



ADOPTED INTEGRATED  
DEVELOPMENT PLAN  
2009/10

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## FOREWORD BY THE MAYOR

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The 2009/2010 IDP/Budget is the fruit of hard work that the communities were involved in through the noble process of Community based planning. Their valuable input was encapsulated in the IDP/Budget as far as resources are available. In short our IDP/Budget is the expression of the will of the people as gathered during the needs analyses phase.

The Municipality is well positioned to tackle its service delivery backlogs in the field of electricity, access roads and storm water management. We laid a firm foundation in the out going year by adopting many guiding policies and procedures including all pre-conditions on the implementation of the Municipal Property Rate.

The Institution has a political mandate to ensure access to basic service delivery such as:

- ✓ Water
- ✓ Electricity
- ✓ Access roads
- ✓ Employment
- ✓ Other facilities

We are ready to ensure that all the villages in Makhuduthamaga are electrified come the 2011/2012 financial year. All our roads must be usable. The Districts shall deal with water related challenges as they have the necessary capacity.

We are presenting a total budget of R137.4m which is divided into an operational budget of R80.565m and a capital budget of R50.086. We are painfully aware of the fact that our major source of revenue is grants and subsidies. We are estimating to have R16.1m coming from implementation of Municipal Property Rates Act. We have put all mechanism in place to indeed collect rates and taxes. We have consulted all our stakeholders on the Tariff By Law and Credit Control and Debt Collection By- Law. These by laws are herein tabled for adoption.

We are on an on going basis building institutional capacity to carry out this mammoth task.

Our Municipality has gone around the corner and the future is now foreseeable.

## FOREWORD BY THE ACTING MUNICIPAL MANAGER

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Makhuduthamaga Local Municipality has adopted the Vision: “A Developmental Municipality that provides needs satisfying sustainable services” as a driving force in the provisioning of the much awaited services by our communities. This indeed is a clarion call to action to craft an IDP/Budget that responds creatively to the needs of the beneficiary communities in the Municipality.

This year, once again, the Municipality in pursuance of the noble Vision is consulting the various stakeholders and role players on the Draft IDP/Budget for 2009/2010.

The 2009/2010 financial year represents a culmination of great effort in the 2008/2009 year in which strides were made to stabilize the institution in order to build internal capacity. The back log experienced in the 2006/2007 financial is now history. This was made possible through efforts of men and women who left no stone unturned in the implementation of the agreed upon measures.

This draft IDP/Budget shall go a long way to address the community needs which were raised during the Community needs analysis undertaken during the review process. Some of the key issues raised are as follows:

- ✓ Access Roads
- ✓ Unemployment
- ✓ Water scarcity
- ✓ Access to Recreational facilities
- ✓ Electricity

Makhuduthamaga Local Municipality is committed, through this 2009/2010 IDP/Budget, to ensure that all access roads are in good condition and the electricity backlog is highly reduced. Through the support of ESKOM and District we shall, finally, electrify all villages of Makhuduthamaga in the outer years. All our sporting facilities shall also be renovated.

The roll out of the newly developed SMME support strategy, Reviewed LED Strategy and the Marketing and Investment Strategy shall go a long way to create a livelihood for the poverty stricken families in our Municipality.

With the implementation of the Municipal Property Rate Act in the 2009/2010 the Municipality shall indeed realize the dreams once dreamt by our fore bearers.

I am confident that the Municipality is well positioned to be counted among the best in terms of service delivery.

## **1. PREPARATORY PHASE**

### **1.1 Executive Summary**

Makhuduthamaga is a typical rural municipality which is characterized by poverty and deprivation. Although Jane Furse assumes the status of an urban centre, it is still to be proclaimed. The municipality also faced by the following challenges namely:

- High unemployment rates
- High level of illiteracy
- Inadequate infrastructure and services
- High level of poverty
- Low density and scattered settlement patterns
- Poor transport and road system
- Unplanned settlements
- Weak economic base
- Erratic climatic conditions
- Inappropriate farming methods that promote soil erosion
- Huge infrastructure backlogs

In general, Makhuduthamaga Local Municipality comprises mainly of settlements mostly rural in character, shopping complexes, small scale mining areas, tourism areas and agricultural activities and also comprises of widely dispersed settlements characterized by poor accessibility, low density and large distances between settlements. There are about 146 settlements. The Spatial Development Framework classifies some settlements from high order to low order in terms of density.

The main challenge therefore is to ensure that communities get basic needs, reduce backlogs and poverty and stimulation of the economy. However this will only be possible if the municipality is poised to deal with the challenges.

## 1.2 Location

Makhuduthamaga Municipality is based in Greater Sekhukhune District, Limpopo Province of the Republic of South Africa.



**Locality map**

Jane Furse, the head quarter of Makhuduthamaga Local Municipality is located 347 km North East of Johannesburg; 247km North East of Pretoria; 189 km South East of Polokwane; and 70 km South West of Burgersfort.

The municipality shares boundaries with Fetakgomo; Greater Marble Hall, Greater Tubatse and Elias Motsoaledi Local Municipalities of Greater Sekhukhune District (source: Reviewed Communication Strategy 2008/09).

## 1.3 Identity

### Establishment, Category and Type of Municipality

MLM municipality was established in 2000. MLM is a category B municipality as determined in terms of Municipal Structures Act (1998). MLM is a municipality with a Collective Executive System as contemplated in Section 2(a) of the Northern Province Determination of Types of Municipalities Act (2000).

The establishment of the municipality fulfilled the local government transformation process as articulated by the White Paper on Local Government, 1998. The White Paper envisaged the form and nature of new local government structures in the country. The new local government structures are mandated to improve the quality of life of their citizens and residents.

The Makhuduthamaga Local Municipality (MLM) is predominantly rural in nature with a high unemployment rate and resulting in high poverty levels. The MLM is linked with many other places through shared environmental, social and economic systems and structures. The most apparent of these links are with neighbouring and nearby municipalities across Greater Sekhukhune District Municipality. The MLM is also integral to the Provinces of Limpopo and Mpumalanga. It forms part of the Sekhukhune District Municipality and has significant development potential in sectors such as agriculture (both horticulture and livestock) and tourism.

#### **1.4 Scope of the review process**

The Municipal Systems Act (Act No. 32 of 2000) requires all municipalities (i.e. Metros, District Municipalities and Local Municipalities) to undertake an Integrated Development Planning (IDP) process. This process should culminate into an IDP, which is a legal document that supersedes all other plans that guide development at the municipal (local government) level. In order to ensure that the IDP remains dynamic, relevant and take cognizance of changing circumstances, the law requires municipalities to review their IDPs on an annual basis. **Section 34 of the Systems Act, states that a municipal Council:**

‘Must review its Integrated Development Plan annually in accordance with an assessment of its performance measurements, and to the extent that changing circumstances so demand, and may amend its Integrated Development Plan in accordance with a prescribed process’.

The review process is primarily informed by four key considerations:

##### **1.4.1 Changed Circumstances in the Local Municipality**

Changes in circumstances emerge from the understanding that the natural environment does not stay static and that variables are always part of the system.

##### **1.4.2 MEC Comments from the 2008/09 IDP**

In the previous year the MEC made comments regarding the IDP of the Municipality and the municipality in preparing its IDP for the year 2009/10 considered the MEC Comments. A reflection is thus made on actions undertaken to address the MEC Comments.

##### **1.4.3 Mid-Year Performance Report**

The level of progress registered in the 2008/09 Financial Year had a bearing in determining the programmes and projects to be undertaken in the 2009/10 Financial Year.

#### **1.4.4 District, Provincial and National Pronouncements and Programmes**

In the spirit of cooperative governance the IDP should reflect new priority programmes and projects which will be monitored by the local municipality.

The review process provides a road map for not only changes to service delivery priorities and targets but also institutional changes that would enhance the effectiveness of the Municipal organization. In addition the review process presents Council with a platform to creatively and efficiently deploy limited municipal resources in areas that makes the most impact in the life of our communities. MLM's IDP is a tool to translate political imperatives and Council resolution in a transparent and measurable ways that take cognizance of community involvement. The IDP further affords the municipal Council a framework to track performance and hold our managers accountable for service delivery. Each year the municipality is expected to review and develop an IDP based on input from citizens and other stakeholders. Based on this plan, performance targets are established for all of our departments including the office of the municipal manager. The IDP allows us (the municipal Council and administration) to track our performance against those targets on an ongoing basis.

#### **1.5 Mandates**

The review of the IDP is legislated exercise that should be done every year for a period of 5 years in terms of the Municipal System Act 32 2000, Section 34 (a) (b). As a plan that seeks to integrate and co-ordinate plans and policies of all spheres of government, its preparation is based on the legislations and policies of the time.

##### **1.5.1 The legislative mandates are the following:**

- The Constitution Act 108 of 1996
- Development Facilitation Act 67 of 1995
- Municipal Demarcation Act, 1998
- Municipal Structure Act, 1998
- Municipal System Act 32 of 2000
- Municipal Finance Management Act, 2003
- National Environmental Management Act, 1998

##### **1.5.2 Policy Framework**

- Whitepaper on Local Government, 1998
- Reconstruction and Development Programme, 1994

- National Spatial Development Perspective
- Limpopo Provincial Growth and Development Strategy
- Strategic Alignment with National and Provincial Spheres of Government
- Accelerated and Shared Growth Initiatives of South Africa (ASGISA)
- Expanded Public Works Programmes (EPWP)

## 1.6 Powers and Functions

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

Schedule 4 Part B	Schedule 5 Part B
Air pollution Building regulations Child care facilities Electricity and gas reticulation Firefighting services Local tourism Municipal airports Municipal planning Municipal health services Municipal public transport Municipal public works Pontoons, ferries, jetties, piers and harbours, Storm-water management systems in built-up areas Trading regulations Water and sanitation services	Beaches and amusement facilities Billboards and the display of advertisements in public places Cemeteries, funeral parlours and crematoria Cleansing Control of public nuisances Control of undertakings that sell liquor to the public Facilities for the accommodation, care and burial of animals Fencing and fences Licensing of dogs Licensing and control of undertakings that sell food to the public Local amenities Local sport facilities Markets Municipal abattoirs Municipal parks and recreation Municipal roads Noise pollution Pounds Public places Refuse removal, refuse dumps and solid waste disposal Street trading Traffic and parking

	Street lighting Traffic and parking
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### 1.7 Authorizations

Authorization of functions to the Municipality

FUNCTIONS	MAKHUDUTHAMAGA MUNICIPALITY
AIR POLLUTION	YES
BUILDING REGULATIONS	YES
CHILD CARE FACILITIES	YES
ELECTRICITY RETICULATION	NO
FIRE FIGHTING	NO
LOCAL TOURISM	YES
MUNICIPAL AIRPORT	YES
MUNICIPAL PLANNING	YES
MUNICIPAL HEALTH SERVICES	NO
MUNICIPAL PUBLIC TRANSPORT	YES
PONTOONS AND FERRIES	YES
STORM WATER	NO
TRADING REGULATIONS	YES
WATER	NO
BEACHES AND AMUSEMENT FACILITIES	YES
BILLBOARDS AND THE DISPLAY OF ADVERTISEMENTS IN PUBLIC PLACES	YES
CEMETERIES, FUNERAL PARLOURS AND CREMATORIA	YES
CLEANSING	YES
CONTROL OF PUBLIC NUISANCE	YES
CONTROL OF UNDERTAKINGS THAT SELL LIQUOR TO THE	YES

PUBLIC	
FACILITIES FOR THE ACCOMODATION, CARE AND BURIAL OF ANIMALS	YES
FENCING AND FENCES	YES
LICENSING OF DOGS	YES
LICENSING AND CONTROL OF UNDERTAKINGS THAT SELL FOOD TO THE PUBLIC	YES
LOCAL AMENTIES	YES
LOCAL SPORT FACILITIES	YES
MARKETS	YES
MUNICIPAL ABATTOIRS	YES
MUNICIPAL PARKS RECREATION	YES
MUNICIPAL ROADS	YES
NOISE POLLUTION	YES
POUNDS	YES
PUBLIC PLACES	YES
REFUSE REMOVAL, REFUSE DUMPS AND SOLID WASTE DISPOSAL	YES
STREET TRADING	YES
STREET LIGHTING	YES
TRAFFIC AND PARKING	YES

### 1.8 Summary of Highlights of Previous Year IDP

The highlights of 2008/09 IDP were as follows:

- Developing itself as an institution that has the capacity to meet challenges that inherent in its normal existence
- Infrastructure development by warding of backlogs
- Provision of safety nets
- Stimulation of economic growth
- Upgrading and maintenance of community facilities

## 1.9 MEC's Comments On 2008/2009 Reviewed IDP

MEC for Local Government and Housing's comments on 08/09 IDP/Budget

Reports	Remedial Action
1. The report highlighted that there was lack of adherence to timeframes outlined in the IDP Review Framework and Process Plan by both the District and the Local Municipalities	All IDP structures will be strengthened and progress will be presented to MMs' Forum and the Mayors' Forum
2. There was an absence of the Code of Conduct to guide the IDP Representative Forum stakeholders during the review process and adoption	All Municipalities will develop and adopt Codes of Conduct to guide the protocol and the conduct of the IDP Representative Forum stakeholders
3. No clear indication of water and sanitation backlogs for Elias Motsoaledi, Fetakgomo and Makhuduthamaga Local Municipalities	Backlogs for the three above-mentioned Local Municipalities will be clearly captured in the current IDP/Budget for 2009/2010 financial years
4. The provision of Free Basic Water was reflected in all the Locals but there was no clear indication of how many households benefited in every Local Municipality	Breakdown of the number of households or beneficiaries will be provided in the current review.
5. No indication was made on the disaster patterns in the District	Disaster Management plan and an update on disaster patterns will be included in the current review of IDPs.
6. No clear analysis on the HIV/AIDS prevalence in the entire District.	District wide picture on HIV/AIDS prevalence/patterns will be provided in the current review of the IDP.

## 1.10 Process Plan

### Background and Introduction

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

The municipal Council adopted a process plan that would guide the review process for the 2009/2010 financial year. The process plan outlines in detail the activities and dates that underpin the review process. These include amongst others meetings of the IDP forums, analysis of development status of the municipality, estimation of revenue and expenditure and determination of department commitments to demonstrate progress towards the implementation of the IDP.

Scheduled below is the time table for the Makhuduthamaga Local Municipality 2009/10 IDP Review Process.

### 2009/10 IDP Process Plan

ACTIVITIES	MONTH
Review and finalization of the IDP process plan with the guidance of the Municipal Finance Management Act and Municipal Systems Act Consultation on the District framework and process plan with all stakeholders. Tabling of the IDP process plan as well as framework	July 2008
IDP process plan made public. Needs analysis, prioritization and project identification at ward level. Presentation of community needs/issues to IDP Managers Forum.	August 2008
Presentation of the status quo to the 1 <sup>ST</sup> Municipal IDP Representative Forum.	September 2008
Review/development of strategic priorities review of vision and mission Determination of strategic objectives for service delivery and development for the next three years budget including review of provincial and national sector and strategic plans. Quarterly review of 2008/9 budget and IDP and related policies.	October 2008
IDP Forum meetings to consider the preliminary	November 2008

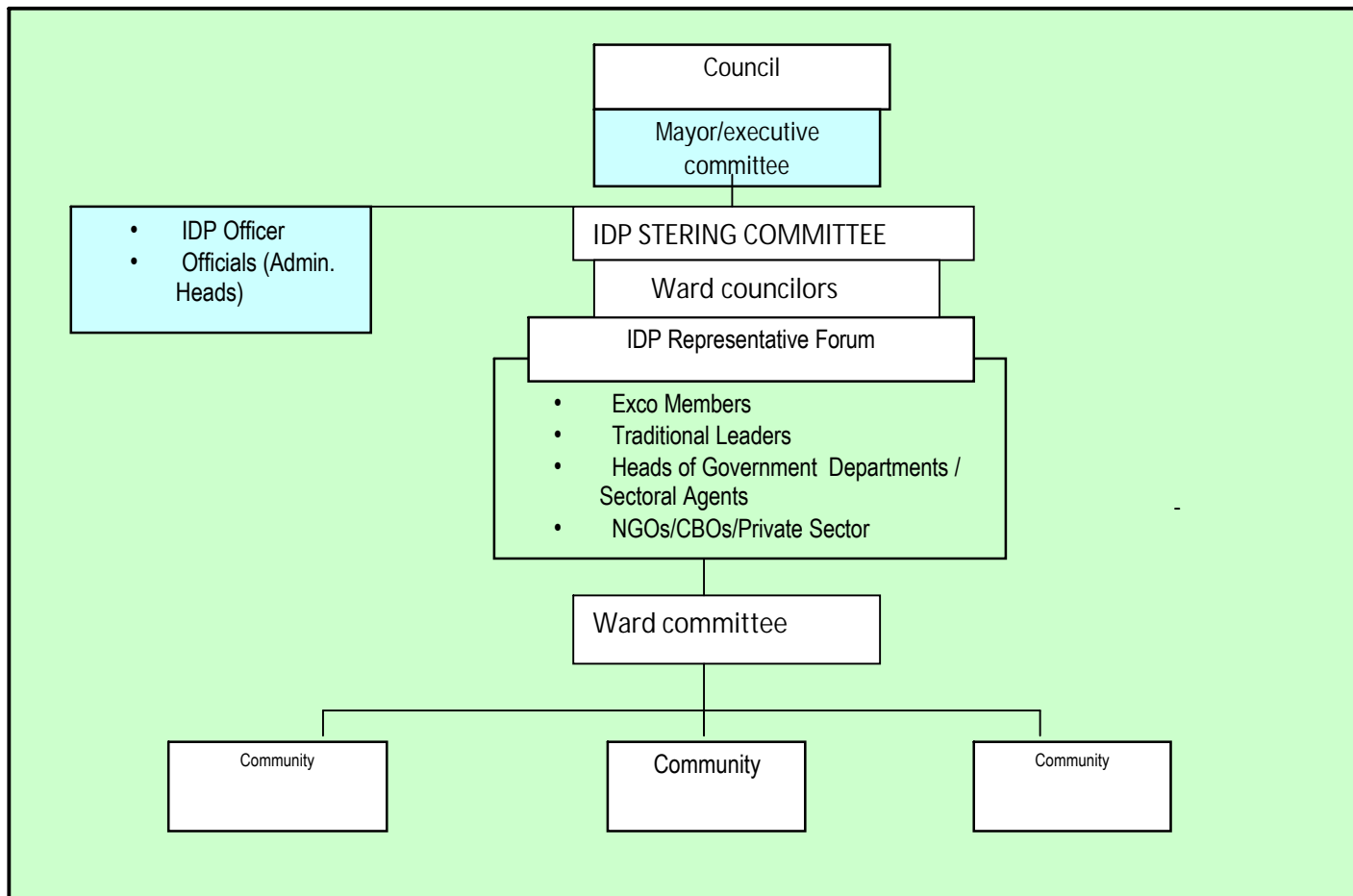
<p>drafts of the IDPs.</p> <p>Presentation of proposed projects including sector departments to the 2nd IDP Rep forum.</p> <p>Consolidation of programme/projects from sector departments.</p>	
<p>Tabling of Annual report to Council.</p> <p>Oversight Committee appointed by council to consider annual report.</p> <p>Finalize draft IDP.</p>	December 2008
<p>Mid year performance review, review IDP and related policies.</p> <p>Review and draft changes to the IDP.</p>	January 2009
<p>Submission of the draft IDP and plans for the next three years to Management, Exco and Portfolio committees.</p>	February 2009
<p>Issue notice of Council meeting to consider proposed IDP.</p> <p>Tabling of the Draft IDP to Council.</p> <p>The tabled documents are sent to prescribed organs of state.</p>	March 2009
<p>Community participation and stakeholders' consultation on the Draft IDP.</p> <p>EXCO and IDP Steering committee consider all submissions emanating from consultative meetings.</p> <p>Public comments and comments from other organs of state are taken into cognizance and where the need be, amendments are effected to the IDP.</p>	April 2009
<p>Tabling of IDP to Council for final approval.</p> <p>Copies of the approved IDP and Top Layer SDBIP are made available for the public. Service delivery implementation plan and performance agreements are submitted to the Mayor.</p>	May 2009

### 1.11 COMMUNICATION PLAN (REP FORUM)

#### IDP organisational arrangements

Guided by these four considerations the following IDP organisational arrangements, each with distinct responsibilities was established to drive the process.

IDP ORGANIZATIONAL STRUCTURE



ACTOR	ROLE/RESPONSIBILITY
Council/Speaker	Draw a Code of Conduct for Representative Forum and Steering Committee. Approve Process Plan. Adopt IDP. Adjust IDP's to MEC's requirements. Answerable to the Community.
EXCO/Mayor	Decides on the process of IDP's. Overall management. Political co-ordination and monitoring. Approval of nominated persons to run the IDP process. Recommends to the Council.
Municipal Manager	Manages and co-ordinates the process. Implements the IDP's. Answerable to Council and officials. Represents the Council at District level in the IDP co-ordination committee.

ACTOR	ROLE/RESPONSIBILITY
	<p>Ensures that all HOD's and officials are capacitated and involved in the IDP process.</p> <p>Nominates persons in charge of various roles and responsibilities in the IDP process.</p> <p>Chairperson of the Steering Committee.</p> <p>Responsible to establish Project Task Teams.</p>
IDP Steering Committee	<p>Consists of HOD's and officials.</p> <p>Chaired by Municipal Manager.</p> <p>Fully involved in the planning and implementation process of the IDP's</p> <p>Provides technical inputs.</p>
Representative Forum	<p>Consists of all organized formations.</p> <p>Chaired by the Mayor.</p> <p>Accepts various phases of the IDP process.</p> <p>Represents various interests.</p> <p>Participates voluntarily.</p> <p>Nominates representatives to the Project Tasks Teams.</p>
Ward Committees	<p>Identify specific needs.</p> <p>Addresses them at the Representative Forum.</p> <p>Nominate their representatives to the Representative Forum.</p>
Sekhukhune District Council	<p>Participates in the IDP process at all levels.</p> <p>Assist with capacity building.</p> <p>Ensure alignment.</p> <p>Provides for the District Framework.</p>
Prov., Nat. Govt.	<p>Ensure alignment.</p> <p>Participate in the Stakeholders Forum</p>

### 1.11.2 Participation

One of the main features about the integrated development plan is the involvement of the community and stakeholders in the process. Participation of affected parties and interest groups ensure that the IDP addresses the real issues that are experienced by the citizens of a municipality.

### 1.11.3 Program

DATE	TIME	WARDS	VENUE	TARGET
29 April 2009	10H00	A11	Council chamber	Traditional leaders, healers and churches
	14H00	A11	Council chamber	Business ,Youth ,Women And Disabled
05 May 2009	09H00	1-9	Moreko High School	Ward cluster
06 May 2009	09H00	12,13,14,15,16,17,22	Peter Nchabeleng Sports Center	Ward cluster
07 May 2009	09H00	10,11,18,19,21,23,24, 20,25	Council Chamber	Ward cluster
11 May 2009	09H00	26,27,28,29,30,31	Makgwabe Community Hall	Ward cluster
29 May 2009	09H00	COUNCIL	COUNCIL CHAMBER	Adoption

### 1.11.4 Alignment

Alignment is the instrument to synthesize and integrate developmental issues horizontally and vertically. In the main the following alignment activities took place:

- Within the municipality various departments had to engage each other to assess the linkages and contradictions among their programmes, to compete and prioritize their programmes and projects from the same common fiscal pot.
- Between the Makhuduthamaga Municipality and the people in the Makhuduthamaga municipal area to ensure that the planning process and issues are co-ordinated and addressed jointly.
- Between the Makhuduthamaga Municipality and the Greater Sekhukhune District Municipality and Provincial/National Sector Departments as well as corporate service providers such as Eskom and Telkom to ensure that the IDP is in line with national and provincial policies and strategies and to ensure that it is considered in the allocation of departmental budgets and conditional grants.

## **2.SITUATIONAL ANALYSIS PHASE**

An understanding of the inter play of issues in the municipality give character and characteristics of the visible environment. The major components of the visible environment that shape Makhuduthamaga as a municipality are as follows:

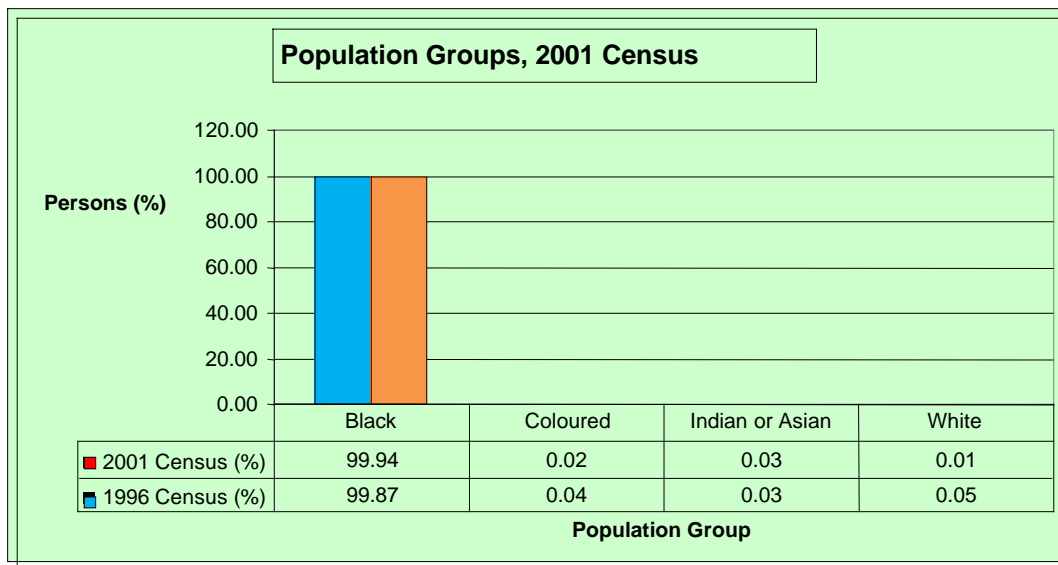
### **2.1 Demographic Profile**

#### **2.1.1 Population number and composition**

According to the 2001 Census, the total population of Makhuduthamaga local municipality was 262 885. It remained much the same way in 2007 where the community survey figure stood at 262 728. Of the total population 99.9% are blacks. This shows that the municipality has a rural base which is in keeping with the legacy of the past. One of the characteristics of a municipality like Makhuduthamaga would be poverty and Deprivation. Therefore the main consideration of the municipality will be to fight poverty and deprivation with every means at their disposal.

<b>Population Group</b>	<b>Population 2001</b>	<b>% 2001</b>	<b>Population Numbers 2007</b>	<b>% 2007</b>
Black	262 750	99.94	262 569	99.93
Coloureds	46	0.02	6	0.002
Indian or Asian	54	0.03	9	0.003
White	35	0.01	144	0.05
Grand Total	262 885	100	262 728	100

Source: STATS SA 2001 Census & Community Survey 2007



STATS SA, Census 2001

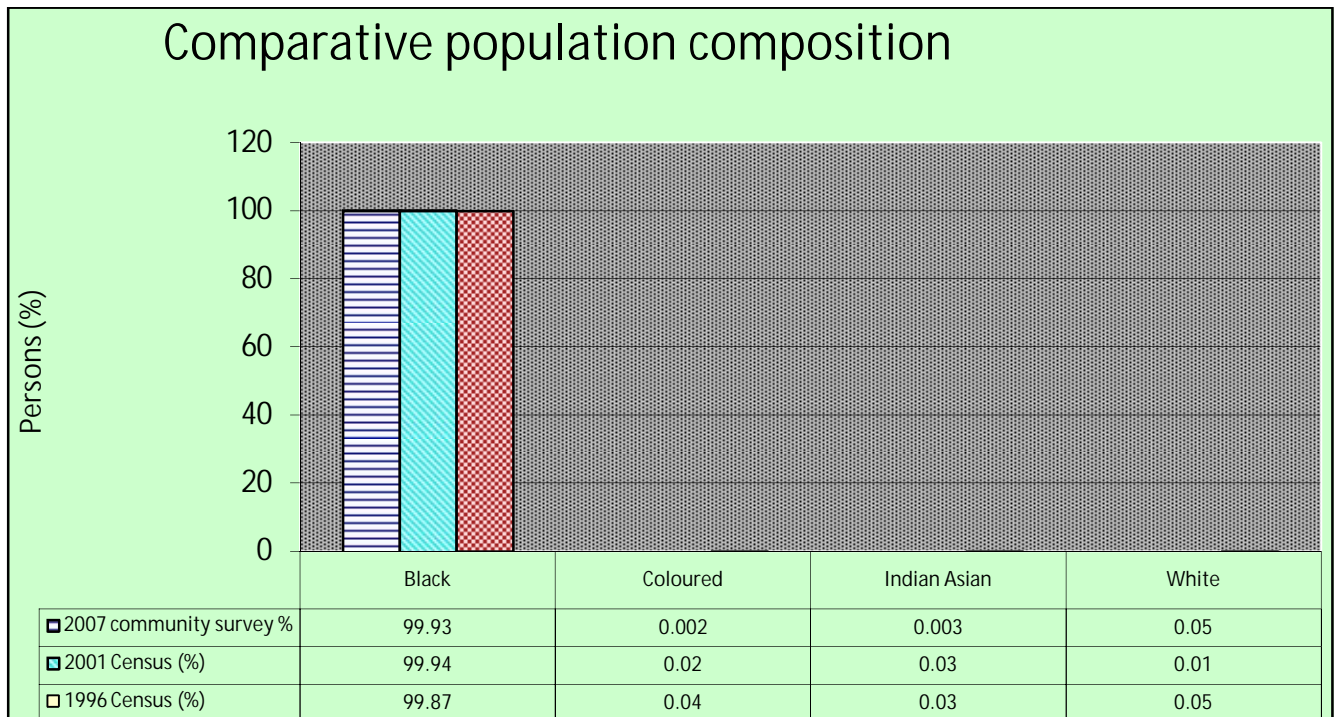
### 2.1.1.2 Population groupings

The population of Makhuduthamaga is mainly black with insignificant numbers of whites, Indians and Coloreds. The distribution confirms the settlement order created by the then Group Areas Act of the past as reflected in the table and graphs below (figure and table)

Community Survey 2007(%)	Blacks	Coloured	Indian Asian	White
	262 569	6	9	144
	99.93%	0.002%	0.003%	0.05%

Source: STATS SA, Community Survey 2007

Comparative population composition



Source: STATS SA 2001 & Community Survey 2007

#### 2.1.1.3 Population Density

The expected population growth and population density, based on the Census 2001 population, is indicated in table below:

Year	Number of people	Area (km <sup>2</sup> )	Density (people per km <sup>2</sup> )
2001	262,904	2,323	113
2007	285,879	2,323	123
2011	300,206	2,323	129

Source: Bureau for Market Research at UNISA

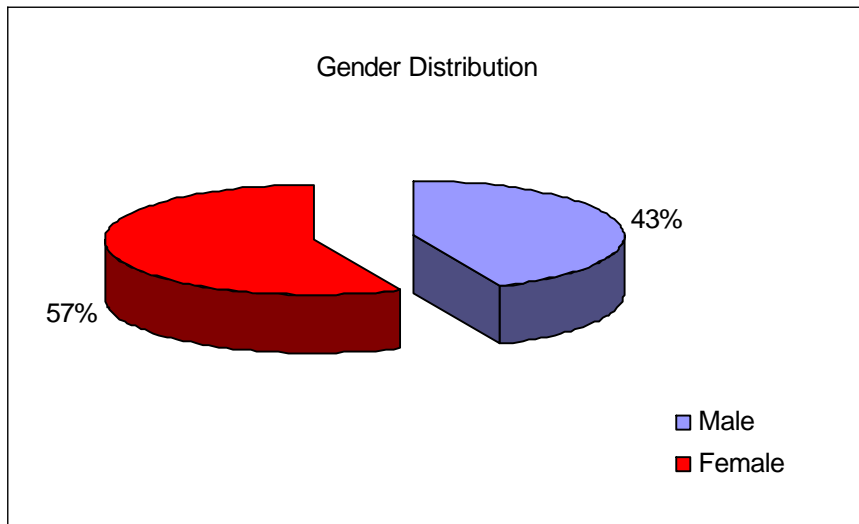
The table indicates that the density is increasing from being a typical rural settlement configuration into a more compact settlement order. This could be ascribed to the new land use management system that, even before it is promulgated, the citizens are beginning to respect the non statutory zonings that is apparent. This was also made possible by the cooperation between the traditional leaders and the municipality in so far as the processing of land use development applications and expansion of village settlement (site demarcation) projects was being administered. The promulgation of the Makhuduthamaga LUMS will add impetus to this inertia. Higher density is congruent to efficient and effective municipality service provision as opposed to low densities that are

expensive to reticulate. The Department of Local Government and Housing have already started showing the way through the Site Demarcation Programme.

## 2.1.2 Age and Gender Profile

### 2.1.2.1 Gender Distribution

There are a higher proportion of females (56.6% females to 43.3% males) than males in terms of gender break down of the total population. The main reason for this trend could be labour migration to economic centres such as the metropolitan areas of Gauteng Province. The labour force is predominantly male. This indicates either a higher level of migration or single parent households, both factors place constraints on the households to afford proper services.

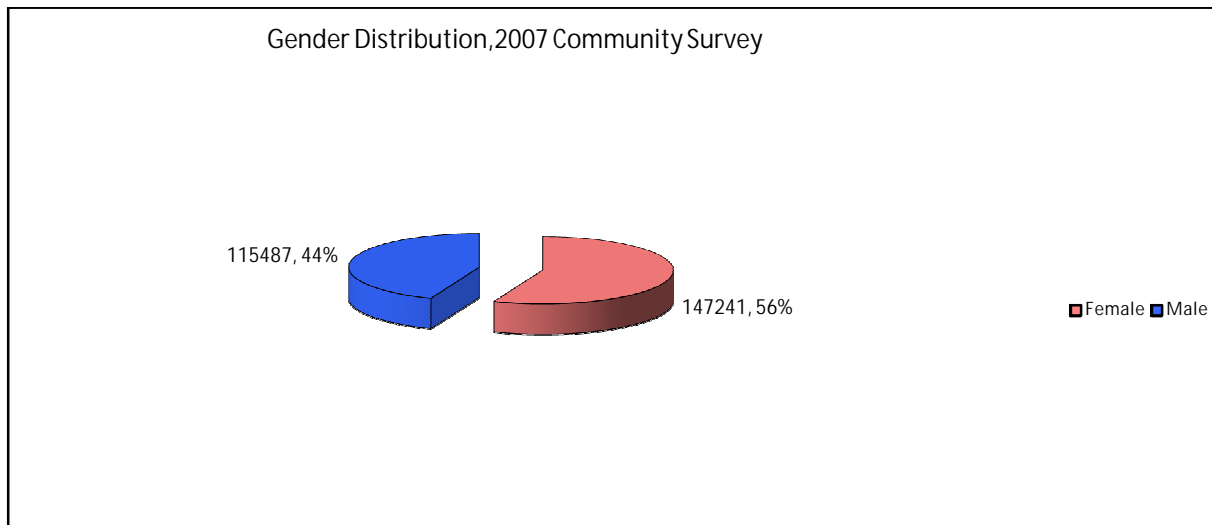


Source: Statistics SA, Census 2001

Gender	Population 2001	%	Population 2007	%
Male	114 008	43%	115 487	44%
Female	148 877	57%	147 241	56%
Grand Total	262 885	100%	262 885	100

STATS SA, 2001 & 2007

In 2007 the ratio did not change that much. 44% were males and 56% were females.



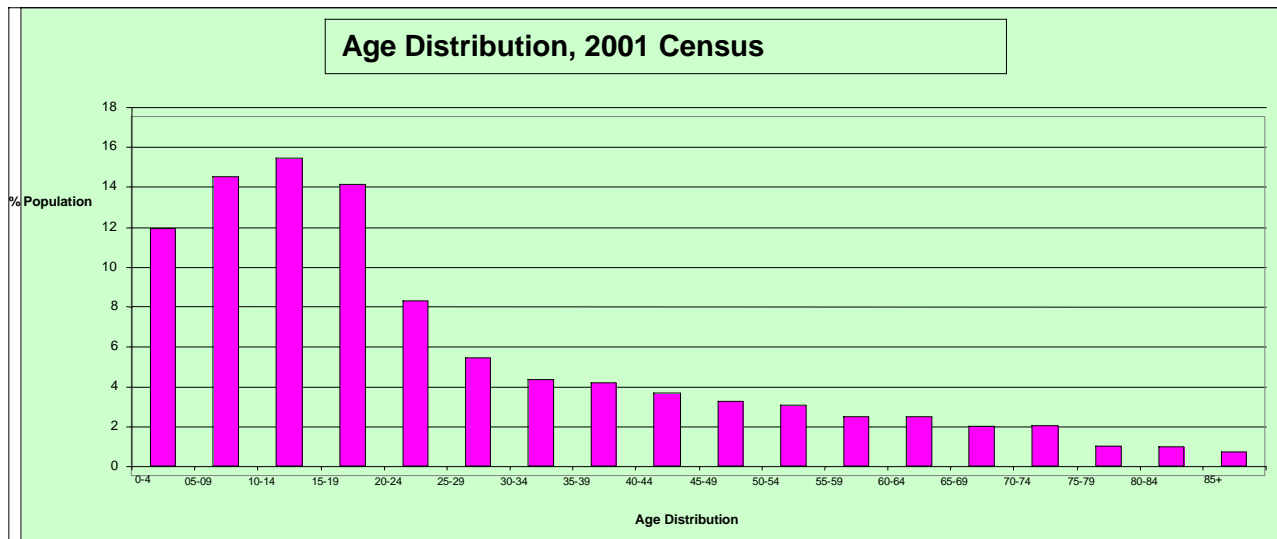
Source: (Community Survey 2007, Statistics SA)

### 2.1.2.2 Age

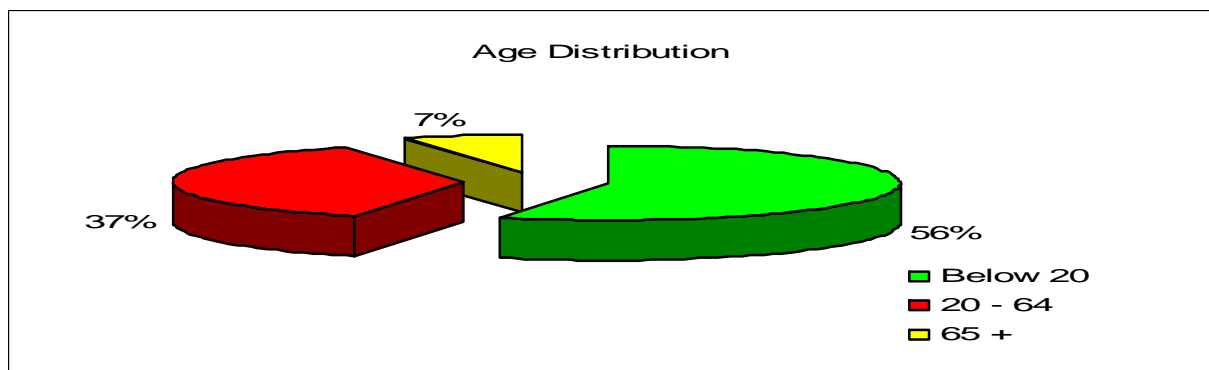
There are more youth than adults in the municipality i.e. between 0-34 years. This signifies a population with a high dependency ratio. The trend has an influence on the provision of facilities and services like education, sports and recreation, food schemes, child grants to mention but a few. The youth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

Adults live longer (e.g. up to the age of 85 years plus. This could be the effect of improved medical technology and free Medical Scheme for the aged provided by government. This trend also signifies that the government will pay more both in medical bills and social grants.

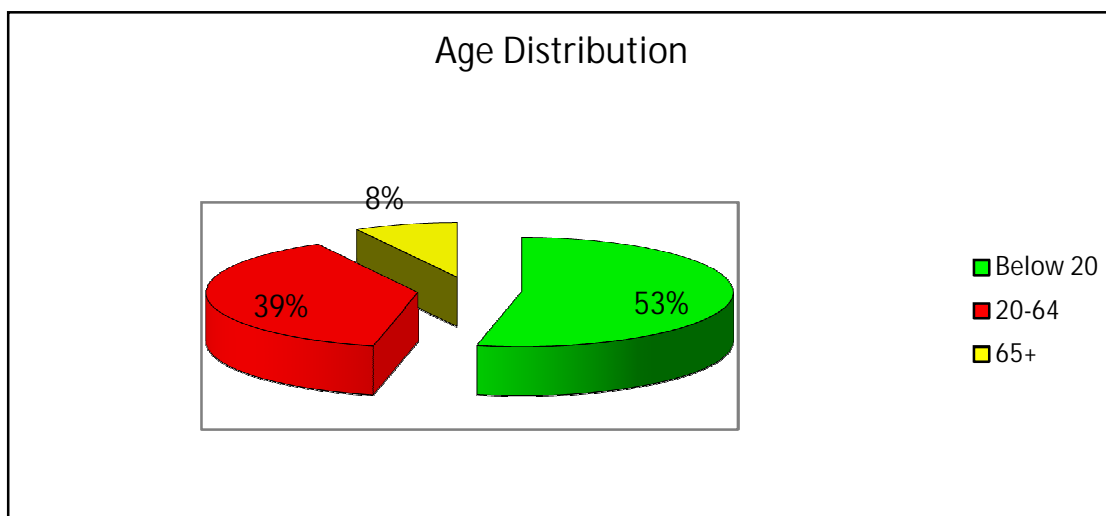
The age structure of the municipality's population is typical of that of other developing areas characterized by an apex in the early ages of life that taper down towards old age as can be seen in figures. A comparative analysis of the trends in age distribution in year 2001 and 2007 in terms of the Population Census and Community Survey depicts a noteworthy trend. In 2001 the youth population was 56% and has gone down to 53% in 2007, the adult population increased from 37% in 2001 to 39% in 2007, and the old age population increased from 7% in 2001 to 8% in 2007. If this trend continues Makhuduthamaga will find itself having a population which can be classified as adult population i.e a population that has more adults and the aged than youth. This type of population has its own peculiar demands that may have to be considered in the subsequent IDP's.



Source: Statistics SA (Census 2001)



Source: Statistics SA 2001



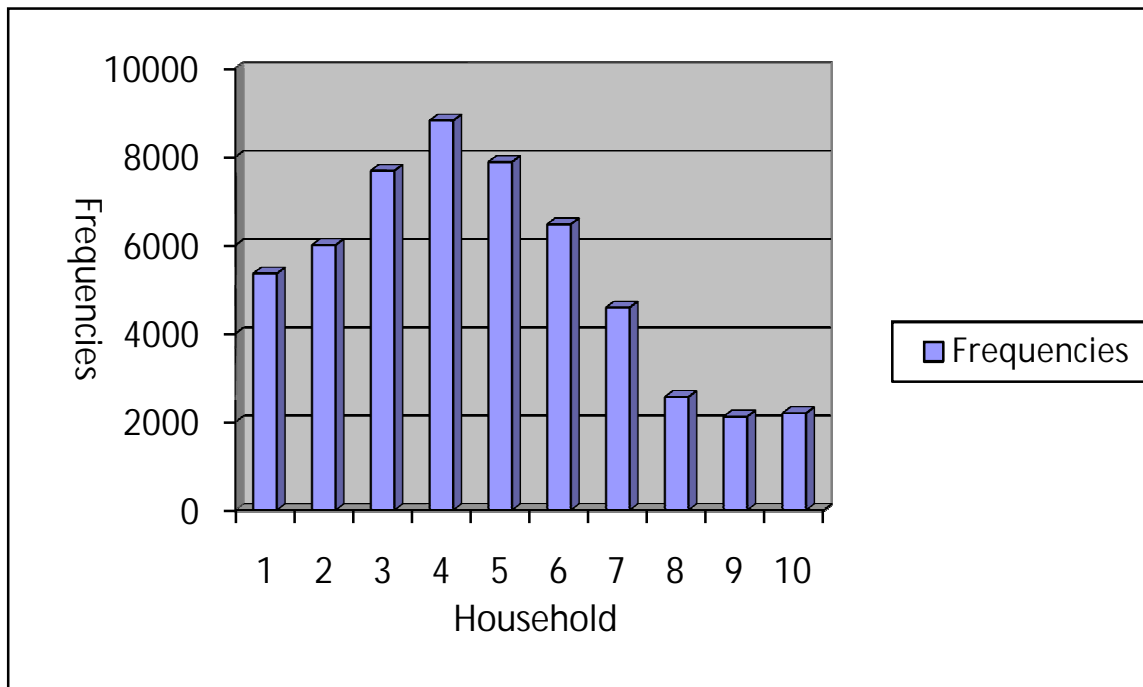
Source: Statistics SA 2007

### 2.1.3 Households Size

There are 53 654 households in Makhuduthamaga municipality. The average household size has been calculated at 5.3 per household. As a result of high unemployment rate in the municipality which is between 60% - 75% (source Community Survey 2007, STATS SA) it therefore means that there should be a high dependency rate where a lot of people would be dependent on government grants. The challenge therefore is whether the municipality has the capacity to register all the beneficiaries of different government grants and also ensuring that the grants are administered.

Individuals per household	01	02	03	04	05	06	07	08	09	10+	Grand Total
Frequencies	5,355	5,999	7,682	8,818	7,879	6,469	4,585	2,559	2,117	2,192	53,654

STATS SA, Community survey 2007



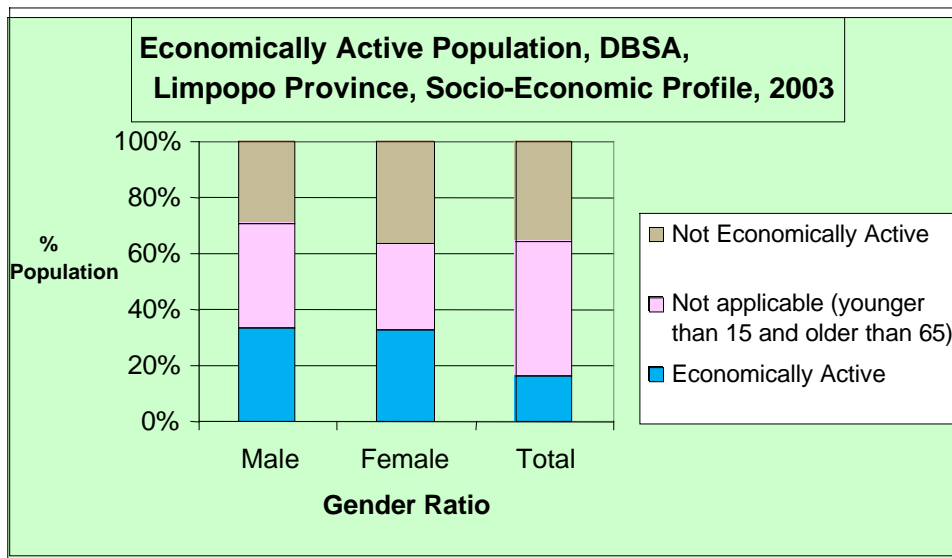
STATSA SA, Community survey 2007

### 2.1.4 Employment Status, Occupation, Income and Poverty Levels

Employment status is a critical factor which gives an indication of the economic stability and financial well-being of the population within a municipality. The main features in describing the employment status of the population are economic active population (employed and unemployed persons) and not economic active population. Statistics South Africa defines economically active population as all persons between the ages of 15 and 65 years who are working or are unemployed. The definition excludes people of working age who are not available for work due to age as pupils, aged or are unable to work due their health status.

Unemployed people are defined as those people who during the week prior to Census night did not have a job but were actively looking for work (either full time or part time) and were available to start work.

The main categories of defining the employment status of a population are the following namely: economically active and not economical active. Economically active can be subdivided into employed and unemployed while not economically active covers the school going population (below 15 years) and the aged (those that are 65 years and above).



Source: DBSA, Limpopo Province, Socio Economic Profile, 2003

In terms of Statistics SA, Census 2001, the total population of economically active people was 43 079. 44% of those were males and 56% were females. The total population of not economical active people was 93 205 of which 38% thereof were males and 62% were females. The state of affair indicates that more females are home bound than males which means fewer males are supposed to support a bigger number of those that are home bound.

	Male	Male %	female	female%	Total % for Males and Females	Total Males & Female
Economically active						
Employed	5 668	53	5 076	47	100	10 744
Unemployed	13 127	41	19 208	59	100	32 335
Total	18 795		24 284			43 079
Not economically Active	35 166	38	58 039	62	100	93 205
Grand Total	53 961		82 323		100	136 284

STATS SA, 2001

In 2007 there were 55 746 (40%) people who were economical active and 84 039 (60%) who were not economically active. Of those that were economically active 21 978 (40%) were employed and 33 347 (60%) were unemployed. 10 759 (49%) of the employed were males and 11 219 (51%) were females. In the not economically active category 34 403 (41%) were males and 49 636 (59%) were females, a trend that confirms the status quo of Population Census 2001.

#### Economically Active Population by Gender

	Male	% for Males	Female	% for Female	Total % For Male & Female	Total for Male & Female
Economically active						
Employed	10 759	49	11 219	51	100	21 978
Unemployed	11 950	36	21 397	64	100	33 347
Total	22 709		32 616	100		55 746
Not economically Active	34 403	41	49 636	59	100	84 039
Total	57 111		82 251			139 364

STATS SA, Community survey 2007

A comparison of the 2001 and 2007 figures shows that there is a 23% increase in people who are economically active. This means that if the economy does not grow at a pace where the unemployed are absorbed, unemployment could rise. This might put a burden on the few that are working. The status quo will also put a heavy load on government grants.

Running Poverty alleviation government programs like Municipal Infrastructure Grant (MIG) and Expanded Public Works Program (EPWP) can ease the unemployment burden. The growth can be further enhanced by the proclamation of Jane Furse as a town. More people would settle in the town thereby creating and promoting business enterprise and social facilities provision. This would also create a domestic worker market in an unprecedented manner.

#### **2.1.4.1 Income Distribution**

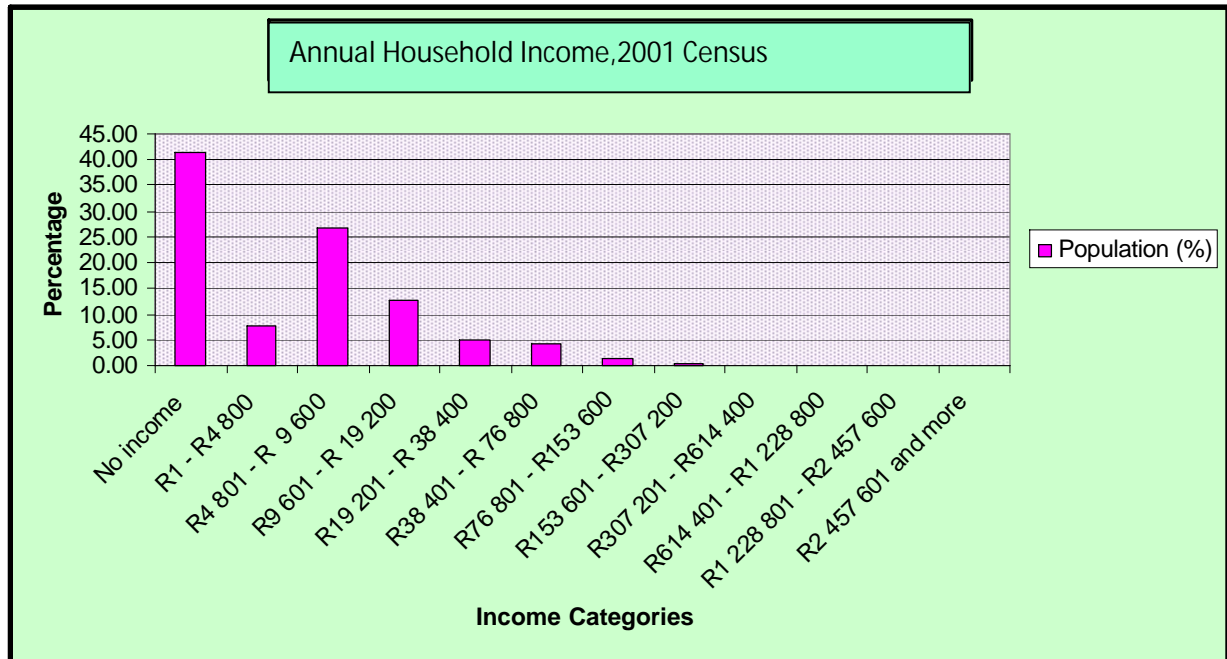
The majority of households are very poor due to their low income which is constrained by the rural economy which is unable to provide individuals with remunerative jobs or self employment opportunities. In 2001 about 42% of the population in Makhuduthamaga had no income whiles in 2007 55% did not have income

Table and figure below indicates the income categories within the municipality:

ANNUAL HOUSEHOLD INCOME		
Income Categories	No.	Population (%)
No income	22 525	41.56
R1 - R4 800	4 197	7.74
R4 801 - R 9 600	14 546	26.84
R9 601 - R 19 200	6 781	12.51
R19 201 - R 38 400	2 687	4.96
R38 401 - R 76 800	2 346	4.33
R76 801 - R153 600	815	1.50
R153 601 - R307 200	186	0.34
R307 201 - R614 400	57	0.11
R614 401 - R1 228 800	18	0.03

R1 228 801 - R2 457 600	27	0.05
R2 457 601 and more	12	0.02
Total	54 198	100%

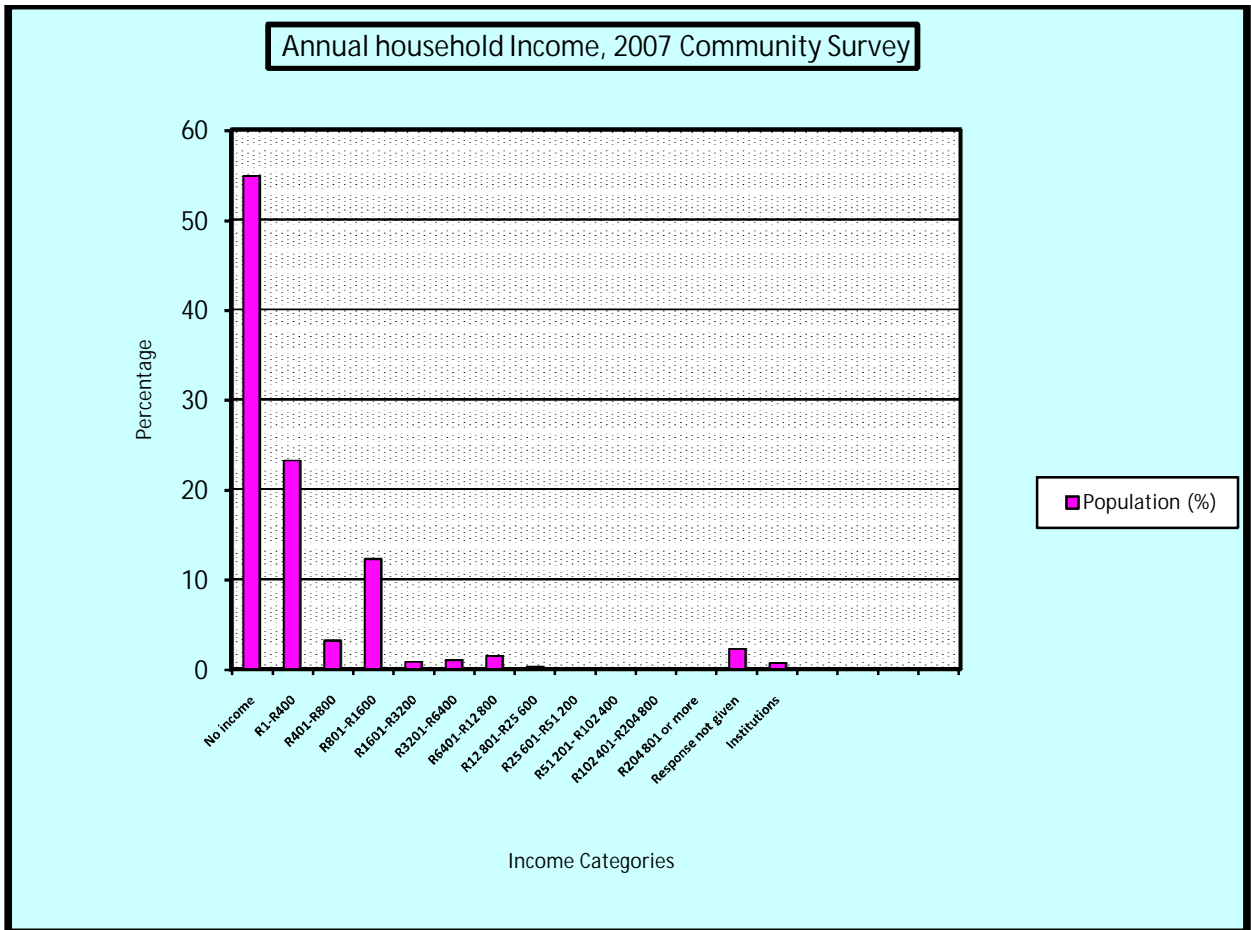
Source: Statistics South Africa, 2001 (Updated)



Source: Statistics South Africa, 2001 (Updated)

In 2001 47% of the population earned less than R 19 200 while in 2007 38% earned less than R 19 200. This means the majority of the population live below the poverty datum line (minimum living standard) a sign of an economy dependent on the informal sector. 10.79% earned between R 19 201 to R 153 600 in 2001 and the number dropped to 3.27% in 2007. This income is mainly earned by people in the public service. While the number was expected to increase with the advent of the municipality functioning in full capacity, the figures could be indicating that there are junior posts that are not filled and the economy that is not growing.

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



Source: Statistics South Africa, Community Survey 2007

In 2001 0.45% of the population earned between R 153 600 and R 614 400 while in 2007 the number dropped to 0.29%. This shows that the economy could not sustain an income normally earned by middle and senior managers in government. This might mean that there are post within the municipality in this category which are not filled and a private sector that is not growing fast enough to create jobs that could pay salaries in this category.

In 2001 and 2007 0.1% and 0.103% of the population earned R 614 401 and more respectively. This is a small percentage which does not change the poverty outlook of the municipality.

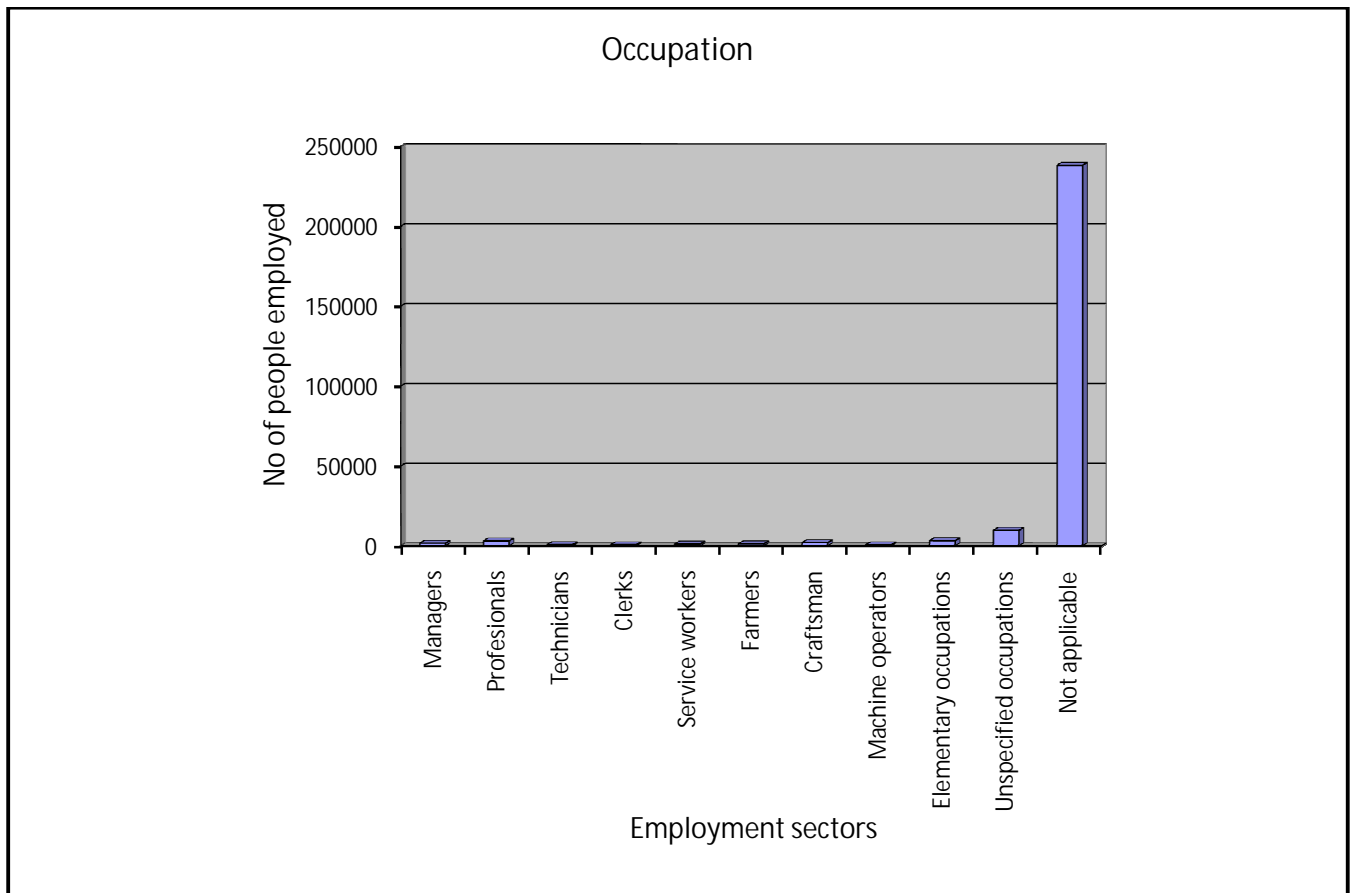
#### 2.1.4.2 OCCUPATIONAL CATEGORIES

Employment Sector	Population	%
Legislators; senior officials and managers	1,634	0.62
Professionals	3,148	1.20
Technicians and associate professionals	777	0.30
Clerks	747	0.28
Service workers; shop and market sales workers	1,159	0.44
Skilled agricultural and fishery workers	1,295	0.49
Craft and related trades workers	2,103	0.80
Plant and machine operators and assemblers	672	0.26
Elementary occupations	3,324	1.27
Occupations unspecified and not elsewhere classified	9,665	3.68
Not applicable/Institutions	238,204	90.67
TOTAL	262 728	100

Source (STATS SA Community Survey 2007)

The majority of the population 90% works at institutions. This is followed by occupations that are not specified and not classified at 3.68%. Elementary and professionals occupations contribute just in excess of 1%. The rest contribute less than 1% of the total occupation population. This distribution shows that the rural areas did not have any economic base. The major occupations were government related e.g. teachers, nurses, policemen, clerks, and magistrates to mention but a few. The number was swelled by the establishment of the local municipality and the hospital at Jane Furse.

The combined effect of the type of education, level of development and geographic location influence the type of occupation the population would be forced to choose. Some do not have a choice at all.



Source: (STATS SA Community Survey 2007)

To escape this dilemma more effort is needed to address the educational system of rural population towards more developmental and less administrative. Efforts should also be made to create an economic base especially out of the comparative and competitive advantages.

The main challenge therefore is to reduce the total number of occupations that are public service related and increase the private service enterprises as this will create additional income to the municipality and not to consume government efforts.

### 2.1.5 Dependency Ratio

The Dependency Ratio= Number of Children (0-15) plus Number of Pensioners (65+) (Economically Inactive) divided by the Number of Working age 16-65 (Economically Active) Source: <http://www.economicshelp.org/dictionary/d/dependencey-ratio.html>.

	Male	Male %	female	female%	Total % for Males and Females	Total Males & Female
Economically active						
Employed	5 668	53	5 076	47	100	10 744
Unemployed	13 127	41	19 208	59	100	32 335
Total	18 795		24 284			43 079
Not economically Active	35 166	38	58 039	62	100	93 205
Grand Total	53 961		82 323		100	136 284

STATS SA, 2001

The dependency ratio of the municipality in 2001 as per the formula above was 3, 2 which means for every 10 economically active people they will support 32 not economically active and unemployed persons.

	Male	% for Males	Female	% for Female	Total % For Male & Female	Total for Male & Female
Economically active						
Employed	10 759	49	11 219	51	100	21 978
Unemployed	11 950	36	21 397	64	100	33 347
Total	22 709		32 616	100		55 746
Not economically Active	34 403	41	49 636	59	100	84 039
Total	57 111		82 251			139 364

STATS SA, Community survey 2007

The dependency ratio of the municipality in 2007 as per the formula above was 3, 3 which means for every 10 economically active people they will support 33 not economically active and unemployed persons. There is therefore an added load on those who are employed which seems to be the result of the economy that is not growing. Poverty alleviation and not reduction may still have to continue for a foreseeable future if the other non governmental sectors do not grow.

### 2.1.6 Deprivation Index

This index is calculated for all local authorities from the following indicators: total unemployment, male long-term unemployment, recipients of income support, residents not receiving income support, recipients of council tax benefit, dependent numbers of children of income support recipients, standardized mortality rates of population under 75, low educational attainment (percentage of 16-year-olds with no GCSE passes or gaining GCSE passes at grades D-G only), derelict land, weighted home insurance premiums, households lacking basic amenities, households in non-permanent accommodation, and overcrowded households (more than 1 person per room).

Local municipality	Deprivation index	Ranking (1-5)
Makhuduthamaga LM	3,858	1

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

The municipality has been ranked one in the district health barometer which means the deprivation status of the municipality is unacceptably high. There is therefore a need to have more interventions in the provision of life sustaining commodities. This could come in a form of grants or creation of employment opportunities.

### 2.1.7 Asset Index and Living Standard Measures

1. An assets index is calculated by multiplying the number of items/livestock by a weight and adding the results over all the assets of a household.
2. The assets index is categorized into four levels.
3. An estimate of the total monthly income for the household was computed.
4. The total household income is categorized into four income levels
5. A combined assets and income index is derived by crossing the asset and income levels of a household.

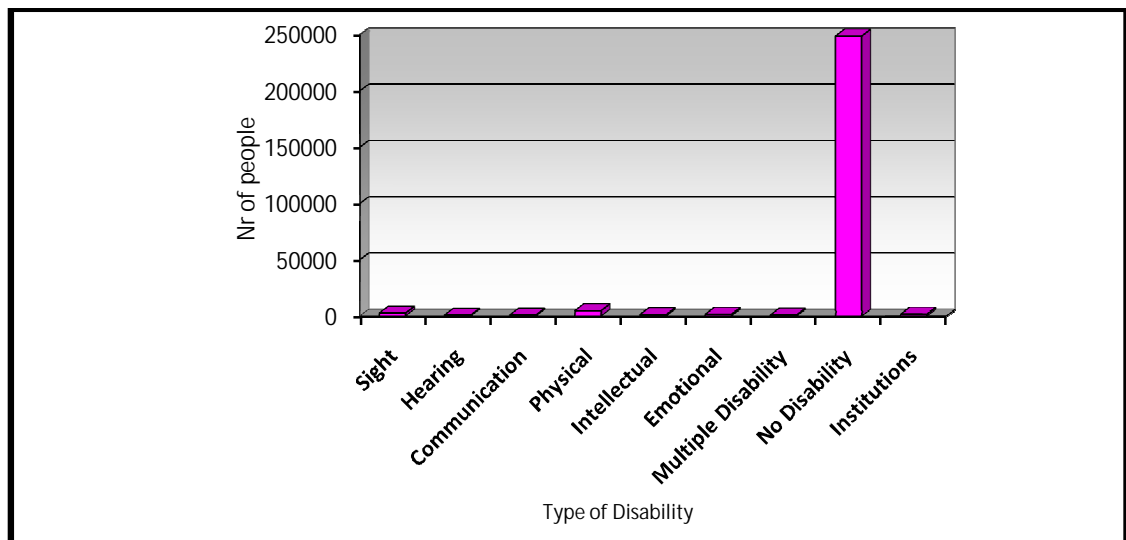
In terms of the District Health Barometer; 2005/06 the average asset index for the district is 0.2211 which is regarded as high and a sign of abject poverty. Makhuduthamaga municipality was found to be having the highest number of household that portray low Living Standards Measures.

## 2.1.8 Health and Social Development

### Prevalent health defects

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

Source: STATS SA, Community Survey 2007



Source: STATS SA, Community Survey 2007

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

### 2.8.1.1 Distribution of other diseases

#### 2.8.1.1.1 HIV/AIDS

Statistics on HIV/AIDS in the municipality

Sort	Data Elements Name	Grand Total
128	HIV pre-test counselled (excluding antenatal)	22 275
129	HIV client tested( excluding antenatal)	18 590
130	HIV test positive – new ( excluding antenatal)	2 941
133	Antenatal client tested for HIV	7 830
134	Antenatal client tested for HIV-new	898
135	Nevirapine dose to woman at antenatal or labour	419
136	Live birth to woman with HIV	815
137	Nevirapine close to baby born to woman with HIV	815
138	HIV test of baby born to HIV woman at 9 months	82
139	HIV test positive of baby born to HIV pos woman at 9 months	18

140	Blood drawn for CD4	5 553
141	Referral to ART service point for ART assessment-new	1 477
142	Registered ART patient	3 595
143	Registered ART patient on any adult regimen	458
144	Sexual assault case-new	239
145	Sexual assault case-new given ARV prophylaxis	148
146	Occupational HIV exposure-new case	10
147	Occupational HIV exposure case given ARV prophylaxis-new	10
148	HIV positive new patient screened for TB	1 136
149	HIV positive new patient with confirmed TB	190
150	HIV positive new patient started on INH prevention therapy	4
151	HIV positive new patient started on Co-trimoxazole prophylaxis	1 567
155	Scheduled dose issued(within 3 days) ART any regimen	447
156	Scheduled dose defaulted(>3 days) ART any regimen	10
157	Inpatient days-ART patient	1 541

Source: LIMPLOPO-FACILITY INDICATOR DATA 2008-09 A

7% of the population under went the testing process. Whiles this is the step in the right direction there is still 93% that has not yet tested. The challenge however is that testing is a voluntary decision. More people may not want to test because of the stigma associated with being HIV Positive. In many communities being HIV Positive is seen as a death sentence A way will have to be found to appeal to the hearts of those who have not tested to do so. According to the table above there are signs that HIV AIDS is not a farce but a reality. What is pleasing though is the fact that the Department of Health and Social Development has a comprehensive counseling, testing, treatment and after care system in place.

### **Type of Social Grants**

<b>Grant type</b>	<b>Number</b>	<b>Percentage</b>
Old age pension	24,102	9.17
Disability grant	5,914	2.25
Child support grant	59,874	22.79
Care dependency grant	1,327	0.51
Foster care grant	120	0.05
Grant in aid	261	0.10
Social relief	173	0.07
Multiple social grants	114	0.04
Not applicable	169,142	64.38
Institutions	1,698	0.65
Grand Total	262,725	100.00

Source: STATS SA, Community Survey 2007

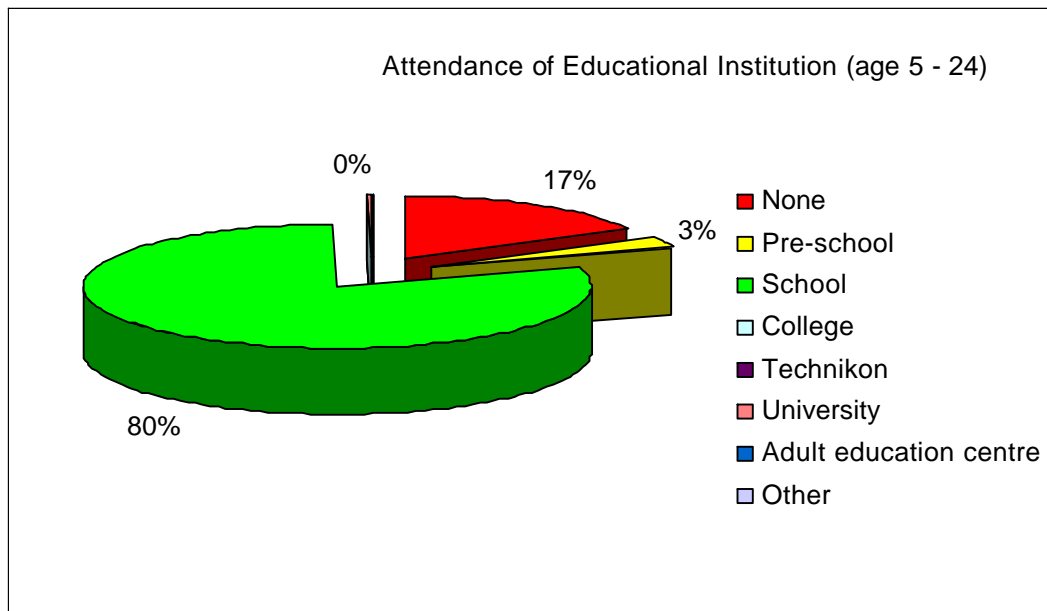
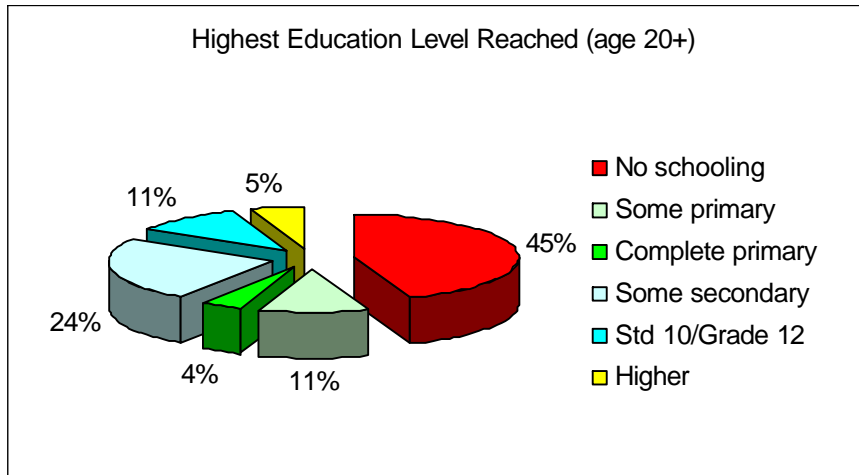
64% of the population does not receive any social grants. 23% receive child support grant and 9% receive old age grant while 2% receive disability grant. Other grants that contribute small amounts in the social grant circle are care dependency (0.51%), grant in aid (0.1%), social relief (0.07%), foster care (0.05%) and multiple social grant (0.04). Grants are a right that citizens need to enjoy. The municipality must endeavour to register all deserving cases so that they can be given their grants.

### 2.1.9 Education

Institution	Number of population	%
Pre-school	15,178	5.7
Primary school	47,474	18.1
Secondary school	51,195	19.5
College	648	0.2
University/University of technology/Technikon	598	0.2
Adult basic education & training	-	-
Other	684	0.2
Not applicable/Institutions	146,951	56
Total	262,728	100

STATS SA, Community survey 2007

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



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

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

## 2.2 SOCIAL PROFILE

### 2.2.1 Health Services

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

Provision of health services within Makhuduthamaga is not satisfactory. This view derives from generally low levels of services combined with poor health infrastructure. The tables below provide an indication of the number of population served by each health facility as well as the backlog in terms of basic services in each health facility.

<b>Makhuduthamaga Clinics &amp; Population Served</b>		
Name of Clinic	Population	Head Count
Mamone	24 590	1674
Dichoeung	15 582	841
Schonoord	46 163	2535
Manganeng	49 820	2215
Marulaneng	26 034	903
Tshehlwaneng	29 767	1505
Bosele	School Role	101
Klipspruit	12 570	2310
Rietfontein	23 959	1761
Phatantswane	6070	813
Eensaam	6860	694
Phokoane	61 058	2563
Marishane	19 329	1349
Phaahla	16 077	1187
Probeering	16 016	2255

Magalies	27 746	243
Setlaboswane	13 690	433
Mampane	11 3000	1402
Swike Matlakatle		
Maserumule Park	2650	
Kutupu	4310	
Platklip	7436	
Green Side	2646	
Mathukuthela	2700 4578 4778	
Setebong		
Riverside		
27 Mae-Phushulang		

Proportionally there are 262 728 people to be serviced. In terms of the planning standards there should be 25 000 people to 1 hospital. Therefore the Municipality needs 11 hospitals as its total population is 262 728. However, the health system has a demarcation process which may not necessarily agree with the planning standards due to the hierarchy of hospitals. There are two hospitals at the moment within the boundaries of the municipality. In an event where new hospitals are to be built, factors to consider would be population density and accessibility.

In so far as clinics are concerned the planning standards prescribed that there should be one clinic for every 5 000 people (source: CSIR). There are 262 728 population in the Municipality. Therefore a total number of 53 clinics were supposed to have been provided. However there are 27 clinics plus 12 mobile clinic points. As indicated above where new clinics are to be built there will be a need to consider issues of density of people, accessibility and centrality. Mobile clinics could be highly effective as a back-up service to hospitals and clinics. To have the service functioning adequately the road network should be improved.

Jane Furse Mobile Points	
Mobile Point	Population
Sekele	2200
Madibaneng	3926
Dinotsi + Mailasegolo	5917
Mashite	2924
Mathibeng	35100
Tshatane	3800
Maila-Mapitsipitsi	16408
Tisane	590
Moretsele	25100
Tshehlwaneng	2604
Tsopaneng	1911
Ratau	2604
Total (12)	103084

### 2.2.2 Education

Educational facilities according to circuit clusters

Circuit Cluster	No. of Secondary Schools	No. of Primary Schools	No. of Creche & Pre- School
Sekhukhune	39	82	N/a
Nebo	82	131	N/a
Makhuduthamaga	N/a	N/a	250

According to planning standards 1 primary school supports 4000 people. There were thus supposed to be 66 primary school in the whole municipality. The existing number of 82 primary schools shows an overprovision of schools in the municipality. The majority of

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

### **Libraries**

There are 3 libraries: Jane Furse, Phaahla and Patantshwane. The rural nature of the municipality renders accessibility ineffective. While more libraries would be needed they should be located at densely populated areas and provided with internet access.

### **Community centers**

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

### **Sport and Recreation**

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 soft ball. Such codes are also played under non competitive circumstances due to lack of funding and the quality of the fields themselves. There are 2 sports centers: Peter Nchabeleng and Phokoane. Other sports centers or sports grounds hardly qualify to be called sports grounds. There is a need to construct few standard sports fields in the municipality. The provincial Department of Sport, Arts and Culture will be contacted in this regard.

### **Post office**

There are 5 post offices in Makhuduthamaga municipality: Jane Furse, Nebo, Masemola, Sekhukhune and Marishane. Post office still plays an important role in the lives of rural people. When future post offices are provided it would be cost effective to look at a set up like the MPCC which could be a one stop shop for the consumption of government services.

### **2.2.3 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.

#### 2.2.4 Food Insecurity and Vulnerability

Food insecurity refers to a situation where individuals fail to acquire enough food for survival and living a reasonable life. It occurs when people are under nourished characterized by food intake falling below their minimum calories requirements. This varies from physical unavailability of food or inability to purchase food due to lack of money. This may result from factors like land unavailability, access to natural resources and other repressive socio economic circumstances.

The Department of Agriculture (2004-2006) conducted a livelihood study in Sekhukhune district. The results were that the following villages in Makhuduthamaga experience worst levels of food insecurity in the district as reflected in the table below;

##### Most food-insecure areas in Sekhukhune

Village	Municipality	Score
Ngwaritsi	Makhuduthamaga Local Municipality	42,84
Tshehlwaneng	Makhuduthamaga Local Municipality	42,70
Vlakplaas	Makhuduthamaga Local Municipality	42,68
Ga-Moloi	Makhuduthamaga Local Municipality	42,61
Malope	Makhuduthamaga Local Municipality	42,51
Magneetshoogte	Makhuduthamaga Local Municipality	37,46

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

HSRC (2006) conducted a study on hunger levels for GSDM. The results although not presented per municipality revealed the following which would be applicable / relevant at Makhuduthamaga as well.

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

To reverse this social anomaly provision should be made to increase the capacity of individuals to secure food through measures like food gardens, feeding schemes, different types of social grants, poverty alleviation measures like MIG and EPWP initiatives to mention but a few.

#### 2.2.5 Safety and Security

Makhuduthamaga municipality has two magistrate courts located at Nebo and Schonoord settlement and three main police stations located at Jane Furse, Nebo and Schonoord. One satellite police station is located at Ga- Masemola. According to planning standards one police station suppose to serve 25 000 people. In Makhuduthamaga therefore there were suppose to be 11 police stations. The actual

number to be provided might defy the provision of the standards as the building of the police station is dependent on the following:

- the presence and frequency of crime;
- the population figure in the area of concern;
- surrounding police areas and the distance from the area of concern;
- availability of a premises or suitable buildings for a police station;
- communication systems in place;
- infrastructure in the area of concern like schools, churches, shops, etc;
- availability of water and electricity;
- availability of housing for members;
- distance from the nearest court;
- availability of funds and human resources to establish a new police station.

The citizens always complain of poor service due to lack of resources such as police vehicles, good communication service, adequate police staff manning the stations and their willingness to service the population.

The safety and security set-up is faced by the following challenges:

- Lack of an efficient and effective policing;
- Slow response or lack thereof to criminal calls;
- Poor accessibility to existing police stations due long distance location, lack of an efficient public transport service, poor roads and lack of efficient communication system;
- Poorly resourced police stations in terms of human and physical resources such as transport or police vehicles;
- Lack of good relations between the police and community that impedes co-operation and also lack of policing forums. The strategies must be able to address the following aspects:
  - inadequate police stations;
  - slow response to criminal calls
  - existing police stations are inaccessible and poorly resourced;

CRIME TYPE	2006/07	2007/08	VARIANCE
( DSSC 33) Attempted robbery: Aggravated: with fire-arm	5	2	-3
( DSSC 35) Attempted common robbery	2	1	-1
( DSSC 13) Assault common	202	143	-59
( DSSC 46) Robbery with weapon other than fire-arm	6	2	-4
( DSSC 34) Common Robbery	37	28	-9
( DSSC 12) Assault GBH	465	426	-39
( DSSC 16) Theft of all stock	126	83	-43
( DSSC 18) Theft of motor vehicle and motor cycle Increase	27	29	2
( DSSC 40) Attempted theft of vehicle and motor cycle	2	1	-1
( DSSC 04) Robbery Aggravating	141	133	-8
(DSSC 02) Attempted murder Increase	29	31	2
( DSSC 19) Theft off/from/of motor vehicle	31	21	-10
( DSSC 01) Murder Increase	42	48	6
( DSSC 38) Attempted burglaries (business)	2	0	-2
( DSSC 15) Burglary (houses) Increase	276	323	47
( DSSC 14) Burglary (excluding residential premises) Increase	135	201	66

### **Crime Statistics**

**Source: Police Report 2007/08**

In MLM Common Assault decreased by 29%, Stock Theft decreased by 34%, Burglary from Residential and Non Residential premises increased by 17% and 49% respectively. Whilst other crime types have decreased significantly, a commendable thing, it is disheartening that burglary is in the increase. The state of affair may taint the community policing effort, black. More will be done to ensure that burglary is minimized if not totally annihilated.

### **2.2.6 Social Cohesion**

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

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

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

## **2.3 SPATIAL PROFILE**

### **2.3.1 Settlement Patterns**

There are about 146 settlements.

The municipality is characterised by dispersed villages that lie distant from one another. The villages are characterised by poor accessibility, low density and large distances between settlements. The state of affair makes it expensive sometimes impossible to provide the necessary infrastructure and services. Such settlements were never planned and surveyed. They are a product of embetterment schemes of the past. They are surrounded by land set aside for grazing and land tilling. The location of these settlements was not based on any economic principle but politics of Separate Development. As a result these villages do not have any economic base. The municipality does not have a proclaimed town that could serve as a node although the Nebo corridor seems to assume such a status. Jane Furse although not proclaimed has all the qualities of a town because of its economic and administrative functions. Its planning as a node is long overdue. However the process should be inclusive of the affected, interested and traditional leadership.

The ideal situation would be to begin to plan the areas in the municipality to ensure that high density settlements result. The community should therefore be discouraged from establishing new villages in areas that lie far away from other settlements. Smaller settlements also create developmental challenges in that their sizes may not justify the provision of certain infrastructure, facilities and services. The municipality will establish the possibility of upgrading tenure in terms of Communal Land Rights Act or any of the legislation that is available and applicable as these areas have Permission to Occupy as a form of ownership.

### **2.3.2 Land Use / Spatial Structure**

A valuation role has recently been compiled for Jane Furse and surrounding villages but detailed land use data for the rest of the municipality is not available as there was no formal physical planning and land use management and control mechanisms at local level. A Draft Land Use Management System for the Municipal is available. In general, Makhuduthamaga Local Municipality comprises mainly of settlements mostly rural in character, shopping complexes, small scale mining areas, tourism areas and agricultural activities.

#### **2.3.2.1 Spatial Development Framework**

During 2007 the municipality prepared a Spatial Development Framework (SDF) for its area of jurisdiction. The SDF identified the following areas as focus areas for development

Primary Growth Point: Jane Furse was identified as the primary growth point in the entire municipality which is supposed to be proclaimed as an urban area due to its economic and administrative activities it is rendering to the municipality.

Sub Growth Points: The Nebo- Phokoane cluster

Development Corridors: Apel-cross to Ga-Marishane and Jane Furse to Phokoane

Sub Corridors Development: Schonoord to Mathibeng and Jane Furse to Schonoord

The identified areas above are the hub and spine of the development in the municipality. The areas need to be planned properly so as to maximize the potentials identified in the SDF. Development plans should therefore be prepared before the land identified falls into other uses not proposed in the SDF.

#### **2.3.3 Land Use Management**

Previous legislation for the management of land was based on Group Areas Act. Different group areas had their own legislation. Makhuduthamaga is by and large a rural set up and composed of Trust and State land. Such land was administered through Proclamation R188 of 1969. With the advent of the new Democratic Order new structures were created which was not part of the provision of Proclamation R188. As a result a new Land Use Management System (LUMS) was essential hence the compilation of the existing LUMS. It has not yet been promulgated due to legislative challenges emanating from the non-enactment of the Land Use Bill into an act. If the LUMS is promulgated the municipality will have a system of Land Use Management that is compatible with the new Democratic Order.

## **2.4 ECONOMIC DEVELOPMENT PROFILE**

### **2.4.1 The Structure of the Economy**

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

## 2.4.2 Key Economic Sectors

### 2.4.2.1 Sector Analysis

#### Economic Contribution and Job Creation

Table and figure below indicates the total labour force of formally employed people per economic activity in the study area. It is clear that most people (35%) in 2001 were employed in the community, social and personal services. The ensuing sections provide an outline of each economic sector. Employment by Economic Activity, 2003

Activity	Population (%)		Population	Population (%)	Population	Population (%)
	2007	2007	2001	2001	1996	1996
Agriculture/Forestry/Fishing	534	0.38	235	2.19	423	3.07
Community/Social/Personal	4 504	3.23	4987	46.42	4749	34.51
Construction	1 858	1.33	563	5.24	1008	7.32
Electricity/Gas/Water	158	0.11	148	1.38	224	1.63
Financial/Insurance/Real Estate/Business	320	0.22	356	3.31	495	3.60
Manufacturing	1 043	0.75	394	3.67	593	4.31
Mining/Quarrying	91	0.06	147	1.37	819	5.95
Other	812	0.58	0	0.00	0	
Private Households	-	0.00	958	8.92	1476	10.73

Activity	Population (%)		Population	Population (%)	Population	Population (%)
Transport/Storage/Communication	515	0.34	502	4.67	879	6.39
Undetermined	117 384	84.22	896	8.34	1580	11.48
Wholesale/Retail	3 095	2.22	1558	14.50	1516	11.02
Total	139 362	100.00	10744	100.00	13762	100.00

Source: Municipal Demarcation Board Website, 2003

#### 2.4.2.1.1 Mining and Quarrying

The mining and quarrying sector plays a very limited role in the municipality's economy representing less than 1% of the total economic production. The number of formal sector employment opportunities within the municipality is less than 1%.

#### 2.4.2.1.2 Agriculture, Forestry and Fishing

Despite MLM being predominantly rural, this sector represents only 2% of all formal sector employment opportunities throughout the municipality. Forestry and fishing activities do not take place. Agriculture is the main formal contributor to the economy of the municipality albeit at very limited scale. There was a slight decline in terms of the contribution of this sector from 1986 to 2001.

#### 2.4.2.1.3 Construction

The construction sector plays a very limited role in the municipality's economy. The number of formal sector opportunities in this sector within the municipality declined from about 7% to 5% between 1986 and 2001.

#### 2.4.2.1.4 Electricity, Gas and Water

The electricity, gas and water sector plays a very limited role in the economy of the municipality including the percentage of formal employment opportunities which declined from about 2% in 1986 to less than 1% in 2001.

#### 2.4.2.1.5 Transportation, Storage and Communication

As with other many other sectors, the transportation, storage and communication sector plays a limited role towards the GGP of the municipality. The number of formal sector employment opportunities in this sector within the municipality declined from about 6% to 5% between 1986 and 2001.

#### 2.4.2.1.6 Manufacturing

The manufacturing sector contributes relatively higher percentage of the total economic production in the municipality. The number of formal sector employment opportunities in this sector within the municipality declined from about 4.3% to 3.6% between 1986 and 2001.

#### 2.4.2.1.7 Wholesale and Retail

The wholesale and retail sector contributes relatively higher percentage of the total economic production in the municipality. There has been an improvement between 1986 and 2001 with about 11% employment opportunities to about 15% respectively.

#### 2.4.2.1.8 Private Households

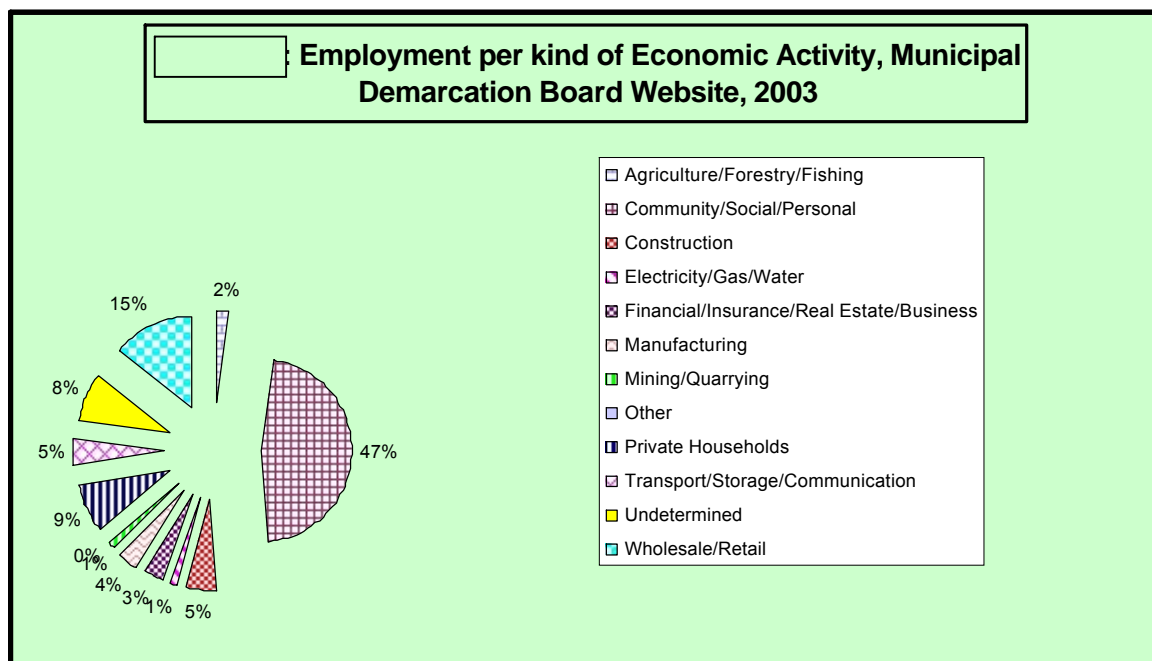
The private households play some role in the economy of the municipality. This sector experienced a significant decline in terms of employment formal employment opportunities which declined from about 11% in 1986 to less than 9% in 2001.

#### 2.4.2.1.9 Financial, Insurance, Real Estate and Business

The financial, insurance, real estate and business sector contributes very little towards the total economic production in the municipality. There has been an improvement between 1986 and 2001 with about 4% employment opportunities to about 3% respectively.

#### 2.4.2.1.10 Community, Social and Personal

The community, social and personal sector is the largest contributor towards the total economic production of the municipality. This sector experienced a significant increase in terms of employment opportunities between 1986 and 2001 with about 35% employment opportunities to about 46% respectively.



#### 2.4.2.2 Key Economic Sector Conditions

The GSDM is in the process of formulating a 2025 year development strategy and has conducted some research into the key economic sectors of the municipal area, namely agriculture, mining and tourism. The outcome of this research is contained in a Synthesis Report of which the following is extract of issues that may be relevant to Makhuduthamaga Municipality.

##### 2.4.2.2.1 Agriculture

Water – Despite potential for agricultural production, not all this potential can be realized due a general lack of water. Ecological reserves from dammed rivers have become affected and the non maintenance of annual flow of the Lepelle River is impacting negatively on small scale irrigation farming along the banks of the river. Rainfall is variable/unpredictable which makes the cultivation of dryland crops highly risky.

**2.4.2.2.2 Land** – There is good arable land throughout the district but with restricting factors such as lack of full ownership of land which has an effect on ability to raise capital for farming purposes. It also has a negative impact on conservation due to over utilization and unsustainable practices.

**2.4.2.2.3 Support Services** – This is a major problem for developing agriculture. Many government assisted schemes are taking off the ground because of poor co-ordination between stakeholders.

**2.4.2.2.4 Infrastructure and enabling environment** – The District generally has adequate infrastructure to support agriculture. The creation of a suitable environment to attract industrialists, especially for processing and value adding of primary agricultural products will be required to help realize the full potential of the resources in the area.

**2.4.2.2.5 Disparity in agriculture** – An inherited legacy is the disparity in agriculture with a huge gap between commercial and subsistence/small scale farming. Attention needs to be given to institutional restructuring and incentives.

**2.4.2.2.6 Commercial farming** - Large scale commercial agricultural production mostly occurs in the southern and eastern areas of the GSDM and occurs mostly on privately owned land. Agriculture has generally been under pressure the past five to ten years. However the economic contribution and job creation capacity of agriculture in the District is significant. There is trend towards an increase in establishing permanent crops.

**2.4.2.2.7 Developing agriculture** – The majority of farmers (70%) in Sekhukhune are subsistence farmers (mostly extensive cropping and live stock). The potential of the area can be illustrated by the extent of production that was maintained by the Farmer Support Programmes of the mid 90's (40,000ha cultivated).

**2.4.2.2.8 Competitive advantage** – The District has a competitive advantage in a number of crops such as table grapes, citrus and vegetable processing. An effective method of maintaining this competitive advantage is to create a market for products locally, especially primary products, for processing or value-adding. This forms the basis for cluster development and value chains.

General agricultural trends –

- Agriculture is under increasing financial pressure
  - Farm management and productivity has had to increase significantly
  - The youth is not keen to become involved in the industry
  - Movement away from labour intensive production
  - Movement to perennial crops
  - Production for niche markets
  - There is still a serious lack of access to support services due to bureaucracy and some programme requirement that do not conform to the rural nature of the district.
- Irrigation schemes to be revitalized in the Makhuduthamaga Area:

No	Scheme	No of Farmers	Size (ha)
1	De Paarl	54	66
2	Gataan	129	155

3	Goedverwacht	75	90
4	Hakdoorndraai	84	102
5	Hindustan	43	52
6	Nooitgesien	91	110
7	Veeplaas	385	463
8	Vlakplaas	62	74
	<b>Total</b>	<b>923</b>	<b>1112</b>

The main challenge therefore is to identify additional land for agricultural schemes, settlement of more farmers, mechanization, marketing of products, beneficiation of products as well as capacity building.

#### **2.4.3. Development Corridors**

See spatial profile

#### **2.4.4 Local Economic Development Projects**

Projects with potential –

##### **2.4.4.1 Bio-fuels**

Provincial Government initiatives are underway to develop the bio-fuel industry in the district. A major programme by Limpopo Department of Agriculture, funded by LIBSA, is being established at Tompi Seleka. This creates opportunities with linkages in the industry, especially the production of raw materials by emerging farmers through farmer support and other development programmes.

##### **2.4.4.2 Dry land**

Indications are that, at this stage, a dryland support programme for emerging farmers would be viable option and welcomed by the broader Sekhukhune Community Department of Agriculture commitment towards this, in terms of personnel, but especially resources would be a cornerstone in this revival. Pilot in Phokoane in Makhuduthamaga and Atok/Mecklenburg in Fetakgomo would be low risk but attract enough attention after the first season or two to justify the expansion of the initiative.

Dependant on the success of the initiative, Local Government could also expand this programme and extend support services to the hundreds of community projects throughout the district which are in various stages of implementation and operation. Most of these projects have collapsed or are operating below expectation. Project

support services which would have an impact on these projects would typically be along the following:

- Address infrastructure and physical scheme constraints
- Facilitate access to inputs – advice, production inputs, mechanization, private sector support etc.
- Improve capacity – build on skills in institutional structuring, technical and managerial ability, together with Department of Agriculture
- Address marketing problems – improve access to markets, better co-ordination of production (timing and volumes), transport and logistics, production contracts etc.

#### **2.4.4.3 Livestock – Cattle**

Indications are that, at this stage, a livestock support programme for emerging farmers would be a viable option, and welcomed by the broader Sekhukhune Community. With sufficient start up funding one or two initiatives could be launched immediately in progressive communities in Makhuduthamaga, Fetakgomo, or Tubatse. At least one initiative should be in a communal area on communal land.

#### **2.4.4.4 Livestock – Goats**

Indications are that, at this stage, a goat production programme for commercial and emerging farmers would be a viable option, and welcomed by the broader Sekhukhune Community.

A number of initiatives are already underway to establish pilot projects which could lead to the roll out of a broader goat programme one in Makhuduthamaga supported by EU. Local Municipalities could make a meaningful contribution to ensure the success for the current goat production initiatives underway. The allocation of additional resources would lower the risk of failure and accelerate the outcomes which could then be replicated in similar circumstances.

#### **2.4.4.5 Feed Manufacture**

This phenomenon of a feed production facility warrants further investigation. The scale of demand in the district suggests that some investigation take place into taking advantage for the value chain upstream of livestock production, along the value chain. This would not only be in line with BEE and cluster development strategies, but it could also serve to bring the communal/small-scale and commercial livestock sectors closer together through creation of common interest and support.

#### **2.4.4.6 Feedlots**

There is a need at this stage to consider additional feedlot facilities as it would be a viable option. The involvement of the communal and small-scale farmers is a challenge with undisputed rewards if successful. It falls directly within the cluster development approach and is assumed to have the acceptance of the broader Sekhukhune Community.

#### **2.4.4.7 Abattoir**

There are indications that additional red meat processing facilities would be a viable option. The involvement for the communal and small-scale farmers is a challenge with undisputed rewards if successful. The initiative has both an important BEE component and falls directly within the cluster development approach and is therefore assumed to have the acceptance of the broader Sekhukhune Community.

#### **2.4.4.8 Mining**

##### **2.4.4.8.1 Job Creation**

The total employment in GSDM ferrochrome plants, including those within 30 km of the GSDM, is therefore estimated as 833 in 2005 and 1270 in 2015.

Employment in the GSDM minerals industry, 2005, 2010 and 2015

	2005	2010	2015
Platinum mines	14 067	36 427	42 730
Chromate mines	1415	1 740	2 140
Base metal smelters	0	170	300
Ferrochrome plants	832	1 030	1 270
Other mines and metallurgical plants	740	900	1 100
Total	17 050	40 300	47 500

##### **2.4.4.8.2 Mining Recruiting Practices**

How much of the potential employment for the expansion for mining on the Eastern Limb of the Bushveld Complex would go to employees recruited from within the GSDM is one of the questions this study sets out to answer. Three general factors together with the regulatory framework favour the employment of GSDM residents.

#### **2.4.4.8.3 Modern mining approach to mining industry careers phases out migrant labour**

South Africa mining industry as a whole has adopted an approach to recruitment that plans to phase out migrant labour contract in favour of full time employees living in housing close to the mines on which they work.

#### **2.4.4.8.4 Social Objectives of the Mining Charter**

Closely related to the above the Broad-Based Social-Economic Empowerment Charter for the South African Mining Industry, 2002 does not explicitly deal with recruitment but does directly speak to migrant labour and housing and living conditions under sections 4.3 and 4.5 respectively.

#### **2.4.4.8.5 Trends for reduced employment of contract labour**

Specialist contractors have long been employed in shaft sinking and development roles as well as the installation of mechanical, electrical, ventilation, pumping and materials movement infrastructure. A notable feature of the changes in employment in the South African mining industry commencing in the late 1980s was the increase in the use of contract services for what had hitherto been considered core mining operations.

#### **2.4.4.8.6 Mining skills requirements**

Table below provides estimates for skills requirements of the mining industry in GSDM over the period 2005 to 2015

Estimated skills requirements of mining industry in GSDM 2005 to 2015

Qualification Levels	2005	2010	2015
ABET 1-4	1,850	4,400	5,250
NQF 1	12,750	30,200	35,900
NQF 2&3	1,700	4,000	4,750
NQF 4, NQF 4-8 & ABOVE	650	1,600	1,900

#### **2.4.4.8.7 Training Facilities**

Facilities for training recruits to the mining industry have been established by the mining companies already operating in the GSDM area. Anglo Platinum has established a training facility at Twickenham as its base for training future workers on the Eastern Limb. Anglo Platinum also plans to use its existing ADC training facility at Rustenburg and the Engineering Skills Training Centre in Randfontein for artisan training. Impala Platinum's Marula mine is expanding training facilities as it expands to full production.

Both mining companies have made interventions in the education facilities in the GSDM area under their Corporate Social Investment programmes.

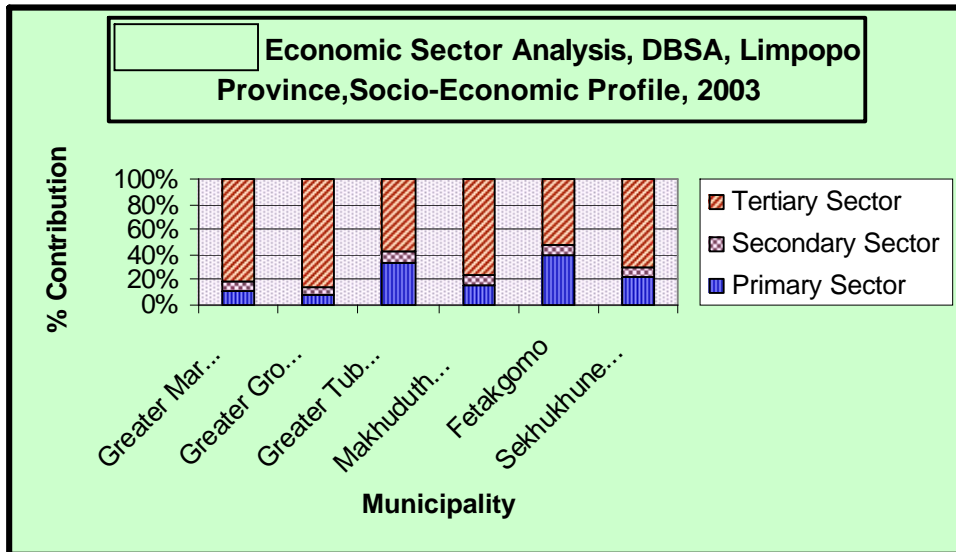
#### 2.4.5 Competitive and Comparative Advantages

Figure below compares the various economic sectors in terms of economic production between the five local municipalities and district. Table below also provides an indication of economic indicators by comparing the five local municipalities. The primary and tertiary sectors are the main dominant sectors in the MLM which implies that MLM has a comparative advantage over Groblersdal and Marble Hall in terms of the share contribution of the primary sector (15%) and over Fetakgomo and Tubatse in the tertiary sector (76%).

##### 2.4.5.1 Economic sector analysis

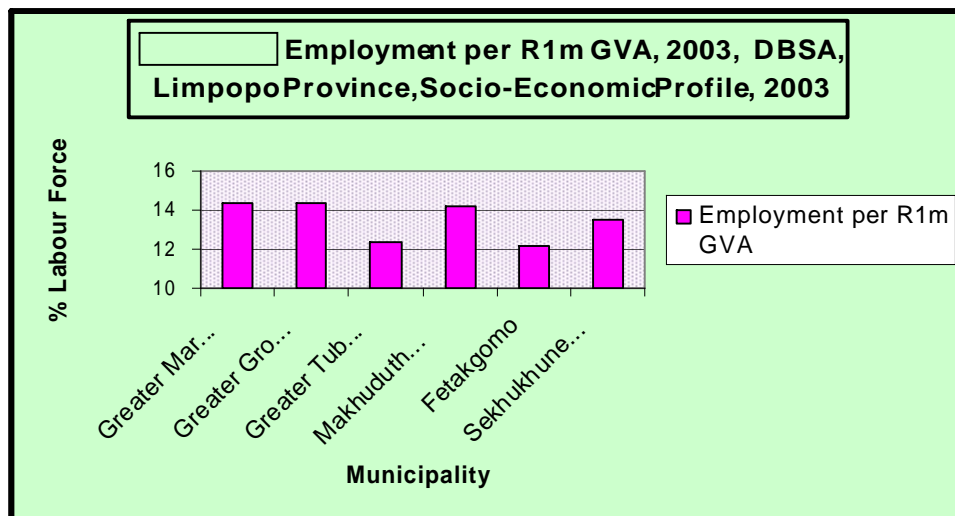
	Primary Sector (%)	Secondary Sector (%)	Tertiary Sector (%)
Greater Marble Hall	10.9	8.0	81.1
Elias Motsoaledi	7.2	6.8	86.0
Greater Tubatse	33.1	9.5	57.4
Makhuduthamaga	15.4	7.8	76.7
Fetakgomo	39.5	8.0	52.6
Sekhukhune District	22.2	8.1	69.7

Source: DBSA, Limpopo Province Socio-Economic Profile, 2003



MLM has the largest employment per R1 million Gross Value Added (GVA) as shown in the table and figure below. Employment per R1 million GVA is an indicator of the relative labour intensity of the production process involved. On average 17 people are employed in the municipality to produce R1 million of gross value added, which puts MLM as the highest in the district.

#### 2.4.5.2 Economic Indicators



Source: DBSA, Limpopo Province-Socio-Economic Profile, 2003

### 2.4.5.3 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.

#### 2.4.5.3.1 Occupation Levels

	Male	Male (%)	Female	Female (%)	Total	Total (%)
Legislators and senior officials	30	0.06	-	0.00	30	0.02
Corporate managers	97	0.18	15	0.02	112	0.08
General managers	165	0.31	66	0.08	231	0.17
Physical, mathematical and engineering science professionals	33	0.06	3	0.00	36	0.03
Life science and health professionals	48	0.09	83	0.10	131	0.10
Teaching professionals	355	0.66	339	0.41	693	0.51
Other professionals	99	0.18	39	0.05	138	0.10
Natural and engineering science associate professionals	33	0.06	12	0.01	45	0.03
Life science and health associate professionals	100	0.19	375	0.46	475	0.35
Teaching associate professionals	889	1.65	1248	1.52	2137	1.57
Other associate professionals	96	0.18	18	0.02	114	0.08
Office clerks	276	0.51	266	0.32	542	0.40
Customer service clerks	94	0.17	277	0.34	371	0.27
Personal and protective services workers	446	0.83	233	0.28	679	0.50

	Male	Male (%)	Female	Female (%)	Total	Total (%)
Models, salespersons and demonstrators	226	0.42	153	0.19	379	0.28
Market-oriented skilled agricultural and fishery workers	81	0.15	51	0.06	132	0.10
Subsistence agricultural and fishery workers	3	0.01	-	0.00	3	0.00
Extraction and building trades workers	532	0.99	84	0.10	616	0.45
Metal; machinery and related trades workers	238	0.44	21	0.03	259	0.19
Handicraft, printing and related trades workers	27	0.05	-	0.00	27	0.02
Other craft and related trades workers	84	0.16	60	0.07	145	0.11
Stationary-plant and related operators	45	0.08	9	0.01	54	0.04
Machine operators and assemblers	54	0.10	3	0.00	57	0.04
Drivers and mobile-plant operators	696	1.29	45	0.05	741	0.54
Sales and services elementary occupations	386	0.72	1266	1.54	1652	1.21
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

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

Source: Municipal Demarcation Board Website, 2003

#### **2.4.6 Tourism**

The municipality does not have the Tourism Development Strategy. The municipality should liaise with the Department of Economic Development, Environment and Tourism in developing the tourism strategy and plan in the financial year 2009/10. The whole process will be assisting in the investigations and quantifications of some of the hidden tourist opportunities within municipal jurisdiction. The following are some of the tourism hot spot that needed to be developed into tourism products in the current financial year.

- ❖ Sekhukhune Centre of Plant Endemism: underlain by the Bush veld Igneous Complex and covers areas of approximately 5,449 square km. i.e. Protea Flower and Yellow arrum Lily flower
- ❖ Cultural Heritage and Archaeological Resource: - Graves of recent and less recent origin i.e. Manchie Masemola Grave Site.
- ❖ Wetland and Protected area:- Game parks and nature conservation
- ❖ Scenery of Leolo Mountains: Adventure, Scenery, Hiking and Trail.

#### **2.4.7 Expanded Public Works Programme**

- Mohlwarekoma Access Road
- Tshela internal Road
- Kutupu Road and Stormwater
- Vierfontein to Rietfontein

### **2.5 HOUSING AND MUNICIPAL INFRASTRUCTURE SERVICES**

#### **2.5.1 Housing**

The municipality does not have a strategy or a Housing Sector Plan. As a result it is unclear as to who needs housing when. Poor or lack of infrastructure like electricity, water, sanitation, road development and storm water drainage relegate the function of the municipality to the provision of basic needs through the free basic service programme. The provision of these infrastructural services was supported to be directed

to economic development areas and centers where jobs would be created. This would help eradicate the poverty and unemployment challenges that are prevalent in the municipality.

The bulk of the dwellings within the municipality are formal houses on sites followed by traditional dwellings. 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 formalisation processes has been implemented. Informal dwelling / shacks need some attention although it is not a major problem.

### Types of Dwelling

NUMBER OF HOUSEHOLDS BY DWELLING TYPE		
Dwelling Type	Number	%
House or brick structure on a separate stand or yard	39,996	75.28%
Traditional dwelling/hut/structure made of traditional materials	8,806	16.57%
Flat in block of flats	87	0.16%
Town/cluster/semi-detached house (simplex; duplex; triplex)	316	0.59%
House/flat/room in back yard	1,192	2.24%
Informal dwelling/shack in back yard	803	1.51%
Informal dwelling/shack NOT in back yard	1,596	3.00%
Room/flatlet not in back yard but on shared property	291	0.55%
Caravan or tent	45	0.08%

Source: Statistics South Africa, 2001 (Updated)

NUMBER OF HOUSEHOLDS BY DWELLING TYPE		
Dwelling Type	Number	%
House or brick structure on a separate stand or yard	38,949	72.6%
Traditional dwelling/hut/structure made of traditional materials	7442	13.9%
Flat in block of flats	61	0.1%
Town/cluster/semi-detached house (simplex: duplex: triplex)	-	0%
House/flat/room in back yard	3,863	7.2%
Informal dwelling/shack in back yard	574	1.1%
Informal dwelling/shack NOT in back yard e.g. in an informal/squatter settlement	1,524	2.8%
Room/flatlet not in back yard but on a shared property	470	0.88%
Caravan or tent	-	0%
Private ship/boat	-	0%
Workers hostel(room/bed)	225	0.4%
Other	547	1%
Total	53654	100%

Source: Community Survey 2007/Statistics South Africa, 2007 (Updated)

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

According to the Greater Sekhukhune District Municipality Housing Strategy, the housing backlog is 13,258 which is 22% of the population. A housing sector plan is needed to quantify the backlog geographically.

## 2.5.2 Social Infrastructure

Mining companies planning long life mines over extensive lease areas in the absence of established infrastructure are in main seeking to reduce the investment in social infrastructure adjacent to their shafts in favour of supporting the development of established settlement nodes to the extent that it is possible as some locations require on mine accommodation for single quarters. Limited social infrastructure impacts on mines ability to recruit senior technical and managerial staff as married persons are reluctant to accept posts in under serviced areas.

### 2.5.2.1 Water

#### Water infrastructure

Water availability is the primary risk to mining expansion identified by mining companies. While the Olifants River Water Resources Development Project (ORWRDP) run by DWAF will alleviate the problem, it does not entirely eliminate the risk of water supply for some time to come. The start of the project (construction of de hoop Dam) was delayed as a result of objections to the development in 2006. The project is currently in implementation stage..

#### Potable water

An estimated 72 % (59128 households) of the population of Makhuduthamaga Municipality does not meet the RDP level of water supply. An estimated 28% (11760 households) of the population meets the minimum RDP standard or better.

An estimated 16% of the population is within 0 - 200 meters from a water supply point. There have been significant improvements in the provision of basic water in the last four years where the proportion of the population relying on natural sources for water has declined significantly in contrast with the figures on table and figure below. The situation still requires intensive intervention.

According the 2007 Sekhukhune Profile Makhuduthamaga has 683 households having water in house, 8441in the yard and 8713 communal taps. The Flag Boshielo Dam does not serve the Eastern side of the Municipal area. Sekhukhune District Municipality is Water Authority.

#### MAIN LEVELS OF WATER SUPPLY

Water Supply Type	No.	%
Piped water inside dwelling	495	1%
Piped water inside yard	5,218	10%

Piped water on community stand: distance less than 200m from dwelling	8,703	16%
Piped water on community stand: distance greater than 200m from dwelling	9,952	19%
Borehole	4,006	8%
Spring	1,925	4%
Rain-water tank	428	1%
Dam/pool/stagnant water	4,220	8%
River/stream	15,894	30%
Water vendor	327	1%
Other	1,989	4%
Total	53,157	100%

Source: Statistics South Africa, 2001 (Updated)

Makhuduthamaga Local Municipality receives water from the following water supply schemes:

Household Services 2007

Water Supply Type	No.	%
Piped water inside the dwelling	2,578	4.8%
Piped water inside the yard	4,004	7.5%
Piped water from access point outside the yard	26,509	49.4%
Borehole	2,986	5.6%

Spring	1,402	2.6%
Dam/pool	2,030	3.8%
River/stream	11,933	22.2%
Water vendor	897	1.7%
Rain water tank	843	1.6%
Other	473	0.8%
Total	53, 654	100%

- Arabie / Flag Boshielo RWS Central
- Arabie / Flag Boshielo RWS East Group 1
- Arabie / Flag Boshielo RWS East Group 2
- De Hoop Group 2 Upper Ngwaritsi
- De Hoop Group 3 Vergelegen Dam – Jane Furse
- De Hoop Group 4 Middle Ngwaritsi
- De Hoop Group 6 Nkadimeng
- De Hoop Group 7 Schonoord Ratau
- De Hoop Group 8 Mampuru
- De Hoop Group 9 Spitskop Ngwaritsi
- De Hoop Group 10 Mahlangu
- Leolo Local Sources and
- Piet Gouws

The provision of water and maintenance is the responsibility of external service providers. The following are Water Service Providers (WSPs) responsible for all water functions:

## MLM, WATER SUPPLY AUTHORITIES

	Scheme Name	Existing WSP	Existing Quality of Water Service	Possible Future WSP
1	De Hoop (NSD 1,2,3,4,5,6,7,9)	DWAF	Poor	LNW Board
2	Leolo Local Sources	DWAF	Poor	LNW Board
3	Piet Gouws (NSP 1 & 2)	DWAF	Poor	LNW Board
4	Flag Boshielo (NSA 1 & 2)	LNW Board	Good	LNW Board

Source: Sekhukhune District Municipality, WSDP, 2005/06

### 2.5.2.2 Sanitation

An estimated 70% (2001 Census) of the population within the municipality make use of pit latrines for sanitation as compared to 78% in 1996 (table and figure below). Since 1996 there has been an increase in the use of better forms of sanitation like VIPs, flush toilets and chemical toilets. The use of pit latrines pose serious health hazard especially in areas where people depend on underground water. The percentage of the population with no access to sanitation has declined from 19% (1996) to 16% (2001).

Sanitation Type	No.	%
Flush toilet (connected to sewerage system)	918	2%
Flush toilet (with septic tank)	270	1%
Chemical toilet	979	2%
Pit latrine with ventilation (VIP)	4,674	9%
Pit latrine without ventilation	37,441	70%
Bucket latrine	360	1%
None	8,515	16%

Total	53,157	100%
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Source: Statistics South Africa, 2001

Sanitation Type	No.	%
Flush toilet (connected to sewerage system)	879	1.6%
Flush toilet (with septic tank)	412	0.8%
Dry toilet facility	242	0.5%
Pit toilet with ventilation (VIP)	6,945	12.9
Pit toilet without ventilation	41,738	77.8
Chemical toilet	-	0%
Bucket toilet system	-	0%
None	3,439	6.4%
Total	53,654	100%

Household Services 2007

According to 2007 Sekhukhune Profile 5329 households has sanitation up RDP level, this figure represent only 9% of the total number of households. The current sanitation capacity, which is situated at Jane Furse, cannot accommodate the envisaged development in Jane Furse and the three growth points. A mini water borne sanitation plan already exists in Jane Furse which can only accommodate 980 households. What is required is the construction of 3 water borne sanitation plants at Jane Furse, Masemola and Schonoord and appointment of staff to maintain the constructed plants.

### 2.5.3 Power infrastructure

Operating and planed mines surveyed did not perceive the availability and quality of heavy power infrastructure to pose risks to expansion. Eskom's network planning department stated it was confident that the timing and capacity requirements expressed through the heavy power users association and interactions with mining companies were sufficiently responsive to estimating the rate of growth in power demand planning for supply expansion. Corroborating views were expressed by mining companies that

power availability was regarded as adequate. But it must be stated that electricity supply is a national challenge.

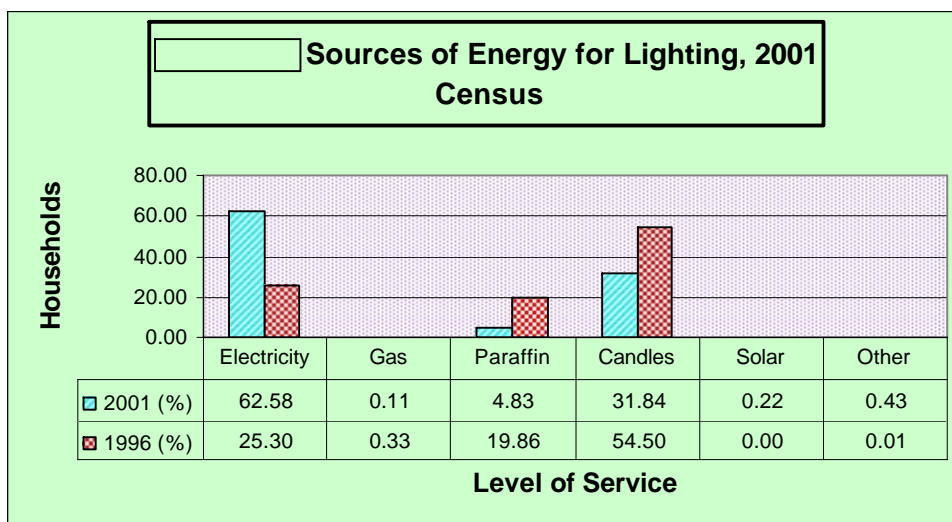
### 2.5.3.1. Electricity

There has been a significant improvement of households making use of electricity for lighting from 25% (1996) to 63% (2001) which indicates the proportion of households with access to electricity. Out of 59128 estimated households 37706 are electrified which represent 63,8% ,this implies 36,2% backlog. The other households depending on other sources of energy represent households with no access to electricity. Electrification is still ESKOM responsibility.

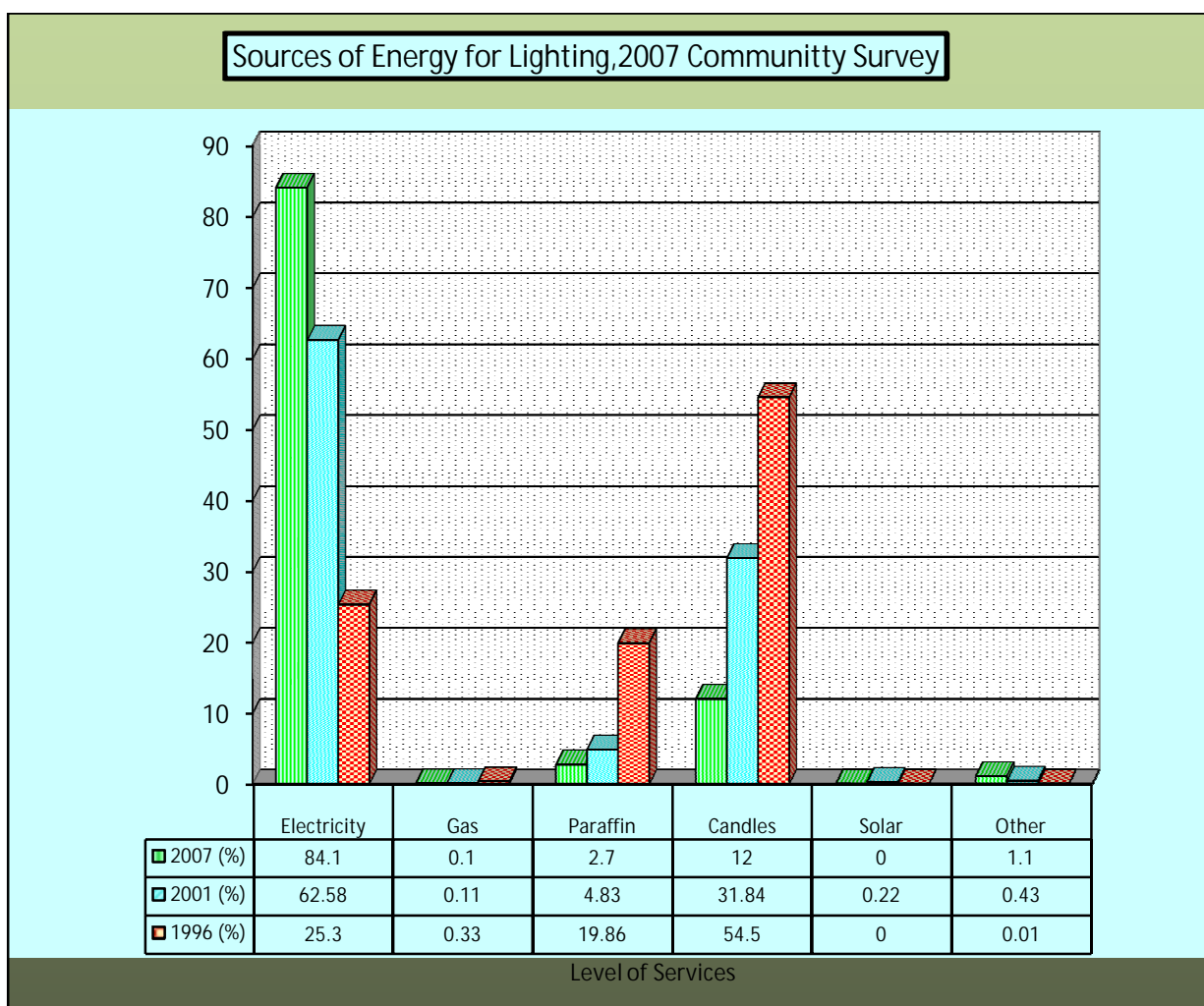
Table and figure below compares the level of access to various sources of energy between 1996 and 2001.

Sources of energy for lighting

Source	Households					
	2007	2007%	2001	2001 (%)	1996	1996 (%)
Electricity	45 141	84.1	33918	62.58	12512	25.30
Gas	59	0.1	57	0.11	162	0.33
Paraffin	1423	2.7	2618	4.83	9821	19.86
Candles	6 465	12	17255	31.84	26958	54.50
Solar	-	0.00	117	0.22	0	0.00
Other	566	1.1	233	0.43	7	0.01
Total	53 654	100.0	54198	100.00	49460	100.00



Source: Sources of Energy for Lighting, 2001 Census



Source: Sources of Energy for Lighting, Community Survey 2007

## **2.5.4 Roads and Transport**

### **2.5.4.1 Transport infrastructure**

Operating mines in the GSDM surveyed reported that the state of the road network was a concern recognizing the growth in traffic, the expansion in road haulage of ore concentrates and the increase in passenger traffic that tracked the overall regional growth simulated by mining. These concerns notwithstanding, transport infrastructure not regarded as a major impediment to mining expansion provided that maintenance is performed and protection of the road reserve adjacent to settlements is upheld.

### **2.5.4.2 Road Network System**

This section describes the road hierarchy in the MLM area, in terms of National Roads, Provincial Roads, and District Roads, and their significance with respect to access and mobility for public transport, freight, and tourism.

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

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

The Local Municipality identifies road maintenance and upgrade projects at random in consultation with the communities and Ward Councillors.

Makhuduthamaga Local Municipality as local municipality is responsible for the maintenance of all the internal roads in the residential areas and villages. These internal roads do not have specific road numbers, and must be addressed in future by the Road Master Plan (District or Municipal).

According to 2007 Sekhukhune Profile 147,83 Km of road is paved and 2916,28 km is unpaved

### **2.5.4.3 Transportation**

There are no particular standards applicable to transportation, although the general principle applied is to encourage passenger transport as opposed to private vehicles, from an efficiency and sustainability point of view.

In assessing transportation trends and tendencies a breakdown of the modal split is worthwhile.

It is clear that taxis are the most dominant form of transportation, followed by buses. Private vehicle usage is low. The low private vehicle ownership corresponds with the low income levels in the area. This emphasizes the need for public transport facilities.

The need for basic social and economic facilities within walking distance from the larger community concentrations in the rural area is evident.

The road conditions are generally very poor, especially in the rural areas. Such road conditions are a significant factor on the operating life of the rolling stock, operating costs, and level of service to the passenger.

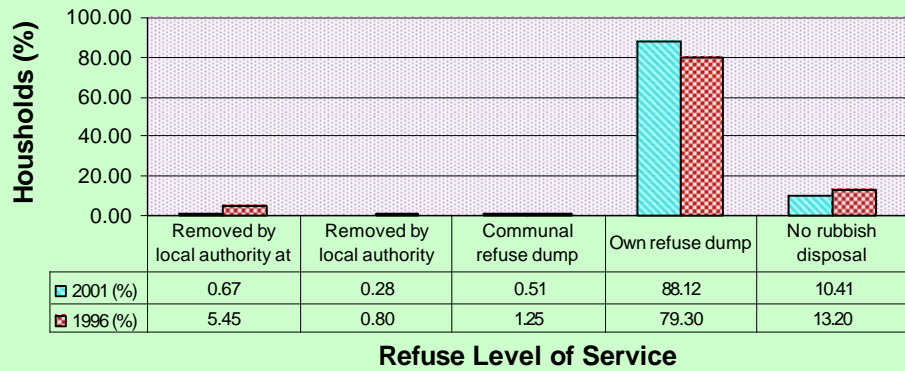
## **2.5.5 Waste Management and Refuse Removal**

### **2.5.6.1. Refuse Disposal**

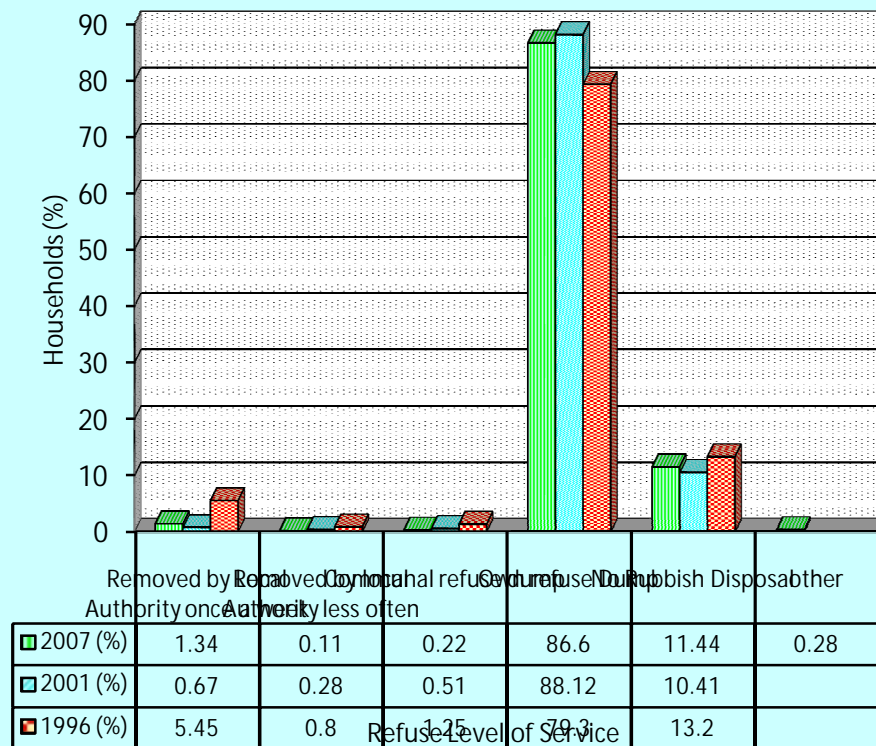
There is partial formal refuse removal service rendered by Provincial Government on behalf of the municipality. The majority (88%) of the population utilize their own dumps for this purpose. These dumps are usually located within the individual household property (see table and figure below).

	Households					
Refuse Service Level	2007	2007(%)	2001	2001 (%)	1996	1996 (%)
Removed by local authority at least once a week	720	1.34	363	0.67	2677	5.45
Removed by local authority less often	59	0.11	154	0.28	391	0.80
Communal refuse dump	121	0.22	279	0.51	616	1.25
Own refuse dump	46 467	86.6	47758	88.12	38945	79.30
No rubbish disposal	6 137	11.44	5643	10.41	6485	13.20
Other	151	0.28				
Total	53 654	100.00	54198	100.00	49114	100.00

**Figure 14: Refuse Disposal, 2001 Census**



**Refuse Disposal, 2007 Community Survey**



Source: Refuse Disposal, 2001 Census

Source: Refuse Disposal, Community Survey 2007

### 2.5.6 ICT (Information Communication Technology/Telecommunications)

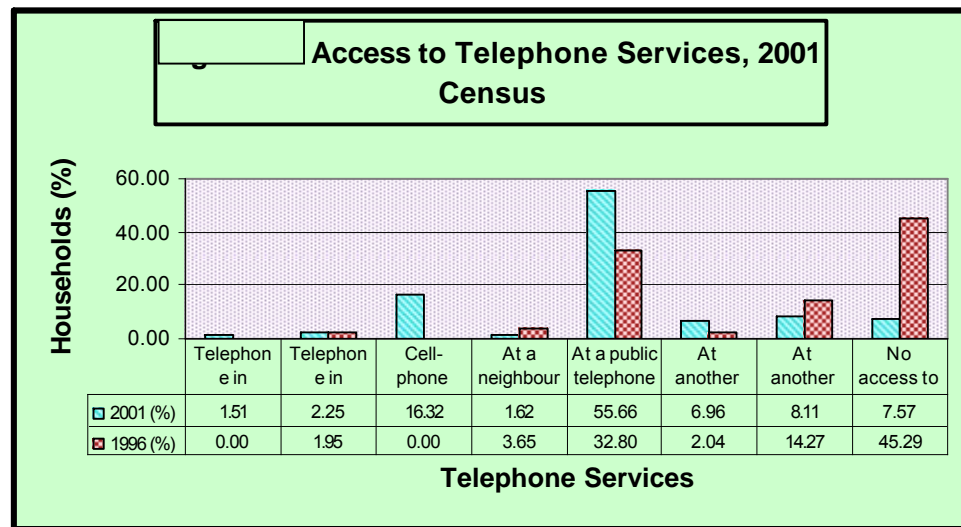
Communication in Makhuduthamaga Local Municipality mainly comprises of telephones and cellular phones. Communication service includes private household connections and public phones housed in phone booths. Cellular phones also comprise of private cellular and public cell phone spazas or containers placed at strategic points (see table and figure below).

#### Access to telephone facilities

Telephone Level of Service	Households					
	2007	2007 (%)	2001	2001 (%)	1996	1996 (%)
Telephone in dwelling and cell-phone			818	1.51	0	0.00
Telephone in dwelling only			1222	2.25	970	1.95
Cell-phone only			8845	16.32	0	0.00
At a neighbour nearby			876	1.62	1814	3.65
At a public telephone nearby			30168	55.66	16297	32.80
At another location nearby			3773	6.96	1015	2.04
At another location; not nearby			4393	8.11	7090	14.27
No access to a			4102	7.57	22504	45.29

telephone						
Total	53 654	100.00	54198	100.00	49690	100.00

SSA, Updated 2001 Census



Source: 2001 Census

## 2.5.8 Accessibility of infrastructure

### Procurement for Transformation

Procurement is one of the undertaking to which the stakeholders subscribing to the Broad-Based Socio-Economic Empowerment Charter for the South African Mining Industry have committed to create an enabling environment for the empowerment of HDI's.

#### Impact of Mining on Transport Infrastructure

##### PGM mining transport impacts

Two conclusions can be drawn from these results. First, the transport service demands of the PGM sector are modest. Secondly, that these requirements can be satisfied by road transport, as indeed they currently are. PGM concentrates are high value and high density cargo suited to road transport. The road network in the GSDM area is therefore the principle transport infrastructure used by the PGM sector and its quality will directly impact mining operations. This report has drawn attention to the huge impact that mining will make on expanding formal sector employment within the GSDM,

consequently the road network is the principle component of transport infrastructure supporting the growth of the PGM sector. It is essential that transport planning take account of the needs of the PGM sector and plan for upgrades in the road network to meet the needs of heavy vehicle transport.

#### Metalliferous Mining Transport Impacts

Ferrochrome production in and near the GSDM is a major consumer of transport services. Consequently the condition of the transport infrastructure serving the industry is an important factor influencing its development.

#### Engineering Services

The focus of the Government's Reconstruction and Development Programme is to address service backlogs and create parity within the South African society. This is implemented through the Integrated Development Plans that assesses service levels at grassroots level and align municipalities' budgets towards areas of need.

### 2.6 ENVIRONMENTAL PROFILE

As part of the Sekhukhune climatic zone Makhuduthamaga is susceptible to major climatic condition which can oscillate between floods and drought. Mean average rainfall-500-800mm. Water scarcity affects a range of other developmental issues in Sekhukhune – municipal service delivery, subsistence farming activities, commercial agriculture and the expansion of the mining sector. Its implications for development are mentioned throughout this IDP, and it is a key constraint for the municipality.

Temperature is hot in summer and cold in winter. The average temperature shows moderate fluctuation with average summer temperatures of 23°C, as well as a maximum of 28°C and a minimum of 18°C. In winter, the average is 13,5°C with a maximum of 20°C and a minimum of 7°C (as measured at the Sekhukhune Weather Station).

The topography varies between flat and undulating slopes interrupted by koppies to steep slopes that make the area prone to erosion.

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

### 2.7 INSTITUTIONAL PROFILE

#### 2.7.1 Powers and Functions

#### 2.7.2 Administrative Structure

There are 108 posts at the municipality of which 40 are vacant. The municipality seems to be running at half capacity thereby compromising service delivery. An urgent intervention will be to fill all vacant post so as to improve service delivery.

### **2.7.3 Institutional Policies**

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

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

Other policies will be formulated as and when required.

### **2.7.4 Communication Strategy**

MLM subscribes to the government 10 Commandments of communication in the public service. The following are the main objectives of communicating:

- To enhance communication between Makhuduthamaga Local Municipality and its stakeholders - Internal and External.
- To enhance coordination of communication activities between the National, Provincial, Local government and the parastatals.
- To encourage public participation through the empowerment of communities with information.
- To promote indigenous languages that represents and appreciates diversity in our Municipality.
- To project the positive image of the municipality locally, provincially, nationally and internationally.
- To forge links with the media houses.
- To develop and maintain correct public perceptions and build community's trust on Municipality's programmes.
- To effectively communicate democratic Government achievements, challenges and interventions.
- To intensify the struggle against poverty by implementing development communication and information to the communities.

The main communication theme is business unusual, all hands on deck for faster service delivery. The target audience is all citizens of different backgrounds. The municipality uses the following communication channels namely:

- Use of languages people understand
- Use more of community media
- Target by Message segmentation

- Face-to-face communication
- Outreach campaigns
- Unmediated communication (Izimbizo and Road shows )
- Communicate through media
- Internal communication channels

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

- Critical need to strengthening relations with the media houses.
- Negative perception in some communities.
- Lack of integrated approach
- Critical need to inject resources in communication programs and projects.
- Critical need for improvement in the internal communication.
- Critical need to improve on skills development for communicators.
- Critical need to improve on the implementation of SALGA 2006 resolutions.
- Critical need to build partnership with other stakeholders in order to communicate the strengthening of confidence in the security system, LED/ economic opportunities and service delivery.
- Lack of reporting on resolutions by Council.

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

#### 2.7.5 Intergovernmental Protocol Framework

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

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

- Co-ordinating their actions and legislation with one another;
- Adhering to agreed procedures; and
- Avoiding legal proceedings against one another.

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

#### Legislation Requiring Alignment

In broad, there are five key pieces of policies that the Makhuduthamaga Local Municipality ought to consider as it undertakes its planning processes. These policies emanate from the global, national, provincial and district platforms. These policies are the:

- Millennium Development Goals (MDGs)
- National Spatial Development Perspectives (NSDP)
- Provincial Growth and Development Strategy (PGSD)
- Greater Sekhukhune 2025 Development Strategy
- 24 Apex Priorities

#### Millennium Development Goals

At the World Summit on Sustainable Development (WSSD) held in Johannesburg in 2002 the world agreed on the eight Millennium Development Goals (MDGs) all by the target date of 2015 as world blueprint for global development. These development goals are:

- 1) Eradicate Extreme Poverty and Hunger;
- 2) Achieve Universal Primary Education;
- 3) Promote gender equality and empowerment of women;
- 4) Reduce Child Mortality;
- 5) Improve Maternal Health;
- 6) Combat HIV/AIDS, Malaria and Other Diseases;
- 7) Ensure Environmental Sustainability; and
- 8) Develop a Global Partnership for Development.

These Development Goals have implications for the overall development in the municipality. They dictate that the municipality must give priority to the identified goals and to observe the set targets.

#### National Spatial Development Perspective (NSDP)

The NSDP is a powerful planning tool with the following stated objectives:

- Provide a framework within which to discuss the future development of the national space economy by reflecting the localities of severe deprivation and need, of resource potential, of infrastructure endowment and of current and potential economic activity by describing the key social, economic and natural resource trends and issues shaping the national geography
- Act as a common reference point for national, provincial and local governments to analyze and debate the comparative development potentials of localities in the country by providing a coarse-grained national mapping of potential
- Identify key areas of tension and/or priority in achieving positive spatial outcomes with government infrastructure investment and development spending
- Provide national government's strategic response to the above for a given time frame.

#### Provincial Growth and Development Strategy (PGDS)

The objectives of the Limpopo Growth and Development and Strategy are:

- Improve the quality of life of the people of Limpopo.
- Growing the Economy of the Province, especially through mining, tourism and agriculture
- Enhancing innovation and competitiveness;
- Pursuing regional integration;
- Improving the institutional efficiency and effectiveness of government
- The implication is that the municipality needs to ensure that its developmental programmes are aligned with these PGDS Objectives.

#### Greater Sekhukhune 2025 Development Strategy

The Greater Sekhukhune District Municipality has formulated a 20 Year Development Plan that maps a development trajectory that ought to be pursued by the district together with its municipalities in the next 20 years. The Presidency, through the Policy, Coordination and Advisory Unit is currently engaging the district municipality in order to establish a framework of programming the 20 Year Plan in the annual municipal programmes and projects.

#### APEX Priorities

During the State of the Nation Address of February 2008, under the theme of Business Unusual- All Hands on Deck, President Thabo Mbeki announced a set of 24 Apex Priorities. These Apex Priorities are to inform the activities of the three spheres of government for the 2008/09 Financial Year. As such the Makhuduthamaga Local Municipality needs to make a serious reflection on these priorities and to incorporate them in their programmes and projects.

#### **2.7.6 Community Needs Assessment**

Community needs assessment was conducted and the following issues were raised by the communities: water, electricity, mass lights, community hall, clinics, paving of roads, pay points, waste collections, houses, Graveyards fencing, water and toilets, PHP houses, Maintenance of Boreholes, Storm water drainage, bridges, schools, classrooms, sanitation, access roads, maintenance of roads, post connections, paving of police-station roads, electricity post connection, network coverage, fencing of dam, funding of projects, free basic electricity, toilets and taxi ranks, mobile clinic, new stands and cleaning of livestock. The needs will be addressed with other municipal wide priorities.

#### **2.7.8 2008/09 Project Implementation**

##### **Capital Budget Performance**

**Roads-** out of 18 projects 11 have not yet started either due to late appointment of consultants or some contract dispute. There are projects that will be carried over to the next financial year

4 projects have been completed. 3 have recorded a 45%, 70% and 80% completion. Reasons for non completion are supply of wrong material, not following specifications and under budgeting. If the issues raised are not resolved, the projects will have to be carried over to the next financial year.

**Roads funded by the district-**there are 2 projects in this category; the first one which is surfacing of road in Gamarishane village is 2% complete. The second one which is surfacing of Sekwati road there has not been any implementation done either than the site handover. We need to ensure that the district rolls over the finances to the next financial year.

**Electrification Projects-** out of 11 projects 5 have not yet started either due to late appointment of consultants or some contract dispute. There are projects that will be carried over to the next financial year

2 projects have been completed. 4 have recorded a 10%, 42%, 55 and 65% completion. Reasons for non completion are supply of wrong material, not following specifications

and under budgeting. If the issues raised are not resolved, the projects will have to be carried over to the next financial year.

**Electrification Projects funded by the district-** there are 17 projects all of which are at a tender stage. These projects can only start in the new financial year. The municipality will ensure that there is a budget set aside for the project.

**Housing-** out of 16 projects 9 have not yet started either due to late appointment of consultants or some contract dispute. There are projects that will be carried over to the next financial year

2 projects have been completed. 5 have projects not completed. Reasons for non completion are supply of wrong material, not following specifications and under budgeting. If the issues raised are not resolved, the projects will have to be carried over to the next financial year.

**Water-** out of 4 projects all of them have started to be implemented 1 project has been completed. 3 have recorded a 25%, 28% and 99% completion. Reasons for non completion are supply of wrong material, not following specifications and under budgeting. If the issues raised are not resolved, the projects will have to be carried over to the next financial year.

**Planning and Studies projects-** out of 4 projects none of them started either due to late appointment of consultants or some contract dispute. If the issues raised are not resolved, the projects will have to be carried over to the next financial year.

While there are projects that have been completed, those that have not been completed point to the following:

- That project management needs to be beefed up.
- That contract management should be improved
- That contractors need to make sure that the materials they order are the correct ones.

## 2.7.9 Budget and Finance Assessment

Operational budget	Capital	Infrastructure	Other grants	Own income
R 62 619 705.99	R 39 625 000	R 18 975 000	R 63 805 500	R20 020 000

### **2.7.9.1 Approved budget**

The main objective of 2008/09 financial year budget was to create an organisation that will be capable of executing its mandates. Hence the budget leans more on operational expenditure and less emphasis on capital generation. It also makes provision for the stimulation of the economy through the LED concept.

The operational budget is higher than the capital budget. This means less funds are used to generate capital and more funds are dedicated towards administrative issues. The state of affair promotes dependency on the public sector as the municipality's capacity to attract foreign funds is curtailed. Where this trend persists a municipality will depend on grants. The ideal would be to have capital budget being more than operational budget. The municipality also collect less own revenue than grants which is a sign that the tax base is limited. An ideal situation is where the tax base is broader because it gives the municipality to come up with own programs which are not sanctioned by external sources. All grants come with conditions.

### **2.7.10 Performance Management Assessment**

The Municipal Systems Act, Section 2, defines the municipality as consisting of "the political structures and administration as well as the community of the municipality. It further states of the municipality as functioning in its area in accordance with the political, statutory and other relationships between its political structures, political office bearers and administration and its community.

This section thus explains on the organisation and functioning of the political, administrative and community structures as key constituent components of the municipality.

In terms of the analysis of the five local government Key Performance Areas (KPAs) drawn from the fourth quarter report on performance of the municipality, the following results were compiled;

#### **KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

- No progress on the filling of section 57, (two posts are still vacant).
- No record of skills levy and rebate from the LGSETA. Annual tracking report not submitted to the LGSETA.
- Focus on the implementation of the Performance Management System in compliance with chapter 6 of the MSA.

#### **KPA 2: BASIC SERVICE DELIVERY**

- There is no improvement on water service provision, for both schools and clinics though the municipality is neither a provider nor an authority.

- The first quarterly report for 2008/09 reflects the same situation as 2007/08 fourth quarterly report.
- The same goes with electricity.
- No implementation of waste removal plan although it is developed.
- It is difficult to analyze this KPA, because the first quarter 2008/09 is copied from 2007/08. The municipality should Endeavour to put more effort on this KPA in terms of reporting accurate information.

### **KPA 3: LED**

- The reporting is not accurate and there is no improvement or changes in both quarters.
- The LED strategy is reviewed, new policies has been developed on SMME, Investment and Marketing. All this will help to give a framework on how to approach LED in the next financial year

### **KPA 4: MUNICIPAL FINANCIAL VIABILITY**

- No MFMA implementation, monitoring and compliance plan.
- Fast track the implementation of supply chain Management Policies, BEE scratch cards and credit control and debt policy, billing strategies and systems.
- Auditor General does not express opinion due to non-submission of financial statements and Annual report
- Adoption of budget not in compliance with MFMA.

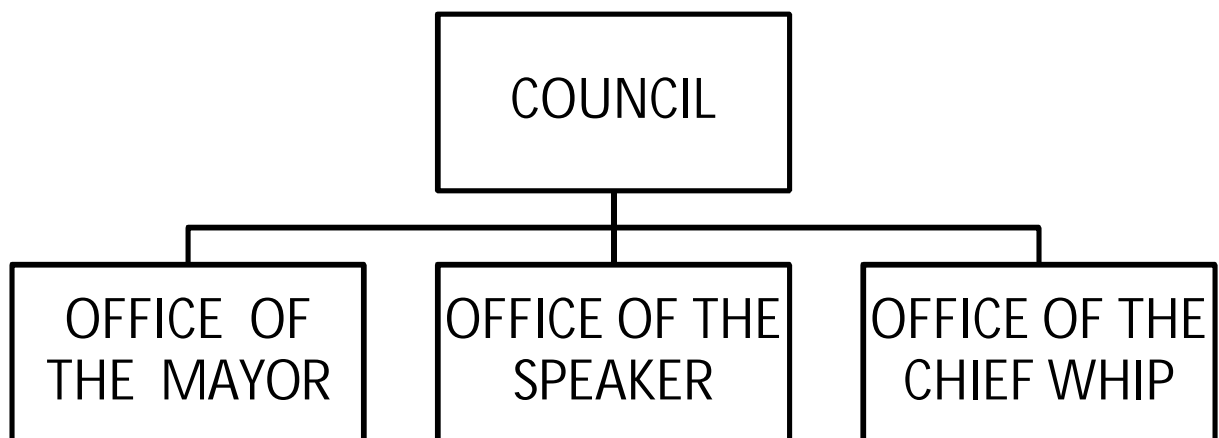
### **KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

- No council meeting was held for the first quarter, and by-laws need to be developed and adopted.

#### **2.7.11 Political and Administrative Structures**

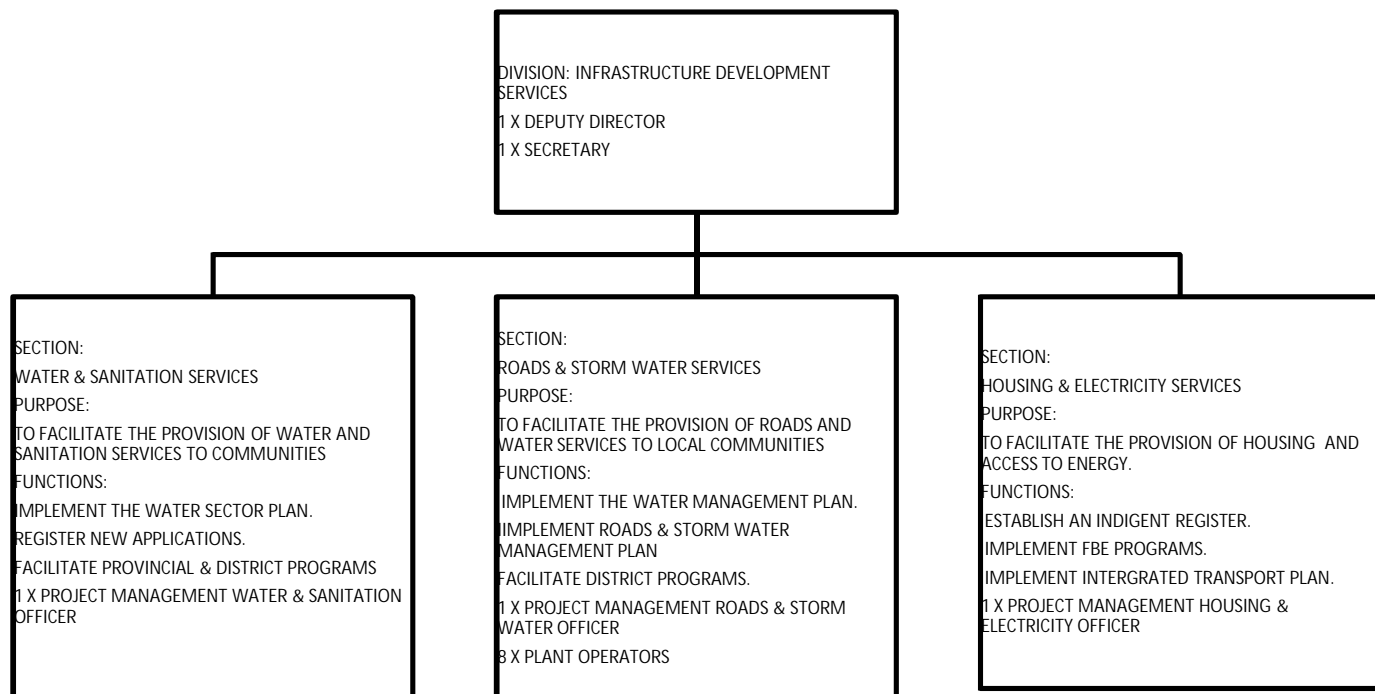
The political arrangements are constituted by the Council, the Speaker, Mayor and the Executive Committee. The Mayor is the head of the Executive Committee (EXCO) which comprises of 10 Councilors who are head of various departments in terms of section 80 of the Municipal Structures Act. The municipality comprises of 31 Wards. The total number of councilors is 61, comprising of 31 Ward Councilors and 30 councilors elected from proportional party lists.

MUNICIPAL COUNCIL



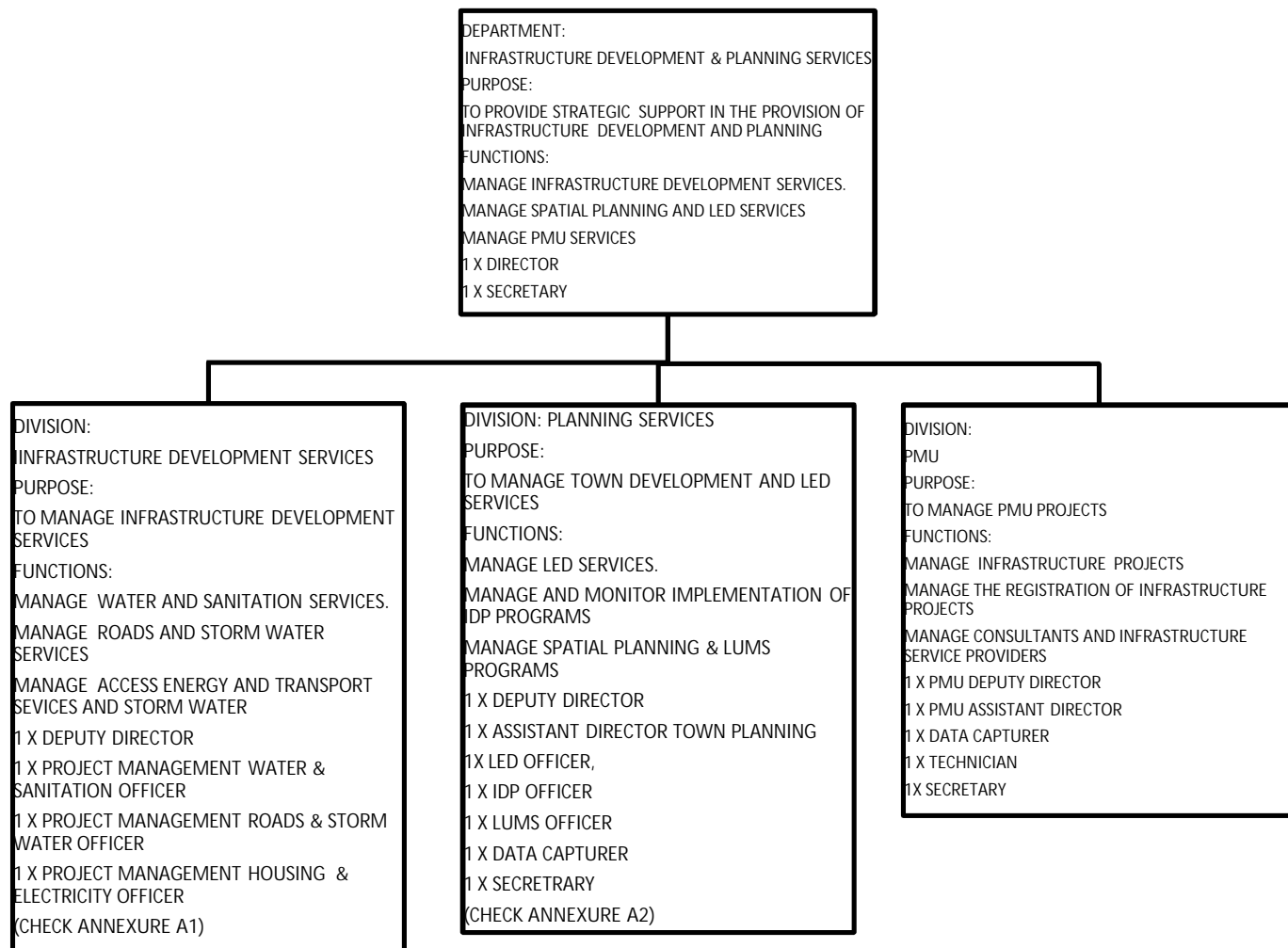
MUNICIPAL ADMINISTRATION  
Annexure 1

Annexure A1



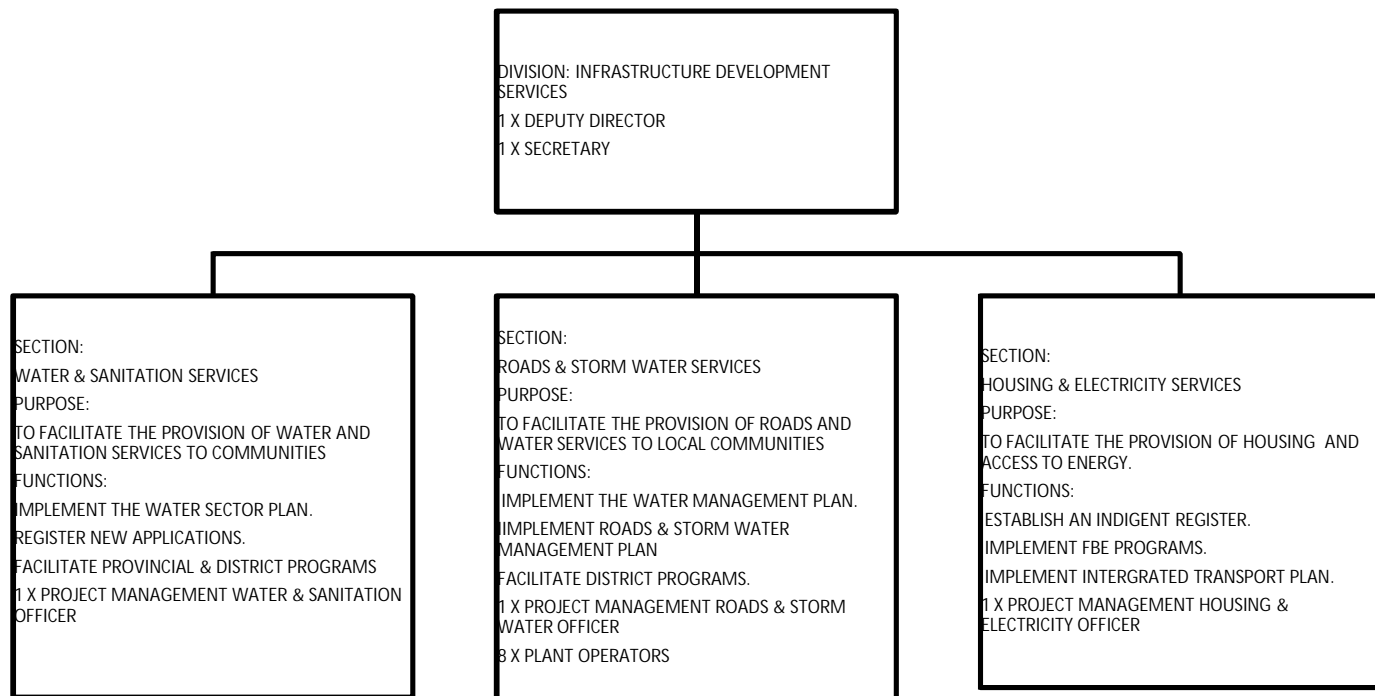
DEPARTMENT: INFRASTRUCTURE DEVELOPMENT AND PLANNING  
SERVICES

Annexure A



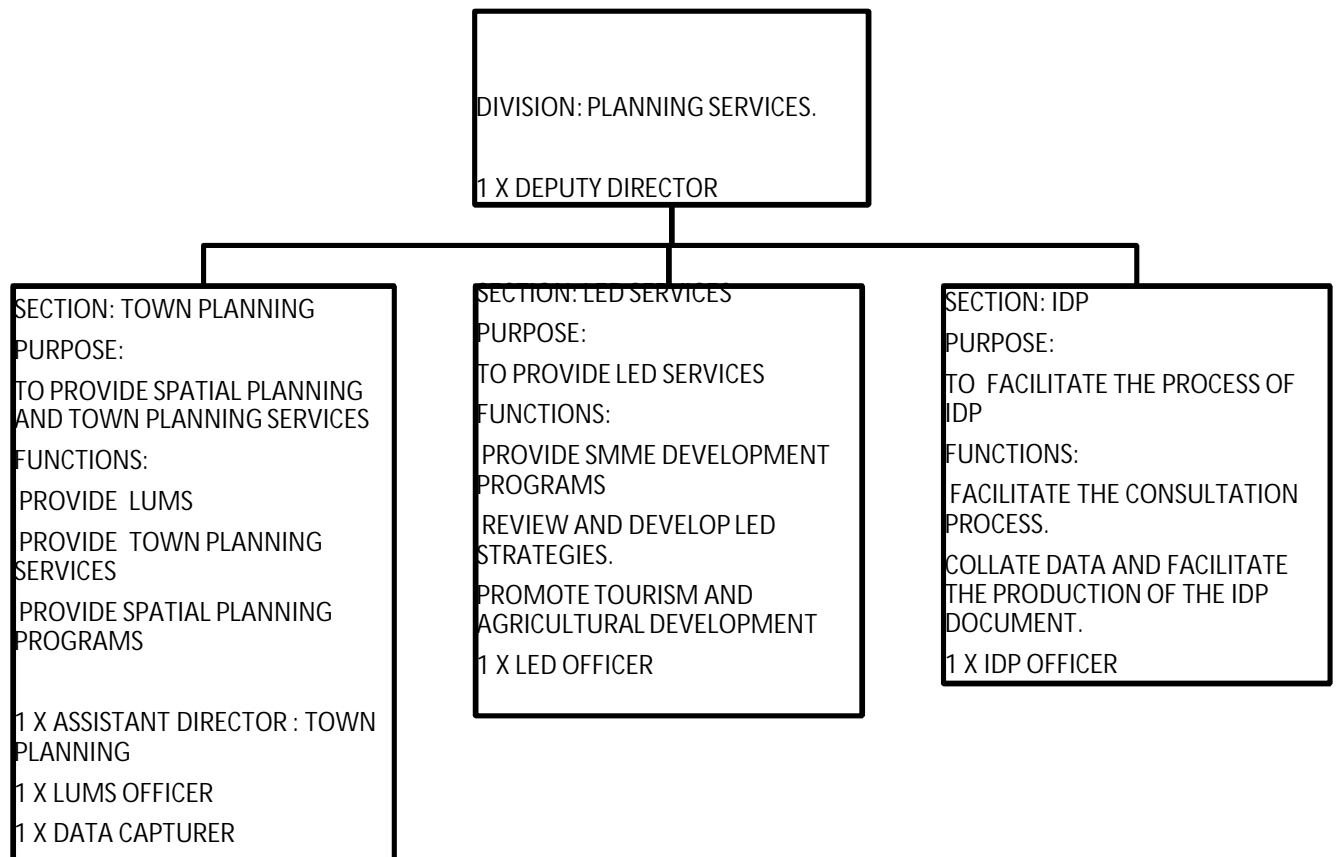
## DIVISION: INFRASTRUCTURE DEVELOPMENT

### Annexure A1

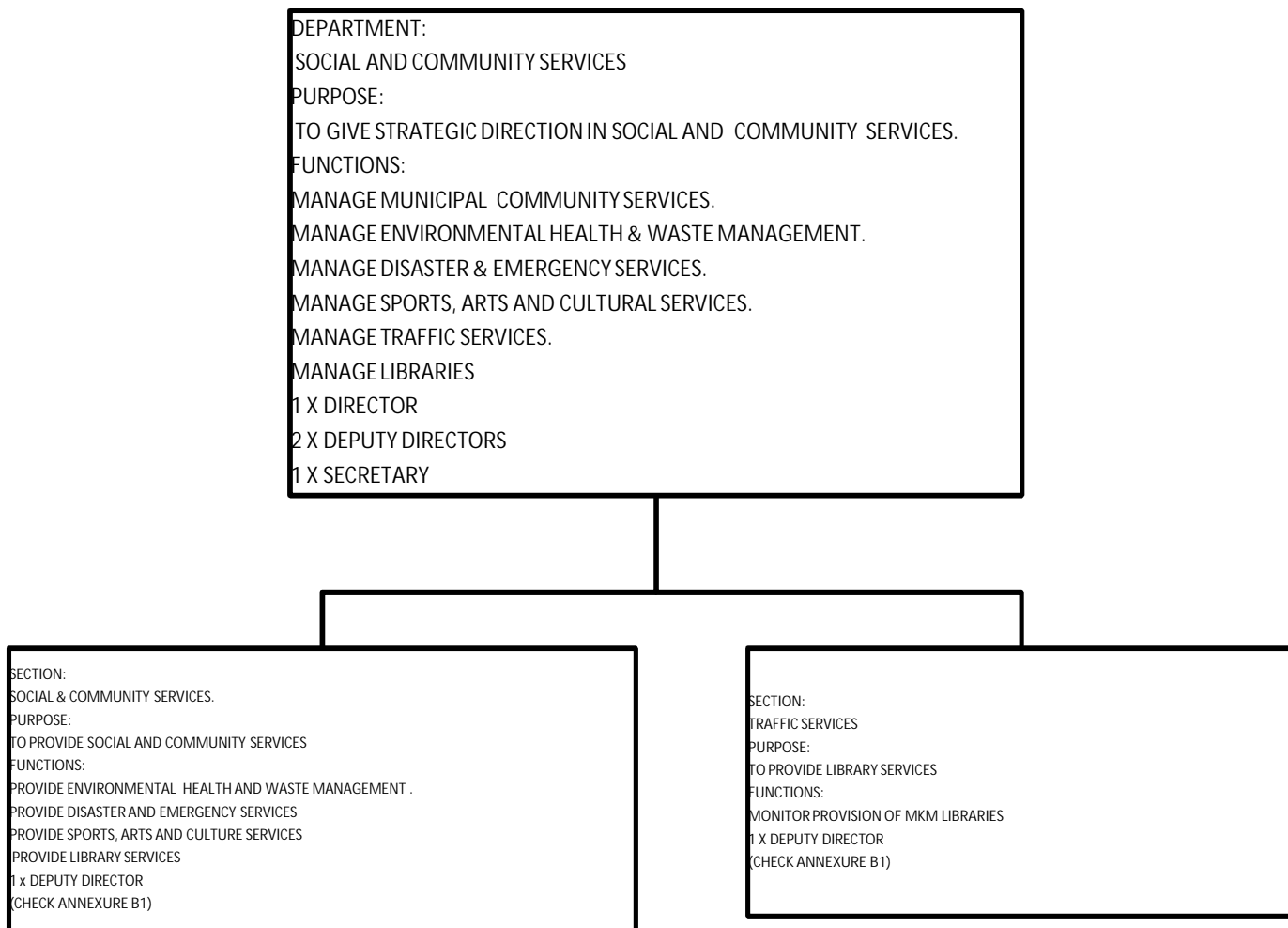


DIVISION: PLANNING SERVICES

Annexure A2

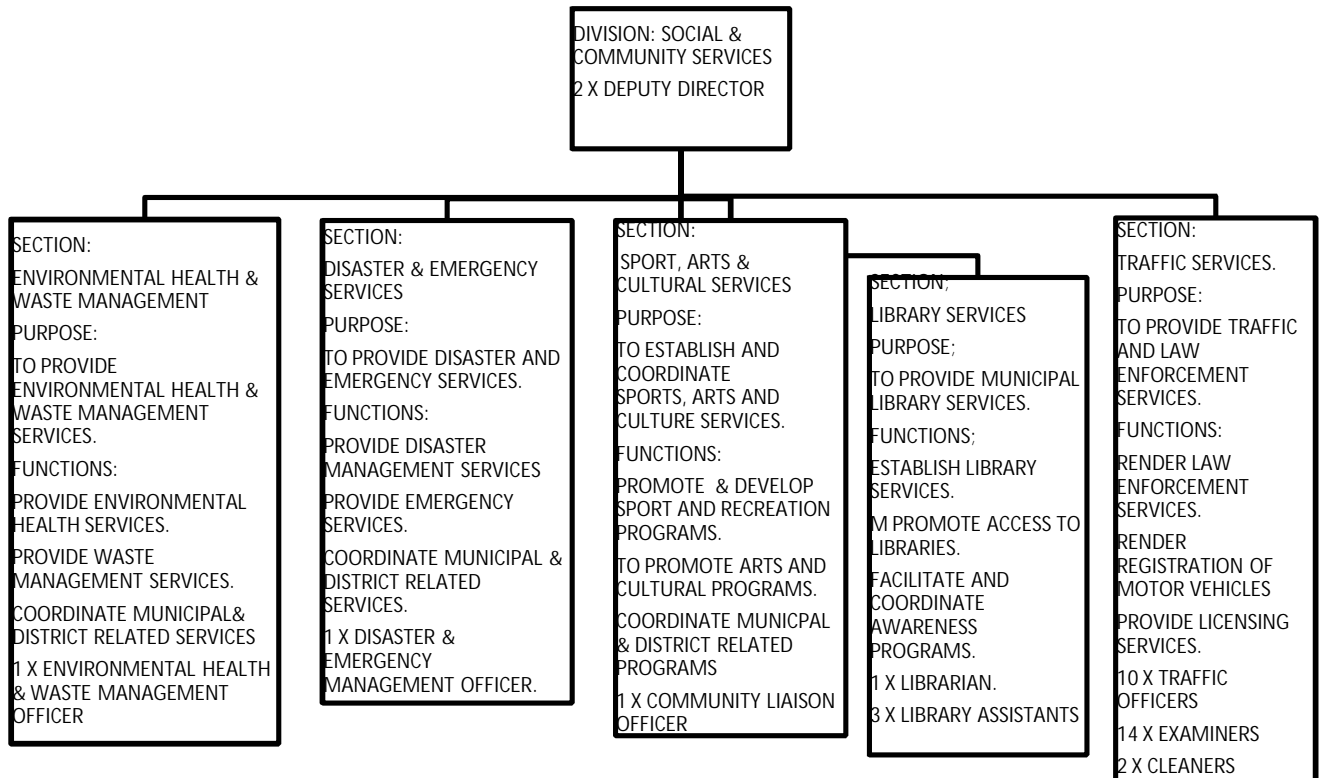


## DEPARTMENT: SOCIAL AND COMMUNITY SERVICES



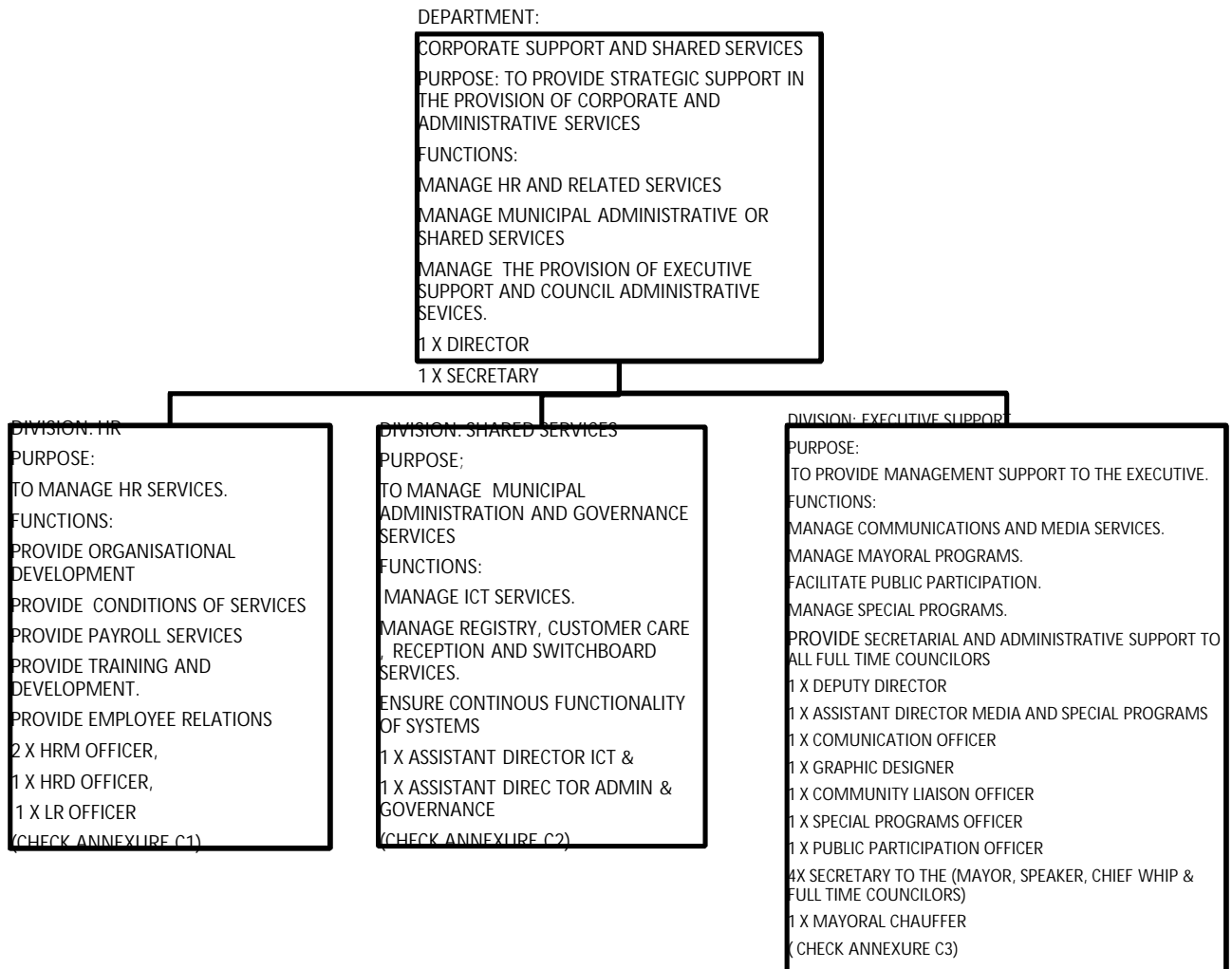
## DIVISION: SOCIAL & COMMUNITY SERVICES

### Annexure B1



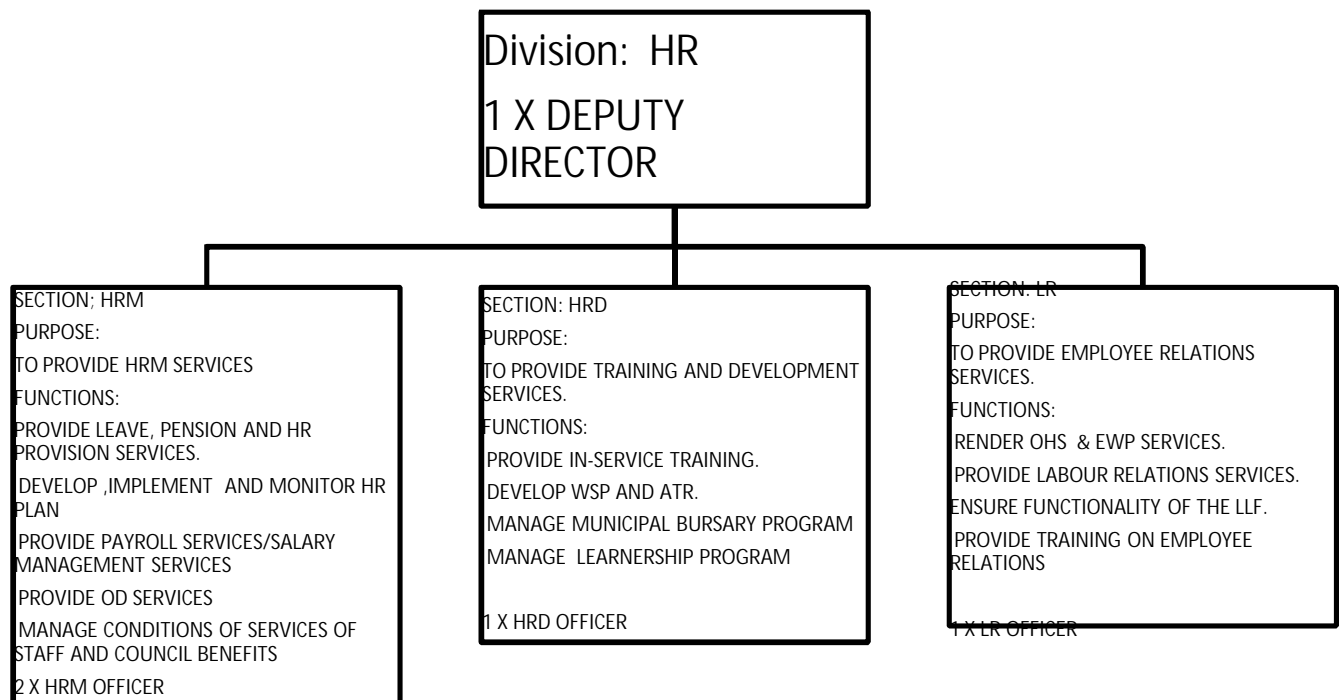
## DEPARTMENT: CORPORATE SUPPORT AND SHARED SERVICES

### Annexure C



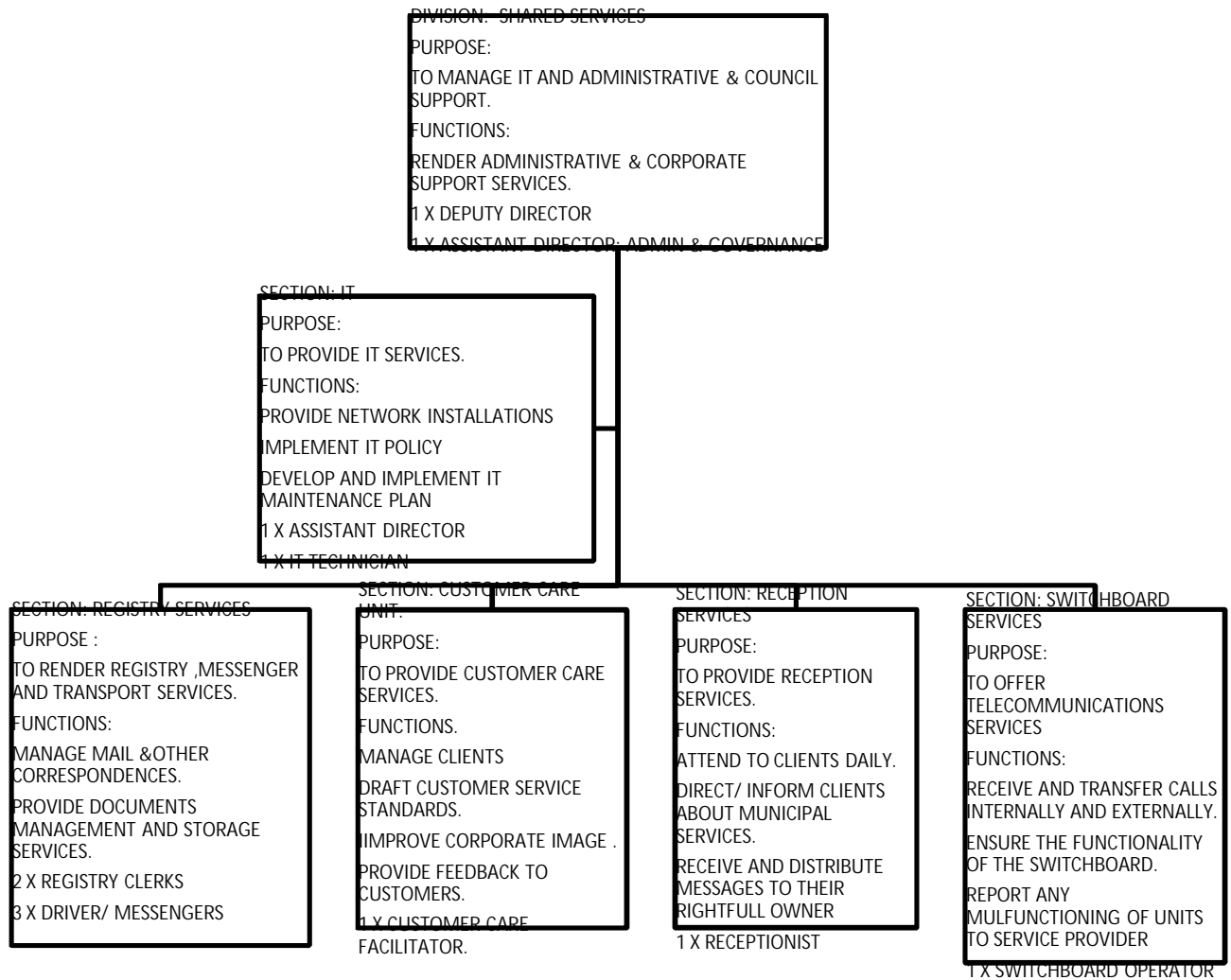
DIVISION: HR

Annexure C1



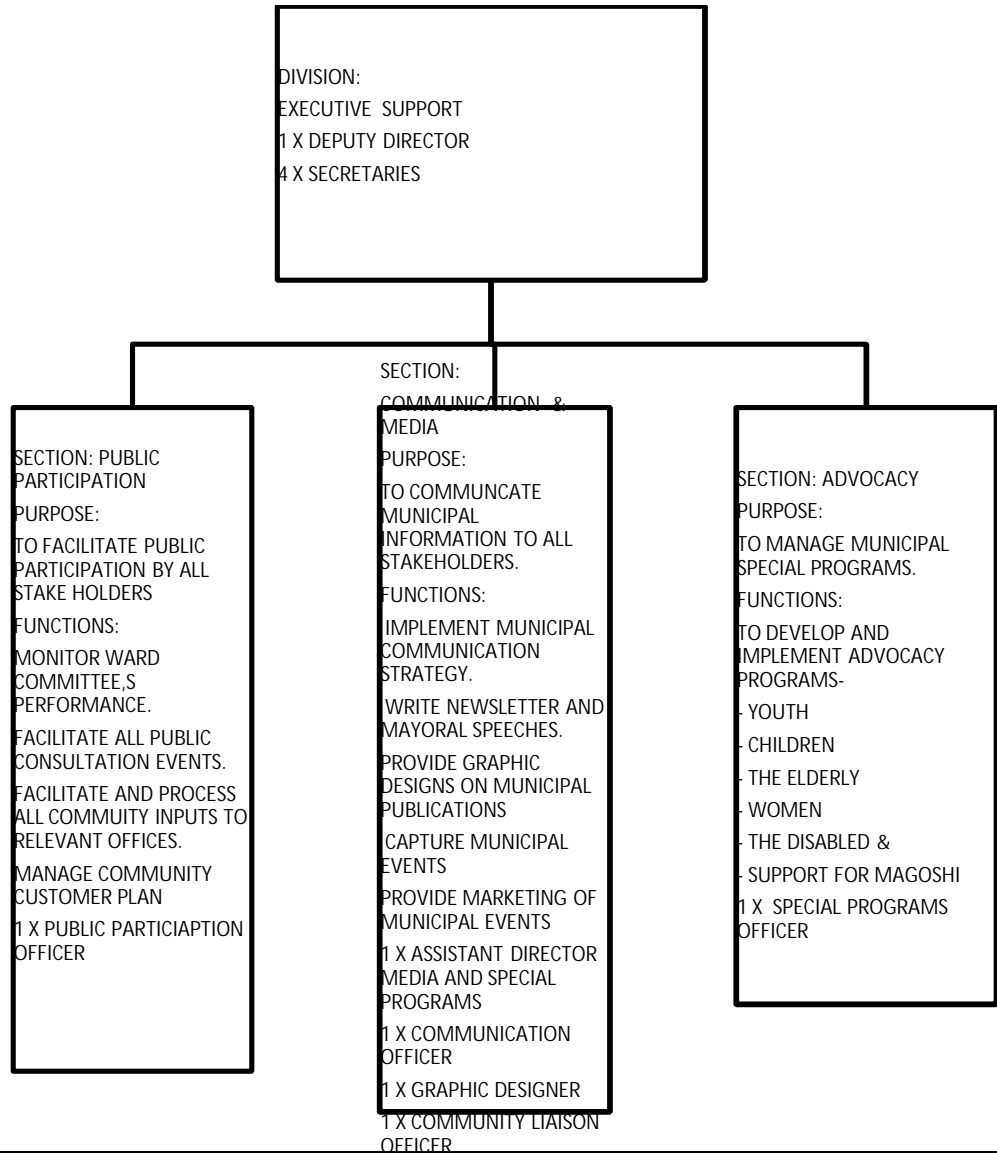
## DIVISION: SHARED SERVICES

### Annexure C2



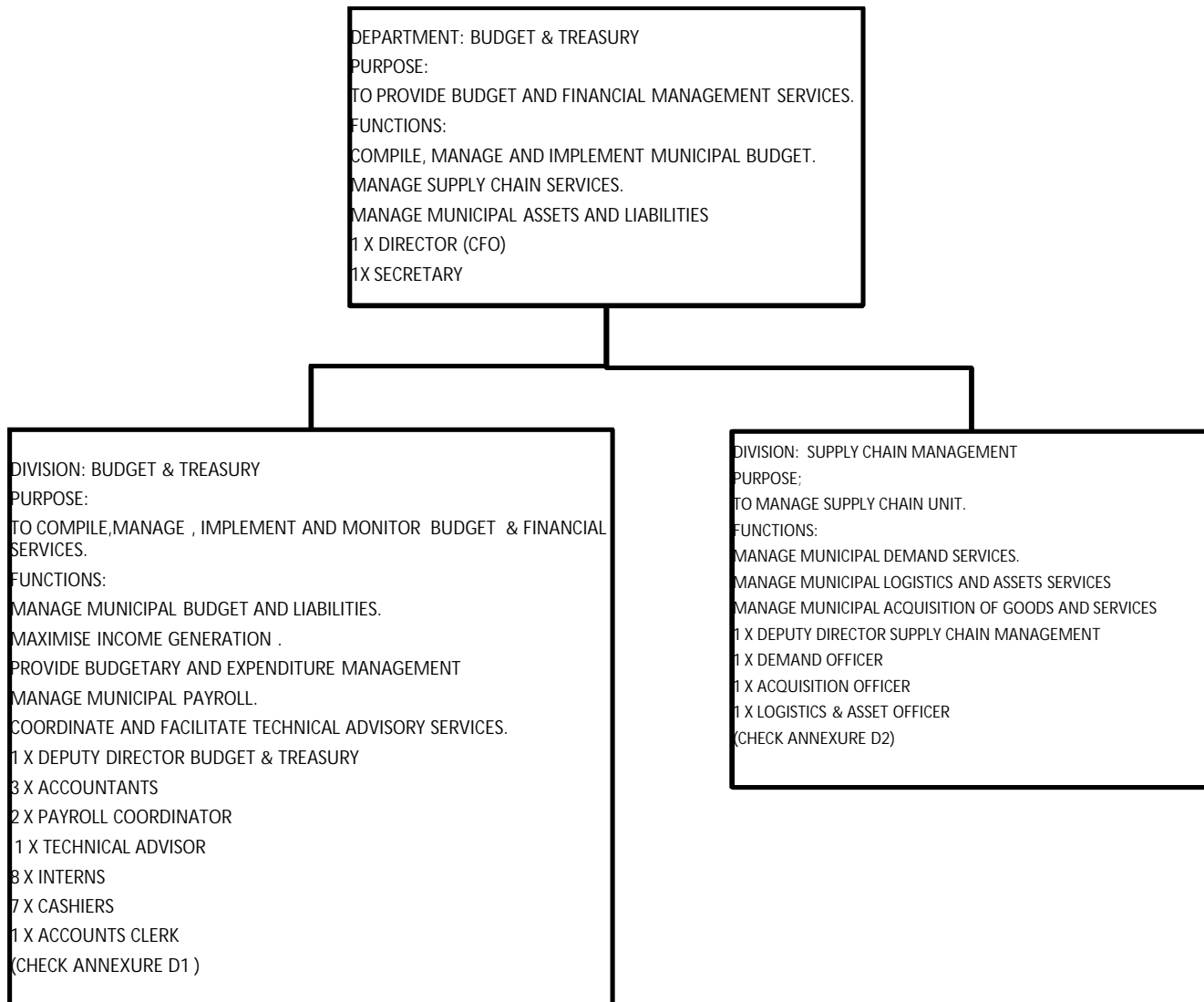
## EXECUTIVE SUPPORT- DIVISION

### Annexure C3



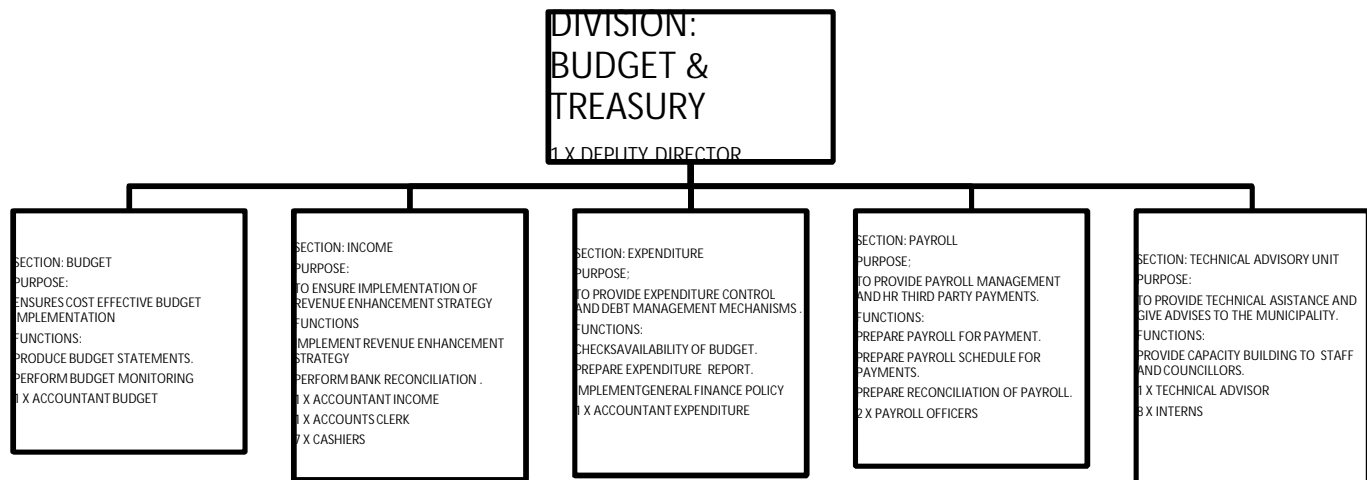
## DEPARTMENT: BUDGET AND TREASURY

### Annexure D



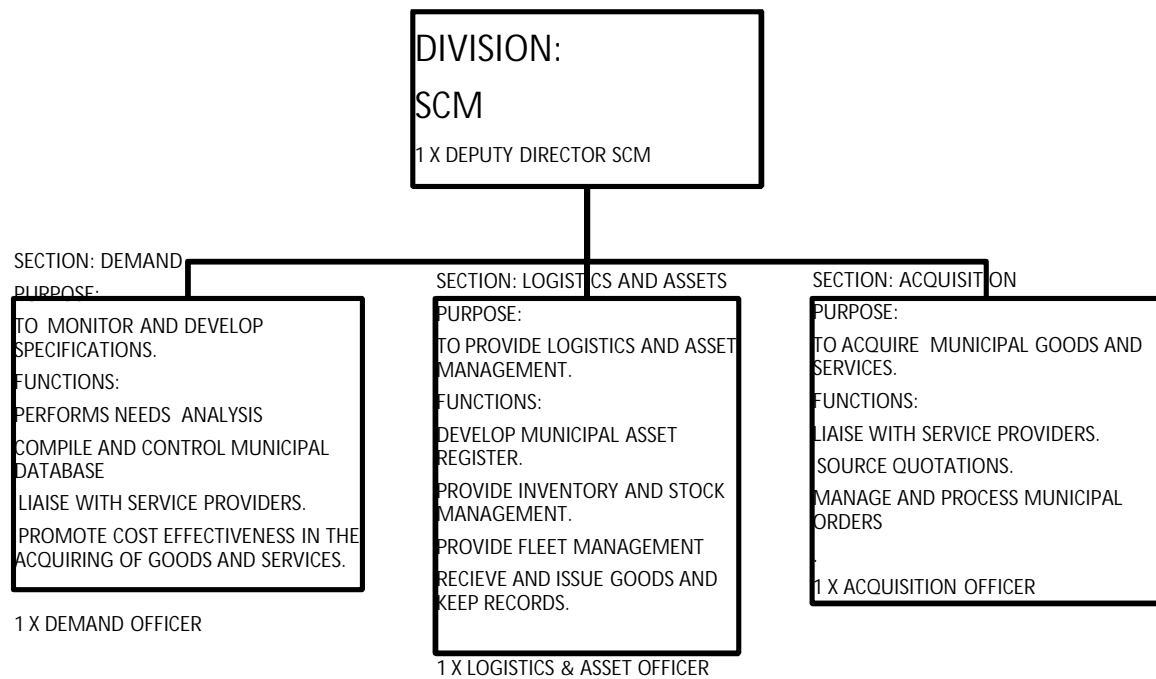
## BUDGET AND TREASURY - DIVISION

### Annexure D1



## BUDGET AND TREASURY DEPT SCM- DIVISION

### Annexure D2



## 2.9 SUMMARY OF CRITICAL ISSUES

The following issues have been identified as challenges that require immediate attention to set the municipality on the development path:

- Limited Infrastructure and Services
- Poor storm water drainage system
- Poorly maintained gravel roads
- Lack of bridges
- Poor public transport system
- Lack of bulk water supply system
- Illegal connections on both water and electricity
- Non payment of services due to lack of water meters
- Poor sanitation that contaminates underground water
- Some areas still do not have electricity
- Overloading of the network
- Regular power failure
- Slow housing delivery process
- Low affordability levels
- Lack of reliable data on housing backlog
- Lack of housing strategy, sector plans and policy
- Lack of medication in most clinics
- Shortage of staff at clinics and hospitals
- Poor ambulance system
- Inaccessibility of some of the health institutions
- High infant mortality rate
- Shortage of schools
- Shortage of class rooms
- Inadequate teaching staff at schools
- Limiting curriculum that leans on general learning areas and not technically oriented

### **3. DEVELOPMENT STRATEGY**

#### **3.1 Key Development Challenges**

- High Dependency Rate
- Dependency on Social Grants
- Abject Poverty
- High Illiteracy Rate
- Low Per Capita Income
- Limited Skills
- Underdeveloped Tourism Potential
- Limited municipal infrastructure i.e electricity, water, roads and sanitation,
- Lack of Economic Base
- High Unemployment Rate
- Traditional Land Tenure System
- Over Reliance on the Public Service for Employment
- Lack of Beneficiation of Agricultural Resources
- Scattered Residential System
- Erratic Rainfall Patterns that disrupt agricultural production
- Susceptibility of Climate to both El Nino and Li Nina
- Scarcity of water for both potable and agricultural development
- Nascent Institutional Setup with Limited Capacity to Implement Service Delivery

#### **3.2 Development Visioning**

The purpose of this section is to formulate/confirm a vision for the long-term development of Makhuduthamaga Local Municipality as well as to formulate development objectives and strategies for the municipality. The municipal priority issues and the national and provincial policy and strategic guidelines will inform the strategic decisions.

### 3.2.1 Vision

The vision of the municipality reads as follows “**a developmental municipality that provides need-satisfying sustainable services**”.

### 3.2.2 Mission

- The mission of the municipality is “**to strive for a people centered municipality that delivers sustainable services underpinned by the following principles:**

Efficiency

- Effectiveness
- Economy
- Integration and
- Accountability

### 3.2.3 Core values of the municipality

The fundamental values guiding the operational ethos of the MLM is grounded on Batho Pele. The municipal Council and administration has resolved to be guided by the Batho Pele principles, which are aimed at defining the acceptable standards that govern the behaviour of individuals within the municipal organisation.

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

The municipality has not moved an inch from these values.

### Relationship amongst Councilors:

We believe:

- That councilors should stand united, trust each other and be trustworthy at all times, be approachable and honest in order to achieve a cohesive, transparent relationship of mutual understanding and tolerance amongst themselves.

### Relationship between Officials and Councilors:

We believe

- In building a partnership based on trust and fidelity aimed at continued acknowledgement and respect for the respective roles of Councilors and staff in order to achieve complementary capacity building and amicable resolving of differences through agreed procedures.

#### **Relationship of Councilors and Officials towards the Public:**

We believe

- In adherence to Batho Pele principles, we as Councilors and officials, strive to respect and be responsive to our community by being humble, courteous, accountable, transparent, fair and honest.

#### **Relationship amongst Officials:**

We believe:

- That officials should mutually respect the different roles that each member of staff plays and resolve differences according to agreed procedures to achieve a complementary capacity building partnership based on trust and fidelity.

### **3.2.4 High-level objectives**

The municipality's main strategic priorities are:

- Service delivery and infrastructure development
- Good governance and intergovernmental relations
- Municipal transformation and institutional development
- Local economic development
- Municipal financial viability and sustainability.

### **3.2.5 Key Development Priorities**

#### **3.2.5.1 Service delivery and infrastructure development**

Transport	<ul style="list-style-type: none"> <li>▪ Provide public transport facilities at strategic geographic areas of the municipality, particularly growth points.</li> <li>▪ Install robot at Jane Furse four-way stop to control traffic flow and avert accidents.</li> <li>▪ Improved maintenance of internal roads in our villages</li> <li>▪ Pave/tar roads that go to public facilities, eg schools,</li> </ul>
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	<p>community/tribal offices etc.</p> <ul style="list-style-type: none"> <li>▪ Enforce traffic control by-laws to promote safer transport</li> <li>▪ Develop public road safety awareness</li> <li>▪ Support/campaign for taxi recapitalization programme</li> </ul>
Municipal Services	<ul style="list-style-type: none"> <li>▪ The provision of engineering services must be effectively managed. In a spatial context, the services must be provided cost-effectively. This is a challenge as the municipal area is made up of about 146 villages geographically dispersed over the whole municipal area.</li> <li>▪ The provision of services to RDP standard is first priority, although the municipality is intending to provide higher levels of services to facilitate income generation and service delivery.</li> <li>▪ While there is a lack of services in some areas there is a huge backlog regarding sanitation and the intention is to integrate the development of sanitation services with housing development</li> <li>▪ Where possible infrastructure should be provided where revenue could be generated</li> </ul>
Roads and Storm-water	<ul style="list-style-type: none"> <li>▪ Upgrade or surface all major (intra and inter village) gravel roads throughout the municipality.</li> <li>▪ Regularly maintain roads that cannot be upgraded.</li> <li>▪ Construct roads/bridges where accessibility is a problem.</li> <li>▪ Negotiate with the public transport service providers after construction of the major roads about the time and frequency of their services.</li> <li>▪ Number all municipal roads to make easy for planning and maintenance.</li> <li>▪ Develop municipal road master plan</li> </ul>
Water	<ul style="list-style-type: none"> <li>▪ Provide an efficient and effective water management system throughout the municipality to avoid loss through illegal connections, leakage and inappropriate water usage and consumption.</li> <li>▪ Provision of bulk water supply to cover the entire</li> </ul>

	<p>municipality.</p> <ul style="list-style-type: none"> <li>▪ Establish boreholes and reservoirs along the Nebo and Schonoord escarpment</li> <li>▪ Embark on rain water harvest projects(particularly along Leolo Mountains)</li> <li>▪ Embark on internal water reticulation programmes.</li> <li>▪ Implement cost recovery measures to ensure sustainable water supply.</li> </ul>
Sanitation	<ul style="list-style-type: none"> <li>▪ Develop sanitation facilities as part of the municipalities housing development programme</li> <li>▪ Provide sanitation facilities in areas that are environmentally sensitive</li> <li>▪ Provide French drainage system and technologically air drying pit latrines</li> <li>▪ Progressively provide higher levels of service in order to facilitate cost recovery</li> </ul>
Energy	<ul style="list-style-type: none"> <li>▪ Enter into a service agreement with Eskom to increase electricity capacity to ensure provision of high mast lighting;</li> <li>▪ Educate people about safe and appropriate use of electricity;</li> <li>▪ Improve service delivery and maintenance;</li> <li>▪ Budget for electricity</li> <li>▪ Eskom to upgrade the current power stations</li> </ul>
Housing	<ul style="list-style-type: none"> <li>▪ Establish accurate housing needs;</li> <li>▪ Identify areas for tenure upgrading;</li> <li>▪ Develop rental housing strategy;</li> <li>▪ Pursue People housing approach;</li> <li>▪ Develop land use and housing policy and strategy</li> <li>▪ Identify and secure land for housing development</li> <li>▪ Development low income housing;</li> <li>▪ Built RDP houses in homes of beneficiaries</li> </ul>
Health Services	<ul style="list-style-type: none"> <li>▪ Conserve Staff Resources: It is estimated that staffing costs up to 70 – 80% of the cost</li> </ul>

	<p>of operating a Public Health Clinic Facility. It is strongly recommended that the Municipality should look at strategies such as the training and deployment of health para-professionals in the types of service delivery that do not require the more sophisticated skills of highly trained nursing sisters.</p> <ul style="list-style-type: none"> <li>▪ Provide a Hierarchy of Health Facilities: The strategy to reduce inadequate medical facilities is to provide a hierarchy of health facilities from visiting points, clinics, health centres to hospitals. Each of these hierarchies has its own particular function, ability and threshold population. This strategy will also help in reducing the burden on larger hospitals.</li> <li>▪ Draw HIV/AIDS Strategy and implement campaigns</li> </ul>
Education	<ul style="list-style-type: none"> <li>▪ Promote technical careers in order to have linkages between schools and colleges to help orientate pupils to fields of study as an alternative to academic careers.</li> <li>▪ Improve infrastructure and facilities at schools. A detailed analysis should be conducted among schools and should be conducted in close collaboration with the District Education Planner. Some of the needs which should be addressed are water, electricity, provision of pre-schools, provision of special schools for the handicapped, addressing the pupil/teacher ratio and upgrading damaged facilities at schools.</li> <li>▪ Encourage volunteerism in renovating and cleaning of schools and other learning centers.</li> <li>▪ Development and implementation of training a strategy. The training strategy should go hand-in-hand with the promotion of technical careers and the need for adult basic education</li> <li>▪ Facilitate learner access to skills development centers by</li> </ul>

Safety and Security	<ul style="list-style-type: none"> <li>▪ Establish and maintain Community Policing Forums and strengthen relation between community structures.</li> <li>▪ Facilitate the implementation of programmes that will build a positive image of the SAPS</li> <li>▪ Facilitate the development of a regional crime prevention strategy</li> <li>▪ Facilitate the provision of emergency and disaster management services</li> <li>▪ Street lighting in growth points</li> <li>▪ Brand/mark annually life-stock to make them easily identifiable in case theft</li> </ul>
Sports, Arts and Culture	<ul style="list-style-type: none"> <li>▪ Develop a policy framework for the governance of sport at local level that is in concert with the national and provincial sport and recreation policy.</li> <li>▪ Make sport and recreation accessible to all people in the local area.</li> <li>▪ Create the infrastructure required for the delivery of sport and recreation given that the club is the basic unit of sport and recreation, the local authority is an important link in the value chain.</li> <li>▪ Ensure the existence of programs that develop the human resource potential in sport and recreation.</li> <li>▪ Effect international agreements in concert with provincial government, as reached by National government for the purpose of sharing technology, skills transfer and the development of sport and recreation</li> </ul>
Poverty Alleviation/ Social Welfare	<ul style="list-style-type: none"> <li>▪ Provision of adequate and protected pay-points.</li> <li>▪ Develop Home-Based Care Framework.</li> <li>▪ Promote awareness of social security programmes</li> <li>▪ Develop and Implement HIV/Aids Awareness Campaigns</li> <li>▪ Provide adequate cemetery facilities</li> </ul>
Telecommunication	<ul style="list-style-type: none"> <li>▪ Provision and optimum utilization of postal services</li> <li>▪ To forge relations with Cell C, MTN and Vodacom</li> <li>▪ Telkom to provide a high quality data transmission</li> </ul>

	infrastructure
Cemeteries	<ul style="list-style-type: none"> <li>▪ Formulate and implement a cemetery development and maintenance programme</li> <li>▪ Conduct Environmental Assessment Impact studies in all newly established cemeteries</li> <li>▪ Implement Cemetery by-law</li> <li>▪ Establish municipal cemetery</li> </ul>
Emergency Services	<ul style="list-style-type: none"> <li>▪ Improve road conditions to ensure better access</li> <li>▪ Liaise with the health department and district municipality to ensure improved service delivery</li> <li>▪ Draw disaster management plan.</li> <li>▪ Popularize district and Makhuduthamaga hospitals emergency toll free numbers</li> </ul>
Environment Management	<ul style="list-style-type: none"> <li>▪ Develop environmental education programs and strategies. Environmental clubs at schools, information boards at nodes and wild life societies. The strategy is necessitated by the loss of natural vegetation for the planting of crops, primarily maize. This includes the destruction of forest as well grassland for crops. The rivers and potential wetlands have in most cases been encroached on by croplands.</li> <li>▪ Provide waste management services in pilot areas and expose communities to the realities of waste management</li> <li>▪ Improve environmental resource infrastructure by means of land care programmes  The most valuable resource is the natural environment. The term environment is used in a broad sense meaning the integrated physical, biological, economic and sociological environment: habitat for animal, plant and human. The environment needs to be sustainably managed, utilised and conserved to ensure harmony and balance between nature and mankind.</li> </ul>

### 3.2.5.2 GOOD GOVERNANCE AND INTERGOVERNMENTAL RELATIONS AND MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Institutional Development	<ul style="list-style-type: none"> <li>▪ Continue to investigate and implement ways to increase internal income for the municipality</li> <li>▪ Continue with capacity building for Officials, Councilors and Ward Committees</li> <li>▪ Develop, implement and review of the various functional policies and by-laws.</li> <li>▪ Develop and implement workplace skills development strategy(plan)</li> <li>▪ Implement, monitor and review Employment Equity Plan</li> <li>▪ Seriously develop, strengthen, implement and review employees' retention strategy.</li> <li>▪ Coherent, consistent , integrated, focused and financed skills and educational development</li> <li>▪ Improve and strengthen bursary committee, strategy and objectives</li> </ul>
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### 3.2.5.3 LOCAL ECONOMIC DEVELOPMENT

Spatial Development	<ul style="list-style-type: none"> <li>▪ The creation of decentralized (rural) development nodes and activity centers where the development of higher-order activities (retail, commercial, industrial, etc.) is encouraged in areas which can share resources as clusters and promote integration and resource sharing</li> <li>▪ The encouragement of higher densities and mixed land uses in selected areas</li> <li>▪ Development of Retail, Commercial and Informal sector opportunities and facilities in selected areas and encouragement of the diversification of land uses within selected areas</li> </ul>
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	<ul style="list-style-type: none"> <li>▪ Do formal residential development/planning to grow the economy</li> <li>▪ Active involvement of Magoshi in the implementation of Spatial Development Framework and Land Use Management System</li> </ul>
Local Economic Development	<ul style="list-style-type: none"> <li>▪ Utilize the natural resource base and cultural heritage within the municipal area to develop tourist attractions that will support the regional tourism strategy</li> <li>▪ Develop a local agricultural development strategy that will support regional integration of agricultural development initiatives</li> <li>▪ Activate land care initiatives to address natural resource degradation and job creation</li> <li>▪ Provide services in nodal areas/growth points that will support the promotion of economic activity</li> <li>▪ Promotion of skills development and training related to the key sectors offering opportunities for local economic development</li> <li>▪ Promotion of labour-intensive projects</li> <li>▪ Use of local expertise and local contractors</li> <li>▪ Implement SDF and LUMS</li> </ul>

#### **3.2.5.4 MUNICIPAL FINANCIAL VIABILITY AND SUSTAINABILITY**

Financial Management	<ul style="list-style-type: none"> <li>▪ There is presently very little revenue collection from traffic stations.</li> <li>▪ A uniformed and centralized debt collection policy and system needs to be implemented with a strong emphasis on debt collection procedures.</li> </ul>
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	<ul style="list-style-type: none"> <li>▪ Revenue collection from tender documents</li> <li>▪ Implement assessment rates for revenue collection according to the valuation roll.</li> </ul>
Asset Management	<ul style="list-style-type: none"> <li>▪ Compile a comprehensive infrastructure asset register.</li> </ul>
Revenue Enhancement	<ul style="list-style-type: none"> <li>▪ Investigate privatization, outsourcing and contracting out possibilities with the prioritization of services.</li> <li>▪ Public/Private Partnership may present a very efficient option to provide municipal services that are cost effective. The Municipality should identify services that can be provided by way of Public/Private Partnerships. The Public/Private Partnership also provides opportunities for further development of the SMME sector.</li> <li>▪ The key is to find ways in which job creation and economic growth can be linked to the strategy to eliminate poverty and meet basic needs</li> <li>▪ A broader spatial plan is there for the Municipal area, which indicates areas of growth and movement of people as well as poverty areas. The plan should show where the municipality will strategically intervene to integrate previously divided communities, improve transportation and support housing development</li> </ul>

### 3.3 Development Strategies to achieve the above stated objectives

- Consultation and participation with all stakeholders
- Collaboration with all tiers of government, state owned organs, donors and funders as well as private sectors
- Communication in a form of report back, progress report and annual report
- Project Management to avert risks and financial loss

- Capitalize on organizational strength and turning around the weaknesses
- Monitor review and evaluation to assess goal achievement

## **CHAPTER 4: PROGRAMME AND PROJECTS**

### **4.1. Introduction**

The strategic priorities for the second term of local government are expressed into five Key Performance Areas (KPA's), namely:

- 1) Municipal Transformation and Organizational Development;
- 2) Basic Service Delivery;
- 3) Local Economic Development;
- 4) Municipal Financial Viability and Management and
- 5) Good Governance and Public Participation.

These Key Performance Areas are meant to address the challenges faced by municipalities. The ultimate objective is to ensure viable and sustainable municipalities with reliable service delivery and general improvement in the overall performance of municipalities. The Department of Provincial and Local Government has further indicated benchmarks standards for an ideal functional municipality per each KPA.

In response to these national key performance areas, the Makhuduthamaga Local Municipality has identified key programmes and projects per each KPA to pursue in the 2008/09 financial year. The process of identifying the programmes and projects per each KPA was conducted through the following process:

CONSIDERATION OF THE CURRENT EXISTING REALITIES AND FUTURE PROJECTS IN THE  
MUNICIPALITY AS INFORMED BY THE SITUATIONAL PHASE OF THIS PLAN

CONSIDERATION OF THE MID-TERM PERFORMANCE REVIEW REPORT FOR THE 2008/09  
FINANCIAL YEAR

## MEC COMMENTS WITH RESPECT TO THE 2008/09 IDP

## NATIONAL, PROVINCIAL AND DISTRICT PRONOUNCEMENTS

These programmes and projects will be championed by various municipal departments with clear performance indicators/ targets for the 2009/10 financial year. To further assist the process the municipality will apportion funds from its revenue in realizing these programmes and projects. Where the municipality does not have funds in the implementation of these programmes and projects funds will be source from appropriate institutions. In addition to municipal funded programmes, those initiated by the district, provincial and national government will be indicated as such in the document.

### **4.2. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

#### **BENCHMARK FOR AN IDEAL FUNCTIONAL MUNICIPALITY**

- An IDP that is the expression of state-wide planning as a whole
- Establishment and functionality of all core municipal policies and systems as required by law
- Implementation of continuous management reform and improvement

- Empowering employees through focused and continuous professional/ skills development
- Development and functionality of effective accountability and performance management mechanisms for councillors and officials
- Sound Labour/Management and HR relationships
- Increased and appropriate utilisation of technology

Programmes:

- Strategic Planning (IDP)
- Policy and Systems Development
- Institutional Development
- Skills Development
- Staff Management
- Employee Assistance
- Performance Management
- Risk Management
- Political Administrative Interface
- Fleet Management
- Communications

#### **4.3. BASIC SERVICE DELIVERY**

##### **BENCHMARK FOR AN IDEAL FUNCTIONAL MUNICIPALITY**

- 5 Year Capital Investment Plan
- Universal access to quality, affordable and reliable municipal services (e.g. water, sanitation, electricity, refuse removal, transportation)
- Regular investment in infrastructure and productive equipment

- Access to Municipal Services
- Disaster Management Plan
- Water Services Development Plan
- Integrated Waste Management Plan
- Environmental Management Plan
- Air Quality Management Plan
- Health Plan
- Education Plan
- Housing Plan
- HIV/AIDS Plan
- Social Crime Prevention Strategy
- Poverty Alleviation.& Gender Equity Plan
- Integrated Transport Plan
- Traffic And Law Enforcement
- Sports, Arts And Culture
- Children Development
- Project Management Capacity
- Operations and Maintenance

#### **4.4. LOCAL ECONOMIC DEVELOPMENT**

##### **BENCHMARK FOR AN IDEAL FUNCTIONAL MUNICIPALITY**

- Thriving and vibrant local economy and neighbourhoods
- Ongoing programme of contributing to the development of an employable, educated and skilled citizenry
- Facilitation of job creation and access to business opportunities
- Continuous and positive interactions with all key economic anchors and actors

- Spatial Planning
- Land Use Management
- SMME Development
- Agricultural Development

- Tourism Development
- Expanded Public Works Programme
- Investment Attraction
- Human Resources Development

#### **4.5. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

##### **BENCHMARK FOR AN IDEAL FUNCTIONAL MUNICIPALITY**

- Sound financial management systems
- Development of annual and medium term outlook on revenue and expenditure plans and targets
- Reduced dependency on grant transfers
- Timely and accurate accounting of public resources and effective anti-corruption measures

- Financial Management
- Budget Planning
- Financial Viability
- Supply Chain Management
- Financial Accountability

#### **4.6. GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

##### **BENCHMARK FOR AN IDEAL FUNCTIONAL MUNICIPALITY**

- Functional community participation mechanisms and ward committees
- Established feedback mechanisms in order to ensure responsiveness to communities
- Continuous and special attention to historically marginalised and excluded communities
- Equal, easy and convenient access for the public to the municipality and its services
- Effective intergovernmental relations

- Community Participation Mechanisms
- Ward Committees
- Customer Care
- Community Development Workers
- Intergovernmental Relations

BUDGET SUMMERY FOR THE FINANCIAL YEAR 2009/10						
NO	REVENUE PER SOURCE	Pre audited Actuals 2007/08	Current Financial year 2009/10			Pjoj. 2010
			Budget	Adjustment	Forecast	
	GRANTS					
	Equitable Shares (ES)		84,451,000.00	0.00	84,451,000.00	104,379,000.00
	Finance Management Grant (FMG)		1,500,000.00	0.00	1,500,000.00	1,500,000.00
	Municipal Improvemeny Grant (MSIG)		735,000.00	0.00	735,000.00	750,000.00
	Municipal Infrastructure Grant (MIG)		24,424,000.00	0.00	24,424,000.00	28,401,000.00
	Greater Sekhukhune District Municipality (GSDM)		0.00	0.00	0.00	
	TOTAL		111,110,000.00	0.00	111,110,000.00	135,030,000.00
	OWN INCOME					
	Property Rates		16,100,000.00	0.00	16,100,000.00	21,850,000.00
	Fines		2,200,000.00	0.00	2,200,000.00	2,600,000.00
	Licenses and Permits		3,000,000.00	0.00	3,000,000.00	3,200,000.00
	Interest Earned-External Investments		3,000,000.00	0.00	3,000,000.00	2,000,000.00
	Tender Documents		30,000.00	0.00	30,000.00	40,000.00
	Solid Waste		0.00	0.00	0.00	
	VAT Recovery		2,000,000.00	0.00	2,000,000.00	2,500,000.00
	TOTAL		26,330,000.00	0.00	26,330,000.00	32,190,000.00
	OPERATIONAL EXPENDITURE					
	Salaries, Wages and Allowances		27,159,124.91	0.00	27,159,124.91	29,875,000.00
	Councillor Allowances		11,861,711.13	0.00	11,861,711.13	13,047,800.00
	General Expenses		35,944,635.00	0.00	35,944,635.00	39,539,000.00
	Repairs and Maintenance		5,600,000.00	0.00	5,600,000.00	6,160,000.00
	TOTAL		80,565,471.04	0.00	80,565,471.04	88,622,000.00
	PROVISIONS AND RESERVES					
	Councillors upper limits		1,779,256.67	0.00	1,779,256.67	2,081,700.00
	Salaries & Allowances		3,961,068.74	0.00	3,961,068.74	4,634,400.00
	Bursary		500,000.00	0.00	500,000.00	500,000.00
	TOTAL		6,240,325.41	0.00	6,240,325.41	7,216,100.00
	CAPITAL EXPENDITURE					
	Infrastructure Assets:Roads, Bridges & Storm		23,556,990.00	0.00	23,556,990.00	30,000,000.00

	Water					
	Infrastructure Assets:Electricity		11,030,000.00	0.00	11,030,000.00	14,434,0
	Community Assets: Park & Cemetery Development		800,000.00	0.00	800,000.00	1,000,0
	Other Assets:		14,700,000.00	0.00	14,700,000.00	23,250,0
	TOTAL		50,086,990.00	0.00	50,086,990.00	68,684,0
	TOTAL INCOME		137,440,000.00	0.00	137,440,000.00	167,220,0
	LESS TOTAL EXPENDITURE		136,892,786.45	0.00	136,892,786.45	164,522,1
	SRPLUS/(DEFICIT)		547,213.55	0.00	547,213.55	2,697,8

## DEPARTMENT: CORPORATE SUPPORT & SHARED SERVICES

Key Performance Area applicable sub-function	Projects	Key Performance Indicators	Total Cost	Funding Source	Cost per time frame				
					2009/10				
1. HRM	Install electronic leave management system.	Electronic leave ,management system installed and utilised.	R 50 000.00	MKM					R 55 000
	Management of pensions	Quarterly pension reports generated							
	Review Organisational structure	Quarterly organisational structure reports generated							
	Develop HR plan	HR plan developed & implemented							
	Job evaluation	Salga job evaluation system in place							
	Review HR policies.	HR policies reviewed and adopted by Council.	R 300 000.00	MKM					R 660 000
	Develop and implement probation strategy.	Probation strategy developed and implemented.							
2. HRD	Develop orientation & induction strategy	Orientation & induction strategy in place &							

		implemented.							
	Manage Municipal bursary fund	Database of all bursary holders available and monitored	R 500 000	MKM					R 550 00
	Compile WSP Annual Training report and quarterly reports	ATR and quarterly reports compiled and submitted to LGseta	R 850 000.00	MKM &Discretionary grants.Lgset a levy					R 935 00
Key Performance Area applicable sub-function	Projects	Key Performance Indicators	Total Cost	Funding Source	Cost per time frame				
					2009/10				
	Functional Employee Wellness programs	EWP functional and reports generated.							
	Functional OHS committee	OHS committee functional and reports generated.	R 150 000.00	MKM					R 165 00
	Conduct training on LR issues.	In-service training program available							
3. ADMIN	Implement filing plan	Registry facilities in place.	R 500 000.00	MKM					R 550 00
	Improve service delivery	Administrative staff trained on customer care							
	Improve customer care services	Customer care plan improved and implemented							
4. ICT	Sign SLA withSITA	SLA signed	R 50 000.00	MKM					R 55 000

	to manage website								
	Install & maintain intranet	Intranet installed & maintained	R 80 000.00	MKM					R 88 000
	Develop preventative maintenance plan on IT infrastructure	Preventative maintenance plan developed and implemented	R 200 000.00	MKM					R 220 000
	Create & maintain database of IT assets.	Database of all IT assets available							
	Procur& install IT equipment	IT equipment procured and installed	R500 000.00	MKM					R 770 000
Key Performance Area applicable sub-function	Projects	Key Performance Indicators	Total Cost	Funding Source	Cost per time frame				Cost 2009/10
					2009/10				
5. MAYORAL OUTREACH	Develop Mayoral outreach programs.	Number of outreach programs undertaken	R 700 000.00	MKM					
	Publish Mayoral messages in the media.	15 messages published.	R 200 000.00	MKM					R 220 000
6. SPECIAL PROGRAMS	Develop and implement women’s month program.	Program developed & 3 activities implemented.	R 200 000.00	MKM					R 220 000
	Develop and implement children’s program.	Program developed and 3 activities implemented	R 100 000.00	MKM					R 110 000
	Develop and implement the aged program.	Program developed and 3 activities implemented	R 100 000.00	MKM					R 110 000

	Develop and implement disability program.	Program developed and 3 activities implemented	R 100 000.00	MKM					R 110 000
	Develop and implement youth program.	Program developed and 3 activities implemented	R 100 000.00	MKM					R 110 000
	Database of operational HIV/AIDS awareness centres available	Database developed and centres visited.							
	Support to traditional leaders.	5traditional leadership support.	R 100 000.00	MKM					R 110 000
Key Performance Area applicable sub-function	Projects	Key Performance Indicators	Total Cost	MKM	Cost per time frame				
					2009/10				
7.COMMUNICATIONS	Develop and submit quarterly reports to Communicators Forum.	4 reports submitted to Local, District & Provincial Communicators; Forum.							
	Local Government Communicators Forum.	6 Local Government Communicator Forum held	R 50 000.00	MKM					R 55 000
	Corporate branding and develop marketing plan.	Plan developed and implemented.	R 80 000.00	MKM					R 88 000
	Review communication strategy	Reviewed communication strategy in place.							
	Manage website content	Website updated monthly. 6000 data bundles in place.	R 100 000.00	MKM					R 110 000

	Municipal publications	No of publications done: <ul style="list-style-type: none"><li>• Newsletter</li><li>• Diaries</li><li>• Calendars</li><li>• Banners</li><li>• Posters</li><li>• Flyers</li><li>• Brochures</li><li>• Newspaper</li></ul>	R 936 000.00	MKM					R 1 030 000.00
Key Performance Area applicable sub-function	Projects	Key Performance Indicators	Total Cost	Source of funding	Cost per time frame				Cost 2009/10
					2009/10				
8. GOOD GOVERNANCE & PUBLIC PARTICIPATION	Ward monitoring	Improved reporting by Ward Committees.							
	Launch new Ward Committees	Officially launched new Ward Committees in place	R350 000.00	MKM					R 385 000.00
	Support Ward committees	Improved Ward Committee performance.	R1 100 000.00	MKM					R 1 210 000.00
	Capacity building of Ward Committees	Training program of Ward Committees in place and implemented.	R500 000.00	MKM					R 550 000.00
	Council logistics	Notice of Council meetings publicized in the media.	R120 000.00	MKM					R 132 000.00
	Council support	Councilors trained	R900 000.00	MKM					R 990 000.00
	Public participation	Public participation officer appointed.	R100 000.00	MKM					R 110 000.00
GRAND TOTAL			R 9016000.						R 9 918 000.00

## DEPARTMENT: SOCIAL AND COMMUNITY SERVICES

Key Performance Area applicable sub-function	Projects	Key Performance Indicators	Total Cost	MKM	Cost per time frame			
					2009/10			
					Q1	Q1	Q1	Q1
SPORTS, ARTS & CULTURE	Upgrading and maintenance of sports centres.	Phokwane, Glen Cowie, Jane Furse & Marishane sports centres upgraded and well maintained	R 1m	MKM		X	X	X
Waste and environmental management	Extension of the current waste collection project.	Identified new areas for collection and contacted 4 awareness camping at Phokwane, Jane Furse and Schoonoord.	R 1m	MKM	X	X	X	X
Library serving_ Phaahla,	Upgrading and maintenance of Libraries.	Jane Furse , and Phatantshwana libraries upgraded and well maintained	R 600 000	MKM		X	X	X
Traffic services	Transferred Traffic services	Improved building structures at Nebo and Schoonoord traffic stations and employed additional staff members	R 3.m	MKM		X	X	X
Indigent register	Upgrading of indigent register	Updated indigent register.	R 80 000.	MKM	X	X	X	X
Customer care	Awareness campaign on Bathopele charter and service standards	8 awareness campaigns held	R 80 000.	MKM	X	X	X	X
Parks and cemeteries	Parks and cemeteries	Sites identified and designed around Jane	R 800 000	MKM		X	X	

	development	Furse.						
Key Performance Area applicable sub-function	Projects	Key Performance Indicators	Total Cost	Source of funding	Cost per time frame			
					2009/10			
					Q1	Q1	Q1	Q1
Community related campaigns	Roll out awareness campaigns.	4 awareness campaigns at sub-growth points, Phokwane, Schoonoord, Jane Furse, Apel Cross.	R 500 000.	MKM	X	X	X	X
Primary Health Care	Conducting awareness campaigns	4 awareness campaigns held at sub-growth points, Phokwane, Schoonoord, JaneFurse & Apel Cross	R 100 000.	MKM	X	X	X	X

## STRATEGIC SUPPORT SERVICE

Key Performance Area applicable sub-function		Projects	Key Performance Indicators	Total Cost	Funding Source	Cost per time frame				Cc
						2009/2010				
						Q1	Q2	Q3	Q4	
Strategic Planning		Development of the IDP Process Plan	IDP Process Plan developed and noted by Council.			X				
		IDP Review Process	IDP Reviewed and adopted by Council	R250 000	MKM		X	X	X	R
Performance Management		Develop Performance Management Agreements and performance Commitments	Performance Agreements Developed and Signed by all Section	R80 000 00	MKM	X				R6

			57 employees							
			Performance Commitments developed and signed by all employees	R150 000 00	MKM		X	X		R1
Legal Compliance		Legal Professional Fees	All Legal issues managed and resolved	R700 000 00	MKM	X	X	X	X	R6
		Maintenance of the Legal Unit and capacity building on legal matters	Municipal legislation booklets bought.  Legal Unit well functional, effective and efficient	R200 000 00	MKM	X	X	X	X	R1
		Review of Delegations and Standing Orders of Council.	Standing Orders of Council reviewed and adopted by Council	R 200 000	MKM	X	X	X	X	00
			Delegations reviewed and adopted by Council							
		Land Audit [legal investigation].	Land in MKM audited	R1m	MKM	X				00
		Development of by - Laws	By-Laws developed	R700,000	MKM	X	X	X	X	00

## STRATEGIC SUPPORT SERVICES

Key Performance Area applicable sub-function		Projects	Key Performance Indicators	Total Cost	Funding Source	Cost per time frame				Cc
						2009/2010				
						Q1	Q2	Q3	Q4	
Risk Management		Develop Risk Management Plan.	Risk Management Plan developed and adopted by Council.	R50 000	MKM	X				R5
		Internal Audit Conducted on key sections of the Institution	Internal Audit conducted and its findings	R500 000.00	MKM	X	X	X	X	R:

			implemented							
		Performance Audit Committee Supported	Performance Audit Committee well functional	R50 000.00	MKM	X	X	X	X	R5
Institutional Development		Development of strategies, frameworks and policies in all functional areas to ensure institutional capacity	Policies developed and rolled out in all functional areas of the Institution	R600 000.	MKM	X				00
		Customer satisfactory survey conducted	Customer satisfactory Survey findings noted by Council.	R700 000.00	MKM		X	X		R6
		Organizational diagnostic study	Institutional Diagnostic study findings noted by council.	R200 000 00	MKM	X	X	X	X	R5
Statutory Reporting		In-year Reporting	Monthly and quarterly Reports							
.		Annual Reporting	Annual Report developed and adopted by Council	R300 000	MKM		X	X		R3
		.	.							



# Makhuduthamaga Local Municipality

## Infrastructure and Planning IDP Proposal for 2009

KPA	Programme	KPI	Proposed Projects	Total Cost	Funding Source
Infrastructure Development and Service Delivery	Access to water and sanitation	Monitor WSA's implementation of Projects within the Municipality			
		Public queries and requests submitted to WSA			
		Water sector plan in place	Update the existing Water Sector Plan	R 600,000.00	ES
	Roads and Stormwater	Storm water management plan in place	Complete Road Master and Stormwater Management Plan in place.	R 600,000.00	ES
		Complete the 2008/09 projects.	All projects with shortfalls	R 16,250,000.00	ES
			Tshehlwaneng	R 7,000,000.00	ES
			Phaahla	R 0.00	ES
			Ntoane Water	R 0.00	ES
			Magolego Access Road	R 3,300,000.00	ES
			Glen Cowie Road and Stormwater	R 1,600,000.00	ES
			Jane Furse Street lights	R 210,000.00	ES
			Mathapisa/Soetveld	R 140,000.00	ES
			Phushulang Electrification	R 1,500,000.00	ES
			Jane Furse RDP Electrification	R 700,000.00	
			Bothaspruit Electrification	R 900,000.00	ES
			Ga-Selepe Electrification	R 400,000.00	ES
			Mamone Low Level Bridge	R 500,000.00	ES
				R 16,250,000.00	
					ES
		Implement the 2009/2010 Roads and Bridges projects	Roads Projects as listed below:-	R 23,556,990.00	MIG
			Kutupu road and Stormwater	R 4,679,810.19	MIG
			Mohlwarekoma Access Road	R 952,597.29	MIG

			Tshehla internal roads	R 911,679.21	MIG
			Vierfontein to Rietfontein Road and Stormwater	R 4,860,882.42	MIG
			Phokwane road and stormwater	R 3,182,209.97	MIG
			Madibong road and Stormwater		MIG
			Moretsele road and Stormwater	R 4,251,300.00	MIG
			Hlalanikahle road and stormwater	R 1,953,309.00	MIG
			Access road to the Water Treatment works	R 2,765,201.92	MIG
		2010/2011 Roads and Bridges project plan	Identified Roads and Bridges to the value of R26m registered with MIG and Service Providers appointed.		MIG
		Maintenance of existing Surfaced and Gravel roads	Grading and maintenance of gravelled roads within the municipal area of Jurisdiction.	R 3,000,000.00	Own Funds
	Access to Energy	Free basic electricity to all indigent	Free Basic Electricity provided as per the approved indigent register.	R 2,300,000.00	Own Funds
		Monthly FBE reports submitted, analysed and recommendations made.	12 reports submitted and analysed		ES
		Percentage of Registered Indigents Collecting Tokens	100 % Registered Indigents Collecting Tokens		ES
		Number of households electrified	Electrification of 1103 households	R 11,030,000.00	ES
			Kome Village = 400	R 4,000,000.00	ES
			Kgopane Village = 200	R 2,000,000.00	ES
			Phatantswane Village = 503	R 5,030,000.00	ES
<b>KPA</b>	<b>Programme</b>	<b>KPI</b>	<b>Proposed Projects</b>	<b>Total Cost</b>	<b>Funding Source</b>
	Access to Transport	ITP Plan in place	Complete Integrated Transport Plan in place	R 600,000.00	ES

	PMU	Level of expenditure of the allocation improved to 100% per financial year.	100 % expenditure of the allocation.		
		Project Progress for 10/11 financial year	60% physical progress on site.		
		Number of projects registered with MIG	All projects registered with MIG		
		Number of reports submitted per quarter	12 Reports submitted per annum		
	Access to Housing	Sector Plan in place	Sector Plan Developed and adopted	R 400,000.00	ES
		Number of houses constructed	300 houses, RDP, PHP and replacement of mud houses	R 300,000.00	
		Municipal Building maintenance plan in place	Building maintenance as per maintenance plan	R 500,000.00	ES
		Extension of the Existing municipal offices	Improved and increased office space	R 2,000,000.00	Own Funds/MIG
				R 60,836,990.00	
Township Establishment	Spatial Planning and Land Use Management	No of sites acquired from Makhuduthamaga Traditional Authorities for Town Establishment	Acquired site fully developed	R 1,000,000.00	ES
		No of sites acquired for office expansion	All Identified sites acquired	R 500,000.00	ES
		Rezoning and Site Development	Formal planning of all site targeted for development	R 500,000.00	ES
		LUMS in place and implemented	LUMS awareness seminar	R 50,000.00	ES
		Land Use Application	A no PTO files residential and business completed	R 0.00	
		Land Audit	Assessment of land usage and ownership	R 0.00	ES
		Jane Furse Precint	Formalisation of Jane Furse as a Municipal growth point	R 0.00	GSDM

LED	Building and Supporting the LED	Development of the Tourism Strategy	Tourism Strategy in place, adopted and implemented	R 200,000.00	ES
		Tourism Exhibition	Tourism Exhibition Center Erected in Jane Furse	R 300,000.00	ES
		SMME	Database of SMME developed	R 0.00	
		Tourism Guide	Annual production of 20 000 Tourism Guide	R 120,000.00	ES
		Land Scaping	Branding of entrance for Municipal Investment and Marketing	R 200,000.00	ES
		Investment and Marketing strategy implementation	Branding, Marketing and Promotion of local economic products	R 50,000.00	ES
		LED Projects audit	Audit of all poverty alleviation projects funded by parastatals	R 50,000.00	
		No of SMMEs funded	No of SMMEs funded	R 200,000.00	ES
		Hawkers By-law	Hawkers by-law facilitated and in place	R 0.00	ES
		Hawkers Stalls	A no of stalls constructed	R 700,000.00	ES
				R 3,870,000.00	

## BUDGET AND TREASURY DEPARTMENT

### DEPARTMENT: BUDGET AND TREASURY OFFICE

Key Performance Area applicable sub-function	projects	Key Performance Indicators	Total Cost	Funding Source	Cost per time frame				Cost 2010/11
					2009/10				
					Q 1	Q2	Q3	Q4	
1. Sound Financial Viability and Management	Roll-out of Revenue enhancement strategy	Awareness campaign in January 2010  Increase in Revenue collection	R20 000.00	MKM (Own Revenue)			X		R22 000. 00
	Update of Asset Register	Asset Register updated regularly	R500 000. 00	R200 000.00 MSIG  R300 000.00 ES	x	x			R200 000. 00
	Development of supplementary valuation Roll	Supplementary Valuation Roll Developed	R210 000 00	MSIG	x	x	X	x	R231 000. 00
	Development of GRAP Annual financial statements	GRAP compliant AFS compiled and submitted to AG in time	R350 000 00	E.S				X	R200 000. 00
	Preparation and submission of all statutory reports	All statutory reports prepared and submitted to relevant stakeholders							
	Development of five year financial plan	Plan developed							
	.Audit Queries	Audit query plan developed and audit queries							

		addressed.							
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## DEPARTMENTAL SECTOR PLANS/PROJECTS 2009/10

### ROADS AND TRANSPORT LIMPOPO

ACTIVITY			DISCRIPTION	LOCAL MUNICIPALITY	2009/10 Budget (R'000)	2009/10 Budget (R'000)
ROUTINE MAINTENANCE:			3128km	All under Sekhukhune District	56,236	
1. BLADING			Total gravel : 1820km	All under Sekhukhune District		
2. SURRFACE PATCHING			Total paved roads: 1308km	All under Sekhukhune District		

3.Road reserved			3128km	All under Sekhukhune district		
4. Regravelling			78 km	All unders Sekhukhune District		
5. Intermodal Modal Facilities			Construction of intermodal facility at Jane Furse	Makhuduthamaga	20,000	20
6. D4190. Jane Furse to GaMalekane			Upgrading of pedestrian Footpath	Makhuduthamaga	1,600	18

## DEPARTMENT OF SPORT, ARTS AND CULTURE

### INFRASTRUCTURE PROJECTS: SEKHUKHUNE

PERIOD: 2009-2014

No	Project name	Project Description	District	Local Municipality and location	Implementing Agent	Overall Budget	Planning and Design		Period of Implementation Budget
							FY	Budget	2009-2010
Arts and Culture									
1	Arts and Culture Centre	Maintenance of Sekhukhune Art Centre	Sekhukhune	Makhuduthamaga (Glencowie)	DSAC	562,000.00			125,000.00
LIBRARY & INFORMATION SERVICES									

## LIMPOPO DEPARTMENT OF AGRICULTURE - 2009-10

<u>LIMPOPO DEPARTMENT OF AGRICULTURE - 2009-10 CASP PROJECT LIST</u>						
NO	PROJECT NAME	Program	LOCAL MUNICIPALITY	PROJECT ACTIVITIES	ALLOCATED BUDGET	
1.	Makhuduthamaga Tomato Growers Association (5 farmers - Total ha 36.	Communal	Makhuduthamaga	Irrigation infrastructure	2,000,000	2,000,000
2.	Bothaspruit	Private	Makhuduthamaga	1X40000 ECPH - completion	900,000	900,000

LIMPOPO DEPARTMENT OF AGRICULTURE - 2009/12 RESIS PROJECTS LIST

Project Name	Municipality	Project description/ type of structure	Project duration		Programme	Project cost	State of readiness		
			Date: Start	Date: Finish		At start	Project Concept	Feasibility status	Tender
De Paarl Pipeline	Makhudu Thamaga	RESIS	2009 Apr	2010 Mar	2	14,000	Done	Done	
De Paarl Infield	Makhudu Thamaga	RESIS	2010 Apr	2011 Mar	2	10,000	Done	Done	
Gataan	Makhudu Thamaga	RESIS	2009 Apr	2010 Mar	2	20,150	Done	Done	
Goedverwacht	Makhudu Thamaga	RESIS	2010 Apr	2011 Mar	2	12,000	Done		
Krokodilheuvel Conservation	Makhudu Thamaga	RESIS	2008 Mar	2010 Mar	2	6,050	Done	Done	To be advertise
Platkilp	Makhudu Thamaga	RESIS	2009 Apr	2010 Mar	2	12,000	Done	Done	
Setlaboswane Conservation	Makhudu Thamaga	RESIS	2008 Mar	2010 Mar	2	4,400	Done	Done	To be advertise

## LIMPOPO DEPARTMENT OF AGRICULTURE

LIMPOPO DEPARTMENT OF AGRICULTURE - 2009/12 RESIS AND GOVERNMENT FACIL									
Project Name	Municipality	Project description/ type of structure	Project duration		Programme	Project cost	Stat		
			Date: Start	Date: Finish		At start	Project Concept	Feasibility status	1

Machacha - contours	MAKHUDUTHAMAGA	Soil Cons Structures	2009 Apr	2010 Mar		23,500	Done	Done
Bio-Diesel Incubator Plant	Marble Hall & Makhuduthamaga	Processing Plant	01 April 2008	01 March 2011		525,000	Done	Done
AGRIBUSINESS DEVELOPMENT HUB --NEBO	Makhuduthamaga, Marble Hall & Elias Motsoaledi	Irrigation	01 April 2008	01 March 2011		530,000		

## HEALTH

### INFRASTRUCTURE PROJECTS FOR SEKHUKHUNE

NO	Project name	Project Description	District	Municipality	Implementing Agent	Planning& Design		MTEF Expenditure Estimates			Amount required for project	Comments
						F/Y	Budget	2009/10	2010/11	2011/2012		
1.New constructions (buildings & infrastructure)												
1.	Sekhukhune Central Laundry	New district laundry	Sekhukhune	Makhuduthamaga	Departmental program management unit			65,000	42,334	33,000	231,732	
2.	Dichoeung	Clinic upgrade	Sekhukhune	Makhuduthamaga	Public works	2008/09	2,800	2,000	639		6,000	
3.	Marishane	Clinic upgrade	Sekhukhune	Makhuduthamaga	Public works	2008/09	2,800	2,000	639		6,000	
4.	Mamone	Clinic upgrade	Sekhukhune	Makhuduthamaga		2008/09	800	1,070	2,220	3,200	7,270	
5.	J Furse hospital clinic Gateway	Clinic upgrade	Sekhukhune	Makhuduthamaga	Dept.Programme management unit	-	-	-	-	5,000	5,000	

6.	J furse Hospital Linen Bank	J furse Hospital Linen Bank	Sekhukhune	Makhuduthamaga	Dept.Prog ramme managemen t unit	-	-	-	-	1,000	
7.	Eensaa m	Clinic upgra de	Sekhukhune	Makhuduthamaga	Dept.Prog ramme managemen t unit	2008/09	800	1,070	2,220	3,200	7,270
8.	Tswaing	Clinic upgra de	Sekhukhune	Makhuduthamaga	Dept.Prog ramme managemen t unit	2008/09	800	1,070	2,220	3,200	6,000
9.	Mainten ance of Infrastru cture	(18% of IGP)	Sekhukhune	All	Dept.Prog ramme managemen t unit	-	-	5,661	6,341	6,976	18,978
10.	Life saving equipme nt 1st identify	Boiler s,Airc on,Ele ctr	Sekhukhune	All	Dept.Prog ramme managemen t unit	-	-	5,002	2,000	3,400	14,390

**DRAFT PLANS ON INFRASTRUCTURE PROJECTS FOR THE MTEF (2009/10-2011/12) FOR THE GREATER SEKHUKHUNE DISTRICT**

**PRESENTED AT THE GREATER SEKHUKHUNE IDP CONSULTATIVE SESSION HELD AT THE LIMPOPO CARPE DIEM LODGE 20<sup>TH</sup> NOVEMBER 2008**

**1. New constructions**

Name of School	Municipality	Start Date	Construct ion Budget 2008/2009 ('000)	Constructio n Budget 2009/2010 ('000)	Constructio n Budget 2010/2011 ('000)
1. Photo Primary	Makhuduthamaga	2008	20,000	15,000	-

**2. New Circuit Office**

Name of School	Municipality	Start Date	Constructi on Budget 2008/2009 ('000)	Constructio n Budget 2009/2010 ('000)	Constructio n Budget 2010/2011 ('000)
1.					
2. Nebo	Makhuduthamag a	2008	4,000	24,000	2,578
3. Sekhukhune	Makhuduthamag a	2009	-	7,650	22,950

### 3. Circuit Offices (Commenced in 2007/2008) [Building Works]

Name of School	Municipality	Start Date	Constructi on Budget 2007/2008 ('000)	Constructio n Budget 2008/2009 ('000)	Constructio n Budget 2009/2010 ('000)
1. Schoonoord	Makhuduthamag a	2007	5,970	830	335

### 4. Circuit Office (Commenced in 2007/2008) [Civil Works]

Name of School	Municipality	Start Date	Constructi on Budget 2007/2008 ('000)	Constructio n Budget 2008/2009 ('000)	Constructio n Budget 2009/2010 ('000)
1. Schoonoord	Makhuduthamag a	2007	898	5,091	5,989

### 2. Upgrading and additions (Condemned Schools)

Name of School	Municipality	Start Date	Construction Budget 2008/2009 ('000)	Construction Budget 2009/2010 ('001720)	Construction Budget 2010/2011 ('000)
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1. Maphotle Primary	makhudu	2008	1,218	135	-
2. Bafedi p	mak	2008	1,545	172	-
3. Kalafong p	mak	2008	1,546	172	-
4. Eensgevonde h	mak	2008	1,541	171	-
5. Phokoane p	mak	2008	2,904	323	-
6. Manku p	ma	2008	1,244	138	-
				143	-
				256	-
7. Paapa p	mak	2008	1,416	157	-
					-
					-
					-
					-
8. Moripane h	mak	2008	368	41	-
9. Modiketsi h	mak	2008	640	71	-
10. Areikhuleng p	mak	2008	363	40	-
11. Moleshatlou h	mak	2008	17	2	-
12. Maphopha p	Makhuduthamaga	2008	696	77	-

### 3. Condemned and Congested Schools (with inappropriate structures)

Name of School	Municipality	Start Date	Construction Budget 2008/2009 ('000)	Construction Budget 2009/2010 ('000)	Construction Budget 2010/2011 ('000)
1. Kopanong Primary	Makhuduthamaga	2009	-	2,508	132

### 4. Dinaledi Schools upgrading and revitalization

Name of School	Municipality	Start Date	Construction Budget 2008/2009 ('000)	Construction Budget 2009/2010 ('000)	Construction Budget 2010/2011 ('000)
1. Matshumane High	Makhuduthamaga	2009	-	20,000	20,000

## 5. Condemned and congested Schools (Dilapidated Schools)

Name of School	Municipality	Start Date	Constructi on Budget 2008/2009 ('000)	Constructio n Budget 2009/2010 ('000)	Constructio n Budget 2010/2011 ('000)
1. Good Hope High	Makhuduthamag a	2009	-	1,254	66
2. Thushanang ELSEN	Makhuduthamag a	2009	4,380	231	-
3. Gobetse High	Makhuduthamag a	2008	178	811	5,404
4. Ipelegeng ELSEN	Makhuduthamag a	2008	449	54	362
5. Ithuteng Primary	Makhuduthamag a	2008	118	669	787
6. Serema Commercial \$ Science	Makhuduthamag a	2008	512	2,903	3,415
7. Lekgoloane Primary	Makhuduthamag a	2008	292	598	3,987
8. Jane-Furse ELSEN	Makhuduthamag a	2008	202	1,146	1,349

## CHAPTER 5: INTEGRATION

### 5.1 INTRODUCTION

The purpose of this section is to compile a set of local integrated programmes for managing implementation of the IDP. This section will compile summaries, which can be

used as the basis for consistency and compliance cross-checks. The municipality has to make sure that the projects are in line with the objectives and agreed strategies, with the resource frames (financial and institutional) and with legal requirements. The following process has been followed in compiling the Integrated Sector Programmes:

- ❖ Screening of all draft project proposals for compliance with policies, legislation, priorities, objectives, budget frameworks, strategies and feasibility/viability criteria.
- ❖ The project proposals and results of the screening process were presented to the IDP Steering Committee, which arrived at the draft project proposals through a discussion process. The recommendations refer to the project design, the project budget and priorities in terms of timing.
- ❖ Project proposals were amended while at the same time the Integrated Sector Programmes were compiled. The Integrated Programmes considered during this analysis include the following:
  - ❖ Integrated sectoral programmes
  - ❖ Financial plan
  - ❖ Capital investment programme
  - ❖ Performance management and integrated monitoring programme
  - ❖ Spatial development plan
  - ❖ Poverty reduction programme
  - ❖ Local economic development plan
  - ❖ Integrated institutional development
  - ❖ Integrated HIV/AIDS programme
  - ❖ Disaster management plan
  - ❖ Water services development plan
  - ❖ Integrated waste management plan

## **5.2. INTEGRATED SECTOR PROGRAMMES**

Sectors are defined as fields of intervention aimed at either specific human needs or as specific ways of satisfying human needs. Sectors, as fields of intervention, are frequently related to specific planning and implementation agencies heading up such interventions. The

key characteristic of sectors in the IDP process is that they may or may not be considered in the planning process, depending on the specific local needs and resources. The principle underlying the role of sector planning in the IDP process can be summarized as follows:

- ❖ Sector planning requirements contained in national sectoral legislation in respect of municipal functions such as water and environment should be dealt with as part of the IDP process, where they are relevant to the local priority issues. Additional aspects of sector planning requirements not fully covered in the IDP process require a parallel planning process to the IDP.
- ❖ Specific sectors which fall beyond the ambit of local competencies, such as education, may be directly related to the priority issues identified in the municipal area. As the municipality is not the implementation agency, attention will still need to be given to the planning process, to facilitate alignment and coordination with other spheres of government. Local government can use the IDP process to lobby provincial sector departments by involving them in the local planning process at the appropriate locations and points.

### **6.3. Financial Plan**

The purpose of this plan is to create a medium-term strategic financial framework for allocating municipal resources through the municipal budgeting process in order to ensure the financial viability and sustainability of the municipality's capital investments and operations.

The municipality has Revenue Enhancement Strategy which has identified areas which the municipality could generate revenue to speed up service delivery. To roll-out the strategy the municipality has budgeted money in 2008/09 financial year.

The municipality has appointed Audit Committee, Oversight Committee and appointed Internal Auditor as part of strengthening financial management systems and tries to deal with issues raised by the Auditor General in the past financial years relevant to areas of their functionality per legislation. Among others they will deal with Annual Reports, Performance Assessment, Risk Management and other issues relating to legal compliance.

The municipality is currently doing public consultation on revenue enhancement strategy and plans are ahead to ensure that the billing system is in place in the financial year 2009/10. Mechanisms to implement credit policy, particularly private/private partnerships will be considered when the billing system becomes operational.

#### **5.4 Capital Investment Programme/ Service Delivery**

The purpose of a Capital Investment Programme is to link prioritized capital projects with sources of financing. The programme is in chapter dealing with programme and projects.

The municipality is not the Authority for water, sanitation, energy and electricity. But we have budgeted to review Water Services Development Plan to guide water infrastructural development programme and electrification so that we can meet Millennium Development Goals.

We have budget for Transport Plan, Storm Water Drainage Plan, Housing Plan. We have also provided Eskom with our municipal electricity priority list.

The municipality has adopted indigent policy and indigent register to provide Free Basic Services to the poor needy households. However there is a need to our register and policy as they were adopted about two years back.

There is MIG and other infrastructural projects in the annexure showing projects implemented by the municipality, district and other sector departments

#### **5.5. A Performance Management and Integrated Monitoring Programme**

The purpose of a Performance Management System is to ensure accountability on the basis of simple, effective and affordable monitoring and performance management system as a management tool for the Municipal Manager and as a control tool for the Council.

Every municipality must develop a performance management system for its identified priorities based on the indicators of every project or objectives thereof. Indicators are measurements that tell us whether progress is being made in achieving our goals. They describe the performance dimension considered key in measuring performance. Indicators are categorized as follows:

- ◆ Performance indicators - describe the dimension of performance considered key when assessments and reviews are undertaken;
- ◆ Input indicators - refer to costs a municipality incurs to purchase means to achieve outputs and the resources taken to produce the actual output;
- ◆ Output indicators - refer to indicators that measure whether a set of activities or process yield the desired output;
- ◆ Outcome indicators - measure the quality or the impact of the outputs on the overall objective;
- ◆ Process indicator - which are concerned with the set of activities in producing something;

The municipality has developed a strategic plan for the period 2007 - 2012 according to the above mentioned framework. The strategic plan is utilized as basis for the planning and monitoring of departmental operational implementation plans. The following are the municipalities' main strategic priorities and the departmental strategic objectives for the planning period.

#### **5.6. Spatial Development Framework (SDF)**

According to chapter 5 of the Municipal Systems Act (Act 32 of 2000), an Integrated Development Plan is required to include a spatial development framework also comprising guidelines for a land use management system.

The aim of a spatial development framework is to guide future development of an area. It serves as the common background upon which the physical, social, economic and institutional development strategies of a municipality are designed. It is also a manifestation of the vision of an area in terms of spatial and spatial components and is the basis for an integrated planning.

During 2007 the municipality prepared and adopted a Spatial Development Framework (SDF) for its area of jurisdiction. The Municipality is currently having Draft Land Use Management System to implement SDF, and will be adopted before June 2009. The SDF identified the following:

☒ **PRIMARY GROWTH POINT.** Jane Furse was identified as the primary growth point by our SDF and also PGDS.

☒ **The following Municipal Sub-growth points** were identified:

- Nebo-Phokoane cluster.
- Existing sub-corridors such as Schonoord to Mathibeng and Jane Furse to Schonoord.
- Existing corridors such as Apel-cross to Ga-Marishane and Phokoane.

☒ **HOUSING.** Most houses in the municipality are situated on separated stands and this indicates potential for formalization and upgrading in future.

☒ **AREAS EARMARKED FOR FUTURE LAND USES**

- **Residential Development**

The development grows along the main routes. Intensive development is intended to take place at identified growth points. The developments of housing projects are concentrated Apel-cross sub-growth point, Phokoane, Schonoord and Jane Furse growth points.

- **Business and Office Development**

Jane Furse area has been designated a Presidential Growth Point. This area is the main economic hub of the whole municipality as well as being an important centre within the whole of Greater Sekhukhune District. The Jane Furse area is suited for high order economic activities such as offices and other commercial activities. Makhuduthamaga Municipality currently negotiating with Magoshis around Jane Furse to release land for town and offices establishment.

☒ **SPATIAL DEVELOPMENT STRATEGIES.** The spatial development framework is informed by the strategic priorities, objectives and strategies of the municipality. The spatial development framework thus serves as an integration of the various development issues and priorities. The following strategic priorities, objective and strategies constitute the basis for the development framework:

☒ **STRATEGIC PRIORITIES.** As a result of a consultative approach with the community the following project priority list was identified:

1. Water to communities;

2. Completion of the municipal offices;
3. Electricity to communities;
4. Maintenance of roads;
5. Health service to communities;
6. Town Establishment in Jane Furse/Mamone
7. Local economic development (LED) programmes/projects;
8. Sports facilities to communities; and
9. Business & industrial development in the municipal area.

### **5.7. Poverty Reduction and Gender Equity Programme**

The socio-economic analysis for Makhuduthamaga Local Municipality indicated that 56.6% of the populations were women and 43.3% were men. The main reason for this trend could be labour migration to economic centers such as the metropolitan areas of Gauteng Province.

In general the socio-economic analysis presents Makhuduthamaga Local Municipality as an area with relatively poor and uneducated people (see Status Quo Analysis). This implies a need for education, skills development and job creation in an effort to address poverty which mostly affects women as bread winners.

The following are strategic guidelines for poverty alleviation and gender equity:

The purpose of Localized Strategic Guidelines for Poverty Alleviation and Gender Equity is to ensure that poverty alleviation and gender equity policies are applied when strategies are designed and projects are planned.

Poverty in the South African context can be historically, economically and socially defined. In other words, it is more than low or inadequate income. It refers to physical and spiritual necessities, assets and income. A loss of assets or, the inability to accumulate assets because of apartheid policies - i.e. access to, ownership or, occupation of land and housing is often what precipitates making someone vulnerable to being in a state of poverty.

Gender equity in a developmental context is about ensuring that poor women and poor men have equal understanding of, access to and control over social, political and economic resources in post apartheid South Africa.

In order to ensure that the poverty and gender issues are dealt with in the strategies and projects phases of the IDP process the following principles and guidelines will be considered:

a) Poverty alleviation

- ◆ provision of basic needs such as potable water, electricity, sanitation, roads, transportation and a variety of social facilities;
- ◆ create opportunities for *all* to sustain themselves through productive activities.
- ◆ establish a social security system and other safety nets to protect the poor and other disadvantaged groups.
- ◆ empower the poor/encouraging the participation of marginalized groups.

b) Gender equity

- ◆ address existing gender inequalities as they affect access to jobs, land, housing, etc.
- ◆ focus efforts and resources on improving the quality of life especially of those members and groups that are most often marginalized or excluded, such as women.
- ◆ build capacity amongst especially women;
- ◆ understand the diverse needs of women and addressing these needs in planning and delivery processes;
- ◆ Municipalities need to be aware of the divisions within local communities, and seek to promote the participation of marginalized and excluded groups in community processes. For example, there are many obstacles to the equal and effective participation of women, such as social values and norms, as well as practical issues such as the lack of transport, household responsibilities, personal safety, etc. Municipalities must adopt inclusive approaches to fostering community participation, including strategies aimed at removing obstacles to, and

actively encouraging, the participation of marginalized groups in the local community;

- ◆ A central principle of the Reconstruction and Development Programme (RDP) is the empowerment of poor and marginalized communities. This is repeated in the Growth, Employment and Redistribution (Gear) strategy which call for "a redistribution of income and opportunities in favour of the poor". Developmental local government is uniquely placed to combine empowerment and redistribution in a number of concrete programmes. For example:
  - Service subsidies are a focused mechanism for providing services to the poor at below cost, and thereby provide an opportunity for low -income households to improve their circumstances. The 'Equitable Share' will provide the basis for a standardised subsidy mechanism for all poor households. Municipalities need to plan the level and amount of additional subsidies in a way which is affordable within the overall municipal budget.
  - Support to community organizations in the form of finances, technical skills or training can enhance the ability of the poor to make their needs known and to take control of their own development process.
  - Linkage policies aim to directly link profitable growth or investment with redistribution and community development. An example is a development levy imposed in fast-growing areas and used to subsidized housing or other services for the poor. An alternative is a condition which requires developers to make social responsibility investments in return for planning permission. Another example is the use of conditions imposed on companies which supply goods and services to a municipality (such as banks) to invest in training, affirmative action or community development.
  - Socio-economic development and community empowerment is mainly directed at poverty eradication. The majority of the poor are women, and empowerment strategies which focus on women are likely to prove the most effective and inclusive. Municipalities need to develop their capacity to understand the diverse needs of women in the community, and address these needs in planning and delivery processes to enhance their impact on poverty eradication.

There are many projects that aim to improve the lives of rural people particularly rural women. The following programmes in Makhuduthamaga Local Municipalities are aimed at addressing poverty and gender issues:

❑ Provision of basic services

Through community participation in the IDP process, the Municipality has proposed several projects that will address the needs of communities. There are several projects on roads surfacing and upgrading, water provision, sanitation, electricity supply, health, education and social services. The municipality has allocated funding for projects which are its responsibility such as upgrading of roads and construction of bridges to improve access of communities to various places. The municipality is currently conducting an indigence survey to determine the level affordability of communities for the entire area of its jurisdiction and has allocated funding as indigent subsidy. A free basic electricity subsidy has been budgeted for to assist indigent or poor members of the community.

The Departments of Social Services and Public Works have committed themselves to engage in a joint venture to upgrade and develop 48 pension pay-points.

❑ Integrated Capacity Building

In the compilation of Integrated Development Plans, the municipality has set up Ward Committees and the IDP Representative Forum to represent the needs of communities and these refers to all community structures such as CBOs, NGOs, government departments, private institutions, and disadvantaged groups, the Executive Committee, etc.

In order to build capacity for its staff, the municipality has budgeted an estimated R500 000 for capacity building programmes.

As part of ensuring that there is gender equity, the Council has elected a female Mayor and female Speaker.

Every municipality is required by the Municipal Systems Act to develop its human resource capacity to enable it to perform its functions. On the other hand municipalities have to comply with the Skills Development Act (Act No. 81 of 1998) and the Employment Equity Act (Act 55 of 1998) in terms of capacity building and ensuring that

there is equity within the workplace. Makhuduthamaga Local Municipality has satisfied these requirements in terms of the above capacity building programme which has to some extent commenced.

Furthermore the Municipality has developed and adopted Employment Equity Plan in 2007 to deal with gender equity in terms of employment.

#### ❑ Job Creation

In its endeavor to address unemployment and poverty the municipality has conducted a comprehensive Local Economic Development Plan or Strategy that is aimed at guiding local economic development. As part of the Plan or Strategy several projects were proposed amongst them those that aim to attract investors' particularly local people would be employed in such firms. During the financial year 2008/09 the Municipality has developed SMME strategy, Investment and Marketing Strategy and reviewed the LED strategy

The only problem with most projects is lack of sustainability for which mechanisms must be sought to address this problem. The projects are in general in line with the above guidelines on poverty alleviation and addressing gender equity but more efforts must be taken to ensure projects or activities address gender equity and poverty alleviation in many aspects of life and working environments.

### **5.8 Local Economic Development Strategy**

Makhuduthamaga Local Municipality is embarking on a programme to deepen and vertically integrate natural resource based projects in its area of jurisdiction. It is anticipated that the municipality will work with key other role - players to identify LED projects that can best enhance service delivery and thus improving the lives of the people in the area.

The programme has the broad aim of ensuring sustainability of community projects as well as sustainability of livelihoods in those participating communities. The success of the programme will depend on the depth of partnerships that will be established in the course of implementing the project, including Makhuduthamaga Municipality and provincial departments who are expected to be the principal financial enablers of the programme.

The programme will be implemented over two years and at the end of the project is expected to have produced a group of well trained and motivated people operating successful projects that will serve as a model of sustainable projects throughout the country. The environment is also expected to gain significantly as issues of environmental sustainability will be a top priority.

The most significant output is the demonstration by the project team on how community programmes can be the vehicle of addressing Millennium Development Goals (MDGs) while sustainably meeting their immediate livelihoods needs. This project will also facilitate the development of community level indicators for measuring the impacts of MDGs at community level.

The intention is the development of a LED plan for a pilot initiative to test certain concepts that will contribute to job creation, poverty alleviation and food security for the communities in Makhuduthamaga.

**The LED plan describes the following;**

- (a) The feasibility of agricultural and other related projects in the four nodal points, namely: Nebo, Apel Cross, Jane Furse and Schonoord
- (b) The establishment of agricultural projects where small scale farmers from the municipality can cultivate cash crops for own consumption and commercial purposes under irrigation
- (c) Feasibility of tourism based projects that can be considered for implementation in Makhuduthamaga
- (d) Feasibility of mining related projects that can be implemented successfully in Makhuduthamaga.

• ***Village Road Rehabilitation and Irrigation Farming Activities***

The project activities at each of the nodes for the pilot programmes to establish small scale irrigation schemes entail the following:

- The labour intensive construction of access and internal roads in the villages as well as the infrastructure required for the development of agriculture projects; and

- The establishment of an agricultural project where small emerging farmers from Makhuduthamaga can cultivate cash crops for own consumption and commercial purposes under irrigation, next to the canals and downstream of the dam.
- It is proposed that the rehabilitation of approximately 50 km of internal village road and feeder roads in the area of Nebo, Apel Cross, Jane Furse and Schonoord be identified for inclusion in the pilot LED project. The type of roads proposed are roads serving the irrigation projects, tourism initiatives, schools and other community facilities.

Agricultural activities will comprise the identification of beneficiaries willing to participate and undergo the required training, the provision of irrigation management, the supply of seed and fertilizer inputs for the first year, the supervision of all irrigation activities and the provision of technical assistance to the prospective small scale farmers.

#### ***Establishment of conservation/tourism based activities***

A landscaping programme will be one of the core aspects in the upgrade of the area. To enhance the visitors experience of Makhuduthamaga area, unattractive structures should be demolished, the pathway systems restructured and viewpoints constructed.

#### ***Soft Landscaping***

The aim of the re-vegetation or (soft landscaping) programme is to rehabilitate degraded areas within Makhuduthamaga Local Municipality so that they eventually approximate the surrounding natural areas, not only in the kinds of plants replanted but also in terms of their genetic composition. Degraded areas include areas affected during the construction period of the roads, irrigation farms as well as areas where existing structures were demolished.

#### ***Hard Landscaping***

The aim of the hard landscaping programme will be to provide aesthetically pleasing structures that serve to enhance visitor experience at all the nodal points. Construction or provision of the structures referred to will be included in the hard landscaping programme inter alia:-

- Pathways systems,
- View sites
- Viewing decks
- Bridges
- Pipeline to the recreational area
- Signage
- Surfacing of the precinct and parking areas
- Benches, refuse bins, etc

### ***Management Structure***

The management structure to be adopted is aimed at structuring the forces that will be at work to achieve the stated objectives and will consist of representatives from:

- Limpopo Department of Agriculture
- Department of Roads and Transport
- Department of Public Works
- Makhuduthamaga Municipality
- LED Forum ( Launched in February 2008, comprising of all sectors)
- Small Farmers
- Water Users Association
- The Project Manager
- Project Support Group
- Management Team

The conceptual interaction amongst these forces with respect to the road maintenance, tourism based projects, farming activities as well as the rehabilitation and maintenance of village roads.

It is anticipated that the construction and farming management activities will be integrated and that the resources will be shared in the interest of making the management and support structures as cost effective as possible.

### ***Human Resource Development and Training***

Skills development and training is considered to be one of the most important strategies in meeting stated objectives of this programme. Along with this strategy, labour intensive road maintenance, village road rehabilitation and agricultural activities have been identified as a means of achieving those objectives.

Two categories of human resource development will be targeted in terms of the LED Plan:

- (a) Person that will acquire the NQF skills level 1 to 4
- (b) Persons that will acquire the NQF skills level 1

The human resource development framework will provide for addressing the various training needs in interdependent groups of skills programme or training modules.

### ***Implementation Framework***

The implementation methodology proposed in this LED Plan may differ from previous programmes attempted by various responsible organizations. It was early in the development of the LEDP plan realized that many failures characterize the implementation of programmes of this nature, probably due to the fact that superficially it may seem like a small and simple project of small value, which can be implemented with little effort and attention to detail by inexperienced individuals.

The implementation is therefore quite often underestimated and destined to fail.

### ***Financial Structure***

For the implementation of this pilot project programme it is proposed that the existing financial structures and procurement mechanisms that are currently developed be adopted upon approval by DPLG as far as possible.

For the different components in the programme it will be handled as follows:

- The procurement and financial procedures of the Department of Roads and Transport, Department of Public Works will be employed for the procurement and payment of small road maintenance contractors.
- Training and other services will similarly be procured on tender or direct appointment and remunerated according to the normal financial procedures.
- The normal MIG procurement and payment procedures through Makhuduthamaga Municipality will be used for the procurement and payment of contractors constructing the village roads and farm infrastructure.
- The established procedures of the Department of Agriculture established for the Food Security Project will be employed to provide the funding and assistance to the small emerging farmers.

It is evident that the successful implementation of this pilot programme will provide opportunities for additional funding to the provincial departments and Makhuduthamaga municipality.

Economic feasibility will be one of the deciding factors to determine whether a road construction, tourism infrastructure, maintenance or farming project or at least a significant portion thereof, will be undertaken as a labour intensive project. Economic feasibility in this context implies that the work must be carried out at a cost of less than or equal to the costs of involving mechanical means to achieve the same end result.

### **SMME Development Strategy**

The Municipality has set aside budget to develop SMME Development Strategy in 2008-09 financial year and the draft strategy is ready for public comments. The SMME Development Strategy will among others seek to stimulate and integrate SMMEs operating in the second economy into the first economy. Furthermore budget has been made for SMME Support in 2009-10 financial year.

### **Marketing and Investment Strategy**

The Municipality has budget to develop Marketing and Investment Strategy in 2008-09 financial and the draft is ready for public comments. Some initiatives were taken to

involve Trade and Investment Limpopo and has promised to co-fund the final development of the strategy.

## **5.8 Municipal Institutional Development Programme**

### *5.8.1 Organizational Structure*

Makhuduthamaga Local Municipality was established as a result of the demarcation process, which amalgamated some areas which previously fell outside its area of jurisdiction. The amalgamation involved integration of all processes, plans, programmes, financial, administrative and human resources into one municipality. A concerted effort has been made to develop financial and administrative capacity to ensure efficient service delivery.

Officials by the Department of Local Government and Housing and District Municipality were seconded to assist the municipality in administration as part of PROJECT CONSOLIDATE PROGRAMME. Funding was allocated for the following:

- Financial management and corporate services improvement
- Internal audit functions improvement
- Improvement of performance management systems
- Capacity building
- Development of a communication strategy
- Enhancement of the GIS capacity
- Preparation of financial statements

A revised organizational structure has been designed as a result of the above and the municipalities' strategic planning initiative.

### **Retention and Succession Strategy**

The Municipality currently has retention and succession strategy adopted in 2006 which needs to be reviewed as they are addressing comprehensively issues needed in the retention and succession strategies. The retention strategy will also deal with retention of scarce skills like town planning and others.

**Workplace Skills Development Plan**

The municipality on yearly basis developed WSP in compliance with applicable legislation. Due to shortage of personnel MSP were not submitted on time and as a result no claims were submitted for refund on expenditure incurred on training. Currently the WSP is being reviewed and will be submitted on time as per legislation. WSP will also address scarce skills in terms of training in line IDP projects.

**Recruitment Policy**

5.8.2The municipality has a recruitment policy. We use the policy to recruit additional as per our organizational structure and budg

### ***The Communication Strategy***

The communication strategy provides a cohesive framework for managing communication within the Mayor's office and the municipality and with external stakeholders and service providers. The communication strategy identifies different types of stakeholders that the IDP process should communicate with and sets out communication mechanism that contribute to the purpose of intergraded development planning.

### **OBJECTIVES OF THE COMMUNICATION STRATEGY**

The objective of the strategy is to inform and educate the public about the municipal programmes and campaigns. Building support for the municipal policy proposals and reassuring the people on the municipality's commitment to service delivery. Dispelling misleading information, halt or reverse the acceptance of misleading information by the others and changing the dangerous behaviours that encourage communities to revolt against the municipality.

### **PURPOSE OF THE COMMUNICATION STRATEGY**

The purpose of the strategy is to add value to the status quo and issues raised in the IDP, further articulating and clarifying issues contained in the IDP and making concerns more robust by introducing dimensions of "real world, real time" relevance thereby ensuring that the purpose of integrated development planning is achieved.

### **KEY ISSUES IDENTIFIED**

- a) **Coordinated communication with internal stakeholders** – To date the municipal departments have started to share information using the internal publication circulated. Communication is now given priority in the municipality with municipal officials sharing information with the communication office.
- b) **Establishment of Communication's Unit** – The municipality has so far one Communication Officer who is responsible for all communication matters. As part of realigning communication matters. As part of realigning communication in the municipality The Mayor will assume a role of the main Spokesperson of the municipality. Mayor will be responsible for both media interviews and liaison with external stakeholders. The Municipal Manager will also be the Spokesperson for the Municipality more on policy pronouncement.

- c) **Communication matters part of every municipal agenda** – Given the fact that fewer municipal staff understand and conceptualize the role played by the communication officer in the organization. It therefore becomes imperative that on the agenda of all the municipal units. All issues discussed or tabled should take into account the communication implications. Therefore every agenda of every unit now have an item on communication. The community implications of every decision taken
- d) **Community Education Programme** – A Detailed community education programme has been designed to involve the various stakeholders in the municipality. This includes the ward committee members and the nongovernmental structures.

e)

## **COMMUNICATION WITH INTERNAL STAKEHOLDER**

### **Development of Communication Plan**

A Communication Plan has been developed to address internal issues. The plan focuses primarily on the activities of each department and the support provided or available for staff. Staff will also have an opportunity to have briefings as units to discuss issues that cut across.

### **Strengthening Departmental Communications**

Given the challenges of strengthening internal communications the following long term measures will be adopted:

- Circulation of reports by managers to staff after every management meetings
- Conduct regular briefing with the Heads of Portfolio Committee members for briefing on new projects and programme

### **Municipal Image Building Exercise**

The institution's image is the most critical aspect of how it should be perceived by other stakeholders. The municipality's current image needs to be re worked and make it attractive to the general public and other stakeholders.

### **Communication officer attending or briefed about issues from the management meetings**

The legislation requires that communication should be the lifeline of every public institution. Therefore it becomes imperative that the municipal communication officer should sit in all the meetings including the Executive Committee or have access to the minutes of the management committee.

### **Adoption of municipal colours and official correspondence**

The current situation is that there are no specific colours of the municipality. The usage of fonts, municipal coat of arms or the logo and standard letterhead are matters not considered. It is necessary that it be resolved or decided on the size, font colours and the official colours of the municipality.

### **Communication with the other Stakeholders**

The municipality officially launched the Ward Committees in 2006. These structures are meant to build and forge good working relations between the municipality and the communities. As an orientation to the municipal systems, ward committee chairperson and members of the ward committees had to undergo training on municipal systems.

## **EXTERNAL COMMUNICATION**

Communication with external stakeholders forms the basis of interactive local government device delivery. It affords the various stakeholders to interact with the municipality and proved the municipality an opportunity to get feedback. This strategy document places more emphasis on continuous interaction and dissemination of information to the public as required by the Information Act and Guidelines of Communications for Local Government.

## **COMMUNICATION BETWEEN WARD COUNCILLORS, WARD COMMITTEES AND COMMUNITY**

One of the prerogatives of democratic governance is to have strong democratically elected governance structures and in this regard ward committees are the most relevant structures. These committees and other community based structures can only be functional if they access the correct information and are also accessible to the intended beneficiaries. Therefore it is critical that in strengthening and capacitating these structures, correct and clear communication channels are created between the municipality and these structures and also with communities they are intended to serve. This will be achieved through taking the ward committee members on specific training and support programme that entails understanding of roles and functions.

## **COMMUNICATION BETWEEN WARD COMMITTEES AND MUNICIPALITY**

Ward committees as officially elected structures of the municipality are required by law to serve as a communication link between the municipality and communities (ward).

## **MUNICIPAL OUTREACH PROGRAMME AND MEDIA CAMPAIGN**

To maximize public participation and ownership of some of the community initiated projects; through the Ward Committee system an outreach Programme (Imbizo) targeting all the wards in the municipality will be arranged. This will allow both the Mayor and the ward councilors to interact with communities as part of strengthening public participation but also allowing the municipality an opportunity to make specific interventions.

### **5.9 Municipal HIV/AIDS Programme**

The White Paper on Local Government, March 1998, perceives developmental local government as “local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives.”

HIV/AIDS subverts the concept of developmental local government in that it threatens the sustainability and livelihood of communities. HIV/AIDS destroys old and new developmental gains. It not only represents a loss of human capital and development as

well as social and economic potential, but also threatens social cohesiveness, and aggravates and creates new forms of poverty.

Local government has a role to play in ensuring the social, economic and material well being of communities and individuals. Makhuduthamaga Local Municipality therefore recognizes the severe impact of HIV/AIDS on development, and the impact that good practices in development can have on responding to the rapid spread of HIV/AIDS.

The impact of HIV/AIDS on the community has severe consequences for the municipality. HIV/AIDS challenges the municipality in its capacity as a service provider and as a participant and key stakeholder in the community and the development of the community. It is important therefore, that HIV/AIDS be regarded as challenge not only for government but also for governance.

The negative impact that HIV/AIDS has on existing and future human capital development and socio-economic potential need to form part of the integrated development plan. Various challenges face the municipality. This include:

- How can it strengthen the capacity of households and CBOs in the community to cope with HIV/AIDS through, for example, improving access to limited resources such as land, credit, capital, training of CBOs, church groups etc., in management and business skills;
- How can it set up a multi-sectoral forum linking government, NGOs, religious groups, private sector, and community endeavors' aimed at improving cooperation in supporting and strengthening community based responses;
- How can it set up a system that measures the effectiveness of community responses, that identifies gaps, and that link other community responses for additional support or guidance;
- How can it set up a mechanism to manage funds that are attracted from various organizations, institutions, donors etc. for the benefit of community projects;
- How can it rehabilitate and align essential services, primary education, primary and preventative health care, clean water, sanitation, with HIV/AIDS responses;
- How can it develop a comprehensive and encompassing approach to the evaluation of programmes, ensure proper planning, introducing measures of impact and outcome, and costs of initiatives.

- Makhuduthamaga Local Municipality as a key role-player in the fight against HIV/AIDS and poverty, also as an important stakeholder of the Makhuduthamaga Aids Council (here-after referred as MKLAC) has a responsibility in line with the Five-YEAR NATIONAL HIV/AIDS-TB STRATEGIC PLAN, to commit resources financial and otherwise to fight this pandemic in our area of jurisdiction.

### **5.10 Municipal Disaster Management Plan**

Disaster management refers to any event (happening with or without warning) causing or threatening death, injury or disease, damage to property, infrastructure or the environment, or disruption to the community, which exceeds the ability of the affected society to cope using only its own resources.

The following are definitions or areas related to disasters:

**Hazards:** Hazards are threats to life, well being, material goods and the environment. Extreme natural processes or technology causes them. When a hazard results in great suffering or collapse, it is usually termed a disaster.

**Risk and risk Management:** Risk may be defined as the expected damage or loss caused by any hazard. Risk usually depends on a combination of two factors:

How often and severe the hazard (e.g. floods and drought)

Vulnerability of the people exposed to these hazards.

Risk perceptions are very complex as they are rooted in history, politics and economy. Therefore finding suitable solutions to those at risk is not a simple, straightforward process.

**Vulnerability:** No matter where one is located, whether in an urban or rural environment, one's chances of experiencing a disaster are usually strongly linked to one's vulnerability to the event. The more vulnerable a community, the greater the physical, economic and emotional costs of a disaster. Vulnerability, then is the degree to which an individual, family, community or region is at risk of experiencing misfortune following extreme events.

Examples of impacts of slow-onset disasters, e.g. droughts.

Aspects	Drought Effect	Possible Consequences
Crops	Reduced crops, total crop failure	Reduced income, food shortage, reliance on shops, unemployment, eviction
Livestock	Weakened, disease, death	Reduced health, food shortage, sales, slaughter, reduced income
Water	Reduction, contamination, absence	Human diseases, human health, livestock diseases and deaths, crop failure and loss, migrations
Employment	Layoffs, evictions	Loss of income, food shortages, increased unemployment, alcoholism, migrations
Food prices/Tenure	Increased evictions, closure of farms food shortages	Food shortages, homelessness, migrations
Grazing	Reduced	Livestock weakening and death, livestock sales and slaughter, impounding, conflict, land degradation
Fuel	Reduced	Disruption of domestic activities, conflict

**Sudden-Onset Disasters:** A “sudden-onset” disaster is often caused by natural events such as earthquakes, floods, storms, fires and volcanic eruptions. Although such events are more sudden, the impact can also be heightened by underlying problems associated with poverty. Communities living in overcrowded areas, especially along the banks of rivers, are particularly at risk during sudden floods.

In both rural and urban settings, fires are another example of a sudden-onset disaster. Sudden, uncontrolled fires can damage large parts of plantations and agricultural land. Livestock deaths can be particularly high, frequently running into thousands.

Disasters associated with fires in poor urban areas, where shack settlements are densely located, are disasters waiting to happen, unless effective disaster management is implemented. Potential fire hazards in overcrowded urban apartment buildings with faulty, or inadequate fire-prevention are also areas of concern.

- ◆ ensuring that development is well planned and that poorly constructed houses are not build in flood prone areas.
- ◆ conducting risk assessment of vulnerable areas.
- ◆ having a clear plan or strategy to deal with disasters.
- ◆ ensuring that various responsibilities in disaster management are clear and understood.
- ◆ ensuring that local government receives constant training in disaster management.
- ◆ checks on fire-prevention equipment in buildings, etc.

Thus when a disaster occurs these “normal” activities are expanded to rapidly deal with the event. After the disaster event, emergency activities relax (contract) but the “every day” disaster management activities (such as training, risk assessment and monitoring) continue, ready to be expanded when the next disaster occurs.

Despite the various views on disaster management, disasters are often managed haphazardly. The approach taken to disasters may thus be as costly (or even more costly) than the event itself. People are unprepared, and when the event occurs (even slow-onset disasters) it usually triggers haphazard reactions, which often results in crisis management. Awareness of disasters and one’s vulnerability to such events can, however, reduce the impacts of such events.

At the local level municipalities should be responsible for the implementation and maintenance of an all-hazard, full spectrum comprehensive disaster management program ensuring:

- ◆ Prevention
- ◆ Mitigation
- ◆ Preparedness
- ◆ Response
- ◆ Rehabilitation and reconstruction

#### ◆ Development

If a disaster occurs at the local level, the prime responsibility for handling the disasters is vested with the local authority. The local authority should activate disaster management emergency plans to combat the effects of the disaster.

The basic objectives of the response at local level are to save lives by preventing an escalation of the emergency, relieve suffering by fulfilling the basic needs for shelter, food, water and medical care; protect property, and facilitate subsequent recovery from the emergency.

It is thus the prime responsibility of the local authority to have a contingency plan to deal with any incident such as an emergency and a disaster event. Disaster management should be included in a municipality's integrated development plan.

If the severity of the event is of such nature that the local authority cannot manage using its own resources, it must then inform the province concerned and request assistance in accordance with the relevant provincial ordinance.

Local disaster management should also be multi-disciplinary, transparent and inclusive and aimed at reducing vulnerability. Whilst being inclusive, disaster management has to be taken seriously by government departments and it is important for each department or sector involved in disaster management to assume ownership of its delegated responsibilities.

Search and rescue plans need to be clear and all members of the municipality need to know their role and function in such activities. Basic needs such as shelter, water, food and medical care also have to be provided and a plan needs to be in place (outlining who is responsible for such activities etc.).

Rehabilitation: Interventions are also needed after a disaster occurs. In many ways this is the most difficult period for the victims. Job producing activities, construction works and public works programs may be needed, to name but a few. The victims cannot be forgotten once the disaster has abated.

Local government cannot, however, conduct disaster management on its own. Local communities and the commercial sector have to be engaged. Local communities can do

a great deal when it comes to preventing and preparing for disasters. No matter where you are allocated, whether in the countryside or in an urban area, you can play an important role in disaster prevention and management.

Makhuduthamaga Local Municipality must develop a comprehensive Disaster Management Plan for its area of jurisdiction.

### **5.11 Water Services Development Plan (WSDP)**

During 2005/2006 Sekhukhune District Municipality conducted a Water Services Development Plan (WSDP) for its area of jurisdiction which included Makhuduthamaga Local Municipality. The WSDP has highlighted the following issues:

- Makhuduthamaga Local Municipality is not fulfilling a Water Service Provider (WSP) function. In terms of the findings of the WSDP, effective management of the WSP function is very important to ensure that water services are efficiently and effectively delivered. To this end, WSAs should address WSP management and associated organizational structure within the text portion of the WSDP, in the interests of good planning.
- A Section 78 process will be concluded between DWAF and the identified Water Services Provider (WSP) of which Makhuduthamaga Local Municipality is an WSP;
- Water Services in the rural areas of Makhuduthamaga Local Municipality must be aligned with the outcome of the Section 78 process within Sekhukhune District Municipality. Current indications are that an external water service provider model will be followed to operate and maintain all water schemes on behalf of the Water Service Authority (WSA).
- In future DWAF will enter into a Water Service Provider agreement with the identified WSP after the conclusion of the Section 78 process

### **5.13 Integrated Waste Management Plan**

The implementation of an Integrated Waste Management System (IWMS) requires promotion of individual responsibility combined with a municipal service delivery system.

The following four elements are the foundation for all national transformation strategies including the development of IWMS:

- Individual Responsibility
- Development and Strategically led local governance system
- Knowledge Intensification – capacity building and effective use of management systems based on international best practice
- Elimination of poverty

Municipal Government must set goals and strategies and transform its delivery system so that it can support individuals who separate waste types at source. The integration of individual responsibility and municipal delivery systems maximizes the cost, human health, environment and job creation benefits generated by separation of wastes at source. Balancing the use of appropriate technology and labour intensive solutions, improved economic efficiencies and cost savings directly and indirectly contribute to the elimination of poverty.

Key behavior changes required for the success if Integrated Waste Management can be developed in a coordinated way with all tiers of government and many different departments.

In order to achieve this combination of personal responsibility and a supportive governance system, all the elements of the Action Plan must be implemented and viewed as part of an integrated strategy.

Instruments needed to implement Integrated Management Plans

- Policy Instrument
- Partnerships
- Legislative Instruments
- Economic Instruments
- Broad-Based Black Economic Empowerment

Separation at source is the foundation for creating value and reducing costs within an integrated waste management system.

Once we establish a business process that generates value, we can begin to use this new reality within a strategically LED developmental planning framework. We can use this value – owned by the municipality – to drive Broad-based Black Economic empowerment, to explore Municipal Service Partnerships or to foster community based small business development. The detail as to how to do this should be handled through a planning/ consultation process leading to a business plan.

The concept for Waste Management for Makhuduthamaga includes the integrated implementation of the following elements:

- Waste Management Policy
- Waste By-Laws
- Separation at source in
- Eliminate the burning of waste
- Recycling including home use of organics (composting/ animal feed) and resource recovery focusing on cans, plastics, glass and paper and expanded to include tyres and waste oils
- Improved working conditions for salvagers
- Collection and transport system using appropriate equipment
- Close all existing waste disposal sites
- Develop a new disposal site in the centre of Makhuduthamaga or upgrade the existing site
- Develop a transfer station in the north-west of the municipality
- Waste information system
- Organizational development:
  1. Broad-Based Black Economic Empowerment
  2. Development and planning LED local governance system
  3. Municipal Service Partnerships
  4. Capacity Building

Currently Makhuduthamaga has one recognized site although it does not have a permit. This site is located in Jane Furse. In order to develop an IWMS, Makhuduthamaga will

need access to a site with a permit. The most cost effective solution is to have one permitted site in Jane Furse and a transfer station in the northwest area. But a District perspective could result in a shift in proposed locations. It is recommended that a District wide forum on waste disposal sites to be convened to include the District, five local municipalities, the mining industry and representatives from relevant national departments. This could contribute to optimum site locations and win-win relationships between government and the mining industry. In the event that the municipality could use the existing site at the Lebowa the mining company has suggested mine as, this would impact on a site selection decision.

National Government is establishing a waste information system to assist in coordinating implementation of a national IWMS.

Currently, in Makhuduthamaga, has a waste collection programme in partnership with the provincial government and the district municipality, a no households and public premises are serviced. Separation of waste at source must be supported by a municipal collection and transport system capable of moving recyclables into a commercially viable process..

The first step in building up an effective and comprehensive rural IWMS should be one or more pilot projects that focus on testing various options for the following:

- Reuse of organics as animal feed as well as home and community composting to support home based food security or larger community garden projects with a potential to bridge participants into commercial activity
- Moving non organic recyclables from households to local collection points such as household collection, school projects buyback at collection points etc
- Household surveys to create base line information as to existing attitudes, practices and volumes and content of waste as well as socio-economic data to be regularly followed up
- Pilot collection point to better understand design and cost factors
- Collection equipment

Such pilot studies can also assist in identifying the actual cost for delivering the service that can serve as the basis for a cost recovery tariff.

Organizational development is a crucial complement to the above initiatives. No progress can be expected without capacity building within the government and communities.

Monitoring, data collection and data management are critical components of strategic planning. The national Department of Environmental Affairs and Tourism (DEAT) are currently developing an integrated waste management Waste information system – the WIS. All municipalities will be required to collect and report as to specific issues. The WIS is currently under development and the specific elements are not yet known. The municipality should monitor these developments and incorporate WIS requirements into their day-to-day practices when the details become known.

GIS (Geographic Information Systems) can be a very important tool for implementation of an IWMS.

The programme offers different ways in which to record data. One option could be manual input. In terms of this study, future collection points, transfer stations, landfill sites and buy back centers can be captured manually. Distances between those points could be calculated as well as the optimal location.

Other options would be to import scanned maps, geo-reference them into the correct geographic locations to pinpoint these optimal points or to load satellite photos or aerial photos and digitize data on screen. The advantage for the implementation of an Integrated Waste Management Plan would be to capture or receive information about:

- Infrastructure e.g. road conditions, road types etc
- Economy e.g. kind of business, and distribution, health care sector and its distribution etc.

- Housing data e.g. dwelling, distribution, density etc.

With the use of a GIS an effective implementation of the IWMS is possible but as indicated other information would also be required

Not only would the GIS be used to calculate required outputs and create maps but also it could be used for planning purposes over a number of years.

#### **5.14 CONCLUSIONS**

Although this document represents an IDP product a lot still needs to be done to realize its intentions in terms of addressing the needs of communities of Makhuduthamaga Local Municipality. It represents the second revision cycle of the 5-year IDP plan. It is within this context that this document due to many difficulties in terms of obtaining commitment and cooperation from some sectors, institutions, organizations or departments with regard to information particularly funding of projects that it contains limited information. However, the document still remains important base information to be improved and should still be regarded as an important future planning, implementation and management tool.

