



MAKHUDUTHAMAGA LOCAL MUNICIPALITY

DRAFT 2012/13 IDP/BUDGET REVIEW

SC/13.1/03/2012

30 MARCH 2012

## **GENERAL INFORMATION**

### **I. Executive Committee Members**

- (i) Cllr M.A Matlala (Mayor)
- (ii) Cllr .H.R Masemola (Portfolio Chairperson Infrastructure)
- (iii) Cllr M.O Nchabeleng (Portfolio Chairperson Corporate Services)
- (iv) Cllr M.A Mampane ( Portfolio Chairperson Finance)
- (v) Cllr M.E Mndebele ( Portfolio Chairperson Community Services)
- (vi) Cllr M P Lerobane ( Portfolio Chairperson LED)
- (vii) Cllr N M.Matjomane (Portfolio Chairperson Planning)
- (viii) Cllr K R. Maisela (Deputy Chairperson Planning)
- (ix) Cllr M M.Tala (Deputy Chairperson LED )
- (x) Cllr M F.Madiba (Deputy Chairperson Corporate and Shared Services)

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## MAYORAL FOREWORD

Herein the municipality presents the 2012/13 IDP/Budget review as prescribed by section 34 of the Municipal Systems Act 32 of 2000. This process marks the first review of the 2011/12-2015/16 5 year plan. This reviewed IDP/Budget is a result of a consultative process that puts the people of Makhuduthamaga in the forefront of making their own service delivery decisions. Through this tool (the IDP) the municipality aims to redress most of the service delivery injustices and inequalities we have inherited from the previous regime.

Although Makhuduthamaga is still largely dependent on the Equitable Share from the National Treasury as the source of funding, it is however encouraging to note that the collection of property rates has increased significantly. The Council and the Administration are also working tirelessly to ensure that the Nebo and Schoonoord testing stations are fully operational. It is imperative that the municipality explores its revenue generation options to ensure increased infrastructure investment.

In his State of the Nation Address, the President of the Republic has emphasised the need to promote infrastructure investment projects as the cornerstone for job creation and growth. To put this pertinent issue into perspective, in his budget speech, the Finance Minister Pravin Gordhan highlighted key economic areas that underpin the country's vision 2030. Some of these include:

- Public sector infrastructure projects;
- Education and skills development;
- Support for emerging farmers and land reform beneficiaries.

With a budget of R 103,3million, specifically for infrastructure projects this IDP/Budget review is an effort to align our service delivery programmes with this national vision.

The Mayoral visit to schools in January is a sign that Makhuduthamaga is a believer in the youth as the future leaders of the country. The award giving ceremony that was held on the 23<sup>rd</sup> March is also a gesture that reiterates that the municipality is concerned about encouraging and nurturing the youth so that they can make informed decisions about shaping their future.

His Worship

.....

The Mayor

Cllr Makaeya Alfred Matlala



## OVERVIEW BY THE ACTING MUNICIPAL MANAGER

The Municipal Planning and Budgeting process ensues a protracted and robust process of Stakeholder Consultations spearheaded by a dedicated team of Administration and Councillors underpinned by the following legislations:

The Constitution of the Republic 108 of 1996

The Municipal Systems Act 32 of 2000

The Municipal Finance Management Act 56 of 2003

The Municipal Structures Act 117 of 1998

The Intergovernmental Fiscal Relations Act; and

The White Paper on Local Government 1998

The Municipality is herein presenting projected Budget of R273.720 million of which R103.361 million is allocated for Infrastructure Development Projects and R170.358 million budgeted for Operational expenses.

The Municipality derive most of its budget from national government in the form of equitable share and other government grants

The municipality relying on grants is not sustainable and require of the municipality working together with our communities to develop ways and means of raising revenue to sustain the municipality.

The Municipality has put systems to ensure that the expected Revenue is generated through the Revenue Generation Strategy and the proper implementation of our infrastructure projects. The Performance Management System is in place to steer the Municipality to be on track with its founding mission.

The Budget will go a long way in meeting the government priorities of bettering the lives of our citizens by creating of jobs through the Infrastructure projects and other formal jobs through the filling of the budgeted vacancies

## ACRONYMS / ABBREVIATIONS

ABSA	Amalgamated Banks of Southern Africa
AFS	Annual Financial statements
AGSA	Auditor General of South Africa
AIDS	Acquired Immune Deficiency Syndrome
DBSA	Development Bank of Southern Africa
CBO	Community Based Organisations
CDW	Community Development Worker
DBSA	Development Bank of Southern Africa
CoGHSTA	Corporate Governance Human Settlement and Traditional Affairs
DoE	Department of Energy
DFA	Development Facilitation Act
DoRT	Department of Road and Transport
EAP	Employees assistance programme
EPWP	Expanded Public Works Programme
ES	Equitable shares
FBE	Free Basic Electricity
FMG	Financial Management Grant
GIS	Geographic Information System
GGP	Gross Geographical Product
HIV	Human Immunodeficiency Virus
IDP	Integrated Development Plan
IEC	Independent Electoral Commission

IPC	International Pentecostal Church
ITP	Integrated Transport Plan
KPA	Key Performance Area
LED	Local Economic Development
LGDS	Limpopo Growth and Development Strategy
LUMS	Land Use Management Scheme
MDG	Millennium Development Goals
MEC	Member of Executive Council
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MLM	Makhuduthamaga Local Municipality
MM	Municipal Manager
MTAS	Municipal Turn Around Strategy
MSA	Municipal Systems Act
MSIG	Municipal Systems Improvement Grant
MPRA	Municipal Property Rates Act
NGO	Non Government Organisation
NSDP	National Spatial Development Perspective
OTP	Office of the Premier
PAA	Public Audit Act
PTO	Permission to Occupy
PMS	Performance Management System
PR	Proportional representative
RAL	Roads Agency Limpopo
RDP	Reconstruction and Development Programme

RMS	Road Management System
SAFA	South African Football Association
SALGA	South African Local Government Association
SAPS	South African Police Services
SDF	Spatial Development Framework
SDM	Sekhukhune District Municipality
SMME	Small, Micro and Medium Enterprise
RSA	Republic of South Africa
WSP	Workplace Skills Plan
VD	Voting District
ZCC	Zion Christian Church

## CHAPTER ONE

### 1. INTRODUCTORY ORIENTATION AND EXECUTIVE SUMMARY

#### 1.1. INTRODUCTORY ORIENTATION

The Integrated Development Planning is a process through which the Makhuduthamaga Local Municipality (MLM) prepares a strategic development plan, for a five year period. The Integrated Development Plan (IDP) is a product of the integrated development planning process mention above. Thus there is strong correlation between the plan (Integrated Development Plan) and the process that underpins it. Several recent studies define IDP as a 'principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality' (DBSA, 2009) .The municipality fulfils its developmental mandate through the integrated development planning. In other words the developmental orientation of the municipality is set out in this IDP. Integrated Development Planning can also be perceived as an approach which is aimed at involving the community to find the best solutions towards sustainable development.

From the outset, it should be pointed out that, legally speaking; IDP supersedes all other plans that guide development at local sphere of government. There is no denying that municipalities are at the coalface of delivery and thus high expectations have been placed and linked to this sphere of government.

#### 1.2. EXECUTIVE SUMMARY

Geo- political location of Makhuduthamaga and identification

The MLM is a Category B4 municipality that is located within the Sekhukhune District Municipality (SDM) of the Limpopo Province. In its State of Local Government in South Africa: overview report, the Department of Cooperative Governance and Traditional Affairs (COGTA 2009) describes category B4 municipalities as those municipalities which are mainly rural, located in economically depressed areas, consequently having difficulties in attracting and retaining skilled managers/professionals and struggling from a revenue generation perspective. The municipality is completely rural in nature, dominated by traditional land ownership comprises a land area of approximately 2 096.9 square meters. It is made up of 157 settlements with a population of 300 206 people and 56 642 households, which amounts to more than 24% of the District 1 090 424: **Statistics SA, Community Survey 2007**. 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

It shares borders with Fetakgomo on the north east, Ephraim Mogale to the west, Elias Motsoaledi on the south and Lepelle Nkumpi municipality in the north. Jane Furse, the head quarter of Makhuduthamaga Local Municipality, is located 347 km North East of Johannesburg, 247km North East of Pretoria, 189km South East of Polokwane, and 70km south west of Burgersfort.

History behind the name

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

An overview of the wards, their constituting villages, voting districts and registered voters

Wards, villages, voting stations/ VD numbers and registered voters

Ward	Names of Villages	Voting stations/VD numbers		Registered voters as at 2010/09/28
		Voting Station	VD No	
01	Ga –Tshehla, Hlalanikahle and Kutupu	Onani Primary Sch	76250156	3664
		Hlalanikahle Community Hall	76230875	
		Kopiyeng Primary	76350023	
		Arekhuleng Primary	76350854	
02	Phokoane,Phokoane(Toishi),Mogudi and Mabintane	Mashile Primary	76350034	4186
		Lehlake Primary	76350382	
		Phokoane Tribal Hall	76350393	
		Motlankane Primary	76350977	
03	Mokgapaneng, Makoshala and Phokoane(Malegale, Mapaeng)	Mokgapaneng Pre Sch	76351091	4068
		Petlwane Primary	76350360	
		Mokgoma Primary	76350371	
		Makoshala Pre Sch	76350786	
04	Rietfontein and Vierfontein	Mogatladi Primary	76351103	3460
		Katlegong Sports ground	76351114	
		Mamokgokoloshi Primary	76350056	
		Kwenatshwene Primary	76350089	
		Kgahlanamorulane Secondary	76350090	
05	Maserumule Park,Mohlwarekoma, Leeukraal and Matlakatle A and B	Tshwatlhakge Primary	76350124	3676
		Moteyane Primary	76350157	
		Mmeshi Primary	76350191	
		Mahlakanaseleng Primary	76350810	
06	Eenzaam Trust,Phatantshwana A and B,Eenzaam Stam and Mare	Lehlakong Primary	76350168	3445
		Mmalebese Primary	76350179	
		Morulane Primary	76350247	
		Phatantshwane Community Hall	76350269	

		Mafetatshebela	76350359	
07	Thoto,Malaka,Ntoane, Manthlanyane, Manotong, Dikatoane and Setebong	Katudi Primary	76350203	3242
		Malaka Community Hall	76350225	
		Thoto Primary	76350236	
		Manthlanyane Secondary	76350449	
		Sekwena Primary	76350270	
		Dikwetse Primary	76351125	
		Manotong Primary	76351136	
08	Caprivi,Brooklyn,Mathousand,Hlahlani,Pelepele Park and Mochadi	St Rita's Hospital	76350506	4166
		Matshumane Secondary	76350764	
		Molejane Primary	76350797	
		Tlame Primary	76350809	
		Living Waters	76350911	
09	Riverside, Morgenson	Ponti Secondary	76350517	4121
		Mapalagadi Primary	76351147	
		Kopanong Primary	76350629	
		Rebone Secondary	76350922	
10	Mogorwane,Moripane,Phushulang,Mokwete(Ngwana matlang) and Moloi	Mapogo Primary	76350525	3478
		Moloi Tribal Office	76350528	
		Mmakubu Primary	76350573	
		Moripane Primary	76350595	
		Ngwanamatlang Secondary	76350775	
		Mabodibeng Secondary	76351158	
		Moripane Tent	76351169	
11	Molepane,Mokwete,Makalaneng and Vergelegen A	Monapanape Primary	76350472	3297
		Mashegoanyane Primary	76350551	
		Old Jane Furse Hospital	76350630	
12	Moretsele,Makgeru,Ratau,Makgane	Mantimo Primary	76350258	3676
		Maserala Primary	76350405	
		Marota Makgane Primary	76350618	
		Moretsele Primary	76350742	
		Lehutswane Secondary	76350900	
		Ratau Makgane Tribal Office	76350933	
13	Tshehlwaneng, Mogashoa Manamane, Schonoord (Phase Four) and Mogashoa Ditlhakaneng	Tshehlwaneng Secondary	76350012	4060
		Mogashoa Primary	76350078	
		Nokomeetse Primary	76350483	
		Makgwabe Tent	76350966	

14	Sekele, Moela, Kgopane, Maloma, Emkhondweni(Dlamini) and Legapane	Sekele Primary	76350045	3811
		Matshupe Primary	76350337	
		Maloma Tribal Office	76350438	
		Legapane Primary	76390072	
		Dlamini Primary	76390230	
15	Mohlake, Ga-Mphakane, Houpakranz, Komane-Tswela, Magolego and Maila Mapitsane	Pitsi Primary	76351013	3377
		Paapa Primary	76351002	
		Mathabeng Primary	76350135	
		Magolego Tribal	76350540	
		Mabhedla Primary	76350641	
		Moleshatlou Secondary	76350708	
		Maila Mapitsane Tribal Office	76390016	
		Kgetedi Primary	76390229	
16	Seopela, Mashegwana Tswaledi, Mashegwana Legare and Kotsiri	Legare Secondary	76350214	3735
		Phutlotau Secondary	76350315	
		Mashegoana Tswaledi Tribal Office	76350450	
		Seopela Tribal Office	76350461	
17	Dihlabaneng, Manganeng, Mashite and Mathibeng(Ga Toona) and Manganeng(Kgolane)	Manganeng Tribal Office	76350494	3902
		Mampuru 1 Primary	76350562	
		Maloke Primary	76350832	
		Kgolane Secondary	76350955	
		Manganeng Primary	76351035	
		Dihlabaneng Tent	76350944	
18	Jane Furse RDP, Vergelegen B, Dichoueng and Moraba	Bafedi Primary	76350113	4011
		Arethabeng Primary	76350753	
		Jane Furse RDP Tent	76350843	
19	Madibong, Maseleseleng, Mamone and Mashupye	Madibong Tribal Office	76350427	4167
		Motlokwe Primary	76350503	
		Madibong Primary	76350652	
		Mamakoko Store	76350674	
		Maphale Primary	76350865	
		Maseleseleng Primary	76350876	
		Freddy Mokgabudi Primary	76351046	
20	Mamone Tisane, Phaahla, Lobethal, Mamone(Rantho, Manyeleti),	Kgapsane Secondary	76230165	3522
		Tisane Tribal Office	76230479	
		Bohwelabatho Primary	76230626	
		Rantho Supermarket	76350719	
		Mamone Tribal Office	76350696	
		Selala Shop	76351057	
21	Madibong(Mashishing), Mamone (Mohlala) and Vergelegen C	Mamone Rome	76350067	3324
		Jane Furse	76350988	



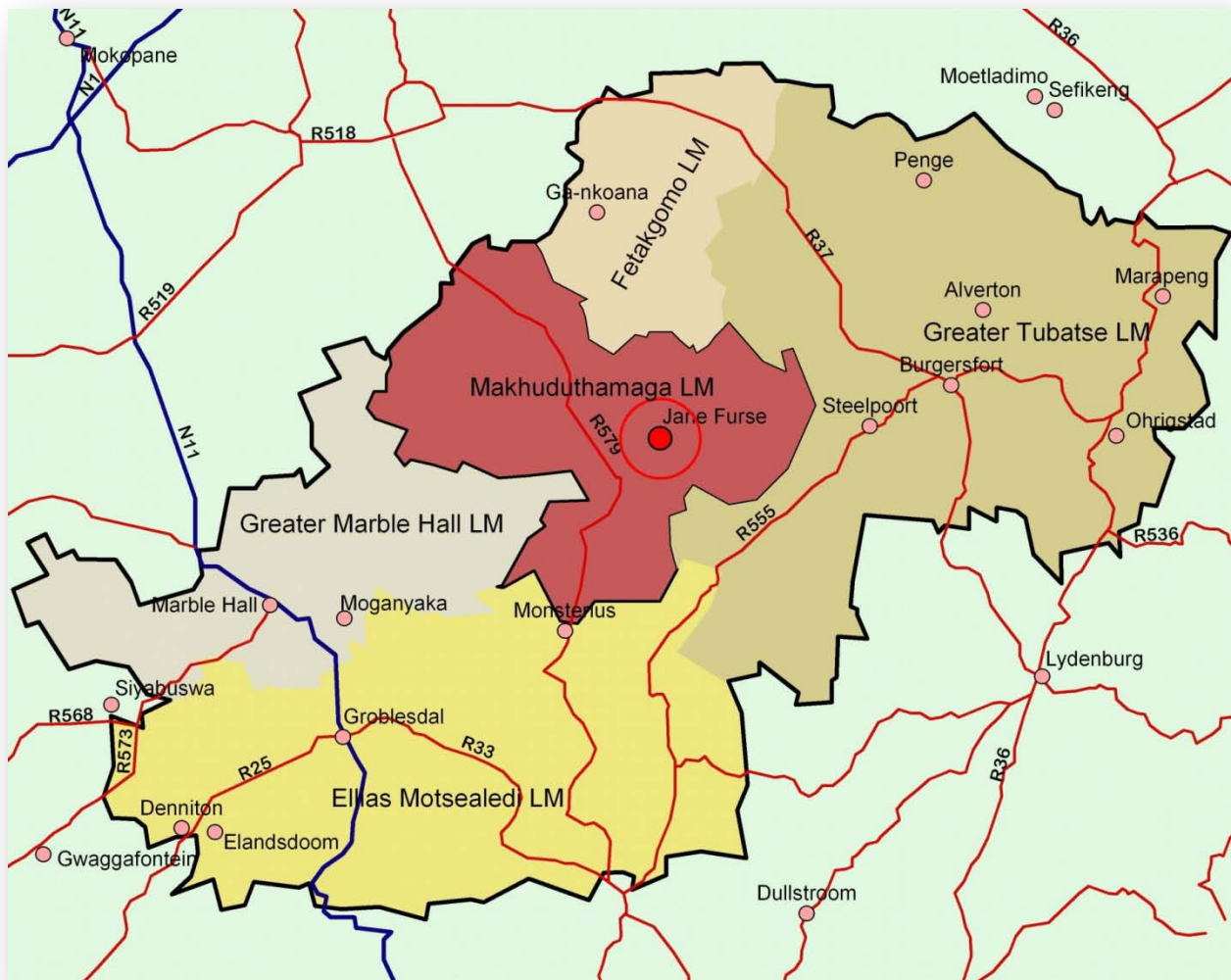
		Comprehensive		
		Mampuru Tuckshop	76351080	
		Kgoloko High Sch	76350731	
		Malekutu High Sch	76351068	
		Makubarate Primary	76351079	
22	Malegale, Lekgwareng, Tjatane, Tjatane extension and Madibaneng	Madibaneng Primary	76350304	4113
		Seraki Secondary	76350663	
		Mamolobe Primary	76350720	
		Magomarele Primary	76350887	
		Tjatane Tent	76350898	
		Pebetse Primary	76350563	
23	Manganeng(Ramphelane), Maila Segolo,Dinotji,Mathibeng and Marulaneng	Ramphelane Secondary	76350821	4108
		Mefolo Primary	76351024	
		Dinotji Primary	76350146	
		Marulaneng Tribal Office	76350180	
		Mathibeng Tribal Office	76350416	
		Maila Segolo Primary	76350685	
24	Diphagane,Marishane,Phaahla	Phaahla Tribal Office	76230187	3689
		Tholong Primary	76230446	
		Mamatsekele Primary	76230468	
		Mmaphadime Secondary	76230659	
		Serokoloana Primary	76230615	
		Diphagane Pre Sch	76230222	
25	Maololo,Mashabela,Mohwelere,Molebeledi,Machacha and Selepe, Mashabela(Ga-Marodi)	Magobelala Primary	76230648	3835
		Mashabela Primary	76230637	
		Marei Primary	76230233	
		Nkgonyeletse Secondary	76230334	
		Mohwelere Primary	76230345	
		Mamorithing Primary	76230413	
		Lediitje Primary	76230457	
		Phuthikwena High	76230514	
		Nala Primary	76230536	
26	Mathapisa,Kome,Ntshong,Kgarethuthu,Soetveld, Masakeng ,Marishane(Bothaspruit),Kutopo	Kgaruthuthu Primary	76230132	3576
		Raile Tent	76230176	
		Bopedi Bapedi High	76230198	
		Marishane Tribal Office	76230200	
		Teme Primary	76230378	
		Eensgevonde Primary	76230390	
27	Mabopane,Manare,Mamatjekele and Masemola(Moshate)	Masemola Tribal Office	76230019	3653
		Mokalapa Primary	76230053	

		Ikele Primary	76230064	
		Lewalemolomo High	76230301	
28	Thabampshe, Tswaing, Khuloane, Wonderboom, Apel Cross, Mahwibitswane, Mahlakole, Vlakplaats and Moji RDP	Mogaile Primary	76230592	4174
		Matlejoane Secondary Sch	76230604	
		Thabampshe Primary	76230020	
		Thabanaswana Primary	76230075	
		Makantane Primary	76230097	
		Mannyete Primary	76230244	
		Diphale High	76230255	
		Sekale Primary	76230480	
29	Malope, Mahlolaneng, Mashoanyaneng, Maraganeng, Mphane and Makgwabe	Makgwabe Primary	76230042	3251
		Khudutseke Primary	76230110	
		Malope Primary	76230121	
		Thabanapitsi Primary	76230277	
		Mahlolaneng Primary	76230299	
		Shushu Primary	76230312	
30	Krokodile, Setlaboswane, Legotong, Serageng, Masanteng and Mogaladi	Mmangolwane Secondary	76230581	3438
		Molwetji High	76230031	
		Tswatago Primary	76230086	
		Tisane Primary	76230109	
		Motjatji Primary	76230143	
		Serageng Primary	76230424	
31	Mamatshekele, Masehlaneng, Vlakplaats, Masehuswane, Motseleope, Eenkantan, Makhutso, Legotong, Semahlakole and Marishane (Sephoto, Hopefield)	Katang Primary	76230154	3336
		Mafoko Primary	76230211	
		Mampana Tribal	76230288	
		Mogaletlwa Primary	76230367	
		Hopefield Primary	76230435	
		Mogaletlwa Primary	76230367	
		Thingwa Primary	76230402	
		Thutlwamakwa Primary	76230660	
		Modishane Primary		

Source: IEC, Demarcation Board and MLM 2010

The table above demonstrates the constituting wards of Makhuduthamaga Local Municipality (31 Wards) and the villages/settlements that make up these wards. It attempts to go at lengths, thereby giving a statistical analysis of ward identification and registered voters in the ward

Makhuduthamaga local municipality locality map



#### 1.4 POLICY AND LEGAL CONTEXT OF THE IDP

The following policy and legislative prescripts have specific and widespread bearing on the IDP processes, viz Constitution of the Republic of South Africa (Act 108 of 1996), White Paper on Local Government (1998), Municipal Demarcation Board (1998), Local Government: Municipal Structures Act (1998), Local Government: Municipal Systems Act (Act 32 of 2000), Local Government: Municipal Finance Management Act (Act 56 of 2003), Municipal Property Rates Act (2004), Employment Equity Act (2004), Skills Development Act, White Paper on Spatial Planning and Land Use Management, Development Facilitation Act (Act 65 of 1995), Restitution of Land Rights Act (1994), Disaster Management Act (2002), Housing Act (1997), National Environmental Management Act (1998), Environmental Conservation Act (1998), White Paper on Environmental Management Policy (1998), Water Paper on Integrated Pollution and Waste Management for South Africa (2000), Minerals Act (1991), National Water Act (1998), White Paper on Energy Policy (1998), National Heritage Resources Act (1999), White Paper on Safety and Security, Inter-Governmental Relations Framework Act (Act 13 of 2005), Electricity Regulation Act (2006), The National Youth Development Agency Act (2008), Reconstruction and Development Programme, The Growth, Employment and Redistribution Programme (1996), Accelerated Shared Growth Initiative –South Africa (ASGISA), National Spatial Development Perspective, Provincial Growth and Development Strategy, Sekhukhune District IDP, Integrated Sustainable Rural Development Strategy (November 2000), Human Resource Development Strategy for South Africa (2001) and Limpopo Provincial Departments' 5 years plans.

## Objectives of local government (Section 152 of the Constitution)

- 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 matters of local government

Integrated development planning perspective in terms of alignment within the framework of the District IDP, LGDS and NSDP.

- The process plan of the Municipality is integrated with the Framework of the District in that it has been aligned therewith.
- The Limpopo Growth and Development Strategy (LGDS) is aimed at enhancing the competitive advantages of the province and the objectives thereof included in the municipality's LED strategy
- The National Spatial Development Perspective (NSDP) is the primary spatial lens through which policymakers view socio economic development in the country as a whole and five principles that steer national infrastructure investment and development decisions are covered in the Spatial Development framework of the municipality.
- The Municipal IDP is aligned to the District IDP, Provincial Growth and Development Strategy (PGDS) and National Spatial Development Perspective (NSDP).

## The Limpopo employment growth and development plan (LEGDP)

The Limpopo Employment Growth and Development Plan (LEGDP) is an official directive for development planning in the Province of Limpopo for the planning periods 2009-2014. The thrust of the plan is to identify the areas of economic significance or unlock competitive sectors of development, **with five specific objectives reassembled below:**

- i. Create decent work and sustainable livelihoods by way of competitive industrial clusters promotion, infrastructure construction, and various national development programmes;
- ii. Improve the quality of life of citizens through effective education (including skills development), reliable health care, alert policing, comfortable housing, social grants and sport, with specific emphasis on their own participation in these processes;
- iii. Promote rural development, food security and land reform in order to spread the benefits of economic growth beyond the urban areas;
- iv. Raise the effectiveness and efficiency of the developmental state by way effective organization structuring and recruiting, targeted training and building of a culture of service and responsibility, integrated development management and cooperation between all organizations in the development process;

- v. Give specific attention (and allocate sufficient resources) to high priority challenges of regional cooperation, sustainable development and climate change, black economic empowerment, informal economy and innovation (Limpopo Provincial Government, 2009 -2014)

## 1.5 POWERS AND FUNCTIONS

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

Authorization of functions to the municipality

Functions	Makhuduthamaga local municipality
1.Air pollution	No
2.Building regulations	Yes
3.Child care facilities	Yes
4.Electricity reticulation	No
5.Fire fighting	No
6.Local tourism	Yes
7.Municipal Airport	Yes
8.Municipal Planning	Yes
9.Municipal health Services	No
10.Municipal Public transport	Yes
11.Pontoons and ferries	Yes
12.Storm water	Yes
13.Trading regulations	Yes
14.Water	No
15.Beaches and amusement facilities	No
16.Billboards and the display of advertisements in public places	Yes
17.Cemeteries, funeral parlours and crematoria	Yes

18.Cleansing	Yes
19.Control of public nuisance	Yes
20.Control of undertakings that sell liquor to the public	No
21. Facilities for the accommodation, care and burial of animals	Yes
22. Fencing and fences	Yes
23.Licencing of dogs	Yes
24.Licencing and control of undertakings that sell food to the public	Yes
25. Local amenities	Yes
26. Local sports facilities	Yes
27. Markets	Yes
28. Municipal abattoirs	Yes
29. Municipal parks and recreation	Yes
30.Municipal roads	Yes
31.Noise pollution	Yes
32.Pounds	Yes
33. Public places	Yes
34. Refuse removal, refuse dumps and Solid waste disposal	Yes
35. Street trading	Yes
36.Street lighting	Yes
37.Vehicle licensing and registration	Yes
38. Learners and Drivers licensing	Yes

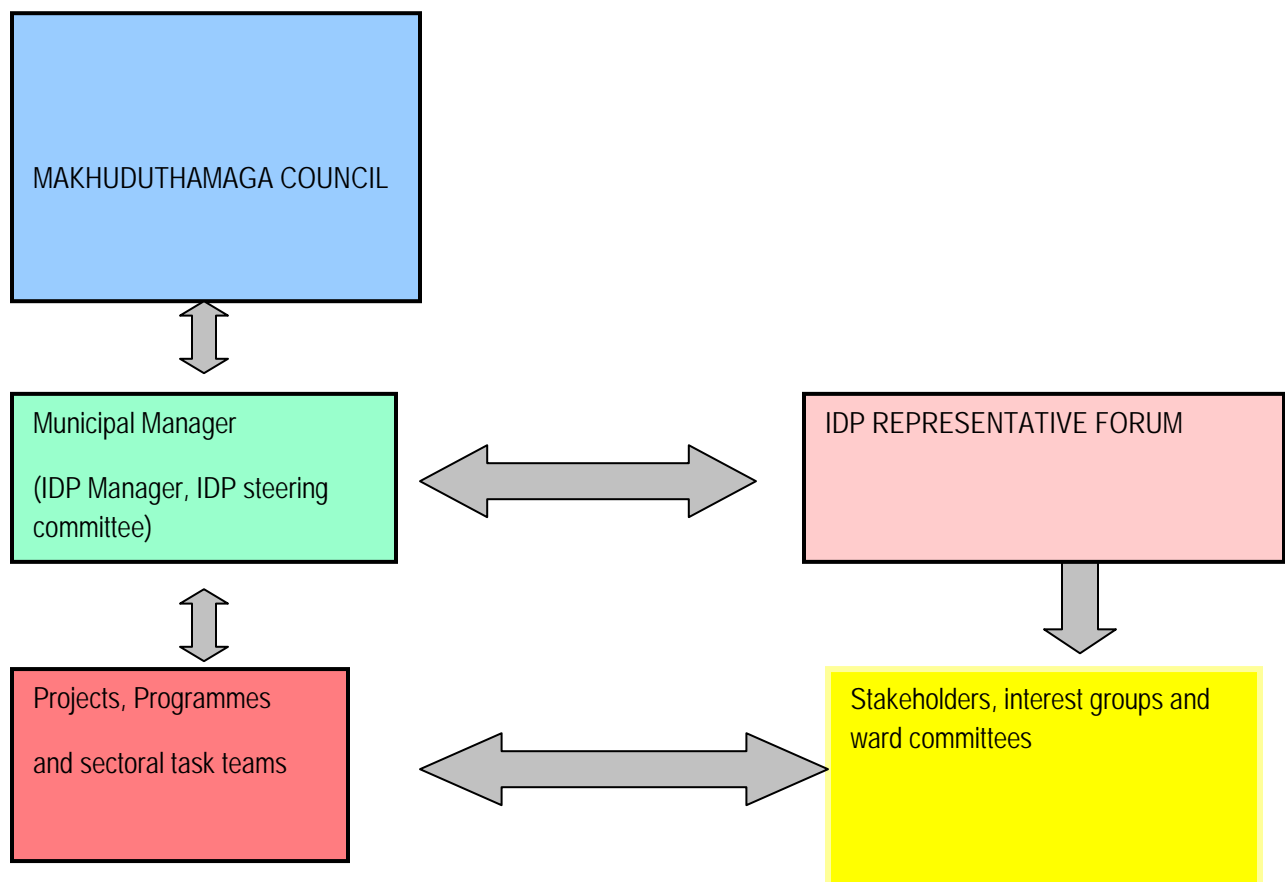
Makhuduthamaga Local Municipality performs 10 out of 38 functions amendable to local government in terms of the Constitution of RSA.IDP is the document of all sectors (i.e. community, government departments, private sectors etc) and not of municipal officials and councillors.

## 1.6 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/IDP Manager, and is composed as follows: Directors, Deputy Directors, IDP Manager, Assistant Directors and IDP Officer.
- IDP Representative Forum which is chaired by the Mayor and composed of the following stakeholders: Councillors, 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.

The IDP Institutional Context of Makhuduthamaga:



The arrows in the diagram above indicate the flow of information and communication as regards the Integrated Development Planning. As an expansion of the above, the table next deals with role clarification and distribution of responsibilities of structures in the IDP scenario



**IDP/Budget review structures and roles clarifications and responsibilities**  
**Distribution of roles and responsibilities of stakeholders in the IDP scenario**

Stakeholders	Roles and responsibilities
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 (OTP)	<ul style="list-style-type: none"> <li>• Support and monitor DLGH'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 department/provincial strategic plans and IDP process at local level</li> <li>• Ensures horizontal alignment of IDPs of various municipalities</li> </ul>
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>
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, Magoshis, and Organizations for Youth, women, and people with disabilities may be involved in the local IDP</li> </ul>

	Representative Forum. Aim is to consult with and respond to various interests in the community.
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>

## 1.7 MLM IDP/BUDGET PROCESS PLAN FOR 2012/13

### Background and introduction

Section 21(1)(b) of Municipal Finance Management Act 56 of 2003 prescribe that the Mayor of a Municipality must atleast 10 months before the start of the financial year, table in the Council a time schedule outlining key deadlines for the preparation, approval and review of the Integrated Development Plan. Local Government Municipal Systems Act of 2000 also prescribes the process to be followed by the municipality to draft its IDP.

Schedule below is the timetable for Makhuduthamaga local municipality 2012/13 IDP review process

Activities	Target date
<b>Preparatory phase</b>	
Review and finalization of the IDP Process Plan with the guidance of the MFMA and Municipal Systems Act Consultation on the District framework and Process Plan with stakeholders Tabling of the 2012/13 IDP/Budget Process Plan as well as the District framework to Council for noting	June/July 2011
Preparation and submission of Annual financial statements for 2010/11 to Auditor General IDP Process Plan made public Ward to ward based data collection Collate information from ward based data	August 2011
<b>Analysis phase</b>	
Council determines strategic objectives for service delivery through IDP Review processes Determine revenue projections and proposed tariffs and initial allocations per function and department for 2012/13 financial year Consult with Provincial and National Sector departments on Sector specific programmes for alignment Finalize ward based data Update Council Structures on updated data	September 2011

<b>Strategies phase</b>	
Quarterly review(1 <sup>st</sup> )of 2011/12 IDP/Budget, related policies,amendments,any related consultative process Begin preliminary preparations on proposed Budget for 2012/13	October 2011
<b>Project phase</b>	
Confirm IDP Projects with District and Sector departments Review and effect changes on initial Draft IDP	November 2011
<b>Integration phase</b>	
Review Budget Performance and prepare adjustment Consolidated Analysis Phase to be ready	December 2011
Midyear Performance review (2 <sup>nd</sup> ),review IDP and relate policies Table Draft 2010/11 Annual report to Council Submit to Auditor General, National Treasury, Provincial Treasury and CoGHSTA Publish Draft Annual report Prepare Oversight report for 2010/11 financial year Table Budget adjustment (if necessary)	January 2012
Submission of Draft IDP/Budget for 2012/13 to Management Submission of Draft IDP/Budget for 2012/13 and plans to Portfolio committees Submission of Draft IDP/Budget for 2012/13 to Exco Presentation of the 1 <sup>st</sup> IDP/Budget Draft to the 3 <sup>rd</sup> IDP Representative Forum	February 2012
Council consider the proposed IDP/Budget for 2012/13 financial year Publish the Draft 2012/13 IDP/Budget for public comments Adoption of Oversight report for 2010/11	March 2011
<b>Approval phase</b>	
Submit Draft 2012/13 IDP/Budget to the National Treasury, Provincial Treasury, CoGHSTA and SDM Quarterly (3 <sup>rd</sup> ) review of the 2010/11 IDP/Budget and related policies and related Consultative processes Consultation with National and Provincial Treasuries, Community participation and Stakeholders consultation Submission of Draft 2012/13 IDP/Budget to Council structures with all submissions emanating from consultative processes and taking into account 3 <sup>rd</sup> Quarter review of the current year	April 2012
Submission of Draft IDP/Budget for 2012/13 to Council for approval Prepare SDBIP for 2012/13 financial year Develop Performance Agreements(Performance Plans) of Municipal Manager and Senior Managers for 2012/13 Performance year	May 2012
Submission of the SDBIP to the Mayor Submission of Final Performance Agreements to the Mayor	June 2012

## 1.8 NATIONAL OUTCOMES

There are 12 National Outcomes as approved by the National Government.

- Quality basic education
- All people in South Africa are and feel safe
- Decent employment through inclusive economic growth
- An efficient, competitive and responsive economic infrastructure network
- Skilled and capable workforce to support inclusive growth path
- Protect and enhance our environmental assets and natural resources
- Create a better South Africa, a better Africa and a better world
- An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.
- Vibrant, equitable, sustainable rural communities contributing towards food security for all
- Sustainable human settlement and improved quality of household life
- Responsive, accountable, effective and efficient local government system
- A long and healthy life for all South Africans

This document focuses mainly on the National Outcome 09: **A responsive, accountable, effective and efficient local government system which has seven(7) outputs**. Output 1: Implement differentiated approach to municipal planning, Output 2: Improving access to basic services, Output 3: Implementation of the Community Work Programme, Output 4: Actions supportive of the human settlement outcome, Output 5: Deepen democracy through a refined Ward Committee model, Output 6: Administrative and financial capability and Output 7: Single window of co-ordination

## 1.9 MEC COOPERATIVE GOVERNANCE HUMAN SETTLEMENT AND TRADITIONAL AFFAIRS 'S CONTENT ASSESSMENT OF MLM'S 2011/12 IDP

Section 32 (1) of the Municipal Systems Act 32 of 2000 mandates the Municipal Manager of a Municipality to submit a copy of the IDP as adopted by council of the Municipality, and any subsequent to the plan, to the MEC for CoGHSTA in the Province within 10 days of the adoption or amendment of the plan. The MLM adopted its 2011/12 IDP review on the 29<sup>th</sup> April 2011 and submitted to the MEC as required.

Findings	Progress in addressing MEC's observations
<p>1.SPATIAL ANALYSIS</p> <ul style="list-style-type: none"> <li>• Spatial analysis not providing clear picture of opportunities of the municipality</li> <li>• No clear indication of the hierarchy of settlements within the municipal area</li> <li>• No clear indication of strategically locate land on which local economic development projects could be initiated and sustained</li> </ul>	<p>Clearly indicated in the 2012/13 IDP Review</p>
<p>2.BASIC SERVICE DELIVERY AND INFRASTRUCTURE PLANNING</p> <p><b>Analysis</b></p> <ul style="list-style-type: none"> <li>• No indication of whether the municipality will ensure that all households have access to electricity by 2012</li> <li>• No clear picture of state of roads, particularly strategic roads of the municipality</li> <li>• No thorough analysis of bulk, reticulation and connection needs of the municipality in terms of water and sanitation, electricity and etc</li> </ul>	<p>Clearly indicated in the 2012/13 IDP Review</p>

<p><b>Strategies phase</b></p> <ul style="list-style-type: none"> <li>• No indication of strategies to improve access to affordable water and sanitation</li> <li>• No indication of strategies for extending and upgrading sanitation assets</li> <li>• No indication of strategies for provision of cost effective and sustainable water and sanitation services infrastructure</li> <li>• No indication of the provision of Free Basic Water to households</li> <li>• No indication of strategies for the provision of cost effective and sustainable roads</li> </ul>	<p>Clearly indicated in the 2012/13 IDP Review</p>
<p><b>3.LED ANALYSIS</b></p> <ul style="list-style-type: none"> <li>• No clear indication of economic profile of the municipality that indicate the comparative and competitive advantages of the local economy</li> </ul> <p><b>Strategies</b></p> <ul style="list-style-type: none"> <li>• No indication of strategies for Business expansion and retention</li> <li>• No indication of strategies for promotion of PPP and community partnerships in building the local economy</li> </ul>	<p>Clearly indicated in the 2012/13 IDP Review</p>
<p><b>5.FINANCIAL VIABILITY ANALYSIS</b></p> <ul style="list-style-type: none"> <li>• No clear indication of the financial standing of the municipality with regard to its finances, focusing on the cash flow budget, debt management,etc</li> </ul>	<p>Clearly indicated in the 2012/13 IDP Review</p>

Analysis of MEC opinion of Makhuduthamaga local municipality over the last four years

2008/09	2009/10	2010/11	2011/12	2012/13 TARGET
Low	Medium	Medium	High	High credibility rating

Source: MEC Assessment 2011/12 Report

The opinion of the MEC Assessment Panel during the 2011/12 IDP/Budget assessment was that the MLM should maintain the status quo on issues that were clearly indicated in terms of all KPAs and improve on the above indicated findings in the 2012/13 IDP/Budget review

#### Public participation

Community participation is an integral part and the heart of Integrated Development Planning process. The Makhuduthamaga Local Municipality also undertakes its own Community Participation Programme in a year in April /May. In addition to this engagement there is an IDP Rep Forum which comprise a wider representation of stakeholder ranging from Business, Labour, Civil society, Traditional leaders, Ward Committees and Councillors as well as members of the public

DRAFT 2012/13 IDP/BUDGET STAKEHOLDERS CONSULTATIONS PROGRAMME			
Date	Time	Venue	Targeted stakeholders
10/04/2012	10h00	Council Chamber, Makhuduthamaga Local Municipality	Magoshis
12/04/2012	10h00	Council Chamber, Makhuduthamaga Local Municipality	Special focus groups (Youth, Women, the Elderly and Persons with Disabilities)
16/04/2012	10h00	Council Chamber, Makhuduthamaga Local Municipality	Traditional healers, AIDS Council, Council of churches
23/04/2012	09h00	Riverside Sports Ground	Wards 8,9,10 and 11
24/04/2012	09h00	Seopela Tribal Office	Wards 12,13,14,15 and 16
25/04/2012	09h00	Manganeng (Kgwana Centre)	Wards 17,22 and 23
<b>26/04/2012</b>	<b>09h00</b>	<b>New Jane Furse Hospital</b>	<b>Wards 18,19,20 and 21</b>
30/04/2012	09h00	Mashabela	Wards 24,25,26
<b>02/05/2012</b>	<b>09h00</b>	<b>Eenkantaan</b>	<b>Wards 27,28,29,30 and 31</b>
03/05/2012	09h00	Kutupu	Wards 1,2,3 and 5
04/05/2012	09h00	Rietfontein	Wards 4,6 and 7
17/05/2012	09h00	Council Chamber, Makhuduthamaga Local Municipality	IDP Rep Forum
21/05/2012	09h00	Municipal Boardroom	Executive committee
25/05/2012	09h00	Council Chamber, Makhuduthamaga Local Municipality	MLM Council/Adoption of Second Draft IDP/Budget 2012/13 Financial year

## CHAPTER TWO

### 2. ANALYSIS PHASE: SITUATIONAL ANALYSIS

#### 2.1. Demographic analysis

The most recent survey, 2007, find Makhuduthamaga population at about 300 206,157 settlements and 56 642 households (Statistics South Africa, Community Survey 2007 and Quantec Regional Economic Database 2011)

Makhuduthamaga population number and composition

Population group	Population numbers 2007	% 2007
Black	299 941	99.93%
Coloureds	42	0.002
Indian or Asian	93	0.003
White	124	0.05
Grand total	300 200	100

Source: Statistics South Africa, 2007 (Community Survey)

Makhuduthamaga age and gender profile

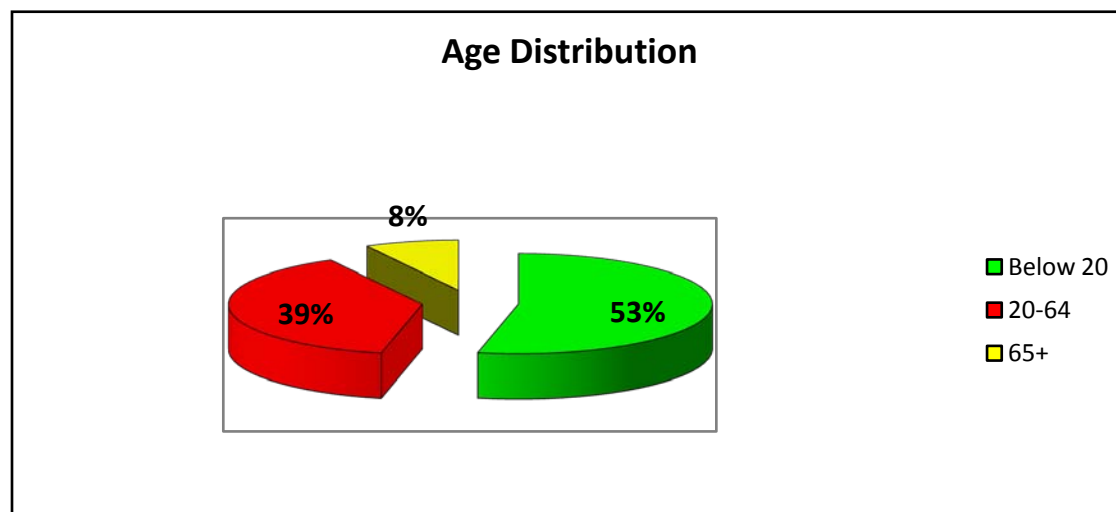
Gender	Population 2007	%
Male	123 462	44%
Female	176 744	56%
Grand Total	300 206	100

Source: Statistics South Africa, 2007 (Community Survey)

There is a higher proportion of females (56% females to 43% males) than males in terms of gender break down of the total population. The main reason for this trend could be labour migration to economic centres such as the metropolitan areas of Gauteng Province. The labour force is predominantly male. This indicates either a higher level of migration or single parent households, both factors place constraints on the households to afford proper services



## Makhuduthamaga age distribution



Source: Statistics South Africa, 2007 (Community Survey)

There are more youth than adults in the municipality i.e. between 0-34 years. This signifies a population with a high dependency ratio. The trend has an influence on the provision of facilities and services like education, sports and recreation, food schemes, child grants to mention but a few. The youth are also subjected to social ills like child labour and abuse, alcohol and drug abuse, crime as well as teenage pregnancies.

## Household size for Makhuduthamaga

Individuals per household	01	02	03	04	05	06	07	08	09	10	Grand total
Frequencies	5,355	5,999	7,682	8,818	7,879	6,469	4,585	2,559	2,117	2,192	

Source: Statistics South Africa, 2007 (Community Survey)

There are 56 642 households in Makhuduthamaga Local Municipality. The average households' size has been calculated at 5.3 per household. As a result a high unemployment rate in the municipality which is between 60%-75% it therefore means that there should be high dependency rate where a lot of people would be dependent on government grants.

## EMPLOYMENT PROFILE FOR MAKHUDUTHAMAGA

### Labour Market Indicators in Makhuduthamaga Local Municipality

Industry	2007	2008	2009
Population total	266771	267318	269281
Population (working age)	144900	147335	150438
Employed Formal and informal	18338	19431	20402
Unemployed	26353	23846	20980
Unemployment rate (%)	59.0%	55.1%	50.7%
Labour force participation rate (%)	30.8%	29.4%	27.5%

Source: Quantec Regional Economic Database 2011

### Employment by sector in Makhuduthamaga local municipality

Sector	2008	2009	2010	2010 %
Agriculture, forestry and fishing	950	1137	1150	6%
Mining and quarrying	174	142	174	1%
Manufacturing	890	903	911	4%
Electricity, gas and water	145	155	150	1%
SE:Construction	2165	2471	2494	12%
Wholesale and retail trade, catering and accommodation	6925	7411	7478	37%
Transport, storage and communication	699	727	738	4%
Finance, insurance, real estate and business services	339	297	269	1%
Community, social and personal services	3448	3395	3761	19%
General government	3698	3765	3186	16%
Total	19431	20402	20310	100%

Source: Quantec Regional Economic Database 2011

The biggest employers in Makhuduthamaga Local Municipality are trading enterprises, community services (mostly informal) and government

### DEPENDENCY RATIO

The Dependency Ratio= Number of Children (0-15) plus Number of Pensioners (65+) (Economically Inactive) divided by the Number of Working age 16-65 (Economically Active)

Source: <http://www.economicshelp.org/dictionary/d/dependency-ratio.html>.

The dependency ratio of the municipality in 2007 as per the formula above was 3, 3 which means for every 10 economically active people they will support 33 not economically active and unemployed persons. There is therefore an added load on those who are employed which seems to be the result of the economy that is not growing. Poverty

alleviation and not reduction may still have to continue for a foreseeable future if the other nongovernmental sectors do not grow.

#### Developmental challenges

- Lack of developmental projects for sustainable livelihoods
- Lack of engagements in job creation initiatives

#### INCOME LEVELS WITHIN MAKHUDUTHAMAGA

STATISTICS SOUTH AFRICA, 2007		
ANNUAL HOUSEHOLD INCOME		
Income Categories	No.	Population (%)
No income	144,105	54.85%
R 1 - R 4 800	60,966	23.2%
R 4801 - R 9 600	8,279	3.15%
R 9 601 - R 19 200	32,154	12.24%
R 19 201 - R 38 400	2,128	0.81%
R 38 401 - R 76 800	2,637	1%
R 76 801 - R 153 600	3,829	1.46%
R 153 601 - R 307 200	718	0.27%
R307 201 - R 614 400	57	0.02%
R 614 401 - R 1 228 800	9	0.003%
R 1 228 801 - R 2 457 600	235	0.1%
R 2 457 601 or more	-	0%
Response not given	5911	2.25%
Institutions	1 698	0.65%
Total	262731	100%

Source: Statistics South Africa, 2007 (Community Survey)

## 2.2 SPATIAL RATIONALE

### 2.2.1 Spatial analysis

Land ownership is predominantly under the South African Development Trust but under the custodianship of local traditional authorities. The MLM SDF found that 99% of land in the municipal area is in the custodianship of traditional authorities. Approximately 1% of the land is under the hands of private owners, i.e. land for Jane Furse Plaza and Moratiwa Shopping Complexes. The municipality did not own a single hector of land. The Municipality conducted land audit for all land falling within the jurisdiction of Makhuduthamaga municipality. The report was submitted to MM and Mayor Offices for perusal and study. The villages are characterized by poor accessibility, low density and large distances between settlements. The state of affairs makes it extremely expensive, sometimes impossible to provide the necessary infrastructure and services. Such settlements were never planned and surveyed. Another concern is the chaotic and uncoordinated manner in which residential development is currently taking place. This largely because there is inadequate coordination between the Municipality, the traditional authorities and provincial Department of CoGHSTA. The functions for site demarcation and allocation remain vested with the traditional authorities and CoGHSTA respectively. However it is hoped that the township establishment processes undertaken by the local Municipality, Sekhukhune District and CoGHSTA will improve land use management, particularly at Jane Furse Nodal Point.

#### 2.2.1.1 CURRENT SETTLEMENT PATTERNS

The Makhuduthamaga spatial profile has an immediate and devastating bearing on the economic potential of the area. **Land ownership is the single biggest constraint to economic growth in MLM.** The land issue affects everything in this very small economy. It undermines growth in all areas and could almost be deemed one of the root causes of poverty. Land claims, as well as the availability and ownership of property in the traditional authority areas and state owned land, permeates as a constraint through all sectors. It also undermines capital appreciation of property values for everyone living in the area. The current situation creates investment uncertainty. Potential investors will not come to Makhuduthamaga if they are unable to own land. Unfortunately, there is very little that a local municipality can do, as most of the influential regulatory powers within the land sector are located at national government level. There was no land use planning policy prior the adoption of LUMS (2008) in Makhuduthamaga. Land use allocations and control have been predominantly driven by traditional authorities until recently whereby a significant number of residents have started to apply for Permission to Occupy (PTO) through the municipality. The land use applications are processed along the LUMS and SDF guidelines and applications are forwarded to the Department of CoGHSTA for the issuance of PTOs. Tribal Authorities' involvement in this regard is in relation to recommendation of the application to the municipality while the municipality verifies that the earmarked land is in line with LUMS and SDF guidelines. Lums seminar was arranged by the municipality on the 17<sup>th</sup> November 2011 whereby traditional leaders together with experts from CoGHSTA, SDM and interested parties converge to create a dialogue among key stakeholders in land matters, reach common understanding on development matters and to educate on sustainable land use management

Macro land use 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

Rezoning and sites development

Number of PTOs	Residential	Business	Farming	Telecom Mast
	65	30	03	05
Approval in principle		21	14	
Returns	14	15	13	

Source: MLM Planning, 2011

Spatial challenges

- The municipality does not own strategic or potential land in the area
- Majority of the land is under land claim and present a challenge for land use management
- Traditional Leaders are responsible for land allocation
- Scattered settlements poses threat to land development
- Poor accessibility, low densities and large distances between settlement

#### 2.2.1.2 HIERARCHY OF SETTLEMENTS

- HIGH ORDER SERVICES AREAS: Jane Furse - Major commercial activities
- MIDDLE ORDER SERVICES AREAS: Schoonoord, Glen Cowie, Phokoane and Apel Cross – Secondary business development areas
- LOWER ORDER SERVICES AREAS –Outlying rural areas

#### 2.2.1.3 GROWTH POINTS AND OPPORTUNITIES

Jane Furse Primary Growth Point:

- The Municipal economic hub
- Identified District Administrative Hub i.e. Jane Furse Township Establishment Project
- Declared as CRDP Focal point

Apel Cross Secondary Growth Point:

- Strategically located in relation to Fetakgomo, Ephraim Mogale and Lepelle Nkumpi Local Municipalities.
- Enhance location advantage of the growth point

#### 2.2.1.4 LAND FOR LED OPPORTUNITIES

- Along the Olifants River -- Wheat and Maize
- Nebo Plateau - Commercial Maize and Sunflower production
- Lepellane catchment area – Moretsele, Manganeng and Tsatane (Sorghum and vegetables)
- Small businesses within municipal growth points

Formalization of informal settlement

No	Area/Village Name	Ward	No. of units proposed	No. of potential beneficiaries indentified	Planned/ Surveyed/ township establishment	EIA conducted/ Positive ROD granted	Bulk services available	Other remarks (e.g. housing type, services arrangement etc
1	Apel Cross/ Masemola	28	500	500	Yes, general plans approved by Surveyor General	Yes	No	This is a mix-use development
2	Madibaneng	22	350	350	Yes, general plans approved by Surveyor General	Yes	No	This is a mix-use development
3	Jane Furse township establishment	18	Pending finalization of layout plan	To be confirmed	No	No	No, bulk service agreement still to be finalized	Proposed development to consist of mixed – income housing. CoGHSTA is facilitating part of the process

#### 2.2.1.5 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 Ref Number	Claimant	Farms Names	
2426	Bakoni Ba Maimela Community	Buffelshoek 368 KT, Wildebeestkraal 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	Gazzeted and Further Research
1530	Jibeng Community	Jagdlust 410 KS, Winterveld 417 KS, Mojjesluk 412 KS, Zwartkoppies 413 KS	Further Research
1598/6170	Pedi Mamone Tribe	Kanaan 783 KS, Leeuwkraal 877 KS, Goede Trouw 860 KS, Rietfontein 852 KS, Roodepoort 880 KS, Tweefontein 848 KS, Boschpoort 843 KS, Spitskop 874 KS	Further Research
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	Twefontein 848 KS, Roodepoort, Goedgedacht, Eensaam 811 KT	Further Research
11722	Bakone Ba Mmanakana	Ontevreden 838 KS, Twefontein 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, Lordskraal 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
1556/2012		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 Eenzaam 875 KS, Leeuwkraal 887 KS, Stad Van Masleroom 841 KS, Morgenson 849 KS, R/E, Ptn 1 & 2 Rietfontein 880 KS	
866/4599/2365/1911	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, Fernkloof 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, Plaatklip 867 KS,Vleeschboom 869KS,Rietfontein 876 KS, Leeukraal 877 KS,	Gazzeted and further research
1169	Mutsweni BW	Eenzaam 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 97 KT, Ptn 0 of Schwerin 95 KT	Gazzeted; Further Research
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 Further Research
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 Lordskraal 810 KS, R/E Hoeglegen 809 KS	Gazzeted; Further Research
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 Voortuitzicht 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, 2011

Settled restitution claims for Makhuduthamaga local municipality

Date	Name of claimant	Classification	Land size (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, 2011

Demarcated sites within Makhuduthamaga villages

Village/area	Number of sites/Erven allocated	Year of Demarcation
1. Krokodel	210 Site + 2 Parks = 211	August/October 2003
2. Mamatsekele	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 (still in process)

## 2.2.1.6 ENVIRONMENTAL ANALYSIS

### Biophysical environment

Biophysical environment is inclusive of several variables discussed underneath such as climate, geology, biodiversity and heritage sites. In general, the Sekhukhune climate is highly variable in terms of rainfall intensity, duration and frequency. This exacerbates the water shortage problem, which is a key developmental constraint in the District. Makhuduthamaga municipal area is characterized by a hot climate in the Olifants River valley. 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

### Climate

Makhuduthamaga is susceptible to major climate conditions which can oscillate between floods and droughts. Mean average rainfall 500-800mm. Makhuduthamaga is located in the Summer Rainfall Zone of the country, and receives more than 80% of its rainfall between November and March. Thunderstorms with the associated low soil penetration and high level of erosion are common in the area.

### Topography

The topography varies between flat and undulating slopes interrupted by koppies, a steep slope that makes 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.

## Water resources

The Municipality has identified wards and villages that have wetlands that need to be preserved. Marishane village in Ward 20 and Masanteng in Ward 30 their wetlands will be maintained and fenced during the 2011/12 financial year. Awareness campaigns will also be conducted in these areas before the end of the 2011/12 financial year.

## Water scarcity

Water scarcity is huge developmental challenge within the Sekhukhune District, and constraints both economic and social activity in the area. The issue is a manifestation of climate variability. However; it is also the result of a number of other factors, which include insufficient and variable rainfall, inequitable water 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 arrange 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. The Municipality has Draft Waste Management By-law and was submitted to legal services department for further comments. Five wards submitted identified wetland and one in Marishane in Ward 20 and another in Masanteng in Ward 30 were identified for fencing in the current year.

## Environmental management challenges

- Lack of by laws
- Community has little education on environmental issues
- The municipality has insufficient capacity on environmental management issues
- Rainfall pattern are highly variable, disrupting agricultural production and causing related socio economic stresses.

## Environmental problems and associated development constraints

Environmental issues	Status quo and environmental impact
Environment	
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>

<b>Pollution</b>	
Air Pollution	<ul style="list-style-type: none"> <li>• Air pollution resulting from 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>
Over utilization	<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, 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 Schonoord piloted by the provincial department. The MLM has one 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, Tshumisano collects from all health institutions within the Municipality</li> </ul>
By laws	<ul style="list-style-type: none"> <li>• Lack of bylaws to regulate environmental matters in the municipality</li> </ul>

#### Disaster management

Makhuduthamaga Local Municipality Community Services Department has developed Disaster Management Plan which was approved by council. The following forums were also established, Municipal Disaster Advisory Forum and Fire Protection Association. Even though the municipality plays a coordinating role, the municipality has budgeted money to conduct awareness campaigns in 2011/12.

Households affected by Storm / Disaster during the 2011/12 financial year:

Ward no	Number of households affected
01	07
02	05
03	03
05	28
07	04
10	01
11	01
15	02
16	01
17	08
21	02
22	17

Source: MLM, Community Services Department, 2011

#### Developmental challenges

- Unit is unable to assist victims with necessary relief material e.g. tents, blankets and food parcels due to lack of funding
- Lack of human capacity i.e. only one official responsible for disaster issues.
- Unable to provide tents and PHP houses to families whose houses have been destroyed.

### 2.3. 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, storm water drainage system, public transport and telecommunication.

#### 2.3.1 WATER

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

#### Sources of water within MLM

- Piped water inside the dwelling
- Piped water inside the yard
- Piped water from access point outside the yard
- Boreholes
- Springs
- Dam
- River/stream
- Rain water tanker
- Purchase from external sources e.g. bottled water



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 Nkadimeng
- De Hoop Group 7 Schonoord Ratau
- De Hoop Group 8 Mampuru
- De Hoop Group 9 Spitskop Ngwaritsi
- De Hoop Group 10 Mahlangu
- Leolo Local Sources and
- Piet Gouws

Access to water

Source of water	Number of households
Piped water inside the dwelling	683
Piped water inside the yard	8441
Piped water from access point outside the yard	11 760
Borehole	4006
Spring	1 925
Rain water tank	428
River/stream	15 894
Dam/pool	4 220

Source: Stats SA, Community Survey, 2007

Makhuduthamaga local municipality water supply breakdown

MLM	Households	Households receiving water up to RDP standard and above	Backlog	%Backlog
	56 642	20 888	37 021	64%

Source: MLM 2010

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 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:

- Insufficient water sources
- MLM not water authority
- 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 or five years before all households have access to water within 200 meters.

### 2.3.2. SANITATION

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

Sanitation within Makhuduthamaga local municipality

Sanitation Type	No.	%
Flush toilet (connected to sewerage system)	879	1.6%
Flush toilet (with septic tank)	412	0.8%
Dry toilet facility	242	0.5%
Pit toilet with ventilation (VIP)	6,945	12.9
Pit toilet without ventilation	41,738	77.8
Chemical toilet	-	0%
Bucket toilet system	-	0%
None	3,439	6.4%
Total	56 642	100%

Household Services, SDM

5329 households has sanitation up to RDP standard in Makhuduthamaga, this figure represent only 9% of the total number of households. The current sanitation capacity, which is situated at Jane Furse, cannot accommodate the envisaged development in Jane Furse and the three growth points. A mini water borne sanitation plan already exists in Jane Furse which can only accommodate 980 households. What is required is the construction of 3 water borne sanitation plants at Jane Furse, Masemola and Schonoord and appointment of staff to maintain the constructed plants.

The National government's target is to attain hundred percent of households with sanitation facilities at the RDP standard by 2010. With a backlog of 90% it is evident that the target will not be met.

#### Makhuduthamaga local municipality sanitation supply breakdown

MLM	Households	Households with sanitation up to RDP standard	Backlog	%Backlog
	56 642	5329	48 824	90%

#### Bulk sanitation infrastructure analysis

The WSDP of SDM identified the following schemes as been in need of funding to address the major backlogs in sanitation in MLM. Therefore it will not be possible for sanitation backlogs to be completely address due to both financial constraints and the number of units that should be constructed.

Activity	Description	Total amount
Construction of VIP latrines and latrine blocks	Various households and schools	520,100,000
Refurbish and repair sewers	Jane Furse	3,500,000
Design and construct conventional waste water treatment works	Jane Furse	13,000,000
Design and construct sewer network	Jane Furse	13,000,000

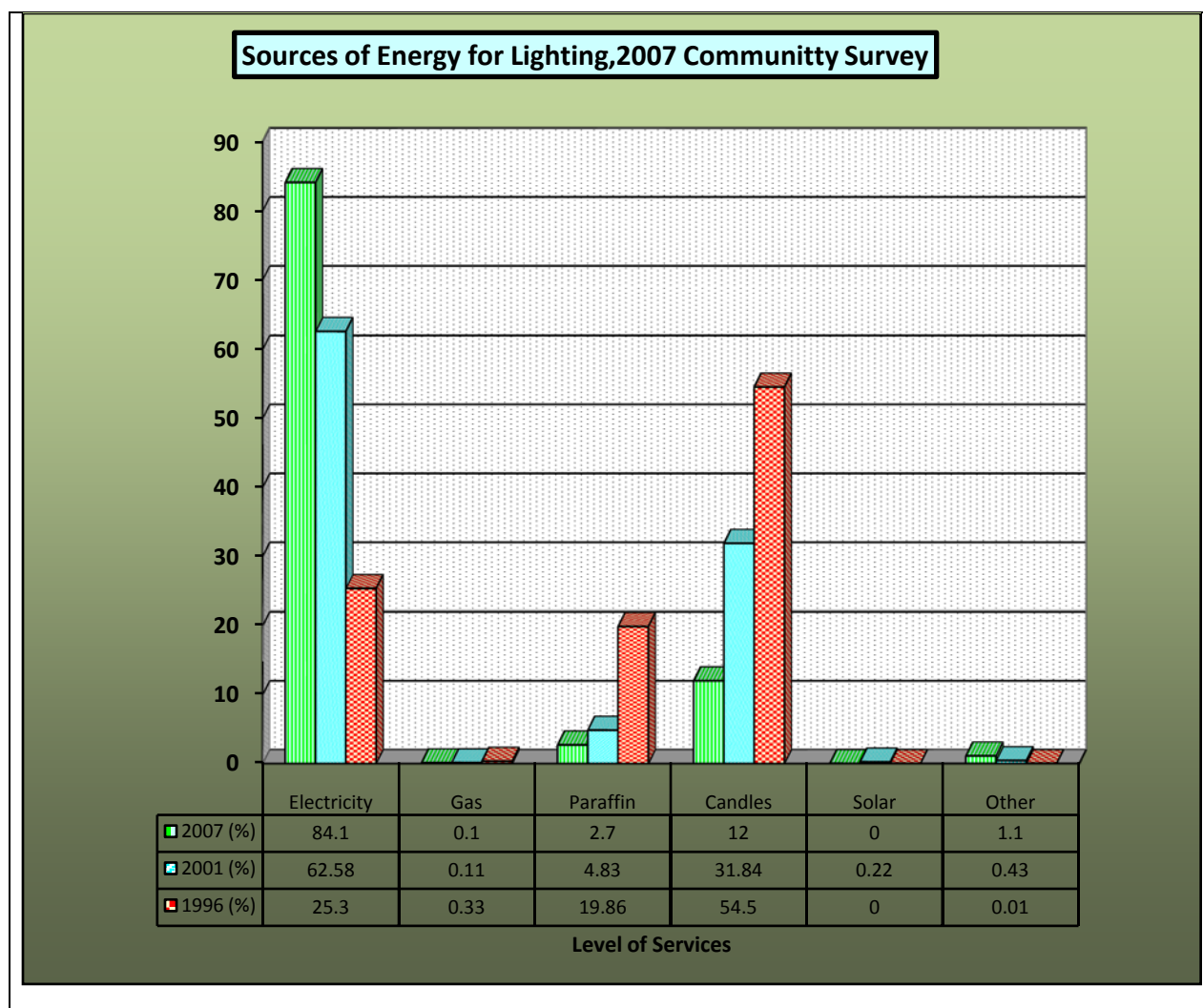
Source: SDM, 2011

#### Developmental challenges:

- Mountainous areas
- Budgetary constraints
- MLM not water and sanitation authority
- High backlog figures

#### 2.3.3. ELECTRICITY

The Municipality is not licensed to supply electricity. All electrification projects that are implemented by the municipality are ceded to Eskom for operation and maintenance. The municipality has electrified all villages with the exception of villages of Greater Komane (Leolo area) due to Eskom capacity. The municipality together with Eskom are electrifying villages in terms of the municipality post connection priority list.



Source: Sources of Energy for Lighting, Stats SA, Community Survey 2007

#### MLM Electricity priority list

Cluster	Village names for the financial year 2011/2012 (1299 units)	Units	Capacity status
	Greater Komane	450	No Capacity
1	Mamone centre extension	301	Connect
	Mamone Tanzania	85	
	Mamone ga Manyaka	100	
	Mamone Manyeleti	85	

4	Mmakoshala	40	No capacity
2	Mashite	15	Seolwane feeder is currently experiencing overloading and is listed as one of the worst performing feeders due to high number of connected. The commission will take place in 2014.
3	Setlaboswane	200	Connect
1	Ga Moraba	10	Can Only be connected once JGC feeder line splits
4	Brooklyn	208	Connect
2	Tjatane	150	Seolwane feeder is currently experiencing overloading and is listed as one of the worst performing feeders due to high number of connected. The commission will take place in 2014.
3	Masanteng	45	No capacity
1	Mosehla	60	Cannot be connected until new Mamatsekele substation is commissioned.
	<b>Village names for the financial year 2012/2013 (1286 units)</b>		
4	Mabintane	49	Connect
3	Masemola Mabopane	61	Connect
	Masemola Manare	15	
2	Maila Mapitsane	171	
4	Kutupu	40	
3	Mashabela	300	
2	Matelokwaneng	100	Can only be connected once JSW split is completed
4	Phokwane	300	

3	Serageng	45	
2	Madibaneng	105	
4	Thoto	50	
3	Semahlakole	10	
2	Mathibeng	40	Can only be connected once JSW split is completed.
	<b>Village names for the financial year 2013/2014 (1276 units)</b>		
4	Rietfontein	30	
3	Sehuswane	15	
2	Mailasegolo	100	
4	Eenzaam	45	
3	Maololo/Madiane	100	
2	Lemating/Tsopaneng	5	
3	Thabampshe	65	
3	Molebeledi	100	
3	Mampane/Eenkantaan	20	
3	Tswaing	60	
3	Mphane	76	
3	Makgwabe	70	
3	Malope	50	
3	Mahlolwaneng	100	
4	Mohlwarekoma	30	Can only be connected once Ngwaritsi is commissioned.
3	Nkotokwane	10	

4	Pelepele Park	400	
TOTAL		3861	

Source: MLM 2011

#### MLM Electricity backlog

Village Name	Units
Greater Komane	450
Mamone Extension	800
Madibong-Mashishing	80
Mashite	30
Ga Moraba	10
Tjatane	250
Masanteng	45
Mosehla	60
Mabintane	49
Maila Mapitsane	171
Kutupu	40
Matolokwaneng	100
Serageng	45
Madibaneng	105
Thoto	50
Semahlakole	10
Mathibeng	40
Rietfontein	30
Sehuswane	15
Mailasegolo	100

Eenzaam	45
Maololo/Madiane	100
Lemating/Tsopaneng	5
Thabampshe	65
Molebeledi	100
Mampane/Eenkantaan	20
Tswaing	60
Mphane	76
Makgwabe	70
Malope	50
Mahlolwaneng	100
Mohlwarekoma	30
Nkotokwane	10
Pelepele Park	400
Mokgapaneng	35
Phatametsane	14
Vierfontein	30
Maserumule park	185
Moloi	250
Ngwanamatlang	30
Moripane	80
Mogorwane	80
Phushulang	60
Moretsele	14
Makgane	40



Mashengwaneng	150
Tswele	17
Ga Magolego	104
Kotsiri	43
Dihlabaneng	121
Manganeng	12
Kgolane	9
Mamadi	15
Mangamolane/Mokgwatjane	80
Tisane	29
Bothaspruit	80
Malegale New stands	170
Sebitsane	6
Tisane	45
Lobethal	5
Diphagane	84
Machacha	40
Mashabela	60
Kgaruthuthu	30
Mathapisa	15
Kome	7
Mangoanyane	10
Moshate	20
Mohloding	5
Mahwibitswane	110

Maroge	50
Khulwane	20
Wonderboom	20
Nkotokwane	10
Molelema	45
Mogaladi	60
<b>TOTAL</b>	<b>5901</b>

#### Bulk electricity infrastructure analysis

Eskom has capacity problems in areas of Leolo and as such the municipality is unable to electrify villages of Greater Komane. There are also minor incidents of lack of capacity from feeder lines in other areas of Makhuduthamaga and as result some areas were taken out of the electrification list during the 2011/12 financial year. But Eskom is working on the matter by extending some of the sub stations within the municipality.

#### Developmental challenges:

- Lack of capacity from feeder lines
- Illegal connections to households
- New extensions of residential sites for post connections
- Budgetary constraints
- MLM not electricity Authority
- No accurate indigent register for provision of free basic electricity

#### 2.3.4. HOUSING

The Municipality is not responsible for housing, it is the responsibility of CoGHSTA. The municipality gets allocation of houses from CoGHSTA and we are only required to identify and submit the names of beneficiaries and projects get implemented by the department itself. It has a Draft Housing Sector Plan and will be adopted before the end of the 2011/12 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.

## Types of dwelling in MLM municipal area

Number of households by dwelling type		
Dwelling Type	Number	%
House or brick structure on a separate stand or yard	38,949	72.6%
Traditional dwelling/hut/structure made of traditional materials	7442	13.9%
Flat in block of flats	61	0.1%
Town/cluster/semi-detached house (simplex: duplex: triplex)	-	0%
House/flat/room in back yard	3,863	7.2%
Informal dwelling/shack in back yard	574	1.1%
Informal dwelling/shack NOT in back yard e.g. in an informal/squatter settlement	1,524	2.8%
Room/flatlet not in back yard but on a shared property	470	0.88%
Caravan or tent	-	0%
Private ship/boat	-	0%
Workers' hostel(bed/room)	225	0.4%
Other	547	1%
Total	56 642	100%

Source: Community Survey 2007/Statistics South Africa, 2007

Most houses in the municipality are situated on separate stands and this indicates potential for formalization and upgrading in future. 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.

## MLM Incomplete and abandoned housing projects

Financial year	Village	Allocation	Incomplete
2002/2003	Schoonoord	173	71
2002/2003	Thoto	200	28
2003/2004	Diphagane	80	04
2003/2004	Ga Selepe	20	03

2003/2004	Nkotokwane	50	02
2003/2004	Vierfontein	100	40
2004/2005	Maraganeng	50	40
2004/2005	Kgaruthuthu	50	06
2004/2005	Mogoroane	30	05
2004/2005	Kutupu	100	01
2004/2005	Mogashoa	130	130
2004/2005	Maserumule Park	100	24
2004/2005	Makgeru	70	11
2004/2005	Makgane	100	18
2004/2005	Ga- Malaka	50	02
2005/2006	Dlamini/Soupiana	30	30
2005/2006	Sekele	30	12
2005/2006	Lemating/Tsopaneng	40	29
2005/2006	Magolego	40	40
2006/2007	Mamone	200	01
<b>TOTAL</b>	<b>20</b>	<b>1 643</b>	<b>507</b>

MLM housing priority list

Ward no	Village	Units
08	Brooklyn	155
30	Mogaladi	254
31	Eenkantaan	94
15	Ga -Magolego	61
20	Tisane/Lobethal	30
11	Vergelegen A	64
07	Mantlhanyane	49
30	Setlaboswane	107
17	Mashite	50
20	Mamoshalele	17
08	Cabrieve	59
31	Vlakplaas	72
23	Marulaneng	46
08	Uitkyk Mochadi	128
30	Serageng	68
30	Masanteng	66
29	Makgwabe	40
30	Legotong	19
22	Matolokwaneng	18
07	Dikatone	30
31	Makhutso	35

31	Motseleope	47
15	Tswele	08
07	Setebong	20
30	Kolokotela	43
29	Mphane	22
19	Madibong	118
21	Mashishing	87
25	Mohwelere	20
21	Mohlala	87
29	Pitjaneng	11
21	Kgoloko	87
11	Mokwete	44
21	Vergelegen C	87
24	Masehlaneng	162
<b>Total</b>		<b>2305</b>

#### MLM Housing backlog

Ward No	Village	Number of Beneficiaries	Total
1	Kutupu	137	166
	Hlalanikahle	29	
2	Mabintane	73	124
	Phokoane	28	
	Mogudi	23	
3	Mmakoshala	60	125
	Phokoane/Mokgapaneng/Masioneng	43	
	Ga-Ramabele	4	
	Skotiphola	7	
	Phatametsana/Mapaeng/Speelman	11	
4	Rietfontein	422	514

	Vierfontein/Katlegong	91	
5	Matlakatle	8	215
	Maserumulepark	23	
	Mohlarekoma	64	
	Leeukraal	120	
6	Patantshwane	92	128
	Eensaam	36	
7	Ga-Malaka	90	322
	Ntwane and Botshabelo	28	
	Manthlanyane	49	
	Setebong	20	
	Dikatone	30	
	Thoto	60	
	Manotong	44	

Ward No	Village	Number of Beneficiaries	Total
8	Mochadi	128	458
	Hlahlane	12	
	Mathousands	26	
	Brooklyn	155	
	Pele-Pele Park	78	
	Cabrieve	59	
9	Morgenson Village	40	76
	Riverside A & b	36	
10	Ga-Moloi	47	610

11	Phushulang	18	121
	Mogorwane	28	
	Ngwanamatlang	480	
	Moripane	37	
	Mokwete	23	
	Molepane	34	
	Vergelegen A	64	
12	Makgane-Senamela	14	58
	Moretsele	43	
13	Phase 4	28	107
	Mashengwaneng	25	
	Manamane	19	
	Ditlhakaneng	20	
	Mabonyane Village	14	
14	Maloma	41	139
	Dlamini	35	
	Dingoana	10	
	Kgopane	10	
	Sekele	1	
	Moela	5	
	Matilwaneng	11	
	Mabule	20	
	Tshesane	7	
15	Tswele	8	259
	Mokadi	25	

	Maila Mapitsane	164	
	Upper & Lower Magolego	61	
<b>Ward No</b>	<b>Village</b>	<b>Number of Beneficiaries</b>	<b>Total</b>
16	Ga-Seopela	31	124
	Tau-Tswaledi	35	
	Mashegoana Koni-Legare	31	
	Kotsiri	26	
17	Kgolane	32	233
	Ramphelane	30	
	Ga-Thari	6	
	Moshate	5	
	Motabole	5	
	Makgorwaneng	4	
	Mmadirane	4	
	Mathibeng	41	
	Mamadi	20	
	Mashite	50	
	Dihlabaneng	36	
18	Moraba	30	71
	Vergelegen B	5	
	Dichoeung	36	
19	Maseleseleng	32	227
	Mashupye	36	
	Madibong	118	
	Matsoke	41	



20	Mamone Center	27	116
	Motsemogolo gaTisane	14	
	Kapaneng & Tisane Extension	12	
	Manyeleti	16	
	Mamoshalele	17	
	Magolaneng	30	
21	Mohlala, Kgoloko & Vergelegen C	262	262
22	Madibaneng Lehlabile	18	252
	Ga-Kgopa	20	
	Ga-Maphakane	29	
	Mototolong	18	
	Beletlwa Dry	11	
	Matolokwaneng	25	
	Tjatane	40	
	New Stands	7	
	Sebitje	34	
	Malegale Sebitse Section	30	
	Lekgwareng	13	
	Sebitjane	7	
<b>Ward No</b>	<b>Village</b>	<b>Number of Beneficiaries</b>	<b>Total</b>
23	Mailasegolo	35	131
	Mathibeng	28	
	Dinotji	23	
	Marulaneng	46	
24	Diphagane	50	497

	Ga-Phaahla	221	
	Mamatsekele	64	
	Masehlaneng (Kgoropong)	162	
	Mpumalanga Section	29	
	Mohwelere	19	
	Mampe Section	16	
	Maseshegoane and Mmakgwane	14	
	Magabaneng/Molaloosalengwego	12	
	Madinoge Branch (Malegasane Sub-Village)	25	
	Molebeledi	8	
	Mapulaneng	28	
	Ga-Machacha	12	
	Ga-Selepe	26	
25	Mahlakanaseleng	6	196
	Maololo	14	
	Marishane and Tisane	55	
	Mathapisa	28	
	Mathapisa Soetveld	28	
	Thabeng	19	
	Kgaruthuthu	17	
26	Marishane and Bothaspruit	108	269
	Mohloding	60	
	Mabopane/Pshiring	110	
27	Maripane	10	180

28	Tswaing	42	240
	Sekale	37	
	Thabampshe	41	
	Khuloane-Lekurung	29	
	Wonderboom	26	
	Mahubitswane	34	
	Maroge	31	
<b>Ward No</b>	<b>Village</b>	<b>Number of Beneficiaries</b>	<b>Total</b>
29	Makgwabe	40	256
	Mahloloaneng	35	
	Molelema	68	
	Maraganeng	16	
	Malope	40	
	Pitjaneng	13	
	Mphane	22	
	Mashoanyaneng	23	
30	Masanteng	66	558
	Setlaboswane	107	
	Serageng	68	
	Kolokotela	43	
	Legotong	19	
	Mogaladi	254	
31	Sehuswane	51	347
	Semahlakole	49	

	Makhutso	35
	Motseleope	47
	Vlakplaas	72
	Eenkantaan	94
<b>TOTAL</b>		<b>7381</b>

Developmental challenges:

- Eradication of blocked housing projects
- Slow housing delivery which is caused by issues like shortage of funding
- Lack of necessary infrastructural services such as water, sanitation and roads.
- Insufficient capacity to deal with issues of housing delivery.
- Lack of reliable data regarding housing backlog.
- Staff shortages.
- No 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
- Lacking of consumer education for housing matters

#### 2.3.5. REFUSE REMOVAL / WASTE MANAGEMENT

The Waste Management function is performed by the MLM. There is a partial formal refuse removal service rendered by **Leolo Waste Management cc** on behalf of the municipality. The programme was a pilot project by LEDET. But now LEDET has withdrawn their support and the municipality has taken full responsibility of performing the task. The project covers the following villages: Phokoane, Glen Cowie, Jane Furse and Schonoord. Collection bins are placed at Phokoane, Glen Cowie, Riverside, Jane Furse, Tshehlwaneng and Schonoord. There is a permitted land fill site in Jane Furse. An assessment was done at Apel Cross sub growth point that covers Apel Cross, Marishane and Phaahla for the extension of waste removal points. The municipality has won a provincial award on improved municipality in terms of waste management. The majority of the population utilizes their own dumps for this purpose. These dumps are usually located within the individual household property. The municipality has budgeted money to extent the project to other areas within MLM in 2011/12 financial year.

Also existing is the Mmashadi recycling centre. The centre recycles bottles, cans, plastics, paper and box which are sent to relevant recycling companies.

Makhuduthamaga local municipality refuse removal services

MLM	Households	Households serviced	Backlog	% Backlog
	56 642	10 731	45 911	88%

Challenges:

- No cost recovery
- LEDET has withdrawn their support
- Financial constraints
- Provision of new disposal sites to those who lack them
- Refuse removals do not cover all villages
  
- Informal disposal of waste
  
- Maintenance of existing land fill site
- By laws not yet gazetted to regulate illegal dumping
- Companies and communities utilising municipal land fill site not paying for the service and this affects revenue negatively

### 2.3.6. ROADS AND STORM WATER DRAINAGE SYSTEM

There are several Provincial and District Roads in the MLM. The local access roads are gravel and predominantly utilised by buses and taxis. The condition of these roads is below standard. They require upgrading and improved storm water management.

The Local Municipality identifies road maintenance and upgrade projects at random in consultation with the communities and Ward Councillors. Makhuduthamaga Local Municipality as local municipality is responsible for the maintenance of all the internal roads in the residential areas and villages. These internal roads do not have specific road numbers, and must be addressed in future by the Road Master Plan (District or Municipal).

Storm water drainage is huge in MLM. Storm water drainage system is needed in all gravel roads because all gravel roads do not have storm water drainage. Only a few portions of the paved tarred roads have storm water drainage.

State of roads 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 Schonoord 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, Manthlanyane, 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.
Phokwane	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 Phokwane. Jane Furse and Phokwane 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.
Schonoord	Internal roads	9	Unpaved and paved - Good	Build mostly along the D4190 but some internal roads need to be upgraded to provide access to the houses further away from the paved road.



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 have 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.
Vleeschboom	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.
Ga-Mokadi, Geluks A, Manganeng, Madibaneng	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.
Mahlolwaneng	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.
Sebitsane, 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 road 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, Tsatanane 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, Eenzaam, Eenzaam 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-Mampana	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.
Mamatsekele	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.
Mangoanyane	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.

Source: MLM Draft Road Master Plan, 2011

Makhuduthamaga local municipality roads priority list as per district and province list

Priority no:	Road no.	Type of maintenance required	Road particulars	District	Local municipality	Ward no.	Growth point
<b>Major access roads</b>							
1	D4251	Upgrading from gravel to tar	Mashabela to Mphanama Road	Sekhukhune District Municipality	Makhuduthamaga	25	Schoonoord/Jane Furse
2	D4260	Upgrading from gravel to tar	Malope to Phokoane	Sekhukhune District Municipality	Makhuduthamaga	29,31,24,03	Apel Cross/Phokoane
3	D4225	Upgrading from gravel to tar	Madibong to Manganeng	Sekhukhune District Municipality	Makhuduthamaga	19,17	Schoonoord/Jane Furse
4	D4280	Upgrading from gravel to tar	Glen Cowie via Thoto via Eenzaam join Leeukraal	Sekhukhune District Municipality	Makhuduthamaga	09,06,07,05	Phokoane/Jane Furse
5	D4263	Upgrading from gravel to tar	Phaahla to Mamatsekele	Sekhukhune District Municipality	Makhuduthamaga	24	Jane Furse

**Minor access roads**

1	D4233	Upgrading from gravel to tar	Moela-Kgopane	Sekhukhune District Municipality	Makhuduthamaga	14	Schoonoord
2	D4232	Upgrading from gravel to tar	Mabule	Sekhukhune District Municipality	Makhuduthamaga	14	Schoonoord
3	D4264	Upgrading from gravel to tar	Mathapisa road to Vlakplaas to Masehlaneng	Sekhukhune District Municipality	Makhuduthamaga	26,24,31	Jane Furse
4	D4271	Upgrading from gravel to tar	Ga-Moloi to Phokoane	Sekhukhune District Municipality	Makhuduthamaga	29,31,24,03	Phokoane/Jane Furse
5	D4255	Upgrading from gravel to tar	Thabampshe cross to Mahubitswane	Sekhukhune District Municipality	Makhuduthamaga	27,28	Apel Cross
<b>Preventative</b>							
1	D4253	Preventative	Access road to Masemola Clinic	Sekhukhune District Municipality	Makhuduthamaga	27,28	Apel Cross

2	D2219	Preventative	Phokoane to Tshehlwaneng	Sekhukhune District Municipality	Makhuduthamaga	03,05,09,08,10,11,12	Jane Furse/Phokoane
3	D4295	Preventative	Phokoane to Moratiwa	Sekhukhune District Municipality	Makhuduthamaga	03,05,04,01	Phokoane

Source: MLM Roads Priority list, 2011

Makhuduthamaga local municipality roads and storm water drainage

MLM	Households	Baseline	Backlog	% Backlog
	56 642		76 Bridges needed to improve mobility and accessibility for villagers	

Source: Draft Road Master Plan

Strategic roads within Makhuduthamaga municipal area

Strategic roads	Strategic importance of the road
D4200 Jane Furse to Mphanama to Apel	The road connects from Jane Furse which is one of the growth points of the District (SDM) with Fetakgomo municipality i.e. Connects Makhuduthamaga with Fetakgomo municipality
R579 from Jane Furse to Groblersdal	Connects Jane Furse the economic hub of Makhuduthamaga/ administrative capital of SDM with Elias Motsoaledi, Ephraim Mogale and areas of Mpumalanga and Gauteng
R555 from Jane Furse to Burgersfort	Connects Makhuduthamaga with Burgersfort the economic growth point of the Limpopo government
R37 from Jane Furse to Polokwane	The road connects Makhuduthamaga with Polokwane the administrative capital of the Province and Morija .It is also a gateway to other SADC countries like Zimbabwe.
D4370 Phokoane to Mogaladi to Tompi Selekane	The road connects from Phokoane to Mogaladi to Tompi Selekane. It connects Phokoane sub growth point with Marble hall and Groblersdal
D4232 Schonoord to Soupiana to Hoogste Punt to Maila Mapitsane,Grootvuyboom	The road connects Schonoord sub growth point with areas of Leolo. It provide access for taxis, private cars and delivery trucks
D4350 Setlaboswane to Serageng to Mogaladi	The road connect Setlaboswane to Serageng to Mogaladi and joint to major economic provincial roads

Developmental challenges:

- The high cost of tarring of roads
- Grading of internal access roads( streets)
- Construction of bridges
- Budgetary constraints
- High storm water drainage backlog

### 2.3.7. PUBLIC TRANSPORT

The Department of Roads and Transport is the Public Transport Authority. The Sekhukhune District Municipality helps in respect of transport planning. The Municipality has several Taxis Associations operating within the municipal area. The Makhuduthamaga local municipality has developed a Draft Integrated Transport Plan which indicates that the municipality has one mode of transport found in the area, viz, road transport. The road transport is the common public transport to provide service to the community in remote areas, i.e. buses and taxis.

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 an Operating Certificate was granted to Operators of Meter Taxis as Jane Furse Maxi Taxi Association that operated in Jane Furse since 1996 without proper registration.

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.

Taxi ranks in the Makhuduthamaga municipal area

Name of Taxi Rank	Ward	Village where rank stationed
1.Jane Furse	18	Dichoeung
2.Jane Furse Plaza	18	Vergelegen C
3.Schoonoord	14	Schonoord
4.Phokoane	03	Phokoane
5.Vierfonten	04	Vierfontein
6.Masemola	28	Apel Cross
7.Moratiwa Plaza	01	Moratiwa Crossing
8.Tshehlwaneng	13	Tshehlwaneng
9.Malegale	22	Malegale

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

#### Challenges:

- Taxis fighting for the use of certain routes
- Legalization and control of meter taxis around Jane Furse
- Poor Roads infrastructure
- Traffic congestion
- Most of the meter taxis are not road worthy and sometime operating beyond their boundaries
- No transport facilities in some parts of the municipality
- Lack of public transport in some areas due to poor roads infrastructure

#### 2.3.8. TELECOMMUNICATIONS

Communication in Makhuduthamaga Local Municipality mainly comprises of telephones, cellular phones and community radio. Communication service includes private household connections and public phones housed in phone booths. Cellular phones also comprise of private cellular and public cell phone spazas or containers placed at strategic points.

#### 2.3.9 FREE BASIC SERVICES

Back in 2003/04 financial year, Sekhukhune District Municipality officially initiated the process for free basic services. The process was paved by compilation of indigent registers and facilitation 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 1 100 can pay for the services while those below qualify for 6 kilolitres of water free of charge every month. However, this service was never taken off the ground due to delays by authority to develop relevant by-laws. To date, all households with yard connections regardless of their indigent status get free water.

The MLM provides the Free Basic Electricity (FBE) .The number of households that receive (claim) FBE is estimated to be **7613**, while **9487** of the households are configured (ESKOM January 2012).

Refuse Removal service is also rendered freely through a company initially appointed by LEDET on behalf of the municipality. The programme ensures that every household within the collection area i.e. Jane Furse, Phokoane, Glen Cowie and Schonoord (estimated at 10 731) gets its refuse removed once per week without any payment.

#### 2.4. ECONOMIC ANALYSIS

##### 2.4.1 THE STRUCTURE OF THE ECONOMY

The municipality is not well endowed with mineral resources. It is therefore an agricultural and farming municipality. However the two sectors are failing to prosper due to, land tenure system, insufficient skills to develop both agriculture and farming into an economic development sector, poor and lack of infrastructure, ineffective support from agricultural institutions, lack o support from financial institutions and lack of proper studies that will determine the suitability of pieces of land. As a result no proper Local Economic Development (LED) projects can be promoted as the resources are poorly developed. The savoir in this regard seems to be the unemployed population who could be useful / helpful in labour intensive projects and under takings that require inexpensive labour. **It is important to note that as at the end of the 2010/11 the following jobs were created:**



- 600 jobs created through EPWP (all 31 wards benefitted)
- 36 jobs created through Waste collection project
- 120 jobs created through CWP (Community Works Programme). Stocking village in Ward 14 benefitting.
- 256 jobs created through Alien trees project (Ward 12, 13, 14 and 16 benefitting)
- 200 jobs created through CRDP (Community Rural Development Program) Ward 09, 11 and 18 benefitting)

#### External purchases by locals

The Makhuduthamaga local residents purchases many items, particularly furniture, food and consumables, community services, clothing, vehicles, construction materials and medical services from external towns and cities. However, the established retail shopping complexes (Jane Furse Plaza and Moratiwa) has to some extent change this situation and created several opportunities for the Makhuduthamaga economy by supplying this goods locally.

#### Sectors earning revenue from external markets

There are few sectors that earn revenue from external markets. These include transport (taxis) and the informal trade of agricultural produce. The transport sector relies mainly on proximity to local customers for competitive advantage

#### SMMES development

The Makhuduthamaga local municipality and department of social development were able to support the following projects during 2010/11 financial year:

Name of the project	Background of the project	Activity	Funding Source	Ward/village
1. Maano a Basadi cooperative	Started in 2004 by 33 members, 32 women and 1 man. Project also funded by SDM and Trade and Investment Limpopo	Produce drinking yoghurt	MLM/Social Development	Ward 2
				Phokoane
2. Difahlane Sorghum seed Multiplication project	Project established in 2009 by Dept of Agriculture, Agriculture research council and MLM. The project has 13 members (6 women and 7 men). The project was given 100ha but for a start they planted only 3,7ha	They produce sorghum seed	MLM	Ward 23
				Maila Segolo
Khulwanyane poultry project	Project started in 1997 by 21 women. They were also funded by Equal Opportunity Foundation, Dept of Agriculture and MTN	Egg production	MLM/Social Development	Ward 25
				Mashabela
Mabodibeng Dairy project		Milk production	MLM	Ward 10
				Moloi

Batau cooperative	Started in 2008 in Riverside	welding	MLM	Ward 09 Riverside
Seredibeng cooperative	Project established in 2009 at Mamone village	Vegetable production	MLM	Ward 21 Mamone
Mamudi cooperative	Re-registered in 2010. Operating from Riverside village	Broiler production	MLM/Social Development	Ward 09 Riverside
Moretsele layers production	Established in 2004 at Moretsele village	Layers production	MLM	Ward 12 Moretsele
Mohube Agricultural Primary cooperative	Operating from Moretsele village	Gardening	MLM/Social Development	Ward 12 Moretsele
Kome Poultry	Operating from Kome village	Poultry	Social Development	Ward 26 Kome
Hlabologang Bakery	Operating from Masemola Village	Bakery	Social Development	Ward 27 Masemola
Thushanang Tswaing Bakery	Operates from Tswaing village	Bakery	Social Development	Ward 28 Tswaing
Mphemphe Poultry	Operates from Eenzaam Trust	Poultry	Social Development	Ward 04 Eenzaam Trust
Hlape Holofela Leraga Fence Making	Operates from Eenzaam Mare	Fence making	Social Development	Ward 04 Eenzaam Mare
Ikukeng Disabled	Operates from Schonoord village	Multipurpose (Sewing, peanut butter making and school for the blind)	Social Development	Ward 16 Schonoord
Mamone Cooperative	Operates from Mamone Village	Milling and farming	Social Development	Ward 21 Mamone

Source: Department of Social Development and MLM, 2011

Challenges:

- Unable to profile the projects
- Auditing of all poverty alleviation projects funded by parastatals
- By- law to regulate hawkers activities

#### 2.4.2 ECONOMIC PRODUCTION

Gross Value Added per Sector in Makhuduthamaga Local Municipality at Constant 2005 Prices, R'm

SECTOR	2008	2009	2010	2010 %
Agriculture, forestry and fishing	76	100	102	5.4
Mining and quarrying	37	32	36	1.9
Manufacturing	67	66	69	3.7

Electricity, gas and water	87	90	94	5.0
Construction	114	131	132	7.0
Wholesale and retail trade, catering and accommodation	434	459	470	25.0
Transport, storage and communication	215	218	227	12.1
Finance, insurance, real estate and business services	80	72	73	3.9
Community, social and personal services	239	231	233	12.4
General governance (SIC:91,94)	429	427	443	23.6
<b>TOTAL</b>	<b>1778</b>	<b>1826</b>	<b>1878</b>	<b>100</b>

Source: Quantec Regional Economic Database

The local economy is very small, with a 2010 value of production of less than R1, 9 billion (at constant 2005 prices). The most prominent contributors to local economic production are the trading sector (including many informal enterprises) and government

## FUTURE GROWTH

Local economic development projects

The municipality promotes agriculture; tourism and mining 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.

Priority sectors of the municipality

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

Constraints to economic growth of Makhuduthamaga

<b>Land</b>	<b>Roads</b>	<b>Skills</b>	<b>Other</b>
<ul style="list-style-type: none"> <li>Access to land delay in proclamation of Jane Furse as township.</li> <li>Fragmented release of land which leads to distorted planning</li> </ul>	Road to Manche Masemola tourism site, various access roads to heritage and to link municipal sub growth points and nodes of neighbouring municipalities	Town planning, finance and engineers	Funding for feasibility studies

## 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.

## Occupation levels

	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
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	238	0.44	21	0.03	259	0.19

	Male	Male (%)	Female	Female (%)	Total	Total (%)
workers						
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
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
Total	53967	100.00	82312	100.00	136279	100.00

Source: Municipal Demarcation Board Website

#### 2.4.3 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

#### 2.4.4 TOURISM

The Municipality has developed Draft Tourism strategy and will be adopted before the end of 2011/12 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.

##### 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.

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 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.**
- **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

Municipal area	No. of facilities	No of beds	Occupancy rate (%)	Turnover	Staff employment
MLM	06	75	62	2,600,000	36

Source: Makhuduthamaga Tourism guide 2011

The following are some of the tourism hot spots that needed to be developed into tourism products in the current financial year.

- ❖ 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.

##### Challenges:

- Most accommodation facilities not graded
- Lack of signage
- Tourism information centre

## 2.5. FINANCIAL VIABILITY

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 challenge with regard to generation of own revenue since the municipality do not offer service 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 adhere to the principle of paying creditors on time which is 30 days payment period.

Municipal credit control and debt collection policy has been fully utilised to ensure that all amounts that are being owed to municipality are indeed recover 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 authorise, irregular, fruitless and wasteful expenditure as well as unfunded mandate.

### 2.5.1 BRIEF ANALYSIS OF STATEMENT OF FINANCIAL POSITION, FINANCIAL PERFORMANCE AND CASH FLOW.

The actual revenue for the period ended 30 June 2011 was R184, 099,562.00 which consists of government grants to the amount of R 147,559,834 and R 36,539,728.00 from own revenue sources. The total amount received from conditional grants which are MIG, FMG, MSIG and DOE grant was recognised as revenue as at 30 June 2011. The total operational expenditure for the period ended 30 June 2011 amounted to R99, 509,140.00 which lead to surplus of R 84,590,422.00 .In terms of cash flow, the municipality had a favourable bank balance of R15, 955,859.00 and a short term investment with ABSA which amounted to R60, 050,344.00 as at 30 June 2011.

Total audited assets which include noncurrent and current assets as at 30 June 2011 was R334, 294,867.00 and total liabilities which consisted of trade payables to the amount of R27, 274,351.00

### 2.5.2 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 2011/12
Municipal Infrastructure Grant (MIG)	R 34,159,000.00
Financial Management Grant (FMG)	R 1,500,000.00

Municipal Systems Improvement Grant (MSIG)	R 750,000
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Other grants

Name of grant	Amount for 2011/12
Equitable Shares (ES)	R 126,339,000.00
DOE	R7,500,000.00

### 2.5.3 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 Municipality 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.
Renting of plant equipments ( Graders and TLB)	Also enables the Municipality to generate revenue

Source: Internal Studies (MLM 2011)

The MLM's revenue sources are both internal and external. The internal sources contribute about 2% of the total revenue of the municipality while external sources make up to 98%. The internal sources include vehicle licensing and registration, renting of plant equipments to institutions, 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.

### 2.5.4 AUDIT OPINION

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 three years the Municipality has not 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 three years

2008/09	2009/10	2010/11	Target for 2011/12
Disclaimer	Disclaimer	Disclaimer	Unqualified opinion

Source: Auditor General Report

**The municipality has come up with the following remedial action to address the audit findings:**

- Audit action plan developed to address audit findings
- Ad-hoc committee to deal with Audit Action Plan established by council
- To monitor, evaluate the implementation of the audit plan monthly and quarterly
- To conduct preliminary audit monthly
- Risk framework and policy adopted by council
- Anti corruption strategy adopted by council

Internal Audit for the municipality has been developed and is functional. Audit committee for the municipality is also formulated and is reporting directly to Council as required by law. The Draft Risk Management Strategy of Makhuduthamaga local municipality is identifying risk areas which need to be monitored on daily basis. The audit plan which is developed by the Internal Audit unit is linked or integrated into the risk strategy and serves as a vehicle to monitor progress and processes followed during the risk reduction phase. Annual financial statements are prepared annually and are submitted to the Auditor General for auditing.

Key financial challenges

- Insufficient revenue base.
- High grant dependency
- Limited powers

#### 2.5.5 CREDIT CONTROL AND DEBT COLLECTION

Makhuduthamaga Local Municipality acquires goods and services from different suppliers in accordance with the procurement policy, and maintains creditors' management systems which are regulated by the municipality's payables policy. The Municipality has started billing for property rates as from July 2009. The debtor's management system is controlled by the debt policy

There is still a need for specific internal controls that will support the Payables policy and Debt policy to regulate the daily procedures and also ensure effectiveness and efficiency in the two systems.

#### 2.5.6 INVESTMENTS

The Municipality invests surplus amounts that are not required immediately in Call Accounts with an accredited banker. Currently the municipality has two Call Accounts and three Money Market Accounts in which funds that are to be needed at a later stage are invested on a short term basis as per the Investment policy of the municipality.

## 2.5.7 BUDGET AND TREASURY

As required by MFMA, Makhuduthamaga Local Municipality has established a Budget and Treasury Office which is responsible for the compilation of annual budget, implementation of the budget, budget monitoring and preparation of the budget reports as per Section 71 of the MFMA. The municipality has also recruited six Accountants as Interns to assist the Division.

## 2.5.8 Revenue management

The municipality's main Revenue is from the National and Provincial grants. The other source of income for the municipality is the two Traffic Stations i.e. Nebo and Sekhukhune Traffic Stations i.e. 80% of the total collection and MPRA (Businesses and sector departments). The municipality has got a Revenue Enhancement Strategy in place that is used to maximize the revenue for the municipality and is in alignment with the General finance policy.

## 2.5.9 SUPPLY CHAIN MANAGEMENT

The Municipality adopted Supply Chain Management policy in 2008. There is a Procedure Manual that outlines how SCM policy should be implemented.

Challenges:

- Non compliance to the policy.
- Sourcing of quotations from various departments.
- Decentralization of SCM Unit.

## 2.5.10 ASSET MANAGEMENT

Previously the structure of our FAR was not GRAP/GAMAP compliant as required by our new accounting system which was one of the challenges we were faced within asset management. Through the initiative by the CoGHSTA and Sekhukhune District Municipality, a service provider was appointed through municipal systems improvement programme to assist on the GRAP/GAMAP compliant asset register.

## 2.5.11 RISK, FRAUD AND CORRUPTION MANAGEMENT

Risk Management is the responsibility of management of Makhuduthamaga Municipality. In order to fulfil this responsibility the Internal Audit Activity has facilitated the process of identifying, evaluating and prioritization of risk within the municipality. Risk assessment workshops were conducted from 22-24 November 2011 whereby risks which will prevent the Municipality from achieving its goals and objectives or exploit available opportunities, were identified, assessed in terms of the impact and likelihood. The risk assessment report will be submitted to management for acceptance and to the Audit Committee for approval. CoGHSTA department of Limpopo assisted the municipality with the development of Draft Risk Management Strategy.

## 2.6. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Communication.

The Makhuduthamaga local municipality has developed its communication strategy in 2009 and is reviewed on annual basis. There is a dedicated communication unit available in MLM which serves as a key driver of the strategy. The unit is attached to the Office of the Mayor and has three officials.

There are several means of communications used e.g. print media and electronic media. The municipality also uses its web-site for communication purposes. Several structures such as Ward Councillors, Ward committees, Community Development workers and Magoshis are also used as vehicles for communication in the area.

The Municipality communicates its planning processes and the implementation of both the IDP and Budget using the media for both internal and external communication.

Plans are underway to make arrangements with Sekhukhune Community Radio Station for a slot whereby Municipal information can be communicated.

However, in our attempt to communicate effectively we are confronted with the following challenges:

- Critical need to strengthening relations with the media houses.
- Negative perception in some communities.
- Lack of integrated approach
- Critical need to inject resources in communication programs and projects.
- Critical need for improvement in the internal communication.
- Critical need to improve on skills development for communicators.
- Critical need to build partnership with other stakeholders in order to communicate the strengthening of confidence in the security system, LED/ economic opportunities and service delivery.
- Lack of reporting on resolutions by Council.

The municipality has adopted a targeted approach to resolving the challenges elucidated above. There are days IDP is taken to the people which are in March, April and July. This is complemented by the process plan that spells out events and dates on which the public will be consulted and communicated to.

#### News letters

There are challenges with quarterly production of municipal newsletter.

#### Media and liaison

The municipality has a good relationship with the media. Communication officers attend communication forums meeting that are arranged in the District and province. There is a good coverage of municipal activities. The only problem is that the Media house are not always receptive to our information particularly the positive issues

#### Public participation

- IDP Rep Forum and Mayoral Imbizos

The forum is functional as per approved process plan. The challenge is the minimal participation by Traditional Leaders and other critical stakeholders in the planning activities of the IDP. The Mayor together with councillors 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.

### 2.6.1 WARD COMMITTEES

The Municipality has 300 ward committee members and launched officially and inducted on the 07<sup>th</sup> February 2012. They were established to serve as conduits between the municipality and the community with regard to service delivery. And to coordinate meetings at ward level during public participation meetings

Annual Schedule of meetings is submitted to the office of the Speaker each year. This will assist the Speaker to track down minutes of the said meetings and monitor functionality of the ward committees in different wards. The Makhuduthamaga local municipality budgeted for the provision of stipends to the ward committees which is paid on monthly basis.

### 2.6.2 COMMUNITY DEVELOPMENT WORKERS (CDW)

The Municipality is made up of 28 CDWs i.e. 11 males and 17 women. There are three wards that do not have CDWs i.e. Wards 03, 13 and 23, that means there are CDWs that service more than one ward. They were recruited as learners for training in terms of CDWs Framework since 2006 with the University of Venda.

Mandate:

- Identifying service delivery issues and reporting them to relevant authorities.
- Community mobilization to participate in government programmes e.g. Freedom, Youth, and Women, Children and Disability days and IDP/Budget consultation.
- Liaison work.

Challenges:

- Lack of office space
- Little operational resources e.g. fax phones, stationeries and etc.
- Transport
- Funding (11 trained CDWs but not absorbed due financial constraints).

### 2.6.3 WOMEN EMPOWERMENT

Women empowerment is a phenomenon that is high on the agenda. The municipality has woman Speaker 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.

### 2.6.4 YOUTH EMPOWERMENT

The Municipality has appointed Assistant Director Special Programmes to deal with issues of Youth Empowerment. 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 biasely channeled towards the development of youth's projects for the upliftment of young people of the municipality to stop the escalating crime and violence.

### 2.6.5 CHILDREN'S DEVELOPMENT PROGRAMMES

The Office of the Mayor through their Special Programme Division support children development through

- Annual celebration of children's day

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

### 2.6.6 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 unavailability of schools for people with disabilities, 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. A policy to address and approach matters affecting people with Disabilities was developed.

### 2.6.7 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 12 traditional leaders serving in the Municipal council as Ex- officios since 2006 Municipal Elections 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.

### 2.6.8 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;
- Co-ordinating 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.

## 2.7. SOCIAL ANALYSIS

The section provides an overview of social issues in the Makhuduthamaga Municipality. It assesses Health defects prevalent, HIV/AIDS, Education, Health facilities and services, Libraries, Community Centre, Sports, Arts and Culture, Post Offices, Social development facilities, Food insecurity and Vulnerability, Safety and Security and Social cohesion

Prevalent health defects in Makhuduthamaga local municipality

Type of disability	Number	%
Sight	2,590	0.99
Hearing	743	0.28
Communication	786	0.30
Physical	4,705	1.79
Intellectual	1,273	0.48
Emotional	1,485	0.57
Multiple disabilities	907	0.35
No disability	248,537	94.60
Institutions	1,698	0.65
<b>Grand Total</b>	<b>262,725</b>	<b>100</b>

Source: STATS SA, Community Survey 2007

95% of the population does not have any health disability. 1.79% of the population has physical disability followed by sight and emotional defects at 0.99% and 0.57% respectively. Other disabilities below the 0.5% mark are intellectual (0.48%), multiple disabilities (0.35%), communication (0.30%) and hearing (0.28%)

### 2.7.1 HIV/AIDS

The Municipality has developed and adopted policy on HIV/AIDS during 2008/9 financial year. The policy will be reviewed during the 2012/13 financial year. Mother-Children dialogue on HIV/Aids was held in collaboration with Sekhukhune Educare Project and Image.

## State of Hiv/Aids in Makhuduthamaga

Name of facility	Female	Male	Children	Total Stats September 09	Grand total
Jane Furse Hospital	774	222	54	51	1101
St Rita's	1375	542	261	124	2302

## Data elements statistics

Data Elements Name	Statistics
HIV pre test counselled(excluding antennal)	23559
HIV client tested(excluding antennal)	20930
HIV test positive – new(excluding antennal)	3144

Source: Limpopo Facility Indicator Data, 2010

The challenge however is that testing is a voluntary decision. More people may not want to test because of the stigma associated with being HIV Positive. In many communities being HIV Positive is seen as a death sentence, a way will have to be found to appeal to the hearts of those who have not tested to do so. According to the table above there are signs that HIV AIDS is not a farce but a reality. What is pleasing though is the fact that the Department of Health and Social Development has a comprehensive counselling, testing, treatment and after care system in place.

## 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 children procedures
- Inaccessible ARV sites and HIV and AIDS support groups

## 2.7.2 SOCIAL GRANTS

Statistics on grant beneficiaries

O/A	D/G	War/V	Grand in aid	FCG BEN	FCG children	CDG BEN	CDG children	CSG BEN	CSG children
23825	5566	10	131	1505	2429	683	716	40044	71263

Source: SASSA, Limpopo

Number of individuals benefitting from social relief programmes:

Makhuduthamaga Food parcels beneficiaries	Number
	260

Source: Department of Social Development, 2011

### 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

- No water in many Pay points
- No shelter
- Lack of access roads
- Finances

## 2.7.3 EDUCATION

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 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.

Education profile of MLM

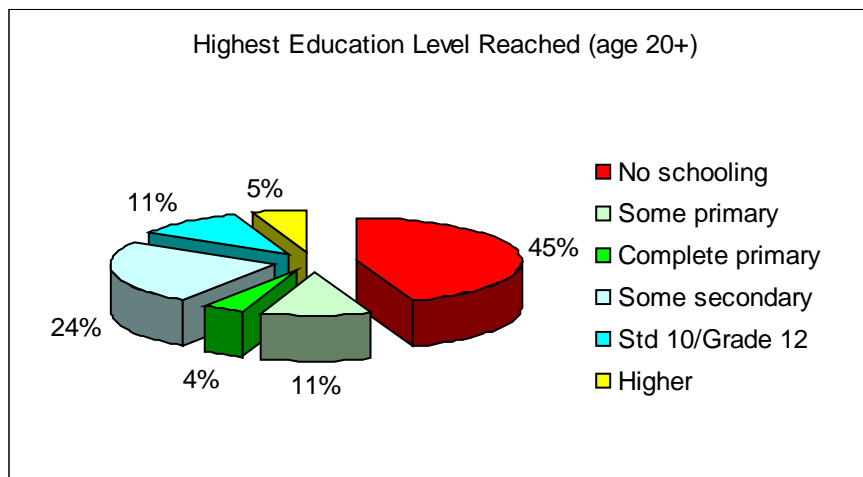
Level	%
No schooling	4,60
Some Primary Education	6,12
Grade 7/Std 5/ABET 3	1,27



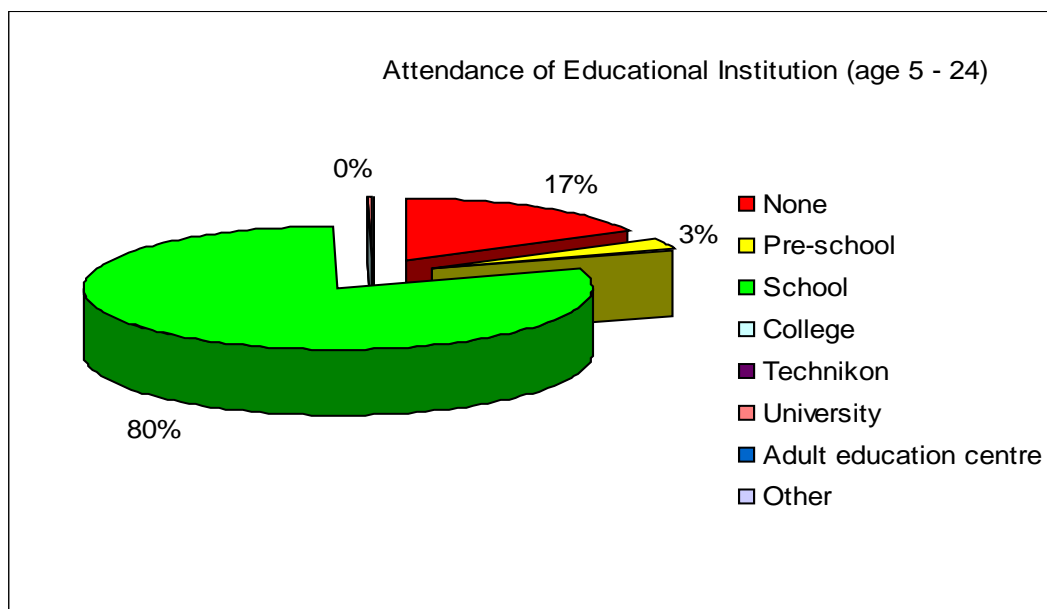
Some Secondary Education	6,90
Completed Secondary Education	0,87
Certificate with/without GR 12	-0,22
Diploma with/without GR 12	0,35
Degree and Higher	0,18
Unspecified	0,56
Out of scope (children under 5 years of age)	3.02

Source: STATS SA, Community survey 2007

In terms of the table above the majority of the population has either primary (18.1%) or secondary education (19.5%). An insignificant number of the population has college education (0.2 %), University or Technikon education and life skills education (0.2%). 56% of the population has no formal education. This trend shows that the municipality will have a challenge in producing home brewed technical or professional staff. This means the municipality will rely on importing technical and professional skills from elsewhere. The main drawback in this case is that such staff may be easily retained.



Source: Community Survey 2007, STATS SA



Source: Community Survey 2007, STATS SA

The pie chart above further indicates the need for early childhood development and higher education. However the following challenges mitigates against achievement of proper education viz

- insufficient schools or classes;
- inaccessible school facilities;
- inadequate human resources or staffing;
- poor social environment
- lack of relevant subjects in schools;
- lack of the necessary physical resources and equipment;
- demoralized educators as a result of redeployment and rationalization;
- lack of active parents participation in the education of the child

Educational facilities according to circuit clusters

Circuit Cluster	No. of Secondary Schools	No. of Primary Schools	No. of Special Schools	No. of Crèches & Pre-School
Sekhukhune	39	82	01	120
Nebo	65	86	01	130
Makhuduthamaga	104	168	02	250

Source: Department of Education, 2009

According to planning standards 1 primary school supports 4000 people. There were thus supposed to be 66 primary schools in the whole municipality. The existing number of 168 primary schools shows an over provision of schools in the municipality. The majority of schools have been built before the demarcation of municipality boundaries.

Therefore what seems to be an over provision may not necessarily be so as they were built under different circumstances. The size and the distribution of the villages could have distorted what could have been a normative system.

MLM, schools backlog

MLM	No of Settlements	Backlog	% Backlog
	157	22	

Source: MLM (2011/12-15/16 Community Needs analysis)

#### Challenges

- Development and support of Early Childhood development.
- Delivery of basic services like sanitation, water and electricity to schools.
- Lack of effective literacy campaigns and ABET Centres to reduce illiteracy level.
- Lack of learner ships and bursary schemes for students.
- Lack of tertiary institutions within Makhuduthamaga make percentage of people with post Matric qualifications very low.

#### 2.7.4 HEALTH FACILITIES AND SERVICES

This refers to facilities and services of government that provide the local population with life sustaining requirements. It deals with the numbers and adequacy thereof.

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 clinic and 54 mobile clinic service points

#### Access to hospitals

Hospitals	Percentage within 5km radius to hospitals
Jane Furse/St Rita's Hospital	80%

Source: Department of Health 2011

#### Access to clinics

Clinics	Percentage within 5km radius to clinics
21 Clinics	48%

Source: Department of Health 2011

The table below provides an indication of the number of population served by each health facility found in Makhuduthamaga area:

Facility	Population served
1.Dichoeung	7 731
2.Eenzaam	4 869
3.Jane Furse Gateway	35 037
4.Jane Furse Mob 3	7 435
5.Jane Furse Mob 4	8 925
6.Klipspruit	18 293
7.Magalies	14 303
8.Mamokgasefoka	6 456
9.Mamone	13 682
10.Mampana	8 640
11.Manganeng	12 714
12.Marishane	10 565
13.Marulaneng	8 049
14.Phaahla	9 548
15.Patantshoane	5 331
16.Phokoane	17 648
17.Probeerin	13 237
18.Rietfontein Ngwaritsi	10 250
19.Schoonoord	14 205
20.Setlabosoane	6 926
21.St Rita's Gateway	24 915
22.St Rita's Mob 2	6 827

23.Tshehlwaneng	11 890
24.Tswaing Clinic	2 032

Source: Department of Health, Makhuduthamaga Sub District, 2011

Proportionally there are 300 206 people to be serviced. In terms of the planning standards there should be 25 000 people to 1 hospital. Therefore the Municipality needs 12 hospitals as its total population is 300 206. However, the health system has a demarcation process which may not necessarily agree with the planning standards due to the hierarchy of hospitals. There are two hospitals at the moment within the boundaries of the municipality. In an event where new hospitals are to be built, factors to consider would be population density and accessibility. In so far as clinics are concerned the planning standards prescribed that there should be one clinic for every 5 000 people (source: CSIR). There are 300 206 population in the Municipality. Therefore a total number of 60 clinics were supposed to have been provided

Challenges:

- Poor access roads
- Inadequate transportation
- No private hospitals
- Resources
- Lack of more funding for Primary Health Care
- Inadequate health infrastructure
- Lack of medication at clinics and mobile clinic
- Some of the buildings needs rehabilitation or new structures

Health facilities that needs upgrading

Health facility	Ward no
Patantshwane	06
Rietfontein	04
Klipspruit	01
Setlaboswane	31
Magalies	21

Health facilities backlog within MLM

Area/village	Annual performance plan	Gaps
New clinic allocated for Dichoeung		Unavailability of site
Mobile clinic (Maila Mapitsane, Magolego and Hoeperkrans)	Planned Health post for Hoeperkrans	
Mobile clinic(Madibaneng, Tsatane)	Planned new clinic for 2013/14	
Mobile clinic (Maila Segolo, Maseleseleng)	A new clinic under construction between Marulaneng and Maila Segolo	
Magalies clinic	To be upgraded to Health Centre in 2014/15	
Mobile clinic at Mahlolwaneng, Malope and Mashonyaneng	Planned clinic construction at Mamokgasefoka in 2012/13	Poor road infrastructure and communication network
Marulaneng clinic	Upgrading in process to be completed by	Poor road infrastructure

	2011/12	
Setlaboswane clinic	To be upgraded in 2012/13	
Mamone clinic	Upgrading in process to be completed by 2011/12	
Mobile clinic at Thabampshe, Wonderboom, Moji RDP	Weekly mobile services and planned health post in 2015/16	

#### 2.7.5 LIBRARIES

There are three libraries within Makhuduthamaga Local Municipality area of jurisdiction i.e. Jane Furse, Phaahla and Patantshwane. 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. The Municipality has recently upgraded Jane Furse library and Phaahla library was demolished and construction of the new structure is complete.

#### 2.7.5 COMMUNITY CENTERS

There are no community centres in the municipality. The state of affairs robs the community of socializing. The establishment of Multi Purpose Community Centres would come in handy. Efforts will be made to liaise with the Premier's Office to request for the facility.

#### 2.7.7 MUNICIPAL PARK AND CEMETERIES

The Municipality with its Department of Planning is in the process of identifying a land suitable for Municipal Park and cemetery by engaging traditional leaders and other stakeholders on earmarked areas and the process is at an advanced stage.

#### 2.7.8 SPORT, ARTS AND CULTURE

The rural nature of the municipality suggests that even sports facility 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 field themselves. There are three sports centres: Peter Nchabeleng, Phokoane and Mampuru Artificial Turf. 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. SAFA recently sponsored the second phase of artificial turf construction that included building of change room, 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 year when funds permit. Masemola sports ground will be upgraded during the 2012/13 financial year. Other sports centres or sports grounds hardly qualify to be called sports grounds. 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.

#### 2.7.9 RELIGION

Overall statistical analysis indicates that there are many places of worship within Makhuduthamaga. There are ZCC, Apostolic Churches, St Engenase ZCC, St John, Assemblies of God, Roman Catholic, and Lutheran Church, Dutch Reformed Church, Anglican Church, IPC and many others. 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.

#### 2.7.10 POST OFFICES

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 MPCC 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:

- Post services
- Banking
- Payments of services like car registrations, TV licenses, accounts and etc.

Challenges

- Street delivery
- Households numbering

#### 2.7.11 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 counselling and victim assistance programmes

#### 2.7.12 COMMUNITY HALLS

The Municipality have Makgwabe, Mogaladi and Phaahla Community halls as the only places to can be used to accommodate communities during municipal meetings. 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.

#### 2.7.13 SAFETY AND SECURITY

Makhuduthamaga Municipality has two Magistrate Courts located at Nebo and Schonoord settlements and four main Police Stations located at Jane Furse, Nebo, Sekhukhune and Masemola. Villages of Wards 1, 4 and 6(Mare and Eensaam only) within Makhuduthamaga Local Municipality are serviced by Hlogotlou Police Station. According to planning standards one police station suppose to serve 25 000 people. In Makhuduthamaga therefore there were suppose to be 11 Police Stations

CRIME STATISTICS OF MAKHUDUTHAMAGA

Crime type	2008/2009	2009/10	Variance
(PCH 149)Car hijacking	15	11	04
(DSSC 01) Murder	63	41	22
(PCH 06) Robbery: Aggravating circumstances excluding TRO CRI	131	157	-26
(DSSC 12)Assault GBH	429	426	03
(DSSC 02)Attempted murder	56	63	-7
(PCH 148)Business robbery	33	22	11
(DSSC 34)Common robbery	89	85	04
(DSSC 13)Assault common	205	216	-11
(DSSC 06)Rape	147	157	-10
(PCH 147) House Robbery	16	20	-4
(DSSC 40)Attempted theft of motor vehicle and motorcycle	02	0	02
(DSSC 15)Burglary (Houses)	303	301	02
(DSSC 16) Theft of all stock	91	76	15
(DSSC 19)Theft off/from/off motor vehicle	46	37	24
(DSSC 14)Burglary(excluding residential premises	306	253	53
(DSSC 07)Sexual assault	04	11	-7
(DSSC 33)Attempted robbery: Aggravated with firearm	05	08	-3
(DSSC 38)Attempted burglaries business	0	02	-2
(DSSC 46)Robbery with weapon other firearm	02	02	0
(DSSC 39)Attempted burglaries (Houses)	03	01	02
(DSSC 41)Attempted theft from/off motor vehicle	0	01	-1

Source: Department of Safety, Security and Liaison, 2011



Development challenges:

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

#### 2.7.14 TRAFFIC SERVICES

The Municipality has two Traffic Stations within the municipal area. The services of the stations were fully transferred to the Municipality from the Provincial Department of Roads and Transport. Upgrading and maintenance of Nebo and Sekhukhune Traffic Stations completed. 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 DLTC is fully functional while Nebo DLTC is partially operational. Examiners are awaiting registration since they completed their refresher course in December 2011.

#### 2.7.15 SOCIAL COHESION

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

- Political unrest brought about by the new demarcated municipal boundaries
- Militancy resulting from political intolerance
- Low per capita income levels
- High illiteracy rates
- Hunger
- Crime
- 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.

### 2.8. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

#### 2.8.1 INSTITUTIONAL ANALYSIS

Council, committees and functionality

Makhuduthamaga Local Municipality has 61 Councillors i.e. 31 Ward Councillors and 30 Councillors elected from proportional party list (PR). The Mayor is the head of Exco which comprises of 10 Councillors 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 Councillors 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, Planning portfolio committee, Infrastructure

Development portfolio committee, LED portfolio committee Corporate portfolio committee, Community Service portfolio committee, Finance portfolio committee, Local Labour forum, Human Resource committee(Training, Employment Equity committee,Health,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 atleast four times annually i.e. hold a meeting atleast 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.

## 2.8.2 STAFF COMPONENTS AND EMPLOYMENT EQUITY

The staff component of the municipality is made up of 35 women and 52 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 62:38.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.

### Staff component in terms of employment equity

Depts.	Filled posts	Vacant posts	Gender		Disability	Total No. of posts
			Female	Male		
MM	2	4	1	1	0	6
	3	1	2	1	0	4
EDP	8	2	1	7	2	10
ID	8	8	4	4	0	16
CS	17	32	7	10	0	49
CRS	25	8	11	14	2	33
BT	26	10	9	17	0	36
GRAND TOTAL	89 58%	67 42%	35 38%	52 62%	4 5%	154

## Human resource policies

The municipality has, among others, the following policies in place namely:

- Supply Chain Management Policy
- Human Resource Policies
- Employee Wellness Programme
- Disaster Management Policy
- Financial Management Policies
- Spatial Development Framework
- LED Strategy

### 2.8.3 PERFORMANCE MANAGEMENT SYSTEM (PMS)

Performance Management System is recently applied partly to Section 57 Managers and the institution and the municipality has a **challenge to fully implement PMS to Section 57 and cascading it to Managers reporting to Section 57 due to shortage of personnel in the department. The department has only a Manager and is dysfunctional.** All Section 57 Managers have signed Performance Agreements for 2011/12. There is an approved SDBIP (Service Delivery and Budget Implementation Plan). Quarterly Makgotlas are held to assess the performance of the municipality. Quarterly organizational performance reports also compiled whereby one annual report is produced for submission to Treasury and CoGHSTA. Some of the employees have no job descriptions and no levels created to the posts. Nearly all posts were not evaluated in terms of SALGA criterion that is why it was difficult for the municipality to implement wage curve agreed upon by SALGBC and labour.

## ADMINISTRATIVE STRUCTURE

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

- Economic Development and Planning
- Corporate Support and Shared Services
- Community Services
- Budget and Treasury
- Infrastructure Development

### 2.8.4 SKILLS NEEDS WITHIN THE MUNICIPAL COUNCIL

It is critical to note that among others, the critical skills needs within the Municipal Council are Engineering, Planners, Finance and IT. As integration phase shows, the MLM develops and implement the WSP (workplace skills plan) every financial year. The plan is developed in consultation with the staff members and councillors. Individuals from the mentioned stakeholders complete questionnaires that serve as tools to identify training needs. The training needs are further consolidated into WSP and submitted to LG SETA after approval by the Council. This should be able to address the issues of scarce skills.

### 2.8.5 OCCUPATIONAL HEALTH AND SAFETY (OHS)

The Municipality has established a committee, underwent training on OHS and is fully functional. The municipality is recently developing policy with the help of service providers and it will be adopted before the end of 2011/12 financial year. The main challenge of the committee is unavailability of funds to implement programmes.

#### 2.8.6 EMPLOYEES ASSISTANCE PROGRAMME (EAP)

The committee is established and already underwent training on their roles and responsibilities. A policy will be developed before end of 2011/12 financial year.

#### 2.8.7 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.

#### 2.8.8 SWOT ANALYSIS

<b>STRENGTH</b>  Well established institution  Supportive political leadership  Political stability  Improved financial systems  Bursary fund and Newsletter  Planning policies in place,i.e SDF and LUMS  Increased capacity building	<b>WEAKNESSES</b>  Staff retention  Skills shortages in critical areas  Lack of Master plan  Unclear economic picture  Poor by-laws and policies enforcement  Poor outreach programmes  Poor inter departmental synergy
<b>OPPORTUNITIES</b>  Agriculture  Mining  Tourism  Jane Furse proclaimed a town  Land availability- Agreements with Magoshis in implementing SDF and LUMS  Booming taxi industry	<b>THREATS</b>  Low economic potential  Poverty and unemployment  Low revenue base of the municipality  Policy gaps in terms of final authority on land allocation and other critical basic services  High level of infrastructural backlog  Multi jurisdictional ownership of land  Crime  HIV/AIDS affects the economically active group and also affect education

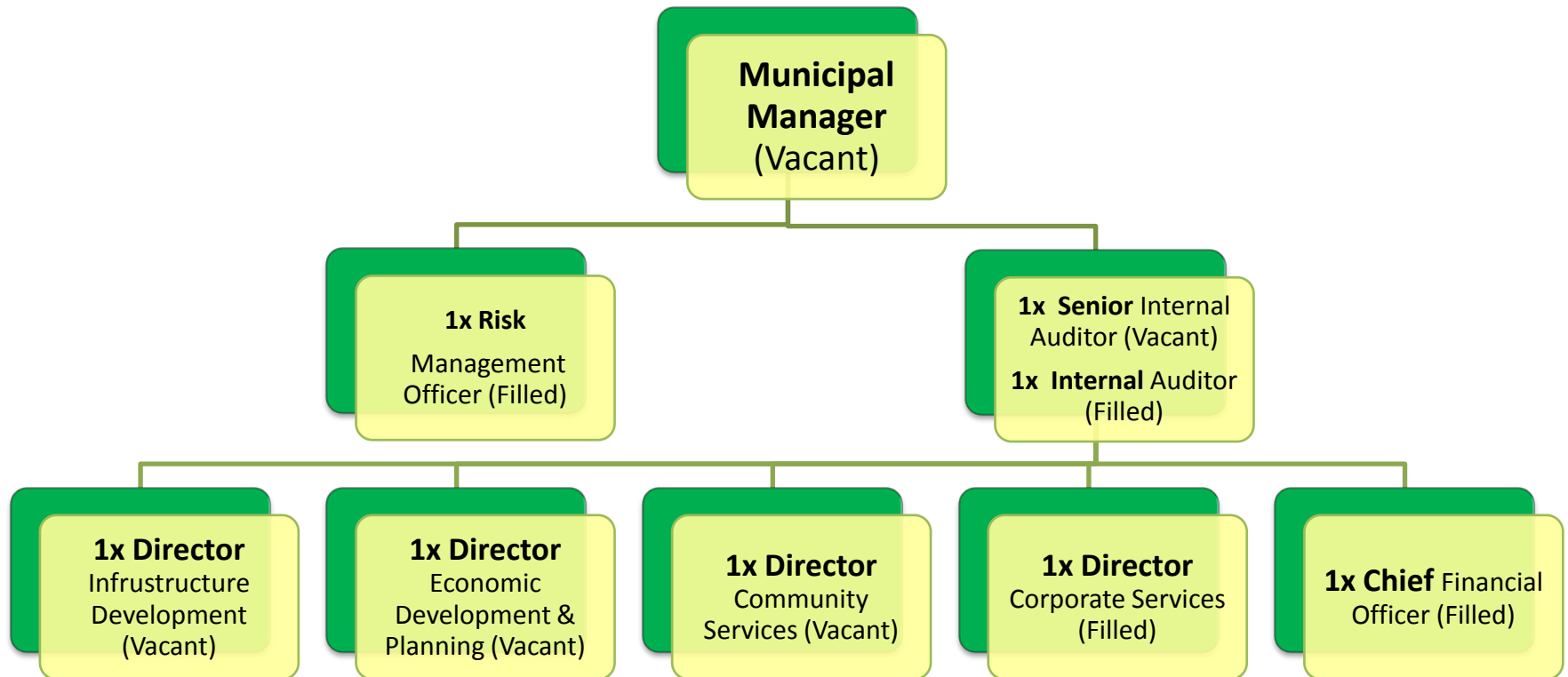
Source: MLM, 2011

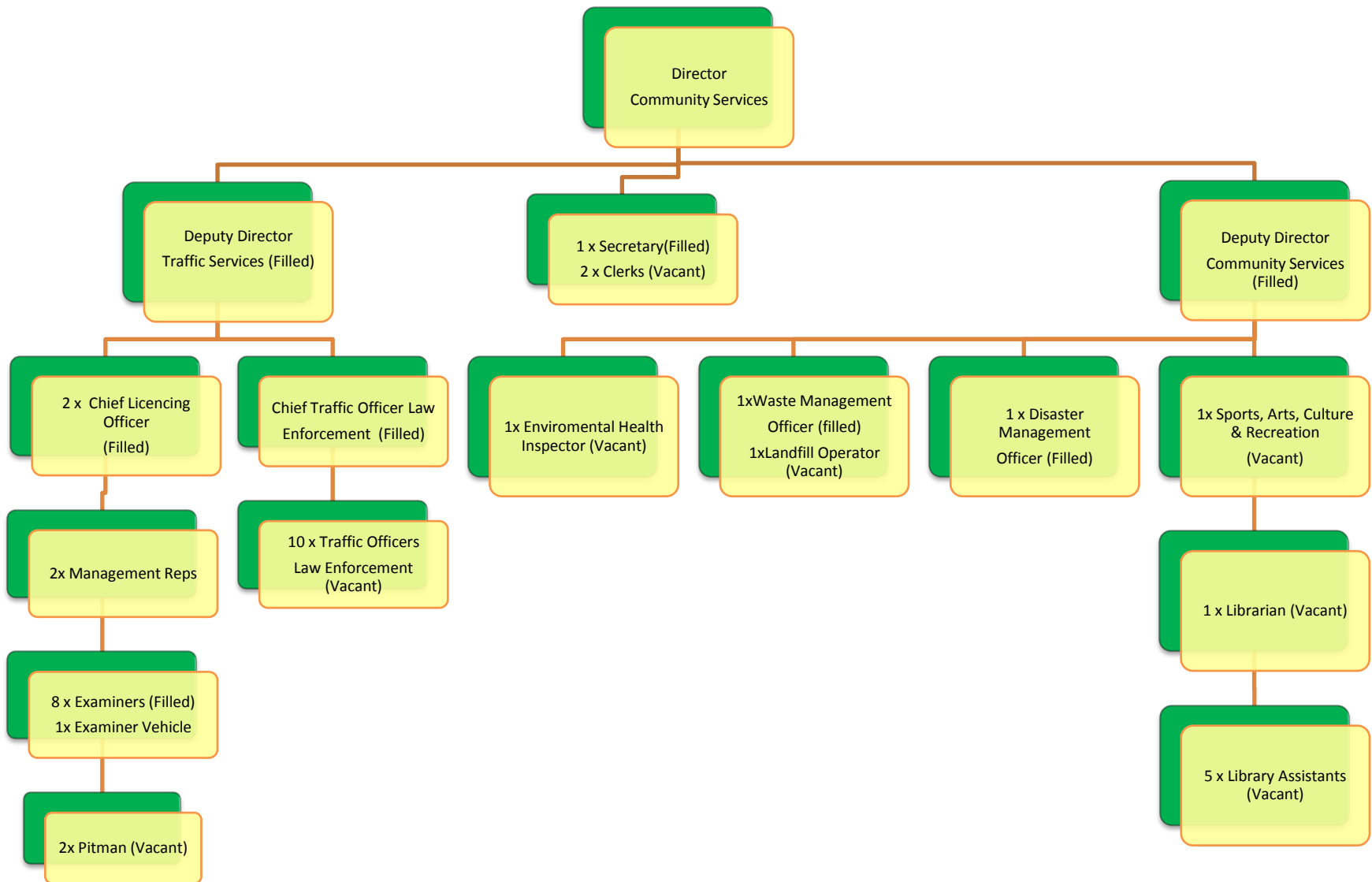
### Key institutional challenges

- Full implementation of PMS to Section 57 and cascading of it to lower level personnel
- Employment equity challenges
- Scarce skills
- Vacancy rate for critical posts e.g. Director Corporate and Community Services
- Lack of sufficient office space
- Limited powers and functions

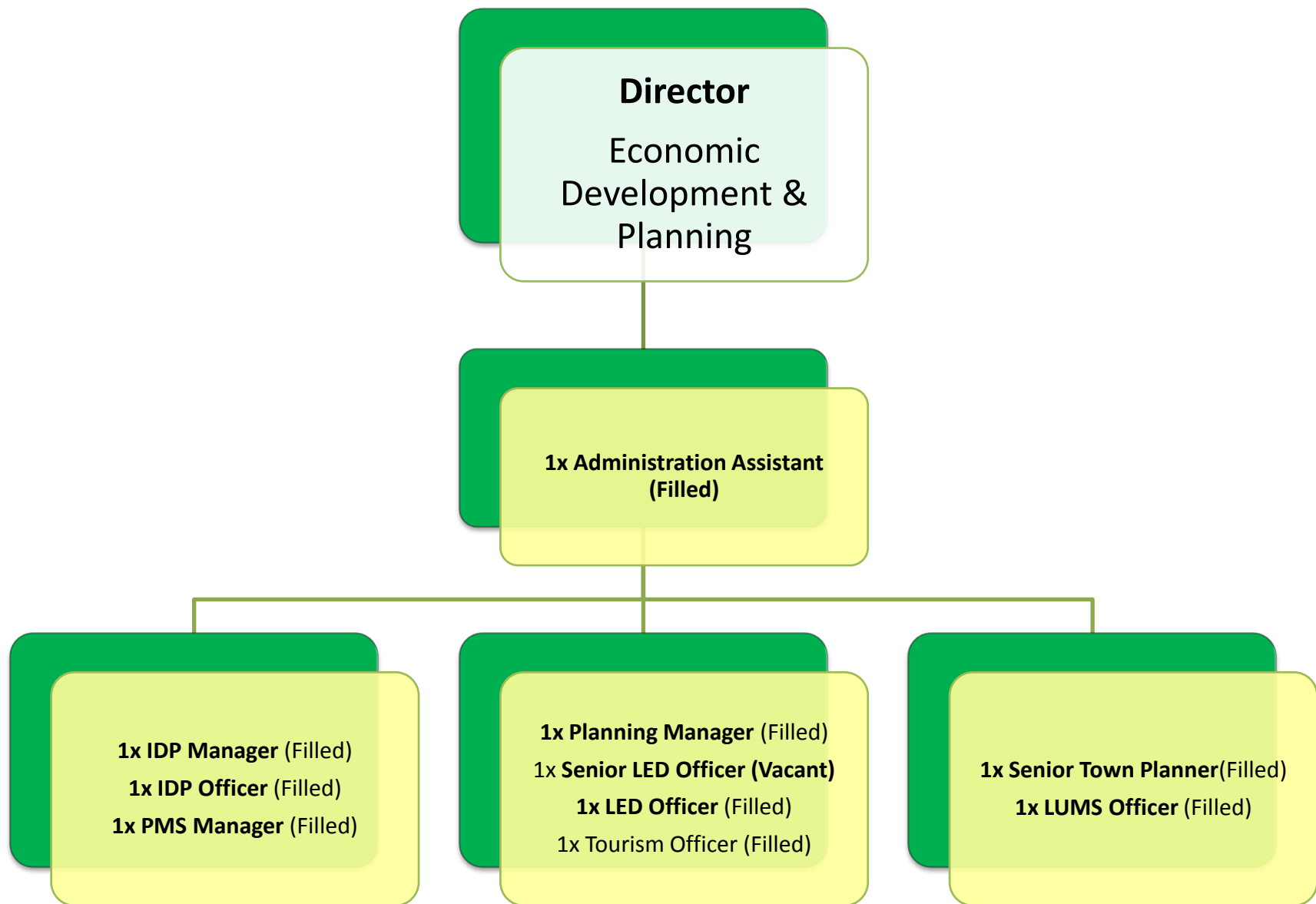
#### 2.8.9. ORGANISATIONAL STRUCTURE

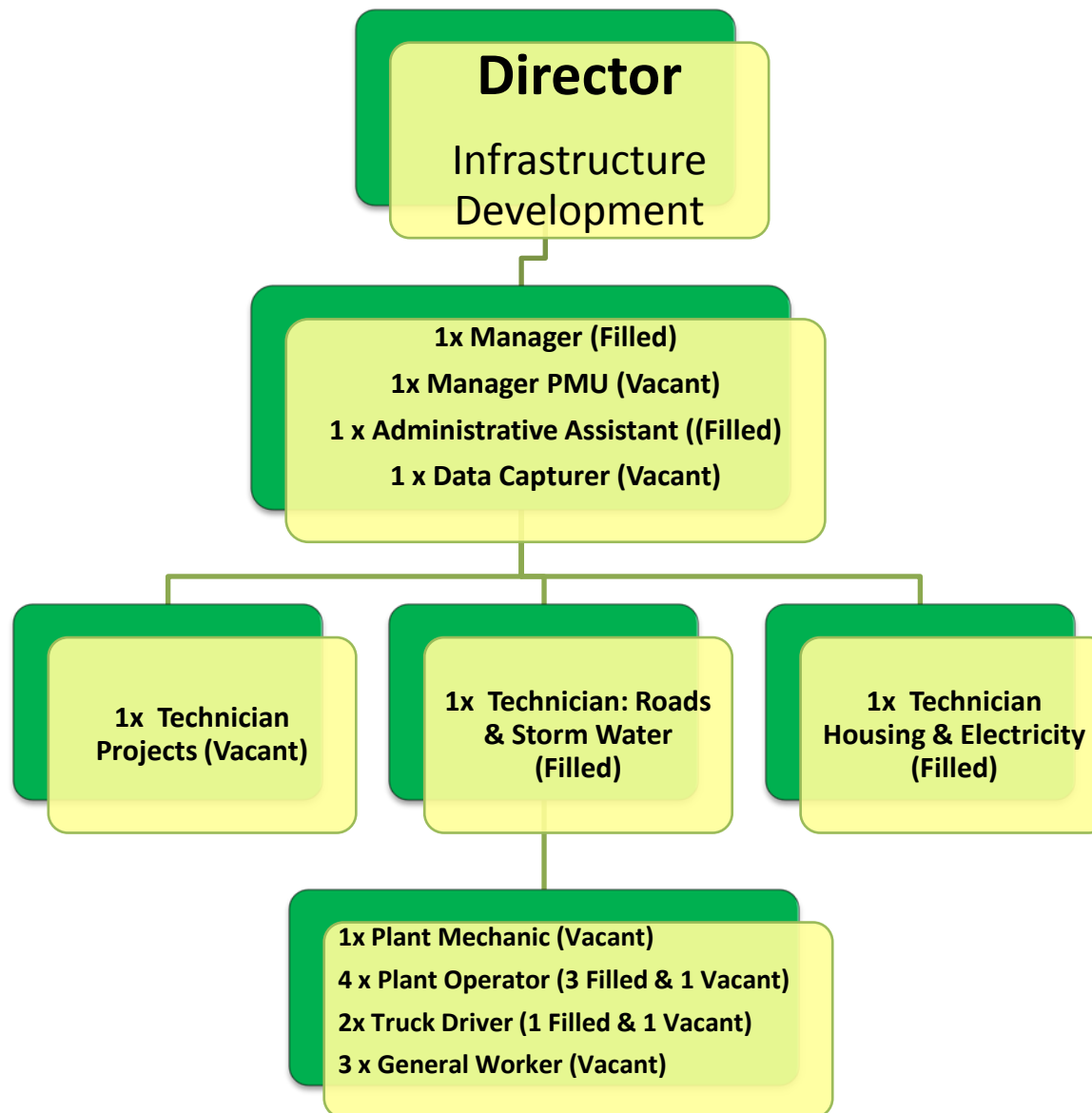
The performance of powers and functions, and delivery of the IDP projects is dependent upon appropriate institutional structure. The Municipality reviewed its Organogram. The Organogram is the product of engagement with the CoGHSTA. A model Organogram for Grade 3 municipalities was used as a base to develop the organisational structure. The powers and functions that are amenable to the municipality were also considered in the process, below depicts the MLM's Organogram for 2012/13 financial year:

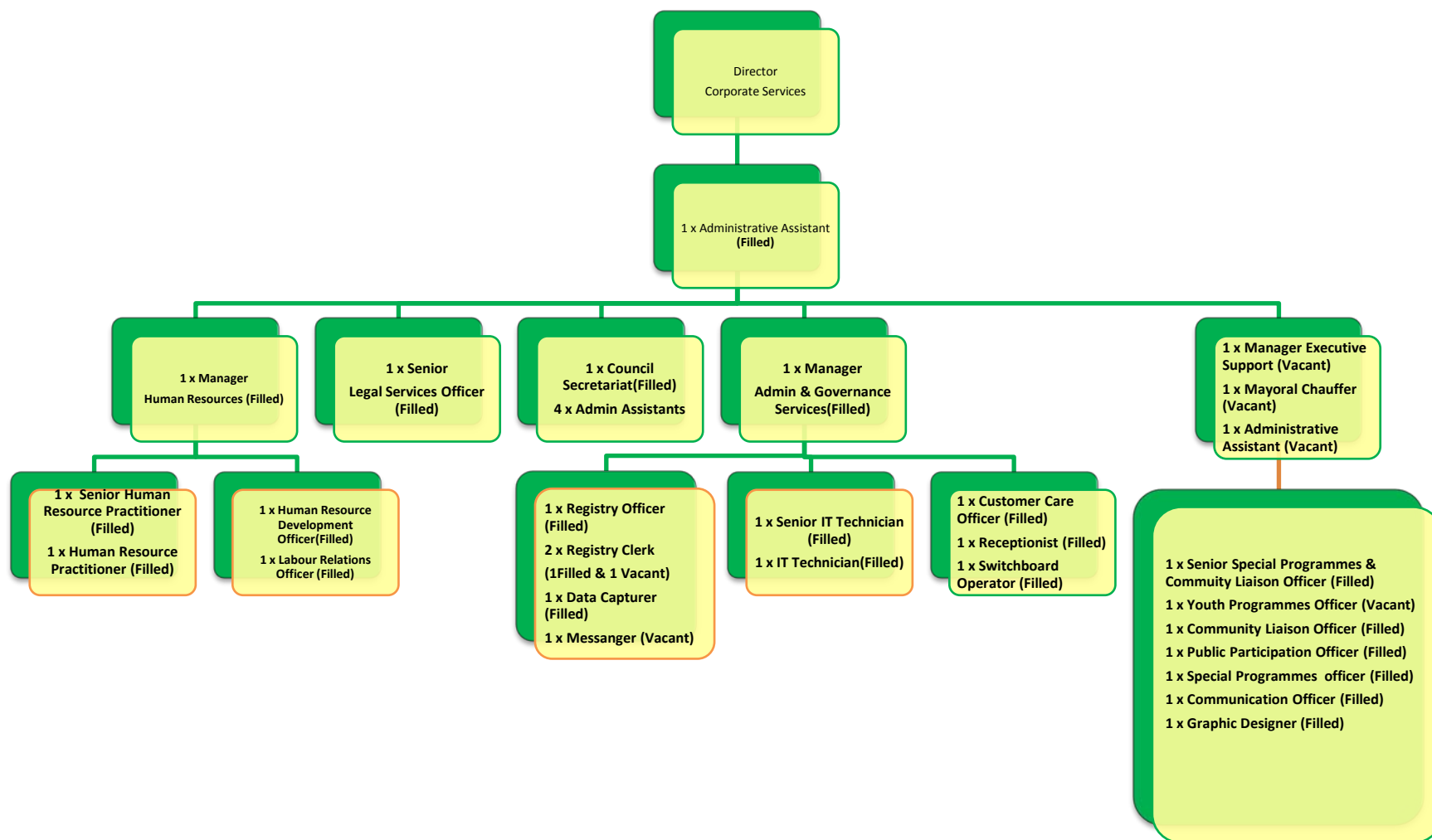


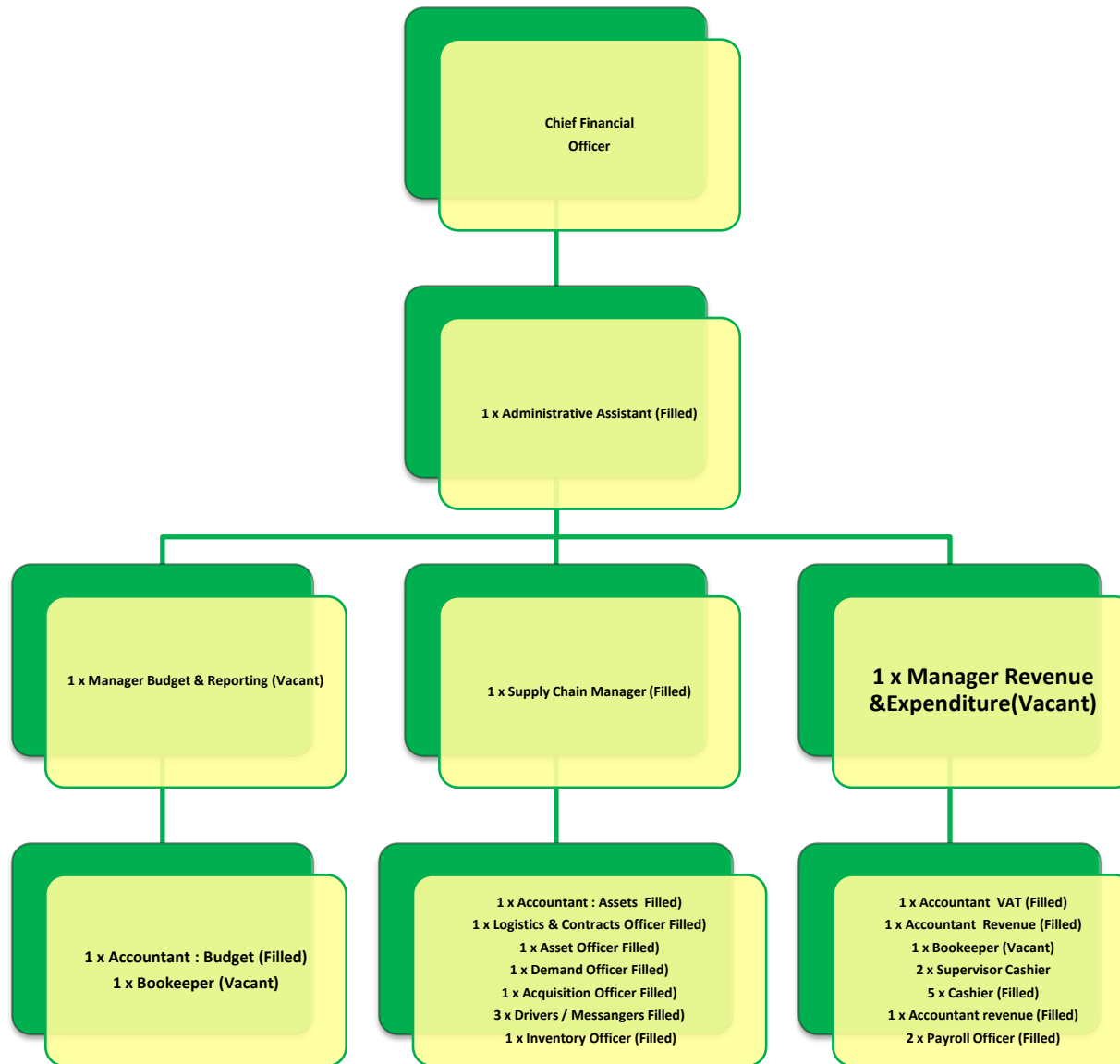












Flowing from Public Participation Engagement with Communities and Stakeholders (2011/12-2015/16 Community needs) within Makhuduthamaga Local Municipality the following issues repeatedly surfaced as overarching needs of the community and thus are recognized priority in this review:

#### 2.8.10 COMMUNITY NEEDS ANALYSIS

1. Water and sanitation: water supply to communities is highly needed.
2. Roads surfacing and provision of sufficient bridges and storm water drainages. Leolo and areas that experienced floods recently needs serious and urgent intervention.
3. Electricity (post connection is needed) Prioritization of villages was undertaken in the earlier section.
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. Employment (decent work)
7. Spatial issues. Releasing of land for development. Accelerating the pace of township development. 99% of land in the Municipal area is in the custodianship of Traditional Authorities'. Intense engagement between the Traditional Authorities, CoGHSTA and MLM to mitigate chaotic residential development (i.e. unauthorized land allocation or extension of the allocated sites by residents).
8. Cell phone, TV and radio reception in some areas.
9. Childcare facilities
10. Cemeteries (fencing and provision of sanitary facilities)
11. Increasing capacity of the municipality to perform more functions
12. Mast lights
13. Building of schools and additional classrooms

Source: MLM Community needs 2010/11-15/16

## CHAPTER THREE

### 3. STRATEGIES PHASE

This chapter provides an overview of the Municipality's key development strategies. Strategies phase involves formulation of strategies to address problem issues identified in the Analysis Phase in the medium, short and long term. Provides core ideology of the Municipality, for example formulation of Vision (achievable statement about future of the Municipality, where we want to go). This includes development of objectives (what MLM would like to achieve in order to address problem issues and realize the vision) Strategies phase is about finding most appropriate ways of achieving the objectives.

#### VISION

The vision of Makhuduthamaga Local Municipality is as follows: "A developmental Municipality that provides need satisfying sustainable services".

#### MISSION

The Mission of the Municipality is "To strive for a people centred Municipality that delivers sustainable services underpinned by the following principles:

- Efficiency
- Effectiveness
- Economy
- Integration
- Accountability

### 3.1 HIGH LEVEL OBJECTIVES

**The municipality's main strategic priorities and objectives for the coming five years are:**

- To ensure greater investment in infrastructure and provide better services to Makhuduthamaga residents and business
- To build the capacity of MLM (by way of raising institutional efficiency, effectiveness, competency, targeted training, recruitment, inculcating organizational culture of service and responsiveness).
- To build a sustainable revenue base for the Municipality
- Promote local economic development(LED) in the municipal area
- Improve good governance and deepen community involvement in the affairs of the municipality

The table below provides an overview of outcome nine (9) which has a bearing on local government: **a responsive, accountable, effective and efficient local government system** with outputs, sub outputs and indicators.

Output	Sub-outputs	Indicator	Indicator definition
Output 1: Implement a differentiated approach to municipal financing, planning and support	IDP and Budget	IDP/Budget/PMS process plan approved	IDP/Budget/PMS process plan approved
Output 2: Improving access to basic services	Poverty reduction strategy (Office of the Premier)	Proportion of households with access to electricity	Electricity connected to the house household
	Free basic water and sanitation provision (CoGHSTA)	Proportion of population with sustainable access to an improved water source, urban and rural	RDP standards reticulation to households connection
	Free basic water and sanitation provision (CoGHSTA)	Proportion of population with access to decent sanitation	Basic Sanitation (People with PIT latrines, flushing and VIP Toilets)
Output 3: Implementation of the Community Work Programme	EPWP Projects	Number of EPWP projects implemented in the community	
Output 4: Actions supportive of the human settlements outcome	Housing Coordination	Housing Beneficiary List submitted to CoGHSTA	
Output 5: Deepen democracy through a refined Ward Committee model	Functionality of the Ward Committees	Number of functional ward committees	Submission of monthly reports Regular meeting Implementation of minutes resolutions

Output 6: Administrative and financial capability	Improving in financial management	Unqualified municipal audit reports	Unqualified opinion by the AG
	The average monthly collection rate on billings to rise to 90%	% Revenue collection	Targeted revenue for fy/actual revenue collected for the fy
		% reduction in debts	Monies owed to the municipality by sector department and clients
Meet the basic needs of the population	Roads maintenance (DoRT)	Percentage of rehabilitated Kms per annum	km of roads rehabilitated
	Roads maintenance (DoRT)	Kms of new road per annum	km of roads constructed
		Percentage of the population utilizing mass transport services	Number of people using public transport services
		Percentage of population with access to telephone	Number of people using telephones

### 3.2 VALUES

Values	Descriptive analysis
High standard of professional ethics	Professionalizing local government is identified as essential in the MTAS (Municipal Turnaround Strategy). The MLM upholds high standards of professional 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



	responsible
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)

### 3.4 NATIONAL AND INTERNATIONAL TARGETS FOR SERVICE DELIVERY

Makhuduthamaga 's development strategies have significantly influenced by the national targets and the desire to meet the international obligations,MDGs,viz : **National targets**- eradication of bucket system by 2006(in our case eradicating relief in the bush),all schools and clinics have access to water and sanitation by 2007,access to basic water by 2008,access to basic sanitation at RDP level by 2010,economic growth of 6% by 2010,access to electricity by 2012,access to housing by 2014,half unemployment by 2014.**International obligations**: halve poverty and hunger by 2015,attainment of universal primary education (ensure that by 2015 all children complete primary education),promote gender equality and women empowerment, reduction of child mortality (reduce under five children mortality rate by two third in 2015,improvement maternal health(reduce maternal mortality),combat HIV/AIDS, malaria and other diseases, ensure environmental sustainability (integrate principles of sustainable development into policies, programmes and IDP) and develop global partnership (ways of raising resources to attain the above goals).

They are arranged according to Key Performance areas (KPAs), thereby beginning with Spatial Rationale.

### 3.5 KPA 1: SPATIAL RATIONALE (Output 04)

KPA	Development challenge	Strategic objectives	Development Strategies	Outcome
Spatial Rationale	Land invasion	To ensure improved Land Use Management	Engage the CoGHSTA and Traditional authorities on land use issues to create conducive environment for sustainable development	Social cohesion
	Unresolved land claim	To encourage speedy resolution on land claims	Call for an engagement with Dept of Rural Development and Land Reform, House of Traditional Leaders,SDM and other relevant stakeholders to expedite land claim resolution	Rural development
	Inaccessibility of land	To ensure land acquisition for infrastructural investment and development	Stakeholders engagements (traditional leaders,Dept of Rural Dev and Land Reform) for prompt and easy land acquisition	Availability land for development (infrastructural investment and development)
	Dispersed settlement, uncoordinated and chaotic land use	To ensure the creation of sustainable environment and land use management in the municipality	Identify and protect strategic areas for promotion clusters and integrated development	Sustainable rural development
		To promote core settlement and compatible land use	Enforcement and implementation of land development policies i.e. ensure proper co-ordination of land use development and management	Compatible rural development and environmental sustainability
	Climate change/global warming	To have community informed about climate change debate	Undertake environmental awareness i.e. advocate disengagement with wood and encourage solar and other sources of energy friendly to environment	Reduce effects of the climate challenge. Safe environment

### 3.6 KPA 2: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT (Output 01 and Output 07)

The long term goal of the municipality is to have an organization that is transformed, promote skills development of officials and councilors and development of policies and by laws that promote service delivery and sound organizational management.

KPA	Development Challenges	Strategic Objectives	Development Strategies	Outcome
Municipal transformation and organizational development	Inadequate institutional governance systems	To strengthen institutional efficiency and governance to ensure effective service delivery in the municipality	Development of municipal planning framework,e.g IDP/Budget, Community participation and communication strategy	Synchronized Planning Processes
			Enhance legislative compliance for effective governance	Improved compliance
			Ensure implementation of PMS	Institutional accountability
			By laws: implementation of the approved, finalization of outstanding ,design and identification of new by laws	Improved regulatory environment
			Ensure provision of adequate and reliable information management systems	Effective and efficient information management
			Implementation of anti corruption strategy	Institutional accountability
			Ensure realistic human resources Development and effective Human Resource Management	Improved institutional performance
			Ensure promotion of Employment equity and skills development	
			Ensure compliance to applicable labour legislation	Maximum compliance
			Ensure maintenance of municipal facilities	Safe environment
			Maximize monitoring, evaluation and reviewing of accountability systems	Improved transparency and fairness
			Ensure provision of efficient fleet management	Sustainable transport service
			Mobilize for empowerment of management forums i.e. IDP Rep forum ,LED forum etc.	Functional forums
	Limited powers and functions	To advocate devolution of powers and functions commensurate	Engage SDM and CoGHSTA in devolving some of the feasible powers and functions such as water provisions,maintenance and operations, etc	More accountable municipality and increased role in bringing quality of life to local community

		with the capacity of the municipality		
		To improve institutional capacity for MLM to achieve its municipal objectives	Lobby for partnership with stakeholders in favour of popularization and collective implementation of MTAS (Municipal Turn Around Strategy)	Municipal transformation, organizational development and good governance

### 3.7 KPA 3: ENHANCED INFRASTRUCTURE INVESTMENT AND SERVICE DELIVERY (Output 02)

This set of development strategies addresses the provision of basic services with improved infrastructure. The aim is to improve residents' quality of life through eliminating poverty and unemployment, improved literacy levels and reduced dependency ratios. The provision of the following services is seen as especially important: integrated human settlements, water, sanitation, electricity, roads, education, health and social development and safety and security

KPA	Development challenge	Strategic objective	Development strategies	Outcome
Service Delivery and Infrastructure Investment	Shortage of housing units	To facilitate the provision of affordable housing to 2247 families	Negotiate with CoGHSTA for the provision of adequate housing units	Access to housing
			Linking housing provision to available SDF, engineering infrastructure and all other related spatial plans	Promotion of compact settlements.
			Monitor execution of feasibility studies prior construction to enable quality infrastructure	Reliable and safe Housing
			Identify strategic areas for large scale housing sites with potential for good supportive infrastructure	Integrated Human Settlement
			Ensure that low cost housing is integrated into existing villages	Preservation of cultural settlements patterns

			Engage CoGHSTA for completion of all previous allocations	Satisfied beneficiaries
	Shortage of portable water and reliable sources	To facilitate provision of portable water to village through SDM engagements	Identify and prioritize villages with no water infrastructure	Accessibility for reliable water
			Submit to SDM for prioritization of extension of bulk water to new areas	
			Ensure all indigent households are provided with free basic water at all times through our engagements with SDM	
			Monitor execution of feasibility studies prior construction to enable quality infrastructure	Quality assurance
	Poor Operation and maintenance of water infrastructure	To facilitate Operation and maintenance	Highlight to SDM for improved and acceptable turnaround time	Timeous response
	Insufficient basic level sanitation services	To facilitate provision of basic level sanitation infrastructure	Negotiate with CoGHSTA and SDM for provision of sufficient sanitation units to meet national target	Improved access to healthy sanitation
			Monitor execution of feasibility studies prior construction to enable quality infrastructure	Quality Assurance
			Engage all targeted communities in sanitation awareness and education	Informed communities
			Facilitate monitoring of sanitation projects	Satisfied beneficiaries
-	Post connection backlog	To facilitate provision post connection to 3861 households by 2014	Engage Eskom in the prioritization of villages in line with the IDP's priority list	Broad coverage electrification
			Update data on households that are not	Access to electricity by all households

			electrified in areas that have already been electrified (Post connections with possibility of new projects).	
	Declining statistics from FBE benefit	To improve FBE benefit to all qualifying beneficiaries	Create awareness to communities on registration and collection. Engage Eskom	Informed communities
			Constant updating of beneficiary database	Reliable beneficiary database. Benefit by all deserving
	Gravel impassable roads	To improve access to viable roads, facilitate tarring and possibility	Mobilize resources through engagements with SDM and DoRT for surfacing of roads	Improved accessibility and mobility within Makhuduthamaga
			Advocate maintenance and extension of roads through SDM and DoRT engagements	
	Huge storm water drainage backlog	To facilitate provision of storm water drainage for passable roads	Engage DoRT and other relevant authorities for provision of storm water drainage	
	Inadequate public transport	To facilitate provision of adequate public transport	Negotiate for adequate, additional Great North Transport and Sekhukhune Express busses and expansion of their bus routes	
	Public transport conflict	To encourage peaceful resolution of conflict	Resuscitation of Local Transport Forum	
	Insufficient clinics	To facilitate provision of two clinics	Lobby for partnership in favour of establishment of clinics	Improved access to health services
	Inadequate educational facilities and equipments	To facilitate for provision of educational facilities and equipments	Engage Dept of Education for building of five (5) schools and general infrastructural provision and equipments at schools within Makhuduthamaga	Improved literacy level
	Waste management	To provide safe and clean environment	Expand waste collection project	Clean and healthy environment
			Promotion of environmental sound practices	
		To provide sustainable waste management infrastructure	Maintenance of the waste management assets (existing land fill site)	Sustainable and affordable waste management services
	Disaster management	Prevent and provide	Mobilization of and provision of relief to	

		response to disaster	disaster victims	
			Educate communities about disaster management	
			Formulate municipal Disaster Recovery plan	
	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	Improved communication
	Lack of municipal master plan on bulk infrastructure	To facilitate provision of bulk infrastructure in areas earmarked for development	Facilitate for development of Master Plan for Jane Furse Township( sewerage system, Bulk water, Electricity and related bulk services	Adequately serviced areas

### 3.8 KPA 4: INCREASED LED EFFORTS (Output 03)

The long term goal of the municipality is to promote LED through coordination and facilitation of local, provincial and national economic initiatives. The following development sectors will be prioritized-agriculture, tourism with particular emphasis on funding coordination, SMME development and BBBEE (Broad Based Black Economic Empowerment).

KPA	Development Challenge	Strategic Objective	Development Strategies	Outcome
Local Economic Development	Weak environment for local economic development	To create an environment that would stimulate economic growth and development by 2014	Mobilize for the implementation of LED Strategy.	Economic empowerment
			Facilitate for establishment of small scale agro processing plants to add value to local farming products	Value chain creation
			Mobilize technical support for local farmers	Increased capacity
			Promote and support community based sustainable income generating projects	Sustained community projects



			Facilitate creation of casual, temporary and permanent jobs through LED initiatives and Public Private Partnership	Poverty alleviation
			Ensure the development of Tourism plan	Informed LED implementation
			Facilitate infrastructure investment that link to tourism sites	Compact development
			Preserve cultural heritage sites	Cultural preservations
	Uncoordinated land use and large tracts of dispersed land development	To ensure the creation of sustainable environment and land use management in the municipality by 2012	Engage traditional authorities on land use issues to create a conducive environment for sustainable development	Improved relations
			Ensure proper coordination of land use development and management	Improved land use management
			Identify strategic areas for promotion of nodes and integrated development	Sustainable human settlements
			Undertake environmental awareness campaigns	Informed communities

### 3.9 KPA 5: IMPROVED MUNICIPAL FINANCIAL VIABILITY (Output 06)

If Makhuduthamaga Municipality is to perform its functions effectively and achieve its developmental outcomes, it needs to improve its financial variability. The development strategies below work towards the realization of that goal.

KPA	Development Challenges	Strategic Objectives	Development Strategies	Outcome
Financial viability	Limited revenue base	To maximally harness opportunities for revenue generation	Concentrate on increasing revenue from the following potential sources: <ul style="list-style-type: none"> <li>Traffic functions(Learners drivers licences,renewal registration and registration of motor vehicles</li> <li>Property rates</li> <li>Renting of council facilities</li> <li>Sourcing of other available grants</li> </ul>	Financial viable municipality
		To improve debt		

		collection		
	High grant dependency	To reduce high grant dependency	Engage LEDET on devolution of trade regulation function	Diversified revenue sources
		Financial resource mobilization	Investment	Financial viability/low grant dependency
	Customer care	To ensure effective implementation of the indigent policy	Provide a dedicated customer care as per Batho Pele Principles	Satisfied customers

### 3.10 KPA 6: DEEPEN COMMUNITY PARTICIPATION AND GOOD GOVERNANCE (Output 05)

Public participation process will enhance the skills and capacity of community by using their indigenous knowledge systems to participate in their own development process. The approach of the municipality strives to integrate special programmes in a more meaningful manner to ensure sustainable service delivery.

KPA	Development Challenge	Strategic objective	Development Strategies	Outcome
Good governance and public participation	Ineffective functioning of IGR structures	Improve functionality of governance system	Strengthening the support model for governance structure	Adequate institutional governance systems
			Benchmark for improvement	Good governance
			Employ customized capacity building for governance structures	Capacitated stakeholders governance structure
			Support and strengthen existing forums i.e. Makhuduthamaga IDP Forum, IGR Forum, Magoshi Forum etc	Structured participation
	To facilitate coordination of government programmes within the municipality	To facilitate coordination of government programmes within the municipality	Improve municipal wide communication	Informed communities
			Ensure alignment of community outreach and public participation programmes from all spheres of government	Informed communities
			Ensure integrated service delivery and support for cross cutting issues	Co-operative governance and social accountability

	Minimal participation and needs of designated groups	Maximize participation of designated groups in the municipal affairs	Strengthening support for Youth ,Women and Disability councils, children and moral regeneration	Mainstreaming and integration of focus groups interest into municipal development planning enterprise
	HIV/AIDS prevalence	To intensify HIV/AIDS awareness	Forge partnership with stakeholders	Reduce the rate of HIV/AIDS
	Non functionality of Sports Council	Improve functionality of Sports Council	Source and develop mechanisms for efficient sports activities	Improved sport and recreation

## CHAPTER 4

### 4. PROJECTS PHASE

This chapter depicts key projects for the coming year as aligned to the budget. A mixture of both capital and some operational items are reflected. A large number of the projects particularly capital projects will be implemented in terms of Expanded Public Works Programme, thereby providing means of training and job opportunities. Effort has been taken to align the projects with the interventions proposed in the MTAS.

#### 4.1 PROJECTS IMPLEMENTED BY MAKHUDUTHAMAGA LOCAL MUNICIPALITY

INFRASTRUCTURE DEVELOPMENT PROJECTS PROPOSALS FOR 2012/13-2014/15							
Programme	KPI	Proposed Projects	Overall Budget	Funding Source	Implementation period and Budget		
					2012/2013	2013/2014	2014/2015
Roads and Stormwater	Road and storm water management plan in place	Review of the existing road and storm water management plan	R 200 000.00	ES	R 200 000.00		
	Implement the Roads and Storm water projects	MIG allocation:	R 129 435 234.32	MIG	R 41 436 000.00	R 43 817 000.00	R 44 085 234.32
		Maila Mapitsane access bridge	R 3 920 000.00	MIG	R 3 920 000.00	R 0.00	R 0.00
		Upgrading of Masemola Sports ground	R 10 907 308.34	MIG	R 4 185 308.34	R 6 625 000.00	R 0.00
		Kutupu road and storm water phase2	R 10 016 387.47	MIG	R 10 016 387.47	R -	R -

	Vierfontein to Rietfontein Link road Phase2	R 11 285 665.73	MIG	R 6 216 052.14	R 5 069 613.59	R -
	Moretsele access road Phase2	R 6 961 104.92	MIG	R 6 961 104.92	R -	R -
	Vlaka/Kome access bridge	R 5 027 970.00	MIG	R 5 027 970.00	R -	R -
	Madibaneng access bridge	R 4 047 000.00	MIG	R 4 047 000.00	R -	R -
	Jane-Furse police station to Marangrang access road	R 7 309 149.69	MIG	R -	R 7 309 149.69	R -
	Rietfontein storm water control	R 3 600 000.00	MIG	R -	R 3 600 000.00	R -
	Access road to Jane Furse artificial pitch	R 4 000 000.00		R -	R 4 000 000.00	R -
	Mohlala/Ngwanatswana pedestrian bridge	R 2 469 841.88	MIG	R -	R 2 469 841.88	R 0.00
	Mohloding access bridge	R 3 500 000.00	MIG	R -	R 3 500 000.00	R -
	Mogashoa Manamane access bridge	R 4 500 000.00	MIG	R -	R 4 500 000.00	R -
	Cabrieve/Khayelitsha access bridge	R 4 500 000.00	MIG	R -	R 4 500 000.00	
	Moripane/Riverside access bridge	R 3 700 000.00	MIG	R -	R 3 700 000.00	
	Lobethal/Tisane access bridge	R 4 000 000.00	MIG	R -	R 4 000 000.00	
	Access road to Peter Nchabeleng sports field	R 4 500 000.00	MIG	R -	R -	R 4 500 000.00
	Access road to Jane Furse Library	R 4 800 000.00	MIG	R -	R -	R 4 800 000.00
	Matilwaneng access bridge	R 3 800 000.00	MIG	R -	R -	R 3 800 000.00
	Manotong/Setebong	R 4 000 000.00	MIG	R -	R -	R 4 000 000.00

	access bridge					
	Moraba access bridge	R 3 800 000.00	MIG	R -	R -	R 3 800 000.00
	Makhutso access bridge	R 4 000 000.00	MIG	R -	R -	R 4 000 000.00
	Manganeng access bridge	R 3 800 000.00	MIG	R -	R -	R 3 800 000.00
	Skotiphola access bridge	R 4 000 000.00	MIG	R -	R -	R 4 000 000.00
	Ngwanamatlang access bridge	R 4 500 000.00	MIG	R -	R -	R 4 500 000.00
	Expansion of Jane-Furse Artificial Turf	R 5 600 000.00	MIG	R -	R -	R 5 600 000.00
	PMU overheads	R 2 230 571.97	MIG	R 1 062 177.13	R 1 168 394.84	R 1 285 234.32
Feasibility study	Feasibility studies and Designs for 13/14 roads and storm water projects	R 2 700 000.00	ES	R 1 200 000.00	R 1 500 000.00	R 1 500 000.00
Maintanance of existing Surfaced and Gravel roads	Repair and Maintanance of the existing road and storm water	R 17 000 000.00	ES	R 8 000 000.00	R 9 000 000.00	R 10 000 000.00
	Rehabilitation and expansion of R579 Jane-Furse to Nebo road and old hospital to new hospital	R 5 000 000.00	Own Funds	R 5 000 000.00	R -	R -
	Maintanance of the existing Municipal Plants	R 1 200 000.00	ES	R 500 000.00	R 700 000.00	R 900 000.00
Maintanance of the Municipal plant	Purchasing of Plants	R 0.00	ES	R 0.00	R 0.00	R -
	Construction of internal access roads and storm water at various villages:	R 163 050 000.00	ES	R 36475000.00	R 53575000.00	R 73 000000.00

	Completion of Access Road to Sekwati Tribal Office	R 2 700 000.00	ES	R 2 700 000.00	R-	R-
	Completion of Access road to Manganeng Tribal Office	R 2 000 000.00	ES	R 2 000 000.00	R-	R-
	Completion of Access road to Seopela Tribal Office	R 3 950 000.00	ES	R 3 950 000.00	R-	R-
	Completion of Access road to Masemola Tribal Office	R 1 000 000.00	ES	R 1 000 000.00	R-	R-
	Construction of Jane-Furse access road to Hlatlolanang	R 0.00	ES	R 0.00	R 3,500,000.00	R -
	Construction of Maololo access bridge	R 5 000 000.00	ES	R 5 000 000.00	R -	R -
	Construction of access road to Seopela Tribal office Phase 2	R 3 200 000.00	ES	R 3 200 000.00	R -	R -
	construction of access road to Mogashoa Manamane & Mogashoa Ditlhakaneng tribal office	R 5 000 000.00	ES	R 5 000 000.00	R 6 200 000.00	R -
	construction of access road to Maila Mapitsane tribal office	R 5 000 000.00	ES	R 5 000 000.00	R 7 000 000	R -
	construction of access road to Tisane tribal office	R 4 000 000.00	ES	R 4 000 000.00	R -	R -

		construction of access road to Ga-Mampane tribal office	R 23 000 000.00	ES	R 3 625 123.00	R 8 375 123 .00	R 11 000 000.00
		construction of access road to Ga-Maloma tribal office	R 7 500 000.00	ES	R 200 000.00	R 7 300 000.00	R -
		construction of access road to Mashabela tribal office	R 4 000 000.00	ES	R 200 000.00	R 3800 000.00	R -
		construction of access road to Marulaneng tribal office	R 9 000 000.00	ES	R 300 000.00	R 8700 000.00	R -
		construction of access road to Mashegoana Legare & Tswaledi tribal office	R 9 000 000.00	ES	R 300 000.00	R 8700 000.00	R -
		construction of access road to Mohlala-Madibaneng tribal office	R 15 000 000.00	ES	R -	R -	R 15 000 000.00
		construction of access road to Maila-Mashupye tribal office	R 25 000 000.00	ES	R -	R -	R 25 000 000.00
		construction of access road to Mathibeng tribal office	R 10 000 000.00	ES	R -	R -	R 10 000 000.00
		construction of access road to Maila-Segolo tribal office	R 12 000 000.00	ES	R -	R -	R 12 000 000.00
		Construction of access road from Mathapisa to Kgaruthuthu	R8000 0000	ES	R-	R-	R8000 000
Energy	Free basic electricity to all registered	Provision of Free Basic Electricity as per the approved indigent	R 9 000 000.00	Own Funds	R 4 000 000.00	R 5 000 000.00	R 6 000 000.00



indigent	register.					
	Submission of monthly report	R 0.00	ES	R -	R -	R -
	100 % Registered Indigents Collecting Tokens	R 0.00	ES	R -	R -	R -
1654 households electrified	electrification of 387 households at various villages:	R 10 514 500.00	DoE	R 4 075 000.00	R 9 240 000.00	R 5 133 000.00
	Completion of Setlaboswane electrification	R 2 700 000.00	ES	R 2 700 000.00	R-	R-
	Madibong-Mashishing (50)	R 675 000.00	DoE	R 675 000.00	R -	R -
	Maroge/Marutleng(40)	R 540 000.00	DoE	R 540 000.00	R -	R -
	Manotong (10)	R 160 000.00	DoE	R 160 000.00	R -	R -
	Mashite(15)/Dihlabaneng(125)	R 1 890 000.00	DoE	R -	R 1 890 000.00	R -
	Ga-Moraba(30)	R 405 000.00	DoE	R -	R 505 500.00	R -
	Tjatane(150)	R 2 025 000.00	DoE	R -	R 2 025 000.00	R -
	Mosehla(60)	R 810 000.00	DoE	R -	R 810 000.00	R -
	Masanteng(100)	R 1 350 000.00	DoE	R -	R 1 350 000.00	R -
	Mabintane(52)	R 702 000.00	DoE	R -	R 702 000.00	R -
	Matolokwaneng(100)	R 1 350 000.00	DoE	R -	R 1 350 000.00	R -
	Kutupu(45)	R 607 500.00	DoE	R -	R 607 500.00	R -
	Serageng(45)	R 607 500.00	DoE	R -	R -	R 607 500.00

		Thoto(50)	R 675 000.00	DoE	R -	R -	R 675 000.00
		Semahlakole(15)	R 202 500.00	DoE	R -	R -	R 202 500.00
		Mathibeng(40)	R 540 000.00	DoE	R -	R -	R 540 000.00
		Sehuswane(20)	R 280 000.00	DoE	R -	R -	R 280 000.00
		Lemating/Tsopaneng(7)	R 98 000.00	DoE	R -	R -	R 98 000.00
		Mampane/Eenkantaan(25)	R 350 000.00	DoE	R -	R -	R 350 000.00
		Tswaing(65)	R 910 000.00	DoE	R -	R -	R 910 000.00
		Malope(55)	R 770 000.00	DoE	R -	R -	R 770 000.00
		Mohlarekoma(35)	R 490 000.00	DoE	R -	R -	R 490 000.00
		Nkotokwane(15)	R 210 000.00	DoE	R -	R -	R 210 000.00
		Installation of High Mast light	Installation of high mast light on various villages:	R -	ES	R -	R -
			Completion of high mast at Tshehlwaneng taxi rank, Jane Furse taxi rank and Glen Cowie four-way stop	R 1 800 000.00	ES	R 1 800 000.00	R-
		Maintanance of existing high mast,street lights and lights within all Municipal buildings	Maintanance of existing high mast,street lights and lights within all Municipal buildings as and when required	R	Own Funds	R 300 000.00	R 600 000.00
Transport	Transport plan in place	Updating of the existing Integrated Transport Plan in place	R 500 000.00	ES	R -	R 500 000.00	R -
PMU	Project implementation within specified budget and	Development of effective project management	R -		R -	R -	R -
		Submission of 12 monthly reports	R -		R -	R -	R -

	time-frame	commitment of 2011/2012 allocation as per DoRA	R -		R -	R -	R -
	MIG projects registered within time frame given by COGTA	Ensure that the consultants implement projects as per service level agreements	R -		R -	R -	R -
	Management of all capital projects consultants	update the existing Housing Sector Plan	R -	ES	R -	R -	R -
Housing	Approval of Sector plan	Maintanance of all Municipal building	R2400 000.00	ES	R 800 000 00	R 1 600 000.00	R 1 700 000.00
	Municipal Building maintenance plan in place	Maintenance plan in plan	R 0.00	Own Funds	R 0.00	R -	R -
	Increase office space	Extension of the existing Municipal offices	R 7 000 000.00	ES	R 7 000 000.00	R -	R -

**STRATEGIC SUPPORT PROPOSED IDP PROJECTS FOR 2012/13- 2014/15**

Program	Objectives	Outcomes	Proposed projects	Key performance indicators	Overall budget	Funding source	2012/13	2013/14	2014/15
Risk management and assessments	To promote an effective Risk Management	To have municipal risk identified and addressed	Number of Risk assessments conducted 1.Operational Risk Assessment 2.Strategic Risk Assessment 3.Contracts Risk Assessments 4.ProjectsRisk Assessments 5.Processes Risk Assessments	1. One Operational Risk Assessment 2.One Strategic Risk Assessment 3.Number of Contracts Risk Assessments 4.Number of Projects Risk Assessments 5.Number of Processes Risk Assessments	R246 000	MLM	R80 000	R82 000	R84 000
Risk Management	To raise Risk Management awareness amongst Staff and Councillors through training	50% of staff trained 100% of councillors trained An approved anti-fraud and corruption policy, plan and strategy by council	Risk management awareness training	Number of Workshops held % of staff and councillors trained	R540 000	MLM	R80 000	R80 000	R80 000
Risk Management	To stem out fraud and corrupt activities within the municipality		To develop anti-fraud and corruption policy, plan and strategy	100% approved and implementation of policy, plan and strategy	R150 000	MLM	R 0	R 0	R0
	To ensure proper storage ,		Procurement of Risk	100% Implementation of	R 600 000	MLM	R 200	R 200	R200 000

STRATEGIC SUPPORT PROPOSED IDP PROJECTS FOR 2012/13- 2014/15									
Program	Objectives	Outcomes	Proposed projects	Key performance indicators	Overall budget	Funding source	2012/13	2013/14	2014/15
	management and maintenance of data and information		management	Risk Management system			000	000	

PROGRAM	OBJECTIVES	OUTCOMES	PROPOSED PROJECTS	KEY PERFORMANCE INDICATORS	Overall Budget	FUNDING SOURCE	2012/13	2013/14	2014/15
Internal Audit	To ensure compliance with policies and procedures, regulations, legislations, and plans and to improve system of internal controls within the municipality	To have effective, efficient and adequate systems of internal control within the municipality	Fifteen audit projects: Human Resource Management Record Management Leave management Payroll management Occupational Health & Safety Revenue Management Assets Management Inventory management Supply Chain management Infrastructure ( Project Management) Disaster Management Environmental Management Contracts Development and	100% completion of the annual audit plan	R1500000	MLM	R500 000	R500 000	R500 000

PROGRAM	OBJECTIVES	OUTCOMES	PROPOSED PROJECTS	KEY PERFORMANCE INDICATORS	Overall Budget	FUNDING SOURCE	2012/13	2013/14	2014/15
Internal Audit Staff Development			Cases Risk Management Security (General Access Control)						
	To capacitate the internal audit personnel	To have a well capacitated internal audit team	IIA trainings and workshops	Five training courses /workshops for each internal audit staff member	R450 000	MLM	R150 000	R150 000	R150 000
Governance (Audit Committee and Performance Audit Committee Support	To strengthen our governance structures to ensure that they effectively discharge their responsibilities	To have effective Audit Committee and Performance Audit Committee	To establish effective performance audit committee	Four audit committee meetings held and reports presented to the council	R450000	MLM	R150000	R150000	R150000
Strategic Planning	To ensure that MLM has a principal strategic planning document that Guides and informs all planning and decision and	To have an adopted IDP/Budget as prescribed by legislations	2013/14 IDP/Budget Review process plan	Time of completion and submission to the MLM Council for adoption					
		To have an adopted IDP/Budget 2013/14 within the prescribed legal	2013/14 IDP/Budget review	Time of completion and submission to the MLM Council for adoption	R1 260 000	ES	R400 000	R420 000	R440 000

PROGRAM	OBJECTIVES	OUTCOMES	PROPOSED PROJECTS	KEY PERFORMANCE INDICATORS	Overall Budget	FUNDING SOURCE	2012/13	2013/14	2014/15
	decision making in 2013/14	requirements							
Performance Management	To comply with the legislative provisions.	Signed performance agreements in line with legislative provisions,	Review performance management agreements and performance commitments	Signed performance agreements for all employed S57 managers in 2012/13	R220 754.80	ES	R70 000	R73 360	R77 394.80
Legal services	To attend to various legal issues in time and as per legislative procedures.	To have all pending cases brought against municipality in 2011/2012 finalised.	Attendance of all litigious matters for or against the municipality	Settlements reached, and orders obtained.	R2800 000	ES	R700 000	R1000 000	R1200 000
	To make sure that legal decision are reached in a very legislative and legal manner.	Legally informed decisions arrived at by various municipal committees and departments.	Sourcing of external legal opinions by the municipality for its various committees and departments	Legal statements obtained and signed by external legal counsel.	R1 100 000	ES	R300 000	R400 000	R400000
	To have legally binding By-Laws for proper administration.	Gazzeted By-Laws.	Promulgation of By-Laws	Council resolution and published/Gazzeted By-Laws.	R1 000 000	ES	R500 000	R300 0000	R200 000
	To make sure that legal decision are reached in a very legislative and legal manner.	Legally informed decisions arrived at by various municipal committees and departments	Internal Legal Advice to committees and departments	Reports to departments and committees	R0.00	ES	R0.00	R0.00	R0.00

PROGRAM	OBJECTIVES	OUTCOMES	PROPOSED PROJECTS	KEY PERFORMANCE INDICATORS	Overall Budget	FUNDING SOURCE	2012/13	2013/14	2014/15
	To have well managed contract management system	Well kept and recorded contract management system.	Contract Management	Developed, maintained and recorded contracts/agreements.	R0.00	ES	R0.00	R0.00	R0.00



# BUDGET AND TREASURY PROPOSED PROJECTS FOR 2012/13-2014/15

Programme (KPA)	Objective	Outcomes	Proposed Project	KPI	Overall Budget	Source of Funding	Implementation period and Budget		
							2012/2013	2013/2014	2014/2015
Asset Management	To repair all damaged assets of the municipality and ensure longer life span and good conditions for intended use	Road worthy vehicles and assets which are in the condition for the asset's intended use.	Repairs & Maintenance – Other Assets	Number of well functioning repaired assets.	R2,672,121.04	ES	R843,200.00	R890,419.20	R938,501.84
Asset Management	To protect all municipal assets against the risk of loss or damage	To have protected assets.	Municipal Assets: Insurance	Number of municipal assets insured.	R2,505,113.47	ES	R790,500.00	R834,768.00	R879,845.47
Asset Management	To acquire photocopier machines through a lease agreement for office use.	Effective and efficient preparation of council documents and other operational documents and reports	Lease: Office Equipments (Photocopier machines)	Number of properly working office equipments and machinery leased.	R935,242.36	ES	R295,120.00	R311,646.72	R328,475.64
Asset Management	To acquire furniture and computers for new offices and new employees.	Conducive working offices	Office Equipments and Furniture	Number and types of office furniture and equipments	R3,006,136.17	ES	R948,600.00	R1,001,721.60	R1,055,814.57

				acquired.					
Asset Management	To install tracking devices on all municipal vehicles as a measure of increasing their security	High level of security on all municipal vehicles	Vehicle tracking system	Number of vehicles installed tracking devices.  Types of tracking devices installed in the vehicles	R80,163.64	ES	R25,296.00	R26,712.58	R28,155.06
Asset Management	To acquire stationery to support all necessary operating programmes.	Well supported operational programmes.	Printing & Stationery	Amount of stationery acquired.	R2,805,727.09	ES	R885,360.00	R934,940.16	R985,426.93
Fleet management	To maintain all municipal vehicles and plant with fuel as an when required to ensure uninterrupted fleet processes	Uninterrupted fleet processes	Plant & Municipal Vehicles: Fuel and Oil	Value of fuel used per month.	R2,004,090.78	ES	R632,400.00	R667,814.40	R703,876.38
	vehicles annually to ensure uninterrupted fleet processes.	vehicles.	Municipal plant and vehicles	renewed					
Fleet management	To renew licences for all municipal plant and	Road worthiness for all our municipal	Annual licenses for	Number of licenses	R31,690.24	ES	R10,000.00	R10,560.00	R11,130.24

Contract management	To manage contracts for services rendered by service providers as per contracts with the municipality	Well managed contracts and service delivery as per contract obligations.	Contracted Services	Quality of services offered by service providers as per contract with the municipality		ES	R1,064,540.00	R1,124,154.24	R1,184,858.57
Financial management systems and capacity building	To implement MFMA reforms as per the framework provided within the relevant DoRA.	Full implementation of municipal finance management reforms	Finance Management Grant Programmes	Number of programmes implemented.	R4,500,000.00	FMG	R1,500,000.00	R1,500,000	R1,500,000.00
Municipal systems and capacity building	To improve municipal systems as per the framework provided within the relevant DoRA.	.Well functioning municipal systems	Municipal Systems Improvement Grant Programmes	Number of municipal systems improved.	R2,370,000.00	MSIG	R790,000.00	R790,000.00	R790,000.00
management systems and capacity building	and consultations for our pay-roll system and two Financial management systems	for all transactions.	consultation: Accpac, VIP and Caseware	capacity of budget and treasury officials to operate the financial system (Accpac)					
Financial	To maintain support	Correct accounting	Support	Level of	R1,584,512.00	ES	R500,000.00	R528,000.00	R556,512.00
Financial management systems and	To renew software licenses for our pay-roll system and two	Well operating financial systems	Annual renewal of software	Number of software licenses	R1,267,609.60	ES	R400,000.00	R422,400.00	R445,209.60

capacity building	Financial management systems		licences: Accpac, VIP and Caseware	renewed.					
Financial reporting	To prepare GRAP compliant Annual financial statements.	Unqualified audit opinion	GRAP Financial Statements Preparation	Unqualified audit opinion.	R666,963.88	ES	R210,600.00	R222,183.00	R234,180.88
Financial reporting	To meet our obligations/liabilities with Auditor General for the statutory audit of our annual financial statements	Unqualified audit opinion and settled liabilities.	Annual financial statements audit (2011/2012)	Amount of money paid for annual financial statements audit.	R8,552,457.39	ES	R2,698,767.00	R2,849,897.95	R3,003,792.44
	Properties.			valuation roll  Accurate valuation roll that contain reliable and correct information about the properties and owners of such properties.					
Revenue management	To keep the municipal property valuation roll	Accurate updated valuation roll	Valuation Roll Update	Number of new properties	R668,030.26	MSIG/ES	R210,800.00	R222,604.80	R234,625.46

	updated with all new			updated to the					
Revenue management	To meet our liabilities with, the debt collector as per the signed contract	Improved revenue collection	MPRA Collection Expenses	Amount of increase in revenue collected.	R2,366,650.00	Own Income	R715,000.00	R786,500.00	R865,150.00
Revenue management	To educate all relevant stakeholders about Municipal Property Rates Act	The community that understand MPRA and their role in making the implementation of the act a success.	MPRA awareness Campaign	Number of awareness campaigns conducted to all stakeholders.	R950,707.20	Own Income	R300,000.00	R316,800.00	R333,907.20
Revenue management	To post invoices, statements and other communications to the municipal debtors and other relevant stakeholders.	Revenue collected from customers	Postage	Number of invoices posted monthly.	R316,491.60	Own Income	R100,000.00	R105,400.00	R111,091.60
Expenditure management	To meet our liabilities with the bank for the bank charges.	Uninterrupted services and settle liabilities on time	Finance Charges	Amount of charges paid to the bank	R367,416.64	Own Income	R115,940.00	R122,432.64	R129,044.00
Expenditure management	To meet our liabilities with the service providers for electricity and water to ensure uninterrupted supply of services.	Uninterrupted services and settle liabilities on time	Water & Electricity	Payment of invoices within 30 days of receiving such invoices.	R2,672,121.04	Own Income	R843,200.00	R890,419.20	R938,501.84

**CORPORATE AND SHARED SERVICES PROPOSED PROJECTS FOR 2012/13-2014/15**

CORPORATE AND SHARED SERVICES PROPOSED PROJECTS FOR 2012/13-2014/15									
Program	Objectives	Outcomes	Proposed projects	Key performance indicators	Overall budget	Funding source	Total cost 2012/13	2013/14	2014/15
1. HRM	To improve time management	To achieve high productivity levels.	Install electronic time management system.	Electronic time management system installed and utilised.	R3,169,024	ES	R 1000 000	R 1 056 000	R 1 113 024
	To support service delivery by introducing cost effective HR systems.		Manage HR systems.	1. Pensions monitored. 2. Leaves monitored. 3. Circulars and policies implemented.					
	To ensure that the municipality has capacity to respond to service delivery demands		Review Organisational structure.	Organisational structure reviewed and implemented.					
	To improve working conditions and benefits of employees		Turn Around Strategy	1. A new adopted MLM salary structure in place and implemented.	R	ES	R 700 000	R 1 056 000	R 1 113 024
				2. Team building exercises.					
	To improve internal systems.		3. Employee satisfaction survey conducted.	R158, 451.	ES	R 50 000	R 52 800	R 55 651	
	To improve, control and monitor performance.		Implement HR policies.	HR policies reviewed and implemented.	R792,256.00	ES	R 250 000	R 264 000	R 278 256
	2. HRD		To ensure compliance with relevant legislation.	To have competent and skilled internal &	Develop orientation & induction strategy	Orientation & induction strategy in place & implemented.	R633,805.00	ES	R 200 000

**CORPORATE AND SHARED SERVICES PROPOSED PROJECTS FOR 2012/13-2014/15**

Program	Objectives	Outcomes	Proposed projects	Key performance indicators	Overall budget	Funding source	Total cost 2012/13	2013/14	2014/15
		external personnel							
			Manage Municipal bursary fund.	Bursary management committee renewed.	R6,338,048	ES	R 2 000 000	R 2 112 000	R 2 226 048
			Compile municipal WSP.	WSP & ATR submitted on time to LGSETA.	R3,403,536	ES & Discretionary grants. LGSETA levy.	R 1500 000	R 1 584 000	R 1 669 536
LR	To ensure a fair and non-discriminatory working environment	To have labour peace	Functional Employee Wellness Committee	EWP Committee is functional and ensures compliance with national standards.	R950,707	ES	R 300 000	R 316 800	R 333 907
	To improve gender equality.		Implement reviewed Employment Equity Plan	Reviewed EEP in place & implemented.	R633,805	ES	R 200 000	R 211 200	R 222 605
	To have a hazard free working environment		Functional OHS committee	Compliance to national standards i.e. OHS.	R1,584,512	ES	R 500 000	R 528 000	R 556 512
	To promote and maintain labour peace.		Local labour forum functional	Monthly LLF reports submitted.	R633,805	ES	R 200 000	R 211 200	R 222 605
3. ADMIN	To improve confidence in services by improving delivery mechanisms.	Public to have confidence in municipal services	Customer care.	<ul style="list-style-type: none"> <li>No of responses received from the communities.</li> <li>No of feedbacks given.</li> </ul>	R221,832	ES	R 70 000	R 73 920	R 77 912

CORPORATE AND SHARED SERVICES PROPOSED PROJECTS FOR 2012/13-2014/15

Program	Objectives	Outcomes	Proposed projects	Key performance indicators	Overall budget	Funding source	Total cost 2012/13	2013/14	2014/15
				<ul style="list-style-type: none"><li>Bathopele Committee in place and functional.</li></ul>					
	To engage communities directly for feedback.			Bathopele build–up campaign held.	R1,267,610	ES	R 400 000	R 422 400	R 445 210
	To gauge satisfaction levels.			Customer satisfaction survey done.	R	ES	R 300 000	R 792 000	R 834 768
	To comply with national standards			<ul style="list-style-type: none"><li>Customer care policy and framework reviewed.</li></ul>	R158,451	ES	R 50 000	R 52 800	R 55 651
				<ul style="list-style-type: none"><li>Municipal Service standard in place.</li></ul>	R158,451	ES	R 50 000	R 52 800	R 55 651
Records management	To comply to national archives standards.	To have credible, managed and reliable records management systems.	Implement filing plan	Filing plan reviewed and implemented.	R158,451	ES	R 50 000	R 52 800	R 55 651
			Review procedure manual.	Records procedure manual reviewed and implemented.					
4. ICT	To improve municipal ICT infrastructure capacity	To have efficient and cost effective ICT systems that	Establish and improve ICT infrastructure.	<ul style="list-style-type: none"><li>VPN establishment.</li></ul>	R792,256	ES	R 250 000	R 264 000	R 278 256
				<ul style="list-style-type: none"><li>LAN restructuring for main building.</li></ul>	R1,584,512	ES	R 500 000	R 528 000	R 556 512
				<ul style="list-style-type: none"><li>Intranet connectivity</li></ul>	R792,256	ES	R 250 000	R 264 000	R 278 256
				<ul style="list-style-type: none"><li>Improved server</li></ul>	R633,805	ES	R 200 000	R 211 200	R 222 605



CORPORATE AND SHARED SERVICES PROPOSED PROJECTS FOR 2012/13-2014/15

Program	Objectives	Outcomes	Proposed projects	Key performance indicators	Overall budget	Funding source	Total cost 2012/13	2013/14	2014/15
		improves productivity.		room					
				<ul style="list-style-type: none"><li>Installation of electronic document management system.</li></ul>	R1,584,512	ES	R 500 000	R 528 000	R 556 512
				<ul style="list-style-type: none"><li>Acquiring ICT equipments</li></ul>	R1,267,610		R 400 000	R 422 400	R 445 210
	To comply with ICT licensing standards.		Renew ICT software's and SLAs.	<ul style="list-style-type: none"><li>Software licenses and SLAs renewed.</li></ul>	R1,267,610	ES	R 400 000	R 422 400	R 445 210
	To ensure security and safety of ICT systems, data and infrastructure.			<ul style="list-style-type: none"><li>Website management done.</li></ul>	R316,902	ES	R 100 000	R 105 600	R 111 302
				<ul style="list-style-type: none"><li>SLA of fire detector system installed &amp; maintained.</li></ul>	R633,805	ES	R 200 000	R 211 200	R 222 605
	ICT repairs and maintenance		<ul style="list-style-type: none"><li>ICT systems maintained</li></ul>	R1,267,610	ES	R 400 000	R 422 400	R 445 210	
			<ul style="list-style-type: none"><li>Backup system maintained</li></ul>	R1,267,610	ES	R 400 000	R 422 400	R 445 210	
			<ul style="list-style-type: none"><li>Domain upgraded</li></ul>	R633,805	ES	R 200 000	R 211 200	R 222 605	
5. MAYORAL OUTREACH	To interact with stakeholders.	To increase public participation	Develop Mayoral outreach programs.	Number of outreach programs undertaken	R3,169,024	ES	R500 000	R 1 056 000	R 1 113 024
			Publish Mayoral messages in the media.	No. of messages published.	R1,109,158	ES	R350 000	R 369 600	R 389 558
			Create mayoral	No. of relief projects done	R950,707	ES	R 300 000	R 316 800	R 333 907

**CORPORATE AND SHARED SERVICES PROPOSED PROJECTS FOR 2012/13-2014/15**

Program	Objectives	Outcomes	Proposed projects	Key performance indicators	Overall budget	Funding source	Total cost 2012/13	2013/14	2014/15
			relief program						
6. SPECIAL PROGRAMS	To interact with all designated groups.	To increase involvement in the running of the municipality	Implement mayoral special programs.	The following programs implemented:-					
				1. TB awareness program	R	ES	R 100 000	R 316 800	R 333 907
				2. ECD children program	R	ES	R300 000	R 528 000	R 556 512
				3. Youth program	R	ES	R 200 000	R 422 400	R 445 210
				4. Women and gender program	R	ES	R 200 000	R 316 800	R 333 907
				5. Disability program	R1,901,414	ES	R 300 000	R 633 600	R 667 814
				6. Elderly/ aged program	R1,584,512	ES	R 300 000	R 528 000	R 556 512
				7. Traditional authority support program.	R1,267,610	ES	R 200 000	R 422 400	R 445 210
				8. HIV/AIDS program	R2,218,317	ES	R 200 000	R 739 200	R 779 117
				9. Religious groups & traditional healers	R950,707	ES	R 200 000	R 316 800	R 333 907
7. COMMUNICATIONS	To access of information and communication with communities.	To have widely marketed and publicized municipal events.	Corporate branding and develop marketing plan.	Plan reviewed and implemented.	R1,742,963	ES	R 550 000	R 580 800	R 612 163
			Review communication strategy	Procure material for municipal exhibition tent.	R316,902	ES	R 100 000	R 105 600	R 111 302
				Establish telecommunication system	R633,805	ES	R 200 000	R 211 200	R 222 605

**CORPORATE AND SHARED SERVICES PROPOSED PROJECTS FOR 2012/13-2014/15**

Program	Objectives	Outcomes	Proposed projects	Key performance indicators	Overall budget	Funding source	Total cost 2012/13	2013/14	2014/15
				in chamber & newsroom.					
				Communication strategy reviewed.					
				Develop internal communication strategy.	R316,902	ES	R 100 000	R 105 600	R 111 302
			Establish social media network.	Establish municipal social networks: <ul style="list-style-type: none"> <li>• Facebook</li> <li>• Twitter</li> <li>• Blog</li> <li>• SMS line.</li> </ul>	R	ES	R 150 000	R 316 800	R 333 907
			Improve municipal publicity.	No of publications done: <ul style="list-style-type: none"> <li>• Newsletters</li> <li>• Diaries</li> <li>• Calendars</li> <li>• Banners/Posters</li> <li>• Flyers</li> <li>• Brochures</li> <li>• Newspapers</li> </ul>	R R R1,584,512 R158,451  R158,451 R316,902	ES	R 500 000 R 200 000 R 200 000 R 50 000  R 50 000 R 100 000	R 528 000 R 422 400 R 528 000 R 52 800  R 52 800 R 105 600	R 556 512 R 445 210 R 556 512 R 55 651  R 55 651 R 111 302
8. GOOD GOVERNANCE & PUBLIC PARTICIPATION	To improve governance and public participation within the municipality.	Good governance and compliant municipal structures.	Support wards committees.	<ul style="list-style-type: none"> <li>• Stipends.</li> <li>• Capacity building.</li> <li>• Coordination of WC events and materials.</li> </ul>	R15,845,120 R1,584,512	ES	R 5 000 000 R 500 000	R 5 280 000 R 528 000	R 5 565 120 R 556 512
			Improve ward committee performance.	Performance monitoring through quarterly reporting.	R316,902	ES	R 100 000	R 105 600	R 111 302

CORPORATE AND SHARED SERVICES PROPOSED PROJECTS FOR 2012/13-2014/15

Program	Objectives	Outcomes	Proposed projects	Key performance indicators	Overall budget	Funding source	Total cost 2012/13	2013/14	2014/15
			Council logistics	<ul style="list-style-type: none"> <li>Annual master plan of Council meetings</li> <li>Sitting allowance of Ex Officio</li> </ul>	R633,805 R633,805	ES	R 200 000 R200 000	R 211 200 R211 200	R 222 605 R222 605
				<ul style="list-style-type: none"> <li>Council agenda delivered as per standing orders.</li> </ul>					
				<ul style="list-style-type: none"> <li>Council notice issued as per the standing orders.</li> </ul>					
			Council support program	<ul style="list-style-type: none"> <li>Councillors capacitated.</li> <li>Develop annual training plan.</li> <li>Council relief program.</li> </ul>	R3,169,024	ES	R 1000 000	R 1 056 000	R 1 113 024
			Improve Council performance.	Implementation of Council resolutions monitored quarterly.	R633,805	ES	R 200 000	R 211 200	R 222 605
				Section 79 & 80 committees monitored quarterly.					
				Reviewed Council standing rules & orders.	R633,805	ES	R 200 000	R 211 200	R 222 605
				Systems of delegations reviewed.	R633,805	ES	R 200 000	R 211 200	R 222 605

**COMMUNITY SERVICES PROPOSED PROJECTS FOR 2012/13-2014/15**

Program	Objective	Outcome	Proposed Projects	KPI	Overall Budget	Funding Source	Implementation Period and Budget		
							2012/2013	2013/2014	2014/2015
Sports, Arts and Culture	To develop sports, arts, culture and recreation.	To have all sporting codes within the municipality	Sports promotion and Development.	The following policies developed: <ul style="list-style-type: none"> <li>• Sports &amp; recreation</li> <li>• Arts</li> <li>• Culture</li> </ul> Coordination and implementation of 7 sporting codes.	R4,753,536.00	ES	R1,500,000.00	R1,584,000.00	R1,669,536.00.
			Arts and Culture Development	Conduct 4 Major Arts and Culture Activities	R1,099,158.00	ES	R350,000.00	R369,600.00	R379,558.40
	To improve and maintain infrastructure for sports facilities in the municipality	To have sporting facilities that meets minimum standards.	Upgrading and Maintenance of community assets	<ul style="list-style-type: none"> <li>• 4 sports facilities to be upgraded and maintained.</li> <li>• Expansion of Mampuru artificial pitch.</li> <li>• Masemola sports centre erected.</li> <li>• 3 community halls maintained.</li> </ul>	R1,593,512.00	ES  SAFA  MIG	R500,000.00	R528,000.00	R565,512.0
Library Services	To inculcate culture of reading.	To have an increased utilization of libraries.	Marketing of library services.	<ul style="list-style-type: none"> <li>• Library marketing strategy developed.</li> </ul>	R0.00	ES	R0.00	R0.00	R0.00
				<ul style="list-style-type: none"> <li>• Library policy developed.</li> </ul>					
Indigent Register	To monitor implementation of indigent policy.	To have a credible indigent register.	Update indigent register.	<ul style="list-style-type: none"> <li>• No. of people identified as indigents within the municipality.</li> </ul>	R 250 000	ES	R 100,000		

**COMMUNITY SERVICES PROPOSED PROJECTS FOR 2012/13-2014/15**

Program	Objective	Outcome	Proposed Projects	KPI	Overall Budget	Funding Source	Implementation Period and Budget		
							2012/2013	2013/2014	2014/2015
				<ul style="list-style-type: none"> <li>Indigent policy reviewed.</li> <li>Indigent strategy / plan developed.</li> </ul>					
Disaster Management	To develop disaster management policy	To improve municipal capacity to respond to disasters.	Implement Disaster Management Plan.	<ul style="list-style-type: none"> <li>No. of disaster cases responded to.</li> <li>Capacitating disaster management unit.</li> <li>Disaster management plan in place.</li> <li>Disaster management policy developed.</li> </ul>	R3169024.00	ES	R500 000	R1056000.00	R1113024.00
						ES	R50 000		
Waste and Environmental Management	To manage waste within the municipal environment	To have a clean and healthy environment.	Extension of the current waste collection Project	<ul style="list-style-type: none"> <li>Waste integrated management plan implemented.</li> <li>Recycling strategy developed.</li> <li>No. of waste recovery groups established</li> </ul>	R	ES	R4 800 000	R	R
			Maintain and operate Jane Furse landfill	<ul style="list-style-type: none"> <li>Landfill compliant to national standards.</li> </ul>	R1000 000	ES	R1000 000		

**COMMUNITY SERVICES PROPOSED PROJECTS FOR 2012/13-2014/15**

Program	Objective	Outcome	Proposed Projects	KPI	Overall Budget	Funding Source	Implementation Period and Budget		
							2012/2013	2013/2014	2014/2015
			site.	<ul style="list-style-type: none"> <li>To conduct feasibility study for future landfill expansion.</li> <li>Waste collection</li> </ul>					
	To identify and preserve all natural resources and designated areas.	To have protected natural environments	Protection of designated areas and natural resources.	<ul style="list-style-type: none"> <li>No. of designated areas protected.</li> <li>No. of natural resources protected.</li> </ul>	R1593512	ES	R 500,000	R528,000.00	R565,512.00
				<ul style="list-style-type: none"> <li>Environmental management plan Developed</li> </ul>					
Traffic Services and Public Safety.	To improve road traffic safety To enhance road traffic discipline To enhance administrative and economic order in the field of traffic To improve operations at driving licence testing centres	To increase obedience to existing traffic laws To encourage safer driving(Preventative) To apprehend dangerous and reckless drivers(punitive) Adherence to existing legislative procedures and standards	Improve driving licence testing centres	<ul style="list-style-type: none"> <li>Traffic safety management strategy in place.</li> <li>Anti – fraud and corruption strategy program developed for DLTC</li> <li>Monitoring of committees within</li> </ul>	R	ES	R1000 000	R1584000.00	R1672704.00

**ECONOMIC DEVELOPMENT & PLANNING PROJECTS 2012/13**

Programme	Objective	Outcome	Proposed Project	KPI	Overall Budget	Source of Funding	Implementation period and Budget		
							2012/2013	2013/2014	2014/2015
Spatial Planning and Land Use Management	To formalise extension of villages and implementation of services	Formalised settlements	Formal planning of all site targeted for development	Number of planned settlements	R3,162,880.00	ES	R1,000,000.00	R1,054,000.00	R1,108,880.00
	To educate stakeholders about sustainable land utilisation	A common approach on land use management among all stakeholders	LUMS awareness seminar	Number of stakeholders educated on sustainable land use management	R	ES	R150,000.00	R210,800.00	R221,761.60
		A detailed implementation plan	Conduct a feasibility study for bulk services in two formally planned villages	Complete feasibility for bulk infrastructure plan	R200,000.00	ES	R200,000.00	R 0.00	R0.00
	To implement Thusong Service Centre	Extended access of government services	Thusong Service Centre	Site designed and developed	R200 000	ES	R200 000	R0.00	R0.00



	To develop municipal growth points	Implementation of the SDF (Spatial Development Framework)	Acquisition of Land in Municipal Growth Points	Number of sites acquired in municipal growth points	R3,162,880.00	ES	R1,000,000.00	R1,054,000.00	R1,108,880.00
	To have a dedicated site for municipal cemetery	Functional accessible cemetery	Development of a Municipal Cemetery	Site secured and developed	R200,000.00	ES	R200,000.00	R0.00	R0.00
	To have a usable, accessible public open space	Functional municipal park	Development of municipal park	Park fully developed	R1,000,000.00	ES	R1,000,000.00	R0.00	R0.00
Local Economic Development (LED)	To create a platform for information sharing on key SMME topics	Knowledgeable SMMEs in various areas of enterprise development	Annual LED Summit	Key topics addressed during the Summit: <ul style="list-style-type: none"> <li>• Access to finance</li> <li>• Business management</li> <li>• Networking</li> </ul>	R	ES	R150,000.00	R 210,800.00	R221,761.60
	To align LED efforts initiated by Forum stakeholders	Fully functional and efficient LED Forum	Management of LED Forum	Number SMMEs supported	R158,140.00	ES	R50,000.00	R52,700.00	R55,440.40
	To acquire a site for Tourism information and	A secured site for Tourism information and	Tourism Information and Exhibition	Secured site for Tourism Information and	R100,000.00	ES	R100,000.00	R0.00	R0.00

	exhibition centre	Exhibition Centre	Centre	Exhibition Centre					
	To preserve indigenous species (Fauna and Flora)	A study that quantifies the business opportunity for Yellow Arum Lilly and related species	Feasibility study for Yellow Arum Lilly and related species	Business Plan for rolling out the programme for preservation of indigenous species	R150 000	ES	R150,000.00	R0.00	R0.00
	To establish possibilities of commercialising the dams for tourism purposes	Commercial promotion of local dams	Feasibility study for rehabilitation of Nkadameng, Riverside and Piet Gouws Dam	Documented evidence indicating the rehabilitation plan	R150 000	ES	R150 000	R0.00	R.00
	To promote culture and tourism	Vibrant, operational cultural villages	Revival of Municipal Cultural Villages	Number of cultural villages revived	R	ES	R100,000.00	R210,800.00	R221,761.60
	To showcase tourism attractions in the municipality	Well marketed tourism products	Production of Tourism Guide	4000 Tourism Brochures produced	R632,561.00	ES	R200,000.00	R210,800.00	R221,761.60
	To celebrate and promote local tourism products	Aligned local tourism activities to national events	Tourism Month Celebration	Tourism Month celebration held in September	R632,561.00	ES	R200,000.00	R210,800.00	R221,761.60

	To support local farmers with farming equipment	Reduction of farmers' operational costs	Purchasing of LED Ploughing Tractor and Fresh Produce Delivery Truck	1and 1 truck tractor purchased	R0.00	ES	R0.00	R0.00	R0.00
	To sustain local SMMEs	Increased SMME participation in the broader local economy	SMME Support	15 SMMEs Supported		ES	R1,200 000	R3,162, 000.00	R3,326,424.00
	To expand business opportunities for investment attraction	Increased business opportunities	Feasibility study for bottling of Mineral Water (Leolo Mountains)	Number of areas surveyed for testing of water availability	R300,000.00	ES	R300,000.00	R0.00	R0.00
	To expand the scope for sorghum farming	Increased capacity of sorghum production	Rehabilitation of Sorghum farming	Farmers Support	R0.00	ES	R0.00	R0.00	R0.00

#### 4.2 PROPOSED PROJECTS IMPLEMENTED BY SEKHUKHUNE DISTRICT MUNICIPALITY IN THE 2012/13 FINANCIAL YEAR

Project	IDP Ref	Source of Funding	Targets			Pro gre ss									Regist ration			Proposed 2012/13 Budget
Ga Malaka Water Supply	IWS031/11-12	MIG									√				YES	√		850 000
Jane Furse 25ML Command Reservoir (Ph1C)	IWS036/11-12	MIG	100% Completion of 1x 25ML reservoir	√		2%									YES	√		17 640 000
Jane Furse Marulaneng (Jane Furse-Marulaneng)	IWS037/11-12	RBIG	100% completion of 7285m long 250mm ND steel pipeline	√		0%									YES	√		22 790 000
Sekwati water supply	IWS051/11-12	MIG	100% completion of Reticulation, purchasing of a package plant	√		0%									YES	√		22 000 000
Piet Gouws Water Supply to Phelindaba, Nkotwane	IWS135/11-12	DWA RERB (Re allocation)											√		YES	X	√	
De Hoop off take		RBIG	100% completion of pipeline												No			12 000 000
Marishane Access Road	None	SDM	Investigate and take necessary steps	√		100 %										X		
Ntwane VIP Sanitation		MIG	100% completion of 117 VIP structures												NO	?		877 500

Phokoane VIP Sanitation		MIG	100% completion of 3743 VIP structures														NO	?		28 147 500
Thoto VIP		MIG	Register														NO	?		
Ga Mashabela VIP Sanitation		MIG	100% completion of 894 VIP structures														NO	?		6 705 000
Jane Furse Water Supply and Reticulation	IWS039/11-12	MIG	Appoint consultant and do preliminary designs												√		NO	X		800 000
Ga-Phaahla Water Supply	IWS134/11-12	DWA RERB (Re allocation)													√		NO	√		
Doubling of pipeline ga-Malekana to Jane Furse		RBIG Special	Appoint consultant and do designs														NO	X		10 500 000
Tripling of WTW at Ga-Malekana		RBIG Special	Appoint consultant and do designs														No	X		10 500 000
Schoonoord BWS and Command Reservoir		RBIG Special	Appoint consultant and do designs																	2000 000
Jane Furse On Site Sanitation		MIG	Appoint consultant and feasibility study to determine best technology																	500 000
Makgeru/Ratau BWS Connector line		MIG	Appoint consultant and do designs and register																	7 500 000

Upgrading of Piet Gouws WTW		MIG	Appoint consultant and do designs and register															650 000
Nkadimeng BWS	IWS019/11-12	MIG	100% Completion of Nkadimeng RWS-4C,9C1,9C2,9C3,9D1,9D2,9D3		√	40 %							√		YES	?		29 200 000
Ramphelane Sanitation	IWS023/11-12	MIG	100% completion of 303 VIP units										√		NO	?		8 200 000
Nebo Plateau Bulk Water Supply - Jane Furse to Lobethal	IWS045/11-12	RBIG	Complete 17 km of 22 km pipe line of 315 mm Ø										√		NO	?		22 210 000
Nebo Phase 1A Commissioning		MIG	Install switch gear and commission pipe line										√		Yes	√		15 400 000

#### 4.3 PROPOSED PROJECTS IMPLEMENTED BY SECTOR DEPARTMENTS IN THE 2012/13 FINANCIAL YEAR

National Department of Environmental Affairs

Name of project	Areas benefitting	Budget	Implementing body	Implementing period
Control of alien plants	<b>Ward 12</b> (Makgane, Ratau, Senamela and Maphopha)  <b>Ward 13</b> (Mogashoa Manamane, Mogashoa Ditlhakaneng and Phase Four)  <b>Ward 14</b> (Ga Maloma, Sekele and Tshesane)  <b>Ward 16</b> (Mashegoana Legare, Mashegoana Tswaledi and Kotsiri)	R20 000 000	Maphologelo projects	2011/12 -2012/13



## rural development & land reform

Department:  
Rural Development & Land Reform  
**REPUBLIC OF SOUTH AFRICA**

Limpopo Spatial Planning and Information

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### 2012/2013 PLANNED PROJECTS

Development priorities / challenges	Planned Project	Local municipality	Time Frame	Budget
SDF implementation programme	<ul style="list-style-type: none"><li>Assessment/Audit of SDF implementation</li></ul>	<ul style="list-style-type: none"><li>Makhuduthamaga</li></ul>	10 Months	R815,100
Provincial Legislation	<ul style="list-style-type: none"><li>Development of Spatial Planning and Land Use Management</li></ul>	<ul style="list-style-type: none"><li>All municipalities</li></ul>	?	R887 920



## LEDET PROJECT FOR 2012/13 FINANCIAL YEAR

### Economic Planning and Research

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

### Trade and Sector Development:

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
1.3.	Facilitate the development of sectors through targeted interventions, industrial development, as well as trade and investment promotion	Facilitate the development of 3 sectors, facilitate investment of R450m, promote trade and enhance competitiveness in all the industries	Workplace Challenge Programme	R381 000.00	All district & local municipalities	Strategic Initiatives Directorate	MJ Motimele
			Turnaround Solutions Programme	R646 000.00	All district municipalities & local municipalities	Strategic Initiatives Directorate	TJ Mangokoane
			Productivity Promotional Programmes	R531 000.00	All district municipalities & local municipalities	Strategic Initiatives Directorate	MJ Motimele

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
			Productive Capacity Building Programme (PCBP)	R187 000.00	All district municipalities & local municipalities	Strategic Initiatives Directorate	RJ Molepo
			Productivity Improvement Programme	R485 000.00	All district municipalities & local municipalities	Strategic Initiatives Directorate	TJ Mangokoane
			Special Economic Zone (SEZ)	R905 000.00	Sekhukhune; Vhembe and Waterberg District Municipalities	Strategic Initiatives Directorate	RJ Molepo
			Supplier Benchmarking Project	R68 000	All district municipalities & local municipalities	Strategic Initiatives Directorate	TJ Mangokoane & MJ Motimele
			Mineral beneficiation strategy	R1 000 000.00	All district & local municipalities	Sector Development	Maja M.L & Mosena M.C
			Small scale projects	None	All district & local municipalities	Sector Development	Mosena M.C
			Integrated Mining Development Framework	None	All district & local municipalities	Sector Development	Maja M.L
			Green economy projects	None	All district & local municipalities	Trade and Sector Development	Nkambule C.M, Maja M.L & Mokgotho TA

## Business Regulation and Governance

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

## ENVIRONMENTAL AFFAIRS

### Environmental Trade and Protection

Strategic Objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
1.1	Manage impacts of developments on the environment	100% of due environmental authorisation applications received. (EIA)	No specific project		All	Environmental impact Management Directorate	Mongwe V

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

Strategic Objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
		law performance assessments.					
		100% finalization of all reported Damage Causing Animal complaints.	No specific project				SAM MKHABELA
		MOU between LEDET and Kruger National Park implemented.	No specific project				SAM MKHABELA
		A transformation strategy to address historic inequities in the wildlife industry developed and implemented.	No specific project				SAM MKHABELA
1.4	Sound management of air quality and waste	100% of due atmospheric emission licenses	Listed Activities – Coal Power generation plants (ESKOM)			Directorate: Integrated Pollution Waste Management	Mphahlele TM
		100% of due waste licenses	No specific project				
		Provide support and technical input for 100% of requests	No specific project				
		Monitor implementation of paper recycling project	Office White Paper Recycling	R10,000	Capricorn DM – Polokwane LM	Directorate: Integrated Pollution Waste	Mphahlele TM

Strategic Objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
		in twelve government institutions				Management	
		Availability (100%) of required air quality and waste plans and reports	Purchasing of air quality monitoring station	R1,500,000	All	Directorate: Integrated Pollution Waste Management	Mphahlele TM
			Development of Provincial Air quality Management Plan	R950,000	All	Directorate: Integrated Pollution Waste Management	Mphahlele TM

#### Biodiversity and Natural Resource Management

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
1.5	Provide scientific support services on biodiversity management.	100% biodiversity permit applications scientifically reviewed (70 estimated).	Scientific review of permit applications received from Environmental Trade and Regulation.	R 8 162 M	All Districts and Local Municipalities.	Biodiversity Management	Mrs. EJ Nel
		100% environmental management authorization applications scientifically	Scientific review of EIA applications.		All Districts and Local Municipalities.		

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
		reviewed (75 estimated).					
		Number of biodiversity policy and legislative processes supported in terms of NEMA, NEMBA and NEMPA.	Scientific support for priority policy and legislative processes.		All Districts and Local Municipalities.		
			Two (2) Conservation Plans (Wild dog and crocodile).		All		
			20 Conservation targets developed for threatened species / ecosystems.		All		
			1 Wetland rehabilitation program developed.		To be determined.		
			Provincial Protected Areas prioritised based on conservation targets.		All		
			Conservation plan updated and approved.		All		

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
			Biodiversity input provided towards an Integrated Biodiversity, Economic and Tourism Spatial Plan.		All		
		Biodiversity conservation assessments and monitoring programs conducted.	4 Wetlands assessed.		Vhembe, Mopani, Waterberg, Sekhukhune.		
			3 threatened species.		All		
			13 Species inventories in nature reserves.		All		
			Game census in 19 state owned nature reserves.		All		
		Biodiversity Information Management System designed.			All		
1.6	Establish and monitor a representative protected areas network.	2 nature reserves declared in terms of the Protected Areas Act of 2003.					
		Protected area network expanded					



Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
		2 new Co-management agreements concluded.					
1.7	Effective Management of state owned nature reserves.	43 State Owned Nature Reserves managed.	Management of all 43 Provincial Nature Reserves	97 523 000	ALL 5 Districts and Local Municipalities where the reserves occur	State Owned Nature Reserves Directorate	Mabunda AL
		28 protected area management plans developed.	Review of 20 management plans and develop 8 new management plans for effective management of nature reserves	R 674 000	All 5 Districts and Local Municipalities that the 28 nature reserves are situated	NCC/ State Owned Nature Reserves Directorate	Mabunda AL
		50% management effectiveness implemented in all nature reserves based on METT and PAMETT evaluations.	To improve on METT scores from 33% to 68% by implementing the recommendations from METT scores results.		All Districts and Local Municipalities where the 43 nature reserves are situated.	Reserve Managers/ Cluster Managers/	Mabunda AL
		5 nature reserve staff accommodation and other infrastructure upgraded.	Purchase of Park Homes for prioritised nature reserve and to maintain other infrastructure that requires maintenance.		All 5 Districts and 5 Local Municipalities	State Owned Nature Reserves Directorate	Mabunda AL

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
			Letaba Ranch, Makuya, Wonderkop, Rust De Winter and Mantrombie NR				
		Communities benefited from Community based natural resources management adjacent to 19 nature reserves.	Beneficiation of 19 communities from nature reserves with regards to grass harvesting, medicinal plants, collection or harvesting of Mopani worms	N/A	All 5 Districts and local Municipalities	State Owned Nature Reserves Directorate	Mabunda AL
1.8	Provide environmental research and planning service.	Limpopo Environmental Outlook developed.					
		Limpopo Environmental Outlook developed.					
		Revised Environmental Implementation Plan developed and rolled out.	Environmental Implementation Plan	R200,000	All 5 Districts and local Municipalities	Environmental Research and Planning Directorate	Mabogo
		Climate change strategy developed.					

## Environmental Empowerment Services

Strategic Objectives		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
1.9	Provide environment empowerment services.	Plant 1500 trees in response to climate change	Tree planting and Cleaning Up campaign.	R150 000	All Districts	EES	Masibe L
		400 schools, 800 educators and 2000 learners participated in environmental education and awareness programmes	Education and awareness	R500 000	All Districts	EES	Masibe L
		Provide support to 5 district municipalities and targeted groups on environmental issues.	Environment Capacity Building	R100 000	All Districts	EES	Masibe L
		Greening Municipality competition implemented in 25 municipalities	Municipal support	R600 000	All Districts	EES	Masibe L
		300 youth participated in Environment Youth Explorer	Environmental Education	R300 000	All Districts	EES	Masibe L
		Environmental education and capacity building conducted on state nature reserves, legislation and	Environmental Education	R300 000	ALL Districts	EES	Masibe L

Strategic Objectives		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
		calendar days.					
		Facilitate management of three (3) Biosphere reserves in the province.	Man and Biosphere Reserve	R300 000	All Districts	EES	Masibe L

## TOURISM

Strategic Objective	2012/13	Project name/programme	Budget	Targeted District & Local Municipality	Implementer	Responsible person
Facilitate and support tourism transformation and empowerment through tourism awareness, capacity building and skills development	Roll out and implementation of the SA Tourism Planning Toolkit in all municipalities	Tourism Planning Toolkit	R 150 000	All municipalities	Tourism	Kate Murovhi

SOCIAL DEVELOPMENT PROJECTS FOR 2012/13 FINANCIAL YEAR

PROJECT NAME		PROJECT DESCRIPTION	IMPLEMENTING AGENT	AMOUNT REQUIRED FOR PROJECT	PLANNING AND DESIGN		2012/13	MTEF ESTIMATES		CURRENT STATUS
								2013/14	2014/15	
					F/Y	BUDGET				
Risk and Ancillary factors associated with substance abuse in Limpopo Province	The project aims at identifying salient and ancillary factors related with substance abuse in Limpopo Province ( target population Children and Youth)	All five districts of Limpopo Province	Department of Social Development	R430,000		R430,000	Implementation Phase	Once Off	Once Off	Proposal development

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

ROADS AND TRANSPORT PROJECTS FOR 2012/13

Project name	Region / district	Municipality	Project description/ type of structure	Project duration		Programme	Total Project Cost	Expenditure to date from previous years	Prof Fees	Construction /Maintenance Budget	Total Budget	MTEF Forward estimates	
				Date: Start	Date: Finish							MTEF 2012/13	MTEF 2011/15
<b>UPGRADING OF GRAVEL ROADS</b>													
Tompi Seleka/Kromdraai to Mogaladi	Sekhukhune	Makhuduthamaga/ Marble Hall	Upgrading of gravel roads: D4370	2010/2011	2011/2012	2	R 50 946	R 5 619	R 3 033	R 27 294	R 30 327	R 15 000	R 5 000
<b>REHABILITATION/R ESEAL</b>													
P169 to Limpopo/Mpumalanga border	Sekhukhune	Makhuduthamaga	Reseal/rehabilitation	2012/2013	2012/2013	2	R 7 000	R 0	R 700	R 6 300	R 7 000	R 10 843	R 12 469
Leolo mountain and Soupiana Village	Sekhukhune	Makhuduthamaga	Reseal/rehabilitation	2012/2013	2012/2013	2	R 8 000	R 0	R 800	R 7 200	R 8 000	R 12 392	R 14 251
Departmental routine road maintenance		ALL	ALL	2012/2013	2012/2013	2	R 0	R 0	R 0	R 0	R 389 048	R 375 809	R 442 035
<b>EPWP</b>													
Household Routine Maintenance at Makhuduthamaga Municipality	Sekhukhune	Makhuduthamaga	Household based routine road maintenance	2012/2013	2011/2013	5	R 41 135	R 0	R 1 310	R 11 790	R 13 100	R 14 017	R 14 018

Upgrading of low volume access roads from gravel to tar from Mathapisa to Good Hope	Sekhukhune	Makhudutha maga	Upgrading of access roads	2012/2013	2011/2013	5	R 70 338	R 0	R 2 240	R 20 160	R 22 400	R 23 968	R 23 970
Upgrading of low volume access roads from gravel to tar from Jane Furse to Mphanama to Apel	Sekhukhune	Makhudutha maga	Upgrading of access roads	2012/2013	2011/2013	5	R 37 681	R 0	R 1 200	R 10 800	R 12 000	R 12 840	R 12 841
Upgrading of a 3.5km access road from gravel to tar from D4344 to Good Hope	Sekhukhune	Makhudutha maga	Upgrading of access roads	2011/2012	2011/2013	5	R 11 916	R 0	R 310	R 2 793	R 3 103	R 3 321	R 3 321
<b>INTERMORDAL FACILITIES</b>													
Traffic stations	various	various	maintenance of traffic stations	2011/2012	2012/2013		R 10 000	R 0	R 1 000	R 9 000	R 10 000	R 0	R 0



## ROADS AND TRANSPORT

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

Project Name	Programme	Municipality	Outputs			
				2012/13 R'000	2013/14 R'000	2014/15 R'000
Maintenance and repairs						
Surfaced roads resealed	Transport Infrastructure	All Districts	450 000m <sup>2</sup> roads re-sealed	165,500	263,702	306,103

Routine maintenance	Transport Infrastructure	All Districts	87 500km road bladed  80km of roads re-graveled	272,386	286,271	312,370
Project Name	Programme	Municipality	Outputs	Medium-term estimates		
				2012/13 R'000	2013/14 R'000	2014/15 R'000
Upgrades and additions						
Surfaced roads and bridges constructed	Transport Infrastructure	All Districts  <u>Bridges</u> 2 Sekhukhune 1 Waterberg	160 and  3 bridges	804,812	600,000	493,723

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

HEALTH PROJECTS FOR 2012/13 -2014/15

Project name	Project Description	Project duration		Project status as at 31 March 2012	Total project cost	Expenditure to date from previous years	MTEF Forward estimates		
							Budget 2012/13	MTEF 2013/14	MTEF 2014/15
St Rita's Hospital	St Rita's Pharmacy upgrade	Jun 11	Oct 12	Construction 75%	10,247	9,742	505		
St Rita's	IPIP Phase	Mar 13	Mar 14	Feasibility	3,700	700	0	3,000	
Jane Furse	IPIP Phase	Mar 13	Mar 14	Feasibility	1,010	210	0	800	
Jane Furse Hospital	Hospital staff accommodation	Dec 11	Jun 12	Construction 25%	4,720	3,920	800	0	0
Rietfontein clinic	Incorporate existing clinic building	Jun 13	Jun14	Identified	17,000		0		5,000
Setlaboswane clinic	Upgrade existing clinic	Jan 14	Jan 15	Feasibility	16,000		0	9,000	6,000
Mamokgasefo ka	New clinic on the new site	Jan 14	Jan 15	Feasibility	16,000		0	7,000	7,000
Hoeperkrans clinic	New clinic on new site	Jan 14	Jan 15	Feasibility	16,000		0	7,000	7,000

PROPOSED AGRICULTURE PROJECTS FOR 2012/13 FINANCIAL YEAR

Serial No.	Project Name	Project description/ type of structure	District	Municipality	Implementing Agent	Amount Required for Project	Planning & Design	2012/13	MTEF Estimates (R'000)		Co-ordinates		Current Status	
									2013/14	2014/15	X	Y		
1. New and replacement assets														
	Tompi Seleka Hostel	Departmental Facilities	SDM	MLM	LDA	44 000			7 000	14 000	23 000	Info gathering	Info gathering	Retention
	Tompi Seleka Electricity Infrastructure	Departmental Facilities	SDM	MLM	LDA	1 146			-	-	-	Info gathering	Info gathering	Retention
2. Upgrading and additions														
	Dam safety	Inspections and remedial work			LDA	594			-	-	-	Info gathering	Info gathering	
	Dam Inspection		All	All	LDA	-			-	-	-	Info gathering	Info gathering	
3. Rehabilitation, renovations and refurbishments														
	Flag Boshielo bulk Infrastructure	RESIS	SDM	MLM	LDA	64 152			-	-	-	Info gathering	Info gathering	Retention
	Tompi Seleka Bulk Water	RESIS	SDM	MLM	LDA	1 700			800	900	950	Info gathering	Info gathering	Retention
	Alternative Energy	RESIS	SDM	MLM	LDA	-			-	-	-	Info gathering	Info gathering	Retention
	Krokodilheuwel	RESIS	SDM	MLM	LDA	4 253			-	-	-	Info gathering	Info gathering	Retention
	Setlaboswane	RESIS	SDM	MLM	LDA	5 348			-	-	-	Info gathering	Info gathering	Retention

4. Departmental Facilities														
	Tompi Seleka Departmental Infrastructure	Departmenta l Structures	SDM	MLM	LDA	11 000			5 000	6 000	7 000	Info gathering	Info gathering	Retention
	Retention		All	All	LDA				3 783					
4. Maintenance and repairs														
	Management Fees	RESIS	All	Acros s Limpopo	LDA	39 477			-	-	-	Info gathering	Info gathering	Retention
	Construction Supervision	All Infrastructure Projects	All	all	LDA	34 469			8 500	9 775	10 313	Info gathering	Info gathering	Retention
	Infrastructure Planning	Provision for infrastructure planning	All	All	LDA	4 192			-	-	-	Info gathering	Info gathering	Retention
5. Infrastructure transfer capital														
	Intergraded Dairy production	Animal Production Facilities	All	Acros s Limpopo	LDA	3 000			500	1 000	1 500	Info gathering	Info gathering	Retention
	Intergraded Small Stock production	Animal Production Facilities	All	Acros s Limpopo	LDA	3 000			500	1 000	1 500	Info gathering	Info gathering	Retention
	CASP Infrastructure	Poverty alleviation, Animal Health, Microenterpri se and water harvesting projects	All	Acros s Limpopo	LDA	524 539			104 247	112 500	123 234	Info gathering	Info gathering	Retention

	Food Bank	Construction of Food Bank	All	All	LDA	20 500			-	-	-	Info gathering	Info gathering	Retention
	Post Settlement Support	Finalization of post settlement projects started in the previous financial years	All	Across Limpopo	LDA	46 667			7 283	8 164	8 700	Info gathering	Info gathering	Retention

PROPOSED PROJECTS FOR 2012/13:CO-OPERATIVE GOVERNANCE, HUMAN SETTLEMENT AND TRADITIONAL AFFAIRS

NAME OF CONTRACTOR	VILLAGE	ALLOCATED UNITS
Rheiland property Developers cc	Brooklyn	50
	Mogaladi	80
	Eenkantaa	31
	Magolego	30
	Tisane /Lobethal	09
Dream Team Trading 209 cc	Vergelegen A	20
	Mantlhanyane	20
	Setlaboswane	20
	Mashite	25
	Mamoshalele	10
	Legotong	19
	Matolokwaneng	18
	Tswele	08
	Setebong	20
	Mphane	20
	Masehlaneng	20
TOTAL		400

#### 4.4. PROPOSED PROJECTS IMPLEMENTED BY PARASTATALS AND STATE OWNED ENTERPRISES IN THE 2012/13 FINANCIAL YEAR

PROJECTS IMPLEMENTED BY ESKOM IN MAKHUDUTHAMAGA LOCAL MUINICIPALITY DURING THE 2012/13 FINANCIAL YEAR					
Ward	Project type	Village/Settlement	Project Name	No of Connections	Budget
27	Households	Thabampshe	Thabampshe	67	R 1,069,320.00
02	Households	Phokoane	Phokoane	41	R 654,360.00
25	Households	Maololo /Madiane	Maololo /Madiane	67	R 1,069,320.00
MLM	Infill	MLM	MLM Infill's	370	R1 267 940.00

#### LIMPOPO GAMBLING BOARD

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



	establishment						Unit
2.2	Fairly Regulated Gambling Industry	Licensing 30 LPM Sites	LPM Licensing	R 880, 673.65	a) Capricorn District Municipality b) Mopani District Municipality c) Vhembe District Municipality d) Sekhukhune District Municipality e) Waterberg District Municipality	LGB	Snr. Manager: Compliance
		Issuing of 4 Bookmaker Licenses	Bookmakers Licensing		a) Capricorn District Municipality b) Mopani District Municipality c) Vhembe District Municipality d) Sekhukhune District Municipality e) Waterberg District Municipality	LGB	Snr. Manager: Compliance
		Responsible Gambling Campaigns	Responsible Gambling Awareness Campaign	R 1, 520, 882.63	a) Capricorn District Municipality b) Mopani District Municipality c) Vhembe District Municipality d) Sekhukhune District Municipality e) Waterberg District Municipality	LGB	Snr. Manager: Compliance

#### LIBSA MUNICIPALITY PROJECTS AND PROGRAMS FOR 2012/2013 FINANCIAL YEAR

Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
	Develop policies and facilitate	Facilitate the establishment and growth of	Cooperatives development	R 2000 000	10 cooperatives provided with seed capital funding, i.e. two per district municipality	LIBSA	LIBSA CEO, GM: Enterprise Development

	economic development through sustainable SMMEs and Cooperatives in all sectors	competitive job creating 2350 SMMEs and 180 cooperatives through business development, information, skills development, access to resources and markets and give advice to walk-in-clients.	SMME Development	R 500 000	Business advisory services to 12500 enterprises spread throughout Limpopo Province.(Development of business plans, facilitation of access to markets, facilitation of compliance to relevant statutory requirements)	LIBSA	LIBSA CEO. GM: Enterprise Development
			Business Incubation Programme	R 1000 000	310 incubated enterprises provided with business information (130 enterprises and 180 cooperatives thereby facilitating creation of 1030 jobs	LIBSA	LIBSA CEO. GM: Enterprise Development
			To train 2500 entrepreneurs Incubated coop members 720 Incubated business owners 260 Supported Coop members 600 General Enterprise 920	R 1000 000	2500 entrepreneurs spread throughout the Limpopo Province	LIBSA	LIBSA CEO Head: Business Training

Trade and Sector Development: (TIL)

Strategic objective	2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
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Strategic objective		2012/2013 TARGET	Project Name/ Programme	Budget	Target District and Local municipality	Implementer	Responsible person
			Agave Study	200 000	Sekhukhune	TIL	PJ
			Implementation of Tracking Model in local Municipalities	30 000	All local municipalities	TIL	PJ
	Facilitate the development of sectors through targeted interventions, industrial development, as well as trade and investment promotion	Facilitate the development of 3 sectors, facilitate investment of R450m, promote trade and enhance competitiveness in all the industries	Business Retention and Expansion	300,000	All 5 district Municipalities and their respective Local Municipalities	Stanley Rakumako	Stanley Rakumako
			Industrial Study Tours	300,000	All 5 district Municipalities and their respective Local Municipalities	Stanley Rakumako	LED Managers
			Zambia Housing Development		All districts	Limpopo Consortium	Sam Maloka
			Manufacturing of Energy Saving devices		All districts	Big Bosim International Group	Mpho Shibambu

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

## CHAPTER FIVE

### 5. INTEGRATION PHASE

This Chapter presents an Integration phase of this IDP. It sums up the MLM's overarching frameworks, policies, strategies and sector plans that seeks to synergically address the challenges identified in the Analysis phase. These will be discussed in accordance with the KPAs.

#### 5.1 SPATIAL RATIONALE

##### Sector plans

Sector Plan	A brief description and overview
Spatial Development Framework (SDF)	The MLM has adopted the SDF in 2007 and was reviewed during the 2010/11 financial year. The plan examines spatial implications of the socio- economic- politico dynamics of the municipality. The SDF is aligned to the District SDF, PSDF and NSDP forms a legally binding component of the IDP. It attempts to analyze and understand settlements patterns within MLM and therefore sets the basis for development of land use management system. It formulates spatial development scenarios and determines hierarchy of settlements to a desired spatial form. Central to SDF is to promote a structured development in all settlements within MLM. 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). Key recommendations from the SDF are that: Jane Furse be considered as the primary growth point while Phokoane –Nebo, Schonoord- Mathibeng and Apel Cross- Marishane be considered as sub growth points
Land Use Management Scheme (LUMS)	Guided by the SDF the Land Use Management Scheme (LUMS) was developed and adopted in 2008. 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.

#### 5.2 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 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 of 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 Skills Plan	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 councillors. 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.
Human Resource Policies and Procedures	It contains Recruitment, Selection and Appointment, Conditions of Service (Grievance procedures, Discipline and Discipline procedures, Personnel Retrenchment and Personnel Replacement policy, Basic Conditions of Employment Act, Code of conduct, Overtime policy, and Leave forms. It was developed and adopted by council during the 2008/9 financial year.
Employment Equity Plan	The objective of the plan is to achieve equitable representation of suitably qualified people from designated groups within each occupational category and level in workplace and comply with Section 20 of the Employment Equity Act (No 55 OF 1998). It deals with staff placement (those in the employ of MLM and those transferred by other spheres) and set forth placement procedures. It was developed and adopted by council during 2008/9 financial year.
Occupational Health and Safety Plan (OHS) (Draft)	The Municipality has developed a Draft OHS Plan.
Staff Retention Policy	The Municipality developed and adopted a Retention Policy during 2008/9 financial year with the intention to keep critical skills and attract new ones.
Bursary Policy	The policy aimed at providing financial assistance to the needy learners of the municipality in pursuance of supply skills especially scarce skills category. The policy was developed and adopted by council during 2008/9 financial year.
Education ,Training and Development Policy	This policy recognizes a workplace as an active learning environment and commits the MLM to undertake education, training and development of its employees as per the Skills Development Act. This is part of capacity building for employees.
HR Strategy and Succession Plan	The Municipality is recently developing the plan and intends to adopt it before end of 2011/12 financial year.

### 5.3 BASIC SERVICE DELIVERY AND INFRASTRUCTURE

#### 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. 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 2011/12 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 District is recently reviewing the plan.
Water Sector Plan	The Municipality developed and adopted the plan during the 2008/9 financial and it will be reviewed during the 2011/12 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 before the end of 2011/12 financial year.
Draft Road Master plan	The Municipality with the help of service provider has recently developed Draft Road Master Plan and it will be adopted by Council before the end of 2011/12 financial year.

### 5.4 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 2006/7 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. 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 will be adopted before the end of 2011/12 financial year.

Waste Management Plan	The Municipality has developed Waste Management Plan during the 2008/9 financial year and it will be reviewed during the 2011/12 financial year.
Integrated Waste Management Plan	Recently relying on the District one but the Municipality has planned to develop one when funds permit.

## 5.5 FINANCIAL VIABILITY

### 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. 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 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.
Supply Chain Management Policy	The MLM has adopted the Supply Chain Management Policy during 2008/9 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 an Indigent policy (2008/9 ).The policy provides indigent support in so far as municipal services to indigent households. Indigent household means a household income of not more than R1,100 (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
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.
Tariffs Policy	The Municipality has a Tariffs Policy. The objective of the tariffs policy is to enables 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 affect the sustainability and competitiveness of such business.
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.
Virement policy	The Municipality has recently developed and adopted the Virement policy. (2010/11 financial year)

## 5.6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### Sector plans

Sector Plan	A brief description and overview
Communication Strategy	The Municipality has adopted the Communication Strategy 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 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 Youth Development Policy Framework	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 (Draft)	MLM has a Draft Anti Corruption Strategy that seeks to protect the Municipal funds and other assets. The strategy will be subjected to council for adoption before end of 2011/12 financial year.
Risk Management Strategy Draft)	The Municipality has a Draft Risk Management Strategy. Its purpose is to mitigate risk factors, motivate Managers and 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.

## 5.7 BY-LAWS

The following By-laws exist within Makhuduthamaga Local Municipality:

Property Rate By-law

Credit Control and Debt Collection By-law

Draft Waste Management By-law

Draft Traffic Control By-law

Draft Street Trading Control By-law

Draft Street Advertising By-law

Draft Cemetery and Crematoria By-law

Draft General Public Nuisance By-law

Draft Public amenities By-law

Council Standing Orders

## ANNEXURE A: DRAFT BUDGET SUMMARY FOR 2012/13-2014/15

DRAFT Budget Summary 2012/2013 - 2014/2015				
REVENUE PER SOURCE	Budget 2011/2012	Budget 2012/2013	Budget 2013/2014	Budget 2014/2015
<b>GRANTS</b>				
Equitable Shares (ES)	126 339 000.00	143 213 000.00	153 818 000.00	166 931 000.00
Finance Management Grant (FMG)	1 500 000.00	1 500 000.00	1 500 000.00	1 750 000.00
Municipal Improvement Grant (MSIG)	790 000.00	800 000.00	900 000.00	950 000.00
Municipal Infrastructure Grant (MIG)	34 159 000.00	41 436 000.00	43 710 000.00	46 237 000.00
Incentive Grant: Public Works	1 492 000.00	966 000.00	0.00	0.00
Department of Energy	10 000 000.00	4 000 000.00	6 800 000.00	10 000 000.00
<b>TOTAL</b>	<b>174 280 000.00</b>	<b>191 915 000.00</b>	<b>206 728 000.00</b>	<b>225 868 000.00</b>
<b>OWN INCOME</b>				
Property Rates	41 443 710.00	41 443 710.00	45 588 081.00	50 146 889.10
Licenses and Permits	4 000 000.00	4 400 000.00	4 840 000.00	5 324 000.00
Interest Earned-External Investments	3 850 000.00	5 235 000.00	5 758 500.00	6 334 350.00
Interests on outstanding debtors	4 773 445.46	5 250 789.50	5 775 868.45	6 353 455.30
Tender Documents	500 000.00	550 000.00	605 000.00	665 500.00
Site rental	100 000.00	100 000.00	110 000.00	121 000.00
Other Income	200 000.00	200 000.00	220 000.00	242 000.00
VAT Recovery	6 263 614.00	24 794 879.77	27 301 425.34	28 771 364.00
<b>TOTAL</b>	<b>61 130 769.46</b>	<b>81 974 379.27</b>	<b>90 198 874.79</b>	<b>97 958 558.40</b>
<b>OPERATIONAL EXPENDITURE</b>				
Salaries, Wages and Allowances	33 120 901.61	43 631 079.12	43 785 158.05	48 562 438.21
Councillor Allowances	13 800 547.00	15 045 463.02	15 888 008.95	16 745 961.44
General Expenses	85 010 980.63	60 551 661.19	62 643 574.11	69 067 591.65
Debt impairment	29 587 544.71	29 587 544.71	31 244 447.21	32 931 647.36
Depreciation (PPE)	3 187 985.88	8 500 000.00	9 500 000.00	16 000 000.00
Repairs and Maintenance (Other Assets)	1 300 000.00	3 343 200.00	3 546 419.20	3 751 525.84

Repairs and Maintenance (Infrastructure Assets)	17 142 469.11	9 200 000.00	10 339 200.00	11 479 116.80
Repairs and Maintenance(Community Assets)	1 000 000.00	500 000.00	528 000.00	556 512.00
<b>TOTAL</b>	<b>184 150 428.94</b>	<b>170 358 948.04</b>	<b>177 474 807.53</b>	<b>199 094 793.29</b>
<b>CAPITAL EXPENDITURE</b>				
Renewal of Existing Assets: Infrastructure Assets	<b>4,053,536.79</b>	5 000 000.00	0.00	0.00
Infrastructure Assets: Roads, Bridges & Storm Water	56,378,382.82	74 320 822.87	106 473 604.28	115 800 000.00
Infrastructure Assets:Electricity	11,962,500.00	9 142 000.00	5 872 500.00	5 133 000.00
Community Assets: Park & Cemetery Development	500,000.00	1 050 000.00	0.00	0.00
Other Assets:	7,769,600.00	13 848 600.00	6 928 800.00	3 086 955.20
<b>TOTAL</b>	<b>80,664,019.61</b>	<b>103 361 422.87</b>	<b>119 274 904.28</b>	<b>124 019 955.20</b>
<b>TOTAL INCOME</b>	<b>235 410 769.46</b>	<b>273 889 379.27</b>	<b>296 926 874.79</b>	<b>323 826 558.40</b>
<b>LESS TOTAL EXPENDITURE</b>	<b>235,350,821.57</b>	<b>273 720 370.91</b>	<b>296 749 711.81</b>	<b>323 114 748.49</b>
<b>SRPLUS/(DEFICIT)</b>	<b>59,947.89</b>	<b>169 008.36</b>	<b>177 162.98</b>	<b>711 809.90</b>

DRAFT BUDGET FOR 2011/2012 (EXPENDITURE BY SOURCE)				
ACCOUNTNO	ACCOUNTNAME	Budget 2012/2013	Budget 2013/2014	Budget 2014/2015
<b>Municipal Manager's Office</b>				
LIM473-4200-001821	Annual Reporting	200 000.00	211 200.00	222 604.80
LIM473-4200-200100	Salaries	2 874 354.99	3 035 318.87	3 199 226.09
LIM473-4200-260140	IDP Processes	400 000.00	422 400.00	445 209.60
LIM473-4200-260170	Legal Costs	500 000.00	528 000.00	556 512.00
LIM473-4200-260440	Internal Audit Conducted	500 000.00	528 000.00	556 512.00
LIM473-4200-260450	Perf Audit Committee Support	150 000.00	158 400.00	166 953.60
LIM473-4200-260490	Development Of By-Laws	500 000.00	528 000.00	556 512.00
LIM473-4200-265021	System: Performance Management	70 000.00	73 920.00	77 911.68
LIM473-4200-265021	Risk Management and assessment	80 000.00	84 480.00	89 041.92
LIM473-4200-265022	Risk management awareness training	-	-	-
LIM473-4200-265023	Procurement of risk management	200 000.00	211 200.00	222 604.80
<b>Total</b>		<b>5 474 354.99</b>	<b>5 780 918.87</b>	<b>6 093 088.49</b>
<b>Councillors</b>				
LIM473-4520-215010	Councillors-Allowance	13 930 984.28	14 711 119.40	15 505 519.85
LIM473-4520-215011	Provision for upper limits @ 8%	1 114 478.74	1 176 889.55	1 240 441.59
LIM473-4520-215015	Sitting Allowance	200 000.00	211 200.00	222 604.80
LIM473-4520-215031	Speakers and Chief whip programmes	200 000.00	211 200.00	222 604.80
LIM473-4520-215032	Ward Committee Incentives	3 720 000.00	3 928 320.00	4 140 449.28
LIM473-4520-260350	Training & Capacity building-Councillors	500 000.00	528 000.00	556 512.00
LIM473-4520-260410	Council Logistics	200 000.00	211 200.00	222 604.80
LIM473-4520-260418	Review council standing rules &	200 000.00	211 200.00	222 604.80

	orders			
LIM473-4520-260419	Review of System of delegation	200 000.00	211 200.00	222 604.80
LIM473-4520-266080	Ward Committee Capacity Building	400 000.00	422 400.00	445 209.60
<b>Total</b>		<b>20 665 463.02</b>	<b>21 822 728.95</b>	<b>23 001 156.32</b>
<b>Mayor's Office</b>				
LIM473-4530-200100	Salaries	3 418 909.99	3 610 368.94	3 805 328.87
LIM473-4530-260190	Mayoral Relief & Donation	300 000.00	316 800.00	333 907.20
LIM473-4530-260523	Publications	1 000 000.00	1 056 000.00	1 113 024.00
LIM473-4530-265030	Special Programmes	2 000 000.00	2 112 000.00	2 226 048.00
LIM473-4530-265060	Outreach Programmes Mayor	700 000.00	739 200.00	779 116.80
LIM473-4530-265065	Review of communication strategy	400 000.00	422 400.00	445 209.60
LIM473-4530-265066	Municipal social networks	150 000.00	158 400.00	166 953.60
LIM473-4530-266018	Corporate Branding & Marketing	750 000.00	792 000.00	834 768.00
<b>Total</b>		<b>8 718 909.99</b>	<b>9 207 168.94</b>	<b>9 704 356.07</b>
<b>Community Services</b>				
LIM473-5066-200100	Salaries	2 948 365.08	3 113 473.53	3 281 601.10
LIM473-5066-265092	Stipend	30 355.20	32 055.09	33 786.07
LIM473-5066-225011	Indigent Register	100 000.00	105 600.00	111 302.40
<b>Total</b>		<b>3 078 720.28</b>	<b>3 251 128.62</b>	<b>3 426 689.56</b>
<b>Budget &amp; Treasury Office</b>				
LIM473-5200-055550	Grants-MSIG Expenses	800 000.00	900 000.00	950 000.00
LIM473-5200-200100	Salaries	9 812 236.70	10 361 721.95	10 921 254.94
LIM473-5200-230050	Deprctn-Other Assets	8 500 000.00	9 500 000.00	16 000 000.00
LIM473-5200-235050	Rep & Main-Other Assets	343 200.00	362 419.20	381 989.84
LIM473-5200-250010	Contracted Services	1 064 540.00	1 124 154.24	1 184 858.57
LIM473-5200-260030	Audit Fees	2 698 767.00	2 849 897.95	3 003 792.44
LIM473-5200-260040	Bank Charges	115 940.00	122 432.64	129 044.00
LIM473-5200-260100	Electricity & Water	343 200.00	362 419.20	381 989.84
LIM473-5200-260135	Grants FMG Expenses	1 500 000.00	1 500 000.00	1 750 000.00
LIM473-5200-260136	Provision for Bad debts (Property	29 587 544.71	31 244 447.21	32 931 647.36

	Rates)			
LIM473-5200-260137	Unbundling of Assets	1 800 000.00	-	-
LIM473-5200-260160	Insurance	790 500.00	834 768.00	879 845.47
LIM473-5200-260210	Membership Costs	-	-	-
LIM473-5200-260220	Postage	100 000.00	105 600.00	111 302.40
LIM473-5200-260230	Printing And Stationery	885 360.00	934 940.16	985 426.93
LIM473-5200-260400	Municipal Vehicles	600 000.00	-	-
LIM473-5200-265020	Office Equipments and Furniture	948 600.00	500 000.00	527 000.00
LIM473-5200-265027	Rental: Office Equipment	295 120.00	311 646.72	328 475.64
LIM473-5200-265029	Development Of Valuation Roll	210 800.00	222 604.80	234 625.46
LIM473-5200-265032	GRAP/GAMAP:Financial Statement	210 600.00	222 393.60	234 402.85
LIM473-5200-265120	Financial Systems consultation	200 000.00	211 200.00	222 604.80
LIM473-5200-265140	Fleet Management And System	10 000.00	10 560.00	11 130.24
LIM473-5200-265150	MPRA Expense	1 015 000.00	1 071 840.00	1 129 719.36
LIM473-5520-266040	Cleaning Services	520 019.02	549 140.08	578 793.65
LIM473-5520-266060	Security Services	6 643 761.24	7 015 811.87	7 394 665.71
LIM473-5200-265160	Plant : Fuel And Oil	632 400.00	667 814.40	703 876.38
LIM473-5200-266070	Vehicle tracking system	25 296.00	26 712.58	28 155.06
<b>Total</b>		<b>69 652 884.66</b>	<b>71 012 524.60</b>	<b>81 004 600.93</b>
<b>Corporate Services</b>				
LIM473-5520-200100	Salaries	8 160 075.79	8 617 040.03	9 082 360.19
LIM473-5520-235065	Repairs & Maint: Ict Infrastructure	1 500 000.00	1 584 000.00	1 669 536.00
LIM473-5520-260020	Advertising	420 000.00	443 520.00	467 470.08
LIM473-5520-260045	Bursary Fund	2 000 000.00	2 112 000.00	2 226 048.00
LIM473-5520-260050	Time Management system (Electronic)	1 000 000.00	-	-
LIM473-5520-260051	Turnaround strategy	750 000.00	792 000.00	834 768.00
LIM473-5520-260110	Telecommunication Costs	850 000.00	897 600.00	946 070.40
LIM473-5520-260260	Refreshments	200 000.00	211 200.00	222 604.80
LIM473-5520-260306	Review HR policies/Other HR Activities.	200 000.00	211 200.00	222 604.80
LIM473-5520-260307	Development of orientation and	-	-	-

	induction strategy			
LIM473-5520-260308	SALGA annual levy	340 000.00	359 040.00	378 428.16
LIM473-5520-260308	Employee Wellness Programmes	300 000.00	316 800.00	333 907.20
LIM473-5520-260308	Municipal WSP	-	-	-
LIM473-5520-260311	Review employment equity plan	200 000.00	211 200.00	222 604.80
LIM473-5520-260312	LLF Support	100 000.00	105 600.00	111 302.40
LIM473-5520-260313	Customer care	770 000.00	813 120.00	857 028.48
LIM473-5520-260360	Training-Staff	1 500 000.00	1 584 000.00	1 669 536.00
LIM473-5520-260370	Travel & Accommodation	1 000 000.00	1 056 000.00	1 113 024.00
LIM473-5520-260410	It Infrastructure	2 300 000.00	2 428 800.00	2 559 955.20
LIM473-5520-266016	OHS Support	500 000.00	528 000.00	556 512.00
LIM473-5520-266017	Implementation Of Filling Plan	-	-	-
<b>Total</b>		<b>22 090 075.79</b>	<b>22 271 120.03</b>	<b>23 473 760.51</b>
<b>Planning</b>				
LIM473-6200-026535	Land Use Management	150 000.00	158 400.00	166 953.60
LIM473-6200-200100	Salaries	3 538 286.73	3 736 430.79	3 938 198.05
LIM473-6200-265048	Spatial Planning	1 000 000.00	1 056 000.00	1 113 024.00
LIM473-6200-265050	Feasibility Studies for bulk services	200 000.00	-	-
LIM473-6200-265051	Thusong service centre implementation	200 000.00	-	-
LIM473-6200-265052	Acquisition of Land	1 000 000.00	-	-
LIM473-6200-265053	Development of municipal cemetery	50 000.00	-	-
LIM473-6200-265054	Development of a municipal park	1 000 000.00	-	-
<b>Total</b>		<b>7 138 286.73</b>	<b>4 950 830.79</b>	<b>5 218 175.65</b>
<b>LED</b>				
LIM473-6250-200100	Salaries	1 095 676.73	1 157 034.63	1 219 514.50
LIM473-6250-265051	SMME Support	1 200 000.00	1 267 200.00	1 335 628.80
LIM473-6250-265053	LED Summit	150 000.00	158 400.00	166 953.60
LIM473-6250-265054	LED Forum	50 000.00	52 800.00	55 651.20
LIM473-6250-265055	Feasibility study	450 000.00	-	-
LIM473-6250-265056	Revival of municipal cultural villages	100 000.00	-	-



LIM473-6250-266290	Tourism	320 000.00	337 920.00	356 167.68
LIM473-6250-266297	Rehabilitation of Sorghum farming	-	-	-
LIM473-6250-266298	Acquisition of Tractor and delivery truck	-	-	-
<b>Total</b>		<b>3 365 676.73</b>	<b>2 973 354.63</b>	<b>3 133 915.78</b>
<b>Electricity Services</b>				
LIM473-7200-200100	Salaries	338 018.18	356 947.20	376 222.34
LIM473-7200-245015	Free Basic Electricity	4 000 000.00	5 000 000.00	6 000 000.00
LIM473-7200-245021	Repairs & Maintenance High masts	500 000.00	600 000.00	700 000.00
<b>LIM473-7200-265088</b>	<b>Capital: Infrastructure Assets</b>	<b>9 142 000.00</b>	<b>5 872 500.00</b>	<b>5 133 000.00</b>
	Electrification of Setlaboswane (ES)	2 700 000.00	-	-
	Installation of high masts at Tshehlwaneng taxi rank, Jane Furse taxi rank and Glen Cowie four way stop (ES)	1 800 000.00	-	-
	Electrification of Madibong/Mashishing (50) (DOE)	675 000.00	-	-
	Electrification of Maroge/Marutleng (40) (DOE)	540 000.00	-	-
	Electrification of Manotong (10) (DOE)	160 000.00		
	Electrification of Mashite/Dihlabaneng (DOE)	-	1 890 000.00	-
	Electrification of ga Moraba (30) (DOE)	405 000.00	-	-
	Electrification of ga Mosehla (60) (DOE)	810 000.00	-	-
	Electrification of ga Mabintane (52) (DOE)	702 000.00		
	Electrification of Matolokwaneng (100) (DOE)	1 350 000.00		
	Electrification of Tjatane (150) (DOE)	-	2 025 000.00	-

	Electrification of Masanteng (1000 (DOE)	-	1 350 000.00	
	Electrification of Kutupu (45) (DOE)	-	607 500.00	-
	Electrification of Serageng (45) (DOE)	-	-	607 500.00
	Electrification of Thoto (50) (DOE)	-	-	675 000.00
	Electrification of Semahlakole (15)	-	-	202 500.00
	Electrification of Mathibeng (40)	-	-	540 000.00
	Electrification of Sehuswane (20)	-	-	280 000.00
	Electrification of Lemating/Tsopaneng	-	-	98 000.00
	Electrification of Mampane/Eenkantaan (25)	-	-	350 000.00
	Electrification of Tswaing (65)	-	-	910 000.00
	Electrification of Malope (55)	-	-	770 000.00
	Electrification of Mohlarekoma (35)	-	-	490 000.00
	Electrification of Nkotokwane (15)	-	-	210 000.00
<b>Total</b>		<b>13 980 018.18</b>	<b>11 829 447.20</b>	<b>12 209 222.34</b>
<b>Housing</b>				
LIM473-7250-235030	Repair and maintenance of Municipal Office	1 500 000.00	1 600 000.00	1 700 000.00
LIM473-7250-235033	Maintenance Plan	-	-	-
LIM473-7250-265087	Extension Of Municipal Office	7 000 000.00	-	-
<b>Total</b>		<b>8 500 000.00</b>	<b>1 600 000.00</b>	<b>1 700 000.00</b>
<b>Technical Services</b>				
LIM473-7350-200100	Salaries	1 500 236.79	1 584 250.06	1 669 799.56
<b>Total</b>		<b>1 500 236.79</b>	<b>1 584 250.06</b>	<b>1 669 799.56</b>
<b>Roads and Bridges</b>				
LIM473-7500-200100	Salaries	2 167 861.27	2 289 261.50	2 412 881.62
LIM473-7500-235030	Rep & Maint-Roads & Bridges	8 000 000.00	9 000 000.00	10 000 000.00

LIM473-7500-235037	Feasibility Studies and designs for 12/13 & 13/14 roads and storm water projects	1 200 000.00	1 500 000.00	1 500 000.00
LIM473-7500-235038	Repairs and Maintenance of municipal plant	700 000.00	739 200.00	779 116.80
LIM473-7500-235039	Development of ITP	-	500 000.00	-
LIM473-7500-265015	Other Assets (Plant)	-	4 000 000.00	3 000 000.00
LIM473-7500-265061	Development Of Storm Water Man	200 000.00	-	-
LIM473-7500-265088	<b>Infrastructure Assets</b>	<b>74 320 822.87</b>	<b>104 473 604.28</b>	<b>115 800 000.00</b>
	Maila Mapitsane access bridge (MIG)	3 920 000.00	-	-
	Upgrading of Masemola Sports ground (MIG)	4 282 308.34	6 625 000.00	-
	Kutupu road and storm water phase2 (MIG)	10 016 387.47	-	-
	Vierfontein to Rietfontein Link road Phase2 (MIG)	6 216 052.14	5 069 613.59	
	Moretsele Access Road Phase 2 (MIG)	6 961 104.92	-	-
	Vlaka/Kome access bridge (MIG)	5 027 970.00	-	-
	Madibaneng Access bridge (MIG)	4 047 000.00	-	-
	Jane Furse Police station to Marangrang access road (MIG)	-	7 309 149.69	-
	Rietfontein storm water control (MIG)	-	3 600 000.00	-
	Access road to Jane Furse artificial pitch (MIG)	-	4 000 000.00	-
	Mohlala/Ngwanatswana pedestrian bridge (MIG)	-	2 469 841.00	-
	Pshiring access bridge (MIG)	-	3 500 000.00	-
	Mogashoa Manamane access bridge (MIG)	-	4 500 000.00	-
	Cabrieve/Khayelitsha access bridge (MIG)	-	4 500 000.00	-
	Moripane/Riverside access bridge (MIG)	-	3 700 000.00	-

	Lobethal/Tisane access bridge (MIG)	-	4 000 000.00	-
	Access roads to Peter Nchabeleng sports field (MIG)	-	-	4 500 000.00
	Access road to Jane Furse Library (MIG)	-	-	4 800 000.00
	Matilwaneng access bridge (MIG)			3 800 000.00
	Manotong/Setebong access bridge (MIG)			4 000 000.00
	Moraba access bridge (MIG)			3 800 000.00
	Makhutso access bridge (MIG)			4 000 000.00
	Manganeng access bridge (MIG)			3 800 000.00
	Skotiphola access road (MIG)			4 000 000.00
	Ngwanamatlang access bridge (MIG)			4 500 000.00
	Expansion of Jane Furse artificial turf (MIG)			5 600 000.00
	Access road to Sekwati tribal office (ES)	2 700 000.00	-	-
	Access road to Manganeng tribal office (ES)	2 000 000.00	-	-
	Access road to Seopela tribal office (ES)	3 950 000.00	-	-
	Access road to Masemola tribal office (ES)	1 000 000.00	-	-
	Construction of Jane Furse road to LIBSA (ES)	-	3 500 000.00	-
	Construction of Maololo Access bridge (ES)	6 000 000.00		
	Construction of access road to Seopela tribal office phase 2 (ES)	3 200 000.00	-	-
	Construction of access road to Mogashoa Manamane and Dithakaneng tribal offices (ES)	5 000 000.00	6 200 000.00	-
	Construction of access road to Maila Mapitsane tribal office (ES)	6 000 000.00	6 000 000.00	-

	Construction of access road to Tisane tribal office (ES)	4 000 000.00		
	Construction of access road to ga-Mampane tribal office (ES)	-	12 000 000.00	11 000 000.00
	Construction of access road to ga-Maloma tribal office (ES)	-	7 500 000.00	-
	Construction of access road to Mashabela tribal office (ES)	-	4 000 000.00	-
	Construction of access road to Marulaneng tribal office (ES)	-	9 000 000.00	-
	Construction of access road to Mashegoana/Legare/Tswaledi tribal offices (ES)	-	7 000 000.00	-
	Construction of access road to Mohlala Madibaneng tribal office (ES)			15 000 000.00
	Construction of access road to Maila Mashupye tribal office (ES)			25 000 000.00
	Construction of access road to Mathibeng tribal office (ES)			10 000 000.00
	Construction of access road to Maila Segolo tribal office (ES)			12 000 000.00
LIM473-7900-262116	Stipend For Sewer Maint	27 825.60	29 606.44	31 205.19
LIM473-7500-400071	Rehab Of R579 Jane Furse To Nebo	5 000 000.00	-	-
LIM473-7500-400073	MIG Overheads	1 062 177.13	1 168 394.84	1 285 234.32
<b>Total</b>		<b>92 678 686.87</b>	<b>123 700 067.06</b>	<b>134 808 437.92</b>
<b>Waste and Environmental Management</b>				
LIM473-7750-200100	Salaries	338 018.18	356 947.20	376 222.34
LIM473-7750-265077	Solid Waste Collection	4 800 000.00	5 068 800.00	5 342 515.20
LIM473-7750-265084	Waste collection truck and equipments	1 000 000.00		
LIM473-7750-265085	Protection of designated areas of	400 000.00	422 400.00	445 209.60

	natural resources			
<b>Total</b>		<b>6 538 018.18</b>	<b>5 848 147.20</b>	<b>6 163 947.14</b>
<b>Disaster Management</b>				
LIM473-8250-200100	Salaries	338 018.18	356 947.20	376 222.34
LIM473-8250-200112	Disaster relief fund	500 000.00	528 000.00	556 512.00
LIM473-8250-200112	Disaster management plan	50 000.00	52 800.00	55 651.20
<b>Total</b>		<b>888 018.18</b>	<b>937 747.20</b>	<b>988 385.54</b>
<b>Public Safety</b>				
LIM473-8510-200100	Salaries	7 101 020.52	7 498 677.67	7 903 606.26
LIM473-8510-266166	Improving driving licence testing centres	1 000 000.00	1 056 000.00	1 113 024.00
<b>Total</b>		<b>8 101 020.52</b>	<b>8 554 677.67</b>	<b>9 016 630.26</b>
<b>Sports</b>				
LIM473-8550-266161	Upgrading & Maintenance Community assets	500 000.00	528 000.00	556 512.00
LIM473-8550-266162	Sports & Culture Promotions	850 000.00	897 600.00	946 070.40
<b>Total</b>		<b>1 350 000.00</b>	<b>1 425 600.00</b>	<b>1 502 582.40</b>
<b>Company Total Budget</b>		<b>273 720 370.91</b>	<b>296 749 711.80</b>	<b>323 114 748.49</b>