



MAKHUDUTHAMAGA

LOCAL MUNICIPALITY

Mmogo re šomela diphetogo!

DRAFT 2016/17-2020/21 IDP/BUDGET (5YEARS)

ADOPTED 30TH MARCH 2016

TABLE OF CONTENT		
NO	DESCRIPTION	PAGE NO
1.	1. Vision and Mission	6
2.	2.Executive Summary	7
3.	3.Situational analysis	65
	3.1.Introduction	65
	3.2.KPA 1:Spatial rationale	77
	3.3.KPA 2:Basic Service Delivery and Infrastructure Development	103
	3.4 KPA 3:LED	190
	3.5.KPA 4:Financial Viability	204
	3.6.KPA 5: Good Governance and Public Participation	212
	3.7.KPA 6:Municipal Transformation and Organisational Development	228
4.	4.Strategies Phase	240
5.	5.Projects Phase	250
6.	6.Integration Phase	291
7	7 .1.Annexure A:Budget Summary	
	7.2.Annexure B:Organisational Structure	

LIST OF ACRONYMS

AC	: Audit Committee
AFS	: Annual Financial Statements
AG	: Auditor General
AIDS	: Acquired Immune Deficiency Syndrome
ANC	: African National Congress
BTO	: Budget and Treasury Office
CBO	: Community Based Organisation
CDG	: Care Dependency Grant
CGIS	: Corporate Geographic Information System
CSG	: Child Support Grant
CAPEX	: Capital Expenditure
CWP	: Community Works Programme
CRDP	: Comprehensive Rural Development Programme
COGTA	: Cooperative Governance and Traditional Affairs
CoGHSTA	: Corporate Governance Human Settlement and Traditional Affairs
COPE	: Congress of the People
DCF	: District Coordinating Forum
DG	: Disability Grant
DoRT	: Department of Roads and Transport
DWS	: Department of Water and Sanitation
DRDLR	: Department of Rural Development and Land Reform
ECD	: Early Childhood Development
EDP	: Economic Development and Planning
EPWP	: Expanded Public Works Programme
FBW	: Free Basic Water
FCG	: Foster Care Grant
HDI	: Historically Disadvantaged Individuals

ICT : Information and Communication Technology
 IDP : Integrated Development Plan
 ITP : Integrated Transport Plan
 IGF : Internally Generated Funds
 IGR : Inter Governmental Relations
 IT : Information Technology
 IWMP : Integrated Waste Management Plan
 KFA : Key Focus Area
 KPI : Key Performance Indicator
 LED : Local Economic Development
 LEDET : Local Economic Development Environment and Tourism
 LEGDP: Limpopo Employment, Growth and Development Plan
 LG-MTEC: Local Government Medium Term Expenditure Committee
 LGTA : Local Government Turn Around Strategy
 LTO : Local Tourism Organisation
 LUMS : Land Use Management System
 MSCOA: Municipal Standard Chart of Accounts
 MFMA : Municipal Finance Management Act
 MGD : Millennium Development Goals
 MIG : Municipal Infrastructure Grant
 MLM : Makhuduthamaga Local Municipality
 MPAC : Municipal Public Accounts Committee
 MTAS : Municipal Turn-Around Strategy
 MTSF : Medium Term Strategic Framework
 MWIG : Municipal Water Infrastructure Grant
 NGO : Non Government Organisation
 NKPA : National Key Performance Area
 NSDP : National Spatial Development Perspective
 OA : Old age

OPEX : Operational Expenditure
RBIG : Regional Bulk Infrastructure Grant
RSA : Republic of South Africa
PAC : Performance Audit Committee
PMS : Performance Management System
PSO : Provincial Strategic Objective
SASSA : South African Social Security Agency
SCM : Supply Chain Management
SDBIP : Service Delivery & Budget Implementation Plan
SMME : Small Medium & Micro Enterprises
STATSSA: Statistics South Africa

CHAPTER 1: VISION AND MISSION

1.1 VISION

To be a catalyst of integrated community driven service delivery

1.2 MISSION

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

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

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

CHAPTER 2: EXECUTIVE SUMMARY

2.1 Introduction

Makhuduthamaga Local Municipality (MLM) Integrated Development Plan (IDP) is the principal strategic planning instrument which guides and informs planning, budgeting, management and decision making processes in the municipality. It is informed by the Municipal Systems Act 2000 (Act No 32 of 2000) which stipulates each elected council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which –

- a) Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality
- b) Aligns the resources and capacity of the municipality with the implementation plan
- c) Forms the policy framework and general basis on which annual budgets must be based
- d) Complies with the provisions of this Chapter, and
- e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation

2.2. Legislative Background / Context

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

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

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

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

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

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

The National Development Plan

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

It proposes the following strategies to address the above goals:

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

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

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

14 Outcomes of Government – Role of Local Government

1. Quality Basic Education

Output	Role of Local Government
1. Improve quality of teaching and learning. 2. Regular assessment to track progress. 3. Improve early childhood development. 4. A credible outcomes- focused accountability system.	<input type="checkbox"/> Facilitate the building of new schools by: <ul style="list-style-type: none"> • Participating in needs assessments; • Identifying appropriate land; • Facilitating zoning and planning processes. <input type="checkbox"/> Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure.

2. A long and healthy life for all South Africans

Output	Role of Local Government
1. Increase life expectancy to 58 for males and 60 for females. 2. Reduce maternal and child mortality rates to 30-40 per 1 000 births. 3. Combat HIV/Aids and TB. 4. Strengthen health services effectiveness.	<input type="checkbox"/> Many municipalities perform health functions on behalf of provinces. <input type="checkbox"/> Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments. <input type="checkbox"/> Municipalities must continue to improve community health service infrastructure by providing clean water, sanitation and waste removal services.

3. All people are and feel safe

Output	Role of Local Government
1. Reduce overall level of crime. 2. An effective and integrated criminal justice system. 3. Improve perceptions of crime among the population. 4. Improve investor perceptions and trust.	<input type="checkbox"/> Facilitate the development of safer communities through better planning and enforcement of municipal by-laws. <input type="checkbox"/> Direct the traffic control function towards policing high risk violations – rather than revenue collection.

5. Effective and integrated border management. 6. Integrity of identity of citizens and residents secure. 7. Cyber-crime combated.	<ul style="list-style-type: none"> • Metro police services should contribute by: Increasing police personnel; • Improving collaboration with SAPS; and • Ensuring rapid response to reported crimes.
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4. Decent employment through inclusive growth

Output	Role of Local Government
1. Faster and sustainable inclusive growth. 2. More labour-absorbing growth. 3. Strategy to reduce youth unemployment. 4. Increase competitiveness to raise net exports and grow trade. 5. Improve support to small business and cooperatives. 6. Implement expanded public works programme (EPWP).	<input type="checkbox"/> Align LED Strategies, Plans and budgets to the term of Council in order to ensure ownership & accountability. <input type="checkbox"/> Improve the capacity of LED Units and establish LED For a / Working Groups focusing on agriculture, Mining, tourism and manufacturing. <input type="checkbox"/> Create an enabling environment for investment by stream-lining planning application processes. <input type="checkbox"/> Ensure proper maintenance and rehabilitation of essential services infrastructure. <input type="checkbox"/> Ensure proper implementation of the EPWP at Municipal level. <input type="checkbox"/> Design service delivery processes to be labour Intensive. <input type="checkbox"/> Improve procurement systems to eliminate corruption and ensure value for money. <input type="checkbox"/> Utilise community structures to provide services.

5. A skilled and capable workforce to support an inclusive growth

Output	Role of Local Government
1. A credible skills planning institutional mechanism 2. Increase access to intermediate and high level learning programmes 3. Increase access to occupation specific programmes (especially artisan skills training) 4. Research, development and innovation in human Capital	<input type="checkbox"/> Develop and extend intern and work experience programmes in municipalities <input type="checkbox"/> Link municipal procurement to skills development initiatives

6. An efficient, competitive and responsive economic infrastructure network

Output	Role of Local Government
1. Improve competition and regulation. 2. Reliable generation, distribution and transmission of Energy. 3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports. 4. Maintain bulk water infrastructure and ensure water supply. 5. Information and communication technology. 6. Benchmarks for each sector.	<input type="checkbox"/> Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services. <input type="checkbox"/> Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport. <input type="checkbox"/> Maintain and expand water purification works and waste water treatment works in line with growing demand. <input type="checkbox"/> Cities to prepare to receive the devolved public transport function. <input type="checkbox"/> Improve maintenance of municipal road networks.

7. Vibrant, equitable, sustainable rural communities contributing towards food security for all

Output	Role of Local Government
<ol style="list-style-type: none"> 1. Sustainable agrarian reform and improved access to markets for small farmers. 2. Improve access to affordable and diverse food. 3. Improve rural services and access to information to support livelihoods. 4. Improve rural employment opportunities. 5. Enable institutional environment for sustainable and Inclusive growth. 	<ul style="list-style-type: none"> <input type="checkbox"/> Facilitate the development of local markets for Agricultural produce. <input type="checkbox"/> Improve transport links with urban centres so as to ensure better economic integration. <input type="checkbox"/> Promote home production to enhance food security. <input type="checkbox"/> Ensure effective spending of grants for funding extension of access to basic services.

8. Sustainable human settlements and improved quality of household life

Output	Role of Local Government
<ol style="list-style-type: none"> 1. Accelerate housing delivery. 2. Improve property market. 3. More efficient land utilization. 	<ul style="list-style-type: none"> <input type="checkbox"/> Cities must prepare to be accredited for the housing function. <input type="checkbox"/> Develop spatial plans to ensure new housing developments are in line with national policy on Integrated human settlements. <input type="checkbox"/> Participate in the identification of suitable land for social housing. <input type="checkbox"/> Ensure capital budgets are appropriately prioritised to maintain existing services and extend services.

9. A responsive and, accountable, effective and efficient local government

Output	Role of Local Government
1. Differentiate approach to municipal financing, planning and support. 2. Community work programme (CWP). 3. Support for human settlements. 4. Refine ward committee model to deepen democracy. 5. Improve municipal financial administrative capability. 6. Single coordination window.	<input type="checkbox"/> Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality. <input type="checkbox"/> Implement the community work programme. <input type="checkbox"/> Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues. <input type="checkbox"/> Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption.

10. Protect and enhance our environmental assets and natural resources

Output	Role of Local Government
1. Enhance quality and quantity of water resources 2. Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality 3. Sustainable environment management 4. Protect biodiversity	<input type="checkbox"/> Develop and implement water management plans to reduce water losses <input type="checkbox"/> Ensure effective maintenance and rehabilitation of infrastructure <input type="checkbox"/> Run water and electricity saving awareness campaigns <input type="checkbox"/> Ensure proper management of municipal commonage and urban open spaces <input type="checkbox"/> Ensure development does not take place on wetlands

11. Create a better South Africa and contribute to a better Africa and a better world

Output	Role of Local Government
1. Enhance the African agenda and sustainable development. 2. Enhance regional integration. 3. Reform global governance institutions. 4. Enhance trade and investment between South Africa and partners.	<input type="checkbox"/> Role of local government is fairly limited in this area. Must concentrate on: <ul style="list-style-type: none"> • Ensuring basic infrastructure is in place and properly maintained. • Creating an enabling environment for investment.

12. An efficient, effective and development-oriented public service

Output	Role of Local Government
<ol style="list-style-type: none"> 1. Improve government performance. 2. Government-wide performance monitoring and evaluation. 3. Conduct comprehensive expenditure review. 4. Information campaign on constitutional rights and Responsibilities. 5. Celebrate cultural diversity 	<ul style="list-style-type: none"> <input type="checkbox"/> Continue to develop performance monitoring and management systems. <input type="checkbox"/> Comply with legal financial reporting requirements. <input type="checkbox"/> Review municipal expenditures to eliminate wastage. <input type="checkbox"/> Ensure that municipal councils behave in ways to restore community trust in local government.

13. A comprehensive, responsive and sustainable social protection system

Output	Role of Local Government
<ol style="list-style-type: none"> 1. Improve efficiency in the delivery of social protection services. 2. Address exclusions by identifying and reaching those who are entitled to the existing benefits of social protection 3. Reduce the administrative bottlenecks that prevent people from accessing benefits. 4. Develop an enabling environment and create conditions for social partners such as the NGO sector to contribute to social protection. 	<ul style="list-style-type: none"> <input type="checkbox"/> Establish and annually update the municipal Indigent Register. <input type="checkbox"/> Provide services to indigent households. <input type="checkbox"/> Ensure improved good governance within the municipal administration by focusing attention on the needs of special groups (women, youth, children and the disabled). <input type="checkbox"/> Ensure comprehensive ward-based planning to identify challenges affecting the weak and the infirm. <input type="checkbox"/> Budgeting and fundraising for the support of NGO, CBOs and NPOs and partnering with them on the delivery of certain municipal services (e.g. HIV/Aids Awareness Campaigns). <input type="checkbox"/> Encourage substantive participation by creating conducive platforms for public participation.

14. A diverse, socially cohesive society with a common national identity

Output	Role of Local Government
<ol style="list-style-type: none">1. Promoting the Bill of Responsibility, Constitutional values and national symbols amongst children in schools.2. Establishing Constitutional Monday and popularise the Moral Regeneration Movement's charter of good values.3. Developing and implementing Constitutional rights awareness campaigns/programmes targeting the public with a focus on vulnerable and marginalised group.4. Improving enforcement of the Employment Equity Act by ensuring that at least 40% of middle and senior management is African by 2019.5. Building non-racialism through community dialogues and combating racism, racial discrimination, xenophobia and related intolerance.	<ul style="list-style-type: none">□ Partner with relevant departments for hosting of events to promote the constitutional values, national symbols and holidays.□ Conduct awareness campaigns that empower the vulnerable and the marginalized.□ Ensure the development of municipal Equity Plans as required by the Employment Equity Act.□ Create a conducive environment for community dialogue through Moral Regeneration fora ,Youth Parliament ,Imbizos to promote social cohesion

THE LOCAL GOVERNMENT BACK TO BASICS STRATEGY

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

1. Basic Service: Creating conditions for decent living

- Municipalities must deliver the basic services (basic water,sanitation,electricity,waste removal etc)In addition to the above, municipalities must ensure that services such as cutting grass, patching potholes, working robots and street lights and consistent refuse removal are provided.
- Council to ensure proper maintenance and immediate addressing of outages or maintenance issues to ensure continuity of service provision
- .Municipalities must improve mechanisms to deliver new infrastructure at a faster pace whilst adhering to the relevant standards

- .Increase of Community Work Programme sites targeting the unemployed youth in informal settlements to render day to day services such as cutting grass, patching potholes, cleaning cemeteries,etc
- .Extend reach of basic services to communities living in informal settlements by providing temporary services such as:(i)potable water,(ii)temporary sanitation facilities,(iii)grading of gravel roads and (iv)refuse removal

2. Good governance

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

3. Public Participation: Putting people first

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

4. Sound financial management

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

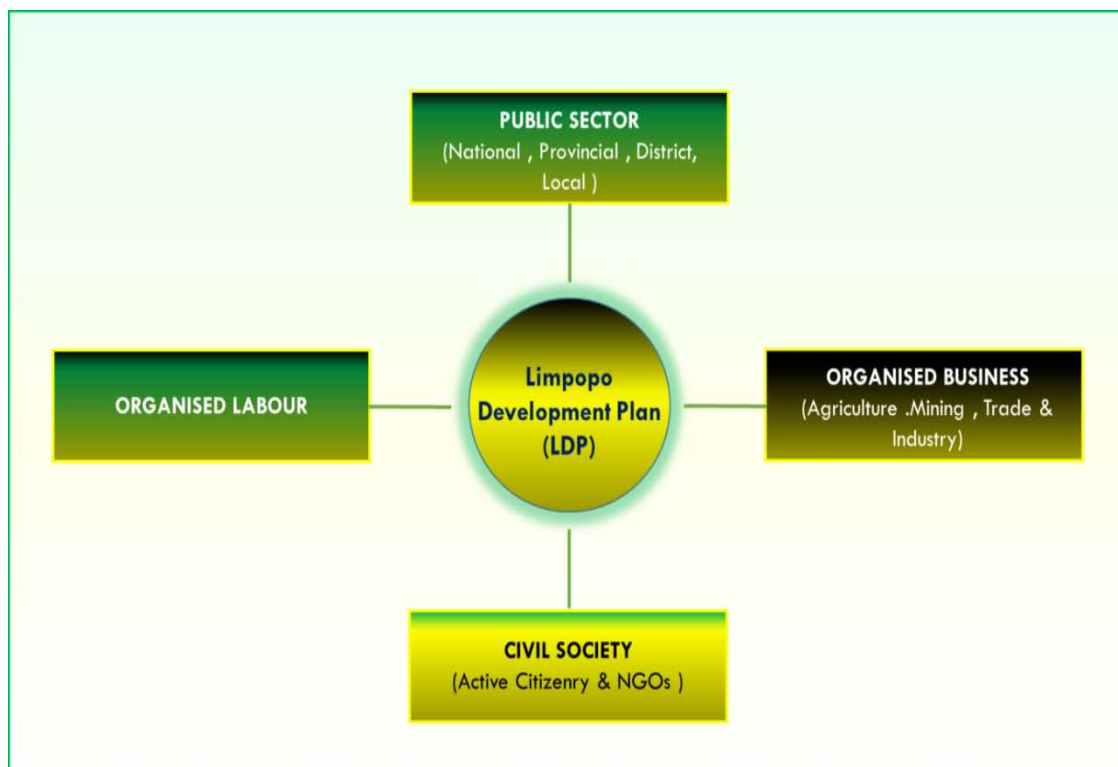
- Conduct campaigns against “illegal connections, cable theft, manhole covers”etc

5. Building capable institutions and Administrations

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

LIMPOPO DEVELOPMENT PLAN AND ITS OBJECTIVES AND TARGETS

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



STRATEGIC OBJECTIVES AND TARGETS

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

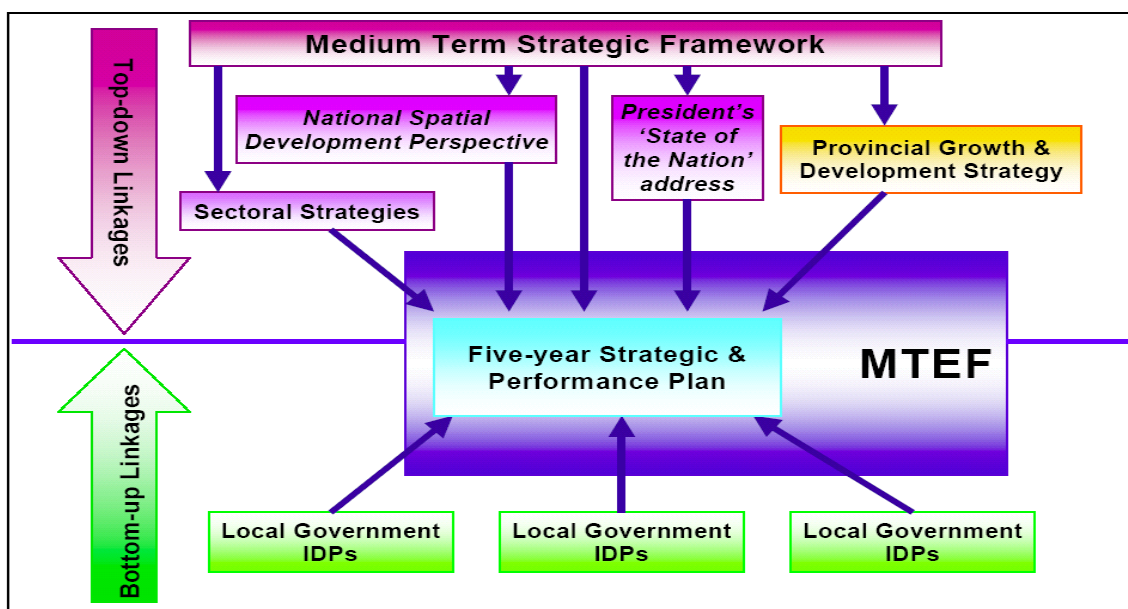
- Limpopo's Growth Trajectory Scenario (Current MTSF) at 3%;
- Increase Matric pass rate from 72.9% in 2014 to beyond 80%;
- Create 429 000 jobs;
- Reduction of official unemployment rate from 16.9% in 2014 to 14%. (Expanded unemployment rate from 38.4% in 2014 to less than 33%;
- Improve access to basic services (water) from 83% in 2014 to 90%;
- Improve access to electricity supply from 83% in 2014 to 90%;
- Improve access to sanitation from 43% in 2014 to 50%;
- Reduce HIV Incidence from approx. 9% of the total population of Limpopo in 2014 to 5%;
- Increase Life expectancy M = 58.3, F = 62.5 in 2014 to M = 60, F = 65;
- Reduce inequality (Gini-Coefficient) from 0.61 in 2014 to 0.50; and
- Increase GGP contribution to national economy from the current 7.1%.

ALIGNMENT OF THE NDP AND LDP PRIORITIES INTO THE MUNICIPAL IDPs

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

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

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



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

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

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

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

Key Performance Area	Definition
KPA 1: Spatial Rationale	To establish economical, socially , environmentally integrated sustainable human settlements around Makhuduthamaga Municipality
KPA2:Basic Service Delivery and Infrastructure Development	To ensure provision of efficient infrastructure (Roads and storm-water) and energy supply that will contribute to the improvement of quality of life for all in Makhuduthamaga To contribute to the safety of communities through the proactive identification, prevention, mitigation, and management of environment, fire and disaster risks.

KPA 3: Local Economic Development	To facilitate sustainable economic empowerment for all communities within Makhuduthamaga and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development
KPA 4: Financial Viability and Management	To ensure the financial viability and sustainability of the municipality and to adhere to statutory requirements
KPA 5: Good Governance and Public Participation	To promote proper governance and public Participation To improve public relations thus pledging that our customers are serviced with dignity and care to facilitate the development of the poor and most vulnerable including the elderly, women, people with disabilities, youth and rights of Children
KPA6:Municipal Transformation and organizational development	Institutional transformation to provide an effective and efficient workforce by aligning institutional arrangements to the overall municipal strategy in order to deliver quality services

2.3 Powers and Functions

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

Functions	MLM	SDM	Eskom	Description of function performed
1.Air pollution	No			
2.Building regulations	Yes			Enforcing the national building regulations
3.Child care facilities	Yes			
4.Electricity reticulation			Yes	Supply and maintain all electricity functions
5.Fire fighting		Yes		Complete fire fighting services
6.Local tourism	Yes			To provide LED support and tourism enhancement support
7.Municipal Airport	No			
8.Municipal Planning	Yes			Forward planning. Land use control. Policy development.Environmental.GIS
9.Municipal health Services		Yes		Provision of municipal health services through inspections, investigations and control
10.Municipal Public transport	Yes			Provide traffic control and licensing

11.Pontoons and ferries	No			
12.Storm water	Yes			Provide storm water system
13.Trading regulations	Yes			Regulate trading with support from LEDET
14.Water		Yes		Water authority and provider
15.Beaches and amusement facilities	No			
16.Billboards and the display of advertisements in public places	Yes			Regulation,control,and display of advertisement and billboards
17.Cemetries,funeral parlors and crematoria	Yes			Control
18.Cleansing	Yes			Sweeping streets, picking litter, and emptying of street bins
19.Control of public nuisance	Yes			Control of public nuisance and inspection thereof issuing of notices
20.Control of undertakings that sell liquor to the public	No			
21. Facilities for the accommodation, care and burial of animals	Yes			Compliance
22. Fencing	Yes			
23.Licencing of dogs	Yes			
24.Licencing and control of undertakings that sell food to the public	Yes			Quality control. Safety and hygiene regulations
25. Local amenities	Yes			
26. Local sports facilities	Yes			Maintaining and provision of stadia
27. Markets	Yes			
28. Municipal abattoirs	Yes			
29. Municipal parks and recreation	Yes			Recreational areas for local communities

30.Municipal roads	Yes			Maintenance of roads, upgrading roads from gravel to tar
31.Noise pollution	Yes			Control of noise pollution
32.Pounds	Yes			
33. Public places	Yes			
34. Refuse removal, refuse disposal sites and Solid waste disposal	Yes			Waste collection. Waste transport landfill management
35. Street trading	Yes			Regulate and control
36.Street lighting	Yes			Provide and maintain
37.Vehicle licensing and registration	Yes			Provide
38. Learners and Drivers licensing	Yes			Provide
39.Disaster Management	Yes			Provide

Source: COGHSTA, 2015

2.4 Basis for IDP Review Process

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

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

2011/12	2012/13	2013/14	2014/15	2015/16	Target for 2016/17-2020/21
High	High	High	High	High	High

Source: CoGHSTA, Limpopo 2015

The opinion of the MEC assessment panel during 2015/16 IDP/ Budget assessment was that the MLM should maintain the status quo on issues that were clearly indicated in terms of all KPAs and **adhere to the process plan in the 2016/17-2020/21 IDP /Budget review.**

Process plan

Drafting an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external role players. Such process has to be properly organized and prepared. The preparation is the duty of the Municipal Manager and Senior Managers. The

preparation process will be referred to as the process plan and should contribute to the institutional readiness to draft or review the IDP.

The elected Municipal Council is the ultimate IDP decision making authority. The role of participatory democracy is to inform, negotiate and comment on those decisions in the course of the planning process.

In terms of the Council approved IDP and Budget process plan, Council must approve the final IDP before the start of the financial year, that is , no later than 31 May 2016 .

In order for Makhuduthamaga to prepare a credible IDP, several stakeholders have to be engaged to provide inputs and inform the final IDP. Stakeholder interventions are outlined in the table below:

Table 2: Municipal IDP Process rollout

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

2.5 Institutional arrangements for the IDP process and implementation

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

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

2.6 Process Overview: Steps and Events

IDP/Budget review structures and roles clarifications and responsibilities

Roles and responsibilities of government spheres

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

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

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

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">• Prepare process plan for IDP Revision• Undertake the overall management ,coordination and monitoring of the process as well as the drafting of the local IDP• Approve IDP within the agreed framework• Ensures participatory planning that is strategic and implementation oriented.

SDM	<ul style="list-style-type: none"> • Compile IDP framework for the whole District • Ensures alignment of IDPs in the District
Office of the Premier	<ul style="list-style-type: none"> • Support and monitor CoGHSTA 's alignment responsibilities • Ensures Medium Term Framework and Strategic Plans of Provincial Sector Departments consider IDPs • Intervene where there is a performance problem of provincial departments • Investigates issues of non performance of provincial government as may be submitted by any municipality
CoGHSTA	<ul style="list-style-type: none"> • Ensure vertical/sector alignment between provincial sector department/provincial strategic plans and IDP process at local level • Ensures horizontal alignment of IDPs of various municipalities
Other Sector Departments	<ul style="list-style-type: none"> • Contribute technical knowledge, ideas and sector expertise to the formulation of municipal strategies, projects and sector plans • Actively participate in the various Task teams established for IDP process • Provide departmental operational and capital budgetary information
COGTA	<ul style="list-style-type: none"> • Issue legislation and policies in support of IDP's • Issue Integrated Development Planning Guidelines • Provide financial assistance • Provide a National Training Framework
IGR Structures (IDP Rep Forum, IDP Managers forum,PDPF,DDPF	<ul style="list-style-type: none"> • Provide inter-governmental dialogue to agree on shared priorities and interventions • Provide dialogue between sectors for holistic infrastructure development
Private sector	<ul style="list-style-type: none"> • Participate in the formulation of the plan • Provide information on the opportunities that the communities may have in their industry • Submit their projects in the IDP of the municipality
Other Stakeholders	<ul style="list-style-type: none"> • Interest groups such as NGOs, CBOs, Magoshi, and Organizations for Youth, women, and people with disabilities may be involved in the local IDP Representative Forum. Aim is to consult with and respond to various interests in the community.
Communities	<ul style="list-style-type: none"> • Identify and prioritize needs

	<ul style="list-style-type: none"> • Participate in the IDP Representative Forum • Discuss and comment on the draft IDP review • Monitor performance in the implementation of the IDP review
Ward committees	<ul style="list-style-type: none"> • Participate in the community consultations meetings • Articulate the community needs • Help in the collection of the needed data /research
Community Development Workers	<ul style="list-style-type: none"> • Help in the generation of the required data, thereby providing requisite support to Ward committees

In accordance with Municipal Systems Act 32 of 2000 section 25(1) each municipal council must within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan (IDP) for the development of the municipality. Further in terms of section 34 MSA a municipal council must review its IDP annually in accordance with an assessment of its performance measurements (2016-2021). Section 21(1)(b) of the Municipal Finance Management Act (MFMA) (no. 56 of 2003) generally echoes Section 28(1) of the Municipal Systems Act (MSA) (no. 32 of 2000) by prescribing that the Mayor of the Municipality must at least 10 months before the commencement of the financial year, table in the Council a time schedule outlining key deadlines for the preparations, tabling and approval of the annual budget and also the review of the Integrated Development Plan. **Below is the approved schedule for the IDP/Budget process for the 2016/17-2020/21 Financial Year:**

Month	Activity	Target date
PREPARATORY PHASE		
JULY 2015	<ul style="list-style-type: none"> ○ Review of previous year's IDP/Budget process ○ Exco provides political guidance over the budget process and priorities that must inform preparations of the budget ○ IDP/Budget Steering Committee meeting ○ 4th Quarter Performance Lekgotla (2014-15) 	JULY 2015
August 2015	<ul style="list-style-type: none"> ○ Submit Process Plan for 2016/17-2020/21 to Council ○ Ward to Ward based data collection ○ Collate information from ward based data ○ Submit Annual Financial Statements for 2014/15 to AG ○ Submit 2014/15 cumulative Performance Report to AG and Council Structures ○ Operational Risk Assessment for 2015/2016 	August 2015
Month	Activity	Target date
ANALYSIS PHASE		
September 2015	<ul style="list-style-type: none"> ○ Council determines strategic objectives for service delivery through IDP review processes and the development of the next 3 year budget (including review of sector department plan) ○ Consult with provincial and national sector departments on sector specific programmes for 	September 2015

	alignment (libraries, schools, clinics, water, electricity, roads, sanitation, etc.) <ul style="list-style-type: none"> ○ Finalise ward based data compilation ○ Update Council Structures on updated data 	
Month	Activity	Target date
STRATEGIES PHASE		
October 2015	<ul style="list-style-type: none"> ○ Quarterly (1st) review of the 2015/16 budget, related policies, amendments (if necessary), any related process ○ Begin preliminary preparations on proposed budget for 2016/17 financial year ○ 1st Quarter Performance Lekgotla (2015/16) 	October 2015
Month	Activity	Target date
PROJECTS PHASE		
November 2015	<ul style="list-style-type: none"> ○ Confirm IDP Projects with District and Sector departments ○ Review and effect changes on the initial IDP draft 	November 2015
Month	Activity	Target date
INTEGRATION PHASE		
December 2015	<ul style="list-style-type: none"> ○ Table Draft 2014/15 Annual Report to Council ○ Review budget performance and prepare for adjustment ○ Consolidated Analysis Phase in Place ○ IDP/Budget Steering Committee meeting ○ IDP Representative Forum 	December 2015
January 2016	<ul style="list-style-type: none"> ○ Table Draft 2014/15 Annual Report to Council ○ Submit Draft Annual Report to AG,PT and CoGHSTA ○ Publish Draft Annual Report in the Municipal jurisdiction (website etc) ○ Prepare Oversight Report for 2014/15 financial year ○ Mid-Year Performance Lekgotla / Strategic Planning Session (Review of IDP/Budget, related policies) 	January 2016
Month	Activity	Target date
February 2016	<ul style="list-style-type: none"> ○ Table Budget Adjustment (if necessary) ○ Submission of Draft IDP/Budget for 2016/17-2020/21 to Management ○ Submission of Draft IDP/Budget and other plans to Portfolio committees ○ Submission of Draft IDP/Budget to EXCO 	February 2016
March 2016	<ul style="list-style-type: none"> ○ Council considers the 2016/17-2020/21 Draft IDP/Budget ○ Publish the 2016/17-2020/21 IDP/Budget for public comments ○ Adoption Oversight Report for 2014/15 	March 2016
APPROVAL PHASE		
April 2016	<ul style="list-style-type: none"> ○ Submit 2016/17-2020/21 Draft IDP/Budget to the 	April 2016

	<p>National Treasury, Provincial Treasury and CoGHSTA in both printed and electronic formats</p> <ul style="list-style-type: none"> ○ Consultation with National and Provincial Treasuries, community participation and stakeholder consultation ○ Submission of IDP/Budget for 2016/17-2020/21 to Council structures with incorporated comments from the consultative process and taking into account 3rd quarterly review of the current year ○ Strategic Risk Assessment for 2016/2017 ○ 3rd Quarter Performance Lekgotla (2015/16) 	
May 2016	<ul style="list-style-type: none"> ○ Submission of Final Draft of IDP/Budget for 2016/17-2020/21 to the Council for approval ○ Prepare SDBIP for 2016/17 ○ Develop Performance Agreements (Performance Plans) of MM and Senior Managers for 2016/17 Performance year ○ Operational Risk assessment for 2016/2017 	May 2016
June 2016	<ul style="list-style-type: none"> ○ Submission of approved IDP/Budget to MEC for CoGHSTA /National and Provincial treasury and to SDM ○ Submission of the SDBIP to the Mayor ○ Submission of the 2016/17 Performance Agreement to the Mayor ○ Notice and summary of approved budget in Gazette and Local Newspaper ○ Notice of approved Service Delivery and Budget Implementation Plan Local newspaper/gazette 	June 2016

The review process for the development of this IDP was conducted as follows:

- Council approval of the review process plan was done on 31st August 2015.
- Data collection sessions to update analysis phase(status quo) with Councillors, Ward committees, CDWs and Traditional councils from 29th September 2015 – 02nd October 2015(ward 1 -31)
- IDP District Engagement Session (Analysis Phase) from the 05-06th October 2015
- Exco First Quarter Lekgotla on the 26th October 2015
- Special Strategic Planning Session from 14-15th December 2015
- Exco Second Quarter / Half Yearly Lekgotla on the 19th January 2016

- Strategic Planning Session (Review of IDP/Budget, related policies) on 04 and 08 February 2016
- IDP District Engagement Session (Strategies and Projects Phases) from 23-24 February 2016
- Adoption of Draft 2016/17-2020/21 IDP/Budget for stakeholders consultation on the 30th March 2016

Implementation of the IDP

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

2.7. Outcomes of the IDP Community Consultation Meetings

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

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

WARD	VILLAGE	PRIORITY NEEDS	PRIORITY RATING
1	1.Ga Tshehla	<ul style="list-style-type: none"> ○ Fencing of graveyard ○ VIP toilets (115) ○ RDP houses (15) ○ Electricity post connections ○ Skip bins (3) 	1. Water 2. VIP toilets 3. RDP houses 4. Electricity post connections
	2.Hlalanikahle	<ul style="list-style-type: none"> ○ Fencing of graveyard ○ Water ○ Tarring of road from Bosele to Baromaneng 	5. Tarring of roads 6. Fencing of graveyard 7. Bridge

		<ul style="list-style-type: none"> ○ RDP houses (35) ○ VIP toilets(1900) ○ Bridge at Ga-Phetla ○ Electricity post connections ○ Skip bins (6) ○ Mast lights (4) 	8. Skip bins 9. Mast lights
	3.Kutupu	<ul style="list-style-type: none"> ○ Fencing of graveyard ○ Water ○ Bridge at Ga-Masango ○ VIP toilets(1800) ○ RDP houses(45) ○ Tarring of road from Zone 1 to Zone 3 ○ Electricity post connections ○ Skip bins (7) ○ High mast lights(4) 	
	4.Ratanang Kutupu Extension	<ul style="list-style-type: none"> ○ Bridge from Kutupu to Ratanang ○ Water ○ VIP toilets ○ Electricity post connections ○ Tarring of road from Kutupu to Ratanang ○ RDP houses (10) ○ Skip bins(4) 	
2	1.Phokoane and Toishi	<ul style="list-style-type: none"> ○ Tarring of roads :Phokoane clinic to Maloka road,Piekie's corner to Leshalabe Primary school, Toishi to Greenside road, Toishi to Dihlwadieme cemetery,access bridge from Section Seven to Dihlwadieme cemetery ○ Education :Technical college,Multi purpose centre ○ Mast lights ○ Sports complex ○ Fencing of Dihlwadieme cemetery ○ Old age centre ○ Tarring of Phokoane to Mogaladi road 	
	2.Mabintane	<ul style="list-style-type: none"> ○ Tarring of Platklip main street and Ngema Street to Mashishing ○ VIP toilets ○ Clinic ○ Mast lights 	

		<ul style="list-style-type: none"> ○ Old age centre ○ Sports complex ○ Technical college ○ Library ○ Park ○ Fencing of Mashishing and Platklip cemetery 	
	3.Mogudi	<ul style="list-style-type: none"> ○ Tarring of Tlame main road ○ Tarring of Mamosadi main street ○ Mast lights ○ Sports complex ○ Old age centre ○ Phatametsane cultural village and tourism ○ Tarring of Phokoane to Malope road 	
3	1.Mokgapaneng	<ul style="list-style-type: none"> ○ Tarring of main road to Blackhouse ○ Tarring of road from Mokgapaneng reservoir to Selengwane ○ Two bridges needed :Reservoir main road and Selengwane ○ Electricity post connections ○ Storm water drainage in main road and Matlala shop to Selengwane ○ Leduma Primary School ○ Mobile clinic needed ○ Water 	
	2.Makoshala	<ul style="list-style-type: none"> ○ Tarring of road from Makoshala mortogate via Lehwelere and Thotoaneng schools to Phokoane /Nebo Police Station ○ Storm water drainage at Makoshala Block F ○ Tarring of road from Lehwelere school to Brooklyn ○ Tarring of road to Makoshala graveyard ○ Tarring of main road to Nebo Circuit Offices ○ Bridge needed at Phokoane / Nebo Police station road ○ Bridge needed at main street block F ○ Bridge on the road to Phokoane 	

		<p>community centre</p> <ul style="list-style-type: none"> ○ Storm water drainage on the main street to Phokoane Community Centre ○ Unfinished storm water drainage at Block C ○ Electricity post connection at Block C ○ Water infrastructure needed ○ Mobile clinic needed 	
	3.Phokoane(Malegale)	<ul style="list-style-type: none"> ○ No water at all ○ Storm water drainage needed on Nkoane road ○ Tarring of main roads via Phokoane clinic and Mogadime street ○ Mogadime street via Skotiphola an access bridge needed ○ Storm water drainage on the Phokoane clinic and Malegale grave yard roads 	
	4.Phokoane(Mapaeng)	<ul style="list-style-type: none"> ○ Tarring of Leshalabe shop to Selengwane road ○ Tarring of main road at Magajane to Mapaeng to Malegale cemeteries ○ Tarring of road from corner Mosoane to Selengwane 	
	5.Phokoane(Ramabele Malatji,Lefakong,Masioneng,Skotiphola and Mashifane)	<ul style="list-style-type: none"> ○ Tarring of Ramabele / Malatji from Phokoane clinic via Mashifane and Malegale ○ Tarring of road from Ga-Malatji street to Skotiphola access bridge ○ Tarring of road at Masioneng St Engenase Church ○ Storm water drainage – there is a big donga/pothole at Ga-Malatji 	

	6.Phatametsane	<ul style="list-style-type: none"> ○ Tarring of road from Lekwankwa shop to new Library ○ Tarring of road from main road to ZCC church ○ Storm water drainage on the new library road to Lekwankwa shop ○ Storm water drainage corner Phatametsane school to Boipusho Dam ○ Phatametsane bridge between Lekwankwa and Phatametsane school 	
	7.Masioneng /Skotiphola	<ul style="list-style-type: none"> ○ Tarring of road from Masioneng to Skotiphola main road to Skotiphola access bridge ○ Storm water drainage on main street of Skotiphola ○ Storm water drainage on Skotiphola Roman Catholic Church 	
4	1.Rietfontein	<ul style="list-style-type: none"> ○ Water maintenance/upgrading of reservoir ○ Fencing of cemeteries (2) ○ Upgrading of clinic ○ Speed humps near Mogalatladi School ○ RDP houses ○ VIP toilets ○ Paving of road to clinic ○ Waste collection program (EPWP) ○ SASSA satellite office ○ Library ○ Culvert bridge near Mogalatladi School ○ Disabled and Drop centre ○ Home Affairs satellite office ○ Secondary school ○ Storm water control ○ Electricity post connection (260) ○ Livestock dam ○ Grading of sports fields 	
	2.Vierfontein	<ul style="list-style-type: none"> ○ Incomplete RDP houses 	

		<ul style="list-style-type: none"> ○ RDP houses and VIP toilets ○ Fencing of graveyards ○ Tarring of road from Vleeschboom to Magukubjane clinic ○ Clinic ○ Water phase 2 ○ Electricity post connection (63) ○ Sports ground ○ Paving of road to cemetery ○ Paving of internal streets ○ Toilets in graveyards 	
	3.Katlegong	<ul style="list-style-type: none"> ○ Primary school ○ RDP houses and VIP toilets ○ Water reticulation ○ Bridge ○ Electricity post connections ○ Fencing of cemetery ○ Speed humps near taxi rank before Katlegong ○ Speed humps at Katlegong road ○ Energisation of taxi rank mast lights ○ Paving of internal street ○ Toilets and water in the graveyard 	
5	1.Maserumole Park	<ul style="list-style-type: none"> ○ Water Reservoir ○ Incomplete PHP houses, ○ Clinic, ○ Waste collection project ○ Paving of road to Magistrate offices 	
	2.Mohlwarekoma	<ul style="list-style-type: none"> ○ Water yard connection ○ PHP houses, ○ Waste collection ○ Pay point 	
	3.Leeukraal	<ul style="list-style-type: none"> ○ Water reticulation, ○ PHP houses, ○ Additional classrooms at Phutihlogoana and Moteane Schools ○ Disabled centre ○ Leeukraal / Maserumule Park access roads be paved 	

		<ul style="list-style-type: none"> ○ Clinic 	
	4.Matlakakatle A and B	<ul style="list-style-type: none"> ○ Water reticulation ○ PHP houses, ○ Matlakatle / Matoseng Bridge ○ Magale School bridge 	
6	1.Eenzaam Trust	<ul style="list-style-type: none"> ○ Fencing of graveyard, ○ Additional classrooms at Mahlaba and Ntshebele schools ○ Pre schools needed ○ Pay point ○ Community hall ○ Livestock dam ○ Sanitation ○ Storm water drainage ○ Sports facilities ○ Foot bridge 	
	2.Patantsoane A and B	<ul style="list-style-type: none"> ○ Electricity post connection ○ Finishing of water project ○ Patantshwane/Thoto road be tarred ○ Incomplete PHP houses, ○ Storm water drainage ○ Fencing of graveyard ○ Community hall ○ Pay point, ○ Drop -in centre ○ Sanitation 	
	3.Eenzaam stam	<ul style="list-style-type: none"> ○ Community hall ○ Fencing of graveyard ○ Storm water drainage ○ Livestock dam ○ Pay point ○ Sanitation 	
	4.Mare	<ul style="list-style-type: none"> ○ Electricity ○ Electricity water pumping machine ○ Incomplete PHP houses, ○ Access roads ○ Clinic 	
7	1.Thoto	<ul style="list-style-type: none"> ○ Clinic ○ Phase two water reticulation ○ Tarring of road from Glen cowie via 	1. Tarring of Glen cowie via Malaka to Thoto road

		<ul style="list-style-type: none"> Malaka to Thoto o Community service centre o Outstanding RDP houses (28) o Fencing of cemetery o Seopo School be demolished 	<ul style="list-style-type: none"> 2. Fencing of cemeteries 3. Clinics 4. Sanitation 5. Outstanding of RDP houses 6. Bridges 7. Community halls Maintenance of Setebong roads
	2.Malaka	<ul style="list-style-type: none"> o Sanitation o Outstanding RDP houses (5) o Clinic o Tarring of road from Glen cowie via Malaka to Thoto 	
	3.Ntoane	<ul style="list-style-type: none"> o Fencing of cemetery o Clinic o Tarring of road from Glen cowie via Malaka to Thoto o Bridge between Manotong and Ntoane o Outstanding RDP houses (7) o Extension of water pipeline and erection of reservoir 	
	4.Manthlanyane	<ul style="list-style-type: none"> o Fencing of cemetery o Water supply o Clinic o Tarring of road from Glen cowie via Malaka to Thoto 	
	5.Manotong	<ul style="list-style-type: none"> o Bridge between Manotong and Setebong o Tarring of road from Glen cowie via Malaka to Thoto o RDP houses o Clinic o Community hall o Fencing of cemetery 	
	6.Dikatone	<ul style="list-style-type: none"> o Fencing of cemetery o Clinic o Tarring of road from Glen cowie via Malaka to Thoto o Community hall o Extension of water pipeline to Ga-Mankge and Ga- Mosoma o Sanitation 	
	7.Setebong	<ul style="list-style-type: none"> o Fencing of cemetery 	

		<ul style="list-style-type: none"> ○ Tarring of road from Glen cowie via Malaka to Thoto ○ Sanitation ○ Clinic ○ Community hall ○ Maintenance of Setebong road ○ Skip 	
8	1.Mathousand / Hlahlane	<ul style="list-style-type: none"> ○ Bridges ○ Water yard connection ○ Sanitation ○ Waste collection ○ Mast lights ○ Library ○ RDP houses ○ Multi-purpose centre ○ Sports facilities ○ Fencing of graveyard 	
	2.Pelepele Park / Maswiakae	<ul style="list-style-type: none"> ○ Complete water reticulation ○ Electricity post connections ○ Storm water drainage ○ Speed humps on R579 road ○ Sanitation ○ Waste collection ○ Mast lights ○ Library ○ RDP houses ○ Multi – purpose ○ Sports facilities ○ Fencing of graveyard ○ Apollo lights from Glen cowie 4 ways to St Rita's hospital ○ Sewerage system 	
	3.Mochadi	<ul style="list-style-type: none"> ○ Water yard connection ○ Electricity post connection ○ Road and storm water (bridge) ○ Sanitation ○ Waste collection ○ Mast lights 	

		<ul style="list-style-type: none"> ○ RDP houses ○ Multi –purpose ○ Sports facilities ○ Fencing of cemetery 	
	4.Brooklyn	<ul style="list-style-type: none"> ○ Water yard connections ○ Road storm water ○ Sanitation ○ Waste collection ○ Mast lights ○ Library ○ Clinic ○ Multi –purpose ○ Sports facilities ○ Fencing of graveyard 	
	5.Caprive	<ul style="list-style-type: none"> ○ Water reticulation ○ Electricity post connections ○ Bridge and speed humps on R579 road ○ Sanitation ○ Waste collection ○ Clinic ○ Mast lights ○ Library ○ RDP houses ○ Multipurpose centre ○ Sports facilities 	
9	1.Riverside	<ul style="list-style-type: none"> ○ Water reticulation ○ Paving of road from four ways to Mpumalanga ○ Paving of road to graveyard (Riverside B) ○ Electricity post connections ○ Fencing and toilets (graveyard) ○ Clinic ○ PHP houses ○ Community hall ○ Street lights ○ Sports facilities ○ Mast lights 	

		<ul style="list-style-type: none"> ○ Pay points ○ Tarring of road from Riverside water plant to New stands graveyard 	
	2.Glen Cowie(Morgenson/New stands)	<ul style="list-style-type: none"> ○ Paving of road from ZCC church to Mogapung ○ Fencing and toilets (graveyard) ○ Additional PHP houses ○ Community hall ○ Street lights ○ Electricity post connections ○ Bridge between New stands and Caprive ○ Sports facilities ○ Mast lights ○ Pay points ○ Tarring of road from New stands graveyards to Riverside water plant 	
10	1.Mogorwane	<ul style="list-style-type: none"> ○ Pedestrian bridge at Mmatoti and Mmotwaneng ○ Water ○ RDP houses ○ Electricity post connection ○ Tarring of road from Mmatoti section to Ga-Maloea ○ Speed humps ○ Clinic ○ Fencing of cemetery 	<ol style="list-style-type: none"> 1. Water 2. Electricity post connections 3. Bridge at Phushulang 4. Access roads 5. Clinic 6. RDP houses 7. Speed humps 8. Mast lights 9. Cemetery 10. Skip
	2.Moripane A and B	<ul style="list-style-type: none"> ○ Water ○ Road from Ngwanamatlang to Mogorwane need to be tarred ○ Electricity post connections ○ RDP houses ○ Clinic ○ Fencing of cemetery 	
	3.Phushulang	<ul style="list-style-type: none"> ○ Bridge to link Moloi and Phushulang ○ Repairing of Phushulang and Maloea bridge ○ RDP houses ○ Water ○ Clinic ○ Tarring of road from Moloi via Phushulang to Marishane 	

		<ul style="list-style-type: none"> ○ Fencing of cemetery 	
	4.Ngwanamatlang	<ul style="list-style-type: none"> ○ Water ○ Access roads need maintenance ○ Electricity post connection 	
	5.Ngwanamatlang extension	<ul style="list-style-type: none"> ○ Water ○ RDP houses ○ Speed humps ○ Electricity post connection ○ Access roads need maintenance 	
	5.Moloi	<ul style="list-style-type: none"> ○ Tarring of road from Moshate /Legaletlwa to Glen cowie ○ Water ○ RDP houses ○ Mast lights ○ Electricity post connections ○ Speed humps ○ Pedestrian bridge ○ Clinic ○ Fencing of cemetery 	
	6.Moloi extension	<ul style="list-style-type: none"> ○ Electricity post connection ○ Water ○ Access roads ○ Fencing of cemetery ○ RDP houses 	
11	1.Molepane	<ul style="list-style-type: none"> ○ Electricity post connection ○ Water (RDP level 2) ○ Sanitation ○ Health centre ○ Work opportunities for youth e.g. CWP and EPWP ○ Waste management program to address the issue of waste littering 	
	2.Mokwete	<ul style="list-style-type: none"> ○ Access road from Mahlomola to Ngwaritsi need tarring ○ Water and sanitation ○ Work opportunities for youth e.g. CWP and EPWP 	

	3.Vergelegen A	<ul style="list-style-type: none"> ○ Electricity post connection ○ Regravelling of access roads ○ Work opportunities for youth e.g. CWP and EPWP 	
12	1.Moretsele	<ul style="list-style-type: none"> ○ Water-the whole village and extension ○ Roads- tarring of road from Kgagara bricks to Moshate ○ Electricity post connection – next to Bonega-Madikubung and Leruleng New stands ○ Tribal Office –Ga- Moretsele ○ Clinic-at Ga-Moretsele 	<ol style="list-style-type: none"> 1. Water at Ga-Moretsele Old house and Leruleng 2. Electricity post connection at Maboneng and Moretsele 3. Roads and bridges 4. Clinic at Moretsele 5. Tribal Offices at Moretsele,Maphophu and Senamela
	2.Makgeru	<ul style="list-style-type: none"> ○ Roads-tarring of road from Moshate to Kgabe cemetery ○ Bridge- from Moshate to Kgabe cemetery ○ Roads –tarring of road from Lerutla to graveyard, from Sefogole Sepeke High School to Matekane ○ Roads from Magoshi to Mookeng river 	
	3. Ratau	<ul style="list-style-type: none"> ○ Roads-tarring of road from Paile to Letamong la Tshipi,from Paile to Molakeng Primary,from Moshate to Komane, from Lutheran church to Batshweneng ○ Bridge – on the road from the river to Ga-Komane 	
	4.Makgane	<ul style="list-style-type: none"> ○ Electricity post connections at Maboneng 	
	5.Senamela	<ul style="list-style-type: none"> ○ Bridge- from Moshate to Ga-Magaba ○ Roads-from Moshate to Ga-Magaba ○ Tribal Office at Senamela 	

	6.Maphopha	<ul style="list-style-type: none"> ○ Roads – from Maphopha Moshate to Ga-Magolego ○ Bridge – from Maphopha to Ga-Magolego ○ Tribal office at Maphopha 	
13	1.Tshehlwaneng (Mashengwaneng)	<ul style="list-style-type: none"> ○ Electricity post connection (400) ○ Water borehole needed ○ Water pumping machine at Section A needed ○ Water ○ Regravelling of road from Dannie scattering to Peter Nchabeleng ○ RDP houses ○ Sanitation (1500) 	<ol style="list-style-type: none"> 1. Electricity post connections at Mashengwaneng newsstands 2. Toilets for two village identified 3. Water boreholes for Mashengwaneng A and B 4. Phase 4- Mabonyane 2 bridges 5. RDP houses 6. Access bridge to Mogashoa Manamane and Dithlakaneng 7. Tarring of road from Mnisi crossing to Mountain view 8. High school at Phase Four
	2.Mogashoa Manamane	<ul style="list-style-type: none"> ○ Toilets ○ Bridge ○ RDP houses ○ Electricity post connections(100) ○ Shortage of water 	
	3.Mogashoa Dithlakaneng	<ul style="list-style-type: none"> ○ Bridge ○ Toilets ○ RDP houses ○ Capion wall next to St Engenase ZCC ○ Shortage of water 	
	4.Phase Four	<ul style="list-style-type: none"> ○ Tarring of road from Mnisi Cross to Mountain view ○ Electricity post connection(10) ○ High school needed ○ RDP houses ○ Sanitation ○ Shortage of water- a borehole needed 	

	5.Mabonyane	<ul style="list-style-type: none"> ○ RDP houses ○ Toilets (400) ○ Two bridges needed ○ Shortage of water ○ Electricity transformer to augment the current on 	
14	1.Sekele	<ul style="list-style-type: none"> ○ Inaccessible roads ○ Incomplete RDP houses ○ Additional RDP houses ○ Inadequate water supply ○ Poor school infrastructure ○ Sports facilities ○ Fencing of cemetery ○ Sanitation ○ Communication problems (Poor cell phone network) ○ Funding of SMME and cooperatives 	
	2.Moela	<ul style="list-style-type: none"> ○ Inaccessible roads ○ RDP houses needed ○ Inadequate water supply ○ Poor school infrastructure ○ ECD building ○ Clinic needed ○ Sports facilities ○ Fencing of cemetery ○ Sanitation ○ Communication problems (Poor cell phone network) ○ Funding of SMME and cooperatives 	
	3.Kgopane	<ul style="list-style-type: none"> ○ Inaccessible roads ○ RDP houses needed ○ Inadequate water supply ○ Poor school infrastructure ○ ECD building ○ Clinic needed ○ Sports facilities ○ Fencing of cemetery ○ Sanitation ○ Communication problems (Poor cell phone network) 	

		<ul style="list-style-type: none"> ○ Funding of SMME and cooperatives 	
	4.Maloma	<ul style="list-style-type: none"> ○ Inaccessible road to Makatane High School ○ RDP houses needed ○ Inadequate water supply ○ Bridges needed (link bridge between Maloma village and Dingwane) ○ Additional classrooms at Makatane High School ○ Sports facilities ○ Sanitation ○ Funding of SMME and Cooperatives 	
	5.Emkhondweni(Dlami ni)	<ul style="list-style-type: none"> ○ Inaccessible roads ○ RDP houses needed ○ Inadequate water supply ○ Poor school infrastructure ○ ECD building ○ Clinic needed ○ Sports facilities ○ Fencing of cemetery ○ Sanitation ○ Communication problems (Poor cell phone network) ○ Funding of SMME and cooperatives ○ Storm water control 	
	6.Legapane	<ul style="list-style-type: none"> ○ Inaccessible roads ○ RDP houses needed ○ Inadequate water supply ○ Poor school infrastructure ○ ECD building ○ Clinic needed ○ Sports facilities ○ Fencing of cemetery ○ Sanitation ○ Communication problems (Poor cell phone network) ○ Funding of SMME and cooperatives 	

	7.Tshesane	<ul style="list-style-type: none"> ○ RDP houses needed ○ Inadequate water supply ○ Bridge that links Tshesane and Dingwane ○ Sports facilities ○ Sanitation ○ Funding of SMME and cooperatives ○ Access road to royal kraal
	8.Dingoane	<ul style="list-style-type: none"> ○ Inaccessible roads ○ RDP houses ○ Inadequate water ○ School infrastructure ○ Sports facilities ○ Sanitation ○ Funding of SMME and cooperatives ○ Bridge needed
	9.Matiloaneng B	<ul style="list-style-type: none"> ○ Inaccessible roads ○ RDP houses ○ Inadequate water ○ Sports facilities ○ Sanitation ○ Funding of SMME and cooperatives ○ Bridge needed
	10.Mabule	<ul style="list-style-type: none"> ○ Inaccessible roads ○ RDP houses ○ Inadequate water ○ School infrastructure ○ Sports facilities ○ Sanitation ○ Funding of SMME and cooperatives ○ Bridge needed
	11.Tsopaneng	<ul style="list-style-type: none"> ○ Inaccessible roads ○ RDP houses ○ ECD building ○ Sports facilities ○ Sanitation ○ Funding of SMME and cooperatives ○ Communication problems (Poor cell phone network)

15	1.Mohlakaneng	<ul style="list-style-type: none"> ○ Electricity ○ Water ○ Main road upgrading ○ Sanitation ○ ECD building 	<ol style="list-style-type: none"> 1. Electricity 2. Water and sanitation 3. Roads 4. Clinic 5. Bridges (Madutung) 6. RDP houses 7. Additional classrooms 8. ECDs buildings 9. Fencing of cemetery
	2.Houpakranz	<ul style="list-style-type: none"> ○ Electricity ○ Clinic ○ Access roads ○ Water ○ Additional classrooms (school) ○ Sanitation ○ ECD building ○ Fencing of cemetery 	
	3.Komane/Tswele	<ul style="list-style-type: none"> ○ Electricity ○ Water ○ Access roads ○ Fencing of cemetery ○ School classrooms ○ RDP houses ○ Sanitation ○ ECD building 	
	4.Magolego	<ul style="list-style-type: none"> ○ RDP houses ○ Electricity ○ Water ○ Fencing of cemetery ○ Access roads ○ Bridges ○ Clinic ○ School classrooms ○ Sanitation ○ ECD building 	
	5.Maila Mapitsane	<ul style="list-style-type: none"> ○ Electricity post connection ○ Sanitation ○ Clinic ○ Water in extension ○ RDP houses ○ Bridges (low level bridge) ○ ECD building ○ Fencing of cemetery 	
16	1.Seopela	<ul style="list-style-type: none"> ○ Tarring of road and erection of bridge on the road from Seopela Tribal Office 	

		<p>and SASSA</p> <ul style="list-style-type: none"> ○ Tarring of road from Seopela Tribal Office to Ga-Mohlala Lenamaneng Section ○ Water reticulation pipe from Mashegwana Legare pump station to Mokgoneng Section. Four tanks to store water in area also needed. ○ Tarring of road and erection of bridge on the road from Maripans Hotel to Mokgoneng section. ○ Water pumping machine and operator for Seopela 	
	2.Mashegwana Tswaledi	<ul style="list-style-type: none"> ○ Extend water pipes towards Roman Catholic Church and repair the reservoir ○ Tarring of road from Tswaledi/Legare access road via grave yard 	
	3..Mashegwana Legare	<ul style="list-style-type: none"> ○ Tarring road from Mashegwana / Legare access road via Chabadietla Secondary School (Phase 3) ○ Tarring of road from Modipadi Bottle Store to Malatsane Dihlabaneng Section ○ Tarring of road from Fetakgomo Bus stop to Dihlabane Primary School ○ Electric water pumping machine and 8 jojo tanks 	
	4.Kotsiri	<ul style="list-style-type: none"> ○ Tarring of road from Kotsiri to Mashegwana Tswaledi / Legare access road ○ Electric water pumping machine and 4 jojo tanks 	
17	1.Dihlabaneng	<ul style="list-style-type: none"> ○ Water ○ Electricity post connection ○ Access roads ○ Fencing of cemetery ○ Mast lights ○ Speed humps ○ Sanitation ○ Work opportunities e.g. CWP and 	

		EPWP ○ RDP houses	
	2.Manganeng	○ Access road from main road (Ramphelane) to Moshate ○ Manganeng/Maila Mapitsane access bridge ○ Mast lights ○ Road from Manganeng to Madibong ○ Fencing of cemetery ○ Skip ○ RDP houses ○ Sanitation ○ Work opportunities e.g. CWP and EPWP	
	3.Ramphelane section	○ Electricity post connection ○ Sanitation ○ Water ○ RDP houses ○ Access roads ○ Mast lights ○ Skip bins ○ Work opportunities e.g. CWP and EPWP ○ Fencing of cemetery	
	4.Mashite	○ Access road from Dihlabaneng to Maila Mapitsane and other sections ○ Water ○ Electricity post connection ○ Mast lights ○ RDP houses ○ Clinic ○ Access roads and bridges ○ Fencing of cemetery ○ Skip ○ Sanitation ○ Work opportunities e.g. CWP and EPWP	
	5.Mathibeng(Ga Toona)	○ RDP houses ○ Sanitation ○ Mast lights ○ Skip	

		<ul style="list-style-type: none"> ○ Water maintenance ○ Work opportunities e.g. CWP and EPWP 	
	6.Manganeng(Kgolane)	<ul style="list-style-type: none"> ○ Water ○ Electricity post connections ○ RDP houses ○ Health centre ○ Access roads ○ Sanitation ○ Fencing of cemetery ○ Mast lights ○ Skip ○ Work opportunities e.g. CWP and EPWP 	
18	1.Jane Furse RDP	<ul style="list-style-type: none"> ○ Access road from R579 road to Moripane ○ Access road from Jane Furse Comprehensive School to Jane Furse RDP ○ Maintenance of mast lights 	
	2.Vergelegen B	<ul style="list-style-type: none"> ○ Access road from Mapogo a Mathamaga Offices to Helpmekaar funeral parlor ○ Access road from Kwena Midas to Hlatlolanang ○ High mast lights 	
	3.Dicheoung	<ul style="list-style-type: none"> ○ Kgapamadi bridge that links Moraba, Moretsele and Dichoeung village with clinic,Matsebong High and Eskom sub station ○ Moletsi bridge that link Dichoeung village with clinic,Matsebong High ○ Maintenance of mast lights at Jane Furse taxi rank ○ Access road from Bafedi Primary to Eskom substation ○ Access road from Mohloba Driving School to join Bafedi to Jane Furse Eskom Sub-station ○ Road from Rakgoadi Bakery to Training session 	

	4.Dicheoung new settlement	<ul style="list-style-type: none"> ○ Access roads ○ Water ○ Electricity and mast lights 	
	5.Moraba	<ul style="list-style-type: none"> ○ Access road from old post office to manepu river ○ Access road from the new bridge to grave yard ○ Access road from old post office to Kgapamadi ○ Mast lights 	
19	1.Madibong (Malaeneng,Sechabeng,Ga-Mokgwatsane,Sekhutlong and Masiolong)	<ul style="list-style-type: none"> ○ Malaeneng section:Water,electricity post connection, access roads, mast lights,RDP houses, Sanitation and skip ○ Sechabeng section: water and RDP houses ○ Mokgwatsane section:Water,electricity post connections, access roads, mast lights,RDP houses, sanitation and skip ○ Sekhutlong section:Water,electricity post connection, access roads,RDP houses and skip ○ Maswiolong section:water,access roads, mast lights,RDP houses and skip 	
	2.Maseleseleng and Sebitlulu	<ul style="list-style-type: none"> ○ Access roads ○ Bridge ○ Sanitation ○ Mast lights ○ Work opportunities e.g. CWP and EPWP ○ Skip 	
	3.Mamone (Matsoke)	<ul style="list-style-type: none"> ○ Water ○ Access roads ○ Sanitation ○ Work opportunities e.g. CWP and EPWP ○ RDP houses ○ Skip 	
	4.Mashupye	<ul style="list-style-type: none"> ○ Sanitation ○ Access roads 	

		<ul style="list-style-type: none"> ○ Work opportunities e.g. CWP and EPWP ○ Skip 	
20	1.Phaahla (Mamoshalela)	<ul style="list-style-type: none"> ○ Low level bridge at Sedibeng ○ RDP houses ○ Regravelling of road from bus stop to the new bridge joining the old Lobethal road ○ Mast lights ○ Matsebe road to new bridge be taken care of 	
	2.Phaahla (Porome section)	<ul style="list-style-type: none"> ○ Electricity post connections ○ RDP houses ○ Mast lights ○ Regravelling of the road from the main road to river and primary school 	
	3.Lobethal	<ul style="list-style-type: none"> ○ RDP houses ○ Regravelling of road from Tisane Moshate to Lobethal cross 	
	4.Tisane	<ul style="list-style-type: none"> ○ RDP houses ○ Road from Ga-Sebaka to Tisane Moshate be taken care of 	
	5.Mamone(Rantho)	<ul style="list-style-type: none"> ○ RDP houses ○ Recreational hall ○ Regravelling of road from main road to the cemetery 	
	6.Magolaneng	Regravelling of road from main road to cemetery	
	7.Mamone (Manyeleti)	<ul style="list-style-type: none"> ○ Tarring of road from Manyeleti road to four ways ○ Fixing of water pipes 	
	8.Mamone centre extension	<ul style="list-style-type: none"> ○ Low level bridge to ZCC church site ○ RDP houses ○ Electricity post connections ○ Water reticulation 	
21	1.Madibong(Mashishin	<ul style="list-style-type: none"> ○ Water ○ Electricity at Ga-Stone 	<ul style="list-style-type: none"> • Water

	g)	<ul style="list-style-type: none"> ○ Access roads ○ Primary School ○ VIP toilets ○ Tarring of road from Ga-Sethole to Kgoloko Secondary School ○ High Mast Lights ○ Work opportunities ○ Waste collection 	<ul style="list-style-type: none"> ● Electricity at Mashishing ● Access roads ● VIP toilets ● Work opportunities ● Primary School ● Tarring of road from Sethole to Kgoloko Sec School ● High mast lights ● Waste collection ● RDP houses
	2.Mamone(Mohlala)	<ul style="list-style-type: none"> ○ RDP houses at A2,A3 and A4 Mohlala ○ VIP toilets ○ Electricity post connection (A2) next to Makubarate Primary School and A3 Manyaka section next to cemetery ○ Waste collection ○ Water ○ Post Office ○ Regravelling of road from Mogoro café to Malekutu High School 	
	3.Vergelegen C	<ul style="list-style-type: none"> ○ Water ○ Access roads ○ Work opportunities ○ High Mast Lights ○ Waste collection ○ Electricity post connection ○ RDP houses 	
22	1.Malegale (Sebitje)	<ul style="list-style-type: none"> ○ RDP houses (20) 	
	2.Sebitjane	<ul style="list-style-type: none"> ○ RDP houses ○ Electricity post connections 	
	3.Lekgwareng	<ul style="list-style-type: none"> ○ RDP houses (15) ○ Access road to Tjatane ○ Clinic ○ Community hall 	
	4.Tjatane	<ul style="list-style-type: none"> ○ RDP houses (20) ○ Clinic ○ Bridge at Mmadirane ○ Access road to Mmadirane ○ Community hall 	
	5.Tjatane Extension	<ul style="list-style-type: none"> ○ RDP houses (20) ○ Tarring or paving of main streets ○ Clinic 	

		<ul style="list-style-type: none"> ○ Primary and Secondary schools 	
	6.Madibaneng (Matolokwaneng)	<ul style="list-style-type: none"> ○ RDP houses (20) ○ Electricity post connection ○ Bridge ○ Secondary school 	
	7.Greater Madibaneng	<ul style="list-style-type: none"> ○ Cell phone network (tower needed) ○ Bridge to Pebetse school ○ Tarring or paving of Access road to Ga- Mphokane ○ Electricity post connection ○ Water reticulation ○ Bridge from Moshate to Lekentle school ○ Community hall 	
23	1.Maila Segolo	<ul style="list-style-type: none"> ○ Road from Madibong to Mphanama ○ Clinic ○ Renovation of Maila Primary and Mphele Secondary ○ RDP houses ○ Fencing of cemetery ○ Mast lights ○ Water pumping machine (big) ○ Renewal of tribal office 	
	2.Dinotji	<ul style="list-style-type: none"> ○ Access road to Sebitlole ○ RDP houses ○ Clinic ○ New water reservoir ○ Community hall ○ Fencing of agricultural land 	
	3.Mathibeng	<ul style="list-style-type: none"> ○ RDP houses ○ Clinic ○ Electricity post connection ○ Pay point ○ Community hall 	
	4.Marulaneng	<ul style="list-style-type: none"> ○ Water infrastructure old (new water reticulation needed) ○ Electricity post connection ○ RDP houses (additional) ○ Street paving ○ Access road to new clinic and Thulare 	

		<ul style="list-style-type: none"> primary school ○ Fencing and extension of cemetery ○ Community hall ○ Access bridge to Thulare Primary school ○ Access bridge from new clinic to Maila Segolo ○ Access road from Marulaneng to Manganeng ○ ECD building 	
24	1.Diphagane	<ul style="list-style-type: none"> ○ Water ○ VIP toilets ○ Electricity post connection ○ RDP houses ○ Mast lights ○ Work opportunities e.g. CWP and EPWP 	
	2.Phaahla	<ul style="list-style-type: none"> ○ Water ○ Tarring of Phaahla to Masehlaneng ○ VIP toilets ○ Mast lights ○ Work opportunities e.g. CWP and EPWP 	
25	1.Maololo	<ul style="list-style-type: none"> ○ Tarring of road from Diphagane-Maololo until Mamatjekele/Mohloding ○ Water ○ State of the art clinic ○ Community hall ○ Sports complex ○ Fencing of graveyard ○ ECD centre ○ Sanitation to qualifying households ○ RDP houses to all indigents households ○ Electricity post connection at new stands ○ Road from Mphanama cross to Masetlwe to Maololo 	
	2.Mashabela	<ul style="list-style-type: none"> ○ RDP houses ○ Regravelling of access roads in all villages 	

		<ul style="list-style-type: none"> ○ Mamoriting roads need to be tarred ○ Developing of all sports grounds ○ Mphanama cross road that leads to Machacha and Mphanama need to be tarred ○ Mobile clinic at Ga-Kgari ○ Water to households in all villages ○ Sanitation in all households that has no toilet ○ Community hall 	
	3.Mohwelere	<ul style="list-style-type: none"> ○ Water in all households ○ Roads from Modipadi to Kelekele need to be tarred with small bridge around new stand ○ Sanitation in all toilet less households ○ RDP houses to indigent households ○ Internal roads need to be regravelled /tarred and bridge near the clinic ○ Electricity post connection ○ Sports complex needed ○ Speed humps from Ntomp-i-Molebeledi ○ Community hall ○ Fencing of graveyard 	
	4.Molebeledi	<ul style="list-style-type: none"> ○ Water ○ Road from Makataneng (Molebeledi cross) to Mohloding passing all the way to Masehlaneng need to be tarred ○ Sanitation ○ Road from Mohwelere via Magate to Molebeledi need to be tarred ○ RDP houses to indigents ○ ECD centre ○ Community hall ○ Clinic ○ Sports complex ○ Electricity post connections ○ Two small bridges at Tswetleng 	
	5.Machacha	<ul style="list-style-type: none"> ○ Tarring of road from Mphanama cross to Machacha Moshate ○ Water ○ State of the art clinic ○ Community hall 	

		<ul style="list-style-type: none"> ○ Sports complex ○ Fencing of graveyard ○ Sanitation ○ ECD centre ○ RDP houses ○ Electricity post connection at new stands ○ Road from Machacha Moshate to Mashabela (Mogofele /Lepellane) ○ Road from Machacha to Thabampshe 	
	6.Ga Selepe	<ul style="list-style-type: none"> ○ Sanitation ○ Water ○ Road from Mamone via Selepe all the way to Talane need Regravelling ○ ECD centre ○ Sports complex ○ Community hall ○ Road from Selepe to Mashabela need to be regravelled ○ RDP houses 	
	7 Ga Marodi	<ul style="list-style-type: none"> ○ Water ○ Sports complex ○ Clinic ○ Small bridges on Talane and Marodi roads ○ Electricity post connections ○ Sanitation ○ State of the art school at Madikalepudi Secondary School ○ ECD centre ○ RDP houses ○ Road from Marodi to Mampe (Mohwelere) need regravelling 	
26	1.Mathapisi	<ul style="list-style-type: none"> ○ Water –extension of pipes ○ Access road ○ Tarring of Mathapisa to Vlak road ○ RDP houses (25) ○ VIP toilets ○ Electricity post connection (50) ○ Pay point ○ Fencing of Moeding wa Mahea 	

		cemetery	
	2.Thabeng	<ul style="list-style-type: none"> ○ Water –extension of pipes ○ RDP houses (15) ○ Electricity post connection ○ VIP toilets ○ Tarring of Soetveld to Thabeng road (6,4km) ○ Fencing of wetland 	
	3.Porome	<ul style="list-style-type: none"> ○ Water –extension of pipes and reservoir ○ RDP houses (15) ○ Bridge Kapaneng to Mohlahledi Primary ○ VIP toilets ○ Electricity post connection 	
	4.Kgarethuthu	<ul style="list-style-type: none"> ○ Water – replacement of diesel pump to electricity ○ Roads- tarring of Soetveld to Thabeng road ○ VIP toilets ○ RDP toilets ○ Electricity post connection ○ Renovation of Kgaruthuthu Primary ○ Fencing of cemetery 	
	5.Soetveld	<ul style="list-style-type: none"> ○ Water-extension of pipes ○ Road –tarring Soetveld to Thabeng road (6.4km) ○ VIP toilets ○ RDP houses (25) ○ Electricity post connection ○ Crèche at Mabuke ○ Soetveld bridge 	
	6.Marishane	<ul style="list-style-type: none"> ○ Mast lights at Luka four ways stop ○ Electricity post connection ○ RDP houses (240) ○ VIP toilets ○ Road – tarring Makgopho to Phaahla Machollele road ○ -Seloane to Pholosho café ○ Water – extension of pipes 	

	7.Marishane (Bothaspruit)	<ul style="list-style-type: none"> ○ Water-extension of pipes ○ Mohlakaneng bridge ○ Electricity – new extensions ○ VIP toilets ○ RDP houses (10) ○ Fencing of cemetery at Mohlotlane ○ Tarring of Bothaspruit road to Ga-Moloi 	
27	1.Mabopane	<ul style="list-style-type: none"> ○ Regravelling of Masemola clinic to Thabampshe cross road ○ Road from Molomoatau Secondary to Machasdorp also need to be regavelled ○ Fencing of graveyard ○ Water reticulation ○ RDP houses ○ Road from Moshidi Bottle store to Moshate needs regravelling 	
	2.Manare	<ul style="list-style-type: none"> ○ Water reticulation ○ RDP houses ○ Grading of communal roads 	
	3.Mamatjekele	<ul style="list-style-type: none"> ○ Fencing of graveyard ○ Water reticulation ○ Regravelling of Moshate to Mamatjekele road ○ RDP houses ○ Network for cell phone 	
	4.Masemola (Moshate)	<ul style="list-style-type: none"> ○ Road from Masemola clinic to Masemola tribal office needs speed humps ○ Speed humps ○ Water reticulation ○ Grading of communal streets ○ RDP houses ○ Electricity extension at Mmokgatsane section ○ Building of new classrooms at Mahwetse Secondary 	

	5.Thabampshe Cross extension (Mabopane)	<ul style="list-style-type: none"> ○ Electricity ○ Water reticulation ○ Grading of roads ○ Sanitation 	
28	1.Thabampshe	<ul style="list-style-type: none"> ○ Road from Thabampshe cross to Tswaing need to be tarred ○ RDP houses (50) ○ Water needed at Dithabeng section of Thabampshe-no water since 2009 ○ Borehole does not supply water frequently ○ Electricity post connection(50) ○ Need for a clinic ○ Fencing of cemetery ○ Skip load at Thabampshe ○ Need for bridge between Nchabeleng and Majakaneng 	1.Road from Thabampshe to Tswaing 2.Road from Thabampshe cross to Mahubitswane 3.Need for water at Thabampshe and Apel cross 4.Electricity post connections at Thabampshe and Apel cross
	2.Tswaing	<ul style="list-style-type: none"> ○ Need for humps (road from Apel cross to Apel) ○ Water infrastructure there but no water ○ RDP houses(40) ○ Need for funding of Leopeng-Kwena canal project ○ Need for funding for irrigation scheme at Tswaing,Khuloane and Wonderboom 	5.Speed humps from Apel Cross to Tswaing 6.Fencing of wetlands at Mahubitswane and Mahlakole 7.Need for a bridge between Nchabeleng and Majakaneng
	3.Khuloane	<ul style="list-style-type: none"> ○ Need for funding of irrigation scheme ○ Fencing of cemetery ○ RDP houses 	8.Need for funding of irrigation schemes from Wonderboom and Tswaing
	4.Wonderboom	<ul style="list-style-type: none"> ○ RDP houses ○ Fencing of graveyard ○ Road from Veeplats to Wonderboom need tarring ○ Road from Setau to Wonderboom need tarring ○ Need for funding of irrigation scheme 	9.Fencing of cemeteries 10.RDP houses 11.Vodacom network aerial at Apel cross
	5.Apel cross	<ul style="list-style-type: none"> ○ Water reticulation ○ RDP houses ○ Fencing of cemetery 	12.Pay point at Vlakplaas

		<ul style="list-style-type: none"> ○ Road from Mahubitswane to Modau ○ Funeral Parlous need tar ○ Need for a clinic ○ Need for community hall ○ Vodacom aerial needed 	13.Need for skip at Thabampshe 14.Funding of Leope la kwena project 15.Repairing of mast lights at Moji RDP 16.Masemola cultural village
	6.Mahwibitswane	<ul style="list-style-type: none"> ○ Road from Mahubitswane to Thabampshe cross need to be tarred ○ Masemola cultural village ○ Fencing of wetlands 	
	7.Mahlakole	<ul style="list-style-type: none"> ○ Need for RDP houses and one PHP (critical) ○ Fencing of wetland ○ Water ○ Regravelling of road from the main road to Motubatse Secondary School 	
	8.Vlakplaats	<ul style="list-style-type: none"> ○ Need for speed humps (road from Apel cross to Apel) ○ New school building for Maboe Primary School ○ Need for guardrails(road from Apel cross to Ga-Nkwana) ○ Donga- need to be controlled or closed ○ Pay point 	
	9.Moji RDP	<ul style="list-style-type: none"> ○ Water reticulation ○ Repairing of mast lights 	
29	1.Malope	<ul style="list-style-type: none"> ○ Tarring of road from Malope to Phokoane ○ Fencing of graveyard ○ Water shortage ○ Clinic ○ RDP houses (30) ○ Irrigation scheme funding 	1.Road from Makgwabe to Mphane need to be tarred 2.Road from Malope to Phokoane need tar 3.Water
	2.Molelema	<ul style="list-style-type: none"> ○ Shortage of water ○ RDP houses (20) ○ Regravelling of road ○ Administration Office needed at Khudutseka Primary School 	4.Fencing of graveyard 5.Electricity post connection 6.RDP houses

3.Mahlolwaneng	<ul style="list-style-type: none">○ Regravelling of road from Masemola clinic to Mahloloaneng○ Electricity post connection (new stands)○ Fencing of graveyard○ Clinic needed○ RDP houses○ Road from Mahloloaneng to Pitjaneng need tarring○ Fencing of camp○ Mahloloaneng Primary School need new building○ Mathume high school need new building	7.Clinic 8.Regravelling of roads 9.Pay point 10.Building of schools 11.Irrigation schemes
4.Mashoanyaneng	<ul style="list-style-type: none">○ Fencing of graveyard○ Road from Mashonyaneng to Pitjaneng○ Pay point○ Shortage of water○ RDP houses (35)○ Clinic○ Matshele high school need new building○ Sushu Primary School need new building	
5.Maraganeng	<ul style="list-style-type: none">○ Shortage of water○ RDP houses (7)○ Clinic○ Regravelling of road	
6.Pitjaneng	<ul style="list-style-type: none">○ RDP houses (15)○ Shortage of water○ Fencing of graveyard○ Road from Pitjaneng to Mahloloaneng need tar○ Shortage of water○ Electricity post connection○ RDP houses (16)	
7.Machasdorp		
8.Mphane	<ul style="list-style-type: none">○ Road from Mphane to Makgwabe need to be tarred	

		<ul style="list-style-type: none"> ○ Electricity post connection (new stands) ○ Shortage of water ○ Clinic ○ RDP houses (14) ○ Fencing of camp ○ Irrigation scheme need funding ○ Mampurutseka school need new building 	
	9.Makgwabe	<ul style="list-style-type: none"> ○ Road from Makgwabe to Mphana need tarring ○ Electricity post connections ○ Shortage of water ○ Clinic ○ RDP houses (10) ○ Fencing of camp ○ Makgwabe Primary School need new building ○ Maphadime High School need new building 	
30	1.Krokodile	<ul style="list-style-type: none"> ○ Water ○ Mast lights ○ RDP houses ○ Access road from tarred road to Motsatsi ○ Windmill ○ Pay point ○ Clinic ○ Revival of agricultural fields ○ Cleaning of livestock dams 	
	2.Setlaboswane	<ul style="list-style-type: none"> ○ Mast lights ○ Paving of roads ○ Pay point ○ Fencing of graveyard 	
	3.Legotong	<ul style="list-style-type: none"> ○ Tarring of road from Legotong to Mogaladi ○ Access road from Mogaladi to Legotong ○ Access road from Legotong to Makhutso ○ Clinic 	

		<ul style="list-style-type: none"> ○ Fencing of graveyard 	
	4.Serageng	<ul style="list-style-type: none"> ○ Tarring of road from Motseleopo to Mogaladi New stands ○ RDP houses ○ Mast lights ○ Pay points ○ Network (cell phone) ○ Fencing of graveyard 	
	5.Masanteng	<ul style="list-style-type: none"> ○ Water ○ Tarring of road from Mariri dam to Mogaladi tar road ○ Bridge ○ Mast lights ○ Community hall ○ Paving of one street in the village ○ RDP houses ○ Fencing of graveyard ○ Pay point ○ clinic 	
	6.Mogaladi	<ul style="list-style-type: none"> ○ water ○ pay point ○ fencing of graveyard ○ library ○ windmill ○ mast lights ○ access road from Molwetsi Secondary School to Phaahla Moshate ○ satellite police station 	
31	1.Kome	<ul style="list-style-type: none"> ○ Mmotwaneng and Kome main street need to be tarred ○ Road from Ga-Mapurunyane to Kome Ga- Coppershop ○ Toilets needed ○ RDP houses ○ Extension of water pipe to the new stands ○ Community hall 	<p>1.Malope to Phokoane road (41kms) need tarring</p> <p>2.Mamokgasefoka clinic</p> <p>3.Community halls</p> <p>4.Electricity post connections</p>
	2.Ntshong	<ul style="list-style-type: none"> ○ Extension of access road (tarring) ○ RDP houses ○ Toilets 	5.Work opportunities e.g. CWP and EPWP

		<ul style="list-style-type: none"> ○ Community hall ○ Maintenance of roads ○ Fencing of cemeteries 	
	3.Mmotwaneng	<ul style="list-style-type: none"> ○ Main street from Mmotwaneng to Copper shop need tarring ○ Water pipe extension to new stands ○ Community hall ○ Refilling of sol within street of Kome and Mmotwaneng ○ Malope to Phokoane road need to be tarred ○ Mamokga Sefoka clinic ○ Fencing of cemetery ○ Electricity post connection (12) 	
	4.Masakeng	<ul style="list-style-type: none"> ○ Extension of tarred road from Good hope to Masakeng to Motselope ○ Small bridge from Mapurunyane (Lebesane bridge)between Motoaneng and Masakeng ○ Regravelling of street within the village 	
	5.Mangwanyane	<ul style="list-style-type: none"> ○ Bridge between Mangwanyane and Good hope ○ RDP houses (7) ○ Toilets ○ Fencing of cemetery ○ Extension of water pipes to new stands ○ Livestock dams 	
	6.Vlakplaats	<ul style="list-style-type: none"> ○ Tarring of road from Mathapisa to Vlakplats village ○ Sustainable water supply ○ Supplement of existing RDP houses ○ Construction of bridge from Vlakplats to Manchi to the graveyard ○ Community hall ○ Fencing of cemeteries 	

CHAPTER 3: SITUATIONAL ANALYSIS

3.1 Introduction

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

3.1.1 Geographical Location

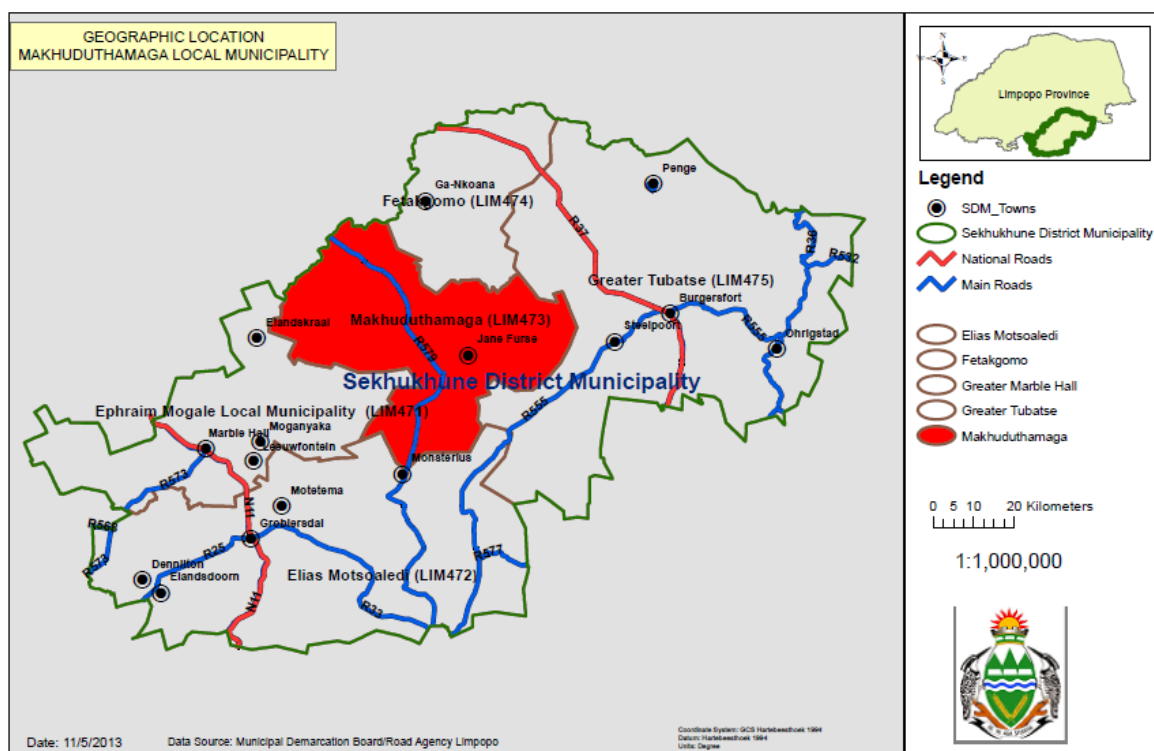
The Makhuduthamaga Municipality is a Category B4 municipality that is located within Sekhukhune District Municipality (SDM) of the Limpopo Province. In its State of Local Government in South Africa: overview report, the Department of Cooperative Governance and Traditional Affairs (COGTA 2009) describes **category B4 municipalities as municipalities which are mainly rural with communal tenure and with, at most, one or two small towns in their area.** The municipality is completely rural in nature, dominated by traditional land ownership and comprises of a land area of approximately 209 695 ha (at a low average density of 1, 3 persons per ha). It is made up of 189 settlements with a population of 274 358 people and 65 217 households, which amounts to more than 25% of the District 1 076 840: **Census 2011.** 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.

Makhuduthamaga Local Municipality Geographic Location



AN OVERVIEW OF THE WARDS, VOTING DISTRICTS AND REGISTERED VOTERS

Ward	Voting stations/VD numbers		Registered voters as
	Voting Station	VD No	
01	Hlalanikahle Community Hall	76250875	964
	Kopjeng School	76350023	1373
	Areikhuleng Primary School	76350854	196
	Mokgoshi Primary School	76351170	553
	Onani Higher Primary School	76250156	733
02	Mashile Primary School	76350034	1044
	Mokgeretli Secondary School	76351181	337
	Motlankane Primary School	76350977	386
	Lehlake Primary School	76350382	1742
	Phokoane Tribal Hall	76350393	750
03	Petlwane Primary School	76350360	1423
	Mokgoma Primary School	76350371	1575
	Makoshala Pre-School	76350786	510
	TV Mokgapaneng Pre-School	76351091	426
	Lehwelere Secondary School	76351192	375
04	Thabong Primary School	76351204	264
	Mamokgokoloshi High School	76350056	827

	Kwena Tshwene Primary School	76350089	1255
	Kgahlanamorulane High School	76350090	833
	Mogalatladi Primary School	76351103	323
	TVS Katlegong Sports Ground	76351114	437
05	TV Maserumpark B Tent	76351215	481
	Mahlakanaseleng Primary School	76350810	270
	Tshwatlhakge Primary School	76350124	1185
	Moteane Secondary School	76350157	920
	Mmeshi Primary School	76350191	957
06	Lehlakong Primary School	76350168	893
	Ga-Mmalebese Primary School	76350179	996
	Morulane Primary School	76350247	643
	Phatantshwane Community Centre	76350269	604
	Mafetatshubela Primary School	76350359	454
07	Manotong Primary School	76351136	210
	Seopo Secondary School	76351226	411
	Dikwetse Primary School	76351125	180
	Ga-Mantlhanyane School	76350449	259
	Thoto Primary School	76350236	918
	Ga- Malaka Community Centre	76350225	866
	Katudi Primary School	76350203	440
	Phiriagae High School	76350270	247
08	Living Waters Private School	76350911	636
	Matshumane High School	76350764	935
	Moleijane Primary School	76350797	906
	Tlame Primary School	76350809	1059
	Leokana Crèche	76351237	309
	St Ritass Hospital	76350506	635
09	Photo Primary School	76351248	301
	Mapalagadi Primary School	76351147	336
	Rebone Secondary School	76350922	739
	Ponti Secondary School	76350517	1891
	Kopanong Primary School	76350629	1179
10	TV Moripane Tent	76351169	438
	Legaletlwa Secondary School	76351259	320
	Ngwanamatlang Secondary School	76350775	828
	Mmakubu Primary School	76350573	364
	Moloi Tribal Hall	76350528	1344
	Mapogo Primary School	76230525	417
	Moripane Primary School	76350595	411
11	Molepane Secondary School	76351260	351
	Monapenape Primary School	76350472	768
	Lehlogedi Crèche	76351271	340
	Jane Furse Hospital	76350630	1158
	Mashegoanyana Primary School	76350551	880
12	Maserala Primary School	76350405	1325
	Marota Makgane Primary School	76350618	555
	Moretsele Primary School	76350742	793
	Lehutswane Secondary School	76350900	538

	Ratau Makgane Tribal Office	76350933	463
	Mantimo Primary School	76350258	450
13	Mogashoa Primary School	76350078	1361
	Nokomeetse Primary School	76350483	965
	Tshehlwaneng High School	76350012	1090
	TVS Mmakgwale Tent	76350966	744
14	Manchakgathe Primary School	76350045	453
	Mashupe Primary School	76350337	504
	Maloma Tribal Hall	76350438	1408
	Legapane Primary School	76390072	1014
	Seopela Tribal Office	76350461	974
15	Mmathabeng Primary School	76350135	472
	Honoko Primary School	76200656	209
	Kgetedi Primary School	76390229	182
	Maila Mapitsane Tribal Office	76390016	316
	Pitsi Primary School	76351013	292
	Moleshatlou Secondary School	76350708	1122
	Mogolego Tribal Office	76350540	321
	Dlamini Primary School	76390230	263
	Mabhedla Primary School	76350641	452
16	TVS Dihlabaneng Tent	76350944	1095
	Legare Secondary School	76350214	1153
	Phutlou-Tau High School	76350315	722
	Mashegoana Tswaledi Tribal Hall	76350450	751
	Madikanono Primary School	76351282	343
17	Manganeng Tribal Office	76350494	1194
	Mampuru 1 Primary School	76350562	709
	Maloke Primary School	76350832	325
	Monamoleledi Secondary School	76350955	425
	Manganeng Primary School	76351035	306
	TVS Manganeng Tent	76350821	995
18	Bafedi Primary School	76350113	1877
	TVS Jane Furse RDP2	76351316	213
	Baropodi Primary School	76351305	361
	Arethabeng Primary School	76350753	780
	TVS Jane Furse RDP 1	76350843	1007
19	Jane Furse Comprehensive School	76350988	972
	Kgoloko High School	76350731	434
	Freddy Mokgabudi Primary School	76351046	236
	Madibong Primary School	76350652	662
	Marota Madibong Tribal Authority	76350427	777
	TVS Mamakoko store	76350674	1210
20	TVS Selala Shop	76351057	481
	Sekwati Primary School	76351293	158
	TVS Church of Christ	76350719	1131
	Mamone Tribal Hall	76350696	1199
	Tisane Tribal Hall	76230479	494
21	Motlokwe Primary School	76230503	1118
	Malekutu High School	76351068	300

	Makubarate Primary School	76351079	296
	TVS Manyaka Sports Ground	76351080	292
	Mamone Rome Church	76350067	1423
22	Mogomarele Primary School	76350887	343
	Pebetse Primary School	76360563	685
	TVS Tsatane New Stands Vacant Land Tent	76350898	597
	Mamolobe Primary School	76350720	698
	Malegale Primary School	76350304	1067
	Seraki Secondary School	76350663	973
23	TVS Phethedi Pre-School	76351327	304
	Maseleseleng Primary School	76350876	211
	Dinotji Primary School	76350146	457
	Marota Marulaneng Traditional Community Hall	76350180	1103
	Mathibeng Primary School	76350416	510
	Maila School	76350685	897
	Maphale Primary School	76350865	235
24	Serokoloana Primary School	76230615	332
	Thabadiphiri Primary School	76230468	175
	Tholong Primary School	76230446	507
	Phaahla Tribal Hall	76230187	1353
	Mmaphadime Secondary School	76230659	231
	Lobethal Primary School	76230165	294
	Bohwelabatho Primary School	76230626	355
	Mpodi Pre-School	76230222	905
25	Phuthikwena Junior Sec School	76230514	572
	Mogobelala Primary School	76230648	322
	Mashabela Primary School	76230637	364
	Nala Primary School	76230536	185
	Lediitje Primary School	76230457	351
	Mamorithing Primary School	76230413	285
	Mohwelere Primary School	76230345	881
	Marei Primary School	76230233	647
	Nkgonyeletse High School	76230334	778
26	Kgaruthuthu Primary School	76230132	525
	TVS Raile Tent	76230176	263
	Bopedi Bapedi High School	76230198	819
	Marishane Tribal Hall	76230200	1168
	Teme Primary School	76230378	604
	Lehlagare Marishane Primary School	76230390	472
27	Mokalapa Primary School	76230053	1009
	Masemola Tribal Hall	76230019	1334
	Lewalemolomo High School	76230301	474
	Ekele Primary School	76230064	901
28	Thabampshe Primary School	76230020	1081
	Makantane Primary School	76230097	552
	Mannyete Primary School	76230244	437
	Diphale High School	76230255	373

	Sekale Primary School	76230480	748
	Mogaile Primary School	76230592	286
	Matlebjane Secondary School	76230604	298
	Machelane Primary School	76230671	197
29	Mahlolwaneng Primary School	76230299	439
	Shushu Primary School	76230312	461
	Thabapitsi Primary School	76230277	480
	Khudutseke Primary School	76230110	753
	Mmakgwabe Primary School	76230042	445
	Thabanaswana Primary School	76230075	654
	Malope Primary School	76230121	483
30	Mangolwane Secondary School	76230581	95
	Molwetji High School	76230031	884
	Mamakgatlope Primary School	76230662	323
	Baithutimohlahledi Primary School	76230424	692
	Motsatsi Primary School	76230143	692
	Tisane Primary School	76230109	562
	Tswatago Primary School	76230086	470
31	Mafako Primary School	76230211	238
	Mampana Tribal Hall	76230288	805
	Mogaletlwa Primary School	76230367	581
	Modishane Primary School	76230389	305
	Thingwa Primary School	76230402	435
	Hopefield Primary School	76230435	438
	Thutlwamakwa Primary School	76230660	209
	Katang Primary School	76230154	581

3.1.2 Population Trends

The MLM has a total population of 274 358 people, or 65 217 households. It is the second largest municipality in the Sekhukhune District in terms of population figures, with 25% of the District population living in the MLM.

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

Levels of education in the MLM community are low, with 23,4% of persons 20 years and older having had no schooling, 20.6% having completed some level of high school, and 5.5%

completing high school (Matric). The schooling situation has improved since 2001, when 44.3% of people older than 20 never attended school.

Table: MLM Distribution of population by age and sex

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

Source: Census 2011

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

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

Source: Census 2011

Table: Population growth rates – 1996–2011 and 2001–2011

Municipality	Total Population				
	1996	2001	% change	2011	% change
MLM	269 313	262 005	- 0;6	274 358	0;5

Source: Census 2011

Employment profile for Makhuduthamaga

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

Source: Census 2011

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

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

Source: Census 2011

Makhuduthamaga Local Municipality annual Income levels

Wards	No income	R 1 - R 4800	R 4801 - R 9600	R 9601 - R 19 600	R 19 601 - R 38 200	R 38 201 - R 76 400	R 76 401 - R 153 800	R 153 801 - R 307 600	R 307 601 - R 614 400	R 614 001 - R 1 228 800	R 1 228 801 - R 2 457 600	R 2 457 601 or more
1	206	195	387	597	530	189	115	102	50	12	5	2
2	74	109	227	534	499	153	41	25	5	1	0	0
3	226	194	308	637	587	216	208	139	39	9	4	1
4	255	156	386	452	395	102	41	25	6	1	0	0
5	346	128	284	532	480	154	116	69	23	1	1	3
6	204	131	278	489	502	134	36	16	5	0	1	0
7	185	111	206	386	370	69	35	18	13	2	0	0
8	519	264	517	704	624	257	224	143	50	10	6	5
9	477	177	429	495	429	168	163	145	37	12	4	1
10	275	148	322	374	313	82	50	57	19	0	0	1
11	190	68	182	343	356	149	120	78	27	1	2	2
12	192	142	277	542	557	231	61	30	15	1	2	2
13	321	180	451	633	561	229	121	66	19	5	1	1
14	149	87	181	362	389	138	129	60	22	4	5	3
15	190	88	222	367	412	105	36	34	8	1	0	1
16	219	124	245	412	388	129	61	29	13	0	1	0
17	238	166	386	569	552	120	51	38	17	2	5	2
18	528	197	429	630	593	296	197	110	29	11	1	1
19	208	121	310	569	586	151	63	41	12	1	2	2
20	295	143	206	600	610	176	88	52	24	7	0	3
21	281	157	383	558	540	213	175	134	50	12	6	5
22	268	153	229	445	450	119	40	39	7	3	4	3
23	209	254	333	709	675	151	98	38	20	4	2	4
24	316	120	245	574	468	111	45	44	11	0	2	0

25	252	173	347	610	638	145	63	41	7	4	1	0
26	301	118	261	632	526	146	145	123	48	7	2	9
27	316	153	251	554	529	106	78	51	18	2	2	0
28	493	216	423	755	644	142	105	51	21	2	0	1
29	290	170	251	473	365	72	60	29	12	1	2	2
30	314	132	261	525	472	142	70	35	15	1	2	1
31	232	179	212	573	440	106	26	31	11	0	0	1

Source: Census 2011

People with Disabilities

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

1. Seeing

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

2. Hearing

Age Group	No difficulty		Some difficulty		A lot of difficulty		Cannot do at all		Do not know		Cannot yet be determined		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	
00 - 04	10749	10742	327	284	73	72	288	225	90	76	7102	6861	36890
05 - 09	16182	16154	285	275	50	41	20	13	6	7	-	-	33034
10 - 14	15820	14837	188	173	34	24	17	6	5	2	-	-	31108
15 - 19	16009	15393	181	202	22	29	11	10	1	2	-	-	31859
20 - 24	10662	11882	115	130	17	23	5	8	-	4	-	-	22846

25 - 29	6795	10143	82	117	8	24	3	12	1	1	-	-	17188
30 - 34	4981	8433	70	126	13	19	5	6	1	-	-	-	13653
35 - 39	4295	7639	84	125	18	19	4	5	-	2	-	-	12191
40 - 44	3831	6787	87	125	18	22	7	1	1	-	-	-	10877
45 - 49	3330	6493	87	177	14	27	2	3	-	-	-	-	10133
50 - 54	3000	5392	93	203	15	33	2	10	-	1	-	-	8749
55 - 59	2917	4935	106	228	22	37	7	4	-	1	-	-	8258
60 - 64	2623	4585	113	273	18	27	2	3	-	-	-	-	7645
65 - 69	1858	4319	122	413	19	51	4	5	-	-	-	-	6792
70 - 74	1864	2975	177	392	35	81	10	14	-	3	-	-	5550
75 - 79	927	1960	105	399	30	93	5	11	-	1	-	-	3531
80 - 84	632	1562	119	421	29	115	3	15	1	1	-	-	2898
85+	467	1306	136	488	39	173	3	27	1	5	-	-	2646
Grand Total	106943	135538	2477	4551	474	910	399	377	108	108	7102	6861	265848

3. Self-care

Age Group	No difficulty		Some difficulty		A lot of difficulty		Cannot do at all		Do not know		Cannot yet be determined		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	
00 - 04	-	-	-	-	-	-	4402	4260	602	649	13750	13409	37073
05 - 09	8435	8441	2044	2085	1313	1323	1515	1430	235	218	3047	3029	33115
10 - 14	14760	13963	788	682	238	154	238	166	35	31	-	-	31054
15 - 19	15967	15412	126	110	46	39	39	48	11	9	-	-	31806
20 - 24	10658	11896	61	65	34	24	23	20	3	1	-	-	22786
25 - 29	6832	10166	35	66	11	12	26	12	2	3	-	-	17167
30 - 34	4991	8442	34	56	15	14	16	18	3	3	-	-	13593
35 - 39	4300	7704	52	44	22	13	20	13	-	5	-	-	12173
40 - 44	3857	6878	32	27	18	14	16	16	3	2	-	-	10864
45 - 49	3366	6590	48	46	21	22	10	9	-	2	-	-	10114
50 - 54	3014	5543	56	53	13	21	20	15	3	-	-	-	8739
55 - 59	2960	5082	46	70	23	27	19	9	1	2	-	-	8239
60 - 64	2662	4707	45	104	21	23	21	20	4	4	-	-	7613
65 - 69	1916	4542	55	130	12	35	15	34	3	4	-	-	6746
70 - 74	1936	3150	90	202	29	62	17	32	-	3	-	-	5521
75 - 79	946	2102	68	232	21	77	17	56	3	3	-	-	3526
80 - 84	638	1637	84	257	34	112	23	91	1	7	-	-	2885
85+	465	1259	97	353	49	212	26	155	3	23	-	-	2642
Grand Total	87702	117513	3760	4583	1920	2185	6464	6404	914	972	16797	16438	265653

4. Communication

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

5. Walking

Age Group	No difficulty		Some difficulty		A lot of difficulty		Cannot do at all		Do not know		Cannot yet be determined		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	
00 - 04	9921	9854	452	426	172	156	935	870	170	152	7048	6795	36949
05 - 09	16211	16147	190	219	62	66	52	38	10	11	49	55	33110
10 - 14	15976	14957	66	66	19	12	36	26	5	4	-	-	31168
15 - 19	16164	15606	64	62	20	19	19	21	4	1	-	-	31981
20 - 24	10735	11948	48	51	14	19	9	14	-	-	-	-	22839
25 - 29	6858	10212	35	72	12	20	9	13	2	-	-	-	17235
30 - 34	5010	8486	56	64	14	19	7	10	-	4	-	-	13670
35 - 39	4321	7697	60	90	24	20	9	11	1	1	-	-	12234
40 - 44	3828	6819	67	99	23	21	8	9	2	-	-	-	10875
45 - 49	3341	6479	89	181	30	27	6	7	-	2	-	-	10162
50 - 54	2966	5409	118	204	31	43	5	10	-	1	-	-	8787
55 - 59	2850	4832	147	285	48	81	7	6	1	2	-	-	8259
60 - 64	2539	4437	164	360	38	67	14	12	-	1	-	-	7632
65 - 69	1800	4237	156	409	35	124	10	17	-	1	-	-	6790
70 - 74	1796	2841	219	475	67	135	6	15	-	2	-	-	5557
75 - 79	867	1836	157	461	32	148	11	29	1	3	-	-	3544
80 - 84	567	1443	160	474	45	162	12	35	-	2	-	-	2899

85+	396	1158	168	536	64	235	12	74	2	12	-	-	2658
Grand Total	106147	134399	2416	4533	750	1372	1167	1218	199	201	7096	6850	266347

6. Remembering / Concentration

Age Group	No difficulty		Some difficulty		A lot of difficulty		Cannot do at all		Do not know		Cannot yet be determined		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	
00 - 04	5765	5668	1719	1694	1171	1122	1614	1549	350	386	8125	7882	37044
05 - 09	14103	14059	1474	1460	550	559	186	205	67	51	210	179	33103
10 - 14	15725	14783	249	189	83	45	49	40	14	3	-	-	31179
15 - 19	16085	15530	117	116	37	33	15	18	10	3	-	-	31963
20 - 24	10676	11946	65	66	38	17	16	16	3	2	-	-	22843
25 - 29	6830	10207	59	63	27	29	10	10	3	-	-	-	17240
30 - 34	4978	8491	48	59	37	28	17	13	2	3	-	-	13676
35 - 39	4286	7688	70	70	35	24	12	11	1	2	-	-	12200
40 - 44	3841	6843	54	70	23	13	9	14	3	-	-	-	10871
45 - 49	3357	6538	70	110	28	26	2	5	-	4	-	-	10139
50 - 54	3021	5500	60	120	22	31	12	5	-	-	-	-	8771
55 - 59	2952	5040	71	154	20	29	7	10	3	2	-	-	8288
60 - 64	2651	4638	87	200	13	35	2	6	2	2	-	-	7637
65 - 69	1908	4467	87	247	12	45	3	13	1	2	-	-	6784
70 - 74	1941	3100	117	283	22	65	6	12	-	4	-	-	5551
75 - 79	963	2082	78	302	18	76	4	16	-	2	-	-	3541
80 - 84	669	1661	83	314	27	113	3	22	-	4	-	-	2896
85+	516	1369	95	398	31	185	6	38	1	10	-	-	2648
Grand Total	100266	129608	4602	5914	2194	2473	1975	2005	461	482	8335	8060	266374

3.1.4 Functional Competencies

The functional competencies of a municipality are inter alia contained in Schedules 4B and 5B of the Constitution of the Republic of South Africa. The most prominent functions form part of the situational analysis. These functions provide a fundamental point of departure for determining Key Focus Areas (KFAs) of the Municipality.

The key focus areas (KFAs) are reflected in the subsection below.

The analysis in this chapter is enriched by applying a rating system, which is as follows:

1	Good performance / implementation	x
2	Average performance/ Average implementation of policy	x
3	Poor Performance or no policy in place or policy in place but no implementation	x

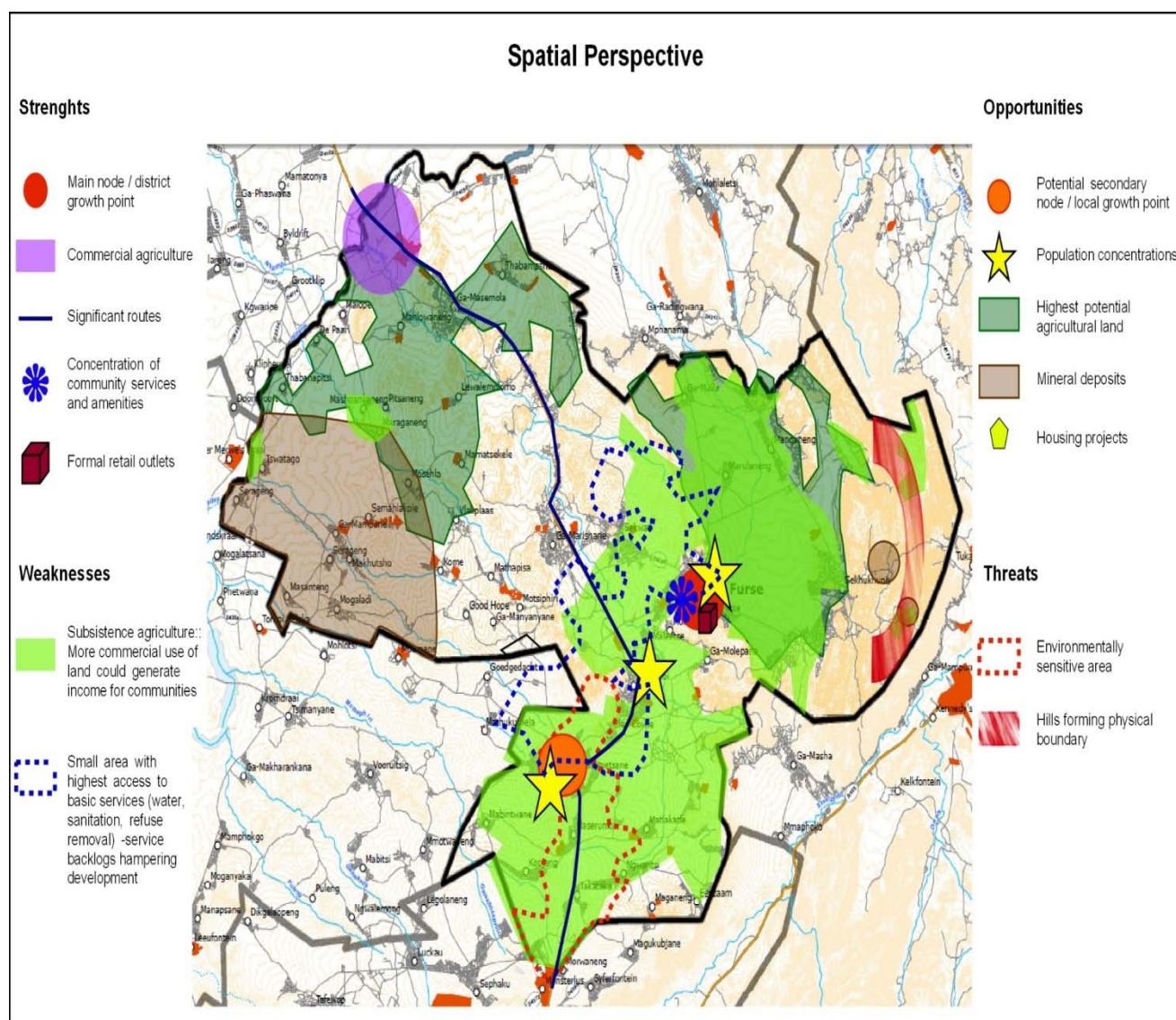
3.2 KPA 1: SPATIAL RATIONALE

Land ownership is predominantly under the South African Development Trust but under the custodianship of local traditional authorities. The MLM SDF found that 98% of land in the municipal area is in the custodianship of traditional authorities. Approximately 2% of the land is under the hands of private owners, i.e. land for Jane Furse Plaza, Jane Furse Crossing and Moratiwa Shopping Complexes. **The municipality own hectors of land where Jane Furse and Moji RDP houses were built in 1996.** The Municipality conducted land audit for all land falling within the jurisdiction of Makhuduthamaga Municipality during the 2009 financial year. The report was submitted to Council committees for perusal and study. The Makhuduthamaga 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.

3.2.1 KFA 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 seminars are held annually arranged by the municipality 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

Map showing the Spatial Perspective of the municipality

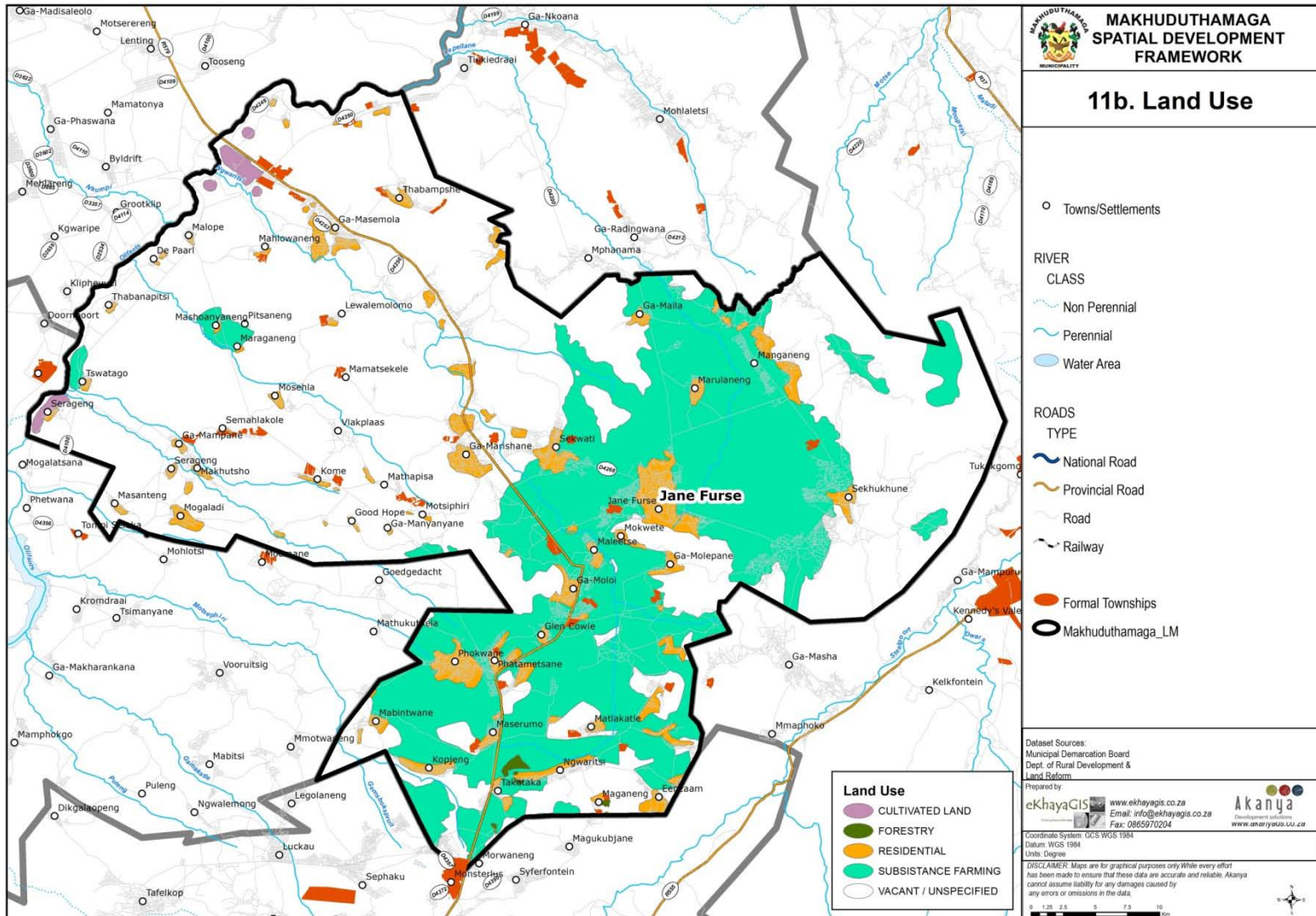


3.2.3 KFA 3: Macro land use and Municipal Planning in Makhuduthamaga Municipality

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

Source: Genis, Geographic and Environmental Systems

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



3.2.4 KFA 4: Growth/ Nodal points and hierarchy of settlement

Settlement Growth

Settlement type	Settlements	Description	Development
First order settlements and housing focus areas	Ga-Marishane, Ga-Masemola, Ga-Moloi, Ga-Phaahla, Ga-Ra-Ntobeng, Glen Cowie, Jane Furse, Kopjeng, Malaita, Maletse, Maserumole, Matlakatle, Mohlarekoma, Mohwelere, Mokwete, Nebo, Ngwaritsi, Phatametsane, Phokwane, Sekwati, Takataka	This is the cluster of settlements located around the main node of Jane Furse. This is one of the most accessible areas in the MLM due to its close location to the R579 and three district routes, and has the largest concentration of services and facilities. One of the main population concentrations. Identified as the municipal growth point in District planning, the highest order node in the MLM	<ul style="list-style-type: none"> • Growth: The settlements abutting the Jane Furse node will come under increased pressure for development with growth direction probably along the D2219, D4828 and D4190. These areas need to be formalised to ensure sustainable growth. Intensification, infill and densification should occur within the Jane Furse nodal boundary. The growth abutting the R579 ought to be managed in terms of the planning for the R579 corridor, the Growth focus area and the Apel Cross and Glen Cowie nodes. • Accessibility: Provide public transport facilities along the D2219, D4828, and D4190 routes. This include pedestrian amenities at stops e.g. shade or shelters, lighting, sidewalks etc. • Economic activities: The main economic activities need to be focused in the Jane Furse node with settlements' services e.g. convenience stores, hair dressers etc to be provided in the settlements surrounding the node. Economic activities should preferably be clustered as per the strategic local development framework • Social and community facilities: High level regional type facilities to be provided in the Jane Furse node with community and mobile service provided in the surrounding settlements preferably at or close to transport facilities. Existing school sites can also be used to cluster community facilities. This clustering will also assist with the

			accommodation of markets or sales points (e.g. pension day markets) at accessible points.
Second order settlements and housing infill and consolidation area	Ga-Mashegwana, Ga-Mogashoa, Manganeng, Schoonord, Tsatane	These areas are clustered around the D4226 and D4241 routes. It is served by Magnet heights and Schoonoord services nodes	<ul style="list-style-type: none"> • Growth: Growth of these settlements will be stable with no economic activity to drive migration. The economic base are very narrow and the sprawl of settlements need to be prohibited in order to support in fill and densification as means of creating economies of scale for the two service nodes. The escarpment area to the east should be protected against further intrusion of residential development. • Accessibility: Provide public transport facilities in the nodes and along the D4226 and D4241 routes. This include pedestrian amenities at stops e.g. shades or shelters, lighting, sidewalks etc. Local collector streets need to be tarred. • Economic activities: The main economic activities need to be focused in the two nodes and including settlements' services e.g. convenience stores, hair dressers etc. The are government services that can support the development of administrative type businesses • Social and community facilities: Existing facilities ought to be maintained. Existing school sites can also be used to cluster community facilities. This clustering will also assist with the accommodation of markets or sales points (e.g. pension day markets) at accessible points
Third order settlements	Ga-Maila, Ga-Malaka, Ga-Mampane, Ga-Masemola, Ga-Molepane, Ga-Phala, Ga-Sefoka, Good Hope, Kome, Kopjeng, M	Relatively more isolated / inaccessible in local context than other settlements types. No strong local nodes at present. These settlements are scattered	<ul style="list-style-type: none"> • Growth: Growth of these settlements will be limited with no economic activity to drive in migration. The economic base are very narrow and the sprawl of settlements need to be prohibited in order to create limited economy

	akhutso,Malope,Mamoh lakane,Manganeng,Mar ulaneng,Masanteng,Ma sehlaneng,Matlakatle,M akgwabe,Mmotwaneng, Mogaladi,Mohlarekoma, Mohwelere,Ngwaritsi,Nt welemushi,Patantshwan e,Sehuswane,Serageng ,Thabanapitsi,Thoto,Tsa tane,Tswaing,Tswatago	with fragmented configurations that do not support viable service provision. Service provision will be expensive if a full package of services is to be provided	<p>of scale of small scale and convenience type of businesses.</p> <ul style="list-style-type: none"> • Accessibility: Provide public transport facilities in the nodes and along the 4310, D4150, D4100 and D4480 routes. This includes pedestrian amenities at stops e.g. shade or shelters. Local collector streets need to be tarred. • Economic activities: The main economic activities need to be focused at intersections with the D4310, D4150, D4100 and D4480 routes e.g. convenience stores, hair dressers etc. • Social and community facilities: Existing facilities ought to be maintained. Existing school sites can also be used to cluster community facilities. This clustering will also assist with the accommodation of markets or sales points (e.g. pension day markets)at accessible points
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Source: MLM Reviewed SDF, 2015

The table below identifies the nodal points and hierarchy of settlements

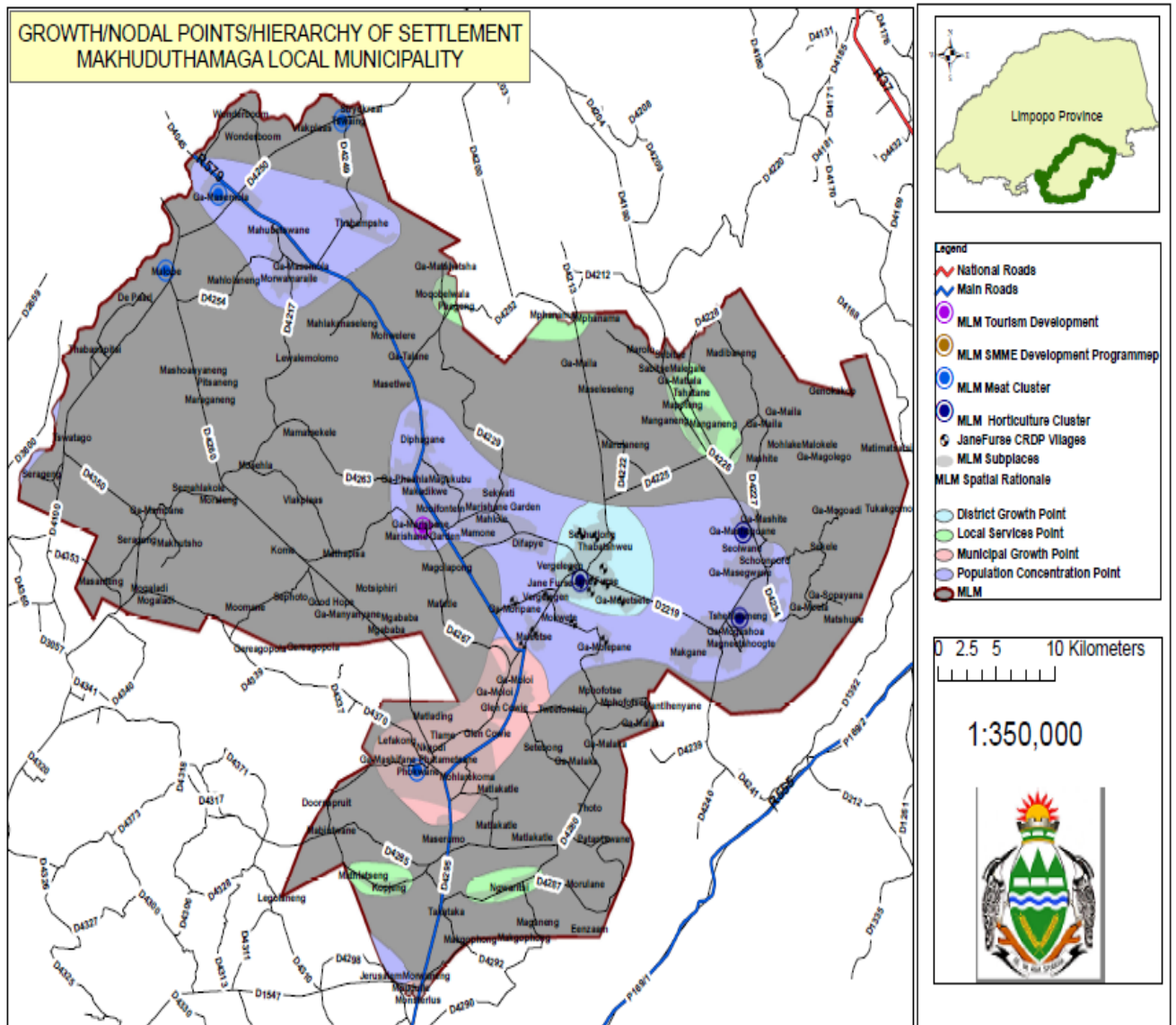
Nodal Points and Hierarchy of Settlements

Classification	Function
Jane Furse Primary growth point	<ul style="list-style-type: none"> • Provides a mix of activities • Centre of business and services for the immediate district • Promote pedestrian friendly environment • Accommodate public transport facilities and adequate parking
Apel Cross and Glen Cowie Secondary nodes	<ul style="list-style-type: none"> • Centre of business and services for the immediate district • Promote pedestrian friendly environment • Accommodate public transport facilities and adequate parking • Address illegal access points and put in place an appropriate road network • Location of community related services
Local Services nodes: <ul style="list-style-type: none"> ○ Vierfontein / Takataka ○ Moratiwa ○ Tshehlwaneng / Magnet Heights ○ Phokoane ○ Schoonoord 	<ul style="list-style-type: none"> • Centre of local business and services for immediate community • Accommodate public transport facilities and adequate parking • Address illegal access points and put in place and appropriate road network • Location for temporary or movable community related services if permanent services are not available
Manufacturing, commercial areas	<ul style="list-style-type: none"> • There is currently no area earmarked for manufacturing or

	<p>industrial uses. Manufacturing and commercial areas ought to include small scale and clean manufacturing, processing warehousing and supporting facilities, transport companies, and offices. Where possible, developments need to seek to minimize waste generation, energy use and other environmental impacts</p>
Apel cross agric-node	<ul style="list-style-type: none"> • The focus is on agriculture production and processing • Operations and production should however comply with environmental friendly practices • Provide good transport facilities and promote regional transport services • Provide accommodation and residential opportunities
Future nodes	<ul style="list-style-type: none"> • There is an opportunity to develop a future nodal points that can serve the proposed development focus area

Source: MLM Reviewed SDF, 2015

MLM Map showing Growth / Nodal points / Hierarchy of Settlement

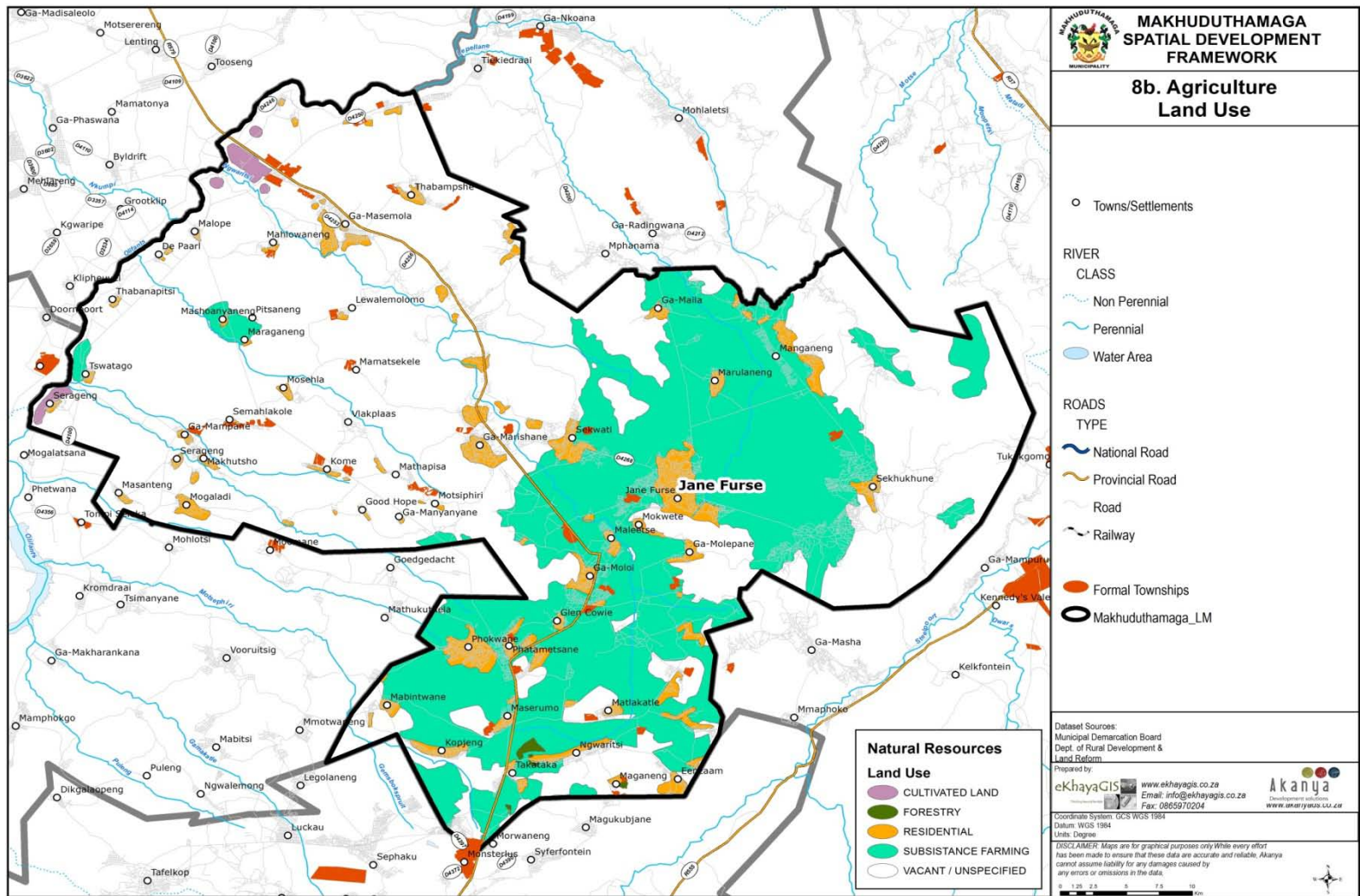


Land for LED /Agriculture Opportunities

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

Source: MLM Reviewed SDF 2015

Map showing areas used for Agricultural Purposes within Makhuduthamaga

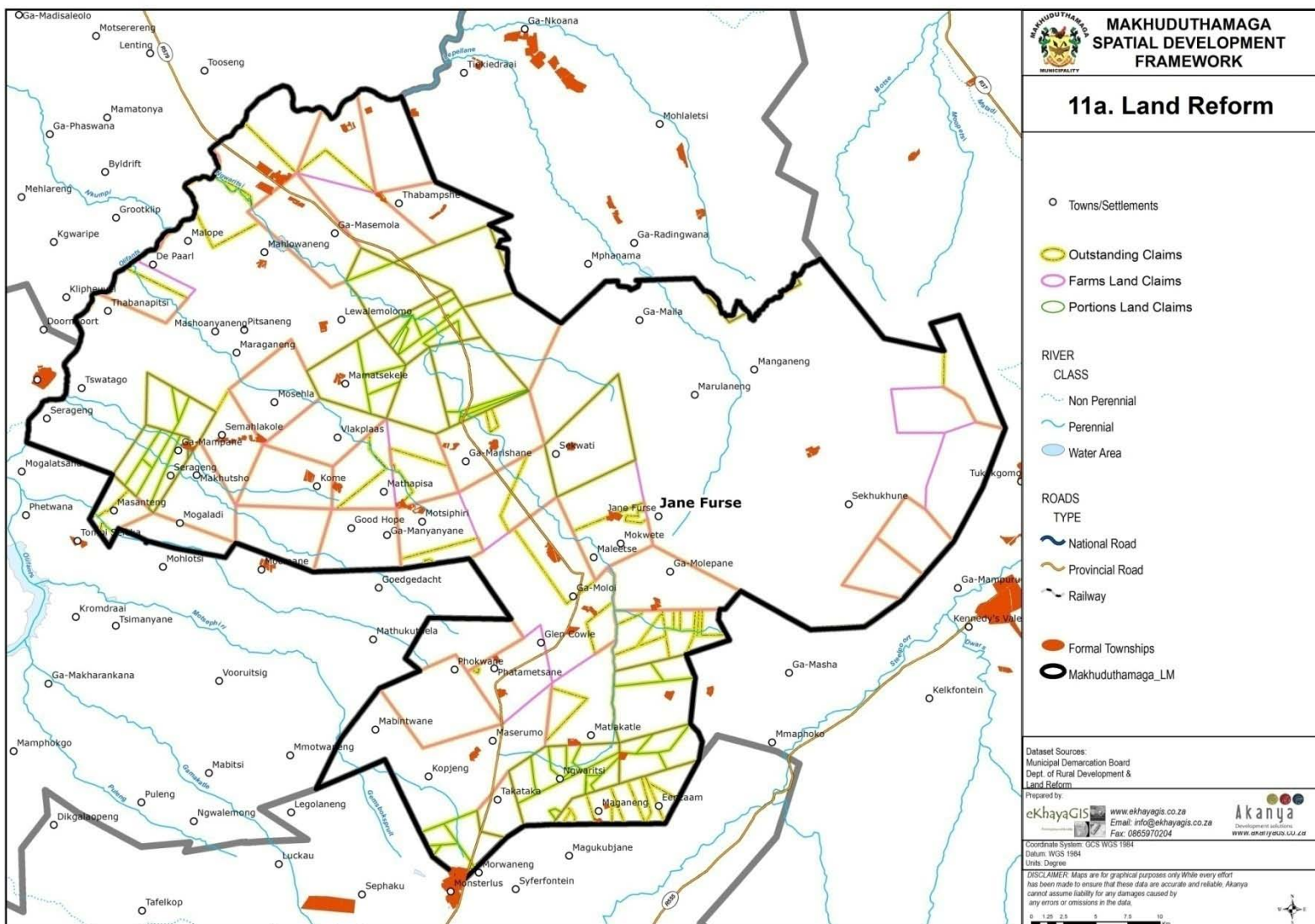


9253	Morena Tribe	Pains Hill 271 KT	Further Research
10972	Monareng SP	Selale Village (Unclear Property)	Further Research
1965	Baroka Ba Phelane Community	R/E of The Shelter 121 KT	Further Research
2358	Mnisi LB	Paradys 773 KT	Further Research
1504/1510/2 027/4556	Marutleng Tribe/Maloma MG	Goedetrouw 860 KS	Research report approved
1876/1611	Manaswe RS	Vierfontein 871 KS	Gazetted and Further Research
1530	Jibeng Community	Jagdlust 410 KS, Winterveld 417 KS, Moijesluk 412 KS, Zwartkoppies 413 KS	Further Research
1598/6170	Pedi Mamone Tribe	Kanaan 783 KS, Leeukraal 877 KS, Goede Trouw 860 KS, Rietfontein 852 KS,	Further Research
		Roodepoort 880 KS, Tweefontein 848 KS, Boschpoort 843 KS, Spitskop 874 KS	
1643	Baroka ba Maila of Segolo	Eensaam 811 KS	Further Research
892	Magokubjane Community	Spitskop 874 KS	Further Research
5094	Tshehla MD	Paradys 773 KS, Steelpoort, Nooitverwacht 324 KT	Further Research
10714/2549/ 4508	Moretsele AM/MC	Mooimeisjesfontein 363 KT	Further Research
10173	Mosehla KB	Unclear Property	Further Research
10289	Malaka Tribe	Tweefontein 848 KS, Roodepoort, Goedgedacht, Eensaam 811 KT	Further Research
11722	Bakone Ba Mmanakana	Ontevreden 838 KS, Tweefontein 848 KS, Leeukraal 877 KS, Uitkyk 851 KS	Further Research
10552	Magakwe RM	Mooihoek 808 KS, Eenzaam 811 KS	Further Research
5530	Makola JM	Goedverwacht 511 KS	Further Research
1431/1412	Maphosa SP/Maphosa JM	Vlakfontein 130 JS	Further Research
1577	Maserumule M	Uitkyk 815 KS	Further Research
11637	Mokalapa MJ	Kannan 783 KS	Further Research
1833	Tau Tribe	Mooiplaats 516 KS, Strydkraal 537 KS	Further Research
3806	Mokwena E	Balmoral 508 KS	Further Research
1553	Marota MarulanengTribe	Goedgemeend 815 KS, Lords kraal 810 KS, Korenvelden 812 KS, Groenland 813 KS	Further Research
1495	Mashupi K	Mooihoek 808 KS	Further Research
1939	Selepe MT	Brakfontein 464 KS	Gazzeted and further

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

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

Source: Limpopo Land Claims Commissioner, 2015



Settled restitution claims for Makhuduthamaga local municipality

Date	Name of claimant	Classification	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, 2015

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

Source: Limpopo Land Claims Commissioner, 2015

Table: MLM tenure status and population group of head of the household

	Black African	Coloured	Indian or Asian	White	Other	Unspecified
LIM473: Makhuduthamaga						
Rented	2 909	9	57	13	47	-
Owned but not yet paid off	2 250	1	3	-	3	-
Occupied rent-free	12 604	1	2	11	18	-
Owned and fully paid off	44 229	7	20	24	21	-
Other	2 983	2	-	1	1	-

Source: Census 2011**Demarcated sites within Makhuduthamaga villages since 2003**

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

Source: COGHSTA, 2014

3.2.6 KFA 6: Illegal Occupation of Land (land invasion)

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

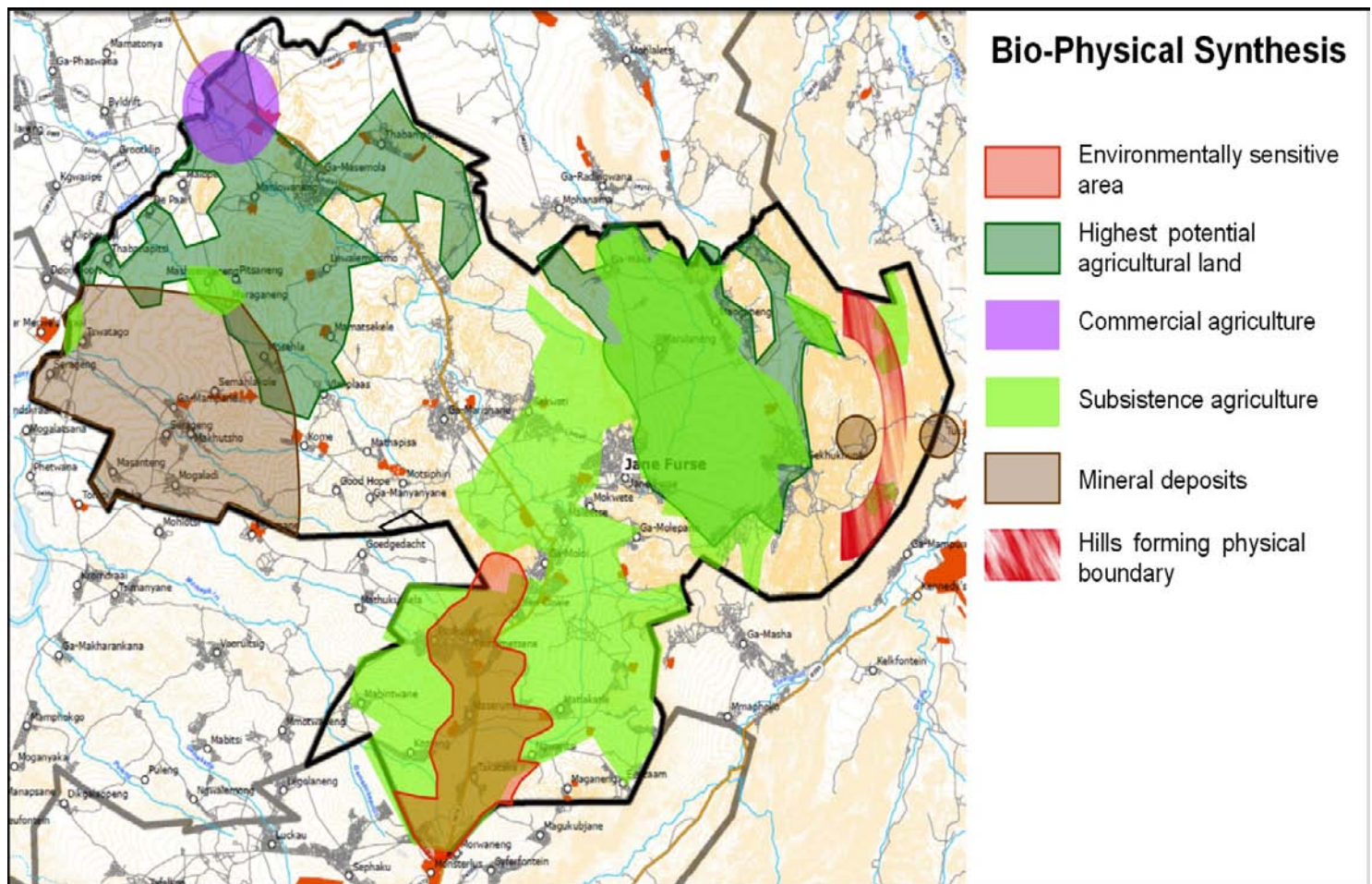
Informal settlements within MLM

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

Source: Draft Informal Settlement Upgrading Strategy for Limpopo, 2014

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

3.2.7 KFA 7: 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 7 C

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 September to

March at times extending to April. 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

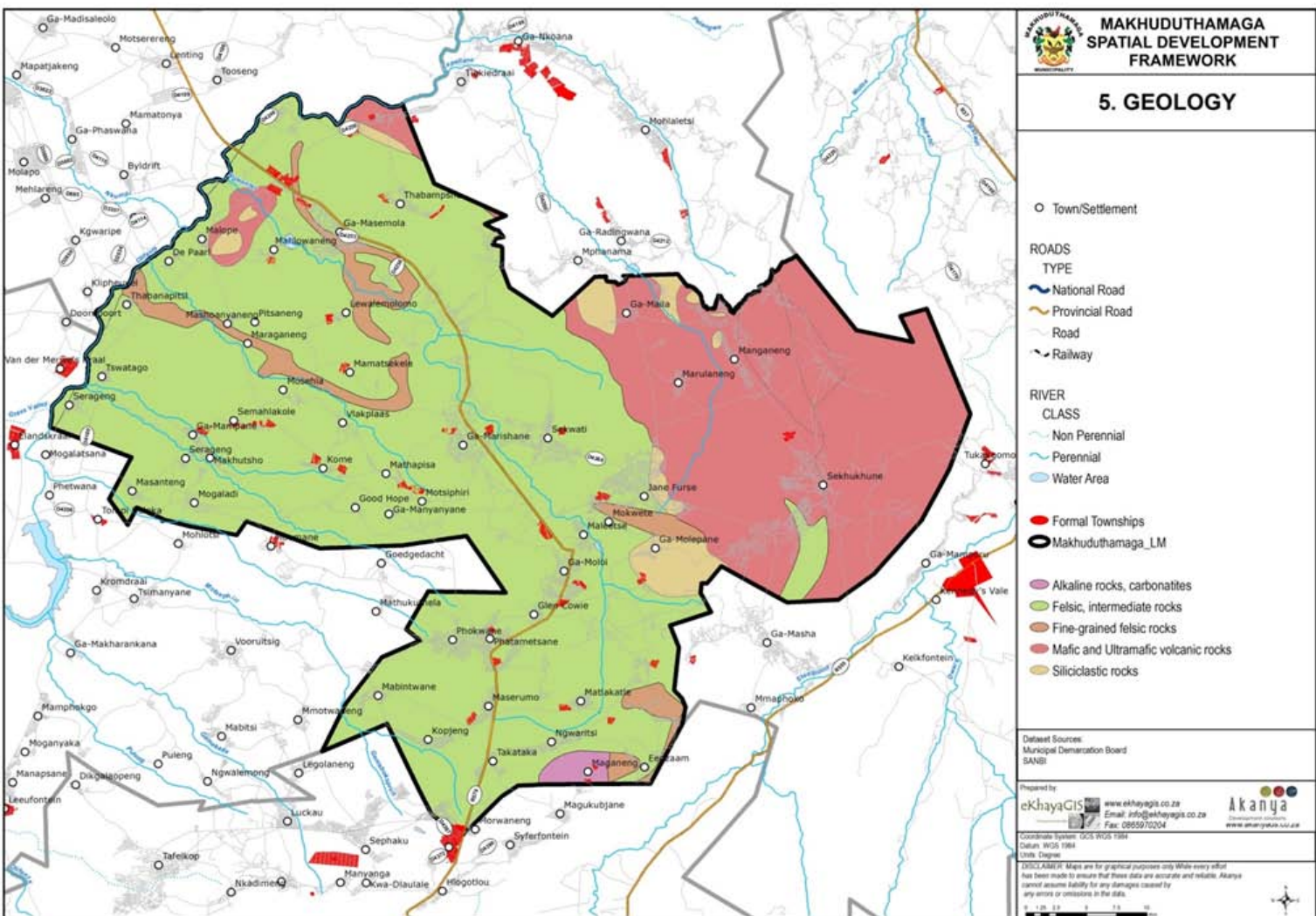
Geology

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.

Climate change

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

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



Water resources

The Municipality has identified wards and villages that have wetlands that need to be preserved. The wetlands in Marishane village in Ward 20 and Masanteng in Ward 30 are maintained and fenced during the 2011/12 financial year. An awareness campaign was also conducted in these areas.

Water scarcity

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

Water scarcity affects a range of other developmental issues in Makhuduthamaga – municipal service delivery, subsistence farming activities and commercial agriculture.

Environmental management

As part of environmental management the MLM has a licensed authorized landfill site, Jane Furse landfill site. However, livestock management and control is a key problem within MLM. There is a lack of fences in some crop farming areas and along main roads, which results in wandering livestock. These livestock damage crops and cause vehicle accidents along Makhuduthamaga main roads. The Municipality has a Draft Waste Management By-law and has gone through community consultation processes.

Environmental impact assessments done in Makhuduthamaga

Provincial Ref No.	Project Description	Status	Sector	Decision Date	Stage
12/1/9/1-GS32	The proposed activity involves the construction of a Milling facility on 4 ha land of the Farm Nebo 872 KS within Makhuduthamaga Local Municipality, Sekhukhune District.	Finalised Authorised	Agriculture and Forestry(including Agri-industry: Agriculture; etc)		Granted Authorisation Wholly
12/1/9/1-GS31	The proposed activity involves the construction of a poultry abattoir on 2ha land at Nebo within Makhuduthamaga Local Municipality, Sekhukhune District	Finalised Authorised	Agriculture and Forestry(including Agri-industry: Agriculture; etc)		Granted Authorisation Wholly
12/1/9/1-GS107	The proposed establishment of township with 500 stands on the farm Groblersdal 844KS at Ga-Ratau	Finalised Authorised	Basic Services (Local Government)-Housing		Granted Authorisation Wholly
12/1/9/1-GS108	The proposed establishment of the new magnet height filling station in Ga Mogashoa village within Makhuduthamaga Local Municipality. The proposed filling station will have 5 underground petroleum tanks with the capacity of 23000 liters per tank and combined capacity of 115 cubic meters	Finalised Authorised	Energy Infrastructure		Granted Authorisation Wholly

12/1/9/1-GS112	The proposed establishment of a diesel depot in Jane Furse on portion 3 of the farm Vergelegen 819 KS		1.3 Oil and Gas	Friday, June 26, 2015	Granted Authorisation Wholly
12/1/9/1-GS33	Proposed construction of a vegetable pack-house at Dichoeung village on the farm Duizendannex 816 KS		Agricultural Value Chain + Agro-processing (linked to food security and food pricing imperatives)	19.09.2013	
12/1/9/2-GS9	The proposed demarcation of 500 sites on portion 1 of the farm Uitkyk 851 KS at Mohlarekoma		Recreation and Hospitality Industry related infrastructure	1/13/2012	Granted Authorisation Wholly

Source: LEDET 2015

Environmental impact assessments received and approved since 2013/2014-2014/15 financial years in Makhuduthamaga

Municipality	2012-2013			2013-2014			2014-2015		
	No of EIAs received	No of EIAs approved	No of EIAs rejected	No of EIAs received	No of EIAs approved	No of EIAs rejected	No of EIAs received	No of EIAs approved	No of EIAs rejected
Makhuduthamaga	01	01	0	7	7	0	01	01	01

Source: LEDET 2015

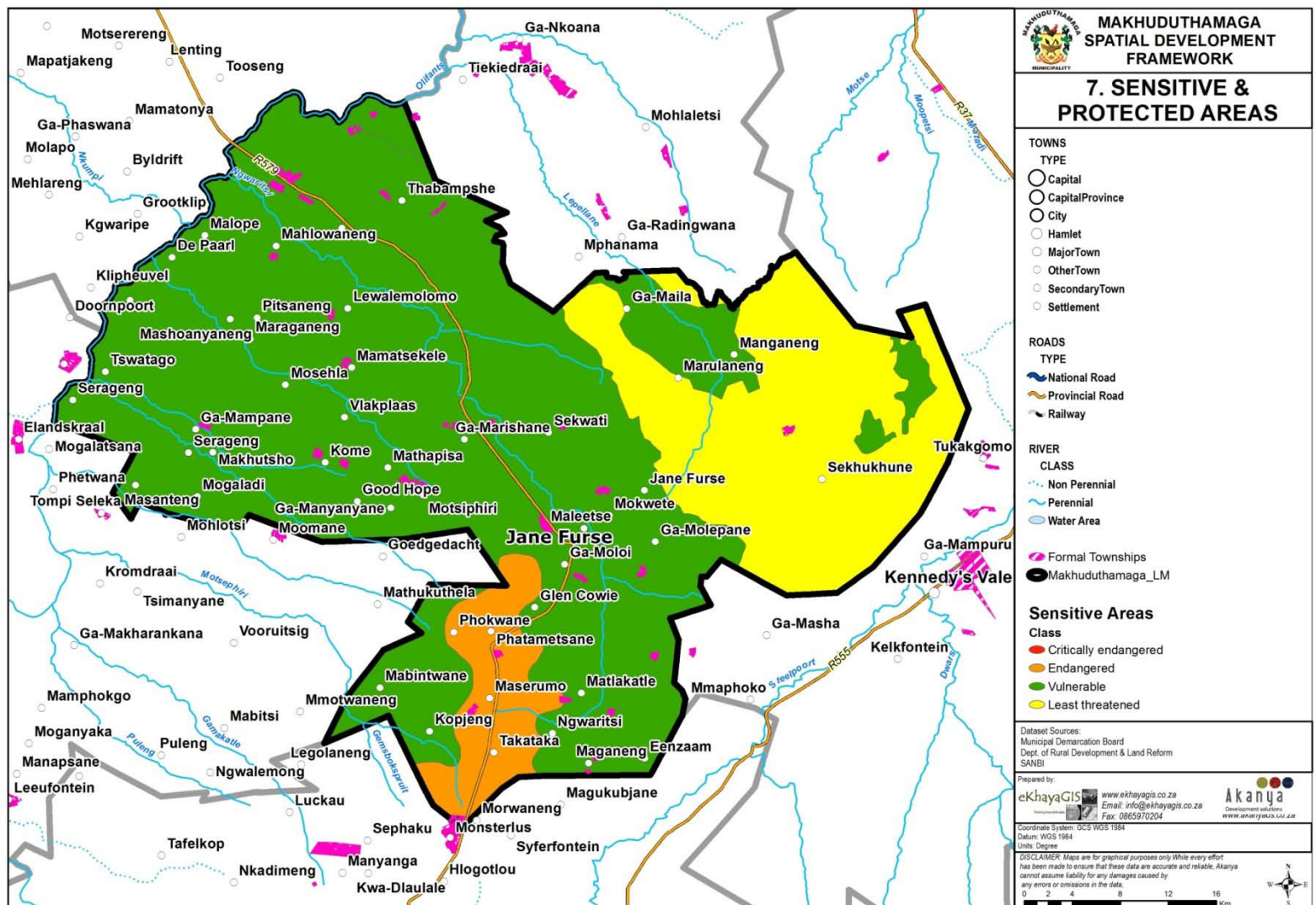
Environmental management challenge

Challenges		Action Plan
Lack of By Laws	X	To ensure promulgation of By-laws in 2015/16
Community has little education on environmental issues	X	Develop and implement a environmental awareness programme for communities
The municipality has insufficient capacity on environmental management issues	X	To provide relevant training to the environmental officials
Rainfall pattern are highly variable, disrupting agricultural production and causing related socio economic stresses.	X	Investigate the possibility to harvest rain water

Environmental problems and associated development constraints

Environmental issues	Status quo and environmental impact
Environment	
Urban greening	<ul style="list-style-type: none"> 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.
Alien Plant Species	<ul style="list-style-type: none"> Depleted water from the water sources. The National Department of environment is managing the programme of eradication of alien vegetation in the municipal area. Projects are being implemented in wards 12,13,14 and 16 There is an invasion of land (mountains, flat land for grazing and agricultural usage) by foreign plants. These plants suffocate indigenous plants, denying them of water, fertile soil substances and space. These make livestock grazing space smaller. The indigenous plants get slowly depleted.
Pollution	
Air Pollution	<ul style="list-style-type: none"> Air pollution resulting from the use of fire wood for energy purpose, burning of refuses and dust from gravel roads are environmental problems.
Fires	<ul style="list-style-type: none"> Uncontrolled fires are element of concern as far as the environment is concerned.
Water pollution	<ul style="list-style-type: none"> Water pollution is the result of the calmative impact of the insufficient solid waste removal, lack of sanitation infrastructure, sewerage effluent etc.
Conservation	
Erosion	<ul style="list-style-type: none"> 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. Wood is still one of the main sources of energy for households
Deforestation	<ul style="list-style-type: none"> There is uncontrolled massive cutting of trees for sale, creating loss of vital trees and vegetation. This adds to the problem of soil erosion and inability of remaining poor soil to preserve water. Water simply just runs

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



GIS Assessment

A geographic information system (GIS) integrates hardware, software and data for capturing, managing, analyzing and displaying all forms of geographically referenced information. GIS allows us to view, understand, question, interpret and visualize data in many ways that reveal relationships, patterns and trends in the form of maps, globes, reports and charts. Document management and GIS technology work together to provide a cohesive view of the municipality's information, allowing for easy access to information and improved decision making capabilities.

SDM has established a CGIS (Corporate Geographic Information System). Makhuduthamaga Local Municipality purchased the software during the 2014/15 financial year and it will be integrated with District one. Some officials from Economic Development and Planning have attended training on GIS with the assistance of SDM.

SPATIAL RATIONALE SWOT ANALYSIS

STRENGTH	<ul style="list-style-type: none"> • Well qualified personal in the Spatial Planning Unit • Land Use Management Scheme in place • Spatial Development Framework in place
WEAKNESES	<ul style="list-style-type: none"> • Municipality does not own land • No regulations on Building control (e.g.) • Lack of policies and by-laws (spatial planning e.g.) • Ineffective implementation of the LUMS
OPPORTUNITIES	<ul style="list-style-type: none"> • Jane Furse declaration as town and Administrative hub of the District • Part of the District Planning Tribunal (SPLUMA)
THREATS	<ul style="list-style-type: none"> • Demarcation of sites by Traditional leaders • Reservations on SPLUMA by Traditional leaders • Mushrooming of Informal settlement • Unregulated business sites • Unresolved land claims

CHALLENGES

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

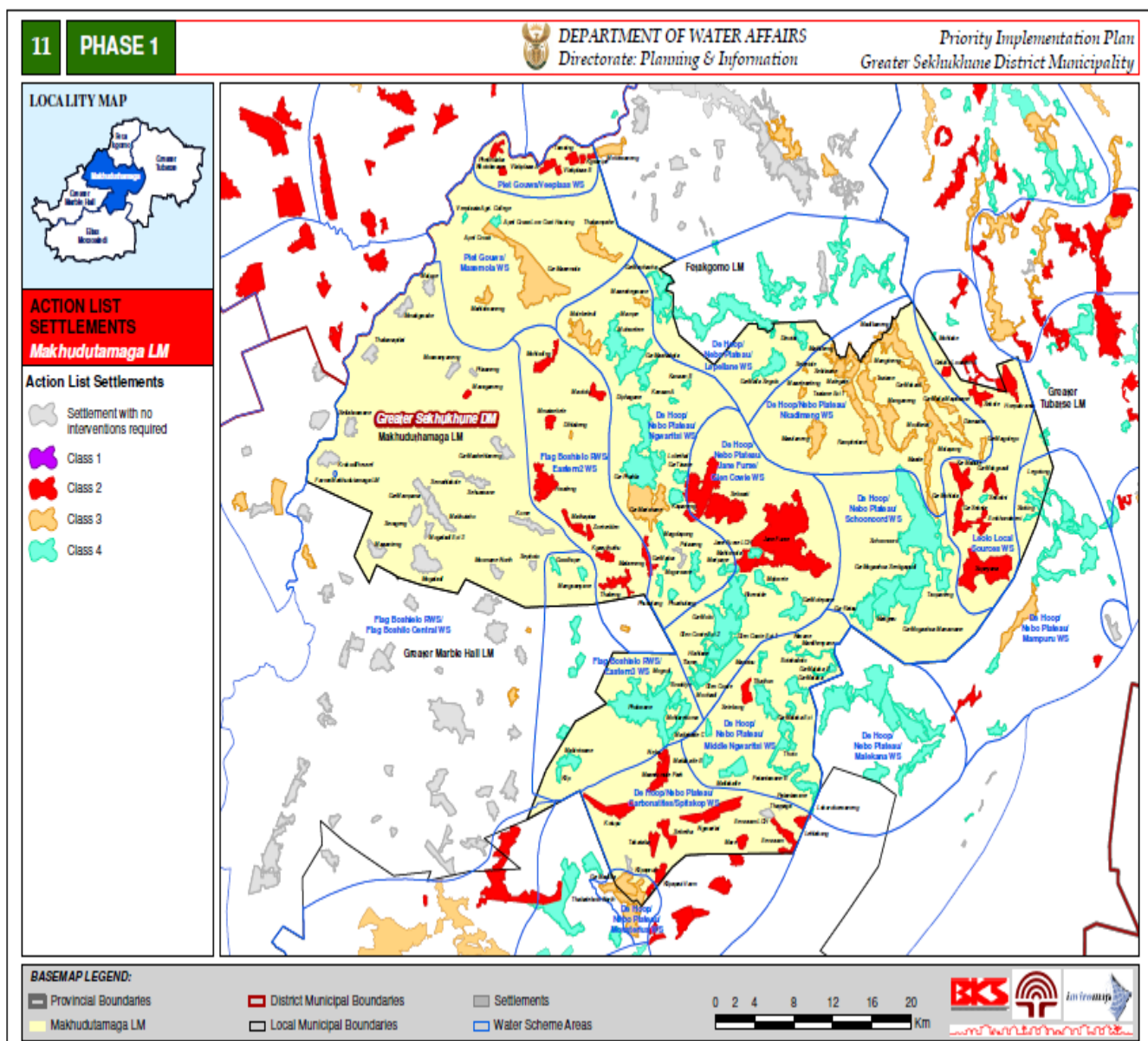
3.3 KPA 2: Basic Service Delivery and Infrastructure development analysis

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

3.3.1 KFA 8: Water Infrastructure

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

Makhuduthamaga map that shows settlements that qualifies as Priority Action Plan Settlements as classified according to the specific needs requirement



ACTION LIST SETTLEMENTS

Makhudutamaga LM

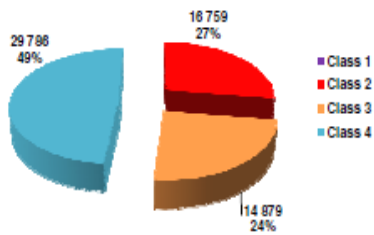
PHASE 1

12

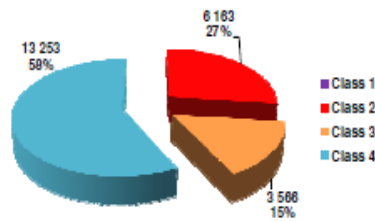
Class 1	Communities having no formal water infrastructure	Class 2	Communities requiring extension to existing infrastructure
Class 3	Communities with access to infrastructure but no access to water because of functionality problems	Class 4	Communities with access to infrastructure but no access to water because of source problems

Local Municipality	Class	Description	Total no of Settlements	Total no of Households	Total Population	Total no of Needy HH
Makhudutamaga LM	1	Communities having no formal water infrastructure	0	0	0	0
	2	Communities requiring extension to existing infrastructure	39	16 759	96 662	6 163
	3	Communities with access to infrastructure but no access to water because of functionality problems	30	14 879	76 939	3 566
	4	Communities with access to infrastructure but no access to water because of source problems	65	29 786	154 025	13 253

Total Number of Households per Category Class



Number of Needy Households per Class



Map showing settlements that are hotspots (need attention in terms of water challenges)

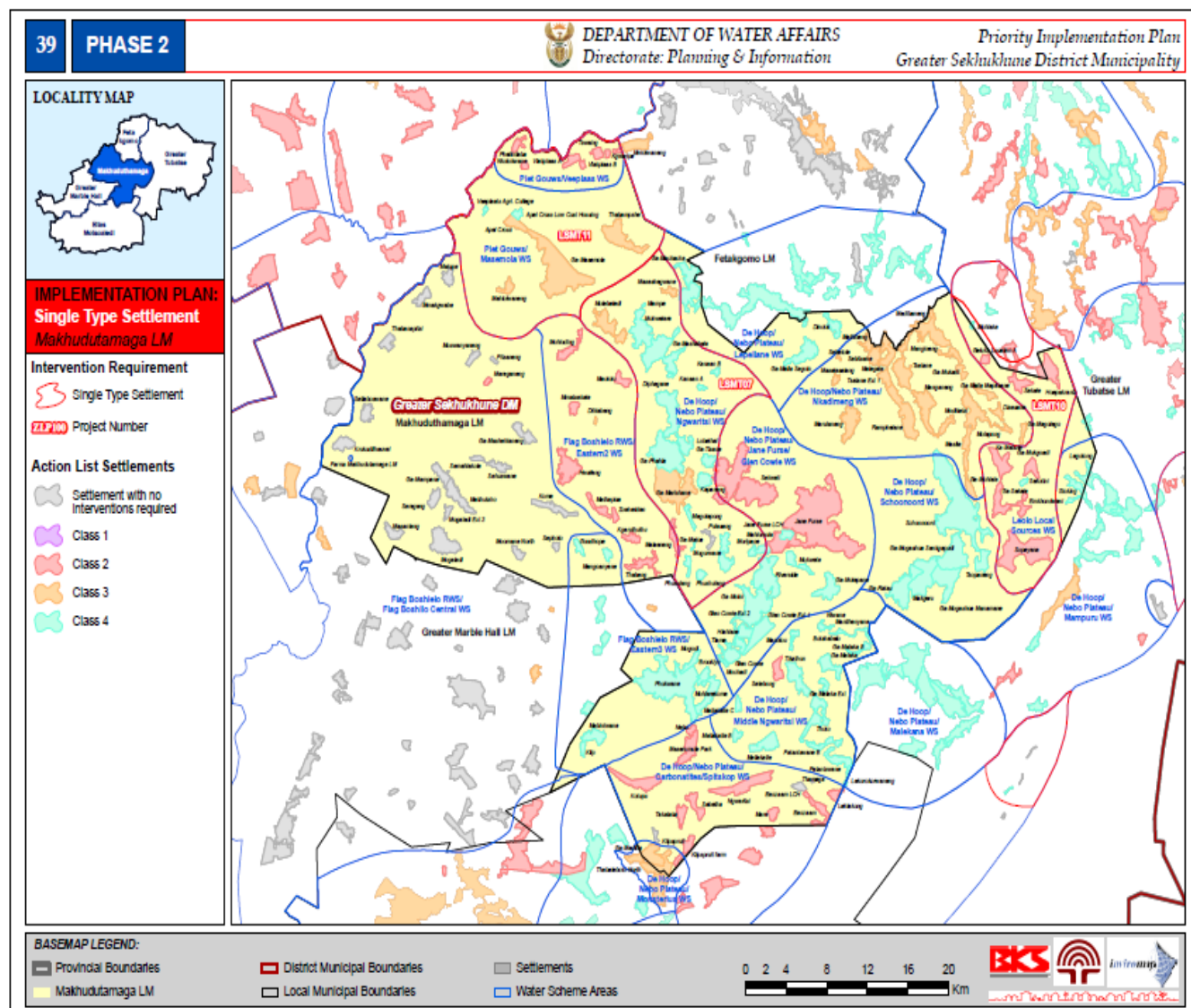


Table: Settlements that are identified as hotspots (areas that need attention in terms of water challenges)

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

5.Thoto	Health risk (water quality)
6.Tikathon	Service delivery protests and health risk (water quality)

Source: DWS 2013

Map showing Makhuduthamaga Local Municipality New Water Schemes Development

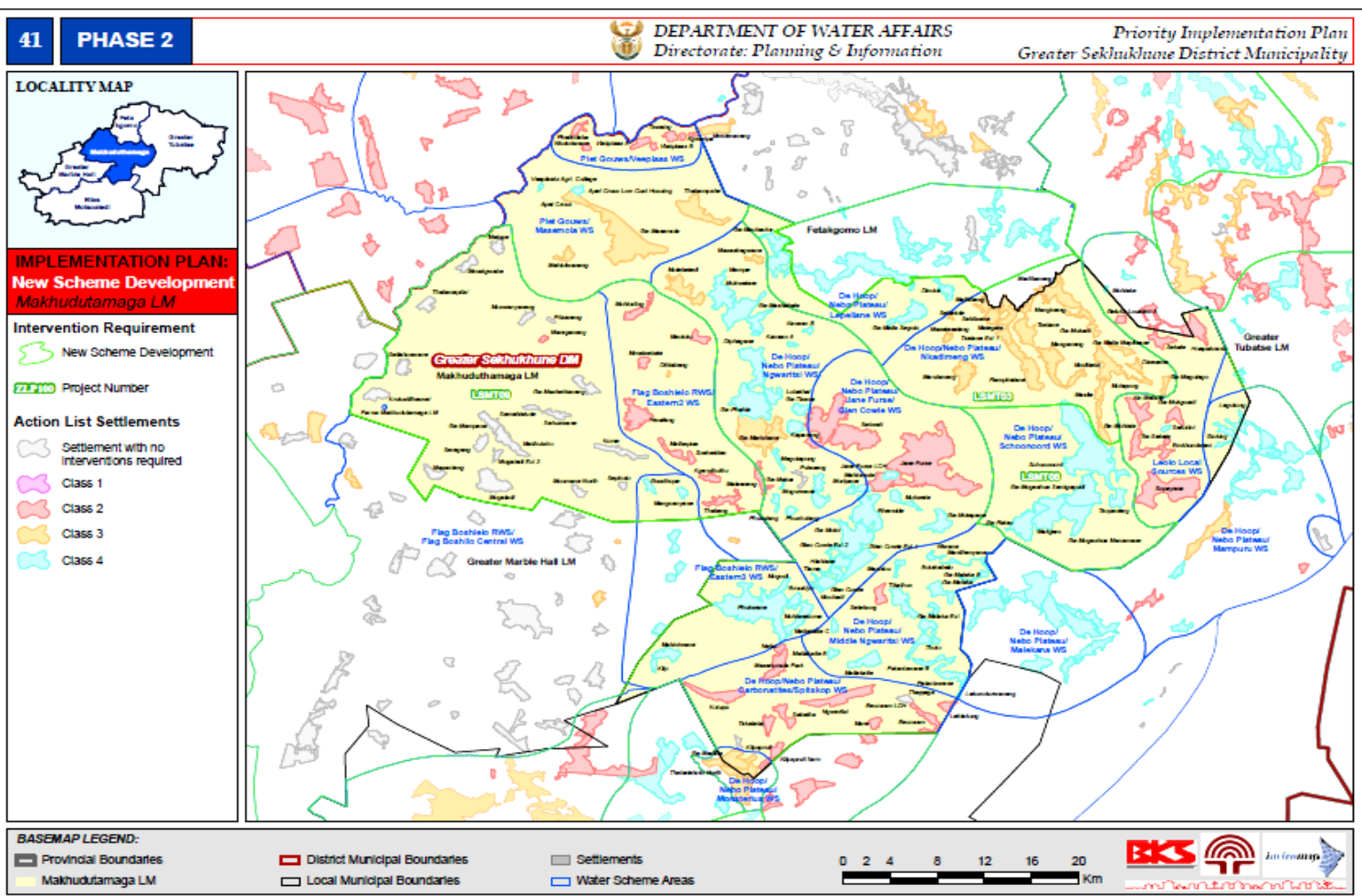


Table: Makhuduthamaga Local Municipality New Water Schemes Development

Settlement name	Hotspot	Project Description
1.Dihlabeng	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
2.Dinotsi		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
3.Ga Machacha		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply

		scheme
4.Maila Segolo		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
5.Mogashoa Manamane	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
6.Mogashoa Dithlakaneng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
7.Ga Ratau		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
8.Hwafeng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
9.Kgaruthuthu		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
10.Makgeru		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
11.Malaeneng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
12.Maololo		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
13.Mathapisa		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
14.Mamatsekele		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
15.Mohloding		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
16.Schoonoord	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
17.Thabeng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
18.Tsopaneng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
19.Zoetvelden		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme

Source: DWS 2013

Map showing Makhuduthamaga Local Municipality Existing Water Schemes

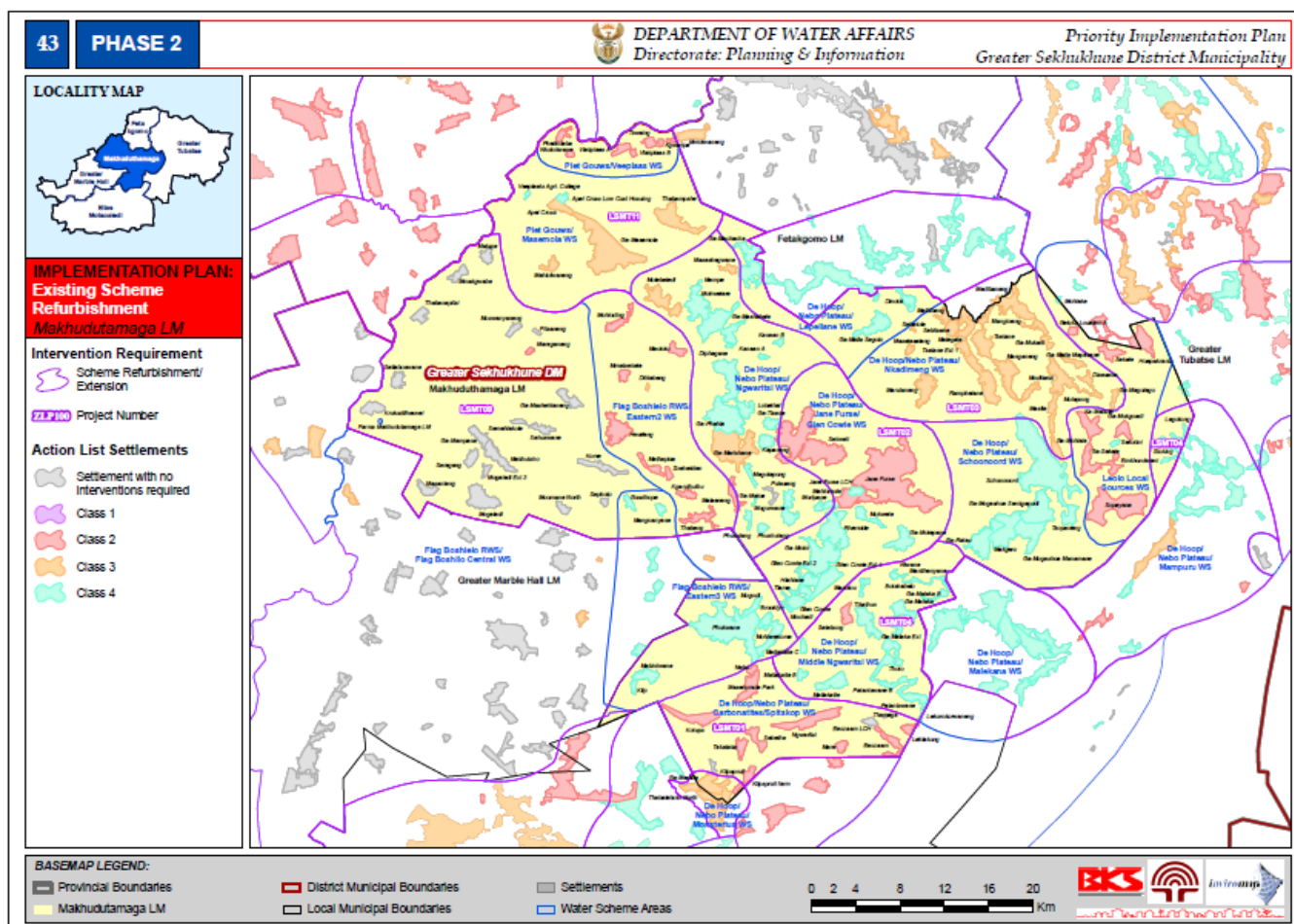


Table: Makhuduthamaga Local Municipality Water Schemes Refurbishment /Extension

Settlement name	Hotspot	Project Description
1.Apel Cross	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
2.Apel Cross Low Cost Housing	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
3.Brooklyn		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
4.Disesane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
5.Eenzaam		Refurbishment O&M Water resources and

		extension interventions to ensure WS to villages in the water supply scheme
6.Ga Madiba		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
7.Ga Magolego		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
8.Maila Mapitsane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
9.Ga Masemola	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
10.Ga Mohlala		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
11.Ga Mokadi		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
12.Molepane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
13.Ga Moloi	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
14.Glen Cowie	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
15.Glen cowie Ext 1		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
16.Glen Cowie Ext 2		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
17.Goodhope		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
18.Hlahlane	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
19.Jane Furse	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
20.Jane Furse LCH		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
21.Kgwaripe		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme

22.Klip		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
23.Klipspruit farm		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
24.Kutupu	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
25.Legotong		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
26.Lehlakong		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
27.Mabintwane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
28.Madibaneng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
29.Mahlolwaneng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
30.Mahlomola		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
31.Malegale		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
32.Manganeng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
33.Mangoanyane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
34.Maraganeng	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
35.Mare		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
36.Marulaneng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
37.Maseleseleng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
38.Maserumole Park		Refurbishment O&M Water resources and extension interventions to ensure WS to villages

		in the water supply scheme
39.Mashite		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
40.Mathibeng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
41.Mmotwaneng		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
42.Mochadi		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
43.Modiketsi		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
44.Mogodi		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
45.Mohlarekoma		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
46.Mokwete		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
47.Molapong		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
48.Nebo		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
49.Ngwaritsi		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
50.Nkotokwane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
51.Phelindaba		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
52.Phokwane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
53.Ramphelane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
54.Riverside	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
55.Sebetha	Service delivery protest	Refurbishment O&M Water resources and

	/Health risk(water quality)	extension interventions to ensure WS to villages in the water supply scheme
56.Sebetole		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
57.Sebitsane	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
58.Sekwati		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
59.Sekwati		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
60.Stoking	Service delivery protest /Health risk(water quality)	Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
61.Takataka		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
62.Thabaleboto North		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
63.Thabampshe		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
64.Tlame		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
65.Tsatane		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
66.Tsatane Ext 1		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
67.Tswaing		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
68.Vlakplaas A		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme
69.Vlakplaas B		Refurbishment O&M Water resources and extension interventions to ensure WS to villages in the water supply scheme

Source: DWS 2013

Map showing Water Conservation and Demand Management in Makhuduthamaga

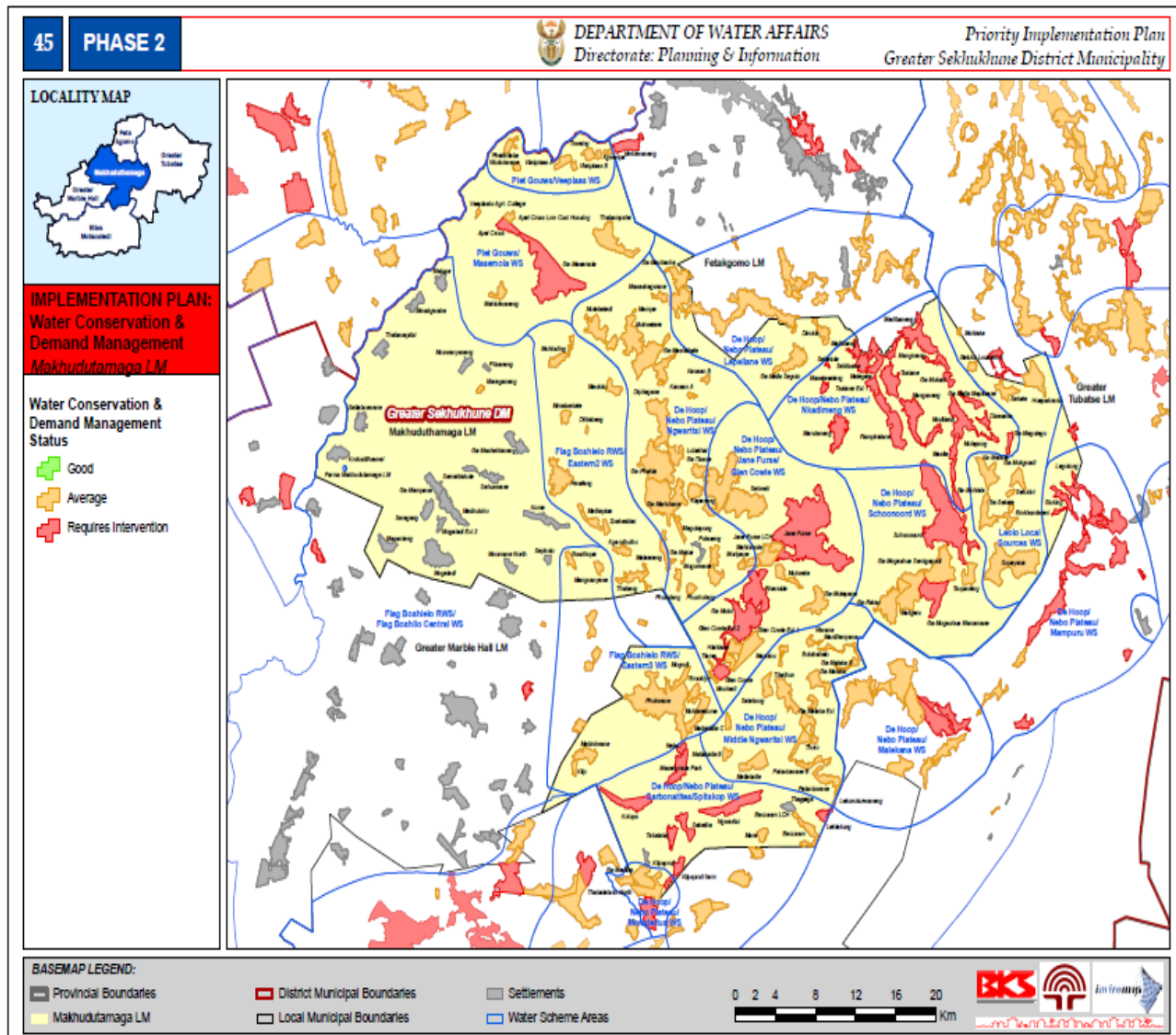
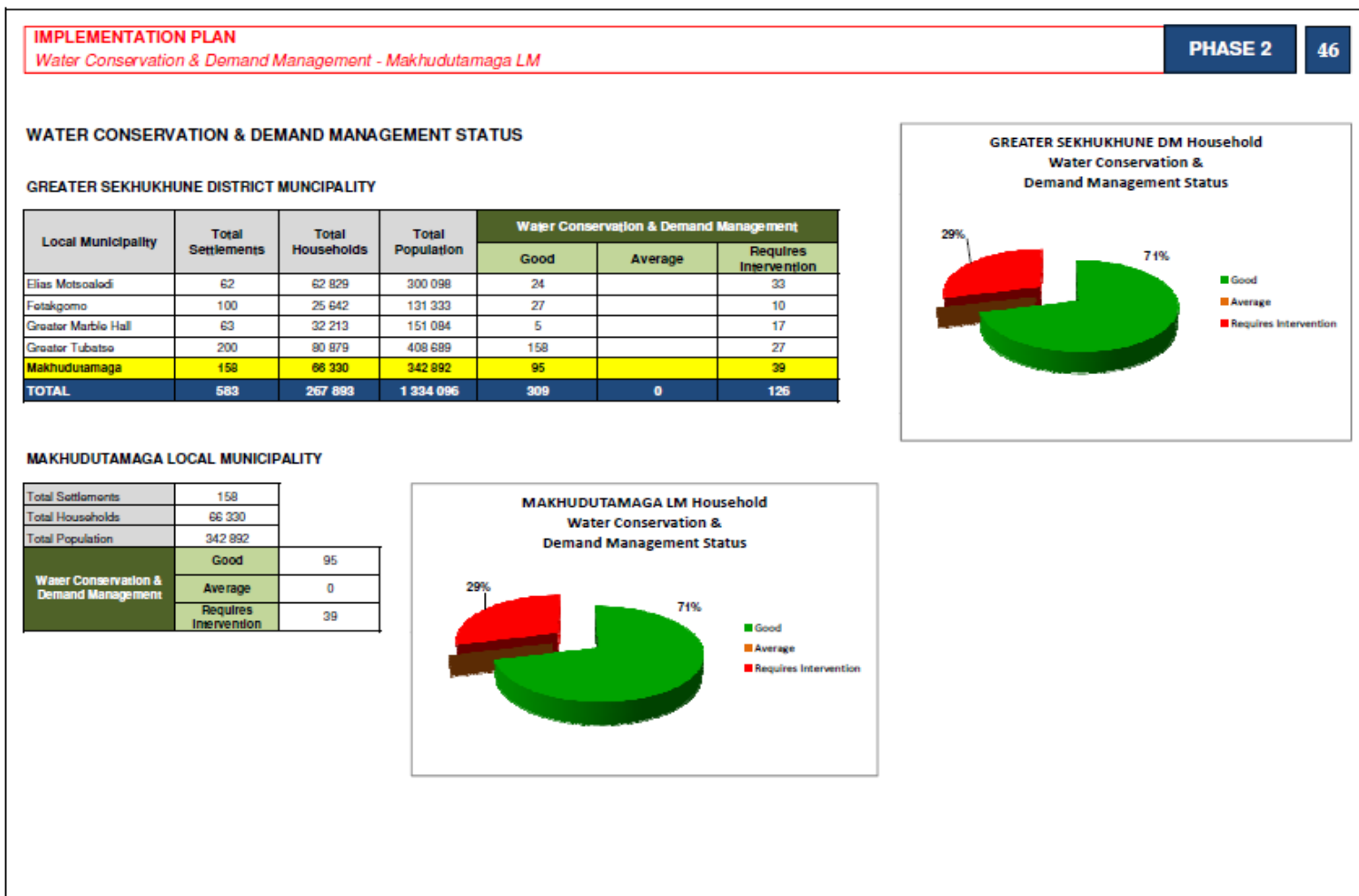


Table: Makhuduthamaga Local Municipality Water Conservation and Demand Management status



Makhuduthamaga local municipality water backlog

MLM	Households	Households with water up to RDP standard	Backlog
	65 217	47 801	17 416

Source: Census 2011

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

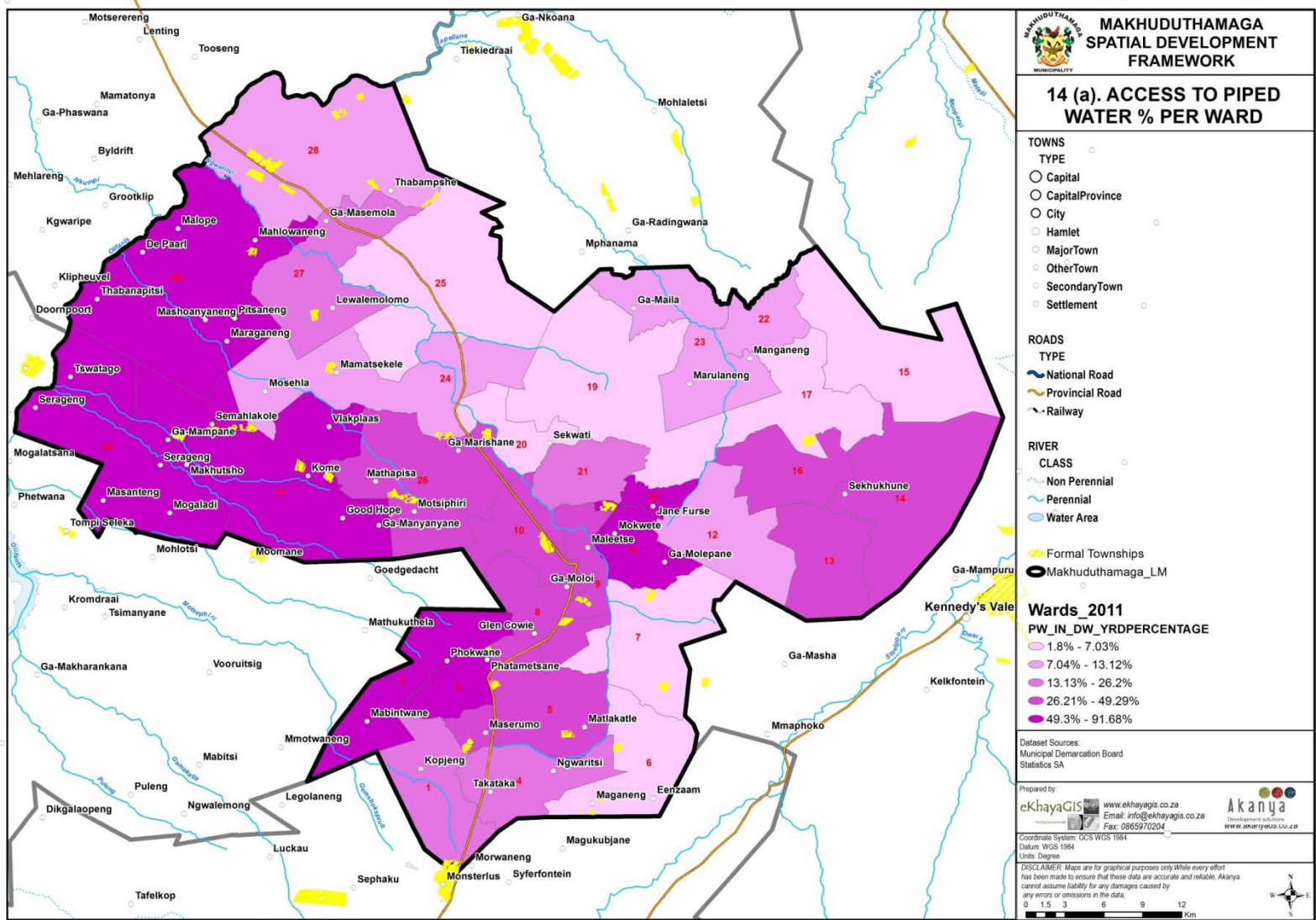
Table: Municipality sources of water by population group of head of household

	Black African	Coloured	Indian Asian or	White	Other	Unspecified
LIM473: Makhuduthamaga						
Regional/local water scheme (operated by municipality or other water services provider)	33 302	9	37	18	55	0
Borehole	5 759	2	28	13	15	0
Spring	2 876	0	3	2	1	0
Rain water tank	1 487	1	2	0	1	0
Dam/pool/stagnant water	5 847	2	2	2	4	0
River/stream	11 045	4	5	12	9	0
Water vendor	1 905	0	2	0	2	0
Water tanker	1 758	2	1	1	1	0
Other	994	0	1	1	1	0

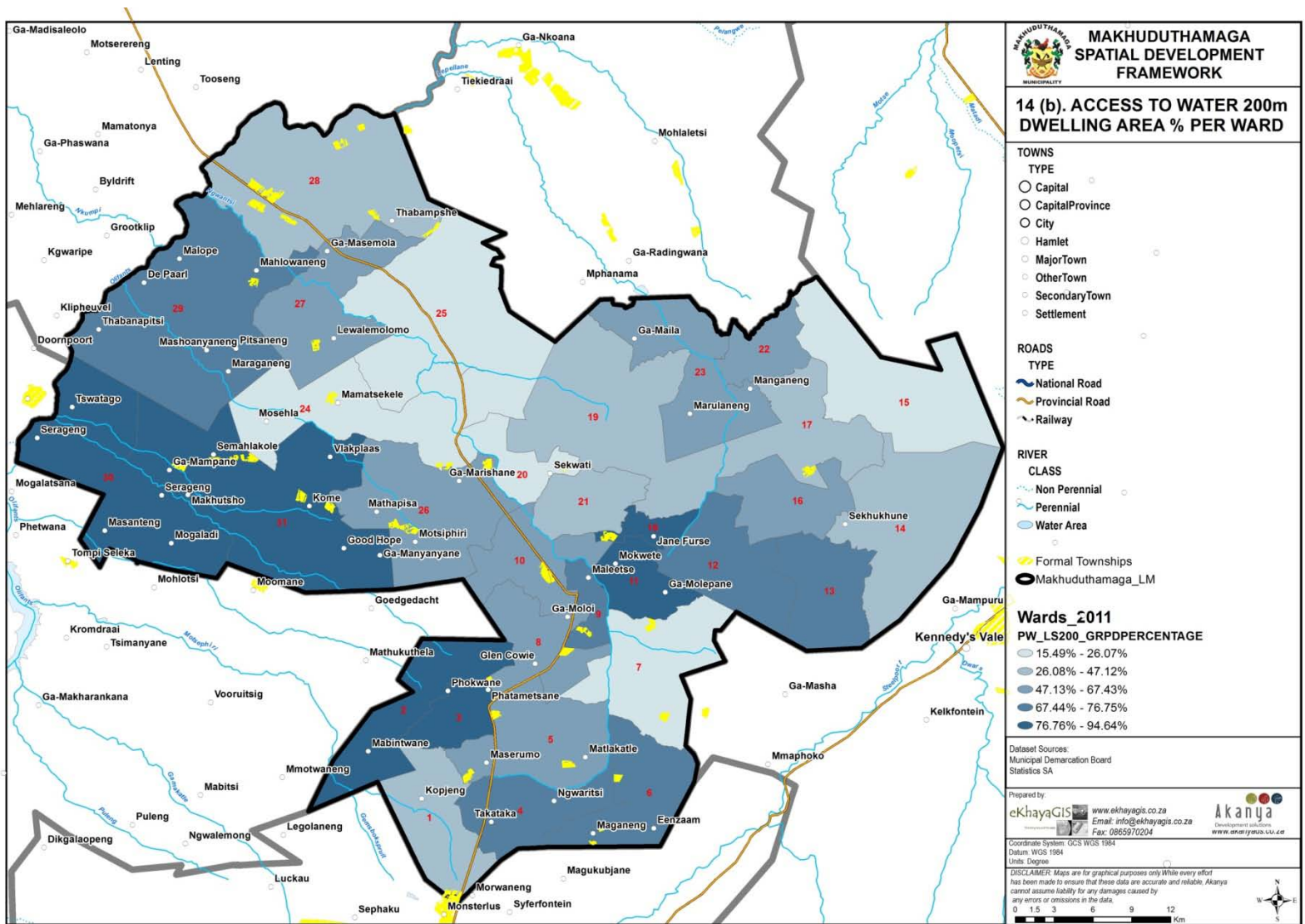
Source: Census 2011

MLM Households access to pipe water -1996, 2001 and 2011

Piped (tap)water inside the dwelling /yard			Piped (tap) water on communal stand			No access to piped water / Backlog		
1996	2001	2011	1996	2001	2011	1996	2001	2011
8 081	5 701	20 817	14 023	18 510	26 984	27 400	28 767	17 416

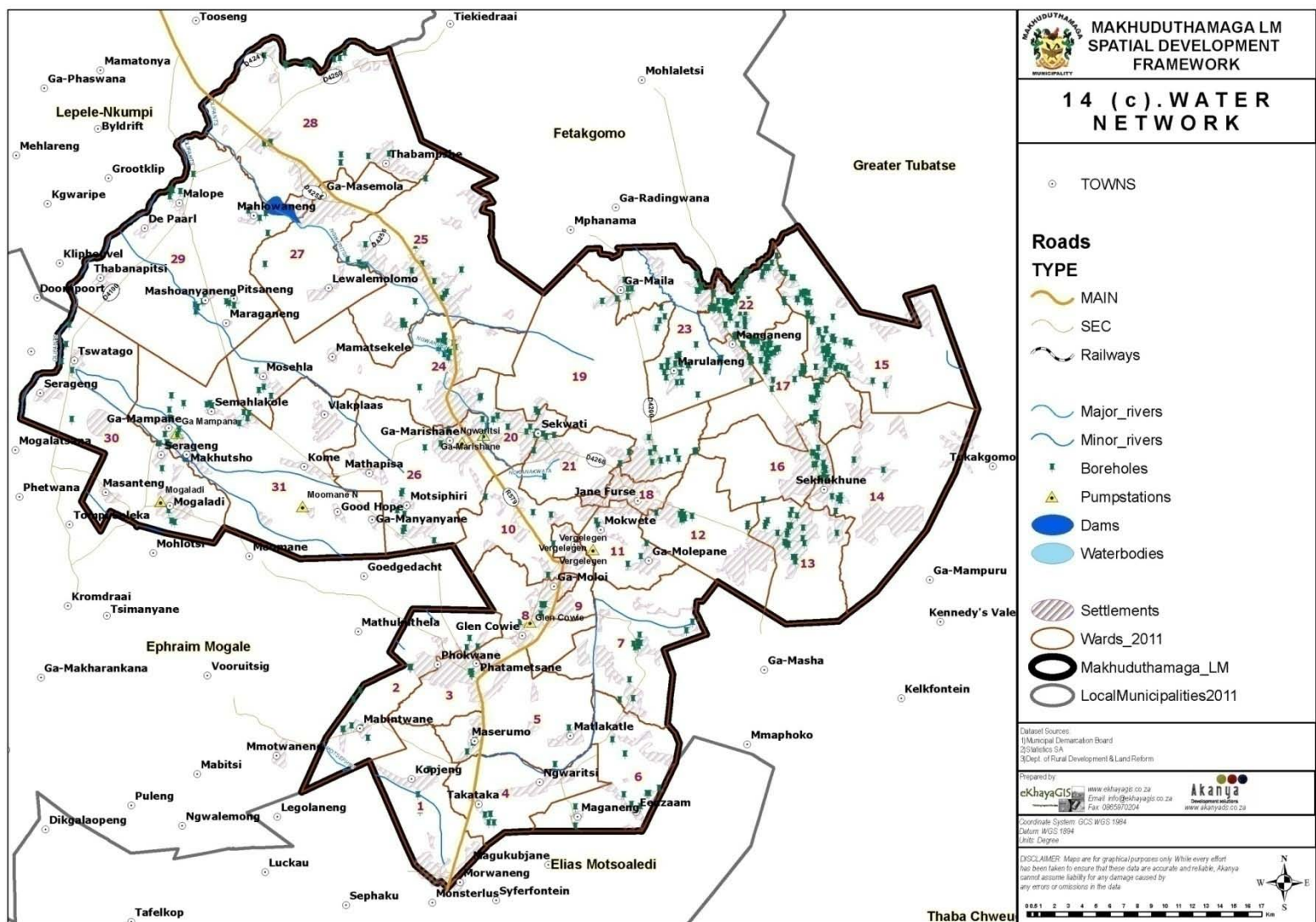


Source: Census 2011



Bulk water infrastructure analysis

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



Developmental challenges:

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

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

3.3.2. KFA 9: Sanitation

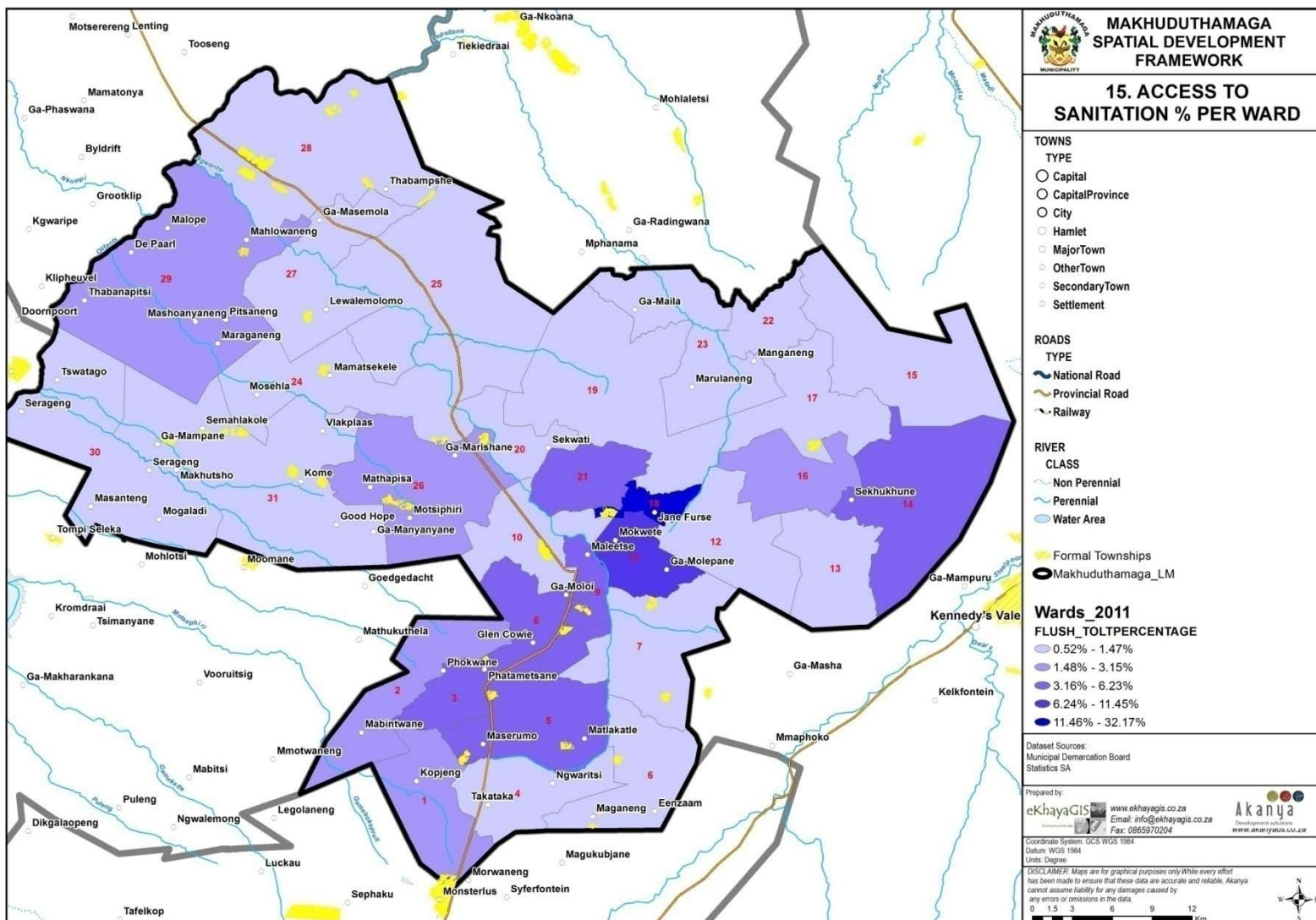
The Sekhukhune District Municipality is responsible for sanitation provision .The provision of sanitation in Makhuduthamaga is also a major challenge to the municipality.

State of Sanitation infrastructure in MLM

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

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

Source: Census 2011



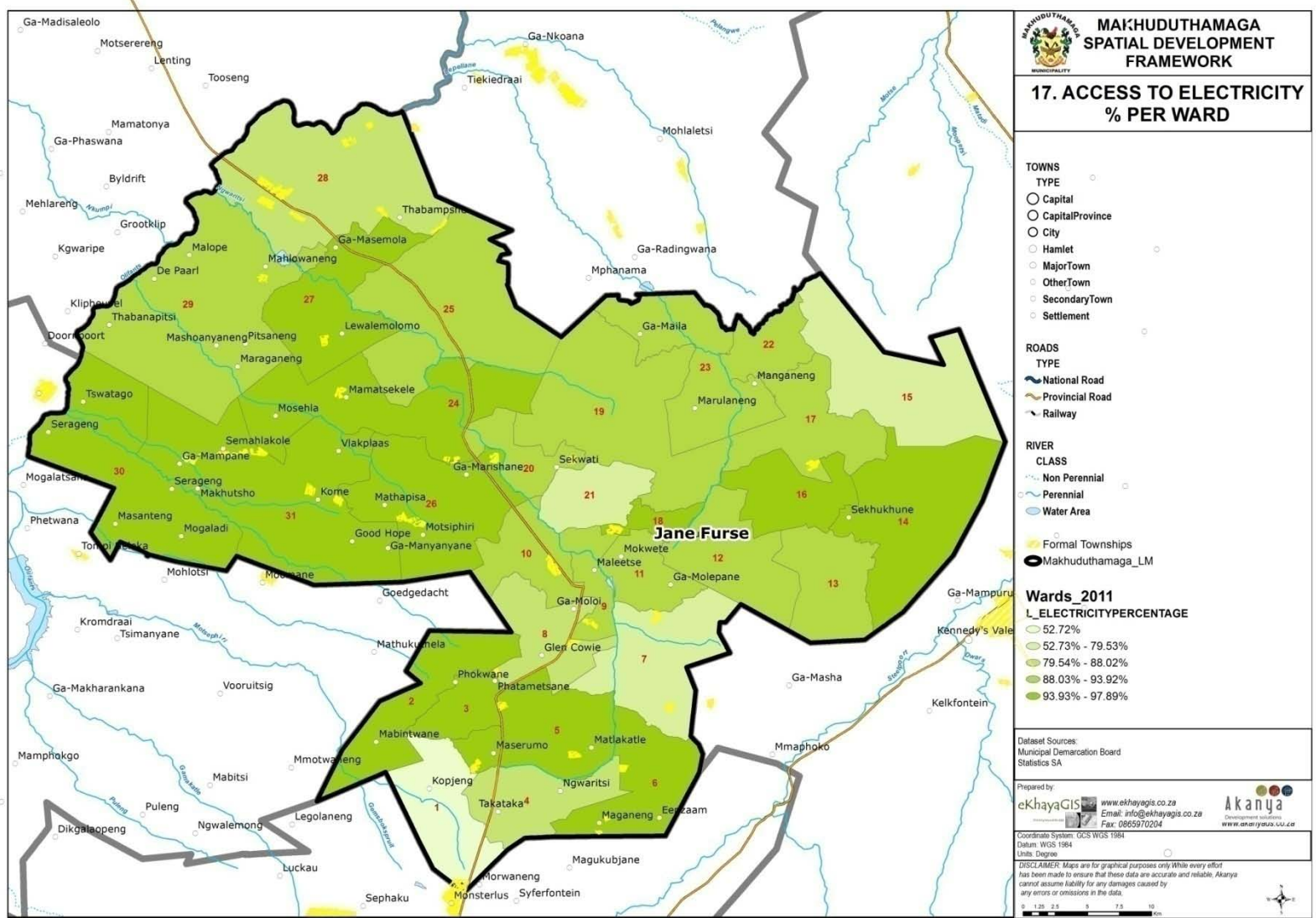
The National government's target is to attain hundred percent of households with sanitation facilities at the RDP standard by 2010. **With only 20% Access to Sanitation at RDP and above and a backlog of 80%** it is evident that the target will not be met. (Source SDM 2013)

Developmental challenges:

- Mountainous areas
- Budgetary constraints
- High backlog figures

3.3.3. KFA 10: Energy Efficiency and Electricity

The Municipality is not licensed to supply electricity. It is provided by Eskom. The municipality is responsible for the provision of priority lists that are drawn in consultation with communities. Grid electricity has been provided to all villages with the exception of Greater Komane (Leolo area) due to Eskom capacity challenges and lack of funding, but Eskom has developed a plan to address the challenge.



Makhuduthamaga local municipality electricity backlog

MLM	Households	Backlog
	65 217	6035

Source: Eskom 2015

Number of connections completed since 2012 within Makhuduthamaga Municipal area

Municipality	2012-2013	2013-2014	2014-2015
Makhuduthamaga	35	497	342

Source: Eskom 2015

Number of connections planned for the coming three years

Municipality	2015-2016	2016-2017	2017-2018
Makhuduthamaga	2222	740 (Projected)	4531 (Projected)

Source: Eskom 2015

Number of post connections (infill) done in Makhuduthamaga since 2012

Municipality	2012-2013	2013-2014	2014-2015
Makhuduthamaga	676	1588	943

Source: Eskom 2015

Sources of Energy within Makhuduthamaga Municipal area

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

	Black African	Coloured	Indian Asian	or White	Other	Unspecified
LIM473: MLM						
Electricity	32 114	14	59	27	80	0
Gas	572	1	12	3	2	0
Paraffin	3 371	2	1	2	4	0
Wood	27 106	3	7	16	4	0
Coal	803	0	1	0	1	0
Animal dung	811	0	1	0	0	0
Solar	86	0	0	1	0	0
Other	8	0	0	0	0	0
None	103	0	1	0	0	

Source: Census 2011

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

	Black African	Coloured	Indian Asian	or White	Other	Unspecified
LIM473: MLM						
Electricity	23 548	13	66	23	66	0
Gas	481	0	1	0	1	0
Paraffin	931	1	1	0	4	0
Wood	29 015	4	8	21	7	0
Coal	3 312	0	1	1	1	0
Animal dung	741	0	1	0	0	0
Solar	58	0	0	0	0	0
Other	3	0	0	0	0	0
None	6 884	2	3	5	12	0

Source: Census 2011

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

	Black African	Coloured	Indian Asian	or White	Other	Unspecified
LIM473: MLM						
Electricity	58 723	18	78	42	89	0
Gas	90	0	1	0	0	0

Paraffin	359	1	0	0	1	0
Candles	5 518	1	3	7	0	0
Solar	163	0	0	0	0	0
Other	0	0	0	0	0	0
None	121	0	0	0	0	0

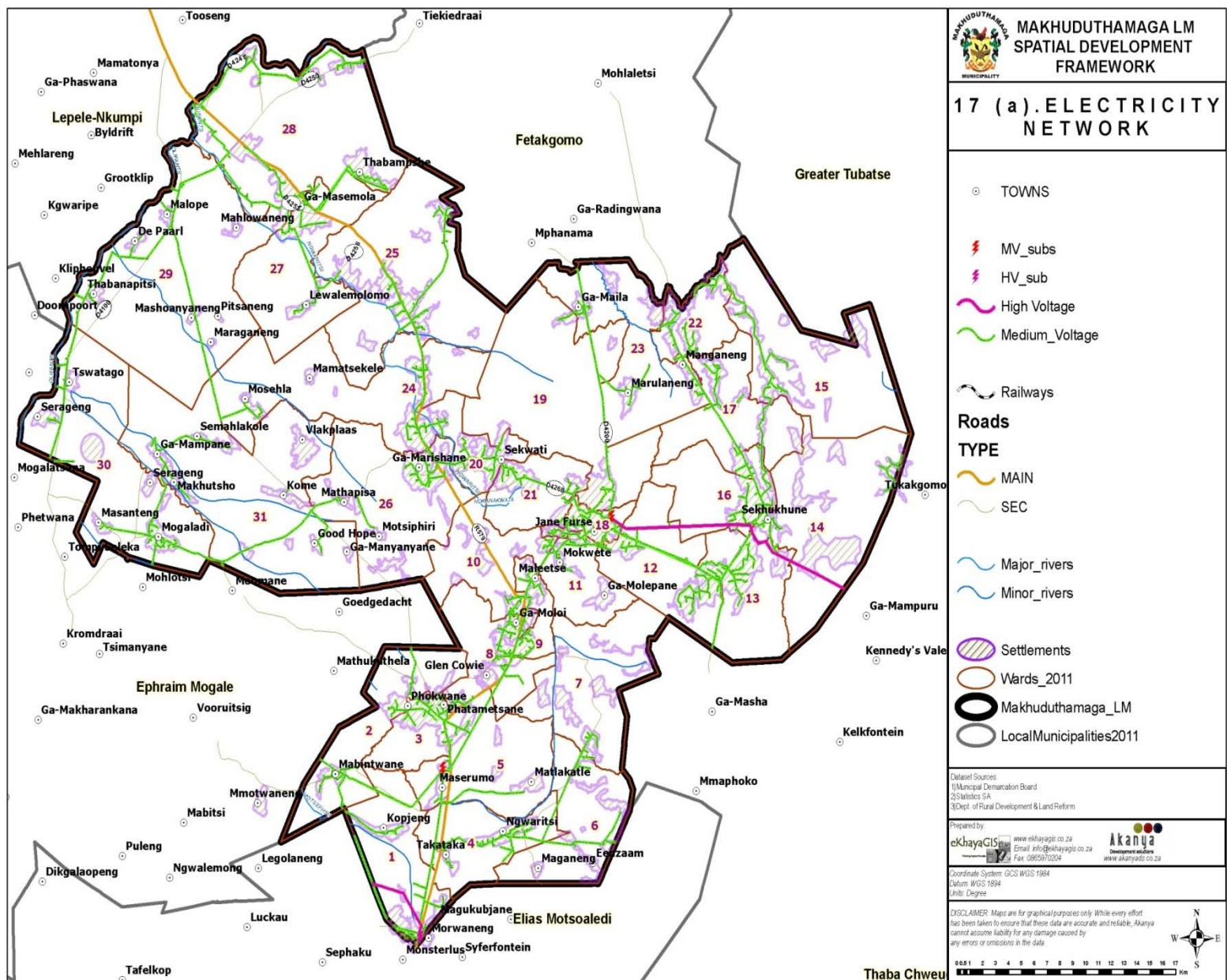
Source: Census 2011

MLM Electricity priority list

CLUSTER	VILLAGES FOR ELECTRIFICATION IN 2011/2012 FINANCIAL YEAR (1269 INITS)	UNITS	POLE NUMBERS
1	Mamone centre extension	151	
	Mamone Rantho - Magolaneng	45	
	Mamone Matsoke	75	
	Mamone Tanzania	85	
	Mamone ga Manyaka	100	
	Mamone Manyeleti	85	
2	Mashite	15	
1	Ga Moraba	10	JGC 30/1
2	Tjatane	150	JSW 370/1
3	Masanteng	45	NMR DMA 223/47/111/4/39
1	Mosehla	60	JJF 39/2
	VILLAGES FOR ELECTRIFICATION IN 2012/2013 FINANCIAL YEAR (1286 UNITS)		
4	Mabintane	49	NAD 165/20
2	Maila Mapitsane	171	
4	Kutupu	40	
3	Mashabela(Mapulane ,Malegasane,Ntopi)	300	
2	Matolokwaneng	100	JSW 3867/4/40
4	Phokoane	300	
3	Serageng	45	DMA 223/47/111/45/21
2	Madibaneng	105	JSW 286A
4	Thoto	50	NNT 310/19
3	Semahlakole	10	NAD 368/108/77/39
2	Mathibeng	40	JSW 408 (JMN 117/213/22)
	VILLAGES FOR ELECTRIFICATION IN 2013/2014 FINANCIAL YEAR (1286)		
3	Sehuswane	15	
2	Lemating/Tsopaneng	5	JSW 199/1/6
3	Molebeledi	100	
3	Mampane/Eenkantaan	20	DMA

			223/47/111/82
3	Tswaing	60	SPH 24/120/2/3
3	Mphane	76	
3	Makgwabe	70	
3	Mahloloaneng	100	
3	Nkotokwane	10	
	Hoeperkrans	223	
	Mohlake	103	
	Mohlakaneng	30	
	Ga Komane	60	
	Tswele	17	
	Ga Magolego	104	
	Mamone Matsoke	76	
	Mathapisa	15	
	Mahwibitswane	110	
	Maroge	50	
	Wonderboom	20	
	Nkotokwane	10	SNW 17/121/87/9
	Molelema	45	
	Mogaladi	60	

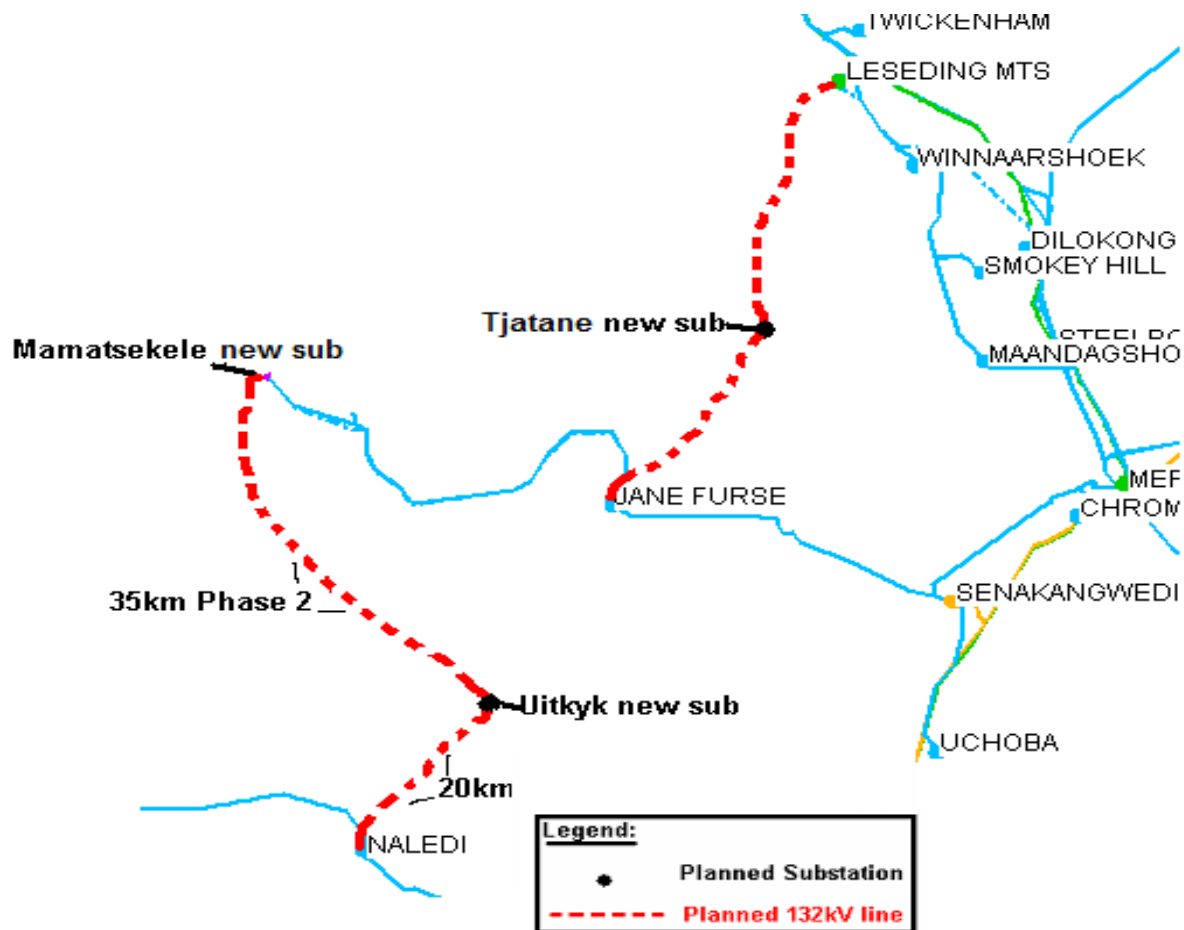
Source: MLM 2012



Eskom Sekhukhune / Makhuduthamaga Electricity Network expansion Plan

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

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



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

3.3.4 KFA 11: Refuse removal / waste management

The Waste Management function is performed by the MLM. There is a partial formal refuse removal service rendered by the municipality. The programme was a pilot project by LEDET. But now LEDET has withdrawn its support. The municipality has taken full responsibility of performing the task. The project covers the following villages: Phokoane, Glen Cowie, Jane Furse and Schoonoord. Collection bins are placed in all strategic points of the municipality to ensure clean environment. 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 creates their own waste disposal for this purpose. These dumps are usually located within the individual household property. The waste collection in the municipality has improved. The Municipality has one HC250 compactor truck and 2 skip loader trucks to transport waste to the landfill site. During 2012/13 financial year 35 six meter skips / waste bins were also purchased. The municipality has approved a number of points where a house to house collection programme will be done through EPWP. The Municipality has also begun with the process of employing four permanent special general workers and 65 EPWP general workers to work on the programme.

Below is a diagram for waste disposal and skips distribution:

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

Source: MLM Community Services Department 2014

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

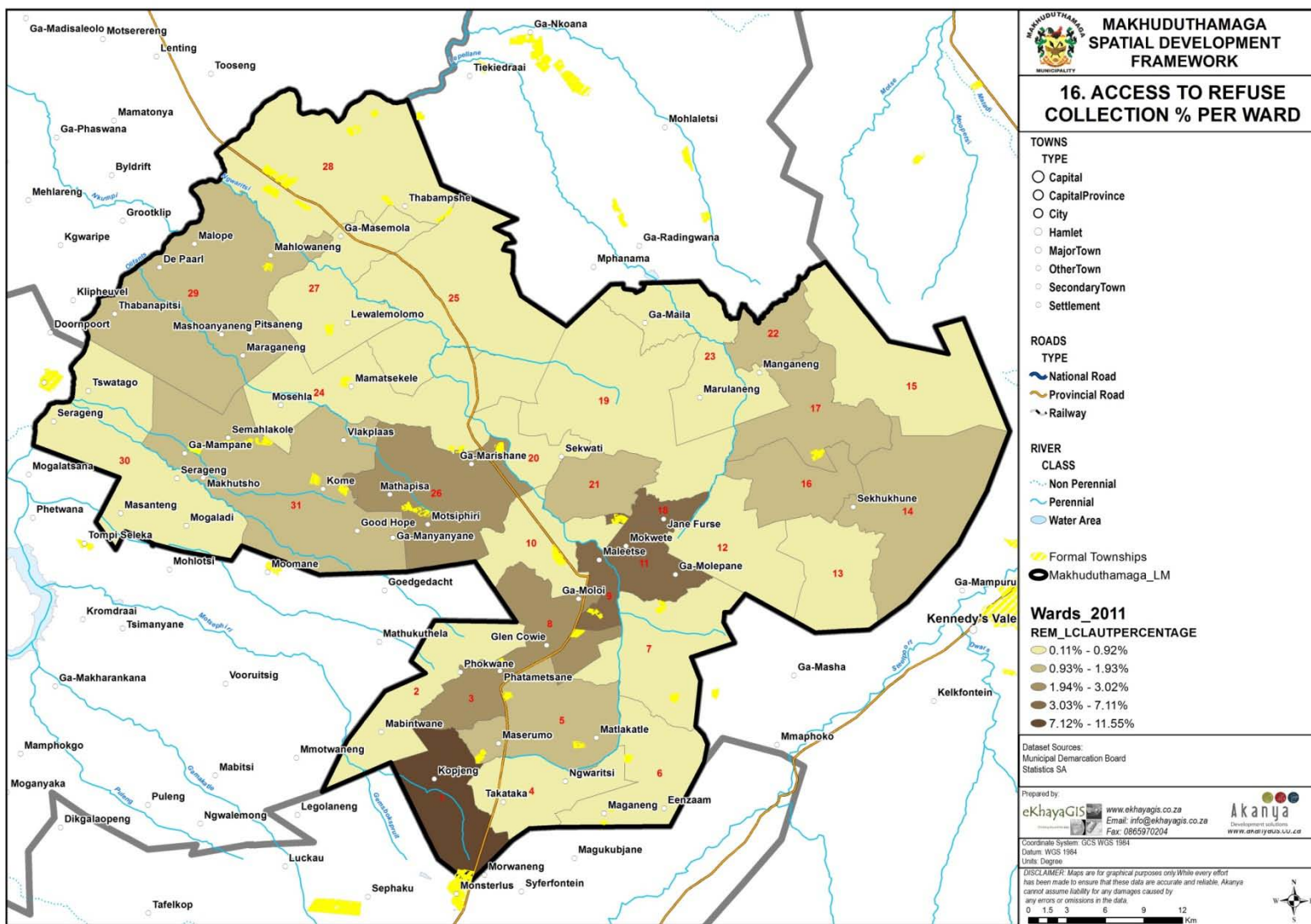
Removed by local authority			Communal refuse dump / Backlog			No rubbish disposal /Backlog		
1996	2001	2011	1996	2001	2011	1996	2001	2011
3 073	463	1 639	39 323	46 992	58 636	6 572	5 523	4 631

Source: Census 2011

Waste water facilities within Makhuduthamaga

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

Source: LEDET 2015



State of Disposal site in Makhuduthamaga

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

			on site						
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Table: State of Recycling sites within Makhuduthamaga Municipal Area

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

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

Source: LEDET, Waste Management 2014

Refuse Removal / Waste Management Challenges within Makhuduthamaga Local Municipality

CHALLENGES	ACTION PLAN
No cost recovery	To implement cost recovery in 2015/16
LEDET has withdrew their support	MLM to fully perform the function
Provision of new disposal sites	To implement removal in 2015/16
Refuse removals do not cover all villages	To extend service to all areas per financial year when funds permits
Informal disposal of waste	Continuous awareness campaigns
Maintenance of existing land fill site	Appointment of a service provider/ staff to maintain landfill site
By laws not yet gazetted to regulate illegal dumping	To be gazetted in 2015/16

Companies and communities utilizing municipal land fill site not paying for the service and this affects revenue collection negatively	To implement tariffs in 2015/16
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3.3.5. KFA 12: 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. Makhuduthamaga Municipality as a local municipality is **responsible for the maintenance of all the internal roads in the residential areas and villages.**

Storm water drainage challenges are huge in MLM. Storm water drainage system is needed in all gravel roads because all roads, only a few portions of the paved/tarred roads have storm water drainage.

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

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

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

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

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

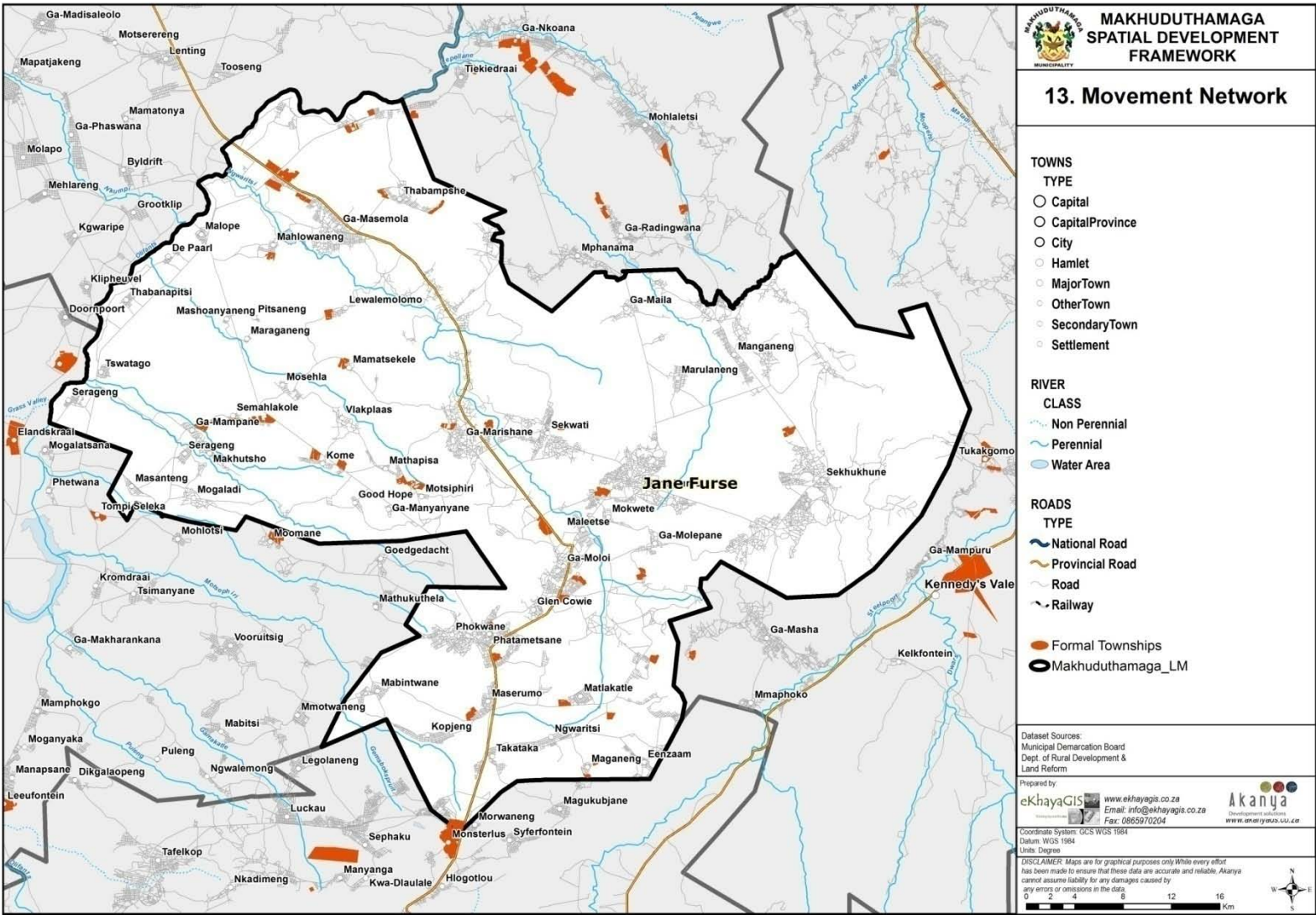
				Currently the road is in good condition.
Kgaruthuthu	Only access	1.1	Unpaved	Road is in good condition and provides an acceptable driving experience.
Ga-Madiba	Internal roads	1.5	Unpaved	Runs along the D 1547 which is a paved road. Additional access must in future be provided to service more of the inhabitants.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

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

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

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

Source: MLM Road Master Plan, 2014



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

Priori ty no:	Road no.	Type of maintenance required	Road particulars	District	Local municipality	Wards	Growth point
Major access roads							
1	D4251	Upgrading from gravel to tar	Malope to Phokoane	SDM	MLM	29,31,24,03	Phokoane/Apel Cross

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

Minor access roads

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

Preventative

1	D4253	Preventative	Access road to Masemola Clinic	SDM	MLM	27,28	Apel Cross
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2	D2219	Preventative	Phokoane to Tshehlwaneng	SDM	MLM	03,05,09,0	Jane Furse/Phokoane
3	D4295	Preventative	Phokoane to Moratiwa	SDM	MLM	03,05,04,0	Phokoane

Source: MLM Roads Priority list, 2013

Road network

The total road network in Makhuduthamaga is estimated at nearly 677, 8 km.

Makhuduthamaga local municipality roads and storm water drainage

MLM	Households	Backlog
	65 217	76 Bridges needed to improve mobility and accessibility for villagers
		322, 69 Kms of MLM roads not paved or tarred

Source: MLM Road Master Plan

Strategic Road Network and Hierarchy

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

Strategic Road Network and Hierarchy	Description of Road Class
	urban areas
Distributor and collector routes Roads:D4225,D4287,D4370,D4285,D4280,D4254,D4217,D4350,D4267	<p>Minor arterial road /collector road serving as internal vehicular circulation road within the municipal area</p> <ul style="list-style-type: none"> ○ Primary arterial routes providing vehicular mobility with limited off street access ○ These roads serve a municipal /regional mobility function-connecting places of importance throughout the municipality and linking to the wider region ○ Generally, the nature of these roads would allow the construction of lay-bys or other public transport facilities ○ Facilitates long distance traffic mobility
Internal roads: Collector and streets	<p>There is currently a weak internal road hierarchy. The informal nature of most of the villages makes it very difficult to develop an appropriate hierarchy. The SDF will provide proposals and guidelines but detail transport and movement studies will have to be done. At local level there are no street names which further complicate the matter.</p> <p>Local collector roads serve as public transport routes and major pedestrians routes. As a minimum, taxi pick up and drop off points need to be provided.</p>

Source: MLM Reviewed SDF 2015

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

3.3.6. KFA 13: Public Transport

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

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

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

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

Integrated Transport Plans

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

Public Transport Conflicts:

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

Road Safety

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

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

Limpopo Vehicle Population & Traffic Law Enforcement Officers

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

Source: Limpopo Department of Transport 2014

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

Name of Taxi Rank	Ward	Village where rank stationed	State of infrastructure
1.Jane Furse	18	Dichoeung	Has Shelter, loading bays, toilets, paved, skip and mast lights. No seating facilities and water
2.Jane Furse Plaza	18	Vergelegen C	Has Shelter, loading bays, toilets, paved, skip, and water and mast lights. No seating facilities
3.Schoonoord	14	Schoonoord	Has Shelter, loading bays, paved, skip and mast lights. No seating facilities, toilets and water
4.Phokoane	03	Phokoane	Has loading bay, paved and skip. No seating facilities,water,shelter
5.Vierfonten	04	Vierfontein	Has Shelter, loading bays, paved, skip and mast light. No seating facilities, toilets and water

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

Source: MLM 2014

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

Challenge		Action
Taxis fighting for the use of certain routes	X	Municipality public safety must organise meetings
Regulation and control of meter taxis around	X	Ensure proper control of meter taxis

Jane Furse		
Poor roads infrastructure	X	Develop and implement road infrastructure maintenance plan
Traffic congestion in Jane Furse	X	Two alternative roads built during the 2013/14-2014/2015 financial years
No transport facilities in some parts of the municipality	X	To negotiate with taxi associations and bus companies to provide transport
Lack of public transport in some areas due to poor roads infrastructure	X	To engage DoRT to tar roads that belongs to the department

3.3.7 KFA 14: Free Basic Services

The Sekhukhune District Municipality (SDM) is implementing FBW. The process began by compiling the indigent registers and development of indigent policy. The District also had yard connections of water in some areas within MLM in order that the households whose monthly income is beyond R 1 500 can pay for the services while those below qualify for 6 kilolitres of water free of charge every month. This service, however, never took off due to delays by authority to develop relevant by-laws. To date, all households with yard connections regardless of their indigent status get Free Basic Water.

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

The MLM provides Free Basic Electricity (FBE). The number of households that receive (claim) FBE is estimated to be 7549, while 9324 of the households are configured

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

SOCIAL SERVICES ANALYSIS

3.3.8 KFA 15: Housing / Integrated Human Settlements

The responsibility for Housing is that of Human Settlements in the Departments of CoGHSTA. The municipality gets allocation of houses from CoGHSTA and is only required to identify and submit the names of beneficiaries. The Department is responsible for the implementation of the projects. It has a Draft Housing Sector Plan and will be adopted during the 2015/16 financial year. All the housing stock is located within a rural setting made up of traditional authority settlements. The character of the area is viewed as rural even where some form of settlement formalization processes has been implemented. Informal dwelling / shacks need some attention although it is not a major problem.

Number of RDP housing units constructed between 2012 and 2014

MUNICIPALITY	2012-2013	2013- 2014	2014-2015
Makhuduthamaga	400	-	471

Number of RDP housing units planned for the coming three years

MUNICIPALITY	2015-2016	2016-2017	2017-2016
Makhuduthamaga	300	-	-

Makhuduthamaga local municipality housing backlog

MLM	Households	Backlog
	65 217	7647

Source: MLM 2015

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

	Black African	Coloured	Indian or Asian	White	Other	Unspecified
LIM473: MLM						
Formal residential	1 388	2	1	0	5	0
Informal residential	0	0	0	0	0	0
Traditional residential	62 769	17	78	48	86	0
Farms	0	0	0	0	0	0
Parks and recreation	0	0	0	0	0	0
Collective living quarters	86	1	3	0	0	0
Industrial	0	0	0	0	0	0
Small holdings	0	0	0	0	0	0

Vacant	731	0	0	1	0	0
Commercial	0	0	0	0	0	0

Source: Census 2011

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

	Black African	Coloured	Indian or Asian	White	Other	Unspecified
1	3 727	4	11	3	19	0
2	4 738	5	17	2	25	0
3	6 515	2	13	6	19	0
4	10 583	1	14	6	5	0
5	10 610	1	7	12	8	0
6	10 986	2	9	5	5	0
7	8 156	4	2	4	4	0
8	4 911	0	4	3	2	0
9	2 458	1	2	4	2	0
10	1 137	0	0	1	0	0
11	562	0	1	3	0	0
12	316	0	1	0	0	0
13	125	0	0	0	0	0
14	69	0	0	0	0	0
15	34	0	0	0	0	0
16	14	0	0	0	0	0
17	10	0	0	0	0	0
18	6	0	0	0	0	0

19	4	0	0	0	0	0
20	12	0	0	0	0	0
21	0	0	0	0	0	0

Source: Census 2011

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

	Black African	Coloured	Indian or Asian	White	Other	Unspecified
LIM473: MLM						
House or brick/concrete block structure on a separate stand or yard or on a farm	57 538	17	69	38	83	-
Traditional dwelling/hut/structure made of traditional materials	2 810	-	3	6	-	-
Flat or apartment in a block of flats	205	-	2	1	-	-
Cluster house in complex	26	-	-	-	-	-
Townhouse (semi-detached house in a complex)	16	-	-	-	-	-
Semi-detached house	31	-	1	-	1	-
House/flat/room in backyard	302	1	4	1	1	-
Informal dwelling (shack; in backyard)	1 475	-	1	-	1	-
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	1 919	-	-	1	1	-
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	404	1	-	-	1	-

Caravan/tent	28	-	-	-	1	-
Other	222	1	2	1	-	

Source: Census 2011

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

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	Mogorwane	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
TOTAL	20	1 643	507

Source: MLM 2012

MLM Housing Priority List

Ward no	Village
08	Brooklyn
30	Mogaladi
31	Eenkantaan
15	Ga -Magolego
20	Tisane/Lobethal
11	Vergelegen A
07	Mantlhanyane
30	Setlaboswane
17	Mashite
20	Mamoshalela
08	Caprive
31	Vlakplaas
23	Marulaneng
08	Uitkyk Mochadi
30	Serageng
30	Masanteng
29	Makgwabe

30	Legotong
22	Matolokwaneng
07	Dikatone
31	Makhutso
31	Motseleope
15	Tswele
07	Setebong
30	Kolokotela
29	Mphane
19	Madibong
21	Mashishing
25	Mohwelere
21	Mohlala
29	Pitjaneng
21	Kgoloko
11	Mokwete
21	Vergelegen C
24	Masehlaneng
Total	

Source: MLM 2013

CHALLENGES		ACTION PLAN
Incomplete houses within the municipality	X	Request the Department to complete all suspended/ incomplete housing projects
Slow housing delivery which is caused by shortage of funding	X	Submit annual plans and backlogs to Provincial Human Settlements Department to increase funding
Lack of necessary infrastructural services such as	X	Plan for infrastructure services in

water, sanitation and roads.		consultation with District Municipality
No adequate land within MLM municipal area belonging to the municipality and some of the land that belongs to other spheres of government are subject to land claim	X	Acquire more land for housing development
Lacking of consumer education for housing matters	X	Request provincial Department to provide consumer education
Community dynamics delay project implementation	X	Enhance community participation efforts

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

3.3.9: KFA 16: Social grants

State of infrastructure in Pay points within Makhuduthamaga Local Municipality

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

Source: SASSA 2013

Statistics on grant beneficiaries

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

Source: SASSA 2014

Facilities for vulnerable groups

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

Source: Department of Social Development 2015

Number of individuals benefitting from Social Relief Programmes:

Makhuduthamaga Food parcels beneficiaries	Number
	260

Source: Department of Social Development, 2015

Infrastructure

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

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

3.3.10: KFA 17: Education

Summary of Norms and Standards

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

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

3.3.10.1 Early Childhood Development

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

Number of ECD	No of Funded ECD	Backlog
176	63	124

Source: Department of Education Sekhukhune District 2015

Challenges with regard to ECDs

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

3.3.10.2. Schools in Makhuduthamaga

2016 learner enrolment for Makhuduthamaga

Municipality	Secondary	Primary	Combined	Intermediate	Educators
	117 schools	197 schools	4 schools	0	3831
	48420 learners	71568 learners	3595	0	

Source :Department of Education 2016

Public School per quintile in MLM

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

Source: Department of Education 2016

Schools infrastructure challenges and plans to address them

School	Circuit	Enrolment	Existing buildings	Condition of the buildings	Action plan to address challenges
Mpelegeng primary	Glen Cowie	584+ 16	9 + 9 mobiles	1x5 classroom block storm damaged	Build 8 classrooms and renovate 3x3 classroom blocks
Madikalepudi secondary	Lobethal	193+10	7	1x3 classroom block storm damaged	Build 2x4 classroom blocks
Matsebong	Mmashadi	514+22	16	Old, dilapidated and storm	Build new 12 classrooms

secondary				damaged	
Maboe primary	Masemola	115 + 4	5 + 4 mobiles	Collapsing mud structures	Build 8 new classrooms
Sekale primary	Masemola	318+11	15	1x3 classroom block storm damaged	Rehabilitate storm damaged classrooms
Schoonoord primary	Schoonoord	325 + 12	11	Old structures build in 1976	Build new 8 classrooms

Makgwabe primary	Lepelle	225+11	11	6 storm damaged classrooms	Build 8 classrooms and renovate 3
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Mamokgokoloshi secondary	Eensaam	549 + 29	6	Dilapidated	Demolish and build 16 classrooms
Mmakadikwe primary	Ngwaritsi	280+ 8	11	Dilapidated	Rehabilitate buildings
Molaka primary	Leolo	250+ 7	10	Highly dilapidated and collapsing	Build 8 classrooms

Tlame primary	Glen Cowie	436 + 24 educators	9	Old dilapidated community build	Build 12 new classrooms
Semashego primary	Schoonoord	612 + 12 educators	13	old community build structures	Build new 8 classrooms

		rs			
Moleshalatlou secondary	Malegale	806 + 27 educators	21 + 7 mobiles	Old and dilapidated classrooms due to storm damage	Demolish and rehabilitate some blocks
Sefogole Sepeke secondary	Schoonoord	693 + 19 educators	12	Old, collapsing classrooms	Demolish and build new 16 classrooms

Source: Department of Education 2015

Sanitation challenges at schools in Makhuduthamaga

School	Circuit	Enrolment Learners and educators	Existing sanitation facilities	Condition of the existing sanitation facilities
Tholong primary	Ngwaritsi	209 + 7	2 x 4 seats pit latrines for learners 1 x 4 seats pit latrine for educators	Collapsing and pose health hazard both learners and educators
Letsiri primary	Ngwaritsi	152 + 5	2 x 4 seats pit latrine for learners 1 x 2 seats pit latrine for educators	All collapsing and full
Ngwanatshwane secondary	Ngwaritsi	1042 + 27	2 x 5 seat and 6 corrugated iron pit latrines for learners 4 corrugated iron pit latrine for educators	All collapsing and full
Serokoloana secondary	Lobethal	707 + 24	2 x 4 seat and 8 corrugated iron pit latrine for learners 2 corrugated for	All no longer user-friendly and pose a health hazard to both learners and educators

			educators	
Rantobeng secondary	Lobethal	640 + 24	8 corrugated iron pit latrine for learners 1x 2 seat pit for educators	All no longer user-friendly and pose a health hazard to both learners and educators
Mamokgokoloshi secondary	Eensaam	473 + 21	9 corrugated iron pit latrines for both	Full and collapsing
Lehlakong primary	Eensaam	336 + 10	3 x 4 seat pit latrines for learners 1 x 4 seat pit latrine for educators	All no longer user-friendly and pose a health hazard to both learners and educators
Ntshebele secondary	Eensaam	523 + 20	1 x 4 seat pit latrine and 1 x 4 seat enviro-loo for learners 1 corrugated iron pit latrine for educators	Collapsing, full and pose a health hazard
Matshela secondary	Lepelle	200 + 7	1 x 4 seat for learners	Collapsing and full
Sepheu Moleke secondary	Lepelle	452 + 16	1 x 4 seat pit latrine for learners 2 corrugated iron for educators	Collapsing and full
Mathume secondary	Masemola	129 + 6	1 x 4 seat pit latrines	Full
Motubatse secondary	Masemola	296 + 12	1 x 4 seat pit latrine	Full
Masha primary	Ngwaabe	899 + 27	2 x 4 seat pit latrines for	Collapsing and pose a health hazard
			learners 1 x 4 seat pit latrine for educators	

Soupiana primary	Ngwaabe	981 + 25	2 x + 4 seat pit latrines for learners 1 x 5 seat water borne toilet for educators	Collapsing, full and pose a health hazard Toilet for educators are still usable
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Source: Department of Education 2015

Schools without proper sanitation and water within Makhuduthamaga

Name of school	Circuit and village	Enrolment (learners + educators)	Number of existing sanitation facilities	Condition of existing sanitation facilities	Number of toilet seat required	Water availability (is there a borehole or not?)
Ntshebele secondary	Eensaam	563 learners + 20 educators	2 pit latrines	Pit toilets are full and pose a health hazard to learners and staff	20	

Source: Department of Education 2015

Basic Services Backlogs in schools

Municipality	How many schools lack basic services (primary and secondary respectively)	Backlogs on the number of classes	Backlogs on school in villages
Makhuduthamaga	03 Electricity	149	03

Source: Department of Education Limpopo 2015

Table:MLM Education Profile

	Black African	Coloured	Indian or Asian	White	Other
LIM473: MLM					
Male					
Grade 0	6 331	1	6	0	3
Grade 1 / Sub A	4 919	3	1	2	1
Grade 2 / Sub B	4 629	2	1	3	2

Grade 3 / Std 1/ABET 1Kha Ri Gude;SANLI	4 947	1	5	3	3
Grade 4 / Std 2	5 282	0	2	0	4
Grade 5 / Std 3/ABET 2	5 126	0	9	3	1
Grade 6 / Std 4	5 489	1	3	5	8
Grade 7 / Std 5/ ABET 3	6 075	1	9	1	10
Grade 8 / Std 6 / Form 1	8 238	4	23	3	9
Grade 9 / Std 7 / Form 2/ ABET 4	7 969	1	13	0	12
Grade 10 / Std 8 / Form 3	9 343	2	25	7	13
Grade 11 / Std 9 / Form 4	8 425	3	11	3	22
Grade 12 / Std 10 / Form 5	10 753	6	68	7	27
NTC I / N1/ NIC/ V Level 2	87	0	0	1	0
NTC II / N2/ NIC/ V Level 3	96	0	0	1	0
NTC III /N3/ NIC/ V Level 4	116	0	1	0	0
N4 / NTC 4	101	0	0	2	0
N5 /NTC 5	93	0	0	1	0
N6 / NTC 6	171	0	1	0	0
Certificate with less than Grade 12 / Std 10	68	0	0	0	0
Diploma with less than Grade 12 / Std 10	72	0	0	0	1
Certificate with Grade 12 / Std 10	339	0	0	1	0
Diploma with Grade 12 / Std 10	675	2	1	0	1
Higher Diploma	601	1	3	1	0

Post Higher Diploma Masters; Doctoral Diploma	108	0	1	0	0
Bachelors Degree	386	0	8	0	0
Bachelors Degree and Post graduate Diploma	159	0	1	0	0
Honours degree	208	0	5	0	1
Higher Degree Masters / PhD	115	0	1	1	0
Other	83	0	1	0	0
No schooling	10 077	1	3	3	17
Unspecified	0	0	0	0	0
Not applicable	19 715	19	17	17	13
Female					
Grade 0	6 317	2	1	1	1
Grade 1 / Sub A	4 976	3	3	3	2
Grade 2 / Sub B	4 789	1	2	1	0
Grade 3 / Std 1/ABET 1Kha Ri Gude;SANLI	5 177	1	6	1	0
Grade 4 / Std 2	5 178	0	6	1	1
Grade 5 / Std 3/ABET 2	5 166	0	4	2	1
Grade 6 / Std 4	5 283	2	2	1	2
Grade 7 / Std 5/ ABET 3	6 249	2	3	3	4
Grade 8 / Std 6 / Form 1	8 011	2	5	2	3
Grade 9 / Std 7 / Form 2/ ABET 4	8 517	2	9	2	5
Grade 10 / Std 8 / Form 3	12 031	1	9	9	6
Grade 11 / Std 9 / Form 4	13 970	3	15	5	11

Grade 12 / Std 10 / Form 5	18 875	3	15	15	5
NTC I / N1/ NIC/ V Level 2	82	0	0	0	0
NTC II / N2/ NIC/ V Level 3	88	0	0	0	0
NTC III /N3/ NIC/ V Level 4	130	1	0	0	0
N4 / NTC 4	125	1	0	0	0
N5 /NTC 5	140	0	0	0	0
N6 / NTC 6	256	0	0	0	0
Certificate with less than Grade 12 / Std 10	100	0	0	1	0
Diploma with less than Grade 12 / Std 10	124	0	0	0	0
Certificate with Grade 12 / Std 10	664	0	1	0	0
Diploma with Grade 12 / Std 10	1 168	0	0	0	0
Higher Diploma	1 071	1	0	0	0
Post Higher Diploma Masters; Doctoral Diploma	138	0	1	0	0
Bachelors Degree	485	0	0	3	0
Bachelors Degree and Post graduate Diploma	192	0	2	0	0
Honours degree	283	0	0	1	0
Higher Degree Masters / PhD	89	0	0	0	0
Other	99	0	0	0	0
No schooling	23 421	5	4	15	4
Unspecified	0	0	0	0	0
Not applicable	19 576	26	16	18	

Source: Census 2011

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

	Black African	Coloured	Indian or Asian	White	Other
LIM473: Makhuduthamaga					
Male					
No schooling	10 077	1	3	3	17
Some primary	36 723	9	28	17	23
Completed primary	6 075	1	9	1	10
Some secondary	34 297	11	72	15	57
Grade 12/Std 10	10 753	6	68	7	27
Higher	3 072	3	22	6	2
Other	-	-	-	-	-
Unspecified	83	-	1	-	-
Not applicable	19 715	19	17	17	13
Female					
No schooling	23 421	5	4	15	4
Some primary	36 885	10	26	11	8
Completed primary	6 249	2	3	3	4
Some secondary	42 924	9	38	19	25
Grade 12/Std 10	18 875	3	15	15	5
Higher	4 741	3	4	4	-
Other	-	-	-	-	-
Unspecified	99	-	-	-	-

Not applicable	19 576	26	16	18	7
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Source: Census 2011

Census 2011 by municipalities, school attendance, gender and population group						
	Black African	Coloured	Indian or Asian	White	Other	Unspecified
LIM473: MLM						
Male						
Yes	53 829	15	36	16	13	-
No	45 351	15	168	33	123	-
Do not know	48	-	-	-	-	-
Unspecified	1 852	-	-	1	-	-
Not applicable	19 715	19	17	17	13	-
Female						
Yes	51 752	12	31	19	3	-
No	78 380	20	52	45	44	-
Do not know	96	-	-	-	-	-
Unspecified	2 965	-	7	3	-	-
Not applicable	19 576	26	16	18	7	

Source: Census 2011

Backlogs for the building of schools

Name of Municipality	Number of schools
. Makhuduthamaga	6

Source: Department of Education 2014

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

3.3.11: KFA 18: Health facilities and services

Provision of health services within Makhuduthamaga is not satisfactory. This view derives from generally low levels of services combined with poor health infrastructure. Makhuduthamaga has only two public hospitals i.e. Jane Furse and St Rita's hospitals, 21 clinics and 04 mobile clinic service points

Health facility Profile for the Municipality

Makhuduthamaga	Number of existing Hospitals	Number of existing Clinics	Number of existing mobile clinics	Number of Private hospitals
	2	21	4	0

Source: Department of Health Limpopo 2015

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

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

Source: Department of Health Limpopo 2015

Planned clinics and Backlogs

Municipality	Backlog	Years Planned
Makhuduthamaga	1.Mamakgosefoka clinic	2015/16
	2.Madibaneng Clinic	2016/17
	3.Molepane –Mokwete clinic	2017/18

Source: Department of Health Limpopo 2015

Access to health services as per norms and standards

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

Source: Department of Health 2015

Challenges:		Action
Poor access roads	X	To prioritise access roads to health facilities
Inadequate transportation	X	Advise the Department to make provision for patient transport in the next financial year
Inadequate health infrastructure	X	Request the department to complete incomplete health facilities and upgrade dilapidated ones

Lack of medication at clinics and mobile clinic	X	Advise Department to make adequate provision and ,manage medication effectively
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Health facilities that needs upgrading

Health facility	Ward
Patantshwane	06
Rietfontein	04
Klipspruit	01
Setlaboswane	31
Magalies	21

Source: Department of Health 2015

3.3.12: KFA 19: Libraries

The responsibility for the establishment of libraries rests within the Provincial function. However, Makhuduthamaga Local Municipality operates three libraries within its area of jurisdiction i.e. Jane Furse, Phaahla and Patantshwane on behalf of the Department of Sport, Arts and Culture. There is a Service Level Agreement between the Municipality and the Department. The rural nature of the municipality renders accessibility ineffective. While more libraries would be needed they should be located at densely populated areas and provided with internet access. The Municipality has recently upgraded Jane Furse library and Phaahla library was demolished and construction of the new structure is complete. An additional library was built in Phokoane during the 2013/14-2014/15 financial years by Department of Sports, Arts and Culture and will be open for public use during the 2015/16 financial year. **There is a backlog of three (3) libraries in Makhuduthamaga as per departmental norms and standards**

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

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

3.3.13: KFA 20: Thusong Service Centres

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

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

3.3.14: KFA 21: Municipal Park and Cemeteries

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

Area	Projects
Construction Projects(Community Works Programme)	Area Beautification Fencing of graveyards School surrounding cleaning
Enhanced Healthy Environment (CWP)	Promotion of food gardens projects/ food security
Environmental Affairs	Clearing of Alien vegetation
Developing and Publishing a parks and Gardens Development policy and by-laws	To be implemented in 2014/2015

Development of one Park and Play Park with swings	To be implemented in 2014/2015
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The Municipality with its Department of Planning is in the process of indentifying 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.

Challenges		Action
Inadequate social amenities	X	Acquisition of land and Development of parks within identified suitable areas

3.3.15: KFA 22: Sports, arts and culture

State of Recreational facilities within Makhuduthamaga

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

6	Mare		None	Yes		None
	Patantshwane A		None	Yes		None
	Patantshwane B		None	Yes		None
	Eensaam Trust		None	Yes		None
	Eensaam Stam		None	Yes		None
	Ga Maboki		None	Yes		None
7	Thoto		None	Yes		None
	Malaka		None	Yes		Malaka Community Centre
	Setebong		None	Yes		None
	Mantlhanyane		None	Yes		None
	Dikatone		None	Yes		None
	Manotong		None	Yes		None
	Ntoane		None	Yes		None
8	Brooklyn		None	Yes		None
	Mochadi		None	Yes		None
	Mathousands		None	Yes		None
	Hlahlane		None		None	None
	Pelepele Park		None	Yes		None
	Cabrieve		None	Yes		None
9	Riverside		None		None	None
	Morgenson		None		None	None
10	Ga Moloi		None	Yes		None
	Phushulang		None	Yes		None
	Moripane		None	Yes		None
	Mogorwane		None	Yes		None

	Ngwanamatlang		None	Yes		None
11	Mokwete		None	Yes		None
	Molepane		None	Yes		None
	Vergelegen A	Yes		Yes		None
	Mosehla		None		None	None
12	Makgane		None	Yes		None
	Moretsele		None	Yes		None
13	Phase four		None	Yes		None
	Manamane		None	Yes		None
	Mabonyane		None		None	Maredi hall
	Mashengwaneng		None	Yes		None
	Dithlakaneng		None	Yes		None
14	Maloma		None	Yes		None
	Dingoane		None	Yes		None
	Moela		None	Yes		None
	Mabule		None	Yes		None
	Sekele		None	Yes		None
	Dlamini		None	Yes		None
15	Maila Mapitsane		None	Yes		None
	Modiketsi		None	Yes		None
	Mokadi		None	Yes		None
	Tswele		None	Yes		None
	Mohlakaneng		None	Yes		None
	Molapong		None	Yes		None
	Malaeneng		None	Yes		None

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

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

	Marishane		None	Yes		None
	Kgaruthuthu		None	Yes		None
	Porome		None		None	None
27	Maripana		None		None	None
	Thibane		None		None	None
	Moshate		None	Yes		None
	Manare		None	Yes		Hall
	Mabopane		None	Yes		None
	Moraleng		None	Yes		None
28	Tswaing		None	Yes		None
	Wonderboom		None	Yes		None
	Apel Cross	Yes	None	Yes		Masemola sports ground
	Thabampshe		None	Yes		None
	Vlakplaas		None	Yes		None
	Mahubitswane		None	Yes		None
	Maroge		None	Yes		None
29	Mphane		None	Yes		None
	Makgwabe		None	Yes		Hall
	Malope		None	Yes		None
	Mashonyaneng		None	Yes		None
	Maraganeng		None		None	None
	Pitjaneng		None	Yes		None
30	Masanteng		None	Yes		None
	Kolokotela		None	Yes		None
	Serageng		None	Yes		None

31	Mogaladi		None	Yes		Community hall
	Legotong		None		None	None
	Setlaboswane		None	Yes		None
	Ntshong		None	Yes		None
	Mangwanyane		None	Yes		None
	Sehuswane		None	Yes		None
	Semahlakole		None	Yes		None
	Masakeng		None	Yes		None
	Motseleope		None	Yes		None
	Kome		None	Yes		None
	Motoaneng		None	Yes		None
	Vlaka		None	Yes		None
	Makhutso		None	Yes		None
	Eenkantaan		None	Yes		None

Source: MLM 2013

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

There has been no specific focus on Arts Crafts and Culture from a municipal perspective except a few observations of Heritage activities. With the current IDP review, the Municipality

plans to introduce initiatives to respond to the citizens needs for the promotion of Arts Crafts and Culture.

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

3.3.16: KFA 23: Religion

Religious institution within Makhuduthamaga

Ward	Village Name	Number of institutions	Names of religious institutions
1	Kutupu	06	Roman Catholic Church, Dutch Reformed Church, Faith Mission Apostolic, Hlakanang Apostolic, Thushanang Apostolic and Bazalwane
	Hlalanikahle	06	ZCC, St Engenase, Apostolic Church Of God, Immanuel Baptist Church, St John, Church Of God
	Ga Tshehla	02	Uniting Reformed Church and Immanuel Baptist Church
2	Phokoane	05	Methodist, Lutheran, Dutch-ELCA, St John
	Mabintane	07	Roman Catholic Church, St John, Church of God , Jerusalem and ZCC
	Mogudi	02	St John and Apostolic
3	Makoshala	02	IPCC, Revival Church
	Phokoane (Mapaeng)	02	Phokoane Holiness, Revival Church
	Phokoane (Mokgapaneng)	02	St Paul, St John,
	Phokoane (Malegale)	04	Anglican St Luke Church, Lutheran Bopedi, St John and LBSA Church
	Phokoane (Makoshala)	08	AFS Church, Fourth Apostolic Christian Church, Assembly of God Church, Nararane Church, St Paul Church, Jehova Weakness Wastorwar Church, Evangelical Lutheran

			Church,St Luke Anglican Church,
	Phokoane (Skoti Phola and Masioneng)	08	ZCC,General Zion Church of Apostolic of God,Letsatsi Word White Apostolic Church, Zion Christian Apostolic Church, Members of Apostolic Church of African,Bethestar Apostolic Evangelical Church,Twelf Apostolic Church,Lutheren of Bapedi Church in Cooperating of the Lutheran Church
4	Vierfontein	06	ZCC,Apostolic,Roman Catholic Church,St Engenase and Nazareth
	Rietfontein	09	ZCC,St Engenase,Apostolic,NS and Nazareth
5	No information provided		
6	Mare	03	ZCC,ST Engenase and Apostolic
	Patantshwane	03	ZCC,ST Engenase and Apostolic
	Eenzaam Trust	05	Ebeneze,Faith Mission,St Engenase, Roman Catholic Church and Apostolic
	Eenzaam Stam	03	ZCC,ST Engenase, Apostolic and Faith Mission
	Patantshwane	02	Holy Christians and Roman Catholic Church
7	Thoto	06	ZCC,St Egenase,ZCC,Apostolic ,Bazalwane
	Malaka	06	RCC,Apostolic,ZCC,St Engenase,PGFC and St John
	Dikatone	04	Lutheran Church,RCC,St Engenase and Apostolic
	Setebong	02	Roman Catholic Church and Apostolic
	Mantlhanyane	01	Apostolic Church
	Manotong	02	ZCC and Apostolic Ditiro
	Ntoane	03	ZCC,RCC and Apostolic Church
8	Brooklyn	07	ZCC,St Engenase,St Moses, Roman Catholic Church,ZBAC and SAC
	Mochadi	08	ZCC,ZBAC,Lutheran Church, Roman Catholic Church,RCC,St Paul, Twelve Apostolic,ZADOC,PCF and Bagaugelwa
	Mathousands	03	ZCC,UAC, and Pastor Chris Church

	Hlahlane	01	Lutheran Church
	Pelepele Park	01	Twelve Apostolic Church
	Cabrieve	01	Apostolic Church
9	Riverside	03	PCFC,Kopano Ya Baapostol,Holy Messangers
	Morgenson	06	PCFC,St Engenase,Brehem,Apostolic i Jesus,GFAC and Faith Mission
10	Ga Moloji	06	St Egenase,ZCC,Apostolic church, Roman Catholic and Lutheran Church
	Moripane	03	Apostolic and International Gospel
	Mogorwane	02	St Engenase and ZCC
	Ngwanamatlang	03	St Engenase,ZCC and Apostolic Church
	Phushulang	01	St Engenase
11	Mokwete	04	Lutheran Church, Roman Catholic Church,St John and Apostolic Church
	Molepane	04	ZCC,St Engenase,Lutheren Church and Apostolic Church
	Vergelegen A	04	Methodist Church, Church of Nazareth,ZCC and Jerusalem Faith Mission
	Mosehla Village	02	Apostolic Church, Apostolic Church Of God
12	Makgane	10	Roman Catholic Church,Lutheren Church, Living Gospel Church,St Engenase, ZCC,St John,Shembe,New Generation, Apostles and Brethren of SA,Members Church
	Moretsele	04	ZCC,St Engenase,St Paul and Methodist
13	Phase four	03	Apostolic Church, Holy Spirit and St John
	Manamane	01	Apostolic Church
	Mabonyane	02	Wessel and Apostolic church
	Mashengwaneng	02	IPCC and St John
	Ditlhakaneng	08	St Engenase, ZCC,Twelve Apostolic, Apostolic Church, Roman Catholic Church, Apostolic Brethren Church,Postolic Church and Good News Ministry

14	Maloma	01	The New Zion Apostolic Church
	Tshesane	03	Berlin church Dutch Reformed Church and Bapedi Lutheran Church
	Moela	04	St Engenase,ZCC, Apostolic Church Of Zion and New Zion
	Mabule	02	Apostolic Church and St Engenase
15	Mokadi	02	Twelve Apostolic Church and Five Sample Apostolic Church
	Maila Moshate	03	Lutheran Bopedi Church, Evangelical Lutheran and Uniting Reform Church
	Malaeneng	07	Bethania Revival,Nazarene Revival, New Jerusalem Apostolic, ZCC,St Engenase,St John and St Our Father
	Hoeperskrans	04	St Engenase, New Zion Apostole,Nuniting Reform Church and Bible Church
	Magolego	02	St Engenase and Apostolic Church
	Location	01	Syria
	Molapong	01	Apostolic Church
	Modiketsi	03	Diraro,Roman Catholic Church and Methodist Church
16	Seopela	05	ZCC,St Paul,Betlehem,Zion City,Bana ba Messiah
	Mashegoana Tswaledi	09	Assemblies of God, Faith Mission, Roman Catholic ,Wessel,
	Mashegoana Legare	04	Apostolic ,Twelve Apostolic and Wash Tower Betlehem,Jesus is Lord, Faith Mission and St John
	Dihlabaneng	01	ZCC
17	Kotsiri	08	Revolutionary Apostolic,Ekageng Ditshaba APC,Epolokeng APC,Redeem Church, ZCC,General APC,All Nations Christian Church, True Church
	Manganeng	11	St Barnabas,St Joseph Roman Catholic, Apostolic Church,St John,St Engenase,IAG,ZCC,Sedibeng sa Bophelo,St John
	Mashite	04	St Titus Apostolic Church, Zion Apostolic Church,St Matthews and Baithaupi Apostolic Church

	Dihlabaneng	02	St Engenase
18	Dichoeung	04	Bapedi Lutheran,Lutheran,Pulo of Crease and Dihlatse tsa Jehovah
	Moraba	05	General Apostolic, Zion Jerusalem, Zion City,Ferusale Gospel and Roman Catholic
	Vergelegen B	04	St Paul, St John, Christian Revival and Faith Mission
	Jane Furse RDP	0	None
19	Matsoke	01	Church of Nazareth
	Madibong	06	ZCC,St Engenase, Bapedi Lutheran Church, Apostolic Church and Assemblies of God
	Maseleseleng	01	Apostolic Jerusalem
	Mashupye	01	Apostolic Faith Mission
20	Lobethal	01	Lutheran Church
	Manyeleti	02	Lesedi la Morena Apostolic Church and The Old Apostolic Church of SA
	Mamoshalele	03	AGAPE Fellowship Centre, Glory Miracle Centre and Holy Ghost International
	Tisane	06	Methodist church, Roman Catholic Church, Lutheran Evangelical Church, Apostolic Church,ZCC and St Engenase
	Mamone Centre	07	ZCC,St Engenase,Arare Apostolic Church, Lutheran Church,IPCC,Fellowship Church and PCF Pentecostal Church
	Rantho and Magolaneng	03	St John Faith MISSION, Renew Sensation Apostolic Church and Twelve Apostolic Church
21	Mamone Mohlala	08	Roman Catholic Church, True Gospel, Saviour Detouchment,St Engenase,St John
	Mashishing	02	God is Good God, Roman Catholic Church
	Vergelegen C	06	Apostolic Faith Mission, St John,St Engenase,ZCC and IPCC

22	Tjatane	02	Apostolic church and Lutheran Church
	Lekgwareng	02	Anglican Church, Apostolic Church
	Mmotong	04	Baptist church,ZCC,Holiness and Mighting
	Sebitje	03	Apostolic Church, New Jerusalem and St Engenase
	Madibaneng	02	St Engenase and Church of SA
23	Mathibeng	02	Alliance and Apostolic Church
	Dinotsi	03	Apostolic Church, Grace Gospel Church and St Engenase
	Maila Segolo	05	St Engenase, International Apostolic Church ,Lutheran ,ZCC and Restoration Church
	Marulaneng	13	Lutheran Church, Anglican Church, Dutch Reformed Church, Roman Catholic Chhurch,IPH Church, ZCC,St Engenase, Twelve Apostolic church,Abatate Church,St John,ABNASA Church, Apostolic Faith MISSION and IAG
24	Diphagane	10	Twelve Apostolic Church, Roman Catholic Church, Baptist Church,St Engenase and ZCC
	Masehlaneng	07	St Engenase,ZCC, Apostolic Church and NG Kerk
	Phaahla	05	Apostolic Church, Sound Apostolic,St Engenase and Alliance
	Mamatsekele	03	Apostolic Church,ZCC and Roman Catholic Church
	Machacha	06	Apostolic Nkoana,Apostolic Sello,Apostolic Mashabela, Roman Catholic Church,St Engenase and ZCC
	Selepe	06	Lutheran Church,St John, Apostolic Church,ZCC, Roman Catholic and St John
	Maololo	01	St John Church
	Mohwelere	05	St Elishas,Apostolic Church, St Engenase,ZCC and International Church
	Mashabela	07	Roman Catholic Church, Watch Tower,Mohlakeng Apostolic Church,St Engenase,St John, Mashabela IAG and Restoration House
26	Thabeng	03	Roman Catholic Church,ZCC and Apostolic Church

	Mathapisa	05	ZCC,St Engenase, Roman Catholic Church and St John
	Marishane	09	Ebenezer's Engenase,St Peters, Roman Ctholic,Lutheran Church,Lutheren Church, Methodist Church,ZCC and Apostolic Church
	Porome	01	IPPC
27	Manare	05	ZCC,IPCC Church, Roman Catholic Church,Lebowa Apostolic Church and King Solomon Temple
	Maripana	01	General Apostolic Church
	Mabopane	03	Brothers Apostolic Church,St John Apostolic Church and Dutch Reformed Church
	Mohloding	03	St John APOSTOLIC Church,ZCC and African Religion
28	Wonderboom	02	Tshireletso Apostolic Church and Masemola Full Gospel
	Apel Cross	06	Apostolic Church,St Engenase,Lutheren Church, Roman Catholic Church and Faith mission
	Thabampshe	05	ZCC,Apostolic Church, Roman Catholic Church,NG Kerk and Nazarian Crusade
	Vlakplaas	03	Apostolic Church,St Engenase and ZCC
29	Mphane	05	ZCC,St Engenase,St John, Apostolic Church,Gervormeerde Kerk
	Makgwabe	02	ZCC and St John
	Malope	06	Apostolic Church,St Engenase,Bazalwane,ZCC,St John and NG Dutch Reformed Church
	Mashoanyaneng	05	ZCC,Roman Catholic Church, Apostolic Church, Lutheran Church and Bazalwane
	Maraganeng	04	St Engenase, ZCC,St John, Apostolic Church and
30	Masanteng	08	ZCC,St Engenase, Apostolic Church,St John, Uniting Reform
			Church,Alshadai,Church Of Christ and Traditional Church
	Kolokotela	01	ZCC
	Serageng	04	St Engenase,St John X2 and IPCC

	Mogaladi	07	ZCC,St Engenase, Plating Church,TACGA,NG,Roman Catholic Church and Traditional Church
	Legotong	01	ZCC
	Setlaboswane	03	ZCC,St Engenase and Apostolic Church
31	Kome	03	ZCC,Anglican Church and Roman Catholic Church
	Sehuswane	01	ZCC
	Vlaka	04	Anglican Church, Roman Catholic Church,St Engenase,ZCC ,and St John
	Makhutso	02	St Engenase and Apostolic Church
	Semahlakole	01	ZCC
	Mangwanyane	02	ZCC and Full life in Christ

Source: MLM 2014

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

3.3.17: KFA 24: Post Offices and telecommunications

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

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

Challenges

- Street delivery
- Households numbering

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

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

Source: 2011 Census

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

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

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

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

Source: MLM 2015

3.3.18: KFA 25: Social Development facilities

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

3.3.19: KFA 26 Community halls

The Municipality has Makgwabe, Mogaladi and Phaahla Community halls as the only places to can be used to accommodate communities during municipal meetings. It also rely on traditional council's halls and schools in various villages to accommodate communities during municipal meetings and Imbizos .In some instances even soccer fields are used to hold big government functions because of insufficient halls within the municipal area.

3.3.20: KFA 27: Safety and Security

Makhuduthamaga Local Municipality has two Magistrate Courts located at Nebo and Schoonoord (Sekhukhune) 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 per Police Station within Makhuduthamaga Municipal area

Serial No	Police station	Satellite station	Crime reported			Problematic Crimes
			10/11	11/12	12/13	
1	Sekhukhune	N/A	3058	2549	2707	Burglary at business premises
2	Nebo	N/A	3337	2965	2488	Burglary at residential premises
3	Jane Furse	N/A	2011	1507	1840	Theft general
4	Masemola	N/A	N/A	N/A	850	
Total	4	0	8 406	7 021	7 885	

Source: SAPS Limpopo 2014

Development challenges:

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

3.3.21: KFA 28: 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 Public Works, 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 and Nebo DLTC are fully functional.

The Municipality renders traffic services by:

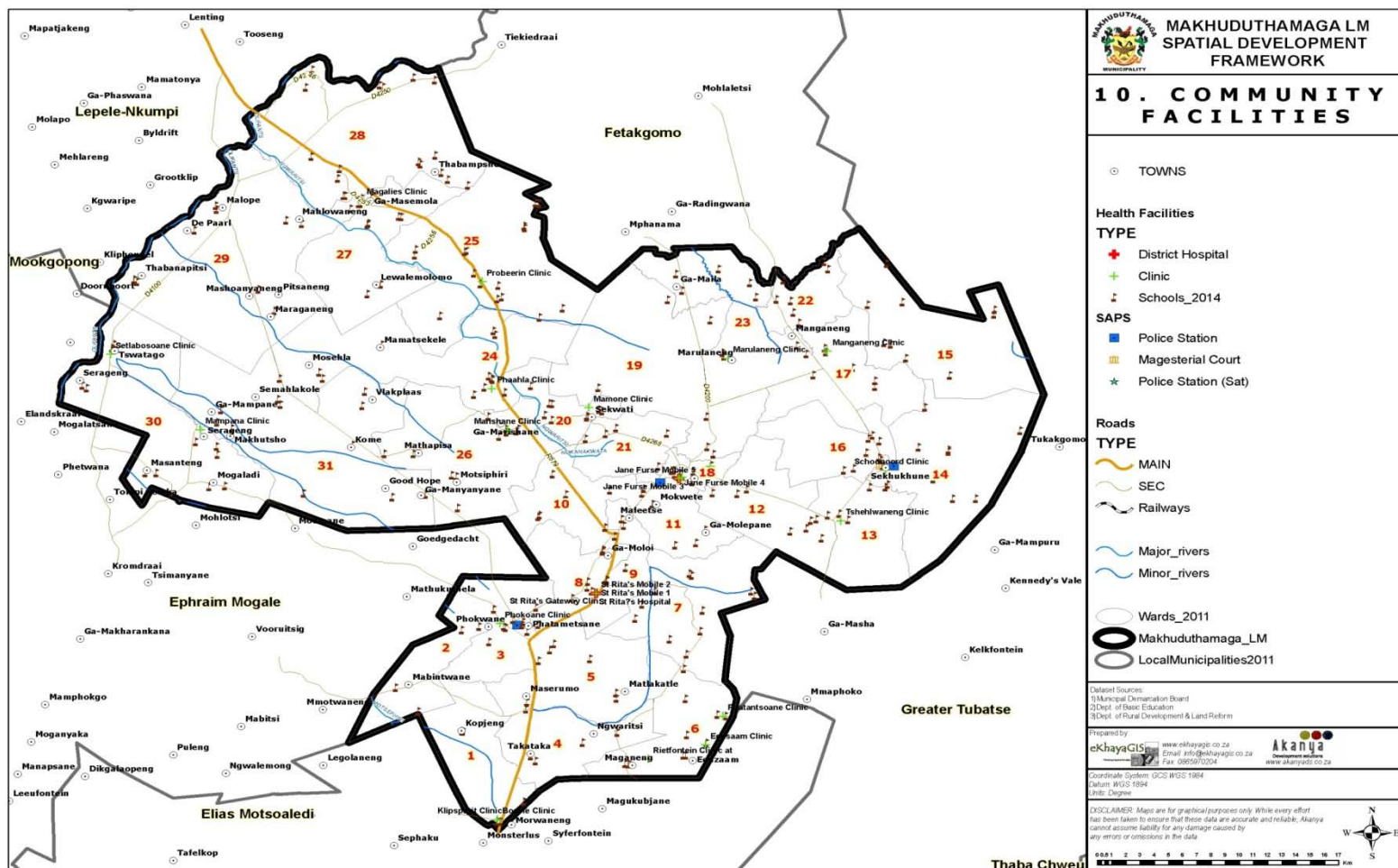
- Law enforcement to decrease incidents affecting traffic safety
- Monitoring and collecting outstanding fines
- Performing an agency function for the Provincial Government by testing and licensing vehicles on an agency basis.

3.3.22: KFA 29: Social cohesion

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

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

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



BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS

STRENGTH	<ul style="list-style-type: none"> • Good municipal infrastructure • Proper infrastructure maintenance • Expansion of new infrastructure • High level service delivery • Well established traffic unit and Driver 's License Testing Centre(DLTC) • Three functional libraries
WEAKNESES	<ul style="list-style-type: none"> • Non adherence to procurement plan • Municipal buildings not accommodative to disable persons • Lack of office space • Lack funds to develop sector plans • Insufficient for operation and maintenance of landfill site

	<ul style="list-style-type: none"> • Limited communication of service delivery achievement • Lack of waste transfer stations and buy back centres • Non functional vehicle testing centre
OPPORTUNITIES	<ul style="list-style-type: none"> • Potential economic growth point • Improved road infrastructure
THREATS	<ul style="list-style-type: none"> • Poor maintenance of roads(national and provincial) • Lack of suitable land for cemetery • Environmental hazards (e.g. disposable nappies)

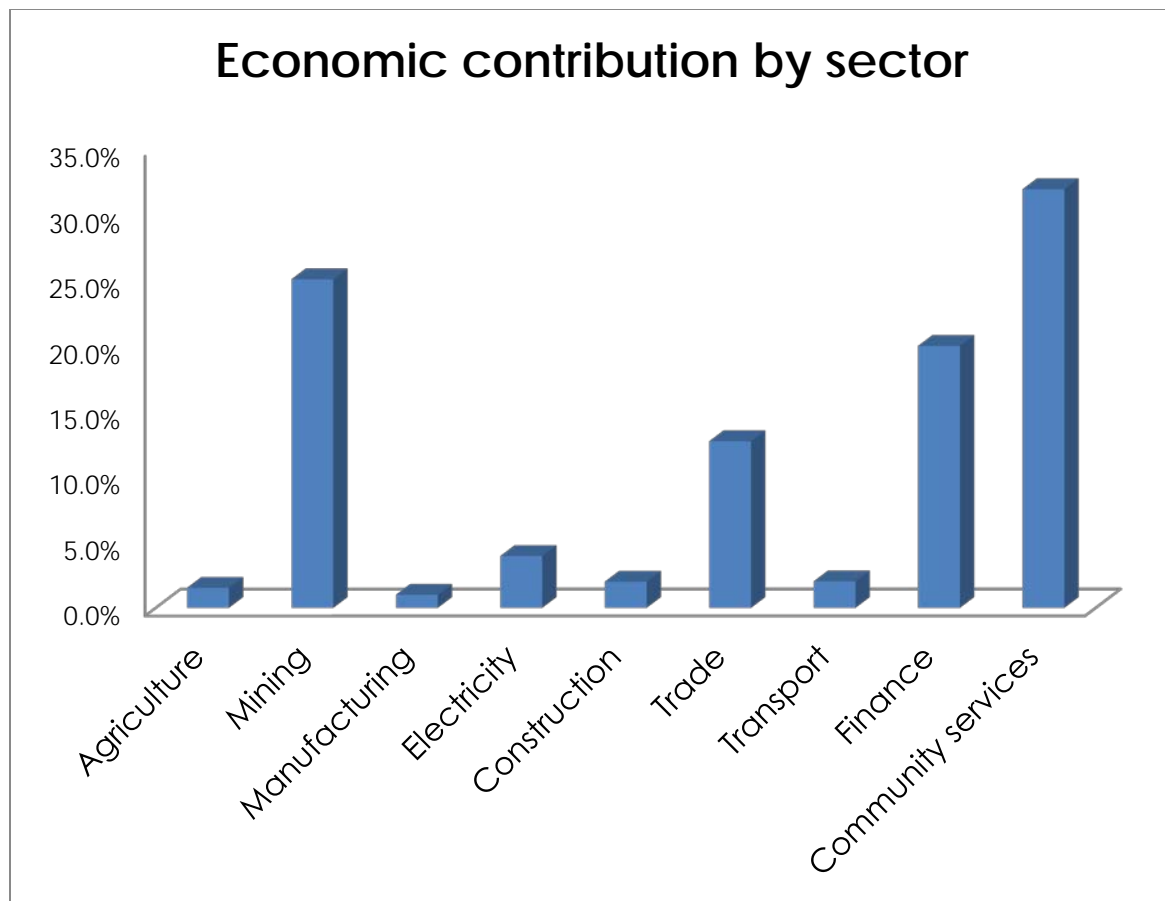
CHALLENGES

- ✓ Non enforcement of Municipal By -law
- ✓ Implementation of unfunded mandate
- ✓ Shortage of sector plans e.g. (IWMP)
- ✓ Low revenue collection
- ✓ Non adherence to landfill license conditions and the memorandum of understanding(MLM&SDM)

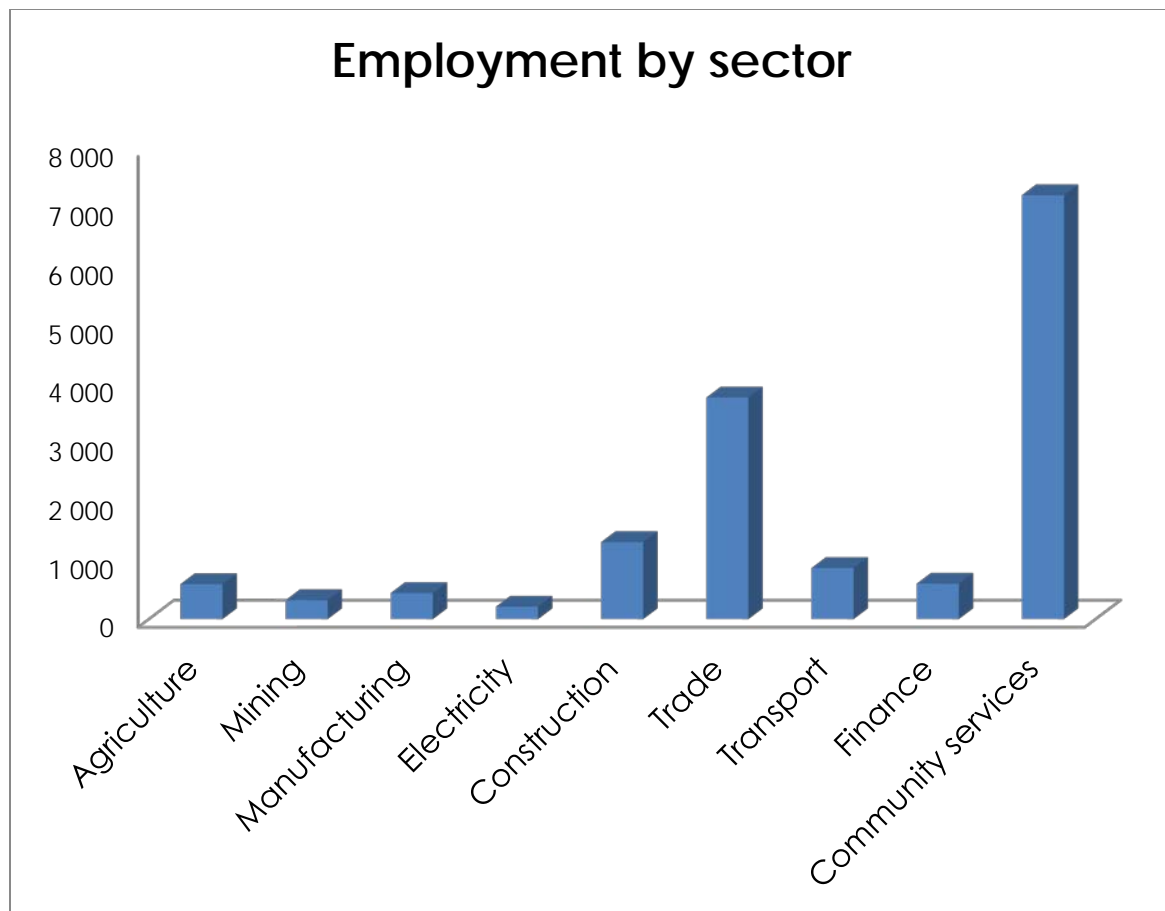
3.4. KPA 3: Local Economic Development (LED)

3.4.1 KFA 30: The structure of the economy/ Growth

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 of 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.



Source: Global Insight 2013



Source: Global Insight 2013

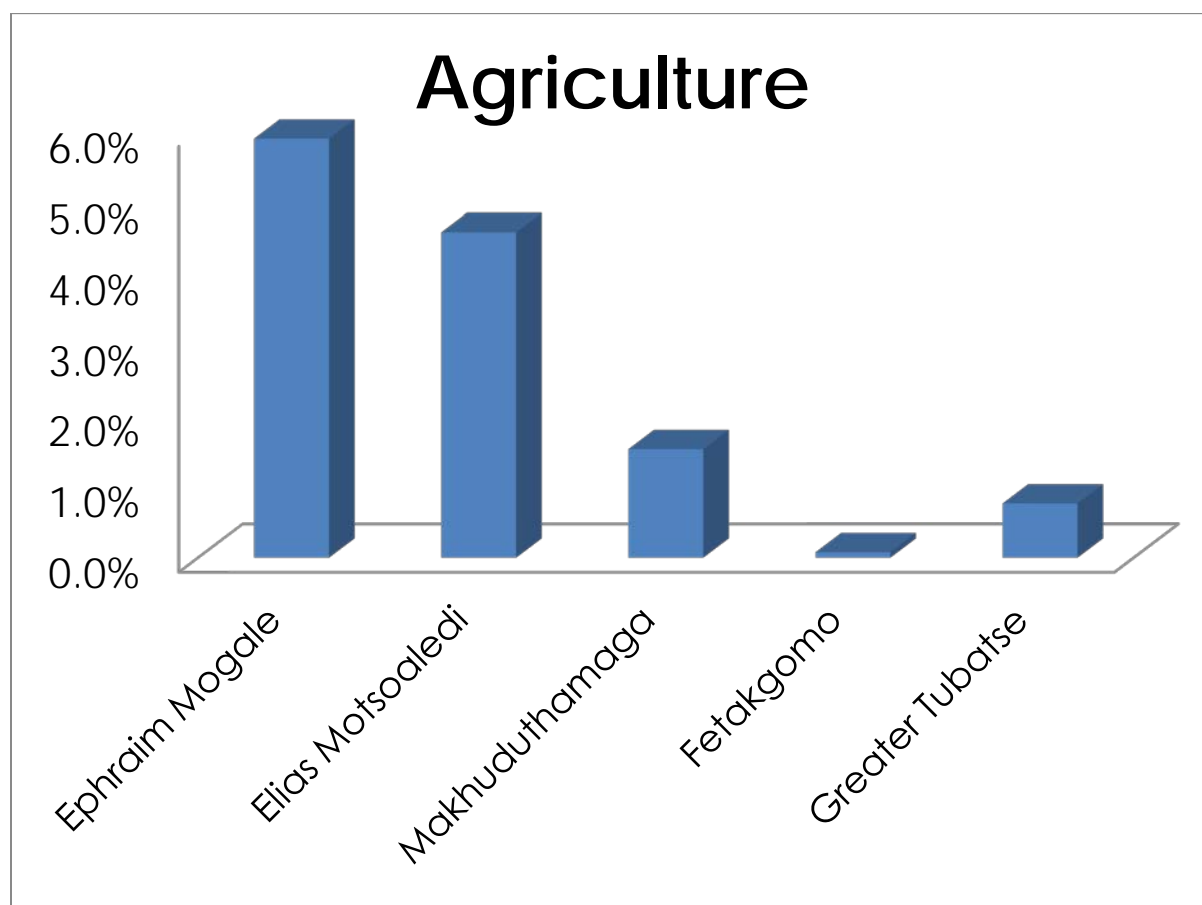
Agriculture

Programmes offered by LDARD

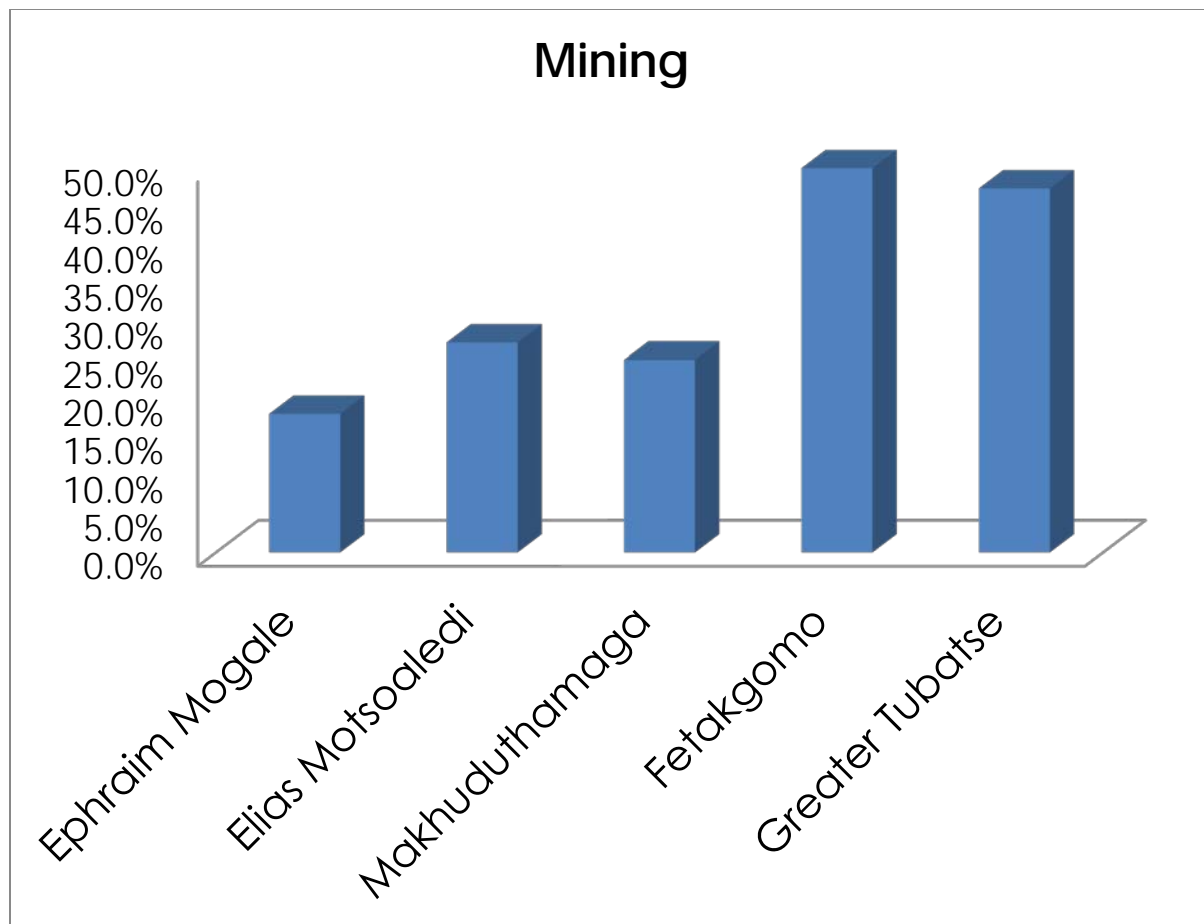
- Letsema = Production inputs e.g. seedlings, seeds, fertilisers and chemicals
- Fetsa Tlala = Mechanization support for food production mainly maize, sorghum, beans including dry land farming/households
- CASP = Comprehensive Agricultural Support Program (CASP): CASP is a conditional grant that the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

Fetsa Tlala initiatives (Integrated Food Security Program)

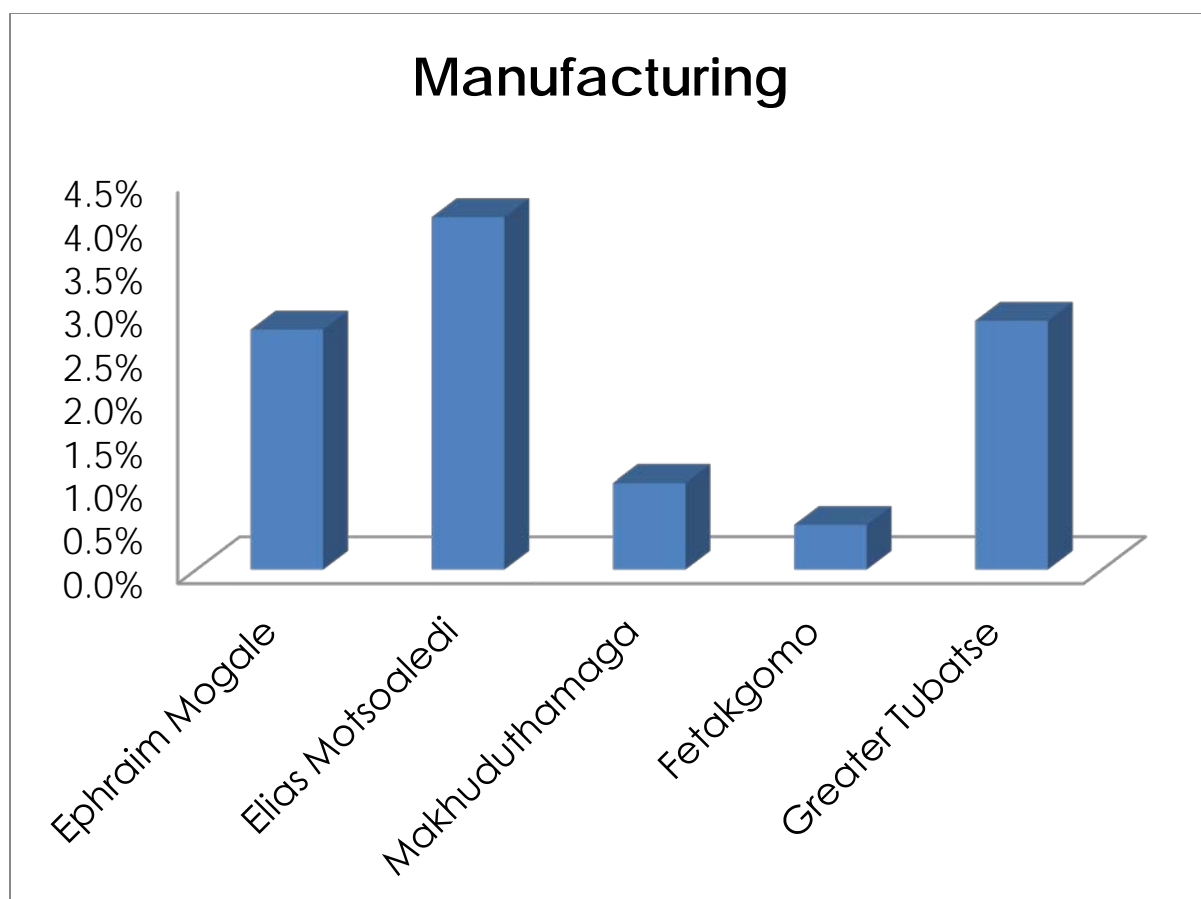
This is a new program that LDA introduced in 2012 and it involves provision of mechanisation support coupled with production inputs to both dry-land and irrigation projects, though the main focus is communities farming on dry land - farmers producing maize, sorghum and dry beans. There is an agreement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



Source: Global Insight 2013



Source: Global Insight 2013



Source: Global Insight 2013

Employment profile for Makhuduthamaga

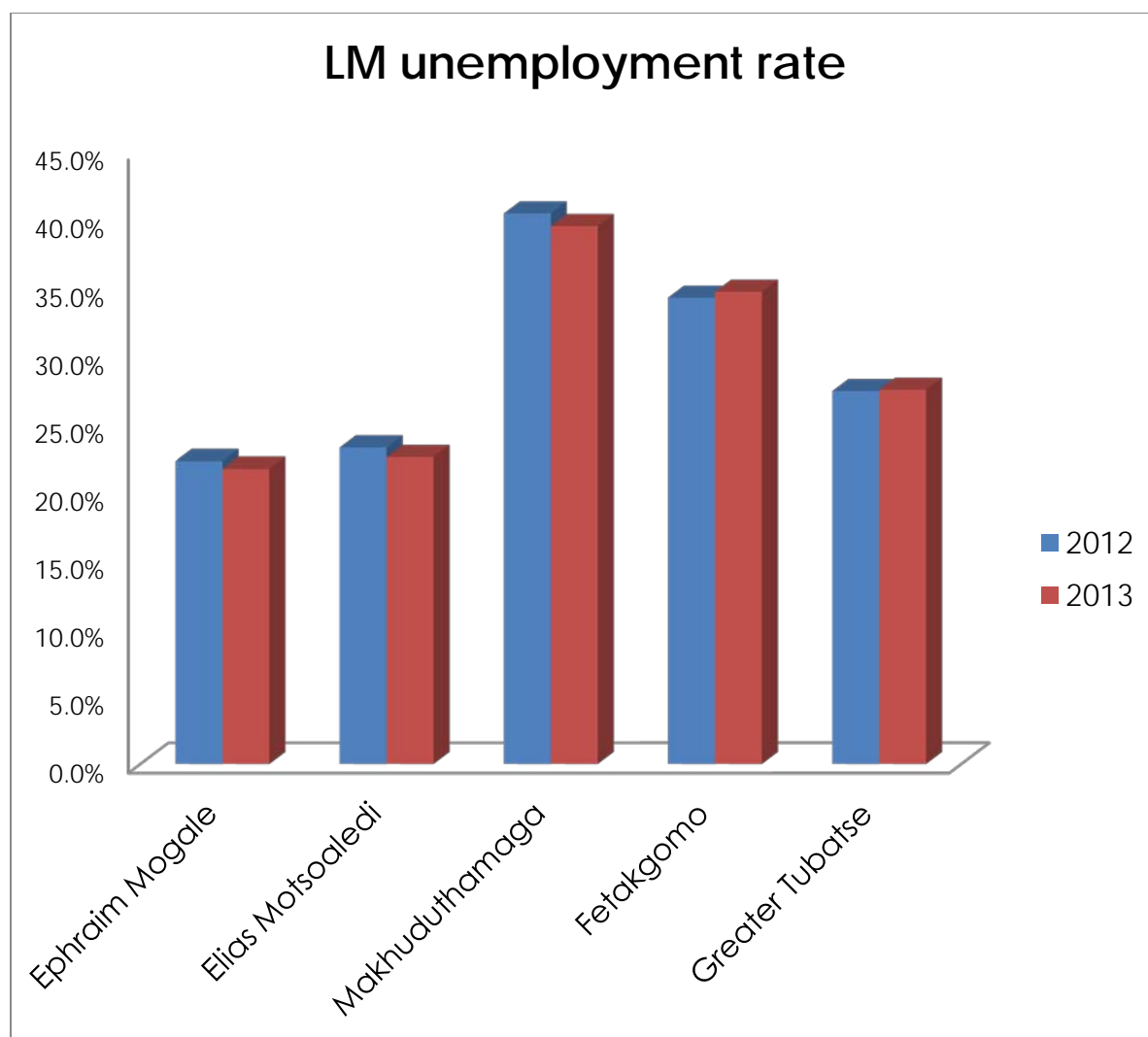
Employed	19534
Unemployed	32780
Discouraged work seeker	13657
Other not economically active	81993
Not applicable	126 394
Grand Total	274 358

Source: Census 2011

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

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

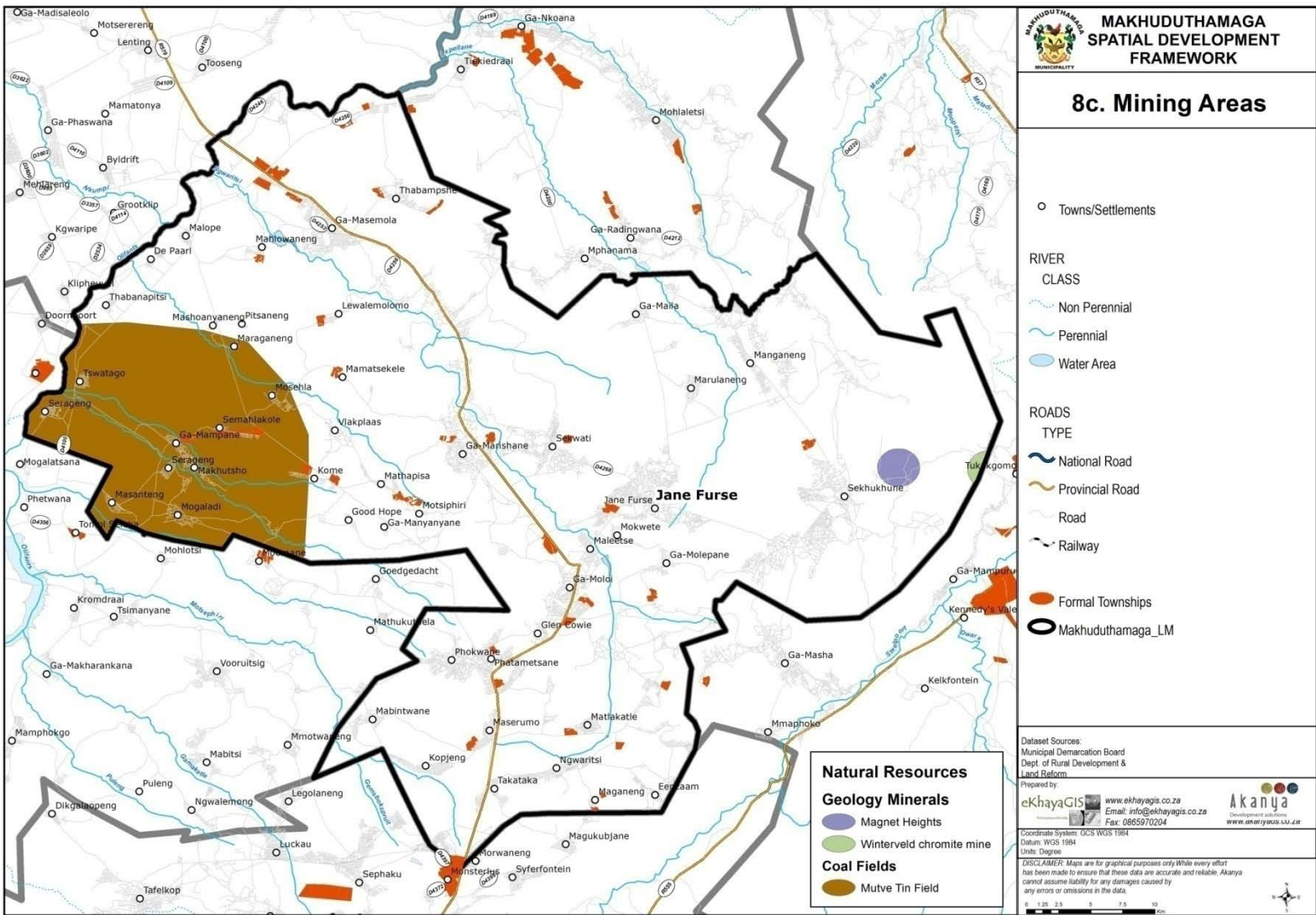
Source: Census 2011



Source: Global Insight 2013

Jobs created by MLM during 2014/15-2015/16 financial years

Number of jobs Created	Type	Beneficiary	Implementing department /Institution
840	EPWP		MLM
06	Municipal Traffic wardens (EPWP)	All wards	MLM
50	SMME/cooperatives support	12 SMME/Cooperatives	MLM



3.4.3 KFA 32: Future growth and Job Creation

Local economic development projects

The municipality promotes agriculture; tourism and services as the key growth sectors. There is a number of mining exploration exercises that are taking place within the municipality. If mining does indeed prove feasible it will have an added impetus on the creation of much needed jobs in particular and growth of the economy in general. The decision to locate the District offices in Jane Furse will provide substantial growth impetus. Furthermore, the agricultural and tourism potential of the municipality have yet to be exploited fully. At the moment limited forms of agricultural and tourism activities are taking place.

The municipality has implemented a number of temporary job creation initiatives through the implementation of the Expanded Public Works Programme, The Community Works Programme and the Comprehensive Rural Development Programme.

Priority sectors of the municipality

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

Source: MLM 2012

Constraints to economic growth of Makhuduthamaga

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

Source: MLM 2013

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.

MLM Occupation levels

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

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

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

Source: Municipal Demarcation Board Website

Competitive and Comparative Advantage

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

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

3.4.4 KFA 33: Trade and Industry

Trading regulation

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

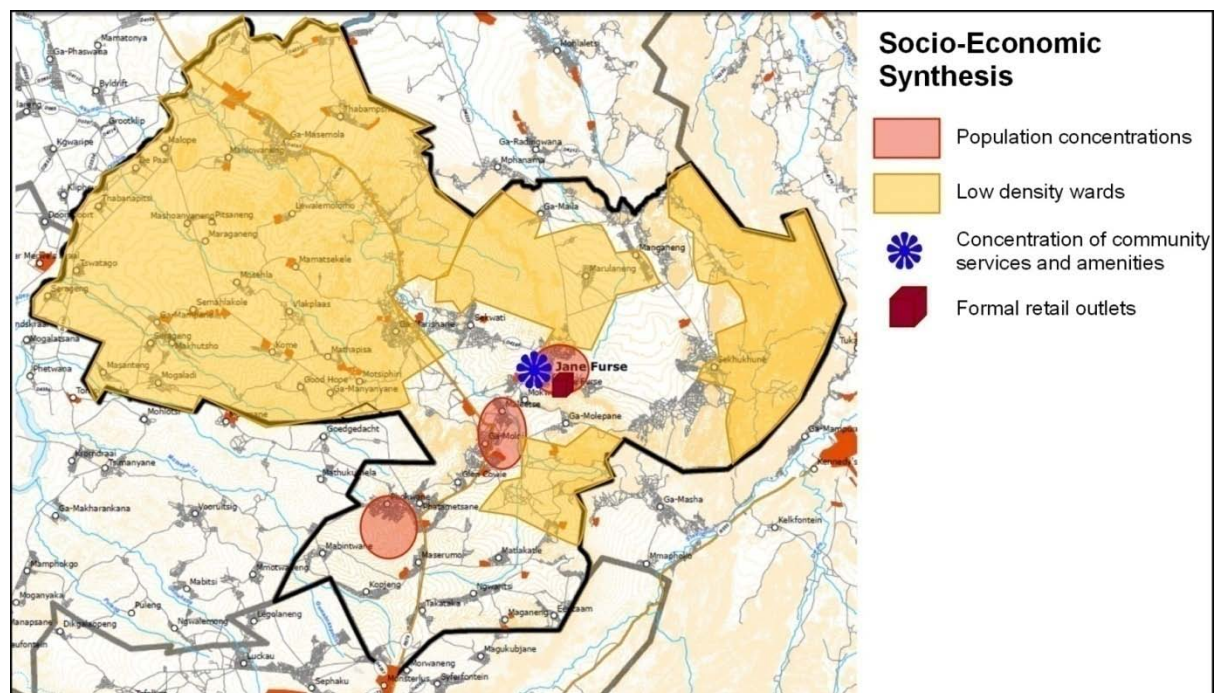
3.4.5 KFA 34: Rural development

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

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

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

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



3.4.6 KFA 35: Tourism

The Municipality has developed Draft Tourism strategy and will be adopted during the 2015/16 financial year. Annually the Municipality produces Tourism brochures to market the Municipal Tourism areas and products. Tourism Exhibition Centre is planned for Jane Furse by the municipality.

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

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

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

Current tourism infrastructure

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

Annual events that lure tourists to the municipality:

- **MAMPURU DAY:** He was a great warrior and a chief who was brutally killed during apartheid era. It is commemorated yearly during **the second or third week of January at Mamone Royal Kraal.**
- **MANCHE MASEMOLA DAY:** She was a staunch Christian who died at the age of 14 after she was killed by her parents for refusing to stop to attend the church. Her grave turned to be one of the world's pilgrimage centres since 1935 when small groups of Christians visited the site annually to commemorate the heroine who vowed to be baptized with her own blood. Today the grave site of Manche Masemola is visited and **celebrated yearly on the first week of August by hundreds of tourists, especially Anglicans from all over the World.**
- **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, diphala-fala 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 2014

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

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

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

LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS

STRENGTH	LED Forum Annual LED unit establishment SMME support
W EAKNESES	Inadequate personnel No Tourism forum Weak agricultural value chain No effective Database of SMME Unsustainability of our own SMME
O PPORTUNITIES	Massive population create opportunity for business activities Our geographic location create opportunity for District services and business hub Effective access and transport services to our primary service nodal point Jane Furse
T HREATS	Global warming and climate change Mushrooming of informal businesses by foreign nationals Instability of national and international economy and markets

Challenges

- LED strategy not adopted
- No SMME support policy
- Inadequate personnel
- No Tourism forum
- Weak agricultural value chain
- Insufficient budget
- No SMME database
- Climate change

3.5. KPA 4: Financial Viability

3.5.1: KFA 36: Financial Status of the Municipality

The actual revenue for the period ended 30 June 2013 was R215 788 643.00 which consists of government grants to the amount of R 170 730 087.00 and R 45 058 556.00 from own revenue sources. The total amount received from conditional grants which are FMG, MSIG and DOE grant was recognised as revenue as at 30 June 2013. The municipality received an amount of R 41 436 000.00 from the Municipal Infrastructure Grant and only the amount of R 24 382 583 was recognised as revenue as at 30 June 2013. The remaining balance of the MIG grant was rolled over to the 2013/14 financial year and was approved by National Treasury. The summary of the above can be depicted as follows considering the prior year figures in a tabular form:

Total Revenue

Description/Revenue source	2011/12	2012/13	Growth %
Government grants	R 168, 701,612.00	R 170, 730,087.00	1.2%
Own revenue	R 55,037,066.00	R 45, 058,556.00	-18.13%
Total	R 223, 738,678.00	R 215, 788,678.00	-3.55%

Source: LIM473 Annual Financial Statements 30 June 2013

Conditional Grants

Grant	Amount received 2012/13 R	Amount recognised 2012/13 R	Rollover 2012/13 R	Approve/Disapproved by NT R
MIG	41,436,000.00	24,382,583.00	21,083,805.00	Approved
FMG	1,500,000.00	1,500,000.00	0.00	N/A
MSIG	800,000.00	800,000.00	0.00	N/A
INEPG	4,000,000.00	791,569.00	3,208,431.00	Approved

Source: LIM473 Annual Financial Statements 30 June 2013

The total operational expenditure for the period ended 30 June 2013 amounted to R133, 692,627.00 which lead to surplus of R 82,096,016.00 .In terms of cash flow, the municipality had a favourable bank balance of R 63, 904,162.00 and a short term investment with ABSA which amounted to R63, 489,211.00 as at 30 June 2013.

Total audited assets which include noncurrent and current assets as at 30 June 2013 was R431, 929,914.00 and total liabilities of R 47,472,230.00 which consisted of trade payables to the amount of R 18,318,646.00, Finance Lease to the amount of R 78, 283.00, Post employment medical aid liability to the amount of R 1,820,000.00, Long Service awards liability to the amount of R 1,432,000.00 and Unspent conditional grants to the amount of R 25,823,301.00.

Billing System

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

The financial sustainability of the Municipality

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

In terms of expenditure management the municipality has always maintained watertight system of internal control and at all times municipality adheres to the principle of paying creditors on

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

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

Issue / Challenge		Action plan
Continuous free basic services which are more or less than the guidelines by National Treasury	X	Ensuring alignment of Free Basic Services with the national guidelines.
Optimising and sustaining Councils revenue Increasing internally generated funds for funding operational and capital expenditure	X	Implement credit control and focus more on consumers that have the ability to pay for Municipal Services/ rates

3.5.2 KFA 37: Revenue Enhancement/ Management

3.5.2.1 Revenue Enhancement

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

3.5.3 KFA 38: Cost Containment/ Management

3.5.3.1 Cost Containment

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

3.5.4 KFA 39: Asset Management

3.5.4.1 Asset Management

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

3.5.5 KFA 40 Capital Expenditure

3.5.5.1 Capital Expenditure

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

3.5.6 KFA 41 Supply Chain Management

3.5.6.1 Supply Chain Management

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

3.5.7 KFA 42: Financial Reporting

Challenges

None

3.5.8 KFA 43 Budgeting/ Funding

3.5.8.1 Budgeting

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

3.5.9: KFA 44: 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 2013/2014	2014/2015	2015/2016	2016/2017
Municipal Infrastructure Grant (MIG)	R	R	R	R
Financial Management Grant (FMG)	R 1,550,000.00	R1,600,000.00	R1,650,000.00	R1,700,000.00
Municipal Systems Improvement Grant (MSIG)	R 890,000.00	R 934,000.00	R 967,000.00	R 1,018,000.00
DOE	R 3,208,431.31	R 19,000,000.00	R 23,496,000.00	R 24,171,000.00
Department of Public Works	R 1,000,000.00	R 1,032,000.00	R 0.00	R 0.00

Source: MLM Budget and Treasury

Unconditional grants

Name of grant	Amount for 2013/14	2014/2015	2015/2016	2016/2017
Equitable Shares (ES)	R 157,000,000.00	R 181,770,000.00	R 228,456,000.00	R 231,637,000.00

5.5.10: KFA 45: Existing revenue sources

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

Source: Internal Studies (MLM 2014)

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

3.5.11: KFA 46: Makhuduthamaga Audit Findings for 2014/15 Financial year

The following are the findings of the Auditor General: AGSA Opinion: Unqualified Audit Opinion

Findings

- Annual performance report :reported indicators and targets not consistent with planned indicators and targets, changes to indicators and targets not approved, performance indicators not well defined and verifiable

- Non -Compliance with key legislation: strategic planning and performance management, financial statements and procurement and contract management

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

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

FINANCIAL VIABILITY SWOT ANALYSIS

STRENGTH	<ol style="list-style-type: none"> 1. Competent and strong Leadership. 2. Competent financial management staff. 3. Unqualified Audit opinion in two consecutive years. 4. Credible and compliant MTREF Budget. 5. Adequate cash flow management.
W EAKNESES	<ol style="list-style-type: none"> 1. Poor revenue collection which leads to grant dependency. 2. Limited sources of revenue (Rural area municipality) 3. Poor implementation of procurement plan. 4. Lack of performance management system. 5. Lack of consequences to poor or non performance. 6. Poor implementation of Revenue enhancement strategies. 7. Inconsistency in application of internal controls and applicable legislation. (e.g. Unauthorized, irregular, Fruitless and Wasteful expenditures) 8. Inadequate communication of information with other departments.

O PPORTUNITIES	<ol style="list-style-type: none"> 1. Improvement of Audit opinion to clean Audit. 2. Generation of revenue from new own revenue sources. 3. Reduce grant dependency by 50% by 2021. 4. Maintain sound and sustainable financial planning and management. 5. Ensure financial viability.
T HREATS	<ol style="list-style-type: none"> 1. Loss of key financial management staff. 2. Regression in audit opinion. 3. Non compliance with mSCOA regulation. 4. Inability to collect property rates due to current challenges. 5. Resistance by customers to pay for services provided by the municipality. 6. Non compliance with MFMA and its regulations. 7. Lack of support by key stakeholders on implementation of revenue enhancement strategy.

Challenges

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

3.6. KPA 5: Good Governance and public participation

3.6.1 KFA 47: Governance Structure

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

3.6.1.1 Political Structure

Section 53 of the Municipal Systems Act, Act 32 of 2000, stipulates inter alia that the respective roles and areas of responsibilities of the political structure and each political office bearer of the municipality and of the Municipal Manager must be defined.

Table 3: Makhuduthamaga Municipal Council consists of 61 Councilors and the political party representation is as follows:

Political party	Number of Councilors
African National Congress	52
Congress of the People	3
SAMEPA	1
AZAPO	2
APC	1
PAC	1
DA	1

3.6.1.2 Mayor and EXCO

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

Name of Member	Portfolio
M.A. Matlala (Mayor)	Exco
Clr .M.M Maitula	Infrastructure Development
Clr M.O Maserumole	Corporate Services

Clr K D Chego	Budget and Treasury
Clr S Nkadimeng	Community Services
Clr N M.Matjomane	Economic Development and Planning

3.6.1.3 Speaker and Council

The Makhuduthamaga Municipality consists of 61 Councilors. 31 are ward Councilors and 30 are proportional Councilors, and 10 Magoshi, making a total of 71. The Speaker presides at meetings of Council.

The Table below indicates with their capacity / positions.

Name of Councilor	Capacity / Ward no	Political Party	Ward Representing / Proportional
Mohlala Magetlane Johannes	Ward Councilor -1	ANC	Ward
Boshielo Tamong Jackson	Ward Councilor - 2	ANC	Ward
Leshalabe Makopi Mavis	Ward Councilor -3	ANC	Ward
Mabitla Poulus	Ward Councilor -4	ANC	Ward
Mankge Ntuwe Herman	Ward Councilor -5	ANC	Ward
Thokwane Kgalake Zacharia	Ward Councilor -6	ANC	Ward
Mapitsing Tswaledi Jerry	Ward Councilor -7	ANC	Ward
Malaka Mamphoko Jonas	Ward Councilor -8	ANC	Ward
Maphanga Tshepo David	Ward Councilor -9	ANC	Ward
Nkadimeng Esther	Ward Councilor -10	ANC	Ward
Chego Kgwediebotse David	Ward Councilor -11	ANC	Ward
Rankoe Tabane Peter	Ward Councilor -12	ANC	Ward
Mohloba Seroba Jane	Ward Councilor -13	ANC	Ward
Tshehla Ntsebeng Ben	Ward Councilor -14	ANC	Ward
Mashilo Mohube Margaret	Ward Councilor -15	ANC	Ward
Seopela Makalane Judas	Ward Councilor -16	ANC	Ward

Nkadimeng Seponkana Pauline	Ward Councilor -17	ANC	Ward
Motseni Ntibaneng Lilly	Ward Councilor -18	ANC	Ward
Mabatane Mathale Klaas	Ward Councilor -19	ANC	Ward
Manaleng Maphoko Joyce	Ward Councilor -20	ANC	Ward
Maapea Skhotsho Robert	Ward Councilor -21	ANC	Ward
Selala Mathabeng Joseph	Ward Councilor -22	ANC	Ward
Ntobeng Mohube Michael	Ward Councilor -23	ANC	Ward
Manchidi Mogotla Jonas	Ward Councilor -24	ANC	Ward
Diketane Selege	Ward Councilor -25	ANC	Ward
Lethuba Maukama Paulos	Ward Councilor -26	ANC	Ward
Diale Kutopo	Ward Councilor -27	ANC	Ward
Marutle Phashe	Ward Councilor -28	ANC	Ward
Mosehla Magedi Linkie	Ward Councilor -29	ANC	Ward
Manganeng Motseke Lorraine	Ward Councilor -30	ANC	Ward
Sefoka Matlatlo Nicholas	Ward Councilor -31	ANC	Ward
Nkadimeng Sethume Mary	PR Councilor	ANC	Proportional
Matlala Makaeya Alfred	PR Councilor	ANC	Proportional
Mahlase Merah	PR Councilor	ANC	Proportional
Monakedi Jerry	PR Councilor	ANC	Proportional
Maisela Kanyane Rinah	PR Councilor	ANC	Proportional
Phogole Mafule Isaac	PR Councilor	ANC	Proportional
Maserumole Olga	PR Councilor	ANC	Proportional
Matjomane Namudi Moses	PR Councilor	ANC	Proportional
Makgoga Nkoane Hilda	PR Councilor	ANC	Proportional
Malaka Mogobe Sam	PR Councilor	ANC	Proportional

Mndebele Mattie Emily	PR Councilor	ANC	Proportional
Mampane Macheng Abel	PR Councilor	ANC	Proportional
Maleka Bogajane Patricia	PR Councilor	ANC	Proportional
Masemola Ramatuku Hudson	PR Councilor	ANC	Proportional
Maitula Maledimo Mina	PR Councilor	ANC	Proportional
Mamogobo Thoko Phillip	PR Councilor	ANC	Proportional
Makaleng Mpilo Magdeline	PR Councilor	ANC	Proportional
Masemola Joyce	PR Councilor	ANC	Proportional
Lerobane Matjudubane Paulina	PR Councilor	ANC	Proportional
Tala Mathope Andrew	PR Councilor	ANC	Proportional
Kgaphola Lenin	PR Councilor	ANC	Proportional
Madiba Mathume Frans	PR Councilor	COPE	Proportional
Mohlala Morake Godfrey	PR Councilor	COPE	Proportional
Maabane Daniel Kaledi	PR Councilor	COPE	Proportional
Madingwane Reuben	PR Councilor	AZAPO	Proportional
Thokoane Matshehle Joseph	PR Councilor	AZAPO	Proportional
Matsekoleng Ntsaku Reuben	PR Councilor	DA	Proportional
Manchidi Mogoane	PR Councilor	PAC	Proportional
Seopela Letsepaka Sakie	PR Councilor	APC	Proportional
Machaba Makgorometsa Gift	PR Councilor	SAMEPA	Proportional

Source:MLM Office of the Speaker,2015

3.6. 1.4 Additional Committees

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

Section 79 / 80 Committees:

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

3.6.2 KFA 48: Stake holder participation

3.6.2.1 Stakeholder Participation analysis

Stakeholder	Description	Challenge
Makhuduthamaga Local Municipality Council	<ul style="list-style-type: none">○ Prepare process plan for IDP review○ Undertake the overall management, coordination and monitoring of the process as well as the drafting of the local IDP○ Approve IDP within the agreed framework	<ul style="list-style-type: none">• Non adherence to stakeholder engagements
SDM	<ul style="list-style-type: none">○ Compile IDP Framework for the District○ Ensure alignment of IDP s in the District○ Prepare joint strategy workshops with local municipalities, provincial and national role players	

Office of the Premiere	<ul style="list-style-type: none"> ○ Ensure Medium Term Framework and Strategic Plans of Sector departments considers IDPs ○ Support and monitor CoGHSTA alignment responsibilities 	<ul style="list-style-type: none"> ● Inadequate monitoring of sector departmental participation in the IDP/Budget processes
CoGHSTA	<ul style="list-style-type: none"> ○ Ensure horizontal alignment of IDPs of various municipalities ○ Ensure vertical alignment between provincial sector departments/strategic plans and IDP processes 	<ul style="list-style-type: none"> ● Delays in issuing the results of IDP/Budget Assessment
Sector departments	<ul style="list-style-type: none"> ○ Contribute technical knowledge, ideas and sector expertise to the formulation of municipal strategies, projects and sector plans ○ Provide departmental operational and capital budgetary information 	<ul style="list-style-type: none"> ● Inadequate participation in the IDP processes ● Implementation of projects not listed in the IDP ● No progress reports on implementation of projects
IGR Structures (IDP Rep forum, IDP Managers/ Officers Forum, PDPF, DDPF)	<ul style="list-style-type: none"> ○ Provide dialogue between sectors for holistic infrastructure development ○ Promote inter-governmental dialogue to agree on shared priorities and interventions 	<ul style="list-style-type: none"> ● Ineffective DDPF
LEDET	<ul style="list-style-type: none"> ○ Provide advice on environmental, economic development and trading issues 	
Treasury	<ul style="list-style-type: none"> ○ Provide support to ensure that the municipality complies with MFMA and relevant regulation 	
Civil society (CBOs, NGOs, Organisations for Youth, women and people with disabilities, tertiary and research institutions)	<ul style="list-style-type: none"> ○ Inform and consult various interests of the community 	<ul style="list-style-type: none"> ● Not enough resources are available to meet needs of all interests groups
Communities	<ul style="list-style-type: none"> ○ Identify and prioritize 	

	<ul style="list-style-type: none"> needs ○ Discuss and comment on the draft IDP review ○ Monitor performance in the implementation of IDP 	
Ward committees	<ul style="list-style-type: none"> ○ Articulate community needs ○ Participate in the community consultation meetings ○ Help in the collection of needed data/research 	<ul style="list-style-type: none"> • Delays in submitting needs • Conflict with CDWs
Community Development Workers	<ul style="list-style-type: none"> ○ Help in the generation of required data, thereby providing requisite support to ward committees 	<ul style="list-style-type: none"> • Delays in submitting needs • Conflict with ward committees
Political parties	<ul style="list-style-type: none"> ○ Provides inputs 	<ul style="list-style-type: none"> • Conflicts among political parties
Media	<ul style="list-style-type: none"> ○ Inform the public on the municipal activities 	
Newsletter	<ul style="list-style-type: none"> ○ Contribute to the success of reaching the community 	<ul style="list-style-type: none"> • Delayed production /distribution of newsletter

2016 / 2017-2020/21 IDP/Budget Stakeholders Consultations Programme

Date	Target Audience / Wards	Time	Venue
11.04.2016	Traditional healers Council, HIV/Aids Councils, Safety Council, NAFCOC, LED forum, NGOs and CBOs	10h00	MLM Council Chamber
12.04.2016	Wards 1-9	09h00	Eensaam Sports Ground
13.04.2016	Wards 12,13,14,15,16,17, 22 and 23	09h00	Ga-Maloma village (Makatane Sports Ground)
14.04.2016	Wards 10,11,18,19,20 and 21	09h00	Zamane(Tigers Sports Ground)
15.04.2016	Wards 24,25,26,27,28,29,30 and 31	09h00	Kolokotela Sports Ground
18.04.2016	Municipal Staff	09h00	MLM Council Chamber
19.04.2016	Special focus groups (Youth, Women, the elderly and Person living with Disabilities)	09h00	MLM Council Chamber

20.04.2016	Magoshi	09h00	MLM Council Chamber
25.04.2016	IDP Steering committee	09h00	MLM Council Chamber
26.04.2016	IDP Representative Forum	09h00	MLM Council Chamber

IDP Rep Forum and Mayoral Imbizos

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

Ward committees and CDWs

The municipality has established 31 ward committees which assist council in terms of liaising with the community. They play a role as link between the municipality and community and facilitate development of long term vision. Ward committees ensure that the views of the communities are captured in the IDP by attending to public participation meetings and submitting inputs to the municipality. The municipality has developed a ward committee policy to ensure the effectiveness and efficiency of system. They assist in terms of monitoring municipal institutional performance. The ward committees' reports get evaluated every month for the purpose of monitoring their functionality and effectiveness.

The municipality has 25 CDWs against 31 wards meaning some of these CDWs are allocated more than one ward. This impact on the effectiveness of their operations. The following wards have no CDWs attached to them (3,13,20,22,23 and 26)

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.

Municipal Public Accounts Committee (MPAC)

The Municipality has established a Municipal Public Accounts Committee in terms of Sections 33 and 79 of the Municipal Structures Act 1998. This committee plays an oversight role of the council. The committee consists of nine non-executive councilors.

Challenges		Action Plan
Minimal stakeholder participation	X	Capacity enhancement of different stake holders
Alignment of activities and programmes with other spheres of government	X	enhancement of IGR Function

3.6.3 KFA 49: Risk Management

3.6.3.1 Extremely Critical Risks

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

Risk governance in the Municipality

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

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

- I. Risk governance structure, Framework and Policy
- II. Risk management Oversight
- III. Risk ownership and accountability
- IV. Risk management approach and principles
- V. Risk assessment methodology
- VI. Continuous risk assessment, design and implementation of risk response and continuous monitoring.
- VII. Risk profile and integrated risk reporting

Challenges facing Risk Management

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

The Table below illustrates an overview of risk assessment:

Objectives	Risk	Root cause	Inherent risk
To ensure greater investment in infrastructure and provide better services to Makhuduthamaga residents and business	Unaffordability	High level of unemployment The existing culture of free services	High
Promote local economic development (LED) in municipal area	Lack of infrastructure	1.Disintegrated and reactive planning 2.Migration of revenue source 3.Inadequate Capital funding 4.Inability to acquire land	High
Improve good governance and deepen community involvement in the affairs of the municipality	Dysfunctional municipality and /Lack of community buy-in	1.Inadequate communication 2.Lack of understanding of municipal operations	Low

Audit

An Internal Audit unit has been established and is functional. Audit committee for the municipality is also established and is reporting directly to Council as required by law. The Risk management unit is directed by the Risk Management Framework that is aligned with the province Annual financial statements are prepared annually and are submitted to the Audit committee and further to the Auditor General for auditing.

Municipal Audit Outcomes

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

Analysis of Audit Opinion by the Auditor General over the last four years

2011/12	2012/13	2013/14	2014/15
Qualified opinion	Qualified opinion	Unqualified opinion	Unqualified opinion

Source: Auditor General Report

Anti-Corruption

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

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

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

3.6.4 KFA 50 Policies, Strategies and Plans

3.6.4.1 Policies, Strategies and plans

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

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

Policies, Strategies and Plans	Status
Staffing Policy	Approved by Council on 30 April 2013
LED Strategy	Approved by Council in 2009 and reviewed in 2014 awaits approval by council
Performance Management Policy and Framework	Approved by Council 27 Feb 2013
Tariff Policy	Reviewed by council on the 28 th May 2015
Credit control and Debt collection policy	Reviewed by council on the 28th May 2015
Asset management Policy	Reviewed by council on the 28th May 2015

Property Rates Policy	Reviewed by Council on the 28 th May 2015
Indigent Policy	Reviewed by council on the 28th May 2015
Overtime Policy	Approved by Council in May 2014
Bursary Policy	Approved by Council in May 2012
Communication Policy	Approved by Council in May 2014
Supply Chain Management Policy	Reviewed by council on the 28th May 2015
Budgeting,funding,reserves and virement policy and procedures	Reviewed by council on the 28th May 2015
Public Participation Policy	Noted by council on the 31 May 2013
Housing Policy /Chapter	Draft to be adopted during 2015/16
Land Use Management Policy	Approved during the 2008/9
SDF	Reviewed in 2015
Disaster Plan	Approved during 2007/8
Employment Equity Plan	Reviewed in 2014
HR policies	Approved on the 28 June 2013
Email policy	Approved on the 28 June 2012
Security policy	Approved on the 28 June 2012
Movable ICT policy	Approved on the 28 June 2012
Inventory Management Policy	Reviewed by council on the 28th May 2015
Revenue enhancement policy	Reviewed by council on the 28th May 2015
Fleet management policy and procedures	Reviewed by council on the 28th May 2015
Rates policy	Reviewed by council on the 28th May 2015

3.6.5 KFA 51: BY -LAWS

3.6.5.1 BY –Laws

The following By- laws are promulgated

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

3.6.6 KFA 52: Inter Governmental Relations

3.6.6.1 Inter Governmental Relations

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

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

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

The strategic aim of the Makhuduthamaga IGR Framework would include:

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

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

3.6.7 KFA 53 : Traffic and Vehicle Licenses

3.6.7.1 Traffic Services and agency function

The Municipality is rendering traffic services through:

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

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

3.6.8 KFA 54 : Environmental Management

3.6.8.1 Environmental Management

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

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

3.6.9 KPA 55: Disaster Management

The MLM has developed and adopted Disaster Management Plan during the 2007/8 financial year and it will be reviewed in the 2016/17 financial year. The plan is aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation. It also aimed at providing an enabling environment for disaster management in the municipal area- Promote pro active disaster management through risk reduction programmes, promote cooperative relationships between all spheres of government in case of emergency incidence

3.6.10 KFA 56: Municipal Law Enforcement

3.6.10.1 Law Enforcement

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

GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

STRENGTH	<ul style="list-style-type: none"> ○ Functional Audit Committee in place ○ Well Capacitated Internal Audit Unit ○ Audit Charters in place (e.g. Internal and Audit Committee charters) ○ Risk Management Committee and Framework in place ○ Communication Strategy adopted and reviewed ○ Adequate Human Capacity in the Communication Unit
WEAKNESES	<ul style="list-style-type: none"> ○ Inadequate human capacity to deal with legal issues within the Audit Committee ○ Under staffed Risk Management Unit and Internal Audit ○ Ineffective Risk Management Committee ○ Poor vertical and horizontal communication(internal and External) ○ Branding manual and communication policy still in draft format
OPPORTUNITIES	<ul style="list-style-type: none"> ○ Improved Audit Opinion due to functional Committees (e.g Risk Management and Audit Committee) ○ Compliance with legal requirements and achievement of objectives due to functional Audit Committee ○ Improved Public Participation and Governance
THREATS	<ul style="list-style-type: none"> ○ Probability of litigation high due to ineffective committees (e.g. Risk Management and Audit Committee) ○ Probability of service delivery protest high due to ineffective communication strategy

CHALLENGES

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

3.7. KPA 6: Municipal Transformation and Organisational Development

3.7.1 KFA 57: Institutional analysis

Council, Committees and functionality / Governance

Makhuduthamaga Local Municipality has 61 Councilors i.e. 31 Ward Councilors and 30 Councilors elected from proportional party list (PR). The Mayor is the head of Exco which comprises of 10 Councilors who are Heads of departments in terms of Section 80 of Municipal Structure Act. The Mayor, Speaker, Chief whip and two Exco members are full time whereas the remaining number of Councilors is on part time basis. The Municipality has considered the establishment of Council Structures, the statutory committees established in terms of the Municipal Structures Act and the Municipal Finance Management Act. The composition of a particular committee is mainly determined by the role it is envisaged to play. For instance, if the committee has to perform the political oversight, the members will as such be politicians and take the form of portfolio committee while administrative committees focus on technical issues and are constituted by the technocrats. The Council Structures of Makhuduthamaga Local Municipality include the following: Council. Executive committee, Economic Development and Planning portfolio committee, Infrastructure Development portfolio committee, Corporate Services portfolio committee, Community Services portfolio committee, Budget and Treasury portfolio committee, Local Labour forum, Human Resource committee(Training, Employment Equity committee, OHS committee, Employees wellness),Bids committees, Oversight, Audit committee and Municipal Public Accounts Committee .The functionality of these committees is often determined by the frequency of meetings and turnaround time on issues that are delegated to respective committees. The governance committees usually have schedules of meetings and they meet at least four times annually i.e. hold a meeting at least once per quarter. On the other hand, administrative committee can meet as frequent as possible, depending on the need and urgency of matters to be dealt with. However, a minimum of six meetings per annum is expected for each administrative committee.

3.7.2 KFA 58: Staff components and Employment Equity

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

Employment equity challenges

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

3.7.3 KFA 59: Organisational Performance Management System (OPMS) and Performance Management System (PMS)

Performance management serves to measure the performance of the Municipality on meeting its IDP. The Makhuduthamaga Local Municipality has adopted its Performance Management Strategy during 2011/12 financial year. A performance management unit was established in 2011. It is currently concentrating on the organizational and individual performance at the level of section 57 managers. Immediately after the adoption of the IDP and budget, the municipality develops Service Delivery and Budget Implementation Plans (SDBIP) which serves as business plans for individual departments within the municipality. The municipality has undergone a strategic planning session from 04-05 February December 2016.

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

A Midyear report (Section 72 report) is developed from the Quarterly reports generated during the EXCO Lekgotla sessions. Municipal annual service delivery reports are generated from this process on annual basis which amongst others will inform the formulation of the annual report. After the adoption of the Annual report by the Municipal Council, the Oversight Committee scrutinizes the report and makes final recommendations to the council for the adoption of the final Oversight report which will then be open for public consumption. All Section 57 Managers have signed Performance Agreements for 2015/16 financial year.

HR and PMS Challenges

CHALLENGES		ACTION
Inadequate performance results	X	Annual review of PMS
Mainstreaming of the PMS Framework to all employees at management level	X	Roll out of PMS to all Management in 2016/17
Inadequate remuneration packages		Development of remuneration policy and strategy
Inadequate policies and procedures for HRM / HRD		Develop and review of HRM / HRD policies and procedures
Inadequate office space and furniture		Extension of office building /acquiring of temporary offices

Administrative Structure

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

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

3.7.4 KFA 60: Skills needs within the Municipal Council

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

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

3.7.5 KFA 61: Occupational Health and Safety (OHS)

The Makhuduthamaga Local Municipality has established Occupational Health Safety Committee during 2010/11 financial year. Committee is functional which has also been established as per legislative requirement and also there are six Health and Safety reps in place. The committee meets on quarterly basis. Committee members have thus far received training on First Aid Level one. And OHS Official to run the Unit has been employed by the municipality during the 2015/16 financial year. The functions of the unit are guarded to advance the objects of Occupational Health and Safety Act, 85 of 1993.

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

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

3.7.6 KFA 62: Records and Registry Services

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

3.7.7 KFA 63. Organisational Structure

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

NB: Draft Organogram for 2016/17 financial Year: See annexure B

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

3.7.8 KFA 64: 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 area 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. High unemployment and illiteracy level.
7. Spatial issues. Releasing of land for development. Accelerating the pace of township development. 98% 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. Inadequated Childcare facilities and libraries services
10. Cemeteries (fencing and provision of sanitary facilities)
11. Increasing capacity of the municipality to perform more functions
12. Mast lights to combat crime
13. Building of schools and additional classrooms

Source: MLM 2014

3.7.9 KFA 65: Cross Cutting Issues

Women Empowerment

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

Youth Empowerment

The Municipality has appointed an official to deal with Special focus groups. 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.

Gender Equity

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

Children

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

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

Aged / elderly

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

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

HIV/AIDS

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

HIV prevalence

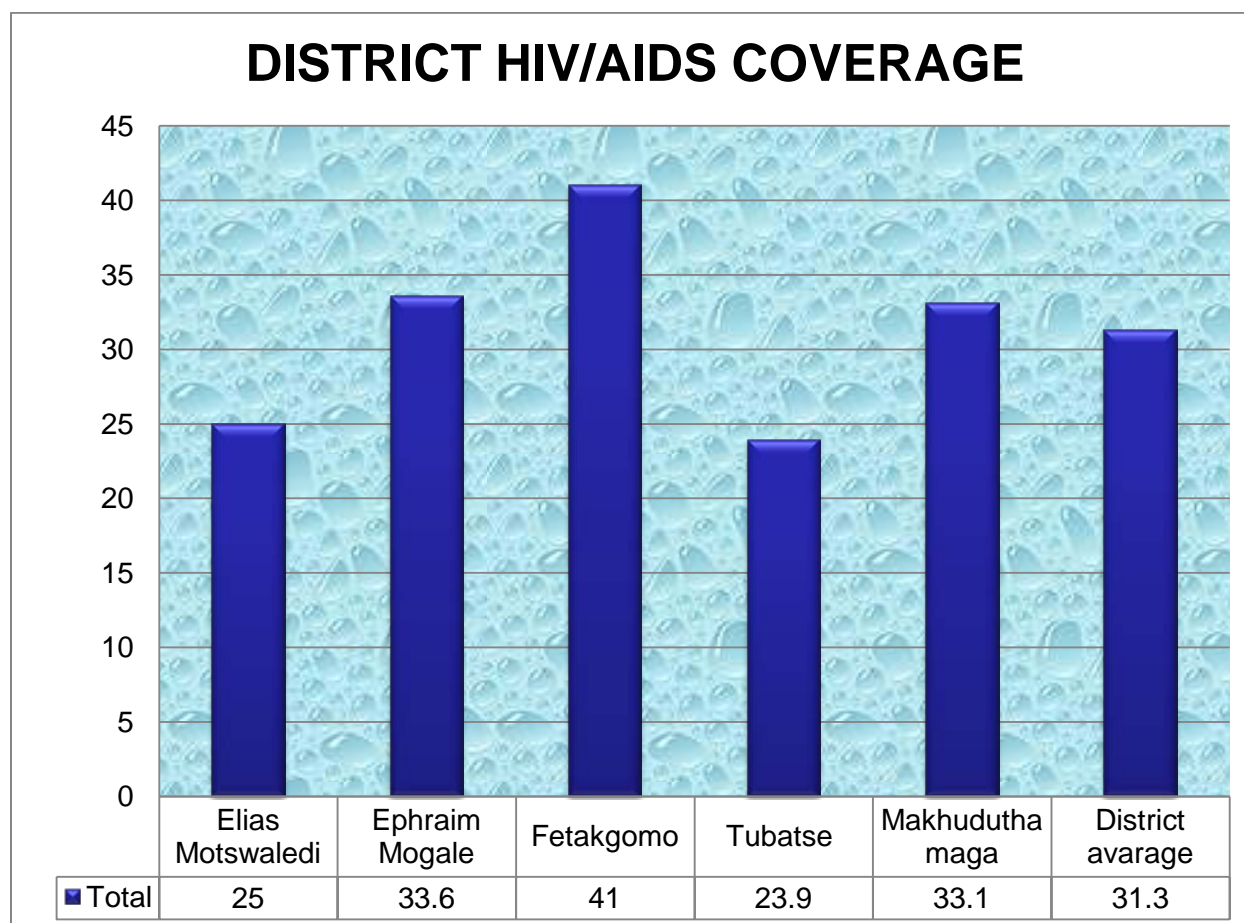
Municipality	2012/13	2013/14	2014/15
Makhuduthamaga	5.9	6.2	-

Source: Department of Health 2015

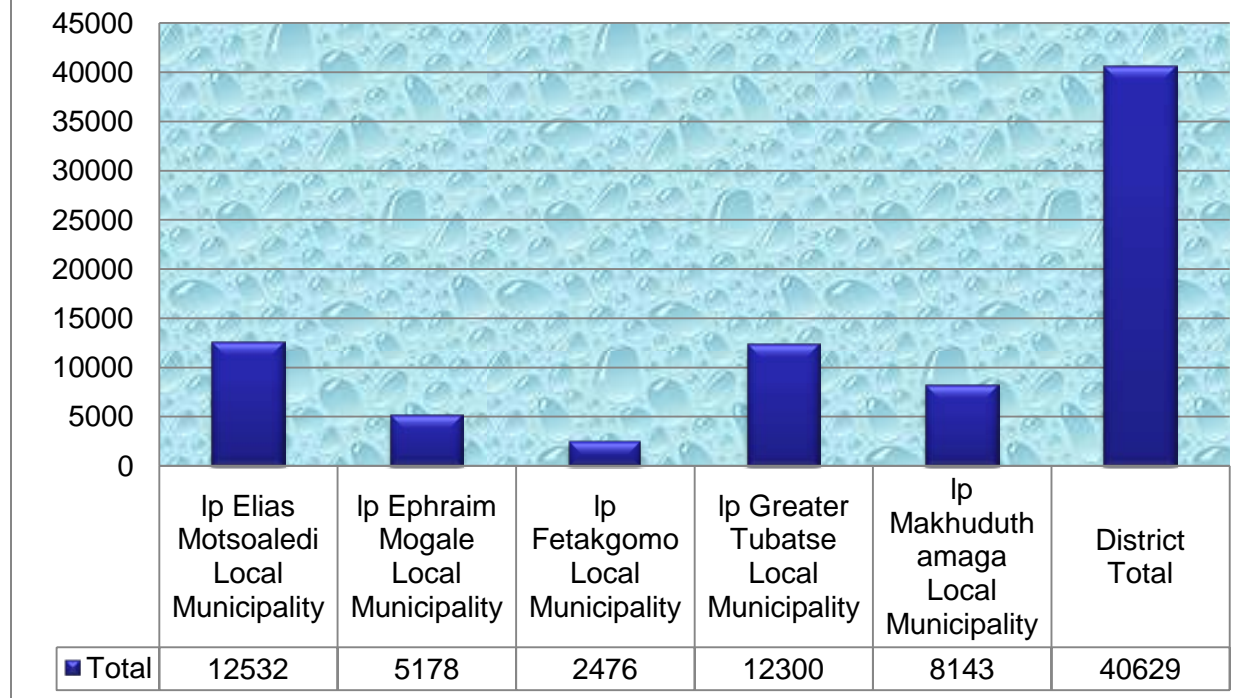
Voluntary testing for HIV

Municipality	2012/13	2013/14	2014/15
Makhuduthamaga	37653	59562	51056

Source: Department of Health 2015



Client remaining on ART



TB, maternal death and infant mortality

Municipality	Number of TB cases reported	Number of maternal deaths reported	Number of infant death reported (mortality)
Makhuduthamaga	879	18	151

Source: Department of Health 2015

Developmental challenges

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

Disabled Persons

Youth, women and people with disabilities have generally a broad range of interrelated needs which therefore must be addressed in a holistic and integrated manner. The municipality has identified major challenges that face people with disabilities such as lack of skills and career

guidance. The Municipality together with OTP (Office of the Premier) has embarked on a programme of skilling the unemployed disabled persons whereby four people were on a one year Learnership on Development Practice. During the 2013/14 financial year the municipality has also employed three disabled persons as interns. A policy to address and approach matters affecting people with Disabilities was developed.

Business Sector

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

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

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

Academic and Research institutions

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

IGR and intergovernmental relations

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

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

- Respect the constitutional status, institutions, powers and functions of government in the other spheres;
- Not assume any power or function except those conferred in terms of the Constitution;
- Exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere;
- Co-operate with one another in mutual trust and good faith by-

- Fostering friendly relations
- Assisting and supporting one another;
- Informing one another of, and consulting one another on, matters of common interest;
- Coordinating their actions and legislation with one another;
- Adhering to agreed procedures; and
- Avoiding legal proceedings against one another.

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

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS

STRENGTH	<ul style="list-style-type: none"> ○ Qualified and experienced personnel ○ Some councilors duly help in IDP processes ○ Credible highly rated IDP
WEAKNESSES	<ul style="list-style-type: none"> ○ Shortage of staff ○ IDP structures dysfunctional ○ Poor communication between communities and the municipality ○ Relevant departments are slow in IDP issues ○ Poor revenue generation
OPPORTUNITIES	<ul style="list-style-type: none"> ○ Some stakeholders are cooperative in IDP process ○ Communities actively help in identifying their needs ○ The stakeholders (some) are ready to help in helping IDP implementation
THREATS	<ul style="list-style-type: none"> ○ Dissatisfied wards due to uneven service delivery ○ Protests due to lack of service ○ Insufficient Treasury funding support

Challenges

- ☐ Insufficient Treasury funding support to implement project (satisfy needs)
- ☐ Poor internal revenue generation
- ☐ Poor communication between municipality and community and in-between departments
- ☐ Relevant departments are slow in IDP issues (addressing them)
- ☐ Shortage of staff
- ☐ Dysfunctional IDP structures

- ☐ Dissatisfied wards due to uneven service delivery
- ☐ Protests due to lack of service

PRIORITISATION SUMMARY AS PER EACH KPA

KPA	Summary by order of priority
Spatial rationale	<ol style="list-style-type: none"> 1.Acquisition of land 2. Effective LUM (Land Use Management) 3. Develop policies for building control 4. Demarcation of sites by Traditional Leaders 5.Mushrooming of informal settlements
Infrastructure Development	<ol style="list-style-type: none"> 1.Provision of Water 2.Provision sanitation 3.Provision road and storm water 4.Environmental management 5.Provision of housing 6.Provision of electricity 7.Waste Management 8.Integrated Transport Plan 9.Traffic Law Enforcement 10.Disaster Management 11.Fencing of Cemeteries
Local Economic Development	<ol style="list-style-type: none"> 1. Ward based LED profile 2. Draft LED strategy review 3. Draft LED support policy 4. War based SMME profiling 5.Agricultural value chain 6. Tourism /LED Forum 7. Climate change
Financial Viability	<ol style="list-style-type: none"> 1. Resistance to pay property rates by local businesses. 2. In-accuracy of valuation roll information. 3. Lack of support by key stakeholders on implementation of Revenue Enhancement Strategy.

	<p>4. Inadequate implementation of procurement plan and budget.</p> <p>5. Inadequate implementation of mSCOA project plan.</p> <p>6. MSCOA steering committee and project implementation team not functional.</p> <p>7. Current Financial management system (Accpac) not able to run mSCOA tables.</p> <p>8. None adherence to conditional grants project implementation plan.</p> <p>9. Late receipts of grants allocation.</p> <p>10. SARS does not pay VAT refunds within 21 legislated days.</p>
Good Governance and Public Participation	<p>1.Awareness/workshops for departments on the role of Risk Management and Internal Audit</p> <p>2.Staffing of the Risk Management Unit</p> <p>3.Legal expertise in the Audit Committee</p> <p>4.Effective communication with the community through establishment of communication structures</p> <p>5.Effective horizontal and vertical communication in the municipality through workshops</p>
Municipal Transformation and Organisational Development	<p>1.Insufficient Treasury funding support to implement project (satisfy needs)</p> <p>2.Poor internal revenue generation</p> <p>3. Poor communication between municipality and community and in-between departments</p> <p>4.Relevant departments are slow in IDP issues (addressing them)</p> <p>5.Shortage of staff</p> <p>6.Dysfunctional IDP structures</p> <p>7. Dissatisfied wards due to uneven service delivery</p> <p>8.Protests due to lack of service</p>

CHAPTER 4: STRATEGIES PHASE

KPA : Spatial rationale	
1.Priority Issue	Land acquisition
Strategic Objective(s)	To acquire land for development during the 2016-2021 IDP cycle
Strategies / Interventions	Identify suitable land for development in accordance with SDF Make provisions in the budget for land acquisition Develop a MoU with Traditional Leaders in the acquisition of Land
Outcome	Land acquisition for development
2. Priority Issue	Effective land use management
Strategic Objective(s)	To implement LUMS effectively and efficiently annually
Strategies / Interventions	Conduct awareness campaign on LUMS (public) Train/workshop officials on the implementation of LUMS Train/workshop Council & Traditional Leaders on the implementation of LUMS LUMS review
Outcome	Effective and implementation of LUMS
3. Priority Issue	Building Control policies and Regulations
Strategic Objective(s)	To develop Building Control policies and Regulations in the 2016/17 FY
Strategies / Interventions	Research and feasibility study on building control policies and regulations. Provision of budget to develop the building control policies and regulations
Outcome	Building Control policies and Regulations developed

4. Priority Issue	Formal planning of settlements
Strategic Objective(s)	To formalise informal settlements
Strategies / Interventions	To engage Traditional Leaders through Council on the need for formal planning To train/workshop Council& Traditional Leaders on the LUM
Outcome	Site demarcation in accordance with the LUMS

KPA 2 : Basic services	
1.Priority Issue	Provision of water
Strategic Objective(s)	To provide water at RDP standard to 3481 h/h in the 2016/17
Strategies / Interventions	Identify and prioritise villages with no water infrastructure and submit to Sekhukhune District Municipality for prioritisation of extension on bulk and water and reticulation to new areas and implementation
Outcome	3481 h/h provided with water at RDP standards
2. Priority Issue	Provision of sanitation
Strategic Objective(s)	To provide 2552 VIP toilets to communities in the 2016/17
Strategies / Interventions	Identify and prioritise villages with no sanitation and submit to Sekhukhune District Municipality for prioritisation of extension to new areas and implementation
Outcome	2552 households provided with VIP toilets
3. Priority Issue	Provision of road and storm water (The road backlog is 255.49 km and Backlog of bridges is at 76.)
Strategic Objective(s)	To provide 30km quality surfaced roads and storm water infrastructures in the 2016/17 To maintain XXXkm of gravel roads in the 2016/17
Strategies / Interventions	Annual reviewable of Roads and storm water master plan. Compilation of comprehensive infrastructure maintenance policy
Outcome	30km of quality surfaced road and storm water provided xxxkm of gravel roads maintained
4. Priority Issue	Environmental Management Plan

Strategic Objective(s)	To develop environmental management plan in the 2016/17
Strategies / Interventions	Allocation of funds Appointment of Service Provider
Outcome	Adopted Environmental Management Plan
5.Priority Issue	Provision of housing(housing backlog is at 8118)
Strategic Objective(s)	To provide xxxx RDP houses in the 2016/17
Strategies / Interventions	Identify and submit the names of beneficiaries to CoGHSTA for verification and allocation
Outcome	Xxx RDP houses provided
6. Priority Issue	Provision of electricity(9901 total backlog)
Strategic Objective(s)	To provide electricity to xxx h/h in the 2016/17
Strategies / Interventions	Identify and submit the names of beneficiaries to DoE and Eskom for verification and allocation
Outcome	Xxxh/h provided with electricity
7.Priority Issue	Integrated Transport Plan
Strategic Objective(s)	To develop and implement Integrated Transport Plan in the 2016/17
Strategies / Interventions	Allocation of funds Appointment of Service Provider
Outcome	Adopted ITP
8.Priority Issue	Disaster Management Plan
Strategic Objective(s)	To adopt the reviewed Disaster Management Plan in the 2016/17
Strategies / Interventions	Submission to Management and Exco for inputs the Council for adoption
Outcome	Adopted Disaster Management Plan
9.Priority Issue	Fencing of cemeteries
Strategic Objective(s)	To fence all cemeteries in MLM in consultation with traditional leaders
Strategies / Interventions	Prioritise cemeteries that are not fenced
Outcome	Fenced cemeteries

KPA3 : Local Economic Development	
1. Priority Issue	Ward based LED profile
Strategic Objective(s)	To profile LED opportunities per ward in the 2016/17 F/Y
Strategies / Interventions	Create SMME database Profiling ward economic indicators
Outcome	Ward based economic development
2. Priority Issue	LED strategy review
Strategic Objective(s)	To renew LED strategy to align with ward based economic profile (2016/17 f/y)
Strategies / Interventions	Align with National, Provincial and District development plans
Outcome	An inclusive LED strategy
3. Priority Issue	Agricultural value chain
Strategic Objective(s)	To integrate and align agricultural opportunities SMME products by 2016/17 f/y
Strategies / Interventions	Business Management workshop SMME support Annual agricultural summit
Outcome	Sustainable and economically viable agricultural SMME
4. Priority Issue	Tourism / LED
Strategic Objective(s)	To enhance institutional support and monitoring of LED and tourism SMME by 2016/17 f/y
Strategies / Interventions	Tourism indaba /shows SMME visits Tourism and LED forum meetings
Outcome	Increased tourism opportunities and vibrant product owners

KPA 4 :Financial Viability	
1.Priority Issue	Resistance to pay property rates by local businesses and government departments.
Strategic Objective(s)	To maximise opportunities for Revenue generation and reduce grants dependency by 50% by 2021.
Strategies / Interventions	Engage the department of CoGHSTA to facilitate co-operation of Magoshi and the municipality on issues of property rates. Engage the local business owners to discuss their debts and provide solution together. Use services of debt collector.
Outcome	Maximization of revenue collected and reduction of grant dependency.
2.Priority Issue	In-accuracy of valuation roll information.
Strategic Objective(s)	To maximise opportunities for Revenue generation and reduce grants dependency by 50% by 2021.
Strategies / Interventions	Develop new accurate valuation roll. Engage local business owners during Development of the new valuation roll. Engage affected government departments during the development of the new valuation roll.
Outcome	Credible and accurate valuation roll (Accurate billing)
3.Priority Issue	Lack of support by key stakeholders on implementation of Revenue Enhancement Strategy.
Strategic Objective(s)	To maximise opportunities for Revenue generation and reduce grants dependency by 50% by 2021.
Strategies / Interventions	Convince council on facts to support billing on services offered by the municipality and use of council facilities. Council to consult traditional leaders, community organizations and all community members on the revenue enhancement strategy.
Outcome	Maximization of revenue collected and reduction of grant dependency. (New and sustainable sources of revenue).
4. Priority Issue	Inadequate implementation of procurement plan and budget.

Strategic Objective(s)	To facilitate effective and efficient implementation of the IDP and Budget for 2016/17 on a monthly basis
Strategies / Interventions	Draw implementation plan with monthly expenditure projections for each project. Weekly monitoring and reviews of procurement plan by SCM manager.
Outcome	Adherence to planned procurement dates. Effective and efficient implementation of IDP and Budget.
5. Priority Issue	Inadequate implementation of mSCOA project plan.
Strategic Objective(s)	To improve data quality, credibility of reported financial and non financial information of the municipality considering applicable legislation by June 2017.
Strategies / Interventions	Use external professional expertise to speed up implementation of the project. mSCOA project implementation to be a standing item in every management meeting. Document all processes for the project implementation.
Outcome	Live mSCOA compliant financial management system by 31 May 2017. (Compliance with mSCOA regulations)
6. Priority Issue	MSCOA steering committee and project implementation team not functional.
Strategic Objective(s)	To improve data quality, credibility of reported financial and non financial information of the municipality considering applicable legislation by June 2017.
Strategies / Interventions	Appoint new members of the mSCOA steering committee and project implementation team Report progress on mSCOA implementation to council on a quarterly basis.
Outcome	Live mSCOA compliant financial management system by 31 May 2017. (Compliance with mSCOA regulations)
7. Priority Issue	Current Financial management system (Accpac) not able to run mSCOA tables.

Strategic Objective(s)	To improve data quality, credibility of reported financial and non financial information of the municipality considering applicable legislation by June 2017.
Strategies / Interventions	Invite bids for an mSCOA compliant financial management system. Initiate system change processes and get approval from National Treasury.
Outcome	Live mSCOA compliant financial management system by 31 May 2017. (Compliance with mSCOA regulations)
8.Priority Issue	SARS does not pay VAT refunds within 21 legislated days.
Strategic Objective(s)	To maximise opportunities for Revenue generation and reduce grants dependency by 50% by 2021.
Strategies / Interventions	Liaise with SARS
Outcome	Refunds made within legislated days

KPA 5 :Good Governance and Public Participation	
1.Priority Issue	Awareness/workshops for departments on the roles of Risk Management and Internal Audit
Strategic Objective(s)	To conduct risk management and Internal Audit workshop by April/July 2016
Strategies / Interventions	To target all departments before carrying out projects – Beginning of financial year Involve stakeholders(Treasury/CoGHSTA/District)
Outcome	Well informed staff about the roles of Internal Audit/Risk Management within the municipality
2.Priority Issue	Staffing of the Risk Management Unit
Strategic Objective(s)	To fill up the position of Risk Manager by July 2016
Strategies / Interventions	Ensure that the reviewed organizational structure reflects the post and its budgeted for

	Follow HR processes to ensure we attract a pool of experts
Outcome	A well capacitated/staffed Risk Management Unit
3.Priority Issue	Legal expertise in the Audit Committee
Strategic Objective(s)	To appoint the Audit Committee with legal expertise by July 2017
Strategies / Interventions	Follow HR processes to attract the right individuals with legal background as a requirement
Outcome	Audit Committee with legal background/expertise
4. Priority Issue	Effective communication with the community through establishment of communication structures
Strategic Objective(s)	To review the communication strategy by July 2016
Strategies / Interventions	Refer the strategy to the policy development committee.
Outcome	An improved communication between the municipality and the community.
5.Priority Issue	Effective horizontal and vertical communication in the municipality
Strategic Objective(s)	To review the communication strategy and adopt the branding manual by July 2016
Strategies / Interventions	Teambuilding for the municipality Branding manuals to be presented to council for adoption
Outcome	To have an effective communication within the municipality and with the community

KPA 6 : Municipal Transformation and Organisational Development	
1.Priority Issue	Insufficient Treasury funding support
Strategic Objective(s)	To discuss with all departments and encourage them to implement their SDBIPs in time by December annually To encourage departments to utilise their funds in time (by December annually)
Strategies / Interventions	Speedy and prompt proper implementation of SDBIP Speedy and prompt proper usage of funds Appropriate request of more funds
Outcome	Sufficient funds to implement IDP Improved service delivery
2. Priority Issue	Poor internal revenue generation
Strategic Objective(s)	To encourage Traffic services improve systems of Traffic Management and stations to generate more money by December 2016 To encourage Traffic Services to train Traffic personnel to be effective and efficient by December 2016 To encourage collection of funds by means of selling proof of residence, property rates, building plans approval etc (June 2016)
Strategies / Interventions	The improvement of Traffic systems to be effective and efficient Training of staff Put in place other methods of fund collection
Outcome	Improved revenue generation
3. Priority Issue	Poor communication between municipality and community and in – between departments
Strategic Objective(s)	To train stakeholders (staff,councilors,magoshi and ward communities) in effective and efficient communication To train stakeholders (staff,councilors,magoshi and ward communities) in Bathopele principles
Strategies / Interventions	Training of stakeholders in effective and efficient communication Training of stakeholders in Bathopele principles

Outcome	Improved communication
4. Priority Issue	Relevant Departments are slow in addressing IDP issues
Strategic Objective(s)	To ensure staff members are thoroughly conversant with the IDP process by December 2016 To ensure departments actively comply with every phase of IDP quarterly To train staff members and have workshops and seminars annually
Strategies / Interventions	Engage with departments to comply with IDP phases Training, workshops and seminars on IDP
Outcome	IDP issues responded to within stipulated legislations
5. Priority Issue	Dysfunctional IDP structures
Strategic Objective(s)	To sensitize Exco and top management about the importance of IDP structures by December 2016 To revive IDP structures by December 2016
Strategies / Interventions	Engage with Exco and top management i.r.o importance of IDP structures Revival of IDP structures
Outcome	Revised and functional IDP structures
6. Priority Issue	Dissatisfied wards due to uneven service delivery
Strategic Objective(s)	To encourage departments deliver services in time evenly in accordance with Mscoa 2018
Strategies / Interventions	Compliance with Mscoa (delivery of services in each ward)
Outcome	mSCOA compliant

CHAPTER 5: PROJECTS

5.1 PROJECTS TO BE IMPLEMENTED BY MAKHUDUTHAMAGA LOCAL MUNICIPALITY IN THE 2016/17-2020/21 F/Y

KPA 1: SPATIAL RATIONALE

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

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of funding	Annual Target	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Economic Development and Planning	Demarcation of Sites(3)	To ensure effective and efficient utilization of land for human settlement	Number of settlements demarcated	R 5 000 000	ES	3 Settlement demarcated	R 2 500 000	R2 500 000	R0.00	R0.00	R0.00
Economic Development and Planning	Review of LUMS and Implementation of LUMS	To ensure effective and efficient communication and consensus on land use	Number of workshops with traditional authorities held	R850 000	ES	1 LUMS review 4 workshops with tribal authorities and 1 LUMS Awareness Seminar	R 300 000	R250 000	R300 000	R0.00	R0.00
Economic Development and Planning	Land acquisition	To ensure effective and efficient utilisation of space	Number of Sites acquired	R750 000	ES	1 site acquired	R 200 000	R250 000	R300 000	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of funding	Annual Target	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Economic Development and Planning	Implementati on of GIS	To ensure utilization of space information system for effective service delivery	% progress in GIS implementati on	R5 000 000	ES	100% implementati on of GIS	R1 500 000	R1 500 000	R 2 000 000	R0.00	R0.00
Economic Development and Planning	Building Regulations Awareness and control strategy	To ensure compliance with national building regulations	Number of awareness seminars held	R750 000	ES	1 Building regulation awareness workshops/se minars 1 strategy developed	R400 000	R150 000	R200 000	R0.00	R0.
Economic Development and Planning	Development of municipal Park	To ensure effective and efficient utilization of green and recreational space	% progress in construction and maintenance of municipal park	R1 000 000	ES	100% development of municipal park	R 1000 000	R0.00	R0.00	R0.00	R0.00
Economic Development	Identification of site for	To ensure effective and efficient	% progress in construction	R750 000	ES	100% development of municipal	R200 000	R250 000	R300 000	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of funding	Annual Target	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
and Planning	municipal cemetery	utilisation of space	of cemetery			cemetery					
Economic Development and Planning	Formalisation of Jane Furse primary node	To ensure effective and efficient utilisation of space	% progress in formalisation of Jane Furse.	R4 500 000	ES	25% formalisation of Jane Furse primary node	R1 000 000	R1 500 000	R2 000 000	R0.00	R0.00

KPA 2: INFRASTRUCTURE DEVELOPMENT

Strategic Objective: Improved quality of life

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Infrastructure Development	Construction of access road from Malegale to Madibaneng (6km)	To provide sustainable accessible road infrastructure by June 2017	#km completed	R8 000 000	MIG	6km	R 8000 000	R0	R0	R0	R0
Infrastructure Development	Construction of Rietfontein to Eensaam Access Road	To provide sustainable accessible road	#km completed	R32 500 000	MIG / ES	5.5km	R16 000 000	R16 500 000	R0	R0	R0

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
	(10.5km)	infrastructure by June 2018									
Infrastructure Development	Construction of Thabampshe Cross to Tswaing Access Road (13.5km)	To provide sustainable accessible road infrastructure by June 2018	#km completed	R33 500 000	MIG / ES	7km	R17 500 000	R13 000 000	R3 000 000	R0	R0
Infrastructure Development	Construction of Access Road from Glen Cowie to Moloi (5km)	To provide sustainable accessible road infrastructure by June 2018	#km completed	R17 950 000	MIG	0km	R7 000 000	R7.950 000	R3 000 000	R0	R0
Infrastructure Development	Construction of Kolokotela Internal Road (5.5km)	To provide sustainable accessible road infrastructure by June 2019	#km completed	R16 500 000	MIG	0km	R3 000 000	R7 500 000	R6 000 000	R0	R0
Infrastructure	Construction of Makgwabe to	To provide sustainable accessible	#km completed	R35 000 0	MIG	0km	R5 822 000	R7 500 000	R13 500 000	R0.00	R0

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Development	Mphane Access Road (10km)	road infrastructure by June 2020		00							
Infrastructure Development	Construction of Access road to Mampane(5km)	To provide sustainable accessible road infrastructure by June 2020	#km completed	R26 000 000	MIG	0km	R0	R1 826 000	R10 000 000	R14 174 000	R0
Infrastructure Development	Construction of Kome Internal Strs(2.5km)	To provide sustainable accessible road infrastructure by June 2019	#km completed	R13 000 000	MIG	0km	R0	R1 750 000	R8 066 412.41	R3 183 587.59	R0
Infrastructure Development	Construction of Pitjaneng Internal Str(2.3km)	To provide sustainable accessible road infrastructure by June 2019	#km completed	R11 500 000	MIG	0	R0	R1.500 000	R6 000 000	R 4 000 000	R0
Infrastructure	Construction of	To provide sustainable	#km	R22 000	MIG	0km	R0	R1 500 000	R6 000 0	R 0.00	R0

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Development	Marishane and Phaahla Internal Str(4.2km)	accessible road infrastructure by June 2020	completed	000				.	00		
Infrastructure Development	Construction of Mohlala/Ngwan amatlang Access Bridge	To provide sustainable accessible stormwater control infrastructure by 2019	# bridge completed	R4 000 000	MIG	0 bridge	R0	R1 500 000	R2 500 000	R0	R0
Infrastructure Development	Construction of road from Mashabela Tribal office to Mphanama(10km)	To provide sustainable accessible road infrastructure by June 2021	#km completed	R52 000 000	MIG	0km	R0	R1 049 064	R7 000 000	R0.00	R0.00
Infrastructure Development	Construction of Access Road from R579 to Mashishing Main Reservoir(2.1k	To provide sustainable accessible road infrastructure by June 2017	#km completed	R12 000 000	ES	1.2km	R6 000 000	R6 000 000	R0	R0	R0

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
	m)										
Infrastructure Development	Rehabilitation of R579 Road	To provide sustainable accessible road infrastructure by June 2017	#km,bridge, sidewalks and stormwater completed and bridges	R14 000 000.	ES	#km,bridge, sidewalks and stormwater completed	R7 000 000	R7 000 000	R0	R0	R0
Infrastructure Development	Construction of Thusong Centre	To provide an One Stop Centre to community by June 2020	#building completed	R35 400 000	ES	1 building	R1 000 000	R10 400 000	R15 000 000	R0.00	R0
Infrastructure Development	Construction of 25Speed humps on completed road projects	To provide sustainable accessible road infrastructure by June 2017	#speed humps completed	R1 200 000	ES	25 speed humps	R1 200 000	R0	R0	R0	R0
Infrastructure	Construction of Stormwater	To provide sustainable accessible	#stormwater	R5 200 000	ES	1 stormwater	R5 200 000	R0	R0	R0	R0

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Development	Control at Mogashoa Manamane and Dithlakaneng Road	road infrastructure by June 2017	completed	0							
Infrastructure Development	Construction of Stormwater Control at Rietfontein road	To provide sustainable accessible road infrastructure by June 2017	#stormwater completed	R3 400 000	ES	1 stormwater	R3 400 000	R0	R0	R0	R0
Infrastructure Development	Construction of access road to Maila Mapitsane Tribal Office Phase 4(2.4km)	To provide sustainable accessible road infrastructure by June 2017	#km completed	R14 000 000	ES	2.4km	R5 500 000	R7 000 000	R0	R0	R0
Infrastructure Development	Construction of access road to Mashupye	To provide sustainable accessible road	#km completed	R14 000 000	ES	2.6km	R5 500 000	R7 000 000	R0	R0	R0

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
	village (2.6km)	infrastructure by June 2017									
Infrastructure Development	Construction of Access Road to Mathibeng Tribal Office(1.2km)	To provide sustainable accessible road infrastructure by June 2017	#km completed	R6 500 000	ES	1.2km	R6 500 000	R0	R0	R0	R0
Infrastructure Development	Construction of Access Road from Maloma Tribal Office to Tsopaneng graveyard(1.3km)	To provide sustainable accessible road infrastructure by June 2017	#km completed	R6 950 000	ES	1.3km	R6 950 000	R0	R0	R0	R0
Infrastructure Development	Construction of Manganeng Access Bridge	To provide sustainable accessible road infrastructure by June 2017	#bridge completed	R6 000 00.	ES	1 bridge	R0.00	R6 000 000	R0	R0	R0

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Infrastructure Development	Review of Indigent Register	To review the existing Indigent Register by June 2017	# register reviewed	R 500 000	ES	1 register	R 500 000	R0	R0	R0	R0
Infrastructure Development	Development of Road Master Plan	To develop a realistic road master plan by June 2017	# plan developed	R2 000 000	ES	1 plan	R2 000 000	R0	R0	R0	R0
Infrastructure Development	Construction of Access Road from Sekhukhune Traffic Station to the bridge	To provide sustainable accessible road infrastructure	#km completed	R11m	ES	0km	R0	R5 500 000	R5 500 000	R0	R0
Infrastructure Development	Construction of Matulaneng Access Bridge	To provide sustainable accessible road infrastructure by June 2018	# bridge completed	R1 500 000	ES	0 bridge	R 1 500 000	R0.00	R0.00	R0	R0
Infrastructure	Construction of	To provide sustainable	#bridge	R5 500 00	0 bridge	0 bridge	R0	R0.00	R 5 500	R0.00	R0

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Development	Modutung Access Bridge	accessible road infrastructure by June 2018	completed	0					000		
Infrastructure Development	Construction of Setlaboswane Internal Road(1.6km)	To provide sustainable accessible road infrastructure by June 2018	#km completed	R7 500 000	ES	0km	R0	R0.00	R700 000	R0	R0
Infrastructure Development	Construction of Apel Cross Internal Road(3km)	To provide sustainable accessible road infrastructure by June 2018	#km completed	R15 600 000	ES	0km	R0	R5 600 000	R7 000 000	R0	R0
Infrastructure Development	Construction of Cabrieve Internal Road(2.6km)	To provide sustainable accessible road infrastructure by June 2018	#km completed	R13 520 000	ES	0km	R0	R6 520 000	R7 000 000	R0	R0

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Infrastructure Development	Construction of access road from Rietfontein to Mare road	To provide sustainable accessible road infrastructure June 2018	#km completed	R8 500 000	ES	0km	R0	R0.00	R3 500 000	R0	R0
Infrastructure Development	Construction of road from Lobethal to Tisane	To provide sustainable accessible road infrastructure	#km completed	R12 000 000	ES	0km	R0	R1000 000	R5000 000	R6 000 000	R0
Infrastructure Development	Construction of road from Mokwete to Molepane	To provide sustainable accessible road infrastructure	#km completed	R12m	ES	0km	R0	R1000 000	R5000 000	R6 000 000	R0
Infrastructure Development	Construction of Access road to Mochadi	To provide sustainable accessible road infrastructure	#km completed	R12m	ES	0km	R0	R1000 000	R5000 000	R6000 000	R0
Infrastructure	Construction of	To provide sustainable	#bridge	R 1 500	ES	0 bridge	R1 500 000	R0.00	R0	R0	R0

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Development	Cabrieve Access Bridge	accessible road infrastructure by 2018	completed	000							
Infrastructure Development	Construction of Stocking internal streets	To provide sustainable accessible road infrastructure	#km completed	R15 000 000	ES	0km	R0	R0	R3 000 000	R0.00	R0.00
Infrastructure Development	Construction of access road from Brooklyn to Makoshala	To provide sustainable accessible road infrastructure	#km completed	R15 000 000	ES	0km	R0	R0	R2 500 000	R0	R0
Infrastructure Development	Construction of Access bridge at Nchabeleng (Thabampshe)	To provide sustainable accessible road infrastructure by 2018	#bridge completed	R5 000 000	ES	0 bridge	R0	R0.00	R 800 000	R0	R0
Infrastructure Development	Electrification of households at Riverside/Lehw	To provide sustainable electricity infrastructure	# of household electrified	R7 000 000	DOE	100% electrified	R7 000 000	R0	R0.00	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
	elere, Hlalanika hle and Mokgapaneng	e by 2021									
Infrastructure Development	Maintenance of road and stormwater infrastructure	To provide sustainable road and stormwater infrastructure by June 2021	% road and stormwater maintained	R173 000 000	ES	100% roads and stormwater maintained	R28 000 000.00	R31 000 000	R34 000 000	R38 000 000	R42 000 000
Infrastructure Development	Maintenance of electricity Infrastructure	To provide sustainable electricity infrastructure by June 2021	% electricity infrastructure maintained	R 8 000 000	ES	100% electricity infrastructure maintained	R2 500 000	R2 500 000	R3 000 000	R0.00	R0.00
Infrastructure Development	Free Basic Electricity	To provide free electricity to poor	Number of household benefitted	R13 411 421.01	ES	Households to be provided with free electricity	R4 167 667.57	R4 467 739.64	R4 776 013.67	R0.00	R0.00
Community Services	Solid waste collection and management	To ensure sustainable environment	% progress on Solid Waste	R4 800 000	ES	100% (Procure refuse bags,	R 1 300 000	R1.500 000	R2 000 000	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
			Management			management of illegal dumping, bins procured					
Community Services	Purchase of Waste collection Compactor Truck	To ensure effective and efficient waste collection	No. of waste collection compactor truck	R1.5	ES	1 waste collection compactor truck purchase	R1.5	R00	R00	R0.00	R0.00
Community Services	Protection of Environmental Sensitive areas	To ensure sustainable environment and conservation	No. of environmental sensitive areas	R1 600 000	ES	4 wetlands protected	R500 000	R500 000	R600 000	R0.00	R0.00
Community Services	Development of Environmental Management Plan	To ensure sustainable environment and compliance with national and provincial strategies and regulations	No. of Environmental Management Plan developed	R0.00	ES	1 Environmental Management Plan developed	R0.00	R00	R00	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Community Services	Environmental awareness and Cleanup campaigns	To ensure clean environment	No. of awareness and cleanup activities conducted	R750 000	ES	4 campaigns conducted	R200 000	R250 000	R300 000	R0.00	R0.00
Community Services	Fencing of cemeteries	To protect community cemeteries	No. of cemeteries fenced	R 3000 000	ES	10 cemeteries fenced	R600 000	R600 000	R600 000	R600 000	R600 000
Community Services	Library Awareness campaign	To ensure effective utilization of municipal libraries	No. of activities held	R0.00	ES	9 Awareness Campaigns held. 3 per library	R0.00	R0.00	R0.00	R0.00	R0.00
Community	Road safety programmes	To improve traffic safety	% progress on procured traffic uniform and equipments	R1 650 000	ES	100% procured traffic uniform and equipments and fire arms	R500 000	R550 000	R600 000	R0.00	R0.00
Community Services	Development of Traffic Management	To improve traffic safety	% progress on procured	R0.00	ES	Municipal traffic management plan	R0.00	R0.00	R0.00	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
	Plan		traffic uniform and equipments			developed					
Community Services	Upgrading of DLTC(Nebo and Sekhukhune)	To improve traffic safety	% upgrading of DLTC,CC TV and vehicle testing facilities	R0.00	ES	100% upgraded DLTC, Maintenance of CCTV and upgrading of vehicle testing facilities	R0.00	R0.00	R0.00	R0.00	R0.00
Community Services	Disaster Relief management	To ensure mitigation and bring remedial action on disaster incidents	No. of Availability of disaster relief	R1 350 000	ES	100 Sponges, 200 Blankets and 10 temporary shelters procured.	R400 000	R450 000	R500 000	R0.00	R0.00
Community Services	Disaster awareness campaign	To improve public and community services responds	No. of Disaster awareness campaign	R750 000	ES	6 awareness campaign to be held.	R200 000	R250 000	R300 000	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
		and mitigation on disaster incidents									
Community Services	Upgrading of sports facilities	To improve public and community services	% in upgrading of sports facilities	R1 650 000	ES	3 sports facilities upgrading completed 100%(Mas emola, Peter Nchabeleng and Jane Furse (Artificial Turf)	R500 000	R550 000	R600 000	R0.00	R0.00

KPA 3: LOCAL ECONOMIC DEVELOPMENT (LED)

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

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Economic Development and Planning	Annual LED Summit and Forums and development of LED Plan	To promote Local economic development in the municipal area	No. Of Summit and forum meetings held	R1 750 000	ES	1 LED Summit and 4 LED Forums 1 LED plan developed	R1 200 000	R250 000	R300 000	R0.00	R0.00
Economic Development and Planning	Tourism Forum and Shows and tourism establishment	To promote Local economic development in the municipal area	No. Of Tourism Forums and show held and attended	R250 000	ES	4 Tourism Forum and two shows 2 tourism establishment supported	R250 000	R0.00	R0.00	R0.00	R0.00
Economic Development and Planning	Ward based Expanded Public Works Programme	To promote Local economic development in the municipal area	Number of EPWP Projects supported	R1,505 000	ES/Public works	<u>9 EPWP Projects</u> 1. Farmers/Co-operatives. 2. Cleaning	R1,505 000	R0.00	R0.00	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
	Projects					3. Recycling 4. EPWP Coordinators 5. Segwahlen Stone Crushing 6. Disaster Management 7. Maintenance of Municipal Parks 8. Maintenance of Municipal Sports Facilities 9. Traffic Wardens					
Economic Development and Planning	Ward based SMME/Cooperative Support	To promote Local economic development in the municipal area	Number of SMMEs supported per ward	R5 000 000	ES	15 SMME/Cooperatives supported	R2 000 000	R1 500 000	R1 500 000	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Economic Development and Planning	Market Stalls	To promote Local economic development in the municipal area	Number of Stalls constructed	R1000 000	ES	Construction of 60 market stalls in Jane Furse (40) and Moratiwa(20)	R1m	R0.00	R0.00	R0.00	R0.00
Economic Development and Planning	Landscaping	To enhance the beautification and greening of the municipal front portion.	% progress in landscaping.	R2 500 000	ES	Construction of Municipal Parks Landscaping/ Greening and Paving.	R1m	R1.5m	R0.00	R0.00	R0.00

KPA 4: FINANCIAL VIABILITY

Strategic objective To provide sound and sustainable management of the financial affairs of Makhuduthamaga municipality.

Directorate	Strategic Objective	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Draft Budget				
								2016/17	2017/18	2018/19	2019/20	2020/21
Budget and Treasury	To provide sound and sustainable management of the financial affairs of Makhuduthamaga municipality	Implementation of mSCOA project	To improve data quality, credibility of reported financial and non financial information of the municipality considering applicable legislation by June 2017.	Stage of implementation.	R 4 666 053.60	ES	To go live on mSCOA by 31 May 2017.	R 1 450 000	R1 554 400	R1 661 653.60	R0.00	R0.00
Budget and Treasury	To provide sound and sustainable management of the financial affairs of Makhuduthamaga	Acquisition of mSCOA compliant Financial Management System	To comply with municipal Standard Chart Of Account regulation by July 2017.	Procured mSCOA compliant Financial Management System.		ES	1 mSCOA compliant Financial Management System.					

Directorate	Strategic Objective	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Draft Budget				
								2016/17	2017/18	2018/19	2019/20	2020/21
	municipality	(ERP)										
Budget and Treasury Office	To provide sound and sustainable management of the financial affairs of Makhuduthamaga municipality	MPRA and Traffic fines Debt collection.	To improve municipality's revenue generation.	Percentage of Debtors balance collected.	R 4 874 900	Property Rates	95% collection.	R 2 621 500	R 1 631 900	R 621 500	R 0.00	R 0.00
Budget and Treasury Office	To provide sound and sustainable management of the financial affairs of Makhuduthamaga municipality	Review and implementation of Revenue enhancement strategy	To maximise opportunities for Revenue generation and reduce grants dependency by 50% by 2021.	Reviewed Revenue Enhancement Strategy approved by council. Percentage of own revenue collected.	R0.00	E/S	1 Reviewed Revenue Enhancement Strategy approved by council.	R 0.00	R 0.00	R0.00	R0.00	R0.00
Budget and Treasury	To provide sound and	FMG Program	To implement	Percentage of Grants	R 9 235	FMG	100% spending of	R 1 625	R1 700	R1 955	1 955 000	2 000

Directorate	Strategic Objective	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Draft Budget				
								2016/17	2017/18	2018/19	2019/20	2020/21
Office	sustainable management of the financial affairs of Makhuduthamaga municipality	mes.	FMG projects as per FMG implementation plan	utilised for implementation of approved FMG programmes.	000		the grant. 100% implementation of the FMG implementation Plan.	000	000	000		000
Budget and Treasury Office	To provide sound and sustainable management of the financial affairs of Makhuduthamaga municipality	Adherence to section 65 (2) (e) of the MFMA	To pay all invoices within 30 days of completion of work/services and receipt.	Number of invoices paid within 30 days to total invoices per month	R0.00	N/A	100% compliance with section 65 (2) (e) of the MFMA	R0.00	R0.00	R0.00	R0.00	R0.00
Budget and Treasury Office	To provide sound and sustainable management of the	Extension of Municipal Offices	To provide adequate office space for municipal employee	Stage of construction completed. Approval letter by	R 0.00	Property Rates.	Get National Treasury Approval.	R0.00	R0.00	R0.00	R0.00	R0.00

Directorate	Strategic Objective	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Draft Budget				
								2016/17	2017/18	2018/19	2019/20	2020/21
	financial affairs of Makhudut hamaga municipality		to improve effectiveness and efficiency in service delivery.	National Treasury.								
Budget and Treasury Office	To provide sound and sustainable management of the financial affairs of Makhudut hamaga municipality	Develop a procurement plan for all the departments	To facilitate effective and efficient implementation of the IDP and Budget for 2016/17 on a monthly basis.	Number of procurements completed according to plan.	R0.00	N/A	All procurements completed according to plan.	R0.00	R0.00	R0.00	R0.00	R0.00
Budget and Treasury Office	To provide sound and sustainable management of the financial affairs of Makhudut hamaga	Repairs and Maintenance: Fleet vehicles	To ensure good conditions and lengthen the life span of assets through timeous	Number of fleet vehicles repaired or maintained (Assets that needs repairs)	R 3 340 000	Own Revenue	5 fleet vehicles repaired/maintained.	R 500 000	R 550 000	R 700 000	R 790 000	R 800 000

Directorate	Strategic Objective	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Draft Budget				
								2016/17	2017/18	2018/19	2019/20	2020/21
	municipality		maintenance.									
Budget and Treasury	To provide sound and sustainable management of the financial affairs of Makhuduthamaga municipality	Inventory management (Stationery)	To ensure proper management and timeous replenishment and usage of inventory.	Amount of stationery utilised	R 3 680 000	E/S	R 690 000 amount of stationery utilised. No Audit finding on inventory management .	R 690 000	R 700 000	R 710 000	R 760 000	R 820 000
Budget and Treasury Office	To provide sound and sustainable management of the financial affairs of Makhuduthamaga municipality	Preparation and implementation of municipal budget	To prepare draft budget and final budget for 2016/17 through the use of MFMA timetable; Council approved process plan and MFMA	Complete set of the draft budget and final budget to be tabled and adopted by Council within due dates	R0.00	N/A	1 Draft Budget and 1 Final Budget.	R0.00	R0.00	R0.00	R0.00	R0.00

Directorate	Strategic Objective	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Draft Budget				
								2016/17	2017/18	2018/19	2019/20	2020/21
			circular available and submit to council as prescribed by MFMA.									
Budget and Treasury Office	To provide sound and sustainable management of the financial affairs of Makhuduthamaga municipality	Preparation of adjustment budget.	To prepare draft adjustment budget for 2016/17 through the use of the MFMA timetable, Council approved process plan and MFMA circular available and submit to council by 28 February	Complete set of the draft adjustment budget to be tabled and adopted by council within due date per the MFMA	R0.00	N/A	1 approved adjustment budget.	R0.00	R0.00	R0.00	R0.00	R0.00

Directorate	Strategic Objective	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Draft Budget				
								2016/17	2017/18	2018/19	2019/20	2020/21
Budget and Treasury Office	To provide sound and sustainable management of the financial affairs of Makhudut hamaga municipality	Monitoring and evaluation of the budget implementation.	To monitor evaluate and report to relevant stakeholders on the implementation of the municipality's approved budget as prescribed by MFMA.	Number of quality section 71 reports submitted on time. Number of quality section 52 reports submitted on time.	R 0.00	N/A	12 MFMA section 71 reports submitted on time. 4 MFMA section 52 reports submitted on time. 1 MFMA section 72 report submitted on time.	R0.00	R0.00	R0.00	R0.00	R0.00
Budget and Treasury Office	To provide sound and sustainable management of the financial affairs of Makhudut	Prevent Unauthorised, irregular, fruitless and wasteful expenditure	To reduce Unauthorised, Irregular and Fruitless expenditure to Zero each	Zero Unauthorised, irregular, fruitless and wasteful expenditure disclosed in	R0.00	N/A	Zero Unauthorised, irregular, Fruitless and Wasteful expenditure to be incurred.	R0.00	R0.00	R0.00	R0.00	R0.00

Directorate	Strategic Objective	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Draft Budget				
								2016/17	2017/18	2018/19	2019/20	2020/21
	hamaga municipality	ure	financial year through stronger Internal controls.	the municipality's Financial reports.								
Budget and Treasury Office	To provide sound and sustainable management of the financial affairs of Makhudut hamaga municipality.	Compilation of annual financial statements	To prepare and submit to AGSA, National and Provincial Treasury GRAP compliant annual financial statements annually by 31 August of each financial year.	A complete set of GRAP compliant annual financial statements submitted to AGSA, National and Provincial Treasury.	R0.00	N/A	GRAP compliant set of Annual Financial Statements submitted on or before 31 August 2017.	R0.00	R0.00	R0.00	R0.00	R0.00
Budget and Treasury Office	To provide sound and sustainable management	Co-ordination of external audit	To improve to clean audit opinion by 30 June	Adherence to the 2 day turnaround time for the submission	R 8 270 000	N/A	Clean Audit	R 2 670 000	R 2 700 000	R 2 900 000	R 0.00	R0.00

Directorate	Strategic Objective	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Draft Budget				
								2016/17	2017/18	2018/19	2019/20	2020/21
	ent of the financial affairs of Makhudut hamaga municipality.		2016 by submitting quality AFS with supporting documents and adhere to the terms of the audit engagement within the whole audit process.	of information requested by AGSA.								

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objective: To coordinate all general administrative, governance, human resources, IT and legal services

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Municipal Managers Office	Internal Audit Programmes/Risk based audits	To evaluate the effectiveness of internal controls within	Number of risk based audit reports completed as per the annual internal audit	R 1 655 000	ES	8 Risk based internal audit reports issued 4 PMS audits	R500 000	R550 000	R605 000	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
			plan								
Municipal Managers Office	Audit Committee Support	To provide oversight review of the Municipality to Council	Number of Audit Committee reports to Council	R 2 310 000	ES	4 quarterly reports	R1 000 000	R1 100 000	R1 210 000	R0.00	R0.00
Municipal Managers Office	Risk assessment programmes and Risk management awareness and trainings	To promote an effective Risk Management To raise Risk Management awareness amongst Staff and	Operational and strategic risk assessments conducted	R2 337 000	ES	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 6. Mscoa Risk assessments One anti-fraud	R800 000	R357 600	R400 000	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
						and corruption awareness conducted 2.One risk management awareness conducted					
Corporate services	Customer Care Batho pele Buildup activity	To improve service delivery through efficient customer care services	No. of Buildup Activity (01)	R1 350 000	ES	01	R450.000	R450.000.00	R450 000.00	R0.00	R0.00
Corporate services	Bathopele Service Delivery awareness Campaigns	To improve service delivery through efficient customer care services	No. of Bathopele service delivery awareness campaigns	R700 000	ES	02	R210 000.00	R240 000.00	R250 000.00	R0.00	R0.00
Corporate services	Management of service complaint	To improve service delivery through efficient customer care services	no progress in managing Presidential, Premiers hotline and suggestion boxes at all tribal offices	R00	N/A	20	R00.00	R00.00	R00.00	R00.00	R00.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Corporate services	Review of service standard and development of Service Delivery Charter	To improve service delivery through efficient customer care services	01 reviewed service Standards, 01 service charter.	R500 000	ES	01	R100 000.00	R200 000.00	R200 000.00	R0.00	R0.00
Corporate services	Speaker 's vehicle	To purchase and maintain Speaker's vehicle	Budget in place	R800 000	Own funding	1 vehicle purchased	R800 000.00	R0.00	R0.00	R0.00	R0.00
Corporate services	Capacity building of councilors	To capacitate and train councilors	Training programme in place	R1 750 000	Own funding	5 training programmes held	R500 000	R600 000	R650 000	R0.00	R0.00
Corporate services	Capacity building of ward committees	To capacitate and train all 310 ward committees	Training programme in place	R2 400 000	Own funding	4 training programmes conducted	R600 000	R800 000.00	R1000 000.00	R0.00	R0.00
Corporate services	Speaker's outreach	To roll out public participation events for speaker's office	Public participation programme in place	R3 700 000	Own funding	12 outreach events held	R1 000 000	R1 200 000.00	R1 500 000.00	R0.00	R0.00
Corporate services	Council	To hold council sittings	Council meetings	R1 500	Own	4ordinary council meetings per	R600	R400	R500	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
	logistics		programme in place	000	funding	annum and 8 special council meetings 4 council workshops per annum 4 training programmes per annum	000	000	000		
Corporate Services	Mayors Vehicle	To purchase and maintain Mayors Vehicle	1 Vehicle and 1 maintenance plan in place	R1 500 000	ES	1 vehicle for five years	R1 500 000	R0.00	R0.00	R0.00	R0.00
Corporate services	Strengthening support for Youth Council, Women, Disability forums, Older persons, Traditional healers, Traditional leaders and Moral regeneration movement	To enhance public participation.	No. Of Special programmes held.	R7 000 000	ES	20 programmes per annum.	R2 000 000.00	R1 500 000	R3 500 000.00	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Corporate services	Mayoral outreach	To enhance public participation	No. of Mayoral outreach programmes held	R4 500 000.00	E/S	10 Mayoral outreach programmes	R1 500 000.00	R1 500 000.00	R1 500 000.00	R0.00	R0.00
Corporate services	Implement Children's Programmes	To enhance public participation	No. of Children's programmes held	R900 000	E/S	1 compliant children's charter in place	R300 000	R300 000	R300 000	R0.00	R0.00
Corporate services	Forge partnerships with all stakeholders i.w HIV/AIDS	Support of HIV/AIDS initiatives	No. of Municipal Aids Council meetings/activities held	R1 289 000	E/S	4 AIDS council meetings per ward per annum.	R281 000	R496 000	R512 000	R0.00	R0.00
Municipal Managers Office	Telecommunication	To improve the image and identity of the municipality		R3 825 618.31	ES	Report	R1 188 830.44	R1 274 426.23	R1 362 361.64	R0.00	R0.00
Municipal Managers Office	Publications	To ensure effective involvement and participation of all stakeholders	Number of newsletters compiled	R20 483 978.56	ES	4 public participation programmes	R8 294 358	R5 891 551.71	R6 298 068.85	R0.00	R0.00
Municipal Managers	Multi media bulk purchases	Improve public participation through media	%progress on advertised	R692 506.71	ES	reports	R215 200	R230 694.40	R246 612.31	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source of Funding	Annual Target 2016/17	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Office		channels	programs								
Municipal Managers Office	Branding and marketing	To improve the image and identity of the municipality	Number of workshops on branding and marketing	R2 000 000	ES	Reports	R350 000	R375 200	R401 088.80	R450 000	R500 000
Municipal Managers Office	Multimedia channels	Improve good governance and deepen community involvement in the affairs of the municipality	Communication made with stakeholders through channels such as SMS lines and face book	R557 964.02	ES	4 quarterly reports	R173 390 .17	R185 874.26	R198 699.59	R0.00	R0.00
Municipal Managers Office	Advertising	Improve public participation through media channels	%progress on advertised programs	R2 328 391.88	ES	Reports	R737 232.90	R790 313.67	R800 845.31	R0.00	R0.00

KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategic objective: Improve Internal and External operation of the municipality and its stakeholders

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source Of Funding	Annual Target	Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Economic Development and Planning	2017/18 IDP /Budget review	Improved good governance and deepen community involvement in the affairs of the municipality	%completion of Process Plan for 2016/17 IDP/Budget % review of 2016/17 IDP/Budget	N/A	N/A	100% completion of Process Plan for 2017/18 IDP/Budget 100% review of IDP/Budget	R0.00	R0.00	R0.00	R0.00	R0.00
Economic Development and Planning	Procurement of PMS system and support	To build the capacity of MLM by way of raising institutional efficiency	No. Of PMS System Purchased.	R1000 000	ES	1 Procurement of PMS system and support	R1000 000	R0.00	R0.00	R0.00	R0.00
Corporate services	Implementation of records management systems (file plan, policy and procedure manual)	To implement a records management systems.	No of records management systems installed	R0.00	ES	01	R00.00	R00.00	R00.00	R00.00	R00.00
Corporate	Compliance	To ensure health and	No. Of medical surveillance	R 1 750	ES	2 projects	R750 000	R600	R400	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source Of Funding	Annual Target	Budget			2019/20	2020/21
							2016/17	2017/18	2018/19		
services	with OHS Act	safety of employees and clients within the Municipality.	projects conducted.	000				000.00	000.00		
Corporate services	To develop & implement Health plan.	To promote and support wellbeing staff.	No. Of projects done.	R800 000	ES	2 Projects	R200 000.00	R100 000.00	R100 000.00	R150 000.00	R250 000.00
Corporate services	Review and Implement WSP	To improve capacity and competency of officials & Councilors.	Submission of WSP & ATR Number of external and internal (officials and Councilors) learners trained. Functional Training Committee	R3 550 000	ES & Discretionary and Mandatory grand	30 April 2017 200 External learners 40/61 Internal learners. 12 Meetings	R1000 000	R1 250 000	R1 300 000	R0.00	R0.00
Corporate services	Management of bursary fund.	To manage and monitor municipal bursary fund.	No. Of new students funded. Appointed & Functional Bursary Committee	R7 340 000	ES	15 Students 5 External & 5 internal members appointed.	R2 200 000	R2 420 000	R2 720 000.00	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source Of Funding	Annual Target	Budget			2019/20	2020/21
							2016/17	2017/18	2018/19		
Corporate services	Review & implement Organisational structure.	To align municipal human capital with strategic objectives and legal requirements.	An approved organisational structure.	R0.00	ES	1 Organisational structure.	R0.00	R0.00	R0.00	R0.00	R0.00
		To vet qualifications of all staff (old and new) members	No of employees vetted	R0.00	ES	60 employees	R0.00	R0.00	R0.00	R0.00	R0.00
Corporate services	Electronic time management system	To effectively manage working hours of municipal human capital.	No. Of electronic monthly reports.	R0.00	ES	12 Electronic reports.	R0.00	R0.00	R0.00	R0.00	R0.00
Corporate services	Employment Equity	To ensure compliance with EE Act.	No. EE Committee meetings held. EE report submitted end of January 2017.	R0.00	ES	4 Meetings. 1 Report submitted end January 2017.	R0.00	R0.00	R0.00	R0.00	R0.00
Corporate services	Develop and review HR policies.	To manage municipal internal systems and operations	No. Of adopted policies. No. Of meetings held.	R470 000	ES	10 Policies reviewed	R220 000	R120 000	R130 000	R0.00	R0.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source Of Funding	Annual Target	Budget			2019/20	2020/21
							2016/17	2017/18	2018/19		
Corporate services	Labour relations	To improve work relations	No. Of LLF meetings held. % Of LR cases finalised.	R0.00	ES	12 Meetings. 100% cases	R0.00	R0.00	R0.00	R0.00	R0.00
Corporate services	Establish law library	To constantly acquire and update the municipal law library with law reports, journals and electronic system.	No of updated materials in the municipal law library.	R0.00	ES	1 electronic system and a number of documentary updates	R0.00	R0.00	R0.00	R0.00	R0.00
Corporate services	Review /evaluation of municipal policies for compliance	To Interact with policy development committee on legal compliance of policies	No of legally compliant policies in place	R00.00	N/A	Four meetings annually	R00.00	R00.00	R00.00	R00.00	R00.00
Corporate services	Develop all municipal contracts	To develop and advise user departments on contract management	No of contracts and service level agreements in place	R00.00	N/A	Number of contracts developed and number of service level agreements developed	R00.00	R00.00	R00.00	R00.00	R00.00

Directorate	Project	Measurable Objective	Key Performance Indicators	Overall Budget	Source Of Funding	Annual Target	Budget			2019/20	2020/21
							2016/17	2017/18	2018/19		
Corporate services	Staff legislation workshops	To continuously train staff on changes in legislative framework that affects the municipal operations.	No of workshops seminars and training programmes in place	R6 800 000.00	ES	Four workshops Two seminars Two training programmes	R1 200 000	R1 250 000	R1 300 000	R1 450 000.00	R1600 00.00
Corporate services	Implementation of existing By-laws	To draw and monitor programs to popularise municipal By-laws for implementation	No of public by-laws publicity programmes held/consultative meeting with user department on application of By-Laws.	R0.00	N/A	Twelve meetings per annum	R00.00	R00.00	R00.00	R00.00	R00.00
Corporate services	Litigations	To instruct/represent the municipality in litigious matters	No of cases attended to and/or settled.	R15 000 000		Number of referrals and instructions to external legal firms	R1 400 000.00	R2 000 000.00	R3 500 000.00	R0.00	R0.00
Corporate services	IT Infrastructure			R7 680 000	ES		R 2 500 000	R2 680 000	R2 500 000	R0.00	R0.00

CHAPTER 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 reviewed during 2014/15 financial year with the help of the National Department of Rural Development and Land Reform so that it can meet the required standard. 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, Schoonoord- 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 Basic service delivery and infrastructure Development

Sector plans

Sector Plan	A brief description and overview
Disaster Management Plan	The MLM has developed and adopted Disaster Management Plan during the 2007/8 financial year and reviewed during the 2014/15 financial year with the help of CoGHSTA. The plan is aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation. It also aimed at providing an enabling environment for disaster management in the municipal area- Promote pro active disaster management through risk reduction programmes, promote cooperative relationships between all spheres of government in case of emergency incidences.
Housing Plan/Chapter	The Housing Chapter for the municipality was developed during 2008/9 financial year with the assistance of CoGHSTA. The plan will be reviewed in the 2016/17 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.
Draft ITP plan (Integrated Transport Plan)	The Municipality is recently finalizing the development of the plan and it will be adopted by council during the 2015/16 financial year.
Road Master plan	The Municipality developed and adopted Road Master Plan during the 2012/13 financial year and it will be reviewed during the 2016/17

5.3 Economic and environmental analysis

Sector plans

Sector Plan	A brief description and overview
Local Economic Development Strategy	MLM has developed and adopted the LED strategy in 2008/9 financial year and reviewed during the 2016/17 financial year. This document responds to local economic constraints of the municipality. It describes the role of the municipality in LED which is more of facilitating than being the primary implementer. The aim of the LED strategy is to create an enabling environment for employment opportunities for local residents, reduce constraints to business investments and growth, tackle market failures to

	make market work better and strengthen the competitiveness of local firms. The strategy is thus aligned to key planning documents cited in the previous sections like LEGDP, NSDP etc.
LED Implementation plan	Developed and adopted by council during the 2008/9 financial year and reviewed during 2016/17 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 2016/17 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 2016/17 financial year.
Integrated Waste Management Plan	Recently relying on the District one but the Municipality has planned to develop one in 2014/2015 as per legislative requirement.

5.4 Financial viability and Management Sector plans

Sector Plans	A brief description and overview
Revenue Enhancement Strategy	The MLM has adopted the Revenue Enhancement Strategy during 2009/10 financial year and reviewed in 2016/17. The strategy is intended to enhance the revenue base of MLM. The is in alignment with the General Finance Policy. The Municipality has started billing for property rates (only Businesses and sector departments) as from July 2009.
Credit Control and Debt Management Policy	The Credit Control and Debt Management Policy of MLM was adopted in May 2012 for application applied in the event of none payment of services. It is adopted in terms of Chapter 5 of the Local Government: Municipal Systems Act to contribute towards development of the local economy and provide acceptable services to the communities. The constitutional mandate of the municipality cannot and will never be realized unless there are payments of services. Noting two categories of residents, those who can afford and those who cannot afford to pay for services, the policy emphasize that payment of services must be according to indigent policy. The plan was reviewed in 2014/2015 financial year.
Supply Chain Management Policy	The MLM has adopted the Supply Chain Management Policy during 2008/9 financial year and it was reviewed during 2016/17 financial year. It provides policy guidelines as and when the MLM procure goods or services, disposes goods no longer needed, select contractors to provide assistance in the provision of municipal services.
Indigent Policy	The MLM has adopted an Indigent policy during 2008/9 and was reviewed during 2016/17 financial year. The policy provides indigent support in so far as municipal services to indigent households. Indigent household means a household income of not more than R1,500 (monthly) irrespective of the source of income

Banking and Investment Policy	This policy is aimed at gaining optimal return on investment, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. The policy was reviewed in 2016/17 financial year.
Financial Management Plan	The MLM has at the moment the 3 years Financial Plan which addresses the financial challenges highlighted in the analysis phase. The financial priority of the municipality is viability and sustainability. The Financial Plan is aligned to the Medium Term Revenue Expenditure Framework and caters for the income, revenue and expenditure for the year under review as well as two outer years. This plan is under stewardship of the Finance department.
Asset Management Policy	The Municipality has approved Asset Management Policy during the 2009/10 financial year. The policy was reviewed during 2016/17 financial year.
Tariffs Policy	The Municipality has adopted Tariffs Policy during 2011/12 financial year. 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 affects the sustainability and competitiveness of such business. The plan was reviewed by council in 2014/15 financial year.
Budget Policy	The Budget for MLM is guided by the recently developed Budget policy. The policy aims to set budgeting principles which the municipality should follow in preparing each annual budget, in implementing and controlling the budget during the financial year, in adjusting the budget as directed by the MLM. The annual budget is the financial planning document that involves all operating and expenditure decisions. In compiling the budget of the Municipality, National Budget Policy guidelines were considered which include macroeconomic indicators as in the guidelines of the National Treasury, the expenditure trends and revenue patterns. The policy was reviewed in the 2016/17 financial year.
Virement policy	The Municipality has recently developed and adopted the Virement policy.(2010/11 financial year).The policy was reviewed during 2016/17 financial year.

5.5 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	MLM has a Draft Anti Corruption Strategy that seeks to protect the Municipal funds and other assets. The strategy was adopted during the 2010/11 financial year.
Risk Management Strategy	The Municipality has a Risk Management Strategy and is noted by council in 2011/12 financial year. This outline a high level plan on how the institution will go about implementing the Risk Management Policy. This will enable Heads of departments to manage risk effectively, optimize operational efficiency of the MLM, develop and support knowledge base of the people and the Council and ensure that adequate risk financing is available by provision in both the IDP and multi year budget.
Risk Management Policy	The risk management policy outlines MLM commitment to protect MLM against adverse outcomes, which may impact negatively on service delivery.

5.6 Municipal Transformation and Organizational Development

Sector plans

Sector Plan	A brief description and overview
Performance Management Strategy	The MLM has adopted the Performance Management Strategy during the 2010/11 financial year and reviewed in 2016/17 to ensure the achievement of individual objectives which are linked to departmental objectives, which in turn are linked to the organizational performance objectives. Performanec 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 councilors. Individuals from the mentioned stakeholders complete questionnaire that serve as tools to identify training needs. The training needs are further consolidated into the workplace skills plan and submitted to LG SETA after approval by the council .This should be able to serve as an intervention in addressing the issues of scarce skills.
MLM File Plan	The plan was developed and adopted during 2009/10 financial year.
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. They were developed and adopted by council during the 2008/9 financial year and reviewed during the 2012/13 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 and reviewed during the 2012/13 financial year.
Occupational Health and Safety Plan (OHS) (Draft)	The Municipality has developed a Draft OHS Plan during the 2011/12 financial year.
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. The policy was reviewed during the 2012/13 financial year.
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. The policy was reviewed during the 2012/13 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 has developed and adopted the strategy during the 2012/13 financial year.
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ANNEXURE A: DRAFT BUDGET SUMMARY

Account Name	Adjusted Budget 2015/16	Draft Budget 2016/17	Draft Budget 2017/18	Draft Budget 2018/19
Interest: On Investment	11,702,407.08	12,224,527.35	12,259,454.57	13,369,912.57
Interest on outstanding Accounts	20,497,642.80	20,997,525.15	21,057,518.08	23,756,888.49
Property Rates	31,833,949.36	33,425,646.45	33,521,148.30	35,000,000.00
Licenses and permits	4,908,847.25	5,154,289.35	5,169,015.89	6,525,941.77
Traffic fines	579,000.00	630,000.00	631,800.00	635,200.00
Grants-Equitable Shares	228,571,000.00	225,123,000.00	240,496,000.00	254,456,000.00
Grants-Finance Management Gran	1,600,000.00	1,625,000.00	1,700,000.00	1,955,000.00
Grants-Municipal System Improvement	930,000.00	-	-	-
Grants-Integrated National Electrification	-	7,000,000.00	-	-
Grant: Sekhukhune District Municipality	500,000.00	-	-	-
Grants: EPWP	1,069,000.00	1,505,000.00	-	-
Tender Documents	780,000.00	819,000.00	821,340.00	850,000.00
Site Rental	115,208.92	120,739.50	121,084.47	125,000.00
Other Income	200,000.00	210,000.00	210,600.00	211,000.00
Total	303,287,055.41	308,834,727.80	315,987,961.31	336,884,942.83
Grants-Municipal Infrastructure	59,950,000.00	59,210,000.00	63,599,000.00	67,230,000.00
Total budget (Including capital transfers)	363,237,055.41	368,044,727.80	379,586,961.31	404,114,942.83
VAT refunds 2017/16 (Jul 2017 - Jan 2017)	14,292,038.45	-	-	-
Cash backed reserves	28,564,516.40	-	-	-
Total Funding	406,093,610.26	368,044,727.80	379,586,961.31	404,114,942.83
Total Expenditure	406,051,414.08	367,873,161.82	379,071,934.71	403,623,925.51
Surplus/(Deficit)	42,196.18	171,565.98	515,026.60	491,017.32

ANNEXURE B: DRAFT ORGANISATIONAL STRUCTURE