

# EPHRAIM MOGALE

## LOCAL MUNICIPALITY

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EXTRACTS FROM THE MINUTES OF THE 8<sup>TH</sup> SPECIAL COUNCIL MEETING OF  
EPHRAIM MOGALE LOCAL MUNICIPALITY HELD ON FRIDAY THE 27<sup>TH</sup> MAY 2016

FILE/S: 9/1/2/4

SC8/02/2016 INTEGRATED DEVELOPMENT PLAN (IDP) 2016/2017- 2020/2021  
FINANCIAL YEAR. 9/1/2/4

### RESOLVED

- 1 That Council approve the Five year Integrated Development Plan for 2016/2017-2020/2021 financial year.
- 2 That the Organisational Structure for 2016/2017 be considered for approval
- 3 That the Municipal Manager implement the decision accordingly.

  
L.B. MODISHA  
SPEAKER

27 MAY 2016

FINALISATION BY: IDP Manager by Municipal Manager  
Referred to .....

  
M.M. Mathebela  
Municipal Manager

31/05/16  
Date Received



**EPHRAIM  
MOGALE  
LOCAL  
MUNICIPALITY**

**INTEGRATED  
DEVELOPMENT  
PLAN**

**2016/21**

**EPHRAIM MOGALE MUNICIPALITY**  
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## ACRONYMS

CBO:	Community Base Organizations
COGTA:	Corporative Governance and Traditional Affairs
COGHSTA	Corporative Government Human Settlements and Traditional Affairs
CFO:	Chief Financial Officer
CMRA:	Centre for Municipal Research & Advice
CPF:	Community Policing Forum
CSF:	Community Safety Forum
EU:	European Union
EXCO:	Executive Committee
EPMLM:	Ephraim Mogale Local Municipality
EPWP:	Expanded Public Works Programme
FMG:	Finance Management Grant
GAMAP/GRAP:	Generally Accepted Municipal Accounting Practice Generally Recognized Accounting Practice
SDM:	Sekhukhune District Municipality
HIV/AIDS	Human Immune Virus Acquired Immune Deficiency Syndrome
HOD'S:	Head of Departments
IDP:	Integrated Development Plan
ICT:	Information Communication Technology
LGWSETA:	Local Government Water Sector Education Training Authority
KPA:	Key Performance Area
KPI:	Key Performance Indicator
LED:	Local Economic Development
LDP:	Limpopo Development Plan
LNW:	Lepelle North Water
LUMS:	Land Use Management System
MFMA:	Municipal Finance Management Act
MIG:	Municipal Infrastructure Grant
MSCOA:	Municipal Standards Chart of Accounts
MSIG:	Municipal Systems Improvement Grant
MTAS:	Municipal Turn-Around Strategy
NGO:	Non-Governmental Organizations
NDP:	National Development Plan
OHS:	Occupational Health & Safety
OPMS:	Organizational Performance Management System
PGDS:	Provincial Growth & Development Strategy

PMS:	Performance Management System
PR:	Proportional Representative
PRO:	Public Relations Officer
RDP:	Reconstruction & Development Program
SABS:	South African Bureau of Standards
SCM:	Supply Chain Management
SDBIP:	Service Delivery Budget Implementation Plan
SDF:	Spatial Development Framework
SETA:	Sector Education Training Authority
SLA:	Service Level Agreement
SPLUMA:	Spatial Planning Land Use Management Act
SWOT:	Strength Weakness Opportunity Threats
TLC:	Transitional Local Council
TRC:	Transitional Regional Council
VIP:	Ventilated Improved Pit latrine
WTW:	Water Treatment Works
WWTW:	Waste Water Treatment Works

## **VISION, MISSION & VALUES**

### **1.1 Municipality Vision**

A vision defines what the organization hopes to achieve in 5 or 10 years. Ephraim Mogale Local Municipality confirmed the already existing vision during the Strategic Planning session to be still steering the municipality as an organization to its dream. The vision was confirmed at a Strategic workshop on 23-24 March 2015 as follows:

*"A viable and sustainable municipality that provide quality service and enhance socio-economic growth"*

### **1.2 Municipality Mission**

To involve all sectors of the community in the economic, environment and social development whilst improving service delivery thereby becoming a prominent agricultural, business and mega industrial growth point in the Sekhukhune District for the benefit of the residents and province.

### **1.3 Core Values of the Municipality**

The values describe the interrelationship between people within an institution and the interrelationship between them and the people they serve. As such it describes business practices applied and the value placed on certain principles. The values Endeavour to reflect the culture that prevails or should prevail in a specific institution. The following values were identified from the interrelationships between Councilors to Councilors, Councilors to Administration, Councilors to Community, Administration to Administration, Ephraim Mogale Local Municipality values focus on;

- Transparency
- High Quality Service Delivery
- Accountability
- Integrity
- Efficiency
- Professionalism
- Commitment



## FOREWORD BY THE MAYOR



The year 2016 is very significant within the local government sphere, as it is the year of "Local Government General Election". This means the end of the mandate given to municipalities during the 2011 elections. As we enter the new local government era, it is important for the municipality to develop the new Five Years Integrated Development Plan (IDP) that will cover the period 2016 to 2021. It is in this regard that Ephraim Mogale Local Municipality in its strategic review, developed a five year IDP, for the financial year 2016-2021.

During the said strategic review, the municipality has further reviewed its vision and mission

This document will be used as long term developmental plan which came as a result of highly consultation with communities and stakeholders and comments by individuals who are all interested in the general development, growth and making a better life for the community of Ephraim Mogale Local Municipality.

During the consultations with communities as required by Chapter 4 of Local Government: Municipal System Act 32 of 2000, community members gave the municipality inputs of their developmental needs within its areas and the prioritisation thereof. This is part of legislative requirement to engage in community participation in the operations and administration for local government where communities and stakeholders refine the prioritisation of project and development of better implementation strategy.

The document is in line with the needs and demand to improve and better the life of the communities it put emphasis and priorities on the improvement of the life of communities through the development of infrastructure in line with the National Development Plan (NDP) and Limpopo Development Plan (LDP).

Most importantly, the municipal IDP should be aligned to the municipal Budget as proposed. In that regard, the municipality envisage to continue the good practices prescribed and encouraged by the relevant legislations on budgeting, planning and development, that include the job creation through local economic development, etc. therefore the municipal annual IDP review should always consider limited financial resources as contained in the annual financial budget.

Our sincere gratitude goes to Executive Committee Members, Councillors, Traditional Leaders (Magoshi) officials and all stakeholders and members of the communities who participated and gave unwavering support in working together in ensuring a better life for all and making sure that we have viable and sustainable municipality that provides quality service and enhance economic growth. The municipality further noted with great appreciations the fact that our communities are appreciating and taking care of facilities and other commodities provided to them by the municipality and other spheres of government.

## **Executive Summary**

The IDP has to be reviewed annually in order to:

- ☆ Ensure its relevance as the Municipality's Strategic plan
- ☆ Inform other components of the Municipal business process including institutional, financial, planning and budgeting.
- ☆ Inform the cyclical inter-governmental planning and budgeting cycle.

For the IDP to remain relevant, a municipality must assess its performance and the achievements of its targets and strategic objectives. The IDP will therefore have to reflect the impact of successes as well as corrective measures to address challenges. The IDP , as Ephraim Mogale Municipality's strategic plan, informs municipal decision-making as well as all business processes, The IDP process must inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

The IDP and budget processes are two distinct but integrally linked processes which must be coordinated to ensure the IDP and budget related policies and the tabled budget are mutually consistent and credible.

The IDP process will address internal and external circumstances that impact on the propriety issues, objectives, strategies, projects and programs of integrated as reflected below figure 1.

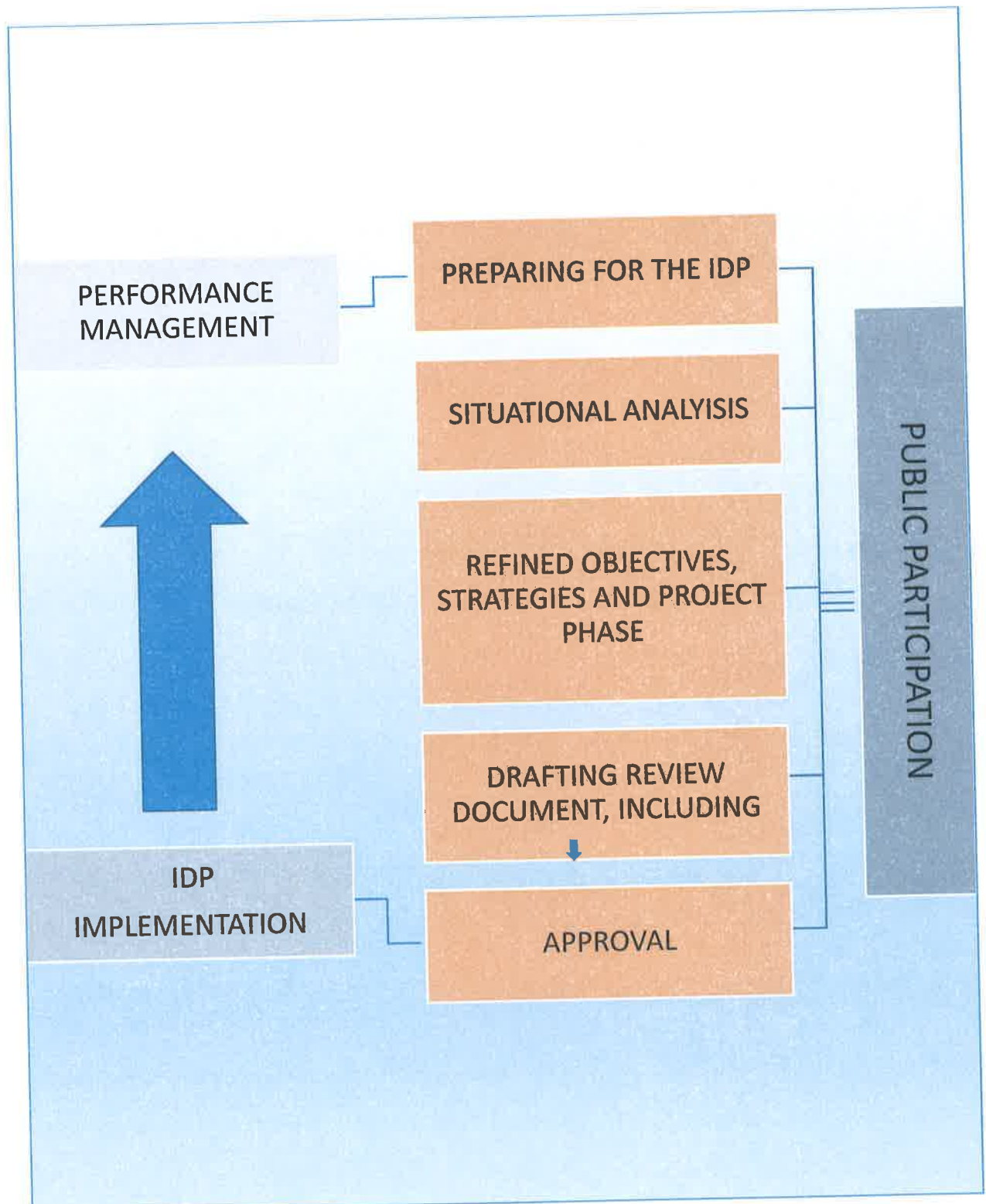


Figure 1

### Key Elements to be addressed during this Process

During the process of deepening strategic influence of the IDP, consideration to the constantly changing environment impacting on the municipality needs to be considered too. In general terms the review then also addresses the following:

- Incorporation of comments from various Role Players
- Incorporate comments from Provincial MEC
- Review and inclusion of new/additional information
- Weakness through self-assessment
- Alignment of Sector Plans
- Alignment of IDP with Provincial Programmes and Policies

This executive summary gives a concise overview of the municipality, its current situation, key challenges and opportunities. It also highlights priorities, strategic to improve the situation, how progress will be measured as well as powers and functions of the municipality.

### Strategic Objectives

Department of Cooperative Governance Human Settlements and Traditional Affairs has identified Key Performance Areas (KPAs) whereby the Strategic Agenda can be implemented and monitored. Of critical natural for the Municipality will be to link its strategic objectives to the Strategic Agenda of National Government.

The table below provides the detail whereby the strategic objectives of the municipality can be to the 6 Key Performance Areas as stipulated by the Department of Cooperative Governance and Traditional Affairs

KPA	OUTPUTS(OUTCOME9)	MUNICIPAL STRATEGIC OBJECTIVES
Municipal Transformation and Organizational Development	<ul style="list-style-type: none"><li>• Differentiate approach to municipal financing, planning and support</li></ul>	<ul style="list-style-type: none"><li>• Plan for the future</li><li>• Develop and retain skilled and capacitated workforce</li></ul>
Basic Services and Infrastructure Development	<ul style="list-style-type: none"><li>• Improved access to basic services</li><li>• Support for human settlements</li></ul>	<ul style="list-style-type: none"><li>• Improve Community well-being through accelerated service delivery</li><li>• House the nation and build integrated settlement</li></ul>
Local Economic Development	<ul style="list-style-type: none"><li>• Implementation of community work programme</li></ul>	<ul style="list-style-type: none"><li>• Grow the economy and provide livelihood support</li><li>• Develop partnerships</li></ul>
Municipal Financial Viability	<ul style="list-style-type: none"><li>• Improve municipal and financial and administrative capability</li></ul>	<ul style="list-style-type: none"><li>• Become financially viable</li><li>• Develop ,retain skilled and capacitated workforce</li></ul>
Good Governance and Public Participation	<ul style="list-style-type: none"><li>• Refine ward committee model to deepen democracy</li><li>• Single coordination window</li></ul>	<ul style="list-style-type: none"><li>• Effective and efficient community involvement</li><li>• Improve inter-governmental function</li></ul>
Spatial Rationale	<ul style="list-style-type: none"><li>• Actions supportive of the human settlement outcomes</li></ul>	<ul style="list-style-type: none"><li>• To promote integrated human settlement and agrarian reform</li></ul>

### 1.1 Introduction

The IDP as a primary outcome of the process of integrated development planning, is a tool for bridging the gap between the current reality and the vision of alleviating poverty and meeting the short-term developmental needs of the community and stakeholders within the municipality area and eradicating poverty from our municipality over a long-term in an effective, efficient and sustainable manner.

### 1.2 Legislative background and policy imperative

The constitution of the Republic of South Africa (Act 108 of 1996) is the supreme law of the country and has fundamental aims to protect human rights and promote democratic governance. The constitution also provides for a new approach to govern on national, provincial, and local government levels. The constitutional mandate that the constitution gives to local government, 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.
- Encourage the involvement of communities and community organizations in the matters of local government.

The White Paper on Local Government expects municipalities to be working with citizens and groups within the community to find sustainable ways to meet their economic, social and material needs plus improve the quality of their lives.

The Municipal Systems Act (MSA 2000) defines the IDP as one of the core functions of a municipality and makes it a legal requirement for every council to adopt a single, inclusive and strategic plan for the development of its municipality.

**Other laws amongst others that provide guidelines for the development of IDPs include:**

The Local Government Transition Act second Amendment Act 1996 (Act 97 of 1996);  
The Municipal Demarcation Act, 1998 that provides the framework for the on-going demarcation process;

The Municipal Structures Act, 1998 that defines the institutional settings for the municipalities and describe core functions and responsibilities; The National Environment Management Act 1998; The Water Service Act, 1997; Regulations passed in terms of the Environment Conservation Act, 1989; and Municipal Finance Management Act 56 of 2003 that seeks to secure sound and sustainable management of the financial affairs of the municipalities and other institutions of the local sphere of government.

#### 1.2.1 Framing the 2016/2021 IDP

The 2016/21 IDP was prepared within the legal and policy requirements, opportunities provided and challenges posed by the local, provincial and national context.

#### 1.2.2 The National Planning Context

Ephraim Mogale Local Municipality is aware of the critical challenges facing the country as a whole, as well as the National Strategies Priority Areas to meet those challenges. The government has identified five priority areas for the next five years:

- Creation of decent work and sustainable livelihoods;
- Education;
- Health;
- Rural Development, food security and land reform; and



- The fight against crime and corruption.

In order to achieve these objectives the performances and development impact of the state will have to vastly be improved. While capacity building, better systems, a greater focus on implementation, and improved performance management will play a key part in this endeavor, integration, alignment and strategy between the actions of the three spheres government are important.

As decided by Cabinet around aligning the NDP, LDP and IDPs, the key to this activity is ensuring that the three spheres of government use the common platform of (1) "need/poverty" and (2) "developmental potential" as espoused in the NDP to analyze the space economy of their areas of jurisdiction. In addition to this decision it requires for the role of the IDPs of the municipalities in determining and structuring public investment and development spending to be drastically strengthened. This means that municipalities should play a greater role in determining priorities and resources allocation. The IDPs have become far more decisive on the areas of need and development.

**The National Development Plan focuses amongst others on the following;**

- The active efforts and participation of all South Africa in their own development
- Redressing the injustices of the past effectively
- Faster economic growth and higher investment and employment
- Rising standards of education, a healthy population and effective social protection
- Strengthening the links between economic and social strategies
- Collaboration between the private and public sector

**The Local Government Back To Basics Strategy**

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

**1. Basic Service: Creating conditions for decent living**

- Municipalities must deliver the basic services (basic water, sanitation, electricity, waste removal etc.) In addition to the above, municipalities must ensure that services such as cutting grass, patching potholes, working robots and street lights and consistent refuse removal are provided.
- Council to ensure proper maintenance and immediate addressing of outages or maintenance issues to ensure continuity of service provision
- Municipalities must improve mechanisms to deliver new infrastructure at a faster pace whilst adhering to the relevant standards
- Increase of Community Work Programme sites targeting the unemployed youth in informal settlements to render day to day services such as cutting grass, patching potholes, cleaning cemeteries, etc.
- Extend reach of basic services to communities living in informal settlements by providing temporary services such as: (i) potable water, (ii) temporary sanitation facilities, (iii) grading of gravel roads and (iv) refuse removal

**2. Good governance**

- Municipalities will ensure transparency, accountability and regular engagements with communities.
- All municipal structures must be functional and meet regularly.
- Council meetings to sit at least quarterly.
- All Council Committees must sit and process items for council decisions.
- Clear delineation of roles and responsibilities between key leadership structures.

- Functional oversight committees must be in place, e.g. Audit committee and Municipal Public Accounts Committees (MPAC)

### **3. Public Participation: Putting people first**

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

### **4. Sound financial management**

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

### **5. Building capable institutions and Administrations**

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

#### **1.2.3. Limpopo Provincial Government Strategic Objectives**

The Limpopo Development Plan (LDP) is an official directive for development planning in the Province of Limpopo for the planning periods **2015- 2019**. The thrust of the plan is to identify the areas of economic significance or unlock competitive sectors of development, **with five specific objectives reassembled below:**

- a. Create decent employment through inclusive economic growth and sustainable livelihoods
- b. Improve the quality of life of citizens
- c. Ensure sustainable development
- d. Raise the effectiveness and efficiency of a developmental public service
- e. Promote vibrant and equitable sustainable rural communities
- f. Prioritise social protection and social investment

### 1.2.4 The Local Planning Context

At the local level, a number of fundamental issues impact on the planning processes of Ephraim Mogale Local Municipality. Firstly, the municipality is informed by National, Provincial and District programmes such as NDP, New Growth Path, NDP, IDP and the District Growth and Development Summit (DGDS).

Secondly, and most important its geographical location and key features such as agro-processing and tourism if optimally utilised may see the rapid development.

The 2016/21 Ephraim Mogale Local Municipality IDP is a continuation of the drive towards the alleviation of poverty over a short term and eliminating of endemic poverty over the longer period. This IDP also focuses on the Presidential call around the alignment of the National Development Perspective (NDP), Provincial Employment Growth and Development Plan (LDP) and the Municipalities IDPs. At the core of the 2016/21 IDP is the challenge and commitment to

- (1) Deepen local democracy,
- (2) enhance political and economic leadership,
- (3) Accelerate service delivery,
- (4) build a developmental local government,
- (5) ensure that the municipal planning and implementation are done in an integrated manner within all spheres of government.

### 1.3 Powers and functions

Function	Municipal Authority	District Authority	Remarks
1.Air Pollution	Yes		
2.Building regulations	Yes		
3.Child care facilities	Yes		
4.Electricity reticulation	Yes for Marble Hall town		Eskom reticulate rest of municipality
5.Fire fighting	No	Yes	
6.Local tourism	Yes		
7.Municipal airport	Yes		
8.Municipal planning	Yes		
9.Municipal Health Service		Yes	
10.Municipal Public Transport	Yes		Bus & Taxi rank in private ownership
11.Pontoons & Ferries	Yes		
12.Storm water	Yes		
13.Trading regulations	Yes		
14.Water (potable)		Yes	
15.Sanitation		Yes	
16.Beaches and amusement facilities	Yes		
17.Billboards and the display of advertisements in public places	Yes		
18.Cemeteries,funeral parlours and crematoria	Yes		
19.Cleansing	Yes		
20.Control of public nuisance	Yes		
21.Control of undertakings that sell liquor to the public	Yes		
22.Facilities for the accommodation, care and burial of animals	Yes		
23.Fencing and fences	Yes		
24.Licensing of dogs	Yes		



Function	Municipal Authority	District Authority	Remarks
25.Licensing and control of undertakings that sell food to the public	Yes		
26.Local amenities	Yes		
27.Local sports facilities	Yes		
28.Markets	Yes		
29.Municipal Abattoirs	Yes		
30.Municipal parks and recreation	Yes		
31.Municipal roads	Yes		
32.Noise pollution	Yes		
33.Pounds	Yes		
34.Public places	Yes		
35.Refuse removal refuse dumps and solid waste disposal	Yes		The land fill site in Marble Hall town is licenced and authorised
36.Street trading	Yes		
37.Street lighting	Yes		
38.Traffic and parking	Yes		
39.Registration authority	Yes		

#### 1.4 IDP INSTITUTIONAL MECHANISM

The following table portrays the structures/stakeholders, composition, and their roles and responsibilities in respect of the Integrated Development Planning Process in Ephraim Mogale Local Municipality

**2. Table 1: IDP STRUCTURES, ROLES and RESPONSIBILITIES**

STRUCTURE/STAKEHOLDERS	COMPOSITION	ROLES AND RESPONSIBILITIES
<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>All Councillors</li> </ul>	<ul style="list-style-type: none"> <li>Approves the Process Plan, IDP and Budget</li> </ul>
<ul style="list-style-type: none"> <li>Executive Committee</li> </ul>	<ul style="list-style-type: none"> <li>Mayor, Portfolio Chairpersons and members of the management Committee</li> </ul>	<ul style="list-style-type: none"> <li>Mayor Chairs IDP Forum meetings</li> <li>EXCO decides on the Process Plan and makes recommendation to the council</li> </ul>
<ul style="list-style-type: none"> <li>IDP Steering (Technical) Committee</li> </ul>	<ul style="list-style-type: none"> <li>Municipal Manger</li> <li>IDP/PMS Manager</li> <li>Section 57 Managers (Infrastructure Services, Budget &amp; Treasury services , Planning &amp; Economic Development, Community services, Corporate services)</li> <li>Portfolio Committee</li> <li>Sectional Heads</li> <li>Communication Officer</li> </ul>	<ul style="list-style-type: none"> <li>Provide technical expertise and support</li> <li>Ensure that the annual municipal budget and Service Delivery and Budget Implementation Plan are linked to and based on the IDP</li> </ul>

STRUCTURE/STAKEHOLDERS	COMPOSITION	ROLES AND RESPONSIBILITIES
<ul style="list-style-type: none"> <li>IDP Representative Forum</li> </ul>	<ul style="list-style-type: none"> <li>Mayor</li> <li>Executive Committee Members</li> <li>Councillors</li> <li>IDP Steering Committee</li> <li>Traditional Leaders</li> <li>Ward Committees</li> <li>Representative of Organised Groups</li> <li>Sector Departments and Parastatals</li> <li>Sekhukhune District Municipality</li> </ul>	<ul style="list-style-type: none"> <li>Review organisational performance, IDP and discuss future plans</li> <li>Consider and comment on departmental business plans and the draft budget for the identified projects in the business plans</li> <li>Represent interest of their constituents in the IDP process</li> <li>Provide organizational mechanism for discussion, negotiation and decision making amongst stakeholders</li> <li>Monitor the performance of the planning and implementation process</li> </ul>
<ul style="list-style-type: none"> <li>Ward Committees and Ward Councillors</li> </ul>	<ul style="list-style-type: none"> <li>All Ward Councillors</li> </ul>	<ul style="list-style-type: none"> <li>Link the planning process to their wards</li> <li>Assist in the organising of public consultation and participation</li> <li>Review ward development plans in line with changing circumstances by giving details of village situational analysis and the progress on implementation of projects in each village</li> </ul>

### 1.5 IDP PROCESS OVERVIEW: STEPS AND EVENTS

The IDP/Budget process Plan was approved by Ephraim Mogale Local Municipality Council on 31<sup>st</sup> August 2015  
The activities that transpired during the Ephraim Mogale Local Municipality IDP review are presented in Table

TARGET DATE	OUTPUT REQUIRED	COORDINATOR	STAKEHOLDERS
<b>Planning Phase</b>			
14 July 2015	Refinement of the draft approved process plan and awareness in accordance with provincial and district.	IDP manager and CFO	MM, Directors and Managers
13 August 2015	Submission draft Process plan to portfolio committee	IDP Manager	MM, Managers and Directors
20 August 2015	Submission Draft Process Plan to Exco	Mayor and Exco	Mayor, Exco, MM, and Directors
27 August 2015	Table the process plan to council	Mayor and Exco	Mayor, Exco, All councillors, MM and Directors.
<b>Analysis phase</b>			

TARGET DATE	OUTPUT REQUIRED	COORDINATOR	STAKEHOLDERS
17August 2015- 31 August 2015	a) Legal framework Analysis b) Leadership Guidelines c) Municipality Technical Development Analysis d) Community and Stakeholders Development Analysis. e) Institutional analysis f) Economic analysis g) Socio-economic analysis h) Spatial analysis i) In-depth analysis and identification of key Development priorities	IDP Office	All wards
09 September 2015	IDP Technical committee	MM	MM, Directors and Managers
15 September 2015	IDP Steering Committee	Mayor and Exco	Exco, MM, Directors and Managers
29 September 2015	IDP rep forum	Mayor and Exco	Mayor, Exco, All Councillors, MM, Directors and Managers
13 October 2015	Table the analysis phase to portfolio committee	IDP Manager	MM, Directors and Managers
19 October 2015	Table Analysis Phase to Exco	MM	Mayor, Exco, MM and Directors
29 October 2015	Table the analysis phase to council	Mayor	Exco and all Councillors
<b>Strategies Phase</b>			
03-06 November 2015	Departmental Strategic Phase session	IDP manager	All Directors
24-25 November 2015	Institutional strategic planning session	Mayor and Exco	Mayor, Exco, All councillors MM, directors and Managers
27 November 2015	Table the strategic phase to portfolio Committee Draft strategic Planning Report	IDP Manager	MM, Directors and Managers
30 November 2015	IDP/Budget/PMS Technical Committee <b>(Table Strategies, KPI and Targets Presentation)</b>	MM	MM. Directors and Managers
03 December 2015	IDP/Budget/PMS steering Committee <b>(Table Strategies, KPI and Targets Presentation)</b>	Mayor, Exco	Mayor, Exco, MM and Directors
28 November 2015	IDP Rep Forum	Mayor, Exco	Mayor, MM, and Directors
08 December 2015	Table the strategic phase to Exco	MM	Mayor, Exco, MM and Directors.

TARGET DATE	OUTPUT REQUIRED	COORDINATOR	STAKEHOLDERS
10 December 2015	Table the strategic Phase to Council	MM	Mayor, Exco and all Councillors, MM and all Directors
<b>Project Phase</b>			
14 December 2015	IDP/Budget/PMS Technical Committee to consider projects	MM	MM, Directors And Managers
18 December 2015	IDP/Budget/PMS Steering committee to consider projects	Mayor and Exco	Mayor, Exco, MM, and Directors
05 January 2016	IDP/Budget/PMS Rep forum	IDP Manager	Mayor, Exco, all councillors, Sector Departments, ward committee and CDW's.
<b>Integration phase</b>			
15 January 2016	Audit Committee <b>Consider IDP</b>	IDP Manager	Mayor, MM, and Directors
12 January 2016	Joint Portfolio Committee <b>Consider Draft IDP</b>	IDP manager	MM, Directors and Managers
23 March 2016	Draft IDP and Budget Table to Exco	IDP Manager	MM, Directors and Managers
31 March 2016	Draft IDP and Budget table to Council <b>Consider Draft IDP/Budget</b>	Mayor and Exco	Exco and All Councillors
05 April 2016	Issue public notice on the tabled 2015/16 Draft IDP/Budget in newspaper and placement of the document on the municipal website.	IDP and Communication	Communities and other stakeholders
07 April 2016	Submit Draft IDP and Budget to relevant authorities for assessment (CoGHSTA, National & provincial treasuries and direct Municipality) <b>10 Days after tabling</b>	MM and CFO	IDP/ Budget
13-17 April 2016	Public participation on Draft IDP/Budget in all Clusters	Public Participation, IDP and Budget	Community and Stakeholders
<b>Approval</b>			
28 April 2016	IDP Technical Committee <b>Considering input from Community</b>	IDP manager	MM, Directors and Managers
30 April 2016	IDP Steering Committee <b>Consider input from the community</b>	Mayor and Exco	Mayor, Exco, MM and Directors
16 May 2015	Audit Committee	MM	MM, Directors and Managers
17 May 2016	Joint Portfolio Committee <b>Consider final IDP/Budget</b>	IDP manager	MM, Directors and Managers
23 May 2016	Final IDP/Budget to Exco	MM	Mayor, Exco, MM and Directors

TARGET DATE	OUTPUT REQUIRED	COORDINATOR	STAKEHOLDERS
29 May 2016	Final IDP and Budget table to Council  <b>Consider final IDP/Budget</b>	IDP Manager	MM, Directors and Managers
03 June 2016	Issue Public Notice on the adopted 2015/16 IDP/ Budget in newspapers and placement of documents on the municipal website	IDP, Communication	Communities
11 June 2016	Submit adopted IDP and Budget to relevant Authorities (CoGHSTA, National & provincial treasuries, district Municipality)  <b>10 Days after adoption</b>	MM & CFO	IDP/Budget

### 1.6 Basis for IDP Review Process

The preparation and review of the IDP is a continuous process providing a framework for all development planning in the municipality. As such the IDP is not only annually assessed in terms of delivery and the prevailing conditions in the municipality, but also improved upon each and every year. The following aspects informed the 2016/21 IDP Review process:

- Updating baseline information to ensure sound decision-making in addressing service delivery gaps;
- Meeting the national targets in terms of service provisioning;
- Responding to key issues raised in the 2016 State of the Nation and Provincial Addresses focusing on "job creation through massive infrastructure development".
- Aligning Sector Departments' strategic plans to the municipality service delivery programmes;
- Strengthening focused Community and stakeholder participation in the IDP processes;
- Meeting targets in terms of the KPAs of the local government strategic agenda;
- Responding to the Community priorities for 2016/21
- Responding to issues raised during the municipality Assessment (SWOT);
- Updating and developing pending sector plans and programmes of the IDP
- Revising the vision, mission, objectives, strategies, programmes and projects; and
- Alignment of IDP, Budget and PMS activities.
- National Key Priority Areas and the National Outcome

### 1.6 MEC comments

2013/2014	2014/2015	2015/16
High	Medium	High



## Description of Municipal Area

### 2.1 Demographic Profile

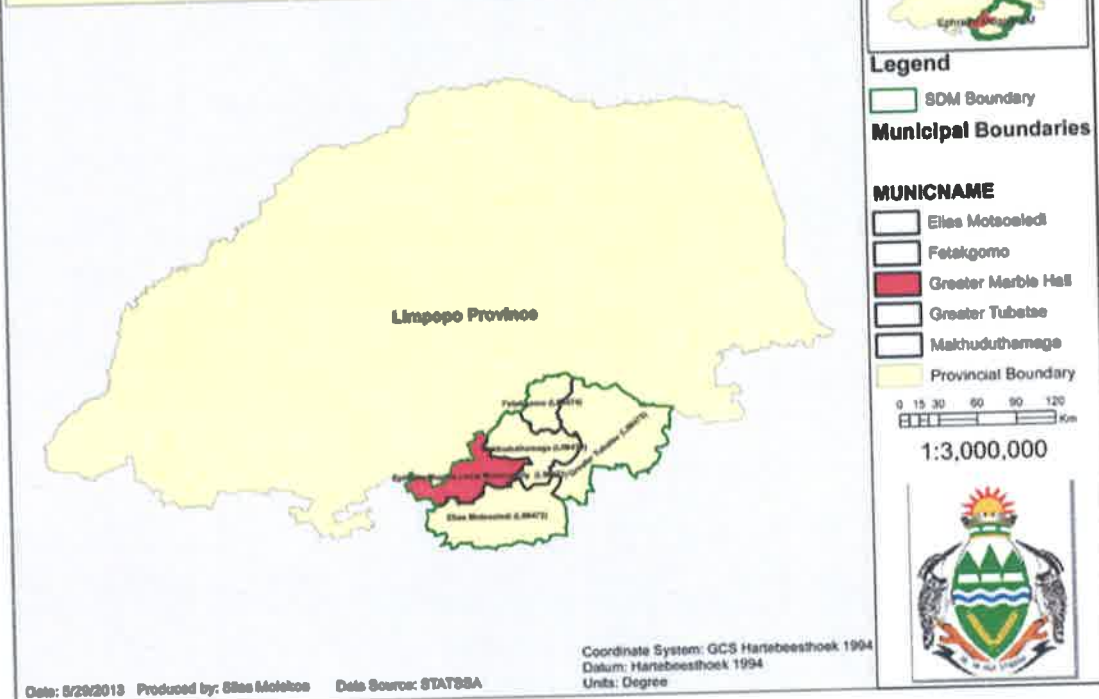
Ephraim Mogale's population is youthful, with Sepedi being the main language. The following analogy provides an overview of the important demographic Indicators of Ephraim Mogale Local Municipality. It covers the population size, age distribution, unemployment, income generation, educational levels and services backlogs. The socio-economic profile of the Municipality provides an indication of poverty levels, development prospectus and breaks it down from villages to wards. The population size is 123 648. The population in the municipality constitutes 97, 8% black Africans, 1, 6% whites, with other population groups making up the remaining 0, 6%. The sex ratio in the municipality is 88.9, meaning that for every 100 women there are 88 men.

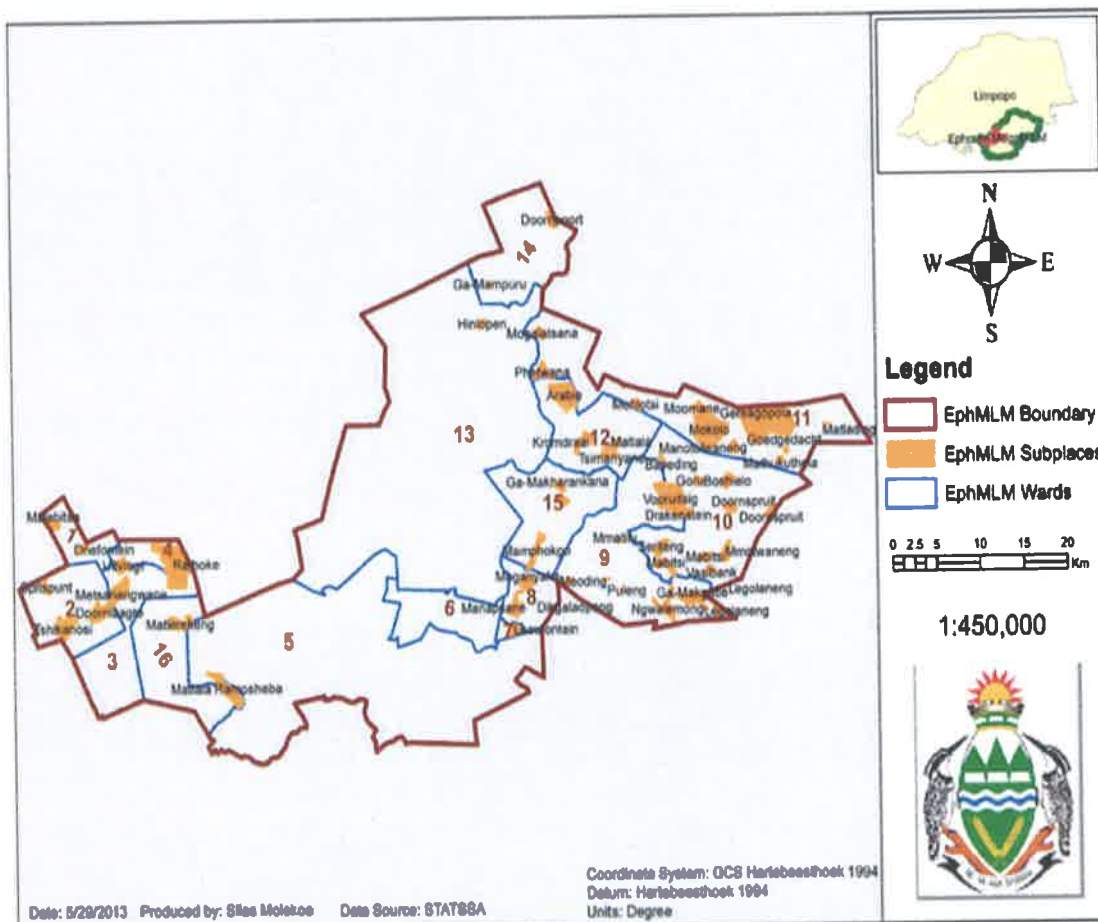
The name of the Municipality was changed from Greater Marble-Hall to Ephraim Mogale by an amendment of section 12 notice in Provincial Gazette No 1721 by General notice 10 of 2010 on the 28<sup>th</sup> January 2010 with new Logo and slogan-RE HLABOLLA SECHABA which means "WE DEVELOP OUR PEOPLE"

The Ephraim Mogale Local municipality is composed of the former Marble Hall New City, Moutse West, and Leeuwfontein/Moganyaka, portion of former Hlogotlou/Lepelle TRC, portion of former Greater Nebo North TRC, the entire area of former Middle Lepelle TRC, portion of Naboomspruit/Roedtan, Thusang TLC area and part of the former Springbokvlakte TLC.

The municipality was established soon after the elections in 2005 in terms of section 12 notice no .302 dated 1 October 2000. The municipality was a cross boundary municipality which compromises of 16 villages, Marble hall town and farming areas in Mpumalanga and 2 townships and 47 villages in Limpopo. The municipality has been incorporated in Limpopo province in accordance with proclamation no.422 dated 27 December 2005. The municipality is named after the struggle hero Ephraim Mogale. The municipality borders Makhuduthamaga local municipality in the south, Elias Motswaledi local municipality in the east Lepelle Nkumpi local municipality in Capricorn District, Mookgopong local municipality in Waterberg and Mpumalanga's Dr JS Moroka local municipality. It is situated about 150km from Polokwane, 100km from Mokopane, 145km from Pretoria, and 250km from Mbombela .The municipality is the second smallest of the five local municipalities in the district, constituting 14.4% of the area with 1911.07 square kilometers of the district's 13 264 square kilometer .land ownership is mostly traditional and the municipality is predominantly rural with about 56 settlements, most of which are villages. The municipality has 16 wards.

# **GEOGRAPHICAL LOCATION OF EPHRAIM MOGALE LOCAL MUNICIPALITY WITHIN LIMPOPO PROVINCE**





## Ward Map

### 2.1 Demographic Analysis

#### 2.1.1 Population characteristics

Ephraim Mogale Local Municipality has a total population of 123628 and 32284 households. According to the census 2011 figures indicates that the municipality has a youthful population. The population has increased by 1.4% compared to the census 2001 statistics. The following analogy provides an overview of the important demographic Indicators which covers the population size, age distribution, employment, income, and educational levels.

POPULATION		HOUSEHOLDS	
Census 2001	Census 2011	Census 2001	Census 2011
121327	123082	24189	32284

Source: stats South Africa census 2011

#### 2.1.1 POPULATION TRENDS AND WARD DISTRIBUTION

WARD	TOTAL POPULATION	NO OF HOUSE HOLDS
WARD 1	9218	1676
WARD 2	12570	2234
WARD 3	10139	1844



WARD 4	7162	1363
WARD 5	9239	1949
WARD 6	13676	2414
WARD 7	8532	2157
WARD 8	9765	2105
WARD 9	7138	1298
WARD 10	5984	1088
WARD 11	12969	2359
WARD 12	12307	2237
WARD 13	16975	3001
WARD 14	15650	2845
WARD 15	16488	2998
WARD 16	9 083	1717
<b>Grand Total</b>	<b>123082</b>	<b>32284</b>

Census 2011

### 2.1.2 Age and Gender Distribution

AGE	Male	Female	Grand Total
0 – 4	8412	8146	16558
5 – 9	7308	6938	14246
10 – 14	6795	6310	13105
15 – 19	7323	6802	14125
20 – 24	6036	5980	12016
25 – 29	4434	5178	9611
30 – 34	3262	3941	7203
35 – 39	2704	3684	6388
40 – 44	2326	3159	5485
45 – 49	2099	3028	5127
50 – 54	1765	2538	4304
55 – 59	1548	2147	3694
60 – 64	1328	1877	3206
65 – 69	918	1766	2684
70 – 74	886	1324	2209
75 – 79	393	954	1347
80 – 84	333	905	1238
85+	326	755	1081
<b>Grand Total</b>	<b>58196</b>	<b>65432</b>	<b>123628</b>

Source: Census 2011

### 2.1.3 Number of gender headed households

Gender	Total
Male	15734
Female	16550
<b>Grand Total</b>	<b>32284</b>

#### 2.1.4 Educational Profile

Village	No schooling	Some Primary	Completed Primary	Some Secondary	Grade 12 / Std 10	Higher	Grand Total
Dichoeung	184	426	81	391	122	23	1227
Marble Hall NU	2715	3611	1467	4773	1497	453	14516
Tsantsabela	670	1179	243	1303	427	21	3842
Mbuzini	142	436	58	298	71	9	1015
Elandskraal	715	1714	349	1698	744	177	5395
Hinlopen	122	313	47	233	79	6	799
Morarela	229	409	51	228	38	1	956
Mogalatsana	270	207	34	157	72	11	751
Phetwane	66	270	49	274	82	36	777
Mafisheng	36	239	64	301	106	34	780
Arabie	2	36	4	33	17	76	169
Mareleng	12	42	3	34	20	2	112
Moomane	105	313	59	333	106	16	931
Mohlotsi	77	228	29	200	92	11	637
Motselope	62	171	23	139	53	1	448
Frischgewaagd	24	43	1	26	10	-	104
Klipspruit	29	32	10	37	17	6	131
Gereagopola	13	78	12	73	56	9	241
GaMasha	86	250	27	186	69	7	624
Ditholong	323	392	66	455	124	36	1395
Letebejane	113	432	53	480	170	33	1280
Matlala	1	8	2	15	17	66	109
Tsimanyane	116	381	61	426	254	155	1394
Mooihoek	149	456	69	390	162	50	1276
Manotolwaneng	85	113	25	107	8	23	361
Mathukuthela	53	326	52	230	102	8	771
GaMmela	6	11	2	18	6	3	46
Makhutso	38	82	23	60	40	1	244
Goru	25	42	13	86	43	19	227
GaMakharankana	333	516	105	516	166	31	1667
Mmakgatle	70	119	19	113	36	4	363
Mohlalaotoane	506	1074	186	1125	549	153	3593
Selebaneng	34	67	16	67	24	8	217
Doornspruit	92	192	30	154	76	2	546
Malebitsa	471	1229	250	1094	340	61	3445
Matilo	80	102	9	123	30	3	347
Driefontein	302	765	108	622	197	19	2013
Seriteng	192	332	74	298	142	25	1063
Mamphokgo	724	1442	289	1616	632	51	4753
Mmotwaneng	249	307	61	316	148	31	1112
Mabitsi B	66	146	27	105	65	13	422
Uitvlugt	769	1627	246	1335	278	27	4283
Rathoke	740	1578	286	1342	505	104	4554
Mabitsi A	131	503	89	466	155	32	1375
Vaalbank	148	302	47	262	106	-	866
Keerom	-	-	1	2	2	-	5

Metsanangwana	551	741	130	691	262	75	2450
Doornlaagte	227	438	97	418	150	23	1353
Masanteng	19	15	5	12	10	-	61
Paardenzoek	9	19	5	18	6	1	57
Spitspunt	323	944	175	711	185	23	2361
Moeding	118	226	50	221	98	9	722
Moganyaka	382	806	138	914	392	51	2683
Manapsane	457	1521	311	1688	695	96	4767
Leeufontein	775	1877	328	2554	1248	374	7157
Phuleng	38	72	12	101	23	5	253
GaMakgatle	35	92	21	110	57	2	317
Ngwalemong	178	539	79	608	213	24	1642
Marble Hall	159	338	87	572	594	550	2300
GaMakena	66	86	33	116	55	4	361
Matlerekeng	615	1374	280	1343	453	38	4103
Tshikanosi	202	585	103	460	166	45	1561
Matlala Ramoshebo	549	989	141	1062	490	48	3279
Grand Total	16077	33201	6814	34141	13150	3228	106610

Source: Census 2011

### 2.1.5 Employment Profile

Table depicts employment status

Employed	18345
Unemployed	12943
Discouraged work-seeker	5299
Other not economically active	34572
Age less than 15 years	-
Not applicable	52470

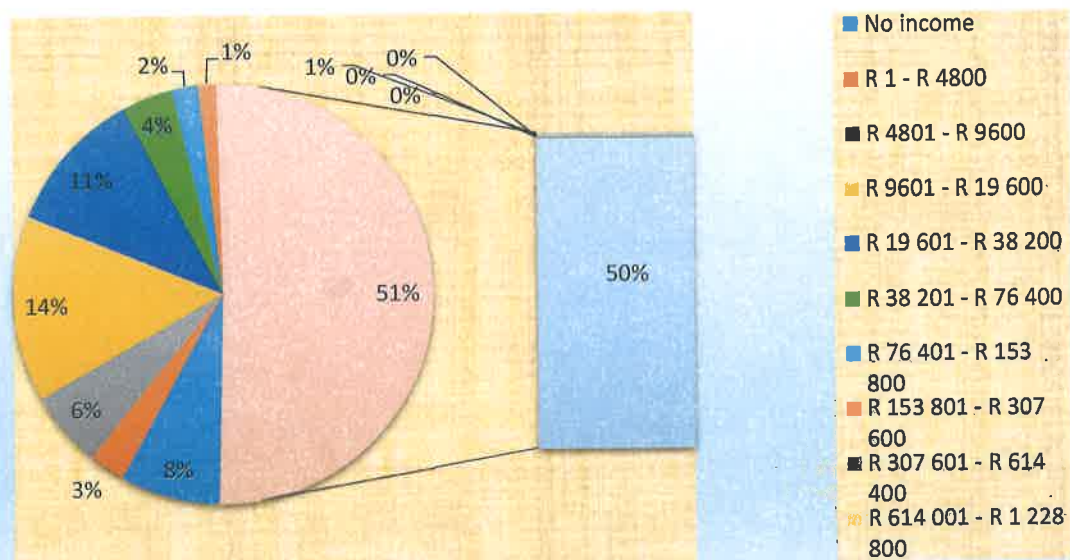
### 2.1.6 Annual Household Income

INCOME CATEGORY	No. of household
No income	4988
R 1 – R 4800	1823
R 4801 – R 9600	3794
R 9601 – R 19 600	9222
R 19 601 – R 38 200	7203
R 38 201 – R 76 400	2544
R 76 401 – R 153 800	1317
R 153 801 – R 307 600	889
R 307 601 – R 614 400	335
R 614 001 – R 1 228 800	72
R 1 228 801 – R 2 457 600	54
R 2 457 601 or more	42

Grand Total

32284

### Annual Household Income



### 2.1.7 People with Disabilities

Disability	Grand total
Seeing	9592
Hearing	4334
communication	3821
Physical	5532
Intellectual	6674
Multiple	8576
Total	38 529

SOURCE: STATSSA 2011

### Background

The municipality is a major producer of citrus and table grapes. Cotton and vegetable production is also substantial. Cattle ownership among subsistence farmers is significant. Production areas are scenically attractive and, together with the Flag Boshielo Dam; provide supply side opportunities for tourism development. The Schuinsdraai Nature Reserve, which is adjacent to Flag Boshielo Dam, adds to this opportunity. Mining activity includes dolomite and dimension stone. Marble Hall town has a very large, but underutilized industrial park. The only manufacturer of note is McCains and Tiger Brand Foods vegetable processing. Other tenants in the industrial park are mostly distributors and businesses that repair motor vehicles and other equipment. The local construction industry is very small, but is growing rapidly. Wholesale and retail trade development has always been overshadowed by facilities that are available in the adjacent Groblersdal. A large network of informal traders operates throughout the municipal area.

### 3.1 Spatial Rationale

#### 3.1.1 Purpose of spatial analysis

The spatial analysis exercise provides a visual picture of the existing spatial Pattern (that nodes, networks and areas) that has emerged in the municipal area. This analysis serves to describe the municipal area in spatial terms and understand how space is utilized in the municipality. It also looks at settlement patterns and growth points (nodes), population concentration areas, land claims and their socio-economic implications. All these aspects have a bearing on future land usage, infrastructure investment, establishment of sustainable human settlements, public transport and local economic development.

#### 3.1.2 Settlement Patterns / Hierarchy of Settlements

The configuration of the municipal area and the existing spatial pattern (topography, population distribution and sprawl) together with causal factors (land ownership, established land uses) are impediments to the successful implementation of a Development Strategy to achieve the four developmental outcomes proposed in the White Paper on Local Government. Restricted access to land by the Municipality due to inhibitive land cost (privately owned land) and statutory deterrents (state – owned land under tribal custodianship) would exacerbate attempts by the Council to orchestrate and encourage the development of a beneficial spatial pattern within the municipal area.





### 3.1.3 The settlement hierarchy of the municipality is as follows

Type	Characteristics	Areas
First Order Settlements (Growth Points) [GP]	It is individual settlements (e.g. towns/villages) or a group of settlements located relatively close to each other where meaningful economic, social and institutional activities, and in most instances a substantial number of people are grouped together. These growth points seem to have a natural growth potential but some do not develop to their optimum potential due to the fact that capital investments are made on an ad hoc basis without any long-term strategy for the growth point and/or the area as a whole.	Marble Hall
<ul style="list-style-type: none"> <li>Second order Settlements (Population Concentration points) [PCP]</li> </ul>		Leeuwfontein, Moganyaka North and South, Mamphokgo North and South, as well as Manapyane ( <b>with an</b> estimated 2006 population of 21555) form part of the "Leeuwfontein Population Concentration Point
<ul style="list-style-type: none"> <li>Third Order Settlements (Local Service Points) [LSP]</li> </ul>		Ragaphela was identified as a Local Service Point
<ul style="list-style-type: none"> <li>Fourth Order Settlements (Population concentration point]</li> </ul>		Ditholong, Letebejane, Tsimanyane area is Population Concentration Point.

### 3.1.4 Land Use Composition and management tools

Land Use Management scheme determines and regulates the use and development of the land in the municipal area in accordance with Town-planning and Town ordinance (Ordinance no.15 of 1986). Geographic information system assists with the information regarding land development and upgrading and the municipality upgrades the system regularly.

### 3.1.5 Spatial Development Growth Points Areas

Provincial Growth	District Growth	Municipal Growth
None	Marble –Hall	Leeuwfontein
		Elandskraal
		Zamekomst

### 3.1.6 Land Claims

Land claims have been made in respect of Schuinsdraai nature reserve and representatives of claimants have been included in the PAC for second phase development of the reserve by DEAT. The Flag Boshielo Dam which can provide supply side opportunities for tourism development. The Schuinsdraai Nature Reserve, which is adjacent to Flag Boshielo Dam, adds to this opportunity. Further opportunity is the industrial land available in Marble Hall town which is in ownership of the municipality

### Spatial Challenges

- Scattered settlements are becoming too costly to provide services.
- Marble Hall which is the economic hub is located far away from the villages and it is not easily accessible by the poor.
- The apartheid residential settlement layout is still very much evident with sprawling rural villages situated in traditional authority areas located far away from employment opportunities, consequently it becomes too costly for people to travel to their working places.
- Large areas of land in Marble Hall are privately owned and not easily accessible for development.
- State-Owned land is mostly under the custodianship of traditional Authorities.

### Opportunities

Ephraim Mogale is characterized by clearly identifiable land use areas, including: extensive agriculture areas, predominated by the growing of citrus fruit; game reserves and nature reserves, including game lodges; sprawling rural residential villages.

### 3.1.7 SWOT Analysis

KPA 1 Spatial Rationale

STRENGTHS	WEAKNESSES
Planning and economic development	<ul style="list-style-type: none"> <li>• Land Ownership and Land Use Management</li> <li>• Scattered settlement thus become too cost to provide services.</li> <li>• Marble Hall which is the economic hub is located far away from the village and it is not easily accessible by the poor.</li> <li>• The apartheid residential is still very much evident with sprawling rural villages situated in traditional authority areas located far away from employment opportunities, thus become too costly for people to travel to their working places</li> <li>• Large areas of land in Marble Hall is private owned and not easily accessible for development.</li> <li>• State-Owned land is mostly under the custodianship of traditional Authorities</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Ensure lawful security of tenure</li> <li>• Ephraim Mogale is characterized by clearly identifiable land use areas, including: extensive agriculture areas, predominated by the growing of citrus fruit; game reserves and nature reserves, including game lodges; sprawling rural residential villages</li> </ul>	To implement land use management system once in place



#### 4.1. Environmental Analysis

##### 4.1.1 Climate

The average temperatures show moderate fluctuation with average summer temperature 23°C, with a maximum of 28°C and a minimum of 18°C. In winter the average is 13, 5°C with a maximum of 20°C and a minimum of 7°C as measured at the Sekhukhune Land Weather Station.

##### 4.1.2. LAND FORM

###### Geology

The south-western part of the municipal area is underlain by the acid and intermediate intrusive rocks of the Waterberg Group, as well as small areas of mafic and ultramafic formations. The western portion is underlain by extensive Karoo Supergroup formations, principally basalts of the Lebombo Group and Clarens Formation sandstones, with smaller areas of Ecca Group shales, siltstones and mudstones. The central and eastern portions are underlain by a variety of rocks of the Bushveld igneous Complex. The most important of these are the Lebowa Granite suite, with outcrops of the Rashoop Granophyre Suite, followed by rocks of the Rustenburg Layered Suite further to the north and east. Much of the northern part of the area is underlain by rocks of the Transvaal Sequence, with the silicified sandstones and quartzites of the Black Reef Quartzite Formation being very prominent, together with Chuniespoort dolomites and Pretoria group shales, hornfels and quartzites.

According to Soils occurring in the municipal area can be divided into the following groups: In the west: Shallow to moderately deep sandy-clay loam soils on flat and undulating terrain overlying rocks of the Ecca Group, principally shales and silicified sandstones; In the east: Deep, black, blocky vertisols of the Springbok Flats; Moderate to deep sandy loam soils lining long stretches of the Olifants River valley in its middle reaches.

Most of the soils are suitable for commercial agriculture when sufficient water is available. Virtually all of the areas with suitable soils, particularly the area downstream of the Loskop and Flag Boshielo dams, are contained within the jurisdiction of formal irrigation boards or Government Water Control Areas. Further away from the main river channels, land use is given over to small- and medium-scale livestock farming operations. A relatively wide variety of crops are produced on the irrigated and rain-fed areas, primarily maize, wheat, sorghum, cotton, tobacco, Lucerne, potatoes, vegetables, sunflowers and soya bean.

###### Topography

To the south-west of the municipal area the Olifants River is located on an open floodplain area and to the north the river is located in a valley surrounded by the Strydpoort Mountains (parallel hills and lowlands). Strips of erosion can be found in the valleys alongside most of the perennial and non-perennial rivers

##### Water Sources

###### Water

Due to the predominantly rural character of the municipality's area of jurisdiction there is no bulk water provided in most of the villages in Moutse West. Water is provided by means of water tanker trucks and boreholes. Provision has been made for bulk reticulation and cost recovery in Moutse to be implemented in 2011/12 according to water sector program, PGDS targets.

One very large impoundment on the Olifants River, the Flag Boshielo (Arabie) Dam, provides water supplies to numerous small towns and settlements in the sub-catchment, as well as large volumes of water for irrigation schemes along both banks of the Olifants River. Nine other medium-sized dams are also located in this sub-catchment and supply water for domestic use and for irrigation. Many of the mines and industries in this sub-catchment, as well as numerous small and large settlements, rely on water supplied from these ten dams, or use local boreholes or direct run-of-river abstraction from