

ELIAS MOTSOLEDI

LOCAL MUNICIPALITY

Service Delivery Overview



*“Thé Agro-Economical and
Ecotourism Heartland”*

2011-2016

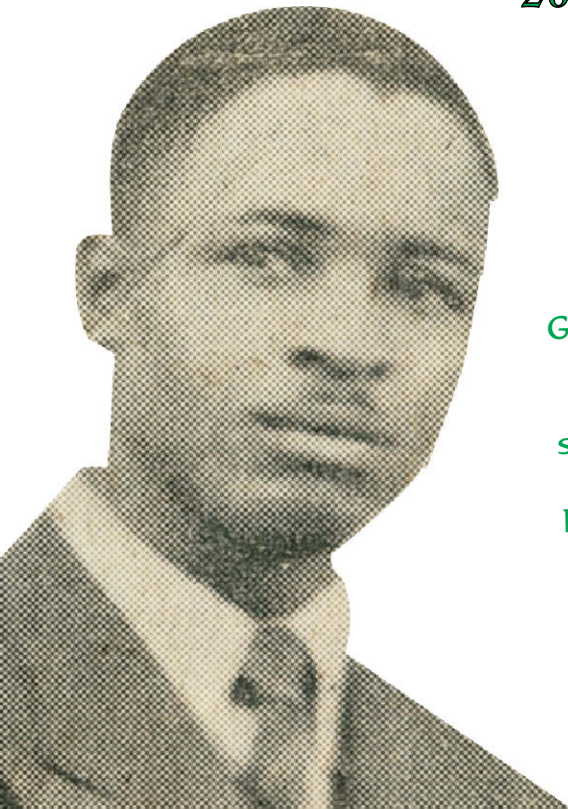


Elias Motsoaledi
26 July 1924 - 9 May 1994

Who was Elias Motsoaledi?

The Elias Motsoaledi Local Municipality (formerly Greater Groblersdal Local Municipality), is named after the struggle hero

Elias Motsoaledi who was sentenced by the then Apartheid Regime to life imprisonment on Robin Island together with world icon, Nelson Mandela (Madiba), South Africa's first democratic elected President.





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Executive Summary

Prioritized planning, tomorrow's success!

Elias Motsoaledi Local Municipality's (EMLM) politicians and administrators, in spite of diverse challenges, have in their tenure (2011 – 2016) achieved phenomenal success, which must be contributed to prioritized planning, enthusiastic commitments and outstanding community interaction – many a good story to tell since 2011!

In EMLM, political and administrative cohesion is at a premium. Another outstanding phenomenon is the core of devoted politicians and administrators which, over the past five years, have left nothing to chance – realistic assessments of service delivery priorities, financial and human capacity and strict adherence to budget requirements have led to a host of achievements – achievements the entire community should be proud of.

This special publication – Service Delivery Overview 2011-2016 – captures the most important and phenomenal achievements of the municipality since the last municipal election in 2011.

Stringent financial control, comprehensive planning, political stability and sound administrative structures has undoubtedly led to EMLM being one of the leading local municipalities in Limpopo province. Politicians and administrators alike agree that not all the needs of the people could be met during the period under review.

The most ardent critic in EMLM must concede that since 2011, basic services have improved beyond every one's expectation.

Throughout the municipality thousands are now better off than five years ago – houses built, lights burning, roads accessible, refuse removed – above all, restored people's dignity through sustained service delivery excellence!

Considering where the municipality was in 2000 and what has since been achieved, communities can truly shout aloud,

“Elias Motsoaledi today, is a far better place to live and work in than 20 years ago...”

Mayoral Overview...

“Human wellness through developmental local governance...”



Cllr. Julia Mathebe, Mayor

“From the ashes of a fragmented local government body in 2000 to a democratic, political correct and prosperous Elias Motsoaledi Local Municipality (EMLM) in 2016 – this is but one of the many, achievements since the first democratic elected government came into power.”

“Past and current political leaders, as well as administrators all played a valuable role in transforming separate development governance into a democratic one. Where once, communities had virtually no say in matters which affected them, today they

“This year the people of Groblersdal (Elias Motsoaledi Local Municipality) will once again elect local government leaders of their choice to further improve their lives over the next five years ...

The team of local politicians have since 2011 enhanced democratic developmental local governance thus ensuring human wellness!”

can decide their own destiny.”

“This municipality, over the past five years, has achieved the near impossible; instilled, unsurpassed political stability and governing interaction. Through these and other governing processes, not only united a diverse community, but also maintained existing infrastructure while at the same time, with limited funds at our disposal continued with our service delivery programmes thereby reaching out to those without.”

“We are extremely grateful for the phenomenal in puts and financial support

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Mayoral Overview, cont...

Our Vision

“The agro-economic and ecotourism heartland”

Continued from page 3

from national, provincial and district government - their support enabled EMLM to create a better life for all through the provision of basic services such as water, electricity, sanitation, solid waste removal and a host of social services such as parks, sport and recreation.”

“I am convinced that these service delivery improvements did not only restore people's dignity, but also instilled pride and responsiveness throughout the municipality!”

“We as African National Congress-politicians and the administration religiously implement and adhered to local government legislation aimed at sustaining

developmental local government and the provision of sustainable and cost-effective services.”

“The future challenge for the political leadership would therefore be to not only sustain, but improve on past achievements, implementation of national policies and sustainable cohesion among politicians and the administration alike.

“The forth coming elections allow, you the people, the opportunity to vote for representatives you believe will meet your expectations. It is the peoples' democratic right to vote—exercise that right!”

Julia Mathebe, Mayor

Our Mission

- To ensure provision of sustainable services
- To deepen democracy through public participation and communication
 - Provision of services in a transparent, fair and accountable manner
 - Provide public value for money
- To create a conducive environment for job creation and economic growth

Service Delivery Overview 2011 - 2016

Progressive and innovative leadership

Mayor, Julia Mathebe, during her tenure, has taken Elias Motsoaledi Local Municipality to new heights. She is one among very few who do not have political overtures – whilst being a political leader par excellence, she prefers to listen and identify community dissatisfaction rather than talk!

In a pre-election interview she reflects on challenges and achievements in a soft-spoken manner. It is evident that her leadership has ignited a spirit of goodwill and unsurpassed political and administrative excellence.

Early days saw communities take to the streets over poor service delivery, such as roads being in a poor condition, outdated plant machinery and non-alignment of the budget and the municipality's Integrated Development Plan (IDP) and a host of other administrative and community indifferences.

Those were extremely difficult times the municipality had to face. Her dynamic leadership brought about many changes such as skills development, aligning the budget with the IDP, ongoing

community interaction and a roads programme were some of the changes that changed the mood of communities and an end to civil disobedience.

Mathebe, believes that to maintain stability in and around Groblersdal, ongoing community intervention is paramount. "One must keep on talking to people, listen to their complaints, be honest and above all, implement those service delivery programmes identified in the IDP.

What about the youth of Groblersdal? Under her guidance a Youth Summit, the first ever in the municipality, came about. In her opening address she said: This Summit is to interact with the young people of Elias Motsoaledi and to take practical resolutions in terms of the youth mainstreaming.

This is Mathebe, Elias Motsoaledi's Mayor whose dedication and passion towards the elderly, disabled, indigent people, women, children and the people of Groblersdal cannot be measured in words only in her deeds. *(Read what she has to say in an exclusive interview in this special edition)*

The Editor

Mayor's Interview...

The right to basic services...



Mayor, Cllr. Julia Mathebe... a good listener

Elias Motsoaledi Local Municipality's Mayor, Julia Mathebe, is adamant that communities have the right to basic services and to be heard regarding matters which concerns them. These rights she will protect at all costs and make sure they are heard at all times.

Continues on page 7



Mayor's Interview, cont...

Continued from page 6

“Community obedience is only possible if you allow people to air their views on matters which concern them. Furthermore, one must also appreciate the fact that they are entitled to sustainable basic services. As a governing body, within the municipality's financial ambit, meet these service demands.”

So said Julia Mathebe, in an exclusive interview wherein she deals with achievements and challenges since her inauguration as Mayor, of Elias Motsoaledi Local Municipality (EMLM).

What were the most pressing challenges when you took office?

“Since 2014 when I was elected Mayor, a number of pressing issues came across my path. There was huge dissatisfaction among the community which led to sporadic civil demonstrations. One of the issues was the state of urban and rural roads which could not be maintained due to the poor condition of the existing road maintenance fleet.

“Furthermore, poor implementation of projects identified in the municipality's Integrated Development Plan (IDP) because of the budget not being aligned

with the IDP. Revenue collection was also under par which had a negative impact on service delivery.

“Once we addressed these imbalances, calm returned to Elias Motsoaledi. Cohesion between the politicians and the administration further enhanced the operational activities of the municipality.”

“Civil obedience in the municipality is something to shout about. What is your recipe for this outstanding achievement?

“As I explained, the state of the roads and poor implementation of projects, were the most prominent reasons for people taking to the streets. It was only after a number of community meetings whereby communities were given the opportunity to speak out, that people began to trust us and understand the challenges we face.

Right to basic services

“I am a firm believer that everyone in Elias Motsoaledi has the right to decent basic services. Furthermore, be given the opportunity to be heard regarding matters which concern him or her. While I am the political leader I will embrace and protect

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Mayor's Interview cont...

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the right of people and be a good listener rather than a smooth talker!"

What strategies have the municipality in place to further improve community interaction?

"I am satisfied that existing strategies such as the IDP, budget forums, imbizo and newsletters keep the community well informed. This does not mean that we must rest on our laurels and not look at ways and means to further enhance community interaction.

"The municipality has 300 ward committees who conduct public meetings in their respective wards together with ward councilors. These committees submit monthly reports to the Speaker. To illustrate

these committees effectiveness, 27 public meetings were held this past financial year. These meetings serve a very useful purpose as they advise us about the challenges communities as well as the municipality face.

"Furthermore, a total of 25 public sessions were concluded through the 2015/16 IDP and Budget process where communities were also given an opportunity to raise their needs to be incorporated in the IDP and budget. Only prioritized and budgeted needs were incorporated in the reviewed IDP and budget."

What are the most prioritized service delivery projects in the IDP and budget?

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Mayor's Interview, cont...

Continued from page 8

"The total amount allocated in the budget for projects amounts to R99,98m. The biggest slice of this allocation would go to construction, upgrading of roads, building bridges, speed humps, Groblersdal landfill site and upgrading of license office are some of the projects."

Youth matters - The role the municipality would play in matters pertaining to the youth inter alia, job creation, substance abuse etc?

"The municipality regards its youth as important components for future development. One must always remember that today young people are our leaders of tomorrow."

"Whereas the youth of 1976 fought against inferior education as part of the struggle for freedom, today's youth should confront illiteracy, lack of skills and unemployment as part of the struggle for development whereas the youth of 1976 used stones and barricades against repressive forces. The youth of today should go to school to acquire skills that they would use for their advancement and the development of our country and the continent."

"The municipality organized the first ever Youth Summit to underline its commitment towards youth development. The Summit was convened at the background of the adoption of the National Youth Policy 2015 to 2020 which is the overarching policy document for Youth Development nationally."

"The policy, with its five pillars – education, health, wellbeing, economic participation, civic work, national youth service and social cohesion – takes into account the diverse needs of the youth and categorizes them according to priority target groups including young women."

"The national policy compels all government departments to put in place strategies, interventions and programmes to advance the course of youth development," explained Mathebe

In conclusion she called upon citizens of Elias Motsoaledi to register and vote on Election Day. "Elections offer the opportunity to people to vote for candidates of their choice and who they believe would improve their lives."

Speaker's Interview...

"Accountability, transparency and implementation..."



Cllr. Thoko Mahlangu, Speaker

"It is paramount that items from Ward Committees are placed on Council's agenda and discussed. At the same time, that all senior managers on a regular basis, report to council on actions taken with regards to items pertaining to their specific units."

So, said the Speaker of Elias Motsoaledi Local Municipality, Cllr. Thokozile S Mahlangu, when asked about improvements related to Ward Committees.

Speaker Thokozile Mahlangu is a straight talking politician. Her vision is to ensure good governance and service delivery through accountability, transparency, implementation and sticking

"Ward Committees have a very important role to play. They are in actual fact, the eyes and ears of the municipality. It's through these Committees that we learn what problems communities face in their wards, allowing us to respond in time.

"It is for this very reason that items raised by Ward Committees are placed on Council's agendas allowing the municipality to intervene. It is also important that senior managers report back, regarding their action related to a complaint pertaining to their unit. Through these interventions we can further enhance community trust. It is extremely important that we as a municipality attend to all queries as soon as possible," she said.

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Speaker's Interview, cont...

Continued from page 10

Cllr. Mahlangu also dealt with a number of wide-ranging issues in an open and honest manner.

Explain the role of the Speaker?

"The Speaker is the chairperson of the Council – presiding officer during Council sittings

- She must ensure that Council meets at least once per quarter
- Compliance with, and adherence to standing rules and orders
- Amend, when required, outdated or irrelevant rules of Council
- Track implementation of Council resolutions and adherence
- Ensure that there are public participation platforms allowing community engagement
- Consult and report (communities) on municipal programmes and administration such as the Annual report. The municipality has 30 Ward Committees with 10 committee members each and 30 Ward Councillors"

What is the role of Ward Committees, (b) do they receive training, (C) explain the role and functions of these committees?

"Ward Committees must ensure that there

is adequate interaction between government, communities and stakeholders through meetings, workshops and road shows on government programmes."

"Ward Committees are being trained. In this municipality they received accredited training (NQF-level) in financial and project management."

"The impact on municipal finances is that the municipality receives value for money in terms of the outstanding work they do and the stipend they receive"

Some Ward Committees are not functioning properly – what should be done to ensure that they are empowered to function as prescribed?

"In the event of non- or poor performance of a committee in a particular ward, I must intervene through adopting these wards as special projects. To deploy either myself, Councillors from neighbouring wards in that particular ward to be present when they meet, Furthermore, implement the suggestion that Wards Councillors no longer be allowed to be chairpersons of Ward Committees."

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Speaker's Interview, cont...

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The Systems Act prescribes community interaction – are you satisfied with the structures in place or is there a need for improvements?

"I'm satisfied with the level of interaction. However, there are certain issues that need improvement such as the turnaround time regarding community complaints and others. The methods used to respond, need a re-think. It would be a concern, that after interaction with communities, notes are filled without follow-up. It is important, as I have explained previously that each and everyone involved in community interaction deliver as speedily as possible.

Challenges:

Clr. Mahlangu, since in office faced numerous challenges which she had to overcome so as to ensure the smooth running of the political arm of the municipality, as well as the administration.

"Some of the challenges were to curb the infighting between Councillors representing different political parties. There was also infighting over party issues amongst members of the same party. Some boycotted their responsibilities.

"Politicians, from time to time are bound to disagree and have different opinions regarding municipal issues. I respect their views, but whatever the disagreements are it must be dealt with in an orderly manner. Being Speaker, it is my responsibility to ensure that all council members act according to Council protocol."

Citizens in Elias Motsoaledi seem less inclined to take to the streets over service delivery issues. What is the municipality doing right?

"I am convinced that through transparency and pro-active governance we have instilled trust amongst the people. In other words, we have been as best as we could, attended to community queries and being honest with our people.

"We are consistent regarding community interaction through various programmes such as the Speaker's Outreach program and public consulting meetings. These forums allow communities to raise issues of concern. However, it also gives the municipality the opportunity to interact with the community regarding municipal issues and service delivery challenges," she concluded.

Council Whip's Interview...

Ensuring cohesion between executives and legislative branches of government



**Cllr. Tebogo Phahlamohlaka,
Council Whip**

“The role of the Chief Whip within local government in South Africa has been redefined. Given that municipalities perform a dual role, encompassing both the executive and legislative domains.”

So, said the Chief Whip, Cllr. Tebogo Phahlamohlaka, reflecting on his role in the municipality as well as representative of the African National Congress (ANC).

He sees, as one of his primary functions,

The Chief Whip of Elias Motsoaledi Local Municipality, Cllr. Tebogo Phahlamohlaka, has been hard at work to maintain good relations between the Ruling Party, (African National Congress), the municipality and legislative branches of government.

cohesion among other whips within the ANC and also ensuring that members maintain discipline and good conduct. Furthermore, that party members speak with one voice on matters of policy.

“Other functions as defined by him includes:

- The link between the ANC and the municipality
- Monitors the performance of all Councillors of the Ruling Party
- Ensure political cohesion amongst all political parties in the Council
- See to it that Councillors attend to their duties as expected from them
- Define the conduct rules for Councillors

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Council Whip's Interview, cont...

Continued from page 13

Over the past five years, according to Cllr. Phahlamohlaka, the process of transforming the state and society was ongoing. The ANC has agreed on key areas that are critical in realizing our strategic goal of building a developmental state.

"Today, our people have access to clean water, housing, sanitation and electricity. However, we have not completely won the battle and we will continue to intensify our efforts to eradicate informal settlements to ensure a better life for all in Groblersdal," he said.

Political cohesion

Asked how cooperative governance and political cohesion is maintained, he explained that it is being achieved through a number of intergovernmental structures and stakeholder interactions such as:

- Mayor's Coordinating Forum
- Intergovernmental relations (platform for all sector departments)
- The Intergovernmental Relations Act, an instrument for improving integration amongst all spheres of government in both policy and implementation

"The office of the Chief Whip, as the 'political manager' monitors the

performance of Councillors of the Ruling Party in accordance with the adopted Performance Management System," he explained.

He is also concerned over the low level of payments which further hampers basic services to those without. "If those who can pay do so, we could do much more to improve the lives of our people."

"I am confident that our interaction with communities has created a platform of understanding and good relationship amongst all the stakeholders. Regular information sessions, is but one of the strategies in place, not only to keep people informed, but also to hear their complaints and to attend to it as soon as possible."

Municipal elections

His role in the forthcoming election would be to encourage people in all the wards through the intervention of Ward Councillors, to participate in the municipal elections.

"It is everybody's right to vote and by doing so let your voice be heard. It is paramount that everyone turns out to vote. Let us all vote and continue to tell the good story," he concluded.



Local Government Manifesto

Affordable, realistic and achievable

The Elias Motsoaledi Local Municipality (EMLM) does not have an election Manifesto as such, but being an African National Congress (ANC) stronghold it subscribes to the national one pertaining to local government which addresses the challenges we face in our communities and local government as a whole – said the Executive Mayor, Cllr. Julia Mathebe.

“Municipalities, guided by the Growth and Development strategy, and working with communities, must place job creation and sustainable livelihood at the centre of their local economic programme. Something this municipality does”, said Mathebe.

The main objectives of the ANC-Manifesto and the municipality, is to:

- Speed-up the provision of municipal access roads, and electricity in rural areas
- Expand free basic services such as water, electricity and refuse removal
- Invest in maintenance and refurbishing of municipal infrastructure, build water and electricity distribution, waste management and roads
- Establish primary health care teams in municipalities to work in programmes addressing social abuse,

HIV/Aids

- Broaden the scope of reproductive rights through the provision of contraception and sanitary towels to the indigent
- Extend the distribution of community libraries' including upgrading of existing ones
- Build more united, non-racial, integrated and safer communities
- Locate new housing developments closer to work and other amenities
- Move away from building houses for the poor; work towards building more united, non-racial and integrated communities in towns

“I call on the people of Groblersdal, Motetema, Hlogotlou, Roossenekal and Uitspanning to rally behind the ANC's vision of a united, non-sexist, democratic and prosperous Elias Motsoaledi Local Municipality – convinced and support the creation of a non-racial community and believe it is the cornerstone of the values and principles enshrined in the Freedom Charter, which is the foundation document of the ANC and this municipality,” concludes Mathebe.

Municipal Manager's Interview...

Maredi - administrative extraordinaire...



RM Maredi, Municipal Manager

When she took office in 2014, the political and municipal administration was not functioning as she would have liked. Senior managers and staff, whom had an indifferent approach towards their administrative responsibilities had to be motivated, so that they could perform accordingly. Record -keeping and reporting was at a premium low and in some departments, non-existent and, as she put it "council meetings had no image." Absentees was rife and the municipality's finances, not very healthy.

Municipal Manager, RM Maredi, has transformed the political and administrative face of Elias Motsoaledi Local Municipality beyond recognition.

Through her professional, unbiased managing style, in depth knowledge of municipal affairs and an understanding of people she has turned this municipality into a "ten star" institution – administrative guru, she is...!

Compounding the problem further was the ever present phenomenon, that of a woman in a senior position in an otherwise male domain.

"It is never easy for a woman to lead from the front in a predominantly male dominated environment. One has to accept, acknowledge and manage resistance as best you can. This I did through my style of management by creating a culture of respect.

"It is the responsibility of the Municipal Manager, to establish and organize its

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Municipal Manager's Interview, cont...

Continued from page 16

administration to facilitate a culture of accountability amongst staff. Furthermore, act as a inter link between the politicians and the administration. The administration and politicians alike are responsible for sound administration and above all, ensure that services are delivered to the people," Maredi said with enthusiasm.

"So I set about transforming not only the administration, but also inspiring politicians into becoming proud representatives of the people and the municipality. Not so easily achieved. One must also take into account that you are working with people who may not have the same governing skills. Had to evaluate and identify strength and weaknesses and skills levels so as to get the best performance out of each of them. Therefore skills development had to be and still is an integrate part of the transformation process.

"A skills audit was undertaken to determine which skills still need to be improved on. To this end, employees were enrolled in various courses depending on their specific developmental needs."

• ***"Human capital" refers to the stock of skills and knowledge enabling***

performance of labour so as to produce economic value.

"I made it my sole responsibility to give guidance to political office bearers and to staff members. All these and other bits and pieces of administrative and political transformation brought total cohesion amongst the administration and political office bearers which in turn, instilled good governance and a 'clean' administration of which I am very proud" she said.

Financial overview

Maredi pointed out that EMLM had large volumes of outstanding consumer debt which had a negative impact on its finances and in turn service delivery. "The municipality developed a Revenue Enhancement Strategy to address this challenge. Through this and other financial interventions, under-collections have improved considerably. All financial transactions are in keeping with the Municipal Finance Management Act and other related pieces of regulations.

Strategic milestones around finance includes the Pilot implementation of

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Municipal Manager's Interview, cont...

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Municipal Chart of Account (see Chief Financial Officer's interview) and the Special Service Delivery and Finance Audit to identify the internal control deficiencies and recommendations for improving the system. Furthermore, she believes that an 'unqualified' audit in 2016/17 is possible. This year the municipality had only one minor disqualification.

All of the above led to sound financial management. The municipality did not have to borrow money on the open market, opened an investment portfolio, no outstanding Escom debt, pays its creditors on time and can implement projects which

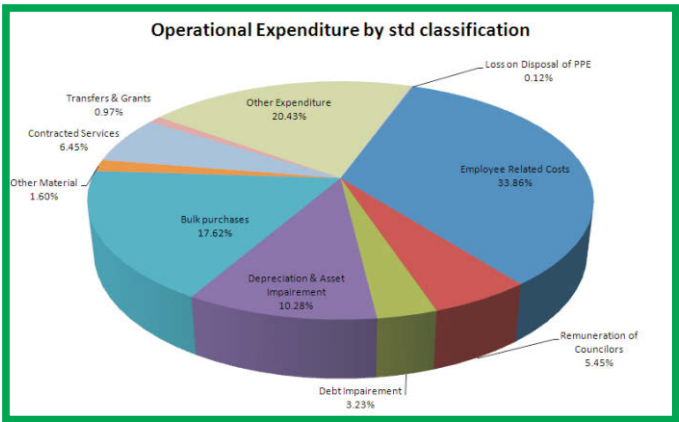
are in the budget.

She further cited other important strategic milestones achieved in the 2014/15 financial year all of which strengthened institutional transformation:

- Strategic Lekgotla (August 2014/April 2015) realigning the strategic plan and the review of the vision to effect the long-term development
- Organizational review for compliance with the legislation and in particular the strategic intent of the municipality. The new department for

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Table 1: Main Operational Expenditure Categories for the 2015/16 financial year





Municipal Manager's Interview, cont...

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Executive Support was established

- The skills audit and job profiling for proper placement of staff
- Reviewed Performance Management System
- Master Systems Plan and Disaster Recovery Plan developed and a off-site disaster recovery centre
- Improved relations between the union representing municipal workers and management

Strategic intent

"In 2015 the municipality held its strategic session to review the current Integrated Development Plan (IDP) and to align it taking into account of both the 2013/14 and 2014/15 midyear performance assessment.

"The purpose of this process was to align the current strategies to further assist the municipality in dealing with various service delivery challenges. Based on the evaluation of all the inputs EMLM has re-structured certain strategies inter alia, revenue collection, internal capacity, ageing infrastructure, land use and moral and social degeneration to mention some to ensure that alignment of all factors will

result in the priorities of the municipality being achieved and that appropriate resources can be allocated," explained Maredi.

Asked about the future development of EMLM she had this to say.

"It is important that the backlogs such as roads, waste management services and others be addressed. However optimistic I may be, I cannot lose sight of the financial implications. Therefore we as a municipality must manage our financial resources as best we can.

"As far as the local economy is concerned, we are dictated by our Local Economic Development Strategy which identifies various economic growth disciplines. It is important that we also unleash rural and mining economies", she concluded.

Observation: The people of EMLM and its administration can rest assured that their Municipal Manager has her feet firmly on the ground. Her pro-active management style, interaction and administrative skills augers well for the future of this municipality – this is Maredi, custodian of good governance and human wellness!



Youth Matters...

Life skills and life style, major concerns

In the Municipal Manager, R Maredi, the youth of Groblersdal can place their trust to ensure youth wellness. However, as she explains in this article, there is concern over the current trend in life skills and live styles amongst some of South Africa's youth!

"To me the 'winds of change,' amongst our youth is eminent. There is a new culture of expression which is not becoming of the leaders of tomorrow. These changes I believe must be carefully evaluated and managed,"

"The 'winds of change' I'm referring to is the manner in which the youth express their views through uncontrolled demonstrations, changing life styles and most importantly their attitude towards education."

"Bearing in mind that they are tomorrow's leaders one would expect a more rational approach to matters which are a concern to them. I believe it is important for the youth to dream, but more importantly is the realization that not all dreams come true. This is one important lesson each young person must accept and do something about it."

How then can these problems be tackled?

"In the first instance, I would humbly suggest the youth concentrate on their education. It is better to write than fight. Skills development is the one aspect that can ensure employment and a better life. Secondly, there is an urgent need for them to take stock of their life styles.

"Here in Elias Motsoaledi, especially in the Tafelkop area, substance abuse is rife. I fully understand the temptation to visit the many taverns in and around Tafelkop especially if you are unemployed, but the reality of it all is that they are destroying their lives."

"Youth without a proper education tends to become dissatisfied with everything. This dissatisfaction leads to one or other form of protest or substance abuse. My advice therefore is going to school! Further your education, so that you can be employed and be part of the development of our country," Maredi said.

The EMLM, to assist the youth, has a number of youth strategies in place. It also arranged a Youth Summit whereby the youth had the opportunity to discuss matters which concerns them. Furthermore, the municipality has a youth desk, youth coordinator and a youth council in place.

Chief Financial Officer's Interview...

Towards a Model Financial Institution



**George Mapheto,
Chief Financial Officer**

To ensure sound financial management and an unqualified audit, the municipality developed an audit action plan to improve the audit opinion at the end of the financial year according to the Chief Financial Officer of Elias Motsoaledi Local Municipality (EMLM), George Mapheto.

The plan is also to ensure that key financial officials take ownership in preparation of financial statements by ensuring that they are prepared in-house in the next financial

Stringent financial management, this past five years, has brought unsurpassed achievements. So much so that the municipality is running a financial pilot scheme, Municipal Standard Chart of Accounts, whereby all municipalities will have to comply to uniformed financial reporting by March next year.

year. Currently consultants are used. "By preparing financial statements in-house, the municipality would save costs," Mapheto said.

Further, on the road towards a model financial institution and a "clean" audit, the municipality is also stepping up its supply chain management and billing system through data cleansing.

To illustrate how successful the municipality's stringent financial management improved since 2011, Mapheto cited:

- A decline in unauthorized expenditure from R47m in 2013 down to R11, 2m in 2015. Fruitless and waste full

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Chief Financial Officer's Interview, cont...

Continued from page 21

expenditure totally eradicated in 2015. In 2013 the waste full expenditure amounted to R75,59m.

- Steady increase in revenue collecting since 2011 – currently the revenue collection rate is 82 percent. However, in Motetema, Hlogotlou and Elandsdoring the municipality is unable to implement its credit and debit management policy as customers are in an Eskom area. The revenue collection would further improve once the performance of consumer data cleaning project is completed

- The process of meter reading is done and captured manually. The authenticity of the data checked whereby huge and unreasonable high readings are identified and corrected on the spot

Revenue enhancement

“The municipality has introduced a plan to enhance its revenue through the appointment of debt collectors. Furthermore, a revenue enhancement strategy is to be developed and the restoration of the vandalized electricity infrastructure would improve the municipality's income,” he said.

The municipality's performance in the

period under review has been stable whereby the actual income for example in the first half of 2015/16 reflected an increase of 31 percent due to:

- Stringent credit control measures applied ensuring defaulters on municipal debt are traced and services cut-off for non-payments
- Improved payment turnover time on government accounts
- The municipality is still dependent on grants and subsidies for its-day-to-day operation

The budgeted government grants and subsidies in 2014/15 amounted to R279,7m. This year the municipality will receive R394,3m from government

“The best practice for grants and subsidies, according to the Chief Financial Officer, is 20 percent of the total revenue. A percentage of more than 20 percent implies that the municipality is dependent on grants and subsidies. Being a rural municipality and one where unemployment is high, the grant dependency is currently 70 percent.”

Commented Mapheto: “The municipality managed to spend 43 percent of its capital

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Chief Financial Officer's Interview, cont...

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Summary of capital expenditure per department (end December 2015)

Department	Budget	Year-to-date expenditure
Community and social	6, 5m	2, 1m
Corporate services	1, 1m	550 000
Infrastructure	92, 3m	40, 6m
Total	99, 9m	43, 3m

budget at the end of 2015. Infrastructure under-spend by 12 percent due to maintenance projects that were not yet spent at the end of December.

To this end, the municipality will strive to ensure that 100 percent of the allocated capital budget is spent by the end of the 2015/16 financial year by accelerating supply chain management processes

The municipality's total approved budget amounts to R394, 3m income and R340, 4m on expenditure and a capital budget of R99, 8m resulting in a budget surplus of R53, 8m

In the interview he also dealt with matters such as challenges facing the municipality, cohesion between the administration and councilors, the impact of unemployment and his views on the financial future of EMLM.

Referring to challenges he said that it is

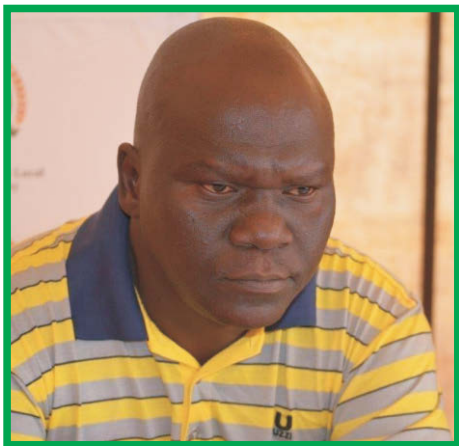
imperative that all departments strive to implement stringent individual budget control. That all financial actions is in line with the requirements of the Municipal Finance Management Act. Last, but not least, obtaining a clean audit report.

According to him, cohesion between the local politicians and the administration is of great importance. Councilors must understand fully how the finance department operates in the best interest of the community as a whole. To this end, we must at all cost ensure that each and everyone is committed to good financial governance.

"The municipality does not have any external loan obligations with any financial institution. This is undoubtedly a positive position to be in and one that reflects the municipality is able to sustain its day-to-day activities from its internally generated funds and grants, Mapheto concludes.

Chairperson Budget & Treasury...

EMLM's financial competence, rewarded!



**Cllr. EM Masemola, Political Head
Budget and Treasury**

Elias Motsoaledi Local Municipality's financial team, spearheaded by its political head, Cllr. EM Masemola, also brought down employee costs, which now represents only 36 percent of the budget well within the limit set by National Treasury!

According to Masemola, the additional funding is the result of the municipality's good performance on how it spent its original MIG- allocation of R50 804m.

The challenge, according to Masemola is to

Outstanding financial management and committed spending on Municipal Infrastructure Grant-projects has led to the municipality being allocated an additional R15m for projects.

up the municipality's revenue collection through its Revenue Enhancement Strategy."EMLM is a rural municipality with high volumes of outstanding consumer debts. This leads to financial with none and or under-payment for services. The position has improved considerably since the introduction of the enhancement strategy."

EMLM's total budget (adjusted) amounts to R344 936m, whilst the actual revenue realized is R316 899m. Grants and subsidies totaled R221 481m. The municipality still depends on grants and subsidies as opposed to internal generated revenue. Grants, represents 64 percent of the municipality's revenue basket, Masemola explained.

The operating budget for 2014/15 was adjusted upwards to R304 787m. The major portion of the operating expenditure is related to employee costs, which was adjusted downwards from the original budget amount of R97 177m to R93 609m.

Budget & Treasury Unit's Interview...

Expanding EMLM's revenue base, the challenge!



**M Sebelemetja,
Manager Budget Unit**

For Elias Motsoaledi Local Municipality (EMLM), to continue improving its quality of services to citizens, needs to generate the required revenue. In these tough economic times, strong management is fundamental to financial sustainability. Compounding the problem further is the backlogs and poverty.



**R Palmer,
Deputy CFO**

"One of the key issues identified for sustainability is expanding its revenue in relation to its costs and its viability, while implementing its mandate", explained M Sebelemetja, Manager, Budget of the municipality.

Richard Palmer, Deputy CFO agrees saying that the expenditure required to address these challenges, will always exceed available funding.

Therefore the municipality must make difficult choices in relation to the setting of tariff increases and balancing expenditure against realistic anticipated revenues and prioritizing of capital projects regarding needs in the different wards of the

municipality.

The municipality's revenue strategy is built around the following components:

- Efficient revenue management, which aims to ensure a 95 percent annual collection for property and other key service charges
- Electricity tariff increases
- Achievements of full cost recovery of specific user charges, especially trading services
- The municipality's indigent policy and free basic services
- Implementation of effective credit control measures.

Continues on page 26

Budget & Treasury Unit's Interview, cont...

Continued from page 25

The operating expenditure for 2015/16 financial year amounts to R338,9m resulting in an estimated budget surplus of R37m. The surplus for 2016/17 steadily increases to R48m. The capital budget (2015/16) is R99,9m and is 15,6 percent higher than in the previous financial year. EMLM expects to spend R113,1m on capital projects in 2016/17 and a further estimated R108,3m, in the following financial year.

Sebelemetja explained that revenue generated from operating grants amounts to R59, 8 percent in 2014/15 and increases by 65,4 percent (current) and 65,9 percent and 64,4 percent over the next two financial

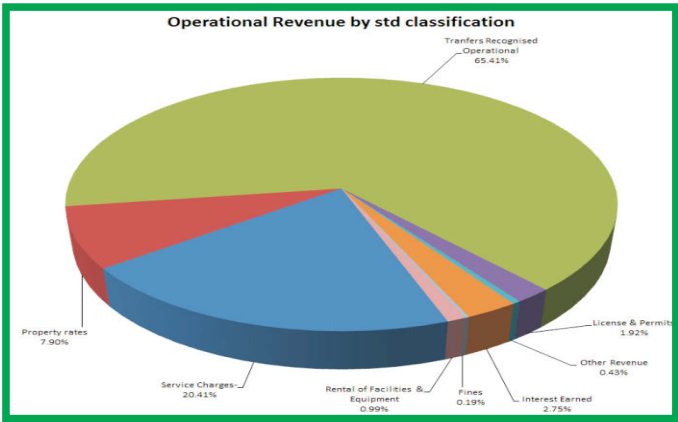
years. "A clear indication that the municipality is depending mainly on grants."

Asked about what priority is given to repairs and maintenance, Richard said that "maintenance was identified as a strategic imperative owing to the aging of the municipality's infrastructure." Maintenance cost in the current fiscus is increased from R10,9m (2014/15) to R11, 8m in 2015/16.

Free basic services

Free basic services are rendered to households which are poor or face circumstances that limit their ability to pay

Table 2: Main Operational Revenue Categories for the 2015/16 financial year



Continues on page 27

Budget & Treasury Unit's Interview, cont...

Continued from page 26

for municipal services. However, to receive these services, households are required to register as indigents.

From 2011 up to 2015, 60 393 households were receiving water in various service formats. In the same period basic sanitation services involved 60 251 households while 60 251 received free basic electricity.

In terms of cost free basic refuse removal in 2011 amounted to R59 548 and in 2015/16, R60 251. The cost of free basic electricity increased from R1 130 in 2011 to R4 000 in 2016. Total revenue costs of services provided (water, sanitation, refuse removal, property rates, rental rebates etc) showed a steady increase from R10 035 in 2011 to R11 383 in 2016/17.

Table below reflects the municipality's operating, expenditure and capital budgets for the financial years 2010/11 up to 2015/16

Financial year	Budget	Actual
Operating Expenditure:		
2010/11	R235, 5m	R165, 3m
2011/12	R162, 5m	R204, 2m
2012/13	R221, 4m	R207m
2013/14	R292, 5m	R266, 6m
2014/15	R304, 7m	R314, 7m
2015/16	R340, 4m	R154, 9m
Capital budget:		
2010/11	R81m	R102, 2m
2011/12	R98, 8m	R105, 8m
2012/13	R57, 4m	R57, 4m
2013/14	R71, 8m	R49, 6m
2014/15	R84, 3m	R58, 2m
2015/16	R99, 9m	R50, 3m



Community Matters...

EMLM leaves no stone unturned in meeting community needs!

Community interaction in Elias Motsoaledi Local Municipality (EMLM) is at an all time high. To improve the lives of its people communities in each ward identifies projects which are most important. Thereafter, these projects are prioritized and budgeted for.

In spite of high levels of poverty and restricted finances, the municipality has increased its expenditure on projects year after year. This year alone, more than R99 m has been allocated for projects.

Said the Mayor, Cllr. Julia Mathebe: "The municipality's consultation process has culminated in the identification of various service delivery needs and priorities. These community needs are then prioritized to inform the Integrated Development Plan

and budget processes."

It is evident from the projects identified, that roads, bridges, unemployment, high mast lighting, clinics, RDP houses, sanitation, electrification, training colleges and fencing of cemeteries are high priorities in most of the 30 wards.

Below is a summary of the more important service needs as identified by communities, in each ward.

Continues on page 29



Service Delivery Overview 2011 - 2016



Community Matters, cont...

Continued from page 28

Ward 1, Cllr. K S Mahlangu

- Clinic, storm water drainage , all villages, high mast lights, re-gravelling of roads, water, electricity, sanitation, library, gymnasium, low cost houses, bridge at Oorlog, cleaning of grave yards, sport fields, recreation facilities, shelters at bus stops, bus service in Ramaphosa, dust bins, community hall,

Ward 2, Cllr. A Phatlane

- Upgrading of Moteti bus route, clinic, re-gravelling of roads, low level bridge at Moklako primary school, satellite police station, recreation centre, bus shelters and pension pay points, establishment of waste management programme, maintenance of cemeteries, Stone pitching, refuse removal, proper grading of roads, training of ward committee members

!Ward 3, Cllr. M D Mahlangu

- Water, sanitation at Kgobokwane and Kgraphamadi, community hall, high mast lights, post office, fence for livestock, refurbishing of existing boreholes, initiate wetland programme, community library, land use management, establishment of parks, school patrol, refuse collection, ablution facilities at schools, grader needed.

Ward 4, Cllr. T J Lepota

- Electrification of Mpheleng, VIP toilets at Waaikraal, Ntswelemotse, Tarring of 9km road Stompoto Waaikraal, high mast lights, rebuilding of Ramatsetse Primary School, Mobile clinic, residential sites, Tarring of bus route, title deeds, high school in Malaeneng, mobile police station, FET college, storm water control.

Ward 5, Cllr. T N Mmutle and Ward 6, Cllr. C T Mhlanga

- Additional boreholes, refurbishing of existing boreholes, high mast lights, construction of bridge between Mpheleng and Uitspanning B construction, re-gravelling of various access roads, educational bursaries, fencing of cemeteries, province road to be upgraded, street name boards, agripark, VIP toilets, refuse removal, sewer system at Phucukani, FET college, multi- purpose centre and community park, upgrading of sport fields, waste management, refuse removal, renovation of schools

Ward 7, Cllr. M L Phala

- RDP houses in villages, refurbishing

Continues on page 30

Community Matters, cont...

Continued from page 29

of community hall, re-gravelling of roads, high mast lights, fencing of cemeteries, storm water control in villages, community hall, clinic, library, agripark, job creation, electrification and water liberty, paving of all roads to and from schools, pension pay points, low level bridge

Ward 8, Cllr. D M Mzinyane

- Fencing of graveyard, electrification of Madiba, extension of water pipes to Madiba, various, storm water and road projects, VIP toilets, repair of bridge, electrification projects, water projects, free basic electricity for indigents, bursaries, FET college, job creation, mobile police station and community library pension pay points

Ward 9, Cllr. M S Marapi

- Re-gravelling of roads in all villages, high mast lights, refurbishing of OR Tambo Stadium, electrification, water , sanitation programmes, Community hall, access bridges, upgrading of boreholes, development of 1 000 stands, 500 RDP units and 1 000 VIP toilets, clinic, refuse collection facilities, speed humps, multi-sport centre, upper class houses in Elandsdoorn D, FET college and library, municipal satellite office

Ward 10, Cllr. S Mogotji

- Roads, water, sanitation, electricity programmes. Fencing of public road, Home Base Centre, FET College, old age home, completion of RDP houses, fencing of tribal authority house, re-gravelling of all sports grounds, patching potholes, Loskop dam road, electrify all boreholes, fencing of cemeteries, construction of bridge, recreational facilities, police station, post office, FET college, storm water control, high mast lights

Ward 11, Cllr. A M Maloba

- Storm water drainage, RDP houses, all villages, road and bridge construction, refuse removal, high mast lights, electrification project, clinic, job creation, fire station, FET college, sewer systems, fencing of cemeteries

Ward 12, Cllr. R J Podile

- Paving of roads, water and sanitation, electrification of new settlements, construction of bridge, post office, technical school, library, RDP houses, fencing of cemeteries, repair 14 boreholes, grazing camps for livestock, pension pay

Continues on page 31



Community Matters, cont...

Continued from page 30

points, new graveyard agripark, completion of stone pitching, youth centre

Ward 13, Cllr. J P Kotze

Traffic lights at all intersections in Van Riebeeck Street, resealing of roads, upgrading of sewer line, renaming of streets, street identification signs, upgrading of tennis courts, infrastructure services for hawkers, CCTV camera installations, impose by-laws on all municipal sites, complete road master plan, relocate hawker recreation facilities, clearing of streets, community hall, preventative maintenance of all assets in town, renovation of public toilets

Ward 14, Cllr. S H Mehlape

- Dropping centers, upgrading of sport fields in villages, recreational facilities, roads and storm water projects, construction of secondary school , electricity at Masakaneng and Naganeng agricultural schemes, libraries, community halls, high mast lights, equipping boreholes, upgrading of market stalls, provision of water in all villages, maintenance of dams, funding of co-operatives, school transport, shelter at pay points, more RDP houses, unemployment, agripark, community parks

Ward 15, Cllr. H S Mashifane

- Re-graveling of village roads, water reticulation, RDP houses, storm water control, clinic, pre-schools, job creation, VIP toilets, crèches in villages, community hall, clearing of cemeteries

Ward 16, Cllr. M Z Buta

- Opening of one stop centre, bus routes, roads, storm water, community halls, re-instate water tankers, re-establish collapsed projects, library, re-gravelling of sport grounds. Community office, FET college, bridge construction, sport facilities, high mast lights, agricultural projects, complete RDP houses, shopping complex needed, fencing of graveyards, community office, water projects

Ward 17, Cllr. M S Tshoma and

Ward 18, Cllr. M P Matshipa

- Re-gravelling of internal roads, water metering, sanitation, upgrading of sport facilities, storm water control, library, boreholes, fencing of sport grounds, youth centre, low level bridge, electricity projects, VIP toilets, water reticulation at Syferfontein, road projects, recreational

Continues on page 32



Community Matters, cont...

Continued from page 31

facilities, water maintenance at villages

Ward 19, Cllr. J Mahlangu

- Bridge, road, storm water construction, RDP houses, water connections all villages, fencing of cemeteries, community hall, pay points, VIP toilets, repair of water pumps, renovation of schools, boreholes, food parcels for orphans, crèche, brick works, high mast lights

Ward 20, Cllr. M S Matlala

- Roads, water, sanitation, storm water projects, VIP toilets, toilets and water taps at graveyard, bridge and street surfacing, distribution of refuse bins, electrification, potholes from Monsterus to Groblersdal, poor sanitation in Hlogtlou township

Ward 21, Cllr. ME Nduli

- Various water, sanitation, bridge, road projects, high mast lighting, fencing of graveyard, community hall, sport centers, multi-purpose centre, dropping centers renovation of schools, RDP houses, electrification projects

Ward 22, Cllr. L H Tshoma

- Electrification of 180 households, RDP houses, sport facilities, VIP toilets, bridge at Posa, road upgrading, new primary school, road signs, municipal satellite office for ward 22, 23 and 24, financial assistance for agricultural projects

Ward 23, Cllr. N N Mahlangu

- Renovation of Sephaku irrigation dam, paving, re-graveling, storm water and water projects, borehole, recreational facilities, youth and disability centers, fencing of cemeteries, primary school, pension pay points, community hall, construction of hospital, fencing of wetlands area, maintenance of boreholes, storm water control, shelters at bus stops

Ward 24, Cllr. T M Mokganyetji

- Community hall, tarring and re-gravelling village roads, clinic, fencing of cemeteries, storm water control, clinic, funding of community projects, satellite police station, recreational facilities

Ward 25, Cllr. M S Mashilo

- Water and sanitation projects in all

Continues on page 33



Community Matters, cont...

Continued from page 32

villages, refuse removal, roads, construction of royal house and office, refuse removal, electrification of households at Dikgalaopeng, job creation initiatives, electricity in all villages, food parcels, provision of medication at clinic, agricultural support, high mast lights, community hall, bridge at Ramogwerane, upgrading of sports ground

Ward 26, Cllr. M G Motlale

- Water in the whole ward, pedestrian crossing bridge, paving of access roads, RDP houses, upgrading of reservoirs, skills development, job creation, community hall, bridge, library, fencing of cemeteries, high mast lights, multi-purpose centre, admin block, recreational centre, sports academy

Ward 27, Cllr. M J Mohlala

- Roads and storm water control in all villages, library, pre-school, refuse removal, VIP toilets, mobile clinic, tarring of roads, houses, electrification

Ward 28, Cllr. M D Tladi

- Re-gravelling, all internal roads, clinic, upgrading of sport facilities, building of primary school at Stadium East, high Mast

lights, dumping site, renovation of collapsed bridge, fencing of cemeteries through the ward, pedestrian crossing, bus route, water and sanitation throughout the ward

Ward 29, Cllr. S F Nkosi

Land and infrastructure development, water and sanitation at Motetema, RDP houses, parks and gardens, sidewalks, tarring, paving of roads, maintenance of sewer, electricity needed at Phumula Mqaxi, renovation of primary school, library for scholars, community hall

Ward 30, Cllr. M S Malekane

- Electrification of 200 houses, pre-paid electricity at Roosenekal, water projects, refuse removal, secondary school, patching of potholes, clinic, shopping centre needed, skip tanks, water tanker to be stationed at Roosenekal, boreholes, renovation of schools in Laersdrift, paving of streets, high mast lighting, low level bridge at Tigershoek and upgrading of bridge at Leeupershoek

The municipality's Integrated Development Plan (2014/15) was evaluated by the Limpopo province and found to have maintained the improvements gained in previous financial years.

Devoted Servants

The past five years (2011 – 2016) the communities of Elias Motsoaledi Local Municipality, was served by a group of devoted Councilors as pictured here - Some of the Councilors serving as Exco members, others as Councilors and some as members of the Municipal Public Accounts Committee.



Cllr. Julia Mathebe
Mayor



Cllr. Thoko Mahlangu
Speaker



Cllr. Tebogo Phahlamohlaka
Council Whip



Cllr. D G Mmatjomane
Political Head
Infrastructure



Cllr. T J Lepota
Political Head
Corporate Services



Cllr. N N Mahlangu
Political Head
Development Planning



Cllr. M J Mohlala
Political Head
Community Services



Cllr. E M Masemola
Political Head
Budget & Treasury



Cllr. M D Tladi
Political Head
Strategic Management



Cllr. J J Skosana
Exco Member



Cllr. F M Mogotji
Exco Member



Cllr. R Alberts
Exco Member

Service Delivery Overview 2011 - 2016

Of Communities



Cllr. S
Mathale



Cllr. W M
Matemane



Cllr. M S
Masilela



Cllr. M S
Mashilo



Cllr. M S
Malekane



Cllr. M S
Tshoma



Cllr. A B
Mahlangu



Cllr. M S
Matlala



Cllr. V
Moganedi



Cllr. M
Marapi



Cllr. M D
Mahlangu



Cllr. J
Mahlangu



Cllr. K S
Mashase



Cllr. S H
Mehlahe



Cllr. P
Phetla



Cllr. R J
Podile



Cllr. M M
Maepa



Cllr. R S A
Kabini



Cllr. M Z
Buta



Cllr. S T
Matsomane



Cllr. C T
Mhlanga



Cllr. T S
Matsepe



Cllr. L H
Tshoma



Cllr. S L
Skosana



Cllr. M P
Matshipa



Cllr. I
Mokgomogane



Cllr. M F
Madihlaba



Cllr. M G
Motlape



Cllr. O E
Motau



Cllr. F
Rakwena



Cllr. A
Phatlane



Cllr. M L
Phala



Cllr. M E
Nduli



Cllr. D M
Mzinyane



Cllr. M W
Pitje



Cllr. S F
Nkosi



Cllr. T J
Ntuli



Cllr. A
Mmotong



Cllr. T M
Mokganyetji



Cllr. M P
Mokgabudi



Cllr. T N
Mmutle



Cllr. M N
Malatji



Cllr. H S
Mashifane



Cllr. D S
Mamaila



Cllr. A M
Maloba



Cllr. F
Mokone



Cllr. J P
Kotze



Cllr. W
Ramphisa



Integrated Development Plan...

Towards Integrated Developmental Credibility

The Integrated Development Plan (IDP) of Elias Motsoaledi Local Municipality, amongst others, since 2011, is an ongoing planning process which combines requirements, stakeholder needs, political priorities, intergovernmental alignment, strategic management and implementation.

The IDP was subjected to assessment and evaluation to determine credibility and the municipality hopes to be amongst some of the best municipalities in the Province in terms of IDP credibility.

In spite of the municipality's efforts to promote its IDP, research and budgeting that has gone into it, very few people fully understand the phenomenal impact a well-managed IDP could have on their lives. Furthermore, the IDP contains valuable information pertaining to identified municipal projects, time frames and costs

This article hopes to create a better understanding of the IDP processes. While at the same time, highlights what can be expected from the municipality over the medium-term regarding service delivery.

“The 2015/16 IDP review is a continuation of a developmental plan that was adopted by the municipality in 2011 as a five year

document of the municipality. As the sphere of government closest to the people, municipalities have a particular responsibility to achieve delivery of basic services through various programmes such as roads, waste management, electricity, job creation, poverty, as well as financial stability, commented Executive Mayor Julia Mathebe.

The Municipal Manager, RM Maredi agrees with Mathebe saying that the IDP is reviewed annually to re-evaluate the municipality's development priorities and challenges to accommodate new developments in the local governance processes.

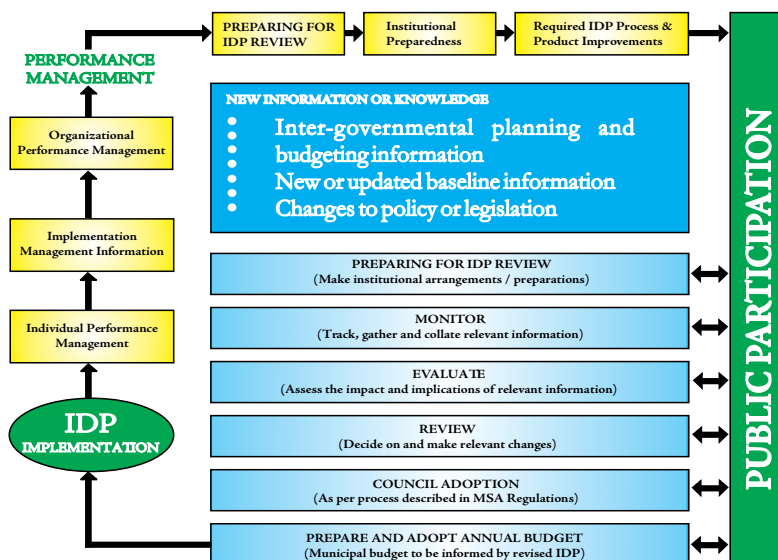
“This document captures the completed processes as part of the review of the IDP 2011 to 2016 for the municipality. The review process identified a number of goals

Continues on page 37

Integrated Development Plan, cont...

Continued from page 36

Table 3: The IDP Review Process



and objectives which are aimed at creating a pathway for the municipality to realize its vision,” Maredi commented.

Underlying the review process is the need to deepen local democracy. The outcome to build developmental local government by further improving social and economic development to enhance political and economic leadership, to speed-up service delivery and to further enhance an integrated approach.

In farming, the IDP of the municipality was guided by some of the enduring principles of inter alia - the Limpopo Development Plan, national and provincial priorities, Sekhukhune 2025 Development Strategy and Groblersdal Development Plan.

EMLM is geared towards holding open and honest consultations with all stakeholders and is appreciative of the role played by

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Integrated Development Plan, cont...

Continued from page 37

traditional leaders in the review processes.

The municipality has in the current financial year embarked on various development projects which includes the upgrading of roads and construction of storm water drainage. An estimated 586 job opportunities have been created through this initiative and a further 500 jobs, targeting women and unemployed youth through the Extended Public Works and Community Works Programme.

The National Development Plan – Vision 2030 aims to chart a new course. It focuses on putting in place the things that people need to grasp, opportunities such as education and public transport and broaden the opportunities through economic growth and the availability of jobs.

“South Africa can become the country we want it to become. It is possible to get rid of poverty and reduce inequality. We have the people, the goodwill, the skills, the resources – and now a plan. This will be achieved by prioritizing identified initiatives such as increasing employment to 24 million in 2030, raise per capita income to R120 000, ensure that skilled, technical, professional and managerial posts better reflect the country's racial gender and disability makeup, ensure household food and

nutrition security, play a leading role in continental development, economic integration and human rights and ensure that all people live safely, have access to running water in their homes...”

Community participation

Community participation, EMLM believes is an integral part and the heart of the IDP planning process. To this end, the municipality has embarked on a programme known as the Community Consultation Programme, twice a year.

The first consultation process is done during the analysis phase wherein municipal officials meet with various stakeholders at ward level to collect service delivery data. The second consultation is conducted after the adoption of the draft IDP document of the next financial year.

In addition to this engagement there are various other stakeholder meetings such as IDP Managers' Forum, IDP Representative Forum and District Development Planning Forum which comprises of stakeholders ranging from business, labour, civil society, traditional leaders, ward committees and councilors, as well as members of the public amongst others.



About the Municipality...

Elias Motsoaledi, a place to prosper in...

The administration and politicians of Elias Motsoaledi Local Municipality (formerly the Greater Groblersdal Local Municipality) has created an inclusive environment for people to prosper in. It has become a town with phenomenal development potential being nurtured by the powers to be – this is Elias Motsoaledi:

The municipality is located in the Sekhukhune District Municipality of Limpopo Province with its headquarters in Groblersdal. The EMLM was established in 2000 as a category B municipality and is predominantly rural with a high unemployment rate.

The population of the municipality is 249 363, representing a population increase of 12,5 percent.

Being rural unemployment is rife. Almost 42,9 percent of the population is without work against 57,1 percent employed. The largest number of employment opportunities in the Sekhukhune District Municipality is concentrated in the community, social and personal sector (19 882), wholesale and retail trade (16 512), agriculture (5 959) and mining (6 275).

The Groblersdal Magisterial District plays an important role in the local economy of EMLM in terms of agriculture and

manufacturing sectors. The total Gross Value Added of these two sectors is significantly higher than the other parts of the municipality.

The municipality developed a Local Economic Development Strategy to obtain a better understanding of its economic features and development strategies geared towards stimulating sustained economic growth. The results of the study are used to outline the economic situation as part of the Integrated Development Plan.

Groblersdal is the centre of a progressive farming community because of the town's fortunate location in the Olifants River irrigation area below Loskop Dam. Intensive agricultural activities cover a total surface area of 28 000 ha. The gross agricultural production of the district is soya beans, citrus fruits, cotton and vegetables. Agriculture therefore is a key industry and its relevance should not be underestimated.

R300m needed to eradicate backlog on roads



B Mkhonto, Manager Roads & Storm Water Unit

“Most of the municipal roads are in a poor state which is no surprise taking into account that the majority of the roads has outlived their lifespan and needs urgent attention,” according to B Mkhonto, Manager of the Elias Motsoaledi Local Municipality's Roads and Storm Water unit.

This year alone more than R503m was allocated for roads, of which R82, 3m has been spent by the middle of the year. From 2011 to 2015 an estimated R3, 5m was spent

Lack of funds is the main reason for the backlog of 1239, 85km of gravel roads. More than R503m has been allocated for road projects in the current financial year.

on roads.

“Considering the high construction costs, R3, 5m for each 100km of road, we need R300m to eradicate the backlog of 1239, 85km of roads.

Mkhonto is of the opinion that to resolve the road crisis, funding from government is the only solution.” While the municipality has identified roads as one of its priorities, there is simply not enough budget. Road making equipment or the lack thereof, compounds the road maintenance programme further”, he said.

He further believes that sector plans for each ward would enable the municipality to plan better. We would then be able to calculate the total number of roads which needs attention and what it would cost to construct or maintain. However, such sector

Continues on page 41

Roads, cont...

Continued from page 40

plans would be included in the 2016/17 budget.

As explained, the total km of roads in the municipality is 1 431km of which 150km is asphalt total of 8, 3km of roads were constructed in the 2014/15 financial year. In total 39, 5km of roads were surfaced since the start of the current political term.

“The municipality has a gravel road programme and has an established road construction unit. The unit however is experiencing a shortage of staff, while most of the equipment is old and new equipment is needed. To this end the municipality invested in four new graders the past five years”.

Emergency patching of potholes are done but according to Mkhonto, this is a very costly exercise but a much needed one.

Roads and storm water management in rural areas fall under the control of the Limpopo

Department of Roads and Public Transport – largely confined to storm water control on the provincial main roads. “There is also no clarity on the management responsibility of the rural roads between the municipality, the district municipality and the provincial authorities,” Mkhonto said.

Linking strategic roads and public transport has been identified as indicated herein:

- Priority be given to upgrading the main road (R25) between Groblersdal, Tafelkop and Monsterlus as it is the road carrying the highest volume of traffic and secondly, it is a main public transport route
- The construction, upgrading and rehabilitation of link roads between central business areas, community centers, municipal service centers, schools, hospitals, tourism areas and streets
- The municipality should consider developers to make financial contribution towards upgrading of road infrastructure in new developments

Table – development of municipal roads:

Development year	new surfaced roads	Km of roads developed
2011/12	17, 2km	117km
2012/13	8,25km	125, 25km
2013/14	5, 6km	130, 85km
2014/15	8, 3km	285, 5km

Infrastructure...

Access to social and economic services promotes people's participation



**Cllr. DG Mmatjomane,
Political Head
Infrastructure**

Infrastructure development in Elias Motsoaledi Local Municipality (EMLM) is driven by a devoted team – heading up the political side is Cllr. D G Mmatjomane, while R F Komape, is the director of the department.



**KK Mametsa,
Acting Director
Infrastructure**

“Access to social and economic services enables people to participate fully in the economy and their communities” are the opinion of Cllr. D G Mmatjomane.

She goes on to say that the municipality with respect to basic social services is not responsible for water and sanitation but fulfills its legislative mandate for all other services.

“The Sekhukhune District Municipality (SDM) is the water authority for the region and is responsible for water services in all EMLM's villages. The District Municipality is also tasked with the sanitation services in villages,” said Acting Director, KK Mametsa.

Eskom (rural) and the municipality (urban) are responsible for the supply of electricity to households. “A smart metering projects was launched in Roossenekal comprising of 465 meters installed to date.” The main object of the projects is to reduce illegal connections and enforce community members to pay for the electricity provided,” Mametsa explained.

According to Cllr. Mmatjomane the municipality has embarked on a lighting master plan for all municipal areas to establish the financial implications of providing high mast lights throughout the entire municipality. “This is being done to

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Infrastructure, cont...

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reduce incidents of crime in unlighted areas. This was the case in Elansdoorn township, Walter Sizulu and Thambo Square (wards 9 and 11),” she said.

Transport Services

EMLM has developed a comprehensive Local Integrated Transport Plan to obtain a better understanding of the road infrastructure and development strategies to address identified challenges. Currently the municipality is developing a transport master plan.

Significant the fact, regarding transport usage by communities, is that more than 85 percent of people walk, as their main mode of transport. Only a fraction, 4, 7 percent utilizes minibus taxis as a mode of transport to work and schools, while 3, 5 percent indicated they travel by bus. The other 2 percent use private vehicles, Mametsa explained.

The reason why so many people rather walk

than use any other form of transport could be contributed to the lack of public transport or a lack of money.

She cited a number of transport challenges, inter alia:

- Poor access roads to rural communities
- Insufficient commuter transport
- Inadequate signage on public roads
- Road accidents caused by animals
- Non-motorized transport (pedestrians, sidewalks and cyclists)
- Hawkers stalls or illegal settlements along the road side
- Non-compliance of existing air strip

Health and social development

There are a total of 19 health facilities – 17 primary health clinics and 2 hospitals. According to CSIR planning standards, there

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Service Delivery Overview 2011 - 2016

Infrastructure, cont...

Continued from page 43

should be one hospital per 25 000 people and one clinic for every 5, 000 persons. The total population of EMLM is 247 495, therefore there should be 10 hospitals.

Challenges identified in this sector are:

- Inadequate hospitals and clinics
- Insufficient staffing in hospitals and clinics
- Community based clinics to operate 24 hours

Construction of pension pay points
Centers for early child development have been established in most of the villages. Some of these centers, according to Cllr. Mmatjomane, get support from the Department for Social Development, whilst others, depend on contributions. "The Executive Mayor, Cllr. Julia Mathebe, regularly meets with representatives of these centers to give support where possible. The municipality will have to develop programmes that will help alleviate challenges that these centers are faced with."

Safety and security

Poor safety and security conditions undermine the efforts of creating a democratic society that respects and value the right to life, ownership of property and other rights enjoyed by all persons in this

country, said Mametsa. In the municipal area there are seven police stations at Dennilton, Groblersdal, Hlogotlou, Laersdrif, Motetema, Zaaiplaas and Roosenekal.

Contributing crime factors relate to taverns, drugs and undocumented immigrations. Most areas have a number of taverns which do not comply with the requirements of the Liquor Act. The time of closure of the taverns plays a big role in cases of rape, assault, murders and robberies. Drugs like dagga and nyaope affects most youth of EMLM's society.

Social cohesion

Social cohesion amongst communities and individuals are being disturbed through low income levels, high illiteracy, hunger, crime and unemployment and related social ills.

Sports, art and culture

In EMLM there are six formal sport and recreational facilities. There are also 30 informal sport fields in Moutse, Hlogotlou, Zaaipaas and other parts of the municipality. The current focus is to maintain the existing sport facilities rather than providing any significant expansion or new facilities. Cultural historic sites and tourist attractions in the municipal area are not promoted.

R278,4m spent on priority projects!

Elias Motsoaledi Local Municipality (EMLM) in the financial years 2011 to 2016, has delivered on its mandate and undoubtedly created a better life for all through identified projects such as roads, waste management and electricity – phenomenal!

In the period under review EMLM's focus was on improving roads and storm water, waste management and electricity. To this end, as illustrated in the tables, more than R278. 4m was spent.

Table 1 - 2010/11

Project	Ward	Expenditure
Roads/Storm Water		
Groblersdal road	13	R5, 9m
Stone pitching, Thabakhudedu	12	R3, 9m
Monsterlus to Makgopeng	18	R4, 8m
Upgrading of Ramogwerane road	25	R3, 5m
Moteti A bus route	2	R4, 0M
Roossenekal road and street upgrade	30	R3, 0m
Nyakelang road	27	R5, 8m
Zaaiplaas bus route	15	R3, 2m
Lesehleng bus route	10	R1, 7m
Hlogotlou bus route	27	R1, 7m
Total		R37,9m
Electricity		
High mast lights, Elandsdoorn	11	R888,741
Electrification project DME	26	R2, 9m
Total		R3, 8m
Total Capital Expenditure		R41, 7m

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Service Delivery, cont...

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Table 2 - 2011/12

Project	Ward	Expenditure
Roads and Storm Water		
Monsterlus to Makgopeng	18	R9, 9m
Grobblersdal road and streets	13	R5, 0m
Streets upgrade, Montetema	29	R1, 7m
Moteti A bus route	2	R3, 6m
Monteti C bus route	7	R7, 7m
Stone pitching, Thabakhubedu	12	R1, 3m
Nyakelang road	27	R3, 0m
Zaaiplaas bus route	15	R8, 2m
Hlogotlou storm water phase 2	27	R4, 0m
Mathula road	19	R1, 0m
Mogaung road	22	R1, 6m
Kgapamadi road	3	R1, 1m
Roosenekal roads/streets	30	R1, 5m
Total		R50, 1m
Electricity		
Electrification of Waalkraal	4	R5, 2m
Total		R5, 2m
Total Capital Expenditure		R55, 3m

Table 3 - 2012/13

Project	Ward	Expenditure
Roads and Storm Water		
Nyakelang public road	27	R11, 7m
Magoshi roads	19	R1, 5m
Zaaiplaas road, phase 3	15	R5, 6m
Ramogwerane phase 5	25	R19, 2m
Moteti- St Joseph bus route	7	R2, 0m
Hlogotlou refurbishment	27	R364 098
Total		R40, 5m
Electricity		
Electrification/development of stand 885	13	R2, 0m
Total		R2, 0m
Total Capital expenditure		R42, 5m

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Service Delivery, cont...

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Table 4 – 2013/14

Project	Ward	Expenditure
Roads and Storm Water		
Groblerdsdal streets	13	R2, 0m
Monsterlus to Makgopeng	18	R5, 7m
Nyakeland road	17	R2, 6m
Hlogotlou storm water	15	R2, 3m
Kgoshi Mahlangu road	19	R4, 7m
Moteti A bus route	2	R6, 6m
Walter Sisulu/Tambo road construction	9	R1, 1m
Mpheleng bus route	5	R1, 1m
Laersdrift bus route	30	R840 000
Total		R27, 2m
Electricity		
Moteti electrification	7	R1, 6m
Waalkraal electrification	1	R926 500
Tafelkop electrification	26	1, 3m
High mast lights, Elandsdoorn	11	R1, 8m
Total		R5, 7m
Waste Management		
Groblerdsdal landfill site	13	R1, 1m
Total		R1, 1m
Total Capital Expenditure		R34, 0m

Table 5 – 2014/15

Projects	Ward	Expenditure
Roads and Storm Water		
Nyakelang road	27	R2 0m
Zaaiplaas bus route	15	R5 9m
Kgaphamadi road upgrade	3	R4 8m
Kgoshi Mahlangu road	19	R1, m
Moteti A bus route	2	R3, 6m
Walter Sisulu/Tambo bus and taxi route	9	R5 7m
Mpheleng bus route	5	R4 4m
Upgrade Phucukani road	6	R589 000
Magoshi-Matlala road	14	R4, 9m
Magoshi to Rammupudi road	16	R4 9m
Upgrading Moguang road	22	R246 910
Upgrading of Ramogwerane road	25	R876 831

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Service Delivery, cont...

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Karnaal Street – Groblersdal	13	R292 972
Upgrading, Dikgalaopeng road	25	R380 213
Total		R40, 1m
Electricity		
Waalkraal electrification phase 3	1	R998 654
Moteti electrification	7	R711 251
Tafelkop (HH Elec) Dikgalaopeng	26	R815 664
Electrification, Makwana village	30	R1 2m
Tafelkop high mast lights	26	R2 2m
Total		R6, 0m
Waste Management		
Upgrading, Groblersdal land site	13	R479 050
Total		R479 050
Total capital expenditure		R46, 5m

Table 6 - 2015/16

Projects	Ward	Expenditure
Roads and Storm Water		
Zaaiplaas bus route	15	R8 8m
Construction, Thambo road	9	R5 9m
Kghoshi Rammupudi road	26	R5, 3m
Phucukani road	6	R6 3m
Mathula road	19	R4 1m
Mogaung road	22	R4, 0m
Kgaphamadi road	3	R3 3m
Construction, Mpheleng road	5	R3 7m
Monsterlus to Makgopheng road	18	R2 3m
Moteti A bus route	2	R1 5m
Upgrade Karnaal Street	13	R1 9m
Hlogotlou street and storm water	15	R517 232
Marapong Bridge	8	R548 860
Chego to Dikgalaopeng storm water	25	R443 328
Total		R49, 0m
Electricity		
Magagamatala electrification project	12	R1 6m
Zenzele electrification	7	R1 8m
Electrification, Makwana Village	30	R2, 1m
Electrification, Monsterlus Stadium View	27	R3 7m
Total		R9, 3m
Total capital expenditure, first quarter of 2015/16 budget		R58. 3

Planning & Development...

Setting tomorrow's development trends



**Cllr. N Mahlangu, Political Head
Planning and Development**

Perhaps the department that faces the most challenges is the planning one. The department, inter alia, is responsible for land use management, a daunting task on its own, upholding building regulations, subdivisions, rezoning and a host of other development planning related aspects.

The political head, overseeing the department's activities is Cllr. N N Mahlangu. According to her a challenging task is the formalization of identified informal settlements within the municipal area (portion 13 of the farm, Klipbank, Hlogotlou

The Planning and Development Component through numerous interventions such as land use management, co-operatives, informal settlements and the upliftment of informal traders is setting tomorrow's development trends in Elias Motsoaledi Local Municipality (EMLM).

Stadium View and Motetema informal settlement).

The completion of informal settlement at Motetema has been delayed by a pending land claim which has since been resolved, while at both Portion 13 as well as Stadium View, the process has been completed, she explained.

She is also satisfied that relationships between Traditional Leaders and EMLM have improved considerably. Regarding land use matters. Furthermore, an informal settlement register has been initiated to identify the mushrooming of informal settlements within the municipality. She pointed out that the municipality owns properties which can be earmarked for

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Planning & Development, cont...

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future development that could benefit communities in areas declared growth points.

The department identified the under mentioned challenges and development related opportunities:

Challenges

- Disposal of municipal land by unauthorized people
- Lack of land use management tools
- Inadequate business and industrial sites
- Limited budget for settlement planning
- Mushrooming of informal settlements
- Poorly managed government owned properties

Opportunities

- Agricultural potential
- EMLM, provincial growth point
- Strategic access roads, R25, N11

providing access to major urban areas

- Availability of municipal land for development

The municipality supports the development of small, medium and macro enterprises (SMME's), as well as local Co-operatives through training and product marketing. Two SMME's (Ephephia Guest House in Motetema and Nomadlozi and Crafts in Groblersdal) were invited to take part in the annual Durban Tourism Indaba.

The informal traders upliftment projects, are a joint initiative between the Wholesale Retail Seta and the National Department of Small Business Development. The aim of the project is to identify vulnerable areas in the country where informal traders can be selected and taken through training and further developed to be at a level where they are able to compete with established and flourishing businesses. This will result in these traders achieving maturity levels wherein they are able to create jobs, explained Cllr. Mahlangu.

Planning & Development Unit...

Informal traders need a business place of their own?



The Development and Planning Unit is responsible for a number of disciplines such as town planning, land management, tourism and economic development. This unit's achievement speaks for itself taking into account the orderly development in Elias Motsoaledi Local Municipality since 2011.

W Phala, Director Planning and Development Unit

The Director of the Unit, W Phala is concerned over the large number of informal traders which are scattered all over town. He further believes that these traders should have a permanent place from where they can do business.

“As things stand, informal traders are scattered all over town. This to me is not in line with our town planning scheme. It would be to the benefit of all, but most importantly the informal traders, if they could have a permanent place and proper facilities to do business.” he said.

His department is not without challenges. There are challenges around land use management pertaining to community land and in proclaimed areas, and the establishment of new settlements in traditional areas.

“It is important that in the interest of orderly town planning, the municipality and Traditional Leaders work together when deciding on new settlements. There is a need to create a better understanding of what town planning entails,” Phala said.

He also dealt with other challenges such as land availability for human settlement, land invasions, proper planning of new settlements, unemployment, job creation and promoting heritage and culture based tourism.

“There are many informal settlements in the municipality which make planning difficult and also increase the burden of providing service to communities. A formalizing process is in place and the Department of

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Planning & Development Unit, cont...

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Rural Development is the consultant for this process.”

Phala cited some of the challenges around land use management and planning:

- Contradictory legislation and procedures cause by cross-border issues
- Different land use management systems
- Overlap between requirements for planning permission and environmental impact management
- Lack of uniform land use management system for the whole area
- Lack of spatial development framework to guide and manage land use

He believes that there is huge potential for job creation through tourism. Furthermore, job creation could be further stimulated

through a regional mall and agric-park for rural people.”We should not be talking about Groblersdal town but rather the City of Groblersdal”.

New township

Asked about the new township development projects, Phala said, “that 256ha of land has been proclaimed. This is about the same area as Groblersdal town. In other words this development will see the town doubling its total area.”

“The plan is to provide 1308 sites for housing and 40 ha for an agri-park with processing and cold storage facilities. The municipality is looking at ways and means to develop the township. Consideration could be given to a private developer to develop the area,” he explained



Service Delivery Overview 2011 - 2016

Community Services...

Improving access to and quality of services



**Cllr. MJ Mohlala,
Political Head
Community Services**

Community Services face a myriad of challenges related to waste management, cleaning of parks, cemeteries management, sports, arts, culture and libraries. Yet through good governance and a back to basic approach it has managed to overcome these challenges and has become a department to be proud of.



**E Kegopotsemang,
Director
Community Services**

The Director of the department, E Kegopotsemang, cited some of the major challenges such as illegal dumping, cemeteries not fenced and dilapidated sport stadiums.

Her back to basic approach identified a number of key performance areas such as access to services and quality of services with respect to waste disposal facilities and law enforcement.

The political head of the department, Cllr. MJ Mohlala, agrees that illegal dumping and providing waste collection service throughout the municipality remains a big challenge. Attention is given to these two

aspects and a number of cleaning campaigns have been launched in an effort to instill clean communities, he said.

Kegopotsemang explained the functions of the department which consists of four divisions namely public safety, waste management and environmental management, sports, recreation arts and culture, institutional and social development.

"It is important to improve solid waste management and its environmental impact. To this end EMLM has spent R546 117 on its

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Community Services, cont...

Continued from page 53

Groblersdal land fill site. Currently the municipality provides waste management services to 9 934 households which constitute 16, 5 percent of the entire population.

“Financial constraints and the rural nature of the municipality compounds the extension of our waste removal system to reach 50 317 households,” she explained.

To alleviate the backlog EMLM is introducing community based waste management. This undertaking, according to Cllr. Mohlala, would empower, capacitate local contractors, while at the same time create jobs.

“Through community waste management refuse removal services would be extended to currently un-served areas. A further advantage would be keeping the municipality clean and increasing

environmental awareness.”

Challenges

She went on to identify some of the challenges that needs to be addressed:

- Fencing of community cemeteries and construction of ablution facilities
- Establish new cemeteries replacing existing cemeteries which are full
- Combating illegal dumping
- Wind-blown litter from disposal sites
- Insufficient funds to extend refuse removal to rural areas
- Dilapidated stadia
- Inadequate support from national and provincial government
- Initiatives of various sporting codes within the municipality
- Lack of motor vehicle testing centre



Service Delivery Overview 2011 - 2016

Corporate Services...

Ensuring good governance and service delivery beyond 2016!



**Cllr. T J Lepota,
Political Head
Corporate Services**

Corporate services are driven by a team of politicians and administrators geared to ensure good governance and service delivery in Elias Motsoaledi Local Municipality (EMLM) beyond 2016. Achievements over the past five years are highlighted herein



**A Mayimele,
Director
Corporate Services**

The municipality comprises of three service delivery priorities which are roads, waste management and electricity explained the political head of Corporate Services, Cllr. T J Lepota.

Asked to identify the core functions of his portfolio, Cllr. Lepota, said that the most important function is human resources management support. The other functions are:

- Organizational development
- Records management
- By-laws development
- Legal services
- Information technology
- Occupational health and safety

Lepota said that the municipality has an organizational structure, approved by council, wherein more than 50 percent of the vacant posts were filled. A work skills plan, performance management framework, IT policy and anti-corruption policy are in place.

“Employees are encouraged to participate in various courses which will enhance and improve their skills so that they can effectively execute their duties,” he said.

To this end the municipality conducted a skills audit. The main objective was to

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Corporate Services, cont...

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determine which skills still need to improve.

Whilst the municipality has embarked on a process of training employees as required by their specific developmental needs it is finding it difficult due to funding to meet the skills training required by both councilors and officials.

EMLM experienced a great improvement with regards to IT-functions. An IT- Unit is well established and functional. The unit also has intern officials who rotate within all offices on a daily basis to ensure that the municipality at large does not experience technological breakdowns

The unit has been involved in the process to reduce the manual system from 90 percent to 20 percent

There are still a few challenges with regards to IT. The municipality intends to construct a server room that will serve as backup should the existing server break down. Insufficient financial resources are hampering the implementation.

Referring to by-laws, he explained that the success of the by-laws in place depends on the effective enforcement of them.

Encourage participation

“We encourage the participation of council and residents in Community Policing Forums and other initiatives aimed at eliminating crime. In addition, a new stagey for overall by-law enforcement would be developed. The by-law enforcement coordination would ensure that municipal by-laws are implemented in a coordinated and coherent manner and appropriate resources are identified for such implementation,” he said.

The municipality has the following by-laws in place:

- Parking area (draft)
- Management, maintenance and control of taxi rank facilities (draft)
- Credit control
- Street vending
- Building regulations
- EMLM rates and taxes
- EMLM advertising and hoarding

Occupational health

The occupational health and safety unit is responsible for employee support programme, employee wellness, safety in the work place and institutional safety.

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Corporate Services, cont...

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"It remains the responsibility of the municipality to ensure that employees are medical well and fit. The unit is in partnership with the department of health and labour in ensuring that safety and medical services are accessible to all employees," A Mayimele, Director, Corporate Services, explained

In EMLM customer satisfaction is a very high priority. To this end, an official was appointed to deal with issues which are raised by communities. A help desk has also been established whereby communities can submit their complaints regarding services the municipality delivers. Complaints are directed to the relevant departments through the office of the municipal manger

and responses are given to complainants.

According to Mayimele, the Constitution recognizes a municipality's right to govern on its own initiative, the affairs of its community, subject to national and provincial legislation. Municipalities must provide democratic government. Furthermore, exercise their legislative and executive authority and use the resources in the best interest of the municipality and communities," the director said.

For this reason corporate services are the custodian of a number of disciplines such as record management, legal services and information technology, it was said. Employees were enrolled in various courses as illustrated in the table below.

Table – personnel training numbers

Training courses	Number of personnel
Municipal finance management	14
Occupational health and safety management	13
Fraud investigation	2
Professional development certificate practitioners	1
High certificate on ODETDP	1
Asset management	3
Population environment Development for IDP	2
CPMD	3
Municipal Performance Management	3
Operators	21
Customer care	30
Taxi examiners	2

Municipal Overview...

What an Administration... What Phenomenal Progress!



**Cllr. Julia Mathebe,
Mayor**

In a relatively short space of time – 16 years to date – the municipality has taken its place amongst the best run municipalities not only in Limpopo province, but also South Africa. These past five years brought further enhancement of administrative and service delivery excellence!



**RM Maredi,
Municipal Manager**

1994 brought dramatic changes to the political and social landscape of South Africa – from separate development to democratic governance and societies. Six years later, saw the birth of “new” democratic municipalities like Elias Motsoaledi Local Municipality formerly Greater Groblersdal Local Municipality. Under the leadership of the Mayor, Julia Mathebe and her executive members (ten in all) and the administration led by its dynamic municipal manager, RM Maredi, the municipality has this past five years reached many a milestone and can tell many a good story that even the most ardent critic will acknowledge.

This article not only reviews the achievements from 2011 to 2016, but also informs the reader which services national, provincial and district government is responsible for and which belongs to EMLM – not always fully understood or appreciated by communities. Furthermore clarify the reality that Elias Motsoaledi today is a far better place to live and work in than 16 years ago!

The developmental framework of EMLM is in line with its Integrated Development Plan and developmental plans of national, provincial and district governments. The municipality's mission reflects the way in

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Municipal Overview, cont...

Continued from page 58

which it conducts its everyday task. There is no doubt that politicians and administrators' governance is in keeping with the municipal vision and mission.

Said Maredi: "The Constitution states that a municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community. Also promote the social and economic development of the community and participate in national and provincial development programmes.

"EMLM has developed a plan that will guide institutional activities in all its departments. The focus therefore will be an employment equity plan, retention, placement and recruitment of staff as well as managing assets and establishing of committees," she explained.

Basic service delivery

Access to social and economic services enables people to participate fully in the economy and their communities. EMLM is not responsible for water and sanitation. It however, fulfills its legislative mandate for all other services with the exception of provincial health and education.

Water – The Sekhukhune District

Municipality (SDM) is the water authority in the region. EMLM's role is to provide water as per agreement. The water treatment plant in Groblersdal has been upgraded and will supply water to the Moutse area. (This area is currently receiving water from the Weltevreden Purification Plant in Dr JS Moroka Municipality.

It is estimated that 14 052 households have access to water on site. This highlights the extremely rural topography of the municipality and the challenges faced to provide bulk infrastructure in these areas.

"The current state of affairs does not augur well for a developmental orientated municipality that seeks to improve the quality of life of its residents," commented the Mayor.

According to Census 2011, EMLM's households increased by 9, 8 percent which compounds the water backlog currently 40 110 households. SDM is responsible for the supply of free basic water in rural areas. Some 20 141 households are receiving free basic water.

Sanitation – Like water, the SDM is also responsible for providing sanitation in rural

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Municipal Overview, cont...

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areas. The role of EMLM is one of coordination. Sanitation remains a key development challenge in the municipal area. On average only 3 percent of households have access to waterborne sanitation services – 7, 6 percent of households have access to pit latrines without ventilation, while only 2,8 percent have access to septic tanks.

- There has been an increase of 4,6 percent flush toilets (connected to a sewerage) system per household between 2001 and 2011

- Although pit latrines decreased by 4, 9 percent this is still the most widely used system within the municipality

- The number of households without a toilet system has been reduced

Electricity - EMLM is responsible for electricity supply to Groblersdal and Roosenekal. All other areas fall under the jurisdiction of Eskom. Approximately 97, 5 percent of all the towns and villages in EMLM have access to electricity. The electricity backlog is 3, 5 percent (3 268) households without electricity.

Illegal connections and land claims impact negatively on the electrification programmes.

The municipality has an indigent policy in

place and is providing free basic electricity according to the register. The total customer configured at the end of February 2016 is 1 509 and only 1 277 households are receiving free basic electricity.

Roads and storm water – Most of the roads within the municipality are in a state of decay with provincial routes in dire need of resealing. This has had a negative impact on the local economy as easy access is not available to potential investors.

The EMLM has addressed this challenge through an intervention plan to ensure that critical roads and access roads are restored to safety status. Only nine out of the 30 wards could be catered for due to the lack of funding, the municipal manager explained.

- EMLM constructed 5, 6km new roads in 2013/14.

- Maintenance of potholes amounted to 1856m

- 7 389m of storm water maintained

- Long-term strategy is to surface all municipal roads

- 101.25km access roads to villages was re-graveled

- Established a roads construction and storm water unit

- Average state of the roads can be regarded as fair, with 9 percent of the surfacing and 11 percent of the structures in

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Municipal Overview, cont...

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poor to very poor state

Roads and storm water management in rural areas fall under the control of the Limpopo Department of Roads and Public Transport. The provincial action mostly confined to storm water control on provincial roads. There is also no clarity on the management responsibility of the rural roads between the local municipality, SDM and the provincial authorities.

Disaster management – EMLM faces many different types of risk on a daily basis including health, environmental, financial and security risks. Disaster risks refer to natural hazards or other external threats to vulnerable structures.

The following priority risks were identified as high risks:

- Veld fires
- Storms
- Sewerage and drainage infrastructure
- Land degradation
- Poverty
- Poor health services
- Lack of water supply
- Poor road infrastructure
- Poor telecommunication infrastructure

Housing- Housing remains a key

government intervention to redress the ills of the past and to restore the dignity of the poorest of the poor. Housing remains one of the few visible signs of government's success to address the needs of the poor. It is therefore critical that we as a municipality play our role in facilitating the delivery of houses, the Mayor pointed out. Currently the housing backlog in the municipality is 5510 houses.

Cemeteries – Adequate provision is made for cemeteries in Groblersdal. This however, does not apply to the rest of the municipal area. The municipality is looking at establishing cemeteries at Tafelkop, Hlogotlou and Dennilton. Challenges around cemeteries are the fencing of community cemeteries, construction of ablution facilities and the establishment of new cemeteries where existing ones are full. Currently the municipality has 105 cemeteries in total

Conclusion – While progress has been phenomenal there is overall consensus that much still needs to be done to ensure overall wellness of the people in EMLM, villages and settlements. However, the evidence is overwhelming, that service delivery is being hampered only by insufficient funds and the rural topography of the municipality and NOT because of poor political and administrative leadership!



Local Economic Development...

Growing a sustainable local economy and human wellness

EMLM's rationale for Local Economic Development entails to enhance human wellness and viable economic activities leading to job creation.

Elias Motsoaledi Local Municipality, has developed its Local Economic Development Strategy to achieve its goals set.

The Local Economic Development Strategy of Elias Motsoaledi Local Municipality (EMLM) identifies, not only the need to grow the local economy. It is a well researched document which also identifies and evaluates the local situation pertaining to people's wellness - setting economic development goals which will create jobs and relieve the poverty burden in the area.

It is not the sole responsibility of the municipality to create jobs and alleviate poverty, but national, provincial and district government as well. To this end, the local economic strategy incorporates those identified economic indicators of the three mentioned departments resulting in a strategy that is going to change the economic face of the municipality over time and create human wellness.

The LED also encompasses a range of disciplines including physical planning, economics and marketing all aimed at

building the economic capacity of the area.

Investors and entrepreneurs need to look no further than EMLM for viable business opportunities. The municipality's economic development strategy integrates local business opportunity enhancement and the establishing of new business with developmental governance – a formula which guarantees prosperity for all!

Overview

Elias Motsoaledi is a provincial growth point. A number of important arteries connect it with other towns. These arteries can create social and economic viability and diverse development in the area.

The municipality's LED-strategy also identifies other economic opportunities which could flourish in co-existence with

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Local Economic Development, cont...

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agriculture as the main economic base.

It is possible to use these areas for industrial purposes and this poses business opportunities and job creation.

There are also strategic located parcels of land in close proximity to existing developments which is either under-utilized or not used at all. By utilizing these parcels of land nearby, settlements could benefit economically.

Growth points

EMLM has three identified growth points namely, urban, provincial and municipal.

Groblersdal Provincial Growth Point – this growth point is located in the northern section of the municipal area and is the larger of the two urban concentration points and is 28 km from Marble Hall. It provides a higher order service to the largely rural and urban population. There is 1 639 registered erven found within Groblersdal.

Roosenekal Municipal Growth Point – this urban concentration point is the second largest urban area. The area hosts 662 registered erven. Business activities are geared towards addressing the day-to-day needs of the larger communities and to

provide a service to the agricultural sector.

Motetema Municipal Growth Point – The growth point includes the towns of Motetema and Tafelkop – 10 and 12 km respectively away from Groblersdal. Tafelkop however falls under the jurisdiction of a tribal authority.

According to the Municipal Manager, RM Maredi, the municipality enjoys a good working relationship with traditional leaders of which there are no less than five. “This could lead to a better understanding regarding service delivery in settlements within these authorities. The Traditional Leaders are also being encouraged to support the planning process of the municipality, in order to limit the allocation of land, in ways that would not hamper coordinated and planned public and private infrastructure investment in their jurisdiction.

Maredi, pointed out that the unemployment rate in the municipality has dropped from 42,9 percent as opposed to 54,3 percent in 2001. “The municipality and other departments have implemented short-term employment programmes through the Expanded Public Works Programme,” she

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Local Economic Development, cont...

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said.

To stimulate the economy EMLM has introduced an incentive scheme which includes tax incentives (municipal tax rebates) also land incentives where municipal land can be made available to developers.

The municipality realizes the importance of informal traders, but also acknowledge the fact that certain principles must apply to prevent conflict with the public and private sector. In order to achieve this, it has developed a set of guidelines aimed at satisfying informal and business needs.

- Identified trading areas within the central business district
- Informal trades should not be allowed to occupy space in front of local businesses, under balconies or trade at intersections
- Narrow sidewalks should not be used for trading
- Formal business should not be allowed to trade on the sidewalk outside premises
- Proper storage, cleaning and toilet facilities

Moving the economy forward

“EMLM strives towards contributing to the

priorities set out in the National Development Plan and National Outcomes to meet its goal of inclusive growing economy. The municipality implemented programmes and formulated policies and by-laws that encourage entrepreneurship, monitoring and evaluating local economic performance and investment trends

“Projects include labour intensive methods and opportunity areas and expose Small, Medium and Macro Enterprise (SMME's) to projects which will stimulate development and enhance job creation,” said the Municipal Manager

The NDP aims for an economy that will create more jobs by creating sustainable employment environments, promoting employment in labour related industries, lowering the unemployment rate to 6 percent by 2013, improving exports and competitiveness, strengthening government's capacity to give leadership to economic development and mobilizing all sectors of society around a national vision.

To grow the local economy faster and in a more inclusive manner, the municipality would need a higher level of capital spending in general and public investment in particular to ensure a sustainable and prosperous community.

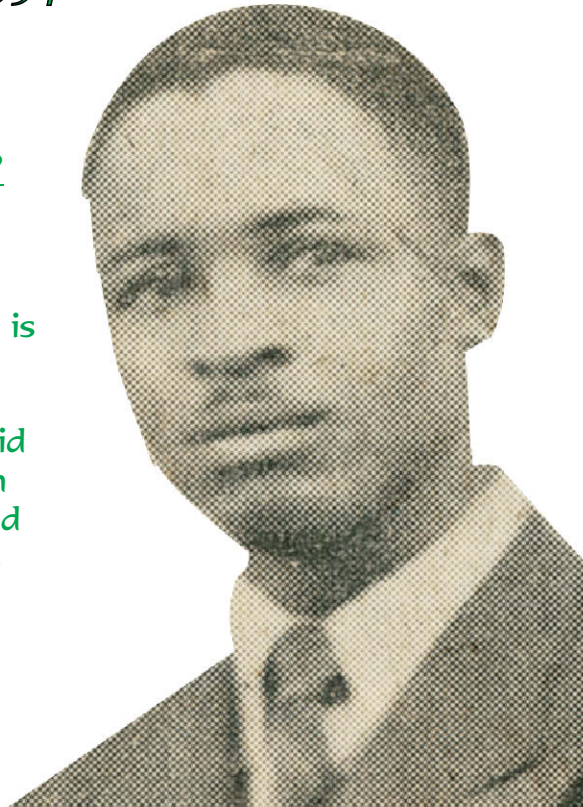


Elias Motsoaledi

26 July 1924 - 9 May 1994

Who was Elias Motsoaledi?

The Elias Motsoaledi Local Municipality (formerly Greater Groblersdal Local Municipality), is named after the struggle hero Elias Motsoaledi who was sentenced by the then Apartheid Regime to life imprisonment on Robin Island together with world icon, Nelson Mandela (Madiba), South Africa's first democratic elected President.



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