



Elias Motsoaledi Local Municipality

Integrated Development Plan
for 2011-2016

FOREWORD BY THE MAYOR

The Elias Motsoaledi Integrated Development Plan (IDP) and budget for the 2011-2012 presents an opportunity to outline Council's commitment to improving service delivery. The IDP and budget for the 2011-2012 municipal fiscal year highlights various projects aimed at realising the five priorities of government. The municipal Council sees the IDP as an instrument to realise integrated planning and alignment of the plans of all spheres of government. We believe that the IDP for 2011-2012 should place emphasis on the new growth plan by highlighting job creation as a major focal point. The IDP for 2011-2012 municipal fiscal year sets the tone to for the new political term. It reflects the municipality's response to the five national priorities and the Millennium Development Goals (MDGs).

Since the commencement of the second term (2006-2011) of the democratic local government, we have developed and reviewed various IDPs. We have drawn valuable lessons in the past IDPs. While we have reduced backlogs on basic services, we have not done so in the manner that was anticipated. We fell short of meeting our targets on service delivery for a number of reasons including limited budget, inadequate and fragmented planning between spheres of government, limited internal capacity and the global financial crisis. The global financial crisis weakened economic growth in the entire country and contributed to spiraling unemployment in our area meltdown.

The lessons drawn from the precious IDP and budget processes including unpredictable external factors (global crisis) have assisted the municipal organisation to sharpen its approach to planning processes. They have challenged us to strengthen the link between the identification of priorities and allocation of resources to meet those priorities. In addition, we have learned the importance of involving communities in the identification of development objectives and priorities. The involvement of residents and communities in the IDP and budget processes has strengthened accountability and transparency. The IDP and budget process of the past four years has also assisted us to identify weaknesses in the intergovernmental relations (IGR) framework and processes. These weaknesses have undermined our ability to provide integrated planning and limited threatened the implementation of various projects. We are however hope that the IDP for 2011-2012 will inform the outer years of the new political

term and will serve as a platform to fortify integrated planning between all spheres of government.

This IDP highlights major interventions by EMLM that should be implemented in the 2011-2012. The interventions outlined in the current IDP are vital to lay a foundation for the new term. These interventions include operation clean audit report (OPCAR), finalisation of the section 78 processes on water, revenue enhancement management programme (REMP) and many others. The implementation of OPCAR will see improvement in audit opinions. The OPCAR project will lead to significant improvement in the overall sound financial management in the municipal. On the other hand, the REMP will see the implementation of financial austerity measures and revenue generation activities.

I have no doubt that the IDP for 2011-2012 clearly reflects the priorities of the municipal Council and all spheres of government. I state with confidence the IDP for 2011-2012 will ease the work of the new Council.

I wish to take this opportunity, to thank my colleagues (EXCO) for their continued support and robust engagements during the preparation of the IDPs during my mayoral tenure. I would also like to applaud the administration for continuously striving to ensure that the IDP complies and meet the expectations of a highly critical constituent. Finally, I would like to acknowledge the residents, communities and the IDP steering committee, without their selfless contributions to the IDP and budget processes, the municipal Council who have not appreciated and understood the aspirations and expectations of our people. Indeed, working together we can do more.

Thank you,

Cllr. Lionel M. Seloane

Mayor of Elias Motsoaledi Local Municipality

OVERVIEW BY THE MUNICIPAL MANAGER

The IDP for 2011-2012 remains the strategic planning instrument that guides development planning at Elias Motsoaledi Local Municipality (EMLM). The IDP for 2011-2012 financial year characterises and sharpens our understanding of integrated planning budgeting processes. The IDP for the 2011-2012 financial year endeavors to reflect the priorities of the municipal Council, residents and communities.

We will use the IDP for 2011-2012 as a tool to guide the institutional renewal reflective of the changing development landscape. We view the IDP for 2011-2012 as offering the institution an opportunity to reconfigure itself to address previous challenges and implement the municipal turnaround strategy. The IDP for 2011-2012 serves as a base to implement the value proposition outline in the turnaround strategy of Elias Motsoaledi.

The IDP for the 2011-2012 commits to develop various key municipal by-laws to create the necessary regulatory framework to improve governance. During the forthcoming financial year (2011-2012), the municipal administration would endeavour to develop and finalise outstanding policies to enhance service delivery. We are cognisance of the need to create a policy environment that supports local democracy. In this regard, the participation of residents and communities in matters of the municipality will be greatly enhanced.

Flawless municipal administration processes, systems and procedures are a central focus of institutional transformation and organisational development in the new financial year (2011-2012). Emphasis will be placed on billing new areas, improving revenue collection, identifying new growth areas and developing new human settlements. We hope to facilitate more private investments by easing business development costs including accelerating decision making on development and rezoning applications.

The IDP for 2011-2012 financial year provides the municipal administration with the opportunity '*to doing the right things, the right way, the first time.*' In other words, we are committing to an efficient and effective administration.

Mr. Mishack Kgwale

Acting Municipal Manager

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Abbreviations

ASGISA	ACCELERATED AND SHARED GROWTH INITIATIVE OF SA
CDF	CAPITAL DEVELOPMENT FUND
CDW	COMMUNITY DEVELOPMENT WORKER
DORA	DIVISION OF REVENUE ACT
EMLM	ELIAS MOTSOLEDI LOCAL MUNICIPALITY
FOSAD	FORUM OF SOUTH AFRICAN DIRECTORS GENERALS
GAMAP	GENERALLY ACCEPTED MUNICIPAL ACCOUNTING
GRAP	GENERALLY RECOGNISED ACCOUNTING PRACTICE
IDP	INTEGRATED DEVELOPMENT PLAN
IGR	INTERGOVERNMENTAL RELATIONS
JIPSA	JOINT INITIATIVE FOR PRIORITY SKILLS ACQUISITION
LED	LOCAL ECONOMIC DEVELOPMENT
LIBSA	LIMPOPO BUSINESS SUPPORT AGENCY
LIGF	LIMPOPO INTERGOVERNMENTAL FORUM
LIMDEV	LIMPOPO ECONOMIC DEVELOPMENT ENTERPRISE
LUMS	LAND USE MANAGEMENT SYSTEM
MEC	MEMBER OF EXECUTIVE COUNCIL
MFMA	MUNICIPAL FINANCE MANAGEMENT ACT
MSA	MUNICIPAL SYSTEMS ACT, 2000
MTAS	MUNICIPAL TURN AROUND STRATEGY
NCOP	NATIONAL COUNCIL OF PROVINCES
NSDP	NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE
NT	NATIONAL TREASURY
PCF	PREMIER'S CO-ORDINATING FORUM
PMS	PERFORMANCE MANAGEMENT SYSTEM
PT	PROVINCIAL TREASURY
SALGA	SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
SDBIP	SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN
SDF	SPATIAL DEVELOPMENT FRAMEWORK
WSDP	WATER SERVICE DEPARTMENT PLAN

1 . INTRODUCTION

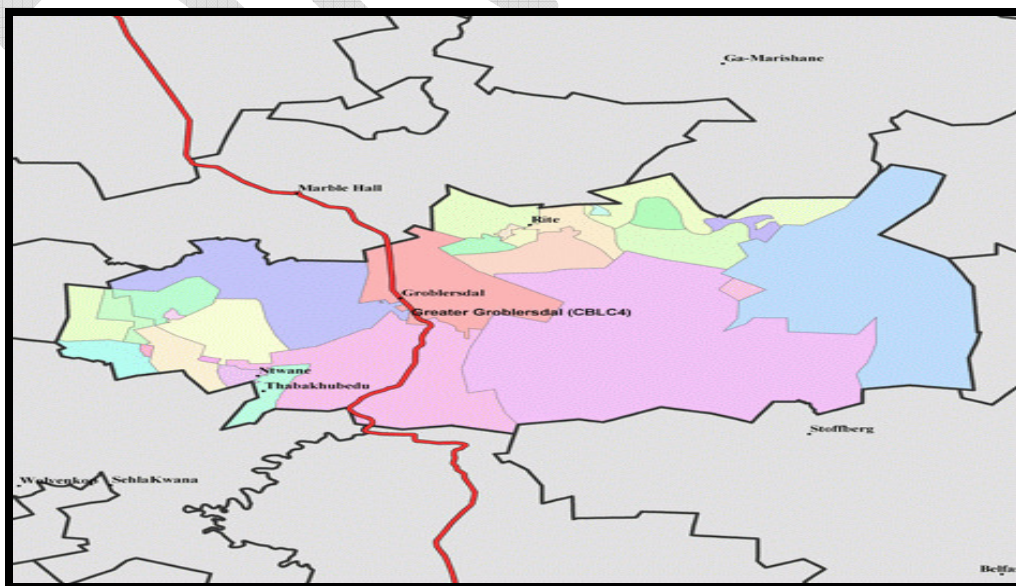
1.1. Background

This document is a legislative mandate and a strategic planning instrument that guide and inform planning and development as well as decisions with regard to planning, management and development throughout the municipality. The Municipal Systems Act (2000) provides the legal framework for municipal development planning to assist Local Government (District) to discharge its mandates. It is within the background that as a municipality we have engaged in processes, approaches and procedures of developing the 2011/12 -2015/16 IDP/Budget to align with other programmes and projects from other spheres of government.

The purpose of the IDP is to address areas that require additional attention like MEC's comments, comments from Public Hearing and Izimbizos, and also to update Financial Plan and Projects.

The EMLM is the second largest municipality within the Sekhukhune District Municipality (SDM) and lies to the south and southwest of the SDM, on the western banks of the Olifants River. The town of the Groblersdal lies north east of Pretoria and is situated approximately 32km from Loskop Dam. EMLM is one of the five municipalities forming the Sekhukhune District, which is the second poorest district among South Africa's 13 nodal points identified as poor and requiring careful developmental Measures (Tefera, et al, 2004).

Figure 1: Elias Motsoaledi Map



EMLM came as a result of an amalgamation of the former Moutse TLC, Hlogotlou TLC and other areas like Tafelkop, Zaaiplaas and Motetema which did not enter into transitional arrangements) during the demarcation process and subsequent local authority elections in December 2000.

This municipality comprises of an estimated 62 settlements most of which are villages, R293 areas and the Groblersdal town. These are made up of mainly vast commercial agricultural land and areas of traditional authorities.

EMLM is located in Limpopo. It consists of 29 wards. It has 57 councillors. In terms of the recent publications by the Municipal Demarcation Board, the municipality will consist of 30 Wards and 60 Councillors for 2010-2011 Local Government Elections. The geographical area of the municipality is **3668.333820** square kilometres.

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2 . LEGAL FRAMEWORK AND POLICY PROVISIONS

2.1.Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)

The Constitution provides a framework for a system of local government, which became operational in 2000. The Constitution sets forth the aims of local government in terms of democratic accountability, provision of sustainable services, social and economic development, environmental care, and community involvement.

The Constitution provides the basis for integrated development planning in South Africa. Chapter 7 of the 1996 Constitution and, also, Chapters 3 and 13, deals respectively, with principles of cooperation and local government finances. Both the legislative and executive authority of a municipality vests in the municipal Council. The Constitution does not provide for separation of executive and legislative powers at municipal level. Therefore, a municipal Council can exercise both legislative and executive functions, unlike a provincial legislature or Parliament. The Municipal Structures Act, 1998 provides for some separation of power through the election of a municipal executive, which exercises most executive powers at municipal level.

2.2.Development Facilitation Act, 1995 (Act 65 of 1995)

The DFA has formalized the restructuring of urban settlements and planning in South Africa. Its aim has been to expedite land development projects and to promote efficient and integrated land development. It states that municipalities should prepare the land Development Objectives (LDOs) on an annual basis.

2.3.White Paper on Local Government, 1998

It views the IDP as a way of achieving developmental local government. It establishes a basis for developmental local government in which "local government is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives'. It also encourages public

consultation in policy formulation and in monitoring and evaluation of decision-making and implementation.

The White Paper also outlined policy principles that IDP must follow, and developed broad guidelines, seeing IDPs as a form of strategic, medium term planning, encouraging a multi-sectoral approach to development.

2.4. Municipal Structures Act, 1998 (Act 117 of 1998)

The Local Government: Municipal Structures Act 117 of 1998 provides for the establishment of municipalities, their internal structures and the division of powers between local and district municipalities.

The Structures Act gives municipalities the responsibility for integrated development planning. Each local municipality and the district municipality produces their own plan, and conducts their own participatory processes, the role of the district municipality is to ensure that there is a joint District strategy, that the IDPs within the municipality are aligned with each other, and with the district IDP. In this regard, the Sekhukhune District Municipality (SDM) is responsible to support the planning activities of EMLM.

2.5. Municipal Systems Act, 2000 (Act 32 of 2000)

The Local Government: Municipal Systems Act 32 of 2000 provides the framework for local government functioning, including integrated development planning, community participation and service delivery.

The Municipal Systems Act, 2000 sets out the internal systems of municipalities that enable municipalities to operate in such a way that they move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that are affordable to all. The Act guides the development of the IDP, performance management and public community participation.

2.6. Municipal Finance Management Act, 2003 (Act 56 of 2003)

The Local Government: Municipal Finance Management Act (MFMA) aims to modernise budget and financial management practices by placing local government finances on a sustainable footing. The Act also puts in place a sound financial governance framework by clarifying and separating the roles and responsibilities of the mayor, executive and non-executive councillors and officials.

The MFMA envisages the development of a closer alignment between the compilation of the IDP and determination of municipal budgets.

2.7. Intergovernmental Relations Framework, (Act 13 of 2005)

The Intergovernmental Relations Framework Act, 2005 facilitates co-ordination in the implementation of policy and legislation between national government, Provincial government and local government, and all organs of state within those governments. It promotes coherent government, effective provision of services, monitoring implementation of policy and legislation and realisation of national priorities.

2.8. The National Spatial Development Framework (NSDP)

The purpose of the NSDP is to guide government of where it government direct its investment and development initiatives to ensure sustainable and maximum impact and what kinds of spatial forms and arrangements are more conducive to the achievement of our objectives of democratic nation building and social and economic inclusion and how can government as a whole capitalise on complementarities and facilitate consistent decision making and finally move beyond mere focusing on integration and coordination procedures to establishing processes and mechanisms that would bring about strategic co-ordination, interaction and alignment.

The primarily focus of the NSDP is to facilitate alignment in intergovernmental prioritisation and resource allocation and the processes by which IDPs, PGDSs and the NSDP could be aligned.

The NSDP provides a common platform for integrated development planning through making provision for (1) a district-based national perspective on the distribution of, and relationship between poverty and development potential, and (2) a set of guiding principles for infrastructure investment and development spending in each of government's 53 impact zones.

The spatial perspective thus becomes the centre of alignment and coordination, forming the platform for discussions on the development potential of the space economy and serving as a frame of reference for guiding government actions. Prioritisation and resource allocation by the three spheres of government is in this context aligned in the preparation and review of PGDSs and IDPs through:

- Reaching agreement on the spatial location of development potential and need/poverty in provinces and district/metropolitan municipal areas,
- Aligning infrastructure investment and development spending in the 47 district and six metropolitan municipalities in accordance with the NSDP principles in this regard, and
- Mutually monitoring and assessing government development planning and implementation.

The NSDP puts forward a set of normative principles, which recommend the focusing of the bulk of government fixed investment in areas with development potential. It is argued that these areas present the greatest possibility for both economic growth and poverty alleviation. These principles are as follows:

- Economic growth is a pre-requisite for the achievement of other policy objectives, key amongst which would be poverty alleviation,
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to gear in private sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities,
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential,
- Government spending, beyond basic services, should focus on providing social transfers, human resource development and labour

market intelligence which would enable people to become more mobile and migrate, if they chose to, to localities that are more likely to provide sustainable employment or other economic opportunities, and

- In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres. Infrastructure investment and development spending should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

The revised IDP read with the municipality's LED strategy begins to identify areas that present the greatest possibility for both economic growth and poverty alleviation.

2.9. The Limpopo Employment Growth and Development Plan 2009-2014 (LEGDP)

The Limpopo Provincial Government phased out the PGDS (Provincial Growth and Development Strategy) and created on space the LEGDP (Limpopo Employment Growth and Development Plan). This initiative is aimed at aligning the Provincial growth and development with those of the municipalities and the private sector including other organs of civil society.

Amongst other key issues the LEGDP spellsto give effect to the strategic objectives of the ruling party. These objectives will serve to huide service delivery in the next five years.

The LEGDP is considered a strategic document in as far as it ties provincial policies with national policies while it spells out strategies on a sectoral level. Moreover, the LEGDP also serves as guideline to provincial departments and local government/organisations when they lay out their budget allocations in the light of key growth and development priorities at the beginning of each budgeting cycle. It is thus essential that the issues and programmes emanating from IDPs be compatible with the priority areas of the LEGDP.

Limpopo Province identified several priority areas of intervention as part of the, Limpopo Employment Growth and Development Plan namely:

- Economic Development (i.e. investment, job creation, business and tourism development and SMME development)
- Infrastructure Development (i.e. urban/rural infrastructure, housing and land reform)
- Human Resource Development (i.e. adequate education opportunities for all)
- Social Infrastructure (i.e. access to full social infrastructure)
- Environmental Development (i.e. protection of the environment and sustainable development)
- Good Governance (i.e. effective and efficient public sector management and service delivery).

2.10. Provincial Spatial Rationale Settlement Clusters

The Spatial Rationale proposed a hierarchy of settlements based on the activities and densities. The 13 settlement clusters consists of 3 types of growth points and population concentrations which are also referred to as first and second order settlements in terms of the proposed settlement hierarchy. The number and type of first order settlements, being growth points, are the following:

- The 13 settlement clusters consist of 3 types of growth points and population concentrations which are 3 provincial growth points namely Burgerfort, Groblersdal and Marble Hall, 2 district growth points namely Steelpoort and Jane Furse, 9 municipal growth points namely Sesehu, Driekop, Magakala, Ohrigstad, Nebo, Van Der Merweskraal, Elandskraal, Tafelkop and Monsterlus.
- There are a total of 14 growth points in the Sekhukhune District. Most of the growth points are situated in the Greater Tubatse Local Municipality (5 growth points) and is followed by Greater Groblersdal (Elias Motsoaledi) and Ephraim Mogale Local Municipalities (3 growth points each). Approximately 14% of the total population is residing in settlements which form part of the 3 types of growth points mentioned above.
- The District also has a total of 12 population concentration points which accommodates approximately 41% of the total population of the district.

- In the 26 growth points and population concentration points (all situated in 13 settlement clusters) Reside approximately 56% of the total population of the Sekhukhune District.
- The settlement hierarchy and specifically the first order settlements (3 types of growth points) and second order settlements (population concentration points) reflects the following tendencies with respect to individual local municipality areas, viz.:
- Approximately 70% of the total population of Greater Groblersdal (Elias Motsoaledi) Local Municipality is residing in growth points and population concentrations,

The settlement pattern elucidated above proposes the spatial development system that should guide development, provision of infrastructure, services and location of facilities.

2.11. Millennium Development Goals (MDGs)

South Africa has committed itself to achieve the eight millennium development goals (MDGs). The MDGs serve as a global yardstick to measure progress towards attainment of development objectives, reduction of world hunger and overall improvement of the quality of life for most citizens of the world. The MDGs goals has significant relevancy for EMLM. The target poverty and under development:

Table 1: Millenium Development Goals (MDGs)

Goal	Target
Eradicate extreme poverty and hinger.	<ul style="list-style-type: none"> • Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day. • Achieve full and productive employment and decent work for all, including women and young people. • Halve, between 1990 and 2015, the proportion of people who suffer from hunger.
Achieve universal primary education.	Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling
Promote gender equality and empower women.	Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015.
Reduce child mortality.	Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate.
Improve maternal health.	Reduce by three quarters, between 1990 and 2015, the maternity mortality ratio.
Combat HIV/AIDS, malaria, and other diseases.	<ul style="list-style-type: none"> • Have halted by 2015 and begun to reverse the spread of HIV/AIDS. • Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it. • Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases.
Ensure environmental sustainability	<ul style="list-style-type: none"> • Integrate the principles of sustainable development country policies and programmes, reverse loss of environmental resources. • Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss.

Goal	Target
	<ul style="list-style-type: none"> • Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation (for more information see the entry on water supply). • By 2020, to have achieved a significant improvement in the lives of at least 100 million slum-dwellers.
Develop a global partnership for development	<ul style="list-style-type: none"> • Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory. Includes a commitment to good governance, development and poverty reduction—nationally and internationally. • Address the special needs of the least developed countries. This includes tariff and quota free access for their exports, enhanced programme of debt relief for heavily indebted poor countries, and cancellation of official bilateral debt, and more generous official development assistance for countries committed to poverty reduction. • Address the special needs of landlocked and small island developing States. • Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term. • In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries. • In cooperation with the private sector, make available the benefits of new technologies, especially information and communications

Source: South Africa MILLENNIUM DEVELOPMENT GOALS MID-TERM COUNTRY REPORT
September 2007

Local government has a responsibility to align its planning processes to the MDGs. In this regard, EMLM has within its powers and functions re-aligned its strategic objectives, projects and strategies to the MDGs.

2.12. Sekhukhune 2025 Development Strategy (SGDS 2025)

The SGDS 2025 identifies growth sectors to drive economic growth and social development in their entire District area. The SGDS is structured into three components:

- Baseline research which outlines trends analysis in various thematic issues that are considered as shaping the District's present and future. These include a whole range of social, economic, political and environmental trends,
- Four scenarios on different types of futures that might be experienced in Sekhukhune, depending on particular choice of policy positions, and
- Investment plans which details short-to-medium term priority plans to be pursued by the District.

The SGDS seeks to outline the long-term development trajectory of the area. The SGDS highlighted development areas requiring significant and targeted focus. Key to the areas threatening development interventions is water scarcity. The report on the review and update of the SGDS alludes to the contestations and sustained pressure from industry, agriculture and domestic consumption on the already overstretched basins of the Olifants and Steelpoort Rivers running through the district.

The reviewed SGDS further identifies crime as a major concern. The review highlights the high prevalence of (1) violent crime and (2) vehicle accidents and deaths caused by drunken driving in the District. Incidents of crime pose a threat to the expansion of tourism in the District. Transport is another area of concern to the implementation of development programmes in the District area. Lack of rail in the District further compounds transport challenges in the District.

As noted in the SGDS, the lack of a rail link means that the growth of the economy of the district is highly dependent on road connectivity and on quality roads. On both scores, i.e. (1) the connectivity, and (2) the quality of roads, the situation is not good, and not only posing a serious challenge to the economic

development of the district, but also contributing to road deaths in the district (see Department of Roads and Transport, 2008).

The SGDS outlined rural poverty as a threat to economic growth and development. It also acknowledged the threat of climate change. Notwithstanding the concerns raised in the SGDS, the District has endeavoured to explore various proposals to guide economic growth and development in the area. EMLM has recognised the proposals presented in the SGDS and attempted to align them to the strategies in this IDP. The section on intergovernmental framework and alignment outlines EMLM contributions to the District's IGR framework.

The 2025 Development strategy is structured into three components:

- **Baseline Research:** Trends analysis in various thematic issues that are considered as shaping the district's present and future. These include a whole range of social, economic, political and environmental trends;
- **Scenarios:** Four scenarios on different types of futures that might be experienced in Sekhukhune depending on particular choice of policy positions;
- **Investment Plans:** Detailed short-to-medium term priority plans to be pursued by the district.

2.13. New Growth Path

The Department of Economic Development, after having considered South Africa's economic challenges, developed a new growth path that places employment at the centre of government policy.

In the context on Elias Motsoaledi Municipality, the New Growth Path talks to the LED Strategy in terms of how it aligns in order to help achieve the national objectives whilst at the same time ensuring significant gains within the auspices of the Municipality.

2.14. National Planning Commission

The National Planning Commission is responsible for the development of a long-term vision and strategic plan for the country. The National Planning Commission seeks to address planning weaknesses that have undermined South Africa's ability to:

- provide provide clear and consistent policies,
- mobilise all of society in pursuit of our developmental objectives,
- prioritise resource allocations and to drive the implementation of government's objectives and priorities,

The National Planning Commission is one of the key sources of planning information in the EMLM. The research outputs and other guidelines of the National Planning Commission form the basis for the identification of the development priorities for the municipalities. The strategic objectives and development themes will be guided by the National Planning Commission.

2.15. Key Sector Plans

2.15.1. Local Economic Development and Job creation

Local economic development strategies are undertaken in manner that seeks to give effect to identified focus areas or key sectors such as agriculture, mining, tourism and manufacturing and other areas identified in the EMLM LED strategy.

The municipality has also through its LED strategy recognised a number of limitations and pitfalls that undermine the success of LED interventions. These are but not limed to:

- Expensive untargeted foreign direct investment marketing campaigns.
- Supply-led training programs.
- Excessive reliance on grant-led investments.

- Over-generous financial inducements for inward investors (not only can this be an inefficient use of taxpayers' money, it can breed considerable resentment amongst local businesses that may not be entitled to the same benefit).
- Business retention subsidies (where firms are paid to stay in the area despite the fact that financial viability of an operation is at risk).
- Reliance on "low-road" techniques, e.g., cheap labor and subsidized capital

The EMLM LED strategy has a number of implementation strategies that will increase the efficiency and impact of the local economic development initiatives and the capacity of the municipality to effectively support LED initiatives. Such interventions and strategies should lead to the implementation of LED projects with greater enthusiasm.

2.15.2 Spatial Development Framework (SDF), 2007

The purpose of a Spatial Development Framework is to provide general direction to guide Integrated Development Planning and decision-making as well as actions over a multi-year period, and to create a strategic framework for the formulation of an appropriate land use management system.

The compilation of a Spatial Development Framework was identified as an important Land Use Management project in the Elias Motsoaledi Local Municipality. The SDF addresses the most prevalent spatial needs in the municipal area will be addressed. It incorporates a spatial settlement strategy that promotes mixed land use and enhances service delivery. In addition, the SDF clearly outlines the current situation, as well as the desired form and composition of the municipal settlement development by addressing:

- Current trends regarding development and service provision,
- Capital investment programmes/priority areas,
- Strategic Development Areas,
- Policy direction and objectives,
- Sustainable rural development,
- Urban development boundary,
- Movement,

- Nodal development,
- Density/settlements,
- Environmental management guidelines, and
- Optimal location for Multi Purpose Community Development Centres (MPCCs) where a range of social and economic services and facilities should be concentrated.

The SDF seeks to inform the decisions of development tribunals and other decision-making bodies, as well as create a framework for investor confidence.

2.15.3 Local Integrated Transport Plan (LITP)

The developmental role of transport is immense. The economic development of the EMLM is dependant on a number of factors, including transport. Transport is one of the essential elements capable of promoting economic growth and development.

. There is a huge problem of providing access to transport services and roads in most of the rural areas, including Groblersdal.

One of the major roles of the EMLM is to establish a viable and appropriate transportation system in the EMLM area that would support the Local Economic Development (LED) objectives of the EMLM as a whole. The provision of accessible, affordable and acceptable local transport can therefore make a very important improvement in the quality of life for these people. It would therefore take an effective and efficient public passenger transport system to get people to access those social amenities of life such as education, health, recreation, etc.

2.16. MEC's Comments

EMLM values the MEC's assessment on the IDP for 2010/2011. The municipality acknowledges these comments with seriousness and would strive to develop measures to address them. In this regard, a number of initiatives have been developed in the current IDP:

Table 2: Response to the MEC's Assessment

Key Performance Area	Broad District Findings	EMLM Remedial Action	Time Frames
KPA 1. Spatial Rationale	Elias Motsoaledi Municipality has not indicated its spatial analysis information and hierarchy of settlements.	<ul style="list-style-type: none"> The municipality has outlined its spatial analysis and hierarchy of settlements in the current IDP (2011/2012). 	
	EMLM has not indicated is spatial projects	The municipality would review its SDF in the next financial year. The municipality would include spatial projects in the current IDP.	
	Elias Motsoaledi Municipality did not indicate its provision of Free Basic Water (FBW).	FBW is provided by the District municipality. EMLM has outlined how it provides Free Basic Services in the current IDP.	
	EMLM has not indicated how its	SDM is in the process of reviewing its WSDP. EMLM hopes to engage the District during	

Key Performance Area	Broad District Findings	EMLM Remedial Action	Time Frames
	water and sanitation issues are addressed by the SDM WSDP.	the review process.	
	EMLM has not indicated the Energy Master Plans.	EMLM would engage SDM to facilitate the development of the energy master plan with the support of ESKOM. The municipality anticipates the development of the energy master plan in 2011/2012.	
KPA 2: Infrastructure and Basic Service Delivery: Roads, Storm Water Drainage and Public Transport	EMLM has not indicated roads and storm water drainage projects.	The municipality would include its public transport projects in the next IDP review.	
	EMLM did not include its Roads Master Plan and Integrated Transport Plan (ITP).	EMLM has developed a Local Integrated Transport Plan (LITP) and Roads Master Plan in the previous financial year. The LITP is discussed in section 2.15 of the current document.	
KPA 2: Infrastructure and Basic Service Delivery: Waste Management.	EMLM did not indicate its projects on waste management.	EMLM will outline its waste management projects in line with the municipality's Social Development strategy.	

Key Performance Area	Broad District Findings	EMLM Remedial Action	Time Frames
	EMLM has not indicated the the availability of Integrated Waste Management Plans (IWMP).	The municipality's IWMP will be incorporated in the IDP.	
	EMLM has not indicated its good governance projects.	The municipality, will amongst others, finalise a new governance model and revise the public participation strategy as part of enhancing good governance.	
KPA 4: Good Governance and Public Participation	EMLM has not indicated their public participation plan/ communication systems in its IDP.	The municipality would include its revised public participation and communication strategy in the next IDP review.	
KPA 6: Municipal Transformation & Organizational Development	EMLM has not indicated its municipal transformation and organizational development	The municipality would include strategic objectives and strategies for municipal transformation and organizational development in the next IDP review.	

Key Performance Area	Broad District Findings	EMLM Remedial Action	Time Frames
	strategies and objectives except.		
	EMLM did not have Municipal Institutional Plan in the previous IDP.	EMLM would review and highlight its Municipal Institutional Plans in the next IDP review.	

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2.17. Outcomes of Government- Role of Local Government

The development agenda of EMLM is driven by national and provincial priorities. These include the 12 outcomes of the government and the 5 priorities. EMLM would, within its powers and functions, develop an IDP and other strategies that serve as a platform to realise outcomes of government. The EMLM's IDP 2011/2012 remains a viable planning instrument to improve the quality of life for residents and communities. The 12 outcomes should be understood within the context of the MDGs.

The municipality would respond to the 12 outcomes of government as part of its objectives and projects. In this regard, every service delivery intervention would culminate in the attainment of the outcomes of government. The municipality would further endeavour to engage its IGR partners to strengthen the development outcomes of all spheres of government. This will include development and signing of SLAs that clearly outline the role of EMLM. Such agreements would limit negative audit opinions.

3. THE INTEGRATED DEVELOPMENT PLANNING

3.1. The IDP

3.1.1. The IDP Review Process

Section 21 (1) (6) of the MFMA prescribes that the Mayor of a Municipality must at least 10 months before the start of a financial year, table in Council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and also the review of the Integrated Development Plan.

The municipality hopes to conclude the review process for the 2011/2012 towards the end of March 2011. This will be incorporating the recommendations of Circular 54 of the MFMA 2003. Below is the timetable for the budget process for 2011/2012 municipal fiscal year. The timetable would be adjusted to reflect the impacts of local government elections which is likely to take place in March-June 2011.

3.1.1.1 The IDP Development

The development process has addressed recommendations from different stakeholders and role players together with comments from the MEC's assessment of the municipality. It also takes into cognizance the assessment of the municipalities performance against the organizational objectives, the recommendations during public participation, IDP engagement processes and also any new information or any change in circumstances that might have arisen subsequent to the adoption of 2010/11 IDP.

Table 3: BUDGET PROCESS FOR 2011/2012

WHEN	WHAT
July 2010	<ul style="list-style-type: none">Review previous year's budget process (MTEF to be included)Complete budget Evaluation checklistMayor provide political guidance over budget process and priorities
August 2010	<ul style="list-style-type: none">Establish Committees / Consultation forms
September 2010	<ul style="list-style-type: none">Consultation with established Committees and consultation formsIDP coordinator, MM's office to have joint meetings with steering Committee and Districts reps.

WHEN	WHAT
October 2010	<ul style="list-style-type: none"> • Council through IDP review process determined strategic objectives for service delivery and development for next three years budget including review for District, Provincial and National Sector and strategic plans.
November 2010	<ul style="list-style-type: none"> • Determine revenue projections and proposed tariffs and drafts initial allocations per function and department for next financial year. (NB: Strategic objectiveness to be considered).
	<ul style="list-style-type: none"> • Consult with the District on sector specific programs for alignment (Schools, Clinics, Water, Roads, etc.) • Consult with ward committees and Councilors on IDP project.
December 2010	<ul style="list-style-type: none"> • Quarterly review of 10/11 budget and IDP, related policies, amendments (if necessary), any related consultative process. • Take cognizance of National Political and budget plans and possible price increases in bulk services. • Consult with established Committees and stakeholders Committees.
January 2011	<ul style="list-style-type: none"> • Begin preliminary preparation of proposed budget for next financial year with consideration being given to post performance.
February 2011	<ul style="list-style-type: none"> • Review and draft initial changes to IDP. • Finalize tariffs. • Review of proposed plans against broad policy directed by Mayor and Municipal Manager. • Finalize proposed budget and plans for next financial year with consideration being to past performance. • Midyear performance review, review IDP, related policies, amendments, any related consultative process.
March 2011	<ul style="list-style-type: none"> • Submission of proposed budget, IDP and plans for the next three years to the Mayor. • Submission of proposed budget, IDP and plans to the Portfolio Committees. • Issue notice of Special Council meeting to consider proposed budget. • Council considered proposed budget and IDP for the next three years. • Submit approved budget and IDP to National and Provincial treasury.

WHEN	WHAT
April 2011	<ul style="list-style-type: none"> • Quarterly review of 2010/2011 budget, IDP, related policies, amendments (if necessary), any related consultative process. • Consultation with NT and PT, Community participation and stakeholders' consultation. • Mayor to consider all submissions emanating from consultative process taking into account third quarterly review of current year. • Submission of budget, IDP, SDBIP and Budget Process for 0/08 to Portfolio Committees. • Submission of budget to Executive Committee. • Council • Draft performance agreements of Municipal Manager and Directors to the Mayor. • Public SDBIP, revenue and expenditure projections for each month, Service delivery targets and performance indicators for each quarter.
May 2011	<ul style="list-style-type: none"> • Consider views of local community, National Treasury, Provincial Treasury and other government departments. • Consider budget for approval and approve taxes, tariffs, changes to IDP and Budget related policies. • Tabling of IDP to council for final approval • Copies of approved IDP and top layer SDBIP are made available to the public. Serviced delivery and implementation plan and performance agreements are submitted to the Council. • Submit draft SDBIP within 14 days after approval of the budget to the Mayor • Approval of SDBIP and performance contracts of municipal manager and senior managers within 28 days after budget approval.

3.1.2. Stakeholder Engagements and Community Participation

Community participation is an integral part and the heart of integrated development planning process hence the municipality also embark on a programme known as the Community Consultation Programme.

The municipality undertakes its own community participation programme once in a year in April/May. In addition to this engagement, there are various (IDP Managers' Forum, IDP Rep Forum, and District Development Planning Forum) which comprise a wider representation of stakeholder ranging from business, labour, civil society, Traditional leaders, Ward committees and Councilors as well as members of the public etc. Implementation, evaluation and monitoring of the IDP programmes/projects are the core of these processes.

Print media, SDM's newsletters and electronic media are used to inform the community of the processes of the IDP. Dates of the meeting schedules of the IDP processes and other IDP related structures including the Community Outreach Programmes are obtainable from the District on request.

The following table provides a clear illustration of the types of consultation, stakeholders, dates on which the various consultations will take place and the respective venues.

Table 4: Stakeholder Consultation

No	Topic	Date	Time	Venue
1	Submission Of Inputs From All Wards	Oct 2010 To Dec 2010	07h00-16h15	Strategic Directors Office
2	IDP-Budget Inputs First Draft Presented To Steering Committee	21 Jan 2011	10h00	Committee Room
3	Presentation Of Draft IDSP-Budget To Council For Inputs	10 March 2011	14h00	Municipal Chamber
4	Public notices for inputs from the public	10 -24 March 2011		
5	Draft IDP-Budget Stakeholders Consultation (Magoshi's)	14 March 2011	10h00	Municipal Chamber
6	Draft IDP-Budget Ward Visits (Ward 1-29)	15-27 March 2011	10h00	In All Wards
7	First IDP-Budget Forum To Discuss The Performance Of 2010-2011 And Make Inputs	4 April 2011	10h00	Municipal Chamber
8	Draft IDP-Budget Advertise For Inputs	21-11 March 2011	7h30	Municipal Satellite Offices And Media
9	Consolidation of report of	30 March 2011		Municipal Manager

	Public participation			
10	Second IDP-Budget Forum To Discuss The Consolidation Of Projects And The Presentation Of The Second Draft	8 April 2011	10h00	Municipal Chamber
11	Stakeholders forum (Sector Departments)	12 April 2011		Steering Committee
12	Consolidation of projects from Sector Departments	15 April 2011		EXCO
13	Adoption Of 2011-2012 Reviewed IDP-Budget	28 April 2011	12h00	Municipal Chamber (Council)

Table 5: Internal Role Players

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
COUNCIL	<ul style="list-style-type: none"> • Prepare, decide on & adopt the IDP Review Process Plan. • Ensure participation of all stakeholders. • Develop procedures for participation and consultation. • Ensure that that IDP Review is in line with all the Sector Plan requirements. • Verify the alignment of the reviewed IDP report with the District framework. • Approve and adopt the reviewed IDP.
EXCO	<ul style="list-style-type: none"> • Decide on the process plan for the review. • Oversee the overall co-ordination, monitoring, management of the review process. • Identify internal officials and councillors for different roles & responsibilities during the review process.
MUNICIPAL MANAGER	<ul style="list-style-type: none"> • Overall Accounting Officer. • Delegate roles and responsibilities for officials in the IDP Review Process. • Responds to public, district and provinces on the outcome and process of the review. • Ensure vertical and cross municipal co-ordination of the review.
DIRECTORS	<ul style="list-style-type: none"> • Co-operate and participate fully in the IDP Review Process. • Provide relevant departmental info budgets in the review process. • Helps in the review of implementation strategies during the review.

ROLE PLAYERS		ROLES AND RESPONSIBILITIES
		<ul style="list-style-type: none"> Assist the Strategic Director and Municipal Manager in preparing detailed project implementation score cards for project evaluation process.
IDP/BUDGET COMMITTEE	STEERING	<ul style="list-style-type: none"> To provide technical assistance to the Mayor in discharging the responsibilities as set out in Section 53 of the MFMA

The notion of IDP seeks to promote collaboration and coordination between all spheres of government. It provides the basis for alignment and harmonisation of all government programmes and projects in the municipal area. External roles players bring an external, objective view based on innate development experience of communities and sector departments to the planning process of the municipality. In this regard, EMLM has outlined the role of external players in EMLM's IDP process:

Table 6: External Role Players

ROLE PLAYER	ROLES AND RESPONSIBILITIES
COMMUNITIES	<ul style="list-style-type: none"> Participate in the IDP Rep Forum. Assist analyze issues and predetermine project priorities. Give input and comment on the reviewed draft IDP document. Assists in addressing weaknesses in the current project implementation programmes. Serve as watch dog during the implementation of the reviewed projects & programmes. Any addition.
PROVINCIAL GOVERNMENT AND SECTOR DEPARTMENT	<ul style="list-style-type: none"> Ensuring alignment of District and Local Municipalities' IDP's horizontally. Ensure sector alignment between Provincial Sector Department Plans and the IDP Review Process. Assist municipalities during the IDP Review Process. Assist the municipality during the review process. Assist the municipality financially during the review process. Provide support and monitor the municipality during the review. Study comments on the reviewed report.

3.1.3. Priority Needs Per Ward

The municipality's consultation process has culminated in the identification of various service delivery needs and priorities. The identified service delivery priorities of various wards in the EMLM have been summarised to inform the IDP and budget processes.

EMLM would endeavour to engage with responsible national and provincial departments to escalate the implementation of projects aimed at attaining ward specific priorities.

Table 7: Priority Needs of Each Ward

Priority needs that were raised by communities during the 2011/12 – 15/16 IDP consultation programme)

WARD	NEEDS PER WARD	VISITS
1.	<ul style="list-style-type: none"> • Clinic at Moteti A & B • Water at Ramaphosa, Liberty, Moteti B and Walkraal C ext. • Re- gravelling of roads in all villages • Electricity of Moteti B, Walkraal C ext. and Slovo • Sanitation/ VIP toilets in all villages • RDP houses at Moteti • Emergency services required • Low level bridge next to Mohlako Primary school • Library and gymnasium • Satellite Police station 	Ward visit
2.	<ul style="list-style-type: none"> • Water (ten Morgan) and sanitation in villages of the ward • Re-gravelling of roads in all villages • Electrification of Ten Morgan • A bridge at Ten Morgan next to Thejane school • Community hall at ten Morgan • Maintenance of cemeteries • Formalization of Zenzele informal settlement • In -fit houses at ten Morgan 	Ward visit
3.	<ul style="list-style-type: none"> • Water and sanitation at Kgobokwane and Kgapamadi • Community hall at Kgobokwane • Re- gravelling of roads, storm water control and a bridge Kgapamadi • High mast lights in both villages (Kgobokwane and Kgapamadi) • Job creation • Speed humps needed at Kgobokwane including road signs • Post office required • Fence erection for livestock • Primary school required at new stand • Satellite Police station • Electrification of 45 stands at Kgapamadi 	Ward visit

4.	<ul style="list-style-type: none"> • Electrification of Mpheleng (Ntswele Moutse), • Storm water control at Walkraal A and RDP • Tarring of 9 km access road from Stompo to Walkraal , • Paving of 3 km and 8 km storm water control at Stompo, • House connections and Cost recovery at Mpheleng (Ntswele Moutse) • High mast lights required • Fencing of cemeteries • Both Primary and secondary schools required at Walkraal extension (RDP) • Clinic needed at RDP 	Ward visit
5.	<ul style="list-style-type: none"> • Water (additional boreholes and reticulation) in all villages • Paving of bus route and storm water control including a low level bridge • Sanitation in all villages • Admin. Block for Mpheleng Primary school, Ramonokane and additional classes at Mailankokonono • RDP in both villages (Mpheleng and Magakadimeng) • Construction of a bridge between Mpheleng and Uitspanning B • Tarring of access road from R25(Bloempoot) to Uitspanning B • Educational bursaries • Renovation of schools and also construction of an admin. Block at Mailankokonono sec. school. • Extra boreholes required in both villages including refurbishment of the existing boreholes. • Fencing of Public roads • Handing over of a water Project • Pension pay points required • Additional class rooms at Sebakanaga • Fencing of borrow pits 	Ward visit
8.	<ul style="list-style-type: none"> • Fencing of graveyard at Marapong and Elandsdoorn A • Electrification of Madiba ext. • Resurfacing of Marapong road Phase 2 • Refurbishment of Mathale community hall • Extension of water pipes to Madiba • High mast lights in all villages • RDP houses in all villages • VIP toilets in all villages • Irrigation scheme at Malaeneng and Sempupuru. 	Ward visit
10.	<ul style="list-style-type: none"> • Water provision in all villages of the ward • Roads re-gravelling and construction of tar road at Lesehleng • VIP toilets in all villages • Electricity for Dithabaneng ,Mashemong ,Mohlamme section , • RDP houses in all villages of the ward • Mohamme Phase two road • Upgrading of sports fields • Fencing of cemeteries 	Ward visit
12.	<ul style="list-style-type: none"> • Paving of road to Nala high School and Fawcett combined school • Water and Sanitation at Thabakhubedu • Electrification of new settlement at Fawcett and Nala • Construction of a bridge at Thabakhubedu and Ntwane , Koto and Deeplevel including Lekgwareng bridge to Nala • RDP houses in all villages • Post office • Cleaning of currently used pay point 	

	<ul style="list-style-type: none"> • Construction of new pay points • Dumping site • Thabakhubedu road phase 2 • Fencing of cemetery • Technical school and Library • High mast lights • Recreational facilities 	
15.	<ul style="list-style-type: none"> • Re-gravelling of access roads at Laersdrift (7 km), Makwane road , Zone 11 and Makwali • Electrification of 200 households at Nkakaboleng and Prepaid electricity at Roosenekal town • Water at Nkakaboleng and Zone 11 • RDP houses in all sections • Clinic at Roosenekal and Mobile clinics in all villages • Refuse removal at RDP and Makwali • New site establishment • Low level bridge at Tigershoek 	
16.	<ul style="list-style-type: none"> • Water at Oversea, Madala stands , Doorom and Masanteng • Formal opening of the One Stop Center • Strict occupation of RDP houses • Extension of the tarred road towards the Police station • Tarring of bus route and re-graveling of access roads in all sections • To convert Zaaiplaas clinic into a health centre • Community hall at Zaaiplaas 	Ward visit
17.	<ul style="list-style-type: none"> • Cost recovery (water)in all villages of the ward • Tarring of Masoing road • Tarring of JJ road • Clinic at Keerom • Electrification of Masoing and Holnek ext. • Renovation of schools • Youth development centre required 	Ward visit
19.	<ul style="list-style-type: none"> • Water reticulation at Dindela , Rondebosch , Nkosini and Mathula stands (all extensions) • Bridge between Rondebosch and Madongeni • Tarring of 12 km road (4 km Tribal office road and 8 km bus route at Mthula stands • RDP houses at Rondebosch, Mathula and Dindela • Renovation of Jaffa and Bantabethu schools • High mast lights in all villages • Community hall at Mathula and Dindela • Yard connection (water) at Mathula 	Ward visit
20.	<ul style="list-style-type: none"> • Storm water control at Monsterlus and Jerusalem • Paving of streets at Monsterlus and Thabaleboto • Community hall at Monsterlus • High mast lights at Thabaleboto and Jerusalem • Sewer system at Monsterlus • Clinic required • Water and electricity at stadium view 	Ward visit
22.	<ul style="list-style-type: none"> • A bridge at Phosa • Electrification of 180 households at Phomolong and 60 Luckau A extension • Re-gravelling of all streets and grounds including storm water control at Luckau A & B • Building of 3 blocks classrooms at Hlabi high school, 3 blocks at Sindile P. school and one admin .office , Luckau P. school 2 	Ward visit

	<p>classroom block and an admin office,3 classroom block at Makeke P. school, St. Paul high school 2 blocks and an admin block , 2 classroom blocks at Phokanoka high school</p> <ul style="list-style-type: none"> • Clinics at Luckau A • Construction of offices at Moshate • VIP toilets and RDP houses • Sports facilities • High mast lights • Business development centre 	
23	<ul style="list-style-type: none"> • Paving of main street Sephaku/Vlakfontein • Master lights Sephaku/Vlakfontein • Closing of donga in Belfast/Sephaku new stand • Sephaku irrigation dam • RDP houses Sephaku and Vlakfontein • Sports grounds Sephaku and Vlakfontein • Borehole in Manyanga/Vlakfontein 	Ward visit
24	<ul style="list-style-type: none"> • Electricity at Forest (Ramogwerane) • Community hall at Sterkfontein • Re-gravelling of road from Mokumong via Ga- Mashabela to Moganetswa including the road to Moshate and the grave yard. • Water in all villages • Clinic at Sterkfontein and Luckau • RDP houses in all villages • Bridge at Phosa and Sterkfontein • Sanitation and VIP toilets • Paving of Phokanoka high school road • Funding of De- broilers Project • Recreation facilities 	Ward visit
25.	<ul style="list-style-type: none"> • Water and sanitation in all villages excluding Dikgalaopeng • Paving of roads in all villages • Fencing of cemetery at Dikgalaopeng • RDP houses in all villages • Renovation of Dikgalaopeng P. school , Matsepe P. school • Community hall • Electricity • High mast lights • Construction of a royal house and royal office • Travelling and cell phone allowances for the chief and council • Agricultural support 	Ward visit
26.	<ul style="list-style-type: none"> • Water in the whole ward • Pedestrian crossing bridge between stadium and new stands • Paving of access roads and storm water control in all sections • Up-grading of sports grounds in all sections • Boreholes required • Low level bridge at stadium to Mgababa • Multipurpose centre • RDP houses • Job creation Programs required 	Ward visit
27.	<ul style="list-style-type: none"> • Roads and storm water control in all villages of the ward • Electrification of 120 houses at Nyakelang , 60 houses at Botloponya and 40 houses at Mountain view • Administration block at Monamodi high school • Library at Nyakelang • Building of Mosebi and Matlabi Pre-school • Construction of a police station 	Ward visit

	<ul style="list-style-type: none"> Grave yard fencing (both new and old grave yards) 	
28.	<ul style="list-style-type: none"> Re-gravelling of internal roads in all villages and tarring of 4 km Dipakapakeng bus route , Mogababa school route 3 km, Matshelapata school route 3 km Water and sanitation in the whole ward Electricity of Dipakapakeng and ME and MB (Matshelapata) Clinic at Dipakapakeng Up-grading of sports facilities in all sections Storm water control Electricity at ME & MB Dikgalaopeng village Renovation of Motsedi and Kopa schools Completion of the existing RDP houses 	Ward visit

COMMUNITY PARTICIPATION MEETINGS failed at the under-mentioned Wards for different reasons highlighted:

6.	<ul style="list-style-type: none"> Phucukane road (Phase 2) Re-gravelling of roads in all villages of the ward Electrification of Lusaka (50 households) and Five Morgan (20 households) VIP toilets in all villages High mast lights in all villages 	Councillor request postponement for the meeting
7.	<ul style="list-style-type: none"> Water(Zenzele) and sanitation in all villages Electricity at Zenzele Re-gravelling of roads in all villages Paving of Ngolovhane road (phase 3) High mast lights in all villages 	Meeting failed due to complaints from community members
9.	<ul style="list-style-type: none"> Water at Phooko and yard connections at Walter Sizulu Electrification of Phooko, Jabulani ext. and Walter Sizulu (51 sites) Mobile clinic at Phooko and satellite clinic at Jabulani Storm water control at Jabulani and drainage of toilets at Walter Sizu;u Re-gravelling of roads all villages of the ward 	Councillor request postponement for the meeting
11.	<ul style="list-style-type: none"> Water reticulation at Elandsdoorn town , Taiwan and Uitspanning A, Roads and storm water control at Elandsdoorn phase 2 2 km road paving at Uitspanning A Clinic for Elandsdoorn town and Uitspanning A Community hall for Elandsdoorn town and Uitspanning A 	Councillor request postponement for the meeting
13.	<ul style="list-style-type: none"> Traffic lights at all intersections in van Riebeeck street Cultural Plaza Resealing of roads Enlargement of office space at license department Upgrading of sewer lines 	Stakeholders failed to Attend twice
18.	<ul style="list-style-type: none"> Electrification of 60 households at Mosodi and Magukubjane Yard connections at Makgopheng, Talane, Syferfontein, Perdeplaas and Mmotwaneng. Low level bridge at Makgopheng village, access road to Namudi 	Councillor request postponement for the

	<ul style="list-style-type: none"> secondary school • Low level bridge at Perdeplaas access road to Kausime Primary school • Re-gravelling of access roads in all villages and storm water control 	meeting
21.	<ul style="list-style-type: none"> • Water at Kgaphamadi , Legolaneng, Motsephiri and Phomola • Sanitation (1000 households at Kgaphamadi and Legolaneng • Electrification of 35 households at • RDP houses in all villages • Tarring of road from Jerusalema, Motsephiri, Kgaphadi , Marileng , Katlegong, Phosa, Phomola, Lekgolaneng, Makena , Mandela and Luckau 	Councillor request postponement for the meeting
29.	<ul style="list-style-type: none"> • Land and infrastructure development in Motetema • Water and sanitation at Motetema • RDP houses in the whole ward • Electricity (extension) at Motetema • Land tenure at Motetema 	Councillor request postponement for the meeting

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INSTITUTIONAL DEVELOPMENT

3.1.3.1. Administrative structure

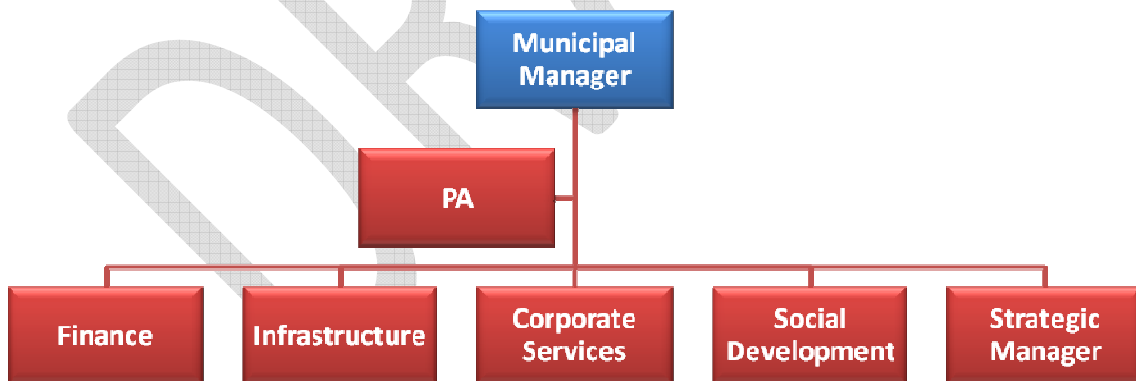
The administrative part of the Elias Motsoaledi Local Municipality is headed by the Municipal Manager who reports directly to the Mayor and Speaker of Council. There are five fully fledged departments that perform the technical, financial and administrative functions assigned to the municipality, while Strategic Management sits in the office of the Municipal Manager. The organogram of the administrative part of the municipality is provided in annexure 1.

3.1.3.2. EMLM administrative structure

There are five fully fledged departments in the municipality. These are:

- Strategic Management
- Corporate Services
- Infrastructure
- Social Development
- Finance

Figure 2: Administrative Structure of EMLM



3.1.3.3. Institutional Policies:

EMLM has approved a number of municipal policies geared at assisting the municipal organisation to administer its affairs in a manner that complies with legislation and implement the developmental mandate of the municipality. The municipality continues to review and amend its policies to reflect changing legislative framework and policy environment. EMLM has approved the following institutional policies:

Table 8: Approved Institutional Policies

APPROVED EMLM INSTITUTIONAL POLICIES			
Annual Leave	Anti- Corruption	Community Participation	Employment Equity
Conflict Of Interest	Debt/Credit Control	Delegation Of Powers	Grievance Policy And Procedure
Disciplinary Policy And Procedure	Electronic Communications: E/Mail/Internet	Employee And Political Office Bearers Code Of Conduct (Rules & Regulations)	HIV/AIDS
Municipal Rates	Placement	Key Control	Policy On Advertisement
Exit Interviews (Guidelines & Regulations)	Family Responsibility Leave	Performance Management Policy and Guidelines	Policy On Appointment Of Fulltime Councillors
Harassment	Health, Safety & Reporting Policy & Procedure	Policy On Acting Allowance For Officials Of The EMLM	Ward Committees & Community Participation
Indigent	Investment	Rendering Of A Security Service	Policy On Experiential Training
Maternity Leave	Mayoral Vehicle	Sick Leave	Attendance Of Conferences, Workshops, Meetings, Training, Etc- Delegates Representing The Greater Groblersdal Municipality
Official Housing	Overtime	Tariff	
Public Holiday	Recruitment Selection & Appointment	Property Rates	Supply Chain Management
Smoking	Training	Travel & Subsistence	Fixed Asset Management

4 . SITUATIONAL ANALYSIS

4.1 SPATIAL DEVELOPMENT OVERVIEW

The municipal Council has approved the Spatial Development Framework that outlines guidelines for Land Use Management Plans. The municipality is now expected to develop clearly defined key performance indicators and targets to implement its SDF.

4.2 Demographic Analysis

4.2.1 Population Figures

The total population of the EMLM is 247,488. This shows a 5.7% increase in 2007 compared to an estimated growth of 4.2% by 2010. The growth from a population of 233,215 in 2001 to 247,488 in 2007 could be attributed to natural growth and job opportunities and the overall growth in economic activities in the municipal area.

Table 9: Population per municipality

Municipality	Total
Elias Motsoaledi	247,488

According to the draft scoping report social impact assessment (2006) the EMLM has a profile similar to that of the SDM. The predominant population group in EMLM is Black African (98.9%), followed by the White (1.0%). In total, 12.5% of the population are under the age of 19. Just over half of the population is female (55.1%).

From the table below, it is evident that 86% of the total population (about 189 000 people) reside in the Moutse and Cross Border areas.

Table 10: Elias Motsoaledi Local Municipality area total population

Population Group	Population 2001	% 2001	Population numbers 2007	% 2007
Blacks	218 290	98.9	244,707	98.88
Coloureds	203	0.1	6	0.00
Indian or Asian	113	0.1	579	0.23
White	2 127	0.1	2,199	0.89
Grand Total	220 733	100	247,488	100

Source: Stats SA Census and Community Survey 2007

4.1.1. Household Size

Most households are headed by a female (57.7%). 15.9% households consist of a single person, followed by households consisting of two and three persons (both at 12.9%). It is reported that slightly more than half (50.3%) of the properties are owned and fully paid for by their owners (Social impact assessment, 2006).

Table 11: Population and Households

Municipality	Population		No. Of Households		Average Household Size
	2001	2005	2001	2005	
Elias Motsoaledi	221 638	233,215	48,762	51,518	4.52

Source: SDM IDP of 2007/2008 Review.

The average population density (people per km²) in the EMLM is 69 people per km².

4.1.2. Age and Gender Profile

In 2001 the total figure for males and females within the age category of 0-17 was 107 616 which was 49% of the total population. In 2007 in the same age category the total population figure for males and females was 113 799 which was 46% of the total population. There was an increase of 6 183 (2.5%).

In the 18-64 age category the statistics was as follows, in 2001 the figure was 99 616 (45%) of the total population and grew to 118 925 (48%) of the total population in 2007. There was a population increase of 19 309 (8%).

In the 65+ age category in 2001 there were 13 507 (6%) of the total population. The number increased to 14 771 (6%) in 2007 of the total population. This means the population grew by 1 264 (0.5%).

Table 12: Age and gender profile

Age Group	Male % (2001)	Male % 2001	Female % (2001)	Female % 2001	Total Population 2001	Male % (2007)	Male % 2007	Female % (2007)	Female %	Total Population 2007
0-17	53,444	24%	54,172	25%	107 616	55,762	23%	58,037	23%	113 799
18-64	40,863	18%	58,753	27%	99 616	51,934	21%	66,991	27%	118 925
65+	4,422	2%	9,085	4%	13 507	4,254	2%	10,517	4%	14 771
Total	98,729	44%	122,009	56%	(220,738)	111,947	46%	135,545	54%	247 495

Source: Stats SA Census and Community Survey 2007

The 0-17 age group constitutes a significant amount of the total population. This is the group that holds the key to regeneration and development efforts of any municipality. EMLM should development supportive interventions in collaboration with other spheres

of government to improve educational and vocational job opportunities for this group. The municipality should find ways of contributing to early childhood development initiatives in the municipal area. The municipality should further embark on interventions to alleviate the plight of young people who have become breadwinners as a result of HIV/AIDS.

The second highest category is age 18 – 64 constituted 48% of the total population. This group is also faced by various environmental stresses that expose them to vulnerability and poverty.

The proportion of females is marginally higher (54%) than that of males, the social implications of this for the municipality are significant. It is likely to imply that women head most households and thus their participation in economic activities is limited by the need to fulfil dual roles of being a provider and a nurturer. The latter role is by its very nature time intensive and emotionally oriented.

4.1.3. Dependency Ratios

According to the United Nations, the total dependency ratio is the number of persons under age 15 plus persons aged 65 or older per one hundred persons 15 to 64. It is the sum of the youth dependency ratio and the old-age dependency ratio.

Table 13: Dependency Ratios

Age	EMLM	%	SDM	Percentage %
0-14	88,846	40	397,581	41%
15-34	74,948	34	323,634	33%
35-64	43,459	20	187,531	20%
65+	13,496	6	58,398	6%
Total	220,749	100	967,144	100%

Source: Stats SA (2009)

The municipality should intensify efforts to manage the dependency ratios. It is vital that existing municipal policies and their interventions should be designed to address groups most affected by dependency. EMLM's LED strategy should target all affected groups. The strategy should promote the inclusion of not only the young unemployed but also the aged and those affected by various disabilities.

4.1.4. Level of Education

The education profile of the adult population of the Elias Motsoaledi Local Municipality is summarized in Table 11 below. This information indicates that 45.7% of the adult population has not received any form of schooling and that a further 10.7% has only completed some form of primary education. Moreover, only 11.9% of the adult population completed Grade 12 and only 4.5% have some form of higher education.

Table 14: Level of education of adult population

Category	Number	Percentage %
No schooling	46 551	44.8
Some primary	11 156	10.7
Complete primary	4 229	4.1
Some secondary	22 796	22.0
Std 10/Grade12	12 407	11.9
Higher	4 686	4.5
Total	103 826	100.00

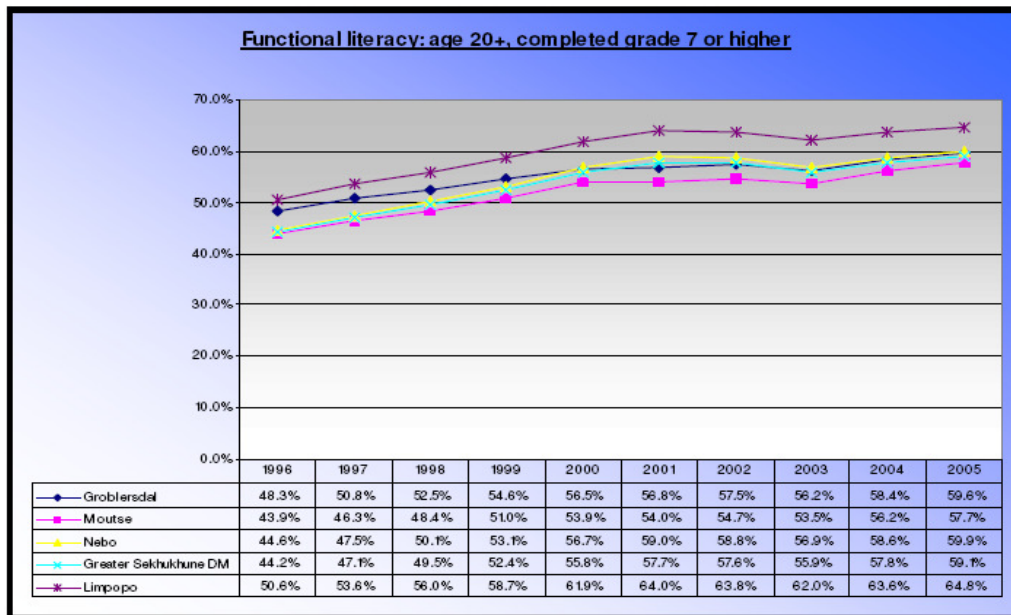
Source: Demarcation Board (2007).

4.1.5. Functional Literacy

The information outlined in Figure 2 clearly illustrates that the functional literacy rates within the study area are lower than the comparative provincial literacy rate of 64.8% in 2005. The functional literacy rate within the Elias Motsoaledi Local Municipality ranges between 57.7% in the Moutse Magisterial District to 59.9% in the Nebo District.

There was also a significant increase in the overall functional literacy rates in all three magisterial districts between 1996 and 2005.

Figure 3: Functional Literacy



Source: EMLM's LED Strategy (2007)

4.1.6. People with Disabilities

While there is limited information on employment rates for the disabled, Low literacy and employment rates and widespread social stigma are making it difficult for disabled people to participate in economic activities in the municipal area.

It is vital the municipality and other governmental agencies should create conditions for the disabled to access educational and employment opportunities. In addition, the municipality facilitate the implementation of interventions that will include deepening preventive health programs, screening all children at a young age, empowering disabled young adults with employable skills, encouraging the private sector to employ people with disabilities, ensuring full integration by overcoming stigma, promoting newer thinking and better coordination of programs, and improving the measurement of disability to ensure that the scale of disability in India is better understood. In addition, the public participation processes in the municipality should actively encourage persons with disabilities to be visible and active participants in the development process.

Table 15: Persons with Disabilities

Category	2001
Sight	3677
Hearing	2351
Communication	539
Physical	3144
Intellectual	1136
Emotional	1773
Multiple	1768
Total	14388

Source: Census (2001).

4.1.7. HIV and AIDS

The municipality has decided to develop a comprehensive two-pronged HIV/AIDS plan. One component of the pan will deal with workplace based HIV/AIDS and the other component will focus on the wide community. The comprehensive HIV/AIDS will form part of special programmes and be mainstreamed within the overall programmes of the municipality. The Limpopo PGDS has made a range of commitments to realise its vision of a peaceful, prosperous, united, dynamic and transformed province. One of these commitments is to reduce the impact of HIV/AIDS.

While there is limited information on the levels of prevalence in EMLM, there is no doubt the high HIV/AIDS prevalence in the country (24.8%) is a significant stress for poor communities such as the EMLM area.

The SDM IDP for 2009/2010 depicts the spread, management and treatment of HIV/AIDS in the District and LMs. This table tabulates various interventions on the management of HIV/AIDS in EMLM. These include voluntary, counselling and testing

(VCT), provision of nevirapine doses to women at antenatal or labour, referrals and HIV + patients on ART.

Table 16: Management of HIV/AIDS by the Province

Data Elements Name	Number
HIV pre-test counselled (excluding antenatal)	13 623
HIV client tested (excluding antenatal)	12 376
HIV tested positive- new (excluding antenatal)	2 964
Antenatal client tested for HIV	6443
Antenatal client tested for HIV-new	863
Nevirapine dose to woman at antenatal or labour	694
Live birth to woman with HIV	790
Nevirapine dose to baby born to woman with HIV	770
HIV test of baby born to HIV woman at 9 months	320
HIV test positive of baby born to HIV positive woman at 9 months	21
Blood drawn for CD4	5 114
Referral to ATR service point for ATR assessment- new	1 004
Registered ART patient	1 813
Registered ART patient on any adult regimen	2 254
Sexual assault case- new	111
Sexual assault case- new given ARV prophylaxis	101
Occupation HIV exposure- new case	1
Occupation HIV exposure case given ARV prophylaxis	1
HIV positive new patient screened for TB	1 554
HIV positive new patient with confirmed TB	190
HIV positive new patient started on INH prevention therapy	5
HIV positive new patient started on Co-trimoxazole prophylaxis	929
Scheduled dose issued(within 3 days) ART any regimen	11 070
Scheduled dose defaulted(>3 days) ART any regimen	561
Inpatient days-ART patient	11 183
Total	74 755

Source: SDM IDP for 2009/2010

4.1.8. Income Distribution

In EMLM according to population census 2001 86% of the population earned less than R19 200. 13.4% earned between R19 2001 and R153 601. 0.4 % earned between R153 601 and R 614 400. 0.15 earned between R614 401 and above. This means that the majority of the population lived below the poverty datum line.

The effect of this is that that state of affair severely limits members of affected household to obtain a tertiary qualification, to obtain capital for entrepreneurial purposes, and to buy products and services from local suppliers and therefore fail to contribute to local economic development.

4.1.9. Annual Household Income

In 2007 about 95.16% earned less than R19 200. 4.44% earned an income of between R19 201 and R153 600. 0.35% earned between R153 601 and R614 400. Only 0.09% earned an income of R614 401 and more. The two sets of figures indicate a growth of 8.5% from 2001 to 2007. This means therefore that the population increase was not met by a concomitant growth in earnings.

Where population increase is due to inward migration the implication hereof is that people coming to the municipality are those that are jobless. They will look up at the municipality for goods infrastructure and services. It is therefore apparent that the municipality needs to develop the economic sector so as to absorb the unemployed before this turns into a crisis. Poverty alleviation ventures could be an interim measure to provide relief in the short term. The issuing of grants could alleviate the situation somewhat but it should not be regarded as an end in themselves but a means thereto. Life skills development can also assist in raising the ability to earn additional income to sustain households.

Table 17: Annual household income

Household income	Number	Percentage %
No income	24 661	53.46
R1 – R4 800	11 433	24.78
R4 801 - R 9 600	2 070	4.49
R9 601 - R 19 200	5 735	12.43
R19 201 - R 38 400	822	1.78
R38 401 - R 76 800	734	1.59
R76 801 - R153 600	493	1.07
R153 601-R307 200	141	0.31
R307 201-R614 400	18	0.04
R614 401-R1 228 800	12	0.03
R1 228 801-R2 457 600	12	0.03
R2 457 601, more	13	0.03
Total	46 132	100

Source: S.A Demarcation Board (2007)

4.1.10. Employment Profile

Employment figures indicate that there was an increase in the total number of people employed from 20 201 in 2001 to 38 098 in 2007, a difference of 17 897 (47%). The growth could be ascribed to the establishment of the municipalities i.e. local and district which added employment opportunities and other business opportunities created in the economy e.g. wholesale and retail trade, community, social and personal services, manufacturing, financial, insurance, real estate and business services, construction, transport, storage and communication, agriculture and mining and other inadequately defined sectors including informal sector.

The impetus of generating employment needs to be strengthened so as to maintain the level of growth attained so far. One such sector would be the Local Economic Development (LED). All in all employment rose from 17% in 2001 (Population Census) to 27.43% in 2007 (Community Survey, 2007).

Unemployment decreased from 24 043 in 2001 to 16 725 in 2007, a decrease of 7 318 (30.5%). This downward trend needs to be fortified by strengthening the sectors that will employ more people. The effort would include Expanded Public Works Programs and Municipal Infrastructure Grant and other public and private sector initiatives. The growth of the informal sector due to deregulation measures could have played a positive part.

Table 18: Employment profile

Employment Status	Employment Figures	%
Employed	38 098	27.43
Unemployed	16 725	12.04
Not economically active	79 066	56.94
Not applicable	4 979	3.59
Total	138 868	100

Source: Stats SA Census 2001 and Community Survey 2007

The not-economically active population mainly composed of students and scholars increased from 61 847 in 2001 to 79 066 in 2007.

The not-applicable category shows a decrease from 13 707 in 2001 to 4 979 in 2007, a decrease of 8 728 which is 64%.

4.2.Economic Sectors

4.2.1. Employment Sectors

In 2001 the sector that employed the biggest number of the population was the public service that employed 99 598 which was 83.14% of the labour force at the time. In 2007 the figure increased to 100,770 which accounted for 73% of the then labour force. This indicates that other sectors in the economy are growing thereby beginning to eat away the monopoly enjoyed by the Institutions category.

Table 19: Employment Sectors

Industry	2001		2007	
	Population Number	%	Population Number	%
Agriculture, hunting, forestry and fishing	4 302	3.6 %	1 623	1
Mining and quarrying	329	0.27	184	0
Manufacturing	997	0.83	2,819	2
Electricity, gas and water supply	192	0.16	421	0
Construction	975	0.81	1,989	1
Wholesale and retail trade	2 974	2.5	5,755	4
Transport, storage and communication	946	0.79	1,683	1
Financial, insurance, real estate and business services	880	0.73	2,536	2
Community, social and personal services	4 221	3.5	5,326	4
Private households	1 867	1.56	-	-
Other and not adequately defined	0	0	2,463	2
Unspecified	2 514	2.01	13,300	10
Not applicable/Institutions	99 598	83.14	100,770	73
Grand Total	119 795	100	138,868	100

Source: Stats SA, 2001 and Community Survey 2007

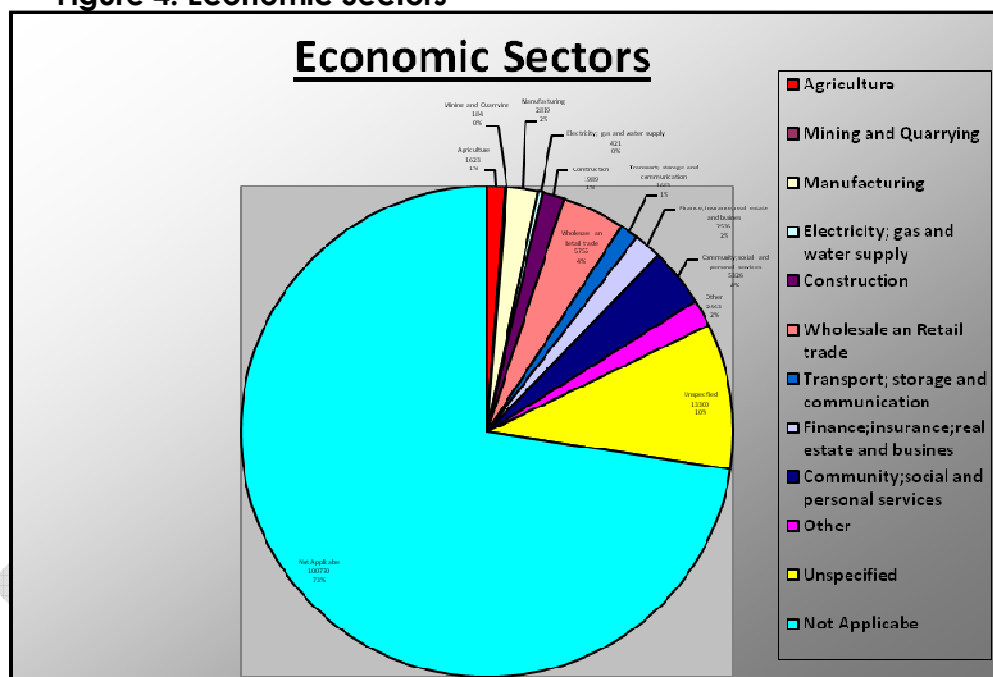
The second highest employment sectors in 2001 employing 4 302 (3, 6% of the total sector population) were Agriculture, hunting, forestry and fishing and Community, social and personal employed 4 221 which was 3.5% of the total sector population. In 2007 however, the unspecified category which includes the informal businesses jumped from 2 514 in 2001 to 13 300 in 2007 and becoming the second highest employment sector.

The sectors that contributed less employment figures in 2001 were Mining and quarrying, manufacturing, Electricity, gas and water supply and construction. Transport, storage and communication, financial, insurance, real estate and business services contributed a sum total of 4 319 which is a low performance indicator given the total number of sectors involved. The plight of the mining and quarrying industry is

a natural one which cannot be influenced by a human being. The geology of the municipality also shows that there are no mineral deposits of note in the municipality.

The municipality does not have a major **electricity and gas** power station. As a result the sector cannot employ a sizeable number of people. No dam sites have been identified within the municipality. As a result employment associated with water services are minimal. Fewer housing, MIG, EPWP, mall development and general construction work did not contribute much. However, if these sectors were to be strengthened they have the ability to absorb more labour force as they are labour intensive.

Figure 4: Economic Sectors



Source: Community Survey, 2007

In 2007 the sectors that contributed between 1 000 and 2000 jobs each were the following: agriculture, hunting, forestry and fishing, transport, storage and communication and construction. The total sum of employment they generated were 5 295. Agriculture and forestry is hampered by the erratic climatic conditions and water rights challenges which prevent water from being routed from existing dams to the place of agricultural need. Transport, storage and communication are hampered by the lack of a variety of products to be stored and transported as finished goods. This is also having an implication on the growth of the towns within the municipality as their industrial areas are small and only provide for service industries.

4.2.2. OCCUPATIONAL CATEGORIES

In 2001 the majority of the population was civil servants of different categories excluding managers and senior officials. The total occupational number was 99 598 which was 83% of the total occupational categories. This was followed by elementary occupations which accounted for 6 213 which was 5% of the total. The technicians and associate professionals group contributed 2 271 jobs which was 1.9%.

The following occupational groups contributed total figures that were between 1000 and 2000 each as reflected in the table below. They are craft and related trades workers 1 946 ((2%), occupations unspecified and not elsewhere classified, 1931 (2%) service workers, shop and market sales workers, 1 769 (2%) plant and machine operators and assemblers 1 743 (2%), skilled agricultural and fishery workers 1 560 (1%) and clerks 1312 (1%). 818 (1%) were professionals and 637 (1%) were legislators, senior officials and managers.

Table 20: Occupational Categories

Employment category	2001		2007	
	Population	%	Population	%
Legislators, senior officials and managers	637	0.5	1,900	1.37
Professionals	818	0.7	3,345	2.41
Technicians and associate professionals	2 271	1.9	1,704	1.23
Clerks	1 312	1.1	2,251	1.62
Service workers, shop and market sales workers	1 769	1.5	3,150	2.27
Skilled agricultural and fishery workers	1 560	1.3	1,920	1.38
Craft and related trades workers	1 946	1.6	3,305	2.38
Plant and machine operators and assemblers	1 743	1.5	2,649	1.91
Elementary occupations	6 213	5	7,131	5.14
Occupations unspecified and not elsewhere classified	1 931	1.6	10,743	7.74
Not applicable/Institutions	99 598	83	100,770	72.57
TOTAL	119 798	100	138,868	100

Source: Stats SA, and Community Survey, 2007

The community survey of 2007 depicts that 100,770 (73%) were working for institutions, 10 743 (8%) were in occupations unspecified and not elsewhere classified, 7 131 (5%) were in elementary occupations, 3 345 (2%) were professionals, 3 305 (2%) were in craft and related trades workers, 2 649 (2%) were plant and machine operators and assemblers, 2 251 (2%) were clerks, 1 920 (1%) were skilled agricultural and fishery workers, 1 900 (1%) were legislators, senior officials and managers and 1,704 (1%) were technicians and associate professionals.

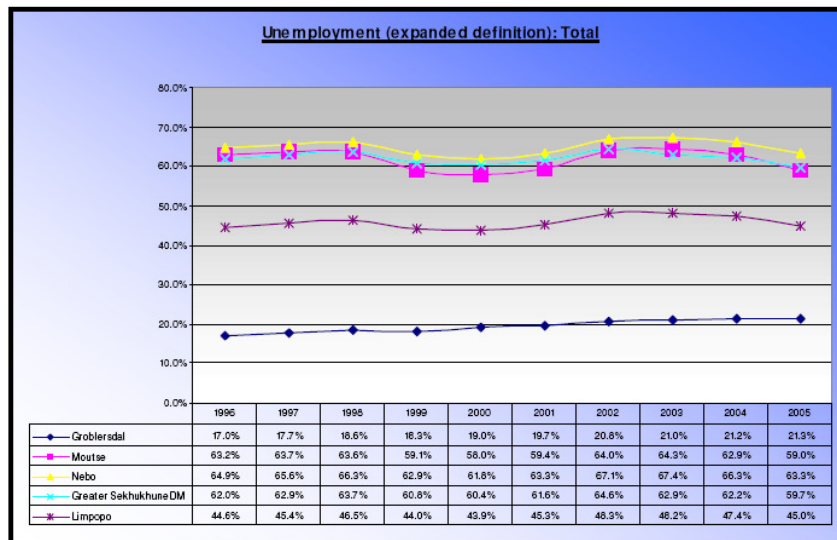
A closer look at the figures above shows that more people are employed in the public service. It is not a desirable state of affair as it does not increase the injection of additional funds from outside the municipality. A situation like this is referred to as a consumption economy that supports itself from equitable share and other state grants. This tendency is also known as recirculation of resources.

4.2.3. UNEMPLOYMENT RATES

The comparative unemployment rate of the Limpopo province, the Greater Sekhukhune District Municipality and the three magisterial districts which partly comprises the Elias Motsoaledi Local Municipality is depicted in figures 2.3 to 2.5. This information indicates that the estimated total unemployment rate (expanded definition of unemployment) of the Limpopo Province increased from 44.6% in 1996 to a high of 48.3% in 2002, whereafter it decreased somewhat to 45% in 2005.

At a local municipality level, it is clear that there are two distinctive patterns prevalent in the EMLM. Firstly, the **unemployment rate** in the Groblersdal Magisterial District (21.3%), which comprises the central parts of the municipality, is less than half the comparative unemployment rate of the province. However, the unemployment rate in the settlement areas in the north eastern and western parts of the municipality which forms part of the Nebo and Moutse Magisterial Districts are much higher than the comparative provincial figure at 59% and 63% respectively (EMLM LED Strategy, 2007).

Figure 5: Unemployment Rate (total population)

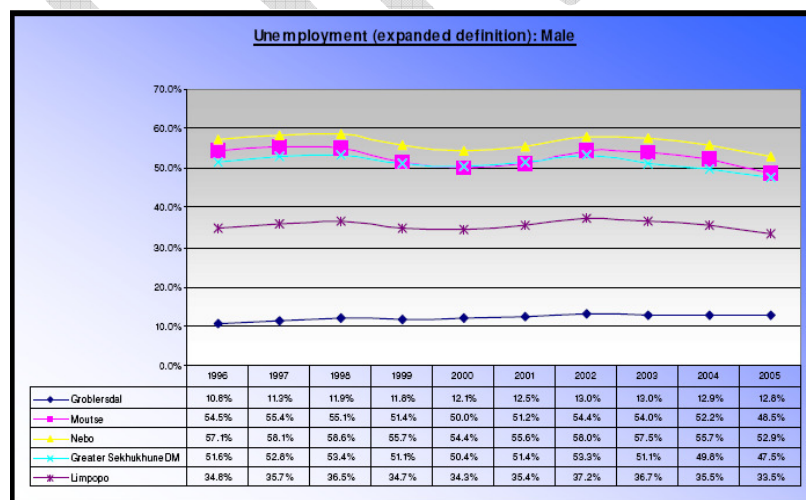


Source: EMLM's LED strategy (2007)

A very notable trend is outlined in Figure 2.4 and 2.5 in that the unemployment rate of the female population is significantly higher than that of the male population. The unemployment rate of the male population in the Groblersdal Magisterial District was only 12.8% in 2005 compared to 33.8% of the female population.

The comparative unemployment rate of the male and female population in the Moutse Magisterial District was 48.5% and 69% respectively and in the Nebo Magisterial District 52.9% and 71.5% respectively.

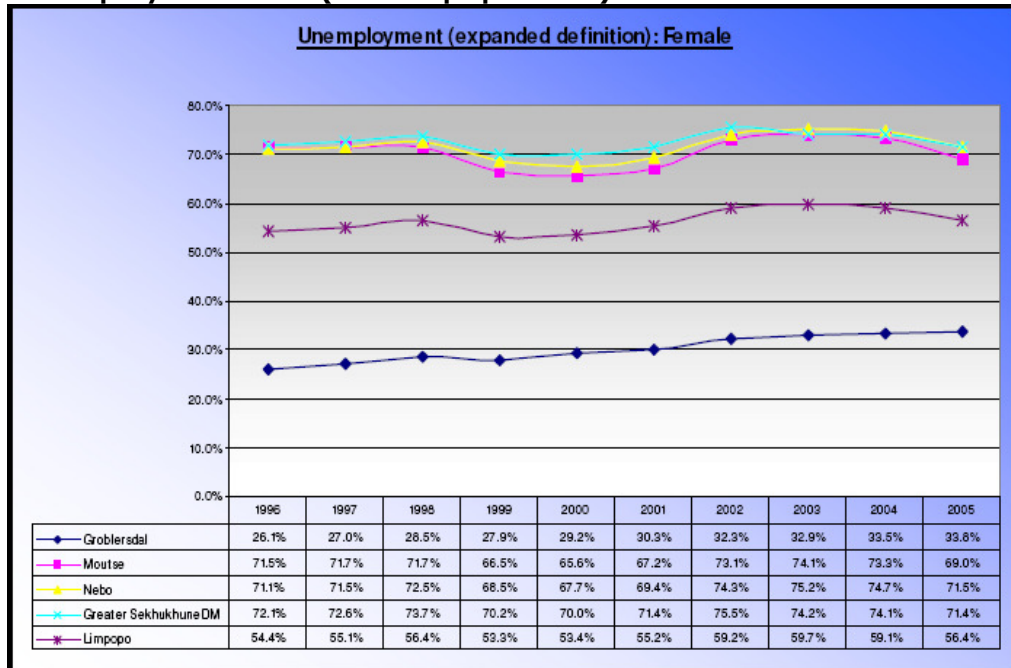
Figure 6: Unemployment Rate (male population)



Source: EMLM's LED strategy (2007)

It is clear from the graph below that the majority of unemployed people in the municipal area are women who count for the majority of the total population and women head most households.

Figure 7: Unemployment Rate (female population)



Source: EMLM's LED strategy (2007)

4.2.4. Socio Infrastructure

The municipal organisation should participate in all national and provincial policy initiatives and programmes aimed at addressing the challenges of HIV/AIDS. It is vital that EMLM should endeavour to promote the direct involvement of CBOs, NGOs, faith-based organisations and other partners in the design, implementation, monitoring and evaluation of its HIV/AIDS programmes and interventions in an integrated and coordinated manner.

4.2.5. Education

In 2001 the number of people who did not have education at all were 130 941 (59%) which is very high. The reasons for this kind of a situation is historical were in the past due to poverty and traditional roles given to the youth schooling was not important. Where it was regarded as important poverty made it impossible for households to send their kids to school. 86 156 people managed to achieve the highest standard of either

primary or secondary education. This too was caused by poverty were tertiary education was out of reach to the rural majority without an aid of bursaries.

Apart from the number increasing naturally it could have been swelled by uneducated and unskilled job seekers who could have entered the municipality in search of employment. To ameliorate the situation the municipality needs to consider providing some form of education to enable people in this category to at least read and write. This is a population that must also be taught life skills.

Graduates, technicians and professionals struggled to find employment. The municipality together with the Department of Education should consider establishing targeted skills education programs that will make this group more marketable.

Table 21: Pupils at schools

Categories	2001	% 2001	2007	% 2007
Pre-school	3 289	1.5	8 750	3.54
Primary and Secondary school	86 156	38.9	88 852	35.91
College	426	0.2	1 465	0.59
Technikon, University	288	0.1	1 336	0.54
Adult education centre	124	0.1	-	-
Other	149	0.1	902	0.36
Not applicable	130 941	59	146 186	59.07
Total	221 647	100	247 491	100

Source: Stats SA, 2001 and Community Survey, 2007

The preschool category figures are showing an increase from 3 289 in 2001 to 8 750 in 2007. More preschool going kids are having preschool exposure which is a foundation for further learning.

In 2001 tertiary education are accounted 714 and the number rose to 2 801 in 2007 and increase of about 75%. Whilst the number remains low the increase brings about hope of producing a population that could be easily absorbed into the economy

Should this be the case the economy of the municipality will be having skills that can turn deprivation through some innovative ideas into wealth. The challenge therefore is to ascertain that the present educational system is geared towards achievement of such.

The Other category also showed an increase from 149 in 2001 to 902 in 2007. These are mainly skills that are acquired on the job. Government programs like EPWP and MIG Programs can be utilized to skill the unskilled workers employed in those programs. The private sector can also play a part. What is needed therefore is a collaborative effort to transform what seems to be a hopeless case into something worthwhile.

4.2.6. Health and Social Development

There are a total of **19 health facilities** (17 primary health care clinics and 2 hospitals) within the area of jurisdiction of EMLM. According to CSIR planning standards 1 hospital should be provided for 25 000 population and 1 clinic for 5 000 population.

The total population in EMLM is 247 495 therefore **10 hospitals** should have been provided. Only **two hospitals have been provided**. Whilst the figure shows a deficit of 8 hospitals there could be a disparity between the standards, the character of rural settlements and the norms applicable within the Department of Health and Welfare.

The Department has a hierarchy of hospitals from Provincial, Regional and District hospitals. This means the two existing hospitals could be adequate to service the municipality. Where a need for a new hospital arises, it should be considered in the light of the hospital classification elucidated upon above. Where it becomes apparent that a new hospital be built the distribution of the rural settlements and centrality should be some of the main determining factors.

4.2.6.1. Health Facilities

Table 22: Breakdown of Health Facilities

Hospitals	Clinics (PHC)	Mobile clinics
2	12	5

Source: Census (2007)

From this it is evident that there are two hospitals in the Elias Motsoaledi Local Municipality area and these are located in Groblersdal and Moutse (Philadelphia). Twelve clinics/community health centres and five mobile clinics supplement the two hospitals.

Access to health facilities is a key milestone to realise the right to have access to health care facilities as pronounced by the Constitution. Improving access to health goes beyond physical facilities but also includes mobilising more resources for health, empowering women and communities, greater male responsibility and capacitating the NGO sector. The table indicates that 36% of people in the municipality do not have reasonable access to basic health services.

4.2.6.2. Accessibility to Hospitals, Clinics and Professionals

Table 23: Accesibility to health services

Hospitals		Clinics and professional	
% Within 20km radius	% Outside the 20km radius	% Within 5km radius	% Outside the 5km radius
80%	20%	64%	36%

Source: SDM, IDP (2007/2008).

Local government is mandated to improve the quality of life of its communities. Access to health and welfare services is central in fulfilling this mandate. It is therefore vital that communities have access to health and welfare services and facilities. Mobile clinics provide primary health care services to settlements with no fixed clinics or which are situated in outlying areas or small settlements

-

The Department of Health currently runs various programmes in the municipal area which include the following:

- Health Promotion
- HIV/Aids, STI and TB
- Communicable Disease control
- Mother, Child, Women, Youth Health
- Environmental Health
- Detailed Projects
- Home Based Care projects
- HIV/Aids Projects
- Poverty Alleviation Projects

4.2.7. Welfare

As far as welfare is concerned the main issues are the following:

There is a general need for the provision of facilities and services for the aged, the disabled, AIDS orphans and other orphans, the homeless street children, mentally ill and all the vulnerable groups afflicted by poverty in the Elias Motsoaledi Local Municipality area.

Pension payouts are generally in a poor state and where applicable there is a need to combine them with Multi-purpose Community Development Centres and to properly equip them with shelter, water, seating and toilet facilities.

There is a growing dependency on the **welfare** system in EMLM. This is demonstrated by the number of various grants that are accessed by beneficiaries in the municipal area. Table 22 below depicts information on these grants:

4.2.7.1. Types of Government grants in EMLM

Table 24: Government Grants

Q/A	D/G	W/V	COM B	GI A	FCG BEN	FCG CH/REN	CD G BEN	CDG CH/REN	CSG BEN	CSG CH/REN	BEN	CH/REN	Total
5047	1037	0	5	11	703	1130	153	162	11825	19805	18781	21097	79756

Source: SDM IDP for 2009/2010

The Community Home Based Care facilities need to be mobilized, capacitated and resourced in order to help address the above community challenges/anomalies. It is in the Elias Motsoaledi Local Municipality interest therefore to collaborate with the Department of Health and Social Development in its efforts to address these social ills and create an enabling environment that invest in human capital including the impact of HIV and Aids.

4.2.8. 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.

4.2.8.1. Safety and Security Facilities

Table 25: Breakdown of safety and security facilities

POLICE STATIONS
1. Dennilton
2. Groblersdal
3. Hlogotlou
4. Laersdrif
5. Motetema
6. Zaaiplaas
7. Roosenekal

It is critical that the municipality galvanises community structures to assist the police services to prevent and combat crime. At the local level the EMLM should focus on ensuring the effective enforcement of by-laws including traffic violations, whistle-blowing on corruption and fraud, and encouraging the participation of council and

residents in Community Policing Forums and other initiatives aimed at eliminating criminal tendencies and implement a Digital Eye Witness System that monitors the Central Business Area for criminal activities.

4.2.9. Sports, Arts and Culture

There are 6 formal **sports and recreational facilities** comprising a rugby field in Groblersdal, a cricket and soccer field in Tafelkop, and four soccer stadiums in Elandsdoorn, Groblersdal, Hlogotlou and Tafelkop respectively. In addition to the above there are 30 informal sports fields in the Moutse, Hlogotlou, Zaaiplaas and other parts of the municipality.

The current focus of the municipality is to maintain the existing sports facilities rather than providing any significant expansions or new facilities. Cultural Historic Sites and Tourist Attractions in the Elias Motsoaledi Local Municipality area are also not actively formalised or promoted.

4.2.10. Post Offices

Postal facilities can comprise fully-fledged post offices, postal agencies (satellites) or mobile units. There are approximately 15 postal facilities in the entire Elias Motsoaledi Municipal Area. Of the 15 postal facilities about 5 are fully-fledged postal outlets and 10 are agencies or satellites. The 5 main **post offices** in the Elias Motsoaledi Local Municipality are located in Groblersdal, Hlogotlou, Moutse, Roosenekal and Tafelkop. Mail collection points are also used in remote areas as another form of providing postal service to communities.

Telkom and private service providers are the main suppliers of **telephone services**. Most people (96%) in the municipal area have access to some form of telephone services (telephone and cell phone in dwelling, telephone only in dwelling, cell phone, neighbour, public telephone, other nearby).

4.3. Economic Analysis

Economic growth is a precursor to improving the quality of life of local communities. Economic growth forms the basis to improved service delivery. It is within this context that interventions to improve service delivery and reduce poverty should occur simultaneously with local economic development initiatives. In this regard, EMLM

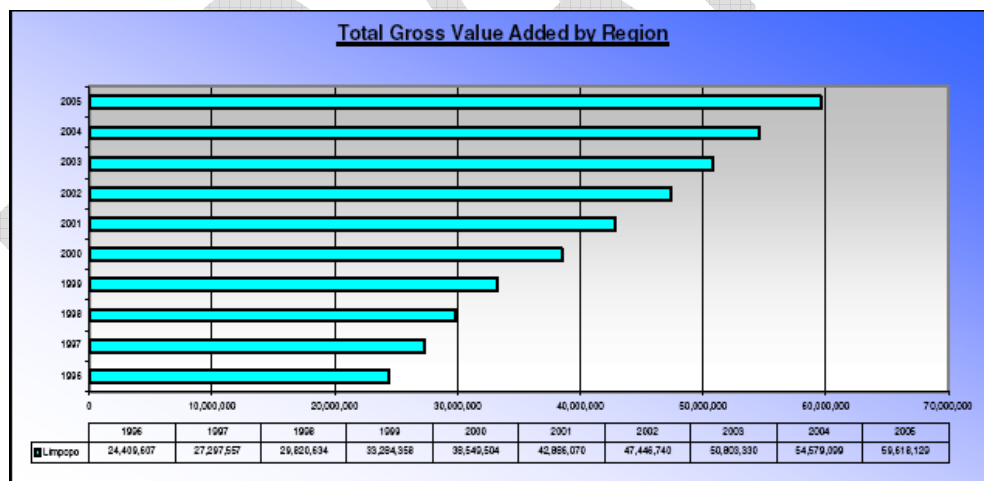
commissioned a **LED strategy** to obtain a better understanding of its economic features and develop strategies geared towards stimulating sustained economic growth in the municipal area. The results of this study are used to outline the economic situation as part of the IDP review.

The economic analysis provides an overview of the economic structure and performance of the EMLM area within the context of both the District and Provincial economy. It starts off by providing a comparative overview of the economic performance and the importance and contribution of various economic sectors and a detailed analysis of each individual sector of the local economy.

4.3.1. Macro Economic Indicators

The information depicted in Figures 7 and 8 indicates that the total size of the economy at both provincial and district level has more than doubled over the decade between 1996 and 2005. The total provincial Gross Value Added (GVA) increased from R24.4 billion in 1996 to R59.6 billion in 2005. Over the same period the total GVA of the Greater Sekhukhune District economy increased from just over R2 billion in 1996 to R4.9 billion in 2005.

Figure 8: Total Gross Value Added (current prices, 2005)

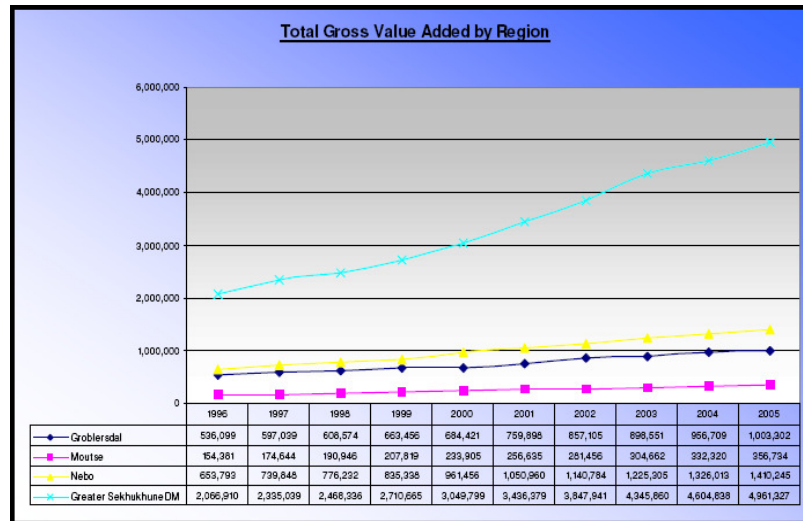


Source: EMLM's LED strategy (2007)

At a local municipal level it is clear that the Groblersdal Magisterial District has the largest impact on the local economy. The total GVA of the Groblersdal Magisterial District increased from R536 million in 1996 to just over R1 billion in 2005. The total size of the economy of the Moutse Magisterial District (which comprises parts of the Western region of the Elias Motsoaledi municipality) is relatively small in the District context, accounting for approximately R356 million GVA in 2005.

Although the total GVA of the Nebo Magisterial District accounted for R1.4 billion of GVA in 2005, only approximately 20% of this magisterial district actually forms part of the Elias Motsoaledi Local Municipality.

Figure 9: Total GVA (current prices, 2005)



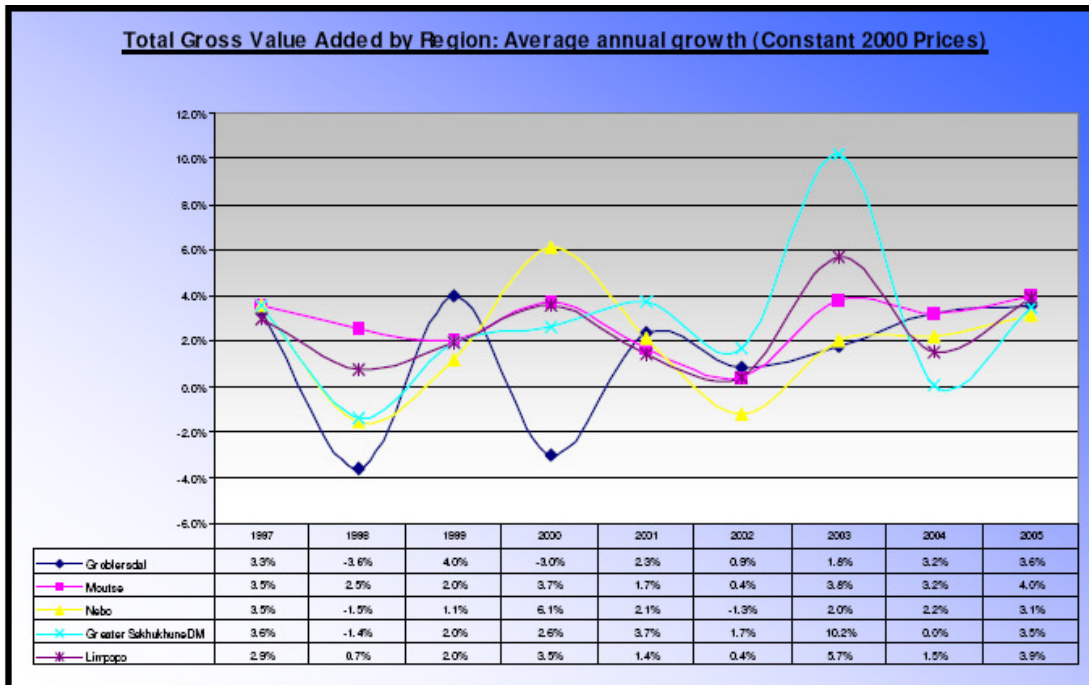
Source: EMLM's LED strategy (2007)

The overall average economic growth rate over the period 1997 to 2005 is depicted in figure 2.10. This information indicates that the provincial economic growth rate has increased significantly from 2003 onwards with annual growth rates of 5.7% attained in 2003 and 3.9% in 2005.

The magisterial district, which comprises the EMLM, has generally experienced growth rates below the comparative provincial and district figures. The highest average **growth rate** has been recorded in the Moutse District at 3.8%, 3.2% and 4.0% between 2003 and 2005. It should however be noted that this growth took place from a relatively small base (also see Figure 4.3).

The average annual growth rates in the Nebo Magisterial District ranged between 2% and 3.1% from 2003 to 2005 and that of the Groblersdal Magisterial District between 1.8% and 3.6%.

Figure 10: Average Annual Growth (current prices, 2005)



Source: EMLM's LED strategy (2007)

The information depicted in figures 11 and 12 clearly illustrates that the provincial economy is largely dominated by three economic sectors i.e. the community, social and personal services sector, the mining sector, and wholesale and retail trade sector (which includes tourism). At a provincial level the community, social and personal services sector accounted for R18.9 billion rand of GVA in 2005, the mining sector for R15.1 billion and the wholesale and retail trade sector R8 billion.

Figure 11: GVA by Region

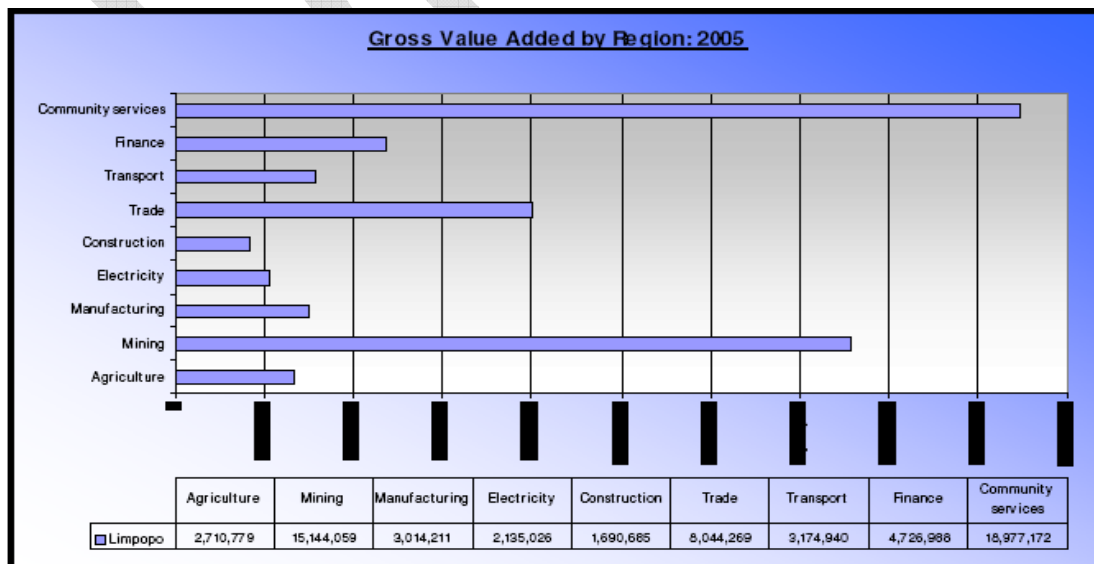
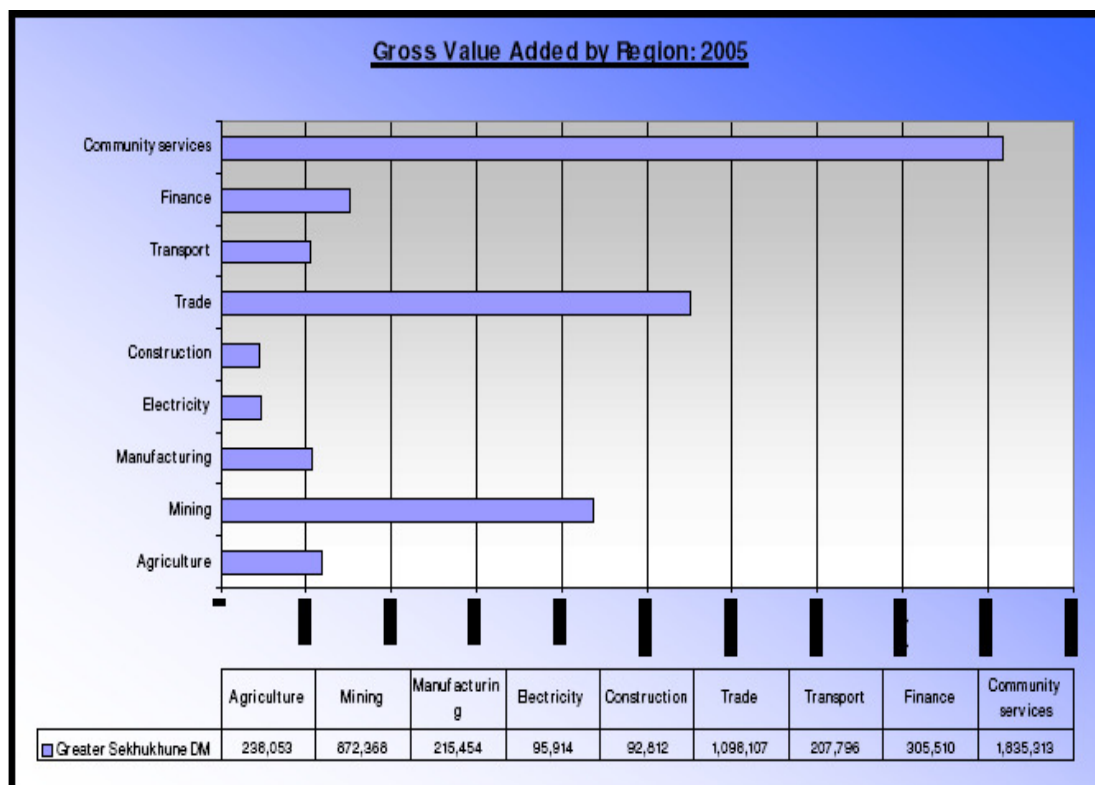


Figure 12: GVA per Sector (Greater Sekhukhune, DM, 2005)

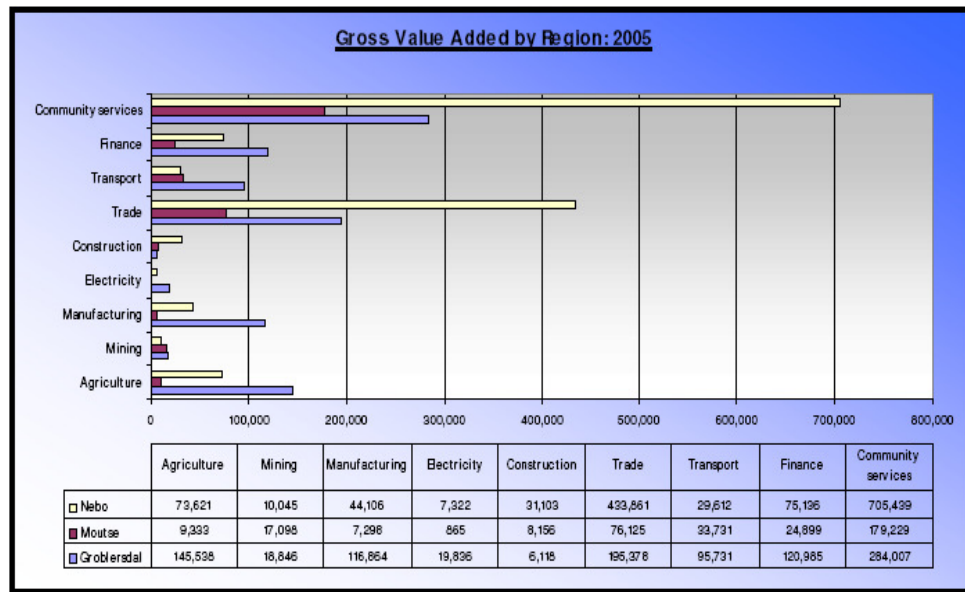


Source: EMLM's LED strategy (2007)

The structure of the local economy of the three magisterial districts which partly comprises the Elias Motsoaledi Local Municipality indicates the following aspects:

- The community, social and personal services sector is the major contributor to GVA in all three of these magisterial districts.
- The size of the Moutse Magisterial District economy is fairly small and dominated by the community, social and personal services sector.
- The wholesale and retail trade sector (including components of the tourism sector) is the second largest economic sector in all three magisterial districts.
- The Groblersdal Magisterial District plays an important role in the local economy of the Elias Motsoaledi Local Municipality, in terms of the agricultural and manufacturing sectors. The total GVA of these two sectors in the Groblersdal Magisterial District is significantly higher than that of the Nebo and Moutse magisterial districts.

Figure 13: GVA per Sector, (Magisterial Districts, 2005)



Source: EMLM's LED strategy (2007)

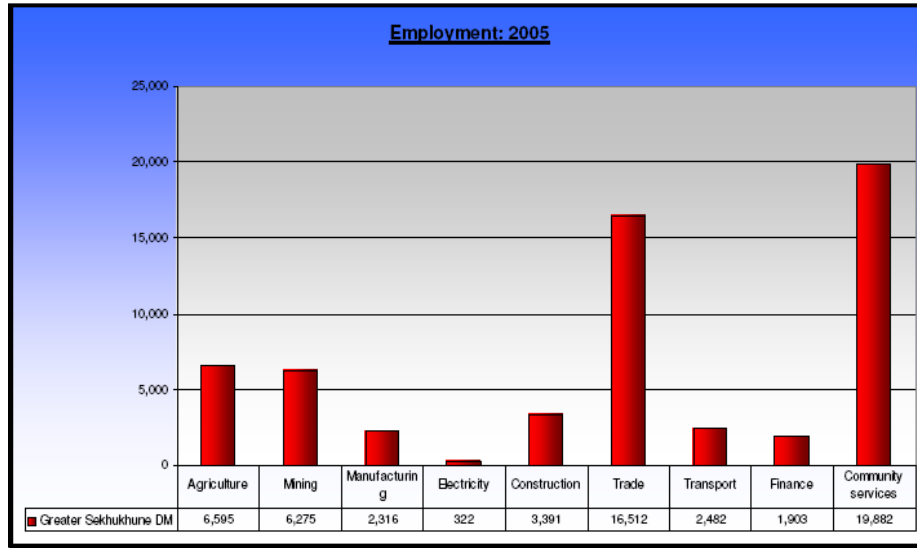
4.3.2. Local Economic Development Opportunities

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 28 800 ha.

4.3.2.1. Challenges:

The skills provided in the municipality are low, due to low level of education. This result in the economy failing to manage any developmental intervention that the municipality may come up with.

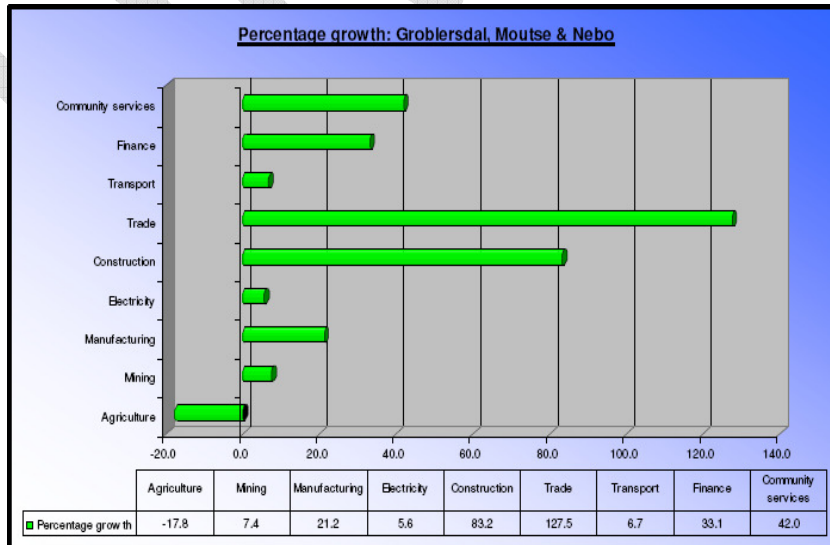
Figure 14: Employment opportunities in Greater Sekhukhune DM (2005)



The percentage growth in total employment in the three magisterial districts, which forms part of the EMLM, is depicted in the above figure. This information indicates that the number of employment opportunities in the wholesale and retail trade sector has increased by as much as 127% over the period 1996 to 2005.

Other strongly growing sectors have been the construction sector (83%) and the community, social and personal services sector (42%). An aspect of concern is that the total number of employment opportunities in the agricultural sector has decreased by 17.8% over the same period.

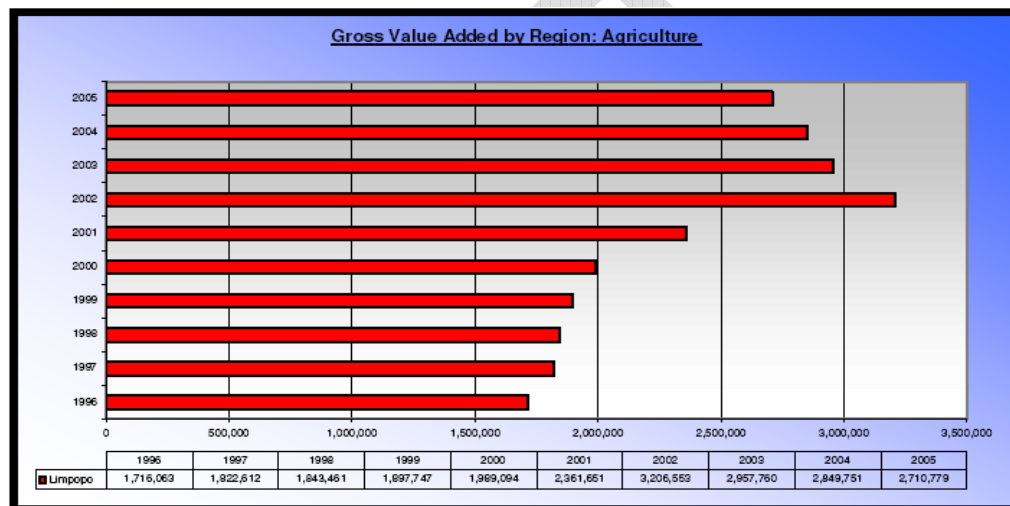
Figure 15: % growth in employment between 1996 and 2005 (Groblersdal, Moutse and Nebo Magisterial Districts)



4.3.2.2. Agriculture

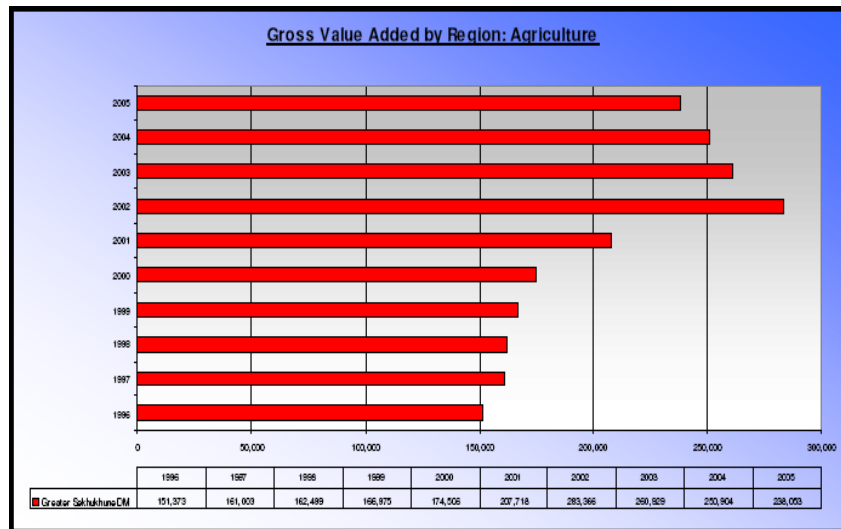
The total contribution of the agricultural sector to the Limpopo provincial economy peaked in 2002 with a total GVA of R3.2 billion. It has however subsequently decreased somewhat to R2.7 billion in 2005 (see Figure 2.16). This trend has also been prevalent in the Greater Sekhukhune District Municipality where the total GVA from the agricultural sector decreased from R283 million in 2002 to a figure of R238 million in 2005.

Figure 16: Total GVA (agriculture) in Limpopo (2000 current prices)



Source: EMLM's LED strategy (2007)

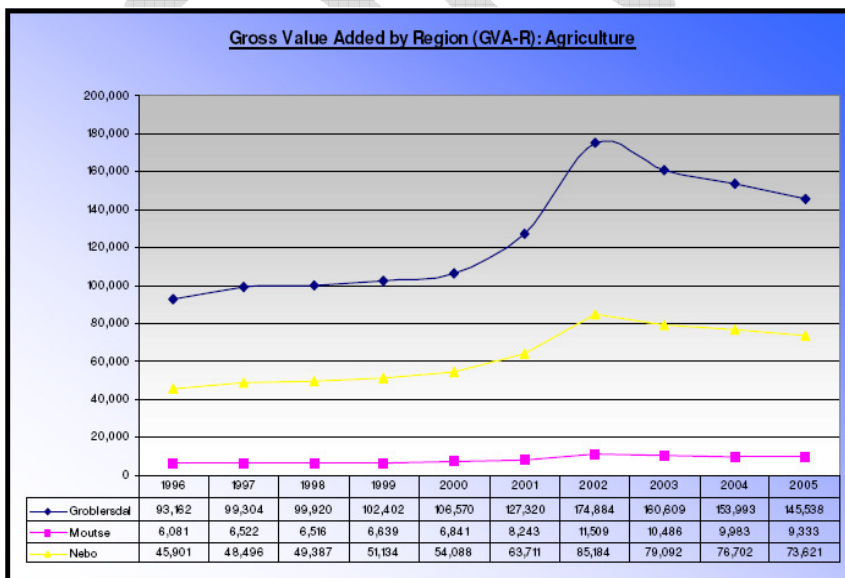
Figure 17: Total GVA (agriculture sector) in Greater Sekhukhune DM



Total economic production in the agricultural sector within Elias Motsoaledi is clearly concentrated within the Groblersdal Magisterial District with a total estimated GVA from this district of R145 million in 2005. The comparative figures of the Moutse and the Nebo Districts (R9.3 million and R73.6 million) have been very moderate.

It should also be borne in mind that only parts of these two magisterial districts are located within the Elias Motsoaledi Local Municipality. These figures also imply that the Groblersdal Magisterial District accounted for more than 60% of the total agricultural sector GVA on the SDM in 2005.

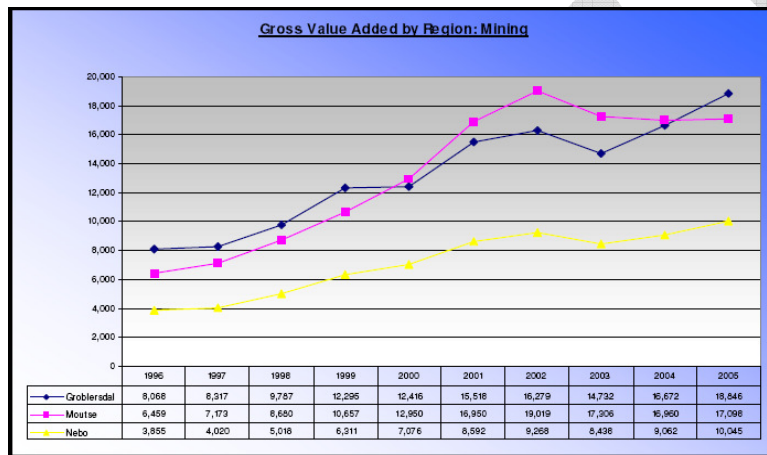
Figure 18: Total GVA (agriculture sector) in Greater Sekhukhune DM



4.3.2.3. Mining

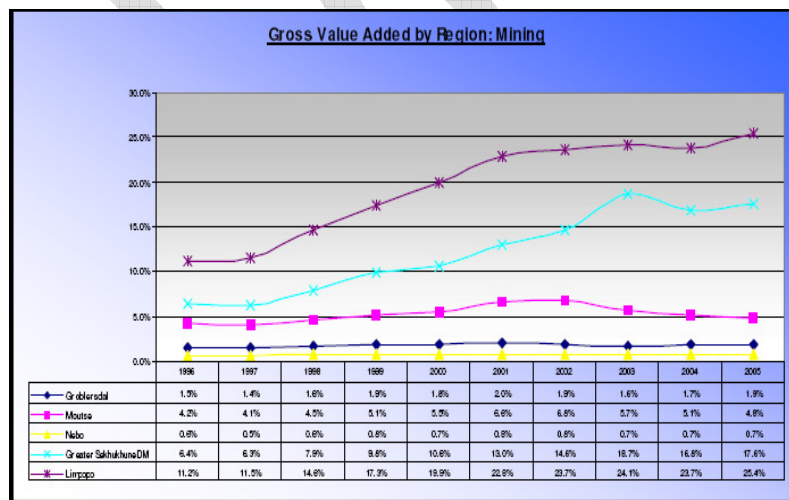
The information depicted in figure 19 however clearly indicates that the mining sector plays a relatively limited role in the local economy of the Elias Motsoaledi Local Municipality. The total GVA from the mining sector in the three magisterial districts that partly falls within the EMLM all accounted for less than R20 million in 2005. These figures imply that less than 5% of the mining GVA in the District originates from this area. This aspect is further illustrated by the statistics outlined in Figure 4.22. This data indicates that by 2005, the mining sector accounted for 25.4% and 17.6% of the total GVA of the Limpopo Province and SDM. This sector however only accounted for 4.8% of the total GVA of the Moutse Magisterial District, 1.9% in the Groblersdal and 0.7% in the Nebo District.

Figure 19: GVA by region: Mining



Source: EMLM's LED strategy (2007)

Figure 20: Contribution of the mining sector to total GVA

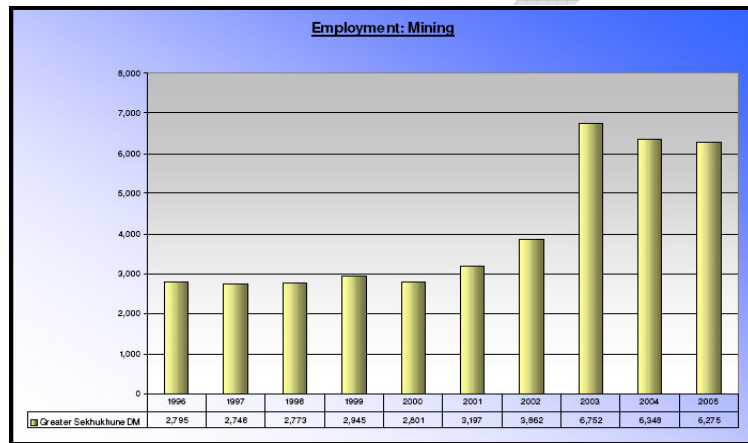


Source: EMLM's LED strategy (2007)

Similar to the large increase in economic output in the mining sector as measured by GVA, the total number of employment opportunities in the mining sector in the SDM also increased significantly, particularly since 2002. In 2002 the total estimated number of employment opportunities in the district in the mining sector was 3 862, which increased to 6 275 in 2005.

The total number of employment opportunities in the mining sector in the three magisterial districts within the EMLM was less than 400 and thus only accounted for a small fraction of the total district figure.

Figure 21: Total employment in mining sector SDM)



Source: EMLM's LED strategy (2007)

4.3.2.4. Manufacturing

The total economic output from the manufacturing sector at both provincial and district level showed moderate growth between 1996 and 2005. The manufacturing sector GVA at provincial level increased from 1.7 billion in 1996 to just over 3 billion in 2005. At the district level the total GVA increased from R133 million to R215 million over the same period.

Figure 22: Manufacturing Sector GVA, Limpopo (current prices, 2005)

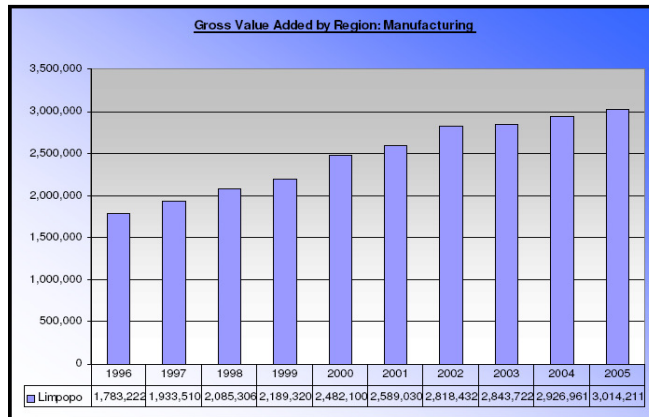
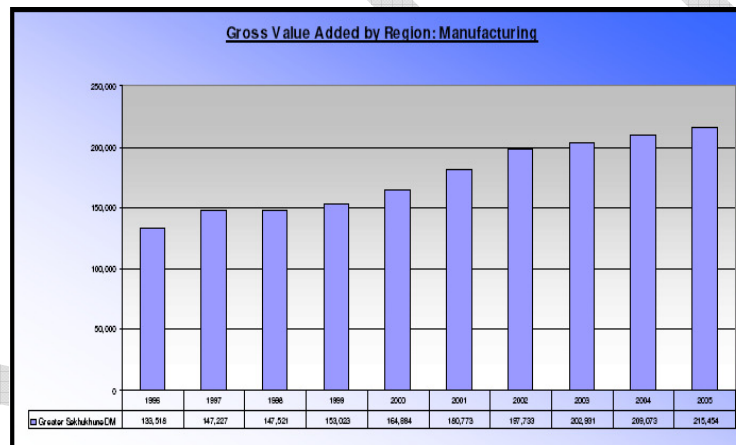


Figure 23: Manufacturing Sector GVA, SDM (current prices, 2005)

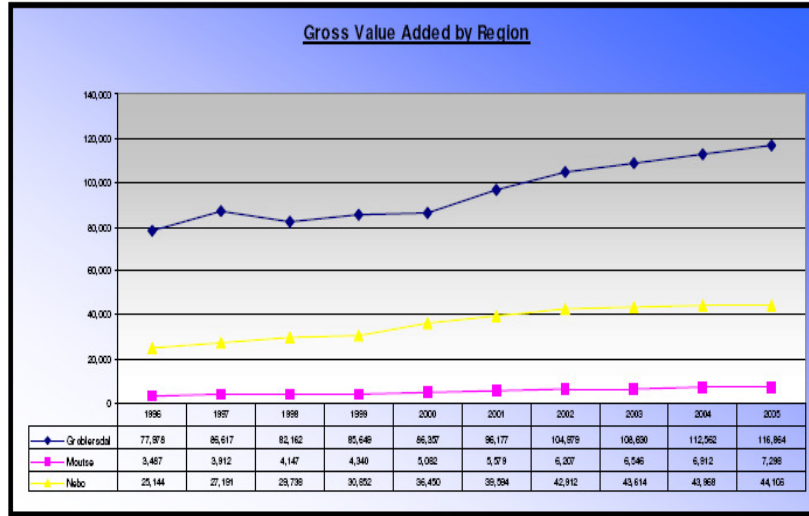


Source: EMLM's LED strategy (2007)

The information depicted in Figure 24 illustrates that the Groblersdal Magisterial District plays a prominent role in the manufacturing sector within the district economy.

The total manufacturing GVA of the Groblersdal Magisterial District in 2005 was nearly R117 million which accounted for approximately 54% of the total district GVA in the manufacturing sector. These figures also indicate that very little manufacturing takes place in the Moutse magisterial district.

Figure 24: Manufacturing Sector GVA, (current prices, 2005)



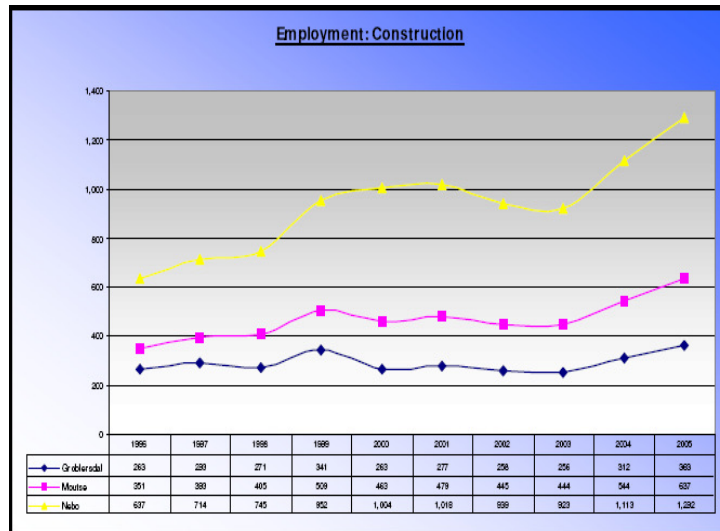
Source: EMLM's LED strategy (2007)

The contribution of the manufacturing sector to total provincial GVA decreased from 7.3% to 5.1% between 1996 and 2005 and from 6.5% to 4.3% in the Greater Sekhukhune District between 1996 and 2005. The manufacturing sector thus plays a very insignificant role in the economies of the Moutse and the Nebo Magisterial Districts, only accounting for 2% and 3.1% of the total GVA in 2005. The manufacturing sector plays a more prominent role in the Groblersdal Magisterial District accounting for 11.6% of the total GVA in this district in 2005.

4.3.2.5. Construction

One of the most notable trends in the district economy has been the increase in total employment opportunities in the construction sector from 2002 onwards. The total figure increased from 2 427 in 2004 to 3 391 in 2005. This upward trend since 2003 has also been prevalent in the three magisterial districts located within the EMLM.

Figure 25: Total employment construction sector



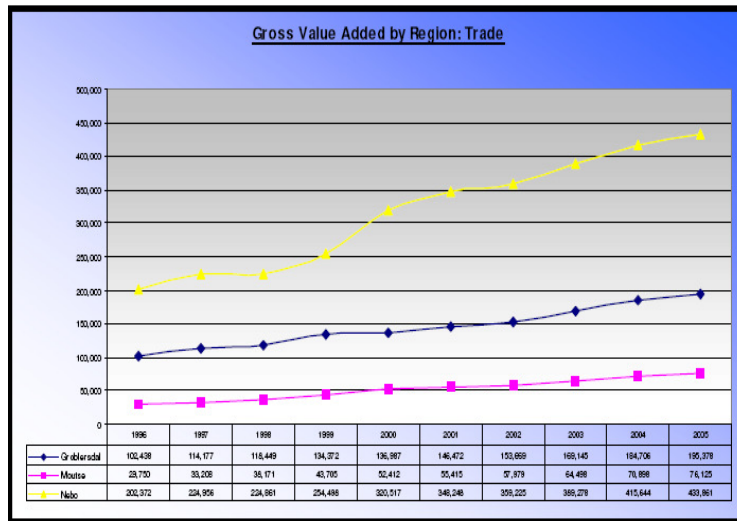
Source: EMLM's LED strategy (2007)

2.2.15.7. Wholesale and retail sector

The total economic production from the wholesale and retail trade sector increased considerable and more than doubled at both provincial and district level between 1996 and 2005.

The total GVA from the wholesale and retail trade sector at provincial level was just over R8 billion in 2005 and approximately R1.1 billion at district level. It is also important to note that the tourism sector is not measured separately in official economic statistics, but that a substantial part of the tourism sector forms part of the “wholesale and retail trade” sector.

Figure 26: Wholesale and retail trade sector GVA (current prices, 2005)



Source: EMLM's LED strategy (2007)

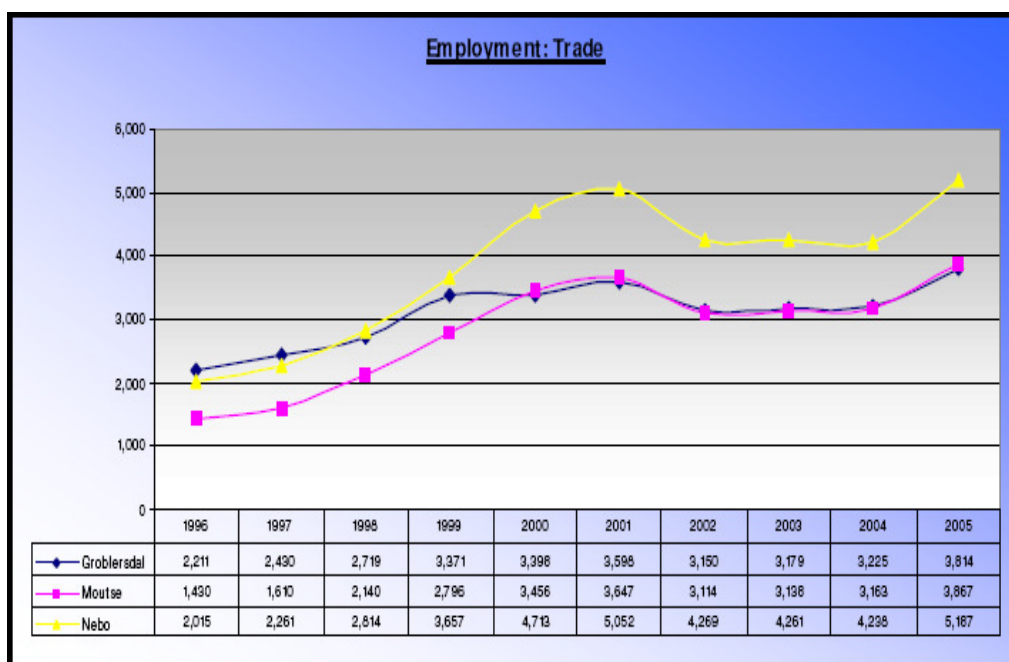
Within the three magisterial districts which form part of the EMLM, the wholesale and retail trade sector accounts for as much as R433 million of total GVA in the Nebo Magisterial District. This is related to the relatively large population concentration in this area and it should be borne in mind that only a portion of this magisterial district is located within EMLM. The total GVA in the Groblersdal Magisterial District has been approximately R195 million and in Moutse R76 million.

The wholesale and retail trade sector is particularly important in the Nebo Magisterial District where it accounted for 30.8% for total GVA by 2005. The comparative district figure was 22.1% and at provincial level 13.5%.

The total number of employment opportunities in the wholesale and retail trade sector showed a considerable increase, both within the SDM as well as within the EMLM

The total estimated number of employment opportunities in the wholesale and retail trade sector in 2005 was 3 814, 3 867 and 5 187 in the Groblersdal, Moutse and Nebo Magisterial Districts respectively.

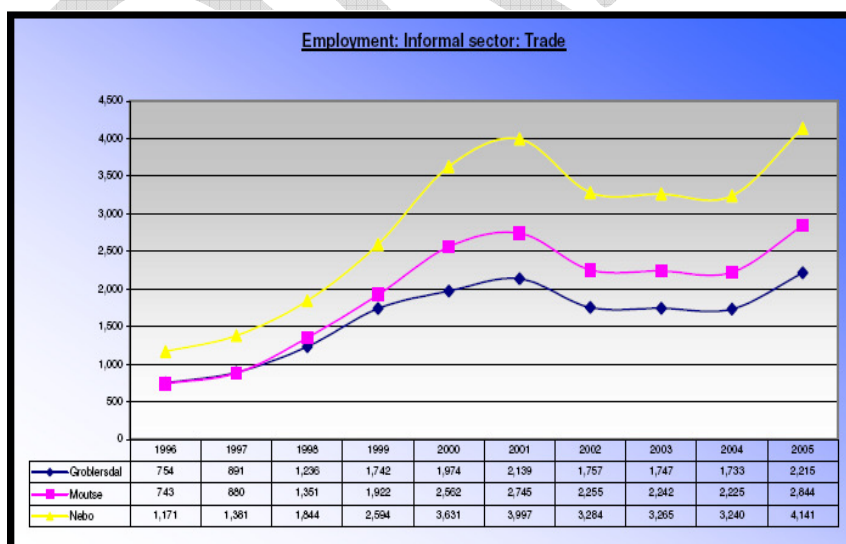
Figure 27: Total employment in wholesale and retail trade sector



Source: EMLM's LED strategy (2007)

A further particularly notable aspect is the significant increase in the total number of informal sector employment opportunities in the trade sector. This figure has more than tripled in all three the magisterial districts under consideration (see figure 2.28).

Figure 28: Total informal sector employment in wholesale and retail trade sector



Source: EMLM's LED strategy (2007)

In summary, 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 (under 5 irrigation schemes) cover a total surface area of 28 800 ha.

The gross agricultural production of the district is estimated at R250 million per annum. The agricultural produce includes grapes, wheat, tobacco, maize, soya beans, citrus fruits, cotton and vegetables.

The primary sectors in Elias Motsoaledi are:

- Agriculture and agro-processing
- Mining
- Tourism
- Public Sector

Table 26: Priority sectors of LMs

Local municipality	Agriculture and agro-processing	Mining	Construction	Tourism	Other sectors	Public Sector
Elias Motsoaledi	X	X		X		X

Source: SDM IDP, 2007/2008

While the detailed economic sector analysis presented in this section does not information on other sectors such transport and communication, financial and business services, community and personal services and the tourism sectors it encapsulated in a number of key characteristics, which include the following:

- Economic growth rates in the EMLM are generally lower than provincial average.
- Agricultural sector prominent in Groblersdal district (strong comparative advantage in provincial economy).
- Manufacturing sector only making significant contribution in Groblersdal district (relative contribution decreasing).
- Community, social and personal services main economic activity in rural areas/settlements.
- Important role of wholesale and retail trade sector across EMLM.
- Tourism sector has significant development potential but currently underdeveloped.

From a strategy development point of view, these characteristics have a number of important implications, which include:

- The agricultural sector has a strong comparative advantage in the study area and associated development opportunities such as agro-processing and agri-tourism should be strongly promoted.
- The identification and implementation of appropriate agro-processing strategies and projects will result in a meaningful positive impact on the manufacturing sector.
- Government activity (e.g. education, health, etc.) is currently the only notable source of economic activity in many of the remote rural areas and these facilities could thus play key role in initiatives such as entrepreneurial and skills development programmes.
- The wholesale and retail trade sector, including the informal sector, is a prominent sector across all parts of the district municipality and should be supported and promoted.
- The tourism sector has significant potential for development but is currently under developed as far as the infrastructure and the marketing thereof is concerned.

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4.4. Basic Service Delivery and Infrastructure Analysis

4.4.1. Water

Most households do not have access to water in their dwellings. Only **43% of households have access to water** on site (either inside their house or in their yards). A significant number (57%) of households have access to water that is below RDP standards. This implies that affected households rely on natural sources (such as rivers and springs) for their water supply. The current state of affairs that does not augur well for a developmental oriented municipality that seeks to improve the quality of life of its residents. There is a slight difference between the STATS SA information on water backlog above and the WSDP information. Therefore it is the responsibility of the Water Service Authority to conduct a verification process to test the accuracy of the information.

Table 27: Water services

Households	Numbers	%
Above RDP Level		
In-house (Piped water to the dwelling)	2 012	4%
Yard tap (Piped water inside yard)	13 614	26%
Communal standpipe <200m	6 845	13%
Below RDP Level		
Below basic >200m	29 793	57%
Total	52 263	100%

Source: EMLM, Infrastructure Services, SWOT analysis, 2008

4.4.2. Sanitation

Sanitation remains a key development challenge in the municipal area. Only **6% of households have access to waterborne sanitation services**. The majority of households have access to sanitation services below RDP standards. 9% of households have access to pit latrines without ventilation, while only 3% have access to septic tanks.

4.4.2.1. Backlog

Only 15 077 out of the 46 840 households in Elias Motsoaledi Municipality have access to sanitation services which indicates a backlog of **31 763** households without adequate sanitation.

Table 28: Sanitation

Households	Numbers	%
Above RDP Level		
Waterborne (Flush toilets connected sewerage works)	2 901	6%
Septic tanks (Flush toilets with septic tank)	1 624	3%
VIP (Pit latrine without ventilation)	4 567	9%
Below RDP Level		
Below basic.	43 171	83%
Total	52 263	100%

Source: EMLM, Infrastructure Services, SWOT analysis, 2008

4.4.3. Energy/Electricity

The **municipality and ESKOM** are the main electricity supply authorities. The municipality supplies electricity in Groblersdal and Roossenekal and ESKOM supplies the remaining areas receive electricity from ESKOM. Approximately **89%** of all the towns and villages comprising the EMLM have access to electricity supply.

EMLM has undertaken a study on its licensed and unlicensed areas in the entire municipal area. The study has confirmed that there is insufficient **bulk** capacity to vigorously extend connections to additional households. In addition, insufficient bulk capacity is undermining economic and housing developments in the Groblersdal and Roossenekal areas.

In the past financial year, EMLM has developed a lighting master plan for all municipal areas. The objective of the study was to understand the financial implications of providing high mast lights in entire municipal area and reduce possible incidence of crime in unlighted areas. The municipality is participating in the Regional Energy Distributions (REDS).

4.4.3.1. Backlog

The current backlog is standing at **11%** in the villages due lack of bulk capacity and budget constraints.

Table 29: Energy

Households	Numbers	%
Grid connection:	46 566	89%
Solar:	48	0.1%
No electricity:	5649	10.9%
Total	52 263	100%

Source: EMLM, Infrastructure Investment Framework, 2007

4.4.4. Refuse Removal

The 2005/2006 IDP indicated that there are four waste disposal sites in the municipal area. They are located in Elandsdoring, Rossenekal, Groblersdal and Motetema. The **challenge** facing the municipality is non-compliance to the prescribed minimum requirements in managing landfill site.

4.4.4.1. Backlog

Out the four-landfill sites, only one is registered to conduct landfill business. The document further indicated that **73%** of households had no access to refuse removal services.

4.4.4.2. Free Basic Services

The Municipality is providing **free basic sanitation** in all rural areas, in the form of VIP toilets. The only areas where free basic sanitation is not provided are Groblersdal and Roosenekal.

Currently the Municipality is providing **free basic electricity** to the indigents which are situated in Eskom licenced area. The current collection varies from month to month as not all the indigent's collect the free token. Currently about 1189 households benefit to the Free Basic Electricity.

4.4.5. Telecommunications

Telkom and private service providers are still the main supplies of telephone services. In terms of census (2001), most people (96%) in the municipal area have access to some form of telephone services (telephone and cellphone in dwelling, telephone only in dwelling, cellphone, neighbour, public telephone, other nearby and not nearby).

Table 30: Indicates access to telephony services

Households	2001	%
Telephone and Cellphone in Dwelling	1801	3.9%
Telephone only in Dwelling	2374	5.2%
Cellphone	10098	22.2%
Neighbour	1451	3.2%
Public Telephone	23749	52.4%
Other – Nearby	1876	4.1%
Other - Not Nearby	2269	5.0%
No Access	1682	3.7%
Total	45300	100%

Source: Census, 2001

According to Community Survey (2007), access to telephone, cellphone and internet by household head indicates that:

- 1733 households had access to telephone services;
- 36, 472 households had access to cellular phones; and
- 46 841 households had access to internet services.

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4.5. Transport and Roads

The main modes of public transport that serve the EMLM area are buses and taxis, with the bus services being the secondary mode of transport. At present the services are uncoordinated and both the bus and taxi services follow the same routes that lead to extensive duplication of services. Whereas the bus service is subsidised by government to provide an affordable passenger transport service, the taxi industry is not subsidised.

4.5.1. Land Transport Status Quo

The travel modes for the EMLM are indicated in Table 29. It is clear from the data that 94% of the EMLM population walk to their various destinations due to a lack of public transport or a lack of money to pay for public transport or private transport. Minibus taxis are the most popular form of transport with 3% of commuters making use of taxis, while 2% of commuters make use of bus transport. Only 2% of commuters use private vehicles as mode of transport.

Table 31: Travels modes in the EMLM

Travel mode	Numbers	%
Foot/Bicycle	101,732	44%
Private	4,700	2%
Bus	4,233	2%
Taxi	5,847	3%
Not applicable	116,182	49%
Total	232,695	100%

Source: EMLM, Strategic Management, SWOT analysis, 2008

4.5.2. Road Network

The municipality has developed a comprehensive **Local Integrated Transport Plan (LITP)** to obtain a better understanding of the road infrastructure and develop strategies to address identified challenges.

4.5.3. Public Transport

There are no commercial airports in the municipality, however there are one registered airfield in Groblersdal Town. This is used as an emergency airfield. It is utilized mainly by the business and tourism sectors, as well as local farming wishing to spray their cultivated fields. There is no commuter rail service currently provided for passengers in Elias Motsoaledi municipality.

190 (approximately 50% outwards-bound) taxi routes in the SDM and 15% are in the Elias Motsoaledi municipality. Of the subsidized bus routes in the district, 57% are in the Elias Motsoaledi Local Municipality. The route utilization survey noted 1462 taxis in the district area. Furthermore 1372 taxis were noted in the Elias Motsoaledi municipality.

4.6.Spatial Analysis

The municipality is also developing a **comprehensive environmental analysis** in order to obtain a better understanding of the current state of its environment. This report will serve in Council and would include interventions to address environmental challenges. It would further align to the approved **SDF**.

The development of a Spatial Development Framework (SDF) is a legal requirement. Over and above the legal requirement, SDF should be used a basis for a pro-active or forward/strategic planning system and a land-use management/control system. The SDF should also provide sufficient clarity to guide decision makers in respect of IDP. SDF supports the provision of a focussed strategic leadership role of local authorities in shaping good places, creating sustainable mixed communities and delivering better local services. It explains the importance of the relationship between SDF and land use management schemes.

The role of local municipalities is that of 'place shapers' providing the strategic leadership needed to bring together various local agencies and groups in order to build a vision of how to respond to and address the challenges facing a locality in a co-ordinated way. They will do this in a variety of ways but critically through partnership, by developing a joint vision, supporting and working with other bodies and commissioning others.

In other words, SDF provide a general direction to guide IDP and decision-making as well as actions and over a multi-year period and to indicate the desired spatial form of the municipal area. Thus enabling visual representation of the spatial objectives, formulate spatial strategies and a strategic development framework.

4.6.1. Land Use and Potential

The municipality is dominated by commercial and subsistence farming, the second most significant land use is the potential conservation areas, especially within the municipal areas. These potential conservation areas may eventually encompass roughly one third of the municipality.

4.6.2. Existing Legislation

The new legislative environment has substantially transformed the planning system in South Africa. Community responsive policy-making at its heart of the transformed planning system and is intended to deliver sustainable development.

The Municipal Systems Act (2000) places its focus far wider than traditional land-use planning. The new spatial planning system is tasked to deliver positive social, economic and environmental outcomes, and requires planners to actively collaborate with the wide range of stakeholders and agencies that help to shape local areas and deliver local services. While previous Town Planning Ordinances and R293 legislation guided planning processes, modern planning is guided and assisted by Town Planning Scheme and Land Use Management Scheme (LUMS).

4.6.3. Hierarchy of Settlements

The Limpopo Province Spatial Rationale, 2002 identified a settlement hierarchy for Limpopo and the hierarchy for the SDM area is also described in terms of this hierarchy. A settlement hierarchy is usually based on the classification of individual settlements (e.g. towns and villages). The settlement hierarchy as contained in the Limpopo Province Spatial Rationale is as follows:

SETTLEMENT CLUSTERS	1 ST Order Settlements (Growth Points) [GP]	Provincial Growth Point [PGP] District Growth Point [DGP] Municipal Growth Point [MGP]
	2 ND Order Settlements (Population Concentration Points) [PCP]	
SETTLEMENTS' VILLAGES	3 RD Order Settlements (Local Service Points) [LSP]	
	4 TH Order Settlements (Village Service Areas) [VSA]	
	5 TH Order Settlements (Remaining Small Settlements) [SS]	

The current EMLM's SDF identifies the following settlements in first, second and third order settlements:

Table 32: Hierarchy of settlements in EMLM

1 st Order Settlements	2 nd Order Settlements	3 rd Order Settlements
Groblersdal, Monsterlus, Motetema/Tafelkop	Ntwane, Elandslaagte, Sephaku	Moteti and Zoetmelksfontein

4.6.4. Strategic Development Areas (SDAs)

The EMLM SDF (2007) has made a number of spatial development proposals. These areas would require coordinated interventions that would stimulate the realisation of their full potential:

- Groblersdal (Provincial Growth Point),
- Motetema- Tafelkop (Municipal Growth Point),
- Monsterlus (Municipal Growth Point),
- Ntwane (Population Concentration Point),
- Elandslaagte (Population Concentration Point),
- Sephaku (Population Concentration Point),
- Moteti (Population Concentration Point), and
- Moteti (Local Service Point).

4.6.5. Housing

Housing delivery remains a key government intervention to redress the ills of the past and restore the dignity of the poorest of the poor.

This recognition is clearly reflected in the Housing Policy and Strategy (1994) that focuses on stabilising the environment to transform the extremely fragmented, complex and racially based financial and institutional framework inherited from the previous government, whilst simultaneously establishing new systems to ensure delivery to address the housing backlog. There is no doubt that housing remains one of the few visible signs of government's success to address the needs of the poor. It is therefore critical that local municipalities play their role in facilitating the delivery of houses in their areas.

In the period between 2002-2005, the municipality had delivered 273 houses. In the second quarter of the 2007/2008 financial year, the municipality reported to have completed 24 foundations and 14 houses at the wall plate level against a target of 500 housing units. It is critical that the municipality develops a housing strategy that would accelerate housing delivery in an integrated manner within the context of national, provincial and district imperatives. This strategy should form the basis of a housing charter to be included in the IDP and lay the foundation to building the necessary capacity to apply for accreditation.

4.6.6. Agricultural Land

The most central area and eastern parts of the municipality can be regarded as high potential agricultural land (irrigation), which will influence the spatial development of the area. The dependence of the local economy on Agriculture, and the current location of high potential agricultural land in relation to existing development and service networks, ensures that this factor will thus also influence future development

initiatives. It is imperative that this resource be protected for the economic well being of the area.

4.6.7. Land Claims

The objectives of the Land Reform Programme (distribution, security of tenure and redistribution) are to provide security of tenure to the landless, and to promote production opportunities to improve the livelihoods of people. Currently the emphasis is on restitution and to a limited extent on redistribution. The areas of traditional authorities were part of the former homelands of KwaNdebele and Lebowa.

The Commission on Restitution of Land Rights provided the following inputs to the IDP:

- **Bakgaga Ba Kopa Community** lodged a land claim on the farm Rietkloof 266 JS and several other farms. In 2003, the Minister of Land Affairs approved the restoration of the farm to the Bakgaga Ba Kopa Community. The land restored to the community (2640 registered households) is 14074.0665 ha. Fundile Afrika has conducted a status quo report, including needs analysis for the community. The Community has identified agriculture, settlement and tourism as main activities that require development.
- The **Masakaneng Community** lodged a land claim on the farm Klipbank 26 JS. The Minister of Agriculture and Land Affairs approved the restoration of the remaining extent of portion 2 of the farm to the Masakaneng Community. The office of the Regional Land Claims Commissioner is in the process of facilitating the development of business plan for this community. The envisaged land use by the community includes agriculture and settlement. The extent of the farm is 128.6121 ha. The estimated number of households is 500.
- **Kwa Sibande Community** successfully lodged a claim on portion 7, 16, 17 and 22 of the farm Blaawbank 179 JS, measuring 420.1665 hectares in total. The Minister of Agriculture and Land Affairs has approved the claim. The Mpumalanga Regional Land Claims Commission will facilitate the development of a viable business plan for this community. The community indicated that they want to use the land for agricultural enterprises and settlement. Other activities will be explored when the business plan is developed. Kwasibange Community comprises of 150 households.
- **Kwa Maqhuse Community** lodged a claim on the farm Kafferskraal 181 JS measuring 2321.3459 hectares. This claim has been successful and approved by the Minister of Agriculture and Land Affairs. The business plan has been developed. Settlement, Eco-Tourism and agriculture are the main activities identified. The Community has 400 registered households.

4.7.Environmental Analysis

4.7.1. Topography

The municipality's topography is characterized by undulating slopes interrupted by koppies, mountains and valleys. The main **mountains** are Mapule, Boshalala, and Phooko in the south and southwest of the municipality, Thabaleboto in Moosterloos in the west and Ramohlokolo in the north in Motetema. The Olifants river valley bisects the municipality and forms a haven of agricultural development.

4.7.2. Climate

4.7.2.1. Rainfall

The area is in the summer rainfall (October to March) region of South Africa and has an approximated annual rainfall of 878mm. An average of 123.1mm is recorded for the month of January, the month with the highest average rainfall. Approximately 25 days of the year, during March through to October, frost is expected (Soil and Irrigation Research Institute, 1987).

4.7.2.2. Temperature

Warm summers and cold winters are generally expected for the region of the preferred site, with average maximum and minimum temperatures of 20.3 degrees Celsius and 7.3 degrees Celsius, respectively.

4.7.2.3. Water Scarcity

The depth of groundwater on the proposed property may be affected by the construction of a large dam. The dam may also influence the flow and nearby rivers which might also be affected by the ground-water depth. Steelpoort has a harvest potential of 10 000 – 15 000 m³/km² per annum. The harvest potential of the environment is directly related to (among others) the water in the region (groundwater, rivers and streams). The impact of the Upper reservoir (during the construction, filling and operational phases) must be considered. Wetlands were found to exist near the preferred site, but not in its footprint. It is however necessary that boundaries and barriers be put up, to ensure that the wetlands are not adversely affected during the construction and operational phase of the project.

4.7.2.4. Air Quality and Pollution

The main sources of air pollution are the operations at the mines whose impact is at an acceptable level as per the environmental impact studies done before the operations started. The municipality is also developing a comprehensive environmental analysis in order to obtain a better understanding of the current state of its environment.

This report will serve in Council and would include interventions to address environmental challenges. It would further align to the approved SDF.

4.7.3. Environmental challenges

Consequently, although problems such as water pollution, soil erosion, deforestation and prevalence of invasive alien plant species are noted in the municipal area, there is no clear statement or coordinated strategy for the promotion, monitoring and enforcement of environmental management guidelines.

4.7.4. Environmental Sensitive areas

The mountainous area and hydrological pattern to the central and eastern parts of the municipal area can be considered as development constraints and can also influence the design of a future spatial pattern, in that their position is fixed. The areas along major rivers, as indicated on the mapping documentation, can however encourage a greenbelt effect.

4.7.5. Mining

The potential impact of new mining activities in the vicinity of Steelpoort, as well as Groblersdal should also be assessed as part of the housing initiative. A few isolated mining activities towards the south-east and south-west. A freight railway line towards the east linking the mining activities at Roosenekal towards the south is also mooted.

4.7.5.1. Challenges

New mining activities within the Elias Motsoaledi municipality could potentially create land use conflicts between mining and agricultural activities.

4.7.5.2. Projects linked to EIA process

- Establishment of cemeteries to adhere to Environmental Impact Assessment (EIA),
- Geo-technical Assessment and requirements of Department of Water Affairs.

4.7.6. Environmental Problems

Lack of an **Environmental Management Plan** (EMP) undermines efforts to regulate environment problems in the municipal area. Some of the environmental problems are likely to occur as a result of new mining activities. Lack of EMP denies the municipality a framework to evaluate the potential impact of land use changes and development applications.

EMLM should develop an EMP to develop a database of environmental sensitive areas in the municipal area. The municipality would endeavour to develop the requisite capacity to develop and implement environmental by-laws.

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5. EMLM'S IDP PRIORITY ISSUES

5.1. Institutional Priority Issues and Developmental Needs

5.1.1. Issue 1: Powers, Duties and Functions

5.1.1.1. Background and Problem Statement

The EMLM municipality was established in 2000. EMLM is a category B municipality as determined in terms of Municipal Structures Act (1998). EMLM is a municipality with a Collective Executive System as contemplated in Section 2(a) of the Northern Province Determination of Types of Municipalities Act (2000). The establishment of the municipality fulfilled the local government transformation process as articulated by the White Paper on Local Government, 1998. The White Paper envisaged the form and nature of new local government structures in the country. The new local government structures are mandated to improve the quality of life of their citizens and residents.

Table 33: Duties and Functions of the Municipality

Function	Elias Motsoaledi
Air Population	Yes
Building regulation	Yes
Child Care Facilities	Yes
Electricity Reticulation	Yes
Fire Fighting	No
Local Tourism	Yes
Municipal Airport	Yes
Municipal Planning	Yes
Municipal Health Services	No
Municipal Public Transport	Yes
Pontoons and Ferries	Yes
Storm Water	Yes
Trading Regulations	Yes
Water (Potable)	No
Beaches and Amusement Facilities	Yes
Billboards and display of advertisement in public places	Yes
Cemeteries, Funeral Parlours and Crematoria	Yes
Cleansing	Yes
Control of undertaking that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the	Yes

Function	Elias Motsoaledi
public	
Local Amenities	Yes
Local Sport Facilities	Yes
Markets	Yes
Municipal Abattoirs	Yes
Municipal Parks and Recreation	Yes
Municipal Roads	Yes
Noise Pollution	Yes
Pounds	Yes
Public Places	Yes
Refuse Removal, refuse dumps and solid waste disposal	Yes
Street Trading	Yes
Street Lighting	Yes
Traffic and Parking	Yes

5.1.1.2. Boundaries

The municipal area of EMLM was proclaimed in terms of the Municipal Demarcation Act, 1998 per Provincial Gazette Extraordinary, Notice No. 719 of 2001.

5.1.1.3. Councillors

The Council of EMLM consists of 28 proportionally elected councillors and 29 ward councillors. The Council of the local municipality may designate any of the following office-bearers as full time councillors in terms of section 18(4) of the Municipal Structures Act, 1998:

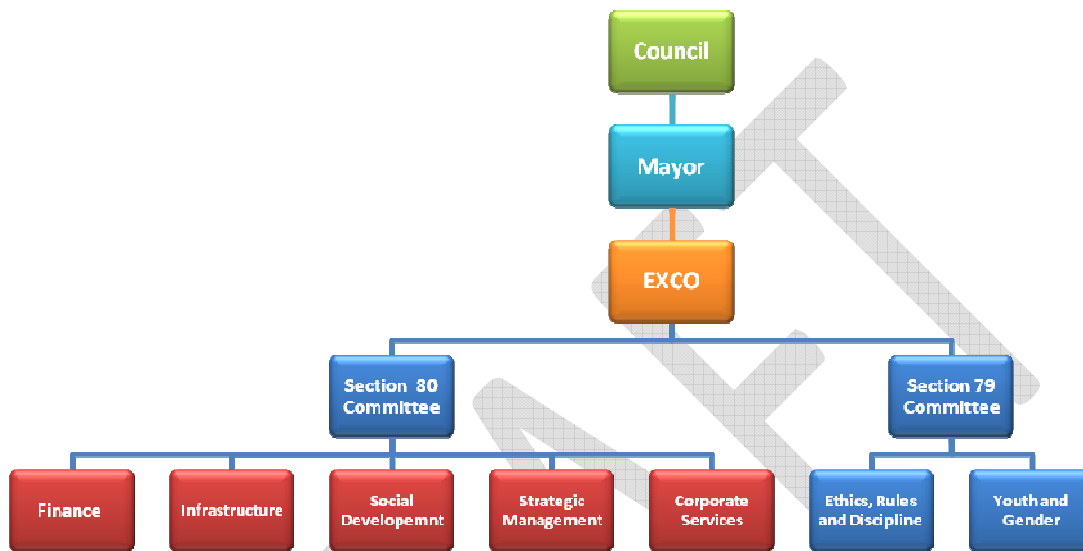
- Mayor
- Speaker, and
- Members of the Executive Committee.

5.1.1.4. Political structure

A municipal Council is a backbone of good governance. Good governance entails initiatives to strengthen the institutions of government and civil society with the objective of making government more accountable, more open and transparent, more democratic and participatory, and promoting the rule of law. It is further stated that in promoting governance, a range of societal relationships must be addressed, which includes the relationship between governments and citizens, the relationship between politicians and public servants, the relationship between the spheres of government, and the relationship between the legislature and the executive (van Rooyen and Naidoo, 2006).

In order to realise the notion of good governance, Councillors as servants of local communities are elected to govern the municipal area with the sole purpose of improving the quality of life of communities.

Figure 29: Political structure



The political structures of the Elias Motsoaledi Local Municipality provide political leadership while the administration structure is responsible for the day-to-day implementation and management of the municipality and its activities. Political Governance is provided through a number of important structures as listed below.

- The Council,
- The Mayor,
- The Executive Committee,
- Speaker,
- Section 79 and 80 Committees,
- Ward Committees.

EMLM has a municipal Council consisting of 57 Councillors including proportional representation and ward Councillors. The Council is the highest policy making structure in the municipality and it also provides political leadership. The municipal Council is under the stewardship of the Speaker, while the Mayor leads the Executive Committee. The Office of the Mayor is established in the administration whose responsibility it is to coordinate activities of the Mayor, the Executive Committee and other committees of the Executive. The municipality has 29 Ward Committees.

The following traditional leaders were identified in terms of Section 81(2) (a) Structures Act, 1998 and published in Provincial Government Notice No. 55 of 2001 to participate in the proceedings of the EMLM municipal Council:

- Kgosi: Rammupudu II
- Kgosi: Matsepe
- Inkosi: Maphepha II Mahlangu
- Kgosi: Mathebe

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5.1.2. Issue 2: Municipal Transformation and Organisational Development

The Legal Services function of Council has been outsourced in the past but the municipality has recently appointed a Legal Advisor. The official organogram of Council makes provision for about 150 personnel members and it is estimated that about 10% of these positions (15) are currently vacant.

5.1.2.1. EMPLOYMENT EQUITY ACT, 1998 (ACT NO. 55 OF 1998)

The purpose of the Act is to achieve equity in the workplace, by:

- Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination, and
- Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational categories and levels in the workforce.

The municipality is in a process of completing its employment equity plan.

5.1.2.2. EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

The EPWP is a significant government approach to addressing the challenges of unemployment in ways that offer the poor and excluded employment opportunities geared towards empowering the participants. Municipalities are challenged to develop meaning and well structured programme for the participants.

5.1.2.3. Human Resource Development

The municipality is in a process of finalising a comprehensive human resources development strategy that will incorporate employment equity targets and skills development needs of the municipal organisation in line with its strategic direction.

5.1.3. Issue 3: Financial Viability

5.1.3.1. Background and Problem Statement

The municipality is still reliant on government grants and subsidies. **Revenue enhancement strategy** is at 95% developmental stage, this will assist council in identify any additional revenue streams and improve on current operations to maximize savings. The municipality does recognize the challenges brought by the billing system. These challenges hinder revenue collection and create mistrust between the municipality and customers. The project of changing old meters to digital metering is completed at Roosenekal and will be focusing Groblersdal town in the last six months of this financial year.

Council has implemented **Valuation Roll** from 1 July 2009. The only challenge is the implementation of the Property Rates Act. There are still challenges on implementing the new valuation roll on some of new rateable properties. Mails do not reach property owners, meaning the address are not updated especially owners of undeveloped land. We will embark on the data cleansing project to ensure that user details are correctly captured. Our focus is to ensure mitigation of electricity losses and finalize the replacement of old electricity meters with digital meters in Groblersdal Town and also roll out prepaid system.

EMLM's total budget for the 2011/2012 financial year is projected to be about **R 253, 325,000** million per annum of which **30%** (R76, 021 million) is allocated to capital expenditure. This reflects a decline of 5% in capital expenditure compared to prior year. The remainder is operational expenditure of **R175, 530,000** million (69%). There is a budgeted surplus of **R1, 774** million.

EMLM budget for 2010/2011 and 2011/2012

Summary of the Budget (R)		
Budget	2010/2011	2011/2012
Operational	R151,114,272	R175,530,000
Capital	R81, 445,118	R76,021,000
Total expenditure budget	R 232,559,390	251,551,000

Revenue generation remains a threat to the municipality's financial viability. Financial viability remains a key feature of transformation in the municipal organisation. The municipality would continue to ensure that it explores new sources of revenue and leverage other funding mechanism to improve its own revenue. The finance department has continued to prioritise the following issues:

- Data cleansing.
- Debt management and implementation revenue enhancement strategy.
- Financial Statement and Reporting.
- Developing and capacitating of finance staff.
- Asset Management.
- Maintenance of free basic services.

5.1.3.2. Issues raised by the Auditor-General in Audit report

The AGs has raised various poor internal financial controls which are mainly attributable to record keeping, financial reporting and disclosure of assets. The reported deficiencies have led to a disclaimer opinion for the 2009/2010 municipal fiscal year.

EMLM would ensure that timely corrective actions are implemented as part of the Operation Clean Audit Report (OPCAR) project that would be undertaken with the context of the MTAS.

5.1.3.3. Development Objectives

The municipality has instituted various control systems to instil a prudent financial environment and fiscal discipline within the context of MFMA and promote financial management in the municipal organisation. The municipality is embarking on a data cleansing process to:

- Clean accounting transactions of prior years.
- Improved collection rate as a result of accurate consumer information.
- Improved risk assessment and management capacity in identified and all problematic/high risk areas e.g. collecting cash from satellite offices.
- Improved compliance and reporting as per MFMA/DORA reporting requirements.
- Adequately and decisively address all matters arising from the management letter from the AG.

The municipal organisation would continue to ensure adequate revenue management in order to ensure financial viability in the municipality. Financial viability would be witnessed by the implementation of all financial management policies geared to modernise and transform financial management in the municipality. In this regard, the municipality will develop additional policies and strategies such as the revenue enhancement strategy to increase collection rates. Notwithstanding the

importance of increasing municipal revenue, efforts to sustain financial viability would also include monitoring of prescribed key financial indicators.

In addition, to tracking prescribed indicators, the municipal organisation would continue to promote compliance to all relevant financial policies and legislative imperatives. The anticipated prudent financial management agenda would lead to:

- Increase the collection of all outstanding arrear debts,
- Encourage and enforce timely payment of amounts owing,
- Foster a culture of payment through creative interventions at household level, and
- Maximise revenue collection by establishing a 'Batho-Pele' focussed care management regime.

5.1.3.4. 3-Year Capital Plan

EMLM has developed a **three year capital plan** to outline a capital plan for the medium term expenditure framework to guide the implementation of service delivery infrastructure in the municipal area. The three capital plan serves as a framework to facilitate infrastructure investment in the municipal area. The capital plan drives infrastructure development and is geared to funnel all infrastructure development projects.

The three year capital plan is based on the development priorities of the municipal Council and national imperatives. It is envisaged that the three capital plan will serve as an instrument to streamline National, Provincial and District infrastructure investment decisions. EMLM will strive to ensure that over the medium term expenditure framework, the budget allocations are availed for the identified capital projects.

The current three year capital plan is consciously focussed on service delivery infrastructure. Key to the three capital plan is the acceleration of road infrastructure, water and sanitation and electrification as key priorities listed by various wards.

The three year capital plan sets the basis for sourcing of financial resources necessary to accelerate infrastructure development against the background of limited sources of revenue.

While some of the key priorities outlined in the summary of needs per ward are outside the competency of the municipality, however EMLM would strive to engage sector departments to source the required funding and commitments to meet such priorities.

5.1.4. Issue 4: Good Governance

5.1.4.1 Background and Problem Statement

5.1.4.1.1 Community Participation

The medium for communication includes Municipal newsletters, Annual Report, local and National Newspapers, Ward committee system, Community Development workers (CDW's), as well as loud-hailing. The Elias Motsoaledi Local Municipality has been incrementally increasing public participation, however there is a need to increase the number of residents and communities participating in community engagement and consultation processes.

The present reliance on the intermitted and often fragmented processes of consultation and participation orchestrated through IDPs and budgeting processes are inadequate. The municipality would be revising its **public participation and communication strategies**. The municipality would further enhance existing IGR structures to improve public participation.

5.1.4.1.2 Ward Committees

Ward committees as statutory bodies are supposed to be the first contact points the municipality should have with communities. However, most Ward Committees collapse just after being elected and only come alive as and when there is some activity in the ward by the local municipality. At present very few of the 29 Ward Committees in the Elias Motsoaledi Local Municipality Area can be classified as fully operational (and sustainable in the long run).

Given this background there is a need to have a policy in place to guide community participation in the Elias Motsoaledi Local Municipality Area in order to comply with relevant legislation (Chapter 3 of the Municipal Systems Act) and Constitutional provisions, and secondly to find ways and means to be responsive to community needs by having a framework of ensuring strong and continuous successful community participation.

5.1.4.1.3 Mayoral Outreach Programme

Apart from the Ward Committees the only other mechanism in place in the municipal area is the Mayoral Outreach Programme. The Mayoral Committee outreach as it is happening now does not ensure that communities and beneficiaries ultimately take ownership of infrastructure and assets the Elias Motsoaledi Local Municipality invest in

their communities. In establishing partnerships with communities, the municipality need to ensure that participation is formalised and strengthened.

The Elias Motsoaledi Local Municipality will also have to work with existing organised groupings in the community, the Moshate (Magoši), social movements like NGOs/CBOs, youth and women formations, businesses, farmers (both subsistence and commercial), disabled and many other organised civil society organs.

5.1.4.1.4 Institutional Capacity Building via Community Development Workers

Institutional capacity building will be needed to empower communities to maintain infrastructure, and business training will be required to enable communities to sustain economic initiatives. The system of Community Development Workers could support this initiative extensively and the Elias Motsoaledi Local Municipality should investigate ways and means to implement this concept in the municipal area.

Community participation on the part of Elias Motsoaledi Local Municipality is not a choice, but a constitutional obligation and legal requirement. The Elias Motsoaledi Local Municipality should strive to narrow the current chasm between policy and practice.

5.1.4.1.5 Inter-Governmental Coordination and Alignment

The municipality has encountered various IGR related challenges. These included failure to conclude the section 78 processes on water services. In addition, unconcluded processes on the current incorporation decisions in some parts of the municipality have also undermined intergovernment coordination and alignment.

Coordinated planning and alignment across all spheres of government will enhance service delivery and bring about the anticipated reduction in service delivery backlogs.

Issue 5: Spatial Restructuring and Land Use Management

Groblersdal Town is approximately 80km north of Bronkhorstspuit (Kungwini) and the N4 freeway, 80km north-west of Witbank Town (Emalahleni), and 25km south of Marble Hall. Access to the municipal area is mainly through route R25 that links the area with the O.R. Tambo (Johannesburg International) Airport, N11 with Witbank and Middelburg, and R33 with Middelburg. The N1 north freeway is located approximately 80km to the west of the area and the N4 freeway about 80 km towards the south.

The municipal area is also characterised by variations in relief, climate and vegetation. The undulating grassy plains of the Highveld give way to the lower-lying Bushveld areas and the mountainous terrain is bisected by the Olifants- and the Moses River systems. The areas within the catchments of the Olifants and Moses Rivers have abundant surface and ground water supplies for commercial irrigation, tourism, industrial and domestic uses.

During the period 2000-2005 the Elias Motsoaledi Local Municipality functioned as a cross border municipality subjected to the authorities of Mpumalanga (the southern parts) and Limpopo Province (the Nebo area). This situation has however changed following the March 2006 municipal elections as the entire municipal area now falls under Limpopo Province.

At local level the Elias Motsoaledi Local Municipality represents one of five local municipalities located within the Greater Sekhukhune District Municipality. In recognition of the district-wide development challenges within which it is located, the Elias Motsoaledi Local Municipality was identified as part of one of the ISRPD development nodes in South Africa.

5.1.5.1 Groblersdal, Motetema and Tafelkop Growth Points

According to the Limpopo Spatial Rationale, Groblersdal is regarded as a Provincial Growth Point and the towns of Motetema and Tafelkop are regarded as municipal growth points.

An estimated 45 874 people reside in the Motetema and Tafelkop areas. The western boundary of this proposed development node is situated on the escarpment, with rocky outcrops and a steep slope, and adjacent to the Olifants River. This area is regarded as environmentally sensitive and/or prime and unique agricultural land. It is thus proposed that this should not be utilised for development other than eco friendly land uses and agriculture.

Although Motetema and Tafelkop has been clustered together as a Municipal Growth Point in the Limpopo Spatial Rationale, development between Motetema and Tafelkop cannot be promoted due to the topographical constraints of the area. Motetema could be developed in a southerly direction along road D1547 towards Groblersdal, but private land ownership of the adjacent farmland, as well as the expense of extending the bulk municipal services from Groblersdal town to Motetema (± 11 km), will put some major constraints on the viability of such projects.

5.1.5.2 Monsterlus Municipal Growth Point

The Monsterlus MGP is formed by Monsterlus Town, Mmotwaneng, Thabaleboto North and several smaller villages in-between these three towns, and has $\pm 2\ 402$ households with a population of $\pm 11\ 818$ people. This MGP forms the centre of the development corridor and the development of the adjacent areas should be promoted towards linking up with Monsterlus. Infill development among the above-mentioned settlements should be encouraged to enable the establishment of one cohesive development area. This area is situated in close proximity to the proposed De Hoop Dam, and a large area to the east and west of this valley has been identified as environmentally sensitive and as proposed conservation area. Eco Tourism and Eco-Estate development can thus play an important role in the economic upliftment of this area.

5.1.5.3 Ntwane Population Concentration Point.

With a population of $\pm 72\ 431$ ($\pm 14\ 722$ households) the following villages form part of the "Ntwane Population Concentration Point" as indicated in the LSR:

Ntwane, Dennilton Agricultural Holdings (AH), Elandsdoorn A & C, Makgadimeng, Marapong, Mpheleng, Thabakhubedu. A large area in this proposed development node is adjacent to the Moutse Nature Reserve and is regarded as environmentally sensitive land. It is thus proposed that this area should not be utilised for development other than eco friendly land uses and agriculture.

All the vacant land to the north-east of Dennilton, including Uitspanning A & C, is regarded as high potential agricultural land. However, development should be encouraged around Dennilton and towards Uitspanning A, but limited to the eastern borders of the following farms:

- Valschfontein 33-JS,
- Zondagsfontein 32-JS,
- Dennilton A/H 38-JS,

Stukje 55-JS and Kwarrielaagte 69-JS. In this cluster, a substantial number of infill development between the settlements will be necessary. Infill development could especially be promoted between Dennilton AH, Makgadimeng and Mpheleng in the north, as well as between Elandsdoorn C, Marapong and Ntwane in the south east. Furthermore, the direction of growth should be promoted in a south-eastern direction towards and along the Thabakhubedu road, which will result in a cohesive development area.

5.1.5.4 Elandslaagte Population Concentration Point

The Elandslaagte Cluster includes:

- Keerom (A Re Aganang), Elandslaagte, Holnek, Jeje, Mathula, Sehlakwane, Zaaiplaas and has ±5 365 households with a population of ±26 396 people.

The Elandslaagte Cluster is surrounded by rocky outcrops and a steep slope and is not ideal for outward development. This mountainous area is also regarded as environmentally sensitive and/or moderate agricultural potential land. It is thus proposed that this should not be utilised for development other than eco friendly land uses.

Due to the mountain ridge on the north of Mathula, this PCP can not link to the Monsterlus Municipal Growth Point, and all future development should be concentrated around Sehlakwane where most of the social services are already located. This area is situated in close proximity to the proposed De Hoop Dam, and a large area to the east and west of this valley has been identified as environmentally sensitive and as proposed nature conservation area. Eco-Tourism and Eco-Estate developments can thus play an important role in the economic upliftment of this area.

5.1.5.5 Sephaku Population Concentration Point

This Population Concentration Point (PCP) with ±7 780 households and a population of ±38278 people consists of the following towns/villages:

- Hlogotlou, Jerusalem, Luckau, Mogaung, Motsephiri, Nkosini, Sephaku, Sterkfontein, Thabaleboto South.

It is proposed that infill development should take place between the settlements of Luckau, Sephaku and Jerusalem to establish one nodal development area. This area has a moderate slope and infill development between the settlements will result in a cohesive development area.

5.1.5.6 Moteti & Zoetmelksfontein Local Service Point

A Local Service Point (population ±27 488) identified in the Limpopo Spatial Rationale which is respected as such, is:

- Moteti
- Zoetmelksfontein C

This LSP should be included in the proposed Ntwane development corridor. It is also proposed that Roosenekal be identified as a Future Growth Point due to the establishment of the De Hoop Dam and the provision of ± 500 residential erven in Roosenekal in order to accommodate the workforce for the first construction phases of the De Hoop Dam.

5.1.5.7 Proposed Corridor Development

Discussed from west to east in the study area:

- i) The Ntwane PCP is seen as a future development corridor with the main growth point at Dennilton. This area should be promoted to grow in a westerly direction to link up with the Motefi LSP and other larger settlements (for example Kwaggafontein) in the adjacent Thembisile and Dr. J.S. Moroka Municipalities.
- ii) The main development corridor of the Elias Motsoaledi Local Municipality is in an east/west direction. This ranges from Motetema along the D1547 road in a northeastern direction to Tafelkop, and then in an eastern direction to Mmotwaneng. From this MGP along Road P62/2 in a southerly direction to Monsterlus and ending at Thabaleboto South.

It is thus important to expedite the upgrade of road D1547 between Motetema and Mmotwaneng, as development can only successfully take place if a sufficient transport system can be established for the transportation of consumers, goods and services. Furthermore, the R555 road between the proposed De Hoop Dam and Steelpoort should also be upgraded in order to accommodate the expected increase in traffic volumes. A road system can be regarded as the "life line" for the establishment of development areas.

- iii) There is no major north/south development corridor, as all the land adjacent to the N11 is being utilised as high or moderate potential agricultural land.

5.1.5.1 Development Challenges

The following spatial challenges and constraints should be addressed to promote the creation of liveable and integrated towns and rural areas:

- **Topography:** A large percentage of land area within the municipal area cannot be considered for urban development due to the mountainous nature of the terrain, although this situation has other advantages in respect of water catchment areas, tourism value, climate, etc.
- **Urban Sprawl / Spatial separations and disparities** between towns and townships have caused inefficient provision of basic services, and transport costs are enormous. It further hinders the creation of a core urban complex that is essential for a healthy spatial pattern.
- **High Potential Agricultural Land** – the most central area and eastern parts of the municipality can be regarded as high potential agricultural land (irrigation), which will influence the spatial development of the area. The dependence of the local economy on Agriculture, and the current location of high potential agricultural land in relation to existing development and service networks, ensures that this factor will thus also influence future development initiatives. It is imperative that this resource be protected for the economic well being of the area.
- **Environmental Sensitive areas** - The mountainous area and hydrological pattern to the central and eastern parts of the municipal area can be considered as

development constraints and can also influence the design of a future spatial pattern, in that their position is fixed. The areas along major rivers, as indicated on the mapping documentation, can however encourage a greenbelt effect.

- Huge **backlogs in service infrastructure** and networks in the underdeveloped areas require municipal expenditure far in excess of the revenue currently available within the local government system.
- The constant **increase of informal settlement areas** and skewed settlement patterns, are functionally inefficient and costly. It further bears the threat of neutralizing development alternatives by the reduction of land availability, and the problems associated with relocation of communities once they have established.
- Restricted access to land by the Municipality due to inhibitive **land cost** (privately owned land) and statutory deterrents (state – owned land under tribal custodianship) would exacerbate attempts by the Council to orchestrate and encourage the development of a beneficial spatial pattern within the municipal area.
- Construction of the new **De Hoop dam** in the north eastern part of the municipal area will have a significant influence on the spatial characteristics of the surrounding area.
- **Land use management** and planning problems such as contradictory legislation and procedures caused by cross-border issues, disparate land use management systems (up to 2006) in formerly segregated areas, overlap between requirements for planning permissions and environmental impact management, lack of a uniform land use management system for whole area, and lack of a spatial development framework to guide and manage land use management.

The present spatial pattern, together with the underlying factors responsible for the development of this pattern, will continue to influence new development, unless a comprehensive strategy is implemented to counter negatives and encourage positives.

5.1.5. Issue 5: Land Reform and Land Administration

5.1.6.1 Background and Problem Statement

The objectives of the Land Reform Programme (distribution, security of tenure and redistribution) are to provide security of tenure to the landless, and to promote production opportunities to improve the livelihoods of people. Currently the emphasis is on restitution and to a limited extent on redistribution.

The areas of traditional authorities were part of the former homelands of KwaNdebele and Lebowa. Areas in KwaNdebele were developed as resettlement areas for people removed from farms earlier. Few of these settlements are formalised and proclaimed through land tenure upgrading programmes already and a limited number of title deeds have been issued to date.

5.1.6.2 Development Challenges

The major challenges that are faced by the Land Reform Programme remain the following:

- The integration of the settlements in the former homeland areas into the economic activities of the municipal area.
- The transfer of ownership of erven in these areas to the residents (conveyancing).
- Effective land use management of these areas which include the proper mapping and surveying of these areas, the compilation of a municipal valuation roll for the areas, and the design of a proper Land Use Management System (Town Planning Scheme) to guide and manage land uses in these areas.
- The Redistribution Programme aims to settle households on productive agricultural land which is economically sustainable.
- The Labour Tenant Programme provides both job opportunities to the households and generate sustainable incomes where tenants work in the project.

Apart from the above technical challenges being faced in the area, the following administrative/operational matters also need to be addressed:

- Resistance to Land Reform from traditional authorities.
- Ineffective relations with the Dept. of Land Affairs.
- Ineffective and slow process of township proclamation and transfer of properties.
- Large portions of Government land still belongs to Department of Public Works and is not transferred to the municipality.

5.1.6. Issue 7: Housing

5.1.7.1 Background and Problem Statement

Housing delivery remains a key focal point of the RDP of government. Housing delivery cuts across all spheres of government. The recognition that housing delivery remains at the center of government service delivery priorities requires that EMLM should clearly outline its role in the housing delivery value-chain.

The results of housing delivery in the municipal area are not adequate and would not meet the targets set by government. Over the past years, housing units delivered in EMLM area are not enough.

5.1.7.2 Development Challenges

The type of housing information available in the municipal area makes it difficult to make any definitive conclusions about the status of housing delivery. What is very obvious is that there is a problem with project completion within timeframes. The reason for this may include poor planning on the part of the authorities, or lack of capacity by contractors. Whatever the case, housing delivery has to be given serious attention. At the core of the problem is the fact that there is no formal Housing Master Plan for the municipal area which defines and determines the housing backlog in the municipal area which provides a strategy towards addressing the housing needs by way of an implementation programme, and which put in place mechanisms to monitor implementation.

5.1.7. Issue 8: Health and Social Development

5.1.8.1 Background and Problem Statement

Health and Social Development refers to the social infrastructure that the population must be supplied with, their efficiency and affectivity. There are planning standards that have been published by Council for Scientific and Industrial Research (CSIR) which are widely used in the planning circles to determine the adequacy of the provision of social infrastructure. They will be utilized to access the numerical values of facilities on the ground. The right to have access health care services including reproductive health care and health related facilities like improved sanitation and safe water is enshrined in the Constitution of the Republic of South Africa. It is therefore critical that the local government and other spheres of government are able to analyse health requirements of all communities and groups to ensure that they are accessible. This is more necessary in municipalities faced by high levels of unemployment and challenges of HIV/AIDS.

In terms of CSIR planning standards **49** clinics were supposed to have been provided. Presently there are **17 clinics**. Therefore there is an under-provision of clinics which means no clinics may be built in the near future. However many of the existing clinics were built before the demarcation of municipal boundaries and that their location could have been based on the provisions of the then applicable considerations. This may not serve the municipality adequately in terms of location and distribution. Additional clinics can still be provided regardless of the standards to deal with locational inefficiencies or the use of mobile clinic points could be considered.

As far as welfare is concerned the main issues are the following:

- There is a general need for the provision of facilities and services for the aged, the disabled, AIDS orphans and other orphans, the homeless street children, mentally ill and all the vulnerable groups afflicted by poverty in the Elias Motsoaledi Local Municipality area.
- Pension payouts are generally in a poor state and where applicable there is a need to combine them with Multi-purpose Community Development Centres and to properly equip them with shelter, water, seating and toilet facilities.

5.1.8.2 Development Challenges

From community feedback it seems that there is no prominent shortage in clinic facilities in the Groblersdal area, but concerns rather relate to the services being provided by the existing clinics. Some of the most prevalent problems experienced include shortage of qualified personnel and equipment/medicines as well as insufficient service hours.

The norm that determines access to health facilities is that the hospital should be within 20km radius of the population that it serves and within 5km radius for a clinic.

According to the table below 20% of the population falls outside the 20km radius from the nearest hospital and 36% falls outside the 5km radius of the nearest clinic. This could be circumvented by upgrading some of the clinics into health centers and building new clinics in terms of the norm. Mobile clinic facilities could help alleviate the plight.

36% of people in the municipality do not have reasonable access to basic health services.

There is a growing dependency on the welfare system in EMLM. This is demonstrated by the number of various grants that are accessed by beneficiaries in the municipal area.

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5.1.8. Issue 9: Education

5.1.9.1 Background and Problem Statement

The education profile of the adult population of the Elias Motsoaledi Local Municipality indicates that only 16.4% has a standard 10/grade 12 and higher education. About 44.8% of the adult population has not schooling.

The lack of education in the municipal area has an impact in the development of individuals and limits efforts to improve the quality of life of residents.

5.1.9.2 Development Challenges

Within the municipal area Sehlakwane area shows the largest educational backlog with the Groblersdal non-urban area also recording very low levels of Grade 12 or tertiary qualifications. This situation poses a major challenge to the municipality in terms addressing the needs of the existing school-going population, but also unqualified adults which are past school-going age. Adult Basic Education and Training (ABET) programmes should thus be launched in the municipal area as a matter of urgency.

As far as educational facilities in the municipal area are concerned, there is a fairly large number of primary, middle, combined and secondary schools. The spatial distribution of these facilities throughout the municipal area could, however, not be determined or assessed and needs to be done as a matter of urgency.

The efficiency of the individual schools is also unknown at present, but it deserves serious attention during the next few years. Monitoring systems should be put in place in this regard. It is important to note that the Mpumalanga Department of Education conducted an Audit on all the schools in the province (which includes about 80% of the Groblersdal area), and this information could be used to guide future programmes for the upgrading of existing schools or construction of new facilities. This information should be transferred to the Limpopo Province Department of Education.

There are two libraries in the municipal area, one is located in Groblersdal and the other at Roosenekal. In essence there are thus no libraries in the settlements outside these two towns. The lack of library services hampers efforts to improve literacy rates within the area. In addition, it does not auger well for building the necessary skills base to bolster economic growth in the municipal area (source: EMLM IDP for 2006/2007).

5.1.9. Issue 10: Culture, Sports and Recreation

5.1.10.1 Background and Problem Statement

At present no provision has been made with regard to funding for Sports and Recreation, Arts or Culture by the EML, SDM or the Provincial Department of Sports, Arts and Culture. During a recent strategic planning session it was agreed that the municipality should find ways of addressing sports facilities in the municipal area.

5.1.10.2 Development Challenges

The municipality has only Tafelkop stadium, OR Tambo Stadium, Monsterlus. There is a need to build more stadiums and other recreation facilities. There is a need to facilitate for the development of more sporting facilities in municipal area.

Lack of integration and coordination between all spheres of government further undermines the development of sports, culture and heritage in the municipal area. The failure to increase access to establishment sporting facilities limits the growth of other sporting codes.

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5.1.10. Issue 11: Safety and Security

5.1.11.1 Background and Problem Statement

Lack of resources is mostly to be blamed for not being able to maintain a safe and secure environment to all municipal residents, businesses, schools and visitors. There are seven police stations (see table below) within the Elias Motsoaledi Municipal Area. The available police stations are not necessarily sufficient to provide visible and effective policing throughout the entire municipal area. There is a need for all stakeholders to contribute towards the optimal utilization of available resources. Communities should be encouraged to avoid making hoax calls and other actions that lead to fruitless deployment of limited resources. There are seven safety and security facilities in EMLM.

5.1.11.2 Development Challenges

While safety and security is performed at national and provincial sphere, the EMLM has a key role to play in creating a safety and security conscious environment by supporting the South African Police Services (SAPS) and other agencies.

Table 24 depicts incidents of crime occurring in the municipal area. The crimes statistics show decreases in a number of categories of crimes committed in EMLM. The crime statistics do not augur well for economic growth and development in the municipal area.

It is critical that the municipality galvanises community structures to assist the police services to prevent and combat crime.

Table 34: Crime statistics per annum

Crime type	2006/2007	2007/2008	Variance
(DSSC02) Attempted murder	81	72	-9
(DSSC12) Assault GBH	1050	977	-73
(DSSC13) Assault common	786	774	-12
(DSSC01) Murder	85	73	-12
(DSSC33) Attempted robbery: Aggravated: with fire-arm	17	16	-1
(DSSC 34) Common Robbery	310	287	-23
(DSSC 41) Attempted theft from/off motor vehicle	6	2	-4
(DSSC 15) Burglary (houses)	945	879	-66
(DSSC 16) Theft of all stock	255	228	-27
(DSSC 18) Theft of motor vehicle and motor cycle	107	86	-21
(DSSC 40) Attempted theft of vehicle and motor cycle	13	12	-1

Crime type	2006/2007	2007/2008	Variance
(DSSC 04) Robbery Aggravating	395	288	-102
(DSSC 19) Theft off/from/of motor vehicle	198	145	-53
(DSSC 46) Robbery with weapon other than fire-arm	32	24	-8
(DSSC 35) Attempted common robbery	4	2	-2
(DSSC39) Attempted burglaries (houses) increase	3	4	1
(DSSC 38) Attempted burglaries (business) increase	6	9	3
(DSSC 14) Burglary (excluding residential premises) Increase	294	350	56
Total	4587	4228	-354

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5.1.12 Issue 12: Emergency Services

5.1.12.1 Background and Problem Statement

Emergency Services in the EMLM area are currently performed by the District municipality. There is one fire station in Groblersdal Town which serves the entire municipal area and even beyond. SDM provides fire fighting services. Ambulance services are provided by the Provincial Government. SDM is experiencing shortages in the fire fighting vehicles and other requisite equipment. Lack of adequate equipment limits the ability of SDM to respond to incidents of fire and MVAs timely.

The poor condition of fire fighting equipment affects reaction times. It also often leads to dependence on other municipalities to increase the municipality's capacity when it is confronted by cases of serious fire which it cannot deal with effectively. In summary, the existing emergency facilities and services (traffic, fire, and rescue and ambulance services) are limited in capacity and cannot cover all the disadvantaged areas of the Elias Motsoaledi Local Municipality equally well.

5.1.12.2 Development Challenges

The Limpopo Province Department of Health performs ambulance services in the municipal area. The condition of the ambulances is generally good but the numbers of units need to be increased to provide sustained services. The poor state of roads in outlying areas tends to further compound the fire fighting services.

EMLM has not developed the requisite Disaster Management Plan to service its area of jurisdictional area as per the legal requirements. The lack of Disaster Management Plan threatens the municipality's readiness to deal with potential disasters. The lack of a Disaster Management Plan may have catastrophic results and massive financial losses for the municipal area in the event of any form of disaster.

5.1.13 Issue 13: Post and Telecommunications

5.1.13.1 Background and Problem Statement

Postal facilities can comprise fully-fledged post offices, postal agencies (satellites) or mobile units. There are approximately 15 postal facilities in the entire EMLM area. Of the 15 postal facilities about 5 are fully-fledged postal outlets and 10 are agencies or satellites. The 5 main post offices in the Elias Motsoaledi Local Municipality are located in Groblersdal, Hlogotlou, Moutse, Roossenekal and Tafelkop. Mail collection points are also used in remote areas as another form of providing postal service to communities.

Telkom and private service providers are the main suppliers of telephone services. Most people (96%) in the municipal area have access to some form of telephone services (telephone and cell phone in dwelling, telephone only in dwelling, cell phone, neighbour, public telephone, other nearby).

5.1.13.2 Development Challenges

While there is an increase in access to telephony service through cellular phones, these are not necessary cheap and realable.

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5.1.14 Issue 14: Cemeteries

5.1.14.1 Background and Problem Statement

The EMLM has a large number of small cemeteries located throughout the municipal area in or around virtually each and every town and village.

5.1.14.2 Development Challenges

Management of the existing cemeteries is very difficult and expensive and as a result in many cases no burial registers are being kept. In addition to the above each cemetery also needs ablution, lighting, fencing, water and maintenance which is almost impossible to duplicate for each of these cemeteries. Some kind of consolidation strategy is thus required regarding the provision of cemeteries. The current functioning model limits the municipality's ability to maintain, upgrade and manage existing cemeteries.

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5.1.15 Issue 15: Water and Sanitation

5.1.15.1 Background and Problem Statement

5.1.15.1.1 Water

Despite the equal rights for everybody, water distribution in the Sekhukhune District Municipality remains highly inequitable, and for only 20.4% of the households in Sekhukhune minimal RDP standards are reached. Only 18.2% of households in EMLM have access to piped water within the yard while 50.7% have no access to piped water.

Table 35: Percentage of households having access to piped water

Census 2001					Community Survey 2007			
Piped water inside dwelling	Piped water inside yard	Piped (tap) water to community stand: distance < 200m from dwelling	Piped (tap) water to community stand: distance > 200m from Dwelling	Total piped water	Piped water inside the dwelling	Piped water inside the yard	Piped water from access point outside the yard	Total piped water
3,1	24,6	12,6	18,6	58,9	10,7	18,2	20,4	49,3

(Source: Community Survey 2007).

5.1.15.1.2 Sanitation

Sanitation remains a key development challenge in the municipal area. Only 6% of households have access to waterborne sanitation services. The majority of households have access to sanitation services below RDP standards. 9% of households have access to pit latrines without ventilation, while only 3% have access to septic tanks. There is a slight difference between the STATS SA information on water backlog above and the WSDP information. Therefore it is the responsibility of the Water Service Authority to conduct a verification process to test the accuracy of the information.

5.1.15.2 Development Challenges

The percentage of households with access to piped water has decreased from 58.9% to 49.3%. The reduction in the number of households with access to piped water negates government attempts to meet millennium development goal (MDG) of halving by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation.

Access to sanitation services is one of the key development indicators. Access to sanitation services remain a key element of service delivery. In this regard, the percentage of households with access to pit latrine stands at **76%** and the number of households without a toilet facility has decreased from 5.5% in 2001 to 3.8% in 2007 (Source: Community Survey, 2007).

In terms of the EMLM, Infrastructure Services, SWOT analysis (2008), water backlogs are standing at 57%. Only 15 077 out of the 46 840 households in Elias Motsoaledi Municipality have access to sanitation services which indicates a backlog of **31 763** households without adequate sanitation. Limited water sources act as a further constraint to reducing the backlogs on water provision.

Another developmental challenge confronting the municipality is improving the compliance levels of its wastewater treatment works (WWTWs). SDM has been unable to register and obtain permission for the WWTWs. Failure to register WWTWs hinders chances of increasing amount of water that can be supplied.

The municipality has been unable to reduce electricity and water losses for a number of years. These losses have a negative impact on the financial resources of EMLM. These losses undermine the financial viability of the EMLM. In addition, illegal electricity and water connections are also affecting the financial sustainability of the municipality.

5.1.16 Issue 16: Electricity Supply

5.1.16.1 Background and Problem Statement

The Municipality has a licence for Groblersdal town and Roosenekal town only. All other areas are Eskom licenced areas. In Groblersdal town the allowable NMD as per agreement with ESKOM is 7MVA and currently the agreed NMD has been exceeded and application has been made to ESKOM for 20 MVA. Roosenekal town the NMD is 0.3MVA and currently the NMD has also been exceeded and the application for 7MVA has been made to ESKOM and currently only 5MVA is anticipated to be given by ESKOM to the Municipality.

The Municipality through its own funds electrified 100 households and 121 households through DME funds that were allocated to the Municipality by DME. PEIG contributed to 400 households being electrified during 06/07 financial year. Eskom electrified 935 households in 07/08 financial within the Municipality. In 08/09 Eskom has planned to electrify 1021 households with the jurisdiction of the Municipality. For 09/10 DME has also allocated R3.2 million for electrification of slovo/Waalkraal RDP and it is envisaged that 533 households will benefit from the allocation.

5.1.16.2 Developmental Challenges

The Electricity backlog was at 18% which 9645 households. In the 2009/2010 financial year Eskom committed 572 connections. From all the connections mentioned above the backlog shall be reduced to 12.2%% excluding the recent received allocation. Limited capacity of the Eskom grid limits the acceleration of electricity connections to more households in the municipal area. Illegal coonections remain a threat to expanding access to electricity to all residents and communities.

5.1.17 Issue 17: Roads, Stormwater and Transportation

5.1.17.1 Background and Problem Statement

- **Roads and Stormwater**

Roads and stormwater management are key municipal functions. The roads and stormwater function is responsible for esurfacing and regravelling programme of both streets and roads in the municipal area that are in a very bad state. This is a prominent problem in areas outside Groblersdal Town especially during rainy seasons. Most roads within the municipal area are in a state of decay, with provincial routes in dire need of re-sealing. This has had a very negative impact on the local economy, as easy access is not available to potential investors.

Roads and stormwater management in rural areas fall under the control of the Limpopo Department of Roads and Public Transport. This is, however, largely confined to stormwater control on the provincial main roads. There is also no clarity on the management responsibility of the rural roads between the local municipality, the district municipality and the provincial authorities.

Traffic services are strained as they lack capacity to render required services. Traffic management outside Groblersdal is provided by the Provincial Road Traffic Inspectorate and the South African Police Services.

- **Transportation**

The main modes of public transport that serve the EMLM area are buses and taxis, with the bus services being the secondary mode of transport. At present the services are uncoordinated and both the bus and taxi services follow the same routes which lead to extensive duplication of services. Whereas the bus service is subsidised by government to provide an affordable passenger transport service, the taxi industry is not subsidised.

Only a fraction of the community (4, 7%) utilises minibus taxi as a mode of transport to places of work and schools, and 3, 5% indicated bus transport as their main mode of transport. More than 85% of people have indicated that they walk as their main mode of travel.

5.1.17.2 Developmental Challenges

The maintenance and upgrading of roads in an efficient manner, and ensure that it has access to equipment required to perform these functions is the most pressing need for the municipality. The municipality has not established the roads construction and stormwater management unit. The lack of the construction unit hinders prospects of new roads. Unqualified operators further limit operation efficiencies necessary to manage a highly effective unit.

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5.1.18 Issue 18: Waste Management

5.1.18.1 Background and Problem Statement

There are four waste disposal sites in the municipal area. These are located in Elandsdoorn, Roosenekal, Groblersdal and Motetema. The challenge facing the municipality is non-compliance to the prescribed minimum requirements in terms of managing the landfill sites. Of the four landfill sites, only one (Groblersdal) is registered to conduct landfill business. This lack of compliance is attributed to unavailability of the necessary equipment.

5.1.18.2 Developmental Challenges

The municipality has not developed an Integrated Waste Management Plan (IWMP) to address non compliance and ensure effective landfill sites management. The lack of IWMP does not assist EMLM to improve compliance levels of landfill sites.

Poor and ineffective parks are another developmental challenge that must be addressed through waste management. Uncut grass and weed are a deterrent to tourist attractions. The Groblersdal town does not give the impression of being looked after in a proper manner. Street cleaning is not adequate.

In addition, illegal dumping poses as a serious threat to economic development and has profound consequences for the well-being of residents and communities.

5.1.19 Issue 19: Environmental Management

5.1.19.1 Background and Problem Statement

Consequently, although problems such as water pollution, soil erosion, deforestation and prevalence of invasive alien plant species are noted in the municipal area, there is no clear statement or coordinated strategy for the promotion, monitoring and enforcement of environmental management guidelines.

5.1.19.2 Developmental Challenges

There is currently no Environmental Management Plan in place for the Elias Motsoaledi Municipal Area. Land use change and development applications can thus not be evaluated in terms of potential environmental impact as there is no knowledge on environmental issues/sensitive areas in Greater Groblersdal. The organisational structure of the EMLM is also not structured to deal efficiently with this function.

This is in conflict with the requirements of the Environmental Management Act. Of even greater concern now is the fact that the new mining activities in the Elias Motsoaledi Municipal Area could have huge environmental implications e.g. increased vehicle traffic, noise pollution, air and water pollution, environmental degradation etc, and the municipality has no Environmental Management Plan to guide, manage and facilitate the process of establishment of the mines.

5.1.20 Issue 20: Economic Development and Job Creation

5.1.20.1 Background and Problem Statement

The economy of EMLM is characterised by huge disparities. The bulk of economic activity takes place around Groblersdal Town and in the commercial agricultural areas where only 20% of the population reside, while 80% of the population live in areas where there is virtually no sustainable economic base and very low levels of infrastructure provision.

5.1.20.2 Developmental Challenges

As a result of the high unemployment figure (78%) in EMLM. The average annual monthly income is also very low with 37,8% of all households reporting no income, and 9,6% of households reporting a monthly income of less than R4 800. The Sehlakwane settlements recorded the highest levels of poverty (EMLM IDP for 2006/2007).

Table 36: Economically Active Population

Description	Ephraim Mogale	Tubatse	Fetakgomo	EMLM	Makhudu thamaga	SDM
Employed	15056	45321	7236	38098	21978	127688
Unemployed	11098	51551	11566	16725	33346	124226
Non economically active	40787	90696	39511	79066	77494	327553
N/A	20,031	110,467	43,390	42,472	126,622	354,626
Unspecified	40					0
Total	87,012	298,035	101,703	176,361	259,440	934,093

(Source: SDM IDP for 2009/2010).

Skills shortage negatively affects economic growth and leads to the growth of the informal economic sector. In addition, lack of skills is likely to compare people to accept employment opportunities that are not quality jobs.

Other issues related to Economic Development which were reported by the municipality are as follows:

- Land ownership patterns within the municipality which are still not integrated and are still divided along gender and racial lines.
- Current development patterns need to be revised and emerging small black farmers (Hereford farms) to be affirmed.

- Further skills training like marketing skills should be conducted.
- Entrepreneurs should be assisted to gain smoother and easier access to markets (LED).
- Address the lack of electricity and water on farms which hampers economic development.

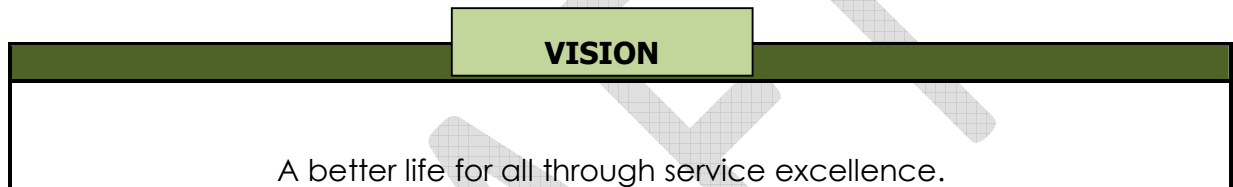
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6. DEVELOPMENT STRATEGY

This chapter provides an overview of the municipality's key development strategies. The Strategies Phase involves formulation of strategies to address problems and challenges identified in the Analysis Phase in the short, medium and long term. It also provides the core ideology of the municipality e.g. the Vision, Mission and Millennium Development Goals. Well developed strategies also assist the municipality in developing focused and discipline organisation that directs its energy toward the needs of the community.

6.1.Vision

The Vision of the Elias Motsoaledi Local Municipality are as follows:



6.2.Mission



6.3.Vision 2014

South Africa is also bound by the International Community Development Targets, and thus it adopted Vision 2014 that is derived from the United Nations' Millennium Development Goals. Milestones in relation to Vision 2014, which are relevant to the Elias Motsoaledi Local Municipality, include the following:

- By 2008 no village household should not have access to clean potable water,
- By 2010 there must be decent sanitation for all,
- By 2012 there must be electricity in all households,
- By 2014 poverty, unemployment and skills shortages should be reduced by 50% respectively, and
- By 2014 improved services to achieve a better National Health Profile and a reduction of preventable causes of death including violent crimes and road accidents, should be achieved.

6.4.Strategies

Table 37: SWOT Analysis

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
Legal and willing personnel	Inability to collect revenue on services rendered.	Potential for economic growth.	High unemployment rate.
Supportive political leadership	Lack of master plan for future planning.	Having the potential to increase municipal revenue.	Land inaccessibility for emerging farmers.
Effective community participation	Not paying competitive salaries, especially levels lower than Section 57 Employees.	Potential to improve job creation through EPWP projects, mining, tourism and agriculture.	Irrational land use process.
Availability of land for development	Not enough internal capacity.	Interaction with DPLG, DLGH and SDM.	Reduction of powers and functions of local municipalities.

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
Teamwork	Failure to attract skilful and knowledgeable personnel.	Fertile agricultural land especially along major river valleys	High staff turnover
Sound administration	Ageing workforce.	Conducive climatic conditions that promotes the cultivation of a variety of crops	Floods, drought natural disasters and diseases
Licensed electricity distributor.	Implementation of existing By-laws.	Proximity to dams (Loskop and Flag Boshielo)	Hiking fuel prices
Reliable billing system	Staff structure not matching demand.	The economic and financial support structures	Economic recessions
	Failing to process locally produced resources within the municipality	Democratic political environment	Unrests in neighbouring countries
		Supportive traditional leadership	High illiteracy and poverty levels
			High costs of transportation

The strategies and projects discussed in section 8 are also aimed at responding to the SWOT analysis that was undertaken by the municipality in a various strategic planning sessions.

In the integration phase (section 8) of this document, a number of strategies and initiatives are discussed for each of the 20 priority issues discussed. The following is a high-level summary of some of the strategies that would form part of the project to be undertaken in 2011/2012 financial year.

Table 38: Departmental Contributions

FUNCTION	STRATEGY
FINANCE	<ul style="list-style-type: none"> • Operation Clean Audit Report (OPCAR)- GRAP compliant asset register • GRAP Training • Revenue Enhancement Management Strategy (REMS) • Alternative Sources of Funding (capital expenditure) • Valuation Roll • Billing System • Asset Disposal Policy
INFRASTRUCTURE AND TECHNICAL SERVICES	<ul style="list-style-type: none"> • Finalisation and implementation of the section 78 • Review SLA • Accreditation to Blue-Drop Water Status • Upgrading and accreditation of WWTWS • Increase capacity of WWTWs to produce more water • Input into the SDM WSDP • Development of the Electrification Programme with Eskom • Establishment roads construction and maintenance unit •
SOCIAL DEVELOPMENT	<ul style="list-style-type: none"> • Buy-Back Centre • Cemetery Upgrading • Cemetery Tarrif Policy • IWMP • Disaster Management Policy • DLTC Improvement Initiative • Accreditation of Landfill Sites • Development of the Social Package • Indigent Policy and Register • Housing Master Plan (Housing Chapter) • Alienation of Municipal Game Farms
CORPORATE SERVICES	<ul style="list-style-type: none"> • Electronic Record Management • By-Law Development • Office Accommodation Options • Human Resources Retention • Fleet Management Strategy

FUNCTION	STRATEGY
	<ul style="list-style-type: none"> • Corporate Facilities Management (CCTVs, etc.)
STRATEGIC MANAGEMENT	<ul style="list-style-type: none"> • Institutional Performance Audit Committee • Improve on Contract Management • Review of the LED Strategy • Implementation of the Informal Trading Recommendations • Explore beneficiation projects

6.5. Twelve Outcomes approved by the Cabinet for the period ending 2014

The National Government has identified twelve key outcomes derived from the 2009 Ruling Party's Election Manifesto. The twelve outcomes have influenced the development of EMLM's response to government's commitment. The twelve outcomes are outlined below:

1. Improved quality of basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel free;
4. A skilled and capable workforce to support an inclusive growth path;
5. Decent employment through inclusive economic growth;
6. An effective, competitive and responsive economic infrastructure network;
7. Vibrant, equitable and sustainable rural communities with food security for all;
8. Sustainable human settlements and improved quality of household life;
9. A responsive, accountable, effective and efficient local government system;
10. Environmental assets and natural resources that are well protected and continually enhanced;
11. Create a better South Africa and contribute to a better and safer Africa and World; and
12. An effective, efficient and development oriented public service and empowered, fair and inclusive citizenship.

In response to these outcomes, EMLM has developed strategies that will contribute to the attainment of the twelve outcomes. The municipality recognises that the implementation of the outcomes, in particular local government's contributions,

would make an impact as part of coordinated and integrated government approach to service delivery. The municipality believes that all spheres of government have a role to play in the implementation of service delivery initiatives in a coordinated, seamless manner. In this regard, efforts will be made to continuously engage national and provincial departments within the letter and spirit of intergovernmental relations.

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Table 39: Developmental Strategies

KPA	Developmental Challenge/Issue	Strategic Objective	Code	Developmental Strategy	Outcome
Financial Viability	The municipality has received unfavourable audit opinions (disclaimer) for the last few years. The main thrust of the disclaimers is poor internal financial controls, issues with opening and closing balances and lack of governance structures.	To improve sound financial management through clean accounting transactions of prior years and improvement in internal controls. (Outcome 6)	A.1.	Operation Clean Audit Report (OPCAR)- GRAP compliant asset register	Improved public accountability and compliance to legislation and attainment of a clean audit report by 2014.
	Over reliance on government grants and subsidies	To improve municipal revenue generation. (Outcome 6)	A.2.	The municipality will develop a Revenue Enhancement Management Strategy (REMS) and Alternative Sources of Funding (capital expenditure) in order to increase the revenue base and find alternative sources of capital expenditure aimed at investing in economic growth points in the municipal area.	Increase in GVA growth of +5% pa.
	A number of rateable properties are not valued at realistic	To improve the accuracy of the valuation	A.3.	Improvements in the accuracy of the valuation roll and billing system processes will be embarked upon.	Increase in revenue collection which will lead in improved municipal per capital spending in

KPA	Developmental Challenge/Issue	Strategic Objective	Code	Developmental Strategy	Outcome
	prices. Billing statements do not always reach all customers. There are municipal areas that are not billed.	roll and billing system. (Outcome 6)			infrastructure investment.
	Risk management remains a key threat to sound financial management. This includes systems failure, lack of IT back-up and protection of the server.	To improve risk management. (Outcome 6)	A.4.	The municipality would review its risk management policy and processes in order to mitigate against possible risks such as systems failure, inadequate back-up capacity.	Reduction of risks and improved compliance to governance protocols.
Basic Service Delivery and Infrastructure Development	The municipality is experience huge service delivery backlogs that threaten the achievement of the MGS in eradication of infrastructure backlogs. 29 793 households have access to water and 43 171 households have access to sanitation below the	Improving access to basic services (Outcome 2)	B.1.	EMLM would engage the SDM to finalise and implement outstanding issues of the section 78 on water services. This would lead to the review and dimplementation of the SLA. The municipality would upgrade and accredit WWTWS in order to increase water production capacity.	All residents have access to basic portable water, sanitation facilities and electricity by 2014 in order to improve their quality of life.

KPA	Developmental Challenge/Issue	Strategic Objective	Code	Developmental Strategy	Outcome
	RDP level. 5649 households do not have access to electricity. The surfacing of roads to acceptable standards remains a key challenges (see section 4.4 more developmental challenges).			<p>Development of the Electrification Programme with Eskom will go a long way in reducing backlogs.</p> <p>The municipality would establish a roads construction and maintenance unit to meet the backlogs.</p>	
	The municipality has huge housing backlogs. This may have led to the developmet of informal settlements in the municipal area and created opportunities for land invasions.	To meet the housing needs and build decent human settlements (Outcome 4)	B.2.	The municipality would develop a comprehensive housing master plan or chapter that would clearly outline its intergrated and collaborative approach to housing delivery.	<ul style="list-style-type: none"> The muciplaity would work hand-in-hand with all spheres of government to meet the housing needs and build decent human settlements for residents and communities in EMLM.
	Lack of health facilities (such as clinics) threatens the well-being of our communities. In addition, declining immunisation coverage poses a	To build a healthy community by increasing life expectancy and improve the health of children	B.3.	The municipality would support efforts of the Department of Health to improve awareness of health issues such HIV testing and increasing child immunisation in the municipality.	Immunisation coverage rate of 90% in 2012 and voluntary testing of 70% by 2014.

KPA	Developmental Challenge/Issue	Strategic Objective	Code	Developmental Strategy	Outcome
	risk to the health of our children	through adequate coverage (Outcome 2).			
	High-levels of adult illiteracy undermine the restoration of human dignity.	To improve the literacy rate of adult population (Outcome 1).	B.4.	The municipality would engage the Department of Education to improve access to ABET classes in the municipality.	Improved literacy levels of adult population in EMLM.
Local Economic Development	The economy of EMLM is characterised by huge disparities. The unemployment rate is estimated to be 78% and 9.6% of households reporting a monthly income of R4800.	To facilitate the creation of job opportunities in order to reduce unemployment levels in the municipality (Outcome 7).	C.1.	The municipality would facilitate private and public sector investments targeting job creating sectors. The municipality would also implement its revised LED strategy including beneficiation and agro-processing.	Increasing household income. Increase the number of municipal generated job opportunities to 10,000 by 2014.
	Waste management opportunities have not been fully exploited.	To create economic opportunities in the management of waste in the municipality through recycling	C.2.	The municipality would facilitate the development of a Buy-Back Centre.	Recycling of 30% of waste in the municipality by 2014.

KPA	Developmental Challenge/Issue	Strategic Objective	Code	Developmental Strategy	Outcome
		opportunities (Outcome 4).			
Municipal Transformation and Organisational Development	The municipality has been unable to create the requisite human capital in a number of critical components (financial management, project management, etc). This is attributed to various factors such as the remuneration packages, skills, inability to implement the retention strategy, location, etc.	To improve human capital and implement retention policy and strategy as required (Outcome 5).	D.1.	The municipality would review its remuneration strategy and skills development to focus on critical skills.	Critical skills shortage reduced.
	Lack of record management undermines the creation of the requisite institutional memory and knowledge management regime.	To improve record management and ensure safety of municipal records (Outcome 12).	D.2.	The municipality would embark on an Electronic Record Management initiative.	Improved record management.

KPA	Developmental Challenge/Issue	Strategic Objective	Code	Developmental Strategy	Outcome
	The municipality has not developed a disaster readiness regime.	To improve disaster management (Outcome 9) .	D.3.	EMLM would develop disaster management plans for its buildings and build the requisite disaster management capacity by employing a disaster management officer in the 2011/2012 financial year.	Creation of a disaster management capacity in the municipality.
Good Governance	Absence of a functional internal audit and audit committees weakens the implementation of internal controls and organisational-wide risk management processes.	To improve internal financial controls and risk management processes.	E.1.	The municipality would ensure adequate functionality of the Internal Audit and Audit Committee in order to strengthen internal controls.	Improved audit opinions-clean audit report by 2014
	The municipality has attained a blue drop status of just over 50% in the previous assessment.	To quality of water (Outcome 2) .	E.2.	The municipal organisation is targeting full accreditation of the Blue-Drop Water Status.	Improve quality of life for residents and communities in the municipality through improve water quality that would lead to reduced water related illnesses.
	The municipality has not developed a number of critical by-laws required to improve adherence to the law. This has	To improve by-law enforcement (Outcome 11) .	E.3.	The municipal organisation will review and develop a number of by-laws aimed at increasing compliance.	Enhanced by-law enforcement and creation of social cohesion.

KPA	Developmental Challenge/Issue	Strategic Objective	Code	Developmental Strategy	Outcome
	led to violations in key areas of municipal governance such as development planning.				
	The municipality has not cascaded performance management to all levels in the organisation.	To improve organisational productivity and accountability through the implementation of the PM System and establishment of the Performance Audit Committee (Outcome 9) .	E.4.	The municipality would engage all stakeholders in cascading the implementation of the PM System to all levels of employees in the organisation. In addition, the municipality would establish a Performance Audit Committee to oversee the implementation of the PM System.	
	The municipality intends to enhance oversight and governance mechanisms that would assist the legislature to hold the executive to	To enhance accountability and improve oversight mechanisms (Outcome 9) .	E.5.	The municipality would review its oversight and accountability mechanisms by reviewing delegations, establishing MPAC.	Enhanced accountability and oversight mechanisms in the organisation leading to a clean audit opinion.

KPA	Developmental Challenge/Issue	Strategic Objective	Code	Developmental Strategy	Outcome
	account through the separation of powers and review of the system of delegation.				

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7. LIST OF PROJECTS

A list of projects to respond to the developmental challenges identified through the document, in particular, addressed during the 20 priority issues is attached.

The attached list of projects refers to both EMLM generated interventions and projects of the SDM and sector departments.

7.1. MUNICIPAL PROJECTS

7.1.1 INFRASTRUCTURE SERVICES

Ward	Project	Capital Investment (R)- Mtef				Source Of Funding	Implementing Agency	No: Jobs Created
		10/11	11/12	12/13	13/14			
	Walkraal RDP Electrification Projects (DME)		4,554,000					
	Grobiersdal roads		5,000,000	2,000,000	2,000,000			
	Motetema street phase 2		2,300,000					
	GIS System		3,000,000	2,000,000	2,000,000			
19 & 20	Monsterlus To Makgopheng Phase 3		10,300 000.0 0	11,330,00 0	11,556,600			
	Ramogwerane Phase 4		10,900,000.0 0	11,990,00 0	12,229,800			
	Moteti A		6,700,000.00	7,370,000	7,517,400			
	Zaaiplaasbus route Phase 2		10,000,000.0 0	11,000,00 0				
	Hlogotlou storm water control Phase 2		6,240,506.00					
	Nyakelang public route upgrade Phase 2		6,261,472.00	6,887,619	7,025,372			
	Moteti C2		3,991,000.00	4,400,000	4,488,000			
	Uitspanning Concrete/Steel Palisade		420,000.00	462,000	471,240			
	Meter Solution		3,000,000.00	5,000,000	5,000,000			
	Mini Subs Replacement		2,000,000.00					
	T3 Switch Replacement		1,000,000.00	1,000,000	120,000			

7.1.2 SOCIAL DEVELOPMENT

Ward	Project	Capital Investment (R)- Mtref				Source Of Funding	Implementing Agency	No: Jobs Created
		10/11	11/12	12/13	13/14			
13	Upgrading of DLTC		R3.8M				EMLM	50
1-30	Purchase Of Skips		R300 000				EMLM	5
	Bailing mashine		500,000					
1-30	Refuse Trucks		R5.6M	2,000,000	6,000,000		EMLM	
9,20,29	Lawn Mowers- kudas		R300 000	R318,000	337,000		EMLM	
	Fire arms		120,000	100,000	106,000			
1-30	Purchase Of H-Frame		400,000				EMLM	

7.1.3 CORPORATE SERVICES

Ward	Project	Capital Investment (R)- Mtref				Source Of Funding	Implementing Agency	No: Jobs Created
		10/11	11/12	12/13	13/14			
	IT Network for new offices/wireless		149,000	150,000	160,000	EMLM		
	Installation of blinds		100,000	106,000	225,000	EMLM		
	Aircons		2,000,000	500,000	530,000	EMLM		
	Municipal furniture and chamber		1,000,000	402,800	426,968	EMLM		
	Electronic filling system		3,000,000			EMLM		
	CCVTV		500,000			EMLM		
	Vehicles		1,500,000			EMLM		

7.1.4 PLANNING DEPARTMENT

Ward	Project	Capital Investment (R)- Mtef				Source Of Funding	Implementing Agency	No: Jobs Created
		10/11	11/12	12/13	13/14			
	Stalls			500,000	500,000		EMLM	
	Game farm development		8,2000,000	1,000,000	1,000,000		EMLM	
	Installation of services stand 885		9,000,000				EMLM	
	Tourism info centre		500,000				EMLM	
	SMME development		500,000	500,000	500,000		EMLM	

7.1.5 BUDGET AND TREASURY OFFICE

Ward	Project	Capital Investment (R)- Mtef				Source Of Funding	Implementing Agency	No: Jobs Created
		10/11	11/12	12/13	13/14			
	Office machinery and equipment		500,000	300,000	200,000		EMLM	

7.1.6 MUNICIPAL MANAGERS OFFICE

Ward	Project	Capital Investment (R)- Mtef				Source Of Funding	Implementing Agency	No: Jobs Created
		10/11	11/12	12/13	13/14			
	Office machinery		100,000	150,000	20,000		EMLM	

7.2 SEKHUKHUNE DISTRICT MUNICIPALITY

REPORT ON THE STATUS OF PROJECTS FOR 2009/2010 – 2010/2011 FINANCIAL YEAR

7.2.1 Upgrading Projects – Gravel to Tar

Name of the Project	Location	Budget (Project Amount)	Progress	Challenges	Remedial Action	Implementing Agent & Contact Person
Dennilton (Philadelphia Hospital) to Marble Hall: 15km. Road D1948	Elias Motswaledi.	R47,725,048	90% complete.	None		RAL

7.2.2 Rehabilitation Maintenance Projects

Name of the Project	Location	Budget (Project Amount)	Progress	Challenges	Remedial Action	Implementing Agent & Contact Person
Elias Motswaledi(Groblersdal) to Road P62/2 (near Stofberg) Road P51/3	Elias Motswaledi	R8,922,122.60	61%			LDRT
Monstrelus to Mathula Stand Road P62/2	Elias Motswaledi	R5,456, 911.12	58%			LDRT
Kwandebele/Moutse 3 to start subs. Groblersdal. Road P95/1	Elias Motswaledi	R9 667 705.00	12%			LDRT

7.2.3 EPWP PROJECTS

Name of the Project	Location	Budget (Project Amount)	Progress	Challenges		LDRT
Roads P207/1 & P95/1 Construction of 2km of side walk along P207/1 & P95/1	Elias Motsoaledi	R2,087,176.41	12%	Waiting for material		LDRT
Roads P207/1 & P95/1 Construction of 2km of side walk along P207/1 & P95/1	Elias Motsoaledi	R2,079,508.20	10%	Waiting for material		LDRT
Roads P207/1 & P95/1 Construction of 2km of side walk along P207/1 & P95/1	Elias Motsoaledi	R2,085,119.85	10%	Waiting for material		LDRT
Roads P207/1 & P95/1 Construction of 2km of side walk along P207/1 & P95	Elias Motsoaledi	R2,080,749.66	10%	Waiting for material		LDRT
Road P62/1. Erection of road reserve fence from Monsterlus to Ga Mahlangu along P62/1A	Elias Motsoaledi	R 332,491.88	100%			LDRT

7.2.4 WATER PROJECTS FOR 2011-2014

KPA	PROGRAMME	OBJECTIVES	CATEGORY	LOCAL MUN	PROJECT NO	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
WATER PROJECTS											
Water Infrastructure	MIG and District Infrastructure Development Programme	To supply water	Water	Elias Motsoaledi	IWS004/11-12	Moteti A , B & C (Zoetmelksfontein) Water Reticulation & Cost recovery	Design	R13,000,000.00	R13,000,000.00	0.00	0.00
	District Infrastructure Development Programme	To supply water	Water	Elias Motsoaledi	IWS005/11-12	Roosenekal Water Network Refurbishment	New	R1,500,000.00	0.00	R1,500,000.00	0.00
	MIG and District Infrastructure Development Programme	To supply water	Water	Elias Motsoaledi	IWS006/11-12	Roosenekal WTW Upgrade (double)	New	R2,500,000.00	0.00	R2,500,000.00	0.00
	MIG and District Infrastructure Development Programme	To supply water	Water	Elias Motsoaledi	IWS007/11-12	Sterkfontein 10 MI Res	New	R18,000,000.00	0.00	0.00	R18,000,000.00
	MIG and District Infrastructure Development Programme	To supply water	Water	Elias Motsoaledi	IWS008/11-12	Sterkfontein-Luckau phase 6	Design	R11,500,000.00	0.00	0.00	R11,500,000.00
	MIG and District Infrastructure Development Programme	To supply water	Water	Elias Motsoaledi	IWS009/11-12	Tafelkop reticulation	Design	R5,000,000.00	R5,000,000.00	0.00	0.00
	MIG and District Infrastructure Development Programme	To supply water	Water	Elias Motsoaledi	IWS010/11-12	Village Reticulations (Dindela, Rondebosch, Holnek, Kosini, Sehlakwane, Elandslaagte, A Re Aganeng, Jeije, Khathazweni&	Design	R25,921,740.00	0.00	R5,921,740.00	R20,000,000.00

KPA	PROGRAMME	OBJECTIVES	CATEGORY	LOCAL MUN	PROJECT NO	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
						Mathula)					
	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Elias Motsoaledi	IWS002/11-12	Roosenkal WWTW upgrade (double)	Design	R10,000,000.00	R 5,000,000.00	R 5,000,000.00	0.00
	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Elias Motsoaledi	IWS011/11-12	Roosenekal Sewer reticulations Upgrade	New	R5,000,000.00	0.00	R5,000,000.00	0.00

7.3 LIMPOPO PROVINCIAL DEPARTMENT PROJECTS

7.3.1 LIMPOPO DEPARTMENT OF AGRICULTURE: INFRASTRUCTURE PROJECTS FOR 2011/12

Project name	District	Municipality	Project description/ type of structure	Implementing Agent	Overall Budget	Planning and design		Implementation Period and Budget					
						FY	Budget	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	
Malete	Sekhukhune	Elias Motsoaledi	Ablutions for 50 sow unit	LDA	6 00000	-	-	600000					
Matabane Hydroponics x 4	Sekhukhune	Elias Motsoaledi	Construction of 8 Hydroponics tunnels	LDA	2000000	-	-	2000000					
Kwa-Maquze	Sekhukhune	Elias Motsoaledi	Erect fence for 12 grazing camps, and Construction of animal handling facilities	LDA	3400000	-	-	3400000					
Mpshe	Sekhukhune	Elias Motsoaledi	Fencing. Borehole drilling & equipping. 1 layer houses. 5000L tank & stand	IDT	600000	-	-	600000					
Cattle handling facilities	Sekhukhune	Elias Motsoaledi	Construction of a basic cattle handling facility	LDA	60000	2010/11	-	60000					
Cattle handling facilities	Sekhukhune	Elias Motsoaledi	Construction of a basic cattle handling facility	LDA	60000	2010/11	-	60000					
Cattle handling facilities	Sekhukhune	Elias Motsoaledi	Construction of a basic cattle handling facility	LDA	60000	2010/11	-	60000					
Cattle handling facilities	Sekhukhune	Elias Motsoaledi	Construction of a basic cattle handling facility	LDA	60000	2010/11	-	60000					
Cattle handling facilities	Sekhukhune	Elias Motsoaledi	Construction of a basic cattle handling facility	LDA	60000	2010/11	-	60000					
Moutse East	Sekhukhune	Elias Motsoaledi	Control of AIP	LDA	535660	-	-	535660					

Construction Supervision	ALL	ALL	Rehabilitation of irrigation Scheme	LDA	R47,700,000		R7,700,000	R10,000,000	R10,000,000	R10,000,000	R10,000,000	R10,000,000
Alternative energy	ALL	ALL	Alternative energy	LDA	R8,250,000		R750,000	R1,500,000	R1,500,000	R1,500,000	R1,500,000	R1,500,000
RETENTION RESIS	ALL	ALL	Rehabilitation of Irrigation Scheme	LDA	R2,800,000			R2,800,000				
RETENSION DAMS	ALL	ALL	Dam safety repairs	LDA	R200,000			R200,000				
Hereford Bulk water supply	Sekhukhune	Elias Motsoaledi	Rehabilitation of irrigation Scheme	LDA	R3,850,000	2010/11	R350,000	R3,325,000	R175,000			
Hereford Infield Irrigation	Sekhukhune	Elias Motsoaledi	Rehabilitation of irrigation Scheme	LDA	R16,500,000	2011/12	R1,500,000		R14,250,000	R750,000		
Dam safety	ALL	ALL	Dam safety repairs	LDA	R24,200,000	2010/11	R2,200,000	R2,000,000	R5,000,000	R5,000,000	R5,000,000	R5,000,000

7.3.2 DEPARTMENT OF EDUCATION

Project name	District Municipality	Local Municipality	Project Location	Project Description	Implementing Agent	Overall Budget	Planning and design		Implementation Period and Budget		
							FY	Budget	2011/2012	2012/2013	2013/2014
National School Nutrition Programme			Head Office	Provision of Learners with Nutritional Food	DoE				R659,233,000	R829,669,000	R892,964,000
	Sekhukhune District		Head Office	935 Schools benefiting from NSNP	DoE						
Scholar Transport			Head Office	Learners are	DoE				R46,725,000(Budget not yet	R47,660,000 (Budget not	R50,520,000(Budget not yet

Project name	District Municipality	Local Municipality	Project Location	Project Description	Implementing Agent	Overall Budget	Planning and design		Implementation Period and Budget		
							FY	Budget	2011/2012	2012/2013	2013/2014
				transported free to and from School					distributed per District)	yet distributed per District)	distributed per District)
No Fee Schools	Sekhukhune District		Head Office	5308	DoE				R675,360,074 (Budget not yet distributed per District)	R706,399,029	R745,725,864
	Sekhukhune District		Head Office	903 schools (353,715 learners)	DoE						
Learner Support materials	All schools in the 5 district Municipalities	All schools in the 30 Local Municipalities	Head Office	Provision of Learner Support Materials to all schools	DoE				R650,069,919	R681,320,820	R745,725,800
Infrastructure	The Department is reworking on the Infrastructure Plans. The information will be made available to all Municipalities soon.										

7.3.3 HEALTH INFRASTRUCTURE PROJECTS

Project Name	District Municipality	Local Municipality	Project Location	Project Description	Implementation Agent	Overall Budget	Planning and design		Implementation Period and Budget					
							FY	Budget	2011/12	2012/13	2013/14	2014/15	2015/16	
Goedgedacht Clinic	Sekhukhune	Elias Motsoaledi	Elias Motsoaledi	Clinic	SAKHIWOSHS	11,848	2010/11	1,185	301					

Project Name	District Municipality	Local Municipality	Project Location	Project Description	Implementation Agent	Overall Budget	Planning and design		Implementation Period and Budget					
							FY	Budget	2011/12	2012/13	2013/14	2014/15	2015/16	
Vlaakplaas Clinic (Malebitsa)	Sekhukhune	Elias Motsoaledi	Elias Motsoaledi	Clinic	SAKHIWO HS	12,600	2010/11	1,260	9,455	2,545				
Eensaam Clinic	Sekhukhune	Elias Motsoaledi	Elias Motsoaledi	Clinic	SAKHIWO HS	11,902	2010/11	1,190	602	0				
Groblersdal Electrical Upgrade	Sekhukhune	Elias Motsoaledi	Elias Motsoaledi	Hospital – District	SAKHIWO HS	2,128	2010/11	213	593					
Groblersdal Mortuary	Sekhukhune	Elias Motsoaledi	Elias Motsoaledi	Mortuary	DPW	15,656	2008/09	1,566	4,811					
Next Identified Hospitals for Revitalisation	Various	Various	Various	Hospital – District	DHSD	260,786	Multiple	52,157				97,166	163,620	
Addit Cons Rooms to Clinics	Various	Various	Various	Clinic	DHSD	42,000	2012/13	4,200	0	10,000	15,000	15,000	15,000	
Additional Nurses Accommodation	Various	Various	Various	Clinic	DHSD	120,000	2012/13	12,000	0	30,000	30,000	40,000	40,000	
Palisade Fencing for Clinics	Various	Various	Various	Clinic	DHSD	75,633	2012/13	7,563	0	30,000	45,633	30,000	20,000	
Gate Houses for Clinics	Various	Various	Various	Clinic	DHSD	17,500	2012/13	1,750	0	8,528	8,977	10,000	10,000	
Clinics Water Supply	Various	Various	Various	Clinic	DHSD	55,000		0	9,000	10,000	10,000	12,000	14,000	
Clinics Sanitation	Various	Various	Various	Clinic	DHSD	55,000		0	9,000	10,000	10,000	12,000	14,000	
Clinics Electrification	Various	Various	Various	Clinic	DHSD	8,000		0	1,000	1,000	1,000	2,000	3,000	
Next 15 Identified Clinics	Various	Various	Various	Clinic	DHSD	207,900	2012/13	20,790	2,187	20,000	64,039	60,000	51,674	
Next 15 Identified	Various	Various	Various	Clinic	DHSD	207,900	2013/14	20,000	0		20,000	23,649	36,900	

Project Name	District Municipality	Local Municipality	Project Location	Project Description	Implementation Agent	Overall Budget	Planning and design		Implementation Period and Budget				
							FY	Budget	2011/12	2012/13	2013/14	2014/15	2015/16
Clinics								790					75
Completed EMS' Retention and Final Accounts	Various	Various	Various	Ambulance base	DPW	5,340	2008/09	534	300				
Upgrade Hospital Laundries (Letaba and St Ritas)	Various	Various	Various	Hospital – Regional	DHSD	12,000		0	8,000	2,000	0		
Nursing Colleges (Fencing Projects – Sekh, Giyane & Thohoynd Camp)	Various	Various	Various	Training College	DHSD	8,002	0	4,102				4,000	
Hospital Boilers Upgrade	Various	Various	Various	Hospital – District	DHSD	78,000	Multiple	7,800		21,000	22,500	28,000	30,000
Hospital Standby Generators	Various	Various	Various	Hospital – District	DHSD	33,000	Multiple	3,300		6,000	6,600	9,000	11,400
Hospital Theatres Air Conditioning	Various	Various	Various	Hospital – District	DHSD	42,000	Multiple			9,000	9,900	11,000	12,100
Sewage Ponds' Upgrade	Various	Various	Various	Hospital – Health Centers	DHSD	25,500	Multiple	2,550	8,000	8,000	1,500	15,000	20,000
Hospitals' Service platform Critical Upgrades	Various	Various	Various	Hospital – District	DHSD	300,600	Multiple	30,060	122,654	112,654	109,334	113,600	125,000
Next Hospital Staff Accommodation (53 blocks)	Various	Various	Various	Accommodation	DHSD	145,503	Multiple	14,503	45,034	30,000	40,000	40,000	40,000
Office Accommodation (40 offices per district)	Various	Various	Various	Offices	DHSD	70,000	Multiple	7,000	0	10,000	40,000	20,134	45,382
Forensic Mortuaries Upgrade	Various	Various	Various	Mortuary	DHSD	14,776	2012/13	1,478		9,391	10,385	11,000	12,000

7.3.4 DEPARTMENT OF ROADS & TRANSPORT: INFRASTRUCTURE PROJECTS

Project Name	District Municipality	Local Municipality	Project Location	Project Description	Implementation Agent	Overall Budget	Planning and design		Implementation Period and Budget					
							FY	Budget	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	
PUBLIC AND FREIGHT TRANSPORT														
TRAFFIC MANAGEMENT														
Multi-Purpose Traffic Centre	Sekhukhune	Elias Motsoaledi	Mosterloos	Multi-Purpose Traffic Centre	LDRT	R16m	2011/12	R3 142 500		R11 857 500	R12.5 m			
ROADS INFRASTRUCTURE														
Maintenance of surfaced road P62/2 (Monsterlus to Mathula Stand)	Sekhukhune	Elias Motsoaledi	P62/2	Road Preventative maintenance & Rehab	LDRT	R10m	2010/11	R1m	R9m					
D856 to P51/1 & D2534 (Siyabuswa to Flag Boshielo), Flag Boshielo	Sekhukhune	Elias Motsoaledi	P207/1, D4100, D4356	Road Preventative maintenance & Rehab	LDRT	R15m	2010/11	R1.5m	R13.5m					
Maintenance of surfaced road P51/3 Elias Motswaledi [Groblersdal] to P62/2 [Near Stofberg]	Sekhukhune	Elias Motsoaledi	P51/3 R35	Road Preventative Maintenance & Rehab	LDRT	R12m	2010/11	R1.2m	R10.8m					
Kwandebele / Moutse 3 to Start subs. Groblersdal	Sekhukhune	Elias Motsoaledi	P95/1	Road Preventative Maintenance & Rehab	LDRT	R12m	2010/11	R1.2m	R10.8m					
Road Rehabilitation (Including Widening)	Sekhukhune	Elias Motsoaledi	P95/1	Road Rehabilitation (Including Widening)	LDRT	R90m	2011/12	R9m		R38 070 000	R42 930 000			
UPGRADING (GRAVEL TO BITUMINOUS / TAR SURFACE)														
Legolaneng	Sekhukhune	Elias	D4331	Upgrading (Gravel	RAL		2010/2011							

Project Name	District Municipality	Local Municipality	Project Location	Project Description	Implementation Agent	Overall Budget	Planning and design		Implementation Period and Budget					
							FY	Budget	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	
to Monsterlus		Motsoaledi		to tar)										

7.3.5 DEPARTMENT OF EDUCATION INFRASTRUCTURE PLAN MTEF BUDGET V22a

Table B 5(a): Details of payments for infrastructure by category: Education

ASSUME ANNUAL INFLATION OF 6%

Implementing agent	Sub programme / project name	District/Region	Municipality	Type of Infrastructure	Projects		Programme	Project status at start of MTEF	Total project cost – latest estimate	Expenditure to date from previous years: projected to 20100331	MTEF Forward estimates					
					Date: Start	Date: Finish					MTEF 2009/10	MTEF 2010/11	MTEF 2011/12	MTEF 2012/13	MTEF 2013/14	MTEF 2014/15
Implementing agent	Sub programme / project name	District/Region	Municipality	Type of Infrastructure	Project	Date	Programme	Project status at start of MTEF	Total project cost – latest estimate	Expenditure to date from previous years: projected to 20100331	MTEF 2009/10	MTEF 2010/11	MTEF 2011/12	MTEF 2012/13	MTEF 2013/14	MTEF 2014/15
LDOE	Siphendulwe Primary School	Greater Sekhukhune	Elias Motsoaledi	New primary	2013	2014	Public ordinary schools	SO Pre Implementation	40,000	-	-	-	-	4,764	22,725	26,765
LDOE	Circuit Office – Moutse	Greater Sekhukhune	Elias Motsoaledi	New “mother” circuit office	2008	2009		S4 Construction phase	30,578	14,313	12,000	10,600	7,039	-	-	-
DWAF	Mphage	Greater Sekhukhune	Elias Motsoaledi	Water	2009	2010	Public ordinary schools	S3 Contract awarded	137	-	0	-	-	-	-	-
DWAF	Mareseleng	Greater Sekhukhune	Elias Motsoaledi	Water	2009	2010	Public ordinary schools	S3 Contract awarded	137	-	0	-	-	-	-	-
DWAF	Motjedi	Greater Sekhukhune	Elias Motsoaledi	Water	2009	2010	Public ordinary schools	S3 Contract awarded	137	-	0	-	-	-	-	-
DWAF	Nkadimeng Primary School	Greater Sekhukhune	Elias Motsoaledi	Water	2009	2010	Public ordinary schools	S3 Contract awarded	510	-	0	-	-	0	-	-
DWAF	Kau-Magana Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2009	2010	Public ordinary schools	S3 Contract awarded	510	-	0	-	-	0	-	-
DWAF	Izikhali	Greater	Elias	Sanitation	2009	2010	Public	S3	340	-	0	-	-	0	-	-

Implementing agent	Sub programme / project name	District/ Region	Municipality	Type of Infrastructure	Projects		Programme	Project status at start of MTEF	Total project cost – latest estimate	Expenditure to date from previous years: projected to 20100331	MTEF Forward estimates			MTEF Forward estimates		
					Date: Start	Date: Finish					MTEF 2009/10	MTEF 2010/11	MTEF 2011/12	MTEF 2012/13	MTEF 2013/14	MTEF 2014/15
	Zemfundo Senior Secondary	Sekhukhune	Motsoaledi				ordinary schools	Contract awarded								
DWAF	Phokanoka High	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2009	2010	Public ordinary schools	S3 Contract awarded	485	-	0	-	-	0	-	-
DWAF	Tagane Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2010	2011	Public ordinary schools	SO Pre Implementation	510	-	0	-	-	0	-	-
DWAF	Dithamaga Secondary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-	-
DWAF	Rahlagane Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-	-
DWAF	Lehlagare Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-	-
DWAF	Jacob Sefako Primary	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-	-
DWAF	Seetseng Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-	-
DWAF	Mabhande Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-	-
DWAF	Ramogosetsi Magana Secondary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-	-
DWAF	Makhuma Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-	-
DWAF	Aquaville Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-	-
DWAF	Leriana Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-	-

Implementing agent	Sub programme / project name	District/ Region	Municipality	Type of Infrastructure	Projects		Programme	Project status at start of MTEF	Total project cost – latest estimate	Expenditure to date from previous years: projected to 20100331	MTEF Forward estimates				
					Date: Start	Date: Finish					MTEF 2009/10	MTEF 2010/11	MTEF 2011/12	MTEF 2012/13	MTEF 2013/14
DWAF	Dithamaga Secondary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-
DWAF	Vukani Pre-School School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-
DWAF	Dennilton Combined School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-
DWAF	Itumeleng Pre-Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-
DWAF	Hlanganani Secondary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-
DWAF	Segolola High School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	340	-	-	-	-	-	-
DWAF	Onismus mogafe Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-
DWAF	Njonama Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	510	-	-	-	-	-	-
DWAF	Moganetswa Higher Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-
DWAF	Groblersdal Pre Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-
DWAF	Luckau Primary	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2010	2011	Public ordinary schools	SO Pre Implementation	680	-	0	-	-	0	-
DWAF	Ngwanamarumo-A-Tswako Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-	-
DWAF	Boleu High	Greater	Elias	Sanitation	2011	2012	Public	SO Pre	680	-	-	-	-	-	-

Implementing agent	Sub programme / project name	District/ Region	Municipality	Type of Infrastructure	Projects		Programme	Project status at start of MTEF	Total project cost – latest estimate	Expenditure to date from previous years: projected to 20100331	MTEF Forward estimates			MTEF Forward estimates		
					Date: Start	Date: Finish					MTEF 2009/10	MTEF 2010/11	MTEF 2011/12	MTEF 2012/13	MTEF 2013/14	MTEF 2014/15
		Sekhukhune	Motsoaledi				ordinary schools	Implementation								

7.3.6 DEPARTMENT OF WATER AFFAIRS : WATER AND SANITATION

	DM	LM	WSA	Project Number	Project Name	Project Description	Total	10/11	11/12	12/13	13/14	14/15
ELIAS MOTSOALEDI												
138	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM22a	Nebo Plateau RWS Subproject : Upgrade Mahlangu RWTW	Nebo Plateau RWS Subproject : Upgrade Mahlangu RWTW	5,700	5,700				
139	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM30	Nebo Plateau RWS Subproject 15: Sephaku Connection (NSD11)	Nebo Plateau RWS Subproject 15: Sephaku Connection (NSD11)	27,000					
140	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM35j	Stompo Household Sanitation: (MIG/LP0685/W04/07)	Stompo Household Sanitation: (MIG/LP0685/W04/07)						
141	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM35k	Sephaku Household Sanitation	Sephaku Household Sanitation						
142	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM35l	Jerusalem Household Sanitation	Jerusalem Household Sanitation						
143	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM39a	Groblersdal Luckau RWS: DWAF Regional Bulk Infrastructure Grant : (LP010 DWAF)	Groblersdal Luckau RWS: DWAF Regional Bulk Infrastructure Grant : (LP010 DWAF)	20.000	20.000				
144	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM39b	Groblersdal Luckau RWS: Reticulation	Reticulation of Villages: Luckau D&G	29.500	7.500	6.000	8.000	8.000	
145	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM47a	Moutse Bulk Systems (Loskop Moretele Mpumalanga): Proposed Feasibility	Moutse Bulk Systems (Loskop Moretele Mpumalanga): Proposed Feasibility	96.200	56.200	40.000			
146	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM47b	Dennilton Upgrade of Bulk Sewer: MIG/LP0463/W/0463/W05/08	Dennilton Upgrade of Bulk Sewer: MIG/LP0463/W/0463/W05/08						
147	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM47c	Moutse West WSS	Moutse West WSS	3.000	3.000				
148	Sekhukhune	Elias	Sekhukhune	SDM53	Groblersdal Augumentation	Groblersdal						

	DM	LM	WSA	Project Number	Project Name	Project Description	Total	10/11	11/12	12/13	13/14	14/15
		Motsoaledi	District		of Bulk Water Supply: (C/LP0478/W/03/05) (MIG/LP0762/07/08)	Augumentation of Bulk Water Supply: (C/LP0478/W/03/05) (MIG/LP0762/07/08)						
149	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM54	Groblersdal Upgrade of Sewage Treatment: (C/LP0430/S/03/05)	4,198	4,198					
150	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM55	Stompo Water Supply	Stompo Water Supply						
151	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM62a	Groblersdal Luckau bulk Water Supply: (MIG/LP0727/W/06/09)	Groblersdal Luckau bulk Water Supply: (MIG/LP0727/W/06/09)						
152	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM62b	Tafelkop Water Reticulation and Cost Recovery	Tafelkop Water Reticulation and Cost Recovery	10.000	5.000	5.000			
153	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM62c	Legolaneng BWS	Legolaneng BWS						

7.3.7 DEPARTMENT OF SPORTS, ARTS AND CULTURE

Project Name	Project Description	District	Local Municipality and Location	Implementing Agent	Overall Budget	Planning and Design				
						Financial Year	Budget	2011/12	2012/13	2013/14
ARTS AND CULTURE										
Music	Talent search in Music	Sekhukhune	All Local Municipalities	DSAC	R18,000 per Local Municipality and R60,000	-	-	R50,000 (R6000 per Local Municipality & R20,000	R50,000 (R6000 per Local Municipality & R20,000	R50,000 (R6000 per Local Municipality & R20,000

Project Name	Project Description	District	Local Municipality and Location	Implementing Agent	Overall Budget	Planning and Design				
						Financial Year	Budget	2011/12	2012/13	2013/14
					for the District Municipality			for the District Municipality)	for the District Municipality)	for the District Municipality)
Freedom Day	Celebration of National Day	Sekhukhune	Makhuduthamaga (Location to be decided)	DSAC	R3,000,000	-	-	R1,000 ,000	-	-
LIBRARY AND INFORMATION SERVICES										
Vlakovontein	Addition of security systems in the building	Sekhukhune	Elias Motsoaledi Municipality - Vlakovontein	DSAC	R300, 000	-	-	R300, 000.00	-	-
Building of New Library facilities	Building of Vlakovontein Community Library	Sekhukhune	Elias Motsoaledi Municipality- Vlakovontein	DSAC (Public Works)	R4 ,800, 000	2011/12	R250, 000	R4 ,800, 000	-	-
Library ICT Infrastructure	Cabling, networking and migrating from PALS to SLIMS- Vlakovontein Library	Sekhukhune	Elias Motsoaledi- Vlakovontein	DSAC	R222, 223			R222, 223	-	-
SPORTS DEVELOPMENT										
O.R. Tambo Games	Selection of District teams and Talent Identification	Sekhukhune	Elias Motsoaledi- Ben Viljoen	DSAC	R300 ,000	-	-	R300 ,000	-	-

Project Name	Project Description	District	Local Municipality and Location	Implementing Agent	Overall Budget	Planning and Design				
						Financial Year	Budget	2011/12	2012/13	2013/14
Clubs establishment	Establish one rugby club per local municipality	Sekhukhune	All local municipalities	DSAC	R12 ,000 per local municipality	-	-	R 12 ,000 per local municipality	R 12 ,000 per local municipality	R 12 ,000 per local municipality
Leagues Established	Co-ordinate the Establishment and support leagues: Softball, volleyball, cricket and athletics	Sekhukhune	Host local municipality to be identified	DSAC	R 180 ,000	-	-	R 60 ,000	R 60 ,000	R 60 ,000
Establish federations	Coordinate Establishment of Federations for people with disabilities	Sekhukhune	Host local municipality to be identified	DSAC	R60,000	-	-	R20,000	R20,000	R20,000
Club Development District Games	Competitions for clubs in the districts for football, netball, volleyball, cricket and boxing	Sekhukhune	To be confirmed	DSAC	R 150, 000 per district	-	-	R 150, 000 per district	R 150, 000 per district	R 150, 000 per district
RECREATION AND SCHOOL SPORT										

Project Name	Project Description	District	Local Municipality and Location	Implementing Agent	Overall Budget	Planning and Design				
						Financial Year	Budget	2011/12	2012/13	2013/14
Recreation	Support to Municipal Indigenous games	Sekhukhune,	Elias Motsoaledi Hubs 1.O.R. Tambo 2.Hlogotlou	DSAC	R 33,100	-	-	R10,000	R 11,000.	R 12,100
	Support to hubs with equipments and apparels	Sekhukhune,	Elias Motsoaledi Hubs 1.O.R. Tambo 2.Hlogotlou	DSAC	R480,000	-	-	R20,000.00	R 220,000	R 240,000
	Support to coordinators (Stipend)	Sekhukhune,	Elias Motsoaledi Hubs 1.O.R. Tambo 2.Hlogotlou	DSAC	R477,174	-	-	R 159,058	R 159,058	R 159,058
	Training of coordinator as coaches, technical officials and administrators	Sekhukhune,	Elias Motsoaledi Hubs 1.O.R. Tambo 2.Hlogotlou	DSAC	R101,280	-	-	R 33,760	R 33,760	R 33,760

Project Name	Project Description	District	Local Municipality and Location	Implementing Agent	Overall Budget	Planning and Design				
						Financial Year	Budget	2011/12	2012/13	2013/14
School Sport Mass Participation Programme	Establishment and support to leagues	Sekhukhune	Elias Motswaledi	DSAC	R 1,128,000	-	-	R 360,000	R 378,000	R 390,000
	Training of 32 coordinators	Sekhukhune	Elias Motswaledi	DSAC	R88,708	-	-	R 26 ,800	R 29, 480	R 32, 428
	Training of educators as coaches and technical officials	Sekhukhune	Elias Motswaledi	DSAC	R124,456	-	-	R 37 ,600	R 41,360	R 45, 496
	Support to 32 coordinators	Sekhukhune	All local municipalities	DSAC	R1,670,109	-	-	R 556 ,703	R 556, 703	R 556, 703

7.3.8 PARASTATALS AND STATE OWNED ENTERPRISES

LEDET

PROJECT NAME	BUDGET	LOCAL MUNICIPALITY	IMPLEMENTER	RESPONSIBLE PERSON
Air camps (All district)	R120 million	All District	LEDET	C.Nghenabo
Resusciation of industrial Parks		All locals	LEDET	

ESKOM PROJECTS

FOR 2010/2011

Municipality Code & Name	Project Name	TOTAL Planned CAPEX	TOTAL Planned Connections	TOTAL YTD Actual CAPEX	TOTAL YTD Actual Connections	Comments
Elias Motsoaledi	Jerusalem	R 650,000.00	35	R 0.00	0	Busy with contractor appointment
Elias Motsoaledi	Overseas	R 500,000.00	19	R 0.00	0	Busy with contractor appointment
Elias Motsoaledi	Phooko	R 692,000.00	66	R 0.00	0	Busy with contractor appointment
Elias Motsoaledi	Ramohlokolo ph 2	R 2,500,000.00	232	R 0.00	0	Busy with contractor appointment
Elias Motsoaledi	Slovoville ph 2	R 1,143,000.00	127	R 0.00	0	Busy with contractor appointment
Elias Motsoaledi	Tafelkop Stadium East Ext & Tafelkop (Kampeng)	R 1,368,000.00	114	R 0.00	0	Busy with contractor appointment
Elias Motsoaledi	Jerusalem	R 650,000.00	35	R 0.00	0	Busy with contractor appointment
Elias Motsoaledi	Overseas	R 500,000.00	19	R 0.00	0	Busy with contractor

						appointment
Elias Motsoaledi	Phooko	R 692,000.00	66	R 0.00	0	Busy with contractor appointment
Elias Motsoaledi	Ramohlokolo ph 2	R 2,500,000.00	232	R 0.00	0	Busy with contractor appointment
Elias Motsoaledi	Slovoville ph 2	R 1,143,000.00	127	R 0.00	0	Busy with contractor appointment
Elias Motsoaledi	Tafelkop Stadium East Ext & Tafelkop (Kampeng)	R 1,368,000.00	114	R 0.00	0	Busy with contractor appointment

ESKOM PROJECTS FOR 2011/2012

LOCAL MUNIC	VILLAGE NAME	PROPOSED CONNECTIONS
Elias Motsoaledi	Mpheleng Ext	295
Elias Motsoaledi	Moshate Mountain View, Moshate Dithabeng, Mohlamme Section Lesehleng A , Lesehleng B, Lekwaneng, Thabanaswana, Maswikaneng & Melodi	1002
Elias Motsoaledi	Sephaku A & Sephaku B	80
Elias Motsoaledi	Thabakhubedu	31
Elias Motsoaledi	Masoing & Holnek	50
Elias Motsoaledi	Masodi, Magukubjane & Syferfontein	50
Elias Motsoaledi	Motsephiri, Legolaneng, Makena & Phomolo Ext	280
Elias Motsoaledi	Marapong, Malaeneng & Madiba ext	190

ESKOM PROJECTS FOR 2012/2013

LOCAL MUNIC	VILLAGE NAME	PROPOSED CONNECTIONS
Elias Motsoaledi	Tafelkop (Dipakapakeng) ME	211
Elias Motsoaledi	Ramogwerana (Forest Village)	58
Elias Motsoaledi	Ga-Matsepe	14
Elias Motsoaledi	Lusaka Village	50
Elias Motsoaledi	Luckau A, Luckau B & Phomolong	155

8 INTEGRATION PHASE

8.3 Operational Five Year Implementation Plan

8.3.2 Operational 5 Year Implementation Plan

The section below reflects the Operational 5 Year Implementation Plan for the EMLM based on all the actions and projects resulting from section 5 of this document, which dealt with each of the Priority Development Issues of the municipality.

Each of the 20 Priority Issues identified for the municipality will be addressed through various projects. Some of the projects include Revenue Enhancement Management Programme, Operational Clean Audit Report, development of IWMP, Housing Master Plan, review of the LED strategy, Indigent Policy, etc.

The projects aimed at addressing each of the 20 issues will prioritise the most important interventions and seek Council approval of each initiative.

Under Issue 1 which deals with Powers, Duties and Functions the two most important initiatives relate to the Service Level Agreements which need to be signed with the Sekhukhune District Municipality and Eskom respectively, as well as a strategy to enhance the delivery of the function of municipal health services.

In addition, the municipality would on the 2011/2012 embark on the implementation of the new governance model that seek to improve accountability and assisting the Legislature to hold the Executive to account in a more defined and focussed manner based on a clear separation of powers arrangement.

The EMLM has a medium-term financial plan. The municipal would be developing a 5-year Financial Plan as part of its turn-around strategy. In the addition, the 2011/2012 financial year would see the exploration of new sources of funding. Finding new sources of funding, especially for capital projects, would see increased investment in service delivery infrastructure necessary for economic growth.

8.3.3 Municipal Institutional Plan

EMLM recognises the importance of aligning its organisational structure to its constitutional, political mandate and strategic direction. In view of this acknowledgment, the municipality would be developing a municipal institutional plan as part of its turn-around strategy aimed at improving governance and project clean-audit report.

8.3.4 Organisational Restructuring and Transformation

Under Organisational Restructuring and Transformation the most important activities are the filling of critical vacancies, the conducting of an institutional audit with an associated strategy for the enhancement of the institutional capacity of the municipality, Councillor and Officials capacitation, and the refinement of the current Performance Management System.

Flowing from the institutional audit more detailed policy statements pertaining to a variety of institutional aspects in the municipality may follow.

8.3.5 Financial Viability

There are 11 priority actions or initiatives, which are aimed at serving Priority Issue 3 that is Financial Viability. The most important of these is the compilation of a credible valuation roll and incrementally build internal capacity to compile the valuation rolls in the 2010/2012 financial year.

The compilation of a credible valuation roll is critical for revenue enhancement. The municipality would also be implementing cost recovery programmes such as realible meters. In addition, areas receiving municipal services will be metered and billed on a regular basis.

In the 2011/2012 financial year, efforts will be made to ensure the functionality of the Audit Committee. The municipality would also ensure that it approves the Asset Disposal Policy.

8.3.6 Good Governance and Communication

The municipal organisation intends to revise its public participation strategy in order to increase the number of residents who engage and participate in the Mayoral Outreach programme. The municipality would also be developing a communications strategy to define the processes, mechanisms and systems of engaging all municipal stakeholders.

In the 2011/2012, EMLM would develop a comprehensive database of critical stakeholders as part of the IGR processes. The critical stakeholders would include the top 20 customers of the municipality.

8.3.7 Spatial Development Framework

The municipal Council has approved the Spatial Development Framework that outlines guidelines for Land Use Management Plans. The municipality is now expected to develop clearly defined key performance indicators and targets to implement its SDF.

8.3.8 Land Reform and Land Administration

Under Land Reform and Land Administration (Issue 6) a Municipal Land Reform Strategy needs to be formulated in consultation with the Department of Land Affairs. Once the Land Reform Strategy is completed, business plans can be compiled and submitted in order to obtain the necessary funding.

The first initiative with regards to Housing is the formulation of a Municipal Housing Delivery Strategy for the municipality that is to be compiled in conjunction with the provincial Department of Housing. The Housing Delivery Strategy must also be accompanied by an Infrastructure Development Plan, which closely fits the Housing Delivery Strategy. The existing housing projects are also scheduled to be completed by the first quarter of 2008/2009 whereafter the Housing Delivery Strategy should be implemented for the next four years.

8.3.9 Health and Social Development

As far as Health and Welfare is concerned the top priority is the alignment of health and welfare needs of people of EMLM. The Department of Social Development would play a serious coordinating and facilitating role to ensure that residents and communities benefiting from various government grants.

The municipality would also be enhancing the capacity of social partners in the social development sector in the wide EMLM area.

8.3.10 Education

The same principle applies to Education where it is the responsibility of the municipality to ensure that the needs of the community are addressed in the provincial education programme for the municipal area. This includes both the upgrading and expansion of existing infrastructure e.g. classrooms, laboratories etc. and/or the addressing of current operational problems and poor performing schools. The launching of ABET programmes in the municipality is also a high priority as a large percentage of the adult community missed the opportunity to have fully fledged school education.

8.3.11 Sports and Recreation

The management and maintenance of existing Sports and Recreation facilities is a high priority within the municipality while the formalisation of the existing cultural historic and tourist attraction sites is also high on the agenda.

Parallel to this the municipality will also facilitate the implementation of provincial Sports, Arts and Culture programmes in the municipality on a continuous basis.

The municipality plans (2011/2012) to upgrade sporting facilities in villages.

8.3.12 Safety and Security

As far as Safety and Security is concerned the most practical contribution the municipality can make is through the proper enforcement of municipal by-laws in the municipal area. The municipality will also facilitate and support the establishment of Community Policing Forums throughout the municipal area and it undertakes to continuously liaise with the SAPS and the Department of Safety, Security and Liaison of the Limpopo Province of safety and security issues.

An investigation into additional traffic officers would be undertaken in 2011/2012. In addition, a new strategy 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.

8.3.13 Disaster Management Plan

The formulation of a Disaster Management Plan is critical as far as the delivery of emergency services are concerned and this plan is scheduled to be completed in the first quarter of the 2011/2012 financial year following from which the implementation thereof will continue during same period.

8.3.14 Air Quality Management plan

The municipality plan to complete the process of developing a comprehensive Environmental Management Plan and Air Quality Management plan as part of its endeavour to contribute to reduce effects of climate change and other environmental challenges threatening sustainable development.

8.3.15 Postal and Telecommunications

The municipality undertakes to liaise with Telkom and the South African Postal Services to ensure that these two institutions address the priority needs identified by the Groblersdal community. The municipality will thus merely play a facilitator role in this regard.

8.3.16 Cemeteries

The main focus on cemeteries in the forthcoming financial year (2011/2012) is the development of a credible register for each cemetery. In addition to the development of registers for each cemetery, the municipality would revisit the tariff structure and requisite policies to ensure sufficient cost recovery in the provision of the service. Cost recovery in this function is necessary to improve maintenance of all cemeteries.

8.3.17 Water Services Development Plan

A Water Services Development Plan needs to be compiled for the municipality that fits within the parameters set by the Sekhukhune Water Services Development Plan. The SDM is in the process of reviewing the current WSDP. EMLM would make inputs in the review process.

EMLM would further engage the District municipality in order to improve the quality of water and ensure adequate compliance of the WWTWS.

The signing and implementation of a Water Service Level Agreement with the Sekhukhune District Municipality will be a key priority in the 2011/2012 financial year.

8.3.18 Electricity

The Elias Motsoaledi Local Municipality will liaise with Eskom and will compile a Municipal Electrification Programme in conjunction with Eskom.

This programme will then guide the implementation of electricity projects throughout the municipal area during the next four to five years. The improvement of human resource capacity with regards to electricity supply is also high on the agenda.

8.3.19 Risk Management

The municipality will be developing a Risk Management Plan as part of the outsourced Internal Audit function. The Risk Management Plan will be developed and approved in the new municipal fiscal year (2010/2011).

8.3.20 Roads, Stormwater and Transportation

As far as Roads, Stormwater and Transportation are concerned, the two most important initiatives during the 2011/2012 financial year will be establishment of the Roads Construction and Stormwater Management Units. In addition, the municipality would be embarking on a capacity building programme to train operators and drivers.

EMLM would also embark on numerous projects derived from the Roads Master Plan. Some of the projects would focus on upgrading stormwater drainage systems, repairing of potholes and ensuring improved turn-around times for operations and maintenance of existing road infrastructure.

The ad hoc upgrading and maintenance of existing road infrastructure and the purchasing of additional machinery to conduct the upgrading and maintenance is also urgently required.

8.3.21 Integrated Waste Management Plan

The municipality also undertakes to develop an Integrated Waste Management Plan for the municipality during the next year in order to guide and direct the way in which waste management is conducted in the municipal area. An assessment will also be made of the viability of the Waste Recycling Strategy in the municipal area that could be seen as part of the Local Economic Development strategy for the municipality.

A buy-back center will be established as part of both waste management and job creation initiatives.

The rehabilitation of the existing four waste disposal sites in the municipality is also a high priority. The District municipality would be engage to accelerate the approval and accreditation of existing landfill sites.

8.3.22 Environmental Management Plan

In lieu of the expected increase in mining activities in the municipal area with all the associated negative environmental impacts the municipality deems it essential to compile an Environmental Management Plan for its area of jurisdiction during the next financial year. The Environmental Management Plan should then guide and inform the decision-making processes of Council.

Another important aspect however would be to establish the Environmental Management function within the municipal organogram and in this regard it might be necessary to make some amendments to the existing organogram.

8.3.23 Economic Development and Job Creation

Priority Issue 20 deals with Economic Development and Job Creation in the municipality. The municipality would highlight high impact projects in the approved LED strategy.

The municipality would also implement a set of recommendations emanating from the study on informal trading. It is anticipated that the results of the study would provide a clear direction on the set of projects for the sector.

The next section highlights the expected and income and expenditure per vote number for the municipality for the period up to 2013.

8.4 Financial Plan

8.4.2 5 Year Financial Plan (Medium Term Revenue and Expenditure Framework)

The following section reflects the current and expected future revenue and expenditure for the Elias Motsoaledi Local Municipality up to 2013 (Medium Term Revenue and Expenditure Framework (MTREF)). The following is a summary of the most salient features in this regard:

- The biggest sources of revenue are expected to be property rates (R22, 890 million per annum), electricity (between R47, 893 and R55, 627 million in 2012/2013). Water to stay constant at R900 million for the MTREF.
- An 11% increase in anticipated in equitable share for 2011/2012 is projected at R112, 761 million from R100, 149 million in 2010/2011.
- MIG and other grants have increased from R28, 893 million to R32, 077 million. This reflects a 9% increase from the previous year (2010/2011).

8.4.3 Capital Budget for 2011/2012

Description	2010/11 Medium Term Revenue & Expenditure Framework		
	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand			
CAPITAL EXPENDITURE			
<u>Total New Assets</u>	72,270	75,280	63,298
<i>Infrastructure - Road transport</i>	45,291	57,145	43,818
<i>Infrastructure - Electricity</i>	2,200	6,100	2,750
<i>Infrastructure - Water</i>	-	-	-
<i>Infrastructure - Sanitation</i>	1,000	-	-
<i>Infrastructure - Other</i>	23,778	12,035	16,730
Infrastructure	72,270	75,280	63,298
Community	-	-	-
Heritage assets	-	-	-
Investment properties	-	-	-
Other assets	-	-	-
Agricultural Assets	-	-	-
Biological assets	-	-	-
Intangibles	-	-	-
<u>Total Renewal of Existing Assets</u>	8,807	500	7,500
<i>Infrastructure - Road transport</i>	4,924	500	7,500
<i>Infrastructure - Electricity</i>	-	-	-
<i>Infrastructure - Water</i>	-	-	-
<i>Infrastructure - Sanitation</i>	-	-	-
<i>Infrastructure - Other</i>	-	-	-
Infrastructure	4,924	500	7,500
Community	3,466	-	-
Heritage assets	-	-	-

Description	2010/11 Medium Term Revenue & Expenditure Framework		
	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand			
Investment properties	–	–	–
Other assets	418	–	–
Agricultural Assets	–	–	–
Biological assets	–	–	–
Intangibles	–	–	–
Total Capital Expenditure			
<i>Infrastructure - Road transport</i>	50,215	57,645	51,318
<i>Infrastructure – Electricity</i>	2,200	6,100	2,750
<i>Infrastructure – Water</i>	–	–	–
<i>Infrastructure – Sanitation</i>	1,000	–	–
<i>Infrastructure – Other</i>	23,778	12,035	16,730
Infrastructure	77,193	75,780	70,798
Community	3,466	–	–
Heritage assets	–	–	–
Investment properties	–	–	–
Other assets	418	–	–
Agricultural Assets	–	–	–
Biological assets	–	–	–
Intangibles	–	–	–
TOTAL CAPITAL EXPENDITURE - Asset class	81,077	75,780	70,798
ASSET REGISTER SUMMARY - PPE (WDV)			
<i>Infrastructure - Road transport</i>			
<i>Infrastructure – Electricity</i>			
<i>Infrastructure – Water</i>			
<i>Infrastructure – Sanitation</i>			
<i>Infrastructure – Other</i>			
Infrastructure	–	–	–
Community			
Heritage assets			

Description	2010/11 Medium Term Revenue & Expenditure Framework		
	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand			
Investment properties	-	-	-
Other assets	-	-	-
Agricultural Assets	-	-	-
Biological assets	-	-	-
Intangibles	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	-	-	-
EXPENDITURE OTHER ITEMS			
<u>Depreciation & asset impairment</u>	-	-	-
<u>Repairs and Maintenance by Asset Class</u>	13,865	13,433	14,239
Infrastructure - Road transport	7,205	7,637	8,096
Infrastructure - Electricity	2,521	2,672	2,833
Infrastructure - Water	-	-	-
Infrastructure - Sanitation	-	-	-
Infrastructure - Other	-	-	-
Infrastructure	9,726	10,310	10,928
Community	129	137	145
Heritage assets	-	-	-
Investment properties	-	-	-
Other assets	4,010	2,986	3,166
TOTAL EXPENDITURE OTHER ITEMS	13,865	13,433	14,239
% of capital exp on renewal of assets	12.2%	0.7%	11.8%
Renewal of Existing Assets as % of deprecn"	0.0%	0.0%	0.0%
R&M as a % of PPE	2.5%	2.2%	2.1%
Renewal and R&M as a % of PPE	0.0%	0.0%	0.0%

8.4.4 Budget Summary

Description	2006/7	2007/8	2008/9	Current Year 2009/10				2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Financial Performance										
Property rates	5 889	6 354	6 067	9 040	9 040	19 054	6 342	21 000	22 890	24 263
Service charges	20 686	23 035	24 203	35 543	35 543	37 803	23 316	44 961	51 845	59 973
Investment revenue	2 684	3 528	7 225	3 200	3 200	4 682	2 048	4 962	5 260	5 575
Transfers recognised - operational	43 515	49 033	62 299	81 333	81 333	59 272	62 843	106 105	117 253	128 084
Other own revenue	19 619	41 682	40 885	101 416	101 416	21 813	12 893	55 496	56 077	60 501
Total Revenue (excluding capital transfers and contributions)	92 392	123 632	140 679	230 533	230 533	142 624	107 440	232 524	253 325	278 397
Employee costs	25 463	27 968	30 671	48 980	48 980	45 221	23 072	56 055	60 997	65 803
Remuneration of councillors	10 880	8 875	11 411	13 328	13 328	13 061	7 530	12 441	13 436	14 511
Depreciation & asset impairment	-	-	56 999	2 200	2 200	-	-	-	-	-
Finance charges	-	-	-	-	-	-	-	-	-	-
Materials and bulk purchases	22 276	9 546	13 091	23 159	23 159	22 005	10 991	23 982	29 614	36 989
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	31 460	36 641	51 569	142 487	142 487	51 164	65 797	134 030	167 504	171 478

Description	2006/7	2007/8	2008/9	Current Year 2009/10				2010/11 Medium Term Revenue & Expenditure Framework		
	R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2010/11	Budget Year +1 2011/12
Total Expenditure	90 078	83 030	163 741	230 155	230 155	131 451	107 390	226 508	271 551	288 781
Surplus/(Deficit)	2 314	40 601	(23 062)	378	378	11 173	50	6 016	(18 226)	(10 384)
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	2 314	40 601	(23 062)	378	378	11 173	50	6 016	(18 226)	(10 384)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	2 314	40 601	(23 062)	378	378	11 173	50	6 016	(18 226)	(10 384)
Capital expenditure & funds sources										
Capital expenditure	358	7 992	10 129	82 215	82 215	-	14 115	74 245	96 021	94 000
Transfers recognised - capital	11 135	-	428	1 081	1 081	848	424	74 245	96 021	94 000
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	(10 777)	7 993	9 701	81 133	81 133	(848)	13 691	-	-	-
Total sources of capital funds	358	7 993	10 129	82 215	82 215	-	14 115	74 245	96 021	94 000
Financial position										

Description	2006/7	2007/8	2008/9	Current Year 2009/10				2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Total current assets	-	129 023	100 885	104 208	104 208	104 208	104 208	113 064	121 403	133 178
Total non current assets	-	135 995	487 771	512 867	512 867	512 867	512 867	564 834	617 927	686 719
Total current liabilities	-	46 381	35 387	36 779	36 779	36 779	36 779	36 779	36 779	37 575
Total non current liabilities	-	-	-	-	-	-	-	-	-	-
Community wealth/Equity	-	40 601	(23 062)	378	378	11 173	50	6 016	(18 226)	(10 384)
Cash flows										
Net cash from (used) operating	-	40 905	87 646	67 134	67 067	67 202	69 604	47 867	31 041	51 166
Net cash from (used) investing	-	(40 905)	(42 641)	(47 134)	(47 062)	(47 197)	(49 598)	(48 588)	(51 035)	(51 160)
Net cash from (used) financing	-	-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	20 349	20 349	65 354	85 354	85 359	85 359	85 360	84 638	64 644	64 650
Cash backing/surplus reconciliation										
Cash and investments available	-	109 529	51 300	57 212	57 212	57 212	57 212	62 075	66 653	73 117
Application of cash and investments	-	51 174	17 138	26 967	28 479	21 645	7 829	24 096	22 745	22 396
Balance - surplus (shortfall)	-	58 355	34 163	30 245	28 733	35 567	49 383	37 978	43 907	50 721

Description	2006/7	2007/8	2008/9	Current Year 2009/10				2010/11 Medium Term Revenue & Expenditure Framework			
	R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Asset management											
Asset register summary (WDV)	-	-	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment	-	-	56 999	2 200	2 200	-	-	-	-	-	-
Renewal of Existing Assets	2 450	4 888	7 900	7 900	-	3 090	3 820	3 820	6 776	3 532	
Repairs and Maintenance	5 412	5 583	10 181	10 181	5 055	2 642	13 865	13 865	13 433	14 239	
Free services											
Cost of Free Basic Services provided	5 913	6 600	7 115	6 357	6 359	6 357	7 654	7 654	4 800	5 800	
Revenue cost of free services provided	-	-	-	5 056	5 056	5 056	11 755	11 755	12 754	14 030	
Households below minimum service level											
Water:	-	-	-	-	-	-	-	-	-	-	
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-	
Energy:	-	-	-	-	-	-	-	-	-	-	
Refuse:	-	-	-	-	-	-	-	-	-	-	

The anticipated revenue for the 2010/2011 financial year amounts including capital grants to **R253, 325, 000.00**

8.4.5 Budget Financial Performance (Revenue and Expenditure)

Standard Classification Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
					Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Revenue – Standard										
Governance and administration		53,893	61,694	79,506	135,634	135,634	135,634	137,000	148,408	158,703
Executive and council		2,579	1,618	2,208	3,337	3,337	3,337	1,191	862	876
Budget and treasury office		51,309	59,864	77,222	132,289	132,289	132,289	135,671	147,400	157,673
Corporate services	5	212	76	76	8	8	8	138	146	155
Community and public safety		703	1,821	1,111	906	906	906	4,020	4,262	4,517
Community and social services	94	95	164	135	135	135	135	1,420	1,506	1,596
Sport and recreation	-	-	-	-	-	-	-	-	-	-
Public safety	610	1,726	947	771	771	771	771	2,600	2,756	2,921
Housing	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		15,593	35,187	35,424	61,836	61,836	61,836	41,063	46,968	54,312
Planning and development	-	-	-	-	-	-	-	-	-	-
Road transport	15,593	35,187	35,424	61,836	61,836	61,836	61,836	41,063	46,968	54,312
Environmental protection	-	-	-	-	-	-	-	-	-	-
Trading services										

Standard Classification Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		22,203	24,930	24,638	32,157	32,157	32,157	51,441	53,687	60,864
Electricity		15,602	17,818	22,008	28,828	28,828	28,828	44,744	49,471	56,462
Water		3,780	4,131	875	-	-	-	3,586	900	900
Waste water management		1,208	1,320	-	1,507	1,507	1,507	172	200	200
Waste management		1,612	1,661	1,755	1,823	1,823	1,823	2,939	3,115	3,302
Other	4	-	-	-	-	-	-	-	-	-
Total Revenue – Standard	2	92,392	123,632	140,679	230,533	230,533	230,533	233,524	253,325	278,397
Expenditure – Standard										
Governance and administration		30,746	32,307	104,374	77,482	77,482	77,482	66,761	69,383	78,281
Executive and council		20,515	18,661	28,174	38,375	38,375	38,375	34,522	37,602	40,269
Budget and treasury office		4,883	6,809	68,322	25,947	25,947	25,947	13,633	11,960	16,778
Corporate services		5,348	6,837	7,879	13,159	13,159	13,159	18,607	19,821	21,235
Community and public safety		6,113	5,381	8,778	8,250	8,250	8,250	19,533	16,423	13,834
Community and social services		1,671	1,195	2,036	1,999	1,999	1,999	2,564	4,654	2,958
Sport and recreation	54	44	122	522	522	522	522	397	426	457
Public safety		1,767	3,220	4,020	4,728	4,728	4,728	9,471	10,812	9,855
Housing	18	17	637	1,002	1,002	1,002	1,002	7,101	531	563
Health		2,603	905	1,963	-	-	-	-	-	-
Economic and										

Standard Classification Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
environmental services		36,288	25,192	32,820	80,014	80,014	80,014	97,107	122,308	113,647
Planning and development		2,838	1,580	5,643	3,947	3,947	3,947	9,303	10,086	10,841
Road transport		33,450	23,613	27,178	76,066	76,066	76,066	87,805	112,222	102,806
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		16,932	20,149	17,768	64,409	64,409	64,409	50,119	43,438	60,019
Electricity		10,446	9,091	13,768	38,923	38,923	38,923	41,366	35,268	51,247
Water		3,249	5,428	0	8,790	8,790	8,790	(345)	(509)	(539)
Waste water management		1,207	2,189	-	9,208	9,208	9,208	1,000	-	-
Waste management		2,029	3,441	4,000	7,488	7,488	7,488	8,098	8,678	9,311
Other	4	-	-	-	-	-	-	-	-	-
Total Expenditure – Standard	3	90,078	83,030	163,741	230,155	230,155	230,155	233,521	251,551	265,781
Surplus/(Deficit) for the year		2,314	40,601	(23,062)	378	378	378	4	1,774	12,617

8.4.6 Budget Cashflows

Description R thousand	Ref	2006/7	2007/8	2008/9	Current Year 2009/10				2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Ratepayers and other			104,894	103,859	114,791	114,628	114,956	114,956	99,520	124,305	124,610
Government - operating	1		16,258	30,814	34,058	34,009	34,107	34,107	104,899	115,801	126,319
Government - capital	1			45,000	45,000	45,000	45,000	45,000	24,143	29,037	35,306
Interest Dividends			4,048	8,276	9,147	9,134	9,160	9,160	4,962	9,905	9,929
Payments											
Suppliers and employees			(84,272)	(100,298)	(182,207)	(182,207)	(182,207)	(182,207)	(209,382)	(222,514)	(230,475)
Finance charges			(22)	(5)	-	-	-	-	-	-	-
Transfers and Grants	1	(10,178)	(13,632)	(19,074)	(20,788)	(20,788)	(20,788)	(20,788)	(24,143)	(29,037)	(35,306)
NET CASH FROM/(USED) OPERATING ACTIVITIES		(10,178)	27,273	68,572	(0)	(224)	227	227	(0)	27,497	30,383
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE											
Decrease (Increase) in non-current debtors			(197)	(51)	(56)	(56)	(56)	(56)	(58)	(61)	(61)
Decrease (increase) other non-current receivables			157	-	(5)	-	-	-	-	-	-

Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10				2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Decrease (increase) in non-current investments											
Payments											
Capital assets			(40,865)	(42,590)	(47,073)	(47,006)	(47,141)	(47,141)	(48,531)	(50,974)	(51,099)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	(40,905)	(42,641)	(47,134)	(47,062)	(47,197)	(47,197)	(48,588)	(51,035)	(51,160)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits											
Payments											
Repayment of borrowing											
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		(10,178)	(13,632)	25,931	(47,135)	(47,286)	(46,969)	(46,969)	(48,589)	(23,538)	(20,777)
Cash/cash equivalents at the year begin:	2	20,349	10,171	(3,461)	22,470	22,470	22,470	22,470	(24,499)	(73,088)	(96,626)
Cash/cash equivalents at the year end:	2	10,171	(3,461)	22,470	(24,665)	(24,816)	(24,499)	(24,499)	(73,088)	(96,626)	(117,404)

8.4.7 Asset Management

Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
CAPITAL EXPENDITURE										
Total New Assets	1	5,816	6,481	74,315	74,315	74,315	74,315	72,270	75,280	63,298
Infrastructure - Road transport		-	-	-	-	-	-	45,291	57,145	43,818
Infrastructure - Electricity		-	-	15,500	15,500	15,500	15,500	2,200	6,100	2,750
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	1,000	-	-
Infrastructure - Other		5,816	6,481	58,815	58,815	58,815	58,815	23,778	12,035	16,730
Infrastructure		5,816	6,481	74,315	74,315	74,315	74,315	72,270	75,280	63,298
Community		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	-	-	-	-	-	-	-	-	-
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Total Renewal of Existing	2									

Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Assets		2,450	4,888	7,900	7,900	7,900	7,900	8,807	500	7,500
Infrastructure - Road transport		-	-	-	-	-	-	4,924	500	7,500
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Infrastructure - Water		-	-	100	100	100	100	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	100	100	100	100	4,924	500	7,500
Community	-	41	392	890	890	890	890	3,466	-	-
Heritage assets	-	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-	-
Other assets	6	2,409	4,496	6,910	6,910	6,910	6,910	418	-	-
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4									
Infrastructure - Road transport		-	-	-	-	-	-	50,215	57,645	51,318
Infrastructure - Electricity		-	-	15,500	15,500	15,500	15,500	2,200	6,100	2,750
Infrastructure - Water		-	-	100	100	100	100	-	-	-

Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<i>Infrastructure - Sanitation</i>		-	-	-	-	-	-	1,000	-	-
<i>Infrastructure - Other</i>		5,816	6,481	58,815	58,815	58,815	58,815	23,778	12,035	16,730
Infrastructure		5,816	6,481	74,415	74,415	74,415	74,415	77,193	75,780	70,798
Community		41	392	890	890	890	890	3,466	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets		2,409	4,496	6,910	6,910	6,910	6,910	418	-	-
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class	2	8,267	11,369	82,215	82,215	82,215	82,215	81,077	75,780	70,798
ASSET REGISTER SUMMARY - PPE (WDV)	5									
<i>Infrastructure - Road transport</i>										
<i>Infrastructure - Electricity</i>										
<i>Infrastructure - Water</i>										
<i>Infrastructure - Sanitation</i>										
<i>Infrastructure - Other</i>										
Infrastructure		-	-	-	-	-	-	-	-	-
Community										
Heritage assets										

Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Investment properties		-	-	-	-	-	-	-	-	-
Other assets		-	-	-	-	-	-	-	-	-
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	-	-	-	-	-	-	-	-	-
EXPENDITURE OTHER ITEMS										
<u>Depreciation & asset impairment</u>				56,999	2,200	2,200	2,200	-	-	-
<u>Repairs and Maintenance by Asset Class</u>	3	5,412	5,583	10,181	10,181	10,181	10,181	13,865	13,433	14,239
<i>Infrastructure - Road transport</i>		304	482	2,950	2,950	2,950	2,950	7,205	7,637	8,096
<i>Infrastructure - Electricity</i>		1,091	717	1,170	1,170	1,170	1,170	2,521	2,672	2,833
<i>Infrastructure - Water</i>		36	203	438	438	438	438	-	-	-
<i>Infrastructure - Sanitation</i>		0	98	562	562	562	562	-	-	-
<i>Infrastructure - Other</i>		229	1,805	-	-	-	-	-	-	-
Infrastructure		1,661	3,305	5,120	5,120	5,120	5,120	9,726	10,310	10,928
Community		88	50	130	130	130	130	129	137	145
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-

Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Other assets	6, 7	3,663	2,227	4,931	4,931	4,931	4,931	4,010	2,986	3,166
TOTAL EXPENDITURE OTHER ITEMS		5,412	5,583	67,180	12,381	12,381	12,381	13,865	13,433	14,239
<i>% of capital exp on renewal of assets</i>		42.1%	75.4%	10.6%	10.6%	10.6%	10.6%	12.2%	0.7%	11.8%
<i>Renewal of Existing Assets as % of deprecn"</i>		0.0%	0.0%	13.9%	359.1%	359.1%	359.1%	0.0%	0.0%	0.0%
<i>R&M as a % of PPE</i>		0.0%	4.1%	2.1%	2.0%	2.0%	2.0%	2.5%	2.2%	2.1%
<i>Renewal and R&M as a % of PPE</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

8.4.8 Revenue and Expenditure Projections

8.4.8.1 Monthly Projections of Revenue by Source

R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Revenue By Source															
Property rates	1,908	1,908	1,908	1,908	1,908	1,908	1,908	1,908	1,908	1,908	1,908	1,908	21,000	22,890	24,263
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	3,974	3,974	3,974	3,974	3,974	3,974	3,974	3,974	3,974	3,974	3,974	3,974	41,000	47,683	55,627
Service charges - water revenue	75	75	75	75	75	75	75	75	75	75	75	75	900	900	900
Service charges - sanitation revenue	17	17	17	17	17	17	17	17	17	17	17	17	172	200	200
1907500	255	255	255	255	255	255	255	255	255	255	255	255	2,889	3,062	3,246
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	178	178	178	178	178	178	178	178	178	178	178	178	2,016	2,133	2,260
Interest earned - external investments	438	438	438	438	438	438	438	438	438	438	438	438	4,962	5,260	5,575
Interest earned - outstanding debtors	333	333	333	333	333	333	333	333	333	333	333	333	5,791	4,000	1,000
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	230	230	230	230	230	230	230	230	230	230	230	230	2,602	2,758	2,923
Licences and permits	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	12,931	13,707	14,529
Agency services															

R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
	75	75	75	75	75	75	75	75	75	75	75	75	900	900	900
Transfers recognised – operational	12,070	12,070	12,070	12,070	12,070	12,070	12,070	12,070	12,070	12,070	12,070	12,070	129,042	144,838	161,625
Other revenue	416	416	416	416	416	416	416	416	416	416	416	416	9,320	4,994	5,348
Gains on disposal of PPE	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)	21,110	21,110	21,110	21,110	21,110	21,110	21,110	21,110	21,110	21,110	21,110	21,110	233,524	253,325	278,397

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8.5 Performance Management System

EMLM acknowledges the importance of performance management as a key driver to accelerate service delivery and improve accountability in local government. Improving accountability rests on the creating requisite structures, mechanisms and processes to create a culture of accountability and transparency. In this regard, EMLM is committed to implementing a performance management system (PMS) that is commensurate with its resources and best suite its circumstances in order to inculcate a culture of performance amongst in its administration.

In fulfillment of the commitment to improve accountability, the municipality has developed a Performance Management Procedure Management (PMPM) to guide the implementation of the PMS through-out the municipal administration. In this regard, the municipality has outlined a process on the development of performance measures, key performance areas (KPAs), key performance indicators (KPIs) and targets to drive performance management. The municipal performance measures will assist in the identification of simple, measurable, attainable and realistic KPIs and targets for all the strategies and projects identified for the 2011/2012 financial.

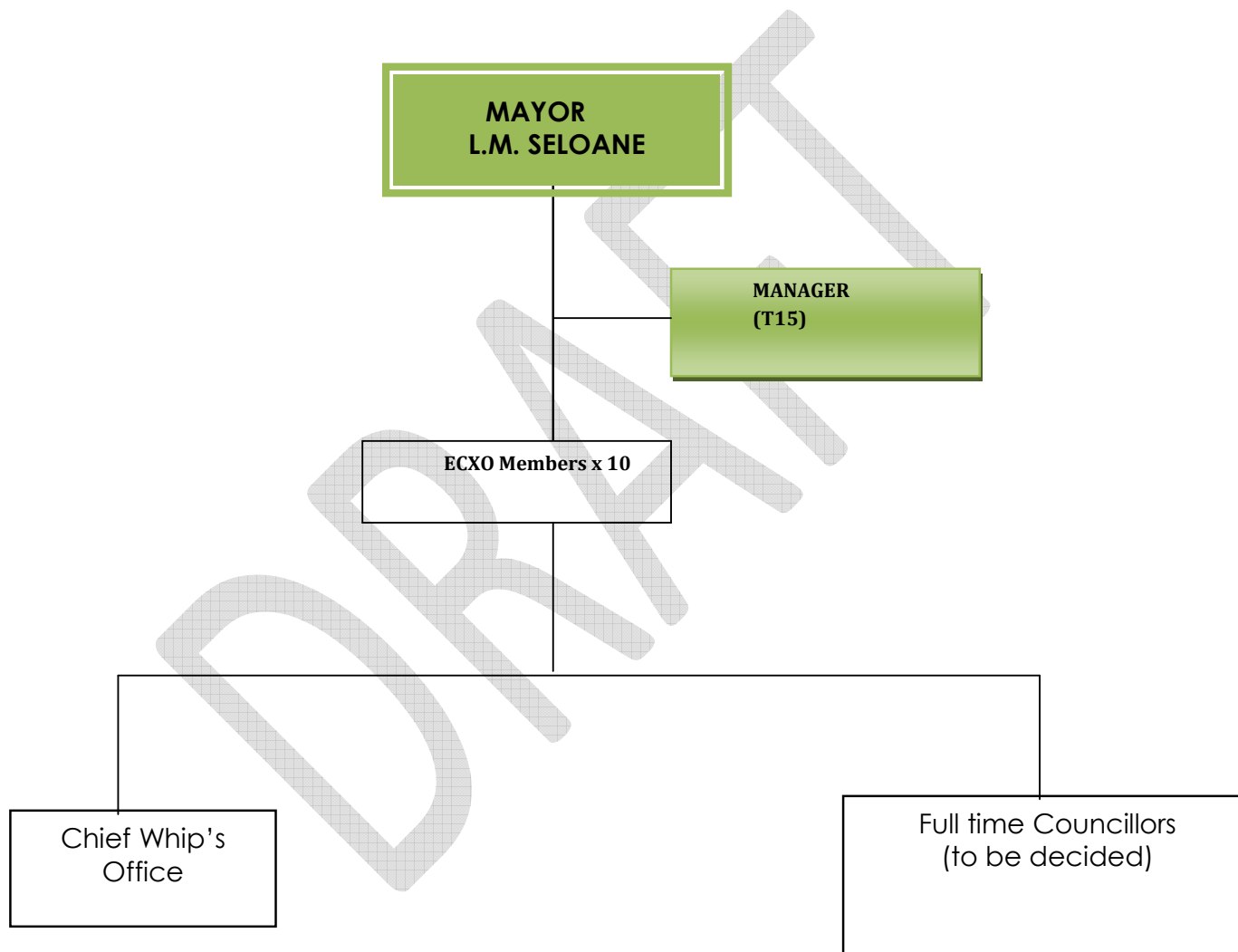
The performance management system provides a reporting framework. In the 2011/2012 financial year, a Performance Audit Committee will be instituted. The Performance Audit Committee working inconjunction with internal audit will verify performance information.

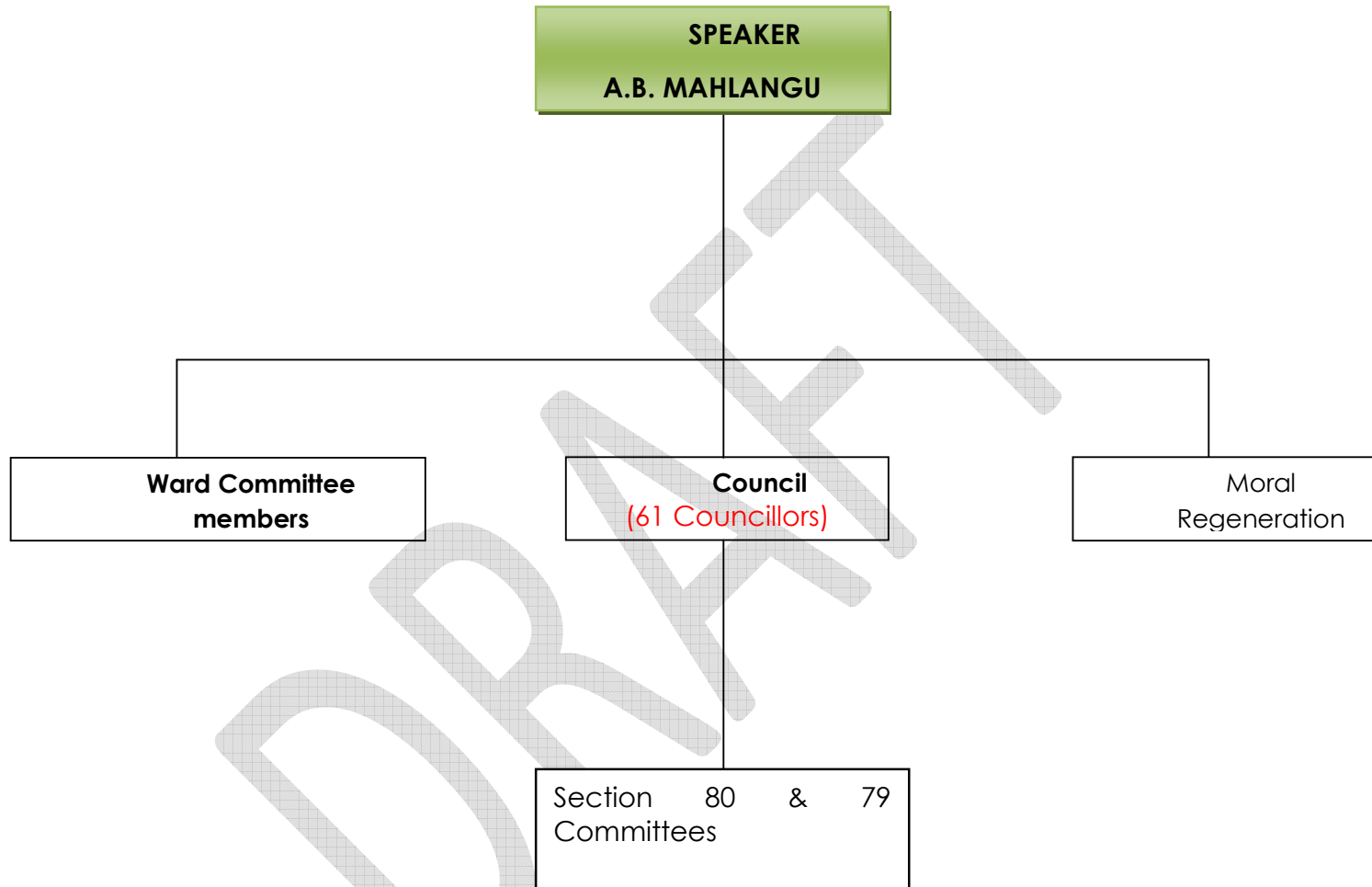
9 ANNEXURE 1 : ORGANOGRAM



FINAL REVISED ORGANOGRAM FOR THE 2010/2011 FINANCIAL YEAR

MARCH 2010



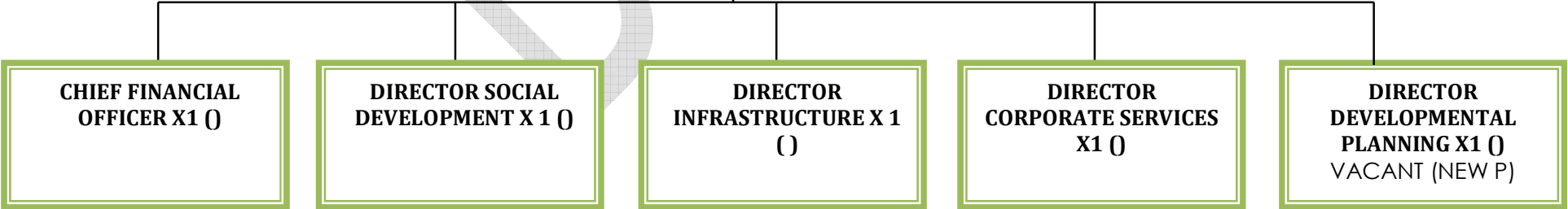


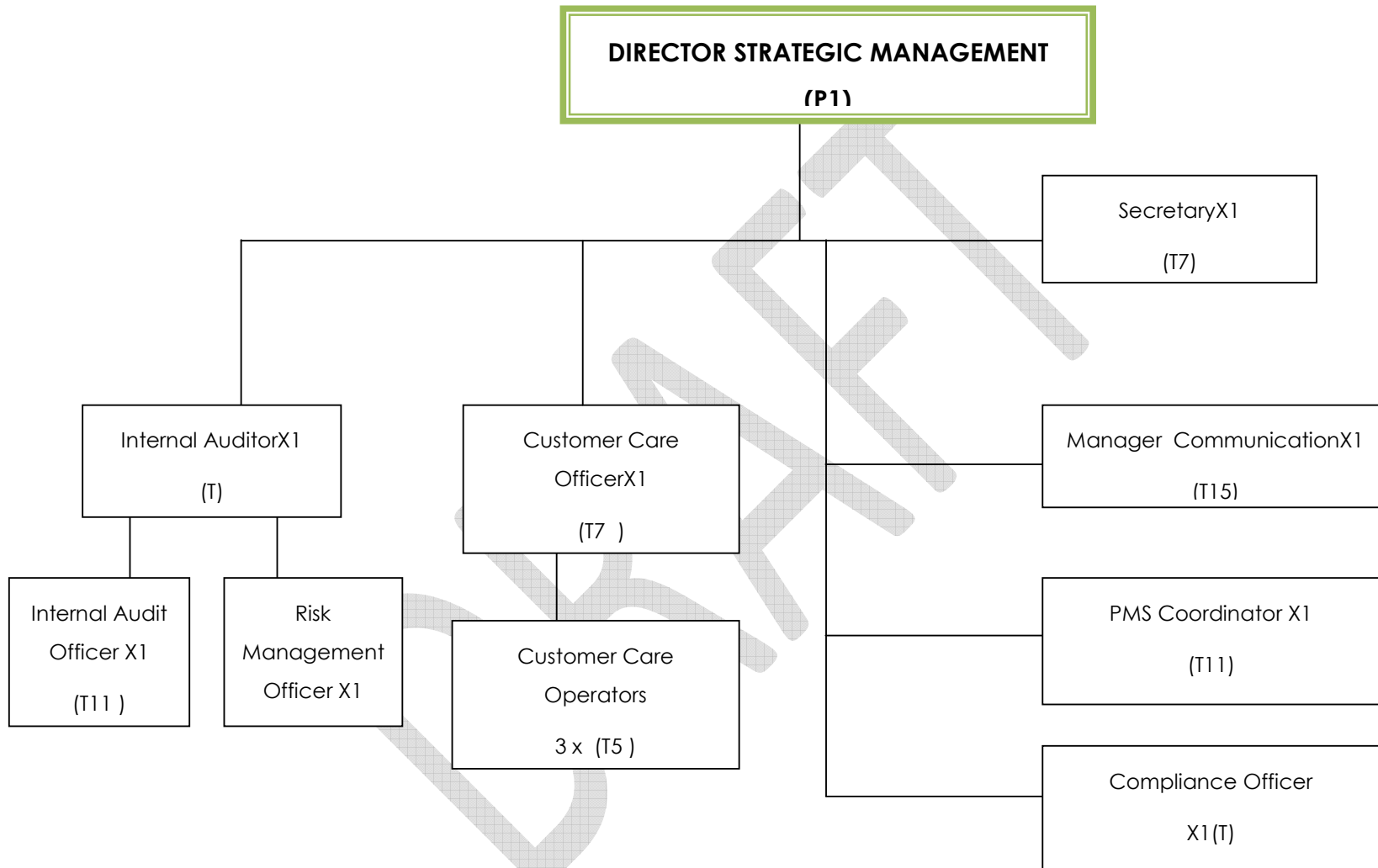
**MUNICIPAL
MANAGER X 1 (Po)**

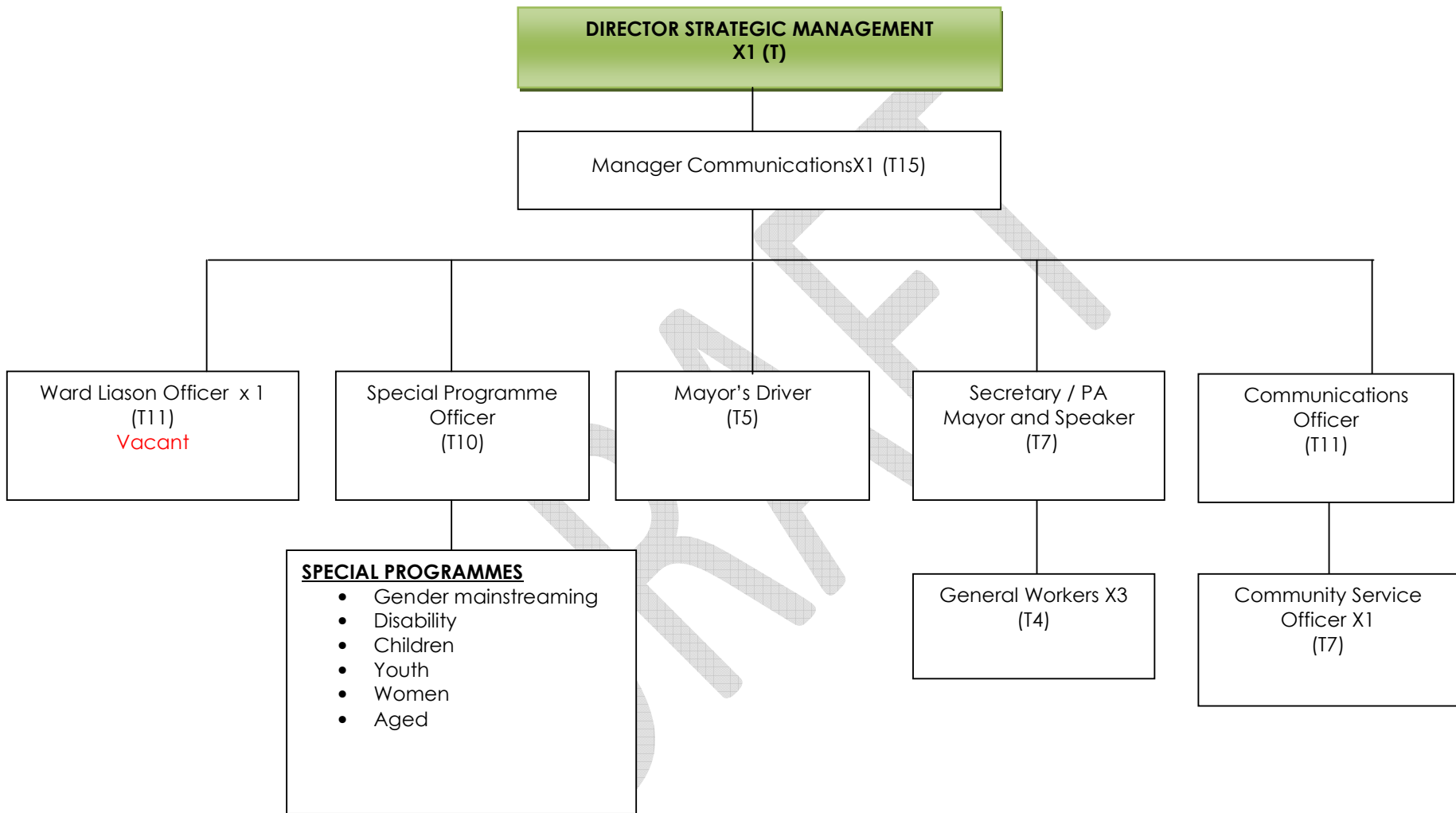
**DIRECTOR: STRATEGIC
MANAGEMENT (P1)
VACANT**

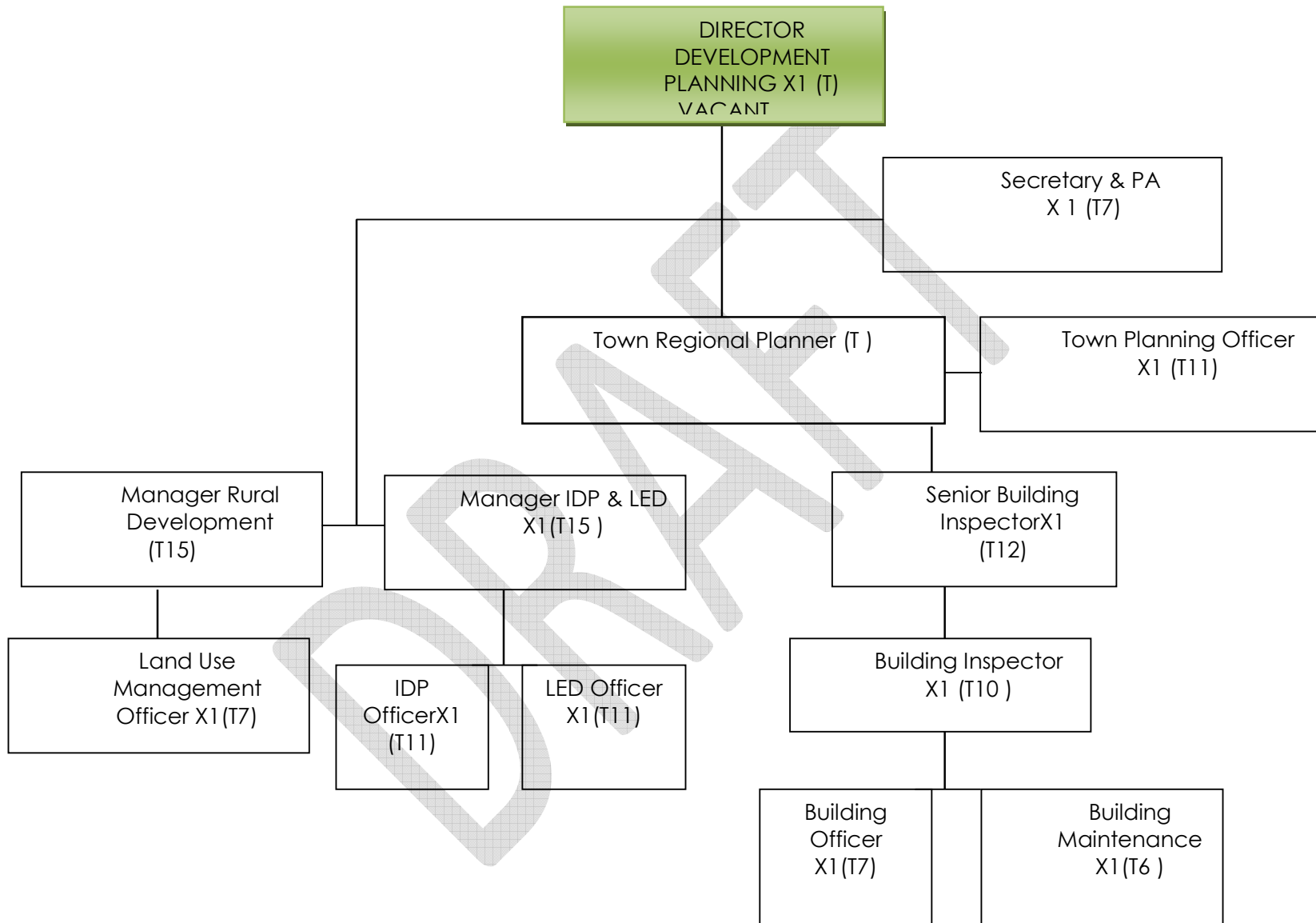
**Secretary & PA X 1
(T7)**

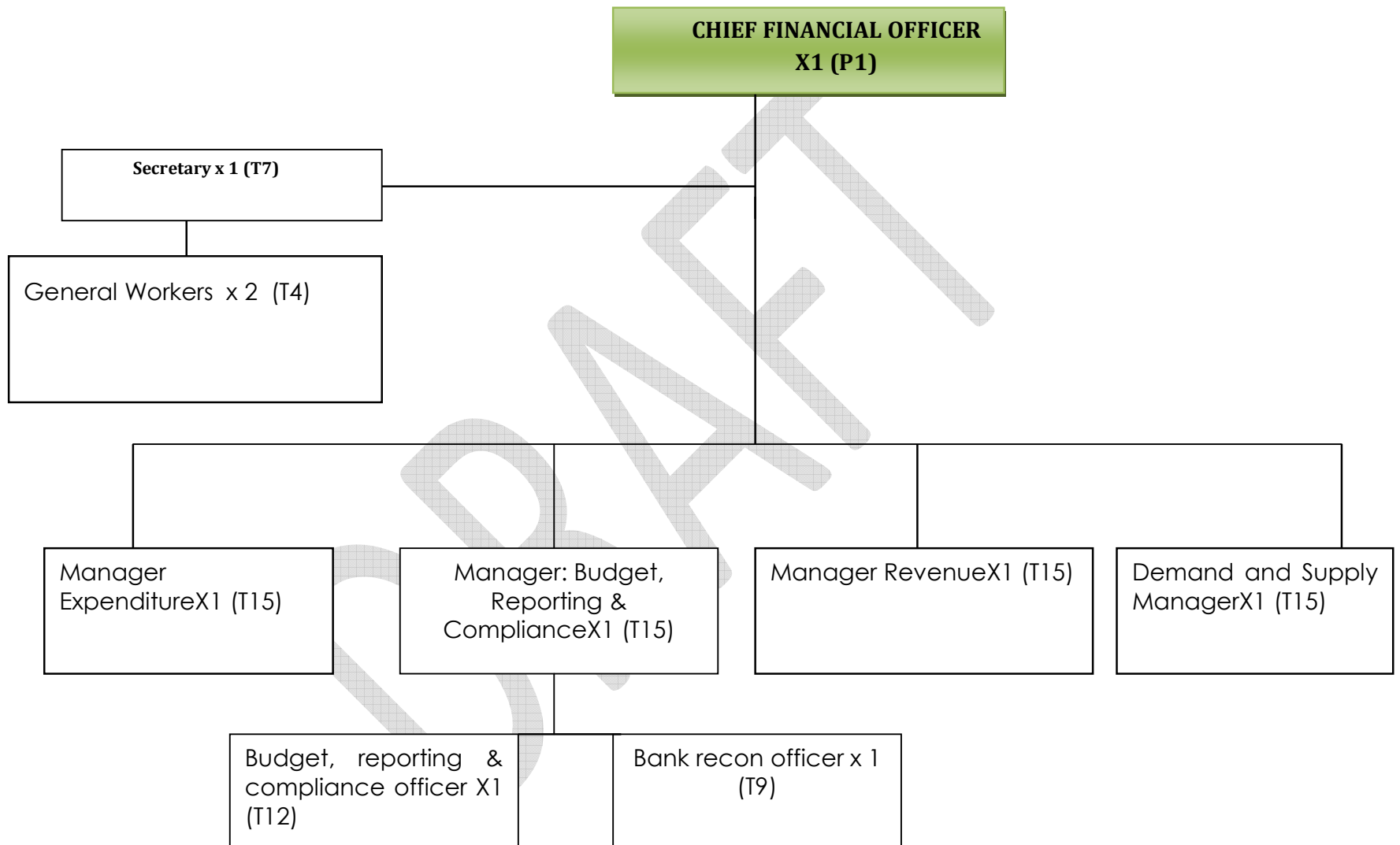
**General Workers X2
(T4)**







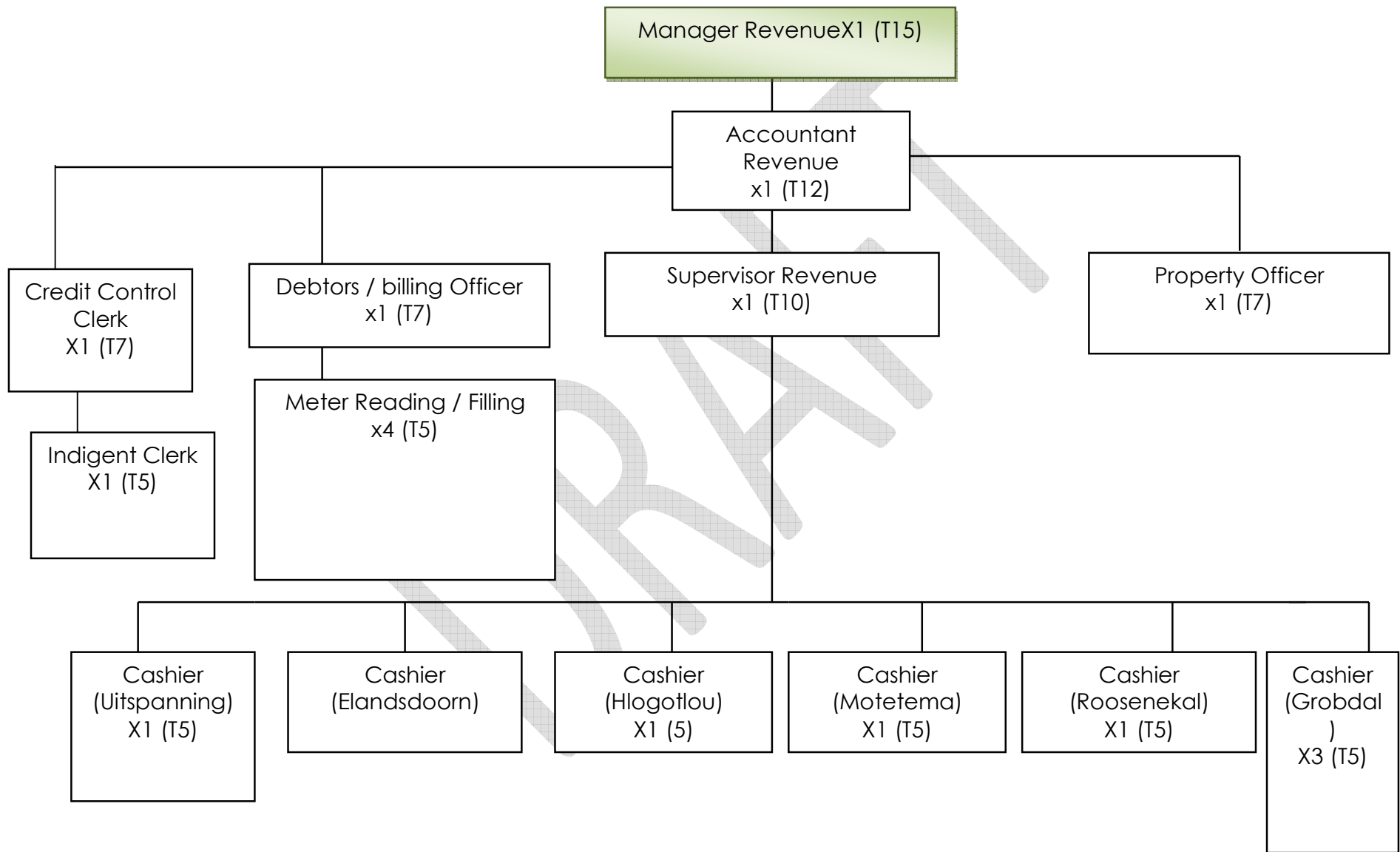


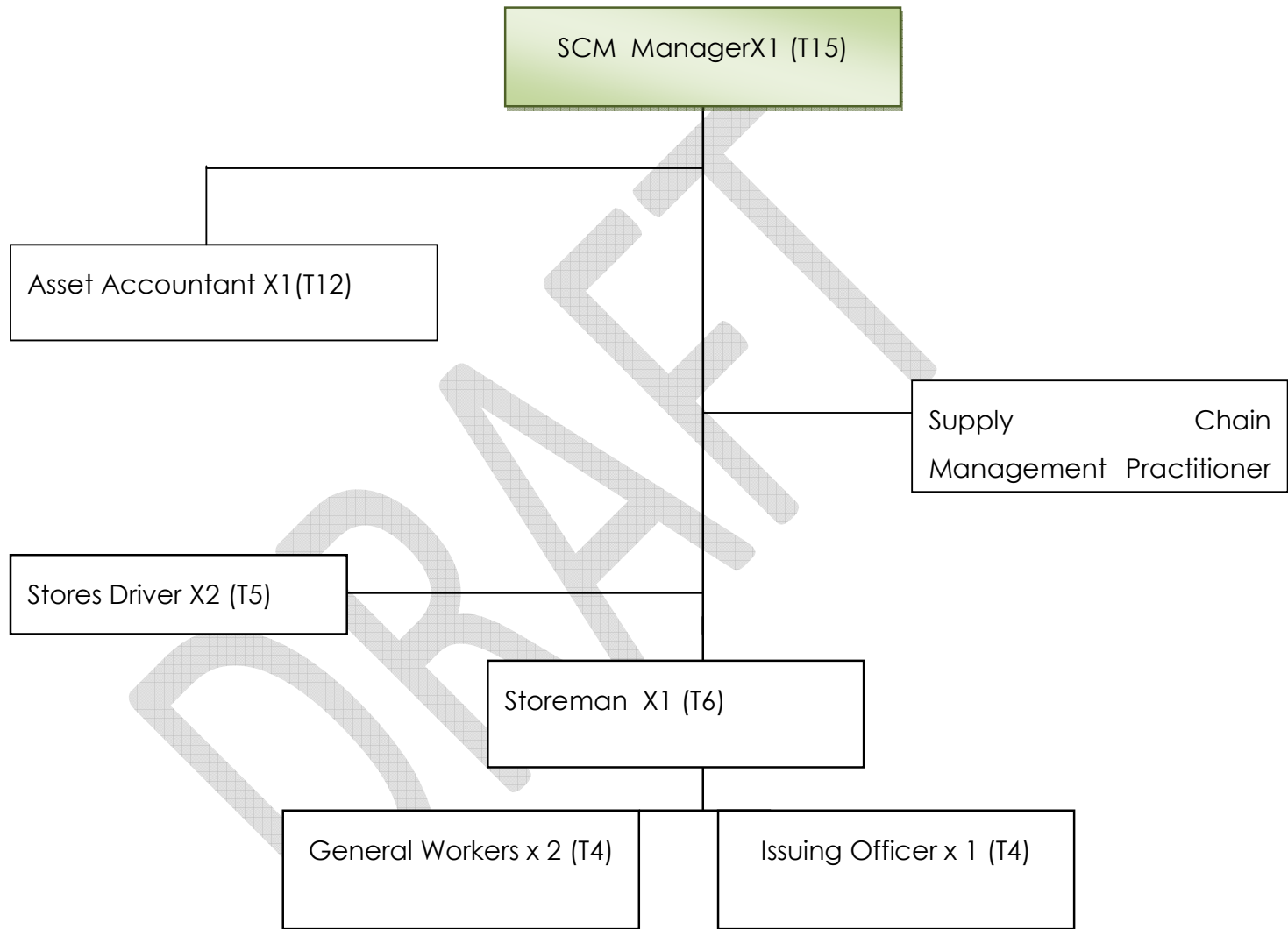


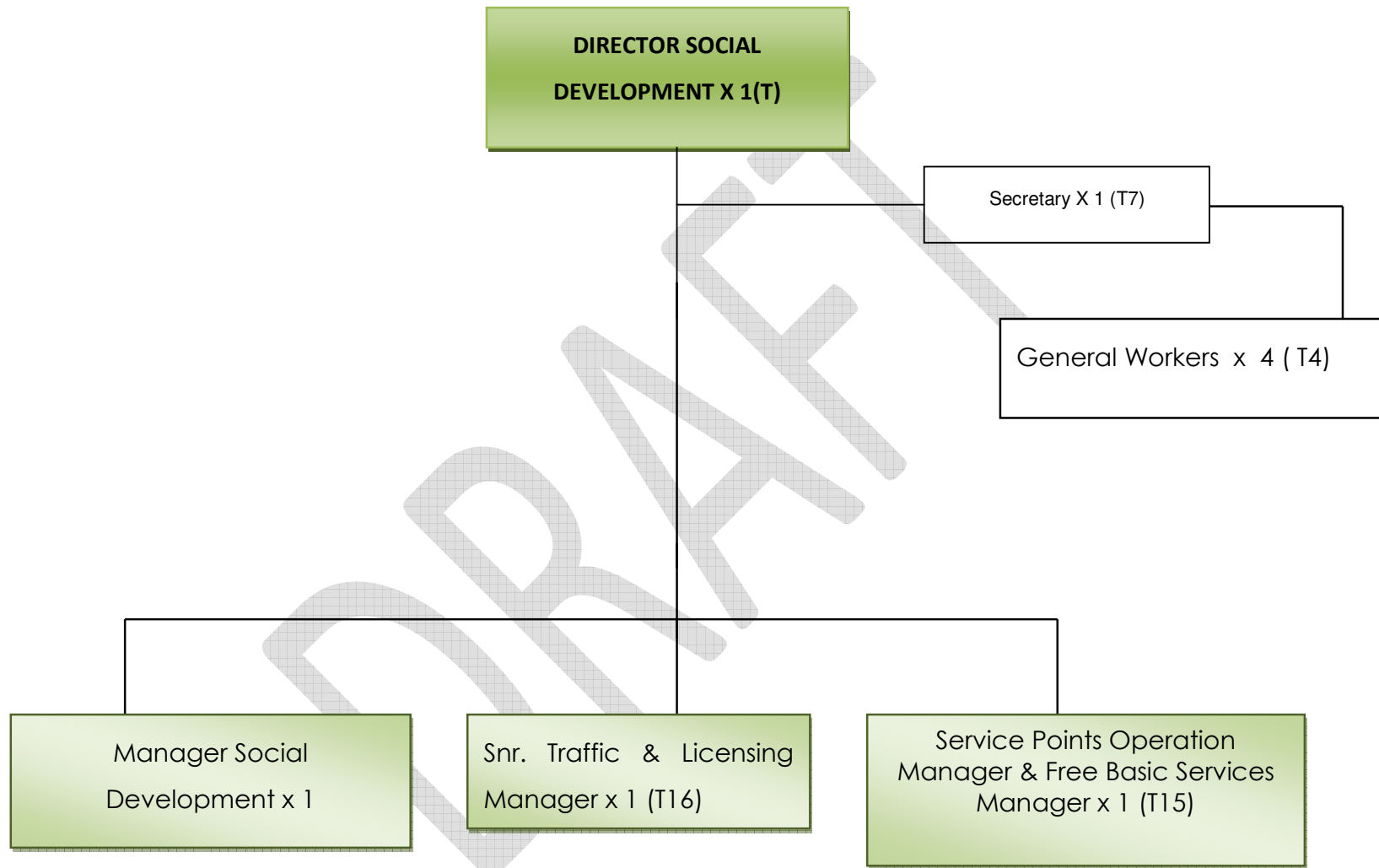
Manager: Expenditure X1
(T 15)

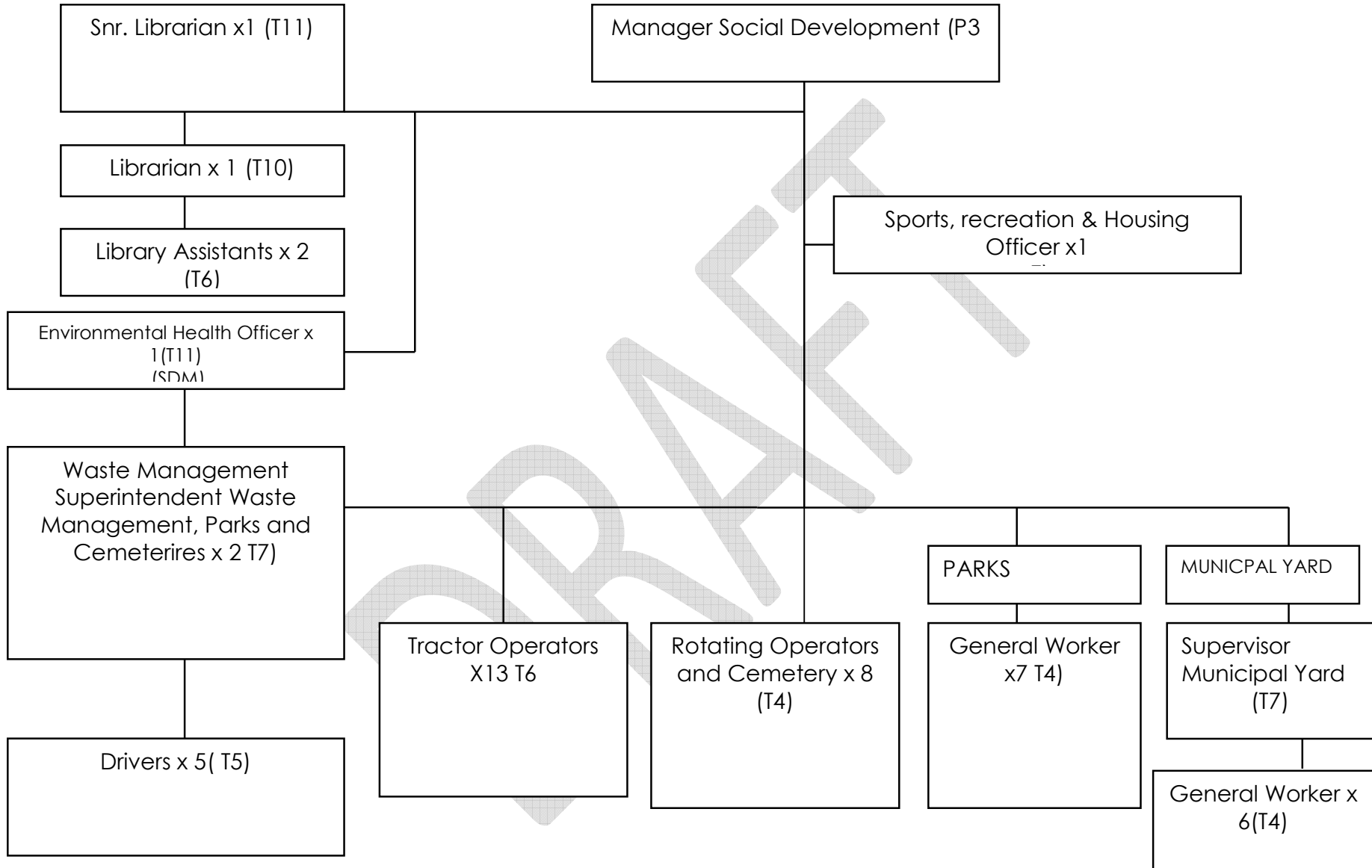
Assistant Manager:
ExpenditureX1 (T12)

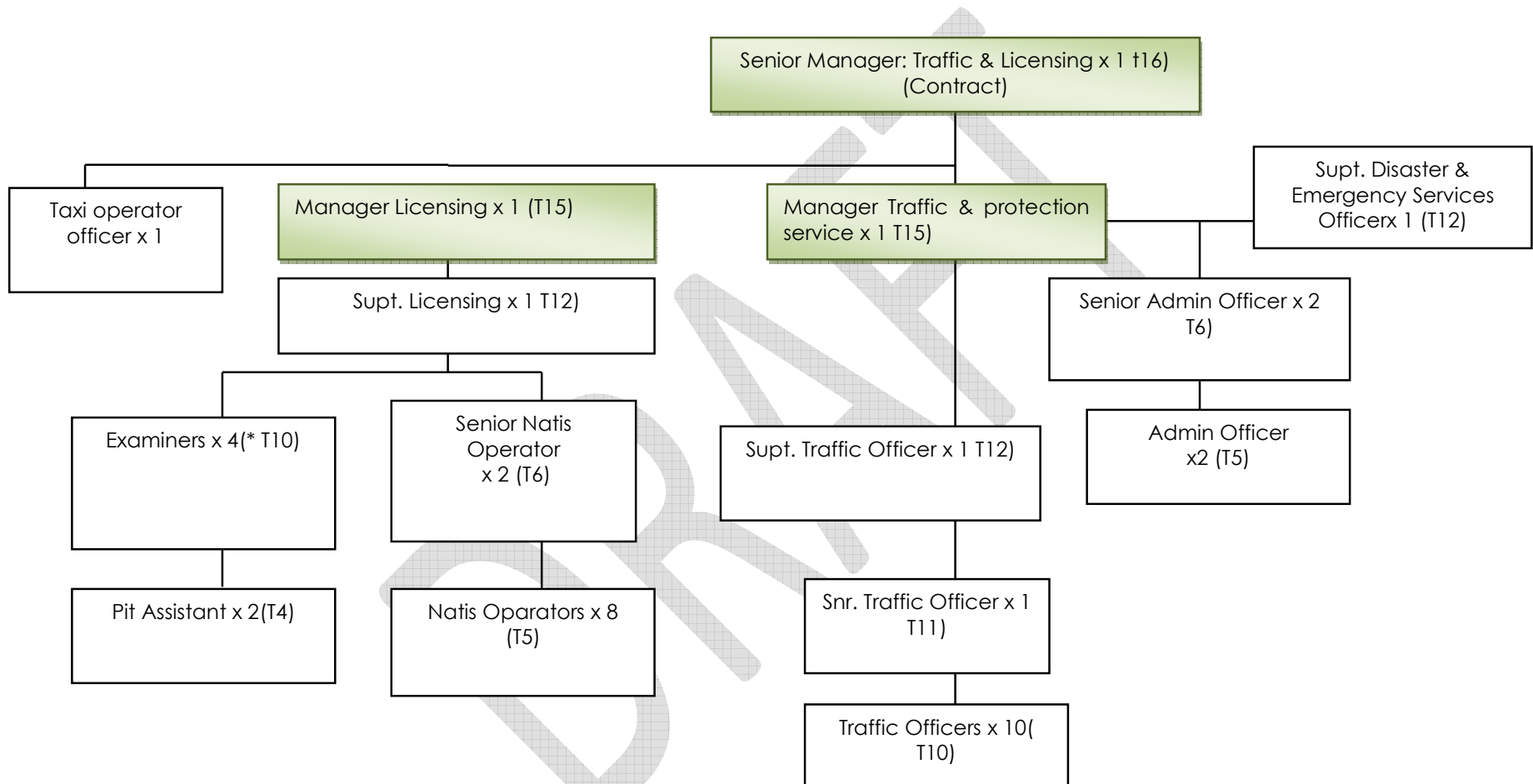
Creditors Officer x2 (T10)

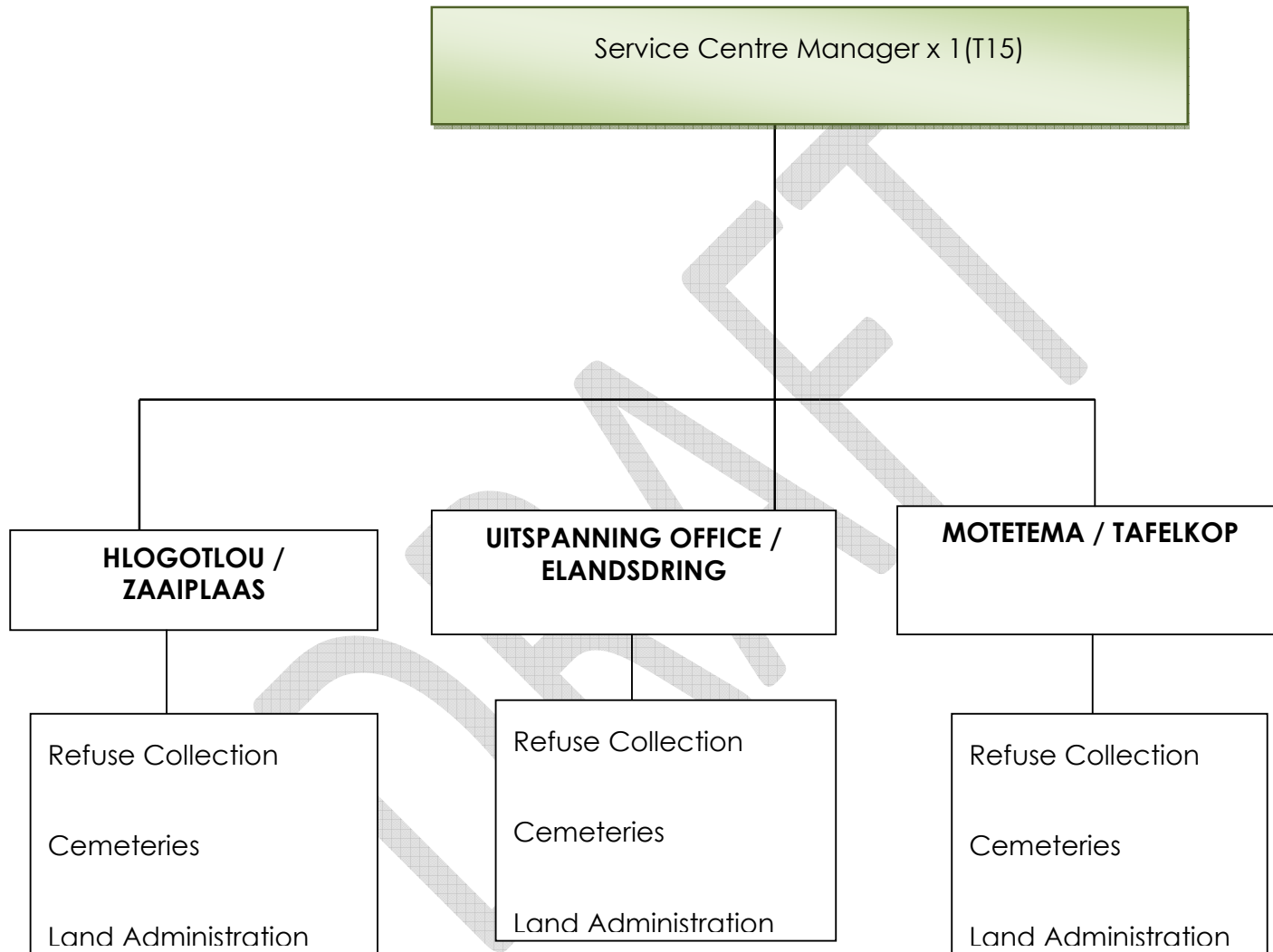


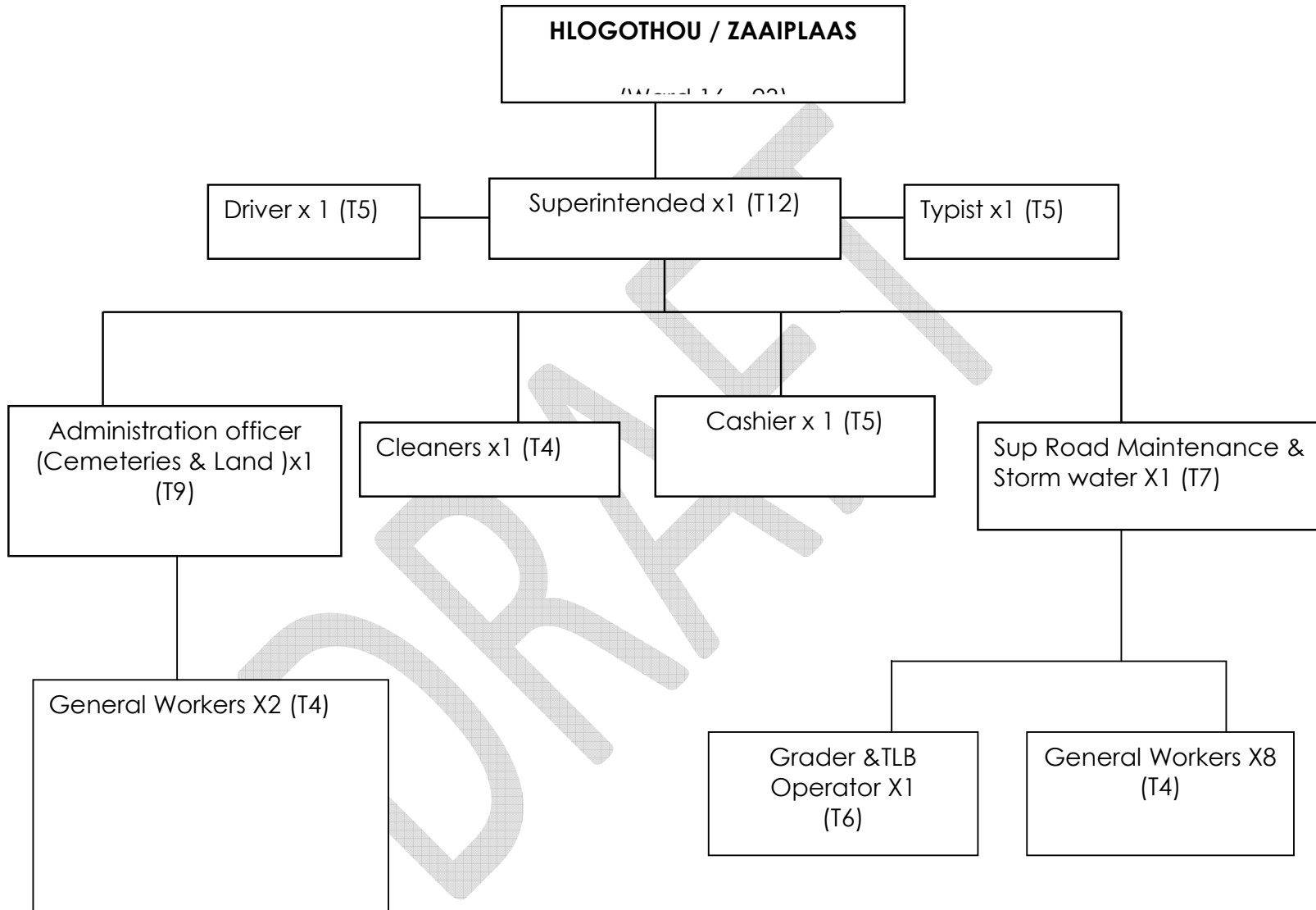


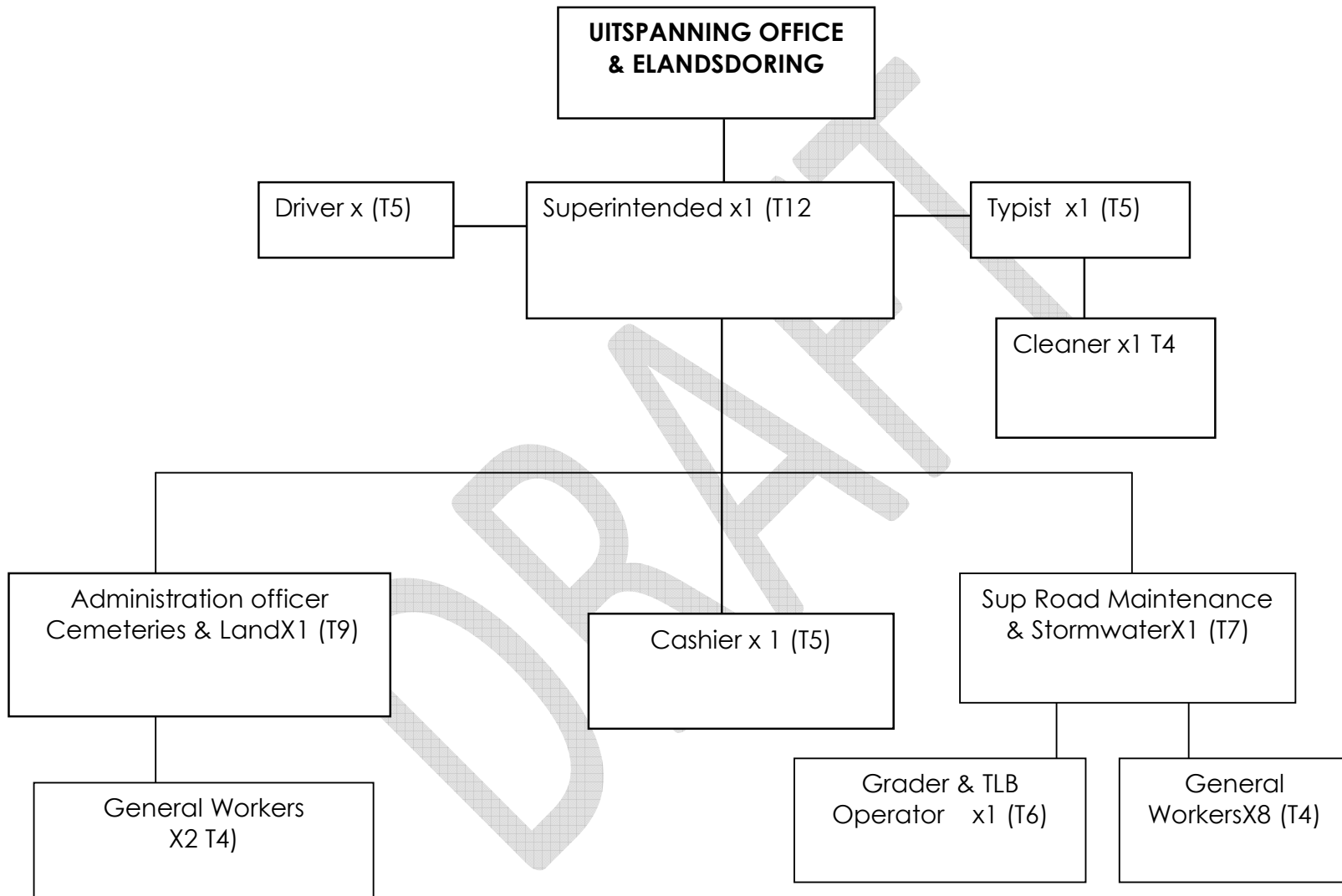


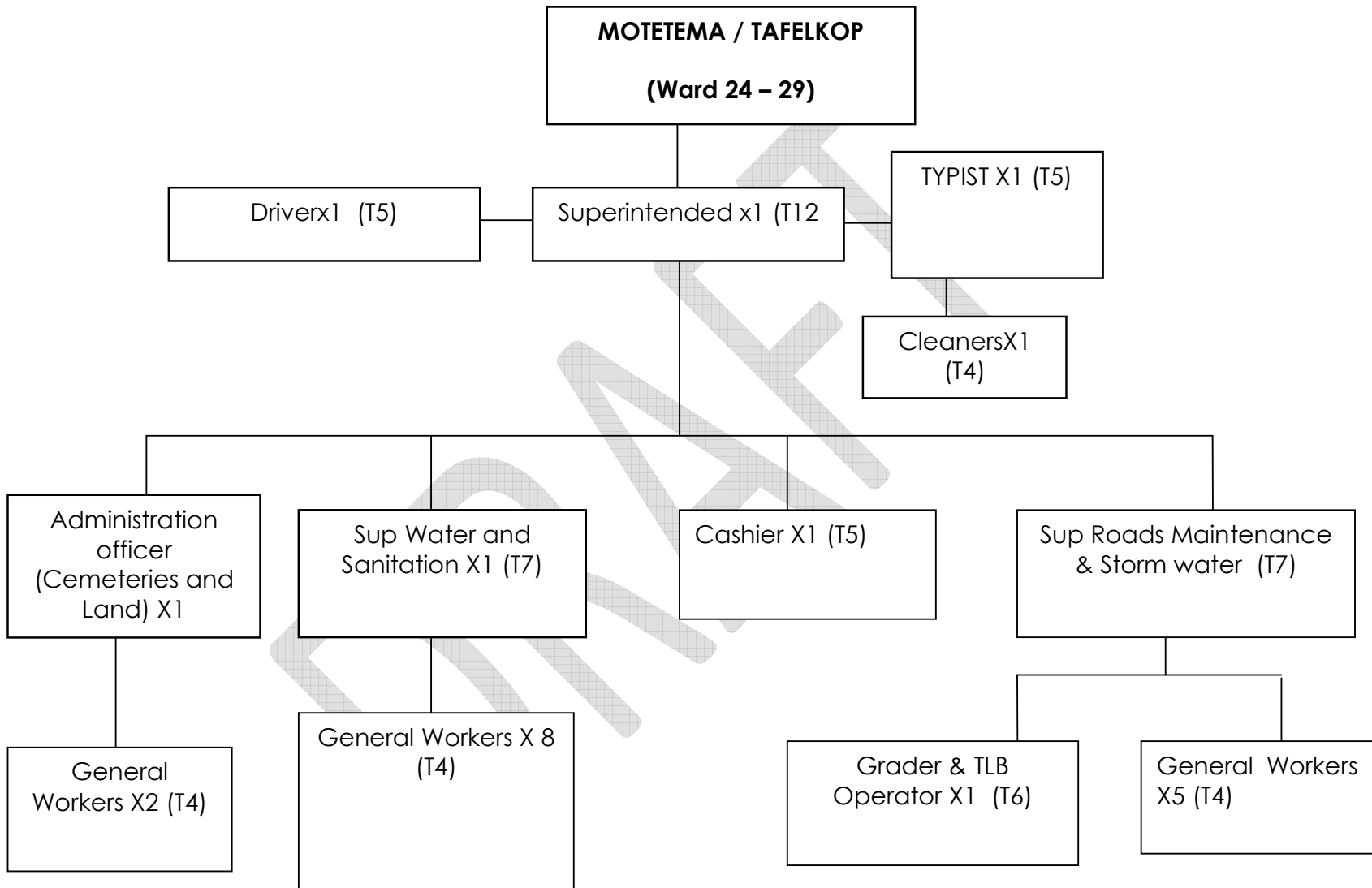


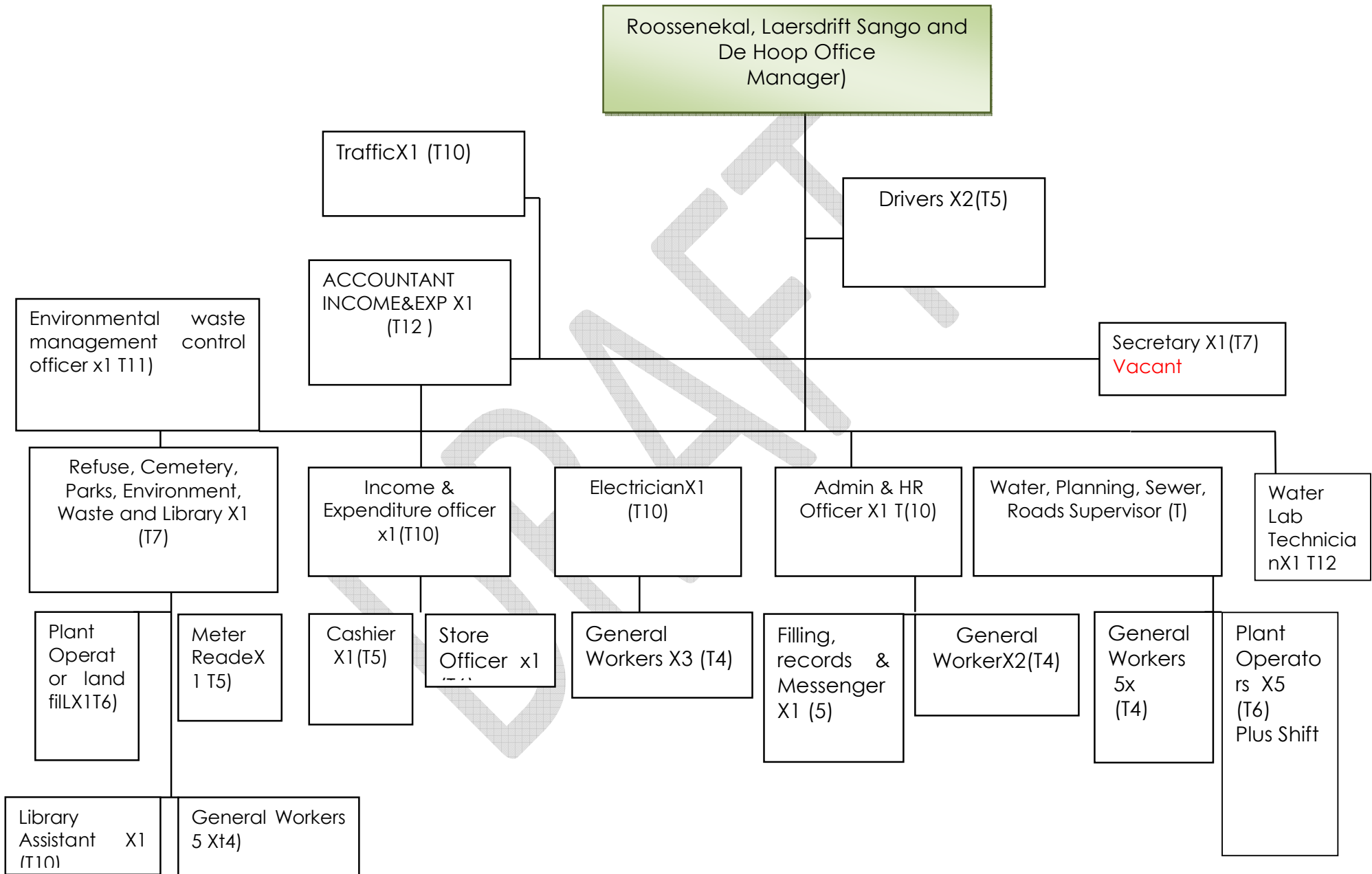


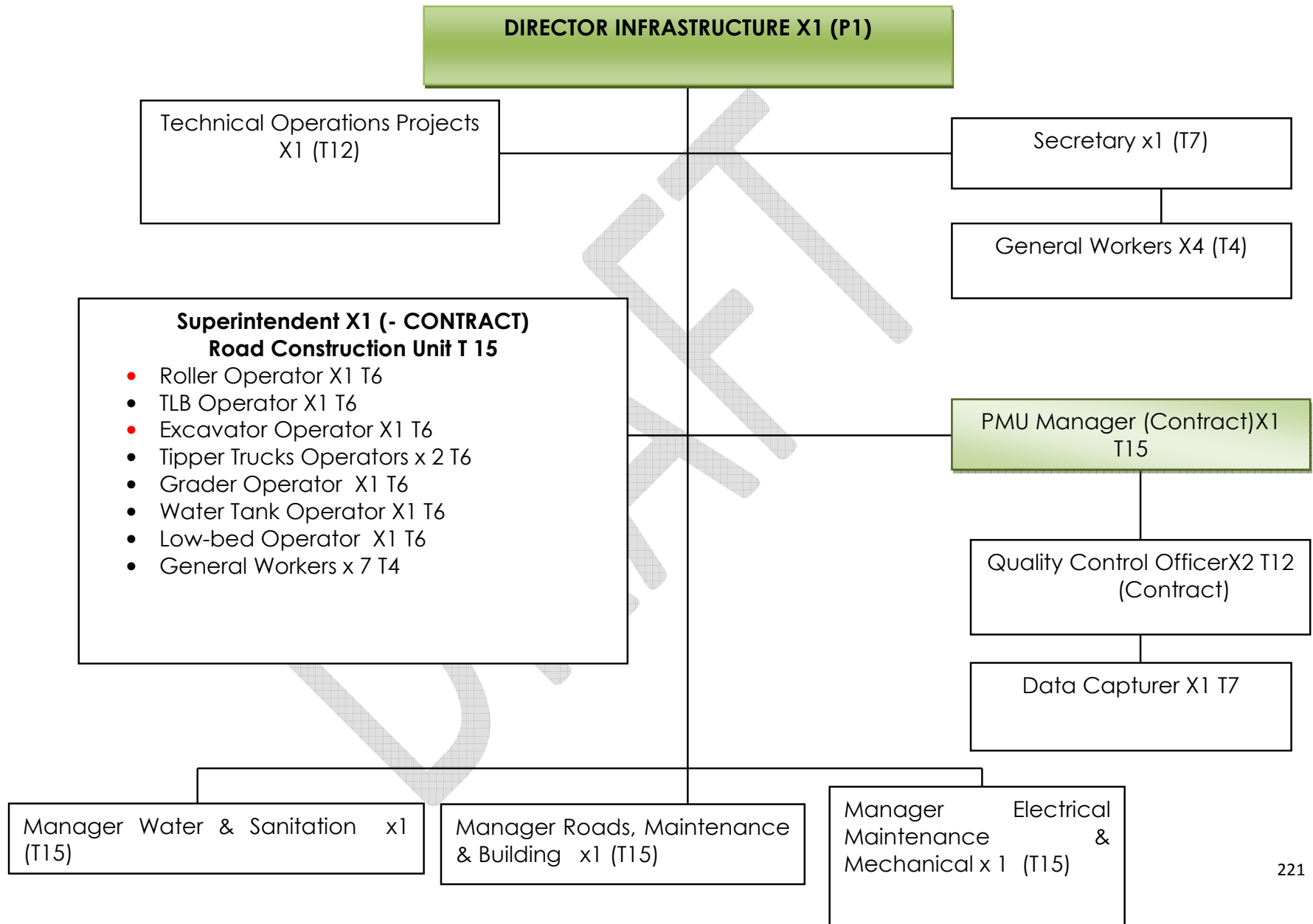


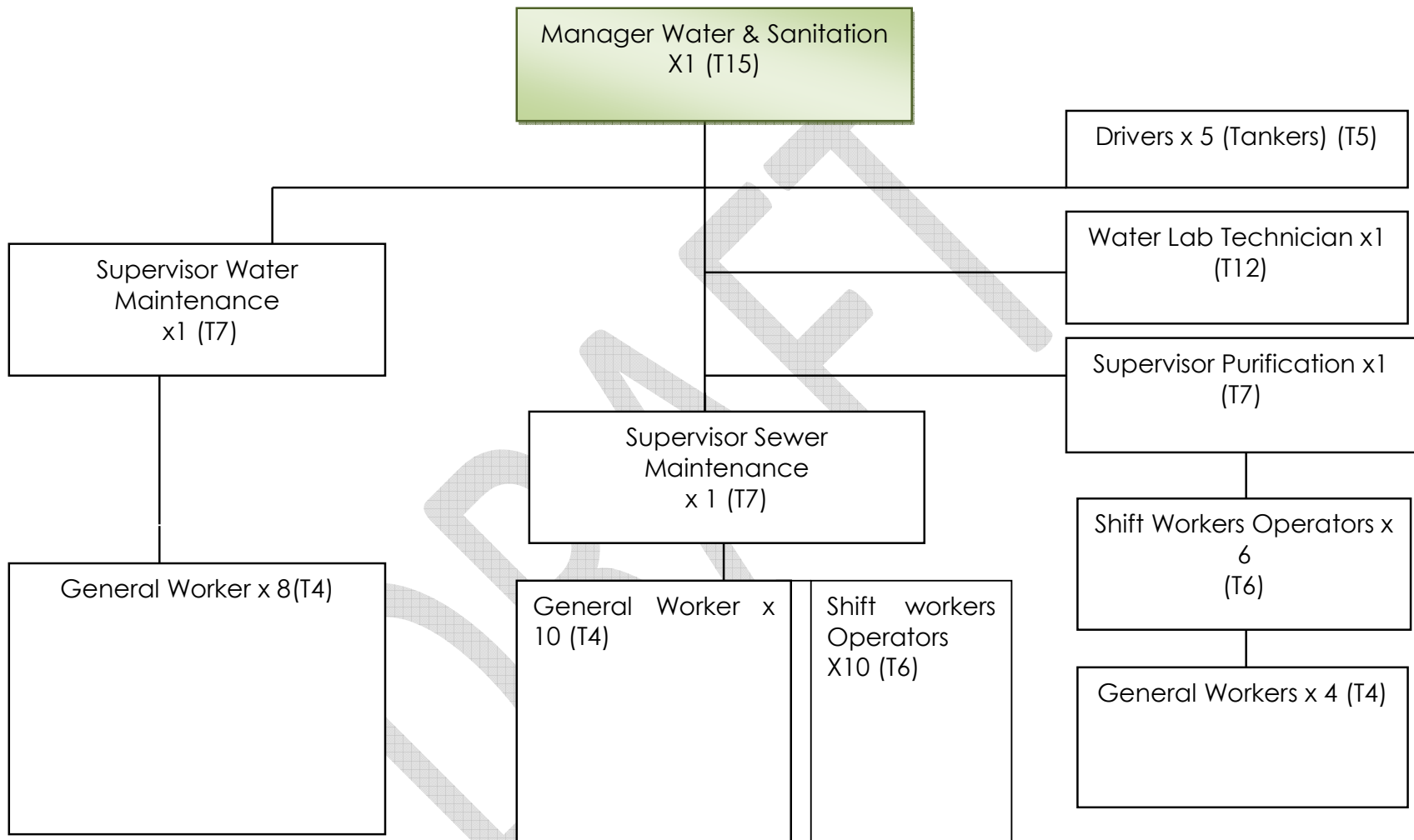


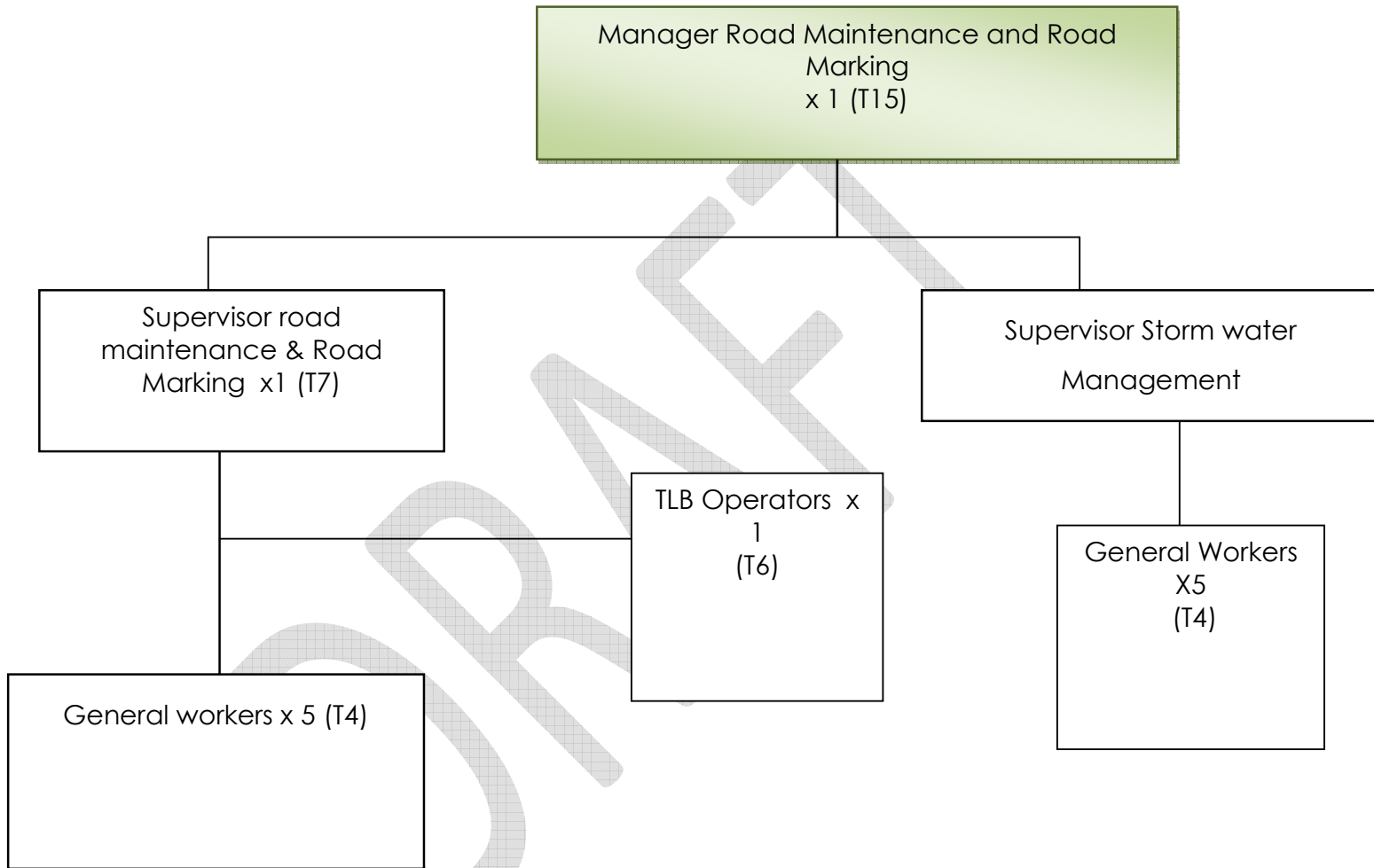


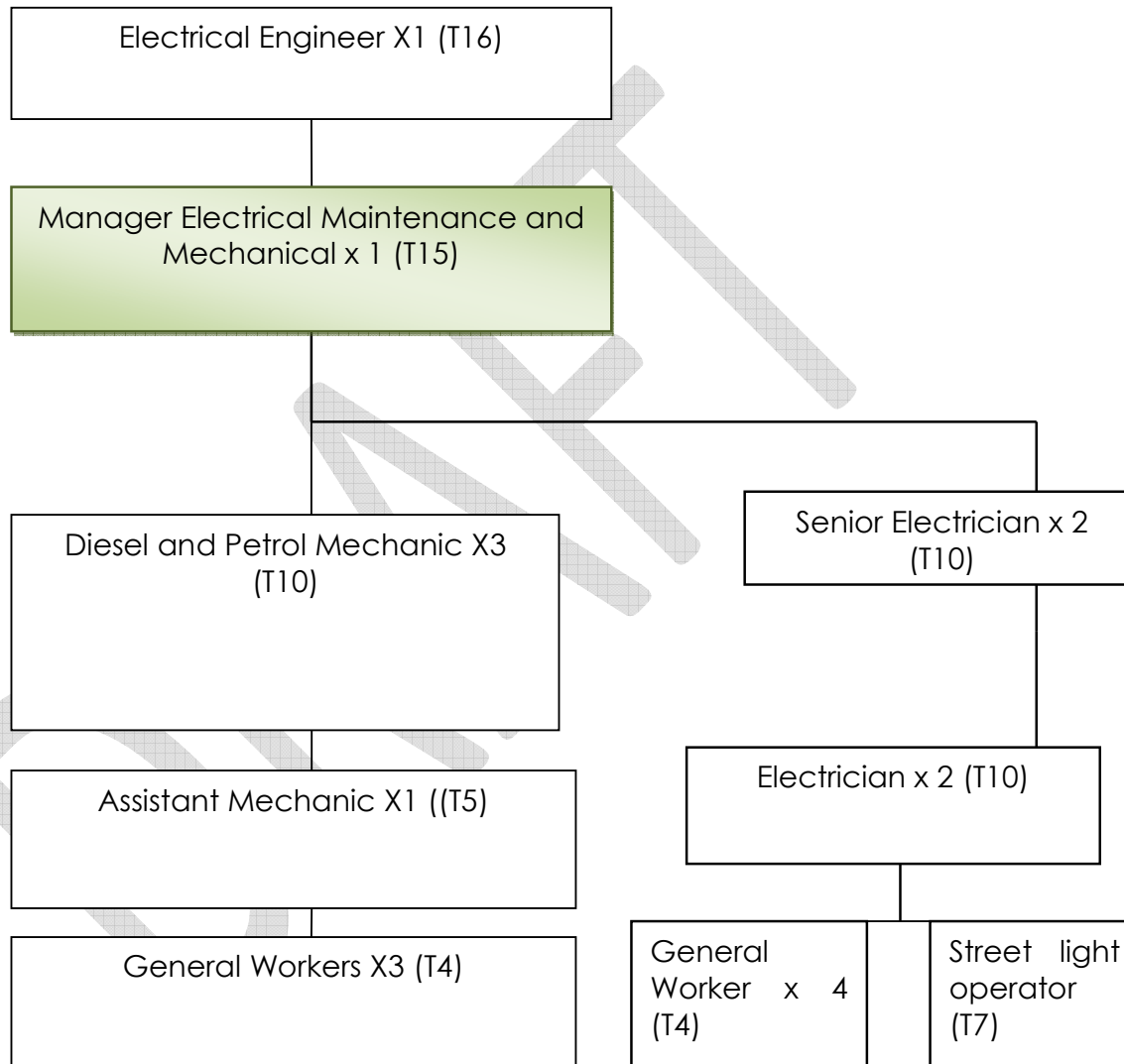


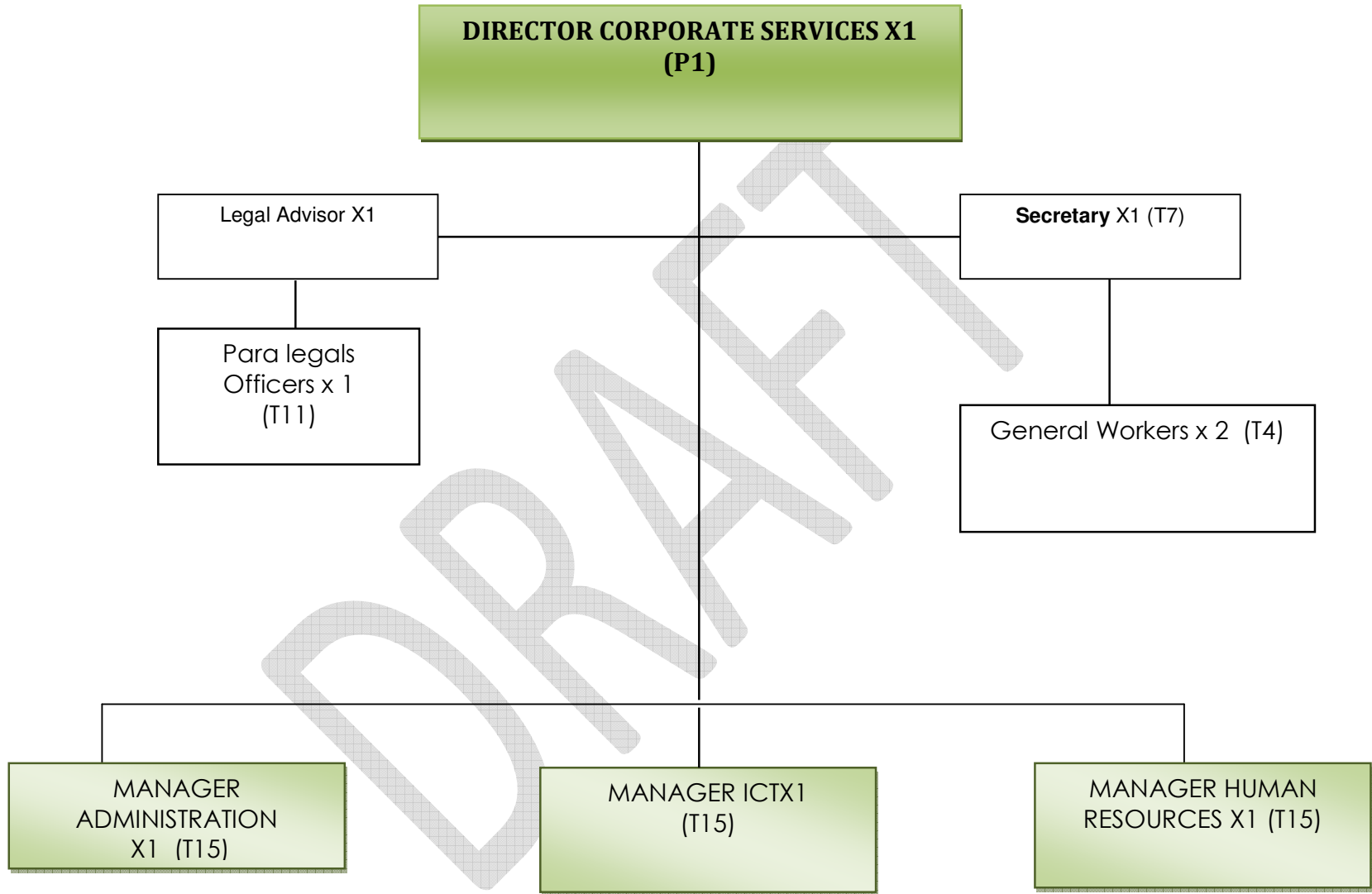


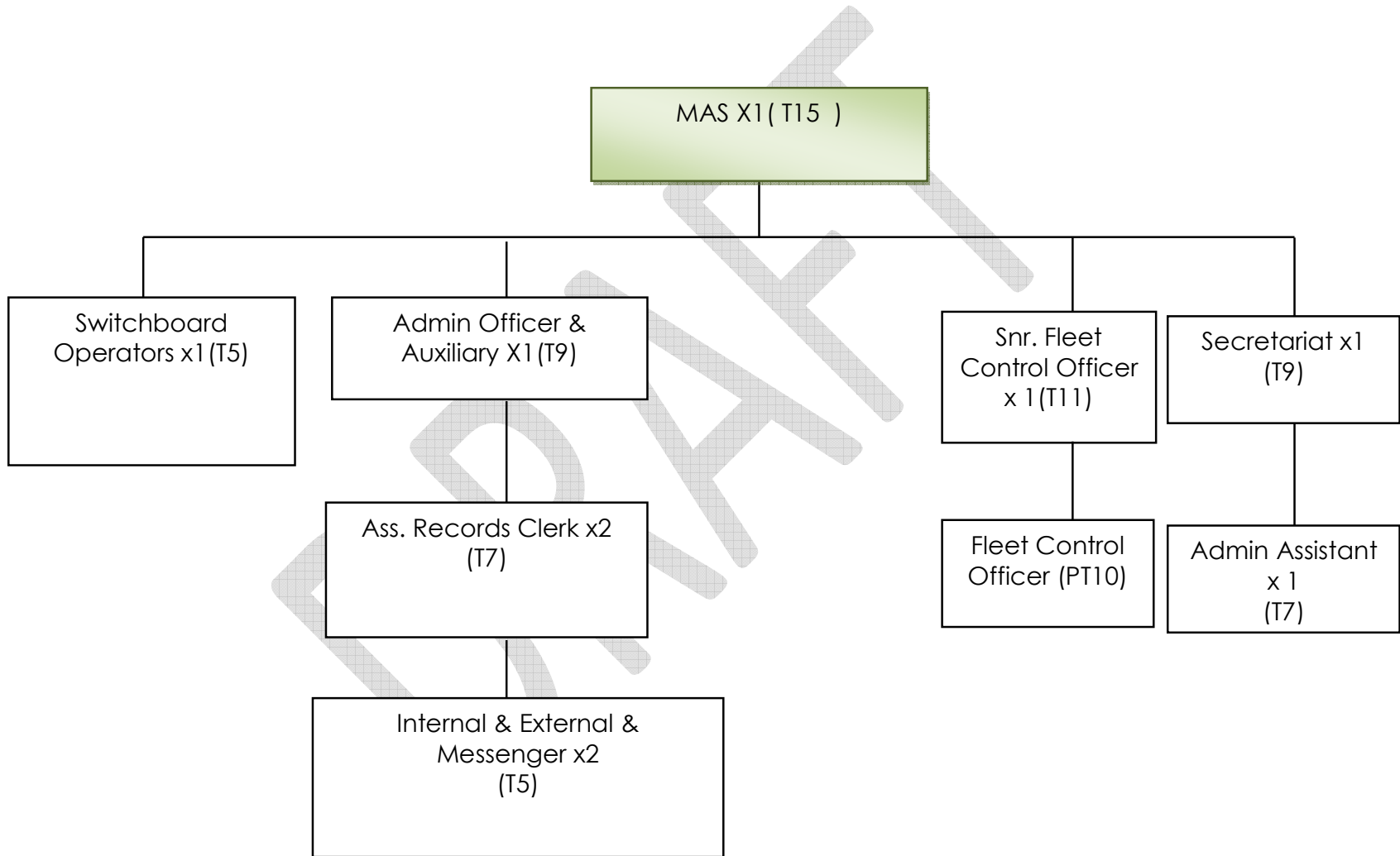


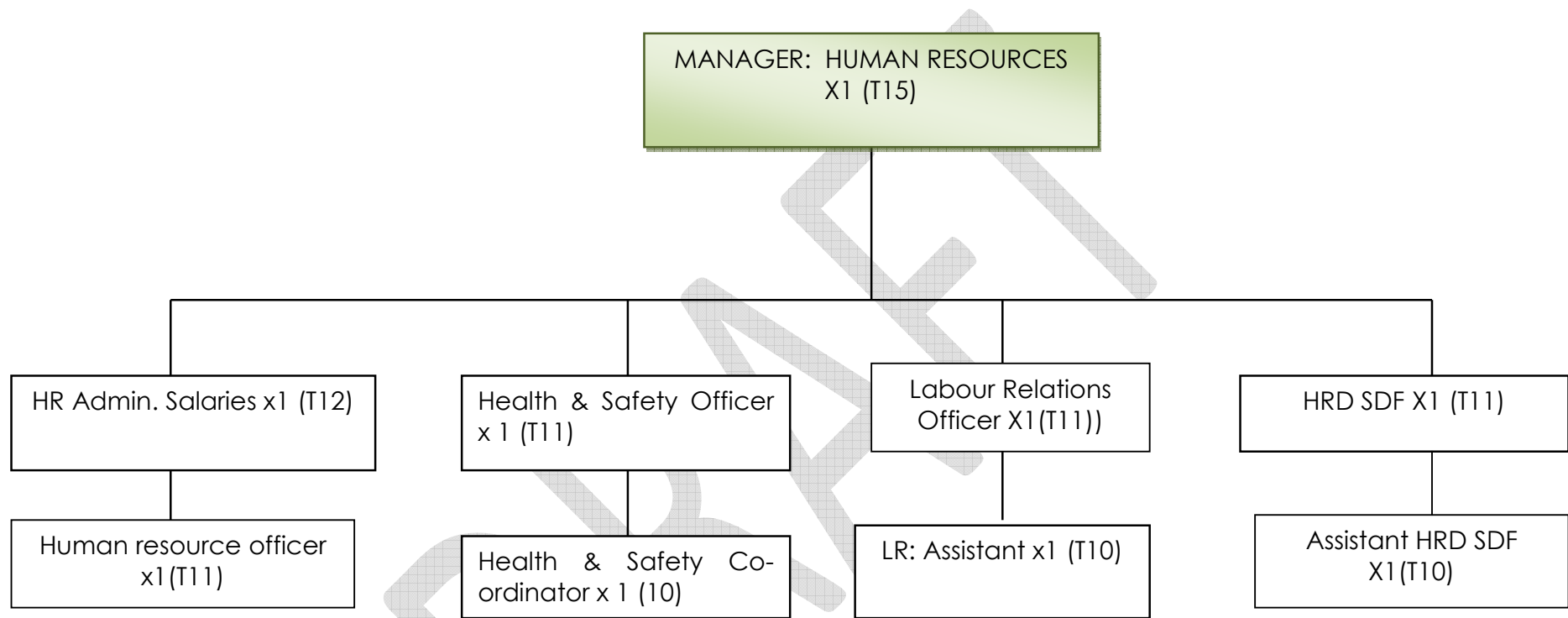












**ICT MANAGER
(T15)**



IT TECHNICIAN

IT TECHNICIAN