



# MAKHUDUTHAMAGA

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## LOCAL MUNICIPALITY

*Mmogo re šomela diphetogo!*

**MLM 2018/19 IDP/Budget**

**Adopted 31<sup>st</sup> May 2018**

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## LIST OF ACRONYMS

AC	: Audit Committee
AFS	: Annual Financial Statements
AG	: Auditor General
AIDS	: Acquired Immune Deficiency Syndrome
ANC	: African National Congress
APSP	: African People's Socialist Party
AZAPO	: Azanian People's Socialist
B2B	: Back to Basics
BTO	: Budget and Treasury Office
CASP	: Comprehensive Agricultural Support Program
CBO	: Community Based Organisation
CDG	: Care Dependency Grant
CGIS	: Corporate Geographic Information System

CS : Community Survey

CSG : Child Support Grant

CAPEX: Capital Expenditure

CWP : Community Works Programme

CRDP : Comprehensive Rural Development Programme

COGTA: Cooperative Governance and Traditional Affairs

CoGHSTA: Corporate Governance Human Settlement and Traditional Affairs

COPE : Congress of the People

DA : Democratic Alliance

DCF : District Coordinating Forum

DG : Disability Grant

DWS : Department of Water and Sanitation

DRDLR: Department of Rural Development and Land Reform

ECD : Early Childhood Development

EDP : Economic Development and Planning

EFF : Economic Freedom Fighters

EMS : Environmental Management System

EPWP : Expanded Public Works Programme

FBW : Free Basic Water

FCG : Foster Care Grant

GIS : Geographic Information System

HDI : Historically Disadvantaged Individuals

ICT : Information and Communication Technology

IDP : Integrated Development Plan

ITP : Integrated Transport Plan

IGF : Internally Generated Funds

IGR : Inter Governmental Relations

IT : Information Technology

IWMP : Integrated Waste Management Plan

KFA : Key Focus Area  
 KPAs : Key Performance Areas  
 KPI : Key Performance Indicator  
 LED : Local Economic Development  
 LEDET : Limpopo Economic Development, Environment and Tourism.  
 LEGDP: Limpopo Employment, Growth and Development Plan  
 LG-MTEC: Local Government Medium Term Expenditure Committee  
 LGTA : Local Government Turn Around Strategy  
 LTO : Local Tourism Organisation  
 LUMS : Land Use Management System  
 MSCOA: Municipal Standard Chart of Accounts  
 MFMA : Municipal Finance Management Act  
 MDGs : Millennium Development Goals  
 MIG : Municipal Infrastructure Grant  
 MLM : Makhuduthamaga Local Municipality  
 MPAC : Municipal Public Accounts Committee  
 MTAS : Municipal Turn-Around Strategy  
 MTSF : Medium Term Strategic Framework  
 MWIG : Municipal Water Infrastructure Grant  
 NGO : Non Government Organisation  
 NKPA : National Key Performance Area  
 NSDP : National Spatial Development Perspective  
 OA : Old age  
 OPEX : Operational Expenditure  
 OPMS : Organisational Performance Management System  
 RBIG : Regional Bulk Infrastructure Grant  
 RSA : Republic of South Africa  
 PAC : Performance Audit Committee  
 PDPF : Provincial Development Planning Forum

PMS : Performance Management System

PSO : Provincial Strategic Objective

PTO : Permission to Occupy

SASSA : South African Social Security Agency

SAMEBA: South African Maintenance and Estate Beneficiaries Association

SAPS : South African Police Services

SCM : Supply Chain Management

SDBIP : Service Delivery & Budget Implementation Plan

SDGs: Sustainable Development Goals

SMME : Small Medium & Micro Enterprises

STATSSA: Statistics South Africa

SPLUMA: Spatial Planning and Land Use Management Act

SWOT : Strength, Weakness, Opportunities and Threats

UN: United Nation

## CHAPTER 1: CONTEXT AND OVERVIEW

### 1.1 CONTEXT AND OVERVIEW

Municipalities are constitutionally mandated to prepare a five-year Integrated Development Plan (IDP), which serves as a strategic action and service delivery oriented resource and, as such, supersedes all other plans that inform the developmental agenda in local government.

Accordingly, the Makhuduthamaga Municipality's IDP outlook is guided by its developmental goals, including the programmes of the provincial and national government. The Makhuduthamaga Municipality's IDP is a strategic planning instrument that necessitates the participation and input of all municipal residents. As such, it informs and guides all relevant planning, management, budgeting and decisionmaking processes within the institution. It has the potential to transform local communities in direct response to the needs of our diverse communities and adapt to the changing demands and expectations. And for this reason, communities are participating more dynamically in decisions and resource allocation, especially around the municipal budget and strategic planning initiatives. This is given expression through active involvement, giving residents more say in the provision of services and by enhancing customer satisfaction as the primary determinant of our success in the provision of services.

The new administration has engaged in a full evaluation of the functioning of every aspect affecting the lives of communities in Makhuduthamaga. Our Constitution requires us as local government to be developmental – a responsibility to structure and manage the administrative, budgeting and planning processes that will give expression and priority to the basic needs of communities and to promote their social and economic development. Hence our IDP sets out a vision for the future of local government in Makhuduthamaga, in line with legislation and the Constitution.

Our vision points to democratic local government in which the needs of all, but especially the poor and vulnerable communities, are met with efficiency and effectiveness. This will ensure that we are accountable, viable, and capable of delivering sustainable services that meet the diverse needs of our communities

## 1.2 VISION AND MISSION

### 1.2.1 VISION

To be a catalyst of integrated community driven service delivery

### 1.2.2 MISSION

- to strive towards service excellence
- to enhance robust community based planning
- to ensure efficient and effective consultation and communication with all municipal stakeholders

### 1.2.3 VALUES

Values	Descriptive analysis
High standard of professional ethics	The MLM upholds high standards of professionalism as enunciated in the Constitution. Hard work, service to the people, humility, honesty and respect are integral components of professional values. Respect not only the laws of the land but also one another in a performance relationship – this emphasizes mutual respect and regard for dignity of a person or his/her responsibility
Consultation	Regular consultations with the people about the services MLM provides
Service standards	Need to specify the quality of services people can expect
Access	Increase access to services especially people disadvantaged by attitude related barriers
Courtesy	Treatment of customers with courtesy and consideration. Things such as smile, respect for customs, apology if things go wrong – this cost nothing
Information	Provide more and better information about services so that customers have full, accurate, relevant and up to date information about services they are entitled to receive
Openness and Transparency	Tell the people how MLM runs, its departments, costs and who is in charge
Redress	If the promised standard of services is not delivered (failures/mistakes/performance problems occur) citizens should be offered an apology, a full explanation and a speedy and effective remedy, and when the complaints are made, citizens should receive a sympathetic, positive response
Value for Money	Give the best possible value for money so that customers feel that their contribution through taxation is used effectively, efficiently and savings ploughed back to improve their lives. The implementation of Bathopele Principles is continuous process, not a once off task, to be done all the time.

**Source: Constitution (RSA, 1996) and RSA (Bathopele Principles)**

## **CHAPTER 2: EXECUTIVE SUMMARY**

### **2.1. Introduction**

The legislative and policy mandates that influence the activities of local government are numerous, encompassing international, national, provincial and regional influences. It is important that there is a direct linkage between the activities at a local government level and the broader strategic policy and legislative environment in order that a common vision for the development of South Africans and Makhuduthamaga Local Municipality residents can be achieved

### **2.2. Legislative Background / Context**

The formulation of the IDP must be guided by various pieces of legislation, amongst others are the following:

The Integrated Development Planning process originates in the Constitution of the Republic of South Africa (Act 108 of 1996), which enjoins local government to:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote Social and Economic Development;
- To promote a safe and healthy environment ;
- To encourage the involvement of communities and community organizations in the matters of Local Government.

The Constitution also demands local government to improve intergovernmental coordination and cooperation to ensure integrated development across neighboring communities. The Constitution further commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

### **The Municipal Structures Act (Act 117 of 1998)**

The Municipal Structures Act (Act 117 of 1998) provides for the following:

- Chapter 5: Stipulates the general functions and powers of municipalities
- Section 83 (1): Each municipality has powers and functions assigned to it in terms of the provisions of the Constitution
- Section 83 (2): Powers and functions must be divided between the District Municipality and the Local Municipalities

### **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.

Chapter 5, Section 26 of the MSA indicates the core components of an IDP and that such an IDP must reflect the following:

- The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services
- The council's development priorities and objectives for its elected term, including its local economic development and internal transformation needs
- The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements that are binding on the municipality in terms of legislation
- A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality
- The council's operational strategies
- Applicable disaster management plans
- A financial plan, which must include a budget projection for at least the next three years
- The key performance indicators and performance targets determined in terms of Section 41 of the MSA

### **Municipal Finance Management Act (Act 56 of 2003)**

The 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.

The Makhuduthamaga Local Municipality 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

## **Municipal Property Rates Act of 2004**

The Municipal Property Rates Act of 2004 aims: to regulate the power of a municipality to impose rates on property; to exclude certain properties from rating in the national interest; to make provision for municipalities to implement a transparent and fair system of exemptions, reductions and rebates through their rating policies to make provision for an objections and appeals process.

**The Municipal Planning and Performance Management Regulations (R796 of 2001)** set out further requirements for an IDP:

- An institutional framework is required for implementation of the IDP and to address the municipality's internal transformation;
- Investment initiatives;
- Development initiatives including infrastructure, physical, social and institutional development; and
- All known projects, plans and programmes to be implemented within the municipality by any organ of state

## **The White Paper on Developmental Local Government**

The White Paper on Developmental Local Government puts forward a vision of a developmental local government which centres on working with local communities to find sustainable ways to meet their basic needs and improve the quality of their lives.

**The following are the four characteristics of this developmental local government;**

- Municipal powers and functions are exercised in a manner which maximises their impact on social and economic growth
- Playing an integrating and coordinating role to ensure alignment between all government spheres and private sector investment within the municipal area
- Democratising development
- Building social capital through providing community leadership and vision and seeking to empower marginalised and excluded groups within the community

## **2.3 Policy Context**

### **Spatial Planning and Land Use Management Act (SPLUMA)**

The Act provides a framework for Spatial Planning and Land Use Management. It provides inclusive, developmental, equitable and efficient spatial planning at different spheres of government. It promotes greater consistency and uniformity in the application procedures and decision making by authorities responsible for land use decisions and development applications. It provides for the establishment, functions and operations of Municipal Planning Tribunals

## **Intergovernmental Relations Framework Act (Act 13 of 2005)**

The IGR Act creates a framework for intergovernmental cooperation as required by constitution in its definition of 'cooperative governance'. Limpopo government has opted to use District municipalities as theatres for coordination of IDP planning among government spheres and their Parastatals. Here municipalities are supported in the planning and its alignment while provincial departments are also being opportune to know what municipalities are raising as development priorities that are sector specific for their own planning and budgeting

## **Expanded Public Works Programme (EPWP)**

The EPWP is a programme that seeks to ensure that public bodies like municipalities formulate plans and budgets that will draw significant numbers of the unemployed into productive work while provide them with training. Makhuduthamaga Local Municipality is using the opportunity of labour intensive construction method to carry out Infrastructure, Environment and Community Works's Programme under LED projects

## **Sustainable Development Goals (SDGs)**

The 2030 Agenda on Sustainable Development was adopted by UN (United Nations) member states in September 2015. The SDGs are a new universal set of goals, targets and indicators that UN member states will be expected to use to frame their agendas and political policies over the next 15 years i.e 2015 to 2030. The Agenda consists of altogether 17 goals, 169 targets and 231 indicators.

- The SDGs take into account different national realities, capacities & levels of development, and respect national policies & priorities
- Build on the foundation laid by the MDGs
- Seek to complete the unfinished business of the MDGs & respond to new challenges
- The framework will retain goals, targets & indicators format of the MDGs
- Will address four dimensions: Economic development, Social inclusion, Environmental sustainability and Good Governance

## **Sustainable Development Goals**

In 2015 the Millennium Development Goals (MDGs) came to the end of their term, and the sustainable development goals were introduced as the post 2015 agenda comprising 17 Sustainable Development Goals, 169 targets and 229 indicators took their place. The SDG's RE based on the moral principle of the Millennium Development Goals which strived to ensure that no one or one country should be left behind and that each country has a common responsibility in delivering on the global vision. The goals set out a holistic framework to help set the world on a path towards sustainable development, by addressing all three dimensions of economic development, social inclusion, and environmental sustainability. During the development of the 5 year IDP efforts were made to ensure that integration and institutionalization of the SDG in the planning processes of the municipality is achieved.

## Transition from MDGs to the SDGs

There are three fundamental differences between the 2030 Development Agenda and the Millenium Development Goals:

- The SDGs are broader and more ambitious than the MDGs.They go beyond social development and include all three dimensions of sustainable development ,social.economic and environmental
- The SDGs are complex and integrated,with the integrated approach implying the need to manage trade offs and maximise synergies across targets
- The SDGs are universal while the MDGs were not, implying that the goals and targets are relevant to all countries and all stakeholders within the countries.The SDGs should benefit all –eradicating poverty and reducing inequalities.

Millenium Development Goals		Sustainable Development Goals
Goals	08	17
Targets	21	169
Indicators	60	230

## The Sustainable Development Goals (SDGs)

1. End poverty in all its forms everywhere
2. End hunger,achieve food security and improved nutrition and promote sustainable agriculture
3. Ensure healthy lives and promote well being for all at all ages
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable,reliable,sustainable and modern energy for all
8. Promote sustained,inclusive and sustainable economic growth,full and productive employment and decent work for all
9. Build resilient infrastructure,promote inclusive and sustainable industrialization and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive,safe,resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
14. Conserve and sustainably use the oceans,seas and marine resources for sustainable development
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

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
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

### Reporting Obligations

Global and Continental reporting		National reporting		Provincial reporting
Sustainable Development Goals	Continental reporting: Agenda 2063	National Development Plan	Medium Term Strategic Framework	Provincial Development Plan

### Alignment for integrated implementation

SDGs	Agenda 2063	Regional (SADC)	National Development Plan	MTSF	LDP	District Development Plan	IDP
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### National Spatial Development Perspective (NSDP)

It provides for focusing of development on areas of potential as a catalyst towards improvement of lives of communities. Areas of potential or nodal points should be prioritized for infrastructure investment. The development of the municipal SDF took into consideration proposals of the NSDP.

### The National Development Plan

The South African Government has through the Minister of Planning published the National Development Plan. The plan aims to eliminate poverty and reduce inequality by 2030. The plan has a target of developing peoples' capabilities to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising incomes, housing and basic services and safety.

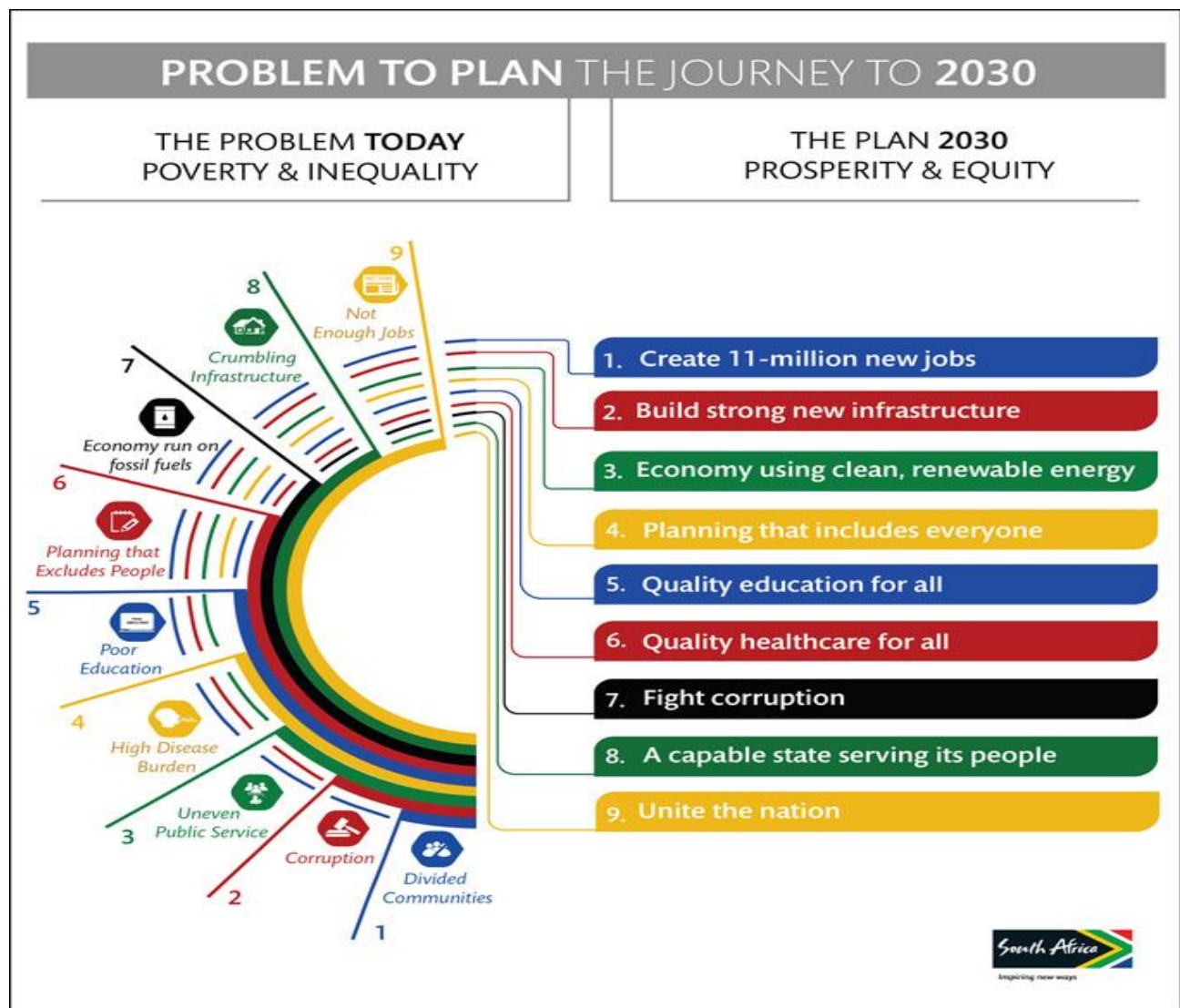
#### It proposes the following strategies to address the above goals:

- Creating jobs and improving livelihoods
- Expanding infrastructure
- Transition to a low carbon economy
- Transforming urban and rural spaces
- Improving education and training
- Providing quality health care
- Fighting corruption and enhancing accountability

- Transforming society and uniting the nation

Municipalities are the first point of interaction between the communities and government and therefore stand to benefit from the drive towards radical transformation of the economy.

Figure 1: National Development Plan

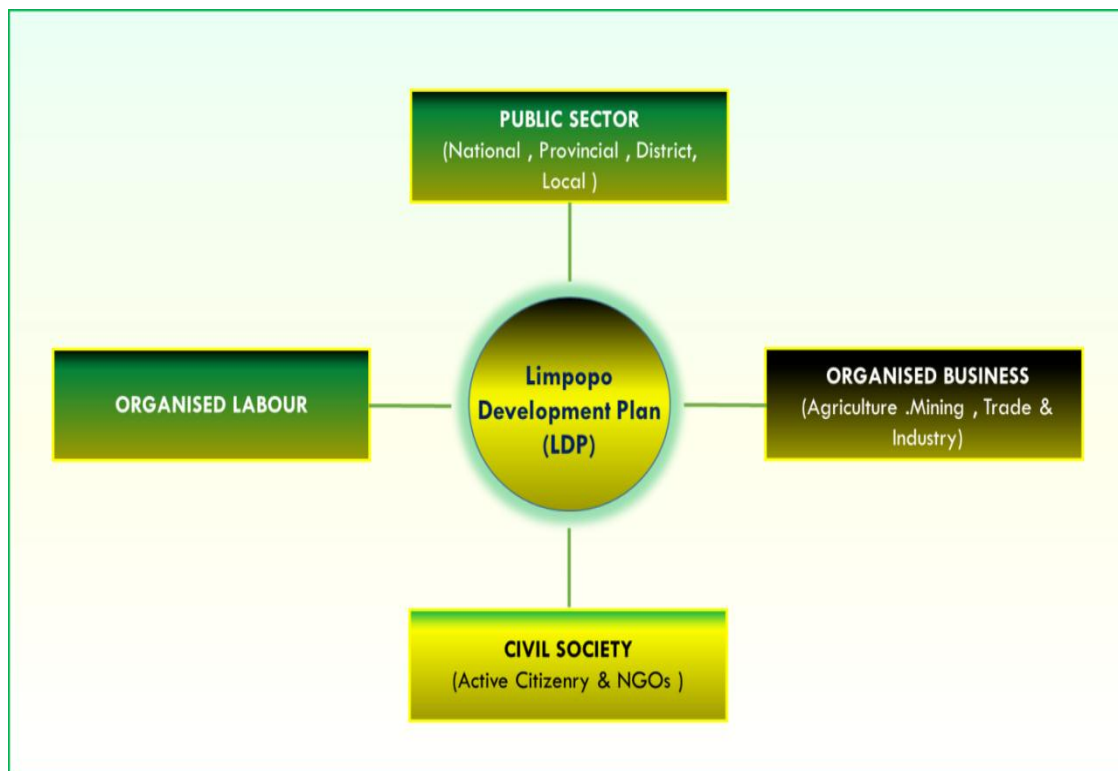


At the core of the plan is to eliminate poverty and reduce inequality, promotion of gender equity and addressing the pressing needs of youth.

It is imperative for Makhuduthamaga to take these issues into consideration when reviewing the Integrated Development Plan.

## Limpopo Development Plan and its objectives and targets

The Limpopo Provincial Administration has developed the Limpopo Development Plan (LDP) which outlines the contribution from Limpopo Province to the National Development Plan (NDP) objectives and the national MTSF for this period. It further outlines the shared vision of the province along with a Strategy and an Action Plan, focusing on the five-year period from 2014 – 2019. The aim of the Plan is to inform planning and resource allocation at both provincial and municipal levels, and also to provide a strategic partnership between government, private sector & civil society.



## Strategic Objectives and Targets

The Limpopo Development Plan (LDP) is an official directive for development planning in the Province of Limpopo for the planning periods **2015- 2019**. **The main development targets for the Province are summarised below:**

- Limpopo's Growth Trajectory Scenario (Current MTSF) at 3%;
- Increase Matric pass rate from 72.9% in 2014 to beyond 80%;
- Create 429 000 jobs;
- Reduction of official unemployment rate from 16.9% in 2014 to 14%. (Expanded unemployment rate from 38.4% in 2014 to less than 33%;
- Improve access to basic services (water) from 83% in 2014 to 90%;

- Improve access to electricity supply from 83% in 2014 to 90%;
- Improve access to sanitation from 43% in 2014 to 50%;
- Reduce HIV Incidence from approx. 9% of the total population of Limpopo in 2014 to 5%;
- Increase Life expectancy M = 58.3, F = 62.5 in 2014 to M = 60, F = 65;
- Reduce inequality (Gini-Coefficient) from 0.61 in 2014 to 0.50; and
- Increase GGP contribution to national economy from the current 7.1%.

### Convergence of Agenda 63 and the Sustainable Development Goals (SDGs)

Agenda 2063 (2023 Goals)	SDG	NDP Chapter(s)	LDP Outcome(s)
Goal1: A High Standard of Living, Quality of Life and Well Being for All	GOAL 1 End poverty in all its forms everywhere in the world  GOAL 3 Ensure healthy lives and promote well-being for all at all ages	Chapter 11 Social protection	Outcome 2. Long and healthy life Outcome 3. All people in Limpopo feel safe Outcome 7. Comprehensive rural development Outcome 8. Human settlement development Outcome 13. Inclusive social protection system
Goal 2: Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation	GOAL 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Chapter 9 Improving education, training and innovation	Outcome 1. Quality basic education Outcome 5. Skilled and capable workforce
Goal 3: Healthy and Well-Nourished Citizens	GOAL 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture  GOAL 3 Ensure healthy lives and promote well-being for all at all ages	Chapter 10 Promoting health	Outcome 2. Long and healthy life Outcome 3. All people in Limpopo feel safe Outcome 7. Comprehensive rural development Outcome 13. Inclusive social protection system
Goal 4: Transformed Economies and Job Creation	GOAL 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Chapter 3 Economy and employment	Outcome 4. Decent employment through inclusive growth Outcome 7. Comprehensive rural development

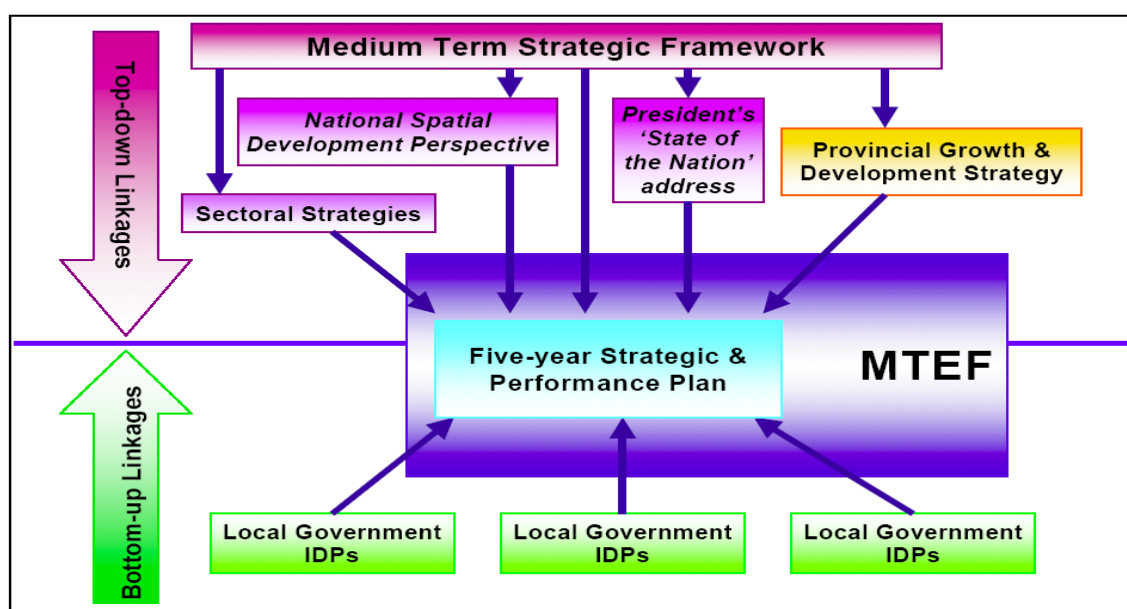
Goal 5: Modern Agriculture for increased productivity and production	GOAL 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture  GOAL 12 Ensure sustainable consumption and production patterns	Chapter 6 An integrated and inclusive rural economy	Outcome 2. Long and healthy life Outcome 7. Comprehensive rural development Outcome 10. Environmental protection Outcome 13. Inclusive social protection system
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### **Alignment of the NDP and LDP priorities into the municipal IDPs**

The NDP highlights the need to strengthen the ability of local government to fulfil its developmental role. It calls for Municipal Integrated Development Plans (IDPs) need to be used more strategically to focus attention on critical priorities in the NDP that relate to the mandate of local government such as spatial planning, infrastructure and basic services.

Like provincial planning processes, municipal IDPs should be used to focus on aspects of the NDP that fit within a municipality's core responsibilities. This would allow the IDP process to become more manageable and the participation process more meaningful, thus helping to narrow the gap between the aspirations contained in these documents and what can actually be achieved. To do this effectively, the IDP process needs to be led by municipal staff, not outsourced to consultants.

**Figure 4: Planning frameworks that inform the development of *Five-year Strategic and Performance Plans***



## **The Local Government Back to Basics Strategy**

The Local Government Back to Basics Strategy (B2B) its main core services that local government provides i.e. clean drinking water, sanitation, electricity, shelter, waste removal and roads which are the basic human rights enshrined in our constitution and Bill of Rights. This strategy comes after local government facing challenges in rendering services to the communities and majority of municipalities in the country to account mainly in financial management and continuous negative audit outcomes.

The following are Local government programmes which municipalities will work to ensure:

### **1. Basic Service: Creating conditions for decent living**

- Municipalities must deliver the basic services (basic water, sanitation, electricity, waste removal etc) In addition to the above, municipalities must ensure that services such as cutting grass, patching potholes, working robots and street lights and consistent refuse removal are provided.
- Council to ensure proper maintenance and immediate addressing of outages or maintenance issues to ensure continuity of service provision
- .Municipalities must improve mechanisms to deliver new infrastructure at a faster pace whilst adhering to the relevant standards
- .Increase of Community Work Programme sites targeting the unemployed youth in informal settlements to render day to day services such as cutting grass, patching potholes, cleaning cemeteries, etc
- .Extend reach of basic services to communities living in informal settlements by providing temporary services such as: (i) potable water, (ii) temporary sanitation facilities, (iii) grading of gravel roads and (iv) refuse removal

### **2. Good governance**

- Municipalities will ensure transparency, accountability and regular engagements with communities.
- All municipal structures must be functional and meet regularly.
- Council meetings to sit at least quarterly.
- All Council Committees must sit and process items for council decisions.
- Clear delineation of roles and responsibilities between key leadership structures.
- Functional oversight committees must be in place, e.g. Audit committee and Municipal Public Accounts Committees (MPAC)

### 3. Public Participation: Putting people first

- Implement community engagement plans targeting hotspots and potential hotspots areas.
- Municipalities to implement responsive and accountable processes with communities.
- Ward committees must be functional and Councillors must meet and report to their constituencies at least quarterly
- Utilise the Community Development Workers (CDWs), Ward committees and Ward councillors to communicate projects earmarked for implementation.
- PR Councillors need to represent the interests of the municipality as a whole and ensure that effective oversight and leadership functions are performed.
- Municipalities must communicate their plans to deal with backlogs.
- Municipalities to monitor and act on complaints, petitions and other feedback.

### 4. Sound financial management

- All municipalities must have a functional financial management system which includes rigorous internal controls.
- Cut wasteful expenditure.
- Supply Chain structures and controls must be in place according to regulations and with appropriate oversight.
- All Budgets to be cash backed.
- Ensure that Post Audit Action Plans are addressed.
- Act decisively against fraud and corruption.
- Conduct campaigns on “culture of payment for services” led by Councillors.
- Conduct campaigns against “illegal connections, cable theft, manhole covers”etc

### 5. Building capable institutions and Administrations

- All municipalities enforce competency standards for Managers and appoint persons with the requisite skills, expertise and qualifications.
- All staff to sign performance agreements.
- Implement and manage performance management systems.
- Municipal management to conduct regular engagements with labour

## **Makhuduthamaga Local Municipality's Key Performance Areas (KPA's)**

Taking cognizance of the political, national, provincial and district policies and plans, the following KPA'S were identified and adopted by the Makhuduthamaga Municipal Council:

- Spatial Rationale
- Basic Service Delivery and Infrastructure Development
- Local Economic Development
- Financial Viability and Management
- Good Governance and Public Participation
- Municipal Transformation and organizational development

**The Key Performance Areas (KPA's) are defined in the following table:**

<b>Key Performance Area</b>	<b>Definition</b>
KPA 1: Spatial Rationale	To establish economical, socially , environmentally integrated sustainable human settlements around Makhuduthamaga Municipality
KPA2:Basic Service Delivery and Infrastructure Development	To ensure provision of efficient infrastructure ( Roads and storm-water) and energy supply that will contribute to the improvement of quality of life for all in Makhuduthamaga To contribute to the safety of communities through the proactive identification, prevention, mitigation, and management of environment, fire and disaster risks.
KPA 3: Local Economic Development	To facilitate sustainable economic empowerment for all communities within Makhuduthamaga and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development
KPA 4: Financial Viability and Management	To ensure the financial viability and sustainability of the municipality and to adhere to statutory requirements
KPA 5: Good Governance and Public Participation	To promote proper governance and public Participation To improve public relations thus pledging that our customers are serviced with dignity and care to facilitate the development of the poor and most vulnerable including the elderly, women, people with disabilities, youth and rights of Children
KPA6:Municipal Transformation and organizational development	Institutional transformation to provide an effective and efficient workforce by aligning institutional arrangements to the overall municipal strategy in order to deliver quality services

## 2.4 Powers and Functions

Makhuduthamaga Local Municipality is a Category B Municipality established to perform the following functions as bestowed upon by the Constitution in terms of section 156 (1) and the division of powers:

Functions	MLM	SDM	Eskom	Description of function performed
1.Air pollution	No			
2.Building regulations	Yes			Enforcing the national building regulations
3.Child care facilities	Yes			
4.Electricity reticulation			Yes	Supply and maintain all electricity functions
5.Fire fighting		Yes		Complete fire fighting services
6.Local tourism	Yes			To provide LED support and tourism enhancement support
7.Municipal Airport	No			
8.Municipal Planning	Yes			Forward planning. Land use control. Policy development.Environmental.GIS
9.Municipal health Services		Yes		Provision of municipal health services through inspections, investigations and control
10.Municipal Public transport	Yes			Provide traffic control and licensing
11.Pontoons and ferries	No			
12.Storm water	Yes			Provide storm water system
13.Trading regulations	Yes			Regulate trading with support from LEDET
14.Water		Yes		Water authority and provider
15.Beaches and amusement facilities	No			
16.Billboards and the display of advertisements in public places	Yes			Regulation,control,and display of advertisement and billboards

17.Cemetries,funeral parlors and crematoria	Yes			Control
18.Cleansing	Yes			Sweeping streets, picking litter, and emptying of street bins
19.Control of public nuisance	Yes			Control of public nuisance and inspection thereof issuing of notices
20.Control of undertakings that sell liquor to the public	No			
21. Facilities for the accommodation, care and burial of animals	Yes			Compliance
22. Fencing	Yes			
23.Licencing of dogs	Yes			
24.Licencing and control of undertakings that sell food to the public	Yes			Quality control. Safety and hygiene regulations
25. Local amenities	Yes			
26. Local sports facilities	Yes			Maintaining and provision of stadia
27. Markets	Yes			
28. Municipal abattoirs	Yes			
29. Municipal parks and recreation	Yes			Recreational areas for local communities
30.Municipal roads	Yes			Maintenance of roads, upgrading roads from gravel to tar
31.Noise pollution	Yes			Control of noise pollution
32.Pounds	Yes			
33. Public places	Yes			
34. Refuse removal, refuse disposal sites and Solid waste disposal	Yes			Waste collection. Waste transport landfill management
35. Street trading	Yes			Regulate and control
36.Street lighting	Yes			Provide and maintain

37.Vehicle licensing and registration	Yes			Provide
38. Learners and Drivers licensing	Yes			Provide
39.Disaster Management	Yes			Provide

Source: COGHSTA, 2016

## 2.5 Basis for IDP Review Process

Section 32 (1) (a) of the Municipal Systems Act, act 32 of 2000 mandates the Municipal Manager of a municipality to submit a copy of the Integrated Development Plan as adopted by Council of the Municipality, and any subsequent amendment to the plan, to the MEC for Local Government in the Province within 10 days of the adoption or amendment of the plan, for assessment.

Analysis of MEC opinion of Makhuduthamaga local municipality IDP over the last five years

2013/14	2014/15	2015/16	2016/17	2017/18	Target for 2018/19
High	High	High	High	Low	High

Source: CoGHSTA, Limpopo 2018

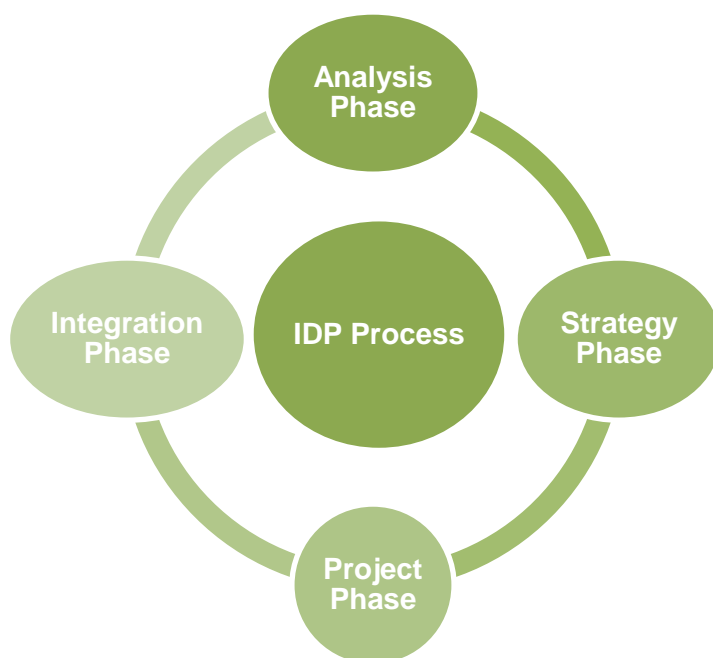
The opinion of the MEC assessment panel during 2017/18 IDP/ Budget assessment was that the **MLM should maintain the status quo on issues that were clearly indicated in terms of all KPAs and adhere to the process plan in the 2018/19 IDP /Budget review and further improve on the issue of SDBIP/ IDP alignment**

### Process plan

Drafting an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external role players. Such process has to be properly organized and prepared. The preparation is the duty of the Municipal Manager and Senior Managers. The preparation process will be referred to as the process plan and should contribute to the institutional readiness to draft or review the IDP.

The elected Municipal Council is the ultimate IDP decision making authority. The role of participatory democracy is to inform, negotiate and comment on those decisions in the course of the planning process. In terms of the Council approved IDP and Budget process plan, Council must approve the final IDP before the start of the financial year, that is , no later than 31 May 2018 .In order for Makhuduthamaga to prepare a credible IDP, several stakeholders have to be engaged to provide inputs and inform the final IDP.

## IDP PROCESS PHASES



**Table 2: Municipal IDP Process rollout**

Planning phase	Participation Mechanism
<b>Analysis phase</b> : Determine local issues , problems, relevant stakeholders, potentials and priorities	<ul style="list-style-type: none"> <li>Stakeholders meetings, ward committee meetings ,sectoral engagements</li> <li>District IDP Managers / Officers forum meetings</li> <li>Provincial Development Planning Forum Meetings (PDPF)</li> </ul>
<b>Strategy Phase:</b> Determine vision and objectives, Determine strategies and participate in IGR structures	<ul style="list-style-type: none"> <li>Strategic meeting with Senior Management Team</li> <li>Strategic workshop with municipal EXCO</li> <li>District and Provincial Government engagements</li> <li>Municipal Budget Steering Committee</li> </ul>
<b>Project Phase:</b> Design projects per strategy	<ul style="list-style-type: none"> <li>Inter departmental / Sectoral Planning</li> <li>Municipal Budget Steering Committee</li> </ul>
<b>Integration phase:</b> Agree on project proposals and compilation of integrated programmes	<ul style="list-style-type: none"> <li>Inter- Departmental Sectoral Planning</li> <li>District IDP Managers / Officers Forums</li> </ul>
<b>Approval phase:</b> Adoption by Council providing opportunity for stakeholder comments	<ul style="list-style-type: none"> <li>Council and stakeholders meetings and interviews</li> <li>Approval of IDP/ budget</li> <li>Consolidation of SDBIP</li> </ul>
<b>Monitoring and evaluation:</b> Ensure economic efficiency and effective use of resources	<ul style="list-style-type: none"> <li>Meeting with Senior Management team</li> <li>Representatives of stakeholders, ward committees, EXCO, Portfolio committees, internal audit, audit committee, Council and public.</li> </ul>

## **2.6 Institutional arrangements for the IDP process and implementation**

In order to manage the drafting of the IDP outputs effectively, Makhuduthamaga Local Municipality institutionalized the participation process thereby giving affected parties access to contribute to the decision making process. The following structures, linked to the internal organizational arrangements have therefore been established:

- The IDP Steering committee which is chaired by the Municipal Manager and is composed as follows: Senior Managers, Division Managers and Senior IDP Officer
- IDP Representative Forum which is chaired by the Mayor and composed of the following stakeholders: Councilors, Ward committees, CDWs, Traditional leaders, organized business, Women's organizations, Youth movements, People with Disabilities, Advocacy Agents of unorganized groups, Sector departments, District municipality, Parastatals, NGOs and CBOs.

## **2.7 Process Overview: Steps and Events**

IDP/Budget review structures and roles clarifications and responsibilities

### **Roles and responsibilities of government spheres**

The Municipal Systems Act, 2000 requires both district and local municipalities to do Integrated Development Planning. The IDP process requires that all role-players are fully aware of their own, as well as other role-players' responsibilities in the execution of the IDP process.

**The roles and responsibilities of the various spheres of government and other relevant stakeholders for IDP review process are as follow:**

- The role of the National Sphere of Government is to provide a legal framework, policy guidelines and principles for sectoral, provincial and local government planning.
- The role of the Provincial Sphere of Government is to monitor the IDP process and to ensure vertical / sector alignment;
- District Municipality is also responsible to effect horizontal and vertical alignment of the IDP's of local municipalities,
- The role of the Local Municipalities is to compile a 5 year IDP aligned with other spheres of government.

### **Stakeholders' Consultations**

In terms of the Municipal Systems Act, the IDP review process should start ten months before the beginning of the financial year under review

#### **First Phase: September-October –November**

This phase of the IDP/Budget review process allows the community to identify broader development needs and priorities. It also allows the community, together with other stakeholders, to input on the analysis phase.

During this phase deliberate efforts must be made to involve ward based organized/community structures/stakeholders/service providers/previously marginalized groups and broader

community members through community based planning approach. Sector based consultations will also be conducted during this phase to coordinate alignment in planning process through IDP Managers /Representatives forums.

#### Second Phase: April- May

The phase will be characterized by comprehensive stakeholders' consultations, policy review and public submissions. Public participation will be allowed for comments and inputs into the draft IDP/Budget. It is therefore imperative to publish both draft IDP and Budget prior to the commencement of second phase of stakeholders' consultation.

#### Other Media for Public Participation

The following mechanisms will also be used for public participation:

- Print media

National and regional newspaper and the municipal newsletter will be used to inform the community of the activities of the process plan and even progress on implementation

- Radio slots

The local radio station and regional stations will be utilized to make public announcements and interviews about IDP process activities and progress on implementation.

- Municipal website

Municipal website will also be utilized to communicate and inform community. Copies of IDP/Budget will be placed on the website for people and other stakeholders to view or download.

### **Distribution of roles and responsibilities of stakeholders in the IDP scenario**

<b>Stakeholders</b>	<b>Roles and responsibilities</b>
Makhuduthamaga Local Municipality Council	<ul style="list-style-type: none"> <li>• Prepare process plan for IDP Revision</li> <li>• Undertake the overall management ,coordination and monitoring of the process as well as the drafting of the local IDP</li> <li>• Approve IDP within the agreed framework</li> <li>• Ensures participatory planning that is strategic and implementation oriented.</li> </ul>
SDM	<ul style="list-style-type: none"> <li>• Compile IDP framework for the whole District</li> <li>• Ensures alignment of IDPs in the District</li> </ul>
Office of the Premier	<ul style="list-style-type: none"> <li>• Support and monitor CoGHSTA 's alignment responsibilities</li> <li>• Ensures Medium Term Framework and Strategic Plans of Provincial Sector Departments consider IDPs</li> <li>• Intervene where there is a performance problem of provincial departments</li> <li>• Investigates issues of non performance of provincial government as may be submitted by any municipality</li> </ul>
CoGHSTA	<ul style="list-style-type: none"> <li>• Ensure vertical/sector alignment between provincial sector</li> </ul>

	<p>department/provincial strategic plans and IDP process at local level</p> <ul style="list-style-type: none"> <li>• Ensures horizontal alignment of IDPs of various municipalities</li> </ul>
Other Sector Departments	<ul style="list-style-type: none"> <li>• Contribute technical knowledge, ideas and sector expertise to the formulation of municipal strategies, projects and sector plans</li> <li>• Actively participate in the various Task teams established for IDP process</li> <li>• Provide departmental operational and capital budgetary information</li> </ul>
COGTA	<ul style="list-style-type: none"> <li>• Issue legislation and policies in support of IDP's</li> <li>• Issue Integrated Development Planning Guidelines</li> <li>• Provide financial assistance</li> <li>• Provide a National Training Framework</li> </ul>
IGR Structures (IDP Rep Forum, IDP Managers forum,PDPF,DDPF	<ul style="list-style-type: none"> <li>• Provide inter-governmental dialogue to agree on shared priorities and interventions</li> <li>• Provide dialogue between sectors for holistic infrastructure development</li> </ul>
Private sector	<ul style="list-style-type: none"> <li>• Participate in the formulation of the plan</li> <li>• Provide information on the opportunities that the communities may have in their industry</li> <li>• Submit their projects in the IDP of the municipality</li> </ul>
Other Stakeholders	<ul style="list-style-type: none"> <li>• Interest groups such as NGOs, CBOs, Magoshi, and Organizations for Youth, women, and people with disabilities may be involved in the local IDP Representative Forum. Aim is to consult with and respond to various interests in the community.</li> </ul>
Communities	<ul style="list-style-type: none"> <li>• Identify and prioritize needs</li> <li>• Participate in the IDP Representative Forum</li> <li>• Discuss and comment on the draft IDP review</li> <li>• Monitor performance in the implementation of the IDP review</li> </ul>
Ward committees	<ul style="list-style-type: none"> <li>• Participate in the community consultations meetings</li> <li>• Articulate the community needs</li> <li>• Help in the collection of the needed data /research</li> </ul>
Community Development Workers	<ul style="list-style-type: none"> <li>• Help in the generation of the required data, thereby providing requisite support to Ward committees</li> </ul>

The 2018/19 IDP Review and Budget process plan / time schedule is prepared in terms of Section 21 (1) (a) and (b) of the Municipal Finance Management Act. No 56 of 2003 which states the following;

**The Mayor of a Municipality must;**

(a) Co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible;

(b) At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for- i. The preparation, tabling and approval of the annual budget; ii. The annual review of- (aa) the integrated development plan in terms of section 34 of the Municipal Systems Act; and (bb) the budget related policies. iii. the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and iv. any consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).

The 2018/19 IDP and Budget preparation time schedule articulates the progressive activities and processes which the municipality will embark on to review its fourth-generation Integrated Development Plan and to prepare the annual budget for the 2018/19 financial-year. The process plan/time schedule enhances integration and alignment between the IDP and Budget, thereby ensuring the development of an IDP-based budget. It fulfils the role of a business plan or an operational framework for the IDP review process outlining the manner in which the review process will be undertaken. The IDP and Budget process plan/time schedule incorporates all municipal planning, budgeting, performance management, performance reporting and public and stakeholder engagement processes.

The process creates its own dynamics since it encompasses the involvement of external role players; therefore it requires accurate logistical planning and arrangements of engagement sessions to ensure that the process is implemented in accordance with the time schedule

**Annual revision of the IDP/Budget**

According to Section 34 of the Municipal Systems Act,

A municipal council;(a) must review its integrated development plan- (i) annually in accordance with an assessment of its performance measurements in terms of section 41; and

(ii) to the extent that changing circumstances so demand; and (b) may amend its integrated development plan in accordance with a prescribed process. The IDP must be reviewed annually in order to:

- Ensure its relevance as the municipality's strategic plan;
- Inform other components of the municipal business process including institutional and financial planning and budgeting; and
- Inform the cyclical inter-governmental planning and budgeting cycle.

For the IDP to remain relevant the municipality must assess implementation of performance and the achievement of its targets and strategic objectives. In the light of this assessment the IDP is reviewed to reflect the impact of successes as well as corrective measures to address challenges. The IDP is also reviewed in the light of changing internal and external circumstances that impact on the priority issues, outcomes and outputs of the IDP. The annual review must inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

**The purpose of the annual review is therefore to;**

- reflect and report on progress made with respect to the strategy in the 5-year IDP;
- make adjustments to the strategy if necessitated by changing internal and external circumstances that impact on the appropriateness of the IDP;
- determine annual targets and activities for the next financial year in line with the 5-year strategy; and
- inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

**What the review is not**

It is important to note that the Review is not a replacement or amendment of the 5-year IDP. The Review is not meant to interfere with the 5-year strategic orientation of the municipality and development horizon set in the mother document. Throughout the 5-year cycle any version of the IDP Review should always be read in conjunction with the approved 5-year IDP document.

**Below is the Approved Schedule for the review of IDP/Budget for the 2018/19 Financial Year**

<b>Month</b>	<b>Action</b>	<b>Target date</b>
<b>PREPARATORY PHASE</b>		
July 2017	<ul style="list-style-type: none"> <li>○ Review of previous year's IDP/Budget process</li> <li>○ Exco provides political guidance over the budget process and priorities that must inform preparations of the budget</li> <li>○ IDP/Budget Steering Committee meeting</li> <li>○ 4<sup>th</sup> Quarter Performance Lekgotla (2016-17)</li> </ul>	July 2017
August 2017	<ul style="list-style-type: none"> <li>○ Submit IDP/Budget Process Plan for 2018/19 to Council</li> <li>○ Submit Annual Financial Statements for 2016/17 to AG</li> <li>○ Submit 2016/17 cumulative Performance Report to AG and Council Structures</li> <li>○ <b>Operational Risk Assessment for 2017/2018</b></li> </ul>	August 2017
<b>Month</b>	<b>Activity</b>	<b>Target date</b>
<b>ANALYSIS PHASE</b>		
September 2017	<ul style="list-style-type: none"> <li>○ Ward to Ward based data collection</li> <li>○ Collate information from ward based data</li> <li>○ Council determines strategic objectives for service delivery through IDP review processes and the development of the next 3 year budget (including review of sector department plan)</li> <li>○ Consult with provincial and national sector departments on sector specific programmes for alignment (libraries, schools, clinics, water, electricity, roads, sanitation, etc.)</li> <li>○ Finalise ward based data compilation</li> <li>○ Update Council Structures on updated data</li> </ul>	September 2017
<b>Month</b>	<b>Activity</b>	<b>Target date</b>
<b>STRATEGIES PHASE</b>		
October 2017	<ul style="list-style-type: none"> <li>○ Quarterly (1<sup>st</sup>) review of the 2017/18 budget, related policies, amendments (if necessary), any related process</li> <li>○ Begin preliminary preparations on proposed budget for 2018/19 financial year</li> <li>○ 1<sup>st</sup> Quarter Performance Lekgotla (2017/18)</li> </ul>	October 2017
<b>Month</b>	<b>Activity</b>	<b>Target date</b>
<b>PROJECTS PHASE</b>		
November 2017	<ul style="list-style-type: none"> <li>○ Confirm IDP Projects with District and Sector</li> </ul>	November 2017

	departments <ul style="list-style-type: none"> <li>○ Review and effect changes on the initial IDP draft</li> </ul>	
<b>Month</b>	<b>Activity</b>	<b>Target date</b>
<b>INTEGRATION PHASE</b>		
December 2017	<ul style="list-style-type: none"> <li>○ Table Draft 2016/17 Annual Report to Council</li> <li>○ Review budget performance and prepare for adjustment</li> <li>○ Consolidated Analysis Phase in Place</li> <li>○ IDP/Budget Steering Committee meeting</li> <li>○ IDP Representative Forum</li> </ul>	December 2017
January 2018	<ul style="list-style-type: none"> <li>○ Table Draft 2016/17 Annual Report to Council</li> <li>○ Submit Draft Annual Report to AG,PT and CoGHSTA</li> <li>○ Publish Draft Annual Report in the Municipal jurisdiction (website etc.)</li> <li>○ Prepare Oversight Report for 2016/17 financial year</li> <li>○ Mid-Year Performance Lekgotla</li> <li>○ Strategic Planning Session (Review of IDP/Budget, related policies)</li> </ul>	January 2018
<b>Month</b>	<b>Activity</b>	<b>Target date</b>
February 2018	<ul style="list-style-type: none"> <li>○ Table Budget Adjustment (if necessary)</li> <li>○ Submission of Draft IDP/Budget for 2018/19 to Management</li> <li>○ Submission of Draft IDP/Budget and other plans to Portfolio committees</li> <li>○ Submission of Draft IDP/Budget to EXCO</li> </ul>	February 2018
March 2018	<ul style="list-style-type: none"> <li>○ Council considers the 2018/19 Draft IDP/Budget</li> <li>○ Publish the 2018/19 IDP/Budget for public comments</li> <li>○ Adoption Oversight Report for 2016/17</li> </ul>	March 2018
<b>APPROVAL PHASE</b>		
April 2018	<ul style="list-style-type: none"> <li>○ Submit 2017/18 Draft IDP/Budget to the National Treasury, Provincial Treasury , CoGHSTA and SDM in both printed and electronic formats</li> <li>○ Consultation with National and Provincial Treasuries, community participation and stakeholder consultation</li> <li>○ Submission of Draft IDP/Budget for 2017/18 to Council structures with incorporated comments from the consultative process</li> <li>○ <b>Strategic Risk Assessment for 2018/2019</b></li> <li>○ 3<sup>rd</sup> Quarter Performance Lekgotla (2017/18)</li> </ul>	April 2018
May 2018	<ul style="list-style-type: none"> <li>○ Submission of Final Draft of IDP/ Budget for 2018/19 to the Council for approval</li> <li>○ Prepare SDBIP for 2018/19</li> <li>○ Develop Performance Agreements (Performance Plans) of MM and Senior Managers for 2018/19 Performance year</li> <li>○ <b>Operational Risk assessment for 2018/2019</b></li> </ul>	May 2018

June 2018	<ul style="list-style-type: none"> <li>○ Submission of approved IDP/Budget to MEC for CoGHSTA / National and Provincial Treasury and to SDM</li> <li>○ Submission of the SDBIP to the Mayor</li> <li>○ Submission of the 2018/19 Performance Agreement to the Mayor</li> <li>○ Notice and summary of approved budget in Gazette and Local Newspaper</li> </ul>	June 2018
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The review process for the development of this IDP was conducted as follows:

- Council approval of the review process plan was done on 30<sup>th</sup> August 2017.
- IDP District Engagement Session (Analysis Phase) on the 28-29<sup>th</sup> October 2017
- Exco First Quarter Lekgotla on the 27<sup>th</sup> October 2017
- Exco Half yearly / Second quarter Lekgotla on the 24<sup>th</sup> January 2018
- IDP District Engagement Session (Strategies and Projects Phases) on the 15<sup>th</sup> February 2018
- First Draft 2018/19 IDP/Budget presented to Steering Committee on the 16<sup>th</sup> March 2018
- First Draft 2018/19 IDP/Budget presented to Exco on 20<sup>th</sup> March 2018
- First Draft 2018/19 IDP/Budget served in all Portfolio committees on the 22<sup>nd</sup> March 2018
- Adoption of First Draft 2018/19 IDP/Budget for stakeholders consultation on the 23<sup>rd</sup> March 2018
- Exco Third quarter Lekgotla on the 17<sup>th</sup> April 2018
- Stakeholders consultations on the Draft 2018/19 IDP/Budget from 19<sup>th</sup> April 2018 to May 2018
- Exco / Management IDP/Budget /SDBIP alignment session from 16-18 May 2018
- Executive committee meeting to discuss final 2018/19 Draft IDP/Budget before final approval by council on the 24<sup>th</sup> May 2018
- Joint portfolio committees to input on the final 2018/19 Draft IDP/Budget on the 29<sup>th</sup> May 2018

- Council approval of the final 2018/19 Draft IDP/Budget on the 31<sup>st</sup> May 2018

## Implementation of the IDP

The IDP drives the strategic development of Makhuduthamaga Municipality. The Municipality's budget is influenced by the strategic objectives identified in the IDP. The Service Delivery and Budget Implementation Plan (SDBIP) ensure that the municipality implements programmes and projects based on the IDP targets and associated targets. The performance of the municipality is reported in its annual report. In addition to the above, Risk management forms an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate, and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Makhuduthamaga Municipality. When properly implemented, risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives

## 2.8. Outcomes of the IDP Community Consultation Meetings (Community needs)

MLM engaged in an intensive community consultation that was done at ward level in line with the Community Based Planning approach. The municipality employed the community based planning approach to stimulate participatory governance by awarding community members a fair opportunity to deliberate on issues affecting them in their respective wards. Furthermore, this approach was implemented to inevitably include the local community in decision making, planning and generally allowing them to play an active part in their own development

### Five year (2016/17-2020/21) identified needs per ward and community prioritized needs

WARD	VILLAGE	PRIORITY NEEDS
1	1.Ga Tshehla	<ul style="list-style-type: none"> <li>○ Fencing of graveyard</li> <li>○ VIP toilets (115)</li> <li>○ RDP houses (15)</li> <li>○ Maintenance of 01 borehole, 1 jojo tank</li> <li>○ Skip bins (3)</li> <li>○ Live stock dam</li> <li>○ Mast lights 3</li> <li>○ Renovation of Arekhuleng Primary School</li> <li>○ Speed humps</li> </ul>
	2.Hlalanikahle	<ul style="list-style-type: none"> <li>○ Controlling of water stormwater by constructing 2 bridges at Phetla road</li> <li>○ Water-10 boreholes and ten jojo tanks</li> <li>○ Tarring of road from Bosele to Baromaneng</li> <li>○ RDP houses (50)</li> <li>○ VIP toilets(1900)</li> <li>○ Bridge at Ga-Phetla</li> <li>○ Electricity post connections</li> </ul>

		<ul style="list-style-type: none"> <li>○ Skip bins (6)</li> <li>○ Mast lights (4)</li> <li>○ Secondary school for village (new)</li> <li>○ Paving of our internal streets</li> <li>○ Building of library</li> <li>○ Education –TVET college</li> <li>○ Livestock dam</li> </ul>
	3.Kutupu	<ul style="list-style-type: none"> <li>○ Fencing of graveyard</li> <li>○ Water- maintenance of 4 boreholes and 4 jojos</li> <li>○ Bridge at Ga-Masango</li> <li>○ VIP toilets(2002)</li> <li>○ RDP houses(600)</li> <li>○ Tarring of road from Zone 1 to Zone 3</li> <li>○ Skip bins (7)</li> <li>○ High mast lights(4)</li> <li>○ Construction of a bridge from Kutupu to graveyard (Ratanang site)</li> <li>○ Fencing of two dams</li> <li>○ Storm water control</li> <li>○ Paving of road from zone 1 to zone 3</li> <li>○ Clinic</li> <li>○ Tarring of road from Kutupu to Ratanang</li> <li>○ Tarring of road from Kutupu to Vleischboom</li> <li>○ Livestock dam</li> <li>○ Fencing of dam</li> </ul>
	4.Ratanang Kutupu Extension	<ul style="list-style-type: none"> <li>○ Bridge from Kutupu to Ratanang</li> <li>○ Water</li> <li>○ VIP toilets</li> <li>○ Electricity post connections</li> <li>○ Tarring of road from Kutupu to Ratanang</li> <li>○ RDP houses (10)</li> <li>○ Skip bins(4)</li> </ul>
	2	1.Phokoane and Toishi
		<ul style="list-style-type: none"> <li>○ Tarring of roads :Phokoane clinic to Maloka road,Piekie's corner to Leshalabe Primary school, Toishi to Greenside road, Toishi to Dihlwadieme cemetery,Lekhehla to Leshlabe school,mosate to tribal office</li> <li>○ Education :allocation of bursaries,training and learnerships of SMMEs,technical college,multipurpose centre</li> <li>○ High mast lights</li> <li>○ Sprts complex</li> <li>○ Old age centre</li> <li>○ CWP and EPWP provision</li> </ul>

		<ul style="list-style-type: none"> <li>○ Funding of SMMEs</li> <li>○ Regravelling of streets</li> <li>○ Grading of sports ground</li> <li>○ Electricity post connections</li> <li>○ Water provision</li> </ul>
	2.Mabintane	<ul style="list-style-type: none"> <li>○ Tarring of Platklip main street and Ngema Street to Mashishing</li> <li>○ VIP toilets</li> <li>○ Electricity post connections</li> <li>○ Clinic</li> <li>○ Mast lights</li> <li>○ Funding of SMMEs</li> <li>○ Sports complex</li> <li>○ Technical college</li> <li>○ Library</li> <li>○ Park</li> <li>○ Fencing of Mashishing and Platklip cemetery</li> <li>○ CWP and EPWP provision</li> <li>○ Regravelling of streets</li> <li>○ Grading of sports ground</li> <li>○ Electricity post connections</li> <li>○ Water provision</li> <li>○ Drilling of boreholes and tanks provision</li> </ul>
	3.Mogudi	<ul style="list-style-type: none"> <li>○ Tarring of Tlame main road</li> <li>○ Tarring of Mamosadi main street</li> <li>○ Mast lights</li> <li>○ Sports complex</li> <li>○ Water provision</li> <li>○ Drilling of boreholes and tanks provision</li> <li>○ Park</li> <li>○ Electricity post connections</li> <li>○ CWPs and EPWP provision</li> <li>○ SMMEs support with funding and training</li> <li>○ Regravelling and blading of streets</li> </ul>
3	1.Mokgapaneng	<ul style="list-style-type: none"> <li>○ Tarring of main road to Blackhouse</li> <li>○ Tarring of road from Mokgapaneng reservoir to Selengwane to Malegale cemetery</li> <li>○ Two bridges needed :Reservoir main road and Selengwane</li> <li>○ Electricity post connections</li> <li>○ Storm water drainage in main road and Matlala shop to Selengwane</li> </ul>

		<ul style="list-style-type: none"> <li>○ Leduma Primary School</li> <li>○ Mobile clinic needed</li> <li>○ Water</li> <li>○ Skip at Blackhouse</li> <li>○ Bridge at Maila street to join Selengwane main</li> </ul>
	2.Makoshala	<ul style="list-style-type: none"> <li>○ Tarring of road from Makoshala mortogate via Lehwelere and Thotoaneng schools to Phokoane /Nebo Police Station</li> <li>○ Storm water drainage at Makoshala Block F</li> <li>○ Tarring of road from Lehwelere school to Brooklyn</li> <li>○ Electricity post connection</li> <li>○ Tarring of road to Makoshala graveyard</li> <li>○ Tarring of main road to Nebo Circuit Offices</li> <li>○ Bridge needed at Phokoane / Nebo Police station road</li> <li>○ Bridge needed at main street block F</li> <li>○ Bridge on the road to Phokoane community centre</li> <li>○ Storm water drainage on the main street to Phokoane Community Centre</li> <li>○ Unfinished storm water drainage at Block C</li> <li>○ Electricity post connection at Block C</li> <li>○ Water infrastructure needed</li> <li>○ Mobile clinic needed</li> <li>○ RDP houses</li> <li>○ Skip at Motorgate Makoshala and spares</li> <li>○ Skip at Thotoaneng and Petloane</li> <li>○ Stromwater at Lehwelere school to Makoshala cemetery</li> <li>○ Skip between Makoshala corner cemetery and Mogudi</li> <li>○ Stormwater from Thotoaneng to Nebo Police Station</li> <li>○ Waste collections (household)</li> </ul>
	3.Phokoane(Malegale)	<ul style="list-style-type: none"> <li>○ No water at all</li> <li>○ Storm water drainage needed on Nkoane road</li> <li>○ Tarring of main roads via Phokoane clinic and Mogadime street</li> <li>○ Mogadime street via Skotiphola an access bridge needed</li> <li>○ Storm water drainage on the Phokoane clinic and Malegale grave yard roads</li> <li>○ RDP houses</li> <li>○ Stormwater at Nkoane to main road to Malegale graveyard</li> <li>○ Stormwater from Mogadime tar road to Ntsomane Mashifane main road to Skotiphola acess bridge</li> </ul>
	4.Phokoane(Mapaeng)	<ul style="list-style-type: none"> <li>○ Tarring of Leshalabe shop to Selengwane road</li> <li>○ Tarring of main road at Magajane to Mapaeng to Malegale</li> </ul>

		<p>cemeteries</p> <ul style="list-style-type: none"> <li>○ Tarring of road from corner Mosoane to Selengwane to Malegale cemetery</li> <li>○ Stormwater from Mosoane to main road to Aboo main road</li> <li>○ Waste collection</li> <li>○ Stormwater fom Mosoane corner street to Malegale cemetery</li> </ul>
	5.Phokoane(Ramabele Malatji,Lefakong,Masioneng,Skotiphola and Mashifane)	<ul style="list-style-type: none"> <li>○ Tarring of Ramabele / Malatji from Phokoane clinic via Mashifane and Malegale</li> <li>○ Tarring of road from Ga-Malatji street to Skotiphola access bridge</li> <li>○ Tarring of road at Masioneng St Engenase Church</li> <li>○ Storm water drainage – there is a big donga/pothole at Ga-Malatji</li> <li>○ RDP houses</li> <li>○ Stormwater from Ga-Ramabele to Phokoane clinic</li> <li>○ Stormwater from shortleft main waterhole Leshalabe to Malatji to via Skotiphola access bridge</li> <li>○ Tarring of road at Masioneng via on two parallel road to church</li> <li>○ St Engenase church joined on v point main road to Masioneng cemetery via Moriti school to Skotiphola access bridge to Mohlala Doctor to main road</li> <li>○ Tarring of main roads Ga Main street to Skotiphola access bridge</li> </ul>
	6.Phatametsane	<ul style="list-style-type: none"> <li>○ Tarring of road from Lekwankwa shop to new Library</li> <li>○ Tarring of road from main road to ZCC church</li> <li>○ Storm water drainage on the new library road to Lekwankwa shop</li> <li>○ Storm water drainage corner Phatametsane school to Boipusho Dam</li> <li>○ Phatametsane bridge between Lekwankwa and Phatametsane school</li> <li>○ RDP houses</li> <li>○ Tarring of main road- Phatametsane corner via ZCC to main road to Phokoane tribal office</li> <li>○ Need of two (2)bridges between Phatametsane and tribal office and Boipusho dam to assist learners to school</li> </ul>

	7.Masioneng /Skotiphola	<ul style="list-style-type: none"> <li>○ Tarring of St Engenase Church main road</li> <li>○ Tarring of road from Masioneng to Skotiphola main road to Skotiphola access bridge</li> <li>○ Storm water drainage on main street of Skotiphola</li> <li>○ Storm water drainage on Skotiphola Roman Catholic Church</li> <li>○ RDP houses</li> <li>○ Tarring of road from Masioneng to Skotiphola main road to Skotiphola access bridge to Malatji via Dr Mohlala main road</li> </ul>
4	1.Rietfontein	<ul style="list-style-type: none"> <li>○ Water maintenance/upgrading of reservoir</li> <li>○ Fencing of cemeteries (2)</li> <li>○ Upgrading of clinic</li> <li>○ Speed humps near Mogalatladi School</li> <li>○ RDP houses</li> <li>○ VIP toilets</li> <li>○ Paving of road to clinic</li> <li>○ Waste collection program (EPWP)</li> <li>○ SASSA satellite office</li> <li>○ Library</li> <li>○ Culvert bridge near Mogalatladi School</li> <li>○ Disabled and Drop centre</li> <li>○ Home Affairs satellite office</li> <li>○ Secondary school</li> <li>○ Storm water control</li> <li>○ Electricity post connection (260)</li> <li>○ Livestock dam</li> <li>○ Grading of sports fields</li> <li>○ Electricity post connection</li> <li>○ Skip 2</li> <li>○ Tarring of road from Rietfontein to Mare</li> <li>○ Tarring of road from Rietfontein clinic to Madiba</li> <li>○ Waste collection at Rirtfontein clinic</li> </ul>
	2.Vierfontein	<ul style="list-style-type: none"> <li>○ Incomplete RDP houses</li> <li>○ RDP houses and VIP toilets</li> <li>○ Fencing of graveyards</li> <li>○ Tarring of road from Vleeschboom to Magukubjane clinic</li> <li>○ Clinic</li> <li>○ Water phase 2</li> <li>○ Electricity post connection (63)</li> <li>○ Sports ground</li> <li>○ Paving of road to cemetery</li> <li>○ Paving of internal streets</li> </ul>

		<ul style="list-style-type: none"> <li>○ Toilets in graveyards</li> </ul>
	3.Katlegong	<ul style="list-style-type: none"> <li>○ Primary school</li> <li>○ RDP houses and VIP toilets</li> <li>○ Water reticulation</li> <li>○ Bridge</li> <li>○ Electricity post connections (70)</li> <li>○ Fencing of cemetery</li> <li>○ Speed humps near taxi rank before Katlegong</li> <li>○ Speed humps at Katlegong road</li> <li>○ Energisation of taxi rank mast lights</li> <li>○ Paving of internal street</li> <li>○ Toilets and water in the graveyard</li> </ul>
	4.Vierfontein E (Mashemong section)	<ul style="list-style-type: none"> <li>○ Electricity</li> </ul>
5	1.Maserumole Park	<ul style="list-style-type: none"> <li>○ Water Reservoir</li> <li>○ Incomplete PHP houses,</li> <li>○ Clinic,</li> <li>○ Waste collection project</li> <li>○ Paving of road to Magistrate offices</li> <li>○ Mast lights</li> <li>○ Paving of internal streets</li> <li>○ Mobile clinic</li> <li>○ VIP toilets</li> <li>○ Additional classrooms at Tshwatlhakge Primary</li> <li>○ Hall</li> <li>○ CPWP work opportunities</li> </ul>
	2.Mohlwarekoma	<ul style="list-style-type: none"> <li>○ Water yard connection</li> <li>○ PHP houses,</li> <li>○ Waste collection</li> <li>○ Pay point</li> <li>○ VIP toilets</li> <li>○ Paving of internal streets</li> <li>○ Skip bins</li> <li>○ Mobile clinic</li> <li>○ Mast lights</li> <li>○ Fencing of cemetery</li> <li>○ Hall</li> </ul>
	3.Leeukraal	<ul style="list-style-type: none"> <li>○ Water reticulation,</li> <li>○ PHP houses,</li> </ul>

		<ul style="list-style-type: none"> <li>○ Additional classrooms at Phutihlogoana and Moteane Schools</li> <li>○ Disabled centre</li> <li>○ Tarring of road from Maserumole Park fourways to Leeukraal</li> <li>○ VIP toilets</li> <li>○ Mobile Clinic</li> <li>○ Mast lights</li> <li>○ Fencing of cemetery</li> <li>○ Hall</li> </ul>
	4.Matlakakatle A and B	<ul style="list-style-type: none"> <li>○ Water reticulation</li> <li>○ PHP houses,</li> <li>○ Matlakatle / Matoseng Bridge</li> <li>○ Magale School bridge</li> <li>○ Paving of internal roads</li> <li>○ Mobile clinic</li> <li>○ VIP toilets</li> <li>○ Skip bin</li> <li>○ Fencing of cemetery</li> <li>○ Hall</li> </ul>
6	1.Eenzaam Trust	<ul style="list-style-type: none"> <li>○ Fencing of graveyards</li> <li>○ Sports facility</li> <li>○ Paypoint</li> <li>○ Pre- schools needed</li> <li>○ Livestock dam</li> <li>○ Bridge to Ponong</li> <li>○ RDP houses</li> <li>○ Sanitation</li> <li>○ Tarring of road to Ponong via Pakaneng</li> <li>○ Building of classrooms at Ntshebele Secondary school</li> </ul>
	2.Patantsoane B	<ul style="list-style-type: none"> <li>○ Sports facility</li> <li>○ Community hall</li> <li>○ Fencing of graveyard at Mabalane</li> <li>○ Bridge between Patantshwane A and B next to Maretele Secondary school</li> <li>○ Tarring of road from Patantshwane A to Rietfontein (phase 3 of Rietfontein to Eensaam road)</li> <li>○ Bridge at Patantshwane old road to Rietfontein</li> <li>○ RDP houses</li> <li>○ Streets paving</li> <li>○ Pedestrians bridge at Sekhukhuseng</li> </ul>

	3. Patantshoane A	<ul style="list-style-type: none"> <li>○ Fencing of graveyard</li> <li>○ Sports facility</li> <li>○ Street paving</li> <li>○ RDP houses</li> <li>○ Stormwater drainage at main road</li> <li>○ Sanitation both at A and B</li> </ul>
	4.Eenzaam Kgoloko	<ul style="list-style-type: none"> <li>○ Community hall</li> <li>○ Fencing of graveyard</li> <li>○ Bridge between Kgoloko and Ga- Mmaboki</li> <li>○ Tarring of road from main road to ZCC</li> <li>○ Pay point</li> <li>○ Sanitation</li> <li>○ Sports facility</li> </ul>
	5.Mare	<ul style="list-style-type: none"> <li>○ Sports facility</li> <li>○ Clinic</li> <li>○ RDP houses</li> <li>○ Streets paving</li> <li>○ Community hall</li> <li>○ Fencing of cemetery</li> </ul>
	6.Ga-Mmaboki	<ul style="list-style-type: none"> <li>○ Tarring of road from the main road to Mahlaba secondary</li> <li>○ Fencing of graveyard</li> <li>○ Sanitation</li> <li>○ RDP houses</li> </ul>
7	7.Ga-Diogo	<ul style="list-style-type: none"> <li>○ Bridge at Ga-Diogo</li> <li>○ Tarring of road from Rietfontein main road to Ga-Diogo and Madiba</li> <li>○ Electricity post connection at Ga-Madiba</li> </ul>
	1.Thoto	<ul style="list-style-type: none"> <li>○ Clinic</li> <li>○ Phase two water reticulation</li> <li>○ Tarring of road from Glen cowie via Malaka to Thoto</li> <li>○ Community service centre</li> <li>○ Outstanding RDP houses (28)</li> <li>○ Fencing of cemetery</li> <li>○ Seopo School be demolished</li> </ul>
	2.Malaka	<ul style="list-style-type: none"> <li>○ Sanitation</li> </ul>

		<ul style="list-style-type: none"> <li>○ Outstanding RDP houses (5)</li> <li>○ Clinic</li> <li>○ Tarring of road from Glen cowie via Malaka to Thoto</li> </ul>
	3.Ntoane	<ul style="list-style-type: none"> <li>○ Fencing of cemetery</li> <li>○ Clinic</li> <li>○ Tarring of road from Glen cowie via Malaka to Thoto</li> <li>○ Bridge between Manotong and Ntoane</li> <li>○ Outstanding RDP houses (7)</li> <li>○ Extension of water pipeline and erection of reservoir</li> </ul>
	4.Manthlanyane	<ul style="list-style-type: none"> <li>○ Fencing of cemetery</li> <li>○ Water supply</li> <li>○ Clinic</li> <li>○ Tarring of road from Glen cowie via Malaka to Thoto</li> </ul>
	5.Manotong	<ul style="list-style-type: none"> <li>○ Bridge between Manotong and Setebong</li> <li>○ Tarring of road from Glen cowie via Malaka to Thoto</li> <li>○ RDP houses</li> <li>○ Clinic</li> <li>○ Community hall</li> <li>○ Fencing of cemetery</li> </ul>
	6.Dikatone	<ul style="list-style-type: none"> <li>○ Fencing of cemetery</li> <li>○ Clinic</li> <li>○ Tarring of road from Glen cowie via Malaka to Thoto</li> <li>○ Community hall</li> <li>○ Extension of water pipeline to Ga- Mankge and Ga- Mosoma</li> <li>○ Sanitation</li> </ul>
	7.Setebong	<ul style="list-style-type: none"> <li>○ Fencing of cemetery</li> <li>○ Tarring of road from Glen cowie via Malaka to Thoto</li> <li>○ Sanitation</li> <li>○ Clinic</li> <li>○ Community hall</li> <li>○ Maintenance of Setebong road</li> <li>○ Skip</li> </ul>

8	1.Mathousand / Hlahlane	<ul style="list-style-type: none"> <li>○ Toilets in the cemetery</li> <li>○ Paving of road from Hlabje to the cemetery</li> <li>○ Stormwater drainage</li> <li>○ Water in the cemetery</li> <li>○ Mobile clinic</li> <li>○ Paypoint</li> <li>○ Pavememt from tar road Moloi to Glencowie to Gadieme</li> </ul>
	2.Pelepele Park / Maswiakae	<ul style="list-style-type: none"> <li>○ Toilets in the sports ground</li> <li>○ Primary school</li> <li>○ Paving of Malaka to Maswiakae</li> <li>○ Mobile clinic</li> <li>○ Upgrading of sports facility</li> <li>○ Water in the sports ground</li> </ul>
	3.Mochadi	<ul style="list-style-type: none"> <li>○ Toilets in the cemetery</li> <li>○ Water in the cemetery</li> <li>○ Humps and stop sign at Devenhuis entrance</li> <li>○ Paypoint</li> <li>○ Mobile clinic</li> <li>○ Poor network</li> </ul>
	4.Brooklyn	<ul style="list-style-type: none"> <li>○ RDP houses</li> <li>○ Pavement from fourways to Sedibeng community hall</li> <li>○ Paypoint</li> <li>○ Secondary school</li> <li>○ Mobile clinic</li> </ul>
	5. Leokana	<ul style="list-style-type: none"> <li>○ Tar road from R579 Moloi to paving (Marumo Tuckshop)</li> <li>○ Paving from cemetery to the bridge</li> <li>○ Borehole maintenance and jojo tanks</li> <li>○ Stormwater drainage to the bridge</li> <li>○ Mast lights</li> <li>○ RDP houses</li> <li>○ Maths and science centre</li> <li>○ Water yard connections</li> <li>○ Sanitation</li> <li>○ Manufacturing centre</li> <li>○ Sports facility</li> </ul>

		<ul style="list-style-type: none"> <li>○ Mobile clinic</li> </ul>
	6.Caprive/ Living waters	<ul style="list-style-type: none"> <li>○ Water yard connection</li> <li>○ Pavement from Ga-Matjomane to the cemetery</li> <li>○ Mobile clinic</li> </ul>
9	1.Riverside	<ul style="list-style-type: none"> <li>○ Water reticulation</li> <li>○ Paving of road from four ways to Mpumalanga</li> <li>○ Paving of road to graveyard (Riverside B)</li> <li>○ Electricity post connections</li> <li>○ Fencing and toilets (graveyard)</li> <li>○ Clinic</li> <li>○ PHP houses</li> <li>○ Community hall</li> <li>○ Street lights</li> <li>○ Sports facilities</li> <li>○ Mast lights</li> <li>○ Pay points</li> <li>○ Tarring of road from Riverside water plant to New stands graveyard</li> <li>○ VIP toilets</li> <li>○ Clinic</li> <li>○ Toilets in the cemetery yard</li> <li>○ Paving of street to cemetery and from HWY to Mpumalanga</li> <li>○ Maintenance of valves/change</li> </ul>
	2.Caprivi / Photo	<ul style="list-style-type: none"> <li>○ Water reticulation</li> <li>○ Electricity post connections</li> <li>○ Bridge and speed humps on R579 road</li> <li>○ Sanitation</li> <li>○ Waste collection</li> <li>○ Clinic</li> <li>○ Mast lights</li> <li>○ Library</li> </ul>

		<ul style="list-style-type: none"> <li>○ RDP houses</li> <li>○ Multipurpose centre</li> <li>○ Sports facilities</li> <li>○ VIP toilets</li> <li>○ Mobile clinic</li> <li>○ Tarring of road to Photo</li> <li>○ Toilets in the cemetery</li> </ul>
	3.Morgenson	<ul style="list-style-type: none"> <li>○ Paving of road from ZCC church to Mogapung</li> <li>○ Fencing and toilets (graveyard)</li> <li>○ Additional PHP houses</li> <li>○ Community hall</li> <li>○ Street lights</li> <li>○ Electricity post connections</li> <li>○ Bridge between New stands and Caprive</li> <li>○ Sports facilities</li> <li>○ Mast lights</li> <li>○ Pay points</li> <li>○ Tarring of road from New stands graveyards to Riverside water plant</li> <li>○ VIP toilets</li> <li>○ Mobile clinic</li> <li>○ Fencing of cemetery</li> <li>○ Maintenance (water reticulation and valves,minehalls,paved roads)</li> </ul>
	4.Magapung	<ul style="list-style-type: none"> <li>○ Electricity</li> <li>○ PHP houses</li> <li>○ Water reticulation</li> <li>○ Regravelling of streets</li> <li>○ Mast light</li> <li>○ VIP toilets</li> </ul>
10	1.Mogorwane	<ul style="list-style-type: none"> <li>○ Pedestrian bridge at Mmatoti and Mmotwaneng</li> <li>○ Water</li> <li>○ RDP houses</li> <li>○ Electricity post connection</li> </ul>

		<ul style="list-style-type: none"> <li>○ Tarring of road from Mmatoti section to Ga-Maloa</li> <li>○ Speed humps</li> <li>○ Clinic</li> <li>○ Fencing of cemetery</li> <li>○ VIP toilets</li> </ul>
	2.Moripane A and B	<ul style="list-style-type: none"> <li>○ Water</li> <li>○ Road from Ngwanamatlang to Mogorwane need to be tarred</li> <li>○ Electricity post connections</li> <li>○ RDP houses</li> <li>○ Clinic</li> <li>○ Fencing of cemetery</li> <li>○ VIP toilets</li> </ul>
	3.Phushulang	<ul style="list-style-type: none"> <li>○ Bridge to link Moloi and Phushulang</li> <li>○ Repairing of Phushulang and Maloa bridge</li> <li>○ RDP houses</li> <li>○ Water</li> <li>○ Clinic</li> <li>○ Tarring of road from Moloi via Phushulang to Marishane</li> <li>○ Fencing of cemetery</li> <li>○ VIP toilets</li> </ul>
	4.Ngwanamatlang	<ul style="list-style-type: none"> <li>○ Water</li> <li>○ Access roads need maintenance</li> <li>○ Electricity post connection</li> <li>○ VIP toilets</li> </ul>
	5.Ngwanamatlang extension	<ul style="list-style-type: none"> <li>○ Water</li> <li>○ RDP houses</li> <li>○ Speed humps</li> <li>○ Electricity post connection</li> <li>○ Access roads need maintenance</li> <li>○ VIP toilets</li> </ul>
	5.Moloi	<ul style="list-style-type: none"> <li>○ Tarring of road from Moshate /Legaletlwa to Glen cowie</li> <li>○ Water</li> <li>○ RDP houses</li> <li>○ Mast lights</li> <li>○ Electricity post connections</li> <li>○ Speed humps</li> <li>○ Pedestrian bridge</li> <li>○ Clinic</li> <li>○ Fencing of cemetery</li> </ul>

		<ul style="list-style-type: none"> <li>○ VIP toilets</li> </ul>
	6.Moloi extension	<ul style="list-style-type: none"> <li>○ Electricity post connection</li> <li>○ Water</li> <li>○ Access roads</li> <li>○ Fencing of cemetery</li> <li>○ RDP houses</li> <li>○ VIP toilets</li> </ul>
11	1.Molepane	<ul style="list-style-type: none"> <li>○ Electricity post connection</li> <li>○ Water (RDP level 2)</li> <li>○ Sanitation</li> <li>○ Health centre</li> <li>○ Work opportunities for youth e.g. CWP and EPWP</li> <li>○ Waste management program to address the issue of waste littering</li> </ul>
	2.Mokwete	<ul style="list-style-type: none"> <li>○ Access road from Mahlomola to Ngwaritsi need tarring</li> <li>○ Water and sanitation</li> <li>○ Work opportunities for youth e.g. CWP and EPWP</li> <li>○ RDP houses</li> <li>○ Regravelling of road</li> <li>○ clinic</li> </ul>
	3.Vergelegen A	<ul style="list-style-type: none"> <li>○ water and sanitation</li> <li>○ RDP houses</li> <li>○ Regravelling of access roads</li> <li>○ Work opportunities for youth e.g. CWP and EPWP</li> </ul>
12	1.Moretsele	<ul style="list-style-type: none"> <li>○ Water-the whole village and extension</li> <li>○ Roads- tarring of road from Kgagara bricks to Moshate</li> <li>○ Electricity post connection – next to Bonega-Madikubung and Leruleng New stands</li> <li>○ Tribal Office –Ga- Moretsele</li> <li>○ Clinic-at Ga-Moretsele</li> </ul>
	2.Makgeru	<ul style="list-style-type: none"> <li>○ Roads-tarring of road from Moshate to Kgabe cemetery</li> <li>○ Bridge- from Moshate to Kgabe cemetery</li> </ul>

		<ul style="list-style-type: none"> <li>○ Roads –tarring of road from Lerutla to graveyard, from Sefogole Sepeke High School to Matekane</li> <li>○ Roads from Magoshi to Mookeng river</li> </ul>
	3. Ratau	<ul style="list-style-type: none"> <li>○ Roads-tarring of road from Paile to Letamong la Tshipi,from Paile to Molakeng Primary,from Moshate to Komane, from Lutheran church to Batshweneng</li> <li>○ Bridge – on the road from the river to Ga-Komane</li> </ul>
	4.Makgane	<ul style="list-style-type: none"> <li>○ Electricity post connections at Maboneng</li> </ul>
	5.Senamela	<ul style="list-style-type: none"> <li>○ Bridge- from Moshate to Ga-Magaba</li> <li>○ Roads-from Moshate to Ga-Magaba</li> <li>○ Tribal Office at Senamela</li> </ul>
	6.Maphopha	<ul style="list-style-type: none"> <li>○ Roads – from Maphopha Moshate to Ga-Magolego</li> <li>○ Bridge – from Maphopha to Ga-Magolego</li> <li>○ Tribal office at Maphopha</li> </ul>
13	1.Tshehlwaneng (Mashengwaneng)	<ul style="list-style-type: none"> <li>○ Electricity post connection (400)</li> <li>○ Water borehole needed</li> <li>○ Water pumping machine at Section A needed</li> <li>○ Water</li> <li>○ Regravelling of road from Dannie scattering to Peter Nchabeleng</li> <li>○ RDP houses</li> <li>○ Sanitation (1500)</li> </ul>
	2.Mogashoa Manamane	<ul style="list-style-type: none"> <li>○ Toilets</li> <li>○ Bridge</li> <li>○ RDP houses</li> <li>○ Electricity post connections(100)</li> <li>○ Shortage of water</li> </ul>
	3.Mogashoa Dithlakaneng	<ul style="list-style-type: none"> <li>○ Bridge</li> <li>○ Toilets</li> <li>○ RDP houses</li> <li>○ Capion wall next to St Engenase ZCC</li> <li>○ Shortage of water</li> </ul>

	4.Phase Four	<ul style="list-style-type: none"> <li>○ Tarring of road from Mnisi Cross to Mountain view</li> <li>○ Electricity post connection(10)</li> <li>○ High school needed</li> <li>○ RDP houses</li> <li>○ Sanitation</li> <li>○ Shortage of water- a borehole needed</li> </ul>
	5.Mabonyane	<ul style="list-style-type: none"> <li>○ RDP houses</li> <li>○ Toilets (400)</li> <li>○ Two bridges needed</li> <li>○ Shortage of water</li> <li>○ Electricity transformer to augment the current on</li> </ul>
14	1.Sekele	<ul style="list-style-type: none"> <li>○ Inaccessible roads</li> <li>○ Incomplete RDP houses</li> <li>○ Additional RDP houses</li> <li>○ Inadequate water supply</li> <li>○ Poor school infrastructure</li> <li>○ Sports facilities</li> <li>○ Fencing of cemetery</li> <li>○ Sanitation</li> <li>○ Communication problems (Poor cell phone network)</li> <li>○ Funding of SMME and cooperatives</li> <li>○ Mast lights</li> </ul>
	2.Moela	<ul style="list-style-type: none"> <li>○ Inaccessible roads</li> <li>○ RDP houses needed</li> <li>○ Inadequate water supply</li> <li>○ Poor school infrastructure</li> <li>○ ECD building</li> <li>○ Clinic needed</li> <li>○ Sports facilities</li> <li>○ Fencing of cemetery</li> <li>○ Sanitation</li> <li>○ Communication problems (Poor cell phone network)</li> <li>○ Funding of SMME and cooperatives</li> <li>○ Mast lights</li> </ul>
	3.Kgopane	<ul style="list-style-type: none"> <li>○ Inaccessible roads</li> <li>○ RDP houses needed</li> <li>○ Inadequate water supply</li> <li>○ Poor school infrastructure</li> <li>○ ECD building</li> <li>○ Clinic needed</li> <li>○ Sports facilities</li> </ul>

		<ul style="list-style-type: none"> <li>○ Fencing of cemetery</li> <li>○ Sanitation</li> <li>○ Communication problems (Poor cell phone network)</li> <li>○ Funding of SMME and cooperatives</li> </ul>
	4.Maloma	<ul style="list-style-type: none"> <li>○ Inaccessible road to Makatane High School</li> <li>○ RDP houses needed</li> <li>○ Inadequate water supply</li> <li>○ Bridges needed (link bridge between Maloma village and Dingwane)</li> <li>○ Additional classrooms at Makatane High School</li> <li>○ Sports facilities</li> <li>○ Sanitation</li> <li>○ Funding of SMME and Cooperatives</li> <li>○ Mast lights</li> </ul>
	5.Seopela	<ul style="list-style-type: none"> <li>○ Tarring of road and erection of bridge on the road from Seopela Tribal Office and SASSA</li> <li>○ Tarring of road from Seopela Tribal Office to Ga-Mohlala Lenamaneng Section</li> <li>○ Water reticulation pipe from Mashegwana Legare pump station to Mokgoneng Section. Four tanks to store water in area also needed.</li> <li>○ Tarring of road and erection of bridge on the road from Maripans Hotel to Mokgoneng section.</li> <li>○ Water pumping machine and operator for Seopela</li> <li>○ Mast lights</li> </ul>
	6.Legapane	<ul style="list-style-type: none"> <li>○ Inaccessible roads</li> <li>○ RDP houses needed</li> <li>○ Inadequate water supply</li> <li>○ Poor school infrastructure</li> <li>○ ECD building</li> <li>○ Clinic needed</li> <li>○ Sports facilities</li> <li>○ Fencing of cemetery</li> <li>○ Sanitation</li> <li>○ Communication problems (Poor cell phone network)</li> <li>○ Funding of SMME and cooperatives</li> <li>○ Mast lights</li> </ul>

	7.Tshesane	<ul style="list-style-type: none"> <li>○ RDP houses needed</li> <li>○ Inadequate water supply</li> <li>○ Bridge that links Tshesane and Dingwane</li> <li>○ Sports facilities</li> <li>○ Sanitation</li> <li>○ Funding of SMME and cooperatives</li> <li>○ Access road to royal kraal</li> <li>○ Mast lights</li> <li>○ EPWP opportunities</li> </ul>
	8.Dingoane	<ul style="list-style-type: none"> <li>○ Inaccessible roads</li> <li>○ RDP houses</li> <li>○ Inadequate water</li> <li>○ School infrastructure</li> <li>○ Sports facilities</li> <li>○ Sanitation</li> <li>○ Funding of SMME and cooperatives</li> <li>○ Bridge needed</li> </ul>
	9.Matiloaneng B	<ul style="list-style-type: none"> <li>○ Inaccessible roads</li> <li>○ RDP houses</li> <li>○ Inadequate water</li> <li>○ Sports facilities</li> <li>○ Sanitation</li> <li>○ Funding of SMME and cooperatives</li> <li>○ Bridge needed</li> <li>○ Mast lights</li> <li>○ Speed hump</li> </ul>
	10.Mabule	<ul style="list-style-type: none"> <li>○ Inaccessible roads</li> <li>○ RDP houses</li> <li>○ Inadequate water</li> <li>○ School infrastructure</li> <li>○ Sports facilities</li> <li>○ Sanitation</li> <li>○ Funding of SMME and cooperatives</li> <li>○ Bridge needed</li> </ul>

	11.Tsopaneng	<ul style="list-style-type: none"> <li>○ Inaccessible roads</li> <li>○ RDP houses</li> <li>○ ECD building</li> <li>○ Sports facilities</li> <li>○ Sanitation</li> <li>○ Funding of SMME and cooperatives</li> <li>○ Communication problems (Poor cell phone network)</li> </ul>
15	1.Mohlakaneng/Tswele	<ul style="list-style-type: none"> <li>○ Electricity</li> <li>○ Water</li> <li>○ Main road upgrading</li> <li>○ Sanitation</li> <li>○ ECD building</li> <li>○ Access road to Tswele</li> <li>○ RDP houses</li> <li>○ Mast lights</li> </ul>
	2.Houpakranz	<ul style="list-style-type: none"> <li>○ Clinic</li> <li>○ Access roads</li> <li>○ Water</li> <li>○ Additional classrooms (school)</li> <li>○ Sanitation</li> <li>○ ECD building</li> <li>○ Fencing of cemetery</li> <li>○ Mast lights</li> </ul>
	3.Mohlake	<ul style="list-style-type: none"> <li>○ Electricity</li> <li>○ Water</li> <li>○ Access roads</li> <li>○ Fencing of cemetery</li> <li>○ School classrooms</li> <li>○ RDP houses</li> <li>○ Sanitation</li> <li>○ ECD building</li> <li>○ Fencing of wetlands</li> <li>○ Mast lights</li> </ul>
	4.Magolego	<ul style="list-style-type: none"> <li>○ RDP houses</li> <li>○ Electricity post connection</li> <li>○ Water</li> <li>○ Fencing of cemetery</li> <li>○ Access roads</li> <li>○ Bridges</li> </ul>

		<ul style="list-style-type: none"> <li>○ Clinic</li> <li>○ School classrooms</li> <li>○ Sanitation</li> <li>○ ECD building</li> <li>○ Mast lights</li> </ul>
	5.Maila Mapitsane	<ul style="list-style-type: none"> <li>○ Electricity post connection</li> <li>○ Sanitation</li> <li>○ Clinic</li> <li>○ Water in extension</li> <li>○ RDP houses</li> <li>○ Bridges (low level bridge)</li> <li>○ ECD building</li> <li>○ Fencing of cemetery</li> <li>○ Mast lights</li> </ul>
	6.Dlamini	<ul style="list-style-type: none"> <li>○ RDP houses</li> <li>○ Sanitation</li> <li>○ Rod from Dlamini Primary School to Moela</li> <li>○ Water</li> <li>○ Fencing of cemeteries</li> <li>○ Fencing of wetlands</li> <li>○ ECD building</li> <li>○ Clinic</li> <li>○ Mast lights</li> </ul>
16	1.Dihlabaneng A	<ul style="list-style-type: none"> <li>○ Water- change of plastic pipe on the mainline to steel pipe to avoid illegal connections</li> <li>○ Water reticulation to other areas</li> <li>○ Electricity post cionnections</li> <li>○ Clinic and paypoint</li> <li>○ Skip bins</li> <li>○ Speedhumps on the main road</li> <li>○ Signage on the roads</li> </ul>
	2.Dihlabaneng B	<ul style="list-style-type: none"> <li>○ High school</li> <li>○ Three (3)hand pumps at Ngwanakwena</li> <li>○ Two (2) bridges at Ngwnakwena</li> <li>○ Electric pump machine and 8 jojos</li> <li>○ Regravelling of the main street from Manganeng clinic to Dihlabaneng</li> <li>○ Fencing of the cemetery</li> <li>○ Sanitation</li> </ul>

		<ul style="list-style-type: none"> <li>○ Mast lights</li> </ul>
	3.Mashegwana Legare	<ul style="list-style-type: none"> <li>○ Tarring road from Mashegwana / Legare access road via Chabadietla Secondary School (Phase 3)</li> <li>○ Tarring of road from Modipadi Bottle Store to Malatsane Dihlabaneng Section</li> <li>○ Tarring of road from Fetakgomo Bus stop to Dihlabane Primary School</li> <li>○ Electric water pumping machine and 8 jojo tanks</li> </ul>
	4.Kotsiri	<ul style="list-style-type: none"> <li>○ Tarring of road from Kotsiri to Mashegwana Tswaledi / Legare access road</li> </ul>
	5.Mashegwana Tswaledi	<ul style="list-style-type: none"> <li>○ Electric water pumping machine and 4 jojo tan</li> </ul>
17	1.Manganeng	<ul style="list-style-type: none"> <li>○ Access road from main road (Ramphelane) to Moshate</li> <li>○ Manganeng/Maila Mapitsane access bridge</li> <li>○ Mast lights</li> <li>○ Road from Manganeng to Madirane,to Tjatane and a bridge</li> <li>○ Fencing of cemetery</li> <li>○ Skip bins</li> <li>○ RDP houses - in progress</li> <li>○ Access road from Manganeng to the purification house</li> <li>○ Access road from Madirane to Mokadi</li> <li>○ Work opportunities e.g. CWP and EPWP</li> <li>○ Building of extra classrooms at Manganeng Primary School</li> </ul>
	2.Ramphelane	<ul style="list-style-type: none"> <li>○ Electricity post connection</li> <li>○ Sanitation</li> <li>○ Water - in progress</li> <li>○ RDP houses –in progress and still a need</li> <li>○ Access roads</li> <li>○ Mast lights</li> <li>○ Skip bins</li> <li>○ Work opportunities e.g. CWP and EPWP</li> <li>○ Fencing of cemetery and toilets</li> <li>○ Building of a primary school</li> <li>○ Access road from Manganeng main road to Madibong via clinic</li> <li>○ Community hall</li> <li>○ Community library</li> <li>○ Sport complex</li> </ul>

	3.Mashite	<ul style="list-style-type: none"> <li>○ Access road from Dihlabaneng to Maila Mapitsane and a bridge</li> <li>○ Access road from Ga-Seopela to Maila Mapitsane</li> <li>○ Water</li> <li>○ Electricity post connection</li> <li>○ Mast lights</li> <li>○ RDP houses - in progress</li> <li>○ Water - in progress</li> <li>○ Internal Access roads</li> <li>○ Skip bins</li> <li>○ Sanitation</li> <li>○ Work opportunities e.g. CWP and EPWP</li> <li>○ Community library</li> <li>○ Access road from Mashite to Manganeng</li> <li>○ Sports complex</li> <li>○ Clinic / container used mobile</li> <li>○ Maintenance of sports fields</li> </ul>
	4.Mathibeng(Ga Toona)	<ul style="list-style-type: none"> <li>○ RDP houses – in progress</li> <li>○ Sanitation</li> <li>○ Mast lights</li> <li>○ Skip bins</li> <li>○ Water yard connections and maintenance</li> <li>○ Work opportunities e.g. CWP and EPWP</li> <li>○ Fencing of cemeteries with toilets</li> <li>○ Road from Mathibeng to Dihlabaneng</li> </ul>
	5.Kgolane	<ul style="list-style-type: none"> <li>○ Water</li> <li>○ Electricity post connections</li> <li>○ RDP houses- in progress and still a need</li> <li>○ Health centre</li> <li>○ Internal Access roads</li> <li>○ Sanitation</li> <li>○ Fencing of cemetery and toilets</li> <li>○ Mast lights</li> <li>○ Skip bins</li> <li>○ Work opportunities e.g. CWP and EPWP</li> <li>○ Building of crèches :Dihobolong and Sepeke creches</li> </ul>
18	1.Jane Furse RDP	<ul style="list-style-type: none"> <li>○ Access road from R579 road to Moripane</li> <li>○ Access road from Jane Furse Comprehensive School to Jane Furse RDP</li> <li>○ Maintenance of mast lights</li> <li>○ RDP Primary School (Emis no 996606203)as approved in 2010</li> </ul>

19		<ul style="list-style-type: none"> <li>○ Regravelling of Gwede Mantashe road</li> <li>○ Regravelling of internal roads</li> <li>○ Maintenance of sewerage system</li> <li>○ Issueing of title deeds</li> <li>○ RDP cemetery</li> </ul>
	2.Vergelegen B	<ul style="list-style-type: none"> <li>○ Access road from Mapogo a Mathamaga Offices to Helpmekaar funeral parlor</li> <li>○ Access road from Kwena Midas to Hlatlolanang</li> <li>○ High mast lights</li> <li>○ Tarring of road between Morena complex and Galitos</li> <li>○ Patching of Kalafong road</li> <li>○ Completion of fencing of Vergelegen B cemetery and erection of gate</li> <li>○ Skip next to St Marks School</li> </ul>
	3.Dicheoung	<ul style="list-style-type: none"> <li>○ Kgapamadi bridge that links Moraba, Moretsele and Dicheoung village with clinic,Matsebong High and Eskom sub station</li> <li>○ Moletsi bridge that link Dicheoung village with clinic,Matsebong High</li> <li>○ Maintenance of mast lights at Jane Furse taxi rank</li> <li>○ Access road from Bafedi Primary to Eskom substation</li> <li>○ Access road from Mohloba Driving School to join Bafedi to Jane Furse Eskom Sub-station</li> <li>○ Road from Rakgoadi Bakery to new Municipal Offices</li> <li>○ Access roads</li> <li>○ Water crisis at zone 5</li> <li>○ Electricity and mast lights</li> <li>○ Fencing of Dicheoung cemetery</li> <li>○ Tarring of road to the cemetery</li> <li>○ RDP houses needed</li> <li>○ VIP toilets</li> <li>○ Community hall</li> <li>○ Road from Bogopa shop to old Ratseke shop be tarred</li> </ul>
	4.Moraba	<ul style="list-style-type: none"> <li>○ Access road from old post office to manepu river</li> <li>○ Access road from the new bridge to grave yard</li> <li>○ Access road from old post office to Kgapamadi</li> <li>○ High Mast lights</li> <li>○ Fencing of wetland</li> <li>○ Finishing of Moretsele Dicheoung link road</li> <li>○ Tribal hall</li> </ul>
19	1.Madibong	<ul style="list-style-type: none"> <li>○ Malaeneng section:Water,electricity post connection,</li> </ul>

20	(Malaeneng, Sechabeng, G a- Mokgwatsane, Sekhutlong and Masiolong)	<p>access roads, mast lights, RDP houses, Sanitation and skip</p> <ul style="list-style-type: none"> <li>○ Sechabeng section: water and RDP houses</li> <li>○ Mokgwatsane section: Water, electricity post connections, access roads, mast lights, RDP houses, sanitation and skip</li> <li>○ Sekhutlong section: Water, electricity post connection, access roads, RDP houses and skip</li> <li>○ Maswiolong section: water, access roads, mast lights, RDP houses and skip</li> </ul>
	2. Mamone (Matsoke)	<ul style="list-style-type: none"> <li>○ Water</li> <li>○ Access roads</li> <li>○ Sanitation</li> <li>○ Work opportunities e.g. CWP and EPWP</li> <li>○ RDP houses</li> <li>○ Skip</li> </ul>
	1. Tisane	<ul style="list-style-type: none"> <li>○ Clinic at Belabela</li> <li>○ Water system upgrade</li> <li>○ Community office at Moshate</li> <li>○ Bridge on the road from Belabela to Makgopong river (Ngwaritsi)</li> <li>○ Sign boards on R579 road</li> <li>○ Tarring of road from Mankoane Trading Store to Tisane Mohlakaneng</li> <li>○ Factory centre</li> <li>○ VIP toilets (1000)</li> <li>○ Tisane community park</li> <li>○ Electricity post connection (700)</li> <li>○ EPWP and CWP work opportunities</li> <li>○ Skip bins (02)</li> <li>○ Low level bridge on the road from Belabela to Mohlahedi Primary School</li> <li>○ Low level bridge from Tisane Extension to Tisane Motel</li> <li>○ RDP houses (50)</li> <li>○ Tarring of road from Sebaka shop to Lobethal</li> <li>○ Mast lights (02)</li> <li>○ Speed humps from Seraki shop to Ngwaritsi river (R579)</li> </ul>
	2. Mamone (Rantho)	<ul style="list-style-type: none"> <li>○ RDP houses (200)</li> <li>○ VIP toilets (200)</li> <li>○ Mast lights (02)</li> <li>○ Skip bins (02)</li> <li>○ EPWP &amp; CWP work opportunities</li> <li>○ Fencing of cemetery at Manyeleti</li> </ul>

		<ul style="list-style-type: none"> <li>○ Tarring of roads from R579 to cemetery (Seraki shop to Manyeleti cemetery, Malapela shop to Manyeleti)</li> <li>○ Tarring of road from CJC church to moshate (Rantho)</li> <li>○ Rantho and Magolaneng Multi-purpose centre</li> <li>○ Electricity post connections (200)</li> </ul>
	3. Magolaneng	<ul style="list-style-type: none"> <li>○ RDP houses (150)</li> <li>○ VIP toilets (300)</li> <li>○ Mast lights (02)</li> <li>○ Skip bins (02)</li> <li>○ EPWP &amp; CWP work opportunities</li> <li>○ Tarring roads (roads from Sebaka to Magolaneng cemetery, Matlala to Mgolaneng, Mapoteng to Mgolaneng cemetery)</li> <li>○ Building of Primary school</li> </ul>
	4. Mamone (Manyeleti)	<ul style="list-style-type: none"> <li>○ RDP houses (150)</li> <li>○ VIP toilets (200)</li> <li>○ Mast lights (02)</li> <li>○ Skip bins (02)</li> <li>○ EPWP &amp; CWP work opportunities</li> <li>○ Tarring of roads (Manyeleti to fourways supermarket, road from Super Market to Manyeleti cemetery, road from ZCC church to Manyeleti,</li> <li>○ Upgrading of level bridge from Manyeleti to Makubarate School</li> </ul>
	5. Mamone centre extension	<ul style="list-style-type: none"> <li>○ RDP houses (1000)</li> <li>○ VIP toilets (1000)</li> <li>○ Mast lights (02)</li> <li>○ Skip bins (04)</li> <li>○ EPWP &amp; CWP work opportunities</li> <li>○ Electricity post connection (200)</li> <li>○ Extending of Pedi Mamone Community hall</li> <li>○ Mini stadium in Mamone</li> <li>○ Tarring of roads (Mamone clinic to Ngwanatshwane Secondary School, ZCC church to Sekwati Sports Ground)</li> </ul>
21	1. Mamone- Matsoke	<ul style="list-style-type: none"> <li>○ High mast lights</li> <li>○ 205 VIP toilets</li> <li>○ Electricity post connection (15)</li> <li>○ RDP houses (15)</li> <li>○ Skip bin</li> <li>○ Stormwater drainage control between Matsoke graveyard passing Tenyane High School and Motlokwe Primary</li> </ul>

		<p>School</p> <ul style="list-style-type: none"> <li>○ Extension of pipelines and community water taps</li> <li>○ Fencing of Matsoke graveyard</li> <li>○ Work opportunities e.g CWP and EPWP</li> <li>○ Access bridge between Matsoke to Ntswelemotse</li> </ul>
	2.Mamone –A 1 Bothas (Ga-Mohlala)	<ul style="list-style-type: none"> <li>○ 405 VIP toilets</li> <li>○ RDP houses (8)</li> <li>○ Waste collection</li> <li>○ Water</li> <li>○ Equipped Malekutu borehole</li> <li>○ Fencing of Thapedi graveyard</li> <li>○ Maintain internal roads</li> <li>○ Access bridge between Bothas- Ntswelemotse</li> <li>○ Regravelling of road from Malekutu High School o Magoro cafe</li> </ul>
	3.Mamone –A 2 (Ga-Mohlala)	<ul style="list-style-type: none"> <li>○ Water</li> <li>○ Electricity post connections next to Makubarete Primary School</li> <li>○ RDP houses (15)</li> <li>○ VIP toilets (380)</li> <li>○ Equip borehole and install water tank on Makabjane borehole and make sure purification plant works</li> <li>○ Maintain internal roads</li> </ul>
	4.Mamone –A3 (Ga-Manyaka)	<ul style="list-style-type: none"> <li>○ Water</li> <li>○ VIP toilets (618)</li> <li>○ Internal roads maintenance</li> <li>○ Electricity post connection (130)</li> <li>○ RDP houses (25)</li> <li>○ Work opportunities</li> <li>○ Clinic /mobile mobile</li> <li>○ Fencing of Kgomogoroga gaveyard</li> <li>○ Build water reservoir next to steeltank</li> <li>○ Waste collection</li> </ul>

	5.Mamone –A4 (Tanzania)	<ul style="list-style-type: none"> <li>○ Water</li> <li>○ VIP toilets (200)</li> <li>○ RDP houses (05)</li> <li>○ Access road and bridge to new graveyard</li> <li>○ Waste collection</li> <li>○ Work opportunities</li> <li>○ Bursaries and opportunities</li> <li>○ Burasries and internship</li> <li>○ Maitanence of sports ground</li> </ul>
22	1.Malegale (Sebitje)	<ul style="list-style-type: none"> <li>○ RDP houses (20)</li> <li>○ Clinic</li> <li>○ Electricity post connections</li> <li>○ Water reticulation</li> <li>○ VIP toilets</li> <li>○ EPWP work opportunities</li> </ul>
	2.Sebitjane	<ul style="list-style-type: none"> <li>○ RDP houses (20)</li> <li>○ Electricity post connections</li> <li>○ Water reticulation</li> <li>○ VIP toilets</li> <li>○ EPWP work opportunities</li> </ul>
	3.Lekgwareng	<ul style="list-style-type: none"> <li>○ RDP houses (15)</li> <li>○ Access road to Tjatane</li> <li>○ Clinic</li> <li>○ Community hall</li> <li>○ VIP toilets</li> <li>○ EPWP work opportunities</li> </ul>
	4.Tjatane	<ul style="list-style-type: none"> <li>○ RDP houses (20)</li> <li>○ Clinic</li> <li>○ Bridge at Mmadirane</li> <li>○ Access road to Mmadirane</li> <li>○ Community hall</li> <li>○ VIP toilet</li> <li>○ Access road from Seraki High School to Lekgwareng</li> <li>○ EPWP work opportunities</li> </ul>
	5.Tjatane Extension	<ul style="list-style-type: none"> <li>○ RDP houses (20)</li> <li>○ Tarring or paving of main streets</li> <li>○ Clinic</li> <li>○ Primary and Secondary schools</li> <li>○ VIP toilets</li> </ul>

		<ul style="list-style-type: none"> <li>○ Electricity</li> <li>○ Water reticulation</li> <li>○ Reservoir</li> <li>○ EPWP work opportunities</li> </ul>
	6.Madibaneng (Matolokwaneng)	<ul style="list-style-type: none"> <li>○ RDP houses (20)</li> <li>○ Electricity post connection</li> <li>○ Bridge</li> <li>○ Secondary school</li> <li>○ VIP toilets</li> <li>○ Clinic</li> <li>○ Tarring/paving of road from Matolokwaneng to Lehlabile</li> <li>○ Water reticulation</li> <li>○ EPWP work opportunities</li> </ul>
	7.Greater Madibaneng	<ul style="list-style-type: none"> <li>○ Cell phone network (tower needed)</li> <li>○ Bridge to Pebetse school</li> <li>○ Tarring or paving of Access road to Ga- Mphakane</li> <li>○ Electricity post connection</li> <li>○ Water reticulation</li> <li>○ Bridge from Moshate to Lekentle school</li> <li>○ Community hall</li> <li>○ EPWP work opportunities</li> </ul>
23	1.Maila Segolo	<ul style="list-style-type: none"> <li>○ Road from Madibong to Maphanama</li> <li>○ Clinic</li> <li>○ Renovation of Maila Primary and Mphele Secondary School</li> <li>○ RDP houses</li> <li>○ Fencing of cemetery</li> <li>○ High mast lights</li> <li>○ Water pump machine (big)</li> <li>○ Renewal of tribal office</li> <li>○ Sports facilities e.g tennis court</li> <li>○ Community hall</li> <li>○ ECD building</li> <li>○ Skip Bin</li> <li>○ Electricity post connection</li> <li>○ Access road to Sebitlole village</li> <li>○ Access road from Maila Taxi Rank to Dinotji village be tarred</li> <li>○ Demarcation of sites</li> <li>○ Bridge from Maila to Dinotji be improved</li> <li>○ Water reticulation</li> <li>○ VIP toilets</li> </ul>

		<ul style="list-style-type: none"> <li>○ Education :multi purpose centre community library</li> <li>○ Acknowledgement of heritage sites</li> <li>○ Storm water drainage at Taxi rank</li> <li>○ Disabled and Drop centre</li> <li>○ Livestock dam at Leseleseleng site</li> <li>○ Funding of SMME and corporatives</li> </ul>
	2.Dinotji	<ul style="list-style-type: none"> <li>○ Senior secondary school</li> <li>○ Big bridge to Maila Segolo village across Pshirwa river</li> <li>○ Access road from Mathibeng via Dinotji to Maila Segolo be tarred</li> <li>○ Electricity post connection</li> <li>○ ECD building</li> <li>○ Mast lights</li> <li>○ Community paypoint</li> <li>○ Additional classrooms to Dinotji Primary School</li> <li>○ Renovation of old building blocks at Dinotji Primary School</li> <li>○ School furniture</li> <li>○ A bridge to new cemetery</li> <li>○ Fencing of old cemetery with mash wire(1.8m)</li> <li>○ Sanitation</li> <li>○ Work opportunities e.g corporatives</li> <li>○ Paving access road to old cemetery</li> <li>○ Access road to Sebitlole</li> <li>○ Clinic</li> <li>○ Fencing of agricultural land</li> <li>○ RDP houses</li> <li>○ Access road from Dinotji to Sebithome be graded</li> </ul>
	3.Mathibeng	<ul style="list-style-type: none"> <li>○ Access road from Mathibeng to Matolokwaneng village</li> <li>○ Access road from Mathibeng to Maseleseleng village</li> <li>○ Access road from Mathibeng to Dinotsi village</li> <li>○ Crush pen</li> <li>○ Animal water catchment dam</li> <li>○ Pensioners paypoint</li> <li>○ Sanitation (VIP toilets)</li> <li>○ Windmill operated borehole</li> <li>○ High mast lights</li> <li>○ Water</li> <li>○ Electricity post connection</li> <li>○ Clinic</li> <li>○ Access road to Sebitlole</li> <li>○ RDP houses</li> <li>○ New water reservoir</li> <li>○ Community hall</li> </ul>

		<ul style="list-style-type: none"> <li>○ Work opportunities e.g EPWP</li> <li>○ Recreational facilities</li> </ul>
	4.Marulaneng	<ul style="list-style-type: none"> <li>○ Electricity post connection</li> <li>○ Water supply (Difahlane ) reservoir</li> <li>○ RDP houses (additional)</li> <li>○ Streets paving</li> <li>○ Primary school (Sekgwarapaneng)</li> <li>○ Work opportunities</li> <li>○ High mast lights</li> <li>○ Sanitation toilets</li> <li>○ Water infrastructure old(new water reticulation needed)</li> <li>○ Access road to new clinic be tarred</li> <li>○ Fencing and extension of cemetery</li> <li>○ Community hall</li> <li>○ Access bridge to Thulare Primary School</li> <li>○ Access bridge be built between new clinic and Maila Segolo main road</li> <li>○ Access road from Marulaneng to Manganeng be graded and tarred</li> <li>○ ECD building</li> </ul>
	5.Mashupye	<ul style="list-style-type: none"> <li>○ Sanitation</li> <li>○ Access road</li> <li>○ Work opportunities e.g CWP and EPWP</li> <li>○ Skip</li> <li>○ Electricity post connection</li> <li>○ High mast lights</li> <li>○ Cemetery fencing</li> <li>○ RDP houses</li> <li>○ ECD building</li> <li>○ Water pumping machine (big)</li> <li>○ Bridge to new stands</li> <li>○ Sports facilities</li> <li>○ Mobile clinic</li> <li>○ Additional classrooms (block)at Maphale Primary School</li> <li>○ Community hall</li> </ul>
	6.Maseleseleng /Sebitlule	<ul style="list-style-type: none"> <li>○ Access road from Maila Segolo main road to Maseleseleng village be tarred</li> <li>○ Access road from Sebitlol to Maila Segolo</li> <li>○ Access road from Sebitlole to Dinotji village</li> <li>○ Access road fro Maseleseleng to Mathibeng village</li> <li>○ A bridge to Mathibeng</li> <li>○ Electricity post connection</li> </ul>

		<ul style="list-style-type: none"> <li>○ Water reticulation to new stands</li> <li>○ Revival of old water hand pumped borehole</li> <li>○ Culvert bridge at Maseleseleng entrance</li> <li>○ Revival of SASSA services</li> <li>○ Sanitation</li> <li>○ High mast lights</li> <li>○ Work opportunities e.g CWP and EPWP</li> <li>○ Skip</li> <li>○ Community library</li> </ul>
24	1.Diphagane	<ul style="list-style-type: none"> <li>○ Water</li> <li>○ VIP toilets</li> <li>○ Electricity post connection</li> <li>○ RDP houses</li> <li>○ Mast lights</li> <li>○ Regravelling of road from Rantobeng crossing joining Maololo access bridge</li> <li>○ FBE</li> <li>○ Food parcels</li> <li>○ Skip bins</li> <li>○ Work opportunities e.g. CWP and EPWP</li> <li>○ Mobile clinic</li> <li>○ Fencing Moretlwaneng cemetery</li> </ul>
	2.Phaahla	<ul style="list-style-type: none"> <li>○ Water</li> <li>○ Tarring of Phaahla to Masehlaneng</li> <li>○ VIP toilets</li> <li>○ Mast lights</li> <li>○ Work opportunities e.g. CWP and EPWP</li> <li>○ Electricity post connections</li> <li>○ FBE</li> <li>○ Social worker stationed in clinic</li> <li>○ RDP house</li> </ul>
	3.Masehlaneng	<ul style="list-style-type: none"> <li>○ Roofing of community hall</li> <li>○ Water</li> <li>○ Fencing of cemetery</li> <li>○ Electricity post connections</li> <li>○ RDP houses</li> <li>○ VIP toilets</li> <li>○ Mobile clinic</li> <li>○ Tarring of road from Masehlaneng to Vlaka</li> <li>○ Skip bin</li> <li>○ Mast lights</li> </ul>

	4.Lobethal	<ul style="list-style-type: none"> <li>○ EPWP opportunities</li> <li>○ VIP toilets</li> <li>○ High mast lights</li> <li>○ Regravelling of main road to Ngwaritsi river</li> <li>○ Fencing of cemetery</li> <li>○ Food parcels</li> <li>○ Tarring of road from Lobethal to Tisane</li> <li>○ Skip bin</li> </ul>
	5.Mamoshalele	<ul style="list-style-type: none"> <li>○ Low level bridge at Sedibeng</li> <li>○ RDP houses and VIP toilets</li> <li>○ Regravelling of road from Busstop to new bridge joining the Old Lobethal road</li> <li>○ Mast lights</li> <li>○ Matsebe road to new bridge be taken care of</li> <li>○ Toilets needed in the civic hall</li> <li>○ Food parcels</li> <li>○ FBE</li> <li>○ Road from new clinic to Matete Tuck Shop need to be taken care of</li> <li>○ Work opportunities e.g EPWP and CWP</li> </ul>
	6.Porome	<ul style="list-style-type: none"> <li>○ Electricity post connection</li> <li>○ VIP toilets</li> <li>○ Mast lights</li> <li>○ Regravelling of road from main road to the river and primary school</li> <li>○ Work opportunities e.g EPWP and CWP</li> <li>○ Food parcels</li> <li>○ FBE</li> </ul>
	7.Mamatjekele	<ul style="list-style-type: none"> <li>○ Fencing of cemetery</li> <li>○ Water reticulation</li> <li>○ Regravelling of road from Moshate to Mamatjekele road</li> <li>○ RDP houses</li> <li>○ Network for cellphones</li> <li>○ Mast lights</li> <li>○ FBE</li> <li>○ Food parcels</li> <li>○ Work opportunities e.g EPWP and CWP</li> </ul>

		<ul style="list-style-type: none"> <li>○ Mobile clinic</li> </ul>
25	1.Maololo	<ul style="list-style-type: none"> <li>○ Tarring of road from Diphagane-Maololo until Mamatjekele/Mohloding</li> <li>○ Water</li> <li>○ State of the art clinic</li> <li>○ Community hall</li> <li>○ Sports complex</li> <li>○ Fencing of graveyard</li> <li>○ ECD centre</li> <li>○ Sanitation to qualifying households</li> <li>○ RDP houses to all indigents households</li> <li>○ Electricity post connection at new stands</li> <li>○ VIP toilets</li> <li>○ Road from Mphanama cross to Masetlwe to Maololo</li> <li>○ Electrification of borehole</li> </ul>
	2.Mashabela (Malegasane)	<ul style="list-style-type: none"> <li>○ RDP houses</li> <li>○ Mast lights</li> <li>○ Regravelling of access roads in all villages</li> <li>○ Construction of small bridge at Phaswane</li> <li>○ Developing of all sports grounds</li> <li>○ Construction of water outlet pipe</li> <li>○ Mobile clinic at Ga-Kgari</li> <li>○ Water to households in all villages</li> <li>○ Sanitation in all households that has no toilet</li> <li>○ Regravelling of Kgari road</li> <li>○ Community hall</li> <li>○ Drilling of new borehole</li> </ul>
	3.Mohwelere	<ul style="list-style-type: none"> <li>○ Water in all households</li> <li>○ Roads from Modipadi to Kelekele need to be tarred with small bridge around new stand</li> <li>○ Sanitation in all households</li> <li>○ RDP houses to indigent households</li> <li>○ Internal roads need to be regavelled /tarred and bridge near the clinic</li> <li>○ Electricity post connection</li> <li>○ Sports complex needed</li> <li>○ Speed humps from Ntomp-i-Molebeledi</li> <li>○ Community hall</li> <li>○ Fencing of graveyard</li> <li>○ VIP toilets</li> </ul>

		<ul style="list-style-type: none"> <li>○ Blading /Grading of Mohwelere- Marodi road</li> </ul>
	4.Molebeledi	<ul style="list-style-type: none"> <li>○ Water</li> <li>○ Road from Makataneng (Molebeledi cross) to Mohloding passing all the way to Masehlaneng need to be tarred /regravelled</li> <li>○ Sanitation</li> <li>○ Road from Mohwelere via Magate to Molebeledi need to be tarred</li> <li>○ RDP houses to indigents</li> <li>○ ECD centre</li> <li>○ Community hall</li> <li>○ Clinic</li> <li>○ Sports complex</li> <li>○ Electricity post connections</li> <li>○ Three small bridges at Tswetleng</li> <li>○ Electrification of borehole</li> </ul>
	5.Machacha	<ul style="list-style-type: none"> <li>○ Tarring of road from Mphanama cross to Machacha Moshate</li> <li>○ Water</li> <li>○ Electrification of borehole</li> <li>○ State of the art clinic</li> <li>○ Community hall</li> <li>○ Sports complex</li> <li>○ Fencing of graveyard</li> <li>○ Sanitation</li> <li>○ ECD centre</li> <li>○ RDP houses</li> <li>○ Electricity post connection at new stands</li> <li>○ Road from Machacha Moshate to Mashabela (Mogofele /Lepellane)</li> <li>○ Road from Machacha to Thabampshe</li> </ul>
	6.Ga Selepe	<ul style="list-style-type: none"> <li>○ Sanitation</li> <li>○ Water</li> <li>○ Road from Mamone via Selepe all the way to Talane need Regravelling</li> <li>○ ECD centre</li> <li>○ Sports complex</li> <li>○ Community hall</li> <li>○ Road from Selepe to Mashabela need constructed</li> <li>○ RDP houses</li> <li>○ Electrification of borehole</li> </ul>

	7 Ga Marodi	<ul style="list-style-type: none"> <li>○ Water</li> <li>○ Sports complex</li> <li>○ Clinic</li> <li>○ Small bridges on Talane and Marodi roads</li> <li>○ Electricity post connections</li> <li>○ Sanitation</li> <li>○ State of the art school at Madikalepudi Secondary School</li> <li>○ ECD centre</li> <li>○ RDP houses</li> <li>○ Road from Marodi to Mampe (Mohwelere) need regravelling</li> </ul>
	8.Mapulane /Tlane	<ul style="list-style-type: none"> <li>○ Tarring of Mphanama cross road to Machacha</li> <li>○ Extention of reticulation</li> <li>○ Construction of bridge to Kgari</li> <li>○ Electrification of households</li> <li>○ Fencing of graveyard</li> <li>○ Clearing of dams</li> <li>○ Sports centre</li> <li>○ VIP toilets</li> </ul>
	9.Mahlakanaseleng	<ul style="list-style-type: none"> <li>○ Regravelling of internal road</li> <li>○ RDP houses</li> <li>○ Sanitation</li> <li>○ EPWP</li> <li>○ Water – improving reticulation</li> <li>○ Fencing of graveyard</li> <li>○ VIP toilets</li> </ul>
26	1.Mathapisi	<ul style="list-style-type: none"> <li>○ Water –extension of pipes</li> <li>○ Access road</li> <li>○ Tarring of Mathapisa to Vlak road</li> <li>○ RDP houses (25)</li> <li>○ VIP toilets</li> <li>○ Electricity post connection (50)</li> <li>○ Pay point</li> <li>○ Fencing of Moeding wa Mahea cemetery</li> </ul>
	2.Thabeng	<ul style="list-style-type: none"> <li>○ Water –extension of pipes</li> <li>○ RDP houses (15)</li> <li>○ Electricity post connection</li> <li>○ VIP toilets</li> <li>○ Tarring of Soetveld to Thabeng road (6,4km)</li> <li>○ Fencing of wetland</li> </ul>

	3.Kgarethuthu	<ul style="list-style-type: none"> <li>○ Water – replacement of diesel pump to electricity</li> <li>○ Roads- tarring of Soetveld to Thabeng road</li> <li>○ VIP toilets</li> <li>○ RDP toilets</li> <li>○ Electricity post connection</li> <li>○ Renovation of Kgaruthuthu Primary</li> <li>○ Fencing of cemetery</li> </ul>
	4.Soetveld	<ul style="list-style-type: none"> <li>○ Water-extension of pipes</li> <li>○ Road –tarring Soetveld to Thabeng road (6.4km)</li> <li>○ VIP toilets</li> <li>○ RDP houses (25)</li> <li>○ Electricity post connection</li> <li>○ Crèche at Mabuke</li> <li>○ Soetveld bridge</li> </ul>
	5.Marishane	<ul style="list-style-type: none"> <li>○ Mast lights at Luka four ways stop</li> <li>○ Electricity post connection</li> <li>○ RDP houses (240)</li> <li>○ VIP toilets</li> <li>○ Road – tarring Makgopho to Phaahla Machollele road -Seloane to Pholosho café</li> <li>○ Water – extension of pipes</li> </ul>
	6.Marishane (Bothaspruit)	<ul style="list-style-type: none"> <li>○ Water-extension of pipes</li> <li>○ Mohlakaneng bridge</li> <li>○ Electricity – new extensions</li> <li>○ VIP toilets</li> <li>○ RDP houses (10)</li> <li>○ Fencing of cemetery at Mohlotlane</li> <li>○ Tarring of Bothaspruit road to Ga-Moloi</li> </ul>
	7 Makgophong /Porome	<ul style="list-style-type: none"> <li>○ Access road</li> <li>○ Electricity post connection</li> <li>○ RDP houses</li> <li>○ Water reticulation</li> </ul>
27	1.Mabopane	<ul style="list-style-type: none"> <li>○ Regravelling of Masemola clinic to Thabampshe cross road</li> <li>○ Road from Molomoatau Secondary to Machasdorp also need to be regravelled /tarred / paved</li> <li>○ Fencing of graveyard</li> <li>○ Water reticulation</li> <li>○ RDP houses</li> <li>○ Road from Moshidi Bottle store to Moshate needs</li> </ul>

		regravelling / some section of the road ○ Grading of roads
	2.Manare	○ Water reticulation ○ RDP houses ○ Grading of communal roads ○ Water pipes between Ga-Mokalapa/Lepule or pedestrian crossing bridge
	3.Mohloding	○ Fencing of graveyard ○ Water reticulation (very critical and need urgent attention) ○ Regravelling of Moshate to Mohloding road ○ RDP houses ○ Electricity extension at Mohloding ○ Water pipes next to school
	4.Masemola (Moshate)	○ Road from Masemola clinic to Masemola tribal office needs speed humps ○ Water reticulation ○ Grading of communal streets ○ RDP houses ○ Electricity extension at Maripane ○ Fencing of Mapoteng cemetery ○ 06 waste bins (Moshate,Mohloding and Manare) ○ Building of new classrooms at Mahwetse Secondary
	5.Thabampshe Cross extension (Mabopane)	○ Apollo lights at Thabampshe cross,Old Moshate tribal office and Masemola clinic ○ Electricity ○ Water reticulation ○ Grading of roads ○ Sanitation
28	1.Thabampshe	○ Dithabeng bridge ○ FBE ○ Vodacom network ○ High Mast lights ○ Fencing of cemetery (3) ○ Post office ○ Upgrading and fencing of Sehlaile dam ○ Fencing of Sehloaneng wetland ○ Community hall ○ Intervention on all community projects
	2.Tswaing	○ High Mast lights

		<ul style="list-style-type: none"> <li>○ Vodacom network</li> <li>○ Water</li> <li>○ Skip load next to clinic</li> <li>○ Community hall</li> <li>○ FBE</li> <li>○ Electricity post connection</li> <li>○ Regraveling of streets</li> </ul>
	3.Ga- Maphutha	<ul style="list-style-type: none"> <li>○ Tarring of road from Ga-Maphutha to Pitgouws dam</li> <li>○ Water reticulation</li> <li>○ Fencing of cemetery and toilets</li> <li>○ High Mast lights</li> <li>○ FBE</li> <li>○ RDP houses (15)</li> <li>○ Community hall</li> <li>○ Tarring of road from Ga-Maphutha to Mahubitswane</li> </ul>
	4.Wonderboom	<ul style="list-style-type: none"> <li>○ Fencing of Mabodibeng wetland</li> <li>○ Clinic</li> <li>○ Water</li> <li>○ Electricity post connection (100)</li> <li>○ High Mast lights</li> <li>○ Vodacom network</li> <li>○ Tarring of road to gate one</li> </ul>
	5.Maroge	<ul style="list-style-type: none"> <li>○ Water</li> <li>○ Fencing of wetlands (2)</li> <li>○ High Mast lights</li> <li>○ RDP houses (40)</li> <li>○ Primary school</li> <li>○ Electricity post connection</li> <li>○ FBE</li> <li>○ Intervention on all community projects</li> </ul>
	6.Mahubitswane	<ul style="list-style-type: none"> <li>○ Mast lights</li> <li>○ Community hall</li> <li>○ Vodacom network</li> <li>○ Water reticulation</li> <li>○ Electricity post connection</li> <li>○ RDP houses (40)</li> <li>○ Skip</li> </ul>
	7.Mahlakole	<ul style="list-style-type: none"> <li>○ Fencing of wetlands (2)</li> <li>○ Water</li> <li>○ High Mast lights</li> </ul>

		<ul style="list-style-type: none"> <li>○ Skip</li> <li>○ RDP houses (15)</li> <li>○ Community hall</li> <li>○ Intervention on all community projects</li> </ul>
	8.Vlakplaats	<ul style="list-style-type: none"> <li>○ Mast lights</li> <li>○ Fencing of cemetery</li> <li>○ Vodacom network</li> <li>○ Water</li> <li>○ Primary school</li> <li>○ RDP houses</li> </ul>
29	1.Malope	<ul style="list-style-type: none"> <li>○ Tarring of road from Malope to Phokoane</li> <li>○ Fencing of graveyard</li> <li>○ Water shortage</li> <li>○ Clinic</li> <li>○ RDP houses (30)</li> <li>○ Irrigation scheme funding</li> </ul>
	2.Molelema	<ul style="list-style-type: none"> <li>○ Shortage of water</li> <li>○ RDP houses (20)</li> <li>○ Regravelling of road</li> <li>○ Administration Office needed at Khudutseka Primary School</li> </ul>
	3.Mahlolwaneng	<ul style="list-style-type: none"> <li>○ Regravelling of road from Masemola clinic to Mahloloaneng</li> <li>○ Electricity post connection (new stands)</li> <li>○ Fencing of graveyard</li> <li>○ Clinic needed</li> <li>○ RDP houses</li> <li>○ Road from Mahloloaneng to Pitjaneng need tarring</li> <li>○ Fencing of camp</li> <li>○ Mahloloaneng Primary School need new building</li> <li>○ Mathume high school need new building</li> </ul>
	4.Mashoanyaneng	<ul style="list-style-type: none"> <li>○ Fencing of graveyard</li> <li>○ Road from Mashonyaneng to Pitjaneng</li> <li>○ Pay point</li> <li>○ Shortage of water</li> <li>○ RDP houses (35)</li> <li>○ Clinic</li> <li>○ Matshele high school need new building</li> <li>○ Sushu Primary School need new building</li> </ul>

		<ul style="list-style-type: none"> <li>○ Electricity post connections</li> </ul>
	5.Maraganeng	<ul style="list-style-type: none"> <li>○ Shortage of water</li> <li>○ RDP houses (7)</li> <li>○ Clinic</li> <li>○ Regravelling of road</li> <li>○ Electricity post connections</li> </ul>
	6.Pitjaneng	<ul style="list-style-type: none"> <li>○ RDP houses (15)</li> <li>○ Shortage of water</li> <li>○ Fencing of graveyard</li> <li>○ Road from Pitjaneng to Mahloloaneng need tar</li> <li>○ Electricity post connections</li> </ul>
	7.Machasdorp	<ul style="list-style-type: none"> <li>○ Shortage of water</li> <li>○ Electricity post connection</li> <li>○ RDP houses (16)</li> </ul>
	8.Mphane	<ul style="list-style-type: none"> <li>○ Road from Mphane to Makgwabe need to be tarred</li> <li>○ Electricity post connection (new stands)</li> <li>○ Shortage of water</li> <li>○ Clinic</li> <li>○ RDP houses (14)</li> <li>○ Fencing of camp</li> <li>○ Irrigation scheme need funding</li> <li>○ Mampurutseka school need new building</li> </ul>
	9.Makgwabe	<ul style="list-style-type: none"> <li>○ Road from Makgwabe to Mphana need tarring</li> <li>○ Electricity post connections</li> <li>○ Shortage of water</li> <li>○ Clinic</li> <li>○ RDP houses (10)</li> <li>○ Fencing of camp</li> <li>○ Makgwabe Primary School need new building</li> <li>○ Maphadime High School need new building</li> </ul>
30	1.Krokodile	<ul style="list-style-type: none"> <li>○ Water</li> <li>○ Mast lights</li> <li>○ RDP houses</li> <li>○ Access road from tarred road to Motsatsi</li> <li>○ Windmill</li> <li>○ Pay point</li> <li>○ Clinic</li> <li>○ Revival of agricultural fields</li> <li>○ Cleaning of livestock dams</li> </ul>

	2.Setlaboswane	<ul style="list-style-type: none"> <li>○ Mast lights</li> <li>○ Paving of roads</li> <li>○ Pay point</li> <li>○ Fencing of graveyard</li> </ul>
	3.Legotong	<ul style="list-style-type: none"> <li>○ Tarring of road from Legotong to Mogaladi</li> <li>○ Access road from Mogaladi to Legotong</li> <li>○ Access road from Legotong to Makhutso</li> <li>○ Clinic</li> <li>○ Fencing of graveyard</li> </ul>
	4.Serageng	<ul style="list-style-type: none"> <li>○ Tarring of road from Motseleopo to Mogaladi New stands</li> <li>○ RDP houses</li> <li>○ Mast lights</li> <li>○ Pay points</li> <li>○ Network (cell phone)</li> <li>○ Fencing of graveyard</li> </ul>
	5.Masanteng	<ul style="list-style-type: none"> <li>○ Water</li> <li>○ Tarring of road from Mariri dam to Mogaladi tar road</li> <li>○ Bridge</li> <li>○ Mast lights</li> <li>○ Community hall</li> <li>○ Paving of one street in the village</li> <li>○ RDP houses</li> <li>○ Fencing of graveyard</li> <li>○ Pay point</li> <li>○ clinic</li> </ul>
	6.Mogaladi	<ul style="list-style-type: none"> <li>○ water</li> <li>○ pay point</li> <li>○ fencing of graveyard</li> <li>○ library</li> <li>○ windmill</li> <li>○ mast lights</li> <li>○ access road from Molwetsi Secondary School to Phaahla Moshate</li> <li>○ satellite police station</li> </ul>
31	1.Kome	<ul style="list-style-type: none"> <li>○ Mmotwaneng and Kome main street need to be tarred</li> <li>○ Road from Ga-Mapurunyane to Kome Ga- Copper need to tarred</li> <li>○ VIP Toilets needed</li> <li>○ RDP houses</li> <li>○ Work opportunities e.g CWP and EPWP</li> </ul>

		<ul style="list-style-type: none"> <li>○ Extension of water pipe to the new stands</li> <li>○ Community hall</li> <li>○ Fencing of cemetery</li> <li>○ Electricity post connection</li> <li>○ Mamokgasefoka clinic be build</li> </ul>
	2.Ntshong	<ul style="list-style-type: none"> <li>○ RDP houses</li> <li>○ VIP Toilets</li> <li>○ Community hall</li> <li>○ Fencing of cemetery</li> <li>○ Livestock dams</li> <li>○ Electricity post connection</li> <li>○ Tarring of road from Good Hope to Masakeng paypoint</li> <li>○ MTN aerial</li> <li>○ Work opportunities e.g CWP and EPWP</li> <li>○ Regravelling of internal roads</li> </ul>
	3.Mmotwaneng	<ul style="list-style-type: none"> <li>○ Water pipe extension to new stands</li> <li>○ Community hall</li> <li>○ Refilling of sol within street of Kome and Mmotwaneng</li> <li>○ Malope to Phokoane road need to be tarred</li> <li>○ Mamokga Sefoka clinic</li> <li>○ Fencing of cemetery</li> <li>○ Electricity post connection</li> <li>○ Work opportunities e.g CWP and EPWP</li> </ul>
	4.Masakeng	<ul style="list-style-type: none"> <li>○ RDP houses</li> <li>○ VIP toilets</li> <li>○ Community hall</li> <li>○ Regravelling of internal streets</li> <li>○ Regravelling of road from Motseleope to Phokoane road</li> <li>○ Fencing of cemetery</li> <li>○ Electricity post connection</li> <li>○ Drilling of water borehole</li> <li>○ Small bridge from Mapurunyane (Lebesane bridge)between Motoaneng and Masakeng</li> </ul>
	5.Mangwanyane	<ul style="list-style-type: none"> <li>○ Bridge between Mangwanyane and Good hope</li> <li>○ RDP houses</li> <li>○ VIP Toilets</li> <li>○ Fencing of cemetery</li> <li>○ Extension of water pipes to new stands</li> <li>○ Livestock dams</li> <li>○ Electricity post connection</li> <li>○ Community hall</li> </ul>

		<ul style="list-style-type: none"> <li>○ Paypoint</li> <li>○ Tarring of road from Malope to Phokoane</li> <li>○ Work opportunities e.g CWP and EPWP</li> <li>○ Small bridge from newsstands to Mangwanyane</li> <li>○ Regraveling of internal streets</li> <li>○ 3 RDP houses incomplete</li> </ul>
	6.Vlakplaas	<ul style="list-style-type: none"> <li>○ RDP houses</li> <li>○ VIP toilets</li> <li>○ Bridge on the road from Vlakplaas to Mantsi cemetery</li> <li>○ Electricity post connection</li> <li>○ Tarring of road from Kome to Vlakplaas</li> <li>○ Tarring of road from Mathapisa to Vlakplaas village</li> <li>○ Bridge on Mohlarong river</li> <li>○ Sustainable water supply</li> <li>○ Supplement of existing RDP houses</li> <li>○ Construction of bridge from Vlakplats to Manchi to the graveyard</li> <li>○ Community hall</li> <li>○ Fencing of cemeteries</li> <li>○ Work opportunities e.g CWP and EPWP</li> <li>○ Mamokgasefoka clinic</li> <li>○ Maintenance of internal roads</li> <li>○ Mini post office</li> </ul>
	7.Eenkantaan	<ul style="list-style-type: none"> <li>○ Fencing of cemetery</li> <li>○ Extension of water pipe</li> <li>○ VIP toilets</li> <li>○ RDP houses</li> <li>○ Electricity post connection</li> <li>○ Skip bins</li> <li>○ High mast lights</li> <li>○ Multi purpose centre</li> <li>○ Tarring of road fro Mampane Tribal Office to Sehuswane T junction</li> <li>○ Work opportunities e.g CWP and EPWP</li> <li>○ Rgravelling of internal roads</li> <li>○ Livestock dam</li> <li>○ Drilling water borehole</li> </ul>
	8.Motseleope	<ul style="list-style-type: none"> <li>○ RDP houses</li> <li>○ VIP toilets</li> <li>○ Work opportunities e.g CWP and EPWP</li> <li>○ Tarring of road from Kome to Motseleope</li> </ul>

		<ul style="list-style-type: none"> <li>○ Regravelling of internal roads</li> <li>○ Extension of water pipe</li> <li>○ Electricity post connection</li> <li>○ Mobile clinic</li> <li>○ Skip bins</li> <li>○ Bridges (Senyane, Mashikare and Thope</li> <li>○ Community hall</li> </ul>
	9.Makhutso	<ul style="list-style-type: none"> <li>○ Access road from Eenkantaan to Makhutso need tarring</li> <li>○ Road from Makhutso to Semahlakole</li> <li>○ RDP houses</li> <li>○ High mast lights</li> <li>○ Extension of water pipe</li> <li>○ Community hall</li> <li>○ Work opportunities e.g CWP and EPWP</li> <li>○ VIP toilets</li> <li>○ Paypoint</li> <li>○ Access road from Makhutso to Mogaladi</li> <li>○ Electricity post connections</li> <li>○ Bridge between Makhutso and Legotong</li> <li>○ Mobile post office</li> <li>○ Skip bin</li> <li>○ Road from Makhutso to Kome</li> </ul>
	10.Semahlakole /Sehuswane	<ul style="list-style-type: none"> <li>○ Community hall</li> <li>○ Paypoint</li> <li>○ Regravelling or soil filling</li> <li>○ Fencing of Semahlakole cemetery</li> <li>○ Fencing of Sehuswane cemetery</li> <li>○ Road from Semahlakole water reservoir to Makhutso bridge via Bodimong</li> <li>○ Water boreholes 3</li> <li>○ RDP houses 20</li> <li>○ VIP toilets 40</li> <li>○ Water reticulation at Semahlakole and Sehuswane</li> </ul>

## CHAPTER 3: SITUATIONAL ANALYSIS

### 3.1 Introduction

This chapter provides a situational analysis of the existing trends and conditions in Makhuduthamaga Municipality, in accordance with the requirements of the Municipal Systems Act in developing an IDP.

#### 3.1.1 Geographical Location

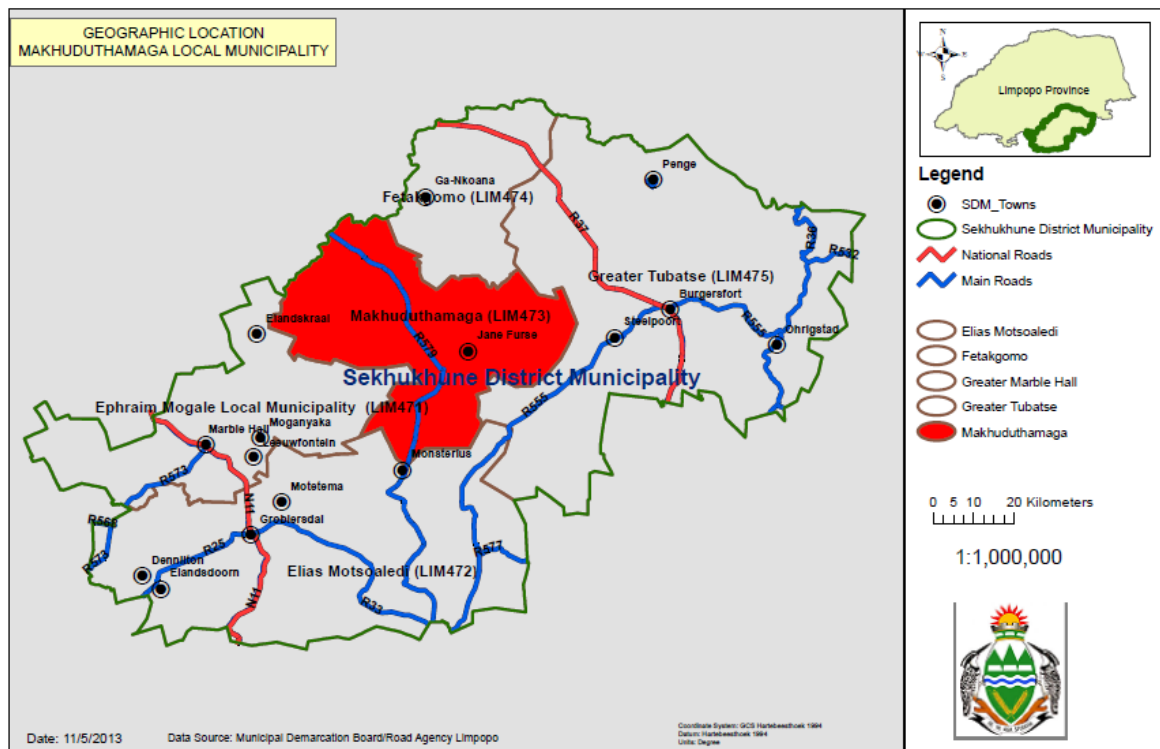
The Makhuduthamaga Municipality is a Category B4 municipality that is located within Sekhukhune District Municipality (SDM) of the Limpopo Province. Category B4 municipalities are municipalities which are mainly rural with communal tenure and with, at most, one or two small towns in their area.( COGTA 2009) The Municipality is completely rural in nature, dominated by traditional land ownership and comprises of a land area of approximately 209 695 ha (at a low average density of 1, 3 persons per ha). It is made up of 189 settlements with a population of 274 358 (Census 2011) or 283 958 (Community Survey 2016) people and 65 217 (Census 2011) or 64 769(Community Survey 2016) households, which amounts to more than 24% of the District 1169 762 (Community Survey 2016).Like most rural municipalities in the Republic of South Africa, Makhuduthamaga is characterized by weak economic base, poor infrastructure, major service delivery backlogs, dispersed human settlements and high poverty levels

Makhuduthamaga is linked with Elias Motsoaledi and Ephraim Mogale Municipalities to the south via routes R579 and R33, and with Fetakgomo Tubatse Municipality to the north-east via route R555. The R579 - a provincial road - is currently the main route used for passengers and goods to support economic activities in the municipality.

#### History behind the name

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

## Makhuduthamaga Local Municipality Geographic Location



### 3.1.2 Population Trends

The MLM has a total population of 274 358 (Census 2011) or 283 958 (Community Survey 2016) people, or 65 217 (Census 2011) or 64 769 (Community Survey 2016) households. It is the second largest municipality in the Sekhukhune District in terms of population figures, with 24% of the District population living in the MLM (Community Survey 2016)

According to Census 2011 figures, the MLM has a fairly young population, with 38% being younger than 15 years, 54% between 15 and 64 years of age, and only 8% being older than 65. This age spread in the population means that the dependency ratio in the MLM is fairly low, with 85, 4 dependants per 100 economically active people. The area is experiencing very low population growth. In 2001, the annual growth rate was -0, 55%, which has increased to 0, 46% in 2011, which is still very low. However, the number of households have increased from 52 978 households in 2001 to 65 217 households in 2011. This trend is partly due to a decrease in household size (i.e. it could be a sign of households splitting up, resulting in a higher number of households despite very low total population growth). The average household size has decreased from 4.9 in 2001 to 4.2 in 2011. A growth in household numbers is significant for planning purposes as each household has needs such as housing and basic services.

Levels of education in the MLM community are low, with 23,4% of persons 20 years and older having had no schooling, 20.6% having completed some level of high school, and 5.5% completing high school (Matric). The schooling situation has improved since 2001, when 44.3% of people older than 20 never attended school.

## Migration

There is significant out-migration of people from Makhuduthamaga to urban areas for reasons, inter alia: access to better opportunities such as jobs, access to better social amenities and facilities in urban areas such as higher educational facilities, universities, schools, hospitals (better health care services), good roads, water etc

**Table: MLM Distribution of population by age and sex**

Age group	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4	18 135	18 346	36 481	15 549	15 752	31 301	19 333	18 891	38 224
5-9	21 067	20 674	41 741	19 041	18 985	38 026	17 032	16 998	34 030
10-14	20 915	21 271	42 186	20 109	20 354	40 463	16 582	15 600	32 187
15-19	16 748	17 391	34 139	18 048	18 976	37 024	16 840	16 451	33 292
20-24	9 574	12 627	22 201	9 483	12 275	21 758	11 129	12 426	23 555
25-29	5 316	8 829	14 145	5 116	9 133	14 249	7 073	10 605	17 679
30--34	4 141	7 992	12 133	4 022	7 346	11 368	5 191	8 808	14 000
35-39	3 660	6 834	10 494	3 671	7 220	10 891	4 510	7 998	12 508
40-44	3 054	5 995	9 049	3 289	6 266	9 555	4 043	7 114	11 157
45-49	2 594	5 312	7 906	2 811	5 781	8 592	3 538	6 863	10 401
50-54	1 997	4 685	6 682	2 644	5 341	7 985	3 188	5 780	8 968
55-59	2 082	4 081	6 163	1 980	4 551	6 531	3 125	5 326	8 451
60-64	1 657	3 854	5 511	2 264	4 275	6 539	2 811	4 969	7 780
65-69	1 940	3 940	5 880	1 672	3 599	5 271	2 056	4 895	6 950
70-74	1 180	2 058	3 238	1 730	3 617	5 347	2 134	3 540	5 674
75-79	1 103	2 104	3 207	958	1 696	2 654	1 082	2 533	3 515
80-84	513	1 105	1 618	763	1 763	2 526	802	2 165	2 966
85+	355	980	1 335	458	1 456	1 914	663	2 057	2 721
<b>Total</b>	<b>116 038</b>	<b>148 082</b>	<b>264 120</b>	<b>113 613</b>	<b>148 392</b>	<b>262 005</b>	<b>121 133</b>	<b>153 021</b>	<b>274 154</b>

Source: Census 2011

**Table: Population by functional age group and sex – 1996, 2001 and 2011**

MLM	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-14	60 534	60 747	121 282	54 700	55 093	109 793	52 967	51 500	104 466
15-64	51 085	77 981	129 065	53 332	81 167	134 499	61 579	86 385	147 964
65+	5 108	10 234	15 342	5 582	12 132	17 714	6 737	15 191	21 928
<b>Total</b>	<b>116 727</b>	<b>148 962</b>	<b>265 689</b>	<b>113 614</b>	<b>148 392</b>	<b>262 005</b>	<b>121 283</b>	<b>153 076</b>	<b>274 358</b>

Source: Census 2011

**Table: Population growth rates – 1996–2011, 2001–2011 and 2011-2016 (CS)**

<b>Total Population</b>
-------------------------

1996	2001	% change	2011	% change	2016 CS
269 313	262 005	- 0,6	274 358	0,5	283 956

Source: Census 2011 and Community Survey 2016

### Employment profile for Makhuduthamaga

Employed	19534
Unemployed	32780
Discouraged work seeker	13657
Other not economically active	81993
Not applicable	126 394
Grand Total	274 358

Source: Census 2011

### MLM Population aged between 15 and 64 years by employment status – 1996, 2001 and 2011

Employed			Unemployed			Unemployment rate		
1996	2001	2011	1996	2001	2011	1996	2001	2011
12 409	10 686	19 254	29 370	32 174	32 662	70,3	75,1	62,9

Source: Census 2011

### Makhuduthamaga Local Municipality annual Income levels

Wards	No income	R 1 - R 4800	R 4801 - R 9600	R 9601 - R 19 600	R 19 601 - R 38 200	R 38 201 - R 76 400	R 76 401 - R 153 800	R 153 801 - R 307 600	R 307 601 - R 614 400	R 614 001 - R 1 228 800	R 1 228 801 - R 2 457 600	R 2 457 601 or more
1	206	195	387	597	530	189	115	102	50	12	5	2
2	74	109	227	534	499	153	41	25	5	1	0	0
3	226	194	308	637	587	216	208	139	39	9	4	1
4	255	156	386	452	395	102	41	25	6	1	0	0
5	346	128	284	532	480	154	116	69	23	1	1	3
6	204	131	278	489	502	134	36	16	5	0	1	0
7	185	111	206	386	370	69	35	18	13	2	0	0
8	519	264	517	704	624	257	224	143	50	10	6	5
9	477	177	429	495	429	168	163	145	37	12	4	1
10	275	148	322	374	313	82	50	57	19	0	0	1
11	190	68	182	343	356	149	120	78	27	1	2	2
12	192	142	277	542	557	231	61	30	15	1	2	2
13	321	180	451	633	561	229	121	66	19	5	1	1
14	149	87	181	362	389	138	129	60	22	4	5	3
15	190	88	222	367	412	105	36	34	8	1	0	1
16	219	124	245	412	388	129	61	29	13	0	1	0
17	238	166	386	569	552	120	51	38	17	2	5	2
18	528	197	429	630	593	296	197	110	29	11	1	1
19	208	121	310	569	586	151	63	41	12	1	2	2
20	295	143	206	600	610	176	88	52	24	7	0	3
21	281	157	383	558	540	213	175	134	50	12	6	5

22	268	153	229	445	450	119	40	39	7	3	4	3
23	209	254	333	709	675	151	98	38	20	4	2	4
24	316	120	245	574	468	111	45	44	11	0	2	0
25	252	173	347	610	638	145	63	41	7	4	1	0
26	301	118	261	632	526	146	145	123	48	7	2	9
27	316	153	251	554	529	106	78	51	18	2	2	0
28	493	216	423	755	644	142	105	51	21	2	0	1
29	290	170	251	473	365	72	60	29	12	1	2	2
30	314	132	261	525	472	142	70	35	15	1	2	1
31	232	179	212	573	440	106	26	31	11	0	0	1

**Source: Census 2011**

### People with Disabilities

There are six categories: seeing, hearing, self-care, communication, walking and remembering

#### 1. Seeing

Age Group	No difficulty		Some difficulty		A lot of difficulty		Cannot do at all		Do not know		Cannot yet be determined		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	
00 - 04	10925	10892	201	140	35	37	187	170	60	59	7230	6929	36866
05 - 09	16080	16178	355	253	51	38	18	15	4	9	-	-	33001
10 - 14	15645	14664	349	299	57	37	18	11	3	2	-	-	31085
15 - 19	15855	15284	327	331	36	39	11	5	2	-	-	-	31890
20 - 24	10476	11684	242	290	41	36	7	14	6	1	-	-	22796
25 - 29	6701	9930	174	313	17	26	5	6	1	2	-	-	17174
30 - 34	4900	8216	139	303	22	38	9	10	1	1	-	-	13639
35 - 39	4216	7422	149	324	21	33	8	12	-	3	-	-	12187
40 - 44	3720	6440	197	463	24	50	8	3	2	-	-	-	10908
45 - 49	3120	5833	296	767	39	89	11	4	1	1	-	-	10160
50 - 54	2689	4690	358	850	53	98	10	13	-	6	-	-	8767
55 - 59	2553	4338	427	760	58	111	9	6	1	2	-	-	8265
60 - 64	2254	4025	422	749	74	95	12	16	-	4	-	-	7651
65 - 69	1546	3758	374	870	62	129	17	17	2	2	-	-	6777
70 - 74	1554	2461	423	792	90	169	19	27	1	3	-	-	5540
75 - 79	727	1586	249	696	68	162	21	29	-	4	-	-	3542
80 - 84	471	1237	226	653	67	168	18	44	2	4	-	-	2890
85+	342	1064	205	622	64	235	26	74	2	9	-	-	2643
<b>Total</b>	<b>103772</b>	<b>129700</b>	<b>5114</b>	<b>9474</b>	<b>881</b>	<b>1589</b>	<b>411</b>	<b>476</b>	<b>90</b>	<b>114</b>	<b>7230</b>	<b>6929</b>	<b>265781</b>

#### 2. Hearing

Age Group	No difficulty		Some difficulty		A lot of difficulty		Cannot do at all		Do not know		Cannot yet be determined		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	
00 - 04	10749	10742	327	284	73	72	288	225	90	76	7102	6861	36890
05 - 09	16182	16154	285	275	50	41	20	13	6	7	-	-	33034
10 - 14	15820	14837	188	173	34	24	17	6	5	2	-	-	31108
15 - 19	16009	15393	181	202	22	29	11	10	1	2	-	-	31859
20 - 24	10662	11882	115	130	17	23	5	8	-	4	-	-	22846
25 - 29	6795	10143	82	117	8	24	3	12	1	1	-	-	17188
30 - 34	4981	8433	70	126	13	19	5	6	1	-	-	-	13653
35 - 39	4295	7639	84	125	18	19	4	5	-	2	-	-	12191
40 - 44	3831	6787	87	125	18	22	7	1	1	-	-	-	10877
45 - 49	3330	6493	87	177	14	27	2	3	-	-	-	-	10133
50 - 54	3000	5392	93	203	15	33	2	10	-	1	-	-	8749
55 - 59	2917	4935	106	228	22	37	7	4	-	1	-	-	8258
60 - 64	2623	4585	113	273	18	27	2	3	-	-	-	-	7645
65 - 69	1858	4319	122	413	19	51	4	5	-	-	-	-	6792
70 - 74	1864	2975	177	392	35	81	10	14	-	3	-	-	5550
75 - 79	927	1960	105	399	30	93	5	11	-	1	-	-	3531
80 - 84	632	1562	119	421	29	115	3	15	1	1	-	-	2898
85+	467	1306	136	488	39	173	3	27	1	5	-	-	2646
<b>Grand Total</b>	<b>106943</b>	<b>135538</b>	<b>2477</b>	<b>4551</b>	<b>474</b>	<b>910</b>	<b>399</b>	<b>377</b>	<b>108</b>	<b>108</b>	<b>7102</b>	<b>6861</b>	<b>265848</b>

### 3. Self-care

Age Group	No difficulty		Some difficulty		A lot of difficulty		Cannot do at all		Do not know		Cannot yet be determined		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	
00 - 04	-	-	-	-	-	-	4402	4260	602	649	13750	13409	37073
05 - 09	8435	8441	2044	2085	1313	1323	1515	1430	235	218	3047	3029	33115
10 - 14	14760	13963	788	682	238	154	238	166	35	31	-	-	31054
15 - 19	15967	15412	126	110	46	39	39	48	11	9	-	-	31806
20 - 24	10658	11896	61	65	34	24	23	20	3	1	-	-	22786
25 - 29	6832	10166	35	66	11	12	26	12	2	3	-	-	17167
30 - 34	4991	8442	34	56	15	14	16	18	3	3	-	-	13593
35 - 39	4300	7704	52	44	22	13	20	13	-	5	-	-	12173
40 - 44	3857	6878	32	27	18	14	16	16	3	2	-	-	10864
45 - 49	3366	6590	48	46	21	22	10	9	-	2	-	-	10114
50 - 54	3014	5543	56	53	13	21	20	15	3	-	-	-	8739
55 - 59	2960	5082	46	70	23	27	19	9	1	2	-	-	8239
60 - 64	2662	4707	45	104	21	23	21	20	4	4	-	-	7613
65 - 69	1916	4542	55	130	12	35	15	34	3	4	-	-	6746
70 - 74	1936	3150	90	202	29	62	17	32	-	3	-	-	5521
75 - 79	946	2102	68	232	21	77	17	56	3	3	-	-	3526
80 - 84	638	1637	84	257	34	112	23	91	1	7	-	-	2885
85+	465	1259	97	353	49	212	26	155	3	23	-	-	2642

<b>Grand Total</b>	<b>87702</b>	<b>117513</b>	<b>3760</b>	<b>4583</b>	<b>1920</b>	<b>2185</b>	<b>6464</b>	<b>6404</b>	<b>914</b>	<b>972</b>	<b>16797</b>	<b>16438</b>	<b>265653</b>
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#### 4. Communication

Age Group	No difficulty		Some difficulty		A lot of difficulty		Cannot do at all		Do not know		Cannot yet be determined		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	
00 - 04	7422	7395	1542	1505	736	704	1180	1143	295	315	7501	7183	36921
05 - 09	15416	15380	648	664	242	205	94	98	47	39	53	61	32946
10 - 14	15786	14752	122	114	54	43	47	38	12	9	-	-	30976
15 - 19	16068	15527	80	67	21	22	22	17	5	3	-	-	31832
20 - 24	10690	11928	47	44	21	14	16	27	-	7	-	-	22794
25 - 29	6835	10206	33	41	11	18	8	16	4	1	-	-	17173
30 - 34	5008	8500	41	29	10	11	15	11	-	-	-	-	13625
35 - 39	4315	7732	42	36	16	9	16	12	3	3	-	-	12186
40 - 44	3867	6893	33	22	11	12	8	8	3	1	-	-	10858
45 - 49	3383	6627	36	32	19	20	6	9	-	1	-	-	10134
50 - 54	3056	5553	27	39	13	19	13	7	-	-	-	-	8727
55 - 59	2995	5145	22	44	14	13	4	3	-	1	-	-	8241
60 - 64	2700	4802	39	62	7	14	4	3	-	-	-	-	7632
65 - 69	1955	4673	30	77	3	18	3	6	-	1	-	-	6766
70 - 74	2028	3291	39	119	10	23	5	16	1	4	-	-	5537
75 - 79	1026	2315	31	122	5	17	3	10	-	3	-	-	3532
80 - 84	731	1931	34	124	9	41	1	5	-	1	-	-	2878
85+	577	1739	49	198	12	47	3	15	-	6	-	-	2646
<b>Grand Total</b>	<b>103859</b>	<b>134388</b>	<b>2895</b>	<b>3339</b>	<b>1215</b>	<b>1251</b>	<b>1450</b>	<b>1444</b>	<b>371</b>	<b>396</b>	<b>7554</b>	<b>7243</b>	<b>265404</b>

#### 5. Walking

Age Group	No difficulty		Some difficulty		A lot of difficulty		Cannot do at all		Do not know		Cannot yet be determined		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	
00 - 04	9921	9854	452	426	172	156	935	870	170	152	7048	6795	36949
05 - 09	16211	16147	190	219	62	66	52	38	10	11	49	55	33110
10 - 14	15976	14957	66	66	19	12	36	26	5	4	-	-	31168
15 - 19	16164	15606	64	62	20	19	19	21	4	1	-	-	31981
20 - 24	10735	11948	48	51	14	19	9	14	-	-	-	-	22839
25 - 29	6858	10212	35	72	12	20	9	13	2	-	-	-	17235
30 - 34	5010	8486	56	64	14	19	7	10	-	4	-	-	13670
35 - 39	4321	7697	60	90	24	20	9	11	1	1	-	-	12234
40 - 44	3828	6819	67	99	23	21	8	9	2	-	-	-	10875
45 - 49	3341	6479	89	181	30	27	6	7	-	2	-	-	10162
50 - 54	2966	5409	118	204	31	43	5	10	-	1	-	-	8787
55 - 59	2850	4832	147	285	48	81	7	6	1	2	-	-	8259
60 - 64	2539	4437	164	360	38	67	14	12	-	1	-	-	7632
65 - 69	1800	4237	156	409	35	124	10	17	-	1	-	-	6790

70 - 74	1796	2841	219	475	67	135	6	15	-	2	-	-	5557
75 - 79	867	1836	157	461	32	148	11	29	1	3	-	-	3544
80 - 84	567	1443	160	474	45	162	12	35	-	2	-	-	2899
85+	396	1158	168	536	64	235	12	74	2	12	-	-	2658
<b>Grand Total</b>	<b>10614</b>												<b>26634</b>
	<b>7</b>	<b>134399</b>	<b>2416</b>	<b>4533</b>	<b>750</b>	<b>1372</b>	<b>1167</b>	<b>1218</b>	<b>199</b>	<b>201</b>	<b>7096</b>	<b>6850</b>	<b>7</b>

## 6. Remembering / Concentration

Age Group	No difficulty		Some difficulty		A lot of difficulty		Cannot do at all		Do not know		Cannot yet be determined		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	
00 - 04	5765	5668	1719	1694	1171	1122	1614	1549	350	386	8125	7882	37044
05 - 09	14103	14059	1474	1460	550	559	186	205	67	51	210	179	33103
10 - 14	15725	14783	249	189	83	45	49	40	14	3	-	-	31179
15 - 19	16085	15530	117	116	37	33	15	18	10	3	-	-	31963
20 - 24	10676	11946	65	66	38	17	16	16	3	2	-	-	22843
25 - 29	6830	10207	59	63	27	29	10	10	3	-	-	-	17240
30 - 34	4978	8491	48	59	37	28	17	13	2	3	-	-	13676
35 - 39	4286	7688	70	70	35	24	12	11	1	2	-	-	12200
40 - 44	3841	6843	54	70	23	13	9	14	3	-	-	-	10871
45 - 49	3357	6538	70	110	28	26	2	5	-	4	-	-	10139
50 - 54	3021	5500	60	120	22	31	12	5	-	-	-	-	8771
55 - 59	2952	5040	71	154	20	29	7	10	3	2	-	-	8288
60 - 64	2651	4638	87	200	13	35	2	6	2	2	-	-	7637
65 - 69	1908	4467	87	247	12	45	3	13	1	2	-	-	6784
70 - 74	1941	3100	117	283	22	65	6	12	-	4	-	-	5551
75 - 79	963	2082	78	302	18	76	4	16	-	2	-	-	3541
80 - 84	669	1661	83	314	27	113	3	22	-	4	-	-	2896
85+	516	1369	95	398	31	185	6	38	1	10	-	-	2648
<b>Grand Total</b>	<b>10026</b>												<b>26637</b>
	<b>6</b>	<b>129608</b>	<b>4602</b>	<b>5914</b>	<b>2194</b>	<b>2473</b>	<b>1975</b>	<b>2005</b>	<b>461</b>	<b>482</b>	<b>8335</b>	<b>8060</b>	<b>4</b>

## 3.2 KPA 1: SPATIAL RATIONALE

Land ownership is predominantly under the South African Development Trust but under the custodianship of local traditional authorities. The MLM SDF found that 98% of land in the municipal area is in the custodianship of traditional authorities. Approximately 2% of the land is under the hands of private owners, i.e. land for Jane Furse Plaza, Jane Furse Crossing and Moratiwa Shopping Complexes. The municipality own hectares of land where Jane Furse and Moji RDP houses were built in 1996.

### **3.2.1 Land use**

Land use within Makhuduthamaga is characterized by a mixed use of subsistence farming and residential uses. The land issue is potentially a source of tension in the 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 as yet. Approximately 39.8% or 83,537 ha (51 land claims) of the Makhuduthamaga Local Municipality is subject to land claims. Most of these claims are not likely to be resolved soon as they are on tribal land and need tenure reform rather than restitution.

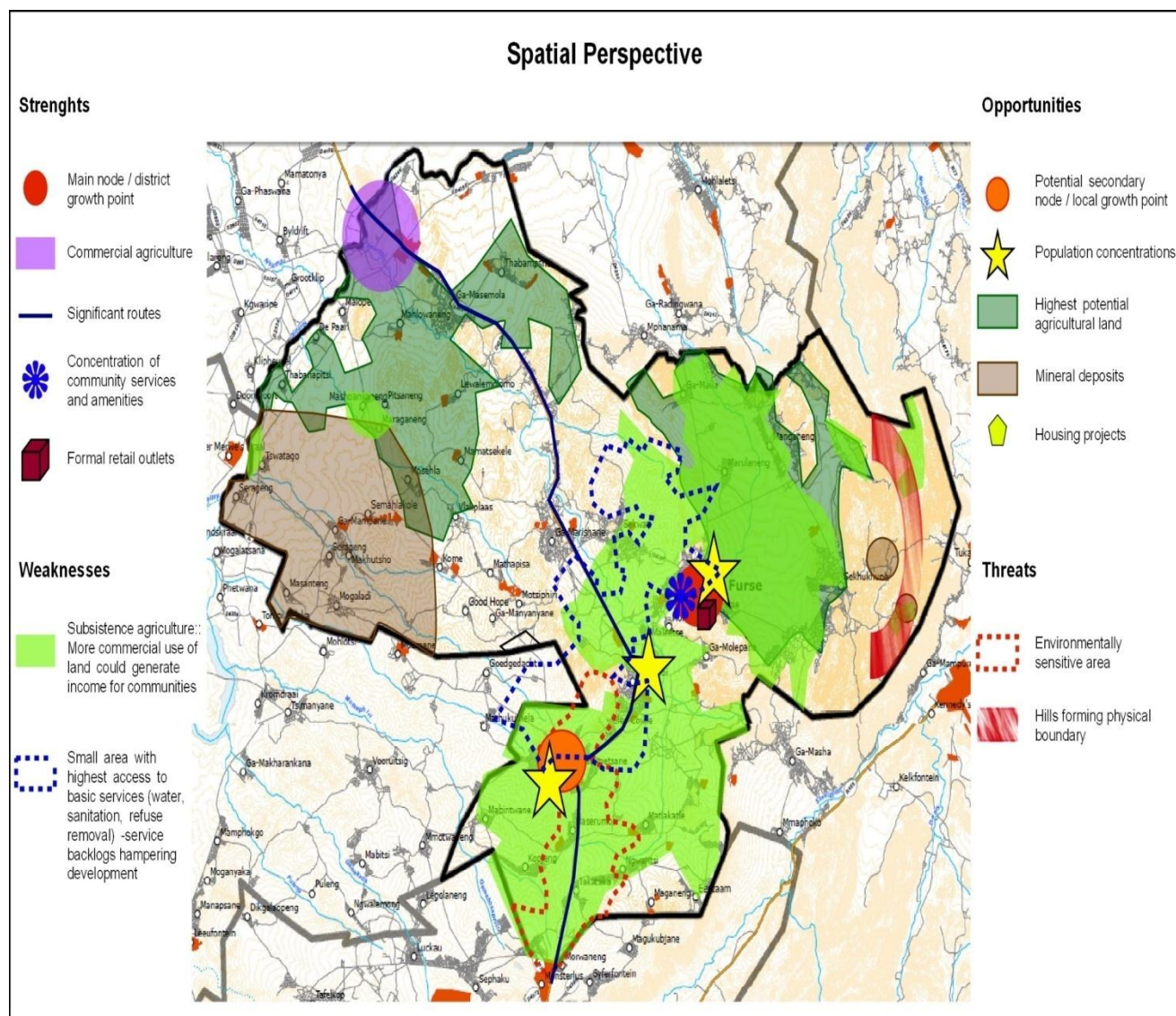
Land restitution has the potential to alter the spatial pattern and to contribute significantly in agriculture development and job creation. Many people would obtain access to land that could result in improved living standards and quality of life.

The Makhuduthamaga villages are characterized by poor accessibility, low density and large distances between settlements. This makes it challenging for the municipality to provide the required infrastructure and basic services. Lack of coordination between the Municipality, traditional authorities and the provincial Department of Cooperative, Human Settlement and Traditional Affairs (COGHSTA) has resulted in unplanned residential development taking place in the area.

Some of the key challenges facing the municipality include, inter alia:

- 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.
- 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.

### **Map showing the Spatial Perspective of the municipality**

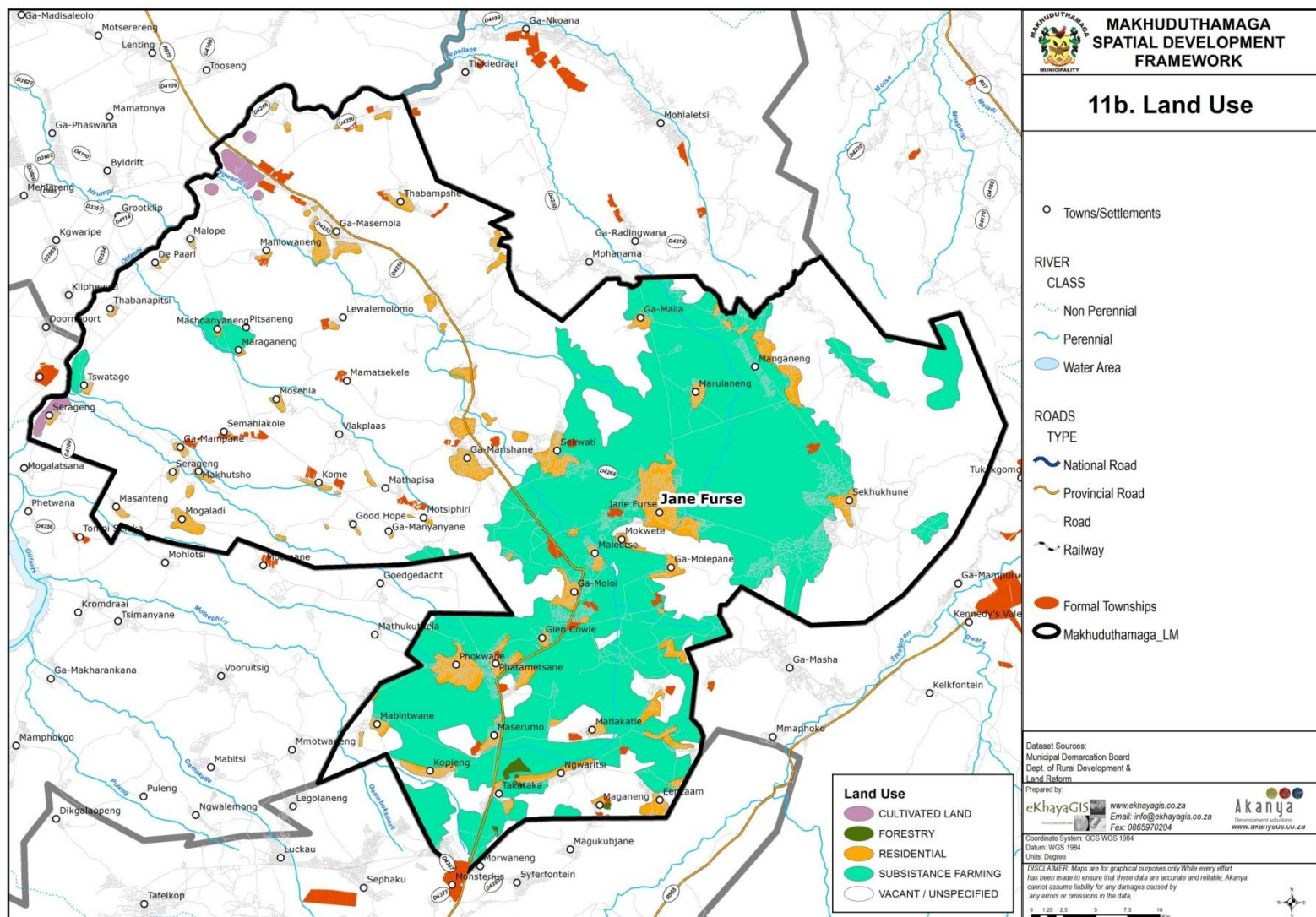


### 3.2.3 Macro land use and Municipal Planning in Makhuduthamaga Municipality

Land Use	Size(Ha)	Total (Ha)
Irrigation farms	2719	
Game farms	0	
Other Arable /Grazing	177748	
Subtotal Agriculture		180467
Nature Reserves		0
Settlement/Towns		29228
Other		0
Total		209695

Source: Genis, Geographic and Environmental Systems

The municipality does not have a zoning scheme. A process has been embarked upon to develop an integrated zoning policy. The first phase will consist of the Jane Furse regeneration and the development of a zoning mapping system.



### 3.2.4 Growth/ Nodal points and hierarchy of settlement

### Settlement Growth

Settlement type	Settlements	Description	Development
First order settlements and housing focus areas	Ga-Marishane, Ga-Masemola, Ga-Moloi, Ga-Phaahla, Ga-Ra-Ntobeng, Glen Cowie, JaneFurse,Kopjeng,Malaita, Maletse,Maserumole,Matlakatle,Mohlarekoma,Mohweler,e,Mokwete,Nebo,Ngwaritsi, Phatametsane,Phokwane,Sekwati,Takataka	This is the cluster of settlements located around the main node of Jane Furse. This is one of the most accessible areas in the MLM due to its close location to the R579 and three district routes, and has the largest concentration of services and facilities. One of the main population concentrations. Identified as the municipal growth point in District planning, the highest order node in the MLM	<p><b>Growth:</b> The settlements abutting the Jane Furse node will come under increased pressure for development with growth direction probably along the D2219, D4828 and D4190. These areas need to be formalised to ensure sustainable growth. Intensification, infill and densification should occur within the Jane Furse nodal boundary. The growth abutting the R579 ought to be managed in terms of the planning for the R579 corridor, the Growth focus area and the Apel Cross and Glen Cowie nodes.</p> <p><b>Accessibility:</b> Provide public transport facilities along the D2219, D4828, and D4190 routes. This include pedestrian amenities at stops e.g. shade or shelters, lighting, sidewalks etc.</p> <p><b>Economic activities:</b> The main economic activities need to be focused in the Jane Furse node with settlements' services e.g. convenience stores, hair dressers etc to be provided in the settlements surrounding the node. Economic activities should preferably be clustered as per the strategic local development framework</p> <p><b>Social and community facilities:</b> High level regional type facilities to be provided in the Jane Furse node with community and mobile service provided in the surrounding settlements preferably at or close to transport facilities. Existing school sites can also be used to cluster community facilities. This clustering will also assist with the accommodation of markets or sales points (e.g. pension day markets) at accessible points.</p>
Second order settlements	Ga-Mashegwana, Ga-Mogashoa, Manganeng,	These areas are clustered around the D4226 and	<b>Growth:</b> Growth of these settlements will be stable with no

and housing infill and consolidation area	Schoonord,Tsatane	D4241 routes. It is served by Magnet heights and Schoonoord services nodes	<p>economic activity to drive migration. The economic base are very narrow and the sprawl of settlements need to be prohibited in order to support in fill and densification as means of creating economies of scale for the two service nodes. The escarpment area to the east should be protected against further intrusion of residential development.</p> <p><b>Accessibility:</b> Provide public transport facilities in the nodes and along the D4226 and D4241 routes. This include pedestrian amenities at stops e.g. shades or shelters, lighting, sidewalks etc.Local collector streets need to be tarred.</p> <p><b>Economic activities:</b> The main economic activities need to be focused in the two nodes and including settlements' services e.g. convenience stores, hair dressers etc.The are government services that can support the development of administrative type businesses</p> <p><b>Social and community facilities:</b> Existing facilities ought to be maintained. Existing school sites can also be used to cluster community facilities. This clustering will also assist with the accommodation of markets or sales points (e.g. pension day markets)at accessible points</p>
Third order settlements	Ga-Maila,Ga-Malaka,Ga-Mampane,Ga-Masemola,Ga-Molepane,Ga-Phala,Ga-Sefoka,Good Hope,Kome,Kopjeng,Makhutso,Malope,Mamohlakane,Manganeng,Marulaneng,Masanteng,Masehlaneng,Matlakatle,Makgwabe,Mmotwaneng,Mogaladi,Mohlarekoma,Mohwelere,Ngwaritsi,Ntwelemushi,Patantshwane,Sehuswane,Serageng,Thabanapitsi,Thoto,Tsatane,Tswaing,Tswata	Relatively more isolated / inaccessible in local context than other settlements types. No strong local nodes at present. These settlements are scattered with fragmented configurations that do not support viable service provision. Service provision will be expensive if a full package of services is to be provided	<p><b>Growth:</b> Growth of these settlements will be limited with no economic activity to drive in migration. The economic base are very narrow and the sprawl of settlements need to be prohibited in order to create limited economy of scale of small scale and convenience type of businesses.</p> <p><b>Accessibility:</b> Provide public transport facilities in the nodes and along the 4310, D4150, D4100 and D4480 routes. This includes pedestrian amenities at stops e.g. shade or shelters. Local collector</p>

	go		<p>streets need to be tarred.</p> <p><b>Economic activities:</b> The main economic activities need to be focused at intersections with the D4310, D4150, D4100 and D4480 routes e.g. convenience stores, hair dressers etc.</p> <p><b>Social and community facilities:</b> Existing facilities ought to be maintained. Existing school sites can also be used to cluster community facilities. This clustering will also assist with the accommodation of markets or sales points (e.g. pension day markets) at accessible points</p>
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Source: MLM Reviewed SDF, 2015

The table below identifies the nodal points and hierarchy of settlements

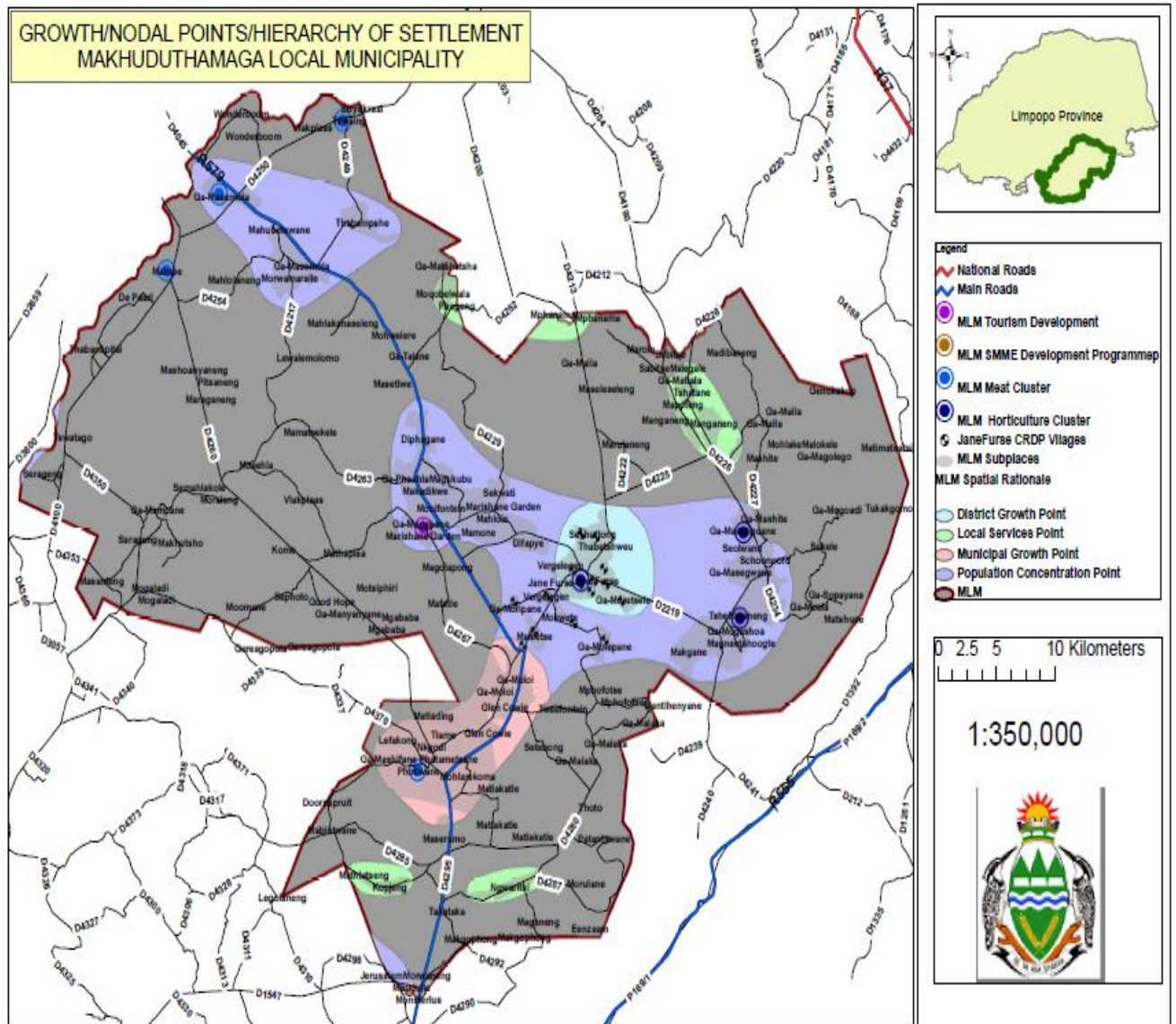
#### Nodal Points and Hierarchy of Settlements

Classification	Function
Jane Furse Primary growth point	<ul style="list-style-type: none"> <li>Provides a mix of activities</li> <li>Centre of business and services for the immediate district</li> <li>Promote pedestrian friendly environment</li> <li>Accommodate public transport facilities and adequate parking</li> </ul>
Apel Cross and Glen Cowie Secondary nodes	<ul style="list-style-type: none"> <li>Centre of business and services for the immediate district</li> <li>Promote pedestrian friendly environment</li> <li>Accommodate public transport facilities and adequate parking</li> <li>Address illegal access points and put in place an appropriate road network</li> <li>Location of community related services</li> </ul>
Local Services nodes: <ul style="list-style-type: none"> <li>Vierfontein / Takataka</li> <li>Moratiwa</li> <li>Tshehlwaneng / Magnet Heights</li> <li>Phokoane</li> <li>Schoonoord</li> </ul>	<ul style="list-style-type: none"> <li>Centre of local business and services for immediate community</li> <li>Accommodate public transport facilities and adequate parking</li> <li>Address illegal access points and put in place an appropriate road network</li> <li>Location for temporary or movable community related services if permanent services are not available</li> </ul>
Manufacturing, commercial areas	<ul style="list-style-type: none"> <li>There is currently no area earmarked for manufacturing or industrial uses. Manufacturing and commercial areas ought to include small scale and clean manufacturing, processing warehousing and supporting facilities, transport companies, and offices. Where possible, developments need to seek to minimize waste generation, energy use and other environmental impacts</li> </ul>
Apel cross agric-node	<ul style="list-style-type: none"> <li>The focus is on agriculture production and processing</li> <li>Operations and production should however comply with environmental friendly practices</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide good transport facilities and promote regional transport services</li> <li>• Provide accommodation and residential opportunities</li> </ul>
Future nodes	<ul style="list-style-type: none"> <li>• There is an opportunity to develop a future nodal points that can serve the proposed development focus area</li> </ul>

Source: MLM Reviewed SDF, 2015

### MLM Map showing Growth / Nodal points / Hierarchy of Settlement



Land for LED /Agriculture Opportunities

<b>Project</b>	<b>Description</b>	<b>Location</b>	<b>Land Ownership</b>
Organic food production	Dry land sorghum / mabele farming currently taking place at Lepellane and Makgane-Moretsele area. This has potential for secondary production, raw storage and export	Makgane and Moretsele till Marulaneng (500 000 ha)	Traditional land
Bio Diesel / Nebo Plateau	Rehabilitation of old farming areas for the purpose of planting sunflower, maize and soya beans.	Nebo area (400 000 ha)	Traditional land
Poultry farming	This is a viable white meat cluster. The poultry farming opportunity includes poultry broiling, hatching and abattoir.		Traditional land

**Source: MLM Reviewed SDF 2015**

**MAKHUDUTHAMAGA SPATIAL DEVELOPMENT FRAMEWORK**

**8b. Agriculture Land Use**

○ Towns/Settlements

**RIVER CLASS**

- Non Perennial
- Perennial
- Water Area

**ROADS TYPE**

- National Road
- Provincial Road
- Road
- Railway

Formal Townships

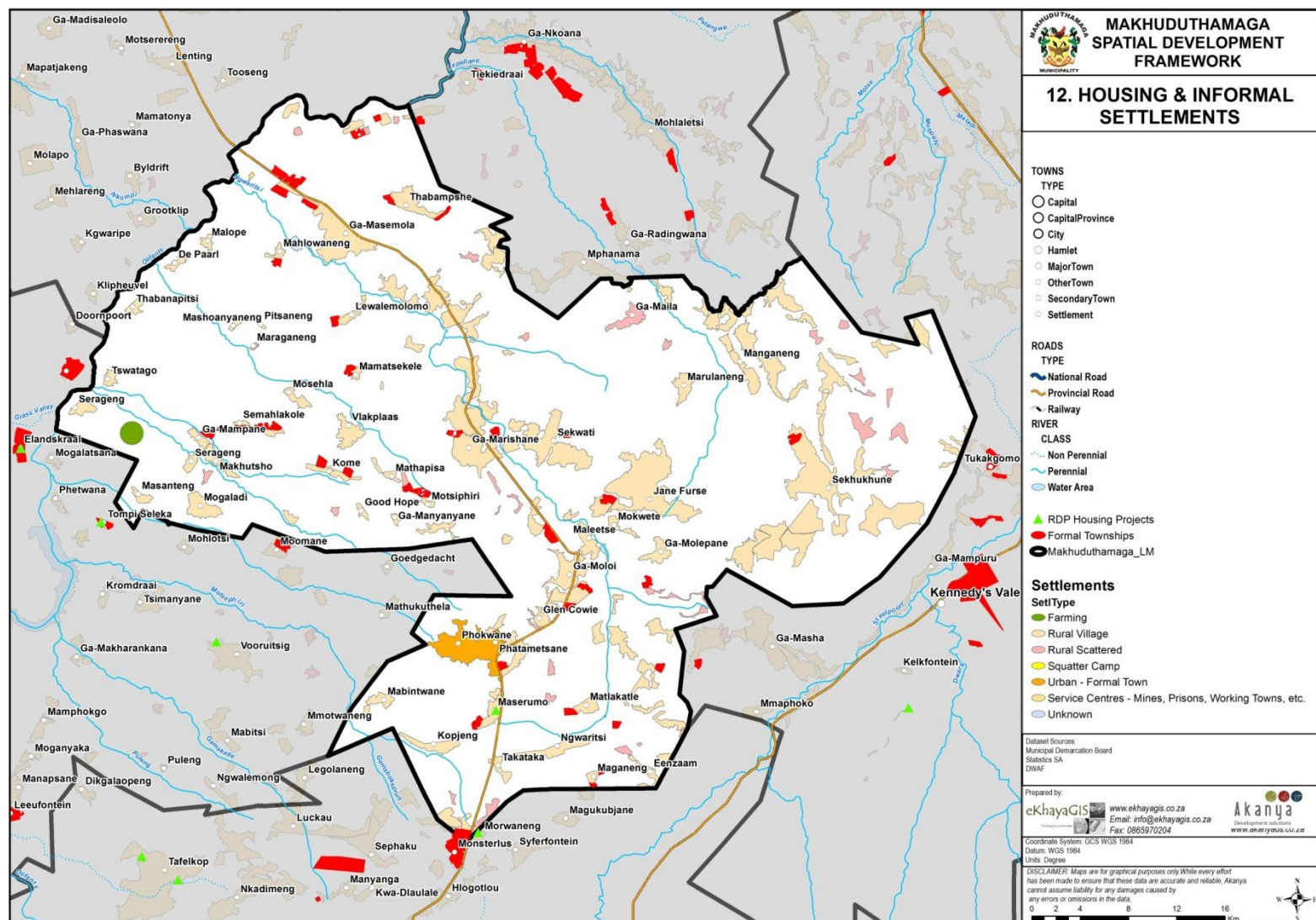
Makhuduthamaga\_LM

**Natural Resources Land Use**

- CULTIVATED LAND
- FORESTRY
- RESIDENTIAL
- SUBSISTENCE FARMING
- VACANT / UNSPECIFIED

**Dataset Sources:**  
Municipal Demarcation Board  
Dept of Rural Development & Land Reform  
Prepared by:  
eKhayaGIS  
www.ekhayaGIS.co.za  
Email: info@ekhayaGIS.co.za  
Fax: 0865970204  
Date: WGS 1984  
Units: Degree  
Disclaimer: Maps are for graphical purposes only. While every effort has been made to ensure that these data are accurate and reliable, Akanya cannot assume liability for any damages caused by any errors or omissions in the data.

**Scale:** 0 1.25 2.5 5 7.5 10 Km



### 3.2.5 Current land claims in Makhuduthamaga municipal area

The land claims Commissioner in Limpopo has only one record of a restituted claim in Makhuduthamaga Local Municipality as reflected in the table below. Outstanding claims are depicted below. They are many and their resolution is protracted, because the claims are mostly community on community and without accurate property descriptions. Almost 80% of the farms in Makhuduthamaga Local Municipality are under land claim.

#### Land claims in Makhuduthamaga Municipal area

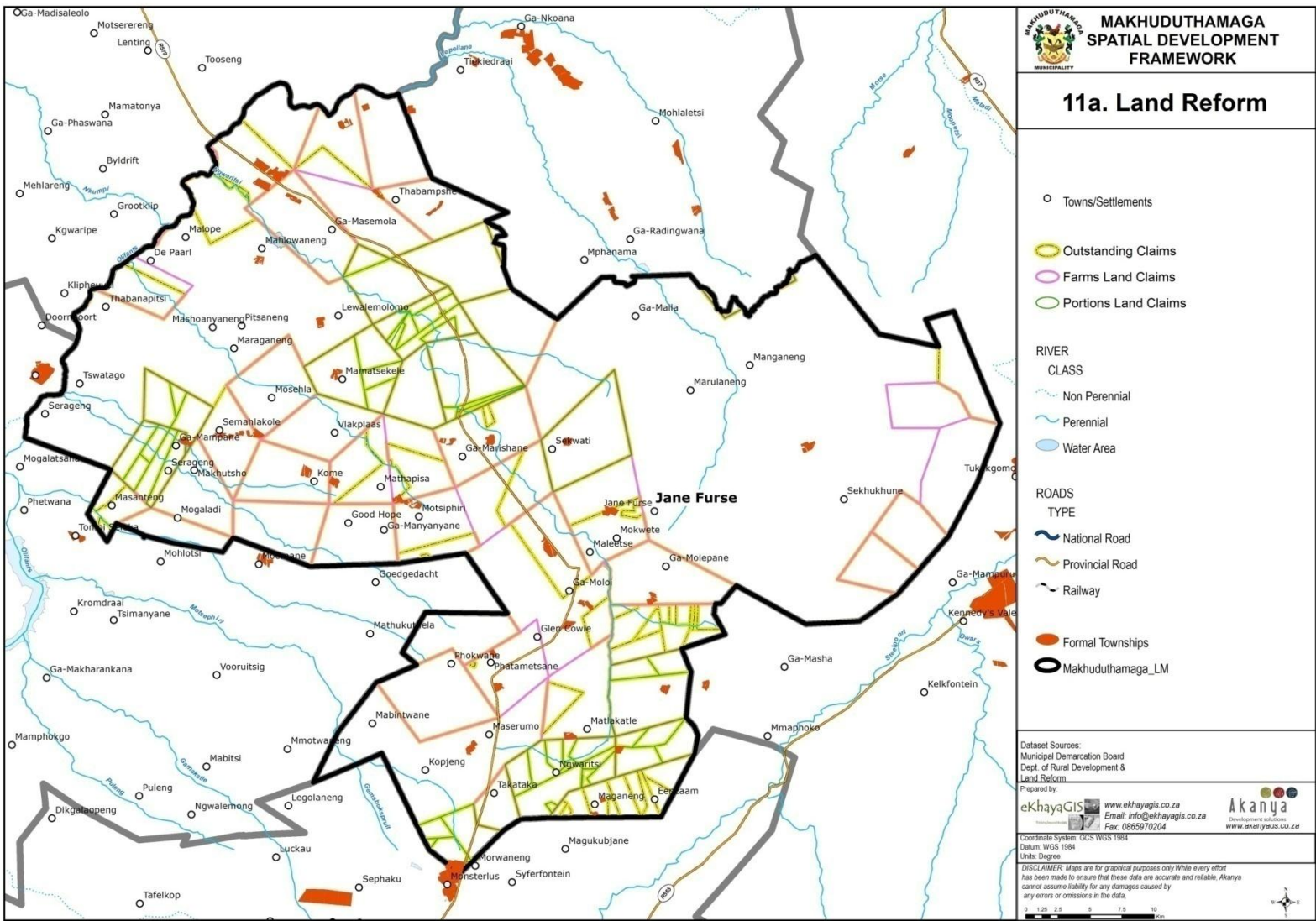
Claim Number	Ref	Claimant	Farms Names	
2426		Bakoni Ba Maimela Community	Buffelshoek 368 KT, Wildebeest kraal 354 KT, Belvedere 362 KT	Buffelshoek 368 KT settled, and others in research
12171		Tisane Tribe	Mooifontein 806 KS, Goedehoop 824 KS, Eensgevonde 825 KS, Weltevreden 822 KS, Bothaspruit 820 KS	Further Research
9591		Maleka KF	Masemola Village	Further Research

9253	Morena Tribe	Pains Hill 271 KT	Further Research
10972	Monareng SP	Selale Village (Unclear Property)	Further Research
1965	Baroka Ba Phelane Community	R/E of The Shelter 121 KT	Further Research
2358	Mnisi LB	Paradys 773 KT	Further Research
1504/1510/2027/4556	Marutleng Tribe/Maloma MG	Goedetrouw 860 KS	Research report approved
1876/1611	Manaswe RS	Vierfontein 871 KS	Gazetted and Further Research
1530	Jibeng Community	Jagdlust 410 KS, Winterveld 417 KS, Moijesluk 412 KS, Zwartkoppies 413 KS	Further Research
1598/6170	Pedi Mamone Tribe	Kanaan 783 KS, Leeukraal 877 KS, Goede Trouw 860 KS, Rietfontein 852 KS,	Further Research
		Roodepoort 880 KS, Tweefontein 848 KS, Boschpoort 843 KS, Spitskop 874 KS	
1643	Baroka ba Maila of Segolo	Eensaam 811 KS	Further Research
892	Magokubjane Community	Spitskop 874 KS	Further Research
5094	Tshehla MD	Paradys 773 KS, Steelpoort, Nooitverwacht 324 KT	Further Research
10714/2549/4508	Moretsele AM/MC	Mooimeisjesfontein 363 KT	Further Research
10173	Mosehla KB	Unclear Property	Further Research
10289	Malaka Tribe	Tweefontein 848 KS, Roodepoort, Goedgedacht, Eensaam 811 KT	Further Research
11722	Bakone Ba Mmanakana	Ontevreden 838 KS, Tweefontein 848 KS, Leeukraal 877 KS, Uitkyk 851 KS	Further Research
10552	Magakwe RM	Mooihoek 808 KS, Eenzaam 811 KS	Further Research
5530	Makola JM	Goedverwacht 511 KS	Further Research
1431/1412	Maphosa SP/Maphosa JM	Vlakfontein 130 JS	Further Research
1577	Maserumule M	Uitkyk 815 KS	Further Research
11637	Mokalapa MJ	Kannan 783 KS	Further Research
1833	Tau Tribe	Mooiplaats 516 KS, Strydkraal 537 KS	Further Research
3806	Mokwena E	Balmoral 508 KS	Further Research
1553	Marota MarulanengTribe	Goedgemeend 815 KS, Lords kraal 810 KS, Korenvelden 812 KS, Groenland 813 KS	Further Research
1495	Mashupi K	Mooihoek 808 KS	Further Research
1939	Selepe MT	Brakfontein 464 KS	Gazzeted and further

			research
1444/5328	Mashabela NJ	Heerlyheid 768 KS	Gazzeted and further research
1851/2497	Kwena Madihlaba Community	R/E, Ptn 1, R/E of Ptn 2,3,4,5,6 & 7 of Spitskop 874 KS, R/E, Ptn1,2,3,4,8,9,11 & 12 of Rietfontein 876 KS, R/E of Ptn 0, R/E of Ptn 1, R/E of Ptn 2 & R/E of Ptn 3	Gazzeted and further research
		of Roodepoort 880 KS, r/e OF Ptn 1, R/E of Ptn 2, R/E of Ptn 3, R/E of Ptn 4, R/E of Ptn 5, R/E of Ptn 6, R/E of Ptn 7, R/E of Ptn 8 & R/E of Ptn 9 of	
1556/2012		Eensaam 875 KS, Leeukraal 887 KS, Stad Van Masleroem 841 KS, Morgenson 849 KS, R/E, Ptn 1 & 2 Rietfontein 880 KS	
866/4599/23 65/1911	Bengwenyama Ya Maswati community	Eerstegeluk 327 KT, Winterveld 293 KT, Doornbosch 294 KT	Gazzeted and further research
998	Mdluli Community	Rietfontein 876 KS, R/E of Ptn 1 & R/E of Ptn 7 of Luckau 127 JS	research completed and Negotiations
1493	Kwena Mashabela Tribe	R/E, 1,2, 3,4,5 & 8 of Proberen 785 KS, R/E, Ptn 1,2 & 3 of Loopspruit 805 KS, R/E of Meerlust 804 KS, R/E, Ptn 1 & 2 of Vooruitzicht 787 KS, R/E, Ptn 1,2 & 3 of Rustplaats 788 KS, R/E of Drakenstein 784 KS	Gazzeted and further research
11120	Roka Mashabela Community	Hackney 116 KT, Twickenham 114 KT, Djsjate 249 KT, Quartzhill 542 KT, Fernkllof 539 KT	Gazzeted and further research
1447	Phokoane Tribe	R/E, R/E of Ptn 1, R/E of Ptn 2, R/E of Ptn 3, R/E of Ptn 4 & R/E of Ptn 5 of Klipspruit 870 KS, R/E of Mooiplaats 516 KS, R/E, R/E of Ptn 1, R/E of Ptn 4 & R/E of Ptn 5 of Strydkraal 537 KS, Uitkyk 851 KS, Rietfontein 852 KS, Doornspruit 397 KS, Platklip 867 KS, Vleeschboom 869 KS, Rietfontein 876 KS, Leeukraal 877 KS,	Gazzeted and further research
1169	Mutsweni BW	Eensaam 811 KT	Gazzeted; Further Research
1439	Roka Phasha Makgalanoto Tribe	R/E, Ptn 1,2, R/E of 3, 4,5 OF Mecklenburg 112 KS, Ptn 0 & 1 of Waterkop 113 KT, Ptn 0 of Wismar 96 KT, Ptn 0 of De Paarl	Gazzeted; Further Research

		97 KT, Ptn 0 of Schwerin 95 KT	
1440	Mampane Tribe	R/E of Ptn 1,3, R/E of 4, 5, 6 of Roodewal 678 KS, R/E of Pnt 1 of Kwarriehoek 710 KS, De oude Stad 765 KS, Ptn 4 of Rooibokkop 744 KS, R/E, Ptn 1,2 & 3 of Weltevreden 799 KS, R/E, Ptn 1 & 2 of Eenkantaan 798 KS.	Gazzeted Research Further
1652	Monama CW	R/E of Boschpoort 843 KS, Vergelegen 819 KS, R/E of Ptn 1 & R/E of Ptn 2 of Goedgedacht 878 KS, R/E of Duizendannex 816 KS, R/E of Groenland 813 KS, R/E of Lords kraal 810 KS, R/E Hoeglegen 809 KS	Gazzeted; Research Further
11996/12068 /2344	Batlokwa Ba Mogodumo Community	Goedgedacht 878 KS, Vergelegen 819 KS, Boschpoort 843 KS, Hoeglegen 809 KS	Gazzeted and further research
1602	Kwena Mashabela Community	R/E, Ptn 1 & 2 of Vooruitzicht 787 KS, R/E, Ptn 1,2 & 3 of Loopspruit 805 KS, Kamaan 322 KS, R/E of Meerlust 804 KS, R/E of Drakenstein 784 KS, R/E, Ptn 1 & 2 of Rust plaats 788 KS, R/E, Ptn 1,2,3,4 & 8 of Proberen 785 KS	Gazzeted and further research
1508	Makunyane Community	Hok	Gazzeted and further research

**Source: Limpopo Land Claims Commissioner, 2015**



### Settled restitution claims for Makhuduthamaga local municipality

Date	Name of claimant	Classification	Landsize (Ha)	Land cost
2004/02/16	The Diocese of Saint Marks the Evangelist	Vergelegen 819KS R/E and Ptn 1,2 and 4	89	State land
2005/09/06	Mamashiana Community	65 KT	2778	

Source: Limpopo Land Claims Commissioner, 2015

Status quo /Baseline	Backlog /Outstanding
Number of claims settled = 02	0
Number of claims awaiting final settlement = 02	0
Number of claims gazetted = 11	0
Number of Researched Claims Approved = 04	42 claims awaiting approval

Source: Limpopo Land Claims Commissioner, 2015

<b>MLM tenure status and population group of head of household</b>					
	<b>Black African</b>	<b>Coloured</b>	<b>Indian Asian</b>	<b>or White</b>	<b>Other</b>
Rented	2909	9	57	13	47
Owned but not yet paid off	2250	1	3	-	3
Occupied rent free	12604	1	2	11	18
Owned and fully paid off	4422	7	20	24	21
Other	2983	2	-	1	1

**Source: Census 2011**

**Demarcated sites within Makhuduthamaga villages since 2003**

<b>Village/area</b>	<b>Number of sites/Erven allocated</b>	<b>Year of Demarcation</b>
1. Krokodel	210 Site + 2 Parks = 211	August/October 2003
2. Mamatjekele	218 Erven + 6 Parks = 224	August 2004
3. Mohloding Ext 1	194 Erven + 6 Parks = 200	February 2004
4. Marishane	201 Erven + 4 Parks = 205	April 2004
5. Masemola	88 Erven + 1 Park = 89	August 2004
6. Tswaing	207 Erven	January & February 2004
7. Tjatane	300 Erven	April 2004
8. Sehuswane	208 Erven + 1 Park = 209	March 2004
9. Tisane	300 Erven	April & June 2004
10. Ga –Maboke	256 Erven + 5 Parks = 261	August 2007
11. Kgaruthuthu Ext 1	405 Erven + 9 Parks = 414	October 2006 & June 2007
12. Ga Masemola (Apel Cross)	509 Erven + 2 Parks = 512	October 2009
13. Mohlarekoma	500 Erven	2010/2011
14. Makgane	1000 Erven	2013/2014- 2014/2015
15. Manganeng	1000	2015/16-2016/17
16. Mohlarekoma Ext	500	2015/16-2016/17

**Source: COGHSTA, 2016**

**Sites demarcated in the 2016/17 f/y**

<b>Village/area</b>	<b>Number of sites / Erven allocated</b>	<b>Year of Demarcation</b>
Marishane	500	2016/17

Tshehlwaneng	500	2016/17
Diphagane	500	2016/17

Source: MLM Spatial Planning Division 2016

Number of sites planned

Municipality	Financial year		
	2017-2018	2018-2019	2019-2020
Makhuduthamaga	-	-	Ga-Masemola - Apel Cross and Jane Furse-Vergelegen

**Source:** Department of Cooperative governance, human settlements and traditional affairs (COGHSTA)

Number of township applications approved

Municipality	Financial year		
	2014-2015	2015-2016	2016-2017
Makhuduthamaga	-	Ga-Masemola - Apel Cross	-

**Source:** Department of Cooperative governance, human settlements and traditional affairs (COGHSTA)

### 3.2.6 Illegal Occupation of Land (land invasion)

The Municipality is experiencing challenges of illegal occupation of land especially in Jane Furse Central Business District, along the R579 road reserve, and at the Jane Furse and Moji Integrated Human Settlements. The other major challenge relates to street advertising that is done without taking into account other national and provincial legislation.

### Informal settlements within MLM

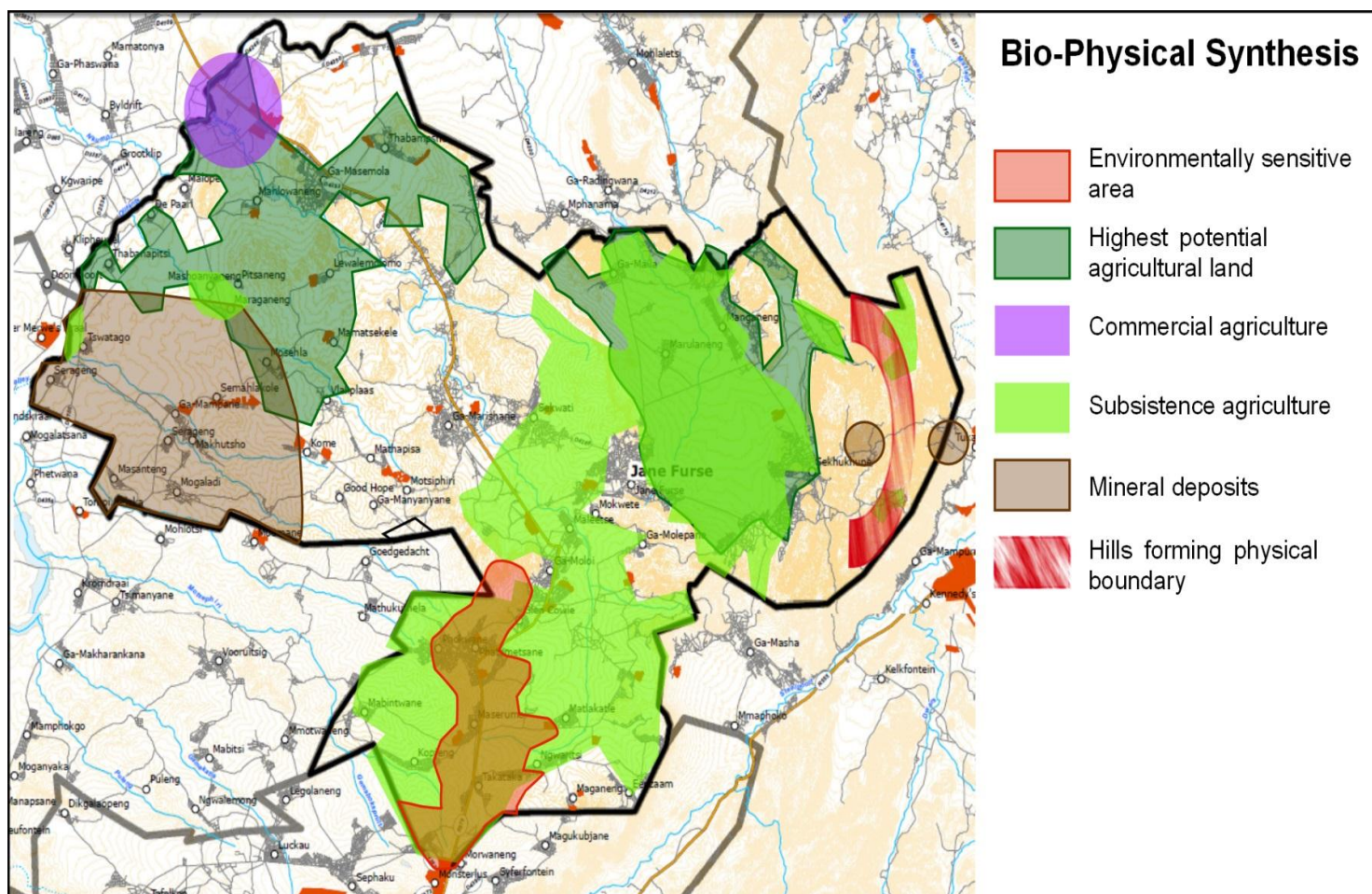
Municipality	No of human	No of structures	Total Human Population in
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	settlements		informal settlements
Makhuduthamaga	01	1500	6000

Source: Draft Informal Settlement Upgrading Strategy for Limpopo, 2014

Challenge		Action
Illegal occupation of Municipal Land	X	To embark on a programme of removing illegal land occupants

### 3.2.7 Environmental analysis



### Climate

Makhuduthamaga municipal area is characterized by a hot climate, with the average temperature shows moderate fluctuation with average summer temperatures of 23C, as well as a maximum of 28C and a minimum of 18C. In winter, the average is 13,5C with a maximum of 20C and a minimum of 7C.

## **Biodiversity**

Biodiversity describes the variety of life in an area including the number of different species, the genetic wealth within each species, the interrelationships between them and the natural areas in which they occur. Sensitive vegetation and watercourses should be maintained for both the conservation of biodiversity and for their ecological functioning in water quality improvement and flood control.

The Makhuduthamaga Municipality is rich in biodiversity. The region is rich in ultramafic-induced endemic plant species, which make it a treasure house for biodiversity (e.g lewang and protea found in the Leolo mountains).

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. Any agricultural plan must therefore take the biodiversity of the region into consideration

## **Topography**

The topography of the municipality varies between flat and rolling slopes, sometimes interrupted by small hills that make the area prone to erosion.

Heritage sites within the municipality that are linked to cultural tourism:

- Hlako Tisane Conservation Camp –Khoi/San Rock Art
- Matjeding Fortress
- Manche Masemola heritage site
- Musical stones- Thabampshe
- Mabje Mabedi Maramaga –Leolo Mountains
- God's Foot print – Molebeledi
- The God's Bed
- Archaeological sites
- Borishane
- Rain making pots

The challenge is to develop these cultural sites to increase the contribution of cultural tourism to the MLM's Gross Geographical products

## **Geology**

The soil types include dolomite, limestone, iron formation, shale and quartzite. Various water sources transverse the municipal area. They flow during rainy seasons and dry out when it does not rain.

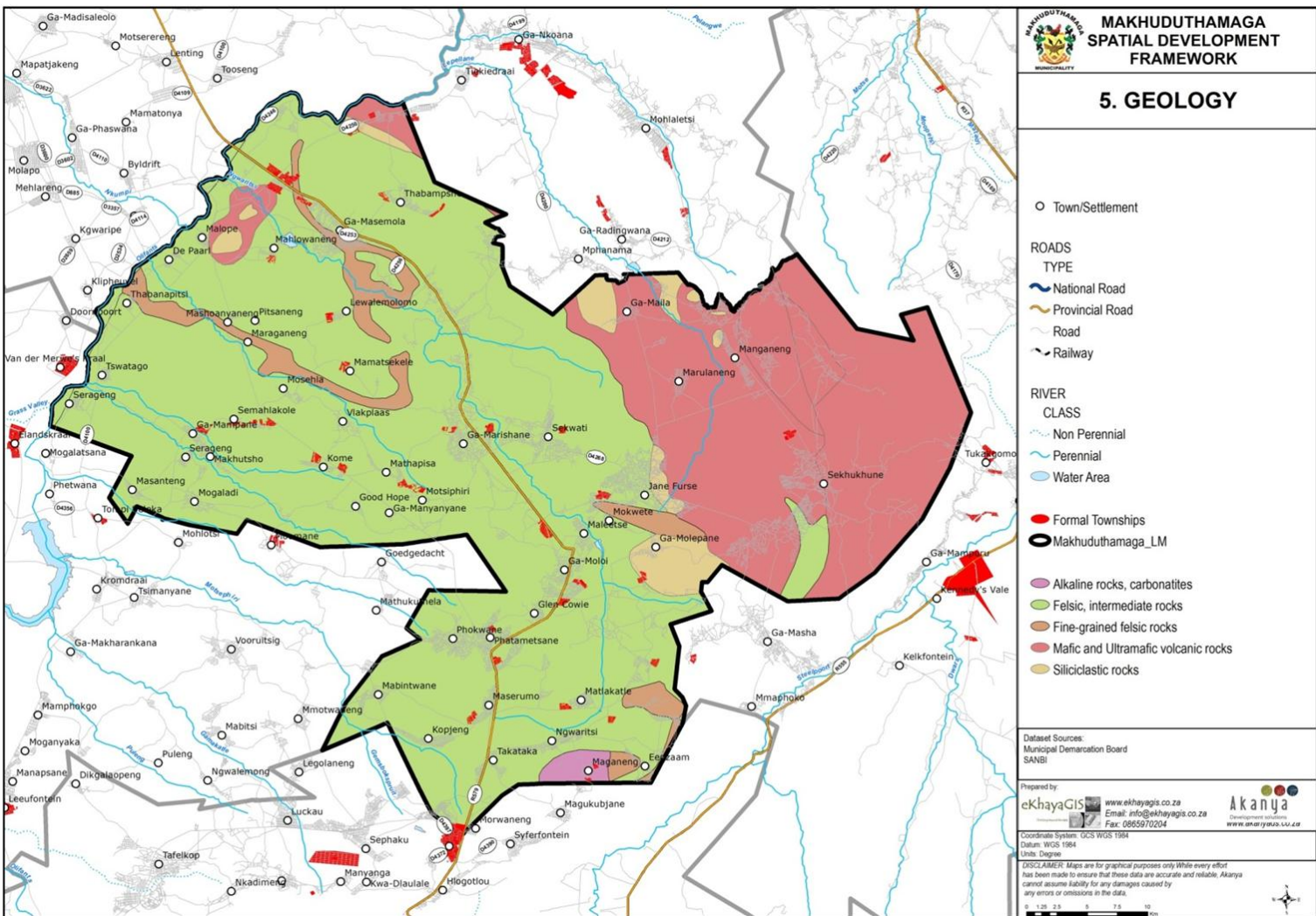
## **Climate change**

Changes in climate patterns are natural phenomena. However, there is increasing concern about the impact of climate change that has been brought as a result of human activities (such as burning fossil fuels of energy, use of motor vehicles, etc). Human induced changes in climate have acknowledge as a current global reality and are the subject of significant global attention. Global changes in climate have already been observed that are generally consistent with model projects and are likely to continue to occur for many decades to come even if mitigation efforts are successful due to lags and inertia in the global biosphere response.

South Africa is a country of extraordinary natural beauty, outdoor lifestyle and activities, warm weather and diversity in terms of culture and is known as an affordable destination. The broad range of tourism activities, including ecotourism, cultural sporting activities, historical and geological attractions and business tourism make it a premier destination for domestic and local tourism.

## **Pollution**

Air pollution in the area emanates from the use of fire wood for energy purpose, burning of refuses and dust from gravel roads. Water pollution is caused by the cumulative impact of the insufficient solid waste removal, lack of sanitation infrastructure, sewerage effluent, etc.



## Water resources

Various water sources transverse the municipal area. They flow during rainy seasons and dry out when it does not rain. Nonetheless, the area suffers from a water scarcity, which constraints both economic and social activities. This challenge is further exacerbated by insufficient and variable rainfall, inequitable water resources management and the absence of drinking water, and the lack of bulk water and irrigation infrastructure

The Municipality has identified wards and villages that have wetlands that need to be preserved.

## Structures that facilitate public participation and engagement around Environmental Management and Planning that Makhuduthamaga Municipality is part of:

- District Environmental Forum
- District Waste Management Forum
- Provincial Municipal Air Quality Officers Forum
- Landfill site monitoring committee
- Provincial climate change working group

## List of wetlands fenced in the past four years

Ward no	Village	Financial year	Status quo
06	Phatantswane	2014/15	Completed

	Eenzaam	2015/16	Completed
20	Ga –Marishane Mothopong	2016/17	Completed
24	Diphagane	2013/14	Completed
25	Mashabela Phase 1& phase 2	2014/15 2015/16	Completed
07	Malaka	2016/17	Completed
14	Dlamini	2017/18	Completed

Source: MLM Environmental Division, 2017

An awareness campaign was also conducted in these areas

### **Water scarcity**

Water scarcity is a huge developmental challenge within the Sekhukhune District, and constraints both economic and social activities 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 resources management and the absence of drinking water, bulk water and irrigation infrastructure that would aid the distribution of water to rural villages. Water scarcity affects a range of other developmental issues in Makhuduthamaga – municipal service delivery, subsistence farming activities and commercial agriculture.

### **Environmental management**

As part of environmental management the MLM has a licensed authorized landfill site, Jane Furse landfill site. However, livestock management and control is a key problem within MLM. There is a lack of fences in some crop farming areas and along main roads, which results in wandering livestock. These livestock damage crops and cause vehicle accidents along Makhuduthamaga main roads. To worsen the challenge is that some of the communities destroy or steal fence in areas that was erected. The Municipality has a promulgated Waste Management By-law. There is also a Draft Integrated Waste Management Plan (IWMP).

### **Environmental impact assessments done in Makhuduthamaga**

<b>Provincial Ref No.</b>	<b>Project Description</b>	<b>Status</b>	<b>Sector</b>	<b>Decision Date</b>	<b>Stage</b>
12/1/9/1-GS32	The proposed activity involves the construction of a Milling facility on 4 ha land of the Farm Nebo 872 KS within Makhuduthamaga Local Municipality, Sekhukhune District.	Finalised Authorised	Agriculture and Forestry(including Agri-industry: Agriculture; etc)		Granted Authorisation Wholly
12/1/9/1-GS31	The proposed activity involves the construction of a poultry abattoir on 2ha land at Nebo within Makhuduthamaga Local Municipality, Sekhukhune District	Finalised Authorised	Agriculture and Forestry(including Agri-industry: Agriculture; etc)		Granted Authorisation Wholly

12/1/9/1-GS107	The proposed establishment of township with 500 stands on the farm Groblersdal 844KS at Ga-Ratau	Finalised Authorised	Basic Services (Local Government)-Housing		Granted Authorisation Wholly
12/1/9/1-GS108	The proposed establishment of the new magnet height filling station in Ga Mogashoa village within Makhuduthamaga Local Municipality. The proposed filling station will have 5 underground petroleum tanks with the capacity of 23000 liters per tank and combined capacity of 115 cubic meters	Finalised Authorised	Energy Infrastructure		Granted Authorisation Wholly
12/1/9/1-GS112	The proposed establishment of a diesel depot in Jane Furse on portion 3 of the farm Vergelegen 819 KS		1.3 Oil and Gas	Friday, June 26, 2015	Granted Authorisation Wholly
12/1/9/1-GS33	Proposed construction of a vegetable pack-house at Dichoeung village on the farm Duizendannex 816 KS		Agricultural Value Chain + Agro-processing (linked to food security and food pricing imperatives)	19.09.2013	
12/1/9/2-GS9	The proposed demarcation of 500 sites on portion 1 of the farm Uitkyk 851 KS at Mohlarekoma		Recreation and Hospitality Industry related infrastructure	1/13/2012	Granted Authorisation Wholly

Source: LEDET 2016

Environmental impact assessments (EIAs) received and approved since 2013/2014-2015/16 financial years from Makhuduthamaga

2013-2014			2014-2015			2015-2016		
No of EIAs received	No of EIAs approved	No of EIAs rejected /lapsed	No of EIAs received	No of EIAs approved	No of EIAs rejected/Lapsed	No of EIAs received	No of EIAs approved	No of EIAs rejected /lapsed
7	7	0	03	03	01	05	02	03

Source: LEDET 2016

### Environmental management challenge

Challenges		Action Plan
Non enforcement of bylaws	X	To ensure compliance to the bylaw
Community has little education on environmental	X	Develop and implement a environmental

issues		awareness programme for communities
The municipality has insufficient capacity on environmental management issues	X	To provide relevant training to the environmental officials
Rainfall pattern are highly variable, disrupting agricultural production and causing related socio economic stresses.	X	Investigate the possibility to harvest rain water

### Environmental problems and associated development constraints

Environmental issues	Status quo and environmental impact
<b>Environment</b>	
Urban greening	<ul style="list-style-type: none"> <li>The Department of Public Works has launched the concept of Greening Sekhukhune District. There are also greenery programmes that are initiated by Dept. Of Agriculture that target governmental issues.</li> </ul>
Alien Plant Species	<ul style="list-style-type: none"> <li>Depleted water from the water sources. The National Department of environment is managing the programme of eradication of alien vegetation in the municipal area. Projects are being implemented in wards 12,13,14 and 16</li> <li>There is an invasion of land (mountains, flat land for grazing and agricultural usage) by foreign plants. These plants suffocate indigenous plants, denying them of water, fertile soil substances and space. These make livestock grazing space smaller. The indigenous plants get slowly depleted.</li> </ul>
<b>Pollution</b>	
Air Pollution	<ul style="list-style-type: none"> <li>Air pollution resulting from the use of fire wood for energy purpose, burning of refuses and dust from gravel roads are environmental problems.</li> </ul>
Fires	<ul style="list-style-type: none"> <li>Uncontrolled fires are element of concern as far as the environment is concerned.</li> </ul>
Water pollution	<ul style="list-style-type: none"> <li>Water pollution is the result of the calmative impact of the insufficient solid waste removal, lack of sanitation infrastructure, sewerage effluent etc.</li> </ul>
<b>Conservation</b>	
Erosion	<ul style="list-style-type: none"> <li>Informal and subsistence agriculture activities present particular problems. A typical; example is lack of arable land that forces communities to cultivate on steep slopes and other environmentally unsuitable area, which increases the occurrence of erosion with the resultant of fertile soil.</li> <li>Wood is still one of the main sources of energy for households</li> </ul>
Deforestation	<ul style="list-style-type: none"> <li>There is uncontrolled massive cutting of trees for sale, creating loss of vital</li> </ul>

	<p>trees and vegetation. This adds to the problem of soil erosion and inability of remaining poor soil to preserve water. Water simply just runs off. This worsens the aridity more.</p>
Overharvesting of medicinal vegetation	<ul style="list-style-type: none"> <li>• Some plants like aloes, dagga and 'lewang" and others are overharvested by people from other areas for medicinal purposes.</li> </ul>
Over utilization /overgrazing	<ul style="list-style-type: none"> <li>• Overgrazing resulting from too many livestock units per area of land is a problem</li> <li>• One of the major environment problems in the area is incorrect agriculture methods, which leads to overgrazing, and denuding of trees.</li> </ul>
Cultural Heritage	<ul style="list-style-type: none"> <li>• The tourism potential of the Makhuduthamaga Municipality relates directly to the cultural heritage assets.</li> </ul>
Waste	<ul style="list-style-type: none"> <li>• There is formal waste collection at Jane Furse which covers Jane Furse, Phokoane and Schoonoord. The MLM has one waste recycling centre at Madibong.</li> </ul>
Medical waste	<ul style="list-style-type: none"> <li>• Two hospitals and about 21 clinics are found within the MLM. Currently, the Local and District Municipality conduct no medical waste collection. No facility for the management and disposal of medical waste exist. However, a private company, Buhle Waste Limpopo collects from all health institutions within the Municipality. Private surgeries have private</li> <li>• companies to collect and dispose medical waste</li> </ul>
By- laws	<ul style="list-style-type: none"> <li>• Lack of bylaws to regulate environmental matters in the municipality</li> </ul>

## GIS Assesment

The MLM has installed a Geographic Information System (GIS) located within the Economic Development Planning Department. Complimentary to the System, the municipality has developed GIS Policy as a guiding mechanism for the effective running of the system. The policy was approved in the 2018/19 financial year. The system is however currently underutilised due to lack of capacity and expertise in the municipality. The municipality will employ officials in the 2018/19 financial year.

### Integrating with the everyday business database, GIS can represent inter alia;

- Rate payer profiles by location, demography and income;
- Service delivery by service, site, service provider and backlogs;
- Site locations of stores, factories, and warehouses;
- Assets location (e.g., utility poles, pipes, reservoirs and cables);
- Resource locations of staff, products, and equipments; and
- Emergency response routes

### **SPATIAL RATIONALE SWOT ANALYSIS**

<b>STRENGTHS</b>	<ul style="list-style-type: none"><li>• Well qualified personal in the Spatial Planning Unit</li><li>• Spatial Development Framework in place</li></ul>
<b>WEAKNESSES</b>	<ul style="list-style-type: none"><li>• Municipality does not own land</li><li>• No Land use management scheme</li><li>• No regulations on Building control</li><li>• Lack of policies and by-laws (spatial planning )</li><li>• Staff complement not effective</li></ul>
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"><li>• Jane Furse declaration as town and Administrative hub of the District</li><li>• Spatial linkages with other local municipalities in the District and economic services hub</li><li>• Development of potential Municipal economic zones at growth points</li></ul>
<b>THREATS</b>	<ul style="list-style-type: none"><li>• Demarcation of sites by Traditional leaders</li><li>• Finalisation of SPLUMA by law</li><li>• No land use management scheme</li><li>• Reservations on SPLUMA by Traditional leaders</li><li>• Mushrooming of Informal settlement</li><li>• Unregulated business sites</li><li>• Unresolved land claims</li></ul>

## CHALLENGES

- ☐ Municipality does not own land
- ☐ Unresolved land claims
- ☐ No by laws for building control
- ☐ Inadequate staff in building control
- ☐ Mushrooming of Informal settlements
- ☐ Lack of policies and by-laws
- ☐ Mushrooming of unregulated business sites establishment (informal economy)
- ☐ Ineffective implementation of LUMS and public awareness
- ☐ Demarcation of sites by Traditional Leaders

### 3.3 KPA 2: Basic Service Delivery and Infrastructure development analysis

The chapter undertakes an analysis of infrastructure and basic services such as water, sanitation, electricity, housing, refuse removal, roads and storm water drainage system, public transport and telecommunication.

#### 3.3.1 Water Infrastructure

Makhuduthamaga Municipality is neither a Water Services Authority nor a Water Services Provider .These functions were assigned to the Sekhukhune District Municipality

Settlements that are identified as hotspots (areas that need attention in terms of water challenges)

Settlement name	Hot spot
1.Ga Marishane	Service delivery protests and health risk (water quality)
2.Maseshegwane	Service delivery protests and health risk (water quality)
3.Matlakatle	Service delivery protests and health risk (water quality)
4.Molebeledi	Service delivery protests and health risk (water quality)
5.Thoto	Health risk (water quality)
6.Dikathon	Service delivery protests and health risk (water quality)

Source: DWS 2016

### Makhuduthamaga Local Municipality New Water Schemes Development

Settlement name	Hotspot	Project Description
1.Dihlabeng	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
2.Dinotsi		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
3.Ga Machacha		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
4.Maila Segolo		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
5.Mogashoa Manamane	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
6.Mogashoa Dithlakaneng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
7.Ga Ratau		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
8.Hwafeng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
9.Kgaruthuthu		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
10.Makgeru		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
11.Malaeneng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
12.Maololo		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
13.Mathapisa		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
14.Mamatsekele		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
15.Mohloding		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
16.Schoonoord	Service delivery protest /Health	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply

	risk(water quality)	scheme
17.Thabeng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
18.Tsopaneng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
19.Zoetvelden		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme

Source: DWS 2016

### **Makhuduthamaga Local Municipality Water Schemes Refurbishment /Extension**

<b>Settlement name</b>	<b>Hotspot</b>	<b>Project Description</b>
1.Apel Cross	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
2.Apel Cross Low Cost Housing	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
3.Brooklyn		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
4.Disesane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
5.Eenzaam		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
6.Ga Madiba		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
7.Ga Magolego		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
8.Maila Mapitsane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
9.Ga Masemola	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
10.Ga Mohlala		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
11.Ga Mokadi		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
12.Molepane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in

		the water supply scheme
13.Ga Moloi	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
14.Glen Cowie	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
15.Glen cowie Ext 1		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
16.Glen Cowie Ext 2		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
17.Goodhope		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
18.Hlahlane	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
19.Jane Furse	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
20.Jane Furse LCH		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
21.Kgwaripe		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
22.Klip		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
23.Klipspruit farm		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
24.Kutupu	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
25.Legotong		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
26.Lehlakong		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
27.Mabintwane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
28.Madibaneng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
29.Mahlolwaneng		Refurbishment O&M Water resources and

		extension interventions to ensure WS to villages in the water supply scheme
30.Mahlomola		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
31.Malegale		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
32.Manganeng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
33.Mangoanyane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
34.Maraganeng	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
35.Mare		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
36.Marulaneng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
37.Maseleseleng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
38.Maserumole Park		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
39.Mashite		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
40.Mathibeng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
41.Mmotwaneng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
42.Mochadi		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
43.Modiketsi		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
44.Mogodi		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
45.Mohlarekoma		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme

46.Mokwete		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
47.Molapong		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
48.Nebo		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
49.Ngwaritsi		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
50.Nkotokwane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
51.Phelindaba		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
52.Phokwane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
53.Ramphelane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
54.Riverside	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
55.Sebetha	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
56.Sebetole		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
57.Sebitsane	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
58.Sekwati		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
59.Sekwati		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
60.Stoking	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
61.Takataka		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
62.Thabaleboto North		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in

		the water supply scheme
63.Thabampshe		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
64.Tlame		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
65.Tsatane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
66.Tsatane Ext 1		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
67.Tswaing		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
68.Vlakplaas A		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
69.Vlakplaas B		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme

Source: DWS 2016

## Makhuduthamaga Local Municipality Water Conservation and Demand Management

### IMPLEMENTATION PLAN

Water Conservation & Demand Management - Makhuduthamaga LM

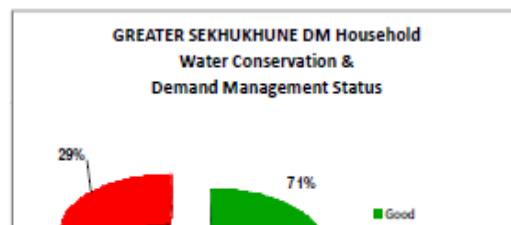
PHASE 2

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### WATER CONSERVATION & DEMAND MANAGEMENT STATUS

#### GREATER SEKHUKHUNE DISTRICT MUNICIPALITY

Local Municipality	Total Settlements	Total Households	Total Population	Water Conservation & Demand Management		
				Good	Average	Requires Intervention
Elias Motsoaledi	62	62 829	300 098	24		33



**MLM receive water from the following schemes**

- Arabie / Flag Boshielo RWS Central
- Arabie / Flag Boshielo RWS East Group 1
- Arabie / Flag Boshielo RWS East Group 2
- De Hoop Group 2 Upper Ngwaritsi
- De Hoop Group 3 Vergelegen Dam – Jane Furse
- De Hoop Group 4 Middle Ngwaritsi
- De Hoop Group 6 Nkadameng
- De Hoop Group 7 Schoonoord Ratau
- De Hoop Group 8 Mampuru
- De Hoop Group 9 Spitskop Ngwaritsi

- De Hoop Group 10 Mahlangu
- Leolo Local Sources and
- Piet Gouws

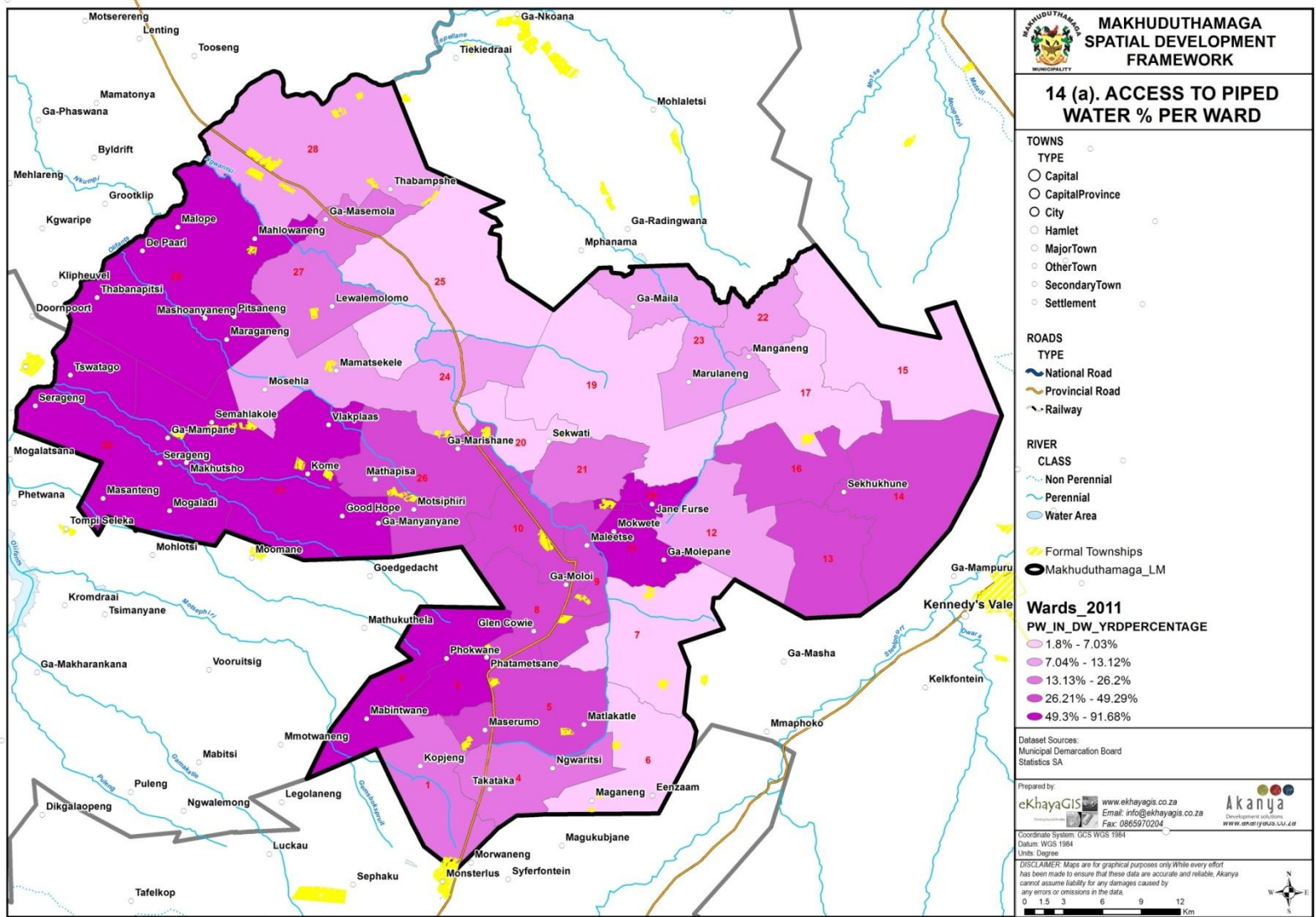
<b>Municipality sources of water by population group of head of household</b>						
	<b>Black African</b>	<b>Coloured</b>	<b>Indian or Asian</b>	<b>White</b>	<b>Other</b>	<b>Unspecified</b>
Regional / local water scheme (operated by municipality or other service provider)	33 302	9	37	18	55	0
Borehole	5 759	2	28	13	15	0
Spring	2 876	0	3	2	1	0
Rain water tank	1 487	1	2	0	1	0
Dam / pool / stagnant water	5 847	2	2	2	4	0
River /Stream	11 045	4	5	12	9	0
Water vendor	1 905	0	2	0	2	0
Water tanker	1 758	2	1	1	1	0
Other	994	0	1	1	1	0

**Source: Census 2011**

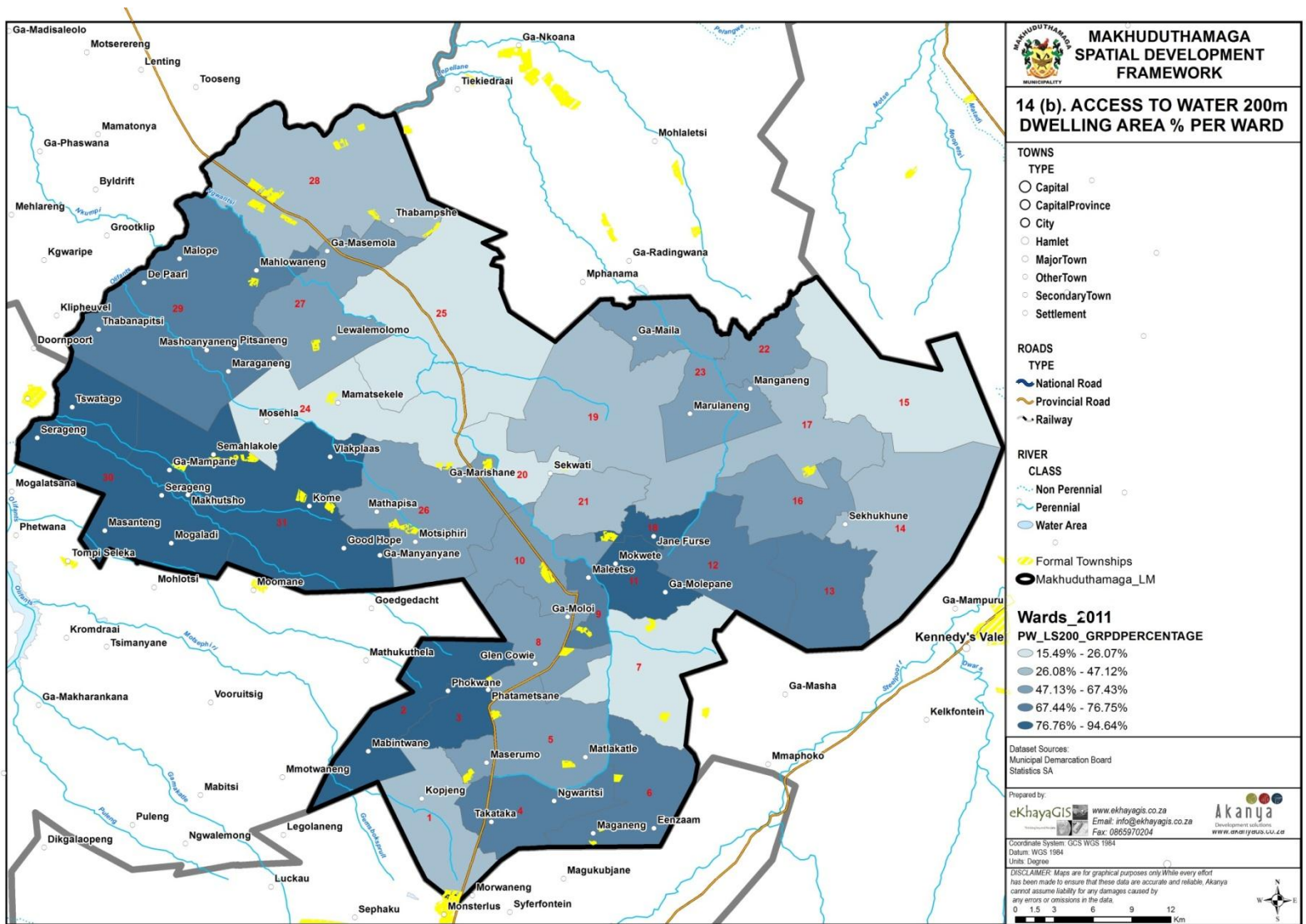
#### **MLM Households access to pipe water and backlog**

<b>MLM</b>	<b>2011 Census</b>	<b>Community Survey 2016</b>
Households receiving water	47 801 (73.4%)	31 458 (48.6%)
Households not receiving water /Backlog	17 416	33 312

**Source: 2011 Census and Community Survey 2016**

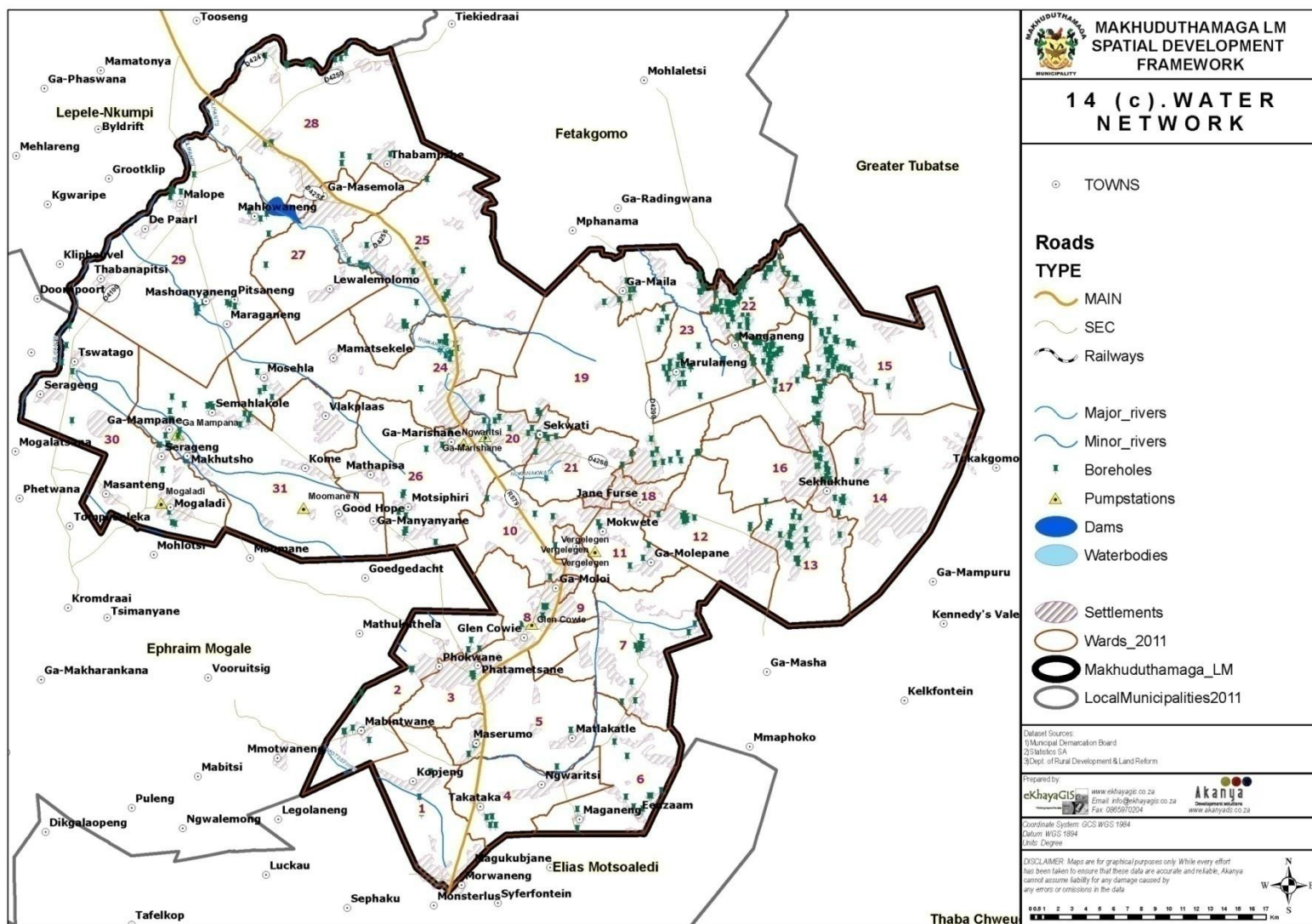


Source: Census 2011



## Bulk water infrastructure analysis

Flag Boshielo dam has been raised by five meters to allow the dam to increase its supply to communities. Construction of De Hoop dam and erection of bulk water pipe to Jane Furse is completed and to Lobethal at an advanced stage. The two dams will improve state of water provision in the municipality and this will boost other development opportunities in the area. The pipe will supply water to greater parts of Makhuduthamaga which recently experience shortages of water due to poor water sources. The District is also currently investigating the development of a Community Water Supplies Master Plan. This will enable 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 coordinated and implementation of the water supply infrastructure. Early findings of these studies reveal that groundwater is a major water resource for most households in Sekhukhune and will continue to do so in the future.



### Developmental challenges:

- Water deficit within municipal area
- Stealing of both electric and diesel engine pipes
- Stealing of electricity transformers (it occurred several times in areas of ward 22 and 23)
- Breakdown of machines, illegal connections and extensions of settlements.
- Unable to access water at RDP standard in major areas of the municipality

National government's target was to eradicate all water supply backlogs by 2008. The target was not met. At the current rate of progress it will take another four to five years before all households have access to water within 200 meters.

### 3.3.2. Sanitation

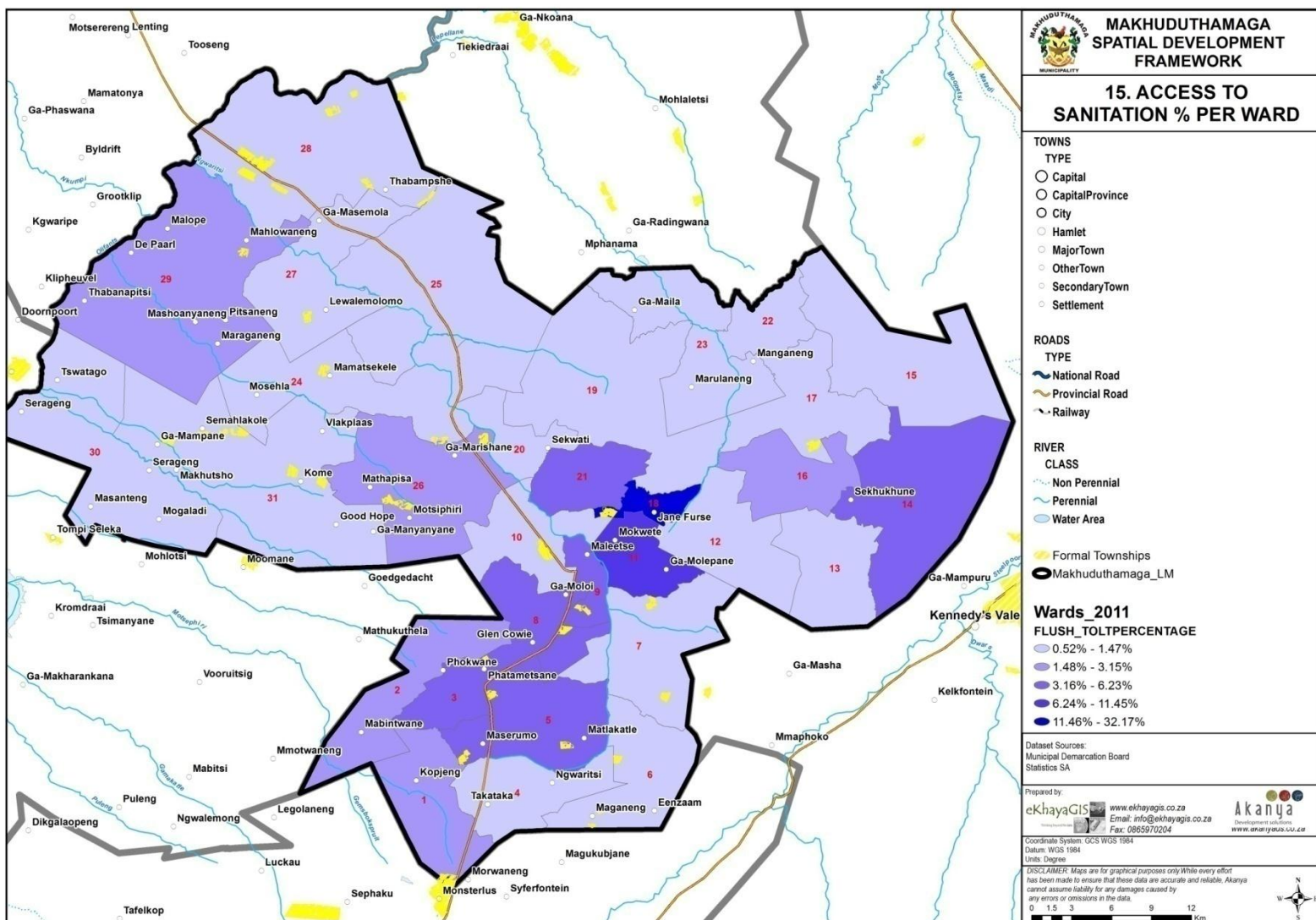
The Sekhukhune District Municipality is responsible for sanitation provision. The provision of sanitation in Makhuduthamaga is also a major challenge to the municipality.

### State of Sanitation infrastructure in MLM

**MLM households by type of toilet facility - 1996, 2001 and 2011**

Flush /Chemical toilet			Pit toilet			Latrine			No toilets /Backlog		
1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
1 274	2 176	3 009	38 532	41 918	58 561	188	372	224	9 545	8 512	2 552

Source: Census 2011



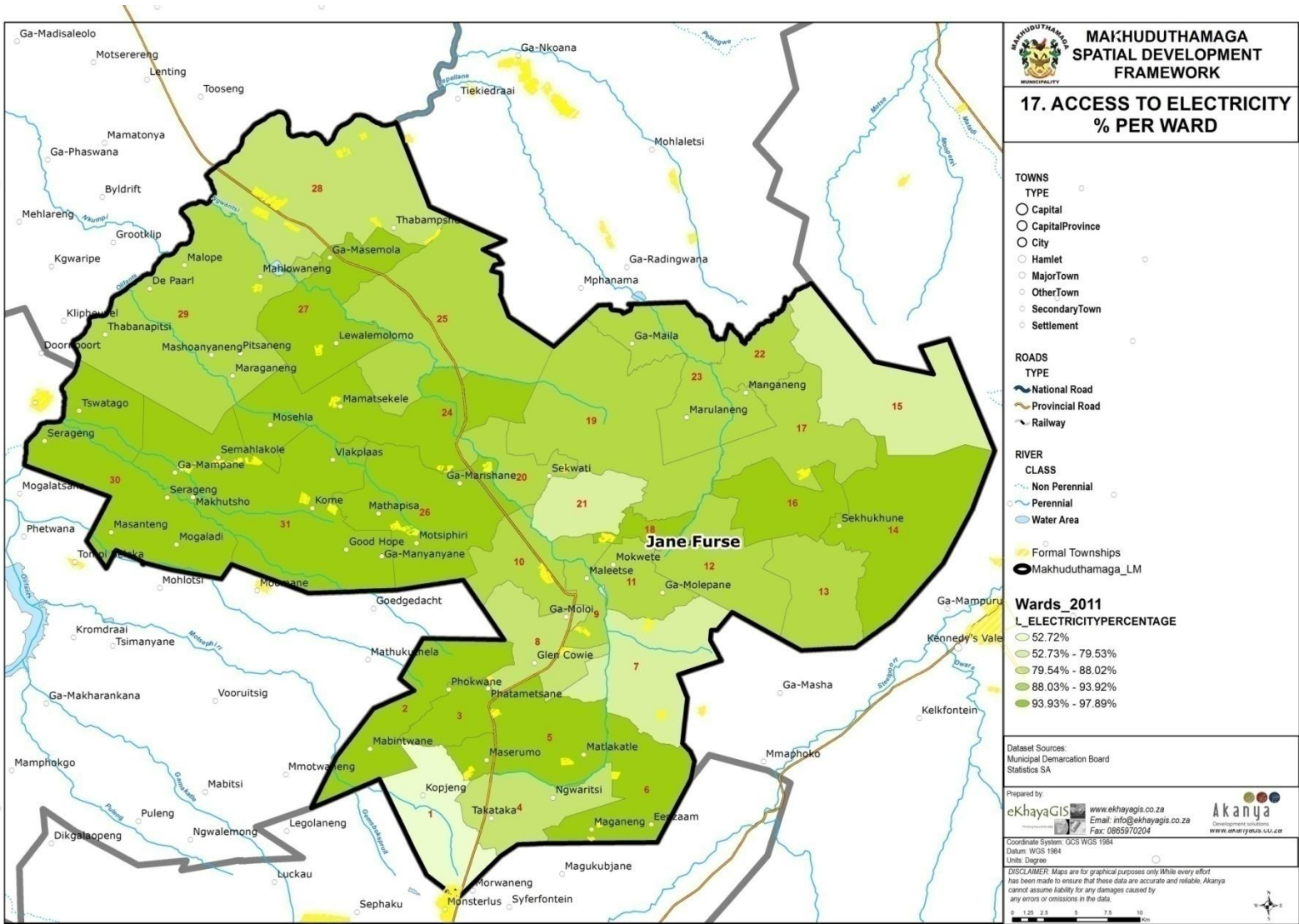
The National government's target is to attain hundred percent of households with sanitation facilities at the RDP standard by 2010. **With only 13043 (20%) households access to Sanitation at RDP and a backlog of 80%** it is evident that the target will not be met. (Source SDM 2016)

#### Developmental challenges:

- Mountainous areas
- Budgetary constraints
- High backlog figures

#### 3.3.3 Energy Efficiency and Electricity

Eskom is currently managing the electrification distribution networks in Makhuduthamaga. The municipality is responsible for the provision of priority lists that are drawn in consultation with communities. There has been progress with respect to the provision of electricity to households in the municipality. The progress could be attributed to effectiveness of INEP as a programme for eradication of electricity backlog. 93, 1 % of households (61 636) in Makhuduthamaga have access to electricity (2016 CS) as compared to 25, 1% in 1996.



### Makhuduthamaga local municipality electricity backlog

MLM	Households	Backlog
	65 217	4565

Source: Eskom 2017

Number of connections completed per municipalities in the Sekhukhune District Municipality

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

**Source: Eskom 2017**

Number of connections planned in municipalities of Sekhukhune

<b>Municipality</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
Fetakgomo/Tubatse	3195	1857	
Ephraim Mogale	682	625	
Elias Motsoaledi	1342	648	
Makhuduthamaga	3694	1495	
<b>Total</b>	<b>8913</b>	<b>4625</b>	

Source: Eskom 2017

Number of post connections done per municipality in the District

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

Source: Eskom 2017

### **Sources of Energy within Makhuduthamaga Municipal area**

**Table: Energy or fuel for cooking by population group of head of the household**

	Black African	Coloured	Indian or Asian	White	Other	Unspecified
Electricity	32 114	14	59	27	80	0
Gas	572	1	12	3	2	0
Paraffin	3 371	2	1	2	4	0
Wood	27 106	3	7	16	4	0
Coal	803	0	1	0	1	0
Animal dung	811	0	1	0	0	0
Solar	86	0	0	1	0	0
Other	8	0	0	0	0	0
None	103	0	1	0	0	

**Source: Census 2011**

**Table: Energy or fuel for heating by population group of head of the household**

	Black African	Coloured	Indian Asian or	White	Other	Unspecified
Electricity	23 548	13	66	23	66	0
Gas	481	0	1	0	1	0
Paraffin	931	1	1	0	4	0
Wood	29 015	4	8	21	7	0
Coal	3 312	0	1	1	1	0
Animal dung	741	0	1	0	0	0
Solar	58	0	0	0	0	0
Other	3	0	0	0	0	0
None	6 884	2	3	5	12	0

Source: Census 2011

Table: Energy or fuel for lighting by population group of head of the household						
	Black African	Coloured	Indian or Asian	White	Other	Unspecified
Electricity	58 723	18	78	42	89	0
Gas	90	0	1	0	0	0
Paraffin	359	1	0	0	1	0
Candles	5 518	1	3	7	0	0
Solar	163	0	0	0	0	0
Other	0	0	0	0	0	0
None	121	0	0	0	0	0

Source: Census 2011

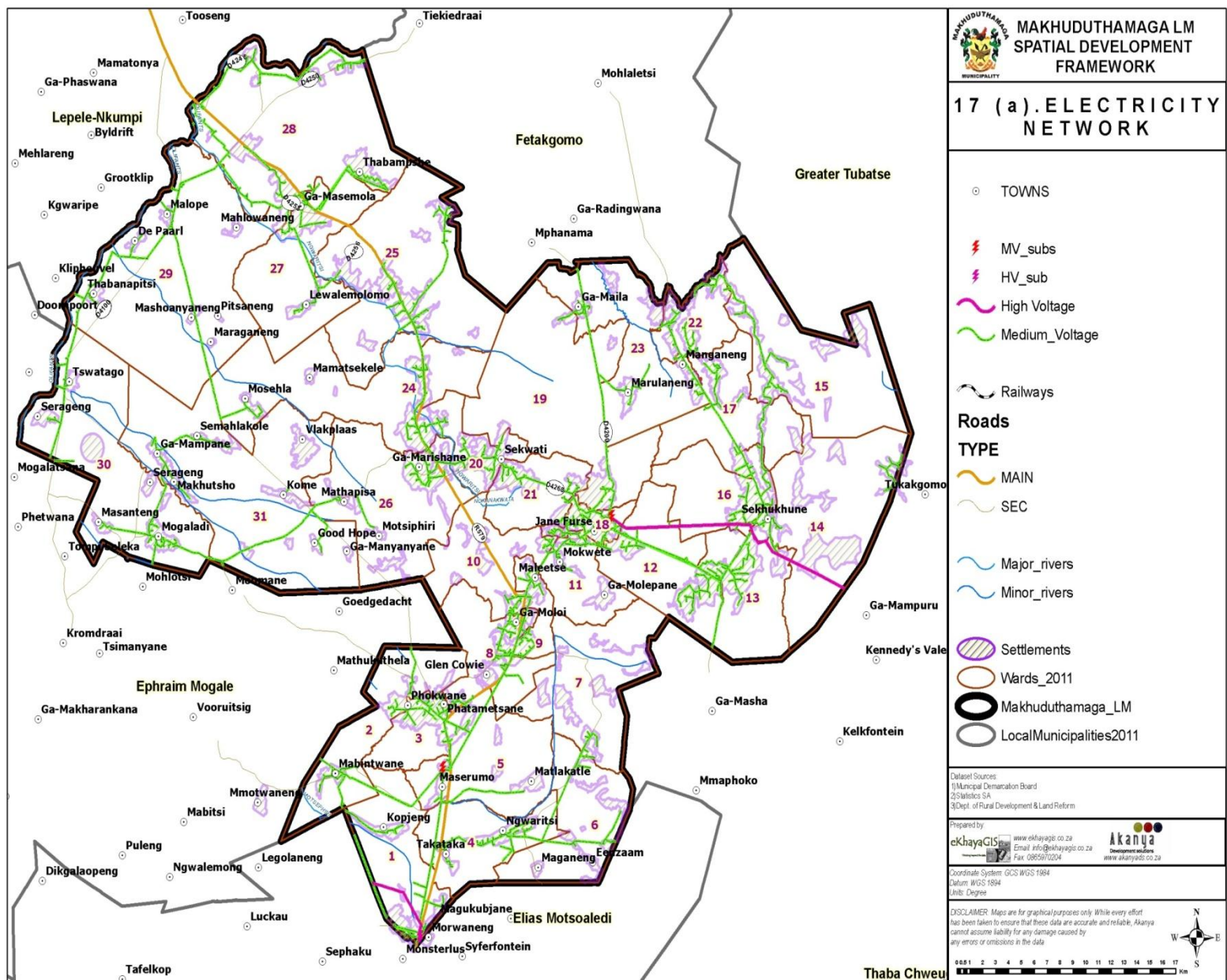
#### MLM Electricity priority list

VILLAGES FOR ELECTRIFICATION IN 2016/17 FINANCIAL YEAR (2530 UNITS)	UNITS
1.Mashishing	100
2.Mashite	25
3.Manganeng	20
4.Manotong	10
5.Mosehla	120
6.Maila Segolo	120
7.Dihlabaneng	123
8.Mampane / Eenkantaan	30
9.Mahlolwaneng	105
10.Pelepele Park	698
11.Moloi	250
12.Moripane /Ngwanamatlang	86
13.Mogorwane	80
14.Diphagane	96
15.Bothaspruit	95
16.Makgane	45
17.Mashengwaneng	200

18.Kotsiri	30
19.Kgolane	27
20.Tisane	50
21.Lobethal	10
22.Machacha	40
23.Mohwelere	50
24 Makhuduthamaga Infills	120
<b>VILLAGES FOR ELECTRIFICATION IN 2017/18 FINANCIAL YEAR (2728 UNITS)</b>	
1.Kgarethuthu	30
2.Mathapisa	46
3.Kome	46
4.Mangwanyane	10
5.Mahwibitswane	110
6.Hlalanikahle	70
7.Semahlakole	40
8.Stocking	150
9.Ga- Moraba	20
10.Serageng	50
11.Lemating / Tsopaneng	20
12.Molebeledi	20
13.Nkotokwane	15
14.Wonderboom	20
15.Riverside / Maleetse	100
16.Riverside / Lehwelere	120
17.Khulwane / Lekurung	60
18.Mokgapaneng	260
19.Phushulang	40
20.Moretsele	73
21.Mangamolane / Mokgwatjane	90
22.Patntshwane A &B	40
23.Molelema / Machasdorp	100
24.Sebitjane	15
25.Maololo	20
26.Soetveld	15
27.Marishane	60
28.Mohloding	20
29.Leeukraaal	28
30.Mogaladi	50
31.Mashonyaneng	30
32.Maraganeng	20
33.Pitjaneng	10
34.Phaahla	100
35.Makalaneng	15
36.Mare	10
37.Vierfontein	50
38.Masehlaneng	45
39.Skotiphola	10

40.Caprive	550
41.Makhuduthamaga infills	150
<b>VILLAGES FOR ELECTRIFICATION IN 2018/19 FINANCIAL YEAR (672 UNITS)</b>	
1.Sekale / Apel Cross	100
2.Thabampshe	70
3.Mogudi	115
4.Makoshala Ext 3	20
5.Ga- Maboki	20
6.Mantlhanyane	15
7.Malaka	15
8.Ntoane	10
9.Dikatone	12
10.Setebong	14
11.Khayeletsha / Glen cowie	81
12.Makhuduthamaga infills	200
<b>VILLAGES FOR ELECTRIFICATION IN 2019/20 FINANCIAL YEAR (953 UNITS)</b>	
1.Molepane	100
2.Mogashoa Manamane	100
3.Mmoteng Ext 5	195
4.Marulaneng	75
5.Dinotji	13
6.Kolokotela	28
7.Vlakplaas	27
8.Motseleope	15
9.Ga- Sekele	10
10.Dicheoung	20
11.Mogorwane	100
12.Masemola Police Station Extension	50
13.Mamatjekele	20
14.Makhuduthamaga infills	200

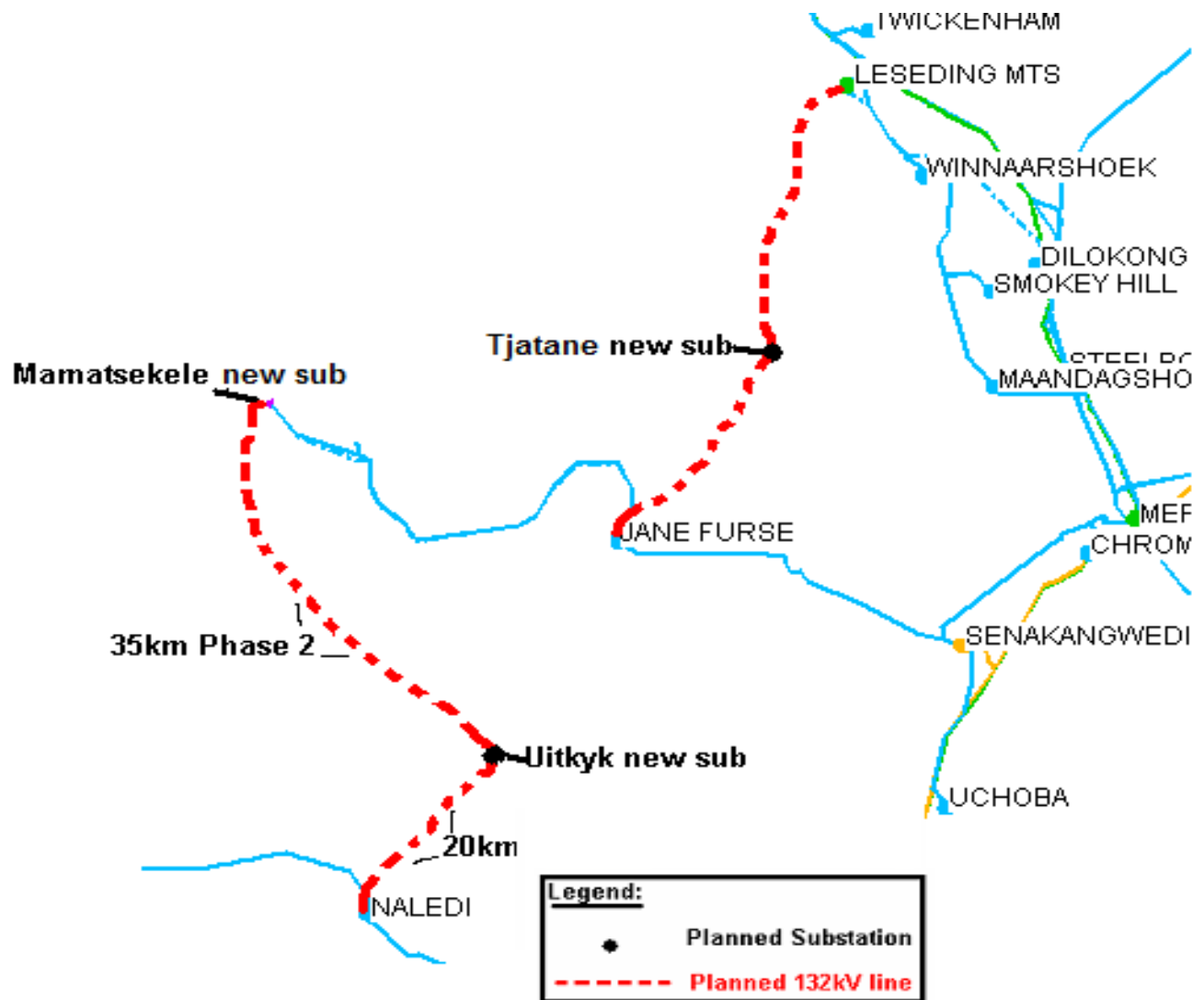
**Source: MLM 2016**



## Eskom Sekhukhune / Makhuduthamaga Electricity Network expansion Plan

Eskom has capacity and funding challenges in areas of Leolo due to nature of the area. As such Eskom was unable to electrify villages of Greater Komane as previously planned but designs for the area are completed and negotiations on additional funding with Department of Energy are at advanced stage. There are also minor incidents of lack of capacity from feeder lines in other areas of Makhuduthamaga and as a result some areas were taken out of the electrification priority list since 2011. But Eskom is working on the matter by upgrading Jane Furse substation and building 3 new substations (Mamatjekele, Uitkyk & Tjatane) to provide capacity for growth and electrification.

Below is map by Eskom showing new sub-stations to strengthen capacity in Sekhukhune / Makhuduthamaga Municipal area



Challenges		Action plan
Lack of capacity from feeder lines	x	Eskom erecting sub- station at Mamatjekele, Tjatane and Uitkyk and upgrading Jane Furse
Illegal connections to households	x	Community awareness and law enforcement
New extensions of residential sites for post connections	x	To include settlements in the priority list
Budgetary constraints	x	Request more funding from Department of Energy

### 3.3.4 Refuse removal / waste management

The Waste Management function is performed by the MLM. There is a partial formal refuse removal service rendered by the municipality. The Municipality has a licensed authorized landfill site, Jane Furse landfill site. There is also one waste recycling centre located in the landfill site.

Only 2% of the households in MLM have access to refuse removal services from the municipality. About 89% of the households in the area use their own refuse dump. There are 7% of the households with no access to rubbish disposal services. The municipality has no drop-off, garden sites, transfer station, material recovery facilities and buy-back centres for recycling.

The larger number of households (89%) without access to refuse removal poses a threat to environmental quality. Lack of provision of refuse removal services in the rural communities is mainly driven by land unavailability and inadequate financial resources since there is no cost recovery in these areas.

**Below is a diagram for waste disposal and skips distribution:**

Place /Village	Quantity of Skips	Collection Frequency
Vleeschboom	1	Once per week
Nebo	2	Once per week
Phokoane	2	3 times a week
Glen Cowie	3	3 times a week
Moloi	1	Once a week
Riverside	2	Twice a week
Jane Furse Old Hospital	1	Daily
Jane Furse New Hospital	2	Daily
Jane Furse Taxi ranks	5	Daily
Municipal Offices	1	Twice a week
Schoonoord	2	Twice a week
Tshehlwaneng	2	Twice a week
Mamone	2	Once a week
Marishane taxi rank	2	Twice a week
Ga Mashabela taxi rank (Mphanama Cross )	1	Once a week
Masemola taxi rank / clinic	2	Once a week
Apel Cross	1	Twice a week
Jane Furse Crossing complex	3	Twice a week

**Source: MLM Community Services Department 2016**

**Table: Refuse disposal for Households within MLM – 1996, 2001 and 2011 and backlog**

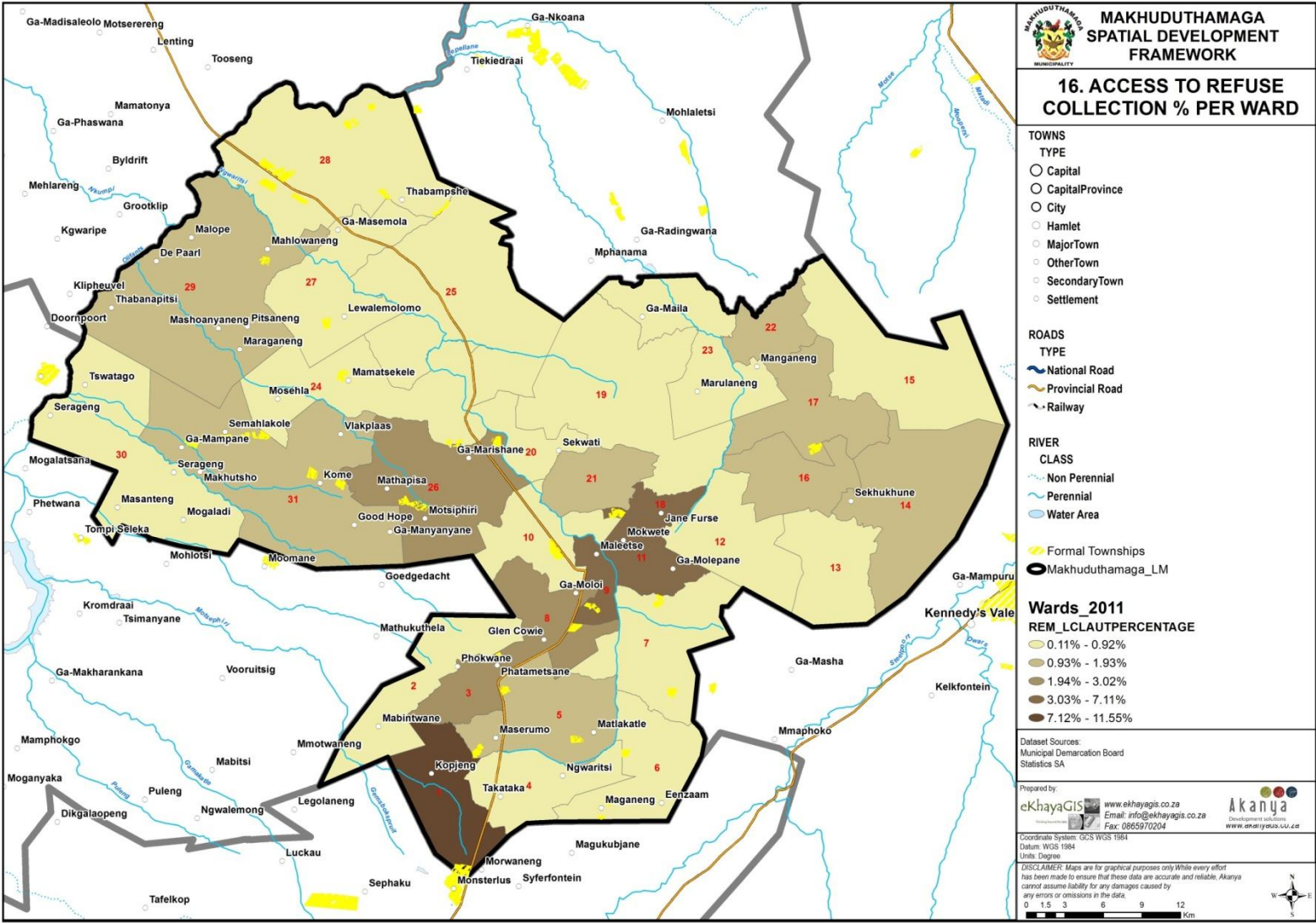
Removed by local authority			Communal refuse dump / Backlog			No rubbish disposal /Backlog		
1996	2001	2011	1996	2001	2011	1996	2001	2011
3 073	463	1 639	39 323	46 992	58 636	6 572	5 523	4 631

**Source: Census 2011**

**Waste water facilities within Makhuduthamaga**

Municipality	Facility	License status	Compliance status
MLM	Jane Furse RDP oxidation ponds	Not licensed	Poorly managed
	Jane Furse Old Hospital Oxidation ponds	Not licensed	Poorly managed
	Jane Furse New Hospital Oxidation ponds	Not licensed	Poorly managed
	Jane Furse Plaza Oxidation ponds	Not licensed	Poorly managed
	Nebo oxidation ponds	Not licensed	Poorly managed
	Phokoane oxidation ponds	Not licensed	Poorly managed
	St Rita Hospital Oxidation Ponds	Not licensed	Poorly managed
	St Mark College Oxidation Ponds	Not licensed	Poorly managed

**Source: LEDET 2016**



State of Disposal site in Makhuduthamaga

Disposal site	Permitted /Not Permitted	Absolute Location	Access	Operation al hours	Security availability	Equip ment	Cover material	Compacti on	Comments
Jane Furse Landfill Site	Permitted as a GCB	S24° 42'42.70 " E29° 53'2.71 "	The site is well fenced with lockable gate There are security personnel on site	08h00-16h00 Monday - Friday	Security is available 24hrs Monday to Sunday	TLB	Stockpiled	No compacti on	Managem nt of the site is outsourced to Leolo Waste Managem nt

**Table: State of Recycling sites within Makhuduthamaga Municipal Area**

NAME OF FACILITY	RECYCLABLES HANDLED(tons/month)	FINDINGS	ACTION REQUIRED
1. Leolo( Office Suppliers & Services cc.	318 of cardboard	<ul style="list-style-type: none"> <li>Not licensed but has registered as a business entity</li> <li>Operate within Jane Furse landfill site</li> <li>No storage facilities</li> <li>Not reporting to the Department</li> </ul>	<ul style="list-style-type: none"> <li>Need to provide storage area</li> <li>Need to report quantities monthly to the Department</li> </ul>
	169 of glass bottle		
2. Mmashadi Recycling trading as Jane Furse Recycling	1.2 of cans	<ul style="list-style-type: none"> <li>Not licensed but has registered as a business entity</li> <li>Operate within Jane Furse landfill site</li> <li>Storage area available</li> <li>Operational equipment available although not in use due to non availability of electricity</li> <li>Not reporting to the Department</li> </ul>	<ul style="list-style-type: none"> <li>Availability of electricity</li> <li>Need to report quantities monthly to the Department</li> </ul>
	8.9 of cardboard		
3. Molapowanotong Recycling	Not recorded	<ul style="list-style-type: none"> <li>Not licensed but has registered as a business entity with CIPC</li> <li>Operates from rented site</li> <li>No infrastructure</li> <li>Not reporting to</li> </ul>	<ul style="list-style-type: none"> <li>Need to provide storage area</li> <li>Need to report quantities monthly to the Department</li> <li>Acquisition of own site</li> </ul>

		the Department	
4. Phaahla Support Development Services former Letsema la Mmakadikwe	Not recorded	<ul style="list-style-type: none"> <li>No waste management license</li> <li>No operational plan nor designated storage area</li> <li>Not reporting to the Department</li> </ul>	<ul style="list-style-type: none"> <li>Need to provide storage area</li> <li>Need to report quantities monthly to the Department</li> </ul>
5. Thabampshe Youth Development Resource and Information Centre	Not sold	<ul style="list-style-type: none"> <li>Not licensed but has registered as a business entity with CIPC</li> <li>Not fenced</li> <li>No infrastructure</li> <li>Not reporting</li> </ul>	<ul style="list-style-type: none"> <li>Need to provide storage area</li> <li>Fencing of the site</li> <li>Need to report quantities monthly to the Department</li> </ul>
6. Marula Environmental Club	Not sold	<ul style="list-style-type: none"> <li>Not registered as a business entity</li> <li>Operate from a rented site</li> <li>No infrastructure</li> <li>Not reporting</li> </ul>	<ul style="list-style-type: none"> <li>Need to provide storage area</li> <li>Fencing of the site</li> <li>Need to report quantities monthly to the Department</li> </ul>

Source: LEDET, Waste Management 2016

### Refuse Removal / Waste Management Challenges within Makhuduthamaga Local Municipality

CHALLENGES	ACTION PLAN
No cost recovery	To implement cost recovery in 2018/19
Refuse removals do not cover all villages	To extend service to all areas per financial year when funds permits
Informal disposal of waste	Continuous awareness campaigns
Maintenance of existing land fill site	Appointment of a service provider/ staff to maintain landfill site
Companies and communities utilizing municipal land fill site not paying for the service and this affects revenue collection negatively	To implement tariffs in 2018/19

### 3.3.5 Roads and Storm water drainage system

Makhuduthamaga Municipality as a local municipality is responsible for the maintenance of all the internal roads in the residential areas and villages. The Provincial and District road network is currently the responsibility of the Roads Agency Limpopo and the provincial Department of Public Works, Roads and Transport.

The Municipality has a road network of 452 kilometres which include both provincial and local roads. The local access roads are gravel and predominantly utilised for commuting. The condition of these roads is below standard and they require upgrading and improved storm water management

Storm water drainage system is needed in all gravel roads because all roads as only a few portions of the paved/tarred roads have storm water drainage. Some of the key challenges identified include: high cost of tarring of roads; grading of internal access roads; construction of bridges; budgetary constraints; and high storm water drainage backlog

#### State of roads infrastructure and backlogs within Makhuduthamaga local municipality in terms of the MLM road and storm water master plan

Village serviced	Type of road	Length (km)	State	General remarks
Ka-Mabule	Only access	3.6	Unpaved	The only access to this village, currently inaccessible with a normal vehicle. Needs immediate action
Ga-Sekele	District	3	Unpaved	This road has been earmarked for upgrade by the provincial government but it is deemed that more immediate action is required.
Emkhondweni	District	2.5	Unpaved	Further down the road from Ga-Sekele. Situation is the same as for the previous village.
Ga-Mokgoadi	District	4.3	Unpaved	The furthest away from Schoonoord so it must be handled after the previous two villages. Action is required very soon though.
Geluk	Only access	4.3	Unpaved	The road has been constructed and for the most part is still in very good condition, but some areas have become eroded and almost impassable with a normal vehicle. Also provides access to two other villages.
Sekele	Only access	3.4	Unpaved	Next in line from Geluk. Road situation is the same however and it is the only access to Hoepakrantz
Hoepakrantz	Only access	3.3	Unpaved	Last village in this road. The road is worse for this last section and need immediate action.
Kanaan A	Only access	0.6	Unpaved	The current road is very small and needs to be upgraded. Only serves a small number of the population though.
Tsopaneng	District	3.5	Unpaved	This is a district road but is currently not earmarked by the provincial or district government for upgrading even though it needs to be upgraded urgently.
Soupiana	District	7.6	Unpaved	Gets access through Tsopaneng. Some very steep areas that needs immediate attention and upgrading.

				Also a district road.
Malaka B, Mantlhanyane, Botshabelo, Ntoane	District	10.3	Unpaved	This is a provincial road with these villages scattered along it. This road has not been earmarked by any of the other authorities but it needs action soon as it is impassable in some places.
Pitjaneng	Only access	2.3	Unpaved	For the most part this road is adequate for the amount of traffic, but some boulders are exposed and some bad areas are present at the start of the road.
Maseleseleng	Only access	1.3	Unpaved	Access to the village from the provincial road. Small road that needs to be upgraded soon as erosion are fast becoming a problem.
Matlakatle B&C	District	3.2	Unpaved	The road is washed away between B and C but both villages can be accessed from different locations. This road is not earmarked for upgrade by the other authorities.
Maololo	Only access	5.6	Unpaved	Currently easily accessible but there are signs that the road are deteriorating. This is the only access to this village.
Kanaan B	District	12.4	Unpaved - Bridge Required	This road is impassible but a bridge is busy being constructed. Further upgrading of the road needs to be done soon.
Moripane	District	1.4	Unpaved - Bridge Required	The road has deteriorated so the only access is from the D4045 road. This will however be impassible during the rainy season as it crosses a stream. Needs to be upgraded soon but it is not earmarked by the other authorities.
Phokoane	Internal roads	8	Unpaved and paved - Good	A good network of paved and unpaved roads currently exists. Some provision has been made to fill in the gaps. The length given is for this internal road only.
Jane Furse	Internal roads	22	Unpaved and paved - Good and average	The situation is the same as for Phokoane. Jane Furse and Phokoane have also been recognized by the provincial government as growth points within the municipal area.
Makgeru, Ga-Mogashoa, Senkgapudi, Ga-Ratau, Manamane	Internal roads	12 (D 4.5)	Unpaved, paved and blocks - Good	Same as for the previous two villages. These villages have been grouped together due to their close proximity to each other.
Kapaneng, Ga-Marishane, Ga-Phaahla	Internal roads	4	Unpaved and paved - Good	Paved and unpaved roads cross through these villages to provide a good network of roads. Provision has been made for filling in the gaps.
Ga-Masemola	Internal roads	7 (D 6)	Unpaved and paved - Good	Once again the district roads provide a good network but some internal roads have been identified as being necessary. In general the roads are in good condition.
	roads		paved - Good	Houses further away from the paved road.
Schoonoord	Internal	9	Unpaved and	Build mostly along the D4190 but some internal roads need to be upgraded to provide access to the

Apel Cross LCH	Internal roads	3	Unpaved and paved - Good	The district roads cross through this village but additional internal roads is required to provide very good access.
Mogaladi, Mogaladi Ext 3	Only access	1.7	Unpaved	The road passing through Mogaladi is paved but access to Ext 3 of the village need to be upgraded as it is currently not a very good road.
Klipspruit	Only access	1.8	Unpaved	A small village which gains access through Ga-Madiba. Upgrading this road will benefit both theses villages. This is the only access to this village.
Disesane	Only access	1.8	Unpaved and under construction	Final section of this road is currently being upgraded. The rest also needs to be improved as it also provides access to Molapong and Ga-Magolego.
Molapong	Only access	1.5	Unpaved	Also serves as an access to Ga-Magolego. Pipe laying next to the road have narrowed the road significantly but it is predicted that this will be rectified as soon as construction is finished.
Ga-Magolego	Only access	2.1	Unpaved and concrete - Bad	For the most part this road is a concrete path leading up to the village. This footpath does however require maintenance as it has started to break up in some areas. The rest of the road is drivable.
Mashite, Modiketsi, Ga-Maila	District	0.9	Unpaved	This 0.9 km is in addition to the district road already passing through these villages. The current district road is in good condition.
Semahlakole	District	0.7	Unpaved	The road passing through this village is a lower order district road as can be seen on the photos. This road is the only access road to this village so must be upgraded.
Kome	Internal roads	2.5	Unpaved	This is quite a long and narrow village so this road will provide access to the entire village. Currently a very narrow and winding road. The district road nearby have been earmarked to be upgraded.
Ga-Malaka	Internal roads	1 (D 3.8)	Unpaved - Bridge Required	The district road has been earmarked for upgrade by the higher authorities. The 1 km internal road will provide greatly improved access throughout the village.
Vleescboom	Internal roads	1	Unpaved and paved - Good	This village is not indicated on the map but it runs alongside the D4295 near Nebo. The proposed road forms a loop going through the centre of the village.
Glen Cowie	Internal roads	1.2	Unpaved	Well maintained district roads running parallel to each other enclose this village on two sides. The proposed road running through the village will provide a link between these roads.
	District	7.6	Unpaved	The road is in good condition, but might need some maintenance especially near Madibaneng. This is a district road but no plans for upgrading of this road by the higher authorities have been identified.
Kgwaripe	District	0.8	Unpaved	The district road passing through the village is in bad condition but it has been earmarked by the provincial government for upgrading. Currently a paved road pass near the village and this is seen as adequate access.

Sephoto	Only access	0.8 (D 3)	Unpaved	The 0.8 km provides access internal to the village. This is however not in immediate need of an upgrade. The district road has been identified to be in need of an upgrade by the higher authorities.
Ga-Moloi	Internal roads	2.4	Unpaved	Situation is the same as for Glen Cowie. This road will pass through the village and provide a link to the two district roads passing close by.
Ga-Maila-Segolo	Internal roads	1.8 (D 1.5)	Unpaved and paved - Very bad	Currently the provincial road is not in good condition but it has been identified as being in need of a upgrade. The 1.8 km internal road is important as some of the houses are far from the provincial road
Thamagane	Only access	0.8	Unpaved	Important because it is the only access to the village but is currently in good condition.
Maraganeng	Only access	0.6	Unpaved	Village is close to the D 4260 which has been identified to be upgraded to a paved road. This access road shows signs of erosion but it is not yet critical.
Mapitsane	Only access	0.9	Unpaved	Access from the district road. Currently not a well constructed road but for the time being it has an acceptable driving standard.
Mahloloaneng	District	1.2 (D 4.6)	Unpaved	Access to the village is good via Malope but the road deteriorates in the village and is not easily drivable and very winding pass the dam. Upgrading of this section is not seen as critical but must be done in the near future.
Sebetsane, Mathibeng, Dinotsi	District	4.7	Unpaved	No action is required from the local municipality as this road have been identified for upgrading by the provincial government. If this action however take too long to be implemented the state of this road will become critical.
Makhutso	District	4.5	Unpaved	The district road serves the entire length of the village before ending at a reservoir at the end of the village. The current condition is not great however but it still provides an acceptable driving experience.
Malope	Internal roads	2.4	Unpaved	Close to a paved road but the internal roads need to be upgraded as they are currently not in a good condition.
Riverside	Internal roads	2.6	Unpaved	A paved road pass through the centre of the village but good internal roads to provide access to the furthest away houses is not existent.
Thoto	Internal roads	1 (D 2.8)	Unpaved	The 1 km section of internal road pass through mountainous terrain and erosion is a problem. This road has to be upgraded to provide access to a school.
Serageng	District	1.6	Unpaved	The district road nearby have been identified to be upgraded by the higher authorities. Access from that road to this village has a lot of very loose material and erosion will become a problem.
Tshatane	Internal roads	3	Unpaved and under construction	A district road provides access to this village but internal access roads have to be upgraded to provide the link to another adjacent district road.
Polaseng	Only access	3.5	Unpaved	Village is close to a main road. Road have been changed previously due to erosion being a problem.

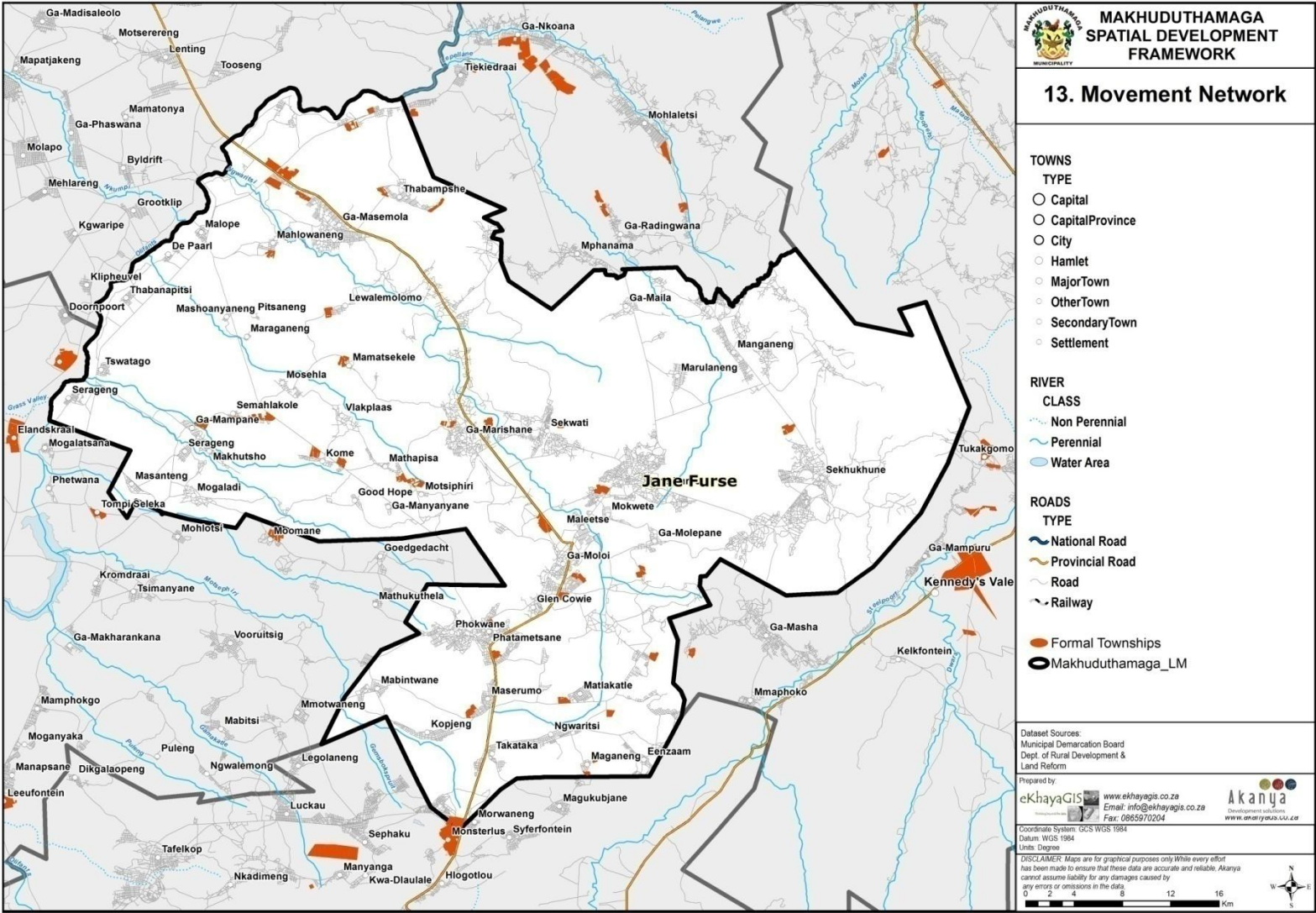
				Currently the road is in good condition.
Kgaruthuthu	Only access	1.1	Unpaved	Road is in good condition and provides an acceptable driving experience.
Ga-Madiba	Internal roads	1.5	Unpaved	Runs along the D 1547 which is a paved road. Additional access must in future be provided to service more of the inhabitants.
Setlaboswane	Internal roads	1.6	Unpaved	Adjacent to a paved road. Internal roads must be constructed to provide better access to the village.
Brooklyn	Internal roads	0.5	Unpaved	Needs additional internal roads to provide complete access to the village.
Hwafeng	District	3	Unpaved and paved - Very bad	Road is in good condition. Some bad sections where previous efforts to pave the road have deteriorated to form a lot of potholes.
Mahlomola	District	0.8 (D 2.7)	Unpaved	District road is in bad condition and must be upgraded along with an internal section to provide internal access to the village.
Mphanama	District	6	Unpaved	Access provided by provincial road which has been identified as one that needs to be upgraded. No further action required by the municipality.
Nkotokwane	Internal roads	0.8	Unpaved	Close to the district road but the internal roads have to be upgraded to provide access to and from the district road.
Matlakatle	Internal roads	1.3 (D 5.9)	Unpaved	Close by district road have been earmarked for upgrading. An internal road will ease the access for the further away houses.
Ramphelane, Tjatane ext 1	Internal roads	3.3	Unpaved	Village is located all along the west of road D 4190 but an internal road is required to run through the centre of the village.
Ga-Masehlaneng	Internal roads	3.5	Unpaved and paved - Bad	Very rocky area. The main road is paved but is severely deteriorated. A district road provides good access to the village but internal roads is in bad condition.
Ga-Machacha	District	4	Unpaved	Gets access via a district road that pass through the village. The current condition is satisfactory but maintenance will have to be done in the future. No additional internal roads are required.
Patantshwane, Patantshwane B, Lekorokorwaneng, Lehlakong, Eensaam, Eensaam LCH	District	18.5	Unpaved	This is an access road to a lot of villages. It is a district road but maintenance needs to be done urgently to fix the couple of bad sections along this road.
Ga-Tisane	District	1.7	Unpaved	Two access via two different district roads. Some bad sections but in general a good driving experience.
Mohwelere	Internal roads	1	Unpaved and paved - Good	Mountainous on the edge of the village. Rest of the roads is winding and very uneven. Paved road pass through the centre of the village.
Mogodi	Internal roads	1	Unpaved	Internal road will provide access to the houses furthest away from the district road. This district road has been identified as one that needs upgrading.

Maseshegoane	Internal roads	0.7	Unpaved	Village is linked to Ga-Machacha via a small road. This road needs to be upgraded to provide an acceptable access road.
Ga- Mashabela	Internal roads	1	Unpaved	Close to a paved road. Very rocky internal roads that must be upgraded to provide access to the furthest houses.
Manganeng	Internal roads	1.3	Unpaved	A well maintained district road provides access to most of the village. Some internal roads need to be upgraded to provide the subserviced households.
Thabeng	Internal roads	2.6	Unpaved	The district road passing close by has been earmarked for upgrading by the higher authorities. Internal access needs to be upgraded as it is currently limited to a narrow road.
Sebetha	Internal roads	1.5 (D 2.1)	Unpaved and paved - Good	A small section of the road needs to be upgraded urgently, but the rest is in good condition and need not be upgraded in the near future.
Mampe	Internal roads	0.3	Unpaved	Only a short non critical section of road needs to be upgraded to provide access for the inhabitants of this village.
Masanteng	Internal roads	1.7	Unpaved	On one side the village is bordered by a well maintained district road. The upgrading of the ring road currently situated within the village will provide good access.
Lobethal	District	2	Unpaved	The current access is via a district road. The road is in good condition and no urgent upgrading or maintenance is required.
Sehuswane	District	2.4	Unpaved	Also serves as an access to Semahlakole. Currently the road is in good condition.
Ga-Mampane	District	0.9	Unpaved	This small section of the district road is sufficient to provide access to the village. It is also key to providing access for Makhutso.
Mamatjekele	District	1.2	Unpaved and paved - Average	The district road has been paved inside the village. This paved road needs maintenance as potholes are forming on the surface. The approach from either side is in good condition.
Mare	District	2.8	Unpaved	The road leading up to this village has been earmarked for upgrade by the provincial government so no further action is required.
Zoetvelden	Internal roads	1.1	Unpaved	Access from the district road is in good condition. Minor upkeep and maintenance required.
Manotou	Internal roads	0.9 (D 3.8)	Unpaved	The district road has been identified by provincial government for upgrading. The internal road is not a necessity but will provide better access
Thabampshe	Internal roads	2 (D 5.8)	Unpaved	This village requires an upgraded internal road to provide access to some of the furthest houses. Currently only a limited number of the inhabitants are served by a district road.
Mangwanyane	Internal roads	1.8	Unpaved	The internal road is almost impassible at present. This road needs to be upgraded for ease of movement but the close by district road has been earmarked to be

				upgraded.
Mokwete	District	3	Unpaved	A very good district road that also serves Ga-Molepane. No immediate action required.
Ga-Molepane	District	4.2	Unpaved	A very good district road that also serves Ga-Molepane. No immediate action required.
Magolapong, Ga Maloa, Phushulang	District	11	Unpaved	A very good road connecting all this villages to the paved roads. As they are building along the road no internal access is required.
Kutupu	District	1 (D 9.6)	Unpaved and paved - Good	Serviced by a paved road from Mabintwane's side. The unpaved section is also good and no further roads are required. This is a district road.
Ngwaritsi	District	4	Unpaved	From the one side the road is paved and from the other side it has been earmarked for an upgrade. This road provides sufficient access to this village.
Moomane North	District	3.3	Unpaved	The district road is still in a fairly good condition and it has been identified as one of the roads to be upgraded by the provincial government. No internal access road is required at this stage.
Sekwati	Internal roads	4.5	Unpaved and paved - Good	This village is served by a network of district roads passing through it. An additional 4.5 km of internal roads will fill in the gaps. This is however only necessary for future planning.
Krokodel Heuwel	Internal roads	2.2 (D 3.4)	Unpaved	The internal road will complete the distribution network of this village. The current district roads are in good condition.
Greenside	Internal roads	0.6 (D 2.3)	Unpaved	The district road is of acceptable standard. The internal road has a lot of surface water running on the road even in the dry season and special care must be taken to handle this water.
Glen Cowie Ext 2	Internal roads	1.1	Unpaved and paved - Average	Enclosed by district roads on two sides and a very good internal road on a third. Internal roads might need to be constructed in future.
Molebeledi	Internal roads	2.2 (D 2.5)	Unpaved	This is a longitudinal village which has a acceptable internal road network. This road must however be maintained to keep on providing this level of access.
Maserumule Park, Nebo	Internal roads	3	Unpaved and paved - Good	Have been identified as a growth point in the area. A limited network of paved roads exists but it has to be completed by upgrading the internal roads.
Dikatone	Internal roads	0.8 (D 2.5)	Unpaved	Very good district road pass through the village but an internal road is required to provide access to the further away houses.
Thabanapitsi	Internal roads	1 (D 2.9)	Unpaved	Good access provided by the district roads. A internal road will provide complete and easy access to the entire village.
Makgwabe	District	1.7	Unpaved	Serviced by two district roads which are in good condition. This village and De Paarl can be seen as one village
De Paarl	District	1.9	Unpaved	Serviced by two district roads which are in good condition. This village and De Paarl can be seen as one

				village
Vlakplaas A	Internal roads	1.5	Unpaved	Village is close to a paved provincial road and internal roads are acceptable but an improvement will increase the living standard of inhabitants.
Vlakplaas B	Internal roads	0.5	Unpaved	Village is close to a paved provincial road and internal roads are acceptable but an improvement will increase the living standard of inhabitants.
Tswaing	Internal roads	1.9	Unpaved	Village is close to a paved provincial road and internal roads are acceptable but an improvement will increase the living standard of inhabitants
Moswanyaneng	Internal roads	0.7 (D 5.9)	Unpaved	Road in good condition with scattered bad sections
Glen Cowie Ext 1	Internal roads	2.2	Blocks - Need cleaning	A paving block ring road exists within the village but maintenance needs to be done as unwanted material have ingresses from the side of the road.
Marulaneng	Internal roads	2 (D 2.6)	Unpaved	This village is serviced by two district roads which are in acceptable condition. Internal roads are not critical but it will provide better access through the village.
Setebong	District	2.5	Unpaved	One or two bad sections are present on this district road but in general the road is in very good condition.
Mathapisa	District	1.5	Unpaved	This road is currently in good condition and it has been identified to be upgraded by the higher authorities. No action is required from the local municipality.
Phelindaba	Internal roads	1.9	Unpaved	A district road which is in very good condition passes through the village. An internal road has been identified for upgrade but it is not at all critical.
Dihlabeng	Only access	1.6	Unpaved	This village has been abandoned some time back. No population remains in this area. The road is only used by people looking to gather fire wood.
<b>TOTAL KMS</b>		<b>322,69 KMS</b>	<b>Unpaved</b>	

Source: MLM Road Master Plan, 2014



Makhuduthamaga Local Municipality roads priority list as per District and Provincial list

Priority no:	Road no.	Type of maintenance required	Road particulars	District	Local	Wards	Growth point
Major access roads							

1	D4260	Upgrading from gravel to tar	Malope to Phokoane	SDM	MLM	29,31,24,03	Phokoane/Apel Cross
2	D4280	Upgrading from gravel to tar	Glen Cowie via Thoto via Eensaam join Leeukraal	SDM	MLM	09,06,07,05	Phokoane
3	D4225	Upgrading from gravel to tar	Madibong to Manganeng	SDM	MLM	19,17,23	Schoonoord/Jane Furse
4	D4251	Upgrading from gravel to tar	Mashabela-Mphanama	SDM	MLM	25	Apel Cross
5	D4263	Upgrading from gravel to tar	Phaahla to Masehlaneng	SDM	MLM	24	Apel Cross

#### Minor access roads

1	D4233	Upgrading from gravel to tar	Moela-Kgopane	SDM	MLM	14	Schoonoord
2	D4232	Upgrading from gravel to tar	Mabule	SDM	MLM	14	Schoonoord
3	D4264	Upgrading from gravel to tar	Mathapisa road to Vlakplaas to Masehlaneng	SDM	MLM	26,24,31	Apel Cross
4	D4271	Upgrading from gravel to tar	Ga-Moloi to Phokoane	SDM	MLM	29,31,24,03	Phokoane/Jane Furse
5	D4255	Upgrading from gravel to tar	Thabampshe cross to Mahubitswane	SDM	MLM	27,28	Apel Cross

#### Preventative

1	D4253	Preventative	Access road to Masemola Clinic	SDM	MLM	27,28	Apel Cross
2	D2219	Preventative	Phokoane to Tshehlwaneng	SDM	MLM	03,05,09,0	Jane Furse/Phokoane

3	D4295	Preventative	Phokoane to Moratiwa	SDM	MLM	03,05,04,0	Phokoane
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**Source: MLM Roads Priority list, 2015**

### **Road network**

The total road network in Makhuduthamaga is estimated at nearly 452 km which include both provincial and local roads.

### **Makhuduthamaga local municipality roads and storm water drainage**

<b>MLM</b>	<b>Households</b>	<b>Backlog</b>
	65 217	76 Bridges needed to improve mobility and accessibility for villagers
		255,49 Kms of MLM roads not paved or tarred

**Source: MLM Road Master Plan**

### **Strategic Road Network and Hierarchy**

<b>Strategic Road Network and Hierarchy</b>	<b>Description of Road Class</b>
Provincial road R579	Primary provincial arterial
Arterial routes  Road: D4280,D4379,DD4250,D4200,2219	<p>Primary arterial routes providing vehicular mobility with limited off street access. These roads are generally the ring roads around districts providing external circulation but can also traverse the district itself</p> <ul style="list-style-type: none"> <li>○ Facilitates regional mobility of traffic</li> <li>○ Characterised by regional route continuity</li> <li>○ Generally, the nature of these roads would not allow the construction of lay-bys or other public transport facilities. In rural areas like MLM these routes should also have a public transport role.</li> </ul> <p>However, a thoroughly assessed and traffic impact analysis should be undertaken where the need for a lay-by or public transport facility has been identified especially rural and peri-urban areas</p>
Distributor and collector routes  Roads:D4225,D4287,D4370,D4285,	Minor arterial road /collector road serving as internal vehicular circulation road within the municipal area

Strategic Road Network and Hierarchy	Description of Road Class
D4280,D4254,D4217,D4350,D4267	<ul style="list-style-type: none"> <li>○ Primary arterial routes providing vehicular mobility with limited off street access</li> <li>○ These roads serve a municipal /regional mobility function- connecting places of importance throughout the municipality and linking to the wider region</li> <li>○ Generally, the nature of these roads would allow the construction of lay-bys or other public transport facilities</li> <li>○ Facilitates long distance traffic mobility</li> </ul>
Internal roads: Collector and streets	<p>There is currently a weak internal road hierarchy. The informal nature of most of the villages makes it very difficult to development an appropriate hierarchy. The SDF will provide proposals and guidelines but detail transport and movement studies will have to be done. At local level there are no street names which further complicate the matter.</p> <p>Local collector roads serve as public transport routes and major pedestrians routes. As a minimum, taxi pick up and drop off points need to be provided.</p>

**Source: MLM Reviewed SDF 2016**

Challenges		Action
The high cost of tarring of roads	X	Investigate alternative to tarring of roads
Grading of internal access roads( streets)	X	Make financial provision for grading of internal roads
Construction of bridges	X	
Budgetary constraints	X	Identify potential funders for roads infrastructure
High storm water drainage backlog	X	Include Storm water projects in MIG and ES projects and on all new roads projects

### **3.3.6 Public Transport**

The Department of Transport, Safety and Liaison is the Public Transport Authority. The Sekhukhune District Municipality helps in respect of transport planning. The major public transport services are bus and taxi operations. The bus industry is weakened as a result of insufficient government funding and internal management capacities. The taxi industry is well established. The Municipality has several Taxis Associations operating within the municipal area.

In the past five years, the Department has never approved any additional trips to operators owing to financial constraints experienced by the Department. This has resulted in high overloading pressures in the District. Bus Operators in these areas continue to operate additional unsubsidized trips to ease the overload burden and going forward this has a potential to collapse the entire bus transport system should the operators decide to withdraw all the trips whose operational costs they continue to cushion without any assistance from the government. Additional subsidy is required in this regard as a matter of urgency to address all the gaps identified and historical disparities.

The Great North Transport, Sekhukhune Express and Thembaletu are the only bus operators within Makhuduthamaga municipal area with conventional fixed routes and a fixed schedule system that provides passengers with public transport to work in the morning and back home in the evening

The Municipality through its Community Service department facilitated the granting of Operating Certificate to Operators of Meter Taxis to Jane Furse Maxi Taxi Association that operated in Jane Furse.

Unregulated and influx of Mini taxis operating as metered taxis within Jane Furse area are posing a threat to road users as majority of them are not road-worthy. The Municipality, SAPS and the Department together with organised meter taxis in the area are doing everything in their power to address the challenge.

Provincial roads that are found within Makhuduthamaga municipal area are R579 that runs from Jane Furse to Stofberg and the R555 that run from Jane Furse to Burgersfort.

### **Integrated Transport Plans**

It is a requirement in terms of the National Land Transport Act 2009 that municipalities develop Integrated Transport Plans (ITPs). In the absence of ITP's it is difficult to consider applications for public transport operating licenses hence the Department decided to assist municipalities with the development of ITP's for the growth points in the province. The Makhuduthamaga local municipality has a Draft Integrated Transport Plan which indicates that the municipality has one mode of transport found in the area, viz, road transport.

### Public Transport Conflicts:

There is a high demand for new operating licenses by registered members and aspirant operators alike resulting in an increased number of new applications for the registration of new taxi associations. Most of the conflicts are fuelled by individuals operating without operating licenses.

### Road Safety

Concerted enforcement and educational campaigns in the Province managed to reduce fatalities with 31.8% during the financial year 2012/13. Speeding remains the highest contributory factor (60%) to possible causes of accidents in the Province which poses a major challenge to the Department. For further reduction of the accidents there will be a need to implement fixed speed enforcement cameras at certain strategic areas.

From 2009 the number of fatalities decreased annually. Though the number of fatalities decreases the number of road accidents increased drastically. This is linked to the increase in vehicle population yearly.

### Limpopo Vehicle Population & Traffic Law Enforcement Officers

Authority	Capricorn	Mopani	Sekhukhune	Vhembe	Waterberg	Head Office	Sub-Total
Provincial	220	156	107	210	210	23	926
Municipal	105	46	48	65	64	0	328
Total	325	202	155	275	274	23	1 254

Source: Department of Security, Safety and Liaison 2016

### Taxi ranks in the Makhuduthamaga municipal area and their state of infrastructure

Name of Taxi Rank	Ward	Village where rank stationed	State of infrastructure
1.Jane Furse	18	Dichoeung	Has Shelter, loading bays, toilets, paved, skip and mast lights. No seating facilities and water
2.Jane Furse Plaza	18	Vergelegen C	Has Shelter, loading bays, toilets, paved, skip, and water and mast lights. No seating facilities
3.Schoonoord	14	Schoonoord	Has Shelter, loading bays, paved, skip and mast lights. No seating facilities, toilets and water

4.Phokoane	03	Phokoane	Has loading bay, paved and skip. No seating facilities,water,shelter
5.Vierfonten	04	Vierfontein	Has Shelter, loading bays, paved, skip and mast light. No seating facilities, toilets and water
6.Masemola	28	Apel Cross	Has Shelter, loading bays, paved, skip, toilets and water and mast light. No seating facilities
7.Moratiwa Plaza	01	Moratiwa Crossing	Informal. No shelter, loading bay, water and toilets
8.Tshehlwaneng	13	Tshehlwaneng	Informal. Has mast light and skip. No shelter, loading bay, water and toilets.
9.Malegale	22	Malegale	Informal. Has a Mast light and skip No shelter, loading bay, water and toilets
10.New Jane Furse Hospital	20	Mashishing	Informal. Has skip. No shelter, loading bay, water and toilets
11.Glen Cowie	09	Malaka Cross	Informal. Has a mast light and skip. No shelter, loading bays, water and toilets
12.Marishane	26	Mapurunyane Cross	Informal. Has mast lights and skip. No shelter, loading bays, water and toilets
13.Maserumole Park	05	Maserumule Park	Informal. Has skip. No mast lights, shelter, loading bays, water and toilets
14.Mphanama Cross	25	Mphanama	Informal. Has skip. No mast lights, shelter, loading bays, water and toilets
15.Mampane	31	Mampane	Informal. Has skip. No mast lights, shelter, loading bays, water and toilets
16.Mogaladi	30	Mogaladi	Informal. Has skip. No mast lights, shelter, loading bays, water and toilets
17.Thabampshe Cross	28	Thabampshe	Informal. Has skip. No mast lights, shelter, loading bays, water and toilets

**Source: MLM 2016**

The Provincial and District road network is currently the responsibility of the Roads Agency Limpopo (RAL) and the Department of Public Works, Roads and Transport (Limpopo). The RAL utilise the Road Management System (RMS) as a tool for assisting with road network management.

Challenge		Action
Taxis fighting for the use of certain routes	X	Municipality public safety must organise meetings
Regulation and control of meter taxis around Jane Furse	X	Ensure proper control of meter taxis
Poor roads infrastructure	X	Develop and implement road infrastructure maintenance plan
Traffic congestion in Jane Furse	X	Two alternative roads built during the 2013/14-2014/20
No transport facilities in some parts of the municipality	X	To negotiate with taxi associations and bus companies to provide transport
Lack of public transport in some areas due to poor roads infrastructure	X	To engage DoRT to tar roads that belongs to the department

### 3.3.7 Free Basic Services

The Sekhukhune District Municipality (SDM) is implementing FBW. The process began by compiling the indigent registers and development of indigent policy. The District also had yard connections of water in some areas within MLM in order that the households whose monthly income is beyond R 1 600 can pay for the services while those below qualify for 6 kilolitres of water free of charge every month. This service, however, never took off due to delays by authority to develop relevant by-laws. To date, all households with yard connections regardless of their indigent status get Free Basic Water.

Sanitation service is also provided free to all households by Sekhukhune District Municipality.

The MLM provides Free Basic Electricity (FBE) .The number of households that receive FBE is **8102** to date.

**1 639 households in Makhuduthamaga receive free refuse removal** service through pilot project. The programme ensures that every household within the collection area i.e. Jane Furse, Phokoane, Glen Cowie and Schoonoord gets its refuse removed once per week without.

### 3.3.8 Housing / Integrated Human Settlements

The responsibility for Housing is that of Human Settlements in the Departments of CoGHSTA. The municipality gets allocation of houses from CoGHSTA and is only required to identify and submit the names of beneficiaries. The Department is responsible for the implementation of the

projects. It has a Draft Housing Sector Plan and will be adopted during the 2017/18 financial year. All the housing stock is located within a rural setting made up of traditional authority settlements. The character of the area is viewed as rural even where some form of settlement formalization processes has been implemented. Informal dwelling / shacks need some attention although it is not a major problem.

Number of RDP housing units constructed

Municipality	Financial year		
	2014-2015	2015-2016	2016-2017
Makhuduthamaga	0	449	201

Source: CoGHSTA, Human Settlement, 2017

Number of RDP housing units planned

Municipality	Financial year		
	2017-2018	2018-2019	2019-2020
Makhuduthamaga	418	448	473

Source: CoGHSTA, Human Settlement, 2017

Makhuduthamaga local municipality housing backlog

MLM	Households	Backlog
	65 217	6 908

Source: MLM 2017

**Table: EA type by population group of head of the household**

	Black African	Coloured	Indian or Asian	White	Other	Unspecified
LIM473: MLM						
Formal residential	1 388	2	1	0	5	0
Informal	0	0	0	0	0	0

residential						
Traditional residential	62 769	17	78	48	86	0
Farms	0	0	0	0	0	0
Parks and recreation	0	0	0	0	0	0
Collective living quarters	86	1	3	0	0	0
Industrial	0	0	0	0	0	0
Small holdings	0	0	0	0	0	0
Vacant	731	0	0	1	0	0
Commercial	0	0	0	0	0	0

Source: Census 2011

**Table: Number of rooms by population group of head of the household**

	Black African	Coloured	Indian or Asian	White	Other	Unspecified
1	3 727	4	11	3	19	0
2	4 738	5	17	2	25	0
3	6 515	2	13	6	19	0
4	10 583	1	14	6	5	0
5	10 610	1	7	12	8	0
6	10 986	2	9	5	5	0
7	8 156	4	2	4	4	0
8	4 911	0	4	3	2	0
9	2 458	1	2	4	2	0

10	1 137	0	0	1	0	0
11	562	0	1	3	0	0
12	316	0	1	0	0	0
13	125	0	0	0	0	0
14	69	0	0	0	0	0
15	34	0	0	0	0	0
16	14	0	0	0	0	0
17	10	0	0	0	0	0
18	6	0	0	0	0	0
19	4	0	0	0	0	0
20	12	0	0	0	0	0
21	0	0	0	0	0	0

Source: Census 2011

**Table: MLM type of main dwelling and Population group of head of household**

	Black African	Coloured	Indian or Asian	White	Other	Unspecified
LIM473: MLM						
House or brick/concrete block structure on a separate stand or yard or on a farm	57 538	17	69	38	83	-
Traditional dwelling/hut/structure made of traditional materials	2 810	-	3	6	-	-
Flat or apartment in a block of flats	205	-	2	1	-	-
Cluster house in complex	26	-	-	-	-	-
Townhouse (semi-detached house in a complex)	16	-	-	-	-	-
Semi-detached house	31	-	1	-	1	-

House/flat/room in backyard	302	1	4	1	1	-
Informal dwelling (shack; in backyard)	1 475	-	1	-	1	-
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	1 919	-	-	1	1	-
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	404	1	-	-	1	-
Caravan/tent	28	-	-	-	1	-
Other	222	1	2	1	-	-

Source: Census 2011

Most houses in the municipality are situated on separate stands and this indicates potential for future formalization and upgrading. Enormous housing backlogs building up at urban areas due to influx of people to these areas resulting in large numbers of informal dwellings / shacks in backyards and an open land. Due to envisaged development in Jane Furse proper housing plan needs to be developed.

Number of incomplete houses in Makhuduthamaga

<b>Municipality</b>	<b>Current number of incomplete houses</b>
Makhuduthamaga	2012/13- 0
	2013/14 - 0
	2014/15- 3 W/P (3 houses)
	2015/16- 43 FND , 67 W/P

Source: CoGHSTA, Human Settlement, 2017

### MLM Housing Priority List

<b>Ward no</b>	<b>Village</b>
08	Brooklyn
30	Mogaladi
31	Eenkantaan
15	Ga -Magolego
20	Tisane/Lobethal

11	Vergelegen A
07	Mantlhanyane
30	Setlaboswane
17	Mashite
20	Mamoshalela
08	Caprive
31	Vlakplaas
23	Marulaneng
08	Uitkyk Mochadi
30	Serageng
30	Masanteng
29	Makgwabe
30	Legotong
22	Matolokwaneng
07	Dikatone
31	Makhutso
31	Motseleope
15	Tswele
07	Setebong
30	Kolokotela
29	Mphane
19	Madibong
21	Mashishing
25	Mohwelere
21	Mohlala

29	Pitjaneng
21	Kgoloko
11	Mokwete
21	Vergelegen C
24	Masehlaneng
Total	

Source: MLM 2013

CHALLENGES		ACTION PLAN
Incomplete houses within the municipality	X	Request the Department to complete all suspended/ incomplete housing projects
Slow housing delivery which is caused by shortage of funding	X	Submit annual plans and backlogs to Provincial Human Settlements Department to increase funding
Lack of necessary infrastructural services such as water, sanitation and roads.	X	Plan for infrastructure services in consultation with District Municipality
No adequate land within MLM municipal area belonging to the municipality and some of the land that belongs to other spheres of government are subject to land claim	X	Acquire more land for housing development
Lacking of consumer education for housing matters	X	Request provincial Department to provide consumer education
Community dynamics delay project implementation	X	Enhance community participation efforts

The pace at which RDP housing is moving coupled with incomplete and substandard quality constructed RDP houses makes it difficult to confidently forecast that housing target can be achieved in Makhuduthamaga by 2024.

### 3.3.9 Social grants

#### State of infrastructure in Pay points within Makhuduthamaga Local Municipality

No. of pay points Existing 2013/14 with/without buildings respectively	Backlogs on Pay points	Basic services Supplied for each pay point(e.g. YES/NO)
117 Pay points  With buildings=20  Without =97	No backlogs	Yes=20  No=97

Source: SASSA 2015

#### Statistics on grant beneficiaries

O/A	D/G	W/V	COM	GIA	FCG BEN	FCG chil	CDG BEN	CDG CHIL	CSG BEN	CSG CHIL	BENEFI	CHILDREN
28877	5691	0	40	287	2633	3942	805	868	50332	100233	88665	105043

Source: SASSA 2015

#### Facilities for vulnerable groups in Makhuduthamaga

Number of old age homes	Number of Drop Centres	Number of Children's Homes (CYCC)	Number of Disability Centres	Number of Women Safe House Centre	Number of Home Based Cares
0	07	0	03	0	05

Source: Department of Social Development 2015

#### Number of individuals benefitting from Social Relief Programmes:

Makhuduthamaga Food parcels beneficiaries	Number
	260

Source: Department of Social Development, 2015

#### Infrastructure

Makhuduthamaga has 111 service points (Pay points) whereby community members can access social grants on monthly basis. It has 6 permanent and 4 temporary offices whereby applications for grants and other services can be made

CHALLENGES		ACTION
Limited funds to address shelter, access roads and water at pay points	X	Collaborate with Department of Social Development, SASSA, NGO and CBOs to address the identified challenges

### 3.3.10 Education

#### The strategic goals of Department of Basic Education

- Improved delivery of quality education
- Improved capacity of the department to support delivery of quality education

#### Summary of Norms and Standards

- Ratio of Teacher Learner: Primary: 1:40: Secondary: 1:35
- Total walking distance to and from may not exceed 10km
- Learners who reside outside the determined radius may be provided with transport.
- Every learner has access to minimum set of text books

The Municipality has established a Bursary Fund to assist youth from disadvantage families to study at Tertiary level. The Makhuduthamaga Municipal Council during the 2009/10 financial year resolved to fund students who will pursue their studies in Infrastructure/ Engineering Development, Planning or Finance to address the skills gap within Makhuduthamaga. Twenty three students are recently on Municipal Bursary Fund i.e. seventeen (17) in second year while six (6) are in the first year.

#### 3.3.10.1 Early Childhood Development

##### State of Early childhood Development (ECD) / Crèches within Makhuduthamaga Municipal area

Number of ECD	Registered ECD	Unregistered ECD	Funded ECD
201	155	46	105

Source: Department of Education Sekhukhune District 2016

#### Challenges with regard to ECDs

- a) Mushrooming of ECD sites
- b) Lack and poor infrastructure
- c) High illiteracy rate

### 3.3.10.2. Schools in Makhuduthamaga

Number of schools in Makhuduthamaga

Municipality	Secondary	Primary	Combined	Private	Special
	115 schools	195 schools	4 schools	03	04

Source: Department of Education 2017

Number of current teachers and learners per municipalities in Sekhukhune

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
<b>Total</b>	<b>930</b>	<b>11854</b>	<b>386648</b>	<b>1:33</b>

Matric pass rate in Sekhukhune Municipalities

Municipality	2014 pass rate	2015 pass rate	2016 pass rate
Fetakgomo	62.4	55.5	50.6
Greater Tubatse	64.4	53.3	47.2
Ephraim Mogale	64.1	55.9	48.8
Elias Motsoaledi	66.8	56.9	55.6
Makhuduthamaga	61.8	59.0	53.8
<b>Total</b>	<b>63.9</b>	<b>55.0</b>	<b>51.8</b>

Matric targeted pass rate per municipalities in Sekhukhune

Municipality	2018	2019	2020
Fetakgomo/ Tubatse	70%	75%	80%
Ephraim Mogale	70%	75%	80%
Elias Motsoaledi	75%	80%	85%
Makhuduthamaga	75%	80%	85%
<b>Total</b>	<b>72%</b>	<b>78%</b>	<b>85%</b>

Public School per quintile in MLM

Quintile 1	Quintile 2	Quintile 3	Quintile 4	Quintile 5
273	39	02	03	01

Source: Department of Education 2017

Number of class rooms planned for construction in Sekhukhune Municipalities

<b>Municipality</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
Fetakgomo/ Tubatse	14	103	82
Ephraim Mogale	10	21	12
Elias Motsoaledi	09	45	40
Makhuduthamaga	21	66	59
<b>Total</b>	<b>54</b>	<b>235</b>	<b>193</b>

Current backlogs to school infrastructure (buildings)

<b>Municipality</b>	<b>2017/2018</b>
Fetakgomo/ Tubatse	14
Ephraim Mogale	10
Elias Motsoaledi	09
Makhuduthamaga	21
<b>Total</b>	<b>54</b>

Source: Department of Education Limpopo 2016

Names of schools needing infrastructure

<b>Municipality</b>	<b>2017/2018</b>
Fetakgomo/ Tubatse	82
Ephraim Mogale	12
Elias Motsoaledi	40
Makhuduthamaga	59
<b>Total</b>	<b>193</b>

Current condition of road access to schools

<b>Municipality</b>	<b>Good, fair or bad (choose)</b>
Fetakgomo/ Tubatse	Fair
Ephraim Mogale	Fair
Elias Motsoaledi	Fair
Makhuduthamaga	Fair

Current provision of basic services to schools (water, sanitation, electricity).

<b>Municipality</b>	<b>Good, fair or bad (choose)</b>
Fetakgomo/ Tubatse	Fair
Ephraim Mogale	Fair
Elias Motsoaledi	Fair
Makhuduthamaga	Fair

**Table:MLM Education Profile**

	Black African	Coloured	Indian or Asian	White	Other
LIM473: MLM					
Male					
Grade 0	6 331	1	6	0	3
Grade 1 / Sub A	4 919	3	1	2	1
Grade 2 / Sub B	4 629	2	1	3	2
Grade 3 / Std 1/ABET 1Kha Ri Gude;SANLI	4 947	1	5	3	3
Grade 4 / Std 2	5 282	0	2	0	4
Grade 5 / Std 3/ABET 2	5 126	0	9	3	1
Grade 6 / Std 4	5 489	1	3	5	8
Grade 7 / Std 5/ ABET 3	6 075	1	9	1	10
Grade 8 / Std 6 / Form 1	8 238	4	23	3	9
Grade 9 / Std 7 / Form 2/ ABET 4	7 969	1	13	0	12
Grade 10 / Std 8 / Form 3	9 343	2	25	7	13
Grade 11 / Std 9 / Form 4	8 425	3	11	3	22
Grade 12 / Std 10 / Form 5	10 753	6	68	7	27

NTC I / N1/ NIC/ V Level 2	87	0	0	1	0
NTC II / N2/ NIC/ V Level 3	96	0	0	1	0
NTC III /N3/ NIC/ V Level 4	116	0	1	0	0
N4 / NTC 4	101	0	0	2	0
N5 /NTC 5	93	0	0	1	0
N6 / NTC 6	171	0	1	0	0
Certificate with less than Grade 12 / Std 10	68	0	0	0	0
Diploma with less than Grade 12 / Std 10	72	0	0	0	1
Certificate with Grade 12 / Std 10	339	0	0	1	0
Diploma with Grade 12 / Std 10	675	2	1	0	1
Higher Diploma	601	1	3	1	0
Post Higher Diploma Masters; Doctoral Diploma	108	0	1	0	0
Bachelors Degree	386	0	8	0	0
Bachelors Degree and Post graduate Diploma	159	0	1	0	0
Honours degree	208	0	5	0	1
Higher Degree Masters / PhD	115	0	1	1	0
Other	83	0	1	0	0
No schooling	10 077	1	3	3	17
Unspecified	0	0	0	0	0
Not applicable	19 715	19	17	17	13
Female					
Grade 0	6 317	2	1	1	1

Grade 1 / Sub A	4 976	3	3	3	2
Grade 2 / Sub B	4 789	1	2	1	0
Grade 3 / Std 1/ABET 1Kha Ri Gude;SANLI	5 177	1	6	1	0
Grade 4 / Std 2	5 178	0	6	1	1
Grade 5 / Std 3/ABET 2	5 166	0	4	2	1
Grade 6 / Std 4	5 283	2	2	1	2
Grade 7 / Std 5/ ABET 3	6 249	2	3	3	4
Grade 8 / Std 6 / Form 1	8 011	2	5	2	3
Grade 9 / Std 7 / Form 2/ ABET 4	8 517	2	9	2	5
Grade 10 / Std 8 / Form 3	12 031	1	9	9	6
Grade 11 / Std 9 / Form 4	13 970	3	15	5	11
Grade 12 / Std 10 / Form 5	18 875	3	15	15	5
NTC I / N1/ NIC/ V Level 2	82	0	0	0	0
NTC II / N2/ NIC/ V Level 3	88	0	0	0	0
NTC III /N3/ NIC/ V Level 4	130	1	0	0	0
N4 / NTC 4	125	1	0	0	0
N5 /NTC 5	140	0	0	0	0
N6 / NTC 6	256	0	0	0	0
Certificate with less than Grade 12 / Std 10	100	0	0	1	0
Diploma with less than Grade 12 / Std 10	124	0	0	0	0
Certificate with Grade 12 / Std 10	664	0	1	0	0
Diploma with Grade 12 / Std 10	1 168	0	0	0	0
Higher Diploma	1 071	1	0	0	0

Post Higher Diploma Masters; Doctoral Diploma	138	0	1	0	0
Bachelors Degree	485	0	0	3	0
Bachelors Degree and Post graduate Diploma	192	0	2	0	0
Honours degree	283	0	0	1	0
Higher Degree Masters / PhD	89	0	0	0	0
Other	99	0	0	0	0
No schooling	23 421	5	4	15	4
Unspecified	0	0	0	0	0
Not applicable	19 576	26	16	18	

Source: Census 2011

Table:MLM 2011 highest level of education grouped, gender and population group

	Black African	Coloured	Indian or Asian	White	Other
LIM473: Makhuduthamaga					
Male					
No schooling	10 077	1	3	3	17
Some primary	36 723	9	28	17	23
Completed primary	6 075	1	9	1	10
Some secondary	34 297	11	72	15	57
Grade 12/Std 10	10 753	6	68	7	27
Higher	3 072	3	22	6	2
Other	-	-	-	-	-
Unspecified	83	-	1	-	-

Not applicable	19 715	19	17	17	13
Female					
No schooling	23 421	5	4	15	4
Some primary	36 885	10	26	11	8
Completed primary	6 249	2	3	3	4
Some secondary	42 924	9	38	19	25
Grade 12/Std 10	18 875	3	15	15	5
Higher	4 741	3	4	4	-
Other	-	-	-	-	-
Unspecified	99	-	-	-	-
Not applicable	19 576	26	16	18	7

Source: Census 2011

Census 2011 by municipalities, school attendance, gender and population group						
	Black African	Coloured	Indian or Asian	White	Other	Unspecified
LIM473: MLM						
Male						
Yes	53 829	15	36	16	13	-
No	45 351	15	168	33	123	-
Do not know	48	-	-	-	-	-
Unspecified	1 852	-	-	1	-	-
Not applicable	19 715	19	17	17	13	-
Female						
Yes	51 752	12	31	19	3	-
No	78 380	20	52	45	44	-

Do not know	96	-	-	-	-	-
Unspecified	2 965	-	7	3	-	-
Not applicable	19 576	26	16	18	7	

Source: Census 2011

CHALLENGES		ACTION
Development and support of Early Childhood development.	X	Develop ECD policy and establish ECD Forum
Delivery of basic services like sanitation, water and electricity to schools.	X	Liaise with DoE and SDM for the provision of services
Lack of effective literacy campaigns and ABET Centres to reduce illiteracy level.	X	Liaise with DoE
Lack of learner ships and bursary schemes for students.	X	Establish a new Bursary Committee and award Bursaries to deserving students as per policy
Lack of tertiary institutions within Makhuduthamaga make percentage of people with post Matric qualifications very low.	X	Negotiate with tertiary institutions to establish satellite centres within MLM
Poor access roads to school that hampers Scholar Transport-Transportation, National School Nutrition-deliveries , and Monitoring	x	Municipality to prioritise maintenance and tarring of roads to schools

### 3.3.11 Health facilities and services

#### Access to health services as per norms and standards

Health facility	Radius distance in kilometers
Access to hospitals	50km radius
Access to clinics	5km walking distance
Access to Mobile	+10km from clinic

Source: Department of Health 2017

Provision of health services within Makhuduthamaga is not satisfactory. This view derives from generally low levels of services combined with poor health infrastructure. Makhuduthamaga has only two public hospitals i.e. Jane Furse and St Rita's hospitals, 21 clinics and 45 mobile clinic service points

#### Health facility Profile for the Municipality

Number of existing Hospitals	Number of existing Clinics	Number of existing mobile clinics	Number of Private hospitals
2	21	45	0

Source: Department of Health Limpopo 2017

Availability of mobile clinics and their frequency of visits

Municipality	Number of mobile clinics	Total number of points	Frequency of visits/availability
Makhuduthamaga	4 teams+ 1 sub team	50	22 weekly visit 27 bi-weekly visit 1 monthly visit

Source: Department of Health Limpopo 2017

#### Facilities Constructed from 2012/13-2014/15 within the Municipal area

Municipality	Hospitals Constructed			Clinics Constructed		
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/2015
MLM	0	0	0	Marulaneng	Jane Furse Gateway clinic, Mamone	0

Source: Department of Health Limpopo 2016

#### Backlogs of clinics as per norms and standards

Municipality	Backlog
Makhuduthamaga	1.Mamakgosefoka
	2.Maila Mapitsane
	3.Hoeperkrans
	2.Madibaneng
	3.Molepane –Mokwete clinic

Source: Department of Health Limpopo 2017

#### Number of clinics planned

<b>Municipality</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
Makhuduthamaga	1(Mamokgasefoka)	Madibaneng-Malegale-Tjatane	Dichoeung Health Centre

Source: Department of Health Limpopo 2017

#### Specific areas without health facilities and how they are being catered for

<b>Municipality</b>	
Makhuduthamaga	Malegale-Madibaneng-Tjatane and Maila Mapitsane both served by mobile weekly

Source: Department of Health Limpopo 2017

#### Health facilities that needs upgrading

<b>Health facility</b>	<b>Ward</b>
Patantshwane	06
Rietfontein	04
Klipspruit	01
Setlaboswane	31
Magalies	21

Source: Department of Health 2016

<b>Challenges:</b>		<b>Action</b>
Poor access roads	X	To prioritise access roads to health facilities
Inadequate transportation	X	Advise the Department to make provision for patient transport in the next financial year
Inadequate health infrastructure	X	Request the department to complete incomplete health facilities and upgrade dilapidated ones
Lack of medication at clinics and mobile clinic	X	Advise Department to make adequate provision and ,manage medication effectively

### 3.3.12 Libraries

The responsibility for the establishment of libraries rests within the Provincial function. However, Makhuduthamaga Local Municipality operates four libraries within its area of jurisdiction on behalf of the Department of Sports, Arts and Culture. There is a Service Level Agreement between the Municipality and the Department. The rural nature of the municipality renders accessibility ineffective. While more libraries would be needed they should be located at densely populated areas and provided with internet access.

MUNICIPALITIES	NUMBER OF PUBLIC LIBRARIES EXISTING	STATE OF THE LIBRARIES (materials, access, personnel)
MLM	1. Ga-Phaahla, 2. Patantswane 3. Jane Furse. 4. Phokoane	<u>Ga-Phaahla</u> <ul style="list-style-type: none"> <li>• Access- accessible to the community.</li> <li>• Materials- Academic books are a need in the community.</li> <li>• Personnel 04</li> </ul> <u>Patantswane</u> <ul style="list-style-type: none"> <li>• Access- accessible to the community.</li> <li>• Materials- Academic books are a need in the community.</li> <li>• Personnel- 02,</li> </ul> <u>Jane Furse</u> <ul style="list-style-type: none"> <li>• Access- Not accessible to the community</li> <li>• Materials- adequate materials suitable for users' needs.</li> <li>• Personnel- 01</li> </ul> <u>Phokoane</u> <ul style="list-style-type: none"> <li>• Construction completed and officially opened on the 30<sup>th</sup> January 2018 by Department of Sports, Arts and Culture</li> </ul>

### Libraries norms and standards

One (1) library per 10 000 house hold

Challenges		Action
Lack of libraries in the remote areas of the municipality	X	Establishment of mobile libraries in the said areas.
Limited budget for outreach programs		Development of library activity calendar and its presentation to guide the budget allocation.
Poor condition of access roads		Paving of access road.

Lack of library site boards along the main road.		Placement of the library site boards along the road to enable the marketing process and accessibility
Location of Jane Furse library		Relocation of Jane Furse library to the accessible area ( construction of city library in Jane Furse)
Lack of information about the library services to both the municipality and the community.		Enhance library outreach programmes in partnership with schools in areas that are not serviced
Shortage of staff		Addition of library staff as per the work load demand

### 3.3.13 Thusong Service Centres

The National Government initiated the Thusong Service Centre concept which seeks to provide one stop government services and facilities to communities.

There are no Thusong centres in the municipality. The state of affair denies the community of socializing and access to services. The establishment of Thusong Centres would assist. Engagements with the Office of the Premier concluded that mobile/ temporary service centres will be established while awaiting the conclusion of the acquisition of land for such. The Thusong Service centres as envisaged by National Government are based on a 6 –Block Service Model which seeks to integrate and provide all or most of the following services in one community located facility: Government Social and administrative Office, Education and skills Development, Local Economic Development, Business Services and Community Opportunities ; and Information and communication.

The municipality has negotiated with Masemola Traditional Council to release a land in the area to build the centre.A budget is set aside in the 2018/19 financial year to kick start the project.

### 3.3.14 Municipal Park and Cemeteries

Public places and local amenities are issues that are often raised during public engagement processes. The following programmes and projects have been identified to address issues related to a clean environment:

Area	Projects
Construction Projects( Community Works Programme )	Area Beautification Fencing of graveyards School surrounding cleaning
Enhanced Healthy Environment ( CWP)	Promotion of food gardens projects/ food security

Environmental Affairs	Clearing of Alien vegetation
-----------------------	------------------------------

The Municipality has developed a Municipal Park at Jane Furse township .The area is fenced with palisade fence and will be developed further in the 2018/19 financial year.The municipality is also engaging traditional leaders and other stakeholders on earmarked areas for municipal cemeteries per cluster.

Challenges		Action
Inadequate social amenities	X	Development of municipal park at Jane Furse continuing

#### MLM Priority List for fencing of Community Cemeteries for 2016/2017-2020/21 F/Years

Financial year	Cemetery	Ward no
<b>2016-2017</b>		
	Maila Segolo	23
	Dihlwadieme	02
	Vierfontein	04
	Matlakatle	05
	Moloi Lehwelere	10
	Thapedi	21
	Beletlwa Dry	22
	Serageng	30
	Mampana	31
	Thabanaswana	28
	Mohwelere	25
	Mogashoa Manamane	13
	Dichoeung	18
<b>2017-2018</b>	<b>Cemetery</b>	<b>Ward no</b>
	Mare	06
	Tlame	02
	Leeukraal	05
	Tisana	20
	Difapye	21
	MorganzanA Glen Cowie	09
	Senamela	12
	Mogashoa Letamong	13
	Marulaneng	23
	Mathapisa Moeding wa mahea	26
	Setan	28
	Makgwabe	29
<b>2018-2019</b>	<b>Cemetery</b>	<b>Ward no</b>
	Tshehla	01
	Ponong	06

	Mohlarekoma	05
	Phushulang	10
	Mokwete	11
	Matsoke	19
	Mantshong-Ratau	12
	Sehlatsi	13
	Hoepakrans Maceleni	15
	Bothaspruit-Mahlotlane	26
	Mashwanyaneng	29
	Masanteng	30
<b>2019-2020</b>	<b>Cemetery</b>	<b>Ward no</b>
	Platklip	02
	Eenzaam trust	06
	Ntoane	07
	Jane Furse RDP	18
	Matsoke	19
	Mogorwane Mmotwaneng	10
	Maphopha	12
	Madibaneng	22
	Rantoneng	24
	Maololo	25
	Kgaruthuthu	26
<b>2020/2021</b>	<b>Cemetery</b>	<b>Ward no</b>
	Mashishing	02
	Masioneng	03
	Rietfontein	04
	Vierfontein	
	Matlakatle B	05
	Ga Maaboki	06
	Ga Kgoloko	
	Phatantswane	
	Mabalane	
	Dikatone x2	07
	Setebong	
	Manthlanyane	
	Manotong	
	Matikiring	08
	Vergelegen A Ga Mosehla	11
	Mangoakwana Mmerika	12
	Moretsele New Stand	
	Hoepakrans Mabalane	15
	Modiketsi	
	Molapong	
	Mabothunya	
	Mokadi	
	Magolego	
	Semonoko	
	Madishane	

	Seopela	16
	Mashegoana Legare	
	Manganeng	17
	Kgolobela	
	Kgolane	
	Mathibeng	
	Mototolwaneng	
	Mashite Thobaneng	
	Moraba New stand	18
	Madibong Ga Seboane	19
	Madibong Madiseng	
	Mashupye	23
	Next to centre	20
	Manyeleti-Rantho	
	Malegale	22
	Matolokwaneng	
	Maila Segolo	23
	Mohlakaneng	24
	Masehlaneng	
	Mampe	25
	Mohlapatswane	
	Rama	
	Kgapamadi	
	Mapulaneng	
	Makgwane	
	Kgari	
	Machacha	
	Selepe	
	Lewalemolomo	27
	Dithabeng	28
	Sehlabi	
	Magolopong	
	Majakaneng	
	Ramushu	
	Kgoaripe	
	Monwaneng	
	Lekurung	
	Maphutha	
	Malope	29
	Mahloloaneng	
	Pitjaneng	
	Masemola	30
	Mokomane	
	Leswaneng	
	Setlaboswane x2	
	Sehli-Semahlakole	31

	Vlaka	
	Kome	
	Ntshong	
	Motselope	
	Mangwanyane	

#### List of fenced community cemeteries for the past five years

Ward no	Village	Financial year	Status
01	Kutupu	2014/15	Completed
02	Phokoane Toishi	2014/15	Completed
	Dihlwadieme	2016/17	Under construction
03	Phokoane Makoshala	2014/15	Completed
	Phokoane Malegale	2013/14	Completed
04	Rietfontein	2013/14	Completed
05	Maserumule Park	2014/15	Completed
06	Phatantswane	2013/14	Completed
07	Ga-Malaka	2013/14	Completed
	Thoto	2015/16	Completed
08	Hlahlane	2013/14	Completed
	Mochadi	2015/16	completed
09	Riverside	2015/16	completed
10	Ngwanamatlang	2014/15	Completed
11	Molepane	2013/14	Completed
12	Moretsele	2012/13	Completed
	Makgeru	2015/16	Completed
13	Ga-Mogashoa Ditlhakaneng	2012/13	Completed
14	Stocking	2014/15	Completed
	Ga-Tshesane	2013/14	Completed
15	Maila Mapitsane	2013/14	Completed
	Maila Mapitsane Ga Mashilo	2015/16	Completed
16	Kotsiri	2014/15	Completed
	Mashegoana Tswaledi	2015/16	Completed
17	Mashite	2014/15	Completed
	Dihlabaneng	2015/16	Completed
18	Moraba	2014/15	Completed
	Dichoueng	2015/16	Dichoeung is cemetery replaced by Vergelegen A which is complete
19	Madibong	2014/115	Phase 2 complete
20	Magolaneng	2014/15	Completed
21	Mamone Phase 1&2	2013/14 & 2014/15	Completed
	Mamone Ga Mohlala	2015/16	Completed
22	Tjatane	2014/15	Completed
23	Dinotsi	2014/15	Completed
	Mathibeng	2015/16	Completed

	Maseleseleng	2015/16	Completed
	Maila segolo	2016/17	Completed
24	Diphagane	2014/15	Completed
	Ga-Phaahla	2014/15	Completed
25	Mashabela	2014/15	Completed
26	Mampana Thabeng	2015/16	Completed
27	Mokalapeng	2015/16	completed
28	Ga- Masemola Tswaing	2013/14	Completed
29	Ga-Masemola Majakaneng	2013/14	Completed
30	Kolokotela	2014/15	Completed
31	Makhutso	2015/16	Completed

Source: MLM Environmental Division, 2017

### 3.3.15 Sports, arts and culture

#### Sports, Arts & Culture norms and standards

1 Sport and Recreation facility per ward
1 arts and culture centre per municipality

Source: Sports, Arts and Culture Department, 2017

#### State of Recreational facilities within Makhuduthamaga

Ward	Village Name	Sports centre		Play /football field		Other recreational facilities
		Yes	No	Yes	None	
1	Kutupu		None	Yes		None
	Hlalanikahle		None	Yes		None
	Ga Tshehla		None		None	None
2	Phokoane		None	06		Community hall
	Mabintane		None	03		None
	Mogudi		None	02		None
3	Phokoane	Yes (Stadium)				Phokoane Community Hall
4	Vierfontein		None	Yes		None
	Rietfontein		None	Yes		

5	Maserumule Park		None	Yes		None
	Leeukraal		None	Yes		None
	Mohlarekoma		None	Yes		None
	Matlakatle A&B		None	Yes		None
6	Mare		None	Yes		None
	Patantshwane A		None	Yes		None
	Patantshwane B		None	Yes		None
	Eensaam Trust		None	Yes		None
	Eensaam Stam		None	Yes		None
	Ga Maboki		None	Yes		None
7	Thoto		None	Yes		None
	Malaka		None	Yes		Malaka Community Centre
	Setebong		None	Yes		None
	Mantlhanyane		None	Yes		None
	Dikatone		None	Yes		None
	Manotong		None	Yes		None
	Ntoane		None	Yes		None
8	Brooklyn		None	Yes		None
	Mochadi		None	Yes		None
	Mathousands		None	Yes		None
	Hlahlane		None		None	None
	Pelepele Park		None	Yes		None
	Cabrieve		None	Yes		None
9	Riverside		None		None	None
	Morgenson		None		None	None

10	Ga Moloi		None	Yes		None
	Phushulang		None	Yes		None
	Moripane		None	Yes		None
	Mogorwane		None	Yes		None
	Ngwanamatlang		None	Yes		None
11	Mokwete		None	Yes		None
	Molepane		None	Yes		None
	Vergelegen A	Yes		Yes		None
	Mosehla		None		None	None
12	Makgane		None	Yes		None
	Moretsele		None	Yes		None
13	Phase four		None	Yes		None
	Manamane		None	Yes		None
	Mabonyane		None		None	Maredi hall
	Mashengwaneng		None	Yes		None
	Dithlakaneng		None	Yes		None
14	Maloma		None	Yes		None
	Dingoane		None	Yes		None
	Moela		None	Yes		None
	Mabule		None	Yes		None
	Sekele		None	Yes		None
	Dlamini		None	Yes		None
15	Maila Mapitsane		None	Yes		None
	Modiketsi		None	Yes		None
	Mokadi		None	Yes		None

	Tswele		None	Yes		None
	Mohlakaneng		None	Yes		None
	Molapong		None	Yes		None
	Malaeneng		None	Yes		None
	Magolego		None	Yes		None
	Location		None	Yes		None
	Hoeperkrans		None	Yes		None
16	Seopela		None	Yes		None
	Mashegoana Tswaledi		None	Yes		None
	Mashegoana Legare		None	Yes		None
	Kotsiri	Yes		Yes		Peter Nchabeleng
17	Manganeng		None	Yes		None
	Mashite			Yes		None
	Mashite		None		None	None
18	Dichoeung		None	Yes		None
	Moraba		None	Yes		None
	Vergelegen B		None	Yes		None
	Jane Furse RDP		None	Yes		None
19	Madibong		None	Yes		None
	Matsoke		None	Yes		None
	Maseleseleng		None	Yes		None
	Mashupye		None	Yes		None
20	Rantho and Magolaneng		None	Yes		Proposal for Multipurpose centre presented to MLM
	Manyeleti		None	Yes		None

	Lobethal		None	Yes		None
	Tisane		None	Yes		None
	Mamone Centre		None	Yes		None
	Mamoshalela		None	Yes		None
21	Mamone		None	Yes		None
	Mashishing		None	Yes		None
	Vergelegen C		None	Yes		None
22	Tjatane		None	Yes		None
	Lekgwareng		None	Yes		None
	Mmotong		None	Yes		None
	Sebitje		None	Yes		None
	Matolokwaneng		None	Yes		None
	Madibaneng		None	Yes		None
23	Mathibeng		None	Yes		None
	Dinotsi		None	Yes		None
	Maila Segolo		None	Yes		None
	Marulaneng		None	Yes		None
24	Diphagane		None	Yes		Hall, Resource centre
	Masehlaneng		None	Yes		None
	Phaahla		None	Yes		2 halls, Library and NGO
	Mamatjekele		None	Yes		None
25	Machacha		None	Yes		
	Selepe		None		None	
	Maololo		None		None	
	Mohwelere		None	Yes		

	Mashabela		None	Yes		
26	Bothaspruit		None	Yes		None
	Thabeng		None	Yes		None
	Mathapisa		None	Yes		None
	Marishane		None	Yes		None
	Kgaruthuthu		None	Yes		None
	Porome		None		None	None
27	Maripana		None		None	None
	Thibane		None		None	None
	Moshate		None	Yes		None
	Manare		None	Yes		Hall
	Mabopane		None	Yes		None
	Moraleng		None	Yes		None
28	Tswaing		None	Yes		None
	Wonderboom		None	Yes		None
	Thabampshe		None	Yes		None
	Vlakplaas		None	Yes		None
	Mahubitswane		None	Yes		None
	Maroge		None	Yes		None
29	Mphane		None	Yes		None
	Makgwabe		None	Yes		Hall
	Apel Cross	Yes	None	Yes		Masemola sports ground
	Malope		None	Yes		None
	Mashonyaneng		None	Yes		None
	Maraganeng		None		None	None

	Pitjaneng		None	Yes		None
30	Masanteng		None	Yes		None
	Kolokotela		None	Yes		None
	Serageng		None	Yes		None
	Mogaladi		None	Yes		Community hall
	Legotong		None		None	None
	Setlaboswane		None	Yes		None
31	Ntshong		None	Yes		None
	Mangwanyane		None	Yes		None
	Sehuswane		None	Yes		None
	Semahlakole		None	Yes		None
	Masakeng		None	Yes		None
	Motseleope		None	Yes		None
	Kome		None	Yes		None
	Motoaneng		None	Yes		None
	Vlaka		None	Yes		None
	Makhutso		None	Yes		None
	Eenkantaan		None	Yes		None

Source: MLM 2015

The rural nature of the municipality suggests that even sports facilities will be in short supply. There are very few sporting and recreational facilities most of which are sub-standard. The community is forced to share some of the facilities with schools. The main sporting codes are football, netball and cricket. Such codes are also played under non competitive circumstances due to lack of funding and the quality of the fields. There are four Sports Centres: Peter Nchabeleng, Phokoane, Mampuru Artificial Turf and Masemola. The artificial turf was constructed in Jane Furse with the help of SAFA and National Lottery as part of the 2010 Soccer World Cup legacy programme. SAFA further sponsored the second phase of Artificial Turf construction that included building of change rooms, toilets and bathrooms and drilling of water. Maintenance and repairs were done in Peter Nchabeleng and the other facilities (Marishane, Phokoane and Glen Cowie) will be taken care of in the coming financial years when

funds permit. There is a need to construct few standard sports fields in the municipality. The provincial Department of Sport, Arts and Culture will be contacted in this regard in the new financial year. The Municipality is recently developing policy to control use of Sports Centres for their smooth management.

There has been no specific focus on Arts Crafts and Culture from a municipal perspective except a few observations of Heritage activities. With the current IDP review, the Municipality plans to introduce initiatives to respond to the citizens needs for the promotion of Arts Crafts and Culture.

Challenges		Action
Lack of sport facilities for different sporting codes	X	Coordinate and facilitate use of facilities
Lack of clear roles and responsibilities for Arts , Craft and Culture	X	Investigation linked to the organisational review and redesign.

### 3.3.16 Religion

#### Religious institution within Makhuduthamaga

Overall statistical analysis indicates that there are many places of worship (535) within Makhuduthamaga. The actual number may be higher than what can be estimated due to the growing recognition and subscription to theism (belief in the existence of God). Although we did not go at lengths to evaluate the infrastructure of these institutions, it is reported that church leaders and senior priests/pastors cry out that government gives religious fraternity least attention. A predominantly theist community is often peaceful and add impetus to stability. This fraternity often plays a lead role against tendencies that signify degeneration of morality. It is therefore a blessing to have them.

### 3.3.17 Post Offices and telecommunications

There are seven Post offices in Makhuduthamaga municipality i.e. Jane Furse, Nebo, Masemola, Sekhukhune, Glen Cowie, Marishane, and Mamone with several villages having lobby's offices. Post office still plays an important role in the lives of rural people on micro banking, post services, information communication and technology. When future Post Offices are provided it would be cost effective to look at a set up like the Thusong Service Centres which could be a One Stop Shop for the consumption of government services. Post Office has also embarked on a pilot project of installing house numbers in several villages within Makhuduthamaga.

Services provided by Post Office: Post services, Banking, payments of services like car registrations, TV licenses, accounts and etc.

## Challenges

- Street delivery
- Households numbering

## Distribution of households with a radio, television, refrigerator, computer, cell phone, landline / telephone and access to internet by municipality

Radio		Television		Computer		Refrigerator		Landline		Cell phone		Internet
2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2011
34 695	39 523	18 472	46 765	308 1	4 371	16 082	44 849	2 043	1 034	9 180	54 692	24

Source: 2011 Census

## State of Communication (postal services, land lines, network towers, radio & TV reception) in Makhuduthamaga

Ward	Description of available communication infrastructure										Challenges
	Postal services		Land lines		Network tower		Radio Reception		TV reception		
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	
1		No		No		No		No		No	Lack of services
2	Yes		Yes		Yes		Yes		Yes		Lack of services
3	Yes			No	Yes		Yes		Yes		Lack of services
4		No		No	Yes		Yes		Yes		Lack of services
5			Yes		Yes		Yes		Yes		Vandalising
6		No		No		No	Yes		Yes		Lack of services
7		No		No		No	Yes		Yes		Lack of services
8	Yes		Yes		Yes		Yes		Yes		Poor network Mochadi
9		No	Yes		Yes		Yes		Yes		Lack of services
10		No		No		No	Yes		Yes		Lack of services

11		No	Yes		Yes		Yes			No	
12		No	Yes		Yes		Yes		Yes		Post Office 7-10 Kms
13		No		No		No	Yes			No	No network tower
14	Yes		Yes		Yes		Yes		Yes		Network problem in Leolo
15		No		No		No		No		No	Postal service only in Maila. No network in all villages
16		No	Yes			No	Yes		Yes		
17		No		No		No	Yes		Yes		Postal Service only at Manganeng
18		No	Yes			No	Yes		Yes		No network tower
19		No		No		No	Yes		Yes		Network tower only in Madibong
20	Yes			No	Yes		Yes		Yes		Landlines needed
21		No		No	Yes		Yes		Yes		Landlines needed
22		No		No	Yes			No		No	Poor TV & Radio reception
23		No		No	Yes		Yes		Yes		Only postal service in Marulaneng
24		No		No		No	Yes		Yes		No network tower

25		No		No		No	Yes		Yes		No Network and reception
26		No		No	Yes		Yes		Yes		
27	Yes			No		No	Yes		Yes		Poor network at Mohloding village
28		No		No		No		No		No	No network and reception
29		No		No		No		No		No	No network and reception
30		No		No		No	Yes		Yes		Poor network
31	Yes		Yes		Yes			No		No	Poor network

Source: MLM 2017

### 3.3.18 Social Development facilities

No separate social development facilities exist. The hospitals and police stations are utilized as service points for social development related issues like counseling and victim assistance programmes

### 3.3.19 Community halls

The Municipality has Makgwabe, Mogaladi and Phaahla Community halls as the only places to can be used to accommodate communities during municipal meetings. But some of the halls are in poor state and as such the municipality has set aside a budget to rehabilitate the halls in the 2018/19 financial year. It also rely on traditional council's halls and schools in various villages to accommodate communities during municipal meetings and Imbizos .In some instances even soccer fields are used to hold big government functions because of insufficient halls within the municipal area.

### 3.3.20 Safety, Security and liason mandate

#### The Constitution Section 206 (3)

Monitor Police conduct, Oversee the effectiveness and efficiency of Police service delivery including receiving reports, promote good relations between community and the police, report to cabinet member responsible for policing matters in the province.

## NDP Vision 2030

In 2030 “people living in South Africa feel safe and have no fear of crime. They are safe at home, at school, at work and they enjoy an active community life free of fear. Women can walk freely in the streets and children can play safely outside.”

### MTSF /Limpopo Development Plan:

- Reduced levels of contact crime
- Domestic stability ensured; and
- Secure identity of all persons in South Africa
- An efficient and effective Criminal Justice System
- South Africa’s borders effectively defended, protected, secured and well-managed
- Secure cyber space

Makhuduthamaga Local Municipality has two Magistrate Courts located at Nebo and Schoonoord (Sekhukhune)

### Police stations that services Makhuduthamaga Local Municipality Communities

Polokwane cluster	Burgersfort cluster	Groblersdal cluster
1.Jane Furse Police Station	Sekhukhune Police Station	Nebo Police station
2.Masemola Police station		Hlogotlou Police Station (wards 1,4 and 6)

Source: Department of Safety, Security and liason, 2017

According to planning standards one police station suppose to serve 25 000 people. In Makhuduthamaga therefore there were suppose to be 11 Police Stations

### Contact /Property Crime Statistics in Police Stations that service Makhuduthamaga Communities

#### Crime

Police station	Cluster	2015	2016
1.Masemola	Polokwane	07	08
2. Jane Furse	Polokwane	18	16
3.Sekhukhune	Burgersfort	10	10
4.Nebo	Groblersdal	12	13
5.Hlogotlou	Groblersdal	7	14

### Sexual offences

Police station	Cluster	2015	2016
1.Masemola	Polokwane	13	20
2. Jane Furse	Polokwane	39	49
3.Sekhukhune	Burgersfort	43	34
4.Nebo	Groblersdal	76	63
5.Hlogotlou	Groblersdal	60	68

### Assault GBH

Police station	Cluster	2015	2016
1.Masemola	Polokwane	68	60
2. Jane Furse	Polokwane	105	140
3.Sekhukhune	Burgersfort	43	34
4.Nebo	Groblersdal	76	63
5.Hlogotlou	Groblersdal	60	68

### Common Robbery

Police station	Cluster	2015	2016
1.Masemola	Polokwane	08	23
2. Jane Furse	Polokwane	25	43
3.Sekhukhune	Burgersfort	34	27
4.Nebo	Groblersdal	34	41
5.Hlogotlou	Groblersdal	27	32

### Burglary at Residential

Police station	Cluster	2015	2016
1.Masemola	Polokwane	49	57
2. Jane Furse	Polokwane	118	106
3.Sekhukhune	Burgersfort	70	84
4.Nebo	Groblersdal	147	169
5.Hlogotlou	Groblersdal	142	143

### Theft of motor Vehicle

Police station	Cluster	2015	2016
1.Masemola	Polokwane	03	04
2. Jane Furse	Polokwane	08	11
3.Sekhukhune	Burgersfort	04	11
4.Nebo	Groblersdal	07	16
5.Hlogotlou	Groblersdal	22	17

## Stock Theft

Police station	Cluster	2015	2016
1.Masemola	Polokwane	30	39
2. Jane Furse	Polokwane	11	07
3.Sekhukhune	Burgersfort	34	21
4.Nebo	Groblersdal	36	70
5.Hlogotlou	Groblersdal	19	18

Source: Department of Safety, Security and liaison 2017

## Hot spot police station within Makhuduthamaga municipal area

Type of crime	Hot spot police station
Business robbery	Sekhukhune Police station

Source: Department of Safety, Security and liaison 2017

## Problematic schools (in terms of crime) within Makhuduthamaga municipal area

Cluster	Police station	Name of problematic school	Crime committed
Polokwane	Jane furse	Kgoloko High School	Drugs,dangerous weapons and bullying
Polokwane	Jane furse	Phiri ya gae High School	Drugs,dangerous weapons and bullying
Polokwane	Jane furse	Tenyane High School	Drugs and bullying
Polokwane	Jane furse	Molepane School	Bullying and substance abuse
Polokwane	Masemola	Masemola High School	Substance abuse
Polokwane	Masemola	Phoroane Secondary school	Bullying and substance abuse
Groblersdal	Hlogotlou	AM Mashego Secondary School	Drugs and bullying
Groblersdal	Hlogotlo	Zama Zama Secondary School	Substance abuse
Groblersdal	Nebo	Tseke Marishane Secondary School	Drugs ,substance abuse and bullying
Groblersdal	Nebo	Mmatshumane High School	Drugs ,substance abuse and bullying
Burgersfort	Sekhukhune	Nkotwane High School	Bullying and substance abuse
Burgersfort	Sekhukhune	Baaphadima High School	Drugs and bullying
Burgersfort	Sekhukhune	Tshehlwaneng High School	Drugs and bullying

Source: Department of Safety, Security and liaison 2017

**Development challenges:**

- Establishment of additional satellite police stations in some wards
- Revival and capacitating of Community Policing Forums
- Conducting crime prevention and awareness campaigns

**3.3.21 Traffic Services**

The Municipality has two Traffic Stations (Sekhukhune and Nebo) within the municipal area. The municipality has also planned to build a Grade A station in the 2018/19 financial year in the Masemola cluster. The services of the stations were fully transferred to the Municipality from the Provincial Department Transport, Security, Safety and Liaison. Upgrading and maintenance of both Nebo and Sekhukhune Traffic Stations will be effected in the 2018/19 financial year. Five Examiners were appointed through absorption for the two Stations. Programs to acquire the services of other personnel to address the shortage at both Nebo and Sekhukhune are also at an advanced stage. Sekhukhune and Nebo DLTC are fully functional.

**The Municipality renders traffic services by:**

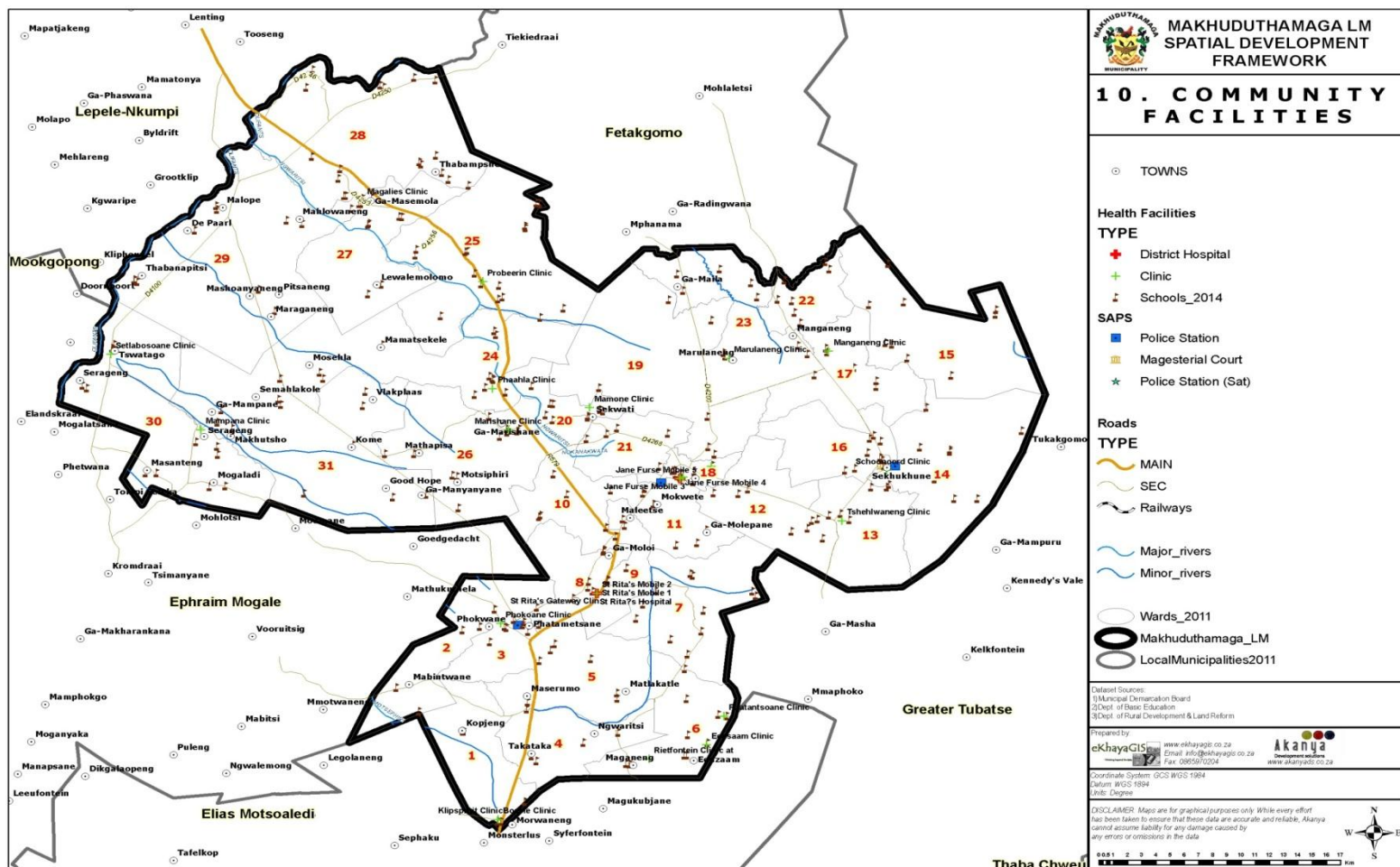
- Law enforcement to decrease incidents affecting traffic safety
- Monitoring and collecting outstanding fines
- Performing an agency function for the Provincial Government by testing and licensing vehicles on an agency basis.

**3.3.22 Social cohesion**

The following factors affect the required social cohesion among communities and individuals in the municipality namely:

- Low per capita income levels
- High illiteracy rates
- Hunger
- Unemployment and other social ills

The inability of the municipality to deal with the above usually results in unrests and social challenges. A multi pronged approach is required to deal with the situation



## BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS

<b>STRENGTHS</b>	<ul style="list-style-type: none"> <li>• Good municipal infrastructure</li> <li>• Proper infrastructure maintenance</li> <li>• Expansion of new infrastructure</li> <li>• High level service delivery</li> <li>• Well established traffic unit and 2 Driver 's License Testing Centre(DLTC)</li> <li>• Sound relationship with sector departments</li> <li>• Existing environmental,waste and disaster management divisions</li> <li>• Sports Arts and culture unit in existence</li> </ul>
<b>WEAKNESSES</b>	<ul style="list-style-type: none"> <li>• Non adherence to procurement plan</li> <li>• Municipal buildings not accommodative to disable persons</li> <li>• Lack of office space</li> </ul>

	<ul style="list-style-type: none"> <li>• Lack funds to develop sector plans</li> <li>• Limited communication of service delivery achievement</li> <li>• Lack of waste transfer stations and buy back centres</li> <li>• Non functional vehicle testing centre</li> <li>• Recurring Enatis network problem</li> <li>• Lack of monitoring of sports facilities</li> </ul>
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>• Potential economic growth point</li> <li>• Improved road infrastructure</li> <li>• Customer's potential for revenue purposes</li> <li>• Job creation through EPWP (environmental projects)</li> </ul>
<b>THREATS</b>	<ul style="list-style-type: none"> <li>• Poor maintenance of roads( national and provincial)</li> <li>• Lack of suitable land for cemetery</li> <li>• Environmental hazards (e.g. disposable nappies)</li> <li>• Vandalisation of municipal assets eg sports facilities</li> <li>• Vacant Senior managers post</li> <li>• Perception on corruption</li> <li>• Stray animals on the roads</li> <li>• Non compliance to laws e.g bylaws,policies</li> </ul>

## CHALLENGES

- Inadequate housing for the needy
- Shortage of potable water and reliable sources
- Poor operation and maintenance of water infrastructure
- Insufficient basic level sanitation services
- Electricity Post connection backlog and lack of capacity from feeder lines
- Gravel impassable roads (rocky, dongas etc)
- Construction of bridges
- Huge storm water drainage backlog
- Lack of public transport facilities
- Insufficient clinics
- Inadequate educational facilities and equipments
- Lack of support to ECDs

- Waste management (informal disposal of waste, maintenance of landfill site, cost recovering, refuse removal not covering all villages)
- Environmental problems e.g. deforestation, erosion and alien species
- Lack of environmental bylaws
- Insufficient environmental awareness
- Fencing of cemeteries
- Lack of law enforcement facilities
- Shortage of sector plans (e.g. IWMP, integrated transport plan, housing plan etc)
- Poor network (cellphones, tv and radio coverage)

### **3.4. KPA 3: Local Economic Development (LED)**

#### **3.4.1 Economic Structure**

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 and should mining 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 local economy is dominated by the tertiary/services sector, which accounted for 85% of the local economic output in 2015. The secondary and primary sectors, respectively contributed 9.9% and 5.1% to the local economic output.

The major contributor to the municipal economy is the government sector, which contributed approximately 41% to the local economy in 2015. The second largest contributor is wholesale and retail (20%), followed by finance and business services 9% and community, transport and communication services at 8%.

Makhuduthamaga Gross Value Added stood at R4.4 billion in 2015, making municipality the third largest economy within Sekhukhune District. The dominant municipal economy in the district is Greater Tubatse with a GDP of R6.3 billion

#### **3.4.2. Primary Sectors**

The primary sector's output has increased in nominal terms from R38 million in 1995 to R221 million in 2015. However, the sector's contribution to the local economy has declined from 7.3% in 1995 to 5.1% in 2015.

#### a) Agriculture, Forestry and Fishing

Agriculture's regional value output has increased from R3 million in 1995 to R18 million in 2015 – an average growth of 11% for the period. However, the sector is a marginal contributor to the aggregate GVA, estimated at 0.4% in 2015.

Most of the land that is under cultivation in Makhuduthamaga is used for subsistence purposes with only a small portion of the land under commercial farming. The scarcity of water may be the reason why agriculture is not a larger contributor to the GVA of the area. Moreover the status of land ownership and the fact that a significant amount of the land in Makhuduthamaga is under land claims hampers the development of the agriculture sector. Assessing the agriculture potential in the area could help unlock some of the factors that inhibit the full usage of land.

#### b) Mining and Quarrying

Unlike Tubatse / Fetakgomo Municipality, Makhuduthamaga has a low level of mining activities. This is also depicted in the regional value add of the sector to the local economy. The mining sector has registered a growth rate of 14% since 1995, however, its regional economic value add has declined from 0.6% in 1995 to 0.4% in 2015.

### **3.4.3. Secondary Sectors**

The secondary sector of the MLM economy includes Manufacturing, Construction and Electricity, Gas and Water Supply. The output of the secondary sector has grown from R51 million in 1995 to R431 million in 2015 – an average of 12%.

#### a) Manufacturing

Makhuduthamaga does not have a strong manufacturing base. The contribution of the Manufacturing sector to Secondary sector GVA was estimated at R15 million in 1995 and this increased to R69 million in 2015 – an average increase of 9% over the period.

Manufacturing contribution to the local output is very marginal across many areas with the exception of Jane Furse and surrounding areas

The most common manufacturing activities include the making of sand bricks, windows, door and steel frames. These activities respond to local demand from infrastructure development relating to housing projects, road rehabilitation, and agriculture and to a lesser extent, mining activities.

There is potential for growth in manufacturing if effective links can be made to exploit opportunities resulting from the wholesale and trade sector and public sector infrastructure spending.

#### b) Electricity and Water

The sector contribution to the local economy increased from R20 million (3.8%) in 1995 to R206 million (4.7%) in 2015 – an average decrease of 13% over the period.

The largest GVA contribution of electricity services is concentrated in Jane Furse and the southern part of the municipal area

#### c) Construction

The contribution of the Construction sector to MLM GVA increased from R16 million in 1995 to R156 million in 2015 – an average increase of 13% for the period.

This sector is linked to development within all the other sectors of the economy such as demand for construction of public sector infrastructure such as housing, roads, and the provision of basic services. Most of the work is currently sourced from outside of Makhuduthamaga, which poses the challenge for locals to become competitive enough or partner with already competitive contractors to share in this growth.

### **3.4.4. Tertiary Sectors**

The tertiary sector's contribution to the total economy has increased from R433 million in 1995 to R3.7 billion in 2015 – an average annual increase of 11%.

#### a) Wholesale and Retail

The Wholesale and Retail sector is one of the dominant economic contributors (20%) in the municipality. The sector contributed R96 million to MLM economy in 1995 and this increased to R867 million in 2015. This means the sector grew on average by a rate of 13% per annum from 1995 to 2015. The sector responds predominantly to local markets. Growth in this sector could be explained by increased local spending power as a result of growth in the public sector.

The growth point in the Municipality, Jane Furse is a key retail centre and where repair services are provided. It is evident, as well, that residents from these neighbourhoods do a substantial part of their shopping in the area. While formal trade is mostly restricted to Jane Furse, informal trade takes place throughout the rural parts of the municipality, including the numerous villages.

#### b) Transport and Communication

The transport and communication sector is becoming more and more important each day, especially as a result of the increase in activities in other sectors. The sector contribution to local GVA was R49 million in 1995. This figure increased by an estimated 9% to R337 million in 2015.

The anticipated increase in public sector infrastructure development also requires movement of vast amounts of material and people and thereby offers tremendous opportunity for passenger transport and material. Jane Furse is the centre of logistics and communications

#### c) Finance and Business Services

Finance, Real Estate and Business Services contribution to GVA increased from R47 million in 1995 to R393 million in 2015 – an average increase of 12% over the period.

The financial and business services sector is an equally important economic sector, especially in terms of its enabling qualities in support of other sectors. The majority of these services are concentrated within the economic node of Jane Furse

#### d) Community, Social and Personal Services

Personal, Social and Personal Services contribution to local GVA was R45 million in 1995. The contribution increased to R343 million in 2015 - recording an average increase of 11% over the period under review.

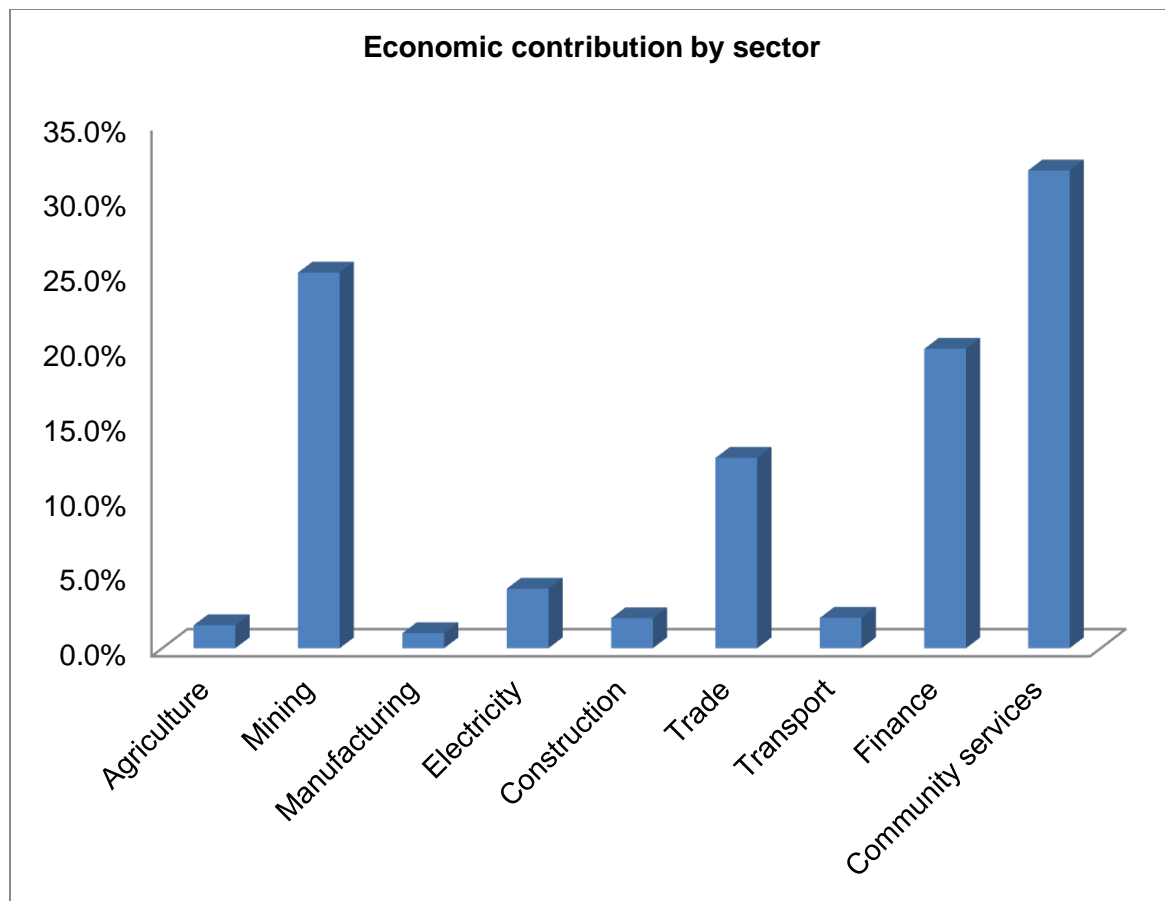
#### e) General Government Services

Government services sector is the biggest contributor to the local GVA. As the Municipality grew over time so has been the need for additional government services. Accordingly, the sector's contribution to local GVA increased from R196 million in 1995 to R1.8 billion in 2015. The government sector employs 24% of the total population of Makhuduthamaga and 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.

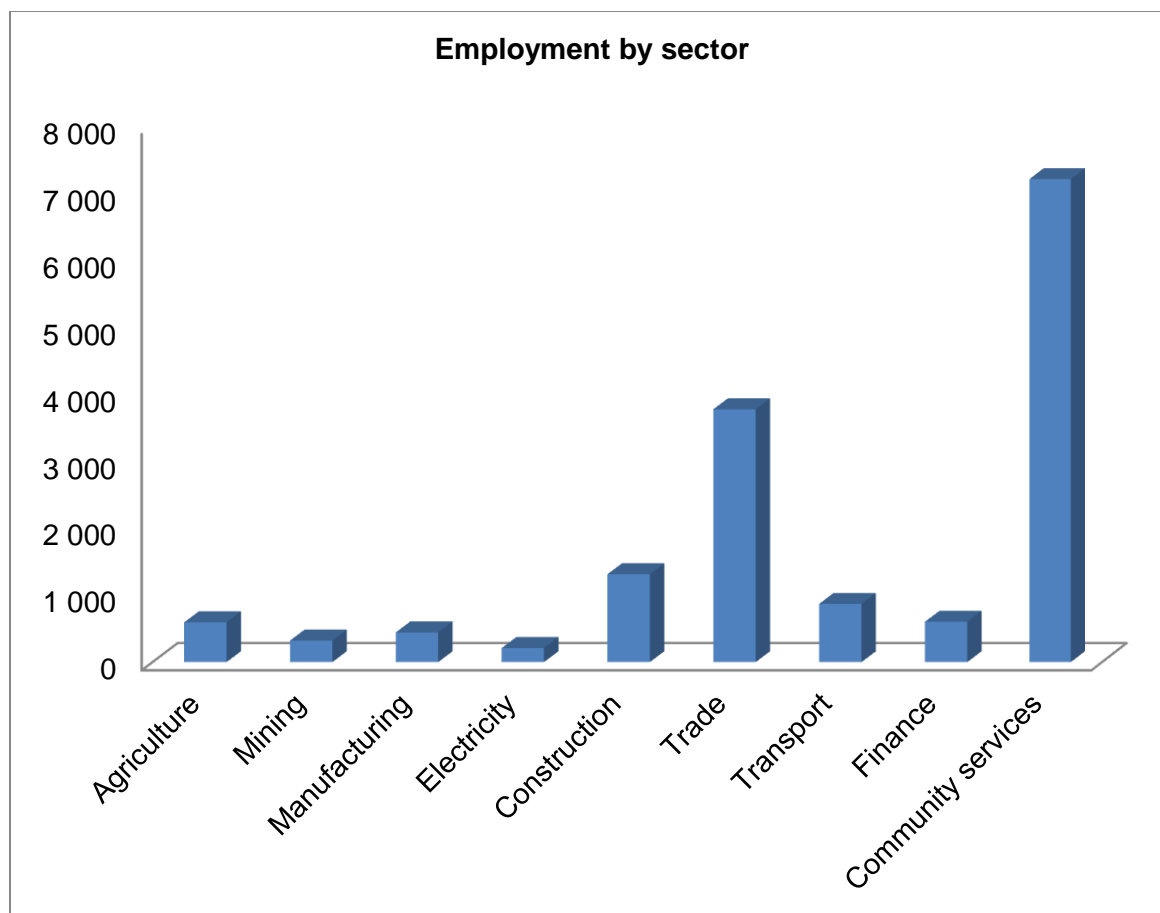
#### LED progress for the last five years

PROJECT	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
<b>Hawkers stalls</b>	10 stalls erected at Apel Cross	30 Stalls erected at Jane Furse	30 stalls erected at Moratiwa	60 stalls allocated to Moratiwa (28) and Jane Furse (32)	60 stalls allocated
<b>No of SMMEs funded</b>	10 SMMEs	10 SMMEs	10 SMMEs	10 SMMEs	10 SMMEs

Source: MLM EDP Department 2016



Source: Global Insight 2015



Source: Global Insight 2015

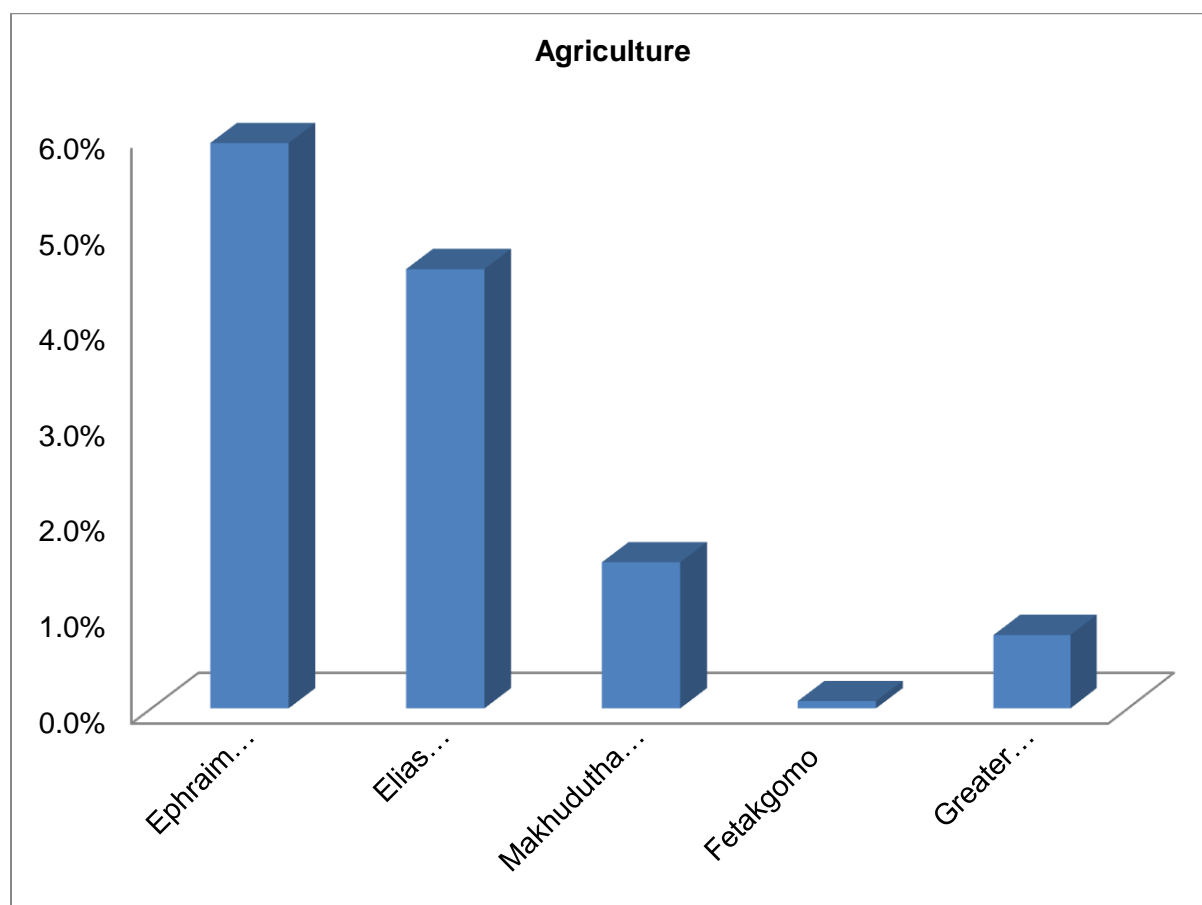
### 3.4.5. Agriculture

Programmes offered by LDARD

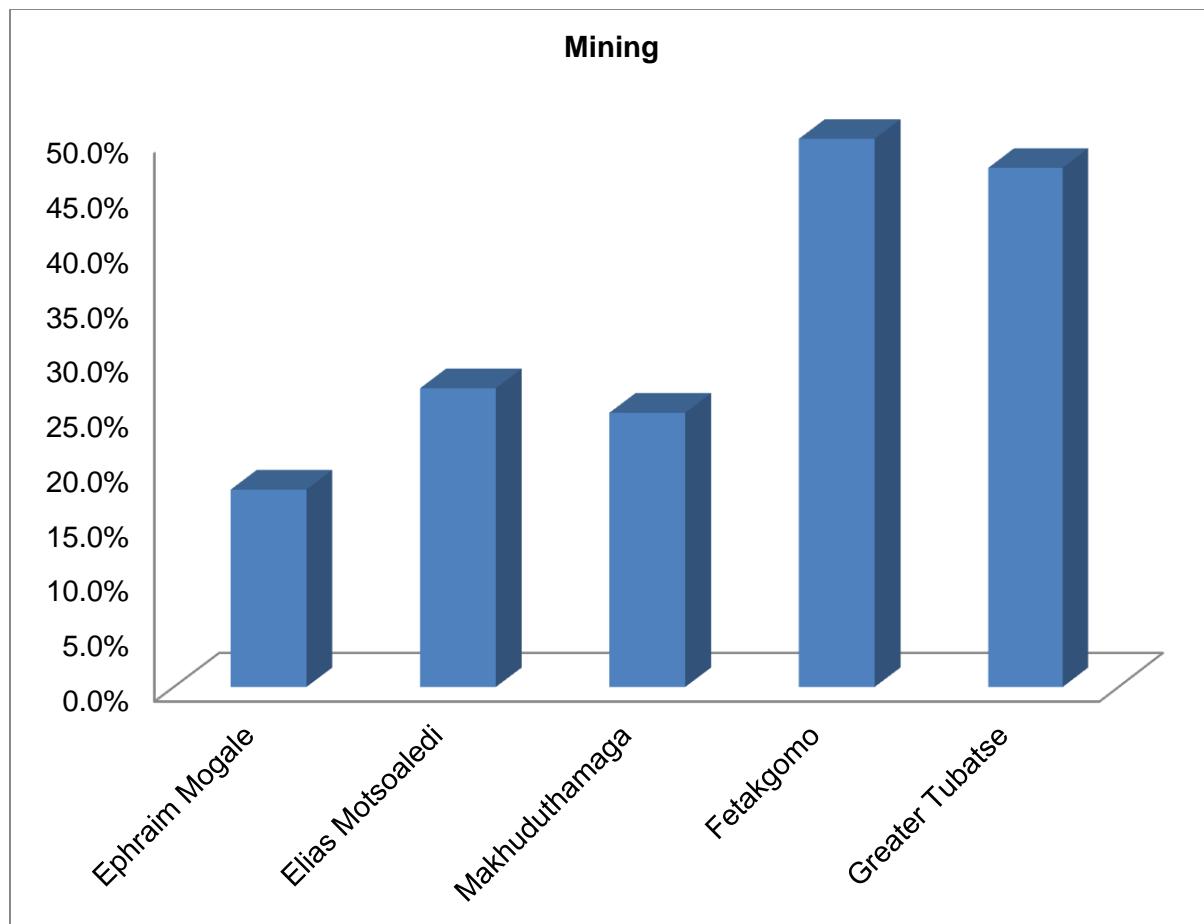
- Letsema = Production inputs e.g. seedlings, seeds, fertilisers and chemicals
- Fetsa Tlala = Mechanization support for food production mainly maize, sorghum, beans including dry land farming/households
- CASP = Comprehensive Agricultural Support Program (CASP): CASP is a conditional grant that the province receives annually from Department of Agriculture, Forestry and Fisheries (DAFF). The irrigation schemes around Olifants River were revitalised through RESIS program funded through CASP. The names of the schemes in Makhuduthamaga are: Mogalatjane (131 ha ), Krokodilheuwel (243 ha) and Setlaboswane (119 ha)
- RESIS = Rehabilitation of irrigation schemes
- Technical support on both crop and animal production, including agribusiness advice as well as vaccination of livestock.

### Fetsa Tlala initiatives (Integrated Food Security Program)

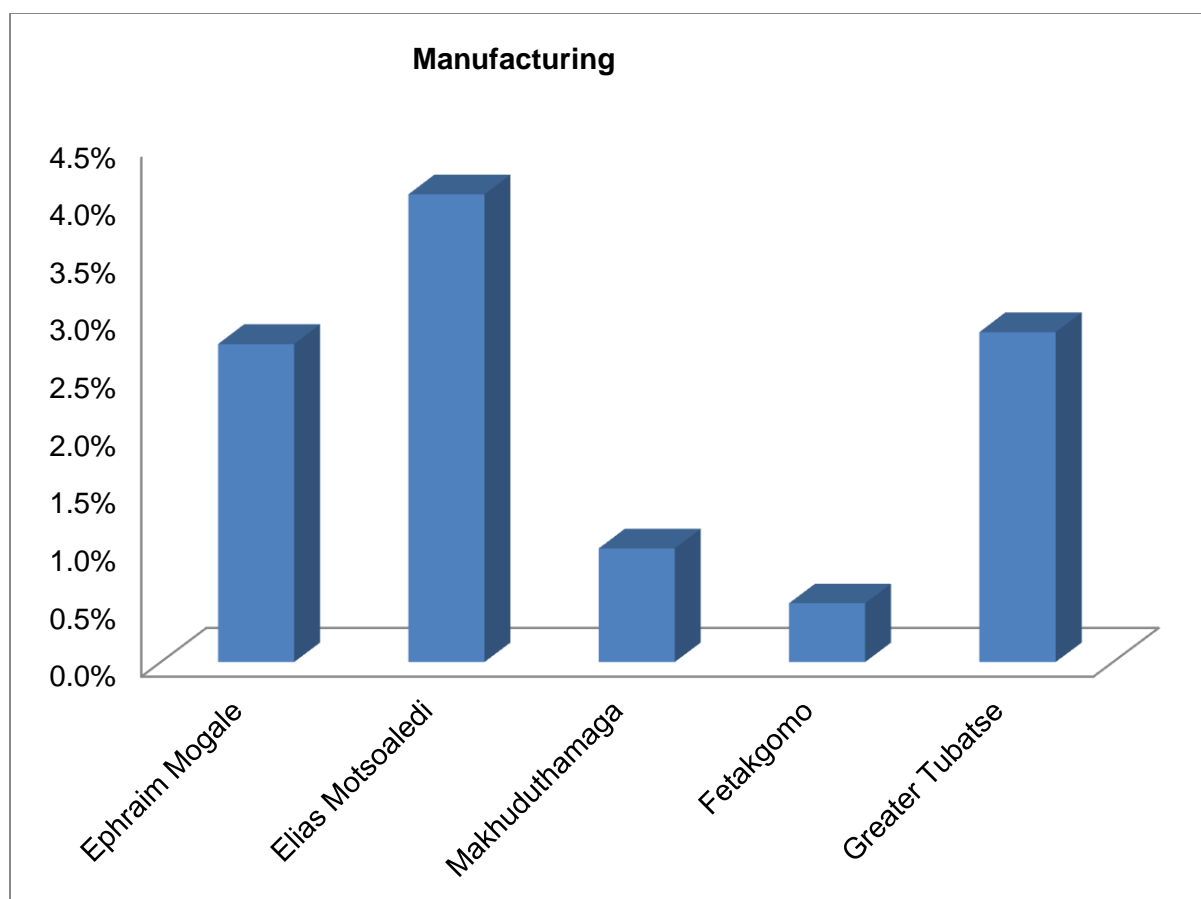
This is a new program that LDA introduced in 2012 and it involves provision of mechanisation support coupled with production inputs to both dry-land and irrigation projects, though the main focus is communities farming on dry land - farmers producing maize, sorghum and dry beans. There is an agreement with FAO to sell maize to Lesotho and other identified countries consuming these grains. This is an incentive to encourage small scale farmers to produce more food for their families and sell some to other countries. The initiative also benefits local business because private tractors are hired to complement the departmental tractors and they are paid by LDA through Independent Development Trust (IDT).



Source: Global Insight 2015



Source: Global Insight 2015



Source: Global Insight 2015

### 3.4.6. Employment profile for Makhuduthamaga

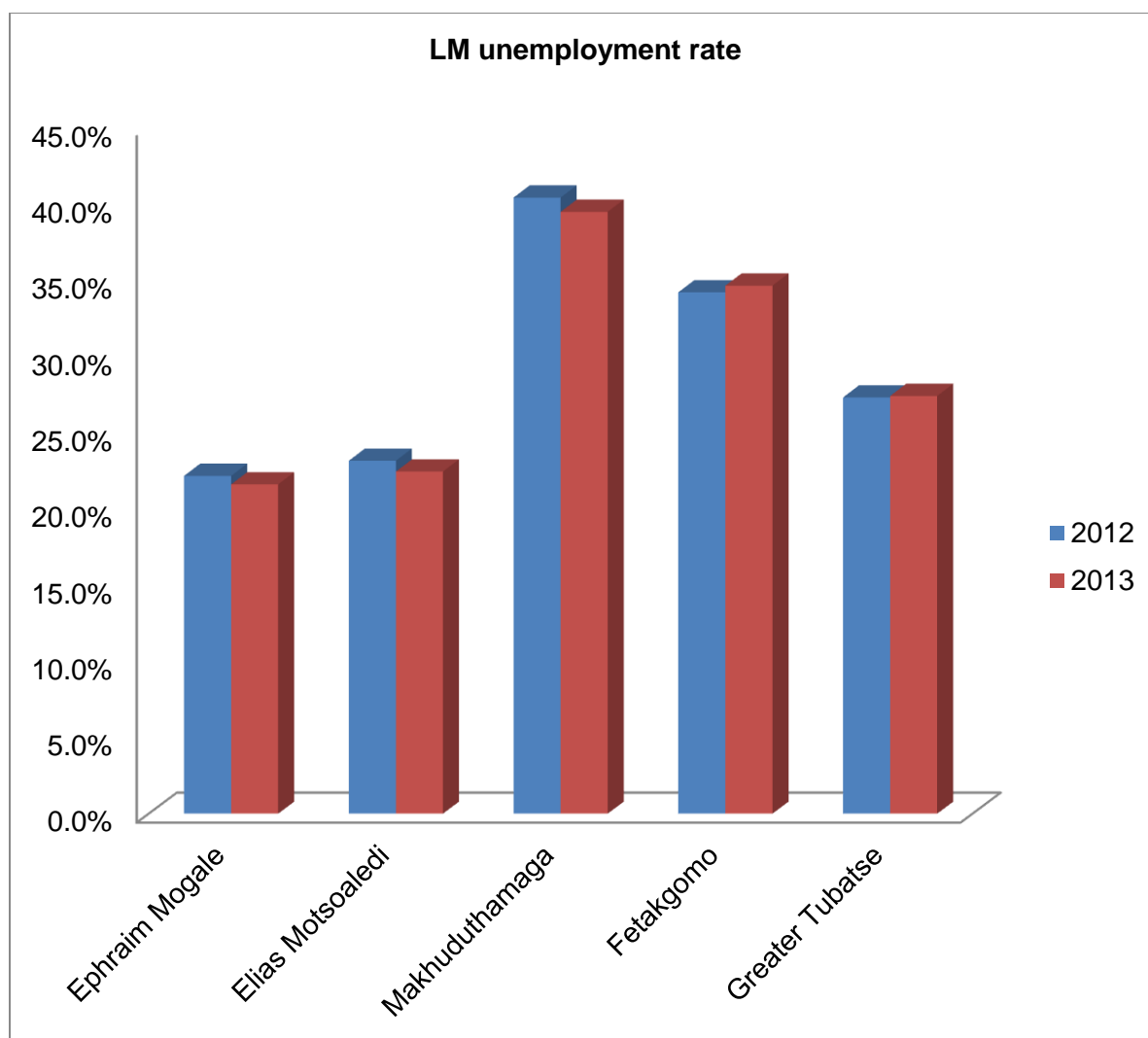
Employed	19534
Unemployed	32780
Discouraged work seeker	13657
Other not economically active	81993
Not applicable	126 394
Grand Total	274 358

Source: Census 2011

### MLM Population aged between 15 and 64 years by employment status – 1996, 2001 and 2011

Employed			Unemployed			Unemployment rate		
1996	2001	2011	1996	2001	2011	1996	2001	2011
12 409	10 686	19 254	29 370	32 174	32 662	70,3	75,1	62,9

Source: Census 2011

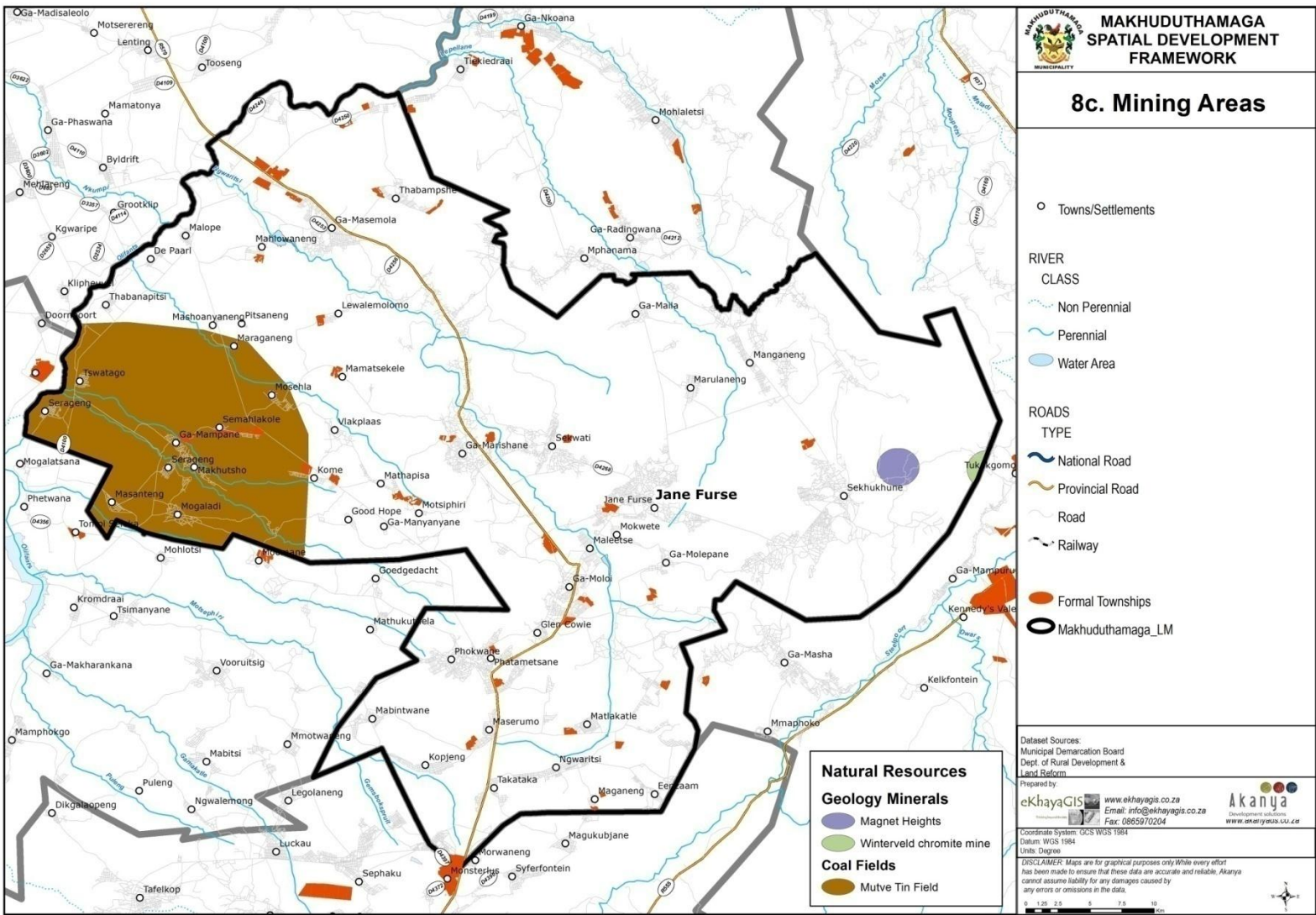


Source: Global Insight 2015

**Jobs created by MLM during 2016/17 financial year through municipal programs**

Men	Women	Youth	People with Disabilities	Total
110 (40, 2%)	164 (59, 8%)	133(48, 5%)	04 (1, 5%)	274

Source: MLM 2017



### 3.4.7 Future growth and Job Creation

#### Local economic development projects

The municipality promotes agriculture; tourism and services as the key growth sectors. There is 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 growth of the economy in general. The decision to locate the District offices in Jane Furse will provide substantial growth impetus. 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.

The municipality has implemented a number of temporary job creation initiatives through the implementation of the Expanded Public Works Programme (115), The Community Works Programme (1350) and the Comprehensive Rural Development Programme in the 2017/18 financial year.

#### Priority sectors of the municipality

Agriculture and agro	Mining	Construction	Tourism	Other Sectors	Public sector
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<b>processing</b>					
X	X (concrete)	X	X	X (retail)	X

Source: MLM 2015

### **Constraints to economic growth of Makhuduthamaga**

Land	Roads	Skills	Other
Access to land delay in proclamation of Jane Furse as township.  Fragmented release of land which leads to distorted planning	Road to Manche Masemola tourism site, various access roads to heritage and to link municipal sub growth points and nodes of neighboring municipalities	Town planning, finance and engineers	Funding for feasibility studies

Source: MLM 2017

### **Occupation structure**

The overall occupation structure of the employed population of MLM is represented in table below. Notably, there is a relatively small proportion of people employed in the professional occupations.

The spatial distribution of the occupation sector throughout the municipality which is dominated by the elementary occupations closely corresponds with the dominance of the agricultural sector.

#### **3.4.8. MLM Occupation levels**

Occupation	Male	Male (%)	Female	Female (%)	Total	Total (%)
Legislators and senior officials	30	0.06	-	0.00	30	0.02
Corporate managers	97	0.18	15	0.02	112	0.08
General managers	165	0.31	66	0.08	231	0.17
Physical, mathematical and engineering science professionals	33	0.06	3	0.00	36	0.03
Life science and health professionals	48	0.09	83	0.10	131	0.10
Teaching professionals	355	0.66	339	0.41	693	0.51
Other professionals	99	0.18	39	0.05	138	0.10
Natural and engineering science associate professionals	33	0.06	12	0.01	45	0.03

<b>Occupation</b>	<b>Male</b>	<b>Male (%)</b>	<b>Female</b>	<b>Female (%)</b>	<b>Total</b>	<b>Total (%)</b>
Life science and health associate professionals	100	0.19	375	0.46	475	0.35
Teaching associate professionals	889	1.65	1248	1.52	2137	1.57
Other associate professionals	96	0.18	18	0.02	114	0.08
Office clerks	276	0.51	266	0.32	542	0.40
Customer service clerks	94	0.17	277	0.34	371	0.27
Personal and protective services workers	446	0.83	233	0.28	679	0.50
Models, salespersons and demonstrators	226	0.42	153	0.19	379	0.28
Market-oriented skilled agricultural and fishery workers	81	0.15	51	0.06	132	0.10
Subsistence agricultural and fishery workers	3	0.01	-	0.00	3	0.00
Extraction and building trades workers	532	0.99	84	0.10	616	0.45
Metal; machinery and related trades workers	238	0.44	21	0.03	259	0.19
Handicraft, printing and related trades workers	27	0.05	-	0.00	27	0.02
Other craft and related trades workers	84	0.16	60	0.07	145	0.11
Stationary-plant and related operators	45	0.08	9	0.01	54	0.04
Machine operators and assemblers	54	0.10	3	0.00	57	0.04
Drivers and mobile-plant operators	696	1.29	45	0.05	741	0.54
Sales and services elementary occupations	386	0.72	1266	1.54	1652	1.21

Occupation	Male	Male (%)	Female	Female (%)	Total	Total (%)
Agricultural; fishery and related labourers	36	0.07	27	0.03	63	0.05
Mining; construction; manufacturing and transport labourers	206	0.38	82	0.10	289	0.21
Undetermined	328	0.61	298	0.36	626	0.46
Not applicable (not economically active)	48263	89.43	77239	93.84	125502	92.09

Source: Municipal Demarcation Board

### 3.4.9 Competitive and Comparative Advantage

For Makhuduthamaga economy to grow sustainably, revenues and investment flows must increase, preferably from external markets. Economic growth flows when businesses in local sectors become more competitive in external and/ or local markets. The market responds to better goods, at lower prices by increasing sales often lead to increased investment

It is therefore necessary to determine which external markets Makhuduthamaga based firms can compete in profitably and sustainably. These markets and sectors offer the most opportunity for self sustained economic growth and, therefore become strategic priorities for the municipality. Furthermore it is important to understand the nature of competitive advantages and disadvantages in these markets and to recognize which factors are critical to success and which still constrain the relevant sector's performance

### 3.4.10 Trade and Industry

Trading regulation

Challenges		Action Plan
The regulation and promotion of informal trading	X	Develop an economic development strategy, and informal trading policies
Lack of formal economic development opportunities	X	Identify land for Economic development initiatives
Lack of informal trading infrastructure	X	Identify informal trading areas set up frameworks for the use of public land by communities in the creation of jobs , the job market and environment

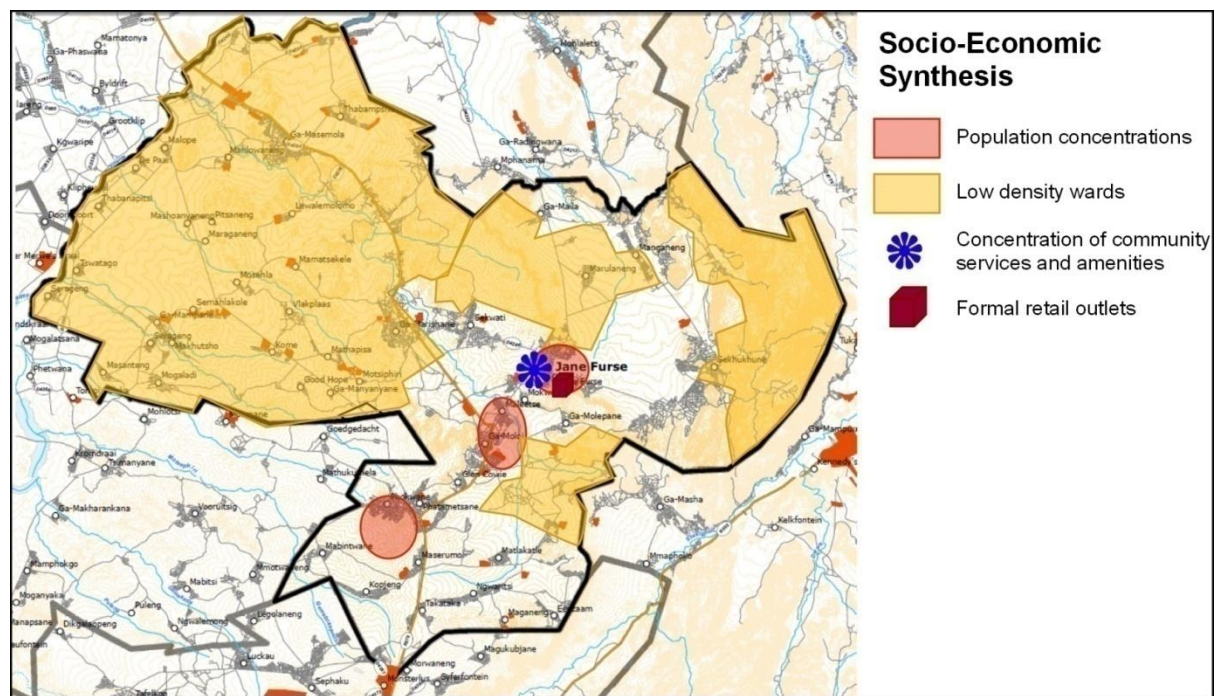
### 3.4.11 Rural development

Rural development requires of all agencies at national, provincial and local government, State Owned Enterprises, and the private sector to contribute to the development of rural communities in their areas of competencies. In this regard, the Makhuduthamaga Municipality is expected to

coordinate the CRDP Local committee of stakeholders, ensure effective provision of basic services, leverage municipal spending to create local jobs, and facilitate Local Economic development for all including the most rural communities in its area of jurisdiction.

Effectively, rural development is an approach for economic and social development in rural areas. It is not a service based project, but an outcome that Makhuduthamaga Municipality together with other spheres of government wishes to achieve.

The Municipality is in the process of localizing the National Comprehensive Rural Development Strategy and it has also been identified as a CRDP site.



### 3.4.12. Tourism

The Municipality has developed Draft Tourism strategy and will be adopted during the 2018/19 financial year. Annually the Municipality produces Tourism brochures to market the Municipal Tourism areas and products. Tourism Exhibition Centre is planned for Jane Furse by the municipality.

The municipality intends to enhance and maximize its tourism potential as eco-tourism presents the potential to be a major employer and economic driver in Makhuduthamaga.

The municipality will enhance tourism through:

- The resuscitation of a private sector integrated Local Tourism organisation/ Association.
- Promote green initiatives
- Promote agricultural tourism

- Develop eco-tourism and promote natural assets such as Leolo Mountain, and Manche Masemola
- Showcase and promote cultural heritage
- Confirm and embed Makhuduthamaga as a hiking/ ecotourism destination
- Establish a functional Tourism Information office

### **Current tourism infrastructure**

Tourism has been identified as one of the major growth sectors in the Makhuduthamaga Local Municipality. Of all the local municipalities of Sekhukhune, MLM is the heartland of heritage and cultural activities.

Tourism attraction sites within Makhuduthamaga municipal boundaries

<b>Name of site</b>	<b>Significance of the site</b>
1. Tisane Nature reserve	Tisane Nature reserve is a historical heritage site which holds the history of pedi culture. It has strong walls, built in the form of kraals and they were constructed wisely by the forefathers to defend themselves against enemies. Also home of the Matjading fortress the long passage between boulders that leads to a secret cave beneath rocks. Also other caves of fascinating history that could be of interest to tourists.
2. Grave of Manche Masemola	The grave of Manche Masemola, a religious martyr who died for Christian beliefs in the 1800. Manche Masemola who belonged to the Anglican Church, was brutally murdered by her parents for refusing to abandon her holy beliefs in favour of traditional and spiritual upbringing. Her statue has been erected in West Abbey Ministry in London -Great Britain.
3. Eensam tourism site	The Eensam tourism site stretches 190 hectares on the reef of the Nebo plateau. It constitutes mainly of historical sites and cultural heritages. Seefane "the wind tree", view of De Hoop Dam from the peak of this mountain, the fountain of luck, Mephato "initiation schools" and Lediba la Pula, which is place where traditional healers go and perform certain rituals in order to wish for the rain.

Source: LEDET 2017

### **Annual events that lure tourists to the municipality:**

- **MAMPURU DAY:** He was a great warrior and a chief who was brutally killed during apartheid era. It is commemorated yearly during the second or third week of January at Mamone Royal Kraal.

- **MANCHE MASEMOLA DAY:** She was a staunch Christian who died at the age of 14 after she was killed by her parents for refusing to stop to attend the church. Her grave turned to be one of the world's pilgrimage centres since 1935 when small groups of Christians visited the site annually to commemorate the heroine who vowed to be baptized with her own blood. Today the grave site of Manche Masemola is visited and celebrated yearly on the first week of August by hundreds of tourists, especially Anglicans from all over the World. Her statue has been erected in West Abbey Ministry in London -Great Britain.
- **THETIANE HERITAGE:** This gathering is held in September at Thabampshe, Ga – Masemola village. Everyone showcase traditional attire to express their passion for cultural roots. Women and girls wear Dintepa le Mabole. Men and boys fit in Makgeswa and animals skins such as baboon skins. This is one event where you will see various musical instruments such Botsoroane, diphlafala and so forth.

#### Accommodation facilities within MLM

Name of Facility	Location	Conference Facility Available	Graded
1. Gravel Lodge & Central Park	Glen Cowie	No	No
2. Laduma O.A.T Lodge	Jane Furse	Yes (100)	No
3. Tisane Motel	Ga-Tisane	Yes (300)	No
4. Beautiful Lodge	Jane Furse	Yes (200)	No
5. Sekhukhune Lodge	Rantho Village	Yes	No
6. Dorothy Lodge	Brooklyn	No	No
7. Setso Guest House	Nebo	Yes (60)	No
8. Royal Stay Lodge	Mogorwane	Yes	No
9. Lapa Lodge & Conference Center	Mogorwane	Yes	No
10. Phokowane Road Lodge & Sports Bar	Phokwane	Yes (200)	No

Source: LEDET 2017

The following are some of the tourism hot spots that needed to be developed into tourism products

- ❖ Sekhukhune Centre of Plant Endemism: underlain by the Bush veld Igneous Complex and covers areas of approximately 5,449 square km. i.e. Protea Flower and Yellow arum Lily flower
- ❖ Wetland and Protected area: Game parks and nature conservation
- ❖ Scenery of Leolo Mountains: Adventure, Scenery, Hiking and Trail.

Challenge		Action
Accommodation facilities not graded	X	Resuscitate the Local Tourism Association
Lack of signage		
Tourism information centre	X	Establish a fully functional Tourism Information centre

### **LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS**

<b>STRENGTHS</b>	LED unit established Effective implementation of EPWP and CWP SMME support
<b>WEAKNESSES</b>	Inadequate personnel Ineffective LED forum and no tourism association Weak agricultural value chain No economic sector plans No LED strategy No funding policy
<b>OPPORTUNITIES</b>	High number of informal traders High population /economic agglomeration Effective road networks Availability of workforce Effective public transport services Business licensing function
<b>THREATS</b>	Global warming and climate change Mushrooming of informal businesses by foreign nationals Instability of national and international economy and markets Unregulated local maxi taxis in the CBD High level of poverty

### **Challenge**

- No SMME support policy
- Inadequate personnel
- No Tourism forum
- Weak agricultural value chain
- Insufficient budget
- No SMME database
- Climate change
- High unemployment rate

### **3.5. KPA 4: Financial Viability**

#### **3.5.1 Financial Status of the Municipality**

The Municipality has projected a total revenue budget of R 397.9 million and total expenditure budget of R 404.9 million for 2017/18 financial year.

The Municipality has budgeted a total Revenue of R 397.9 million for 2017/18 financial year, R408.9 million and R431.1 million for 2018/19 and 2019/20 respectively. Total revenue has grown by 6.8 per cent or R 25.3 million for the 2017/18 financial year when compared to the 2016/17 Adjustments Budget. For the two outer years, total revenue will increase by 3 per cent and 6 per cent respectively, equating to a total revenue growth of R 62.5 million over the MTREF when compared to the 2016/17 financial year. The total revenue for 2017/18 includes the grants allocations from the national treasury to the amount of R 318.7 million and own revenue sources to the amount of R 79.1 million. For the two outer years of the MTREF 2018/19 and 2019/20 total grants allocations included in total revenue amounts to R323.6 million and 343.3 million respectively while own revenue continues to grow to R 85.2 million and R91.7 million respectively.

The Municipality is expecting the own revenue total budget for the two outer years to increase during review after the approval of the reviewed revenue enhancement strategies which will introduce new sources of revenue, such as service charges for waste collection, rental of municipal halls and sports grounds. The Municipality has also included in its budget for 2016/17 a project to develop and regularly update the indigent register, which will assist the municipality in revenue generation and to ensure sustainability of service delivery and provision of basic services to deserving indigents.

Total operating expenditure for the 2017/18 financial year has been appropriated at R 230.6 million and translates into an operating budgeted surplus of R 167.2 million. This surplus is used to fund capital expenditure for 2017/18. When compared to the 2016/17 Adjustments Budget,

operational expenditure has gone down by 16 per cent in the 2017/18 budget and grows by 7.6 per cent by 2019/20. The operating surplus for the two outer years decrease to R 130.9 million for 2018/19 and R141.2 million in 2019/20 financial year. These surpluses will be used to fund capital projects.

The capital budget of for 2017/18 financial year amounts to R 174.2 million and has increased by 21.4 per cent when compared to the 2016/17 Adjustment Budget of R 143.5 million. The Municipality's revenue for 2017/18 is not sufficient to fund growth in capital expenditure budget and therefore, capital infrastructure projects will be implemented using multi-year budgets to cover all areas that have service delivery backlogs.

In the total amount for capital budget in 2017/18, an amount of R 61.7 million is funded by MIG for roads and bridges; R 13 million is funded by INEG from DOE while the remaining capital expenditure will be funded by equitable share to the amount of R 99.5 million.

The capital expenditure decrease to R 138.9 million in the 2018/19 financial year and R149.1 million in 2019/20.

### **Billing System**

Property rates billed based on the valuation roll based on market value on monthly basis which is performed by the professional valuer. Our first valuation roll was signed by the valuator on the 31 January 2007 and implemented during the 2009/10 financial year. MLM collect rates from Businesses and Sector departments. MLM use a system called Accpac to perform all its financial transactions.

### **The financial sustainability of the Municipality**

The Municipality has established fully functional Budget and Treasury Department in line with chapter 9 sections 80 of MFMA and the role of Budget and Treasury department. The municipality has a challenge with regard to generation of own revenue since the municipality does not offer services like water and sanitation, electricity due to limitations on powers and functions. The municipality has always maintained positive cash flow and it does not finance its operation through loans and overdrafts.

In terms of expenditure management the municipality has always maintained watertight system of internal control and at all times municipality adheres to the principle of paying creditors on time which is 30 days payment period. Municipal credit control and debt collection policy has been fully utilized to ensure that all amounts that are being owed to municipality are indeed recovered within 60 days invoice period and the ultimate intention is to recoup all the accounts receivable within 30 days period. Furthermore municipality has introduced a system of internal control as early warning mechanisms to detect unauthorised, irregular, fruitless and wasteful expenditure as well as unfunded mandates.

**For the KFAs below, we have only included the current challenges and issues.**

Issue / Challenge		Action plan
Optimising and sustaining Councils revenue  Increasing internally generated funds for funding operational and capital expenditure	X	Implement credit control and focus more on consumers that have the ability to pay for Municipal Services/ rates

### **3.5.2 Revenue Enhancement/ Management**

#### **3.5.2.1 Revenue Enhancement**

Challenge		Action Plan
Sector departments not paying property rates	X	Use of Debt collector and intervention by National Treasury.
Residential sites not billed	X	To consider billing residence in view of initiation of waste removal programme

### **3.5.3 Cost Containment/ Management**

#### **3.5.3.1 Cost Containment**

Challenge		Action plan
Correct alignment of cost drivers to appropriate expenditure through Activity Based Costing model	X	Establish and comply with activity based costing component.  Prepare municipal budget in line with the cost containment practice note issued by National cabinet for all government departments.

### **3.5.4 Asset Management**

### 3.5.4.1 Asset Management

Challenge		Action Plan
Movable assets removed without proper authorisations.	X	Complete transfer forms, before removing movable assets.

### 3.5.5 Capital Expenditure

#### 3.5.5.1 Capital Expenditure

Challenges		Action Plan
Late appointment of service providers for implementation of capital projects	X	Review, update, and improve the planning cycle of the procurement of capital projects and items.  Budget & Treasury to prepare an annual procurement plan that will guide the processes timeously.

### 3.5.6 Supply Chain Management

#### 3.5.6.1 Supply Chain Management

Committees	Function
1.Bid specification committee	Compiling specification for the Municipality requirements to be acquired
2. Bid evaluation committee	Evaluation of Bids, compilation of reports and making recommendations
3.Acquisition committee (Bid adjudication)	Consideration of the recommendations and award or recommendation to the accounting officer to make final award

Challenges		Action Plan
Late submission of requisitions	X	Development of project plan by user departments.  Budget & Treasury to process only requisitions received 7 working days before the date of service/goods required.
Under /Over pricing		To research for market related prices

### 3.5.7 Financial Reporting

Challenges

None

### 3.5.8 Budgeting/ Funding

#### 3.5.8.1 Budgeting

Challenges		Action Plan
Dependence on grant funding by national and provincial government	X	Concentrate on debtors that can afford to pay and enforce the credit control and debt collection policies with a view of enhancing Council revenue
To increase tariffs and expenditure to be in line with CPI as per National Treasury	X	Introduction of financial strategies to respond to infrastructure needs. Make more contributions to the CRR with a view of cash funding the budget from access available funds
Inadequate funding		Enhanced revenue collection

### 3.5.9 Grants and Subsidies

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

Makhuduthamaga Local Municipality receives the following grants on yearly basis as per Division of Revenue Act (DORA)

#### Conditional grants

Name of grant	Amount for 2016/17	2017/18	2018/19	2019/20
Municipal Infrastructure Grant (MIG)	R59 210 000.00	R63 599 000.00	R67 230 000.00	R71 599 950.00
Financial Management Grant (FMG)	R 1 625 000.00	R1 700 000.00	R1 955 000.00	R2 033 200.00
Municipal Systems Improvement Grant (MSIG)	R 0.00	R 0.00	R 0.00	R 0.00

Integrated National Electrification	R 7 000 000.00	R 13 000 000.00	R12 000 000	R 0.00
Department of Public Works	R 1,505,000.00	R 0.00	R 0.00	R 0.00

Source: MLM Budget and Treasury, 2017

### Unconditional grants

Name of grant	Amount for 2016/17	2017/18	2018/19	2019/20
Equitable Shares (ES)	R 225 123 000.00	R 240 496 000.00	R254 456 000.00	R 269 723 360.00

### 3.5.10 Existing revenue sources

Revenue	Observation
Investment and tender documents	The interests earned on investment and tender documents are also revenue sources
Traffic functions(licenses and permit)	The devolution of the traffic function will positively impact on revenue generation like vehicle licensing, driver's licenses and traffic fines
Property rates	The Municipal Property Rates Act, 2004 was promulgated with effect from 2 July 2005. Property rates would be one of the primary sources of revenue for the municipality. Factors that will determine the amount that a property owner must pay to the municipality include: the assessed value of the property, the effective assessment rate etc.

Source: Internal Studies (MLM 2016)

The MLM's revenue sources are both internal and external. The internal sources contribute about 18% of the total revenue of the municipality while external sources make up to 82%. The internal sources include vehicle licensing and registration, property rates (businesses) and interest earned on investment and tender documents. The external sources of revenue at the disposal of MLM are grants and social donations from private sector. Some grants are often conditional such that the municipality is not at liberty to spend otherwise despite deserving needs.

### 3.5.11 Makhuduthamaga Audit Findings for 2016/17 Financial year

**The following are the findings of the Auditor General:** AGSA Opinion: Unqualified Audit Opinion with less matters.

### 3.5.12 Audit remedial plans for 2016/17 financial year audit findings

Description of Finding	Root Cause	Action Plan Description	Start Date	Completion Date	Position	Progress	Narrative to Progress
<p><b>KPA 3 indicators not well defined and verifiable</b></p> <p>In terms of Section 41(1)(b) of the Municipal Systems Act 32 of 2000, Core components - A municipality must in terms of its performance management system and in accordance with any regulations and guidelines that may be prescribed and objectives set measurable performance targets with regard to each of those development priorities and objectives. In terms regulation 9 (a) of the municipal planning and performance management regulations 2001 the key performance</p>	Management did not thoroughly review the SDBIP to ensure that all indicators are well defined and verifiable	<p>1. Management to review the 2017/18 SDBIP to ensure that all performance indicators are meaningful to enhance performance reporting</p> <p>2. Internal Audit to perform an interim audit on performance information to ensure that performance information as per the SDBIP is well defined, verifiable and agrees to information reported as at 31 December 2017</p>	<p>1. 25 Jan 18</p> <p>2. 5 Feb 18</p>	<p>1. 31 January 18</p> <p>2. 23 Feb 18</p>	Acting Municipal Manager	Not yet started	Performance Management system framework aligned to the municipal KPAs was adopted by council in December 2016.

<p>indicators must be measurable, relevant, objective and precise</p> <p>In terms of Paragraph 3.2 of the framework for Managing Programme Performance Information</p> <p>Well defined: the indicator needs to have a clear, unambiguous definition so that data will be collected consistently, and be easy to understand and use</p> <p>Verifiable: it must be possible to validate the processes and systems that produce the indicator.</p> <p>Whilst reviewing KPA 3 Local Economic Development (LED) we noted that the indicator listed below is not well defined and the targets in the indicator are not verifiable as the municipality does not have a formal process to collate and collect the reliable information regarding the target as a result was unable to audit the indicator.</p>							
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<p><b>Actual achievements not reported accurately in the annual performance report</b></p> <p>In terms of section 62 of the MFMA ACT The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure—that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards; Whilst auditing performance information KPA 2 infrastructure and service delivery we noted the reported achievements for the indicators listed below have been misstated as a results KPA 2 is misstated</p>	<p>Prepare regular, accurate and complete financial and performance reports that are supported by reliable information. Management did not conduct proper reviews to ensure that indicator targets are accurately recorded</p>	<p>1. Management to ensure that the PMS unit is adequately resourced</p> <p>2. Performance information to be thoroughly reviewed by management</p> <p>3. The Annual Performance report to be audited by the Internal Audit against supporting documentation and the SDBIP before submission to the AG</p>	<p>1. 22 jan 2018</p> <p>2. 05 July 2018</p> <p>3. 15 July 2018</p>	<p>1. 1 March 2018</p> <p>2. 15 July 2018</p> <p>3. 15 August 2018</p>	<p>Acting Municipal Manager</p>	<p>Not yet started</p>	<p>Performance Management system framework aligned to the municipal KPAs was adopted by council in December 2016.</p>
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<p><b>Completeness of performance information indicators</b></p> <p>The Municipal Systems Act No. 32 of 2000, section 43(2) states that 2) Key performance indicators set by a municipality must include any general key performance indicators prescribed in terms of subsection (1), to the extent that these indicators are applicable to the municipality concerned. Local government municipal planning and performance management regulations 10a general key performance indicators states that the following key performance indicators are prescribed in terms of municipal systems act section 43</p> <p>a) Percentage of households with access to basic level of water</p> <p>b) Percentage of households earning less than 1100 per month with access to free basic delivery</p> <p>c) The percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the</p>	<p>Review and monitor compliance with applicable legislation Management did not thoroughly review the SDBIP to ensure that all general indicators are included in the SBDIP</p>	<p>1. Management to ensure that all performance indicators are reported on as required by the Municipal Systems Act</p> <p>2. Management to review the current SDBIP to ensure that all performance indicators are included</p>	<p>25-Jan-18</p>	<p>15-Feb-18</p>	<p>Acting Municipal Manager</p>	<p>Not yet started</p>	<p>Performance Management system framework aligned to the municipal KPAs was adopted by council in December 2016.</p>
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<p>municipality's integrated development plan</p> <p>d) The number of jobs created through municipalities local. Economic development initiatives including capital</p> <p>e) The number of people from employment equity target groups employed in the three highest level of management in compliance with a municipality's approved structure</p> <p>f) The percentage of a municipality's budget actually spent on implementing its workplace skills plan</p> <p>g) Financial viability</p> <p>Whilst reviewing the SBPID we noted that the indicators included in the SDBIP does not included the following as required by the Municipal systems act</p> <ul style="list-style-type: none"> <li>• Percentage of households earning less than 1100 per</li> <li>• The number of jobs created through municipalities local. Economic development initiatives including capita</li> <li>• The number of people from employment equity target groups</li> </ul>							
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employed in the three highest level of management in compliance with a municipality's approved structure • The percentage of a municipality's budget actually spent on implementing its workplace skills plan							
<b>No disaster recovery plan in place</b>  The Municipal Systems Act No. 32 of 2000, section 26(g) states that Core components of integrated development plans. An integrated development plan must reflect applicable disaster management plans; Whilst reviewing the integrated development plan (IDP) we noted that the municipality does not have an approved disaster recovery plan in place.	Establish and communicate policies and procedures to enable and support understanding and execution of internal control objectives, processes and responsibilities Management did not ensure that they have an approved disaster recovery plan in place	Management to ensure to develop and include in the 2018/19 IDP a disaster recovery plan that is relevant to the conditions within and around the institution. A thorough risk assessment will be conducted in this regard	1-Feb-18	31-May-18	Acting Municipal Manager	Not yet started	Performance Management system framework aligned to the municipal KPAs was adopted by council in December 2016.

<p><b>KPA 2 indicators not smart</b></p> <p>The municipal planning and performance management regulation.2001 regulation 9 (a) states that the key performance indicators must be measurable, relevant, objective and precise</p> <p>Whilst reviewing the SBPID we noted that the indicators listed below are not measurable as required by legislation.</p>	<p>Review and monitor compliance with applicable legislation Management did not thoroughly review the SDBIP to ensure that all indicators are measurable and precise</p>	<p>1. Management to review the 2017/18 SDBIP to ensure that all performance indicators meet the SMART criteria</p> <p>2. The Internal Audit Unit to audit the 2017/18 SDBIP to ensure that the performance indicators are well documented to meet the SMART criteria</p>	<p>1. 25 Jan 18</p> <p>2. 5 Feb 18</p>	<p>1. 31 January 18</p> <p>2. 23 Feb 18</p>	<p>Acting Municipal Manager</p>	<p>Not yet started</p>	<p>Performance Management system framework aligned to the municipal KPAs was adopted by council in December 2016.</p>
<p><b>Indicators without targets</b></p> <p>The municipal planning and performance management regulation.2001 regulation 9 (a) states that the key performance indicators must be measurable, relevant, objective and precise</p> <p>Whilst reviewing the SDBIP we noted that indicator 13 construction of Makgwabe to Mphane access road (10km) in KPA 2 Infrastructure Development does not have a set target as a result the indicator is not</p>	<p>Review and monitor compliance with applicable legislation Management did not thoroughly review the SDBIP to ensure that all indicators are measurable and precise</p>	<p>1. Management to review the 2017/18 SDBIP to ensure that all performance indicators have targets that are relevant and achievable.</p> <p>2. The internal audit unit to audit the 2017/18 SDBIP to ensure that all performance indicators have relevant and verifiable performance targets</p>	<p>1. 25 Jan 18</p> <p>2. 5 Feb 18</p>	<p>1. 31 January 18</p> <p>2. 23 Feb 18</p>	<p>Acting Municipal Manager</p>	<p>Not yet started</p>	<p>Performance Management system framework aligned to the municipal KPAs was adopted by council in December 2016.</p>

measurable							
<p><b>There is no consistency between the reported targets on the APR and the targets on the SDBIP</b></p> <p>In terms of section 41 (1)(b) of the Municipal Systems Act 32 of 2000, Core components - A municipality must in terms of its performance management system and in accordance with any regulation and guidelines that may be prescribed and objectives set measure performance targets with regard to each of those development priorities and objectives.</p> <p>Whilst auditing performance we noted that the reported targets on the annual performance report are not consistent with planned targets as per the service delivery and budget implementation</p>	<p>Review and monitor compliance with applicable legislation</p> <p>Adequate review on the SDBIP was not performed by all levels as per delegation of authority to detect and correct errors on the SDBIP</p>	<p>1. Management to review the 2017/18 APR against the SDBIP to ensure consistency between the planned and the reported performance information</p> <p>2. Internal audit to audit the achieved targets against the predetermined objectives to ensure consistency before submission to the AG</p>	<p>1. 05 July 2018</p> <p>2. 15 July 2018</p>	<p>1. 15 July 2018</p> <p>2. 15 August 2018</p>	Acting Municipal Manager	Not yet started	Performance Management system framework aligned to the municipal KPAs was adopted by council in December 2016.

plan							
<p><b>Difference between the APR and listings</b></p> <p>Section 62 (1)(b) of the MFMA states that. General financial management functions - (1) the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take (b) that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards;</p> <p>Whilst auditing KPA 2 infrastructure development indicator 29 electrification of households at Riverside, Lehwerelere, Hlalanikahle and Makgapaneng we noted the number of households reported on the annual performance report</p>	<p>Prepare regular, accurate and complete financial and performance reports that are supported by reliable information. Management did not review the APR thoroughly to ensure that accurate figures are reported on the APR</p>	<p>1. Management to review the reported performance against supporting documents to ensure that the performance reported is adequately supported</p> <p>2. Internal Audit to perform an audit on performance information to ensure that the reported performance is adequately supported</p>	<p>1. 05 July 2018</p> <p>2. 15 July 2018</p>	<p>1. 15 July 2018</p> <p>2. 15 August 2018</p>	<p>Acting Municipal Manager</p>	<p>Not yet started</p>	<p>Performance Management system framework aligned to the municipal KPAs was adopted by council in December 2016.</p>

does not agree with the number of households listed in the electrified households listing							
<p><b>There is no consistency between the reported targets on the APR and the targets on the SDBIP</b></p> <p>In terms of section 41 (1)(b) of the Municipal Systems Act 32 of 2000, Core components - A municipality must in terms of its performance management system and in accordance with any regulation and guidelines that may be prescribed and objectives set measure performance targets with regard to each of those development priorities and objectives.</p> <p>Whilst auditing performance we noted that the reported targets on the annual performance report are not consistent with planned targets as per the service delivery and budget implementation plan</p>	<p>Review and monitor compliance with applicable legislation</p> <p>Adequate review on the SDBIP was not performed by all levels as per delegation of authority to detect and correct errors on the SDBIP</p>	<p>1. Management to review the 2017/18 APR against the SDBIP to ensure consistency between the planned and the reported performance information</p> <p>2. Internal audit to audit the achieved targets against the predetermined objectives to ensure consistency before submission to the AG</p>	<p>1. 05 July 2018</p> <p>2. 15 July 2018</p>	<p>1. 15 July 2018</p> <p>2. 15 August 2018</p>	Acting Municipal Manager	Not yet started	Performance Management system framework aligned to the municipal KPAs was adopted by council in December 2016.

<p><b>SCM - CIDB</b></p> <p>In terms of CIDB regulation 17: A contractor registered in a contractor grading designation indicated in column 1 of the table 8 below, is considered to be capable of undertaking a contract in the range of tender values indicated in columns 3 and 4 of that table in the class of the construction works to which the category of registration of that contractor relates. And In terms of CIDB regulation 25 (5), Subject to sub regulation (1), joint ventures are eligible to submit tender offers or expressions of interest if-</p> <p>(a) Every member of the joint venture is a registered contractor in terms of these Regulations and the lead partner has a contractor grading designation in the class of construction works under consideration and possesses the required recognition status; and</p> <p>(b) The category of registration of the joint venture, determined in</p>	<p>The municipality did not effectively exercise their oversight responsibility regarding financial and performance reporting and compliance as well as related internal controls to ensure that the evaluation of bids is in terms of the required prescripts.</p>	<p>The bid committees to review thoroughly bidding documents against SCM Regulations and the CIDB guidelines to ensure that points are allocated as per the required regulations and guidelines</p>	<p>1-Dec-17</p>	<p>Ongoing</p>	<p>CFO</p>	<p>In progress</p>	<p>Internal controls are strengthened to ensure that the Non Compliance does not occur again</p>
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accordance with sub regulation (6) is equal to or higher than the category of registration specified in accordance with sub regulation (3). MAZAXA CONSTRUCTION & PROJECTS/ BUYSLINE TRADING JV							
<b>SCM – Interest declarations not made</b>  a) Municipal Finance Management Act - Section 112(j) “The supply chain management policy of a municipality or municipal entity must be fair, equitable, transparent, competitive and cost-effective and comply with a prescribed regulatory framework for municipal supply chain management, which must cover the compulsory disclosure of any conflicts of interests prospective contractors may have in specific tenders and the exclusion of such prospective contractors from those tenders or bids” b) Supply Chain Management Regulations i) Regulation	The municipality did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information Management also did not review and monitor compliance with applicable legislation.	Management to develop a policy to exclude service providers that have incorrectly declared their interests in the past as required by SCM regulations to emphasise the importance of correctly disclosing interests. This will slow eliminate the risk of non compliance in this regard	1-Mar-18	Ongoing	CFO	In progress	Internal controls are strengthened to ensure that the Non Compliance does not occur again

<p>44 “The supply chain management policy of a municipality or municipal entity must, irrespective of the procurement process followed, state that the municipality or municipal entity may not make any award to a person</p> <p>(a) Who is in the service of the state;</p> <p>(b) If that person is not a natural person, of which any director, manager, principal shareholder or stakeholder is a person in the service of the state; or</p> <p>(c) Who is an advisor or consultant contracted with the municipality or municipal entity</p> <p>ii) Regulation 45 “The notes to the annual financial statements of a municipality or municipal entity must disclose particulars of any awards of more than R2000 to a person who is a spouse, child or parent of a person in the service of the state, or has been in the service of the state in the previous twelve months, including –</p> <p>(a) The name of that person;</p> <p>(b) The capacity in which that person is in</p>							
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the service of the state; and (c) The amount of the award". The following deviations pertaining to interest declarations were noted:							
<b>No memorandum of agreement between Makhuduthamaga Municipality and Limpopo Roads Agency</b>  In September 2014 the Limpopo Provincial Administration issued a general notice 317 of 2014 on Provincial Gazette number 2417 dated 09 September 2017. This gazette was issued in terms of Limpopo Roads Agency Limited and Provincial Roads Act, 1998 (Act no.7 of 1998). The purpose of this gazette was to declare and clarify ownership of roads between provincial and municipal spheres of government within the province. As clarified by the gazette, roads listed in schedule A	Review and monitor compliance with applicable legislation The municipality did not conclude an agreement with the Limpopo Roads Agency to address the impact of the gazette declaring and clarifying ownership of roads between the two parties since 2014 (two years later).	Management to resume communication with RAL in order to Develop a Memorandum of Agreement between the two Parties	4-Jan-18	31-Mar-18	CFO	In progress	A letter has been sent to RAL requesting a formal transfer of the roads to the Municipality on the 12th of January 2018

<p>of the gazette were declared to be Provincial roads and those listed in schedule B belonged to the Municipalities. The gazette declared this separation with retrospective effect from 31st March 2012. At the date of this gazette, the Municipality was in the process of / had intentions to constructing and/or renewing some roads which formed part of its IDP deliverables. These were also in the category of roads declared in schedule A of the referred to gazette.</p> <p>At the date of the gazette both the Municipality and Limpopo Roads Agency became aware of the roads within their jurisdiction and responsibility. Because the Municipality was in the process of / had intentions to constructing and/or renewing some roads in terms of its IDP deliverables even though some of these were no longer within their responsibility, this necessitated coordination and memorandum of agreement between the Municipality and Limpopo Roads Agency.</p>							
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Based on our review of the AFS, the municipality incurred expenditure amounting to R74 926 564 million during the 2016-17 financial year (2015-16: R85 950 147 million) for roads infrastructure development. Discussions with management indicated that although there were some engagements between the Municipality and Limpopo Roads Agency, no written formal written agreement was concluded between the two parties addressing at-least the above points referred to.							
<b>Amount as per the stage of completion certificate of WIP differs from amount in the GL</b>  According to MFMA 122(1)(a) "Every municipality and every municipal entity must for each financial year prepare annual financial statements which fairly presents the state of affairs of the municipality or entity, its performance against its budget, its management of revenue, expenditure, assets	The asset manager did not ensure that the Work-in-progress balance agrees to the value of work completed as per the stage of completion certificate.	1. Management to ensure that correct information is submitted to the AG as the document submitted had errors.  2. Documents will be quality checked by a designated official before filling.	4-Jan-18	Ongoing	CFO	In progress	The Matter has been resolved with the AG. The correct documents was provided to the AG for Audit

<p>and liabilities, its business activities, its financial results, and its financial position as at the end of the financial year;"</p> <p>According to MFMA Section 63(2)" The accounting officer of a municipality must take all reasonable steps to ensure that the municipality's assets and liabilities are valued in accordance with standards of generally recognized accounting practice."</p> <p>During the audit of Work in progress we identified that a difference on the construction of Access road from Maloma to Tsopaneng Grave yard of R 359 353.55 (R 4 893 845.23- R 4 534 491.67. The total WIP as per the general ledger amounted to R 4 893 845.23 and as per the inspection of the stage of completion certificate the total amount as at 30 June 2017 amounted to R 4 534 491.67.</p>							
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<p><b>D- Road incorrectly classified as Work in progress</b></p> <p>According to MFMA 122(1)(a) "Every municipality and every municipal entity must for each financial year prepare annual financial statements which fairly presents the state of affairs of the municipality or entity, its performance against its budget, its management of revenue, expenditure, assets and liabilities, its business activities, its financial results, and its financial position as at the end of the financial year;"</p> <p>In terms of GRAP par 5.5 conceptual framework for general purpose financial reporting An asset is: A resource presently controlled by the entity as a result of a past event.</p> <p>According to GRAP 17 paragraph 7 "The cost of an item of property, plant and equipment shall be recognized as an asset if, and only if: (a) it is probable that future economic benefits or service potential associated with the item will flow to the</p>	<p>The asset manager did not ensure that only assets belonging to the Municipality are capitalized.</p>	<p>1. Management has recently appointed an additional official in the asset management unit who is manly dedicated to infrastructure assets.</p> <p>2. Thorough Asset Verification Processes to be performed and verified by the manager assets to ensure that only municipal assets are capitalized into the Municipal Asset Register</p> <p>3. Management should ensure that an asset official attends project meetings to obtain a thorough understanding of the nature of the asset and to understand challenges experienced during the project process</p>	<p>4-Jan-18</p>	<p>Ongoing</p>	<p>Manager: Assets</p>	<p>In progress</p>	<p>Asset verification processes are strengthened and held at least on a quarterly basis.</p> <p>Projects are also verified on commission.</p>
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entity, and (b) the cost or fair value of the item can be measured reliably. During the audit of Assets, we identified a misstatement amounting to R 4 893 845.23 arising from incorrectly classifying/Capitalizing the construction of access road from Maloma to Tsopaneng grave yard as an asset of the municipality instead of being expensed due to the fact that the access road is the D – Road and all the D roads belong to the Road Agency Limpopo.							
<p><b>Human Resource Management: Allowances paid to employees are in contravention with the HR policy.</b></p> <p>Human Resource Policy, paragraph 12.8.4.8 Summary of Allowances – Grade 03 “Benefits calculated at the following % of the basic salary</p> <p>During the audit of HR management it was noted that the below employees were paid allowances at rates that are in contravention with the above rates:</p>	Exercise oversight responsibility regarding financial and performance reporting and compliance as well as related internal controls Management did not pay allowances at the correct rates as per the HR policy.	<p>1. Management to review the salary structures including benefits to ensure that they are in line with prescribed standards</p> <p>2. A thorough consultation is required with the unions to resolve the matter</p>	1-Feb-18	31-May-18	Acting Municipal Manager	Not yet started	All stakeholders to be engaged to ensure proper consultation on the matter

<p>The extrapolated audit figures of misstatement are as follows:</p> <p>Ø Car allowance: R1 829 570.57</p> <p>Ø Cell phone allowance: R 182 484.19</p> <p>Ø Housing allowance: R 81 084.58</p>							
<p><b>No employee performance evaluation for Municipal Manager and section 57 managers</b></p> <p>According to Municipal System Act section 67(d), "A municipality, in accordance with applicable law and subject to any applicable collective agreement, must develop and adopt appropriate systems and procedures, consistent with any uniform standards prescribed in terms of section 72 (1) (c), to ensure fair, efficient, effective and transparent personnel administration, including the monitoring, measuring and evaluating of performance of staff;"</p>	<p>Reason for the deviation:</p> <p>a) Management did not ensure that adequate measures are in place for assessment of performance of the Municipal Manager and Senior Managers.</p> <p>b) The matter was reported in the prior year and is included in the municipality's action plan however; the evaluations have not been performed for the 2016/17 financial year.</p> <p>Based on the</p>	<p>1. Appoint a committee for evaluation of all Senior Managers and Municipal Manager.</p> <p>2. Evaluate all Senior Managers and Municipal Manager by end of February 2018.</p>					

<p>Municipal Performance Regulations 27(4)(d) (GNR 805) states that:          “For purposes of evaluating the annual performance of the municipal manager, the evaluation panel constituted of the following persons:          i) Executive mayor or mayor;          ii) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;          iii) Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;          iv) Mayor and/or municipal manager from another municipality; and          v) Member of a ward committee as nominated by the executive mayor or mayor”</p> <p>Municipal Performance Regulations 27(4)(e) (GNR 805) states that:          “For purposes of evaluating the annual performance of senior managers, the evaluation panel constituted of the following</p>	<p>aforementioned the matter is as a result of the following internal control deficiency:          Leadership Leadership did not implement effective HR management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored</p>						
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<p>persons:</p> <p>i) Municipal manager;</p> <p>ii) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;</p> <p>iii) Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and Municipal manager from another municipality.”</p> <p>During the audit of the performance management of the municipality, it was noted that there was no performance evaluations performed for the municipal manager and for section 57 managers as required by the regulations for 2016/17 financial year.</p> <p>The matter was raised in 2012/13, 2014/15 and 2015/16 and since then the Municipality has developed a policy regarding the performance evaluation but, the evaluation of the performance of the municipal manager and the S57 managers is still</p>							
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<p>not yet performed to date. The aforementioned finding may result in:</p> <p>a) Non-compliance with section 67(d) of the Municipal Systems Act; b) Non- compliance with Municipal Performance Regulations 27(4)(d) and 27(4)(e) (GNR 805); and c) The Municipality's performance management policy.</p>							
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<p><b>Human Resource Management: Termination processes and procedures are not accounted for in the HR policy resulting in the HR policy being inadequate.</b></p> <p>According to Municipal System Act section 67(d), "A municipality, in accordance with applicable law and subject to any applicable collective agreement, must develop and adopt appropriate systems and procedures, consistent with any uniform standards prescribed in terms of section 72 (1) (c), to ensure fair, efficient, effective and transparent personnel administration.</p> <p>Municipal System Acts 72 (1) (c) states that:</p> <p>"The setting of uniform standards for -</p> <p>vi) Municipal staff establishments;</p> <p>vii) Municipal staff systems and procedures referred to in section 67 (1) and the matters that must be dealt with in such systems and procedures, including -</p> <p>aa) Transfers; and</p> <p>bb) Termination of</p>	<p>Reason for the deviation:</p> <p>a) Management did not document uniform standards regarding the termination of service of staff</p> <p>Based on the aforementioned the matter is as a result of the following internal control deficiency:</p> <p>Leadership did not implement effective HR management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored.</p>	<p>Management to review the HR Policies to strengthen the loop holes in the policy also addressing processes and procedures with regard to employee terminations</p>	<p>1-Mar-18</p>	<p>31-May-18</p>	<p>Acting Municipal Manager</p>	<p>Not yet started</p>	<p>All stakeholders to be engaged to ensure proper consultation on the matter</p>
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<p>service. viii) Any other matter concerning municipal personnel administration.”</p> <p>During the audit of human resource management of the municipality, it was noted that there was no documented processes and procedures regarding the termination of service of staff.</p> <p>The aforementioned finding may result in:</p> <p>a) Non-compliance with section 67(1) and 72 (1) (c) of the Municipal Systems Act; b) Unfair treatment of staff with regards to termination of services.</p>							
<p><b>Human Resource Management: The employment advertisements did not comply with the HR policy.</b></p> <p>During the audit of Human Resources management of the municipality, it was noted that the employment advertisements for 2016/17 did not comply with the approved HR policy of Makhuduthamaga</p>	<p><u>Leadership</u></p> <p>Exercise oversight responsibility regarding financial and performance reporting and compliance as well as related internal controls</p> <p>Management did not implement the HR policy with regards</p>	<p>Management to ensure that all advertisements are thoroughly reviewed to ensure that they comply with all relevant laws, HR regulations and policies</p>	<p>4-Jan-18</p>	<p>Ongoing</p>	<p>Acting Municipal Manager</p>	<p>Not yet started</p>	<p>All advertisements will be verified by management before sending for print</p>

<p>Local Municipality as it did not state the below, as required by the policy:</p> <p>Ø A statement that the municipality subscribes to the principles of employment equity:</p> <p>Ø A statement that the employment will be permanent or for a fixed term, and the term (if applicable)</p> <p>Ø A statement that applications received after the closing date will not be accepted or considered</p> <p>Ø A statement that if the applicant does not hear from the Municipality within 30 days his/her application was unsuccessful</p> <p>Ø A statement that faxed and emailed applications will not be considered</p>	to the advertisement of vacant positions						
<p><b>Human Resource Management: Vacant post applications are done using letters instead of formal municipal forms.</b></p> <p>During the audit of human resource management of the municipality, it was noted that applicants applied for vacant posts using letters instead of the formal municipal forms. The instruction to applicants to apply</p>	<p><u>Leadership</u> Exercise oversight responsibility regarding financial and performance reporting and compliance as well as related internal controls</p> <p>Management approved advertisements for vacant posts that were in contravention</p>	<p>Management to ensure that application forms are made available at the municipal offices and the municipal website. Applicants that have not completed these forms will not be considered during short listing processes</p>	4-Jan-18	Ongoing	Acting Municipal Manager	Not yet started	Management to ensure that all applications are accompanied by application forms

using letters was in the vacant post advertisement which is in contravention with the HR policy	with the HR policy and did not make available formal municipal forms for vacant posts applications.						
<p><b>Amounts disclosed in the AFS note does not agree to the respective notes</b></p> <p>According to MFMA 122(1)(a) "Every municipality and every municipal entity must for each financial year prepare annual financial statements which fairly presents the state of affairs of the municipality or entity, its performance against its budget, its management of revenue, expenditure, assets and liabilities, its business activities, its financial results, and its financial position as at the end of the financial year;"</p> <p>According to MFMA 62 (1) (b) "The accounting officer of a municipality is responsible for managing the financial administration of</p>	<p>Financial / Performance Management The above is due to management not reviewing the AFS to ensure that the disclosure notes documented manually agrees to the financial information.</p> <p>Management should review the AFS to ensure the amounts disclosed in note 39 agrees with the AFS notes.</p>	1. Annual Financial statements and the Annual Performance Report to be thoroughly reviewed by the CFO, Internal Audit and Audit Committee before submission to the AG	15-Jul-18	29-Aug-18	CFO	Not yet started	The annual financial statements and the annual performance report to be reviewed by the CFO, Internal Audit and the Audit Committee before submission to the AG

<p>the municipality, and must for this purpose take all reasonable steps to ensure that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards”</p> <p>The amounts disclosed in Risk Management note 39 do not agree to the closing balance of the following notes:</p> <p>1. Receivables from non-exchange transactions</p> <p>2. Cash &amp; cash equivalents</p>							
<p><b>Expenditure amounts recognised including VAT in the GL</b></p> <p>According to MFMA 122(1)(a) “Every municipality and every municipal entity must for each financial year prepare annual financial statements which fairly presents the state of affairs of the municipality or entity, its performance against its budget, its management of revenue, expenditure, assets and liabilities, its business activities, its financial results, and its financial position as at the end of the financial</p>	<p>Prepare regular, accurate and complete financial and performance reports that are supported by reliable information. Management did not conduct proper reviews to ensure that figures on the annual financial statements are disclosed accurately</p>	<p>1. Annual Financial statements and the Annual Performance Report to be thoroughly reviewed by the CFO, Internal Audit and Audit Committee before submission to the AG</p>	<p>15-Jul-18</p>	<p>29-Aug-18</p>	<p>CFO</p>	<p>Not yet started</p>	<p>The annual financial statements and the annual performance report to be reviewed by the CFO, Internal Audit and the Audit Committee before submission to the AG</p>

<p>year;"</p> <p>In terms of section 62 of the MFMA ACT The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure—that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards;</p> <p>1. During audit of the expenditure, we noted that the following VAT inclusive amounts were recorded on the GL at amounts inclusive of VAT instead of amounts net of VAT. The amounts identified were not recorded on the VAT control account, therefore General expenses were overstated by R 554 566.16 and VAT control account was understated by R 554 566.16.</p>							
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<b>Differences between GL/TB and AFS</b>  According to MFMA 122(1)(a) “Every municipality and every municipal entity must for each financial year prepare annual financial statements which fairly presents the state of affairs of the municipality or entity, its performance against its budget, its management of revenue, expenditure, assets and liabilities, its business activities, its financial results, and its financial position as at the end of the financial year;” In terms of section 62 of the MFMA ACT The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure—that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards; 1. During the audit of expenditure, we noted that the assets write off	Prepare regular, accurate and complete financial and performance reports that are supported by reliable information. Management did not conduct proper reviews to ensure that figures on the annual financial statements are disclosed accurately	1. Annual Financial statements and the Annual Performance Report to be thoroughly reviewed by the CFO, Internal Audit and Audit Committee before submission to the AG	15-Jul-18	29-Aug-18	CFO	Not yet started	The annual financial statements and the annual performance report to be reviewed by the CFO, Internal Audit and the Audit Committee before submission to the AG
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amount disclosed in the AFS does not agree with the assets write off amount in the GL and TB. Assets write off was therefore misstated by R853 444.61.							
<p><b>Expenditure Management: Difference between the trial balance and the annual financial statements</b></p> <p>In terms of section 62 of the MFMA ACT The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure—that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards; During audit of the expenditure, we noted the following:</p> <p>1. Differences between the TB and AFS</p>	<p>Review and monitor compliance with applicable legislation</p> <p>Management did not conduct proper reviews to ensure that figures on the annual financial statements are disclosed accurately</p>	<p>1. Annual Financial statements and the Annual Performance Report to be thoroughly reviewed by the CFO, Internal Audit and Audit Committee before submission to the AG</p>	15-Jul-18	29-Aug-18	CFO	Not yet started	<p>The annual financial statements and the annual performance report to be reviewed by the CFO, Internal Audit and the Audit Committee before submission to the AG</p>

<p><b>Expenditure Management: Duplication of expenditure account in general expenses</b></p> <p>In terms of section 62 of the MFMA ACT The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure—that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards;</p> <p>During audit of the expenditure, we noted that account no 7500225011, Indigent Register has been duplicated in the Consulting and professional fees in note 31 General expenses and also as a separate line item in the same note. As a result general expenditure has been overstated by R 915 420</p>	<p>Prepare regular, accurate and complete financial and performance reports that are supported by reliable information.</p> <p>Management did not conduct proper reviews to ensure that figures on the annual financial statements are disclosed accurately</p>	<p>1. Annual Financial statements and the Annual Performance Report to be thoroughly reviewed by the CFO, Internal Audit and Audit Committee before submission to the AG</p>	<p>15-Jul-18</p>	<p>29-Aug-18</p>	<p>CFO</p>	<p>Not yet started</p>	<p>The annual financial statements and the annual performance report to be reviewed by the CFO, Internal Audit and the Audit Committee before submission to the AG</p>
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<b>Receivable Management (Prepaid Expenses) overstated</b>  Whilst auditing the receivables from non exchange transactions, we have inspected payment vouchers relating to the SALGA payments and noted that the invoice for R693 820 was for the membership for 2016/17 financial year. Through the inspection of the GL we have confirmed that the amount was recognised as the prepaid expense instead of an expense. The prior year prepaid expenditure of R693 820 which should be expensed in the current year as the expenditure because it met the definition of an expense in the current year in terms of GRAP. This has resulted in understatement of expenditure and overstatement of receivables in the current financial year.	Review and monitor compliance with applicable legislation  Management did not thoroughly review the AFS to ensure that receivables classification is in line with GRAP requirements .	1. Annual Financial statements and the Annual Performance Report to be thoroughly reviewed by the CFO, Internal Audit and Audit Committee before submission to the AG	15-Jul-18	29-Aug-18	CFO	Not yet started	The annual financial statements and the annual performance report to be reviewed by the CFO, Internal Audit and the Audit Committee before submission to the AG
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<b>Revenue Management: Interest income incorrectly classified</b>  Paragraph 34 of Generally Recognised Accounting Practice (GRAP) 09 (Revenue from exchange transactions). Revenue arising from the use by others of entity assets yielding interest, royalties and dividends or similar distributions shall be recognised using the accounting treatments set out in paragraph .35 when: (a) it is probable that the economic benefits or service potential associated with the transaction will flow to the entity; and (b) the amount of the revenue can be measured reliably. Whilst auditing revenue we noted that the revenue from the interest received amounting to R 9 891 055 was classified in correctly as revenue from non-exchange instead of revenue in exchange transaction as GRAP 9 requirements as a consequence revenue from non-exchange has	Review and monitor compliance with applicable legislation Management did not thoroughly review the AFS to ensure that revenue classification is in line with GRAP requirements .	1. Annual Financial statements and the Annual Performance Report to be thoroughly reviewed by the CFO, Internal Audit and Audit Committee before submission to the AG	15-Jul-18	29-Aug-18	CFO	Not yet started	The annual financial statements and the annual performance report to be reviewed by the CFO, Internal Audit and the Audit Committee before submission to the AG
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been overstated whereas revenue from exchange is understated.							
<b>IT - Information security officer not appointed</b>  The Municipal Systems Act No. 32 of 2000, section 66(1) (d) states that; "A municipal manager, within a policy framework determined by the municipal council and subject to any applicable legislation, must establish a process or mechanism to regularly evaluate the staff establishment and, if necessary, review the staff establishment and the remuneration and conditions of service." Whilst reviewing the information technology general controls we noted that the municipality did not appoint an information technology security officer.	Management did not implement effective HR management to ensure that adequate and sufficiently skilled resources are in place. Management did not ensure that the information technology security officer has been appointed	Management to ensure that the Information Security Officer is appointed to strengthen IT security risks	1-Feb-18	1-Apr-18	Acting Municipal Manager	Not yet started	Management to ensure that the Information Security Officer is appointed to strengthen IT security risks

<b>Age analysis does not agree to the TB</b>  The amount of trade creditors in the Trial Balance does not agree to the age analysis supplied by the client	Financial and performance management  The age analysis was not reviewed to ensure that it agrees with the trial balance	1. Annual Financial statements and the Annual Performance Report to be thoroughly reviewed by the CFO, Internal Audit and Audit Committee before submission to the AG	15-Jul-18	29-Aug-18	CFO	Not yet started	The annual financial statements and the annual performance report to be reviewed by the CFO, Internal Audit and the Audit Committee before submission to the AG
<b>Accruals - Leave days due as at 30 June 2017 not accurate.</b>  Municipal Finance Management Act, paragraph 62, General financial management functions – (1) “The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure – (b) that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards” During the audit of accrual for leave it was noted that 60% of the employees’ leave days due as at 30 June 2017 was not correct this was as a result of not all leave taken by	Financial and performance management Prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information Management did not ensure that the reported accrual for leave’ figure is supported and evidenced by accurate and reliable information.	1. Annual Financial statements and the Annual Performance Report to be thoroughly reviewed by the CFO, Internal Audit and Audit Committee before submission to the AG	15-Jul-18	29-Aug-18	CFO	Not yet started	The annual financial statements and the annual performance report to be reviewed by the CFO, Internal Audit and the Audit Committee before submission to the AG

employees not captured on the system. As a result the accrual for leave pay is misstated by a projected misstatement of R 3 257 685.28. See attached schedule for further details.							
<b>Information not submitted for audit</b>  In terms of paragraph 42 bullet point number 4 of the Engagement letter between Makhuduthamaga local municipality and the Auditor General of South Africa: All documentation and information in support of the financial statements, the annual performance report and compliance with legislation must be available on request and be retrievable within a reasonable time, which should not exceed three working days. This documentation and information is also relevant to disclosures in the financial statements and could include information outside the general and subsidiary ledgers. If this information is	Implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting Management did not provide us with the information requested	1. Management to ensure that a complete and accurate audit file is prepared before the commencement of the audit.  2. Record management systems to be improved in the 2017/18 financial year to prevent unnecessary delays due to slow submission of information to the auditors	30-Jun-18	15-Jul-18	Acting Municipal Manager	Not yet started	Improved systems of record keeping during the 2017/18 financial year

not provided in the time agreed, it will be regarded as a limitation on the audit which could result in a modification of the audit opinion. During the audit we have identified that the requested information as per the attached annexure has not been provided or it was provided after 3 days							
<b>Limitation of scope - Information as per the request of information not provided</b>  As per the engagement letter paragraph on statutory reporting deadlines, submission of information for audit and correction of material misstatements the audited is required to provide the requested information within 3 days  During the audit we have identified that the requested information as per the attached annexure has not been provided or it was provided after 3 days.	Implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting Management did not provide us with the information requested	1. Management to ensure that a complete and accurate audit file is prepared before the commencement of the audit.  2. Record management systems to be improved in the 2017/18 financial year to prevent unnecessary delays due to slow submission of information to the auditors	30-Jun-18	15-Jul-18	Acting Municipal Manager	Not yet started	Improved systems of record keeping during the 2017/18 financial year

## **FINANCIAL VIABILITY SWOT ANALYSIS**

<b>STRENGTHS</b>	<ol style="list-style-type: none"> <li>1. Competent and strong Leadership.</li> <li>2. Competent financial management staff.</li> <li>3. Achievement of Unqualified Audit opinions in four consecutive years.</li> <li>4. Credible and compliant MTREF Budget.</li> <li>5. Adequate cash flow management.</li> </ol>
<b>WEAKNESSES</b>	<ol style="list-style-type: none"> <li>1. Inability to collect own revenue which leads to grant dependency</li> <li>2. Limited sources of revenue for collection purposes</li> <li>3. Lack of performance management system.</li> <li>4. Inability to equally distribute the municipal wealth through the SCM processes</li> <li>5. Poor implementation of the procurement plan</li> <li>6. Poor implementation of Revenue enhancement strategy.</li> <li>7. Inconsistency in application of internal controls and applicable legislation.</li> </ol>
<b>OPPORTUNITIES</b>	<ol style="list-style-type: none"> <li>1. Improvement of audit opinion to clean audit</li> <li>2. Generation of revenue from new own revenue sources</li> <li>3. Ability to reduce grant dependency by 50% in 2021</li> <li>4. Review of the applicable SCM policy to ensure fairness</li> <li>5. Support from both provincial and national treasury</li> <li>6. Economic developments in Jane Furse town (primary node)</li> </ol>
<b>THREATS</b>	<ol style="list-style-type: none"> <li>1. Loss of key financial management staff.</li> <li>2. Regression in audit opinion.</li> <li>3. Non compliance with mSCOA regulation.</li> <li>4. Resistance by customers to pay for services provided by the municipality.</li> <li>5. Non compliance with MFMA and its regulations.</li> </ol>

## Challenges

- Limited revenue base
- High grant dependency
- Resistance to pay property rates by local businesses.
- In-accuracy of valuation roll information.
- Lack of support by key stakeholders on implementation of Revenue Enhancement Strategy
- Inadequate implementation of procurement plan and budget.
- Inadequate implementation of mSCOA project plan.
- mSCOA steering committee and project implementation team not functional.
- Current Financial management system (Accpac) not able to run mSCOA tables.
- None adherence to conditional grants project implementation plan.
- Late receipts of grants allocation.
- Assets with zero book values still in operation.
- SARS does not pay VAT refunds within 21 legislated days.

### 3.6. KPA 5: Good Governance and public participation

#### 3.6.1 Governance Structure

The Governance Structure of Makhuduthamaga Municipality is informed by the Municipal Structures Act (Act 117 of 1998). This Act stipulates different roles and responsibilities that each structure within the municipality should perform.

##### 3.6.1.1 Political Structure

Section 53 of the Municipal Systems Act, Act 32 of 2000, stipulates inter alia that the respective roles and areas of responsibilities of the political structure and each Political Office Bearer of the Municipality and of the Municipal Manager must be defined.

**Table 3: Makhuduthamaga Municipal Council consists of 62 Councilors and the political party representation is as follows:**

Political party	No of Councilors	%(Percentages)	No of Voters
African National Congress (ANC)	43	67.95%	85 338
Economic Freedom Fighters (EFF)	14	21.73%	27 293
Democratic Alliance (DA)	02	3.39%	4 259
South African Maintenance and Estate Beneficiaries Association (SAMEBA)	1	1.13%	1 417

Azanian People's Organisation (AZAPO)	1	1.19%	1 498
African People's Socialist Party (APSP)	1	1.75%	2 198

### 3.6.1.2 Mayor and EXCO

The Mayor of the Municipality Minah Maitula assisted by the Executive Committee heads the executive arm of Council. The Mayor is at the centre of the system of governance. The Mayor operates in concert with the Executive committee (see table below):

Name of Member	Portfolio
M.M. Maitula ( Mayor)	Exco Head
Clr .M.J Mohlala	Head Infrastructure Services
Clr N.H Mankge	Head Corporate Services
Clr	Head Budget and Treasury /Leader of Council Business
Clr KR Maisela	Head Community Services
Clr MP Lerobane	Economic Development and Planning
Clr MT Mapheto	Deputy Head Budget and Treasury
Clr PT Maloma	Deputy Head Community Services
Clr AL Monakedi	Deputy Head Economic Development and Planning
Clr M Phala	Deputy Head Infrastructure Services

### 3.6.1.3 Speaker and Council

The Makhuduthamaga Municipality consists of 62 Councilors. 31 are ward Councilors and 31 are proportional Councilors, and 10 Magoshi, making a total of 72. The Speaker presides at meetings of Council.

**The Table below indicates with their capacity / positions.**

Name of Councilor	Capacity / Ward no	Political Party	Ward Representing / Proportional
Mamushi Frank	Ward Councilor -1	ANC	Ward
Shikoane Mohlahle Louis	Ward Councilor - 2	ANC	Ward
Leshalabe Makopi Mavis	Ward Councilor -3	ANC	Ward
Nkgadima Moshukutjoane Renes	Ward Councilor -4	ANC	Ward

Ranala Semeneke Tiny	Ward Councilor -5	ANC	Ward
Thokwane Kgalake Zacharia	Ward Councilor -6	ANC	Ward
Mapitsing Tswaledi Jerry	Ward Councilor -7	ANC	Ward
Morodi Papana Ezekiel	Ward Councilor -8	ANC	Ward
Maitjie Christina Dudu	Ward Councilor -9	ANC	Ward
Madihlaba Mpjane Gilbert	Ward Councilor -10	ANC	Ward
Maredi Helen Matsemela	Ward Councilor -11	ANC	Ward
Rankoe Tabane Peter	Ward Councilor -12	ANC	Ward
Mogashoa Nkopodi Ambrose	Ward Councilor -13	ANC	Ward
Maloma Disedi Rachel	Ward Councilor -14	ANC	Ward
Maduane Kwelagobe Albert	Ward Councilor -15	ANC	Ward
Makua Seekane Samuel	Ward Councilor -16	ANC	Ward
Marabele Kgabane Olly	Ward Councilor -17	ANC	Ward
Motseni Ntibaneng Lilly	Ward Councilor -18	ANC	Ward
Seboane Tricker Mmadire	Ward Councilor -19	ANC	Ward
Mothogwane Ditsepu	Ward Councilor -20	ANC	Ward
Mabatane Mathale Class	Ward Councilor -21	ANC	Ward
Komane Magomarele Lydia	Ward Councilor -22	ANC	Ward
Maila Mathabeng Johannes	Ward Councilor -23	ANC	Ward
Matsageng Ditlale Betty	Ward Councilor -24	ANC	Ward
Diketane Selege Paul	Ward Councilor -25	ANC	Ward
Mahlase Masekwele Merah	Ward Councilor -26	ANC	Ward
Masemola Maapo Simon	Ward Councilor -27	ANC	Ward
Mosoane Erick Makatise	Ward Councilor -28	ANC	Ward
Maleka Koaedi Jimson	Ward Councilor -29	ANC	Ward

Dolamo Mathabathe Faith	Ward Councilor -30	ANC	Ward
Matseding Maleesane Louisa	Ward Councilor -31	ANC	Ward
Bahula Maledimo Mina	PR Councilor	ANC	Proportional
Tala Mathope Andrew	PR Councilor	ANC	Proportional
Chego David Kgwediebotse	PR Councilor	ANC	Proportional
Maisela Kanyane Rinah	PR Councilor	ANC	Proportional
Mankge Herman Ntuwe	PR Councilor	ANC	Proportional
Lerobane Matjudubane Paulinah	PR Councilor	ANC	Proportional
Phala Mmalebo	PR Councilor	ANC	Proportional
Mamahlako Mike	PR Councilor	ANC	Proportional
Mokomane Magedi Linkie	PR Councilor	ANC	Proportional
Matjomane Namudi Moses	PR Councilor	ANC	Proportional
Diale Kotupo Elizabeth	PR Councilor	ANC	Proportional
Mohlala Magetlane Johannes	PR Councilor	ANC	Proportional
Mathume Mateng Rose	PR Councilor	APSP	Proportional
Thokoane Matshehle Joseph	PR Councilor	AZAPO	Proportional
Mapheto Moses Thangwane	PR Councilor	DA	Proportional
Diale Mochalaka Helen	PR Councilor	DA	Proportional
Monakedi Alfred Lekgitlane	PR Councilor	EFF	Proportional
Nkadimeng Lekoba Reinah	PR Councilor	EFF	Proportional
Thamaga Modise Robert	PR Councilor	EFF	Proportional
Leshaba Tshuba Reneilwe	PR Councilor	EFF	Proportional
Madutlela Kopedi Klaas	PR Councilor	EFF	Proportional
Magashula Matjatja Elizabeth	PR Councilor	EFF	Proportional
Maloma Putting Timothy	PR Councilor	EFF	Proportional

Sebesho Mamathung Selinah	PR Councilor	EFF	Proportional
Phala Margared Maletsiri	PR Councilor	EFF	Proportional
Shongwe Bhekimbi Edward	PR Councilor	EFF	Proportional
Mashifane Gladys Mathabathe	PR Councilor	EFF	Proportional
Phasha Lepou Patricia	PR Councilor	EFF	Proportional
Sekwati Khudu Dipuo	PR Councilor	EFF	Proportional
Mogamedi Balebetse Ennie	PR Councilor	EFF	Proportional
Makobe Phello Alpheus	PR Councilor	SAMEBA	Proportional

Source:MLM Office of the Speaker,2016

### **3.6. 1.4 Additional Committees**

In addition to the above, the municipality has various committees , these include:

#### **Section 79 / 80 Committees:**

- I. Corporate Services
- II. Community Services
- III. Infrastructure Development
- IV. Economic Development and Planning
- V. Budget and Treasury
- VI. Local Labour Forum
- VII. Audit committee
- VIII. Appeals committee
- IX. Municipal Public Accounts Committee ( MPAC)
- X. Ward committees
- XI. Rules and programming committee
- XII. Ethics committee
- XIII. Geographic Names Change Committee

### 3.6.2 Stake holder participation

#### 3.6.2.1 Stakeholder Participation analysis

Stakeholder	Description	Challenge
Makhuduthamaga Local Municipality Council	<ul style="list-style-type: none"> <li>○ Prepare process plan for IDP review</li> <li>○ Undertake the overall management, coordination and monitoring of the process as well as the drafting of the local IDP</li> <li>○ Approve IDP within the agreed framework</li> </ul>	Non adherence to stakeholder engagements
SDM	<ul style="list-style-type: none"> <li>○ Compile IDP Framework for the District</li> <li>○ Ensure alignment of IDP s in the District</li> <li>○ Prepare joint strategy workshops with local municipalities, provincial and national role players</li> </ul>	
Office of the Premiere	<ul style="list-style-type: none"> <li>○ Ensure Medium Term Framework and Strategic Plans of Sector departments considers IDPs</li> <li>○ Support and monitor CoGHSTA alignment responsibilities</li> </ul>	Inadequate monitoring of sector departmental participation in the IDP/Budget processes
CoGHSTA	<ul style="list-style-type: none"> <li>○ Ensure horizontal alignment of IDPs of various municipalities</li> <li>○ Ensure vertical alignment between provincial sector departments/strategic plans and IDP processes</li> </ul>	Delays in issuing the results of IDP/Budget Assessment
Sector departments	<ul style="list-style-type: none"> <li>○ Contribute technical knowledge, ideas and sector expertise to the formulation of municipal strategies, projects and sector plans</li> <li>○ Provide departmental operational and capital budgetary information</li> </ul>	<p>Inadequate participation in the IDP processes</p> <p>Implementation of projects not listed in the IDP</p> <p>No progress reports on implementation of projects</p>

IGR Structures (IDP Rep forum, IDP Managers/ Officers Forum, PDPF, DDPF)	<ul style="list-style-type: none"> <li>○ Provide dialogue between sectors for holistic infrastructure development</li> <li>○ Promote inter-governmental dialogue to agree on shared priorities and interventions</li> </ul>	Ineffective DDPF
LEDET	<ul style="list-style-type: none"> <li>○ Provide advice on environmental, economic development and trading issues</li> </ul>	
Treasury	<ul style="list-style-type: none"> <li>○ Provide support to ensure that the municipality complies with MFMA and relevant regulation</li> </ul>	
Civil society (CBOs, NGOs, Organisations for Youth, women and people with disabilities, tertiary and research institutions)	<ul style="list-style-type: none"> <li>○ Inform and consult various interests of the community</li> </ul>	Not enough resources are available to meet needs of all interests groups
Communities	<ul style="list-style-type: none"> <li>○ Identify and prioritize needs</li> <li>○ Discuss and comment on the draft IDP review</li> <li>○ Monitor performance in the implementation of IDP</li> </ul>	
Ward committees	<ul style="list-style-type: none"> <li>○ Articulate community needs</li> <li>○ Participate in the community consultation meetings</li> <li>○ Help in the collection of needed data/research</li> </ul>	<p>Delays in submitting needs</p> <p>Conflict with CDWs</p>
Community Development Workers	<ul style="list-style-type: none"> <li>○ Help in the generation of required data, thereby providing requisite support to ward committees</li> </ul>	<p>Delays in submitting needs</p> <p>Conflict with ward committees</p>
Political parties	<ul style="list-style-type: none"> <li>○ Provides inputs</li> </ul>	Conflicts among political parties
Media	<ul style="list-style-type: none"> <li>○ Inform the public on the municipal activities</li> </ul>	
Newsletter	<ul style="list-style-type: none"> <li>○ Contribute to the success of reaching the community</li> </ul>	Delayed production /distribution of newsletter

## 2018 -2019 IDP/Budget Stakeholders Consultations Programme

Date	Target Audience /Wards	Time	Venue
19.04.2018	Vulnerable Groups	10h00	MLM Council Chamber
19.04.2018	Social Sector (Traditional healers council,HIV/Aids council, Safety Council,NAFCOC,LED forum,NGOs and CBOs	13h00	MLM Council Chamber
23.04.2018	Wards 12,13,14,15,16,17,22&23 (Schoonoord Cluster)	10h00	Mokadi Sports Ground
23.04.2018	Wards 1-7 (Phokoane Cluster)	10h00	Phokoane Tribal Office
23.04.2018	Wards 24,25,26,27,28,29,30&31 (Masemola Cluster)	10h00	Tswaing Village
23.04.2018	Wards 8,9,10,11,18,19,20&21(Jane Furse Cluster)	10h00	Madibong Tribal Office
24.05.2018	Joint IDP Consultation (SDM and MLM)	11H00	Mphane
26.04.2018	Magoshi	10h00	MLM Council Chamber
22.05.2018	IDP Representative forum	10h00	MLM Council Chamber
29.05.2018	IDP/Budget Final Adoption	10h00	MLM Council Chamber

Source :Office of the Speaker 2018

### IDP Rep Forum and Mayoral Imbizos

The forum is not functional as per approved process plan. The Public Participation Division in the Office of the Speaker sometimes fails to coordinate meetings. The Mayor together with councilors held Imbizos whereby ordinary community members are given chance to raise their views in terms of service delivery challenges and report to them on progress made by the municipality.

### Ward committees and CDWs

The municipality has established 31 ward committees which assist council in terms of liaising with the community. They play a role as link between the municipality and community and facilitate development of long term vision. Ward committees ensure that the views of the communities are captured in the IDP by attending to public participation meetings and submitting inputs to the municipality. The municipality has developed a ward committee policy to ensure the effectiveness and efficiency of system. They assist in terms of monitoring municipal institutional performance. The ward committees' reports get evaluated every month for the purpose of monitoring their functionality and effectiveness. The newly elected committee members were inducted on their roles, functions and code of conduct from the 13-15 February 2017.

The municipality has 24 Community Development Workers (CDWs) deployed to 31 wards and remain with 7 wards without CDWs. This is constituted by 15 females and 9 males. The CDWs are linked directly with Public Participation Office which is in the Office of the Speaker. CDWs attend all ward committee meetings duly convened by the Chairperson (Ward councilor) of the ward committee. They serve as resource persons during the official sittings of the ward committee

### Traditional leaders

Makhuduthamaga Local Municipality has 27 Traditional leaders and indunas appointed in terms of Traditional Leadership and Governance Framework Amendment Act, 2003. There are 10 traditional leaders serving in the Municipal council as Ex- officios in terms of Municipal Structures Act. The relationship between Traditional leaders and the municipality is healthy. The main issue with the traditional authorities in the municipality is that residential development is currently taking place in uncoordinated and chaotic manner in the area. This is largely because there is inadequate coordination between the municipality, the traditional authorities and CoGHSTA. The

functions for site demarcation and allocation remain vested with traditional authorities and Provincial Department of CoGHSTA respectively. The land issue within Makhuduthamaga is of critical importance because of the extent of tribal ownership.

### **Municipal Public Accounts Committee (MPAC)**

The Municipality has established a Municipal Public Accounts Committee in terms of Sections 33 and 79 of the Municipal Structures Act 1998. This committee plays an oversight role of the council. It examines the financial statements and audit reports of the municipality and in doing so the committee must consider improvements from previous statements and reports and must evaluate to which extent the audit committees and auditor general recommendations have been completed. To recommend or undertake any investigation in its area of responsibility, after reviewing any report from any council committee or from the Audit committee. The committee consists of twelve non-executive councilors and the Chairperson is fulltime.

<b>Challenges</b>		<b>Action Plan</b>
Minimal stakeholder participation	X	Capacity enhancement of different stakeholders
Alignment of activities and programmes with other spheres of government	X	enhancement of IGR Function

### **3.6.3 Risk Management**

#### **3.6.3.1 Extremely Critical Risks**

The Municipality is critically aware of the impact of risk on service delivery. As such; it has developed extensive risk mitigation measures for both strategic and operational risks that have been identified. The municipality has adopted an integrated approach to risk management with the primary aim of embedding of a culture of making a correct and timely decisions that take in to consideration associated risk exposures and opportunity.

#### **Risk governance in the Municipality**

The Municipality has Independent Governance Oversight and Advisory committees, namely, Risk management Committee and the Audit Committee, which operate in accordance with Council approved terms of reference, Corporate governance guidelines and practices (King III). This will ensure both the reliability and quality of advisories and integrated reporting to the council.

Some of the key strategies in the short-to-medium term to ensure successful implementation of risk governance and enterprise risk management in Makhuduthamaga Local Municipality are listed below:

- I. Risk governance structure, Framework and Policy
- II. Risk management Oversight
- III. Risk ownership and accountability

- IV. Risk management approach and principles
- V. Risk assessment methodology
- VI. Continuous risk assessment, design and implementation of risk response and continuous monitoring.
- VII. Risk profile and integrated risk reporting

### Challenges facing Risk Management

- Non existence of Risk Management IT system / Infrastructure
- Insufficient Staff

The Table below illustrates an overview of risk assessment:

Objectives	Risk Description	Root cause	Inherent risk
To optimize revenue base through enhanced collection	Inadequate revenue generated	Inadequate basic services rendered to communities  Misunderstanding of property rates by business owners  Land ownership (Tribal authority) land is owned by 3 <sup>rd</sup> parties and not municipality	Medium
To ensure effective and efficient utilization of space	Inability to manage utilization of space	Tribal authorities not engaging the municipality when allocating land  Land is owned by Tribal authorities	Medium
To successfully implement mSCOA by 01 July 2017	Inability to execute mSCOA transaction	Poor planning  Resistance to change  Lack of skills  Lack of resources	Medium
To ensure solid waste collection	Inability to collect waste in all municipal areas	Inadequate waste management systems	
To ensure greater road infrastructure	Inability to maximize eradication of road infrastructure backlog	Budget constraints	Medium
To ensure effective oversight by new	Lack of understanding of	Newly elected councilors	

council	municipal operations by new council	Inadequate understanding of municipal processes	
To manage effectively all political parties in council	Diversity of political parties with conflicting interests and agendas	Newly elected councilors Multi-party democracy	

### **Audit Committee**

The Internal audit component of the municipality was established in terms of the approved organizational structure to ensure that the municipality has systems and processes in place that will ensure or improve compliance to various legislative requirements, thus trying to achieve a better audit opinion. The Audit committee was appointed through a Council resolution. This committee reports directly to council to assist it to achieve its oversight role efficiently and appropriately based on the expertise of the various members of the committee.

Section 166(2) of the MFMA states that an Audit Committee is an independent advisory body which must amongst others advise the Municipal council, the Political Office Bearers, the Accounting Officer and the management staff of the municipality, on matters relating to:

- i. Internal financial control
- ii. Risk management
- iii. Performance management, and
- iv. Effective governance

In the financials under review the Audit committee also performed the Performance Audit Function.

### **Municipal Audit Outcomes (External Audit)**

The Makhuduthamaga municipality is required to prepare Annual Financial Statements (AFS) which must be audited by the Auditor General of South Africa (AGSA) in terms of Section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) Section 4 of the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and Section 126(3) of the Municipal Finance Management Act of South Africa, 2003 (Act 56 of 2003).

For the past five years the Municipality has performed well according to Auditor General's reports in terms of Financial Management and finance related matters.

### **Analysis of Audit Opinion by the Auditor General over the last five years**

2012/13	2013/14	2014/15	2015/16	2016/17
Qualified opinion	Unqualified opinion	Unqualified opinion	Unqualified opinion	Unqualified opinion

Source: Auditor General Report

### **Anti-Corruption**

Corruption is defined as “ any conduct or behavior in relation to persons entrusted with responsibilities in public office which violates their duties as public officials and which is aimed at obtaining undue gratification of any kind for themselves or for others

**The municipality has developed the anti-corruption strategy, which aims :**

- To prevent and combat fraud and corruption and related corrupt activities
- To punish perpetrators of corruption and fraud
- To safeguard MLM properties, funds, business and interest

### **3.6.4 Policies, Strategies and Plans**

#### **3.6.4.1 Policies, Strategies and plans**

These documents are instruments that guide Council, the Administration and Communities and provide the environment for responsible Local Government in the municipal area.

The following table contains a list of policies, systems, plans, frameworks and strategies with current assessments thereof indicated.

<b>Policies, Strategies and Plans</b>	<b>Status</b>	<b>Date approved</b>
Staffing Policy	Adopted	15 December 2016
Tariff Policy	Adopted	31 May 2016
Credit control and Debt collection policy	Adopted	31 May 2016
Asset management Policy	Adopted	31 May 2016
Property Rates Policy	Adopted	31 May 2016
Indigent Policy	Reviewed	2017/18
Overtime Policy	Adopted	31May 2016
Communication Policy	Adopted	31 May 2016
Supply Chain Management Policy	Adopted	31 May 2016
Budget policy	Adopted	31 May 2016
Public Participation Policy	Adopted	10 June 2016
Complaints Management Policy	Adopted	10 June 2016
Employment Equity Plan	Adopted	2014/ 2015

HR policies	Adopted	15 December 2016
Revenue enhancement policy	Adopted	31 May 2016
Rates policy	Adopted	31 May 2016
SDF	Adopted	2014/15
Land Use Management Scheme	Adopted	2008
Institutional Plan	Adopted	2015/16
Workplace Skills Plan	Reviewed	2017/18
PMS	Reviewed	2017/18
Water Services Master Plan	Adopted by SDM	2014
WSDP	Adopted by SDM	2016
Road Master Plan	Adopted	2012/13
Integrated Transport Plan	Draft	Since 2014/15
Housing Chapter	Draft	Since 2014/15
Integrated Waste Management Plan	Adopted	2017/18
Disaster Management Plan	Adopted	2014/15
LED Strategy	Reviewed	2017/18
Risk Management Policy	Adopted	2017/18
Risk Management Strategy	Adopted	2017/18
Anti corruption strategy	Adopted	2017/18
Internal Audit Charter	Adopted	2017/18
GIS policy	Adopted	2017/18

### **3.6.5 BY -LAWS**

#### **3.6.5.1 BY –Laws**

**The following By- laws are promulgated**

No	By-Law
1	Street advertising by-law
2	Street trading by-law
3	Municipal Waste Management by-law
4	Makhuduthamaga Local Municipality Property Rates by-laws
5	Makhuduthamaga Local Municipality Tariff by-laws
6	Rules of order regulating the conduct of meetings of the Council at Makhuduthamaga
7	Rules of order regulating the conduct of meetings of the Portfolio Committees at Makhuduthamaga
8	Makhuduthamaga Local Municipality Credit Control by-laws

### **3.6.6 Inter Governmental Relations**

#### **3.6.6.1 Inter Governmental Relations**

Intergovernmental relations take place in an unstructured manner in Makhuduthamaga. The municipality aims to ensure that IGR takes place in terms of our Constitutional mandate and other relevant Legislation, most importantly the Inter Governmental Framework Act.

The main purpose of IGR in a Municipality is to coordinate, facilitate and intervene between the various functions and responsibilities of the different spheres of government as well as interactions with parastatals, private sector and other stakeholders within our functional sphere in order to influence the effective delivery of our mandate.

The municipality endeavors to ensure the full implementation of the IGR framework through the establishment of the IGR Forum that is represented by Municipal officials as well as sector departments within the district.

**The strategic aim of the Makhuduthamaga IGR Framework would include:**

- To promote and facilitate cooperative decision making
- To coordinate and align priorities, budgets, policies and activities across interrelated functions and sectors
- Ensure a smooth flow of information within government and between government and communities with a view of enhancing implementation of policies and programmes.

Challenges	Action plan
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Unstructured engagements with other spheres of government by line departments	X	Mainstreaming IGR within all line departments
Lack of interaction between different spheres of government	X	Mainstreaming IGR within Makhuduthamaga area
Non existence of IGR forum	X	Establishment of Forum

## Customer care

Makhuduthamaga Municipality has established a sound Customer Care Management system that aims to create positive and reciprocal relationship with customers. The council approved customer care policy, customer care procedure manual and Draft turn around strategy. The Presidential and Premiers hotlines established mechanisms of complaints management for dealing with complaints from communities, to act / reply promptly to complaints and queries and provide corrective action. The municipality also installed suggestion boxes to all 27 tribal offices and other municipal satellite offices, this enables the municipality to deal with the needs and provide feedback to complainants. A customer care survey was conducted during 2013/14 financial year. All employees are provided with name tags as and when required, although the challenge is that employees do not comply all the time. The municipality managed to hold Bathopele build up activities successfully.

### Progress made in the past five years in terms of customer care

Bathopele indicators	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Presidential hotline	42	68	74	84	109
Premier Hotline	0	09	12	14	18
Suggestion boxes	Boxes installed	No collection made	No collection made	No collection made	No collection made
Bathopele survey	Survey not conducted	Survey not conducted	Survey not conducted	Survey not conducted	Survey not conducted
Bathopele committees	Not yet established	Not yet established	Not yet established	Not yet established	Not yet established

## 3.6.7 Traffic and Vehicle Licenses

### 3.6.7.1 Traffic Services and agency function

The Municipality is rendering traffic services through:

- Law enforcement to decrease incidents affecting traffic safety
- Monitoring and collecting outstanding fines
- Conducting community engagements and awareness programmes
- Conducting an agency function for the Provincial Government by testing and licensing vehicles and drivers on an agency basis.

Challenges		Action plan
Limited staff to perform licensing and law enforcement	X	Ensure ongoing Training of Traffic Officers to be undertaken
Collecting outstanding fines	X	Investigate the possibility of appointing external service providers/ procurement of system to assist with collection of outstanding fines

### 3.6.8 Environmental Management

#### 3.6.8.1 Environmental Management

The Municipality is responsible for the development of Environmental policies, comment on Environmental issues, and compilation of Environmental reports, Environmental Law Enforcement and awareness. The Municipality needs to develop an Environmental Management System (EMS) based on International Standards ISO 144001 for Makhuduthamaga Municipality. This system will be used to ensure the protection of the integrity of the environment and ensure sustainability of the municipality. It will also ensure participative greener governance. The EMS forms part of the municipal sector plans that need to be submitted with the IDP.

Challenges		Action plan
Increasing number of illegal activities by inhabitants leading to degradation of the environment	X	Increase law enforcement initiatives conduct environmental awareness campaigns
Lack of coordination in ensuring the protection of the environment within the municipal space	X	Strengthen the role of the Environmental Management Committee
Lack of capacity in environmental management	X	Capacitate the environmental officials in environmental management, compliance and enforcement training

#### 3.6.9 Disaster Management

The MLM has developed and adopted Disaster Management Plan during the 2007/8 financial year and it will be

reviewed in the 2018/19 financial year. The plan is aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation. It also aimed at providing an enabling environment for disaster management in the municipal area- Promote pro active disaster management through risk reduction programmes, promote cooperative relationships between all spheres of government in case of emergency incidence

### **3.6.10 Municipal Law Enforcement**

#### **3.6.10.1 Law Enforcement**

The general priority of the law enforcement unit is to ensure that the community is adhering to the By-laws and policies of Makhuduthamaga Municipality. This unit works hand in hand with all municipal departments, the SAPS and other sector departments.

### **GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS**

<b>STRENGTHS</b>	<ul style="list-style-type: none"> <li>○ Council inaugurated legally</li> <li>○ Political stability</li> <li>○ Institutional policies adopted (HR, Finance etc)</li> <li>○ Section 79 and 80 committees established</li> <li>○ Ward committees established</li> <li>○ Branding manual and communication strategy adopted</li> <li>○ Audit committee charter adopted by council</li> <li>○ Organisational structure approved</li> <li>○ Customer care facilities in place</li> </ul>
<b>WEAKNESSES</b>	<ul style="list-style-type: none"> <li>○ Inadequate staff in Risk management and Internal audit units</li> <li>○ Lack of policy for security for municipal staff and councilors</li> <li>○ Inadequate resources, skills and experience for maximum performance within legislative and executive units</li> <li>○ Reviewed standing rules and orders should include security management in council</li> <li>○ Appointed security officers not utilized effectively</li> <li>○ Risk management recommendations not implemented</li> <li>○ Inadequate office space</li> <li>○ Lack of retention policy</li> <li>○ Non compliance with approved WSP</li> <li>○ No salary progression system</li> <li>○ No PMS for lower staff component</li> <li>○ Poor organizational design</li> <li>○ Non compliance with EEP</li> <li>○ Low staff morale</li> <li>○ Senior Management positions not filled</li> </ul>
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>○ Audit and Risk committees functional</li> <li>○ New governance model implemented</li> <li>○ Improved public participation</li> <li>○ Improved institutional performance</li> <li>○ SALGA collective agreement available</li> </ul>
<b>THREATS</b>	<ul style="list-style-type: none"> <li>○ Inadequate safety and security of Municipal staff, councilors</li> </ul>

	and stakeholders <ul style="list-style-type: none"> <li>○ Disruption of council proceedings by public members</li> <li>○ Unauthorised public protests /marches</li> <li>○ Negative media coverage</li> <li>○ Litigation o municipal cases</li> </ul>
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## CHALLENGES

- Ineffective functioning of IGR structures
- Lack of understanding of the role of Internal Audit and Risk Management by internal municipal departments
- Lack of legal expertise within the Audit Committee
- Inadequate staff in the Risk Management Unit
- Poor communication within the municipality
- Poor vertical and horizontal communication within the municipality

### 3.7. KPA 6: Municipal Transformation and Organisational Development

#### 3.7.1 Institutional analysis

##### Council, Committees and functionality / Governance

Makhuduthamaga Local Municipality has 62 Councilors i.e. 31 Ward Councilors and 31 Councilors elected from proportional party list (PR). The Mayor is the head of Exco which comprises of 10 Councilors who are Heads of departments in terms of Section 80 of Municipal Structure Act. The Mayor, Speaker, Chief whip and two Exco members are full time whereas the remaining number of Councilors is on part time basis. The Municipality has considered the establishment of Council Structures, the statutory committees established in terms of the Municipal Structures Act and the Municipal Finance Management Act. The composition of a particular committee is mainly determined by the role it is envisaged to play. For instance, if the committee has to perform the political oversight, the members will as such be politicians and take the form of portfolio committee while administrative committees focus on technical issues and are constituted by the technocrats. The Council Structures of Makhuduthamaga Local Municipality include the following: Council, Executive committee, Economic Development and Planning portfolio committee, Infrastructure Development portfolio committee, Corporate Services portfolio committee, Community Services portfolio committee, Budget and Treasury portfolio committee, Local Labour forum, Human Resource committee(Training, Employment Equity committee, OHS committee, Employees wellness),Bids committees, Oversight, Audit committee and Municipal Public Accounts Committee. The functionality of these committees is often determined by the frequency of meetings and turnaround time on issues that are delegated to respective committees. The governance committees usually have schedules of meetings and they meet at least four times annually i.e. hold a meeting at least once per quarter. On the other hand, administrative committee can meet as frequent as possible, depending on the need and urgency of matters to be dealt with. However, a minimum of six meetings per annum is expected for each administrative committee.

#### 3.7.2 Staff components and Employment Equity

The staff component of the municipality is made up of 40 women and 55 men and it represents Employment Equity. We have five Disabled employees.

## **Employment equity challenges**

The Municipality is grappling with employment equity challenge of ensuring that its structures reflect equitable representation of all groups, particularly the people with disability. The male- female ratio stands at 55:40. This translates into the municipality having 38% of its workforce being women while men contribute 62% of the workforce. The ability to retain and attract skilled staff is limited – a situation is reflected in the number of vacancies in the Organogram. The table below depicts the current equity status in respect of designated categories of employees at various levels.

### **3.7.3 Organisational Performance Management System (OPMS) and Performance Management System**

Performance management serves to measure the performance of the Municipality on meeting its IDP. The Makhuduthamaga Local Municipality has adopted its Performance Management Strategy during 2015/16 financial year. A performance management unit was established in 2011. It is currently concentrating on the organizational and individual performance at the level of section 57 managers. Immediately after the adoption of the IDP and budget, the municipality develops Service Delivery and Budget Implementation Plans (SDBIP) which serves as business plans for individual departments within the municipality. The municipality has undergone a strategic planning session from 01-03 March 2017.

From the adopted SDBIP the municipality abstracts Performance Contracts of the Section 57 employees which become the Departmental annual business plans. Departments report progress on the implementation of the SDBIP to Management reviews; Exco – Makgotla, Executive committee and Council for adoption. The purpose of these sittings is to monitor progress and performance in terms of the implementation of the IDP and budget and to propose reviews where necessary. The municipality is currently developing organisational review and staff re-engineering to address work processes, job descriptions and to do comparative job evaluation on the basis of TASK system.

A Midyear report (Section 72 report) is developed from the Quarterly reports generated during the EXCO Lekgotla sessions. Municipal annual service delivery reports are generated from this process on annual basis which amongst others will inform the formulation of the annual report. After the adoption of the Annual report by the Municipal Council, the Oversight Committee scrutinizes the report and makes final recommendations to the council for the adoption of the final Oversight report which will then be open for public consumption. All Section 57 Managers have signed Performance Agreements for 2017/18 financial year.

## HR and PMS Challenges

CHALLENGES		ACTION
Inadequate performance results	X	Annual review of PMS
Mainstreaming of the PMS Framework to all employees at management level	X	Roll out of PMS to all Management in 2018/19
Inadequate remuneration packages		Development of remuneration policy and strategy
Inadequate policies and procedures for HRM / HRD		Develop and review of HRM / HRD policies and procedures
Inadequate office space and furniture		Extension of office building /acquiring of temporary offices

## Administrative Structure

Makhuduthamaga Local Municipality is divided into six departments which are interrelated:

- Economic Development and Planning
- Corporate Services
- Community Services
- Budget and Treasury
- Infrastructure Services
- Office of the Municipal Manager

### 3.7.4 Skills needs within the Municipal Council

Municipalities are required in terms of the Skills Development Act no 97 of 1998 to facilitate training for capacity building in order to address skills gaps. A skills audit is conducted on an annual basis to inform the Workplace skills plan which guides all the training to be conducted throughout the year. The plan is developed in consultation with the staff members and councilors. Individuals from the mentioned stakeholders complete questionnaires that serve as tools to identify training needs. The training needs are further consolidated into WSP / ATR and submitted to LG SETA after approval by the Council on time as legislated. This should be able to address the issues of scarce skills. MLM has a training committee which comprises of labour, Management and council; its role is to ensure that all training activities are done in consultation with all relevant stakeholders.

It is critical to note that among others, the critical skills needs within the Municipal Council are Engineering, Town Planning, and Finance and Leadership skills for Councilors.

### **3.7.5 Occupational Health and Safety (OHS)**

The Makhuduthamaga Local Municipality has established Occupational Health Safety Committee. Committee is functional which has also been established as per legislative requirement and also there are six Health and Safety reps in place. The committee meets on quarterly basis. Committee members have thus far received training on First Aid Level one. And OHS Official to run the Unit has been employed by the municipality during the 2015/16 financial year. The functions of the unit are guarded to advance the objects of Occupational Health and Safety Act, 85 of 1993.

**The sub-unit will perform the following functions in an effort to ensure Health and Safety within the workplace.**

- Enforcement or implementation of Occupational Health and Safety Act.
- Responsible for all administrative duties related to OHS including policy formulation and reviewing.
- Conducting health and safety workshop, meetings and seminars.
  - Providing full range of Employee assistance program that is assisting employees with solving problems which might affect them from executing their duties. The sub-unit is currently manned by the Labour Relations Officer who is also responsible for Employee Wellness

### **3.7.6 Records and Registry Services**

Shortage of space for records keeping and non compliance with the policy by departments' i.e. some information not taken to the registry for filing is the main challenge. Registry office is available and an adopted file plan is also in place

### 3.7.7 Organisational Structure

The performance of powers and functions, and delivery of the IDP projects is dependent upon appropriate institutional structure. The Municipality reviewed its Organogram. The Organogram is the product of engagement with the CoGHSTA. A model Organogram for Grade 3 municipalities was used as a base to develop the organisational structure. The powers and functions that are amenable to the municipality were also considered in the process.

**NB: Draft Organogram for 2018/19 financial Year: See annexure B**

Flowing from Public Participation Engagement with Communities and Stakeholders within Makhuduthamaga Local Municipality, the following issues repeatedly surfaced as overarching needs of the community:

### 3.7.8 Community needs analysis

1. Water and sanitation: water supply to communities is highly needed. The need to fix recurring broken water pumping machines and leakages of pipes.
2. Roads surfacing and provision of sufficient bridges and storm water drainages. Many roads were destroyed by heavy rains and floods in some areas. Speed humps.
3. Electricity (post connection is needed)
4. RDP houses (Sufficient and fast tracking delivery of RDP houses, proper construction and the need to complete the incomplete houses).
5. Better/tarred roads
6. High unemployment and illiteracy level.
7. Spatial issues. Municipality does not own land, Ineffective implementation of LUMS and public awareness
8. Cell phone, TV and radio reception in some areas.
9. Inadequated Childcare facilities and libraries services
10. Cemeteries (fencing and provision of sanitary facilities)
11. Inadequate public transport
12. Increasing capacity of the municipality to perform more functions
14. Mast lights to combat crime
15. Building of schools and additional classrooms
16. Noise control bylaw

Source: MLM 2016

### 3.7.9 KFA 65: Cross Cutting Issues

#### Women Empowerment

Women empowerment is a phenomenon that is high on the agenda. The municipality has woman Mayor as part of empowering them. 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 the resources should be channeled in the direction of women empowerment projects in order to empower them economically and politically. The municipality has developed a policy on how women matters can be approached and addressed.

## **Youth Empowerment**

The Municipality has appointed an official to deal with youth matters. It is in this office where issues that affect the youth are attended to. Issues that affect the youth are unemployment, lack of housing, poverty, shortage of skills, high level of crime and violence, social and family disintegration and other social ills like HIV/AIDS. A youth Council has been established as a platform whereby youth discuss and agree on issues that affect youth. It is within this background that youth development policy was developed to assist youth and young people to deal with issues that affect them such as unemployment, skills shortage, and vulnerability and under resourced. Resources should be biasedly channeled towards the development of youth's projects for the upliftment of young people of the municipality to stop the escalating crime and violence. Makhuduthamaga Youth Council was re-launched in February 2017 by the Office of the Mayor.

## **Gender Equity**

Gender inequalities exist in the social, economic, physical and institutional environment of the municipality. The municipality has put in place an employment equity plan with monitoring indicators that are gender disaggregated. Within the municipality, several initiatives have been undertaken to advance the national gender agenda. Amongst others, a gender procurement scoring system is in place to encourage the economic empowerment of women entrepreneurs and companies.

## **Children**

The Office of the Mayor through their Special Programme Division support Rights of Children through

- Annual celebration of children's day, and participating in annual activities aimed at promoting the rights of Children.

## **Aged / elderly**

The Office of the Mayor through their Special Programme Division supports Aged development programmes through:

- Celebration of Social development month
- Programmes initiated by the Makhuduthamaga Aged group

## **HIV/AIDS**

The Municipality has developed and adopted policy on HIV/AIDS during 2008/9 financial year. The policy was reviewed during the 2015/16 financial year. HIV/Aids Council was re-launched during 2015/16 financial year. Mother-Children dialogue on HIV/Aids was held in collaboration with Sekhukhune Educare Project and Image.

## **HIV prevalence**

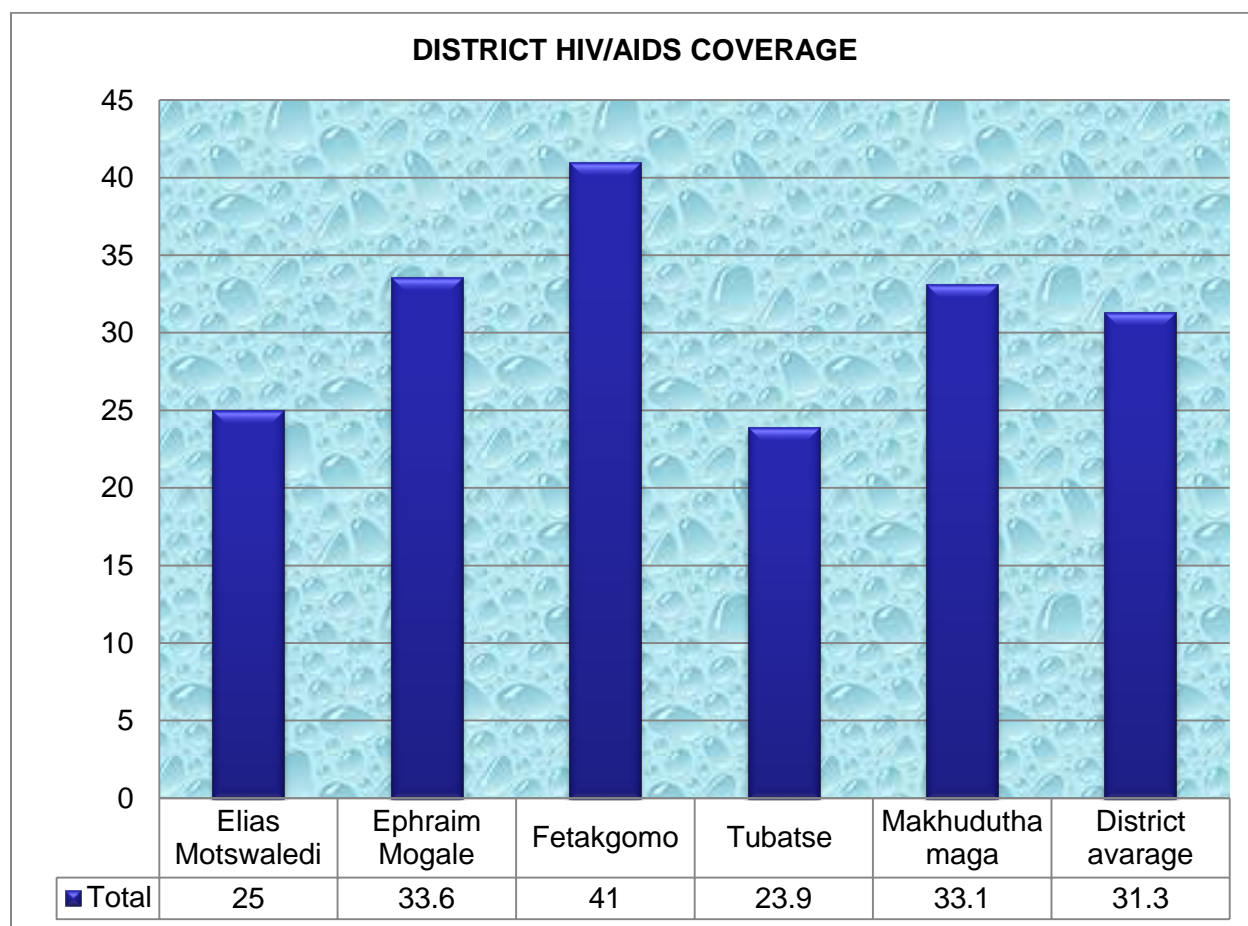
<b>Municipality</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
Makhuduthamaga	5.9	6.2	-

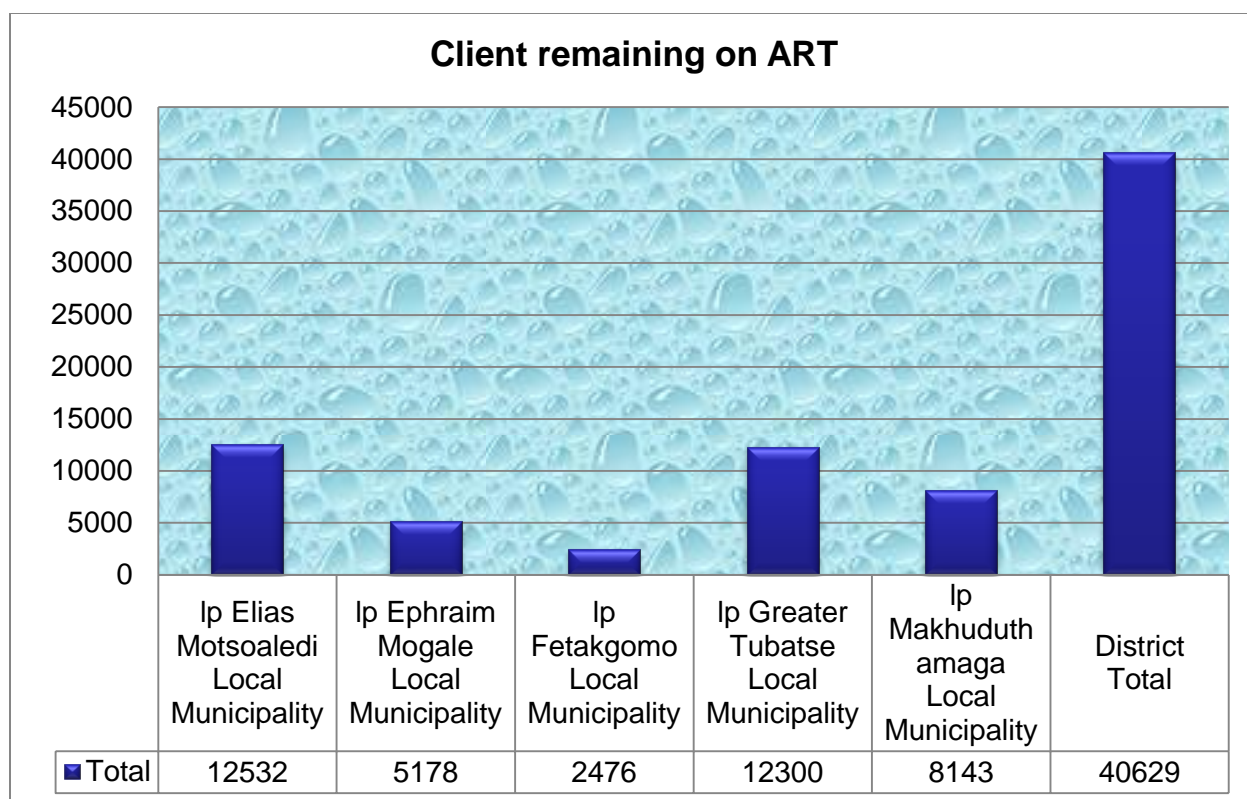
Source: Department of Health 2015

## Voluntary testing for HIV

Municipality	2014-2015			2015-2016			2016-2017		
	Males	Females	Total	Males	Females	Total	Males	Females	Total
Makhuduthamaga			66506			7097			148178

Source: Department of Health Limpopo 2017





#### Latest TB, maternal deaths and infant mortality

Municipality	Number of TB cases reported	Number of maternal deaths reported	Number of infant deaths reported (mortality)
Makhuduthamaga	628	7	134

**Source: Department of Health Limpopo 2017**

#### Developmental challenges

- Inaccessibility of health due to poor roads and inadequate transportation
- Stigma attached to the HIV/AIDS disease by communities
- Awareness campaign to educate the community about the normality of living with the Virus
- Lack of medication at clinics and hospitals
- Insufficient drop in centres
- Most orphaned children are not in foster care due to long procedures
- Inaccessible ARV sites and HIV and AIDS support groups

### **Disabled Persons**

Youth, women and people with disabilities have generally a broad range of interrelated needs which therefore must be addressed in a holistic and integrated manner. The municipality has identified major challenges that face people with disabilities such as lack of skills and career guidance. The Municipality together with OTP (Office of the Premier) has embarked on a programme of skilling the unemployed disabled persons whereby four people were on a one year Learnership on Development Practice. During the 2013/14 financial year the municipality has also employed three disabled persons as interns. A policy to address and approach matters affecting people with Disabilities was developed.

### **Business Sector**

The Municipality is in good working relations with Makhuduthamaga Chamber of Commerce and Hawkers Associations within its area of jurisdiction. They participate actively in the affairs of the municipality especially during IDP stakeholders consultations meetings where the municipality engages stakeholders on development issues.

### **Non Government Organizations (NGOs) and Community Based Organizations (CBOs)**

NGOs and CBOs like Love life, Kgwana, Sekhukhune Educare Project (SEP) and Makhuduthamaga Umbrella (umbrella body for Home Based Cares) are some of the important stakeholders that the municipality takes on board on matters of development. These organizations also have programmes on youth and HIV/AIDS that they run together with the municipality.

### **Academic and Research institutions**

Makhuduthamaga Local Municipality has good working relations with institutions of higher learning. Officials and Councilors attended capacity development programs with University of Witwatersrand (CPMD), University of Pretoria (ELMDP and MFMP), University of Johannesburg (Municipal Governance) and DBSA Vulindlela Academy (MIDP) and many other courses run by accredited institutions in terms of LG SETA. The Municipality is also establishing links with the Limpopo Agro Food Technology Station based at the University of Limpopo.

### **IGR and intergovernmental relations**

The Constitution of the Republic of South Africa, 1996 reflects on the Government of the Republic as “constituted as national, provincial and local spheres of government, which are distinctive, inter-dependent and interrelated”. It thus establishes some principles of co-operative and intergovernmental relations which all spheres of government all organs of state within each sphere must adhere to.

Among such principles with an impact on the IDP of which all spheres must observe are:

- Respect the constitutional status, institutions, powers and functions of government in the other spheres;
- Not assume any power or function except those conferred in terms of the Constitution;

- Exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere;
- Co-operate with one another in mutual trust and good faith by-
- Fostering friendly relations
- Assisting and supporting one another;
- Informing one another of, and consulting one another on, matters of common interest;
- Coordinating their actions and legislation with one another;
- Adhering to agreed procedures; and
- Avoiding legal proceedings against one another.

In view of these principles of co-operative governance, a consideration was thus made on the powers and functions conferred to the Makhuduthamaga Local Municipality as well as policy frameworks binding on the municipality, requiring consideration, or requiring alignment.

### **MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS**

<b>STRENGTHS</b>	<ul style="list-style-type: none"> <li>○ Qualified and experienced personnel</li> <li>○ Credible highly rated IDP</li> <li>○ Development of Annual report</li> <li>○ Submission of legislated reports</li> </ul>
<b>WEAKNESSES</b>	<ul style="list-style-type: none"> <li>○ Misalignment of IDP, Budget and SDBIP</li> <li>○ Staff compliment not effective</li> <li>○ IDP structures dysfunctional</li> <li>○ IDP not responding to NDP</li> <li>○ Poor communication with stakeholders</li> <li>○ Performance of Senior Managers not conducted</li> <li>○ Non implementation of PMS framework</li> </ul>
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>○ Willingness on stakeholders and communities to participate in municipal programmes including consultations</li> </ul>
<b>THREATS</b>	<ul style="list-style-type: none"> <li>○ Dissatisfied wards due to uneven service delivery</li> <li>○ Community protests on service delivery</li> </ul>

## Challenges

- ☐ Inadequate institutional governance systems
- ☐ Limited powers and functions
- ☐ Poor communication between stakeholders
- ☐ Dysfunctional IDP structures
- ☐ Dissatisfied wards due to uneven service delivery
- ☐ Protests due to lack of service
- ☐ Service standards and service delivery charter
- ☐ Capacity building (councilors, employees and ward committees)
- ☐ Business management systems (PMS,IT,Records management systems, policies and procedures etc

## CHAPTER 4: STRATEGIES PHASE

### 4.1. KPA 1: Spatial Rationale

#### KPA 1: Spatial Rationale

**Strategic Objective: To ensure effective and sustainable use of land and promote growth and development**

KPA	Development challenge	Objectives	Development Strategies
Spatial Rationale	Municipality does not own land	<ul style="list-style-type: none"> <li>To promote growth and investment</li> <li>To ensure formalise settlements</li> <li>to ensure sustainable revenue generation through billing of rates and services</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement land acquisition strategy</li> <li>Identify strategic land for development in accordance with SDF for mixed development</li> <li>Conduct land audit</li> <li>Acquire strategic land</li> </ul>
	Dispersed settlements, uncoordinated land use	<ul style="list-style-type: none"> <li>To promote integrated settlements and compatible land uses</li> <li>To consolidate dispersed and unsustainable settlement patterns</li> <li>To ensure connectivity and appropriate movement system</li> </ul>	<ul style="list-style-type: none"> <li>Develop precinct plans in nodal/growth areas as per the SDF</li> <li>Develop corridor development plans</li> </ul>
	Unresolved land claims	<ul style="list-style-type: none"> <li>To promote formal settlement planning</li> </ul>	Engagement with Dept. of Rural Development and Land Reform, House of Traditional Leaders, SDM and other relevant stakeholders to expedite land claim resolution and release of strategic land
	Ineffective land use management system	<ul style="list-style-type: none"> <li>To support economic development through appropriate land use mechanism and spatial development concept</li> </ul>	<ul style="list-style-type: none"> <li>Implement wall-to-wall Land Use Scheme across the municipal space for efficient and effective land use management</li> <li>Land Use awareness training / workshop / consultation</li> </ul>
	Mushrooming of informal settlements		

	Mushrooming of unregulated business establishment	<ul style="list-style-type: none"> <li>To ensure formalized and well managed land regularization process</li> </ul>	<ul style="list-style-type: none"> <li>Pass and enforce SPLUMA Bylaw</li> <li>Implementation of building control policies and regulations</li> <li>Formal settlement planning and site demarcation</li> <li>Develop appropriate land information management system</li> </ul>
	No Bylaws for building control and land development regulation		
	Informal allocation of land by traditional leaders		

## KPA 2: Basic service delivery and infrastructure Development

**Strategic Objective: To reduce infrastructure and service backlogs in order to improve quality of life of the community by providing them with roads & storm water, bridges electricity and housing**

KPA	Development challenge	Objective	Development strategies
Basic service delivery and infrastructure Development	Inadequate housing for the needy	Facilitate the provision of low cost free (RDP) to 8118 beneficiaries by CoGHSTA during 2018/19	Development of Housing Chapter
	Shortage of potable water and reliable sources	To facilitate provision of potable water to 3481 households through SDM engagement	Draw up priority list to SDM and follow up roll out programme and extension of bulk water to new areas  Ensure indigent households are provided with FBW at all times through our engagements with SDM (Implementation of indigent register)
	Poor Operation and maintenance of water infrastructure	To facilitate Operation and maintenance	Highlight to SDM for improved and acceptable turnaround time
	Insufficient basic level sanitation services	To facilitate provision of VIP toilets to 2800 households by SDM during 2018/19, ensure cleaner and hygienic lifestyle	To negotiate with SDM for provision of sufficient sanitation units to meet the national targets
			Ensure indigent households are provided with free sanitation at all times through our engagements with SDM (Implementation of indigent register)

	Electricity Post connection backlog and lack of capacity from feeder lines	To facilitate provision of electricity post connection to 9901 households by Eskom ( and Dept of Energy)during 2018/19,to ensure access to more efficient energy for everyday use	Development of electricity master plan
			Ensure indigent households are provided with FBE through implementation of indigent register
			Advocate for provision of solar energy
	Gravel impassable roads (rocky,dongas etc)	To build,(at all roads,bridges,storm water)infrastructure,150km (at up all roads, bridges and storm water kilometers)new roads and storm water infrastructure and maintain (at up all gravel roads kilometers)of gravel roads, during the 2016 to 2021 period, to improve accessibility	Construction of 150km new roads (of the 255,49km and 76 bridges backlog) and storm water infrastructure (Review and implementation of the road and storm water master plan)
	Construction of bridges		Maintain 200km of gravel roads
	Huge storm water drainage backlog		Mobilise resources through engagements with Department of Public Works, Roads and Infrastructure and RAL for surfacing of roads
			Advocate maintenance and extension of roads through Department of Public Works, Roads and Infrastructure and RAL engagements
	Lack of public transport facilities	To ensure that there is infrastructure for transport facilities	Negotiate for adequate transport (buses and taxis) and extension of routes
	Insufficient clinics	To facilitate provision of clinics	Lobby for partnership in favour of establishment of clinics
	Inadequate educational facilities and equipments	To facilitate for provision of educational facilities and equipments	Engage Dept of Education for building of schools and general infrastructural provision and equipments at schools within Makhuduthamaga
	Lack of support to ECDs		Lobby for partnership in favour of supporting ECDs
	Inadequate safety and security operations		Lobby for partnership in favour of SAPS for construction of additional police stations i.e. engage with Department of Police
	Waste management (informal disposal of waste, maintenance of landfill site, cost recovering, refuse removal not covering all villages)	To provide sustainable waste management infrastructure	Provision of sufficient waste management services to meet national target
			Maintenance of waste management assets
			Expand waste collection

	Lack of environmental bylaws	To develop environmental bylaws	Development of environmental by-laws
	Insufficient environmental awareness	To enforce community about environmental issues	Development of environmental awareness programs
	Fencing of cemeteries	To fence and provide sanitary facilities at the cemeteries	Building / fencing of cemeteries
	Lack of law enforcement facilities	To establish law enforcement facilities	Upgrading / expansion of Drivers'License Test Centres /services
	Disaster Management		Mobilisation of and provision of relief to disaster victims Educate communities about Disaster management
	Shortage of sector plans (e.g. IWMP,integrated Transport Plan, Housing Plan, Disaster Management Plan etc)	Develop all infrastructure related management plans during 2018/19,to ensure all infrastructure development interventions follow effective,standardised protocols	Develop / review Environmental Management Plan, Integrated Transport Plan, Disaster Management, Housing Plan etc
	Poor network (cell phones, TV and radio coverage)	To facilitate for strengthening of cell phone, TV and radio network coverage	Lobby SENTECH,ICASA,Cell phone, operations and relevant authorities for strengthening network coverage within Makhuduthamaga Lobby for Telkom in favour of provision of telephone facilities

### KPA 3: LED

**Strategic Objective: To create and manage an environment that will develop, stimulate and strengthen local economic growth**

KPA	Development Challenge	Objective	Development Strategies
Local Economic Development	Insufficient support across economic sectors	To increase support for SMMEs across key economic sectors	<ul style="list-style-type: none"> <li>• Increase infrastructure support aimed at SMMEs</li> <li>• Promote SMME and Cooperative support through skills development</li> </ul>
	Lack of access to markets across economic sectors	To promote local products and create linkage with markets	<ul style="list-style-type: none"> <li>• Cooperatives, SMME and enterprise development workshops/training and support</li> <li>• Establishment of fresh produce markets</li> </ul>
	Weak agricultural value	To promote agriculture value	<ul style="list-style-type: none"> <li>• Agricultural value chain mapping and promotion</li> </ul>

	chain	chain	<ul style="list-style-type: none"> <li>Establishment of abattoir</li> <li>Promotion of Agro-processing</li> </ul>
	Weak manufacturing sector	To promote local manufacturing	<ul style="list-style-type: none"> <li>Promotion of manufacturing in different sectors e.g. furniture, building material, jewellery e.t.c.</li> </ul>
	Informal tourism sector	To promote local tourism	<ul style="list-style-type: none"> <li>Promotion of local tourist attractions and destinations</li> <li>Development of tourism strategy</li> </ul>
	Inadequate water availability	To support local farmers by improving access to water	<ul style="list-style-type: none"> <li>Engage SDM and DWA as water authorities to assist SMMEs in agriculture</li> </ul>
	Overgrazing and poor grazing practices	To promote sustainable grazing practices	<ul style="list-style-type: none"> <li>Identify specified areas grazing</li> <li>Create feedlots</li> <li>Create livestock support programme for emerging farmers</li> </ul>

#### **KPA 4: Financial Viability and Management**

**Strategic objective: To provide sound and sustainable management of the financial affairs of Makhuduthamaga Local Municipality.**

<b>KPA</b>	<b>Development Challenges</b>	<b>Objectives</b>	<b>Development Strategies</b>
Financial viability	Limited revenue base	To maximally utilize opportunities for revenue generation.	<ol style="list-style-type: none"> <li>1. Allocate resources to increase revenue from the following current sources: traffic functions, licensing function, property rates, renting of council facilities, and sourcing other available grants</li> <li>2. Allocate resources to increase revenue generation base on the following potential sources: Waste collection and Landfill operation, Billboards advertisement, Business licensing, Building plans approval, rental of municipal halls, sports fields, hawker's stalls (investment property), and Vehicle road worthy testing, Vehicle impoundment and discontinuation.</li> <li>3. Develop and approve a Revenue Enhancement Strategy and annually review the strategy.</li> </ol>
	High grant dependency	To reduce high grant	<ol style="list-style-type: none"> <li>1. Allocate/deploy resources to strengthen the waste management</li> </ol>

		dependency	<p>division and acquire all necessary assets for waste collection and disposal.</p> <ol style="list-style-type: none"> <li>2. Allocate resources and expand the municipal testing grounds and testing station facilities.</li> <li>3. Allocate resources and build facilities for the traffic function of the municipality and acquire/maintain all necessary assets.</li> <li>4. Set service standards for all services affecting revenue generation and collection and ensure adequate monitoring and reporting.</li> <li>5. Implement all approved and gazetted revenue management by-laws.</li> <li>6. Review current valuation roll and debt book of the municipality for accuracy and completeness.</li> <li>7. Control and approve the erection/construction of all buildings within the targeted municipal nodal points. (Engage local authorities and CoGHSTA).</li> <li>8. Engage provincial and National departments to intervene on Government debts.</li> </ol>
	Poor collection of property rates billed revenue.	To collect 95% of the total billed revenue for property rates from customers.	<ol style="list-style-type: none"> <li>1. Review and verify credibility, completeness and reliability of information in the municipal valuation roll.</li> <li>2. Conduct consultative engagements with all property owners on the municipal valuation roll.</li> <li>3. Allocate resource and monitor the accurate billing and timeous delivery for property rates invoices to property owners.</li> <li>4. Council to approve amnesty for long overdue accounts up to the percentage to be agreed with the customers to assist them to afford settling the accounts and keep their accounts up to date.</li> <li>5. The property rates customers (local businesses property owners) to sign settlement agreements with the municipality.</li> <li>6. Take legal actions (use debt collector) against defaulters who does not cooperate with the municipal arrangements for accounts settlements. – All 60 days overdue accounts.</li> <li>7. Review and update the Credit control and debt management policy annually.</li> <li>8. Adequately implement the Credit control and debt management policy.</li> </ol>

			9. Engage provincial and National departments to intervene on Government debts.
	Inadequate implementation of mSCOA project.	<ol style="list-style-type: none"> <li>1. To ensure all municipal departments understand and operate the mSCOA live systems adequately and can transact on the mSCOA system without any challenges.</li> <li>2. Improved data quality and credibility of reported financial and non-financial information.</li> <li>3. To be fully mSCOA compliant in terms of adhering to submission dates and compiling the mSCOA compliant reports.</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue to conduct change management workshops and user training to all employees and councilors of the municipality.</li> <li>2. Adhere strictly to the plan on the implementation of the mSCOA project.</li> <li>3. mSCOA steering committee and project implementation team to have meetings by-weekly to monitor progress and provide remedial actions for none achievement of targets.</li> <li>4. Report mSCOA implementation progress in every management meeting, Executive committee meeting, portfolio committees, audit committee meeting and council meetings.</li> <li>5. Report mSCOA implementation progress to Provincial and National Treasury on a monthly basis.</li> <li>6. Add to the personnel capacity in the budget &amp; reporting office.</li> </ol>
	Material audit findings on municipal Annual Financial Statements.	<ol style="list-style-type: none"> <li>1. To ensure accurate recording of all financial transactions in compliance with applicable GRAP standards.</li> <li>2. To ensure adequate management and recording of all municipal assets.</li> <li>3. To ensure compliance with SCM regulations and municipal SCM policy.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review the Budget and Treasury Office organogram and ensure adequate Human resource to implement the BTO mandate as per the approved IDP.</li> <li>2. Fill all vacant BTO positions and regularly capacitate (train) the current staff to grow their knowledge and to be up to date with developments within their financial management career.</li> <li>3. Adequately review all financial transaction and segregate duties.</li> <li>4. Review, approve and implement the Budget related policies. (Asset management policy, Budget management and virement policy, Revenue management policies, SCM policies and Expenditure management policies.)</li> <li>5. All procurement processes to comply with the approved SCM policies and National Treasury SCM regulations, CIDB</li> </ol>

		<p>regulations and MFMA circulars.</p> <p>6. Adequately review annual financial statements and internally audit the financial records at least quarterly.</p>
Poor adherence to municipal procurement plan.	1. To ensure effective and efficient procurement system.	<p>1. Senior managers must realistically project timelines for annual targets and clearly outline how they will be achieved on a monthly basis and quarterly basis.</p> <p>2. Procurement process must be started well in advance as per timelines in the approved municipal SCM policy. (implement forward planning)</p> <p>3. Develop and approve a demand management plan.</p> <p>4. Capacitate (train) the SCM Bid-Committee members on a regular basis.</p>
Underspending of approved annual budget	2. To adequately implement the approved IDP and annual budget within targeted timeframes.	1. Implement procurement plan and report progress on its implementation in every management meeting, executive committee meeting, audit committee meeting and council meeting.
Overspending of the approved annual budget	3. To accurately project the budgeted amounts to be approved by council.	2. Implementation of strict budget monitoring controls and processes.

#### 4.5. KPA 5: Good governance and public participation

**Strategic objective:** To promote good governance, public participation, accountability, transparency, effectiveness and efficiency.

KPA	Development Challenge	Objective	Development Strategies
Good governance	Ineffective functioning of IGR structures	Improve functionality of Intergovernmental relations	Strengthen stakeholders relations at local level ( IGR)

and public participation	Lack of understanding of the role of Internal Audit and Risk Management by internal municipal management	Optimise during 2017/18, the effectiveness of risk management and internal audit, to ensure adequate risk mitigation, and controls over governance,operations,and information systems Promoting good governance and practices	Recruitment of qualified competent and skilled personnel
	Lack of legal expertise within the Audit Committee		Filling of vacant positions within governance structures (Internal Audit and Risk management)
	Inadequate staff in the Risk Management Unit		
	Poor communication within the municipality	Review a communication strategy for the period 2016 to 2021,to ensure effective internal and external communication by the municipality	Review communication strategy and policy (branding,image,publications,workshops,team building,media relations,social networks,advertising)
	Poor vertical and horizontal communication within the municipality		Review public participation strategy
			Public participation (Mayor's Outreach Programme)
			Public participation (Special Programmes)
			Public participation (Children's Programmes)
			Public participation (HIV / AIDS Programme)

#### **KPA 6: Municipal Transformation and Organizational Development**

**Strategic objective: Improve internal and external operation of the municipality and its stakeholders**

<b>KPA</b>	<b>Development Challenges</b>	<b>Objectives</b>	<b>Development Strategies</b>
Municipal transformation and organizational development	Inadequate institutional governance systems	To improve institutional governance and administrative system	Review of municipal planning framework, e.g IDP/Budget
			Compliance with all applicable legislative requirements for effective governance
			Ensure implementation of PMS
			Promoting employment equity

			Mobilise for empowerment of IGR forums i.e IDP Representative forum, LED forum etc.
	Limited powers and functions	To advocate devolution of powers and functions commensurate with the capacity of the municipality	Engage SDM,CoGHSTA and LEDET in devolving some of the feasible powers and functions such as water provisions, maintenance and operations, business licensing etc
	Service standards and service delivery charter		Review service standards and service delivery charter
	Capacity building (councilors, employees and ward committees)	Train and develop employees, councilors and ward committee members, for the period 2016 to 2021,to ensure adequate capacity exist in the municipality's human service delivery machinery at all times	Batho Pele Build up activities
			Annual Employee training (WSP)
			Review Bursary fund
			Councilors training
	Business management systems (PMS,IT,Records management systems, policies and procedures)	Develop / install municipal business management systems during the period 2016 to 2021,to ensure effective management of all municipal activities at all times	Ward committees' training
			Performance management system
			Adequate implementation of Records Management System
			IT infrastructure
			Review policies and develop processes an procedures (all functional areas)
			Staff workshops on business management system elements

## CHAPTER 5: PROJECTS PHASE

### 5.1. PROJECTS TO BE IMPLEMENTED BY MAKHUDUTHAMAGA

#### KPA 1: SPATIAL RATIONALE

**Strategic Objective: To ensure acquisition and sustainable use of land and promote growth and development**

No.	Project	Project location	Measurable Objective	Key Performance Indicator		Source of funding	2018/19 Annual Target	Budget			
				Performance Indicator	Unit of Measurement			MTREF Overall Budget (R'000')	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
SR01	Land acquisition	MLM	To secure land for co-ordinated spatial development.	ha of land acquired.	No. of ha acquired	ES	1000 ha	R 8 700	R 3 200	R 2 500	R 3 000
				Land acquisition strategies developed.	No. of land acquisition strategies developed.		01				
				Land audits conducted.	No. of Land audits conducted.		01				
SR02	Development of precinct plans at Glen Cowie and Apel Cross	Ward 8, 9 and 29.	To promote growth and development in nodal areas.	Precinct plans developed	No. of Precinct plans developed	ES	2	R 1 500	R 1 500	R0.00	R 0.00
SR03	Implementation of Land Use Management System (LUMS)	MLM	To ensure effective land use management	LUMS workshops held.	No. of workshops held.	ES	4	R 2 400	R 2 400	R 0.0	R 0.0
				Land Use Schemes approved.	No. of LUS approved.		01				
				SPLUMA By-	No. of bylaws promulgated		01				

				Laws promulgated.							
SR04	Planning of Formal settlements.	MLM	To promote proper and efficient planning practice.	Formal settlements demarcated.	No. of settlements demarcated	ES	1	R 7 500	R 1 500	R3 000	R3 000
SR05	Development of building control policy	MLM	To promote proper and efficient planning on building practices.	Building control policies approved.	No. of building control policies approved.	ES	01	R 200	R 200	R0.0	R0.0
SR06	GIS implementation and support	Main Office	To ensure functional and effective GIS	Software updates.  Database updates  Applications updates	No. of software updated  No. of databases updated  No. of applications updated	ES	03  01  05	R 600	R 600	R0.0	R0.0

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

**Strategic Objective: To reduce infrastructure and service backlogs in order to improve quality of life of the community by providing them with roads & storm water, bridges electricity and housing**

N0.	Project	Project location	Measurable Objective	Key Performance Indicator.		Source of Funding	Annual Target 2018/19	Budget			
				Performance Indicator	Unit of measurement			MTREF Overall Budget (R)'000'	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
BS01	Construction of Rietfontein to Eensaam Access Road (10.5km) (Multi-year)	Ward 06	To improve accessibility of villages within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Total Scope of work activities.	MIG	100%	R 15 000	R15 000	R0.00	R0.00
BS02	Construction of Thabampshe Cross to Tswaing Access Road (13.5km) (Multi-year)	Ward 28	To improve accessibility of villages within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Total Scope of work activities.	MIG	100%	R 5 000	R5 000	R0.00	R0.00
BS03	Construction of Makgwabe to Mphane Access Road (10km) - phase 1	Ward 29	To improve accessibility of villages within Makhudutham aga	Percentage (%) of road construction completed	Scope of work activities completed/Total Scope of work activities.	MIG	100%	R 25 000	R 25 000	R0.00	R0.00
BS04	Construction of Makgwabe to Mphane Access Road (10km) – Phase 2	Ward 29	To improve accessibility of villages within Makhudutham aga.	Percentage (%) of road construction completed.	Scope of work activities completed/Total Scope of work activities.	MIG	100%	R 55 000	R10 000	R19 122	R15 000

N0.	Project	Project location	Measurable Objective	Key Performance Indicator.		Source of Funding	Annual Target 2018/19	Budget			
				Performance Indicator	Unit of measurement			MTREF Overall Budget (R)'000'	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
BS05	Designs and Construction of Ga Mampane access road Phase 4	Ward	To improve accessibility of villages within Makhudutham aga	Percentage (%) of road designs completed.	Scope of work activities completed/Tot al Scope of work activities.	MIG	100%	R35 000	R2 000	R10 000	R23 000
BS06	Designs and Construction of road from Mashabela Tribal office to Machacha (10km)	Ward 25	To improve accessibility of villages within Makhudutham aga	Percentage (%) of road designs completed.	Scope of work activities completed/Tot al Scope of work activities.	MIG	100%	R 47 000	R2 000	R8 000	R25 000
BS07	Construction of Thusong Centre	Ward 28	To provide One Stop Services Centre to the community	Percentage (%) of building Construction completed	Scope of work activities completed/Tot al Scope of work activities.	MIG	30%	R 60 000	R5 000	R15 000	R25 000
BS08	Designs and Construction of road from Mokwete to Molepane /Ntoane(10km)	Ward 11	To improve accessibility of villages within Makhudutham aga	Percentage (%) of road designs completed	Scope of work activities completed/Tot al Scope of work activities.	MIG	100%	R 47 000	R2 000	R10 000	R25 000
BS09	Construction of Access Road from Sekhukhune DLTC to the bridge	Ward 14	To improve accessibility of villages within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Tot al Scope of work activities.	ES	100%	R 6 000	R6 000	R0	R0

N0.	Project	Project location	Measurable Objective	Key Performance Indicator.		Source of Funding	Annual Target 2018/19	Budget			
				Performance Indicator	Unit of measurement			MTREF Overall Budget (R)'000'	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
BS10	Construction of Cabrievie /Khayelitsha Access Bridge	Ward 08	To improve accessibility of villages within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Tot al Scope of work activities.	ES	1 bridge	R 13 000	R13 000	R0.00	R0.00
BS11	Refurbishment of water and sewage system at municipal main office and satellite areas	Ward 18 &20	To improve water and ablution facilities	Percentage (%) of refurbishment completed.	No. of activities completed / total number of activities	ES	100%	R 3 000	R0.00	R 3 000	R0.00
BS12	Designs and Construction of a Grade A DLTC and VTS at Ga-Masemola	Ward 28	To improve DLTC and VTS facilities	Percentage (%) of building designs completed	Scope of work activities completed/Tot al Scope of work activities.	ES	100%	R 17 000	R2 000	R15 000	R0.00
BS13	Construction of Rietfontein storm water control	Ward 04	To preserve the life span of the access road.	Percentage (%) of storm water construction completed.	Scope of work activities completed/Tot al Scope of work activities.	ES	100%	R 7 000	R0.00	R 7 000	R0.00
BS14	Designs and Construction of access road from Maila Mapitsane to Magolego Tribal Office(3.6km)	Ward 15	To improve accessibility of villages within Makhudutham aga	Percentage (%) of road designs completed	Scope of work activities completed/Tot al Scope of work activities.	ES	100%	R 22 000	R 2 000	R 5 000	R15 000
BS15	Designs and Construction of access road	Ward 08	To improve accessibility of	Percentage (%) of road designs	Scope of work activities completed/Tot	ES	100%	R 35 000	R2 000	R23 000	R10 000

N0.	Project	Project location	Measurable Objective	Key Performance Indicator.		Source of Funding	Annual Target 2018/19	Budget			
				Performance Indicator	Unit of measurement			MTREF Overall Budget (R)'000'	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
	from Glen Cowie Old Post Office to Phokwane (7km)		villages within Makhudutham aga	completed	al Scope of work activities.						
BS16	Designs and Construction of road from Lobethal to Tisane(3.3km)	Ward 24	To improve accessibility of villages within Makhudutham aga	Percentage (%) of road designs completed	Scope of work activities completed/Tot al Scope of work activities.	ES	100%	R 13 000	R500	R12 500	R0.00
BS17	Designs and Construction of Seruleng/Marishane Access Bridge completed	Ward 26	To improve accessibility of villages within Makhudutham aga	Percentage (%) of road designs completed	Scope of work activities completed/Tot al Scope of work activities.	ES	100%	R8000	R500	R7 500	R0.00
BS18	Designs and Rehabilitation of access road to Phaahla Tribal office (1.5km)	Ward 24	To improve accessibility of villages within Makhudutham aga	Percentage (%) of road designs completed	Scope of work activities completed/Tot al Scope of work activities.	ES	100%	R6000	R500	R5 500	R0
BS19	Repair and Maintenance of roads, bridges and storm water	MLM	To improve lifespan of service delivery infrastructure	Percentage (%) of repairs and maintenance completed.	Number of Completed maintenance activities/Total number of planned maintenance activities.	ES	100%	R 49 900	R15 000	R19 900	R15 000

N0.	Project	Project location	Measurable Objective	Key Performance Indicator.		Source of Funding	Annual Target 2018/19	Budget			
				Performance Indicator	Unit of measurement			MTREF Overall Budget (R)'000'	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
BS20	Repairs and Maintenance of electricity Infrastructure.	MLM	To improve lifespan of service delivery infrastructure	Percentage (%) of repairs and maintenance completed.	Number of completed maintenance activities /total planned maintenance activities	ES	100%	R 8 000	R2 500	R3 000	R2 500
BS21	Repair and Maintenance for other assets	MLM	To improve lifespan of service delivery assets.	Percentage (%) of repairs and maintenance completed.	Number of Completed maintenance activities/Total number of planned maintenance activities.	ES	100%	R 9 500	R 4 000	R 2 500	R3 000
BS22	Job creation projects through Ward based Expanded Public Works Programme Projects	MLM	To reduce unemployment and poverty	Jobs created	No. of jobs created	DPW	110	R 1 500	R1,500	R0.00	R0.00
BS23	Construction of Access bridge at Nchabeleng (Thabampshe)	Ward 28	To improve accessibility within Makhudutham aga	Percentage (%) of bridge construction completed.	Bridge completed	ES	Not Applicable	R 3 000	R0.00	R800	R4 200
BS24	Construction of Kome Internal Streets(2.5km)	Ward 26	To improve accessibility within Makhudutham	Percentage (%) of road construction	Scope of work activities completed/Total Scope of	MIG	Not Applicable	R 13 000	R0.00	R0.00	R13 000

N0.	Project	Project location	Measurable Objective	Key Performance Indicator.		Source of Funding	Annual Target 2018/19	Budget			
				Performance Indicator	Unit of measurement			MTREF Overall Budget (R)'000'	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
			aga	completed.	work activities.						
BS25	Designs and Construction of Marishane and Phaahla Internal Streets (4.2km)	Ward 24,26	To improve accessibility within Makhudutham aga	Percentage (%) of road designs completed.	Scope of work activities completed/Tot al Scope of work activities.	MIG	100%	R 15 500	R 500	R15 000	R0.00
BS26	Construction of Matulaneng Access Bridge	Ward 14	To improve accessibility within Makhudutham aga	Percentage (%) of bridge construction completed.	Scope of work activities completed/Tot al Scope of work activities.	ES	100%	R 5 500	R5 500	R0.00	R0.00
BS27	Construction of Modutung Access Bridge	Ward 15	To improve accessibility within Makhudutham aga	Percentage (%) of bridge construction completed.	Scope of work activities completed/Tot al Scope of work activities.	ES	Not Applicab le	R 5 500	R0.00	R 5 500	R0.00
BS28	Construction of Setlaboswane Internal Road (1.6km)	Ward 30	To improve accessibility within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Tot al Scope of work activities.	ES	Not Applicab le	R 8 300	R0.00	R0.00	R8 300
BS29	Construction of Cabrieve Internal Road (2.6km)	Ward 08	To improve accessibility within Makhudutham	Percentage (%) of road construction	Scope of work activities completed/Tot al Scope of	ES	Not Applicab le	R 15 000	R0.00	R7 000	R8 000

N0.	Project	Project location	Measurable Objective	Key Performance Indicator.		Source of Funding	Annual Target 2018/19	Budget			
				Performance Indicator	Unit of measurement			MTREF Overall Budget (R)'000'	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
			aga	completed.	work activities.						
BS30	Construction of access road from Rietfontein to Mare village (3km)	Ward 04,06	To improve accessibility within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	Not Applicable	R 14 000	R0.00	R3 500	R10 500
BS31	Access road from R579 to Mogorwane via RDP(3.6km)	Ward 10	To improve accessibility within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	Not Applicable	R 9 000	R0	R0	R9 000
BS32	Construction of access from Brooklyn to Makoshala(2.5km)	Ward 03,08	To improve accessibility within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	Not Applicable	R 12 500	R0.00	R0	R12 500
BS33	Construction of Stocking internal street (5.3km)	Ward 14	To improve accessibility within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	100%	R 32 000	R5 000	R10 000	R17 000
BS34	Construction of access road and Bridge from Mathousands to	Ward 08	To improve accessibility within Makhudutham	Percentage (%) of road construction	Scope of work activities completed/Total Scope of	ES	Not Applicable	R 5 000	R0.00	R0.00	R5 000

N0.	Project	Project location	Measurable Objective	Key Performance Indicator.		Source of Funding	Annual Target 2018/19	Budget			
				Performance Indicator	Unit of measurement			MTREF Overall Budget (R)'000'	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
	Maraganeng		aga	completed.	work activities.						
BS35	Construction of access bridge from Jane Furse RDP to Comprehensive School	Ward 18	To improve accessibility within Makhudutham aga	Percentage (%) of bridge construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	Not Applicable	R 5 000	R0.00	R0.00	R5 000
BS36	Construction of access road from Ga-Kgagara to Moretsele Primary(1.6km)	Ward 12	To improve accessibility within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	Not Applicable	R 9 000	R0.00	R0.00	R9 000
BS37	Construction of Access bridge from Makgeru Moshate to Mantime Primary School	Ward 12	To improve accessibility within Makhudutham aga	Percentage (%) of bridge construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	Not Applicable	R 5 000	R0.00	R0.00	R5 000
BS38	Development of Road Master Plan	MLM	Roads management master plan	Road master plans developed.	No. of Road Master plans developed.	ES	Not Applicable	R 2 000	R0.00	R2 000	R0.00
BS39	Mamone Sekwati-Motlokwe access road		To improve accessibility within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	Not Applicable	R 5 000	R0.00	R0.00	R5 000

N0.	Project	Project location	Measurable Objective	Key Performance Indicator.		Source of Funding	Annual Target 2018/19	Budget			
				Performance Indicator	Unit of measurement			MTREF Overall Budget (R)'000'	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
BS40	Access road from Mohlala Mamone-R579 from Jane Furse	Ward 20	To improve accessibility within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	N/A	R 5 000	R0.00	R0.00	R5 000
BS41	Access road from Phaahla Tribal Office-T-Junction at Main Road	Ward 24	To improve accessibility within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	N/A	R 0.00	R0.00	R0.00	R0.00
BS42	Access road from Mokgapaneng reservoir-Malegale Cemetery	Ward 03	To improve accessibility within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	N/A	R 5 000	R0.00	R0.00	R5 000
BS43	Talane access road to Ga-Kgari	Ward 25	To improve accessibility within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	N/A	R 5 000	R0.00	R0.00	R5 000
BS44	Mamone clinic-Ngwanatshwane access road	Ward	To improve accessibility within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	N/A	R 5 000	R0.00	R0.00	R5 000

N0.	Project	Project location	Measurable Objective	Key Performance Indicator.		Source of Funding	Annual Target 2018/19	Budget			
				Performance Indicator	Unit of measurement			MTREF Overall Budget (R)'000'	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
BS45	Manotong/Setebong bridge	Ward 07	To improve accessibility within Makhudutham aga	Percentage (%) of bridge construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	N/A	R 2 500	R0.00	R0.00	R2 500
BS46	Serageng bridge	Ward 30	To improve accessibility within Makhudutham aga	Percentage (%) of bridge construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	N/A	R 2 500	R0.00	R0.00	R2 500
BS47	Mathapisa-Kgarethuthu access road	Ward 26	To improve accessibility within Makhudutham aga	Percentage (%) of road construction completed.	Scope of work activities completed/Total Scope of work activities.	ES	N/A	R 5 000	R0.00	R0.00	R5 000
BS48	Construction of weight bridge at Madibong Land fill site.	Ward 19	To comply with minimum licence standards	Percentage of Construction of weight bridge completed.	No.of project activities completed / total number of project activities	ES	100%	R 5 600	R5 600	R0.00	R0.00
BS49	Solid waste collection	MLM	To promote a healthy and clean environment	No. of H/H collection	No. of H/H	ES	1040 H/H	R 18 500	R 5 000	R 6 000	R 7 500
BS50	Landfill Operation (Waste disposal)	Ward 19	To comply with minimum licence	Percentage (%) of waste disposed.	No. of waste (tons) disposed /total	ES	100%	R 83 412	R25 200	R27 720	R30 492

N0.	Project	Project location	Measurable Objective	Key Performance Indicator.		Source of Funding	Annual Target 2018/19	Budget			
				Performance Indicator	Unit of measurement			MTREF Overall Budget (R)'000'	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
			standards		No. of waste received						
BS51	Protection of Environmental Sensitive areas /areas of natural resources	MLM	To conserve natural resources	Environmental sensitive areas fenced.	No .of environmental sensitive areas	ES	2	R 1 300	R400	R900	R0.00
BS52	Environmental care	MLM	To promote environmental awareness to communities	Environmental awareness and Clean-up campaigns held	No. of awareness campaign	ES	4	R 950	R250	R350	R350
BS53	Fencing of cemeteries	MLM	To protect gravestones from wandering animals	Cemeteries fenced.	No. of cemeteries	ES	5	R 3 000	R 1 000	R 800	R 1 200
BS54	Library promotions.	MLM	To promote the culture of reading and learning	Library Awareness Campaign held	No.of campaigns	ES	8	R 1 100	R350	R350	R400
BS55	Road Traffic safety.	MLM	To promote road safety	Road safety campaigns held	No of awareness campaigns.	ES	4	R 1 450	R400	R500	R550
BS56	Purchase of Traffic Vehicles	MLM	To enhance law enforcement	Traffic vehicles purchased.	No.of vehicles	ES	2	R 1 400	R1 400	R0.00	R0.00
BS57	Disaster Management	MLM	To educate communities to respond adequately to disaster	Disaster awareness campaigns held	No. of campaigns	ES	8	R 0.00	R.00	R.00	R.00

NO.	Project	Project location	Measurable Objective	Key Performance Indicator.		Source of Funding	Annual Target 2018/19	Budget			
				Performance Indicator	Unit of measurement			MTREF Overall Budget (R)'000'	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
			events								
BS58	Disaster relief	MLM	To provide relieve to disaster affected H/H	Percentage of Disaster relief provided.	No of reported disaster cases attended /total number of reported disaster cases	ES	100%	R 2 750	R 800	R 950	R 1 000
BS59	Sports promotion	MLM	To promote healthy lifestyle and social cohesion	Sports promotions activities held	No of sports activities	ES	7	R 2 550	R 800	R 850	R 900
BS60	Arts and culture promotion	MLM	To promote and sustain cultural heritage	Arts and culture promotions activities held	No of arts and culture activities	ES	8	R 3 750	R 1 250	R 1 500	R 1 000

### KPA 3: LOCAL ECONOMIC DEVELOPMENT (LED)

**Strategic Objective: To create and manage an environment that will develop, stimulate and strengthen local economic growth**

No.	Project	Project	Measurable	Key Performance Indicator	Source	Annual	Budget
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		location	Objective	Indicator	Unit of Measurements	of Funding	Target	MTREF Overall Budget	2018/19 R'000'	2019/20 R'000'	2020/21 R'000'
LED01	Economic Summits and forums	MLM	To improve access to economic opportunities	Economic Summits /forums held	No. of Economic Summits	ES	1	R 450	R150	R150	R150
					No. of LED Forums held.		4	R150	R50	R50	R50
LED02	SMME support	MLM	To promote SMME growth, sustainability and job creation	Development al support for SMMEs	No. of SMMEs supported	ES	15	R 9 000	R2 750	R3 000	R3 250
LED03	Local Farmers Support	Ward 1,2,3,4,13,14,16	To support local economic growth.	Feasibility study for feedlot, fresh produce market and abattoir.	No. of feasibility studies report.	ES	1	R 1 000	R1 000	R 0.00	R 0.00
LED04	Local Tourism	Ward 24 Ward 20 Ward 2	To promote local tourism products and events	Tourism conferences attended  Local tourism events held	No.of conferences  No of events	ES	02  03	R150  R 2 950	R100  R 750	R50  R 1 000	R0.00  R 1 200
LED05	Manufacturing industry support.	14 21	To improve economic productivity in Manufacturing	Feasibility studies for Revival of manufacturing workshops	No. of manufacturing workshops revived	ES	1	R1 000	R1 000	R0.00	R0.00

#### KPA 4: FINANCIAL VIABILITY

**Strategic objective: To provide sound and sustainable management of the financial affairs of Makhuduthamaga Local Municipality.**

No.	Project	Project	Measurable	Key Performance Indicator	Source	Annual	Budget
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		location	Objective	Indicator	Unit of measurement	of Funding	Target 2018/19	MTREF Overall Budget (R'000')	2018/19 (R'000')	2019/20 (R'000')	2019/20 (R'000')
BT01	Implementation of mSCOA	MLM	To enhance reporting.	mSCOA system modules running live.	No. of modules running live.	ES	9	R 2 500	R 1 000	R 1 000	R 500
BT02	Revenue generation.	MLM	To increased own revenue and reduced dependency on grants.	Revenue Enhancement Strategies documents approved.  Supplementary valuation rolls developed.	No. of Revenue Enhancement Strategies documents approved.  No. of supplementary valuation rolls.	ES	1  1	R 5 200	R 1 500	R 1 700	R 2 000
BT03	Revenue collection	MLM	To increased own revenue and reduced dependency on grants	Percentage (5) of own revenue collected	Revenue collected/Total revenue billed.	Own revenue	50%				
BT04	Procurement management.	MLM	To facilitate effective and efficient implementation of SDBIP.	Procurement plans approved	No. of procurement plans approved.	ES	1	R 0.00	R 0.00	R 0.00	R 0.00
BT05	Financial Management capacity building.	MLM	To enhance human resource competency.	Finance Interns hired.  Trainings attended	No. of Interns hired  No. of trainings attended.	FMG	8  3	R 5 310	R 1 770	R 1 770	R 1 770

No.	Project	Project location	Measurable Objective	Key Performance Indicator		Source of Funding	Annual Target 2018/19	Budget			
				Indicator	Unit of measurement			MTREF Overall Budget (R'000')	2018/19 (R'000')	2019/20 (R'000')	2019/20 (R'000')
				Financial Systems maintained	No. of Financial systems maintained.		1				
BT06	Budget and reporting management.	MLM	To ensure Credible and compliant municipal budgeting and reporting.	Tabling of annual budget.	No. of draft annual budgets tabled.	Own Revenue	1	R 0.00	R0.00	R0.00	R0.00
				Annual Budget approved.	No. Annual budgets approved,		1				
				Adjustment Budgets approved	No. of adjustment budgets approved.		1				
				IYM reports submitted	No. of (IYM) Reports submitted.		12				
				AFS submitted	No. of AFS submitted.		1				
BT07	Expenditure Monitoring activities.	MLM	To ensure authorized expenditure and timous payment of obligations.	Creditor payment period by days.	No. of creditors payment days	Own Revenue	30 days	R0.00	R0.00	R0.00	R0.00
BT08	Asset management	MLM	To adequately manage all municipal	Verification of municipal Assets	No. assets verification exercises	Own revenue	8	R 0.00	R 0.00	R 0.00	R0.00

No.	Project	Project location	Measurable Objective	Key Performance Indicator		Source of Funding	Annual Target 2018/19	Budget			
				Indicator	Unit of measurement			MTREF Overall Budget (R'000')	2018/19 (R'000')	2019/20 (R'000')	2019/20 (R'000')
			assets.								
BT09	Purchase of office furniture	MLM	To provide assets for service delivery.	Office Furniture purchased.	No. of assets purchased	ES	400	R 3 000	R 2 000	R 1 000	R0.00
BT10	Purchase of municipal vehicles.	MLM	To provide assets for service delivery.	Municipal vehicles purchased	No. of vehicles purchased	ES	2	R13 500	R 3 500	R4 500	R 5 500
BT11	Insurance of municipal assets	MLM	To safeguard municipal assets.	Municipal assets insured.	No. of assets insured	ES	1498	R 1 307	R 413	R 435	R 459
BT12	Coordination of External Audit of AFS.	MLM	To improve AGSA audit opinion.	Unqualified audit opinion without material findings.	AGSA audit report	Own Revenue	Unqualified audit opinion without material findings.	R 11 050	R 3 500	R 3 650	R 3 900

5: Good governance and public participation

**Strategic objective: To promote good governance, public participation, accountability, transparency, effectiveness and efficiency.**

No.	Project	Project	Measurable	Key	Source of	Annual Target	Budget
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		location	Objective	Performance Indicators/Unit of measurement	Funding	2018/19	MTREF Overall Budget (R'000')	2018/19 (R'000)	2019/20 (R'000')	2020/21 (R'000')
GG01	Risk assessment programmes	MLM	To promote an effective Risk Management	No of Operational Risk Assessment  No. of Strategic Risk Assessment  No. of Projects Risk Assessments  No. of Mscoa Risk assessments  No. of Security Risk Assessment	ES	1  1 1  1  1	R0.00    R600	R0.00   R200	R0.00   R200	R0.00   R200
GG02	Anti-fraud and corruption awareness	MLM	To promote knowledge on how to combat fraud and corruption.	No. of anti-fraud and corruption awareness conducted.	ES	01	R 950	R 200	R 350	R 350
GG03	Risk Management Training	MLM	To raise awareness among staff and Councilors	No of trainings.	ES	01	R0.00	R0.00	R0.00	R0.00
GG04	Risk Management	MLM	To provide oversight role to	No of Quarterly Reports submitted	ES	04	R0.00	R0.00	R0.00	R0.00

	Committee		risk management activities.	to audit committee						
GG05	Internal Audit	MLM	To ensure the effectiveness of internal controls and governance processes.	No of Risk-based Internal audit reports.  No of performance information audit  No of professional development training,workshop for internal audit personeel attended	ES	11  04  04	R 3 600	R 2 100	R 1 500	R0.00
GG06	Percentage of Adhoc Internal Audit	MLM	To promote accountability within municipality and adherence to nregulation	Number of completed adhoc audits/Total number of adhoc audit.	ES	100%				
GG07	Audit Committee oversight reports.	MLM	To ensure effectiveness of sound financial management	No. of Oversight reports	ES	04	R 2 400	R 750	R800	R 850
GG8	Customer care activities	MLM	To promote compliance with Bathopele principles.	No. of meetings  No. of customer satisfaction	ES	01	R 900	R 250	R 300	R 350

				survey conducted.		01	R 3030	R 1000	R 1010	R 1020
GG9	Management of community complaints	MLM	To reduce service delivery protests from community	No. of suggestion boxes monitoring reports.  No. of premier and presidential hotline complaints reports.	N/A	12  04	R0.00	R0.00	R0.00	R0.00
GG10	Multi -media channels	MLM	To enhance public participation in the affairs of the municipality.	No. of sms send  No. radio slots	ES	60 000  4	R 2 450	R 700	R 850	R 900
GG11	Publications.	MLM	To ensure effective involvement and participation of all stakeholders.	No of IDP documents published.  No. of Lentsu Newsletter published.  No. of Annual report documents published  No. of Diaries published.  No. of	ES	5000  40 000  5000  1 600  6 000	R 27 000	R 8 500	R 9 000	R 9 500

				Calenders published.  No. of SOMA speech booklets published.  No. of Budget speech Booklets published.		2000  2000				
GG12	Branding of municipal assets.	MLM	To profile and promote Makhuduthama ga brand.	No of municipal assets branded.  No. of sign boards installed.	ES	14  16	R 3 000	R 1 500	R 1 000	R 500
GG13	Capacity building of councilors	MLM	To ensure effective and efficient good governance.	No of trainings conducted	Own funding	5	R 3 200	R 1 200	R 1 100	R 900
GG14	Capacity building of ward committees	MLM	To ensure effective and efficient good governance	No of trainings conducted	Own funding	3	R 3 400	R 1 500	R 1 000	R 900
GG15	Speaker 's Outreach events	MLM	To fulfill public participation and deepening participatory democracy.	No of Speaker's Outreach events conducted.	Own funding	24	R 2 850	R 900	R 950	R 1 000
GG16	Council meetings	MLM	To Fulfill legislative	No of ordinary Council meetings held	Own funding	4	R 1 650	R 500	R 550	R 600

			mandate	No. of special council meetings held.		8				
GG17	Mayoral Outreach events	MLM	To Fulfill public participation and deepening democracy.	No. of Mayoral outreach events.	ES	10	R 13 500	R 4 500	R 5 000	R 4 000
GG18	Special Programmes events	MLM	To enhance public participation in special programmes.	No. of Special programme events hosted.	ES	16	R 11 500	R3 500	R 4 000	R 4 000
GG19	HIV/AIDS awareness campaigns	MLM	To create HIV/AIDS awareness to Makhuduthama ga residents	No. of HIV/AIDS awareness campaigns held.	ES	5	R 4 700	R 1 200	R 1 500	R 2 000
GG20	Whippery meetings	MLM	To enhance public participation	No. of meetings held.	ES	4	R 330	R 100	R 110	R 120

KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

**Strategic objective: Improve Internal and External operation of the municipality and its stakeholders**

No.	Project	Project location	Measurable Objective	Key Performance Indicators/Unit of measurement	Source of Funding	Annual Target 2018/19	Budget			
							MTREF Overall Budget	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
MTOD01	2019/20 IDP review activities.	MLM	To improve governance and deepen community involvement in the affairs of the municipality.	No. of IDP process plans approved	N/A	1	R0.00	R0.00	R0.00	R0.00
				No. of IDP process plan implementation reports.		12				
				No. of draft IDP tabled		1				
				No. of IDP approved.		1				
MTOD02	Performance Management activities.	MLM	To Improve municipal performance and service delivery.	No. of SDBIPs approved.	N/A	2	R0.00	R0.00	R0.00	R0.00
				No. of PMS quarterly reports.		4				
				No. of Senior Managers performance agreements signed.		6				
				No. of Mid year Performance and Budget implementation		1				

No.	Project	Project location	Measurable Objective	Key Performance Indicators/Unit of measurement	Source of Funding	Annual Target 2018/19	Budget			
							MTREF Overall Budget	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
				reports  No. of B2B reports  No. of Performance Management Frameworks approved.  No. of Senior Managers performance assessments performed.		12  1  2				
MTOD03	Medical surveillance for employees.	MLM	To Ensure health and safety of employees.	No. of Medical surveillance conducted	ES	2	R 470	R 120	R 150	R 200
MTOD04	Protective clothing pairs for employees.	MLM	To ensure personal protection for employees.	No. of Personal Protective Equipments supplied	ES	200	R 2 250	R 7 00	R 750	R 800
MTOD05	Health Risk Assessment	MLM	To ensure safety of employees and clients.	No. of Health risk assessments conducted.	ES	4	R 0.00	R0.00	R0.00	R0.00
MTOD06	Compliance with COID Act.	MLM	To ensure comprehensive compliance with COID Act	No. COID reports submitted.	ES	1	R 330	R100	R 110	R 120
MTOD07	Employee wellness activities	MLM	To promote a healthy lifestyle for employees.	No. of Wellness activities done	ES	4	R 750	R 200	R 250	R 300

No.	Project	Project location	Measurable Objective	Key Performance Indicators/Unit of measurement	Source of Funding	Annual Target 2018/19	Budget			
							MTREF Overall Budget	2018/19 (R)'000'	2019/20 (R)'000'	2020/2021 (R)'000'
MTOD08	Employees sports activities	MLM	To Promote social interaction and team building of staff members.	No. of sports activities held	ES	6	R 2 750	R 800	R 900	R 1 050
MTOD09	Review and Implementation of WSP and ATR	MLM	To provide skilled and capable workforce to support inclusive growth.	No. of WSP reviewed and implemented.	ES and SETA grant	1	R 4 600	R1 400	R1 450	R 1 500
				No. of ATR submitted		1				
MTOD10	Award and management external bursary fund.	MLM	To provide support to needy students for higher education.	No. of students funded.	ES	59	R 11 400	R 3 500	R 3 700	R 4 200
				No. of bursary committees appointed.		01				
				No. of bursary committee meetings held		4				
MTOD11	Review of Organisational structure	MLM	To ensure Organisational structure that matches with IDP for service delivery.	No. of organizational structure reviews	ES	1	R0.00	R0.00	R0.00	R0.00
MTOD12	Employment Equity activities.	MLM	To ensure Workplace equity in compliance with EE Act.	No. of EE plan reviews	ES	1	R0.00	R0.00	R0.00	R0.00
				No. of EE reports submitted		4				
MTOD13	Human resource policies	MLM	To effectively manage the Human Resource of the municipality.	No. of HR policies reviews	ES	1	R0.00	R0.00	R0.00	R0.00

No.	Project	Project location	Measurable Objective	Key Performance Indicators/Unit of measurement	Source of Funding	Annual Target 2018/19	Budget			
							MTREF Overall Budget	2018/19 (R)'000'	2019/20 (R)'000'	2020/21 (R)'000'
MTOD14	Electronic time management system for municipal offices	MLM	To ensure adequate time management.	No. of municipal offices installations.	ES	Not Applicable	R 0.00	R0.00	R 1 500	R0.00
MTOD15	Local Labour forum meetings	MLM	To ensure Sound labour relations and workplace harmony	No. of LLF meetings held	ES	12	R 0.00	R0.00	R0.00	R0.00
MTOD16	Legal compliance workshop for employees.	MLM	To promote legislative awareness for all employees.	No. of workshops conducted.	ES	4	R0.00	R0.00	R0.00	R0.00
MTOD17	Percentage of municipal contracts drafted.	MLM	To regulate the relationship and performance between municipality and service providers.	Number of SLAs signed / total tenders awarded.	N/A	100%	R0.00	R0.00	R0.00	R0.00
MTOD18	Staff contract management workshop	MLM	To provide contract management skills to senior managers and middle managers.	No. of Contract management workshops conducted	ES	1	R 0.00	R 0.00	R0.0	R0.0
MTOD19	Monitor Implementation of by-laws	MLM	To ensure law and order.	No. of by-Laws implemented	ES	5	R0.00	R0.00	R0.00	R0.00
MTOD20	Percentage of Litigations defended.	MLM	To ensure appropriate legal representation of municipality in all litigations.	Number of litigations defended/Total Number of litigations against	ES	100%	R 5 100	R 1 500	R 1 600	R 2 000

No.	Project	Project location	Measurable Objective	Key Performance Indicators/Unit of measurement	Source of Funding	Annual Target 2018/19	Budget			
							MTREF Overall Budget	2018/19 (R)'000'	2019/20 (R)'000'	2020/20 21 (R)'000'
				municipality.						
MTOD21	Purchase of IT equipments.	MLM	To strengthen municipal IT infrastructure.	No. of IT systems purchased.	ES	1	R 3 600	R 2 000	R 1 100	R 500
				No. of ICT equipments.		15	R 1 000	R 1 000	R0.00	R0.00
MTOD22	Development of Business continuity plan.	MLM	To ensure uninterrupted business continuity of the municipality.	No. of Business Continuity plans approved.	ES	1	R 600	R 600	R 0.00	R 0.00
MTOD23	Records managements workshop	MLM	To improve municipal records management and preserve institutional memory.	No of records management workshops conducted.	N/A	4	R 850	R 300	R 350	R 200

## 5.2. PROJECTS TO BE IMPLEMENTED BY SEKHUKHUNE DISTRICT MUNICIPALITY

Measurable Objective	Strategy	Project	Backlog	Indicators	Annual target 2018/2019	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Funder
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Measurable Objective	Strategy	Project	Backlog	Indicators	Annual target 2018/2019	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Funder
To construct pumping pipeline from T-off of Makgeru to the new 10ML reservoir at Schoonoord, construction of gravity pipeline by June 2019	By monitoring and supervising the project under SLA	Nebo BWS (RL19) Makgeru to Schoonoord		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
21km of bulk pipeline from 25 ML reservoir in Jane Furse to Lobethal and 5 take-offs by June 2019	Monitoring quality and supervising the project under SLA	Jane Furse to Lobethal BWS		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 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	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 2019	By collecting the samples to accredited laboratory	Full SANS 241 Water Quality Analysis		Number of Full SANS 241 Analysis conducted	1 Full SANS 241 Analysis conducted				
To purchase Laboratories chemical by June 2019	By ensuring proper monitoring of usage	Purchase of LAB Chemicals		Percentage of LAB chemical purchased	100% of LAB chemical purchased				

Measurable Objective	Strategy	Project	Backlog	Indicators	Annual target 2018/2019	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Funder
To participate in Blue and Green Drops Certification Programme by June 2019	By collecting the samples to accredited laboratory and loading the results into the BDS system	Plants participation in Blue and Green Drops Certification Programme		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				
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	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	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	Kl of water supply to hospital provided	25760 Kl of water supply by tankering	14 742 000.00	-	-	SDM

Measurable Objective	Strategy	Project	Backlog	Indicators	Annual target 2018/2019	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Funder
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	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
To provide petrol consistently to petrol driven machines by June 2019	By purchasing fuel contracted service provider and monitor the supply.	Supply of petrol		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 2019	By purchasing fuel contracted service provider and monitor the supply.	Supply of oil		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	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 2019	By procuring bulk water meters. By constructing chambers and installing bulk water meters	Installation of Bulk Water Meters	Bulk componets without meters	Number of Bulk Meters installed	8 Bulk Water Meters installed	500 000.00	6 000 000.00	7 000 000.00	SDM

Measurable Objective	Strategy	Project	Backlog	Indicators	Annual target 2018/2019	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Funder
To purchase Ml Bulk water by June 2019	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.	ML Bulk Water Purchases		Number of Ml water purchased	36 865 Ml of water purchased	110 142 000.00	304 947 280.00	335 442 008.00	SDM
To develop Water Conservation /Water Demand Management Strategy for SDM by June 2019	By management of Water Resources and Capacity Assessment.	Water Conservation and Water Demand Management Plan	No WC/WD M strategy in place	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 2019	By appointment of a Professional Service Provider to develop Sanitation Master Plan	Sanitation Master Plan	Assessment completed	Number of Sanitation Master Plan developed	One Sanitation Master Plan developed	-	1 000 000.00	1000000	SDM
To conduct Condition Assessment and develop O & M Plans by June 2019	Appointment of Professional Service Provider for the development of the O & M Plans and system	Conduct Condition Assessment and develop O & M Plans		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	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		Number of Feasibility Studies conducted and technical	15 Feasibility Studies conducted and technical Reports	-			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	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	Number of bulk water infrastructure servitude approved	Three servitude registered	-	10 000 000.00	12 000 000.00	SDM
To develop one water by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Leolo Water Intervention	167hh	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	Completion of Mamatjekele Package plant	648hh	Percentage completion of Mamatjekele Package Plant	100% completion of Mamatjekele 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	Percentage completion Jane Furse RDP completion of Package Plant	100% completion of Jane Furse RDP Package Plant	4 000 000	-	-	WSIG

Measurable Objective	Strategy	Project	Backlog	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	Apel Cross RDP Reticulation network	224hh	Number of Kilometres of pipeline constructed	7km Kilometres of pipeline constructed	3 000 000	5 000 000	-	WSIG
To construct pipeline by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Phokwane Brooklyn water supply	378hh	% 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%)				WSIG
To construct pipeline by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Moretsele water rising main	278hh	Number of Kilometres 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	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	Number of Kilometres of pipeline commissioned	33km bulk pipeline tested and commissioned	6 500 000,00	6 804 000,00	-	WSIG

Measurable Objective	Strategy	Project	Backlog	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	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	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	Diphaganeng Water Supply	1214hh	Number of Kilometres of pipeline constructed	2.3km Kilometers of pipeline constructed	-	3 300 000	5 000 000	WSIG
To construct VIP Sanitation units by July 2019 within Makhuduthama ga Municipality	By facilitating the approval of final design by DWS By appointing the contractor	Construction of Moretsele VDIP	1300HH	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	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	Thabampshe refurbishment of a pump station	None	Percentage refurbishment of Thabampshe water pump station (2 pumps, motors and	100% refurbishment of Thabampshe water pump station (2 pumps, motors and electrical panel completed and	-	4 000 000	-	WSIG

Measurable Objective	Strategy	Project	Backlog	Indicators	Annual target 2018/2019	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Funder
				electrical panel and replacement of valves and testing of rising main)	replacement of valves and testing of rising main)				
Measurable Objective	Strategy	Project	Backlog	Indicators	Annual Target 2018/2019	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Funder
To construct VIP Sanitation units by July 2019 within Makhuduthama ga Municipality	By establishing project steering committee. By conducting monthly progress meeting with stakeholders	VIP Sanitation programme phase 2.2	160 000 HH	Number of VIP sanitation units constructed	1835 VIP Sanitation units constructed	26 325 000	27 746 550.00	29 272 610.25	MIG
To construct yard connections and cost recovery in Sekwati area by June 2020	By monitoring the construction	Sekwati Reticulation upgrade Phase 5		Percentage of construction completed	100% construction completed	-	65 933 174.00	-	MIG
To construct reticulation network in Ga-Mashabela by June 2019	By appointing Service provider	Ga-Mashabela water reticulation supply	1139HH	Percentage of construction completed	100% construction completed	23 896 521.22	-	-	MIG
To construct reticulation network in Ga-Marishane by June 2019	By appointing Service provider	Ga-Marishane water reticulation supply	1087HH	Percentage of construction completed	100% construction completed	9 590 358.50	-	-	MIG

To construct reticulation network in Lobethal by June 2019	By appointing Service provider	Lobethal water reticulation supply	1087HH	Percentage of construction completed	100% construction completed	424 668.45	-	-	MIG
To construct reticulation network in Ga-Phaahla by June 2019	By appointing Service provider	Ga- Phaahla water supply	497HH	Percentage of construction completed	100% construction completed	6 721 314.72	-	-	MIG

### Municipal Health Services; Emergency Management Services and Disaster Management Services

Measurable Objective	Strategy	Project	Backlog	Indicators	Annual Target 2018/2019	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Funder
To render effective and efficient Municipal Health Services in compliance with legislation	By imparting health education to the community	Environmental Pollution Prevention	None	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 safety	None	Number of water quality samples collected	300 Water quality samples collected	R41 820	R44 078.28	R46 502.59	SDM
	By conducting premises evaluations	Food safety control	None	Number of food premises evaluated	1400 Food Premises evaluated	R40 800	R64 504.80	R68 052.56	SDM
	By conducting premises evaluation	Waste management	None	Number of health care risk waste monitoring	100 Health care risk waste monitored	R20 400	R21 501	R22 684	SDM
	By conducting premises evaluations	Health surveillance of premises	None	Number of premises evaluated	1200 premises evaluated				
	By imparting health education to	Surveillance and prevention	None	Number of Communicable diseases	100 Communicable diseases awareness				

Measurable Objective	Strategy	Project	Backlog	Indicators	Annual Target 2018/2019	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Funder
	the community	of communicable diseases		awareness campaigns held	campaigns held				
		Communicable diseases outbreak control	None	Number of reported Communicable diseases investigated and controlled	All reported Communicable diseases investigated and controlled	R50 000	R60 000	R70 000	SDM
	By conducting premises evaluations	Vector control	None	Number of vector on premises monitored	1000 premises monitored	0	0	0	-
	By conducting premises evaluations	Disposal of the dead	None	Number of disposal of the dead facilities evaluated	100 Disposal of the dead facilities evaluated	0	0	0	-
	By conducting premises evaluations	Chemical safety	None	Number of chemical handling premises evaluation conducted	300 chemical handling premises evaluations conducted.	0	0	0	-
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.	Fire and Rescue Operations	None	Number of reported Emergency Services incidents attended	All reported Emergency Services incidents attended	R0.00	R0.00	R0.00	SDM
	By facilitating 5 firefighting courses.	Emergency Management Services Academy	None	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	Number of reported fire safety and prevention	All reported fire safety and prevention services conducted	R0	R0	R0	SDM

Measurable Objective	Strategy	Project	Backlog	Indicators	Annual Target 2018/2019	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Funder
				services conducted					
	By facilitating supply of stations with Firefighting equipment.	EMS Equipment	None	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	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
To render effective and efficient disaster management service in compliance with Disaster framework and the Disaster Management Act	By Conducting disaster risk assessments as and when necessary	Disaster risk assessment	None	Number of reported disaster management incidents attended	All reported disaster management incidents attended	R350 000.00	R420 800.00	R442 681.60	SDM
	By conducting education, training and awareness campaigns	Disaster risk reduction	33 disaster hazards identified	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	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	Disaster management plan and framework review	None	Number of Disaster management plan and framework reviewed	01 Disaster management plan and framework reviewed	R0	-	-	

Measurable Objective	Strategy	Project	Backlog	Indicators	Annual Target 2018/2019	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Funder
	meetings								
	By coordinating stakeholders on safety awareness operations	Special Operations	None	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
IGR for the department	By coordination 4 MHS Fora meetings	2 x Municipal Health Managers meetings and 2 x Environmental management Forums	None	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	Number of Community Safety Forum meetings coordinated	16 Community Safety Forum meetings coordinated				
	By coordinating 4 District Disaster Advisory Four meetings	District Disaster Advisory Forum meetings	None	Number of Advisory fora meetings held	4 Advisory for a meetings held				

**5.3. PROJECTS TO BE IMPLEMENTED BY SECTOR DEPARTMENTS (PROVINCE)**  
**DEPARTMENT OF EDUCATION PROJECTS FOR 2018-19 F/Y**

									Medium Term Estimates	
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Project / Programme Name	Type of Infrastr.	Source of Fund.	Budget Programme Name	IDMS Gates / Projects Status	Nature of Investment	Total Project Costs R'000	Total Expenditure from previous years R'000	2018/19 R'000	2019/20 R'000	2020/21 R,000
ASIPHUMELELE SNE SNE 996606800 The Mvula Trust Construct 12 enviroloo toilet seats	Special Needs Education School	EIG	6.3 Public Special Schools	Construction 1-25%	Upgrades and additions	1 056	422	634	0	0
BAPHADIMA SEC ORD 925660037 IDT Construction of Nutirion block, 1x 4 classroom block, 1x Multipurpose block, 1x new 8 seat toilet block with 2 urinals, renovation of 1x 3 classroom block, admin block, store room and 8 toilet seat. Demolition of 8 classrooms. Walkways. Upgrading of existing fence. External works (as per IDT invoice monthly report).	Micro Secondary School	EIG	6.2 Public Ordinary Schools	Construction 51-75%	Upgrades and additions	15 234	8 608	6 626	0	0
DINOTSI PRIM ORD 925610438 The Mvula Trust Construction of 10 toilet seats.	Small Primary School	EIG	6.2 Public Ordinary Schools	Practical Completion Certified	Upgrades and additions	911	13	898	0	0
DITHOTHWANENG SEC ORD 925610018 The Mvula Trust Construction of 20 toilet seats.	Large Secondary School	EIG	6.2 Public Ordinary Schools	Practical Completion Certified	Upgrades and additions	1 386	1 688	0	0	0
EKUCATHULENI PRIM ORD 996606726 The Mvula Trust Construct 20 enviroloos	Large Primary School	EIG	6.2 Public Ordinary Schools	CONSTRUCTI ON 1-25%	Upgrades and additions	1 530	1 245	285	0	0

JAF TA-BANTABETHU PRIM ORD 924651590 IDT Build 5x 5classroom block, small admin block, nutrition centre, fencing. Restore existing borehole. Supply furniture and fittings to nutrition centre (as per IDT invoice monthly report).	Small Primary School	EIG	6.2 Public Ordinary Schools	Construction 51-75%	Upgrades and additions	14 768	4 108	10 660	0	0
LEGARE SEC ORD 925660259 The Mvula Trust Construct 29 enviroloos	Medium Secondary School	EIG	6.2 Public Ordinary Schools	Practical Completion Certified	Upgrades and additions	2 030	187	1 843	0	0
MAKATANE SEC ORD 925661443 The Mvula Trust Construction of 10 toilet seats.	Medium Secondary School	EIG	6.2 Public Ordinary Schools	Construction 76-99%	Upgrades and additions	911	673	238	0	0
MAKGWALE SEC ORD 925660457 The Mvula Trust Construct 09 enviroloo toilet seats and refurbish 12 enviroloos	Medium Secondary School	EIG	6.2 Public Ordinary Schools	Practical Completion Certified	Upgrades and additions	1 523	729	794	0	0
MAKGWALE SEC ORD 925660457 The Mvula Trust Drill and equip borehole.	Medium Secondary School	EIG	6.2 Public Ordinary Schools	Practical Completion Certified	Upgrades and additions	0	230	0	0	0
MAMANENG PRIM ORD 996606814 The Mvula Trust Construct 8 enviroloos	Micro Primary School	EIG	6.2 Public Ordinary Schools		Upgrades and additions	0	13	0	0	0
MANTLATLE SEC ORD 924641203 The Mvula Trust Construction of 22 toilet seats.	Small Secondary School	EIG	6.2 Public Ordinary Schools	Practical Completion Certified	Upgrades and additions	1 451	13	1 438	0	0

MASERUMULE SEC ORD 924641371 IDT Build 16x classrooms, admin block, nutrition centre, computer laboratory, science laboratory, gate house, 20x waterborne toilets, open walkways, covered parking, fencing. Renovate 8x classrooms, 4x waterborne toilets. Demolish 15x classrooms, cooking aread and pit toilets.	Medium Secondary School	EIG	6.2 Public Ordinary Schools	Practical Completion Certified	Upgrades and additions	25 646	24 217	1 429	0	0
MATABANE PRIM ORD 996606804 IDT	Medium Primary School	EIG	6.2 Public Ordinary Schools	Bid Sepecification	Upgrades and additions	5 259	3 437	1 821	0	0
MODISHANE PRIM ORD 924643233 IDT Build 1x 2Grade R classrooms with ablutions. Renovate 2x 3classroom blocks. Demolish pit toilets with external works (as per IDT invoice).	Small Primary School	EIG	6.2 Public Ordinary Schools	Construction 1-25%	Upgrades and additions	8 072	148	7 924	0	0
MOOKWANE PRIM ORD 925660877 The Mvula Trust Construction of 14 toilet seats.	Medium Primary School	EIG	6.2 Public Ordinary Schools	CONSTRUCTI ON 76-99%	Upgrades and additions	952	915	36	0	0
MORARELA PRIM ORD 906121075 The Mvula Trust Drill and equip the borehole with a 10 000L, 4m high tank, 3 stand taps, a pump, an automatic machine and a pump cage [as per site handover cert].	Large Primary School	EIG	6.2 Public Ordinary Schools	Construction 76-99%	Upgrades and additions	547	10	537	0	0
MPHELA 'A MARUMO SEC ORD 996601400 The Mvula Trust Construction of 30 toilet seats.	Large Secondary School	EIG	6.2 Public Ordinary Schools	Practical Completion Certified	Upgrades and additions	2 131	646	1 485	0	0

NGALE SEC ORD 924642237 The Mvula Trust Drill and equip borehole.	Small Secondary School	EIG	6.2 Public Ordinary Schools		Upgrades and additions	399	1 723	0	0	0
RAMANA RE-MAGAMPA SEC ORD 996603305 The Mvula Trust Construct 23 enviroloo toilet seats and refurbish 12 enviroloos	Micro Secondary School	EIG	6.2 Public Ordinary Schools	Bid Sepecification	Upgrades and additions	2 517	419	2 098	0	0
RAMATSHAGALALA SEC ORD 996606607 The Mvula Trust Refurbish 16 existing waterborne toilets	Mega Secondary School	EIG	6.2 Public Ordinary Schools		Maintenance and repairs	0	13	0	0	0
TSHABADIETLA SEC ORD 925661344 The Mvula Trust Construction of 22 toilet seats.	Large Secondary School	EIG	6.2 Public Ordinary Schools	CONSTRUCTI ON 76-99%	Upgrades and additions	1 451	1 420	30	0	0
TSHEHLWANENG SEC ORD 925661351 IDT Build 25 classrooms, medium admin, small nutrition centre. Renovations to 1x 3classrooms, laboratories. Demolish 6x 3classrooms (as per IDT invoice monthly report).	Large Secondary School	EIG	6.2 Public Ordinary Schools	Construction 26-50%	Upgrades and additions	25 524	6 461	14 063	5 000	0
TSHEHLWANENG SEC ORD 925661351 The Mvula Trust Construct 26 enviroloo toilet seats	Large Secondary School	EIG	6.2 Public Ordinary Schools	Practical Completion Certified	Upgrades and additions	2 045	1 601	444	0	0

## DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

Directorate	Challenges identified	Strategy to address the challenge	Programme /sub programme	Project to be implemented	Budget allocation for 2018/19	Ward no
Rural infrastructure development	Lack of proper infrastructure to support Agriculture Development	Ensure an inclusive Rural Development and integration, employment creation, poverty eradication and inequality reduction through Infrastructure Development	Agripark (Agrihub and the FPSU)	Sekhukhune Agrihub (steel palisade fence)	R4000 000	18
				Vleescboom FPSU (fence,warehouse,storage facility and admin block)	R7000 000	11
Rural infrastructure development	Insufficient support (mechanisation and inputs)to farmers to be fully productive	Revitalise agriculture and the agro-processing value chain in trying to ensure growth in the agricultural sector	Agripark (Agrihub and the FPSU)	Vleescboom FPSU projects (inputs and mechanisation )etc.	R3000 000	4
Recap and development	Food security	Provide support to small holder producers at household level whilst improving household food security	1 household 1 hectare	Makhuduthamaga 1  Makhuduthamaga 2	R1 600 000  R1 600 000	MLM
NARYSEC	Lack of skills	Provision of skills to the youth	Youth recruitment	Animal farming (piggery) Mixed farming Poultry farming Professional cookery +A +N+	R307 800 (stipend and top up)	1,4,6,17,19,20,22, 23,24,28,29

### LEDET (ECONOMIC BRANCH) PROJECTS FOR 2018/19

Business	Location	Municipality	Budget
Development of a filling station	Ga-Masemola village	Makhuduthamaga	R 15 000 000.00

### LEDET (ECONOMIC BRANCH) PROJECTS FOR 2018/19

Project	Objective	Key Deliverables	Budget	Municipality
Development of economic indicators	Compile quarterly economic indicators	Quarterly economic indicators compiled in support of municipalities	R700 000	Makhuduthamaga, Fetakgomo/Tubatse, Elias Motsoaledi and Ephraim Mogale
Economic research	Conduct economic research studies	Research studies completed	R 1 ,5M	Makhuduthamaga, Fetakgomo/Tubatse, Elias Motsoaledi and Ephraim Mogale
Access to market	Facilitate access to market opportunities for SMME and cooperatives			Makhuduthamaga, Fetakgomo/Tubatse, Elias Motsoaledi and Ephraim Mogale
Trade and investment promotion	-Export capacity building -Market intelligence exchange(inward and outward mission)			Makhuduthamaga, Fetakgomo/Tubatse, Elias Motsoaledi and Ephraim Mogale
Access to incentives	Assist companies to access incentives			Makhuduthamaga, Fetakgomo/Tubatse, Elias Motsoaledi and Ephraim Mogale
Distressed enterprise support through turn around solutions programme	Enhance competitiveness and productivity of companies			Makhuduthamaga, Fetakgomo/Tubatse, Elias Motsoaledi and Ephraim Mogale
Implementation of the Limpopo Business Registration Act (LIBRA) in 25 Local Municipalities				Makhuduthamaga, Fetakgomo/Tubatse, Elias Motsoaledi and Ephraim Mogale
Registration and regulation of liquor businesses			N/A	Makhuduthamaga, Fetakgomo/Tubatse, Elias Motsoaledi and Ephraim Mogale
Consumer rights interventions			N/A	Makhuduthamaga, Fetakgomo/Tubatse, Elias Motsoaledi and Ephraim Mogale

Centre of excellence/ knowledge economy				Makhuduthamaga, Fetakgomo/Tubatse, Elias Motsoaledi and Ephraim Mogale

#### LEDET/DEA: ENVIRONMENT AND TOURISM

Name of programme /sub programme	Name of the District /Local	Backlogs identified	Projects and programme identified for 2018/19	Projected Budget
Environment Empowerment Services	All Municipalities in Sekhukhune	N/A	Awareness and capacity building	R 85 000
Environment Empowerment Services	All Municipalities in Sekhukhune	N/A	Limpopo Green Schools for Earth programme	R 80 000
Environment Empowerment Services	All Municipalities in Limpopo	N/A	Tree planting	R 104 000
Biodiversity Management	All Municipalities in Sekhukhune	N/A	Sekhukhune Bio-Regional Plan	R 455 000
Process Energy and Environmental Technology Station	Fetakgomo/Tubatse and Makhuduthamaga	N/A	Leolo Energy mix and water harvesting project	R 2 400 000

#### DEPARTMENT OF TRANSPORT

Name of the District/Local Municipality	Project name	Project for 2018/19	Projected Budget
Sekhukhune District	Integrated Transport Plan	Audit on public transport services ,public transport demand forecast and the development of Integrated Public Transport Network designs	R2M
All Districts	Limpopo Provincial Taxi Council	Grant to administer the taxi industry	R5M
Sekhukhune District Municipality	Evaluation of impact of law enforcement activities	Evaluation of impact of law enforcement activities	R 160 000
Sekhukhune District Municipality	Training of 100 road safety	Training and practical implementation of the	TETA

	ambassadors	project (R37)	
Sekhukhune District Municipality	Training of 50 traffic officers	Training of traffic officers	R 3.6M

#### 5.4 PROJECTS TO BE IMPLEMENTED BY NATIONAL DEPARTMENTS

##### PROJECTS TO BE IMPLEMENTED BY NATIONAL DEPARTMENT OF ENVIRONMENTAL AFFAIRS IN SEKHUKHUNE DISTRICT MUNICIPAL AREA

Name of Project / Programme	Area of implementation	Total Budget	Project Time Frames
Lebowakgomo project (Alien Plant Control)	Fetakgomo Tubatse LM (Apel)	R 1 062 000	2018/2019 financial year
Lower Olifants project (Alien Plant Control)	Elias Motsoaledi (Around Groblersdal)	R 1 390 000	2018/2019 financial year
Mogaladi Wetland Rehabilitation Project	Makhuduthamaga (Mogaladi Village)	R 1 500 000	2018/2019 financial year
Youth Environmental Services	Ephraim Mogale	-	12 months
DEA Mass Training Programme	Makhuduthamaga, Elias Motsoaledi and Ephraim Mogale	-	3 months

## 5.5. PROJECTS BY PARASTATALS

### PROJECTS TO BE IMPLEMENTED BY ESKOM IN MAKHUDUTHAMAGA

<b>Municipality</b>	<b>Project name</b>	<b>DoE Total Planned CAPEX</b>	<b>Total Planned Connections</b>
Makhuduthamaga	Semahlakole	R 969 000	15
Makhuduthamaga	Tisane	R 1 368 000	49
Makhuduthamaga	Manganeng	R 5 278 982.04	158
Makhuduthamaga	Diphagane	R 2 850 000	77
Makhuduthamaga	Leeukraal	R 2 142 339.30	130
Makhuduthamaga	Mangwanyane	R 570 000	11
Makhuduthamaga	Molebeledi	R 86 640	04
Makhuduthamaga	Maila MapitsanePhaseTwo	R 931 380	43
Makhuduthamaga	Serageng	R 972 479.28	32
Makhuduthamaga	Maololo /Tsopaneng	R 1184 646.96	48
Makhuduthamaga	Molelema /Machadosdorp	R 886 599.66	35
Makhuduthamaga	Mangamolane / Mokgoatjane	R 3 715 559.82	179
Makhuduthamaga	Marishane	R 2 595 212.28	110
Makhuduthamaga	Sekale /Apel cross	R 1 884 420	87
Makhuduthamaga	Thabampshe	R 2 079 360	96
Makhuduthamaga	Ga-Maboki	R 194 940	09
Makhuduthamaga	Mantlhanyane	R 216 600	10
Makhuduthamaga	Ga-Malaka	R 129 960	06
Makhuduthamaga	Phatametsane	R 996 360	46

## CHAPTER 6: INTEGRATION PHASE

### 6.1. Spatial rationale

#### Sector plans

Sector Plan	A brief description and overview
Spatial Development Framework (SDF)	The MLM has adopted the SDF in 2007 and reviewed during 2014/15 financial year with the help of the National Department of Rural Development and Land Reform so that it can meet the required standard. An Spatial Development Framework (SDF) is a framework that seeks to guide overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal IDP. The aims of a spatial development framework are to promote sustainable functional and integrated human settlements, maximise resource efficiency, and enhance regional identity and unique character of a place The contents of the SDF are guided by the Local Government Municipal Systems Act (no 32 of 2000) and the Local Government: Municipal Planning and Performance Regulations (2001).
Land Use Management Scheme (LUMS)	Guided by the SDF, the Land Use Management Scheme (LUMS) was developed and adopted in 2008. The plan will be reviewed in the 2018 financial year. The main orientation of the scheme is to provide mechanism for the control of land use and ensure that development takes place in a coordinated manner. The LUMS set out to address spatial challenges identified in the analysis phase and inherited from the apartheid legacy.
Jane Furse Precinct Plan	The Jane Furse Precinct plan was noted by council during the 2009/10 financial year .The focus of the plan was to develop a set of guidelines which can and will be used to direct development within the defined area, the Jane Furse node in particular Vergelegen farm. As the growth point of the MLM and SDM the node is currently not developed in a manner that supports most of the characteristics of an ideal growth point node. The plan undertakes precinct analysis/study of the defined area and highlight catalytic public sector LED projects that are required to contribute to the development of the node.

## 6.2 Basic service delivery and infrastructure Development

### Sector plans

Sector Plan	A brief description and overview
Disaster Management Plan	The MLM has developed and adopted Disaster Management Plan during the 2007/8 financial year and reviewed during the 2014/15 financial year with the help of CoGHSTA. The plan is aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation. It also aimed at providing an enabling environment for disaster management in the municipal area- Promote pro active disaster management through risk reduction programmes, promote cooperative relationships between all spheres of government in case of emergency incidences.
Housing Plan/Chapter	The Housing Chapter for the municipality was developed during 2008/9 financial year with the assistance of CoGHSTA. The plan will be reviewed in the 2018/19 financial year. There are three kinds of housing programmes which Makhuduthamaga has benefitted. The programme include: Rural Housing, People's Housing programme and Emergency housing/Disaster Housing. The housing chapter attempts to address the following issues: unblocking housing service delivery constraints, planning challenges, contribution to unblocking land constraints, upgrading of rural settlements and enhancement of the quality of houses constructed under the auspices of local government
Water Services Development Plan	During the 2005/6 SDM developed and adopted WSDP for its area of jurisdiction wherein issues on water and sanitation are addressed which included Makhuduthamaga Local Municipality. The plan was reviewed during 2015/16 financial year.
Draft ITP plan (Integrated Transport Plan)	The Municipality is recently finalizing the development of the plan and it will be adopted by council during the 2018/19 financial year.
Road Master plan	The Municipality developed and adopted Road Master Plan during the 2012/13 financial year and it will be reviewed during the 2018/19

## 6.3 Economic and environmental analysis

### Sector plans

Sector Plan	A brief description and overview
Local Economic Development Strategy	MLM has developed and adopted the LED strategy in 2008/9 financial year and was reviewed in the 2017/18 financial year. This document responds to local economic constraints of the municipality. It describes the role of the municipality in LED which is more of facilitating than being the primary implementer. The aim of the LED strategy is to create an enabling environment for employment opportunities for local residents, reduce constraints to business investments and growth, tackle market failures to make market work better and strengthen the competitiveness of local firms. The strategy is thus aligned to key planning documents cited in the previous sections like LEGDP, NSDP etc.
LED Implementation plan	Developed and adopted by council during the 2008/9 financial year and will be reviewed in 2018/19 financial year. The plan outlines how the municipality is going to implement the LED strategy.

Draft Tourism Strategy	The Municipality has Draft Tourism Strategy that seeks to provide tourism guidelines within Makhuduthamaga municipal area. Its main purpose is to promote tourism within the Municipality. The Strategy was noted by council and will be adopted in the 2018/19 financial year.
Integrated Waste Management Plan	The plan was adopted by council in the 2018/19 financial year.

#### 6.4 Financial viability and Management Sector plans

Sector Plans	A brief description and overview
Revenue Enhancement Strategy	The MLM has adopted the Revenue Enhancement Strategy during 2009/10 financial year and reviewed in 2018/19. The strategy is intended to enhance the revenue base of MLM. The is in alignment with the General Finance Policy. The Municipality has started billing for property rates (only Businesses and sector departments) as from July 2009.
Credit Control and Debt Management Policy	The Credit Control and Debt Management Policy of MLM was adopted in May 2012 for application applied in the event of none payment of services. It is adopted in terms of Chapter 5 of the Local Government: Municipal Systems Act to contribute towards development of the local economy and provide acceptable services to the communities. The constitutional mandate of the municipality cannot and will never be realized unless there are payments of services. Noting two categories of residents, those who can afford and those who cannot afford to pay for services, the policy emphasize that payment of services must be according to indigent policy. The plan was reviewed in 2015/2016 financial year.
Supply Chain Management Policy	The MLM has adopted the Supply Chain Management Policy during 2008/9 financial year and it was reviewed during 2015/16 financial year. It provides policy guidelines as and when the MLM procure goods or services, disposes goods no longer needed, select contractors to provide assistance in the provision of municipal services.
Indigent Policy	The MLM has adopted an Indigent policy during 2008/9 and reviewed during 2017/18 financial year. The policy provides indigent support in so far as municipal services to indigent households. Indigent household means a household income of not more than R1,500 (monthly) irrespective of the source of income
Banking and Investment Policy	This policy is aimed at gaining optimal return on investment, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. The policy was reviewed in 2015/16 financial year.
Financial Management Plan	The MLM has at the moment the 3 years Financial Plan which addresses the financial challenges highlighted in the analysis phase. The financial priority of the municipality is viability and sustainability. The Financial Plan is aligned to the Medium Term Revenue Expenditure Framework and caters for the income, revenue and expenditure for the year under review as well as two outer years. This plan is under stewardship of the Finance department.

Asset Management Policy	The Municipality has approved Asset Management Policy during the 2009/10 financial year. The policy was reviewed during 2015/16 financial year.
Tariffs Policy	The Municipality has adopted Tariffs Policy during 2011/12 financial year. The objective of the tariffs policy is to enable the MLM to be self-sustainable through tariff income, enables the Council to determine tariffs in line with the applicable legislation. All households with the exception of the indigent should pay the full cost of the services consumed. Municipal tariffs must not be unduly a burden to local business through higher tariffs, as cost affects the sustainability and competitiveness of such business. The plan was reviewed by council in 2017/18 financial year.
Budget Policy	The Budget for MLM is guided by the recently developed Budget policy. The policy aims to set budgeting principles which the municipality should follow in preparing each annual budget, in implementing and controlling the budget during the financial year, in adjusting the budget as directed by the MLM. The annual budget is the financial planning document that involves all operating and expenditure decisions. In compiling the budget of the Municipality, National Budget Policy guidelines were considered which include macroeconomic indicators as in the guidelines of the National Treasury, the expenditure trends and revenue patterns. The policy was reviewed in the 2015/16 financial year.
Virement policy	The Municipality has recently developed and adopted the Virement policy.(2010/11 financial year).The policy was reviewed during 2015/16 financial year.

## 6.5 Good governance and public participation

### Sector plans

Sector Plan	A brief description and overview
Communication Strategy	The Municipality has adopted the Communication Strategy in 2015/16 financial year which aims at making communication between the MLM and its residents more effective. The strategy sets out communication channels the municipality should explore with its citizens.
Internal Audit Charter	The MLM adopted the Internal Audit Charter in 2016/17 financial year in order to bring about systematic, disciplined approach in evaluating and improving effectiveness of the risk management, control and governance. It clarifies various issues including the work of the internal audit and responsibilities of the MLM's Audit Committee which is established in terms of the Municipal Finance Management Act. It is therefore branded as a tool governing the internal audit unit within MLM.
Disability Framework for Local Government	Developed by SALGA in partnership with COGHSTA, the MLM approved the Disability Framework for Local Government which aim at guiding municipalities among others to : (1) mainstreaming disability into the Key Performance Areas of local government 's IDPs, PGDS, (2) ensure the participation of people with disabilities in governance and democratic processes, (3) develop and implement programmes to empower people with disabilities, and (4) heighten the implementation of the Integrated National Disability Strategy in local government.
Policy on Ward committees	This policy regulates the management and functioning of the Ward committees in the municipality. It enables the

		MLM to have effective Ward committee system that promotes participatory democracy. The policy clarifies the role of ward committee at length, criteria for membership, election processes, term of office, and filling of vacancies, ward committees meetings, municipal support, accountability and relationships. Consequently, ward committees play substantial role in soliciting community views on service delivery and ensure that community views are encapsulated in the IDP /Budget.
Makhuduthamaga Development Framework	Youth Policy	The MLM's Youth Development Policy was approved by council with the overall aim to improve contact between the municipality and youth.
Anti Corruption Strategy		MLM has a Draft Anti Corruption Strategy that seeks to protect the Municipal funds and other assets. The strategy was reviewed during the 2016/17 financial year.
Risk Management Strategy		The Municipality has a Risk Management Strategy and was reviewed by council in 2016/17 financial year. This outline a high level plan on how the institution will go about implementing the Risk Management Policy. This will enable Heads of departments to manage risk effectively, optimize operational efficiency of the MLM, develop and support knowledge base of the people and the Council and ensure that adequate risk financing is available by provision in both the IDP and multi year budget.
Risk Management Policy		The risk management policy outlines MLM commitment to protect MLM against adverse outcomes, which may impact negatively on service delivery. The policy was reviewed by council in 2016/17 financial year.

## 6.6 Municipal Transformation and Organizational Development

### Sector plans

Sector Plan	A brief description and overview
Performance Management Strategy	The MLM has adopted the Performance Management Strategy during the 2010/11 financial year and reviewed in 2015/16 to ensure the achievement of individual objectives which are linked to departmental objectives, which in turn are linked to the organizational performance objectives. Performance management is an ongoing process, not a once year event of conducting a performance review. PMS is aimed at creating a motivating climate for employees and the organization to develop and achieve high standard of performance. It further empowers the MLM to develop set targets, monitor and review performance based on the Integrated Development Plan –linked indicators and report on the performance against the set indicators.
Municipal Institutional Plan	The MLM has the Institutional Plan which addresses institutional challenges highlighted in the analysis phase. The primary objective of an institutional plan is to ensure that consistent and integrated measures are put in place for institutional development. The secondary objectives include providing for Gender Equity and appropriate transformation in the light of the Constitution of the Republic Of South Africa and Employment Equity Act, No 55 of 1998 as well as reviewing the institutional arrangements and implications of planning process in keeping with the IDP. The plan has a consolidated summary of the institutional activities that flow from the prioritized proposals developed in the IDP processes. The institutional plan is required to result in the following outputs: (a) It must address the gender and equity imbalances facing the

		municipality, (b) A realistic institutional plan given the financial resources at the disposal of the municipality. It is annually reviewed.
Workplace Plan	Skills	Makhuduthamaga Local Municipality develops and implements the workplace skill plan every financial year .The plan is develop in consultation with the staff members, committees and councilors. Individuals from the mentioned stakeholders complete questionnaire that serve as tools to identify training needs. The training needs are further consolidated into the workplace skills plan and submitted to LG SETA after approval by the council .This should be able to serve as an intervention in addressing the issues of scarce skills.
MLM File Plan		The plan was developed and adopted during 2009/10 financial year and it was reviewed in the 2015/16 financial year by council

## ANNEXURE A: BUDGET SUMMARY

## BUDGET SUMMARY FOR 2018/19-2020/21

### REVENUE SOURCES

GRANTS	ANNUAL BUDGET 2018/19	ANNUAL BUDGET 2019/20	ANNUAL BUDGET 2020/21
Equitable shares (ES)	R 241 518 000	R 261 729 000	R 282 569 000
Finance Management Grant (FMG)	R 1 770 000	R 1 770 000	R 1 770 000
Municipal Improvement Grant (MSIG)	R 1 700 000	R 1 700 000	R 1 800 000
Integrated National Electrification	R 12 012 000	R 6 400 000	R 6 400 000
Municipal Infrastructure Grant (MIG)	R 66 000 000	R 62 122 000	R 65 569 000
Incentive Grant: Public Works	R 1 537 000	-	-
<b>TOTAL</b>	<b>R 324 537 000</b>	<b>R 333 721 000</b>	<b>R 358 108 000</b>

### OWN INCOME

	ANNUAL BUDGET 2018/19	ANNUAL BUDGET 2019/20	ANNUAL BUDGET 2020/21
Property rates	R 37 237 289.25	R 37 124 106.00	R 37 086 378.25
Licenses and permits	R 5 584 033.59	R 6 254 117.62	R 6 754 447.03
Interest earned-external investments	R 10 234 567.34	R 10 746 295.71	R 9 722 838.97
Traffic fines	R 150 000	R 180 000	R 200 000
Interest earned on outstanding debtors	R 29 342 826.74	R 24 941 402.73	R 23 474 261.39
Tender documents	R 560 000	R 588 000	R 590 000
Site rental	R 129 674.93	R 140 589.97	R 154 648.97
Other income	R 122 456.91	R 131 512.06	R 140 937.66
<b>TOTAL</b>	<b>R 83 360 848.76</b>	<b>R 80 106 024.09</b>	<b>R 78 123 512.27</b>

<b>TOTAL REVENUE</b>	<b>R 407 897 848.76</b>	<b>R 413 827 024.09</b>	<b>R 436 231 512.27</b>
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## OPERATINAL EXPENDITURE

	ANNUAL BUDGET 2018/19	ANNUAL BUDGET 2019/20	ANNUAL BUDGET 2020/21
Salaries, wages and allowances	80 552 815.61	85 732 636.81	91 515 928.62
Councillor allowances	24 909 098.23	26 503 280.51	28 225 993.75
General expenses	61 604 067.90	101 009 421.82	56 911 948.95
Debt impairment	29 342 826.74	34 859 534.90	20 897 457.90
Depreciation	22 197 872.55	23 396 557.67	24 683 368.34
Repairs and Repairs(other assets)	44 246 609.26	8 744 869.57	38 935 193.93
Repairs and maintenance (infrastructure assets)	16 500 000	17 550 000	24 500 000
Repairs and maintenance (community assets)	23 563 043.48	7 818 260.87	7 000 000
<b>TOTAL</b>	<b>302 916 333.78</b>	<b>305 614 562.16</b>	<b>292 669 819.49</b>

## CAPITAL EXPENDITURE

	ANNUAL BUDGET 2018/19	ANNUAL BUDGET 2019/20	ANNUAL BUDGET 2020/21
Infrastructure Assets:Roads,Bridges and Storm Water	101 674 782.61	95 956 521.74	135 304 347.83
Infrastructure Assets: Electricity	10 445 217.39	5 565 217.39	5 565 217.39
Other assets	9 217 391.30	5 478 260.87	2 400 000
<b>TOTAL</b>	<b>121 337 391.30</b>	<b>108 000 000</b>	<b>143 269 565.22</b>
<b>TOTAL INCOME</b>	<b>407 897 848.76</b>	<b>413 827 024.09</b>	<b>436 231 512.27</b>

## **ANNEXURE B: ORGANISATIONAL STRUCTURE**