and justifiable economic and social development. By compiling an AQMP, the SDM will comply with the relevant requirements of the National Environmental Management Air Quality Act 39 of 2004.

The object of the National Environmental Management Air Quality Act 39 of 2004 is;

- (A) To protect the environment by providing reasonable measures for –
 - (i) The protection and enhancement of the quality of air in the Republic;
 - (ii) The prevention of air pollution and ecological degradation; and
 - (iii) Securing ecologically sustainable development while promoting justifiable economic and social development; and
- (B) Generally to give effect to Section 24(b) of the Constitution in order to enhance the quality of ambient air for the sake of securing an environment that is not harmful to the health and well-being of people.

The specific objectives of generating this Plan are to:

- Ensure the identification of significant air pollutants;
- Control the emission of air pollutants;
- Implement planned Air Quality Management strategies;
- Achieve acceptable air quality levels throughout SDM;
- Promote a clean and healthy environment for all citizens within SDM;
- Minimize the negative impacts of air pollution on health and the environment; and
- Promote the reduction of greenhouse gases so as to support the district's climate change protection programme.

WATER SERVICES DEVELOPMENT PLAN (WSDP)

Residential consumers of water:

- 42% of Rural consumer units are below the RDP standard;
- 100% of Rural farmland units are estimated to be below the RDP standard;
- Although no reliable information is available it is estimated that 90% of rural scattered and 2
- 0% of rural dense consumer units are below the RDP standard.
- Residential consumers of sanitation

The following situation exists within rural areas:

- Rural Dense: 40% below the RDP standard;
- Rural Village: 75% below the RDP standard;
- Rural Scattered: 90% below the RDP standard;
- Rural Farmland: 95% below the RDP standard.

Future trends and goals:

- The goal of the Sekhukhune WSA is to provide everyone with an adequate and reliable supply of water and to manage the water supply services in an affordable, equitable and sustainable manner.
- The target is that 30% of the RDP backlog in water supplies and 50% O and M deficiencies are to be eliminated by Dec 2008. 100% coverage should be achieved in 2012.
- The sanitation target is to eliminate 30% of the backlog by 2010, 50% by 2015 and 100% by 2016.
- VIP latrines (properly designed and constructed including **fly-screens**) will be the standard solution to sanitation for most consumers outside the defined Growth Points, including low cost housing schemes.
- The RDP backlog and O and M deficiencies in water-borne sanitation systems are to be eliminated by Dec 2008 and on-site dry installations, VIP latrines, are to be provided to all households by Dec 2016.
- On-site monitoring of Groundwater is to be instituted on all Groundwater Supply Schemes that have on-site sanitation by 2015.

Strategic Gap Analysis

- Monitoring of water supply quality is to be introduced on all schemes. Data to be collected on a Sub-Scheme basis. Little or no data is currently available.
- Ground water quality is to be implemented on all groundwater schemes where there is on-site sanitation (dry or wet). No data is currently available.
- Lack of a single data base for water schemes.
- Groundwater data being held up due to non – submission of GRIP data base.
- Transfer of Schemes and ex. DWAF staff to WSA and local Wasps is proving to be problematic, due in part to an oversupply of unskilled operational personnel on the one hand and a shortage of skilled personnel, engineers, technicians and scientists on the other.
- Shortage of engineers and technicians to design, implement, manage, monitor and evaluate schemes.

Implementation Strategy

- An O and M budget allocation for on-going refurbishment and defective and badly maintained infrastructure has been allowed.
- Focus will be placed on labour-intensive construction methods for refurbishment, maintenance and water supply projects.
- A water demand management programme is to be initiated.
- The sanitation programme to be increased to meet the sanitation targets of 13 068 units per year.
- Abstraction rates and water quality to be monitored for all groundwater resources.
- Effective control of discharges from all WWTW within SDM to be developed and initiated.
- A management model to be developed for the 605 villages, over 40 sub-water scheme areas and thousands of boreholes within the SDM. The fundamental approach for SDM must be decided within the Section 78 process.

DISASTER MANAGEMENT PLAN (DMP)

The Sekhukhune District Municipality has adopted the Disaster Management Plan in 2007 and reviewed it in 2010. The main purpose of the Disaster Management Plan (DMP) is *inter alia* to implement appropriate disaster risk reduction measures to reduce the vulnerability of communities and infrastructure at risk. The DMP is in line with national policy (National Disaster Management Framework), which requires the following:

- The compilation of a Disaster Management Framework (policy).
- The execution of a detailed disaster hazard, vulnerability and risk assessment.
- The compilation of disaster risk reduction measures.
- The compilation of appropriate Standing Operating Procedures (SOP's).
- Establishment of a District Disaster Management Centre (DDMC).
- Establishment of a Disaster Management Advisory Forum.
- Capacity Building, training and awareness programmes.

Hence, to accommodate the above-mentioned requirements, the DMP for Sekhukhune District Municipality (SDM) comprises various plans, namely;

- District Disaster Management Framework (policy).
- Disaster Hazard, Vulnerability and Risk Plan.
- Disaster Risk Reduction Plan.
- Disaster Response and Recovery Plan (SOP's and checklists).
- District Disaster Management Centre Plan.
- Guidelines to establish the Disaster Management Advisory Forum and Volunteer Contingent

5.4. LOCAL ECONOMIC DEVELOPMENT

LOCAL ECONOMIC DEVELOPMENT STRATEGY

The Sekhukhune District Municipality has adopted its strategy in 2004 and reviewed it in 2007. This plan is based on identified development needs, opportunities and comparative advantages of the area, and guides the District Municipality to create and facilitate economic development, unlock the latent economic development potential, encourage private sector investment and job creation.

The plan is to be used as a tool by the District Municipality to ensure the dedicated and effective utilization of available resources to promote local economic development in a proactive and dynamic manner.

Implementation of this LED strategy urges (1) the need to establish the proposed institutional drivers. These establishments need to be accompanied by (2) a political ambition to ensure success. This ambition can be initiated and developed through the inclusion of all interested and affected parties, stakeholders and role players during the planning and implementation phases. By including all of these (3) a political will, interest and communication are stimulated which, all together will contribute to the success of the strategy.

Another important aspect for successful implementation is (4) to ensure that all involved take ownership of the programmes and projects. Without the taking of ownership of a programme and/or project, success cannot be seen at the end of the tunnel. It is also important (5) to incorporate the monitoring and evaluation elements of the strategy into the performance management system of the Sekhukhune District Municipality, to ensure accountability and responsibility for implementation and eradicate potential conflicts.

5.5. FINANCIAL VIABILITY

The following budget related policies were also reviewed alongside the budget:

1. Tariff policy and structure
2. Indigent policy
3. Free Basic Water policy
4. Credit control and debt collection policy

5. Investment and cash management policy
6. Asset management policy
7. Funding and reserve policy

Water and Sanitation Tariff Policy 2013

Purpose:

- To set clear guidelines in the identification of responsibility for the setting and implementation of a tariff policy for the Municipality;
- To set guidelines for the identification of different categories of users;
- To set guidelines for the determination of tariffs for the different categories of users and services rendered;
- The policy will further lay down the broad principles, which will result in the adoption of a by-law for the implementation and enforcement of the Tariff Policy. Service tariffs imposed by the municipality shall be viewed as user charges and shall not be viewed as taxes.

Scope of the policy

- The policy is applicable to water and sanitation services provided by Sekhukhune District Municipality
- This policy is also applicable to all sundry tariffs as provided for in the Schedule of Tariffs of the Municipality.

Free Basic Water Policy

The purpose of the policy is to outline the Free Basic Water Policy for SDM area of jurisdiction.

As part of government strategy to alleviate poverty in South Africa a policy for the provision of a free basic level of services has been introduced. In response to this commitment, the Department of Water Affairs and Forestry (DWA) commenced the implementation of phase 1 of a national free basic water strategy in February 2001. The free basic water policy is not new to the South African water sector. Indeed, in terms of the Water Services Act 108 of 1997, provision was made for those people who cannot afford to pay for a basic water supply.

The primary intention of the policy is to ensure that no one is completely denied access to a water supply because they are unable to pay for the water service. Underlying this policy is recognition that the supply of water at a 'basic' level assists in alleviating poverty, improves community health and frees women from time wasted on carrying water.

Indigent Policy 2013

Objective

Because of the level of unemployment and subsequent poverty in the municipal area, there are households which are unable to pay for normal municipal services. The municipality

therefore adopts this indigence management policy to ensure that these households have access to at least basic municipal services, and is guided in the formulation of this policy by the national government's policy in this regard.

Criteria for identification as indigent:

- Households where verified total gross monthly income of all occupants over 18 years of age does not exceed the pension grant as determined by the government.
- The threshold for qualifying as an indigent in a single household where more than two occupants receives old age pension grants shall be the twice old age grant determined by the government.
- Any occupant or resident of the single household referred to above does not own any property in addition to the property in respect of which indigent support is provided
- The account of a deceased estate may be subsidised if the surviving spouse or dependents of the deceased who occupy the property, also apply and qualify for indigent support.
- For a household to qualify for subsidies or rebates on the major service charges (see part 3 below), the registered indigent must be the fulltime occupant of the property concerned, may not own any other property, whether in or out of the municipal area.
- Child welfare grants are exempted as part of total income per household as the child is under 18 years of age.

Application of the policy

- The subsidies on the specified service charges will be determined as part of each annual budget and in terms of the municipality's policies on tariffs
- In respect of water, a 100% subsidy up to 6kl per household per month including basic charge will apply, however, if consumption exceeds 6kl per metering period (month) the consumer will be charged at normal tariffs for actual consumption on the quantity exceeding 6kl plus basic charge.
- In respect of sewerage charges, the relief granted shall not be less than a rebate of 50% on the monthly amount billed for the service concerned.

Credit Control and Debt Collection Policy

Objectives:

- The Council of SDM, in adopting this policy on credit control and debt collection, recognises its constitutional obligations to develop the local economy and to provide acceptable services to its residents.
- It simultaneously acknowledges that it cannot fulfil these constitutional obligations unless it exacts payment for the services which it provides and for the taxes which it legitimately levies – in full from those residents who can afford to pay, and in accordance with its indigence relief measures for those who have registered as indigents in terms of the council's approved indigence management policy.
- Ensure that all money due and payable to SDM in respect of fees for services, surcharges on such fees, charges, tariffs, interest which had accrued on any amounts

due and payable in respect of the foregoing and any collection charges are collected efficiently and promptly.

Funding and Reserve Policy

The funding and reserve policy is aimed at ensuring that the municipality has the sufficient and cost effective funding in order to achieve its objectives through the implementation of its operating and capital budgets. This policy aims to set guidelines towards ensuring financial viability over both the short and long term which includes reserves requirements.

The policy shall apply to the Council and all officials who have formal, administrative duty to prepare manage and control the municipality's budget and expenditure.

Asset Management Policy

The objectives of Asset Management Policy can be summarised as follows:

- To ensure effective and efficient control, utilization, safeguarding and management of SDM's property, plant and equipment
- To ensure that asset managers are aware of their responsibilities in regards to property, plant and equipment
- To set out the standards of physical management, recording and internal controls to ensure property, plant and equipment are safeguarded against loss or utilization
- To specify the process required before expenditure on property , plant and equipment in SDM including:
 - The criteria to be met before expenditure can be capitalised as an item of property, plants and equipment
 - The criteria for determining initial costs of different items of property, plant and equipment
 - Classification of property, plant and equipment

The utilization and management of property, plant and equipment is the prime mechanism by which a municipality can fulfil its constitutional mandates for: delivery of sustainable services, social and economic development, promoting safe and healthy environment, providing the basic needs to the community.

Investment and cash management policy

The Council of SDM is the trustee of public revenues, which it collects, and it therefore has an obligation to the community to ensure that the municipality's cash resources are managed effectively and efficiently. Therefore the council has to invest the revenues knowledgeably and judiciously. The aim of the policy is therefore to gain an optimal return on investment, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. The effectiveness of the policy is dependent on the SDM's cash management program which must identify the amounts surplus to the municipality's needs. All monies due to SDM must be collected as soon as possible, either on or immediately after the due date and banked on a daily basis.

Supply Chain Management Policy

All procurement policies (including those addressing preferential procurement), procedures and practices must be consistent with legislative requirements, in particular part 1 of chapter 11 and other provision of the MFMA. The SCM policy is implemented in the context of the MFMA of 2003 and SCM regulations, read together with the Constitution, preferential procurement policy framework Act of 2000, and the BBBE Act of 2003. The principal objective of the policy is to provide guidelines, governing processes and procedures within the supply chain management:

- Procuring goods and services
- Disposing goods, assets and immovable property no longer needed
- Selecting contractors to provide assistance in the provision of municipal services other than that where Chapter 8 of the Municipal Systems Act applies

5.6. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PUBLIC PARTICIPATION FRAMEWORK

The public participation policy framework has been adopted by Council and is reviewed annually. The objectives of the policy are as follows;

- Meet the legal requirements around community participation that are spelled out in the Municipal systems Act No. 32 of 2000.
- Build an open, transparent and accountable system of governance.
- Develop a culture of community participation through creating conditions for local communities to participate in the affairs of the municipality.
- Assist vulnerable groups to participate effectively in the system of local government.
- Provide clear, sufficient and timeous information concerning community participation to communities.
- Communicate decisions of Council.
- Communicate public notices of meetings for communities in a manner that promotes optimal public participation.
- Set up systems and mechanisms that will ensure compliance with regulations and guidelines that may be issued from National or Provincial Government.

The Public Participation policy framework spells out the roles and responsibilities of;

- Council,
- Executive Mayor,
- The Speaker,
- Portfolio and Standing Committees,
- Ward Councilors,
- Management and Administration,
- The Public (Ward Committees) and
- Community Development Workers

Sekhukhune District Municipality

Members Mayoral Committee



Council Speaker
Cllr Maria Manamela



Executive Mayor
Cllr Stanley Ramala



Chief Whip
Cllr Tseke Lepota



MMC Corporate Services
Cllr Alfred Matlala



MMC Budget & Treasury
Cllr Thembekile Sihlangu



MMC Infrastructure & Water Services
Cllr Mbusi Mahlangu



MMC Office of the Executive Mayor (Women & Gender Empowerment)
Cllr Yvonne Mmakola



Deputy MMC Infrastructure & Water Services
Cllr Lorraine Manganeng



MMC Planning & Economic Development
Cllr Samson Nkosi



MMC Community Services
Cllr Thokozile Nchabeleng



MMC Office of the Executive Mayor (Children, People with disabilities & Youth Development)
Cllr Peter Mtshali

Join us to in making sure that together "Re aga, Siyakha."

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