



SEKHUKHUNE
District Municipality

IDP / BUDGET

2012/2013 - 2015/2016



Executive Mayor
CLLR MOGOBO DAVID MAGABE



Towards sustainable infrastructure development

Foreword by the Executive Mayor

The Sekhukhune District Municipality developed its five year Integrated Development Plan for 2011-2016 term of Council. This IDP document for 2012/2013 constitutes a concrete attempt by the district municipality to respond on short, medium and long term developmental issues of the district.

The 2012/2013 IDP document contains important plans and strategic documents which elucidate on how the district will advance developmental agenda of local government as encapsulated in the constitution of South Africa and white paper on developmental local government. Among the key documents included in this draft IDP is, Spatial Development Framework, Disasters Management Plan, Finance related policies, Performance Management System Framework, Local Economic Development Strategies, etc.

2012/2013 IDP seeks to give coherence and practical meaning to six strategic objectives of the district as adopted by council, commonly referred as Mayoral Priorities. The following six Mayoral priorities are a product of an inclusive process of participation and stakeholders' consultations:

- Economic growth, development and job creation
- Access to basic services and infrastructural development
- Spatial development and sustainable land use practices
- Active community participation and Inter-Governmental Co-operation
- Community development and social cohesion
- Effective, Accountable and Clean Governance

The programs and projects for this financial year are deliberately designed and conceptualised to respond to these six key broad areas of development. We believe this will result in much better coherence and coordination of our efforts. Building on the solid foundation of the past and progress achieved thus far, the attainment of the six mayoral priorities will lay a firm basis for creation of better lives of the people of the district, in particular the vulnerable groups: rural masses, disabled, women and youth.

An important consideration to make is the hostile global financial situation that we operate under and continue to impact on socio-economic and political decision making. The Euro-Zone

crisis and global financial recession has added much pressure on public institutions and Municipalities to apply more prudent financial management. The Sekhukhune District Municipality is not immune from this objective reality, hence our resolve to channel most of fiscal resources to infrastructure investment which will in turn stimulate economic development and create jobs for our people.

The Sekhukhune District Municipality is fully conscious of the huge development is confronted with in the main centred on provision of basic service and infrastructure development. These challenges require the district to mobilise all social partners' towards finding long lasting solutions. It is in this context that a key feature of our program of action in the 2012/2013 financial year will be the mobilisation of social partners, mining Industry in particular to join hands with the district in tackling developmental issues together.

The Sekhukhune District Municipality derives most of its budget/financial resources from national government in the form of equitable shares and other grants. The reality of the district relying on grants is not sustainable and therefore require of us working together with communities to develop ways and means of raising revenue to sustain the existence and operations of the municipality. It is against this background that cost recovery in water projects will be a central focal point of work. The support and participation of communities in this regard becomes pivotal.

With the limited resources at its disposal, the municipality is obliged to put in place a district prioritisation model in terms of projects and programs. We have as we did in the past prioritised infrastructural investment as the cornerstone of our Integrated Development Plan. A huge percentage of our capital projects will be channeled towards water and sanitation related projects.

The other key developmental projects that the district has started and will continue with in the new financial year include;

- Mampuru Township Development
- Support to small and medium enterprises
- Major Bulk Water Supply Projects such as De-Hoop, Nkadimeng, Groblersdal-Luckae etc

In the spirit of integrated planning, part of the work in this financial year is to link our plans with envisaged major projects led by both national and provincial government such as Oliphant's River Water Resource Development, Burgersfort Logistic Hub Development, Moloto Development Corridor and other similar projects as mentioned in the Limpopo Growth and Employment Plan as well as New Growth path.

Executive Mayor
Cllr Mogobo David Magabe

Overview by the Municipal Manager

Outcome 9 of the Presidency's Department of Performance Monitoring and Evaluation provides for "responsive, accountable, effective and efficient local government system" Sekhukhune District Municipality commenced with its Integrated Development Plan and Budget Processes in July 2011 after the approval of the process plan and budget time table to respond to outcome 9 as well as addressing service delivery issues in the district. We are also responding to the five Local Government National Key Performance Areas as follows; Municipal Transformation and organisational development, basic service delivery, Local Economic Development, Municipal Financial viability and management and good governance and public participation.

The Municipality engaged with the 1, 2 Million citizens through various fora such as Integrated Development Plan/Budget Consultations in the local municipalities, district and Mayoral Engagements in order to gauge the status on the ground as well as preparing a plan and budget to address the needs of communities within the limited budget that we have.

In the 2012/2013 financial year, the district has allocated R814, 2 Million towards Capital Projects. All these projects are directed towards provision of Water and Sanitation to various communities in the district in line with the Millennium Development Goals and Vision 2014 to ensure that all households have access to basic water services. A further R454, 5 Million is allocated towards operations to ensure the basics are in place for the organisational machinery to work towards supporting service delivery. The total budget for 2012/2013 is therefore amounting to R1, 2 Billion.

The 2012/2013 Integrated Development Plan and Budget was compiled although challenges still remain. The expenditure on the Municipal Infrastructure Grant remains a challenge and will need to be fast-tracked. The Municipality also needs to address the audit queries from Auditor General and Internal Audit to move towards clean audit. The revenue collection still remains a challenge and in this financial year, measures will be put in place to accelerate a programme of revenue collections and enhancement. We still have to strike a balance between providing services to needy areas as well as supporting our economic development nodes.

The Municipality will be engaged in a business process re-engineering to take stock of all the challenges and impediments to service delivery align our vision "development oriented leader in service delivery" with the systems, processes, human resources, organisational form and strategies that we have. We sincerely hope that this process will result in an efficient, effective and responsive organisation.

The 2012/2013 Integrated Development Plan and Budget must be seen as building block towards ensuring a vibrant, effective and efficient organisation and more importantly achieving our vision as "development oriented leader in service delivery". We therefore call on all our stakeholders within and outside the district Municipality to partner with us and assist in the achievement of our vision.

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Abbreviations

DoE	Department of Energy
DoA	Department of Agriculture
DWAE	Department of Water Affairs and Environment
ECD	Early Childhood Development
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
SDM	Sekhukhune District Municipality
HIV	Human Immunodeficiency Virus
HOD	Head Of Department
ICT	Information Communication Technology
IDP	Integrated Development Plan
IE MP	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
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
PGMs	Platinum Group Metals
PHC	Primary Health Care
PMS	Performance Management System
RAL	Roads Agency Limpopo
RDP	Reconstruction and Development Programme
SANAC	South African National AIDS Council
SAPS	South African Police Services
SARS	South African Revenue Services
SASSA	South African Social Security Agency
SDBIP	Service Delivery Business Implementation Plan
SDF	Spatial Development Framework
SMME	Small, Medium and Micro Enterprise
SOPs	Standing Operating Procedures
STATSSA	Statistics South Africa
TDM	Travel Demand Management
URP	Urban Renewal Programme
WWTW	Waste Water Treatment Works
WSA	Water Services Authority
WSDP	Water Services Development Plan
WSP	Water Service Provider

CHAPTER 1: INTRODUCTION AND CONTEXT

1.1. Background

IDP is a strategic development tool to assist the municipality to achieve its developmental imperatives. The compilation of this 2012/13 Integrated Development Planning (IDP) document for Sekhukhune District Municipality has followed both an extensive internal and external consultation of various respective public participation tools with communities and stakeholders within the parameters of the District's sphere of operation. This document is a legislative mandate and a strategic planning instrument that guide and inform planning and development as well as decisions with regard to planning, management and development throughout the District. The Municipal Systems Act (2000) provides the legal framework for municipal development planning to assist Local Government (District) to discharge its mandates.

The IDP Documents is structured into the following chapters:

- Chapter 1: Introduction and Context
- Chapter 2: Governance and Institutional Framework
- Chapter 3: Spatial Development Overview
- Chapter 4: Situational Analysis
- Chapter 5: Development Strategy
- Chapter 6: Implementation Plan
- Chapter 7: Integration phase

1.2. Policies and Legal Parameters

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

1.2.1. Global Imperatives

Millennium Development Goals (MDGs)

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

The Declaration calls for halving by the year 2015, the number of people who live on less than one dollar a day (1993 PPP). This effort also involves finding solutions to hunger, malnutrition

and disease, promoting gender equality and the empowerment of women, guaranteeing a basic education for everyone, and supporting the Agenda 21 principles of sustainable development. Vision 2014 provides a series for socio-economic development milestones to ensure progressive attainment of development, which can be summed up as follows:

- Access to basic water for all by 2008
- Access to basic sanitation at RDP level by 2010
- All schools and clinics have access to water and sanitation by 2007
- Bucket toilet system to be eradicated by 2006
- Electricity to all households by 2012
- Halve unemployment by 2014
- Economic growth of 6% by 2010
- Access to education and health care for all

1.2.2. National Policies and Imperatives

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

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

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

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

Powers and Functions

- Fire fighting
- Local Tourism
- Municipal Airport except for Ephraim Mogale and Elias Motsoaledi
- Municipal Planning
- Municipal Health Services
- Municipal Public Transport
- Markets
- Municipal Roads for Fetakgomo
- Storm water for Tubatse, Makhuduthamaga and Fetakgomo

- Cemeteries except for Ephraim Mogale and Elias Motsoaledi
- Municipal Abattoirs
- Refuse removal, refuse dumps and solid waste disposal for Fetakgomo
- Water
- Sanitation

The powers and functions are reviewed annually after capacity assessments by the Municipal Demarcation Board, which informs MEC Adjustment Report. The above powers and functions refer to MEC Adjustment report of the 2008/09 Financial Year – which do not necessarily reflect the current situation.

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

- **Clarity on underlying processes and drivers of the model:** a primary concern relating to the approach is that the detail underlying the model is not fully explained. The reader or user of the model (which could include the MEC or other provincial representatives) is not provided with the relevant information to fully understand which variables inform the determination of whether a municipality has capacity or not. Furthermore it is not clear what processes were followed in reaching the determination of capacity levels.
- **Limitations related to the conceptualisation of capacity:** the concern with this approach is that the model lacks a robust and comprehensive basis upon which to inform a) the assessment and understanding of capacity levels within and across municipalities and b) make recommendations for the adjustment of powers and functions.
- **Measurement and interpretation issues:** it fails to assess the ability to spend, which is one indicator of a municipality's capacity to deliver services and perform functions, insufficient understanding of the extent of capacity shortcomings, there is a need to assess actual capacity levels in addition to asking about perceived access to resources.
- **Assessing performance:** lack of benchmarks against which to assess, lack of differentiation, insufficient scope for understanding the 'why'
- **Limitations of quantitative assessments:** The quality of the data is highly dependent on the measurements used and the extent to which the indicators link to a clearly defined conceptual framework.
The explanatory power of quantitative data is limited to the variables being tested in the survey. Because surveys focus on narrow, highly specified areas of inquiry and rely on structured responses mainly, they are highly limited in terms of the detail they provide and by their very design are not meant to provide depth and breadth.

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

1.2.2.2. White Paper on Local Government (1998)

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

1.2.2.3. Municipal Systems Act (Act 32 of 2000)

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

1.2.2.4. 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.

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

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

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

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

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

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

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

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

1.2.2.8. The National Spatial Development Perspective (NSDP)

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

NSDP Principles

Given the Government’s objectives of growing the economy, creating jobs, addressing poverty and promoting social cohesion, the NSDP assist government in confronting three fundamental planning questions:

If Government were to prioritise investment and development spending in line with its goals and objectives, where would it invest/spend to achieve sustainable outcomes?

Given the apartheid spatial configuration, what kinds of spatial arrangements are more conducive to the achievement of our goals of nation-building and of social and economic inclusion?

How can government as a whole capitalise on complementarities and facilitate consistent decision making and move beyond focusing on integration and coordination procedures to establishing processes and mechanisms that will bring about strategic coordination, interaction and alignment?

The NSDP thus puts forth the following set of five normative principles to address the above planning questions.

■ **Principle 1**

Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key.

■ **Principle 2**

Government has a Constitutional obligation to provide basic services to all citizens (e.g. water, electricity, health, education, etc) wherever they reside.

■ **Principle 3**

Beyond the Constitutional obligation identified in principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential, in order to gear up private sector investment, stimulate sustainable economic activities and create long-term employment opportunities.

■ **Principle 4**

Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high level of poverty and demonstrated economic potential, this could include fixed capital investment beyond the provision of basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing labour-market intelligence to give people better information, opportunities and capabilities, to enable them to

gravitate-if they choose to-to localities that are more likely to provide sustainable employment and economic opportunities.

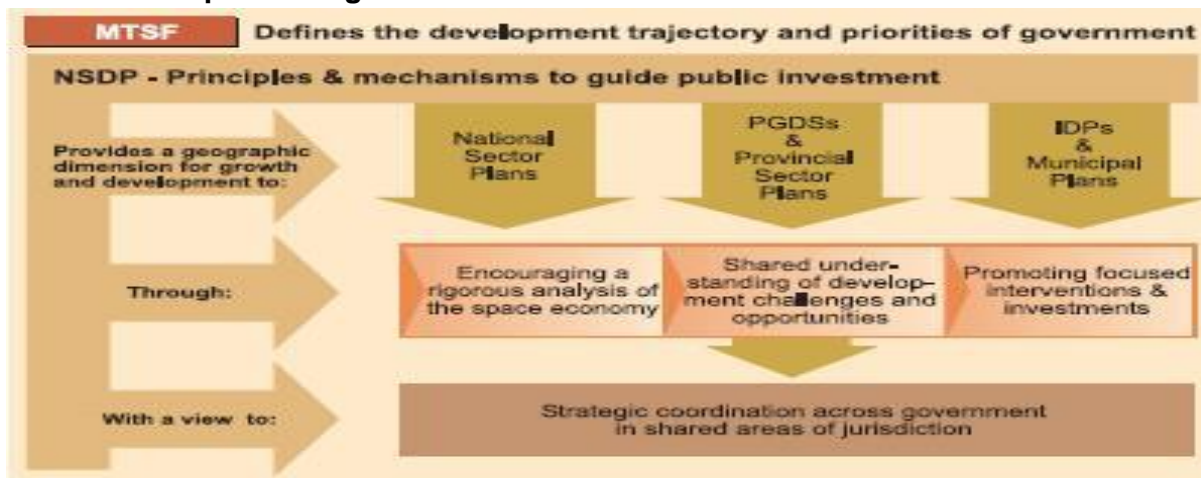
■ **Principle 5**

In order to overcome spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link to the main growth centres. Infrastructure investments should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

These principles are aimed specifically at focusing government action and investment to achieve maximum social and economic impact within the context of limited resources.

The diagram below illustrates

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.

The Medium-Term Strategic Framework (MTSF) (2009-2014)

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. It identifies few critical things that should be done to define a new trajectory for the country's development.

The following are the key objectives for 2014:

- ✓ Halve poverty and unemployment
- ✓ Ensure a more equitable distribution of the benefits of economic growth and reduce inequality
- ✓ Improve the nation's health profile and skills based and ensure universal access to basic services
- ✓ Improve the safety of citizens by reducing incidents of crime and corruption
- ✓ Build a nation free of all forms of racism, sexism, tribalism and xenophobia

The priority areas to give effect to the above strategic objectives are:

- ✓ More inclusive economic growth, decent work, and sustainable livelihoods
- ✓ Economic and social infrastructure
- ✓ Rural development, food security and land reform
- ✓ Access to quality education
- ✓ Improve health care
- ✓ The fight against crime and corruption
- ✓ Cohesive and sustainable communities

To ensure capacity to meet these objectives, the following critical measures according to MTSE have to be adopted:

- Cooperation among economic partners.
- Strong partnership across all sectors.
- Improving the system of monitoring and evaluation.
- Focusing on economic development in areas with economic potential.
- Recruiting and skilling law-enforcement agencies.

12 Outcomes of Government

In January 2010, Cabinet adopted 12 Outcomes within which to frame public-service delivery priorities and targets. All municipalities are expected to take the 12 outcomes into consideration when developing/reviewing their IDPs and their Annual Budgets.

1. Improve the quality of basic education
2. Improve health and life expectancy
3. All people in South Africa protected and feel safe
4. Decent employment through inclusive economic growth
5. A skilled and capable workforce to support inclusive growth

6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable and sustainable rural communities and food security
8. Sustainable human settlements and improved quality of household life
9. A response and, accountable, effective and efficient local government system
10. Protection and enhancement of environmental assets and natural resources
11. A better South Africa, a better and safer Africa and World
12. A development-oriented public service and inclusive citizenship

❖ **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.

❖ **Development of Small and Micro-Enterprises**

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

1.2.3. Provincial Imperatives

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

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

Key Strategic Priorities

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

- Ensuring more inclusive economic growth, decent work, and sustainable livelihoods
- Economic and social infrastructure
- Rural development, food security and land reform
- Access to quality education

- Improved health care
- Fighting crime and corruption
- Cohesive and sustainable communities
- Creation of a better Africa and a better world
- Sustainable resource management and use
- A developmental state including improvement of public services

Key Action Programmes

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

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

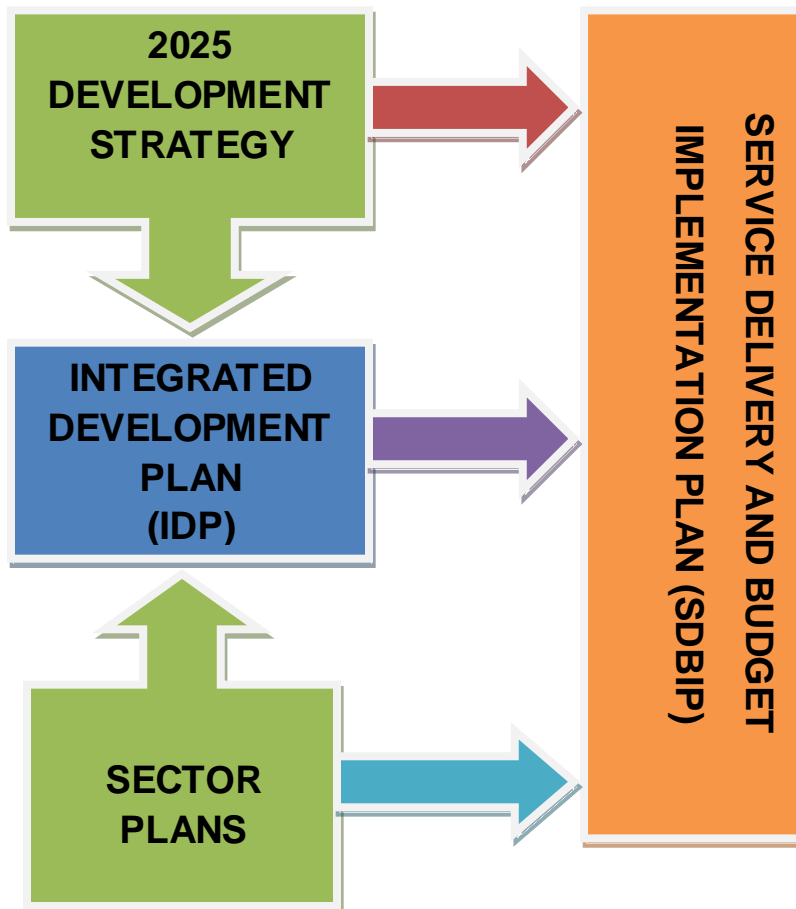
1.2.4. Local Imperatives

1.2.4.1. 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.

1.2.4.2. Key Sector Plans

The SDM recognized the need to develop future strategies, policies and plans which seek to deal with specific issues that will facilitate a progressive realization of the desired developmental trajectory of the District. A closer analysis of all these strategies and plans will show a greater degree of alignment of all the guidelines and development directives outlined in the government policy frameworks above.

For the past few years, the SDM has developed numerous sectoral strategic and operational plans together with policies as joint venture with all local municipalities within the District as outlined below:

1.2.4.2.1. Local Economic Development and Job Creation

- Local Economic Development Strategy
- Marketing Strategy
- Tourism Development Strategy
- Human Resource Development Strategy
- Formalisation of Cultural & Historical Heritage Sites

1.2.4.2.2. Integrated Environmental Management Plan

- Environmental Report
- Disaster Management Plan
- Spatial Development Framework
- Land Use Management Systems

1.2.4.2.3. Infrastructure Provision and Service Delivery

- Water Master Plan
- Infrastructure Maintenance Plan
- Integrated Waste Management Plan
- Integrated Transport Plan

1.2.4.2.4. Community Participation and IGR

- Community Participation Policy
- SDM Communication Strategy

1.2.4.2. The Action Plan to address the Auditor General's issues that were identified in 2010-2011

The Auditor –General identified the following issues in 2010-11 for the SDM to address going forward; the table includes Action Plan adopted by SDM Management:

No.	Financial statement item	Findings	Impact R	Action Plan	Responsible person	Time line	Progress Report
1.	Accumulated surplus /unknown [Ex.240]	Non submission of information	177,197,359.00	Proper recordkeeping	Budget & Treasury : E Selebalo	25/04/2012	
2.	Commitments/Unknown [Ex.150]	The contract register is incomplete	-	Proper record keeping	Budget & Treasury : E Selebalo	05/04/2012	
3.	Disclosure-Related parties /Unknown[Ex.263]	Non submission of information	20,040,727.00	Proper record keeping	Budget & Treasury : E Selebalo	04/04/2012	
4.	Disclosure checklist-Only disclosure[Ex.244]	No Disclosure in Relation to Prior Period Errors	-	CFO should review AFS to ensure that items are appropriately disclosed.	Budget & Treasury : E Selebalo	30/03/2012	

No.	Financial statement item	Findings	Impact R	Action Plan	Responsible person	Time line	Progress Report
5.	Disclosure checklist-Only disclosure[Ex.248]	Future Minimum Lease Payments not Disclosed	-	CFO should review AFS to ensure that items are appropriately disclosed.	Budget & Treasury : Rosa Mdluli	30/03/2012	
6.	Disclosure checklist-Only disclosure[Ex.249]	Inventory Not Measured at Lower of Cost or NRV	-	Comply with GRAP standards to measure and disclose the inventory.	Budget & Treasury : Rosa Mdluli	30/03/2012	
7.	Employee cost-Scope limitation[Ex.34]	Leave and Gratuity: Difference between Accumulated leave as per policy and as per leave report	2,986,882.00	CFO should review AFS to ensure that items are appropriately disclosed.	Corporate Dept.: Patrick Lekgoro	04/04/2012	
8.	Employee cost - fruitless and wasteful expenditure [Ex.39]	Payment made after termination of employment-Possible fruitless and wasteful expenditure	11,000.00	Take proper steps to avoid fruitless and wasteful expenditure.	Corporate Dept.: Patrick Lekgoro	04/04/2012	

No.	Financial statement item	Findings	Impact R	Action Plan	Responsible person	Time line	Progress Report
9.	Employee cost-Fruitless and wasteful expenditure[Ex.41]	Supporting documents for the release of the MM and CFO off their duties.	1,052,944.00	Take proper steps to avoid fruitless and wasteful expenditure.	Corporate Dept.: DG Mokomane	30/03/2012	
10.	Employee cost-Fruitless and wasteful expenditure- Amount not provided by management[Ex.42]	Employees paid after they have terminated their Services	105,418.00	Take proper steps to avoid fruitless and wasteful expenditure.	Corporate Dept.: Patrick Lekgoro	30/03/2012	
11.	Employee cost[Ex.77]	Third party payments not recorded in GL and do not agree to EMP 201s.SDL calculation	1,178,014.30	CFO should review AFS to ensure that items are appropriately disclosed.	Corporate Dept.: Patrick Lekgoro	30/03/2012	
12.	Employee cost- Debtors/ Excess amount paid[Ex.79]	Overtime claim forms not submitted, Incorrect salary scales used to calculate overtime-Irregular expenditure	46,409.99	Proper record keeping	Corporate Dept.: Patrick Lekgoro	30/03/2012	

No.	Financial statement item	Findings	Impact R	Action Plan	Responsible person	Time line	Progress Report
13.	Employee cost- Debtors/ Excess amount paid[Ex.80]	Overtime paid to employees exceeds 25% of their salary	252,879.28	Review calculation of overtime payments.	Corporate Dept.: Patrick Lekgoro	30/03/2012	
14.	Employee cost/PAYE[Ex.100]	Differences identified in the recalculation of the SITE and PAYE	8,246,286.17	Review calculation of SITE and PAYE.	Corporate Dept.: Patrick Lekgoro	07/04/2012	
15.	Employee cost- Debtors/ Excess amount paid[Ex.104]	Differences identified within the calculation of leave encashment	300,577.69	Review calculation of leave encashment.	Corporate Dept.: Patrick Lekgoro	04/04/2012	
16.	Employee costs/Unknown [Ex.152]	Requested documents not submitted for audit	-	Proper record keeping	Corporate Dept.: Patrick Lekgoro	05/04/2012	
17.	Employee costs/Unknown [Ex.158]	Leave and Gratuity-Leave provision calculation differences	1,702,810.98	Proper record keeping	Corporate Dept.: Thembane Ramakuwela	05/04/2012	
18.	Employee costs/Unknown [Ex.159]	Leave and Gratuity-Bonus provision differences	1,276,383.13	Proper record keeping	Corporate Dept.: Thembane Ramakuwela	05/04/2012	

No.	Financial statement item	Findings	Impact R	Action Plan	Responsible person	Time line	Progress Report
19.	Expenditure/Unknown[Ex.175, Ex.200]	Non-submission of information for expenditure sample	43,002,261.96	Proper record keeping	Budget & Treasury : Mpho Maepa	30/03/2012	
20.	Expenditure/Unknown[Ex.250]	Difference between closing balance and opening balance as per prior year financial and current year	57,135,122.00	Proper record keeping	Budget & Treasury : E Selebalo	30/03/2012	
21.	Fixed assets/Unknown [Ex.129]	Fixed assets register does not contain all the required in formation	-	Ensure that proper steps are taken to comply with relevant GRAP standards.	Budget & Treasury : Rosa Mdluli	05/04/2012	
22.	Fixed assets/Unknown [Ex.130]	Compliance with GRAP and accounting policy	-	Ensure that proper steps are taken to comply with relevant GRAP standards.	Budget & Treasury : Rosa Mdluli	05/04/2012	
23.	Fixed assets/Unknown [Ex.139]	Opening balances differ from prior year closing balances	111,514,618.00	Proper record keeping	Budget & Treasury : Rosa Mdluli	05/04/2012	

No.	Financial statement item	Findings	Impact R	Action Plan	Responsible person	Time line	Progress Report
24.	Fixed assets/Unknown [Ex.145]	Monthly reconciliations between FAR and GL not performed.	-	Ensure that proper steps are taken to comply with relevant GRAP standards.	Budget & Treasury : Rosa Mdluli	05/04/2012	
25.	Fixed assets/Unknown [Ex.254]	Non submission of documents	3,007,852,23 6.00	Proper record keeping	Budget & Treasury : Rosa Mdluli	04/04/2012	

1.3. MEC's Comments

MEC for Local Government and Housing's Comments on 2011/12 IDP/Budget

	Broad District Findings	General Recommendations	Actions
KPA 1. Spatial Rationale	<ul style="list-style-type: none"> • Analysis: All municipalities in the district have indicated their spatial analysis information and hierarchy of settlements. • Strategies: The spatial objectives and strategies of all municipalities in the district, except for Elias Motsoaledi are clearly articulated. • Projects: All municipalities have indicated their spatial projects with the exception of Elias-Motsoaledi and EphraimMogaleMunicipalities. • Integration: All municipalities have indicated the availability of their Spatial 	<ul style="list-style-type: none"> • All municipalities should continuously outline their spatial analysis and hierarchy of settlements in the next IDP review. • All municipalities should maintain the status quo by indicating spatial strategic objectives and strategies which will assist them to transform their municipal space economy in the next IDP review. • All municipalities should continuously indicate their spatial projects and budgets in the next IDP review, with more emphasis to Elias-Motsoaledi and EphraimMogaleMunicipalities. • The municipalities should maintain the status quo by indicating the 	<p>Spatial Analysis Outlined in the IDP.</p> <p>Spatial strategic objectives and strategies maintained in the IDP.</p> <p>Spatial Projects indicated in the IDP.</p> <p>Spatial Development Framework (SDFs) and Land Use Management Schemes</p>

	Development Frameworks (SDFs) and all the local municipalities indicated their Land Use Management Schemes (LUMS)	availability of their Spatial Development Frameworks (SDFs) and Land Use Management Schemes (LUMS) in the next IDP review.	(LUMS) availability indicated.
KPA 2: Infrastructure and Basic Service Delivery			
Water and sanitation	<ul style="list-style-type: none"> • Analysis: All municipalities have indicated their water and sanitation challenges and backlogs. • Strategies: All municipalities have outlined their water and sanitation strategic objectives and strategies. • Projects: All municipalities in the district have indicated their water and 	<ul style="list-style-type: none"> • All Municipalities should maintain the status quo by indicating their water and sanitation challenges and backlogs in the next IDP review. • All municipalities should continue to indicate their water and sanitation strategic objectives and strategies in the next IDP review. • All municipalities in the district should maintain the status quo by indicating their water and sanitation projects in the next IDP review. 	<ul style="list-style-type: none"> • Water and Sanitation projects indicated in the IDP.

	<p>sanitation projects.</p> <ul style="list-style-type: none"> • Integration: All municipalities in the district have indicated that the availability of the District's Water Services Development Plan in their IDPs. 	<ul style="list-style-type: none"> • All municipalities in the district should indicate that their water and sanitation issues are addressed by the Sekhukhune District Municipality through the District Water Services Development Plan (WSDP) in the next IDP review. 	
Energy and Electricity	<ul style="list-style-type: none"> • Analysis: There is a clear indication of the electricity backlogs by all municipalities as well as the provision of Free Basic Electricity (FBE). • Strategies: All municipalities have indicated energy/electricity strategies. • Projects: There is an indication of energy / electricity projects in all municipalities. • Integration: All municipalities did not indicate Energy Master 	<ul style="list-style-type: none"> • All municipalities should continue to highlight electricity backlogs as well as the provision of Free Basic Electricity (FBE). • All municipalities should maintain the status quo by indicating Electricity/ Energy in the IDP review. • All municipalities should maintain the status quo by reflecting on their Energy/ Electricity projects. • Sekhukhune District Municipality should liaise with Eskom for the development of district-wide framework for the provision of electricity to 	<p>Municipalities' and SDM IDPs indicate the electricity backlogs.</p> <ul style="list-style-type: none"> • The SDM is in constant

	Plans as they are not performing the electricity provisioning function.	assist the local municipalities with development of the Energy Master Plans.	communication with ESKOM regarding provision of electricity.
Roads, Storm Water Drainage and Public Transport	<ul style="list-style-type: none"> • Analysis: All municipalities have indicated their backlogs on roads, storm water drainage and public transport challenges except for EliasMotsoalediMunicipality. • Strategies: All municipalities have highlighted their strategic objectives and strategies for roads, storm water drainage and public transport with the exception of EliasMotsoalediMunicipality. • Projects: All municipalities have indicated roads and storm water drainage projects except for 	<ul style="list-style-type: none"> • All municipalities, particularly Elias Motsoaledi, should reflect their roads, storm water drainage and public transport challenges during the next IDP review. • All municipalities should indicate their strategic objectives and strategies for road, storm water drainage and public transport in the next IDP review. • All municipalities in the district should indicate their public transport projects in the next IDP review. 	<ul style="list-style-type: none"> • The SDM is reflecting the status of roads, storm water and public transport challenges in its IDP.

	<p>Fetakgomo Municipality.</p> <ul style="list-style-type: none"> • Integration: Greater Sekhukhune, Tubatse, and Ephraim Mogale have Roads Master Plans, whereas Makhuduthamaga has a Draft Roads Master Plan. Elias Motsoaledi and Fetakgomo Municipalities do not have Roads Master Plans. 	<ul style="list-style-type: none"> • All municipalities with the exception of Fetakgomo should continuously indicate their Roads Master Plans in the next IDP review. 	
<p>Waste Management</p>	<ul style="list-style-type: none"> • Analysis: All municipalities in the district have provided a clear and coherent analysis on waste management. • Strategies: All municipalities have indicated the strategies for municipal waste management except for Elias Motsoaledi Municipality. • Projects: All municipalities have indicated their projects on 	<ul style="list-style-type: none"> • All municipalities should maintain the status quo by indicating the backlogs on waste management in the next IDP review. • All municipalities, particularly Elias Motsoaledi, should indicate their strategies for waste management in the next IDP review. • All municipalities, Elias Motsoaledi Municipality in particular, should 	<p>Backlogs in Waste Water are indicated as usual, as well as projects.</p>

	<p>waste management except EliasMotsoalediMunicipality.</p> <ul style="list-style-type: none"> • Integration: All municipalities in the district have indicated the availability of Integrated Waste Management Plans (IWMP). 	<p>indicate their waste management projects in the next IDP review.</p> <ul style="list-style-type: none"> • All municipalities should continuously indicate their Integrated Waste Management Plans (IWMP) in the next IDP review. 	
<p>KPA 3:Local Economic Development</p>	<ul style="list-style-type: none"> • Analysis: All municipalities in the district, except for Makhuduthamaga and Elias Motsoaledi have provided a clear and coherent economic analysis. • Strategies: There is indication of LED strategic objectives and strategies in the IDPs of all municipalities in the district. • Projects: All municipalities have indicated their LED projects with budgets with the exception of 	<ul style="list-style-type: none"> • All municipalities in the district should continue to provide a clear and coherent economic analysis of their municipal areas in the next IDP review • All municipalities should continue highlighting Local Economic Development strategies and strategic objectives in the next IDP review. • All municipalities should reflect on their LED projects and budgets in the next IDP review. 	<p>The municipalities and SDM do indicate the economic analysis in their IDP, as well as LED projects.</p>

	<p>Greater Tubatse Municipality.</p> <ul style="list-style-type: none"> • Integration: All municipalities have indicated their LED Strategies. It is, however, noted that these strategies are outdated. The strategies for Sekhukhune District and EphraimMogaleMunicipalities were developed in 2008, whereas those of Makhuduthamaga , Elias Motsoaledi and Greater Tubatse (which is a Provincial Growth Point) were developed in 2007. 	<ul style="list-style-type: none"> • All municipalities in the district should review their LED Strategies and align them with the LEGDP and New Growth Path during the next IDP review. 	
<p>KPA 4: Good Governance and Public Participation</p>	<ul style="list-style-type: none"> • Analysis: All municipalities in the district have provided a clear analysis of good governance issues with the exception of Tubatse and Elias Motsoaledi. • Strategies: All municipalities 	<ul style="list-style-type: none"> • All municipalities should provide a clear analysis of good governance issues in the next IDP review, particularly Tubatse and Motosaledi Municipalities. • All municipalities in the district should maintain the status quo by indicating their good 	<p>All municipalities do indicate analysis relating to good governance as well as projects.</p>

	<p>have indicated their strategies on good governance and public participation in their IDPs.</p> <ul style="list-style-type: none"> • Projects: All municipalities have indicated their good governance and public participation projects in their IDPs. • Integration: Ephraim Mogale have indicated its Risk Management Strategy and Sekhukhune, Fetakgomo and Makhuduthamaga have draft Risk Management Strategies whereas Tubatse and Elias Motsoaledi have none. All municipalities also have public participation strategies. 	<p>governance and public participation strategies.</p> <ul style="list-style-type: none"> • All municipalities should reflect their good governance and public participation projects in the next IDP review. • Tubatse and Elias Motsoaledi Municipalities should develop their Risk Management Strategies in the next IDP review whilst Makhuduthamaga should formally adopt its Risk Management Strategy. All municipalities in the district should continue to reflect on their public participation strategies. 	
KPA 5: Financial Viability	<ul style="list-style-type: none"> • Analysis: All municipalities have provided a clear and coherent analysis 	<ul style="list-style-type: none"> • All municipalities should maintain the status quo by providing a clear and coherent analysis of their financial capacities and 	The municipalities do indicate their

	<p>of their financial capacities and challenges.</p> <ul style="list-style-type: none"> • Strategies: All municipalities in the district have indicated their financial strategic objectives and strategies. • Projects: All municipalities have indicated their financial projects with the exception of EliasMotsoalediMunicipality. • Integration: All municipalities have 3 Year MTEF with the exception of Elias Motsoaledi and EphraimMogaleMunicipalities. 	<p>challenges.</p> <ul style="list-style-type: none"> • All municipalities in the district should continue indicate its financial strategic objectives and strategies in the next IDP review. • All municipalities should indicate their financial projects in the next IDP review. • All municipalities in the district should indicate their 3 Year MTEF as well as 5 Financial Plans in the next IDP review. 	<p>financial status as well as projects relating to that area.</p>
<p>KPA 6: Municipal Transformation & Organizational Development</p>	<ul style="list-style-type: none"> • Analysis: All municipalities have provided a clear and coherent analysis of their institutional capacities and challenges. • Strategies: All 	<ul style="list-style-type: none"> • All municipalities should continue to provide a clear and coherent analysis of their institutional capacities and challenges in the next IDP review. • All municipalities should 	<p>The municipalities and SDM do indicate an analysis of the institutional capacities and</p>

	<p>municipalities have indicated their municipal transformation and organizational development strategies and objectives.</p> <ul style="list-style-type: none"> • Projects: All municipalities have indicated their municipal transformation and organizational development projects in their IDPs. • Integration: All municipalities in the district, with the exception of Sekhukhune District, Tubatse and Elias Motsoaledi have reflected on their Municipal Institutional Plans in their IDPs. 	<p>continue to indicate their strategic objectives and strategies for municipal transformation and organizational development in the next IDP review.</p> <ul style="list-style-type: none"> • All municipalities should continue to indicate their municipal transformation and organizational development projects in the next IDP review. • All municipalities should review and highlight their Municipal Institutional Plans in the next IDP review in liaison with COGHSTA, SALGA and DBSA. 	<p>challenges, as well as projects relating to that.</p>
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1.4. Planning Process

The review process has addressed recommendations from different stakeholders and role players together with comments from the MEC' assessment of the district. It also takes into cognizance the assessment of the District's performance against the organizational objectives, the recommendations during public participation, IDP engagement processes and also any new information or any change in circumstances that might have arisen subsequent to the adoption of 2012/13 IDP.

The development process is undertaken through the implementation of the District Process Plan which all local municipalities must prepare as per legislation. The process Plans must comply with the District IDP Framework to ensure proper implementation, alignment and coordination between the district and local municipalities as outlined in Section 27 of the Municipal System Act (MSA). Proper alignment between the District and its local municipalities was done when IDP Framework at the District level and subsequently process plans for all Local Municipalities were compiled and adopted in June 2011 and August 2011 respectively. The process and schedule followed during the development process as stipulated in the District IDP Framework is depicted in the figure below: **Figure 3**

Figure 3 – Key activities and time frames for IDP Process

	July	August	September	October	November	December	January	February	March	April	May	June
Adoption phase of Process Plan/Framework												
Identification of community needs												
Identification of community needs												
Quarterly review of 2010/11 of IDP/Budget and policies												
Consolidation/Presentation of community needs to 2nd IDP Rep. Forum												
Mid-year performance review/IDP/review/tabling of adjustment budget												
Determination of strategic objectives for service delivery and development consolidation of projects												
Presentation of the 1st Draft IDP/Budget to the 3rd IDP Rep. Forum												
Submission of the												

Draft IDP/Budget to Management, Executive Mayor, Portfolio Committees Mayoral Committee and Council												
Community participation and stakeholders' consultation on the Draft IDP/Budget. Public comments and comments from other organs of state are taken into cognizance and where need be, amendments are effected to the IDP.												
Tabling of IDP/Budget to Council for final approval												
Executive Mayor signs SDBIP and performance contracts of Municipal Manager and Senior Managers												
Budget Process												

Sekhukhune District Municipality has adopted a new institutional arrangement in 2010, which is comprised of the Council, Executive Mayor, Members of Mayoral Committee, Portfolio Committee, Municipal Manager, Directors, IDP Managers, IDP Management Committee, Budget Management Committee, Communities and Private Sector. The composition of this structure is outlined below:

Table 1: Composition of the structure, Roles and Responsibilities

Structure	Roles and Responsibilities
Council	<ul style="list-style-type: none"> - Political decision making body. - Consider, adopt and approve the developed IDP/budget. - Ensured alignment of the IDP/budget report with the District framework. - Ensured that all relevant stakeholders are involved. - Responsible for the overall management, coordination and monitoring of the IDP/budget process.
Executive Mayor	<ul style="list-style-type: none"> - Provides political guidance over the budget process and the priorities that must guide the preparation of a budget. - Manages the drafting of the municipality's IDP/budget. - Tables the IDP/ budget to Council.
Members of Mayoral Committee	<ul style="list-style-type: none"> - Recommend the approval of the IDP/budget to Council.
Municipal Manager	<ul style="list-style-type: none"> - Manages and coordinates the IDP/budget process. - Ensures that all departments fit in the organizational vision.
IDP Managers	<ul style="list-style-type: none"> - Offer strategic guidance and management to the IDP/budget process. - Ensures that implementation takes place within the available resources - Ensures that all relevant stakeholders are appropriately involved.
IDP Management Committee	<ul style="list-style-type: none"> - Monitor, evaluate progress and provide feedback. - Provide technical guidance to IDP/budget process in all municipalities. - Ensure and maintain integration and alignment - Standardise the planning processes - Recommend corrective measures
Budget Management Committee	<ul style="list-style-type: none"> - Ensure alignment of proposed budgeted with IDP/budget; - Ensure that sufficient funds provided on the budget

	<ul style="list-style-type: none"> - for projects as per IDP/budget; - Record realistic revenue and expenditure projections for current and future years; - Take cognizance of national, provincial budget, DORA and national fiscal and macro-economic policy.
Communities	<ul style="list-style-type: none"> - Identify and priorities the needs. - Discuss and comment on the draft IDP/budget document.
Private Sector	<ul style="list-style-type: none"> - Inclusion of their projects in the IDP/budget of the municipality. - Provide information on the opportunities that the communities may have in the private sector.

Stakeholder Engagements and Community Participation

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

The SDM also undertakes its own community participation programme once in a year in March/April. In addition to this engagement, there are various (IDP Managers' Forum, IDP Rep Forum, and District Development Planning Forum) which comprise a wider representation of stakeholder ranging from business, labour, civil society, Traditional leaders, Ward committees and Councilors as well as members of the public etc. Implementation, evaluation and monitoring of the IDP programmes/projects are the core of these processes.

Print media, SDM's newsletters and electronic media are used to inform the community of the processes of the IDP. Dates of the meeting schedules of the IDP processes and other IDP related structures including the Community Outreach Programmes are obtainable from the District on request.

CHAPTER 2: GOVERNANCE AND INSTITUTIONAL FRAMEWORK

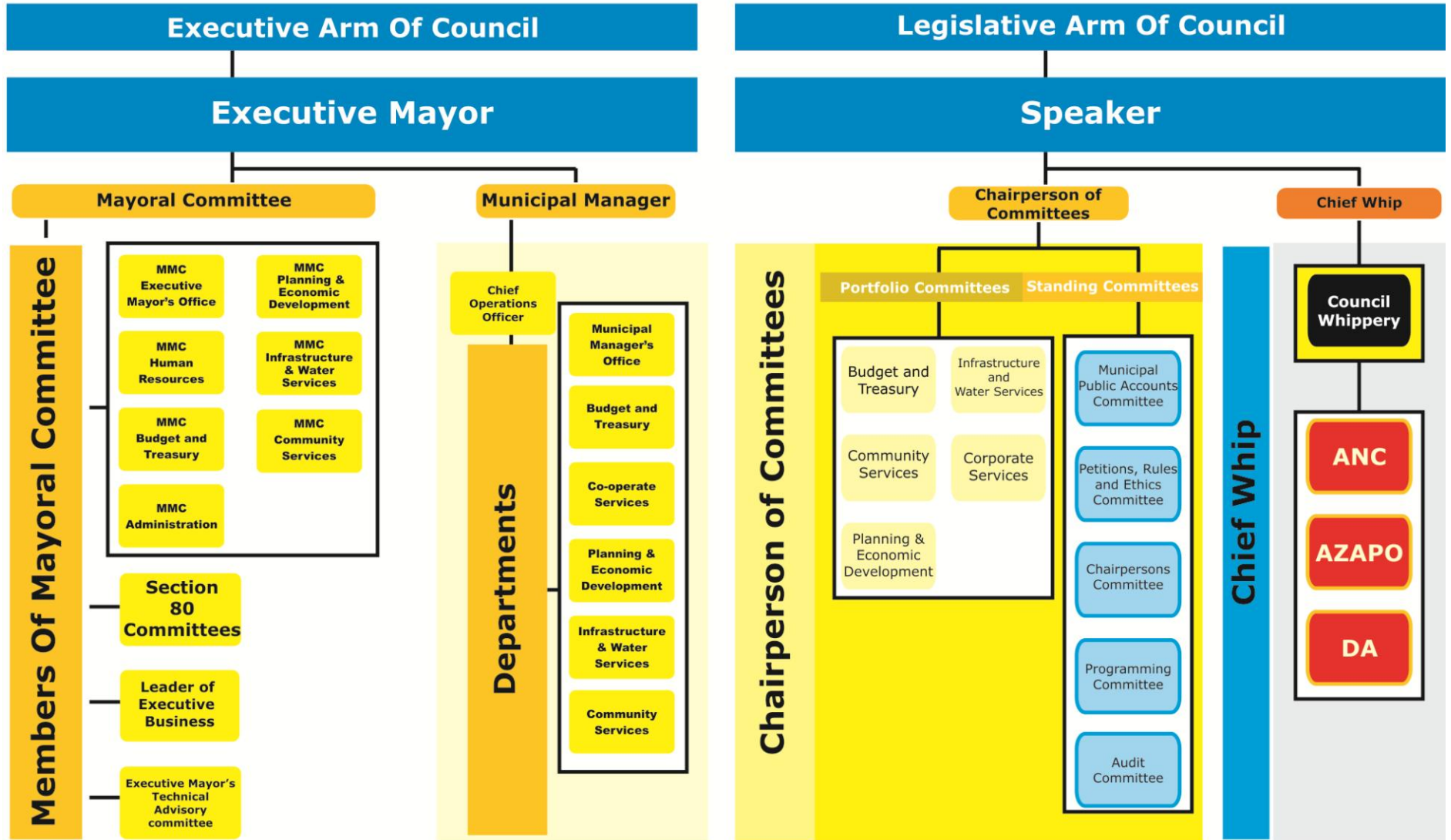
2.1. Introduction

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.

Figure 4 – Current High Level Structure and General overview of SDM Council



Current High-Level Structure and General Overview of SDM Council



- 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.

2.2. 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.

2.3. 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.

2.4. 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 (BTC): Councillor Sihlangu T.L (Chairperson)
- Community Services: Councillor Thamaga M.M (Chairperson)
- Corporate Services: Councillor Mafefe O.H (Chairperson)
- Infrastructure and Water Services: Councillor Ratau M.F (Chairperson)
- Planning and Economic Development: Councillor Maitula B.M (Chairperson)

2.5. 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: Clr Lekola M.F (Chairperson)
- Petitions, Rules and Ethics Committee: Clr Mathebe N.C (Chairperson)
- Chairpersons Committee:
- Programming Committee: Clr Mathebe N.C (Chairperson)
- Audit Committee

2.6. 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: Matlala RM
- MMC: Corporate Service: Nchabeleng TL
- MMC: Infrastructure and Water Services: Mahlo SA
- MMC Budget and Treasury: Seloane LM
- MMC Community Services: Mokoka K.S.D.
- MMC in Office of the Executive Mayor – Traditional Affairs: Kgoloko N.L
- MMC in Office of the Executive Mayor - Gender Leadership: Mamahlako P.M
- **MMC without Portfolio: Lokola M.F**

2.7. 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.

2.8. 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, Strategic Planning and Policy Co-ordination Unit
- Corporate Services
- Budget and Treasury

- Planning and Economic Development
- Infrastructure and Water Services
- Community Services

2.9. 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.

2.10. 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.

2.11. Skills Needs within the Municipal Council

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

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

- Engineering
- IT
- Legal
- Municipal Finance

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

- Supply Chain Management
- Executive Leadership Management
- Human Resource Management in Local Government
- Labour Relations
- Project Management

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

2.12. Status of Policies

Table 2: Policies/strategies

POLICY/PLAN/STRATEGY	STATUS	DATE APPROVED
Employment Equity Plan	Adopted	2009
Workplace Skills Plan	Adopted	2009
Retention Strategy	Adopted	2009
PMS	Adopted	2009
Human Resource Development Strategy	Adopted	2005
Institutional Plan	Draft	Not Adopted
Spatial Development Framework	Adopted	2004
Integrated Waste Management System	Adopted	2007
HIV/AIDS Plan	Adopted	2007
Health Plan	Adopted	2009
LED Strategy	Adopted	2007
Revenue Enhancement Strategy	Draft	Not Adopted
Risk Management Plan	Draft	Not Adopted
5 Year Investment Plan	Draft	Not Adopted
Communication Strategy	Adopted	2005
WSDP	Adopted	2005
Road Master Plan	Adopted	2008
Tourism Strategy	Adopted	2005
Water Master Plan	Adopted	2007
Financial Plan	Adopted	2010
Marketing Strategy	Adopted	2009
Community Participation Plan	Adopted	2005
Integrated Transport Plan	Draft	Not Adopted

CHAPTER 3: SPATIAL DEVELOPMENT OVERVIEW

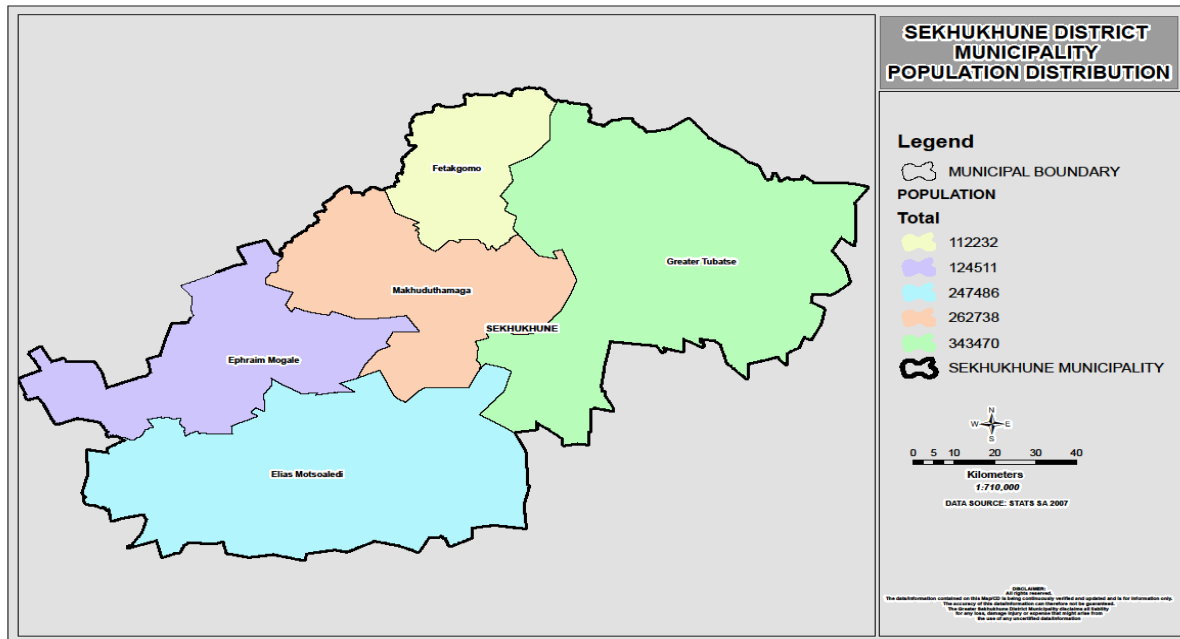
3.1. Spatial Socio-Demographic Characteristics of the District

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

3.2. Spatial Concentrations of Population

The total population of the District is currently estimated at approximately 1 090,424 (STATSSA, 2007). The below map gives an account of the population spread per each Local Municipality.

Figure 5 - SDM Population Distribution Map



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

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

Land which formed part of the former homeland areas of KwaNdebele and Lebowa is generally characterized by low-density residential areas spreading over vast areas of land (**see Figure 12 on page 62**), and mainly occurs in two clusters – the Moutse area to the south-west and the central area around Jane Furse. Characteristically, residential areas located within the western extents of the District are more densely populated / developed than those in the north due their proximity to Gauteng. Conversely, land which fell outside of the former homelands are generally characterized by private / commercial farms, and medium density settlements clustered around semi-urban centres featuring retail and service-related activities.

More specifically, the SDM features approximately 605 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 (**See Figure 11**).

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

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

Of utmost importance for the future spatial planning and development of the District, are the expected population concentration and growth areas. The reason being, that these areas not only **serve to indicate where the greatest need for infrastructure spending could possibly be** in the future, but also indicate **where the municipality would receive the best value for money spent on infrastructure development and service provision**. The existing Integrated Spatial Development Framework (ISDF) (2004) for the SDM identifies the expected population concentration and growth areas / points of the district (see **Table 3**).

A. Population Growth Areas / Points

Growth points are individual settlements or settlement areas which feature strong economic, social and institutional activities. **Table 3** indicates the expected population growth points for the SDM.

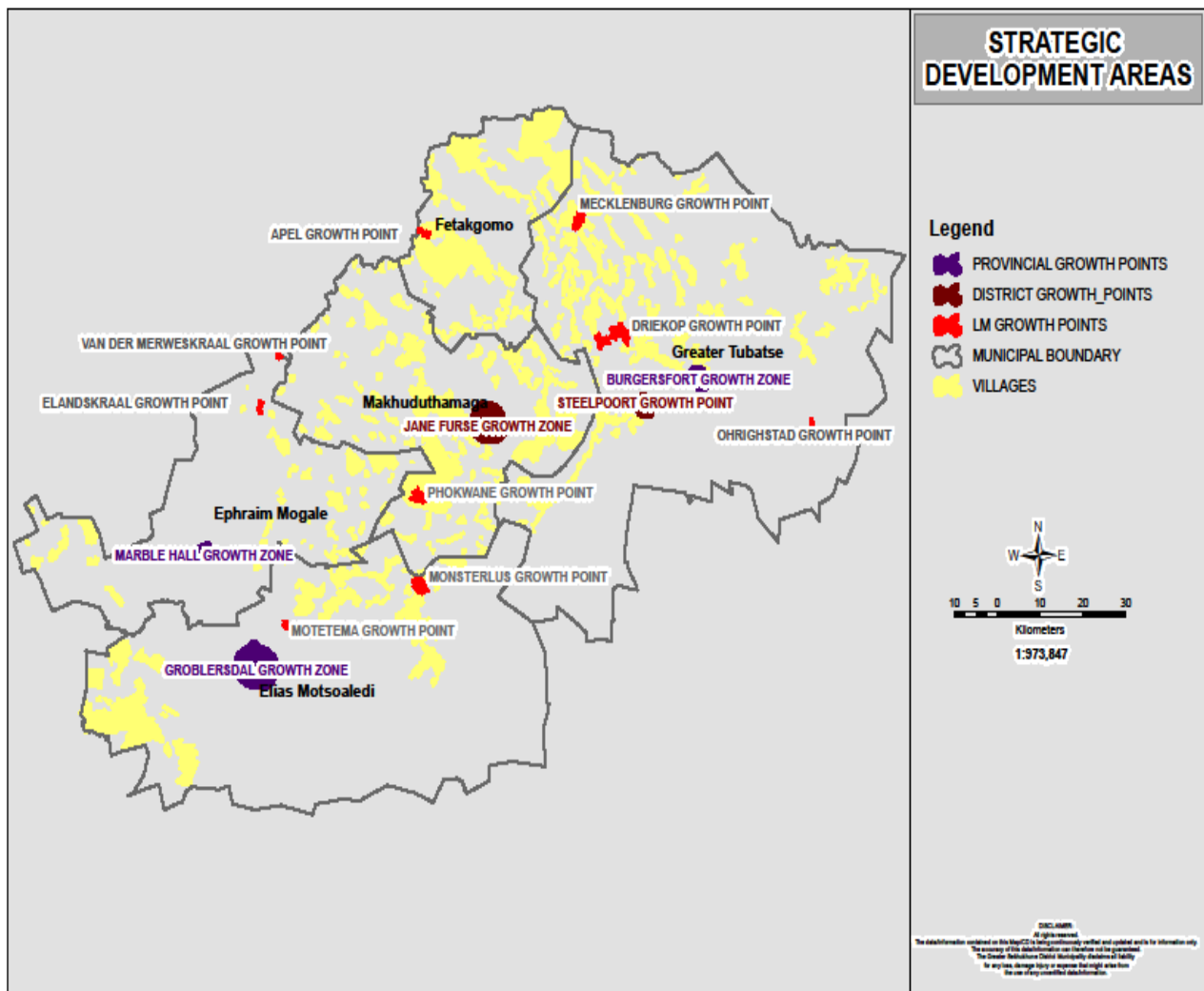
Table 3: Expected Population Growth Areas / Points for the SDM.

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

Source: Integrated Spatial Development Framework for the SDM, 2004

Of the total 14 growth points in Sekhukhune, 5 are situated within Greater Tubatse, followed by Elias Motsoaledi and Ephraim Mogale with 3 each, Makhuduthamaga with 2, and lastly Fetakgomo with only one growth point, (see figure 6).

Figure 6 - SDM Growth Point



B. Local Service Points:

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

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

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

3.2.1. Economic Activity Concentration

Economic Activity is predominantly concentrated in two areas, and include the local municipalities of Ephraim Mogale (former Greater Marble Hall), Elias Motsoaledi (former Groblersdal) to the West, and Tubatse to the East. These areas also host the five main urban centres. Whilst the South-Western economic activity area is primarily centred on platinum mining activities associated with the Merensky Reef.

With less than ten percent (10%) of the total capacity of the Reef having been unlocked to date, the platinum economy is still within its infant stage. Tourism activities forming part of both of the economic activity areas are primarily related to Nature Tourism, Game Farming and Hunting.

Figure 7 - Centres of Agricultural Production

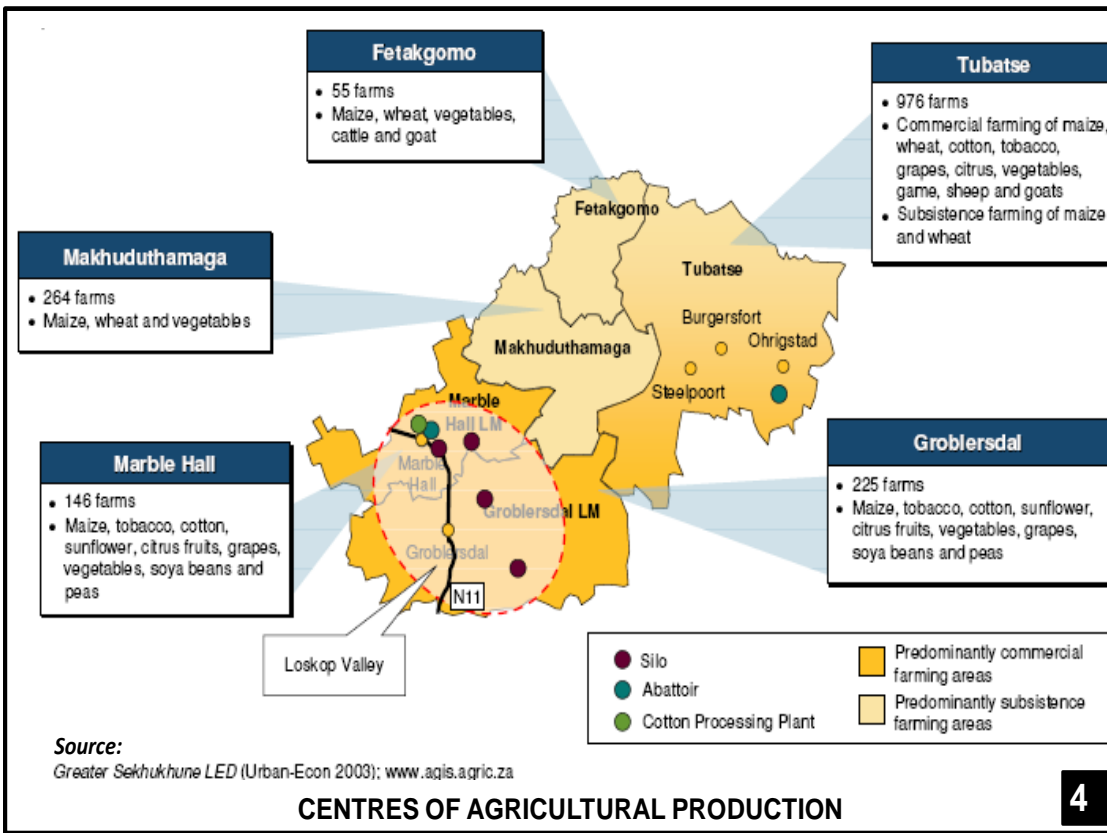
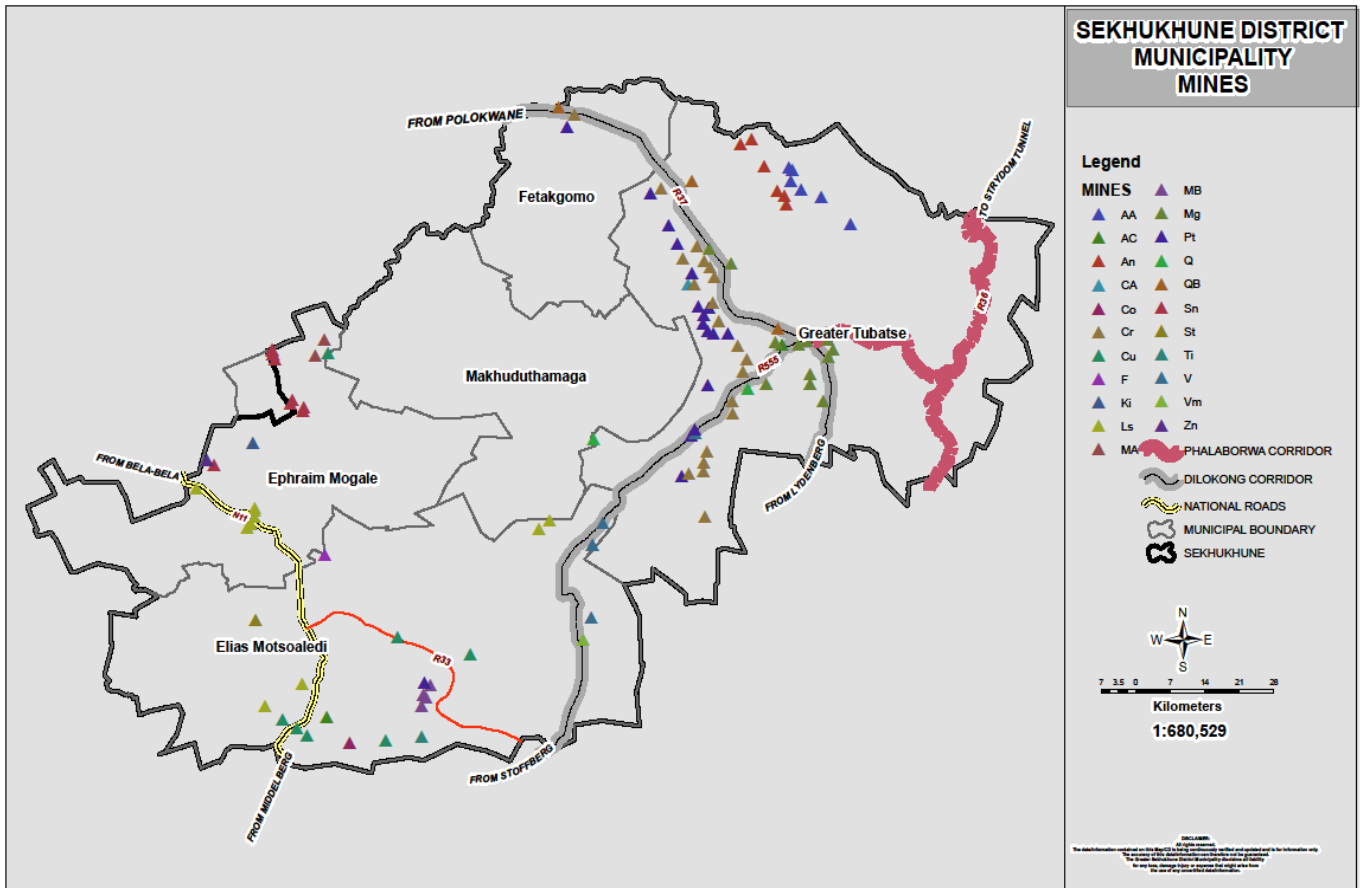


Figure 8 – Operational Mines in Sekhukhune



3.2.2. Existing Land Use and Related Potential

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

Presently, land use within the SDM is dominated by commercial and subsistence farming. This is especially true in the Fetakgomo, Makhuduthamaga, Ephraim Mogale and Greater Tubatse Local Municipal areas. The second most significant land use is the potential conservation areas, especially within the Elias Motsoaledi and Ephraim Mogale Municipal areas. These potential conservation areas may eventually encompass roughly one third of Elias Motsoaledi and Ephraim Mogale. The different land use patterns in the Sekhukhune District are captured in **Table 4** below.

Table 4: Land Use Patterns in the SDM

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

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

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

3.3. Spatial Economic Development Opportunities

3.3.1. Transport Network

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

More specifically, the **N11 Freeway** connects the town of Marble Hall and Groblersdal with Mookgopong and the N2 Freeway towards the North-West, which leads to Mokopane and Polokwane. To the South, the N11 connects Marble Hall and Groblersdal with Middleburg, which is situated along the N4 Maputo Corridor. The **R579** traverses the central extents of the district, and serves to connect Jane Furse and Monsterlus with Lebowakgomo towards the North, and Sehlakwane and Stoffberg towards the South.

The **R37** traverses the northern extents of the District, and serves to connect Burgersfort with Lebowakgomo towards the North-West and Lydenburg towards the South-East the R555

traverses the Eastern extents of the district, and serves to connect Steelpoort and Burgersfort with Stoffberg towards the South-East. These two roads from the **Dilokong Platinum Corridor**, once past Burgersfort, R555 become the **R36** which serves to connect the Burgersfort / Steelpoort area with Ohrigstad, and down to Lydenburg.

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

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

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

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

- **The Dilokong Corridor**

- Polokwane to Burgersfort (P33/1 and P33/2) (R37), via Mafefe.
- Flag Boshielo Dam through Lebowakgomo and Mafefe, linking the District with the Phalaborwa and Kruger National Park areas.
- Chueniespoort via Boyne to Mankweng.

- **The Phalaborwa Corridor**

- Ohrigstad via the Strijdom Tunnel (P116/1).
- Burgersfort to Oaks (P181/1).

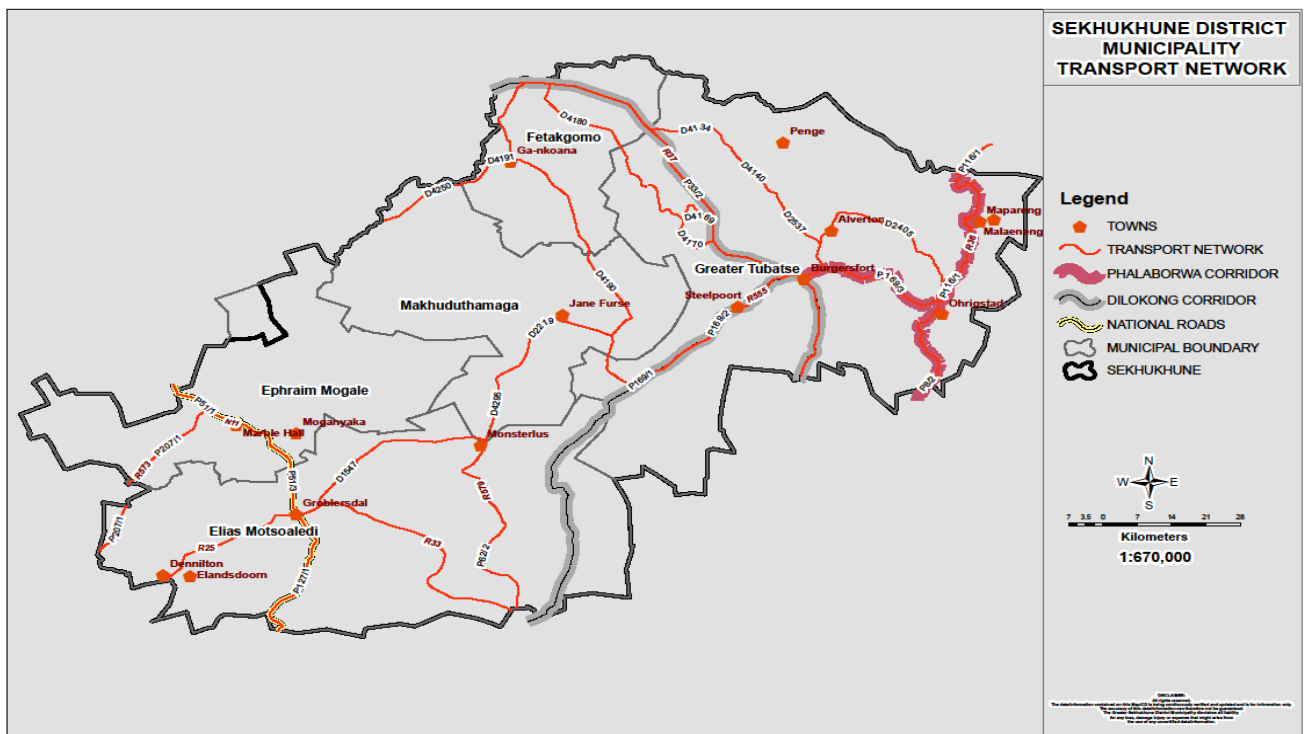
Apart from its road network, the SDM is served by three railway lines which were originally developed to support the mining activity within the district. The three railway lines are:

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

Unfortunately, these railway lines have not yet been extended or re-routed to serve later / new mining operations (such as those along the Merensky Reef and Chrome layers). Consequently, shortcomings in the railway network are resulting in extreme pressure being place on the road network. Favourably, a new commuter rail link between Pretoria and the South-West of the SDM (along the Moloto Road) is being considered. This rail link will improve accessibility to Gauteng, which represent an employment area for many residing within the South-Western extents of the District.

In addition to the road and railway network of the District, two registered airfields are also found within the District. The airfields are located in Marble Hall and Groblersdal respectively, and primarily support crop spraying activities.

Figure 9 - SDM Transport Network



3.3.2. Mining

Modern mining has been practiced in Sekhukhune for well over a century, and typically involved (as is still the case today) the extraction of andalusite, asbestos, chromite and platinum deposits from the Merensky Reef, which forms part of the mineral rich Bushveld Complex. In fact, the District features the world's largest deposit of the platinum group metals (PGMs). What is striking about previous bouts of mining activity in the area is how changing commodity prices affected the opening, closing and, occasionally, re-opening of mines. When prices rose, new

exploration and development took place in the Sekhukhune mining sector. Conversely, when prices fell, mines in the area closed. This is an important characteristic to take into consideration when providing infrastructure and housing to support expanding mining operations.

Currently, 17 operational mines are found within the district, with the majority of activity situated along the Dilokong Corridor (R37 and R555). The Dilokong corridor stretches across the Fetakgomo and Greater Tubatse LMs respectively (see **Figure 8**). Some isolated activities are found within the Ephraim Mogale LM. Major mining companies operating in the SDM (2006) include Anglo Platinum, Xstrata, BHP Billiton, Implants, ASA Metals and Marula Platinum. In spite of the involvement of major mining companies, mining in the district has not yet reached full production limits. Consequently, a number of new developments are expected to take place. These include:

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

Figure 8 illustrates where the bulk of the platinum mining activity will take place within the District in the future. New mining activities within the Ephraim Mogale and Elias Motsoaledi LMs could potentially create land use conflicts between mining and agricultural activities. Furthermore, new mining activities may result in increasing pressure being placed on environmentally sensitive areas found within the North-Eastern and South-Eastern extents of the District. **Table 5** sets out the main existing (operational), and planned platinum mines in the district.

Table 5: Existing (Operational) and Planned Mines in the SDM.

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

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

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

The projected number of employment opportunities in platinum mining / near the SDM up to 2015 is set out in **Table 6**. Importantly, based on the below mentioned statistics, **Burgersfort is set to become a city in the next 10-15 years.**

Table 6: 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

3.3.3. Agriculture

Agriculture in the SDM is a mixture of both commercial and subsistence farming. The South-Western corner of the District (Ephraim Mogale and Elias Motsoaledi LMs) specifically, contains one of the largest clusters of commercial agricultural production in South Africa (see **Figure 4**). However, in spite of being an important contributor to employment within the District, agriculture remains a relatively marginal contributor (approximately 9, 7%) to the aggregate GGP of the District. Water scarcity, and the uncertainty created by land claims are unfortunately discouraging the expansion of commercial agricultural activities.

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

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

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

i. The Loskop Scheme

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

- The Moosrivier scheme;
- The Hereford Scheme;
- The Olifants River Scheme;
- The Elands River Scheme; and
- The Selons River Scheme.

Collectively, these contribute significantly to commercial agriculture in the area.

ii. The Ohrigstad scheme

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

Alternatively described, the agricultural activities within the SDM tend to be concentrated along the following routes:

- The entire length of the N11 throughout the District;
- The R573 from Ephraim Mogale to the District boundary;
- The R25 between Dennilton and Groblersdal;

- The minor road linking the R573 and R25 between Groblersdal and Marble Hall;
- The R36 as far North as Branddraai; and
- The Southern section of the R37 as far North as Burgersfort

3.3.4. Tourism

The District hosts the scenic Flag Boshielo Dam area, the adjoining Schuinsdraai Nature Reserve, Potlake Nature Reserve and the Maleoskop Resort and Conservancy. Furthermore, the District has recently established the Kamoka Open Africa Route, which could be linked with the existing African Ivory and Cultural Heartland routes and the planned Great Limpopo Route.

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

Table 7: Accommodation Facilities in the SDM.

Municipal Area	No. of Facilities	No. of Beds	Occupancy rate (%)	Turnover	Staff Employment
Tubatse	20	1,278	67	47,200,000	432
Elias Motsoaledi	24	577	59	20,200,000	222
Ephraim Mogale	29	677	54	23,000,000	260
Fetakgomo	1	20	n/a	200,000	12
Makhuduthamaga	6	75	62	2,600,000	36
Sekhukhune	81	2,627	62	93 200,000	962

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

3.4. Spatial Development Objectives

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

- To actively protect, enhance and manage the natural environmental resources in the municipality in order to ensure a sustainable equilibrium between the mining, tourism and agricultural industries in the area.
- To optimally capitalize on the strategic location of the District by way of strengthening of internal and external linkages within provincial and regional context.

- To 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 Agri-processing in the agricultural belt (Groblersdal), and mining/ore-processing in the mining belt and agricultural belt to one another, and to the other markets of Gauteng Province along the Moloto Corridor.
- To supplement the District east-west corridor by way of three functional north-south corridors:
 - N11: Agriculture, Commercial
 - R583: Institutional, Residential
 - R33: Mining
- To ensure equitable access to social infrastructure and to promote Local Economic Development by way of an evenly distributed range of Multi Purpose Community Centres to be established throughout the District.
- To consolidate the urban structure of the district around the highest order centres by way 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.

3.5. Strategic Development Areas

The currently dispersed settlement structure of the District has not only resulted in the costly duplication of essential community services and infrastructure, but has left some communities without access to these. Hence, proper planning in respect of the placement of the provision of resources is necessary to bring about an even, equitable, and cost-effective distribution of essential community services and infrastructure throughout the entire municipal area.

To achieve this, the SDF proposes the establishment of a **functional hierarchy of towns and settlements**, as well as the establishment of a **hierarchy of service centres** throughout the entire municipal area by way of Multi Purpose Community Centre (MPCC) development. Such an approach to the delivery of community services is aligned with both Comprehensive Rural Development Strategy, and the DM's LED strategy which strives to promote nodal development. Establishing a hierarchy of services centres in the form of MPCCs holds the following advantages:

- Contributes towards urban-rural restructuring and environmental protection by means of promoting nodal development. Nodal development is conducive to targeted infrastructure spending, local economic development and corridor development;
- Promotes comprehensive regional development;
- Helps to speed-up infrastructure development and service delivery;
- Reduces the levels of inequality in living standards and access to basic services between rural and urban areas – ensures that all communities have access to at least the minimum levels of services as enshrined in the constitution;
- Basic services are provided by government in a financially sustainable manner;
- Provides government with a platform from which to develop energy centres, tele-centres and information technology infrastructure within rural areas;
- Provides a platform for entrepreneurship and small business development (LED);
- Provides guidance for the development and provision of engineering services;
- Indicates where to provide tarred road infrastructure and multi-modal transport facilities; and
- Helps to determine public transport service points and routes.

In terms of establishing a **hierarchy of towns and settlements** for the District, the SDF proposes the following (see **Figure 6**):

Primary Nodes

- **Burgersfort** as the primary mining and industrial node of the District.
- **Jane Furse** as the institutional capital node of the district.
- **Groblerdal** as the primary business and agricultural node of the district.

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

Secondary Nodes

- **Steelpoort**
- **Marble Hall**
- **Ohrstad**

These nodes primarily been identified based on their regional accessibility, their central locations within the two primary economic activity areas, their status as growth points, and for coinciding with existing or proposed new bulk water distribution infrastructure.

As mentioned, in order to bring about an even, equitable, and cost-effective distribution of essential community services and infrastructure throughout the entire municipal area, the SDF also proposes the establishment of a hierarchy of service centres, based on a 10km services radius (see Figure 6).

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

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

CHAPTER 4: SITUATIONAL ANALYSIS

4.1. Development Status Quo

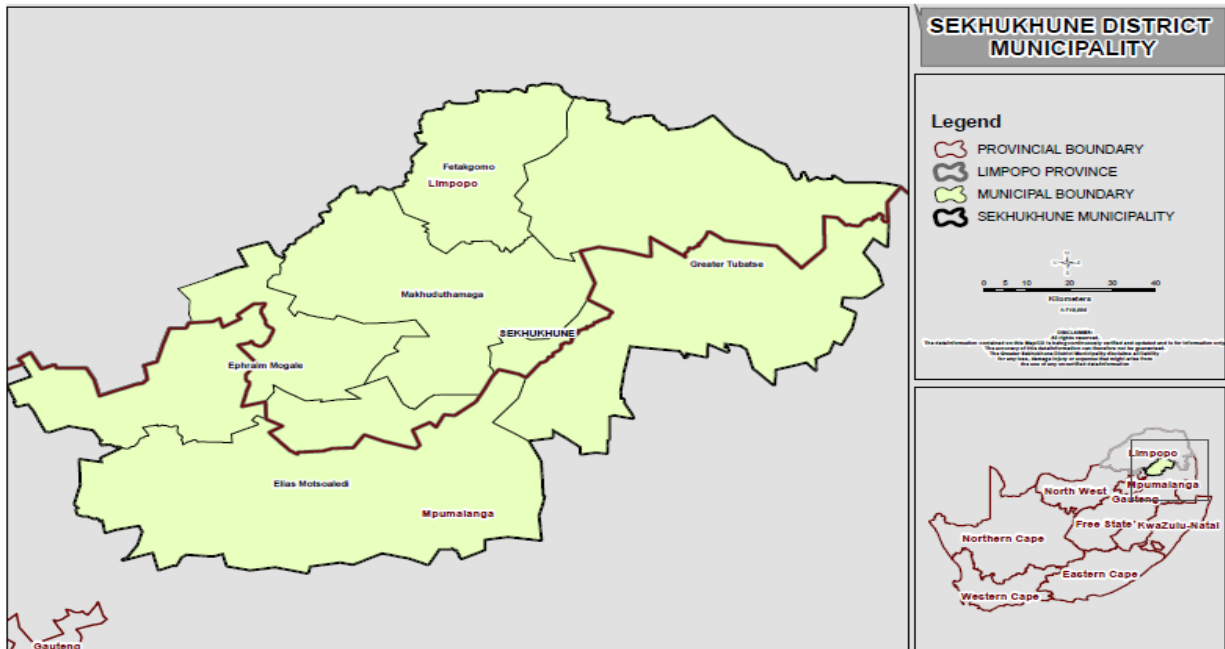
4.1.1 Geographic Location of the District

Sekhukhune is an area with a long and proud history. It is also a place of majestic beauty with legal mountains, lush valleys and meandering rivers. Under its soil, lie vast deposits of precious metals – so vast that they today contain the largest reserves of platinum group metals in the world. Above its soil, sprout more than 2200 indigenous species of vascular plants, making it an area of exceptionally high biodiversity that is globally recognized. It is a land blessed by natural beauty, unusual resource endowments and a compelling history dating back to the 16th century.

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

Modern-day Sekhukhune is found in Limpopo province, the Northern-most part of South Africa. The district which lies in the South-Eastern part of the province covers an area of approximately 13 264 square kilometers, most of which is rural with almost 605 villages, which are generally sparsely populated and dispersed throughout the District. It is estimated that only 5% of the Sekhukhune population live in urban areas.

Figure 10 - Geographic Location Map



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

History behind the names ...

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

Fetakgomo: The Sebatakgomo organization was first founded by migrant workers in the 1950s. It later resurfaced as Fetakgomo, a Pedi idiom which appeals for unity.

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

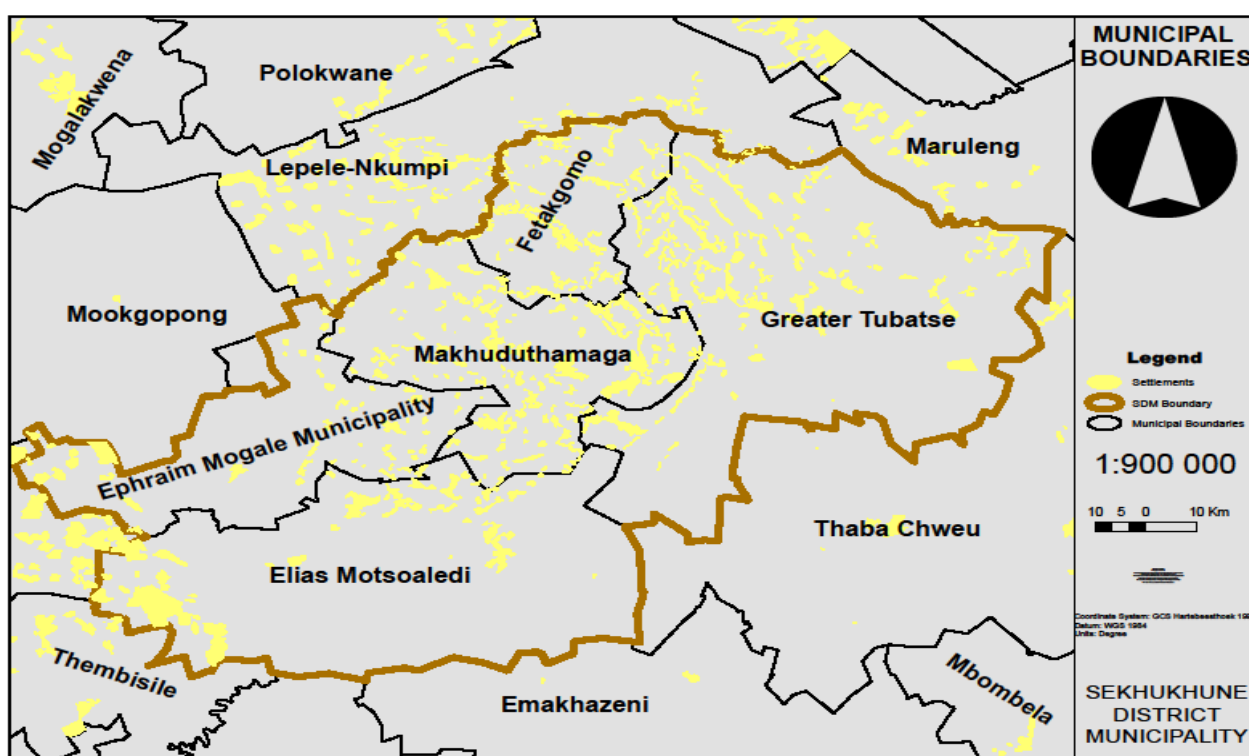
Ephraim Mogale: A Cadre who was born in Bingley, near Settlers on the 6th February 1955. He was later sentenced to eight (8) years in Robben Island, of which he served five (5). He was released in 1985.

Tubatse: Named after the famous Tubatse (Steelpoort) River. The capital of the early Pedi Empire, Manganeng, was found on the banks of this river in the early 1800s.

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

The District is made up of 5 local municipalities (LMs) – Elias Motsoaledi Local Municipality (formerly the Groblersdal Local Municipality), Fetakgomo Local Municipality, Ephraim Mogale Local Municipality, Greater Tubatse Local Municipality and Makhuduthamaga Local Municipality. Ephraim Mogale Municipality is predictably found within the Marble Hall area, whilst the others are centred on major conurbations like Groblersdal (Elias Motsoaledi), Apel (Fetakgomo), Burgersfort (Tubatse) and Jane Furse (Makhuduthamaga).

Figure 11 - Map of Sekhukhune District Municipal area

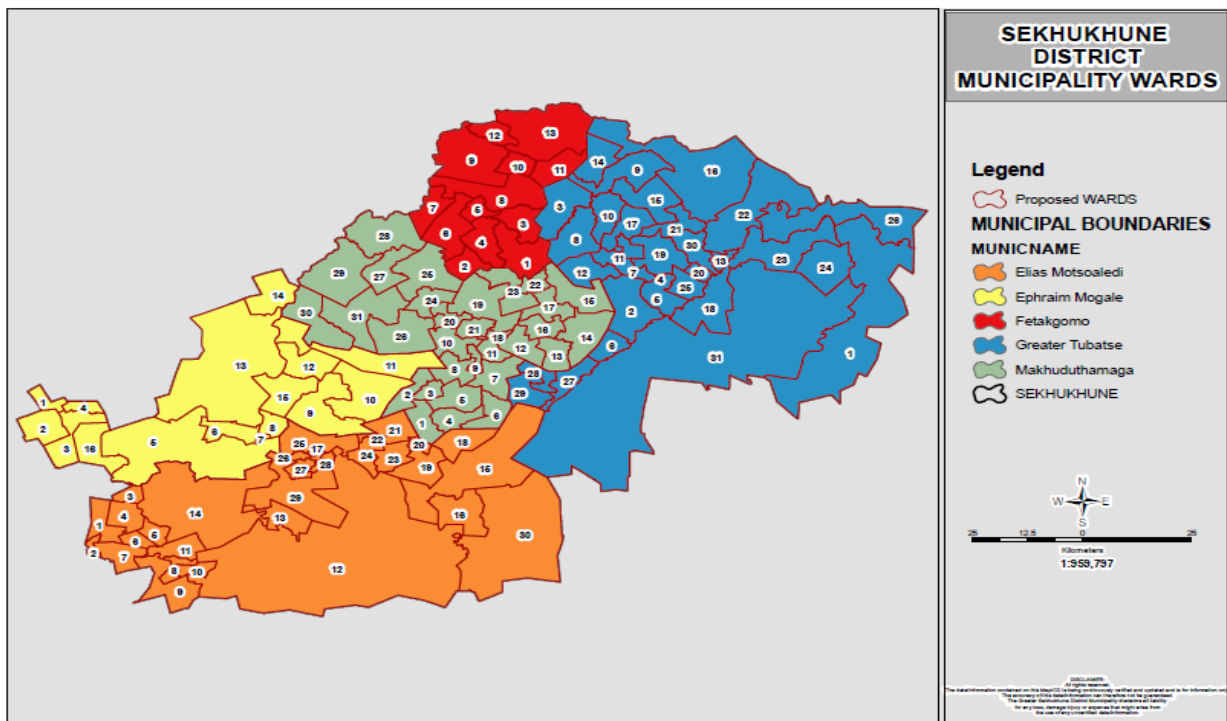


The district consists of 121 wards which are broken down per local municipality as follows:

Table 8: Number of wards per Local Municipality

Local Municipality	Number of Wards	Number of Villages
Elias Motsoaledi	30	104
Fetakgomo	13	87
Ephraim Mogale	16	69
Greater Tubatse	31	202
Makhuduthamaga	31	143
TOTAL	121	605

Figure 12 – SDM Wards



4.1.2. Demographics

The present total population of SDM is estimated at 1,090,424 (Statssa, Community Survey 2007). According to the Water Services Development Plan (WSDP) the figures reflect a slight increase in population as indicated in the table below. Therefore this clearly shows that the available official statistical information is not accurate. It then creates a gap in the planning of the delivery of services. The most populated local municipalities are Tubatse, Makhuduthamaga and Elias Motsoaledi respectively. Between the census of 2001 and the community survey 2007, population in some municipalities has decreased while it increased significantly in others,

with Tubatse, Makhuduthamaga and Ephraim Mogale being the cases in this point. The population breakdown is depicted on the table below:

Table 9: Breakdown of population per local municipality

Municipality	2001	2007
Fetakgomo	97,141	112,232
Elias Motsoaledi	233,215	247,488
Makhuduthamaga	276,404	262,726
Ephraim Mogale	127,668	124,510
Tubatse	290,319	343,468
Total	1,024,748	1,090,424

Source: STATS SA Community Survey 2007

Table 10: Breakdown of population per local municipality

Municipality	Total
Fetakgomo	112,232
Elias Motsoaledi	247,488
Makhuduthamaga	262,726
Ephraim Mogale	174,375
Tubatse	343,468
Total	1,140,289

Source: WSDP

As the previous chapter highlighted, however, NSDP calculations place Sekhukhune in the top 20 most populous Districts/Metros in South Africa (in 15th position). The NSDP also declares that the District hosts 2, 16% of the total South African population (The presidency, 2006).

The Sekhukhune population is divided into a number of households. The next table illustrates the division of households per local municipality.

Table 11: Households per local municipality

Municipality	2001	2005	2007
Fetakgomo	18,789	20,040	21,851
Elias Motsoaledi	45,478	51,518	46,840
Makhuduthamaga	54,206	56,988	53,654
Ephraim Mogale	24,189	27,940	28,215
Tubatse	53,850	60,435	66,611
Total	204,744	216,921	217,172

Source: STATSSA Community Survey 2007

Table 12: Households per local municipality

Municipality	2009	2010
--------------	------	------

Fetakgomo	28,266	29,570
Elias Motsoaledi	52,263	52,263
Makhuduthamaga	53,654	56,642
Ephraim Mogale	32,304	32,304
Greater Tubatse	66,611	66,611
Total	233,098	237 390

Source: WSDP/Internal Research

Households per local municipality

Most Sekhukhune households are headed by females, a characteristic that has significant social implications for the District. This situation is largely the result of the economic migration of male family members to seek work outside the District.

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 13: 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.

Table 14: Remittances received by Sekhukhune households in 2006

Number of Brackets	%
Less than R500	12,9
R500 – R1,000	23,7
R1,001 – R3,000	12,7
More than R3,00	50,7
Total	100

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.

Population growth rates

UNISA's Bureau for Market Research estimates population growth in Sekhukhune as follows:

Table 15: Projected population growth rates in Sekhukhune

Municipality	2005	2006	2007	2008	2009
Fetakgomo	97,141	98,278	99,349	100,342	101,346
Elias Motsoaledi	233,215	236,014	238,657	241,115	243,599
Makhuduthamaga	276,404	279,417	282,266	284,920	287,598
Ephraim Mogale	127,668	129,072	130,363	131,667	133,115
Tubatse	290,319	293,803	297,035	300,005	303,005
Total	1,024,748	1,036,583	1,047,670	1,058,049	1,068,662

Source: Limpopo Development Information Database

4.1.2.1. 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%.

4.1.2.2. Population group

The majority of people in SDM are Africans while there are other groups like whites, coloureds and Asian people. The largest percentage of Whites, Coloureds and Asians are found in Elias Motsoaledi, Ephraim Mogale and Burgersfort.

4.1.2.3. Home language

The dominant home language in SDM is Sepedi with 83, 34% followed by Isindebele in 4.4%. According to statistics, the areas that are predominantly Pedi speaking are Makhuduthamaga and Greater Tubatse. Comparing English and Afrikaans speakers, there are few English

speakers in 0.22% while the Afrikaans speakers in 0.83%. Most Afrikaans speakers are in our former white only towns of Groblersdal, Marble Hall and Burgersfort.

4.1.2.4. 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 16: Age and gender profile

Municipality	Age group	Male	Female	Total
Fetakgomo	0-17	22,916	23,060	45,996
	18-64	15,816	23,996	39,812
	65+	1,951	4,322	6,273
	Total	40,684	51,398	92,081
Elias Motsoaledi	0-17	53,444	54,172	107,616
	18-64	40,684	51,398	92,081
	65+	4,422	9,085	13,506
	Total	98,729	122,009	220,738
Makhuduthamaga	0-17	66,600	67,468	134,068
	18-64	41,816	69,246	111,062
	65+	5,601	12,179	17,779
	Total	114,017	148,892	262,909
Ephraim Mogale	0-17	28,894	28,777	57,670
	18-64	24,353	32,061	56,414
	65+	2,534	4,701	7,236
	Total	55,780	65,539	121,320
Tubatse	0-17	67,895	68,990	136,885
	18-64	49,252	70,351	119,603
	65+	4,182	9,446	13,627
	Total	121,329	148,787	270,116
Total	0-17	239,750	242,486	482,236
	18-64	172,101	254,406	426,507
	65+	18,689	39,733	58,422
	Total	430,540	536,625	967,165

Stats SA Community Survey 2007

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.

4.1.2.5. Level of Education

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 their personal journey of growth and attain their distinctive dreams and aspirations. International evidence suggests that countries 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.

The percentage of the population in Sekhukhune older than 20 years of age with no schooling is the highest in both Limpopo and Mpumalanga Provinces. That figure is also more than twice that of the South African population.

Table 17: Highest level of Education for those twenty years and older Education: Sekhukhune, SA and other DMs in Limpopo and Mpumalanga

DM and SA		Sekhukhune	Bohlabela	Gert Sibande	Nkangala	Ehlanzeni	Mopani	Vhembe	Capricorn	Waterberg	South Africa
Higher (%)	Change	1.56	1.75	0.31	-0.14	0.50	1.60	1.39	2.35	1.89	2.29
	2001	4.70	5.96	5.45	6.11	6.23	6.46	7.42	8.59	6.26	8.45
	1996	3.14	4.21	5.14	6.25	5.73	4.86	6.03	6.24	4.37	6.16
Grade 12 %	Change	-0.42	-3.23	-3.01	4.01	4.20	-0.36	1.04	1.75	0.75	3.98
	2001	11.22	12.11	16.41	19.92	18.81	12.66	14.36	17.52	14.54	20.42
	1996	11.64	15.34	13.40	15.91	14.61	13.02	13.32	15.77	13.79	16.44
Complete primary (%)	Change	-0.74	-0.06	-0.58	-1.03	-0.97	-0.28	-0.43	-0.77	-0.14	-1.10
	2001	4.57	4.91	6.21	5.90	5.76	5.13	5.78	5.84	6.76	6.37
	1996	5.31	4.97	6.79	6.93	6.73	5.41	6.21	6.61	6.90	7.47
No Schooling	Change	-1.89	-0.83	-2.98	-0.18	-2.29	-3.64	-4.16	-2.82	-3.58	-1.40

2001	42.64	38.90	26.33	24.62	30.18	37.83	32.09	26.42	25.76	17.93
1996	44.54	39.73	29.31	24.80	32.47	41.47	36.5	29.24	29.34	19.33

Source: Draft SDM 2025 Development Strategy: 2006

The table below sets out the education profile of each local municipality in Sekhukhune.

Table 18: Education profile per Local Municipality

	Elias Motsoaledi	Fetakgomo	Ephraim Mogale	Greater Tubatse	Makhudut hamaga	Grand Total SDM
No Schooling	4.13	1.69	1.67	3.88	4.60	15.98
Some Primary Education	5.56	2.74	3.31	8.70	6.12	26.43
Grade 7 /Std 5/ ABET 3	1.25	0.65	0.68	1.83	1.27	5.68
Some Secondary Education	6.17	2.95	3.03	9.76	6.90	28.79
Completed Secondary Education	1.46	0.53	0.67	1.56	0.87	5.09
Certificate with/without GR.12	0.33	0.11	0.22	0.57	0.22	1.45
Diploma with/without GR.12	0.24	0.27	0.19	0.41	0.35	1.47
Degree & Higher	0.21	0.08	0.12	0.19	0.18	0.77
Unspecified	0.46	0.05	0.06	0.49	0.56	1.62
Out of scope (children under 5 years of age)	2.88	1.22	1.47	4.11	3.02	12.71
Grant Total	22.70	10.29	11.42	31.50	24.09	100.00

Source: Statistics South Africa Community Survey 2007

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.

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 that of the South African population and the lowest the DMs in the Limpopo and Mpumalanga province. The lack of skills is frustrating the current and future development of the area. It is also the high percentages of persons with no schooling which require a buoyant entrepreneurial class to establish industries that those with low skills levels could be absorbed in.

4.1.2.6. 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 19: Disability Types

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

Source: STATS SA, Community Survey 2007

Disability Development Programmes

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 o disable people’s needs and aspirations
- Insufficient budget to implement awareness programs
- Public places not accessible and use friendly for disable people

4.1.2.7. Income

The figures below indicate that people in the SDM have different income gaps while a huge number of people do not receive any income from any source. This analysis shows that many people in the SDM live below poverty line.

Table 20: Income Groups in the SDM

No income	21842
R1-R4 800	17969
R4 801-R9 600	31484
R9 601-R19 200	50657
R19 201-R38400	45039
R38 401-R76 800	18555
R76 801-R153 600	9895
R153 601-R307 200	5681
R307 201-R614 400	745
R614 401-R1 228 800	183
R1 228 801-R2 457 600	152
R2 457 or more	156
Response not given	14814

STATSSA, Community Survey, 2007

4.1.2.8. Mode of Transport

The main modes of transport in SDM were buses, taxis and trucks. There were 45.02% of the people travel on foot to go to work and some to schools. 1.45% of the people in the District prefer to travel by taxis while 1.39% of people prefer to travel by bus. All the five local municipalities in the district depended on taxis and buses which were subsidized and some were not subsidised.

4.1.2.9. Economically Active Population

The SDM like any other District in South Africa is experiencing a decline in formal job opportunities because of the general global economic meltdown. This has led to an escalating unemployment particularly among the economically active population of 18 years and above.

Unemployment rate has encouraged the fast growth of informal sector in the district. The table below provides a breakdown of the employment patterns within the District.

Table 21: Economically Active population

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

Source: STATS SA Community Survey 2007

4.1.2.10. 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 22: The Breakdown of employment by industry in the SDM is as follows:

Sectors	Makhuduth amaga	Fetakgomo	Ephraim Mogale	Elias Motsoaledi	Greater Tubatse	Grand Total
Agriculture, Hunting, Forestry and fishing	0.23	0.01	0.29	0.54	0.31	1.38
Mining and Quarrying	0.02	0.39	0.02	0.03	1.72	2.18
Manufacturing	0.17	0.02	0.25	0.47	0.49	1.41
Electricity, Gas and Water Supply	0.03	-	0.04	0.07	0.02	0.16
Construction	0.31	0.05	0.16	0.33	0.32	1.17
Wholesale and retail trade	0.52	0.10	0.26	0.96	0.83	2.66
Transport, Storage and communication	0.09	0.01	0.08	0.28	0.26	0.72
Financial, Insurance, real Estate and	0.05	-	0.19	0.44	0.44	1.12
Community, Social and personal Services	0.77	0.32	0.59	1.00	0.93	3.62
Other and no	0.14	0.03	0.36	0.41	0.39	1.32

adequately defined						
Not applicable	19.40	8.64	8.75	16.69	24.63	78.11
Unspecified	1.54	0.34	0.35	1.96	1.98	6.16
Grand Total	23.26	9.92	11.33	23.18	32.31	100.00

Source: STATS SA: Community Survey 2007

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

4.1.3. Access to Services

Accessibility to both social and economic services is a springboard to active participation not only in the economy but also in community affairs. Services like water, energy, road, ICT and transport expedite many issues among people and the international world. Therefore, their unavailability impedes and frustrates their development needs and their socio-economic progress.

4.1.3.1. Water and sanitation

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.

4.1.3.2. Toilet Facilities

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.

4.1.3.3. Lightning

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 Municipality has been provided with lightning in almost all its rural villages. There is still a need to provide electricity for lighting in other municipalities like Fetakgomo, Makhuduthamaga, Tubatse and Elias Motsoaledi.

4.1.3.4. Energy used for cooking

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 gaze.

4.1.3.5. Energy used for heating

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.

4.1.3.6. Refuse removal

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

4.1.3.7. Telephone Facilities

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.

4.2. District Development Focus Areas

On the basis of the above previous chapter which provided the socio-economic overview as well as the spatial development overview of the District, the following focus areas are identified as major issues that impact on the overall District development trajectory.

4.2.1 Governance And Administrative Issues

4.2.1.1. Focus Area 1: Powers, Duties and Functions

A. Introduction

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.

B. Status Quo

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.

Table: 23 Duties and Functions of the Municipalities

Function	Elias	Ephraim	Tubatse	Makhudut	Fetakgomo	SDM
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	Motsoaledi	Mogale		hamaga		
Air Pollution	Yes	Yes	No	No	No	-
Building regulation	Yes	Yes	Yes	Yes	Yes	-
Child Care Facilities	Yes	Yes	Yes	Yes	Yes (By-Law being developed)	-
Electricity Reticulation	Yes	Yes (for Ephraim Mogale Town)	No	No	No	No
Fire Fighting	No	No (provide function on behalf of District)	No	No	No	Yes
Local Tourism	Yes	Yes	Yes	Yes	Yes	Yes
Municipal Airport	Yes	Yes	Yes	Yes	No	Yes
Municipal Planning	Yes	Yes	Yes	Yes	Yes	IDPs
Municipal Health Services	No	No (provide function on behalf of District)	No	No	No	Perform its own functions
Municipal Public Transport	Yes	Yes	Yes	Yes	No	Yes
Pontoons and Ferries	Yes	Yes	Yes	Yes	No	-
Storm Water	Yes	Yes	No	No	No	Yes
Trading Regulations	Yes	Yes	Yes	Yes	Yew	-
Water (Potable)	No	No (provide function on behalf of District)	No	No	No	Performs its own functions
Beaches and Amusement Facilities	Yes	Yes	Yes	No	No	-
Billboards and display of advertisement in public places	Yes	Yes	Yes	Yes	Yes	-
Cemeteries, Funeral Parlours and Crematoria	Yes	Yes	Yes	Yes	Yes	Yes

Cleansing	Yes	Yes	Yes	Yes	No	-
Control of undertaking that sell liquor to the public	Yes	Yes	Yes	No	No	-
Facilities for the accommodation, care and burial of animals	Yes	Yes	Yes	Yes	No	-
Fencing and fences	Yes	Yes	Yes	Yes	No	-
Licensing of dogs	Yes	Yes	Yes	Yes	No	-
Licensing and control of undertakings that sell food to the public	Yes	Yes	Yes	Yes	No	-
Local Amenities	Yes	Yes	Yes	Yes	No	-
Local Sport Facilities	Yes	Yes	Yes	Yes	No	-
Markets	Yes	Yes	Yes	Yes	No	Yes
Municipal Abattoirs	Yes	Yes	Yes			Yes
Municipal Parks and Recreation	Yes	Yes	Yes	Yes	Yes	-
Municipal Roads	Yes	Yes	Yes	Yes	No	Yes
Noise Pollution	Yes	Yes	Yes	Yes	No	-
Pounds	Yes	Yes	Yes	Yes	No	-
Public Places	Yes	Yes	Yes	Yes	Yes	-
Refuse Removal, refuse dumps and solid waste disposal	Yes	Yes	Yes	Yes	Yes	Yes
Street Trading	Yes	Yes	Yes	Yes	Yes	-
Street Lighting	Yes	Yes	Yes	Yes	Yes	-
Traffic and Parking	Yes	Yes	Yes	Yes	Yes	-

4.2.1.2. Focus Area 2: Institutional Transformation and Organisational Development

A. Introduction

This is a multi-faceted issue which includes administration and human resources (HR) as well as Information Communication technology (ICT). Each of these is briefly outlined below:

B. Status Quo and Challenges

Administration and Human Resources

The SDM focuses specifically on the development of scarce and critical skills. The District is found wanting in terms of looking at shortage of skills that are needed in different key sectors. To address this anomaly of skills shortages, short, medium to long term measures are needed to address the structural imbalances of the past. The District has developed and adopted its own Human Resources Development Strategy in 2005 as a tool that would assist in the development of skills for the unskilled personnel.

The District has a challenge in addressing the shortage of skills by doing the following:

- Improving the foundation for human development through ECD, ABET GET, FET and HET.
- Reduce reliance on imported skills by improving the local supply of critical and scarce skills.
- Building of foundations of SMMEs to reduce unemployment and poverty through the creation of job opportunities.
- The development of Workplace Skills Plan (WSP) that caters for staff and personnel.
- Involvement in partnership with SETA for the training of the unemployment graduates to take up opportunities in different careers.
- The Implementation of Employment Equity Plan for the District so that the disabled and other groups are included in the plan.
- Implementation of Performance Management System and capacity building of employees.
- For the establishment of a formidable Information and Communication Technology in the District.

4.2.1.3. Focus Area 3: Financial Viability

A. 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 five years have indicated a lot of financial challenges ranging from disclaimer audit reports, low revenue collection, inadequate asset management and internal controls.

COMPLIANCE WITH MUNICIPAL FINANCE MANAGEMENT ACT

- **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 adopted by Council in 2005 and is reviewed annually with the adoption of the budget. The municipality has established a three-part bid committee system.
- **Section 165 – Internal Audit Unit**
An internal audit unit has been established and functional with appointment of three officials. The unit has an audit charter which was approved and adopted by council in 2008 and is reviewed annually.
- **Section 166 – Audit Committee**
Audit committee has been established and effective. It is scheduled to meet at least four times in a year. The audit committee has an audit committee charter which was approved and adopted by committee and noted by council in 2008 and reviewed annually.

Conformity exists within the following stipulations on report and reportable matters:

- Section 8 to 11 Report to National Treasury and the Auditor-general on primary bank account or change to bank account.
- Section 13(3) and (4) – Bank or investment balances to the Auditor-General.
- Section 52(d) – A quarterly budget and financial report by the Executive Mayor to Council.
- 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: 24 The AFS has been compiled in terms of GAMAP/GRAP:

Financial Year	Audit Report
2006/07	Disclaimer
2007/08	Disclaimer
2008/09	Disclaimer
2009/10	Disclaimer
2010/11	Disclaimer

- **Section 129 – Oversight reports on Annual Reports**
The Municipality has established an oversight Committee which considers the adoption of the annual report.
- **Section 131 – Issue raised by the Auditor-General in Audit report**
The municipality developed an action plan to deal with issues by Auditor-General, which is monitored on a monthly basis management to track progress.

Challenges

1. Lack of capacity – training
2. Lack of asset management
3. Insufficient Office space
4. Lack of internal control – safe guarding of assets
5. Non compliance related to bid box
6. Lack of BEE scorecard model
7. Inadequate SMME development
8. Lack of communication channels with external stakeholders
9. Inadequate information security
10. Non adherence to timelines
11. Interference on Supply Chain Management and Payments processes
12. Promulgation of by-laws
13. Cash Management Security
14. Low collection rate/
15. Insufficient credit control measures
16. Indigent register updating

17. Non adherence to cash flow management
18. Over commitment of budget

The installation of a comprehensive financial system is 75% complete. The system will ensure:

- Improved control and management of Supply Chain Management processes
- Accurate expenditure reporting
- Accurate and up to date cash flow monitoring
- More stringent financial controls
- A reliable picture of the state of the district municipality's finances

4.2.1.4. Focus Area 4: Good Governance and Public Participation

A. Introduction

The SDM has achieved remarkable progress in institutionalizing and implementing its communication and consultation mechanisms and processes. The District Communication Strategy has been adopted in 2005 and it is in the process of being reviewed. 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 in an engagement with communities through:

B. Status Quo

Community Feedback Meetings

The District engages stakeholders like business, labour, civil society 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 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.

Promotional Materials

Promotional materials like t-shirts, caps, pens, posters 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.

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 116 ward committees in the District. There is still a challenge of ensuring that they are motivated to effectively assist their communities. The other major challenges are resignation, lack of resources, transportation in vast wards, low literacy levels and in some cases lack of clarity in terms of their roles and responsibilities in their respective areas. It is within the ward committee system that the district expects community participation to be effective particularly during the IDP consultation period. It is therefore imperative that ward committees should get support and capacity building through training.

Apart from the ward committees, there are the CDWs that are an integral part of the ward committee system in this exercise of assisting communities to achieve their needs. The

CDWs help communities and the municipalities to fast-track delivery of services and the eradication of poverty. The province has deployed 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.

Youth Development

The SDM has adequately addressed youth development through the appointment of special personnel to deal directly with youth issues. It is in this office where developmental issues like unemployment, lack of housing, poverty, shortage of skills, high levels of crime and violence, social and family disintegration and other social ills like HIV/AIDS that affect youth are addressed. It is within this background that youth development strategy should be developed to assist young people to deal with issues that affect them as unemployed, unskilled, vulnerable and under-resourced. Resources should be biasely channeled towards the development of young people's projects for their upliftment to stop the escalation of crime and violence.

Women Empowerment

Women empowerment is a phenomenon that is high on the agenda of the SDM. At present the district has 49% representation of women Mayors in the district. 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

Traditional Leadership

Historically, the institution of traditional leadership has been relegated to the periphery of development. Land was developed by the traditional leaders to participate in the decision make exercise of their own destiny. Their communities blamed them of their unscrupulousness and their lack of vision in the future. The new political dispensation has brought another side of this institution that shows that they have been the makers of their own history in the past and they should be given opportunity to play their role. The SDM has played a significant role in making sure that traditional leadership is broad on board to assist in bringing service delivery to their communities. The SDM is confident to pronounce that the relationship between itself, the institution and all local municipalities is healthy. The challenge which is there is on who should be the custodian of development in their areas of jurisdiction. They do not agree with democratically elected municipal structures in the delivery of services. They prefer partnership rather than exclusionary type of development.

IGR and International Relations

The Constitution of the republic of South Africa has declared that the government should have three layers which are Local, Provincial and National spheres. These three spheres should be interdependent, interrelated and independent. It is therefore indicated that all organs of state should promote and facilitate intergovernmental relations within the context of cooperative governance. This is done to encourage information sharing. In terms of International Relations, the SDM has a Twinning Agreement with the City of Johannesburg and it is forging relations with Botswana.

4.2.1.5. Focus Area 5: Risk Management

A. Introduction

As a “possibility of loss”, risk permeates/spreads across all functional areas of all institutions including SDM.

Through the process of undertaking various activities towards achievement of our objectives, SDM is expected as per MFMA Act 56 of 2003, MSA of 2000 and PFMA Act 1 of 1999 as amended by Act 29 of 1999 to design a process necessary and appropriate for provision of reasonable assurance regarding achievement of SDM's set objectives.

Risk Management is now regarded as part of the overall infrastructural improvement geared towards attainment of effective and efficient Corporate Governance regime.

B. Status Quo

Because of this recognition, SDM has established a risk management unit tasked with the responsibility of inculcating a sound corporate governance culture, ensuring best practice and integrated approach to practicing of risk management within SDM.

The above is done in order to ensure that risk is managed on an ongoing basis through control activities that occur throughout the institution, at all levels and in all functions areas.

SDM finds it appropriate to implement Enterprise Risk Management in order to:

- Improve governance
- Improve operational efficiency and effectiveness
- Improve identification of opportunities and threats
- Comply with legal requirements and international norms
- Increase the likelihood of achievement of set objectives
- Minimize losses
- Improve institutional resilience
- Be aware of the need to identify and treat risk throughout the institution
- Improve stakeholder confidence and trust
- Establish solid basis for decision-making and planning
- Improve loss prevention and incident management
- Encourage proactive management
- Improve financial reporting
- Appropriately allocate and use resource of risk treatment
- Enhance Occupational Health and Safety performance, as well as protection of the environment.

C. Challenges

- Slow process of implementation of the Risk Management Policy
- Approval and Implementation of a Risk Management Implementation Plan
- Non existence of Risk Management IT System/Infrastructure
- Disintegrated Approach to Risk Management
- Integration of Risk Management Committee functions into the current Audit Committee
- The reviewal of the Fraud and Anti-corruption Strategy

4.2.1.6. Focus Area 6: Internal Audit

A. 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.**

- **Risk Management**

The function involves the evaluation of the effectiveness of risk management processes as implemented by the council.

- A. 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:

1. Risk Based Audits
2. Performance Audits
3. IT Audits
4. Consulting and Advisory Services
5. Management request

4.2.2. Infrastructure and Basic Service Delivery

4.2.2.1. Focus Area 7: Health

- A. Introduction**

South Africa huge health care resources compared with many middle-income countries, yet the bulk of these resources are in the private sector and serve a minority of the population thereby undermining the country's ability to produce quality care and improve healthcare outcomes. Many of the public facilities, especially hospitals and clinics need to be revitalized. National government should expand on progress made in upgrading facilities in many public hospitals and clinics as part of a physical infrastructure programme. The government is determined to end the huge inequalities that exist in the public and private sectors by making sure that these sectors work together.

As promulgated in the Constitution, Schedule 4 part A, health services is a functional area of National and Provincial legislative competence. In terms of section 155 (6) (a) the Provincial government must provide for the monitoring and support of local government in the Province, albeit can be assigned to a municipality in terms of Section 156 of Constitution. The government has identified the following priorities that must inform a major improvement in the health care system:

- Increasing bursaries of the health care professionals, including increasing the employment of community health workers, which will be linked to the improvement of the district health system.
- Improving working conditions and the provision of decent wages for health workers.
- Reduce the impact of HIV/AIDS on individuals, families, communities and society by expanding access to appropriate treatment, care and support.
- Strengthen the fight against AIDS through collaboration with partners at all levels of society and accelerate implementation of the HIV and AIDS and STI plans.
- Strengthen the formal partnership against AIDS at all levels of our society including the strengthening the South African National AIDS Council (SANAC).
- Improve quality of health services and physical infrastructure revitalization.

Health services are critical in nurturing human development and tend to have important economic spin-offs as well. Countries that have invested significantly in primary health care (PHC), in particular, generally produce a healthier, and therefore more productive, workforce. There is also significant international evidence to illustrate that early investments in PHC result in less strain on the health budget (and, consequently, on social spending) in later years. This is an important debate for municipalities which are now largely responsible for PHC in South Africa.

B. 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 29: Number of health facilities in Sekhukhune

	Public sector facilities and beds (2005)
Clinics	76
Community Health Centres	6
Mobile services	21
District hospitals	5
Regional hospital	2
Provincial tertiary	0
Central hospitals	0
Specialised hospitals	0
Private hospitals	-
Beds	1,386

Source: Barron, P et al (2006). The District Health Barometer: 2005/06.

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 30: Access to hospitals

Municipality	Percentage within 20km radius to hospital
Fetakgomo	40%
Elias Motsoaledi	80%
Makhuduthamaga	80%
Ephraim Mogale	40%
Tubatse	78%

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 31: Access to clinics and professionals

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

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

Table 32: Availability of professional staff in clinics and hospitals

Personal category	Number Employed	Number per 1000 people
Medical Officers	32	0,02
Professional nurses	492	0,34
Pharmacists	6	0,00
Staff Nurses	297	0,20

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 33: Ranking Sekhukhune's performance in SA: Key health indicators

Indicator	Expressed as:	2003/04	2004/05	2005/06	DM ranking in SA (153)	National Value
Inputs into the health system						
Amt spent on non-hospital PHC health services per person	ZAR			115	53 rd	232
Proportion of district health services expenditure on management	%			3,3		5,0
Proportion of district health services expenditure on management	%			61,8		45,0
Process						
Nurse clinical workload	Patients seen/day	8,7	15,1	13,1		31,6
Average length of stay	Days	4,4	3,6	3,8	27 th	4,3
Bed utilization rate	%	52,9	56,9	65,5	30 th	63,9
Outputs of health system						
Govt distribution of condoms at PHC facilities	No of condoms distributed per male p.a.	5,1	5,5	7,9	24 th	8,8
% of children (under 1yr) who complete their primary course of immunization	%	68,2	74,0	88,9	28 th	90,3
% of children who dropped out b/w the 1 st and 3 rd dose of DTP vaccine	%	7,2	8,1	3,5	19 th	4,7
% of deliveries carried out by Caesarean section	%	8,8	9,5	10,3		18,4
Proportion of ANC clients tested for HIV	%	15,4	24,0	42,7	33 rd	-
HIV prevalence among ANC clients tested	%	12,7	11,8	13,9	11 th	-

Nevirapine uptake rate among newborn babies of HIV + women (%)	%	50,1	54,9	68,6	7 th	51,7
Health outcomes						
PHC utilization rate	Visits to PHC facilities per person p.a.	1,5	1,5	1,5	49 th	2,1
Incidence of sexually transmitted infections treated – new	No. of new episodes of STIs treated	3,4	3,2	3,1	15 th	4,8
TB cure rate	%	49,1	54,8		29 th	50,8 (2004)
TB smear conversion rate	%		53,7	40,1	45 th	50,5
Diarrhoea incidence under 5 yrs	New cases/1000 children	115,0	149,4	222,2	25 th	257,7
Not gaining weight under 5 yrs rate	%	2,1	2,1	2,0	35 th	1,4
Delivery rate in facility	%	72,4	101,0	104,2	4 th	81,1
Eventual impact						
Stillbirth rate	No of stillbirths/1000 births	32,2	26,2	26,3	31 st	24,8
Perinatal mortality rate in facility	No of stillbirths + deaths in first 7 days of life/1000 births	49,4	152,9	39,3	36 th	34,5

Source: Adapted from Barron, Petal (2006). *The District Health Barometer: 2005/06*

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 Facility Indicator Data 2008/09 an official record of the spread of the HIV/AIDS plan in the Department of health and social development is as indicated below:

Table 34: State of HIV/AIDS

Total Stats June 2009						
Municipality	Name of facility	Female	Male	Children	Total Stats Sept 09	Grant Total
Elias Motsoaledi Local Municipality	Groblersdal Hospital	216	103	33	71	423
	Philadelphia Hospital	1037	353	122	32	1544
Fetakgomo Local Municipality	Motsepe Clinic	35	3	0	15	53
	Nchabeleng Hospital / CHC	126	33	0	13	182
Ephraim Mogale Municipality	Matlala Hospital	499	102	33	61	695
Greater Tubatse Municipality	Burgersfort CHC	133	57	17	75	282
	Dilokong Hospital	456	114	44	33	647
	Mecklenburg Hospital	46	217	27	23	313
Makhuduthamaga Local Municipality	Jane Furse Hospital	774	222	54	51	1101
	St Rita's Hospital	1375	542	261	124	2302

Source: LIMPOPO-FACILITY INDICATOR DATA 2008-09 A

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. **A comparative analysis will be done in 2010/11 financial year to determine the efficacy of the treatment and testing programmes.**

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

- In July 2002, the Sekhukhune District developed 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.
- 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.

BACKLOGS FOR BUILDING OF CLINICS

Table 35: Backlog for Building of Clinics

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

Source: Dept. Of Health and Social Development – 2009

D. 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.

4.2.2.2. Focus Area 8: Electricity Supply

A. Introduction

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

The electrification backlog is currently estimated at 54959 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 Millenium Development Goals (MDG) and national targets for electricity in 2014.

A. Status Quo

Table 43: Electricity backlog per municipality

Local Municipality	Connections Backlogs	Rating per backlog
Fetakgomo	6 258	2
Elias Motsoaledi	1 864	3
Ephraim Mogale	1 608	1
Makhuduthamaga	8 039	4
Greater Tubatse	30 296	5
SDM	48 065	

Source: Eskom

E. Challenges:

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

4.2.2.3. Focus Area 9: Roads and Stormwater

A. Introduction

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

Within the District itself, there is a general lack of roads – and of tarred roads in particularly – connecting the inner section of Sekhukhune, which consists largely of scattered villages with minimum economic activity at present. The District has decided however, not to encourage continued scattered development at present – and future transport routes will therefore be concentrated along the major nodes of economic activity. It is hoped that this will encourage workers from the rural areas to urban areas – a philosophy in line with the NSDP principles.

In contrast to the inner section of the District, the semi-urban areas of Sekhukhune are relatively well-served by the Provincial and National routes running through it. These

routes, as will be seen later in this section, are supporting the area's main economic activities reasonably well at present. What remains to be seen, however, is whether the planned platinum mining expansion in the area will be adequately served by current infrastructure in the District. Roads and stormwater drainage is estimated at 30 727.

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

B. Status Quo

Table: 44 Number of the structures on the road network under ownership of SDM

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

Source: Road Master Plan: 2006

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

The Road Network in Sekhukhune

According to the powers and functions, the District Municipality is responsible for the development of roads only in Fetakgomo Local Municipality. 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 total length of the Sekhukhune Roads network under the District's control is at 1,491 km. The following table summarizes the situation as per municipality.

Table 45: Road network in Sekhukhune (District Roads)

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

Source: SDM (undated) Road Master Plan: Draft

The current backlog is as follows:

- Upgrading of 71.89 kilometers from unpaved to paved for Fetakgomo municipal roads.
- Upgrading of 187 kilometers of District roads from unpaved to paved
- Re-gravelling of 1.22 kilometers of District Roads.

The above-mentioned backlogs clearly indicate that a substantial amount of money is required over a period of time to redress the situation.

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.

The district will look carefully into the prioritization of these roads, given their economic significance in both Sekhukhune and the province more generally.

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.

F. Challenges

- Grading of internal access roads (streets)
- Construction of bridges
- The tarring of roads
- Provincial arterial roads are deteriorating rapidly because of a lack of maintenance
- Local access roads are gravel, below standard and used mainly by buses and taxis
- Local gravel roads also need stormwater management

4.2.2.4. Focus Area 10: Transportation

A. 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.

B. Status Quo

Air Transport

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

Public Transport

According to the District's integrated Transport Plan, the most common forms of public passenger transport are the buses and 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:

- C. Subsidized operators
- D. Non-subsidized operators

i) Subsidized Bus Operators

Table 46: All subsidized bus operators in the Sekhukhune District are shown in the table below:

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

Source: Great North Transport

ii) Non Subsidized Operators

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

Table 47: Distribution of Non-Subsidized Bus Operators in the Sekhukhune District Municipal Area:

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

G. 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 tuc

4.2.2.5. Focus Area 11: Housing

A. 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.

B. Status Quo

The table below provides an overview of the types of dwelling found in the area.

Table 48: Typology of houses in Sekhukhune

Building Materials	Percentage of Households
Cement block and concrete walls	63.6
Brick walls	19.1
Mud	7.3
Mud and Cement	4.8
Corrugated iron/zinc	4.7
Corrugated iron/zinc roofs	95.1
Tiled roofs	3
Roofs – other material	1.9

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

The vast majority of Sekhukhune households state that they are their own and have fully paid off their own dwellings (DoA and FIVIMS, 2007a). The different dwelling types found in the area are set out in the table below.

Table 49: Dwelling types as a % of Households

Types of Dwelling	EMLM (%)	Fetakgo mo LM (%)	Makhudut hamaga LM (%)	Ephraim Mogale LM (%)	Tubatse (%)
House or brick structure on a separate stand or yard	73.4	79.1	75.2	73.3	69.6
Traditional dwelling/hut	15.2	14.3	16.6	15.8	18.4
Flat/Town house/cluster house/semi-detached	1.8	0.4	0.8	1.7	1.1
House/flat/room in backyard	2.4	1.0	2.2	3.2	1.0
Informal dwelling/shack/backyard shack	5.2	4.1	44.5	4.9	8.9
Other	1.9	1.1	0.6	1.1	1.0

Source: Adapted from Census 2001 data, reproduced in SEI (2006). Adapting to climate, water and health stressors: insights from Sekhukhune District, South Africa

As is evident from the table above, most houses in the area are formalized structures on separate stands. There are also a reasonable number of traditional huts in the area. On average, these traditional dwellings make up roughly 15% of households in the District. The largest number of informal and shack dwellings are found in Makhuduthamaga, probably because of the presence of the major urban conurbation, Jane Furse, in that municipality.

Table 50: Housing Backlog

Local Municipality	Backlog
Elias Motsoaledi	5 010
Fetakgomo	3 484
Tubatse	1 112

Ephraim Mogale	8 195
Makhuduthamaga	13 250
SDM	30 813

Source: Municipality IDP Housing Chapter Jan 09

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. In 2006/07, a total number of 2450 units were planned to be constructed within the district.

The following table indicates housing projects for the entire district since 2003:

Table 51: Housing projects in Sekhukhune

Local Municipality	Financial Year					
	2004/05	2005/06	2006/07	2007/08	2008/09	2010/11
Elias Motsoaledi	300	-	400	500	200	500
Fetakgomo	300	100	350	-	300	300
Makhuduthamaga	-	200	600	-	300	350
Ephraim Mogale	-	-	100	-	100	700
Tubatse	200	-	1000	-	300	900
Totals	800	300	2 450	500	1 200	2 750

Source: Draft Limpopo Multi –year Provincial Housing Development plan (2007)

Most projects implemented over the years mentioned in the above table were never completed by developers. However, the department of Local Government and Housing 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. According to the information acquired from the DLGH, there are a total number of 4207 blocked RDP housing in the district and 1787 of them are in the process of being unblocked.

H. 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.

4.2.2.6. Focus Area 12: Waste Management

A. Introduction

Waste Management forms an important part of basic service delivery in Sekhukhune District Municipality.

B. Status Quo

The Sekhukhune District Municipality has developed the Integrated Waste Management Plan (IWMP) that needs to be adopted by council. Waste removal is being provided in urban centres like Marble Hall, Groblersdal and Burgersfort. These municipal areas have organized waste collection systems. Permitted landfill sites are in Marble Hall, Jane Furse and recently (Malogeng and Mphanama) in Fetakgomo. The Jane Furse pilot landfill site is now operating according to permit requirements as per legislation.

The waste disposal collection has just started in some parts of Makhuduthamaga and Fetakgomo. The landfill site in Tubatse Local Municipality has already reached capacity. The SDM has developed plans to assist Tubatse in securing a new landfill site license. A process to conduct Environment Impact Assessment (EIA) and the facilitation of permitting the landfill site at Elias Motsoaledi has been initiated. Roossenekal landfill site at Elias Motsoaledi is issued with the permit. The District is also establishing a waste transfer station at Hlogotlou Township in Elias Motsoaledi Local Municipality.

Refuse removal processes do not cover most villages in all Local Municipalities. The backlog for refuse removal is estimated at 162 041. This poses serious health risk, especially when accompanied by minimal access to clean water. These areas are therefore fairly susceptible to the outbreak of diseases and other environmental conditions.

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

C. Challenges

- Refuse removal do not cover most villages
- Minimal access to clean water
- Informal disposal of waste
- One of the landfill sites has reached capacity
- Maintenance of the existing landfill sites.
- Budgeting for waste management at some Local Municipalities
- Awareness of our communities on good waste management practices

4.2.2.7. Focus Area 13: Environmental Management

A. 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 drought 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 ever 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. Sekhukhune has in fact been significantly affected by both El Niño and La Niña events in recent years. This has affected the amounts of rainfall received in the area. El Niño tends to be associated with below average rainfall, whilst La Niña often incurs above average rainfall.

B. Status Quo

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)
- Anorthite 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. 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.

Sekhukhune Climate

The Sekhukhune area is characterized by a hot climate in the Olifants 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.

The mean annual participation as measured at the Zebediela Weather station from 1949-2001 was 51mm. most of the precipitation occurs between October and March, with the highest average monthly rainfall during January (100,84mm) and the lowest during July (2,89mm). 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 Scarcity

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).

Water scarcity affects a range of other developmental issues in Sekhukhune – Municipal service delivery, subsistence farming activities, commercial agriculture and the expansion of the mining sector. Its implications for development are mentioned throughout this IDP, and it is a key constraint for Sekhukhune District.

C. Challenges

The Sekhukhune District is currently subject to enormous variations in rainfall, which affect crop production and sustainable livelihoods.

More specifically, the key challenges are:

- Rainfall patterns in the district are highly variable, disrupting agricultural production and causing related socio-economic stresses.
- Because of its climatic profile, the District is currently susceptible to both the El Niño and La Niño phenomena variations in climate which exacerbates the water shortage problem that is already a key developmental constraint in the area.
- There is also drought, overgrazing and soil erosion in most parts of the district including deforestation of our land.
- There is a serious need to control pesticide poisoning and other forms of chemical pollutions.
- The district also has a challenge of air pollution from the industrialized and mining areas that warrants urgent attention in terms of resources.
- Environmental Health is another field that if left unattended, negative accumulative effects will be a problem to deal with in the near future.

4.2.2.8. Focus Area 14: Water

A. Introduction

Sekhukhune District Municipality is both a Water Service Authority (WSA) and Water Service Provider (WSP). Its 605 villages are supplied with water from 43 schemes and sub-schemes. Water scarcity is an issue of major concern in the district; however, ordinary residence often feels these stresses particularly acutely during low rainfall.

The delivery of water in the District remains a challenge; however, in the first five years of the SDM's existence. The total number of households without access to clean water has dropped from 35, 9% o 17, and 5%. The overall reduction in the number of households receiving water below prescribed minimum standard is 42%. The number of households who receive water at minimum standards of service and above has increased by an impressive 52.3%. There are 4% of those who pay rent particularly in Urban Households. The table outlines the water services situation found in the Sekhukhune households, schools and clinics. The image generated is that the District experiences more below RDP standards services than they do above RDP standards services.

A. Status Quo

Table 52: Domestic water services with infrastructure at or above RDP levels

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

Source: Technical Services SDM

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

Table 53: Water Services in Schools

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

Source: SDM/DWAE Nis

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

Table 54: Water Services in Clinics

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

Source: SDM/DWAE Nis

Table 55: Sekhukhune Households that pay for water

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

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

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

District Initiatives

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

The raising of Flag Boshielo Dam by five meters has been completed by DWAE. Funds have been allocated to construct a new dam (De Hoop Dam) 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 tourism and other development opportunities in the area.

The District has developed a Community Water Supplies Master Plan. This enables the District and its implementing agents to achieve its WSDP objectives. The intention is also to investigate alternative technical options for supplying specific areas with water, and to ensure coordination and implementation of water supply infrastructure. Early findings of these studies reveal that groundwater is a major water resource for most Sekhukhune households – and will continue to do so in the future. 92% of households in Tubatse, 87% in Fetakgomo and 16% in Ephraim Mogale are solely reliant on groundwater. The following water sources are found in SDM:

- Ground water
- Wells
- Rivers
- Pools
- Dams

Free Basic Services (FBS)

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. They also receive Free Basic Electricity (FBE) in their households.

Table 56: Households receiving free electricity in Sekhukhune

Municipality	Free Basic Electricity	%
Elias Motsoaledi Local Municipality	1039	4.503
Fetakgomo Local Municipality	2886	12.507
Ephraim Mogale Municipality	2390	10.358
Greater Tubatse Local Municipality	8503	36.849
Makhuduthamaga Local Municipality	8257	35.783
Total	23075	100

Source: DoA and FIVIMS (2007a)

Water Backlog

Table 57: Water Backlog

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

Source: STATS SA – 2007 Community Survey

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

Table 58: Water Backlog

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

Source: SDM (2009) – Water Services Development Plan

D. 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.

4.2.2.9. Focus Area 15: Sanitation

A. Introduction

The provision of sanitation in Sekhukhune also faces considerable challenges at present. The situation is more of a concern that it was the cases with water. Only 22% of Sekhukhune households receive above RDP standards sanitation services. The sanitation backlog is primarily within the rural villages, comprising 78% of households without adequate sanitation. The SDM will not be able to meet the national targets are stipulated by MDG.

B. Status Quo

Table 59: Breakdown of Sanitation Backlog per Local Municipality

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

Source: STATS SA – 2007 Community Survey

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

Table 60: Breakdown of sanitation backlog per local municipality

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

Source: SDM WSDP

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

Table 61: School Sanitation

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

Source: SDM (2005) Water Services Development Plan

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

Table 62: Clinic Sanitation

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

Source: SDM (2005) Water Services Development Plan

E. Challenges:

- Budgetary constraints
- Mountain area

4.2.3. Social Development

4.2.3.1. Focus Area 16: Education

A. 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.

B. Status Quo

The Percentage of the population in Sekhukhune is older than 20 years of age with no schooling and is the highest in Limpopo and Mpumalanga provinces. That figure is also more than twice that of the South African population.

The table below sets out the education profile of each local municipality in Sekhukhune.

Table 36: Education profile per Local Municipality

Municipality	None	Primary	Secondary	Tertiary	Unspecified/ Disability	Under age of 5
Fetakgomo	32,318	19,705	23,665	1,077	2,523	11,441
Elias Motsoaledi	67,084	60,165	57,144	3,262	10,124	30,103
Ephraim Mogale	24,318	25,156	21,681	1,022	2,750	12,046
Tubatse	62,401	48,003	48,331	1,488	6,967	27,419
Makhuduthamaga	86,392	77,158	69,715	3,415	7,905	39,254
Total	272,513	230,187	220,536	10,264	30,269	120,263
%	278,8	23,5	22,5	1,0	3,0	12,3

Source: 2006-07 SDM IDP

As indicated in the table above, the District has a relatively high illiteracy level, with almost 28% of the population having no formal school education whatsoever. Only around 1% of the population has obtained tertiary educations. Currently within the district there are crèches, Pre Schools, Special School, ABET Centres, Primary schools, Secondary schools and FET Colleges. Early Childhood Development (ECD) is still lacking in our District. There is still little or no focus at all on ECD. There are no Universities in the District.

The LEGDP indicate that Sekhukhune has the least of highly skilled individuals in the total province. The low skills reduce the ability of the District to be innovative and economically productive.

While there has been an improvement, this has been far below that of the other DMs in the Limpopo Province. The percentage of those with Grade 12/Matric in Sekhukhune DM is also nearly half of the South African population and the lowest of all the DMS in the Limpopo and

Mpumalanga provinces. The lack of skills is frustrating the current and future development of the area. It is also the high percentages of persons with no schooling which require a buoyant entrepreneurial class to establish industries that those with low skills levels could be absorbed in.

The low percentage of the population having managed to obtained tertiary education qualification bear witness to the infrastructure that is available in schools. Most of the schools in the district do not have facilities like Sanitation, Water and Electricity. Shortage of infrastructure impacts much on future educational development of this district.

Table 37: Shortage of Infrastructure in schools

Total number of schools	Schools without water	%	Schools without sanitation	%	Schools without electricity	%
905	283	31%	507	56%	203	22%

Source: Limpopo District Education department and circuits offices

The above mentioned needs to be aligned with the status quo information the SDM has on services backlogs to ensure informed, integrated planning and budgeting, not only for the 2009/2010 financial year but the coming outer years. The district municipality will also continue to work with department of education with regard to necessary information that would assist in the IDP/Budget process.

Table 38: Backlogs for the building of schools

Name of Municipality	Number of Schools
1. Fetakgomo	12
2. Makhuduthamaga	22
3. Ephraim Mogale	11
4. Greater Tubatse	06
5. Elias Motsoaledi	05
TOTAL	56

Source: Department of Education

F. 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 learnerships and bursary schemes for students.

4.2.3.2. Focus Area 17: Social Services (Welfare)

A. 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.

Table 39: Statistics on Grant Beneficiaries

Local Municipality	O/A	D/G	W/V	COMB	GIA	FCG BEN	FCG CH/REN	CDG BEN	CDG CH/REN	CSG BEN	CSH CH/REN	BEN	CH/REN
Makhu dutham aga	2382	5566	10	11	131	1505	2429	683	716	40044	71263	71775	74408
Ephrai m Mogale	3857	825	3	4	27	515	877	81	85	8881	15604	14193	16566
Fetakg omo	1008 1	2249	4	7	44	562	953	180	189	13582	24550	26709	25693
Greater Tubats e	1697 0	4389	2	20	46	1615	2973	575	609	39406	38067	63023	71349
Elias Motsoa ledi	5047	1037	0	5	11	703	1130	153	162	11825	19805	18781	21097
Total	5978 0	1406 6	19	47	259	4900	8062	1672	1761	11373 8	19928 9	19448 1	20911 2

Table 39 above presents the statistics on grants beneficiaries are obtained from the South African Social Security Agency (SASSA). The figures indicated in the table 40 below 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.

A. Status Quo

Social Safety Nets in Sekhukhune

Poverty in Sekhukhune is endemic. As earlier sections have revealed, there is an overwhelming dependence on state-provided social security nets at present. The table below sets out the key government programmes that Sekhukhune households currently receive.

Table 40: Beneficiaries of Key government programmes

Programme	% Households
National School Nutrition Programme	70,3
Food parcel scheme (beneficiaries all live long main transport areas)	12,9
Expanded Public Works Programme	8,3
Integrated Sustainable Rural Development Programme	5,1
Agricultural Starter Pack Programme	5,0
Comprehensive Agricultural Support Programme	4,3
Poverty relief programme	3,4
Other government programme	2,2
Land redistribution for agricultural development	1,5
Unemployment Insurance Fund	1,3
Land restitution programme	0,8
Land care programme	0,7
Beneficiary – municipality implemented food security projects	0,7
Total	100

Source: DoA and FIVIMS (2007b). How households fight stresses that contribute to food insecurity.

This list presents interesting information about how the majority of households in Sekhukhune acquire sufficient income to meet their basic needs.

B. Challenges

Shocks and stresses affecting Sekhukhune households in 2006

A recent survey also highlighted the major shocks and stresses affecting Sekhukhune households in 2006. These included the fact that:

- Almost one-quarter (23%) of Sekhukhune households suffered the death of an adult member of the households in 2006
- Almost one-seventh (15%) suffered the death of a child in the household
- 19% had been victims of drought
- Nearly one-fifth (17%) had experienced joblessness
- Food price increases had impacted on 14% of households
- Almost 1 in 9 (11%) lack access to clean water
- Other shocks included:
- Increased in household size (9%)
- Serious injury or chronic illness preventing normal activities (7%)
- Loss of remittances (4%)
- (Drimie, S, undated)

Food Insecurity and Vulnerability

The issue of food security cuts to the heart of the social agenda, as it involves people's most basic needs – that of acquiring enough food to survive and live a reasonably fulfilling life. Food insecurity occurs when people are under-nourished, a state that usually arises when their food intake falls below their minimum calorie (energy) requirements. Under-nourishment can be the result of several factors, including the physical unavailability of food (e.g. during a drought) or an inability to purchase food because of financial constraints.

Individuals or households are said to be vulnerable to food insecurity when they are exposed to several risk factors (such as living in drought-prone area) which they may not have adequate coping mechanism for. Food insecurity is therefore an extremely revealing indicator of poverty levels in a municipality.

However, the issue is a complex one, involving multiple factors like land availability, access to natural resources and the socio-economic circumstances of communities. The National Department of Agriculture (DoA) undertook a comprehensive livelihoods survey in the Sekhukhune District area, both in 2004 and 2006 (DoA, 2006). The survey highlighted the fact that some of the areas facing the worst levels of food insecurity in Sekhukhune were within the following villages:

Table 41: Most food – insecure areas in Sekhukhune

Village	Municipality	Score
Ga-Mampa	Fetakgomo Local Municipality	42,86
Ga-Mampuru	Tubatse Local Municipality	42,86
Ga-Masha	Tubatse Local Municipality	42,85
Santeng	Tubatse Local Municipality	42,85
Puma	Tubatse Local Municipality	42,85
Monsterlus	Elias Motsoaledi Local Municipality	42,84
Ngwaritsi	Makhuduthamaga Local Municipality	42,84
Kgautswane	Tubatse Local Municipality	42,78
Tshehlwaneng	Makhuduthamaga Local Municipality	42,70
Vlakplaas	Makhuduthamaga Local Municipality	42,68
Ga-Moloi	Makhuduthamaga Local Municipality	42,61

Bogalatladi	Fetakgomo Local Municipality	42,59
Monametsi	Fetakgomo Local Municipality	42,52
Malope	Makhuduthamaga Local Municipality	42,51
Mphanama	Fetakgomo Local Municipality	42,34
Kromdraai	Ephraim Mogale Local Municipality	42,26
Doornspruit	Ephraim Mogale Local Municipality	41,75
Mamphokgo	Ephraim Mogale Local Municipality	41,50
Tsimanyane	Ephraim Mogale Local Municipality	41,41
Vaalbank	Ephraim mogale local Municipality	41,39
Sephaku	Elias Motsoaledi Local Municipality	39,11
Small Phooko	Elias Motsoaledi Local Municipality	37,50
Magneetshoogte	Makhuduthamaga Local Municipality	37,46

Source: DoA (2006). Livelihood survey conducted in the Sekhukhune District Municipality of Limpopo

Food insecurity within Sekhukhune is the result of several factors. Within the past 12 months, the key shocks that communities within the District generally experienced were food price increases, petrol hikes, the growing costs of producing food, an increase in the number of individuals within households, violence, theft and illness (DoA and FIVIMS, 2007b). There's also some evidence that ongoing water scarcity and limited economic opportunities within Sekhukhune limit the ability of its residents to adapt and cope to external stresses and shocks (SEI, 2007). All these factors increase the vulnerability of communities within the District, and make it less easy for them to cope with food shortages when they occurred.

In 2006, researchers interviewed 500 carefully-targeted households in Sekhukhune. They emerged with the following findings for the District.

- 53% of Sekhukhune residents skip meals because of a lack of food.
- More than 50% of Sekhukhune Children eat less than they need to because of a shortage of food.
- 36% of children in Sekhukhune said they sometimes went to bed hungry because there was no money to buy food (HSRC, 2006).

The DoA study revealed that 63% of households within the District were food insecure and that levels of hunger were on the increase (DoA and FIVIMS, 2007b). It also shows that Tubatse and Fetakgomo Local Municipalities are the most income-deprived areas in the District, and both also have the highest levels of food shortage in the area.

4.2.3.3. Focus Area 18: Safety and Security

A. 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.

A. Status Quo

There are six magistrate courts in Sekhukhune District. These are Magistrate Praktiseer (next to Burgersfort), Magistrate Sekhukhune (in Schoonord), magistrate Nebo in Phokwane), Magistrate Moutse, Magistrate Sempururu and Magistrate Groblersdal (Groblersdal). These magistrate courts serve a population of 1,090,424 people.

When researching Sekhukhune's tourism potential as part of its 2025 Strategy, the District found that crime was a weakness that could potentially undermine tourism efforts in the area (G Steyn and Associates, 2006). More recently, the District's IDP consultations with communities found that the issue of crime was a recurring theme. The most important issue raised by communities and stakeholder groups (such as business, farmers, traditional leaders and civil society organizations) concern:

- The presence of gangs in some communities.
- The lack of electricity and proper lighting exacerbated the problem of crime.
- There should be more police stations in the area as people sometimes have trouble accessing distant stations (SDM, 2007b).
- Lack of satellite Police Station.

Table 42: Crime Statistics in the SDM

MUNICIPALITY	CRIME TYPE	2008/2009	2009/2010	VARIANCE
ELIAS MOTSOLEDI LM				
	(DSSC 14) Burglary (Excluding residential premises)	395	439	44
	(DSSC 16) Theft of all stock	254	232	22
	(DSSC 01) Murder	64	52	12
	(DSSC 13) Assault common	595	475	120
	(PCH 06 Robbery: Aggravating circumstances excluding TRIO CRI	216	154	62
	(DSSC 06) Rape	263	260	3
	(DSSC 07) Sexual assault	20	25	-5
	(DSSC 33) Attempted robbery: Aggravated: with fire-arm	7	12	-5
	(DSSC 12) Assault GBH	852	881	-29
	(DSSC 34) Common robbery	194	185	9
	(DSSC 46) Robbery with weapon other than firearm	25	40	15
	PCH 149 Car jacking	43	24	19
	(DSSC 02) Attempted murder	86	78	8
	PCH 147 House Robbery	34	31	11
	(DSSC 35) Attempted common robbery	1	4	-3

MUNICIPALITY	CRIME TYPE	2008/2009	2009/2010	VARIANCE
	PCH 148 Business robbery	58	72	-14
	(DSSC 14) Burglary (excluding residential premises)	488	439	49
	(DSSC 16) Theft of all stock	254	232	22
	(DSSC 15) Burglary (Houses)	803	785	18
	(DSSC 19) Theft off/from/off motor vehicle	104	138	-34
	(DSSC 18) Theft of motor vehicle and motor cycle	94	87	7
	(DSSC 40) Attempted theft of motor vehicle and motorcycle	5	8	-3
	(DSSC 38) Attempted burglaries business	6	11	-5
	(DSSC 39) Attempted burglaries (Houses)	5	3	2
Ephraim Mogale LM				
	(DSSC 35) Attempted common robbery	1	0	1
	(PCH 149) Car jacking	3	2	1
	(PCH 06) Robbery: Aggravating circumstances excluding TRIO CRI	15	9	6
	(DSSC 06) Rape	35	27	8
	(DSSC 07) Sexual assault	3	1	2
	(DSSC 33) Attempted robbery: Aggravated: with fire-arm	4	1	3
	(DSSC 12) Assault GBH	118	114	7
	(DSSC 01) Murder	4	7	-3
	(DSSC 02) Attempted murder	16	12	4
	(DSSC 13) Assault common	56	88	-32
	(PCH 147) House Robbery	8	12	-4
	(DSSC 34) Common robbery	25	38	-13
	(DSSC 46) Robbery with weapon other than firearm	1	3	-2
	(PCH 148) Business robbery	2	8	-6
	(DSSC 39) Attempted burglaries (Houses)	1	0	1
	(DSSC 16) Theft of all stock	18	26	-8
	(DSSC 15) Burglary (Houses)	218	200	18
	(DSSC 14) Burglary (excluding residential premises)	59	50	9
	(DSSC 40) Attempted theft of motor vehicle and motorcycle	1	1	0
	(DSSC 18) Theft of motor vehicle and motor cycle	16	27	-11
	(DSSC 38) Attempted burglaries business	2	1	1
	(DSSC 19) Theft off/from/off motor	15	28	-13

MUNICIPALITY	CRIME TYPE	2008/2009	2009/2010	VARIANCE
	vehicle			
Makhuduthamaga LM				
	(PCH 149) Car jacking	15	11	4
	(DSSC 01) Murder	63	41	22
	(PCH 06) Robbery: Aggravating circumstances excluding TRIO CRI	131	157	-26
	(DSSC 12) Assault GBH	429	426	3
	(DSSC 02) Attempted murder	56	63	-7
	(PCH 148) Business robbery	33	22	11
	(DSSC 34) Common robbery	89	85	4
	(DSSC 13) Assault common	205	216	-11
	(DSSC 06) Rape	147	157	-10
	(PCH 147) House Robbery	16	20	-4
	(DSSC 40) Attempted theft of motor vehicle and motorcycle	2	0	2
	(DSSC 18) Theft of motor vehicle and motor cycle	51	43	8
	(DSSC 15) Burglary (Houses)	303	301	2
	(DSSC 16) Theft of all stock	91	76	15
	(DSSC 19) Theft off/from/off motor vehicle	46	37	24
	(DSSC 14) Burglary (excluding residential premises)	306	253	53
	(DSSC 07) Sexual assault	4	11	-7
	(DSSC 33) Attempted robbery: Aggravated: with fire-arm	5	8	-3
	(DSSC 38) Attempted burglaries business	0	2	-2
	(DSSC 46) Robbery with weapon other than firearm	2	2	0
	(DSSC 39) Attempted burglaries (Houses)	3	1	2
	(DSSC 41) Attempted theft from/off motor vehicle	0	1	-1
Fetakgomo LM				
	(DSSC 33) Attempted robbery: Aggravated: with fire-arm	2	0	2
	(PCH 148) Business robbery	7	3	4
	(PCH 06) Robbery: Aggravating circumstances excluding TRIO CRI	12	6	6
	(DSSC 07) Sexual assault	3	2	7
	(DSSC 01) Murder	9	7	2
	(PCH 147) House Robbery	5	4	1
	(DSSC 06) Rape	25	24	1
	(DSSC 46) Robbery with weapon other than firearm	1	1	0
	(DSSC 34) Common robbery	11	12	-1

MUNICIPALITY	CRIME TYPE	2008/2009	2009/2010	VARIANCE
	(DSSC 13) Assault common	29	32	-3
	(DSSC 02) Attempted murder	8	9	-1
	(DSSC 12) Assault GBH	112	136	-24
	(PCH 149) Car jacking	1	2	-1
	(DSSC 39) Attempted burglaries (Houses)	1	0	1
	(DSSC 15) Burglary (Houses)	54	45	10
	(DSSC 16) Theft of all stock	47	41	6
	(DSSC 38) Attempted burglaries business	1	1	0
	(DSSC 14) Burglary (excluding residential premises)	73	74	-1
	(DSSC 19) Theft off/from/off motor vehicle	7	8	-1
	(DSSC 18) Theft of motor vehicle and motor cycle	3	5	-2
	(DSSC 40) Attempted theft of motor vehicle and motorcycle	0	1	-1
Greater Tubatse LM				
	(DSSC 07) Sexual assault	11	10	1
	(DSSC 02) Attempted murder	40	28	12
	(DSSC 01) Murder	48	25	23
	(DSSC 13) Assault common	363	344	19
	(DSSC 12) Assault GBH	516	594	-78
	(PCH 148) Business robbery	20	21	-1
	(DSSC 34) Common robbery	125	143	-18
	(DSSC 06) Rape	129	157	-28
	(DSSC 33) Attempted robbery: Aggravated: with fire-arm	6	4	2
	(PCH 06) Robbery: Aggravating circumstances excluding TRIO CRI	42	40	2
	(PCH 149) Car jacking	17	23	-6
	(DSSC 35) Attempted common robbery	5	4	1
	(PCH 147) House Robbery	13	24	-11
	(DSSC 38) Attempted burglaries business	5	5	0
	(DSSC 16) Theft of all stock	113	101	12
	(DSSC 14) Burglary (excluding residential premises)	231	304	-73
	(DSSC 15) Burglary (Houses)	364	496	-132
	(DSSC 39) Attempted burglaries (Houses)	2	4	-2
	(DSSC 40) Attempted theft of motor vehicle and motorcycle	2	4	-2
	(DSSC 41) Attempted theft from/off motor vehicle	0	2	-2

MUNICIPALITY	CRIME TYPE	2008/2009	2009/2010	VARIANCE
	(DSSC 19) Theft off/from/off motor vehicle	51	70	-19
	(DSSC 18) Theft of motor vehicle and motor cycle	46	71	-25
	(DSSC 46) Robbery with weapon other than firearm	2	1	1

G. Challenges

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

4.2.3.4. Focus Area 19: Disaster Management

A. Introduction

Local Municipalities are regarded or classified as low capacity municipalities because they cannot run the emergency services affectively. It is the responsibility of the District to run emergency services in local municipalities. Community Services Department has developed the Disaster Management Plan and Framework which has been approved by council. The provincial disaster management centre has reviewed the district disaster management plan. The district has established fire training academy which is at an accreditation stage.

B. Status Quo

The council has developed and adopted the Relief Policy and Emergency Services By-Law. The following forums were established: District Disaster Advisory Forum and its sub-committees (Public Protection Committee, Emergency Response Committee and Arrive Alive Committee). Fire protection associations have been established in all the local municipalities.

In 08/09 financial year communities were affected by heavy storms, floods, veld and structured fires. The District was able to intervene and assist the affected families through the provision of blankets, food parcels, and disaster tents.

H. Challenges

- Lack of human capacity
- Lack of disaster and fire equipments to render the service to the whole district
- Unable to provide RDP houses to families whose houses have been destroyed.
- Shortage of response vehicles for veld fire
- Accreditation of fire training academy
- Establishment of the disaster management centre which is a legal requirement.
- Establishment of satellite stations in Ephraim Mogale and Fetakgomo Municipalities.

4.2.3.5. Focus Area 20: Sport, Art and Culture

A. 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.

B. 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 was 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 of R500 000, 00 from Lottery to support the sport programmes. The performance squad of all the codes will undergo strengthening programmes in preparations for the Provincial games.

Sekhukhune District Municipality and its local municipalities provide minimal professional and financial support to the youth with the primary aim being to identify/ unearth, nurture and promote talent in terms of athletes, artists, crafters and designers.

C. Challenges

- Lack of professional facilities within the local municipalities.
- Lack of maximum professional and financial support from local municipalities.
- Under-funding of the Project
- Unavailability of land for a district stadium
- Lack of personnel at Sekhukhune Satellite Academy of Sport (Maleoskop)
- Lack of acceptable standard of community play grounds
- Lack of Arts Centers
- Lack of enough capacity building programmes

4.2.4. Economic Development and Spatial Development

4.2.4.1. Focus Area 21: Economic Development and Job Creation

A. Introduction

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-track 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 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.

B. Status Quo

The Structure of the Sekhukhune Economy

Conventional wisdom has it that agriculture; mining and tourism are the three leading sectors in the Sekhukhune economy. Official statistics, however, paint a slightly different picture of the District economy being dominated by community services, mining and trade. It must be noted that it is very difficult to find accurate data for the local level in South Africa.

Those data-gathering exercises that do exist often yield vastly different accounts of local realities. Most public sector plans and IDP's however, draw on Stats SA data even whilst recognizing some of its limitations. The table below is drawn on from Stats SA data sets out the main sectoral contribution to Sekhukhune's Gross Geographic Product (GGP).

Table 63: Key sectoral contributions to Sekhukhune's GGP (1995-2000)

Sector	1995	1996	1997	1998	1999	2000
Agriculture and forestry	11,472	10,828	9,060	11,607	11,295	12,074
Mining	304,975	340,825	385,950	433,274	447,409	510,348
Manufacturing	30,564	35,650	45,420	46,311	52,220	60,532
Electricity and Water	39,849	46,002	59,635	76,797	84,431	97,098
Construction	10,717	13,416	14,707	13,440	12,938	10,888
Trade and Catering	215,203	253,344	284,010	363,923	409,551	450,398
TPT and Communication	20,026	56,029	70,793	74,507	77,737	80,708
Financial and business services	5,081	5,348	5,630	6,255	8,979	9,529
Community Services	799,430	808,253	861,297	1,192,342	1,291,970	1,361,607

Total	1,467,317	1,569,695	1,736,502	2,218,456	2,396,530	2,593,182
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Source: Stats SA (2001)

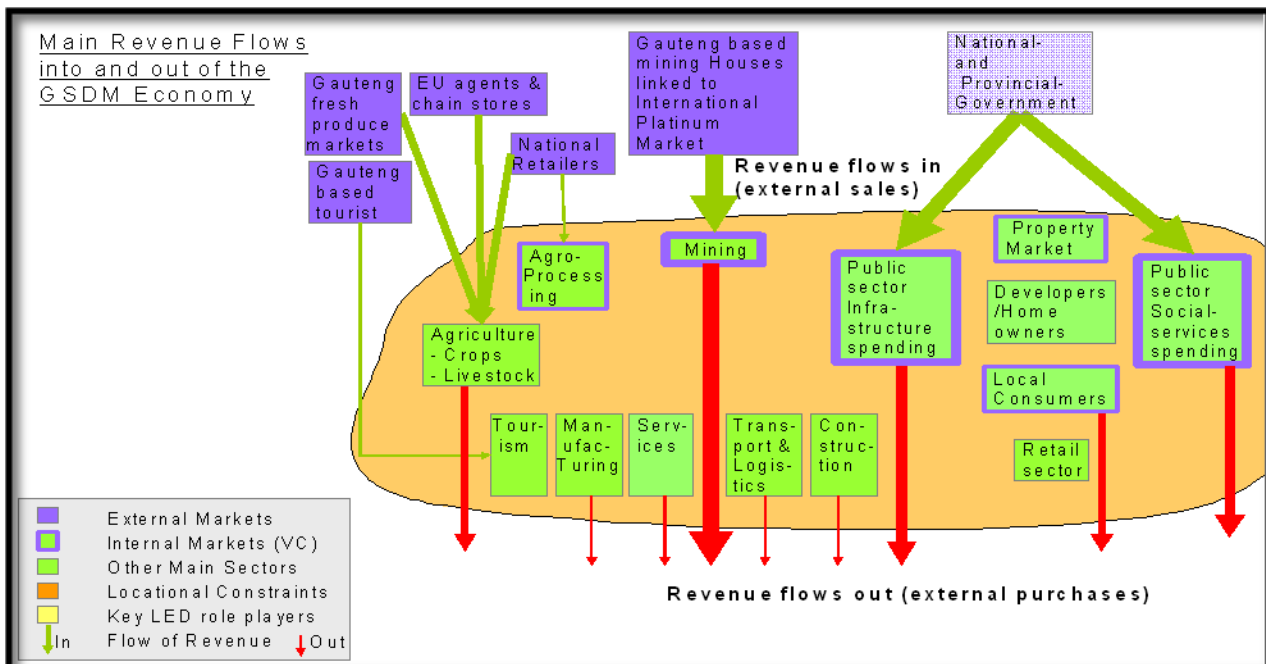
What the data reveals is that in 2000, the Sekhukhune economy depended largely on public sector funding with community services being a major factor in the area.

The three main contributors to GGP were community services (52%), mining (20%) and trade (17%). 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 economies should not depend overly on public sector injections of income. These three 3 key sectors, as well as others highlighted in the table above, are presented in the next sub-section.

Revenue Flows

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

Figure 14: Main Revenue Flow



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

What is striking about this picture is that the bulk of revenue flows directly out of the Sekhukhune economy, as many goods and services are supplied from outside the District. As later sections of this IDP will reveal, this reality has led to the District prioritizing certain interventions that will see the retention of revenue within the District.

Key Economic Sectors

As the previous section highlighted, the pre-dominance of certain sectors in the Sekhukhune economy is somewhat contested. This section provides an outlined 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 15-20%, depending on the source of the statistics. Within the District itself, the sector contributes most to the GGPs of Makhuduthamaga (22, 8%) in 2000), Fetakgomo (32, 6% in 2000) and Tubatse (36, 6 in 2000) (Goode, 2006). These figures are likely to have changes in recent years, however.

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

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

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

Table 64: Operating and Projected Platinum Mines in/near Sekhukhune

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

Source: Goode R and Granvile A, (2006) – Mining and employment in Sekhukhuneland: Expectations and Impediments

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 will be concentrated:

- Lebowakgomo District (south)

- Groblersdal – Cliff mining
- The Dilokong or Burgersfort/Steelpoort corridor (Techso, undated)

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

Table 65: Market prospects for Sekhukhune minerals

Mineral	Commercial Uses	Future Prospects
Chrome and Ferrochrome	<ul style="list-style-type: none"> - Stainless steel production - Metallurgical applications - Refractory, foundry and chemical industries 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Steel making 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Automotive exhaust catalyst (auto catalyst) - Other Industrial uses (other catalysts, turbine blades, Biomedical uses, coins, PC Hard Disks, etc) - Jewellery production 	<ul style="list-style-type: none"> - Because of the nature of its commercial usage, global demand is strongly linked to environmental standards re 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	<ul style="list-style-type: none"> - Used in cement and steel making 	<ul style="list-style-type: none"> - Increased construction activity will result in sustained demand for cement

Mineral	Commercial Uses	Future Prospects
		<ul style="list-style-type: none"> - Hence, there's a positive outlook for limestone mining in Sekhukhune
Dimension stone	<ul style="list-style-type: none"> - Red and Black granite used in home décor / architecture 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Energy 	<ul style="list-style-type: none"> - There are better sources outside Sekhukhune that currently supply the domestic and international markets - Hence, coal mining isn't a viable prospect for Sekhukhune - However, there's limited potential for the extraction of coal bed methane as an energy source for the region (needs further investigation, through)

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

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

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

Expanded Public Works programme (EPWP) has been identified by SDM as a source of job creation. 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 services and the development of a programme for Early Childhood Development (ECD). 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 66: 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 Sekhukhuneland: Expectations and Impediments.

Goode and Granville (2006, op cit) predict that employment in the mining and metallurgical industry in Sekhukhune will double by 2015. Their forecasting is captured below.

An eye on 2015

- Production of Platinum group Metals (PGMs) in Sekhukhune will probably increase from 652,000 oz (2005) to 2,900,000 oz (2015)
- By 2015, the Sekhukhune District area will be producing 22% of South Africa's PGMs
- The capacity of chromites mines in Sekhukhune will probably increase by 150% by 2015
- Vanadium mining in Sekhukhune will increase by 50% by 2015
- Some opportunities. If carefully nurtured, exist for beneficiation within the Sekhukhune District itself
- Employment in the minerals industry in Sekhukhune may increase by 180% by 2015 (an additional 30,000 workers) Goode and Granville (2006)

Table 67: Jobs created in 2009/2010 financial year

National Number	Project	Project Name	Total Project Cost	Actual Employment (Person Days)					
				Women	Men	Youth (Male)	Youth (Female)	Disabled (Male)	Disabled (Female)
C/LP0412/R,ST/03/04		Sekwati Upgrade of road and storm water	1 250 000.00	284	426	426	355	0	0
C/LP0477/W/03/04		Eezaam Water Supply	1 908 772.00	1 145	1 245	874	451	0	0
C/LP0479/W/03/05		Moretsele phase 2 Water reticulation scheme	2 582 456.00	1 284	1 605	321	107	0	0
C/LP0481/W/03/05		Phokwane Water Reticulation	15 996 240.00	630	600	2 100	2 700	0	0
C/LP0482/W/03/05		Madibong Phase II Water reticulation scheme	3 143 680.00	2 355	2 460	1 254	1 541	0	0
C/LP0523/W/04/05		Molepane Water Retic	1 700 000.00	704	704	616	792	0	0
C/LP0524/W/05/06		Masemola Water Supply & Cost Recovery	7 859 649.00	3 256	2 310	15	25	0	0
C/LP0544/W/05/06		Vergelegen Bulk Water Supply	16 200 000.00	2 048	2 304	896	1 280	0	0
C/LP0545/W/04/05		Sekwati Storage & Water Reticulation Supply	6 887 125.00	3 225	3 763	806	806	0	0
C/LP0603/W/04/05		Schoonord Water Reticulation Extension	5 052 632.00	720	400	160	0	0	0
C/LP0604/W/04/05		Nwanamathlang Water Reticulation	1 010 526.00	1 600	1 600	320	320	0	0
C/LP0605/W/04/05		Mokwete Water Reticulation	696 140.00	1 080	1 080	240	240	0	0
C/LP060/W/04/05		Ditchoeung water reticulation	1 515 790.00	1 065	852	284	497	0	0
C/LP0607/W/04/05		Rietfontein/ Spitskop bulk	20 098	10 240	8 672	2 480	4 032	0	0

	water supply	246.00						
MIG/LP0023/W/04/06	Modji Water Reticulation	964 912.00	456	558	1 020	660	0	0
MIG/LP0027/W/04/06	Thoto BWS	2 622 000.00	7 400	2 500	1 300	2 000	0	0
MIG/LP0031/W/04/06	Marishane Water Supply	3 420 000.00	1 911	588	441	1 176	0	147
MIG/LP0032/W/04/06	Vergelegen upgrade of water works	2 166 000.00	352	762	176	440	0	0
TOTAL		95 074 348.00	39 755	32 429	13 729	17 422	0	147

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:

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

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 (Womivu Rural Development, 2006a).

There are two major areas of commercial cultivation:

- The Loskop scheme
- The Ohrigstad scheme

(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:

- Moosrivier scheme
- Hereford scheme
- Olifants River scheme
- Elands River scheme
- Selons River scheme

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 has been identified as part of the Limpopo DoA's *Revitalization of smallholder* schemes. The table below captures the schemes that will be revitalized under the initiative in the first 2 years:

Table 68: Planned revitalization of small-scale farming schemes in Sekhukhune

Name of schemes	Size (ha)	No of farmers
Boschkloof	127	200
Lepellane	340	68
Montevideo	90	31
Gataan	115	129
De Paarl	68	54
Goedvertrouing	123	102
Nooigesien	110	91
Steelpoortdrift	94	72
Strydkraal	92	92
Wonderboom	117	23
Total	1,276	862

Source: Womiwu Rural Development (2006a) – scoping paper: Agricultural sector

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.

Agriculture and the LEGDP

There are two identified agricultural cluster within the LEGDP:

- Red meat cluster
- Horticulture cluster

Both have implications for future development in the Sekhukhune District. The red meat cluster could be developed best in the Phokoane/Ndebele area, and the horticultural cluster in the Groblersdal/Ephraim Mogale area.

Agricultural activities with the most potential in Sekhukhune

Recent research done for the District's *2025 Strategy* identified 6 areas that held the most potential for Sekhukhune agriculture. These are:

- Crops associated with the bio-fuels industry (soya, sorghum, maize, groundnuts, sunflower, etc)
- Dryland farmer support programme focusing on maize, sorghum and guar
- Farmer support programme focusing on cattle and goat farming

- Red meat cluster development, concentrating on the sourcing of weaners, feedlots, feed manufacturing, abattoir and other processing
- General farmer support programmes looking at the unutilized capacity of small community projects in the District
- Commercial and horticultural production, especially in terms of cluster development in the high potential areas of Groblersdal/Ephraim Mogale and Ohrigstad/Watervals-Spekboom (focused on value-adding activities (Womiwu Rural Development, 2006b).

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 recently as offering significant tourism potential. These include:

- Themed routes for special interest groups
- Family recreation for neighbours and local residents
- Business tourism
- Agri-tourism

(G Steyn and Associates, 2006)

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 84 accommodation facilities offering 2.627 beds throughout Sekhukhune. The sector also employs about 962 persons.

Table 69: Accommodation facilities in Sekhukhune

Municipal area	No of facilities	No of beds	Occupancy rate (%)	Turnover	Staff employed
Tubatse	20	1,278	67	47,200,000	432
Elias Motsoaledi	24	577	59	20,200,000	222
Ephraim Mogale	29	677	54	23,000,000	260
Fetakgomo	1	20	n/a	200,000	12
Makhuduthamaga	6	75	62	2,600,000	36
Sekhukhune	81	2,627	62	93 200,000	962

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

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

- **Flagship Tourism Projects**

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

- **Tourism Anchor Projects in Sekhukhune**

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

- Flag Boshielo Cluster
- Tjate Heritage site
- Main Entrance gate and route Development
- Klein Drakensberg Escarpment
- De Hoop Dam to Mapoch Recreation Complex

Future Growth

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.

Table 70: Predictions about the employment potential of the Tourism Sector

	Unskilled jobs	Total jobs
Flag Boshielo - construction phase	310	470
Flag Boshielo – operational phase	100	200
Tjate heritage site – construction phase	20	26
Tjate heritage site – operational phase	6	11
Entrance gates and route development – construction phase	50	80
Entrance gates and route development – operational phase	25	52
Klein Drakensberg complex – construction phase	60	85
Klein Drakensberg complex – operational phase	36	62
De Hoop family resort – construction phase	20	40
De Hoop conservancy – operational phase	12	20

Source: procurement Dynamics and G Steyn and associates (2006) – Economic Impact assessment and ranking of Tourism projects

At present, however, there are very few institutions serving the tourism industry in Sekhukhune. These include Sun Valley Tourism, Ephraim Mogale LM's tourism body. The Roosenekal Tourism Publicity association is found within Elias Motsoaledi 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), Limpopo Tourism and Parks Board (LTP) and Limdev.

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 and Groblersdal, 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 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-Phahla 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 Stofberg. 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:

- From Burgersfort to Penge
 - From Marble Hall to Siyabuswa
 - From Groblersdal to Stoffberg
 - From Marble Hall the Olifants to Atok
 - From Jane Furse to Nchabeleng
- (SDM, undated)

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.

Greater Tubatse Local Municipality

Greater Tubatse is a strong economic centre within the Sekhukhune District, primarily because of its mining sector. Mining is indeed the major source of employment and economic growth in Tubatse. Minerals found here include platinum, chrome, vanadium, andalusite, 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.

Makhuduthamaga local Municipality

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

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

Ephraim Mogale Local Municipality

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

Fetakgomo Local Municipality

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

Elias Motsoaledi Local Municipality

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

Table 71: Priority sectors of local municipality

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

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

Competitive and Comparative advantages

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

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

Platinum and Chrome Ore Mining

Prospects for the sustained growth and 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

Table 72: Sector Mining

Competitive advantages	Competitive Disadvantages
Lead enterprises are established to become world players and financially	- Few local support industries

<p>robust</p> <p><u>Demand conditions:</u></p> <ul style="list-style-type: none"> - Fully integrated into international value chains <p>Supporting Industries:</p> <p><u>Location factors:</u></p> <ul style="list-style-type: none"> - Vast and rich mineral deposits - Situated close to the smelters - High value minerals - Extracted at competitive cost - Ample supply of labour 	<ul style="list-style-type: none"> - Shortages of skills - Uncertainty about land availability for expansion: surface mining rights housing - Ability to anticipate and manage community expectations related to development - Relationship challenges with neighboring communities
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Source: SDM (2007b). Draft Local Economic Development (LED) strategy

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

Competitive advantage	Competitive disadvantages
<p><u>Demand conditions:</u></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 	<ul style="list-style-type: none"> - Few local support industries - Shortages of skills - Low levels of education - Uncertainty about land availability for expansion: surface mining rights housing - Ability to anticipate and manage community expectations related to development - Relationship challenges with

<p>supplier/ service provider</p> <ul style="list-style-type: none"> - 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 	<p>neighboring communities</p>
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Source: SDM (2007b). Draft 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 74: Main markets: National Retailers, EU Agents & Chain stores, Gauteng Fresh Produce Markets

Sector: Agriculture, Agro-processing

Competitive Advantages	Competitive Disadvantages
<p>Establishment commercial farming sector</p> <p>Advanced citrus sector serving international markets</p> <p>Markets for livestock: Mines, Gauteng</p> <p>Established links to the Gauteng, National Retailers and EU markets</p> <p>Demand Conditions:</p>	<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

<p>Rand has weekend recently, contributing to price competitiveness in export market</p> <p>Supporting Industries Availability of technical skills</p> <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"> - 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
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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 75: Tourism Sector: Accommodation and other tourism service providers

Competitive Advantages	Competitive Disadvantages
<p>Consist mainly of number of small lodges, guesthouses, game farms, backpacker establishments. Dedicated restaurants consist mainly of fast food franchise outlets.</p> <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 Boshielo Dam/Schuinsdraal Game Reserve initiative – Planned Big 5 reserve, malaria free, only 2hours from Gauteng, housing & golf estates - Variety of agricultural education attractions - Picturesque area with potential for many activities related to the landscape - Rich cultural historical area with many heritage sites 	<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 such 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 local contracts
- The public sector market includes work contracted by: Department of Water Affairs and Forestry, Department of Public Works, Road Agency Limpopo, Department of Housing and Department of Provincial and Local Government (MIG) expenditure.

Table 76: Local Suppliers, Construction, transport & logistics, Services, Manufacturing, property market, Tourism

Competitive advantages	Competitive Disadvantages
<p>Public sector services providers</p> <p><u>Demand conditions</u></p> <ul style="list-style-type: none"> - SDM is a presidential development node and qualifies proportionately for more state development funding - Massive investment in upgrading the SDM infrastructure is planned – this includes building of dams, reticulating water and waste, roads, housing development, electricity and telecommunication - Quality of infrastructure not to be comprised by awarding contracts to underperformers <p><u>Supporting Industries</u></p> <ul style="list-style-type: none"> - Municipal planners, Engineers, Building inspectors - Supportive Local Government - Qualify for MIG, EPWP, ... grant funding - LIBSA provides training support <p><u>Locational factors</u></p> <ul style="list-style-type: none"> - Cost advantage of local proximity - Local know how - Diversity of construction skills - Contractors willing to work together - Earth moving equipment - Building materials available 	<p>Mostly external SDM</p> <ul style="list-style-type: none"> - Quality of work - Poor quality control - Poor cooperation between established and emerging contractors - Limited experience and credibility of local construction enterprises - Limited tendering skills - Limited expertise to manage big contracts - Municipalities are not accessing maximum of infrastructure grants - Local development priorities are not linked effectively to District and provincial priorities - Local development priorities not linked effectively to public sector support agencies - Locals not aware of all the existing opportunities / potential projects - Limited availability of finance for construction sector - Shortage of engineers - Shortage of technical skills - Low levels of education

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

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 77: Constraints to economic growth in Sekhukhune

Land	Roads	Skills	Other
Elias Motsoaledi			
Land Ownership	Groblersdal to Roossenekal (33700) Groblersdal to Bronkhortspruit (R25) The road from Groblersdal via Roossenekal 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
Fetakgomo			
Unblock the land constraints	Upgrade D4190 Road to Atok Mine. Build a road from R37 to Sekhukhune cultural village	Emerging farmers to gain commercial farming skills and lift them to a commercial level	Remove blockages to investment in housing
Makhuduthamaga			
Access to land Delay in proclamation of Jane Furse as a township. Fragmented release of land which leads to distorted planning	Roads to Manchi Masemola tourist site, various access roads to heritage sites and to link municipal sub-growth points and nodes of neighbouring municipalities		Funding for feasibility studies
Ephraim Mogale			
Make more land available (land audit)	Upgrade roads starting with reconstruction of part of the N11	Supporting emerging farmers to gain commercial farming skills strengthening of Tompi Seleka Agricultural College Capacity Building for Small Contractors 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
Tubatse			

<p>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.</p>	<p>Major roads needs to be upgraded – R37, R555</p>		<p>Mining supply park De Hoop Dam (water)</p>
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Source: SDM (2006b) – Results of LED rapid appraisal

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

C. 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.
- 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.
- 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.

4.2.4.2. Focus Area 22: Spatial Restructuring and Service provision

A. Introduction

The Sekhukhune District is spread over former homeland areas, commercial farms, towns and semi-urban centres. According to the Limpopo Spatial Rationale Study (2002), Sekhukhune has roughly 605 settlements which are fairly dispersed. There are a number of ways of classifying settlement patterns. A particularly useful delineation, however, may be found in the Integrated Spatial Development Framework, which identifies four dominant Patterns in the Sekhukhune District.

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

B. Status quo

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

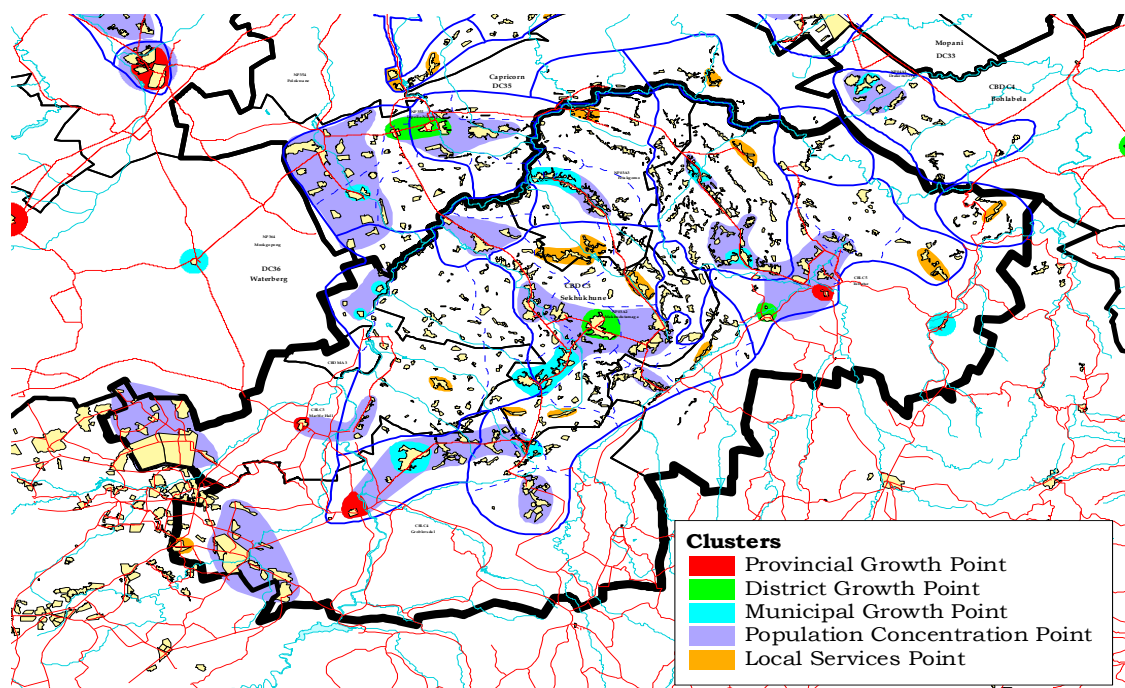
Table 27: Growth Points in the Sekhukhune District

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

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

This is graphically depicted in the map below.

Figure 13 – Growth points in the Sekhukhune District



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

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

Land Use

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

The second significant land use is the potential conservation areas, especially within the Elias Motsoaledi and Ephraim Mogale municipal areas. These potential conservation areas may eventually encompass roughly one third of Elias Motsoaledi and Marble Hall.

The different land use patterns in the Sekhukhune District are captured in the table below.

Table 28: 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 70 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.

Land claims in Sekhukhune

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

The nature of number of claims in the district makes development difficult, particularly as we are faced with competing claims and those lodged by one chief against another. These kinds of claims have the greatest potential of causing instability amongst communities – and it is a situation that we as a District Municipality need to monitor carefully. However, it also requires high-level interventions from other spheres of government.

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

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

C. 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.

More specifically, the key challenges are:

- Upgrading of tenure, which would facilitate investment and borrowing capacity has been lagging behind.
- The scattered nature of settlement coupled with low density; make it extremely expensive to provide infrastructure and services.

- Some nodal points like Jane Furse have not yet been planned and proclaimed thereby limiting the growth potential of the node.
- Current land ownership patterns deter potential investors.
- Competing land claims in the area threaten to destabilize future development.
- Competing (social, economic, etc) demands for land use may cause social tensions in the future
- Tribal and modern land use management systems and practice are still challenge in the district.

4.3. Implementation and Monitoring

4.3.1. Integrated Priority Issues

The following figure illustrates the functional relationship between the Priority Issues and the IDP process. In terms of the figure below, the issues around powers, Duties and Functions (Issue 1) cuts across virtually all sectors, and it is essential that this initiative be taken further so as to obtain clarity/agreement/interim agreements between local municipalities, the District municipalities, provincial and national departments and other parastatals as to who is responsible for which aspects pertaining to each sector-be it strategic planning, operational aspects or funding. Issue 2, 3 and 4 are mainly in-house initiatives dealing with the institutional component of the SDM, and specifically organizational and financial aspects. Issue 4 (Good Governance and Public Participation) have the following objectives:

By the nature thereof, this would involve all departments, the Municipal Manager and Members of the Mayoral Committee of the SDM. All these initiatives are institutional in nature and are in pursuance of achieving good governance and public participation.

Issue 5 will give guidance to the location and priority for provision of services and facilities at certain growth points in the District so as to benefit the maximum number of people with limited resources available. This initiative will also serve to stimulate LED and informal trade at these nodal points. The responsibility for formalizing these nodes lies with the Department of Community and Water Services not undermining the role that the Technical Services, Treasury and Finance will play towards the successful implementation of this initiative.

Issue 6 and 11 deal with community development in the broader sense as it addresses all the basic needs of the community like health, education, housing, social services, water, sanitation, sport, arts and culture, safety and security. Community participation takes a central role as every project will be community driven and the community takes ownership for good sustainability of any project implemented in that area.

Issue 12, 18 and 19 are more technical in nature and lie on the terrain of the Department of Community, Planning and Economic Development and Water Services. Most of these initiatives involve the provision of engineering infrastructure and services but many of these would also contribute to Local Economic Development and poverty alleviation, for instance through:

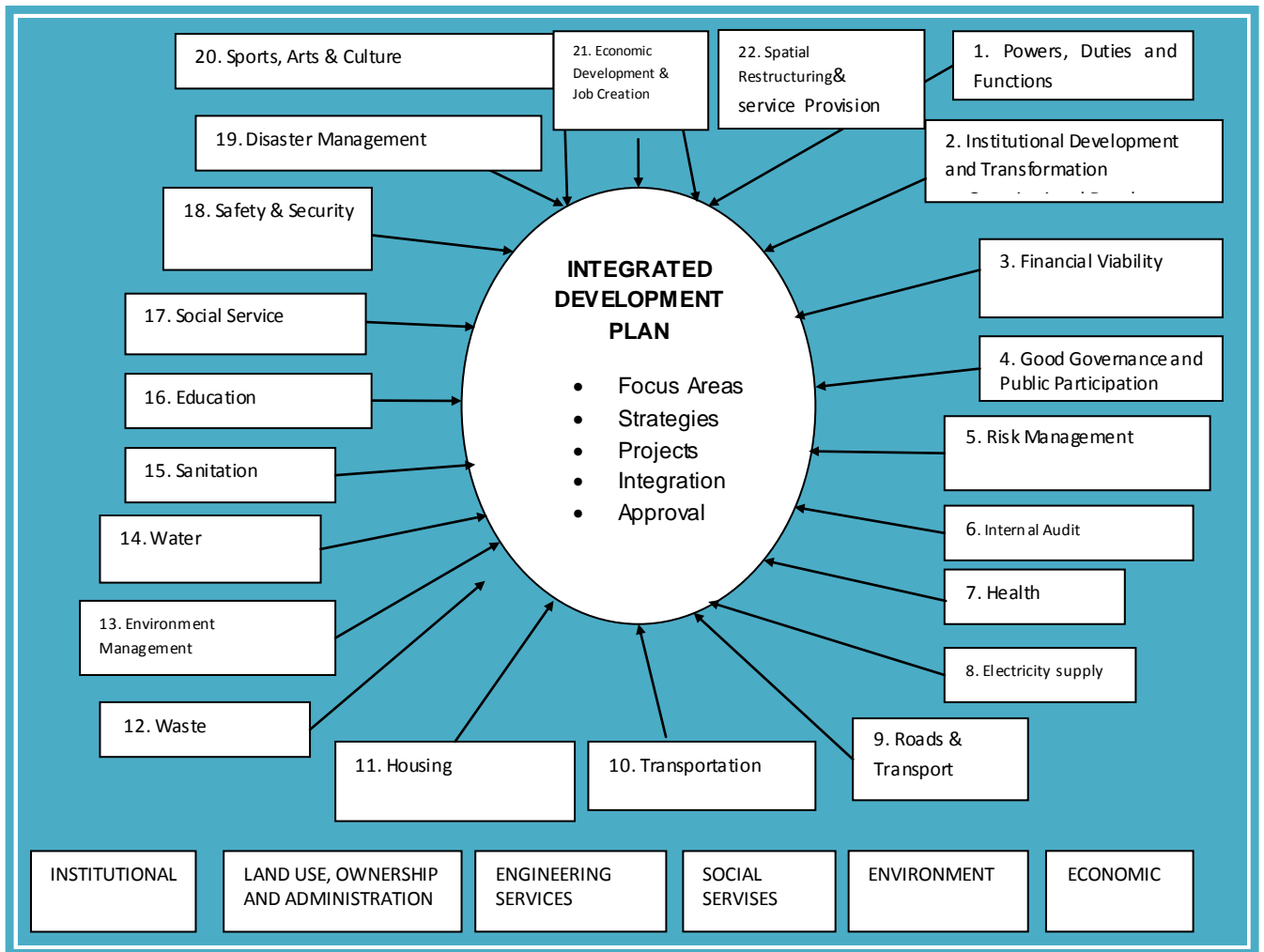
- Corridor Development Initiatives,
- Waste Recycling and Processing,
- Waste Collection,
- Labour Intensive projects,
- Agri-village Development,
- Tourism Development,
- Social/Community Development in tenure upgrading and provision of housing improves the self-esteem, pride and security of a community.

Proper environmental management is essential in order to ensure the long-term sustainability of the total environment.

Issue 20 deals with LED and it cuts across all the other issues mentioned above. It energizes and monitors the long term sustainability of the entire system. The created jobs assist the employed people to pay services and the facilities that they use to sustain the same services and facilities. Reciprocity and sustained systems can be maintained for a long time.

Evaluation and monitoring become an on-going cycle throughout the year. IDP review process becomes a non-painstaking exercise in an environment where projects are implemented and monitored.

Figure 15 – Functional Relationship between Focus Areas, Objectives, Strategies and Projects



CHAPTER 5: DEVELOPMENTAL STRATEGY

Introduction

The challenges outlined in the previous chapter need a strategy to deal with them. The strategy should be informed by practicality of its implementation, financial availability, and resident skills and how far the strategy meets the vision, mission, goals and objectives. Hereunder follows the vision, mission, core values and objectives that should guide the choice of the best strategy to be employed so that development can be realized within the district.

5.1. Development Visioning

This section deals with the vision, the mission, core values, goals and objectives as well as the strategies adopted to deal with development challenges expounded above.

5.1.1. Vision

“Development oriented Leader in Service Delivery”

5.1.2. Mission

We provide creative integrated development solutions in partnership with Local Municipalities, Communities and other stakeholders through:

- a co-ordinated framework for district development planning;
- fostering active community involvement
- creating a learning organization conducive for development of human capital;
- enhancing sound intergovernmental relations through good governance;
- equitable distribution of resources.

5.2. Core Values of the Municipality (Batho Pele Principles)

Institutions in every environment are governed by a set of core values that bind both political and administrative personnel. The District regards the below mentioned core values as the cornerstone that should guide the municipality in conducting its affairs as per the IDP.

- Transparency
- Access
- Courtesy
- Efficiency
- Value for money
- professionalism
- Redress

5.3. Mayoral Strategic Priorities

- Economic Growth, Development and Job Creation;
- Access to Basic Services and Infrastructure Development;
- Community Development and Social Cohesion;
- Spatial Development and Sustainable Land Use Management;
- Active Community Participation and Inter-Governmental Co-operation;
- Effective, Accountable and Clean Government.

5.3.1. Economic Growth, Development and Job Creation

Envisaged outputs

Development should be people-centered and not a government driven scenario wherein communities are recipients of government services. Building an increased prosperity for all residents, sustainable job and income generation and better distribution of wealth, is central to the municipality's challenges. In order to ensure this objective it is thus critical that people participate in the main stream economy of the District and the social development of communities. This will ensure that communities of the district are part of service delivery as active agents.

Key programmes:

Among programmes to be engaged in this exercise are:

- Enterprise Development
- Agricultural Development
- Tourism Development
- Mining Development
- Marketing
- Investment Attraction
- Expanded Public Works Programmes
- People's Skills Development

5.3.2. Access to Basic Services and Infrastructure

Envisaged outputs:

Provision of infrastructure also plays an important role in the social and economic development of communities. Areas without access to infrastructure are characterized by high levels of poverty whilst those with access are well off. Absence of infrastructure for any kind of services worsens the poverty levels of communities as much as it hampers development.

The municipality is therefore faced with two challenges in this area:

First is the issue of extending access to basic municipal services (water, sanitation, electricity and solid waste removal) to communities without access. The second issue relates to the general provisioning and maintenance of infrastructure and services over the municipal area.

Key programmes:

- In terms of this priority the municipality will develop the following programmes:
- Free basic services programme
- Access to municipal services to areas without
- Water services provisioning and maintenance
- Solid Waste Removal
- Electricity provisioning
- Transport
- Roads
- Storm-water

5.3.3. Community Development and Social Cohesion

Envisaged outputs:

Community development is a critical challenge facing the municipality in an attempt to create a stable and cohesive community.

Key Programmes:

To this end the following programmes will be embarked upon by the municipality:

- Environmental Management
- Primary Health Care
- Sports Development
- Gender Equity
- Aged Care
- Skills Development
- Disaster Management
- Safety and Security

5.3.4. Spatial Development and Sustainable Land Use Management

Envisaged outputs:

The desired development requires resources to happen of which among them is land. Land unlike other resources is a finite resource which has to be addressed strategically. The Sekhukhune Municipal area has its own dynamics related to land as most of the land for development is under land restitution claims. It is thus critical that concerted efforts be

embarked upon by the municipality to facilitate access to land for sustainable development as well as usage.

Key Programmes:

As a result the following will be among the key programmes:

- Spatial planning to guide sustainable development;
- Support programmes for beneficiaries of land restitution claims;
- Undertaking of land audits to identify land for various kinds of development;
- Facilitate the development of framework for land use management;
- Trainings and consultation sessions with various stakeholders on land use management practices.

5.3.5. Active Community Participation and Inter-governmental Alignment

Envisaged outputs:

Government programmes ought to be communicated to its communities so as they can measure the performance of government and hold it accountable. The municipality wishes to engage in a contract with its communities in addressing the challenge of poverty, unemployment, and service delivery. In this case the municipality will ensure that proper structures are put in where government will plan with the communities and monitor implementation. A clear communications framework will thus be instituted by the municipality.

Key Programme:

The focus on this programme will be:

- Functionality of all communication structures representing communities as well as all stakeholders,
- Working with community development workers in communicating planned and implemented government programmes,
- Monitoring of government programmes on their social and economic impact.
- Furthermore in accordance with the spirit of co-operative governance as well as the legislative requirements, the municipality will work with local municipalities; provincial and national sector departments to ensure that development is integrated, duplication is avoided; and synergy is enhanced. To realize this objective the municipality will set proper institutional structures and mechanisms to ensure that such co-operation is not ad-hoc.

5.3.6. Effective; Accountable and Clean Government

Envisaged outcome/outputs

The development of institutional capacity is a key priority to ensure that the District is equipped with high-quality staff that ensures that government programmes are implemented according to set targets.

Key programmes:

In this area of priority the District will focus on:

- Recruitment and selection of high-quality and committed staff
- The retention of staff
- The development of the skills of its staff
- Engaging in partnerships with strategic partners
- Organizational Development
- Human Resource Administration and Maintenance
- The development of administrative systems
- Secretariat and Administration Services
- Information Management
- Internal Communication
- Performance Management
- Customer care

Government programmes cannot be realized if they are not backed by financial resources. The Sekhukhune District is faced with mammoth development challenges amidst limited resources. It is therefore paramount that the existing resources are well managed whilst striving for the mobilization of extra resources. In order to do so the municipality will specifically focus on:

- Development of a financial management plan
- Strengthening of revenue collection capacity
- Revenue generation
- Credit Control mechanism
- Financial planning and budgeting
- Financial reporting
- Asset Management
- Financial Administration
- Expenditure Management and Control
- Preparation of realistic and strategic budgets
- Implementation of Municipal Financial Management Act
- Internal Audit
- Risk Management

5.3.7. SDM strategies per each Mayoral Priority

Mayoral Priority: (1) Economic Growth, Development and Job Creation

Outcome	Output	Programme	Objective	Strategies	
Decent employment through inclusive economic growth (No 4)	Improve support to small business and cooperatives	Enterprise Development	To create a conducive environment for sustainable growth and development of SMME	By coordinating SMMEs training and mentorship	
				By facilitating access to markets	
				By coordinating Product development and financing	
		Agricultural Development and Farmers Support (Horticulture Cluster)	To provide support to emerging farmers to increase their output and access markets at competitive prices	By provision of agricultural infrastructure	
				Identify and explore value adding opportunities	
			By facilitating provision of agriculture inputs		
				By facilitating access to market	
	Agriculture Development and Farmer Support (Meat Cluster)	To provide support to emerging farmers to increase their output and access markets at competitive prices.	By provision of agricultural infrastructure.		
			Agricultural Development and Farmers Support (Meat and Horticulture Cluster)	To provide support to emerging farmers to increase their output and access markets at competitive prices	By promoting value adding of local produce.
Faster and sustainable inclusive growth	Tourism Development	To promote the development of tourism destinations and opportunities	By facilitating and promoting development of tourism destinations and products.		

Mayoral Priority: (2) Access to Basic Services and Infrastructure Development

Outcome	Output	Programme	Objective	Strategies
<p>Outcome 6: An efficient, and competitive and responsive economic infrastructure network</p>	<p>Maintain bulk water infrastructure and ensure water supply</p>	<p>Bulk Water Infrastructure Supply and Reticulation for Potable Water</p>	<p>To ensure provision of safe and clean water to all households and businesses, to acceptable standards</p>	<p>Utilize the existing water infrastructural master plan, and WSDP; and update them to suit the current situation</p>
				<p>Obtain an implementation plan from the DLGH and Locals for housing projects</p>
				<p>Develop bulk from dams to augment groundwater</p>
				<p>Source alternative funds</p>
				<p>Implement cost recovery to all new schemes</p>
				<p>Implementing internal control needs methods, control external service providers to deal with the backlogs</p>
				<p>Adopt the COGTA industry guide on unit cost</p>
				<p>Adopt design standards from the DWAE</p>
				<p>Capacitate Staff</p>
				<p>Manage and monitor service providers during implementation</p>
				<p>Inception of steering committees to deal with social issues during implementation</p>
				<p>Develop procedure manual for implementation and handing over of implemented projects</p>

Outcome	Output	Programme	Objective	Strategies
				Engage DWA, COGTA and TCTA on issues around De Hoop Dam
				Speed up the implementation of water services model
				Engage DWA to assist in getting water from JS Moroka
				Participate in formalization for land ownership
				Source additional funding for the implementation of Moutse Water Supply Project
	Maintain bulk water infrastructure and ensure water supply	Provision of household sanitation	A sanitation infrastructure to all households and businesses to an acceptable standards	Access town plans and do a Sewer master plan
				Develop an implementation plan on rural household sanitation
				Submit an implementation plan for adoption by council
				Training plan with costs and funding mechanisms developed
				Develop a sustainability plan
				Conduct a study to confirm sanitation backlog
	Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports	Provision of relevant roads within the district	To ensure improved accessibility and mobility within the district.	Provide continuous awareness of the Master Plan as well as powers and function to the politician and communities
				Obtain an implementation plan from the DLG&H and

Outcome	Output	Programme	Objective	Strategies	
				Local Municipalities for housing projects to ensure integration	
				Source external capacity to look at road classification in the district	
				Engage with Provincial DRT on issues of roads prioritization	
				Consider the COGTA industry guide on unit cost	
				Avail funds for maintenance	
				Engage with DRT, DOT and National Treasury on funding	
				Review the Roads Master Plan to validate backlog and prioritization of projects	
	Reliable generation, distribution and transmission of energy	Coordination of electrification infrastructure to households		To ensure that communities are provided with electricity infrastructure for domestic use	Obtain a development plan on electricity infrastructure from Eskom & Dept of Energy
					Obtain an implementation plan from the DPL&H and Local Municipalities for housing projects
					Seek clarity on roles and functions on electricity issues
				Use energy forum and District Energy Task Team to mobilize the decision to build and upgrade power stations and other related infrastructure	
				DLGH and the District Municipality to engage ESKOM and Dept. of	

Outcome	Output	Programme	Objective	Strategies
				Energy on speeding up the improvement of capacity of substations
	Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports	Provision of public transport planning and infrastructure	To ensure provision of reliable, safe and comfortable public transport system	Training of officials in Integrated Transportation Planning and Land Use Planning.
				Recruitment of Transport Planners and Engineers
				Review of the Integrated Transport Plan in line with the National Land Transport Act of 2009
				Motivate subsidized public transport coverage in the SDM with the objective of reducing the cost of travel
				Provide 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 due to mining activities, as well as Fetakgomo LM
Protection and enhancement of environmental assets and natural resources	Sustainable environment management	Waste Management	To maintain cleaner, safe and sustainable environment through community waste disposal centres	Establish landfill sites where they are identified, get them licensed, and permit them

Outcome	Output	Programme	Objective	Strategies
				Monitor and coordinate waste collection projects within the district
				Coordinate waste management activities in support to the LMs
				Solicit environmental assessment from LEDET
				Develop site and architectural plans
				Construct the centre and make use of it

Mayoral Priority: (3) Community Development and Social Cohesion

Outcome	Output	Programme	Objective	Strategies
Outcome 2: Improve the health and life expectancy	Strengthen health services effectiveness	Municipal Health Services	To monitor and control air quality within the district	Establish both mobile and static weather and air quality monitoring station in SDM
				Monitor and Evaluate the AQM in SDM.
			To monitor and evaluate chemical safety management and food safety and control within the district	Establish the necessary committees
				Intensify chemical and food safety monitoring and evaluation
				Establish laboratory services for sample analysis
			To provide for safety, education and healthy sustainability of the environment	Establish the necessary forums
				Establish common programmes for the year throughout the district together with LEDET Sekhukhune
				Intensify awareness campaigns in the district on environmental calendar days

		Primary Health Care	To streamline HIV/AIDS support programme	Develop and integrated HIV/AIDS management strategy. Partner with the role players and civil society on HIV/AIDS Program and initiatives
Protection and enhancement of environmental assets and natural resources	Sustainable Environmental Management	Environmental Management	To prevent Pollution of both air, land and the environment.	Solicit for more trees from LEDET and plant them in various places within the district
			To maintain production of the necessary species of trees for the District	Establishing a nursery within SDM to sustain the environment

Outcome	Output	Programme	Objective	Strategies
All people in South Africa protected and feel safe	Integrity of identity of citizens and residents secured	Disaster Management	To improve response to disaster incidence.	Install a call taking dispatch, CCTV, voice log and intercom system to fire stations
				Provision of tents; blankets and food parcels to disaster victims
			Effective response and communication	Provide disaster vehicles and communication facilities to disaster officers in order to ensure speedy response
		Safety of property and human life	To ensure effective provision of fire services and also improve employee's working conditions	Provide with operational and training equipments to ensure effective functioning of the Sekhukhune Fire training academy
			Ensure availability of equipments	Acquire (6) 4x4 vehicles for grass fire, 2 Rapid responses for accidents management
			To comply with national standards and provide capacity to satellite stations	
Have fire fighting vehicles that are acceptable to				

Outcome	Output	Programme	Objective	Strategies
			National Fire Protection Association Standard	
			To ensure that fire personnel are not exposed to danger when performing their functions	Provide protective clothing to fire personnel
			Protect fire personnel during operations	
			To promote road safety	Develop and implement the arrive alive programme

Outcome	Output	Programme	Objective	Strategies
Outcome 12: A development-orientated public service and inclusive citizenship	Celebrate cultural diversity	Sport Development		Involvement of relevant stakeholders during arrive alive campaigns in the District
			To increase mass participation in road running and in all types of sporting codes	Organize Executive Mayor's marathon/ Road Race
				Participate in Executive Mayor's Cup
				Executive Mayor's Golf Cup
				Participate in Club development and
				Siyadlala Mass Participation Programmes
To establish new federations and assist the existing ones in the proper development and promotion of grassroots athletes	Organize tournaments for Football, Netball, Softball, Table Tennis federations and participate in district, provincial and national leagues			
	Mobilize athletes and communities to establish new federations			
Improve Institutional support to both Sport,	Strengthening the constants monthly			

Outcome	Output	Programme	Objective	Strategies	
			Arts & Culture Councils	meetings for both councils	
				Revival and re-launching of both Councils	
			To create sustainable programmes for further quality development	Capacity building courses in Administration/ Management, Coaching and Umpiring/Refereeing	
				Mass mobilization programme through coaching clinics and sport festival	
			Arts and Culture Promotion	To increase awareness in Art and Culture matters	Organize Sekhukhune talent show/festival and Indigenous games
					Cultural Show/ Festival (Talent search show)
		To increase mass participation in local artists		Organize festival of local artists	
		To create opportunities for young girls to discover latent self-worth		Organize Miss Sekhukhune and Teen Beauty Pageant	
		To promote Mother Tongue Languages, emerging designers and crafters through interpreting, Literature writing and cultural shows		Organizing Language Competitions	
				Literature writing and financial workshops	
			Identification of emerging designers and crafters with the help of LED for promotion through mini shows per local municipality and District Exhibition		

Outcome	Output	Programme	Objectives	Strategies
Outcome 7. Vibrant, equitable and sustainable rural communities and food security	Enable institutional environment for sustainable and inclusive growth	Youth Development Programmes and Advisory Centres	To create awareness among the youth on all issues affecting the society	Drive the youth development through capacitation of Youth Advisory Centers and implementation of a coherent and integrated Youth Month Program
			To put youth in the main stream of all socio-economic activities and initiatives.	Facilitate the integration and alignment of District youth initiatives with National and Provincial Youth Development initiatives/programmes
		Children Advocacy Programmes	To provide support and advocacy on children rights and their welfare programmes	Ensure provision of comprehensive
				Develop a participatory mechanism on National and Provincial children initiatives
		Aged Advocacy Programmes	To provide support and advocacy for the elderly persons	Facilitate participation and integration of elderly people in Municipal Programmes
				Coordinate a comprehensive elderly people networks and advocacy
		Disabled Persons Advocacy Programmes	To implement SDM Integrated Disability Strategy	Develop and implement Integrated Programmes to mainstream issues of persons with disabilities
				Forge strategic partnership and capacity building to

				forums of people with disability
		Woman and Gender Advocacy Programmes Empowerment	To provide support and advocacy on woman and gender development programmes	Initiate and implement Woman Focal Month Programme in line with Provincial and National Program/Theme
				Intensify awareness campaigns with emphasis on eradication of gender based violence
				Fastrack woman participation in the economic mainstream of the District
		Moral Regeneration Movement (MRM)	To forge a strong and sustainable civil society partnership based on Constitutional values of respect, morality, social cohesion and unity	Strengthen Social Cohesion through cultural, sports and religious activities/programmes
				Mobilize Civil Society to adhere and observe charter of positive values
				Create strategic partnerships with civil society structures for promotion of constitutional values and ethos of peace, justice, etc.
		Traditional Leaders Support	Provide support and partner with Magoshi as custodians of Traditional Leadership	Develop and implement a uniform integrated support to traditional leaders
				Strategic partnership with Traditional Leaders on issues of development and land

Mayoral Priority: (4) Spatial Development and Sustainable Land Use Management

Outcome	Output	Programme	Objectives	Strategies	
Sustainable Human Settlements and Improved Quality Household life (No 8)	More efficient land utilisation and release of state-owned land	Spatial Development and Restructuring	To provide a longer term and more strategic perspective on the development of the District	By developing coherent policies and procedures to influence and shape the desired spatial development trajectory	
			To provide for a district-wide spatial form that is efficient, sustainable and accessible	By providing for an analytical and continuous reading of the district space economy to shape decisions.	
			To ensure that growth is sustained in terms of infrastructure and environmental quality and that growth supports a desired spatial form	By delineating the district into functional zones and apportioning resources based on the circumstances prevalent in the zones	
					By enhancing the intensity of existing well-functioning and opportunity nodes and transformation of marginalized areas
		Land Tenure Upgrading	To provide for enabling land accessible environment for development	By facilitation of land acquisition processes and upgrading of land tenure	
		Formalisation of Settlements	To provide for habitable human spaces	By facilitation the formalization of unplanned settlements	
		Land Use Management	To provide an appropriate and efficient Land Use Management system that facilitates growth, investments and continuous regeneration	By bringing all areas into an appropriate regulatory and planning framework.	
				By designing an efficient and workable land regulatory mechanism	
		Spatial Information Management	To provide for an efficient and effective Spatial Information Service	By developing and maintaining spatial information processes and system	
		Accelerate	Integrated	To provide or	By integrating housing

Outcome	Output	Programme	Objectives	Strategies
	housing delivery	Human Settlements	integrated and sustainable human settlement and well designed spaces	delivery with other socio-economic programmes
	Sustainable environment management	Environmental Management	To protect, enhance and manage the natural environmental resources	By ensuring that appropriate capital investments are directed to environmentally sensitive areas

Mayoral Priority: (5) Active Community Participation and Inter-Governmental Alignment

Outcome	Output	Programmes	Objectives	Strategies
A response, and accountable, effective and efficient Local Government System.	Refine ward committee model to deepen democracy	Ward Committees Support	To ensure that ward committees are fully functional.	Provide training, support and ongoing assessment programmes to ward committees
				Coordinate of uniform and standard reporting with the Speaker's Office
	Information campaign on constitutional rights and responsibilities	Geographic Names Programmes	To give effect to constitutional mandate of redress. To contribute in restoring our history and heritage by standardizing geographic names	Support Local Municipalities and Community Structures to meaningfully partake in the process of standardizing geographic names in their own areas
				Engage and partner with other Municipalities on sharing experiences and knowledge around Geographic Names standardization
	Deepening Democracy	Community Outreach Programmes/lzim bizo	To create a structured platform for the Mayoral Committee to reach-out to communities on service delivery issues	Ensuring maximum participation of the public in general matters of governance and in the programmes of the District Municipality
	Publications	To ensure improved communication with	Promoting popular access to and greater	

Outcome	Output	Programmes	Objectives	Strategies	
			the internal stakeholders	use of newsletters as a constant and reliable source of information for both internal staff and external stakeholders	
			To ensure improved communication with the external stakeholders		
			To ensure improved communication with the external stakeholders on specific programmes		
		Publicity	To promote visibility of municipal service delivery programmes and to foster public participation thereto	Undertake continuous public relations activities to project and sustain a positive image of the District Municipality.	
		Media Relations	To foster mutual relationship with media houses through continuous support and strategic media buying	Maintain a constant flow of information about the district to media practitioners and placing advertorials in all local media platforms	
		Celebrate Cultural Diversity	Heritage Celebration	To stage and support all declared heritage celebrations	Promoting civic awareness about the significance of past cultural events in a way that creates economic spinoffs for the district
			SODA	To stage, promote and ensuring that the State of the District Address is delivered	Developing and Integrated Action Plan and phased communication plan for pronouncement made at the SODA
			Marketing	To market and profile the economic potential of the District	To position the district as a tourist and investor destination of choice

Mayoral Priority: (6) Effective, Accountable and Clean Government

Outcome	Output	Programme	Objectives	Strategies
Responsive accountable effective and	Improve municipal financial and	Risk Assessment	To conduct strategic, operational, projects and contracts	Arrange workshops and interviews for senior management as per Risk

Outcome	Output	Programme	Objectives	Strategies
efficient Local Government System (No 9)	administrative capability		assessments	Management Framework Guidelines
				Develop departmental risk registers, composite risk register and SDM risk matrix
		Security Services	To safeguard the SDM's assets, its employees and visitors	Manage and monitor the operations of security services contract
		Risk Financing	To safeguard the assets of SDM through alternative techniques of transfer of risk	Appraise appropriateness of the current insurance contract , review adequacy of the covers provided and renew the policy
		Insurance Claims Administration and Management	To ensure accountability in terms of recouping the losses incurred by the SDM through an indemnity and subrogation process	Initiate intimation of claims for reported losses by obtaining quotations, completing claim forms and reporting to insurers
				Undertake <i>Ad-hoc</i> claims audits
		Risk Management IT System	Ensure proper storage, management and maintenance of risk management data and information	Coordinate the procurement of an Integrated Risk and Audit Management System compatible to SDM's IT environment
		Risk Management Awareness	To raise risk management awareness amongst SDM staff and councilors through training	Provide risk management training to staff and councilors
		Risk Reporting	To report risk issues to the Audit Committee	Re-establish the Risk Management Committee
Policies and Procedures	To standardize and unify the Risk Management process and practice by ensuring good	Develop, implement and constantly review framework, policies, procedures, systems and processes		

Outcome	Output	Programme	Objectives	Strategies
			governance and compliance to related legislation	
		Anti-corruption / Fraud Prevention	To stem out fraud and corruption activities within SDM	Review and implement an Anti-corruption Strategy and a Fraud Prevention Plan
		Business Continuity Management Plan (BCM)	To secure the sustainability of SDM and ensure that it is a going concern	Develop and implement the 2BCM Plan
		Policies and Procedures	To ensure uniformity in the application of Risk Management policies ,systems and standards	Undertake review of all the unit's policies, systems , standards and monitor implementation of Framework, Policies and Guidelines
		Reporting	To ensure proper accountability in respect of risk	Report to Audit and Risk Committee on a regular (i.e. Quarterly) basis about Risk Management function
		Internal Audit	To provide independent, objective assurance and consulting services	Review the governance process and advise on improvement process and the extent of compliance with established policies, procedures and applicable laws and regulations
			To evaluate and improve the effectiveness of risk management, control and governance processes	Appraise the soundness, adequacy and application of the accounting, financial , operational and IT controls
		Performance audits	To assess and evaluate the performance Information	Evaluate and confirm the performance information as submitted by the various departments
		Information system audits	To evaluate and improve the effectiveness of IT Controls	Appraise the soundness, adequacy and application of IT controls (Application and General control)
		Risk Base	To develop the three	Review the risk

Outcome	Output	Programme	Objectives	Strategies
		Internal Audit plan	year rolling internal audit plan	assessment and develop the annual plan
		Consulting and Advisory service	To provide an assistance in developing and advise on controls for new systems and processes	Review and advise on systems and processes
		Policies and Procedures	To ensure uniform implementation of internal audit processes	Monitor the implementation of the Internal Audit methodology, Internal Audit Charter and Audit Committee Charter
		Reporting	To ensure proper accountability as per the MFMA, King Code on corporate Governance	Report to Audit Committee on a regular basis on IAA performance
		IGR	Interact with all spheres of government	Strengthening the co-operation of governance structures and facilitate sound intergovernmental relations
		Performance Management System	To ensure proper implementation, monitoring and review of organizational and individual performance	Development and consolidation of institutional SDBIPs
				Development of Performance Agreements for Directors, managers and Levels 4 – 7 officials
				Facilitation of quarterly reviews for Institutional Performance and Individual Performance
				Enhancement of PMS data qualitatively and quantitatively through automated E-PMS system
				Recognition of Excellence performance and motivation of personnel to enhance service delivery through

Outcome	Output	Programme	Objectives	Strategies
				awards Ensure compliance to statutory reporting

CHAPTER 6: IMPLEMENTATION PLAN

6.1. Introduction

The following key policy directives informed conceptualization of 2012-2013 implementation plans:

National Development Plan (Vision 2030)

The National Development Plan which was developed in 2011 has the following brief vision statements for South Africa in 2030:

Expand Infrastructure

- Invest in a new heavy-haul rail corridor to the Waterberg coal field and upgrade the central basin coal network
- Enable exploratory drilling to see whether there are viable coal seam and shale gas reserves, while investigations continue to make sure that operations do not damage the environment
- Move Eskom's system operator, planning, power procurement, power purchasing and power contracting functions to the independent system and market operator
- Closely regulate the electricity maintenance plans of large cities
- Set up an investment programme for water resource development, bulk water supply and wastewater management this year, with reviews every five years
- Fix and build transport links, in these key areas:
- Upgrade the Durban-Gauteng freight corridor and build a new port at the old Durban airport site
- Expand the coal, iron ore and manganese lines. Build the N2 road through the Eastern Cape
- Upgrade the Sishen to Saldanha iron ore line and expand capacity on the manganese line (including port capacity)
- Improve and cut the cost of internet broadband by changing the regulatory framework

Create Jobs

- Create 11 million more jobs by 2030:
- Expand the public works programme
- Lower the cost of doing business and costs for households
- Help match unemployed workers to jobs
- Provide tax subsidy to businesses to reduce cost of hiring young people
- Help employers and unions agree on starting salaries
- Make it possible for very skilled immigrants to work in South Africa
- Make sure that probationary periods are managed properly
- Simplify dismissal procedures for performance or misconduct

- Take managers earning above R300 000 out of the CCMA process
- Reward the setting up of new businesses, including partnering with companies
- Increase value for money for tourists by selling regional packages that meet all pocket sizes. Consider a single visa for SADC visitors
- Deal with confusion over policies to do with transport, water, energy, labour and communications

Transition to carbon Economy

- Speed up and expand renewable energy and waste recycling, and ensure buildings meet energy-efficient standards
- Set a target of 5 million solar water heaters by 2030
- Introduce a carbon tax
- Scale up investments and R&D for new technologies

Transform Urban and Rural Spaces

- Stop building houses on poorly located land and shift more resources to upgrading informal settlements, provided that they are in areas close to jobs
- Improve public transport
- Give businesses incentives to move jobs to townships
- Fix the gap in the housing market by combining what banks have to offer with subsidies as well as employer housing schemes
- Give communal farmers, especially women, security of tenure
- Put money into irrigation in Makatini Flats and Umzimvubu River Basin

Education and Training

- programme for pregnant women and young children, to be piloted by the Department of Health for two years
- Make sure all children have two years of pre-school
- Get rid of union and political interference in appointments and appoint only qualified people
- Increase teacher training output by expanding “Funza Lushaka” to attract learners into teaching, especially those with good passes in maths, science and languages
- Regularly test teachers in the subjects they teach to determine level of knowledge and competence. Link teacher pay to learner performance improvements
- Good schools should not be burdened with the paperwork that poor performing schools have to do to improve. Schools performing very poorly should receive the closest attention
- Change the process of appointment of principals and set minimum qualifications
- Gradually give principals more powers to run schools, including financial management, procurement of textbooks and other educational material, as well as hiring and firing educators
- Increase the number of university graduates and the number of people doing their doctorates

- Build two new universities in Mpumalanga and the Northern Cape
- Build a new medical school in Limpopo and a number of new academic hospitals
- Consider extending the length of first degrees to four years on a voluntary basis
- Provide full funding assistance covering tuition, books, accommodation and living allowance (in the form of loans and bursaries) to deserving students
- Grant seven-year work permits to all foreigners who graduate from a registered South African university

Fight Corruption

- Centralise the awarding of large tenders or tenders that go for a long time
- Take political and legal steps to stop political interference in agencies fighting corruption
- Set up dedicated prosecution teams, specialist courts and judges
- Make it illegal for civil servants to run or benefit directly from certain types of business activity

State of the nation address (2012)

- Emphasis on job creation
- PICC identified infrastructure projects to be implemented by all government spheres and state-owned enterprises , namely:
- Rail, Road and Water infrastructure in Limpopo around Steelpoort (Tubatse Municipality), the goal is to unlock the enormous mineral belt in order to increase mining and beneficiation of minerals. Later, rail transport will be established to connect coalfields to power stations between Limpopo and Mpumalanga.
- Among 5 new water augmentation schemes, there is Olifants River Water Resource project in Steelpoort
- Municipalities must cooperate with other stakeholders in encouraging people to save electricity, as well as considering initiatives around renewable energy sources e.g. solar electricity and biofuels.
- Infrastructure development as a vehicle for job creation

State of the Province address (2012)

- Infrastructure expansion to bring services to communities and to create jobs has been emphasized. Executive Council Infrastructure Coordinating Committee (ECICC) has been established to monitor and evaluate the implementation of infrastructure plans in the province.
- The scoping report for Burgersfort has been commissioned with an aim of developing the town into a sustainable urban node as a provincial high growth point. The communities of Sekhukhune and Tubatse municipalities are encouraged to rename the town.

- A MoU with Transnet Freight Rail was signed in order to create logistics hubs (inc. Burgersfort) for Agriculture, mining products etc. that must be railed from the province to other national and international destinations.
- The provision of water, sanitation and electricity remain top on our service delivery plan – especially to rural areas where many more people are still without water.
- 120 hectares of land has been secured in Jane Furse for development of a modern township which will serve as a link between Burgersfort and Groblersdal.

MFMA Circular 58 of (Dec 2011)

The MFMA Circular 58 gave the following guidelines to municipalities regarding planning for 2012-2013 financial year:

Spending priority has to be given to:

- Ensuring that drinking water and waste water management meets the required quality standards at all times;
- Protecting the poor;
- Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation;
- Securing the health of their asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance; and
- Expediting spending on capital projects that are funded by conditional grants.

Non-priority spending to be eliminated (examples):

- excessive sponsorship of music festivals, beauty pageants and sporting events, including the purchase of tickets to events for councillors and/or officials;
- public relations projects and activities that are not centred on actual service delivery or are not a municipal function (e.g. celebrations; gala dinners; commemorations, advertising and voter education);
- LED projects that serve the narrow interests of only a small number of beneficiaries or fall within the mandates of other government departments such as the Department of Agriculture;
- excessive catering for meetings and other events, including the use of public funds to buy alcoholic beverages;
- arranging workshops and events at expensive private venues, especially ones outside the municipality (as opposed to using the municipality's own venues);
- excessive printing costs (instead of maximising the use of the municipality's website, including providing facilities for the public to access the website);
- excessive luxurious office accommodation and office furnishings;
- foreign travel by mayors, councillors and officials, particularly 'study tours';
- excessive councilor and staff perks such as luxurious mayoral cars and houses, notebooks, IPADS and cell-phone allowances; travel and subsistence allowances (certain of these may be irregular spending – see paragraph 4.8 below);
- excessive staff in the office of the mayor – particularly the appointment of political 'advisors' and 'spokespersons';

- all donations to individuals that are not made in terms of the municipality's indigent policy or a bursary scheme; for instance donations to cover funeral costs (other than pauper burials which is a district municipality function);
- costs associated with long-standing staff suspensions and the legal costs associated with not following due process when suspending or dismissing staff, as well as payment of severance packages or 'golden handshakes'; and
- the use of consultants to perform routine management tasks, and the payment of excessive fees to consultants.

Projects Prioritization Model

Over and above these issues, taking account of fiscal constraints and huge demands, projects were prioritized according to the following criteria:

- A. Those responding to above policy imperatives**
- B. Those showing contribution to eradicate service delivery backlogs**
- C. Those demonstrating 'Ready-To-Go Status' shown by:**
 - Well defined scope that is sufficiently detailed and has clear programmes
 - A realistic and reliable budget
 - No problems that would prevent implementation once a commitment of funds has been made.
- D. Those with clear outputs/outcomes in respect of the following:**
 - Compliance orders
 - Timing requirements for private investment
 - Economic Growth, Development and Job Creation
 - Infrastructure Development and Environmental Considerations
 - Shared Services with Local Municipalities
- E. Those that complement and align the efforts of local municipalities, national and provincial government**

Hereunder follows projects by the District, Sector Departments and State Owned Enterprises.

6.2. District Municipality Projects

The above policies, priorities focus areas, objectives and strategies have translated into projects that have both time frames and budget.

6.2.1. Department: Municipal Manager's Office

CORE FUNCTIONS

- Risk Management
- Internal Audit
- Compliance

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
Mayoral Priority: Effective, Accountable and Clean Government						
INTERNAL AUDIT						
To provide independent, objective assurance and consulting services	By reviewing the risk management, internal control and governance processes	Internal Auditing	2011/12 annual internal audit plan	# of internal audit reports issued (Regularity Audits)	24 internal audits reports issued	R1 000 000
To assess and evaluate the municipal performance information	By evaluating and assessing the municipal performance information		2011/12 performance information	# of performance audit reports	4 performance audit reports	
To evaluate and improve the effectiveness of ICT controls	By appraising the soundness and adequacy of ICT controls		2011/12 ICT audits	# of ICT reports issued	4 ICT audit reports	
To develop the 3 year rolling internal audit plan	By developing the 3 year rolling and annual plan		2011/12 3 year rolling and annual plan	% of approval of internal audit plan	100% approval of internal audit plan	
To perform ad hoc assignments as requested by Council and management	By performing ad hoc assignments		2011/12 ad hoc reports	# of ad hoc reports	4 ad hoc report	
To ensure uniform implementation of internal audit processes and	By ensuring uniform implementation of internal audit processes		2011/12 internal audit methodology	% of approval of internal audit methodology and	100% approval of internal audit methodology	

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
structured approach			and audit charters	charters	and charters	
To coordinate the activities of the audit committee	By ensuring proper governance as per the applicable legislations	Audit committee	2011/12 audit committee activities	# of audit committee activities	6 audit committee activities	200,000.00
To interact with all spheres of government	By strengthening the cooperation of governance structures and facilitate sound intergovernmental relations	IGR meetings	2011/12 District and provincial meetings	# of district and provincial IGR meetings	4 district and 4 provincial meetings	40,000.00
Mayoral Priority: Effective, Accountable and Clean Government						
Risk Management						
To safeguard the assets of SDM through alternative techniques of risk transfer	By appraising the appropriateness of insurance contracts, review the adequacy of cover, and renew policy	Assets Insurance	2011/12 insurance policy	% of assets coverage	100% of assets coverage	R2 500 000
	By providing for payment of excess and repairs below the excess	Excess and insurable repairs	2011/12 excess and insurable repairs	% of insurable repairs and excess for losses	100% of insurable repairs and excess payment	R 500 000
To safeguard SDM assets, its employees and visitors	By managing the operations of security services	Security services	2011/12 security services operations	% reduction in security related incidents	100% reduction in security related	R16 000 000

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
					incidents	
To ascertain the level of integrity of staff and service providers	By performing security vetting of staff and service providers	Security Vetting	2011/12 staff vetting	% vetting of staff and service providers	100% of vetted staff and service providers	
To stem out fraud and corruption activities	By implementing an anti-corruption strategy and fraud prevention plan	Anti-fraud and corruption strategy	Anti-corruption strategy and fraud prevention plan	% of implementation	100% implementation	R200 000
To secure the sustainability of SDM	By developing business continuity management plan	Risk Management	Business continuity management framework and policy	% development of business continuity management plan	100% developed business continuity plan	R300 000
To conduct risk assessments	By arranging and conducting workshops and interviews		Risk management framework	% of project risk assessments completed	100% of project risk assessments completed	
			2010/11 property survey	% of properties and operational sites surveyed	100% of properties and operational sites surveyed	
			2011/12 risk assessments	# of strategic risk assessments conducted	1 strategic risk assessment conducted	
			2011/12 risk assessments	# of operational risk assessments conducted	7 operational risk assessments	

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
					conducted	
			2011/12 manual work processes	% of procurement and implementation (IT System)	100% procurement and implementation (IT System)	
			2011/12 risk assessments	# of processes risk assessments conducted	7 processes risk assessments conducted	
To raise risk management awareness amongst staff and councilors	By providing training to staff and councilors		2010/11 and 2011/12 training	# of training sessions	4 training sessions to be conducted	
To coordinate and report on the risk management activities	By compilation of quarterly risk management and compliance reports		2011/12 risk management and audit reporting	# of risk management and audit reports	4 risk management reports and 4 compliance report	
To standardize and unify processes and practices	By developing, implementing and reviewing policies, frameworks and procedures		2011/12 Risk management policies, frameworks and procedures	% development, review and approval of risk management policies, frameworks and procedures	100% development, review and approval of risk management policies, frameworks and procedures	
To foster intergovernmental relations on all matters of	By strengthening the cooperation of		2011/12 District and provincial	# of district and provincial IGR	4 district and 4 provincial	

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
mutual interests	governance		meetings attended	meetings	meetings	

6.2.2. Department: Executive Mayor's Office

CORE FUNCTIONS

- Executive Support
- Special Programmes
- Communications
- Events Management

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
Mayoral priorities: Community Development and Social Cohesion						
Executive Mayors office						
Special Programs						
To integrate youth in the socio-economic development mainstream	By creating awareness and providing strategic information	Youth Development	2 Career Exhibition held in the 11/12 FY	# of Career Exhibitions Held	2 District Facilitated Career Exhibitions	R400 000
			Youth Month Celebration Activities held in the 11/12 FY	# of Activities held for Youth Month Celebration	3 Activities Held in Celebration of Youth Month	
To ensure a conducive environment for the holistic development of children	By providing support and advocacy on Children's Rights and Welfare	Children's Development	Children's Charter in place	# of awareness campaigns held	5 Awareness Campaigns Held	R150 000
			75 Girl Children Taken to Work	# of Girl Children Taken to Work	100 Girl Children Taken to Work	
			1 Celebration held in the 11/12 FY	# of Celebrations Held	1 International Children's Day Celebration Held	
To ensure adequate caring and protection of the elderly	By providing support and advocacy for the elderly residents of the District	Aged care	Mandela day held in 11/12FY	# of campaigns held	2 Mandela day campaigns	250 000
			International Older Persons' day celebrated in 11/12 FY	# of elderly persons attending the International Older Persons' day	200 elderly people attending the International Older persons' day	
To ensure integration of disabled people into the mainstream society	By providing support, information and advocacy for disabled people and their rights	Disabled Support	3 campaigns held for the disabled people in 11/12 FY	# of campaigns for the disabled people	3 campaigns held for the disabled	150,000.00

To create sufficient conditions for women empowerment	By providing support and advocacy on women and gender development programs	Women's and Gender Development	2 women's month activities held	# of women's month activities held	3 women's month activities held	250,000.00
To ensure restoration of moral fibre in society	By forging strong and sustainable partnerships with influential formations	Moral Regeneration	One seminar held in 11/12	# of seminars on social cohesion held	1 seminar on social cohesion held	50,000.00
			MRM Charter and committee in place	# of MRM activities held	2 MRM activities held	
Communications and Events Management						
To ensure improved communication with internal and external stakeholders on specific programs	By providing regular information through various media platforms	Communication s	12 internal and 4 external newsletters produced	# of newsletters produced	6 internal, 4 external and 2 special newsletters	1,550,000
			2 networking sessions held in 11/12	# of networking sessions held	2 networking sessions held	
			Adverts placed on local media	# of adverts made locally	12 adverts made locally	
To ensure active community participation	By providing ongoing mayoral outreach programs	Stakeholders and Communities Engagement	10 mayoral outreaches and stakeholder engagements held in 11/12 FY	# of outreaches, imbizos and engagements held	12 sessions held	1,500,000.00
To market and profile the District	By ensuring exposure of district	Marketing of the District	Outdated branding	# of buildings rebranded	6 main buildings rebranded	250,000.00
			Draft working	Marketing strategy	Adoption of marketing	

	opportunities		document in place	adopted	strategy	
To ensure maximum interaction with stakeholders	By successfully hosting the mayoral strategic events	Strategic Events	Executive mayor's excellence awards held in 11/12 FY	# of local municipalities participating in the mayor's excellence awards	5 local municipalities participating in the mayoral excellence awards	R2 200 000
			SODA held in 11/12 FY	%success hosting of SODA	100% successful hosting of SODA	
			Heritage celebrations of 2011/12	% success of Heritage celebration	100% successful hosting of heritage celebrations	
			Legendary golf day held in 11/12	%success hosting of Legendary Golf Day	100% successful hosting of Legendary Golf day	
To ensure implementation of IGR protocol	By coordinating and providing support to IGR structures	IGR	3 mayor's forum held in 11/12 FY	# of mayor's forums held	4 mayor's forums held	20,000.00
			4 communicators forums held in 11/12 FY	# of communicators' forum held	4 communicators' forum held	
Executive Support						
To ensure support to families and individuals in distress	By providing material support to indigent families and disaster situations	Executive Support	Relief guidelines in place	# of families and individuals supported with relief	100% successful support to identified beneficiaries	500,000
To ensure effective and efficient functioning of committees established by the executive mayor	By providing technical and coordination support		Committees in place	% success of support given to mayoral strategic committees	100% successful support	

To ensure the dignified reception of mayoral guests and dignitaries	By providing both technical and logistical support to mayoral guests and dignitaries		Guests and dignitaries hosted	%success hosting of mayoral guest and dignitaries	100% successful hosting of mayoral guests and dignitaries	
To ensure harmonious co-existence between government and traditional leaders	By strengthening partnerships with magoshi as custodians of traditional leadership		Support model in place	# of events and activities supported relating to Traditional Authorities	10 activities supported	
To ensure renaming of geographic names in line with district profile	By supporting local municipalities and communities to meaningfully engage with the process	Geographic Names Change	GNC Act in place	# of committees established and supported	5 committees established and supported	50,000.00
To ensure efficient and effective monitoring of projects on behalf of the Executive	By providing ongoing reports on service delivery performance	Monitoring and Evaluation	Unannounced visits by MMCs to projects	# of reports provided to the Executive	12 reports provided to the Executive	0
To learn best international practices	By forging strategic partnerships with reputable entities	International Relations	Relationship with south east district in Botswana	# of best practices identified and explored	4 best practices identified and explored	50,000.00

6.2.3. Department: Corporate Services

CORE FUNCTIONS

- Human Resource Management
- Human Resource Development
- Labour Relations
- Employee Wellness Service
- Occupational Health Safety
- Organizational Development
- Legal Services
- ICT
- Records Management
- Council Secretariat

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
Mayoral Priority: Effective, Accountable and Clean Government						
Auxiliary Services						
To promote administrative process through records management	By implementation of the file plan By Centralizing the record management infrastructure By implementing policy on record management	Records Management	* Policy On records management in place *File plan in place * Messenger services in place *Decentralized records management infrastructure	% record improvement % improvement of the file plan % improvement of messenger services % centralization of the record management infrastructure	80% improvement on record management	150,000.00
To promote Customer Care through implementation of the Batho Pele principles and Service Standards	By engaging the Service Provider to conduct Customer Satisfaction Survey By automating call centre operation	Customer Care	Customer satisfaction survey conducted in 2009/10. Service standards in place. Manual Call centre operational. 60% automated call centre complete. Connected to Presidential and Premier's Hotlines. 2011/12 Batho Pele event held.	% Customer Satisfaction Survey conducted % monitoring of the service standard % automation of the Call Centre % Response to Presidential and Premier's Hotlines	80% improvement on customer care	200,000.00

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
Employee Assistance Programme						
To ensure employees wellbeing	By facilitating wellness programmes	Employee wellness	0,5% of employees are suffering from substance abuse	% reduction in substance abuse % referral guidelines developed	50% reduction in personnel suffering from substance abuse 100% referral guidelines developed	150,000.00
			2 Stress and trauma group counseling programmes held.	Number of stress and trauma group counseling held, Number of training sessions for managers and supervisors on identification of trauma and stress	1 stress and trauma group counseling held, 2 training Sessions for managers and supervisors on identification of stress and trauma.	
			One wellness event held	*Number of wellness campaigns held *Number of wellness events held * Number of partnership established	*16 awareness campaigns held *One wellness event held	
To manage workplace hazards effectively and efficiently	By managing workplace hazards efficiently and	Occupational Health and Safety	*OH&S Act in place *Water services provided with protective clothing in	*Percentage Compliance with OH&S Act *Percentage	*100% compliance to OH&S Act *100% compliance with COIDA	300,000.00

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
	effectively		2009 *Asset management personnel in possession of protective clothing *Transferred staff not provided with protective clothing *All buildings not complying with safety standards *All buildings provided with fire extinguishers	compliance with COIDA		
Human Resources Development						
Improve the foundations for human development and career preparation,”	By providing study assistance to communities in need	Human Resource Development	54 Learners in different field of studies awarded bursaries.	Number of bursaries awarded	10 bursaries Awarded.	3,300,000

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
	By having employees who are able to contribute to overall IDP targets		44 employees awarded bursaries	Number of councillors awarded bursaries, number of staff members awarded bursaries	12 Councillors awarded bursaries, 10 staff members awarded bursaries	
To reduce poor performance within the workplace, absenteeism, late coming to work, motivated workforce	By assisting employees to handle their job demands effectively		100% WSP/ATR submitted	% Plan WSP compiled. Number of training interventions implemented,	100% WSP compiled. 25 training interventions implemented.	
Contribute towards developing a new cadre of competent and committed future employees for a people oriented service.	By providing learners who completed their studies with experience			% declaration of intent developed and submitted. % mentorship guidelines developed. Number of interns appointed and placed	5 interns appointed and placed. 100% declaration of intent developed and submitted. 1 mentorship training intervention provided	
Offer insights future employment opportunities	By providing learners who have not yet completed their studies with practicals so to complete their studies.			Number of Experiential learners placed	9 Experiential Learners accepted.	

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
Recognise the prior experience gained.	To assist employees to acquire recognised qualification on experience gained in the workplace			Number of employees assessed and credited (Prior Learning and Abet)	5 of employees assessed on RPL and 125 ABET programmes	
Human Resources Administration						
To attract highly competent and committed staff	By filling vacant positions and improving service benefits	Talent attraction	Recruitment and selection policy	% advertisement of vacant posts	50% of vacant posts advertised	130,000.00
To ensure that all HR policies are in line with national standards	By implementing SALGA collective agreements	HR policies	HR policies reviewed in 2010/11	% review of existing HR policies	100%	0
Information and Communication Technology						
To enhance virtual interactive organization	By maintenance of the ICT Infrastructure and Systems	ICT Infrastructure	Maintenance Plan	% ICT Infrastructure Maintained	100% Maintenance of ICT Infrastructure	R3 000 000.00

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
	By maintenance of Website and Intranet	ICT Maintenance	100% functionality of the website and development of Intranet	% website and intranet functional	100% Website and Intranet Updated.	1 477 771.00
	By maintaining network and keeping downtimes to less than an hour		90% availability of the network	Length of Downtimes experienced	Downtimes kept under 1 hour	
To enhance virtual interactive organization	By maintaining Back-ups and establishing of Disaster Recovery Infrastructure	Business Continuity	70% of Back-up Services attended to	% Disaster Recovery Strategy in place	100% Back-ups done. 50% of Disaster Recovery Infrastructure in place	500,000.00
Labour Relations						
To promote and maintain labour peace	By ensuring that Local Labour Forum meetings are arranged	Local Labour Forum	Local Labour Forum in place	*% of functional Local Labour Forum *Number of Local Labour Forum meetings	*100% Local Labour Forum Functional *12x LLF meetings held	R0
	By developing & distributing to all SDM	Labour Relations Publications	Quarterly publications issued	Number of publications issued	4x labour relations publications issued	R0,00

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
	employees					
Legal Services						
To continuously keep the institution abreast with the latest legislative trends	By subscribing to Sabinet online	Legislative Review	2011/12 Legislative updates completed	Number of times legislative reviews conducted.	6 Legislative updates done	90 000
To speedily attend to all legal queries affecting the institution in order to avoid unnecessary litigation	By appointing a panel of attorneys	Legal matters	17 Court matters attended No query register established	*% of legal queries attended	100% of legal queries attended to	2,500,000.00
			* Panel of attorneys in place	*% of court matters resolved.	*90% of court matters resolved	
Organizational Development						
To improve business processes and productivity	By conducting a comprehensive study	Business Process Re-engineering	*Business Processes in place *2011/12 Organisational Structure in /place	*% business processes reviewed and aligned to the structure *% Organisational Structure Reviewed *% change Management Strategy Developed and implemented	*100% business processes reviewed * 100% Organisational structure reviewed * 50% change management strategy reviewed and implemented	800,000.00

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
To plan, implement, monitor, measure, report, review and improve individual performance		Performance management for level 4-7 officials		Number of level 4-7 staff who signed performance commitments.	100% completion of signed performance commitments for level 4-7 officials.	0

6.2.4. Department: Community Services

CORE FUNCTIONS

- Emergency Services
- Environmental Health and Social Services
- Sports and Recreation Services

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
Mayoral Priorities: Community Development and Social Cohesion						
MUNICIPAL HEALTH SERVICES						
To achieve and maintain a clean environment in which communities of the District are living	Environmental Management	Air Quality and Weather Station	Air Quality and Weather station in place	# of monitoring and evaluation reports	4 monitoring and evaluation reports produced	2,000,000.00
To ensure that Sekhukhune District area is environmentally green	Planting of Indigenous Trees in our areas	TalafatsaGa Sekhukhune	488 trees planted	# of indigenous trees planted	1000 indigenous trees planted	100,000.00
To sustain and protect the environment against pollution	Upgrading and selection of new cemetery sites	Upgrading of Cemeteries	Intergrated Environmental manage,ent plan available	# of cemeteries fenced	Five cemeteries fenced	250,000.00
To have an educated community about HIV/AIDS and	Support to Non-profit and public institutions.	HIV/AIDS awareness campaigns	Mainstreaming strategy is in place	# of awareness campaigns	4 awareness' campaigns	500,000.00
		Support to NPO's	MOU has been	# of NPOs	1 NPO	0

effective community based and public institutions dealing with HIV/AIDS			entered into between SDM and one NPO	supported	supported	
		District Health Council	SDM Health Council action plan	# of DHC programs facilitated	4 DHC programs facilitated	100,000.00
		Hlogotlou community waste disposal centre	Site permitted	% completion of construction of the centre	100% of the centre constructed and handed over	R0
To ensure proper control and use of wetlands	Environmental Management	Conservation/Fencing of Wetlands	Conduct/Fence wetlands areas	# of wetlands fenced/conducted	Two wetlands fenced/ awareness conducted	R0
To ensure that communities of the district are aware of MHS programs	Conduct Municipal Health Education	MHS awareness campaign	MHS by-law	# of MHS awareness campaigns	2 MHS campaigns conducted	50,000.00
To ensure that MHS are performed effectively	Provision of Equipment for MHS	MHS equipment's	Section 78 report on MHS	% provision of MHS equipments for personnel	100% provision of MHS equipments for personnel	150,000.00
SPORTS ART AND CULTURE						

To have a community that practices sports and recreation as a lifestyle	By promoting sports and recreation activities in the district	Eastern limb Executive Mayor's marathon	2011/12 marathon held with 600 athletes participating	# of athletes participating in the executive mayor's marathon	700 athletes participating	100,000.00
To preserve and maintain Arts and Culture of the communities of Sekhukhune District	By organizing events that celebrate arts and culture of the communities of Sekhukhune	Sports and Arts Development	2011/12 cultural music festival	# of Arts and Culture programs	4 arts and culture programs held	1,500,000.00
			2011/12 Executive Mayor's cup held focusing on netball and rugby	% success hosting of the cup	100% success hosting	
EMERGENCY MANAGEMENT SERVICES						
To have a community that is well-informed, protected, safe and can access timely relief from disaster situations.	By providing resources and necessary tools against disaster situations	Disaster Management	Disaster Relief Materials provided in relief situations in the 11/12 FY	# of Disaster Relief Materials Provided	50 Tents, 1000 Blankets, # of Food Parcels on an as and when basis.	500,000.00
			Disaster Management Plan in Place.	% Review of the Disaster Management Plan	100% Review of the Disaster Management Plan.	
		Disaster Management Centre (DMC)	New	% Access to Land for the DMC	100% Access to Land for the DMC	
		Emergency Awareness campaigns	55 awareness campaigns held	# of awareness campaigns	55 awareness campaigns	50,000.00

					held	
To have a well-informed community that receives timely response from EMS	By providing resources and necessary tools for emergency situations	Emergency Services Vehicles	5 Fire Engines Available	# of Rapid Response Vehicles Provided	6 Vehicles Provided	R0
		EMS equipments (Water)	No equipment's	# of water Rescue equipment's Provided	4 sets of water rescue equipment's	150,000.00
			Hydraulic equipment serviced	% of EMS equipment serviced	100% of EMS equipment serviced	
		EMS Equipments Maintenance	Equipments maintained	% of EMS equipments maintained	100% of EMS equipment serviced	200,000.00
		Arrive alive campaigns	National rolling law enforcement plan	# of seasonal campaigns held	Easter and Festive campaigns	180,000.00
		EMS Training academy	Established , accredited and operational training academy	# of classes conducted in the training academy	2 classes to be conducted	100,000.00
		Protective clothing	Occupational health and safety Act	% provision of protective clothing for all new personnel	100% provision of protective clothing for all new personnel	250,000.00
		Landscaping and horticulture	2x Fire stations built	# of fire stations attended to	All five fire stations Centre's attended to continuously	R0

6.2.5. Department: Infrastructure & Water Services

CORE FUNCTIONS

- Provisioning and Maintenance of Water and Sanitation
- Provisioning and Maintenance Energy
- Provisioning and Maintenance of Roads, Storm Water and Transport
- Social Facilitation of Capital Projects
- Project Management

INFRASTRUCTURE CAPITAL PROJECTS

Infrastructure Capital Projects have been organised into various funding sources as follows; Accelerated Community Infrastructure Projects (ACIP), Regional Bulk Infrastructure Grant (RBIG), Regional Bulk Infrastructure Grant Special (RBIG Special), DWA Refurbishment and Municipal Infrastructure Grant (MIG). These programmes are the main funding sources for Capital Projects.

6.2.5.1. Accelerated Community Infrastructure Projects 2012/2013

The following projects have secured funding under the Accelerated Community Infrastructure Programme (ACIP)

PROJECT NAME	SECTOR	LOCAL MUNICIPALITY/AREA	BUDGET
Marble Hall Waste Water Treatment Works	Sanitation	Ephraim Mogale	R3,000,000
Mokobola Water Supply Phase 2	Water services	Tubatse	R500,000
Mahlakwena Village Bulk Water Supply	Water services	Greater Tubatse	R4,700,000
TOTAL			R8,200,000

6.2.5.2. Regional Bulk Infrastructure Grant (RBIG)

The following is the list of projects that will be implemented in 2012/2013 financial year where funding has been secured under the RBIG Programme

PROJECT NAME	SECTOR	LOCAL MUNICIPALITY	BUDGET
Moutse Bulk Water Supply	Water services	Elias Motsoaledi	R31,471,208
Moutse Bulk Water Supply Phase 3,4 & 5	Water services	Elias Motsoaledi	R8,528,792
Nebo Plateau Bulk Water Supply Jane Furse to Marulaneng	Water services	Makhuduthamaga	R22,790,000
Nebo Plateau Bulk Water Supply Jane Furse to Lobethal	Water services	Makhuduthamaga	R22,210,000
Praktiseer Bulk	Water services	Tubatse	R40,000,000

Pipeline			
TOTAL			R125,000,000

6.2.5.3. Regional Bulk Infrastructure Grant (RBIG) Special 2012/2013

The following projects have secured funding under the RBIG Special Programme

PROJECT NAME	SECTOR	LOCAL MUNICIPALITY/AREA	BUDGET
Update of Master Plan	Water services	District wide	R1,600,000
Moutse Bulk Water Supply (Phase 4 & 5) second pumping main from Groblersdal to Elandsdoorn 7,3km + 10km	Water services	Elias Motsoaledi	R140,900,000
De Hoop off take (River crossing-link from TCTA-2C pipeline to WTW)	Water services	Makhuduthamaga	R12,000,000
Magnet Heights to Schoonoord Bulk Pipeline	Water services	Makhuduthamaga	R7,000,000
5Ml Command Reservoir in Schoonoord	Water services	Makhuduthamaga	R5,000,000
Doubling of Pipeline GaMalekane to Jane Furse	Water services	Tubatse	R10,000,000
Tripling of Capacity of WTW at GaMalekane to 36M/day	Water services	Tubatse	R10,000,000
Burgersfort Bulk Distribution Pipelines to Manoke and Dresden	Water services	Tubatse	R40,000,000
Total			R226,500,000

6.2.5.4. Department Of Water Affairs (DWA) Refurbishment Projects 2012/2013

The following projects have secured funding and will be implemented in the 2012/2013 financial year under DWA Refurbishment programme

PROJECT NAME	SECTOR	LOCAL MUNICIPALITY	BUDGET
Penge Local	Sanitation	Tubatse	R7,500,000
Groblerdal/Luckau Hlogo Tlou WTW	Water services	Makhuduthamaga	R3,500,000
Groblerdal/Luckau – Motetema Luckau Legolaneng Mogau & Sterkfontein	Sanitation	Makhuduthamaga	R2,500,000
KwaNdebele/Renosterkop Dennilton pump station	Sanitation	Elias Motsoaledi	R2,500,000
Piet Gouws community water supply Mabopane/Moraleng	Water services	Makhuduthamaga	R3,400,000
Blyde Local Source Refurbishment	Water services	Tubatse	R3,000,000
Leolo Local Source	Water services	Makhuduthamaga	R1,500,000
Flag Boshielo Elandskraal sewage ponds	Sanitation	Ephraim Mogale	R2,500,000
Lower Steelpoort/Praktiseer sewage ponds	Sanitation	Tubatse	R2,500,000
De Hoop Refurbishment Mapodile sewage ponds	Sanitation	Tubatse	R2,500,000
Vergelegen replacement of line	Water services	Makhuduthamaga	R4,200,000
Total			R35,600,000

6.2.5.5. Municipal Infrastructure Grant (MIG) Projects 2012/2013

The following projects will be implemented under MIG Programme during the 2012/2013 financial year

PROJECT	SECTOR	LOCAL MUNICIPALITY	BUDGET
Nkadimeng RWSS phase 5-10	Water services	Makhuduthamaga	R281,000
Jane Furse 10MI Command Reservoir (PH1C)	Water services	Makhuduthamaga	R19,877,000
De Hoop Water	Water services	Regional	R7,909,000

Treatment Works 12 MI PH1B			
Carbonites to Zaaiplaas	Water services	Elias Motsoaledi	R32,230,000
Nebo Plateau Sub-project 1A-PL to Jane Furse	Water services	Makhuduthamaga	R15,000,000
GaMalaka Water Supply	Water services	Makhuduthamaga	R3,216,000
Sekwati Water Supply Project phase 2&3	Water services	Makhuduthamaga	R12,746,000
Gankoana Housing Scheme BWS	Water services	Fetakgomo	R12,772,000
Apel Sanitation	Sanitation	Fetakgomo	R900,000
VIP Toilets Mahlashi Makotaseng and Matokomane	Sanitation	Tubatse	R937,000
Groblersdal Luckau Water supply	Water services	Regional	R10,695,000
Tafelkop Reticulation	Water services	Elias Motsoaledi	R31,960,000
Moteti A,B,C (Zoetmelkfontein) water reticulation	Water services	Elias Motsoaledi	R9,289,000
Zaaiplaas village Reticulation	Water services	Elias Motsoaledi	R18,800,000
Praktiseer Water Supply	Water services	Tubatse	R16,450,000
Taung Water Reticulation	Water services	Tubatse	R14,855,000
Roosenekal WWTW Upgrade	Sanitation	Elias Motsoaledi	R6,391,000
Apel Sewer WWTW	Sanitation	Fetakgomo	R15,980,000
Burgersfort WWTW 7MI New Plant	Sanitation	Tubatse	R29,353,000
Ramphelane Sanitation	Sanitation	Makhuduthamaga	R3,543,000
Alverton and GaMotodi Rural Sanitation	Sanitation	Tubatse	R4,010,000
VIP Sanitation for 7252 toilets	Sanitation	All local municipalities	R23,700,000
Moutse Bulk Water Supply (Counterfunding)	Water services	Regional	R60,000,000
Mokobola Bulk water supply	Water services	Tubatse	R7,000,000
Mahlakwena water	Water services	Tubatse	R4,700,000

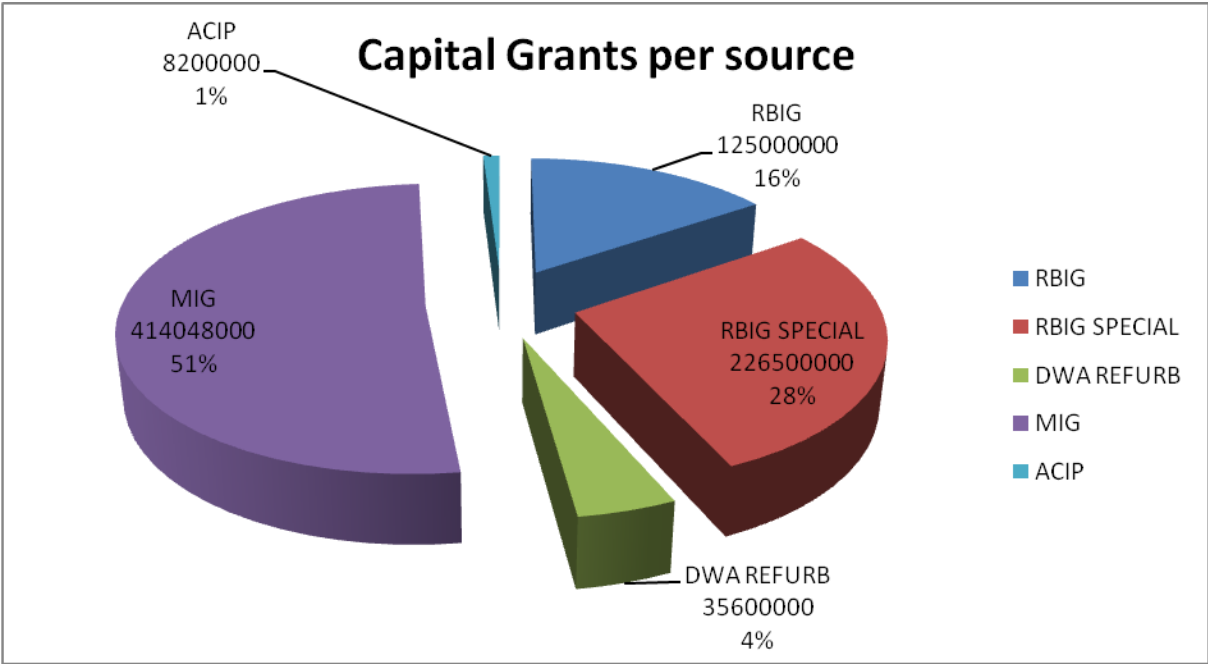
supply			
Mohlaletse (GaPhasha Mapulaneng) VIP	Sanitation	Fetakgomo	R6,900,000
Olifantspoort Regional Supply phase 6	South Water Scheme	Water supply	Regional
Mooihoek Bulk	Internal	Water supply	Regional
Total			R414,048,000

6.2.5.6. Analysis of the Capital Budget 2012/2013

The total Capital Budget from grants for the implementation of various Capital Projects in the 2012/2013 financial year is at R814, 3 Million. The largest percentage of this Capital Grants is received from Municipal Infrastructure Grant (MIG) at 414 Million (51%), followed by RBIG Special at R226,5 Million (28%), the RBIG at R125 Million, DWA Refurbishment at R35,6 Million and ACIP which is at R8,2 Million (1%).

In total there are 56 Infrastructure Capital Projects to be implemented in the 2012/2013 financial year. All of the projects relate to the implementation of Water and Sanitation programme. The picture also shows that the Municipality is still dependent of grants to fund Infrastructure Programme and to extend services to various communities. There is a need for the Municipality to develop a three year rolling Infrastructure and Capital Projects Investment Plan to deal with identification of infrastructure projects for 2013/2014, 2014/15 as well as 2015/2016 financial years.

Sekhukhune District Municipality must also develop a plan to intensively identify and zoom into the areas where services are being provided in order to implement financial cost recovery. This process will require the participation of various departments such as Planning and Economic Development (property zoning information), Infrastructure (Installation of meters and maintenance programme), Budget and treasury (billing systems), Speaker's office (Community awareness) and other departments in the Municipality. The long terms sustainability of the Infrastructure Investments hinges on the ability of the Municipality to recover investments through cost recovery measures.



6.2.6. Department: Planning and Economic Development

CORE FUNCTIONS

- Local Economic Development
- Spatial Planning
- Land Use Management
- Integrated Development Planning

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
Mayoral Priority: Economic Growth, Development and Job Creation Spatial Development and Sustainable Land Use Management						
SPATIAL PLANNING						
To ensure planned and sustainable growth patterns	By effective implementation of spatial development framework	Growth Management	Spatial development framework	% completion of the growth management plan/policy	100% completion of the growth management plan/policy	400,000.00
To ensure compliance and observation of sustainable land use management practices	Establishment of functional local and district land development tribunals		Draft Land Use Management Schemes of the local municipalities	# of land development tribunals	6 functional land development tribunals	
To provide an appropriate and efficient land use management system that facilitates growth, investment and continuous regeneration	By Implementing Land Use Management Schemes		Draft Land Use Management Schemes	#of Land Use Management Awareness/campaign	5 land use management awareness	
To provide for an efficient and effective spatial information	By effective implementation of GIS strategy		Non-spatial data in place	% completion of maps for all non-spatial data	100% completion of maps for all non-spatial data in place	

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
service			Spatial and non-spatial data in place	# of spatial modeling and data analysis studies conducted	36 spatial modeling and data analysis studies conducted	
			GIS strategy	% completion of data cleaning	100% completion of data cleaning	
			GIS strategy	%completion of integration of local municipalities into the central geo-database	100% completion of integration of local municipalities into the central geo-database	
Mayoral Priority: Economic Growth, Development and Job Creation						
LOCAL ECONOMIC DEVELOPMENT						
To create conducive environment for sustainable growth and development of enterprises	By facilitating capacity building , strategic procurement, access to markets and finance	Local Economic Development	40 SMMEs capacitated	# of SMMEs capacitated	50 SMMEs capacitated	R1 170 000
			7 exhibitions held and 2 exposure trips	# of exhibitions held and # of exposure trips	10 exhibitions held and 4 exposure trips undertaken	
			Information seminars	% attendance to SMMEs fair' by the invited SMME's	75% attendance of invited SMMEs	
To promote Sekhukhune as a preferred tourism	By facilitating and promoting development of		Tourism strategy, tourism route plan	# of tourism promotional materials developed	4 sets of promotional materials developed	

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
destination	tourism destinations and products					
To ensure that emerging farmers are competitive and increase their output	By facilitating support to emerging farmers		Agro-processing feasibility study and business plan	% facilitation of agro-processing centre establishment.	20% establishment	
			Database of project supported	# of projects provided with technical support	10 projects	
			2 projects undergone mentorship in 2010/11	# of projects mentored	5 projects mentored	
To inform and enhance public and private decision-making on economic and policy issues related to rural development	By developing and distributing a broad range of economic and other social science information and analysis		2011/12 database on job creation	% job creation database developed	1 Comprehensive job creation database developed	
			SLA's	% report developed on the "Analysis of the impact of mining operations on the livelihoods of the local citizens".	1 comprehensive report	

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
			Projects Reports,	% report developed on the "Analysis of the Socio -Economic Impact of the municipal infrastructure projects".	1 comprehensive report	
To encourage growth and emergence of other economic sectors apart from mining, agriculture and tourism.	By researching and harnessing new and emerging sectors		Draft Provincial Green economy plan in place	# of green economy interventions researched	2 green economy interventions researched	
STRATEGIC COORDINATION						
To ensure proper implementation, monitoring , measurement and review of organizational and individual performance To standardize and unify processes and practices.	By effectively implementing the SDBIPs	Performance Management (Organisational)	SDBIP 2011/12	% completion of the SDBIP	100% completion of the 2013/14 SDBIP	30 000
			Performance agreements	% completion of PAs of Section 57 managers	100% signed PAs	
			2011/12 institutional performance reviews conducted	# of institutional performance reviews sessions conducted	4 sessions of institutional performance reviews	
			2011/12 Mid Year	# Performance appraisals and	2 Performance appraisal and	

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
			performance appraisals and reviews conducted.	reviews conducted.	review sessions conducted.	
			*Monthly, Quarterly, Mid Year and Annual reports in place.*Quarterly Integrated reporting template	# of Reports consolidated.	*8 monthly reports; 4 quarterly; 1 Midyear report and 1 Annual report. *4 quarterly Integrated reporting template	
			Excellence Awards. VUNA Awards.	% participation in Limpopo Municipal Awards	100% participation in Limpopo Municipal Awards	
			Gap Analysis Report.	# projects visited.	4 project visitations conducted.	
			SDM plans, strategies, policies and procedures	# of SDM plans, strategies, policies and procedures reviewed.	3 SDM plans, strategies, policies and procedures reviewed per quarter.	
			PMS Framework and Policy document	% implementation and compliance with annual planning, performance, budgeting and	100% implementation of and compliance to annual planning, performance,	

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
				reporting calendar	budgeting and reporting calendar	
			PMS Framework and Policy document. Annual Reports.	% functionality of database of Performance Management Information and data	100% functionality of database of Performance Management Information and data	
			2009/10 Performance Management policy, framework and procedure.	% development, review and approval of Performance management policies, frameworks and procedures	100% development, review and approval of Performance management policies, frameworks and procedures	
To ensure that SDM has a principal strategic planning document that guides and informs all planning and decision making in the year 2013/14	By preparing and organizing the processes that will be followed in achieving the principal strategic planning document	Integrated Development Planning	IDP/Budget 2011/12 – 2015/16	Time of completion and submission of IDP Framework/Process Plan to the SDM Council for adoption	31 August 2012	R500 000
	By implementing the adopted Framework/Process Plan for the IDP review of 2013/14		IDP/Budget 2011/12 – 2015/16	Time of submission of IDP Review of 2013/14 to the SDM Council for adoption	30 May 2013	
		IGR	District and	# District and	4 District and 4	10,000.00

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
			Provincial Forum.	Provincial Forum meetings	Provincial Forum Meetings held.	

6.2.7. Department: Budget & Treasury

CORE FUNCTIONS

- Asset Management
- Income
- Expenditure
- Supply Chain Management
- Budgeting and Compliance

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
Mayoral Priorities: Effective, Accountable and Clean Government						
Revenue Management						
To ensure timely provision of accurate bills to customers	Implement revenue enhancement strategy (strategy altered) – Medium term projects	Revenue Management	61% of metered customers billed	% increase in number of customers billed	80% of metered customers billed	100,000.00
			2800 Consumers Billed	# of Increased Consumers Billed	4300 Consumers Billed	
To ensure sufficient revenue to address development imperatives	By robust implementation of the Revenue Enhancement Strategy		1 Pay Point	# of Pay Points Established	8 pay Points Established	
Expenditure Management						
To ensure prudent expenditure management	By developing appropriate expenditure management mechanisms	Creditors Register	Payment requests processed	# and time taken to process duly completed payment requests	Monthly Reports on # and time taken to process payments	N/A
Asset Management						
To ensure that inventory is adequately accounted for, properly recorded and safeguarded		Asset Management	Elementary Stores in place	% Completion of Stores Adhering to Safety Standards	50% Stores Adherent to Safety Requirements	R1000,000.00
			Procedure Manual in Place	# of Stores Management Reports	12 Monthly Reports Issued	

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
To ensure proper recording and safeguarding of assets	Upload and Activate the Assets Management Module		E-Venus in Place	# of assets accounted for with % accurate values	12 Monthly Reports Issued	Moved to CS
			New	% Completion of the Asset Management Plan	100% Completion of the Assets Management Plan	R2 500,000.00
	Review of the Asset Register		Asset Register in Place	% Completion of the Reviewed Asset Register	100% Completion of the Reviewed Asset Register	
Supply Chain Management						
To ensure the optimum, efficient, effective functional procurement processes.	Develop realistic operational mechanisms	Procurement Processes	Incomprehensive Procurement Plan	% Completion and Timely Development of the Procurement Plan Aligned with the Approved SDBIP	100% Completed Procurement Plan by July 2012	n/a
To ensure functional bid committees	Provide necessary administrative support to bid committees	Bid Committees	Bid Committees Established and Members Appointed	# of Bid Committees Members Trained	All Appointed Bid Committees Members Trained	R0
			Bid Committees Established	# of Scheduled Meetings Held and Accurate Minutes Provided Timeously	All Meetings Held as per the Schedule and Minutes Provided Timeously	
To empower the previously disadvantaged and the local companies		Preferential Procurement	SCM Policy and Preferential Procurement Policy Act	% of procurement spent on targeted groups	100% of targeted amount spent	N/A
Budgeting & Compliance						

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
To ensure certainty on municipal finances	Review of a 5 Year Financial Plan	Financial Planning	N/A	% Completion and Approval of the Financial Plan	100% Completion and Approval of the Financial Plan	N/A
To ensure timeous and accurate financial reporting	Adherence to legislative reporting requirements	Financial Reporting	MFMA, DORA, Treasury Regulations	% Completion and Timeous Submission of All Statutory Reports	100 % Completion and Timely Submission of All Reports as per the requirements	N/A
To ensure a credible and realistic budget of the municipality	Development and Approval of 12/13 FY Budget Process Plan	Budget and Compliance	11/12 Approved Budget Process Plan	% Development and Timely Approval of the Budget Process Plan	100% Development of the Budget Process Plan by 31 August 2012.	100,000.00
Contract Management						
To centralize contract management		Contracts register	Estimated at 25% availability of SLA's	% of SLA's available	100% availability of SLA's	R0.00
			50% contracts entered into by departments without legal advice	% of contracts reviewed	100% of contracts reviewed	
			25% of contracts reviewed regularly	% of contracts reviewed	100% of contracts reviewed	
Generic						

Objectives	Strategies	Project	Baseline	Performance Indicator	Annual Target	Budget
To ensure reliable financial systems	Institute financial systems	Financial Systems	E-Venus, VIP, Collaborator Financial Systems in Place	# of Departments connected to the Financial Systems; % Functionality of All Systems	All Departments connected to the Financial Systems (Directors and Secretaries) 100% Functionality of All Systems	moved to CS
To ensure compliance to all governance and financial management and reporting requirements	Implementation of AG Action Plan	Operation Clean Audit 2014	AG Action Plan	# of AG Queries Addressed	All AG Queries Addressed.	N/A

6.2.8. Speaker's Office

CORE FUNCTIONS

- Oversight of Councilors' responsibilities
- Secretariat
- Public Participation

Objective	Strategies	Project	Baseline	Performance Indicator	Annual target	Budget
Mayoral Priorities: Active Community Participation and Intergovernmental Participation						
Secretariat Division						
Build an effective and transparent institution	Developing and implementing schedule of Council activities.	Schedule of Council activities	2012/13 F/Y Schedule of Council Activities	Number of meetings as per Schedule of Council Activities	6 Council meetings held, 8 Portfolio Committee meetings per Section 79 Committee held	1,000,000.00
To ensure optimum functionality of council and its structures	Delivering agendas for Council and s79 Committees	Council agendas	Schedule of Council activities	Number of agendas delivered	6 Council agendas, 8 Portfolio Committees' agendas per Section Committee	
Enhanced secretariat competence	Conduct refresher workshops	Capacity building	Workshops held for FY 2011	Number of refresher workshops held	2 refresher workshops held	800,000.00
Hold the Executive accountable through keeping abreast with actual implementation of the budget	Develop oversight reports	Oversight Reports		Number of Oversight reports produced	4(quarterly) oversight visits reports	r0

Objective	Strategies	Project	Baseline	Performance Indicator	Annual target	Budget
To ensure that strategic plans are in place and implemented	Develop programmes of action	s 79 Schedule of strategic planning sessions	Schedule for strategic planning sessions	1 strategic planning session held per Section 79 Committee	1 strategic planning session per Section 79 Committee	
To ensure that Council fulfill its responsibilities as enshrined in the Constitution Chapter 7 and the Local Government' Municipal Structures Act 117 of 1998 as amended and promote orderly conduct of Council and its structures	By conducting workshops for councillors and ensuring that the rules and orders are followed to the latter during Council and it's structures' proceedings	Standing Rules and Orders of Council	Current Standing Rules and Orders of Council	Percentage of work performed	Reviewed and approved Standing Rules and Orders of Council	R0
Develop an inclusive youth parliament policy	Consulting the youth in developing policy	Youth parliament(council) policy	Different youth structures	Percentage of work performed	Submit youth council policy to Council	R0
To ensure implementation of IGR To ensure active community participation	Provision of support and coordination to District Speaker's Forum Provision of support and	District Speakers' Forum	IGR Framework	Number of forums held	4 District Speakers' forum	10,000.00

Objective	Strategies	Project	Baseline	Performance Indicator	Annual target	Budget
	coordination to					
	Provision of support and coordination to District Chief whips' Forum	Chief whips' Forum	IGR Framework	Number of forums held	4 District Chief whips' Forum	
Welfare & Councillor Support Division						
All councillors submit declaration of interests forms	Facilitate workshop on Councillor Code Of Conduct	Declaration of councillor interests	Councillor induction workshop held(2011)	Percentage of preparation work performed	Facilitate one workshop	R0
	Facilitate workshop on Councillor Code Of Conduct	Code of conduct workshop	Councillor induction workshop held(2011)	Percentage of preparation work performed	Facilitate one workshop	
Councillors are aware of tax obligations	Facilitate workshop on income tax returns	Submission of income tax returns	Councillors submit their returns	Percentage of preparation work performed	Host one workshop on tax returns	
Facilitate support to councillors	Facilitate one stop service to councillors	General councillor welfare	Support provided on demand	Requests made and support provided	Support councillor on their needs	
Councillor make strategic inputs	Facilitate training	Capacity building	Capacity building workshops held	Percentage of preparatory work done	1 Training workshop held for each port folio	R0

Objective	Strategies	Project	Baseline	Performance Indicator	Annual target	Budget
					committee	
Bench marking with similar municipalities	Facilitate horizontal learning	Horizontal learning	Working relations with City Of Johannesburg	Percentage of activities completed	2 horizontal learning activities held	R0
Public Participation Division						
Objective	Strategies	Project	Baseline	Performance Indicator	Annual target	Budget
To have capacitated and functional ward committee	By providing capacity building programmes and promote cooperation amongst ward committees	Ward Committees' support	Public Participation Policy	Number of training workshops held	2 District facilitated workshops	300,000.00
		Site visits	Public Participation Policy	Number of ward committees with challenges visited	On ad-hoc basis	
		Ward committees annual conference	Ward committee conference 2010	Number of ward committees' represented at the annual conference	1 activity held	
To enhance public participation	By providing ongoing Speaker's outreach programmes	Speaker's outreach programme		Number ward committees attending meetings	5 meetings held	1,500,000.00
Enhanced public attendance of council	By publicising council events	Public participation	Current attendance levels	Attendance levels of council	Number of public notices and	

Objective	Strategies	Project	Baseline	Performance Indicator	Annual target	Budget
activities			of council activities	activities	media statements	
Improved response to petitions received	Develop petitions policy	Petitions Policy	Petitions received	Percentage of work performed	Number of petitions received and responses given	

6.3. Budget summary

	2012/2013
OPERATIONAL GRANTS	
Equitable Shares	(365,585,000.00)
FMG	(1,250,000.00)
MIG	(3,500,000.00)
MSIG	(1,000,000.00)
DWA O&M	(7,860,000.00)
SDM FUNDING	(75,364,600.00)
SUB TOTAL	(454,559,600.00)
OPERATING EXPENDITURE	
Salaries	198,297,234.18
Councilors Allowance	7,957,664.53
General expenses	181,695,001.29
Bulk purchase	47,130,200.00
Repairs and Maintenance	17,079,500.00
SDA Expenditure	2,400,000.00
TOTAL OPERATIONAL EXPENDITURE	454,559,600.00
SURPLUS ON OPERATIONAL BUDGET	0.00
CAPITAL ADMIN	
OWN FUNDING	(4,800,000.00)
	(4,800,000.00)
CAPITAL GRANTS	
ACIP	(8,200,000.00)
MIG	

	(414,048,000.00)
RBIG	(351,534,000.00)
DWA(REFURB)	(35,600,000.00)
TRANSPORT	(1,776,000.00)
EPWP	(3,124,000.00)
	(814,282,000.00)

Capital admin expenditure	4,800,000.00
	4,800,000.00

CAPITAL EXPENDITURE	
ACIP	8,200,000.00
RBIG SPECIAL	226,500,000.00
MIG	414,048,000.00
RIBG	125,000,000.00
DWA(REFURB)	35,600,000.00
TRANSPORT	-
TOTAL	CAPITAL
EXPENDITURE	809,348,000.00

SURPLUS ON CAPITAL BUDGET	(4,934,000.00)
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TOTAL REVENUE BUDGET	(1,273,641,600.00)
OPERATING GRANTS	(454,559,600.00)
CAPITAL GRANTS	(819,082,000.00)

TOTAL EXPENDITURE	1,268,707,600.00
OPERATING EXPENDITURE	454,559,600.00
CAPITAL EXPENDITURE	814,148,000.00

6.4. Projects from Sector Departments and Parastatals

6.4.1. Eskom Projects for 2012/13

District Council	Municipality Code & Name	Project Name	Planned Capex (Excl VAT)	Planned Capex (Incl VAT)	Total Planned Connections
DC47 Sekhukhune District	LIM474 Fetakgomo	Manotwane & Selepe	R 661,359.09	R 753,949	52
DC47 Sekhukhune District	LIM474 Fetakgomo	Maebe & Mashilabele	R 1,360,873.52	R 1,551,396	107
DC47 Sekhukhune District	LIM473 Makhuduthamaga	Thabampshe	R 938,000.00	R 1,069,320	67
DC47 Sekhukhune District	LIM473 Makhuduthamaga	Phokoane	R 574,000.00	R 654,360	41
DC47 Sekhukhune District	LIM473 Makhuduthamaga	Maololo/Madiane	R 938,000.00	R 1,069,320	67
DC47 Sekhukhune District	LIM475 Greater Tubatse	Motlouela	R 8,295,632.03	R 9,457,021	539
DC47 Sekhukhune District	LIM475 Greater Tubatse	Malokela	R 7,679,186.00	R 8,754,272	830
DC47 Sekhukhune District	LIM475 Greater Tubatse	Phala	R 4,883,044.73	R 5,566,671	355
DC47 Sekhukhune District	LIM475 Greater Tubatse	Shakung phase 2	R 2,996,000.00	R 3,415,440	214
DC47 Sekhukhune District	LIM471 Ephraim Mogale	Leeufontein RDP Ext 2	R 4,090,000.00	R 4,662,600	409
DC47 Sekhukhune District	LIM472 Elias	Moshate Mountain View, Moshate Dithabeng, Mohlamme	R 1,050,000.00	R 1,197,000	75

District Council	Municipality Code & Name	Project Name	Planned Capex (Excl VAT)	Planned Capex (Incl VAT)	Total Planned Connections
District	Motsoaledi	Section Lesehleng A, Lesehleng B, Lekwaneng, Thabanaswana, Maswikaneng & Melodi			
DC47 Sekhukhune District	LIM472 Elias Motsoaledi	Thabakhubedu	R 434,000.00	R 494,760	31
DC47 Sekhukhune District	LIM472 Elias Motsoaledi	Masodi, Magukubjane & Syferfontein	R 420,000.00	R 478,800	30
Total			R 34,320,095	R 39,124,909	2817

6.4.2. Projects by Road Agency Limpopo for 2012/13

DEVELOPMENT PRIORITIES	PLANNED PROJECT	LOCAL MUNICIPALITY	BUDGET (RANDS)
Upgrading of road (Gravel to tar) & bridge construction	Road D4285: Ga-Matlala to Ga-Mmela to Tsimanyane to Kromdraai	Makhuduthamaga	6 880 818
Upgrading of road (Gravel to tar) & bridge construction	Road D4137: Mankele Bridge and road	Greater Tubatse	1 528 539
Upgrading: Bridge Construction	Road D4055: Maredi to Senyatho Bridge	Greater Tubatse	16 083 905
Upgrading of road (Gravel to tar)	Road D2405: Alverton to Rietfontein to Kgautswane (P116/1)	Greater Tubatse	60 327 405
Upgrading of road (Gravel to tar)	Road D1392: Ga-Masha-Mampuru-Tukakgomo-Makgabane	Greater Tubatse	1 119 683
Upgrading of road (Gravel to tar)	Road D1948: Dennilton (Philadelphia Hosp) Marble Hall	Ephraim Mogale	2 320 510
			88 260 860

6.4.3. Department of Water Affairs

Programme	Project	Local Municipality	Budget for 2012/13
	Orighstad IRS	Tubatse	0.00
	Lebalelo Central and North RWS IRS	Tubatse	0.00
LPR011	Nebo	Makhuduthamaga	50 000 000.00
LPR012	Mooihoek		45 000 000.00
LPR019	Moutse	Elias Motswaledi	40 000 000.00
	ORWRDP Phase 2A De Hoop Dam	Elias Motswaledi	409 651
	ORWRDP Phase 2C De Hoop Dam to Steelpoort town	Greater Tubatse	
	ORWRDP Phase 2D Steelpoort town to Mooihoek	Greater Tubatse	
	Phase 2 of Mooihoek WTW as a new 12 Megaliter/day WTW	Greater Tubatse	30 000 000.00
	Phase 2 of Steelbridge WTW as a new 12 Megaliter/day WTW	Greater Tubatse	30 000 000.00

6.4.4. Department of Education

BAS Alignment	Budget Program Name as per Estimates of Provincial Expenditure documentations	Project name	District Municipality Name	Municipality Name per Demarcation Board (If project covers more than one LM, then select DM)	Project status	Type of Infrastructure	Number of units	Target Start Date	Target Completion Date	Sum of EPWP Allocated Budget	Sum of Total Project Budget over multiple financial years	Sum of Total available for this financial year	Sum of MTEF 1 2012/13	Sum of MTEF 2 2013/14	Sum of MTEF 3 2014/15
		Circuit Office - Moutse	Sekhukhune	Elias Motsoaledi	Retention	Circuit Office 2	3	15/08/2008	14/08/2009		R 29,717	R 1,707	R 1,500	R 0	R 0
		Circuit Office - Phokwane / Nebo	Sekhukhune	Makhuduthamaga	Retention	Circuit Office 2	3	15/08/2008	14/08/2009		R 29,849	R 879	R 1,500	R 0	R 0
		Dihlabaneng	Sekhukhune	Sekhukhune District Municipality	Retention	New schools 2	16	10/01/2011	30/09/2011		R 13,452	R 17,398	R 734	R 0	R 0
		KABISHI PRIMARY	Sekhukhune	Sekhukhune District Municipality	Retention	New Schools - Offshoot 2	16	01/01/2009	30/09/2011		R 23,803	R 8,603	R 1,086	R 0	R 0
		Mamphokgo Primary	Sekhukhune	Sekhukhune District	Retention	New offshoot	12	15/04/2007	15/04/2008		R 17,109	R 0	R 1,042	R 0	R 0

BAS Alignment	Budget Program Name as per Estimates of Provincial Expenditure documentations	Project name	District Municipality Name	Municipality Name per Demarcation Board (If project covers more than one LM, then select DM)	Project status	Type of Infrastructure	Number of units	Target Start Date	Target Completion Date	Sum of EPWP Allocated Budget	Sum of Total Project Budget over multiple financial years	Sum of Total available for this financial year	Sum of MTEF 1 2012/13	Sum of MTEF 2 2013/14	Sum of MTEF 3 2014/15
				Municipality		school									
		MATSEPE PRIMARY	Sekhukhune	Sekhukhune District Municipality	Retention	New Schools - Replacement	24		01/10/2011		R 43,067	R 18,056	R 2,154	R 0	R 0
		Njoma Primary - construction	Sekhukhune	Sekhukhune District Municipality	Retention	Emergency storm damaged schools 2/SCWB	10	10/11/2010	04/01/2010		R 13,504	R 5,651	R 676	R 0	R 0
		Nthame (SEKABATE) PRIMARY	Sekhukhune	Greater Tubatse	Retention	New Schools - Offshoot 1	18	03/09/2008	03/09/2009		R 26,883	R 0	R 1,146	R 0	R 0
		Onani	Sekhukhune	Elias Motsoaledi	Construct	New	12	15/04/2	15/04/2		R	R 0	R 373	R 0	R 0

BAS Alignment	Budget Program Name as per Estimates of Provincial Expenditure documentations	Project name	District Municipality Name	Municipality Name per Demarcation Board (If project covers more than one LM, then select DM)	Project status	Type of Infrastructure	Number of units	Target Start Date	Target Completion Date	Sum of EPWP Allocated Budget	Sum of Total Project Budget over multiple financial years	Sum of Total available for this financial year	Sum of MTEF 1 2012/13	Sum of MTEF 2 2013/14	Sum of MTEF 3 2014/15
		Primary			ion 50%	offshoot school		007	008		18,750				
		ONANI PRIMARY	Sekhukhune	Elias Motsoaledi	Retention	New Schools - Offshoot 2	12	39814	01/09/2009		R 40,326	R 19,479	R 1,827	R 0	R 0
New or Replaced Infrastructure Asset											R 1,318,408	R 287,879	R 158,839	R 167,366	R 152,318

BAS Alignment	Budget Program Name as per Estimates of Provincial Expenditure documentations	Project name	District Municipality Name	Municipality Name per Demarcation Board (If project covers more than one LM, then select DM)	Project status	Type of Infrastructure	Number of units	Target Start Date	Target Completion Date	Sum of EPWP Allocated Budget	Sum of Total Project Budget over multiple financial years	Sum of Total available for this financial year	Sum of MTEF 1 2012/13	Sum of MTEF 2 2013/14	Sum of MTEF 3 2014/15
BAS Alignment	Budget Program Name as per Estimates of Provincial Expenditure documentations	Project name	District Municipality Name	Municipality Name per Demarcation Board (If project covers more than one LM, then select DM)	Project status	Type of Infrastructure	Number of units	Target Start Date	Target Completion Date	Sum of EPWP Allocated Budget	Sum of Total Project Budget over multiple financial years	Sum of Total available for this financial year	Sum of MTEF 1 2012/13	Sum of MTEF 2 2013/14	Sum of MTEF 3 2014/15
		Sekhukhune Cluster Circuit Office	Sekhukhune	Makhudutumaga	Retention	Education Accommodation	1	08/02/2008	08/05/2009		R 7,528	R 0	R 1,002	R 0	R 0

BAS Alignment	Budget Program Name as per Estimates of Provincial Expenditure documentations	Project name	District Municipality Name	Municipality Name per Demarcation Board (If project covers more than one LM, then select DM)	Project status	Type of Infrastructure	Number of units	Target Start Date	Target Completion Date	Sum of EPWP Allocated Budget	Sum of Total Project Budget over multiple financial years	Sum of Total available for this financial year	Sum of MTEF 1 2012/13	Sum of MTEF 2 2013/14	Sum of MTEF 3 2014/15
		(Schoonoord) - construction				odation									
		Sekhukhune Cluster Circuit Office (Schoonoord) - fees	Sekhukhune	Makhudutumaga	Retention	Office accommodation	1	01/04/2008	30/04/2009		R 9,119	R 17	R 478	R 0	R 0
		Ba-Tubatse Primary Phase 1 (school offshoot for lterele Primary)	Sekhukhune	Greater Tubatse	Retention	New Schools - Offshoot	12	03/09/2008	03/09/2009		R 18,984	R 1,704	R 1,021	R 0	R 0

BAS Alignment	Budget Program Name as per Estimates of Provincial Expenditure documentations	Project name	District Municipality Name	Municipality Name per Demarcation Board (If project covers more than one LM, then select DM)	Project status	Type of Infrastructure	Number of units	Target Start Date	Target Completion Date	Sum of EPWP Allocated Budget	Sum of Total Project Budget over multiple financial years	Sum of Total available for this financial year	Sum of MTEF 1 2012/13	Sum of MTEF 2 2013/14	Sum of MTEF 3 2014/15
		Esther Maleka Secondary (Marble Hall)	Sekhukune	Ephraim Mogale	Retention	New offshoot school	34	15/04/2007	15/04/2008		R 41,630	R 0	R 1,592	R 0	R 0
		PHOTO PRIMARY	Sekhukune	Makudutamaga	Retention	New Schools - Replacement	24		02/10/2011		R 47,349	R 23,456	R 2,368	R 0	R 0
New or Replaced Infrastructure Asset											R 1,318,408	R 287,879	R 158,839	R 167,366	R 152,318

6.4.5. Department of Health

Project name	Project Description	Project duration		Project status as at 31 March 2012	Total project cost	Expenditure to date from previous years	MTEF Forward estimates		
		Date: Start	Date: Finish				BUDGET 2012/13	MTEF 2013/14	MTEF 2014/15
Mecklenburg Hospital -	Mecklenburg OPD, X-Ray, Casu	Jun-11	Oct-12	Construction 50%	36,035	21,656	14,379		
St Ritas Hospita - Enab	St Ritas Pharmacy Upgrade - E	Jun-11	Apr-12	Construction 75%	10,247	9,742	505		
Matlala Hospital - Enab	Matlala OPD, X-Ray, Casualty &	Jun-11	Feb-12	Construction 50%	21,241	14,227	7,014		
Philadelphia Hospital - B	Philadelphia OPD, X-Ray, Casu	Jun-11	Jun-12	Construction 75%	37,798	29,516	8,282		
St. Ritas	IPIP Phase	Mar-13	Mar-14	Feasibility	3,700	700	0	3,000	
Mecklenburg	IPIP Phase	Mar-13	Mar-14	Feasibility	1,150	350	0	800	
Dilokong	IPIP Phase	Mar-13	Mar-14	Feasibility	1,010	210	0	800	
Jane Furse	IPIP Phase	Mar-13	Mar-14	Feasibility	1,010	210	0	800	
Dilokong Hospital	Hospital Staff Accommodation (Oct-11	Apr-12	Construction 75%	4,797	3,997	800	0	0
Jane Furse Hospital	Hospital Staff Accommodation (Dec-11	Jun-12	Construction 25%	4,720	3,920	800	0	0
Philadelphia Hospital	Hospital Staff Accommodation (Sep-11	Apr-12	Construction 75%	4,747	3,947	800	0	0
HC Boshoff New Health	New Community Health Centre	Mar-07	Jan-11	Retention	65,155	64,755	400	0	0
Matlala Hospital - Demc	Demolition of condemned buildi	Mar-13	Mar-14	Identified	1,000			1,000	

Project name	Project Description	Project duration		Project status as at 31 March 2012	Total project cost	Expenditure to date from previous years	MTEF Forward estimates		
		Date: Start	Date: Finish				BUDGET 2012/13	MTEF 2013/14	MTEF 2014/15
McCapsvlei Clinic	Clinic Upograde To Standard	Mar-12	Mar-13	Construction started	12,300	3,000	9,300	0	
Sterpruit Clinic	Clinic Upograde To Standard	Mar-12	Mar-13	Construction started	12,300	3,000	9,300	0	
Toltskraal Clinic	Clinic Upograde To Standard	Mar-12	Mar-13	Construction 25%	12,300	3,000	9,300	0	
Mamone Clinic	Clinic upgrade to standard	Jan-11	Jan-12	Retention	11,040	10,240	800		
Marulaneng Clinic	Clinic upgrade to standard	Apr-11	Feb-12	Retention	16,727	15,727	1,000		
Sterksroom Clinic	Clinic upgrade on New Site	Feb-11	Feb-12	Retention	14,817	13,817	1,000		
Vlaakplaas Clinic	New Clinic	Jul-11	Jul-12	Construction 50%	16,566	11,566	5,000		
Chebeng Clinic	New Clinic	Jun-12	Jun-13	Construction started	16,000	5,000	9,000	2,000	
Bosele EMS	New Emergency Medical Service	Jan-12	Mar-13	Construction started	5,700	1,500	4,200	0	0
Moutse East	1 x 10 bedroom Staff Accommodation	Mar-13	Mar-14	Design		4,000	0	2,000	2,000
Philadelphia Hospital	Renovation of Staff Accommodation	Mar-13	Mar-14	Design		11,000	0	4,000	7,000
Mecklenburg Hospital	Concrete Palisade Fence	Mar-13	Mar-14	Design		2,900	0	2,900	0
Matsageng Clinic	Mine decided to repair cracks, etc.	Jun-13	Jun-14	Identified	18,000		0		3,000
Schilkmanskloof Clinic	Add (Ten) 10 bedroom staff accommodation	Jun-13	Jun-14	Identified	17,000		0		5,000

Project name	Project Description	Project duration		Project status as at 31 March 2012	Total project cost	Expenditure to date from previous years	MTEF Forward estimates		
		Date: Start	Date: Finish				BUDGET 2012/13	MTEF 2013/14	MTEF 2014/15
Rietfontein Clinic	Incoporate existing clinic building	Jun-13	Jun-14	Identified	17,000		0		5,000
Mmutlane Clinic	Add new guard house + medical	Jun-13	Jun-14	Identified	17,000		0		5,000
Dikgalaopeng Clinic	Incoporate existing clinic building	Jun-14	Jun-15	Identified	18,000		0		5,000
Zaaiplaas Clinic	Incoporate existing clinic building	Jun-14	Jun-15	Identified	18,000		0		5,000
Kgopaneng Clinic	New clinic on a new site. Medium	Jan-14	Jan-15	Feasibility	16,000		0	9,000	6,000
Marble Hall Clinic	Relocate clinic to a new site. Medium	Jan-14	Jan-15	Feasibility	16,000		0	10,000	5,000
Rosenekal Clinic	Relocate clinic to the new site of	Jan-14	Jan-15	Feasibility	16,000		0	7,000	7,000
Gareagopola Clinic	New clinic on new site. Medium	Jan-14	Jan-15	Feasibility	16,000		0	9,000	6,000
Setlaboswana Clinic	Upgrade existing clinic on the site	Jan-14	Jan-15	Feasibility	16,000		0	9,000	6,000
Mamokgasefoka Clinic	New clinic on new site. Medium	Jan-14	Jan-15	Feasibility	16,000		0	7,000	7,000
Hoepagrans Clinic	New clinic on new site. Medium	Jan-14	Jan-15	Feasibility	16,000		0	7,000	7,000
Sterkfontein Clinic	New clinic on new site. Medium	Jan-14	Jan-15	Feasibility	16,000		0	9,000	6,000
Seroka Clinic	Relocate clinic to a new site. Medium	Jan-14	Jan-15	Feasibility	17,000		0	9,000	6,000

6.4.6. Department of Rural Development and Land Reform

Developmental Priorities/Challenges	Planned Project	Local Municipality	Time Frame	Budget
SDF implementation programme	<ul style="list-style-type: none"> • Assessment/Audit of SDF implementation • Assessment/Audit of SDF implementation 	<ul style="list-style-type: none"> • Makhuduthamaga • Greater Tubatse • Polokwane • Aganang • Musina • Thulamela • Makhado • Lephalale • Giyani • Maruleng 	10 Months	R815,100
Rural Municipal SDF	<ul style="list-style-type: none"> • Development of SDF 	<ul style="list-style-type: none"> • Fetakgomo 	10 Months	R484,500
Provincial Legislation	<ul style="list-style-type: none"> • Development of Spatial Planning and Land Use Management 	<ul style="list-style-type: none"> • All municipalities 	?	R887 920

6.4.7. Department of Economic Development, Environment and Tourism

1. ECONOMIC DEVELOPMENT BRANCH

1.1. Economic Planning and Research

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
1.1	Facilitate sustainable development and job creation in targeted interventions within the LEGDP by 2014	Finalise the establishment of the Growth Fund Identification and funding of projects	Feasibility study on the establishment of the Growth Fund (Project Information Memorandum)	R2 400 000	All districts	Economic Planning Directorate	L. Mothapo
			Industrial Development Programme		All districts	Economic Planning Directorate	L. Mothapo

1.2. Integrated Economic Development Services

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
1.2.	Develop policies and facilitate economic development through sustainable SMMEs and Cooperatives in all sectors	Facilitate the establishment and growth of competitive job creating 2350 SMMEs and 180 cooperatives through business development, information, skills development, access to resources and markets and give advice to walk-in-clients.	Market Stalls / Micro Enterprise Development Initiative	R 3 million	Mopani District: Greater Tzaneen and Greater Local Municipalities	Department of Public Works	Mr Manamela M K Manager: Targeted Assistance Programmes

1.3 Trade and Sector Development:

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
1.3.	Facilitate the development of sectors through targeted interventions, industrial development, as well as trade and investment promotion	Facilitate the development of 3 sectors, facilitate investment of R450m, promote trade and enhance COMPETITIVENESS IN ALL THE INDUSTRIES	Workplace Challenge Programme	R381 000.00	All district & local municipalities	Strategic Initiatives Directorate	MJ Motimele
			Turnaround Solutions Programme	R646 000.00	All district municipalities & local municipalities	Strategic Initiatives Directorate	TJ Mangokoane
			Productivity Promotional Programmes	R531 000.00	All district municipalities & local municipalities	Strategic Initiatives Directorate	MJ Motimele
			Productive Capacity Building Programme (PCBP)	R187 000.00	All district municipalities & local municipalities	Strategic Initiatives Directorate	RJ Molepo
			Productivity Improvement Programme	R485 000.00	All district municipalities & local municipalities	Strategic Initiatives Directorate	TJ Mangokoane
			Special Economic	R905 000.00	Sekhukhune; Vhembe and	Strategic Initiatives	RJ Molepo

Strategic objective	2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
		Zone (SEZ)		Waterberg District Municipalities	Directorate	
		Supplier Benchmarking Project	R68 000	All district municipalities & local municipalities	Strategic Initiatives Directorate	TJ Mangokoane & MJ Motimele
		Mining Input Supplier park	None	Sekhukhune district & Tubatse municipality	Sector Development	Maja M.L & Mokgotho T.A
		Mineral beneficiation strategy	R1 000 000.00	All district & local municipalities	Sector Development	Maja M.L & Mosena M.C
		Tool, Die and Mould	R700 000.00	Waterberg/Sekhukhune Districts & Lephale/ Tubatse municipalities	Sector Development	Mdungazi D.T
		Small scale projects	None	All district & local municipalities	Sector Development	Mosena M.C
		Integrated Mining Development Framework	None	All district & local municipalities	Sector Development	Maja M.L
		Green economy projects	None	All district & local municipalities	Trade and Sector Development	Nkambule C.M, Maja M.L & Mokgotho T.A

1.4. Business Regulation and Governance

Strategic objective		2012-2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
1.4	A regulated, equitable and socially responsible business environment ensured	Regulated business through licensing, registration, monitoring of compliance and conducted 100 liquor and business awareness campaigns, processed 100% consumer complaints received and conducted 322 consumer awareness campaigns	17260 Implementation of Limpopo Business Registration Act		Currently we are interacting with the following eleven (11) municipalities which are earmarked for pilot: Polokwane, Musina, Ba-Phalaborwa, Makhuduthamaga, Fetakgomo, Tzaneen, Polokwane, Modimolle, Lepelle-Nkumpi, Lephale and Greater Tubatse The function will be rolled out to the remaining fourteen (14) municipalities at a later stage	LEDET	General Manager

2. ENVIRONMENTAL AFFAIRS

2.1 Environmental Trade and Protection

Strategic Objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
1.1	Manage impacts of developments on the environment	100% of due environmental authorisation applications received. (EIA)	No specific project		All	Environmental impact Management Directorate	Mongwe V
		40% Vhembe district Environmental Management Framework completed.	Due to lack of funds this project will not be implemented. We have since removed it from our 2012/2013 APP.				
		100 % of due rectification of unlawful developments applications received.	Rectification of the Illegal development				Environmental impact Management Directorate

Strategic Objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
		100% of Environmental Management plans for mining, municipal and water use applications received.	No specific project				
1.2	Enforce compliance with environmental legislation	100% investigation of all reported complaints.	No specific project				
		50 officials trained as Environmental Management Inspectors. (Green Scorpions)	No specific project		All	Environmental Compliance and Enforcement Directorate.	Adv. Monyepao
		Special enforcement operations (140 patrols, 60 audits, 70 road blocks and 150 proactive inspections).	No specific project				SAM MKHABELA
1.3	Regulate the use of natural resources	100% of due wildlife permit applications received.	No specific project				SAM MKHABELA
		5 professional hunting	No specific project				SAM MKHABELA

Strategic Objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
		schools regulated through environmental law performance assessments.					
		100% finalization of all reported Damage Causing Animal complaints.	No specific project				SAM MKHABELA
		MOU between LEDET and Kruger National Park implemented.	No specific project				SAM MKHABELA
		A transformation strategy to address historic inequities in the wildlife industry developed and implemented.	No specific project				SAM MKHABELA
1.4	Sound management of air quality and waste	100% of due atmospheric emission licenses	Listed Activities – Coal Power generation plants (ESKOM)			Directorate: Integrated Pollution Waste Management	Mphahlele TM

Strategic Objective	2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
	100% of due waste licenses	No specific project				
	Provide support and technical input for 100% of requests	No specific project				
	Availability (100%) of required air quality and waste plans and reports	Purchasing of air quality monitoring station	R1,500,000	All	Directorate: Integrated Pollution Waste Management	Mphahlele TM
		Development of Provincial Air quality Management Plan	R950,000	All	Directorate: Integrated Pollution Waste Management	Mphahlele TM

2.2. Biodiversity and Natural Resource Management

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
1.5	Provide scientific support services on biodiversity management.	100% biodiversity permit applications scientifically reviewed (70 estimated).	Scientific review of permit applications received from Environmental Trade and Regulation.	R 8 162 M	All Districts and Local Municipalities.	Biodiversity Management	Mrs. EJ Nel
		100% environmental management authorization applications scientifically reviewed (75 estimated).	Scientific review of EIA applications.		All Districts and Local Municipalities.		
		Number of biodiversity policy and legislative processes supported in terms of NEMA, NEMBA and NEMPA.	Scientific support for priority policy and legislative processes.		All Districts and Local Municipalities.		
		Biodiversity ecosystem and species	3 Elephant Management Plans for Atherstone,		Waterberg, Mopani and Vhembe.		

Strategic objective	2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
		management plans and tools developed.	Letaba and Makuya Nature reserves developed.			
				All		
				All		
				To be determined.		
				All		
				All		
				All		

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
			Tourism Spatial Plan.				
		Biodiversity conservation assessments and monitoring programs conducted.	4 Wetlands assessed.		Vhembe, Mopani, Waterberg, Sekhukhune.		
			Hippo & Crocodile populations in 2 river systems.		Waterberg, Vhembe and Mopani.		
			River Health of Nwanedi and Letaba rivers.		Waterberg, Vhembe and Mopani.		
			3 threatened species.		All		
			13 Species inventories in nature reserves.		All		
			Game census in 19 state owned nature reserves.		All		
		Biodiversity Information Management System designed.			All		

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
1.6	Establish and monitor a representative protected areas network.	2 nature reserves declared in terms of the Protected Areas Act of 2003.					
		Protected area network expanded					
		2 new Co-management agreements concluded.					
1.7	Effective Management of state owned nature reserves.	43 State Owned Nature Reserves managed.	Management of all 43 Provincial Nature Reserves	97 523 000	ALL 5 Districts and Local Municipalities where the reserves occur	State Owned Nature Reserves Directorate	Mabunda AL
		28 protected area management plans developed.	Review of 20 management plans and develop 8 new management plans for effective management of nature reserves	R 674 000	All 5 Districts and Local Municipalities that the 28 nature reserves are situated	NCC/ State Owned Nature Reserves Directorate	Mabunda AL
		50% management effectiveness implemented in all	To improve on METT scores from 33% to 68% by implementing the		All Districts and Local Municipalities where the 43	Reserve Managers/ Cluster	Mabunda AL

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
		nature reserves based on METT and PAMETT evaluations.	recommendations from METT scores results.		nature reserves are situated.	Managers/	
		5 nature reserve staff accommodation and other infrastructure upgraded.	Purchase of Park Homes for prioritised nature reserve and to maintain other infrastructure that requires maintenance. Letaba Ranch, Makuya, Wonderkop, Rust De Winter and Mantrombie NR		All 5 Districts and 5 Local Municipalities	State Owned Nature Reserves Directorate	Mabunda AL
		Communities benefited from Community based natural resources management adjacent to 19 nature reserves.	Beneficiation of 19 communities from nature reserves with regards to grass harvesting, medicinal plants, collection or harvesting of Mopani worms	N/A	All 5 Districts and local Municipalities	State Owned Nature Reserves Directorate	Mabunda AL
1.8	Provide	Limpopo Environmental Outlook developed.					

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
	environmental research and planning service.	Limpopo Environmental Outlook developed.					
		Revised Environmental Implementation Plan developed and rolled out	Environmental Implementation Plan	R200,000	All 5 Districts and local Municipalities	Environmental Research and Planning Directorate	Mabogo
		Climate change strategy developed.					

2.3 Environmental Empowerment Services

Strategic Objectives		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
1.9	Provide environment empowerment services.	Plant 1500 trees in response to climate change	Tree planting and Cleaning Up campaign .	R150 000	All Districts	EES	Masibe L
		400 schools, 800 educators and 2000 learners participated in environmental education	Education and awareness	R500 000	All Districts	EES	Masibe L

Strategic Objectives	2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person	
		and awareness programmes					
		Provide support to 5 district municipalities and targeted groups on environmental issues.	Environment Capacity Building	R100 000	All Districts	EES	Masibe L
		Greening Municipality competition implemented in 25 municipalities	Municipal support	R600 000	All Districts	EES	Masibe L
		300 youth participated in Environment Youth Explorer	Environmental Education	R300 000	All Districts	EES	Masibe L
		Environmental education and capacity building conducted on state nature reserves, legislation and calendar days.	Environmental Education	R300 000	ALL Districts	EES	Masibe L
		Facilitate management of three (3) Biosphere reserves in the province.	Man and Biosphere Reserve	R300 000	All Districts	EES	Masibe L

1. LIMDEVS' MUNICIPALITY PROJECTS AND PROGRAMS FOR THE 2012/13 FINANCIAL YEAR

1.1. Corridor Mining Resource

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget 2012/2013	Target District and Local municipality	Implementer	Responsible person
1.	Investment in identified mining opportunities		Sefateng Chrome	R2 million	Sekhukhune District Fetakgomo Municipality	CMR/LimDev	N Rampedi
			Khumong Chrome Mine (Pty) Ltd	R2 million	Sekhukhune District Fetakgomo Municipality	CMR/LimDev	N Rampedi
			Tshepong Chrome Mine (Pty) Ltd	R1 million	Sekhukhune District Fetakgomo Municipality	CMR/LimDev	N Rampedi
			Maandagshoek K 3&4 (The Dumps)	R8 million	Sekhukhune District Fetakgomo Municipality	CMR/LimDev	N Rampedi

2. LIMPOPO GAMBLING BOARD

Strategic Objective		2012 - 2013 Target	Project Name / Programme	Budget	Target District and Local Municipality	Implementer	Responsible Person
2.1	To ensure eradication of all forms of illegal gambling in the province and establish public confidence in legal establishment	Number of awareness campaigns in the province	Crime Awareness Campaign (ongoing)	R23 850-00	All	Limpopo Gambling Board	Senior Manager: Law Enforcement Unit
		Number of arrests of illegal gambling offenders	Investigation of illegal gambling (ongoing)	R505,795-00	All	Limpopo Gambling Board:	Senior Manager : Law Enforcement Unit

Strategic Objective		2012 - 2013 Target	Project Name / Programme	Budget	Target District and Local Municipality	Implementer	Responsible Person
2.2	Fairly Regulated Gambling Industry	Licensing LPM Sites 30	LPM Licensing	R 880, 673.65	a) Capricorn District Municipality b) Mopani District Municipality c) Vhembe District Municipality d) Sekhukhune District Municipality e) Waterburg District Municipality	LGB	Snr. Manager: Compliance
		Issuing of Bookmaker Licenses 4	Bookmakers Licensing		a) Capricorn District Municipality b) Mopani District Municipality c) Vhembe District Municipality d) Sekhukhune District Municipality e) Waterburg District Municipality	LGB	Snr. Manager: Compliance
		Responsible Gambling Campaigns	Responsible Gambling Awareness Campaign	R 1, 520, 882.63	a) Capricorn District Municipality b) Mopani District Municipality c) Vhembe District Municipality d) Sekhukhune District Municipality e) Waterburg District Municipality	LGB	Snr. Manager: Compliance

LIBSA MUNICIPALITY PROJECTS AND PROGRAMS FOR 2012/2013 FINANCIAL YEAR

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
Develop policies and facilitate economic development through sustainable SMMEs and Cooperatives in all sectors	Facilitate the establishment and growth of competitive job creating 2350 SMMEs and 180 cooperatives through business development, information, skills development, access to resources and markets and give advice to walk-in-clients.	Cooperatives development	R 2000 000	10 cooperatives provided with seed capital funding, i.e. two per district municipality	LIBSA	LIBSA CEO, GM: Enterprise Development	
		SMME Development	R 500 000	Business advisory services to 12500 enterprises spread throughout Limpopo Province.(Development of business plans, facilitation of access to markets, facilitation of compliance to relevant statutory requirements)	LIBSA	LIBSA CEO. GM: Enterprise Development	
		Business Incubation Programme	R 1000 000	310 incubated enterprises provided with business information (130 enterprises and 180 cooperatives thereby facilitating creation of 1030 jobs	LIBSA	LIBSA CEO. GM: Enterprise Development	
		To train 2500 entrepreneurs Incubated coop members 720 Incubated business owners 260 Supported Coop members 600	R 1000 000	2500 entrepreneurs spread throughout the Limpopo Province	LIBSA	LIBSA CEO Head: Business Training	

Strategic objective	2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
		General Enterprise 920				

3. Trade and Sector Development: (TIL)

Strategic objective	2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
1.3. Facilitate the development of sectors through targeted interventions, industrial development, as well as trade and investment promotion	Facilitate the development of 3 sectors, facilitate investment of R450m, promote trade and enhance COMPETITIVENESS IN ALL THE INDUSTRIES	Agave Study	200 000	Sekhukhune	TIL	PJ
		Implementation of Tracking Model in local Municipalities	30 000	All local municipalities	TIL	PJ

Strategic objective	2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
Facilitate the development of sectors through targeted interventions, industrial development, as well as trade and investment promotion	Facilitate the development of 3 sectors, facilitate investment of R450m, promote trade and enhance COMPETITIVENESS IN ALL THE INDUSTRIES	Business Retention and Expansion	300,000	All 5 district Municipalities and their respective Local Municipalities	Stanley Rakumako	Stanley Rakumako
		Municipal Industrial incentives	500,000	<ul style="list-style-type: none"> • Tubatse Municipality 	Stanley Rakumako	Andrew Mothae
		Industrial Study Tours	300,000	All 5 district Municipalities and their respective Local Municipalities	Stanley Rakumako	LED Managers
		Zambia Housing Development		All districts	Limpopo Consortium	Sam Maloka
		Manufacturing of Energy Saving devices		All districts	Big Bosim International Group	Mpho Shibambu

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
Facilitate the development of sectors through targeted interventions, industrial development, as well as trade and investment promotion	Facilitate the development of 3 sectors, facilitate investment of R450m, promote trade and enhance COMPETITIVENESS IN ALL THE INDUSTRIES	Agave processing project (Investment project)	R150m	Sekhukhune / Makhuduthamaga local municipality	Makhuduthamaga Municipality	All stakeholders	
		Aloe processing project (Investment project)	R100m	Capricorn, Sekhukhune and Waterberg Districts	Project promoters	All stakeholders	
		Mapfura Makhura Incubator Biofuelling Project (Investment Project)	R100m	Sekhukhune District	MMI	MMI (LDA, SEDA)	
		Agave processing project (Investment project)	R150m	Sekhukhune / Makhuduthamaga local municipality	Makhuduthamaga Municipality	All stakeholders	

6.4.8. Department of Roads and Transport

Project Name	Programme	Municipality	Outputs	Medium-term estimates		
				2012/13 R'000	2013/14 R'000	2014/15 R'000
New and replacement assets						
Access Roads	Transport	All Districts	25km of access roads	89,000	100,000	90,000

Project Name	Programme	Municipality	Outputs	Medium-term estimates		
				2012/13 R'000	2013/14 R'000	2014/15 R'000
	Infrastructure		upgraded			
Maintenance and repairs						
Surfaced roads resealed	Transport Infrastructure	All Districts	450 000m ² roads re-sealed	165,500	263,702	306,103
Routine maintenance	Transport Infrastructure	All Districts	87 500km road bladed 80km of roads re-graveled	272,386	286,271	312,370
Maintenance	Transport Infrastructure	Mampakuil	Weigh Bridge	1,7000	0	0
Upgrades and additions						
Surfaced roads and bridges constructed	Transport Infrastructure	All Districts Bridges 2 Sekhukhune 1 Waterberg	160 and 3 bridges	804,812	600,000	493,723
Upgrade of Traffic	Transport	Fetakgomo	K53	8,300	0	0

Project Name	Programme	Municipality	Outputs	Medium-term estimates		
				2012/13 R'000	2013/14 R'000	2014/15 R'000
Institutions	Infrastructure	Aganang Giyani	K53 VTS			
Rehabilitation , renovations and refurbishment						
Square metres of blacktop patching	Transport Infrastructure	All Districts	261, 140m ²	82,172	86,596	86,596
Kilometres of surfaced roads re-habilitated	Transport Infrastructure	All Districts	80km	165,500	263,702	306,103

6.4.9. Department of Social Development

PROJECT NAME	PROJECT DESCRIPTION	DISTRICT	MUNICIPALITY	IMPELMANTING AGENT	AMOUNT REQUIRED FOR PROJECT	PLANNING AND DESIGN	2012/13	MTEF ESTIMATES	CURRENT STATUS		
							F/Y	BUDGET	2013/14	2014/15	
Moroke	Social	Sekhukhune	Tubatse:	Public Works	7000000,	2012/13	7000000,		10	10	Planning

PROJECT NAME	PROJECT DESCRIPTION	DISTRICT	MUNICIPALITY	IMPLEMENTING AGENT	AMOUNT REQUIRED FOR PROJECT	PLANNING AND DESIGN	2012/13	MTEF ESTIMATES	CURRENT STATUS		
							F/Y	BUDGET	2013/14	2014/15	
	Services Multi Purpose Centre		Moroke Village		00		00		000000,00	000000,00	
Moutse West	Social Services Multi Purpose Centre	Sekhukhune	Elias Motsoaledi: Sempupuru village	Public Works	7000000,00	2012/13	7000000,00		10000000,00	10000000,00	Planning

PROJECT NAME	PROJECT DESCRIPTION	DISTRICT	MUNICIPALITY	IMPLEMENTING AGENT	AMOUNT REQUIRED FOR PROJECT	PLANNING AND DESIGN	2012/13	MTEF ESTIMATES	CURRENT STATUS		
						F/Y	BUDGET	2013/14	2014/15		
Iris	Children's	Mopani	Giyani	Ngonyama Okpanum & Associates	R48 946 124		23 271 767	R25 674 358			Progress 45%
LEHLABA	CBR				R11 819 369		10 070 309	R295 300			

PROJECT NAME	PROJECT DESCRIPTION	DISTRICT	MUNICIPALITY	IMPLEMENTING AGENT	AMOUNT REQUIRED FOR PROJECT	PLANNING AND DESIGN		2012/13	MTEF ESTIMATES		CURRENT STATUS
						F/Y	BUDGET		2013/14	2014/15	
THANDULULO	CBR				R12 263 850		10 791 081	R350 600			
REAKGONA	CBR				R11 819 369		R10 095 538	R316 442			
VUKUZENZELE	CBR				R14 810 267		R11 705 202	R3 258 259			60% progress To revise program to complete the project by end of March 2012
WOMAN OF CALVARY	DIC				R11 785 517		R9 680 383	R293 700			
MAFEFE	DIC				R11 977 996		R3 494 548	R2 635 159	R8 483 447		35% progress Contractor's progress is very slow and behind schedule

PROJECT NAME	PROJECT DESCRIPTION	DISTRICT	MUNICIPALITY	IMPLEMENTING AGENT	AMOUNT REQUIRED FOR PROJECT	PLANNING AND DESIGN		2012/13	MTEF ESTIMATES		CURRENT STATUS
						F/Y	BUDGET		2013/14	2014/15	
											Contractor has been instructed to revise work Program indicating reasonable time of completing the project.
SEKORORO					R3 065 850		R2 639 231	R674 487	R197 386		
LEBAKA					R3 538 000		R2 946 726	778 360	R298 002		
MAPHUTHA MALATJI					R3 670 366		R3 155 239	R807 481	R339 276		
KGAPANA					R3 355 988		R2 470 466	R738 317	R154 136		

PROJECT NAME	PROJECT DESCRIPTION	DISTRICT	MUNICIPALITY	IMPLEMENTING AGENT	AMOUNT REQUIRED FOR PROJECT	PLANNING AND DESIGN		2012/13	MTEF ESTIMATES		CURRENT STATUS
						F/Y	BUDGET		2013/14	2014/15	
ROTTERDAM					R2 596 271		R1 692 407	R571 180	R356 046		
MAFEFE					R3 726 425		R2 357 722	R819 814	R195 899		
SENWABARWANA					R3 684 121		R1 879 126	R810 507	R192 611		
Risk and Ancillary factors associated with substance abuse in Limpopo Province	The project aims at identifying salient and ancillary factors related with substance abuse in Limpopo Province	All five districts of Limpopo Province	Department of Social Development	R430,000		R430,000	Implementation Phase	Once Off	Once Off	Proposal development	

PROJECT NAME	PROJECT DESCRIPTION	DISTRICT	MUNICIPALITY	IMPLEMENTING AGENT	AMOUNT REQUIRED FOR PROJECT	PLANNING AND DESIGN		2012/13	MTEF ESTIMATES		CURRENT STATUS
						F/Y	BUDGET		2013/14	2014/15	
	(target population Children and Youth)										
Assessment of the impact of selected social development programmes	This research project aims at establishing the impact of programmes – from a client based perspective.	All five districts of Limpopo Province	Department of Social Development	R 370,000		R 370,000	Implementation Phase	Once Off	Once Off	Proposal development	

6.4.10. Department of Agriculture

Serial No.	Project Name	Project description/ type of structure	District	Municipality	Implementing Agent	Amount Required for Project	Planning & Design	2012/13	MTEF Estimates (R'000)		Co-ordinates		Current Status
									2013/14	2014/15	X	Y	
1. New and replacement assets													
1	Stellenbosch cattle breeding station	Cattle breeding station	Sekhukhune	Tubatse	LDA			-	-	-	Info gathering	Info gathering	Retention
7	Tompi Seleka Hostel	Departmental Facilities	Sekhukhune	Makhu-thamaga	LDA	44,000		7,000	14,000	23,000	Info gathering	Info gathering	Retention
8	Tompi Seleka Electricity Infrastructure	Departmental Facilities	Sekhukhune	Makhu-thamaga	LDA	1,146		-	-	-	Info gathering	Info gathering	Retention
2. Upgrading and additions													
9	Dam safety	Inspections and remedial work			LDA	594		-	-	-	Info gathering	Info gathering	
10	Dam Inspection		All	All	LDA	-		-	-	-	Info gathering	Info gathering	
3. Rehabilitation, renovations and refurbishments													
13	Lower Lepelle Canal	RESIS	Sekhukhune	Fetakgomo	LDA	5,849		610	800	844	Info gathering	Info gathering	Retention

Serial No.	Project Name	Project description/ type of structure	District	Municipality	Implementing Agent	Amount Required for Project	Planning & Design	2012/13	MTEF Estimates (R'000)		Co-ordinates		Current Status
									2013/14	2014/15	X	Y	
28	Elandskraal C & E	RESIS	Sekhukhune	Fetakgomo	LDA	-		-	-	-	Info gathering	Info gathering	Retention
29	Strydkraal	RESIS	Sekhukhune	Fetakgomo	LDA	25,654		-	-	-	Info gathering	Info gathering	Retention
30	Flag Boshiello bulk Infrastructure	RESIS	Sekhukhune	Makhuduthamaga	LDA	64,152		-	-	-	Info gathering	Info gathering	Retention
31	Tompi Seleka Bulk Water	RESIS	Sekhukhune	Makhuduthamaga	LDA	1,700		800	900	950	Info gathering	Info gathering	Retention
32	Alternative Energy	RESIS	Sekhukhune	Makhuduthamaga	LDA	-		-	-	-	Info gathering	Info gathering	Retention
33	Krokodilheuwel	RESIS	Sekhukhune	Makhuduthamaga	LDA	4,253		-	-	-	Info gathering	Info gathering	Retention
34	Setlaboswane	RESIS	Sekhukhune	Makhuduthamaga	LDA	5,348		-	-	-	Info gathering	Info gathering	Retention
35	Praktiseer	RESIS	Sekhukhune	Tubatse	LDA	49,936		5,000	7,400	7,807	Info gathering	Info gathering	Retention
36	Elandskraal	RESIS	Sekhukhune	Marb	LDA						Info	Info	Retention

Serial No.	Project Name	Project description/ type of structure	District	Municipality	Implementing Agent	Amount Required for Project	Planning & Design	2012/13	MTEF Estimates (R'000)		Co-ordinates		Current Status
									2013/14	2014/15	X	Y	
			hune	le Hall		27,030		-	-	-	gathering	gathering	
37	Phetwane	RESIS	Sekhukhune	Marbale Hall	LDA	5,255		-	-	-	Info gathering	Info gathering	Retention
38	Tompi Seleka Bio-diesel	RESIS	Sekhukhune	Marbale Hall	LDA	16,424		4,000	6,000	6,330	Info gathering	Info gathering	Retention
39	Mogalatsane	RESIS	Sekhukhune	Marbale Hall	LDA	5,057		-	-	-	Info gathering	Info gathering	Retention
40	RGS Poultry	RESIS	Sekhukhune	Elias Motsaledi	LDA	6,914		3,000	3,914	4,129	Info gathering	Info gathering	Retention
4. Departmental Facilities													
49	Tompi Seleka Departmental Infrastructure	Departmental Structures	Sekhukhune	Makhuduthamaga	LDA	11,000		5,000	6,000	7,000	Info gathering	Info gathering	Retention
51	Retention		All	All	LDA			3,783					
4. Maintenance and repairs													
52	Management Fees	RESIS	All	Across Limpopo	LDA	39,477		-	-	-	Info gathering	Info gathering	Retention
53	Construction Supervision	All Infrastructure	All	all	LDA	34,469		8,500	9,775	10,313	Info gathering	Info gathering	Retention

Serial No.	Project Name	Project description/ type of structure	District	Municipality	Implementing Agent	Amount Required for Project	Planning & Design	2012/13	MTEF Estimates (R'000)		Co-ordinates		Current Status
									2013/14	2014/15	X	Y	
		Projects											
54	Infrastructure Planning	Provision for infrastructure planning	All	All	LDA	4,192		-	-	-	Info gathering	Info gathering	Retention
5. Infrastructure transfer capital													
56	Phetwane Aquaculture	Animal Production Facilities	Sekhukhune	Ephraim Mogale	LDA	8,400		2,000	3,100	3,300	Info gathering	Info gathering	Retention
58	Intergraded Dairy production	Animal Production Facilities	All	Across Limpopo	LDA	3,000		500	1,000	1,500	Info gathering	Info gathering	Retention
59	Intergraded Small Stock production	Animal Production Facilities	All	Across Limpopo	LDA	3,000		500	1,000	1,500	Info gathering	Info gathering	Retention
60	CASP Infrastructure	Poverty alleviation, Animal Health,	All	Across Limpopo	LDA	524,539		104,247	112,500	123,234	Info gathering	Info gathering	Retention

Serial No.	Project Name	Project description/ type of structure	District	Municipality	Implementing Agent	Amount Required for Project	Planning & Design	2012/13	MTEF Estimates (R'000)		Coordinates		Current Status
									2013/14	2014/15	X	Y	
		Microenterprise and water harvesting projects											
61	Food Bank	Construction of Food Bank	All	All	LDA	20,500		-	-	-	Info gathering	Info gathering	Retention
62	Post Settlement Support	Finalization of post settlement projects started in the previous financial years	All	Across Limpopo	LDA	46,667		7,283	8,164	8,700	Info gathering	Info gathering	Retention

CHAPTER 7: INTERGRATION PHASE

Introduction

This chapter reflects a summary of the various sector plans that the district has developed. The integration phase serves to ensure that all proposed projects and programmes are in line with the existing sector plans.

The integration process requires that all sector plans are in place. The following are the existing sector plans which have been developed by the district municipality:

7.1. SDM Sector Plans

A brief summary of status on sector plans is presented below:

SECTOR PLAN/STRATEGY	STATUS	DATE APPROVED/WHEN TO BE REVIEWED
Employment Equity Plan	Adopted	2009
Workplace Skills Plan	Adopted	2009
Retention Strategy	Adopted	2009
PMS	Adopted	2009
Human Resource Development Strategy	Adopted	2005, to be reviewed in 2012/13
Institutional Plan	Draft	To be adopted in 2012/13
Spatial Development Framework	Adopted	2004, to be reviewed in 2012/13
Integrated Waste Management System	Adopted	2007, to be reviewed in 2012/13
HIV/AIDS Plan	Adopted	2007, to be reviewed in 2012/13
Health Plan	Adopted	2009
LED Strategy	Adopted	2007, to be reviewed in 2012/13
Revenue Enhancement Strategy	Draft	Not Adopted , to be adopted in 2012/13
Risk Management Plan	Draft	Not Adopted, to be adopted in 2012/13
5 Year Investment Plan	Draft	Not Adopted, to be adopted in 2012/13
Communication Strategy	Adopted	2012
WSDP	Adopted	2005, to be reviewed in 2012/13
Road Master Plan	Adopted	2008
Tourism Strategy	Adopted	2005, to be reviewed in 2012/13
Water Master Plan	Adopted	2007, to be reviewed in 2012/13
Financial Plan	Adopted	2010
Marketing Strategy	Adopted	2009
Community Participation Plan	Adopted	2005, to be reviewed in

		2012/13
Integrated Transport Plan	Draft	Not Adopted, to be reviewed in 2012/13

7.1.1. 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.

7.1.2. 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.

7.1.3. 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.

7.1.4. 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.

7.1.5. 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 78: 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.

7.1.6. 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.

7.1.7. 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 minimise 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.

7.1.8. 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.

7.1.9. 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.

7.1.10. Energy Master Plan

2012 – 2013 PLANNED PROJECTS (SUBJECT TO CHANGE)		
Local Municipality	Village Name	Proposed Connections
Elias Motsoaledi	Tafelkop (Dipakapakeng) ME	211
Elias Motsoaledi	Ramogwerana (Forest Village)	58
Elias Motsoaledi	Ga-Matsepe	14
Elias Motsoaledi	Lusaka Village	50
Elias Motsoaledi	Luckau A, Luckau B & Phomolong	155
Makhuduthamaga	Diphagane	180
Makhuduthamaga	Glen Cowie/Mathousand/Unit D	970
Makhuduthamaga	Crocodile	70
Makhuduthamaga	Maila Segolo	150
Makhuduthamaga	Apel Cross	130
Makhuduthamaga	Harkdore (Tswaing)	140
Makhuduthamaga	Mphane	90
Makhuduthamaga	Makgwabe	85
Makhuduthamaga	Tshehlwaneng	180
Makhuduthamaga	Maserumule Park	205
Makhuduthamaga	Setlaboswane Park	160
Makhuduthamaga	Brooklyn	120
Makhuduthamaga	Phokoane	150
Makhuduthamaga	Mohlowaneng	120
Makhuduthamaga	Thabampshe	150
Greater Tubatse	Mokutung	185
Greater Tubatse	Makgalane	540
Greater Tubatse	Banareng	660
Greater Tubatse	Mokupung	563
Greater Tubatse	Malaeneng	439
Greater Tubatse	Mapareng	480

Greater Tubatse	Sekopung/Mafokane/Pidima	600
Greater Tubatse	Mashabela/Morapaneng/Makgopa	2,623
Greater Tubatse	Malepe/Moraba/Montshana	460
Greater Tubatse	Mokgotho/Maretlwaneng/Mokupung	660
Greater Tubatse	Segorong/Mamogolo/Lefahla	371
Fetakgomo	Nkwana/Makgakala/Magotwaneng/Marakwaneng/Maisela/Matsemela/Magabaneng	703
Fetakgomo	India (Ga Maisela) /Pelangwe/Malogeng/Malomanyane/Maruping/Modimolle/Mogabane/Mphaaneng	111
Fetakgomo	Bogalatladi/Mashikwe/Mmabulela/Mohlalhaneng/Mogolaneng/Sefateng	302
Fetakgomo	Manotwane	26
Fetakgomo	Mokgotho/Monametse/mahlabeng/Mooilyk/Rostock/Tjibeng	209
Sekhukhune District		12,320
2013 – 2014 Planned Projects (SUBJECT TO CHANGE)		
Local Municipality	Village Name	Proposed Connections
Makhuduthamaga	Maserumule Park	205
Makhuduthamaga	Setlaboswane Park	160
Makhuduthamaga	Brooklyn	120
Makhuduthamaga	Phokoane	150
Greater Tubatse	Kgotlopong, Taung, Matokomane, Makotaseng	2700
Greater Tubatse	Podile	630
Greater Tubatse	Selala, Manyaka, Maapea & Mpethi	2,470
Greater Tubatse	Phiring	1235
Greater Tubatse	Madikane	312
Greater Tubatse	Senyatho	530
Greater Tubatse	Radimpsha	420
Greater Tubatse	Sekhwakhwalle	390
Greater Tubatse	Dithamaga	38
Greater Tubatse	Kalkfontein	380
Greater Tubatse	Leboeng / New Stands	439

Greater Tubatse	Phadishanong	545
Greater Tubatse	Ditensing	525
Greater Tubatse	Bokome	525
Greater Tubatse	Driekop-France	1500
Greater Tubatse	Mandela Park	680
Greater Tubatse	Kampeng	610
Greater Tubatse	Magologolo	188
Greater Tubatse	Maphutle	393
Greater Tubatse	Dibakwane	290
Greater Tubatse	Barelong	261
Sekhukhune District		15,696

7.1.11. Performance Management System (PMS)

Introduction

The Sekhukhune District Municipality has adopted its Performance Management system in 2008 and reviewed it in 2009/10 financial year. The Sekhukhune District Municipality has institutionalized the Culture of Performance Management among its Political Office Bearers, Councilors and its Administration. This has ensured that the service delivery is administered in an economical, effective, efficient and accountable manner.

Performance Management System and the IDP process are seamlessly integrated. Whereas the IDP fulfils the planning stage, Performance Management in turn fulfils the implementation, management, monitoring and evaluation of the IDP.

It is critical to note that PMS should provide a mechanism and facilitate an increased accountability between the following role players:

- The Community and the Municipal Council
- The Political and Administrative components of SDM.
- Each department and the office of the Municipal Manager

Furthermore, PMS does facilitate learning and improvements by outlining the approaches bring the desired impact to enable SDM improve delivery. Also that PMS forms the basis for Monitoring, Evaluation and Improving IDP implementation.

PMS provides early warning diagnostic signals of the potential risks that are likely linked to implementation of the IDP. Such timeous information on risks enables facilitation of interventions.

Principles of PMS

The following principles have successfully been the core foundation of PMS processes:

Table 79: Principles of PMS

Principle	Intervention
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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

Table 80: The following are Roles and Responsibilities of various stakeholders critical to the implementation of PMS and are outlined as follows:

Stakeholders	Planning	Implementation	Monitoring & Analysis	Reviewing	Reporting
Executive Mayor	1. Facilitate development of IDP and PMS		1. Receive monthly reports on implementation of PMS	1. Review performance of MM quarterly	1. Report on organizational performance to the Council
Municipal Manager	1. Assign overall planning of	1. Oversee implementation of PMS	1. Evaluate reports from HODs. 2. Propose	1. Use audit report to evaluate	1. Submit Performance reports to:

	<p>PMS</p> <p>2. Manage development of departmental managers performance management systems,</p> <p>3. Manages development of subordinate's performance management systems.</p>	<p>alignment with other systems.</p> <p>2. Manage implementation of subordinate performance measurement systems.</p>	<p>adjustment on the basis of report.</p> <p>3. Identify underperformance in respect of department and employee performance.</p>	<p>performance.</p> <p>2. Assess performance according to plans.</p> <p>3. Propose measures for improvement.</p> <p>4. Assess subordinates performance quarterly.</p>	<p>-Council</p> <p>-Council Committee</p> <p>-Community, on quarterly basis.</p>
IDP COMMITTEE	<p>1. Co-ordinate and manage PMS</p> <p>2. Report to Council on PMS</p> <p>3. Assign PMS responsibility to MM.</p>			<p>1. Receive reports from internal audit committee.</p> <p>2. Make recommendations based on the reports.</p>	<p>1. Receive quarterly and annual reports and make recommendations to management.</p>
Staff	<p>1. Participate in developing Departmental plans.</p> <p>2. Participate in developing own performance measurement</p>	<p>1. Execute individual plans</p>	<p>1. Report on performance to line managers.</p>	<p>1. Participate in review of departmental plans and own performance and make necessary adjustment.</p>	<p>1. Submit reports on performance to line managers.</p> <p>2. Receive reports on own performance from HODs.</p>
Council Committee	<p>1. Make inputs in divisional plans</p> <p>2. Responsible for public participation</p>			<p>1. Review divisional plans</p> <p>2. Participate in quarterly review of committees.</p>	<p>1. Receive departmental reports.</p> <p>2. Receive performance reports from MM.</p> <p>3. Make recommendations to council.</p>

Council	<ol style="list-style-type: none"> 1. Assign PMS responsibility to IDP committee. 2. Adopt PMS Framework, Indicator and Set targets. 3. Ensure PMS is in line with IDP 		<ol style="list-style-type: none"> 1. Appoint Audit Committee. 2. Monitor Municipal Performance. 	<ol style="list-style-type: none"> 1. Review Municipal Performance reports and make recommendations on performance of departments, MM, and Executive Mayor, and Executive Committee. 	<ol style="list-style-type: none"> 1. Submit annual report to Auditor General/ MEC. 2. Receive reports from MM. 3. Receive reports from performance audit committee.
Internal Audit Committee			<ol style="list-style-type: none"> 1. Develops reporting procedures. 	<p>Assess:</p> <ol style="list-style-type: none"> 1. Functionality of PMS. 2. PMS complies with the Act. 3. Reliability in measuring performance. 4. Audit performance measurement of municipality. 	<ol style="list-style-type: none"> 1. Submit reports to performance audit committee,
Audit Committee			<ol style="list-style-type: none"> 1. Develop reporting procedures and formats. 2. Develop code of conduct for its members. 	<ol style="list-style-type: none"> 1. Receives reports from the internal audit committee. 2. Make comments on reports. 	<ol style="list-style-type: none"> 1. Submit reports to the council.
Auditor General			<ol style="list-style-type: none"> 1. Ensures legal compliance. 		<ol style="list-style-type: none"> 1. Receives annual reports. 2. Represented in the council when annual report is adopted.

Accountability structure during the review process

Table 81: Accountability structure during the review process

Lines of Accountability	Review Role/Input
Supervisor and Municipal Manager	Review performance of employees reporting directly to them (quarterly)
Line/Functional Managers	Review performance of their respective functional areas(Monthly)
Standing/Portfolio Committees	Manage and review performance of sectors and function respective to their portfolios.
Executive Management (Section 57) Teams	Review performance of the organization constantly(monthly)
Executive or Mayoral	Review performance of the administration
Council	Review the performance of the Municipal Council, Its Committees and the Administration.
The Public	Review the performance of the Municipality and Public representatives (Councilors).

It is critical to note that Organizational Performance is integrally linked to that of the staff and Council performance. The two cannot exist independently without concerted and aligned PMS processes. The relationship between staff performance and Council performance starts from the planning, implementation, monitoring up to review of PMS.

7.2 Conclusion

It is required that sector plans should be reviewed annually with the IDP in order to incorporate new changes and developments in the district. The district has reviewed the Water Services Development Plan, District Spatial Development Framework, and also developing the Environmental Management Plan as well as Air Quality Management Plan.

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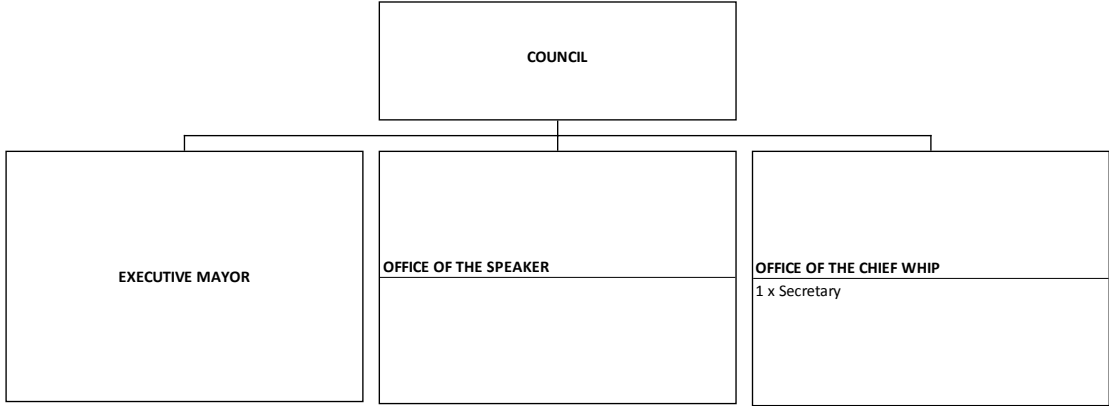
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Annexure A: organisational structure

SEKHUKHUNE DISTRICT MUNICIPALITY

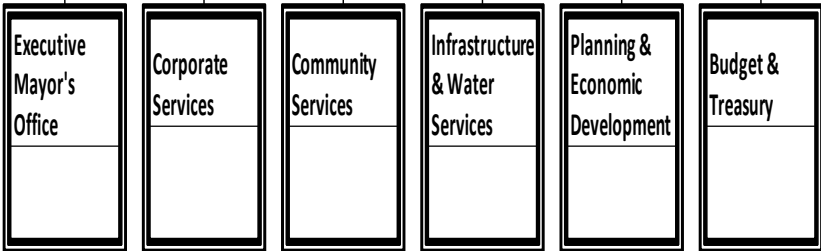




OFFICE OF THE MUNICIPAL MANAGER
Purpose : To provide strategic administrative support to the council and ensure legislative compliant environment.
Functions:
1. Monitor effectiveness of service delivery departments.
1.1 Community services
1.2 Infrastructure and water services
1.3 Planning and economic development
2. Monitor effectiveness of support departments.
2.1 Executive mayor's office
2.2 Corporate services
2.3 Budget and treasury
1x Municipal Manager
1x Chief Operations Officer
1x Personal Assistant
1x Secretary

INTERNAL AUDIT
1x Chief Audit Executive
1x Senior Internal Auditor
3x Internal Auditor

RISK MANAGEMENT
1x Chief Risk Officer
3x Senior Risk Officer
2x Risk Officer





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Towards sustainable infrastructure development