

GREATER SEKHUKHUNE DISTRICT MUNICIPALITY



**INTEGRATED DEVELOPMENT PLAN
IDP**

**2004/2005
IDP REVIEW**

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CHAPTER 1: INTEGRATED DEVELOPMENT PLANNING CONTEXT AND PROCESS

1.1 INTRODUCTION

Integrated development planning is the process through which a municipality prepares a strategic development plan. Integrated planning helps local government transcend its traditional service delivery functions to cope with the contemporary demand of playing an active developmental role. It is the principal strategic instrument guiding all planning, management, investment, development and implementation decisions in the medium-term, taking into account input from all stakeholders, including the community and elected public representatives.

This chapter will provide a brief overview of the legislative framework within which the Greater Sekhukhune District Municipality's Integrated Development Plan-known as the IDP has been developed. The chapter:

- sets out the legislative and policy context in which the IDP is framed;
- describes the purpose of the IDP;
- summarises the legislative requirements that an IDP should fulfill;
- Illustrates the work plan for the 2004/2005 IDP; and outlines the IDP cycle.

1.2 LEGISLATIVE AND POLICY FRAMEWORK

The **Constitution of the Republic of South Africa** (Act 108 of 1996), the supreme law of the country, provides for a new approach to government at national, provincial and national levels. The relationship between the three spheres of government is no longer hierarchical, and is based on cooperation between three overlapping planning processes.

Local government's constitutional mandate is to:

- provide democratic and accountable government for all communities;
- ensure the provision of services to communities in a sustainable manner;
- promote social and economic development;
- promote a safe and healthy environment; and
- encourage the involvement of communities and community organizations in matters of local government.

The Integrated Development plan should also be seen in the context of the most important national policy frameworks, the Reconstruction and Development Programme (RDP) and the Growth, Employment and Redistribution Strategy (GEAR).

The **RDP** seeks to mobilize resources towards the final eradication of apartheid and the building of a democratic, non-racial and non-sexist future. It emphasises the developmental role of local authorities. Local authorities must:

- provide and main affordable infrastructure and services;
- integrate areas which were once divided by apartheid;
- ensure a more equitable role for women; and
- encourage meaningful participation by residents and stakeholders.

GEAR is a macro-economic strategy that aims to strengthen economic growth by broadening and redistributing employment opportunities. GEAR aims to achieve a competitive, fast-growing economy that is conducive to employment creation. In response to GEAR, local authorities should:

- enhance private sector investment and development;
- ensure effective municipal infrastructure;
- promote effective local spending and reprioritization of budgets; and

- rationalise local government personnel.

The ***White Paper on Local Government*** expects municipalities to ‘work with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives’. Integrated development planning reinforces this decentralised system of government, linking public expenditure to a new developmental vision. It is a philosophy that contributes towards making local government the central force for development.

The **Developmental Facilitation Act** provides the basis to change the planning framework. The Act:

- promotes the integration of the social, economic, institutional and physical aspects of land development in both rural and urban areas.
- encourages the development of new employment close to where people live;
- optimizes the use of existing resources in agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
- promotes a diverse combination of land uses;
- discourages urban sprawl and promotes the development of more compact towns and cities;
- contributes to the correction of historically distorted settlement patterns;
- optimises the use of existing infrastructure; and
- encourages environmentally sustainable land development practices.

The ***Municipal Systems Act*** (Act 32 of 2000) requires municipalities to draw up an Integrated Development Plan as a single, inclusive and strategic development plan. The plan should link, integrate and co-ordinate other plans, while taking development proposals into account. It should be aligned with the municipality’s resources and capacity, while forming the policy framework on which annual budgets are based. The Integrated Development Plan must be compatible with national and provincial development plans and planning requirements.

1.3 WHAT IS INTEGRATED DEVELOPMENT PLANNING?

Integrated Development Planning crosses departmental divisions by linking the physical, social, institutional and economic components of planning and development with a management and implementation structure. The Integrated Development Plan also integrates planning in the different spheres of government. Lastly, it integrates the municipality with other service providers and residents.

Integrated Development Planning is therefore a powerful tool for realizing the vision of developmental local government. The Municipal Systems Act of 2000 sets out the following minimum requirements for an Integrated Development Plan:

- (i) the municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- (ii) an assessment of the existing level of development in the municipality which must include an identification of communities which do not have access to basic municipal services;
- (iii) the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- (iv) the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- (v) a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- (vi) the council's operational strategies;
- (vii) applicable disaster management plans;
- (viii) a financial plan, which must include a budget projection for at least the next three years; and
- (ix) the key performance indicators and performance targets determined in terms of performance management system.

1.4 INTEGRATED DEVELOPMENT PLAN REGULATIONS

The local Government: Municipal Planning and Performance Management Regulations of 2001 set out the following minimum requirements for an Integrated Development Plan (IDP).

Regulation 2 (1) states that a municipality's Integrated Development Plan must at least identify:

- the institutional framework, which must include an organogram required for implementation of the Integrated Development Plan and addressing the municipality's internal transformation;
- any investment initiatives in the municipality;
- any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
- all known projects, plans, and programmes to be implemented within the municipality by any organ of state; and
- the key performance indicators set by the municipality.

Regulation 2 (2) states that an IDP may have maps, statistics and other appropriate documents that are not attached provided they are open for public inspection at the offices of the municipality

Regulation 2 (3) sets out the matters which must be reflected in the financial plan which forms part of the IDP.

Regulation 2 (4) requires that the Spatial Development Framework reflected in the IDP must give effect to the principles contained in Chapter 1 of the Development Facilitation Act; reflect the desired spatial form of the municipality; and contain strategies and policies about how to achieve the desired spatial form. These policies and strategies must:

- indicate desired patterns of land use of the municipality;
- provide the spatial reconstruction of the municipality;
- provide strategic guidance in respect of the location and nature of developments within the municipality;
- set out basic guidelines for a land-use management system in the municipality;

- set out a capital investment framework for the municipality's development programmes;
- contain a strategic assessment of the environmental impacts of spatial development;
- identify programmes and projects for the development of land within the municipality;
- be aligned with the Spatial Development Framework as reflected in the IDP of neighbouring municipalities; and
- provide a visual representation of the desired spatial form of the municipality, indicating where private and public land development and infrastructure investments should take place; directing desired or undesired utilization of space in a particular area; identifying areas where strategic intervention is required ; and indicating areas where priority spending is required.

1.5 STATUS OF THE GREATER SEKHUKHUNE IDP

The Greater Sekhukhune District Municipality adopted its five year IDP 2002-2006 in June 2002. As per the legal requirements the IDP is supposed to be annual reviewed per municipal financial year. The 2003/2004 review was conducted but the reviewed IDP did not attain a legal status since it was not approved by council.

This document shall represent the 2004/2005 financial year IDP.

2004/2005 IDP Review Process

To arrive at the IDP for the 2004/2005 financial year the following were observed:

2002-2006 IDP

The 2002-2006 IDP as currently structured poses a lot of constraints for implementation. It is not structured as plan that can guide the municipality in management and leadership decisions. The legal requirements are also not fully complied with.

2003/2004 IDP

The 2003/2004 IDP attempted to address some of the problems with the 2002-2006. Even though an attempt was done the plan itself still cannot provide the municipality with a management and leadership framework.

MEC Comments

The MEC for Local Government and Housing provided a number of comments on the 2002-2006 IDP which are worth to be noted and responded to.

Organisational Analysis

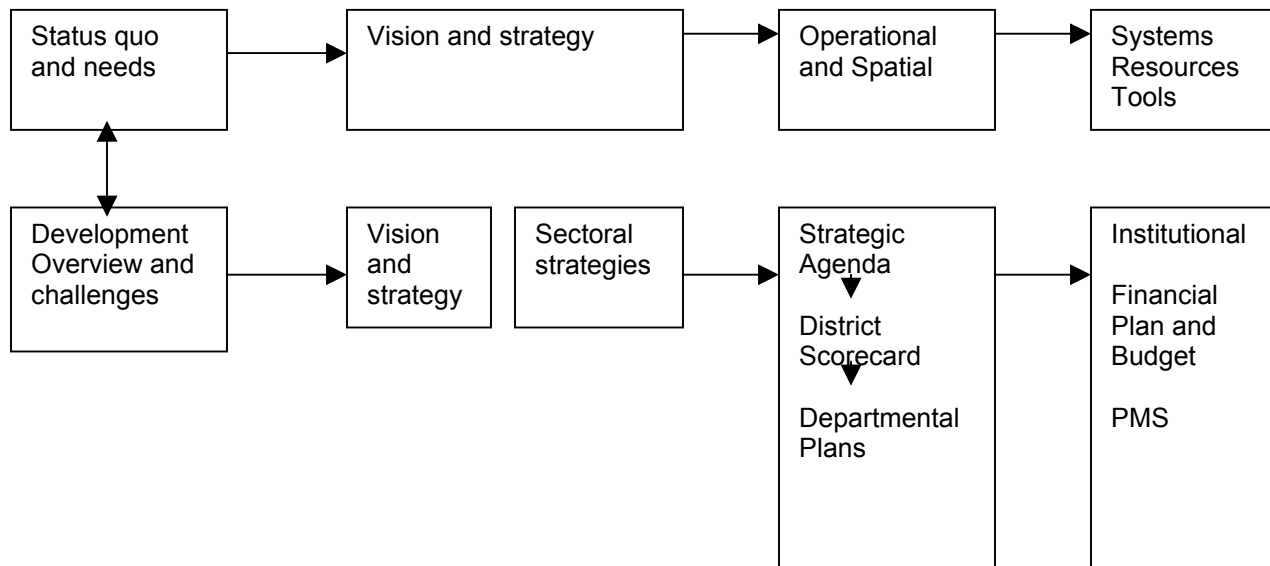
An analysis was done on the organization in which processes which impact on the IDP were noted.

2004/2005 IDP

In view of these observations the process was formulated for the 2004/2005 IDP. The 2004/2005 IDP whilst it takes note of the observations earlier alluded to does not however aim to address all of these now. What it seeks to do is to lay a framework for better management and leadership in the institution. As a result some of the observations will be addressed once that framework has been created. On top of the effort of addressing all the weaknesses a detailed process plan will be mapped to address the noted issues.

Outline of the Document

In the light of the above the 2004/2005 IDP has the following chapters:



2004/2005 IDP OBSERVATIONS

2002-2006 IDP	2003/2004 IDP	MEC Comments	Organisational Analysis	Remedial Action
Baseline info outdated	Baseline info outdated		No database on information	Establishment of development database (non spatial data)
No clear identification of communities without access to basic municipal services	No clear identification of communities without access to basic municipal services			As part of database (non spatial data) establishment identify communities without access to basic services
Strategic priorities not clear	Strategic priority issues not clear	Priority issues not specific	No organisational strategic issues	Development of organizational strategic issues
Priority issues simply listed with their analysis	Priority issues not analysed		No understanding in the organization on the depth of priority issues	An in-depth analysis of strategic priorities with reference to: quantity, quality, affected groups, location, causes and impact, problem solving potentials and initiatives

Organisational vision not clear	Commented on the incoherent vision	Commented on the need to refine the vision to relate to the municipal context and priority issues	Present vision does not guide where organization is going	Revisit the vision
There is a massive challenge to ensure that district strategies and objectives are aligned with national, provincial policies. In turn the district must guide LMs on the strategies and objectives.	New/refined strategies and objectives did not emerge from this plan.	The MEC commented that on the need to 'critically re-examine the practicality and mutual supportability' of strategies		A process to critically look at refinement of strategies and objectives
		The MEC commented that the objectives need alignment with national/provincial policies		
		The MEC commented that the objectives should be scrutinized from feasibility and sustainability points of view		

<p>The IDP simply identified many projects without a serious assessment of the capacity of the DM to implement financial and human resources related. Also the projects are not really tied with strategies and objectives</p>	<p>The review process trimmed the projects from 360 to 99. As what process was followed is not clearly explained except to say prioritization and workshopping.</p>	<p>The MEC commented on the number of projects, the need for prioritization, linkages with municipal budget</p>		<p>This review will seriously have to change this scenario. The projects will need to be seriously revisited</p>
<p>Co-ordination and alignment between the District and LMs</p>				<p>A need to look at effective co-ordination and alignment mechanisms</p>

In view of all the noted issues the following actions are proposed:

Issue	Action
In-Depth Organisational Assessment	Strategic Planning Session
Refined Status Quo Preparation	An IDP Chapter dealing with situational analysis
Organisational Strategic Issues	An IDP Chapter dealing with organizational strategic issues
Organisational Vision and Mission	An IDP Chapter dealing with organizational vision and mission
Organisational Strategic Scorecard	An IDP Chapter dealing with organizational strategic scorecard
LMs, District, Provincial and National Sector Departments and other bodies Co-ordination	An IDP Chapter dealing with LMs, District, Provincial and National Sector Departments and other bodies Co-ordination
Departmental Plans	A chapter in the IDP dealing departmental plans- Departmental plans to indicate: -Responsibilities of the dept -Departmental Structure -Key Challenges of the Dept. -Contribution of the dept. to organizational strategic priorities -Departmental Programmes and initiatives -Departmental Scorecard and Budgetary Highlights (KPAs, KPIs, Targets -Capital and operating budget
Identification of sector plans and systems to be put in place in support of departmental plans and organizational strategic issues	A chapter in the IDP dealing with sector plans and systems to be put in place in support of departmental plans and organizational strategic issues

The process of reviewing the IDP for the 2004/05 was a thoroughly consultative process. To ensure meaningful consultation the role players in the process were categorized and engaged in a targeted manner. The following role players were part of the process:

1. Staff
2. Councillors
3. Local Municipalities
4. Government Sector Departments
5. Community Based Organisations

1. Staff

The involvement of staff is paramount in the process as they are in a large capacity involved in the implementation of the plan itself. It is therefore critical that as implementers of the plan they understand its processes and dynamics.

The following steps were thus undertaken in involving the staff in the process:

Event
<p>Management meeting to discuss the process of reviewing the IDP</p> <p>The process plan was discussed and adopted by the senior management of the institution as a guide to the process.</p>
<p>Status Quo Assessment Reports</p> <p>As in line with the process plan all departments prepared status quo assessment reports which indicated the progress to date with regard to the IDP, the challenges and constraints met and the proposed remedial actions.</p>
<p>Strategic Planning Session</p> <p>Following the status quo assessment reports departmental heads, assistant managers and members of the mayoral committee had a two day session where the vision, mission were revised. The organisational strategic objectives were also revised and an organisational management plan was drawn.</p>
<p>Development of Departmental Plans</p> <p>Following the strategic planning session all departments crafted detailed departmental plans for the period of March 2004-June 2005. The departmental</p>

plans cover the departmental programmes with clear performance indicators and resources required. In this way the departmental plans create a clear synergy and alignment between planning, performance and budgeting processes.

2. Councilors

Event
<p>Portfolio Committee meetings to discuss status quo assessment reports</p> <p>All portfolio committees were consulted on departmental status quo reports. In this way it was ensured that all councilors are part of the process of measuring progress and also</p>
<p>Strategic Planning Session</p> <p>All Mayoral Committee members participated at the strategic planning sessions</p>
<p>Development of Management Plan</p> <p>The consolidated management plan was placed before the mayoral committee for discussions and approval. Following the mayoral committee it was placed before council</p>

3. Local Municipalities

Event	Date
<p>Monthly co-ordination meetings were held with municipal managers of the local municipalities who inputted in the process.</p>	

4. Government Sector Departments

Event	Date
<p>Inputs on government departments programmes to be incorporated in municipal programmes</p> <p>Information was sought from all governments department on the programmes that have an impact on our jurisdiction. Information that was received is</p>	

contained in this document as programmes projects by government sector departments.

5. Community Based Organisations

Event	Date
The Draft IDP and Budget were subjected to mayoral outreach programmes to ensure the inputs of all stakeholders before final adoption by council	

2.1. INTRODUCTION

This reports looks at the present situation of the physical and social infrastructure distribution in Sekhukhune. Based on this overview it may suffice to bring to people's attention that the backlog in service provision in the district is very large. The gap between the former white (first economy) and former homeland (second economy) residential areas is very wide and still widening. It is mostly perpetuated by the high levels of poverty and unemployment, which is currently standing at 69% far higher than the country's average of 49% and significantly higher when compared to the Western Cape's 18%. There is therefore one major challenge, which is finding a way to accelerate service provision, whilst the prospects of recouping the incurred expenses are diminishing. The municipalities are plunging into debts as they cannot raise enough revenue to service their own areas. In the plight of all these challenges, sector departments have come up with grants and allocated budgets in order to accelerate development in the district. This money has been used for certain development initiatives like water and physical infrastructure provision, which is still a drop in the ocean compared to what is actually needed. This chapter will present in detail some of the projects that have been funded by the Department of Water Affairs and CMIP in Sekhukhune, and how these impact on the development of the district.

The aim of this chapter is to create an understanding to both the political champions and the administrators of the development issues that are facing the Sekhukhune District Municipality. As much as it broadly covers all the relevant sectors, it is important to read it with other available documents like the Integrated Development Plan (IDP) and the Status quo reports of both the Mpumalanga and the Limpopo sides of the district for a comprehensive coverage.

2.1.1. Location

The Sekhukhune District Municipality (SDM) was established on December 2000. It consists of five Local Municipalities spread over both the Mpumalanga and the Limpopo provinces (Groblersdal, Marble Hall, Tubatse, Fetakgomo and Makhuduthamaga Local Municipalities). The area measures approximately 1 326 437ha in extent, and lies to the North West of Mpumalanga and to the South of Limpopo, making it a cross boundary municipality. Cross boundary municipalities are administered in terms of Section 90 of the Municipal Structures Act. SDM is located outside major towns such as Pretoria at approximately 200km to the South, Nelspruit at about 150km to the East and Polokwane about 180km to the North.

2.1.2. Demography

According to the 2001 Statistic South Africa Report the population of Sekhukhune is at the total of 967 200 people. The population growth rate between 1996 and 2001 is 1.2%. This growth level is very low, thus considered insignificant in terms of planning, and is expected to remain low in the light of HIV and AIDS related deaths.

Municipality	Male	Female	Total
Fetakgomo	40 694	51 398	92 092
Groblersdal	98 689	122 050	220 739
Makhuduthamaga	114 038	148 883	262 921
Marble Hall	55 765	65 558	121 323
Tubatse	121 254	148 868	270 122
Total	430 440	536 757	967 197

The Sekhukhune District is mainly rural, with 94.7% of the total population residing in the rural areas and 5.3% in the urban areas.

Municipality	Urban	Rural
Fetakgomo	0%	100%
Groblersdal	7.8%	92.2%
Marble Hall	11.8%	88.2%
Tubatse	0.9%	99.1%
Makhuduthamaga	5.9%	94.1%
Sekhukhune	5.3%	94.7%

Given the nature of the rural economy, where economically active people migrate to cities, the majority of the population (56%) of Sekhukhune is youthful aged below 19. 38% is economically active group i.e. between 20 and 59 years while 6% are older than 60 years. Women constitute the majority of the population (55.2%).

2.2. SOCIAL ASSESSMENTS

2.2.1 Health

Clinics and hospital are evenly distributed throughout the Sekhukhune District, but the accessibility of these to the residents remains the challenge. At the moment the rural areas are still the most disadvantaged in terms of access to hospitals.

Municipality	Percentage within 20km radius to hospital
Fetakgomo	80%
Groblersdal	80%
Makhuduthamaga	80%
Marble Hall	40%
Tubatse	78%

Marble Hall has the least size of its population at easy access to hospitals. The other municipalities have a fair distribution mostly because the developments are dense making it easier to centralise service provision. Marble Hall is more of a farm area making it a challenge to ensure accessibility to hospitals for the whole community.

In terms of accessibility of clinics and professionals thereto the distribution is as follows:

Municipality	Percentage within 5km radius to clinics
Fetakgomo	51%
Groblersdal	64%
Makhuduthamaga	48%
Marble Hall	47%
Tubatse	45%

According to these figure the percentage from the total population of Sekhukhune that has access to clinics within 5km radius from their homes is 51%. In terms of the availability of professional staff in those clinics and hospitals, the figures are as follows:

Personnel Category	Number employed	Number per 1000 people
Medical Officers	32	0.02
Professional Nurses	492	0.34
Pharmacists	6	0.00
Staff Nurses	297	0.20

This figure is very alarming as it shows very low levels of professional availability in hospitals and clinics.

2.2.2. Education

The level of accessibility of schools to learners is measured using the learner classroom ratio. Greater Groblersdal has the highest learner classroom ratio for the primary schools at 1:44, whilst Marble Hall has the lowest at 1:35. The district average of all primary schools is 1:39. For the secondary schools, Makhuduthamaga has the highest learner classroom ratio of 1:36 and the lowest is Marble Hall with 1:32 and the district average for secondary schools is 1:34. Compared to the national figures the district is well within the prescribed standards.

Ratios	Fetakgomo	Groblersdal	Makhuduthamaga	Marble Hall	Tubatse	National
Learner/Educator						
Primary	1:33	1:37	1:34	1:32	1:36	1:40-60
Secondary						
Combined	1:24	1:32	1:27	1:31	1:28	1:35-40
	1:38	1:31	1:10	1:26	1:26	
Learner/Classroom						
Primary	1:38	1:44	1:38	1:35	1:37	1:55-60
Secondary						
Combined	1:34	1:35	1:36	1:32	1:33	1:40-45
	1:57	1:35	1:11	1:29	1:33	

2.2.3. Housing

The types of houses available in Sekhukhune vary considerably from back yard shacks to brick structure houses.

Type of dwelling	Fetakgo mo	Grobler sd al	Makhudut hamaga	Marble Hall	Tubatse	Sekhuk hune
House or brick structure on yard	14 865	33 243	39 996	17 734	37 495	143 333
Traditional dwelling	2 690	6 902	8 804	3 827	9 897	32 120
Flat in block of flats	55	554	100	311	375	1 395
Town/cluster, semi-detached	20	278	316	103	220	937
Room/flat in back yard	183	1 105	1 187	761	548	3 784
Shack/informal dwelling in back yard	323	755	813	589	1 436	3 916
Shack not backyard	439	1 596	1 596	607	3 366	7 604
Room not backyard but on shared property	64	785	285	188	322	1 644
Caravan/tent	149	75	55	60	178	517
Private ship/boat	0	7	3	9	13	32
Total	18 788	45 300	53 155	24 189	53 850	195 282

According to the statistics above approximately 73.4% of houses in Sekhukhune are formal houses on separate stands. Fetakgomo has the highest percentage with 79.1% of the houses erected on separate stands and the lowest is Tubatse with 69.6%. Again Greater Tubatse has the highest percentage of traditional dwellings at 18.4% and Fetakgomo has the least traditional dwellings at 14.3%. Greater Tubatse has the highest percentage of informal dwellings/shacks in the backyard; about 6.3% of all the houses in

the area are shacks/informal dwellings. This could be linked to the availability of mines in Tubatse, which attracts a lot of migrant labourers who are not earning enough to build proper structures in the area. This therefore has huge implications on budget allocation for the financial years to follow.

2.2.4. Safety and Security

The availability of service providers under safety and security in Sekhukhune is very scanty. This leads to misinformation in terms of crime statistics. Most crime cases are not reported due to poor service delivery. Serious crimes of domestic violence and rape which are held high on the national agenda are less likely to be reported in these areas. This may be due to ignorance, evidence lost because of long distances to Police Station and also cultural stereotypes that suppress the rights of women and children. There is only one magistrate court servicing a community of 967 200 people.

There needs to be a conscious decision to bring social services like home affairs, social development, policing, and fire services closer to the people in order to protect the rights of the vulnerable as enshrined in the Bill of Rights of the Constitution.

2.3. ECONOMIC DEVELOPMENT ISSUES

2.3.1 Economy

The economy of Groblersdal depends much on mining, agriculture, trade and government services. Although agriculture seems to dominate most land use, most of the land that is under cultivation is used for subsistence purposes. Only 30% of the land is under commercial farming. Farmers state the scarcity of water as the reason why agriculture is the least contributor to the GGP of the province. Moreover the status of land ownership and the fact that 75% of the land in Sekhukhune is under land claims hampers the development of the agriculture sector.

Assessing the agriculture potential in the district could help unlock some of the factors that inhibit the full usage of the land. The district has invested R25 million in this financial year to revamp the irrigation schemes, which can go a long way in securing the livelihoods of most of the rural poor and marginalised communities.

Mining is the most dominant economic contributors in the Sekhukhune District. This contribution is both directly and indirectly through spin-offs or multiplier effects within the other economic sectors, for instance the increase in demand for housing and related infrastructure services for the mineworkers. The highest level of mining activity is currently within the Tubatse municipality, followed by the Fetakgomo municipality, with Groblersdal and Marble Hall recording the lowest activities.

Besides these two major sectors there is trade, which includes housing construction and retail. This is affected negatively by low employment levels, which reduces the buying power of the people.

The government employs 16% of the total population of Sekhukhune and is thus a major contributor in the economic activities of the district. Tourism has a potential to boost the economy of Sekhukhune but has not been fully exploited yet, and still needs coordination.

2.3.2. Employment

Unemployment is a very serious issue for the Sekhukhune District; currently it stands at 69% far more than the provincial average of 49%.

Description	Marble Hall	Tubatse	Fetakgomo	Groblersdal	Makhuduthamaga	Sekhukhune
Employed	4 841	12 195	4 856	6 533	10 746	39 171
Unemployed	11 138	26 038	10 455	9 597	32 333	87 399
Non economically Active	10 831	84 251	33 382	32 056	93 203	264 276
N/A	20 031	110 467	43 390	42 472	126 622	354 626
Unspecified	40					0
Total	45 878	196 185	100 090	90 658	262 904	745 472

The 2001 Census reveals that only 30.9% of the total population of Sekhukhune is employed, with Makhuduthamaga, Fetakgomo and Tubatse unemployment rate scoring above the district average. The economy of Sekhukhune needs to create 2800 jobs per year in order to reduce the unemployment rate by 1% per year.

2.4. INFRASTRUCTURE SERVICES

The report of infrastructure will be two phased, with phase one reporting on the accessibility of infrastructure service before the previous two year cycle and phase two showing the rate of service delivery to date.

2.4.1. Water

Legislative Standards require that communities should have access to at least 20-30 litres per person per day of clean, safe water within 200m of all households. Section 9(1) and 73(1) of the Water Services Act further describes the basic levels of water supply as follows:

- For low density areas, a minimum quantity of 7 litres per person per day of potable water, available on a regular, daily basis.
- For high density areas:
 - A minimum of potable water of 25 litres per person per day.
 - Available within 200 metres walking distance.
 - At a minimum flow rate of not less than 10 litres per minute.
 - Available on a regular, daily basis.
 - Supplied from a source of raw water which is available 98% of the time/not failing more than one year in fifty years.
 - With effectiveness of not more than one week's interruption in supply per year.

Using these standards to assess the level of Sekhukhune in water provision shows that 46.9% of the population of Sekhukhune is receiving water service that is below the basic RDP level.

Municipality	Below Basic RDP level					Basic Access	Interme diate Access	Full Access
	Tanker	Borehol e	Natura l	Othe r	Unsp ecifie d			
Fetakgomo	108	1 069	5 580	79		8 202	1 319	856
Makhuduthama ga	318	4 533	21 832	692	295	14 178	5 112	2 997
Tubatse	397	4 504	13 459	1 054	320	17 734	2 552	2 515
Groblersdal	3 076	4 798	10 019	461	445	13 069	5 687	4 790
Marble Hall	306	2 257	4 457	234	108	4 225	4 861	2 962
Sekhukhune	4 205	17 161		2 520	1 289	57 408	19 531	14 120
%	46.9%					33.5%	11.3%	8.3%

2.4.2. Electricity

Only 36.8% of the people of Sekhukhune have access to full electricity supply, whilst the rest depend on other forms of energy like paraffin and gas. This is a very major source of concern as lack of access to electricity increases the chances of an unsustainable use of resources.

2.4.3. Roads

There is a fair road network that links most areas in Sekhukhune with the major highways of South Africa. The major concern is that the quality of these roads is not of a high standard and places a burden on all development activities as easy accessibility is not achievable.

2.4.4. Waste Management

Waste removal is still provided only in economic centres like Marble Hall, Groblersdal and Burgersfort. Fetakgomo and Makhuduthamaga are the areas that still do not have any form of refuse removal. This poses a very serious health risk especially given that

there is also no access to clean water, these areas may be prone to the spread of cholera and other communicable diseases.

2.5. SPATIAL/LAND ISSUES

In Sekhukhune there are three different types of land ownership regimes. There is privately owned land, which is mainly used for commercial farming purposes. There is state owned land, which is used for both farming and residential purposes. Lastly, there is tribal land, which is most for residential purposes and some subsistence farming. The tenure patterns are still reflective of the apartheid South Africa, with white people occupying the private land as citizens, whilst the majority of blacks are subjects to kings and chiefs on state owned and tribal land.

A major challenge rises from this dual land ownership structure, which is the availability of land for both housing development and land reform. The value of private land is very high and this highly fertile is not available for both these potential uses. On the other hand tribal land is heavily overcrowded, thus people can not produce any meaningful livelihood supporting agricultural products.

The land claims, which are covering 75% of the land in Sekhukhune, about 850 in total are also causing major land shortages for the district. Most of these claims are not likely to be solved soon as they are on tribal land and need tenure reform rather than restitution. The Act that will cover tenure reform in South Africa is still a Bill and will be tabled to the cabinet during the course of this year. This means that 75% of the land will still remain under dispute for a few years to come in the district.

The Commission for the Restitution of Land Rights has alerted the Sekhukhune district municipality on some procedures to follow in order to expedite development in areas where there are unresolved land claims. These include preparing a community resolution, which will then be signed by the Director General of Land Affairs approving any proposed development. Although these may be time consuming for a time constrained budget they go a long way to addressing very serious spatial issues pertinent to the district.

At the moment a land use management plan for the province has been done by the Department of Local Government and Housing in Limpopo. It still needs to be interpreted into both the district and local municipalities' contexts.

2.6. CURRENT DEVELOPMENT PROJECTS

2.6.1 Water and Sanitation

In this financial year, the district has committed R177, 065,275.00 on water and sanitation projects. These funds have been provided by the district, DWAF and CMIP and are likely to benefit about 80 communities. These will provide water, through construction of reservoirs, upgrading of boreholes, electrification of pumps, construction of VIPs, eradication of bucket system and upgrading of bulk sewerage in municipalities. The implementation of these projects uses local labour force thus creating employment opportunities, and improves the standard of living of the rural communities of the Sekhukhune District.

2.6.2. Roads and Transportation

The Department of Public Works has invested over R20 million for the upgrade of the Tompi-Seleka Road, which is located between major tourism attraction areas i.e. Flag Boshielo Dam and Eco-Tourism spots. The project will eventually develop tourism spots along the route to encourage traffic to stop for services. Roads Agency Limpopo appointed as the project implementation Agency for Sekhukhune allocated a budget of R 22,868,921-68 for year 2003/2004 and R 28 000 000-00 for the year 2004/2005 to fund infrastructure projects. For projects in the years 2003/2005 comprising the following: -

- An allocation of R 22,868,921-68 to fund projects for year 2003/2004, comprising of 11 projects.
- An allocation of R 28,000,000-00 to fund projects for the 2004/2005, comprising of 1 project

2.6.3. Electricity

The Department of Minerals and Energy together with Eskom have invested R4, 8million for the electrification of Kgautswane village in Greater Tubatse. The project will see

connections to 2 200 households. On top of this 94 projects providing Electricity including (Free Basic & Conventional Electricity) to the local municipalities within Sekhukhune District Municipality have been identified for possible funding by the Department of Minerals and Energy.

2.7. EMERGING ISSUES

The distribution of infrastructure resources in Sekhukhune still reflects heavily on the apartheid past of South Africa. It has three of the former homelands where the infrastructure services are almost non-existent. It is imperative that as performance assessments are being done, the impact of these projects into the lives of the people should be monitored. These impact assessments should look at the ability of the people to pay for the resources consumed and the impact of such payments on the livelihoods of the people. They should also look at whether employment was created and the strata of the community that benefited from such jobs, for an example did the project benefit more women and youth. At the moment there has not been monitoring and evaluation taking place within these projects; as a result there is a huge information gap.

The Sekhukhune District Municipality has the potential for huge development, as it has the nodal status, thus attracts a lot of support from the national and provincial governments. This support has seen over R200 million channeled into development projects in the district during the financial year.

The current overcrowding in the former homelands needs to be addressed through private land acquisitions on areas outside the former homelands. At the moment there is serious backlog in terms of land acquisition in Sekhukhune mostly caused by unavailability of land, and where such land exists the owners are clinging on to it or demanding exorbitant prices for it. This area needs to be further assessed by the sector department involved and a breakthrough needs to be found in order to unlock the current land shortages.

Service provision should be linked with employment creation and livelihood security as such services can bring about major expenses on the side of the households. If these do not complement each other, they can lead to loss of livelihoods for rural communities, whilst the local municipalities will experience huge under-recovery of expected revenue.

The alignment of IDP processes with budgeting should be addressed sooner to avoid projects that exist in the IDP document but are not budgeted for. This hampers performance management as lack of implementation cannot be attached to an institution being assessed but rather to lack of funding.

CHAPTER 3: VISION AND STRATEGY

3.1 INTRODUCTION

The Greater Sekhukhune District Municipality derives its mandate from the Constitution of the Republic of South. Based on the constitutional powers and functions; the Municipal Demarcation Board made a capacity assessment of the municipality on its ability to carry its constitutional powers and functions. The Municipal Demarcation Board assessment provided the Minister of Provincial and Local Government as well as the MECs for local government to authorize and adjust powers and functions for the Greater Sekhukhune Municipality. The table below shows the constitutional mandate of the municipality and the other shows the authorised and adjusted powers and functions.

CONSTITUTIONAL MANDATE

- *to provide democratic and accountable government for local communities;*
- *to ensure the provision of services to the communities in a sustainable manner;*
- *to promote social and economic development;*
- *to promote a safe and healthy environment;*
- *to encourage the involvement of communities and community organizations in matters of local government*

POWERS AND FUNCTIONS

- *Firefighting*
- *Local Tourism*
- *Municipal Airport except for Marble Hall and Groblersdal*
- *Municipal Planning*
- *Municipal Health Services*
- *Municipal Public Transport*
- *Storm water for Tubatse, Makhuduthamaga and Fetakgomo*
- *Water*
- *Sanitation*
- *Cemeteries except for Marble Hall and Groblersdal*
- *Markets*
- *Municipal Abattoirs*
- *Municipal Roads for Fetakgomo*
- *Refuse removal, refuse dumps and solid waste disposal for Fetakgomo*

The Local Government: Municipal Planning and Performance Management Regulations, 2001 issued in notice no R 796, 24 August 2001 prescribe the following as general key performance indicators for local government in South Africa. Municipalities are required to annually report to the Minister on their actions in as far as the indicators as concerned.

LOCAL GOVERNMENT: GENERAL KEY PERFORMANCE INDICATORS

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- The percentage of households earning less than R1100 per month with access to free basic services;
- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- The number of jobs created through the municipality's local economic development initiatives;
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan;
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- Financial viability as expressed by ratios provide in the regulations.

In view of the legislative framework governing local government and informed by the developmental challenges faced by the Greater Sekhukhune District Municipality, the municipality has set itself a vision and mission as well as strategic priorities as follows:

3.2. VISION

***A CUSTODIAN OF INTEGRATED SUSTAINABLE SERVICE DELIVERY IN
PARTNERSHIP WITH LOCAL MUNICIPALITIES AND COMMUNITIES***

3.3. MISSION

WE PROVIDE CREATIVE DEVELOPMENT SOLUTIONS THROUGH:

- ***A CO-ORDINATED FRAMEWORK FOR DISTRICT DEVELOPMENTAL PLANNING;***
- ***FOSTERING ACTIVE COMMUNITY INVOLVEMENT;***
- ***CREATING A LEARNING ORGANISATION CONDUCIVE FOR DEVELOPMENT OF HUMAN CAPITAL;***
- ***ENHANCING SOUND INTERGOVERNMENTAL RELATIONS THROUGH GOOD GOVERNANCE***
- ***EQUITABLE DISTRIBUTION OF RESOURCES***

3.4. STRATEGIC PRIORITIES

The following were identified as key strategic priorities for the Greater Sekhukhune District Municipality. They are meant to inform the operations of the whole organization.

1. Development of institutional capacity geared towards efficient delivery of services;
2. Development of an effective and efficient financial management system that ensures financial sustainability
3. Facilitation of access to land to ensure development
4. Development of a framework for sustainable land use management for the entire district
5. Maximisation of economic growth and development through developing local economic opportunities and facilitating community empowerment;
6. Development of integrated infrastructure that support social and economic development;
7. Development of effective communications framework to inform internal and external clients;
8. Fostering of community participation and ownership of municipal programmes
9. Development of a framework of co-coordinating governance structures and facilitation of sound intergovernmental relations

3.4.1. DEVELOPMENT OF INSTITUTIONAL CAPACITY GEARED TOWARDS EFFICIENT DELIVERY OF SERVICES

The development of institutional capacity is a key priority to ensure that the District is equipped with high-quality staff that ensures that government programmes are implemented according to set targets. In this area of priority the District will focus on:

- Recruitment and selection of high-quality and committed staff
- The retention of staff
- The development of the skills of its staff
- Engaging in partnerships with strategic partners
- Organisational Development
- Human Resource Administration and Maintenance
- The development of administrative systems
- Secretariat and Administration Services
- Information Management
- Internal Communication
- Performance Management

3.4.2. DEVELOPMENT OF AN EFFECTIVE AND EFFICIENT FINANCIAL MANAGEMENT SYSTEM THAT ENSURES FINANCIAL SUSTAINABILITY

Government programmes cannot be realized if they are not backed by financial resources. The Greater Sekhukhune District is faced with mammoth development challenges amidst limited resources. It is therefore paramount that the existing resources are well managed whilst striving for the mobilisation of extra resources. In order to do so the municipality will specifically focus on:

- Development of a financial management plan
- Strengthening of revenue collection capacity
- Revenue generation
- Credit Control mechanisms
- Financial planning and budgeting
- Financial reporting
- Asset Management

- Financial Administration
- Expenditure Management and Control
- Preparation of realistic and strategic budgets

3.4.3. FACILITATION OF ACCESS TO LAND TO ENSURE DEVELOPMENT

The desired development requires resources to happen of which among them is land. Land unlike other resources is a finite resource which has to be addressed strategically. The Greater Sekhukhune Municipal area has its own dynamics related to land as most of the land for development is under land restitution claims. It is thus critical that concerted efforts be embarked upon by the municipality to facilitate access to land for development. As a result the following will be among the key focus areas:

- Spatial planning to guide sustainable development;
- Support programmes for beneficiaries of land restitution claims
- Undertaking of land audits to identify land for various kinds of development

3.4.4. DEVELOPMENT OF A FRAMEWORK FOR SUSTAINABLE LAND USE MANAGEMENT FOR THE ENTIRE DISTRICT

The provision of access to land has to be supported by sustainable use of land. To this end the municipality will strive for a framework that will guide sustainable land use management. Some of the key programmes to be embarked upon in this area are:

- Framework for land use management
- Training and consultations sessions with various stakeholders on land use management practices

3.4.5. MAXIMISATION OF ECONOMIC GROWTH AND DEVELOPMENT THROUGH DEVELOPING LOCAL ECONOMIC OPPORTUNITIES AND FACILITATING COMMUNITY EMPOWERMENT

Development should be people centred and not driven by governed with people as passive recipients of government services. Building increased prosperity of all residents, sustainable job and income generation and better distribution of wealth is central to the municipality's challenges. In order to ensure this objective it is

thus critical that people participate in the main stream economy of the District and the social development of communities. This will ensure that communities of the district are part of service delivery as active agents. Among programmes to be engaged in this exercise are:

- SMME Development
- Agricultural Development
- Tourism Development
- Mining Development
- Arts and Culture
- Marketing
- Investment Attraction
- Skills Development
- LED Institutional Capacity
- Expanded Public Works Programmes
- People's Skills Development

3.4.6. PROMOTION OF SOCIAL DEVELOPMENT OF COMMUNITIES

The social development the community is a critical challenge facing the municipality in an attempt to create a stable and cohesive community. To this end the following programmes will be embarked upon by the municipality

- Environmental Management
- Primary Health Care
- Sports Development
- Youth Development
- Gender Equity
- Aged Care
- Skills Development
- Disaster Management
- Safety and Security

3.4.7. DEVELOPMENT OF INTEGRATED INFRASTRUCTURE THAT SUPPORT SOCIAL AND ECONOMIC DEVELOPMENT

Infrastructure plays an important role in the social and economic development of communities. Areas without access to infrastructure are characterized by high levels of poverty whilst those with access are well off. The municipality is therefore plays with two challenges in this area.

First is the issue of extending access to basic municipal services (water, sanitation, electricity and solid waste removal to communities with access. The second issue relates to the general provisioning and maintenance of infrastructure and services over the municipal area. In terms of this priority the municipality will develop the following programmes:

- Free basic services programme
- Access to municipal services to areas without
- Water services provisioning and maintenance
- Solid Waste Removal
- Electricity provisioning
- Transport
- Roads
- Stormwater

3.4.8. DEVELOPMENT OF EFFECTIVE COMMUNICATIONS FRAMEWORK TO INFORM INTERNAL AND EXTERNAL CLIENTS

Government programmes ought to be communicated to its communities so as they can measure the performance of government and hold it accountable. A clear communications framework will thus be instituted by the municipality. The focus on this programme will be:

- Working with community development workers in communicating planned and implemented government programmes
- Monitoring of government programmes on their social and economic impact

3.4.9. FOSTERING OF COMMUNITY PARTICIPATION AND OWNERSHIP OF MUNICIPAL PROGRAMMES

The municipality wishes to engage in a contract with its communities in addressing the challenges of poverty, unemployment and service delivery. In this case the municipality will ensure that proper structures are put in where government will plan with the communities and monitor implementation.

3.4.10. DEVELOPMENT OF A FRAMEWORK OF CO-COORDINATING GOVERNANCE STRUCTURES AND FACILITATION OF SOUND INTERGOVERNMENTAL RELATIONS

In accordance with the spirit of co-operative governance the municipality will work with local municipalities, provincial and national sector departments to ensure that development is integrated, avoid duplication and ensure synergy. To realise this objective the municipality will set proper institutional structures and mechanisms to ensure that such co-operation is not ad-hoc

CHAPTER 4: INSTITUTIONAL ARRANGEMENTS:

4.1. INTRODUCTION

The Greater Sekhukhune District Municipality was established by Notice .of 2000 in terms of section 12 (1) of the Municipal Structures Act (MSA, 1998). The Greater Sekhukhune District Municipality is established as a category C municipality with an executive mayoral system.

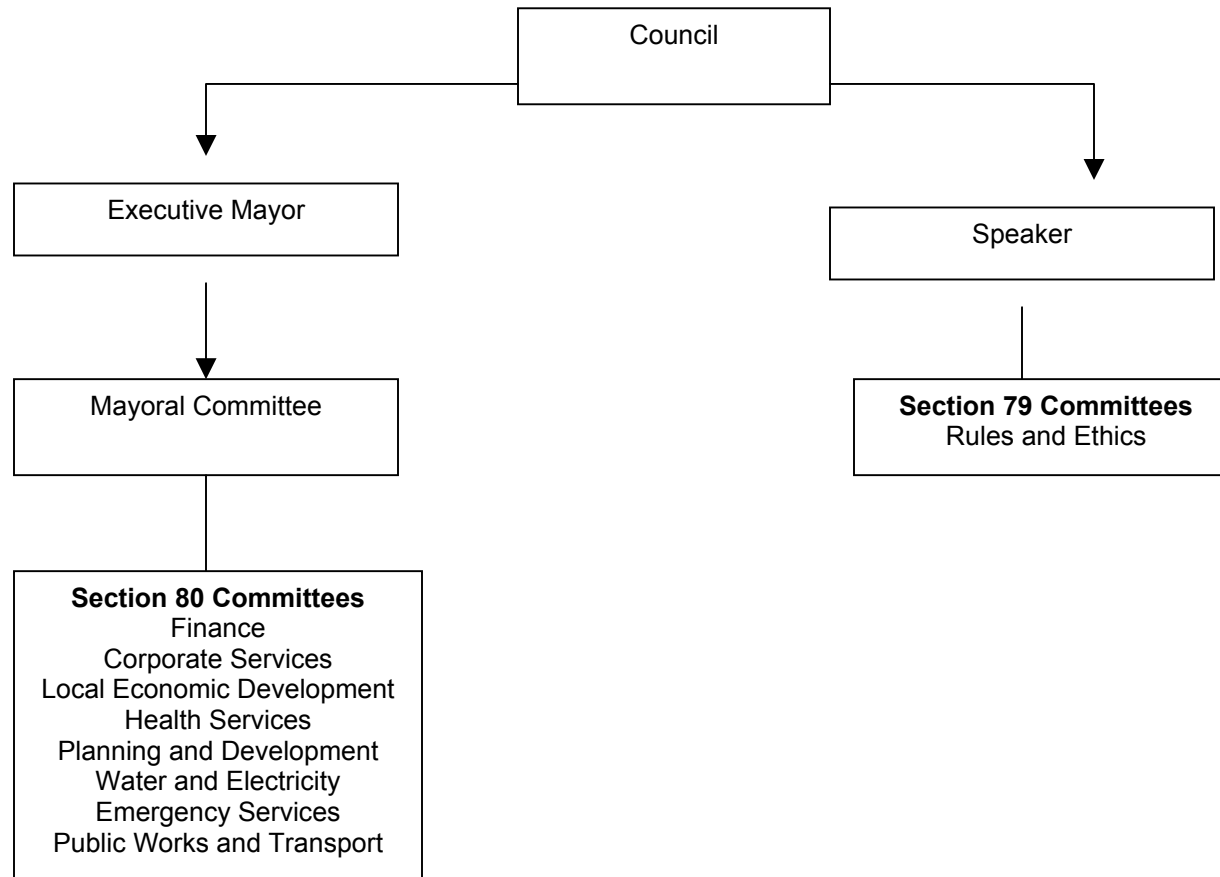
The Greater Sekhukhune District Municipality consists of two organisational streams: one provides political leadership and the other serves as administrative function.

4.2. POLITICAL GOVERNANCE

A number of political structures provide political direction for the Greater Sekhukhune District Municipality. These comprise:

- the Council
- the Speaker
- the Executive Mayor
- the Mayoral Committee
- committees set up in terms of section 79 of the Municipal Structures Act- or Section 79 Committees
- committees set up in terms of section 80 of the Municipal Structures Act- or Section 80 Committees

Political Governance Structure



4.3. COUNCIL

The District is governed by councilors. A total of councilors are elected in terms of proportional representation, and represent local municipalities.

The Council Elects:

- The Speaker, who chairs Council meetings and is responsible for capacitating of councillors. Councillor Robert Tladi Matseke serves as the Speaker of the Greater Sekhukhune District Municipality.
- The Executive Mayor, who takes overall strategic and political responsibility for the District. Councillor Namane Dickson Masemola is the Executive Mayor of the Greater Sekhukhune District Municipality.

4.4. THE EXECUTIVE MAYOR

The role of the Executive Mayor is one of the important innovations introduced by the MSA. The mayoral system has gone a long way in addressing problems of fragmentation in political governance. The Act gives the mayor executive powers to run the District and the power to appoint members of the Mayoral Committee.

4.5. THE MAYORAL COMMITTEE

The ten-person Mayoral Committee functions essentially as a District level “cabinet”. The Mayoral Committee is tasked with executive decision-making.

4.6. SECTION 79 AND 80 COMMITTEES

Section 33 of the Municipal Structures Act provides that a municipality may establish committees, taking account the extent of its functions and powers, the need for delegation and resources available. The committee system is made up of Section 79 and Section 80 Committees:

Section 79 Committees are established by the Council from among its members. Council determines the functions of the committee and may delegate powers and duties to it.

Section 80 Committees are established by the Council from its members to assist the Executive Mayor. The Executive Mayor and may delegate powers and duties. The various committees consider and approve the reports and policies. These reports and policies are forwarded to the Mayoral Committee for consideration. It is then referred to Council for approval. For record and audit purposes, written decisions are necessary. The Section 80 Committees therefore perform an advisory function.

The following table distinguishes between section 79 and 80 Committees.

Section 79 Committees	Section 80 Committees
Council determines functions and may delegate powers and duties	Executive Mayor delegates powers and duties
Council appoints the chairperson	Executive mayor appoints the chairperson
Committee may co-opt non-councillors	Committee only consists of councilors
Committee is established for the effective performance of functions of Council	Committee is established to assist the Executive Mayor

The following Section 80 Committees were established

Section 80 Committees

Name of member of the Mayoral Committee	Portfolio
Councillor K.S. Ramaila	Finance
Councillor S.M.A. Masemola	Corporate Services
Councillor F.J. Maseko	Local Economic Development
Councillor T.L. Sihlangu	Health Services
Councillor M.S. Makunyane	Planning and Development
Councillor Q.E. Mokhabela	Water and Electricity
Councillor M.E. Selahle	Emergency Services
Councillor P. Madondo	Public works and Transport

The following Section 79 Committees were established

Chairperson of committee	Name of committee
Councillor R.T. Matseke	Rules and Ethics

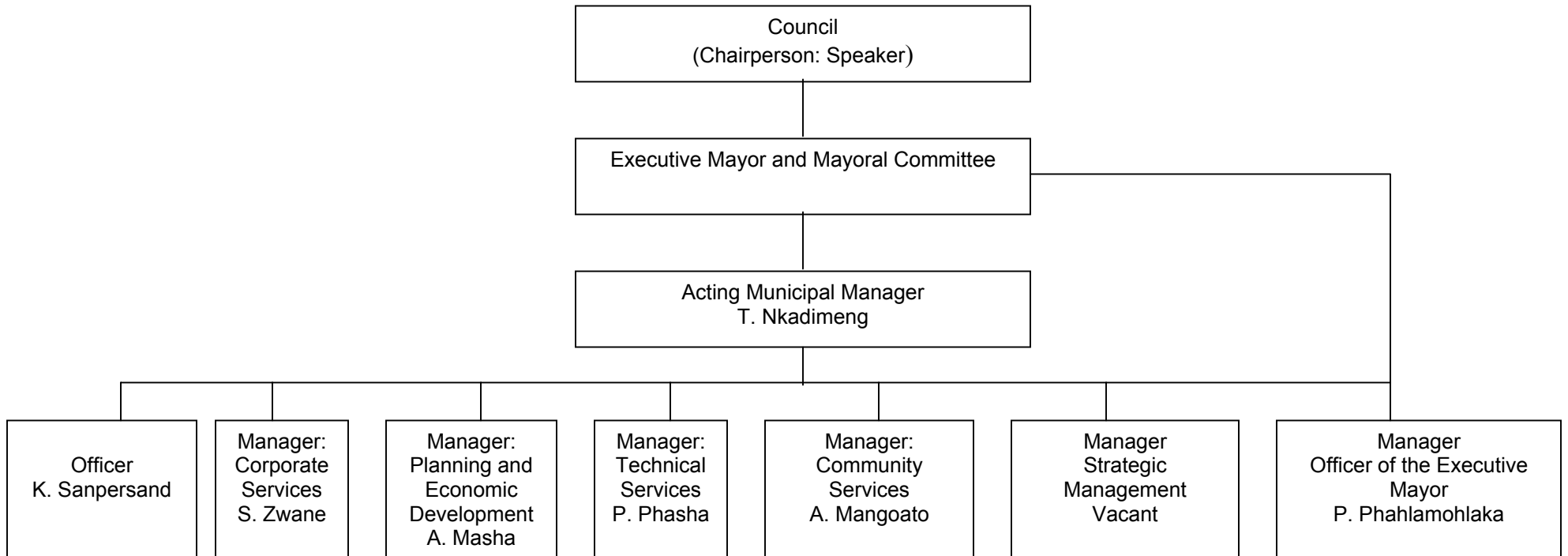
The Executive Mayor and the Speaker are full-time councillors and the remainder work part-time.

4.7. ADMINISTRATIVE GOVERNANCE

The administrative structure has been created to manage and formulate policies and procedures, co-ordinate various activities. The District's administrative model includes a core administration. This is headed by the Municipal Manager and heads of departments for Strategic Management; Finance; Corporate Services; Planning and Economic Development; Technical Services; Community Services.

Structure of the administration

ADMINISTRATION STRUCTURE



4.8. SKILLS DEVELOPMENT

The District recognises that raising motivation and skills levels is essential to continued improved service delivery. As a result, skills development of the District is a top priority.

For the financial year 2004/05 the municipality has set itself the following targets in as far as skills development is concerned:

- Completion of the Skills Audit by June 2004
- Development of a Workplace Skills Development Plan by December 2004
- Aims to spend at least 1% of the municipal salary bill on the implementation of the work place skills development plan

4.9. EMPLOYMENT EQUITY

The Greater Sekhukhune District Municipality has set itself an objective of formulating an employment equity plan by July 2004. The employment equity policy will seek to:

- Foster diversity in the workplace;
- Eliminate all forms of unfair discrimination;
- Ensure that all people of South Africa are equitably represented within the District's environment;
- Prepare a ground for effective change through appropriate and ongoing investment in training and development;
- Prohibit and combat unfair discrimination and harassment among employees;
and
- Provide reasonable accommodation of designated groups, in particular place.

CHAPTER 5: DEPARTMENTAL PLANS

**DEPARTMENT
OF
CORPORATE SERVICES**

VISION AND MISSION

To provide efficient administrative support services to the organisation through:

Human resources development and management, facilities provision and maintenance, integrated information management services and customer care

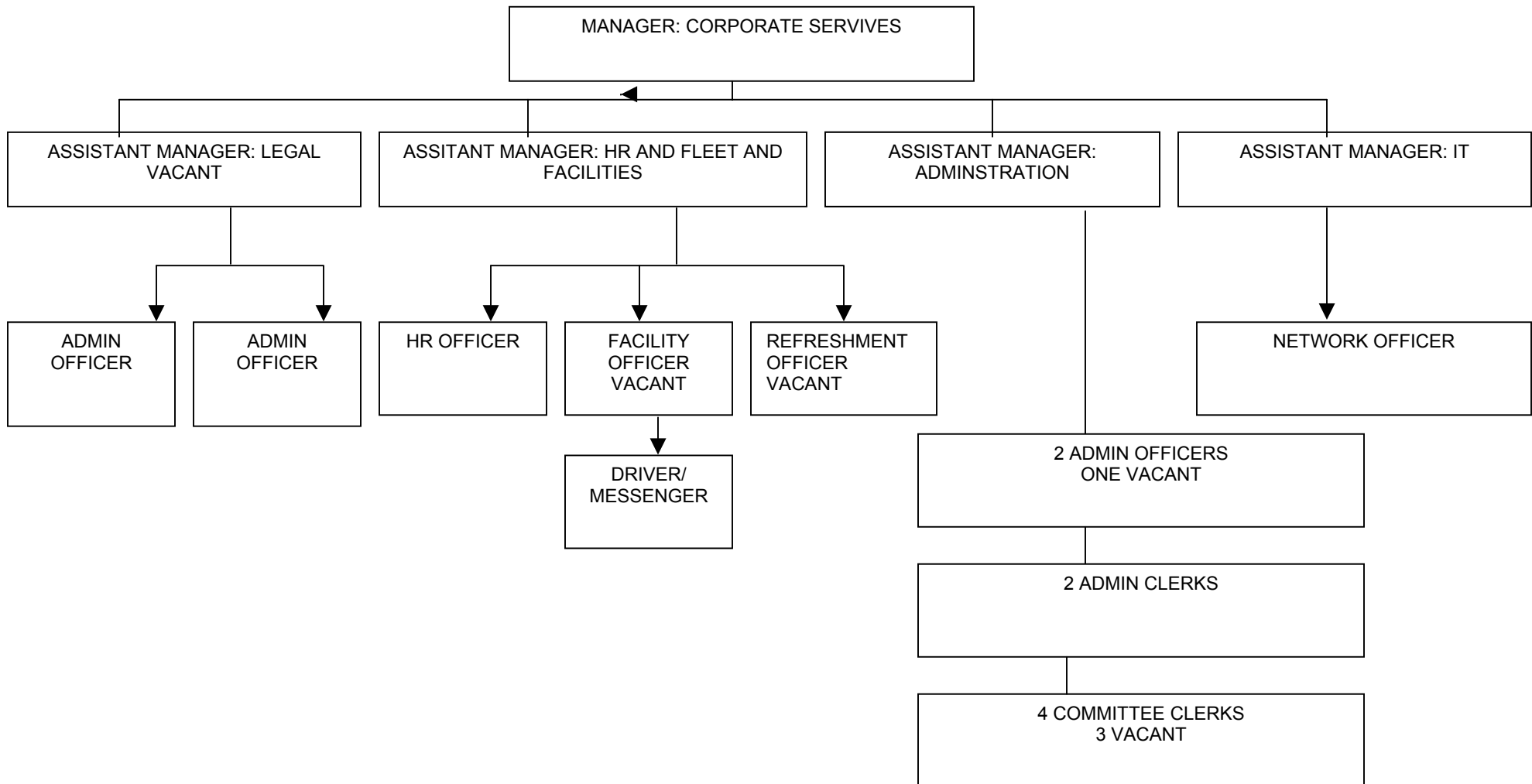
CORE FUNCTIONS AND RESPONSIBILITIES

The focus of Corporate Services is on developmental local government, a more customer focused approach and the need to create an organization that is performance driven.

The Corporate Services Department is responsible for providing the following services support to the core departments within the District:

- **Administration**
- **Facilities and Maintenance**
- **Human Resources Management**
- **Legal Services**
- **Occupational Health and Safety**
- **Fleet Support Services**
- **Information Technology (IT) Support**

DEPARTMENTAL STRUCTURE



KEY DEPARTMENTAL CHALLENGES:

- The building of an enabling policy and management environment that attracts and retains high-quality staff
- The development of skills development programmes
- The provision of support to managers in departmental staff management
- Development of an effective workplace HIV/AIDS programme
- Ensuring a safe and functional work environment
- Providing and maintaining the municipality's owned facilities
- Providing high-quality administrative support services to political and managerial leadership of the municipality
- Providing Information Technology support

DEPARTMENT: CORPORATE SERVICES

ACTION PLAN: MARCH 2004-JUNE 2005

Key Performance Area	Objectives	Project	Key Performance Indicators/Targets	Time Frame	Budget
Human Resources Management	To provide for an effective and efficient human resources management	Development of workplace skills development plan (WPSDP)	Workplace skills development plan approved by council	30 June 2004	R300 000.00
		Implementation of the WPSDP	1% of the municipal salary bill spent on skills development	1 July 2004	R4 522 000.00
		Development of Employee Assistance Programme (EAP)	EAP developed and approved	Oct 2004	R100 000.00
		Development of HR Policies	HR Policies approved by council	31 March 2004	
		Leave Management System	Quarterly reports on leave to the Municipal Manager	Every Quarter	

		Structured interaction with organized labour	Local Labour Forum established	30 April 2004	
		Employee Retention Strategy development	Strategy in place Conducting of exit interview sessions Compilation of interview reports and recommendations		
	Occupational Safety	Establishment and Co-ordination of the Occupational Safety Committee	Committee established and fully operational Adherence to safety regulations and safety compliance reports per quarter	30 April 2004 Quarterly	
Fleet Management	To provide for an efficient fleet management	Transport Policy Developed and approved	Policy adopted and approved Council cars made available to officials upon	31 March 2004 Ongoing	

			arrangements All cars properly monitored and maintained	Ongoing	
Legal Service	To provide for sound and satisfactory legal advice service to council and local municipalities	Continuous legal services to all departments	Assistant Manager: Legal Appointed Legal advice provided to the satisfaction of departments upon request	31 August 2004 Ongoing	
Procurement	To provide for a timeous and affirmative orientated procurement service	Development of legally compliant procurement systems	Procurement policy revised and council approved Procurement procedure manual in place Turnaround time responses to procurement of goods and services		R50 000.00

Administration	To provide for a sound and timeous integrated administration service	MunCom Implementation	MunCom operational	30 June 2004	
		Archives and Registry Training	Training conducted for targeted officials	30 June 2004	
		Setting of registry Office	Registry Counter Purchased	30 July 2004	R15 000.00
			Registry Equipment Purchased	30 July 2004	R22 347.00
			Bulk Filing Cabinets Purchased	30 July 2004	R130 000.00
Handling of correspondences	Sending correspondences to officials within 1 day after receipt	Ongoing			

			All correspondences send to the District receiving acknowledgements within fine days of receipt	Ongoing	
			Monitoring responses by officials on correspondences received	Ongoing	
			Collation and presentation of reports to the MM on responses by officials on correspondences received	Monthly	
			Invitations and agendas sent	Ongoing	

			timeously to councilors Secretariat provided to council committees	Ongoing	
Functional Delegations	To ensure organisational efficiency and accountability	Devolution of functional delegations from the MM to Managers and Assistant Managers	Functional delegations framework developed	June 2004	
Risk Management	To streamline organizational process and procedures to mitigate possible risks	Development of a risk management policy	Policy developed and approved by council	31 May 2004	
Facilities	To ensure adequate provisioning, maintenance and management of facilities	Provisioning and maintenance of municipal facilities Building of Municipal	Responses to end-users within 2 days of official request Municipal Offices	Ongoing	R12 000 000.00

		Offices	Built		
Information Technology	To ensure the provisioning of adequate and reliable IT service to the organization and local municipalities	IT Policy Development	IT Policy developed and approved by council	30 April 2004	
		IT Support to departments	5-20 minutes response to IT problems	Ongoing	
		GIS Server Purchasing	GIS Fully operational	30 June 2004	R250 000.00
		Website Development	Website hosted	31 April 2004	R500 000.00
		E-Mail for All Staff	All staff having access	31 April 2004	
		Online faxing	Online faxing operational	31 July 2004	
		Project Management System	System up and running	31 Dec 2004	

**DEPARTMENT
OF
FINANCE**

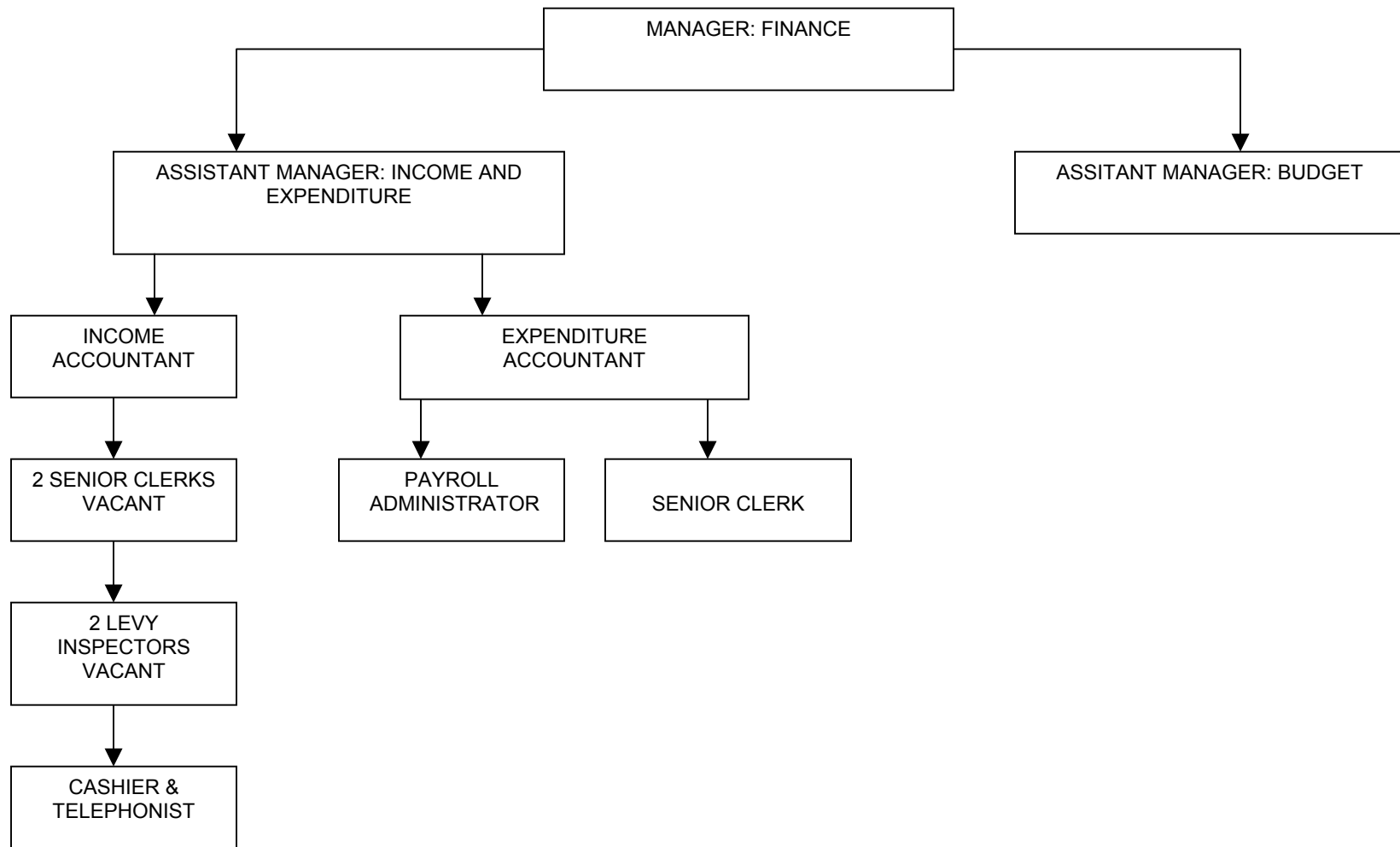
VISION AND MISSION

To render sound financial management services by maintaining an effective and efficient financial control and expansion of the revenue base

CORE FUNCTIONS AND RESPONSIBILITIES

- **To ensure long term financial planning**
- **To ensure effective financial management of the District**
- **To ensure the preparation of realistic and strategic budgets**
- **To ensure sustainable revenue collection**
- **To ensure proper expenditure controls**
- **To ensure proper asset management**

DEPARTMENTAL STRUCTURE



KEY DEPARTMENTAL CHALLENGES:

- To ensure that the District obtains clean audit reports
- To ensure the District has reliable revenue base
- To ensure proper investment of District resources
- To ensure long-term financial planning
- To ensure proper expenditure patterns

DEPARTMENT: FINANCE

ACTION PLAN: MARCH 2004-JUNE 2005

Key Performance Area	Objectives	Project	Key Performance Indicators/Targets	Time Frame	Budget
Revenue Collection	To ensure sustainable revenue base for the organization	Revenue Collection Strategy	Strategy in place	June 2004	R948 950.00
			20m budgeted for	June 2005	
		Credit Control Strategy	1, 6 m collected per month	Monthly	
		Capacitating internal revenue collection capacity	5 to be employed credit control clerk debtor clerk senior clerk income 2 levy inspectors	Jan 2005	
		Investment Strategy	Identification of portfolios with reasonable returns	Ongoing	-

Preparation of realistic and strategic budgets	To ensure efficient and optimal utilisation of municipal resources	2004/05 Budget Formulation	Budget approved by council	May 2004	-
		2005/06 Budget Formulation	Budget approved by council	May 2005	-
		Monitoring and reporting on budget implementation	Monthly reporting	10 th of every month	-
Effective control of expenditure	To ensure proper expenditure monitoring and accountability	Expenditure Controls manuals formulation	Manual developed	June 2004	-
		Claims Resolution	1 week for properly completed claims	Ongoing	-
Financial delegations	To ensure financial efficiency and proper accountability	Financial delegations framework from the MM to Managers and Assistant Managers	Financial delegations framework in place	June 2004	-
Asset Management	To ensure proper management and accounting of municipal assets	Asset Register Management	Quarterly check on the location and state of municipal assets and reports to the MM	Quarterly	-

Financial Management Plan	To ensure long-term financial planning for the municipality	Development of a Financial Management Plan	Financial Management Plan developed	April 2004	
		Development of Financial Policies	Approval of financial policies	June 2004	

**DEPARTMENT
OF
PLANNING AND ECONOMIC DEVELOPMENT**

VISION AND MISSION

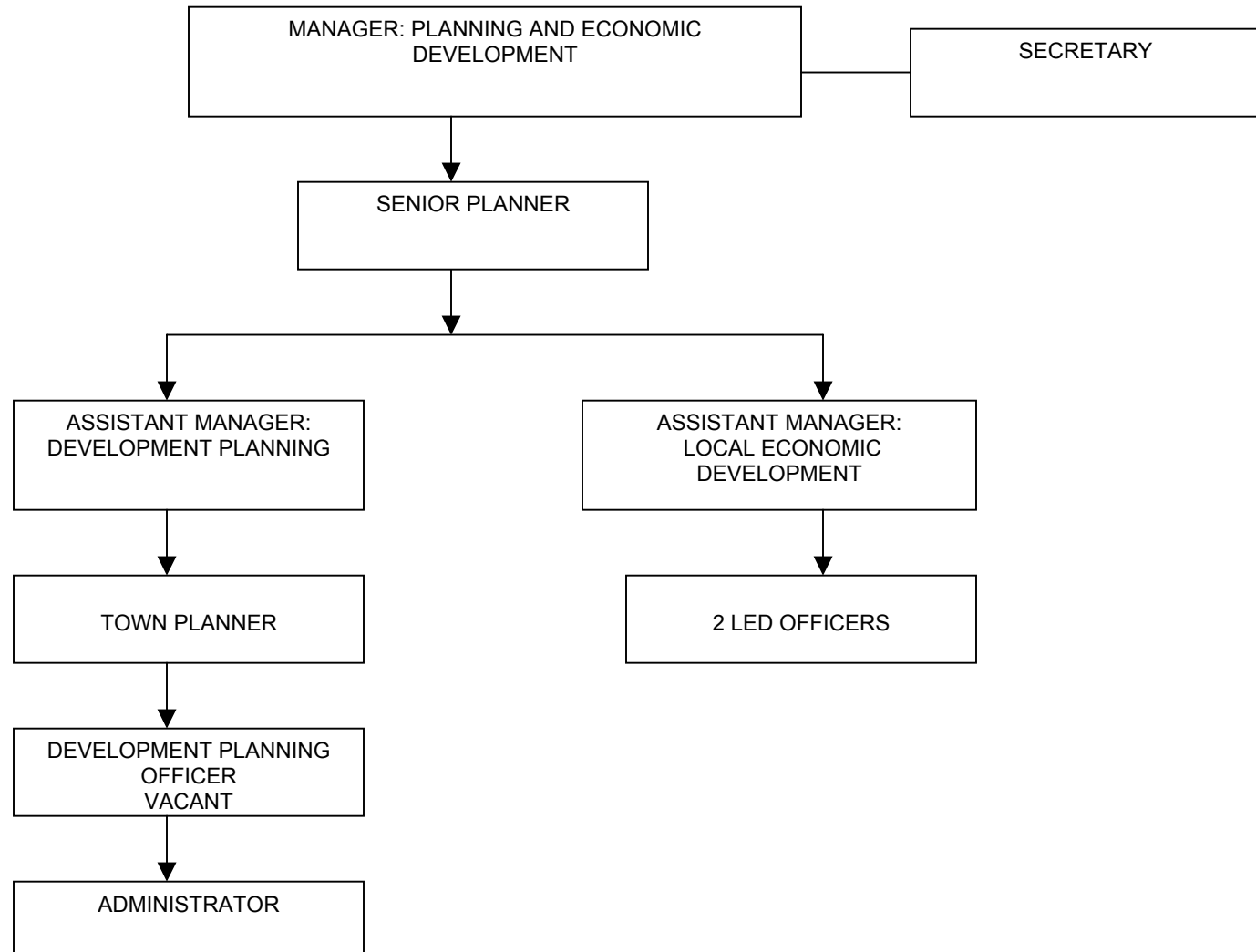
To ensure integrated spatial planning, sustainable land use management and stimulation of economic development through:

- **Exploiting existing economic potential of the District**
- **Providing a framework for sustainable land use management**
- **Development of sustainable and integrated spatial planning**
- **Facilitation of land reform programmes implementation**
- **Integrated Development Planning**

CORE FUNCTIONS AND RESPONSIBILITIES

- **Provision of development direction for the District**
- **Local Economic Development**
- **Spatial Planning**
- **Land Use Management**
- **Integrated Development Planning**

DEPARTMENTAL STRUCTURE



KEY DEPARTMENTAL CHALLENGES:

- Redressing inherited imbalances;
- Guiding sustainable development;
- Creating an environment that generates investor and developer confidence
- Ensuring alignment, integration and co-ordination in planning and implementation by all spheres of government
- Poverty alleviation
- Economic performance of the District

**DEPARTMENT: PLANNING AND ECONOMIC DEVELOPMENT
ACTION PLAN: MARCH 2004-JUNE 2005**

Key Performance Area	Objectives	Project	Key Performance Indicators/Targets	Time Frame	Budget
Spatial Planning	To guide long-term sustainable spatial development across the district area	Spatial Development Framework development	Spatial Developed Framework developed Framework for land use management in place	June 2004	R250 000.00
		Density policy framework development	Framework developed	Jan 2005	-
		Land Use Management Training Packaging	Number of training sessions conducted for targeted groups (LMs, traditional leaders)	Feb 2005	-
Land Reform	To play an active supportive role in the	Land claims audit study	Audit report compiled	April 2004	-

	land reform programmes	Support programme for beneficiaries of land restitution programme	Support programme developed for every settled land claim within a period of six months	Ongoing	
Housing	To ensure that housing development is physically, socially and economically integrated	Development of a housing strategy	Strategy in place	Aug 2004	R100 000.00
Local Economic Development	To attract investment in the district	Recording of number of jobs created through the municipality's local economic development initiatives	Quarterly reports on number of jobs created	Every quarter	-
			Half-Yearly reports on number of business investments per industry in the district	Half-Yearly	

			Agreement concluded and implemented		
		Tourism	Development of a Tourism Plan for the district	Tourism Plan developed	
		Marketing and Investment Programme	Development of Brochure	Brochure developed indicative of economic opportunities in the District by May 2004	
			Purchase of exhibition stall	Stall purchased	R50 000.00
			Effective participation at the Limpopo week investment drive	May 2004	-

			Effective participation at the National Agro Food Exhibition in Gauteng	June 2004	-
			Effective participation at the -Curio, Artefact and Gift fair in the Netherlands	15-16 June 2004	-
			Effective participation at the Minexpo in Las Vegas, USA	Sept 2004	-
			Effective participation at the investment recruitment in Australia on mining, infrastructure dev and manufacturing	8-11 Sept.2004	-

			Effective participation at the Limpopo week investment recruitment in the UK and Italy on Eco Tourism and Agro processing	Sept. 2004	-
			Effective participation at the		-
			Effective participation at the Provincial Exhibition in Bohlabela on Eco tourism and mining	Oct. 2004	-

			Effective participation at the Provincial Exhibition on Artifacts and Eco Tourism to Singapore, Indonesia, India and South Korea	Oct. 2004	-
			Effective participation at the Provincial Exhibition on mining, tourism and manufacturing targeting Argentina and Brazil	Oct 2004	-
			Effective participation at the Art Craft and giftware, Agro processing in Germany	Feb 2005	-

			Effective participation at the Inward Buying event on agro processing and mining targeting Mozambique, Lesotho and Zimbabwe	Feb 2005	-
			Effective participation at the Investment and recruitment drive on agro processing, mining and manufacturing targeting Canada	Feb 2005	-
			Effective participation at the LIMEX and the Premier's exporters awards in Vhembe	March 2005	-

			Effective participation at the USA Limpopo week and Investor Conference on eco tourism, mining, agro processing, manufacturing and infrastructure dev	May 2005	-
		Local Economic Development Implementation Agency feasibility	Strategy document on best institutional model for LED Implementation	Aug 2004	-
Integrated Development Planning	To provide for a co-ordinated system of intergovernmental planning	IDP Review 2004/05	IDP Review completed and approved by council	May 2004	
		IDP Review for 2005/06	IDP Review completed and approved by council	May 2005	
Information Management	To ensure better organisational information management	GIS Establishment	Server Installed Licences purchased 100% of targeted	June 2004 July 2004 Aug 2004	

			staff trained on GIS		
Infrastructure Planning	To ensure integrated and co-ordinated infrastructure planning across the district area	Finalise the infrastructure development plan	Integrated Infrastructure Plan finalized and council approved	June 2005	
		Development a consolidated municipal infrastructure programme	Programme developed and council approved	June 2005	
Twining of municipalities	To ensure strategic interactions with local and international municipalities that have more or less the same characteristics with the GSDM	Consolidation of relations with the municipalities in France, Canada, Zimbabwe and Kgalagadi District Municipality	Signed Memorandum of Co-operation with identified municipalities of France, Canada and Zimbabwe and Kgalagadi DM	Aug 2004	
SMME Development	To play a supportive role in the development of the SMMEs	Development of SMME Development Strategy	Strategy in place	June 2004	R200 000.00
		Construction of hawker stalls	Hawker stalls constructed	June 2004	R200 000.00

**DEPARTMENT
OF
COMMUNITY SERVICES**

VISION AND MISSION

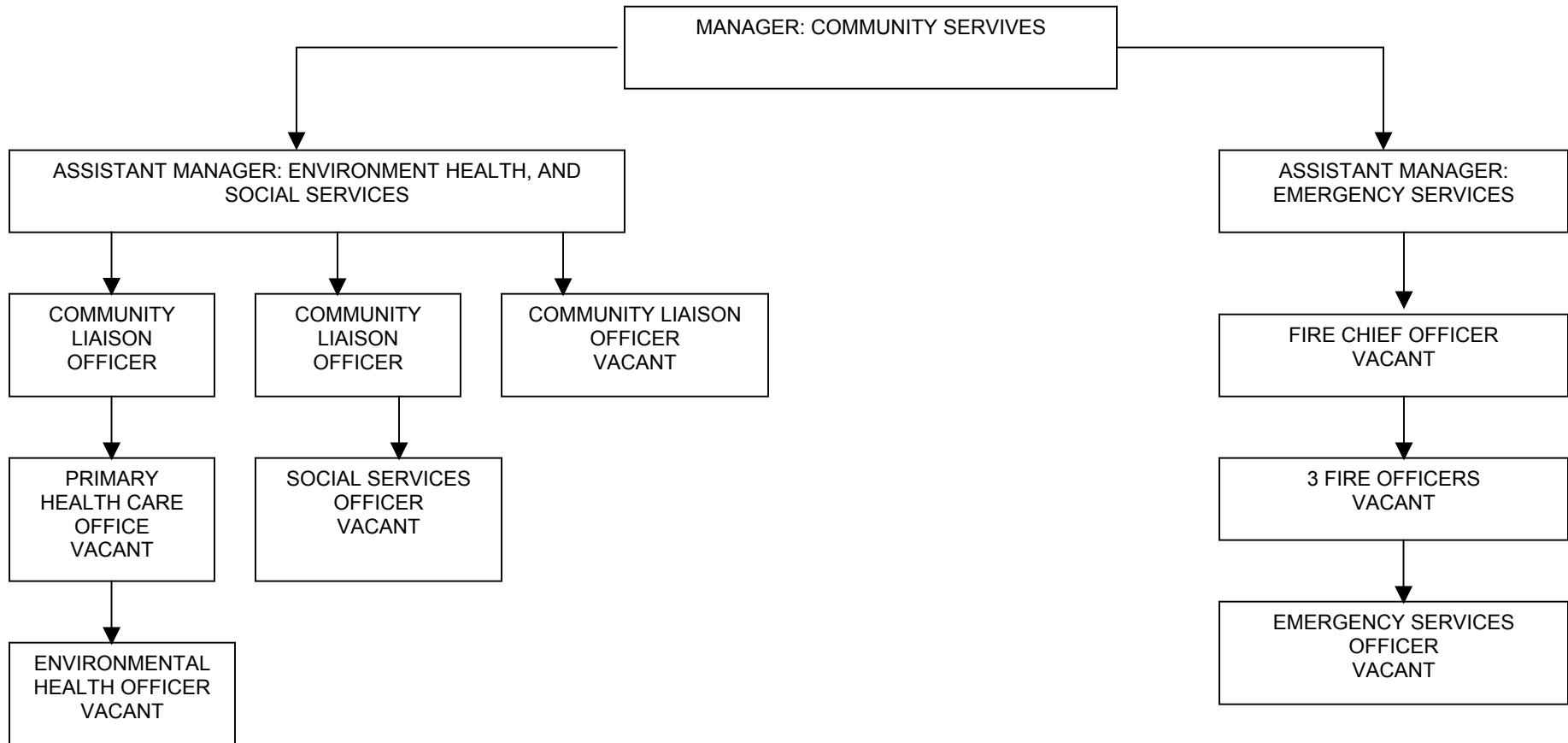
**To be the centre for the provision, implementation and co-ordination of sustainable community services;
To render comprehensive social development programmes and projects through:**

- **Integrated health and emergency services**
- **Continuous evaluation and monitoring of community programmes in partnership with communities**

CORE FUNCTIONS AND RESPONSIBILITIES

- **Environmental Health**
- **Social Services**
- **Emergency Services**

DEPARTMENTAL STRUCTURE



KEY DEPARTMENTAL CHALLENGES:

- **Poor Primary Health Care Services and Infrastructure**
- **Programmes for the Aged**
- **HIV/AIDS**
- **Pollution Control**
- **Cemeteries state and services**
- **Poverty**
- **Illiteracy rates**
- **Sports Infrastructure and services**
- **Natural Disasters Mitigation**

**DEPARTMENT: COMMUNITY SERVICES
ACTION PLAN: MARCH 2004-JUNE 2005**

Key Performance Area	Objectives	Project	Key Performance Indicators/Targets	Time Frame	Budget
Environmental Health Services (EHS)	To ensure a reliable environmental health services in the district	Devolution of EHS function to the District	EHS staff and assets transferred to the District	1 July 2004	
		Development of the Environmental Management Plan	Plan completed and council approved	Sep 2004	2m from the Netherlands Govt and DBSA
		Management of cemeteries and gravesites for Tubatse, Makhuduthamaga and Fetakgomo	Cemeteries and gravesites management strategy in place and council approved	June 2005	R500 000.00
		Management of Abattoirs Strategy	Strategy in place and council approved	June 2005	-

Primary Health Care (PHC)	To ensure a reliable primary health care service in the district	HIV/AIDS Campaigns	No of workshops held per target group or area No of campaigns per target group or area	June 2005	
		Establishment of the District Health Council	Health Council established in the district	30 June 2004	
Social Services	To ensure for an integrated and well co-ordinated social service in the district	Management of social grants	Interaction with the department of social welfare Improved management of social grants	30 June 2005	
		Packing of an integrated a comprehensive poverty alleviation programme	Comprehensive poverty alleviation programme in place	June 2004	

		Secured food parcel drop points within the district	-	June 2005	-
		Improvement of pension pay points	5 pension pay points improved / 1 per each LM	June 2005	R1 000 000.00
		Sports Advancement and Promotion	Sports day hosted in the District	June 2004	R50 000.00
Emergency Services	To ensure a timeous, effective and efficient emergency service in the District	Development of a Disaster Management Framework and Plan	Plan developed and approved by council	Sep 2004	R800 000
		Establishment of the Disaster Management Centre	Centre established by June 2005	June 2005	R5 000 000.00
		Procurement of 3 4x4 rapid response vehicles	3 cars purchased	June 2005	R750 000.00
		Procurement of a rapid response vehicle	Vehicle purchased	June 2004	
		Filling of vacant posts in the emergency section	Emergency section fully staffed	Within 2004/05 financial year	

		Purchase of Tents/Blankets and Plastic Cups	Items purchased	Within 2004/05 financial year	R300 000.00
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**DEPARTMENT
OF
TECHNICAL SERVICES**

VISION AND MISSION

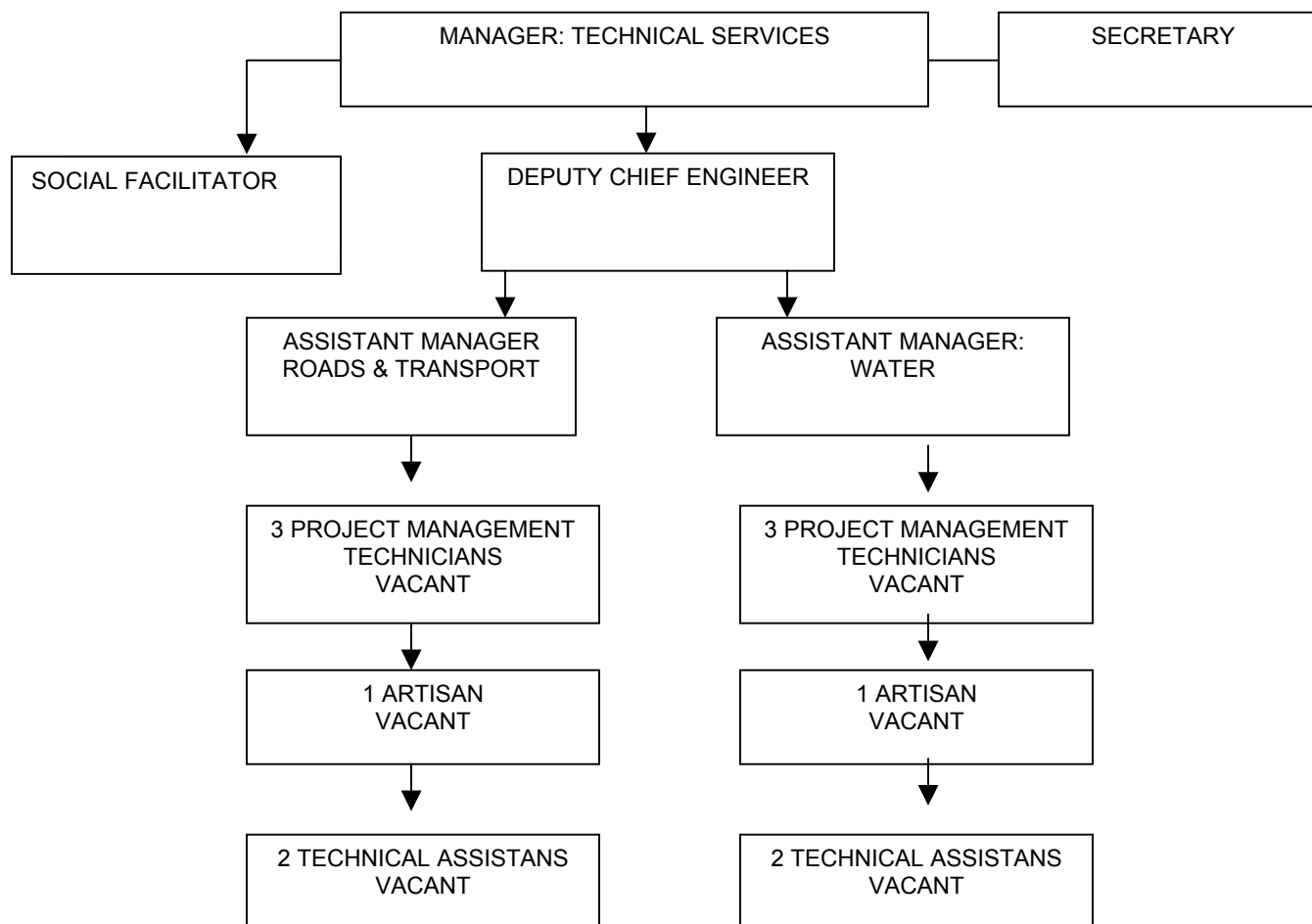
To provide affordable, accessible, integrated and sustainable infrastructure services to communities through:

- **Partnerships and co-ordination with local municipalities**
- **Sound inter-governmental relations with provincial and national sector departments**
- **Development and implementation of sound policies on free basic services**
- **Social facilitation on capital programmes**
- **Proper project management systems**

CORE FUNCTIONS AND RESPONSIBILITIES

- **Provisioning and maintenance of water and sanitation**
- **Provisioning and maintenance of energy**
- **Provisioning and maintenance of roads, storm water and transport**
- **Social facilitation of capital projects**
- **Project Management**

DEPARTMENTAL STRUCTURE



KEY DEPARTMENTAL CHALLENGES:

- Reducing service backlogs
- Provision of basic services
- Maintenance of existing services
- Cost recovery
- Striking strategic partnerships
- Resource mobilization
- Integration of services delivery
- Analysis of social impact of services delivery
- Proper project management systems

**DEPARTMENT: TECHNICAL SERVICES
ACTION PLAN: MARCH 2004-JUNE 2005**

Key Performance Area	Objectives	Project	Key Performance Indicators/Targets	Time Frame	Budget
Water Services	To progressively ensure access to efficient, affordable, economical and sustainable water services for all users in the district	Water Services Development Plan	WSDP reviewed and approved by council	Sept. 2004	-
		Finalise the water services alternative service delivery mechanisms process	Finalised water services institutional model	Dec 2004	
		Implementation of the Free Basic Water Policy	% households earning less than R1 100 per month with access to free basic water	May 2004	
		Water Provisioning and Maintenance	Planned water and sanitation projects implemented according to set targets per project	As per project time frames	

Energy	To ensure access to energy for all in the district	Establishment and Co-ordination of the Energy Forum	Frequency of meetings held	Ongoing	
		Electricity Infrastructure Audit	Audit report in place on state of electricity infrastructure	June 2005	
		Development of a Free Basic Electricity Policy	Policy in place	May 2004	
		Free Basic Electricity Policy Implementation	% households earning less than R1 1000 with access to free basic electricity	July 2004	
Roads and Transport	To ensure access to transport services to all users and access to goods and services	Development of an Integrated Transport Plan (ITP)	ITP completed	June 2004	
		Establishment and co-ordination of the District Transport Forum	Frequency of meetings of the transport forum	May 2004	
		Audit of roads infrastructure in the District	Audit report in place	June 2005	

		Strategy on the implementation of roads and stormwater adjusted powers and functions	Strategy document in place	June 2005	
Project Management	To ensure an efficient project management system in the district	Development of a information management system for capital projects	Monthly reports on project implemented, locality, finishing progress, expenditure report, project impact	Every Month	
Project Implementation	To ensure timeous and satisfactory implementation of all special programmes	Implementation of DWAF, CMIP, MIG, PUBLIC WORKS, AND DISTRICT FUNDED PROJECTS	Projects implement according to set projects targets and time-frames	Ongoing	
Infrastructure Audit	To provide for a reliable database of all infrastructure investments	Audit of Infrastructure invested on by the District	Audit in place Maintenance Plan developed based on the audit	June 2005	
Communication on planned and implemented capital projects	To effectively communicate to the communities on all	Projects Communication Procedures Manual	Comprehensive communication procedures in	June 2004	

	infrastructure investment by the district.	development	place Clear communication on every project as per the project communications manual	Ongoing	
Analysis of social impact of projects	To effectively the social impact of all infrastructure investment by the district	Assessment of social impact of capital project projects	Anticipated social impact report for every planned project submitted a month before implementation Realised Social Impact report for every completed project	Ongoing As per project Business Plan	

**DEPARTMENT
OF
STRATEGIC MANAGEMENT**

VISION AND MISSION

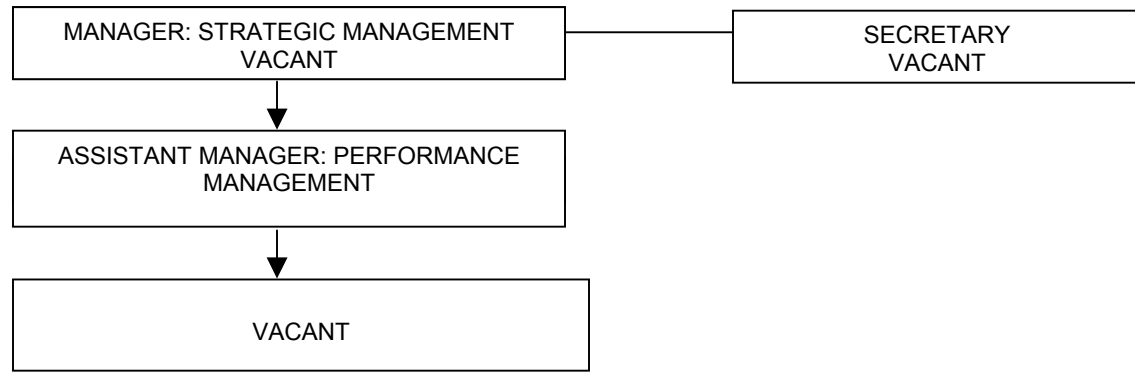
To provide strategic management services to the departments through:

- **Periodic organisational reviews which enable intervention mechanisms;**
- **Monitoring, evaluation and reporting on organisational performance;**
- **Conducting performance audit to ensure quality assurance;**

CORE FUNCTIONS AND RESPONSIBILITIES

- **Performance Management**
- **The provision of support to managers in the implementation of the employee performance management system**
- **Reporting, Monitoring, and Evaluation of Organisational Performance**
- **Strategic support to the Office of the Municipal Manager**

DEPARTMENTAL STRUCTURE



**DEPARTMENT: STRATEGIC MANAGEMENT
ACTION PLAN: MARCH 2004-JUNE 2005**

Key Performance Area	Objectives	Project	Key Performance Indicators/Targets	Time Frame	Budget
Performance Management	To provide for a reliable organisational and individual performance management in the institution	Development of the Performance Management Framework and Policy	Framework and Policy in place and council	June 2004	
			Service Standards Booklet in place	June 2004	
			PMS Procedure Manual in place	June 2004	
		Development of annual performance agreements	Annual performance agreements signed by level 1,2, and 3 officials		
			Support to managers in the development of performance based workplans for all other staff		

		Compilation of Performance Reports	Reports compiled and submitted to the Municipal Manager	Monthly, Quarterly and Annually	
		Compilation of Annual Report	Audited Reports published	Annually	
		Appointment of a Performance Audit Committee	Performance Audit Committee in place	June 2004	
Customer Care	To effectively ensure the fostering of Batho Pele principles	Establishment of departmental customers care desk	Person appointed per department as a customer care officer No of reports customer complaints and corrective measures employed per month Toll-free line established	June 2004 Monthly ?	

Strategic Planning Support	To continuously support all the organisational units in strategic planning	Strategic planning support to managers and assistant managers	Number of contact sessions with managers and assistant managers on strategic planning support	Aug 2004	
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**OFFICE
OF THE
EXECUTIVE MAYOR**

VISION AND MISSION

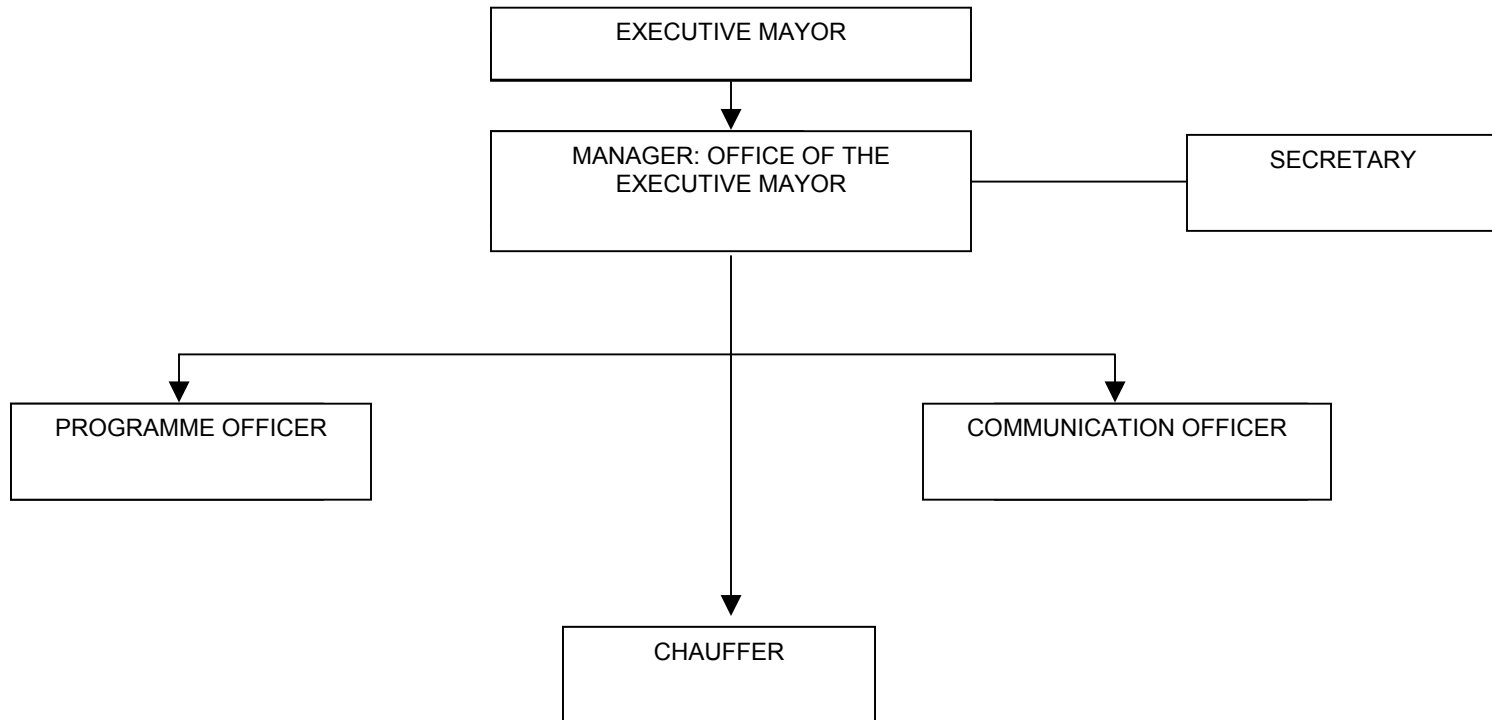
To provide advocacy and image building to the Office of the Executive Mayor through:

- **Creation of sound interaction between the administration and political components;**
- **Co-ordination of special programmes;**
- **Co-ordination of Inter-Governmental Relations issues and programmes;**
- **Creation of a positive image of the municipality;**
- **Interaction of the Executive Mayor with the political environment.**

CORE FUNCTIONS AND RESPONSIBILITIES

- **Communication**
- **Community Participation**
- **Mayoral Support**
- **Special Programmes (Youth, Women and Disabled)**

DEPARTMENTAL STRUCTURE



**OFFICE OF THE EXECUTIVE MAYOR
ACTION PLAN: MARCH 2004-JUNE 2005**

Key Performance Area	Objectives	Project	Key Performance Indicators/Targets	Time Frame	Budget
Communications	To ensure a better communications strategies with all stakeholders and communities	Finalise District Communication Strategy	Strategy Completed and council approved	30 April 2004	
		Development of a newsletter	Monthly newsletters published and distributed	30 June 2004	
		Development of a community outreach programme	Outreached programme developed Number of project launches by the mayor Number of 'Mayor Meets the People' sessions	31 March 2004 Ongoing Ongoing	
Community Participation	To ensure the structured involvement	Finalise public participation policy	Policy developed and council	30 April 2004	

	of communities in matters of governancve		approved		
		Consolidate programme to improve ward committees	Programme developed Number of session with ward committees	31 March 2004 Ongoing	
Special Programmes	To ensure that special groups benefit from development programmes	Youth Development Support	Number of support programmes for the Youth Council	Ongoing	
		Disabled Support	Number of support programmes for the disabled	Ongoing	
		Women Development Support	Number support programmes for the women	Ongoing	
		Moral Regeneration Programme	Number of campaigns/sessions conducted per year	Half-Yearly	
		Geographic Names Committee			
HIV/AIDS	To mitigate the rate of	HIV/AIDS Programme	Number of	Ongoing	

	HIV/AIDS infections in the District		HIV/AIDS Awareness programmes held		
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CHAPTER 6: PROJECTS/PROGRAMMES FOR IMPLEMENTATION

6.1. INTRODUCTION

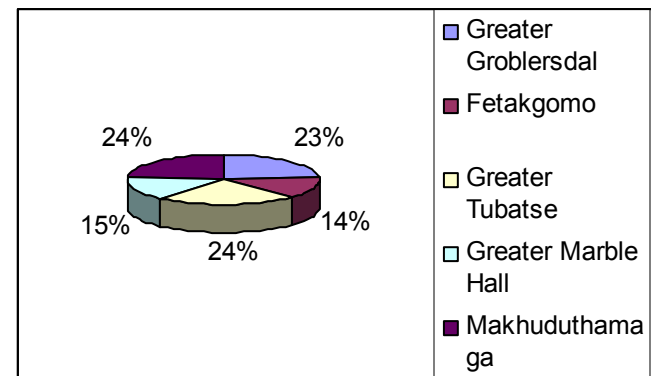
The White paper on local government identifies two twin challenges facing South African Municipalities. It states that municipalities are faced with extreme concentration of taxable income resources in formerly white areas thus demanding redistribution between and within local areas. It further states that municipalities are challenged to create viable municipal institutions for dense rural settlements which have large populations with minimal access to services and little or no economic base.

The Greater Sekhukhune District Municipality has responded well to the challenge of creating a viable institution. This chapter seeks to show the way the Greater Sekhukhune District Municipality seeks to respond to the challenges mapped by the White Paper on Local Government.

1. Distribution of Projects per local municipality

As an attempt to reverse the concentration of resources in formerly white areas the following table shows how the District seeks to apportion resources to needy areas.

Municipality	Amount of Resources Apportioned
Greater Groblersdal	R49 797 076.00
Fetakgomo	R28 643 781.00
Greater Tubatse	R50 538 277.00
Greater Marble Hall	R30 933 526.00
Makhuduthamaga	R50 286 870.00



2. Projects Per Sector

As indicated in chapter 3 one of the key strategic priorities facing this municipality is the development of an integrated infrastructure that supports social and economic development. As such the following table shows the percentage of resources to be apportioned by the municipality per sector in support of social and economic development.

Municipality	Water	Sanitation	Roads and Stormwater	Other	Total
Greater Groblersdal	R37 913 290.00	R11 820 786.00	0	R63 000.00	R49 797 076.00
Fetakgomo	R27 418 781.00	R1 155 000.00	0	R70 000.00	R28 643 781.00
Greater Tubatse	R48 908 277.00	R1 576 000.00	0	R54 000.00	R50 538 277.00
Greater Marble Hall	R24 884 960.00	R3 674 666.00	R900 000.00	R1 473 900.00	R30 933 526.00
Makhuduthamaga	R46 021 870.00	R3 375 000.00	0	R890 000.00	R50 286 870

PROJECTS DETAILS TO BE IMPLEMENTED BY GREATER SEKHUKHUNE PER LOCAL MUNICIPALITY

Municipality	Project Number	Name of Project	Budget	Funding Source
Greater Groblersdal	446	Motetema Regional BWS	R 3,382,380	CMIP
	478	Groblersdal Augmentation of BWS	R 6,794,400	CMIP
	430	Groblersdal Upgrading of STW	R4,090,486	CMIP
	520	Dennilton Upgrade of Bulk Sewerage	R3,186,300	CMIP
	345	Roosenekal Water Purification Works	R 34,100	CMIP
	LP 095	Kgaphamadi Sanitation	R1,044,000	DWAF
	LP022	Groblersdal/Luckau RWS Refurb to Tafelkop	R 1,388,000	DWAF
	LP 160	De Hoop G10 - Mahlangu	R 650,000	MIG
		Motetema Sewer	R 2000,000	MIG
		Dennilton Sewer Reticulation Plant	R 1,500,000	MIG
		Sterkfontein Bulk Supply	R 1,300,000	MIG
		Luckau Bulk Supply	R 4,000,000	MIG
		Sephaku Water Retic and Cost Recovery	R 1,500,000	MIG

	Mpheleng Water reticulation	R 1,611,400	GSDM
	Nkosini Water reticulation	R 898,690	GSDM
	Dindela Water reticulation	R 945,200	GSDM
	Mathula Water reticulation	R 336,640	GSDM
	Syferfontein B Water reticulation and Bulk Water	R 1,859,080	GSDM
	Mokgopeng Water reticulation and Bulk Water	R 1,779,000	GSDM
	Matlala Ward 5/Stompo Ward 7	R 771,800	GSDM
	Mmachipe reticulation and bulk	R 1,310,100	GSDM
	Ipelegeng School for the Physically Challenged	R 63,000	CBPWP
Total		R49,797,076	

Fetakgomo Municipality	466	Ga-nkwana, Mashung & Apel yard connections	R 1,246,150	CMIP
	534	Ledingwe Water Supply	R 1,447,380	CMIP
		Radimmela & Rostok water supply & Retic	R 3000,000	CMIP
		Jaglust water supply	R 2,610,000	CMIP
		Monametsi water supply	R 540,150	CMIP
		Moeijelijk reh of ext water scheme	R 685,450	CMIP
	LP 074	Olifantspoort South BWS:ISRDP	R 1,760,000	DWAF
	LP 074	Olifantspoort South	R 3,000,000	MIG
	LP 076	Mphanama WSS(Phase 2 Bulk :Prepaid System	R1,777,000	MIG
		Ga-nkoana Phase 2 yard connections	R 2,000,000	MIG
		Bogalatladi Borehole Drilling and Reticulation	R 1,2000,000	MIG
	LP 077	Mphanama WSS	R 4,512,251	DWAF
	LP 095	Makopa Sanitation	R 180,000	DWAF
	LP 095	Nkwana Sanitation	R 975,000	DWAF
		Tjwereng water supply	R 942,500	GSDM
		Phashaskraal upgrading and rehabilitation	R 162,100	GSDM
		Maruping upgrading and rehabilitation	R 256,300	GSDM

	Ga-tladi upgrading and rehabilitation	R 96,500	GSDM
	Mogabane, Mosotse/Mogabane	R 2,183,000	GSDM
	Le rena re kgona school	R 70,000	CBPWP
	Total	R28,643,781.00	

Greater Tubatse	480	Phasha Mampuru water supply	R 5,619,300	CMIP
	483	Tubatse Ward 10 Water Supply	R 13,586,600	CMIP
	337	Mashamotane BWS	R 69,900	CMIP
	654	Tubatse Upgrading Sewer Pump Station	R 700,000	CMIP
	LP 159	De Hoop G8, Mampuru (source, Refurb, Retic)	R 820,000	MIG
	LP 075	Tubatse WSS	R 2,028,000	MIG
		Praktiseer bulk water and reticulation	R 10,000,000	MIG
	LP 095	Selala Sanitation	R 747,000.00	MIG
	LP 161	Penge WSS, WTW (Refurbishment)	R 500,000	MIG
		Ngwaabe water reticulation	R 4,100,000	MIG
	LP 075	Tubatse WSS	R 1,376,327	DWAF
	LP 208	Roipooert Lebalelo O&M water supply	R 1,500,000	DWAF
	LP 209	Roipooert Lebalelo Southern water supply	R 7,000.000	DWAF
	LP 095	Maseven Sanitation	R 129,000	DWAF
	LP 095	Tshwenyane Sanitation	R102,000	DWAF
	LP 162	Penge WSS, WTW (Refurbishment)	R 2,300,000	DWAF
		Wards 2-14	R 55,820	GSDM

		Wards 15-21	R 152,640	GSDM
		Wards 22-24	R 27,630	GSDM
		Wards 25-26	R 93,940	GSDM
		Ward 29	R 20,720	GSDM
		Home Care Based Centre	R 54,000	CBPWP
	Total		R50,538,277.00	

Greater Marble Hall	507	Leeufontein Street Paving	R 1,426,900	CMIP
	484	Arabie West Reservoirs	R 1,168,320	CMIP
	546	Tsimanyane-Mohlotsi Low level Bridge	R 900,000	CMIP
	351	Loskop Housing bulk sanitation	R 1,551,700	CMIP
	352	Loskop Housing bulk water	R 833,150	CMIP
	476	Disanyane/Mathukuthela bulk water	R 1,000,000	CMIP
	331	Disanyane water supply	R 15,050	CMIP
	546	Tsimanyane-Mohlotsi Low Level Bridge	R274,000	CMIP
		Leeufontein Solid Waste	R 430,000	CMIP
		Arabie West Extension of Bulk Supply	R 1,335,940	CMIP
		Leeufontein Reticulation Refurbishment	R 1,400,000	CMIP
		Disanyane bulk and water reticulation	R 1,200,000	MIG
		Ga-reapoagopola BWS	R 1,200,000	MIG
		Letebejane Extension of water reticulation	R 500,000	MIG

	Tsimanyane Water Reticulation	R 400,000	MIG
	Leeuwfontein Ext. Water Reticulation	R 250,000	MIG
	Ga-hlopa Extension of water reticulation	R 400,000	MIG
	Moomane Water reticulation	R 400,000	MIG
	Rakgwadi water reticulation	R 1,000,000	MIG
	Toitskraal/Matlala water reticulation	R 1,000,000	MIG
	Mabitsi A&B Water Reticulation	R 800,000	MIG
	Serithing Water Reticulation	R 600,000	MIG
	Selebaleng Water reticulation	R 200,000	MIG
	Makhutso Water Reticulation	R 200,000	MIG
	Mooihoek Water Reticulation	R 500,000	MIG
	Ditholong Water Reticulation	R 500,000	MIG
	Mamphoko water reticulation	R 600,000	MIG
	Makgatle A&B Water Reticulation	R 500,000	MIG
	Puleng A&B Water Reticulation	R 200,000	MIG
	Matilu Water Reticulation	R 300,000	MIG
	Arabie East, North and South	R 2,294,100	GSDM
	Arabie West bulk water line	R 1,189,100	GSDM
	Rathoke Rehabilitation and House Connections	R 127,800	GSDM
	Malebitse Trucks hiring for delivering water	R 156,630	GSDM
	Moutse west 44 X 10 000lt Jojo Tanks	R 6,870	GSDM
LP 051	Flag Boshielo RBS	R 4,178,000	DWAF
LP 095	Elandskraal Sanitation	R 800,000.00	DWAF
LP 204	Monganyaka - Eradication of Bucket System	R 654,000.00	DWAF

	LP 204	Monganyaka - Eradication of Bucket System	R 566,966.00	DWAF
Total			R30,933,526.00	

Makhuduthamaga	477	Eenzaam Water Supply	R 1,000.750	CMIP
	479	Moretsele Phase 2 Water Reticulation Scheme	R 1,147,000	CMIP
	481	Phokwane Water reticulation	R 1,356,050	CMIP
	482	Madibong Phase 2 Water Reticulation Scheme	R 2,408,000	CMIP
	544	Vergelegen BWS - ext to WS	R 12,408,200	CMIP
	545	Sekwati Storage & Water Reticulation Supply	R 5,332,000	CMIP
		Molepane Water Reticulation	R 1,492,400	CMIP
		Ngwanamathlang Water reticulation	R 900,000	CMIP
		Mokwete Water Reticulation	R 620,000	CMIP
		Dichoeung Water reticulation	R 1,350,00	CMIP
	LP 048	Nkadimeng BWS	R4,000,000	DWAF
	LP 049	Vergelegen Dam BWS	R1,900,000	DWAF
	LP 049	Vergelegen Dam BWS	R2,379,140	DWAF
	LP 077	Piet Gouws Dam WSS	R 354,000	DWAF
	LP 178	De Hoop G9, Ngwaritsi Spitskop: ISRDP	R 766,000	DWAF

	LP 095	Machacha Sanitation	R1,002,000	DWAF
	LP 095	Mamone Sanitation	R975,000	DWAF
	LP 095	Vlakplaas Sanitation	R423,000	DWAF
	LP 095	Maila Mapitsana Sanitation	R975,000	DWAF
		Vergelegen C/Mashishing water reticulation to RDP level	R 150,000	GSDM
		Thabampshe/Masemola bulk water supply	R 700,000	GSDM
		Mogoroane water supply	R 1,800,000	GSDM
		Tshehlaneng Glen Cowie Mochadi/Glen/Tshehlwaneng Water Supply	R 858,330	GSDM
	Total		R50,286,870.00	

District Wide Projects

Municipality	Project Number	Name of Project	Budget	Funding Source
Sekhukhune District	LP 199	Sekhukhune Clinics sanitation	R 419,000	DWAF
	LP 127	Masibambane	R167 000	DWAF
	LP 145	Masibambane (complete existing assignments)	R 1,961,000	DWAF
	521	Sekhukhune Municipal Offices	R 10,320,000	CMIP
		Building for Sport & Recreation Programme Grant	R2,550,000	Dept. of Sports

		Drought Relief Projects	R 553,000	Limpopo
		Project Management Unit	R 2,950,000	MIG

PROVINCIAL AND NATIONAL PROGRAMMES

The Local Government: Municipal Planning and Performance Management Regulations, 2001 regulation 2 (1) (d) states that the municipal integrated development plan must at least identify all known projects, plans and programs to be implemented within the municipality by any organ of state. This section of the IDP seeks to show projects/programmes to be implemented by provincial and national governments departments. The information was provided by the relevant departments. The list is however, not conclusive as other departments did not respond. However, attempts will continuously be made as part of co-operative governance to seek to understand planned investments in the District by sector departments

PROJECTS TO BE FUNDED BY THE DEPARTMENT OF AGRICULTURE

Disease control projects

Programme Name	Municipality	Agency
Blanthrax vaccination	All municipalities	Dept. of Agriculture
Brucellosis	All municipalities	Dept. of Agriculture
Rabies Vaccination	All municipalities	Dept. of Agriculture

Irrigation schemes

Name of Scheme	Municipality/Location	Agency
Tswelopele	Tubatse: Praktiseer	Dept of Agriculture

Upper Arabie	Marble Hall: Hiundustand Coetzeesdraai	Dept of Agriculture

Land care projects

Koringkoppies Landcare project	Makhuduthamaga- Koringkoppies
Thabanapitsi Landcare	Makhuduthamaga- Gataan
Kome Landcare	Makhuduthamaga- Deugvalei

Poverty alleviation projects

Kodumela egg production	Marble Hall- Elandskraal
Swarakgogo – molomo Poultry	Tubatse- Maandagshoek
Mante Garden Poultry	Fetakgomo- Strydskraal
Tafelkop Piggery	Groblersdal- Tafelkop
Kome Poultry	Makhuduthamaga- Deugvalei
Ikukeng Poultry	Makhuduthamaga- Tsatane
Mphemphe Poultry	Makhuduthamaga- Eenzaam
Tswelopele Homestead Gardens	Tubatse- Praktiseer
Makopi Vegetable Gardens	Tubatse- Foresthill
Mmakau Garden	Makhuduthamaga- Vlaakplaats
Mpepu Vegetable project	Fetakgomo- Radingwana
Mapue Vegetable project	Fetakgomo- Mphanama
Mohlakamotala Vegetable project	Makhuduthamaga- Marulaneng
Glen Cowie	Makhuduthamaga- Glen Cowie
Sebatakgomo Mining	Tubatse- Tjate
Pelwane Mining Investments	Fetakgomo- Phashaskraal

DEPARTMENT OF EDUCATION PROJECTS

PROVISION OF CLASSROOM BLOCKS AND TOILETS			
SCHOOL NAME	MUNICIPALITY	LOCALITY	ALLOCATION OF PROJECT BY THE FUNDER
Thabane	Tubatse	Mabotsha	R 420 000.00
Mafemane	Tubatse	Ga-Mokone	R 420 000.00
Kabishi	Tubatse	Ga-Mashamothane	R 840 000.00
Makopung	Tubatse	Makopung	R 840 000.00
Tswelopele	Tubatse	Bothashoek	R 840 000.00
Sekabate	Tubatse	Ga-Madiseng	R 840 000.00
Mokgabudi	Tubatse	Bothashoek	R 840 000.00
Malekgobu	Tubatse	Alberton	R 840 000.00
Mashakwaneng	Tubatse	Mafarafara	R 840 000.00
Kgaola	Tubatse	Mokotung	R 840 000.00
Baroka	Tubatse	Leboeng	R 840 000.00
Mamolobela	Tubatse	Ga-Makofane	R 840 000.00
Motlailane	Tubatse	Alverton	R 840 000.00
Morwakgwadi	Tubatse	Kgautswane	R 840 000.00
Rakgoadi	Marble Hall	Mohlalaotwane	R 420 000.00
Puputle	Marble Hall	Mabitsi	R 420 000.00
Manyaku	Marble Hall	Mmotwaneng	R 420 000.00
Makeke	Grobblersdal	Luckau	R 840 000.00
Mzimhlope	Grobblersdal	Vlak	R 840 000.00

Kawusime	Grobliersdal	Perdeplaas	R 420 000.00
Sindile	Grobliersdal	Mogaung	R 840 000.00
Marei	Makhuduthamaga	Mphanama Cross	R 420 000.00
Segareng	Makhuduthamaga	Serageng	R 840 000.00
Lehlake	Makhuduthamaga	Toishi	R 840 000.00
Hlabje	Makhuduthamaga	Glen Cowie	R 420 000.00
Kopanong	Makhuduthamaga	Riverside	R 420 000.00
Motobule	Makhuduthamaga	Mamone	R 420 000.00
Mpelegeng	Makhuduthamaga	Ga-Madihlaba	R 420 000.00
Sebjaneng	Makhuduthamaga	Glen Cowie	R 420 000.00
Marotobale	Makhuduthamaga	Mamone	R 420 000.00
Mokgoshi	Makhuduthamaga	Kuputu	R 420 000.00
Khudu Tseke	Makhuduthamaga	Molelema	R 420 000.00
Makgato	Makhuduthamaga	Kuputu	R 420 000.00
Mohlodi	Makhuduthamaga	Mare	R 420 000.00
Mmaphadime	Makhuduthamaga	Makgwabe	R 420 000.00
Makubarate	Makhuduthamaga	Mamone	R 420 000.00
Dikankatla	Makhuduthamaga	Mabule	R 420 000.00
Ntshitshimale	Makhuduthamaga	Ga-Moela	R 420 000.00
Dikgageng	Makhuduthamaga	Ga-Maepa	R 420 000.00
Thu;are	Makhuduthamaga	Marulaneng	R 420 000.00
Ngwanathulare	Makhuduthamaga	Ga-Malekana	R 420 000.00
Mampuru	Makhuduthamaga	Mashite	R 420 000.00
Bafedi	Makhuduthamaga	Dichueong	R 420 000.00
Lesibe	Fetakgomo	Ga-Mohlala	R 420 000.00
Pataneng	Fetakgomo	Matloulela	R 420 000.00
Moila	Fetakgomo	Ga-Matsete	R 420 000.00
Mamogege	Fetakgomo	Ga-Maepa	R 420 000.00
Dihlabakela	Fetakgomo	Seuwe	R 420 000.00
Lefakgomo	Fetakgomo	Ga-Selepe	R 420 000.00
Tshilo	Fetakgomo	Serafa	R 420 000.00
Tantanyane	Fetakgomo	Strydkraal	R 420 000.00

Moenyane	Fetakgomo	Strydkraal	R 420 000.00
Maesela	Fetakgomo	Ga-Maesela	R 420 000.00
PROVISION OF FENCING STRUCTURES			
Mashakwaneng	Tubatse	Mafarafara	R 45 000.00
Baroka	Tubatse	Leboeng	R 45 000.00
Mamolobela	Tubatse	Ga-Makofane	R 45 000.00
Manyaku	Marble Hall	Mmotwaneng	R 45 000.00
Boleu	Grobbersdal	Tafelkop	R 45 000.00
Makhato	Makhuduthamaga	Kutupu	R 45 000.00
Mohlodi	Makhuduthamaga	Mare	R 45 000.00
Mmaphadime	Makhuduthamaga	Makgwabe	R 45 000.00
Phutlotau	Makhuduthamaga		R 45 000.00
Lengama	Makhuduthamaga		R 45 000.00
Matsebong	Makhuduthamaga		R 45 000.00
Sefogole Sepeke	Makhuduthamaga		R 45 000.00
Ngwanamala	Fetakgomo	Apel	R 45 000.00
Moila	Fetakgomo	Ga-Matsete	R 45 000.00
Lefakgomo	Fetakgomo	Ga-Selepe	R 45 000.00
Mamogege	Fetakgomo	Ga-Maepa	R 45 000.00
ABET CENTRES			
Lekometse	Marble Hall	Mahlalaotwane	R 20 000.00
Marobe	Marble Hall	Marobe	R 20 000.00
Tsimanyane	Marble Hall	Tsimanyane	R 20 000.00
Somakata	Marble Hall	Somakata	R 20 000.00
Bogwasha	Tubatse	Ga-Motodi	R 15 000.00
Leboeng	Tubatse	Leboeng	R 20 000.00
Lekubushai	Tubatse	Lekubushai	R 25 000.00
Mabocha	Tubatse	Mabocha	R 20 000.00

Moisele	Tubatse	Moisele	R 15 000.00
Mookotsi	Tubatse	Mookotsi	R 25 000.00
Motshana	Tubatse	Motshana	R 15 000.00
Penge	Tubatse	Penge	R 20 000.00
Riba	Tubatse	Ga-Riba	R 20 000.00
Monyamane	Tubatse	Monyamane	R 25 000.00
Moroke	Tubatse	Moroke	R 20 000.00
Gowe	Tubatse	Gowe	R 20 000.00
Selala	Tubatse	Ga-Selala	R 25 000.00
Djale	Tubatse	Djale	R 15 000.00
Tswako	Tubatse	Tswako	R 15 000.00
Bosele	Grobblersdal	Monsterlus	R 42 000.00
Ikageng	Grobblersdal	Tafelkop	R 20 000.00
Kenneth Masekela	Grobblersdal	Tafelkop	R 20 000.00
Mokgalabe	Grobblersdal	Monsterlus	R 15 000.00
Matsedi	Grobblersdal	Matsedi	R 15 000.00
Sokali	Grobblersdal	Sokali	R 25 000.00
Lehlake	Makhuduthamaga	Lehlake	R 20 000.00
Khudutseke	Makhuduthamaga	Ga-Masemola	R 20 000.00
Matime Manasoe	Makhuduthamaga	Phokoane	R 25 000.00
Matubole	Makhuduthamaga	Mamone	R 15 000.00
Mmakopi	Makhuduthamaga	Ga-Masemola	R 15 000.00
Moreko	Makhuduthamaga	Nebo	R 20 000.00
Nkgari	Makhuduthamaga	Thabampshe	R 20 000.00
Sekale	Makhuduthamaga	Ga-Masemola	R 20 000.00
Malegale	Makhuduthamaga	Malegale	R 25 000.00
Manganeng	Makhuduthamaga	Manganeng	R 25 000.00
Masha	Makhuduthamaga	Ga-Masha	R 20 000.00
Schoonoord	Makhuduthamaga	Schoonoord	R 20 000.00
Dinotsi	Fetakgomo	Dinotsi	R 20 000.00
Indie	Fetakgomo	Ga-Indie	R 25 000.00
Jacob Marwale	Fetakgomo	Ga-Nachabeleng	R 15 000.00

Maesela	Fetakgomo	Ga-Maesela	R 20 000.00
Maphotle	Fetakgomo	Ga-Nkwana	R 20 000.00
Mashiane	Fetakgomo	Mohlaletse	R 25 000.00
Phukubjane	Fetakgomo	Phukubjane	R 15 000.00
Seroka	Fetakgomo	Ga-Seroka	R 20 000.00
Tlakale	Fetakgomo	Ga-Nchabeleng	R 25 000.00
Tlounare	Fetakgomo	Tlounare	R 20 000.00
Tsweele	Fetakgomo	Mohlaletse	R 20 000.00
Bogalatladi	Fetakgomo	Bogalatladi	R 20 000.00
Mahlo	Fetakgomo	Ga-Mahlo	R 25 000.00
Makgalanoto	Fetakgomo	Ga-Phasha	R 20 000.00
Selepe	Fetakgomo	Ga-Selepe	R 20 000.00
EDUCATION RESOURCE CENTRE			
Magakala Office	Fetakgomo	Moroke	R 600 000.00

7.1. Purpose

To provide for a framework of planning, consultation and co-ordination by the Local Municipalities, District Municipality, provincial and national government, private sector, community based organizations and other stakeholders in the process of moving progressively towards the social and economic upliftment of local communities and the process of ensuring access to essential services affordable for all.

7.2. Introduction

The transformation process of local government has brought major changes in local government. Local government is accorded a status of a distinct sphere of government which is required to be developmental. It is required to promote social and economic development, promote a safe healthy environment for its inhabitants and it is required to be participatory.

These challenges place local government in the coal face of the developmental challenges. Local government is however not alone in this process but a number of agents such provincial and national government, private sector, communities and other stakeholders are part of the process.

As such it becomes imperative that the efforts of all these stakeholders are co-ordinated and alignment to ensure synergy and maximum returns. The legislative framework places local government in the centre stage of the co-ordination and alignment process at local level.

The Municipal Structures Act No 117 of 1998 requires a district municipality to achieve the integrated, sustainable and equitable social and economic development of its area as whole by amongst other mechanisms to ensure integrated development planning for the district as a whole.

The Municipal Systems Act No 32 of 2002 requires the development of an Integrated Development plan for a five-year period. The Integrated Development Plan are meant to guide the activities of any agency from the other spheres of government, corporate service providers, NGOs and the private sector within the municipal area.

The Greater Sekhukhune District Municipality together with its local municipalities departing from the following premise:

- The massive developmental challenges in the district;
- The huge service backlogs;
- The recognition of other actors in the development process; and
- The legislative framework of local government - decides to establish mechanisms and process of planning, consultation and co-ordination with an objective of avoiding ad hoc planning, duplication and strategic objective of creating synergy and integrated planning by establishing a planning, consultative and co-ordination framework.

7.3. Strategic Focus and Agenda Setting

The point of departure in the planning, consultation and co-ordination process is a concrete grasp of the challenges facing the District, the definition of key strategic focus areas as well as the vision and mission.

A common understanding by the District Municipality and the Local Municipalities is imperative in determining the key strategic issues facing the District as a whole. The end product of such a process should be the definition of District Wide Strategic Issues. District- Wide Strategic Issues will be those issues which are cross-sectoral in nature, affect more than one local municipality or their impact is so huge that if not addressed could cause problems for the entire District. They represent over-arching issues, rather than a compendium of the normal municipal activities.

The processing of defining District Wide Strategic issues should be a consultative and interactive process which should take place through the following mechanisms:

- Interface between the political leadership and management
- Stakeholder Consultation

Interface between the political leadership and management

Annual workshop process to define:

- Strategic Challenges
- Strategic Focus Areas
- Vision and Mission
- Identification of tangible areas that require activity or project based responses
- Prioritisation of projects and activities based on budgetary parameters

District and Local Co-ordination

Presentation and Discussion of the District workshop outputs to the:

- Mayors Forum
- Municipal Managers Forum

Stakeholder Consultation

Presentation and Discussion of the District workshop outputs to the:

- **IDP Representative Forum-** the forum is broad in nature and is representative of provincial/national government departments, private sector, NGOs and community based organizations.

7.4. Strategies and Programmes

Once the Strategic Focus of the organization has been done it can be translated into clear programmes and strategies.

The following Managements teams shall then be tasked with management, implementation and reporting of the programmes.

7.4.1. Municipal Managers Forum

7.4.1.1. Mandate

Shall deal with all strategic issues facing the District as a whole. It shall receive reports from the sectoral management teams.

7.4.1.2. Composition

The composition shall be all the local municipal managers with the district municipal manager as the chairperson. Depending on issues to be discussed people may be invited based on the need.

7.4.1.3. Meeting Frequency

Shall meet monthly unless the situations demand otherwise.

7.4.2. Technical Services Management Team

7.4.2.1. Mandate

- Shall discuss and make recommendations on matters of water and sanitation; roads and transport; electricity; waste management
- Shall coordinate the development of Water Services Development Plan in accordance with the Water Services Act
- Shall coordinate the development of the Integrated Energy Plan in accordance with Energy White Paper
- Shall coordinate the development of an Integrated Waste Management Plan in accordance with White Paper on Integrated Waste Management Plans
- Shall coordinate the development of an Integrated Transport Plan in accordance with the National Land Transport Bill, White Paper on Transport and Moving South Strategy and Action Plan
- Shall coordinate the compilation of an Integrated Infrastructure Plan

7.4.2.2. Composition

Technical Services Managers/Directors in the local municipalities with the District Technical Services Manager as the Chairperson.

7.4.2.3. Consultation

Consultation by provincial/national department, business or any other stakeholder on any matter that falls within the prescribed mandate of the team that be done at the level of the management team in consultation and arrangement with the teams chairperson

7.4.2.4. Meeting Frequency

The meeting shall be held monthly provided that it is held one week before the Municipal Managers Forum

7.4.2.5. Reporting

All technical services/managers shall be expected to report to their respective municipal managers as a normal routine.

The collective report shall be prepared by the District Technical Services Manager for noting/discussion at the Municipal Managers Forum

7.4.3 Economic Development and Spatial Planning and Environmental Planning Management Team

7.4.3.1. Mandate

- Shall discuss and make recommendations on matters of agriculture, mining, tourism, SMMEs, land use management, spatial development, land reform, housing issues.
- Shall coordinate the development of the Integrated Spatial Development Framework in accordance with the planning and performance management regulations
- Shall coordinate the development of a Land Use Management scheme in accordance with the White Paper on Spatial Planning and Land Use Management Bill
- Shall deal with issues of land use and land management in tribal areas in accordance with the Communal Land Rights Bill and Land Reform Processes
- Shall coordinate the development of the Integrated Environmental Management Plan
- Shall coordinate the development and implementation of the Local Economic Development Plans
- Shall deal with the development of Housing Strategy and Targets

7.4.3.2. Composition

All managers in the Local Municipalities who are dealing with the core mandate of this committee.

7.4.3.3. Consultation

Consultation by provincial/national department, business or any other stakeholder on any matter that falls within the prescribed mandate of the team that be done at the level of the management team in consultation and arrangement with the teams chairperson

7.4.3.4. Meeting Frequency

The meeting shall be held monthly provided that it is held one week before the Municipal Managers Forum

7.4.3.5. Reporting

All the managers shall be expected to report to their respective municipal managers as a normal routine.

The collective report shall be prepared by the District Planning and Economic Development Manager for noting/discussion at the Municipal Managers Forum.

7.4.4. Financial Management Team

7.4.4.1. Mandate

- Shall deal with all issues of financial management, revenue raising strategies, debt collection and credit control.
- Shall deal with the tariff policy issues
- Shall deal with credit control and debt collection issues
- Shall deal with revenue raising strategies
- Shall deal with the development of a financial management plan
- Shall deal with the budgeting process

7.4.4.2. Composition

The composition shall be all Chief Financial Officers in the LMs with the District Chief Financial Officer as the chairperson.

7.4.4.3. Consultation

Consultation by provincial/national department, business or any other stakeholder on any matter that falls within the prescribed mandate of the team that be done at the level of the management team in consultation and arrangement with the teams chairperson

7.4.4.4. Meeting Frequency

The meeting shall be held monthly provided that it is held one week before the Municipal Managers Forum

7.4.4.5. Reporting

All Chief Financial Officers shall be expected to report to their respective municipal managers as a normal routine.

The collective report shall be prepared by the District Chief Financial Officer for noting/discussion at the Municipal Managers Forum

7.4.5. Corporate Services Management Team

7.4.5.1. Mandate

- Shall deal with the development of institutional and human resource policies with accordance with the Municipal Systems Act
- Shall deal with the development of by-laws

and ward committees

- Shall deal with issues of co-coordinated administration between the District Municipality and Local Municipalities

7.4.4.2. Composition

The composition shall be all Corporate Services Managers all people dealing with functions dealing with the mandate of this committee.

7.4.4.3. Consultation

Consultation by provincial/national department, business or any other stakeholder on any matter that falls within the prescribed mandate of the team that be done at the level of the management team in consultation and arrangement with the teams chairperson

7.4.4.3. Meeting Frequency

Shall meet monthly provided it is one week before the Municipal Managers Forum.

7.4.4.5. Reporting

All Corporate Services Managers shall be expected to report to their respective municipal managers as a normal routine.

The collective report shall be prepared by the District Corporate Services Manager for noting/discussion at the Municipal Managers Forum

7.4.6. Community Services Management Team

7.4.5.1. Mandate

- Shall discuss and make recommendations with all issues of health, youth, disabled, women development, and disaster management.
- Shall deal with the development an Integrated HIV/AIDS Programme
- Shall deal with the development of an Integrated District Health Strategy
- Shall deal with the development of a Disaster Management Plan
- Shall deal with issues of youth, women and disabled development
- Shall deal with issues of Skills Development Strategy

7.4.4.2. Composition

The composition shall be all Community Services Managers or people dealing with these functions in the local municipalities.

7.4.4.3. Meeting Frequency

Shall meet monthly provided it is one week before the Municipal Managers Forum.

7.4.4.4. Consultation

Consultation by provincial/national department, business or any other stakeholder on any matter that falls within the prescribed mandate of the team that be done at the level of the management team in consultation and arrangement with the teams chairperson

7.4.4.5. Reporting

All Community Services Managers shall be expected to report to their respective municipal managers as a normal routine.

The collective report shall be prepared by the District Community Services Manager for noting/discussion at the Municipal Managers Forum

CHAPTER 8: SECTOR PLANS AND SYSTEMS

8.1. INTRODUCTION

Integrated Development Planning requires of municipalities to play role in ensuring integration and co-ordination between the various sectors and cross-sectoral dimensions of development, to achieve social, economic and ecological sustainability.

In order to address this issue it is required of municipalities to develop various sectoral plans as part of the integrated development planning process.

The Greater Sekhukhune District Municipality is required to ensure that the following plans are place:

- Environment Management Framework
- Spatial Development Framework
- Disaster Management Plan
- HIV/AIDS Programme
- Housing Strategy
- Integrated Transport Plan
- Local Economic Development Plan

- Community Participation Policy and Implementation Strategy

8.1. DISASTER MANAGEMENT PLAN

8.1.1. Problem Statement

Greater Sekhukhune District is vulnerable to disasters. In times of crisis, there is a lack of emergency shelter for residents of improper housing, with no community halls in the vicinity and often a lack of water supply.

The following are the major threats that could result in a disaster situation:-

- Fire and mining related activities
- Flood and waterborne diseases such as cholera
- Storms
- Storms, fire and hail

Areas in the south of the district are exposed to storms. These areas include Groblersdal, a portion of Marble Hall and the southern part of Makhuduthamaga. Areas to the west of Marble Hall are susceptible to flooding and water- borne diseases, storms and hail.

Areas to the north- east (including Tubatse, Fetakgomo and a portion of Makhuduthamaga) are exposed to fires and mining related disasters. These areas are dry and heavily populated with a possibility of higher risk.

8.1.2. Interventions

disaster management plan in terms of the Disaster Management Act. The Disaster Management Plan must address the following critical matters

- (a) form an integral part of the municipality's integrated development plan as from 2003,
- (b) anticipate the type of disasters that are likely to occur in the municipal area and their possible effects;
- (c) place emphasis on measures that reduce the vulnerability of disaster prone areas, communities and households;
- (d) seek to develop a system of incentives that promote disaster management in the municipality;
- (e) identify the areas, communities or households at risk;
- (f) take into account indigenous knowledge relating to disaster management;
- (g) promote disaster management research;
- (h) identify and address weakness in capacity to deal with possible disaster;
- (i) provide for appropriate prevention and mitigation strategies;
- (j) facilitate maximum emergency preparedness; and
- (k) contain contingency plans and emergency procedures in the event of a disaster, providing for-
 - (i) the allocation of responsibilities to the various role players and co ordination in the carrying out of those responsibilities;
 - (ii) prompt disaster response and relief;
 - (iii) the procurement of essential goods and services;
 - (iv) the establishment of strategic communication links;
 - (v) the dissemination of information; and
 - (vi) other matters that may be prescribed.

8.1.3. Progress to date

The Department of Community Services will ensure that a comprehensive Disaster Management Plan is developed by end of September 2004.

8.2. SPATIAL DEVELOPMENT FRAMEWORK

8.2.1. Problem Statement

The spatial pattern of Greater Sekhukhune is derived from its history of settlement, natural features, infrastructure, planning and demarcation.

The settlement pattern indicates social and physical segregation of communities very much against the provision of the National Land Settlement policy which emphasises interdependence and physical integration of rural settlements with their economic nodes.

The current settlement pattern has resulted in the creation of land pressure points in areas of traditional leadership with very low population in commercial farms and towns. The rural settlements are not informed by an economic base while mining has introduced own spatial dimension influenced by the presence of the mineral deposits.

The absence of a spatial plan is a cause for concern as land use may not be effectively controlled. It is important that use zones are clearly identified and defined such as agriculture, mixed use, tourism, industry, business, conservation, conservancy, civic, mining and utilities in order to set aside and create certainty for investment and development purposes.

8.2.2. Interventions

In line with the provisions of the Municipal Systems Act, 32 of 2000; municipal planning and Performance Management Regulations and the Land Use Management Bill, 2002 the Greater Sekhukhune District Municipality is required to develop a Spatial Development Framework to guide long term sustainable planning in the District as well as to provide basic guidelines for land use management across the District.

8.2.3. Progress to Date

The Department of Planning and Economic has been entrusted with a responsibility of ensuring the development of the Plan by June 2004.

8.3. ENVIRONMENT MANAGEMENT FRAMEWORK

8.3.1. Problem Statement

Environmental matters comprise air pollution, soil erosion, vegetation degradation, ground water pollution, invasive and alien plants, protected and special interest areas.

The area is subjected to a variety of environmental pressures. These are environmental degradation, soil erosion, degraded forest and woodland, thicket bushland, unimproved grassland Dongas and sheet erosion scars, mines and quarries, urban built land, water bodies and wetlands.

Water pollution occurs around rural villages and in informal settlements. Areas around taxi ranks are a health hazard due to littering. There is a general lack of co-ordination between public environmental officials and sector officials as environmental health cuts across various sectors. This inhibits good environmental management. No capacity has been built by the district in this regard.

8.3.2. Interventions

In line with legislative requirements as encapsulated in National Environmental Management Act; Environmental Conservation Act; EIA Regulations; White Paper on Environmental Management Policy for South Africa; Provincial and National Environmental Implementation Plans and Environmental Management Plans it is required of municipalities to develop comprehensive Environmental Management Plans as part of the Integrated Development Planning Process.

8.3.3. Progress to date

The Department of Community Services has been entrusted with the task of developing a comprehensive environmental management plan by September 2004.

8.4. HIV/AIDS PROGRAMME

8.4.1. Problem Statement

HIV / AIDS is increasingly become a major public health problem and accounting for the highest number of deaths in the country. Statistics already indicates that one out of five people are HIV positive.

Figure 1: HIV / AIDS DATA 1997-2005 FOR SOUTH AFRICA

	1997	1998	1999	2000	2001	2002	2003	2004	2005
#HIV + adult	212790 6	259792 6	305322 2	347484 5	387087 3	423537 4	457718 9	488656 6	516104 7
#HIV + children	87079	114368	143698	173018	200597	226073	249536	271255	291087
AIDS cases children	17629	24647	32713	41508	50471	59064	67079	74492	81361
AIDS deaths children	14089	19115	24733	30649	36499	42032	47172	51932	56325
Orphans	60410	96125	147056	216817	308837	425490	567686	734208	921394

Note: Adult is 15 to 59 years, children are 0 to 14 years; Orphans are children from 0 to 14 years who have lost their mother due to AIDS

Apart from addressing preventative and curative approaches it is important to address social conditions aggravating the vulnerability of communities to HIV / AIDS, such as poverty especially among rural women. Linkages between community care and support services and health facilities should be developed to ensure holistic approach.

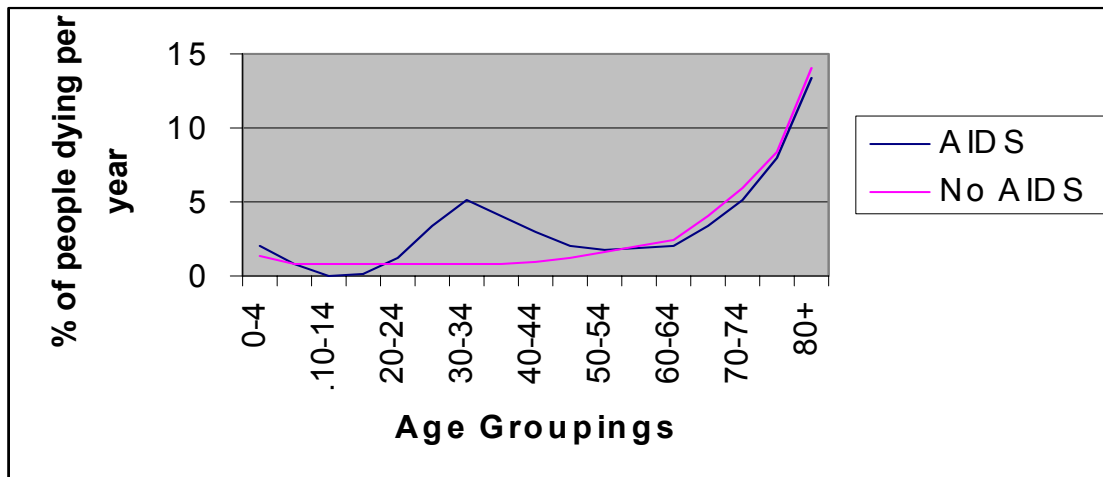
According to research undertaken by the Town and Regional Planning Commission: 2000. HIV /AIDS at the current rate of infection will have a profound impact on demography, economy, society and development of the area.

Demography

- Morbidity (illness) and mortality (death) will on the overall increase especially of the reproductive age group
- Life expectancy and structure of the population will change. This change will change the priorities of the population. Life expectancy will be shorter with an increase in the infant and youth already life expectancy for women is 39 years (SA National Aids Council).

(See below annual mortality)

ANNUAL MORTALITY BY AGE: 1996



Source: Town and Regional Planning Commission Report: The Impact of HIV/AIDS on Planning Issues

- Dependency ratio will increase dramatically in the short term and decline in the medium to long term (10-15 years).
- The number of orphans will increase resulting in children headed households. This is already a problem especially in housing with an increase in children headed households.

Economy

The economy will be affected negatively as the household income will increasingly be spent on medical costs initially, and finally resulting in loss of income.

The sick leaves by the ill, especially in agriculture, as it is seasonal will have negative effect to the economy.

Social

The quality of life of the members of the family will be affected due to loss of income and ill health among members of the family. General anti-social behaviour could develop due to lack of direction caused by the absence of the parents.

Development

The epidemic will have negative effect on poverty alleviation initiatives as more people will be reliant on state resources i.e. state grants.

A decline in the per capita GDP as well as in the reproductive labour and social capital will be experienced, resulting in decline of job opportunities.

8.4.2. Intervention

To address the issues of HIV/ AIDS the District has established a District AIDS Council chaired by the Executive Mayor. The Programme Officer in the Executive Mayor's Office has been charged with a responsibility of coordinating special programme of which among is HIV/AIDS.

The Department of Community Services has also been entrusted with a task of coordinating HIV/AIDS campaigns across the District. The Department of Corporate Service is entrusted with a responsibility of developing an employee HIV/AIDS programme as part of the Employee Assistance Programme (EAP)

8.5. HOUSING STRATEGY

8.5.1. Problem Statement

Access to housing is one the key development indicators. The Greater Sekhukhune District Municipality with its dispersed settlement pattern is confronted with a number of challenges among which is housing provision.

Housing is a complex issue in the district area as housing has to provide people with access to sustainable livelihoods. The current pattern of housing provision does not provide for social and economic integration for housing provision.

8.5.2. Interventions

A comprehensive housing needs analysis was done by the two provinces of Mpumalanga and Limpopo to assess the housing needs in the District. Based on the housing needs analysis report recommendations the Department of Planning and Economic Development has been entrusted with the development of a Housing Strategy for the District.

8.6. INTEGRATED TRANSPORT PLAN

8.6.1. Problem Statement

The provision of transport infrastructure and services is a critical development indicator. Transport provides a means of access to social and economic goods and services. Given the rural character and the dispersed settlement nature of the Sekhukhune area the area is under serviced with regard to transport services and goods.

8.6.2. Interventions

on Transport, the Department of Transport is currently assisting the District Municipality with the compilation of an Integrated Transport Plan (ITP) for the whole District area.

8.7. LOCAL ECONOMIC DEVELOPMENT PLAN

8.7.1. Problem Statement

The Greater Sekhukhune District Municipality as characterized by rural conditions and high unemployed levels is facing huge local economic development challenges. The Municipal Systems Act, the Local Economic Development Policy, the Growth, Employment and Redistribution Strategy (GEAR) provide a framework for municipalities to craft local economic development plans.

8.7.2. Interventions and Progress

The Greater Sekhukhune District Municipality has developed a comprehensive local economic development plan (LED). Currently the planning department is busy with a implementation schedule of the total plan.

8.8. HUMAN RESOURCES POLICIES AND PROCEDURES

8.8.1. Problem Statement

The Greater Sekhukhune District has filled a number of posts in terms of its approved organogram. It goes without saying that for large organisation such as the Greater Sekhukhune District Municipality that the development of human resources policies and procedures are critical for the smooth and efficient running of the organization.

8.8.2. Interventions and Progress to date

The Department of Corporate Services developed a number of human resource policies and procedures. The policies are now being implemented by the organization.

8.9.1. Problem Statement

The Greater Sekhukhune District Municipality is a municipality that a low revenue base. The only source of revenue is the regional services levies as well as grants from provincial and national government. It is therefore critical that the municipality put a lot of efforts on revenue raising strategies. The Municipal Systems Act as well as the Municipal Planning and Performance Management regulations prescribe that the municipality must have a integrated financial plan as part of the Integrated Development Plan.

8.9.2. Interventions

The Finance Department has been entrusted with a task of developing a comprehensive financial plan by the end of June 2004.

8.10. WATER SERVICES DEVELOPMENT PLAN**8.10.1. Problem Statement**

The Greater Sekhukhune District Municipality is faced with a massive infrastructural backlog among which is the provision of water and sanitation services. Water is a critical for all uses whether domestic or for mining, industrial and agricultural purposes. In terms of the authorizations of powers and functions, the Greater Sekhukhune District Municipality has been authorised as a water services authority. The Water Services Act requires that water services authorities must develop water services development plans which must be aligned with the IDPs.

8.10.2. Interventions

The Greater Sekhukhune District Municipality has entrusted its Technical services Department to revise the current water services development plan to accommodate the new changes. The plan is expected to be finalized by June 2004.

8.11. TOURISM PLAN**8.11.1. Problem Statement**

The Greater Sekhukhune District Municipality is an area with unexploited tourism potential. Such tourism potential range from cultural, mining, agricultural and ecological sectors of tourism. Tourism can also play a critical in local economic development.

The Planning and Economic Department has been entrusted with a task of ensuring the full development of the Tourism Plan by end of June 2004.

CHAPTER9: PERFORMANCE MANAGEMENT

9.1. INTRODUCTION

Citizens of South Africa expect that the policy and regulatory changes introduced by government will be translated into tangible service delivery. Elected representatives, in particular, must demonstrate that national, provincial and local government are capable of managing public resources in a way that delivers benefits to its citizens. President Thabo Mbeki often speaks of a performance driven public sector and has referred to the critical role that local government will play in this process. Municipalities which are at the coal face of service delivery are being challenged to demonstrate their ability to execute both basic as well as enabling services crucial for social and economic growth and development. This challenge finds expression in the requirement that municipalities are expected to report on their performance, from both a civic and policy perspective.

9.2. DEFINING PERFORMANCE MANAGEMENT

activities of an organization, its individual components and its staff that contribute to the achievement of the strategic vision of the organization. It is a multilevel process that starts with an overall strategy and cascades to individual performance appraisal.

Performance management encompasses the monitoring, measurement and reporting of performance at organisational level and individual level.

9.3. LEGAL AND REGULATORY DEVELOPMENTS

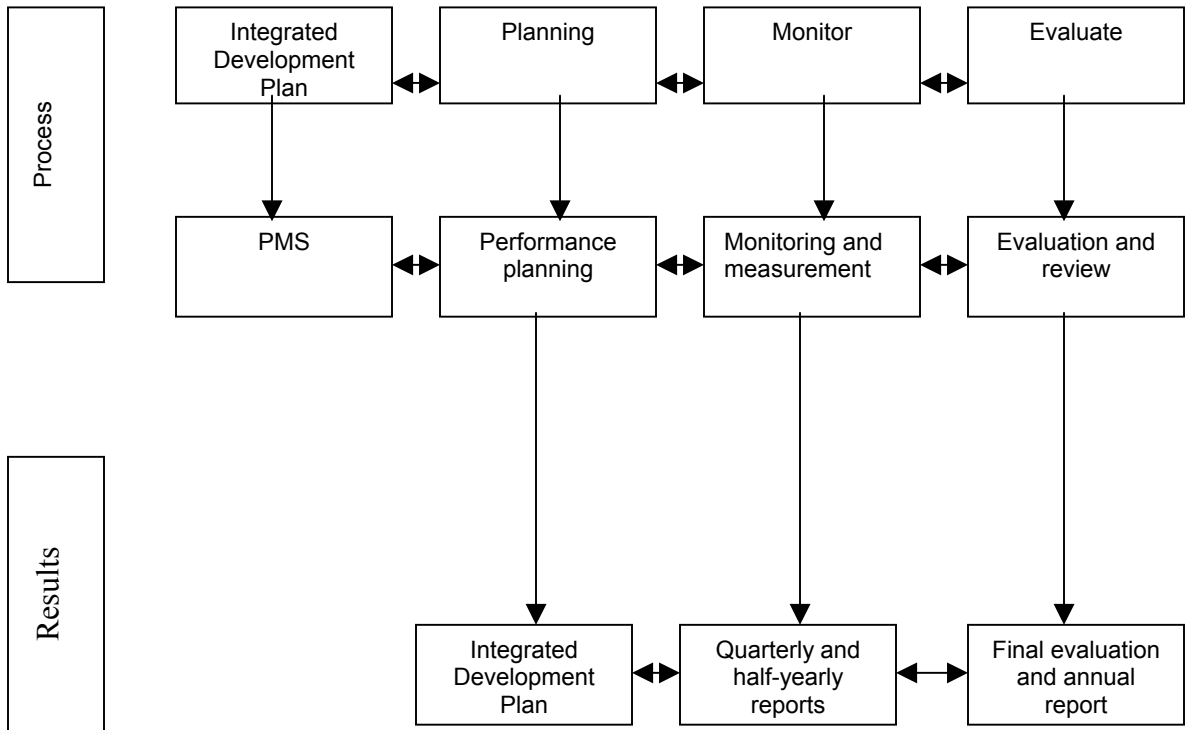
The building blocks of the District's approach to performance management include:

- The development and formal adoption of a system that complies with the Municipal Systems Act and the Municipal and Performance Management Regulations of 2001. The System represents the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement;
- Development of performance indicators (including prescribed indicators) that encompass inputs, outputs and outcomes and enable the measurement of strategic priorities and objectives and set targets in relation to these indicators. These indicators should be reviewed, refined and changes annually, if necessary;
- Establishment of formal mechanisms to monitor, measure and review performance. This would include performance audit committees and management information systems.

9.4. DISTRICT'S APPROACH TO PERFORMANCE MANAGEMENT

The District's performance management approach is part of a broader system of strategic management. This strategic management system ensures that the District is directed through integration of planning, budgeting and performance management processes.

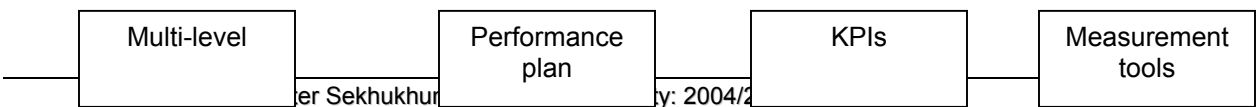
integrates with the planning process.

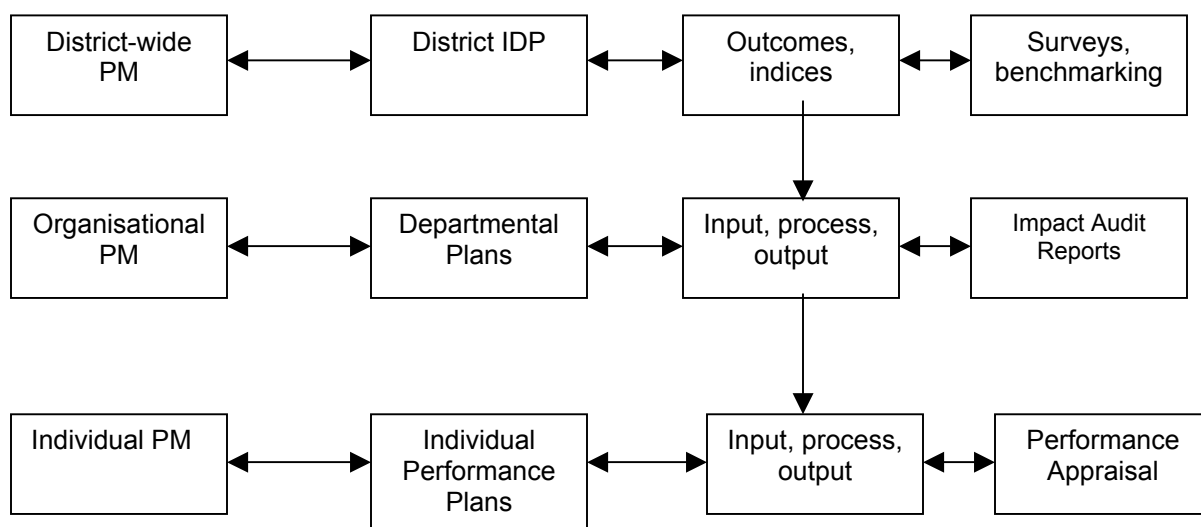


The performance management process then unfolds at a number of different, each aligned to the next. The District-wide level focuses on district-wide performance; the organisational performance management level focuses on performance of the departments. The individual performance management level focuses on individual staff members. Though aligned, the levels differ in the types of indicators that are used to assess performance.

The figure below demonstrates the alignment between the three levels and also indicates the different measurement and the tools used in each level.

Levels of performance management





9.5. CURRENT STATUS OF PERFORMANCE MANAGEMENT IN THE DISTRICT

The District has initiated the development of departmental plans for the period March 2004-June 2005. The departmental plans will lay a basis for measuring the performance of the departments and the departmental heads.

During the financial year 2004/05 the District will assist the managers in putting in place individual workplans that will lay a basis for measuring individual performance.

Further work in consolidating individual performance has been the undertaking of:

- A formal employee performance management policy and system is to be finalized;
- Fixed term performance contracts have been formulated and finalized for senior managers;
- Performance agreements with all senior managers are to be concluded;
- A performance management and remuneration panel to monitor performance and evaluate senior managers is to be established.

CHAPTER 10: FINANCIAL FRAMEWORK

10.1. Introduction

states that the IDP must contain a budget projection of the municipality. This Chapter shall therefore attach the municipal budget to be approved concurrently with the IDP.

10.2. Municipal Budget

As attached