

	roads			
Glen Cowie	Internal roads	1 (D 3.8)	Unpaved - Bridge Required	will provide access to the entire village. Currently a very narrow and winding road. The district road nearby have been earmarked to be upgraded. The district road has been earmarked for upgrade by the higher authorities. The 1 km internal road will provide greatly improved access throughout the village.
Ga-Mokadi, Geluks A, Mangineng, Madibaneng	Internal roads	1	Unpaved and paved - Good	This village is not indicated on the map but it runs alongside the D4295 near Nebo. The proposed road forms a loop going through the centre of the village.
Kgwaripe	Internal roads	1.2	Unpaved	Well maintained district roads running parallel to each other enclose this village on two sides. The proposed road running through the village will provide a link between these roads.
Sephoto	District	7.6	Unpaved	The road is in good condition, but might need some maintenance especially near Madibaneng. This is a district road but no plans for upgrading of this road by the higher authorities have been identified.
Ga-Moloi	District	0.8	Paved	The district road passing through the village is in bad condition but it has been earmarked by the provincial government for upgrading. Currently a paved road pass near the village and this is seen as adequate access.
Ga-Maila-Segolo	Only access	0.8 (D 3)	Paved	The 0.8 km provides access internal to the village. This is however not in immediate need of an upgrade. The district road has been identified to be in need of an upgrade by the higher authorities.
Thamaga	Internal roads	2.4	Unpaved	Situation is the same as for Glen Cowie. This road will pass through the village and provide a link to the two district roads passing close by.
Maraganeng	Internal roads	1.8 (D 1.5)	Unpaved and paved - Very bad	Currently the provincial road is not in good condition but it has been identified as being in need of a upgrade. The 1.8 km internal road is important as some of the houses are far from the provincial road
Mapitsane	Only access	0.8	Unpaved	Important because it is the only access to the village but is currently in good condition.
Mahlowaneng	Only access	0.6	Unpaved	Village is close to the D 4260 which has been identified to be upgraded to a paved road. This access road shows signs of erosion but it is not yet critical.
Sebitsane, Mathibeng, Dinotsi	Only access	0.9	Unpaved	Access from the district road. Currently not a well-constructed road but for the time being it has an acceptable driving standard.
Makhutsho	District	1.2 (D 4.6)	Unpaved	Access to the village is good via Malope but the road deteriorates in the village and is not easily drivable and very winding pass the dam. Upgrading of this section is not seen as critical but must be done in the near future.

Malope	District	4.7	Unpaved	No action is required from the local municipality as this road have been identified for upgrading by the provincial government. If this action however take too long to be implemented the state of this road will become critical.
Riverside	District	4.5	Unpaved	The district road serves the entire length of the village before ending at a reservoir at the end of the village. The current condition is not great however but it still provides an acceptable driving experience.
Thoto	Internal roads	2.4	Unpaved	Close to a paved road but the internal roads need to be upgraded as they are currently not in a good condition.
Serageng	Internal roads	2.6	upaved	A paved road pass through the centre of the village but good internal roads to provide access to the furthest away houses is not existent.
Tshatane	Internal roads	1 (D 2.8)	Unpaved	The 1 km section of internal road pass through mountainous terrain and erosion is a problem. This road has to be upgraded to provide access to a school.
Polaseng	District	1.6	Unpaved	The district road nearby has been identified to be upgraded by the higher authorities. Access from that road to this village has a lot of very loose material and erosion will become a problem.
Kgaruthuthu	Internal roads	3	Unpaved and under construction	A district road provides access to this village but internal access roads have to be upgraded to provide the link to another adjacent district road.
Ga-Madiba	Only access	3.5	Unpaved	Village is close to a main road. Road have been changed previously due to erosion being a problem. Currently the road is in good condition.
Setlaboswane	Only access	6.5	Unpaved	Road is in good condition and provides an acceptable driving experience.
Brooklyn	Internal roads	1.5	Unpaved	Runs along the D 1547 which is a paved road. Additional access must in future be provided to service more of the inhabitants.
Hwafeng	Internal roads	1.6	Unpaved	Adjacent to a paved road. Internal roads must be constructed to provide better access to the village.
Mahlomola	Internal roads	0.5	Unpaved	Needs additional internal roads to provide complete access to the village.
Mphanama	District	3	Unpaved and paved - Very bad	Road is in good condition. Some bad sections where previous efforts to pave the road have deteriorated to form a lot of potholes.
Nkotokwane	District	0.8 (D 2.7)	Unpaved	District road is in bad condition and must be upgraded along with an internal section to provide internal access to the village.
Matlakatle	District	6	Unpaved	Access provided by provincial road which has been identified as one that needs to be upgraded. No further action required by the municipality.
Ramphelane,	Internal	0.8	Unpaved	Close to the district road but the internal roads have

Tsatane ext 1	roads			to be upgraded to provide access to and from the district road.
Ga-Mashehlaneng	Internal roads	1.3 (D 5.9)	Unpaved	Close by district road have been earmarked for upgrading. An internal road will ease the access for the further away houses.
Ga-Machacha	Internal roads	5	Paved	Village is located all along the west of road D 4190 but an internal road is required to run through the centre of the village.
Patantswane, Patantswane B, Lekorokorwaneng, LehlaKong, Eenzaam, Eenzaam LCH	Internal roads	3.5	Unpaved and paved - Bad	Very rocky area. The main road is paved but is severely deteriorated. A district road provides good access to the village but internal roads is in bad condition.
Ga-Tisane	District	4	Paved	Gets access via a district road that pass through the village. The current condition is satisfactory but maintenance will have to be done in the future. No additional internal roads are required.
Mohwelere	District	18.5	Unpaved	This is an access road to a lot of villages. It is a district road but maintenance needs to be done urgently to fix the couple of bad sections along this road.
Mogodi	District	1.7	Unpaved	Two access via two different district roads. Some bad sections but in general a good driving experience.
Maseshegwane	Internal roads	1	Unpaved and paved - Good	Mountainous on the edge of the village. Rest of the roads is winding and very uneven. Paved road pass through the centre of the village.
Ga- Mashabela	Internal roads	1	Paved	Internal road will provide access to the houses furthest away from the district road. This district road has been identified as one that needs upgrading.
Manganeng	Internal roads	0.7	Paved	Village is linked to Ga-Machacha via a small road. This road needs to be upgraded to provide an acceptable access road.
Thabeng	Internal roads	1	Unpaved	Close to a paved road. Very rocky internal roads that must be upgraded to provide access to the furthest houses.
Sebetha	Internal roads	1.3	Unpaved	A well maintained district road provides access to most of the village. Some internal roads need to be upgraded to provide the subserviced households.
Mampe	Internal roads	2.6	Unpaved	The district road passing close by has been earmarked for upgrading by the higher authorities. Internal access needs to be upgraded as it is currently limited to a narrow road.
Masanteng	Internal roads	1.5 (D 2.1)	Unpaved and paved - Good	A small section of the road needs to be upgraded urgently, but the rest is in good condition and need not be upgraded in the near future.
Lobethal	Internal roads	0.3	Unpaved	Only a short non critical section of road needs to be upgraded to provide access for the inhabitants of

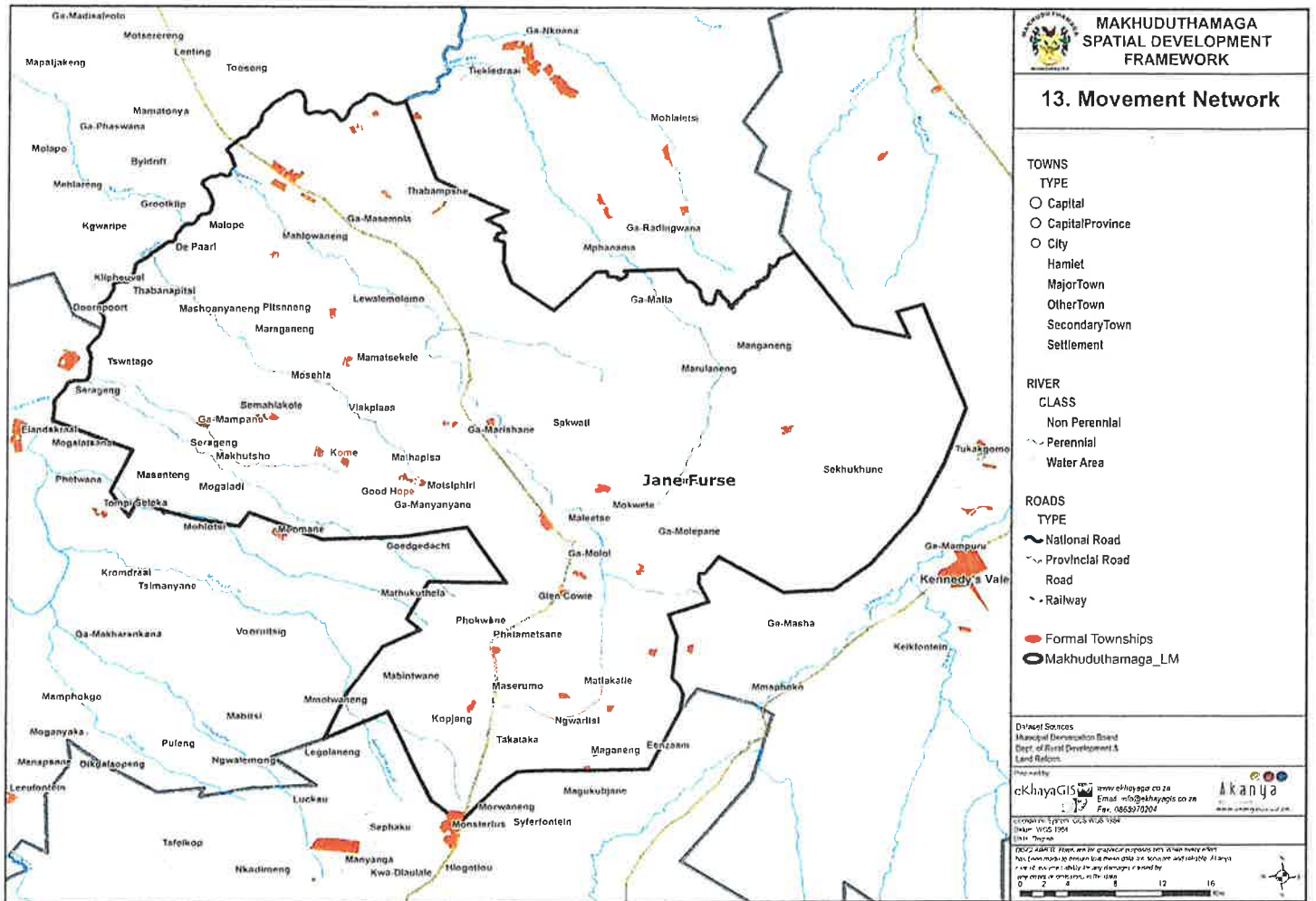
				this village.
Sehuswane	Internal roads	1.7	Unpaved	On one side the village is bordered by a well maintained district road. The upgrading of the ring road currently situated within the village will provide good access.
Ga-Mampana	District	2	Paved	The current access is via a district road. The road is in good condition and no urgent upgrading or maintenance is required.
Mmatsekele	District	2.4	Unpaved	Also serves as an access to Semahlakole. Currently the road is in good condition.
Mare	District	0.9	Unpaved	This small section of the district road is sufficient to provide access to the village. It is also key to providing access for Makhutso.
Zoetvelden	District	1.2	Unpaved and paved - Average	The district road has been paved inside the village. This paved road needs maintenance as potholes are forming on the surface. The approach from either side is in good condition.
Manotou	District	2.8	Unpaved	The road leading up to this village has been earmarked for upgrade by the provincial government so no further action is required.
Thabampshe	Internal roads	1.1	Paved	Access from the district road is in good condition. Minor upkeep and maintenance required.
Mangoanyane	Internal roads	0.9 (D 3.8)	Unpaved	The district road has been identified by provincial government for upgrading. The internal road is not a necessity but will provide better access
Mokwete	Internal roads	2 (D 5.8)	Unpaved	This village requires an upgraded internal road to provide access to some of the furthest houses. Currently only a limited number of the inhabitants are served by a district road.
Ga-Molepane	Internal roads	1.8	Unpaved	The internal road is almost impassible at present. This road needs to be upgraded for ease of movement but the close by district road has been earmarked to be upgraded.
Magolapong, Ga Maloa, Phushulang	District	3	Unpaved	A very good district road that also serves Ga-Molepane. No immediate action required.
Kotupu	District	4.2	Unpaved	A very good district road that also serves Ga-Molepane. No immediate action required.
Ngwaritsi	District	11	Unpaved	A very good road connecting all these villages to the paved roads. As they are building along the road no internal access is required.
Moomane North	District	1 (D 9.6)	Unpaved and paved - Good	Serviced by a paved road from Mabintwane's side. The unpaved section is also good and no further roads are required. This is a district road.
Sekwati	District	4	Unpaved	From the one side the road is paved and from the other side it has been earmarked for an upgrade. This road provides sufficient access to this village.
Krokodil Heuwel	District	3.3	Unpaved	The district road is still in a fairly good condition and it has been identified as one of the roads to be upgraded by the provincial government. No internal



				access road is required at this stage.
Greenside	Internal roads	4.5	Unpaved and paved - Good	This village is served by a network of district roads passing through it. An additional 4.5 km of internal roads will fill in the gaps. This is however only necessary for future planning.
Glen Cowie Ext 2	Internal roads	2.2 (D 3.4)	Unpaved	The internal road will complete the distribution network of this village. The current district roads are in good condition.
Molebeledi	Internal roads	0.6 (D 2.3)	Unpaved	The district road is of acceptable standard. The internal road has a lot of surface water running on the road even in the dry season and special care must be taken to handle this water.
Maserumule Park, Nebo	Internal roads	1.1	Unpaved and paved - Average	Enclosed by district roads on two sides and a very good internal road on a third. Internal roads might need to be constructed in future.
Tikathon	Internal roads	2.2 (D 2.5)	Unpaved	This is a longitudinal village which has a acceptable internal road network. This road must however be maintained to keep on providing this level of access.
Thabanapitsi	Internal roads	3	Unpaved and paved - Good	Have been identified as a growth point in the area. A limited network of paved roads exists but it has to be completed by upgrading the internal roads.
Mmakgwabe	Internal roads	0.8 (D 2.5)	Unpaved	Very good district road pass through the village but an internal road is required to provide access to the further away houses.
De Paarl	Internal roads	1 (D 2.9)	Unpaved	Good access provided by the district roads. A internal road will provide complete and easy access to the entire village.
Vlakplaas A	District	1.7	Unpaved	Serviced by two district roads which are in good condition. This village and De Paarl can be seen as one village
Vlakplaas B	District	1.9	Unpaved	Serviced by two district roads which are in good condition. This village and De Paarl can be seen as one village
Tswaing	Internal roads	1.5	Unpaved	Village is close to a paved provincial road and internal roads are acceptable but an improvement will increase the living standard of inhabitants.
Moswanyaneng	Internal roads	0.5	Unpaved	Village is close to a paved provincial road and internal roads are acceptable but an improvement will increase the living standard of inhabitants.
Glen Cowie Ext 1	Internal roads	1.9	Unpaved	Village is close to a paved provincial road and internal roads are acceptable but an improvement will increase the living standard of inhabitants
Marulaneng	Internal roads	0.7 (D 5.9)	paved	Road in good condition with scattered bad sections
Setebong	Internal roads	2.2	Blocks - Need cleaning	A paving block ring road exists within the village but maintenance needs to be done as unwanted material have ingresses from the side of the road.
Mathapisa	Internal	2 (D	Unpaved	This village is serviced by two district roads which

	roads	2.6)		are in acceptable condition. Internal roads are not critical but it will provide better access through the village.
Phelindaba	District	2.5	Unpaved	One or two bad sections are present on this district road but in general the road is in very good condition.
Goodhope	District	1.5	Unpaved	This road is currently in good condition and it has been identified to be upgraded by the higher authorities. No action is required from the local municipality.
Mohlarekoma	Internal roads	1.9	Unpaved	A district road which is in very good condition passes through the village. An internal road has been identified for upgrade but it is not at all critical.
Dihlabeng	Only access	1.6	Unpaved	This village has been abandoned some time back. No population remains in this area. The road is only used by people looking to gather fire wood.
<b>TOTAL KMS</b>		<b>332,69 KMS</b>	<b>Unpaved</b>	

Source: MLM Draft Road Master Plan, 2022



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

Priority no:	Road no.	Type of maintenance required	Road particulars	District	Local	Wards	Growth point
<b>Major access roads</b>							
1	D4260	Upgrading from gravel to tar	Malope to Phokoane	SDM	MLM	29,31,24,03	Phokoane/Apple Cross
2	D4280	Upgrading from gravel to tar	Glen Cowie via Thoto via Eensaam join	SDM	MLM	09,06,07,05	Phokoane

			Leeukraal				
3	D4225	Upgrading from gravel to tar	Madibong to Manganeng	SDM	MLM	19,17,23	Schoonoord/ Jane Furse
4	D4251	Upgrading from gravel to tar	Mashabela-Mphanama	SDM	MLM	25	Apel Cross
5	D4263	Upgrading from gravel to tar	Phaahla to Masehlaneng	SDM	MLM	24	Apel Cross

**Minor access roads**

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

**Preventative**

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

Source: MLM Roads Priority list, 2019

## Road network

The total road network in Makhuduthamaga is estimated at nearly 332.69 km which include both provincial and local roads.

### Makhuduthamaga local municipality roads and storm water drainage

MLM	Households	Backlog
	78 497	76 Bridges for villagers and the backlog (42)53%
		252,19 Kms of MLM roads not paved or tarred (backlog)

Source: MLM Road Master Plan

### Strategic Road Network and Hierarchy

Strategic Road Network and Hierarchy	Description of Road Class
Provincial road R579	Primary provincial arterial
Arterial routes Road: D4280,D4379,DD4250,D4200,2219	<p>Primary arterial routes providing vehicular mobility with limited off street access. These roads are generally the ring roads around districts providing external circulation but can also traverse the district itself</p> <ul style="list-style-type: none"> <li>○ Facilitates regional mobility of traffic</li> <li>○ Characterised by regional route continuity</li> <li>○ Generally, the nature of these roads would not allow the construction of lay-bys or other public transport facilities. In rural areas like MLM these routes should also have a public transport role.</li> </ul> <p>However, a thoroughly assessed and traffic impact analysis should be undertaken where the need for a lay-by or public transport facility has been identified especially rural and peri-urban areas</p>
Distributor and collector routes Roads:D4225,D4287,D4370,D4285, D4280,D4254,D4217,D4350,D4267	<p>Minor arterial road /collector road serving as internal vehicular circulation road within the municipal area</p> <ul style="list-style-type: none"> <li>○ Primary arterial routes providing vehicular mobility with limited off street access</li> <li>○ These roads serve a municipal /regional mobility function-connecting places of importance throughout the municipality and linking to the wider region</li> </ul>

	<ul style="list-style-type: none"> <li>○ Generally, the nature of these roads would allow the construction of lay-bys or other public transport facilities</li> <li>○ Facilitates long distance traffic mobility</li> </ul>
Internal roads: Collector and streets	<p>There is currently a weak internal road hierarchy. The informal nature of most of the villages makes it very difficult to develop an appropriate hierarchy. The SDF will provide proposals and guidelines but detail transport and movement studies will have to be done. At local level there are no street names which further complicate the matter.</p> <p>Local collector roads serve as public transport routes and major pedestrians routes. As a minimum, taxi pick up and drop off points need to be provided.</p>

Source: MLM Reviewed SDF 2016

Challenges	Interventions
<ul style="list-style-type: none"> <li>○ Construction of roads and bridges</li> <li>○ Maintenance of gravel, tar and paved roads</li> <li>○ Speedhumps (too many and some are illegal)</li> <li>○ Shortage of funds</li> </ul>	<ul style="list-style-type: none"> <li>○ Identifying potential funders for roads infrastructure</li> <li>○ Allocate sufficient resources for maintenance (yellow fleet)</li> <li>○ Awareness campaign for road users to reduce number of illegal speed humps</li> <li>○ Identifying potential funders for roads infrastructure</li> </ul>

### 3.3.6 Public Transport

The Department of Transport and Community Safety (LDoT) is the public transport authority.

The Sekhukhune District Municipality helps in respect of transport planning. The major public transport services are bus and taxi operations. The bus industry is weakened as a result of insufficient government funding and internal management capacities. The taxi industry is well established.

The Municipality has several Taxis Associations operating within the municipal area. In the past five years, the Department has never approved any additional trips to operators owing to

financial constraints experienced by the Department. This has resulted in high overloading pressures in the District. Bus Operators in these areas continue to operate additional unsubsidized trips to ease the overload burden and going forward this has a potential to collapse the entire bus transport system should the operators decide to withdraw all the trips whose operational costs they continue to cushion without any assistance from the government. Additional subsidy is required in this regard as a matter of urgency to address all the gaps identified and historical disparities.

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

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

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

Provincial roads that are found within Makhuduthamaga municipal area are R579 that runs from Jane Furse to Stoffberg or/and Elias Motsoaledi municipal border through Nebo to Lepelle Nkumpi municipal border and the R555 that run from Jane Furse to Burgersfort.

### **Integrated Transport Plans**

It is a requirement in terms of the National Land Transport Act 2009 that municipalities develop Integrated Transport Plans (ITPs). In the absence of ITP's, it is difficult to consider applications for public transport operating licenses hence the Department decided to assist municipalities with the development of ITP's for the growth points in the province. The Makhuduthamaga local municipality has a Draft Integrated Transport Plan which indicates that the municipality has one mode of transport found in the area, viz, road transport. The plan will be adopted in the 2023/2024 financial year.

### **Public Transport Conflicts:**

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

### **Road Safety**

Speeding remains the highest contributory factor (60%) to possible causes of accidents in the Province which poses a major challenge to the Department. For further reduction of the accidents there will be a need to implement fixed speed enforcement cameras at certain strategic areas.

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

Transport Regulation

Law Enforcement in the District

- Nebo Traffic Station: The institution provides law enforcement and it is without Registering Authority facility.

Law Enforcement in the municipality

The municipality is providing law enforcement, registration licensing and roadworthy tests and driving license test services, which is overseen by the District.

The SLA between the department and Municipalities provide 80/20 % share out of revenue collection

In addition to the above, there are also 2 private vehicle testing centres in Makhuduthamaga, of which the role of the department is to monitor.

TIME WHEN ACCIDENTS USUALY HAPPEN	POSSIBLE CAUSES OF ACCIDENTS
Fridays to Mondays and Public holidays from 16h00 to 06h00	Speeding / Driver lost control Following distance Pedestrian in roadway Animal in roadway



	Reckless driving/sideswipe Head on collision Overtaking Fatigue Drunken driving Contravention of road traffic sign
Hazardous locations/accident hotspots	Marishane, Masemola, Moretsele (mostly pedestrians )

**Source: Department of Transport and Community Safety 2024**

Transport operations

Municipality	Number of Associations	Number of OLs
Makhuduthamaga	8	1018

**Source: Department of Transport and Community Safety 2024**

**Ranking facilities in the Makhuduthamaga municipal area status and ownership**

Facility	Condition	Ownership
Jane Furse Main	Poor	Privately owned
Jane Furse Plaza	Poor	Privately owned
Schonoord	Poor	Privately owned
Vleischboom	Poor	Privately owned
Apelcross	Poor	Privately owned

**Source: Department of Transport and Community Safety 2024**

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

CHALLENGE	INTERVENTION
<ul style="list-style-type: none"> <li>○ Taxis fighting for the use of certain routes</li> </ul>	<ul style="list-style-type: none"> <li>○ Municipality public safety must organise meetings together with Provincial</li> </ul>

<ul style="list-style-type: none"> <li>○ Regulation and control of meter taxis around Jane Furse</li> <li>○ Poor roads infrastructure</li> <li>○ Traffic congestion in Jane Furse</li> <li>○ No transport facilities in some parts of the municipality</li> <li>○ Lack of public transport in some areas due to poor roads infrastructure</li> </ul>	<p>Department of Transport in order to get amicable solution to the conflict</p> <ul style="list-style-type: none"> <li>○ Ensure proper control of meter taxis</li> <li>○ Develop and implement road infrastructure maintenance plan</li> <li>○ By-pass roads to build to reduce congestion</li> <li>○ To negotiate with taxi associations and bus companies to provide transport</li> <li>○ To engage DoRT to tar roads that belongs to the department</li> </ul>
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### 3.3.7 Free Basic Services

The Sekhukhune District Municipality (SDM) is implementing FBW to all ward of the municipality (31). The process began by compiling the indigent registers and development of indigent policy. The District also had yard connections of water in some areas within MLM in order that the households whose monthly income is beyond R4180 can pay for the services while those below qualify for 6 kilolitres of water free of charge every month. This service, however, never took off due to delays by authority to develop relevant by-laws. To date, all households with yard connections regardless of their indigent status get Free Basic Water.

Sanitation service is also provided free to all households by Sekhukhune District Municipality (31 wards)

The MLM provides Free Basic Electricity (FBE)

July 2022			August 2022			Septemeber 2022		
Configur ed	Collecte d	FBE %	Configure d	Collecte d	FBE %	Configure d	Collecte d	FBE %
2548	2122	83,3 %	2426	2195	90,3 %	2424	2146	88,5 %

Source: Eskom 2023

14 658 households in Makhuduthamaga receive free refuse removal service through pilot project. The programme ensures that every household within the collection area i.e. Jane Furse, Phokoane, Glen Cowie and Schoonoord gets its refuse removed once per week without payment. Skip bins are placed in strategic points throughout the municipality for communities and collection is made on daily basis.

### 3.3.8 Housing / Integrated Human Settlements

The responsibility for Housing is that of Human Settlements in the Departments of CoGHSTA. The municipality gets allocation of houses from CoGHSTA and is only required to identify and submit the names of beneficiaries. The Department is responsible for the implementation of the projects. It has a Draft Housing Sector Plan and will be adopted during the 2023/2024 financial year. All the housing stock is located within a rural setting made up of traditional authority settlements. The character of the area is viewed as rural even where some form of settlement formalization processes has been implemented. Informal dwelling / shacks need some attention although it is not a major problem.

#### State of Housing in Makhuduthamaga wards and villages

Ward no	Villages	Status /backlog /challenge
1	Ga Tshehla	RDP houses (09)
	Hlalanikahle	RDP houses (100)
	Kutupu and Extension	RDP houses (150+50) and incomplete houses from previous project
2	Phokoane and Toishi	RDP houses(1000)
	Mabintane	RDP houses (439)
	Mogudi	RDP houses (460)
3	Mokgapaneng	RDP houses (500)
	Makoshala	RDP houses (51)
	Phokoane (Malegale)	RDP houses (02)
	Phokoane (Mapaeng, Speelman)	RDP houses (05)
	Phokoane (Ramabele, Malatji, Lefakong, and Mashifane)	RDP houses (01+01+04)
	Phatametsane	RDP houses (09)
	Masioneng /Skotiphola	RDP houses (06)
4	Rietfontein	RDP houses (400)
	Vierfontein A,B,C	Incomplete RDP houses (14) and backlog of (2500) houses

	Katlegong (Vierfontein D)	RDP houses (1000)
	Mashemong (Vierfontein E)	RDP houses (1200)
5	Maserumole Park	Incomplete RDP houses and backlog of 50
	Mohlwarekoma	RDP houses (70)
	Leeukraal	RDP houses (50)
	Matlakatle A and B	RDP houses A (30) and B (30)
6	Eenzaam Trust	RDP houses (110)
	Patantshwane A	RDP houses (84)
	Patantshwane B	RDP houses (59)
	Eenzaam Kgoloko	RDP houses (80)
	Mare	RDP houses (30)
	Ga-Mmaboki	RDP houses (15)
	Ga-Diago	RDP houses
7	Thoto	RDP houses (110)
	Malaka	RDP houses (40)
	Ntoane	RDP houses (53)
	Mantlhanyane	RDP houses (42)
	Manotong	RDP houses (130)
	Dikatone	RDP houses (56)
	Setebong	RDP houses (70)
8	Mathousands /Hlahlane	RDP houses (30+10)
	Pelepele Park/Maswiakae	RDP houses (50)
	Mochadi	RDP houses (100)
	Brooklyn	RDP houses (40)
	Leokana	RDP houses (30)
	Caprive /Living waters	RDP houses (45)

9	Riverside	RDP houses (140)
	Caprive/Photo	RDP houses (50)
	Morgenson new stands	RDP houses (10)
	Magapung	RDP houses (28)
	Mpumalanga	RDP houses (13)
10	Mogorwane	No challenge nor backlog indicated
	Moripane A and B	No challenge nor backlog indicated
	Phushulang	No challenge nor backlog indicated
	Ngwanamatlang	No challenge nor backlog indicated
	Dithabaneng	No challenge nor backlog indicated
	Moloi	No challenge nor backlog indicated
	Moloi extension	No challenge nor backlog indicated
	Lehwelereng	No challenge nor backlog indicated
11	Molepane	Incomplete houses (03)
	Mokwete	No challenge nor backlog indicated
	Vergelegen A	No challenge nor backlog indicated
12	Moretsele	RDP houses (30)
	Makgeru	RDP houses (30)
	Ratau	RDP houses (120)
	Makgane (Matekane)	RDP houses (483)
	Senamela	RDP houses (09)
	Maphopha	RDP houses (18)
13	Mashengwaneng	No challenge nor backlog indicated
	Mogashoa Manamane	No challenge nor backlog indicated
	Mogashoa Ditlhakaneng	No challenge nor backlog indicated
	Phase 4	No challenge nor backlog indicated

	Mabonyane	No challenge nor backlog indicated
14	Sekele	Incomplete RDP houses(12) and backlog (58)
	Moela	RDP houses (38)
	Kgopane	
	Maloma	RDP houses (34)
	Seopela	Incomplete RDP house (01)
	Legapane	No challenge nor backlog indicated
	Tshesane	RDP houses (10)
	Dingoane	RDP houses (20)
	Matiloaneng B	RDP houses (20)
	Mabule	No challenge nor backlog indicated
	Tsopaneng/Lebating	Incomplete RDP houses (18) and backlog (36)
	Stocking	RDP houses (150)
15	Mohlakaneng /Tswele	RDP houses (02+08)
	Houpakranz	RDP houses (140)
	Mohlake	RDP houses (70)
	Magolego	RDP houses (74)
	Maila Mapitsane	Incomplete RDP houses (05) ,RDP houses needed(Moshate 20,Mokadi 100,Malaeneng 200,Modiketse 50, Mashilo Mankotsane 30)
	Dlamini	RDP houses (68)
16	Dihlabaneng A	RDP houses needed
	Dihlabaneng B	RDP houses needed
	Mashegwana Legare	Incomplete RDP houses (72) and backlog (04)
	Kotsiri	Incomplete RDP houses (56) and backlog (08)

	Mashegwana Tswaledi	Incomplete RDP houses (78) and backlog (06)
17	Manganeng	No challenge nor backlog indicated
	Ramphelane	No challenge nor backlog indicated
	Mashite	No challenge nor backlog indicated
	Mathibeng (Toona)	No challenge nor backlog indicated
	Kgolane	No challenge nor backlog indicated
18	Jane Furse RDP	RDP houses (2000)
	Vergelegen B	RDP houses (20)
	Dichoueng	RDP houses (798)
	Moraba	RDP houses (300)
19	Madibong (Malaeneng, Sechabeng, Sekhutlong and Maswiolong)	RDP houses (50+06+05+20)
	Vergelegen C	RDP houses (20)
	Mashishing	RDP houses (15)
20	Tisane	No challenge nor backlog indicated
	Mamone (Rantho)	No challenge nor backlog indicated
	Magolaneng	No challenge nor backlog indicated
	Mamone (Manyeleti)	No challenge nor backlog indicated
	Mamone Centre Extension	No challenge nor backlog indicated
21	Mamone Matsoke	RDP houses (24)
	Mamone A1 Bothas (Ga Mohlala)	RDP houses (30)
	Mamone A 2 (Ga Mohlala)	RDP houses (04)
	Mamone A3 (Ga Manyaka)	RDP houses (128)
	Mamone A4 (Tanzania)	RDP houses (12)
	Mohlala A5 Mogodumo	RDP houses (02)

22	Malegale (Sebitje)	RDP houses (40)
	Sebitjane	RDP houses (45)
	Lekgwareng	RDP houses (100)
	Tjatane	RDP houses (105)
	Tjatane extension	RDP houses (275)
	Madibaneng (Matolokwaneng)	RDP houses (300)
	Greater Madibaneng	RDP houses (250)
23	Maila Segolo	RDP houses (130)
	Dinotji	RDP houses (55)
	Mathibeng	RDP houses (70)
	Marulaneng	RDP houses (130)
	Mashupye	RDP houses (60)
	Maseleseleng /Sebitlule	RDP houses (70)
	Madibong (Mokgwatsane Section)	RDP houses (61)
24	Diphagane	No challenge nor backlog indicated
	Phaahla	No challenge nor backlog indicated
	Masehlaneng	No challenge nor backlog indicated
	Lobethal	No challenge nor backlog indicated
	Mamoshalela	No challenge nor backlog indicated
	Porome	No challenge nor backlog indicated
	Mamatjekele	No challenge nor backlog indicated
25	Maololo	No challenge nor backlog indicated
	Mashabela (Malegasane)	No challenge nor backlog indicated
	Mohwelere	No challenge nor backlog indicated
	Machacha	No challenge nor backlog indicated
	Ga Selepe	No challenge nor backlog indicated



	Ga Marodi	No challenge nor backlog indicated
	Mapulane /Talane	No challenge nor backlog indicated
	Mahlakanaseleng	No challenge nor backlog indicated
	Magabaneng	No challenge nor backlog indicated
26	Mathapisa	RDP houses (33)
	Mampane Thabeng	RDP houses (20)
	Kgarethuthu	RDP houses (10)
	Soetveld	RDP houses (30)
	Marishane	RDP houses (252)
	Bothaspruit	RDP houses (13)
	Makgopong /Porome	RDP houses (10)
27	Mabopane	No challenge nor backlog indicated
	Molebeledi Magate	RDP houses (27)
	Manare/Mampholo/Moeding	Incomplete RDP houses (10)
	Mohloding	No challenge nor backlog indicated
	Moshate/Mokgopaneng/Maripane	No challenge nor backlog indicated
	Mabopane /Mandela/Morareleng	No challenge nor backlog indicated
	Police station extension	No challenge nor backlog indicated
	Molebeledi	No challenge nor backlog indicated
28	Thabampshe	RDP housing (104)
	Tswaing	RDP houses (35)
	Ga Maphutha	RDP houses (08)
	Wonderboom	RDP houses (30)
	Maroge	RDP houses (07)
	Mahubitswane	RDP houses (10)
	Mahlakole	RDP houses (04)

	Vlakplaats	RDP houses (18)
	Mashoto	RDP houses (03)
29	Malope	No challenge nor backlog indicated
	Molelema	No challenge nor backlog indicated
	Mahlolwaneng	No challenge nor backlog indicated
	Mashoanyaneng	No challenge nor backlog indicated
	Maraganeng	No challenge nor backlog indicated
	Pitjaneng	No challenge nor backlog indicated
	Machasdorp	No challenge nor backlog indicated
	Mphane	No challenge nor backlog indicated
	Makgwabe	No challenge nor backlog indicated
	Moji /Sekale/Apel cross	No challenge nor backlog indicated
30	Krokodile	RDP houses (16)
	Setlaboswane	RDP houses (10)
	Legotong	No challenge nor backlog indicated
	Serageng	RDP houses (04)
	Masanteng	RDP houses backlog(03) and (04) incomplete
	Mogaladi	RDP houses (17) and (02) incomplete
31	Kome	RDP houses (35)
	Ntshong	RDP houses needed
	Mmotwaneng	RDP houses (05)
	Masakeng	Incomplete RDP houses (01) and RDP houses in need(21)
	Mangwanyane	Incomplete RDP houses (03)and RDP houses in need (50)
	Vlakplaas	RDP houses (65)

Eenkantaan	RDP houses (120)
Motseleope	RDP houses (10)
Makhutso	RDP houses (50)
Semahlakole /Sehuswane	RDP houses (20+20)
Kutupo	Incomplete RDP houses (02)and RDP houses in need (100)

Source: MLM Ward based data review 2023

Number of RDP housing units constructed

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

Source: CoGHSTA, Human Settlement, 2020

#### Makhuduthamaga local municipality housing backlog

MLM	Households	Backlog
	78 497	6 606 (80%)

Source: MLM 2023

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

	Black African	Coloured	Indian or Asian	White	Other	Unspecified
LIM473: MLM						
Formal residential	1 388	2	1	0	5	0
Informal residential	0	0	0	0	0	0
Traditional	62 769	17	78	48	86	0

residential							
Farms	0	0	0	0	0	0	0
Parks and recreation	0	0	0	0	0	0	0
Collective living quarters	86	1	3	0	0	0	0
Industrial	0	0	0	0	0	0	0
Small holdings	0	0	0	0	0	0	0
Vacant	731	0	0	1	0	0	0
Commercial	0	0	0	0	0	0	0

Source: Census 2011

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

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

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

Source: Census 2011

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

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

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

Source: Census 2011

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

Number of incomplete / blocked houses in Makhuduthamaga

Municipality	Current number of incomplete houses
Makhuduthamaga	2012/13- 0
	2013/14 – 0
	2014/15- 3 W/P (3 houses)
	2015/16- 43 FND , 67 W/P
TOTAL Blocked houses	113

Source: CoGHSTA, Human Settlement, 2020

CHALLENGES	INTERVENTIONS
<ul style="list-style-type: none"> <li>○ Eradication of blocked housing projects</li> <li>○ Lack of sufficient funding to address demand</li> <li>○ Community dynamics delay projects implementation</li> </ul>	<ul style="list-style-type: none"> <li>○ Request the department to complete all suspended / incomplete housing projects</li> <li>○ Submit annual plans and</li> </ul>

<ul style="list-style-type: none"> <li>○ Lack of bulk infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>backlogs to Coghsta (Human Settlements Division)</li> <li>○ Enhance community participation</li> <li>○ Plan for infrastructure services in consultation with SDM</li> </ul>
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The pace at which RDP housing is moving coupled with incomplete and substandard quality constructed RDP houses makes it difficult to confidently forecast that housing target can be achieved in Makhuduthamaga by 2024.

### 3.3.9 Social grants

Status of pension pay points in Makhuduthamaga in 2022 financial year

Municipality	Status of pension pay points (functional, having a building or not)
Makhuduthamaga	20 Functional                      Open pay points=7

Source: South African Social Security Agency (SASSA) (2022)

#### Planned Pay-points

Number of planned pay-points

Municipality	2019-2020	2020-2021	2021-2022
Makhuduthamaga	20	20	20

Source: South African Social Security Agency (SASSA) (2022)

#### Statistics on grant beneficiaries

Number of social grants beneficiaries in Makhuduthamaga

Child support grants	Old age grant	Foster care	Institutional care
2021-2022	2021-2022	2021-2022	2021-2022
168 879	39 369	3 951	0

Source: SASSA (2022)

The table above presents the statistics on grants beneficiaries as obtained from the South African Social Security Agency (SASSA). The figures indicated in the table change every month due to new approvals, births and deaths. The SASSA shows that the state resources are spend in the form of child grants in the areas that are predominantly rural. Many of these beneficiaries are either fostered, old aged, depended, need support one way or the other hence they receive different forms of grants. Issues contributing to high dependency rate on grants range from amongst others, orphans resulting from HIV/AIDS related deaths, child-headed households.

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

Makhuduthamaga Food parcels beneficiaries	Number
	260

Source: Department of Social Development, 2022

#### Infrastructure

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

CHALLENGES	INTERVENTION
<ul style="list-style-type: none"> <li>○ Limited funds to address shelter, access roads and water at pay points</li> </ul>	<ul style="list-style-type: none"> <li>○ Collaborate with Department of Social Development, SASSA, NGO and CBOs to address the identified challenges</li> </ul>

#### 3.3.10 Education

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

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

##### Summary of Norms and Standards



- Ratio of Teacher Learner: Primary: 1:40: Secondary: 1:35
- Grade R-12 who travel 5km and above per single trip to the nearest school
- Learners who reside outside the determined radius may be provided with transport.
- Every learner has access to minimum set of text books

The Municipality has established a Bursary Fund to assist youth from disadvantage families to study at Tertiary level. The Makhuduthamaga Municipal Council during the 2009/10 financial year resolved to fund students who will pursue their studies in Infrastructure/ Engineering Development, Planning or Finance to address the skills gap within Makhuduthamaga.

### 3.3.10.1 Early Childhood Development

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

District	Municipality	No of ECD Centres
Sekhukhune East	MLM	66
Sekhukhune South	MLM	71

Source: Department of Education 2024

#### Education key Challenges

- Lack of support to Early childhood development
- Mushrooming of ECD sites
- School Structures old, dilapidated or damaged by storm
- Sanitation facilities in some schools collapsing, not user friendly and pose a health hazard to both learners and educators
- Percentage of people with post Matric qualifications very low
- Insufficient Learnerships and Bursary schemes for students

### 3.3.10.2. Schools in Makhuduthamaga

District	Circuit	School	Phase	Type	Sector	Quintile
Sekhukhune East	Lepellane	Maila -1	Prim	Ordinary	Pub	1
Sekhukhune	Malegale	Baphadima	Sec	Ordinary	Public	1

East				y		
Sekhukhune East	Malegale	Honoko	Prim	Ordinary	Public	1
Sekhukhune East	Malegale	Lobamba	Sec	Ordinary	Public	1
Sekhukhune East	Malegale	Magomarele	Prim	Ordinary	Public	1
Sekhukhune East	Malegale	Malegale	Prim	Ordinary	Public	1
Sekhukhune East	Malegale	Maloke	Prim	Ordinary	Public	1
Sekhukhune East	Malegale	Mampuru -1	Prim	Ordinary	Public	1
Sekhukhune East	Malegale	Manganeng	Prim	Ordinary	Public	1
Sekhukhune East	Malegale	Maseleseleng	Prim	Ordinary	Public	1
Sekhukhune East	Malegale	Mefolo	Prim	Ordinary	Public	1
Sekhukhune East	Malegale	Mmathabeng	Prim	Ordinary	Public	1
Sekhukhune East	Malegale	Modiketse	Prim	Ordinary	Public	1
Sekhukhune East	Malegale	Moleshatlou	Sec	Ordinary	Public	1
Sekhukhune East	Malegale	Monamoledi	Sec	Ordinary	Public	1
Sekhukhune East	Malegale	Mpilo	Sec	Ordinary	Public	1
Sekhukhune East	Malegale	Paapa	Prim	Ordinary	Public	1
Sekhukhune East	Malegale	Pitsi	Prim	Ordinary	Public	1

Sekhukhune East	Malegale	Ramphelane	Sec	Ordinary	Public	1
Sekhukhune East	Malegale	Sebase	Sec	Ordinary	Public	1
Sekhukhune East	Malegale	Seboeng	Prim	Ordinary	Public	1
Sekhukhune East	Malegale	Seraki	Sec	Ordinary	Public	1
Sekhukhune East	Malegale	Thulare	Prim	Ordinary	Public	1
Sekhukhune East	Malegale	Tsatane	Prim	Ordinary	Public	1
Sekhukhune East	Mmashadi	Arethabeng	Prim	Ordinary	Public	2
Sekhukhune East	Mmashadi	Bafedi	Prim	Ordinary	Public	2
Sekhukhune East	Mmashadi	Baropodi	Prim	Ordinary	Public	2
Sekhukhune East	Mmashadi	Bonega Madikubung	Prim	Ordinary	Public	2
Sekhukhune East	Mmashadi	Dikgabje	Prim	Ordinary	Public	1
Sekhukhune East	Mmashadi	Freddy Mokgabudi	Prim	Ordinary	Public	1
Sekhukhune East	Mmashadi	Jane Furse	SNE	Special	Public	
Sekhukhune East	Mmashadi	Jane Furse Comprehensive	Combined	Ordinary	Public	3
Sekhukhune East	Mmashadi	Kalafong	Prim	Ordinary	Public	2
Sekhukhune East	Mmashadi	Kgoloko	Sec	Ordinary	Public	1

Sekhukhune East	Mmashadi	Leap Science and Maths	Sec	Ordinary	Indep	
Sekhukhune East	Mmashadi	Lehutjwana	Sec	Ordinary	Public	2
Sekhukhune East	Mmashadi	Lengama	Sec	Ordinary	Public	2
Sekhukhune East	Mmashadi	Madibong	Prim	Ordinary	Public	1
Sekhukhune East	Mmashadi	Madinoge Kgoloko	Prim	Ordinary	Public	1
Sekhukhune East	Mmashadi	Mashegoanyane	Prim	Ordinary	Public	1
Sekhukhune East	Mmashadi	Matsebong	Sec	Ordinary	Public	2
Sekhukhune East	Mmashadi	Molepane	Sec	Ordinary	Public	1
Sekhukhune East	Mmashadi	Monapanape	Prim	Ordinary	Public	1
Sekhukhune East	Mmashadi	Mookwane	Prim	Ordinary	Public	1
Sekhukhune East	Mmashadi	Moresele	Prim	Ordinary	Public	2
Sekhukhune East	Mmashadi	Moripane	Rim	Ordinary	Public	2
Sekhukhune East	Mmashadi	Ngwanamatlang	Sec	Ordinary	Public	1
Sekhukhune East	Mmashadi	St. Mark's	Prim	Ordinary	Public	2
Sekhukhune East	Mmashadi	St. Mark's Comprehensive College	Sec	Ordinary	Public	4
Sekhukhune East	Ngwaabe	Legapana	Prim	Ordinary	Public	1
Sekhukhune	Ngwaabe	Seokgome	Sec	Ordinary	Public	1

East				y		
Sekhukhune East	Ngwaabe	Steelpoort Academy	Comb	Ordinary	Public	5
Sekhukhune East	Schoonoord	Dihlabaneng	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Dikankatla	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Dlamini	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Kgalatlou	Sec	Ordinary	Public	1
Sekhukhune East	Schoonoord	Kgobise	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Lamdzandvo	Sec	Ordinary	Public	1
Sekhukhune East	Schoonoord	Legare	Sec	Ordinary	Public	1
Sekhukhune East	Schoonoord	Madikanono	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Makatane	Sec	Ordinary	Public	1
Sekhukhune East	Schoonoord	Makgane	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Malakeng-Serotele	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Manchakgathe	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Mantimo	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Marota makgane	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Maserala	Prim	Ordinary	Public	1

Sekhukhune East	Schoonoord	Matime	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Mogashoa	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Mokale	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Nokomeetse	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Ntshitshimale	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Phutlotau	Sec	Ordinary	Public	1
Sekhukhune East	Schoonoord	Schoonoord	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Sefogole Sepeke	Sec	Ordinary	Public	1
Sekhukhune East	Schoonoord	Semashego	Prim	Ordinary	Public	1
Sekhukhune East	Schoonoord	Tshabadietla	Sec	Ordinary	Public	1
Sekhukhune East	Schoonoord	Tshehlwaneng	Sec	Ordinary	Public	1
Sekhukhune South	Eensaam	Areikhuleng	Prim	Ordinary	Public	1
Sekhukhune South	Eensaam	Gammalebese	Prim	Ordinary	Public	1
Sekhukhune South	Eensaam	Kgahlanamorulana	Sec	Ordinary	Public	1
Sekhukhune South	Eensaam	Kwenatshwene	Prim	Ordinary	Public	1
Sekhukhune South	Eensaam	Lehlakong	Prim	Ordinary	Public	1

Sekhukhune South	Eensaam	Leokeng	Sec	Ordinary	Public	1
Sekhukhune South	Eensaam	Mafetatsubela	Prim	Ordinary	Public	1
Sekhukhune South	Eensaam	Magale	Sec	Ordinary	Public	2
Sekhukhune South	Eensaam	Mahlakanaseleng	Prim	Ordinary	Public	2
Sekhukhune South	Eensaam	Maretele	Sec	Ordinary	Public	1
Sekhukhune South	Eensaam	Mmamokgolushi	Sec	Ordinary	Public	1
Sekhukhune South	Eensaam	Mogatladi	Prim	Ordinary	Public	1
Sekhukhune South	Eensaam	Mohlodi	Sec	Ordinary	Public	1
Sekhukhune South	Eensaam	Morulana	Prim	Ordinary	Public	1
Sekhukhune South	Eensaam	Moteane	Sec	Ordinary	Public	2
Sekhukhune South	Eensaam	Namudi	Sec	Ordinary	Public	1
Sekhukhune South	Eensaam	Ntshebele	Sec	Ordinary	Public	1
Sekhukhune South	Eensaam	Patantswana	Prim	Ordinary	Public	1
Sekhukhune South	Eensaam	Photohlogoana	Prim	Ordinary	Public	2
Sekhukhune South	Eensaam	Thabong	Prim	Ordinary	Public	1
Sekhukhune South	Eensaam	Tshwatlhakge	Prim	Ordinary	Public	2
Sekhukhune	Glen cowie	Comprehensive	Comb	Ordinary	Indep	

South		Riverside Technical		y		
Sekhukhune South	Glen cowie	Dikwetse	Prim	Ordinary	Public	1
Sekhukhune South	Glen cowie	Guardian Angels College	Sec	Ordinary	Public	3
Sekhukhune South	Glen cowie	Hlabje	Prim	Ordinary	Public	1
Sekhukhune South	Glen cowie	Katudi	Prim	Ordinary	Public	1
Sekhukhune South	Glen cowie	Kopanong	Prim	Ordinary	Public	1
Sekhukhune South	Glen cowie	Legaletlwa	Sec	Ordinary	Public	1
Sekhukhune South	Glen cowie	Mabodibeng	Sec	Ordinary	Public	1
Sekhukhune South	Glen cowie	Manotong	Prim	Ordinary	Public	1
Sekhukhune South	Glen cowie	Mantlhanyane	Sec	Ordinary	Public	1
Sekhukhune South	Glen cowie	Mapalagadi	Prim	Ordinary	Public	1
Sekhukhune South	Glen cowie	Mapogo	Prim	Ordinary	Public	1
Sekhukhune South	Glen cowie	Matshumane	Sec	Ordinary	Public	2
Sekhukhune South	Glen cowie	Mmakubu	Prim	Ordinary	Public	1
Sekhukhune South	Glen cowie	Mmauwane	Sec	Ordinary	Public	1
Sekhukhune South	Glen cowie	Mpelegeng	Prim	Ordinary	Public	1
Sekhukhune	Glen cowie	Mphele a Mphele	Sec	Ordinary	Public	1



South				y		
Sekhukhune South	Glen cowie	Phiriagae	Sec	Ordinary	Public	1
Sekhukhune South	Glen cowie	Photo	Prim	Ordinary	Public	1
Sekhukhune South	Glen cowie	Ponti	Sec	Ordinary	Public	1
Sekhukhune South	Glen cowie	Rebone	Sec	Ordinary	Public	1
Sekhukhune South	Glen cowie	Sebjaneng	Prim	Ordinary	Public	2
Sekhukhune South	Glen cowie	Sedikwe	Prim	Ordinary	Public	1
Sekhukhune South	Glen cowie	Sekwena	Prim	Ordinary	Public	1
Sekhukhune South	Glen cowie	Seopo	Sec	Ordinary	Public	1
Sekhukhune South	Glen cowie	Swike	Prim	Ordinary	Public	1
Sekhukhune South	Glen cowie	Thakgudi	Sec	Ordinary	Public	1
Sekhukhune South	Glen cowie	Thoto	Prim	Ordinary	Public	1
Sekhukhune South	Glen cowie	Tlame	Prim	Ordinary	Public	2
Sekhukhune South	Lepelle(Sekhukhune South)	Baithudi Mohlahledi	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Hopefield	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Katang	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Katise	Prim	Ordinary	Public	1

Sekhukhune South	Lepelle(Sekhukhune South)	Kediketse	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Lekhine	Sec	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Mafoko	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Makgoabe	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Malope	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Mamakgatlope	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Mampana	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Mangolwane	Sec	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Maphadime	Sec	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Mampuru Tseke	Sec	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Matshela	Sec	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Modishang	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Mokgapi	Sec	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Molwetsi	Sec	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Motsatsi	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Mphegolle	Sec	Ordinary	Public	1

Sekhukhune South	Lepelle(Sekhukhune South)	Sepheu Moleke	Sec	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Shushu	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Thabanapitsi	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Thingwa	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Thutlwamakwa	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Tisana	Prim	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Tshege	Sec	Ordinary	Public	1
Sekhukhune South	Lepelle(Sekhukhune South)	Tsoatago	Prim	Ordinary	Public	1
Sekhukhune South	Lobethal	Bohwelabatho	Prim	Ordinary	Public	1
Sekhukhune South	Lobethal	Lediitse	Prim	Ordinary	Public	1
Sekhukhune South	Lobethal	Lobethal	Prim	Ordinary	Public	1
Sekhukhune South	Lobethal	Mamorithing	Prim	Ordinary	Public	1
Sekhukhune South	Lobethal	Mantlatle	Sec	Ordinary	Public	1
Sekhukhune South	Lobethal	Marei	Prim	Ordinary	Public	1
Sekhukhune South	Lobethal	Mashabela	Prim	Ordinary	Public	1
Sekhukhune South	Lobethal	Mmakadikwe	Prim	Ordinary	Public	1
Sekhukhune	Lobethal	Modipadi	Sec	Ordinary	Public	1

South				y		
Sekhukhune South	Lobethal	Mogobelala	Prim	Ordinary	Public	1
Sekhukhune South	Lobethal	Mohwelere	Prim	Ordinary	Public	1
Sekhukhune South	Lobethal	Mokgoko	Prim	Ordinary	Public	1
Sekhukhune South	Lobethal	Molebeledi	Sec	Ordinary	Public	1
Sekhukhune South	Lobethal	Nala	Prim	Ordinary	Public	1
Sekhukhune South	Lobethal	Nkgonyeletse	Sec	Ordinary	Public	1
Sekhukhune South	Lobethal	Phaswane	Prim	Ordinary	Public	1
Sekhukhune South	Lobethal	Phuti-Kwena	Sec	Ordinary	Public	1
Sekhukhune South	Lobethal	Rantobeng	Sec	Ordinary	Public	1
Sekhukhune South	Lobethal	Serokoloana	Prim	Ordinary	Public	1
Sekhukhune South	Masemola	Diphale	Sec	Ordinary	Public	1
Sekhukhune South	Masemola	Ekele	Prim	Ordinary	Public	1
Sekhukhune South	Masemola	Kgoogo	Prim	Ordinary	Public	1
Sekhukhune South	Masemola	Khudu Tseke	Prim	Ordinary	Public	1
Sekhukhune South	Masemola	Lewalemolomo	Sec	Ordinary	Public	1
Sekhukhune South	Masemola	Mabooe	Prim	Ordinary	Public	1

Sekhukhune South	Masemola	Machelane	Prim	Ordinary	Public	1
Sekhukhune South	Masemola	Mahlolwaneng	Prim	Ordinary	Public	1
Sekhukhune South	Masemola	Mahwetse	Sec	Ordinary	Public	1
Sekhukhune South	Masemola	Mannyetha	Prim	Ordinary	Public	1
Sekhukhune South	Masemola	Masemola	Sec	Ordinary	Public	1
Sekhukhune South	Masemola	Mathume	Sec	Ordinary	Public	1
Sekhukhune South	Masemola	Matleboane	Sec	Ordinary	Public	1
Sekhukhune South	Masemola	Mmakopi	Sec	Ordinary	Public	1
Sekhukhune South	Masemola	Mogaile	Prim	Ordinary	Public	1
Sekhukhune South	Masemola	Mokalapa	Prim	Ordinary	Public	1
Sekhukhune South	Masemola	Molomotoatau	Sec	Ordinary	Public	1
Sekhukhune South	Masemola	Monyaku	Sec	Ordinary	Public	1
Sekhukhune South	Masemola	Motubatse	Sec	Ordinary	Public	1
Sekhukhune South	Masemola	Ngwanabekane	Prim	Ordinary	Public	1
Sekhukhune South	Masemola	Nkgari	Prim	Ordinary	Public	1
Sekhukhune South	Masemola	Phoroane	Sec	Ordinary	Public	1

Sekhukhune South	Masemola	Sekale	Prim	Ordinary	Public	1
Sekhukhune South	Masemola	Thabamphse	Prim	Ordinary	Public	1
Sekhukhune South	Masemola	Thabanaswana	Prim	Ordinary	Public	1
Sekhukhune South	Masemola	The Future Comprehensive	Comb	Ordinary	Indep Public	
Sekhukhune South	Masemola	Tiitsane	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Bopedi Bapedi	Sec	Ordinary	Public	2
Sekhukhune South	Ngwaritsi	George Clifford	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Kgaladi	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Kgaruthuthu	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Kgoshi Moroangoato	Sec	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Kgotswane	Sec	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Lehlagare Marishane	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Lekoko	Sec	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Letebele Marishane	Sec	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Makgatsike	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Makubarate	Prim	Ordinary	Public	1
Sekhukhune	Ngwaritsi	Malekutu	Sec	Ordinary	Public	1

South				y		
Sekhukhune South	Ngwaritsi	Marishane	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Marotobale	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Matobule	SNE	Special	Public	
Sekhukhune South	Ngwaritsi	Matobule	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Mogaletwa	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Mohlahledi	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Mokgubi	Sec	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Motlokwe	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Motsemogolo	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Mpole	Sec	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Ngwanamashile	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Ngwanatshwane	Sec	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Ranong	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Sekwati	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Teme	Prim	Ordinary	Public	1
Sekhukhune South	Ngwaritsi	Tenyane	Sec	Ordinary	Public	1

Sekhukhune South	Ngwaritsi	Thabadiphiri	Prim	Ordinary	Public	1
Sekhukhune south	Ngwaritsi	Tholong	Prim	Ordinary	Public	1
Sekhukhune south	Ngwaritsi	Tseke Marishane	Sec	Ordinary	Public	1
Sekhukhune south	Phokoane	Kopjeng	Prim	Ordinary	Public	2
Sekhukhune south	Phokoane	Lehlake	Prim	Ordinary	Public	1
Sekhukhune south	Phokoane	Lehwelere	Sec	Ordinary	Public	2
Sekhukhune south	Phokoane	Leshalabe	Prim	Ordinary	Public	1
Sekhukhune south	Phokoane	Makhato	Sec	Ordinary	Public	2
Sekhukhune south	Phokoane	Makwe	Sec	Ordinary	Public	2
Sekhukhune south	Phokoane	Maserumule	Sec	Ordinary	Public	1
Sekhukhune south	Phokoane	Mmeshi	Prim	Ordinary	Public	2
Sekhukhune south	Phokoane	Mokgeretli	Sec	Ordinary	Public	1
Sekhukhune south	Phokoane	Mokgoma Phokoane	Prim	Ordinary	Public	1
Sekhukhune south	Phokoane	Mokgoshi	Prim	Ordinary	Public	2
Sekhukhune south	Phokoane	Moleijane	Prim	Ordinary	Public	2
Sekhukhune south	Phokoane	Moreko	Sec	Ordinary	Public	2



Sekhukhune south	Phokoane	Moriti	Sec	Ordinary	Public	1
Sekhukhune south	Phokoane	Petloane	Prim	Ordinary	Public	2
Sekhukhune south	Phokoane	Phatametsane	Sec	Ordinary	Public	2
Sekhukhune south	Phokoane	Thotaneng	Prim	Ordinary	Public	2
Sekhukhune south	Phokoane	Tshwaane	Prim	Ordinary	Public	1

Source: Department of Education 2024

Number of learners in Makhuduthamaga as per school category

District	Municipality	Combined	Primary	Secondary	Special	Independent
Sekhukhune East	MLM	3394	21720	12828	250	451
Sekhukhune South	MLM	0	36277	24066	51	362

Source: Department of Education 2024

2022 NSNP-National School Nutrition Programme in Makhuduthamaga

District	Municipality	Schools	Learners
Sekhukhune East	MLM	74	36103
Sekhukhune South	MLM	169	60343

Source: Department of Education 2024

**Scholar transport for Makhuduthamaga**

District	Number of Schools	Number of Learners
Sekhukhune East	32	3456
Sekhukhune South	49	3188

Source: Department of Education 2023

**Current backlogs to school infrastructure (buildings)**

Municipality	2019/20
Fetakgomo/ Tubatse	14
Ephraim Mogale	10
Elias Motsoaledi	09
Makhuduthamaga	21
<b>Total</b>	<b>54</b>

Source: Department of Education Limpopo 2023

#### Infrastructure provisioning in Makhuduthamaga schools

Municipality	Total schools	No of schools with water supply (Municipal service)	No of schools with alternative water supply (bore hole, jojo tank etc)	No of schools with electricity (municipal service)	No of schools with alternative electricity supply	No of schools with sanitation	No of schools with alternative sanitation
MLM	282	278	04	280	02	42	240

Source: Department of Education 2023

#### Current condition of road access to schools

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

#### Schools sanitation backlogs

Name of school	Circuit	Learner count	Total seats required (educators +learners)
Bafedi Primary	Mmashadi	305	14

Baithuti Mohlahledi Primary	Lepelle	282	14
Bonega Madikubung Primary	Mmashadi	271	12
Dikankatla Primary	Schoonoord	40	04
Dlamini Primary	Schoonoord	125	08
Freddy Mokgabudi Primary	Mmashadi	532	24
Hlabje Primary	Glen Cowie	941	42
Hopefield Primary	Lepelle	190	10
Katang Primary	Lepelle	254	12
Kediketse Primary	Lepelle	299	14
Kgobise Primary	Schoonoord	600	28
Kgoloko Secondary	Mmashadi	884	42
Kgoogo Primary	Masemola	501	24
Kgopolo e botse Primary	Phokoane	260	12
Khudu Tseka Primary	Masemola	127	08
Kopjeng Primary	Phokoane	457	25
Kwenatshwene Primary	Eensaam	544	25
Lehlake Primary	Phokoane	667	32
Lekentle Secondary	Lepellane	465	22
Lekhine Secondary	Lepelle	210	10
Lekoko Secondary	Ngwaritsi	431	12
Leokeng Secondary	Eensaam	165	18
Letebele Marishane Sec	Ngwaritsi	396	18

Lobambo Secondary	Schoonord	226	12
Mabodibeng Secondary	Glen Cowie	412	20
Maboe Primary	Masemola	78	06
Machelane Primary	Masemola	68	06
Madikanono Primary	Schoonoord	503	24
Mafetatsubela Primary	Eensaam	206	10
Mafoko Primary	Lepelle	88	06
Magatsike Primary	Ngwaritsi	565	26
Mahlolwaneng Primary	Masemola	147	08
Mankatane Primary	Masemola	141	10
Makurubate Primary	Ngwaritsi	570	20
Malekutu Secondary	Ngwaritsi	387	18
Malope Primary	Lepelle	191	10
Mamolobe Primary	Lepellane	550	25
Mampuru Tseke Secondary	Lepelle	119	06
Mangolwane Secondary	Lepelle	79	06
Maphale Primary	Lepellane	117	08
Mapogo Primary	Glen Cowie	164	08
Marota Makgane Primary	Schoonoord	523	24
Marotobale Primary	Ngwaritsi	613	20
Maseleseleng Primary	Malegale	88	06
Maserala Primary	Schoonoord	306	14

Mashabela Primary	Lobethal	384	18
Mashegoanyana Primary	Mmashadi	429	20
Matlejoana Secondary	Masemola	296	14
Matsebong Secondary	Mmashadi	681	32
Mmakadikwe Primary	Lobethal	181	10
Mmakopi Secondary	Masemola	122	05
Mmakubu Primary	Glen Cowie	135	08
Mmauwane Secondary	Glen Cowie	188	10
Mmeshi Primary	Phokoane	660	28
Moepadira Secondary	Lepellane	394	18
Mogaletlwa Primary	Ngwaritsi	235	12
Mogashoa Primary	Schoonoord	451	22
Mohlodi Secondary	Eensaam	88	05
Mokalapa Primary	Masemola	252	12
Mokgoshi Primary	Phokoane	420	24
Mokgubi Secondary	Ngwaritsi	171	08
Moleijane	Phokoane	337	16
Molepane Secondary	Mmashadi	312	16
Molomatau Secondary	Masemola	210	10
Molwetsi Secondary	Lepelle	445	20
Monapanapa Primary	Mmashadi	411	20
Manyaku Secondary	Masemola	217	10

Moretsele Primary	Mmashadi	322	16
Motlokwe Primary	Ngwaritsi	465	22
Motsatsi Primary	Lepelle	347	16
Motsemogolo Primary	Ngwaritsi	216	10
Motswaledi Secondary	Phokoane	105	08
Mphegolle Secondary	Lepelle	153	08
Namudi Secondary	Eensaam	92	06
Nkgari Primary	Masemola	229	12
Nkgonyeletse Secondary	Lobethal	442	20
Ntshebele Secondary	Eensaam	598	28
Ntshitshimale Primary	Schoonoord	198	09
Patantshwane Primary	Eensaam	334	16
Pebetse Primary	Lepellane	315	16
Phirigae Primary	Glen Cowie	191	10
Ranong Primary	Ngwaritsi	167	08
Somakesa Primary	Eensaam	328	15
Swike Primary	Glen Cowie	133	06
Tema Primary	Ngwaritsi	323	15
Tenyane Secondary	Ngwaritsi	352	16
Thabanaswana Primary	Masemola	324	15
Thakgudi Secondary	Glen Cowie	380	18
Thoto Primary	Glen Cowie	440	20

Thulare Primary	Malegale	581	28
Tisane Primary	Lepelle	298	14
Tshege Secondary	Lepelle	269	14
Tshwathakge Primary	Eensaam	758	30
Tsatane Primary	Malegale	285	14
Seboeng Primary	Malegale	214	10
Monamoledi Secondary	Malegale	1036	46
Malegale Primary	Malegale	570	26
Magomarele Primary	Malegale	199	10

Source: Department of Education 2020

**Table:MLM Education Profile**

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

Grade 9 / Std 7 / Form 2/ ABET 4 7 969	1	13	0	12
Grade 10 / Std 8 / Form 3 9 343	2	25	7	13
Grade 11 / Std 9 / Form 4 8 425	3	11	3	22
Grade 12 / Std 10 / Form 5 10 753	6	68	7	27
NTC I / N1/ NIC/ V Level 2 87	0	0	1	0
NTC II / N2/ NIC/ V Level 3 96	0	0	1	0
NTC III /N3/ NIC/ V Level 4 116	0	1	0	0
N4 / NTC 4 101	0	0	2	0
N5 /NTC 5 93	0	0	1	0
N6 / NTC 6 171	0	1	0	0
Certificate with less than Grade 12 / Std 10 68	0	0	0	0
Diploma with less than Grade 12 / Std 10 72	0	0	0	1
Certificate with Grade 12 / Std 10 339	0	0	1	0
Diploma with Grade 12 / Std 10 675	2	1	0	1
Higher Diploma 601	1	3	1	0
Post Higher Diploma Masters; Doctoral Diploma 108	0	1	0	0
Bachelor's Degree 386	0	8	0	0
Bachelor's Degree and Post graduate Diploma 159	0	1	0	0
Honours degree 208	0	5	0	1
Higher Degree Masters / PhD 115	0	1	1	0
Other 83	0	1	0	0
No schooling 10 077	1	3	3	17
Unspecified 0	0	0	0	0



Not applicable	19 715	19	17	17	13
Female					
Grade 0	6 317	2	1	1	1
Grade 1 / Sub A	4 976	3	3	3	2
Grade 2 / Sub B	4 789	1	2	1	0
Grade 3 / Std 1/ABET 1Kha Ri Gude;SANLI	5 177	1	6	1	0
Grade 4 / Std 2	5 178	0	6	1	1
Grade 5 / Std 3/ABET 2	5 166	0	4	2	1
Grade 6 / Std 4	5 283	2	2	1	2
Grade 7 / Std 5/ ABET 3	6 249	2	3	3	4
Grade 8 / Std 6 / Form 1	8 011	2	5	2	3
Grade 9 / Std 7 / Form 2/ ABET 4	8 517	2	9	2	5
Grade 10 / Std 8 / Form 3	12 031	1	9	9	6
Grade 11 / Std 9 / Form 4	13 970	3	15	5	11
Grade 12 / Std 10 / Form 5	18 875	3	15	15	5
NTC I / N1/ NIC/ V Level 2	82	0	0	0	0
NTC II / N2/ NIC/ V Level 3	88	0	0	0	0
NTC III /N3/ NIC/ V Level 4	130	1	0	0	0
N4 / NTC 4	125	1	0	0	0
N5 /NTC 5	140	0	0	0	0
N6 / NTC 6	256	0	0	0	0
Certificate with less than Grade 12 / Std 10	100	0	0	1	0
Diploma with less than Grade 12 / Std 10	124	0	0	0	0

Certificate with Grade 12 / Std 10	664	0	1	0	0
Diploma with Grade 12 / Std 10	1 168	0	0	0	0
Higher Diploma	1 071	1	0	0	0
Post Higher Diploma Masters; Doctoral Diploma	138	0	1	0	0
Bachelor's Degree	485	0	0	3	0
Bachelor's Degree and Post graduate Diploma	192	0	2	0	0
Honours degree	283	0	0	1	0
Higher Degree Masters / PhD	89	0	0	0	0
Other	99	0	0	0	0
No schooling	23 421	5	4	15	4
Unspecified	0	0	0	0	0
Not applicable	19 576	26	16	18	

Source: Census 2011

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

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

Higher	3 072	3	22	6	2
Other	-	-	-	-	-
Unspecified	83	-	1	-	-
Not applicable	19 715	19	17	17	13
Female					
No schooling	23 421	5	4	15	4
Some primary	36 885	10	26	11	8
Completed primary	6 249	2	3	3	4
Some secondary	42 924	9	38	19	25
Grade 12/Std 10	18 875	3	15	15	5
Higher	4 741	3	4	4	-
Other	-	-	-	-	-
Unspecified	99	-	-	-	-
Not applicable	19 576	26	16	18	7

Source: Census 2011

Census 2011 by municipalities, school attendance, gender and population group

	Black African	Coloured	Indian or Asian	White	Other	Unspecified
LIM473: MLM						
Male						
Yes	53 829	15	36	16	13	-
No	45 351	15	168	33	123	-
Do not know	48	-	-	-	-	-
Unspecified	1 852	-	-	1	-	-
Not applicable	19 715	19	17	17	13	-
Female						

Yes	51 752	12	31	19	3	-
No	78 380	20	52	45	44	-
Do not know	96	-	-	-	-	-
Unspecified	2 965	-	7	3	-	-
Not applicable	19 576	26	16	18	7	-

Source: Census 2011

### 3.3.11 Health facilities and services

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

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

Source: Department of Health 2014

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

#### Health facility Profile for the Municipality

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

Source: Department of Health Limpopo 2024

#### Availability of mobile clinics and their frequency of visits

Municipality	Number of mobile clinics	Total number of points	Frequency of visits/availability
Makhuduthamaga	4 teams	57	15 weekly visits 39 biweekly visits 3 monthly visits- community centres

Source: Department of Health Limpopo 2024

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

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

Source: Department of Health Limpopo 2024

**Planned as per norms and standards: 03 clinics**

Mamokga Sefoka (new), Madibaneng-Malegale- Tjatane (new), and Molepane- Tjabadi-Maepa (new)

Source: Department of Health Limpopo 2024

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

Municipality	
Makhuduthamaga	<p>Madibaneng, Malegale, Hoepagrantz, Dlamini, Maila Mapitsane, Thoto, Malaka, Kome, Goedhope and Kgarethuthu</p> <p><b>(Some villages are served by mobile weekly and biweekly respectively.)</b></p>

Source: Department of Health Limpopo 2024

**Clinics with water challenges in Makhuduthamaga**

- o Tshehlwaneng clinic
- o Marishane clinic
- o Magalies clinic

Source: Department of Health 2024

**Clinics with challenge of overflowing seweges in Makhuduthamaga**

- Magalies clinic
- Klipspruit clinic
- Phokoane clinic
- Marishane clinic
- Phaahla clinic

Source: Department of Health 2024

**Clinic with challenges of Enviro loo (toilets)**

- Probeerin clinic
- Tshehlwaneng clinic
- Phokoane clinic
- Schonoord clinic
- Patantshwane clinic

Source: Department of Health 2024

**Health facilities that needs upgrading**

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

Source: Department of Health 2024

**Clinic earmarked for renovation in the 2024/2025 financial year in Makhuduthamaga**

- Patantshwane clinic
- St Ritas Gateway

**Challenges**

Challenges	Interventions
Some villages do not have access to health	To provide mobile services

facilities	
Lack of accessibility due to poor infrastructure e.g roads	Request the department to complete incomplete facilities and upgrade dilapidated ones
Some health facilities needs upgrading	To prioritise budget allocation in the next financial year
Long distance to access health facilities	To provide mobile clinic in the remote areas
No private hospital	To negotiate with private sectors to build private hospital within MLM
Shortage of staff / mobile clinics	Advise Department to make adequate provision and manage medication effectively
Overflowing sewage	Work with SDM to assist in sucking them every 3 months
Enviro loos	

### 3.3.12 Libraries

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

#### Library services: norm and Standards:

1 library per 10 000 households

#### Backlog of libraries within Makhuduthamaga

- o 02 libraries

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

Challenges	Intervention
<ul style="list-style-type: none"> <li>○ Lack of libraries in the remote areas of the municipality</li> <li>○ Limited budget for outreach programs</li> <li>○ Poor condition of access roads</li> <li>○ Lack of library site boards along the</li> </ul>	<ul style="list-style-type: none"> <li>○ Establishment of mobile libraries in the said areas.</li> <li>○ Development of library activity calendar and its presentation to guide the budget allocation.</li> <li>○ Paving of access road.</li> <li>○ Placement of the library site boards along the</li> </ul>



<p>main road.</p> <ul style="list-style-type: none"> <li>o Location of Jane Furse library</li> <li>o Lack of information about the library services to both the municipality and the community.</li> <li>o Shortage of staff</li> </ul>	<p>road to enable the marketing process and accessibility</p> <ul style="list-style-type: none"> <li>o Relocation of Jane Furse library to the accessible area (construction of city library in Jane Furse)</li> <li>o Enhance library outreach programmes in partnership with schools in areas that are not serviced</li> <li>o Addition of library staff as per the work load demand</li> </ul>
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### 3.3.13 Thusong Service Centres

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

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

The Municipality has secured a land from Masemola Traditional Council and the area is now protected or fenced together with the stadium. A budget will be set aside in the 2024/2025 financial year to kick start the project.

### 3.3.14 Municipal Park and Cemeteries

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

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

Environmental Affairs	Clearing of Alien vegetation
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The Municipality has developed a Municipal Park at Jane Furse township. The area is fenced with palisade fence and will be developed further in the 2024/2025 financial year. The municipality is also engaging traditional leaders and other stakeholders on earmarked areas for municipal cemeteries per cluster.

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

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

Ward no	Village	Financial year	Status
01	Kutupu	2014/15	Complete
02	Phokoane Toishi	2014/15	Complete
	Dihlwadieme	2016/17	Complete
	Phokoane Malegale	2013/14	Complete
	Phokoane Makoshala	2014/15 & 2022/23	Complete
04	Rietfontein	2013/14	Complete
	Vierfontein (Takataka)	2019/20	Complete
05	Maserumule Park	2014/15	Complete
	Matlakatle	2017/18	Complete
	Patantshwane	2013/14	Complete
	Ga-Malaka	2013/14	Complete
	Thoto	2015/16	Complete
	Uitkyk	2013/14	Complete
	Mochadi	2015/16	Complete
09	Riverside	2015/16	Complete
10	Ngwanamatlang	2014/15	Complete
	Mogorwane	2018/19	Complete
	Ga- Moloi	2019/20	Complete
11	Molepane	2013/14	Complete
12	Moretsele	2012/13	Complete
	Makgeru	2015/16	Complete
13	Ga-Mogashoa Dithakaneng	2012/13	Complete
	Ga Mogashoa Manamane	2017/18	Complete
14	Ga-Tshesane	2014/15	Complete

	Stocking	2017/18	Complete
15	Maila Mapitsane	2013/14	Complete
	Maila Mapitsane Ga Mashilo	2015/16	Complete
16	Kotsiri	2014/15	Complete
	Mashegoana Tswaledi	2015/16	Complete
	Ga Seopela	2018/19	Complete
	Mashegoana Legare	2019/20	Complete
17	Mashite	2014/15	Complete
	Dihlabaneng	2015/16	Complete
18	Moraba	2014/15	Complete
	Dichoeung	2015/16	Dichoeung cemetery replaced by Vergelegen A which is complete
	Vergelegen B (Phase 2)	2020/21	Complete
19	Madibong	2014/115	Phase 2 complete
	Madibong Ga Seboane	2022/23	Complete
20	Magolaneng	2014/15	Complete
21	Mamone Phase 1&2	2013/14 &2014/15	Complete
	Mamone Ga Mohlala	2015/16	Complete
	Matsoke	2018/19	Complete
22			
	Tjatane	2014/15	Complete
	Madibaneng	2022/23	Complete
23	Dinotji	2014/15	Complete
	Mathibeng	2015/16	Complete
	Maseleseleng	2015/16	Complete
	Maila Segolo	2017/18	Complete
	Marulaneng	2019/20	Complete
24	Diphagane	2014/15	Complete
	Ga-Phaahla	2014/15	Complete
25	Mashabela	2014/15	Complete
	Mashabela(Ntopi)	2019/20	Complete

	Mashabela ( Ga Mampe)	2020/21	Complete
26	Mampana Thabeng	2015/16	Complete
	Marishane	2020/21	Complete
	Masemola Mapoteng	2015/16	Not done
	Mohloding	2018/19	Complete
28	Ga- Masemola Tswaing	2013/14	Complete
	Thabampshe	2022/2023	Complete
29	Ga-Masemola Majakaneng	2013/14	Complete
	Malope	2018/19	Complete
30	Kolokotela	2014/15	Complete
	Masanteng	2018/19	Complete
31	Makhutso	2015/16	Complete
	Eenkantaan	2019/20	Complete
	Kome	2020/21	Complete

**Source: MLM Environmental Division 2023**

For the 2023/2024 FY no village based cemeteries was fenced

The municipality focuses on cluster cemeteries.

### 3.3.15 Sports, arts and culture

Sport, Arts and Culture play an important role in the physical, psychological, social, technical and tactical development of young and matured people. Makhuduthamaga Local Municipality plays an advocacy role/ function whereby most of the programmes are driven by the provincial department of Sport, Arts and Culture. The communities within the municipality participate in various sport, arts and culture programmes that are meant to promote a healthy lifestyle in the society

### Sports, Arts & Culture norms and standards

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

Source: Sports, Arts and Culture Department, 2019

### State of Recreational facilities within Makhuduthamaga

Ward	Village Name	Sports centre	Play /football	Other recreational
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				field		facilities
		Yes	No	Yes	None	
1	Kutupu		None	Yes		None
	Hlalanikahle		None	Yes		None
	Ga Tshehla		None		None	None
2	Phokoane		None	06		Community hall
	Mabintane		None	03		None
	Mogudi		None	02		None
3	Phokoane	Yes (Stadium )				Phokoane Community Hall
4	Vierfontein		None	Yes		None
	Rietfontein		None	Yes		
5	Maserumule Park		None	Yes		None
	Leeukraal		None	Yes		None
	Mohlarekoma		None	Yes		None
	Matlakatle A&B		None	Yes		None
6	Mare		None	Yes		None
	Patantshwane A		None	Yes		None
	Patantshwane B		None	Yes		None
	Eensaam Trust		None	Yes		None
	Eensaam Stam		None	Yes		None
	Ga Maboki		None	Yes		None
7	Thoto		None	Yes		None
	Malaka		None	Yes		Malaka Community Centre
	Setebong		None	Yes		None

	Mantlhanyane		None	Yes		None
	Dikatone		None	Yes		None
	Manotong		None	Yes		None
	Ntoane		None	Yes		None
8	Brooklyn		None	Yes		None
	Mochadi		None	Yes		None
	Mathousands		None	Yes		None
	Hlahlane		None		None	None
	Pelepele Park		None	Yes		None
	Cabrieve		None	Yes		None
9	Riverside		None		None	None
	Morgenson		None		None	None
10	Ga Moloji		None	Yes		None
	Phushulang		None	Yes		None
	Moripane		None	Yes		None
	Mogorwane		None	Yes		None
	Ngwanamatlang		None	Yes		None
11	Mokwete		None	Yes		None
	Molepane		None	Yes		None
	Vergelegen A	Yes		Yes		None
	Mosehla		None		None	None
12	Makgane		None	Yes		None
	Moretsele		None	Yes		None
13	Phase four		None	Yes		None
	Manamane		None	Yes		None
	Mabonyane		None		None	Maredi hall

	Mashengwaneng		None	Yes		None
	Dithlakaneng		None	Yes		None
14	Maloma		None	Yes		None
	Dingwane		None	Yes		None
	Moela		None	Yes		None
	Mabule		None	Yes		None
	Sekele		None	Yes		None
	Dlamini		None	Yes		None
15	Maila Mapitsane		None	Yes		None
	Modiketse		None	Yes		None
	Mokadi		None	Yes		None
	Tswele		None	Yes		None
	Mohlakaneng		None	Yes		None
	Molapong		None	Yes		None
	Malaeneng		None	Yes		None
	Magolego		None	Yes		None
	Location		None	Yes		None
	Hoeperkranz		None	Yes		None
16	Seopela		None	Yes		None
	Mashegoana Tswaledi		None	Yes		None
	Mashegoana Legare		None	Yes		None
	Kotsiri	Yes		Yes		Peter Nchabeleng
17	Manganeng		None	Yes		None
	Mashite			Yes		None
	Mashite		None		None	None
18	Dichoeung		None	Yes		None

	Moraba		None	Yes		None
	Vergelegen B		None	Yes		None
	Jane Furse RDP		None	Yes		None
19	Madibong		None	Yes		None
	Matsoke		None	Yes		None
	Maseleseleng		None	Yes		None
	Mashupye		None	Yes		None
20	Rantho and Magolaneng		None	Yes		Proposal for Multipurpose centre presented to MLM
	Manyeleti		None	Yes		None
	Lobethal		None	Yes		None
	Tisane		None	Yes		None
	Mamone Centre		None	Yes		None
	Mamoshalela		None	Yes		None
21	Mamone		None	Yes		None
	Mashishing		None	Yes		None
	Vergelegen C		None	Yes		None
22	Tjatane		None	Yes		None
	Lekgwareng		None	Yes		None
	Mmotong		None	Yes		None
	Sebitje		None	Yes		None
	Matolokwaneng		None	Yes		None
	Madibaneng		None	Yes		None
23	Mathibeng		None	Yes		None
	Dinotji		None	Yes		None



	Maila Segolo		None	Yes		None
	Marulaneng		None	Yes		None
24	Diphagane		None	Yes		Hall, Resource centre
	Masehlaneng		None	Yes		None
	Phaahlia		None	Yes		2 halls, Library and NGO
	Mamatjেকে		None	Yes		None
25	Machacha		None	Yes		
	Selepe		None		None	
	Maololo		None		None	
	Mohwelere		None	Yes		
	Mashabela		None	Yes		
26	Bothaspruit		None	Yes		None
	Thabeng		None	Yes		None
	Mathapisa		None	Yes		None
	Marishane		None	Yes		None
	Kgarethuthu		None	Yes		None
	Porome		None		None	None
27	Maripana		None		None	None
	Thibane		None		None	None
	Moshate		None	Yes		None
	Manare		None	Yes		Hall
	Mabopane		None	Yes		None
	Moraleng		None	Yes		None
28	Tswaing		None	Yes		None
	Wonderboom		None	Yes		None

	Thabampshe		None	Yes		None
	Vlakplaas		None	Yes		None
	Mahubitswane		None	Yes		None
	Maroge		None	Yes		None
29	Mphane		None	Yes		None
	Makgwabe		None	Yes		Hall
	Apel Cross	Yes	None	Yes		Masemola sports ground
	Malope		None	Yes		None
	Mashoanyaneng		None	Yes		None
	Maraganeng		None		None	None
	Pitjaneng		None	Yes		None
30	Masanteng		None	Yes		None
	Kolokotela		None	Yes		None
	Serageng		None	Yes		None
	Mogaladi		None	Yes		Community hall
	Legotong		None		None	None
	Setlaboswane		None	Yes		None
31	Ntshong		None	Yes		None
	Mangwanyane		None	Yes		None
	Sehuswane		None	Yes		None
	Semahlakole		None	Yes		None
	Masakeng		None	Yes		None
	Motseleope		None	Yes		None
	Kome		None	Yes		None
	Motoaneng		None	Yes		None

Vlaka		None	Yes		None
Makhutso		None	Yes		None
Eenkantaan		None	Yes		None

Source: MLM 2021

The rural nature of the municipality suggests that even sports facilities will be in short supply. There are very few sporting and recreational facilities most of which are sub-standard. The community is forced to share some of the facilities with schools. The main sporting codes are football, netball and cricket. Such codes are also played under noncompetitive circumstances due to lack of funding and the quality of the fields. There are four Sports Centres: Peter Nchabeleng, Phokoane, Mampuru Artificial Turf and Masemola. The artificial turf was constructed in Jane Furse with the help of SAFA and National Lottery as part of the 2010 Soccer World Cup legacy programme. SAFA further sponsored the second phase of Artificial Turf construction that included building of change rooms, toilets and bathrooms and drilling of water. Upgrading of Marishane Sports Centre started in the 2019/20 financial year. Maintenance and repairs were done in Peter Nchabeleng and the other facilities (Phokoane and Glen Cowie) will be taken care of in the coming financial years when funds permit.

There is a need to construct few standard sports fields in the municipality. The provincial Department of Sport, Arts and Culture was contacted in this regard and the following areas were identified for sports facilities upgrading in the coming three financial years which are Marulaneng, RDP Park /sports complex in Jane Furse, Mamone, Rietfontein and Masanteng. The Municipality is recently developing policy to control use of Sports Centres for their smooth management.

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

CHALLENGES	INTERVENTIONS
<ul style="list-style-type: none"> <li>o Lack of sport facilities for different sporting codes</li> <li>o Lack of clear roles and responsibilities for Arts , Craft and Culture</li> </ul>	<ul style="list-style-type: none"> <li>o Coordinate and facilitate use of facilities</li> <li>o Investigation linked to the Organisational review and redesign.</li> </ul>

### 3.3.16 Religion

#### Religious institution within Makhuduthamaga

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

### 3.3.17 Post Offices and telecommunications

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

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

#### Challenges

- Street delivery
- Households numbering

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

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

Source: 2011 Census

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

Ward	Description of available communication infrastructure										Challenges
	Postal services		Land lines		Network tower		Radio Reception		TV reception		
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	
1		No		No		No		No		No	Lack of services
2	Yes		Yes		Yes		Yes		Yes		Lack of services
3	Yes			No	Yes		Yes		Yes		Lack of services
4		No		No	Yes		Yes		Yes		Lack of services
5			Yes		Yes		Yes		Yes		Vandalizing
6		No		No		No	Yes		Yes		Lack of services
7		No		No		No	Yes		Yes		Lack of services
8	Yes		Yes		Yes		Yes		Yes		Poor network Mochadi
9		No	Yes		Yes		Yes		Yes		Lack of services
10		No		No		No	Yes		Yes		Lack of services
11		No	Yes		Yes		Yes			No	
12		No	Yes		Yes		Yes		Yes		Post Office 7-10 Kms
13		No		No		No	Yes			No	No network tower
14	Yes		Yes		Yes		Yes		Yes		Network problem in

											Leolo
15		No		No		No		No		No	Postal service only in Maila. No network in all villages
16		No	Yes			No	Yes		Yes		
17		No		No		No	Yes		Yes		Postal Service only at Manganeng
18		No	Yes			No	Yes		Yes		No network tower
19		No		No		No	Yes		Yes		Network tower only in Madibong
20	Yes			No	Yes		Yes		Yes		Landlines needed
21		No		No	Yes		Yes		Yes		Landlines needed
22		No		No	Yes			No		No	Poor TV & Radio reception
23		No		No	Yes		Yes		Yes		Only postal service in Marulaneng
24		No		No		No	Yes		Yes		No network tower
25		No		No		No	Yes		Yes		No Network and reception
26		No		No	Yes		Yes		Yes		
27	Yes			No		No	Yes		Yes		Poor network at Mohloding village
28		No		No		No		No		No	No network and reception

29		No		No		No		No		No	No network and reception
30		No		No		No	Yes		Yes		Poor network
31	Yes		Yes		Yes			No		No	Poor network

Source: MLM 2023

### 3.3.18 Social Development facilities

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

#### Facilities for vulnerable groups in Makhuduthamaga

##### Victim support centres

Number of VEP centres existing	Number of VEP centres receiving funding	How many VEP,s centres not funded	Overall backlog for VEP centres	Fully/Conditionally Registered Centres
03	02	01	01	05 Fully

Source: Department of Social Development 2023

##### Substance abuse service centres

Number of Substance abuse Centres	Number of Substance abuse service Centres receiving funding	How many substance abuse service centres not funded	Overall backlog for substance abuse service centres	Fully/Conditionally Registered Centres
03	02	01	01	02 Fully

Source: Department of Social Development 2023

#### Community Based Care and Support Service Centres for Older Persons

Number of CBCSS Centres	Number of CBCSS centres receiving funding	How many CBCSS not funded	Overall backlog for CBCSS
07	02	05	05

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Source: Department of Social Development 2023

### Drop in Centres

Number of DIC centres existing	Number of DIC centres receiving funding	How many DIC centres not funded	Overall backlog for DIC centres	Fully/Conditionally Registered DIC Centres
09	05	04	04	2/7

Source: Department of Social Development 2023

### Home Community Based Care

Number of HCBC centers existing	Number of HCBC centres receiving funding	How many HCBC centres not funded	Overall backlog for HCBC centres	Fully/Conditionally Registered HCBC Centres
02	02	0	0	NPO

Source: Department of Social Development 2023

### 3.3.19 Community halls

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

### 3.3.20 Safety, Security and liaison mandate

#### The Constitution Section 206 (3)

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



### NDP Vision 2030

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

### MTSF /Limpopo Development Plan:

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

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

### Police stations that services Makhuduthamaga Local Municipality Communities

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

Source: Department of Safety, Security and liaison, 2019

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

- **Backlog:** 07

There are Community Policing Forums (CPF) in all Police Stations and Community Safety Forums (CSFs) in all local municipalities.

Department of Community Safety is currently providing stipends to CPF and CSF members. However, there is a need for local municipalities to consider the possibility of having a funding model for the CSF structures.

The local municipalities are also expected to establish street committees in all wards.

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

**Crime**

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

**Sexual offences**

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

**Assault GBH**

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

**Common Robbery**

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

### Burglary at Residential

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

### Theft of motor Vehicle

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

### Stock Theft

Police station	Cluster	2015	2016
1.Masemola	Polokwane	30	39
2. Jane Furse	Polokwane	11	07

3.Sekhukhune	Burgersfort	34	21
4.Nebo	Groblersdal	36	70
5.Hlogotlou	Groblersdal	19	18

Source: Department of Safety, Security and liaison 2019

#### Hot spot police station within Makhuduthamaga municipal area

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

Source: Department of Safety, Security and liaison 2019

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

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

Burgersfort	Sekhukhune	Baaphadima High School	Drugs and bullying
Burgersfort	Sekhukhune	Tshehlwaneng High School	Drugs and bullying

Source: Department of Safety, Security and liaison 2023

**Development challenges:**

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

**3.3.21 Traffic Services**

The Municipality has two Traffic Stations (Sekhukhune and Nebo) within the municipal area. The municipality has also planned to build a Grade A station in the 2024/2025 financial year in the Masemola cluster. The services of the stations were fully transferred to the Municipality from the Provincial Department Transport, Security, Safety and Liaison. Upgrading and maintenance of both Nebo and Sekhukhune Traffic Stations was done. Five Examiners were appointed through absorption for the two Stations. Programs to acquire the services of other personnel to address the shortage at both Nebo and Sekhukhune are also at an advanced stage. Sekhukhune and Nebo DLTC are fully functional.

**The Municipality renders traffic services by:**

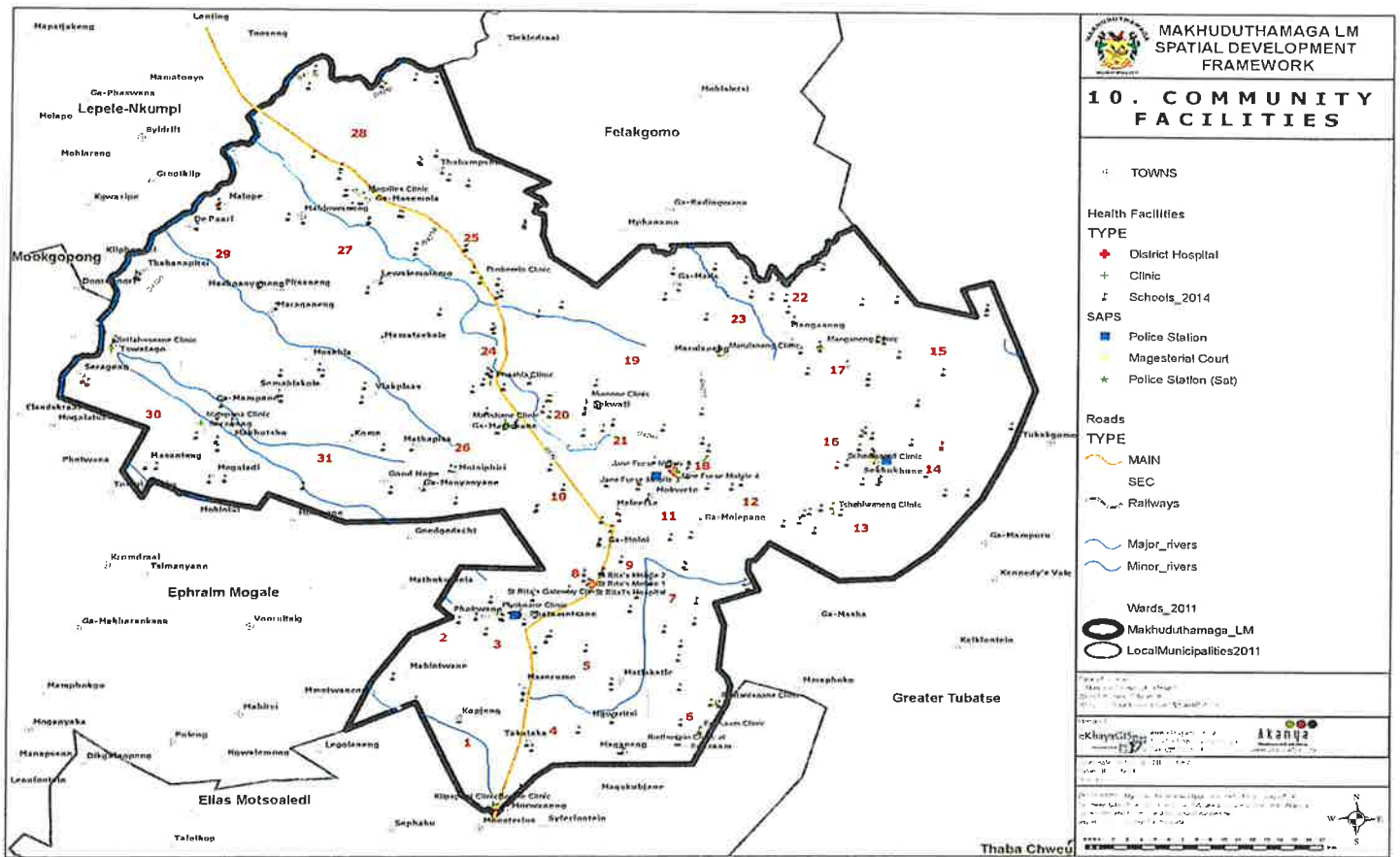
- Law enforcement to decrease incidents affecting traffic safety
- Monitoring and collecting outstanding fines
- Performing an agency function for the Provincial Government by testing and licensing vehicles on an agency basis.

**3.3.22 Social cohesion**

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

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

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



**BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS**

<p><b>STRENGTHS</b></p>	<ul style="list-style-type: none"> <li>▪ Good Municipal Infrastructure (Roads &amp; bridges)</li> <li>▪ infrastructure operation and maintenance teams (in-house and out-sourced)</li> <li>▪ Yellow fleet machinery to service the community</li> <li>▪ Ability to spend (MIG, INEP and EPWP Incentive)</li> </ul>
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	<p>grants on time.</p> <ul style="list-style-type: none"> <li>▪ Effective political support</li> <li>▪ Ability to adhere to OHS compliance regulations during projects implementation.</li> <li>▪ Ability to reach EPWP Work opportunity targets.</li> <li>▪ Established road traffic management, licensing services and vehicle testing station (VTS)</li> <li>▪ Established Waste and Environmental Management Unit.</li> <li>▪ Established Disaster Management Division</li> <li>▪ Established Sports and Recreation Division</li> <li>▪ Established Arts and Culture Division</li> <li>▪ Established Library and Information Services</li> </ul>
<b>WEAKNESSES</b>	<ul style="list-style-type: none"> <li>• Shortage of technical personnel (e.g., handy man, project managers and Diesel mechanic)</li> <li>• Rely on grants</li> <li>• Insufficient budget for maintenance of roads &amp; storm water, water &amp; sanitation and other assets</li> <li>• Lack of law enforcement facilities (Traffic stations), and insufficient resources e.g., Personnel and equipment</li> <li>• Inadequate resources e.g., Personnel and equipment</li> <li>• High volumes of recyclable material not being reclaimed by the recyclers</li> <li>• Continuous mushrooming of illegal dumping sites.</li> <li>• Inadequate resources e.g., Personnel and equipment (disaster management centre)</li> <li>• Inadequate resources e.g., Personnel and equipment (sports and recreation facilities and parks)</li> <li>• Operation and maintenance</li> <li>• Inadequate resources e.g., Personnel and equipment</li> <li>• Few professional artists</li> <li>• Inadequate resources</li> <li>• Ownership of libraries, Operation hours, Inaccessibility</li> </ul>
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>• Ability to source Grant Funding (MIG, ES, EPWP and INEP) and support from sector departments.</li> </ul>

	<ul style="list-style-type: none"> <li>• Creating job opportunities through EPWP.</li> <li>• Sustainable road infrastructure to boost economic growth.</li> <li>• SMME support during implementation of projects through sub-contracting.</li> <li>• Support from sector departments. (signed MOU with RAL/maintenance of D-Roads)</li> <li>• Support from SDM (Signed MOU with SDM)</li> <li>• Potential for revenue generation and collection</li> <li>• Public safety</li> <li>• Job creation through environmental and related projects</li> <li>• Establishment of more waste re-claimers</li> <li>• Revenue collection/enhancement</li> <li>• Greenest municipality</li> <li>• Environmental impact assessment</li> <li>• Establishment of Disaster Volunteer Units</li> <li>• Promotion of healthy lifestyle and local economic growth</li> <li>• Revenue enhancement</li> <li>• Promotion of social cohesion through arts and culture activities</li> <li>• Local economic growth</li> <li>• Technology savvy artists</li> <li>• Tourism development</li> <li>• Database of artists from all clusters</li> <li>• Improved culture of learning and reading</li> <li>• Improved matric pass rate</li> <li>• Technology savvy community</li> <li>• Signed memorandum of understanding with the Department of Sport, Arts and Culture</li> </ul>
<b>THREATS</b>	<ul style="list-style-type: none"> <li>• Insufficient funds to implement the projects</li> <li>• Lack of provision of water services</li> <li>• Unco-ordinated Spatial Development</li> <li>• (Topographical location of projects leads to natural disaster)</li> <li>• Delay in implementation of RDP houses.</li> <li>• Insufficient electricity capacity on ESKOM existing network</li> <li>• Not electricity Licence holder.</li> <li>• Community protests that could lead to vandalism to existing infrastructure.</li> </ul>



	<ul style="list-style-type: none"> <li>• Business forums interference during projects implementation.</li> <li>• Lack of municipal registered borrow pit.</li> <li>• Competition with other institutions for revenue collection.</li> <li>• Poor maintenance and continuous network failure which affects eNaTIS system</li> <li>• Illegal public transport operations</li> <li>• Environmental pollution</li> <li>• Limited life span of landfill site</li> <li>• Non-compliance to environmental assessment regulations</li> <li>• Interferences by stakeholders (external)</li> <li>• Illegal disposal of waste</li> <li>• Competing with private service providers for waste collection services</li> <li>• Mushrooming of informal settlements</li> <li>• Reluctance to hand over the shelters after recovery</li> <li>• Climate change impacts</li> <li>• Increase on substance abuse and crime</li> <li>• Dilapidating sports and recreation facilities</li> <li>• Substance abuse and crime</li> <li>• Dysfunctional art centres e.g., Lebone and Nogana Moretsele Arts Centres</li> <li>• Relocation of arts and culture professionals</li> <li>• Substance abuse and crime</li> <li>• Crowding</li> <li>• Load shedding</li> <li>• Competition from NGOs</li> <li>• Limited controls over libraries</li> </ul>
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## CHALLENGES

- Inadequate housing for the needy
- Shortage of portable water and reliable sources
- High backlog of water and sanitation within the MLM area of jurisdiction
- Electricity backlog and lack of capacity from existing network
- Roads maintenance and rehabilitation backlog

- Insufficient storm water mechanism due to topography (existing housing pattern)
- Ineffective utilisation of EPWP, CWP and general workers
- Poor maintenance of municipal facilities
- Shortage of technical personnel e.g handy man, project managers and Diesel mechanic
- Lack of public transport facilities
- Insufficient clinics
- Inadequate educational facilities and equipments
- Lack of support to ECDs
- Taxi rank ownership
- Upgrading of VTS from Grade B to Grade A
- Integrated Transport Plan (work in progress)
- Establishment of a pound for impoundments e.g., vehicles and goods
- Non-enforcement of by-laws
- No designated officials from the municipality to deal with public transport
- Insufficient personnel and resources (law enforcement officers and tools of trade)
- Inadequate infrastructure and recreational facilities to support departmental mandate, to cater for youth and people with disabilities
- Limited resources (Shortage of staff and limited budget)
- Mushrooming of informal settlement (which affects disaster management)
- Endangered culture and heritage
- Inaccessibility of libraries, and dilapidating state of sport and recreation facilities
- External factors (especially external stakeholders)
- Theft and mutilation of library materials
- Mushrooming of illegal dumping in public areas
- Insufficient household to house refuse collections
- Insufficient personnel and resources (officers and tools of trade)
- No landfill site for other waste streams other than general waste (chemical, medical etc.)

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

#### **3.4.1 Economic Structure**

Economic growth is one of the main indicators of a progressing and developing municipality. Makhuduthamaga municipality promotes agriculture, tourism and mining as the key growth sectors. There are a number of mining exploration exercises that are taking place within the municipality and should mining prove feasible, it will have an added impetus on the creation of much needed jobs in particular and the growth of the economy in general.

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

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

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

### **3.4.2. Primary Sectors**

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

#### **a) Agriculture, Forestry and Fishing**

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

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

#### **b) Mining and Quarrying**

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

### **3.4.3. Secondary Sectors**

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

#### **a) Manufacturing**

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

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

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

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

#### b) Electricity and Water

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

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

#### c) Construction

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

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

### **3.4.4. Tertiary Sectors**

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

#### a) Wholesale and Retail

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

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

#### b) Transport and Communication

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

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

#### c) Finance and Business Services

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

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

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

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

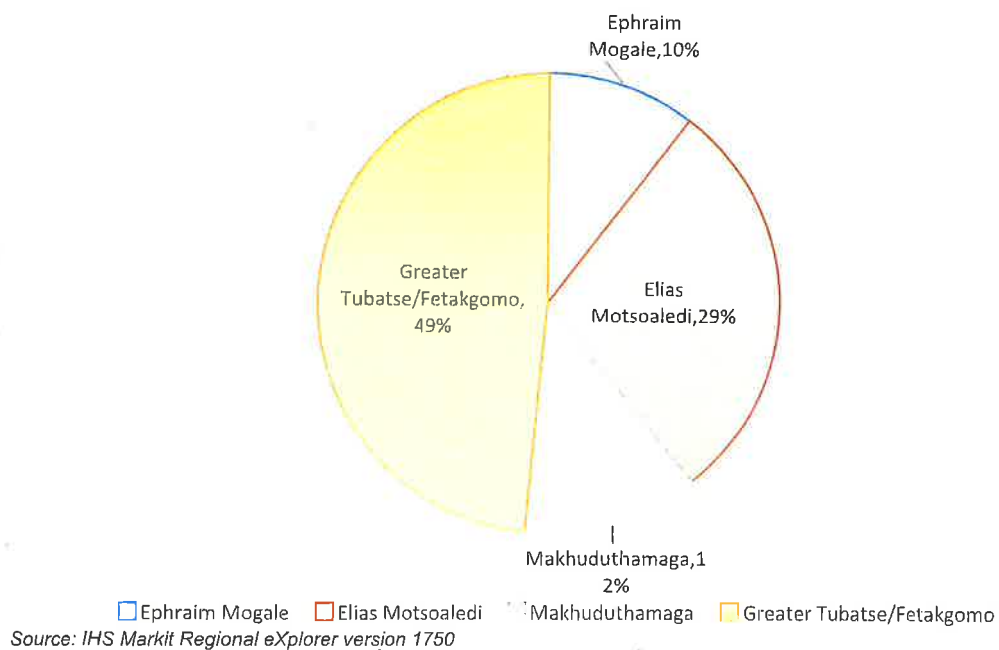
#### e) General Government Services

Government services sector is the biggest contributor to the local GVA. As the Municipality grew over time so has been the need for additional government services. Accordingly, the sector's contribution to local GVA increased from R196 million in 1995 to R1.8 billion in 2015. The government sector employs 24% of the total population of Makhuduthamaga and provides public services and invests in development work. Besides the employment created, income generated and spent in Sekhukhune, the public sector also has a key role to play in the economy in the way decisions are taken.

### **Gross Domestic Product (GDP)**

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states. Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

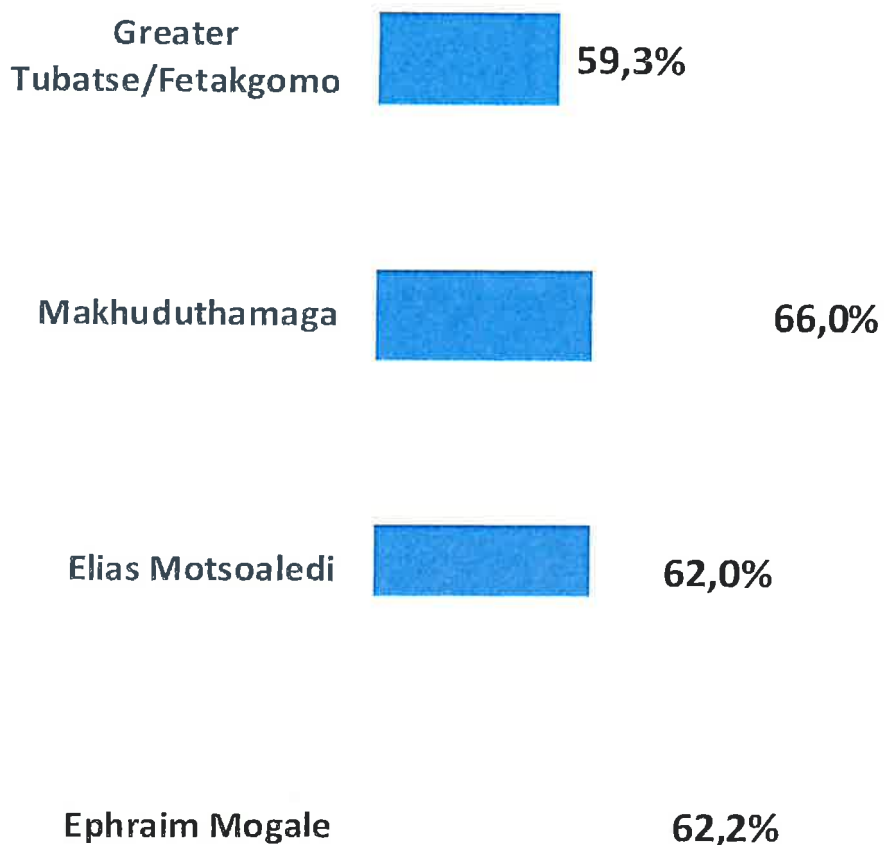
### Gross Domestic Product (GDP) Sekhukhune District Municipality, 2018



### Poverty

Percentage of People Living in Poverty - Local Municipalities and the rest of Sekhukhune District Municipality

## LMs



In terms of the percentage of people living in poverty for each of the locals within the Sekhukhune District Municipality, Makhuduthamaga Local Municipality has the highest percentage of people living in poverty, using the upper poverty line definition, with a total of 79.0%. This is due to fact that there was no formal town in the Municipal area for many years. However, with the growth of Jane Furse as the District Growth Point and the relocation of

District offices from Lebowakgomo to Jane Furse it is expected that the economic activities will boom and job creation will benefit local residents.

The lowest percentage of people living in poverty can be observed in the Fetakgomo Tubatse Local Municipality with a total of 70.4% living in poverty, using the upper poverty line definition

**Jobs created in Makhuduthamaga Municipality in the 2023/2024**

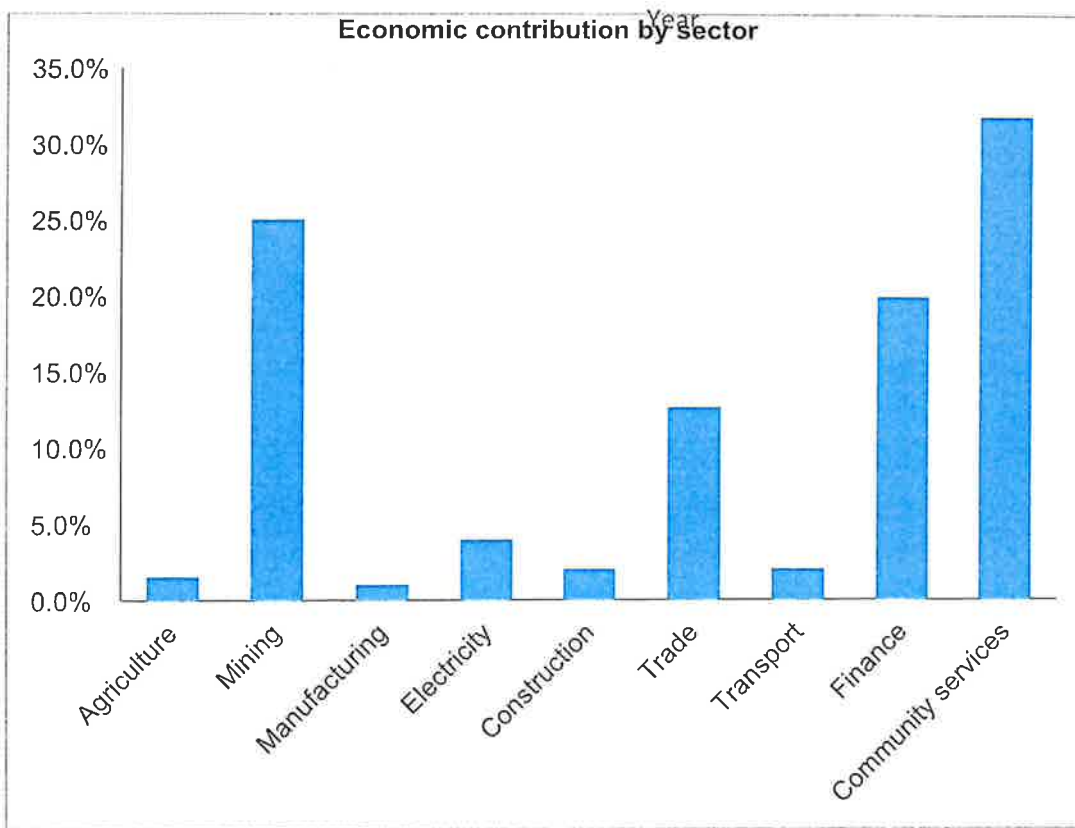
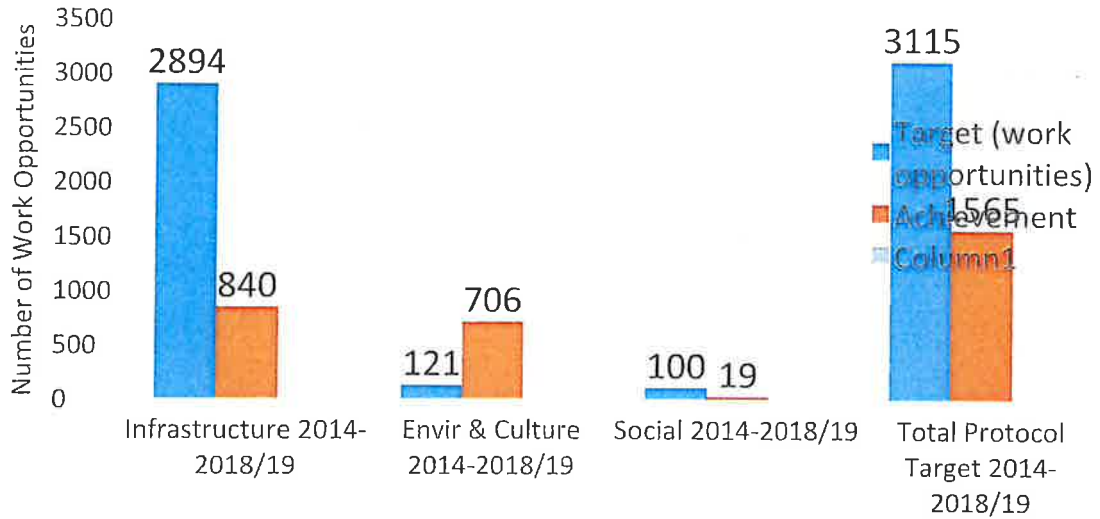
<b>Sector</b>	<b>Work opportunities</b>	<b>Male Youth</b>	<b>Female Youth</b>	<b>Male Adults</b>	<b>Female Adults</b>	<b>PWD</b>
Infrastructure sector	481	108	118	73	18	8
Social sector	102	28	34	26	18	0
Environment and culture sector	76	8	8	18	42	

**Source: MLM Infrastructure 2024**

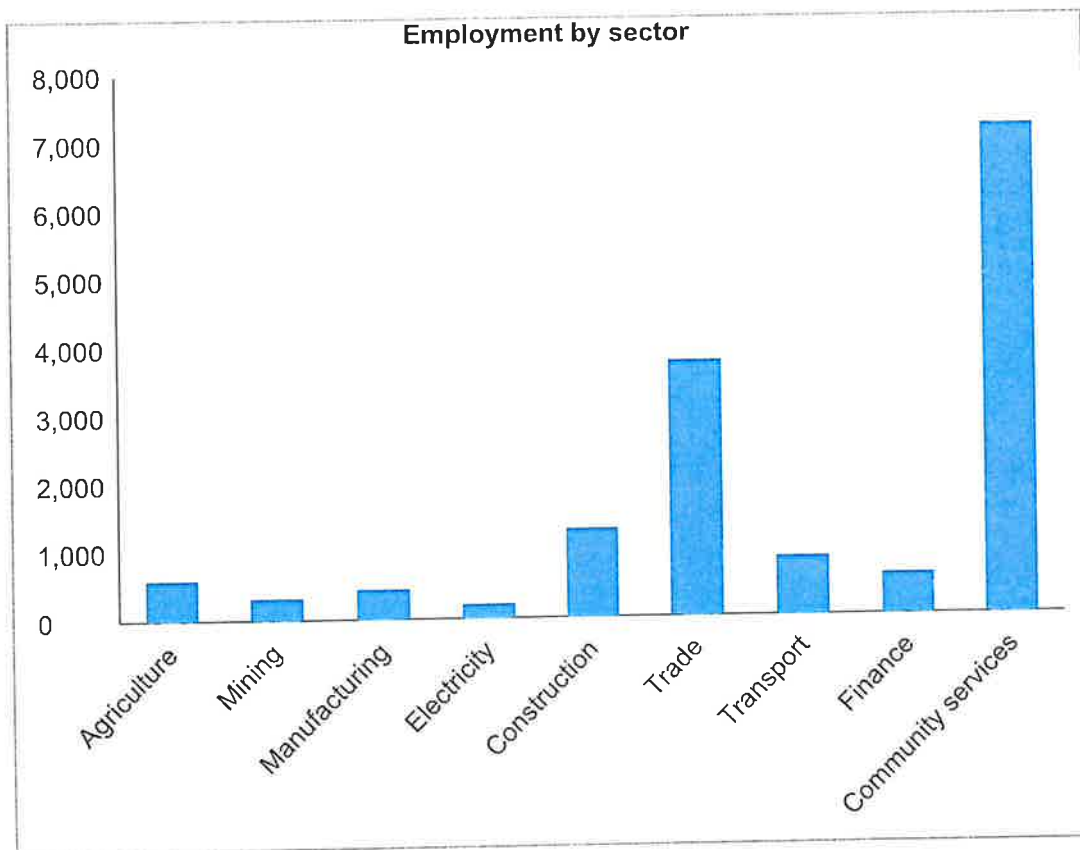
**EPWP jobs created in Makhuduthamaga during 2014-2018/19 financial years**



### Makhuduthamaga Local Municipality – Phase 3 Progress



Source: Global Insight 2015



Source: Global Insight 2015

### 3.4.5. Agriculture

Constraints	Opportunities
Municipality is mainly rural so there are few economic activities.No commercial farming so few people employed by the Agric sector	Suitable for grain production under dryland mainly maize (Leolo, Zaaiplaas)
Irrigation production limited by water scarcity.( 2 irrigation schemes & small scale vegetable production inTjatane )	Retailers serve as market for vegetable farmers (Pick n pay, Spar)
Highest number of livestock 49 013 cattle on communal as per LDARD census 2020	Vleeschboom FPSU located in Makhuduthamaga and farmers will benefit from the services
Overstocking results in overgrazing since cattle are kept in communal grazing areas	Opportunity exist for local private tractor owners to bid for Mechanization term contract as the area has more hectares to plant
No private farms/ no land reform	High number of cattle serve as source of income and create jobs for herd men
Farmers must practise intensive farming eg	

piggery and poultry which require less water
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Agriculture is no longer just about food security and rural livelihoods to address social policy questions but a major contributor to economic growth

The growth aspects of agriculture are threatened by several challenges which some contributed to the decline in production over the years

- Rising input costs
- Deteriorating infrastructure
- Climate changes
- Persistence of infectious diseases and pest's infestation
- Poor management of natural resources

LDARD has intervening strategies that aim to address the aspects mentioned above

### Land Capability in Makhuduthamaga

Land Capability in Makhuduthamaga is divided into three parts which are shown below

High Potential Arable Land	Marginal Potential Arable Land	Moderate Potential Arable Land
Grains: The area has higher rainfall and is most suitable for rain fed maize production. These includes all the villages in Leolo and the villages along the NEBO maize belt	Irrigation schemes along Oliphant's river (Setlaboswane-119 hactres and Kolokotela-240 hactres) (though none of them is operational currently) Vegetable crops Ga Masemola and around Schoonoord	Sorghum is produced in these areas which include the low lying areas of Schoonoord, Ga Masemola and Diphagane, Phaahla towards Mamone and Madibong, Moretsele, Makgane.

Source: Department of Agriculture and Rural Development 2023

### Cash Crop production

Tomatoes cover more production land followed by other crops like cabbage, butternut, watermelon, onions and most recently garlic.

- Villages around Ga Masemola irrigate using canals from Lepelle river. Their common challenges are farming infrastructure including fences and irrigation infrastructure
- Villages around Schoonoord use the Psirwa river as their water source, however the water level is not adequate to serve those who are farming further away from it and thus their main challenge is water infrastructure, be it in the form of boreholes for those further away and/ stronger pumps for those who can still access water from the river.

7 vegetable farmers received seeds, medication and fertilizers through the Letsema program and 170 household backyard farmers received seeds and hand tools through the Food Security program

#### **Maize Production**

High potential arable areas produce maize and intercrop with beans and groundnuts. Maize is produced in Leolo area with very limited land but very high yields. The farmers in Leolo have now affiliated to GrainSA to improve their skills capacity.

300 farmer received seeds, LAN fertilizers and mechanisation services through the Ilima/ Letsema program

#### **Grain Production: Maize**

Maize is also produced along the NEBO maize belt which includes villages from Mokwete to Ga Tshehla, including areas like Molepane, Ntwane, Thoto, Leeukraal. Farmers are also in talks with Grain SA so they can affiliate

650 farmers received seeds and mechanisation services through the Ilima/letsema program Fall Army Worm remains the common challenging pest in maize farming and this season it has hit Leolo area.

#### **Grain Production: Sorghum**

Sorghum is also produced in low rainfall areas like Ga Maila, Moretsele, Makgane, Madibong, Mamone, Phaahla, Diphagane and others.

Invasion by birds remain the most common challenge amongst sorghum farmers and thus only a few of the farmers are able to persevere up to harvesting.

The farmers in this low production areas were assisted with sugar bean seeds as production of such is met with lower challenges unlike with sorghum.

#### **Livestock Production**

This is practiced throughout the municipality but higher numbers are found around the Masemola area. The area is also the one which is most prone to draught and lots of livestock is often lost during very dry seasons in Masemola area.

A total of 230 livestock farmers have each received 6 bags of lucerne pellets through the Ilima Letsema program. Farmers also get subsidised with bags of fodder each year to reduce the impact of drought on production.

Livestock watering (borehole, windmill, drinking troughs) were also erected at Mphane and Sehuswane villages through the Drought Relief fund

### Other Commodities

Poultry production includes broiler and layer production. 3 smallholder farmers supported with feeds for broilers and one layer producing farmer also received feeds

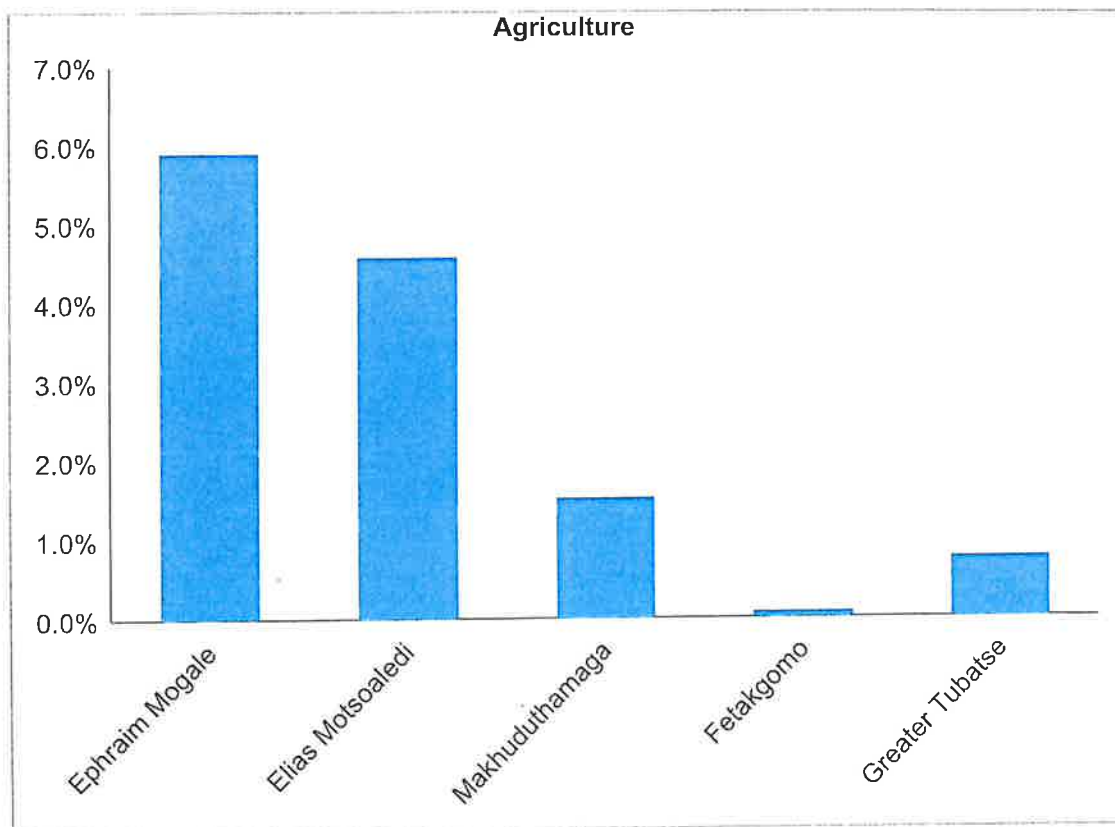
1 Smallholder pig farmer and 10 subsistence pig farmers also received feeds through the Ilima Letsema program

Mamatshekele Investments-indigenous goat's project funded with fencing, borehole, drinking troughs and labour through Land Care Program

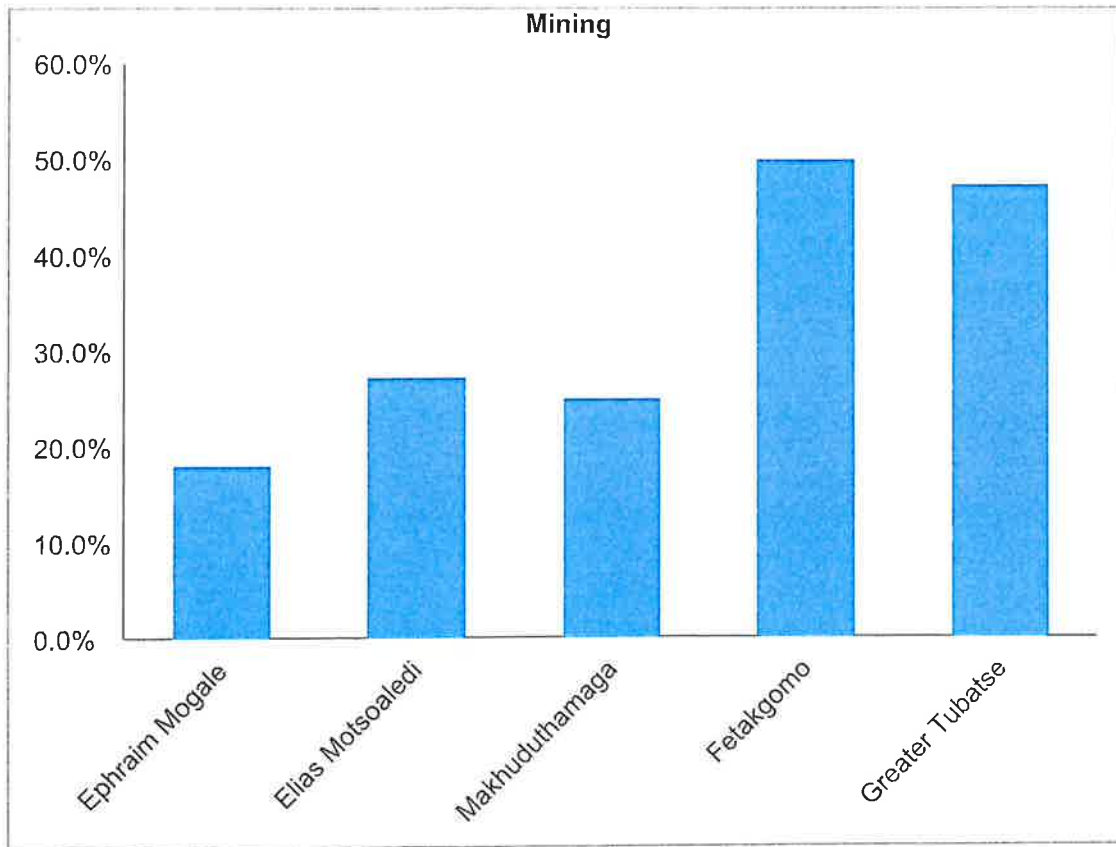
### Skills Development

Twenty-two farmers were trained in water rights through liaison with DWA

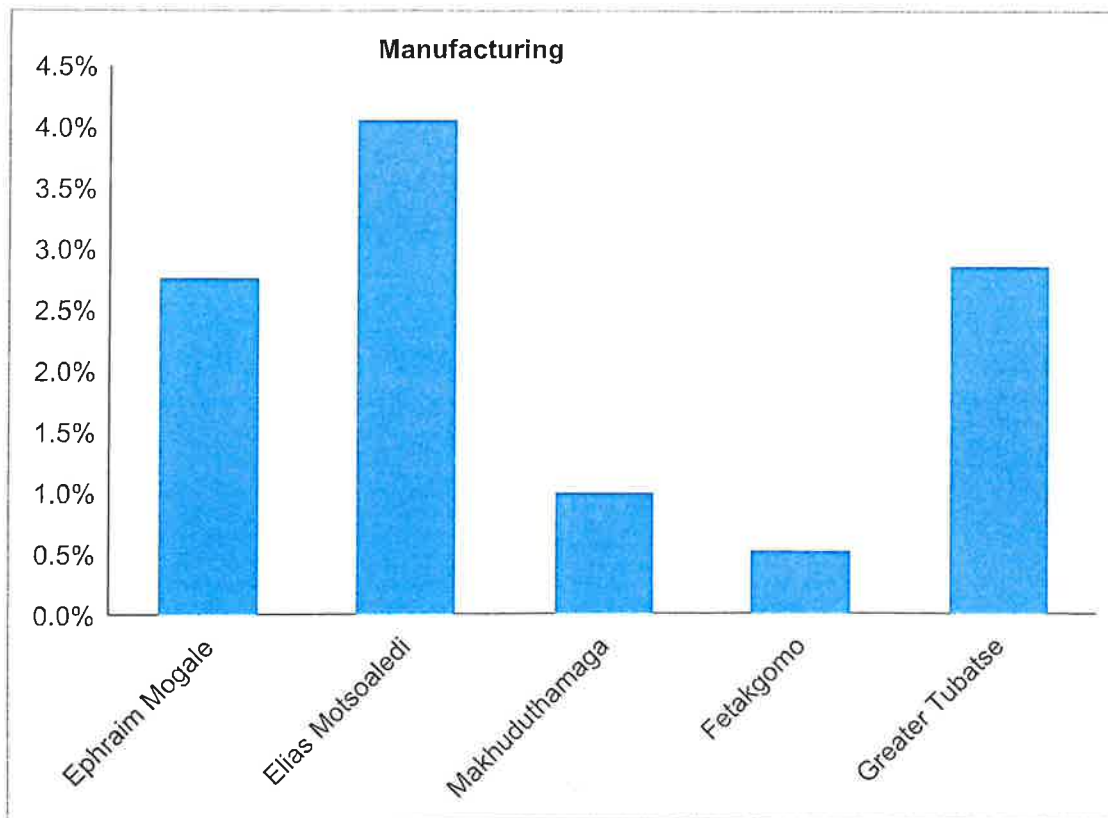
Five farmers received training on Climate Smart Agriculture. Farmers also receive training through coordination with other institutions.



Source: Global Insight 2015



Source: Global Insight 2015



Source: Global Insight 2015

#### 3.4.6. Employment profile for Makhuduthamaga

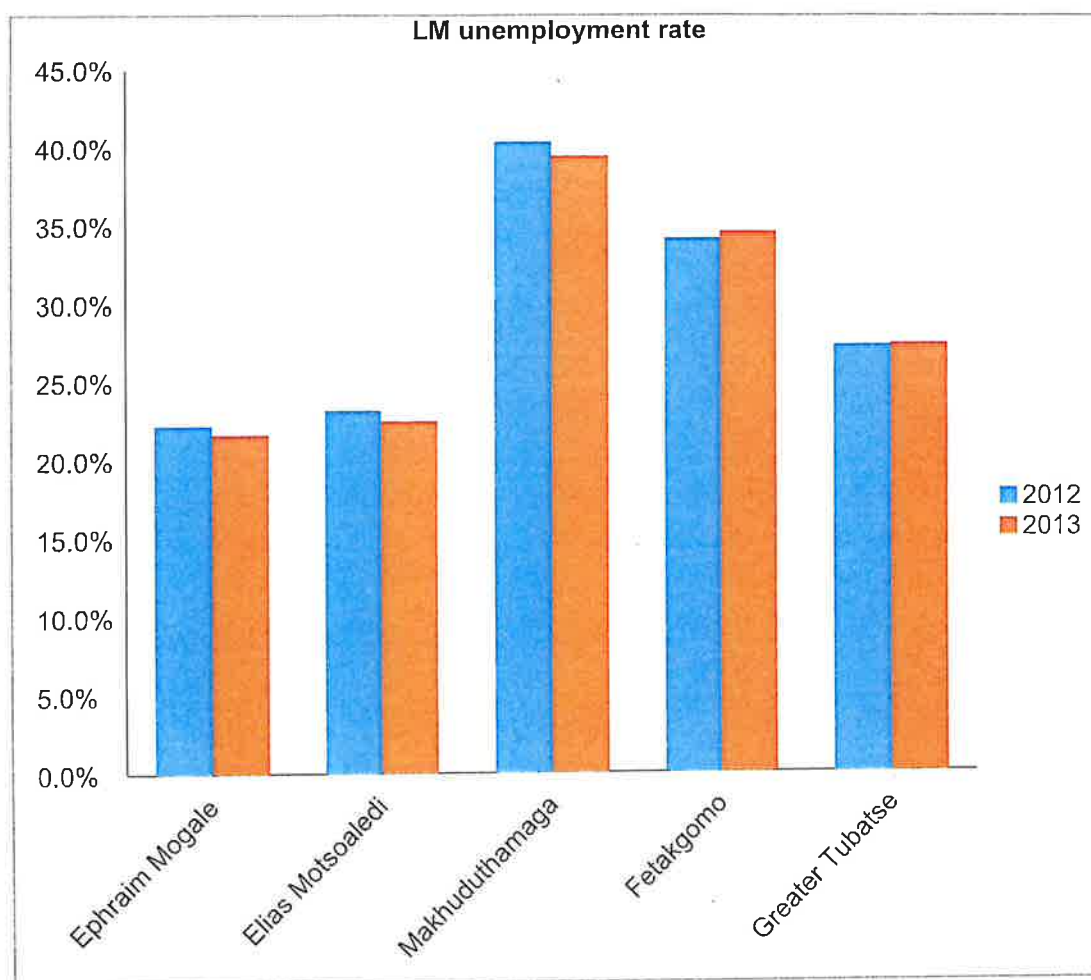
Employed	19534
Unemployed	32780
Discouraged work seeker	13657
Other not economically active	81993
Not applicable	126 394
Grand Total	274 358

Source: Census 2011

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

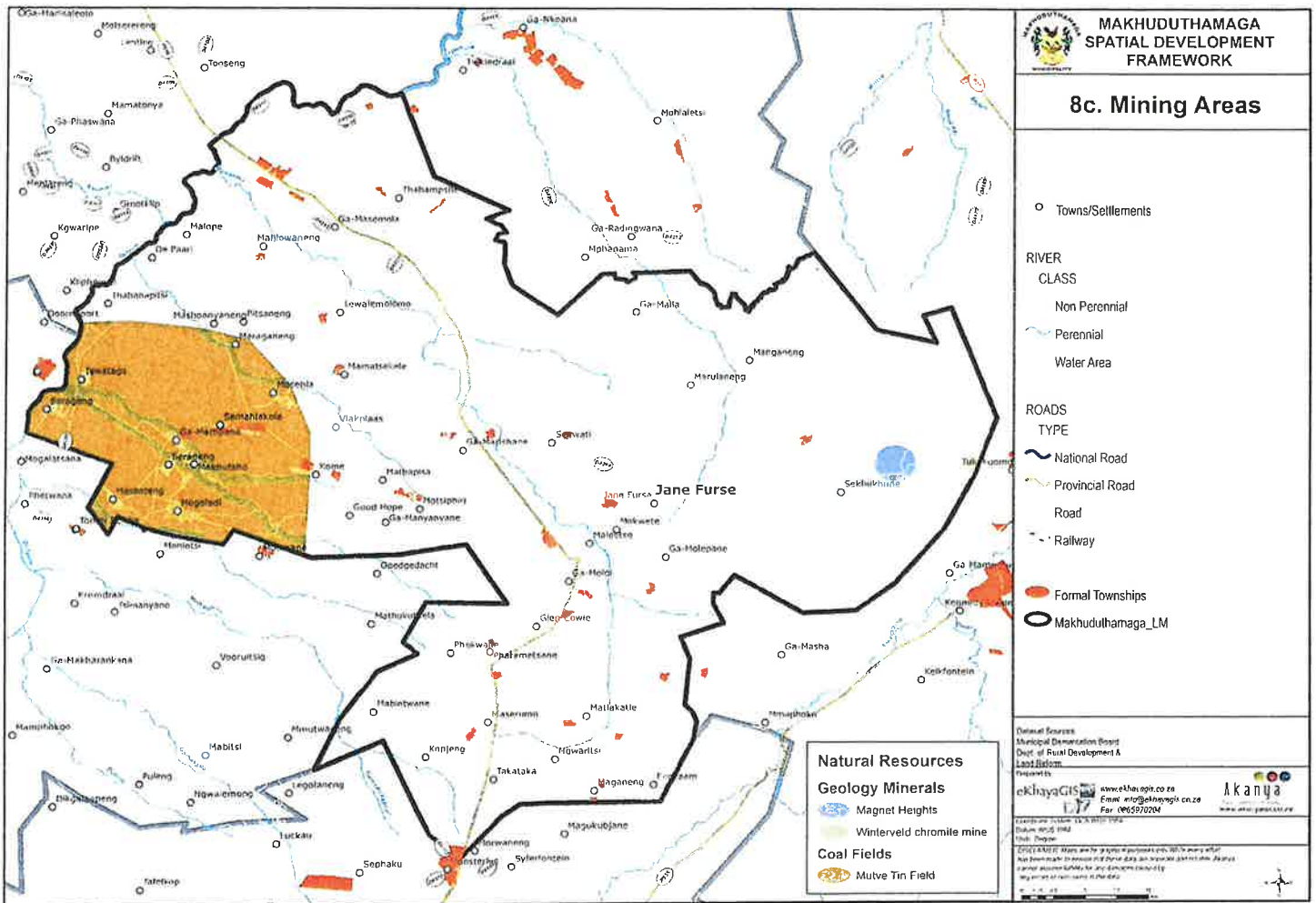
Employed			Unemployed			Unemployment rate		
1996	2001	2011	1996	2001	2011	1996	2001	2011
12 409	10 686	19 254	29 370	32 174	32 662	70,3	75,1	62,9

Source: Census 2011



Source: Global Insight 2015





### 3.4.7 Future growth and Job Creation

#### Local economic development projects

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

The municipality has implemented a number of temporary job creation initiatives through the implementation of the Expanded Public Works Programme (143), The Community Works Programme (1235), Municipal Infrastructure Grant (80) and Equitable Share (113) in the 2022/2023 financial year.

### Priority sectors of the municipality

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

Source: MLM 2015

### Constraints to economic growth of Makhuduthamaga

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

Source: MLM 2017

### Occupation structure

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

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

#### 3.4.8. MLM Occupation levels

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

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

Source: Municipal Demarcation Board

### 3.4.9 Competitive and Comparative Advantage

For Makhuduthamaga economy to grow sustainably, revenues and investment flows must increase, preferably from external markets. Economic growth flows when businesses in local sectors become more competitive in external and/ or local markets. The market responds to better goods, at lower prices by increasing sales often lead to increased investment. It is therefore necessary to determine which external markets Makhuduthamaga based firms can compete in profitably and sustainably. These markets and sectors offer the most opportunity for self-sustained economic growth and, therefore become strategic priorities for the municipality. Furthermore, it is important to understand the nature of competitive advantages and disadvantages in these markets and to recognize which factors are critical to success and which still constrain the relevant sector's performance.

### 3.4.10 Trade and Industry

Trading regulation

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

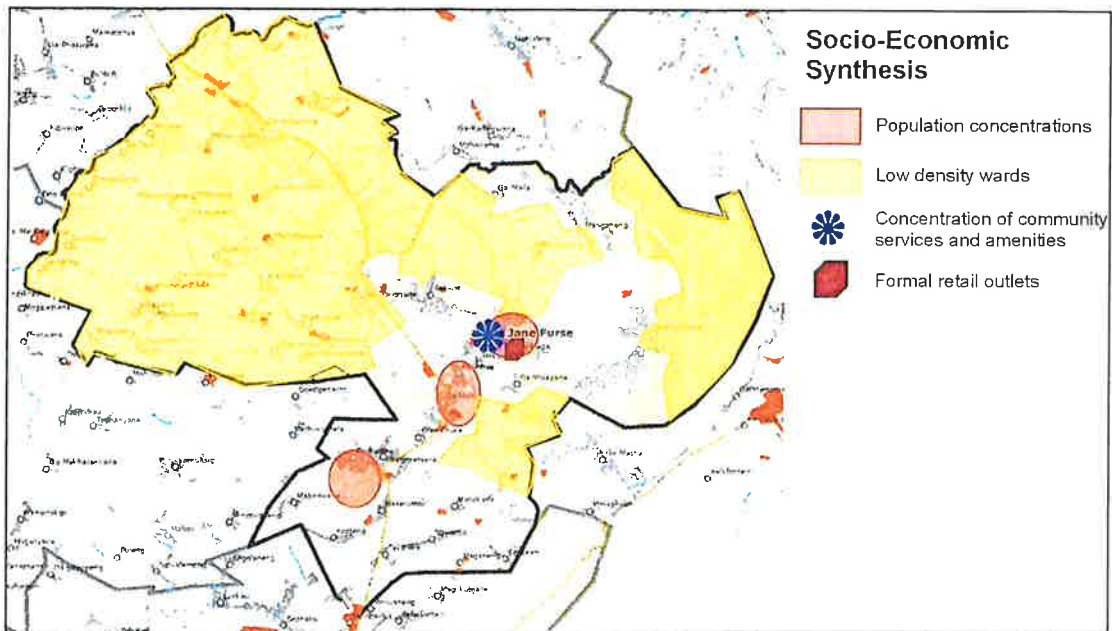
### 3.4.11 Rural development

Rural development requires of all agencies at national, provincial and local government, State Owned Enterprises, and the private sector to contribute to the development of rural communities in their areas of competencies. In this regard, the Makhuduthamaga Municipality is expected to coordinate the CRDP Local committee of stakeholders, ensure effective provision of basic

services, leverage municipal spending to create local jobs, and facilitate Local Economic development for all including the most rural communities in its area of jurisdiction.

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

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



### 3.4.12. Tourism

The Municipality has developed and adopted the Tourism strategy. Annually the Municipality produces Tourism brochures to market the Municipal Tourism areas and products. Tourism Exhibition Centre is planned for Jane Furse by the municipality.

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

The municipality will enhance tourism through:

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



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

### Current tourism infrastructure

Tourism has been identified as one of the major growth sectors in the Makhuduthamaga Local Municipality

### Heritage

Heritage has a key role in uplifting and positioning tourism development in economy.

### Cultural Heritage site

Name of the attraction	Location	Significance / attributes	Current status/ Developments	Intervention needed/Developments
<b>Manche Masemola Gravesite</b>	<b>Ga Marishane Village/Ga Phaahla</b>	The grave of the Manche Masemola, a religious martyr who died for Christian beliefs in the 1800. Manche Masemola who belonged to the Anglican Church, was brutally murdered by her parents for refusing to abandon her holy beliefs in favour of traditional and spiritual up bring. . Her grave turned to be one of the world's pilgrimage centres since 1935 when small groups of	SAHRA provided support to the Manche site by constructing fencing and landscaping around the graveside.  LEDET currently engaging the Executive members of Anglican Church, Manche' s Family, Makhuduthamaga Local Municipality, Local, SAHRA, chieftaincy and local community to discuss some of the interventions needed at the site.  LEDET to erect two tourism signage on the main road leading to Manche Masemola	<ul style="list-style-type: none"> <li>• Fencing for two Hectares</li> <li>• Ablution facilities</li> <li>• Electricity and water</li> <li>• Tents and chairs during the event,</li> <li>• Dedicated Parking lot</li> <li>• Accommodation facilities</li> <li>• Tour Guides to be trained</li> <li>• Interpretative signage on site</li> <li>• Maintenance at the grave site</li> </ul>

		<p>Christians visited the site annually to commemorate the heroine who vowed to be baptized with her own blood. Today the grave site of Manche Masemola is visited and celebrated yearly on the first week of August by hundreds of tourists, especially Anglicans from all over the World. Her statue has been erected in West Abbey Ministry in London -Great Britain.</p>		
<b>Kgoshi Mampuru II Heritage Site</b>	<b>Mamone Village</b>	<p>Kgosi Mampuru II, who was heir to the Bapedi throne, was executed in public, at the Pretoria Central Prison now renamed after him, for public violence, revolt and alleged murder of Sekhukhune in 1883 by the then Paul Kruger administration. President Jacob Zuma renamed the Pretoria Central Prison after Kgosi Mampuru II as part of government's heritage programme that</p>	<p>Annual National event of commemoration held on the capture site of King Mampuru II (Mamone Moshate) to commemorate his resistance to colonial and apartheid government.</p> <p>The statue of King Mampuru II is erected on the site at Mamone Moshate.</p>	<ol style="list-style-type: none"> <li>1. Determine the economic impact of the event on local business</li> <li>2. The impact of the event on the occupancy rate in local accommodation facilities</li> <li>3. Ablutions facilities needed</li> <li>4. Tour guides needs to be trained</li> <li>5. Link the site with Manche Masemola gravesite</li> <li>6. Marketing the site as an all year round tourist attraction</li> <li>7. Tourism management plan for the site</li> <li>8. The need for local municipalities to recognise events as tourist attractions and major contributors to economic growth</li> <li>9. Engage planning committee to determine the tourism</li> </ol>

		includes the restoration of the dignity of the people of South Africa and upgrading and declaration of historic sites to ensure a more representative and inclusive South African history and heritage. It is commemorated yearly during the second or third week of January at Mamone Royal Kraal.		multiplier effect of the event 10. Tourism signage 11. Interpretative signage onsite
<b>Tisane Cultural Heritage</b>	<b>Ga-Tisane</b>	Tisane cultural heritage site which holds the history of Pedi culture.it has strong walls, built in the form of kraals and they were constructed wisely by the forefathers to defend themselves against enemies. Also home of the Matjading fortress the long passage between boulders that leads to a secret cave beneath rocks. Also other caves of fascinating history that could be of interest to tourists.	<b>NDT initiative: SRI</b> Project uncompleted due to lack of funding.  NDT still waiting for additional funding to complete the project	LEDET to play a monitoring role on the project pending additional funding from NDT

**Other tourism attraction sites within Makhuduthamaga municipal boundaries**



Name of site	Significance /Attributes
1. Eensaam tourism site	The Eensaam tourism site stretches 190 hectares on the reef of the Nebo plateau. It constitutes mainly of historical sites and cultural heritages. Seefane "the wind tree", view of De hoop Dam from the peak of this mountains, the fountain of luck, mephato "initiation schools" and lediba la pula, which is place where traditional healers go and perform certain rituals in order to wish for the rain.
2. Tiane heritage	The gathering is held in September at Thabampshe, Ga –Masemola village. Everyone showcase traditional attire to express their passion for cultural roots. Women and girls wear Dintepa le Mabile. Men and boys fit in Makgeswa and animals' skins such as baboon skins. This is one event where you will see various musical instruments such Botsoroane, diphlafala and so forth.

Source: LEDET 2023

#### Accommodation facilities within MLM

Establishment	Type	Grading	No of rooms	Restaurant	Bar	Address	Contacts
Boiketlong Lodge and Pub	Lodge and Pub	No	06	Yes	Yes	55 Mogorwane	061 805 4371 /071 294 1906
Laduma OAT Hotel	Hotel	No	40	Yes	Yes	20094 Vergelegen B Jane Furse	073 852 5588/072 322 9188
Naledi Lodge and Guest House	Lodge and Guest House	No	23	Yes	No	4009 Dichoeung Jane Furse	013 013 0401
Lapa Lodge	Lodge	No	40	Yes	Yes	25 Mogorwane	076 913 1722

Kanyane Lodge	Lodge	No	10	No	No	Dichoeung Jane Furse	072 013 1465
Setso Guest House	Guest House	No	19	No	No	862 KS Nebo Phokoane	084 678 7755
Masanteng Lodge	Lodge	No		Yes	Yes	Masanteng	060 491 9506/082 723 0568
Gravel Lodge	Lodge	No	26	Yes	Yes	Glen cowie	073 290 3695/079 204 0458
Nkranje Lodge	Lodge	No	09	No	No	Jane Furse Vergelegen	072 134 3579
Harmony Lodge	Lodge	No	08	No	No	Phokoane	013 004 0116 /079 219 6688
Tisane Motel	Motel	No	20	No	No	Marishane	082 586 5179
Motsetladi	Lodge	No	12	No	No	Masehlanen g	071 284 0058
Mogorwane	Lodge	No	05	No	No	Mogorwane	076 778 5383 /079 916 5216
Beautiful	Lodge	No	08	Yes	Yes	Jane Furse	072 034 7818 /076 687 6272
Dorothy	Lodge	No	07	No	Yes	Phokoane	078 836 9503
Phokoane Roadhouse	Lodge	No	32	Yes	Yes	Phokoane	082 764 0462/076 888 8012
Titlong Game Lodge	Lodge	No	15	Yes	Yes	Ngwaritsi	079 411 1111 /072 370 0429

Source: MLM EDP Tourism Division 2024

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

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

<b>CHALLENGE</b>	<b>INTERVENTION</b>
Accommodation facilities not graded	Resuscitate the Local Tourism Association
Lack of signage	Install signage where needed
Tourism information centre	Establish a fully functional Tourism Information centre

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

<b>STRENGTHS</b>	<ul style="list-style-type: none"> <li>▪ The department has its legal legislations which are approved by Council such as SPLUM bylaw, Spatial Development Framework, Building Control Policy, land Use Scheme, LED &amp; Tourism Strategy(ies) etc</li> <li>▪ Committed and competent staff</li> <li>▪ Functional JDMPT</li> <li>▪ Precinct plans developed to guide development in identified nodes</li> <li>▪ Declared as Business Registration &amp; Licensing Centre</li> <li>▪ Several strategically located economic hubs/nodes identified and studied</li> <li>▪ Good relationship between MLM and traditional authorities within its jurisdiction</li> <li>▪ Piloting of the Farmers support programme (Eensaam, Leolo )</li> </ul>
<b>W EAKNESES</b>	<ul style="list-style-type: none"> <li>▪ Shortage of staff (Building Control)</li> <li>▪ SPLUM Bylaw due for review</li> <li>▪ Limited Office Space</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Enforcement of By-laws (Absence of Peace Officers)</li> <li>▪ No By laws to regulate Business Registration &amp; Licensing within MLM</li> <li>▪ No Memorandum of Understanding (MoU) between the Municipality and the Traditional Authorities on development matters</li> <li>▪ Combination of the Town Planning &amp; LED Units</li> <li>▪ Misplacement of the IDP unit in the EDP directorate</li> <li>▪ Insufficient support to SMMEs</li> <li>▪ No Municipal land ownership to attract potential investors.</li> <li>▪ No Appeal Authority</li> </ul>
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>▪ Strategically spatial location (Midway between Groblersdal and Tubatse towns)</li> <li>▪ Spatial development demands/potential (proposed government offices, Malls, Private Hospitals, Settlements etc.)</li> <li>▪ Strong road infrastructure network.</li> <li>▪ Availability of Minerals</li> <li>▪ Relation and support from other sectors/departments (e.g. District, SEDA, SEFA, CoGHSTA, etc.)</li> </ul>
<b>THREATS</b>	<ul style="list-style-type: none"> <li>▪ Poor cooperation on sites allocation by traditional councils resulting to poorly located development</li> <li>▪ Allocation of land for business development in areas outside development nodes by traditional authorities (none compliance with Municipal strategies on development)</li> <li>▪ Pandemics</li> <li>▪ Lack of Willingness of the Traditional Authorities to release the land</li> </ul>

### Challenge

- No By- law to regulate Business Operations within MLM
- Poor Enforcement of Municipal LED By- laws (Street trading etc)
- Poor access to markets for SMMEs/tourism
- High level of unemployment and high poverty rate
- None compliance to Municipal LED By-laws by the Informal sector
- Inadequate working relationship with Municipal stakeholders (spheres of government, community and Private sector)
- Climate change

### 3.5. KPA 4: Financial Viability

#### 3.5.1 Financial Status of the Municipality

The municipality has budgeted a total Revenue of **R 474.5 million** for 2022/23 financial year, **R 484.3 million** and **R 509.8 million** for 2023/24 and 2024/25 respectively. Total revenue has increased by **R 3 million** for the 2022/23 financial year when compared to the 2021/22 adjusted revenue budget. For the two outer years, total revenue will increase by 2.1 per cent and 7.3 per cent respectively, equating to a total revenue growth of **R 35.3 million** over the MTREF when compared to the 2022/23 financial year. The total revenue for 2022/23 includes the grants allocations from the national treasury to the amount of **R 404.7 million** and own revenue sources to the amount of **R 63.8 million**. For the two outer years of the MTREF 2023/24 and 2024/25 total grants allocations included in total revenue amounts to **R 419 million** and **R 443.3 million** respectively while own revenue increases to **R 65.5 million** and **R 66.9 million** respectively.

Total operating expenditure for the 2022/23 financial year has been appropriated at **R 366.5 million** and translates into an operating budgeted surplus of **R 108 million**.

This surplus is used to fund capital expenditure for 2022/23. The operating surplus for 2022/23 increases by **R 25.6 million** as compared the 2021/22 operational surplus. The operating surplus for the two outer years increases to **R 116.6 million** for 2023/24 and decreases to **R 139.2 million** in 2024/25 financial year. These surpluses will be used to fund capital projects for two outer years. The municipality will use cash backed reserves to an amount of **R 65 million** and **R20 million** for 2022/23 and 2023/24 respectively to fund the capital expenditure in excess of the budgeted revenue. This reserves are cash backed by the cash received from the department of public works during the 2021/2022 financial year for the property rates historic debt.

The total capital budget for 2022/23 financial year amounts to **R 172.4 million** and has increased by 21 per cent as compared to the 2021/22 adjusted capital budget of **R 141.8 million**. For 2023/24 and 2024/25 budget years, the capital expenditure is budgeted at **R 136.4 million** and **R 139.1 million** respectively. This reflects a decrease in the capital expenditure as the municipality will not have the cash backed reserves to add to the budget. The municipality's revenue enhancements strategies programme is aiming at amongst other things to address this reduction in capital expenditure in the future budget years

LIM473 Makhuduthamaga - Table A7 Budgeted Cash Flows

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>											
<b>Receipts</b>											
Property rates		23,505	7,265	13,017	14,567	14,567	14,567	14,567	22,736	27,283	32,740
Service charges		-	-	-	-	-	-	-	39	42	47
Other revenue		30,471	6,228	6,745	7,250	38,048	38,048	38,048	41,742	43,533	45,532
Transfers and Subsidies - Operational	1	228,253	243,135	263,498	270,771	270,771	270,771	270,771	288,251	308,384	322,462
Transfers and Subsidies - Capital	1	94,210	74,655	66,000	62,122	62,122	62,122	62,122	61,710	67,025	70,915
Interest		10,225	8,749	3,576	5,693	2,770	2,770	2,770	3,324	3,656	4,022
<b>Payments</b>											
Suppliers and employees		(221,951)	(362,051)	(327,711)	(255,561)	(255,561)	(255,561)	(255,561)	(261,842)	(297,503)	(325,963)
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>		<b>164,713</b>	<b>(22,019)</b>	<b>25,125</b>	<b>104,841</b>	<b>132,716</b>	<b>132,716</b>	<b>132,716</b>	<b>155,960</b>	<b>152,421</b>	<b>149,755</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
<b>Receipts</b>											
Proceeds on disposal of PPE				153					-	-	-
<b>Payments</b>											
Capital assets		(168,071)	(24,042)	(35,503)	(91,799)	(91,799)	(91,799)	(91,799)	(121,227)	(134,465)	(157,600)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>		<b>(168,071)</b>	<b>(24,042)</b>	<b>(35,350)</b>	<b>(91,799)</b>	<b>(91,799)</b>	<b>(91,799)</b>	<b>(91,799)</b>	<b>(121,227)</b>	<b>(134,465)</b>	<b>(157,600)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
<b>Receipts</b>											
Short term loans									-	-	-
Borrowing long term/refinancing									-	-	-
Increase (decrease) in consumer deposits									-	-	-
<b>Payments</b>											
Repayment of borrowing									-	-	-
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>		<b>(3,358)</b>	<b>(46,060)</b>	<b>(10,226)</b>	<b>13,042</b>	<b>40,917</b>	<b>40,917</b>	<b>40,917</b>	<b>34,733</b>	<b>17,956</b>	<b>(7,845)</b>
Cash/cash equivalents at the year begin:	2	68,696	65,338	19,278	9,052	9,052	9,052	9,052	9,052	43,785	61,741
Cash/cash equivalents at the year end:	2	65,338	19,278	9,052	22,094	49,969	49,969	49,969	43,785	61,741	53,896

### **Billing System**

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

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

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

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

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

<b>ISSUE / CHALLENGE</b>	<b>INTERVENTION</b>
<ul style="list-style-type: none"><li>○ Optimizing and sustaining Councils revenue</li><li>○ Increasing internally generated funds for funding operational and capital expenditure</li></ul>	<ul style="list-style-type: none"><li>○ Implement credit control and focus more on consumers that have the ability to pay for Municipal Services/ rates</li></ul>

### 3.5.2 Revenue Enhancement/ Management

#### 3.5.2.1 Revenue Enhancement

Challenge	Intervention
<ul style="list-style-type: none"><li>○ Sector departments not paying property rates</li><li>○ Residential sites not billed</li></ul>	<ul style="list-style-type: none"><li>○ Use of Debt collector and intervention by National Treasury.</li><li>○ To consider billing residence in view of initiation of waste removal programme</li></ul>

### 3.5.3 Cost Containment/ Management

#### 3.5.3.1 Cost Containment

Challenge	Intervention
<ul style="list-style-type: none"><li>○ Correct alignment of cost drivers to appropriate expenditure through Activity Based Costing model</li></ul>	<ul style="list-style-type: none"><li>○ Establish and comply with activity based costing component.</li><li>○ Prepare municipal budget in line with the cost containment practice note issued by National cabinet for all government departments.</li></ul>

### 3.5.4 Asset Management

#### 3.5.4.1 Asset Management

Challenge	Intervention
<ul style="list-style-type: none"><li>○ Movable assets removed without proper authorisations.</li></ul>	<ul style="list-style-type: none"><li>○ Complete transfer forms, before removing movable assets.</li></ul>

### 3.5.5 Capital Expenditure

#### 3.5.5.1 Capital Expenditure

Challenges	Intervention
<ul style="list-style-type: none"><li>○ Late appointment of service providers for implementation of capital projects</li></ul>	<ul style="list-style-type: none"><li>○ Review, update, and improve the planning cycle of the procurement of capital projects and items.</li><li>○ Budget &amp; Treasury to prepare an annual</li></ul>



	procurement plan that will guide the processes timeously.
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### 3.5.6 Supply Chain Management

#### 3.5.6.1 Supply Chain Management

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

Challenges	Intervention
<ul style="list-style-type: none"> <li>o Late submission of requisitions</li> <li>o Under /Over pricing</li> </ul>	<ul style="list-style-type: none"> <li>o Development of project plan by user departments.</li> <li>o Budget &amp; Treasury to process only requisitions received 7 working days before the date of service/goods required.</li> <li>o To research for market related prices</li> </ul>

### 3.5.7 Financial Reporting

Challenges

None

### 3.5.8 Budgeting/ Funding

#### 3.5.8.1 Budgeting

Challenges	Intervention
<ul style="list-style-type: none"> <li>o Dependence on grant funding by national and provincial government</li> </ul>	<ul style="list-style-type: none"> <li>o Concentrate on debtors that can afford to pay and enforce the credit control and debt collection policies with a view of enhancing Council revenue</li> </ul>
<ul style="list-style-type: none"> <li>o To increase tariffs and expenditure to</li> </ul>	<ul style="list-style-type: none"> <li>o Introduction of financial strategies to respond to</li> </ul>

be in line with CPI as per National Treasury	infrastructure needs. Make more contributions to the CRR with a view of cash funding the budget from access available funds
o Inadequate funding	o Enhanced revenue collection

### 3.5.9 Grants and Subsidies

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

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

#### Conditional grants

Name of grant	2023/2024	2024/2025	2025/2026
Municipal Infrastructure Grant (MIG)	R74 062 000	R77 411 000	R80 902 000
Financial Management Grant (FMG)	R1 720 000	R1 720 000	R0.00
Integrated National Electrification	R 23 350 000	R23 000 000	R 24 030 000
Department of Public Works	R 1 783 000	R 0.00	R 0.00

Source: MLM Budget and Treasury, 2023

#### Unconditional grants

Name of grant	2023/2024	2024/2025	2025/2026
Equitable Shares (ES)	R344 706 000	R366 686 000	R 354 762 000

Source: MLM Budget and Treasury, 2023

### 3.5.10 Existing revenue sources

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

Source: Internal Studies (MLM 2023)

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

### 3.5.11 Makhuduthamaga Audit Findings for 2022/2023 Financial year

Makhuduthamaga Local Municipality Audit opinion as per the 2022/2023 AGSA Opinion:

Unqualified Audit Opinion with matters i.e 22 audit findings

### FINANCIAL VIABILITY SWOT ANALYSIS

<b>STRENGTHS</b>	<ul style="list-style-type: none"> <li>▪ Approved organisational structure and a well established BTO unit</li> <li>▪ Competent skilled staff</li> <li>▪ AFS prepared in house</li> <li>▪ mSCOA complaint system</li> <li>▪ Support from Council committees</li> <li>▪ Valuation roll</li> <li>▪ Stabel Political and Administration Environment</li> <li>▪ Support from both National and Provincial Treasury</li> <li>▪ Approved budget related policies (e.g.tarrif policy,rates policy,supply management policy,Assets management policy etc)</li> </ul>
<b>WEAKNESSES</b>	<ul style="list-style-type: none"> <li>▪ Inadequate Fleet Management controls (i.e. fuel management mainly on operation of tractors)</li> <li>▪ Inadequate marketing and rental of facilities and other municipal properties (i.e market stalls, weigh bridge, sports facilities and community halls)</li> <li>▪ Limited wellness programs (i.e impact on staff moral and effectiveness)</li> <li>▪ Limited sources of revenue and poor collection (mainly on the business side)</li> <li>▪ Unauthorised expenditure due to inadequate budget controls (i.e limited revenue streams and poor collection on outstanding debts, implementation of unfunded budgets and mandates)</li> <li>▪ No credible indigent register</li> <li>▪ No credible valuation roll</li> <li>▪ Low FMG grant (credible support plan)</li> <li>▪ Over reliance on contracted services</li> </ul>
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>▪ New sources of revenue (waste management, testing stations, street advertising, stalls, traffic revenue)</li> <li>▪ Traning of BTO personnel (GRAP, MFMA, CPMD, Care ware)</li> <li>▪ Job creation through FMG</li> <li>▪ Economic development in JaneFurse (primary node)</li> <li>▪ Revenue from government, Business and households (property rates)</li> <li>▪ New licensing authority at the main building</li> <li>▪ Administrative hub of Sekhukhune District (centrally placed, new district offices)</li> <li>▪ 70% spending on MIG by end of the second quarter for additional funding</li> <li>▪ Revenue enhancement (tractors can be used for revenue enhancement to assist local farmers, introduction of new canteen, advertising and marketing of municipal serveices and facilities, business licensing)</li> <li>▪ Funding from sector departments (e.g department of agriculture)</li> <li>▪ Enhancement of intergovernmental relations (PPP)</li> <li>▪ Appointment of permanent cleaners to enhance cost containment strategies</li> <li>▪ Paving of internal streets to reduce cost of maintaining tarred roads</li> <li>▪ Introduction of local empowerment strategies on all procurement services (review of the SCM policy e.g 30% sub contracting,40% to women)</li> <li>▪ Strategies to encourage tribal authorities to enter into MOU on land acquisition</li> </ul>
<b>THREATS</b>	<ul style="list-style-type: none"> <li>▪ Grant dependency and unsustainable budget</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Emerging competition on municipal (post office, pick n pay)</li> <li>▪ Inadequate inter departmental intergration</li> <li>▪ High demand for services with limited resources (Public expectations to render services)</li> <li>▪ Community protests (loss in public confidence)</li> <li>▪ Regression in Audit opinion (once off opportunity to adjust)</li> <li>▪ Introduction of material irregularity (concept by AGSA (MI)</li> <li>▪ Resistance by customers to pay municipal services (writing off of debts)</li> <li>▪ Inadequate access to land</li> <li>▪ Grade regression</li> <li>▪ Inadequate capacity from Eskom leading to poor implementation of INEP projects</li> <li>▪ Re –activeness to development leading to loss of revenue</li> </ul>
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### Challenges

- Limited revenue base
- High grant dependency
- Poor collection of property rates billed revenue.
- Inadequate implementation of mSCOA project.
- Audit findings on municipal Annual Financial Statements

### 3.6. KPA 5: Good Governance and Public Participation

#### 3.6.1 Governance Structure

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

##### 3.6.1.1 Political Structure

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

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

<b>Political party</b>	<b>No of Councilors</b>	<b>% (Percentages)</b>
African National Congress (ANC)	40	62.76%
Economic Freedom Fighters (EFF)	15	23.39%
South African Maintenance and Estate Beneficiaries Association (SAMEBA)	02	2.36%
Democratic Alliance (DA)	01	1.65%
National Communist Congress (NCC)	01	1.41%
Socialist Agenda of Dispossessed Africans (SADA)	01	0.52%
Democratic Artists Party (DAP)	01	0.5%
Independent Candidate (IND)	01	4,19%

Source: Independent Electoral Commission (IEC) 2021

### **3.6.1.2 Mayor and EXCO**

The Mayor of the Municipality Minah Maitula assisted by the Executive Committee heads the Executive arm of Council. The Mayor is at the centre of the system of governance.

The Mayor operates in consent with the Executive committee (**see table below**):

<b>Name of Member</b>	<b>Portfolio</b>
Clr MM Mahlase (Mayor)	Exco Head
Clr MJ Mohlala	Head Infrastructure Services
Clr NM Matjomane	Head Corporate Services
Clr M Phala	Head Budget and Treasury
Clr TP Rankoe	Head Community Services
Clr MS Malaka	Economic Development and Planning
Clr E Mahlase	Deputy Head Budget and Treasury
Clr MG Machaba	Deputy Head Economic Development and Planning

Clr M Morwamakoti	Deputy Head Infrastructure Services
Clr LP Moretsele	Deputy Head of Corporate Services

**Source: MLM Mayor Office 2023**

### 3.6.1.3 Speaker and Council

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

**The Table below indicates with their capacity and political party**

Name of Councilor	Capacity / Ward no	Political Party	Contacts
Clr Vilakazi SM	Ward Councilor -1	ANC	071 100 6653
Clr Mohlakwane SS	Ward Councilor – 2	ANC	072 324 9366
Clr Modige LS	Ward Councilor -3	ANC	079 632 0930
Clr Malatji BT	Ward Councilor -4	ANC	073 944 3993
Clr Tau TT	Ward Councilor -5	ANC	072 140 2074
Clr Thokwane KZ	Ward Councilor -6	ANC	082 578 7911
Clr Selala PT	Ward Councilor -7	ANC	076 818 0990
Clr Morodi PE	Ward Councilor -8	ANC	071 127 5503
Clr Tshehla MZ	Ward Councilor -9	ANC	076 850 0676
Clr Leokana MD	Ward Councilor -10	ANC	064 979 8299
Clr Mothupi SM	Ward Councilor -11	ANC	082 648 5826
Clr Rankoe TP	Ward Councilor -12	ANC	082 967 2147
Clr Mogashoa KJ	Ward Councilor -13	ANC	078 086 2875
Clr Moretsele MA	Ward Councilor -14	ANC	071 109 6350
Clr Hleko K	Ward Councilor -15	ANC	072 711 1296
Clr Makua SS	Ward Councilor -16	ANC	076 218 0732
Clr Nkadimeng KT	Ward Councilor -17	ANC	076 345 8965
Clr Aphone MN	Ward Councilor -18	ANC	082 299 2591

Clr Moshabane MG	Ward Councilor -19	ANC	079 104 2615
Clr Ngoanatsobane MG	Ward Councilor -20	ANC	072 102 5287
Clr Morwamakoti M	Ward Councilor -21	ANC	081 809 0538
Clr Ngwato OM	Ward Councilor -22	ANC	078 011 9296
Clr Maduana HD	Ward Councilor -23	ANC	072 965 4747
Clr Tsatsi MD	Ward Councilor -24	INDEPENDENT	071 259 5483
Clr Diketane SP	Ward Councilor -25	ANC	072 736 1919
Clr Lethuba MP	Ward Councilor -26	ANC	082 857 3165
Clr Piitjo MH	Ward Councilor -27	ANC	072 123 5472
Clr Mosoane EM	Ward Councilor -28	ANC	072 938 9824
Clr Kgatuke LD	Ward Councilor -29	ANC	076 090 2476
Clr Monakedi MJ	Ward Councilor -30	ANC	072 414 7427
Clr Masemola TP	Ward Councilor -31	ANC	082 751 9036
Clr Mankge PR	PR Councilor	ANC	082 768 7321
Clr Mphelane MJ	PR Councilor	ANC	071 519 4553
Clr Malaka MS	PR Councilor	ANC	082 857 3226
Clr Phala M	PR Councilor	ANC	072 185 6236
Clr Mokomane ML	PR Councilor	ANC	072 540 1454
Clr Mampane MA	PR Councilor	ANC	082 352 4800
Clr Thamaga MM	PR Councilor	ANC	071 231 2298
Clr Matjomane NM	PR Councilor	ANC	071 437 3243
Clr Mohlala MJ	PR Councilor	ANC	076 586 9246
Clr Mahlase MM	PR Councilor	ANC	076 926 3164
Clr Laka EL	PR Councilor	DA	072 878 1078
Clr Machaba G	PR Councilor	EFF	076 422 1584
Clr Mashegoana MC	PR Councilor	EFF	076 449 7430



Clr Thokoane A	PR Councilor	EFF	076 384 2352
Clr Masemola ME	PR Councilor	EFF	066 576 4572
Clr Matsomane EM	PR Councilor	EFF	071 979 6556
Clr Kgaphola RK	PR Councilor	EFF	066 557 3719
Clr Machai MJ	PR Councilor	EFF	072 950 4608
Clr Mahlase E	PR Councilor	EFF	082 568 1286
Clr Maepa J	PR Councilor	EFF	082 595 9027
Clr Lerobane MM	PR Councilor	EFF	076 877 1376
Clr Tshehla MB	PR Councilor	EFF	079 465 3072
Clr Mmotong L	PR Councilor	EFF	071 569 1158
Clr Moretsele LP	PR Councilor	EFF	072 534 3678
Clr Rantho PK	PR Councilor	EFF	066 437 98 58
Clr Sebowane SH	PR Councilor	EFF	082 719 9628
Clr Mkalapa SM	PR Councilor	DAP	082 229 7725
Clr Maapea RS	PR Councilor	NCC	072 284 3411
Clr Ntobeng ML	PR Councilor	SADA	082 354 8451
Clr Makobe PA	PR Councilor	SAMEBA	082 766 8612
Clr Boshielo MP	PR Councilor	SAMEBA	072 624 6409

Source: MLM Office of the Speaker, 2024

### 3.6. 1.4 Additional Committees

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

#### Section 80 Committees:

- I. Corporate Services

- II. Community Services
- III. Infrastructure Development
- IV. Economic Development and Planning
- V. Budget and Treasury

**Section 79 Committees:**

- VI. Local Labour Forum
- VII. Audit committee
- VIII. Appeals committee
- IX. Municipal Public Accounts Committee (MPAC)
- X. Ward committees
- XI. Rules and programming committee
- XII. Ethics committee and geographic names committees

**3.6.2 Stake holder participation**

**3.6.2.1 Stakeholder Participation analysis**

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

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

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

### **IDP Rep Forum and Mayoral Imbizos**

The Forum is functional as per approved process plan. The Mayor together with Councilors held Imbizos whereby ordinary community members are given chance to raise their views in terms of service delivery challenges and report to them on progress made by the Municipality.

**Name of  
Traditional  
Authority**

	<b>Tab/Tanker/Borehole</b>	<b>VIP/Flushing/Pit</b>	<b>Available/Not Available</b>	<b>Gravel/Tarred</b>
Marota Madibong	Tanker	VIP	Available	Tarred
Maila Mapitsane	Tanker	VIP	Available	Tarred
Maila Segolo	Tanker	VIP	Available	Tarred
Tlokwe Magolego	Tab	VIP	Available	Gravel

Marota Makgane	Tanker	VIP	Available	Tarred /Paved
Kone Maloma	Tanker	VIP	Available	Tarred
Tau Tswaledi	Tanker	VIP	Available	Tarred
Kone Legare	Tanker	VIP	Available	Tarred
Mogashoa Ditlhakaneng	Tanker	VIP	Available	Tarred
Mogashoa Manamane	Tanker	VIP	Available	Tarred
Tswako Lekentle	Tanker	VIP	Available	Tarred
Tau Nkadimeng	Tanker	VIP	Available	Tarred
Bangwenyama ya Maswazi	Tanker	VIP	Available	Gravel
Marota Mathibeng	Tanker	VIP	Available	Tarred
Ratau Makgane	Tanker	VIP	Available	Tarred /Paved
Kone Seopela	Tanker	VIP	Available	Tarred
Marota Tjatane	Tanker	VIP	Available	Tarred
Marota Marulaneng	Borehole	VIP	Available	Tarred
Marota Mamone	Tanker	VIP	Available	Tarred
Kwena Madihlaba	Tanker	VIP	Available	Tarred
Phokoane	Tanker	VIP	Available	Tarred
Tisane	Tanker	VIP	Available	Tarred
Batau ba Marishane	Tanker	VIP	Available	Tarred
Batau ba Phaahla	Tanker	VIP	Available	Tarred

## **CHALLENGES**

Minimal stakeholder participation

Alignment of activities and programmes with other spheres of government

## **INTERVENTION**

Capacity enhancement of different stake holders

enhancement of IGR Function

### **3.6.3 Risk Management**

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

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

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

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

Some of the key strategies in the short-to-medium term to ensure successful implementation

of risk governance and enterprise risk management in Makhuduthamaga Local Municipality are listed below:

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

#### **Challenges facing Risk Management**

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

#### **Audit Committee**

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

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

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

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



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

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

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

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

<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion

Source: Auditor General Report 2023

### **Anti-Corruption**

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

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

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

### **3.6.4 Inter Governmental Relations**

#### **3.6.4.1 Inter Governmental Relations**

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

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

## CHALLENGES

- Unstructured engagements with other spheres of government by line departments
- Lack of interaction between different spheres of government
- Non- existence of IGR forum

## INTERVENTION

- Mainstreaming IGR within all line departments
- Mainstreaming IGR within Makhuduthamaga area
- Establishment of Forum

## Customer care

Makhuduthamaga Municipality has established a sound Customer Care Management system that aims to create positive and reciprocal relationship with customers. Customer Care Policy, Draft Customer Care Procedure Manual, Draft Municipal Service Standards and Draft Turn- Around Strategy are available. The Presidential and Premiers hotlines established mechanisms of complaints management for dealing with complaints from communities, to act / reply promptly to complaints and queries and provide corrective action. The municipality also installed suggestion boxes to all 27 tribal offices and other municipal satellite offices, this enables the municipality to deal with the needs and provide feedback to complainants. All employees were provided with new nametags in March 2023. The municipality managed to hold Bathopele build up activities successfully on the 20<sup>th</sup> October 2022. The Customer Care personnel also helps in ensuring that clients do not wait for longer periods of time before receiving services from our offices including DLTCs

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

Bathopele indicators	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Presidential	68	74	84	109	145

### **CHALLENGES**

- Limited staff to perform licensing and law enforcement
- Collecting outstanding fines

### **INTERVENTION**

- Ensure ongoing Training of Traffic Officers to be undertaken
- Investigate the possibility of appointing external service providers/ procurement of system to assist with collection of outstanding fines

### **3.6.6 Environmental Management**

### CHALLENGES

- Increasing number of illegal activities by inhabitants leading to degradation of the environment
- Lack of coordination in ensuring the protection of the environment within the municipal space
- Lack of capacity in environmental management

### INTERVENTION

- Increase law enforcement initiatives
- Conduct environmental awareness campaigns
- Strengthen the role of the Environmental Management Committee
- Capacitate the environmental officials in environmental management, compliance and enforcement training

#### 3.6.7 Disaster Management

The MLM has developed and adopted Disaster Management Plan during the 2007/8 financial year and reviewed in the 2022/23 financial year. The plan is aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation. It also aimed at providing an enabling environment for disaster management in the municipal area.

Promote pro-active disaster management through risk reduction programmes, promote cooperative relationships between all spheres of government in case of emergency incidence.

The service is shared between Makhuduthamaga Local Municipality and Sekhukhune District Municipality.

The Municipality response to Disaster incidents in terms of Disaster Management Act 52 of 2002 as amended in 2015 section 16 whereby local municipality has been given full responsibility to deal with Disaster within their area of jurisdiction.

The Municipality assists in terms of providing relief materials in the form of temporary shelters, sponges and blankets.

### Disaster occurred during the 2023/2024 financial year and assistance

No of families	Relief provided	Type of disaster	Areas affected
Moswathupa Family	Kgaruthuthu Village	Severe Storm	2 blankets
Madinoge Family	Mathibeng Village	Severe Storm	2 sponges and 2 blankets
Komana Family	Mathibeng Village	Severe Storm	1 sponge and 2 blankets

### 3.6.8 Municipal Law Enforcement

#### 3.6.8.1 Law Enforcement

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

#### GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

##### STRENGTHS

- o Established and functional compliance committees
- o Improved IT Infrastructure and systems
- o Council inaugurated legally
- o Political stability (Functional Council structures)
- o Approved municipal systems e.g policies, procedures, by-laws and plans.
- o Qualified and competent personnel

##### WEAKNESSES

- o Shortage of office and variable storage space.
- o No proper need analysis prior to creation of position (Work Study)
- o Inconsistent application of consequence management.
- o Lack of feedback to communities (Inadequate public participation)
- o Lack of Municipal Anti Fraud and Corruption Hotline
- o Shortage of service delivery oriented staff (core vs support)
- o Lack of internal audit and Risk Management Software.
- o Inadequate internal communications mechanism (e.g. intranet)
- o Lack of digital strategy (paperless systems)

## **OPPORTUNITIES**

- Lack of integrated IT systems
- Advent of District Development Model to bolster developmental efficiency and effectiveness
- Intergovernmental Relation Structures(IGR)
- Public Private Partnerships
- Forge relationship with Civil Societies (NPOs, NGOs and Focal groups)

## **THREATS**

- Litigation against the Municipality
- Public protests/marches that may disrupt municipal operations
- Frequent disruption of services by external service providers e.g (Electricity, Water & Network interruption)
- Cyber Security related threats/incidents
- Limited Authority with certain services (e.g Water Authority)
- Reputational damage to the Institution.

## **CHALLENGES**

- Shortage of Office space and variable storage facilities.
- No proper need analysis prior to creation of position (work study)
- Non compliance with DDM objectives
- Inconsistence application of consequence management Lack of feedback to communities (Inadequate public participation)
- Lack of feedback to communities (Inadequate public participation)
- Lack of municipal anti fraud and corruption hotline
- Cyber Security threats/Incidents
- Inadequate Performance Management System
- Inadequate Usage of IT Systems
- Non implementation of By-Laws
- Lack of complaints management system
- Ineffective and inefficient implementation of training and capacity building programmes
- No capacity and inadequate budget to fund placement of bursary holders (internship programmes)
- Non adherence to HR policies (Leave and time management)
- Exclusion of people living with disabilities on municipal programmes

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

#### **3.7.1 Institutional analysis**

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

Makhuduthamaga Local Municipality has 62 Councilors i.e. 31 Ward Councilors and 31

Department /Office	No of posts	Total filled	Male	Female	Vacancy
Office of the Mayor	14	12	8	4	2
Office of the Speaker and Chiefwhip	12	11	7	4	1
Office of the MM	12	12	4	8	0
Budget and Treasury	44	44	22	22	0

Total	229	213	114	91	12
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Source: Corporate Services Department 2024

### **Employment Equity**

Makhuduthamaga Municipality as a designated employer is required to design and implement an Employment Equity Plan. The purpose of the Employment Equity Plan is to enable the employer to achieve reasonable progress towards the achievement of the employment equity targets namely, “to assist in eliminating unfair discrimination in the workplace, and to achieve equitable representation of employees from designated groups by means of affirmative action measures”.

The Municipality has submitted the Employment Equity Plan to the Department of Labour and has the Employment Equity Committee responsible for developing and monitoring the implementation of the plan.

The staff component of the Municipality is made up of ninety (91) women, one hundred and eleven (114) men and one (1) disabled employee in terms of Employment Equity representations.

### **Employment equity challenges**

The Municipality is grappling with employment equity challenge of ensuring that its structures reflect equitable representation of all groups, particularly people living with disability. The male- female ratio stands at 84:66. The ability to retain and attract skilled staff is limited – a situation is reflected in the number of vacancies in the Organogram.

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

Performance management serves to measure the performance of the Municipality on



meeting its IDP. The Makhuduthamaga Local Municipality has adopted its Performance Management Strategy and it is reviewed annually. A performance management unit was established in 2011. It is currently concentrating on the organizational and individual performance at the level of section 57 managers. Immediately after the adoption of the IDP and budget, the municipality develops Service Delivery and Budget Implementation Plans (SDBIP) which serves as business plans for individual departments within the municipality. The municipality has undergone a strategic planning session from 19-21 February 2024

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

A Midyear report (Section 72 report) is developed from the Quarterly reports generated during the EXCO Lekgotla sessions. Municipal annual service delivery reports are generated from this process on annual basis which amongst others will inform the formulation of the annual report. After the adoption of the Annual report by the Municipal Council, the Oversight Committee scrutinizes the report and makes final recommendations to the council for the adoption of the final Oversight report which will then be open for public consumption. All Section 57 Managers have signed Performance Agreements for 2023/2024 financial year.

### **Administrative Structure**

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

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

### **3.7.4 Skills needs within the Municipal Council**

MSA 32 of 2000 s68 (1) requires municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way.

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

Although line managers and staff identify their skills needs as contained in their completed skill audit plan, the alignment of such needs with their responsibilities is crucial, thus the HRD & OD division supports them through organizing trainings, workshops, seminars and internal bursaries.

These interventions mentioned above are being implemented to ensure individuals are able to achieve their Performance Management Development System (PMDS) goals and as in alignment with their identified capacity gaps and interventions, which are contained in the individual staff members' Personal Development Plans (PDPs).

It is critical to note that among others, the critical skills need within the Municipality are Engineering, Town Planning, and Finance and Leadership skills for Councilors, which are being targeted through the offering of municipal bursary for students from indigent families

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

Makhuduthamaga Local Municipality has established Occupational Health Safety Committee in line with Occupational Health and Safety Act, Act 85 of 1993. There are seven (7) appointed Health and Safety representative for all municipal offices including satellites. The committee meets on a quarterly basis. Thirteen (13) OHS committee members have received training on OHS legislation, Hazard Identification & Risk Assessment (HIRA), incident investigation, and HSE representative.

The Municipality has 39-trained officials for First Aid Level 3 & Basic Fire Fighting & Evacuation Awareness. These trainings are in line with the requirements of the Act and its regulations, and are valid for three (3) years.

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

- Implementation and Enforcement of Occupational Health and Safety Act and its regulations.
- Facilitation of medical surveillance assessments and follow-ups for all employees.
- Management and recording of all incidences and occupational diseases, including reporting to Department of employment and Labour.
- Monitoring of municipal construction projects to ensure compliance with relevant legislations.
- Conduct orientation and induction of all newly employed officials on OHS issues.
- Facilitation and provision of Personal Protective Equipment PPE (including protective clothing)
- Conduct all administrative duties related to OHS including policy formulation, its reviewing and report writing
- Facilitate the administration of Returns of Earnings (ROE's) as per the COID Act 130 of 1993.

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

Registry has two containers utilized for purposes of records keeping, and this is not in line with standards. Shortage of space for records keeping and non-compliance with the records management policies by departments' i.e. some information not taken to the registry for filing was the main challenge. This challenge is mitigated through the appointment of records management champions. These champions represent all the departments of the municipality. As in terms of Risk Management, findings or precautions fumigation was performed on the records management office in order to control pests and ensure compliance with Records and Archives Legislation.

### **Disposal**

The Municipality managed to dispose of 8269 unsuccessful applications and 2609 Tender/Competing documents for the months of October, November and December 2022. Limpopo Provincial Archives issued disposal Authority and Destruction Certificate. However, there is a lot that needs to be disposed and new requests have been submitted to the Provincial Archivist.

### **Electronic Document System (Therefore)**

The Municipality has installed an electronic records management system called THEREFORE. The system assists it by giving assurance incase of fire or floods that can destroy the physical records. Records Champions received training on the Electronic System (TEREFOR) and monthly they upload their records on it. Other employees and sections received one-on-one training as well. Management is updated monthly about progress made by each department

### **3.7.7 Organisational Structure**

Makhuduthamaga Municipality has an approved organisational structure that guides the development of its administration structure in line with the guidelines of the Municipal Structure Act and Municipal System Act no. 32 of 2000. This is successfully because of the budget made available for the implementation of such a structure.

Municipal Council annually approves an Organisational Structure that has been reviewed and is in line with the new needs/ mandates identified during its consultative engagements with its communities.

The performance of powers and functions, and delivery of the IDP projects is dependent upon appropriate and funded organisational structure. A model for organisational structure for Grade four (04) municipalities was used as a base to develop the municipal organisational structure. The powers and functions that are for the municipality were also considered in the process.

**. Workforce and the vacancy rate (2023/2024)**

Department /Office	No of posts	Total filled	Male	Female	Vacancy
Office of the Mayor	14	12	8	4	2
Office of the Speaker and Chiefwhip	12	11	7	4	1
Office of the MM	12	12	4	8	0
Budget and Treasury	44	44	22	22	0
Community Services	81	74	46	28	7
Corporate Services	22	22	11	11	0
Economic Development and Planning	14	12	7	5	2
Infrastructure Development	30	20	11	9	7
<b>Total</b>	<b>229</b>	<b>213</b>	<b>114</b>	<b>91</b>	<b>12</b>

Source: Corporate Services Department 2024

**NB: Organogram for 2024/2025 financial Year: See annexure B**

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

**3.7.8 Summary of Community needs**

- |   |
|---|
| 1. Water and sanitation: water supply to communities is highly needed. The need to fix recurring broken water pumping machines and leakages of pipes. |
| 2. Roads surfacing and provision of sufficient bridges and storm water drainages. Many roads  |

were destroyed by heavy rains and floods in some areas. Speed humps.
3. Electricity post connection and solar energy
4. RDP houses (Sufficient and fast tracking delivery of RDP houses, proper construction and the need to complete the incomplete houses).
5. Better/tarred roads
6. High unemployment and illiteracy level.
7. Spatial issues.(releasing of land for development by traditional authorities eg government offices, shopping malls, municipal cemetery and etc)
8. Cell phone, TV and radio reception in some areas.
9. Inadequated Childcare facilities and libraries services
10. Wifi connections
11. Waste collection
12. IGR improvement
14. Mast lights to combat crime
15. Health facilities
16. Load shedding
17. Institutions of Higher Learning e.g TVET Colleges

Source: MLM 2023

### 3.7.9 Cross Cutting Issues

#### Women Empowerment

Women empowerment is a phenomenon that is high on the agenda. The municipality has woman Mayor as part of empowering them. Women should be encouraged to partake in developmental projects that would assist them to get out of the poverty line that they found themselves in. This means that the resources should be channeled in the direction of women empowerment projects in order to empower them economically and politically. The municipality has developed a policy on how women matters can be approached and addressed.

#### Youth Empowerment

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

#### Gender Equity

Gender inequalities exist in the social, economic, physical and institutional environment of the municipality. The municipality has put in place an employment equity plan with monitoring indicators that are gender disaggregated. Within the municipality, several initiatives have been

undertaken to advance the national gender agenda. Amongst others, a gender procurement scoring system is in place to encourage the economic empowerment of women entrepreneurs and companies.

#### **Children**

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

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

#### **Aged / elderly**

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

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

#### **HIV/AIDS**

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

#### **Provincial Prevalence by District**

Source- Thembisa Model 4.4	HIV Prevalence and PLHIV		ART COVERAGE AND RETENTION		HIV Incidence and New Infections	
	Prevalence 15 – 49 %	PLHIV 15+	ART Coverage %, 15+	Clients on ART 15+	HIV Incidence per 1000 15 - 49 years	Infection 15+
<b>Capricorn</b>	17.6	150,000	67%	97,700	7.04	4,300
<b>Mopani</b>	20.4	166,100	67%	114,700	8.43	4,700
<b>Sekhukhune</b>	13.9	109,800	63%	72,700	6.33	3,800
<b>Vhembe</b>	15.8	150,700	57%	82,700	7.1	5,000
<b>Waterberg</b>	19.8	104,400	65%	66,600	7.76	2,800

Source: Thembisa Model 4.4.

The District is the second lowest in terms of people that are living with HIV in the province. This is also reflected on the prevalence rate 15 – 49. The table show that on a yearly basis 3800 people are infected with an incidence rate 6.33.

### HIV Testing Services

HIV Performance Indicators	ANNUAL 22/23 FY
HIV test done - sum	73,904
HIV test 15-24 years female (excl ANC)	12,920
HIV test 15-24 years male	1,497
HIV positive 15-24 years male	26
HIV positive 15-24 years female (excl ANC)	121
HIV positive 15-24 years (excl ANC) rate	1.0

Source: WebDHIS FY 2022/23

The Municipality has during the past year tested 73 904 patients for HIV. Total of 14 417 of those tested were in the age group 15 – 24 years and 147 of the same age group tested HIV positive. This resulted in 1% HIV positivity rate for 15 – 24 years.

In the PMTCT program the municipality tested 633 infants for PCR at 10 weeks and only four babies were found to HIV positive and all would need to be initiated on ART.

There is also a problem of teenage pregnancy in the local municipality and during the past year a total of 1 069 15 –19-year-old delivered in facilities and 12 who also delivered in facilities 10 – 14 years. This resulted in 11.8% delivery in facility rate 10 – 19 years.

### ART TROA Cascade and 95-95-95 Estimates

Location/area	95 – 95 - 95
South Africa	
Limpopo Province	92 – 69 - 92
Sekhukhune District	91 – 69 - 92
Makhuduthamaga 12 Month Cohort (22/23)	100 – 63 - 92

Source: Limpopo Department of Health 2023

The province while is on its way to achieve the first 95, it is struggling in terms of ensuring that patients are retained on ART treatment where there is 69% ART retention rate, the same challenge is also seen at the district level. It should however be noted that the province and district have achieved 92% suppression rate albeit with low levels of retention.

The Makhuduthamaga Local Municipality as at March 2023 had 15 982 patients remaining on treatment but when assessed using the 12-month cohort analysis of patients that started treatment during 2021, the results show that at 12 months 63% of patients are retained on ART treatment, which means that there is a high number of patients that are lost to follow up. The local municipality is however doing much better with regards to the suppression rate which is at 92%.

### **TB Treatment**

Makhuduthamaga during the past financial year managed to put a total of 233 patients on TB treatment. The cohort produces a 79% success rate, 12% Death rate and 6% of the patients were lost to follow up and only 5 (2.1%) of the patients were lost to follow up.

### **Programs and Resources**

<b>Details</b>	<b>Number</b>
Human Resources	2 Officials
AIDS Council Meetings	1 per quarter = 4 x 2
MLIP Development	1
Conferences	TB Conference or AIDS Conference
Candle light ceremony	1
World AIDS Day	1
World TB Day	
HIV/AIDS Awareness	10

Source: Limpopo Department of Health 2023

### **Developmental challenges**



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

### **Disabled Persons**

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

### **Business Sector**

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

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

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

### **Academic and Research institutions**

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

## **IGR and intergovernmental relations**

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

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

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

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

**MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS**

<b>STRENGTHS</b>	<ul style="list-style-type: none"> <li>○ Qualified and experienced personnel</li> <li>○ Credible and highly rated municipal IDP</li> <li>○ Low rate of attrition/Low staff turn over</li> <li>○ Retained Unqualified audit outcome with less findings</li> </ul>
<b>WEAKNESSES</b>	<ul style="list-style-type: none"> <li>○ Shortage of Office and variable storage Space.</li> <li>○ Utilization of municipal systems (e.g Service Desk and Electronic Records)</li> <li>○ No proper need analysis prior to creation of position (Work Study)</li> <li>○ Inconsistent application of consequences management</li> <li>○ Lack of feedback to communities (Inadequate public participation)</li> <li>○ Lack of Anti Fraud and Corruption Hotline</li> <li>○ Shortage of service delivery oriented staff</li> <li>○ Inability to obtain clean audit</li> </ul>
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>○ Willingness of stakeholders and communities to participate in municipal programs including consultations</li> <li>○ Sectoral support (SALGA, COGHSTA, LG SETA, Public Works )</li> </ul>
<b>THREATS</b>	<ul style="list-style-type: none"> <li>○ Dissatisfied residents due to service delivery problems</li> <li>○ Network and electricity Outage/ load shedding affect production and performance</li> <li>○ Community protests</li> </ul>

**Challenges**

- Shortage of Office space and variable storage facilities.
- No proper need analysis prior to creation of position (work study)
- Non compliance with DDM objectives
- Inconsistence application of consequence management Lack of feedback to communities (Inadequate public participation)
- Lack of feedback to communities (Inadequate public participation)
- Lack of municipal anti fraud and corruption hotline
- Cyber Security threats/Incidents
- Inadequate Performance Management System
- Inadequate Usage of IT Systems
- Non implementation of By-Laws
- Lack of complaints management system
- Ineffective and inefficient implementation of training and capacity building programmes
- No capacity and inadequate budget to fund placement of bursary holders (internship programmes)
- Non adherence to HR policies (Leave and time management)
- Exclusion of people living with disabilities on municipal programmes

## CHAPTER 4: STRATEGIES PHASE

The chapter provides an overview of the Makhuduthamaga municipality's key developmental strategies. It involves formulation of strategies to address gaps or service delivery challenges identified in the analysis phase. The Makhuduthamaga Local Municipality has aligned its objectives and strategic goals to that of the NDP (National Development Plan) vision 2030 as well as the LDP (Limpopo Development Plan). The Strategic Planning Session of Makhuduthamaga was held from 19-21 February 2024.

### 4.1.KPA 1: Spatial Rationale

Strategic Objective: To ensure efficient and effective Spatial Planning and Land Use Management systems for sustainable development

KPA	Development Challenges	Objectives	Development Strategies
Spatial Rationale	<p>1.Discrepancies in the MLM SPLUM By law</p> <p>2.Poor Enforcement of Municipal By laws</p> <p>3.Mushrooming of unplanned developments.</p> <p>4.Dispersed settlements and uncoordinated spatial developments</p> <p>5.Traditional authorities are the custodians of higher proportion of land within MLM</p>	To ensure efficient and effective Spatial Planning & Land Use Management systems for sustainable development	<p>1. Review of the MLM SPLUM By law</p> <p>2. Review of the organizational structure for inclusion of Peace Officers</p> <p>3. Implementation of Municipal By laws (SPLUM By-law, Building Control By law, Land Use Schemes etc.)</p> <p>4. Formalization of nodal points/economic hubs</p> <p>5. Foster partnership with traditional authorities to deal with land allocation matters (mainly municipal nodal points )</p>

4.2.KPA 2: Basic Service Delivery and Infrastructure Development

Strategic Objective: To reduce Infrastructure and Service Delivery backlogs in order to Improve Quality of Life of the Community by providing them with Roads and Storm water, Bridges, Electricity and Housing

Strategic Objectives: 2. To promote social cohesion, road safety management, environmental welfare and disaster management for the Municipality

KPA	Development challenge	Objective	Development strategies
Basic service delivery and infrastructure Development	Inadequate housing for the needy	To facilitate the provision of low cost free (RDP) to 6484 beneficiaries by Coghsta during 2023/2025 financial year	Adopt and implementation of Housing Chapter Negotiate and monitor implementation of adequate low cost housing units with Coghsta
	Shortage of potable water and reliable sources	To facilitate provision of potable water to 33312 households through SDM engagement during 2023/2025 financial year	Adopt and implementation of water and sanitation master plan Draw up priority list to SDM and follow up roll out programme and extension of bulk water to new areas Ensure indigent households are provided with FBW at all times through our engagements with SDM (Implementation of indigent register)
	Poor operation and maintenance of water infrastructure	To facilitate Operation and maintenance	Highlight to SDM for improved and acceptable turnaround time of maintenance and operation of water infrastructure
	Insufficient basic level sanitation services	To facilitate provision of VIP toilets to 2552 households by SDM during 2023/2025 financial year, ensure cleaner and hygienic lifestyle	Adopt and implementation of water and sanitation master plan Engaged SDM for provision of sufficient sanitation units to

			meet the national targets Facilitate for construction and upgrading of existing sewerage plants Facilitate monitoring of sanitation projects Ensure indigent households are provided with free sanitation at all times through our engagements with SDM(Implementation of indigent register)
			Adopt and implementation of the Electricity master plan Engage Eskom in prioritisation of villages in line with IDP's priority list Update data on households that need post connections with the possibility of new projects Provision of electricity to households Ensure indigent households are provided with FBE through implementation of indigent register Advocate for provision of non-Grid Engage Eskom on maintaining, extending and upgrading the municipal electricity assets
	Electricity post connection backlog and lack of capacity from feeder lines  New households and post connection electricity backlog and lack of capacity from existing network	To facilitate provision of electricity post connection to 4440 households by Eskom during 2023/2025 financial year, to ensure access to more efficient energy for everyday use	Adoption and implementation of roads and storm water plan Construction of 150km new roads (of the 255,49km and 76 bridges backlog) and storm water infrastructure (Review and implementation of the road and storm water master
	Gravel impassable roads	To build, (at all roads, bridges, storm water) infrastructure, 150km (at up all roads, bridges and storm water kilometres) new roads and storm water infrastructure and maintain (at up all	

	<p>gravel roads (kilometres) of gravel roads, during the 2023/2025 financial year period, to improve accessibility</p> <p>Paving of roads.</p>	<p>plan)</p> <p>Maintain 200km of gravel roads</p>
<p>Construction of bridges</p>		<p>Construction and maintenance of municipal roads and bridges</p>
<p>Huge storm water drainage backlog</p>		<p>Mobilise resources through engagements with Department of Public Works, Roads and Infrastructure, SANRAL and RAL for surfacing of District, Provincial and National roads</p>
<p>Road maintenance and rehabilitation backlog</p>		<p>Advocate maintenance and extension of roads through Department of Public Works, Roads and Infrastructure, SANRAL and RAL engagements</p>
<p>Turnaround time for maintenance of infrastructure plants</p>	<p>To ensure effective and efficient maintenance of infrastructure plant.</p>	<p>Adherence to developed road and storm water master plan</p> <p>To engage direct service providers (Bell or cat) for maintenance service level agreements.</p> <p>Establish mechanical team in-house.</p>
<p>Shortage of technical personnel</p>		<p>Recruitment of technical personnel</p>
<p>Insufficient storm water mechanisms due to topography</p>		<p>Adherence to developed road and storm water master plan</p>
<p>Out-dated library material</p>	<p>To provide the current and relevant library material that shall meet the information needs of our community members.</p>	<p>Purchasing of new library material</p>

Lack of access roads	To ensure accessibility of the library to the community.	To pave or tar the access roads to the libraries
Underdeveloped culture of reading in our municipality	To ensure the transformed, informed and knowledgeable society	Introduction of library and information services in the remote areas of the Municipality.
Inaccessibility of Wi-Fi in Jane Furse library Hall	To ensure to internet access to all library users	Engagement of the DSAC in the next financial year
Lack of sporting facilities	To promote sport, arts and culture	. Development of multi sports facilities to cater for all sporting codes.
Lack of public transport facilities	To ensure that there is infrastructure for transport facilities	Facilitate Sport, arts and culture programmes
Insufficient clinics	To facilitate provision of clinics	Negotiate for adequate transport (buses and taxis) and extension of routes
Inadequate educational facilities and equipments	To facilitate for provision of educational facilities and equipments	Lobby for partnership in favour of establishment of clinics
Lack of support to ECDs		Engage Dept. of Education for building of schools and general infrastructural provision and equipments at schools within Makhuduthamaga
Inadequate safety and security operations	To enhance safety and security of the public	Lobby for partnership in favour of supporting ECDs
Waste management (informal disposal of waste, maintenance of landfill site,	To provide sustainable waste management infrastructure	Lobby for partnership in favour of SAPS for construction of additional police stations i.e. engage with Department of Police Provision of sufficient waste management services to meet national target



cost recovering, refuse removal not covering all villages)		Maintenance of waste management assets
Lack of environmental bylaws	To develop environmental bylaws	Expand waste collection
Insufficient environmental awareness	To enforce community about environmental issues	Development of environmental by-laws
Fencing of cemeteries	To fence and provide sanitary facilities at the cemeteries	Development of environmental awareness programs
Lack of law enforcement facilities	To establish law enforcement facilities	Identify, prioritise and construction of fence and ablation facilities
Disaster Management	To provide relieve to disaster affected households	Upgrading / expansion of Drivers' License Test Centres /services
Shortage of sector plans (e.g. IWMP, Integrated Transport Plan, Housing Plan, Disaster Management Plan etc.)	Develop all infrastructure related management plans during 2018/19, to ensure all infrastructure development interventions follow effective, standardised protocols	Mobilisation of and provision of relief to disaster victims
Poor network (cell phones, TV and radio coverage)	To facilitate for strengthening of cell phone, TV and radio network coverage	Educate communities about Disaster management
		Develop / review Environmental Management Plan, Integrated Transport Plan, Disaster Management, Housing Plan etc.
		Lobby SENTECH, ICASA, Cell phone, operations and relevant authorities for strengthening network coverage within Makhuduthamaga
		Lobby for Telkom in favour of provision of telephone facilities

#### 4.3. KPA 3: LED

Strategic Objective: To stimulate economic development through SMMEs support, LED projects, private and public sector investments

KPA	Development Challenges	Objectives	Development Strategies
Local Economic Development	<ol style="list-style-type: none"> <li>1. No By law to regulate Business Operations within MLM</li> <li>2. Poor Enforcement of Municipal LED By laws (Street trading etc)</li> <li>3. Poor access to markets for SMMEs/tourism</li> <li>4. High level of unemployment and high poverty rate</li> <li>5. None compliance to Municipal LED By-laws by the Informal sector</li> <li>6. Inadequate working relationship with Municipal stakeholders (spheres of government, community and Private sector)</li> </ol>	To stimulate economic development through SMMEs support, LED projects, private and public sector investments	<ol style="list-style-type: none"> <li>1. Develop a Business Registration &amp; Licensing By-law in line with the Limpopo Business Registration Act (LIBRA)</li> <li>2. Review of the organizational structure for inclusion of Peace Officers</li> <li>3. Create a conducive platform for SMMEs to market their products</li> <li>4. Creation of employment opportunities through LED projects and Initiatives</li> <li>5. Implementation of the Municipal LED By laws (i.e. Street Trading etc)</li> <li>6. Strengthen the working relationship with stakeholders (spheres of government, communities and Private sector)</li> </ol>

#### 4.4.KPA 4: Financial Viability and Management

Strategic Objective: To provide sound and sustainable management of the financial affairs of Makhuduthamaga Local Municipality

KPA	Development Challenges	Objectives	Development Strategies
Financial viability	Limited revenue base	To maximally utilize opportunities for revenue generation.	<p>Allocate resources to increase revenue from the following current sources: traffic functions, licensing function, property rates, renting of council facilities, and sourcing other available grants</p> <p>Allocate resources to increase revenue generation base on the following potential sources: Waste collection and Landfill operation, Billboards advertisement, Business licensing, Building plans approval, rental of municipal halls, sports fields, hawker's stalls (investment property), and Vehicle road worthy testing, Vehicle impoundment and discontinuation.</p> <p>Review and implement Revenue Enhancement Strategies.</p> <p>Implement ARTO which will be linked to E-Natis system for traffic fines collection.</p> <p>Apply Electricity supply license.</p> <p>Request SDM to allow MLM to operate two water Schemes at Agency fee.</p>
High grant dependency	High grant dependency	To reduce high grant dependency	Allocate/deploy resources to strengthen the waste management division and acquire all necessary assets for waste collection and disposal.

			<p>Allocate resources and expand the municipal testing grounds and testing station facilities.</p> <p>Allocate resources and build facilities for the traffic function of the municipality and acquire/maintain all necessary assets.</p> <p>Implement service standards for all services affecting revenue generation and collection and ensure adequate monitoring and reporting.</p> <p>Implement all approved and gazetted revenue management by-laws.</p> <p>Review current valuation roll and debt book of the municipality for accuracy and completeness.</p> <p>Control and approve the erection/construction of all buildings within the targeted municipal nodal points. (Engage local authorities and CoGHSTA).</p> <p>Engage provincial and National departments to intervene on Government debts.</p>
	<p>Poor collection of property rates billed revenue.</p>	<p>To collect 95% of the total billed revenue for property rates from customers.</p>	<p>Review and verify credibility, completeness and reliability of information in the municipal valuation roll.</p> <p>Conduct consultative engagements with all property owners on the municipal valuation roll.</p> <p>Allocate resource and monitor the accurate billing and</p>

			<p>timeous delivery for property rates invoices to property owners.</p> <p>Continues issuing of settlement agreements for property rates to customers (local businesses property owners) to sign with the municipality.</p> <p>Take legal actions (use debt collector) against defaulters who does not cooperate with the municipal arrangements for accounts settlements. – All 60 days' overdue accounts.</p> <p>Review and update the Credit control and debt management policy annually.</p> <p>Adequately implement the Credit control and debt management policy.</p> <p>Development and implementation of By-Laws that will address the small businesses with Makhuduthamaga jurisdiction.</p> <p>Obtain buy-in from Traditional Authorities on Business Debts</p>
	<p>Inadequate implementation of mSCOA project.</p>	<p>To ensure all municipal departments understand and operate the mSCOA live systems adequately.</p> <p>Improved data quality and credibility of reported financial and non-financial information.</p>	<p>mSCOA steering committee and project implementation team to have meetings quarterly to monitor progress and provide remedial actions for none achievement of targets.</p> <p>Report mSCOA implementation progress in every management meeting, Executive committee meeting, portfolio committees, audit committee meeting and council</p>

			meetings. Report mSCOA implementation progress to Provincial and National Treasury on a monthly basis.
Material audit findings on municipal Annual Financial Statements.	<p>To ensure accurate recording of all financial transactions in compliance with applicable GRAP standards.</p> <p>To ensure adequate management and recording of all municipal assets.</p> <p>To ensure compliance with SCM regulations and municipal SCM policy.</p>	<p>Fill all vacant BTO positions and regularly capacitate (train) the current staff to grow their knowledge and to be up to date with developments within their financial management career.</p> <p>Adequately review all financial transaction and segregate duties.</p> <p>Review, approve and implement the Budget related policies. (Asset management policy, Budget management and virement policy, Revenue management policies, SCM policies and Expenditure management policies.)</p> <p>All procurement processes to comply with the approved SCM policies and National Treasury SCM regulations, CIDB regulations and MFMA circulars.</p> <p>Adequately review annual financial statements and internally audit the financial records at least quarterly.</p>	
Poor adherence to municipal procurement plan.	To ensure effective and efficient procurement system.	Senior managers must realistically project timelines for annual targets and clearly outline how they will be achieved on a monthly basis and quarterly basis.	Procurement process must be started well in advance as

Underspending of approved annual budget		<p>per timelines in the approved municipal SCM policy. (implement forward planning)</p> <p>Develop and approve a demand management plan.</p> <p>Capacitate (train) the SCM Bid-Committee members on a regular basis.</p> <p>Report on the implementation of Procurement Plan to Management and EXCO Monthly.</p>
	To adequately implement the approved IDP and annual budget within targeted timeframes.	Implement procurement plan and report progress on its implementation in every management meeting, executive committee meeting, and audit committee meeting and council meeting.

#### 4.5.KPA 5: Good Governance and Public Participation

Strategic Objectives: To promote good governance, public participation, accountability, transparency, effectiveness and efficiency

KPA	Development Challenge	Objective	Development Strategies
Good governance and public participation	Shortage of Office space and variable storage facilities	To have sufficient office space and variable storage facilities.	To advocate for building of more office space including variable storage facilities to comply with relevant legislations. To advocate for electronic filing system Integration of IT systems
	No proper need analysis prior to creation of position (work study)	To support service delivery through human capital	Compliance with the new Municipal Staff Regulations
	Non-compliance with DDM objectives	Alignment of all government developmental programs	Improved collaboration with all stakeholders
	Inconsistence application of consequence management	To ensure accountability and improve service delivery	Implementation of code of conduct
	Lack of feedback to communities (Inadequate public participation)	To ensure community involvement through public participation of municipal programs	Capacitate and Intensify public participation unit Comply with relevant legislations



Lack of municipal anti-fraud and corruption hotline	To prevent fraud and corruption	To acquire and install municipal anti-fraud and corruption hotline
7. Cyber Security threats/Incidents	To ensure a continued operation during negative impact.	Develop and Implement IT Security Strategy and Plan Implementation of business Continuity Plan
Inadequate Performance Management System	To achieve all performance targets	Quarterly Performance Review Development of Reward Model Capacity building
Inadequate Usage of IT Systems	To fully utilise the IT Systems	Implement IT Strategy To develop IT Systems usage reports Develop and implement IT digital strategy
Non implementation of By-Laws	To ensure full implementation of all by-laws Maintain order and ensure public safety	Recruitment and appointment of contravention Officers
Lack of complaints management system.	To resolve all customer complaints to ensure improved customer satisfaction	Procure Electronic complaints management system Transfer of Help desk personnel to customer care
Ineffective and inefficient implementation of training and capacity building programmes	To offer training that will stimulate and improve performance	Authorize trainings that are in line with approved skills audit. To develop guidelines and control measures on attendance of conferences/seminar/symposiums
No capacity and inadequate budget to fund placement of bursary holders (internship programmes)	To assist in developing and retaining the skills of the Bursars within municipal jurisdiction	Initiate applications for discretionary grants from different SETAs Develop a memorandum of understating with the district municipality and other government institution within the district to assist with placement of bursars
Non adherence to HR policies (Leave and time management )	To improve compliance in order to enhance performance	Facilitate induction programmes Apply consequence management Intensify Internal communications campaigns
Exclusion of people living	To ensure involvement and	Review organisational structure

	with disabilities on municipal programmes	participation in municipal programmes	Train all staff e.g. on sign language and braille
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#### 4.6.KPA 6: Municipal Transformation and Organizational Development

Strategic Objectives: To promote effective, efficient municipal administration, and governance through application of credible and approved municipal systems/ processes

KPA	Development Challenges	Objectives	Development Strategies
Municipal transformation and organizational development	Inadequate institutional governance systems	To improve institutional governance and administrative systems  To ensure compliance with all governance and administrative systems  To develop Organisational capacity	Review and implementation of municipal planning framework, e.g. IDP/Budget  Recruit more qualified competent and skilled personnel  Ensure implementation of PMS  Implement Employment Equity Plan  Implement Human Resource Strategy  Develop and implement Organisational structure  Implement PMS for all Managers  Monitor implementation of retention policy  Implement development projects (1pa) (discretionary grant)  Implement Municipal Human Resource Policies  Mobilise for empowerment of IGR forums i.e. IDP Representative forum, LED forum etc.

<p>Inadequate monitoring of performance of all municipal systems, procedures and policies.</p>	<p>To ensure that there is compliance with all approved municipal systems, procedures and policies.</p>	<p>To monitor the compliance with all municipal systems, procedures and policies</p>
<p>Limited powers and functions</p>	<p>To advocate inter-sectoral collaboration of powers and functions commensurate with the capacity of the municipality (MOU &amp; SLA)</p>	<p>Engage SDM, Coghsta and LEDET in sharing some of the feasible powers and functions such as water provisions, maintenance and operations, business licensing</p>
<p>None compliance with legislative guidelines, directives, policies, SLA/Contracts, by-laws</p>	<p>To ensure that there is no none compliance with all related municipal legislations including monitoring of all SLA/contracts</p>	<p>Develop a legal and credible SLA/Contracts          Compile a database of all legislative compliance          Management of litigations          Conduct workshops to enhance compliance          Ensure legal compliance of by-laws and its implementation</p>
<p>None adherence to Service standards and service delivery charter</p>	<p>To improve customer care service for better service delivery</p>	<p>Hold Batho Pele Build up event          Implement Customer Care Service Standards          Implement Customer Care Policy          Implement service delivery charter          Develop Municipal excellent service awards</p>
<p>None adherence and implementation of Labour</p>	<p>To ensure compliance with the Labour Relations policy and</p>	<p>Workshop Staff on code of conduct.</p>

	<p>relation policy and the code of conduct by managers and employees.</p>	<p>code conduct.</p>	<p>Workshop Managers on the implementation of the Labour Relations Policy.  Implement Minimum Service Level Agreement  Implement the SALGA collective Agreement (Limpopo Division) (LLF)  Conduct workshops for all staff members.  Annual Employee training through WSP (Workplace Skills Plan)  Completing of Skills audit questionnaire  Development of PDP's  Implement Internal Bursary Policy  Councillors training  Ward committees' training</p>
<p>Inconsistent and inadequate Capacity building (councillors, employees and ward committees)</p>	<p>Train and develop employees, councillors and ward committee members to ensure adequate capacity exist in the municipality's human service delivery machinery at all times</p>	<p>Performance Management System  Cascade PMS to all staff members i.t.o HR Strategy  Adequate implementation of Electronic Records Management System  Implement municipal File Plan  Implement Records Management Policy and Procedure Manual</p>	
<p>Business management systems (PMS,IT, Records management systems, policies and procedures)</p>	<p>Develop / install municipal business management systems to ensure effective management of all municipal activities at all times</p>	<p>Performance Management System  Cascade PMS to all staff members i.t.o HR Strategy  Adequate implementation of Electronic Records Management System  Implement municipal File Plan  Implement Records Management Policy and Procedure Manual</p>	

			<p>Implement PAIA</p> <p>Implement and monitor ICT Strategy</p> <p>ICT governance (ICT Steering Committee)</p> <p>ICT Organisational structure</p> <p>ICT processes (Control Objectives of Information Technology (COBIT) processes)</p> <p>ICT information (flow, access and security)</p> <p>ICT application (VIP, ESS, SAGE, service desk)</p> <p>ICT technology (latest technology)</p> <p>ICT external influences (ICT risks)</p> <p>Review policies and develop processes and procedures (all functional areas) i.t.o the approved Policy Development Framework</p> <p>Staff workshops on business management system elements</p>
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## CHAPTER 5: PROJECTS PHASE

### KPA 1: SPATIAL RATIONALE

Strategic Objective: To ensure efficient and effective Spatial Planning and Land Use Management systems for sustainable development

No.	Directorate	Project	Project Location	Measurable Objective	Key Performance Indicator	Source of funding	2024/25 Annual Target	Budget			
								Overall Budget (R'000')	2024/25(R'000')	2025/26 (R)'000'	2026/27 (R)'000'
SR01	EDP	Land acquisition	MLM	To have municipal land ownership	No. of land acquisition committee meetings held by 30 June 2025	ES	4 land acquisition committee meetings held by 30 June 2025	R0.00	R0.00	R0.00	R0.00
SR02	EDP	Spatial Planning and Land Use Management	MLM	To improve on spatial planning and land use management	To review SPLUM by law by 30 June 2025	N/A	SPLUM by-law '1 reviewed by 30 June 2025	R0.00	R0.00	R0.00	R0.00
SR03	EDP	Formalisation	MLM		No. of MLM SPLUM by laws reviewed by 30 June 2025	ES	01 MLM SPLUM by laws to be reviewed by 30 June 2025	R0.00	R0.00	R0.00	R0.00
					No of	ES	03 general	R11 125	R 4 707	R 4 500	R 1 918

SR 04	EDP	of settlements	Land Use Audit	MLM		general plans developed at Marishane, Glen cowie and Jane Furse by 30 June 2025	ES	01 Land use audit conducted within the jurisdiction of MLM by 30 June 2025	plans developed at Marishane, Glen cowie and Jane Furse by 30 June 2025	R1 757	R560	R585	R612
SR05	EDP	Monitoring and implementation of building control bylaw		MLM	To promote compliance with building standards and regulations	No. of building inspections conducted by 30 June 2025	N/A	200 building inspections conducted by 30 June 2025	200 building inspections conducted by 30 June 2025	R0.00	R0.00	R0.00	R0.00
SR06	EDP	Assessment of building plans.		MLM		% of building plans received and	N/A.	100% of building plans received and assessed by 30 June 2025	100% of building plans received and assessed by 30 June 2025	R0.00	R0.00	R0.00	R0.00

SR07	EDP	Monitoring & Maintenance of the GIS System	MLM	To integrate the institutional Information and improve efficiency of the GIS System	% of Geospatial updates performed on the GIS system by 30 June 2025(data updated /data received)	N/A	100% of Geospatial updates performed on the GIS system by 30 June 2025(data updated /data received)	R0.00	R0.00	R0.00	R0.00	R0.00
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KPA: 2 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRATEGIC OBJECTIVE: 1 To reduce infrastructure and service delivery backlogs in order to improve quality of life of the community by providing them with roads and storm water, bridges and electricity

2. To promote social cohesion, road safety management, environmental welfare and disaster management for the Municipality

No.	Project	Project location	Measurable Objective	Key Performance Indicators	Source of funding	2025/2025 Annual targets	BUDGET		
							Overall Budget	Budget 2024/2025 (R'000')	Budget 2025/2026
							Budget 5 (R'000')	6	Budget 2026/2027 (R'000')

								(R'000')	(R'000')	
BS0 1	Construction of road from Mokwete to Molepane Phase 2(5km)	Ward 11	To improve accessibility of villages within Makhuduthamag a	No of km road from Mokwete to Molepane to be constructed up to site establishment by 30 June 2025(5km)	ES	5km road from Mokwete to Molepane to be constructed up to base layer by 30 June 2025	R20 000	R15 000	R5 000	R0.00
BS0 2	Construction of access road from Maila Mapitsane to Magolego Tribal Office(5km)	Ward 15	To improve accessibility of villages within Makhuduthamag a	No of km road from Maila Mapitsane to Magolego Tribal Office(5km) constructed by 30 June 2025	ES	5 km of road from Maila Mapitsane to Magolego Tribal Office constructed by 30 June 2025	R25 000	R25 000	R0.00	R0.00
BS0 3	Construction of Madibong internal road (3.2km)	Ward 19	To improve accessibility within Makhuduthamag a	No of KM of access road for construction of Madibong internal road by 30 June 2025	ES	3.2 KM for construction of Madibong internal road constructed by 30 June 2025	R 14 000	R 1 500	R6 500	R6 000
BS0 4	Upgrading of Jane Furse CBD internal road network(R579)	Ward 18	To improve accessibility within Makhuduthamag a	No of Km of internal roads at Jane Furse CBD network upgraded up to road bed by 30 June 2025	ES	10 km of internal roads at Jane Furse CBD network upgraded up to road bed layer by 30 June 2025	R 19 000	R 6 000	R 6 000	R 7 000
BS0 5	Development of designs for Grade	Ward 28	To develop a hub of	01 Detailed designs developed for Grade	ES	01 design developed for	R14 500	R1 500	R6 000	R7 000

A station	Ward	government offices.	A DLTC by 30 June 2025	Grade A DLTC developed by 30 June 2025					
BS0 6	Ward 10	To improve accessibility within Makhuduthamag a	design developed for construction of road from Moloi to Phushulang by 30 June 2025	ES	01 design developed for construction of road from Moloi to Phushulang by 30 June 2025	R21 000	R3 000	R8 000	R10 000
BS0 7	Ward 14	To improve accessibility within Makhuduthamag a	design developed for construction of road from Tsopaneng to Moela Kgopane by 30 June 2025	ES	01 design developed for construction of road from Tsopaneng to Moela Kgopane by 30 June 2025	R12 000	R1 000	R5 000	R6 000
BS0 8	Ward 24	To improve accessibility within Makhuduthamag a	No of km of access road from Phaahla to Masehlaneng constructed up to sub- base layer by 30 June 2025	ES	5 km of access road from Phaahla to Masehlaneng constructed up to sub- base layer by 30 June 2025	R18 500	R5 000	R 5 500	R8 000
BS0 9	Ward 28	To improve accessibility within Makhuduthamag a	No of km of access road from motor gate Wonderboom to R579 constructed up to road bed by 30 June 2025	ES	4.5 km of access road from motor gate Wonderboom to R579 constructed up to road bed by 30 June 2025	R 17 200	R 2 000	R 6 500	R 8 700

BS1 0	Construction of access road from Molebeledi /Mamatjekele to Masemola Moshate (5km)	Ward 25,27	To improve accessibility within Makhuduthamag a	No of km of access road from Molebeledi /Mamatjekele to Masemola Moshate constructed up to selected layer by 30 June 2025	ES	5 km of access road from Molebeledi /Mamatjekele to Masemola Moshate constructed up to selected layer by 30 June 2025	R 15 890	R2 000	R7 000	R 6 890
BS1 1	Construction of Mangwanyane /Kutopo bridge	Ward 31	To improve accessibility within Makhuduthamag a	No of bridge for Mangwanyane /Kutopo constructed by 30 June 2025	ES	01 bridge for Mangwanyane /Kutopo constructed by 30 June 2026	R9 000	R 3 000	R 6 000	R0.00
BS1 2	Repair and Maintenance of roads, bridges and storm water	MLM	To improve accessibility of villages within Makhuduthamag a	No of Existing roads, bridges and storm water maintained within MLM by 30 June 2025	ES	40 Existing roads, bridges and storm water maintained within MLM by 30 June 2025	R69 276	R 20 000	R28 000	R21 276
BS1 3	Repairs and Maintenance of electricity Infrastructure.	MLM	To improve lifespan of service delivery infrastructure	No of electricity infrastructure maintained within MLM by 30 June 2025	ES	15 Existing electricity infrastructure maintained within MLM by 30 June 2025	R5 694	R1 500	R 2 072	R2 122
BS1 4	Repairs and Maintenance of	MLM	To improve lifespan of	No of repairs and maintenance of other	ES	10 repairs and maintenance of	R 7 390	R 3 000	R2 096	R 2 195

	other assets	service delivery infrastructure	assets maintained within MLM by 30 June 2025	other assets maintained within MLM by 30 June 2025					
BS1 5	Repair and maintenance of water and sanitation	To address water and sanitation backlog	No of water and sanitation assets repaired and maintained by 30 June 2025	SDM	20 water and sanitation assets repaired and maintained by 30 June 2025	R0.00	R0.00	R0.00	R0.00
BS1 6	Construction of Kome internal road phase 2 (4.2km)	To improve accessibility within Makhuduthamag a	No of km of access road for Kome internal street (phase 2) constructed up to base layer by 30 June 2025	MIG	4.2 km of access road for Kome Internal street (phase 2) constructed up to base layer by 30 June 2025	R 29 200	R 8 391	R 20 809	R0.00
BS1 7	Construction of access road from Soetveld / Mathapisa to Ga-Mampane Thabeng (6.5km)	To improve accessibility within Makhuduthamag a	No of km of access road from Soetveld/Mathapisa to Ga-Mampane Thabeng constructed by 30 June 2025	MIG	6.5 km of access road from Soetveld/Mathapisa to Ga-Mampane Thabeng constructed by 30 June 2025	R38 000	R 30 000	R 8 000	R 0.00
BS 18	Construction of Cabrievie Internal Road (4.12km)	To improve accessibility within Makhuduthamag a	No of km access road for Cabrievie internal road constructed up to base layer by 30	MIG	4.12 km of access road of Cabrievie internal road constructed up to base layer by June	R24 412	R 7 385	R 17 027	R0

					June 2025	2025						
BS1 9	Construction of Jane Furse RDP to Mogorwane Phase 02	Ward 18	To improve accessibility within Makhuduthamag	No of Km access road from Jane Furse RDP to Mogorwane (phase 02) Constructed by 30 June 2025	MIG	1.14 km of access road from Jane RDP to Mogorwane (phase 02) constructed by 30 June 2025	R 10 282	R 0.00	R 10 282	R 10 282	R 10 282	R 8 000
BS2 0	Construction of access road from Brooklyn to Makoshala (3.2km)	Ward 03,08	To improve accessibility within Makhuduthamag	No of km of access road from Brooklyn to Makoshala constructed by June 2026	MIG	3.2km of access road from Brooklyn to Makoshala constructed by June 2026	R 2 500	R 22 371	R 2 500	R 22 371	R 2 500	R 8 350
BS2 1	Specialised Waste vehicles (MIG) 15%	MLM	To improve effectiveness of the landfill site	Roller compactor , waste truck, grader ( 10 Ton payload Refuse Compactor Truck –R 2 503 000 Tipper Truck ( 2 098 643.45 By June 2025	MIG	3X specialised waste vehicles procured	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 10 800
BS2 2	Upgrading of Jane Furse CBD internal road network(R579) Phase 2	Ward 18	To improve accessibility within Makhuduthamag	No of Km of internal roads at Jane Furse CBD network upgraded up to road bed by 30 June 2025	MIG	10 km of internal roads at Jane Furse CBD network upgraded up to road bed layer by 30 June 2027	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 10 000
BS2 3	Installation of electrical	Ward 26	To improve Access to electric	No of Households/stands	INEP	50 Households/stands provided	R 1000	R 0.00	R 1000	R 1000	R 0.00	0.00

	infrastructure	Ward	energy for household	provided with access to electrical infrastructure at Soetveld by 30 June 2025	INEP	with access to electrical infrastructure at Soetveld by 30 June 2025				
BS2 4	Installation of electrical infrastructure	Ward 02	To improve Access to electric energy for household	No of Households/stands provided with access to electrical infrastructure at Mabintane by 30 June 2025	INEP	162 Households/stands provided with access to electrical infrastructure at Mabintane by 30 June 2025	R 3 221	R 0.00	R 0.00	R 0.00
BS2 5	Installation of electrical infrastructure	Ward 30	To improve Access to electric energy for household	No of Households/stands provided with access to electrical infrastructure at Makhutso by 30 June 2025	INEP	40 Households/stands provided with access to electrical infrastructure at Makhutso by 30 June 2025	R 800	R 0.00	R 0.00	R 0.00
BS2 6	Installation of electrical infrastructure	Ward 01	To improve Access to electric energy for household	No of Households/stands provided with access to electrical infrastructure at Hlalanikahle by 30 June 2025	INEP	70 Households/stands provided with access to electrical infrastructure at Hlalanikahle by 30 June 2025	R 1 400	R 0.00	R 0.00	R 0.00
BS 27	Installation of electrical	Ward 05	To improve Access to electric	No of Households/stands	INEP	130 Households/stands provided	R 2 600	R 0.00	R 0.00	R 0.00

	infrastructure		energy for household	provided with access to electrical infrastructure at Leeukraal by 30 June 2025	with access to electrical infrastructure at Leeukraal by 30 June 2025					
BS28	Installation of electrical infrastructure	Ward 05	To improve Access to electric energy for household	No of Households/stands provided with access to electrical infrastructure at Mohlwarekoma by 30 June 2025	170 Households/stands provided with access to electrical infrastructure at	R 3 400	R 0.00	R 0.00	R 0.00	R 0.00
BS29	Installation of electrical infrastructure	Ward 08	To improve Access to electric energy for household	No of households/stands provided with access to electrical infrastructure at Ga (Moloi Phase 02) by 30 June 2025	550 households/stands provided with access to electrical infrastructure at Ga Moloi Phase 02 by 30 June 2025	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
BS30	Installation of 24 km of 22 KV line	Ward 10,27	To improve Access to electricity for households	No of km of 22 KV line installed from Mamatjekele to Ga-Moloi (phase 02) by 30 June 2025	24 km of 22 KV line installed from Mamatjekele to Ga-Moloi phase 02 by 30 June 2025	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
BS31	Construction of access road from cowie via Setebong/	Ward 8,7	To improve accessibility within Makhuduthamag	No of km of access road from Glen cowie via Setebong/Dikaton	3.5 km of access road from Glen cowie via Setebong/Dikaton	R 6 408	R 0.00	R 0.00	R 0.00	R 6 408



	Dikatone to Thoto access road (9km)		a		To Thoto constructed road bed by 30 June 2025		to Thoto constructed up to road bed by 30 June 2025					
BS3 2	Construction of Topanama access road(9km)	Ward 23,19, 17	To improve accessibility within Makhuduthamag a		No of km of access road for Topanama (9km) constructed up to site establishment by 30 June 2025	ES	9 km of access road for Topanama (9km) constructed up to site establishment by 30 June 2025	R0.00	R 3 000	R11 000	R 8 000	
BS3 3	Construction of guard rooms in municipal facilities	MLM	To safeguard municipal Assets		No of guardrooms constructed at municipal facilities ( Mogaladi CH, Makgwabe CH, artificial pitch and Madibong Landfill site) by 30 June 2026	ES	04 guardrooms constructed at municipal facilities ( Mogaladi CH, Makgwabe CH, artificial pitch and Madibong Landfill site) by 30 June 2025	R0.00	R0.00	R 800	R0.00	
BS3 4	Refurbishment of Storm water control from Glen Cowie to Cabrievie	Ward 8	To Improve storm water control from Glen Cowie to Cabrievie		No of km of storm water control system from Glen cowie to Cabrievie refurbished by June 2025	ES	1 Km of storm water control system from Glen cowie to Cabrievie refurbished by June 2025	R6 000	R0.00	R 6 000	R 6 000	
BS3 5	Construction of Rietfontein (Ngwaritsi) sports	Ward 04	To improve accessibility within		No sports facilities constructed at Rietfontein	MIG	1 Sports facility at Rietfontein (Ngwaritsi)	R0.00	R 0.00	R0.00	R0.00	

	facility Phase 01		Makhuduthamag a	(Ngwaritsi) phase 01 by 30 June 2027		constructed by 30 June 2025				
BS3 6	Development of detailed designs for Masemola Majekaneng to Masemola Mabopane internal road (10km)	Ward 27	To improve accessibility within Makhuduthamag a	No of Detailed designs developed for Masemola Majekaneng to Masemola Mabopane internal road (10km) by 30 June 2026	ES	01 Detailed design developed for Masemola Majekaneng to Masemola Mabopane internal road constructed by June 2026	R 0.00	R0.00	R0.00	R0.00
BS3 7	Construction of Mamone Sekwati- Motlokwe access road(4km)	Ward 21	To improve accessibility within Makhuduthamag a	No of km of access road from Mamone Sekwati-Motlokwe completed by June 2026	MIG	4km of access road from Mamone Sekwati-Motlokwe completed by June 2026	R 10 000	R0.00	R0.00	R10 000
BS3 8	Installation solar high mast and street lights within Makhuduthamaga Local Municipality	Ward X	To improve visibility within Makhuduthamag a	No of solar high mast lights installed at Jane Furse R579 by 30 June 2025	MIG	10 solar high mast lights installed at Jane Furse R579 by 30 June 2025	R14 000	R0.00	R0.00	R14 000
BS3 9	Construction of Low Level Bridges at Makhuduthamaga	Ward 14, 15, 16	To improve accessibility within Makhuduthamag	No of low level bridges for Mokadi, Bodutung, Ga- Seopela &	ES	10 street lights installed at various villages by 30 June 2025	R 5 000	R0.00	R0.00	R5 000

BS40	Construction of Matsoke Stormwater control system	Ward 21	To improve accessibility within Makhuduthamag a	Dingoane/Tsopanen g constructed by June 2026	ES	5 km Construction of Matsoke Stormwater control system	R0.00	R0.00	R0.00	R0.00	R0.00
BS41	Construction of Registry office block	MLM	To protect Municipal records	No. of registry office blocks constructed up by 30 June 2026	ES	01 registry office block constructed by 30 June 2026	R0.00	R0.00	R0.00	R0.00	R0.00
BS42	Construction of emergency exits in the main building	MLM	To comply with building regulations	No. of emergency exits constructed in the main building by 30 June 2025	ES	03 emergency exits constructed in the main building by 30 June 2025	R0.00	R0.00	R0.00	R0.00	R0.00
BS43	Construction of Masanteng access road	Ward 30	To improve accessibility within Makhuduthamag a	No. of detailed designs for construction of Masanteng access road constructed by 30 June 2026	ES	1 detailed design for construction of Masanteng access road constructed by 30 June 2026	R2000	R0.00	R2 000	R0.00	R0.00
BS44	Upgrading of R579 access road from RDP/Shell garage to Marangrang road and Old Hospital road	Ward 18	To improve accessibility within Makhuduthamag a	No. of Km of access road from Jane Furse 4-ways to Marangrang upgraded by 30 June 2026	ES	7.2 Km of access road from Jane Furse 4-ways to Marangrang upgraded by 30 June 2026	R 0.00	R0.00	R0.00	R0.00	R0.00

BS4 5	Construction of Masanteng access road	Ward 30	To improve accessibility within Makhuduthamag a	No of detailed designs for construction of Masanteng access road constructed by 30 June 2026	ES	1 detailed design for construction of Masanteng access road constructed by 30 June 2026	R4000	R0.00	R0.00	R4 000
BS4 6	Construction of Molepane to Makgane village	Ward 11,12	To improve accessibility within Makhuduthamag a	No. of Km of access road from Molepane to Makgane Constructed by 30 June 2027	MIG	10 Km of access road from Molepane to Makgane Constructed by 30 June 2027	R0.00	R0.00	R0.00	R 0.00
BS 47	Construction of access road from Glen Cowie Old Post Office to Phokwane Phase 2 (3.5km)	Ward 8,3&2	To improve accessibility of villages within Makhuduthamag a	No of km of access road from Glen Cowie Old Post Office to Phokwane constructed by 30 June 2027	ES	3.5 km of access road from Glen Cowie Old Post Office to Phokwane constructed by 30 June 2027	R 0.00	R0.00	R0.00	R0.00
BS4 8	Electrification of Dihlabaneng (Ngwanakwena and Malatjane) 700 H/H	Ward 22	To improve Access to electric energy for household	No of households electrified at Dihlabaneng (Ngwanakwena and Malatjane) by 30 June 2027	INEP	700 H/H of households electrified at Dihlabaneng (Ngwanakwena and Malatja) by 30 June 2027	R 0.00	R 0.00	R0.00	R0.00
BS4	Construction of	Ward	To improve	No of km of access	MIG	6 km of access	R0.00	R0.00	R0.00	R0.00

9	Ga-Selepe access road	25	accessibility within Makhuduthamag a	road for Ga-Selepe constructed by June 2027	road for Ga-Selepe constructed by June 2027					
BS50	Construction of access road from Mkgapaneng reservoir-Malegale cemetery (3.6km)	Ward 03	To improve accessibility within Makhuduthamag a	No of km access road from Mkgapaneng reservoir-Malegale cemetery completed by 30 June 2027	ES	3.6 km of access road from Mkgapaneng reservoir-Malegale cemetery completed by June 2027	R0.00	R0.00	R0.00	R0.00
BS51	Refurbishment of Phaahla Community hall	MLM	To improve lifespan of Municipal Facility	No. of community halls refurbished at Phaahla by June 2027	ES	01 community halls refurbished at Phaahla by June 2027	R 0.00	R0.00	R0.00	R0.00
BS52	Construction of access road from Rietfontein to Mare village (3km)	Ward 04,06	To improve accessibility within Makhuduthamag a	No of Km of access road for access road from Rietfontein to Mare village constructed up to selected layer by 30June 2025	ES	3km of access road from Rietfontein to Mare village constructed up to selected layer by 30 June 2025	R0.00	R 0.00	R0.00	R0.00
BS53	Construction of Vergelegen C internal road (0.9m)	Ward 19	To improve Access to electric energy for household	No of Km of access roads constructed at Vergelegen C by 30 June 2028	ES	0.9 Km of access road constructed at Vergelegen C by 30 June 2028	R0.00	R0.00	R0.00	R0.00

BS5 4	Upgrading of access roads for the land earmarked for Municipal offices	Ward 21	To improve accessibility within Makhuduthamag a	No of Km of access roads for the land earmarked municipal facilities constructed by June 2028	ES	15 km of access roads for the land earmarked municipal facilities constructed by June 2028	R0.00	R0.00	R0.00	R0.00
BS5 5	Upgrading of Mogaladi Community hall	MLM ward 30	To improve lifespan of Municipal Facility	No of community halls upgraded by 30 June 2027	ES	01 community hall upgraded by 30 June 2028	R0.00	R0.00	R0.00	R0.00
BS5 6	Upgrading of access road to Makgwabe community hall	MLM 29	To improve lifespan of Municipal Facility	No of community halls upgraded by 30 June 2027	ES	01 community hall upgraded by 30 June 2028	R0.00	R0.00	R0.00	R0.00
BS5 7	Upgrading of access road to Jane Furse Library	MLM	To improve accessibility within Makhuduthamag a	No of access roads upgraded at Jane Furse Library by 30 June 2027	ES	1.5 km of access roads upgraded at Jane Furse Library by 30 June 2027	R0.00	R0.00	R0.00	R0.00
BS 58	Upgrading of access road to Jane Furse artificial pitch	MLM	To improve accessibility within Makhuduthamag a	No of access roads upgraded at Jane Furse artificial Pitch by 30 June 2027		1km of access roads upgraded at Jane Furse artificial Pitch by 30 June 2027	R0.00	R0.00	R0.00	R0.00
BS5 9	Construction of Mogaladi access road (3.2km)	Ward 30	To improve accessibility within Makhuduthamag	No of km of access road for Mogaladi access road constructed by June	ES	3.2km of access road for Mogaladi constructed by June 2028	R0.00	R0.00	R0.00	R0.00

BS60	Construction of Maololo road	Ward 24	a	To improve accessibility within Makhuduthamag a	2028	ES	No of km of access road for Maololo access road constructed up to base layer by June 2029	10km of access road for Maololo access road constructed up to base layer by June 2028	R 105 000	0.00	0.00	R 10 000
BS61	Kotsiri to Dihlabaneng	Ward 14	a	To improve accessibility within Makhuduthamag a	2029	ES	No of km of access road from Kotsiri to Dihlabaneng constructed up to base layer by June 2029	3km of access road from Kotsiri to Dihlabaneng constructed up to base layer by June 2028	R 37 000	0.00	0.00	R 5 000
BS62	Solid waste collection	MLM		To promote a healthy and clean environment	2025	ES	Number of house to house collection with access to solid waste removal services by 30 June 2025	1282 house to house collection with access to solid waste removal services at Marishane, Glen cowie new stands and Glen cowie Mathousands by 30 June 2025	R44 103	R20 000	R17 030	R7 073
					2025		Number of skips collections done at 31 wards by 30 June 2025	3 380 skips collections done at 31 villages by 30 June 2025				

BS6 3	Landfill site operation	MLM	To enhance landfill operation	Number of skip bins procured	ES	Skip bins procured by 30 June 2025							
				Number of landfill sites audit reports compiled by 30 June 2025	ES	04 landfill sites audit reports compiled by 30 June 2025	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00
				Number of environmental impact assessments conducted for new landfill site by 30 June 2025	ES	01 environmental impact assessments conducted for new landfill site by 30 June 2025	R2 197	R700	R732	R765			
				Construction of a new landfill site by 30 June 2026	ES	01 new landfill site constructed by 30 June 2027	R30 000	R0.00	R10 000	R20 000			
BS6 4	Fencing of cemeteries	MLM	To protect gravestones from wandering animals	Number of cemeteries fenced within the Makhuduthamaga jurisdiction by 30 June 2025	ES	1 cluster cemetery fenced within the Makhuduthamaga Jurisdiction by 30 June 2025.	R0.00	R0.00	R0.00	R0.00			R0.00
BS6 5	Environmental care awareness to communities	MLM	To promote sustainable environmental system and improve community	Number of Environmental awareness and clean up campaigns held within the jurisdiction of Makhuduthamaga	ES	8 Environmental awareness and clean up campaigns held within the jurisdiction of	R940	R300	R313	R327			



		awareness		by 30 June 2025		Makhuduthamaga by 30 June 2025.				
BS6 6	Library promotions	To promote the culture of reading and learning	MLM	No of Library Awareness Campaign held within the jurisdiction of Makhuduthamaga by 30 June 2025.	ES	16 Library awareness campaigns held within the jurisdiction of Makhuduthamaga by 30 June 2025	R469	R150	R156	R163
BS6 7	Disaster relief	To provide relieve to disaster affected H/H	MLM	Percentage (%) of Disaster relief provided.( Disaster cases attended /total number of reported disaster cases)by 30 June 2025	ES	100% Disaster relief provided.( Disaster cases attended /total number of reported disaster cases)by June 2025	R4 627	R1 800	R1 382	R1 445
BS6 8	Climate change strategy	To improve awareness, secure planet and protect the future.	MLM	Development of climate change management strategy developed and approved by 30 June 2025	ES	Climate change management strategy developed and approved by 30 June 2025	R0.00	R0.00	R0.00	R0.00
BS6 9	Disaster management awareness	To educate communities to respond adequately to disaster events	MLM	No of Disaster awareness campaigns conducted within jurisdiction of	ES	8 Disaster awareness campaigns conducted within jurisdiction of	R470	R150	R156	R163

					Makhuduthamaga by 30 June 2025		Makhuduthamaga by 30 June 2025							
					No of advisory forums on disaster held by 30 June 2025	ES	4 advisory forums on disaster held by 30 June 2025							
BS7 0	Sports promotion	MLM	To promote healthy lifestyle and social cohesion	No of Sports promotion activities held by 30 June 2025	ES	8 Sports promotion activities held by 30 June 2025	R3 766	R1 200	R1 255	R1 311				
BS7 1	Arts and culture promotions	MLM	To promote and sustain cultural heritage	No of Arts and culture promotion activities held within Makhuduthamaga community by 30 June 2025	ES	8 Arts and culture promotion activities held within Makhuduthamaga community by 30 June 2025	R2 511	R800	R836	R 874				
BS7 2	Road safety Management	MLM	To promote road safety	No of Road safety campaigns conducted by June 2025	ES	12 Road safety campaigns conducted by June 2025	R690	R220	R230	R240				
BS7	Development of	MLM	To enhance	No of integrated	ES	01 integrated	R2000	R2000	R0.00	R0.00				

3	Integrated Transport plan	mode of transport for the community	transport plan developed by 30 June 2025	transport plan developed by 30 June 2025	transport plan developed by 30 June 2025		
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KPA3: LED

Strategic Objective: To stimulate economic development through SMMEs support, LED projects, private and public sector investments

No.	Directorate	Project	Measurable Objective	Key Performance Indicators	Source of funding	Annual Target 2024/2025	Overall budget	BUDGET		
								Budget 2024/2025 (R'000)	Budget 2025/2026 (R'000)	Budget 2026/2027 (R'000)
LED01	EDP	LED Forums	To Stimulate economic development through SMMEs, Support LED projects and private-public sector investments	No. of LED forums held by 30 June 2025	ES	02 LED forums held by 30 June 2025	R46	R15	R15	R16
LED02	EDP	SMMEs Support	Support LED projects and private-public sector investments	No of SMMEs financially supported by 30 June 2025	ES	12 SMMEs to be financially supported by 30 June 2025	R9 500	R4 000	R5 000	R5 000
				No. of monitoring of previously financially	N/A	12 monitoring of previously	R0.00	R0.00	R0.00	R0.00





LED07	Infrastructure	EPWP	Alleviate unemployment and poverty	No of job opportunities created through EPWP by 30 June 2025	EPWP funding	142 job opportunities created through EPWP by 30 June 2025	R15 411	R4 900	R5 135	R5 376
				To develop Tourism guide by 30 June 2025	N/A	Tourism guide developed by 30 June 2025	R0	R0	R0	R0
				June 2025		by 30 June 2025				

KPA 4: FINANCIAL VIABILITY MANAGEMENT

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

No.	Directorate	Project	Measurable objective	Key Performance Indicator	Annual Targets 2024/2025	Overall budget R'000'	Budget		
							Budget 2024/2025 R'000'	Budget 2025/2026 R'000'	Budget 2026/2027 R'000'
BTO 01	BTO	Implementation of mSCOA	To enhance financial reporting	No. of mSCOA financial system modules running live monthly by 30 June 2025	9 mSCOA financial system modules running live monthly for the period ending 30 June 2025	R6 278	R2 000	R2 092	R2 186
BTO 02	BTO	Revenue management	To increase own revenue and reduced dependency on grants.	Percentage of own revenue increment	5% of own revenue increment	R 0.00	R 0.00	R 0.00	R 0.00
				No of Supplementary valuation rolls developed and implemented by 30 June 2025.	1 Supplementary valuation rolls developed and implemented done by 30 June 2025.	R 3 139	R 1 000	R 1 046	R 1 093.

BTO 03	BTO	Own Revenue collection.	To increase own revenue and reduced dependency on grants	% of billed revenue collected (revenue amount collected vs amount billed) by 30 June 2025	95% of billed revenue collected (revenue amount collected vs amount billed) by 30 June 2025	R0.00	R0.00	R0.00	R0.00
BTO 04	BTO	Procurement management activities.	To facilitate effective and efficient implementation of SDBIP.	No of Procurement plan Developed and approved for 2024/2025 financial year by 30 June 2025	Develop and implement approved procurement plan by 30 June 2025	R0.00	R0.00	R0.00	R0.00
BTO 05	BTO	Financial Management capacity building.	To enhance human resource competency.	% of FMG spend by 30 June 2025	100% FMG spend by 30 June 2025	R5 700	R1800	R1 900	R2 000
BTO 06	BTO	Budget and reporting.	To ensure Credible and compliant municipal budgeting and reporting.	No. of Municipal Annual Budgets prepared and table in council for approval by 30 June 2025	03 Municipal Annual Budgets prepared and table in council for approval by 30 June 2025	R0.00	R0.00	R0.00	R0.00



BTO 07	BTO	Expenditure Management.	To ensure authorized expenditure and timeous payment of obligations.	No. of section 71 reports submitted within first 10 working days of every month by 30 June 2025	12 section 71 reports submitted within first 10 working days of every month by 30 June 2025	R0.00	R0.00	R0.00	R0.00
				No. of AFS submitted to AGSA by 31 August 2024	1 AFS submitted to AGSA by 31 August 2024	R0.00	R0.00	R0.00	R0.00
				% of creditors paid within 30 days period by 30 June 2025	100% of creditors paid within 30 days period by 30 June 2025	R0.00	R0.00	R0.00	R0.00
				No. of creditors reconciliations report prepared and signed within first 10 working days of every month by June 2025	12 creditors reconciliations report prepared and signed within first 10 working days of every month by 30 June 2025	R0.00	R0.00	R0.00	R0.00

BTO 08	BTO	Asset management	To manage all municipal assets.	No. of assets verification activities conducted and reported by 30 June 2025.	8 assets verification activities conducted and reported by 30 June 2025.	R0.00	R0.00	R0.00	R0.00
				No. of assets maintenance reports compiled by 30 June 2025.	Maintenance reports compiled by 30 June 2025.	R4 000	R4 000	R0.00	R0.00
				No of asset registers prepared by 30 June 2025	12 asset registers prepared by 30 June 2025	R0.00	R0.00	R0.00	R0.00
				No of movable municipal assets purchased by 30 June 2025	08 movable municipal assets purchased by 30 June 2025 (3 Traffic vehicles 1 Waste collection truck 1 Motor Graders 2 Fleet	R 10 000	R 10 000	R0.00	R0.00

BTO 09	BTO	Unqualified AGSA audit opinion.	To improve AGSA audit opinion.	To obtain Unqualified audit opinion with no material finding by 30 June 2025	Obtain Unqualified audit opinion with no material finding by 30 June 2025.	R5 265	R5 265	R0.00	R0.00	vehicles 1 Towing truck
BTO 10	BTO	Provision of Free Basic Electricity	To improve lives of indigents	No of reports compiled on provision of FBE to registered indigents by 30 June 2025	04 reports compiled on provision of FBE to registered indigents by 30 June 2025	R1 200	R1 200	R0.00	R0.00	

KPA 5: Good Governance and Public Participation

Strategic Objective: To promote Good Governance, Public Participation, accountability, transparency, effectiveness and efficiency

No.	Project	Project location	Measurable Objective	Key Performance Indicator	2024/2025 Annual Target	Source of funding			Budget			
						2024/25 (R)'000'	2025/26 (R)'000'	2026/27 (R)'000'	Overall Budget (R)'000'	2025/26 (R)'000'	2026/27 (R)'000'	

GG01	Risk Assessments	MLM	To assess, identify and manage risk and uncertainty in order to safeguard assets, enhance productivity and build resilience into operations	No. of Strategic Risk assessment conducted and Operational Risk Assessment reviewed by 30 June 2025	1 Strategic Risk assessment conducted and 4 Operational Risk Assessments reviewed by 30 June 2025	ES	R0.00	R0.00	R0.00	R0.00
GG02	Monitoring of physical security	MLM		No of Physical Security Monitoring conducted by 30 June 2025	12 Physical Security Monitoring conducted by 30 June 2025	ES	R0.00	R0.00	R0.00	R0.00
GG03	Facilitate Implementation of Business Continuity plan	MLM		No of Business Continuity projects implemented by 30 June 2025	1 Business Continuity project implemented by 30 June 2025	ES	R784	R250	R261	R273
GG04	Facilitate Risk	MLM	To assist the Accounting	Number of Risk	4 Risk Management	ES	R0.00	R0.00	R0.00	R0.00

GG05	Management Committee (RMC) meetings	MLM	Officer/Authority in addressing its oversight requirements of risk management	Management Committee (RMC) meetings held by 30 June 2025	Committee (RMC) meetings by 30 June 2025	ES	R0.00	R0.00	R0.00	R0.00	R0.00
	Management of Internal Audit Activity		To ensure proper functionality of Internal Audit Activity	No. of Internal Audit policies and procedures reviewed and approved by 30 June 2025	3 Internal Audit policies and procedures reviewed and approved by 30 June 2025	ES					
				No. of three year rolling plan reviewed and approved by Audit and Performance committee by 30 June 2025	1 three year rolling plan reviewed and approved by Audit and Performance committee by 30 June 2025	ES					
GG06	Internal Audit engage	MLM	To ensure the effectiveness	No of Risk-based Internal audit	14 Risk-based Internal audit engagements	ES	R1 569	R 500	R523	R546	



GG10	and performance Committee support.	MLM	effectiveness of sound financial Management, Risk management and controls, internal audit, and performance management	and Performance Committee meetings held by 30 June 2025	Performance Committee meetings held by 30 June 2025														
	Develop customer care implementation plan		To improve service delivery through customer engagement platforms	No. of customer care projects implemented in line with the approved customer care plan by 30 June 2025	12 customer care projects implemented in line with the approved customer care plan by 30 June 2025	ES	R3 500	R 500	R1 500	R1 500									
				No of community satisfaction survey conducted by 30 June 2025	01 Community satisfaction survey conducted by 30 June 2025	ES	R2 700	R900	R900	R900									







GG18	Whippy support	MLM	To promote cohesion in Council	referred to MPAC from council (total number of cases referred/total number cases investigated) by 30 June 2025	referred to MPAC from council (total number of cases referred/total number cases investigated) by 30 June 2025	R126	R40	R42	R44
				No. of MPAC meeting held by 30 June 2025	12 of MPAC meetings held by 30 June 2025				
				No of Oversight report compiled and presented to Council by 30 June 2025	1 Oversight report compiled and presented to Council by 30 June 2025				

GG19	Mayor Outreach programmes	MLM	To advance social responsibility and improve quality of life of citizens	No of Whiperry reports generated and submitted to council by 30 June 2025	04 Whiperry reports generated and submitted to council by 30 June 2025	ES								
				No of Outreach events held by 30 June 2025.	12 Outreach events held by 30 June 2025.	ES	R2 197	R 700	R 732	R765				
GG20	Special Programmes	MLM		No of special programmes conducted by 30 June 2025.	20 of special programmes conducted by 30 June 2025.	ES	R8 004	R2 550	R 2 667	R2 787				

KPA 6: Municipal Transformation and Organizational Development

Strategic Objectives: To promote effective, efficient municipal administration, and governance through application of credible and approved municipal systems/ processes

No.	Project	Project location	Measurable Objective	Key Performance Indicators	Annual Target 2024/25	Source of Funding	Budget							
							Overall Budget (R'000')	2024/2025	2025/2026	2026/2027				

							(R)'000'	(R)'000'	(R)'000'
MTOD01	2025/2026 IDP review activities	MLM	To improve governance and deepen community involvement in the affairs of the municipality	No of IDP process plan compiled and approved by 30 June 2025	1 IDP process plan approved by 30 June 2025	N/A	R0.00	R0.00	R0.00
				No of IDP process plan implementation reports done by 30 June 2025.	12 IDP process plan implementation reports done by 30 June 2025.	N/A	R0.00	R0.00	R0.00
				No of Draft 2025/2026 IDP and final 2025/2026 IDP tabled to Council by 30 June	01 Draft 2025/2026 IDP and 01 final 2025/2026 IDP tabled to Council	N/A	R0.00	R0.00	R0.00







MTOD05	Manage bursary funds	Corporate services	To provide academic support to students and employees for higher education	No. of external bursary funds reports generated by 30 June 2025	4 external bursary funds reports generated by 30 June 2025	ES	R9 668	R3 080	R3 221	R 3 366
				No. of employees bursary funds reports generated by 30 June 2025	4 employees bursary funds reports generated by 30 June 2025	ES	R 1 569	R500	R 523	R546
MTOD06	Implementation of Performance Management System	Corporate Services	To improve municipal performance and service delivery	% of Performance agreement signed by June 2025(total number of employees appointed/total number of employee signed	100 % of Performance agreement signed by 30 June 2025(total number of employees appointed/total number of	ES	R0.00	R0.00	R0.00	R0.00



	employee signed agreement							
MTOD07	Provision of Human resource management services	Corporate Services	To reduce the vacancy rate and strengthen workforce	No of performance assessments conducted by 30 June 2025(2023/2024 annual and 2024/2025 Mid-year)	02 assessments conducted by 30 June 2025(2023/2024 annual and 2024/2025 Mid-year)	ES	60% of funded vacant posts as at beginning of financial year filled in line with the approved organisational structure by 30 June 2025(total number of funded vacant positions)	60% of funded vacant posts as at beginning of financial year filled in line with the approved organisational structure by 30 June 2025(total number of funded vacant positions)
	agreement							
	employee signed agreement							

MTOD08	Provide employee relations services	Corporate Services	To ensure compliance with SALGBC collective agreement through functional LLF each	No. of LLF resolution reports created by 30 June 2025	4 LLF resolution reports created by 30 June 2025	ES	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00
			To provide human resources management systems, policies and standard operating procedures	No of Corporate Services policies reviewed by 30 June 2025	10 Corporate Services policies reviewed by 30 June 2025	ES	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00

MTOD09	Manage municipal litigation cases	Corporate Services	year. To ensure proper monitoring of legal cases	No. of litigations cases reports compiled by 30 June 2025	4 litigations cases reports compiled by 30 June 2025	ES	R7 847	R2 500	R2 615	R2 732
MTOD10	ICT Governance	Corporate Services	To strengthen municipal ICT governance and systems	No. of ICT steering committee monitoring reports generated by 30 June 2025	4 ICT steering committee monitoring reports generated by 30 June 2025	ES	R0.00	R0.00	R0.00	R0.00
MTOD11	ICT systems support	Corporate Services	To enhance productivity of ICT Systems	No. of reports for IT Systems Supported by 30 June 2025	12 reports for IT Systems Supported by 30 June 2025	ES	R32 893	R 12 555	R9 945	R10 393
MTOD12	Provision for Automation (Digital) system	Corporate Service	To fully Automate Municipal processes	No of Automation (Digital) systems procured	1 System for automation of business processes procured	ES	R 5 964	R 1 900	R 1 987	R 2 077

MTOD13	Provision of records management services	Corporate services	To improve Records management systems	No of records management reports generated by 30 June 2025	and installed by June 2025	ES	R0.00	R0.00	R0.00	R0.00	R0.00
MTOD14	Provision of facility management services	Corporate Services	Design and development of land scabbing at Nebo, Sekhukhune and Jane Furse Library)	No of Facility management reports generated by 30 June 2025	12 Facility management reports generated by 30 June 2025	ES	R10 500	R3 500	R3 500	R3 500	R3 500

## CHAPTER 6: INTEGRATION PHASE

### 6.1. Spatial rationale Sector plans

Sector Plan	A brief description and overview
Gazetted Reviewed Spatial Development Framework (SDF)	<p>The MLM has adopted the SDF in 2007 and reviewed in the 2021/2022 financial year so that it can meet the required standard. A Spatial Development Framework (SDF) is a framework that seeks to guide overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal IDP. The aims of a spatial development framework are to promote sustainable functional and integrated human settlements, maximise resource efficiency, and enhance regional identity and unique character of a place. The contents of the SDF are guided by the Local Government Municipal Systems Act (no 32 of 2000) and the Local Government: Municipal Planning and Performance Regulations (2001)</p>
Gazetted Land Use Management Scheme (LUMS)	<p>Guided by the SDF, the Land Use Management Scheme (LUMS) was developed and adopted in 2008. The plan was reviewed in the 2021/2022 financial year. The main orientation of the scheme is to provide mechanism for the control of land use and ensure that development takes place in a coordinated manner. The LUMS set out to address spatial challenges identified in the analysis phase and inherited from the apartheid legacy.</p>
Jane Furse Precinct Plan	<p>The Jane Furse Precinct plan was developed by SDM and also noted by MLM council during the 2009/10 financial year. The focus of the plan was to develop a set of guidelines which can and will be used to direct development within the defined area, the Jane Furse node in particular Vergelegen farm. As the growth point of the MLM and SDM the node is currently not developed in a manner that supports most of the characteristics of an ideal growth point node. The plan undertakes precinct analysis/study of the defined area and highlight catalytic public sector LED</p>

GIS Policy	projects that are required to contribute to the development of the node. To provide guidelines, general principles, and procedures on the use and management of spatial information in the Municipality and ensure spatial enablement of information on land tenure administration in accordance with the municipal land use management controls system
Gazetted SPLUMA by-law	Makhuduthamaga has adopted and gazetted its Spatial and land use by-law in 2019/2020 financial year. The aim of the by-law is to regulate land use management and spatial planning development as mandated by the SPLUMA Act, 2013

## 6.2 Basic service delivery and infrastructure Development Sector plans

Sector Plan	A brief description and overview
Disaster Management Plan	The MLM has developed and adopted Disaster Management Plan during the 2007/8 financial year and reviewed during the 2014/15 financial year with the help of CoGHSTA. The plan is aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation. It also aimed at providing an enabling environment for disaster management in the municipal area- Promote pro- active disaster management through risk reduction programmes, promote cooperative relationships between all spheres of government in case of emergency incidences.
Housing Plan/Chapter	The Housing Chapter for the municipality was developed during 2008/9 financial year with the assistance of CoGHSTA. The plan will be reviewed in the 2024/2025 financial year. There are three kinds of housing programmes which Makhuduthamaga has benefitted. The programme include: Rural Housing, People's Housing programme and Emergency housing/Disaster Housing. The housing chapter attempts to address the following issues: unblocking housing service delivery constraints, planning challenges, contribution to unblocking land constraints, upgrading of rural settlements and enhancement of the quality of houses constructed under the auspices of local government
Water Services Development Plan	During the 2005/6 SDM developed and adopted WSDP for its area of jurisdiction wherein issues on water and sanitation are addressed which included Makhuduthamaga Local Municipality. The plan was reviewed during 2015/16 financial year.
Integrated Transport Plan	The Municipality has developed and council noted the plan during the 2022/2023 financial year. The plan will be adopted by council in the 2023/2024 financial year
Road Master plan	The Municipality developed and adopted Road Master Plan during the 2013/14 financial year and it is under review (2023/2024 financial year)

### 6.3 Economic and environmental analysis Sector plans

Sector Plan	A brief description and overview
Local Economic Development Strategy	MLM has reviewed its LED strategy in the 2022/2023 financial year. This document responds to local economic constraints of the municipality. It describes the role of the municipality in LED which is more of facilitating than being the primary implementer. The aim of the LED strategy is to create an enabling environment for employment opportunities for local residents, reduce constraints to business investments and growth, tackle market failures to make market work better and strengthen the competitiveness of local firms. The strategy is thus aligned to key planning documents cited in the previous sections like LEGDP, NSDP etc.
LED Implementation plan	Developed and adopted by council during the 2008/9 financial year and reviewed in 2022/2023 financial year. The plan outlines how the municipality is going to implement the LED strategy.
Tourism Strategy	The Municipality has Tourism Strategy that seeks to provide tourism guidelines within Makhuduthamaga municipal area. Its main purpose is to promote tourism within the Municipality. The Strategy was adopted in the 2022/2023 financial year.
Integrated Waste Management Plan	The plan was adopted by MLM council in the 2019/20 financial year. The plan is under review (2023/2024 financial year)
Street trading by-law	The municipality aims at regulating and formalising the informal street trading economic activities more especially through the municipal CBD.
EPWP Policy	The Expanded Public Works Programme (EPWP) is a nation-wide Government programme aiming at drawing significant numbers of unemployed into productive work, so that they increase their capacity to earn an income. Job creation and skills development remain key priorities of the South African Government. The Expanded Public Works Programme (EPWP) is a Cabinet endorsed Programme aimed at creating work opportunities. The Programme is implemented by all

spheres of government, across four (4) defined sectors, namely the Infrastructure, Social, Non-State and Environment and Culture sectors. The Programme's overall coordinator is the National Department of Public Works (DPW)

#### 6.4 Financial viability and Management Sector plans

Sector Plans	A brief description and overview
Revenue Enhancement Strategy	The MLM has reviewed its Revenue enhancement strategy in 2022/2023. The strategy is intended to enhance the revenue base of MLM. The is in alignment with the General Finance Policy. The Municipality has started billing for property rates (only Businesses and sector departments) as from July 2009.
Credit Control and Debt Management Policy	The Credit Control and Debt Management Policy of MLM was adopted in May 2016 for application applied in the event of none payment of services. It is adopted in terms of Chapter 5 of the Local Government: Municipal Systems Act to contribute towards development of the local economy and provide acceptable services to the communities. The constitutional mandate of the municipality cannot and will never be realized unless there are payments of services. Noting two categories of residents, those who can afford and those who cannot afford to pay for services, the policy emphasize that payment of services must be according to indigent policy. The plan was reviewed in 2022/2023 financial year.
Supply Chain Management Policy	The MLM has reviewed its Supply Chain Management policy during 2022/2023 financial year. It provides policy guidelines as and when the MLM procure goods or services, disposes goods no longer needed, select contractors to provide assistance in the provision of municipal services.
Indigent Policy	The MLM has reviewed its indigent policy during 2022/2023 financial year. The policy provides indigent support in so far as municipal services to indigent households. Indigent household means a household income of not more than R3400 (monthly) irrespective of the source of income
Banking and Investment Policy	This policy is aimed at gaining optimal return on investment, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. The policy was reviewed in 2022/2023 financial year.
Financial Management	The MLM has at the moment the 3 years Financial Plan which addresses the financial challenges highlighted in the



Plan	analysis phase. The financial priority of the municipality is viability and sustainability. The Financial Plan is aligned to the Medium Term Revenue Expenditure Framework and caters for the income, revenue and expenditure for the year under review as well as two outer years. This plan is under stewardship of the Finance department.
Asset Management Policy	The Municipality has approved Asset Management Policy during the 2009/10 financial year. The policy was reviewed during 2021/2023 financial year.
Tariffs Policy	The Municipality has adopted Tariffs Policy during 2011/12 financial year. The objective of the tariffs policy is to enable the MLM to be self-sustainable through tariff income, enables the Council to determine tariffs in line with the applicable legislation. All households with the exception of the indigent should pay the full cost of the services consumed. Municipal tariffs must not be unduly a burden to local business through higher tariffs, as cost affects the sustainability and competitiveness of such business. The plan was reviewed by council in 2022/2023 financial year.
Budget Policy	The Budget for MLM is guided by the recently developed Budget policy. The policy aims to set budgeting principles which the municipality should follow in preparing each annual budget, in implementing and controlling the budget during the financial year, in adjusting the budget as directed by the MLM. The annual budget is the financial planning document that involves all operating and expenditure decisions. In compiling the budget of the Municipality, National Budget Policy guidelines were considered which include macroeconomic indicators as in the guidelines of the National Treasury, the expenditure trends and revenue patterns. The policy was reviewed in the 2022/2023 financial year.
Virement policy	The Municipality has recently developed and adopted the Virement policy (2010/11 financial year). The policy was reviewed during 2022/2023 financial year.
Banking and investment policy	The policy is aimed at gaining optimal return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purpose. The policy was reviewed by council in the 2022/2023 financial year
Bad debt write off policy	The municipality adopted the policy to ensure that principles and procedures for writing off irrecoverable debt are formalised. Further to ensure that household consumers with no or lower income are not denied a reasonable service and that the municipality is not financially burdened with non- payment of services. It provides guidance in determining irrecoverable debts so that debtors of the municipality are not overstated in the books of the council
Property rates policy	Makhuduthamaga property rates policy was reviewed by council in 2022/2023. Its purpose is to allow council to exercise its power to impose rates within a statutory framework, with the aim to enhance certainty, uniformity and simplicity, taking into account the historical imbalances within communities, as well as the burden of rates on the poor.
Inventory policy	The policy aims to achieve the following objectives which are to: - a) Provide guidelines that employees of the Municipality must follow in the management and control of inventory, including safeguarding and disposal of inventory. b) Procure inventory in line with the established procurement principles contained in the Municipality's Supply Chain Management Policy. c) Eliminate any potential misuse of inventory and possible theft

## 6.5 Good governance and public participation Sector plans

<b>Sector Plan</b>	<b>A brief description and overview</b>
Communication Strategy	The Municipality has adopted the Communication Strategy in 2015/16 and reviewed in 2021/2022 which aims at making communication between the MLM and its residents more effective. The strategy sets out communication channels the municipality should explore with its citizens.
Internal Audit Charter	The MLM adopted the Internal Audit Charter in 2016/17 and reviewed in 2021/2022 in order to bring about systematic, disciplined approach in evaluating and improving effectiveness of the risk management, control and governance. It clarifies various issues including the work of the internal audit and responsibilities of the MLM's Audit Committee which is established in terms of the Municipal Finance Management Act. It is therefore branded as a tool governing the internal audit unit within MLM.
Disability Framework for Local Government	Developed by SALGA in partnership with COGHSTA, the MLM approved the Disability Framework for Local Government which aim at guiding municipalities among others to : (1) mainstreaming disability into the Key Performance Areas of local government's IDPs, PGDS, (2) ensure the participation of people with disabilities in governance and democratic processes, (3) develop and implement programmes to empower people with disabilities, and (4) heighten the implementation of the Integrated National Disability Strategy in local government.
Policy on Ward committees	This policy regulates the management and functioning of the Ward committees in the municipality. It enables the MLM to have effective Ward committee system that promotes participatory democracy. The policy clarifies the role of ward committee at length, criteria for membership, election processes, term of office, and filling of vacancies, ward committees' meetings, municipal support, accountability and relationships. Consequently, ward committees play substantial role in soliciting community views on service delivery and ensure that community views are encapsulated in the IDP /Budget.
Makhuduthamaga Youth Development Policy Framework	The MLM's Youth Development Policy was approved by council with the overall aim to improve contact between the municipality and youth.

Anti -Corruption Strategy	MLM has a Draft Anti-Corruption Strategy that seeks to protect the Municipal funds and other assets. The strategy was reviewed during the 2021/2022 financial year.
Risk Management Strategy	The Municipality has a Risk Management Strategy and was reviewed by council in 2021/2023 financial year. This outlines a high level plan on how the institution will go about implementing the Risk Management Policy. This will enable Heads of departments to manage risk effectively, optimize operational efficiency of the MLM, develop and support knowledge base of the people and the Council and ensure that adequate risk financing is available by provision in both the IDP and multi- year budget.
Risk Management Policy	The risk management policy outlines MLM commitment to protect MLM against adverse outcomes, which may impact negatively on service delivery. The policy was reviewed by council in 2021/2022 financial year.
Public participation policy	Public Participation Policy of Makhuduthamaga municipality was adopted by council in 2016. The purpose of this policy is to guide and regulate public participation in Makhuduthamaga Local Municipality's area of jurisdiction. The main objective of this policy is to provide a broad framework through which the Municipality can engage its stakeholders in the development of plans and the implementation of subsequent decisions or final products. The Municipality also has an obligation to comply with statutory requirements which direct its operations and such statutes alluding to public participation as an integral part of governance. The incorporation of public participation in the municipal programmes is also intended to ensure legitimacy and credibility of processes and final products.
HIV/AIDS Mainstreaming Strategy for Makhuduthamaga Local Municipality	The MLM has developed and adopted the HIV/AIDS Mainstreaming Strategy during the 2007/2008 financial year. The strategy is aimed at increasing awareness on the pandemic in the municipal area. It also empowers councilors and employees of Makhuduthamaga Municipality to deal with HIV/AIDS matters in service delivery
Complaints management policy	The policy was developed and adopted by Makhuduthamaga council in 2016

## 6.6 Municipal Transformation and Organizational Development Sector plans

Sector Plan	A brief description and overview
Performance Management Strategy	<p>The MLM has adopted the Performance Management Strategy during the 2010/11 financial year and reviewed in 2022/2023 to ensure the achievement of individual objectives which are linked to departmental objectives, which in turn are linked to the organizational performance objectives. Performance management is an ongoing process, not a once year event of conducting a performance review. PMS is aimed at creating a motivating climate for employees and the organization to develop and achieve high standard of performance. It further empowers the MLM to develop set targets, monitor and review performance based on the Integrated Development Plan –linked indicators and report on the performance against the set indicators.</p>
Municipal Institutional Plan	<p>The MLM has the Institutional Plan which addresses institutional challenges highlighted in the analysis phase. The primary objective of an institutional plan is to ensure that consistent and integrated measures are put in place for institutional development. The secondary objectives include providing for Gender Equity and appropriate transformation in the light of the Constitution of the Republic of South Africa and Employment Equity Act, no 55 of 1998 of as well as reviewing the institutional arrangements and implications of planning process in keeping with the IDP. The plan has a consolidated summary of the institutional activities that flow from the prioritized proposals developed in the IDP processes. The institutional plan is required to result in the following outputs: (a) It must address the gender and equity imbalances facing the municipality, (b) A realistic institutional plan given the financial resources at the disposal of the municipality. It is annually reviewed.</p>
Workplace Skills Plan	<p>Makhuduthamaga Local Municipality develops and implements the workplace skill plan every financial year. The plan is developed in consultation with the staff members, committees and councilors. Individuals from the mentioned stakeholders' complete questionnaire that serve as tools to identify training needs. The training needs are further consolidated into the workplace skills plan and submitted to LG SETA after approval by the council. This should be able to serve as an intervention in addressing the issues of scarce skills.</p>

MLM File Plan	The plan was developed and adopted during 2009/10 financial year and it was reviewed in the 2021/2022 financial year by council
Occupational Health and Safety Policy	Occupational Health and Safety policy was adopted by MLM council. The need for the policy stems from safety policy to Occupational Health and safety Act, 1993 which requires employers, including municipalities amongst other things to develop and adopt an occupational health
Employment Equity Plan	<p>The Employment Equity Plan for MLM was developed and adopted by council. The policy aims to address the following challenges:</p> <ul style="list-style-type: none"> <li>• Address under-representation of designated groups in all occupational categories and levels in the work force</li> <li>• Identifying and developing strategies for the achievement of numerical goals and timetables for the implementation of affirmative action measures, taking into account the mission of the MLM</li> <li>• Establishing of procedures for the monitoring and enforcement of the implementation process</li> <li>• Establish procedures to address and resolve disputes regarding implementation and enforcement of EE</li> </ul>
Human Resource Policies and Procedure	It contains Recruitment, Selection and Appointment, Conditions of Service (Grievance Procedures, Discipline & Disciplinary Procedures, Personnel Retrenchment and Personnel Replacement Policy), Basic Conditions of Employment Act, Code of Conduct, Overtime Policy, Leave and Overtime Form
Bursary Policy	The purpose of the policy is to regulate and provide a framework through which financial aid and support can be provided to employees and members of the community for the advancement of their studies
ICT Change Management Policy	The purpose of this policy is to provide the Makhuduthamaga Municipality with a procedure for the change control function that shall be established to manage record and track all changes for Makhuduthamaga Municipality ICT environment. The objective of this policy is to ensure that Sector Plan standardized processes are followed and adhered to accordingly. This is to ensure that no changes take place as a quick change, with “after the fact” documentation, without any prior authorization

**ANNEXURE A: DRAFT BUDGET SUMMARY FOR 2024/2025- 2026/2027**

<b>REVENUE PER SOURCE</b>	<b>Draft Budget 2024/25</b>	<b>Draft Budget 2025/26</b>	<b>Draft Budget 2026/27</b>
Equitable Shares (ES)	R363 154 000	R359 864 000	R346 801 000
Finance Management Grant (FMG)	R1 800 000	R1 900 000	R2 000 000
Municipal Infrastructure Grant (MIG)	R72 858 000	R76 407 000	R83 012 000
Incentive Grant: Public Works	R2 348 000	R0	R0
Integrated National Electrification Grant (INEG)	R12 431 000	R13 200 000	R14 327 000
Grants for Repairs and Maintenance from SDM	R0	R0	R0
<b>TOTAL</b>	<b>R452 591 000,00</b>	<b>R451 371 000,00</b>	<b>R446 140 000,00</b>
<b>OWN INCOME</b>			
Property Rates	R40 000 000,00	R42 000 000,00	R44 000 000,00
Licenses and Permits	R6 000 000,00	R6 200 000,00	R6 300 000,00
Interest Earned-External Investments	R3 500 000,00	R3 800 000,00	R4 000 000,00
Waste Management	R340 000,00	R350 000,00	R360 000,00
Traffic fines	R800 000,00	R900 000,00	R1 000 000,00
Interests on outstanding debtors	R13 000 000,00	R15 000 000,00	RR18 000 000,00
Tender Documents	R40 000,00	R45 000,00	R50 000,00
Site rental	R190 000,00	R200 000,00	R250 000,00
Other Income	R300 000,00	R350 000,00	R400 000,00
<b>TOTAL</b>	<b>R64 170 000,00</b>	<b>R 68 845 000,00</b>	<b>R74 360 000,00</b>

TOTAL REVENUE	R 516 761 000,00	R520 216 000,00	R520 500 000,00
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**ANNEXURE B: ORGANISATIONAL STRUCTURE FOR 2024/2025 FINANCIAL YEAR**