

Draft

Integrated Development Plan (IDP)

Review for 2018/2019



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LIST OF ACCRONYMS

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

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

CHAPTER 1:

INTRODUCTION

AND CONTEXT

1. INTRODUCTION

Integrated Development Planning (IDP) is a strategic development tool to assist the municipality to achieve its developmental imperatives. The review of the 2018-2019 IDP document for Sekhukhune District Municipality is following both an extensive internal and external consultation of various respective public participation tools with communities and stakeholders within the parameters of the District's sphere of operation. This document is a legislative mandate and a strategic planning instrument that guide and inform planning and development as well as decisions with regard to planning, management and development throughout the District. The Municipal Systems Act (2000) provides the legal framework for municipal development planning to assist Local Government to discharge its mandates.

1.1. POLICIES AND LEGAL PARAMETERS

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

1.1.1. GLOBAL IMPERATIVES

SUSTAINABLE DEVELOPMENT GOALS (SDGs)

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

GOAL 1: END POVERTY IN ALL ITS FORMS EVERYWHERE

Recent data shows that the war on poverty is far from over and that efforts to combat it must be expanded and accelerated as the country experienced increased levels of poverty between

2011 and 2015. Women, children, black Africans, those living in rural areas, and people with little or no education remain the biggest victims of poverty in South Africa and these groups require special focus and targeted interventions if poverty levels are to drop to the SDG target of 20,0% by 2030 (from 40,0% in 2015) based on the LBPL.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GOAL 10: REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES

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

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

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

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

GOAL 12: ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS

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

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

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

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

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

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

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

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

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

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

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

The NDP highlights the need for programmes to conserve and rehabilitate ecosystems and biodiversity assets. South Africa should implement the protected areas expansion strategy and promote the biodiversity stewardship programme to build conservation partnerships around

privately-owned land and introduce incentives to protect and rehabilitate ecosystems, such as rebates and tax reductions.

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

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

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

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

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

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

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

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

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

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

1.1.2. NATIONAL POLICIES AND IMPERATIVES

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

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

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

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

1.1.2.2. White Paper on Local Government (1998)

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

1.1.2.3. Municipal Systems Act (Act 32 of 2000)

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

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

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

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

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

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

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

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

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

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

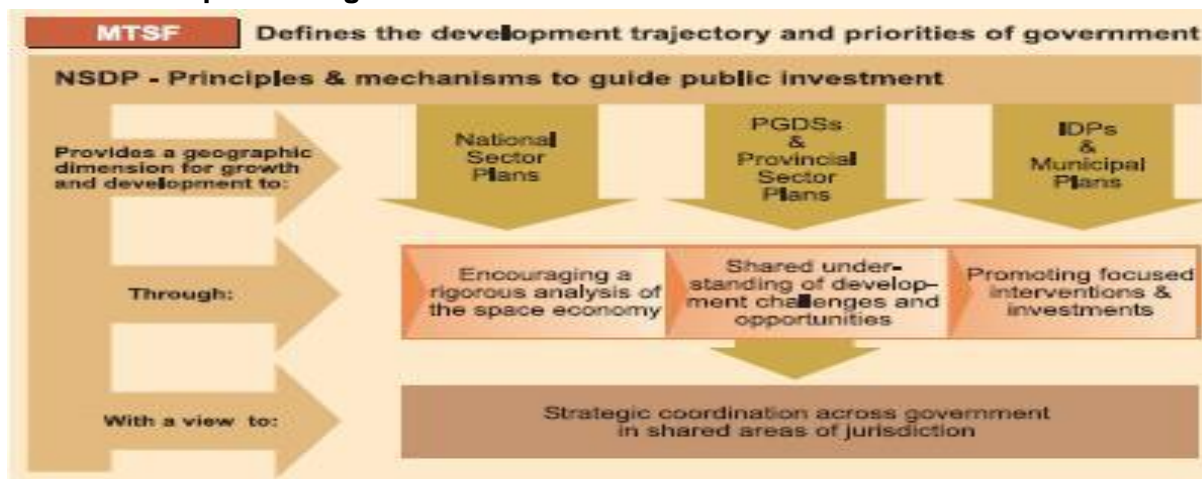
The DFA has formalized the restructuring of urban settlements and planning in South Africa. Its aim has been to expedite land development projects and to promote efficient and integrated land development. It states that municipalities should prepare the land Development Objectives (LDOs) on an annual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

1.1.2.8. The National Spatial Development Perspective (NSDP)

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

The diagram below illustrate

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



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

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

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

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

Key targets for the MTSF include:

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

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

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

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

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

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

1. **Basic Education:** Improve the quality of basic education
2. **Health:** Improve health and life expectancy
3. **Safety and Security:** All people in South Africa protected and feel safe
4. **Employment:** Decent employment through inclusive economic growth
5. **Skills:** A skilled and capable workforce to support inclusive growth
6. **Infrastructure:** An efficient, competitive and responsive economic infrastructure network
7. **Rural Development:** Vibrant, equitable and sustainable rural communities and food security
8. **Human Settlement:** Sustainable human settlements and improved quality of household life
9. **Local Government:** A response and, accountable, effective and efficient local government system

10. **Environment:** Protection and enhancement of environmental assets and natural resources
11. **International Relations:** A better South Africa, a better and safer Africa and World
12. **Public Service:** A development-oriented public service and inclusive citizenship

1.1.2.11. Expanded Public Works Programme (EPWP)

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

1.1.2.12. Development of Small and Micro-Enterprises

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

1.1.2.13. Alignment with National Development Plan

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

WATER AND SANITATION MANAGEMENT STRATEGIES PROPOSED:

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

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

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

- **Reduce demand**

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

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

- **Manage agricultural use better**

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

- **Investigate water reuse and desalination**

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

AGRICULTURE AND AGRO-PROCESSING STRATEGY PROPOSALS:

- Substantial investment in irrigation infrastructure, including water storage, distribution and reticulation throughout the country where the natural resource base allows, as well as in water-saving technology. A 50 percent increase in land under irrigation would cost R40 billion in off-farm infrastructure over a 10-year period.
- Greater investment in providing innovative market linkages for small-scale farmers in communal and land-reform areas.

- As part of comprehensive support packages for farmers, preferential procurement mechanisms to ensure that new agricultural entrants can also access these markets.
- Tenure security. Farmers will only invest in these areas if they believe that their income streams from agriculture are secure. Tenure security will secure incomes for existing farmers at all scales, for new entrants into agriculture, and for the investment required to grow incomes.
- Technology development. Growth in agricultural production has always been fuelled by technology, and the returns to investment in agricultural research and development are high.
- Policy measures to increase intake of fruits and vegetables, and reduce intake of saturated fats, sugar and salt, as recommended in the South African food dietary guidelines, to accompany strategies to increase vegetable and fruit production.
- Exploration of innovative measures, such as procurement from small-scale farmers to create local buffer stocks and community-owned emergency services.

MINERALS CLUSTER STRATEGY PROPOSALS:

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

Construction/Infrastructure

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

Tourism and Culture

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

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

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

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

Overarching Principles for Spatial Development

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

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

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

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

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

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

ALIGNMENT WITH NATIONAL INFRASTRUCTURE PLAN

Purpose of National Infrastructure Plan

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

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

SIP 18: Water and sanitation infrastructure

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

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

SIP 11: Agri-logistics and rural infrastructure

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

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

- processing facilities (abattoirs, dairy infrastructure)
- aquaculture incubation schemes
- rural tourism infrastructure.

SIP 6: Integrated municipal infrastructure project

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

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

SIP 10: Electricity transmission and distribution for all

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

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

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

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

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

1.1.3 PROVINCIAL IMPERATIVES

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

Key Strategic Priorities

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

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

Key Action Programmes

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

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

Limpopo Development Plan (LDP) 2015-2019

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

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

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

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

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

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

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

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

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

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

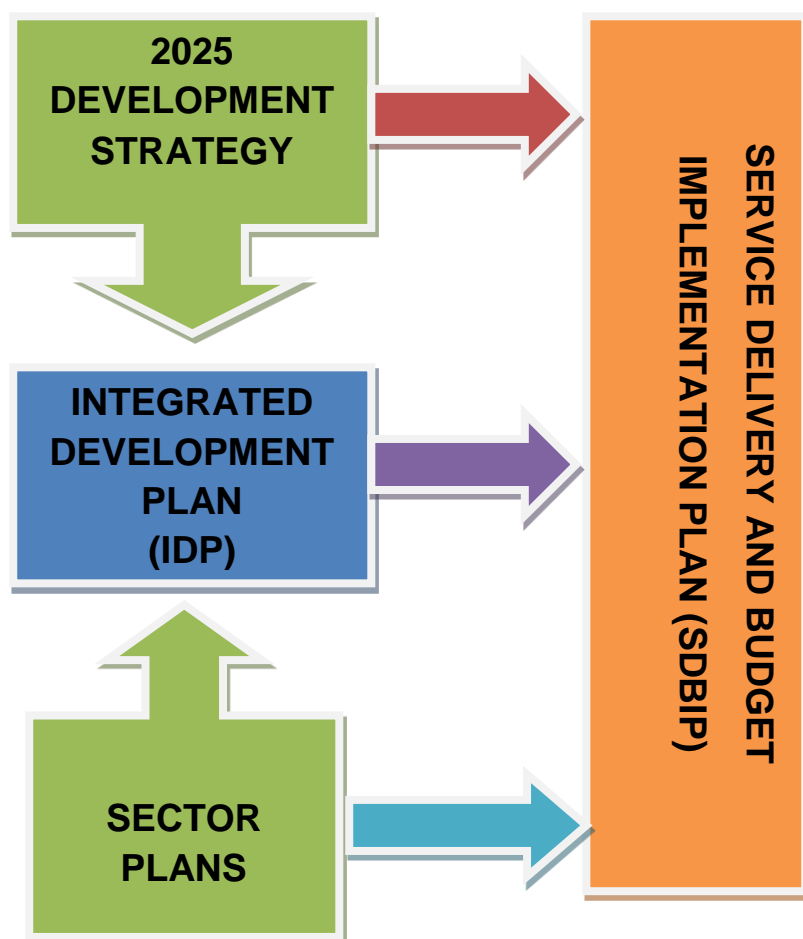
1.1.4 LOCAL IMPERATIVES

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

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

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

Figure 2 – Development Strategy



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

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

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

The 2025 Development strategy is structured into three components:

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

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

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

1.1.5 POWERS AND FUNCTIONS

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

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

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

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

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

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

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

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

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

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

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

BASIS OF IDP REVIEW PROCESS

1.1.6 BASIS OF IDP REVIEW PROCESS

The development process address recommendations from different stakeholders and role players together with comments from the MEC' assessment of the district. It also takes into cognizance the assessment of the District's performance against the organizational objectives, the recommendations during public participation, IDP engagement processes and also any new information or any change in circumstances that might have arisen subsequent to the adoption of 2017-2018 IDP.

The development process is undertaken through implementation of Process Plans which all local municipalities must prepare as per legislation. The Process Plans must comply with the District IDP Framework to ensure proper implementation, alignment and coordination between the district and local municipalities as outlined in Section 27 of the Municipal System Act (MSA) of 2000. Proper alignment between the District and its local municipalities was done when IDP Framework at the District level and subsequently process plans for all Local Municipalities were compiled and adopted between July and August 2017 respectively. The process and schedule followed during the development process as stipulated in the District IDP Framework is outlined in the tables below.

Specific dates on the IDP process are listed as follows:

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

Table 2: Important Dates on IDP Process

Preparatory phase			
Action	Responsibility	Legislative background	Deadline
Publishing of approved Service Delivery and Budget Implementation Plan (SDBIP), as well as Performance Agreements (PAs) of Senior Managers	Office of the Municipal Manager	MFMA s 53	31 July 2017
Preparations and submission of Annual Financial Statements (AFS)	Budget and Treasury	MFMA s 122 Generally Recognised Accounting Practice (GRAP)	31 August 2017
Council adopts IDP Framework/Process Plan and budget time table for 2018/2019 IDP/budget review	Planning and Economic Development Department/Budget and Treasury	-Section 27(1) Act 32 of 2000 -Section 21(1) Act 56 of 2003	31 August 2017
Table a time schedule of key budget & IDP deadlines	Executive Mayor	MFMA s 21	31 August 2017
Public notice in the Local newspaper regarding the adoption of Framework/Process Plan	Planning and Economic Development Department	Section 21(1) (a) (b) and (c) Act 32 of 2000	14 September 2017
Sitting of the IDP/Budget Steering Committee: - to review budget related policies and - assess Analysis Phase information in preparation for	Budget and Treasury	Section 4(1) Municipal Budgets and Reporting Regulations, 2008	31 October 2017

IDP Representative Forum			
Determination of revenue projections, proposed rates and service charges and draft budget allocations	Budget and Treasury	MFMA s 18	30 December 2017
Analysis phase			
IDP Representative Forum meeting (to discuss Analysis Phase information)	Planning and Economic Development	Section 27 (d) (i) and Section 17 of Act 32 of 2000	30 December 2017
Consultation with National and Provincial sector departments on specific programmes for alignment with Municipal Plans	Budget and Treasury	MFMA s 21	31 January 2018
Situational analysis to assess the existing level of development (analysis phase chapter) of the SDM	Planning and Economic Development Department	Section 26 (b) of Act 32 of 2000	31 January 2018
Submit mid- year performance assessment to council	Budget and Treasury	MFMA s 72	31 January 2018
Submit mid- year performance assessment to AG,NT,PT and provincial department responsible for local government and Executive Mayor	Budget and Treasury Office, and Office of the Municipal Manager	MFMA s 72	25 January 2018
Consolidation and preparation of budget and plan for the next financial year	Budget and Treasury	MFMA s 16	28 February 2018
Strategy phase:			
Strategic Planning	Planning and Economic	MSA s 25	28 February 2018

session	Development		
The objectives and strategies that will be used to tackle challenges of development are specified.	All internal departments of SDM, including the relevant departments from local municipalities	Section 26 (c and d) of Act 32 of 2000	28 February 2018
Table adjustment budget if necessary	Executive Mayor	MFMA s 28	28 February 2018
Project phase and Integration phase:			
Projects to implement the identified objectives and strategies are formulated, as well as finalization of Integration Phase	All internal departments of SDM, including the relevant departments from local municipalities	Section 26 of Act 32 of 2000	31 March 2018
Sitting of the IDP/Budget Steering Committee (to discuss Draft IDP/Budget for 2018-2019, prepare for public consultations and the IDP Rep Forum)	Budget and Treasury Office	Section 4(1) Municipal Budgets and Reporting Regulations, 2008	31 March 2018
Draft IDP/Budget for 2018/2019 tabled before Council for noting (at least 90 days before start of financial year)	Planning and Economic Development/Budget and Treasury	Section 16(1) (a)-(d) Municipal Budgets and Reporting Regulations	31 March 2018
IDP Representative Forum meeting (to present Draft IDP for 2018-2019)	Planning and Economic Development	Section 27 (d) (i) and Section 17 of Act 32 of 2000	30 April 2018
Make budget available to Public, National Treasury, Provincial Treasury and other government departments	Budget and Treasury	MFMA s16	30 April 2018
Public consultations final round (presenting Draft IDP/Budget)	Planning and Economic Development/Budget and Treasury/Office of the Speaker/Mayor	Section 16(1) (a) Act 32 of 2000	30 April 2018
Approval phase			
Consider views of local community, National Treasury, Provincial Treasury and other government	Budget and Treasury	MFMA s 16	30 May 2018

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

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

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

<ul style="list-style-type: none"> • Two MMCs responsible for Infrastructure Department • Municipal Manager • Director: Corporate Services Department • Director: Infrastructure and Water Services Department • Director: Community Services Department • Director: Finance Department (CFO) • Director: Planning and Economic Development Department • Director: Communications • Chief Audit Executive • Chief Risk Officer • IDP Manager • Budget Manager 	<ul style="list-style-type: none"> • Determine the public participation models • Monitor the implementation of projects outlined in the IDP • Present the draft IDP/Budget to the Rep Forum • Present the draft IDP/Budget to Mayoral Committee and to Council for approval 			
COMPOSITION	ROLES & RESPONSIBILITIES	FREQUENCY OF THE MEETINGS	VENUES	DEADLINE
B: IDP Rep Forum				
<ul style="list-style-type: none"> • Executive Mayor • Local Mayors • District and Local Councilors • Municipal Manager and local municipal managers • District Directors and LMs Directors • Sector Departments and government 	<ul style="list-style-type: none"> ▪ Coordinate planning across the District ▪ Share common understanding on development issues ▪ Facilitate horizontal alignment between and among municipalities, sector 	<ul style="list-style-type: none"> - One meeting at analysis phase - One meeting on Draft IDP 	To be confirmed	30 December 2017 and 30 April 2018

parastatals <ul style="list-style-type: none"> • Traditional leaders • Mining representatives • Organized groups 	departments; parastatals; mines; various communities <ul style="list-style-type: none"> • Provide support to one another when necessary 			
COMPOSITION	ROLES & RESPONSIBILITIES	FREQUENCY OF THE MEETINGS	VENUES	DEADLINE
C. Mayoral Committee				
Members of Mayoral Committee	Recommend the approval of the IDP review to Council	Monthly	To be confirmed	Continual
D. Portfolio Committees				
Councillors	Recommend the approval of the IDP review to Council	To be confirmed	To be confirmed	Continual
E. Council				
Councillors	Adopt and approve the IDP	To be confirmed	To be confirmed	To be confirmed

Stakeholder Engagements and Community Participation

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

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

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

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

However, a specific schedule of the key deadlines to be followed in the IDP process of the next financial year is set out above. A schedule outlining the dates, time and venues of community

consultative meetings will be developed and advertised in the in the regional and local newspapers before commencement of the meetings.

Table 4: MEC'S COMMENTS ON 2016/17-2020/21 IDP/BUDGET ASSESSMENTS:

ISSUES	ASSESSMENT FINDING	RECOMMENDATIONS
KPA 2: BASIC SERVICE DELIVERY & INFRASTRUCTURE		
Analysis Phase – Water & Sanitation		
Is there a depiction of the Water catchment areas and water sources in the municipality	Water catchment areas not indicated	Water catchment areas to be indicated
Strategies Phase – Water & Sanitation		
<p>Is there any indication of strategies for:</p> <ul style="list-style-type: none"> - Improving access to sustainable water and sanitation services - Maintaining, extending and upgrading the municipal water and sanitation assets - Provision of cost effective and sustainable water and sanitation services infrastructure - Provision of Free Basic Water (FBW) and Free Basic Sanitation (FBS) to households, and - Ensuring that all households have access to basic water and sanitation by 2016? 	No indication of strategies to all items as captures	Water and Sanitation strategies should address all items as captured
Analysis Phase: Roads and Storm Water Drainage		
Does the Analysis phase provide a picture of the state of roads and storm water drainage, and the backlogs thereof?	Storm water drainage not indicated in the Analysis phase	Status of storm water drainage and backlogs should be articulated in the Analysis phase
Analysis Phase: Safety and Security		
Is there any indication of shortage/backlogs of safety and security facilities?	Shortage/Backlogs of safety and security facilities not indicated	Backlogs should be indicated
Analysis Phase - Post Office and Telecommunication		
Does the Analysis provide the following: i.e. Network Infrastructure challenges, number of post offices and backlogs thereof?	Challenges, number of post offices and backlogs not indicated	Challenges, number of post offices and backlogs must be indicated
KPA 3: LOCAL ECONOMIC DEVELOPMENT		

ISSUES	ASSESSMENT FINDING	RECOMMENDATIONS
Analysis Phase – Local Economic Development		
Is there a clear indication of the state of the local skills based?	No indication of the state of the local skills based	Local skills based should be indicated
KPA 5: FINANCIAL VIABILITY		
Analysis Phase – Financial Viability		
<p>Does the status quo analysis reflect the following:</p> <ul style="list-style-type: none"> - Cash Flow Management - Indigent Policy - Banking and Investment Policy 	<p>The following are not reflected in the status quo analysis</p> <ul style="list-style-type: none"> - Cash Flow Management - Indigent Policy - Banking and Investment Policy 	<p>Status quo analysis should reflect the following:</p> <ul style="list-style-type: none"> - Cash Flow Management - Indigent Policy - Banking and Investment Policy
<p>Are there strategies for promoting proper financial management in the municipality in terms of:</p> <ul style="list-style-type: none"> - Financial Resource Mobilisation 	Strategies for financial resource mobilisation should be indicated	
Integration Phase – Financial Viability		
<p>Does the municipality have an:</p> <ul style="list-style-type: none"> - Annual Budget - MTEF Allocations - Five Year Financial Plan 	<p>There is no indication of:</p> <ul style="list-style-type: none"> - Annual Budget - MTEF Allocations - Five Year Financial Plan <p>in the integration phase</p>	<p>There should be an indication of:</p> <ul style="list-style-type: none"> - Annual Budget - MTEF Allocations - Five Year Financial Plan <p>in the integration phase</p>
<p>Are there indications of corrective steps for Audit findings or reports with matters of emphasis?</p>	<p>There are indications of corrective steps for Audit findings or reports with matters of emphasis</p>	<p>The action plan to address Auditor General's findings (previous financial year) should be developed by the municipality</p>
KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT		
Analysis Phase: Municipal Transformation and Organisational Development		
<p>Are there any employment equity challenges outlined?</p>	<p>No analysis of employment equity challenges</p>	<p>Employment equity challenges should be outlined in the analysis phase</p>
Strategies Phase - Municipal Transformation and Organisational Development		
<p>Are there strategies for:</p>	<p>No indication of strategies promoting</p>	<p>Strategies promoting and</p>

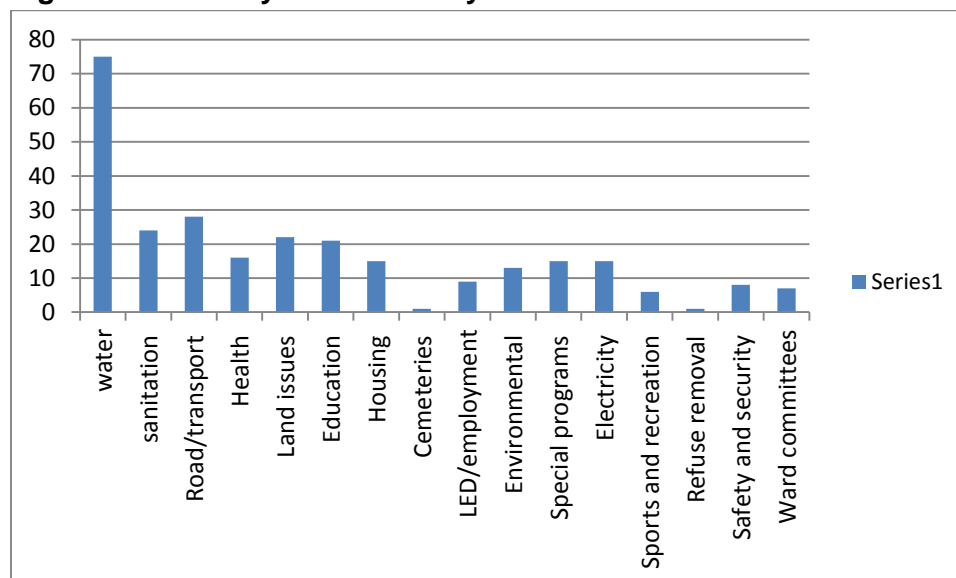
ISSUES	ASSESSMENT FINDING	RECOMMENDATIONS
<ul style="list-style-type: none"> - Promoting employment equity - Promoting gender equity 	employment and gender equity	gender equity should be developed
Integration Phase: Municipal Transformation and Organisational Development		
Does the municipality have an Institutional Plan, inclusive of an HR Strategy of the municipality?	The Municipality does not have an Institutional Plan	An Institutional plan should be developed
Is there evidence that the municipality has an Employment Equity Plan	No indication of Employment Equity Plan	Employment Equity Plan should be indicated

OVERALL IDP ASSESSMENT – SEKHUKHUNE DISTRICT

IDP Assessment	IDP/SDBIP Alignment	Overall Rating
High	Aligned	High

Table 5: SUMMARY OF COMMUNITY NEEDS

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

Figure 4: Summary of Community Needs

Synopsis of community contribution towards IDP/budget

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

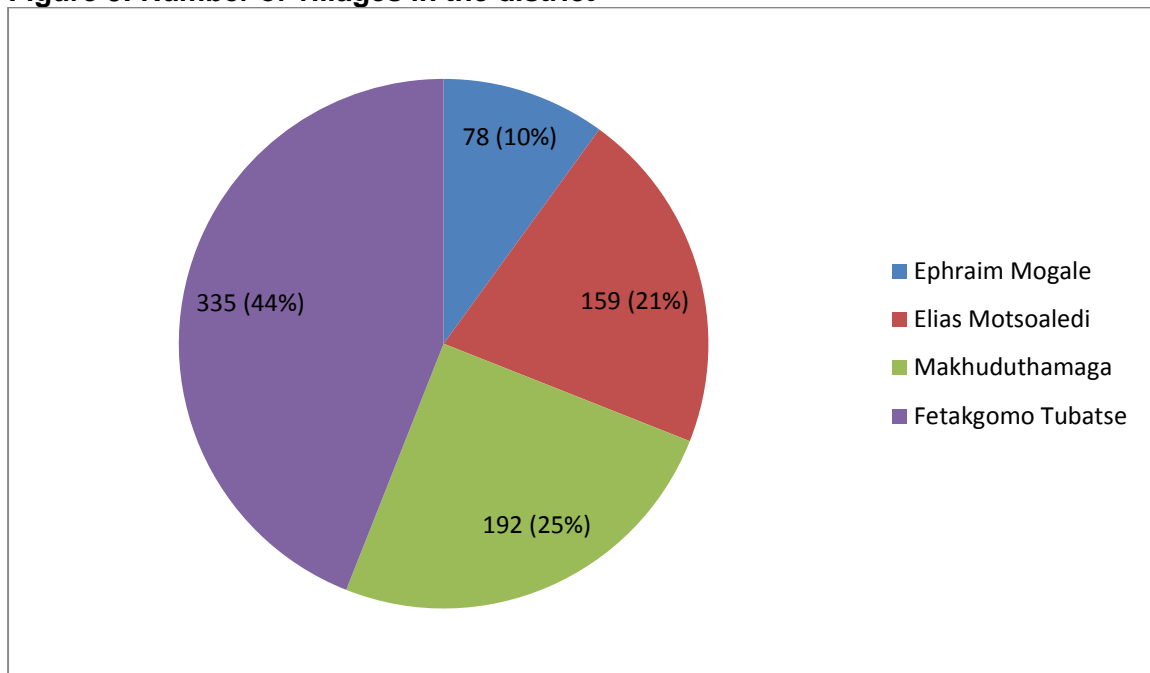
Being a Water Services Authority (WSA) and Water Services Provider (WSP) on behalf of its local municipalities, SDM is more under pressure to deliver water to the households within its area of jurisdiction. Water being the highest basic need of the local communities, may imply that SDM has not been making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

CHAPTER 2: ANALYSIS PHASE

2.1 DEMOGRAPHICS IN SDM

SEKHUKHUNE DISTRICT VILLAGES

Figure 5: Number of villages in the district



SDM ward committees 2015-2016

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

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

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

SEKHUKHUNE DISTRICT HOUSEHOLDS

Table 6: Households in the district

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

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

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

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

Household size

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

HOUSING TYPE MAIN DWELLING

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

Table 7: Main Dwellings

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

Source Census (2011)

HOUSEHOLD TENURE STATUS

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

Table 08: Household tenure status

MUNICIPALITIES	Owned and fully paid off		Owned but not yet fully paid off		Rented	
	2001	2011	2001	2011	2001	2011
Ephraim Mogale	14 231	995	1 120	13 553	604	4 288
Elias Motsoaledi	24 627	1 440	3 153	33 324	1 658	5 828

Makhuduthamaga	30 979	2 191	1 441	44 302	2 257	3 035
Fetakgomo Tubatse	42 038	4 689	3 206	53 181	4 681	15 676
Sekhukhune	111 877	9 315	8 921	144 360	9 201	28 827

Source Census (2011)

HOUSEHOLD OWNERSHIP, RADIO, TELEVISION, COMPUTER, REFRIGERATOR, LANDLINE, CELL PHONE, INTERNET

Table 09: Household ownership, Radio, Television, Computer, Refrigerator, Landline, Cell phone, Internet

MUNICIPALITY	RADIO		TELEVISION		COMPUTER		REFRIGERATOR		LANDLINE		CELLPHONE		INTERNET
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2011
Ephraim Mogale	16021	17187	11487	21888	463	2545	10943	21045	2153	785	5222	26742	5079
Elias Motsoaledi	33043	38849	24171	44108	660	6093	24677	43263	4178	1498	11944	53035	13308
Makhuduthamaga	34695	39523	18472	46765	308	4371	16082	44849	2043	1034	9180	54692	12024
Fetakgomo Tubatse	48455	62074	19854	66846	719	9464	22585	67343	3138	2060	12268	92970	20243
Sekhukhune District	132214	157631	73975	178607	2150	22473	74288	176499	11511	5377	38613	227439	50653

Source: Census 2011

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

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

POPULATION

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

Table 10: Population Growth Rate in Sekhukhune

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

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

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

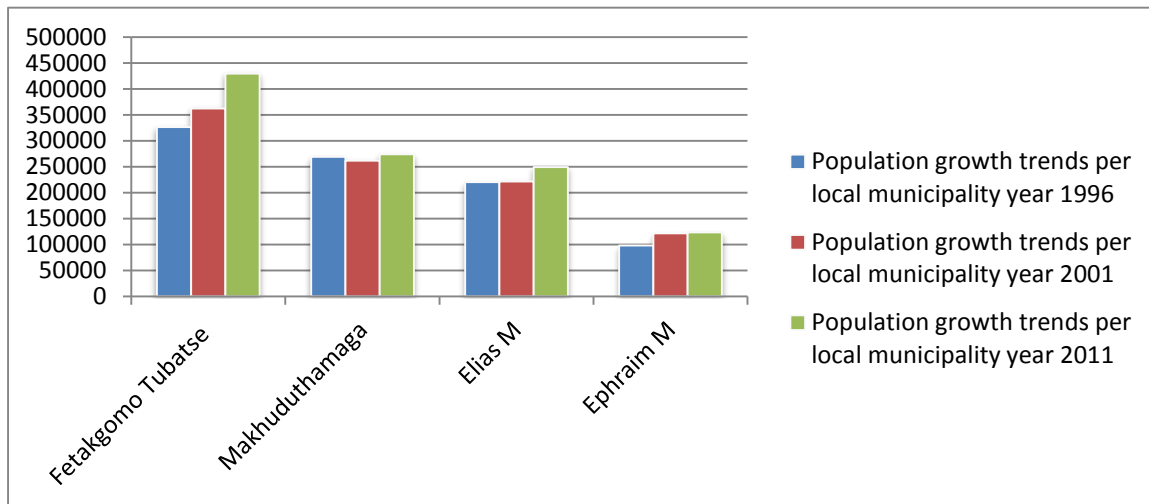
Population growth numbers in local municipalities

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

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

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

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

Figure 6: Population trends per LM

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

Table 11: The recorded population figures per local municipality are as follows:

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

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

Implications of population growth trends for the district

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

Gender Profile

Table 12: Gender Profile: Males and Females

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

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

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

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

Table 13: Gender profile: Males and Females

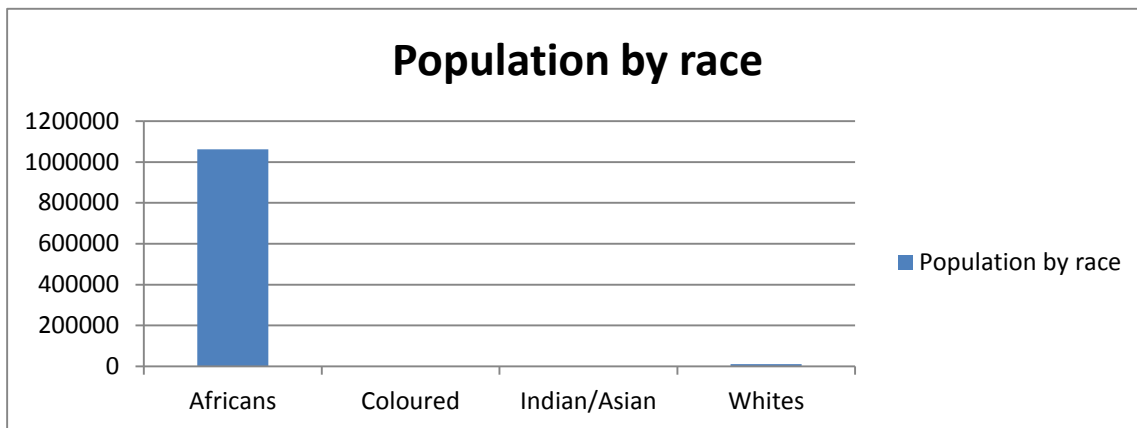
Municipality	Males			Females		
	1996	2001	2011	1996	2001	2011
Ephraim Mogale	45 117	55 765	58 207	52 871	65 561	65 442
Elias Motsoaledi	100 000	99 104	115 503	120 394	122 543	133 860
Makhuduthamaga	118 421	113 614	121 282	150 892	148 392	153 075
Fetakgomo Tubatse	147 142	161 945	202 383	179 654	200 261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

Source: Census (2011)

POPULATION GROUP BY RACE

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

Figure 7: Population by race



Source: Census (2011)

Table 14: Population growth by race

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

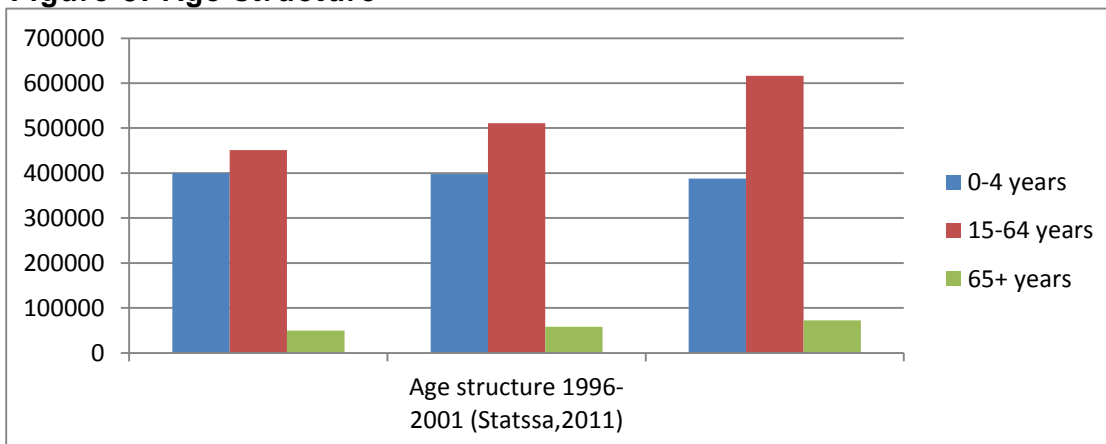
Source Census (2011)

Home language

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

AGE STRUCTURE IN THE DISTRICT

Figure 8: Age structure



Source: Census (2011)

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

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

AGE AND GENDER

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

Table 15: Age and gender profile- 2011

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

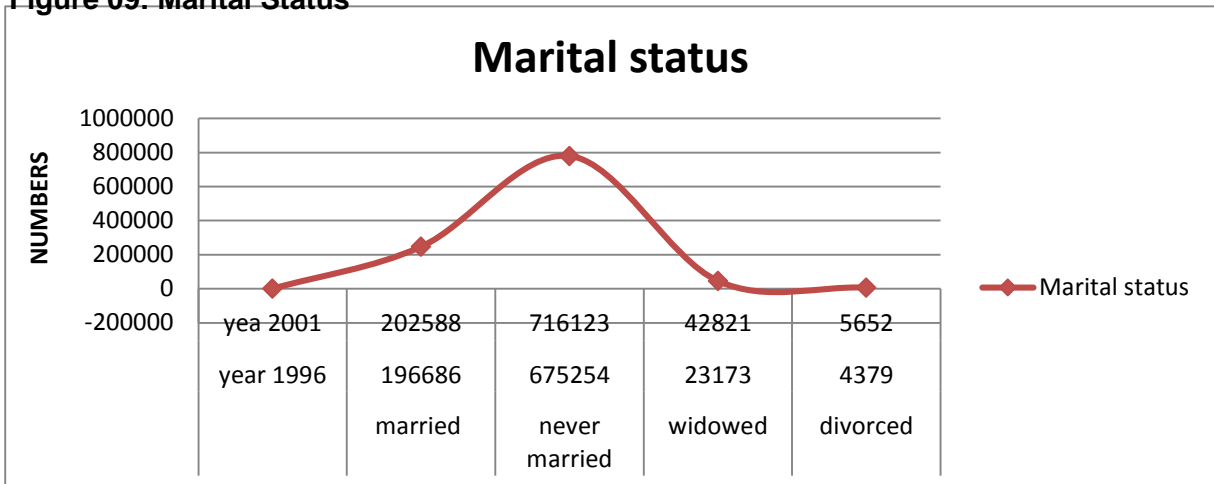
Source (Census 2011)

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

number of Sekhukhune males have alternative residence away from the district – a fact already alluded to earlier in this chapter. The ratio is as high as 62% in Makhuduthamaga and 57% in Ephraim Mogale.

MARITAL STATUS

Figure 09: Marital Status



Source: Census 2011

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

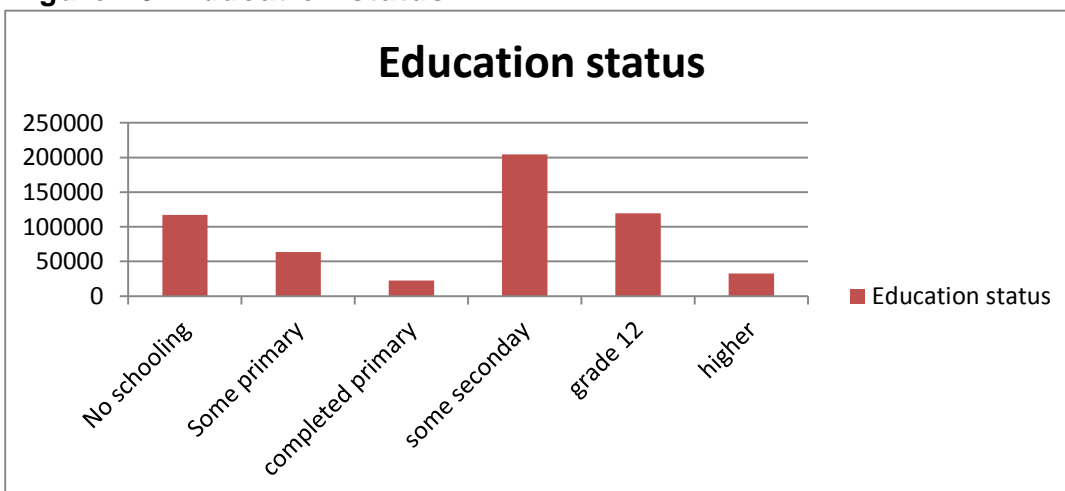
Table 16: Marital Status

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

Source: Census (2011)

EDUCATION PROFILE IN THE SEKHUKHUNE DISTRICT

Figure 10: Education status



Source: Census (2011)

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

Table 17: Education status in Sekhukhune District

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

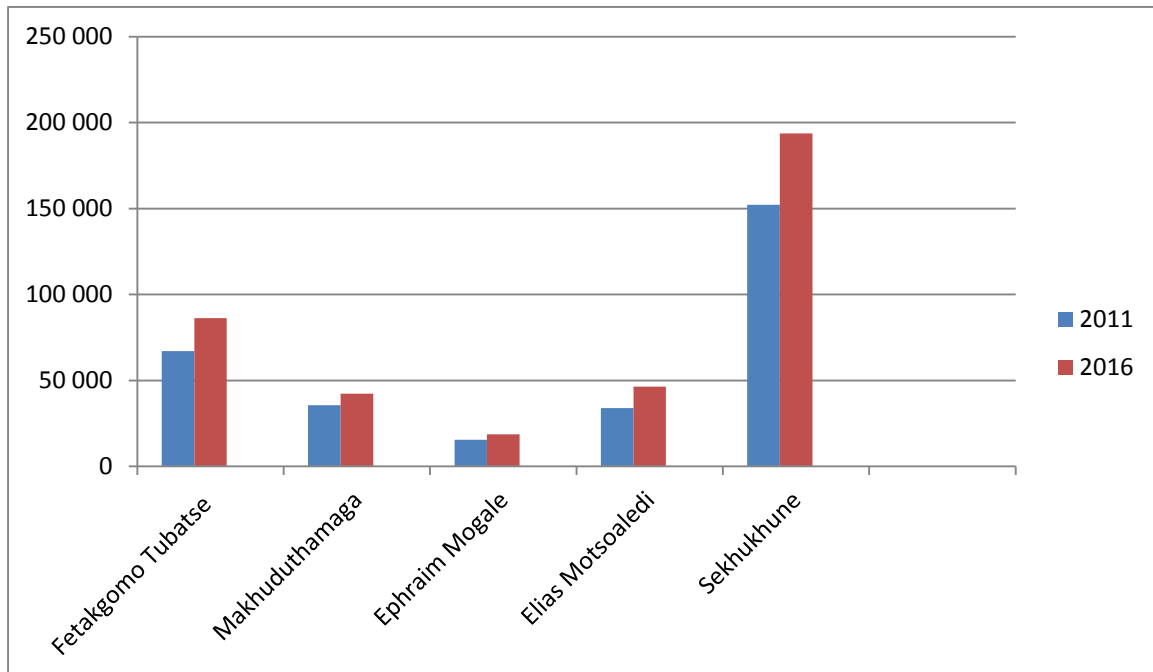
Source Census (2011)

Table 18: Persons above 20 years with Grade 12

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

Census (2011) and Community Survey (2016)

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



Census (2011) and Community Survey (2016)

Table 19: Education profile per Local Municipality (2011)

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

Source: Census (2011)

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

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

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 20: Categories of migrants from Sekhukhune households

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

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

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

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

Disability

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

Table 21: Disability Types

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

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

Source: STATS SA, Community Survey 2007

Disability Development Programmes in Sekhukhune District Municipality

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

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

Challenges

- Ineffective Disability Forums
- Lack of clear Policies on advancement of disable people's needs and aspirations
- Insufficient budget to implement awareness programs
- Public places not accessible and user-friendly for people living with disability.

4.3 INCOME DISTRIBUTION

4.3.1 Sekhukhune District

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

The intermediate group, with incomes ranging from R19.601 per year to R153.800 per year, used to comprise 13% of all households in 2001, but has increased to 38%. This group can afford to make meaningful contributions to the cost of municipal services. The high-income group, who can afford to pay the full cost of municipal services, has increased from less than 1% of all households in 2001, to 5.5% in 2011.

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

Table 22: Household Income Distribution for Sekhukhune District: 2001 and 2011

INCOME GROUP	2001	2011	2001%	2011%
No income	80 525	38 450	39.3	14.58
R 1 - R 4800	19 985	17 064	9.76	6.47
R 4801 - R 9600	50 857	32 375	24.8	12.28

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

Source: Statistics South Africa (Census 2001 and 2011)

Economically Active Population

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

Table 23: Economically Active population

Description	Ephraim Mogale	Fetakgomo Tubatse	Elias Motsoaledi	Makhudutham aga	Sekhukhune
Employment	15056	52 557	39098	21978	127688
Unemployment	11098	63 117	16725	33346	124226
Non economically active	40787	130 207	79066	77494	327553
N/A	20,031	153 857	42,472	126,622	354,626
Unspecified	40				922551
Total	87,012	399 738	176,361	259,440	934,093

Source: STATS SA Community Survey 2007

Employment by Industry

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

Table 24: The Breakdown of employment by industry in the SDM is as follows:

Sectors	Makhuduth amaga	Fetakgomo Tubatse	Ephraim Mogale	Elias Motsoaledi	Grand Total
Agriculture, Hunting, Forestry and fishing	0.23	0.32	0.29	0.54	1.38
Mining and Quarrying	0.02	2.11	0.02	0.03	2.18
Manufacturing	0.17	0.51	0.25	0.47	1.41
Electricity, Gas and Water Supply	0.03	0.02	0.04	0.07	0.16
Construction	0.31	0.37	0.16	0.33	1.17
Wholesale and retail trade	0.52	0.93	0.26	0.96	2.66
Transport, Storage and communication	0.09	0.27	0.08	0.28	0.72
Financial, Insurance, real Estate and	0.05	0.44	0.19	0.44	1.12
Community, Social and personal Services	0.77	1.25	0.59	1.00	3.62
Other and no adequately defined	0.14	0.42	0.36	0.41	1.32
Not applicable	19.40	33.27	8.75	16.69	78.11
Unspecified	1.54	2.32	0.35	1.96	6.16
Grand Total	23.26	42.23	11.33	23.18	100.00

Source: STATS SA: Community Survey 2007

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

2.2 SPATIAL RATIONALE

Introduction

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

- Spatial Socio-Demographic Characteristics of the District
- Spatial Concentrations of Population
- Population Growth Areas / Points
- Local Service Points
- Economic Activity Concentration

- Centers of Agricultural Production
- Operational Mines in Sekhukhune
- Existing Land Use and Related Potential
- Spatial Economic Development Opportunities

Geographic location of the district

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

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

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

Figure 12 - Geographic Location Map

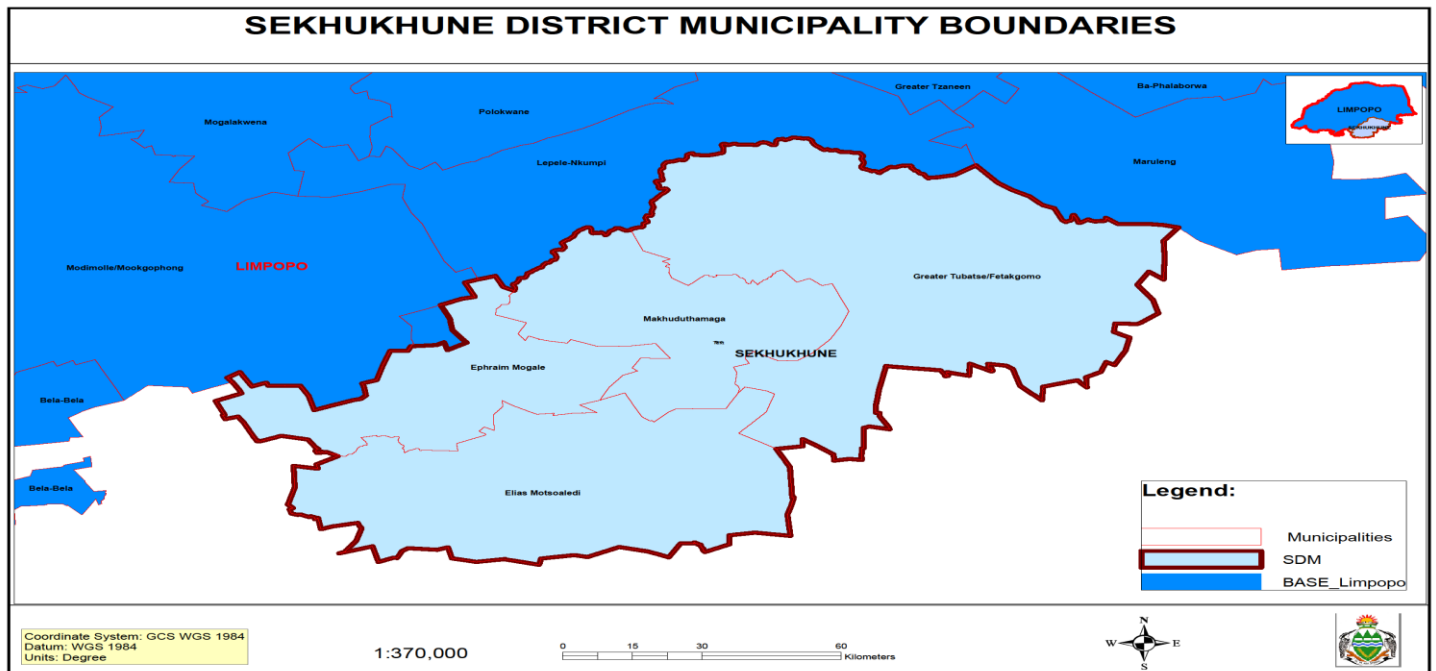
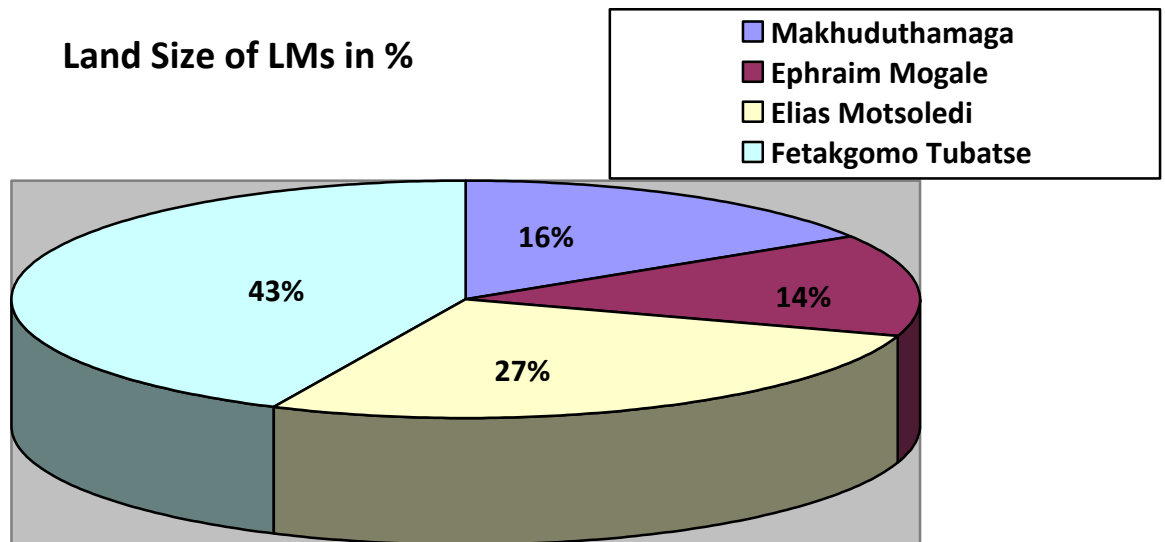


Figure 13: Land size per Local Municipality in %



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

HISTORY BEHIND THE NAMES

Elias Motsoaledi: A legendary hero who was born in Nebo and was later sentenced to life

imprisonment as part of the Rivonia treason trial. He spent 26 years in Robben Island until his release in 1989.

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

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

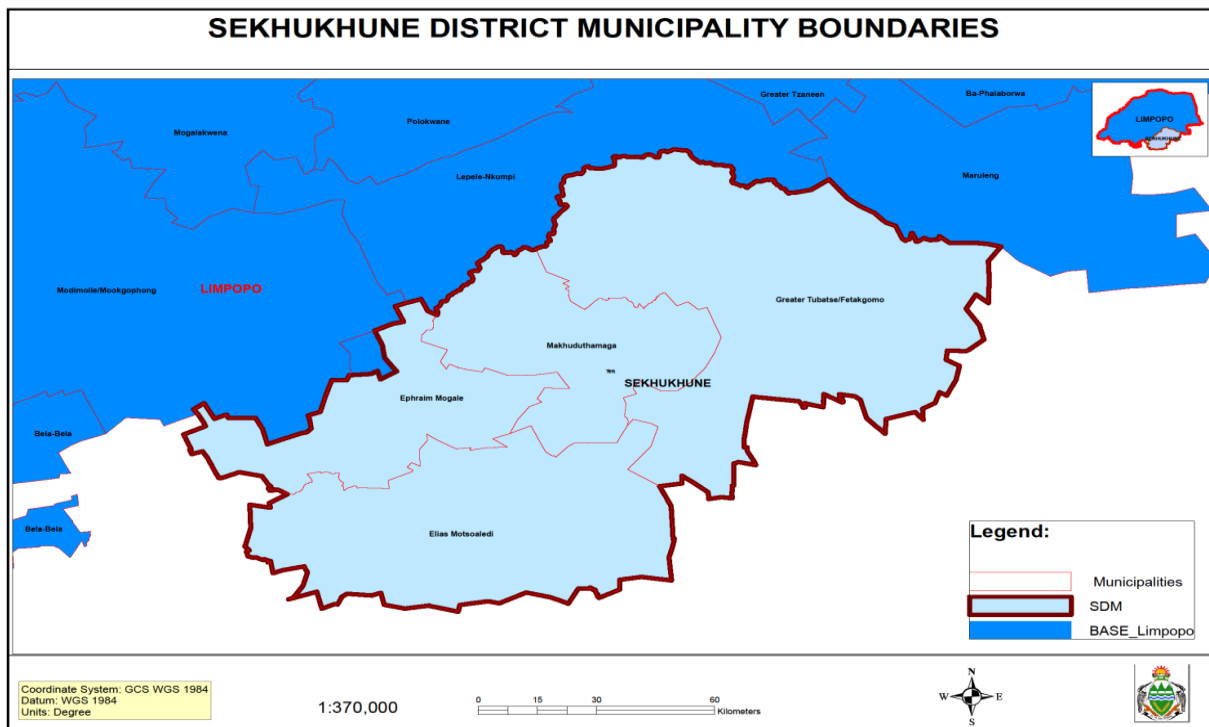
Fetakgomo Tubatse: The Municipality was established and officially proclaimed in the Section 12 Notice Limpopo Provincial Gazette no. 2735, its short title: “*Notice in terms of s12 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998): Disestablishment of Existing Municipalities and Establishment of New Municipalities*”, dated 22nd July 2016 issued by the Member of the Executive Council (MEC) for local government in Limpopo Province. The municipality was formed as a sequel to an amalgamation between the former Fetakgomo Local Municipality and the former Greater Tubatse Municipality, which municipalities were established after the 2000 Local Government Elections as an outflow of the municipal demarcation board. The amalgamation was given a force of law in the aftermath of the 2016 Local Government Elections, which municipal elections were held on the 03rd August 2016. Both the former FTM and former GTM were classified as categories B municipalities due to their spatial and economic characteristics.

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

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

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

Figure 14- Map of Sekhukhune District Municipal area

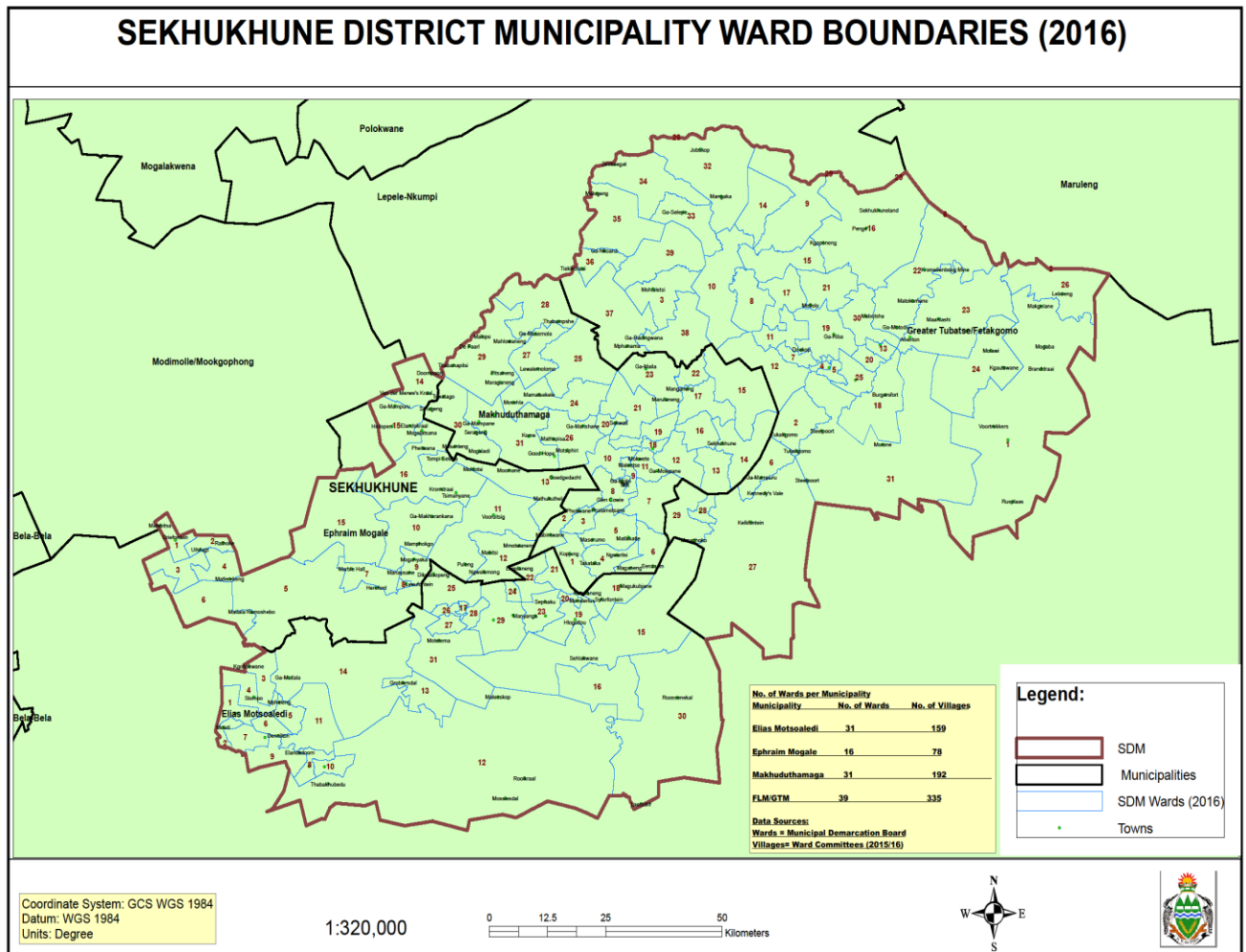


The district consists of 117 wards which are broken down per local municipality as follows:

Table 25: Number of wards per Local Municipality

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

Figure 15 – SDM Wards



Status Quo

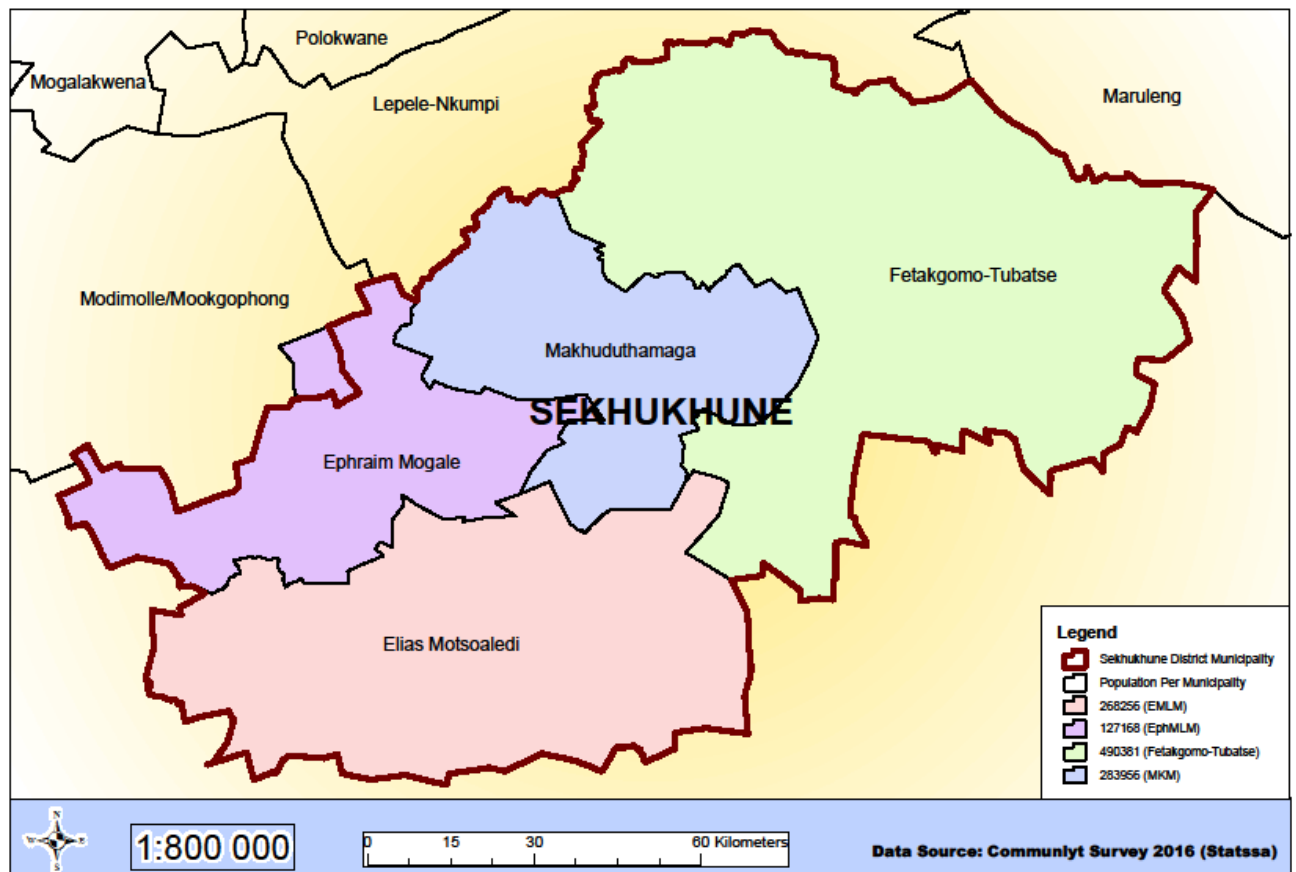
Spatial Socio-Demographic Characteristics of the District

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

Spatial Concentrations of Population

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

Figure 16- SDM Population Distribution



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

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

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

More specifically, the SDM features approximately 764 sparsely populated and dispersed rural settlements, with Groblersdal, Marble Hall, Burgersfort, Jane Furse, Ohrigstad, Steelpoort and Driekop constituting the main/first order urban centres. The spatial location

of these first order centres generally coincide with the District's two dominant economic activity areas.

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

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

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

Population Growth Areas / Points

Growth points are individual settlements or settlement areas which feature strong economic, social and institutional activities. **Table 28** indicates the expected population growth points for the SDM.

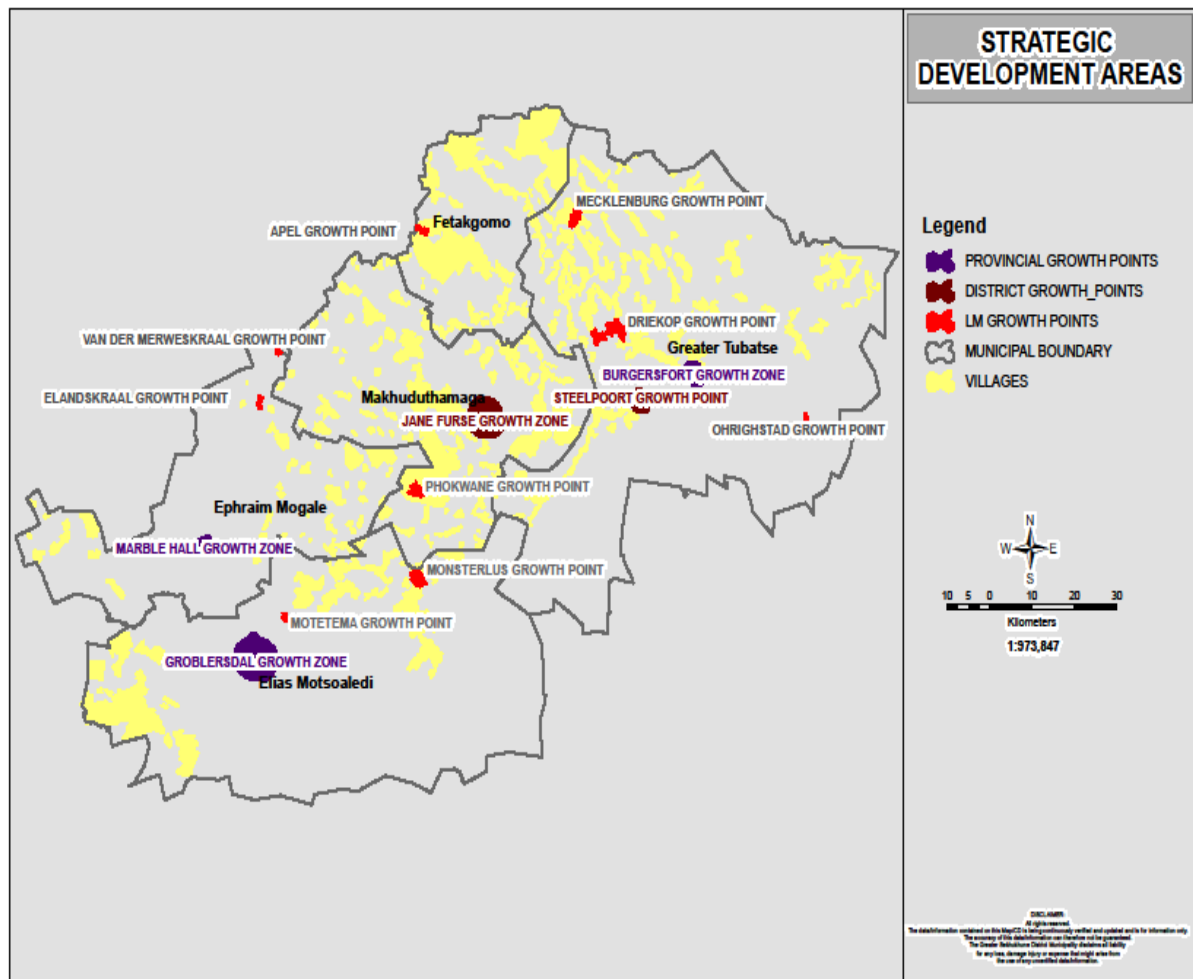
Table 26: Expected Population Growth Areas / Points for the SDM.

Municipality	% of people Residing in Growth Points and Population Concentration Points	Provincial Growth Points	District Growth Points	Municipal Growth Points
Fetakgomo Tubatse	77%	Burgersfort	Steelpoort	Mecklenburg Driekop Ohrigstad Apel
Ephraim Mogale	66%	Marble Hall	-	Van Der Merweskraal Elandskraal
Elias Motsoaledi	61%	Grobiersdal	-	Monsterlus Motetema
Makhuduthamaga	51%	Jane Furse	-	Phokwane

Source: Integrated Spatial Development Framework for the SDM, 2004

Of the total 14 growth points in Sekhukhune, 6 are situated within Fetakgomo Tubatse, followed by Elias Motsoaledi and Ephraim Mogale with 3 each, and lastly Makhuduthamaga with 2 (see figure 17).

Figure 17- SDM Growth Point



Local Service Points:

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

- Fetakgomo Tubatse (16),
- Makhuduthamaga (4);
- Elias Motsoaledi (2); and
- Ephraim Mogale (1).

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

Economic Activity Concentration

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

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

Figure 18- Centres of Agricultural Production

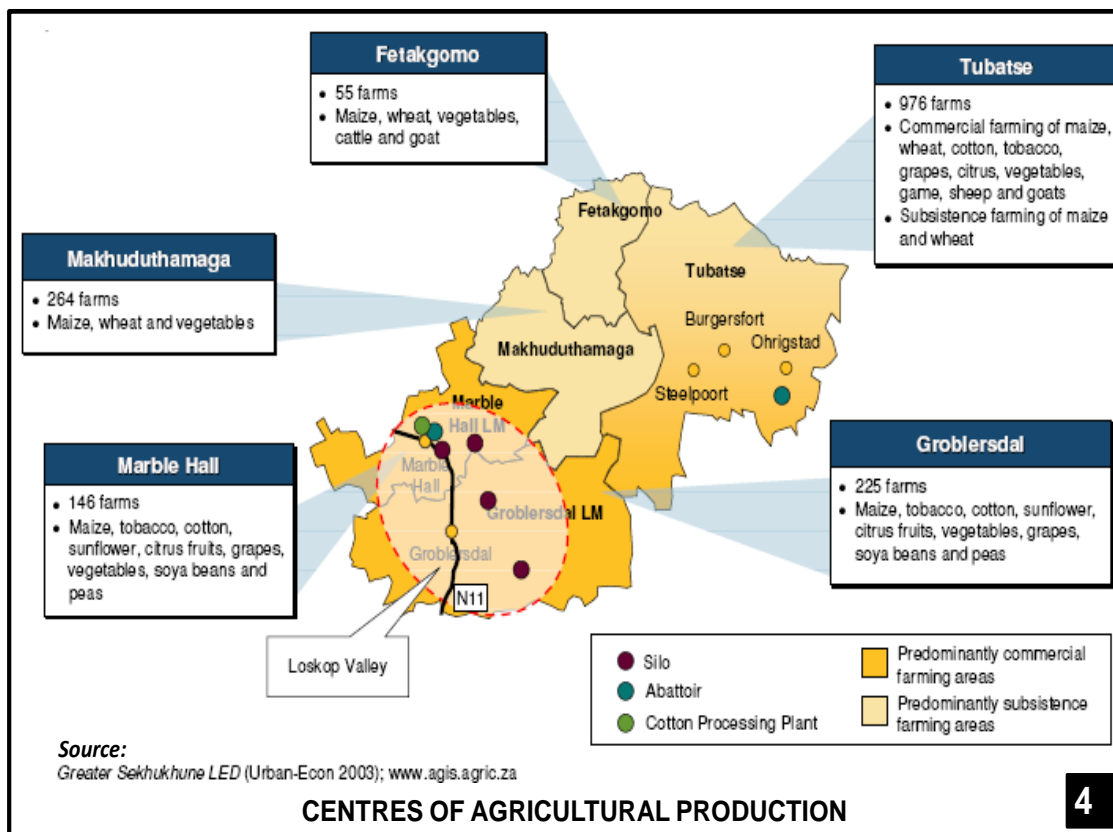
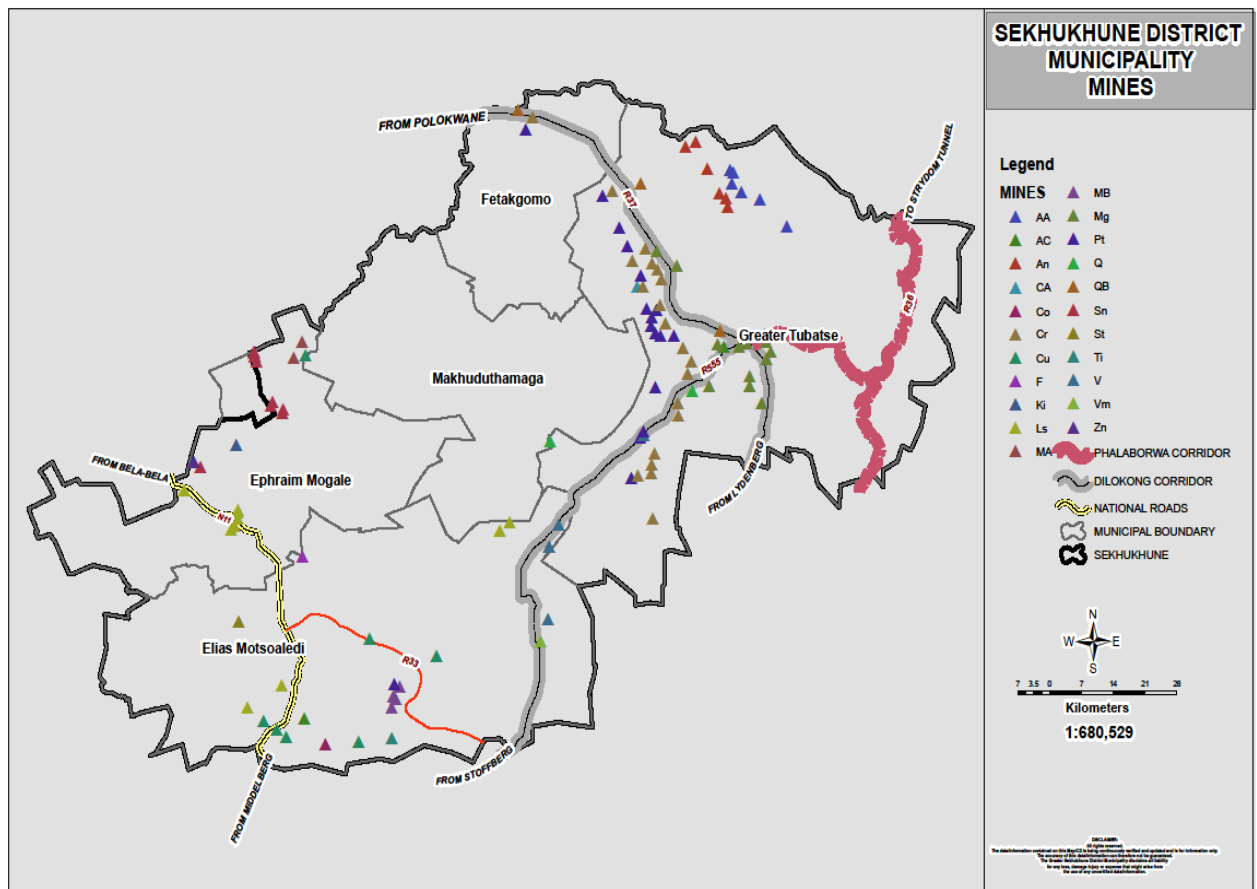


Figure 19 – Operational Mines in Sekhukhune



Existing Land Use and Related Potential

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

Presently, land use within the SDM is dominated by commercial and subsistence farming. This is especially true in the Fetakgomo Tubatse, Makhuduthamaga, and Ephraim Mogale Local Municipal areas. The second most significant land use is the potential conservation areas, especially within the Elias Motsoaledi and Ephraim Mogale Municipal areas. These potential conservation areas may eventually encompass roughly one third of Elias Motsoaledi and Ephraim Mogale. The different land use patterns in the Sekhukhune District are captured in **Table 27** below.

Table 27: Land Use Patterns in the SDM

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

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

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

SPATIAL ECONOMIC DEVELOPMENT OPPORTUNITIES

Transport Network

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

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

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

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

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

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

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

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

The Dilokong Corridor

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

The Phalaborwa Corridor

- Ohrigstad via the Strijdom Tunnel.
- Burgersfort to Oaks.

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

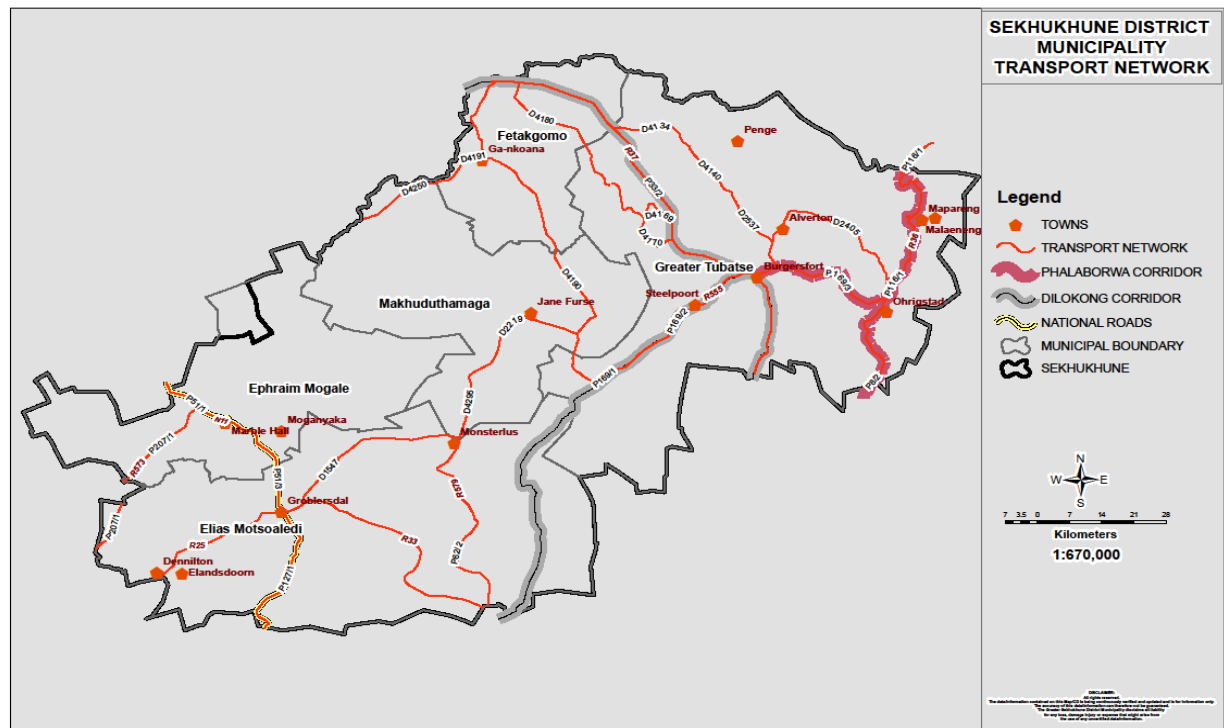
- The railway line entering the SDM from the South, next to Stoffberg, from where it continues northwards for approximately 30km, eventually ending at an abandoned mine near the Mapochs Mine.
- The railway line entering the SDM from the West, near Nutfield, from where it continues eastwards to Marble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

Unfortunately, these railway lines have not yet been extended or re-routed to serve later / new mining operations (such as those along the Merensky Reef and Chrome layers). Consequently, shortcomings in the railway network are resulting in extreme pressure being placed on the road network. Favourably, a new commuter rail link between Pretoria and the

South-West of the SDM (along the Moloto Road) is being considered. This rail link will improve accessibility to Gauteng, which represent an employment area for many residing within the South-Western extents of the District.

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

Figure 20- SDM Transport Network



Mining

Modern mining has been practiced in Sekhukhune for well over a century, and typically involved (as is still the case today) the extraction of 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 19**). Some isolated activities are found within the Ephraim Mogale LM. Major mining companies operating in the SDM (2006) include Anglo Platinum, Xstrata, BHP Billiton, Implants, ASA

Metals and Marula Platinum. In spite of the involvement of major mining companies, mining in the district has not yet reached full production limits. Consequently, a number of new developments are expected to take place. These include:

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

Figure 19 illustrates where the bulk of the platinum mining activity will take place within the District in the future. New mining activities within the Ephraim Mogale and Elias Motsoaledi LMs could potentially create land use conflicts between mining and agricultural activities. Furthermore, new mining activities may result in increasing pressure being placed on environmentally sensitive areas found within the North-Eastern and South-Eastern extents of the District. **Table 28** sets out the main existing (operational), and planned platinum mines in the district.

Table 28: Existing (Operational) and Planned Mines in the SDM.

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

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

The projected number of employment opportunities in platinum mining / near the SDM up to 2015 is set out in **Table 29**. Importantly, based on the below mentioned statistics, **Burgersfort is set to become a city in the next 10-15 years.**

Table 29: Projected Employment in Platinum Mining within / near the SDM up to 2015

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

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

Agriculture

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

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

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

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

The Loskop Scheme

The towns of Groblersdal and Marble Hall are found within the Loskop Valley. The commercial agricultural schemes in this valley are serviced by the Loskop Dam. In addition

of the Loskop scheme, there are 5 smaller schemes within the Loskop agricultural area, namely:

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

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

The Ohrigstad scheme

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

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

- The entire length of the N11 throughout the District;
- The R573 from Ephraim Mogale to the District boundary;
- The R25 between Dennilton and Groblersdal;
- The minor road linking the R573 and R25 between Groblersdal and Marble Hall;
- The R36 as far North as Branddraai; and
- The Southern section of the R37 as far North as Burgersfort

Tourism

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

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

Table 30: Accommodation Facilities in the SDM.

Municipal Area	No. of Facilities	No. of Beds	Occupancy rate (%)	Turnover	Staff Employment
Fetakgomo Tubatse LM	21	1,298	67	47,400,000	444
Elias Motsoaledi	24	577	59	20,200,000	222
Ephraim Mogale	29	677	54	23,000,000	260
Makhuduthamaga	6	75	62	2,600,000	36
Sekhukhune	81	2,627	62	93 200,000	962

Yet, in spite of existing tourism attractions and facilities, and although tourism has been identified as one of the major growth sectors in the SDM, the District lacks a major product to draw a significant volume of holiday tourists to the area. A major draw card could

however firmly place Sekhukhune on established tourist routes to the Blyde River Canyon and Kruger Park.

Spatial Development Objectives

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

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

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, telecentres and information technology infrastructure within rural areas;
- Provides a platform for entrepreneurship and small business development (LED);
- Provides guidance for the development and provision of engineering services;
- Indicates where to provide tarred road infrastructure and multi-modal transport facilities; and
- Helps to determine public transport service points and routes.

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

Table 31: Hierarchy of settlements

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

Primary Nodes

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

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

Secondary Nodes

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

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

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

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

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

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

This includes first order settlements, which encompasses all provincial, district and local growth points. In addition, second order settlements are those areas with a sizeable

population but that are found outside the primary first order settlements. Third order settlements are local services points with some potential for future growth. Finally, fourth order settlements are scattered small settlements with very little potential for growth.

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

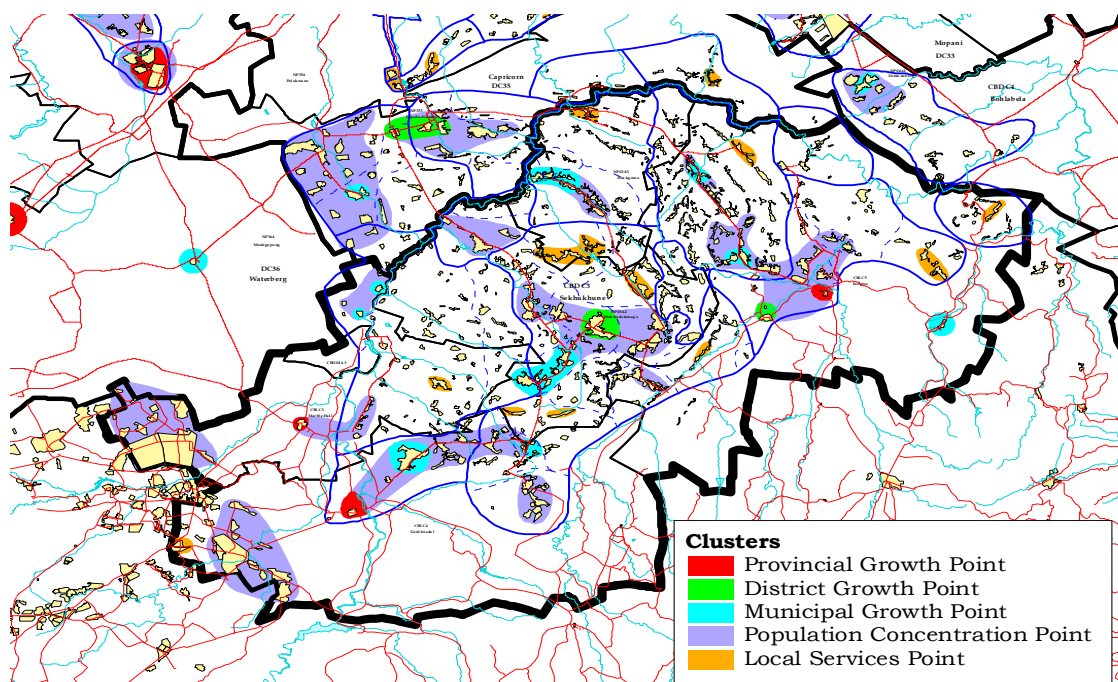
Table 32: Growth Points in the Sekhukhune District

Municipality	% of people residing in growth points	Provincial growth points	District growth points	Municipal growth points
Fetakgomo Tubatse	77%	Burgersfort	Steelpoort	Mecklenburg Driekop Ohrigstad Apel
Ephraim Mogale	66%	Marble Hall	N/A	Van Der Merweskraal Elandskraal
Elias Motsoaledi	61%	Groblersdal	N/A	Monsterlus Motetema
Makhuduthamaga	51%	N/A	Jane Furse	Phokwane

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

This is graphically depicted in the map below.

Figure 21 – Growth points in the Sekhukhune District



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

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

Land Use

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

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

Table 33: Land use patterns in Sekhukhune

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

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

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

Land Use Management

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

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

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

Recent trends

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

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

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

Land issues may lead to future social tensions

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

Land claims in Sekhukhune

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

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

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

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

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

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

Table 34: Availability of land for settlement expansion

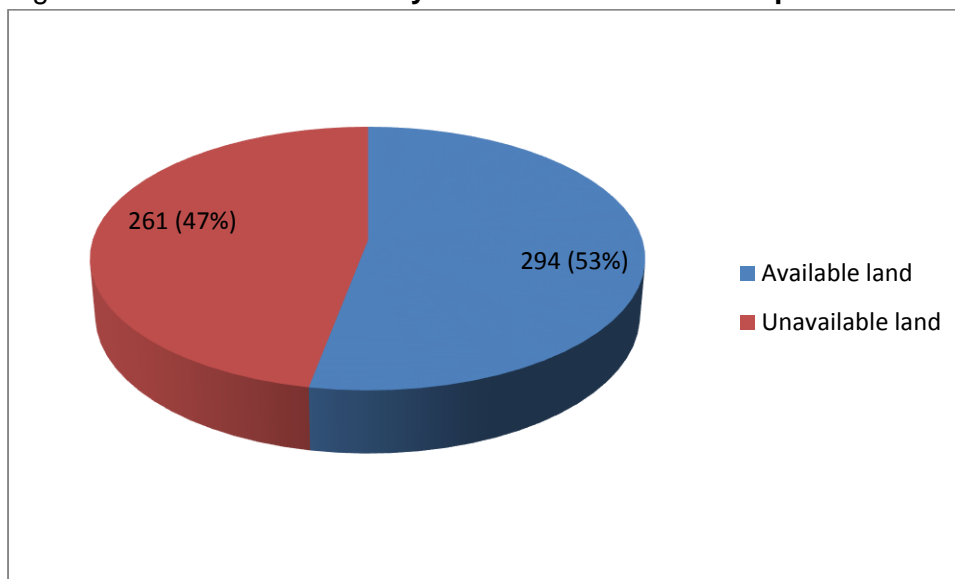
	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Yes	94	38	32	130	294
No	45	59	18	139	261
Total	139	97	50	269	555

SDM ward committees 2015-2016

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

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

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



SDM ward committees 2015-2016

Challenges

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

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

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

The question of service boundaries for Provincial and National spheres of government needs further attention with a view of alignment of these with municipal boundaries to

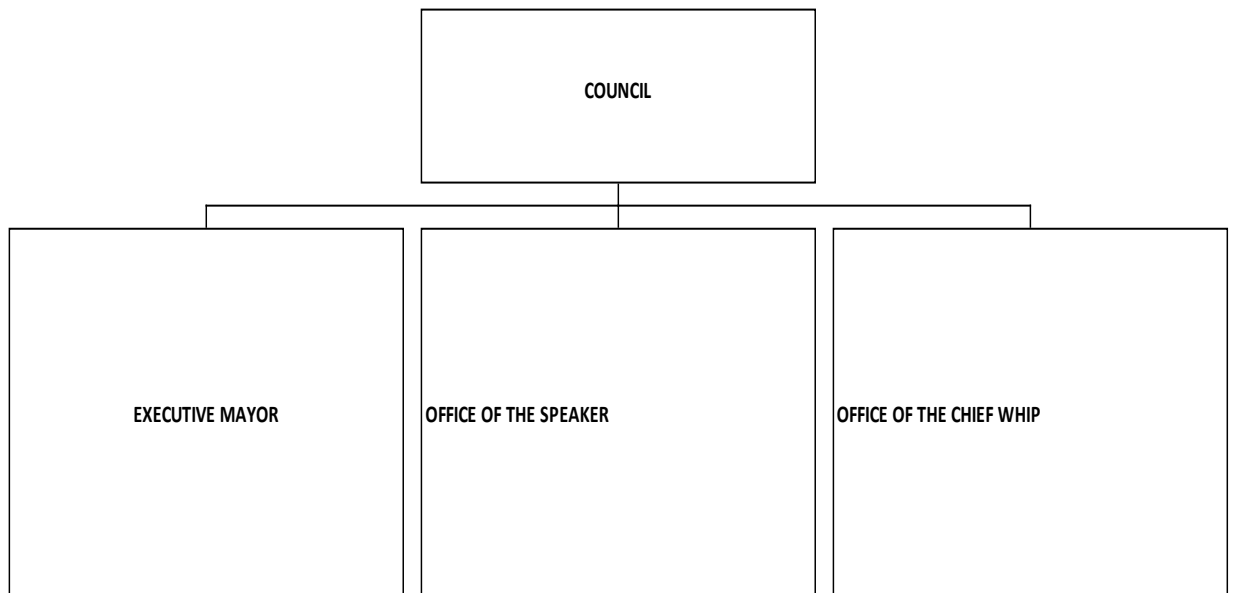
facilitate service delivery. A lot still needs to be done for well, proper and coordinated service delivery in our communities.

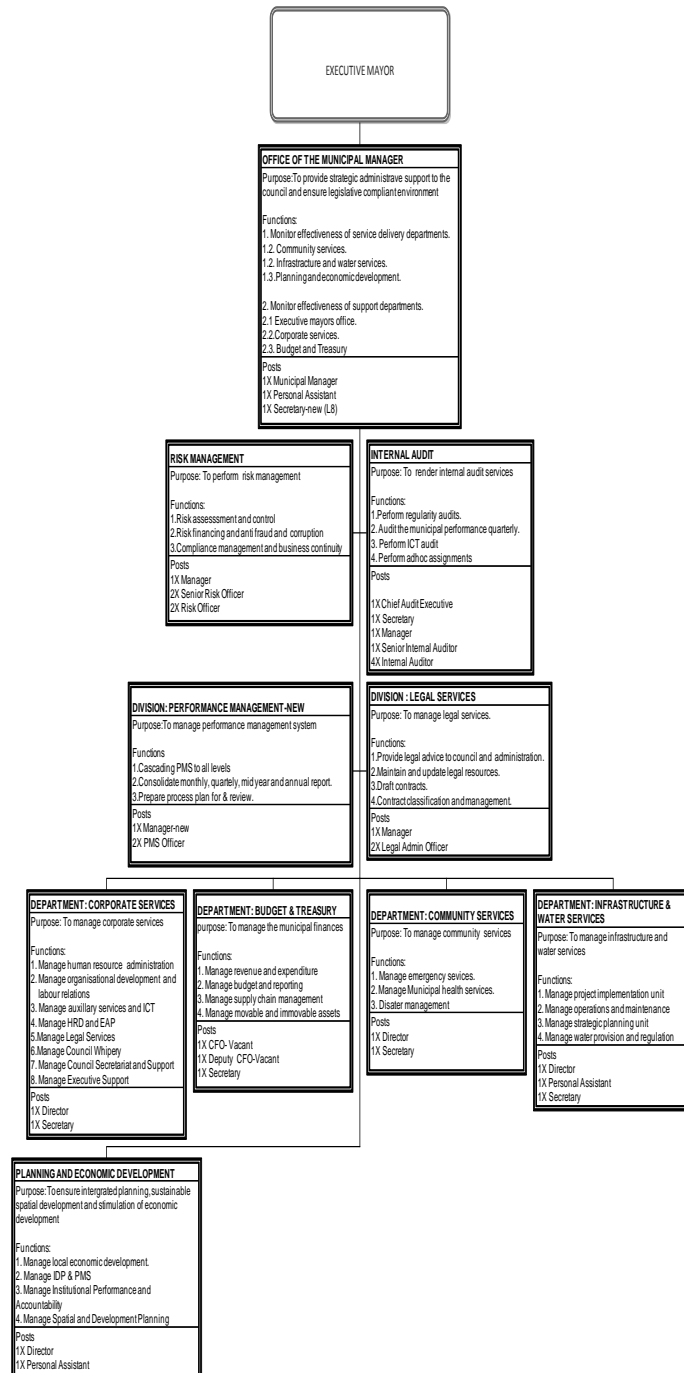
More specifically, the key challenges are:

- Uncertainty about the status of land ownership especially with reference to state and tribal land prohibits future development and investments.
- Unresolved and competing land claims in the area threaten to destabilize future development.
- Increasing number of Informal settlements and housing backlog as mining and agriculture activities intensify
- Competing land uses (i.e. mining and agriculture, Commercial, etc.) may cause spatial, social, environmental and economic constraints in future.
- Lack of environmental management
- Communal land use management
- Sprawled development
- Lack of adequate water to supply all settlements
- Some nodal points like Jane Furse have not yet been planned and proclaimed thereby limiting the growth potential of the node.

2.3 INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

Organizational Structure





A full organisations structure is attached as Annexure A

Human Resources Administration (HRA)

Introduction

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

Functions	Status quo	Challenges
Recruitment and Selection	Recruitment: Currently all essential and critical posts at senior management level are filled e.g. Municipal Manager and Chief Financial Officer. The main challenge facing the Division in recruitment is that appropriate candidates in certain rare skills are difficult to find in the market, especially during selection process (interviews). The Municipality has the vacancy rate below 17%	Difficulty in recruiting skilled employees on rare and critical skills
Leave Administration	All types of leaves are currently administered well. The systems used are ESS (electronic) and manual administration. Handicaps include managers/directors not approving leave requests on time.	Non-compliance to Leave of absence policy
Staff retention and terminations	There are turnover/resignations in the SDM which is less than 5%. The staff retention strategy needs to be implemented more effectively.	Re-advertisement of the same Post as a result of turnover becomes a costly exercise
Employee benefits	Newly appointed employees as per their specific salary levels, have an access to service benefits ,like medical aid, pension funds ,housing and car allowance	Difficulty in getting benefits from Samwu Provident fund within a reasonable time after a turnover
Employment Equity	The Division successfully submits employment equity report annually on the first of October. As a result, SDM will appear on the Employment Equity Register for 2013 that will be published by the Minister of Labour in terms of <i>Section 41 of the Act</i> . Generally the area is running well because of 3 year cycle of Employment Equity Plan which will expire on the 30 June 2014. .	The main challenge is to factor in women in top and senior management as well as disabled people.
Human Resources Policies	These are purely HR Operational policies that are designed to simply management of	Non-compliance

	human capital in the context of achieving the vision of the Organization	
Approval of Overtime and Emergency work	Overtime and Emergency work from the Department of Infrastructure and Water services , and Community Services Department are processed and authorized monthly for Payroll division to pay , This is largely informed by Overtime Policy	Some employees in Infrastructure and Water Services exceed the limit of 30% as stipulated in the Policy, and this constitutes an Audit query. Therefore the Department needs personnel in the form of General workers to limit excessive overtime.

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

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

Human Resources Development (HRD)

Introduction

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

Functions of the Unit:

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

Functions of HRD division	Status quo of each function	Challenges regarding each function
1.The division manages issues relating to workplace skills planning(WSP) and 2. Facilitates skills development for the community through a variety of interventions such as: 2.1 Internships 2.2 learnership 2.3 Experiential Learning 2.4.AET 2.5 RPL 3. The division also manages the Bursary Scheme of the Council of Sekhukhune District Municipality such as 3.1 Internal Bursaries 3.2 External Bursaries	137 employees were capacitated through different training interventions. 06 Interns Program completed 06 Experiential Learners List of candidates to be enrolled in the program has been compiled 15 candidates have been identified for enrolment on the program. 05 Internal Bursars 36 External Bursars	Shortage of resources E.g. Budget and tools of trade such as Printers, scanner and stationery.

Status Quo: Human Resource Development

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

Skills needs within the municipal council

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

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

- Engineering
- IT
- Legal
- Municipal Finance

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

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

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

Challenges to be addressed by the Human Resource Development

- Development of a credible workplace skills plan to guide training in the District.
- Development of a skills development programme for unemployed members of the community.

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

Employee Assistance Programme (EAP)

Introduction

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

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

FUNCTIONS OF EAP	STATUS QUO OF EACH FUNCTION	CHALLENGES REGARDING EACH FUNCTION
EMPLOYEE ASSISTANCE PROGRAMME		
Assist employees with personal and work related problems	Render counselling to employees, conduct home and workplace visits.	Clients' inability to disclose their problems and to express their feelings

Substance abuse programme	Attend employees who have alcoholism problem, there by rendering counselling to them and their families, referral to Rehabilitation centre for treatment of alcoholism, and reintegration in to their work and family environment after rehabilitation. Facilitate monthly alcohol anonymous group so that substance abusers are able to support, and assist each other.	Relapse on the part of substance abusers.
Stress and Trauma Group counselling programme	This programme is conducted annually. Emergency services employees are assisted through this programme by the Psychologist who enable them to deal with their traumatic experiences. Employees from other Departments who suffer from trauma are also involved in this programme.	Management's inability to attend this programme
Wellness day	This programme is done annually and the following are activities during this event: Education on health and mental health programmes (substance abuse, HIV aids, optometry and so on) HIV Aids testing and Counselling Physical health - Fun Walk Illness screening, cholesterol, sugar diabetics and high blood Optometry Services etc. Employees' sports games	Attendance by employees.
Wellness Awareness programmes	Employees are educated on Wellness issues such as HIV-Aids, TB, Sugar diabetics, high blood, Cancer, Substance abuse, mental health etc.	None
OHS		

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

Challenges facing the unit

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

Information and Communication Technology (ICT)

Introduction

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

Legislative Framework

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

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

General Analysis

SYSTEM MAINTENANCE

- Six (6) systems are monitored and maintained.

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

SECURITY UPGRADE OF SERVER ROOMS

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

BUSINESS CONTINUITY

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

WIRELESS

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

RISK MANAGEMENT

ICT Risk Register Revised and in place

ICT POLICY COMPLIANCE

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

Challenges to be addressed by the ICT Unit

- Sekhukhune District Municipality is a vast area and many residents still do not have access to basic ICT functions like e-mails and internet. To bridge the digital divide and empower the Sekhukhune Community, the ICT Unit needs to investigate and research on ways and means to improve this situation.
- There are a number of systems utilized for various reasons in the Sekhukhune District Municipality. Some of these systems do not fully integrate with each other which are either causing loopholes or duplication of efforts. Sekhukhune District Municipality is therefore operating on a flat file system and systems are disintegrated.

- Various risks were identified by the Risk Unit i.e. Security Risks in the safe guarding of SDM information. These risks need to be revised and addressed as soon as possible. To improve information security an End-user Computing policy was developed and tabled to management for further consideration.
- The ICT Unit received quite a number of both Internal and External Audit Queries which should be resolved to ensure proper ICT Governance is applied. The ICT Unit improved tremendously on Governance and attend to queries diligently.
- The current ICT Disaster Recovery document is developed, but the infrastructure to execute the Plan is not in place. The back-ups are still being done manually and this process needs to be automated to increase reliability. Over and above that, the ICT Unit need to also secure the testing environment where back-ups, patches, upgrades and system changes can be tested before it is rolled out into the live environment. Discussion took place around options available and a Shared Services Approach was decided on.
- There is quite a number of redundant hardware that needs to be replaced.
- A proper ICT Strategy together with a proper Procurement Plan is needed to ensure that projects can be completed.

Auxiliary Services (AS)

Introduction

Records Management is regulated by National Archives and Records Service of South Africa Act No 43 of 1996, The Promotion of Access to information Act(Act.No.2 of 200,The Promotion of Administrative Justice Act No.3 of 2000) and The Electronic Communication and Transaction Act No 25 of 2002 . Fleet Management is regulated by Road Traffic Act 93 of 1996 and Facilities is govern by Occupational Health and Safety Act of 1993

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

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

FUNCTION	STATUS	CHALLENGES
Postal Services	Postage services is operational Registry post 2000 mail monthly	None
Messenger services	100% messenger services operational	None
Disposal of records	420 project documents inspected and waiting for disposal	Delay by Provincial Archivist to dispose of inspected documents

Archiving	More than 20 000 project documents are archived at different repository	Lack of office space
Printing and copying services	Coping and printing more than 100000 per month	Most of the machine are old and need to be replace
Fleet and facility management	22 owned vehicle and 78 lease vehicle are maintained and repair monthly by SDM	Rent for kilometres for leased vehicle is too high especially water tankers
	Lease vehicle rent is paid by municipality monthly	Number of breakdowns is too high.
	Fuel management is done by municipality and is monitored monthly	
	Tracking of vehicle is monitored and paid monthly	
	Maintenance of building is done monthly	Most of the buildings are not for SDM and it's difficult to maintain them.
	Subscriptions are paid and monitored monthly	None

Auxiliary services in SDM deals with the following:

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

Challenges to be addressed by the AS Unit

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

Legal Services

Introduction

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

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

Labour Relations

Introduction

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

FUNCTION	STATUS	CHALLENGES
Investigate misconduct and grievances	The institution operates under several legislative prescripts which direct the investigation of misconduct and grievances. For example, Disciplinary Procedure and Code Collective Agreement which deals with disciplinary related matters, Main Collective Agreement which provides for grievance procedure and other prescripts like Basic Conditions Employment Act, Code of Conduct for municipal employees.	Supervisors reluctant to deal with labour related matters
Represent the municipality at disciplinary hearings	Representation of the municipality during disciplinary hearings is provided for in the Disciplinary Procedure and Code Collective Agreement. Policies of the municipality also provide a direction on how disciplinary matters are supposed to be handled.	Absenteeism, late coming
Facilitate settlement of disputes	Disputes are dealt with in terms of the South African Local Government Bargaining Council (SALGBC) rules. Other chapters of the Main Collective Agreement also provide for resolution of	Transferred employees from the then Department of Water Affairs and Forestry (DWAF)

FUNCTION	STATUS	CHALLENGES
	disputes within the local government sector.	raise different issues regarding their transfer i.e. demotion, salary level etc.
Facilitate Local Labour Forum (LLF)	Local Labour Forum is facilitated in terms of Section 23 (5) of the Constitution of the Republic of South Africa which provides for Collective Bargaining. Chapter V of the Labour Relations Act, 66 of 1995 provides for Workplace Forums. To give effect to the mentioned legislative provisions, parties to South African Local Government Bargaining Council (SALGBC) agreed to establish the Local Labour Forum in terms of Clause 2.8 of the Main Collective Agreement and how it supposed to administer its business. Parties to SALGBC are South African Local Government Association (SALGA), South African Municipal Workers Union (SAMWU) and Independent Municipal and Allied Trade Union (IMATU).	None
Coordinate labour related trainings or workshops	Coordination of training and or workshops flows from the Service Delivery and Budget Implementation Plan (SDBIP) which provides for the training of employees as and when necessary especially newly employed staff. The training and or workshops minimize misconduct, conflict, grievances within the institution.	None
Liaise with organised labour (unions) on labour related matters	Communication between management and organised labour (unions) lead to harmony within the institution. Meetings are held outside Local Labour Forum where parties are able to address their differences without necessarily resorting to industrial actions.	None
Advise management and employees on labour matters	Advice to management and employees is done as and when necessary especially on labour matters. Managers / supervisors are mostly encouraged to apply progressive discipline especially on less serious issues.	None
Deal with industrial actions (strikes)	Strikes are handled in terms of the South African Local Government Association (SALGA) rules. Picketing rules approved	None

FUNCTION	STATUS	CHALLENGES
	by SALGA also give direction on how strikes should be dealt with. As the institution provides essential services, procedures of the Labour Relations Act 66 of 1995 are taken into consideration when dealing with strikes.	

Labour Relations Strategy

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

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

Organizational Development (OD)

Introduction

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

Legislative framework used

- White paper on Human Resources Management
- Municipal Systems Act

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

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

Challenges to be addressed by the OD Unit

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

2.4 BASIC SERVICE DELIVERY, INFRASTRUCTURE DEVELOPMENT AND SOCIAL SERVICES

Introduction

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

2.4.1. Water

Introduction

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

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

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

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

Status Quo

Table 35: Water provision from 2001 to 2013

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

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

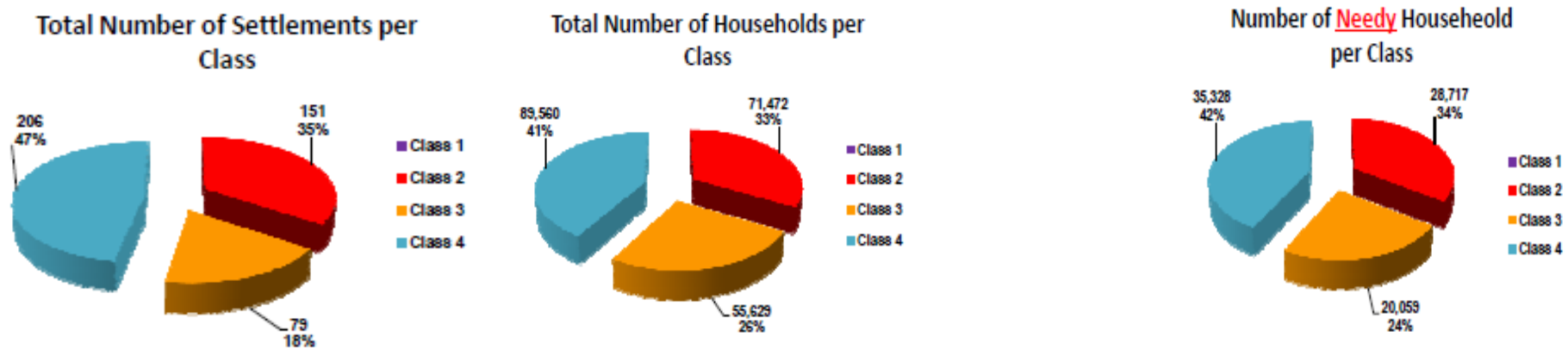
Source: Infrastructure and Water Services Department at SDM (2013)

Table 36: Water provision status at SDM

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

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

Figure 23: Water provision status at SDM



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

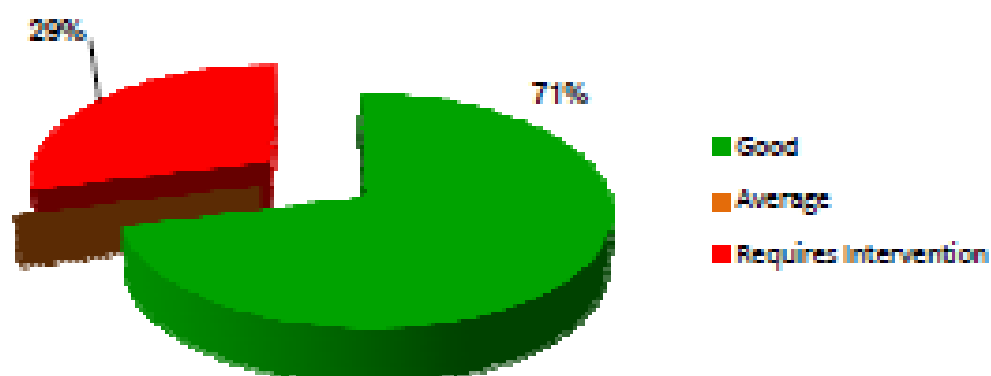
Table 37: Water Conservation and Demand Management Status at SDM

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

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

Figure 24: SDM Household Water Conservation & Demand Management Status

**GREATER SEKHUKHUNE DM Household
Water Conservation &
Demand Management Status**



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

Table 38: Domestic water services with infrastructure at or above RDP levels

	SDM	EPHMLM	EMLM	MLM	FTM
Total Number of hh (Dec. '08)	233067.59	28857	52936	58991	82 283
Total number of hh served	149902.00	26677	31260	29663	62 302
Percentage HH Served	67%	92%	59%	50%	79%

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 39: 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 40: Water Services in Clinics

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

Source: SDM/DWAE Nis

Table 41: Sekhukhune Households that pay for water

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

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

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

District Initiatives

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

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

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

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

Free Basic Water

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

Water Backlog

Table 42: Water Backlog A

Municipality	Households	Backlog	% Backlog
Fetakgomo Tubatse	96 181	30 022	31%
Ephraim Mogale	32 304	16 576	62%
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 43 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 43: Water Backlog B

Municipality	Households	Backlog	% Backlog
Fetakgomo Tubatse	96 181	35 719	37%
Ephraim Mogale	32 304	11474	62%

Makhuduthamaga	56 642	32 899	64%
Elias Motsoaledi	52 263	22494	64%
Total / District	237 390	102 586	57%

Source: SDM (2009) – Water Services Development Plan

Access to piped water

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

Table 44: Access to piped water

	Access to piped water inside dwelling/yard			Access to piped water on communal stand			No access to piped water		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	7 909	9 980	22 759	4 257	6 063	4 343	7 385	8 146	5 181
Elias Motsoaledi	10 510	12 562	28 295	13 205	14 176	11 901	18 449	18 741	20 056
Makhudutha maga	8 081	5 701	20 817	14 023	18 510	26 984	27 400	28 767	17 416
Fetakgomo Tubatse	7 266	11 538	34 001	25 975	32 888	49172	26 111	28 215	22 877
Sekhukhune	33 766	39 779	105 872	57 460	71 636	92 400	79 345	83 870	65 530

Source: Census (2011)

Table 45: Household access to water in 2016 compared to 2011

Municipality	Access		As % 2016	No access		As % 2016
	2011	2016		2011	2016	
Fetakgomo Tubatse	83 173	58 255	42%	22 877	67 208	45%
Makhuduthamaga	47 801	31 458	22%	17 416	33 312	22%
Ephraim Mogale	27 102	19 566	14%	5 181	14 369	10%
Elias Motsoaledi	40 195	31 678	22%	20 056	34 681	23%
Sekhukhune	198 272	140 957	100%	65 530	149 570	100%

Census (2011) and Community Survey (2016)

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

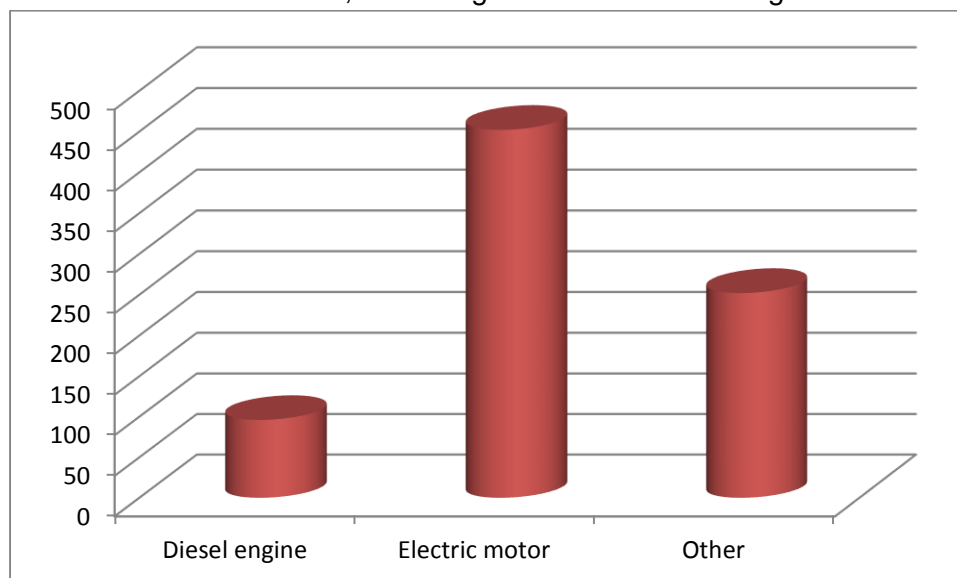
The following tables represent the views of communities within the SDM area, gathered from public consultation with ward committees. Each ward community was represented by its ward committee – a public representation structure comprising of 10 members including the ward councillor.

Table 46: Energy source water supply

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

SDM Ward Committees 2015-2016

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



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

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

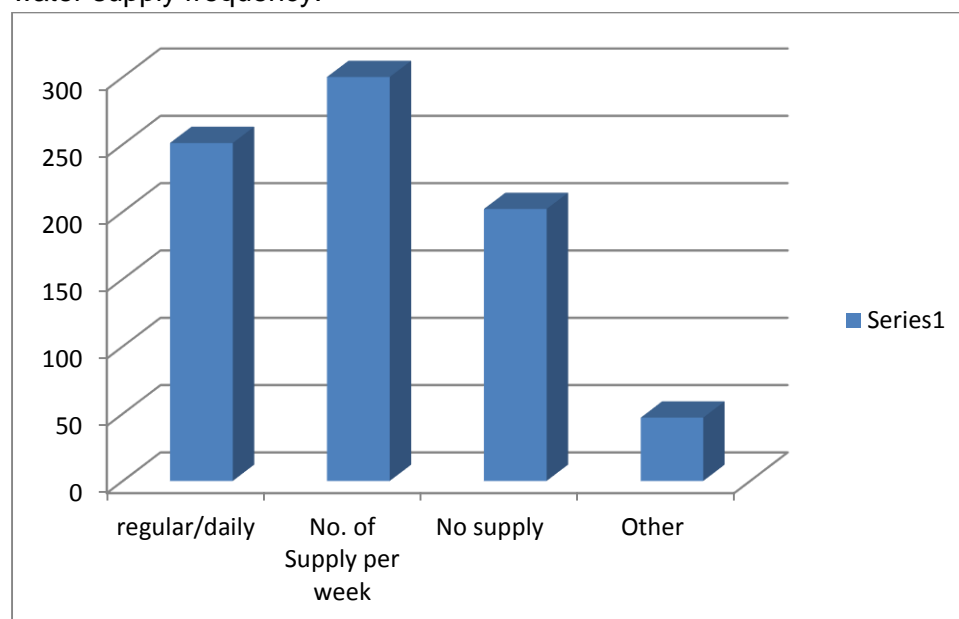
This means there are 452 electric motors compared to 96 diesel engines in the district as indicated. The Implication is that with regard to operations and maintenance programme, Sekhukhune District Municipality should make provision for more spare parts to service electric motors whilst stabilising in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

Table 47: Frequency of water supply by settlements (including villages)

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

SDM Ward Committees 2015-2016

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



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

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

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

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

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

Table 48: Pump operators' availability by village

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

SDM Ward Committees 2015-2016

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

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

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

Table 49: Source of water supply by village

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

SDM Ward Committees 2015-2016

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

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

Table 50: Standard of water supply by village

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

SDM Ward Committees 2015-2016

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

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

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

Challenges

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

2.4.2 Sanitation

Introduction

The provision of sanitation in Sekhukhune also faces considerable challenges at present. The situation is more of a concern that it was the cases with water. Only 22% of Sekhukhune

households receive above RDP standards sanitation services. The sanitation backlog is primarily within the rural villages, comprising 78% of households without adequate sanitation. **The SDM will not be able to meet the national targets are stipulated by MDG.**

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

Status Quo

Table 51: Sanitation level in 2013

Municipality	Total number of households	% Access RDP and above	% Backlog
Elias Motsoaledi	62 829	26%	74%
Ephraim Mogale	57 855	34%	66%
Fetakgomo Tubatse	106 521	27%	72%
Makhuduthamaga	66 330	20%	80%
Sekhukhune	293 535	25%	75%

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

Table 52: Breakdown of Sanitation Backlog per Local Municipality A

Local Municipality	Households	Backlog
Fetakgomo Tubatse	96181	37 566
Greater Ephraim Mogale	32 304	16 576
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 53: Breakdown of sanitation backlog per local municipality B

Local Municipality	Household	Backlog
Fetakgomo Tubatse	96 181	91 585
Ephraim Mogale	32 304	29 169
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 54: 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 55: Clinic Sanitation

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

Source: SDM (2005) Water Services Development Plan

Type of sanitation

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

Table 56: Sanitation Type

MUNICIPALITY	Flush/chemical toilets			Pit toilets			Bucket			No toilets		
	1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	1 708	3 758	4 067	15 789	17 162	25 328	151	121	611	1 892	3 147	1 677
Elias Motsoaledi	2 883	3 786	7 792	36 377	38 802	47 632	274	375	460	2 672	2 516	2 680
Makhuduthamaga	1 274	2 176	3 009	38 532	41 918	58 561	188	372	224	9 545	8 512	2 552
Fetakgomo Tubatse	1 687	4 986	7820	37 064	4831 4	88 699	267	445	1 314	23 370	22 464	8 213
Sekhukhune	7 552	14 706	22 687	127 762	146 196	220 221	881	1 313	2 609	34 528	33 070	13 510

Source: Census 2011

Table 57: Household access to sanitation considering 2016 community survey:

Municipality	Flush/chemical toilets		Other	
	2011	2016	2011	2016
Fetakgomo Tubatse	7 820	13 802	98 231	111 661
Makhuduthamaga	3 009	3 009	62 208	61 760

Ephraim Mogale	4 067	4 213	28 217	29 723
Elias Motsoaledi	7 792	10 209	52 459	56 149
Sekhukhune	22 687	31 233	241 114	259 293

Census (2011) and Community Survey (2016)

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

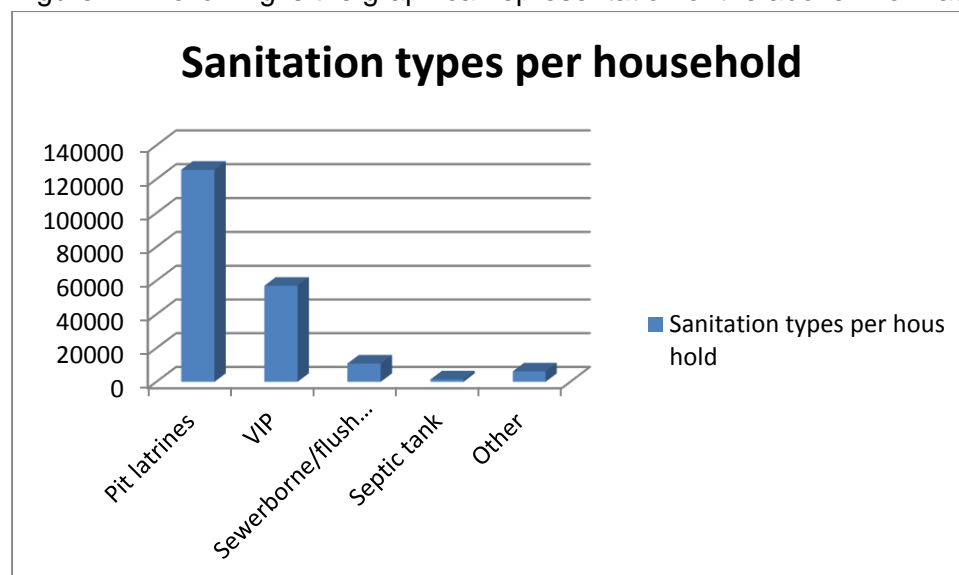
The following tables represent the views of communities within the SDM area, gathered from public consultation with ward committees. Each ward community was represented by its ward committee – a public representation structure comprising of 10 members including the ward councillor.

58: Sanitation types per household

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

SDM Ward Committees 2015-2016

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



The table and graph above illustrate that majority of the households - at least 62% (125 580) of the households in the district are still using pit latrines as the sanitation system. The highest number has been recorded in Fetakgomo Tubatse Local Municipality (51 285); followed by Makhuduthamaga Local Municipality (27 974); Elias Motsoaledi Local

Municipality (34 171); and lastly Ephraim Mogale Local Municipality (12 150). This is also compared to 28% (57 045) of the villages that are using Ventilated Improved Pit Latrines (VIP's).

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

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

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

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

Table 59: Sanitation program implemented by government

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

SDM Ward Committees 2015-2016

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

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

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

Challenges:

- Budgetary constraints
- Mountain area

2.4.3. Refuse removal

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

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

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

Table 60: Access to Refuse Removal

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

Source: Census 2011

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

Table 61: Refuse removal services provided by municipality or not:

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

SDM ward committees 2015-2016

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

Table 62: ILLEGAL DUMPING SITES

	Makhuduthamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Yes	94		47	150	291
No	92		21	152	265
Total	186	0	68	302	556

SDM ward committees 2015-2016

2.4.4. Electricity

Introduction

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

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

Table 63: Electricity backlog per municipality

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

Source: Census 2011

Table 64: Local municipalities Backlogs

Local Municipality	Backlog
Ephraim Mogale	988
Elias Motsoaledi	3268
Makhuduthamaga	6035
Fetakgomo Tubatse	26 018
Sekhukhune District	36 309

Source: Eskom 2014

HOUSEHOLDS

Table 65: Number of connections completed

Municipality	2014-2015	2015-2016	2016-2017
Fetakgomo Tubatse	2370	2067	781
Ephraim Mogale	1061	1197	50
Elias Motsoaledi	1003	1470	584
Makhuduthamaga	1254	2706	628
Total	5688	7440	2043

Source: ESKOM (2017)

Table 66: Number of post connections done

Municipality	2014-2015	2015-2016	2016-2017
Fetakgomo Tubatse	1920	1444	1729
Ephraim Mogale	303	408	340
Elias Motsoaledi	632	1066	968
Makhuduthamaga	943	901	1079
Total	3798	3819	4116

Source: ESKOM (2017)

INFILLS**Table 67: Number of households connected (as infills)**

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

Free Basic Electricity

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

Table 68: Number of connections planned by ESKOM

Municipality	2017-2018	2018-2019	2019-2020
Fetakgomo Tubatse	3195	1857	Not yet specified
Ephraim Mogale	682	625	Not yet specified
Elias Motsoaledi	1342	648	Not yet specified
Makhuduthamaga	3694	1495	Not yet specified
Total	8913	4625	Not yet specified

Source: ESKOM (2017)

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

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

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

Energy for lighting, heating and cooking

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

Table 69: Energy for lighting, heating and cooking

	Lighting			Cooking			Heating		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	10 697	19 938	28 927	4 511	6 381	15 086	4 219	8 455	13 341

Elias Motsoaledi	29 505	38 906	54 902	10 495	10 398	37 830	9 624	11 402	30 433
Makhuduthamaga	12 368	32 884	58 951	5 058	8 967	32 293	4 615	8 951	23 716
Fetakgomo Tubatse	11 380	32 445	83 898	5 239	12 032	58 576	4 991	12 158	43 722
Sekhukhune	63 950	124 173	226 677	25 303	37 778	143 786	23 449	40 966	111 212

Source: Census (2011)

Table 70: Overall electricity access in 2016

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

Community Survey (2016)

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

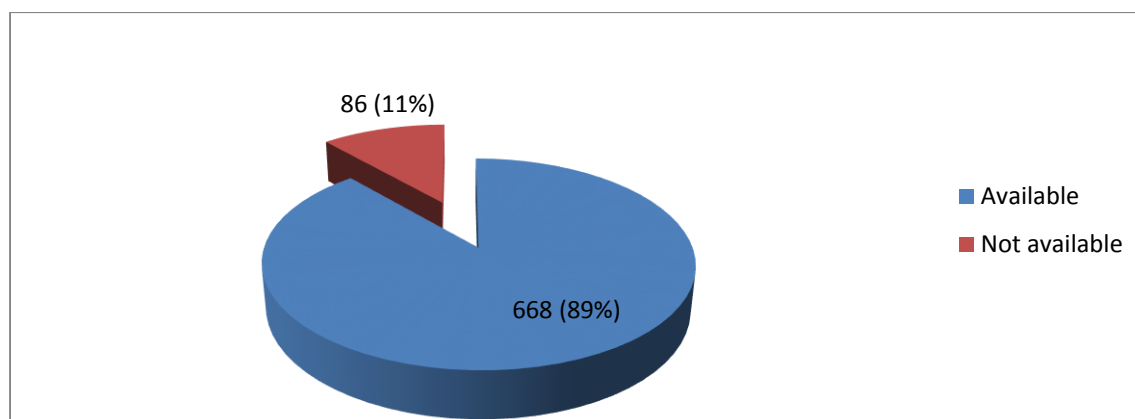
71: Electricity availability

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

SDM ward committees 2015-2016

Figure 28: Electricity supply

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



SDM ward committees 2015-2016

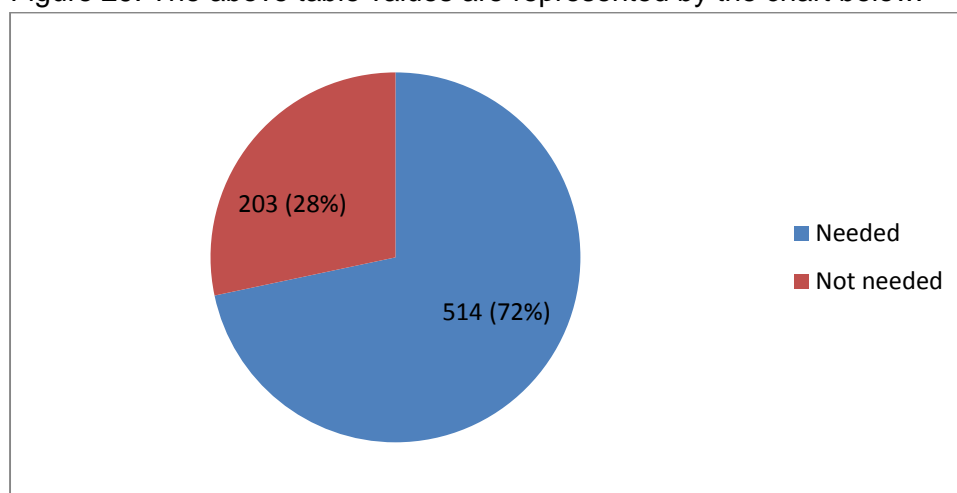
The above chart illustrates that 89% (668) of the villages have access to electricity compared to 11% (86) that do not have access. The majority of the villages that do not have access to electricity are found in Fetakgomo Tubatse Local Municipality (43); Elias Motsoaledi Local Municipality (32); Ephraim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

Figure 72: Electricity post connections

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

SDM ward committees 2015-2016

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



SDM ward committees 2015-2016

It appears that 72% (514) villages recorded that they require electricity post connections compared to 28% (203) which recorded that there are no post connections needed. Fetakgomo Tubatse Local Municipality has the highest number of post connections required (243 villages) followed by Makhuduthamaga (145 villages); Elias Motsoaledi (78) and Ephraim Mogale (48).

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

Challenges:

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

- Budgetary constrains

2.4.5. Cemeteries

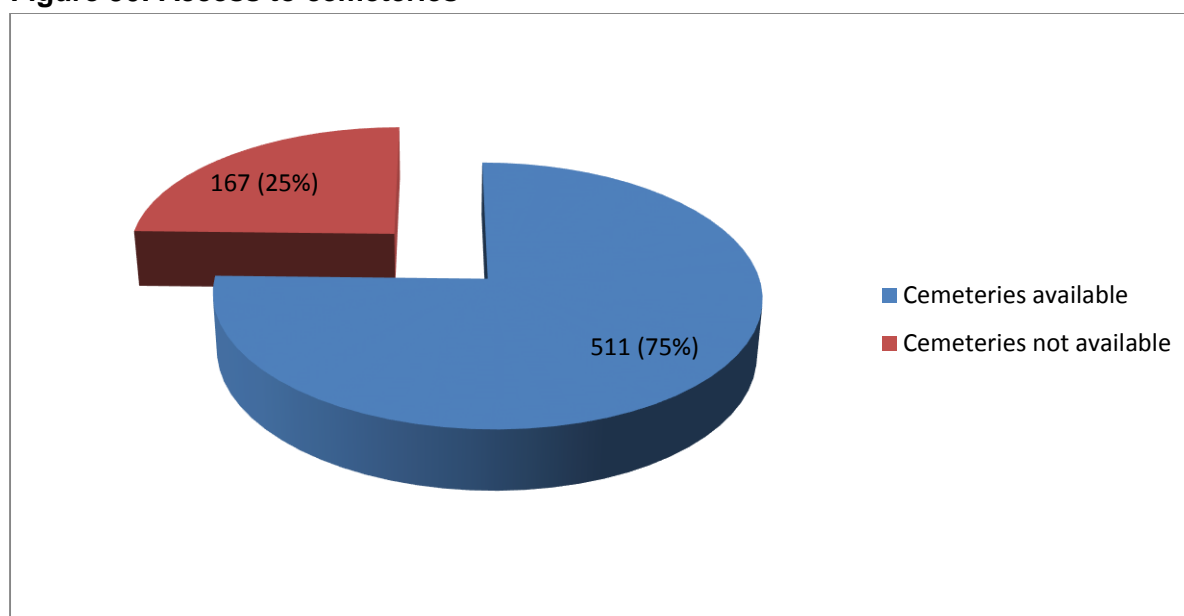
The table below shows numbers with regard to availability (access) of cemeteries in villages. 'Yes' means available, 'No' means not available.

Table 73: Availability (access) of cemeteries in villages

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

SDM ward committees 2015-2016

Figure 30: Access to cemeteries

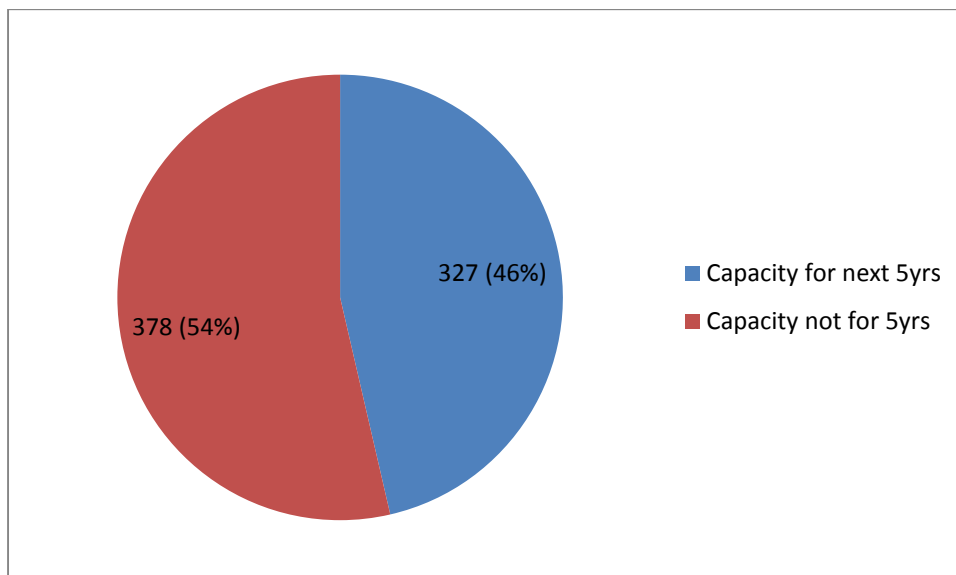


SDM ward committees 2015-2016

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

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

Figure 31: Capacity of cemeteries for the next five (5) years



SDM ward committees 2015-2016

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

2.4.6. Housing

Introduction

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

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

Status Quo

Table 74: Households in the district

MUNICIPALITIES	Population			Number of households			Average household size		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	97 597	115 682	123 648	19 666	24 189	32 284	5,0	4,8	3,8
Elias Motsoaledi	218 622	213 218	249 363	42 641	45 478	60 251	5,1	4,7	4,1
Makhuduthamaga	266	258	274 358	49	52 978	65 217	5,4	4,9	4,2

	845	246		798					
Fetakgomo Tubatse	324 072	355 844	429 471	59 80 3	72 639	106 050	5.5	4.9	4.1
Sekhukhune	907 137	942 993	1 076 840	171 908	195 285	263 802	5,3	4,8	4,1

Source: Census (2011)

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

Household size

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

HOUSING TYPE MAIN DWELLING

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

Table 75: Main Dwellings

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

Source Census (2011)

HOUSEHOLD TENURE STATUS

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

Table 76: Household tenure status

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

Source Census (2011)

HOUSING DEMAND INFORMATION**LIMPOPO OUTCOME 8 TARGETS, PRIORITIES AND OUTPUTS**

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

HOUSING DEMAND ANALYSIS

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

Table 77: Estimation of subsidized housing using Census 2011 data

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

Source: Limpopo Human Settlements Dept.

Table 78: Estimated subsidised housing demand in the district and per municipality

District	Municipality	Households CS-2007	Households 2011	Housing Need 2011
Sekhukhune	Elias Motsoaledi	46,840	49,416	8,161
	Fetakgomo Tubatse	88 462	98 159	18 998
	Makhuduthamaga	53,654	54,191	6,908
	Ephraim Mogale	28,215	29,231	1,729
TOTAL				35 796

Source: Limpopo Human Settlements Dept. (2013)

IMPACT OF PLANNED ALLOCATIONS ON THE CURRENT DEMAND OVER THE NEXT FIVE YEARS

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

Table 79: Subsidised housing need projected until 2018

Financial year	Estimated demand at start of year	Number of units built in financial year	Estimated demand at end of year less units built
FY 12/13	123,163	12,000	115,991
FY 13/14	115,991	12,815	107,723
FY 14/15	107,723	13,000	98,945
FY 15/16	98,945	13,500	89,323
FY 16/17	89,323	14,000	78,825
FY 17/18	78,825	14,500	67,415

Source: Limpopo Human Settlements Dept. (2013)

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

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

Table 80: Multi Year Housing Development Plan

	Proposed % 2013/14	Proposed no. of units	Allocation Doubled	2014/2015	2015/2016	2016/2017	2017/2018
Sekhukhune District		0	0	0	0	0	0
Makhuduthamaga	3.33	432.9	865.8	432.90	449.55	466.20	482.85
Fetakgomo Tubatse	10.72	1393.6	2787.2	1393.6	1447.65	1500.8	1554.4

Ephraim Mogale	2.11	274.3	548.6	274.30	284.85	295.40	305.95
Elias Motsoaledi	4	520	1040	520.00	540.00	560.00	580.00
Total	20.16	2620.8	5241.6	2620.80	2721.60	2822.40	2923.20

Source: Limpopo Human Settlements Dept. (2013)

Table 81: Housing Backlogs

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

Source: Limpopo Human Settlements Dept. (2015)

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

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

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

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

Table 82: Housing: Number of RDP housing units constructed

MUNICIPALITY	2012-2013	2013- 2014	2014-2015
Fetakgomo Tubatse	1 761	-	1 401
Ephraim Mogale	108	-	147
Elias Motsoaledi	819	-	281
Makhuduthamaga	400	-	471

Table 83: Number of RDP housing units planned

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

Table 84: Number of sites demarcated

MUNICIPALITY	2012-2013	2013-2014	2014-2015
--------------	-----------	-----------	-----------

Fetakgomo Tubatse	Mphaaneng 900	None	None
	Malogeng		
Leboeng 300			
Ephraim Mogale	Uitvlugt 500		
Elias Motsoaledi	-		
Makhuduthamaga	-		
Total	1700		

Table 85: Number of sites planned

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

Table 86: Number of township applications approved

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

Table 87: Number of township application finalised

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

Table 88: Number of traditional leaders

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

WARD COMMITTEES OVERVIEW ON HOUSING PROVISION DURING 2015-2016

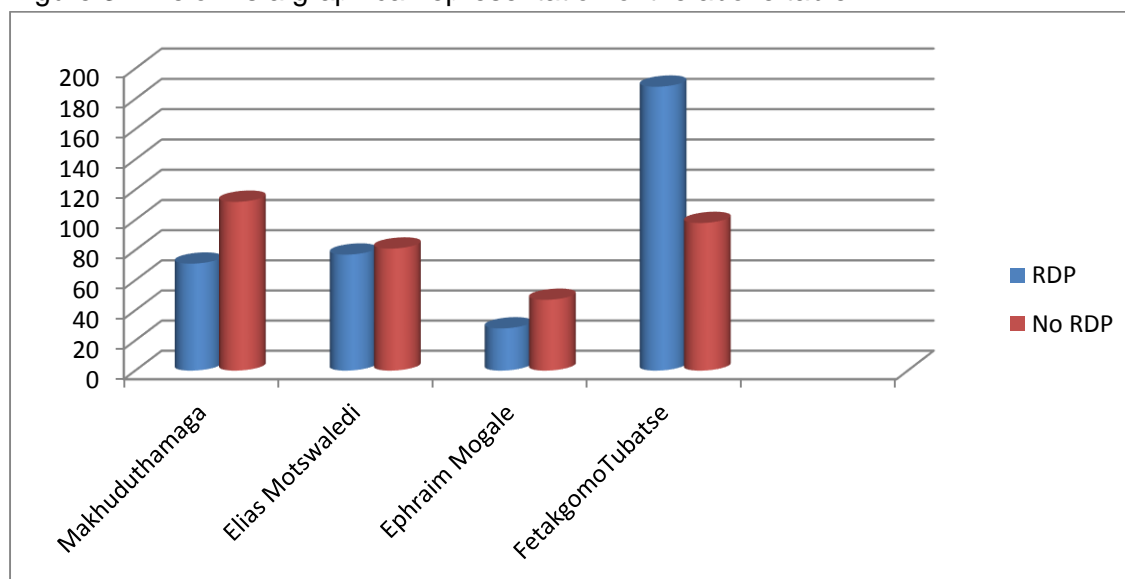
The information below was gathered from all ward committees of SDM that were consulted in late 2015 to early 2016. They were representing their communities. Therefore this information represents the views of communities only. They may look different to the official statistics produced by Stats SA.

Figure 89: Government Housing Programme (RDP Housing) implemented (yes or no)

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

SDM ward committees 2015-2016

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



SDM ward committees 2015-2016

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

CHALLENGES

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

2.4.7. Telecommunication

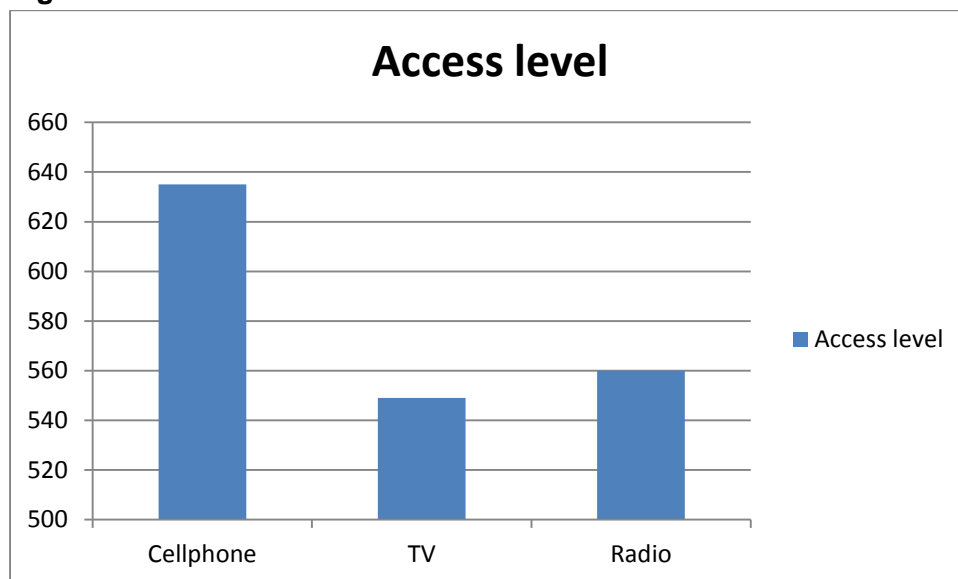
Telephone facility remains a challenge in the SDM's vicinity. It is commendable that many villages in the District have access to the use of telephone and cell phones but there are these other villages where there is totally no reception for both telephones and cell phones.

Sekhukhune population experiences a clear cut from the international communities due to lack of Information Communication Technology (ICT). The State of the Province report that was presented in 2005 has shown that Sekhukhune was still lagging behind in comparative

terms with the other Districts in the province. The population fails to take the advantage of the ever-expanding internet and e-mail telecommunication facilities especially for educational and business opportunities. This is potentially an important pathway to economic growth in the District.

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

Figure 33: Telecommunication access levels



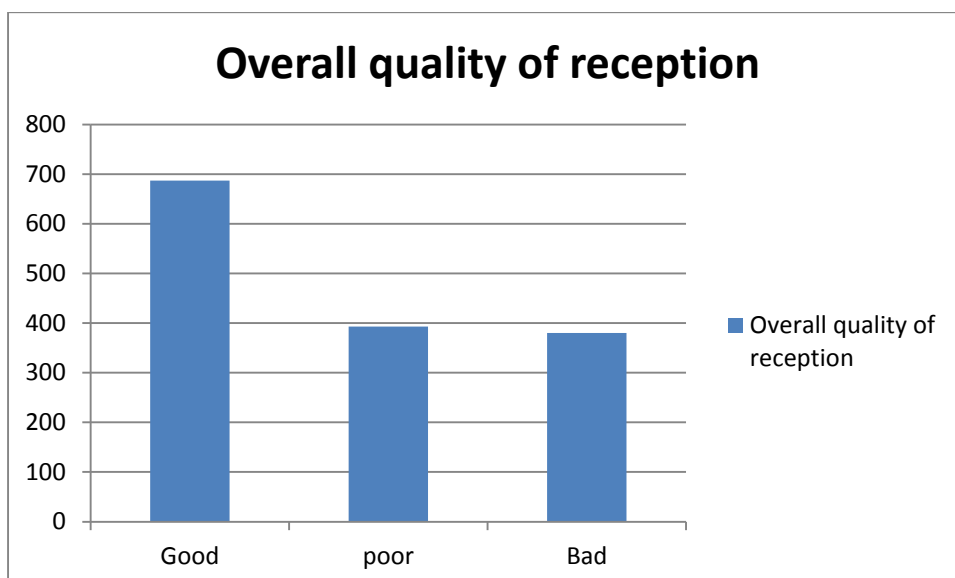
SDM ward committees 2015-2016

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

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

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

Figure 34: Proportion of villages that recorded quality of reception



SDM ward committees 2015-2016

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

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

2.4.8. Roads and Stormwater

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

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

In contrast to the inner section of the District, the semi-urban areas of Sekhukhune are relatively well-served by the Provincial and National routes running through it. These routes, as will be seen later in this section, are supporting the area's main economic activities reasonably well at present. What remains to be seen, however, is whether the planned platinum mining expansion in the area will be adequately served by current infrastructure in the District. Roads and stormwater drainage is estimated at 30 727.

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

Table 90: Number of the structures on the road network under ownership of SDM

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

Source: Road Master Plan: 2006

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

2.4.9. The Road Network in Sekhukhune

The Sekhukhune District has one major national road within it (the N11), as well as several provincial arterial routes including the R25, R33, R36, R37, R555, R573 and R579. There are also a limited number of tarred minor roads, such as those leading into Jane Furse. The remainders of the roads in Sekhukhune, however, are largely gravel roads that serve to connect the rural areas within the District. The following table summarizes the situation as per municipality.

Table 91: Road network in Sekhukhune (District Roads)

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

Source: SDM (undated) Road Master Plan: Draft

The current backlog is as follows:

Table 92: Paved and unpaved network of roads in SDM

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

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

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

Table 93: Kilometres of roads tarred

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

Table 94: Kilometres of roads re-gravelled

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

Table 95: Kilometres of roads planned for tarring

Municipality	2016-2017	2017-2018
Fetakgomo Tubatse	10	17
Ephraim Mogale	2	8
Elias Motsoaledi	2	11
Makhuduthamaga	-	-
Total	14.0	36.0

The railway network

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

- The railway line entering Sekhukhune in the south next to Stoffburg, which continues northwards for 30kms (it leads to an abandoned mine near the Mapochs mine).
- The line entering Sekhukhune in the west near Nutfield, which continues eastwards to Marble Hall.
- The line entering Sekhukhune in the east, passes near Ohrigstad and Burgersfort (past abandoned mine) and ends near Steelpoort (near the Tubatse Mine).

It became obvious that these lines, originally developed to serve past mining and agricultural activities in Sekhukhune, have not been re-routed to serve new (or future) mines in the area.

If this continues, the results will be that mining expansion in Sekhukhune will place additional burden on the road network in the area. Beyond commercial usage, a commuter rail link between Pretoria and south-west part of Sekhukhune (along the Moloto Road) will clearly be useful, given the high levels of male migrancy.

Limpopo's Development Corridors and Sekhukhune Roads

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

The Dilokong Corridor includes three important roads that fall within the Sekhukhune area. These are:

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

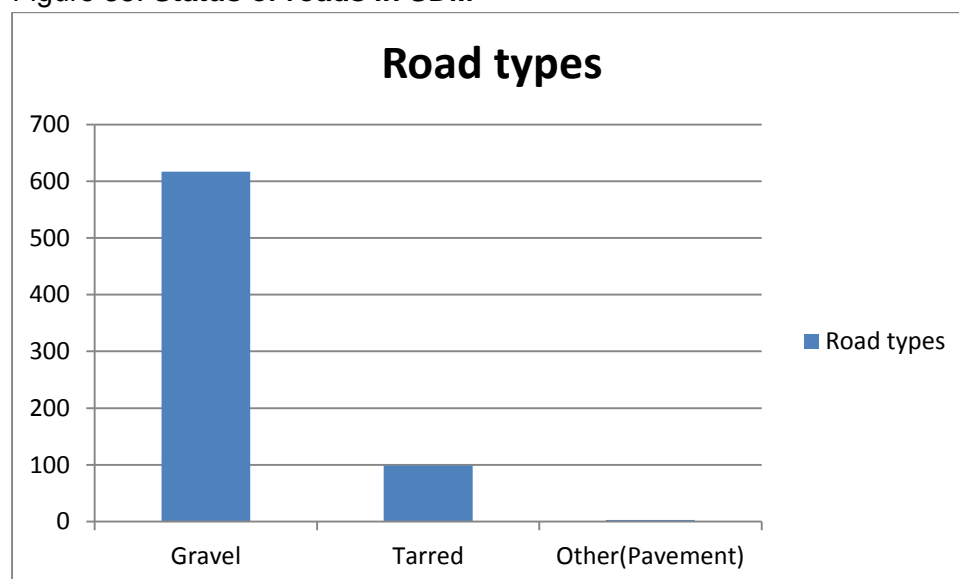
Implications for future Economic growth in Sekhukhune

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

Community inputs into the status of roads in SDM

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

Figure 35: Status of roads in SDM



SDM ward committees 2015-2016

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

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

Challenges

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

2.4.10. Municipal Health Services and environmental management

Introduction

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

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

- **Waste Management**

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

Status Quo

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

:

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

- Fetakgomo-Tubatse LM (Burgersfort, Steelpoort, Mapodile, Ohrigstad and Praktiseer, Nchabeleng and Mohlaletse)
- Ephraim Mogale LM (Elandskraal, Schoeman farms, Marble Hall, Leeuwfontein township and RDP houses.
- Elias Motsoaledi LM (Groblersdal, Roosenekaal, Monterlus, Motetema and Elandsdoorn.
- Makhuduthamaga LM have not started with kerb-side however bulk bins are provided in Jane Furse shopping complex, Jane Furse Taxi Rank, Nebo, Glencowie, Vergelegen, Jane Furse RDP houses and Phokwane.

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

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

Subsequently, outdated Integrated Waste Management Plans need to be reviewed and implemented to can deal with overarching waste management challenges. Non-payment of

services by communities and cost accounting to municipal solid waste services remain a big challenge to overcome.

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



Picture 2: Dumping of nappy waste at Makgemeng village



General Waste Management

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

Table 63: SDM State of Landfill Sites

MUNICIPALITY	DISPOSAL SITE	PERMITTED/ NOT AND PERMIT No.	ACCESS	COMPACTION	COMMENTS
SEKHUKHUNE DISTRICT MUNICIPALITY					
Elias Motsoaledi Local Municipality	Rossenekal Landfill Site	Permitted as a GCB ⁺ Permit no: 12/4/10- A/15/GS1	The site is well fenced with a lockable gate Access is restricted during working hours only	No compaction done	Waste is disposed-off on an unlined area and there is no maintenance.
	Philadelphia Dumping Site	Not licensed	Not fenced	No compaction	The dumping site is mainly used by the Philadelphia Hospital
	Hlogotlou Transfer Station	Licensed as a GCB ⁻ Licence No: 12/14/10 - A/1/GS2	Transfer station adjacent to the old one site is developed with palisate fence and lockable gate	Not operational	Waste is dumped and burnt at the old site.
	Elandsdoorn Landfill Site	12/4/10 – A/12/GS9 Closure Permit	Not fenced	No compaction	The site should be rehabilitated
	Groblersdal Landfill Site	Permitted as a GMB. Licence no: 12/4/10-B/10/M3	The site is developed. Fenced with lockable gates. Access restricted to working hours.	Compaction daily	Operational
Ephraim Mogale Local Municipality	Marble Hall Landfill Site	Permitted as a G:M:B ⁻ 16/2/7/B300/D58/Z1	The site is well fenced with a lockable gate Access is restricted during working hours only	Compaction done but not effective due to the type of machinery used (bulldozer)	Waste compaction and covering must be done on daily basis Waste reporting
	Leeuwfontein	Not licensed	Not fenced	Site closed but not rehabilitated	Site closed but not

MUNICIPALITY	DISPOSAL SITE	PERMITTED/ NOT AND PERMIT No.	ACCESS	COMPACTION	COMMENTS
	Dumping Site				rehabilitated
Makhuduthamaga Local Municipality	Jane Furse Landfill Site	Permitted as a GCB	The site is well fenced with lockable gate There are security personnel on site	Compaction of waste is done on daily basis	Operational
Fetakgomo-Tubatse LM	Burgersfort Landfill Site	Permit no: 16/2/7/B400/D66/Z1/P292A1	Fenced with lockable gate	Compaction done daily but the facility is reaching capacity	Applied for closure licence
	Praktiseer Dumping Site	12/4/10 – A/20/GS8 Closure Permit	Not fenced	N/A	The site is used illegally and need to be closed
	Orghistad Dumping Site	12/4/10 – A/20/GS6 Closure Permit	Fence vandalised	Site is closed but not rehabilitated	The site to be rehabilitated
	Steelpoort Dumping Site	12/4/10 – A/20/GS7 Closure Permit	Not fenced	No compaction	The site should be rehabilitated
	Malogeng Landfill Site	Permitted as a GSB Permit No:12/9/11/P67	The site is well fenced with a lockable gate Access is restricted during working days only	Compaction daily	Operational
	Mphanama Landfill Site	Permitted as a GSB Permit No:12/9/11/P60	Not developed	Not developed	The licence will expire if construction is not undertaken
	Lebowa Platinum Mine Zeekoeigat	Permitted as a GMB Permit No:B33/2/0250/005/P250	No gate Not fenced	No compaction	Application for closure license has been lodged

MUNICIPALITY	DISPOSAL SITE	PERMITTED/ NOT AND PERMIT No.	ACCESS	COMPACTION	COMMENTS
	Landfill Site				

Table 64: SEKHUKHUNE DISTRICT MUNICIPALITIES GENERAL WASTE MANAGEMENT LICENSES

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

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

Table 65: WASTE SERVICE

MUNICIPALITY	TOTAL NUMBER OF POPULATION	TOTAL NUMBER OF HOUSEHOLDS	NO. OF INDIGENT HOUSEHOLDS	REVENUE COLLECTION	NUMBER OF HOUSEHOLDS RECEIVING BASIC WASTE COLLECTION SERVICES		
					WEEKLY KERBSIDE COLLECTION	COMMUNITY TRANSFER TO CENTRAL POINT	ON SITE DISPOSAL
Ephraim Mogale LM	123,648	32304	4,988	Yes	6369	N/A	N/A
Elias Motsoaledi	249,363	60251	8,546	Yes	9236	2000	N/A

Makhudutha maga LM	274,358	65217	8,572	N/A	N/A	N/A	N/A
Fetakgomo- Tubatse LM	439471	111608	16443	Yes	15347	N/A	N/A

Challenges

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

RECYCLING OF WASTE

BACKGROUND

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

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

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

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

LEGAL REQUIREMENT AND OBLIGATIONS

Section 16 of the National Environmental Management: Waste Act, 2009 (Act 59 of 2009)(NEMWA) provides that a holder of waste must, within the holders power, take all reasonable measures to avoid the generation of waste and where such generation cannot be avoided to minimize the toxicity and amount of waste that are generated.

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

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

RECYCLING WITHIN THE DISTRICT

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

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

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

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

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

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

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

Pic 3: No proper storage area at Thabampshe Recycling Project



SOCIO ECONOMIC IMPACT

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

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

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

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

Conclusion

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

ENVIRONMENTAL POLLUTION CONTROL/ MANAGEMENT

Introduction

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

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

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

Noise Pollution:

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

Air Pollution:

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

Land/Soil Pollution:

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

Water Pollution:

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

Status Quo

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

The District has developed an Integrated Environmental Management Plan (DIEMP) that needs to be approved by Council. The district have two (2) authorised Environmental

Management Inspectors in its territory to preserve the biodiversity and its natural resources and there is a need for more due to vast growing developments within the district.

The district will need to have 64 Environmental Health Practitioners in order to effectively deal with Environmental Health issues as benchmarked and illustrated in the section 78 Process of the Municipal systems Act,32 of 2000 conducted by the Municipality. The resources for both Environmental Inspectors and Environmental Health Practitioners are still to be provided.

Geology

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

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

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

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

Topography

The Oliphant River is located on an open flood plain area. A valley surrounded by the non-perennial rivers is found to the north of the river. Strips of erosion can be found in the valley alongside most of the perennial rivers. Wood is still one of the main sources of energy for households, which leads to deforestation and subsequent erosion because of the denuding vegetation. The Sekhukhune District Municipality does not have Environmental Management

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

Sekhukhune Climate

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

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

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

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

Water quality monitoring and water supply in the district

Water scarcity is a huge developmental challenge within the Sekhukhune District, and constrains both economic and social activity in the area. The issue is a manifestation of climate variability. However, it is also the result of a number of other factors, which include insufficient and variable rainfall, inequitable water resource management and the absence of

drinking water, bulk water and irrigation infrastructure that would aid the distribution of water to rural villages (SEI, 2006).

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

Challenges

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

Health surveillance of premises

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

- Agricultural holdings/farms
- Dwellings: Informal formal and
- Keeping of animals
- Public conveniences/Public bath houses
- Construction sites
- Business centres and offices including government offices
- Businesses
- Workshops
- Places of worship
- Accommodation establishments
- Medical practices
- Sanitary facilities
- Offensive trades
- Hairdressing, beauty and cosmetology services
- Caravan parks, camping sites and holiday resorts
- Laboratories.
- Private and government (Public) schools
- Places of care:

- Childcare services (crèches, nurseries, day care, after school care, child-minders, pre-schools)
- Old age homes, medi-care centers, day care centers
- Orphanages
- Mental institution
- Homes for the destitute
- Homes for refugees
- Homes for the disables
- Hospices
- Clinics, community health centers, hospitals
- Nursing homes
- Prisons and police stations
- Places of safe keeping
- Street children shelters
- Hotels/motels/boarding house
- Industrial/manufacturing

Challenges

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

Surveillance and prevention of communicable diseases excluding immunisations

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

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

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

Vector Control

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

The functional activities will amongst others include:-

- Complaint investigations relating to environmental health conditions.

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

Challenges

This will require both financial and technical resources:

Disposal of the dead

In terms of section 84 of the Municipal structures Act, 117 of 1998 section 84(1)(l) a district municipality can only be involved with a cemetery where the cemetery will involve /include a major proportion of the Local municipalities in the district. However District Environmental Health Practitioners will be ceased with ensuring compliance, monitoring of funeral undertakers, mortuaries, embalmers, crematoria, graves and cemeteries and to manage control and monitor exhumations and reburial or disposal of human remains.

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

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

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

Food control

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

➤ **Formal premises:**

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

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

➤ **Informal premises:**

- Vendors
- Hawkers

Challenges

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

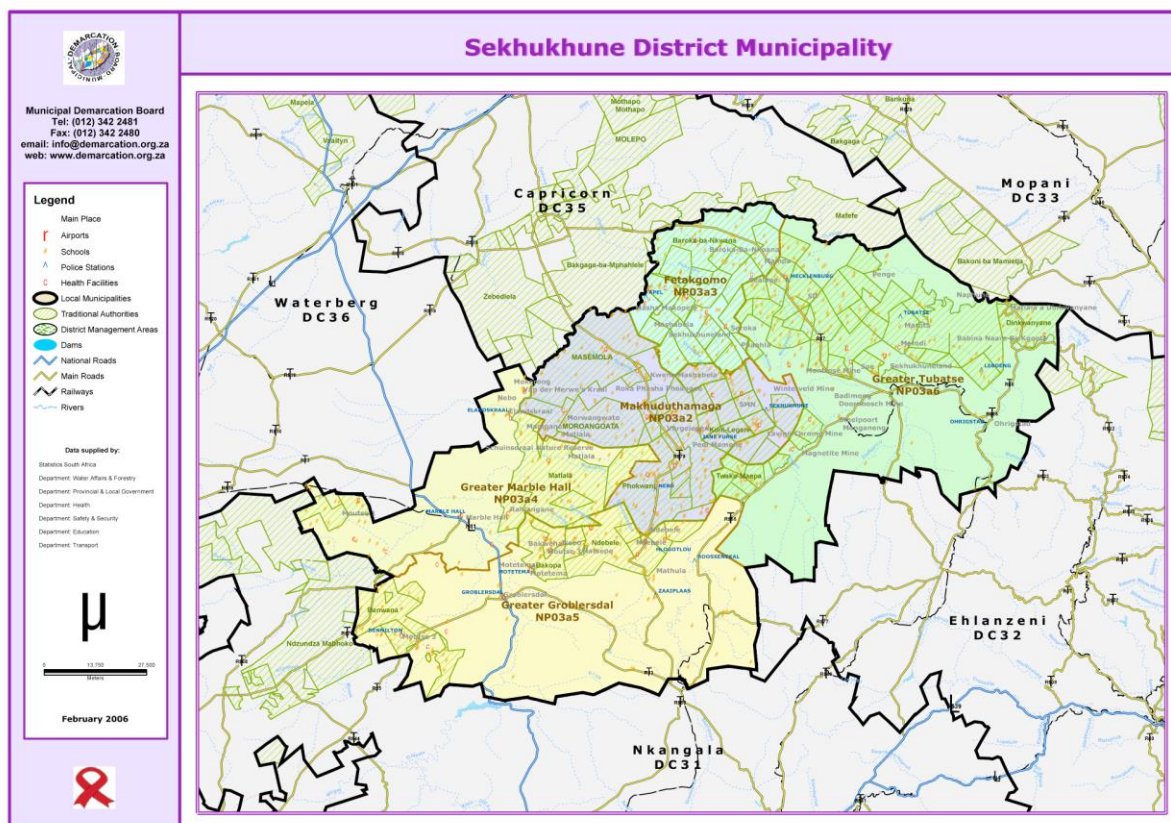
Chemical safety

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

NATURAL ENVIRONMENT

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

Figure 38: MAP SHOWS THE LOCATION OF SEKHUKHUNNE DISTRICT



CLIMATE

The climate is fairly typical of the Savanna Biome: warm, moist summers and cool, dry winters. Mean annual rainfall ranges from 400 mm in the valleys to 600 mm on the mountain slopes and mean summer temperatures from 25°C in the South. Fire is an important factor in the mountains and helps to maintain the strong grassy component of the vegetation.

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

CLIMATE CHANGE AND GLOBAL WARMING

TOPOGRAPHY AND GEOLOGY

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

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

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

Figure 39: PLANTS ENDEMISM

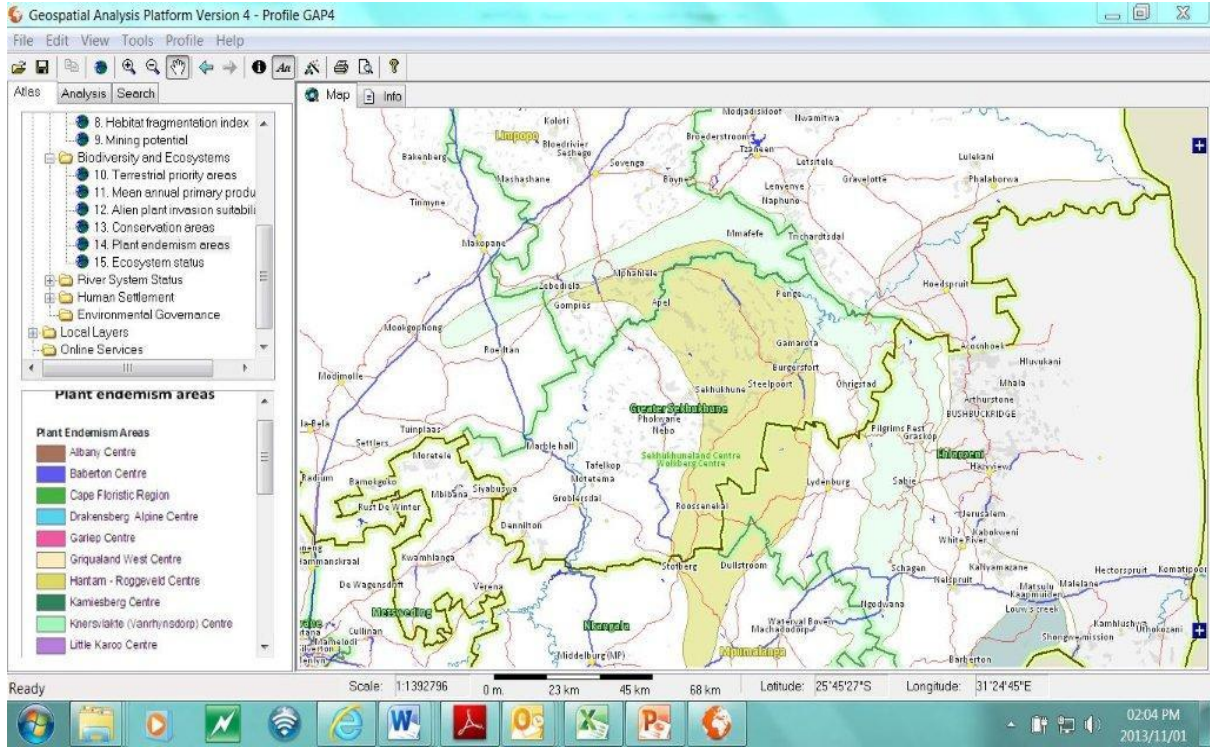


Figure 40: CONSERVSTION AREAS

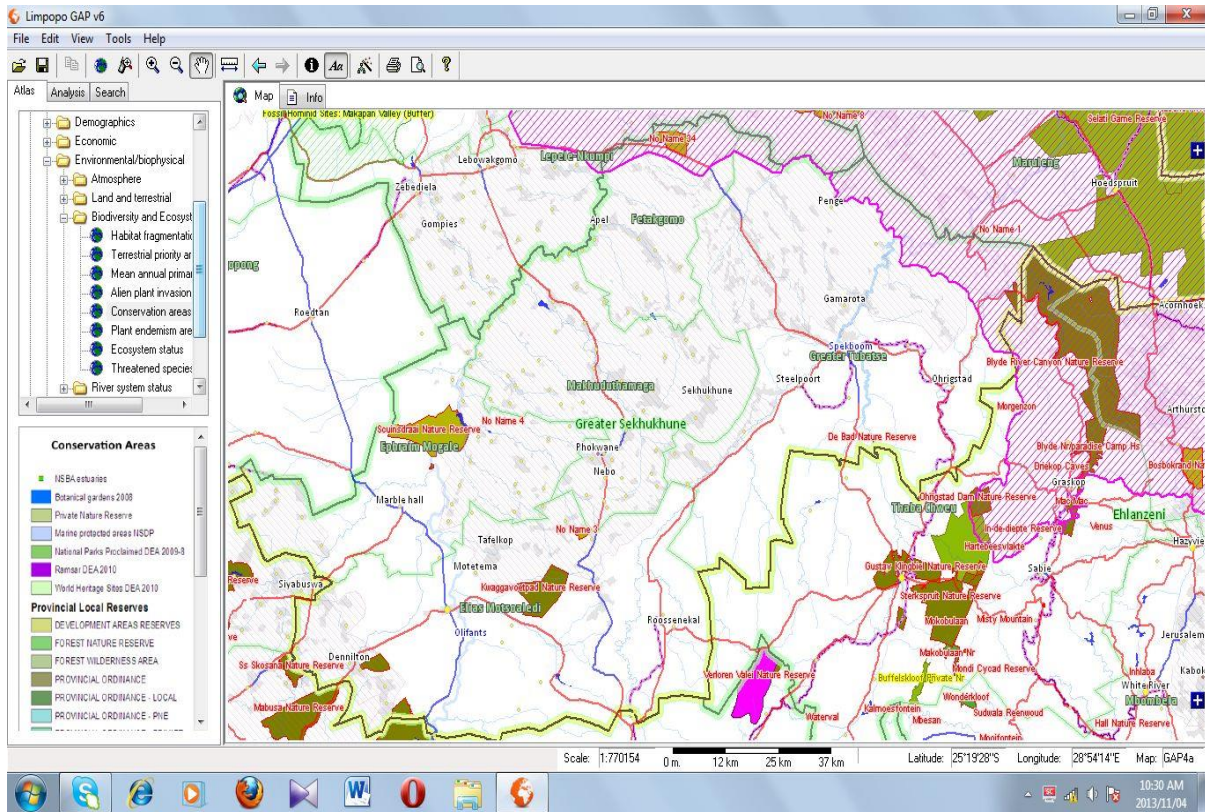
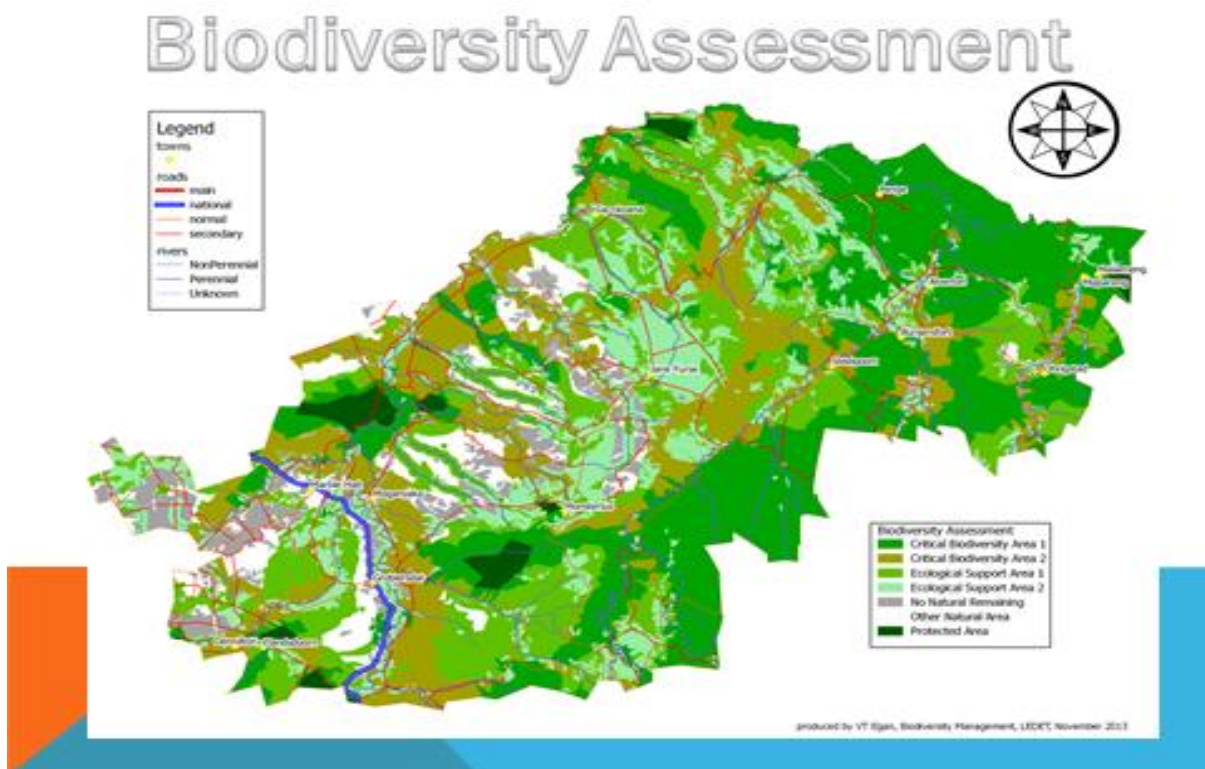


Figure 41: Biodiversity Assessment



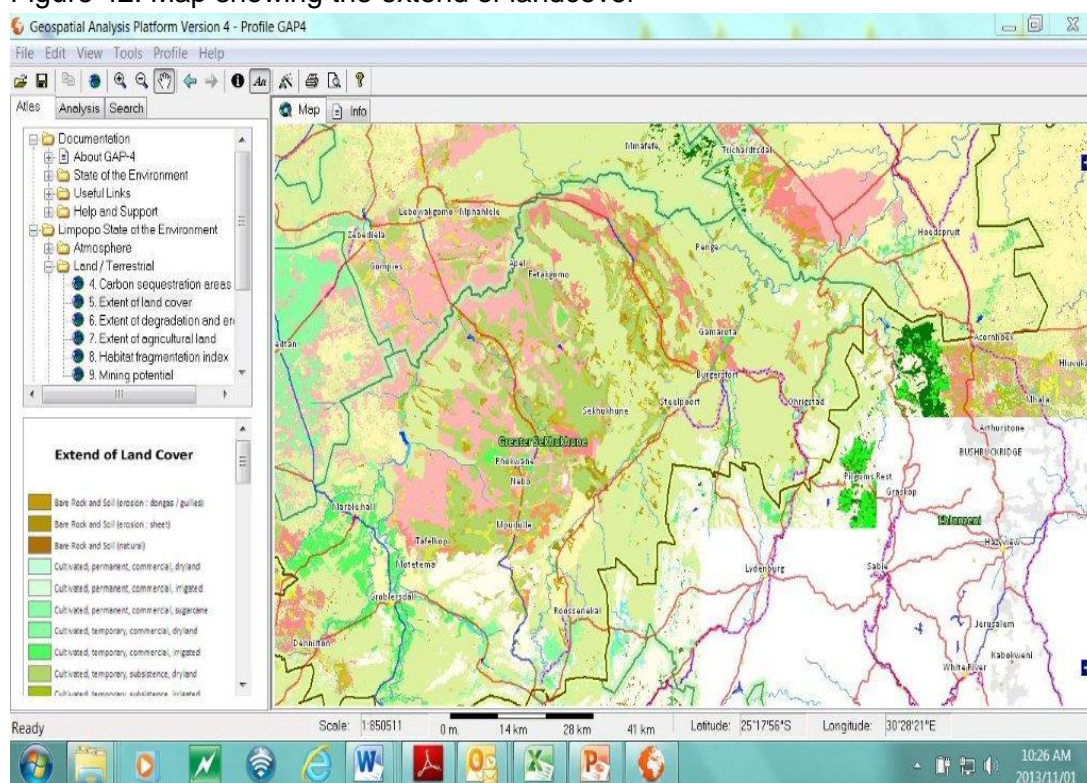
EXTENDED OF LAND COVER

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

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

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

Figure 42: Map showing the extend of landcover



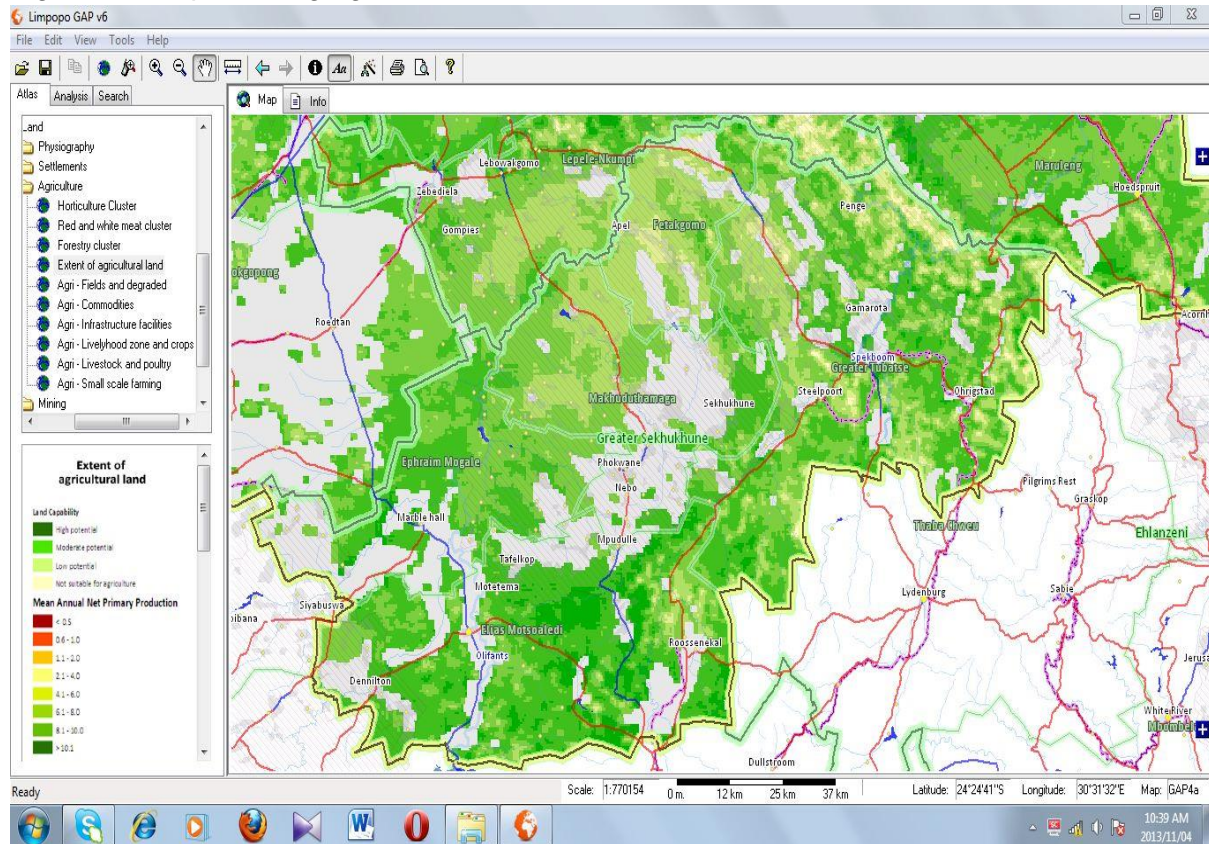
THE ROLE OF BIODIVERSITY IN SEKHUKHUNE LAND

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

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

area, new endemic plant taxa and biogeographically important species are still being discovered regularly

Figure 43: Map showing agricultural land cover

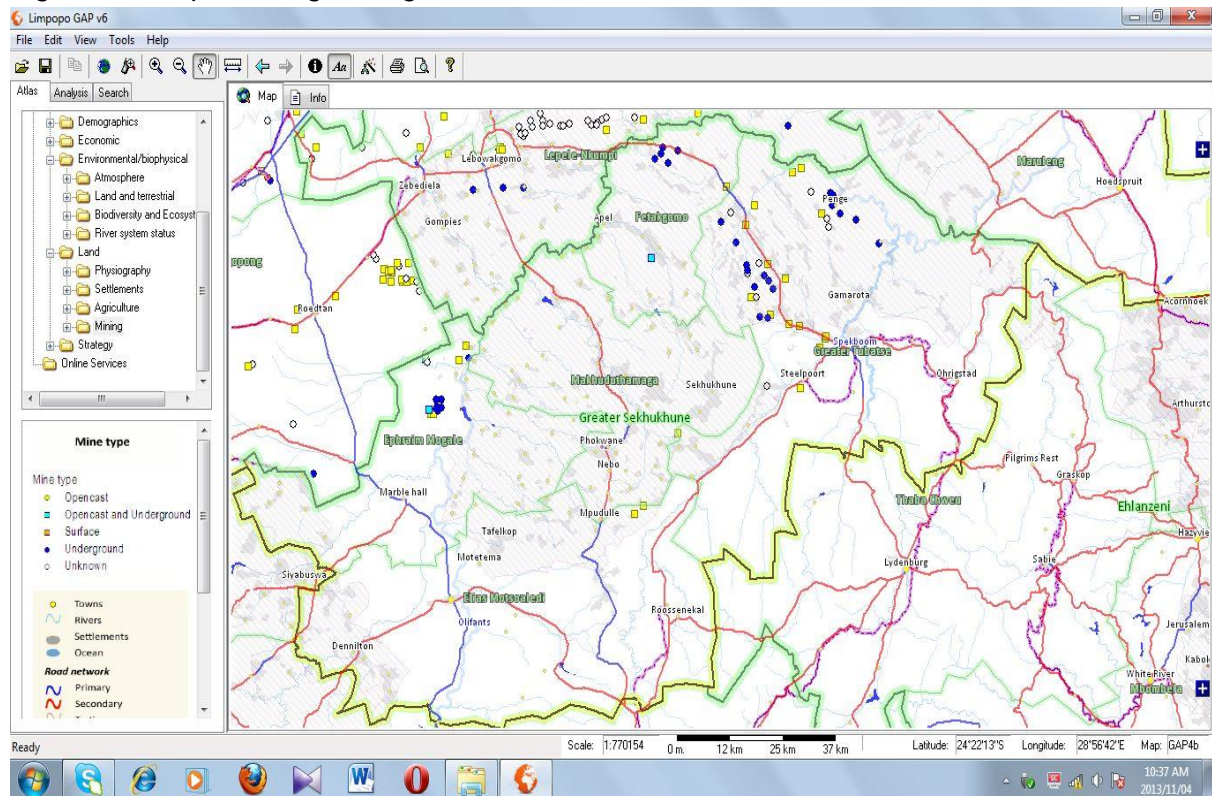


Risks to the plant diversity in the Sekhukhune land region

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

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

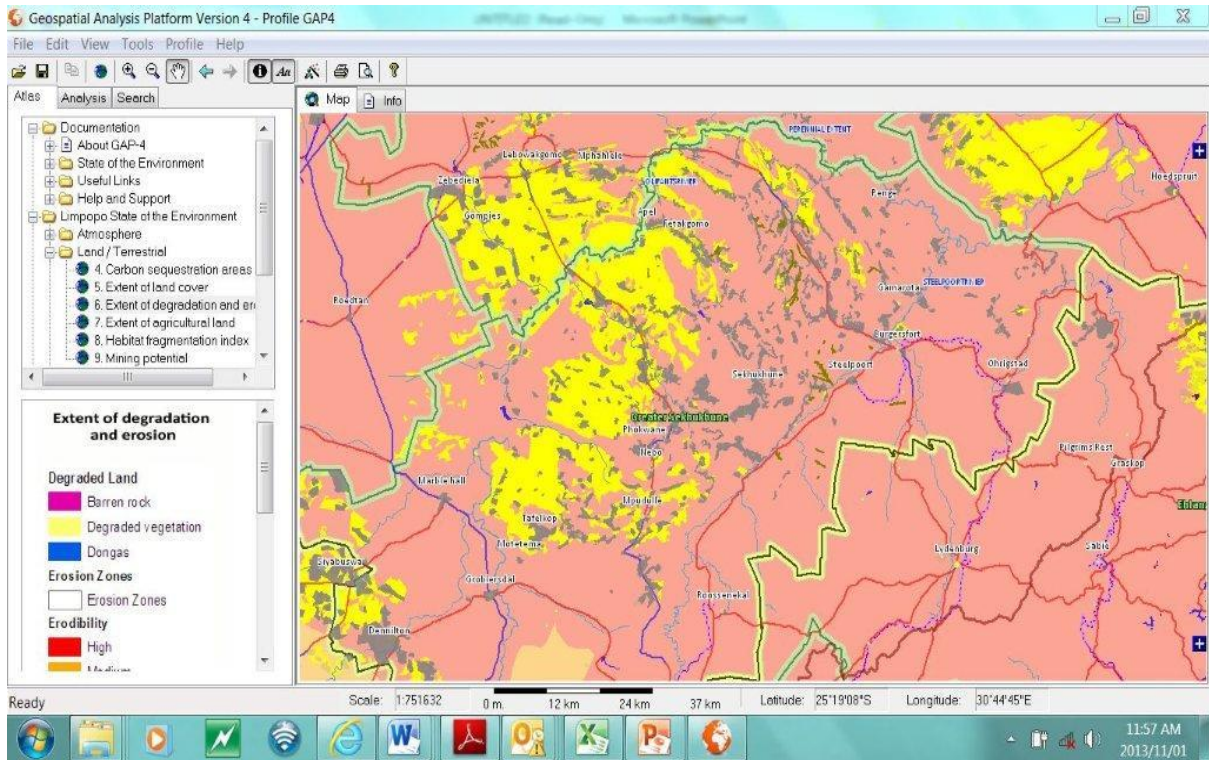
Figure 44: Map showing mining areas



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

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

Figure 45: Map showing extends of degradation & erosion



Stresses on biodiversity

Grazing

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

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

GRASSES FOUND IN OVER-UTILIZED GRASSLAND

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

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

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

GRASSES GROWING IN WELL MANAGED OR UNDER-UTILIZED GRASSLAND

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

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

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

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

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

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

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

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

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

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

TRADITIONAL MEDICINE

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

FOOD SOURCES

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

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

CONCLUSION

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

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

Environmental Impact Assessments and landfill sites

1.) Environmental impact assessments

Municipality	2012-2013			2013-2014			2014-2015		
	No of EIAs received	No of EIAs approved	No of EIAs rejected	No of EIAs received	No of EIAs approved	No of EIAs rejected	No of EIAs received	No of EIAs approved	No of EIAs rejected
Fetakgomo				6	6	0			
Greater Tubatse				22	22	0			
Ephraim Mogale				6	6	0			
Elias Motsoaledi				12	12	0			
Makhuduthamaga				7	7	0			
Total				53	53				

2.) Number of licensed landfill sites.

Municipality	Total number of landfill sites	Number licensed	Number not licensed	Number permitted (where permits were issued)
Fetakgomo	1	3 (Malogeng, Mphanama, Bokone)	0	
Greater Tubatse	2	6 (Burgersfort Landfill site ,Appies Doring Draai landfill Closure licences Issued for Praktiseer, Orighstad ,Steelpoort, Tubatse Chrome)	0	
Ephraim Mogale	1 Mable Hall Landfill site	1	0	
Elias Motsoaledi	2	4 Groblersdaal Landfill, Roosenekaal Landill ,Closure licences issued for Danilton, Hlogotlou transfer station	0	
Makhuduthamaga	Jane Furse	1	0	
Total		7		

2.4.11. SPORTS, ARTS AND CULTURE

Introduction

Sport, Arts and Culture play an important role in the physical, psychological, social, technical and tactical development of young and matured people. Sekhukhune District Municipality plays an advocacy role/ function whereby most of the programmes are driven by the provincial department of Sport, Arts and Culture.

Status Quo

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

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

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

Table 104: Norms and Standards

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

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

LIBRARIES

In terms of norms and standards there should be 1 library per 10 000 households. Currently there are 11 libraries in the District and there is a need for 14 libraries (see table no. 67).

Table 105: NUMBER OF LIBRARIES AND BACKLOGS

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

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

Challenges

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

2.4.12. HEALTH

Introduction

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

As promulgated in the Constitution, Schedule 4 part A, health services is a functional area of National and Provincial legislative competence. In terms of section 155 (6) (a) the Provincial government must provide for the monitoring and support of local government in the Province, albeit can be assigned to a municipality in terms of Section 156 of Constitution.

The government has identified the following priorities that must inform a major improvement in the health care system:

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

Health services are critical in nurturing human development and tend to have important economic spin-offs as well. Countries that have invested significantly in primary health care

(PHC), in particular, generally produce a healthier, and therefore more productive, workforce. There is also significant international evidence to illustrate that early investments in PHC result in less strain on the health budget (and, consequently, on social spending) in later years. This is an important debate for municipalities which are now largely responsible for PHC in South Africa.

Status Quo

Within Limpopo province, the provision of health facilities is generally inadequate in comparison with other provinces. More specifically, access to health facilities within Sekhukhune District Municipality itself is fairly poor. On average, there is 1 clinic for every 17,000 people within the district and approximately 97,500 people per hospital.

Table 106: Number of health facilities in Sekhukhune

Municipality	Number of hospitals	Number of clinics	Number of private hospitals
Fetakgomo Tubatse	2	37	-
Ephraim Mogale	1	15	-
Elias Motsoaledi	2	15	-
Makhuduthamaga	2	22	-
Total	7	89	-

Source: Dept. of Health: Limpopo (2017)

Table 107: Availability of mobile clinics and their frequency of visits

Municipality	Number of mobile clinics	Total number of points	Frequency of visits/availability
Fetakgomo Tubatse	7 teams	88	86 weekly visit 1 bi-weekly visit 1 monthly
Ephraim Mogale	3 teams + 2 sub teams	59	26 Weekly 33 monthly visit
Elias Motsoaledi	3 teams + 1 sub team	64	6 points weekly visit 11 points Bi-weekly visit 41 monthly visit
Makhuduthamaga	4 teams+ 1 sub team	50	22 weekly visit 27 bi-weekly visit 1 monthly visit
Total	17 teams+ 4 sub teams	261	

Source: Dept. of Health: Limpopo (2017)

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

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

Source: Department of Health (2017)

Table 109: Access to hospitals

MUNICIPALITY	PERCENTAGE WITHIN 20KM RADIUS TO HOSPITAL
ELIAS MOTSWALEDI	80%
EPHRAIM MOGALE	40%
FETAKGOMO TUBATSE	59%
MAKHUDUTHAMAGA	80%

Source: Dept. of Health: Limpopo (2013)

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

Table 110: Access to clinics and professionals

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

Source: Dept. of Health: Limpopo (2013)

According to these figures, Elias Motsoaledi enjoys the greatest access (64%), whilst Fetakgomo Tubatse and Makhuduthamaga residents have access to clinics and health professionals (48%). The number of health professionals currently working in the district is not optimal, however. As the table below indicates, there is a shortage of professionals working in Sekhukhune health facilities at the moment.

Sekhukhune's Health Performance

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

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

Table 111: Key Health Indicators for the Sekhukhune District

INDICATOR	TARGET	ACHIEVEMENTS AS PER THE FOLLOWING YEARS			DM RANKING IN SA (52 DISTRICTS)
		2010/11	2011/12	2012/13	
PROFESSIONAL NURSE CLINICAL WORKLOAD	40	27.1	25.9	27.1	-
ALOS	4 DAYS	4.3	4.5	4.3	-
UBUR	70%	57.9	65.3	69.9	-
PHC UTILIZATION RATE ANNUALIZED	3.5	2.1	2.3	2.3	-
DELIVERY RATE IN FACILITY	100%	110.2	123.5	124.3	-
STILL BIRTH RATE	>10/LIVE BIRTH	25.5	21.3	23.6	-
PERINATAL MORTALITY RATE	28/1000	37.7	37.2	42.1	-
DIARRHEA INCIDENCE UNDER 5 YEARS	>5/100	11.6	10.3	5.3	-
NOT GAINING WEIGHT UNDER 5 YEARS	0%	0	0	0	-
IMMUNIZATION COVERAGE	90%	85.6	85.5	81	-
C/SECTION RATE	15%	14.0	15.0	16.6	-
ANC CLIENT TESTED FOR HIV	95%	30.8	35.5	45.9	-
NEVERAPINE UPTAKE OF BABIES BORN FROM HIV+ WOM	100%	57.7	100	100	-
STI TREATMENT RATE	26%	24.1	23.7	20.8	-
CONDOM DISTRIBUTION RATE IN PHC	13	10.9	13.3	20.1	-
TB CURE RATE	75%	79.0	77.2	77.5	-
SMEAR CONVERSION RATE AT 2 MONTHS	67%	65.0	60.8	65	-

Source: Dept. of Health: Limpopo (2013)

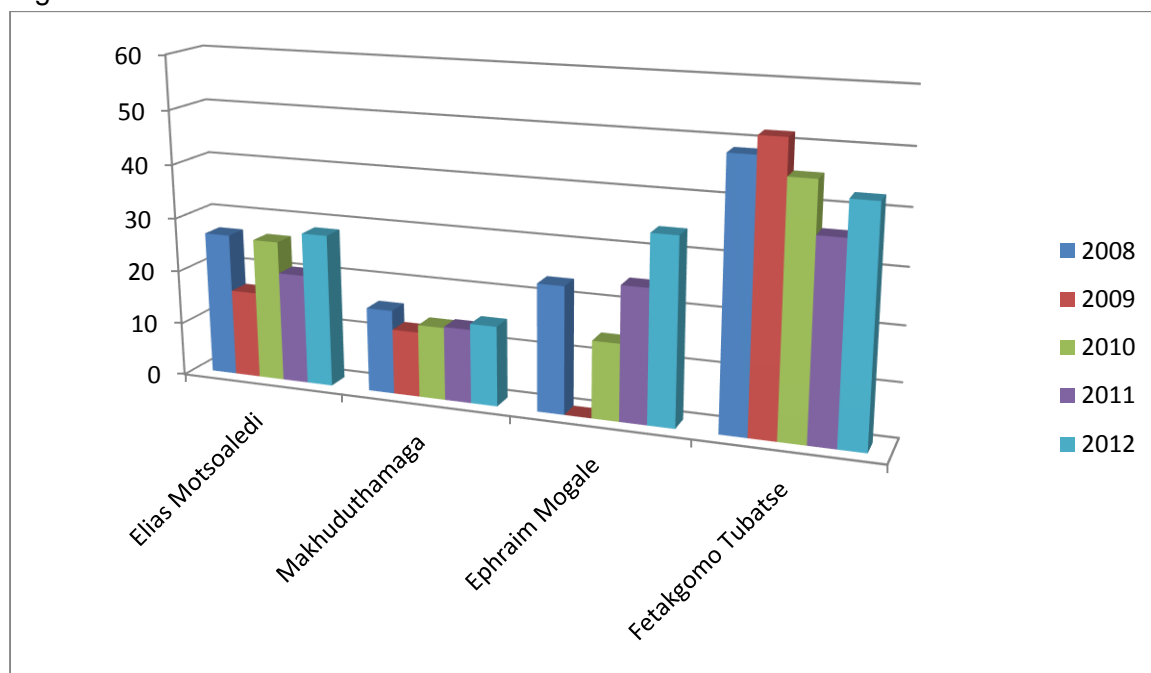
The particularly worrying aspects of Sekhukhune's health services are highlighted in the table above. The most obvious point of concern is the low levels of spending on PHC in a District that is predominantly rural and has high levels of poverty. The nevirapine uptake rate among newborn babies of HIV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

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

HIV/AIDS

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

Figure 44: SDM HIV/AIDS PREVALENCE PER SUB-DISTRICT 2008-2012



Municipality	2008	2009	2010	2011	2012
Elias Motsoaledi	26.7	16.2	26.3	20.5	28.4
Makhuduthamaga	15.7	12.2	13.6	13.8	14.9
Ephraim Mogale	23.5	0	14.3	24.7	34.2
Fetakgomo Tubatse	48.6	51.8	45.4	36.2	42.6

Source: Limpopo Department of Health (2017)

The significance of the statistics above is that there are people infected with HIV/AIDS in the District. The Department of Health and Social Development has a comprehensive system of testing, administering of treatment and counseling. The main challenge facing the department is that testing is voluntary. As a result more effort is needed to convince people to come to the fore and be tested. This should be accompanied by prior counseling to enable people who will be diagnosed HIV/AIDS to live with themselves.

The Department has also rolled out a treatment plan which seems to be effective. It is however displeasing to note that some patients are skipping their dosages. The challenge could be the stigma that is attached to the disease by communities. More should be done to educate the community about the normalcy of living with virus.

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

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

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

Table 112: Voluntary testing for HIV over three years happened as tabled below:

Municipality	2014-2015			2015-2016			2016-2017		
	Males	Females	Total	Males	Females	Total	Males	Females	Total
Fetakgomo Tubatse			95751			91406			140847
Ephraim Mogale			31495			36200			39223
Elias Motsoaledi			48557			32956			97784
Makhuduthamaga			66506			7097			148178
Total			217309			251543			426032

Source: Department of Health (2017)

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

Table 113: HIV AND AIDS STATUS PER GROUP PER LOCAL MUNICIPALITY 2012/13

MUNICIPALITY	MALES	FEMALES	CHILDREN	TOTAL
Elias Motsoaledi	593	1898	46	2537
Ephraim Mogale	304	1356	28	1688
Fetakgomo Tubatse	1123	4117	87	5327
Makhuduthamaga	1391	1770	54	3215
District Average	3411	9141	215	12767

Source: Dept. of Health: Limpopo (2013)

TUBERCULOSIS

Table 114: TB, maternal deaths and infant mortality are reported as tabled below:

Municipality	Number of TB cases reported	Number of maternal deaths reported	Number of infant deaths reported (mortality)
Fetakgomo Tubatse	982	6	101
Ephraim Mogale	258	1	27
Elias Motsoaledi	550	8	89
Makhuduthamaga	628	7	134
Total	2418	22	351

Source: Limpopo Department of Health (2017)

Table 115: TB CONTROL PER LOCAL MUNICIPALITY 2012/13

MUNICIPALITY	DOT COVERAGE	TREATMENT SUCCESS RATE	NSP CURE RATE	HIV TESTING RATE-TB PATIENTS	DEFAULT ER RATE	HIV/TB PLACED ON ART(CO-INFECTION)
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Elias Motsoaledi	84.6%	79.5%	76.4%	94%	5.3%	72.3%
Ephraim Mogale	91%	85.4%	86%	91%	2.1%	66.1%
Fetakgomo Tubatse	92.8%	84.55%	84.25%	89.95%	1.85%	38.1%
Makhuduthamaga	84.4%	72%	71%	79.1%	4.1%	55.2%
District Average	87.3%	79%	77.5%	86.7%	3.3%	56.1%

SOURCE: TB R-NET

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

BACKLOG AND CONSTRUCTION OF CLINICS

Table 116: Latest backlogs of clinics and hospitals in terms of norms and standards

Municipality	
Fetakgomo Tubatse	1 (Ga-Nchabeleng CHC)
Ephraim Mogale	None
Elias Motsoaledi	None
Makhuduthamaga	None
Total	1

Source: Limpopo Dept. of Health (2017)

Table 117: Number of clinics constructed

Municipality	2014-2015	2015-2016	2016-2017
Fetakgomo Tubatse		1 (Maseven)	1(Sterkspruit)
Ephraim Mogale	1(Vlakplaas)	-	1 (Makeepsvlei)
Elias Motsoaledi	-	-	-
Makhuduthamaga	-	-	-
Total	1	1	2

Source: Limpopo Dept. of Health (2017)

Table 118: Number of clinics planned

Municipality	2017-2018	2018-2019	2019-2020
Fetakgomo Tubatse	Completion of Sterkspruit clinic	-	Mafarafara-Maahlashi-Alberton
Ephraim Mogale	Completion of Makeepsvlei clinic	-	Marble Hall clinic
Elias Motsoaledi	-	Moutse East clinic (staff accommodation)	Matlala-a-Lehwelere
Makhuduthamaga	1(mamokgasefoka)	Madibaneng-Malegale-Tjatane	Dichoeung Health Centre
Total	1	2	4

Source: Limpopo Dept. of Health (2017)

Table 119: HEALTH FACILITIES CLIENT SATISFACTION RATE AS PER LOCAL MUNICIPALITY

MUNICIPALITY	SATISFACTION SURVEY RESULTS
Elias Motsoaledi	53%
Ephraim Mogale	59%
Fetakgomo Tubatse	70%
Makhuduthamaga	51%
District Average	60.6%

SOURCE: DHIS QUALITY ASSURANCE REPORT

Table 120: Health facilities satisfaction status

	Fetakgomo Tubatse	Ephraim Motsoaledi	Elias Motsoaledi	Makhudut hamaga	Total	Total
Satisfactory	21	6	8	5	40	13%
Unsatisfactory	96	44	45	80	265	87%

SDM ward committees 2013-2014

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

BASIC SERVICES IN HEALTH FACILITIES

Table 121: Water Supply, Sanitation and Electricity

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

Source: Dept. of Health: Limpopo (2013)

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

Table 123: Specific areas without health facilities and how they are being catered for

Municipality	
Fetakgomo Tubatse	Habeng-Motloulela and Alberton-Maahlashi- Mafarafara served by mobile weekly
Ephraim Mogale	Mabitsi-Ngwalemong serviced by mobile weekly
Elias Motsoaledi	Luckau-Sterkfontein and Maseing-Keerom served by mobile weekly
Makhuduthamaga	Malegale-Madibaneng-Tjatane and Maila Mapitsane both served by mobile weekly
Total	7 critical areas

Source: Limpopo Dept. of Health (2017)

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

Table 124: Health facilities

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Greater	Total
Mobile Clinic	31	15	37	52	135
Clinic	30	23	20	47	120
Hospital	5	4	4	4	17
No Health Facility	96	38	10	158	302
Total	162	80	71	261	574

SDM ward committees 2015-2016

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

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

Table 125: Health Facilities water supply

	Makhudutham aga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Borehole	1	35	22	90	148
River	3	10	7	0	20
Water Tanks	10	2	9	4	25
Municipal Supply	12	15	13	16	56
Other	34	16	25	61	136
Total	60	78	76	171	385

SDM ward committees 2015-2016

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

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

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

Table 126: Health facilities sanitation supply

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Pit Latrines	50	36	12	70	168
VIP	16	11	4	27	58
Sewerborne Sanitation	5	21	16	21	63
Other	29	9	32	44	115
Total	100	77	64	163	404

SDM ward committees 2015-2016

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

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

Table 127: Health Facilities electricity available

	Makhudu thamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Yes	71	57	33	112	273
No	52	23	34	60	169
	123	80	67	172	442

SDM ward committees 2015-2016

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

Table 128: Service standard

	Makhudut hamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Plus minus 5km radius(clinic & mobile)	62	65	44	102	273
Plus minus 50km radius(Hospitals)	17	3	20	24	65
Total	79	68	64	127	338

SDM ward committees 2015-2016

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

Challenges

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

2.4.13. EDUCATION

Introduction

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

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

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

Status Quo

Table 129: Schools

Municipality	Number of primary schools	Number of secondary schools	Number of combined schools	Number of special schools	Number of private schools
Fetakgomo Tubatse	211	119	00	00	10
Ephraim Mogale	38	23	01	00	00

Elias Motsoaledi	98	63	30	03	13
Makhuduthamaga	195	115	04	03	04
Total	542	320	35	06	27

Source: Limpopo Dept. of Education (2017)

Table 130: Number of teachers and learners

Municipality	Total number of schools	Total number of teachers	Total number of learners	Student-teacher ratio
Fetakgomo Tubatse	340	3989	130861	1:33
Ephraim Mogale	62	925	31564	1:34
Elias Motsoaledi	207	3138	98796	1:32
Makhuduthamaga	321	3802	125427	1:33
Total	930	11854	386648	1:33

Source: Limpopo Dept. of Education (2017)

Table 131: Matric pass rate

Municipality	2014 pass rate	2015 pass rate	2016 pass rate
Fetakgomo Tubatse	63.4	54.4	48.9
Ephraim Mogale	64.1	55.9	48.8
Elias Motsoaledi	66.8	56.9	55.6
Makhuduthamaga	61.8	59.0	53.8
Total	63.9	55.0	51.8

Source: Limpopo Dept. of Education (2017)

Table 132: Matric targeted pass rate

Municipality	2018	2019	2020
Fetakgomo Tubatse	70%	75%	80%
Ephraim Mogale	70%	75%	80%
Elias Motsoaledi	75%	80%	85%
Makhuduthamaga	75%	80%	85%
Total	72%	78%	85%

Source: Limpopo Dept. of Education (2017)

Table 125: Number of classrooms constructed

Municipality	2014-2015	2015-2016	2016-2017
Fetakgomo Tubatse	N/A	N/A	16
Ephraim Mogale	N/A	N/A	05
Elias Motsoaledi	N/A	N/A	03
Makhuduthamaga	N/A	N/A	05
Total	N/A	N/A	29

Source: Limpopo Dept. of Education (2017)

Table 133: Number of classrooms planned for construction

Municipality	2017-2018	2018-2019	2019-2020
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Fetakgomo Tubatse	14	103	82
Ephraim Mogale	10	21	12
Elias Motsoaledi	09	45	40
Makhuduthamaga	21	66	59
Total	54	235	193

Source: Limpopo Dept. of Education (2017)

Table 134: Current condition of road access to schools

Municipality	Good, fair or bad (choose)
Fetakgomo Tubatse	Fair
Ephraim Mogale	Fair
Elias Motsoaledi	Fair
Makhuduthamaga	Fair

Source: Limpopo Dept. of Education (2017)

Table 135: Current backlogs to school infrastructure (buildings)

Municipality	2017/2018
Fetakgomo Tubatse	14
Ephraim Mogale	10
Elias Motsoaledi	09
Makhuduthamaga	21
Total	54

Source: Limpopo Dept. of Education (2017)

Table 136: Current provision of basic services to schools
(water, sanitation, electricity)

Municipality	Good, fair or bad (choose)
Fetakgomo Tubatse	Fair
Ephraim Mogale	Fair
Elias Motsoaledi	Fair
Makhuduthamaga	Fair

Source: Limpopo Dept. of Education (2017)

SCHOOLS WITH WATER AND SANITATION CHALLENGES

Most of the schools have water system in the form boreholes which were drilled through norms and standards. There are 44 schools which get water from the unreliable communal connection.

Most of the schools in the District are using pit toilets. In some schools the toilets have collapsed because they are full and learners relieve themselves in the bushes. 115 schools are without proper sanitation facilities.

Education levels in Sekhukhune District are generally lower than the comparative levels for Limpopo Province. Almost 21% of all people older than 20 years in the District have had no schooling, compared to 17% for Limpopo. In contrast, only 21% of adults in Sekhukhune have completed secondary school and only 5.2% have obtained post-school qualifications. The comparative statistics for the Province are 22% who have completed secondary school and 10.6% with post-school qualifications.

This limited level of education is likely to constrain the ability of the District to improve its socio-economic conditions significantly in the short to medium term.

Table 137: Highest education levels for persons aged 20 years and above, Sekhukhune District, 2011

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

Source: Statistics South Africa, Census 2011

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

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

While there has been an improvement, this has been far below that of the other DMs in the Limpopo Province. The percentage of those with Grade 12/Matric in Sekhukhune DM is also nearly half of the South African population and the lowest of all the DMS in the Limpopo and Mpumalanga provinces. The lack of skills is frustrating the current and future development of the area. It is also the high percentages of persons with no schooling which require a buoyant entrepreneurial class to establish industries that those with low skills levels could be absorbed in.

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

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

followed by Makhuduthamaga Local Municipality then Elias Motsoaledi and lastly Ephraim Mogale Local Municipalities.

The numbers of educational facilities that have been provided in the district seem to be adequate in the district. The general standard in that for every 1000 households, there is a need for 2 primary schools and 1 secondary. Sekhukhune District Municipality has 263 000 households. This means there is a need for 263 secondary schools and 526 primary schools. There exists 536 primary schools and the need is 526 compared to existing 327 secondary schools where the need is 263 secondary schools. Although the average scenario indicates that enough schools have been provided, there is still a challenge due to long walking distances to these educational facilities.

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

Table 138: Number of schools per source of water

	Makhudutha maga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Own Borehole	163	123	37	230	553
Municipal supply	31	28	52	54	165
water tanks	16	6	17	11	50
No Water supply	63	27	15	110	215
Total	273	184	121	405	983

SDM ward committees 2015-2016

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

Provision of water to schools remains within the purview of the Department of education and the role of the municipalities remains water connections provisions and billing. There is a need for the district municipality as water services provider and authority to liaise with Department of Education regarding schools that do not have access to water services.

The schools normally are undertaking feeding schemes which require water for cooking and other uses therefore it requires that all the relevant stakeholders play an important role in as far as provision of water.

Table 139: Number of schools per type of sanitation

	Makhuduth amaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Pit Latrines	136	118	60	234	548
VIP	85	13	17	68	183
Enviro-loo	26	16	13	45	100
Sewer Borne/Flush sanitation	11	38	14	15	78
Other	26	11	9	54	100

Total	284	196	113	416	1009
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SDM ward committees 2015-2016

Sanitation remains one of the important services that must be provided in schools. The table indicates that 548 (54%) of schools are making use of pit latrines as a form of sanitation. 183 (18%) of schools are using Ventilated Improved Pit Latrines (VIP's), 100 (9%) schools use enviro-loo toilets and 78 (7%) are making use of sewer borne sanitation.

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

Table 140: Number of schools and availability of electricity

	Makhudut hamaga	Elias Motsoaledi	Ephraim Mogale	Fetakgomo Tubatse	Total
Yes	267	142	100	349	858
No	24	40	9	66	139
Total	291	182	109	415	997

SDM ward committees 2015-2016

The majority of schools in the district municipality do have access to electricity. The table above indicates that 858 schools (86%) recorded that they have access to electricity compared to 139 (14%) that have no access to electricity. Most of these schools are found in Fetakgomo Tubatse Local Municipality (349); followed by Makhuduthamaga (267), Elias Motsoaledi at 142, Fetakgomo and Ephraim Mogale Local Municipalities 100 each.

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

Challenges

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

2.4.14. SOCIAL DEVELOPMENT (WELFARE)

Introduction

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

the more vulnerable members of society – especially children and the elderly – would require some form of state assistance.

In many social democratic countries, a basic income grant is also made available to the poorest members of society to assist them in meeting their basic daily needs. The amount of money that a government usually spends on social development (and on social expenditure, more generally) tends to be determined by the economic health of the country at that point in its history. In South Africa, social expenditure has increased considerably over the years because of a favourable balance of payments situation as well as increased revenue from the South African Revenue Services (SARS).

Social development systems are particularly important in places like Sekhukhune which are predominantly rural and have high poverty levels. As illustrated earlier in this chapter, the majority of Sekhukhune's population is young, unemployment is rife and the district consequently exhibits an extremely high dependency ratio. Most of this population is dependent on government grants in order to survive.

Status Quo

Table 141: Status of social services as reported by South African Social Security Agency (SASSA) in 2013

MUNICIPALITY	NO.OF PAY POINTS Existing 2013/14 with/without buildings respectively	BACKLOGS ON PAY POINTS	BASIC SERVICES SUPPLIED FOR EACH PAYPOINT(e.g. YES/NO)
Fetakgomo Tubatse	141 Pay-points With buildings=24 Without =117	No backlogs	YES=24 No=117
Makhuduthamaga	117 Pay-points With buildings=20 Without =97		YES=20 No=97
Elias Motsoaledi	70 Pay-points With buildings=21 Without =49		YES=21 No=49
Ephraim Mogale	32 Pay-points With buildings=04 Without =28		YES=04 No=28
Total Sekhukhune	360		360

Limpopo Dept. of Social Development: 2013

Table 142: Statistics on Grants Beneficiaries as reported by South African Social Security Agency (SASSA) in 2013

LOCAL OFFICE	O/A	D/G	W/V	COM	GIA	FCG BEN	FCG CHIL	CDG BEN	CDG CHIL	CSG BEN	CSG CHIL	TOTAL	
												BENEFI	CHILDREN
ELIAS MOTSOAL	19859	3948	01	36	217	2235	3483	493	538	29103	54793	55892	58814
MAKHUDU THAMAGA	28877	5691	0	40	287	2633	3942	805	868	50332	100233	88665	105043
FETAKGOM TUBATSE	30504	6854	01	76	700	3836	5880	990	1091	63965	117192	106926	124163
EPHRAIM MOGALE	9694	1822	01	18	125	1143	1720	187	209	20204	38548	33194	40477
TOTAL	88934	18315	03	170	1329	9847	15025	2475	2706	163604	310766	284677	328497

SASSA: 2013

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

Table 143: Number of Early Childhood Development (ECD) centres

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

Limpopo Dept. of Social Development: 2016

Table 144: NUMBER OF FACILITIES FOR VULNERABLE GROUPS

Municipality	Number of old age homes	Number of drop in centres	Number of children's homes (CYCC)	Number of disability centres	Number of women safe house centres	Number of home based carers
Fetakgomo Tubatse		34	01 Child and youth care worker for 30 children	09	00	13
Ephraim Mogale	01	06		05	00	13
Elias Motsoaledi		10		04	00	09
Makhuduthamaga		07		03	00	05
Total	01	57		21	00	40

Limpopo Dept. of Social Development: 2015

Table 145: OLD AGE HOME

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

Limpopo Dept. of Social Development: 2013

Table 146: Aged service centres

NO	NAME OF THE ORGANISATION	MUNICIPALITY	PHYSICAL ADDRESS	NUMBER OF BENEFICIARIES	NPO COMPLAINT	FUNDED OR NOT FUNDED
1	Kgakgabejane Luncheon Group	E-Motsoaledi	Zaaiplaas Next to Clinic	36	Yes	Funded
2	Kodumela Moepathuse Aged	E-Motsoaledi	Hlogotlou Monstrlus Unit A	72	Yes	Funded
3	Moriri O Mosweu Aged Club	E-Motsoaledi	219 Majakaneng Sec	19	Yes	Funded
4	Motetema Old Age	E-Motsoaledi	motetema nxt to Lutheren	75	Yes	Funded
5	Mpheleng Serv Centre	E-Motsoaledi	Mpheleng Village	56	Yes	Funded
6	Ratanang Serv Centre	E-Motsoaledi	Elansdoorn next to Traffic Office	58	Yes	Funded
7	Hlabologang Aged	Fetakgomo Tubatse	Sekopung Village	28	Yes	Funded
8	Itsosheng Aged		Magakala Madifahlane		Yes	Funded
9	Maupa Aged Club		Ga-Mokobola Mabocho	22	Yes	Funded
10	Phakisa Aged		Mabocho Marulaneng Villa	22	Yes	Funded
11	Rethabile Diphale Aged		Diphale-Dijaneng ville gaMohlala	26	Yes	Funded
12	Gaogelang Aged		Strydkraal A	65	Yes	Funded
13	Lapa La Hunadi Aged Club		Strydkraal A	49	Yes	Funded
14	Motswadibe Aged Care Group		Ga-Phasha	50	Yes	Funded
15	Lethabong Aged	E/Mogale	Elandskraal	41	Yes	Funded
16	Leeufontein Comm.Serv .Centre	E/Mogale	L/fontein	45	Yes	Funded
17	Mohlakamotala Aged	Makhuduthamaga	Marulaneng	34	Yes	Funded

Limpopo Dept. of Social Development: 2013

Table 147: SUBSTANCE ABUSE

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

Table 148: Disability Centres

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

Limpopo Dept. of Social Development: 2013

Table 149: Stimulation centre

NO	NAME OF THE ORGANISATION	MUNICIPALITY	PHYSICAL ADDRESS	NUMBER OF BENEFICIARIES	NPO COMPLAINTS	FUNDED OR NOT FUNDED
1	Leratong Stimulation Centre	Ephraim Mogale	Elandskraal	16	Yes	Funded
2	Phaphamani Stimulation Centre	Elias Motsoaledi	858 Monsterlus Unit B	15	Yes	Funded
3	Khayallethu Stimulation	Elias Motsoaledi	Sephaku Village	14	Yes	Funded
4	Makgalaborwa Centre	Makhuduthamaga	Tshehlwaneng	27	Yes	Funded

5	Le rena reka kgon Centre	Fetakgomo Tubatse	Ga Nchabeleng	41	Yes	Funded
6	Imologa Dicep	Fetakgomo Tubatse	Ga Phasha	19	Yes	Funded

Limpopo Dept. of Social Development: 2013

Table 150: Pension pay points

	Fetakgomo	Ephraim M	Tubatse	Elias M	Makhuduthamaga	Total
Yes	43	40	85	42	107	317
No	55	15	150	5	59	284

SDM ward committees 2013-2014

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

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

Table 151: Pension pay points water supply

	Ephraim M	Fetakgomo Tubatse	Elias M	Makhuduthamaga	Total	%
Borehole	2	31	9	21	63	19%
River	0	11	0	0	11	3%
Water tanker	4	11	0	0	15	4%
Municipal supply	17	12	4	23	56	17%
No water supply	19	65	40	63	187	56%
Other	0	2	0	0	2	1%

SDM ward committees 2013-2014

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

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

Table 152: Pension pay points sanitation available

	Fetakgomo Tubatse	Ephraim Mogale	Elias Motsoaledi	Makhuduthamaga	Total
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Pit latrines	62	21	18	71	172
VIP	13	0	0	0	13
Municipal sewer	9	6	3	1	19
No sanitation	42	15	29	35	121

SDM ward committees 2013/2014

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

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

Table 153: Pension pay points electricity available

	Fetakgomo Tubatse	Ephraim Mogale	Elias Motsoaledi	Makhuduthamaga	Total
yes	79	25	32	74	210
no	53	17	20	33	123

SDM ward committees 2013-2014

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

Challenges

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

2.4.15. SAFETY AND SECURITY

Introduction

Combating crime forms one of the governmental strategic priorities within the medium term period. Safety and security issues remain critical in crime prevention measures in the District. Communities lack policing facilities that would assist in either reporting or combating crimes in their areas. It means the responsibility of the state to make sure that police Stations are well equipped to deal with any type of crime that might be experience among communities.

Status Quo

There are six magistrate courts in Sekhukhune District. These are Magistrate Praktiseer (next to Burgersfort), Magistrate Sekhukhune (in Schoonord), magistrate Nebo in Phokwane), Magistrate Moutse, Magistrate Sempupuru and Magistrate Groblersdal (Groblersdal). These magistrate courts serve a population of 1,076,840 people.

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

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

Table 154: Crime Statistics in the SDM						
SEKHUKHUNE MUNICIPALITY						
ELIAS MOTSOLEDI LOCAL MUNICIPALITY						
SERIAL NO	POLICE STATION	SATELLITE STATION	CRIME REPORTED			PROBLEMATIC CRIMES
			10/11	11/12	12/13	
1	Dennilton	N/A	4226	3246	2793	Theft from a Motor Vehicle
2	Grobbersdal	N/A	2173	2640	2540	Murder and Fraud
3	Hlogotlou	N/A	2046	1921	2234	Assault GBH and Theft
4	Laersdrift	N/A	344	301	358	Theft of all Stock
5	Motetema	RAKGOADI	3140	3036	3229	Burglary at Business Premises
6	Zaaiplaas	N/A	929	718	744	Theft Of All Stock
7	Roosenekal	N/A	364	384	504	Theft From A Motor Vehicle
TOTAL	7	1	13 222	12 246	12 402	
Makhuduthamaga Local Municipality						
SERIAL NO	POLICE STATION	SATELLITE STATION	CRIME REPORTED			Problematic Crimes
			10/11	11/12	12/13	
1	Sekhukhune	N/A	3058	2549	2707	Burglary At Business Premises
2	Nebo	N/A	3337	2965	2488	Burglary At Residential Premises
3	Jane furse	N/A	2011	1507	1840	Theft General
4	Masemola	N/A	N/A	N/A	850	
TOTAL	4	0	8 406	7 021	7 885	
Fetakgomo Tubatse Local Municipality						
SERIAL NO	POLICE STATION	SATELLITE STATION	CRIME REPORTED			Problematic Crimes
			10/11	11/12	12/13	
1	Tubatse	Penge	2391	2994	3700	Business Robbery
2	Burgersfort	Eertstegeluk	3482	3864	5405	Fraud
3	Ohrigstad	N/A	452	346	371	Assault Common
4	Leboeng	N/A	537	590	877	Business Robbery
5	Mecklenburg	Driekop	2902	3196	3853	Burglary at Residential Premises
6	Apel	Atok	2193	2022	1961	Burglary at Business Premises
TOTAL	5	3	11 957	13 012	16 164	
EPHRAIM MOGALE LOCAL MUNICIPALITY						
SERIAL NO	POLICE STATION	SATELLITE STATION	CRIME REPORTED			PROBLEMATIC CRIMES
			10/11	11/12	12/13	
1	Marble Hall	Matlerekeng	1650	2236	2636	Burglary at business premises
2	Elandskraal	N/A	844	947	932	Malicious damage to property
TOTAL	2	1	2 494	3 183	3 568	

Source: SAPS (2013)

Challenges

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

2.4.16. Transportation

Introduction

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

Status Quo

Air Transport

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

Public Transport

According to the District's integrated Transport Plan, the most common forms of public passenger transport are the buses and taxis. The taxi industry determine its routes largely by looking at factors like the location of towns and villages, dominant economic activities in the area and employed status within the district.

Transport routes in Sekhukhune are often limited by deteriorating roads conditions as well as local storm water problems caused by rainy season. The following are the findings of the review of the Sekhukhune District Current Public Transport Record (CPTR) and Integrated Transport Plan (ITP) in 2007. The report covered an overview of what is involved in public transport in the Sekhukhune District Municipality with regard to facilities, the capacity utilization of ranks and routes, the waiting times of passengers and vehicles, the operational vehicle and the number of trips made per operational vehicle. The facility surveys were conducted at taxi ranks, bus terminals and train stations.

The facility survey conducted indicated that the Sekhukhune District Municipality does not have commuter rail services.

There are three bus terminals in the Sekhukhune District Municipality and have a total of 82 taxi facilities of which more than 75 per cent are informal.

190 (approximately 50% outwards-bound) taxi routes in the SDM: 15% are in the Elias Motsoaledi LM, 3% in Fetakgomo LM, 17% in Ephraim Mogale LM, 43% in the Greater Tubatse LM and 22% in Makhuduthamaga LM.

Of the subsidized bus routes in the SDM, 57% are in the Elias Motsoaledi LM and 43% in the Ephraim Mogale Local Municipality.

The main findings obtained from the analysis of the route utilization are that there is a vast oversupply of taxis on most routes in the SDM.

The route utilization survey noted 1462 taxis in the SDM area. Furthermore 1372 taxis were noted in the Elias Motsoaledi LM, 287 in Fetakgomo LM, 530 in Greater Tubatse LM and 1083 in Makhuduthamaga LM.

There are 28 buses in operation on the subsidized routes in the SDM area. There are metered-taxi activities in the Greater Tubatse LM, Light Delivery Vehicle (LDVs) are utilized for learners' trips as well as the areas where the quality of the road is not good.

Bus Industry

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

- Subsidized operators
- Non-subsidized operators

Subsidized Bus Operators

Table 155: All subsidized bus operators in the Sekhukhune District are shown in the table below:

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

Source: Great North Transport

Non Subsidized Operators

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

Table 156: 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
Thembaletu Bus Company	Greater Tubatse	Mine and scholar passengers

Challenges

- There is oversupply of taxis on most of routes in SDM
- Taxis fighting for the use of certain routes
- Light delivery vehicles used for the transportation of learners
- Deterioration of road infrastructure
- Lack of facilities for heavy vehicles
- Inadequate signage
- Lack of alternative routes for trucks

2.4.17. DISTRICT DISASTER MANAGEMENT AND DISTRICT EMERGENCY MANAGEMENT SERVICE

District Disaster Management Centre (DDMC)

Introduction

The Disaster Management Act No 57 of 2002 as amended (no. 16 of 2015), requires district and local municipalities to establish capacity respectively. The district municipality must establish a Disaster Management Centre as a stand alone entity within a functional department with a head that reports directly to the accounting officer who in turn forms a link between the political oversights.

Local municipalities in the same vein should establish disaster management centers in consultation with the district municipality - resources permitting.

The Act further requires the district and local municipalities to develop their disaster management plan and framework as and when necessary. Currently the District Disaster Management Plan and Framework has been reviewed and adopted by Council in the 2015-16 financial year. There is however, a need to review and consolidate the disaster management plans for the erstwhile Fetakgomo and Tubatse local municipalities (Lim 476).

B. Status Quo

The District Disaster Management Centre (DDMC) operates from Groblersdal Fire Station. The Centre is not yet build amid land acquisition challenges. The earmarked land for the

construction will be at or around Jane Furse in the Makhuduthamaga Local Municipality, or at any other piece of land that will meet minimum requirements for a physical structure.

DDRMC Capacity (District Disaster Risk Management Centre)

Head of the Centre

The Municipality had appointed the former Director for Community Services as head of the Centre in terms of the Disaster Management Act 57 of 2002 as amended (no. 16 of 2015), section 45 (1) read with the applicable provisions in the Municipal Systems Act 32 of 2000. The Municipality needs to appoint a head of the Centre in writing to dedicatedly administer the functions of Disaster Management as per the amendment Act (No. 16 of 2015).

Staff Compliments

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

KPAs

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

ENABLERS

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

The district has appointed five (5) Disaster Officers, who are currently responsible for all the KPAs and Enablers. In an ideal situation each KPA and Enabler will be allocated to one or more officers.

Information Management and Communication

DDMC has no system that is linked to the Province, National and all the Local municipalities. This will be in line with section 43 (2) a / b of the Disaster Management Act (DMA) as amended. The GEMC3 (General Emergency Management Command, Control And Coordination) system that was installed is not functional.

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

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

Disaster Management Plans and Framework

The district in collaboration with the Provincial Disaster Management Centre developed the district disaster management plan and framework which was ratified by Council in the 2015-16 financial year. The plan and framework are currently being implemented. The Provincial Disaster Management Centre is in progress assisting the local municipalities to review their disaster management plans for 2014-2015 financial year, consolidation of which will cascade into the reviewed district disaster management plan. The review process led by PDMC commenced 8th to the 11th September 2014 last leg for this consolidation is pending PDMC availability in November 2014.

Disaster Volunteers

A generic policy on volunteers was ratified by Council in 2012-2013 financial year and is being implemented. A dedicated disaster volunteers policy will be developed in the 2018-2019 financial year.

District Disaster Advisory Forum (DDAF)

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

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

Disaster Management challenges in the District

- Absence of disaster management centre
- Budget constraints
- Personnel
- Disaster and incident management system
- Tools of trade

District Emergency Management Services

Introduction

“Fire Services are a vital public service. It is part of the fabric of all our communities. The service it provides is essential in preventing fires starting in the first place and in responding quickly and effectively to those incidents with which it has to deal. Increasingly, it is now developing a wider role. That role involves tackling new threats which we are now facing, including terrorism, and threats such as flooding and other environmental disasters” (Prescott, Deputy Prime Minister, United Kingdom, 2003).

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

Status Quo

Operations

In the district there are four (4) fire stations located in the four local municipalities namely:

- Fetakgomo Tubatse Fire Station (in Burgersfort)
- Makhuduthamaga Fire Station (in Jane Furse)
- Elias Motsoaledi fire Station (in Groblersdal) and
- Ephraim Mogale Fire Station (in Marble Hall)

Fetakgomo Tubatse and Elias Motsoaledi fire stations are built to acceptable state of the art fire stations. These two stations' structural integrity needs constant maintenance and repair.

Makhuduthamaga Fire Station is operating from the old Jane Furse Hospital premises and the building plans of the district offices does need to accommodate a standard fire station building.

Ephraim Mogale Fire Station also needs a standard fire station building. The service is now accommodated at a fire house.

The required build to standard fire stations for the latter stations would assist to protect and accommodate the fire fleet which is constantly exposed to all weathers.

Fire Prevention, Safety and Protection

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

The municipality should strengthen the unit with more appropriate resources and fire safety inspectors, whereby each station would have dedicated officers. Through the enforcement and code application of SDM Emergency Services By-Laws, compliance would be ensured and, increase in revenue will be realized.

Training

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

The district training academy is in Elias Motsoaledi fire station, accredited by LGSETA unique number, ***LGRS-Suykh 110223*** to render Further Education and Training certificate in Fire and Rescue Operations at National Qualification Framework (NQF) four (4). The SDMEMS training Academy is further accredited by Southern African Emergency Services Institute.

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

Staff Compliments

The staffing level in the district fire service is critically low to the expectations of the SANS 10 090 – ***Community Protection against Fire***.

The district EMS staff compliment is as follows:

Manager;

Chief Fire Officer;

Principal Training Officer vacant;

4 Divisional Officers (2 Fire Safety, 1 Operations, 1 Training Academy);

5 Station Officers + 1 Station Officer vacant post (1 Fire Safety; 4 Operations);

10 Leading Fireman+ 1 Leading Fireman vacant post;

8 Senior Fireman

49 Junior Fireman+ 1 Junior Fireman vacant post

10 EPWP Junior Fireman / Fire fighter I

1 Training Administrator

The district is intending to expand its workforce to complement and to meet the required standards.

Expanded Public Works Programme

The district is also participating in the EPWP for purposes of providing experiential experience and empowering the district communities.

Equipment

The fire service at all stations has a variety of fire vehicles capable of engaging and or of providing backup services at any reasonable fire engagement.

There is still an essential need for all the stations to have upgraded fire and rescue tools.

Service

Emergency Management Services operates a 24/7 service with a four-shift system model in all the stations.

New Establishment

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

Current Challenges

- A need to close the posts' gaps more especially in the middle ranks
- The fire risk exceeds the resource (human and material) available.
- Poor response time caused by distance travelled to emergency incidents
- Lack of office space at the academy
- Establishment of *Fire stations* or *Fire Houses* in Roosenekal, Moroke, Moutse East and West, Monsterloos, Ohrigstad and Leboeng
- Additional personnel to establish a fire station in Fetakgomo local Municipality
- Provide communication tools and subsidized vehicles to designated staff members.
- Lack of maintenance to the district state of the art buildings
- Lack of dedicated Human Resource staff to deal primarily with the fire service
- Continuous maintenance of standby generators at Elias Motsoaledi and Fetakgomo Tubatse Fire Station
- Implementation and balancing of the ministerial threshold determination, Hours of work and statutory allowances
- Entry level salary versus qualification requirement

2.5 LOCAL ECONOMIC DEVELOPMENT

Introduction

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

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

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

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

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

Status Quo

The Structure of the Sekhukhune Economy

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

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

Table 157: Total Employment Composition in Sekhukhune District Municipality by 2011

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

Households	8
Total	100

Source: Global Insight

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

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

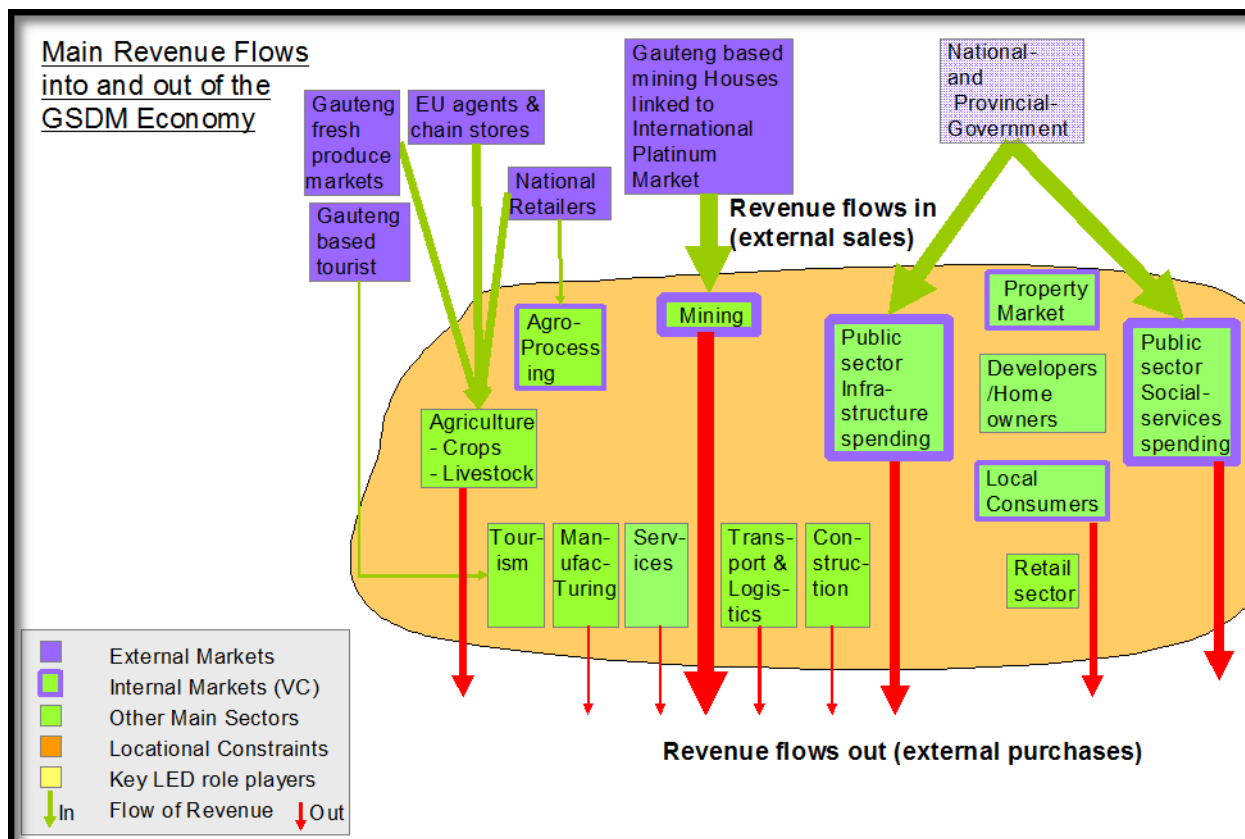
Revenue Flows

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

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

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

Figure 45: Main Revenue Flow



Key Economic Sectors

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

Mining

The Sekhukhune District cuts across the north-eastern part of the Bushveld Complex, an immense geological structure that contains the largest reserves of platinum group metals (PGM) in the world. PGMs are a family of 6 metals – platinum, palladium, rhodium, iridium, osmium and ruthenium. The first three of these are the main metals used in catalysts. Nickel, chrome, vanadium, titanium, iron, copper, cobalt, granite and asbestos are some of the other deposits found in that belt.

Although statistics may vary, most would agree that mining is a key contributor to Sekhukhune's GGP – and a sector with enormous potential for the immediate future. Modern mining has been practiced in Sekhukhune land for well over a century, and typically involved the exploitation of andalusite, asbestos, chromite and platinum deposits. What is striking about previous booms of mining activity in the area, however, is how changing commodity prices affected the opening, closing and occasionally reopening of mines. When prices rose,

new exploration and development took place in the Sekhukhune mining sector. Conversely, when prices fell, mines in the area were forced to close.

Current Mining Activities

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

The major mining activity in the District occurs within the Dilokong Corridor, which stretches largely across 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 158: Operating and Prospecting Mines in Sekhukhune

LIST OF MINES IN SEKHUKHUNE DISTRICT MUNICIPALITY				
FETAKGOMO TUBATSE LOCAL MUNICIPALITY				
MINE NAME	TYPE OF ORE	LOCALITY	CONTACT DETAILS	STATUS
Dwarsrivier	Chrome	Shaga	013 230 5300/1	Operating
Helena(Glencore Xstrata)	Platinum	Dithamaga	013 230 5000 /3133	Operating
Thornclyff(Glencore Xstrata)	Platinum	Shaga	013 230 6750	Operating
Mototolo(Glencore Xstrata)	Platinum	Shaga	013 230 6697 /87	Operating
Lion Ferrochrome(Glencore Xstrata)	Platinum	Steelpoort	T.013 230 5064 F. 013 230 3108	Operating
Marula Platinum Mine	Platinum	Winnershoek Farm	013 214 6000/ 013 214 6005	Operating
Twickenham	Platinum	Maotsi	013 231 9127	Operating
Doornbosch Mine (Samancor)	Chrome	Makgemeng	T.013 230 7001 F.013 230 7003	Operating
Tubatse F/Cr(Samancor)	Chrome	Steelpoort	013 230 8335	Operating
Modikwa	Platinum	M/Shoek	013 230 2044	Operating
Tweefontein Mine (Samancor)	Chrome	Shaga	T. 013 230 7001/2 F. 013 230 7003	Operating
Lannex (Samancor)	Chrome	Steelpoort	013 230 7001	

Two Rivers Platinum Mine	Platinum	Shaga	013 230 2800	Operating
Lwala(Samancor)	Chrome	Manyaka	T.013 230 7000 F.013 230 7003	Prospect
Asa Metals/Dilokong	Chrome	Maroga	T.013 230 7785 F.013 230 7754	Operating
Rhino Minerals	Andalusite	Modubeng	T.013 216 3100 F. 013 216 3111	Operating
Phokathaba Australia	Platinum	M/Shoek	0795087519	Prospect
Spitzkop (Samancor)	Platinum	Steelpoort	T.011 463 0050 T.013 230 7000 F.013 230 7003	Prospect
Grootboom/Boynton	Platinum	Steelpoort	012 661 4138	Prospect
Annesley Havercroft Mine	Andalusite	Segorong	T.013 216 2913 F.013 216 2923	Operating
Der Brochen	Platinum			Operating
Elephant'S River Granite	Granite	Tjate	083 653 9724	Operating
Mooihoek	Chrome	Maroga		Prospect
Nkwe	Platinum	M/Shoek		Prospect
Sebatakomo	Platinum	Tjate		Prospect
Saringa	Slate	K/Tswane		Operating
Elephant River Granite Pty Ltd	Granite		082 299 7062	Operating
Sefateng Chrome	Chrome		015 291 3961 0794951441	Operating
Bokoni Platinum Mine	Platinum	Atok	015 620 000/152 083 4557882	Operating
Kelgran Mine	Granite		012 252 8720 or 082 384 7561	
Lesego Platinum mine.				
ELIAS MOTSOLEDI LOCAL MUNICIPALITY				
MINE NAME	TYPE OF ORE	LOCALITY	CONTACT DETAILS	STATUS
Blue Ridge	Platinum	Groblerdsdal		Non-Operational
Sheba's Ridge	Platinum	Groblerdsdal		Bankable Feasibility Study
Mapoch Mine		Rossenekal	013 273 5000 f-013 273 5033	Operating
EPHRAIM MOGALE LOCAL MUNICIPALITY				
MINE NAME	TYPE OF ORE	LOCALITY	CONTACT DETAILS	STATUS
Lime Chem Mine	Lime	Marble Hall	T-0132612667 F-0132612331	Operating
Lyttelton Marble Hall Mine	Dolomite	Marble Hall	T-013261 1128 f-013261 1140	Operating

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

Prospects for the future

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

- The Dilokong or Burgersfort/Steelpoort corridor

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

Table 159: Market prospects for Sekhukhune minerals

Mineral	Commercial Uses	Future Prospects
Chrome and Ferrochrome	Stainless steel production Metallurgical applications Refractory, foundry and chemical industries	The primary determinant of global demand for chrome is stainless steel production (which has grown by 6% p.a. since 1998) There's currently strong demand from high Chinese stainless steel production However, excessive supply of chrome could push down prices in the future.
Vanadium	Steel making	Because 90% of vanadium misused in steel making, the word vanadium market is firmly tied to the steel market In 2004, world steel production exceeded 1 billion tons for the first time in history. Between 2000-2004, steel production increased by 6% p.a. globally, especially from China. Positive short-term prospects for Sekhukhune vanadium, especially given potential Chinese demand. A possible threat could arise if procedures seek substitute if vanadium prices become too high.
Platinum Group Metals	Automotive exhaust catalyst (auto catalyst) Other Industrial uses (other catalysts, turbine blades, Biomedical uses, coins, PC Hard Disks, etc.) Jewellery production	Because of the nature of its commercial usage, global demand is strongly linked to environmental standards and vehicle emissions Demand for PGMs has continued to grow over the years, however – and there is currently a healthy outlook for this type of mining Jewellery demand is also expected to rise
Limestone	Used in cement and steel making	Increased construction activity will result in sustained demand for cement Hence, there's a positive outlook for limestone mining in Sekhukhune

Mineral	Commercial Uses	Future Prospects
Dimension stone	Red and Black granite used in home décor / architecture	World demand for dimension stone has been growing steadily However, the South African market isn't faring well because of currency depreciation and unpredictable demand (because architects choose different finishes)
Coal	Energy	There are better sources outside Sekhukhune that currently supply the domestic and international markets Hence, coal mining isn't a viable prospect for Sekhukhune However, there's limited potential for the extraction of coal bed methane as an energy source for the region (needs further investigation, through)

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

There are, in summary, a number of factors that could affect Sekhukhune's mining industry negatively in the future. These include drops in global demands for the minerals produced in the area, continued water scarcity in Sekhukhune and the increasing mechanization of platinum mining industry in the future. The latter will affect the potential employment opportunities generated by mining industry in Sekhukhune, regardless of whether the area contains significant mineral deposits or not. The continued labour unrest within the mining sector, which started in the Rustenburg mine area, has been speculated to lower investor confidence in the mining industry.

Beneficiation Opportunities and Value Chain Analysis

It is important to note that PGM ores are low in value (possibly around 30 cents/kg). It is also difficult to extract the valuable metals from them without suitable and expensive equipment. Some estimate place the value of the ordinary (just mined) platinum ore at only 13% of the refined material (Goode and Granville, 2006).

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

Job Creation

Since the mid-1980, the mining labour market has changed significantly as the sector has become more knowledge-intensive. As a result, overall mining employment has been

decreasing gradually. Goode and Granville (2006) estimate that platinum mining in the Sekhukhune District will generate the following jobs until 2015:

Table 160: Projected employment in platinum mining in/near Sekhukhune

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

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

Agriculture

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

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

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

- Commercial
- Emerging and Small Scale Agriculture

Commercial agriculture

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

There are two major areas of commercial cultivation:

(a1) The Loskop scheme

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

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

Main crops in Loskop

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

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

Emerging and Small-Scale Agriculture

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

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

The two areas with the highest potential for small-scale farmers are the higher rainfall dryland areas, as well as the Olifants River Irrigation Scheme. The latter consist of 42 government-assisted schemes allocated to approximately 3,000 farmers, and have been identified as part of the Limpopo DoA's Revitalization of smallholder schemes.

The future of agriculture in Sekhukhune is however, impeded by a number of factors. These include water scarcity, distorted land ownership patterns, a growing number of land claims, Limited support services and inadequate infrastructure and services. The huge disparities between the commercial and subsistence farming worlds may also eventually cause some social tension. The other area of potential tension lies in conflicting social and economic demands for water, an increasingly scarce resource in the district. It is a tension that will need to be mediated through future IDP processes.

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

Tourism

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

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

Current tourism infrastructure

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

Table 161: Tourism facilities in Sekhukhune (Hotels)

Municipality	Number of hotels	Hotel names	Graded hotels
Fetakgomo Tubatse	1	Thaba Moshate	1
Ephraim Mogale	0	0	0
Elias Motsoaledi	0	0	0
Makhuduthamaga	1	Laduma OAT hotel	0
Total	2	-	1

Source: Limpopo Dept. of Economic Development and Tourism (2017)

Table 162: Tourism facilities in Sekhukhune (Lodges)

Municipality	Number of lodges	Lodges names	Graded lodges
Fetakgomo/ Tubatse	9	Chris Dinoko lodge Gethlane Gmae Lodge Hanna Lodge Thornclyff Gasteplass Khumula Game Lodge Bugersfort lodge Papa V lodge Didingwe river Lodge Bama Lodge	2
Ephraim Mogale	6	Kubu Kwena Lodge Bushfellows Lodge Quantun leap Lodge Aloe Bush Lodge Kwekwe Lodge Schuinsdrai/ Tambotie lodge	2
Elias Motsoaledi	10	Wolf Rock Lodge Lookout lodge Leselo Lodge Marula Lodge	1

		Thabankwe lodge Western Breeze lodge Loskop Lodge Kamoka Lodge Guinea Feather Lodge Kingdoms Lodge	
Makhuduthamaga	7	Gravel Road lodge Beautiful Lodge Sekhukhune Lodge Dorothy Lodge Royal Stay Lodge Lapa Lodge Phokwane Road Lodge	0
Total	32		5

Source: Limpopo Dept. of Economic Development and Tourism (2017)

Table 163: Tourism facilities in Sekhukhune (Guest houses)

Municipality	Number of guest houses	Names of the guest houses	Graded guest houses
Fetakgomo/ Tubatse	9	Sir Paul Guest House Oasis Guest House Snowy Owl Guest House Bonamanzi Guest House Kremedat Guest House Siegliendes Guest House Die Watergat Guest House Lapeng Guest House Mohlalesti Guest House	2
Ephraim Mogale	2	The White House Guest House Marble Hall Guest House	0
Elias Motsoaledi	9	Villa Contessa Blue Skies Guest House Epephia Guest house Sedupe Guest house El Palmer Guest House Oases guest house Ya rena Guest House Guest House 52 Lions Guest House	1
Makhuduthamaga	2	Setso Guest House Tisane Motel	0
Total	22		

Source: Limpopo Dept. of Economic Development and Tourism (2017)

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

Flagship Tourism Projects

The Sekhukhune area has a number of potential tourism attractions, some of which have been captured as flagship projects under the district's new tourism plan. The area hosts the

scenic Flag Boshielo Dam area, for example, as well as the adjoining Schuinsdraal nature Reserve, Potlake Nature Reserve and the Maleoskop Resort and conservancy.

Tourism Anchor Projects in Sekhukhune

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

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

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

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

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

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

Retail and Wholesale Trade and Services

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

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

Manufacturing

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

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

Construction

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

Transport, Logistics and Communications

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

Financial, Business and Real Estate Services

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

Public Sector

The government sector employs 16% of the total Sekhukhune population, provides public services and invests in development work. Besides the employment created, income generated and spent in Sekhukhune, the public sector also has a key role to play in the economy in the way decisions are taken. The delivery of the public infrastructure budget for example, could be prioritized to unlock economic potential, in the absence of which, opportunities could be wasted. However, public expenditure in Sekhukhune far exceeds its

ability to raise tax revenue. The inference is that Sekhukhune's public spending is actually mainly paid for by the rest of the country.

Development corridors in Sekhukhune

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

Dilokong Corridor

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

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

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

The N11 Corridor

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

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

Jane Furse Corridor

The mainly residential development on the road between Lebowakgomo via Ga-Masemola and Ga-Phaahla to Jane Furse and Glen Cowie/Phokwane can be classified as a secondary development corridor within Sekhukhune. This corridor does not form part of SDI route, but is a corridor in terms of the nature and extent of the large population concentration in the area.

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

Other Corridors

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

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

Local Economic Development Snapshots per Municipality

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

Makhuduthamaga local Municipality

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

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

Ephraim Mogale Local Municipality

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

Fetakgomo Tubatse Local Municipality

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

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

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

Elias Motsoaledi Local Municipality

Groblerdal 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 164: 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 compete in profitably and sustainably. It is also important to understand the nature of competitive advantages and disadvantages in these markets, and to recognize which factors are critical to success and which factors still constrain the relevant sector's performance.

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

Platinum and Chrome Ore Mining

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

Supplies and outsourced services to local mines

Currently, prospects for sustained growth and competitiveness are healthy for the next 20 Years¹. The potential for pro-poor growth is reasonable, and mainly in enterprises supplying goods and services to the mines. Employment in these services and production are labour intensive. The growth in these sectors will also contribute to grow in other sector, such as retail, property and transport.

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

Table 165: Main sectors: Services, Transport & Logistics, Construction, Manufacturing, property Market Agriculture, Agro-processing and Tourism

Competitive advantage	Competitive disadvantages
<p>Demand conditions:</p> <ul style="list-style-type: none"> • There are more than forty types of services that the mine could source providers can be established or attracted to operate from Fetakgomo. • The opportunities include transport of material in the mine, out to the smelter, cleaning services, labour broker, maintenance of plant and machinery, garden services including the supply of meat and vegetables. • The mines are willing to source locally provided competitive suppliers that can be developed. • Risk should be managed – mine operations must not be disrupted by supplier/ service provider • Most procurement takes place from head office outside SDM. <p>Supporting Industries:</p>	<ul style="list-style-type: none"> • Few local support industries • Shortages of skills • Low levels of education • Uncertainty about land availability forexpansion: surface mining rights housing • Ability to anticipate and manage community expectations related to development • Relationship challenges with neighboring communities

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

Fruit, Vegetables, Cotton, Meat and Beneficiation

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

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

Table 166: Main markets: National Retailers, EU Agents & Chain stores, Gauteng Fresh Produce Markets - Sector: Agriculture, Agro-processing

Competitive Advantages	Competitive Disadvantages
<ul style="list-style-type: none"> • Establishment commercial farming sector • Advanced citrus sector serving international markets • Markets for livestock: Mines, Gauteng • Established links to the Gauteng, National Retailers and EU markets • Demand Conditions: • Rand has weekend recently, contributing to price competitiveness in export market • Supporting Industries • Availability of technical skills <p><u>Locational Factors:</u></p> <ul style="list-style-type: none"> • Proximity to Gauteng Market • Close to the mine as a market 	<ul style="list-style-type: none"> • Subsistence level farming persist • Oversupply in commodity markets pushes price down, affording low margins • Farmers have little to no bargaining power. • Access to markets limited • Emerging farmers especially in remote areas • Limited access to suppliers in remote areas • Limited emerging/establishment partnerships • Ineffective technical support to emerging farmers • Mistrust by business of government • Land ownership: current regulations discourages investment • Labour regulations discourage fulltime employment to the detriment of both the farmer and the farm worker 75% of the arable land in SDM is under unsettled claim (850 claims) • Agricultural expansion is water constrained in many places

<ul style="list-style-type: none"> • 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"> • 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 167: Tourism Sector: Accommodation and other tourism service providers

Competitive Advantages	Competitive Disadvantages
<ul style="list-style-type: none"> • Consist mainly of number of small lodges, guesthouses, game farms, backpacker establishments. Dedicated restaurants consist mainly of fast food franchise outlets. <p><u>Demand conditions:</u></p> <ul style="list-style-type: none"> • Largest demand for 'business tourism - visitors to the public, mining and agriculture sectors • Unmet need for accommodation from mine and municipal visitors to areas other than Marble Hall, Groblersdal and Burgersfort 	<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

<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 	<p>= investment risk</p> <ul style="list-style-type: none"> • Backlog in basic infrastructure (including electricity) in rural and remote areas • Limited access to telecommunication infrastructure
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Source: SDM (2007b). Local Economic Development (LED) Strategy

Public Sector Infrastructure Spending

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

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

Results of LED rapid appraisal

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

Table 168: Constraints to economic growth in Sekhukhune

Land	Roads	Skills	Other
Elias Motsoaledi			
Land Ownership	Groblersdal to Roosenekal (33700) Groblersdal to Bronkhorstspuit (R25) The road from Groblersdal via Roosenekal to the Mapoch Caves needs	Support emerging farmers to gain commercial farming skills	Infrastructure development around Mapoch cave Infrastructure e.g. roads, water and electricity for mines De Hoop tourism investment package

	upgrading		development and implementation
Makhuduthamaga			
Access to land Delay in proclamation of Jane Furse as a township. Fragmented release of land which leads to distorted planning	Roads to Manchi Masemola tourist site, various access roads to heritage sites and to link municipal sub-growth points and nodes of neighbouring municipalities		Funding for feasibility studies
Ephraim Mogale			
Make more land available (land audit)	Upgrade roads starting with reconstruction of part of the N11	Supporting emerging farmers to gain commercial farming skills; strengthening of Tompi Seleka Agricultural College; Capacity Building for Small Contractors; and Facilitate Access to Technical Skills and accreditation	Determine the key factors that discourage employment of permanent farm workers; Remove municipal capacity bottlenecks to infrastructure development. Flag Boshielo concession and property Development
Fetakgomo/ Tubatse			
No readily available land for development. Municipality does not own sufficient land to stimulate economic growth in Burgersfort and Steelpoort. Land is owned by private sector and is sold at a high price.	Major roads needs to be upgraded – R37, R555	Gain access to high impact/value projects by local SMME's in the mining sectors	Mining supply park De Hoop Dam (water)
Unblock the land constraints	Upgrade D4190 Road to Atok Mine. Build a road from R37 to Sekhukhune cultural village	Emerging farmers to gain commercial farming skills and lift them to a commercial level	Remove blockages to investment in housing

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

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

Table 169: Employment levels

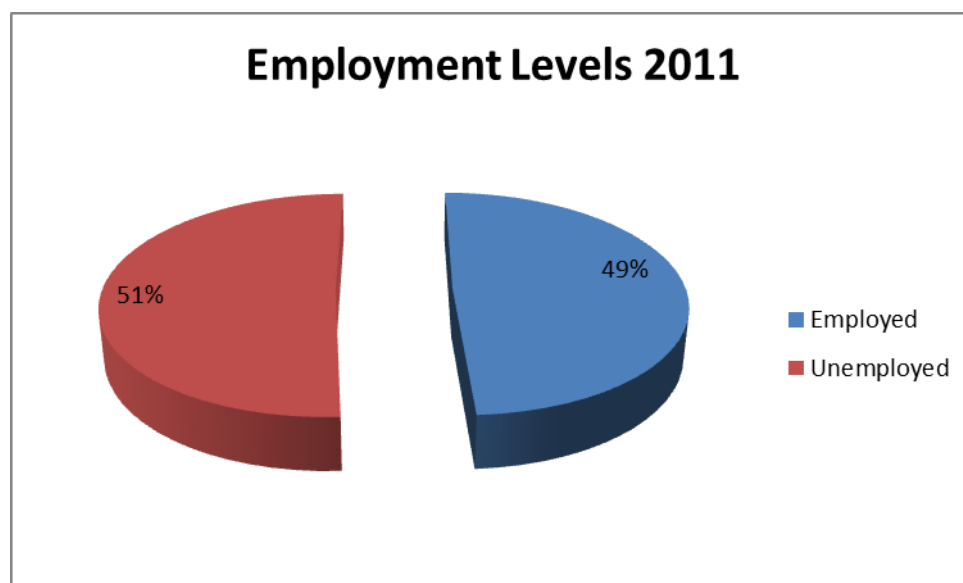
Municipality	Employed	Unemployed	Unemployment rate
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	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	11207	15632	18350	10005	12721	12944	47,2	44,9	41,4
Elias Motsoaledi	19696	20155	32203	23862	24027	24175	54,8	54,4	42,9
Makhuduthamaga	12409	10686	19534	29370	32174	32780	70,3	75,1	62,7
Fetakgomo Tubatse	17 549	24 008	58 706	34 385	41 103	63 375	68,5	64,95	54,65
Sekhukhune	60860	70481	128794	97622	110026	133274	61,6	61,0	50,9

Source: Census (2011)

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

Figure 46: Employment levels 2011



Source Census (2011)

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

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

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

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

Average Household Income

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

Table 170: Average household income

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

Source: Census (2011)

Female Headed Households

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

Table 171: Female Headed Households

Municipality	Female Headed Households			Number of households			% of female headed households		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Ephraim Mogale	10 020	13 254	16 550	19 664	24 189	32 284	51,0	54,8	51,3
Elias Motsoaledi	24 048	26	32	42	45	60	56,4	58,9	53,2

		794	061	605	478	251			
Makhuduthamaga	30 932	34 334	39 217	49 782	52 978	65 217	62,1	64,8	60,1
Fetakgomo Tubatse	34 641	42 011	51 765	59 775	72 639	106 050	59,25	58,9	51,4
Sekhukhune	99 641	116 393	139 593	171 827	195 285	263 802	58,0	59,6	52,9

Source Census (2011)

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

Child Headed Households

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

Table 172: Child Headed Households

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

Source: Census (2011)

Dependency Ratio²

Table 173: Dependency Ratio

Municipality	1996	2001	2011
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² Dependency ratio tells us how many young people under the age of 16 and older people over 64 years who are not working that have to depend on those who are working age and paying taxes. The higher the dependency ratio, the more people that need looking after

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

Source: Census (2011)

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

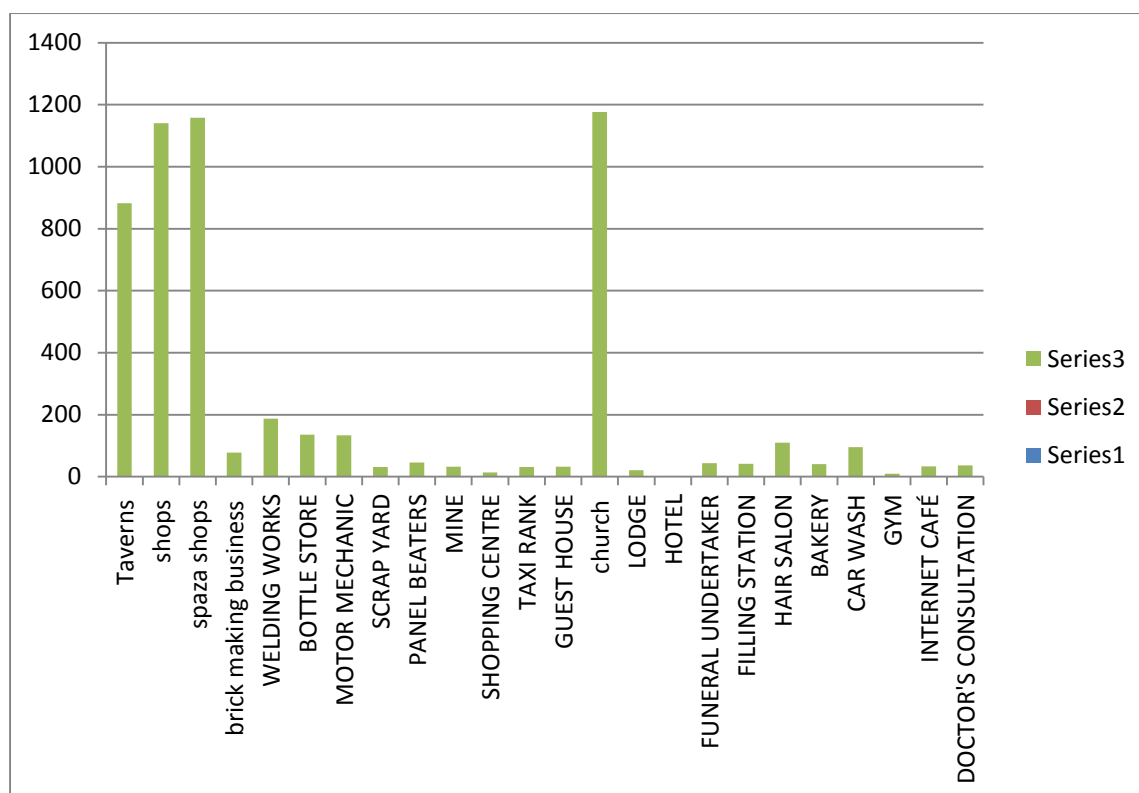
Within the district however, Makhuduthamaga Local Municipality has the highest dependency ratio at 85.4 way above the district and provincial ratio. This is followed by Elias Motsoaledi at 76.0 and Fetakgomo Tubatse at 71.35. There is marked improvement in Fetakgomo Tubatse dependency ratio from 101.8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

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

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

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

Figure 47: The graph below represents types of businesses that exist within the SDM (according to ward committees), spread across rural villages and towns.



Source: SDM Ward committees 2015-2016

The villages of SDM have various businesses and other community structures existing. The above graph shows how many of these structures are in terms of numbers and proportionality. There are a total number of 5516 businesses/community structures. Churches are the highest in numbers at 1177 (21%), followed by spaza shops at 1158 (20%), shops at 1140 (20%), and taverns at 882 (16%). The lowest number of a business facility is that of hotels at 3 (0%).

Table 174: Local Economic Development Self-help Projects per economic sector

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

Source: SDM Ward committees 2015-2016

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

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

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

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

Challenges

- The economic potential of the District may be undermined by demographic, infrastructural and spatial challenges alluded to elsewhere in this chapter.
 - The Sekhukhune economy is excessively reliant on public sector funding with community services being a major contributor to GDP in the area.
 - Most revenue flows out of the Sekhukhune economy as residents and businesses source and sell their goods and services outside the District.
 - Decline in global demands for the minerals produced in the area, continued water scarcity and the increasing mechanization of platinum mining could affect Sekhukhune's mining industry negatively in the future
 - Insufficient beneficiation and value-adding activities occur within the Sekhukhune economy at present.
 - Maximizing the use of ICT to gain access to untapped markets outside the region and taking advantage of globalization
 - Commercial agriculture is coming under increasing pressure as rising input costs; a stronger local currency, lower commodity prices and external competition take their toll.
 - Subsistence farming continues to dominate the agricultural sector in Sekhukhune, which is further affected adversely by global warming
-
- The District's tourism potential is not being fully exploited as yet because of a lack of tourism infrastructure and poor related services.
 - The skills profile in the district is low, due to low level of education. This will result in the economy failing to manage any developmental intervention that the district may come up with.
 - Insufficient funding to implement programmes and projects identified in the LED strategy.

- Inability of the district to attract investment in tourism and the development of attractive tourism packages to ensure local and international tourist spend more than just a day or two in Sekhukhune
- Integration and marketing of key tourism attraction with those of other districts within the province to ensure synergy

Sekhukhune Development Agency (SDA)

Introduction to SDA

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

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

- Company's Act
- Municipal Systems Act, 2000
- Municipal Systems Amendment Act, 2011
- By Law on Operating SDA (Provincial gazette No.1863)

Functions of SDA	Status quo of each function	Challenges regarding each function
1. Promoting sustainable rural economies through agricultural and agro-processing development	Business Plan for abattoir and fresh produce market developed. Funding application on process. Pre-feasibility for citrus juice factory done.	Unavailability of land and funding
2. Towns/ settlement regeneration with focus on fostering densification of settlements and promoting mixed and integrated developments	Terms of reference for Steelpoort town regeneration developed. A call for bids has been made and awaiting appointment of service provider.	None
3. Development and Marketing of key tourism clusters with clearly identified theme offering	Feasibility studies conducted for three tourism destinations. Awaiting appointment of a business partner for both feasible projects. MOU with LTA signed. Letter written to Rural Development to facilitate community resolution and awaiting response.	Community disputes Lack of funding

4. Skills development	Process to register with Agri-Seta is at an advanced stage. Training facility has been identified awaiting final evaluation and verification	Process is lengthy
5. Agriculture and agro-processing	SDA is working with DRDLR on the implementation of Agri-park programme. Two Farmers Support Production Unit (FSPU) has been identified in Vleisboom and Tubatse . Land secured in Groblersdal for the erection of Agri-park side	The program is under funded
6. Building sustainable mining communities	Engagements held with DMR to forge partnerships in monitoring of mines especially the implementation of Mining Charter and Social and labour plans	Lack of cohesion around mining communities. Institutions mechanism to coordinate

The 2017-2020

Following the fourth democratic local government elections on the 3rd August 2016, the new political leadership put in place a new Board of the Agency in order to strengthen the revive the agency. The new board was put in office in February 2017 for a 3 year term.

The new board has identified the following key strategic programmes and projects

- **Special Economic Zone In Tubatse (LIM476)**

In partnership with Department of Trade and Industry and the Limpopo Economic Development Agency, SDA will work towards ensuring that Tubatse is granted a license as a mining special economic zone. This will assist with attracting and boosting investment in the area thereby stimulating economic growth and creating job opportunities.

Currently LEDA has secured land where the SEZ will be located and the processes such as environmental impact assessment are being under taken. Investment pipeline worth 13nbillion have been secured.

SDA will like to play a meaningful role in ensuring that mining inputs are produced locally especially by previously disadvantage groups. The existing Mining Supplier Park owned by Glencoe mine should be fully utilised.

- **Manufacturing of Sanitation technologies**

SDA is in the process of engaging investors to establish a manufacturing factory for sanitation technologies including dry sanitation and waterborne structures. This investment will assist in creating jobs but also localising the budget on procurement of VIP top structures by the district municipality.

-Da-Hoop Tourism Master Plan

In terms of the Resource Management Plan for Da Hoop Dam, Sekhukhune District Municipality is the implementing agent. The district has agreed to delegate this responsibility to SDA. The plans of the agency in so far as the Da Hoop are as follows;

- Establishment of fishing and aquaculture business
- Establishment of boating and related leisure business
- Investment in hotel and conferencing facility

Conclusion

The agency has not been able to realise its intended objectives in the last 7 years or so of its existence. The major challenge of the agency is that of capitalisation, the agency relies on its parent municipality for salary and other related operational costs.

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

2.6 FINANCIAL VIABILITY

Introduction

The financial objective of the SDM is to secure sound and sustainable management of the financial affairs of the District and to assist the five local municipalities within the SDM to be financially viable. The Audit reports as issued by the Auditor General for the past years have indicated a lot of financial challenges ranging from disclaimer audit reports, low revenue collection, inadequate asset management and internal controls.

Compliance with Municipal Finance Management Act (MFMA)

Section 63 – Assets and Liability Management

The municipality has a GRAP compliant asset register which is updated on a quarterly basis.

Section 64 – Revenue Management

The municipality has credit control and debt management policy and the tariff policy which are reviewed annually. The municipality derives its revenue from government grants and billing of water consumption. Billing is done on the 25th of every month through the MunSoft system, which is planned to be 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 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 175: The AFS has been compiled in terms of GAMAP/GRAP

Financial Year	Audit Report
2007/08	Disclaimer
2008/09	Disclaimer
2009/10	Disclaimer
2010/11	Disclaimer
2011/12	Disclaimer
2012/13	Qualified
2013/14	Unqualified
2014/15	Unqualified
2015/16	Unqualified
2016/17	Unqualified

Section 129 – Oversight reports on Annual Reports

The Municipality has established an oversight Committee which considers the adoption of the annual report.

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

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

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

FINANCIAL YEAR – 2016/2017

AUDIT OPINION – UNQUALIFIED

Table 176: Audit Action Plan

NO.	AUDIT FINDINGS	CATEGORY OF FINDING	DESCRIPTION OF FINDING	ROOT CAUSE	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	RESPONSIBLE PERSON
1	Immovable Assets	Matters affecting the auditor's report	Restatement of corresponding figures - The corresponding figures for 30 June 2016 have been restated as a result of an error in the AFS	1. Limited review of AFS 2. Projects completed not unbundled on time due to documentation availability 3. Accruals not completely identified during AFS preparations	1. Prepare interim financial statements by end of April 2018 and submit same for review by the audit committee and AGSA	01-Apr-18	30-Apr-18	Manager - Reporting
					2. Review the WIP as at 30 June 2017 to identify projects that are ready for unbundling and gather necessary documentation and capitalise by end of June 2018	01-Feb-18	30-May-18	Manager - Assets
					3. Perform reconciliations for all material balances and transaction items on a monthly basis and submit for review by CFO by 10th of each month	Monthly	Monthly	BTO Managers
					4. Maintain a register for all prior period errors identified together with supporting documentation	Monthly	Monthly	Manager - Reporting
					5. Invoices for service rendered be submitted to BTO on the 25th of each month to allow proper accounting for creditors	Monthly	Monthly	Manager - Expenditure
2	Other Disclosure	Matters affecting the auditor's report	Uncertainties relating to the future outcome of litigation - Material contingent liabilities of R114,5m disclosed and no liability raised in the AFS	Legal cases not followed up regularly and matters taking long to be settled in court	1. Review the contingent liabilities register, categorise the matters in terms of likelihood of matters settled, identify matters that could be negotiated and report on each matter progress on a monthly basis.	01-Feb-18	28-Feb-18	Manager - Legal services
					2. Cost benefit analysis be made for each matter in order to identify cases that could be settled out of court and a council item be made for settlements	01-Feb-18	30-Mar-18	Manager - Legal services
					3. Update the contingent liability register on all new possible litigation matters and report on	Monthly	Monthly	Manager - Legal services

NO.	AUDIT FINDINGS	CATEGORY OF FINDING	DESCRIPTION OF FINDING	ROOT CAUSE	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	RESPONSIBLE PERSON
					progress regularly			
3	Receivables	Matters affecting the auditor's report	Material impairments of trade debtors - Material losses to the amount of R26,1m were incurred as a result of a write-off of irrecoverable debtors	<p>1. Limited credit control actions made during the year under review.</p> <p>2. Limited human resources capacity for debt control and collection</p>	<p>1. Review the debtors age analysis to prioritise debtors for immediate implementation of the debt collection policy. Issue letter of demands for all identified debtors including all business and government accounts. Report collection progress on a monthly basis to management and mayoral committee.</p> <p>2. On a monthly basis prepare a list of debtors for implementation of credit control and debt collection policy. Implement the debt management module on the accounting system fully. Report progress on monthly basis.</p> <p>3. Continuously implement a debt amnesty project by offering incentives for part payment of debts to incentives consumers for non-provision of consistent services and to encourage a payment habit</p> <p>4. On a monthly basis engage top 100 customers to ensure that payments are made regularly. Maintain a register for all engagements made per customer and Report progress on a monthly basis</p>	01-Feb-18	Monthly	Manager - Debt Management
						Monthly	Monthly	Manager - Debt Management
						Quarterly	Quarterly	Manager - Debt Management
						Monthly	Monthly	Manager - Debt Management

NO.	AUDIT FINDINGS	CATEGORY OF FINDING	DESCRIPTION OF FINDING	ROOT CAUSE	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	RESPONSIBLE PERSON
					5. Appoint a service provider to assist with the debt collection process and review performance of the provider on a monthly basis	01-Feb-18	30-Mar-17	Manager SCM
4	Other Disclosure	Matters affecting the auditor's report	Material water losses - Losses to the amount of R117,5m was disclosed as a result of spillages and water provided for no consideration	1. Poor infrastructure and no controls over FBW provision 2. Water supplied through water tankers not billed and also billing not done for all billable areas	1. To determine on a monthly basis the quantity of water pumped in (Supplied) against quantities of water sold and investigate variances and develop corrective action plans. Monthly reporting to be done to Management and Mayoral committee. 2. To keep a proper record of Free Basic Water supplied through water tankers on a monthly basis in order to calculate accurately and completely the value of FBW 3. Introduce flat rates for all areas receiving water either through water tankering or when water is supplied without metering services 4. To develop a complete indigent register to ensure that FBW is properly determined to reduce unaccounted water 5. Finalise the Operations and Maintenance plan to ensure that water assets are adequately maintained to deal with aged infrastructure. 6. Introduce a project for metering of all households receiving water on a consistent basis	Monthly Monthly 01-Feb-18 01-Feb-18 Ongoing 01-Mar-18	Monthly Monthly 30-Apr-18 30-Apr-18 30-Apr-18 30-Jun-18	Director IWS Director IWS Manager - Revenue (Billing) Manager - Revenue (Billing) Director IWS Director IWS
5	Procurement	Matters	Irregular expenditure -	Incorrect	1. Review the SCM checklist for	Immediately	1-Feb-18	SCM Manager

NO.	AUDIT FINDINGS	CATEGORY OF FINDING	DESCRIPTION OF FINDING	ROOT CAUSE	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	RESPONSIBLE PERSON
		affecting the auditor's report	Irregular expenditure to the amount of R120,3m was incurred as proper tender process was not followed	interpretation of legislation	evaluation and adjudication includes compulsory checking for municipal rates for the entity and directors and all other MFMA requirements. Also ensure that the requirement is included as part of returnable bid documents, Update the policy accordingly			
					2. Review all bids appointed to ensure that the SCM checklist was implemented to the latter. Report non-compliance accordingly and update the irregular expenditure register	01-Feb-18	30-Mar-18	SCM Manager
					3. Ensure that regular training is offered for all SCM practitioners, SCM committee members and all managers	01-Mar-18	30-Mar-18	SCM Manager
					4. Ensure that all bids above R10m are subjected to due diligence review before awards are made	01-Feb-18	Ongoing	SCM Manager
6	Procurement	Matters affecting the auditor's report	Irregular expenditure - Irregular expenditure to the amount of R1,07billion that was incurred in previous years was not investigated	Reviewing and monitoring of compliance with applicable laws and regulations is insufficient and not properly monitored.	1. Prepare an item to council for instituting investigations into all irregular expenditure reported	01-Feb-18	28-Feb-18	Acting CFO
					2. Implement all resolutions taken by council regarding reported irregular expenditure	01-Apr-18	30-Jun-18	Acting CFO
7	Procurement	Matters affecting the auditor's report	Fruitless and wasteful expenditure of R21,7m was incurred due to penalties and interest charged on disallowed VAT input and R11 794 incurred due to erratum	Reviewing and monitoring of compliance with applicable laws and regulations is insufficient and not properly monitored.	1. Ring fence the VAT disallowed due to input VAT claimed by joint ventures and appoint a specialist VAT consultant to claim the VAT from SARS	01-Feb-18	28-Feb-18	Manager Budget and reporting
					2. Include as part of required documentation from service	01-Feb-18	Ongoing	Manager SCM

NO.	AUDIT FINDINGS	CATEGORY OF FINDING	DESCRIPTION OF FINDING	ROOT CAUSE	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	RESPONSIBLE PERSON
			issued on public notices and adverts		providers before appointment, submission of proof for VAT registration for JV's			
					3. Stop processing of payments to service providers without valid VAT registrations for joint ventures	01-Feb-18	Ongoing	Manager Expenditure
					4. Start negotiations with SARS immediately for a waiver on penalties charged as there was no deliberate intention to declare incorrect VAT input	01-Feb-18	31-Mar-18	Manager Budget and reporting
8	Procurement	Matters affecting the auditor's report	Fruitless and wasteful expenditure - Fruitless and wasteful expenditure to the amount of R1,2m that was incurred in previous years was not investigated	Reviewing and monitoring of compliance with applicable laws and regulations is insufficient and not properly monitored.	1. Prepare an item to council for instituting investigations into all irregular expenditure reported	01-Feb-18	28-Feb-18	Acting CFO
					2. Implement all resolutions taken by council regarding reported irregular expenditure	01-Apr-18	30-Jun-18	Acting CFO
9	Predetermined Objectives	Other important matters	Reported achievements not in agreement with evidence provided	Limited review of reported performance	1. Monthly performance reports together with portfolio of evidence will be collected and submitted to internal audit for review	Monthly	Monthly	Manager PMS
10	Predetermined Objectives	Other important matters	Reported development objectives and performance indicators not complete when compared with planned development objectives and changes were not approved	Limited review of reported performance	1. The SDBIP will be reviewed during adjustment period (February 2018) and all the changes will be presented to council for approval	01-Feb-18	28-Feb-18	Manager PMS
					2. The municipality will have an independent review of the monthly performance to ensure that all objectives and targets as per the approved SDBIP are reported on and no changes are made on the reports	Monthly	Monthly	Manager PMS
					3. The final annual performance	16-Jul-18	30-Jul-18	Manager PMS

NO.	AUDIT FINDINGS	CATEGORY OF FINDING	DESCRIPTION OF FINDING	ROOT CAUSE	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	RESPONSIBLE PERSON
					report will be subjected to external review for completeness, reliability and consistent before submission to AGSA			
11	Predetermined Objectives	Other important matters	Reported indicators and targets not consistent when compared with planned indicators and targets	Limited review of reported performance	1. A thorough review of the SDBIP will be done through a workshop with all managers to ensure consistency of targets and indicators against mid-year reports	01-Feb-18	28-Feb-18	Manager PMS
					2. The municipality will have an independent review of the monthly performance to ensure that all reported indicators and targets are consistent with the approved SDBIP	Monthly	Monthly	Manager PMS
					3. The final annual performance report will be subjected to external review for completeness, reliability and consistent before submission to AGSA	16-Jul-18	30-Jul-18	Manager PMS
12	Predetermined Objectives	Other important matters	Performance indicators are not well defined and targets are not verifiable and/or measurable	Limited review of SDBIP	1. A thorough review of the SDBIP will be done through a workshop with all managers to ensure consistency of targets and indicators against mid-year reports	01-Feb-18	28-Feb-18	Manager PMS
					2. The municipality will have an independent review of the amended SDBIP before approval by council to ensure that indicators and targets are well defined and verifiable	Monthly	Monthly	Manager PMS
13	Predetermined Objectives	Other important matters	No systems in place to enable reliable reporting of actual service delivery against indicators and	Limited review of SDBIP	1. To develop/ define means of verifications for all indicators and targets	01-Feb-18	28-Feb-18	Manager PMS
					2. The municipality will develop	01-Feb-18	28-Feb-18	Manager PMS

NO.	AUDIT FINDINGS	CATEGORY OF FINDING	DESCRIPTION OF FINDING	ROOT CAUSE	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	RESPONSIBLE PERSON
			there is a lack of technical indicator descriptions and formal operating procedures		technical indicator descriptions for all indicators during the SDBIP adjustment period			
					3. Procedure manuals for reporting of performance information will be developed in order to develop formal standard operating procedures for how performance will be measured, monitored and reported	01-Feb-18	28-Feb-18	Manager PMS
14	Procurement	Other important matters	Non submission of procurement documents for appointments made in previous years	Lack of proper record keeping	1. Ensure that all procurement documents for the winning bidder are kept both in electronic format and physical copies	01-Feb-18	Ongoing	Manager Records
					2. Maintain a register of documents at registry to record movements of records	01-Feb-18	Ongoing	Manager Records
					3. Secure a storage facility out of the municipal building to keep all old records relating to finance and procurement information	01-Mar-18	30-Jun-18	Manager Records
15	Procurement	Other important matters	Contracts awarded to bidders based on points given for criteria that differed from those stipulated in the original invitation for bidding	Evaluation checklists not reviewed for each bid	1. Develop evaluation checklists for each bid issued for use by the bid evaluation committee. The checklist should be signed off by the SCM manager as evidence that the bid specifications were checked against the evaluation checklist	01-Feb-18	Ongoing	Manager SCM
					2. Ensure that the bid evaluation committee adopts the new evaluation checklist at each evaluation meeting after confirming that the evaluation criteria is the same as the bid specifications	01-Feb-18	Ongoing	Manager SCM

NO.	AUDIT FINDINGS	CATEGORY OF FINDING	DESCRIPTION OF FINDING	ROOT CAUSE	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	RESPONSIBLE PERSON
16	Procurement	Other important matters	Awards made to providers who were in service of state institutions or whose directors were in service of state institutions and awards were to family members close to persons in service of the municipality in contravention with regulation 46	No system in place to identify conflicted employees	1. The municipality will source a service provider to assist in implementing a system that will identify potential conflict of interest for close family members of the employees	01-Mar-18	30-Jun-18	Manager SCM
					2. A notice will be made for attention of employees to declare conflict interest on published potential bidders before and after awards are made	01-Feb-18	Ongoing	Manager SCM
					3. A circular will be issued to instruct employees to declare all family members who are known to be in business	01-Feb-18	28-Feb-18	Manager SCM
17	Receivables	Other important matters	Financial statements - Material misstatements identified by audit which were not detected and corrected through audit journals	Limited review of the AFS and performance reports	1. Prepare interim financial statements and submit same to audit committee for review to minimize errors during annual financial statements preparations	01-Mar-18	30-Apr-18	Manager Reporting
					2. Ensure that reconciliations are performed for all material balances and transaction items on a monthly basis and submitted for review by CFO	Monthly	Monthly	Manager Reporting
					3. Appoint an independent service provider to perform detail review of annual financial statements before submission to AGSA	01-Jul-18	30-Aug-18	Manager Reporting
18	Revenue	Other important matters	Revenue - Incorrect tariff captured on accounting system resulting in inaccurate billings made	Captured tariffs not reviewed	1. To ensure that the responsible officials reviewed the tariffs captured on the accounting system against the approved tariff structure	01-Feb-18	28-Feb-18	Manager Revenue (Billing)
					2. The above reconciliations should be reviewed and signed off	01-Feb-18	28-Feb-18	Acting CFO

NO.	AUDIT FINDINGS	CATEGORY OF FINDING	DESCRIPTION OF FINDING	ROOT CAUSE	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	RESPONSIBLE PERSON
					by the CFO to ensure accuracy			
19	Revenue	Other important matters	Debtors - No disconnections of services made in terms of the credit and debt collection policy	Limited human resource capacity	1. The municipality will prepare a list of disconnections on a monthly basis for all qualifying customers	01-Feb-18	Monthly	Manager Revenue (Debt Management)
					2. Service restrictors will be procured to ensure that sufficient tools are available to perform credit control actions	01-Mar-18	30-Apr-18	Manager Revenue (Debt Management)
					3. Monthly revenue enhancement committee meetings to be scheduled and held to monitor the above actions	Monthly	Monthly	Manager Revenue (Debt Management)
20	Liabilities	Other important matters	Unspent conditional grants - WSIG grant not spent in accordance with grant framework	Cash flow constraints	1. Ring fence unspent grant monies by opening a separate bank account	01-Feb-18	28-Feb-18	Manager Budget and reporting
					2. Reconcile the grant register to equate the unspent amount to the balance of the investment account on a monthly basis	Monthly	Monthly	Manager Budget and reporting
21	Other Disclosure	Other important matters	Unauthorised expenditure - No reasonable steps taken to prevent unauthorised expenditure of R97.4m	Unfunded budget	1. The municipality will ensure that a zero deficit budget for 2018/19 is prepared and funded	01-Mar-18	30-May-18	Manager Budget and reporting
					2. Monthly budget variances are reviewed and action plans developed to curb material budget variances	Monthly	Monthly	Manager Budget and reporting

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

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

Underlying Budget principles for 2017/2018

- To reduce deficit and ensure that the budget is cash backed
- Prioritise key services namely provision of water and sanitation
- Only critical posts to be filled in order to manage and stabilise personnel costs
- Improve on revenue collection and reduce reliance on government subsidies and grants
- Take into account national imperatives such as mSCOA and budgeting 10% towards asset maintenance and refurbishment
- Reduce spending on non-priority spending including overtime, travelling costs, security and fleet management

Municipal revenue for 2017-2018

- The total Capital revenue for the financial year 2017/2018 stands at R672 Million decreasing to R527,3 Million in the 2018/2019 financial year and rising again to R828,5 Million in the 2019/2020 financial year
- The total operating revenue for the financial year 2017/2018 stands at R884.4 million rising to R1 billion in the 2018/2019 financial year and reducing to R 872,2 Million in the 2019/2020 financial year

Table 177: Revenue budget 2017/2018

Description	Allocation	Percentage Spending
Total Operating Revenue	884,4 million	100%
Total Capital Revenue	672 million	100%
TOTAL REVENUE BUDGET	1 556 469 625 (1,5 billion)	100%

Capital expenditure 2017/2018

The total Capital expenditure for 2017/2018 stands at R689,9 Million decreasing to R547.1 Million in the 2018/2019 financial year and Rising to R849.4 Million in the 2019/2020 financial year.

Table 178: Capital expenditure 2017/2018

Description	Allocation	As Percentage
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CAP GR : WSIG	95 million	14%
CAP GR : MIG	351,1 million	52%
CAP GR : RBIG	226 million	34%
TOTAL	672,1 million	100%
CAP WISG CONTRIBUTED ASSETS	10 million	
TOTAL WSIG	105 000 000	

Operating expenditure

The total operating expenditure for 2017/2018 stands at R884.4 Million rising to R1 Billion in the 2018/2019 financial year and R951.5 Million in the 2019/2020 financial year.

Surplus/deficit

The budget deficit for the 2017/2018 financial year stands at zero. The Municipality is striving for surplus budget in the outer years.

Introduction to tariffs for 2017-2018

Sekhukhune District Municipality uses block tariff approach where the more services you use, the more you pay. There are four tariff areas where the tariff proposals are applicable:

- Areas which were previously supplied by Elias Motsoaledi
- Areas that were previously supplied by Greater Tubatse Local Municipality
- Areas that were previously supplied by Ephraim Mogale local municipality
- And areas that were neither supplied by the three areas listed above referred to as Sekhukhune Supply Area

All local municipalities are currently being billed with the same tariff since the alignment in 2016/17. For indigent households the municipality proposes that the first 6 kilolitres (6000 litres) be free and if indigent households consume more than 6kl, then they must start paying for consumption.

Table 179: Tariffs in 2017-2018

CATEGORY	SERVICE	2017/2018	2018/2019
Residential (basic charge)	WATER	R40.54	R43.78
Business (basic charge)		R119.83	R129.42
Residential per kl		R8.31	R10.81
Business per kl		R11.96	R15.54

Generally the tariffs for water services in the 2017/2018 are increasing at 33% due to alignment of tariffs to be cost reflective. Alignment of water tariffs has been done as anticipated in the year 2016/17 financial period. The effect/change was received well by consumers.

Incentives for water payments

As part of a strategy to recovery inherited debt from local municipalities, residential customers who have applied and qualified for indigent benefits will:

- Receive 100% write off on the first 6kl
- 75% on consumption in excess of the free 6kl
-

The arrangement is up to 24 months, upon default the incentives falls off. The consumer will be liable to pay the arrangement plus current debt.

Asset Management

Introduction

The role of Asset Management is critical to any business environment whether private or public sector. In the past municipalities used a cash-based system to account for assets, whilst the trend has been to move to an accrual system. With the cash-based system, assets were written off at year end and no costs were attached to subsequent period in which assets would be used. With the accrual system, assets are incorporated into the books of accounts and systematically written off over their anticipated lives.

This necessitates that record of asset costs are kept and key asset management functions required are:

- Recognition of all existing assets
- Safeguarding assets
- Maintaining assets
- Establishing accounting and information systems that account for the assets of the municipality
- Valuation principles in accordance with GRAP
- Establishing and maintaining systems of internal controls over assets
- Establishing and maintaining GRAP compliant asset register
- Clarifying responsibilities and accountabilities of asset management processes

Effective asset management functions are guided by the following statutory and legal framework:

- Constitution of the Republic of South Africa, 1996
- Public Finance management Act, of 1999
- National Treasury Asset management framework
- Municipal Finance management Act, of 2003
- Local Government Financial Best Practice Manual
- Disaster Management Act, of 2002
- National Water Act, of 1998
- Water Service Act, of 1997
- Municipal System Act, of 2000
- Municipal Structures Act, of 1998

Functions	of	Asset	Status quo on the function	Challenges	regarding	the
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Management division		function
Update FAR	100% Immovable & 100% movables	Missing information for projects prior 2011/12. Deemed costing is applied and no good base for most RUL (remaining useful life)
Depreciation calculations	Updated	None
FAR & G/L reconciliation	Updated	None
Disposal of damaged, obsolete & redundant items	Done	There are no proper record of replaced or redundant assets
Record keeping	Updated files	None
Impairment tests	Updated	None
Review Residual value	Updated	None
Safeguard assets	Verified bi-annually	*Departments shifting assets without informing Asset Unit, negatively impact recon of FAR & Office inventories *No reporting of damaged or stolen assets
Implement stores procedures	Done	Not all O& M materials are procured through the Stores Vote and delivered at Stores for accountability to AG
Inventory reconciliations	Done	None

STATUS QUO

MOVEABLE ASSETS

Moveable assets are all bar coded and linked to responsible custodians with signed office inventory lists in all departments. Verification is being conducted bi-annually, newly acquired assets are bar coded upon receipt, condition of assets is recorded during verification. Monthly reconciliations and calculations of depreciation are conducted. Office inventory lists are updated during verifications and upon delivered a new item. Most of our assets allocated to depots are too old and require an effective strategy to replace them.

IMMOVABLES ASSETS

Completed immovable assets were unbundled, the Fixed Asset Register is updated and GRAP compliant. Lack of supporting documents to support the unbundled previous assets is a challenge, photographs, deemed costing and manual drawings are utilised to estimate value and impairment testing.

The primary objective of our three year plan is to review all projects, unbundle and assess their condition for impairment purposes.

Updated monthly information files are available for current developed and unbundled projects (WIP & completed) as part of our three year plan.

In continuation of the three year plan during 2017/18 an asset maintenance plan will be developed to ensure that projects attain their anticipated lives. Impairment tests will be

conducted quarterly to cross check effectiveness of the asset maintenance plan and adjustments be done were necessary.

Verification of projects was conducted bi-annually and established changes are incorporated in the Fixed Assets Register.

STORES MANAGEMENT

The inventory system is functional during this 2013/14 financial year. Stores records are updated manually and electronically, showing opening balance of 2013/14.

Stores management procedures manual and service standards have been reviewed and developed to ensure efficient and effective running of stores. Responsibilities are allocated to stores officials to ensure clear segregation of duties. Monthly stock count and reconciliation are conducted and reports thereof are compiled. Training of the stores management system was received by all officials.

CHALLENGES

- Not all O& M materials are procured through the Stores Vote and delivered at Stores for accountability to AG
- Skills shortage (for unbundling of completed projects and technical assessment of assets)
- Unavailability of previous projects information (As-built drawings, completion certificates/reports and payment certificates)

Budget and Reporting

Introduction

The role of Budget unit is to compile; coordinate and monitor budget of the municipality. This is an on-going process where it requires great skills and extensive attention to details.

The main aim of this Unit is:-

- To ensure accurate reporting for improvement in decision making.
- Preparation of the municipal budget and monitoring of the budget.
- To effectively manage funds and keep municipal debts at minimal level.
- To ensure accuracy and consistency in our municipal budget.

Table 172: Challenges and backlogs facing Budget & Reporting

Key performance Area	Function/Priority	Status Quo	Challenges
Financial Management	To ensure sufficient reserve funds to address asset renewal by creation of capital replacement reserve fund	A capital replacement reserve fund is established. Minimal own funding (ring-fenced) to address assets renewals.	Unable to budget for sufficient capital replacements on dilapidated infrastructure assets due to insufficient budget on own funding
	To ensure timely submission of Annual Financial and improved Audit Opinion	AFS submitted by 31 st August	<ul style="list-style-type: none"> Monthly reconciliation of account balances not done on time. Limited skills relating to accounting standards and preparation of AFS
	To ensure preparation and implementation of realistic budget for the municipality	Three budgets made (Original budget, roll-over budget, and mid-year adjustment budget).	<ul style="list-style-type: none"> Inability of municipality to spend the original budget accordingly which results in a number of adjustment budget passed on the original budget. Operating deficits due to contractual obligations

BUDGETING ISSUES OF STRATEGIC IMPORTANCE FOR 2018-2019

- To reduce the operating deficit over the MTREF
- To implement cost containment measures and reduce non priority spending
- Operating expenditure increases limited to 5.5%
- Only to fund critical new positions related to service delivery
- To implement cost reflective tariffs over the MTREF

Revenue Management**Introduction**

Revenue Management is the application of disciplined analytics that predict consumer behaviour at the local government level and optimize service availability and price to maximize revenue growth. The primary aim of Revenue Management is providing the mandated services to the right consumers at the right time for the right price. The essence of this discipline is in understanding consumers' perception of service value and accurately aligning service prices, placement and availability with each consumer segment.

The Revenue Management Process entails:

- Data Collection
- Segmentation
- Forecasting

- Optimization
- Dynamic Re-evaluation

Effective revenue management functions are guided by following statutory and legal framework:

- Division of Revenue Act
- Public Finance management Act, of 1999
- Municipal Finance management Act, of 2003
- Local Government Financial Best Practice Manual
- National Water Act, of 1998
- Water Service Act, of 1997
- Municipal System Act, of 2000

Functions of Revenue Management Division	Status Quo of the function	Challenges regarding the functions
Data Collection	Functional	Certain customers don't cooperate during data collection
Billing	Billing is happening as expected	Faulty meters, illegal connections, insufficient material for new connections including repairs and maintenance, and insufficient water supply
Credit control	Partially functional	Resistance from communities for payments (especially villages)
Receipting	Functional.	None
Indigent management	Functional	Indigent register not yet completed

Status Quo

Data Collection

The Revenue Management process begins with data collection. Relevant data are paramount to a Revenue Management System's capability to provide accurate, actionable information. A system must collect and store historical data for inventory, prices, demand, and other causal factors. Any data that reflects the details of services offered their prices and consumer payment rate, stored, and analysed.

Billing

Billing process takes the form of the automated billing on eVenus, interest and sundry billing will be in the form of journals.

Included in the billing process are the following processes:

- refunds, (clearance, deposit)
- change of ownership,
- adjustments, (over and under billing)
- change of service, cancellation of service, (Adjustment of service)
- handling of queries,
- processing of service order (meter readings sheets)

Credit Control

The municipality's collection process follows the under-mentioned steps:

- Telephone Collection.
- Written reminder.
- Final Notice.
- Communication with Water Service departments for service termination or restriction
- Legal action/ hand-over to the municipality attorneys or debt collectors.
- Listing of debtors with Credit Bureau.
- Recommendation for write off as bad debt.

Receipting

- Ensuring that the cash receipts process are performed efficiently (using the best methods to secure cash receipts)
- Ensuring that cash received is banked and recorded on a timely basis.
- To ensure that cash from debtors is received and recorded
- To ensure that receipts are recorded at the correct amount

Challenges

- Data Management & cleansing
- Indigent Management
- Service Delivery

Supply Chain Management

INTRODUCTION

Supply Chain Management Unit is established in order to procure goods and services and select contractors to provide assistance in the provision of municipal services.

The Supply Chain Management Unit should ensure that bid documentation, evaluation and adjudication criteria and general conditions of a contract, are in accordance with any applicable legislation and that any Treasury guidelines on Supply Chain Management are properly taken into account when procuring goods or services.

Legislative Requirement

- The constitution of the republic of South Africa Act 108 of 1996
- The preferential procurement policy framework Act 5 of 2000
- The broad based black empowerment Act 53 of 2003
- Municipal Finance Management Act ,No.56 of 200

Functions of supply chain management division	Status quo of each function	Challenges with regard to the function
Demand	Functional	None
Acquisition	Functional	Implementation of the

		procurement plan
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STATUS QUO

BID COMMITTEES

All Supply Chain Management Committees that have been established are:

- Specification Committee
- Evaluation Committee
- Adjudication Committee
- Quotation Committee

All Committees are fully functional

ADVERTISEMENT OF TENDERS

- Briefings are being conducted before the closing date of tender.
- Tenders are advertised in national newspapers.
- Seven days quotations are advertised on the notice board/website
- Tender documentations are submitted in the tender box, which is opened on the closing date of the tender.

TENDER DOCUMENT MANAGEMENT

The tender documents are submitted to registry.

CHALLENGES

- Manual rotation of database
- Implementation of the procurement plan

Contract Management

Introduction

Contract Management's function is ensuring that contracts are managed and accounted for in compliance with the MFMA. The unit is required to identify all contracts and stakeholders, to classify all contracts for management purposes, to manage all the stages in the contract life cycle, to correctly account for contracts in financial statements, to ensure that services are delivered within specification and at agreed costs, and to avoid legal disputes and cost overruns by ensuring that contract are managed properly. Contract management is therefore essential for good financial management and contributes to efficient and effective service delivery.

Functions of Contract Management division	Status quo on the function	Challenges regarding the function
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Drafting contracts and service level agreements	Contract and service level agreement drafted	None
Updating of the Contract Register	Contract Register updated weekly	None
Provide Legal Advice as and when required	Legal advice provided as and when required	None

Status Quo

Despite having only one official in the unit, it is on course to ensure that the following are in place before the end of the financial year:

- Contract register is fully updated;
- All service providers in the Municipality have signed contracts;
- Advice is provided to departments as and when required

Contract Management Framework

It sets out the requirements for managing and accounting for contracts and requires organisational wide approach. Framework has been approved by Council.

Challenges

- Appointment of a contract management officer;
- Ensuring that reports from project managers and other end users are submitted monthly to monitor performance;
- Failure of departments to submit contracts to the unit.
- Failure of departments to ensure that service providers sign contracts that were drafted, signed by the accounting officer and submitted to departments.

EXPENDITURE MANAGEMENT UNIT

Introduction

Expenditure management Unit is responsible for the management of the expenditure of the municipality and to ensure accurate payment of salaries and salary related costs. Reasonable steps are taken to ensure that the institution has and maintains an effective system of expenditure control including procedures for approval, authorisation, withdrawal and payment of funds. And that the unit has and maintains a management, accounting and information system which:

- Recognises expenditure when it is incurred ;
- Accounts for creditors of the municipality;
- Accounts for payments made by the municipality
- Salaries and salary related costs are paid correctly and on time

Creditors' accounts are paid within 30 days from date of submission of the correct invoice, unless prescribed otherwise for certain categories of expenditure.

To ensure effective and efficient payment of liabilities within set time frame and in compliance with MFMA and that payments by the entity are made directly to the person to whom it is due unless agreed otherwise only for the reasons as may be prescribed; and either electronically or by way of non-transferable cheques, provided that cash payment and payments by way of cash cheque may be made exceptional reasons only.

Functions for expenditure Management	Status Quo for each function	Challenges for each function
Effect payments within 30 days	Functional	Suppliers not registered and/ non-compliant status on the Central Supplier database (CSD) causes delay of payments. Submission of incorrect invoices.
Monthly Payment of salaries and salary related costs	Functional	Late submission of travelling claims for reimbursement.

Irregular or fruitless and wasteful expenditure

On discovery or realisation of any irregular expenditure or any fruitless and wasteful expenditure ,the Budget and Treasury Office report in writing to the municipal manager ,the Executive Mayor and National Treasury the particulars of the expenditure ;and any steps that have been taken to recover the expenditure and prevent a recurrence of same.

Invoices receiving

Invoices and payments certificates are registered in the register when submitted and are stamped with the stamp marked received and the date received.

Invoices and payment certificates are further checked for completeness and manual authorisation.

Invoices payments

Payments are electronically processed on the financial system and EFT payments are effected to providers.

Overall Challenges

- Non adherence to timelines

Expenditure Management Issues Of Strategic Importance For 2018-2019

- Adhere to service standards and MFMA for payment of liabilities
- Accurate payment of salaries and related costs within set time

2.7 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Introduction

The SDM has achieved remarkable progress in institutionalizing and implementing its communication and consultation mechanisms and processes. The District Communication Strategy has been reviewed in 2014. The medium for communication is highlighted and includes Mayoral Community Outreaches, District newsletters, Annual Report, Local and National Newspapers, Provincial and Local radio stations, Flyers, Ward Committee system, Community Development Workers (CDWs), as well as loud-hailing.

The District improves on good governance and public participation through focus on internal audit, risk management, public participation, communications and performance management among others.

In December 2009, the Sekhukhune District Municipality approved its new governance and institutional model. The governance model comprises of the Legislature and the Executive. The Legislature is made up of the Speaker of Council, the Council's Chief Whip and Section 79 Portfolio Committees, Standing Committees, Section 80 Committees and the Executive. The Executive consists of the Executive Mayor and Section 79 Portfolio, Section 80 Committees and the Executive Mayor and Members of the Mayoral Committee (MMCs), as well as the administration, led by the Municipal Manager.

The District's governance model is underpinned by the following key principles:

- Delineation of powers to separate legislative and oversight roles and executive roles and responsibilities;
- Governance and institutional arrangements should deepen democracy, facilitate citizen empowerment and enhance stakeholder participation and involvement;
- Decision-making powers and accountability should be strengthened, clearly defined, allocated and decentralized, where appropriate
- Expeditious and efficient decision-making should ensure the facilitation of effective governance; and
- Institutional structures of the District to be considered as part of a single group, based on a politically-led strategic and policy perspectives.

The separation of legislative and executive roles delegates executive functions to the Executive Mayor and defines the roles of the legislature as that of oversight of the Executive. This function is performed by Council (in plenary), the Municipal Public Accounts Committee and the Section 79 Portfolio Committees, under the chairpersonship of non-executive councilors. These committees monitor and scrutinise the delivery and outputs of the

Executive and may request the MMCs or Heads of Department (HoDs) to account for service delivery and performance.

The Council, when meeting in plenary, provides an important platform for meaningful debate on issues that affect and require the attention of the District. It has three essential but interrelated roles and issues of legislation, oversight and to ensure community and stakeholder participation.

Legislature

The Council's legislative functions include the approval of the by-laws, policies, the Integrated Development Plan (IDP), tariff for rates and service charges and the budget. The Council's role in this respect is to consider reports from the Executive Mayor on each of these functions, to consider public discussions and comment, stimulates debate in multiparty portfolio committees and to provide the public platform for District-wide interaction. On the basis of the comments, the Council is in the position to approve or amend reports or to refer the reports back to the Executive Mayor.

Council seeks to ensure community and stakeholder participation. The Council, led by the Office of the Speaker, has to facilitate community and stakeholder consultation and participation. Individual ward councillors, in conjunction with elected ward committees, play a critical role in facilitating these participatory processes.

Chief Whip

The Council's Chief Whip plays a pivotal role in the overall system of governance to ensure and sustain cohesiveness within the governing party and maintain relationships with other political parties. The main functions of the Chief Whip are to:

- Ensure proper representation of political parties in the various committees;
- Maintain sound relations with the various political parties represented in the Council; and
- Attend to disputes between political parties and build consensus.

Section 80 Portfolio Committees

These committees perform an oversight role by monitoring the delivery and outputs of the Executive. They are entitled to request departments and MMCs to account for their functions. In line with this responsibility, these committees may summon departments to appear before the committee and present any required documentation and information. The Portfolio Committees do not have any delegated decision-making powers.

The specific functions of Portfolio Committees include:

- Reviewing, monitoring and evaluating departmental policies;
- Reviewing plans and budgets;
- Considering quarterly and annual departmental reports;

- Examining the link between the policy (sector plans) and budget (business plans);
- Monitoring the implementation of plans;
- Exploring options to increase value for money, and
- Holding the political executive accountable for performance against policies and District priorities.

Following are the five Portfolio Committees:

- Budget and Treasury (BTO)
- Community Services
- Corporate Services
- Infrastructure and Water Services
- Planning and Economic Development

Section 79 Standing Committees

The Standing Committees are permanent committees, established to deal with Council-related matters. They have some delegated decision-making powers and are required to submit reports to Council. Councillors chair all Standing Committees, except the Audit Committee, which is chaired by an independent person in line with the prescriptions of the Municipal Finance Management Act (MFMA).

The following standing committees have been put in place:

- Municipal Public Accounts Committee
- Petitions, Rules and Ethics Committee
- Chairpersons Committee
- Programming Committee
- Audit Committee

The Executive

The Executive Mayor, assisted by the Mayoral Committee, heads the executive arm of the District. The Executive Mayor is at the centre of the system of governance and the executive powers are vested in him by the Council to manage the daily affairs of the District. This means that he has the overarching strategic and political responsibility. The following are the portfolios allocated to Members of Mayoral Committee:

- MMC: Planning and Economic Development – Cllr. Samson Nkosi
- MMC: Corporate Service – Cllr. Alfred Matlala
- MMC: Infrastructure and Water Services – Cllr. Mbusi Mahlangu
- Deputy MMC: Infrastructure and Water Services – Cllr. Lorraine Manganeng
- MMC: Budget and Treasury – Cllr. Thembekile Sihlangu
- MMC: Community Services – Cllr. Thokozile Nchabeleng
- MMC: in Office of the Executive Mayor – Traditional Affairs – Cllr. Peter Mnisi
- MMC: in Office of the Executive Mayor - Gender Leadership – Cllr. Yvonne Mmakola

The Leader of Executive Business

The Leader of Executive Business provides the interface between the executive and legislative branches. The roles and responsibilities of the Leader of Executive Business are to:

- Represent the executive branch in terms of Council matters and serve as the link between the executive branch and the legislative branch;
- Ensure that executive business is effectively delegated to Council, via the Programming Committee;
- Consult with the Speaker when the Speaker intends calling a special meeting of Council, outside of the scheduled Council meetings;
- Consult with the Speaker for purposes of allocating time for the discussion of matters of public importance on the Council agenda, and
- Determine which matters are referred to the Speaker and thereafter to Section 79 Committees and Council.

Administration

The Municipal Manager is also the accounting officer, as defined by the Municipal Structures Act. The responsibilities of the Municipal Manager include managing the financial affairs and service delivery in the municipality. He is assisted by the Management Team composed of the following departments:

- Municipal Manager's Office composed of the Chief Operations Officer with the Internal Audit Unit, Risk Management Unit and Policy Co-ordination Unit
- Corporate Services
- Budget and Treasury
- Planning and Economic Development
- Infrastructure and Water Services
- Community Services

Municipal Owned Entity

The Sekhukhune District Municipality has established the Sekhukhune Development Agency (SDA) as its own Municipal Owned Entity to drive high impact economic development programmes. The entity is headed by the Chief Executive Officer with a Board of Directors in place to provide management oversight.

Human Resources

The District is committed to an efficient human resources system and has reviewed a number of policies to ensure the effective development of staff.

INTERNAL AUDIT

Introduction

Primary role of Internal Audit is to assist the municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the **effectiveness of risk management, control and governance processes**. The Internal Audit is mandated by the following legislative frameworks: Local Government: Municipal Finance Management Act, King Code on Corporate Governance and other prescripts applicable to the Public Service

Internal Audit Functions:

- Develop Risk Based Internal Audit Plan
- Evaluate internal controls systems
- Review effectiveness risk management
- Review financial information
- Evaluate governance and compliance
- Evaluate and Asses Performance Management System
- Evaluate Information and Communication Technology environment
- Perform Adhoc request including Investigations
- Facilitate Audit Committee sittings
- Co-ordinate inter-governmental fiscal relations

NO.	FUNCTIONS	STATUS QUO	CHALLENGES
	Develop Risk Based Internal Audit Plan	Three Year Rolling Plan and Annual Internal Audit Plan	Incomplete Risk Assessments.
	Evaluate internal controls systems	Internal Control measures	Control environment weaknesses. Limited resource Cost versus benefit in implementing control measures Inadequate combined assurance model
	Review effectiveness risk management	Enterprise Wide Risk Management	Slow turnaround time in reduction of risks Inadequate inter-departmental relations in activities Un-coordinated activities
	Review financial information	Accounting Policies, Procedures and Practices Adequacy, Reliability and Accuracy of financial reporting	Un-favourable Audit Opinion
	Evaluate governance and compliance	Council and Management Oversight. Approved Policies and Procedures	Non-compliance with Legislations. Inconsistent practices Lack of policies and committee structures
	Evaluate and Asses Performance Management System	Organizational performance management and accountability. Performance Management System Framework Performance evaluation	Non Compliance with Municipal Planning and Performance Regulations. Poor performance not penalized. Unreliable information
	Evaluate Information and Communication	Financial and Non-Financial Systems	Loss control in relation to information and communication

	Technology environment	Telecommunication Technology Information Technology Business Management Plans	technology Fallible ICT Systems Inadequate back systems
	Perform Adhoc request including Investigations	High volume of management requests	Lack of investigative skills/resources Inadequate skills internally to investigate cases
	Facilitate Audit Committee Activities	Effective Audit Committee	Conflicting council activities. Un-converged Audit Committee meetings
	Co-ordinate inter-governmental fiscal relations	Effective IGR structures	Un-coordinated activities Conflicting Council Meetings

STATUS QUO

Control

It assists the organization in maintaining effective systems of internal control by evaluating their effectiveness and efficiency.

Governance Processes

We assess and make appropriate recommendations for improving the governance process in its accomplishment of the following objectives:

- Promoting appropriate ethics and values within the Municipality;
- Ensuring effective organizational performance management and accountability;
- Communicating risk and control information to appropriate areas of the organization; and
- Coordinating the activities of and communicating information among the Council, external and internal auditors, and management.

These are achieved through performing the following types of Internal Audits:

- Risk Based Audits
- Performance Audits
- ICT Audits
- Consulting and Advisory Services
- Management request

Challenges to be addressed by Internal Audit Unit

- Incomplete Risk Assessments
- Internal control environment weaknesses.
- Limited resource
- Cost versus benefit in implementing control measures
- Inadequate combined assurance model
- Slow turnaround time in reduction of risks
- Inadequate inter-departmental relations in activities
- Un-coordinated activities
- Un-favourable Audit Opinion
- Non-compliance with Legislations.
- Inconsistent practices

- Lack of policies and committee structures
- Non Compliance with Municipal Planning and Performance Regulations
- Poor performance not penalized
- Un-reliable information
- Loss control in relation to information and communication technology
- Fallible ICT Systems
- Inadequate back systems
- Lack of investigative skills/resources
- Inadequate skills internally to investigate cases
- Un-converged Audit Committee meetings
- Un-coordinated activities
- Conflicting Council Meetings

Risk Management

Introduction

The Public Sector Risk Management Framework guidelines and the ISO31000 note that **'everyone in an organisation has responsibility for internal control'**. Through the process of undertaking various activities towards achievement of its objectives, Sekhukhune District Municipality (SDM) is expected as per the MFMA Act 56 of 2003, MSA of 2000, and King IV Report on Corporate Governance for South Africa 2016 to design a process necessary and appropriate for provision of reasonable assurance regarding achievement of Sekhukhune District Municipality's set objectives.

Risk Management is regarded as part of the strategic levers of SDM's institutional planning geared towards attainment of effective and efficient Corporate Governance regime.

Functions of the Unit

- Conduct risk assessment at strategic ,operational, processes and projects levels
- Develop insurance program options, procure insurance cover and manage insurance claims and underwriting
- Manage compliance with legislations and policies
- Implement and manage Anti-Fraud and corruption
- Develop, implement and monitor Business Continuity Management Plan
- Conduct Threat Risk Analysis at operational sites
- SDM-wide Security Management
- Provide secretariat duties to the Risk Management Committee

PROJECT	STATUS QUO	CHALLENGES
Conduct and review Strategic Risk Assessment	Risk Assessment have been conducted at the following levels: <ul style="list-style-type: none"> • Strategic 	Slow turnaround times in reviewing of risk registers Slow process of assessment of projects due inadequate capacity and non-timely availability of role players such as consultant and projects managers
Conduct Operational Risk Assessment	Risk Assessment have been conducted at the following levels: <ul style="list-style-type: none"> • Operational 	Non-integration of the risk assessments in the planning cycle Slow turnaround times in reviewing of risk registers
Conduct Infrastructure and Water Services Projects Risk Assessment	Risk Assessment have been conducted at the following levels: <ul style="list-style-type: none"> • Projects 	Non-integration of the risk assessments in the planning cycle Inadequate technical expertise and capacity on Waste Water Treatment Works and Water Treatment Works. There is a dire need to delve into the mechanical and electrical aspects of the WTW & WWTW and produce quantitative report
Development of Assets Insurance Policy	Insurance cover is in place and the policy contract in in force	Continuous implementation of new capital projects and an increase in litigations compels SDM to opt for additional insurance covers which put more strain on the insurance funding in the form of more premiums payable
Facilitation of Assets Insurance Claims and payments	All known insurance claims are being reported and payable excess facilitated for processing. Staff members found to be responsible for losses are compelled to pay back the excesses paid by SDM	The more frequent and less impact insurance claims are continuously increasing thereby putting more strain on the self-insurance (excess)mechanism
Managing Security operations and SLA	Four (4) Security service providers are contracted for provision of security services.	Inadequate funding delays the improvement of fencing thereby resulting in continuous posting of additional security guards.

PROJECT	STATUS QUO	CHALLENGES
	Poor state of safeguarding (fencing) of sites resulted in a high number of posting of security guards	Continuous development of new Infrastructure and Water Services capital projects results in continuous need for their safeguarding thereby impacting on the funding/budget
Conduct Security Operational sites Assessments	Threat Risk Analysis have been conducted at a number of operational sites and reports have been compiled and are available	Losses sometimes occur at operational sites despite the presence of security guards. The vastness of the area where operational sites are located impedes adequate and timely regular inspections and assessments
Fencing of Operational sites	Large number of operational sites have dilapidated security fencing or none at all	Poor fencing conditions necessitate continuous safeguarding through the posting of additional security guards thereby impacting on the funding/budget
Facilitation of Anti-Fraud & Corruption hotline	Anti- Fraud and Corruption strategy and Whistle blowing policy have been approved by Council	The Anti- Fraud and Corruption Disclosure Hotline is not productive given its unpopularity with the target groups as it has not been popularised
Undertaking of Risk Management trainings	Training has been conducted for the Risk Champions for 2017/2018FY	Training for councillors has not taken place due to their unavailability as the results of conflicting work commitment
Facilitation of Risk Management Committee activities	Two Risk Management Committee meetings took place for 1 st and 2 nd Quarter of 2017/2018FY	None
Develop BCM plan	Business Impact Analysis exercises have been conducted in all departments	The project was handed over to an external service provider to execute to no avail as the service provider failed to deliver.
Provide VIP Security	Close Protection officers have been	Non-availability of equipment and working tools inhibits the smooth

PROJECT	STATUS QUO	CHALLENGES
protection	allocated to the Executive Mayor	<p>operations</p> <p>Protection is not provided to the Speakers in contravention to the provisions of the Upper Limits.</p>
Monitor compliance management	Compliance monitoring is conducted on legislation on quarterly basis as per the register.	<p>The compliance function is done manually, which poses a serious challenge of rendering the function mundane.</p> <p>The function only deals with legislation to the exclusion of policies, standards and work procedures.</p>
Conduct Blue and Green Drop Risk Assessments	Department of Water and Sanitation in Limpopo conducts tests.	<p>State of Blue and Green Drop is at an unacceptable levels thereby posing health risk to the district residents.</p> <p>The SDM status is not improving given the inadequacy of capacity as the functions handled by one officials in Infrastructure and Water Services Department.</p>
Procure Risk Management System	The Risk Management function is reliant on manual processes	Manual work processes hinders proper data collection, analysis and reporting.
Conduct Processes Risk Assessments	Assessment of Work processes has not been conducted	Outdated documented work processes

PUBLIC PARTICIPATION, COUNCIL SECRETARIAT AND COUNCILLOR SUPPORT

Introduction

Municipalities are by law required to foster public participation and ensure its citizenry is engaged in matters of governance. SDM place public participation and accountability at the centre of its work. The Municipality has adopted a Public Participation Policy Framework which encompasses an ongoing public participation programme.

Purpose: To facilitate public participation, public relations and participatory democracy.

Functions of Public Participation, Council Secretariat and Councillor Support:

- Coordinate public participation and stakeholder engagement in the District.
- Coordinate public participation and stakeholder engagement for Provincial and National Sector Departments
- Provide support to council
- Maintain records for council
- Provide secretariat services to council
- Coordinate capacity building & councilor welfare
- Coordinate oversight visits of council committees
- Compile oversight visits reports to Council

FUNCTIONS	STATUS QUO	CHALLENGES
Coordinate public participation and stakeholder engagement in the District	<p>Public Participation Unit is in the Speaker's Office. It has a complement of 4 personnel, 1 Manager, 1 Public Participation Officer and 2 Public Participation Coordinators.</p> <p>SDM public participation take place through;</p> <ul style="list-style-type: none"> • Mayoral Imbizos • Speaker's outreach • IDP's <p>SDM has a Public Participation Policy Framework and Petition Policy adopted by council.</p>	-Lack of mobile and mounted loud hailers and stage sound system

	<p>Review of the policies is done annually.</p> <p>The objectives of the policy are as follows;</p> <ul style="list-style-type: none"> • Meet the legal requirements around community participation that are spelled out in the Municipal systems Act No. 32 of 2000. • Build an open, transparent and accountable system of governance. • Develop a culture of community participation through creating conditions for local communities to participate in the affairs of the municipality. • Assist vulnerable groups to participate effectively in the system of local government. • Provide clear, sufficient and timeous information concerning community participation to communities. • Communicate decisions of Council. • Communicate public notices of meetings for communities in a manner that promotes optimal public participation. • Set up systems and mechanisms that will ensure compliance with regulations and guidelines that may be issued from National or Provincial Government. <p>The Public Participation policy framework spells out the roles and responsibilities of;</p> <ul style="list-style-type: none"> • Council, • Executive Mayor, • The Speaker, • Portfolio and Standing Committees, • Ward Councilors, • Management and Administration, • The Public (Ward Committees) and 	
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	<ul style="list-style-type: none"> • Community Development Workers 	
Coordinate public participation and stakeholder engagement for Provincial and National Sector Departments	Assist National and Provincial Departments whenever they have programmes in the District, e.g. Public hearings, Premier's Exco. Outreach, etc.	Lack of alignment of programs
Provide support to council	Coordinate council and council structures activities	Alignment and adherence of schedules
Maintain records for council	Currently file council certificates, minutes and policies	No capacity for file management.
Provide secretariat services to council	Coordinate council and council structures activities	Capacity building on the staff
Coordinate oversight visits of council committees	Conducting pre-visits and actual visits to projects and programs approved by Council	Protective clothing; data devices(e.g. cameras and portable recorders)
Compile oversight visits reports to Council	Compile oversight visit reports	Lack of capacity
Coordinate capacity building & training	Facilitating training and capacity building for councillors	Pre-enrolment requirements
Coordinate councilors welfare	<ul style="list-style-type: none"> • Attending to councilor queries. • Facilitate for councilors to provide for risk • Facilitate submission of councilors' declaration of interest forms • Promote compliance to income tax by councilors 	<p>Adherence to query register procedure</p> <p>Low/late submissions of declaration forms</p> <p>Low turn-out to income tax workshops</p>

Status Quo

Ward Committees/Community Development Workers (CDWs)

Ward Committees are important structures that are at the heart of communities and are used to enhance community participation in the affairs of the municipalities. The SDM has successfully launched 117 ward committees in the District. There is still a challenge of ensuring that they are motivated to effectively assist their communities. The other major challenges are lack of resources, transportation in vast wards, low literacy levels and in some cases lack of clarity in terms of their roles and responsibilities in their respective areas. It is within the ward committee system that the district expects community participation to be effective particularly during the IDP consultation period. It is therefore imperative that ward

committees should get support and capacity building through training.

Apart from the ward committees, there are the CDWs that are an integral part of the ward committee system in this exercise of assisting communities to achieve their needs. The CDWs help communities and the municipalities to fast-track delivery of services and the eradication of poverty. The province has deployed about 115 CDWs to the District to assist communities on developmental issues. The only challenge which is there with this structure is that it exclude some communities while others communities have more than one CDW in a ward.

COMMUNICATIONS, EXECUTIVE SUPPORT AND SPECIAL PROGRAMMES

Introduction

As mentioned above, the SDM has achieved remarkable progress in institutionalizing and implementing its communication and stakeholder engagements mechanisms and processes. The District Communication Strategy was first adopted in 2005, reviewed in 2011 and 2014 for a five year term of office for the current council (2011-2016). The medium for communication is highlighted and includes Mayoral Community Outreaches, District newsletters, Annual Report, Local and National Newspapers, Provincial and Local radio stations, Flyers, Ward Committee system, Community Development Workers (CDWs), as well as loud-hailing.

The district has established a functional district communicator's forum which coordinates, align and streamline wide government programmes involving sector departments, municipalities and other government Institutions.

Status Quo

Community Feedback Meetings

The District engages stakeholders like traditional leaders, business, labour, civil society, sector groups etc. in matters affecting them in their different areas of responsibilities. This community feedback programme assist in the improvement of communication and interaction between the district, local municipalities and broader community on issues of service delivery and development. Local municipalities are visited during FORA, Imbizo and IDP consultations.

Media Liaison (Electronic and print Media)

The SDM utilizes both electronic and print media (internal and external newsletters) to improve and broaden communication in the area of its jurisdiction. It also uses national and local Radios. Although loud-hailing is an effective way of conveying message to communities, the SDM also uses radio for advertising meetings, workshops, conferences, summits and other functions.

Communication is also done through print media in the form of external and internal newsletters, local, regional and national newspapers and websites. The District produces newsletters on monthly and quarterly basis and when a need for special print medium communication arises.

An exciting initiative in the past 3 financial years has been the innovation and commitment to support local content in the form of bulk media buying for both print and electronic media. A total of eight (08) media houses benefited, three radio stations and five newspapers and the relationship is growing.

Promotional Materials

Promotional materials like note-pads, pens, posters, flyers and banners are used by the District to reinforce the flow and the dissemination of information to the broader society of Sekhukhune. Some of these promotional materials are distributed during District events to encourage and motivate effective community participation.

The communication unit has been able to implement the decision on austerity measures on cutting expensive promotional materials such as t-shirts.

Youth Development

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

Women Empowerment

Women empowerment is a phenomenon that is high on the agenda of the SDM. At present the district has 50% representation of women Mayors in the district, 3 out of 6. The SDM is one of the Districts in Limpopo that has elevated the status of women in municipal governance. Women should be encouraged to partake in developmental projects that would assist them to get out of the poverty line that they found themselves in. This means that resources should be channeled in the direction of women empowerment projects in order to empower them economically and politically.

Children's Development programmes

The Office of the Executive Mayor's Special Programs support children development through support to Early Childhood Development Centre's with groceries and learning materials annual celebration of children's day.

Challenges encountered in children's programs are

- Unorganized children sector makes it difficult for mobilization of support
- Lack of early childhood facilities in our communities
- Lack of resources to support community initiatives and programs on children's development

Aged Development Programmes

- Celebration of Social Development Month
- Mandela Day Celebration and campaign
- Ongoing support to pension committees and events for the elderly

Traditional Leadership

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

IGR and International Relations

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

Challenges of this area

- Poor coordination of special programmes intervention by all government Institutions
- Under-Funding of programmes targeting vulnerable groups
- Special programmes still seen as a peripheral issue
- Communication not reaching all the targeted people

PERFORMANCE MANAGEMENT SYSTEM (PMS)

Introduction

PMS is simply a system of managing performance. It provides a set of tools and techniques to plan, monitor, measure and review performance of the organization and individuals. The system ensures that all parts of the organization work together to achieve the goals and targets of the organization. Performance Management System and the IDP process are seamlessly integrated. Whereas the IDP fulfills the planning stage of Performance Management, Performance Management intern fulfills the implementation management, monitoring and evaluation of the IDP. PMS should provide diagnostic signals of the potential risks that are likely linked to implementation of the IDP.

Status Quo

PMS in SDM, regardless of not having a PMS Manager since 2012, is doing fairly well Compliance is adhered to at all times. Though we have challenges now and then of late submission of reports to CoGHSTA due to reasons beyond our control, SDM does strive to comply at all times;

Challenges

- Setting unrealistic targets;
- Late submission of reports;
- Negative perceptions and attitudes with regard to performance in general;

CHAPTER 3:

STRATEGY PHASE

3.1 VISION

“Integrated Economic Development and Sustainable Service Delivery”

3.2 MISSION STATEMENTS

To improve the quality of life for all communities through:

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

3.3 CORE VALUES OF THE MUNICIPALITY (BATHO PELE PRINCIPLES)

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

- Honesty
- Excellence
- Accessibility
- Respect
- Transparency

The core values are aptly abbreviated as ‘HEART’ for easy memory, using the first letters of each core value.

3.4 MAYORAL STRATEGIC PRIORITIES

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

3.5 BASIC SERVICE DELIVERY

Water and Sanitation

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

<p>Strengths</p> <ul style="list-style-type: none"> • Power to function as a WSA in terms of the National Water Act. • Ability to respond to water challenges. • Infrastructure Asset registers • Approved WSDP and Master Plan • Political buy in and support 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Under resourced - Inability to upskill IWS staff - Lack of forward planning - No GIS based as-built drawings - Inadequate Systems - Unavailability of backlog reduction strategy - Unavailability of Water Conservation and Water Demand Management Strategy - Unavailability of Operations and Maintenance plan - Lack of underground water source management - Lack of information management systems (records keeping/filing) - Inability to fulfil both functions of WSP and WSA - Failure to re-inforce Conditional Grants - Inadequate by-law enforcement
<p>Opportunities</p> <ul style="list-style-type: none"> • Support from Stakeholders (National and Provincial Departments) • Natural Resources from both surface and ground water (e.g De Hoop) • Mining Resources activities • Institutional knowledge • Good relationship with our community 	<p>Threats</p> <ul style="list-style-type: none"> - Grant dependant - Contamination and unreliable ground water source - Possible service delivery protests - High turnover of staff - Encroachment on the existing infrastructure (Servitudes, Theft and vandalism and unauthorised)

Objectives and strategies regarding Water and Sanitation

OBJECTIVES	STRATEGIES
<p>To provide 90% of sustainable and reliable basic water and sanitation services to communities by 2021.</p>	<p>Prioritisation of incomplete projects</p>
	<p>Separation of functions (WSP & WSA)</p>
	<p>Strengthening of by-law enforcement</p>
	<p>Prioritize completion of functional phases within various schemes</p>
	<p>Filling of vacant positions and upskilling of existing personnel.</p>

OBJECTIVES	STRATEGIES
	<p>Development and Implementation of Water Conservation and Water Demand Management.</p> <p>Develop and implement O&M Plan GIS-based.</p>
To achieve 70% blue drop and 50% green drop by end of June 2019.	<p>Compliance with SANS 241 and Regulation 17.</p> <p>Establish Water testing laboratory.</p> <p>Implementation of water safety plans and Waste Water Risk Abatement Plan.</p>
To reduce water services backlog with 90% by June 2021.	<p>Enhance Infrastructure forward Planning.</p> <p>Review, update, alignment of Water Services Master Plan and WSDP; and incorporation into the IDP.</p> <p>Request approval of Technical reports by DWS</p> <p>Strengthen the planning unit.</p>

Municipal health services, disaster and emergency management

SWOT analysis on Municipal health services, disaster and emergency management

Strengths (top 5)	Weaknesses (top 5)
<ul style="list-style-type: none"> • All municipal areas receiving Municipal Health, Emergency Management and Disaster Management Services • Accredited fire training academy • Authorised to licence and issue fines in the district • Disaster management plan and framework developed and implemented • Standing Operating Procedures Manuals developed and implemented 	<ul style="list-style-type: none"> • Insufficient personnel • No tools of trade (e.g. cell phones, IT-system, uniform and protective clothing, cameras, legislation, projectors, appropriate vehicles) • Lack of physical infrastructure to accommodate departmental operations • Insufficient budget (opex, capex) • Poor allocation of resources for legislated constitutional mandate

Opportunities (top 5)	Threats (top 5)
<ul style="list-style-type: none"> • None compliance with legislative provisions is a potential revenue generation by stakeholders • Existing economic institutions constitute a base for Public Private Partnership • Supportive communities in municipal initiatives • Indigenous knowledge • Sufficient waste for economic growth initiatives 	<ul style="list-style-type: none"> • Unavailability of land for establishment of district offices • Climate Change has negative impact on services delivery • Declining economic growth impacts on allocation of resources • Mushrooming of Informal settlement • High levels of crime

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

OBJECTIVES	STRATEGY
To render effective and efficient Municipal Health Services in compliance with legislation	By imparting health education to the community
	By monitoring water quality
	By conducting premises evaluations
	By imparting health education to the community
To render an effective and efficient emergency management services in the district in compliance with the fire services Act and the legislative framework	By responding to all Emergency Services incidents reported.
	By facilitating 5 firefighting courses.
	By conducting Fire Safety and Prevention services.
	By facilitating supply of stations with Firefighting equipment.
	By facilitating license renewals of calibrated tools and accredited services.
To render effective and efficient disaster management service in compliance with Disaster framework and the Disaster Management Act	By facilitating supply of stations with Firefighting equipment.
	By facilitating license renewals of calibrated tools and accredited services.
	By coordinating stakeholders on safety awareness operations

3.6 INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

SWOT analysis on Institutional Development and Organisational Transformation

<p>Strengths (top 5)</p> <ul style="list-style-type: none"> • Strong political leadership • Management and operating systems in place including policies • Dedicated staff • SDM enjoys a cordial relationship with organised labour. • Low staff turnover 	<p>Weaknesses (top 5)</p> <ul style="list-style-type: none"> • Un-reviewed policies • Inadequate facilities for documents management and office space • Non-compliance of OHS standards • Weak organizational culture • Inadequate funds for training and development • Poor contract management • Lack of disaster recovery facility. • Implementation of Induction manual for new employees
<p>Opportunities (top 5)</p> <ul style="list-style-type: none"> • There are available programmes for other employment arrangements from SETA's (Internships) and the social plans of mining houses that can be utilised to address challenges of skills development and bursaries • Support from SALGA and Sector Departments • Partnership with MISA for effective administration • Protection and Mandate provided by the Legislation and Collective Bargaining Agreements • Established functional Shared services 	<p>Threats (top 5)</p> <ul style="list-style-type: none"> • Deteriorating infrastructure (Road in terms of fleet). • Potential loss of information due to cyber attacks. • Substance and Alcohol abuse • Lack of support from some Sector Departments – Provincial Archives • Moratorium on job evaluation • Inability to attract rare skills threatening organisational stability

Objectives and strategies with regard to Institutional Development and Organisational Transformation

OBJECTIVES	STRATEGIES
<ul style="list-style-type: none"> • Manage and provide human capital development to capacitate the SDM • Promote efficiency and effectiveness to enhance productivity 	<ul style="list-style-type: none"> •By advertising all vacant posts internally and externally •By assessing employment equity numbers against the EE plan <p>By responding to the human resource needs of the SDM</p>
<p>Service delivery enhancement through optimal use of information technology</p>	<p>By stabilizing the ICT infrastructure</p> <p>By managing the ICT services in line with the ITIL Framework</p> <p>By automating key business processes</p>
<p>Provision of records management, fleet and facilities</p>	<p>Records awareness programme</p> <p>Auditing and updating personnel files</p> <p>Listing of inactive records</p> <p>Requesting a disposal authority</p> <p>By facilitating a document management services</p> <p>By facilitating recording and maintenance of fleet</p> <p>By facilitating recording and maintenance of facilities</p>
<p>Promote sound labour peace</p>	<p>By maintaining a functional LLF (Prepare Agenda, notices, venue, registers)</p> <p>By conducting research on Labour Relations Trends</p> <p>By consulting and advising stakeholders</p>

	By consulting and advising stakeholders, proposing appointment of investigators, initiators and chairpersons and compiling investigation reports
Promotion of employee wellness, occupational Health and Safety	By assessing productivity of employee By raising awareness on alcohol and substance abuse By identifying employee are exposed to health hazards in their sphere of work By identifying the employee who require protective clothing
To ensure integrated development planning within the District by 2021	Facilitate review of IDP for the district and local municipalities
	Alignment of Spatial Development with economic development initiatives and resources

3.7 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

SWOT analysis on Good Governance and Public Participation

<p>Strengths</p> <ul style="list-style-type: none"> • Established and Functional Internal Audit as per sec 165 of MFMA • Facilitated the activities of the established and functional Audit Committees. • Seamless communication with other departments. • Successful coordination of Performance Management issues. • Team work and Professional Competence; • Risk Management culture embedded into the Municipal business processes(Maturity level @ 3.7 of Max 4) • Presence of Risk Management enablers(i.e. Approved RM Policy, RM Framework, RM implementation plan) • Strong political leadership • Dedicated staff 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Inadequate human and resource capacity (expert skills working tools etc.) • Lack of buy-in from departments • Lack of Performance Management System Software • Inadequate organisational structure • Risk Management does not form an integral part SCM processes • Submissions of items on legal issues without prior consultation with the Legal Services. • Continuous increasing request for additional security postings on capital projects sites • Quarterly reports to Provincial Treasury to include Risk management reports as required • None submission of Compliance reports to Sector Departments • Lack of timeously submission of reports • Inadequate consequence management • Inadequate management and oversight of contracts by clients • Lack of security measures • Lack of internal controls and management system • Failure to comply to the Minimum Information Security Standards • Inadequate management capacity/Poor organisational culture • Unprofessional management of publications • Inadequate facilities (Council Chamber, Committee Rooms etc.) • Lack of organisational monitoring and
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	<ul style="list-style-type: none"> evaluation system • Inadequate research and development • Inadequate compliance to MFMA report • Lack of dedicated executive support • Silo mentality • Inappropriate reporting lines • Lack of corporate image and branding strategy
Opportunities <ul style="list-style-type: none"> • Stakeholder support for training and development made available by i.e. SALGA, Provincial Treasury, Institute of Internal Auditors, COGTA • Established District Forum on Legal Services; • Twinning and corporative relationship with similar institutions i.e. IGR. • Annual IDP consultation schedule to intergrade the risk management process • Good relationship with traditional leaders • Partnership with sector departments and SALGA 	Threats <ul style="list-style-type: none"> • Amendments of the legislative requirements such MFMA, Treasury Regulations etc. and International Professional Practice Framework • Reduction of Grants by National Treasury • Sectoral determination for security officers annual rate increments

Objectives and strategies regarding Good Governance and Public Participation

Objectives	Strategies
INTERNAL AUDIT AND RISK MANAGEMENT	
1. To provide internal audit services to SDM and SDA	By reviewing of strategic and operational risks assessment reports to plan for emerging and prevalent risks for audit focus.
2. To facilitate the activities of the audit committee	By conducting administrative activities for the committees quarterly.
3. To review internal controls systems by June 2019	By quarterly conducting regularity audits to ascertain the level of systems of internal controls weaknesses and recommends for improvements.
4. To review management/incidental request by June 2018	By as and when conducting investigation reviews to ascertain the level of weaknesses in the systems of controls and recommends for improvement.
5. To evaluate and assess information and communication technology quarterly by June 2019	By conducting information and technology (ICT) audits to ascertain the level of municipal performance of ICT.
6. To evaluate and assess four (4) municipal performance information quarterly by June 2019	By conducting performance management system audits to ascertain the level of weaknesses in the municipal performance management systems and recommend for improvement.
7. To monitor implementation of external audit (AGSA) recommendations for 2016/2017 audit by June 2018	By quarterly facilitating that recommendations of the external audit are implemented to improve municipal audit opinion.
8. To facilitate and implement external audit fees payments by March 2019	By coordinating external audit invoices for audit work done annually.
9. To facilitate the activities of the audit committee	By conducting administrative activities for the committees quarterly.
10. To conduct risk assessments	By scanning the environment and identifying the risks and assessing the controls effectiveness

Objectives	Strategies
	By undertaking annual properties/facilities assessments (Design Capacity of plant, Operational flow, Number of compliance , and non-compliance issues & trends)
11. To facilitate insurance coverage for municipal assets by June 2019	By appraising the appropriateness of the current insurance contract , reviewing the adequacy of the covers provided ,collating data and renewing the policy
	By initiating intimation of assets claims for reported damages and losses
12. To render security management services by June 2019	By undertaking Threat Risk Analysis, determining manpower needs, deploying guards, undertaking sites visits and monitoring operations through compliance with the SLA
	By undertaking Threat Risk Analysis at sites
	By procuring high-security fence
13. To have an Improved accountability and transparency by June 2019.	By implementing an Anti- Fraud and Corruption strategy and Whistle blowing policy
	By conducting assessment of the level of compliance to legislation and adherence to policies
14. To facilitate risk management of the institution	By providing training to staff and councillors
	By providing secretarial duties
	By scanning the Water Treatment Works (WTW) and Waste Water Treatment Works (WWTW)environment and identifying the risks and assessing the controls effectiveness
	By coordinating the procurement of an Integrated Risk Management System
	By identify risk through scrutinising the policies, processes, and procedures.
	By building resilience of SDM operations through determining Mission Critical Activities, Time Recovery objectives and mitigation strategies of SDM's operations
LEGAL SERVICES	
To deal with the lawsuits instituted against the Municipality or by the municipality	By conducting litigation.
	By doing Contract Management
	By doing Legal advisory
	By engaging internal and external departments and stake holders.
PUBLIC PARTICIPATION; MPAC SUPPORT; SECRETARIAT AND SUPPORT	
To have functional Council and Committees of Council by June 2019.	By booking venue, prepare agenda, issue invites and record proceedings
	By securing venues, issuing of notices, transport logistic and record proceedings.
	By preparing strategic planning material, book venue, invite councillors and officials to attend the strategic planning.
	By securing venues, issuing of notices, preparation of materials and recording of proceedings.
	By identifying training course and issue invites to attending councillors
	By recording councillors queries, and submitting queries to relevant department for attention
	By liaising with relevant department, identify projects

Objectives	Strategies
	and draw oversight plan By compiling schedule of Council activities, serve in Council meeting for approval and implement activities By compiling council resolution register, submit to management and serve in the council meeting By preparing the agenda and invite public for extra special council meeting By fostering relationship with provincial and national legislatures By booking venue, issue invitations, record proceedings By preparing referred items and documents, book venue, issue invites and record proceedings By preparing questions, book the venue, invite media and public and record proceedings By soliciting inputs from stakeholders and serve in council for approval
COMMUNICATIONS; ADVOCACY, SOCIAL FACILITATION; SPECIAL PROGRAMMES AND ARTS AND CULTURE	
<ol style="list-style-type: none"> 1. Successful hosting of Mayoral Outreaches and Stakeholder Engagement Programmes; 2. Production of quality publications and Corporate Gifts; 3. To undertake existing and innovative Mayoral programmes; 4. To successfully manage business of the executive arm and systematic support to Traditional Leaders 5. To be the leading municipality in terms of HIV/AIDS advocacy programmes; 6. To inculcate the culture of people first and friendly customer frontline services 7. To promote healthy living through sport activities 8. To be the eyes and ears of SDM on the ground 9. To accord young people with variety of opportunities for self-development. 10. To administer the best website. 	<ul style="list-style-type: none"> • By conducting 8 citizenry engagements through outreaches by June 2019. • -By facilitating 3 indigenous languages promotion sessions by June 2019 • -By producing 15 (01) Diaries), (01) Calendars', internal(06), external(04) and (03) special newsletters by June 2019 • -By undertaking 26 media relations activities by June 2019 • -By undertaking 20 website updates by June 2019 • -By facilitating 3 programmes in harmonizing relationship with traditional leaders by June 2019 • -By conducting 4 strategic events to promote social cohesion and national building by June 2019 • Provincial Strategic Plan HIV/AIDS • -By facilitating 3 programmes for development of youth by June 2019 • -By organizing 3 Sport Activities by June 2019 • -By generating 36 queries/ Complains reports on customer care by June 2018 • -By organising 5 Batho Pele activities by June 2019

3.8 LOCAL ECONOMIC DEVELOPMENT

SWOT analysis on Local Economic Development (LED)

Strengths	Weaknesses
<ul style="list-style-type: none"> • Existing policies and strategies to guide development processes • Existing political support 	<ul style="list-style-type: none"> • Unfilled crucial positions • Inadequate budget allocation for projects • Lack of integration of resources (Silo planning)

	<ul style="list-style-type: none"> • Outdated LED strategy • Inadequate infrastructure planning for promoting local economic development
Opportunities <ul style="list-style-type: none"> • Land Availability • Cooperation from stakeholders and sector departments. • Existing legislation to guide development processes • Untapped Cultural, Heritage and tourism wealth • Large reserves in Mineral Resources • Economic opportunities (Beneficiation in mining and agro-processing) 	Threats <ul style="list-style-type: none"> • Community protests affecting economic development initiatives • Traditional Authorities conflict on land issues (ownership and Authority) • Unresolved and competing land claims. • Land invasions on prime agricultural land by communities • Revenue outflows out of the District economy • Environmental degradation (soil erosion)

Objectives and strategies on Local Economic Development (LED)

Objectives	Strategies
To ensure inclusive economic transformation within the district by 2021	Facilitation of Agri Parks
	Facilitation of Regional Industrial Development (Special Economic Zone)
	Rehabilitation of Irrigation Schemes
	Development of Aquaculture at De Hoop and Flag Boshielo Dams
	Facilitation of Enterprise and Supplier Development Programme
	Facilitation of Contractor Development
To exploit competitive and comparative economic advantages within the District by 2021	Attract foreign direct investments
To promote opportunities for job creation by 2021	Promotion of labour intensive programmes (e.g. EPWP)
	Capacity building for SMMEs and cooperatives (skills development)

3.9 FINANCIAL VIABILITY

SWOT analysis on the function of financial management

Strengths (top 5) <ul style="list-style-type: none"> • Unqualified audit report sustained for three years • Skilled personnel - In-house capacity to prepare annual financial statements and Sufficient capacity in the department as a result of appointed seven business unit managers • Team work • Reliable and working financial system 	Weaknesses (top 5) <ul style="list-style-type: none"> • Lack of cash reserves to fund outstanding retention balance • Vacant CFO position • Heavy reliance on consultants for unbundling of assets • Inability to raise additional revenues and collect revenue accordingly due to limited capacity to perform credit control actions and debt collection services (Poor
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<ul style="list-style-type: none"> Effective management of service providers 	<p>revenue collection)</p> <ul style="list-style-type: none"> No systems in house to completely identify conflict of interest (State employees doing business and related parties identification) during the SCM process Inability to accurately account for water distribution losses – Reported Material distribution losses
<p>Opportunities (top 5)</p> <ul style="list-style-type: none"> Smart metering project through PPP at planning phase will resolve both billing and collection process Adequate use of skills and expertise provided by MISA team – Revenue enhancement and funding Expertise provided by Provincial treasury during budget preparations, SCM capacitation and monthly reporting Implementation of mSCOA to enhance reporting and budgeting Potential revenue generation as a result of SEZ (Special Economic Zone) 	<p>Threats (top 5)</p> <ul style="list-style-type: none"> Withholding of grant funding Numerous customer complaints regarding billing that might result in customers boycotting bill payments Lack of capital replacement funding for ageing infrastructure to reduce material water losses Poor liquidity ratio might impact negatively the institution ability to get additional funding in the form of loans and government advances Numerous litigations against the municipality from project implementation that results in unbudgeted cash outflows

Objectives and strategies on Financial Management

Objectives	Strategies
1. Sound financial and cash flow management.	By Centralisation of invoice receipting and monitoring of the payment process by CFO By fully implementing the audit action plan.
2. Improve revenue generation and collection.	By having Private Partnership Partner (Smart Metering) By implementing credit control measures
3. Effective, efficient and economical supply chain management process.	By Sound financial management.
4. Credible financial accounting, expenditure management and reporting process.	By reinvesting interest and portion of VAT refunds By utilising the finance intern as compliance officer
5. Compliance to Grap 17 and Accounting standards.	By implementing mSCOA implementation plan
6. Credible and secured financial information systems.	By reinvesting interest and portion of VAT refunds
7. Credible budget preparation and monitoring	By Implementation of forward plans By having a functioning budget steering committee

3.10 SPATIAL RATIONALE

SWOT analysis on Spatial Rationale

<p>Strengths</p> <ul style="list-style-type: none"> • Existing policies and strategies to guide development processes • Existing political support • Skilled officials within the Department 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Outdated municipal information system(GIS) • JDMPT not functional • Unfilled crucial positions • Inadequate budget allocation for projects • Lack of integration of resources (Silo planning) • SDF not in alignment with SPLUMA
<p>Opportunities</p> <ul style="list-style-type: none"> • Land Availability • Cooperation from stakeholders and sector departments. • Existing legislation to guide development processes 	<p>Threats</p> <ul style="list-style-type: none"> • Traditional Authorities conflict on land issues (ownership and Authority) • Unresolved and competing land claims. • Uncontrolled Settlement growth/Unregulated development (Uncoordinated land use practices) • Land invasions on prime agricultural land by communities • Outdated LUMS in Local Municipalities

Objectives and strategies on Spatial Rationale

Objectives	Strategies
To ensure sustainable spatial and land use development within the District by 2021	Review of the SDF
	Support to local municipalities on SDF, LUMS and land use by-laws
	Update of GIS database

CHAPTER 4:

PROJECTS PHASE

4.1 SEKHUKHUNE DISTRICT MUNICIPALITY PROJECTS - 2018/19 IDP BUDGET REVIEW

4.1.1 Basic Service Delivery and Infrastructure Development

This section of the chapter deals with projects relating to few areas of SDM municipal functions: Water; Sanitation; Municipal Health Services; Emergency Management Services and Disaster Management Services

INFRASTRUCTURE AND WATER SERVICES

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
RBIG										
To construct pipeline from Burgersfort to Dresden pump station by June 2018	By facilitating the approval of final design by DWS By appointing the contractor	Construction of Mooihoek Bulk Water Supply Phase 4E	1274 HH	Mooihoek bulk water supply phase 4D completed	Number of Kilometers of bulk pipeline constructed	3 Kilometers of bulk pipeline constructed	29 914 800,00	5 000 000.00		RBIG
To construct reservoir at Burgersfort by June 2018	By facilitating the approval of final design by DWS. By appointing the contractor	Mooihoek bulk water supply phase 4BB	1 X 5 Ml concrete reservoir	1 X 5 Ml reservoir completed Phase 4A	Percentage reservoir constructed	70%, 1 X 5 Ml concrete reservoir constructed	22 513 000,00		6000000	RBIG
To construct bulk pipeline from Praktiseer to Motodi by June 2018	By facilitating the approval of final design by DWS. By appointing the contractor	Mooihoek bulk water supply phase 4F		Mooihoek bulk water supply phase 2 completed	Number of Kilometers bulk pipeline constructed	4 Kilometers of bulk water pipeline constructed	26 000 000.00	20 000 000.00	-	RBIG

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
	By facilitating the approval of final design by DWS. By appointing the contractor	Mooihoek bulk water supply phase 4H		Mooihoek Bulk water supply Phase 2 completed	Number of Kilometers of bulk pipeline constructed	4 Kilometers of bulk water pipeline constructed	35 000 000.00	22 500 000.00		RBIG
To construct bulk pipeline from Praktiseer to Alverton by June 2018	By facilitating the approval of final design by DWS. By appointing the contractor	Mooihoek bulk water supply phase 4G		Mooihoek Bulk water supply Phase 2 completed	Number of Kilometers of bulk pipeline constructed	4 Kilometers of bulk water pipeline constructed	27 709 800,00	20 000 000.00	40000000	RBIG
To construct 80% of 400m long, 750mm diameter pipeline and 900m long, 450mm diameter steel pipe line by June 2018.	By facilitating the approval of final design by DWS. By appointing the contractor	Mooihoek bulk water supply phase C1.2		80% completion of 400m long, 750mm diameter pipe line and 900m long, 450mm diameter steel pipe	Percentage completion of 400m long, 750mm diameter pipe line and 900m long, 450mm diameter steel pipe	100% completion of 400m long, 750mm diameter pipe line and 900m long, 450mm diameter steel pipe	17 973 756,00			
To Construct 100% of Mooihoek Tubatse 4C2:2700m, 500mm DIA and 2600m,400mm DIA Steel Water Pipeline by June 2018.	By facilitating the approval of final design by DWS. By appointing the contractor	Mooihoek bulk water supply phase 4C2		*The overall progress is 80% completion. *Steel pipe installation & welding joints for 400mm Ø is 91%. *Steel pipe installation & welding joints for 500mm Ø is 83%. *Manhole chambers 58%.	Percentage Construction of 2700m, 500mm DIA and 2600, 400mm DIA Steel Water Pipeline.	100% Construction of Mooihoek Tubatse 4C2:2700, 500mm DIA and 2600, 400mm DIA Steel Water Pipeline, Installation	6 143 700,00			

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
				*Fittings 20% *Completion *Manhole chambers 44%. *Completion		of chambers fittings				
To construct pumping pipeline from T- off of Makgeru to the new 10ML reservoir at Schoonoord, construction of gravity pipeline by June 2018	By monitoring and supervising the project under SLA	Nebo BWS (RL19) Makgeru to Schoonoord		Reservoir is 55% completed, Pipeline is 45% completed	Percentage Bulk Pipeline constructed and Reservoir Completed	100% Bulk Pipeline constructed and Reservoir completed	32 000 000.00	50 000 000.00	244 000 000	RBIG
THE COMMISSIONING OF 112 REINFORCED CONCRETE VALVE CHAMBERS, 2 HIGH LIFT PUMP STATIONS, 30km 450DIA C/M/L STEEL PIPE FROM THE WTW AT GAMALEKANA TO THE 25MI COMMAND RESERVOIR IN JANE FURSE	By monitoring and supervising the project under SLA	Nebo BWS Ga Malekana to Jane Furse Phase 1A		Delivered and complete installed Nebo BWS Phase 1A	Pressure testing 150 m segment combined length of 15 km pipe length Reconditioning of valve fittings	100% bulk pressure test and reconditioning of valves fittings	3 500 000	87 500 000.00	135 000 000.00	RBIG

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
21km of bulk pipeline from 25 ML reservoir in Jane Furse to Lobethal and 5 take-offs	Monitoring quality and supervising the project under SLA	Jane Furse to Lobethal BWS		Contract pipeline from the existing 25ml Reservoir	construction outstanding: 400m of pipeline, 14 scour valves, 2 air valves, 5 take off valves, 1 gate valve and test	20% of contracted pipeline	10 000 000	55 000 000.00	25 000 000.00	RBIG
To construct Bulk Pipeline and Valve Chambers by June 2019	By monitoring and supervising the project under SLA	Moutse BWS Phase 1-6		Bulk Pipeline and Valve constructed up 54%	Percentage Bulk Pipeline constructed	100% Bulk Pipeline constructed	5 000 000.00			RBIG
To connect mechanical and Electrical (M & E) for the extensions to the Groblersdal Water Treatment Works by June 2018		Moutse BWS Project 13 & 14 (RL14)		The upgrading of WTW is completed	Percentage of M&E components installed	100% M&E Components Installed	24 244 944.00		-	RBIG
To construct Bulk Pipeline and Valve Chambers by June 2018		Moutse BWS Project 7 - 12		Bulk Pipeline and Valve constructed up 54%	Percentage Bulk Pipeline constructed	100% Bulk Pipeline constructed	5 000 000.00			

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
WATER QUALITY										
To generate Water Quality Reports by June 2019	By collecting the samples to accredited laboratory and loading the results into the BDS system	Generation of Water Quality Reports	N/A	10 reports generated	Number of Water Quality Reports generated	12 Water Quality Reports generated	5 650 000.00	12 708 000.00	13 445 064.00	SDM
To conduct Full SANS 241 Analysis by June 2018	By collecting the samples to accredited laboratory	Full SANS 241 Water Quality Analysis		Signed CSIR SLA in 2015/16 financial year	Number of Full SANS 241 Analysis conducted	1 Full SANS 241 Analysis conducted				
To purchase Laboratories chemical by June 2018	By ensuring proper monitoring of usage	Purchase of LAB Chemicals		Term Contractors appointed	Percentage of LAB chemical purchased	100% of LAB chemical purchased				
To participate in Blue and Green Drops Certification Programme by June 2018	By collecting the samples to accredited laboratory and loading the results into the BDS system	Plants participation in Blue and Green Drops Certification Programme		15 Water Treatment Works participating in Blue Drop Certification programme in place	Number of Plants participating in Blue and Green Drops Certification Programme	15 WTW participating in Blue Drop and 15 WWTW Participating in Green Drop Certification Programme				

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
O & M EXPENDITURE										
To resolve registered sanitation incidents within 14 days.	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.	Sanitation incidents	10% registered sanitation incidents	90% registered sanitation incidents	Percentage registered sanitation incidents resolved within 14 days	90% registered sanitation incidents resolved within 14 days	R33 007 845.47	31 770 000.00	33 612 660.00	SDM
To resolve registered water incidents within 14 days.	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.	Water incidents	10% registered water incidents	90% registered water incidents	Percentage registered water incidents resolved within 14 days	90% registered water incidents resolved within 14 days				
To render tankering services by June 2019	By monitoring the services of tankering	Delivery of portable water	No water supply to Jane Furse hospital	Pipeline from Ga Malekana to Jane Furse Reservoir	Kℓof water supply to hospital provided	25760 Kℓ of water supply by tankering	14 742 000.00	-	-	SDM
To provide diesel consistently to diesel driven machines by June 2019	By purchasing fuel contracted service provider and monitor the supply.	Supply of diesel	39 000 litres diesel supplied	Diesel driven motor pumps	Number of litres of diesel supplied annually	39 000 of litres of diesel supplied annually	1 193 000.00	830 000.00	800 000.00	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
To provide petrol consistently to petrol driven machines by June 2018	By purchasing fuel contracted service provider and monitor the supply.	Supply of petrol		5 000 litres petrol supplied	Number of litres of petrol supplied annually	1200 of litres of petrol supplied annually				
To provide oil consistently to diesel and petrol driven machines by June 2018	By purchasing fuel contracted service provider and monitor the supply.	Supply of oil		1500 litres of oil supplied	Number of litres of oil supplied annually	720 litres of oil supplied annually				
To resolve registered M & E incidents within 14 days.	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.	Mechanical & Electrical Services	90% registered water incidents	90% resolved registered M&E incidents within 14 days	Percentage of registered mechanical & electrical incidents resolved within 14 days	90% registered mechanical & electrical incidents resolved within 14 days	3 570 000.00	20 000 000.00	25 000 000.00	SDM
To install Bulk Water Meters by June 2018	By procuring bulk water meters. By constructing chambers and installing bulk water meters	Installation of Bulk Water Meters	Bulk components without meters	Reservoirs in place	Number of Bulk Meters installed	8 Bulk Water Meters installed	500 000.00	6 000 000.00	7 000 000.00	SDM
To purchase Mℓ Bulk water by June 2018	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time	ML Bulk Water Purchases		36 865 Mℓ of bulk water supplied	Number of Mℓ water purchased	36 865 Mℓ of water purchased	110 142 000.00	304 947 280.00	335 442 008.00	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
	on the incident report.									
PLANNING										
To develop Water Conservation /Water Demand Management Strategy for SDM by June 2018	By management of Water Resources and Capacity Assessment.	Water Conservation and Water Demand Management Plan	No WC/WDM strategy in place	Water Services Master Plan and WSDP developed in 2014/15 and 2015/16 FY respectively	Number of WC/WDM Strategy developed	One WC/WDM Strategy developed	-	15 000 000.00	30 000 000.00	SDM
To develop one sanitation master plan by June 2018	By appointment of a Professional Service Provider to develop Sanitation Master Plan	Sanitation Master Plan	Assessment completed	Professional Service Provider appointed in Nov 2016 scoping report and methodology developed.	Number of Sanitation Master Plan developed	One Sanitation Master Plan developed	-	1 000 000.00	1000000	SDM
To upgrade Groblersdal sewer pump-station by June 2018	By appointment of Professional Service Provider for the planning, design and contract documentation of sewer pump-station	Groblersdal sewer network	Dilapidated sewer pump station	15% upgrade of the outfall sewer system took place in 2015/16 financial year	% of sewer pump station upgrade completed	50% Upgrade of Sewer pump station (2 pumps refurbished, screens upgrading and alarm system)	-	30 000 000.00	20 000000	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
	upgrade									
To develop feasibility study for the upgrade of Marble Hall sewer bulk line and pump-station by June 2018	Appointment of the professional service provider for the development of feasibility study for the upgrading of Marble Hall bulk sewer.	Development of feasibility study in Marble Hall town for bulk sewer and pump station	Old and under capacity of sewer network	Service provider appointed during 2015/16 FY	Number of feasibility studies conducted	01 Feasibility Study completed for Marble Hall Sewer line and pump-station	-	10 000 000.00	15000000	SDM
To conduct Condition Assessment and develop O & M Plans by June 2018	Appointment of Professional Service Provider for the development of the O & M Plans and system	Conduct Condition Assessment and develop O & M Plans		Terms of Reference developed and incorporated into the asset Management Plan Contract and tender advertised for the PsP appointment	Percentage conduct of condition assessment and O & M Plan developed	60% conduct of Condition Assessment and O & M Plan developed	-	1 800 000.00		SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
To Conduct Feasibility Studies and develop Technical		Conduct Feasibility Studies and develop Technical		WSDP, IDP and BWS Master completed in plan 2014	Number of Feasibility Studies conducted and technical	15 Feasibility Studies conducted and technical Reports	-			SDM
Reports for submission to DWS by 30 June 2018		Reports			Reports developed for Lebalelo South Villages Phase 2	developed for Lebalelo South Villages Phase 2				SDM
To review WSDP and Water Master Plan	Update WSDP and Water Master Plan	Review WSDP and Water Master Plan	Outdated WSDP and Water Master Plan	WSDP and water Master Plan	Number of updated WSDP and Water Master Plan	1WSDP and 1 Master Plan Updated	-			SDM
To apply servitude for bulk water infrastructure	By extension of appointed service provider's contract	Application of bulk water infrastructure servitude	No records of servitudes in SDM	Inception report for Nebo, Mooihoek and Moutse	Number of bulk water infrastructure servitude approved	Three servitude registered	-	10 000 000.00	12 000 000.00	SDM
COST RECOVERY										
To develop water source and connect to existing reticulation by 2018	By facilitating the approval of final design by DWS By appointing the contractor	Mabulela drilling and equipping of borehole	360hh	No formal water infrastructure in place.	No of water source developed	One of water source developed	-	3 000 000.00	1500000	SDM
		Develop Monterlus Cost Recovery Strategy	1097hh	No formal cost recovery system in place	Number of cost recovery strategy developed	1 cost recovery strategy developed	2 000 000.00	10 000 000.00		SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
		Leeufontein Cost Recovery	1556hh	No formal cost recovery system in place	Number of meters installed	1660 meters installed	8 000 000.00	10 000 000.00		SDM
		Motetema Cost Recovery	754hh	No formal cost recovery system in place	Number of meters installed	950 meters installed	10 000 000.00	10 000 000.00		SDM
		Praktiseer Cost Recovery	4334hh	No formal cost recovery system in place	Number of meters installed	3500 meters installed	10 000 000.00	10 000 000.00		SDM
WSIG PROJECTS										
To construct pipeline by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Tukakgomo water intervention and refurbishment.	1396hh	1 borehole drilled and equipped.	Percentage completion of Tukakgomo water reticulation	100% completion of Tukakgomo water reticulation	4 961 618.00	-	-	WSIG
To construct pipeline by June 2019.	By facilitating the approval of final design by DWS By appointing the contractor	Mahlwakwena to Mapodile pipeline	357hh	The command reservoir at Mahlwakwena is completed.	Number of Kilometers of bulk pipeline constructed	5.5Km of bulk pipeline constructed	8 185 203	-	-	WSIG
To construct pipeline by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Mampuru Water abstraction and reticulation network	1690hh	1,5ML WTW in place and the abstraction point washed away	Percentage Abstraction point constructed	100% Abstraction point constructed	-	-	-	WSIG
To construct pipeline by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Rutseng Water Intervention	1795hh	Skeletal water infrastructure in place	Number of Kilometers of pipeline constructed	7km of pipeline constructed	-	-	-	WSIG

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
To develop one water by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Leolo Water Intervention	167hh	Reticulation for the area is completed and electric power not installed.	No of water source developed	One water source developed	-	3 000 000.00	-	WSIG
To construct pipeline by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Phiring Water Intervention	414hh	The existing booster pump station is vandalised	Number of Kilometres of bulk pipeline constructed	3.5km of bulk pipeline constructed	2 353 179,00	1 146 821,00	-	WSIG
To construct pipeline by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Completion of Mamatjেকে Package plant	648hh	The borehole is equipped but producing polluted water	Percentage completion of Mamatjেকে Package Plant	100% completion of Mamatjেকে Package Plant	-	6 000 000	-	WSIG
To construct pipeline by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Jane Furse RDP Package plant	5154hh	The high yield borehole is equipped but producing polluted water	Percentage completion Jane Furse RDP completion of Package Plant	100% completion of Jane Furse RDP Package Plant	6 000 000	-	-	WSIG
To construct pipeline by June 2019.	By facilitating the approval of final design by DWS By appointing the contractor	Apel Cross RDP Reticulation network	224hh	The high yield borehole is equipped but not connected to any infrastructure	Number of Kilometres of pipeline constructed	7km Kilometres of pipeline constructed	3 000 000	5 000 000	-	WSIG

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
To construct pipeline by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Phokwane Brooklyn water supply	378hh	There is bulk supply line from Flag Boshielo without formal reticulation.	% completion of Phokwane Brooklyn water reticulation. (Sources completed 30% and reticulation constructed 70%)	100% of 2km completion for Phokwane Brooklyn water reticulation	-	5 600 000	-	WSIG
To develop one water by June 2019	By facilitating the approval of final design by DWS By appointing the contractor					(Sources completed 30% and reticulation constructed 70%)				
To construct pipeline by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Moretsele water rising main	278hh	No formal water infrastructure in place	Number of Kilometers of pipeline constructed	2km of pipeline constructed	-	3 000 000	-	WSIG
To construct pipeline by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Manganeng, Madirane water supply	895hh	There is distribution reservoir without gravity line.	Kilometres of pipeline constructed	4km Kilometres of gravity pipeline constructed	-	-	6 300 000	WSIG
To develop one water by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Nebo Phase 1A testing and commissioning	6183hh	Nebo Phase1A completed but not commissioned	Number of Kilometres of pipeline commissioned	33km bulk pipeline tested and commissioned	8 000 000,00	6 804 000,00	-	WSIG

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
To develop one water by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Uitspanning Water Source development	5468hh	Groblersdal WTW and Moutse bulk pipeline in progress	Number of water source developed and number of technical reports	2 water sources developed and technical reports prepared	-	3 820 000,00	-	WSIG
To develop one water by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Madibong Water Supply	4564hh	Jane Furse 25MI completed	Number of water source developed and number of technical reports.	4 water sources developed and number of technical reports prepared	3 000 000	8 000 000	2 300 000	WSIG
To develop one water by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Uitvlucht Water Supply	519hh	Groblersdal WTW and Moutse bulk pipeline in progress	Number of Kilometers of pipeline constructed	1.7km Kilometers of pipeline constructed	3 000 000	3 000 000	-	WSIG
To develop one water by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Keerom Water Supply	519hh	Groblersdal WTW and Moutse bulk pipeline in progress	Number of Kilometers of pipeline constructed	2.8km Kilometers of pipeline constructed	-	-	-	WSIG
To develop one water by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Diphaganeng Water Supply	1214hh	The borehole is equipped and connected to JoJo tank	Number of Kilometers of pipeline constructed	2.3km Kilometers of pipeline constructed	-	3 300 000	5 000 000	WSIG

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
To develop one water by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Rathoke Bulk Water Supply	5361h	Groblerdsdal WTW and Moutse bulk pipeline in progress.	Number of Kilometers of pipeline constructed	3.2km Kilometers of pipeline constructed	-	4 000 000	-	WSIG
To install water meters by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Letebejane Water meters installation	1559h	The village is fully reticulated supplied water for 24hrs without payment	No of household meters installed	450 household meters Installed	10 000 000	4 429 179,00	20 000 000	WSIG
To develop one water by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Refurbishment of Tjibeng of package plant	386h	The package plant is dilapidated	No of package plant refurbished	One package plant refurbished in Tjibeng	3 000 000	-	-	WSIG
To develop one water by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Moraba water reticulation	686h	The borehole is equipped	Kilometers of pipeline constructed	1km Kilometers of pipeline constructed	-	3 500 000	8 500 000	WSIG
To develop water source and connect to existing reticulation by 2019	By facilitating the approval of final design by DWS By appointing the contractor	Merakeng water reticulation	346h	No formal water infrastructure in place.	Kilometers of reticulation constructed	4km reticulation Constructed and 2X10 000l Storage tanks installed.	-	-	7 000 000	WSIG

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
To develop water source and connect to existing reticulation by 2019	By facilitating the approval of final design by DWS By appointing the contractor	Manoge drilling and equipping of borehole	196hh	No formal water infrastructure in place.	Kilometers of reticulation constructed	2km reticulation constructed and 20 kl Storage tanks installed.	-	4 000 000	-	WSIG
To develop water source and connect to existing reticulation by 2019	By facilitating the approval of final design by DWS By appointing the contractor	Lerajane drilling and equipping of borehole	796hh	No formal water infrastructure in place.	Kilometers of reticulation constructed	2km reticulation constructed and 20 kl Storage tanks installed	-	5 500 000	-	WSIG
To develop water source and connect to existing reticulation by 2019	By facilitating the approval of final design by DWS By appointing the contractor	Mapulaneng drilling and equipping of borehole	357hh	No formal water infrastructure in place.	No of water source developed	One of water source developed	3 000 000	1 000 000	5 000 000	WSIG
To develop water source and connect to existing reticulation by 2019	By facilitating the approval of final design by DWS By appointing the contractor	Maebe/Mohaletsi interventions	246hh	No formal water infrastructure in place	Number of water source developed	One of water sources developed	5 000 000	-	-	WSIG
To develop water source and connect to existing reticulation by 2019	By facilitating the approval of final design by DWS By appointing the contractor	Seokodibeng construction reticulation network	458hh	No formal water infrastructure in place.	Kilometers of reticulation constructed	2km reticulation constructed and 20 kl Storage tanks installed.	-	4 000 000	4 000 000	WSIG

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
To develop water source and connect to existing reticulation by 2019	By facilitating the approval of final design by DWS By appointing the contractor	Taung construction of reticulation network	546hh	No formal water infrastructure in place.	Kilometers of reticulation constructed	2km reticulation constructed and 20 kl Storage tanks installed.	-	3 525 000	-	WSIG
To develop water source and connect to existing reticulation by 2019	By facilitating the approval of final design by DWS By appointing the contractor	Tjibeng extension		No formal water infrastructure in place.	Kilometers of reticulation constructed	3.5km reticulation constructed and 20 kl Storage tanks installed.	-	-	4 500 000	WSIG
To construct VIP Sanitation units by July 2019 within Makhuduthamaga Municipality	By facilitating the approval of final design by DWS By appointing the contractor	Construction of Moretsele VDIP	1300HH	New Infrastructure	Number of VDIP sanitation units constructed	334 VDIP Sanitation units constructed	5 000 000	5 500 000	6 000 000	WSIG
To develop water source and connect to existing reticulation by 2019	By facilitating the approval of final design by DWS By appointing the contractor	Lobethal bulk water supply	704HH	18450m of pipeline constructed	Number of meters of pipeline constructed	550m of pipeline constructed	-	-	-	WSIG
To develop water source and connect to existing reticulation by 2019	By facilitating the approval of final design by DWS By appointing the contractor	Mashikwe drilling and equipping of borehole	386hh	No formal water infrastructure in place.	No of water source developed	One of water source developed	-	3 000 000	3 000 000	WSIG

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
To develop water source and connect to existing reticulation by 2019	By facilitating the approval of final design by DWS By appointing the contractor	Mabulela drilling and equipping of borehole	360hh	No formal water infrastructure in place.	No of water source developed	One of water source developed	-	2 500 000	5 000 000	WSIG
To develop water source and connect to existing reticulation by 2019	By facilitating the approval of final design by DWS By appointing the contractor	Thabampshe refurbishment of a pump station	None	Pump Station and Reservoir structure in place	Percentage refurbishment of Thabampshe water pump station (2 pumps, motors and electrical panel and replacement of valves and testing of rising main)	100% refurbishment of Thabampshe water pump station (2 pumps, motors and electrical panel completed and replacement of valves and testing of rising main)	-	4 000 000	-	WSIG
MIG										
To construct VIP Sanitation units by June 2018 within Ephraim Mogale Municipality	By establishing project steering committee. By conducting monthly progress meeting with stakeholders	VIP Sanitation Programme Phase 2.2	160 000 HH	15 180 VIP Units constructed	Number of VIP sanitation units constructed	1020 of VIP sanitation units constructed	44 500 000.00	17 315 200.00	425 000 000	MIG

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
To construct VIP Sanitation units by June 2018 within Elias Motsoaledi Municipality	By establishing project steering committee. By conducting monthly progress meeting with stakeholders	VIP Sanitation Programme Phase 2.2	160 000 HH	15 180 VIP Units constructed	Number of VIP sanitation units constructed	1630 of VIP sanitation units constructed	26 000 000.00	17 315 200.00	425 000 000	MIG
To construct reticulation network in Masakaneng by June 2020	By monitoring the construction	Masakaneng Water Supply		Technical report approval and MIS registration	Percentage of construction completed	100% construction completed	-	29 502 227.26	30 264 678.61	MIG
To complete Zaaiplaas village reticulation	By appointing Service provider on turnkey approach	Zaaiplaas Village Reticulation Phase 2	7057H H	Construction of Dindela Reservoir. Commissioning of bulk pipeline and pump station	Percentage completion of Zaaiplaas village reticulation	100% completion of Zaaiplaas village reticulation		10 000 000.00	-	MIG
To construct yard connections and cost recovery in Tafelkop area by June 2020	By monitoring the construction	Grobiersdal Luckau BWS and Cost Recovery Plan	7858H H	Technical report approval and MIS registration	Percentage of construction completed	100% construction completed	-	200 000 000.00	200 000 000.00	MIG
To construct VIP Sanitation units by July 2019 within Makhuduthamaga Municipality	By establishing project steering committee. By conducting monthly progress meeting with stakeholders	VIP Sanitation programme phase 2.2	160 000 HH	15 180 VIP Units constructed	Number of VIP sanitation units constructed	1835 VIP Sanitation units constructed	65 000 000.00	17 315 200.00	425 000 000	MIG

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
To construct yard connections and cost recovery in Sekwati area by June 2020	By monitoring the construction	Sekwati Reticulation upgrade Phase 5		Technical report approval and MIS registration	Percentage of construction completed	100% construction completed	-	4 103 478.78	25 933 174.00	MIG
To construct reticulation network in Ga-Mashabela by June 2018	By appointing Service provider	Ga-Mashabela water reticulation supply	1139HH	Technical report approval and MIS registration	Percentage of construction completed	100% construction completed	23 896 521.22	-	-	MIG
To construct reticulation network in Ga-Marishane by June 2018	By appointing Service provider	Ga-Marishane water reticulation supply	1087HH	Technical report approval and MIS registration	Percentage of construction completed	100% construction completed	9 590 358.50	-	-	MIG
To construct reticulation network in Ga-Phaahla by June 2018	By appointing Service provider	Ga-Phaahla water supply	497HH	Technical report approval and MIS registration	Percentage of construction completed	100% construction completed	6 721 314.72	-	-	MIG
To construct Fetakgomo LM VIP Sanitation units by June 2019	By establishing project steering committee. By conducting monthly progress meeting with stakeholders	VIP Sanitation programme phase 2.2	160 000 HH	15 180 VIP Units constructed	Number of VIP sanitation units constructed	715 VIP Sanitation units constructed	18 340 000.00	17 315 200.00	50 000 000.00	MIG

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
To construct 30% for the : Completion of bulk water reticulation in Mooiplaas and Strydkraal Supplement	By monitoring the construction	Contract 21: Southern		Water supply below RDP level	% for the : Completion of Bulk, Res, PS & WDM Chamber in various villages	30% for the : Completion of Bulk, Res, PS & WDM Chamber in various villages	3 000 000.00	-	-	MIG
To construct 30% for the : Completion of bulk water reticulation in Mooiplaas and Strydkraal Supplement	By monitoring the construction	Contract 22: Northern		Water supply below RDP level	% for the : Completion of Bulk, Res, PS & WDM Chamber in various villages	30% for the : Completion of Bulk, Res, PS & WDM Chamber in various villages	3 000 000.00			
To construct 30% for the : Completion of bulk water reticulation in Mooiplaas and Strydkraal Supplement	By monitoring the construction	Contract 24 : Bulk Mooiplaas and Strydkraal		Water supply below RDP level	% for the : Completion of Bulk, Res, PS & WDM Chamber in various villages	30% for the : Completion of Bulk, Res, PS & WDM Chamber in various villages	3 000 000.00			
To construct 100% Completion of bulk water for contract 25 to 32 and Chamber in various villages	By monitoring the construction	Completion of bulk water for contract 25 to 32 and Chamber in various villages		Water supply below RDP level	% for the : Completion of Completion of bulk water for contract 25 to 32 and Chamber in various villages	100% for the : Completion of bulk water for contract 25 to 32 and Chamber in	-	64 500 000.00	50 000 000.00	MIG

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
						various villages				
To complete Concrete reservoirs; Bulk Water Supply; Reticulation Nkadameng: Phase 9 to 11	By monitoring the construction	Nkadameng RWS Extension 2(Phase 9 to 11) (Fetakgomo) Ga-Mmela to Mashilavele , Ga- Pahla, Molapong, Ga-Magolego, Mankontu and Masehleng	1041HH	Nkadameng WTW, Command Reservoir, reticulation and bulk line below RDP level.	Percentage Completion of Concrete reservoirs; Bulk Water Supply; Reticulation.	80% Completion of Concrete reservoirs; Bulk Water Supply; Reticulation.	15 937 980.32	-	-	MIG
To construct VIP Sanitation units by July 2019 (Greater Tubatse LM)	By establishing project steering committee. By conducting monthly progress meeting with stakeholders	VIP Sanitation programme phase 2.2	160 000 HH	15 180 VIP Units constructed	Number of VIP sanitation units constructed	1 630 VIP Sanitation units constructed	75 586 602.49	17 315 200.00	425 000 000	MIG
To construct Command Reservoir, pump station and pipelines at	By monitoring the construction	Ga - Maphoha Command Reservoir	5579HH	60% completion of Maphoha Command Reservoir, pump-station and pipelines	Percentage completion of Command Reservoir, pump station and	100% completion of Command Reservoir,	9 000 000.00	-	-	MIG

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
GaMaphoha by June 2018					pipelines	pump station and pipelines				
To provide 4320 Praktiseer households with Water Reticulation by June 2017.	By monitoring the construction	Praktiseer Water Reticulation	4320	Reticulation, Stand Pipes, Distribution lines(Booster Pump Station, High lift Pump station, WTW to be refurbished	Number of households provided with water	4320 households provided with water.	-	20 000 000.00	-	MIG
To construct reticulation network in Lebalelo South by June 2018	By appointing Service provider	Lebalelo South connector pipes	10683	Technical report approval and MIS registration	Percentage construction completed	50% construction completed	70 558 516.71		-	MIG
		PMU Overheads					15 000 000.00	15 000 000.00	15 000 000.00	

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
MUNICIPAL HEALTH SERVICES										
To render effective and efficient Municipal Health Services in compliance with legislation	By imparting health education to the community	Awareness Campaigns on Air Quality	None	07 Awareness Campaigns on Air Quality	Number of air quality awareness campaigns conducted.	12 Awareness Campaigns on Air Quality	R220 000	R294 560	R309 877.12	SDM
	By monitoring water quality	Water quality sampling	None	147 Water quality samples collected	Number of water quality samples collected	300 Water quality samples collected	R41 820	R44 078.28	R46 502.59	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
	By conducting premises evaluations	Evaluation of Food Premises	None	914 Food Premises evaluated	Number of food premises evaluated	1400 Food Premises evaluated	R40 800	R64 504.80	R68 052.56	SDM
	By conducting premises evaluation	Health care risk waste monitoring	None	69 Health care risk waste monitored	Number of health care risk waste monitoring	100 Health care risk waste monitored				
	By conducting premises evaluations	Evaluation of premises	None	668 premises evaluated	Number of premises evaluated	1200 premises evaluated				
	By imparting health education to the community	Communicable diseases awareness campaign	None	None	Number of Communicable diseases awareness campaigns held	100 Communicable diseases awareness campaigns held				
	By conducting premises evaluations	Monitoring of vectors on different premises	None	774 premises monitored	Number of vector on premises monitored	1000 premises monitored	0	0	0	
	By conducting premises evaluations	Evaluation of Disposal of the dead facilities	None	58 Disposal of the dead facilities evaluated	Number of disposal of the dead facilities evaluated	100 Disposal of the dead facilities evaluated	0	0	0	
	By conducting premises evaluations	Conduct routine evaluation of chemical handling premises	None	202 chemical handling premises evaluated	Number of chemical handling premises evaluation conducted	300 chemical handling premises evaluations conducted.	0	0	0	
EMERGENCY MANAGEMENT SERVICES										
To render an effective and	By responding	Fire and Rescue	None	(2017/2018) 489	Number of reported Emergency Services	All reported Emergency	R0.00	R0.00	R0.00	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
efficient emergency management services in the district in compliance with the fire services Act and the legislative framework	to all Emergency Services incidents reported.	Operations		responses to all emergency services incidents attended.	incidents attended	Services incidents attended				
	By facilitating 5 firefighting courses.	Emergency Management Services Academy	None	(2017/2018) 6 firefighting training activities conducted	Number of firefighting courses facilitated	5 firefighting courses facilitated	R31 200.00	R64 504.80	R68 052.56	SDM
	By conducting Fire Safety and Prevention services.	Fire Safety and Prevention	None	(2016/2017) 897 Fire Safety and Prevention activities conducted	Number of reported fire safety and prevention services conducted	All reported fire safety and prevention services conducted				SDM
	By facilitating supply of stations with Firefighting equipment.	EMS Equipment	None	(2017/2018) 77 hydraulic rescue equipment's	Number of required supply to stations facilitated	All required supplies to stations facilitated	R180 471	R194 020. 76	R204 691.90	SDM
	By facilitating license renewals of calibrated tools and accredited services.	Calibrations , Accreditation and SANS Licenses	None	(2017/2018) 70 SCBAs and 2 flow meters.	Number of facilitations to renew licenses and calibrated tools and accredited services	70 facilitations to renew licenses and calibrated tools and accredited services	R30 000.00	R31 560.00	R33 201.12	SDM
DISASTER MANAGEMENT SERVICES										
To render	By	Disaster	None	166	Number of reported	All reported	R350 000.00	R420 800.00	R442 681.60	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
effective and efficient disaster management service in compliance with Disaster framework and the Disaster Management Act	Conducting disaster risk assessments as and when necessary	risk assessment		disaster management incidents	disaster management incidents attended	disaster management incidents attended				
	By conducting education, training and awareness campaigns	Disaster risk reduction	33 disaster hazards identified	Conduct public education, training and awareness campaigns	Number of disaster risk reduction awareness campaigns conducted	24 disaster risk reduction awareness campaigns conducted				
	By providing relief materials to all reported disaster affected victims	Disaster response and recovery	None	346 blankets and 126 mattresses provided to all disaster affected victims	Number of relief material to all affected disaster victims coordinated and provided	All relief material to all affected disaster victims coordinated and provided				
	By conducting community based disaster hazard assessment meetings	Disaster management plan and framework review	None	Disaster Management plan and framework reviewed in 2015/2016	Number of Disaster management plan and framework reviewed	01 Disaster management plan and framework reviewed				
	By coordinating stakeholders on safety awareness	Special Operations	None	03 Arrive Alive campaigns	Number of special operations on high density days campaigns conducted	03 special operations on high density days campaigns conducted	R30 000.00	R32 252.40	R34 026.28	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
	operations									
INTERGOVERNMENTAL RELATIONS										
IGR for the department	By coordination 4 MHS Fora meetings	2 x Municipal Health Managers meetings and 2 x Environmental management Forums	None	4 meetings	Number of Municipal Health forums held	4 municipal Health Meetings held	R10 000.00	R10 750.80	R11 342.09	SDM
	By coordinating 16 District Community Safety meetings.	Community Safety forum meetings	None	(2017/2018) 5 District Community Safety Forum meetings coordinated (midterm)	Number of Community Safety Forum meetings coordinated	16 Community Safety Forum meetings coordinated				
	By coordinating 4 District Disaster Advisory Forum meetings	District Disaster Advisory Forum meetings	None	2 Advisory forum meetings held (midterm)	Number of Advisory fora meetings held	4 Advisory for a meetings held				

4.1.2 Local Economic Development (LED)

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
To facilitate	•Facilitation of Agri	Facilitate	None	2017/2018	Number of Business	2 Business	R130 000.00	R139 760.40	R147 447.22	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
business seminars by June 2019	Parks •Facilitation of Regional Industrial Development (Special Economic Zone)	the Business Seminars		financial year 2017/2018 2 Business seminars facilitated	Seminars Facilitated	Seminars Facilitated				
To generate reports on municipal job creation by June 2019	•Rehabilitation of Irrigation Schemes	Municipal Job creation	None	4 Reports generated for 2017/2018	Number of reports generated on Municipal job creation	4 reports generated on Municipal job creation	R0	R0	R0	N/A
To generate reports on EPWP implementation by June 2019	•Development of Aquaculture at De Hoop and Flag	Implementation of EPWP	None	4 Quarterly reports generated	Number of reports on EPWP implementation	4 reports on EPWP implementation generated	R0	R0	R0	N/A
To facilitate Trainings for SMME's and Cooperatives by June 2019	Boshielo Dams •Facilitation of Enterprise and Supplier Development Programme	Trainings for SMMEs and cooperatives.	None	4 Trainings provided during 2017/2018 financial year	Number of Trainings provided to SMME's and Cooperatives	4 Trainings provided to SMME's and Cooperatives	R102 000.00	R107 508.00	R113 420.94	SDM
To provide support to SMME's and Cooperatives by June 2019	•Facilitation of	SMMEs & Cooperative support	None	None	Number of SMMEs/Cooperatives supported	6 SMMEs/Cooperatives supported financially	R100 000.00	R500 000.00	R1 200 000.00	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
To monitor the implementation of Social Labour Plans by June 2019	Contractor Development •Attract foreign direct investment	Monitoring of Social Labour Plans	None	4 quarterly reports on SLPs implementation in place	Number of quarterly reports on SLPs implementation	4 quarterly reports on SLPs implementation	R0	R0	R0	N/A
To facilitate the Enterprise and Supplier Development Programme by June 2019	•Promotion of labour intensive programmes (e.g EPWP) •Capacity building for SMMEs and cooperatives (skills development)	Facilitate Enterprise and Supplier Development (ESD)	None	ESD programme established	Number of ESD reports generated	4 ESD reports generated	R150 000.00	R150 000.00	R250 000.00	SDM
To facilitate development of Regional Industrial Development (RID) Master Plan by June 2019		Facilitation of development of Regional Industrial Development (RID) Master Plan	None	RID Task team Established	Number of RID Master Plans developed	1 RID Master Plan developed	R0	R1m	R200 000	DTI
To ensure functionality of the District Mining Forum by		Facilitation of District Mining Forum	None	District Mining Forum established	Number of District Mining Forum meetings facilitated	2 District Mining Forum meetings facilitated	R100 000.00	R150 000.00	R250 000.00	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
June 2019										
To facilitate review the LED strategy by June 2019		Review LED Strategy	None	LED Strategy in place	Number of LED Strategies reviewed	1 LED Strategy reviewed	R500 000.00	R500 000.00	0.00	SDM
To facilitate development of Marula Processing Plant		Facilitate development of Marula Processing Plant	None	Marula processing site in place	Number of Marula processing plants developed	1 Marula processing plants developed	R100 000.00	R300 000.00	R1 000 000.00	SDM
To facilitate development of designs for rehabilitation of Tjate Heritage Site		Facilitate rehabilitation of Tjate Heritage Site	None	Dilapidated Tjate Heritage Site	Number of designs for rehabilitation of Tjate Heritage Site facilitated	1 design for rehabilitation of Tjate Heritage Site facilitated	R0	R0	R0	SDM
To facilitate Review of SDM Tourism Route		Facilitate Review of SDM Tourism Route	None	SDM Tourism Route in place	Number of Tourism Routes Review facilitated	1 Tourism Route reviewed	R0	R200 000.00	R0	SDM
To facilitate Economic Development Summit		Facilitate Economic Development Summit	None	None	Number of Economic Development Summits facilitated	1 Economic Development Summit facilitated	R100 000.00	R350 000.00	R0.00	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
concepts/projects					and MOU					
	Facilitate registration process	SDA Mining and Construction company	Service delivery	Board resolution	2 Registration of the company	100% registered company	R0.00	R0.00	R0.00	SDA
	Monitoring and Evaluation of SLP and SPP	SLP and SPP	Underdevelopment of district	Board resolution	Improved implementation of SLP and SPP	100% implementation of SLP and SPP	R0.00	R0.00	R0.00	SDA
	Implementation of MOU with MINTEK	MINTEK	Exploration of mineral resources and markets	MOU	Implementation of the MOU	Research Report / Feasibility Study	R0.00	R0.00	R0.00	SDA
	Facilitate local participation	Mining Input Supplier Park	None	Glencow MISP	% facilitation of local participation	100% operation of the Mining Input Supply Park	R0.00	R0.00	R0.00	SDA
	Facilitate appointment of private investor	Erf 488 portion 1 of 5 land development	Unused land	Evaluation report	#private investor appointed	1 investor appointed	R0.00	R0.00	R0.00	SDA
	Facilitate stakeholder engagements	Stakeholder management	Lack of compliance	*By-law , *shareholder compact	# of engagements held with the public	1 engagement (AGM)	R100 000	R0.00	R0.00	SDA
	Facilitate the study/research of Regional economic Plan	Regional Economic Development Master Plan	None	None	% Facilitation of the plan	1 Development Master Plan	R0.00	R0.00	R0.00	SDA

4.1.3. SPATIAL RATIONALE

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
To ensure the functionality of the Joint District Municipal Planning Tribunal (JDMPT) by June 2019	<ul style="list-style-type: none"> •Review of the SDF •Support to local municipalities on SDF, LUMS and land use by-laws •Update of GIS database 	Facilitation of Joint District Municipal Planning Tribunal (JDMPT)	None	JDMPT in place	Number of JDMPT sittings	4 JDMPT sitting	R820 000.00	R862 640.00	R907 497.28	SDM SDM
To Support Local Municipalities on Spatial and Land Use Developments by June 2019		Support to Local Municipalities on SDF, LUMS, Land Use By-laws and GIS	None	All LMs have SDFs, LUMS and Land Use By-Laws and GIS	Number of Engagements on SDFs, LUMS, SPLUMA By-Laws and GIS development/ review	4 Engagements on SDFs, LUMS, SPLUMA By-Laws and GIS development/ review				
To facilitate land for District Municipal offices in Jane Furse by June 2019		Facilitation of land for District Municipal Offices in Makhuduthamaga Municipal area	Non availability of Municipal offices	10 ha of land available for development in Makhuduthamaga Municipal area	Number of applications submitted to DRDLR for land release	1 application submitted to DRDLR for land release				

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
To facilitate the implementation of the reviewed Spatial Development Framework (SDF) by June 2019		Facilitation of implementation of the reviewed Spatial Development Framework (SDF)	None	Reviewed SDF in place	Number of land development initiatives in line with the reviewed SDF facilitated	4 land development initiatives in line with the reviewed SDF facilitated				
To integrate GIS with Financial Information System by June 2019		GIS Integration with Financial Information System	Poor registration of properties within the District	GIS Strategy in place	% Integration of GIS System with Financial Information System	100% Integration of GIS System with Financial Information System				
To spatially map IDP Projects by June 2019		Spatial mapping of IDP Projects	None	GIS Strategy in place	% Spatial Maps generated	100% Spatial maps generated				
To facilitate SPLUMA Workshop for Traditional Leaders and Councillors		Facilitate SPLUMA Workshop for Traditional Leaders and Councillors	None	SPLUMA workshop held in 2016	Number of SPLUMA workshops facilitated	1 SPLUMA workshops facilitated				

4.1.4. Financial Viability

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
1.Sound financial and cash flow management	By having Private Partnership Partner (Smart Metering)	Revenue enhancement – Billing and other sources (SMART Metering)	N/A	100% Finalisation of PPP feasibility Study	% Finalisation of PPP Procurement	100% Finalisation of PPP Procurement	R2 540 000.00	R 677 160.00	R2 824 403.80	SDM
2.Improve revenue generation and collection		Revenue enhancement – Billing and other sources	20% Revenue Collection	75% Revenue Collection	% Revenue Collection Rate	80% Revenue Collected	R7m	R6m	R5m	SDM
3.Effective, efficient and economical supply chain management process	By reinvesting interest and portion of VAT refunds	Reserve fund	R205m (10% of R2.4b)	R35m	Rand Value invested to CRR	R40m invested towards CRR	0	0	0	SDM
4.Credible financial accounting, expenditure management and reporting process	By Implementation of forward plans	Logistics and inventory management		IDP/BUDGET	1. % Development and implementation of procurement plans 2. % accounting of inventory	1.100% development and implementation of 2018/19 procurement plan *Development of procurement plan =40% * Implementation of procurement plan = 60%	0	0	0	SDM
5.Compliance to GRAP 17 and Accounting standards						2.Safeguarding movable assets				
6.Credible and secured financial information systems										
7.Credible budget preparation and monitoring										
		To utilise the finance intern as compliance officer	Compliance reporting		2016/17 AFS 2016/17 Section 52; 71 and 72 reports	# of finance compliance reports generated and submitted	30 finance compliance reports generated and submitted (12x	0	0	0

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
						Section 71, 4x Section 52, 12x Supply Chain, 1x Section 72, 1xAFS)				
	By Centralisation of invoice receipting and monitoring of the payment process by CFO	Creditors and salary payments	N/A	Payment rate at 28 days	%payment of creditors within 30 days of correct invoice date	100% creditors paid within 30 days of correct invoice date, Salaries effected timeously	0	0	0	Own Fundin g
	By have a functioning budget steering committee	Budget preparation, review of budget related policies and monitoring		100% 2017/2018 approved budget	% credible budget prepared.	100% credible budget prepared: 1 budget timetable (10%) 2. Roll over 2017/2018 (10%) 2. 3. Functionality of budget steering committee (8%) 4.Amendment of roll overs. (10%).5.Mid-year Adjustment of budget (12%) 5.Reviewed budget related policies (20%) 6. Draft budget (20%) 7.Cash backed budget (10%)	0	0	0	Own Fundin g

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
	By Sound financial management.	Fixed Asset register		1. Manual GRAP Compliant Fixed asset register 2. Project register	% accounting of Assets -Capex accounts reconciled	100% accounting of assets 1) valuation 35%, 2) records keeping 15%) 3) Unbundling 25% 4) Physical verification 25%	R2 000 000.00	R2 150 160.00	R2 268 418.80	SDM
	By implementing mSCOA implementation plan	mSCOA implementation		Council resolution 2014/2015 & Treasury circular	% of activities on SCOA implementation plan achieved	100% achievement of SCOA implementation plan	R2 268 000.00	R521 501.60	R172 684.19	SDM
	By fully implement the audit action plan.	Clean audit - OPCA		Unqualified audit opinion	% reduction in matters of emphasis	100% reduction of matters of emphasis *clearance of 16/17 matters of emphasis *monitoring of the 17/18 audit process *clearance of 17/18 matters of emphasis	R140 000.00	R150 511.20	R158 789.32	SDM

4.1.5 Institutional Development and Organisational Transformation

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
Information & Communication Technology										
Service delivery enhancement through optimal use of information technology	By stabilizing the ICT infrastructure	ICT Infrastructure upgrade and maintenance	Lack of telephone and network infrastructure (WAN and LAN) for 18 depots	All five (5) sites in Groblersdal area have fully fledged LAN and WAN network infrastructure	Number of DRP site managed	1 DRP site managed	R1 200 000	R2 394 850	R2 519 382 .20	SDM
			No DRP facility	18 depots connected to the Main Office	Number of telephone infrastructure developed	11 telephone infrastructure developed	R1 270 000	R3 801 482. 88	R4 010 564. 44	
			No ICT access control system	6x dicta phones recordings devices in place	Number of access control infrastructure developed	1 CCTV and Access Control system developed	R400 000	R3m	R2,2m	
			No Council audio recording solution	Offsite data storage location	Number of Council audio recording system purchased	1 Council digital audio recording system purchased	R150 000	R500 000	R200 000	
			Aged ICT hardware infrastructure	17 Servers and 400 desktops /laptops	% of ICT hardware replaced	100% ICT hardware replaced	R350 000	R2,5m	R2m	
					Computer Consumables		52 650.00	55 493.10	58 545.22	
					Number of WAN sites supported	5 WAN sites supported	R770 000	R1.5m	R1.7m	
	• By managing the ICT	ICT Service Management	• No Intrusion Detection solution	• 12 Service Level Agreement	• Number of SLA performance	• 8 SLA performance service	R4 000 000	R3 547 764.00	R3 742 891.02	SDM

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
	services in line with the ITIL Framework			meetings held with Telkom, Unics, Open Kingdom Technologies and BCX • 11 approved software licenses renewed	service standards managed • Number of approved software licenses renewed • Number of Information Security tools managed	standards managed • 9 approved software licenses renewed • 2 Information Security tools managed	R2 500 000 R350 000			
	• By automating key business processes	Enterprise information Management	Inadequate applications to support Departmental operations	*MunAdmin (electronic document management system) in place *Microsoft SharePoint commissioned	Number of applications deployed (Performance Management System, Case Management System, Emergency and Disaster Recovery System, process mapping system, Document Management System)	4 applications deployed (Performance Management System, Case Management System, Emergency and Disaster Recovery System, process mapping system. Document Management System)	R350 000	R3.5m	R3,7m	SDM
Employee Assistance Programme (EAP)										
Promotion of	By assessing	Employee	None	*2 stress and	Number of	15 wellness and	R760 000	R817 836	R860 363.4	SDM

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
employee wellness, occupational Health and Safety	productivity of employee	Wellness and Counselling		trauma management programmes conducted *8 wellness awareness programmes conducted *1 wellness day event conducted	wellness and stress and trauma programmes conducted	stress and trauma programmes conducted. (2 stress and trauma management, 12 wellness awareness, 1 wellness day event)			7	
	By assessing productivity of employee	Employee Wellness and Counselling	None	*2 stress and trauma management programmes conducted *8 wellness awareness programmes conducted *1 wellness day event conducted	Number of wellness and stress and trauma programmes conducted	15 wellness and stress and trauma programmes conducted. (2 stress and trauma management, 12 wellness awareness, 1 wellness day event)				
	By raising awareness on alcohol and substance abuse	Substance Abuse	None	*25 substance abuse cases attended. *12 group therapy for substance abusers conducted	*Number of substance abuse cases attended	12 substance abuse programmes facilitated				
	By identifying employee are exposed to health	Medical Surveillance	2 Medical surveillance programme	0 employees were subjected to medical surveillance	Number of medical surveillance programmes	2 medical surveillance programme conducted				

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
	hazards in their sphere of work			programmes	conducted					
	By identifying the employee who require protective clothing	Personal Protective Clothing	1 Personal Protective Clothing	1 Personal Protective Clothing	Number of Personal Protective Clothing	1 Personal Protective Clothing conducted	R2 800 000	R2000 000	R2 000 000	SDM
AUXILIARY SERVICES										
	Records awareness programme	Records management	N/A	4 Records awareness programme	Number of awareness campaigns on records management facilitated	Four (4) records awareness campaigns facilitated	R2 300 000	R483 786	R510 394.23	SDM
	Auditing and updating personnel files			All audited and updated personnel files	Percentage updating personnel files	100% of personnel files updated				
	Listing of inactive records			Listed all inactive records	Percentage disposal of inactive files	100% disposal of inactive files				
	Requesting a disposal authority			A requested disposal authority	Percentage inactive records facilitated for disposal	100% inactive records facilitated for disposal				
	By facilitating a document management services			Document management services	Percentage document management services provided	100% document management services provided				
			N/A	100% maintenance and repairs of fleet facilitated	Percentage maintenance and repairs of fleet facilitated	100% maintenance and repairs of fleet facilitated				

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
			N/A	100% payment of subscriptions facilitated	Percentage payment of subscriptions facilitated	100% payment of subscriptions facilitated				
			N/A	100% municipal fleet secured	Percentage municipal fleet secured	100% municipal fleet secured				
	By facilitating management of fleet	Fleet management	N/A	100% contract management of leased fleet	Percentage contract management of leased fleet	100% contract management of leased fleet	46 415 853	53 721 326.00	56 675 998.93	SDM
100% purchase of water tankers				Percentage purchase of water tankers	100% purchase of water tankers					
100% payment of licenses facilitated				Percentage payment of license facilitated	100% payment of licenses facilitated					
100% municipal fleet secured (tracking)				Percentage municipal fleet secured (tracking)	100% municipal fleet secured (tracking)					
	By facilitating maintenance of fleet	Vehicles Maintenance	N/A	100% maintenance and repairs of fleet facilitated	Percentage maintenance and repairs of fleet facilitated	100% maintenance and repairs of fleet facilitated	R7 200 000	R645 048	R680 525.64	SDM
	By ensuring purchase of fuel for fleet	Fuel	N/A	100% purchase of fuel.	Percentage purchase of fuel	100% purchase of fuel.				
	By facilitating maintenance of facilities	Facility management	N/A	100% provision of office furniture	Percentage provision of office furniture	100% provision of office furniture	R8 578 600	R9 715 710.27	R10 227 919.26	SDM

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
				100% of office rental and municipal services payment facilitated	Percentage office rental and municipal services payment facilitated	100% office rental and municipal services payment facilitated				
				100% of gardening and cleaning services provided	Percentage gardening and cleaning services provided	100% gardening and cleaning services provided				
LABOUR RELATIONS										
	By maintaining a functional LLF (Prepare Agenda, notices, venue, registers)	Local Labour Forum	None	7 LLF meetings held	Number of Local Labour Forum meetings held	12 Local Labour Forum meetings	R50 000	R107 508	R113 420.94	SDM
	By conducting research on Labour Relations Trends	Labour Relations Publications	None	2 Labour relations publication issued	Number of Labour relations publication issued	4 labour relations publications	R0.00	R0.00	R0.00	
	By consulting and advising stakeholders	Grievance cases	None	100% resolution of grievance cases facilitated	Percentage resolution of grievance cases facilitated	90% resolution of grievance cases facilitated as and when received	R0.00	R0.00	R0.00	
	By consulting and advising stakeholders,	Misconduct cases	None	100% resolution of misconduct cases facilitated	Percentage resolution of	80% resolution of misconduct cases facilitated	R0.00	R0.00	R0.00	

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
	proposing appointment of investigators, initiators and chairpersons and compiling investigation reports				misconduct cases facilitated					
Human Resources Management										
	By advertising all vacant posts internally and externally	Recruitment and retention	None	24 Employees appointed	Number of vacant and funded posts filled	All vacant and funded posts filled	R250 000	R333 274.80	R351 604.91	SDM
	By assessing employment equity numbers against the EE plan	Employment Equity (EE)	None	EE plan in place	Number of EE reports compiled and submitted	1 EE report compiled and submitted to the Department of Labour	R0	R0	R0	
	By responding to the human resource needs of the SDM	Human resources Plan	None	2017-2020 Hr plan available	Number of HR Plan implemented	1 Human Resource plan implemented	R0	R0	R0	
Organizational Efficiency and Development										
	By developing change management strategy.	Benchmarks	None		Benchmark framework	Approved Benchmark framework	R300 000	R559 572	R588 669.74	SDM
		Change Management	None	Change management	Number of sessions held	*Advocacy for new mission				

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
	Monitor and evaluate the impact of change.	Program		strategy for placement in place	with employees	,vision & values				
		Job Evaluation	31 Jobs	143 jobs evaluated	Number of jobs evaluated	All necessary jobs evaluated				
	By collecting necessary information through interviews and research. By identify problematic work processes for improvement By Investigating and collecting a process information By identify all newly created positions to be evaluated. By identifying	Employee Satisfaction Survey	None	Report of Employee satisfaction survey	Number of sessions held with employees	Enhance employee moral				

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
	problematic work processes for improvement & interventions									
Human Resources Development										
Manage and provide human capital development to capacitate the SDM	Develop, implement and review the entity annual workplace skills plan	Skills Audit Report	One Skills Audit Report	2016/17 Skills Audit Report	Number of Skills Audit Report for 2018	1 Skills Audit Report for 2018	R0	R0	R0	SDM
		Departmental Training Needs Report	None Training Needs Report	2017/18 Training Needs Report	Number of Training Needs Report	1 Departmental Training Needs Report	R1 000 000	R1 076 100	R1 132 057.20	SDM
		Organizational Training Plan for 2018	None	2017/18 Training Plan	Number of Organizational Training Plans for 2018	1 Organizational Training Plans for 2018	R0	R0	R0	SDM
		External Bursaries					R3 000 000	R4 300 320	R4 536 837.60	SDM
		Internal Bursaries					R102 000	R107 610	R113 205.72	SDM
INTEGRATED DEVELOPMENT PLANNING (IDP)										
To review the IDP Framework/ Process Plan for 2019/20 by August 2018		Review of 2019/2020 IDP/Budget Framework/Process Plan	None	2018/19 IDP/Budget Framework Process Plan in place	Number of IDP Frameworks/ Process Plans developed	1 IDP Frameworks/ Process Plans developed	R0	R0	R0	SDM
To review the IDP/Budget by May 2019		Review of 2019/2020 IDP/Budget	None	2018/19 IDP/Budget in place	Number of IDP/Budget reviewed	1 IDP/Budget reviewed	R480 000.00	R524 733.90	R553 594.26	SDM
PERFORMANCE MANAGEMENT SYSTEM (PMS)										
To facilitate performance	By developing	Facilitation of Makgotla	None	4 Performance Lekgotla	Number of Performance	4 Performance Lekgotla	R100 000.00	R105 400.00	R111 197.00	SDM

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
Makgotla by 30 June 2019	the template and circulate to local municipalities and internal department By consolidating all the reports for presentation to Lekgotla			Sessions held	Lekgotla held	Sessions facilitated				
To develop 2019/2020 Institutional SDBIP	By facilitating sessions with internal departments	Development of 2018/19 Institutional SDBIP	N/A	2017/2018 Institutional SDBIP in place	Number of 2018/2019 Institutional SDBIP in place	01 2018/2019 Institutional SDBIP developed	R0	R0	R0	N/A
To compile 2017/2018 Institutional Annual Report By 31 January 2019	By collecting information from various internal departments By submitting the draft annual report to the performance audit committee By submitting the draft annual report to management	Compilation of 2017/2018 Annual report	None	2017/2018 Annual Report in place	Number of 2017/2018 Annual Report developed	01 2017/2018 Annual Report developed	R0	R0	R0	N/A

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
	, council structures, provincial and national department									
To develop 2018 2019 Performance Agreements for senior managers, managers and Performance commitment for level 4 & 5 officials	By developing the draft performance agreement and related documents	Development of 2018/2019 Performance Agreements for Senior Managers	None	2017/2018 Performance agreement in place	Number of 2018/2019 Performance Agreements for Senior Managers, managers and level 4 & 5's developed	07 2018/2019 performance agreements for Senior Managers, 32 managers and 10 level 4 & 5's developed	R0	R0	R0	N/A
	By developing performance agreements for managers, performance commitment for level 4 & 5									
To facilitate the performance assessment for senior managers and managers by June 2019	Compile documentation for assessment.	Facilitation of performance Assessments	None	2017/2018 performance assessment for senior managers conducted	Number of performance assessment for senior managers conducted	2 performance assessment for senior managers conducted	R0	R0	R0	N/A
To review PMS policy by 30 June 2019.	By improving on weaknesses of the	PMS Policy and Framework Review	None	2017/2018 PMS Policy and Framework in place	Percentage Review of PMS Policy and Framework	100% Review of PMS Policy and Framework	R0	R0	R0	N/A

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
	previous year									
To coordinate quarterly Back to Basics reports by June 2019	By collecting data and information from internal departments By compiling the final report for MM signature and send to relevant structures	Coordination of B2B reports	None	2017/2018 B2B reports in place	Number of quarterly B2B reports coordinated	4 quarterly B2B reports coordinated	R0	R0	R0	N/A
To facilitate procurement of performance management system by June 2019	By preparing terms of reference and submit to SCM for procurement	Performance Management system	None	Manual performance management process in place	Number of performance management system procured	1 performance management system procured	R0.00	R1 000 000	R0	SDM

4.1.6. Good Governance and Public Participation

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
INTERNAL AUDIT										
To provide internal audit services to SDM and SDA	By reviewing of strategic and operational risks assessment reports to plan for emerging	Development of 2018-2021 Three Year Internal audit rolling plan	None	100% approved 2017-2019 Three Year Rolling plan	Percentage development of the Three(3) Years rolling Plan	100% development of the Three(3) Years rolling Plan	R0	R0	R0	SDM

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
	and prevalent risks for audit focus.									
To review internal controls systems by June 2019	By quarterly conducting regularity audits to ascertain the level of systems of internal controls weaknesses and recommends for improvements.	Conduct Regularity audits	None	38 Regularity audits issued	Number of regularity audit conducted	38 Regularity audits issued	R900 000.00	R1 157 200.00	R1 217 374.40	SDM
To review management/incidental request by June 2018	By as and when conducting investigation reviews to ascertain the level of weaknesses in the systems of controls and recommends for improvement	Conduct Ad Hoc Audits	None	All Ad Hoc Management Reports issued	Percentage Ad Hoc audits executed	All Ad Hoc report issued 2018-2019	R0	R0	R0	SDM
To evaluate and assess information and communication technology quarterly by June 2019	By conducting information and technology (ICT) audits to ascertain the level of municipal performance of ICT	Conduct ICT Audits	None	4 ICT Audit reports issued	Number of ICT audits conducted	4 ICT Audit reports issued	R0	R0	R0	SDM
To evaluate and assess four (4) municipal performance information quarterly by June 2019	By conducting performance management system audits to ascertain the level of weaknesses in the municipal performance	Conduct performance audits	None	4 Performance Audit conducted and issued	Number of Performance Audits conducted and issued	4 Performance Audit Reports issued	R0	R0	R0	SDM

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
	management systems and recommend for improvement									
To monitor implementation of external audit (AGSA) recommendations for 2016/2017 audit by June 2018	By quarterly facilitating that recommendations of the external audit are implemented to improve municipal audit opinion.	Monitoring implementation of External, Internal audit action plans and the Audit Committee resolutions	None	2016/17 Unqualified external audit report issued	Percentage monitoring of 2016/2017 AG findings	100% monitoring of 2016/2017 AG findings	R0	R0	R0	SDM
To facilitate and implement external audit fees payments by March 2019	By coordinating external audit invoices for audit work done annually.	Facilitation of External audit fees payments	None	100% external audit fees paid	Percentage external audit fees facilitated	100% external audit fees for 2017/2018 facilitated* 50% development of payment schedule *50% reconciliation of payment	R4 691 150.00	R5 049 872.10	R5 327 615.07	SDM
To facilitate the activities of the audit committee	By conducting administrative activities for the committees quarterly.	Coordination of Audit Committee and Performance audit Committee	None	100% Audit and Performance activities facilitated	Percentage activities of audit and performance committees facilitated	100% activities of audit and performance committee facilitated	R400 000.00	R645 048.00	R680 525.64	SDM
RISK MANAGEMENT										
To conduct risk assessments	By scanning the environment and identifying the risks and assessing the controls	Conduct and review Strategic Risk Assessment	None	Approved 2017/2018 FY strategic Risk Register	No of Strategic Risk Assessment and reviews conducted	*1 Strategic Risk Assessment conducted * 3 Strategic	R0	R0	R0	N/A

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
	effectiveness					Risk Registers reviewed				
		Conduct Operational Risk Assessment	None	Approved 2017/2018 FY Operational Risk Registers	No of Operational Risk Assessment and reviews conducted	*1 Operational Risk Assessments Conducted *3 Operational Risk Registers reviewed	R0	R0	R0	N/A
	By undertaking annual properties/facilities assessments (Design Capacity of plant, Operational flow, Number of compliance , and non-compliance issues & trends)	Conduct Infrastructure and Water Services Projects Risk Assessment	None	2017/2018 FY Projects Risk assessment Reports in place.	All IWS Projects risk assessments conducted	All IWS Projects risk assessments conducted	R0	R0	R0	N/A
To facilitate insurance coverage for municipal assets by June 2019	By appraising the appropriateness of the current insurance contract , reviewing the adequacy of the covers provided ,collating data and renewing the policy	Development of Assets Insurance Policy	None	2017/2018 FY Assets Insurance Policy contract in place.	All insurance coverage for municipal assets facilitated.	All insurance coverage for municipal assets facilitated	R2 200 000	R2 314 400	R2 434 748	SDM
	By initiating intimation of assets claims for reported damages and losses	Facilitation of Assets Insurance Claims and payments	None	2017/2018FY insurance claims report in place.	All assets insurance claims processing and payments facilitated.	All assets insurance claims processing and payments facilitated	R350 000	R376 278	R396 973.2 9	SDM

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
To render security management services by June 2019	By undertaking Threat Risk Analysis, determining manpower needs, deploying guards, undertaking sites visits and monitoring operations through compliance with the SLA	Monitoring of Security operations and SLA	None	2017/2018FY Security Contracts and SLAs	All Security operations and contracts managed	All Security operations and contracts managed	R35 000 000	R30 000 000	R25 000 000	SDM
	By procuring high-security fence	Fencing of Operational sites	5 x Operational sites	2017/2018FY Security Assessment report	Number of Operational Sites fenced	Five (5) Operational sites fenced				
	By undertaking Threat Risk Analysis at sites	Conduct Security Operational sites Assessments	None	2017/2018 Security Operational sites Assessments reports in place	Number of security operational sites assessments conducted	Forty (40) Security Operational sites assessments conducted	R0	R0	R0	N/A
	By ascertaining vulnerabilities of Councillors, undertaking Threat Risk Analysis, determining manpower needs, deploying mitigating resources	Provide VIP Security protection	N/A. New	Government Gazette No. 41335, SALGA Circular 36/2017 and COGHSTA Notice - 08/01/2018	VIP Security protection provided	Provide personal security to SDM VIPs	R0.00	R230 000	R0.00	SDM

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
To have an Improved accountability and transparency by June 2019	By implementing an Anti- Fraud and Corruption strategy and Whistle blowing policy	Facilitation of Anti-Fraud & Corruption hotline	None	2017/2018FY Fraud cases reported for referral and investigation.	All fraud and corruption allegations cases reported for referral and investigations facilitated	All fraud and corruption allegation cases reported for referral and investigations facilitated	R190 000	R60 000	R60 000	N/A
	By conducting assessment of the level of compliance to legislation and adherence to policies	Monitor compliance management	None	2017/2018 FY Compliance Report in place	Number of Compliance Management activities undertaken	4 x Compliance management assessments conducted	R0	R0	R0	N/A
To facilitate risk management of the institution	By providing training to staff and councillors	Undertaking of Risk Management trainings	None	2017/2018FY Risk Management training report in place.	Number of Risk Management trainings undertaken	3 x Risk Management training undertaken.	R0	R0	R0	N/A
	By providing secretarial duties	Facilitation of Risk Management Committee activities	None	100% activities of risk management committee facilitated and coordinated.	Number of risk management activities facilitated and coordinated.	4 x Risk Management Committee meetings facilitated and coordinated	R0.00	R0.00	R0.00	N/A
	By scanning the Water Treatment Works (WTW) and Waste Water Treatment Works (WWTW) environment and identifying the risks and assessing the controls effectiveness	Conduct Blue and Green Drop Risk Assessments	N/A. New	Council approved Risk Management Framework	No of Blue and Green Drop Risk Assessments conducted	8 x Blue Drop and 7 x Green drop assessment	R0	R0	R0	N/A
	By coordinating the procurement of an	Procure Risk Management	N/A. New	2017/18FY manual work	% of procurement	100% procurement	R0.00	R300 000	R0	N/A

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
	Integrated Risk Management System	System		processes	and implementation	and implementation				
	By identify risk through scrutinising the policies, processes, and procedures	Conduct Processes Risk Assessments	N/A. New	2011/12 risk assessments	No of processes risk assessments conducted	7 x Processes risk assessments conducted	R0	R0	R0	N/A
	By building resilience of SDM operations through determining Mission Critical Activities, Time Recovery objectives and mitigation strategies of SDM's operations	Develop BCM plan	BCP Plan strategies	2015/2016 Risk Assessment report in place	Complete BCM Plan developed	Development of BCM plan facilitated	R0	R0	R0	N/A
LEGAL SERVICES										
To deal with the lawsuits instituted against the Municipality or by the municipality	By conducting litigation.	Summons and legal strategy	16 cases	8 cases	Number of summons and legal strategy	1 summons and legal strategy	R3 000 000	R6 007 800	R6 338 229	SDM
	By doing Contract Management	Contracts and service level agreements	N/A	50 Contracts and Services level Agreement	% contracts and services level agreement requested and given.	100% contracts and services level agreement requested and given	0	0	0	0
	By doing Legal advisory	Legal opinions	N/A	10 legal Opinions	% Legal Opinions requested and given.	100% Legal Opinions requested and given	0	0	0	0
	By engaging internal and external departments and stake holders	Contracts register	N/A	300 contracts recorded	% contracts recorded	100% contracts recorded	0	0	0	0

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
PUBLIC PARTICIPATION; MPAC SUPPORT; SECRETARIAT AND SUPPORT										
To have functional Council and Committees of Council by June 2019.	By booking venue, prepare agenda, issue invites and record proceedings	IGR Forums	None	08 Fora	Number of fora facilitated	14 fora facilitated	R15 000.00	R15 968.10	R16 846.35	SDM
	By securing venues, issuing of notices, transport logistic and record proceedings	Public participation consultations	None	16 public participation sessions	Number of public consultation meetings facilitated	18 public participation consultation meetings facilitated	R510 000.00	R700 000.00	750 000.00	SDM
	By preparing strategic planning material, book venue, invite councillors and officials to attend the strategic planning	Section 79 Committees strategic planning	None	2 strategic planning sessions facilitated	Number of strategic planning session facilitated	2 strategic planning sessions facilitated	450 000.00	500 000.00	550 000.00	SDM
	By securing venues, issuing of notices, preparation of materials and recording of proceedings	Capacity building workshop for councillors	None	3x capacity building workshops held	Number of workshops facilitated	3 Workshops facilitated. (2 Income Tax and 1 Code of conduct)	R120 000.00	R127 744.80	R134 770.76	SDM
	By identifying training course and issue invites to attending councillors	Training of councillors	None	2 X training and development programmes attended	Number of training programmes facilitated	2 training and development programmes facilitated	300 000.00	350 000.00	400 000.00	SDM
	By recording councillors queries, and submitting queries to relevant department for attention	Councillors' welfare	None	5 X queries 12 X assistance on claims attended to	Percentage resolution of Cllrs queries facilitated	100% Councillors queries facilitated. (Recording queries 10%, submission	0.00	0.00	0.00	SDM

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
						and attending to the queries 70%, Feedback 20%)				
	By liaising with relevant department, identify projects and draw oversight plan	Oversight visit	None	4 oversights visits facilitated	Number of oversight visits facilitated	4 oversight visits facilitated *pre-oversight visit *sessions with project managers *compile pre-oversight report	100 000.00	150 000.00	200 000.00	SDM
	By compiling schedule of Council activities, serve in Council meeting for approval and implement activities	Implementation of Schedule of Council Activities	None	22 Council and portfolio committee meetings held	Percentage facilitation of schedule of council activities	100% facilitation of schedule of council activities. (Council meetings 40%, Portfolio meetings 40%, Standing committee meetings 20%)	R665 000	R675 982.90	R713 161.96	SDM
	By compiling council resolution register, submit to management and serve in the council meeting	Implementation of Council resolution register	None	4 Resolution registers developed and implemented	4 Council Resolution registers compiled and coordinated	4 Council Resolution registers compiled and coordinated	0.00	0.00	0.00	SDM
	By preparing the agenda and invite	Facilitation of SODA and	None	1 SODA and Budget day	1 SODA and Budget day	1 SODA and Budget day	200 000.00	350 000.00	400 000.00	SDM

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
	public for extra special council meeting	Budget day		facilitated	facilitated	facilitated				
	By fostering relationship with provincial and national legislatures	Councillors study groups	None	New	Number of study groups facilitated	1 study group for councillors	150 000.00	170 000.00	200 000.00	SDM
	By booking venue, issue invitations, record proceedings	Council whippy meetings	None	New	Number of meetings held	4 council whippy meetings facilitated	30 000.00	35 000.00	40 000.00	SDM
	By preparing referred items and documents, book venue, issue invites and record proceedings	MPAC Working sessions	None	8 working sessions facilitated	Number of working sessions held	8 working sessions facilitated	R180 000.00	R210 800.00	R222 394.00	SDM
	By preparing questions, book the venue, invite media and public and record proceedings	MPAC Public hearings	2	1 public hearing facilitated	Number of public hearing facilitated	2 MPAC public hearings facilitated	120 000.00	140 000.00	160 000.00	SDM
	By soliciting inputs from stakeholders and serve in council for approval	Review of Public Participation Policies	None	1 public participation policy reviewed	1 public participation policy review facilitated	1 public participation policy review facilitated	0.00	0.00	0.00	SDM
COMMUNICATIONS; ADVOCACY, SOCIAL FACILITATION; SPECIAL PROGRAMMES AND ARTS AND CULTURE										
1. Successful hosting of Mayoral Outreaches and Stakeholder Engagement	By conducting 8 citizenry engagements through outreaches by June 2019	Mayoral Outreaches and Stakeholder Engagements	Community Engagement	12 Programmes	Number of Outreach Programmes	8 Programmes	R2 263 200.00	R2 402 276.80	R2 534 402.02	SDM
	By facilitating 3 indigenous	Cultural Heritage	Limited exposure	3 Programmes	Number of Indigenous	3 Programmes	R0	R0	R0	SDM

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
Programmes; 2. Production of quality publications and Corporate Gifts; 3. To undertake existing and innovative Mayoral programmes; 4. To successfully manage business of the executive arm and systematic support to Traditional Leaders 5. To be the leading municipality in terms of HIV/AIDS advocacy programmes; 6. To inculcate the culture of people first and friendly customer	languages promotion sessions by June 2019	Celebrations and Language Promotions			Language Programme					
	By producing 15 (01) Diaries), (01) Calendars', internal(06), external(04) and (03) special newsletters by June 2019	Publications, and Corporate Branding	Limited Access to Information	16 Programmes	Number of Publications	15 Programmes	R500 000	R1 042 827.60	R1 100 183.12	SDM
	By undertaking 26 media relations activities by June 2019	Media Relations and Marketing	Limited Exposure	10 Events Branded	Number of Marketing Programmes	12 Events Branded	R225 000.00	R242 122.50	R254 228.63	SDM
	By undertaking 20 website updates by June 2019	Website Management	Limited Access to Information	20 Updates	Number of Website Updates	20 Updates	R81 000.00	R85 455.00	R89 727.75	SDM
	By facilitating programmes in harmonizing relationship with traditional leaders by June 2019	Executive Support and Traditional Leadership Affairs	Limited synergy	3 Programmes	Number of Traditional Leaders Programmes	Traditional Leaders Programmes	R550 000.00	R602 044.80	R635 157.26	SDM
	By conducting 4 strategic events to promote social cohesion and national building by June 2019	Special Mayoral Projects	Limited Partnership (Support / Funding / Sustainability)	5 Programmes	Number of Strategic Events	8 Programmes	R1 135 000	R1 220 215.80	R1 287 327.67	SDM
	Provincial Strategic Plan HIV/AIDS	AIDS Council Activities	Continued professional development of staff	District Aids and Health Council activities	Number of HIV/AIDS Programmes	Train 25 Peace Officers	R100 000	R105 400	R111 091.60	SDM
	By facilitating 3	Youth	Limited	3 Programmes	Number of	3 Youth	R218 000.00	R234	R247	SDM

STRATEGIC OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUND ER
frontline services 7. To promote healthy living through sport activities 8. To be the eyes and ears of SDM on the ground 9. To accord young people with variety of opportunities for self-development. 10.To administer the best website	programmes for development of youth by June 2019	Opportunities Expo	Opportunities		Youth Programmes	Programmes Conducted		367.44	257.65	
	By organizing 3 Sport Activities by June 2019	Mayoral Sports Package	Limited exposure and development	3 Programmes	Number of Sport Programme	3 Programmes	R150 000.00	R161 415.00	R169 485.75	SDM
	By generating 36 queries/ Complains reports on customer care by June 2018	Customer Care Services	Under Reporting of Service Delivery Complains	36 Programmes	Number of Customer Care Programmes	36 queries/ complains reports on customer care	R200 000	R10 000	R120 000	SDM
	By organising 5 Batho Pele activities by June 2019	Institutional Social Development Services	None Compliance	6 Programmes	Number of Batho Pele Programmes	5 Programmes	R50 000	R53 805	R56 495.25	SDM
		People with disability					R60 000.00	R53 754.00	R56 710.47	SDM
		Woman Development Initiative					R130 000.00	R139 760.40	R147 447.22	SDM
		Children's Care					R20 000.00	R43 044.00	R45 196.20	SDM
		SODA					R180 000.00	R210 800.00	R200 000.00	SDM
		International Relations					R20 000.00	R10 750.80	R11 342.09	SDM

CHAPTER 5: INTEGRATION PHASE

5. SECTOR PLANS

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

Table 173: Policies/strategies

Plan	Available/Not Available	Financial Year Approved
KPA: Spatial Rationale		
Spatial Development Framework	Review in process	2013
KPA: Institutional Development and Organizational Transformation		
Human Resource Management Development Strategy	Available	2014
Workplace Skills Plan	Available	2017-2018
Organisational Performance Management System	Available	2017-2018
Performance Management Framework	Available	2017-2018
KPA: Basic Service Delivery and Infrastructure Development		
Water Services Master Plan	Review in process	2014
WSDP	Available	2016
Sanitation Master Plan	Review in process	Draft during 2016/17
Bulk Contribution Policy	Review in process	Draft during 2016/17
Water safety plan	Review in process	Draft during 2016/17
Integrated Waste Management Plan	Review in process	2005
HIV/AIDS Operational Plan	Available	2012
District Integrated Environmental Management Plan (DIEMP)	Available	2015
Air Quality Management Plan	Review in process	2010
Disaster Management Plan	Approved	2016
KPA: Local Economic Development		
LED Strategy	Review in process	2007
KPA: Financial Viability		

Plan	Available/Not Available	Financial Year Approved
Tariff policies	Available	2017/18
Rates and Taxes policies	Available	2017/18
Supply chain management policies	Available	2017/18
KPA: Good Governance and Public Participation		
Communication Strategy	Available	2014
Risk Management Plan (implementation plan)	Available	2017/18
Public Participation Policy Framework	Available	2012
Anti- fraud and corruption strategy and whistle blowing policy	Available	2011

5.1. SPATIAL RATIONALE

SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The Sekhukhune District Municipality Spatial Development Framework was adopted in 2004 and reviewed in 2008. In terms of the Municipal Systems Act, an SDF is a component of an IDP. The act requires that it be compiled to give effect to the IDP. It is a legal framework that is desired to implement an IDP. It sets out objectives that reflect the desired spatial form of the district.

The spatial development framework guides and informs all decision of the municipality relating to land use development and land planning. It guides and informs the direction of growth, major movement routes, special development areas and conservation of areas by:

- Indicating desired pattern of land use
- Addressing the spatial reconstruction of the location and nature of development in the district.
- Providing strategic guidance in respect of the location and nature of development in the district.
- Indicating where public and private land development and infrastructure development should take place.
- Indicating desired or undesired utilization of space in a particular area within the district.
- Delineating urban edge.
- Identifying areas where strategic intervention is required.
- Indicating where priority spending is required from a district point of view/scale for municipal but for district wide projects.

SDM has recently compiled a review of the SDF. The reviewed SDF is in place and has identified the following spatial development objectives and principles:

- To actively protect, enhance and manage the natural environmental resources in the municipality in order to ensure a sustainable equilibrium between the mining, tourism and agricultural industries in the area.
 - To optimally capitalize on the strategic location of the District by way of strengthening internal and external linkages within provincial and regional context.
 - To utilize the natural environmental and cultural historic features in the District as anchors from which to promote ecotourism and conservation.
 - To maximally utilize the mining potential in the district by way of the development of the Dilokong Corridor.
 - To promote commercial farming and food production along the Olifants River and Steelpoort River drainage systems in the District.
 - To facilitate small scale and subsistence farming activities throughout the remainder part of the municipal area.
 - To promote industrial/commercial development in the District with specific emphasis on agro-processing in the agricultural belt (Groblersdal), and mining/ore-processing in the mining belt (Tubatse).
 - To create a strong east-west movement/development corridor in the District functionally linking the tourism precincts, mining belt and agricultural belt to one another, and to the markets of Gauteng Province along the Moloto Corridor.
 - To supplement the District east-west corridor by way of three functional north-south corridors:
 - N11: Agriculture, Commerce
 - R583: Institutional, Residential
 - R33: Mining
- To ensure equitable access to social infrastructure and to promote Local Economic Development by way of an evenly distributed range of Multi-Purpose Community Centres to be established throughout the District.
 - To consolidate the urban structure of the district around the highest order centres by way of infill development and densification in Strategic Development Areas.
 - To establish a functional hierarchy of towns and settlements in the District based on the regional function and spatial distribution of these centres.

LAND USE MANAGEMENT SYSTEM (LUMS)

Land use management system is a permutation of tools and mechanisms developed together in order to manage, control, influence and regulate the use of land. This system includes the IDP with spatial development framework as its component that scales down to a land use scheme and ultimately to the building plans. LUMS are put in place to effect a

uniform system and procedures for land development and land use management and addresses the plethora and imbalances of the past.

SDM has initiated a LUMS project for its local municipalities. The draft LUMS are in place. Promulgation of the LUMS has been hampered by the delay in the promulgation of the national land use management bill that provides for regulation of land use management.

Table 174: STATUS OF LAND USE MANAGEMENT SCHEMES IN SDM

MUNICIPALITY	LAND USE SCHEME
Greater Tubatse LM	Draft Land Use Scheme; (Burgersfort town planning Scheme (adopted 2006)
Ephraim Mogale LM	Draft Land Use Scheme
Elias Motsoaledi LM	Draft Land Use Scheme (Groblersdal Town planning Scheme (Adopted 2006)
Fetakgomo LM	Draft Land Use Scheme
Makhuduthamaga LM	Draft Land Use Scheme

5.2. INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION

PERFORMANCE MANAGEMENT POLICY AND FRAMEWORK

Introduction

The Sekhukhune District Municipality (SDM) accepts that performance management is central to building a developmental local government geared to meet the needs of communities in a sustainable and accountable manner.

As part of meeting its legislative requirements and policy provisions, the SDM has developed a performance management system (PMS) that provides a platform for communities to hold it accountable but also facilitates for effective management and cultivation of a result-based management culture and ethos amongst its political office bearers and employees. The performance management system of the SDM is development oriented and provides the framework to manage and review employee performance and foster employee development.

Purpose of the policy

The purpose of institutionalizing a PMFP is to serve as a primary mechanism to:

- Enable SDM to Plan, Monitor, Measure Report, and Review and Improve Organizational, Departmental and Individual Performance.
- Facilitate the creation of a performance culture and improve service delivery through the successful implementation of PMS.
- Improve the implementation of the IDP.

- Ensure integration and alignment of programmes across municipalities, departments and other sphere of Government.
- Promote accountability between various stakeholders.
- Help the municipality to improve Service delivery through the development of effective PMS.
- Alert the organization of failure to achieve the objectives of the IDP and government commitments.
- Develop meaningful interventions mechanisms to address failure.
- Create a culture of best practice and encourage shared learning among stakeholders.

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

Table 175: Principles of PMS

Principle	Intervention
Ownership and Support	The PMS should be owned by the municipality and supported by other spheres of government.
Participatory	The system must place the SDM community at the centre of local government processes
Linkage/Integration	Performance Management system must be linked to the IDP Framework. PMS and IDP complement each other, therefore PMS planning phase must occur within the IDP/Budget planning phase.
Compatibility	The PMS must be developed and implemented within available capacity and resources. It must be user-friendly enabling the municipality to manage it within its existing institutional and financial resources.
Alignment	The system must align to other municipal activities and allow for joint responsibility and accountability.
Fair and objective	Performance management will be founded on fairness and objectivity in the recognition of poor or good performance.
Decision making	PMS decision making processes will not be used to victimize or give an unfair advantage to an individual or group of people.
Politically Driven	The political principals must buy in and participate and take a lead in development and implementation of the system.

Roles and Responsibilities

The SDM performance management framework assigns roles and responsibilities to various political structures, political office bearers and municipal administration:

Table 176: Roles and responsibilities of various stakeholders in PMS

MUNICIPAL STRUCTURES	ROLES AND RESPONSIBILITIES
The Council of SDM	<ul style="list-style-type: none"> • Set vision, mission and strategic direction of the municipality; • Approve the Performance Management Framework and Policy; • Submit annual report to Auditor General/ MEC; • Receive reports from performance audit committee; • Monitor Municipal Performance; • Receive performance reports from the Executive Mayor; • Appoint Audit Committee; • Approve the Remuneration Policy for section 56 employees and Incentive Scheme for all employees; and • Approve budget for rewarding and recognising good performance.
The Executive Mayor	<ul style="list-style-type: none"> • Facilitate development of IDP and PMS; • Receive monthly reports on implementation of PMS; • Review performance of the municipal manager; • Report on organizational performance to the Council quarterly; • Recommend the allocation of performance scores of section 56 employees to Council and; • Receives performance reports from the Performance Audit Committee.
Municipal Manager	<ul style="list-style-type: none"> • Ensure alignment of PMS with other systems; • Oversee the implementation of the PMS and submitting the required performance reports on regular basis to Council and other structures; • Ensure that the system is implemented in line with legislative and policy frameworks; • Mediate over disagreements between supervisors and employees; and • Assigned the responsibility of developing the PMS.
The Members of the Mayoral Committee	<ul style="list-style-type: none"> • Oversee the implementation of PMS in their departments as per the Executive Mayor's sub-delegation of his roles and responsibilities and the new governance model.
Section 79 Committees	<ul style="list-style-type: none"> • Play oversight role on implementation of PMS
Senior Manager delegated by Municipal Manager to implement PMS	<ul style="list-style-type: none"> • Communicating the vision, mission and strategic direction; • Overseeing the process of design and implementation of scorecards and commitment plans; • Communicating the strategic and operational plans; • Communicate their performance agreements/commitments to staff; • Facilitating on-going review of performance against set targets; • Ensuring that the system is implemented in line with legislative and policy frameworks; and • Mediating over disagreements between supervisors and employees (if delegated by the municipal manager).
Chief Financial Officer	<ul style="list-style-type: none"> • Decentralise budget regarding performance management to the respective responsible managers (Directors); • Ensure that all Directors have budgeted for performance management linked expenditure; and • Ensure that allocated financial resources reflect the strategic priorities of the District municipality.
Director: Corporate Services	<ul style="list-style-type: none"> • Is custodian of the individual PMS; • Ensures implementation of Council decisions on rewards and recognition of good performance; • Engages organised labour on the implementation of PMS in the District municipality and other related issues; • Provides training on the system; and • Advices on HR systems and practices that are integrated to the Performance Management System.
Every Director and supervisors	Performance management is a line function responsibility. Every director and supervisor is primarily responsible for the implementation of SDM's PMS in his/her department or area

MUNICIPAL STRUCTURES	ROLES AND RESPONSIBILITIES
	<p>of responsibility. Each director and supervisor is responsible to:</p> <ul style="list-style-type: none"> • Jointly, with an employee, develop performance scorecards and other performance instruments that will help achieve the Department's objectives; • Conduct regular monitoring and coaching sessions on performance; • Collate the required evidence to support achievement against performance measures and targets; • Timely identify areas requiring performance improvement and develop and implement performance improvement plans for unsatisfactory performers; • Conduct mid-year and annual performance reviews; • Develop and implement, jointly with employees, personal development plans; and • Speedily address grievances in terms of the grievance procedure.
Employees	<ul style="list-style-type: none"> • Equal participation with supervisors in developing performance plans/scorecard and other performance instruments; • Take responsibility for her or his own personal development; <ul style="list-style-type: none"> • Understanding of the Department's strategic objectives and how he/she can contribute to achieve these objectives; and • Provide feedback to supervisor on obstacles to achieving agreed objectives/standards.
Internal Audit Committee	<p>Internal Audit Committee is required to develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its internal auditing processes. This legislative requirement entails an assessment of the following:</p> <ul style="list-style-type: none"> (i) The functionality of the municipality's performance management system; (ii) whether the municipality's performance management system complies with the Act; and (iii) The extent to which the municipality's Performance measurements are reliable in measuring performance of municipalities on indicators referred to in regulation 9 and 10. <p>Internal Audit is further required to:</p> <ul style="list-style-type: none"> (a) Audit the performance measurements of the municipality on a continuous basis; and (b) Submit quarterly reports on their audits to the municipal manager and the performance audit committee.
Performance Audit Committee	<p>As permitted by legislation (MPPMR, 2001) the Performance Audit Committee may determine its own procedures after consultation with the Executive Mayor of SDM.</p> <p>The Performance Audit Committee shall be established for the purposes of:</p> <ul style="list-style-type: none"> • Reviewing the quarterly performance reports; • Reviewing the municipality's performance management system and make recommendations in this regard to the Council; and • At least twice during a financial year submit an audit report to the SDM Council.

Accountability structure during the review process

Table 177: Accountability structure during the review process

Lines of Accountability	Review Role/Input
Supervisor and Municipal Manager	Review performance of employees reporting directly to them (quarterly)

Lines of Accountability	Review Role/Input
Line/Functional Managers	Review performance of their respective functional areas(Monthly)
Standing/Portfolio Committees	Manage and review performance of sectors and function respective to their portfolios.
Executive Management (Section 57) Teams	Review performance of the organization constantly(monthly)
Executive or Mayoral	Review performance of the administration
Council	Review the performance of the Municipal Council, Its Committees and the Administration.
The Public	Review the performance of the Municipality and Public representatives (Councilors).

It is critical to note that Organizational Performance is integrally linked to that of the staff and Council performance. The two cannot exist independently without concerted and aligned PMS processes. The relationship between staff performance and Council performance starts from the planning, implementation, monitoring up to review of PMS.

5.3. BASIC SERVICE DELIVERY

INTEGRATED TRANSPORT PLAN (ITP)

The Sekhukhune District Municipality undertook a project to update the Integrated Transport Plan (ITP) for its area of jurisdiction, whereby the final draft report was completed in March 2007. The report is still pending the Council approval. The ITP was prepared, as required in terms of section 27 of the National Land Transport Transition Act, No.22 of 2000 (NLTTA), as amended. The ITP attends to the public and private modes of transport, infrastructure, facilities and services. The Integrated Transport Plan constitutes a transport sector input into the IDP process.

For implementing the NLTTA, the Minister of Transport published the minimum requirements for the preparation of the ITP (Government Gazette No. R25245 dated 1 August 2003). This publication provides for the minimum requirements for the structure and contents of the ITP document.

A data collection process preceded the ITP. The aim of that process was to gain an idea of the current situation in the Sekhukhune District Municipality (SDM) in terms of transportation utility. One of the data collection process is called the Current Public Transport Record (CPTR). The final updated CPTR report was completed in November 2006. This included surveys of taxi operations at taxi ranks.

Subsequently, the Operating Licensing Strategy, Rationalization Plan and Public Transport Plan for the SDM were updated, and are components of the Integrated Transport Plan. Further research was done into road infrastructure development plans and operational plans, such as Road Safety, Travel Demand Management, freight and commodity flow data collection and demographic data. The ITP and Land Development Objectives should be complementary.

The ITP indicates that SDM should focus its efforts and resources on the following strategic components of transportation:

a) Capacity and Skills Development

- Training of officials in integrated transportation planning and land-use planning
- Recruitment of transport planners and engineers
- Procurement of consulting engineering services for consistent and continuous advice and for undertaking ad hoc projects

b) Addressing the Service Backlog

- Motivate subsidized public transport coverage in the SDM with the objective of reducing the cost of travel
- Install public transport infrastructure such as shelters, lay-bys and inter-modal facilities
- Upgrade the road infrastructure and the streets between residential and business nodes, giving special attention to the Greater Tubatse Area.

c) Travel Demand Management (TDM)

- Manage congestion through TDM measures such as signalization, bus lanes, reversible lanes in urban areas and the upgrading of intersections
- Develop a non-motorized transport plan and implement projects.

d) Road Safety

- Develop a Central Communications Centre for incident management
- Perform road safety audits
- Address hazardous locations
- Motivate law enforcement at strategic locations

e) Conduct Education and Communication Campaigns

The way forward is to submit motivations for the prioritized projects in the Integrated Transport Plan (ITP) and the Integrated Development Plan (IDP). The construction and maintenance of public transport facilities and roads are in most cases labour-intensive, and are appropriate mechanisms to promote job creation.

The Sekhukhune District Municipality has developed the integrated Waste Management Plan that is waiting for approval by Council. The purpose of this Integrated Waste Management Plan (IWMP) is to enable Sekhukhune to progressively develop an Integrated Waste Management System (IWMS) capable of delivering waste management services to all households and businesses.

Implementation requires that Sekhukhune move away from traditional “end of pipe” solutions (the dominant practice in South Africa) that focus on waste after it has been generated: Collection – Transport – Land-filling.

National policy requires municipalities to implement an IWMS where the focus is on prevention and minimization of waste, recycling of waste and treatment that is able to reduce the potential harmful impacts of waste. Only after these efforts, should remaining waste be disposed of at a landfill.

Integrated Waste Management is based upon waste generators acting responsibly by separating their waste at source (the point of generation) and then properly recycling, storing and disposing of the different parts of the waste. Government must ensure that there is waste management service delivery system providing a network of collection and disposal options so that generators can effectively exercise their responsibilities. Thus, Integrated Waste Management combines personal responsibility with government service delivery. Appropriate education and training is required for everyone.

A key element of the IWMS is home use of organic waste (composting or animal feed) as this eliminates the need for collection, transport, treatment and disposal of as much as 50% of the waste stream.

Non-organic recyclable material, when separated at source has higher value, is more easily routed to end users and can be recovered at a far higher efficiency rate than when it is salvaged at a landfill site. In the IWMS will create new forms of safe employment with better remuneration while education and training enables salvagers to take advantage of new career path.

Alternative solutions

The Feasibility Study describes two options for the waste management system in Sekhukhune. Only option 2 contains key elements for an IWMS. Option 1 presents a strategic with “end of pipe” services and shows the potential costs of waste management in Sekhukhune without incorporating integrated strategies.

An overview of all options is shown in the table 78 below:

Table 178: Strategy Options

	Core elements Waste Management Strategy			Integrated strategies	
	Collection	Transport	Disposal	Recycling	Treatment
Option 1	House to house service provided by the Municipality	Operation of collecting points and transport with trucks and donkey cards (rural areas) provided by the Municipality	Rehabilitation and/or operation of 7 landfill sites according to DWAF's MR Rehabilitation and closure of 15 dumpsite	On the landfills by private contractors	No composting MBWT may be considered

Overview of feasibility options

These projects have two fundamental economic flaws:

Income is derived from the sale of salvaged recyclables only. The value gained by the municipality in reduced land fill costs is not seen as linked to the project and the salvagers do not receive any portion of this value.

In end of pipe salvaging, waste is first mixed at source and then transported by the municipality to the land fill where it then has to be separated and transported once again.

The added costs significantly reduce the revenue available to the salvagers.

INTEGRATED ENVIRONMENTAL MANAGEMENT PLAN (IEMP)

The Sekhukhune District Municipality has drafted the Integrated Environmental Management Plan that is waiting to be approved by Council. The Integrated Environmental Management Plan (IEMP) is a plan with a holistic framework that can be embraced by all sectors of society for the assessment and management of environmental impacts and aspects associated with an activity for each stage of the active life cycle, taking into consideration a broad definition of environment and with the overall aim of promoting sustainable development.

The founding principles of the IEMP are the following:

- Integrated approach.
- Informed decision making.
- Holistic decision making
- Alternative options.
- Continual improvement.
- Community empowerment.
- Equity.

- Accountability and responsibility.
- Adaptation.
- Dispute Resolution.
- Global Responsibilities.
- Environmental Justice.
- Institutional Co-ordination.
- Polluter Pays.

This document is not yet approved by Council. To avoid long term accumulated negative effect, the District has started implementing some of the recommendations mentioned in the document. The plan is developed from the involvement of interested and affected parties as well as the responsible authority in ensuring the protection of its citizens while taking forward economic development. It should be emphasized that consultation with the other regulatory authority and sectors is pivotal in ensuring association with the plan for proper integration.

The SDM IDP, Limpopo State of the Environment Report, Limpopo Employment, Growth and Development Plan (LEGDP) and the IDPs of the five Local municipalities (which are under the direct control of the District) provided the framework for the development of this three-year (2001-2010) Integrated Environmental Management Plan (IEMP).

The development of this plan was based on the following protocol:

- Identification of the environmental activities and priorities performed by sectors of the municipality and its five local municipalities.
- Clustering of common functions.
- Setting of goals and objectives.
- Documentation of strategies.
- Identification and development of the environmental programmes.
- Development of projects.
- Development of the management strategy for all the levels of the projects.
- Identification of role players.

This IEMP has set the basis upon which the development of the SDM environmental policy and the SDM State of Environmental Report is formulated. This policy will be important in guiding the other ecosystems plans.

AIR QUALITY MANAGEMENT PLAN (AQMP)

The Sekhukhune District Municipality (SDM) in line with the Department of Economic Development, Environment and Tourism in the Limpopo Province (LEDET) has developed a Draft Air Quality Management Plan (AQMP) for the SDM.

The overall goal with the Plan is to manage, reduce and/or eliminate the generation and significant negative environmental impact(s) of all known air pollutants in their area of jurisdiction.

The AQMP will be used to reform the by-laws regulating air quality in order to protect the quality of the air in the SDM and to minimize the impact of air pollution emissions on neighbouring districts, yet allowing ecologically sustainable and justifiable economic and social development. By compiling an AQMP, the SDM will comply with the relevant requirements of the National Environmental Management Air Quality Act 39 of 2004.

The object of the National Environmental Management Air Quality Act 39 of 2004 is;

- (A) To protect the environment by providing reasonable measures for –
- (i) The protection and enhancement of the quality of air in the Republic;
 - (ii) The prevention of air pollution and ecological degradation; and
 - (iii) Securing ecologically sustainable development while promoting justifiable economic and social development; and
- (B) Generally to give effect to Section 24(b) of the Constitution in order to enhance the quality of ambient air for the sake of securing an environment that is not harmful to the health and well-being of people.

The specific objectives of generating this Plan are to:

- Ensure the identification of significant air pollutants;
- Control the emission of air pollutants;
- Implement planned Air Quality Management strategies;
- Achieve acceptable air quality levels throughout SDM;
- Promote a clean and healthy environment for all citizens within SDM;
- Minimize the negative impacts of air pollution on health and the environment; and
- Promote the reduction of greenhouse gases so as to support the district's climate change protection programme.

WATER SERVICES DEVELOPMENT PLAN (WSDP)

Residential consumers of water:

- 42% of Rural consumer units are below the RDP standard;
- 100% of Rural farmland units are estimated to be below the RDP standard;
- Although no reliable information is available it is estimated that 90% of rural scattered and 2
- 0% of rural dense consumer units are below the RDP standard.
- Residential consumers of sanitation

The following situation exists within rural areas:

- Rural Dense: 40% below the RDP standard;
- Rural Village: 75% below the RDP standard;
- Rural Scattered: 90% below the RDP standard;

- Rural Farmland: 95% below the RDP standard.

Future trends and goals:

- The goal of the Sekhukhune WSA is to provide everyone with an adequate and reliable supply of water and to manage the water supply services in an affordable, equitable and sustainable manner.
- The target is that 30% of the RDP backlog in water supplies and 50% O and M deficiencies are to be eliminated by Dec 2008. 100% coverage should be achieved in 2012.
- The sanitation target is to eliminate 30% of the backlog by 2010, 50% by 2015 and 100% by 2016.
- VIP latrines (properly designed and constructed including **fly-screens**) will be the standard solution to sanitation for most consumers outside the defined Growth Points, including low cost housing schemes.
- The RDP backlog and O and M deficiencies in water-borne sanitation systems are to be eliminated by Dec 2008 and on-site dry installations, VIP latrines, are to be provided to all households by Dec 2016.
- On-site monitoring of Groundwater is to be instituted on all Groundwater Supply Schemes that have on-site sanitation by 2015.

Strategic Gap Analysis

- Monitoring of water supply quality is to be introduced on all schemes. Data to be collected on a Sub-Scheme basis. Little or no data is currently available.
- Ground water quality is to be implemented on all groundwater schemes where there is on-site sanitation (dry or wet). No data is currently available.
- Lack of a single data base for water schemes.
- Groundwater data being held up due to non – submission of GRIP data base.
- Transfer of Schemes and ex. DWAF staff to WSA and local Wasps is proving to be problematic, due in part to an oversupply of unskilled operational personnel on the one hand and a shortage of skilled personnel, engineers, technicians and scientists on the other.
- Shortage of engineers and technicians to design, implement, manage, monitor and evaluate schemes.

Implementation Strategy

- An O and M budget allocation for on-going refurbishment and defective and badly maintained infrastructure has been allowed.
- Focus will be placed on labour-intensive construction methods for refurbishment, maintenance and water supply projects.
- A water demand management programme is to be initiated.
- The sanitation programme to be increased to meet the sanitation targets of 13 068 units per year.
- Abstraction rates and water quality to be monitored for all groundwater resources.

- Effective control of discharges from all WWTW within SDM to be developed and initiated.
- A management model to be developed for the 605 villages, over 40 sub-water scheme areas and thousands of boreholes within the SDM. The fundamental approach for SDM must be decided within the Section 78 process.

DISASTER MANAGEMENT PLAN (DMP)

The Sekhukhune District Municipality has adopted the Disaster Management Plan in 2007 and reviewed it in 2010. The main purpose of the Disaster Management Plan (DMP) is *inter alia* to implement appropriate disaster risk reduction measures to reduce the vulnerability of communities and infrastructure at risk. The DMP is in line with national policy (National Disaster Management Framework), which requires the following:

- The compilation of a Disaster Management Framework (policy).
- The execution of a detailed disaster hazard, vulnerability and risk assessment.
- The compilation of disaster risk reduction measures.
- The compilation of appropriate Standing Operating Procedures (SOP's).
- Establishment of a District Disaster Management Centre (DDMC).
- Establishment of a Disaster Management Advisory Forum.
- Capacity Building, training and awareness programmes.

Hence, to accommodate the above-mentioned requirements, the DMP for Sekhukhune District Municipality (SDM) comprises various plans, namely;

- District Disaster Management Framework (policy).
- Disaster Hazard, Vulnerability and Risk Plan.
- Disaster Risk Reduction Plan.
- Disaster Response and Recovery Plan (SOP's and checklists).
- District Disaster Management Centre Plan.
- Guidelines to establish the Disaster Management Advisory Forum and Volunteer Contingent

5.4. LOCAL ECONOMIC DEVELOPMENT

LOCAL ECONOMIC DEVELOPMENT STRATEGY

The Sekhukhune District Municipality has adopted its strategy in 2004 and reviewed it in 2007. This plan is based on identified development needs, opportunities and comparative advantages of the area, and guides the District Municipality to create and facilitate economic development, unlock the latent economic development potential, encourage private sector investment and job creation.

The plan is to be used as a tool by the District Municipality to ensure the dedicated and effective utilization of available resources to promote local economic development in a proactive and dynamic manner.

Implementation of this LED strategy urges (1) the need to establish the proposed institutional drivers. These establishments need to be accompanied by (2) a political ambition to ensure success. This ambition can be initiated and developed through the inclusion of all interested and affected parties, stakeholders and role players during the planning and implementation phases. By including all of these (3) a political will, interest and communication are stimulated which, all together will contribute to the success of the strategy.

Another important aspect for successful implementation is (4) to ensure that all involved take ownership of the programmes and projects. Without the taking of ownership of a programme and/or project, success cannot be seen at the end of the tunnel. It is also important (5) to incorporate the monitoring and evaluation elements of the strategy into the performance management system of the Sekhukhune District Municipality, to ensure accountability and responsibility for implementation and eradicate potential conflicts.

5.5. FINANCIAL VIABILITY

The following budget related policies were also reviewed alongside the budget:

1. Tariff policy and structure
2. Indigent policy
3. Free Basic Water policy
4. Credit control and debt collection policy
5. Investment and cash management policy
6. Asset management policy
7. Funding and reserve policy

Water and Sanitation Tariff Policy 2013

Purpose:

- To set clear guidelines in the identification of responsibility for the setting and implementation of a tariff policy for the Municipality;
- To set guidelines for the identification of different categories of users;
- To set guidelines for the determination of tariffs for the different categories of users and services rendered;
- The policy will further lay down the broad principles, which will result in the adoption of a by-law for the implementation and enforcement of the Tariff Policy. Service tariffs imposed by the municipality shall be viewed as user charges and shall not be viewed as taxes.

Scope of the policy

- The policy is applicable to water and sanitation services provided by Sekhukhune District Municipality

- This policy is also applicable to all sundry tariffs as provided for in the Schedule of Tariffs of the Municipality.

Free Basic Water Policy

The purpose of the policy is to outline the Free Basic Water Policy for SDM area of jurisdiction.

As part of government strategy to alleviate poverty in South Africa a policy for the provision of a free basic level of services has been introduced. In response to this commitment, the Department of Water Affairs and Forestry (DWA) commenced the implementation of phase 1 of a national free basic water strategy in February 2001. The free basic water policy is not new to the South African water sector. Indeed, in terms of the Water Services Act 108 of 1997, provision was made for those people who cannot afford to pay for a basic water supply.

The primary intention of the policy is to ensure that no one is completely denied access to a water supply because they are unable to pay for the water service. Underlying this policy is recognition that the supply of water at a 'basic' level assists in alleviating poverty, improves community health and frees women from time wasted on carrying water.

Indigent Policy 2013

Objective

Because of the level of unemployment and subsequent poverty in the municipal area, there are households which are unable to pay for normal municipal services. The municipality therefore adopts this indigence management policy to ensure that these households have access to at least basic municipal services, and is guided in the formulation of this policy by the national government's policy in this regard.

Criteria for identification as indigent:

- Households where verified total gross monthly income of all occupants over 18 years of age does not exceed the pension grant as determined by the government.
- The threshold for qualifying as an indigent in a single household where more than two occupants receives old age pension grants shall be the twice old age grant determined by the government.
- Any occupant or resident of the single household referred to above does not own any property in addition to the property in respect of which indigent support is provided
- The account of a deceased estate may be subsidised if the surviving spouse or dependents of the deceased who occupy the property, also apply and qualify for indigent support.
- For a household to qualify for subsidies or rebates on the major service charges (see part 3 below), the registered indigent must be the fulltime occupant of the property concerned, may not own any other property, whether in or out of the municipal area.
- Child welfare grants are exempted as part of total income per household as the child is under 18 years of age.

Application of the policy

- The subsidies on the specified service charges will be determined as part of each annual budget and in terms of the municipality's policies on tariffs
- In respect of water, a 100% subsidy up to 6kl per household per month including basic charge will apply, however, if consumption exceeds 6kl per metering period (month) the consumer will be charged at normal tariffs for actual consumption on the quantity exceeding 6kl plus basic charge.
- In respect of sewerage charges, the relief granted shall not be less than a rebate of 50% on the monthly amount billed for the service concerned.

Credit Control and Debt Collection Policy

Objectives:

- The Council of SDM, in adopting this policy on credit control and debt collection, recognises its constitutional obligations to develop the local economy and to provide acceptable services to its residents.
- It simultaneously acknowledges that it cannot fulfil these constitutional obligations unless it exacts payment for the services which it provides and for the taxes which it legitimately levies – in full from those residents who can afford to pay, and in accordance with its indigence relief measures for those who have registered as indigents in terms of the council's approved indigence management policy.
- Ensure that all money due and payable to SDM in respect of fees for services, surcharges on such fees, charges, tariffs, interest which had accrued on any amounts due and payable in respect of the foregoing and any collection charges are collected efficiently and promptly.

Funding and Reserve Policy

The funding and reserve policy is aimed at ensuring that the municipality has the sufficient and cost effective funding in order to achieve its objectives through the implementation of its operating and capital budgets. This policy aims to set guidelines towards ensuring financial viability over both the short and long term which includes reserves requirements.

The policy shall apply to the Council and all officials who have formal, administrative duty to prepare manage and control the municipality's budget and expenditure.

Asset Management Policy

The objectives of Asset Management Policy can be summarised as follows:

- To ensure effective and efficient control, utilization, safeguarding and management of SDM's property, plant and equipment
- To ensure that asset managers are aware of their responsibilities in regards to property, plant and equipment

- To set out the standards of physical management, recording and internal controls to ensure property, plant and equipment are safeguarded against loss or utilization
- To specify the process required before expenditure on property , plant and equipment in SDM including:
 - The criteria to be met before expenditure can be capitalised as an item of property, plants and equipment
 - The criteria for determining initial costs of different items of property, plant and equipment
 - Classification of property, plant and equipment

The utilization and management of property, plant and equipment is the prime mechanism by which a municipality can fulfil its constitutional mandates for: delivery of sustainable services, social and economic development, promoting safe and healthy environment, providing the basic needs to the community.

Investment and cash management policy

The Council of SDM is the trustee of public revenues, which it collects, and it therefore has an obligation to the community to ensure that the municipality's cash resources are managed effectively and efficiently. Therefore the council has to invest the revenues knowledgeably and judiciously. The aim of the policy is therefore to gain an optimal return on investment, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. The effectiveness of the policy is dependent on the SDM's cash management program which must identify the amounts surplus to the municipality's needs. All monies due to SDM must be collected as soon as possible, either on or immediately after the due date and banked on a daily basis.

Supply Chain Management Policy

All procurement policies (including those addressing preferential procurement), procedures and practices must be consistent with legislative requirements, in particular part 1 of chapter 11 and other provision of the MFMA. The SCM policy is implemented in the context of the MFMA of 2003 and SCM regulations, read together with the Constitution, preferential procurement policy framework Act of 2000, and the BBBE Act of 2003. The principal objective of the policy is to provide guidelines, governing processes and procedures within the supply chain management:

- Procuring goods and services
- Disposing goods, assets and immovable property no longer needed
- Selecting contractors to provide assistance in the provision of municipal services other than that where Chapter 8 of the Municipal Systems Act applies

5.6. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PUBLIC PARTICIPATION FRAMEWORK

The public participation policy framework has been adopted by Council and is reviewed annually. The objectives of the policy are as follows;

- Meet the legal requirements around community participation that are spelled out in the Municipal systems Act No. 32 of 2000.
- Build an open, transparent and accountable system of governance.
- Develop a culture of community participation through creating conditions for local communities to participate in the affairs of the municipality.
- Assist vulnerable groups to participate effectively in the system of local government.
- Provide clear, sufficient and timeous information concerning community participation to communities.
- Communicate decisions of Council.
- Communicate public notices of meetings for communities in a manner that promotes optimal public participation.
- Set up systems and mechanisms that will ensure compliance with regulations and guidelines that may be issued from National or Provincial Government.

The Public Participation policy framework spells out the roles and responsibilities of;

- Council,
- Executive Mayor,
- The Speaker,
- Portfolio and Standing Committees,
- Ward Councilors,
- Management and Administration,
- The Public (Ward Committees) and
- Community Development Workers

Sekhukhune District Municipality

Members Mayoral Committee



Council Speaker
Clr Maria Manamela



Executive Mayor
Clr Stanley Ramalla



Chief Whip
Clr Tseke Lepota



MMC Corporate Services
Clr Alfred Matlala



MMC Budget & Treasury
Clr Thembekile Sihlangu



MMC Infrastructure & Water Services
Clr Mbusi Mahlangu



MMC Office of the Executive Mayor (Women & Gender Empowerment)
Clr Yvonne Mmakola



Deputy MMC Infrastructure & Water Services
Clr Lorraine Manganeng



MMC Planning & Economic Development
Clr Samson Nkosi



MMC Community Services
Clr Thokozile Nchabeleng



MMC Office of the Executive Mayor (Children, People with disabilities & Youth Development)
Clr Peter Mnisi

Join us to in making sure that together "Re aga, Siyakha."

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SEKHUKHUNE
District Municipality

