



ELIAS MOTSOLEDI LOCAL MUNICIPALITY

DRAFT INTEGRATED DEVELOPMENT PLAN FOR 2021/22-2026 FINANCIAL YEAR

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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
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
LDP	LIMPOPO DEVELOPMENT PLAN
NDP	NATIONAL DEVELOPMENT PLAN
WSDP	WATER SERVICE DEPARTMENT PLAN
SDM	SEKHUKHUNE DISTRICT MUNICIPALITY
SDGs	SUSTAINABLE DEVELOPMENT GOALS

VISION / MISSION AND VALUES

Strategic intent refers to the purposes the organisation strives for. These may be expressed in terms of a hierarchy of strategic intent or the framework within which an organisation operates, adopts a predetermined direction and attempts to achieve its goals provided by a strategic intent. The hierarchy of strategic intent covers the vision, mission, value system, strategic goals, impact, outcomes and targets.

The organisation's strategic intent is most important and focuses on the organisation's plans and objectives in its day to day business. It is of critical importance to realise that even if the values and strategies are well designed and enunciated, the success would depend upon their implementation by individuals in the organisation. The strategic intent compels an organisation to reconceptualise its current business practices and articulates how the future would be worth being in the future. In essence the vision and mission statements look into the future more rigorously.

Articulating a vision is the soul-searching activity, where an organisation tries to answer the critical questions like 'why are we here' and 'where are we today'? This analysis of the present is essential, because it provides the true picture of today from where we begin the journey towards the future. The vision is a compelling but not controlling force that shows us where we want to be. A strategic vision enables an organisation to focus on future success.

Vision

"Thé agro-economical and ecotourism heartland"

Mission

A mission statement reflects the way in which the municipality will conduct their everyday tasks. It describes the purpose of the municipality and the areas to focus on in order to achieve its vision. The mission addresses the objects of government as stipulated in Section 152 of the Constitution: Democratic and accountable governance, sustainable services, social and economic development, safe and healthy environment and encouraged community involvement¹.

The Elias Motsoaledi Local Municipality also reviewed its mission statement to reflect the new **vision statement and developed** the following mission statement that should provide everyone involved with the municipality (either as employee, stakeholder or community member) with the answer to justify the reason for its existence.

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

¹South Africa. 1996. Constitution of the Republic of South Africa, Act no 108 of 1996. Pretoria: Government Printers.

Subsection 2 of section 152 goes further and directs the municipality further by prescribing what the municipality must strive to achieve, within its financial and administrative capacity, to achieve the objectives set out in subsection (1). The mission statement outlined above fully conforms to section 152 of the constitution as it guides the municipality towards ensuring that the mission statement adheres to the intent of the constitution for local government organisations.

The key fact about culture stands out, namely organisational value systems impact the way the organisation progresses and poses the following questions: What is important to our organisation? How are decisions made? Who is in charge? How do I relate to other employees and groups within our organisation? What behaviours are rewarded and recognised? What is compensation based upon? These are cardinal questions of which if answered honestly will define the culture of the organisation.

The value system of Elias Motsoaledi Local Municipality is articulated in the table below as follows:

VALUE	DISCRIPTION
People first	Everybody is empowered within the whole community.
Transparency	Invite and encourage public sharing and democratic participation in council's activities.
Commitment	Focus and concentrate on council's core activities in a consistence manner.
Integrity	Conduct council's nosiness in a fair, responsible, flexible, equitable and honest manner.
Accountability	Report regularly to all stakeholders regarding council's actual performance.
Environmental conscious	Taking care of sensitive environment to ensure that the vision is achieved.
Empowerment	To be seen to be empowering our people, knowledge is power.
Service excellence	In all aspects of conducting ourselves and our mandate, we will focus on service excellence.
Change	In order to move to a better quality life, something different need to be done from what is being done now. In this regard change will be the main driver of doing things differently.
Professionalism	To act professionally in the execution of our mandate



FOREWORD BY HER WORSHIP THE MAYOR

CHAPTER 1

The 2021/22-2026 IDP serves as a five year developmental plan that will guide service delivery within the Elias Motsoaledi Local Municipality council and also serve as a five year strategic document of the municipality for a period of five years and will be reviewed annually as per the available legislation. As the sphere of government closest to the people, municipalities have a particular responsibility to achieve delivery of basic services through various programmes such as roads and storm water, waste management, electrification, job creation through LED, fight poverty as well as financial sustainability. The other responsibility bestowed upon municipalities is to ensure co-ordination of programmes initiated by the National and Provincial government. It is against this background that the municipality is embarking on a process of developing the 2021/22-26 in order to achieve these outcomes. The development of various sector plans and strategies represented the first step in broadening the long term planning horizon and to position the municipality in order to maximize efficiency, effectiveness and impact of service delivery within the municipality.

In framing this IDP, the municipality was guided by some of the enduring principles of the Limpopo Development Plan (LDP) as well as guided by the changing socio-economic context, political priorities, intergovernmental engagements, stakeholder consultations and administrative internal processes.

The municipality is geared towards holding open and honest consultations with all stakeholders and would like to appreciate the role played by the traditional leaders in the entire process. We continue to enjoy their support all the times. We also appreciate the role played by our communities by providing the necessary input into the IDP and we take this opportunity to encourage more communities to be involved in the process of developing the IDP. The municipality has in the previous years embarked in various development projects that include the upgrading of roads and construction of storm water drainage that will contribute in the road infrastructure development. 2013 job opportunities have been created targeting the unemployed youth and women through the CWP Programme whereas the EPWP has created 3093 jobs. The EPWP programme is categorized in to the following sub-programmes: IG (incentive grant) Infrastructure, Youth in waste jobs, EMLM waste management, and IG adopt sport. Public works has also created 230 job opportunities that will sustain the beneficiaries for a period of three years starting from 2019 until 2022. One other achievement was the capacitation of the 94 SMME's and co-operatives within the municipality.

We acknowledge the work of the Municipal Manager, Senior administration, IDP unit team, in developing A strategic integrated development plan that is aligned to our budget , service delivery implementation and monitoring and evaluation processes. The development of the 2021/22-2026 IDP will assist the municipality in ensuring that the long term vision and outcome is achieved. I would like to thank council for their political leadership and guidance guiding the review and drafting of the IDP.

**Her Worship
Cllr Julia Lata Mathebe**

1. EXECUTIVE SUMMARY BY THE ACTING MUNICIPAL MANAGER

1.1. BACKGROUND

The Local Government Municipal Systems Act (MSA) No.32 of 2000 as amended, and other relevant supplementary legislative and policy frameworks require that local government structures prepare and annually review their Integrated Development Plans (IDPs). In compliance with this legislation the Elias Motsoaledi Local Municipality's IDP provides the strategic framework that guides the municipality's planning and budgeting over the next financial year.

The current IDP is an annual document which is the third review to assess and re-evaluate the municipality's development priorities and challenges and to accommodate new developments in the local governance processes. This document encapsulates the completed processes as part of the review of the IDP 2019 to 2020 for the Elias Motsoaledi Local Municipality.

The IDP development process identified a number of goals and objectives that are aimed at creating a pathway for the municipality to realise its vision. These goals and objectives are aligned to the six Local Government Key Performance Areas (KPA's) as prescribed by the National Department of Cooperative Governance and Traditional Affairs (CoGTA).

CHAPTER 2

2.1. IDP REVIEW PROCESS

The Municipal Systems Act of 2000, Section 35 states that an integrated development plan (IDP) adopted by the Council of a municipality is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality. The IDP process also provides an opportunity for the municipality to debate and agree on a long term vision for the development of the municipality. Among the core components of an IDP, the following matters must also be outlined in the IDP:

- The municipal Council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- The Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- The Council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- The Council's operational strategies;
- applicable disaster management plans;
- a financial plan, which must include a budget projection for at least the next three years; and

- The key performance indicators and performance targets determined in terms of the Performance Management System.

There is a multitude of government policy frameworks, legislation, guidelines and regulations that seek to advocate for the path, pace and direction for the country's socio-economic development as depicted in the following table.

Table 1: Legislations and policies that guide the development of the IDP

<ul style="list-style-type: none"> • The Constitution of the Republic of South Africa ,1996 • White paper on Local Government ,1998 • Municipal Demarcations Board of 1998 • Municipal Systems Act of 2000 • Municipal Structures Act of 1998 • Municipal Finance Management Act (2003) • Development Facilitation Act (1995) • Municipal Property Rates Act (2004) • National Land Transport Transition Act (2000) • Empowerment Equity Act (2004) • Skills Development Act • White paper on Spatial Planning and Land Use Management • White paper on Safety and Security 	<ul style="list-style-type: none"> • White paper on Environmental Management Policy • Millennium Development Goals • 12 Outcomes of Local Government • Integrated Sustainable Rural Development Strategy • Industrial Strategy for RSA (2001) • The National Youth Development Agency (2008) • Domestic Tourism Strategy (2004-2007) • National Development Plan 2030 • Disaster Management Act 57 of 2002
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In order to ensure that there is proper alignment between the strategic direction of the municipality, it is necessary to keep the National and Provincial priorities in mind during the review of the strategic intent of the municipality. Cognisance was taken of the following legislative guidelines and developmental plans during the process of formulating the review of the EMLM IDP document:

- Constitution of the Republic of South Africa
- Sustainable Development Goals
- National Development Plan – Vision for 2030
- National Government's Outcome 9
- Limpopo Development plan (LDP)
- Sekhukhune Growth Development Strategy 2025 (SGDS)
- State of the Nation Address 2021
- State of the Limpopo Provincial Address 2021

Key legislative mandates arising from these documents are summarised below.

2.1.1. OBJECTS OF LOCAL GOVERNMENT (Section 152 of the RSA Constitution)

The objects of local government are-

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;

- To promote social and economic development
- Promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

A municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1).

2.1.2. SUSTAINABLE DEVELOPMENT GOALS

- 1) End poverty in all its forms everywhere
- 2) End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
- 3) Ensure healthy lives and promote wellbeing for all at all ages
- 4) Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- 5) Achieve gender equality and empower all women and girls
- 6) Ensure availability and sustainable management of water and sanitation for all
- 7) Ensure access to affordable, reliable, sustainable and modern energy for all
- 8) Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all
- 9) Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation
- 10) Reduce inequality within and among countries
- 11) Make cities and human settlements inclusive, safe, resilient and sustainable
- 12) Ensure sustainable consumption and production patterns
- 13) Take urgent action to combat climate change and its impacts (taking note of agreements made by the UNFCCC forum)
- 14) Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- 15) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation, and halt biodiversity loss

16) Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

17) Strengthen the means of implementation and revitalise the global partnership for sustainable development

2.1.3. NATIONAL DEVELOPMENT PLAN – VISION FOR 2030

The National Development Plan² developed by the National Planning Commission and unveiled on 11 November 2011 states that:

“South Africa can eliminate poverty and reduce inequality by 2030. It will require change, hard work, leadership, and unity. Our goal is to improve the life chances of all South Africans, but particularly those young people who presently live in poverty. The plan asks for a major change in how we go about our lives. In the past, we expected government to do things for us. What South Africa needs is for all of us to be active citizens and to work together – government, business, communities – so that people have what they need to live the lives they would like”

The plan helps us to chart a new course. It focuses on putting in place the things that people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth and the availability of jobs. Everything in the plan is aimed at reducing poverty and inequality. Our view is that government should shift the balance of spending towards programmes that help people improve their own lives and those of their children and the communities they live in.

South Africa can become the country we want it to become. It is possible to get rid of poverty and reduce inequality in 20 years. We have the people, the goodwill, the skills, the resources – and now, a plan. This will be achieved by prioritising the following initiatives:

Enabling milestones are:

- Increase employment from 13 million in 2010 to 24 million in 2030.
- Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
- Increase the share of national income of the bottom 40 percent from 6 percent to 10 percent.
- Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- Broaden ownership of assets to historically disadvantaged groups.
- Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.
- Provide affordable access to quality health care while promoting health and wellbeing.
- Establish effective, safe and affordable public transport.
- Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.

² National Development Plan is available at: <http://www.npconline.co.za>

- Ensure that all South Africans have access to clean running water in their homes.
- Make high-speed broadband internet universally available at competitive prices.
- Realise a food trade surplus, with one-third produced by small-scale farmers or households.
- Ensure household food and nutrition security.
- Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.
- Realise a developmental, capable and ethical state that treats citizens with dignity.
- Ensure that all people live safely, with an independent and fair criminal justice system.
- Broaden social cohesion and unity while redressing the inequities of the past.
- Play a leading role in continental development, economic integration and human rights.
- An economy that will create more jobs
- Improving infrastructure
- Transition to a low-carbon economy
- An inclusive and integrated rural economy
- Reversing the spatial effect of apartheid
- Improving quality of education, training and innovation
- Quality health care for all
- Social protection
- Building safer communities
- Reforming the public service
- Fighting corruption
- Transforming society and uniting the country

2.1.4. LIMPOPO DEVELOPMENT PLAN (LDP)

The National Planning Commission believes that the following capital investments that are relevant to Limpopo, should be prioritised:

- The upgrading of informal settlements.
- Public transport infrastructure and systems
- The construction of a new coal line to unlock coal deposits in the Waterberg,
- Development of a number of key new water schemes to supply urban and industrial centres,
- Procuring about 20 000 MW of renewable electricity by 203

2.1.5 NATIONAL GOVERNMENT'S OUTCOME 9

Cabinet approved government performance monitoring and evaluation system and the management for outcomes.³ This includes 12 outcomes that collectively address the main strategic priorities of government.

Outcome 9, "A responsive, accountable, effective and efficient local government system", specifically deals with local government and also needs to be aligned and integrated in other national, provincial, district

³ Guide to the outcomes approach, Version: 1 June 2010

priorities and strategies. The Delivery Agreement for Outcome 9⁴ identifies the following 7 outputs with sub outputs that are linked to Outcome 9 and are as follows:

- Output 1: Implement a differentiated approach to municipal financing, planning and support
 - Policy framework for differentiation
 - More autonomy to six metros and top 21 municipalities in respect of infrastructure and housing delivery
 - A focused intervention for clearly defined smaller municipalities
- Output 2: Improved access to basic services
 - Increased access to basic services
 - Bulk infrastructure fund established
 - Established special purpose vehicle
- Output 3: Implement the community work programme and cooperatives supported
 - Job creation supported through the community work programme
 - Job creation supported through the establishment of cooperatives where feasible
- Output 4: Actions supported by the human settlement outcomes
 - Increased densities in Metro's and large town supported
 - Land acquisition for low income and affordable housing supported
 - Informal settlements in 45 priority municipalities upgraded
- Output 5: Deepened democracy through a refined ward committee model
 - Review and strengthen the legislative framework for Ward Committees and community participation
 - Support measures to ensure that 90% of ward are fully functional by 2014
- Output 6: Improved municipal financial and administrative capacity
 - Improved audit outcomes of municipalities
 - Reduced municipal debt
 - Municipal overspending on Opex reduced
 - Municipal under spending on Capex reduced
 - Municipalities spending less than 5% of Opex on repairs and maintenance reduced
 - Improved administrative and human resource management practices
- Output 7: Single window of coordination
 - Review local government legislation

⁴ Delivery Agreement for Outcome 9, 30 September 2010

- Coordinated support, monitoring and intervention in provinces and municipalities

2.1.6. 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.
- 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.

2.2 POWERS AND FUNCTIONS OF EMLM

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 local government structures are mandated to improve the quality of life of their citizens and resident

In terms of its category B status the Elias Motsoaledi municipality has been empowered to perform the following functions as bestowed upon it by the Constitution in terms of section 156(1) read together with section 8 and 9 of the Municipal Structures Act 117 OF 1998.

Table 2: Powers and Functions of EMLM

DRAFT

Municipal/Entity Functions		
Municipal Functions	Function Applicable To Municipality (Yes/No)*	Function Applicable To Entity (Yes/No)
Constitution, Schedule 4, Part B Functions		
Air pollution	Yes	
Building regulations	Yes	
Child-care facilities	Yes	
Electricity and gas reticulation	Yes	
Local tourism	Yes	
Municipal airports	Yes	
Municipal planning	Yes	
Municipal public transport	Yes	
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this constitution or any other	Yes	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and related matters	Yes	
Storm water management systems in built-up areas	Yes	
Trading regulations	Yes	
Water and sanitation services limited to potable water supply systems and domestic waste water and sewage disposal systems	No	District function
Billboards and the display of advertisements in public places	Yes	
Cemeteries, funeral parlours and crematoria	Yes	
Cleansing	Yes	
Control of public nuisances	Yes	
Control of undertakings that sell liquor to the public	Yes	
Facilities for the accommodation, care and burial of animals	Yes	
Fencing and fences	Yes	
Licensing and control of undertakings that sell food to the public	Yes	
Local amenities	Yes	
Local sport facilities	Yes	
Markets	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	

2.3 MEC'S ASSESSMENT FINDINGS ON THE 2020/21 IDP

EMLM values the MEC's assessment on the IDP for 2020/2021. The office of the MEC Coghsta conducted the 2020/2021 IDP assessments to determine credibility of IDPs in all the municipalities. EMLM was found to have maintained the improvements gained in previous financial years. The retention of improvement was produced through concerted efforts shown by all departments within the municipality including assistance from the Provincial sector departments. The only challenge that found was the alignment of the IDP and SDBIP which contributed to the low rating of the municipal IDP

Table 3: MEC's Assessment trends

Elias Motsoaledi			
Year	IDP Outcome	IDP-SDBIP Alignment	Overall Rating
2017/18	High	Aligned	High
2018/19	High	Not-Aligned	Low
2019/20	High	Aligned	High
2020/21	High	Aligned	High

The below table outlines the gaps identified during the assessment of the 2020-2021 IDP document.

Table 4: 2019-2020 MEC findings

KPA	IDP PHASE	FINDINGS	RECOMMENDATIONS
<ul style="list-style-type: none"> KPA 1: Spatial Development 	<ul style="list-style-type: none"> Project Phase: Spatial Development 	<ul style="list-style-type: none"> There is no indication of spatial programmes/projects with: <ul style="list-style-type: none"> Targets and indicators; Timing Cost and budget, and Implementing agent(s)? Are the spatial projects responding to the spatial strategies of the municipality? There are no other spatial projects initiated by sector departments in the municipality? 	<ul style="list-style-type: none"> To indicate spatial projects /programmes

<ul style="list-style-type: none"> KPA 2: Basic Service Delivery & Infrastructure Planning 	<ul style="list-style-type: none"> Project Phase: Roads and Storm Water Drainage 	<ul style="list-style-type: none"> There are no other roads and storm water projects initiated by the district, Road Agency Limpopo, the Department of Roads and Transport and SANRAL in the municipality? 	<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Strategies Phase: Public Transport 	<ul style="list-style-type: none"> Are there public transport (strategic) objectives of the municipality articulated? 	<ul style="list-style-type: none"> To develop strategies on public transport
	<ul style="list-style-type: none"> Project Phase: Public Transport 	<ul style="list-style-type: none"> There is no indication of public transport programmes/projects with: <ul style="list-style-type: none"> Targets and indicators; Timing; Cost and budget, and Implementing agent(S)? Is there a link (relation or logical sequencing) between the “public transport strategies and the public transport” projects? There are no other public transport projects initiated by the Dept. of Roads and Transport or other parties in the municipality? 	<ul style="list-style-type: none"> To indicate public transport projects with clear targets and indicators
	<ul style="list-style-type: none"> Project Phase: Human Settlement s/ Housing 	<ul style="list-style-type: none"> There is no indication of Human Settlement Project/programme with: <ul style="list-style-type: none"> Targets and indicators’ Timing; Cost and budget, and Implementing agent(s)? 	<ul style="list-style-type: none"> To indicate human settlement projects/ programmes with clear targets and indicators
	<ul style="list-style-type: none"> Integration Phase: Human Settlement s/Housing 	<ul style="list-style-type: none"> The municipality does not have the Human Settlement Plan? 	<ul style="list-style-type: none"> To include the human settlement plan

	<ul style="list-style-type: none"> • Project Phase: Health and Social Development 	<ul style="list-style-type: none"> • There are no project/programmes in relation to health provision 	<ul style="list-style-type: none"> •
	<ul style="list-style-type: none"> • Integration Phase: Health and Social Development 	<ul style="list-style-type: none"> • The municipality does not have Health Plan guided by the health and norms standards? 	<ul style="list-style-type: none"> •
	<ul style="list-style-type: none"> • Project Phase: Safety and Security 	<ul style="list-style-type: none"> • The municipality did not reflect safety and security programme/project with: <ul style="list-style-type: none"> • Targets and indicators; • Timing; • Cost and budget, and • Implementing agent(s)? 	<ul style="list-style-type: none"> • To reflect safety and security programmes and projects
	<ul style="list-style-type: none"> • Integration Phase: Safety and Security 	<ul style="list-style-type: none"> • The municipality does not have Safety and Security strategy? 	<ul style="list-style-type: none"> • To develop safety and security strategies
	<ul style="list-style-type: none"> • Project Phase: Fire and Rescue services, Disaster and Risk Management 	<ul style="list-style-type: none"> • There is no indication of disaster programme/project with: <ul style="list-style-type: none"> • Targets and indicators; • Timing; • Cost and budget, and • Implementing agent(s)? 	<ul style="list-style-type: none"> • To indicate disaster programmes and projects
	<ul style="list-style-type: none"> • Strategy Phase: Telecommunication 	<ul style="list-style-type: none"> • There are no Telecommunication strategic objectives and strategies reflected in the IDP 	<ul style="list-style-type: none"> • To develop telecommunication strategies
	<ul style="list-style-type: none"> • Project Phase: Telecommunication 	<ul style="list-style-type: none"> • There are no Telecommunication programmes/projects with: <ul style="list-style-type: none"> • Targets and indicators; • Timing; • Cost and budget, and • Implementing agent(s)? 	<ul style="list-style-type: none"> • To indicate telecommunication programmes and projects

	<ul style="list-style-type: none"> • Project Phase: sports, Art and Culture 	<ul style="list-style-type: none"> • There are no programme/projects with: • Targets and indicators; • Timing; • Cost and budget, and • Implementing agent(s)? 	<ul style="list-style-type: none"> • To indicate sports ,Arts and culture programmes and projects
<ul style="list-style-type: none"> • KPA 3: Local Economic Development 	<ul style="list-style-type: none"> • Project Phase: Local Economic Development 	<ul style="list-style-type: none"> • There is no indication of the LED programmes/projects with: • Targets and indicators; • Timing; • Cost and budget, and • Implementing agent(s)? • There is no link (relation or logical sequencing) between the “Local Economic Development” strategies and the “ Local Economic Development” projects • There are no other complimentary LED programmes/projects initiated by the other spheres of government or non-governmental agencies in the municipality 	<ul style="list-style-type: none"> • To develop LED programmes and projects with clear targets and indicators • To link strategies and programmes
<ul style="list-style-type: none"> • KPA 4: Good Governance and Public Participation 	<ul style="list-style-type: none"> • Strategies Phase: Good Governance and Public Participation 	<ul style="list-style-type: none"> • There are no strategies for: • Promoting the needs of special groups (women, the disabled and youth) 	<ul style="list-style-type: none"> • To develop strategies that promotes the needs of special groups
	<ul style="list-style-type: none"> • Project Phase: Good Governance and Public Participation 	<ul style="list-style-type: none"> • There is no indication of governance and public participation programmes/projects with: • Targets and indicators; • Timing; • Cost and budgets, and 	<ul style="list-style-type: none"> • To indicate governance and public participation programmes and projects

		<ul style="list-style-type: none"> Implementing agent(s)? 	
<ul style="list-style-type: none"> KPA 6: municipal Transformation and organizational Development 	<ul style="list-style-type: none"> Analysis Phase: Municipal Transformation and Organisational Development 	<ul style="list-style-type: none"> There is no vacancy rate within the municipality outlined? 	<ul style="list-style-type: none"> To indicate vacancy rate in the municipality
	<ul style="list-style-type: none"> Project Phase: Municipality Transformation and organizational Development 	<ul style="list-style-type: none"> There are no indication of municipal transformation and organizational development programmes/projects with: <ul style="list-style-type: none"> Targets and indicators; Timing; Cost and budgets, and Implementing agent(s)? Is there a link (relation or logical sequencing) between the strategies and the projects? 	<ul style="list-style-type: none"> To indicate municipal transformation and organizational development programmes and projects

2.4. NATIONAL AND PROVINCIAL PRONOUNCEMENTS

2.4.1. State of the Nation Address 2021

The state of the nation address as delivered by the President of the Republic of South Africa on the 11th February 2021 focused on a number of aspects that requires municipalities to consider during their planning processes: amongst other things the following were highlighted:

- To provide work experience and training to the unemployed
- To reduce the cost of living to the poor
- To accelerate the provision of free basic services
- The creation of jobs in particular the unemployed youth
- To improve the capacity to support black professionals
- To ensure that the principle of radical economic transformation is achieved.
- To contribute in the creation of a million internships in the next three years
- The empowerment of small business through incubations
- Improve financial management and the integration of projects
- Take critical steps to eliminate the spread of HIV , Covid-19 and other related illnesses
- To introduce the youth crime prevention strategy
- To improve the support given to the NGO's and CBO's
- Fight against corruption and state capture

2.4.2. State of the Province Address 2021

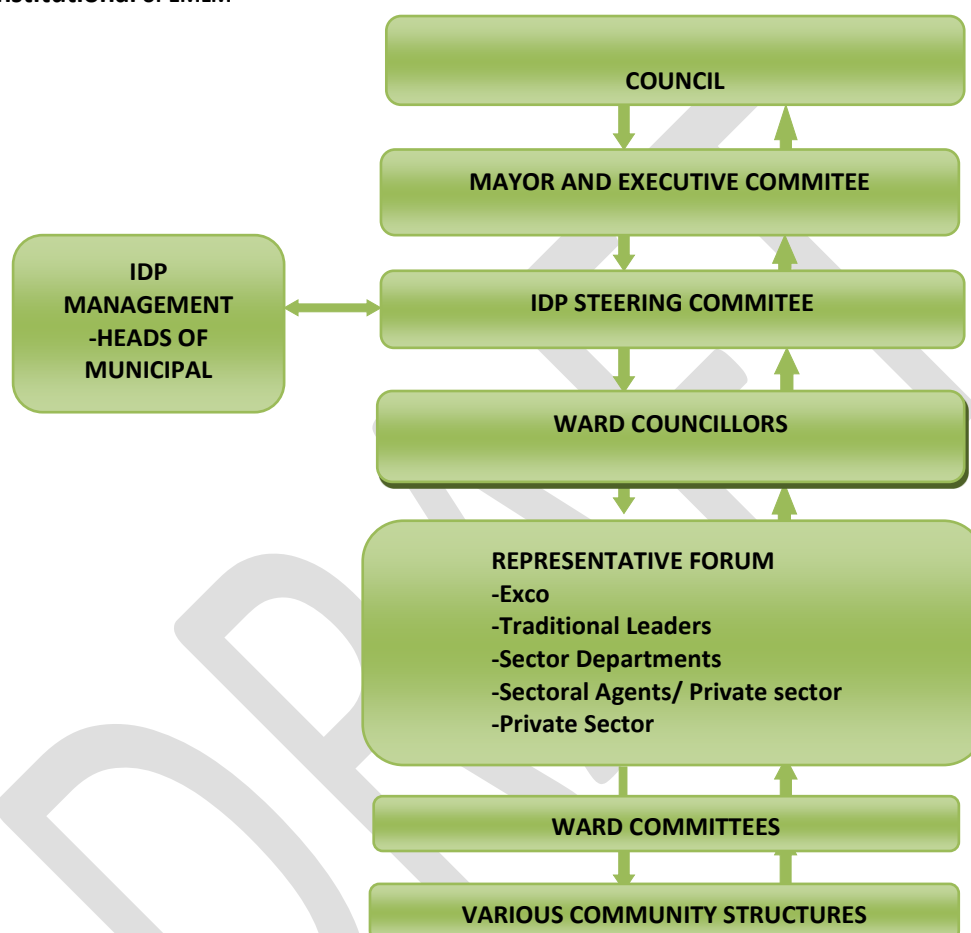
The state of the province address by the Premier stated that:

- Schools should be connected with basic services such as clean drinking water and descent sanitation
- Municipalities should to provide basic services (water,electricity,sanitation,housing
- Municipalities to improve on MIG spending
- To improve audit outcomes through the creation of a culture of honesty ,ethical business practices and good governance
- To support the traditional leaders
- The empowerment of young people including women
- To create jobs for the unemployed people
- To support the SMME's
- To strengthen HIV testing and TB screening programmes including Covid-19 pandemic
- To introduce crime fighting mechanisms
- Economic growth
- Revitalization of agriculture and agro-processing
- Promote tourism sector

2.5 INSTITUTIONAL ARRANGEMENTS [ROLES AND RESPONSIBILITIES]

INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP PROCESS [ROLES AND RESPONSIBILITIES]

The IDP institutional of EMLM



It is critical that the various IDP stakeholders are not only consulted but also fully involved in the IDP process. To achieve this, the Elias Motsoaledi has approved the specific institutional arrangements as illustrated in the table below.

Table 5: Internal Stakeholders

Stakeholder	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.
Senior Managers	<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. • Assist the Strategic Director and Municipal Manager in preparing detailed project implementation score cards for project evaluation process.
IDP/Budget Steering Committee	<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
Audit Steering Committee	<ul style="list-style-type: none"> • To provide expert advice to management and council on all key performance areas and matters of compliance

The 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 stakeholders in the EMLM's IDP process.

Table 6: External Stakeholders

Stakeholder	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, Sector Departments and Parastatals	<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 financially during the review process. • Provide support and monitor the municipality during the review. • Study comments on the reviewed report.
Private Sector	<ul style="list-style-type: none"> • Participate in the IDP Rep Forum • Provide support to the municipality's IDP proposed programmes

2.5.1 THE IDP REVIEW PROCESS

Section 21 (1)(b) 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. Due to COVID-19 pandemic, some of the activities in the process plan will be conducted through virtual meetings, telephonic discussions and other electronic means.

The municipality hopes to conclude the review process for the 2021-2022 IDP by the end of May 2021. The process plan will be implemented from July 2020 financial year. Below is the timetable for the IDP/ budget process for 2021-2022 Municipal fiscal year.

IDP and Budget Process Plan for the 2021/2022 financial year

MONTH	ACTIVITY	Target date
PREPARATORY PHASE		
July 2020	<ul style="list-style-type: none"> • Review of previous year's IDP/Budget process with MTEF included. • EXCO provides political guidance over the budget process and priorities that must inform preparations of the budget. 	1-31 July 2020 1-31 July 2020 15 July 2020

	<ul style="list-style-type: none"> • Tabling of the draft 2020-2021 IDP and Budget process plan to IDP steering committee/technical committee for comments and inputs. • Tabling of the 2020-2021 IDP and Budget process plan to council structures for approval 	29 July 2020
August 2020	<ul style="list-style-type: none"> • Ward-to-Ward based analysis data collection • 4th Quarter Performance Lekgotla • Submit AFS (Annual Financial Statements) for 2018/19 to AG. • Submit 2019/20 cumulative Performance Report to AG & Council Structures 	17 August 2020 -30 September 2020 17 August 2020 31 August 2020 31 August 2020
ANALYSIS PHASE		
September 2020	<ul style="list-style-type: none"> • Council determines strategic objectives for service delivery through IDP review processes and the development of the next 3 year budget (including review of sector departments plans). • Determine revenue projections and propose tariffs and draft initial allocations per function and department for 2021-2022 financial year. • Electronic Consultations with provincial and national sector departments on sector specific programmes for alignment (schools, libraries, clinics, water, electricity, roads, etc). • Finalize ward based data compilation for verification in December 2020. 	01 September 2020-December 2020
STRATEGIES PHASE		

October 2020	<ul style="list-style-type: none"> Quarterly (1st) review of 2020/21 budget, related policies, amendments (if necessary), any related consultative process. Collate information from ward based data. Begin preliminary preparations on proposed budget for 2021/22 financial year with consideration being given to partial performance of 2020/21. 1ST Quarter Performance Lekgotla (2020/21) 	23 October 2020 1-31 October 2020 1-31 October 2020 30 October 2020
PROJECTS PHASE		
November 2020	<ul style="list-style-type: none"> Confirm IDP projects with district and sector departments. Engage with sector departments' strategic sessions to test feasibility of attendance to planned sessions. Review and effect changes on initial IDP draft. 	1-30 November 2020
INTEGRATION PHASE		
December 2020	<ul style="list-style-type: none"> Consolidated Analysis Phase report in place IDP Steering/technical Committee meeting to present the analysis phase data IDP Representative Forum to present the analysis report 	04 December 2020 08 December 2020 14 December 2020
January 2021	<ul style="list-style-type: none"> Review budget performance and prepare for adjustment Table Draft 2019/20 Annual Report to Council. Submit Draft Annual Report to AG, Provincial Treasury and COGHSTA. Publish Draft Annual Report in the municipal jurisdiction (website etc.). Prepare Oversight Report for the 2019/20 financial year. Mid-Year Performance Lekgotla/Review/Strategic Planning Session, (review of IDP/Budget, related policies and consultative process) 	11-22 January 2021 25 January 2021 18 January 2021

February 2021	<ul style="list-style-type: none"> • Table Budget Adjustment. • Submission of Draft IDP/Budget for 2021/22 to Management. • Submission of Draft IDP/Budget and plans to Portfolio Committees. • Submission of 2020/21 Adjustment Budget to Budget Steering Committee • Submission of 2021-2022 Draft IDP and Budget to EXCO • Adjusted budget/IDP/SDBIP 2020/2021 	26 February 2021 11 February 2021 11-12 February 2021 18-19 February 2021 23 February 2021 26 February 2021
March 2021	<ul style="list-style-type: none"> • Submission of 2021-2022 Draft Budget to Budget Steering Committee • Council considers the 2021-2022 Draft IDP and Budget. • Publish the 2021-2022 Draft IDP and Budget for public comments. • Adoption of Oversight Report for 2019-2020. 	18 March 2021 31 March 2021 31 March 2021
APPROVAL PHASE		
April 2021	<ul style="list-style-type: none"> • Submit 2021-2022 Draft IDP and Budget to the National Treasury, Provincial Treasury and COGHSTA in both printed & electronic formats. • Quarterly (3rd) review of 2020-2021 budget/IDP and related policies' amendment (if necessary) and related consultative process. • IDP virtual Representative Forum meeting to present the draft 2021-2022 IDP to various stakeholders • Consultation with National and Provincial Treasury, community participation and stakeholder consultation on the draft 2021-2022 IDP. • 3rd Quarter Performance Lekgotla (2020/21) 	06 April 2021 28 April 2021 12 April 2021 17 April 2020 -10 May 2021 30 April 2021
May 2021	<ul style="list-style-type: none"> • Submission of 2021-2022 Final Budget to Budget Steering Committee • Final Draft Budget/IDP/SDBIP 2021/2022 • Submission of Final Draft IDP/Budget for 2021/22 to the Council for approval. • Finalize SDBIPⁱ for 2021-2022. 	15 May 2021 30 May 2021

	<ul style="list-style-type: none"> Develop Performance Agreements (Performance Plans) of MM, Senior Managers and Middle Managers for 2021-2022 performance year. 	
June 2021	<ul style="list-style-type: none"> Submission of the SDBIP to the Mayor. Submission of 2021-2022 Performance Agreements to the Mayor. 	1-30 June 2021

2.5.2. IDP DEVELOPMENT AND REVIEW PHASES

The development of the integrated development plan which is a five year plan of the municipality which is developed in accordance with Section 25(1) of the Municipal Systems Act, each municipal council must adopt an IDP after the start of its elected term within a prescribed period. An election represents the start of a 5-year IDP development process. Section 25 (3) does allow the municipal council to adopt the IDP of the preceding council. However, this needs to be done in accordance with the process prescribed

In terms of the MSA No.32 of 2000, section 34, a municipal council

(a) **Must review** its integrated development plan

- (i) **Annually** in accordance with an assessment of its performance measurements in terms of section 41 (1); and
- (ii) To the extent that changing circumstances so demand; and

(b) **May amend** its integrated development plan in accordance with a prescribed process."

The **annual review** process thus relates to the assessment of the Municipality's performance against organisational objectives as well as service delivery, taking cognisance of internal / external circumstances that might have arisen subsequent to the adoption of the previous IDP. The review and amendment process must also adhere to the requirements for public participation as articulated in Chapter 4 of the MSA (2000).

During this annual review process we need to collate a lot of information to guide us. It is therefore evident that we need to adopt a **structured approach** to ensure that we translate all this data and information in a cohesive manner that will ensure that we establish **strategic priorities / objectives** that will address the prevailing challenges and implement appropriate strategies and projects to address these problems

The process undertaken to review the comprises of five (5) phases namely

- **Phase 1: Analysis**
- **Phase 2: Strategies**
- **Phase 3: Project Identification**

- **Phase 4: Integration**
- **Phase 5: Approval**

Phase 1: Analysis phase (Research, information and analysis)

The analysis phase deals with the existing situation and encompasses an assessment of the existing level of development. It is important during this phase that the municipality understands not only the symptoms, but also the **root cause of the challenges** in order to make **informed decisions** on appropriate solutions. The importance of a comprehensive evaluation of the previous year's **Annual Report is critical**, as it articulates what was achieved in the **previous IDP cycle** and the challenges that contributed to areas of underperformance. This provides a credible benchmark/reference for the current review process. It is important to determine the priority issues because the municipality will not have sufficient resources to address all the issues identified by different segments of the community.

Phase 2: Strategies (Vision, Objectives and strategies)

During this phase, the municipality works on finding solutions to the problems assessed in the Analysis phase. In terms of its mandate the municipality may employ various methodologies such as a **SWOT analysis** to determine its strengths and weaknesses to leverage these factors to ensure the achievement of the **developed strategic objectives**.

Phase 3: Projects (Development of projects and programmes)

Once strategies are formulated, they result in the identification of projects. The municipality must make sure that the projects identified have a direct linkage to the priority issues and the objectives that were identified

Phase 4: Integration and consolidation

Once the projects are identified, the municipality must make sure that they are in line with the municipality's objectives and strategies, and also with the resource framework. Furthermore this phase is an opportunity for the municipality to harmonise the projects in terms of contents, location and timing in order to arrive at consolidated and integrated programme e.g. a local economic development. A very critical phase of the IDP is to link planning to the municipal budget (i.e. allocation of internal or external funding to the identified projects) because this will ensure that implementation of projects and hence development is directed by the IDP.

Phase 5: Approval and Adoption

Once the IDP has been completed, it has to be submitted to the municipal council for consideration and approval. The council must look at whether the IDP identifies the issues (problems) that affect the area and the extent to which the strategies and projects will contribute to addressing the problems. The council must also ensure that the IDP complies with relevant legislative requirements before it is approved.

Furthermore, before the approval of the IDP, the municipality must give an opportunity to the public to comment on the draft. Once the IDP is amended according to the input from the public, the council considers it for approval.

One of the main features of the planning process is the involvement of community and stakeholder organisations in the process. Participation of affected and interested parties assures that the IDP addresses the real issues that are experienced by the citizens of a municipality.

CHAPTER 3

SITUATIONAL ANALYSIS PHASE (STATUS QUO ANALYSIS)

3.1. DEMOGRAPHIC ANALYSIS

In this section an overview is provided of the important socio-economic indicators and trends of the EMLM highlighting issues of concerns in terms of challenges that the municipality currently experiences. As a basis of reference the municipality has considered the demographic information that was provided by the Stats SA census 2011 and stata SA community survey 2016 respectively.

3.1.1 REGIONAL CONTEXT

The Elias Motsoaledi Local Municipality (formerly Greater Groblersdal Local Municipality) is located in the Sekhukhune District Municipality of Limpopo province, South Africa and the seat of Elias Motsoaledi Local Municipality is Groblersdal. The Elias Motsoaledi Local Municipality (EMLM) was established in 2000 as a category B municipality as determined in terms of municipal structures act (1998). The EMLM has collective executive system as contemplated in section 2(a) of the Northern Province Determination of Types of Municipalities Act (2000).

The EMLM is predominantly rural in nature with a high unemployment rate resulting in high poverty levels and is linked with many other places through shared environmental, social and economic systems and structures. The most apparent of these links are with neighbouring and nearby municipalities across Sekhukhune District Municipality. The EMLM is also integral to the provinces of Limpopo and Mpumalanga and has significant development potential in sectors such as agriculture (both horticulture and livestock), tourism and mining.

The municipality evolved as an amalgamation of the former Moutse Transitional Local Council (TLC), Hlogotlou (TLC), Tafelkop, Zaaiplaas, Motetema and other surrounding areas in the year 2000. The municipality is named after the struggle hero Elias Motsoaledi who was sentenced to life imprisonment on Robben Island with the former president of the Republic of South Africa, Nelson Mandela. The municipal borders Makuduthamaga Local Municipality in the south, Ephraim Mogale Local Municipality in the east, Greater Tubatse Local Municipality and Mpumalanga's Dr JS Moroka, Thembisile Hani, Steve Tshwete, Emakhazeni and Thaba Chweu local municipalities.

It is situated about 180 kms from Polokwane, 135 km from Pretoria and 150 kms from Nelspruit. Greater Tubatse Local Municipality and Mpumalanga's Dr JS Moroka, Thembisile Hani, Steve Tshwete, Emakhazeni and Thaba Chweu local municipalities. It is situated about 180 kms from Polokwane, 135 km from Pretoria and 150 kms from Nelspruit. The municipality is the third smallest of the five (5) local municipalities in Sekhukhune District, constituting 27, 7% of the area with 3,668,334 square kilometers of the district's 13,264 square kilometers. Land ownership is mostly traditional and the municipality is predominantly rural with about sixty two settlements, most of which are villages.

The Groblersdal Magisterial District, Roosenekal and Laersdrift are pivotal to the economic growth of the municipality. Moutse Magisterial District population and its economic activities include the settlements in the western part of the Elias Motsoaledi Local Municipality. The settlements in the north eastern parts of the

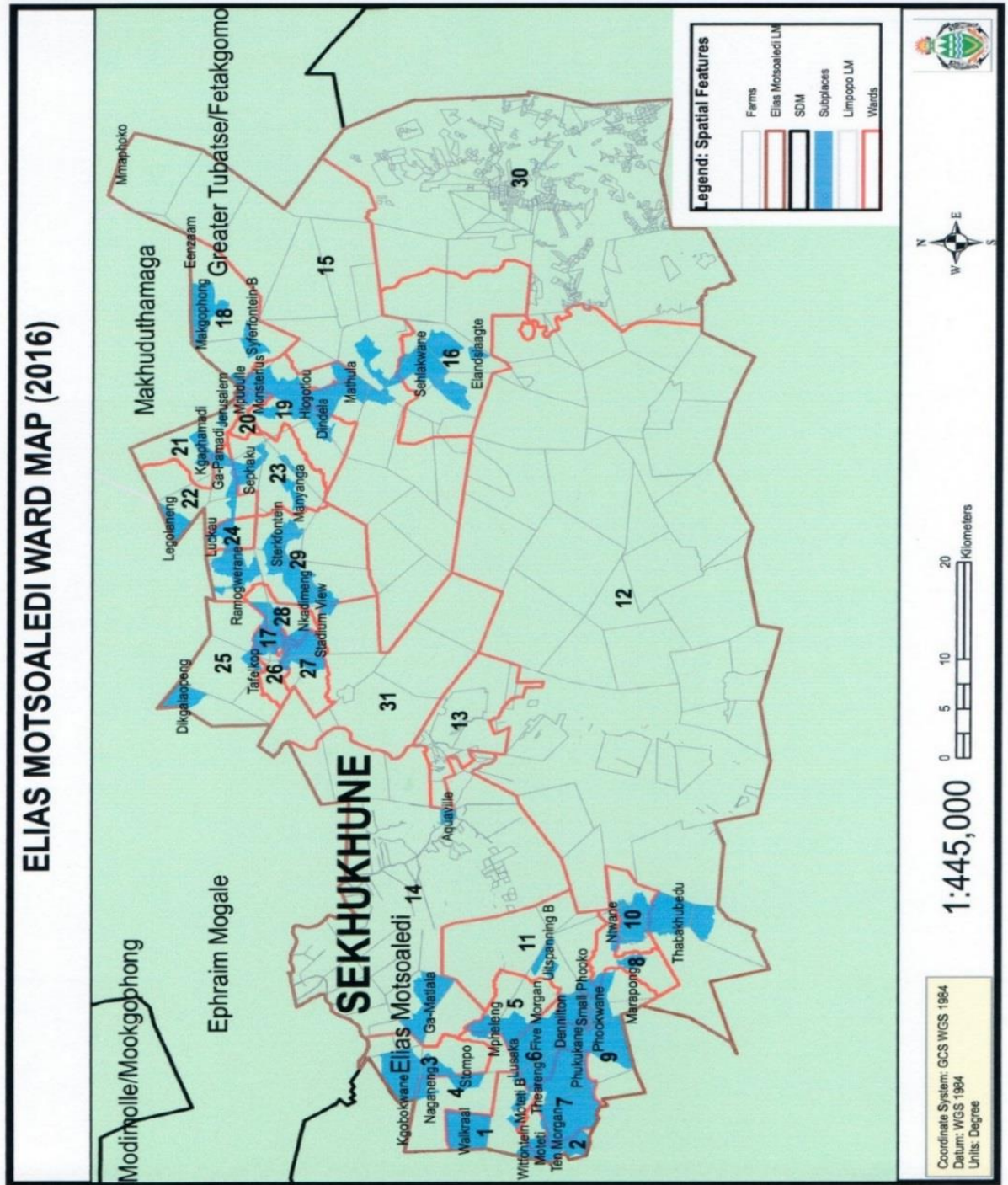
municipal area are located in the Hlogotlou and surrounding areas. It should thus be borne in mind that these four magisterial districts do not only form part of the Elias Motsoaledi Local Municipality but also partly comprises adjacent local municipalities. It does however provide an indication of the economic structure and characteristics in different parts of the EMLM.

Figure 1: boundaries of the municipality⁵



⁵Sekhukhune District Municipality GIS Unit

ELIAS MOTSOLEDI WARD MAP (2016)



The Map below indicate boundries of municiplities within Sekhukhune District municipality.



Source: EMLM SDF 2018

3.1.2. POPULATION DISTRIBUTION AND TRENDS ANALYSIS

The population of the municipality is 268 256 which shows population increase of about 7, 58% as compared to the 2011 population figures. The growth of the population from 249 363 in 2011 could be attributed to natural growth and job opportunities and the overall growth in economic activities in the municipal area. The population growth between 2011 and 2016 means 0.9% of the people are aged 0-14 years old and 3.2% of people are aged 15-65 years old. The sex ratio indicates that for every 100 females there are 87 males. The growth in population is more prevalent in males as reflected in the following table.

Table 7: Total Municipal Population

Population	2011	2016	% Incr.
Males	115503	125 133	8.34%
Females	133860	143 123	6.92%
Total	249 363	268 256	7.58%

Source: STATS SA, Census 2011 and CS 2016

Of the total population of 268 256(97, 9%) is African black, with the other population groups making up the remaining (2, 1%).

Table 8: Population by Ethnic Group

Group	Percentage
Black African	97,6%
Coloured	0,2%
Indian/Asian	0,1%
White	2,1%
Other	-
TOTAL	100%

Source: 2016 STATS SA Community survey

Table 9: Population by Age Group

Age	Males	Females
0-4	6,4%	6,3%
5-9	6,2%	6,1%
10-14	5,7%	5,7%
15-19	7,0%	7,2%
20-24	6,2%	5,7%
25-29	5%	5,4%
30-34	3,6%	4,1%
35-39	2,0%	3,0%
40-44	1,7%	2,3%
45-49	1,6%	2,2%
50-54	1,2%	2,2%
55-59	1,2%	1,7%

Source: 2016 Stats SA Community survey

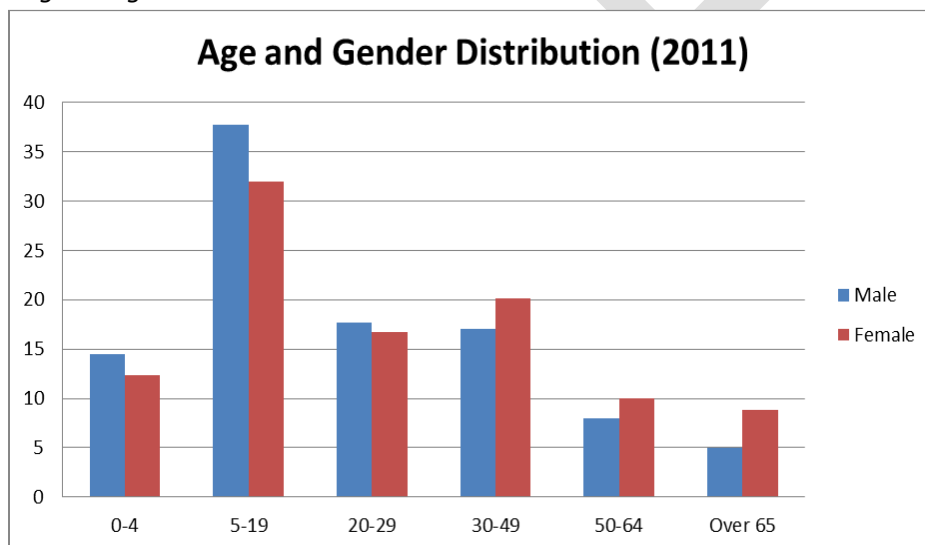
Table 10: Household by Ethnic and Gender Group

Population Group	Females	Male	Total
Black African	34 111	30 339	64450
Colored	106	34	140
Indian or asian	0	78	78
White	470	1220	1 690
Other	-	-	-
TOTAL	34,688	31,671	66,359

Source: Stats SA. CS 2016

- There are 53.7% females and 46.3% males within the Municipality
- There is a large segment of youth (under 19 years) which comprises 47.9% of the total population

The “young” population is prevalent in a developing country. Therefore there is an increased pressure on the delivery of Housing, Social Facilities and Job Creation within the Municipality.

Figure 2: Age and gender distribution

Source: Stats SA Census 2011

The most prevalent language spoken is Sepedi (59,9%), spoken by more than half the population, followed by Isindebele (15%) and Isizulu (8, 4%). The largest variety of spoken languages occurs in the non-urban area.

Table 11: Language Preference within the municipality

Language	%
Afrikaans	2,2%
English	0,2%
Isindebele	15%
Isixhosa	0,2%

Isizulu	8,4%
Sepedi	59,9%
Sesotho	1,1%
Setswana	7,1%
Sign language	0,0%
Siswati	1,5%
Tshivenda	0,2%
Xitsonga	1,5%
Other	0,5%
Not applicable	2,2%

Source: Stats SA .CS 2016

Table 12: The marital status within the municipality

Group	%
Married	16,6%
Living together	2,4%
Never married	50,6%
Widower/widow	2,2%
Separated	0,1%
Divorced	0,4%

The tables below indicate the tenure status in the municipal area. There is a clear indication that more of the land is occupied by individuals who have ownership than those that rent. The average household size has declined from 4.5 to 4.1 in 2001 and 2011 respectively.

Table 13: Age structure

Age	2011	%	2016	Percentage %
0-14	89 772	36	89 680	33,4
15-65	142 136	57	156229	58,2
65+	17 455	7	22347	8,3
Total	249 363	100	268256	99,9

Source: Stats SA 2011 and CS 2016

3.1.3. HOUSEHOLD DISTRIBUTION (Source: STATS SA community survey 2016)

The average household size of 4:1 persons has been influenced by the fact that approximately (38, 7%) of households have two (2) or less occupants. This phenomenon could be as a result of several factors including incorrect baseline data or that younger people have set up their own homes but this is contrary to the statistics with respect to Age which reflects that there is a large segment of youth (under 19 years) which comprises 47.9% of the total population.

Table 14: Household Size

Household Size	Number 2016	Number 2011
1	15, 524	14,294
2	10, 015	9,045
3	9, 402	7,774
4	9, 268	7,756
5	7, 739	6,401
6	5, 513	5,073
7	3, 111	3,438
8	2, 214	2,380
9	1, 405	1,574
10+	2, 169	2,517
TOTAL	66, 359	60,251

Source: stats SA. CS 2016 & 2011

Interesting to note that (58, 1%) of all households are owned with the majority fully paid off.

Table 15: Tenure Status

Tenure Status	2016	2011
Rented	3, 834	5,828
Owned but not yet paid off	5, 120	1,658
Occupied rent-free	14, 247	16,506
Owned and fully paid off	37, 498	33,324
Other	5, 152	2,934
Total	65, 851	60,251

Source: Stats SA. CS 2016 & 2011

Another notable feature of the household statistics is that approximately (87, 4%) of all dwellings can be classified as formal structures as selected in the following table.

Table 16: Type of dwelling per household

Type Of Dwelling	2016
House or brick/concrete block structure on a separate stand or yard or on a farm	48, 781
Traditional dwelling/hut/structure made of traditional materials	2, 740
Flat or apartment in a block of flats	192
Cluster house in complex	12
Townhouse (semi-detached house in a complex)	29
Semi-detached house	559
House/flat/room in backyard	
Informal dwelling (shack; in backyard)	2, 404
Informal dwelling (shack; not in backyard; e.g. In an informal/squatter settlement or on a farm)	1, 028

Room/flat let on a property or larger dwelling/servants quarters/granny flat	771
Caravan/tent	21
Other	1, 408
TOTAL	66, 359

Source: Stats SA. CS 2016

3.1.8 ECONOMIC PERSPECTIVE

There are certain opportunities because of the spatial landscape within the municipal area.

Groblersdal is a provincial growth point and a number of important arteries connect it with other towns (i.e. Middelburg, Marble Hall, Bronkhorstpruit and Stofberg) through the N11 and R25. These arteries can create social and economic viability and diversified development in the area. In addition, as per provision of the Groblersdal Town Planning Scheme (2006), other economic opportunities could flourish in co-existence with agriculture as the main economic base. It is possible to use the area for industrial purposes and this poses business opportunities. That in turn could lead to job creation for the local community. This will improve quality of life for the community.

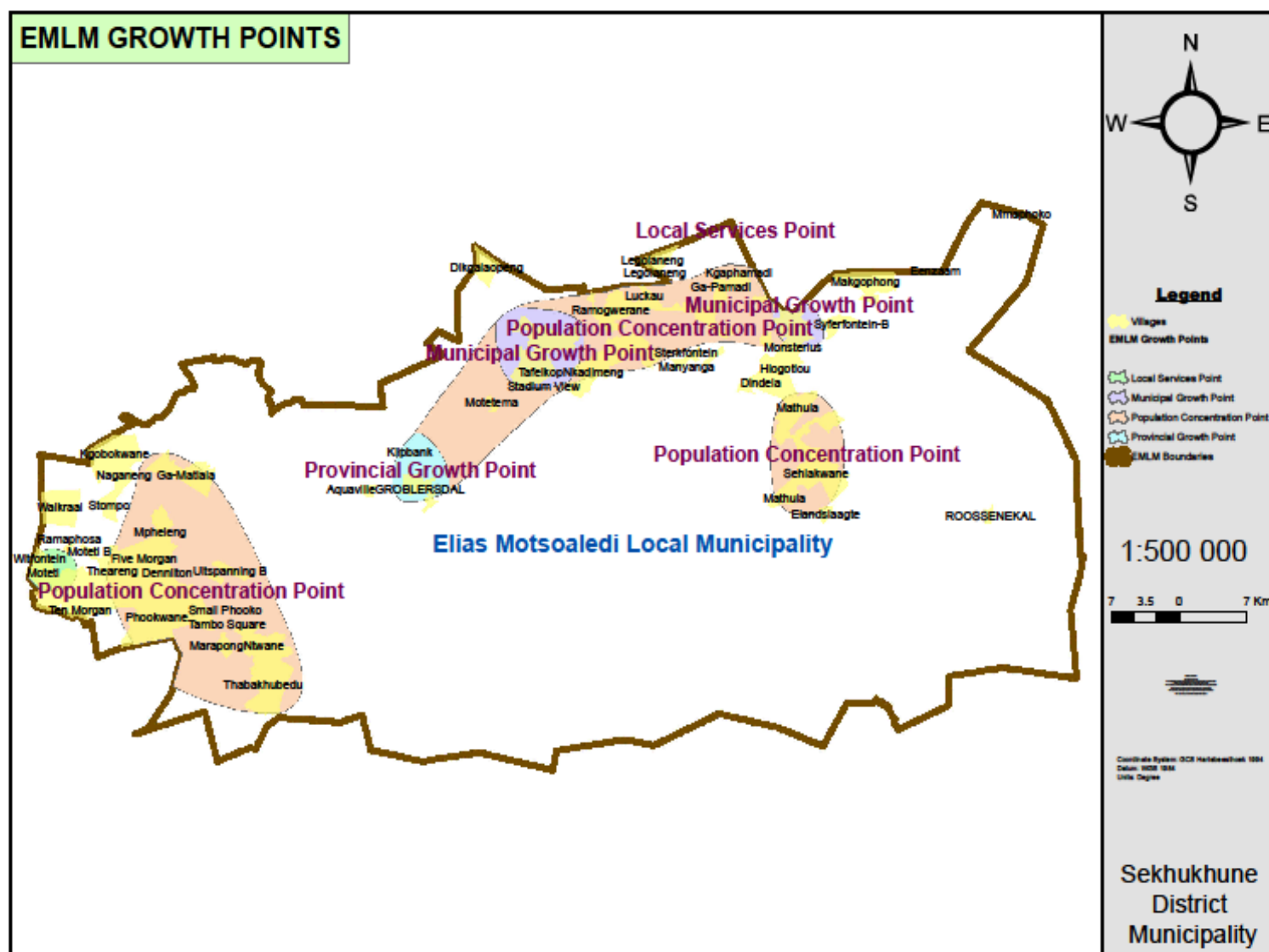
Furthermore, there are strategically located parcels of land in close proximity to already existing developments. Most of the latter parcels of land are under utilised or not used at all. With utilisation of this land the surrounding settlement will benefit. The construction of the De Hoop dam is also likely to unleash spatial opportunities that will benefit both Elias Motsoalei and Greater Tubaste municipalities. The dam will improve water provision to mines and the settlements. Mining could then flourish and it will co-exist with human settlement.

The municipality has a great opportunity to grow economically, socially and infrastructural through investment opportunities. The focus areas are in the sectors as stated:

- Mining
- Agricultural land
- Tourism opportunities
- Land for development

With regards to business development, Groblersdal, Dennilton, Monsterlus and Tafelkop are the main business nodes within EMLM. The remaining business development occurs mainly scattered along arterial routes or within settlement areas.

Figure 3: EMLM growth points



Source: Sekhukhune District Municipality GIS unit

The Elias Motsoaledi Local Municipality comprises of the following urban Provincial and Municipal Growth Points

3.1.8.1 GROBLERSDAL (PROVINCIAL GROWTH POINT)

This Urban Concentration Point is located within the northern section of the municipal area and is the larger of the 2 urban concentration points. This urban centre is located along N11/R25 and is ± 28 km from Marble Hall and has been identified as a provincial growth point. It provides a higher order service to the largely rural and urban population concentration point and has the higher order service related to complimentary activities associated to the agricultural and mining sector, and includes retail, social and financial services

There is a total of 1639 registered erven found within Groblersdal. The Municipality collects rates and taxes from these registered erven. Vacant land located directly west and east of Groblersdal vests with the EMLM, while vacant land towards the south east and south west vests with the National Government. These pieces of land are strategically located along the R25 and N11 therefore making them easily accessible for potential development.

3.8.1.2. ROOSSENEKAL (MUNICIPAL GROWTH POINT)

This Urban Concentration Point is located within the south east of the municipal area and is the second largest urban area. It is located close proximity to the R555 along D1526.

Some of the characteristics of this urban area are:

- Other business activities are focussed towards addressing the day to day needs of the larger communities and to provide a service to the agricultural sector
- Higher order social and economic is being obtained from Groblersdal and further north from Marble Hall

There is a total of 662 registered erven found within Roossenekal. The Municipality collects its rates and taxes from these registered erven:

- Vacant land to the North, East and South vest with the private sector
- Vacant land to the West of Roossenekal vests with the Sekhukhune District Municipality
- This land is strategically located along the R555

3.8.1.3 MOTETEMA (MUNICIPAL GROWTH POINT)

Motetema Municipal Growth Point encompasses Motetema and Tafelkop. It is located along D1547 and is ± 10 km from Groblersdal, which is the nearest town. Tafelkop is ± 18 km from Groblersdal.

There are a total of 990 registered erven found within Motetema. There are no registered erven found within Tafelkop. This could be attributed to the traditional authority found within the area.

Table 17: Motema registered and unregistered erven

Settlement	Registered and Unregistered Erven
Motetema	990 Registered
Tafelkop	8047 Unregistered
TOTAL	9037

Source: EMLM SDF 2018

CHAPTER 4

4.1. STATUS QUO ANALYSIS PER INSTITUTIONAL KEY PERFORMANCE AREA

Section 153 of the Constitution states that a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community; promote the social and economic development of the community; and participate in national and provincial development programmes⁶.

This implies that local government must comply with the national strategic plan that defines the framework for detailed planning and action across all spheres of government. Strategic priority areas identified by national and provincial government will therefore guide the strategic priority areas identified by municipalities for the purpose of:

- ensuring cohesive focus in terms of building a developmental government that is efficient, effective and responsive
- strengthening accountability and striving for accountable and clean government
- accelerating service delivery and supporting the vulnerable
- fostering partnerships, social cohesion and community mobilisation

Within the above framework, municipalities are required to manage its own strategic focus to embrace and reflect the strategic priorities identified by national government. In a proactive step to comply with national requirements, the EMLM has embarked on a strategic planning review process to align its IDP to Provincial and National strategic priority areas. This approach supports full integration between spatial planning, community needs, strategic development, measurement and budgeting as is required by organisational performance management methodology as well as ultimately sound unqualified governance.

The Performance Management Guidelines for Municipalities of 2001⁷, paragraph 5.1 states that, “The Integrated Development Planning process and the Performance Management Process should appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of performance management. PM fulfils the implementation management, monitoring and evaluation of the IDP process.”

The PM guidelines state the following guidelines regarding the setting of priorities:

Consistent with the event-centred approach in the IDP guide, the IDP should deliver the following products:

- An assessment of development in the municipal area, identifying development challenges, marginalised and vulnerable citizens and communities
- A long term development vision for the municipal area that overcomes its development challenges
- A set of delivery priorities and objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area
- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and realisation of the development vision
- Additional projects identified which contribute to the achievement of the above objectives

⁶South Africa. 1996. Constitution of the Republic of South Africa, Act no 108 of 1996. Pretoria: Government Printers.

⁷ The Performance Management Guide for Municipalities is available on: www.thedplg.gov.za

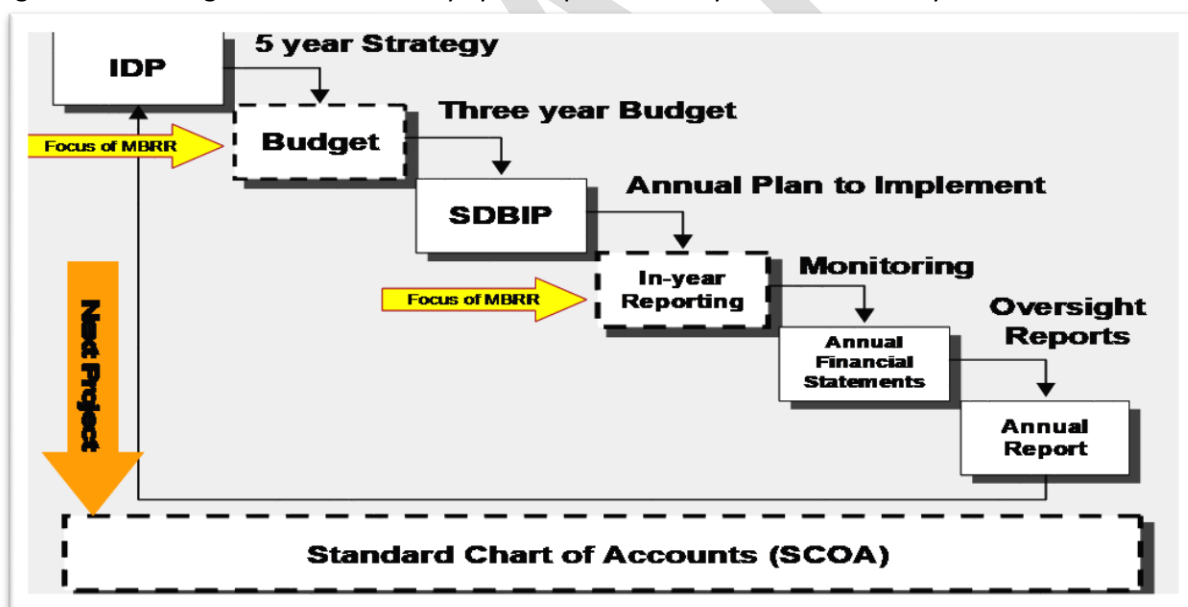
- A financial plan and medium term income and expenditure framework that is aligned with the priorities of the municipality
- A spatial development framework
- Disaster management plans
- Operational strategies

Priorities are essentially the issues that a municipality focus on in order of importance to address the needs that exists within the communities. Municipalities are also the “face of government” in as much as it has close contact with communities and therefore should channel all other service delivery related needs to the relevant provincial or national sector departments.

The purpose of Strategic Planning is:

- An organisation’s process of defining its strategy or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people
- The formal consideration of an organisation’s future course. All strategic planning deals with at least one of three key questions:
 - What do we do?
 - For whom do we do it?
 - How do we excel?

Figure 4: The Integrated Accountability cycle as prescribed by National Treasury



- Provision of services in a transparent, fair and accountable manner
- Provide public value for money
- To create a conducive environment for job creation and economic growth

4.1.1. KPA 1: SPATIAL RATIONALE

The Elias Motsoaledi Local Municipality is primarily rural in nature with high levels of Agricultural land. The urbanising structure of the local municipality is characterised by two Urban Concentrations and Seven Rural Concentration Points which are located along R25/N11/R33, R573 and R555 and which are provincial and national roads. These urban concentrations are:

- Groblersdal (Provincial Growth Point) - Urban
- Roosenekal (Municipal Growth Point) – Urban
- Motetema (Municipal Growth Point) – Rural
- Monsterlus (Municipal Growth Point) – Rural
- Ntwane (Population Concentration) – Rural
- Elandslaagte (Population Concentration Point) – Rural
- Sephaku (Population Concentration Point) – Rural
- Moteti/Zoetmelksfontein (Local Service Point) – Rural
- Walkraal (Local service Point) - Rural

The Elias Motsoaledi Municipality measures approximately 3782.4km² in size and is divided into 31 wards and 5 traditional authorities. The below table indicates villages of the wards as per the ward delimitations conducted prior to the 2016 Local Government elections by the municipal demarcation board.

Ward 1	Ward 2	Ward 3	Ward 5
Ramaphosa	Moteti A	Kgobokwane	Stompo
Slovo	Moteti C	Naganeng	Ntswelemotse
Moteti B	Moteti C1		Waalkraal
Oorlog Extension	Homeland		Waalkral ext
Lusaka	Liberty		
Oorlog			
Mabose			
Ward 5	Ward 6	Ward 7	Ward 8
Magakadimeng	Phucukani	Masukustands	Marapong
Mpheleng	Taereng	Moteti C2	Malaeneng
	5 Morgan	10 Morgan	Sempupuru
		Nonyanestands	
		Zenzele	
		Ngolovane	
		Zumapark	
Ward 9	Ward 10	Ward 11	Ward 12
Tambo Square	Lehleseng A	Elandsdoorn	Thabakhubedu
Walter Sizulu	Lehleseng B	Uitspanning A	Thabantsho
Jabulani D1-3	Mohlamme Section	Five Morgan	Magagamatala
Phooko	Mashemong	Bloempoot	Buffelsvallei
Walter Sizulu Extension	Dithabaneng		Diepkloof

	Moshate		
	Lenkwaneng		
	Makitla		
	Bothubakoloi		
	Maswikaneng		
	Mohlamonyane		
	Phora		
	Podile		
	Ditshego		
Ward 13	Ward 14	Ward 15	Ward 16
Groblersdal	Matlala Lehwelere	Masoing	Mabhande
	Rakediwane	Mathula	Masanteng
	Masakaneng	Holnek	Doorom
	Vaalfontein	Vlaklaagte	Sovolo
	Aquaville	Keerom	Donkey Stop
		Maraganeng	Nomaletsi
			Pelazwe
			Madala 1
			Madala 2
			Newstands
Ward 17	Ward 18	Ward 19	Ward 20
Matsepe Sedibeng	Mmotwaneng	Mathula	Monsterlus A
Ga-Moloi section	Syferfontein	Enkosini	Monsterlus B
Bapeding section	Talane	Dindela	Monsterlus C
Matshelapata New stands	Magukubjane	Rondebosch	Stadium View
	Makgopeng	Perdeplaas	Matsitsi A
	Mountain View	Thabaleboto	
	Mphepisheng Ext.	Mkhanjini	
		Matsitsi 'B' Extension	
Ward 21	Ward 22	Ward 23	Ward 24
Jerusalema	Mogaung	Vlakfontein	Mandela
Motsephiri	Legolaneng	Sephaku	Luckau
Kgapamadi	Makena		Posa
	Phomola		Botshabelo
	Maphepha village		Chiloaneng

Ward 25	Ward 26	Ward 27	Ward 28
Ga Matsepe	Ga Kopa	Majakaneng	Dipakapakeng
Makaepea	Matebeleng	Botloponya	Mgababa
Makorokorong	Kampeng	Nyakelang	Stadium East (ZCC Section)
Dikgalaopeng	Bapeding New stand	Stadium View	
Mashemong		Mountain View	
		Relokwane	
		Rwanda	
Ward 29	Ward 30	Ward 31	
Ramogwerane	Zone 11	Motetema	
Sterkfontein	Zone 3	Rakidiwane Farm	
	Makwane	Ga-Lekwane	
	Nkakaboleng		
	Donteldoos		
	Tigershoek		
	Buffelskloof		
	Motlagatsane		
	Laersdrift		
	TshehlaTrust		
	Station		
	Roossenekal Town		
	RDP village		

The Municipality consists of the following Traditional Authorities:

Table 18: Tribal Authorities

Tribal authority	Name of chief	Location
Bakwena Traditional authority	Chief B.R. Matsepe Kopa	Ward 25 Tafelkop Ga-Matsepe
Bantwane Traditional authority	Chief M.P. Mathebe	Ward 10 Ntwane
Ndebele Traditional authority	Chief P.J. Mahlangu Maphepha 2 nd	Ward 19

Bakgaga ba Kopa Traditional authority	Chief B.H. Rammupudu	Ward 26 Tafelkop
Matlala Lehwelere Tribal authority	Chief S.F. Matlala	Ward 14 Ga- Matlala Lehwelere
Manthole Tribal authority	chairperson P.J. Phetla There is no chief at Manthole tribal authority. The community elects a chair on three year cycle.	Ward 29 Ramogwerane

The history of Elias Motsoaledi Local Municipality is similar to that of many South African rural municipalities. The poorest part of the community lives in the denser settlements in the western (Moutse) and northern (Hlogotlou) margins of the municipality. These two areas are least developed, since the bulk of economic activity is concentrated around the commercial farms in the vicinity of Groblersdal Town. The Moutse and Hlogotlou areas are the former homeland areas of Lebowa (north) and KwaNdebele (west), and represent the formerly designated 'black' areas of Apartheid South Africa. The population in these two areas tends to concentrate in the large cluster settlements of Hlogotlou and Dennilton respectively, as well as in the numerous small settlements (many with less than 1 000 people) that are dispersed around these areas. Elias Motsoaledi comprises a dualistic socio-economic system characterized by a formal, well-developed formerly designated 'white area' which co-exists with an extensive, poorly developed range of "black areas" on the periphery.

The municipal area is also characterized by variations in relief, climate and vegetation. The undulating grassy plains of the Highveld give way to the lower-lying Bushveld areas and the Olifants and the Moses River systems bisect the mountainous terrain. Rainfall is seasonal, and is distributed mostly in the summer months between November and April, while the winters are generally cool and dry. 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.

The EMLM area exhibits the following spatial characteristics:

- A relatively large land area extending approximately 3 713km²
- A fragmented residential component consisting of 82 Settlements
- Two (2) significant clusters of villages, one to the west of Groblersdal and one central and north east of Groblersdal
- There is a clear distinction between high and low potential agricultural land being utilized for intensive or extensive agricultural activities
- Environmental sensitive areas are mainly along stream areas

The prevailing spatial pattern can be attributed to the following:

- Historic policies and development initiatives;
- Economic potential of land;
- Land ownership and management;
- Culture
- Topography

SPLUMA implementation

- EMLM SPLUMA Bylaw has been promulgated and gazetted
- The district joint tribunal has been established to consider specific category of land development applications
- The system of delegation of responsibilities to the tribunal as well as the designated officials has been approved by council wherefore certain categories of application should be dealt with by each designated authority or individual.

Current major developments in the municipality:

The High impact Private Sector driven projects that are open for business within two year cycle;

- Mall at Moutsiya
- Groblersdal Regional Mall

Council driven land development projects pending finalisation

- Groblersdal township establishment on Portion 39 of Farm Klipbank 26js
- Rossenekal township establishment on the Remainder of farm Mapochgronde 911js

Township establishment for the expansion of Groblersdal Industrial Sites on Portion 0 of farm Klipbank 26j

Municipal Land allocation for Agri-park initiative

Council reserved 40 hectares of land for agri-park on portion 39 of farm Klipbank 26js.

Settlement planning for the traditional authorities

Sites demarcation initiative was introduced to assist the traditional authorities within our municipality to do proper planning for human settlements

HIERARCHY OF SETTLEMENT)

The Limpopo Province Spatial Rationale, 2007 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 and confirmed by the SDF is as follows:

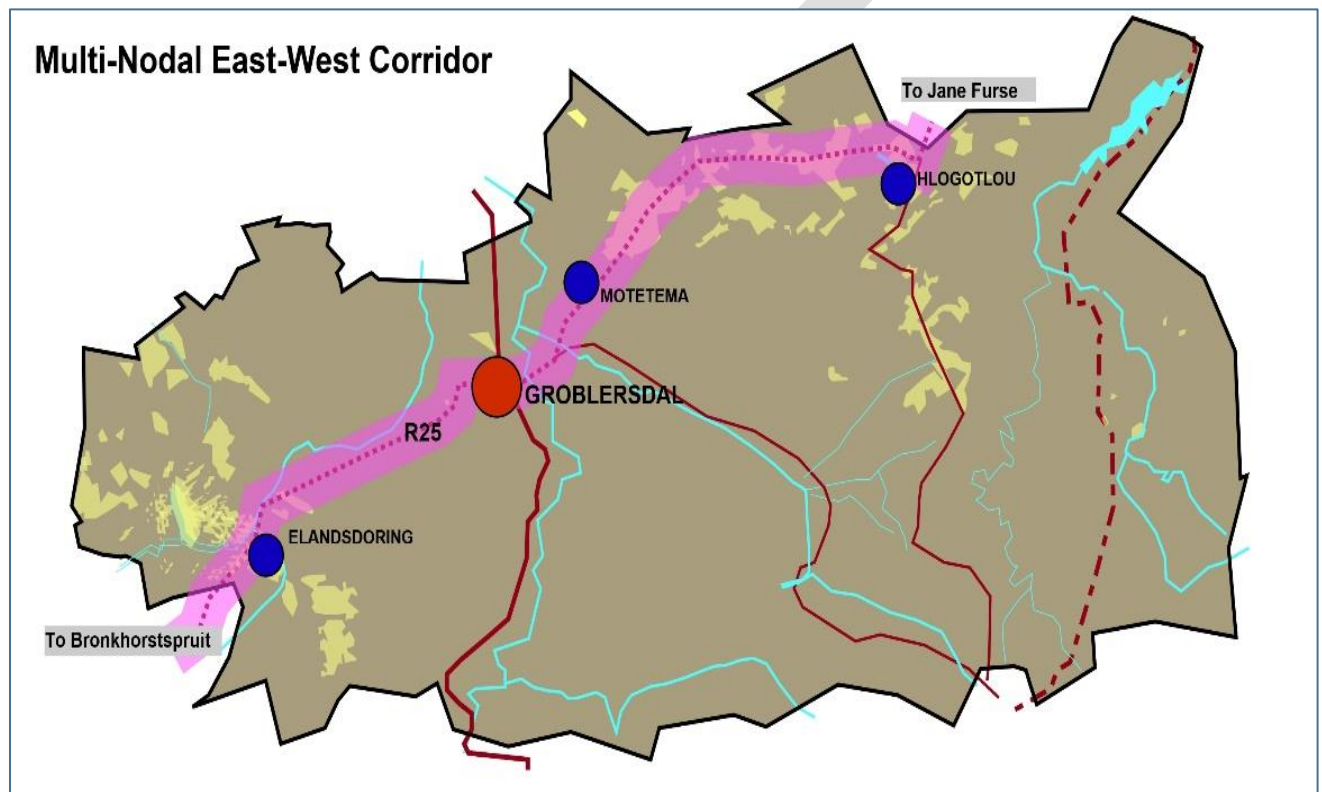
- **First order settlement** - made up of provincial growth points, district growth points and municipal growth points via Groblersdal, Monsterlus, and Motetema/Tafelkop.
- **Second order settlements** – made up of villages that are densely populated and have vibrant economic activities at unplanned settlements. This includes smaller urban towns as well via Ntwane, Elandslaagte, and Sephaku.
- **Third order settlement** – made up of local service points that are showing signs of growth via Moteti and Zoetmelksfontein.
- **Fourth order settlement** – made up of village service areas whose growth is stagnant.
- **Fifth order settlement** – made up of villages that are showing signs of not growing.

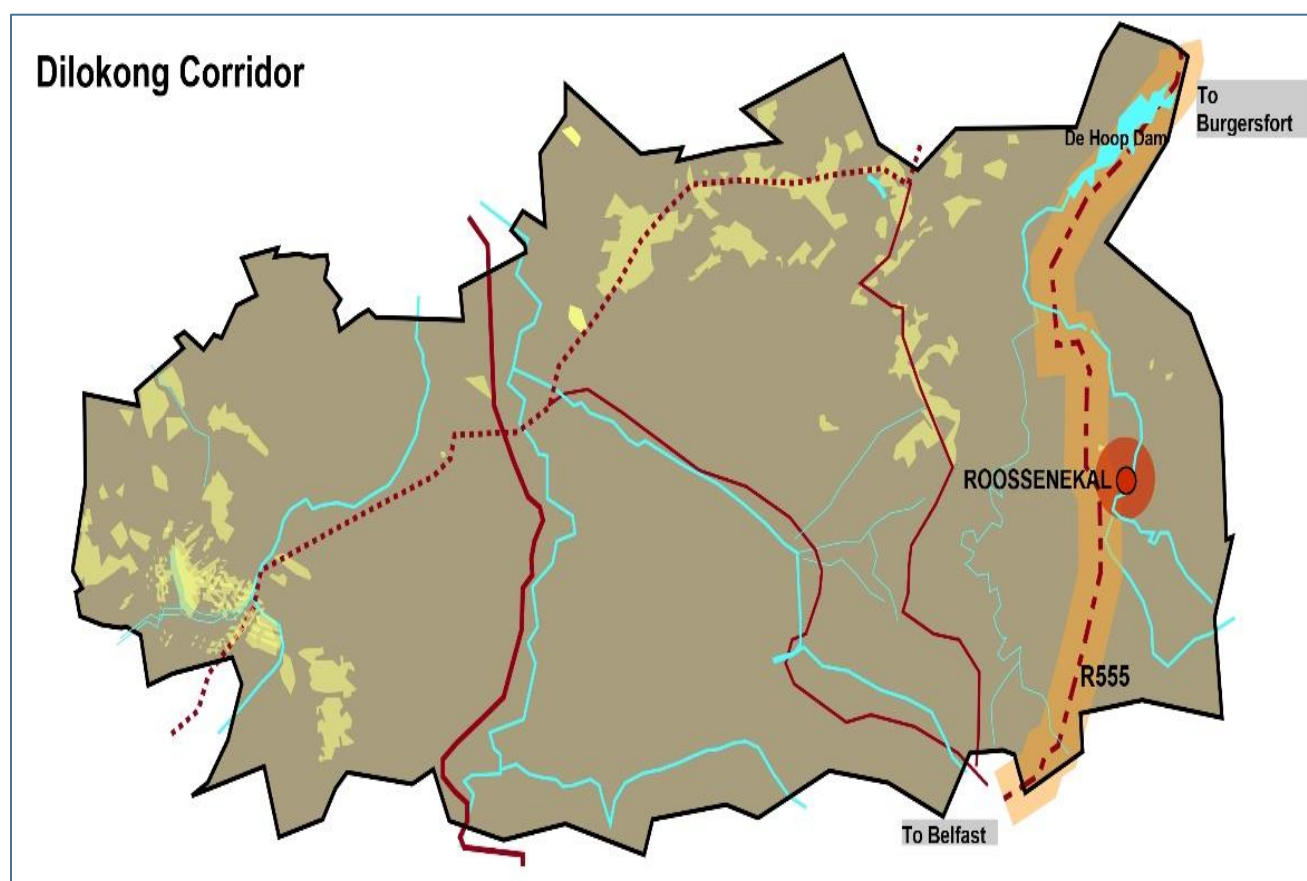
The settlement order determines the type of services to be provided e.g. shopping malls would be located in settlement order 1 and settlement order 2 manufacturing industries would be located mainly in settlement order 1 and to a limited extend settlement order 2.

4.1.1.2. LAND USE MANAGEMENT

The municipality as provincial growth point has identified the areas where economic activities could be initiated. Amongst other areas, the following space is earmarked:

- Groblersdal game farm reserved for residential purpose
- Groblersdal industrial site
- Roosenekal town establishment site
- Tafelkop shopping complex





Source : EMLM SDF 2018

The table below indicates Land ownership and description. The information has been consolidated into one table. A full analysis of the report is clearly captured on the ward based analysis report that was tabled to council.

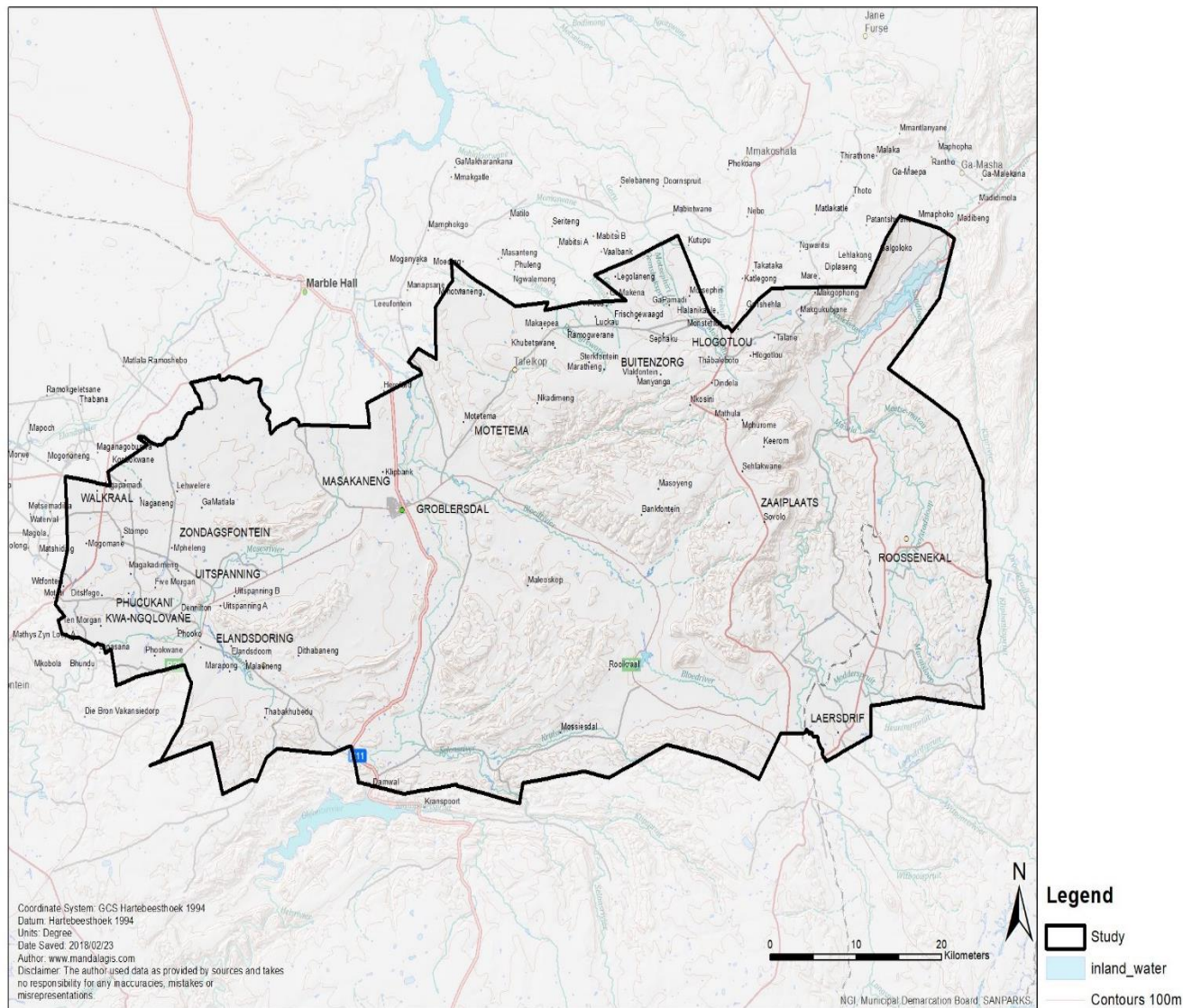
Table 19: Land ownership

Communal	Private	Government	Any other	Challenges	Land reserved for economic activities
109 villages	20 villages	21	None	There is need to formalise all the informal settlements	Land reserved for economic activities is clearly indicated in the municipal spatial development framework

LAND OWNERSHIP, AVAILABILITY AND LAND REFORM

Land use and management status quo analysis

- **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. The municipality's topography is characterized by gentle rising and falling slopes with koppies and valleys, with some mountains in the south, west and north of the area. The main ranges are the Mapule, Boshalala and Phooko Mountains in the south, Thabaleboto Mountains in the west and Ramohlokolo Mountains in the north. The Olifants river valley is a major natural feature across the municipality.

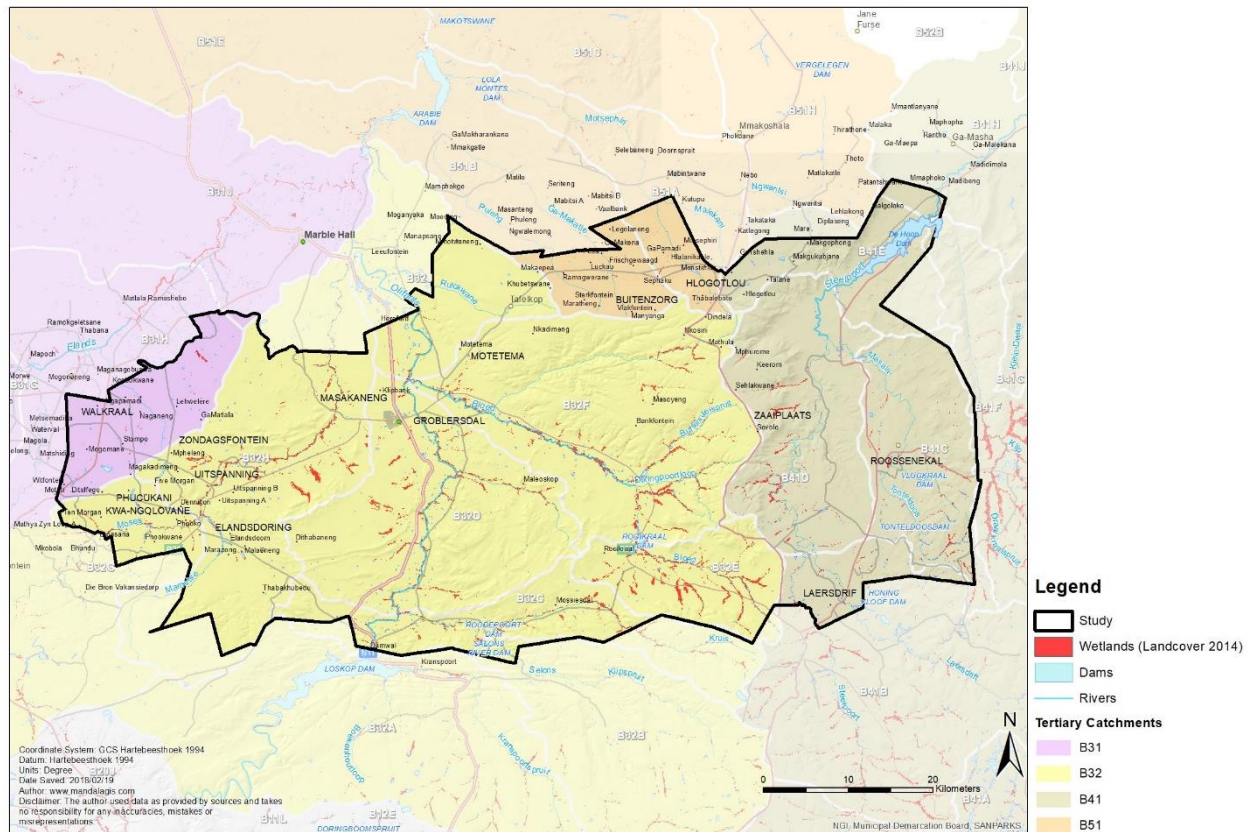


Source: EMLM SDF 2018

Hydrology

The major hydrological features in the municipality is the Olifants River, the Steelpoort River and the new De Hoop Dam in the north eastern part of the area. Numerous other smaller rivers and streams traverse the area. A few wetlands are located adjacent to the rivers / streams. There are four separate catchment areas in the EMLM area.

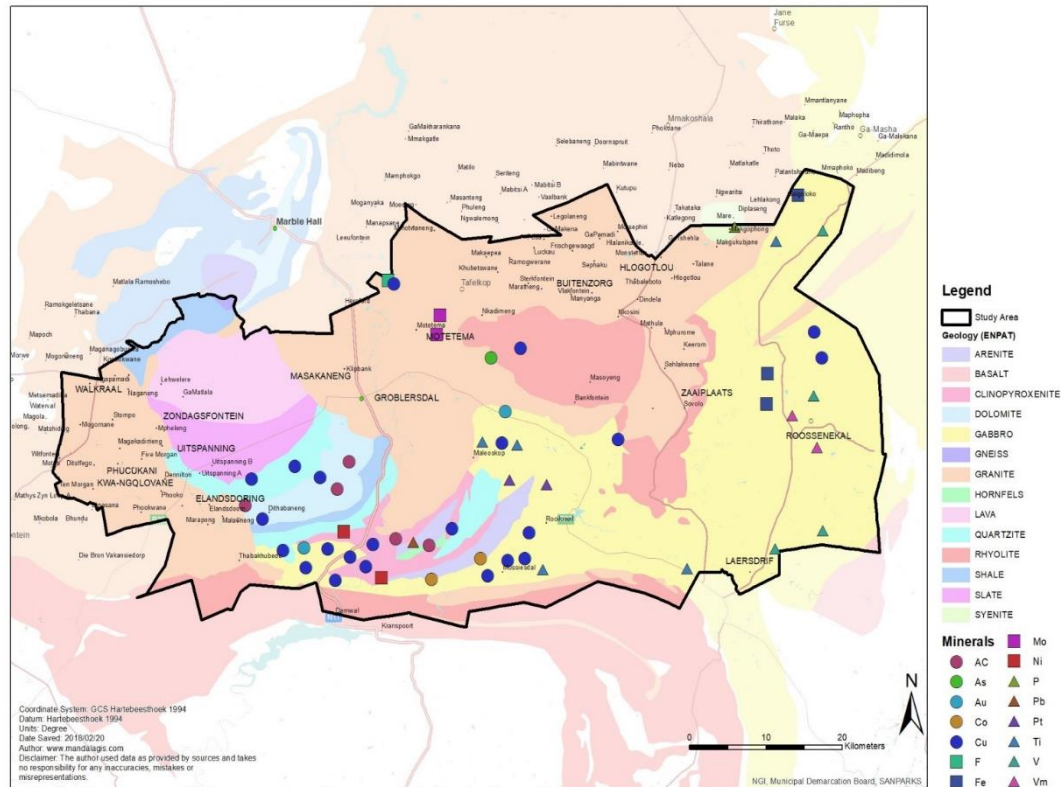
The purpose of the new De Hoop Dam is to supply mining, industries and towns / communities with water. The Olifants River form the backbone of irrigation agriculture in the area.



Source: EMLM SDF 2018

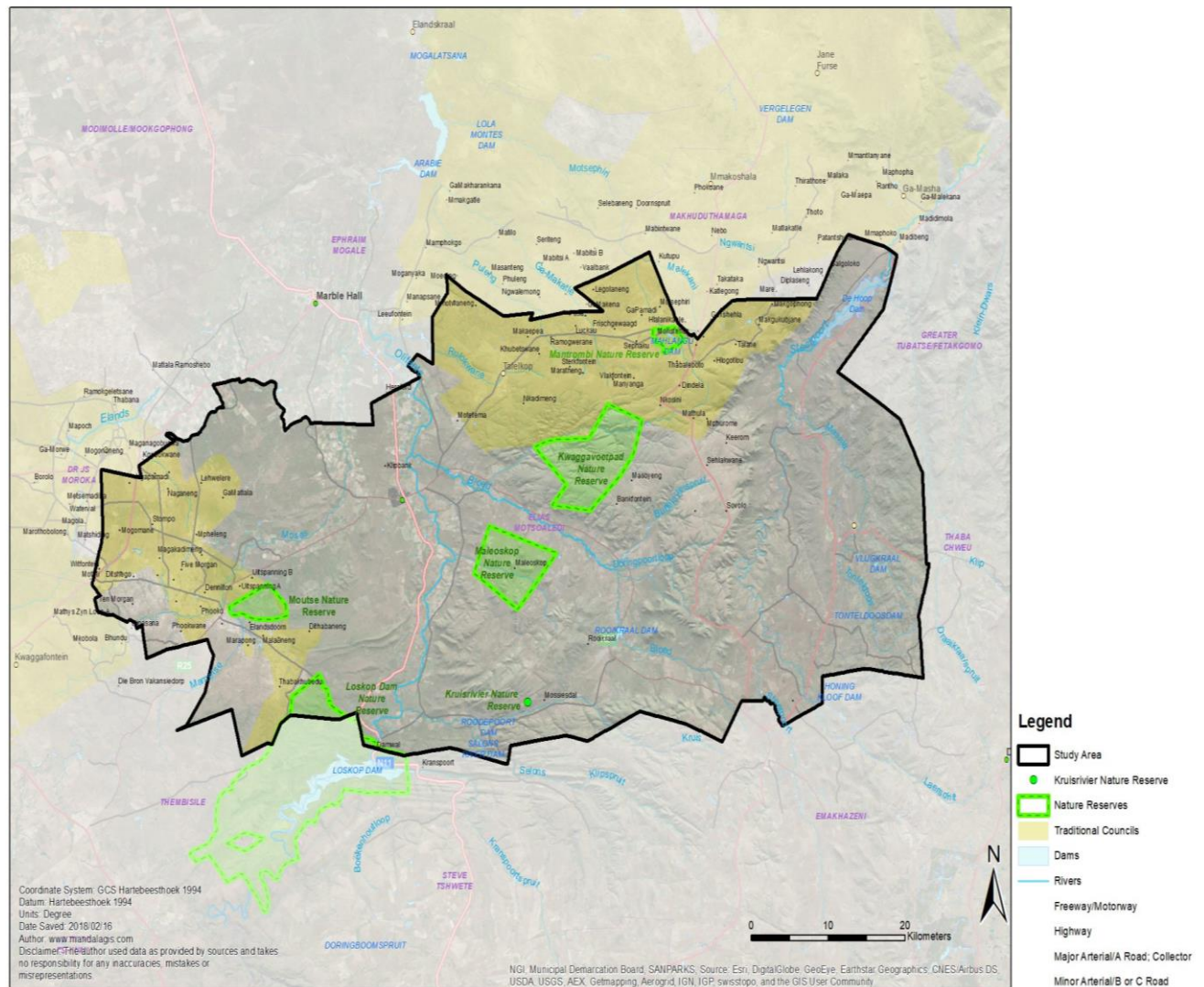
Geology

The geology of the area consists of shallow to moderate sandy loam with underlying rocks such as granophyres and a mixture of granite and granophyre, intruded by dolerite/lamprophyre dykes. There are also areas with potential mineral deposits. The market feasibility of mining in these areas can only be determined by detailed exploration.



Source :EMLM SDF 2018

- **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.
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4.1.1.3 Land Invasions and informal settlements

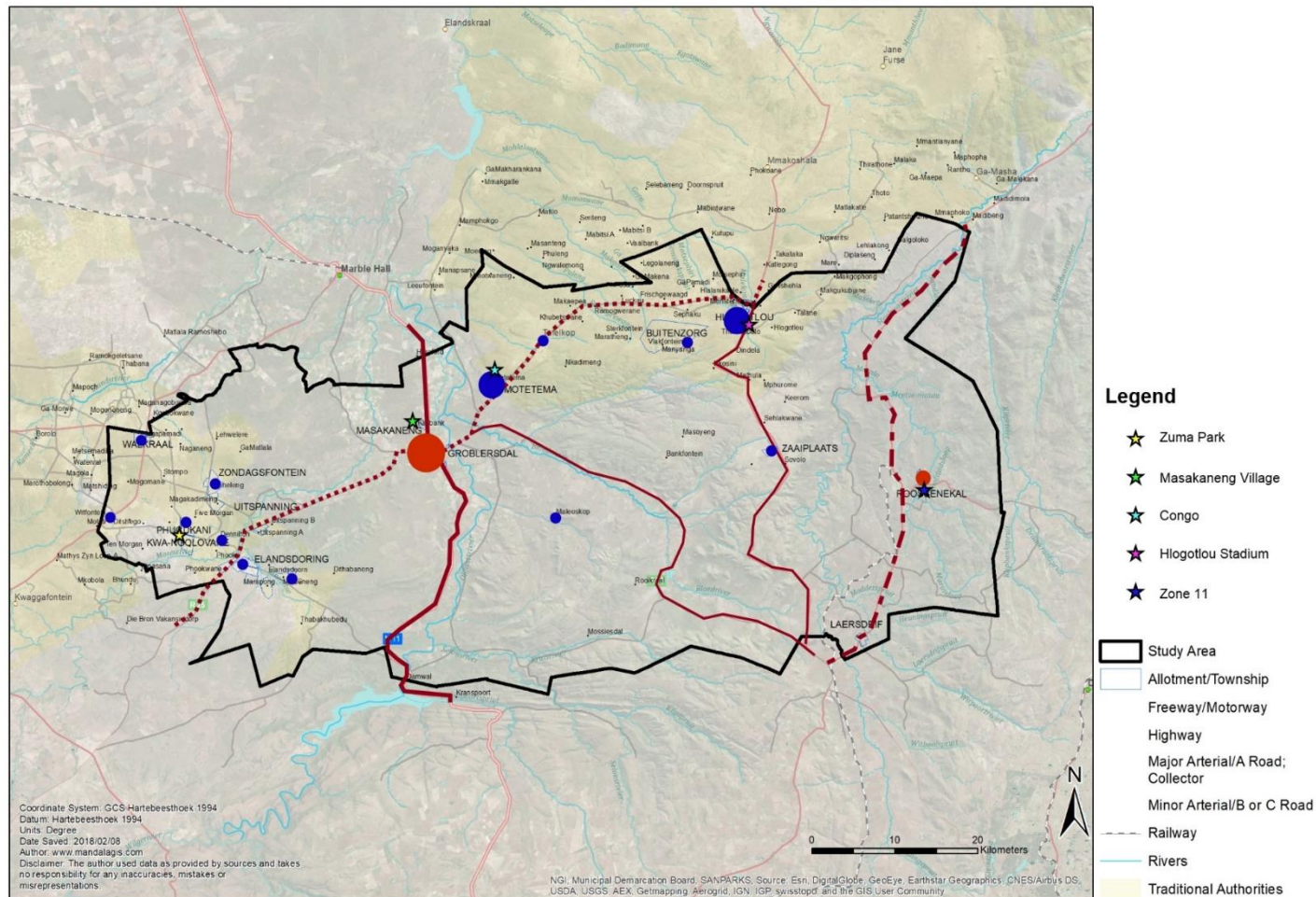
There are informal settlements in the municipality that make planning difficult and also increase the municipal burden of providing services to the communities. A process of formalising the areas mentioned in Table 31 has resumed. The National Department of Rural Development, through the Housing Development Agency, was appointed as consultant to the formalisation process.

Table 20: The table below indicate progress attained in formalising the mentioned villages or settlements

Area	Formalisation Progress
Zone 11 in Roosenekal Ward 30	Feasibility study completed
Zuma Park in Dennilton Ward 07	Feasibility study completed
Congo in Motetema Ward 31	Draft layout
Hlogotlou Stadium Ward 20	Process finalised and handover done
Masakaneng Village (ward 14) next to Groblersdal	General plan in place

Figure 5: Informal Settlements in EMLM

Elias Motsoaledi LM SDF 2018 Informal Settlement Upgrade

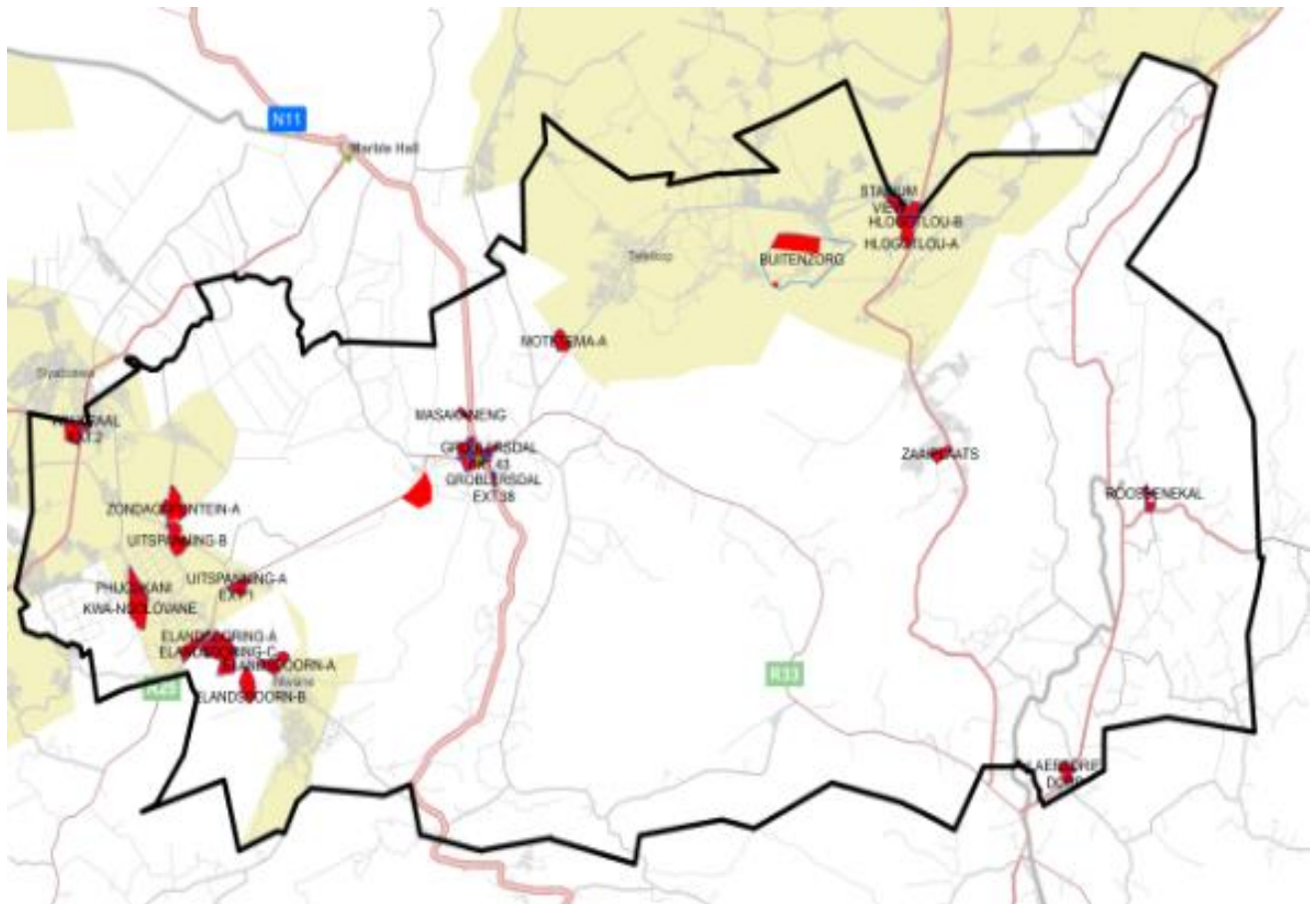


Soure: EMLM SDF 2018

Restricted access to land by the Municipality is due to inhibitive land cost (privately owned land). 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.

Formal settlements



Source: EMLM SDF 2018

The above map depicts formal areas within the municipal jurisdiction. These formal settlements are areas which were allocated by the relevant authorities such as the Traditional authorities and the municipality.

Land use management and planning problems are:

- 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 the whole area
- review of the spatial development framework to guide and manage land use management

The land cover profile of the Elias Motsoaledi Local Municipality is indicated in Strategic vacant land in terms of ownership identified for different growth points.

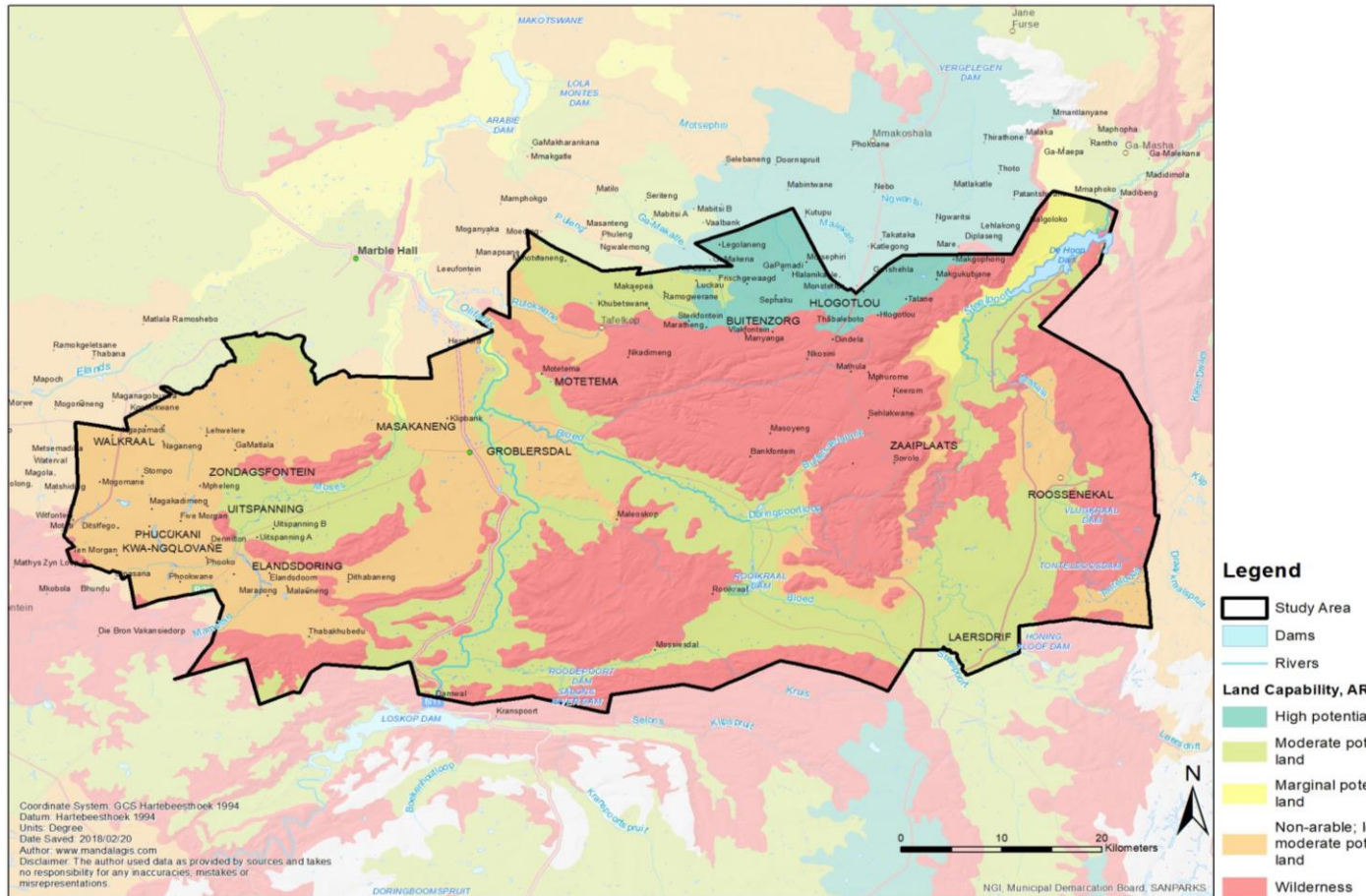
Table 21: Land cover

Description	Area (ha)	Percentage
Cultivated: permanent - commercial irrigated	231.4798	0.06
Cultivated: temporary-commercial dryland	14467.64	3.9
Cultivated: temporary- commercial irrigated	27308.12	7.3
Cultivated: temporary-semi-commercial/subsistence dry land	25714	6.9
Degraded: forest and woodland	20797.899	5.6
Degraded: thicket and bush land	1035.96	0.3
Degraded: unimproved grassland	8715.025	2.3
Forest and woodland	151860.732	40.8
Forest plantations	626.7495	0.2
Mines and quarries	1926.279	0.5
Thicket and bush land	51972.7276	14
Unimproved grassland	56215.189	15.1
Urban/built-up land-commercial	34.795	0.01
Urban/built-up land-residential	10718.76	2.9
Waterbodies	325.686	0.1
Total	371950.99 ha	100%

Source: Stats SA 2011

- The majority of the Municipality is covered by forest and woodlands (40.8%)
- Thicket and bush land and unimproved grassland account for 29.1% of the area;
- Cultivated land accounts for 18.16% of the total area
- Only a small percentage of the area accounts for degraded land

Figure 6: Arability of soil



Source: EMLM SDF 2018

In summary, the following spatial challenges were identified:

- Land invasions (Roosenekal, Hlogotlou, Laersdrift, Walkraal, Masakaneng, Motetema, Elansdoorn (Tambo, Walter Sizulu) and Groblersdal
- Illegal small scale-mining i.e. sand-harvesting, un-rehabilitated borrow pit etc.
- Some farm portions are still owned by Mpumalanga Provincial Government
- Inability to expand R293 towns (i.e. Motetema and Hlogotlou) due to lack of adjacent municipal land

4.1.2 SPATIAL DEVELOPMENT FRAMEWORK

The spatial development framework of the municipality outlines the critical areas that need to be considered when dealing with land development within the municipal area. The municipality has appointed a service provider to assist with the review of the SDF in order to align to SPLUMA. Amongst others, the current SDF stipulate the following:

- **Objectives**

The following objectives should be adhered to when addressing residential development:

- Correction of historically distorted spatial patterns;
- Promotion of spatial integration;
- Promotion of a diverse combination of land uses in support of each other;
- Discouragement of urban sprawl and the promotion of more compact settlements;
- Protection of environmental attributes;
- Optimization of the use of existing resources, including bulk infrastructure; and
- The introduction of different housing typologies.

Guidelines

The establishment of townships and densification within the existing nodal points is conducted in terms of a legal framework regardless of income or race. The difference between the respective residential typologies vests primarily with the funding organization, where middle to higher income residential developments are funded by the private sector and the lower income developments funded by the public sector (BNG).

Densification within existing urban structure is primarily conducted by way of rezoning (change of zoning from Residential 1 to Residential 2/3 – Townhouses) or subdivision (subdivision of an Erf as dictated by the density requirements of the Town Planning Scheme). Township Establishment is conducted on Farm land in terms of the Town Planning and Townships Ordinance, 1986.

The provision of affordable housing is the responsibility of National, Provincial and Local Government. Although the primary responsibility vests with the Public Sector, a number of agreements have been entered into with the Private Sector (Financial Sector), to assist with the delivery of Integrated Housing Developments. The challenge is to go beyond the provision of mass housing but to build communities and create conditions which will promote economic and community sustainability. In addressing new developments, the following criteria need to be considered:

- Availability of bulk infrastructure;
- Ownership of land;
- Access to social amenities and economic opportunities;
- Access to public transport; and
- Integration of the urban structure.

Community Residential Units (CRU's) need to be considered to provide stable rental tenure for lower income persons (Below R3 500) who are not able to access private rental and social rental market.

This program replaces the National Hostel Re-Development Program and is a coherent program dealing with different forms of public residential accommodation in good locations with public support.

From a spatial point of view the best localities for CRU's is in the immediate vicinity of economic activity nodes which normally offers a variety of business/social services as well as movement corridors.

This type of housing can also be aligned with the Neighbourhood Development Partnership Grant (NDPG) for the certain areas in order to further strengthen the identified activity nodes namely:

- Supporting node in Roosenekal;
- Supporting node in Motetema/Tafelkop.

All these nodes are situated on the main movement corridors which also forms the main public transport routes. CRU's can also be integrated in new land development projects in localities adjacent to future development nodes based on BNG projects.

B) Commercial and Industrial Development

- **Principles**

With the respective urban nodes linked to functionality, it is imperative that these areas be promoted as such.

However, notwithstanding the above, all of the urban nodes have Central Business Districts (CBD's) and industrial areas which vary in nature and extent. In the development of these areas, the following elements need to be considered:

- The majority of the CBD's are underdeveloped in terms of bulk, and future development should rather focus to maximize undeveloped buildings and vacant land. Rather strengthen existing CBD's as opposed to encourage sprawl;
- Some higher order retail and commercial activities need to be developed in historically disadvantaged areas (where required), without compromising existing undeveloped CBD's;
- Vacant industrial sites (if owned by the Municipalities) need to be marketed by way of introducing incentive schemes; and
- Where industrial stands are required new areas need to be identified.

- **Incentives**

In order to promote and facilitate economic growth within the respective urban nodes, it is proposed that an incentive scheme be investigated and submitted to the Municipality for consideration. Some of the incentives to be investigated will entail:

- Tax Incentives (Municipal Tax Rebates);
- Land Incentives (where Municipal owned land can be made available to the Developer);
- Bulk Infrastructure (where developer will obtain reduction to bulk services contribution); and
- Development Rights (where higher land use rights are allocated in specific areas).

- **Informal Trade**

Although the informal traders play a vital function within the economic domain by providing jobs and generating a basic income, a number of guiding principles need to be set and implemented to reduce conflict situations with the public-and private sector. These principles are as follows:

- Identified trading areas need to be demarcated within the CBD and other areas (taxi ranks) in order to minimize pedestrian and traders conflicts;
- Informal traders should not occupy space in front of formal business shop windows or under overhangs/balconies as this would cause inconvenience to pedestrian movement and passive shopping;
- Informal traders should not conduct trade at the intersections of roads as it impedes on traffic regulations (sight distance);
- Narrow sidewalks should not be used for informal trading;
- Informal traders should be registered and managed in terms of an Association;
- No formal business should sell goods outside it's premises on the sidewalks;
- Certain types of goods which are being sold should not be mixed, for example, the cutting of hair next to cooked food stalls; and
- Proper storage, cleaning and toilet facilities should be investigated and implemented by the Local Municipality.

Although the above guidelines are only a directive, it is proposed that detailed "Hawkers By-Laws" be prepared in conjunction with all stakeholders (Local Municipality, Formal Business and Informal Traders).

4.1.3 ENVIRONMENTAL PROFILE

4.1.3.1. GEOLOGY

The site consists of shallow to moderate sandy loam with underlain rocks such as granophyre's and a mixture of granite and granophyre, intruded by dolerite/lamprophyre dykes. Acock Veld Types are the vegetation for this area. During the construction phase of the dam, certain procedures such as the use of explosives might affect the (structural) geology of the region.

4.1.3.2. 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 Monsterlus in the west and Ramohlokolo in the north in Motetema. The Olifants river valley bisects the municipality and forms a haven of agricultural development.

4.1.3.3. CLIMATE CHANGE

Climate change is one of the most fundamental aspects that continuous to confront humanity. The municipality has implemented two projects that are geared towards contributing to climate change namely: installation of solar powered robots/traffic lights and the planting of 400 trees. It remains the aim of the institution to contribute in the elimination of climate change.

4.1.3.4 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 was recorded for January, the month with the highest average rainfall. Approximately 25 days of the year, during March through to October, frost is expected⁸.

4.1.3.5 TEMPERATURE

The area has warm summers and cold winters with average maximum and minimum temperatures of 20.3 and 7.3 degrees Celsius, respectively.

4.1.3.6 WATER

The depth of the ground water could be affected by the construction of a large dam. The dam may also influence the flow of 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 the water in the region (ground water, rivers and streams). The impact of the upper reservoir (during the construction, filling and operational phases) must be considered.

4.1.3.7 ENVIRONMENTAL CONSERVATION AND SENSITIVE AREAS

The following are the proclaimed nature reserves in the EMLM area:

- Mantrombi Nature Reserve
- Kwaggavoetpad Nature Reserve
- Maleoskop Nature Reserve
- Moutse Nature Reserve

Special reference should be made to the portions of land adjacent to the proposed De Hoop Dam. The mountainous area should ideally be protected as a nature reserve, promoting Eco-Tourism and Eco-Estate development, according to a Master Development Plan that should be established for this area.

⁸Soil and Irrigation Research Institute, 1987

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.

4.1.3.8 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.

4.1.3.9 ENVIRONMENTAL CHALLENGES

Table 22: Environmental challenges

Category	Challenge
Climate change	Climate change remains a serious challenge for the municipality. Taking into consideration what the municipality has done to contribute in the reduction of climate change, more efforts are still required to ensure total elimination of climate change effects. Some of the effects include amongst others the following: <ul style="list-style-type: none"> ➤ Water pollution ➤ Waste management and recycling ➤ Expansion of settlements and clearing of natural vegetation
Soil erosion	Most of the villages particularly in the moutse area are located in mountainous areas. During heavy rains the areas experience lot of soil erosion which makes it difficult for the communities to sufficiently use the land.
Wetlands	The hostile alien plants continue to reproduce itself and poses a serious danger to the environment in the municipal area.
Rainfall	The municipality is frequently experiencing heavy rains during summer season which sometimes causes disaster in some villages.
Emissions / Air quality pollution	The R25 route links the municipality with other provinces and used by abnormal trucks that carries various machineries to mines and industries. This contributes negatively in the air quality within the municipal area.
Water pollution	The lack of acceptable sanitation in the rural areas of the municipality continuous to undermine the right of the communities to have good health. The existing rivers and ponds are being contaminated and that on its own poses a serious threats.
Deforestation and fire	Communities continue to deforest and also destroy the natural resources.
Bylaws	The lack of adequate environmental bylaws continues to undermine the importance of the environment in the municipal area.

Category	Challenge
Awareness	Lack of knowledge by communities on how to conserve nature and take care of the environment.

4.2. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

4.2.1 GENERAL OVERVIEW

Access to social and economic services enables people to participate fully in the economy and their communities. The EMLM with respect to basic social services is not responsible for Water and Sanitation, but fulfils its legislative mandate for all other services with the exception of Provincial related Health and Education.

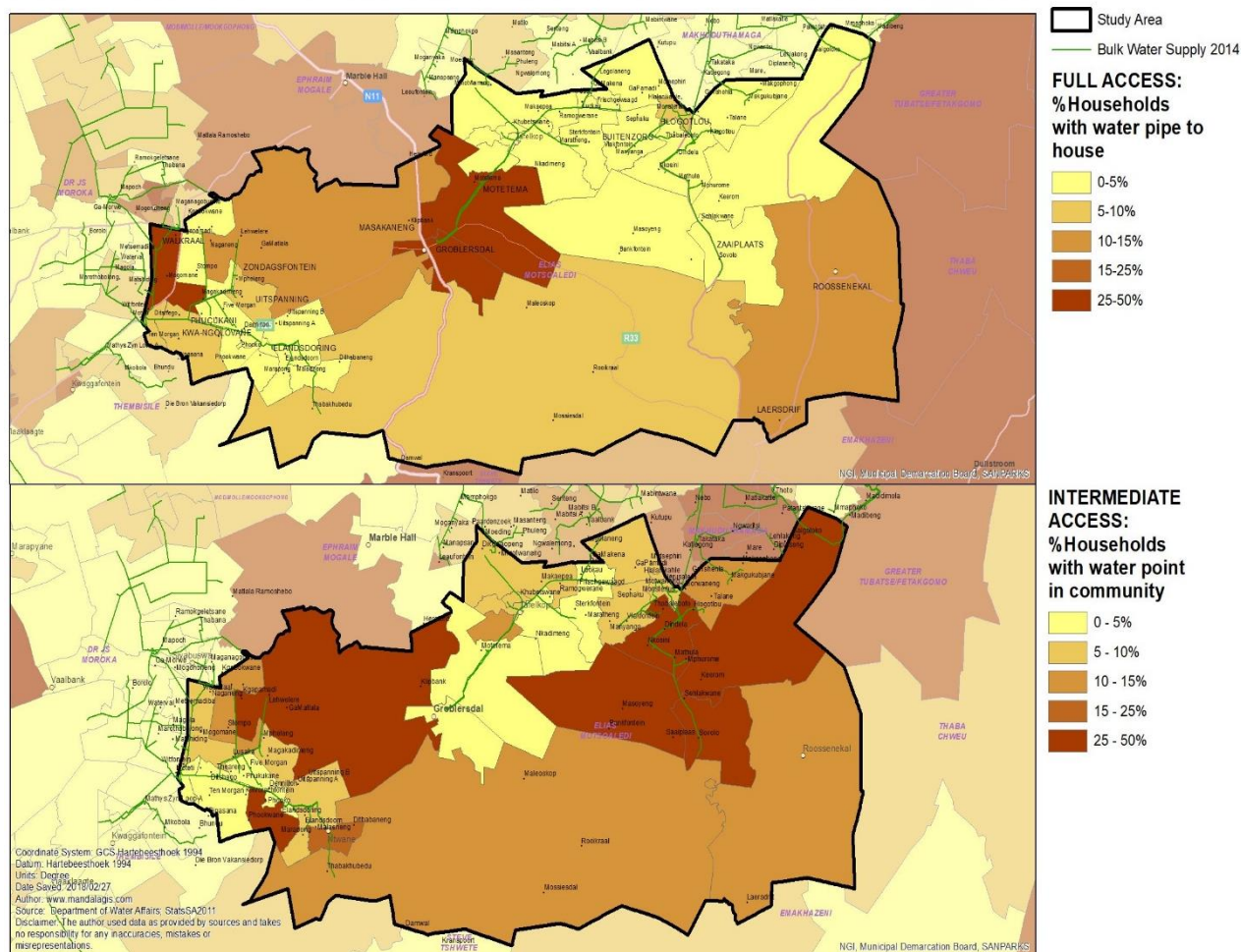
4.2.1.1 PROVISION OF WATER SERVICES

The Sekhukhune district municipality (SDM) is a water authority. EMLM's role is to provide water as per the signed water service level agreement with the District. Sekhukhune District Municipality has upgraded the water treatment plant in Groblersdal which will be used to bulk water supply in the area of Moutse. This area is currently being supplied with water from the Weltevrede Purification Plant which is under Dr J.S Moroka Municipality.

Approximately 14,052 (23, 3%) households have access to water on site based on the minimum service level standard of piped water on stand. This fact highlights the extremely rural topography of the municipality and the challenges faced to provide bulk infrastructure in these areas. This implies that affected households rely on natural sources (such as rivers and springs) for their water supply. The current state of affairs does not augur well for a developmental oriented municipality that seeks to improve the quality of life of its residents. Census 2011 revealed that the EMLM households increased by 9, 6% which culminated into an increase in the water backlog. **The water backlog is 52.3, (34 681 households).**

The District Municipality provides free basic water to all villages in the Municipality except Groblersdal, Motetama and Roossenekal. Provision of free basic water is being conducted at District level as the WSA and most indigents are in rural areas where the district is providing the water services. The District municipality is providing free basic water to all villages. Approximately, **31649 households** receive free basic water in EMLM.

The surface water resources in the municipality are comprised of two rivers: Oilfants and Tonteldos rivers. There are a total of 71 Boreholes in the municipality with 44 of them not operational. These boreholes are Minor Aquifer types that supply communities of 1800 people from a single borehole.



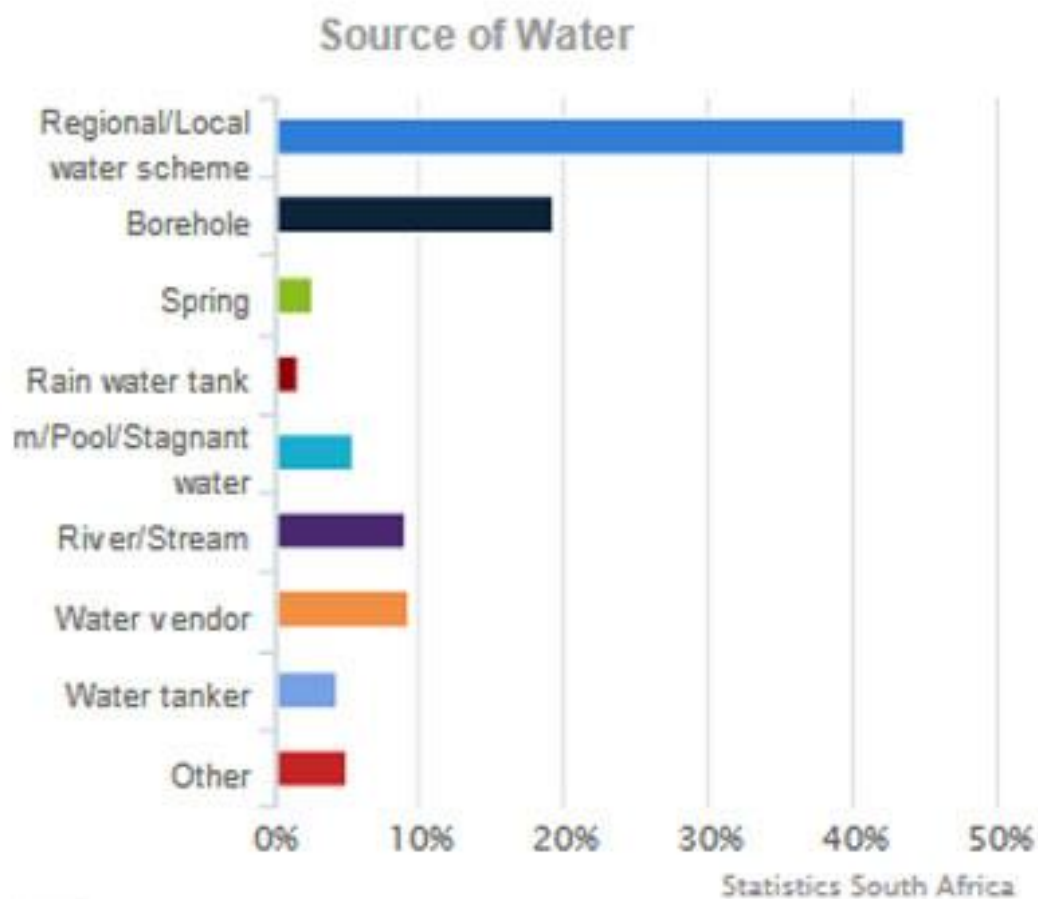
Source : ELM SDF 2018

Table 23: Water sources in EMLM

Source of water	Percentage
Regional/local water scheme (operated by municipality or other water services provider)	43,5%
Borehole	19,3%
Spring	2,7%
Rain water tank	1,6%
Dam/pool/stagnant water	5,4%
River/stream	9%
Water vendor	9,2%
Water tanker	4,3%
Other	5%

Source: Stats SA census 2011

Figure 7: Water sources



4.2.1.2

PROVISION OF SANITATION SERVICES

Sekhukhune District Municipality is providing sanitation services as outlined in their powers and functions. The role of EMLM is to co-ordinate and ensures that the service is provided adequately to the deserving citizens. Free basic sanitation is provided in all rural areas in the form of VIP toilets.

Sanitation remains a key development challenge in the municipal area. Only an average of 3 % of households have access to waterborne sanitation services. The majority of households have access to sanitation services below RDP standards. 7, 6% of households have access to pit latrines without ventilation, while only 2, 8% have access to septic tanks.

Table 24: EMLM Sanitation Supply to Households (source: Stats SA Census 2011)

Category	2001		2011	
	households	Percentage	households	Percentage
Flush toilet connected to sewerage	2865	5.8%	6085	10%
Flush toilet (with septic tank)	532	1%	942	1.6%
Chemical toilet	725	1.5%	766	1.3%
Pit latrine with ventilation (VIP)	4153	8.5%	4949	8.2%
Pit latrine without ventilation	37139	75.9%	42683	71%
Bucket latrine	400	0.8%	460	0.8%
No toilet	3131	6.4%	2680	4.4%
Other	3	0.006%	1687	2.8%
Total	48948	100%	60251	100%

- There has been an increase of 4.6% flush toilets (connected to a sewerage system) per households between 2001 and 2011
- Although pit latrines (without ventilation) have decreased by 4.9% between 2001 and 2011, this is still the most widely used system within the municipality (71%)
- The number of households without a toilet system has been reduced
- **The current sanitation backlog is 84,6 (56 149%)**

Table 25: Existing Sanitation Systems

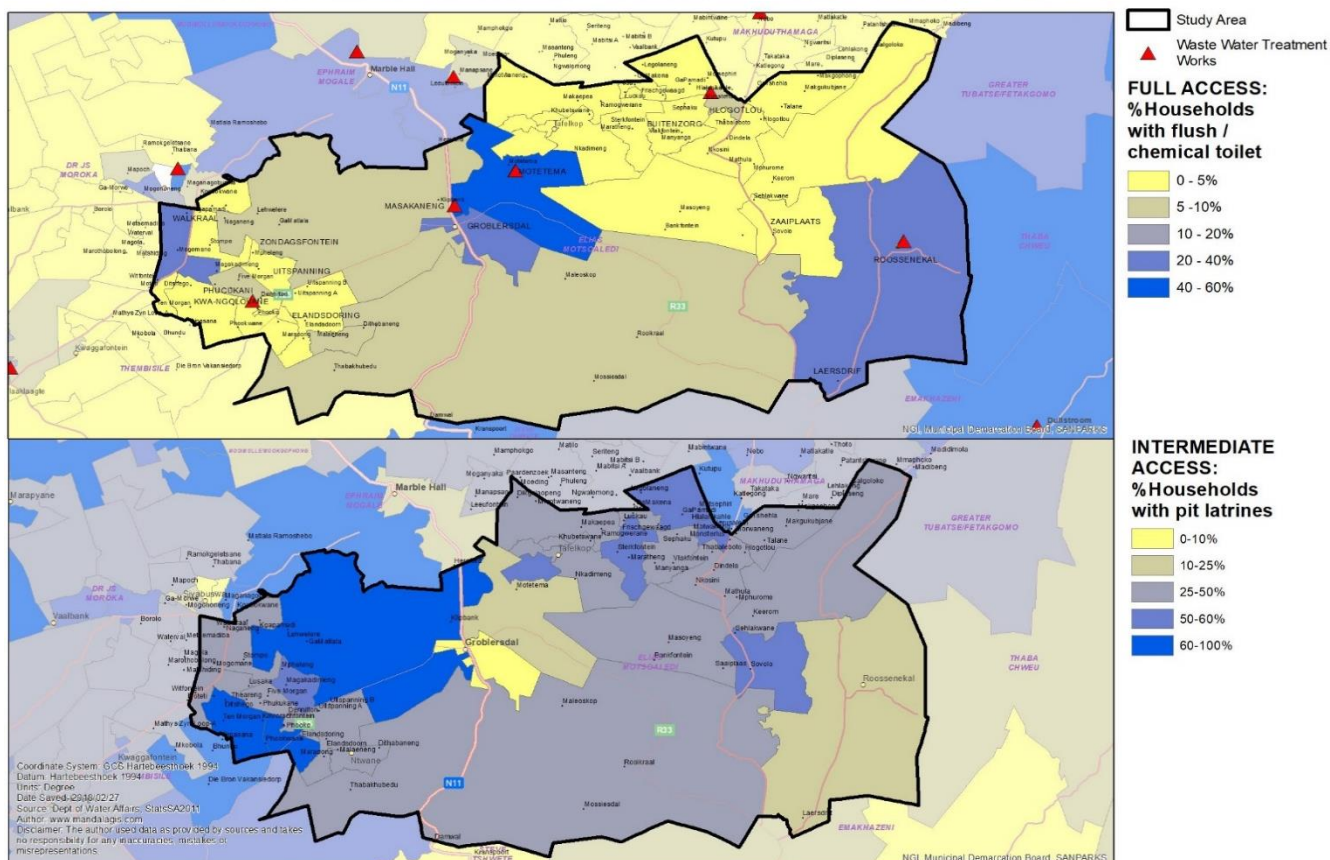
Waste Water Treatment Works (WWTW)		Intervention
EMLM has two waste water treatment works (WWTW) that treats waste water in their area of jurisdiction.	1. Groblersdal Waste Water Treatment Works (GWWTW) <ul style="list-style-type: none"> ➤ Capacity: 5ml per day ➤ Type: conventional plant 	2. Monitoring of the plant as a designated EMI's
	3. Roosenekal Waste Water Treatment Works (RWWTW) <ul style="list-style-type: none"> ➤ Capacity: 0.4 ml per day - to be upgraded to ml Per Day ➤ Type: conventional plant 	4. Monitoring of the plant as a designated EMI's
Ponds		
These ponds are in a very bad condition and urgently need to be refurbished.	1. Motetema Ponds <ul style="list-style-type: none"> ➤ Waste Water Treatment Plant: Motetema ➤ Capacity: 0.4ml per day ➤ Type: pond system 	2. Monitoring of the plant as a designated EMI's

Waste Water Treatment Works (WWTW)		Intervention
	2.Dennilton Ponds <ul style="list-style-type: none"> ➤ Waste Water Treatment Plant: Motetema ➤ Capacity: 0.2ml per day ➤ Type: pond system 	Monitoring of the plant as a designated EMI's

The map below illustrate household with access to sanitation within the municipal area.

Elias Motsoaledi LM SDF 2018

Access to Sanitation



Source : EMLM SDF 2018

4.2.1.3 PROVISION OF ENERGY/ELECTRICITY

The municipality and ESKOM are the main electricity supply authorities. The Municipality has a licence for Groblersdal town and Roossenekal town only, with all other areas falling under the jurisdiction of Eskom. Approximately 97, 5% of all the towns and villages comprising the EMLM have access to electricity supply. The Municipality rely on Eskom to supply all other areas within EMLM whereby mostly the challenge is capacity on the network as certain areas could not be electrified until Eskom upgrade the networks. The municipality is unable to totally eradicate **electricity backlog due to mushrooming informal settlements and extensins in villages.**

The municipality has implemented a smart metering project in the Roossenekal town. This project was performed in collaboration with Invirohub and a total number of 465 smart meters have been installed and later the community vandalised the meters. The main objective of this project was to reduce illegal connections and enforce community members to pay for the electricity provided, thus improving payment levels. We are also having those villages amongst other like Makwana, Monsterlus, New stands and others that are still without electricity and the processes are underway. Some of this villages have been electrified however, we still encounter extensions that increases the backlog. We are also looking at other alternatives sources like Solar system to those communities that are living in poverty and deficient in this basic service. The electricity backlog is 4.7% (3112 households). A total of households have been electrified during the 2018-2019 financial year. This electrification programme has contributed in the reduction of backlog from 6% that was reported in 2018-2019 financial year.

EMLM has developed a lighting master plan for all municipal areas to establish the financial implications of providing high mast lights in the entire municipal area and reduce possible incidence of crime in unlighted areas and also urbanise the townships. This is proven by the high mast lights projects in Elansdoorn Township, Walter Sizulu and Thambo Square, Kgobokwane, Naganeng, Mpheleng, Ngholovhane, Ntwane, Thabakhubedu, Luckau, Sephaku, Jerusalema and Mmotwaneng. Installation of these highmast lights is an indication of the municipality's commitment to fast-track service delivery.

Table 26: Types of energy sources

Geography Energy or fuel for cooking	Elias Motsoaledi
None	138
Electricity	37,830
Gas	666
Paraffin	3,732
Wood	13,069
Coal	4,483
Animal dung	215
Solar	102
Other	16
Total	60,251

Source: Stats SA census 2011

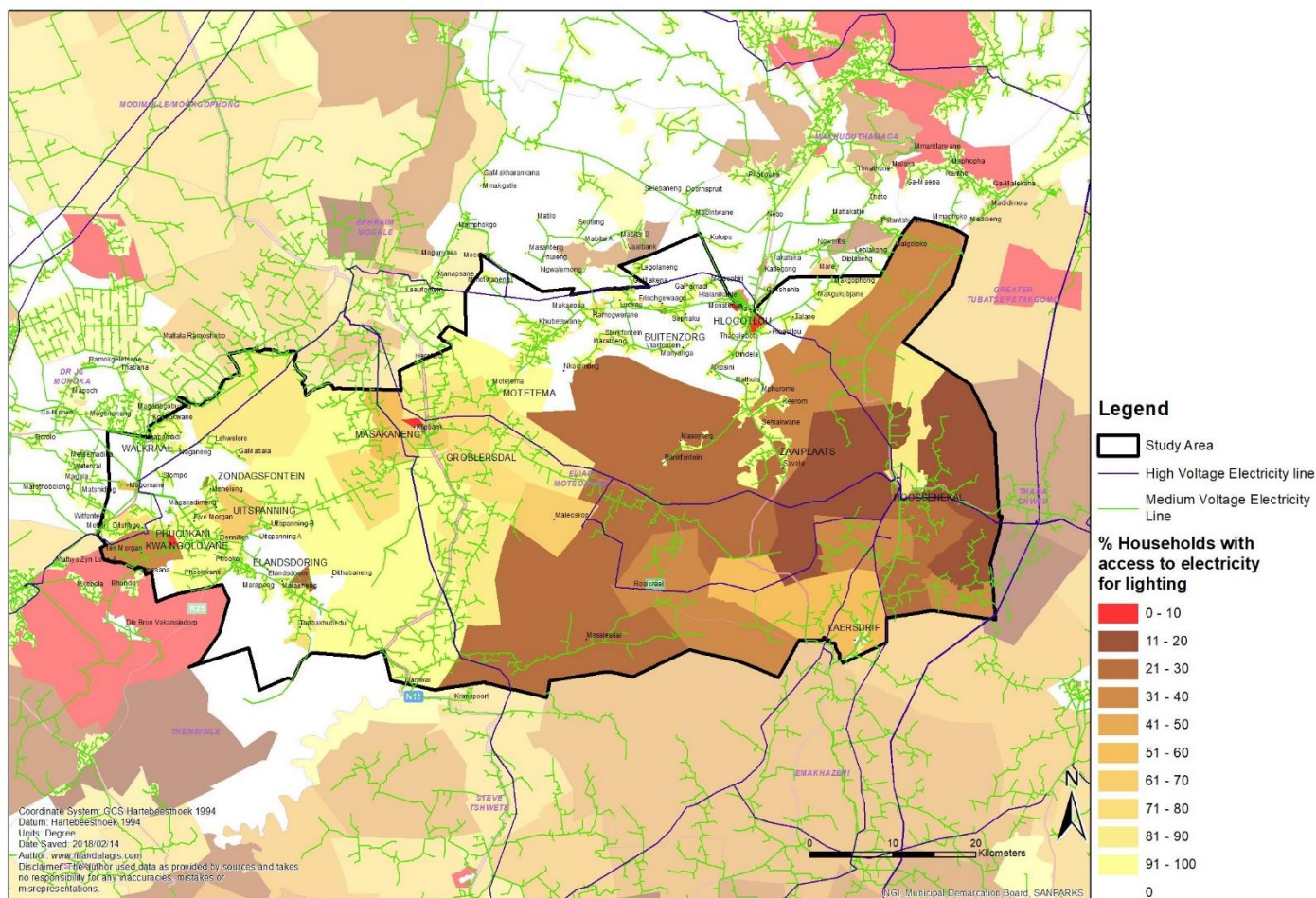
Table 27: Types of energy for heating and lighting

Energy or fuel for heating	Energy or fuel for lighting	Number of households
None	None	59
	Electricity	7,167
	Gas	10
	Paraffin	48
	Candles (not a valid option)	1,313
	Solar	16
	Total	8,614
Electricity	None	29
	Electricity	30,246
	Gas	16
	Paraffin	16
	Candles (not a valid option)	56
	Solar	70
	Total	30,433
Gas	None	4
	Electricity	369
	Gas	28
	Paraffin	2
	Candles (not a valid option)	57
	Solar	2
	Total	462
Paraffin	None	10
	Electricity	565
	Gas	4
	Paraffin	87
	Candles (not a valid option)	712
	Solar	5
	Total	937
Wood	None	49
	Electricity	9,288
	Gas	24
	Paraffin	95
	Candles (not a valid option)	2,288
	Solar	44
	Total	11,789
Coal	None	4
	Electricity	7,019
	Gas	5
	Paraffin	18
	Candles (not a valid option)	223
	Solar	27
	Total	7,296

Energy or fuel for heating	Energy or fuel for lighting	Number of households
Candles (not a valid option)	None	-
	Electricity	-
	Gas	-
	Paraffin	-
	Candles (not a valid option)	-
	Solar	-
	Unspecified	-
	Not applicable	-
	Total	-
Animal dung	None	-
	Electricity	163
	Gas	-
	Paraffin	-
	Candles (not a valid option)	7
	Solar	1
	Unspecified	-
	Not applicable	-
	Total	171
Solar	None	2
	Electricity	81
	Gas	-
	Paraffin	-
	Candles (not a valid option)	5
	Solar	12
	Unspecified	-
	Not applicable	-
	Total	99
Other	None	-
	Electricity	4
	Gas	-
	Paraffin	-
	Candles (not a valid option)	-
	Solar	-
	Unspecified	-
	Not applicable	-
	Total	4
Unspecified	None	-
	Electricity	-
	Gas	-
	Paraffin	-
	Candles (not a valid option)	-
	Solar	-
	Unspecified	-

Energy or fuel for heating	Energy or fuel for lighting	Number of households
	Not applicable	-
	Total	-
Not applicable	None	-
	Electricity	-
	Gas	-
	Paraffin	-
	solar	-
	Unspecified	-
	Not applicable	-
	Total	107
Total	Electricity	54,902
	Gas	87
	Paraffin	268
	Candles (not a valid option)	4,661
	Solar	177
	Unspecified	-
	Not applicable	-
	Total	60,251

Source: Stats SA census 2011



Source : EMLM SDF 2018

Illegal connections remain a threat to expanding access to electricity to all residents and communities. Land claims are also impacting negatively to the implementation electrification programmes.

4.2.1.4 FREE BASIC ELECTRICITY AND ELECTRICITY CHALLENGES

- The municipality approved an indigent policy which guides the development of the indigent register.
- The number of households receiving free basic electricity is very low. For the financial year 2019-2020, the households receiving free basic electricity was stated to **be 1859 out of 9757 configured**.
- The Municipality is providing free basic electricity to the beneficiaries as per the approved register.
- The current collection varies from month to month as not all the beneficiaries collect their free units due to illegal purchase of electricity.
- The municipality is unable to completely eradicate electricity backlog due to the mushrooming extensions in various villages.
- Insufficient financial resources to eradicate the backlogs

4.2.1.5 PROVISION OF ROADS AND STORM WATER

Roads and storm water management are key municipal functions. The roads and storm water section is responsible for upgrading and regravelling of both streets and roads in the municipal area. Most roads within the municipal area are in a state of decay, with provincial routes in dire need of rehabilitation. This has had a very negative impact on the local economy, as easy access is not available to potential investors.

The EMLM has addressed this challenge through an intervention plan to ensure that critical roads and access routes are restored to safer status levels for usage by our communities. The program is ongoing with focus on the improvement of collector roads, access and internal streets within communities.

The long term strategy of the Municipality is to surface roads within the municipal area even though our Municipality relies on Grants for roads projects. Based on high road backlog different strategies are implemented, including preventative maintenance of the road Infrastructure whereby some of the roads like Monsterlus and Groblersdal were resurfaced. To improve accessibility to villages 154 km's of roads have been upgraded.

The municipality has established the roads construction and storm water management unit in an attempt to address some of the challenges identified. It is crucial to note that the municipality does not have sufficient budget to adequately rehabilitate the existing roads.

Table 28: Road Infrastructure

Asphalted Road Infrastructure					
Kilometres					
	Total roads (backlog)	New asphalt roads	Existing asphalt roads re-asphalted	Existing asphalt roads re-sheeted	Asphalt roads maintained
2014/15	1352.1km	17.2km	2km	560km	1352km
2015/16	1334.9km	8.25 km	0km	0km	0 km
2016/17	1335.51	9 km	0km	6km	6km
2017/18	1328.61	0km	6.9	135km	1.2km

Table 29: Roads and their status

Ward	Description of road condition				
	Main road	To school	To grave yard	Traditional authorities and headman	Other
1	Tarred	Gravel (bad)	Gravel & muddy	Gravel	Gravel (bad)
2	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
3	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
4	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)

Ward	Description of road condition				
5	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
6	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
7	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
8	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
9	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
10	Tarred	Gravel	Gravel	Paved	Gravel (bad)
11	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
12	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
13	Tarred	Tarred	Tarred	Tarred	Tarred
14	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
15	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
16	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
17	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
18	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
19	Tarred	Gravel & rocky	Gravel & rocky	Paved	Gravel (bad)
20	Tarred	Gravel	Gravel (bad)	Paved	Gravel (bad)
21	Tarred	Gravel & rocky	Gravel	Gravel	Gravel (bad)
22	Tarred	Gravel & rocky	Gravel & rocky	Gravel (bad)	Gravel (bad)
23	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
24	Tarred	Gravel & rocky	Gravel	Gravel	Gravel (bad)
25	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
26	Tarred	Gravel & rocky	Gravel (bad)	Paved	Gravel (bad)
27	Tarred	Gravel & rocky	Gravel / tarred	Paved	Gravel (bad)
28	Tarred	Gravel & rocky	Gravel & rocky	Paved	Gravel (bad)
29	Tarred	Gravel/tarred	Gravel & rocky	Gravel	Gravel (bad)
30	Tarred	Gravel/tarred	Gravel/tarred	Gravel	Gravel
31	Tarred	Gravel/tarred	Gravel/tarred		Gravel

Table 30: Backlog: Roads and stormwater

Description	Baseline	Current (2018-19)	Backlog
Surfaced roads/stormwater (km)	125km	2.290 KM TARRED	1222.7 KM
Gravel roads (km)	1367		
Total (km)	1492		

Source: Infrastructure department (Roads and stormwater master plan)

The average state of the roads network can be regarded as fair, with 9% of the surfacing and 11% of the structure in poor to very poor category.

Roads and storm water challenges

- The backlog on the surfacing of internal streets is at 1616(92%) of 1765 km (The backlog has been reduced by 9, 4 km in during the current financial year. Villages that were covered are : Mpheleng=1.3

km, Naganeng=5,2 km, Laersdrift=1,7 km, Kgoshi Matsepe, Kgoshi Mathebe and Makgopheng =1,2 km. A bridge was also constructed at Kgaphamadi village in ward 21

- Shortage of machinery and plant
- Outdated road infrastructure master plans
- Maintenance of the existing surfaced roads
- Insufficient budget for maintenance of the surfaced roads

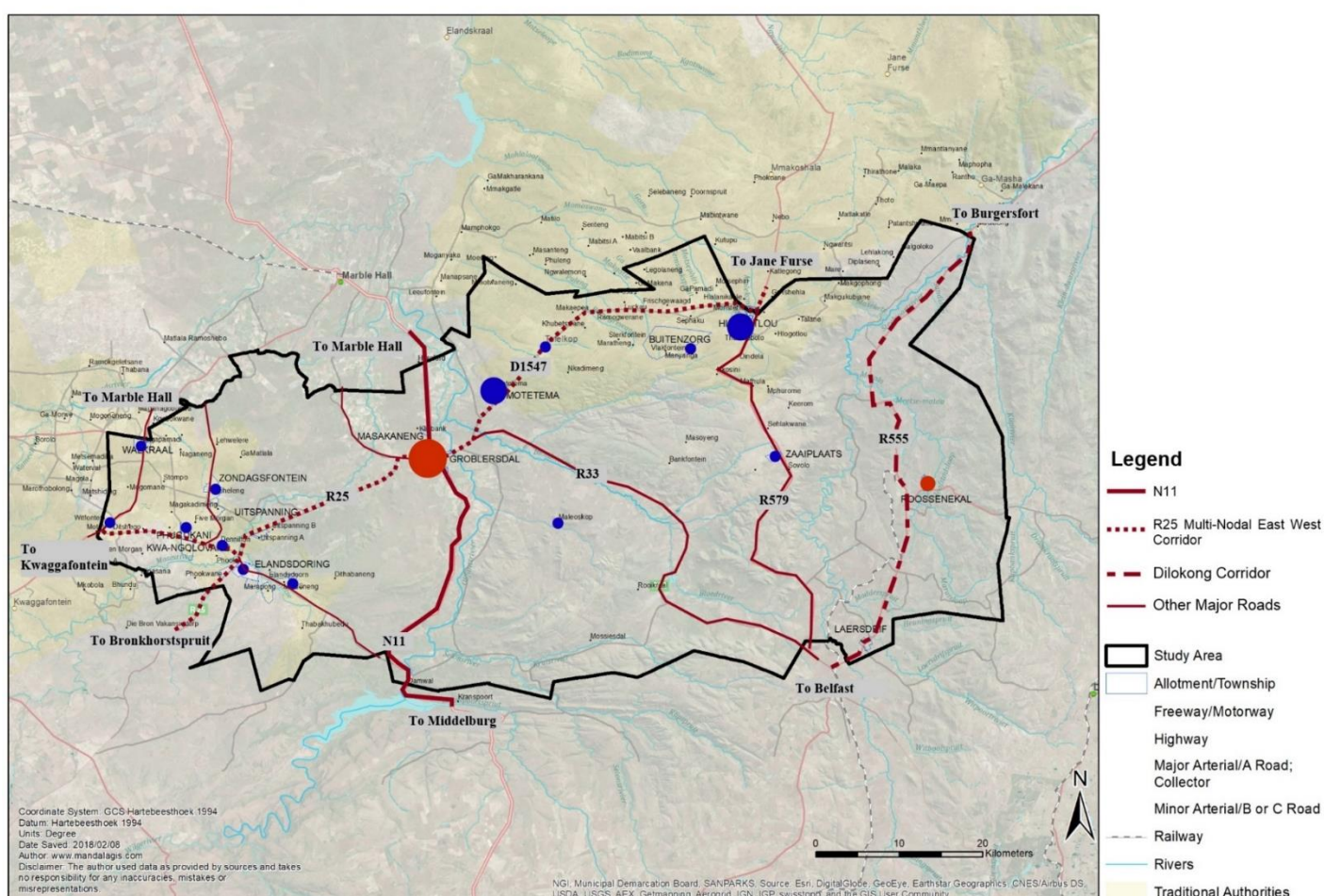
Table 31: Strategic roads of municipality

Road name	Description	Status	Ownership
N 11	Groblersdal, Loskop Dam, Mokopane	Good	Sanral
R 25	Groblersdal, Johannesburg	Fair	Ral
R 33/ R555	Groblersdal, Stoffberg, Roosenekal	Bad	Ral
D 1547	Groblersdal, Motetema, Monsterlos	Fair	Ral

Source: Elias Motsoaledi Road master plan

Elias Motsoaledi LM SDF 2018

Major Roads



Source: EMLM SDF 2018

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

In summary, these are the basic service delivery and infrastructure challenges

- Sector Plans to be updated and Reviewed
- Eskom network Capacity
- Roads and storm water
- Illegal electricity connections
- Water leakages
- Water shortage and illegal connections
- Sanitation backlogs

4.2.1.6 PROVISION OF TRANSPORT SERVICES

The municipality has developed a comprehensive **Local Integrated Transport Plan (LITP)** which is due to be reviewed and will give a better understanding of the road infrastructure and means or strategies to address identified challenges. Currently, the institution is developing the transport master plan.

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. Buses are available in all 30 wards to commute people to their destination. Lot of the community members rely on bus services because of their accessibility to remote areas as compared to taxis that use main roads only. The service of the Great North Buses is available the whole day, for the entire week. There is also one PUTCO bus that transports people from Groblersdal to Pretoria. This service is available only in the morning and afternoon. The service helps many community members because it is cheap as compared to taxis. Municipality has no transport master plan and road master plan in place.

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.

The travel modes for the EMLM are indicated on the below table. It is clear from the data that 94% of the EMLM population walks 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.

There are no commercial airports in the municipality; however there is one registered airfield in Groblersdal Town. This is used as an emergency airfield. It is utilised 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, although a freight railway line towards the east linking the Roossenekal towards the south.

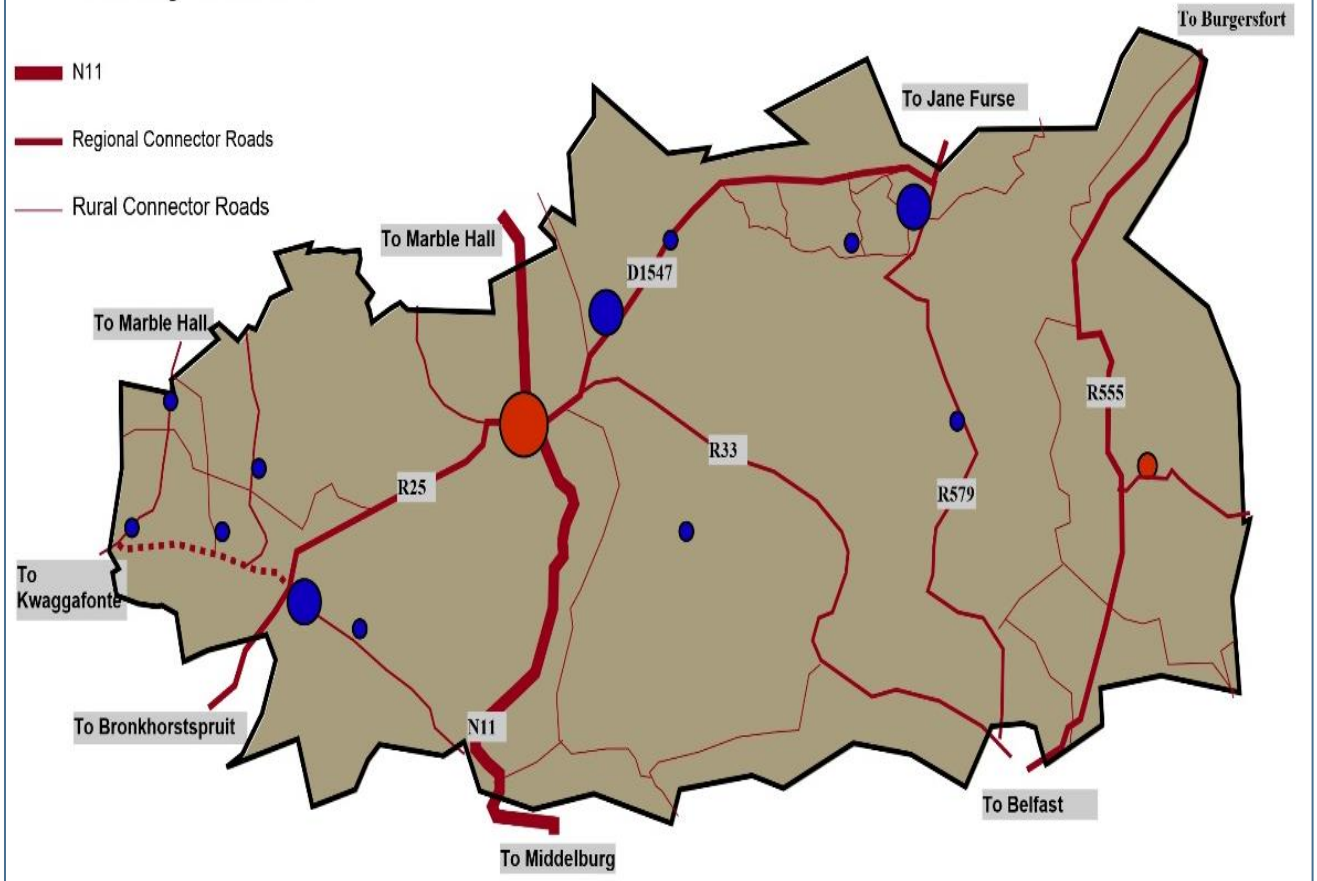
190 (approximately 50% outwards-bound) taxi routes are in the SDM and 15% are in the EMLM. Of the subsidized bus routes in the district, 57% are in the EMLM. The route utilisation survey noted 1462 taxis in the district area. Furthermore 1372 taxis were noted in the Elias Motsoaledi municipality.

4.2.1.6.2 LINKING STRATEGIC ROADS AND PUBLIC TRANSPORT

- There is need for continuous upgrading of main road (R25) between Groblersdal, Tafelkop and Monsterlus (Provincial road) as it is the road carrying the highest vehicle traffic, and because it is a main public transport route.
- Priority should be given to construction, upgrading and rehabilitation of link roads between central business areas, community centres, municipal service centres, schools and hospitals, tourism areas, and streets according to assessment and priority.
- Although market forces tend to concentrate development along movement corridors, the high ability function of these corridors may not be compromised.
- The municipality may require developers to make financial contributions towards the upgrading of road infrastructure and traffic control measures if necessitated by new developments.
- The development of land use concentrations along these corridors must be accompanied by the provision of sufficient public transport facilities.

The map below indicate strategi roads the link the municipality with other areas

Priority Roads



4.2.1.6.3 PUBLIC TRANSPORT CHALLENGES

The Municipal Integrated Transport Plan indicates amongst other challenges the following aspects as key:

- Poor access roads to rural communities
- Insufficient commuter transportation
- Inadequate signage on public roads
- Road accidents caused by animals
- Upgrading of public transport infrastructure
- Non-motorised transport ,Pedestrian side walks and , cyclists
- Hawkers stalls or illegal settlements along the road side
- Non-compliance of the existing air strip

4.2.1.7 PROVISION OF WASTE MANAGEMENT SERVICES

EMLM has a total household of 66 330 and 6299 (9%) households receive full kerbside collection; the remaining 60034 (91%) households do not receive refuse service removal. The refuse removal service has been extended to Walter Sizulu (RDP) and Tambo villages in Dennilton. Most people who reside within rural areas dig their

own refuse dump within their yard or unoccupied land or borrow pits. The Community Service Department has introduced Free Basic Refuse Removal service in ten villages utilising communal skips.

Norms and standard for waste management within the municipality are:

- The municipality has the authority to deliver waste management services including waste service, collection, storage and disposal
- Separation at source, waste minimisation, reuse, recycling and recovery of waste
- Provide waste management service at a cost effective tariff
- Treatment and disposal of waste, including the planning waste collection, waste storage and waste disposal service
- Approval of by –law so prosecute environmental offenders

Refuse removal service vehicles:

Table 32: Refuse Removal to Households Category

	2001		2011	
	Households	Percentage	Households	Percentage
Removed weekly by municipality	3247	6.6%	6122	10%
Removed less than weekly	442	0.9%	405	0.7%
Communal refuse dump	1039	2.1%	1993	3.3%
Own refuse dump	35626	73%	42524	70.6%
No rubbish disposal	8596	17.6%	8504	14.1%
Not applicable	3	0.01%	703	1.2%
Total	48953	100%	60251	100%

Source: Stats SA Census 2011

The levels of service for business (477 inclusive of Roosenekal and Moutse mall) are:

- Three times a week, with additional collections when need arise.
- Daily on fast food outlets

The number of households with access to weekly refuse removal has increased from 6.6% in 2001 to 10.2% in 2011.

Table 33: Waste management issues as provided by LEDET

	Name Of Facility		Findings	Action Required
Elias Motsoaledi LM	1. Total Waste	120 of cardboard	<ul style="list-style-type: none"> No waste management license Storage area and office available No operational plan No reporting 	<ul style="list-style-type: none"> Need to develop an Operational plan. Need to report quantities monthly to the Department
		150 of plastic		
	2. Poverty Combaters	10 of cardboard	<ul style="list-style-type: none"> No waste management license No three phase electricity for operation of the bailing machine No support from the municipality Operational equipment available No operational plan No reporting 	<ul style="list-style-type: none"> Three phase electricity should be installed Need to report quantities monthly to the Department Need to develop an operational plan
		12 of plastic		
	3. Pieterse Scrap Metals	50 of steel	<ul style="list-style-type: none"> Well fenced with lockable gate and security guard Operational equipment available Not reporting 	<ul style="list-style-type: none"> Need to develop an operational plan Need to report quantities monthly to the Department
		8 of non-ferrous		
	4. J.H Metals	53 of steel	<ul style="list-style-type: none"> Operational equipment available No storage area Not reporting 	<ul style="list-style-type: none"> Need to keep records Need to report quantities monthly to the Department

Source: Final recycling status quo report by LEDET

4.2.1.8 LANDFILL SITES

The municipality has two (2) Landfill sites, namely Groblersdal, Roosenekal and one (1) transfer station Hlogotlou. They are fully permitted as from May 2011. The challenge is that there is non-compliance as per the permit of the disposal sites. The municipality will be operationalising the permitted landfill site in the new financial plan. EIA report is available for the Groblersdal landfill site buy-back centre thus the Community Services Department is engaging other stakeholders to construct buy-back centre for recycling purposes. The municipality view the importance of establishing a land fill site in the Dennilton area in order to avoid the use of borrow pits by communities as land fill site

Table 34: Landfill sites

Disposal site	Permitted/not permitted and permit no.	Absolute location	Access	Operational hours	Security and shifts	Cover	Compaction	Comments
Rossenekal landfill site	Permitted as a gcb ⁺ Permit no: 12/4/10-a/15/gs1	S25°12'03" e29°55'14"	The site is well fenced with a lockable gate Access is restricted during working hours only	06h00am - 18h00pm Monday – Sunday	Security is available from 06h00 to 18h00	Cover material stockpiled	No compaction done	Waste is disposed of on an unlined area
Philadelphia dumping site	Not licensed	North 25°15'23" east 29°08'22"	Not fenced	Site is abandoned	No personnel on site	No covering waste is disposed of randomly and then burnt	No compaction	The dumping site is mainly used by the Philadelphia hospital
Hlogotlou transfer station	Licensed as a gcb ⁻ Licence no: 12/14/10 - a/1/gs2	S25°03'6.52" e29°73'4.25"	Not fenced	Operational hours are not set	No personnel onsite	Waste is dumped and left unattended	Not applicable	Waste is dumped and burnt
Elandsdoorn landfill site	12/4/10 – a/12/gs9 Closure permit	S25°16'44.6" e29°11'49.5"	Not fenced	Operational hours are not set	No personnel onsite	Waste is dumped and left unattended	No compaction	The site should be rehabilitated
Groblerdals landfill site	Permitted as a gmb. Licence no: 12/4/10-b/10/m3	25°09'22.7" 29°25'29.17"	The site is not yet developed but waste is disposed of randomly and left unattended site fence although but vandalised	Operational hours are not set.	None	Waste is randomly disposed of and left unattended	No covering nor compaction	The site need to be developed as a matter of urgency

The status of landfill sites

Area	F/Y 2017/18 (baseline)	F/Y 2018/19
Groblersdal	Upgrading of the landfill site (the landfill site is operational)	DEA upgraded the landfill site by installing two high mast lights , office and ablution facility. There is still a need to construct cells
Hlogotlou transfer station	Construction of transfer station (phase 1)	Construction of transfer station(phase 2) has been completed
Elansdoorn township	To be rehabilitated	Not yet done
Roosenekal	Operational land fill site	Three boreholes drilled
Ntwane transfer station	The project was registered with DEA	Not yet implemented
Philadelphia transfer station	To be rehabilitated	Not yet done

4.2.1.9 WASTE MANAGEMENT CHALLENGES

The following are the challenges identified with waste management:

- The municipality provides waste management services to 6299 which constitute 9% of the entire population.
- The current waste management backlog is 60 034 households (91%)
- The institution is unable to extend the provision of refuse removal services to other rural areas in the municipality due to limited resources.
- Illegal dumping

Climate Change related challenges

- Climate change is becoming increasingly apparent in Limpopo.
- These are evident in the long-term changes in weather patterns, such as rainfall or temperature
- The vulnerability to climate change increases and challenge is adaptation and mitigation at local level
- Three (3) Municipalities in Sekhukhune DM – of the 7 in Limpopo – in the Sekhukhune DM are found on the list of the 20 municipalities that have been declared highly vulnerable: Ephraim Mogale, Elias Motsoaledi and Tubatse-Fetakgomo.

4.2.1.10. DISASTER MANAGEMENT SERVICES

DISASTER MANAGEMENT SERVICES

Sekhukhune District Municipality is mainly assisting Disaster Management within the district. EMLM is also responsible for disaster management to a particular scale such as Disaster Awareness Campaigns, relief response and mitigations. The municipality is capable of conducting an assessment report for reported disasters and incidents in our area of jurisdiction and providing relief material in the form of blankets and food parcels. Due to the vast number of incidents that leave families destitute due to houses being burnt down or roofs blown off, other mitigation and relief options in the form of Zo Zo houses and or sheeting for roofs must be considered.

Urgent attention must also be given to preventative measures for floods, in the form of storm water draignage hence this will contribute tremendously to mud houses being washed away by floods. The development of a Storm Water Master Plan to address the whole area of jurisdiction of Elias Motosaledi Local Municipality.

The vulnerability assessment for Elias Motsoaledi Local Municipality to disasters is as follows:

4.2.1.10.1. VULNERABILITY ANALYSIS

EMLM faces many different types of risk on a daily basis, including health risks, environmental risks, financial risks and security risks. Disaster risk refers specifically to the likelihood of harm or loss due to natural hazards or other external threats to vulnerable structures, services, areas, communities and households.

A Risk assessment was undertaken and the following Priority Risk (Hazards) were identified as a high risks:

PRIORITY LIST WITH RATINGS	RATING
1. Storm water drainage	2.78
2. Sand mining	2.68
3. Air pollution	2.31
4. Wetlands	2.05
5. Bridges	1.83

6. Waste solid disposal	1.7
7. Alien plants, e.g. mokorokorwane	1.62
8. Structural fire	1.5
9. Drought	1.44
10. Sanitation	1.34
11. Land degradation	1.31
12. Drug abuse	1.31
13. Crime	1.20
14. Riverine floods	1.12
15. Human diseases	1.07
16. Hail storm	0.97
17. Water pollution	0.9
18. Severe Storms	0.88
19. Road accidents	0.83
20. Demonstrations	0.80
21. Veld fires	0.56
22. Air craft	0.46
23. Pest infestations	0.35
24. Hazmat	0.33
25. Dams failure	0.21

Simultaneously with the above-mentioned, the municipality also has to address the following issues as a high priority in order to develop community resilience and in order to cope with disasters:

- Poverty
- Health
- Water
- Road infrastructure
- Telecommunication

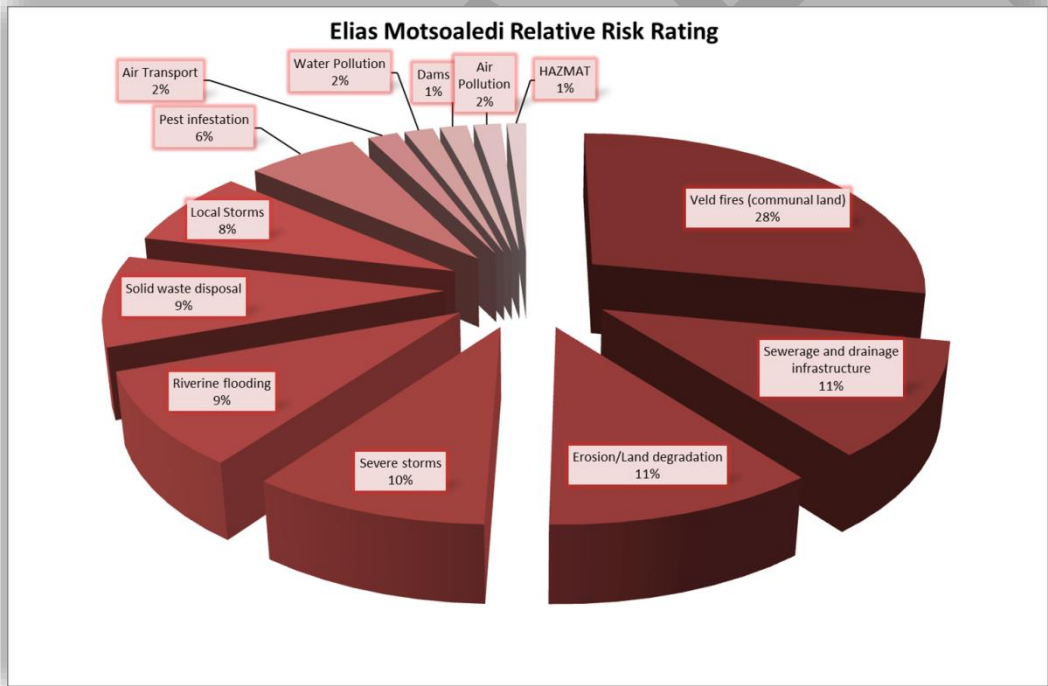
Table 35: List of hazards identified

Hazard Category	Hazard	Affected Areas
Hydro-meteorological		
Water related	Riverine flooding	Olifantsriver from Loskop & Moosriver
Atmosphere related	Severe storms	Entire area (Roosenekal/ Sehlakwane Tafelkop)
	Drought	
	Hail storms	Saaiplaas/Bloempoot/Kgobokwane/ Mathula Stand/Dindela/Keerom (especially 2012)
Biological	Human diseases	Can handle
	Pest infestation	Green bush (Lopholane coriifolia)
	Veld fires (communal land)	Whole area

		Severity		
		Low	Medium	High
Probability	High			
	Medium			
	Low			
		Low risk	Medium risk	High risk

Source: EMLM Disaster Management plan

The hazards were ranked according the risk rating. Veld fire, sewerage and drainage infrastructure, land degradation and storms are the highest ranked for the municipality. This can be seen in the figure below:



Source: EMLM disaster Management plan

4.2.1.11 PROVISION OF 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 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. New systems are being established to address the housing backlog. The current backlog of housing within the municipality is **7550**. **There are new settlements and extensions in various ward which contributed in the increasing number of housing demand.**

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. This role is adequately outlined in the Housing Act (1997). Local government is expected to:

- Conduct adequate planning to promote housing
- Ensure access to adequate housing on progressive basis
- Provide services that support sustainable settlements
- Ensure that the health and safety of the citizens living in the municipality are protected
- Sets its own housing delivery goals
- Identify land for housing development

There is no doubt that delivering “well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity”, will improve the quality of life of housing beneficiaries.

Aligning the legislative and policy notions require municipalities to elevate housing as a key development priority. Municipalities need to set clearly defined housing delivery targets and allocate requisite infrastructure investments to realise the objectives of the comprehensive plan for the development of sustainable human settlements.

Housing allocations since 1994

Units allocated	Completed houses	Difference	Housing demand (Stats SA 2011)
6442	5612	830	8161

Synopsis of financial year's allocations

2014/15	2015/16	2016/17	17/18	2018/19	19/20
281	457	650	750	400	180

(source : COGHSTA)

Settlement tenure status

Settlement	NUSP Category	No. of Households	Current Level of Services Provided	Planning and Tenure Status	MTEF Target(s)
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Motetema /Congo	B1	500	Communal stand pipes and pit latrines Bulk service in place	Town planning is under-way. Awaiting for approval of the General Plan Settlement on Municipal Land	Town planning and basic services	500 serviced sites
Roosenakal B informal settlement	C	800	Bulk services in place	No town planning approval. Settlement on Private Land	None	Relocation strategy and land release
Stadium View (Hlogotlou) informal settlement	B1	650	Communal stand pipes. Bulk services are in place and the installation of services.	General Plan approved	650 serviced sites	650 serviced sites
Zenzele informal settlement – Zenzele/Zuma Park/Dennilton	B1	40	No bulk services Self-dug pit latrines No electricity	No town planning approvals On private land, no planning was done	Land acquisition and town planning	Land release and town planning

Housing backlogs and challenges (Source: COGHSTA)

The role of the municipality regarding the provision of housing is co-ordination and facilitate

- Government owned land is peripheral located far from socioeconomic amenities
- Limited Capacity of Contractors to deliver at large scale.
- Limited capacity of project managers Bulk infrastructure and serviced site
- Bulk infrastructure is inadequate an
- Sites not serviced by municipalities
- Financing model for Bulk infrastructure
- Disparate infrastructure Grants
- Intergovernmental synergy
- Late announcement and loading of subsidy affecting appointment of contractors and approval of beneficiaries
- Integration across sectors not yet efficient

- Housing backlog is 7550

4.2.1.12 CEMETERIES

Adequate provision is made for cemeteries for Groblersdal Town. The same does not apply to the rest of the municipal area. Currently there are graves on residential and agricultural stands and especially on communal land due to the lack of formal, central cemeteries. Various private graveyards are established on agricultural land.

Priority should be given to the establishment of cemeteries at Tafelkop, Hlogotlou and Dennilton to prevent ad hoc burials. The cemeteries are to adhere to Environmental Impact Assessment (EIA), Geo-technical Assessment and requirements of Department of Water Affairs.

4.2.1.12.1 CEMETERIES CHALLENGES

- Fencing of community cemeteries and construction of ablution facilities
- Establishment of new cemeteries where existing cemeteries are full to capacity

4.2.1.13 HEALTH AND SOCIAL DEVELOPMENT

There are a total of 17 health facilities (15 primary health care clinics and 2 hospitals) within the area of jurisdiction of EMLM. According to CSIR planning standards there should be 1 hospital per 25 000 people and 1 clinic per 5 000 people.

The total population in EMLM is 268 256 therefore 10 hospitals should have been provided, however, only two hospitals are 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 must be built, the distribution of the rural settlements and centrality should be some of the main determining factors.

4.2.1.13.1 HEALTH AND SOCIAL DEVELOPMENT ISSUES

Table 36: Health and social development issues

Ward	Clinic/mobile	frequency of visit	Challenges/comments
01	Mobile Clinic at Moteti A&B	Once in two weeks	The duration of the clinic should be extended.

Ward	Clinic/mobile	frequency of visit	Challenges/comments
16	Conversion of Zaaiplaas Clinic into Health Centre	Operates from Monday to Friday	Lack staff and working equipments
19	Clinic	Operates from Monday to Sunday	Staff shortage , ambulances and doctors
24	Clinic at Sterkfontein	Mondays to Sundays	Lack of staff and ambulances
10	Clinic at Ntwane village	Mondays to Sundays	Lack of staff
03	Clinic at Marapong	Mondays to Sundays	Lack of staff
08	Clinic at Kgobokwane	Mondays to Sundays	Lack of staff
13	Clinic in Groblersdal Town	Mondays to Sundays	N/A
30	Clinic at Rossenekal	Mondays to Fridays	Lack of staff and working equipment's
29	Clinic at Motetema	Mondays to Saturdays	Lack of staff and poor service
26	Clinic at Tafelkop	24 hours service	Shortage of staff
20	Hlogotlou Clinic	Mondays to Fridays	Lack of staff and security

4.2.1.13.2 HEALTH AND SOCIAL FACILITIES

Table 37: Breakdown of Health Facilities

Facility	Number
Hospitals	2
Clinics	15
Mobile clinics	64 mobile points
Pension Pay Points	53
Social work services	15
Drop- in – centers	17
Emergency services	5

Source: department of health and social Development

WELFARE ISSUES

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 pay outs 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 38: Statistics on grants beneficiaries

TOTAL

O/A	D/G	W/V	CO M	GIA	FCG BEN	FCG CHIL	CDG BEN	CDG CHIL	CSG BEN	CSG CHIL	BENEFI CIARIES	CHILDR EN
1985 9	3948	01	36	217	2235	3483	493	538	29103	54793	55892	58814

The Community Home Based Care facilities need to be mobilised, capacitated and resourced in order to help address the above community challenges/anomalies. It is in the Elias Motsoaledi Local Municipality interest 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.

4.2.1.16 COMMUNITY SERVICES STRUCTURES

Table 39: Aged service centres that were funded

Name of center	Physical address	Contact person	Contact number	Status
Kgakgabejane luncheon group	Zaaiplaas next to clinic	Mthimunye Nonhlanhla	0824360 062	Funded
Kodumela Moepathutse aged	Hlogotlou Monsterlus unit a	Nhlapho TM	082 0849 706/078 3955 215	Funded
Moriri o Moshweu aged group	219 Majakaneng sec	Tshehlo S	073 4201 885	Funded
Motetema old age	Motetema next to Lutheran	Ntuli RA	082 6916 347	Funded
Mpheleng service centre	Mpheleng village	Nhlapho BP	078 4656 493/076 1922 966	Funded
Ratanang service centre	Elansdoorn next to traffic office	Thekane Athalia Ngele	071 4977 308	Funded

VICTIM SUPPORT CENTERS

Number of VEP centres existing	Number of VEP centres receiving funding	How many VEP,s centres not funded	Overall backlog for VEP centres	Fully/Conditionally Registered Centres
04	01	03	03	01 Fully

SUBSTANCE ABUSE CENTERS

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

02	02	0	0	02
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COMMUNITY BASED CARE AND SUPPORT SERVICE CENTERS FOR OLDER PERSONS

Number of CBCSS Centres	Number of CBCSS centres receiving funding	How many CBCSS not funded	Overall backlog for CBCSS
12	07	05	05

PROTECTIVE WORKSHOPS FOR PERSONS WITH DISABILITIES

Number of Protective workshops	Number of Protective workshops receiving funding	How many Protective workshops not funded	Overall backlog for Protective workshops
06	04	02	02

DROP IN CENTERS

Number of DIC centres existing	Number of DIC centres receiving funding	How many DIC centres not funded	Overall backlog for DIC centres	Fully/Conditionally Registered DIC Centres
07	06	01	01	2/5

HOME COMMUNITY BASED CARE

Number of HCBC centers existing	Number of HCBC centres receiving funding	How many HCBC centres not funded	Overall backlog for HCBC centres	Fully/Conditionally Registered HCBC Centres
06	06	0	0	NPO

ISIBINDI CENTERS

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

COMMUNITY NUTRITION DEVELOPMENT CENTERS

Number of CNDC existing	Number of CNDC centres receiving funding	How many CNDC centres not funded	Overall backlog for CNDC centres	Fully/Conditionally Registered CNDC Centres
01	01	00	00	NPO

FOSTER CARE

Number of Children awaiting foster care placement (intake)	Number of Children in Foster Care Placed	Number of Children in unrelated Foster Care Placement	Number of Children receiving Foster Care Grant	Number of Children with lapsed foster care orders (backlog)
216	2753	3	2753	401

4.2.1.13.3 HEALTH AND SOCIAL WELFARE CHALLENGES

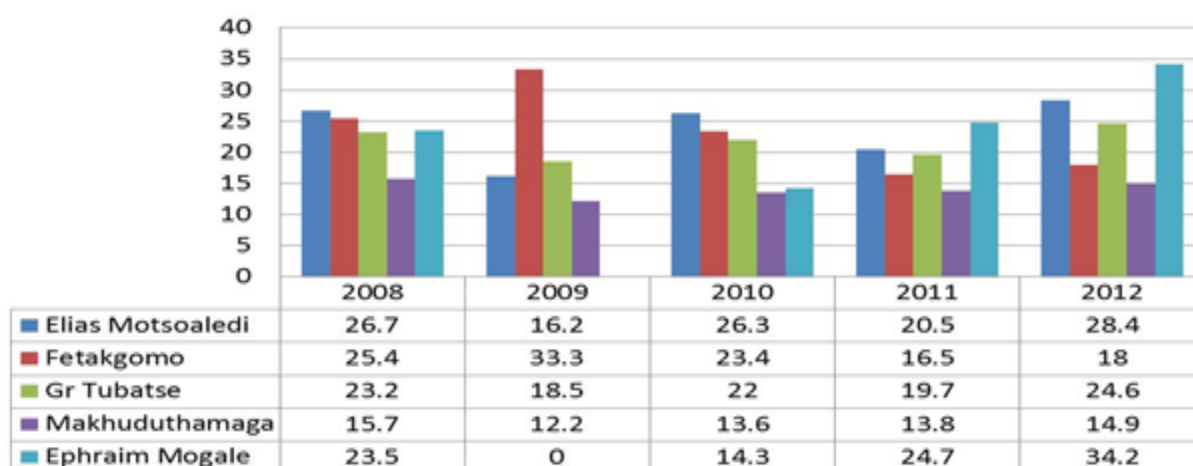
- Inadequate health facilities such as clinics and hospitals
- Insufficient staffing in hospitals and clinics
- Community based clinics to operate for 24 hours
- Construction of pension pay points including installation of facilities
- Insufficient resources to Support to organisation that cares for HIV/AIDS victims
- The backlog for health is the construction atleast four (4) clinics which should be constructed in areas where communities will be able access. The constructed clinics will have to comply with the norms and standard of health.
- It is realistic factor that most of the people who receives government grants travel to nearest towns or where there banks for accessing their grants however, there is a need for the department of social development to ensure that social grant facilities are within reach of the people.
- **The municipality to act swiftly to creating awareness on the deadly illness of coronavirus (COVID-19) which is spreading very fast.**

4.2.1.13.4. HIV/AIDS MAINSTREAMING

The municipality has established an HIV/AIDS council which falls within the special programmes in the office of the mayor. This council is primarily responsible for ensuring maximum support to NGO's and CBO's that are dealing with HIV/AIDS patients or victims. There HIV and Aids forums established in 14 wards. There is an HIV/AIDS official who has been employed by the municipality to work on the day to day activities that relates the HIV/AIDS and other illnesses.

The graph below illustrates the District HIV/Aids prevalence

**Greater Sekhukhune District HIV Prevalence per sub district,
2008 - 2012****



Source: Department of Health and Social Development

The below table illustrates the latest information of HIV /Aids within the municipal jurisdiction

DATA	MAR-18	APR-18	MAY-18	JUN-18	JUL-18	AUG-18	SEP-18	OCT-18	NOV-18	DEC-18	JAN-19
HIV POSITIVE CHILD 12-59 MONTHS START ART RATE	0	0	0	0	0	0	0	0	0	0	0
HIV POSITIVE CHILD 5-14 YEARS START ART RATE	0	0	0	0	0	0	0	0	0	0	0
HIV POSITIVE CHILD UNDER 1 YEAR START ART RATE	0	0		0		0	0			0	
HIV TEST AROUND 18 MONTHS POSITIVE RATE	0	3.3	0	0	0	0	0	0	1.6	0	0
HIV TEST POSITIVE 12-59 MONTHS RATE	2.1	5	0	1.4	1.5	1.3	2.4	0	1.4	0	0.79
HIV TEST POSITIVE 5-14 YEARS RATE	0.53	1.6	0.4	0.87	5.1	1.5	5.8	3.7	4.4	7.2	2.4
HIV TEST POSITIVE CLIENT 15 YEARS AND OLDER RATE	4.7	4.9	4.8	4	4	2.8	4	3.9	4.2	5.8	5.5
HIV TEST POSITIVE 5-14 YEARS	1	4	1	5	18	2	7	4	3	5	2
HIV TEST POSITIVE 19-59 MONTHS	2	5	0	2	3	2	7	0	1	0	1
HIV TEST POSITIVE 15 YEARS AND OLDER	233	207	218	182	190	187	136	216	159	163	237

Source: Department of health Limpopo

4.2.1.16.1 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. The Public Safety division of EMLM works together with the SAPS and other law enforcement agencies to improve the

public safety of the community in general and strives to deliver a 24 hour Traffic service with the limited infrastructure and resources. Crucial hours are covered and overtime is provided to address accidents that occur after hours.

4.2.1.16.1 SAFETY AND SECURITY FACILITIES

There are police stations in the following areas:

- Dennilton
- Groblersdal
- Hlogotlou
- Laersdrif
- Motetema
- Zaaiplaas
- Roossenekal

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 Safety Forums, Community Policing Forums and other initiatives aimed at eliminating criminal tendencies.

The 10 Top listed Crimes that exceed the 500 margin are identified as follows:

- Offences under the Drug related Act,
- Theft General,
- Offences under the Liquor Act,
- Burglary at Residential premises,
- Driving Offences in terms of the National Road Traffic Act,
- Assault with the Purpose to Inflict Grievous Bodily Harm,
- Common Assault,
- Malicious Damage to Property (Common-Or Statutory Law)
- Rape (Has almost doubled compared to last year),
- Business robbery (foreign nationals businesses are the main targets).

The below table illustrates summarized crime statistics for all the police stations within the municipal jurisdiction :(Source: SAPS)

STATIONS	CRIME CATEGORY	2017-2018
All stations	Serious crimes	5024
All stations	Theft	914
All stations	Arson	10
All stations	Assault GBH	476
All stations	Attempted murder	51
All stations	Attempted sexual offences	10
All stations	Bank robbery	0

All stations	Burglary at non-residential premises	448
All stations	Burglary at residential premises	721
All stations	Carjacking	50
All stations	Commercial crime	120
All stations	Common assault	372
All stations	Common robbery	146
All stations	Contact crime	1686
All stations	Contact sexual offences	6
All stations	Contact-related crimes	326
All stations	Crime detected as a result of police action	1979
All stations	Driving under the influence of alcohol or drug	235
All stations	Drug-related crime	1637
All stations	Illegal possession of firearms and ammunition	66
All stations	Malicious damage to property	316
All stations	Murder	45
All stations	Other serious crimes	1260
All stations	Property-related crimes	1752
All stations	Rape	154
All stations	Robbery at residential premises	53
All stations	Robbery at aggravating circumstances	360
All stations	Sexual assault	6
All stations	Sexual offence	236
All stations	Sexual offence detected as a result of police action	41
All stations	Shoplifting	226
All stations	Stock-theft	242
All stations	Theft of motor vehicle and motorcycle	110
All stations	Theft out of or from motor vehicle	221
All stations	TRIO crime	207
All stations	Truck hijacking	6
All stations	Robbery of cash in transit	2

All stations	Robbery at non-residential premises	104
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3.1.7 EDUCATION

Outcome 1 of the Delivery Agreement requires the improvement of the quality of basic education in general and in Maths and Science in particular. The EMLM has an inherited problem namely that the low income levels per household in the community correlate to the low education levels in the area. Statistics show that approximately (48, 4%) of the population above 15 years of age has had no schooling, the majority of which did not complete primary school. This translates into a major challenge for the municipality as even in an economic growth cycle future meaningful employment prospects are minimal. Only (9, 5%) of the total population completed the schooling curriculum at matric level. The municipality is serviced by one (1) Further Education Training (FET) located in Sekhukhune. Education facilities available to the municipality are reflected in the following table.

Table 40: Educational Facilities

Description	Number
FET colleges	01
Universities	n/a
Secondary schools	85
Primary schools	115
Early Childhood centers/pre-schools	126
Schools with infrastructure backlog	58

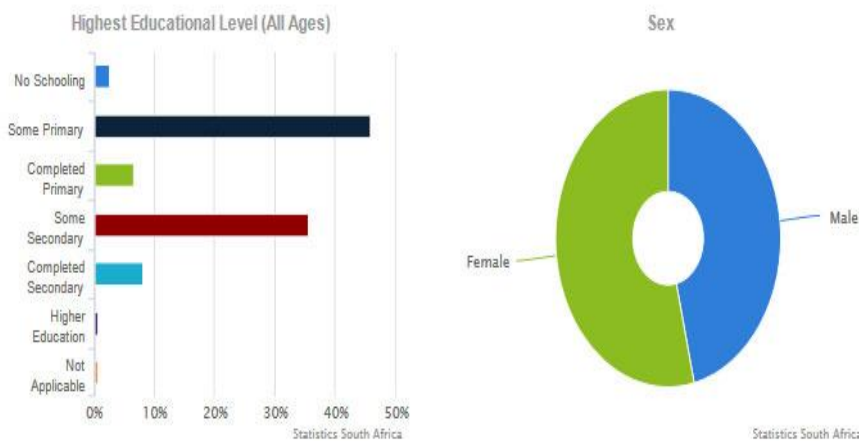
Source: Department of Education

Table 41: The level of education

Group	%
No schooling	19,4%
Some primary	25,4%
Completed primary	3,8%
Some secondary	32,0%
Completed secondary	14,6%
Higher education	3,7%
Not applicable	0,7%

Source: Stats SA. CS 2016

Figure 9: Educational levels



From information extrapolated from Table 22, 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 which although extremely low within the **No of index entries found**. Study area are lower than the comparative Provincial literacy rate of 64.8%.

EDUCATIONAL BACKLOGS AND CHALLENGES

The major challenges facing the municipality taking cognisance that Education is a Provincial matter include, but not limited to:

- Inadequate provision of learning materials
- Renovation of old schools including the construction of administration blocks
- Additional classrooms in some of the schools
- Infrastructure backlogs with respect to the provision of water and sanitation services to schools
- Inadequate sports facilities

4.2.1.14.1. EARLY CHILD DEVELOPMENT (ECD)

Centers for early child development have been established in most of the villages. Some of these centers get support from the Social Development department whilst others depend on contributions by beneficiaries. The office of the Mayor is constantly meeting with representatives of these centres with an aim to give support where necessary. The municipality has to develop programmes that will help alleviate challenges the ECD centres are faced with.

Number of ECD centers existing	Number of ECD centres receiving funding	How many ECD centres not funded	Overall backlog for ECD centres	Fully/Conditionally Registered ECD Centres
133	79	84 + 3 private	09	110 14 fully

4.2.1.14.2. CHALLENGES FACING ECDS

- Lack of proper learning centers or facilities
- Funding
- Inadequate support by National, Provincial and both local and district municipalities

The major challenges facing the municipality taking cognisance that Education is a Provincial matter include, but not limited to:

- Inadequate provision of learning materials
- Renovation of old schools including the construction of administration blocks
- Additional classrooms in some of the schools
- Infrastructure backlogs with respect to the provision of water and sanitation services to schools
- Inadequate sports facilities

4.2.1.17 POST OFFICES AND TELECOMMUNICATIONS

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, 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).

4.2.1.17.1 INTERNET SERVICES

Table 42: Access to internet services

Households	2011
From cell phone	7741
From work	847
No access to internet	46,943
Total	60 251

Source: Stats SA, Census, 2011

According to Census 2011, most of the households use mobile phone as a means of communication. There is a shortage of internet services within the communities of EMLM. Communities rely mostly of privately owned internet services which they ought to pay for the services rendered.

Telecommunications challenges

The municipality consist mainly of rural areas wherein the community is unable to communicate efficiently due to lack of network services such as Vodacom, MTN .Cell C and Telkom. Some of the communities are relying on cell-phone as a means of communication.

Inadequate post office services is still a major challenge

4.2.1.18 SOCIAL COHESION

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

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

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

4.2.1.19. 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 EMLM area are also not actively formalised or promoted.

4.2.1.19.1. SPORTS, ARTS AND CULTURE CHALLENGES

- Initiation of various sporting codes within the municipality
- Financial resource to assist in sports development
- Dilapidated stadiums
- Inadequate of support by National and Provincial

4.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

4.3.1. THE ECONOMIC PROFILE OVERVIEW

The Groblersdal Magisterial District plays an important role in the local economy of Elias Motsoaledi Local Municipality, in terms of agriculture and manufacturing sectors. The total Gross Value Added (GVA) of these two sectors in the Groblersdal Area is significantly higher than the other parts of the municipality.

The municipality developed an 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, however; the strategy needs to be reviewed to capture the current economic situation of the municipality.

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.

4.3.2 ECONOMY

The economic state of Elias Motsoaledi Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, Sekhukhune District Municipality, Limpopo Province and South Africa.

The Elias Motsoaledi Local Municipality does not function in isolation from Sekhukhune, Limpopo Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

4.3.2.1. GROSS DOMESTIC PRODUCT BY REGION (GDP-R)

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

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

TABLE: GROSS DOMESTIC PRODUCT (GDP) - ELIAS MOTSOLEDI, SEKHUKHUNE, LIMPOPO AND NATIONAL TOTAL, 2008-2018 [R BILLIONS, CURRENT PRICES]

	Elias Motsoaledi	Sekhukhune	Limpopo	National Total	Elias Motsoaledi as % of district municipality	Elias Motsoaledi as % of province	Elias Motsoaledi as % of national
2008	4.9	19.9	162.9	2,369.1	24.7%	3.0%	0.21%
2009	5.6	22.6	181.9	2,507.7	25.0%	3.1%	0.23%
2010	6.3	25.6	202.2	2,748.0	24.8%	3.1%	0.23%
2011	7.0	28.6	222.3	3,023.7	24.5%	3.2%	0.23%
2012	7.5	30.6	238.5	3,253.9	24.6%	3.2%	0.23%
2013	8.0	32.8	258.2	3,540.0	24.5%	3.1%	0.23%
2014	8.6	34.2	273.2	3,805.3	25.1%	3.1%	0.23%
2015	9.1	35.3	289.1	4,049.9	25.9%	3.2%	0.23%
2016	10.1	38.7	315.8	4,359.1	26.0%	3.2%	0.23%
2017	11.0	41.9	340.3	4,653.6	26.3%	3.2%	0.24%
2018	11.9	44.8	360.0	4,873.9	26.6%	3.3%	0.24%

Source: EMLM LED UNIT

With a GDP of R 11.9 billion in 2018 (up from R 4.92 billion in 2008), the Elias Motsoaledi Local Municipality contributed 26.63% to the Sekhukhune District Municipality GDP of R 44.8 billion in 2018 increasing in the share of the Sekhukhune from 24.72% in 2008. The Elias Motsoaledi Local Municipality contributes 3.31% to the GDP of Limpopo Province and 0.24% the GDP of South Africa which had a total GDP of R 4.87 trillion in 2018 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2008 when it contributed 0.21% to South Africa.

TABLE: GROSS DOMESTIC PRODUCT (GDP) - ELIAS MOTSOLEDI, SEKHUKHUNE, LIMPOPO AND NATIONAL TOTAL, 2008-2018 [ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES]

	Elias Motsoaledi	Sekhukhune	Limpopo	National Total
2008	2.5%	1.2%	1.7%	3.2%
2009	-1.0%	1.6%	-1.6%	-1.5%
2010	2.3%	4.6%	2.6%	3.0%
2011	1.0%	2.1%	2.4%	3.3%
2012	1.4%	1.4%	1.0%	2.2%
2013	-0.1%	2.7%	2.7%	2.5%
2014	-0.2%	0.1%	1.1%	1.8%
2015	0.5%	1.7%	1.8%	1.2%
2016	1.0%	-1.4%	-0.5%	0.4%
2017	2.7%	2.9%	2.1%	1.4%
2018	1.2%	1.2%	0.6%	0.8%
Average Annual growth 2008-2018	0.88%	1.69%	1.22%	1.50%

Source: EMLM LED UNIT

In 2018, the Elias Motsoaledi Local Municipality achieved an annual growth rate of 1.22% which is a significantly higher GDP growth than the Limpopo Province's 0.62%, but is higher than that of South Africa, where the 2018 GDP growth rate was 0.79%. Contrary to the short-term growth rate of 2018, the longer-term average growth rate for Elias Motsoaledi (0.88%) is significant lower than that of South Africa (1.50%). The economic growth in Elias Motsoaledi peaked in 2017 at 2.68%.

The Elias Motsoaledi Local Municipality had a total GDP of R 11.9 billion and in terms of total contribution towards Sekhukhune District Municipality the Elias Motsoaledi Local Municipality ranked second relative to all the regional economies to total Sekhukhune District Municipality GDP. This ranking in terms of size compared to other regions of Elias Motsoaledi remained the same since 2008. In terms of its share, it was in 2018 (26.6%) significantly larger compared to what it was in 2008 (24.7%). For the period 2008 to 2018, the average annual growth rate of 0.9% of Elias Motsoaledi was the lowest relative to its peers in terms of growth in constant 2010 prices.

TABLE: GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN SEKHUKHUNE DISTRICT MUNICIPALITY, 2008 TO 2018, SHARE AND GROWTH

	2018 (Current prices)	Share district municipality of	2008 (Constant prices)	2018 (Constant prices)	Average Annual growth
Elias Motsoaledi	11.92	26.63%	6.31	6.89	0.88%
Ephraim Mogale	4.30	9.62%	2.42	2.64	0.89%
Makhuduthamaga	6.71	14.99%	3.72	4.31	1.48%
Greater Tubatse/Fetakgomo	21.82	48.76%	11.98	15.05	2.30%

Source: EMLM LED UNIT

Greater Tubatse/Fetakgomo had the highest average annual economic growth, averaging 2.30% between 2008 and 2018, when compared to the rest of the regions within Sekhukhune District Municipality. The Makhuduthamaga Local Municipality had the second highest average annual growth rate of 1.48%. Elias Motsoaledi Local Municipality had the lowest average annual growth rate of 0.88% between 2008 and 2018.

4.3.2.2. ECONOMIC GROWTH FORECAST

It is expected that Elias Motsoaledi Local Municipality will grow at an average annual rate of 1.73% from 2018 to 2023. The average annual growth rate in the GDP of Sekhukhune District Municipality and Limpopo Province is expected to be 3.51% and 1.82% respectively. South Africa is forecasted to grow at an average annual growth rate of 1.60%, which is lower than that of the Elias Motsoaledi Local Municipality.

In 2023, Elias Motsoaledi's forecasted GDP will be an estimated R 7.51 billion (constant 2010 prices) or 21.9% of the total GDP of Sekhukhune District Municipality. The ranking in terms of size of the Elias Motsoaledi Local Municipality will remain the same between 2018 and 2023, with a contribution to the Sekhukhune District Municipality GDP of 21.9% in 2023 compared to the 23.9% in 2018. At a 1.73% average annual GDP growth rate between 2018 and 2023, Elias Motsoaledi ranked the third compared to the other regional economies.

4.3.2.3. HISTORICAL ECONOMIC GROWTH

For the period 2018 and 2008, the GVA in the finance sector had the highest average annual growth rate in Elias Motsoaledi at 2.49%. The industry with the second highest average annual growth rate is the agriculture sector averaging at 1.99% per year. The electricity sector had an average annual growth rate of -0.90%, while the mining sector had the lowest average annual growth of -1.12%. Overall a positive growth existed for all the industries in 2018 with an annual growth rate of 1.54% since 2017.

TABLE: GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - ELIAS MOTSOLEDI LOCAL MUNICIPALITY, 2008, 2013 AND 2018 [R MILLIONS, 2010 CONSTANT PRICES]

	2008	2013	2018	Average Annual growth
Agriculture	184.4	194.8	224.6	1.99%
Mining	1,310.5	1,051.8	1,170.5	-1.12%
Manufacturing	299.1	284.3	288.5	-0.36%
Electricity	133.0	130.3	121.6	-0.90%
Construction	159.6	184.5	188.6	1.68%
Trade	1,001.6	1,116.9	1,157.1	1.45%
Transport	279.0	280.9	306.5	0.95%
Finance	981.2	1,155.5	1,254.9	2.49%
Community services	1,238.5	1,419.4	1,476.3	1.77%
Total Industries	5,587.1	5,818.5	6,188.6	1.03%

Source: EMLM LED UNIT

The tertiary sector contributes the most to the Gross Value Added within the Elias Motsoaledi Local Municipality at 61.6%. This is slightly lower than the national economy (68.5%). The primary sector contributed a total of 28.6% (ranking second), while the secondary sector contributed the least at 9.8%.

4.3.2.4. LABOURTABLE: WORKING AGE POPULATION IN ELIAS MOTSOLEDI, SEKHUKHUNE, LIMPOPO AND NATIONAL TOTAL, 2008 AND 2018 [NUMBER]

	Elias Motsoaledi		Sekhukhune		Limpopo		National Total	
	2008	2018	2008	2018	2008	2018	2008	2018
15-19	33,200	26,400	143,000	109,000	712,000	560,000	5,150,000	4,600,000
20-24	29,000	25,400	126,000	108,000	664,000	562,000	5,420,000	4,770,000
25-29	20,200	26,000	92,300	125,000	510,000	614,000	4,890,000	5,470,000
30-34	13,500	21,900	61,900	108,000	346,000	534,000	3,830,000	5,520,000
35-39	9,230	16,700	41,600	77,100	236,000	401,000	3,020,000	4,670,000
40-44	8,010	10,300	35,800	47,500	205,000	254,000	2,610,000	3,460,000
45-49	7,870	7,860	34,200	33,900	188,000	182,000	2,340,000	2,660,000
50-54	7,290	7,490	30,400	31,000	161,000	177,000	1,970,000	2,310,000
55-59	6,500	7,740	27,600	31,600	136,000	166,000	1,600,000	2,060,000
60-64	5,540	8,140	22,900	30,200	110,000	142,000	1,250,000	1,720,000
Total	140,390	157,982	614,756	702,590	3,269,141	3,591,641	32,092,108	37,241,166

Source: EMLM LED UNIT

The working age population in Elias Motsoaledi in 2018 was 158 000, increasing at an average annual rate of 1.19% since 2008. For the same period the working age population for Sekhukhune District Municipality increased at 1.34% annually, while that of Limpopo Province increased at 0.95% annually. South Africa's working age population has increased annually by 1.50% from 32.1 million in 2008 to 37.2 million in 2018.

The graph below combines all the facets of the labour force in the Elias Motsoaledi Local Municipality into one compact view. The chart is divided into "place of residence" on the left, which is measured from the population side, and "place of work" on the right, which is measured from the business side.

4.3.4.5. ECONOMICALLY ACTIVE POPULATION (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force.

TABLE: ECONOMICALLY ACTIVE POPULATION (EAP) - ELIAS MOTSOLEDI, SEKHUKHUNE, LIMPOPO AND NATIONAL TOTAL, 2008-2018 [NUMBER, PERCENTAGE]

	Elias Motsoaledi	Sekhukhune	Limpopo	National Total	Elias Motsoaledi as % of district municipality	Elias Motsoaledi as % of province	Elias Motsoaledi as % of national
2008	48,200	214,000	1,320,000	18,400,000	22.6%	3.6%	0.26%
2009	47,400	210,000	1,280,000	18,300,000	22.5%	3.7%	0.26%
2010	45,300	203,000	1,220,000	18,100,000	22.4%	3.7%	0.25%
2011	45,300	204,000	1,220,000	18,300,000	22.2%	3.7%	0.25%
2012	46,700	209,000	1,250,000	18,700,000	22.3%	3.7%	0.25%
2013	49,200	219,000	1,320,000	19,300,000	22.5%	3.7%	0.25%
2014	53,100	235,000	1,420,000	20,100,000	22.6%	3.7%	0.26%
2015	57,400	254,000	1,530,000	20,800,000	22.6%	3.7%	0.28%
2016	61,300	271,000	1,630,000	21,300,000	22.6%	3.8%	0.29%
2017	64,000	284,000	1,700,000	21,800,000	22.5%	3.8%	0.29%
2018	64,800	288,000	1,730,000	22,100,000	22.5%	3.8%	0.29%
Average Annual growth							
2008-2018	3.00%	3.04%	2.70%	1.85%			

Source: EMLM LED UNIT

Elias Motsoaledi Local Municipality's EAP was 64 800 in 2018, which is 23.55% of its total population of 275 000, and roughly 22.51% of the total EAP of the Sekhukhune District Municipality. From 2008 to 2018, the average annual increase in the EAP in the Elias Motsoaledi Local Municipality was 3.00%, which is 0.0342 percentage points lower than the growth in the EAP of Sekhukhune's for the same period.

In 2008, 20.1% of the total population in Elias Motsoaledi Local Municipality were classified as economically active which increased to 23.6% in 2018. Compared to the other regions in Sekhukhune District Municipality, Ephraim Mogale Local Municipality had the highest EAP as a percentage of the total

population within its own region relative to the other regions. On the other hand, Makhuduthamaga Local Municipality had the lowest EAP with 17.7% people classified as economically active population in 2018.

4.3.4.6. LABOUR FORCE PARTICIPATION RATE

The labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population. The following is the labour participation rate of the Elias Motsoaledi, Sekhukhune, Limpopo and National Total as a whole.m

TABLE8: THE LABOUR FORCE PARTICIPATION RATE - ELIAS MOTSOLEDI, SEKHUKHUNE, LIMPOPO AND NATIONAL TOTAL, 2008-2018 [PERCENTAGE]

	Elias Motsoaledi	Sekhukhune	Limpopo	National Total
2008	34.4%	34.7%	40.4%	57.4%
2009	33.1%	33.7%	38.9%	56.2%
2010	31.1%	32.0%	36.8%	54.5%
2011	30.9%	31.9%	36.4%	54.3%
2012	31.6%	32.4%	37.2%	54.7%
2013	33.0%	33.5%	38.9%	55.7%
2014	35.3%	35.5%	41.5%	57.1%
2015	37.6%	37.7%	44.2%	58.1%
2016	39.8%	39.7%	46.5%	58.9%
2017	41.0%	41.1%	47.9%	59.5%
2018	41.0%	41.0%	48.0%	59.4%

Source: EMLM LED UNIT

The Elias Motsoaledi Local Municipality's labour force participation rate increased from 34.37% to 41.04% which is an increase of 6.7 percentage points. The Sekhukhune District Municipality increased from 34.74% to 41.00%, Limpopo Province increased from 40.45% to 48.05% and South Africa increased from 57.39% to 59.38% from 2008 to 2018. The Elias Motsoaledi Local Municipality labour force participation rate exhibited a lower percentage point change compared to the Limpopo Province from 2008 to 2018. The Elias Motsoaledi Local Municipality had a lower labour force participation rate when compared to South Africa in 2018.

4.3.4.7. TOTAL EMPLOYMENT

TABLE: TOTAL EMPLOYMENT - ELIAS MOTSOLEDI, SEKHUKHUNE, LIMPOPO AND NATIONAL TOTAL, 2008-2018 [NUMBERS]

	Elias Motsoaledi	Sekhukhune	Limpopo	National Total
2008	34,200	108,000	942,000	14,100,000
2009	34,500	110,000	940,000	14,000,000
2010	34,000	109,000	922,000	13,600,000
2011	35,400	115,000	953,000	13,800,000
2012	35,600	116,000	961,000	14,000,000
2013	38,000	124,000	1,030,000	14,500,000
2014	41,200	134,000	1,120,000	15,100,000
2015	43,900	142,000	1,190,000	15,500,000
2016	46,000	148,000	1,250,000	15,700,000
2017	47,500	153,000	1,300,000	15,900,000
2018	48,400	157,000	1,330,000	16,100,000
Average Annual growth				
2008-2018	3.55%	3.80%	3.51%	1.35%

Source: EMLM LED UNIT

In 2018, Elias Motsoaledi employed 48 400 people which is 30.92% of the total employment in Sekhukhune District Municipality (157 000), 3.64% of total employment in Limpopo Province (1.33 million), and 0.30% of the total employment of 16.1 million in South Africa. Employment within Elias Motsoaledi increased annually at an average rate of 3.55% from 2008 to 2018. The Elias Motsoaledi Local Municipality average annual employment growth rate of 3.55% exceeds the average annual labour force growth rate of 3.00% resulting in unemployment decreasing from 30.80% in 2008 to 22.62% in 2018 in the local municipality.

TABLE: TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - ELIAS MOTSOLEDI AND THE REST OF SEKHUKHUNE, 2018 [NUMBERS]

	Elias Motsoaledi	Ephraim Mogale	Makhuduthamaga	Greater Tubatse/Fetakgomo	Total Sekhukhune
Agriculture	8,840	5,790	526	2,810	17,956
Mining	1,010	336	1,100	17,400	19,806
Manufacturing	2,530	969	715	5,130	9,342
Electricity	295	91	140	173	700
Construction	4,970	1,930	1,900	6,160	14,957
Trade	11,300	3,800	6,630	13,600	35,330
Transport	2,100	773	1,010	2,240	6,120
Finance	4,370	1,860	2,100	4,340	12,674
Community services	9,450	3,200	6,520	9,270	28,446
Households	3,570	2,060	1,010	4,680	11,313
Total	48,400	20,800	21,700	65,700	156,645

Source: EMLM LED UNIT

Elias Motsoaledi Local Municipality employs a total number of 48 400 people within its local municipality. The local municipality that employs the highest number of people relative to the other regions within Sekhukhune District Municipality is Greater Tubatse/Fetakgomo local municipality with a total number of 65 700. The local municipality that employs the lowest number of people relative to the other regions within Sekhukhune District Municipality is Ephraim Mogale local municipality with a total number of 20 800 employed people.

In Elias Motsoaledi Local Municipality the economic sectors that recorded the largest number of employment in 2018 were the trade sector with a total of 11 300 employed people or 23.3% of total employment in the local municipality. The community services sector with a total of 9 450 (19.5%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 295 (0.6%) is the sector that employs the least number of people in Elias Motsoaledi Local Municipality, followed by the mining sector with 1 010 (2.1%) people employed.

4.3.4.7. UNEMPLOYMENT

The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

TABLE: UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - ELIAS MOTSOLEDI, SEKHUKHUNE,

	Elias Motsoaledi	Sekhukhune	Limpopo	National Total
2008	30.8%	38.9%	28.4%	23.6%
2009	28.9%	36.6%	26.4%	23.8%
2010	26.9%	34.1%	24.3%	24.8%
2011	24.2%	30.7%	21.5%	24.9%
2012	22.5%	29.0%	20.0%	25.0%
2013	21.3%	27.8%	18.8%	25.1%
2014	20.7%	27.2%	18.1%	25.1%
2015	21.4%	28.2%	18.6%	25.5%
2016	22.6%	30.2%	19.7%	26.4%
2017	23.1%	30.8%	20.1%	27.2%
2018	22.6%	30.1%	19.5%	27.2%

Source: EMLM LED UNIT

In 2018, the unemployment rate in Elias Motsoaledi Local Municipality (based on the official definition of unemployment) was 22.62%, which is a decrease of -8.19 percentage points. The unemployment rate in Elias Motsoaledi Local Municipality is lower than that of Sekhukhune. Comparing to the Limpopo Province it can be seen that the unemployment rate for Elias Motsoaledi Local Municipality was higher than that of Limpopo which was 19.49%. The unemployment rate for South Africa was 27.18% in 2018, which is a increase of -3.59 percentage points from 23.60% in 2008.

When comparing unemployment rates among regions within Sekhukhune District Municipality, Makhuduthamaga Local Municipality has indicated the highest unemployment rate of 41.3%, which has decreased from 51.3% in 2008. It can be seen that the Ephraim Mogale Local Municipality had the lowest unemployment rate of 21.0% in 2018, this decreased from 29.4% in 2008.

4.3.4.9. DEVELOPMENT

Indicators of development, like the Human Development Index (HDI), Gini Coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development of a given region in South Africa relative to the rest of the country.

Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water.

4.3.4.10. POVERTY

In 2018, there were 204 000 people living in poverty, using the upper poverty line definition, across Elias Motsoaledi Local Municipality - this is 3.42% higher than the 197 000 in 2008. The percentage of people living in poverty has decreased from 82.39% in 2008 to 74.16% in 2018, which indicates a decrease of 8.23 percentage points.

In terms of the percentage of people living in poverty for each of the regions within the Sekhukhune District Municipality, Makhuduthamaga Local Municipality has the highest percentage of people living in poverty, with a total of 78.6%. The lowest percentage of people living in poverty can be observed in the Greater Tubatse/Fetakgomo Local Municipality with a total of 70.3% living in poverty, using the upper poverty line definition.

4.3.4.11. UNEMPLOYMENT RATE

The high unemployment rate in the municipality has culminated in to high levels of poverty wherein most of the households depend on grants as means of income. According to the latest statistics 2011, the unemployment rate within the municipality has dropped to 42.9% 2011 as compared to 54.3% in 2001. The municipality in conjunction with the provincial sector departments has initiated short term employment programme through the EPWP. 600 hundred people were employed for a period of 12 months with the possibility of their contracts being extended in the next financial. The youth unemployment rate has declined from 64.1% in 2001 to 52.7% in 2011. The updated information on the unemployment statistics are not yet been published.

LEDET has released the district wide unemployment rate which details unemployment from 2007 to 2017. The graph below indicate the level of unemployment within the municipality.



Table 43: Labour force within EMLM

Sector	Gender		Total
	Male	Female	
In the formal sector	11,332	9,942	21,274
In the informal sector	3,842	2,742	6,584
Private household	2,214	1,922	4,135

Sector	Gender		Total
Do not know	513	373	885
Unspecified	-	-	-
Not applicable	97,602	118,882	216,484
Total	115,503	133,860	249,363

Source: Stats SA, Census 2011

There appears to be agricultural activity that often goes unnoticed as a significant contributor to the local GVA, especially at the community level. There is growing informal economy which is not part of the main stream agricultural economy.

Groblersdal is the center 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

4.3.4.12. AGRI-PARK FARMING

Agriculture is a key industry to the economy and its relevance should not be under-estimated

Despite the fact that South Africa's agricultural producers are currently facing numerous challenges, it is clear that producers, agri-businesses and political decision makers have the will to tackle these challenges head-on in order to ensure the stability and future sustainability of this strategic industry.

The Limpopo Department of Agriculture (LDA) hosted consultative processes at Bolivia Lodge on 17 April 2015 with various stakeholders in a bid to establish an Agri-Park and agree on strategic location thereof in each district. The move for its establishment is in line with the President's 2015 State of the Nation Address. Agriculture is the relevant sector to stimulate the growth of rural economies and thus trigger enterprise and industrial development to improve the livelihoods of the communities living in these areas.

Limpopo Province is known to be the agricultural production hub for most high value agricultural commodities and with diverse agro-ecological regions, characterised by significant variation in natural endowments such as soil, rainfall, and access to water. In the same context, more than 45% of the R2-billion annual turnover of the Johannesburg Fresh produce comes from Limpopo⁹.

Agri-Park is a viable economic model aimed at encouraging the development of farmers in terms of expertise, ability to supply quality products and sustain the market and community development through income generated by the value addition capability of the Agri-Park (profits reinvested in the community through an Investment Financing Facility).

Agri-Park would further:

- benefit existing state land with agricultural potential in the Province;
- improve access to markets to all farmers, with bias to emerging farmers and rural communities;
- maximize the use of high value agricultural land (high production capability);

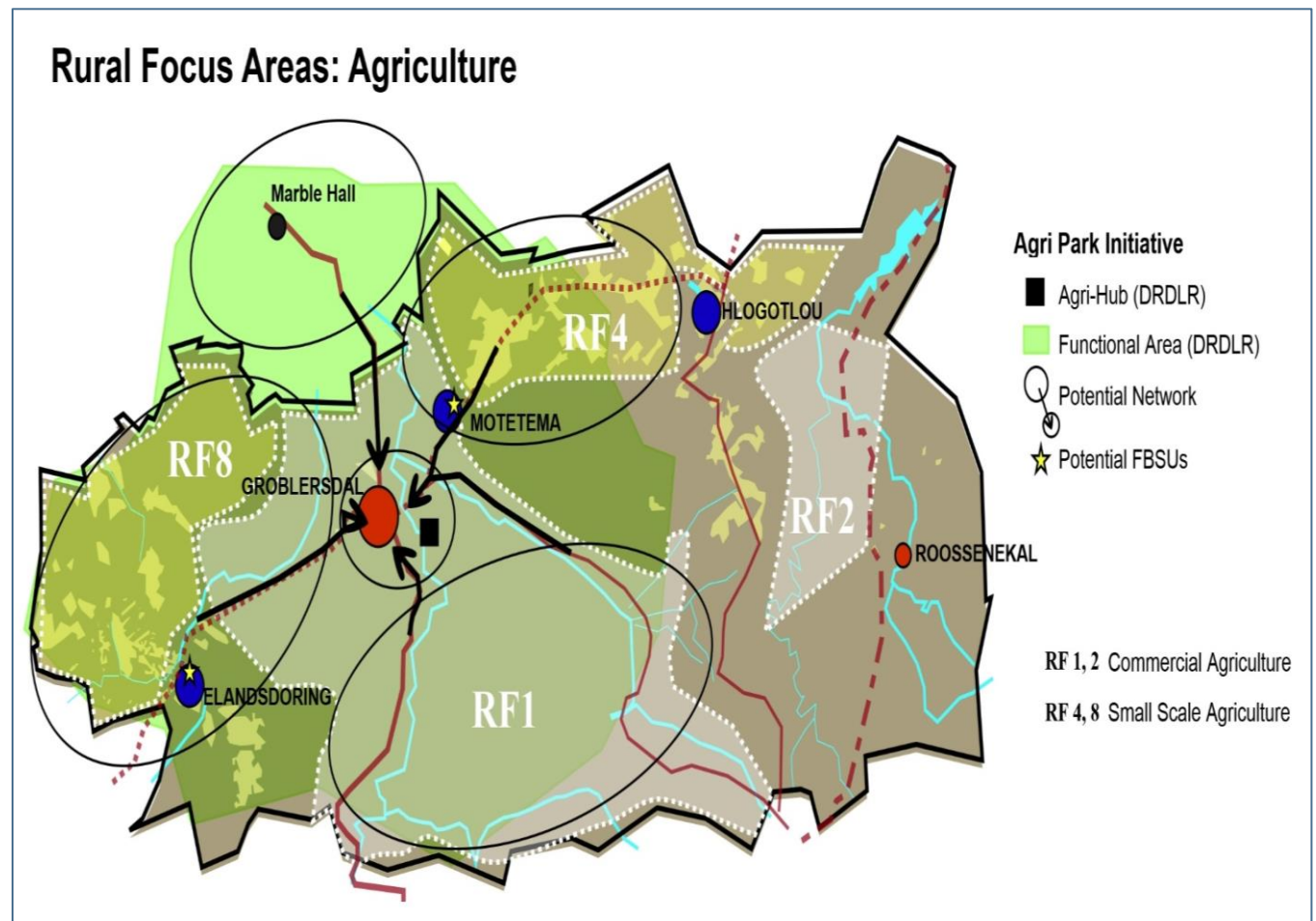
⁹extract from presentation of The Limpopo Department of Agriculture at Bolivia Lodge on 17 April 2015

- Optimise the use of existing agro-processing infrastructure, including having availability of water, energy and roads, and support a growing-town with high economic potential that would benefit from small town revitalization.

Investment opportunities will exist in the areas of processing and packaging of fruits and vegetables as well as for the export of beef, pork, chicken eggs, fruits and vegetables. However, jobs will be created through down and upstream agricultural activities throughout the value chain. Emerging farmers working in joint ventures will participate in supplying the Agri-Park. Private farmers can also benefit from this lucrative investment opportunity.

Potential areas to sustain the Agri-Parks in each District were identified at the event. The Department of Agriculture will develop partnerships with other stakeholders to develop critical economic infrastructure such as roads, energy, water, ICT and transportation logistics.

Agri-Park is an agglomeration of agricultural cultivation, packing, processing, storage and marketing of agricultural commodities in a central location, such as an economic hub. They are designed for multiple uses that accommodate small farms, public areas and natural habitat.



Source: EMLM SDF 2018

4.3.4.13. COMPETITIVE AND COMPARATIVE ADVANTAGES

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 and is the biggest area under irrigation in the district. 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.

4.3.4.14. TOURISM

Tourism is a dynamic and competitive industry that requires the ability to constantly adapt to customers changing needs and desires, as the customer satisfaction, safety and enjoyment are particularly the focus of tourism business. The tourism sector has significant potential for development but is currently under developed as far as the infrastructure and the marketing thereof is concerned.

Currently tourism is limited to small scale uncoordinated projects, some of them are not visible to the potential tourists. The municipality is doing well in terms of hunting due to the number of game farms which are always fully booked during the hunting season. The municipality attends and exhibits tourism promotional material annually at the tourism indaba which in Durban.

The Elias Motsoaledi Municipality has about 577 tourism beds serving two distinct markets. Guest Houses and Game Lodges serve business visitors, which are the dominant markets and Game Lodges serve Hunters and Weekend visitors.

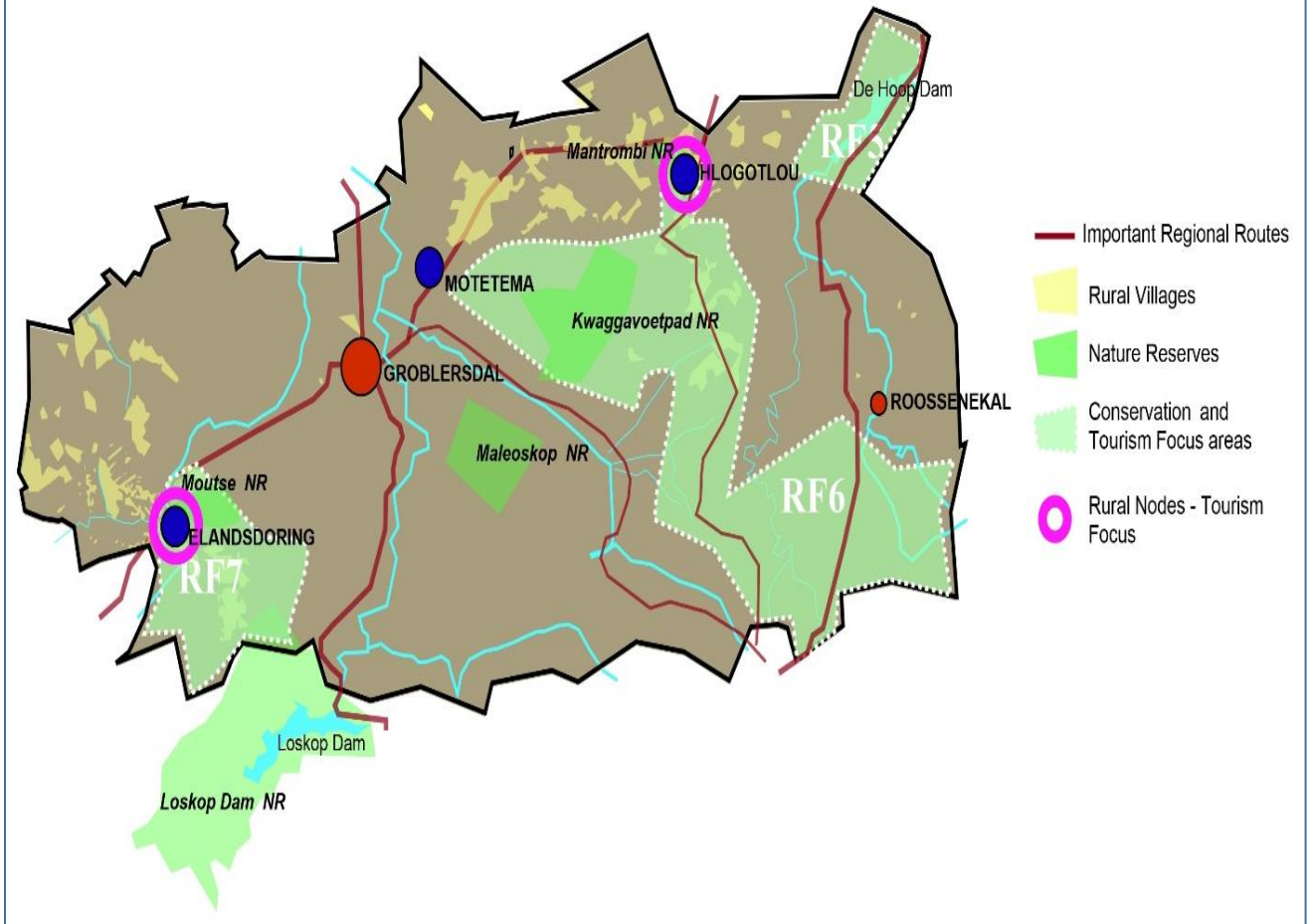
Table 44: District tourism comparisons

Municipal Area	No of facilities	No of beds	Occupy rate	Turnover	Staff employed
Tubatse	20	1 278	67%	R 47.2m	432
Elias Motsoaledi	24	577	59%	R 20.2m	222
Marble Hall	29	677	54%	R 23.0m	260
Fetakgomo	1	20	N/a	R 0.2m	12
Makhuduthamaga	6	75	62%	R 2.6m	36
Sekhukhune	81	2627	62%	R 93.2m	962

Source: SDM Tourism Development Strategy

The map below indicate tourism and conservation destinations within the municipality

Rural Focus Areas: Conservation and Tourism



Source: EMLM SDF 2018

TOURISM PROJECTS

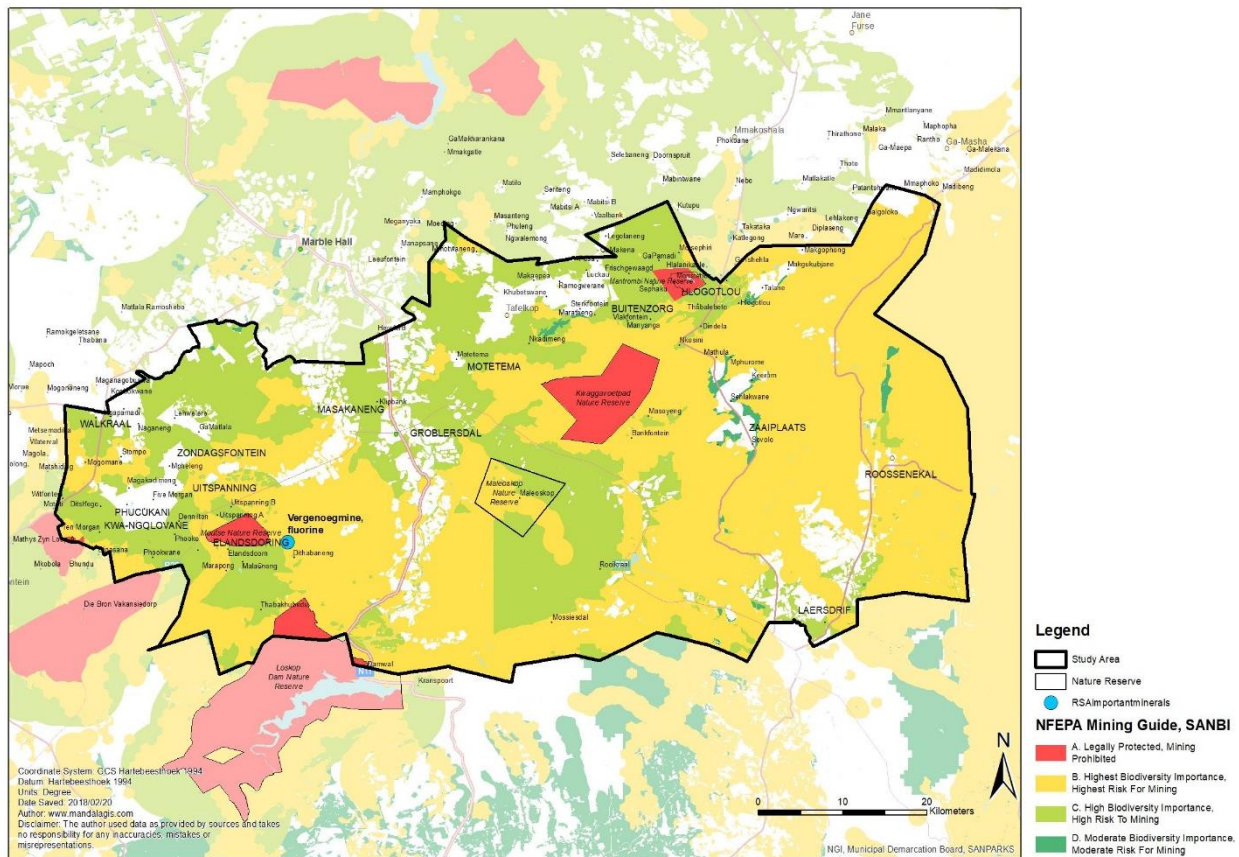
- Marketing and development of the proposed De Hoop Dam Nature Reserve as Eco- Tourism and recreational destination
- Sustainable tourism development at Loskop Dam, Mantrombi, Kwaggavoetpad and Moutse Nature Reserves, but all land development and usages to conform to related legislation, such as National Environmental Management Act, 1998 (NEMA) Regulations, 2006
- The support of village tourism
- All developments within the areas earmarked for conservation or eco-tourism must enhance the rural character of the surrounding area
- Developments that promote water sport and recreation need to submit as part of the environmental management plan the rules associated with the use of the water resource for water sport and recreation.

4.3.4.15. MINING

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 jurisdiction of EMLM accounted for less than R20 million in 2005. The implementation of Social and Labour Plan by Mapoch's mine created seventeen (17) permanent jobs

Elias Motsoaledi LM SDF 2018

Mining



Source : EMLM SDF 2018

4.3.4.16 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 G4A 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. 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.

The manufacturing sector thus plays a very insignificant role in the economies of the Moutse, Hlogotlou and surrounding areas, accounting for only 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.

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.

4.3.4.17. WHOLESALE AND RETAIL SECTOR

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. At the District level the total number of employment opportunities increased from 7 407 to 16 512 in 2005. This growth has been most notable over the period 1996 to 2000, where after it has stagnated somewhat. 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.

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.

Table 45: Priority sectors of local municipalities

Local municipality	Agriculture and agro-processing	Mining	Construction	Tourism	Other sectors	Public sector
Elias Motsoaledi	X		X	X		X
Fetakgomo	X	X (platinum)	X	X		X
Makhuduthamaga	X	X (concrete)		X	X (retail)	X
Marble Hall	X		X	X		
Tubatse	X	X (various)		X		X

Source: Limpopo Employment Growth and Development Plan

While the detailed economic sector analysis presented in this section does not cover 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, such as:

- 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.

4.3.4.18. DEVELOPMENT CORRIDORS

4.3.4.18.1 LED AND POVERTY REDUCTION

Local government is mandated to encourage economic growth in order to address poverty and unemployment. This mandate is outlined in the Constitution of the RSA (1996) and the White Paper on Local Government (1998). Local economic development (LED) has been identified as an instrument to address unemployment, poverty and redistribution in local municipal areas. The poverty rate is currently at 66, 3%.

COGHTA has defined LED as an outcome based local initiative that should be driven by local stakeholders. LED involves identifying and using primarily local resources, ideas and skills to stimulate economic growth and development (Slabbert, 2004). Local economic development is critical government intervention to create employment opportunities and reduce incidence of poverty. Local economic development is fundamental government strategy to create a climate conducive to stimulate economic growth. Local economic development initiatives are even more important for municipality confronted by significant levels of employment, poverty and HIV/AIDS.

Municipalities are expected to develop local economic development interventions, which are aligned to the National Development Plan, Limpopo Development Plan and other policy directives that seek to guide interventions that will make a significant impact in stimulating local economies.

The SDM's LED strategy attempts to support the national priorities by outlining strategic thrusts that are derived from the national imperatives. The SDM's LED strategy outlines seven main strategic thrusts to guide LED interventions in the district area. These include:

- Maximize economic development from mining growth
- Support development of agriculture and agro-processing
- Develop competitive tourism attractions
- Speed up infrastructure development
- Remove barriers to land for development
- Refocus education and skills development
- Organise LED to work better on a large scale

In view of the critical national, provincial and district imperatives informing local economic development and growth, the EMLM has identified a number of key strategic thrusts that seeks to inform municipal interventions aimed at creating economic opportunities, job creation and reduction of poverty:

- Improved institutional framework and capacity to support local economic development
- Development of agricultural sector and agro-processing
- Linkages to opportunities from mining sector
- Tourism development
- Business support, entrepreneurial development and second economy interventions
- Infrastructure and transport development in support of economic development
- Education, training and skills development
- Place marketing and industrial recruitment

Local economic development strategies are to be undertaken in a 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 limited 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 Reliance on "low-road" techniques, e.g. cheap labor and subsidised 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. The strategy needs to go to the next level which is the planning stage. This will be coupled with the number of LED projects that have been implemented, employment statistics thereof and future developments.

The below table illustrates the number of jobs created through programmes such as EPWP, CWP, MIG, INEP and Equitable shares. This numbers reflects job created during the 2018-2019 financial year.

Grant/ Incentive	Total Jobs Created	Youth	Males	Females	PWD
EPWP	69	53	14	55	04
CWP	1158	438	148	1010	32
MIG	84	60	50	34	0
Equitable share	65	22	15	50	01
INEP	51	31	29	22	0
TOTAL	1427	604	256	1171	37

Source: EMLM LED UNIT

4.3.4.18.2. LED SKILLS BASE FOR EMLM

For both public infrastructure and private investment programmes, the single greatest impediment is shortage of skills, including professional skills such as engineers and scientists, financial managers, human resource specialists, project managers, technical skills etc. There is a high rate of people who do not reach tertiary education due to lack of household income. The municipality has the following skills which adds value to productivity in the economic sector i.e. Road construction skills, plumbing, electrification, retailing, agriculture etc.

It is therefore important for the municipality to embark on the coordination of skills development programmes such as those which are been offered by the department of Labour and other government agencies and those that can be offered by the department of agriculture seeing that the EMLM is a pro-agriculture area.

According to the recent economic trends, the municipality strives to engage private sector and the community in pursuing and encouraging partnership (PPP) that will ensure business skills transfer and retention.

4.3.4.18. LOCAL ECONOMIC DEVELOPMENT CHALLENGES

- Insufficient financial support to LED initiatives
- Inability to attract potential investors
- Inadequate marketing of the municipality as a tourist destination
- Lack of infrastructure capacity
- Unresolved land claims that impacts negatively to development

KPA 4: FINANCIAL VIABILITY

a. 4.4.1 FINANCIAL OVERVIEW Executive Summary

The application of sound financial management principles for the compilation of the municipality's financial plan is essential and critical to ensure that the municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

Section 17 of Municipal Finance Management Act (MFMA) requires the municipality to prepare an annual budget in the prescribed format. National Treasury's MFMA circular 108 have been used as guidance for the compilation of the 2021/22 MTREF. The main challenges experienced during the compilation of the 2021/22 MTREF can be summarized as follows

- Ageing and poorly maintained roads and electricity infrastructure
- Limited and/or very minimal surplus anticipated to be realized from operating budget makes it difficult to accommodate all the wards within the area of jurisdiction of the municipality in terms of capital projects implementations

The following budget principles and guidelines directly informed the compilation the 2021/22 MTREF:

- The 2020/21 adjustment budget priorities and targets as well as the base line allocations contained in that adjustment were adopted as the upper limits for the new base lines for the 2021/22 annual budget.
- Tariffs and property rates increases should be affordable and should generally not exceed the inflation as measured by the CPI except where there are price increases in the inputs of services that are beyond the control of the municipality, for example: cost of bulk electricity. In addition, we had to ensure that our tariffs remained or moved towards being cost reflective, and had to take into account the need to address infrastructure backlogs.
- Capital projects and activities funded from external grants are budgeted as per the gazetted amount as outlined in 2021/22 Division of Revenue Act (DoRA).
- In addition to cost containment implemented by the municipality, the following items and allocations thereof had to be kept at minimum level:
 - Consultants and Professional Fees;
 - Special Projects and Events;
 - Refreshments and Entertainment (R2 000 allocated per directorate for the entire financial year);
 - Ad hoc travelling;
 - Subsistence, Travelling and conference fees;
 - Telephone and cell phone subscriptions;
 - Issuing of Material and Store items, and
 - Overtime.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2021/22 Medium Term Revenue and Expenditure Framework:

Summary of 2021/22 Medium Term Revenue Expenditure Framework

SUMMARY OF 2021/22 DRAFT BUDGET			
	2021/22	2022/23	2023/24
DESCRIPTION	DRAFT BUDGET	INDICATIVE BUDGET	INDICATIVE BUDGET
TOTAL REVENUE	621 146 254	635 031 864	641 116 132
Less: Transfer recognized capital	79 332 000	72 606 000	76 364 000
OPERATING REVENUE	541 814 254	562 425 864	564 752 132
OPERATING EXPENDITURE	529 923 503	536 853 457	551 371 615
TRANSFERS - CAPITAL	79 332 000	72 606 000	76 364 000
SURPLUS/(DEFECIT)	11 890 751	25 572 406	13 380 517
CAPITAL EXPENDITURE	88 892 000	94 606 000	87 064 000

The above table is used as a testing tool for determination of municipal deficit or surplus throughout 2021/22 MTREF and as presented, the budget has a surplus of R11, 890 million; R25, 575 million and R13, 380 million respectively throughout the MTREF period.

Total operating revenue and expenditure for 2021/22 financial year amounts to R541, 814 million and R529, 923 million respectively. The budget increases steadily in the outer years.

b. Operating Revenue Framework

For Elias Motsoaledi Local Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of this municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to setting of tariff increases and balancing expenditures against realistically anticipated revenues and prioritization

of capital projects as contained in the Integrated Development Plan (i.e. the needs of all wards within Elias Motsoaledi Local Municipality).

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

- National Treasury's guidelines and macroeconomic policy;
- Efficient revenue management, which aims to ensure 85% annual collection rate for property rates and other key service charges;
- Electricity tariff increases that are approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

The following tables are a summary of the 2021/23 MTREF (classified by main revenue source):

Table 1 Summary of revenue classified by main revenue source

Description	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source										
Property rates	25 978	33 010	35 773	38 345	38 345	38 345	26 216	40 840	42 555	44 428
Service charges	74 874	89 925	95 493	110 873	99 873	99 873	65 871	106 704	111 223	116 117
Rental of facilities and equipment	944	1 000	897	1 220	834	834	553	898	936	977
Interest earned - external investments	2 928	2 800	2 068	3 042	542	542	225	1 900	1 980	2 067
Interest earned - outstanding debtors	9 693	6 692	12 170	6 656	17 946	17 946	11 068	12 860	9 149	7 376
Transfers and subsidies	226 163	245 278	273 218	293 916	351 806	351 806	272 460	307 637	322 626	316 577
Other revenue	83 399	76 991	19 565	77 517	15 925	15 925	4 362	70 975	73 956	77 210
Total Revenue (excluding capital tran	423 980	455 697	439 184	531 568	525 270	525 270	380 757	541 814	562 426	564 752

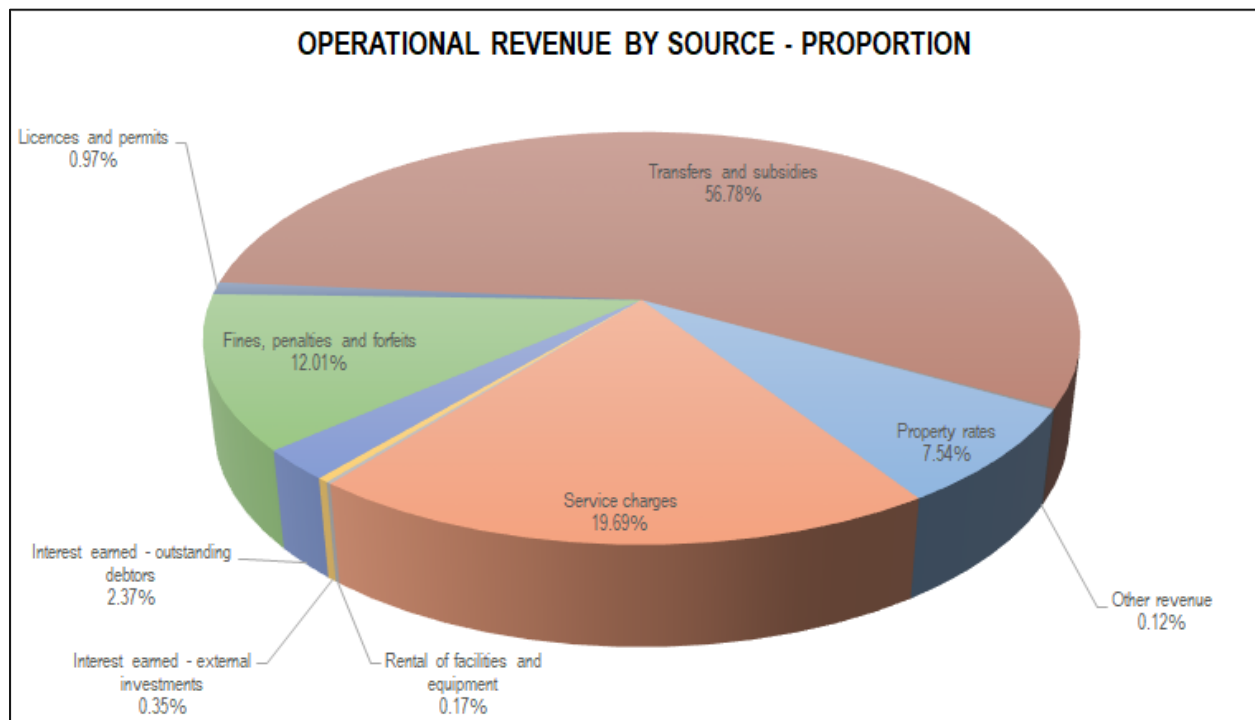


Figure 10 Main operational revenue categories for the 2021/22 financial year

In line with the formats prescribed by the Municipal Budget and Reporting Regulations (MBRR), transfer recognized - capital is excluded from the operating revenue statement, as inclusion of this revenue source would distort the calculation of the operating surplus/deficit.

Table 2 Operating Transfers and Grants Receipts

Description	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
RECEIPTS:									
Operating Transfers and Grants									
National Government:	226 163	245 278	273 214	293 320	351 806	351 806	307 637	322 626	316 577
Local Government Equitable Share	223 019	237 506	269 009	289 039	347 525	347 525	302 788	319 776	313 727
Finance Management	1 700	1 770	2 235	2 600	2 600	2 600	2 650	2 850	2 850
EPWP Incentive	1 444	1 002	1 374	1 681	1 681	1 681	2 199	–	–
Disaster Relief Grant			596	–	–	–	–	–	–
Energy Efficiency and Demand Management	–	5 000	–	–	–	–	–	–	–
District Municipality:	–	–	–	–	–	–	–	–	–
N/A									
Other grant providers:	–	–	–	–	–	–	–	–	–
N/A									
Total Operating Transfers and Grants	226 163	245 278	273 214	293 320	351 806	351 806	307 637	322 626	316 577

Table 3 outlines the operating grants and transfers allocated to Elias Motsoaledi Local Municipality for 2021/22 MTREF and these grants are contributing significantly towards the revenue-base of the municipality.

1.4 Revenue

1.4.1 Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

National Treasury's MFMA Circular No. 51 deals, inter alia with the implementation of the Municipal Property Rates Act, with the regulations issued by the Department of Co-operative Governance. These regulations came into effect on 1 July 2009 and prescribe the rate ratio for the non-residential categories, public service infrastructure and agricultural properties relative to residential properties to be 0.25:1 (zero point two five is to one). The implementation of these regulations was done in the previous budget process and the Property Rates Policy of the Municipality conforms to the stipulations of the above-mentioned regulations more especially on the ratio thereof. The stipulation in the Property Rates Policy is highlighted below:

- The first R30 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA). In addition to this exemption, the following additional rebates on the market value of a property will be granted in terms of the Municipality's own Property Rates tariffs;

PROPERTY CATEGORY	ADDITIONAL REBATES
Residential Property	20%
Business, commercial, industrial and mining	25%
Agricultural Property	0%
State Owned Property	20%
Public Service Infrastructure	75%
Public Benefit Organization Property/OLD Age	75%
Municipal Property	Not Levied
UNKNOWN	Not Levied

The following owners may be granted a rebate on, or a reduction in the rates payable on their property:

- Pensioners that meet the following criteria:
 - Registered owner of property,
 - Applicant must reside on the property,
 - Income not exceeding an amount set by Council,
- Ratable property registered in the name of the Council, if such property is used in supplying electricity, water, and gas or sewerage services;
- Hospitals, clinics, and institutions for mentally ill persons, which are not operated for gain;
- Ratable property registered in the name of an agricultural society affiliated to or recognized by the South African Agricultural Union, which is used for the purpose of such society;
- Cemeteries and crematoriums, which are registered in the names of private persons and which are used exclusively for burials and cremations;

- Museums, art galleries, libraries and botanical gardens which are open to the public, whether admission fees are charged or not;
- Sports grounds used for the purpose of amateur sports and any social activities, which are connected with such sports;
- Ratable property registered in the name of benevolent or charitable organizations, or any ratable property let by the Council to any of the named organizations
- Owners of a property situated in an area affected by a disaster within the meaning of the Disaster Management Act, 2002 or in any other serious adverse social or economic conditions;
- Owners of residential properties with to which Section 17(1)(h) of the Act applies on the market value of the property less the amount stated in that Section or higher amount as determined by Council;
- State or public infrastructure and their rates may be reduced to a percentage which is contemplated in Section 11 of the Act.
- Owners of agricultural properties who are bona fide farmers.

Sale of Electricity and Impact of Tariff Increases

For the purpose of the draft Budget, the municipality used the National Energy Regulator of South Africa (NERSA) approved 6.22% municipal tariff which was for the last financial period as the municipality is still waiting for finalization of the new NERSA approved tariffs.

Registered indigents will continue to get 50 kWh allocated to them and this will result in indigents receiving 50 kWh per 30-day period free of charge.

It should further be noted that NERSA has advised that a step tariff structure needs to continue to be implemented even in the coming financial year. The effect thereof will be that the higher the consumption, the higher the cost per kwh. The aim is to subsidize the lower consumption users (mostly the poor).

Waste Removal and Impact of Tariff Increase

Service charge refuse removal is currently not doing fairly well since the revenue generated is currently less than the anticipated expenditure to be incurred and the municipality will therefore, have to implement a solid waste strategy to ensure that this service can be rendered in a sustainable manner over the medium to long-term. The main contributors for the function not to break-even are repairs and maintenance on vehicles and landfill site, increases in general expenditure such as petrol and diesel and the cost of contracted service provider for refuse removal.

Operating Expenditure Framework

The Municipality's expenditure framework for the 2021/22 budget and MTREF is informed by the following:

- The renewal of existing assets and the repairs and maintenance needs;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The alignment of capital programme to the asset renewal requirement as per MBRR;
- Operational surplus will be directed to funding the capital budget and other core services; and
- Strict adherence to the principle of no project plans no budget. If there is no business plan no funding allocation will be made.

The following table is a high-level summary of the 2021/22 budget and MTREF classified per main type of operating expenditure:

Table 3 Summary of operating expenditure by standard classification item

Description	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Expenditure By Type										
Employee related costs	127 202	130 473	141 837	169 749	159 477	159 477	104 095	162 800	169 621	177 051
Remuneration of councillors	22 874	24 291	24 575	26 525	26 283	26 283	16 198	27 334	28 428	29 565
Depreciation & asset impairment	53 654	51 181	56 343	55 163	57 163	57 163	–	58 392	60 845	63 522
Finance charges	281	2 900	3 538	1 184	2 633	2 633	2 442	3 429	3 573	3 730
Materials and Bulk Purchases	78 408	78 909	93 140	111 976	120 437	120 437	62 968	129 586	135 029	140 341
Transfers and subsidies	841	3 580	2 984	3 468	3 642	3 642	1 904	3 784	3 943	4 116
Other expenditure	238 169	157 835	142 158	144 385	146 692	146 692	76 279	144 598	135 415	133 047
Total Expenditure	521 428	449 169	464 574	512 449	516 328	516 328	263 886	529 924	536 853	551 372

The budgeted allocation for employee related costs and remuneration of councilors for the 2021/22 financial year totals R162, 800 million and R27, 334 million respectively, which equals 36% of the total operating expenditure. South African Local Government Bargaining Council didn't stipulates any increase for the year 2021/22. Based on MFMA circular 108, the two outer-years salary increases have been

factored into this budget at CPI percentage increase of 4,2%. The CPI is also applied on remuneration for councilors for outer years

The cost associated with the remuneration of Councilors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's budget.

The provision of debt impairment was determined based on the annual average collection rate and the Debt Write-off Policy of the Municipality. For the 2021/22 financial year this amount equates to R48, 632 million and escalates to R50, 675 million in 2022/23 and R52, 904 million 2023/24. While this expenditure is considered a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate for asset consumption. Budget appropriations in this regard total R58, 392 million for the 2021/22 financial year and equates to 11% of the total operating expenditure. Cognizance should be taken that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. Note should therefore be taken that depreciation and asset impairment as well as debt impairment constitute non-cash items and as a result they are excluded when determining surplus to be expended for funding capital projects.

Bulk purchase is directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditure includes distribution losses.

Other material comprises of amongst others the purchase of materials for maintenance, cleaning materials and chemicals. In line with the municipality's repairs and maintenance plan this group of expenditure has been prioritized to ensure sustainability of the municipality's infrastructure.

Contracted services comprise of 12% or R64 102 million of the total operational budget for the 2021/22 financial year and decreases to R51, 538 million and to R45, 479 million in the two respective outer years. The norm for contracted services is 2% to 5% and as a result, the budget for contracted services through the MTREF period is considered to be excessive.

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved.

The following diagram gives a breakdown of the main expenditure categories for the 2021/22 financial year

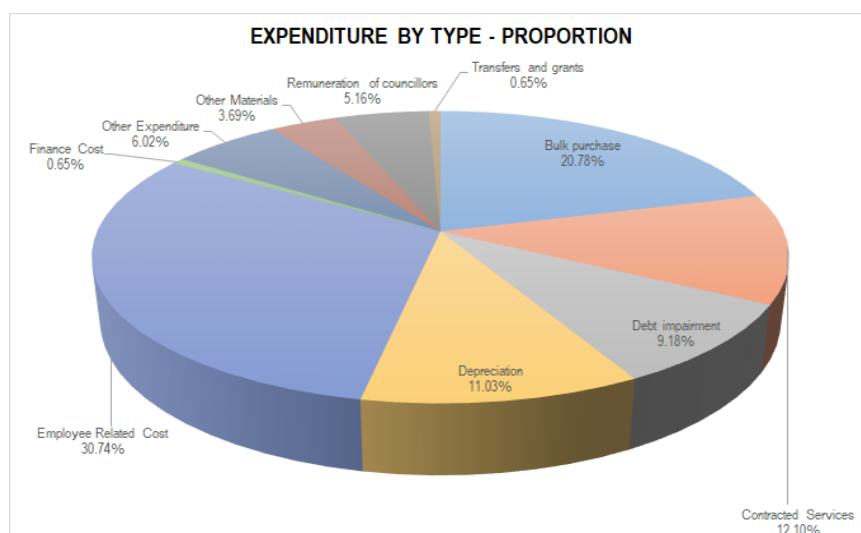


Figure 2 Main operational expenditure categories for the 2021/22 financial year

Priority given to repairs and maintenance

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2021/22 budget and MTREF provide for budget appropriations in the area of asset maintenance, as informed by the asset renewal and repairs and maintenance needs. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services.

During the compilation of the 2021/22 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the Municipality's infrastructure and historic deferred maintenance. In this MTREF, repairs and maintenance budget has decreased from R23, 200 million in 2020/21 to R13, 472 million in 2021/22 then increases to R14, 127 million and decrease to R12, 726 million respectively in the outer years. In addition, the municipality is still experiencing budgetary constraints to can meet the required 8% that repairs and maintenance should contribute towards property, plant and equipment; and investment property. In relation to property, plant and equipment, repairs and maintenance comprises of 1,60% throughout the MTREF period and this percentage is however way below the set norm of 8% as stipulated by National Treasury.

Free Basic Services: Basic Social Services Package

The social package assists of households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy. Details relating to free services, cost of free basis services, revenue lost owing to free basic services as well as basic service delivery measurement is contained in Table 10 MBRR A10 (Basic Service Delivery Measurement).

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act and this package covers all the basic services provided by EMLM and these services include, property rates rebates, service charges electricity, and refuse removal

Capital expenditure

The following table provides a breakdown of budgeted capital expenditure by vote:

Table 5 2021/22 Medium-term capital budget per vote

Vote Description	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Capital expenditure - Vote										
Multi-year expenditure to be appropriated										
Vote 1 - Executive and Council	-	-	-	-	-	-	-	-	-	-
Vote 2 - Municipal Manager	-	-	-	-	-	-	-	-	-	-
Vote 3 - Budget and Treasury	-	-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services	1 110	1 400	-	1 050	1 050	1 050	479	920	2 200	1 100
Vote 5 - Community Services	434	1 600	-	-	-	-	-	800	2 400	1 000
Vote 6 - Technical Services	77 883	25 714	46 151	13 240	8 629	8 629	7 865	32 131	82 321	17 600
Vote 7 - Development Planning	-	-	-	-	-	-	-	-	-	-
Vote 8 - Executive Support	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	79 427	28 714	46 151	14 290	9 679	9 679	8 344	33 851	86 921	19 700
Single-year expenditure to be appropriated										
Vote 1 - Executive and Council	-	-	-	-	-	-	-	-	-	-
Vote 2 - Municipal Manager	-	-	-	-	-	-	-	-	-	-
Vote 3 - Budget and Treasury	-	-	-	350	350	350	-	600	-	-
Vote 4 - Corporate Services	-	800	633	500	54	54	54	-	-	-
Vote 5 - Community Services	1 005	522	1 424	2 200	2 290	2 290	29	800	2 000	900
Vote 6 - Technical Services	27 131	67 222	43 960	71 939	76 004	76 004	46 719	53 642	5 685	66 464
Vote 7 - Development Planning	-	-	-	-	-	-	-	-	-	-
Vote 8 - Executive Support	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	28 136	68 544	46 017	74 989	78 698	78 698	46 802	55 042	7 685	67 364
Total Capital Expenditure - Vote	107 563	97 258	92 168	89 280	88 377	88 377	55 146	88 892	94 606	87 064

The major portion of capital expenditure budget is appropriated in vote 6 and for 2021/22 an the budget in vote 6 is mainly for electrification and road infrastructure capital projects. The other departments', *id-est* Corporate Services – the appropriations are mainly for procurement of operational equipment such as ICT equipment, Office furniture, and other equipment while Community Services – the appropriations are for fencing of cemeteries, landfill site and community parks

Capital expenditure Assumptions

Total capital expenditure for 2021/22 amount to R 88, 377 million reflecting an increase of R515 thousands over 2020/21 adjusted budget.

The 2021/22 capital budget will be funded from capital conditional grants allocation and internally generated funds as follows.

Annual Budget Tables

The following tables present the main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality's 2021/22 annual budget and MTREF.

4.4.2. FINANCIAL CHALLENGES

The municipality is currently with the following financial management challenges however, some of these challenges are being addressed.

- Non-compliance with Legislation that results in Irregular, Fruitless and wasteful expenditure
- Loss of revenue due to electricity illegal connection especially in Roossenekal.
- Culture of none payment by consumers in the municipal areas of jurisdiction.
- Insufficient financial resources

AUDIT OPINION TRENDS

Table 46: Auditor's General opinion trends

2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Qualified	Qualified	Unqualified	Qualified	AUDIT STILL IN PROGRESS

4.4.3. Audit Action plan

4.5. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

4.5.1. INTRODUCTION TO EXECUTIVE AND COUNCIL

The Elias Motsoaledi Local Municipality is a Category B municipality. It has a collective executive system combined with a ward participatory system in terms of the Local Government Municipal Structures Act 117 of 1998. The municipality has **(31)** thirty one wards with the municipal council comprising of **(61)** sixty members elected by mixed-member proportional representation. Of the **(61)** councillors **(55)** are part-time councillors and **(6)** are full-time councillors. **(31)**Thirty councillors were duly elected; one from each Ward, while the remaining **(30)** thirty were chosen from party lists so that the total number of party representatives is proportional to the number of votes received. By way of the 03rd August 2016, the African National Congress was awarded **(41)** forty-one seats on the council with (01) one to the Mpumalanga Party, **(5)** five to the Democratic Alliance and (1) each to the South African Maintenance and Estate beneficiaries Association, and (1) one to the Bolshevik party of South Africa.

All decisions within the municipality are taken through Council through Council resolutions. Council resolutions are recorded in a register referred to as the "Finalisation of Council Resolutions" and circulated to the relevant Directorate for implementation. These forms are then returned to Corporate Services for submission to Council.

4.5.2. POLITICAL GOVERNANCE

A municipal Council is the backbone of good governance and comprises of initiatives to strengthen the institutions of government and civil society with the objective of making government accountable, open and transparent, democratic and participatory, and promotes 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; between politicians and public servants; between the different spheres of government; and between the legislature and the executive (Van Rooyen and Naidoo, 2006).

Councillors are servants of the local communities and are elected to govern the municipal area with the sole purpose of improving the quality of life of communities. The municipal area of EMLM was proclaimed in terms of the Municipal Demarcation Act, 1998 per Provincial Gazette Extraordinary, Notice No. 719 of 2001.

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. The Council of EMLM consists of 30 proportionally elected councillors and 30 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, 199:

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

The Council is the highest policy making structure in the municipality and it also provides political leadership and Council retains both the Executive and Legislative authority. 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 Council Executive comprises of the Mayoral Committee, supported by three (3) Mayoral Committee members. In terms of the Municipal Structures Act, section 43, members are elected to the Mayoral Committee by, and are responsible to the Council chaired by the Mayor who has various functions and powers as set out in section 44 of the Act.

To assist the Council and Mayoral Committee to exercise their role and responsibility in overseeing the activities of the municipality, certain committees have been established to perform a monitoring, oversight and report-back role to either the Mayoral Committee or Council directly, determined by the type of committee constituted. These committees report back on either a monthly or quarterly basis.

The following committees were established:

- Executive Committee (EXCO)
- Municipal Public Accounts Committee (MPAC)
- Programming committee
- Corporate services Portfolio committee
- Infrastructure services Portfolio committee
- Financial services Portfolio committee
- Community Services Portfolio committee
- Development planning Portfolio committee
- Executive support Portfolio committee

These committees meet on a scheduled basis as per the approved Council resolution pertaining to the “Calendar of Events.”

4.5.3. SECTION 79 PORTFOIO COMMITTEES

In order to enhance good governance and accountability, Municipality adopted the separation of powers model which separates the legislative from the executive arm. This is in line with the governance approach that seeks to put in place an independent oversight mechanism to ensure that democracy is deepened and that effective public service delivery takes place to benefit EMLM communities. Council has established section 79 committees to play an oversight role and monitor the work of the executive and administration.

The established Committees are aligned to administrative departments of the municipality and are chaired by non-executive councilors.

The following committees were established:

- Corporate Services
- Infrastructure
- Budget and Treasury
- Community Services
- Executive support
- Planning and LED

4.5.4. MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

As previously noted The EMLM has established a Municipal Public Accounts Committee (MPAC). The main responsibility of MPAC is to provide oversight on operational performance and other related management aspects of the Municipality as delegated by Council. The MPAC can recommend or undertake any investigation in its area of responsibility. The primary function of MPAC was originally to provide comment on the Annual Report through the oversight report, but can be mandated to perform ad-hoc investigations as requested. The Annual oversight report provides guidance to Council on whether to adopt the Annual Report.

4.5.5. WARD COMMITTEES

To further strengthen community engagement the municipality the EMLM has established (30) ward committees in terms of Municipal Structures Act of 1998. Each ward committee comprises of (10) members per ward and thus serve as a vital link between the municipality and the community. All the established committees are functional and submit their reports to the office of the speaker on monthly basis. The effectiveness of these committees is negatively impacted through lack of knowledge on the role and responsibilities and insufficient work resources such as cell phones. Requisite training will be provided through Coghsta to address the former.

4.5.6. 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.

Challenges facing Community Development Workers are:

- Lack of office space
- Transport to attend workshops and other important activities

4.5.7. INTERGOVERNMENTAL COORDINATION AND FORUMS

The municipality takes advantage of the established platforms created to foster relationship between all three spheres of government. The overall aim for consultation with various interest groups and all other key stakeholders is to:

- Create a platform for dialogue where all stakeholders would discuss and agree on the development route
- Ensure that all key sectoral issues are well reflected in the IDP
- Ensure that all projects and programmes of all key stakeholders are well captured within the IDP

To this end, the Municipality has established Intergovernmental Forum between the Municipality and local sector departments to enhance relationship between all three spheres of government.

In terms of Section 16 of the Intergovernmental Relations Framework Act of 2005, the Premier's intergovernmental forum was established to promote and facilitate sound relations between the Province and Local municipalities. To this end the municipality participates in the following forums:

- Provincial intergovernmental forum
- Premier/Mayor's forum
- Provincial monitoring and evaluation forum
- Provincial government communicators' forum

In terms of Section 24 of the above Act, a District is advised to establish certain forums to promote and facilitate sound relations between District and Local municipalities. This forum is chaired by the District mayor and serves as a consultative forum to discuss matters of common interest. The Elias Motsoaledi Local Municipality participates in following Sekhukhune District held structures.

- Municipal managers forum
- Mayors forum
- Communicators forum
- HR forum
- Internal auditors forum
- IDP managers forum
- LED forum
- Provincial Planning and Development forum
- PMS forum

4.5.8. TRADITIONAL LEADERSHIP

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:

Traditional authorities are playing a vital role as they serve as custodians of some of the Municipal villages. Each Traditional authority has an office where it operates from. The traditional leaders are very co-operative and participating in all programmes that the institution initiates. During community consultations, traditional leaders are invited by the office of the Mayor to consult on developmental issues pertaining the enhancement of cultural values and believes that communities share.

The relationship between Traditional leaders and the municipality is acknowledged. There are only minor challenges on issues regarding spatial and land use.

Table 47: Traditional authorities, their needs and their locations

Tribal authority	Name of chief	Location	Tribal authority needs
Bakwena Traditional authority	Chief B.R. Matsepe Kopa	Ward 25 Tafelkop Ga-Matsepe	Water and Office furniture
Bantwane Traditional authority	Chief M.P. Mathebe	Ward 10 Ntwane	Communication services Fencing of the office Electrification of the office
Ndebele Traditional authority	Chief P.J. Mahlangu Maphepha 2 nd	Ward 19	Tarring of road to the tribal office Construction of Public toilets Fencing of the tribal office Security room Renovation of the office and hall
Bakgaga ba Kopa Traditional authority	Chief B.H. Rammupudu	Ward 26 Tafelkop	Renovation of the Tribal authority offices Office equipment's
Matlala Lehwelere Tribal authority	Chief S.F. Matlala	Ward 14 Ga-Matlala Lehwelere	Tribal authority offices and equipments at Blompoot and Naganeng (INDUNA)
Bantewane Tribal authority	Chief. Mathebe	Ward 3 Kgobokwane village	Tribal authority office and office equipments

Source: EMLM Executive Support Department

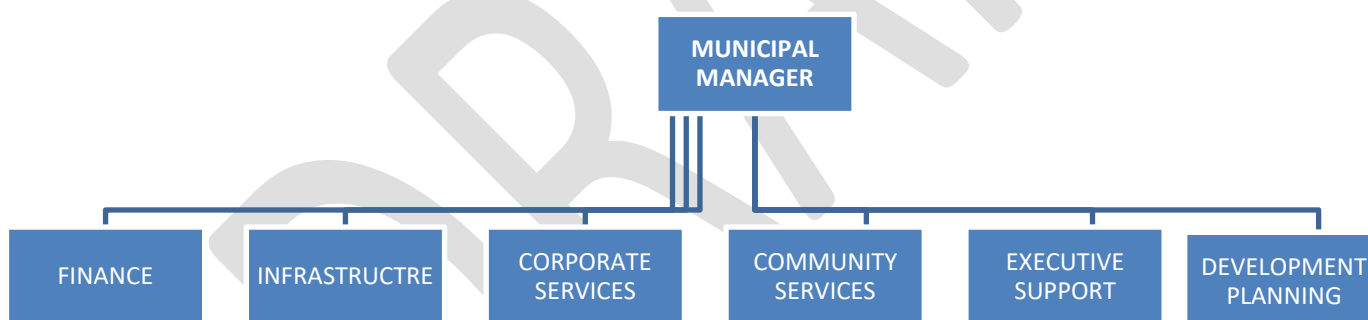
The municipality enjoys a good working relationship with the traditional leadership and attempts will be made to harness this relationship to accolade service delivery. This will include encouraging the traditional leadership to support the planning processes of the municipality in order to limit the allocation of land in ways that hamper coordinated and planned public and private infrastructure investments in the areas under traditional leadership.

4.5.9. ADMINISTRATIVE GOVERNANCE

The administrative part of the EMLM is headed by the Municipal Manager who reports directly to the Mayor and Speaker of Council. There are six 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.

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

- Executive support
- Corporate Services
- Infrastructure department
- Development and Planning
- **Community services**
- Finance



The current organogram:

Elias Motsoaledi Local Municipality has a staff compliment of 403. A total of 361 posts have been filled and 42 are vacant. The vacancy rate is at 10% of the total posts. The Municipality has within its financial means focused on filling all vacant and budgeted posts prioritising posts which have an impact directly on service delivery. The Municipal Manager as the Accounting Officer is the administrative head of the municipality supported by the directorates as reflected in the following table:

Table 48: Administrative Heads of Departments

Function	Post	Name	Department
Municipal Manager	filled	MM Kgwale	Office of the Municipal Manager
Senior Manager	Filled	Mr. N. Matumane	Corporate Services
Chief Financial Officer	Vacant	Moleko Sebelemetja (Acting)	Budget & Treasury
Senior Manager	Filled	Mrs R. Makgata	Technical Services
Senior Manager	Filled	Ms.Ellen Kegopotsemang	Community Services
Senior Manager	Vacant	Mr Matumane (Acting)	Executive Support
Senior Manager	Vacant	Mr B. Sethojoa (Acting)	Development Planning

4.5.10. CORE DEPARTMENTAL FUNCTIONS

The following table outlines the core functions of each Department.

Table 49: Departmental Core Functions

Department	Core Functions
Municipal Manager's office	Strategic Planning Legal services By-laws development IDP development Performance Management, monitoring and evaluation Risk and audit functions Internal auditing
Executive support	Intergovernmental relations Public participation Communications, marketing and publicity. Special programmes and events
Development Planning	Spatial Planning Land use management Human settlement Building inspections Property valuation Rural development EPWP coordination Local Economic Development (LED)

Community Services	Traffic Law enforcement (public safety) Environmental management (refuse collection, disposal sites and litter picking and street cleansing) Cemeteries, parks and open spaces management Public facilities (stadia, halls and Thusong centers) Coordinate Disaster management and Emergency services Coordinate Sports, Art and recreation and library services
Infrastructure Department	MIG projects management support Infrastructure and capital project management services. Electrical and workshop management services Roads and storm water construction and maintenance Fleet management services
Corporate Services	Human resource management and development Organisational development Records management ICT Occupational health and safety
Finance Department	Financial management and planning Revenue collection and management Asset management Expenditure management Supply chain management Liability management Budgeting and financial reporting

4.5.11. MAYORAL OUTREACH PROGRAMMES

Apart from the Ward Committees the only other mechanism in place in the municipal area is the Mayoral Outreach Programme. The Mayoral Committee outreach at the moment 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 (Magoshii), social movements like NGOs/CBOs, youth and women formations, businesses, farmers (both subsistence and commercial), disabled and many other organised civil society organs.

4.5.12. COMMUNICATION

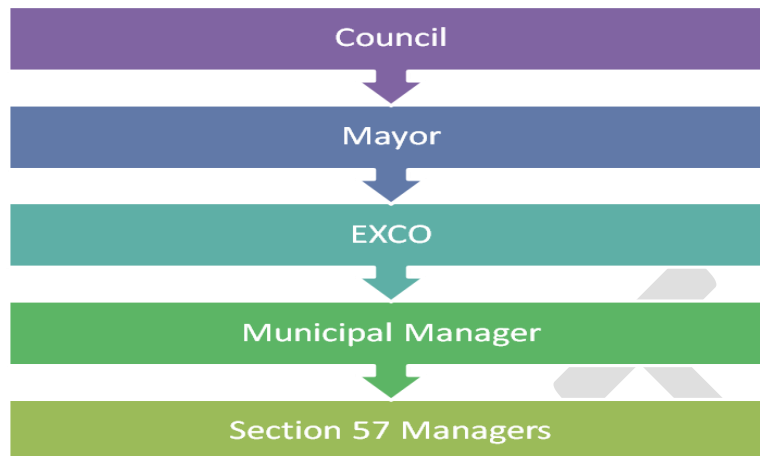
The municipality has established a fully functional communication unit. A communication strategy was developed to guide the communication internally and externally. The below diagram indicate systems of communication administratively and politically

Figure 11: Communication system

Administrative



Political



4.5.12.1. 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.

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.

The municipality sustained a good relationship with its internal and external stakeholders. Traditional leaders participate in the council meetings and also take part in the IDP consultation process through the office of the Mayor. Other structures that participate in the IDP development are as follows:

- SANCO
- CPF (Community Policing Forum)
- NGO's and CBO's
- Farmers associations
- Taxi associations
- CDW's (Community Development Workers)
- NAFCOC
- ESKOM
- Sector departments and the District municipality
- Local youth Council
- Traditional leaders
- Traditional healers
- Moral Regeneration Charter
- Early Childhood Development Centres

- The Aged centres
- Women Caucus
- Local Aids Council
- Disability forum
- Provincial and National sector departments

1.4.12.2. COMMUNITY CONSULTATION OUTPUT

Community consultation is an integral part and the heart of integrated development planning process; hence the municipality also embarks on a programme known as the Community Consultation Programme. The municipality undertakes its own community participation programme twice in a financial year cycle. The first consultation process is done during the analysis phase wherein municipal officials meet with various stakeholders at ward level to collect service delivery data. The second consultation is conducted after the adoption of the draft IDP document of the next financial year. In addition to this engagement there are various other stakeholder meetings such as IDP Managers' Forum, IDP Rep Forum, and District Development Planning Forum which comprise a wider representation of stakeholders, ranging from business, labour, civil society, Traditional leaders, Ward committees and Councillors as well as members of the public among others. The core processes are implementation, evaluation and monitoring of the IDP programmes/projects.

Print media, EMLM 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 Programme are clearly outlined in Table below.

Table 50: Stakeholder Consultation Calendar

	Activity	Period	Time	Venue
1	All wards to complete a questionnaire (31 Wards) For Community Needs Identification Through Completion Of The Ward Development Plans	15 August 2020 -21 September 2020	A Programme To Be Developed With Specific Timeframes	A Programme To Be Developed With Clear Indication Of Venues In All Wards
2	Consolidation Of Community Needs	04 December 2020	07 H 00 To 16 H 15	Office
3	Presentation Of The Situational Analysis To The IDP Steering Committee And 1 st IDP Rep. Forum	06 and 11 December 2020	10 H 00	Committee Room
	Present The Strategic Priorities To The 1 st IDP Rep. Forum	13 December 2020	10 H 00	Chamber
4	Presentation Of Draft IDP/Budget To Council For Inputs and adoption	30 March 2021	14h00	Municipal Chamber
5	Public Notices For Inputs From The Public	31 March 2021		
6	Draft IDP-Budget Stakeholders Consultation (Magoshi's)	20 April 2020	10h00	Municipal Chamber

7	Draft IDP-Budget Ward Visits (Ward 1-31)(Clustered wards)	22 April 2020 - 07 May 2021	10h00	In All Wards
8	Consolidation Of Report From Public Participation	14-15 May 2021		Municipal Manager
9	IDP Steering Committee To Discuss The Consolidation Of Projects	14 May 2021	10h00	Municipal Chamber
11	Consolidation Of Projects From Sector Departments	14 May 2021	10 H 00	Committee Room
12	Adoption Of 2016-2017 Reviewed IDP-Budget	31 May 2021	12h00	Municipal Chamber (Council)

COMMUNITY PRIORITY NEEDS PER WARD

The municipality's consultation process has culminated in the identification of various service delivery needs and priorities. The service delivery needs identified at 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 in ensuring implementation of projects aimed at attaining ward specific priorities. The below mentioned community needs emanates from the stakeholders engagement and community participation conducted during the review for the 2019/20 IDP document. The needs tabled below are those emanating from the previous consultations including the 2019/20 consultations. Due to COVID -19, the public consultations were conducted through media and digital devices. This was also done through the completion of the ward development questionnaires by ward councillors.

Table 51: List of Community Needs per ward

WARD	NEEDS PER WARD
1.	<p>Clinic that will operate for 24 hours</p> <p>Refuse removal services and skip bins required for all villages and</p> <p>Water and Jojo tanks to be supplied in all villages</p> <p>Tarring and upgrading (regravelling) of access roads including those leading to schools</p> <p>Upgrading of cemeteries</p> <p>High-mast lights installation in all villages</p> <p>Construction of storm water control</p> <p>Libraries for schools</p> <p>Upgrading of Low –level bridge at Oorlog</p> <p>Jobs creation</p> <p>Sanitation services</p> <p>Health and welfare</p> <p>Public transport facilitiesq</p>
2.	<p>Land care.</p> <p>Clinic at Moteti A (urgent).</p> <p>High mast lights in all villages of the ward.</p> <p>Paving or tarring of bus route at Moteti “C” and C1 (5 km</p> <p>Re-gravelling of roads& sports grounds in all villages</p> <p>Maintenance of cemeteries and fencing at Moteti A and C.</p> <p>Storm water drainage in all villages.</p> <p>RDP houses in all villages.</p> <p>Low level bridge at Mohlako primary school.</p> <p>Satellite police station and police patrolling in the ward.</p> <p>Recreation centre (community hall; library; sport field; gymnasium and etc.)</p> <p>Secondary school within the ward& school toilets at Nkadimeng Primary</p> <p>Low level bridge/ pedestrian bridge from Masakaneng to Mzimdala)</p> <p>Shelters at bus stops& at pension pay points.</p> <p>Quality and running water.</p> <p>VIP toilets/ sanitation.</p> <p>Shelter needed for all mobile clinics.</p> <p>New residential sites demarcation.</p> <p>Establishment of waste management program in the ward.</p> <p>Moteti A stone pitching.</p> <p>Jojo tanks needed in other areas.</p> <p>Side walk pave is vandalized and need to be refurbished.</p>
3.	<p>Speed humps at the road to Dennilton next to Bopedi section and at Mnisi site</p> <p>Development of portion 1,2,3 and 4 in walkraal as an economic zone</p> <p>Need for Jojo tanks</p> <p>Construction of a community hall</p>

WARD	NEEDS PER WARD
	<p>Upgrading of sportground Fencing of Kgobokwane graveyard Electrification of Kgapamadi and Kgobokwane Extensions To grader to road to Moshate after every two weeks 8x High mast lights Post office at Moutsiya Mall Satellite police station Water and sanitation : 2 x big water tanks , 2nd and 3rd phase pipe connection for Kgapamadi and Kgobokwane , new pipe connection plus 1 x steel tank for Kgapamadi Extension Completion of Kgobokwane –Kgapamadi tar road Construction of bridges in the villages: Kaitswe to Mogologolo, Mogologolo to New stands, New stands to Llatu , New stand to Kgapamadi , Moutse east clinic to Moutsiya Mall Regravelling of ZCC road and Malemone road Establishment of agricultural site Provision of hand sanitizers and disinfectants in and around households Home visits by health workers and sharing of knowledge with Traditional healers Patching of potholes Borrow pits that are left unattended and illegal mining of sand Maintenance of roads Support for early childhood centres Support for small businesses in the community Skills development for small business Department of Agriculture to assist small cattle farmers in the area.</p>
4.	<p>Electrification of Stompo New stands ,Walkraal extensions /new stand , Walkraal 'A' Extension High mast lights needed in all villages Storm water control and low –level bridge Fencing of cemeteries in all villages Construction of tar road at bus route from Walkraal 'A' to Stompo and Walkraal extension phase and main road Skip bins for all villages</p>

WARD	NEEDS PER WARD
5.	<p>Water (additional boreholes & reticulation) refurbishment of the existing boreholes in all villages.</p> <p>Erection of a clinic between Mpheleng and Magakadimeng.</p> <p>Paving of bus route and storm water control including a low level bridge.</p> <p>Sanitation in all villages.</p> <p>High mast lights.</p> <p>RDP in both villages (Mpheleng and Magakadimeng) & VIP Toilets in all villages.</p> <p>Construction of a bridge between Mpheleng and Uitspanning B.</p> <p>Tarring of access road from R25 (Bloempoot) to Uitspanning B.</p> <p>Educational bursaries.</p> <p>Renovation of schools and also construction of an admin. Block at Mailankokonono secondary school.</p> <p>Pension pay points required.</p> <p>Additional class rooms at Sebakanaga.</p> <p>Fencing of borrow pits.</p> <p>Tarring of bus route.</p> <p>Developing community parks & Constructing community hall.</p> <p>Fencing of cemeteries in Mpheleng and Magakadimeng.</p> <p>Provincial road to be re-done and maintained.</p> <p>Community willing to pay services in Mpheleng</p> <p>Monitoring of projects</p> <p>Sports fields needed.</p> <p>Mpheleng access road to be tarred</p> <p>Clinic and school needed.</p> <p>Construction of Magakadimeng bus road.</p> <p>Upgrading of multipurpose sports field.</p> <p>Street name board.</p> <p>Waste management, refuse removal.</p>
6.	<p>Re-gravelling of roads in all villages of the ward.</p> <p>Five Morgan (20 households)</p> <p>VIP toilets in all villages.</p> <p>High mast lights in all villages</p> <p>Water at five Morgan and Taereng</p> <p>Low level bridge at five Morgan</p> <p>Fencing of grave yard at Phucukani</p> <p>Storm water control and paving of roads</p> <p>Community hall.</p> <p>Refuse removal.</p> <p>F.E.T college.</p> <p>Multipurpose centre & Community park.</p>

WARD	NEEDS PER WARD
7.	<p>RDP houses in all villages. Refurbishment of the existing community hall. Low level bridge at the road to Segolokwane Primary school& at Thejane school and Nyakorwane. Re-gravelling of roads in all villages VIP toilets. Borehole /pipe water supply at Moteti and Zenzele C2 2 xwedland streets be regavelled at Moteti C2 Recreation facilities. High mast lights in all villages. Electrification for ten (10) Morgan and Zuma-park including Zenzele Paving of all roads to and from schools Completion of Nyakorwane paving project Primary school at Moteti C2 Fencing of all cemeteries Storm water control in all villages. Water (ten Morgan) and sanitation in villages of the ward. Community hall at ten Morgan. In –fit houses at ten Morgan Formalization of Zenzele informal settlement Paving of all the roads leading to schools Low level bridge on the road to Hlogolokwane school Low level bridge, joining Matshipe to Goedereede Establishment of parks/playing area Library is required at Moteti or 10 Morgan Pension pay point for the elders Special school for the disabled Clinic needed RDP houses needed. Library needed. Refuse removal. Community hall needed. Agripark needed. Job creation.</p>
8.	<p>Fencing of graveyard at Marapong. 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& VIP toilets in all villages Irrigation scheme at Malaeneng and Sempupuru. Marapong sports facility(Refurbishment) Malaeneng community crèche</p>

WARD	NEEDS PER WARD
	<p>Ward industrial site Community stadium Marapong Bus Route ext& small bridge access road to graveyard(Marapong) Construction of access bridge Malaeneng Community hall Marapong NESN structure (Mapule P. School) & fencing VIP Toilets Marapong and Malaeneng New sites at Marapong Pension Pay point Poor roads conditions. Job creation. Speed humps (Marapong bus road) & regular re-gravelling of gravel roads in the ward. Title deed as a priority number one. FET college is needed. Mobile police station & community library are needed Mobile clinic is needed/proper clinic to be build Children's recreational parks Bursaries needed Free basic electricity for indigent</p>
9.	<p>Water reticulation in New Town and Phooko Re-gravelling of roads in all villages High mast lights at Walter Sizulu and Jabulani ,phooko & extra eight high mast lights sill need in Tambo square Refurbishment of O.R Tambo Stadium Tarring of access road and bridge at Phooko village&tarring of the road to Ga-Kgaladi. Refuse collection facilities(skips) Paving access road at Jabulani D3 2 km from Kwadukuza to Ndlovu Construction of storm water control between Tambo and Elansdoorn Cemetery needed in ward 09 VIP Toilets Completion of land tunre upgrading at Tambo Clinic at Phooko and Jabulani Community Hall at Tambo Square 500 RDP unit and 1000 VIP toilets Multi – sport center at Tambo Square Upgrading of 2 boreholes at Phooko Jabulani D3 bulk water supply Extra One (1) borehole at Phooko&Extra two boreholes at Jabulani D3 Upgrading of 3 boreholes at Tambo Square Pre-schools Formalization of informal settlements (phase one extension in Walter Sizulu , D3 Jabulane Phooko and Tambo).</p>

WARD	NEEDS PER WARD
	<p>Clinic at Tambo square. F.E.T college and Library. Municipal satellite office. Sewer at Tambo and Walter Sisulu. Special school is needed.</p>
10.	<p>Fencing office equipments ,kitchen equipments/cleaning materials , Personal Protective Equipments , renovations ,two rest rooms , Toilets , Laundry , First Aid training ,entertainment and security for Baanaswana old age Water provision in all villages of the ward. Replacement of the leaking Jojo tank at Ga-Phora. Roads re-gravelling and construction of tar road at Lesehleng. Sanitation (VIP toilets) refuse removal/ waste management/ dumping site landfill area. Electricity for Dithabaneng, Mashemong & Mohlamme section RDP houses in all villages of the ward Paving phase 2. Completion of Mohlamme road Paving of Dithabaneng road Upgrading of sports fields Fencing of cemeteries High mast light Extra boreholes required for the ward: Dithabaneng; Mohlamme Extension and Mashemong Tarring all main roads in the ward Re gravelling all access roads in the village Construction of speed humps on FKJ Tjiane School Storm water control Signage in all important areas within the ward Fencing the public road passing the village Construction of a bridge between Ntwane and Thabakhubedu at Koto river Cleaning current Lesehleng pay point; fencing the pay point and ablution facilities Building and servicing recreational facilities Erection of a hall and community office Fencing and servicing cemeteries in Ntwane Building offices for Home Based Care Finishing outstanding RDP houses and allocating new RDP houses Erection of police satellite office; post office and dropping point All the boreholes to be connected with electricity Water tankers to assist in the delivery of water within the ward The generator at Lesehleng to be replaced by electric pump All the boreholes for ward 10 to reflect in the IDP of the municipality. Speed humps at Mohlamme road. All the roads which are incomplete within the ward to be completed.</p>

WARD	NEEDS PER WARD
	<p>Tshwaranang project to reflect in the municipal IDP.</p> <p>Ntwane Traditional village project to reflect in the municipal IDP</p> <p>Temporary toilets needed at Lesehleng pay point during pay day</p> <p>All the sports ground within the ward to be regraveled.</p> <p>Stop sign at R25 Moutse mall.</p> <p>Clearing of the road to the grave yard including bush clearing.</p> <p>Patching of potholes at Loskop dam road.</p>
11.	<p>Storm water drainage at Uitspanning A and Elandsdoorn. Tar road leading to the main road.</p> <p>RDP houses in all villages of the ward</p> <p>Paving of inner streets at Elandsdoorn A</p> <p>High mast lights at Taiwan and extra 3 high mast lights at Elansdoorn A</p> <p>Security personnel at schools around Uitspanning A</p> <p>Vip Toilets at Uitspanning A</p> <p>Refuse removal</p> <p>Multipurpose centre around Moutse mall</p> <p>Fencing of cemeteries and daily maintenance</p> <p>FET College/university</p> <p>Water and sanitation needed</p> <p>Equipping of bore holes at Bloempoot</p> <p>Fire station: The fire station from Groblersdal is far away from Moutse and as such it is difficult to be utilized by the community of Moutse.</p> <p>The access roads at Elandsdoorn A should be graveled.</p> <p>Resurfacing of access road from Uitspanning A to Bloempoot</p> <p>Clinic needed at Elandsdoorn A and Uitspanning A</p> <p>Dropping centre at Bloempoot</p> <p>Job creation in the area of Moutse</p> <p>There are challenges that require the office of the Speaker to deal with and finalize.</p>
12.	<p>There is a need for water in the whole ward.</p> <p>Cleaning of dams for live stock.</p> <p>Sanitation is needed in all villages of ward 12.</p> <p>Electrification needed in the following villages: Maleoskop; Makua and Diepkloof including Magagamatala Moshate site and New stand</p> <p>Construction of road linking Marapong and Thabakhubedu village</p> <p>Construction of tar road from Loskop dam to Magagamatala with respective road signs</p> <p>Phase 2 of Thabakhubedu tar road to be implemented (Tamong section/Verena</p> <p>Paving of road to Nala high school and Fawcett combined school</p> <p>Construction of bridge linking Ntwane and Thabakhubedu</p> <p>Construction of bridges at Lekgwareng and Fawcett pedestrian</p>

WARD	NEEDS PER WARD
	<p>Development of pedestrian's side walk and speed humps at the main bus route of Thabakhubedu</p> <p>Stone pitching at Thabakhubedu bus route</p> <p>RDP houses needed in all the villages</p> <p>There is a need for post office as well as community hall in the ward</p> <p>Recreational facilities are needed in the whole ward as well as youth development centre at Thabakhubedu</p> <p>Pension paypoints needed at Thabakhubedu and Magagamatala</p> <p>Establishment of Thabakhubedu cemetery with water, toilets and fencing</p> <p>Development of dumping sites for Thabakhubedu, Magagamatala and Maleoskop</p> <p>Extra high mast lights</p> <p>There is the need for skip tanks in all villages</p> <p>There is the need for the establishment of Agripark in ward 12</p> <p>Construction of Magagamatala primary school as well as Magagamatala crèche.</p> <p>Construction of library and technical school within ward 12.</p> <p>Construction of post office within the ward.</p> <p>Construction of community hall within the ward.</p> <p>Construction of clinic within the ward.</p>
13.	<p>Complete road master plan and storm water upgrading plan.</p> <p>Upgrading of sewer lines and water network.</p> <p>Recreational facilities (i.e. upgrading of tennis courts) and wi-fi-in town</p> <p>Resealing of roads, traffic signs, road paint and street lighting</p> <p>Cultural plaza infrastructure, services to the hawkers and to relocate hawkers from operating on pedestrian sidewalks.</p> <p>Budget for community policing forum (CPF).</p> <p>Allocating space and building of a community hall.</p>
14.	<p>Dropping centre at Ga-Matlala Lehwelere including Masakaneng.</p> <p>Upgrading of sports field in all villages</p> <p>Equipping of bore holes at Ga-Matlala</p> <p>Construction of crèche at Masakaneng and Gamatlala</p> <p>Clinic required in all villages</p> <p>Re-gravelling of access roads in all villages including storm water control</p> <p>Upgrading of sports field in both villages.</p> <p>VIP toilets in all the villages.</p> <p>Recreational facilities in villages of the ward.</p> <p>Construction of both secondary and Primary schools at Masakaneng. Ga-Matlala Lehwelere primary school (foundation phase)</p> <p>Old aged homes required in all villages</p> <p>Electricity to be installed at agricultural scheme, Masakaneng and Ga-Matlala extension(133 household)</p> <p>A need to deploy water pump operator at Matlala Lehwelere</p> <p>Community office required in all villages</p>

WARD	NEEDS PER WARD
	<p>RDP houses =1400.Ga Matlala Lehwelere=500;Masakaneng=900</p> <p>Construction of a secondary school at Masakaneng and also construction of administration block at Ga-Matlala and Masakaneng.</p> <p>Construction of a crèche at Masakaneng</p> <p>Bulk water supply required in all villages</p> <p>Establishment of a cemetery at Masakaneng village</p> <p>Fencing of cemeteries in all villages</p> <p>Libraries in all villages</p> <p>Installation of high mast lights in all villages</p> <p>Equipping of bore holes at Ga-Matlala</p> <p>Refuse removal in all villages</p> <p>Community halls in all villages</p> <p>Cleaning of Culvert (R 25 road)</p> <p>Fencing of road (R25)</p> <p>Funding of community projects</p> <p>Up-grading of Market stalls at Aquaville</p> <p>RDP needed at Aquaville and Vaalfontein</p> <p>The provision of water in all villages</p> <p>Maintenance of Dams</p> <p>Fencing of the main tar road from Toitskaal to Matlala Lehwelere</p> <p>Construction of tar road from Ga-Matlala to Groblersdal</p> <p>Funding of the established co-operatives within the ward</p> <p>2 low level bridge needed at Matlala Lehwelere</p> <p>Culverts at Magoshi road</p> <p>Storm water drainage at Matlala Lehwelere</p> <p>Incomplete VIP toilets project</p> <p>Youth centre needed at Matlala Lehwelere</p> <p>Sports facilities</p> <p>Shelter at pay point stations Matlala Lehwelere</p> <p>Unemployment is a challenge in this ward</p> <p>Water supply (urgent)</p> <p>Increase RDP houses.</p> <p>Agripark.</p> <p>Community parks.</p>
15.	
	<p>WATER</p> <p>Renovation of leaking reservoirs</p> <p>Water reticulation in all villages</p> <p>EDUCATION</p> <p>Upgrading of chreches and building of cretches in all villages</p> <p>Renovation of Rehlahlilwe primary school</p> <p>Renovation of Leriane secondary school</p> <p>Destructon of old school building at Matalane</p> <p>Construction of skills development centre</p>

WARD	NEEDS PER WARD
	<p>CEMETERIES</p> <p>Closing of open pits at Keerom cemetery</p> <p>Fencing of Mathula and Keerom cemeteries</p> <p>Construction of toilets at Mathula and Keerom cemeteries</p> <p>Cleaning of cemeteries</p> <p>ROADS</p> <p>Grading at Mabele road Road</p> <p>Tarring of Masoing road</p> <p>Installation of road signs on R579 road</p> <p>Speed humps on road R 579</p> <p>Regravelling of all access roads in all villages</p> <p>Paving of Maraganeng road</p> <p>Storm water control on Holnek road</p> <p>Low level bridge from main road over Jeje river to Maraganeng sports grounds</p> <p>RDP HOUSES</p> <p>Construction of RDP houses in all villages of the ward</p> <p>SANITATION</p> <p>Incomplete toilets pits to be completed in the ward or should be closed</p> <p>V.I.P. toilets for every household within the ward</p> <p>RECEATIONAL FACILITIES</p> <p>Establishment of youth centre</p> <p>LED</p> <p>Funding of NGO and HBC</p> <p>Establishment of a shopping mall within the ward</p> <p>Creation of jobs within the ward</p> <p>Building of test-station for drivers license</p> <p>ELECTRICITY.</p> <p>Electrification of outstanding hooses at Masoing and Holnek.</p> <p>Installation of high mast lights in all villages.</p> <p>Building of community office within the ward.</p> <p>HEALTH.</p> <p>Building of clinic in the ward.</p> <p>Construction of community hall.</p>
16.	<p>Water at Oversea, Madala stands, Doorom and Masanteng.</p> <p>Formal opening of the One Stop Center.</p> <p>Strict occupation of RDP houses.</p> <p>Extention of the tarred road towards the Police station</p> <p>Tarring of bus route and re-graveling of access roads in all sections</p> <p>To convert Zaaiplaas clinic into a health centre</p> <p>Community hall at Zaaiplaas</p> <p>Community hall at Ga-sovolo</p> <p>Storm water drainage needed on the road</p> <p>RDP houses needed</p>

WARD	NEEDS PER WARD
	<p> Agricultural projects to be established Paving for pedestrian walking on the road from main road to police station High mast lights Incomplete RDP houses since 2009 to be completed Water tankers to be re-instated Projects which have collapsed to be re-established Tare road from Doorom to Masanteng to be constructed Library needed Re-gravelling of road to the cemetery Shopping complex needed Renovation on the traditional office Re-gravelling of Saaiplaas road to Oversea Re-gravelling of access road Re-gravelling of sports grounds Community office Graveyard fencing F.E.T or college needed Low level bridge at Nkadimeng Construction of hospital Sovolo clinic (Building) Cleaning of cemetery Sports facilities. Home Affairs to visit the ward everyday. Low level bridge at Oversea/access road. Borehole at Sovolo new stands. Extra personnel needed at the clinic and 24 hours operation. </p>
17.	<p> Re gravelling of internal roads in all villages and tarring of 4km Ga Moloi; Bapeding; Sedibeng; Matshelapata and New Stand. Water metering and sanitation in the whole ward. Electrification of 50 houses in New stand and 370 houses in Matshelapata Mobil clinic at Matshela pata. Upgrading of sports facilities in all sections. 6 sports grounds Storm water control in all wards and 8 bridges Library Land for RDP houses only. Boreholes required and low level bridge in the whole ward RDP houses=135: Matshelapata=50;Matshelapata extension=25;Ga Moloi=20;Bapeding=20 and Sedibeng=20 Fencing of graveyards Pre-school needed in all villages Kopa high school: renovation and extra class rooms Elias Masango: Extra class rooms and admin block Mobile police station Community hall </p>

WARD	NEEDS PER WARD
	<p>High mast lights</p> <p>Sports grounds and recreation center</p> <p>Speed humps on the main road from Ga-Chego to Dikgalaopeng road (urgent).</p> <p>Maintenance of access tar road from Rammupudu clinic to Dikgalopeng</p> <p>Fencing of sports ground.</p> <p>Youth center at Matshelapata.</p> <p>Police patrol Ga-Moloi.</p> <p>Road signs on the main road.</p>
18.	<p>1. EMERGENCY VILLAGES ACCESS BRIDGES:</p> <p>2X Low level bridge at Magopheng village</p> <p>2X lower level bridge at Syferfontein village</p> <p>3x Low level bridges at Magukubjane village</p> <p>Storm water control in Syverfontein village; Talane village; Magukubjane village; Magopheng village and Mmotwaneng village</p> <p>2. EMERGENCY VILLAGES ACCESS ROADS IN THE FOLLOWING VILLAGES</p> <p>Paving or tarring of road from Ga-Frank street to Thabaneng ga Sithole via Marobe to Ga Fenyane in Syverfontein village</p> <p>Talane village from Ga-Fenyane via grave site to Mgidi</p> <p>Mmotwaneng village at four ways to grave site</p> <p>Magopheng village from Magopheng primary to Namudi high school</p> <p>Magukubjane from Ga-Fukude Lodge via Grave site to Clinic</p> <p>3. ELECTRICITY</p> <p>Electrification at Mosodi village, Magukubjane village, Talane village extension village, Mountain View village, Syferfontein village extension, Mphephisheng village and Mmotwaneng village Extension</p> <p>High mast lights in all seven villages</p> <p>4. WATER RETICULATION</p> <p>Water reticulation at some parts of Syferfontein village</p> <p>Water reticulation at Talane village extension</p> <p>Water reticulation at Mmotwaneng village</p> <p>To connect two existing reservoirs at Segolola high school and Marabe primary school to assist the main reservoir for water provision in Syferfontein village and Talane village</p> <p>5. RECREATION</p> <p>Recreational facilities with a multi-purpose centre in the ward with a hall</p> <p>Sport facilities to be constructed</p> <p>Pay point for social grants with shelters in all villages</p> <p>Fencing of cemeteries in all villages</p> <p>RDP houses: Mmotwaneng=100; Syverfontein= 100; Talane= 100; Magukubjane=100 and Magopheng=100</p> <p>There is an urgent need of Construction of a comprehensive school within the ward</p>

WARD	NEEDS PER WARD
	Fencing and support to the communities' agricultural fields across the ward which is about 12km long Establishment of fishing projects
19.	<p>Water: water tankers at Dindela , Rondebosch , Nkosini and Mathula stands , Mkhanjini and Matsisi "B"</p> <p>Electrification of Rondebosch, Mkhanjini and Matsitsi "B"</p> <p>Bridge between Rondebosch and Madongeni</p> <p>Tarring of 12 km road (8 km bus route at Mathula stands</p> <p>RDP houses=62:Mathula=10;</p> <p>Enkosini=8;Dindela=15;Rondeboch=6;Perdeplaas=12;Thabaleboto=11</p> <p>Renovation of Jafta and Bantabethu schools</p> <p>High mast lights in all villages</p> <p>Community hall at Mathula; Dindela and Thabaleboto</p> <p>Yard connection (water) in all villages</p> <p>Gravelling of main roads in all villages</p> <p>Fencing of all cemeteries within the ward</p> <p>Upgrading of sports fields in all villages</p> <p>Network general at Moshate and Khathazweni</p> <p>Repairs water pumps at Mathulala & Enkosini</p> <p>Hlogotlou Brick works</p> <p>Road from Masimini to Dindela</p> <p>Job creation initiatives for people over 35 years</p> <p>Grading road at Mabele</p> <p>Grading of road from Taxi rank to Rondebosch</p> <p>Grader to service Perdeplaas A</p> <p>Repairs water pump at Rondebosch</p> <p>Pay point at Ronesbosch; Madongeni, Mathula and Perdeplaas</p> <p>12km road to Mathulastand</p> <p>4km road to Nkosini</p> <p>Phase two of Thabaleboto road</p> <p>Funding of HBC/NGO</p> <p>VIP toilets for all villages</p> <p>Storm water control at Perdeplaas, Thabaleboto and Mathula</p> <p>Agricultural assistant at Perdeplaas and Nkosini</p> <p>Network aerial at Moshate</p> <p>Renovation of school at Perdeplaas</p> <p>Bridge at Nkosini</p> <p>Water at Mabelestand (borehole)</p> <p>Road at Khatazweni (grader)</p> <p>Bridge at Hlogotlou</p> <p>Food parcels for orphans</p> <p>Funding of agricultural projects (HBC/NGO)</p> <p>Borehole at Mathula</p> <p>Renovation of Maphepha School at Enkosini</p>

WARD	NEEDS PER WARD
	Access route at Mathula Crèche at Thabaleboto
20.	<p>Paving and storm water control at Monsterlus Paving of streets at Monsterlus Include water and sanitation at Monsterlus VIP Toilets at Stadium View and Matsitsi Supply of skips at Monsterlus Toilets and water taps in Graveyard Community hall around Monsterlus Stadium and Library Upgrading existing sewer system Support to brick making cooperative Water and electricity at stadium view. RDP houses=32: Matsitsi=09; Stadium View=14;Monsterlus Unit A=09</p>
	<p>Renovation of Mphezulu secondary school and upgrading of Monsterlus stadium Standardized bridge and street surfacing at Stadium View and Matsitsi Toilets at the graveyards Additional jojo tanks at Matsitsi section Tarring of road from taxi rank to Masoganeng Speed humps in the following roads: the main road passing police station to Zaaiplaas. Upgrading of purification plant Funding of Agricultural projects Maintenance transfer station Storm water phase 3 Re-gravelling and tarring of roads at Monsterlus unit A,B & anf C Cancellation of service debt Distribution of refuse bins for RDP beneficiaries Electrification of Matsitsi,RDP and Stadium View Resurfacing of the main road Electrification of stadium view Monsterlus to Makgopheng road budget R6 million. Upgrading of storm water & drainage (Monsterlus) Refuse truck must stay in Hlogotlou satellite office. Potholes along main road from Monsterlus to Groblersdal. Shortage of water at unit B and RDP. Poor sanitation in Hlogotlou Township.</p>
21	
	<p>Upgrading of Kgaphamadi bus route and storm water control (8.5km) Tarring/Paving of Motsephiri main street (2.5km) Paving of Jerusalem main street (2.5km) Paving of Kgaphamadi main street (2.5km) Paving of Marelang main street to the connector road (2.8km) Regravelling of all streets in the ward and all streets leading to cemetery</p>

WARD	NEEDS PER WARD
	<p>Regravelling of all the graveyards</p> <p>Storm water control at Tjabadi street and paving of Motshiphiri main road</p> <p>Construction of a bridge between Motsephiri new stand and Jerusalem</p> <p>Speed humps at Jerusalem provincial road</p> <p>Regravelling of all sports fields including schools sports grounds within the ward</p> <p>Closing of dongas and wetlands in all the villages</p> <p>Paying attention to a big donga at Jerusalem and onother donga at Kgaphamadi village around shoprite road</p> <p>16 skip bin for identified spots</p> <p>Academy multipurpose centre</p> <p>Live stock deep structure in all villages</p> <p>Educational facilities of Phomola Primary school</p> <p>Proposal foe a clinic at Motshiphiri and Kgaphamadi</p> <p>Cemetery fencing and fencing of farms including storage for production</p> <p>Job creation through EPWP and CWP</p> <p>Construction of bulk water supply in all villages of ward 21</p> <p>Installation of water pipe lines from the borehole to the reservoir at Kgaphamadi</p> <p>Construction of water reservoir at Mareleng village</p> <p>Installation of a transformer at Motsephiri borehole</p> <p>Equipping of borehole and installation of pipes to the main water pipeline at Motsephiri</p> <p>Drilling of boreholes at Motsephiri new stand A and B and Kgaphamadi</p> <p>Upgrading of water reservoir at Motsephiri village</p> <p>There is a need for 8 jojo tanks in the whole ward</p> <p>Refurbishment of borehole at Jerusalem</p> <p>Upgrading; rehabilitation and refurbishment of water source in all schools including ECD centres in the ward</p> <p>Yard connection and installation of water meter boxes in Jerusalem village</p> <p>ELECTRICITY</p> <p>Electrification of Kgaphamadi new stands and Phomola</p> <p>Post connection part of Phomola</p> <p>12 x High mast lights that will cover all villages</p> <p>Installation of network point, MTN and Vodacom cellphones including WI-FI sport In the ward</p> <p>RDP HOUSES</p> <p>360 units of RDP houses in all villages of ward 21; Jerusalem Motsephiri and Kgaphamdi</p> <p>SANITATION</p> <p>Jerusalem; Motsephiri and Kgaphamadi (600 units)</p>

WARD	NEEDS PER WARD
	<p>Paypoints, there is a need for shelter, toilets and water in all paypoints of ward 21</p> <p>There is a need for clinic in each village of the ward</p> <p>Community hall is needed at Motsephiri and Jerusalem</p> <p>Maintenance and fencing of Kgaphamadi hall</p> <p>Reburbishment of Motsephiri primary school, Mamadi secondary school and construction of admin block at Mamadi sec. school</p> <p>Construction of a new primary school at Phomola village</p> <p>Six skip tanks needed in the whole ward</p> <p>Fencing of all grave yards in the ward: Jerusalem=(1); Motsephiri= (2) and Kgaphamadi=(2)</p> <p>Removal of alien plant in the whole ward</p> <p>Poverty alleviation</p> <p>Agricultural support</p> <p>Funding of NPO'S/NGO'S and smme's</p> <p>Supporting of ECD centres with playground equipment, toys and building</p> <p>Primary health care, orphans and vulnerable children, vulnerable adults (victim of domestic violence, elderly, rape survivors, drug and alcohol addicts and homeless</p> <p>Community strengthening (e.g. life skills, social cohesion intervention and livelihoods promotion)</p> <p>Crime reduction and prevention intervention and services (e.g. gender based violence against men, women, children, the elderly and disabled, drug, alcohol, substance abuse intervention and rehabilitation of youth offenders)</p>
22.	<p>Electrification: Legolaneng= 90 and Makena= 40.</p> <p>Water reticulation at Legolaneng; Phomola and Makena.</p> <p>Sports facilities within the ward.</p> <p>Re-gravelling of all streets and grounds including storm water control at Luckau A</p> <p>Tarring of Legolaneng and Makena road (D4311)</p> <p>Building of 3 blocks classrooms, Library and laboratory at Hlabi high school.</p> <p>Building of administration school blocks at Legolaneng and Makena schools.</p> <p>Renovation of schools at Legolaneng namely Bonani Bonani and Mareseleng</p> <p>Construction of a new primary school at Ga-Makena</p> <p>Construction of offices at Moshate</p> <p>VIP toilets</p> <p>Sanitation at Phomola; Legolaneng;Makena and Mogaung</p> <p>High mast lights in all the villages</p> <p>Business development centre</p> <p>Water in all villages</p>

WARD	NEEDS PER WARD
	<p>RDP houses: Mogaung=30; Phomola=18; Legolaneng=45 and 25 RDP houses at Phomolong.</p> <p>Mogaung road upgrading</p> <p>Clinic at Mogaung and Legolaneng</p> <p>Cleaning and fencing of cemeteries in all villages</p> <p>Construction of Primary school at Phomola</p> <p>Fencing of pay point</p> <p>Dropping centre at Legolaneng village</p> <p>Road signs at the main road</p> <p>Satellite police station along the main road</p> <p>Health center</p> <p>New primary school at Phomolong village</p> <p>Community halls needed in all villages</p> <p>Low level bridge between Luckau and Mogaung.</p> <p>Establishment of municipal satellite office for ward 22; 23 and 24.</p> <p>Financial assistance on agricultural projects.</p>
23.	<p>Paving of main street Sephaku/Vlakfontein</p> <p>Master lights Sephaku/Vlakfontein</p> <p>Closing of donga in Belfast/Sephaku new stand</p> <p>Sephaku irrigation dam need renovation</p> <p>1500 RDP houses needed in the ward</p> <p>Sports grounds Sephaku and Vlakfontein</p> <p>Borehole in Manyanga/Vlakfontein/ Belfast</p> <p>VIP toilets for Sephaku and Vlakfontein</p> <p>Establishment of satellite police station</p> <p>Building for hawkers</p> <p>Shelters at bus stops</p> <p>Recreation facilities</p> <p>Community hall for Sephaku and Vlakfontein</p> <p>Pension Pay point for Sephaku and Vlakfontein</p> <p>Speed humps in Vlakfontein road</p> <p>Disability centre</p> <p>Construction of Youth centre</p> <p>Water reticulation at Vlakfontein</p> <p>Cleaning and fencing of cemeteries</p> <p>Primary school at Mahlwakgomo</p> <p>Additional classrooms and toilets for Mzimhlophe primary school and Ngulu</p> <p>Admin block for Mzimhlophe and Ngulu</p> <p>Zwanani primary school there is a need for extra classrooms as well as school renovation</p> <p>Sokali primary school there is a need for extra classrooms as well as renovation and water</p> <p>Ngulu secondary school: Shortage of classrooms, admin block and water</p>

WARD	NEEDS PER WARD
	<p>Storm water control and re gravelling Meter box for boreholes in Sephaku and Vlakfontein Clinic for 24 hour operation and shortage of nurses Community hall within the ward Jojo tanks for water storage in Mzimhlophe S.S.School Maintenance of borehole in Vlakfontein Multipurpose centre needed (inclusive hall, sports ground, parks, etc) Child hood development centre Gravelling of access road to Kgoshi Maphepa Construction of hospital. Financial assistance to agricultural projects. Fencing of wetland areas. Paving of Belfast road & the main street of Sephaku & Vlakfontein</p>
24.	<p>Community Hall in all villages Electrification of households at Luckau A extension Electrification of Posa (107 stands) and other 800 stands in a new settlement Tarring and re-graveling of roads in all villages Paving of Phokanka road To complete the Leganeng road (D4311) Storm water control at Luckau A Water in all villages Clinics in all villages RDP houses in all villages Sanitation and VIP toilets Paving of roads from the main road via Phokanoka high school road Recreation facilities Building of 3 classrooms at Makeke primary school Re gravelling of roads to all Meshate Re gravelling of roads to all graveyards Fencing of all cemeteries. Satellite police station in Luckau Funding of community projects Cleaning of alien plants Storm water control at Luckau Luckau clinic needed Speed humps needed on the provincial road</p>
25.	<p>Water and JOJO tanks Sanitation services and skip bins in all villages. Construction of toilets Refuse removal at Dikgalaopeng and all other villages Paving of roads in all villages Fencing of cemetery and construction of toilets in all villages RDP houses in all villages: Dikgalaopeng=64; Ga Matsepe=41Makaepea=12;</p>

WARD	NEEDS PER WARD
	<p>Renovation of Dikgalaopeng P. school ,and secondary school</p> <p>Community hall: Dikgalaopeng and Ga-Matsepe</p> <p>High mast lights: In all villages</p> <p>Travelling and cell phone allowances for the chief and council</p> <p>Agricultural support</p> <p>Poverty alleviation programs and job creation for youth</p> <p>Youth Information centre</p> <p>280 household need electrification at Makaepa B</p> <p>Capital budget should be prepared by each ward to ensure balance of service within EMLM</p> <p>Electrification of all households without electricity at newsstands</p> <p>Progress report needed on the needs identified in the previous years</p> <p>Up-grading Sport grounds</p> <p>Job creation initiatives for people over 35 age</p> <p>Food parcels by SASSA to be provided to all beneficiaries</p> <p>Foundations at Dikgalaopeng RDP houses</p> <p>Access road to Moshate school</p> <p>Access road to the clinic</p> <p>Provision of medication at the clinic</p>
26.	<p>Water meters to be installed</p> <p>Paving of access roads and storm water control in all sections</p> <p>Paving of Moshate access and from Kampeng to Ga-Matsepe</p> <p>Gravelling of roads in all villages</p> <p>Up-grading of sports grounds in all sections</p> <p>Low level bridge at stadium to Mgababa</p> <p>Low- level bridge at Ga-Kopa and Botloponya</p> <p>Multipurpose centre and rehabilitation centre</p> <p>Computer equipments ,stationery ,office furniture ,photocopier and cleaning materials for the Tribal authority</p> <p>RDP houses</p> <p>Job creation Programs required</p> <p>Bridge between Ga-Kopa and Botloponya and also Majakaneng</p> <p>Upgrading of reservoirs</p> <p>Low level bridge between R and R and Stadium View</p> <p>Fencing of graveyards</p> <p>Clinic to operate 24 hours</p> <p>Skips needed in all villages</p> <p>Stormwater control from paving to Rilokwane</p> <p>Vuka street paving via Senamela shop</p> <p>Satellite police station (urgent)</p> <p>High mast lights (very urgent)</p> <p>Library for five wards in Tafelkop</p> <p>Sports facilities in villages and schools</p> <p>Pre-school (crèche) at new stands</p>

WARD	NEEDS PER WARD
	<p>Road sign next to Rammupudu clinic</p> <p>Community hall</p> <p>Jack Morare need extra classes ,staff room and sanitation</p> <p>Mphage need permanent security</p> <p>Extra classrooms and staff room including sanitation for Rammupudu school</p> <p>Elias Masango require extra classrooms</p> <p>Sacking of toilets at Bakopa school</p> <p>Skills development</p> <p>Job creation through EPWP and CWP</p> <p>Crèche at New Stands</p> <p>Upgrading of classrooms at Mphage School</p> <p>Food Parcels (SASSA to provide); Reviewal of the Policy for Food Parcels so that it accommodates the indigent</p>
27.	<p>Roads and storm water control construction and maintenance in all villges of the ward</p> <p>Connector road from Mountain view to Stadium view.</p> <p>Paving of stadium road</p> <p>Bridge between ward 26 and 27</p> <p>Tarred road connecting Majakaneng and Botloponya</p> <p>Speed humps construction along municipal tarred road, next to Mamorake Primary school</p> <p>Building od administration block at Jacob Sefako primary, Monamodi and Onismus Mogafe primary schools</p> <p>Three way stop sign at Stadium view turn off</p> <p>Electrification of all extnesions in all villages of the ward</p> <p>There is a need for high mast lights in all the villages of ward 27</p> <p>Upgrading of all sports grounds in all villages</p> <p>Renovation of stadium and community hall</p> <p>Development of multipurpose centre at Stadium view and building of old age home at Majakaneng</p> <p>Construction of admin block at Jacob Sefako primary school</p> <p>Costruction of a hostel at Ipelegeng special school</p> <p>Construction of new blocks at Mamorake primary school and Monamodi secondary school</p> <p>Building of Mosebi, Matladi ,Love and Grace, Bafepi and Motheo pre-schools</p> <p>Community library at Stadium view</p> <p>Water infrastructure needed in all extensions of the ward villages</p> <p>Water authority to be returned to local municipality</p> <p>Consistent water supply in all the villages of ward 27</p> <p>Fencing and security guard at Botloponya reservoir</p> <p>RDP houses needed in all ward villages</p> <p>V.I.P toilets needed in all ward villages</p>

WARD	NEEDS PER WARD
	Fencing of old and new graveyards Construction of pension paypoint Establishment of satellite police station within the ward Establishment of refuse removal methods within the ward Upgrading of all networks at installation of free Wifi Limit issuing of licenses for tarvens Costruction of clinic or mobile clinic at Nyakelang Introduction of job creation and skills development programmes Rehabilitation of Mountain view and Botloponya borrow pits
28.	Re-gravelling of internal roads in all villages Costruction of connector road from Monokong in ward 27 to Dipakapakeng in ward 28 need to be tarred Water and sanitation in the whole ward Electricity of Mashemong ,Stadium View extension and Nyakelang extension Clinic to operate 24 hours Paving of 1km road from Ga-Chego via Moilanong and Mogudi schools to Dipakapakeng bus route Completion of the existing RDP houses Upgrading of sports facilities in all sections Storm water control in the whole ward The extension and fencing of grave yards in the whole ward 24 hour service at Rammupudu clinic Pedestrian crossing bridge between R and R and Stadium View 126 RDP houses in the whole ward Tarring of 6Km road from Dipakapakeng fruit shop to stadium Extension of new blocks at Motjedi; Mogudi; Ramanare high school. Building of primary school at Stadium East Food parcels for indigents funerals Water tanker truck to deliver water to all projects within the ward High mast lights needed in the ward (urgent) Fencing of graveyard Establishment of dumping site. Renovation of collapsing bridge at Tamati stop
29.	Fencing of borrow pits at Nkadimeng village Cleaning of alien plants Tarring of road from Mokumong via New stands GA-Mashabela to Maratheng taxi rank Tarring and maintenance of connector road which links three villages (Maguduza , Bela-Bela and Witbank) Storm water control at Sterkfontein village Water and and Jojo tanks including sanitation needed in all the villages Refuse removal in all the villages Sub –way Low level bridge at Ramogwerane

WARD	NEEDS PER WARD
	Bridge at Puleng/Ramogwerane and Sterfontein Construction of clinic in the ward Establishment of dumping site Fencing of cemeteries in all the villages RDP houses in all villages Renovation of Moganetswa primary school High mast lihts in all villages VIP Toilets in all the villages Shelter at Moshate ga Nduma Tlaka
30.	Prepaid electricity at Roossenekal town Water at Makwane-Nkakaboleng; zone 11 and Tshehla Trust Low level bridge in Tigershoek and upgrading medium bridge in Leeupershoek Clinic at Roossenekal Tarring of road in Laersdrift and Makwane-Nkakaboleng Paving Roossenekal RDP streets Four high mast lights in Sango village Refuse removal in Makwane; Station and Sango Health center in Roossenekal New site establishment Extension of Roossenekal RDP section and extension of Station village Secondary school in Laersdrift Electricity in zone 11 Services needed for people leaving in the farms The time frame for the promised services Shopping centre needed Electricity bill is very high. Sustainability of Roossenekal electricity. Construction of water reticulation at Laersdrift Construction of clinic at Laersdrift Patching of potholes on R555 Skip tanks needed. Renovation of both schools in Laersdrift. Extension of pre- school in Roossenekal. Water tanker to be stationed at Roossenekal permanently Boreholes needed in Makwana Nkakaboleng
31.	Cleaning of Motetema cemetery

WARD	NEEDS PER WARD
	Development of Land and infrastructure development in Motetema Formalization of all informal settlements within Motetema Water and sanitation at Motetema RDP houses in the whole ward Electricity (extension) at Motetema Land tenure at Motetema Sporting facilities Renovation of community hall Parks and gardens Additional high mast lights Fencing; Cleaning and maintenance of cemetery Sidewalks Tarring of paving of roads Maintenance of sewer maintenance Electricity needed at Phumula Mqaxi Renovation on Motetema schools Auxiliary training to be re-introduced Increase the budget for water extension project The total revenue expected from Motetema residents They need a list of service which they should pay The money for Motetema phase road to construction to be re-allocated Motetema satellite office should be maintained Community hall needed Clean water needed Renovation of Ramohlolo & Refilwe Secondary School Filling of dangerous pits in Shushumela Erection of sidewalks for school pupils Building of library to cater for school pupils Paving of the cemetery Paving of Motetema internal streets Indigents should be catered for in full

The table below indicate the top six priority needs for each ward as identified during the stakeholder's consultation. During the 2020-2021 draft IDP stakeholder consultations, most of the wards did not make any changes to their priority needs.

Ward 1	Ward 2	Ward 3	Ward 4
1. Tarring of access road from R573 passing Slovo Primary to Moteti B passing Thlako High School	1. Clinic	1. Fencing of cemetery Kgobokwane	1. Tarring of 5.5 km Waalkral to Stomp access road and speed humps on bus route
2. Tarring of access road at Ramaphosa from R573	2. Water	2. Road to Kgaphamadi	2. Electricity

passing Rebone Primary to join Machiding			
3. Low level bridge at Oorlog (between Old Stands and New Stand)	3. Electricity (high mass lights)	3. High mass lights	3. High mass lights
4. Water reticulation at Ramaphosa, Mabose, Oorlog and Lusaka	4. Roads	4. Bridge to Kgaphamadi	4. Low-level bridge and storm water control
5. Stormwater control all villages of the Ward	5. Library	5. Community Hall	5. Fencing of cemetery
6. High mass lights all the villages of the Ward	6. Sanitation	6. RDP Houses	6. Fencing of borrow pits
Ward 5	Ward 6	Ward 7	Ward 8
1. High mass lights	1. Tarring of roads Phucukani connecting Matlala Tuck-shop down to Kotomane's family & road that connect to Gibbs tuck shop; Five Morgan post office road to Ntota Combine School	1. Completion of Nyakhorwane road	1. High mass lights
2. Rehabilitation construction of a bridge connecting Mpheleng and Magakadimeng Vezinyawo	2. Electricity for Five Morgan about eleven (11) household (Urgent intervention is needed for the 11 households)	2. High mass lights in all Ward villages	2. Access road
3. Tarring of bus route at Magakadimeng	3. VIP toilets for 3 villages Phucukani, Five Morgan and Tayereng. Shelter for paypoint at Kwa-Ngubeni	3. VIP toilets in all villages	3. Access road to the cemetery
4. Fencing of cemetery Magakadimeng and Mpheleng	4. Pavements which does not control water at Phucukani, which most water goes to the yard of households	4. Primary school at Moteti C2	4. Revamping of Mathale hall
5. Storm water control	5. Six (6) access bridges at Tayereni for 6 streets	5. Special School for disabled at Ngolovane	5. Revamping of Marapong Sports facilities
6. Cleaning of dams for animals to getting water	6. Community hall of Sports facility at Phucukani	6. Formalization of Zenzele informal settlements	6. Construction of Phase 2 road
Ward 9	Ward 10	Ward 11	Ward 12
1. Roads tarring (Phooko from Sihlangu, Jabulani D3 from Mabona to Jabulani D2, Walter Sisulu from	1. Electricity (Mashemong, Bothubakoloi, Lekwaneng at Paving Side, Mohlame Phase 2)	1. Proper ablution facilities in all the villages (VIP)	1. Roads (Thabakhubedu Phase 2 tar road to Tamong and

office to Lee's, New Town – road to the cemetery until Oupa Nkosi, Tambo – Completion of Tambo & Walter Sisulu road. Phase 3 road inside Tambo Vulamehlo			Magagagamatala tar road with sign boards)
2. Electricity (Newtown, Tambo Ext, Jabulani D2 ext, Phooko Mountain View, Timol Park	2. High mass lights in all villages of Ward 10	2. Reticulation of extensions in or at Bloempoort, Uitspanning A, 5 Morgan, Molala	2. High mast lights whole Ward
3. High mass lights in all villages (Tambo 3, Walter Sisulu 3)	3. Road from pavin until Tagane School	3. Access roads to cemeteries (Bloempoort, Uitspanning A, 5 Morgan)	3. Paving of road to Nala high school and Fawcett Mathebe combined school
4. Title Deeds (Tambo & Jabulani)	4. Community hall & Creche	4. Access road between Bloempoort & Uitspanning A	4. Installation of network points for cell phones
5. Waste Removal / Management (Tambo & Water Sisulu)	5. Water for all Ward	5. Expansion of R25 road between Groblersdal and Dennilton	5. Stormwater control and speed humps
5. COMMUNITY HALL	6. Maintain dam for their animals	6. Clini between Elandsdoorn satellite office	6. RDP Houses whole Ward
Ward 13	Ward 14	Ward 15	Ward 16
1. installation of Pre- paid meter system in Groblersdal	1. Electrification	1. Tarring Masoing road	1. Storm Water Drainage Needed On The Road
2. Community hall	2. Water and Sanitation	2. Paving Maraganeng road	2. Re-Gravelling Of Access Roads
3. Swimming Pool	3. Cemeteries	3. Fencing of cemeteries	3. Low Level Bridge At Oversea/ Access Road
4. Basic services such as cleaning of streets ,	4. RDP Houses	4. Renovation of leaking resevoirs	4. Paving For Pedestrian Walking On The Road From

replacements of lights etc.			Main Road To Police Station
5. Maintenance of roads and road markings	5. Schools	5. Water reticulation in all villages	5. Formal Opening Of The One Stop Center
6. Recreational facilities	6. Installation of high mass lights (Masakaneng and Matlala Lehwelere)	6. Renovation of Rehlahlilwe, Zamokuhle and Destruction of Old Matlalanane school	
Ward 17	Ward 18	Ward 19	Ward 20
1. High Mast Lights	1. High mast lights in all seven villages	1. Water Reticulation in all villages Priority be Mathula & Matsitsi B	1. Resurfacing Of The Main Road
2. Skips on all illegal dumping sites	<p>2. Emergency villages access roads in the following villages. Paving or tarring of –</p> <p>2.1 From Ga-Frank street to Thabaneng ga Sithole via Marobe to Ga-Fenyane</p> <p>2.2 Talane village from Ga-Fenyane via Talane graveside to Ga-Mgidi</p> <p>2.3 From Mmotwaneng four ways crossing to graveside</p> <p>2.4 Magopheng village from Magopheng primary to Namudi high school</p> <p>2.5 Magukubjane from Ga-Fakude lodge via grave site to clinic</p>	2. VIP Toilets: All Villages	2. Paving And Storm Water Control At Monsterlus
3. low level bridge	<p>3. Emergency villages access bridges</p> <p>2x low level bridge at Magopheng village</p> <p>2x lower level bridges at Syferfontein village</p> <p>3x low level bridges at Magukubjane village</p>	3. Construction of Roads & Bridges Nkosini bridge for motorists & students Two (2) bridges at Hlogotlou Bus road & link two sections	3. High Mast Lights In All Villages

		Fixing of collapsing bridges at Khathazweni link to bus road Lastly gravelling of access road in all villages	
4. Re-Gravelling Of Internal Roads and storm water control in all access roads	4.Storm water control in Syverfontein village, Talane village, Magukubjane village, Magopheng village and Mmotwaneng village	4. RDP in all villages	4.Maintenance Transfer Station
5.Water and VIP toilets	5. Fencing and support to communities' agricultural fields across the ward which is about 12km	5.Electrification of Rondebosch & Matsitsi B Extension	5.Speed Humps In The Following Road: Main Road Passing Police Station To Zaaipias
		6 Renovation of the following schools: Maphepha Primary, Kausime, Zamokhule Secondary	
Ward 21	Ward 22	Ward 23	Ward 24
1.Electrification of Motsephiri new stand A and B	1. Low level bridge between Luckau and Mogaung	1.Closing of donga at new stand	1.Community Hall In All Villages
2.installation of high mast lights at Motsephiri and Kgaphamadi	2.High Mast Lights in all villages	2.Paving of main streets (Sephaku and Vlakfontein)	2.Storm Water Control At Luckau
3.Construction of sanitation at Motsephiri for 500 households	3. Sanitation in all villages	3. Constuction of high mast lights at Sephaku and Vlakfontein	3.Re-Gravelling Of Roads To All Graveyards
4.Completion of tarring of Kgaphamadi bus route via Motsephiri village to Jerusalem village	4.Road Signs At The Main Road	4.Electrification of outstanding households (Sephaku and Vlakfontein)	4.Cleaning Of All Alien Plants

5.Pipe connection from the borehole to the reservoir at Kgaphamadi village	5.Re-Gravelling Of All Streets And Grounds Including Storm Water Control	5.Speed humps and storm water control at main road	5.Speed Humps Needed On The Main Road
Ward 25	Ward 26	Ward 27	Ward 28
1. Fencing of grave yard	1.High Mast Lights (Urgent)	1. Tarring or paving of stadium road	1. Tarring of Dipakapakeng bus route to Stadium
2.Paving Of Roads In All Villages (main roads)	2.Tarring of road from Senamela to Vuka street	2. Fencing of both old and new cemeteries	2.Erection of R&R bridge between R & R and Stadium view
3. Paving or tarring of Ga-Matsepe access road to cemetery	3.Bridge between ward 26 and 27	3.High mast lights in all villages of ward 27	3.High mast lights at Stadium view and Dipakapakeng
4.Community halls in all villages	4.Recreational facilities	4.Roads and storm water control in all villages of the ward	4. Fencing of Dipakapakeng cemetery
5.Access Road To Clinic	5.Skips needed in the ward	5.Electrification of extensions in all villages of the ward	5.Maintenance of collapsing bridge at Tamatie Stop
		Intensified regravelling programmes	
Ward 29	Ward 30	Ward 31	
1.Tarring of road from Mokumong via Ga-Mashabela, Moganetswa to Maratheng taxi rank and storm water control at Sterkfontein	1.Refuse Removal In Makwane, Station And Sango	1.Land And Infrastructure Development In Motetema	
2.Low level bridge at Ramogwerane, Puleng and Sterkfontein	2.Skip Tanks Needed	2.Fencing, Cleaning And Maintenance Of Cemetery	
3.Community hall at Ramogwerane and Sterkfontein	3.Sustainability Of Roosenekal Electricity	3.Filling Of Dangerous Pits In Shushumela	

4.High mast lights in all villages	4.New Site Establishment	4.Paving Of Motetema Internal Streets	
5.Speed humps needed on the main road	5.Four High Mast Lights In Sango Village	5.Additional High Mast Lights	

4.5.12.2. COMMUNITY PARTICIPATION CHALLENGES

- Lack of budget for communications
- Shortage of communication personnel
- Lack of working resources- branding material
- Capacity building
- No enough coverage of municipal good news- units do not submit for both newsletter,website, print media in general

4.5.13. AUDIT

The municipality has not achieved the clean audit as expected; Audit opinion expressed was a “Qualified Opinion” however, the AG’s report indicated an improvement compared to the previous 2012/13 financial year. The institution is working hard to achieve the 2014 clean audit target. The municipality has appointed an audit committee to assist and guide the institution in running its affairs.

4.5.13.1. Audit Action Plan

Audit action Plan has been developed to deal with issues raised by the Auditor General. The audit action plan is reflected under the financial viability key performance area.

4.5.14. Risk management

The municipality established a risk management unit which is located in the municipal manager’s office. The unit deals specifically with institutional risk management related matters. Risk management committee has been established is functional.The municipality developed a risk management strategy that responds to risk related matters. The strategy is effectively used and implemented.

4.5.15. Anti-corruption

Anti- corruption strategy was developed to ensure that the institution adheres to compliance related legislations. The main challenge with the strategy is that it is no used effectively.

4.5.16. Audit committee and Audit charter

The municipality established an audit committee which meets quarterly. An external and internal audit charter were developed. The responsibility of the audit committee is to advice the accounting officer and the council on administrative issues.

4.5.17. Supply chain management committee

The municipality established supply chain management committees as required by the applicable legislation. The committees perform their duties as stipulated in the approved supply chain management policies. There are bid committees appointed by the accounting officer to develop bd specifications, evaluation of bids and

also the bid adjudication committee which recommends to the accounting officer. The adjudication committee consist all senior managers including the chief financial officer.

4.6. KPA 6: Municipal Transformation and Organisational development

4.6.1 OVERVIEW

The Constitution recognises a Municipality's right to govern on its own initiative, the affairs of its Community, subject to the National and Provincial Legislation as provided for in the Constitution. It also emphasises the responsibility of Municipalities to utilise this Constitutional space prudently and in the interest of development locally. Municipalities must provide democratic and accountable government without favour or prejudice. They must furthermore use their Constitutional space by exercising their Legislative and Executive Authority, and use the resources of the Municipality in the best interest of the Municipality and communities therein. Human capital refers to the stock of skills and knowledge embodied in the ability to perform labour so as to produce economic value optimising Human Capital within the context of EMLM this relates to the development of skills and improvement of knowledge of employees through education and gaining relevant experience.

4.6.2 EMPLOYMENT EQUITY

The institution has improved its employment equity as required by legislation. There are two females in top management positions out of five filled positions.

4.6.3 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 52: 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
	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

Approved EMLM Institutional Policies			
Indigent policy	Investment	Rendering Of A Security Service	Policy On Experiential Training
Maternity Leave	Mayoral Vehicle	Sick Leave	Cell phone allowance
Housing policy	Overtime policy	Tariff	
	Recruitment Selection & Appointment	Property Rates	Supply Chain Management
Smoking	Training	Travel & Subsistence	Fixed Asset Management

The municipality has as organisational structure that was approved by council wherein more than 80% of the vacant posts were filled. The following policies and plans were developed and approved by council

- Travelling and subsistence allowance Policy
- IT policy
- Anti- corruption Policy
- Cellphone allowance policy
- Mobile phone and data card allowance policy
- Employment equity policy
- Employment equity plan
- Health and safety policy

Employees were enrolled to participate in various courses that will enhance and improve their skills in order to effectively execute their daily duties.

4.6.4 INSTITUTIONAL PLAN

The municipality has developed a plan that will guide institutional activities in all the departments. The table below illustrates amongst others issues that the municipality will focus on in ensuring organisational development and sustainability

Table 53: Institutional Plans

Employment equity plan	The municipality developed employment equity policy that complies with the Labour Relations Act
Retention of staff	Retention policy was developed and approved by council in order to ensure the retention of skilled personnel within the institution
Placement of staff	The municipality developed a placement policy including a committee that comprises of labour movements and management including the political component.
Recruitment of staff	Recruitment and selection policy is in place to guide the institution on issues of new employees' recruitment. There is an approved organisational structure that indicates filled and vacant posts.
Management of assets	Asset management policy is developed and approved by council
Establishment of committees	The municipality established committees that will deal with both administrative and political issues. Amongst others the committees established are Section 79 and 80 committees that will play an oversight role

4.6.5 SKILLS PROFILE

The municipality conducted a skills audit in the previous financial year. The main objective was to determine which skills the municipality still needs to improve on. Employees were enrolled in various courses depending on their specific developmental/competency needs.

Table 54: Trainings offered to the Municipal staff

Training courses
Municipal finance management
Occupational health and safety management
Fraud investigation
Professional development certificate practitiona
High certificate on ODETDP
Asset management
Investigation of cyber crime
Population Environment Development for IDP
CPMD
Municipal Performance Management
Operators
Customer care
Computer literacy
Traffic examiners

4.6.6 SKILLS REQUIRED /SKILLS GAP

The municipality has embarked on a process of training employees as required by their specific developmental/competency needs). The institution still require to train its personnel on various fields such as Project management , financial management,technical skills and other related skills which are of essential to the greater performance of the municipality.

The municipality encounters major financial challenges to meet the skills training required by both councillors and officials.

4.6.7 LABOUR RELATIONS

It is upon the institution to ensure that it complies with labour standards set out in the Labour Relations Act 66 of 1995. The municipality has employed personnel from diverse cultures and religions. It remains essential for the institution to treat its employees equally as one family not withstanding its core functions and responsibilities.

4.6.8 INFORMATION TECHNOLOGY

There's a great improvement with regard to IT functions in the municipality. An IT Unit is well established and functional. The unit also has intern officials who rotate within all offices of the municipality on a daily basis to ensure that the municipality at large does not experience technological breakdown. The unit has been involved in the process to reduce the manual system from 90% to 20%.

There are still a few challenges with regards to Information technology. The municipality intends to construct a server room that will serve as a backup should the existing server breaks down. However, the institution does not have sufficient financial resources to implement the Programme.

4.6.9 CUSTOMER SATISFACTION AND COMPLAINS MANAGEMENT SYSTEM

The municipality has employed an official to deal with issues that are raised in communities. A help desk has been established for communities to submit their complaints with regard to the level of service that the municipality provides. Complaints are directed to relevant departments through the office of the municipal manager and responses are given to the complainant.

4.6.10 OCCUPATIONAL HEALTH AND SAFETY

The occupational health and safety functions are located in the corporate services department. The unit is mainly dealing with the following:

Table 55: Issues dealt with by Occupational Health and Safety Unit

Function	Description
Employee support Programme	Employees of the municipality differ in character and behaviour. Some of the employees have challenges at work whilst others have family problems. The OHS unit gives support to such employees by either providing counselling or sending the affected employees to the recognised victims support centers.
Employee wellness	It remains the responsibility of the municipality to ensure that employees are medically well and fit. The OHS unit works in partnership with the department of health and labour in ensuring that safety and medical services are accessible to all employees.
Safety workshops	The institution takes safety matters of employees as a fundamental priority. Employees are being taken through training workshops that relate to their respective types of work in order to promote safety measures.
Institutional safety	EMLM is working closely with the department of labour in ensuring that the institution complies with safety legislations and regulations

4.6.11 BY-LAWS

Table 56: Approved Bylaws

By-laws	Status	Date of Approval	Council Resolution
Parking Area Draft Bylaw	Approved	12-06-2007	C07/016
Draft Management, Maintenance and Control of Taxi Rank Facilities Bylaw	Approved	11-04-2007	C07/009
Credit Control Draft Bylaw	Approved	12-06-2007	C07/015
Parking Area Draft Bylaw	Approved	12-06-2007	C07/016
Street Vending Bylaw	Approved	11-04-2007	C07/017
Standard Building Regulation and Miscellaneous Bylaw	Approved	11-04-2007	C07/011
Draft Building Regulation Bylaw	Approved	14-10-2008	C08/013
Draft EMLM Rates and Taxes	Approved	14-10-2008	C08/025
Draft EMLM Advertising and Hoarding Bylaws	Approved	14-10-2008	C08/027
SPLUMA bylaw	Approved		

The IDP for the 2019-2020 financial years commits to develop various key municipal by-laws to create the necessary regulatory framework to improve governance.

At the local level the EMLM should focus on ensuring the effective enforcement of bylaws including traffic violations, whistle-blowing on corruption and fraud, and encourage the participation of council and residents in Community Policing Forums and other initiatives aimed at eliminating crime. In addition, a new strategy for overall bylaw enforcement would be developed. The bylaw enforcement coordination would ensure that municipal bylaws are implemented in a coordinated and coherent manner and appropriate resources are identified for such implementation.

4.7. TRANSVERSAL/SPECIAL PROGRAMMES (OFFICE OF THE MAYOR)

4.7.1 YOUTH AND THE AGED

The municipality has established a youth desk in the office of the Mayor. The desk will solely focus on youth development and also ensuring greater involvement of the young people in economic activities. A youth council was established and is currently functional. Amongst other responsibilities the council does the following:

- Organise and coordinate youth programmes within the municipality
- Initiate and run youth developmental programmes
- Organise seminars and educational workshops on various issues such as health, career guidance, business management etc.
- Network with National and Provincial and District agencies aimed at youth development

- The office of the Mayor is giving support to the old aged homes in Motetema and Moutse

Challenges facing the youth and the aged are:

- The youth are faced with a huge challenge of unemployment
- Inadequate educational facilities/institutions such as technikons, FET colleges and Universities
- Poverty alleviation programmes for the youth
- Pension pay-points for the aged
- Inadequate old aged homes for the elders

4.7.2 TRADITIONAL HEALERS

The traditional healers' organisation has been established with the assistance of the office of the mayor. The relationship between the municipality and the traditional healers is gradually growing however; there are still issues that the municipality needs to engage the traditional healers on in order to improve their operating conditions. Currently, the participation of traditional healers in the Mayoral programmes is satisfying. Traditional healers are in need of a land to erect clinic.

4. 7.3 WOMEN CAUCUS

Women across the municipality are faced with a number challenges that needs the attention of government and the society to act on and ensure better living of women. The municipality, through the Office of the Mayor, established a Women Caucus Forum that will pay attention to issues of women. The role of the forum is to establish and co-ordinate programmes and also deal with problematic issues that impacts negatively on women.

4.7.4 THE DISABLED

While there is limited information on employment rates for the disabled, low literacy, low 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 endeavours to facilitate:

- interventions that will include deepening preventative health programs
- screen all children at a young age
- empower disabled young adults with employable skills
- encourage the private sector to employ people with disabilities
- ensure full integration by overcoming stigma
- promote newer thinking and better coordination of programs
- Improve the measurement of disability to ensure that the scale of disability 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 57: Persons with Disabilities in EMLM

Gender by Hearing for Person weighted, LIM472: Elias Motsoaledi

	No difficulty	Some difficulty	A lot of difficulty	Cannot do at all	Do not know	Cannot yet be determined	Unspecified	Not applicable
Male	101612	2681	538	347	168	6262	3221	661
Female	117723	4378	954	375	135	5969	3542	767

Source: Stats SA Census 2011

Remembering / Concentrating by Self Care by Gender for Person weighted

	Male	Female
No difficulty	12292	14565
Some difficulty	1793	2044
A lot of difficulty	1807	1832
Cannot do at all	136238	133965
Do not know	3140	3204
Cannot yet be determined	12515	12134
Unspecified	1991	2096

Source: Stats SA Census 2011

Communication for Person weighted, LIM472: Elias Motsoaledi

	No difficulty	Some difficulty	A lot of difficulty	Cannot do at all	Do not know	Cannot yet be determined	Unspecified	Not applicable
Male	100621	2077	738	1044	352	6501	3495	661
Female	118553	2257	749	978	302	6310	3927	767

Source: Stats SA Census 2011

The disabled persons of the municipality organised themselves and formulated a forum through engagement with the Mayor's office. The forum is responsible for coordinating the needs of the disabled with regard to their educational needs. Unemployment and business development and their daily well-being.

Challenges facing the disabled are:

- Unemployment
- Poverty alleviation programmes
- Funding for programmes initiated by the disabled

4.7.5 MORAL REGENERATION CHARTER

There is a global observation that people have gone astray from their cultural norms and values, religion and believes. The municipality has in conjunction with the traditional healers, various church ministries and traditional leaders established a moral regeneration charter that will ensure that the history and culture of the society is conserved. The role of the forum is to establish village base structures that will assist making co-ordination much easier. The office of the Mayor will play a major role by developing programmes that will realise the objectives of the forum

Identified special groups needs are:

- Transport to attend meetings
- Skills development programme
- Employment opportunities that will help meet 2% target
- Brail machine for the visual impairment (Disabled group)
- Stationary for all special schools and centres
- Provision of water and electricity in needy centres
- Financial assistance to the youth
- HIV/AIDS council co-ordination
- Old-aged centre requires a building

4.7.6 EARLY CHILD DEVELOPMENT (ECD)

Centres for early child development have been established in most of the villages. Some of these centres get support from the Social Development department whilst others depend on contributions by beneficiaries. The office of the Mayor is constantly meeting with representatives of these centres with an aim to give support where necessary. The municipality has to develop programmes that will help alleviate challenges the ECD centres are faced with.

Challenges facing ECDs are:

- Lack of proper learning centers
- Funding
- Inadequate support by National, Provincial and both local and district municipalities

4.7.7 CHILDREN'S RIGHTS

The municipality was chosen along with two (2) otherstoparticipateinasponsored programme conducted by Save the Children South Africa (Scsa) for the purpose of mainstreaming children's rights into local government. The project aimed to address the absence of municipal action plans for children or child rights strategy, absence of a dedicated budget for children's issues, minimal participation of children in decisions that affect them; lack of coordination forums for children's issues, and no policy for children's issues.

All three municipalities have now developed municipal action plans for children which will service as a guide to mainstream children's and prioritise children's issues within the integrate development plans and budget. A focal point to this initiative is the establishment of Ward-based children's committees to create a platform for children to participate in Municipal decision-making processes.

South Africa is a signatory to the United Nations Convention on the Rights of the Child (UNCRC) following the inception of the democratic dispensation and has ratified the Convention in 1995. At national level, the South African Constitution is the supreme law. Chapter 2 (Bill of Rights) of the Constitution, is specifically dedicated to human rights, including the rights of children. The whole Bill of Rights applies to children and adults alike. Section 28(2) of the Constitution applies across all government departments and related entities in ensuring that "a child's best interests are of paramount importance in every matter concerning the child".

Though the pilot was limited to three Municipalities, SCSA in partnership with SALGA organised a National Workshop for all the SALGA Provincial Offices. One of the key output of this workshop was the development

of the Action Plan to guide SALGA Provincial Offices on how to support other Municipalities to start to prioritise children's rights within their respective budgets and plans.

4.7.8 TRADITIONAL HEALERS

A formation of traditional healers was established in the office of the Mayor to serve the aspirations and interests of the traditional healers. As a forum, traditional healers submitted the following needs:

- Clinics
- Offices
- Fencing of sites
- Heritage site
- Refurbishment of Moutse show ground

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CHAPTER 5: STRATEGY PHASE

5.1 ELIAS MOTSOLEDI LM, DEVELOPMENT PRIORITIES, OBJECTIVES, STRATEGIES, KPI PER KPA AND PROJECTS.

5.1.1. OVERVIEW

The municipality held its virtual Strategic Planning session on the 10th February 2021. The purpose of the session was to develop strategies that will enable the municipality to address the challenges raised on the situational analysis phase in order to align the proposed 2021/2022 IDP has to take cognisance of both the 2019/20 Annual and 2020/21 mid-year performances assessment as well as other influencing factors. The purpose of this process was to review and re-align the current strategies to assist the institution in dealing with various service delivery challenges and other related factors. Based on the evaluation of all the relevant analysis input the EMLM has developed the following strategies contained within their developmental programmes. This will ensure that all challenges have been prioritized and will be addressed through the appropriate allocation of resources.

According to Section 53 of the Constitution a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community, and participate in national and provincial development programmes.

The above implies that local government must comply with the national strategic plan that defines the framework for detailed planning and action across all spheres of government. Strategic priority areas identified by national and provincial government will therefore guide the strategic priority areas identified by municipalities to build a developmental government that is efficient, effective and responsive; to strengthen accountability and to strive for accountable and clean government; to accelerating service delivery and supporting the vulnerable; and to foster partnerships, social cohesion and community mobilisation.

Municipalities in South Africa use integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sustainable long-term development. An Integrated Development Plan (IDP) is a strategic plan for an area that gives an overall framework for development. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those involved in the development of a municipal area. The IDP enables municipalities to use scarce resources most effectively and efficiently to speed up delivery.

The focus of the Elias Motsoaledi Local Municipality is on shaping the future of the municipality to become, as the vision statement reflects “Thé agro-economical and ecotourism heartland.” In this journey the municipality is intent on aligning its goals and strategies to that of the National Development Plan – Vision 2030 (NDP) as well as other relevant National and Provincial strategies. The NDP prioritises, that closely link to Elias Motsoaledi, focus on:

- An economy that will create more jobs;
- Improving infrastructure and transition to a low-carbon economy;
- An inclusive and integrated rural economy;
- Reversing the spatial effects of apartheid;
- Improving the Quality of Education;
- Training and Innovation;

- Quality Health Care for all;
- Social Protection;
- Building Safer Communities;
- Reforming the Public Service, and
- Fighting Corruption and transforming society and uniting the country.

The strategies of the municipality, which are linked to programmes and projects must therefore focus on and be aligned to these priorities. In most organisations, strategic planning is conducted to define the strategy or direction of the organisation and thus make decisions on resource allocations to pursue the vision of that organisation. The Green Paper on National Strategic Planning (2009) [this green paper lead to the development of the NDP] states that strategic planning in government organisations is imperative to ensure growth and development, strengthening of institutions, nation building and the establishment of a developmental state. The main outputs of [strategic] planning include a long-term vision, a five-year strategic framework, and annual programme of action and spatial perspectives that will ensure ongoing leadership in the management of major social dynamic and key drivers of social development.

To achieve the aim of strategic planning, it should encompass a set of concepts, procedures and tools designed to assist leaders and managers with achieving set goals and objectives through the application of strategies with clear plans of action that are measurable. Therefore, this strategic plan sets out the main goals, desired impacts, outcomes, measurements and targets to be achieved, with clear strategies to achieve the vision of the municipality.

The continued focus of the National Government is economic growth and socio-economic transformation through the provision of governance structures to optimise basic service delivery at all spheres of government. In terms of this focus, municipalities are mandated to give effect to the objects of local government as contained in section 152 of the Constitution, namely:

- Democratic and accountable governance;
- Sustainable services;
- Social and economic development;
- Safe and healthy environment; and
- Encourages community involvement.

Moreover, it is the National Government's priority area, to ensure a better life for all by providing basic services to all communities, which amongst others includes creating sustainable jobs, poverty alleviation and relevant skills transfer through successful implementation of government programmes and lastly, by encouraging the transformation of community participation and involvement.

It has been shown that where there has been State intervention in the economy through direct public investment in infrastructure, there has been economic growth and more job creation. Therefore, the Elias Motsoaledi Local Municipality seeks to position itself to relate directly to the Millennium Development Goals, National Development Plan, National Outcomes, in particular the outputs from Outcome Nine, and the Provincial Employment Growth and Development Plan (PEGDP). To this end, the Elias Motsoaledi Local Municipality will continue to focus on, agriculture and tourism as its primary economic core pillars whilst actively pursuing other economic investment opportunities to optimise its socio-economic priorities aimed at improving the lives of all people of Elias Motsoaledi by reducing the unemployment rate within the region.

As a result of the spatial challenges, huge backlogs in service infrastructure and networks in underdeveloped areas exist that requires municipal expenditure far in excess of the revenue currently available. It is therefore necessary that strategies be developed and implemented to counter negative and encourage positive outcomes to ensure that the municipality will be able to deliver on its mandate and achieve its vision.

5.1.2. SWOT ANALYSIS AND CRITICAL SUCCESS FACTORS

A SWOT analysis is often conducted as a major part of a situation analysis. SWOT is an acronym that refers to Strengths, Weaknesses, Opportunities and Threats.

SWOT analysis is one of the most used forms of business analysis. A SWOT examines and assesses the impacts of internal strengths and weaknesses, and external opportunities and threats. An important part of a SWOT analysis involves listing and evaluating the organisation's strengths, weaknesses, opportunities, and threats. Each of these elements is described:

Strengths: Strengths are those factors that make an organisation more competitive than its marketplace peers. Strengths are attributes that the organisation has as a distinctive advantage or what resources it has that can be leveraged to its benefit. Strengths are, in effect, resources, capabilities and core competencies that the organisation holds that can be used effectively to achieve its strategic objectives.

Weaknesses: A weakness is a limitation, fault, or defect within the organisation that will keep it from achieving its objectives; it is what an organisation does poorly or where it has inferior capabilities or resources as compared to other organisations.

Opportunities: Opportunities include any favourable current prospective situation in the organisation's environment, such as a trend, market, change or overlooked need that supports the demand for a product or service and permits the organisation to enhance its competitive position.

Threats: A threat includes any unfavourable situation, trend or impending change in an organisation's environment that is currently or potentially damaging or threatening to its ability to compete. It may be a barrier, constraint, or anything that might inflict problems, damages, harm or injury to the organisation.

Critical success factor (CSF) as defined by Wikipedia, is the term for an element that is necessary for an organization or project to achieve its mission. It is a critical factor or activity required for ensuring the success of a company or an organization.

The table below outline the elements of the SWOT for the municipality conducted during the virtual Strategic Planning session held on the 10th February 2021

Table 58: SWOT Analysis

Strengths	<p>Functional machinery and plant for road maintenance</p> <p>Functional political structure</p> <p>MFMA calendar compliance</p> <p>Strategic location - access to the major cities</p> <p>Provincial nodal point (socio-economic development)</p> <p>Senior Critical positions filled</p> <p>100% MIG spending</p> <p>Two licensed electricity areas</p>
Weaknesses	<p>Ineffective Reporting systems</p> <p>Lack of Integrated costed long term planning</p> <p>Inadequate Monitoring and implementation of plans (Management of service provider</p> <p>Revenue under collection</p> <p>Inadequate Review and enforcement of policies, by-laws and procedures</p> <p>Internal controls</p> <p>Inadequate skills staff and councilors</p> <p>Insufficient resources (funding, office space, human resources)</p> <p>Critical vacancies at management level</p> <p>Ageing infrastructure</p> <p>inadequate Risk management and implementation of audit plan</p> <p>Lack of infrastructure maintenance plan</p> <p>Lack of documented and implementable procurement plan</p> <p>Lack of Local Economic Development strategy</p> <p>Inadequate security environment</p> <p>inadequate information or document management</p> <p>inadequate (interdepartmental) communication</p> <p>Lack of Quality management system</p> <p>Misuse of Council resources</p> <p>Business licenses function not performed</p>
Opportunities	<p>Increased MIG funding</p> <p>Overreliance on grants</p> <p>Backlog on infrastructure services</p> <p>Tourism and recreational activities related to De Hoop and Loskop dam</p> <p>Upgrading of strategic roads (R25 and N11)</p> <p>Availability of mineral resources (platinum and iron ore)</p> <p>Regional mall and proposed Groblersdal town establishment</p> <p>Climate conducive for agriculture and tourism (Agriculture hub of SA)</p> <p>Available land owned by municipality</p> <p>Extension of electricity licence</p> <p>Agri-eco tourism</p> <p>Moloto corridor related activities</p> <p>External technical support from other stakeholders</p> <p>Safe and secure CBD</p>

	Existing airstrip
Threats	Community unrest / service delivery protest by communities Non-paying culture by residents Immigration of labour and illegal migrants Xenophobia Crime levels Substance abuse and drugs Increasing indigents High rate of poverty, unemployment and illiteracy Chronic diseases (HIV and Aids, HAST, diabetes, high bloods pressure) Land invasion and mushrooming of informal settlements Vandalism and illegal electrical connections Drought and climate changes Disaster vulnerability Malicious vandalisation of government assets Theft of municipal assets Inflation / Currency increase on materials Infrastructure to accommodate influx of trucks Support and buy-in of traditional leaders with regard to land management issues Environmental management and pollution Reliance on Eskom Electricity

The
SWOT

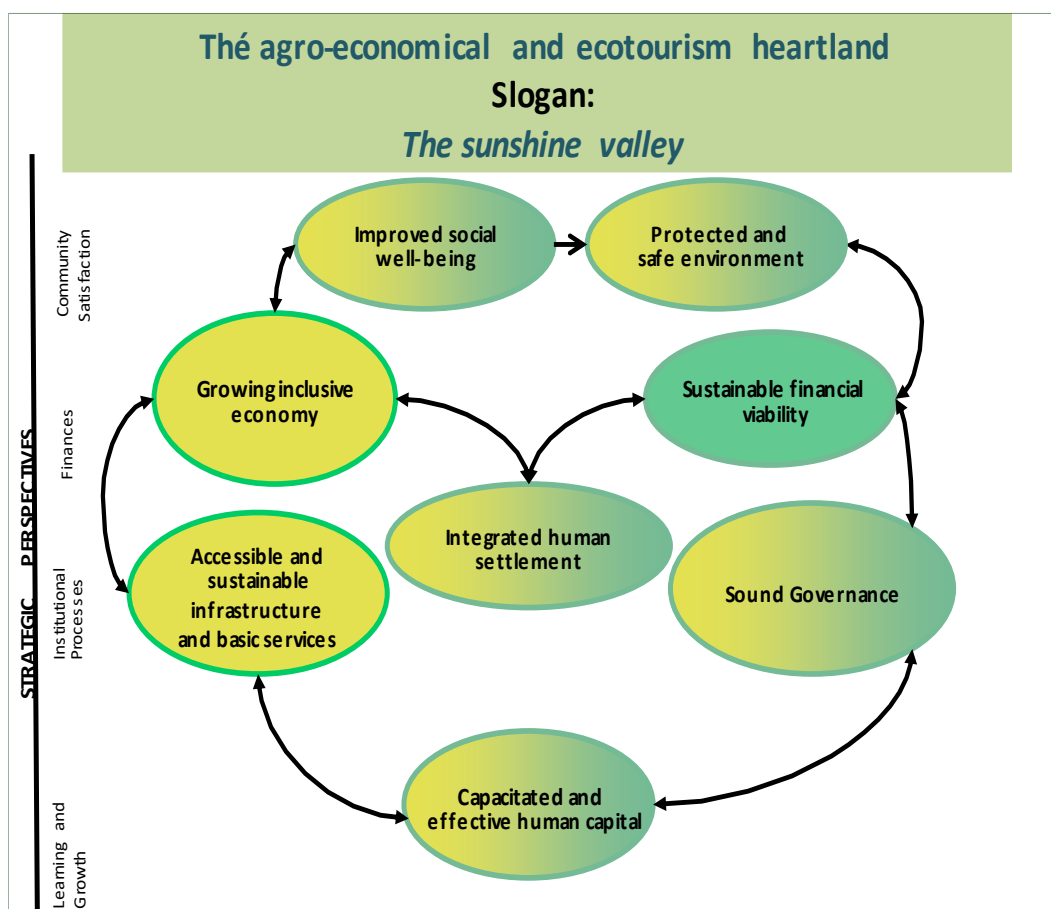
analysis was taken into consideration when reviewing the strategic goals and developing strategies for programmes to ensure that challenges identified in the SWOT analysis were addressed.

5.1.3 STRATEGY MAP

A strategy map creates a picture of the strategic intent of the municipality. It depicts the outcome orientated goals in support of the strategy in terms of different perspectives based upon the Balanced Scorecard (BSC) methodology as developed by Kaplan and Norton, namely the learning and growth perspective, institutional perspective, the financial and the customer perspectives as articulated as a measurement system. This step in strategy formulation acts as the integration of strategy and operational planning.

Strategy is about those broad priorities that are to be pursued in order to achieve the vision and mission. Once the high level strategic goals are developed, the BSC serves as the device for effective translation and implementation of manageable strategic objectives, outcomes, programmes and developmental strategies. The Strategy map of Elias Motsoaledi Local Municipality is articulated in the diagram below and clearly indicates two different strategies - growth and excellence:

Figure 12: Strategy Map



The above-mentioned outcome orientated goals are aligned to developmental objectives that were developed by the municipality, and are depicted in the table below:

Table 59: Outcome Oriented Goals

DEVELOPMENTAL OBJECTIVES	OUTCOME ORIENTATED GOALS
To Ensure Proper Land Use And Human Settlement	Integrated Human Settlement
To Provide High Level Infrastructure And Basic Services	Accessible And Sustainable Infrastructure And Basic Services
To Ensure Municipal Economic Growth Through Job Creation And Investor Attraction	Growing Inclusive Economy
Inculcate And Improve Financial Sustainability And Management	Sustainable Financial Viability

To Improve Intergovernmental Relations And Public Participation	Sound Governance
To Ensure Institutional Viability Through Effectiveness And Efficiency	Capacitated And Effective Human Capital
To Improve The Social Livelihood	Improved Social Well-Being
	Protected And Safe Environment

Taking into account the agricultural and tourism environment of the municipal area, an outcome orientated goal was added to ensure that the protection of the environment is addressed.

The municipality must ensure that it aligns its goals with the National and Provincial goals and priorities. The table underneath indicates the EMLM outcome orientated goals' alignment to Local Government Key Performance Areas

Table 60: KPA Alignment with the NDP ,LDP and DDM

CoGHTA Key Performance Areas	EMLM Outcome Orientated Goals
KPA 1: Spatial Rationale	Integrated human settlement
KPA 2: Service Delivery and Infrastructure	Improved social well-being
	Protected and safe environment
	Accessible and sustainable infrastructure and basic services
KPA 3: Financial Viability	Sustainable financial viability
KPA 4: Local Economic Development	Growing inclusive economy
KPA 5: Transformation and Organisational Development	Capacitated and effective human capital
KPA 6: Good Governance and Public Participation	Sound governance

The Framework for Strategic Plans and Annual Performance Plans (2010) states that a goal should encompass a statement of the intent that focuses on impacts to be achieved. The goal statement must clearly state 'what you intend to change (Impact) and what it is that you want to achieve (outcome)'. Strategic objectives equivalent in meaning to high level outputs for each programme clearly state what the municipality intends doing (or producing) to achieve its goals. Strategies devised from the strategic objectives relate to careful plans or methods for achieving particular goals. 'You cannot manage what you do not measure' is a well known proverb, therefore indicators and targets were identified to measure the achievement of outcomes and strategies. Proposed projects to be implemented over the next three financial years were identified as well as human resource requirements for the next financial year in order to implement the immediate term strategies. A summary of the developed strategies and their respective purpose statement and outcome is detailed in the following table

Table 61: Strategic Goals, Goal Statements and Outcomes

Ref No	Strategic Goal	Goal Statement	Outcome
1	Improved social well-being	Provision of services for Social, Educational and Recreational needs that are accessible to all communities regardless of age, gender and disadvantaged	Safe, healthy empowered communities. This means ensuring safety of the community, promoting education, health and wellness
2	Protected and safe environment	Enforcement of By –law to protect the environment	Protected environment and ensuring compliance for sustainable eco-tourism and agro-economy. This means eradicating informal settlements, monitoring and managing environment
3	Growing inclusive economy	To ensure municipal economic growth through job creation and investor attraction	Improved economic conditions of the community. This means that the municipality intends to facilitate processes for the creation of a prosperous and poverty free community
4	Sustainable financial viability	Increased revenue generation to ensure sufficient funds are available to invest into projects for the communities. The municipality must be able to pay commitments and have sufficient reserves and investments. The intention is for the municipality to become less grant depended and be in a financial position to fund infrastructure projects from own funds	Increased generation of own revenue and sufficient reserves for investment into communities. Reduced grant dependency
5	Accessible and sustainable infrastructure and basic services	Implementation of bulk infrastructure to support the provision of basic services to an approved level of standards in a sustainable manner as a core mandate	Satisfied community members. This means the provision of quantitative, good quality, sustainable and affordable infrastructure and services to all community members.

Ref No	Strategic Goal	Goal Statement	Outcome
			(Quality will be prescribed by the specific specifications pertaining to that stage of the project)
6	Integrated Human Settlement	formalized human settlement by 2025 with sustainable basic services	Improved living condition of communities. This means rationally developed and sustainable integrated human settlements
7	Sound Governance	Improved and effective enforcement of internal controls and systems. Increased engagement with relevant sectoral stakeholders and communities. Empowering communities to become actively involved in public participation processes. Improved turnaround time and adherence to service delivery standards	Public confidence through an unqualified audit opinion. This means to be an organisation that practices responsible, accountable, effective and efficient corporate governance
8	Capacitated and effective human capital	To ensure that the municipality has responsive, effective and capable workforce. The municipality must attract and retain skilled personnel. The municipality must provide WSP and skills audit related training in support of the strategic intent of the municipality	Efficient workforce. This means to leverage the municipality's staff capacity to drive efficiency and effectiveness

Elias Motsoaledi Local Municipality's strategic goals are discussed in more detail in the section that follows. The goals are dealt with per Key Performance Area (KPA) and the respective measurements are reflected in the Strategic Scorecard at the end of this section.

STRATEGIC OBJECTIVES AND PROGRAMMES

The Strategic Objectives and Programmes were developed taking cognizance of the vision/mission statements of the municipality and are reflected in the following table.

Table 62: Strategic Objectives and Programmes

KPA	Strategic Goal	Strategic Objective	Programme
KPA 1 Spatial Development Analysis And Rationale	Integrated Human Settlement	To promote intergrated human settlements	Land Use Management
			Spatial Development
			Building Plans Administration
KPA 2 Institutional Development And Municipal Transformation	Capacitated And Effective Human Capital	To build capable, responsive, accountable, effective, efficient municipal institutions and administration	ICT
			Performance Management
			Organisational Development
			Labour Relations
KPA 3: Local Economic Development: Development	Growing Inclusive Economy	To promote conducive environment for economic growth and development	Economic Growth And Development
			extended Public Works Programme (EPWP)
KPA 4: Basic Service Delivery And Infrastructure Development	Accessible And Sustainable Infrastructure And Basic Services	To provide for basic service delivery and sustainable infrastructural development	Electrification
			Water and Sanitation
			Roads and Storm Water
			Waste Management
			Project Management
			Facilities Management
			Fleet Management
			Cemeteries
			Mayoral Programmes
			Transversal Programmes
			Education / Libraries
			Disaster Management
KPA 5: Municipal Financial Viability And Management	Sustainable Financial Viability	To improve sound and sustainable municipal financial management	Legislative Compliance
			Financial Management
			Revenue
			Expenditure
			SCM
			Indigents
KPA 6: Good Governance And Public Participation	Sound Governance	To enhance good governance and public participation	Good Governance and Oversight
			IDP Development
			Legal Services
			Risk Management

KPA	Strategic Goal	Strategic Objective	Programme
			Audit

In planning, it is imperative that the collective do not only address the rest of the current term of office, but should also consider planning for the next political term. The strategic planning session was all about conceptualising the end result and the need to clearly identify the developing strategic purpose and intent by converting the achievements of the Elias Motsoaledi into actions.

The following was achieved during the strategic planning session:

- Re-confirmation and mutual understanding of the Elias Motsoaledi Vision and Mission statements as well as the Values that support these statements
- Unified political and administrative understanding to bring in synergy in service delivery
- Leadership strategy
- Clear mandate to implement
- Identifying an effective measuring mechanism which would indicate a changed approach towards best service delivery and satisfaction

The confirmation of the current developmental strategies will serve to galvanise management in a concerted effort to implement the strategic intent as outlined in this document for the current and forward years of the five year (5) cycle. The Balanced Scorecard approach must enable the municipality to measure financial management, client value proposition, institutional processes (efficiencies and effectivity) and the skills and competency levels of its people. It should contribute to the disbanding of the institutional silos; identifying the integrative programme for service delivery and that the budget should support the initiatives as stipulated through the processes.

IMPACT OF COVID-19 TO THE STRATEGY IMPLEMENTATION

The recent outbreak of the Coronavirus pandemic has impacted negatively on the implementation of the strategies and programmes including financials of the municipality for the 2019-2020 financial year. It should be noted that the Disaster Management Act 2002 section 27(2) prohibits social gatherings and emphasize social distancing. It is in the light of this Act that the municipality had to review its plans on strategy implementation in compliance with the gazetted regulations. The municipality will continue to deliver on its mandate through proper adherence to the Disaster Management Act and any other legislative compliance that may require the attention of the municipality.

5.2. STRATEGIES, PURPOSE AND OUTCOMES PER KEY PERFORMANCE AREA

5.2.1. KPA 1: SPATIAL RATIONALE

Strategic Goal: Integrated Human Settlement

The National Development Plan advocates the following regarding reversing the spatial effects of apartheid and human settlements:

- Increasing urban population density, while improving the liveability of cities by providing parks and other open spaces and ensuring safety
- Providing more reliable and affordable public transport with better coordination across municipalities and between different modes
- Moving jobs and investment towards dense townships that are on the margins of cities. Building new settlements far from places of work should be discouraged, chiefly through planning and zoning regulations responsive to government policy
- Strong and efficient spatial planning system, well integrated across the spheres of government
- Upgrade all informal settlements on suitable well-located land by 2030
- More people living closer to their places of work
- Better quality public transport
- More jobs in or closer to dense, urban townships

The Limpopo provincial strategy mentions the following regarding rural development, food security and land reform:

- Approximately 40% of the households in Limpopo live in areas that are characterized by extreme poverty and underdevelopment.
- Recognizing the diversity of our rural areas, the overall objective is to develop and implement a comprehensive strategy of rural development that will be aimed at improving the quality of life of rural households, enhancing the country's food security through a broader base of agricultural production, and exploiting the varied economic potential that each region of the country enjoys.

National Outcomes 8 and 10 relates to this goal where sustainable human settlements and improved quality of household life are promoted. This goal is cross-cutting with the outcome orientated goal "Protected and safe environment". It is important to take into consideration environmental assets and natural resources that are well protected and continually enhanced in line with the development of integrated human settlement. The outputs relate to the reversion of the spatial effect of apartheid and to ensure a low carbon economy.

This goal responds to the institutional priority issue that relates to integrated developmental planning.

The municipality aims to have formalised human settlements by 2025. This entails the development of residential and business sites, provision of shopping centers, schools, religious institutions and clinics, taking cognisance of flood line areas as well as the development of parks and recreation facilities. The municipality owns land and it should be investigated how best that land can be utilised for integration and upliftment of communities. Further investments and establishment of industries and enterprises should be investigated and established to diversify the economy of the municipal area. The municipality must create an environment conducive for economic growth through investments in socio-economic infrastructure to trigger local

economic growth and forge partnerships with stakeholders to invest in the local economy. This also includes the priority of moving people closer to economic activities and opportunities.

The spatial positioning and related possibilities to link with and benefit from other growing economies around the municipal area should be exploited through extensive marketing and branding of the municipality as “Thé agro-economical and ecotourism heartland”.

The use of land should continuously be monitored and the land use management scheme must be enforced in order to secure orderly utilisation of land and to prevent disorderly development. For purposes of keeping abreast of the rapid growth of the municipal area, it is imperative that land use and township establishment applications are thoroughly scrutinised and speedily processed.

The development of a credible IDP is the cornerstone for sustainable integrated human settlement; hence the municipality must give effect to the development and implementation thereof to improve service delivery through planning, monitoring, reporting and evaluation of processes on service delivery.

The outcome to be achieved through this goal is improved living conditions of communities. This means rationally developed and sustainable integrated human settlements.

Key projects/ initiatives to achieve this goal are the following:

- Formalisation of informal settlements
- Township establishment
- Provision of infrastructure bulk services

The following programmes are linked to the above strategic goal:

- Spatial Development
- Land Use Management
- Building Plans Administration
- Housing

The following strategies per programme were developed for KPA1 during the Strategic Planning Workshop during the period of the 10th February 2021.

Programme 1: Spatial Development

Programme Description	Spatial planning provides a municipal perspective of spatial challenges and interventions. The different levels of plans seek to guide, direct and facilitate both public and private developments, investment and growth in a manner that will expand opportunities and contribute towards the visible upliftment of all communities.
Programme Objective Outcome	To provide a systematic integrated spatial development plans by 2026
Short Term Strategies (1-2 Yrs.)	SDF update
Medium Term Strategies (3-4 Yrs.)	Development of nodal zones

	SDF review and update
Long term Strategies (5 Yrs. +)	Protection of prime and unique agricultural land SDF review

Programme 2: Land use management

Programme Description	To provide a systematic integrated spatial / land development policy
Programme Objective Outcome	Promote harmonious and compatible land use patterns by 2026
Short Term Strategies (1-2 Yrs.)	Development of Land Use Scheme that align with SPLUMA Sustainable development and densification
Medium Term Strategies (3-4 Yrs.)	Social and economic inclusion
Long term Strategies (5 Yrs. +)	Inclusion of cultural customs and practices of traditional communities in land use management.

Programme 3: Building Plans Administration

Programme/Function	Building Plans Administration
Programme/Strategic Objective (SMART)	Compliance with National Building Regulations and Building Standard Act 103 Of 1977 by 2026
Programme Objective Outcome	Sustainable built environment
Short Term Strategies (1-2 Yrs.)	Enforce Building control regulations and awareness
Medium Term Strategies (3-4 Yrs.)	Enforce Building control regulations and awareness
Long term Strategies (5 Yrs. +)	Enforce Building control regulations

Key projects / initiatives for successful implementation of this programme are:

- Building control awareness
- Building inspections and Building plans assessment
- Ensures compliance with National Building Regulations and Building Standard Act

Programme 4: Integrated Sustainable Human Settlements

Programme/Function	Human Settlements
Programme/Strategic Objective (SMART)	Establishment of sustainable integrated human settlements as well as the identification of areas suitable for settlement development and the sourcing of appropriate funds to secure the land for development by 2030. Another priority is the eradication of informal settlements through the proclamation of Formal settlements
Programme Objective Outcome	Sustainable integrated human settlements development
Short Term Strategies (1-2 Yrs.)	Identification and acquisition of suitable affordable land for human settlements

Medium Term Strategies (3-4 Yrs.)	Ensures provision of sustainable integrated human settlements
Long term Strategies (5 Yrs. +)	Ensures provision of sustainable integrated human settlements

5.2.2 KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal: Accessible and Sustainable Infrastructure and Basic Services

The NDP states that to grow faster and in a more inclusive manner, the country needs a higher level of capital spending in general and public investment in particular. The focus is on financing, planning and maintenance of infrastructure. The priorities that are relevant to Elias Motsoaledi listed in the NDP are amongst others the following:

- The upgrading of informal settlements
- Public transport infrastructure and systems supported by facilities upgrades to enhance links with road-based services
- The construction of a new coal line to unlock coal deposits in the Waterberg, extension of existing coal lines in the central basin, through private partnership
- The timely development of a number of key new water schemes to supply urban and industrial centres, new irrigation systems
- The establishment of a national water conservation programme with clear targets to improve water use and efficiency
- Accelerated investment in demand-side savings, including technologies such as solar water heating

The NDP targets are:

- All people have access to clean potable water and there is enough water for agriculture, industry
- Reduce water demand in urban areas to 15% below the business-as-usual scenario by 2030
- Proportion of people with access to electricity grid should rise to at least 90% by 2030
- Additional electricity required and at least 20 000 MW of the required capacity should come from renewable sources

National Outcome 6 is: An efficient, competitive and responsive economic infrastructure network with the following outputs:

Output 1: Improving Competition and regulation

Output 2: Ensure reliable generation, distribution and transmission of electricity

Output 3: To ensure the maintenance and strategic expansion of our road and rail network, and the operational efficiency, capacity and competitiveness of our sea ports

Output 4: Maintenance and supply availability of our bulk water infrastructure

Output 5: Communication and information technology

Output 6: Develop a set of operational indicators for each segment

Outcome 9 is: A responsive, accountable, effective and efficient local government system and output 2 refers to:

- Improving access to basic services
- Meet the basic needs of the population

In response to the abovementioned priorities and strategies, the municipality intends to respond, as far as their powers and functions are concerned, as follows with regard to its goal of accessible and sustainable infrastructure and basic services:

To achieve this goal it is important to focus on the following:

- Maintenance and upgrading of infrastructure
- Infrastructure development
- Quality services in all municipal areas

Significant backlogs exist in terms of basic service delivery, the municipality needs to refurbish its existing ageing infrastructure. It is therefore critical for the municipality to consider the development of infrastructure as well funding options to support the serious investments that is required to refurbish and maintain these assets.

To address the challenge of ageing infrastructure it is of critical importance that the municipality should implement its Infrastructure Master Plan. The plan should assist the municipality to indicate the current state of infrastructure, assist with integrated planning to ensure planning for provision and refurbishment of infrastructure.

The outcome to be achieved through this goal is satisfied community members. This means the provision of quantitative, good quality, sustainable and affordable infrastructure and services to all community members. (Quality will be prescribed by the specific specifications pertaining to that stage of the project)

Key projects / initiatives to achieve this goal are:

- Development of SHEQ Management (Corporate to champion)
- Develop Infrastructure Master Plan (Roads, Electricity, Water and Sanitation)
- Develop Infrastructure Maintenance Master Plan
- Develop Quality Management System (ISO 9000)
- Develop Fleet Management Plan

The following programmes are linked to the above strategic goal:

- Water and Sanitation
- Facilities Maintenance
- Electrification
- Roads and Storm Water
- Project Management

- Fleet Management

The following strategies per programme were developed for this Strategic Objective within KPA 4 during the Strategic Planning Workshop during the period of the 10th February 2021.

Programme 13: Water and Sanitation

Programme/Function	Water and Sanitation
Programme Objective (SMART)	Although not a core function, the municipality will provide sustainable uninterrupted supply of quality potable water at the projected minimum service level standard to be defined
Programme Objective Outcome	Eradication of Water and Sanitation backlogs
Short Term Strategies (1-2 Yrs.)	Coordinate and facilitate the provision of water and sanitation by the district municipality.
Medium Term Strategies (3-4 Yrs.)	Application to become a Water Authority
Long term Strategies (5 Yrs. +)	Application to become Water Authority. Implement projects from water master plan in annual SDBIP

A key project for the achievement of the above programme is the development of a Water and Sanitation Master Plan.

Programme 17: Facilities Management

Programme/Function	Facilities Maintenance
Programme Objective (SMART)	To provide accessible municipal service facilities by 2030
Programme Objective Outcome	Well maintained structural facilities
Short Term Strategies (1-2 Yrs.)	Conduct status quo analysis of existing facilities
Medium Term Strategies (3-4 Yrs.)	Secure adequate funding to support maintenance and refurbishment programmes
Long term Strategies (5 Yrs. +)	Maintain facilities at desired levels

Programme 12: Electrification

Programme/Function	Electrification
Programme Objective (SMART)	To provide all communities with access to sustainable and reliable electricity supply or alternative economic measures for domestic households use e.g. solar panel by 2030
Programme Objective Outcome	Eradication of Electricity backlogs
Short Term Strategies (1-2 Yrs.)	Develop Electricity Master Plan Develop public lighting master plan Explore alternative energy uses

	<p>Implementation of high mast lights based on community needs</p> <p>Installation of bulk metering in all sub-stations and mini sub stations</p> <p>Provide electricity to extensions in villages</p> <p>Address issue of illegal connections</p> <p>Introduction of SMART metering systems</p>
Medium Term Strategies (3-4 Yrs.)	Implement initiatives identified in master plan
Long term Strategies (5 Yrs. +)	<p>Eradicate backlog and ensure provision of electricity to all households by 2025</p> <p>Secure license for the provision of electricity for the entire municipality.</p>

Programme 14: Roads and Storm Water

Programme/Function	Roads and Storm water
Programme Objective (SMART)	Construct and maintain roads and storm water systems including the sealing of roads that meet the minimum levels of service standards with respect to the establishment and provision of an effective transport infrastructure by 2030
Programme Objective Outcome	<p>Ensure that all roads are accessible to stimulate economic activities and provide safe transport infrastructure routes</p> <p>Ensure 100% spending of MIG funds</p>
Short Term Strategies (1-2 Yrs.)	<p>Develop Roads / Storm water Master Plan</p> <p>Maintenance of existing road infrastructure as per the developed maintenance plan</p> <p>Provision of storm water control to all roads</p> <p>Construction of new roads as prioritised by economic needs and master plan</p>
Medium Term Strategies (3-4 Yrs.)	<p>Maintenance of existing road infrastructure</p> <p>Construction of new roads as prioritised by economic needs</p> <p>Naming of municipal roads</p>
Long term Strategies (5 Yrs. +)	<p>Maintenance of existing road infrastructure</p> <p>Construction of new roads as prioritised by economic needs</p> <p>Re-naming of municipal roads</p>

Programme 16: Project Management

Programme/Function	Project Management
Programme Objective (SMART)	Discipline of planning, organizing and managing resources to bring about the successful completion of specified projects to achieve goals and objectives

Programme Objective Outcome	Effective implementation of all Capital projects within the parameters of budget, time and specification
Short Term Strategies (1-2 Yrs.)	Training on MS Project and relevant programmes (Auto Cad) Employment of additional qualified and competent staff Address challenges of project prioritization taking cognizance that all projects must be cash backed
Medium Term Strategies (3-4 Yrs.)	Implementation of GIS Implementation of project management system, e.g. Prince 2
Long term Strategies (5 Yrs. +)	Continuation of above

Programme 17: Public Transport

Programme/Function	Public Transport
Programme Objective (SMART)	To ensure accessible and safe public transport to all communities by 2020
Programme Objective Outcome	Effective implementation of public transport programmes
Short Term Strategies (1-2 Yrs.)	Coordinate public transport activities with the district municipality and the provincial government
Medium Term Strategies (3-4 Yrs.)	to engage the provincial government in the construction of public transport facilities
Long term Strategies (5 Yrs. +)	Continuation of above

Programme 18: Fleet Management

Programme/Function	Fleet Management
Programme Objective (SMART)	To ensure that processes and control are effectively managed by 2020
Programme Objective Outcome	Optimum availability of municipal vehicles
Short Term Strategies (1-2 Yrs.)	Develop Fleet Management Plan Employment of additional staff and capacitating the existing staff Secure adequate funding for replacement of ageing fleet
Medium Term Strategies (3-4 Yrs.)	Implementation of Fleet Management Plan
Long term Strategies (5 Yrs. +)	Implementation of Fleet Management Plan

5.2.4.2 ENVIRONMENTAL ISSUES

Strategic Goal: Protected and Safe Environment

The National Development Plan, under its priority to transition to a low-carbon economy, it promotes that there is a need to move away from the unsustainable use of natural resources. It warns that changes in energy generation, water conservation and the uses of both are likely to be challenging and potentially disruptive for society and that competent institutions, innovative economic instruments, clear and consistent policies and an educated and understanding electorate will be required. Key proposals to support the transition to low-carbon economy include:

- Support for a carbon budgeting approach, linking social and economic considerations to carbon reduction targets
- Introducing an economy-wide price for carbon complemented by a range of programmes and incentives to raise energy efficiency and manage waste better
- A target of 5 million solar water heaters by 2030
 - Building standards that promote energy efficiency
 - Simplifying the regulatory regime to encourage renewable energy, regional hydroelectric initiatives and independent power producers
 - Set of indicators for natural resources accompanied by publication of annual reports on health of identified resources to inform policy
 - Target for the amount of land and ocean under protection
 - Achieve the peak, plateau and decline trajectory for greenhouse gas emission with the peak being reached about 2025
 - By 2030 an economy-wide carbon price should be entrenched
 - Zero emission building standards by 2030
 - Absolute reduction in total volume of waste disposed to landfill each year
 - At least 20 000MW of renewable energy should be contracted by 2030
 - Improved disaster preparedness for extreme climate events
 - Increased investment in new agricultural technologies, research and the development of adaption strategies to protect rural livelihoods and expansion of commercial agriculture

National Outcome 10 promotes environmental assets and natural resources that are well protected and continually enhanced and the output of sustainable environmental management. This is to be achieved through solid waste management to ensure waste minimization, improved collection and disposal and recycling by ensuring that the percentage of households with basic waste collection and disposal facilities. This goal responds to the institutional priority issue that relates to environmental management

The municipality needs to be creative on how it can increase community awareness and participation in environmental management activities and initiatives if we consider that the municipality is rich in agriculture and has a wealth of culture and ecotourism focus points that should be protected to ensure future sustainability. A further critical aspect that needs to be addressed and/or avoided is unplanned development and informal settlements that put a strain on the sensitive environment in terms of deforestation, erosion, fires, air-, and water- and ground pollution.

This advent therefore necessitates the need to identify and protect the environment. The municipality needs to develop an environmental management plan which ought to give rise to intensifying recycling initiatives. Lastly environmental by-laws with appropriate punitive mechanism and action plan need to be developed, promulgated and enforced to strengthen compliance thereof.

The outcome to be achieved through this goal is protected environment and ensuring compliance for sustainable eco-tourism and agro-economy. This means eradicating informal settlements, monitoring and managing environment

The following programme is linked to this strategic goal:

- **Environmental Management**

The following strategies per programme were developed for this Strategic Objective within KPA 4 during the Strategic Planning session held on the 10th February 2021.

Programme 19: Environmental Management

Programme/Function	Environmental Management
Programme Objective (SMART)	To ensure communities are contributing toward Climate Change and reduction of Carbon footprint by 2026
Short Term Strategies (1-2 Yrs.)	Develop Environmental Master Plan Monitor implementation waste management programme Enforcement of relevant by-laws Implementation of strict pollution control Monitoring of water quality, air quality management, noise management Awareness campaigns on environmental issues Hosting of events on environmental calendar Initiate green –economy programmes and also create awareness to communities
Medium Term Strategies (3-4 Yrs.)	Monitor implementation waste management programme Enforcement of relevant by-laws Implementation of strict pollution control Monitoring of water quality, air quality management, noise management Awareness campaigns on environmental issues Hosting of events on environmental calendar Develop climate change programmes in response to the critical elements of climate change.
Long term Strategies (5 Yrs. +)	Monitor implementation waste management programme Enforcement of relevant by-laws Implementation of strict pollution control Monitoring of water quality, air quality management, noise management Awareness campaigns on environmental issues Hosting of events on environmental calendar

Key projects for achieving this programmes are the following:

- Environmental Awareness Campaigns
- Greening Initiatives

5.2.4.3 SOCIAL ISSUES

Strategic Goal: Improved Social Well-Being

Improvement of social well-being entails a whole spectrum of services – health, education, libraries, safety and security, including community and road safety. The NDP states that when people feel unsafe it makes it harder for them to develop their capabilities, pursue their personal goals and to take part in social and economic activities. South Africans need to feel safe everywhere and have confidence in the criminal justice system to protect them and to act speedily and effectively when required to do so. By 2030 people should feel safe and have no fear of crime. They should feel safe at home, at school and at work, and they must enjoy an active community life free of fear. Women can walk freely in the street and the children can play safely outside. The police service is a well-resourced professional institution staffed by highly skilled officers who value their works, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence, and respect the rights of all to equality and justice.

On the priority of health care for all, the NDP targets the following:

- Increase average male and female life expectancy at birth to 70 years
- Progressively improve HIV and AIDs awareness and diseases prevention and cure
- Reduce maternal, infant and child mortality
- Significantly reduce prevalence of non-communicable chronic diseases
- Reduce injury, accidents and violence by 50 percent from 2010 levels
- Deploy primary healthcare teams provide care to families and communities
- Everyone must have access to an equal standard of care, regardless of their income
- Fill posts with skilled, committed and competent individuals

In improving education, training and innovation, the NDP targets the following:

- All children should have at least two years pre-school education
- About 90% of learners in grades 3, 6 & 9 must achieve 50% or more in the annual national assessments in literacy, maths and science
- Between 80 – 90% of learners should complete 12 years of schooling and or vocational education with at least 80% successfully passing the exit exams
- Eradicate infrastructure backlogs to ensure that all schools meet the minimum standards by 2016
- Expand the college system with a focus on improved quality
- Provide 1 million learning opportunities through Community Education and Training Centres
- Improve the throughput rate to 80% by 2030
- Produce 30 000 artisans per year
- Increase enrolment at universities by at least 70% by 2030
- Increase the number of students eligible to study towards maths- and science-based degrees to 450 000 by 2030
- Increase the percentage of PhD qualified staff in the higher education sector from the current 34% to over 75% by 2030
- Produce more than 100 doctoral graduates per million per year by 2030
- Expand science, technology and innovation outputs by increasing research and development spending by government and through encouraging industry to do so

The Limpopo Provincial strategy focuses on improved health care and advocates the following: In the current MTSF period the aim is to transform the public health system so as to reduce inequalities in the health system, improve quality of care and public facilities, boost human resources and step up the fight against HIV and AIDS, TB and other communicable diseases as well as lifestyle and other causes of ill health and mortality. The plan includes the phasing in of a National Health Insurance system over the next 5 years and increasing institutional capacities to deliver health system functions and initiate major structural reforms to improve the management of health services at all levels of healthcare delivery, including particularly hospitals.

With regards to access to quality education, the Provincial Strategy states that: Education has enjoyed the largest share of the national budget throughout the past 15 years. This significant investment in building human capital and capabilities has gradually improved the country's human resource and skills base. However, progress has not been optimal and the achievements have not taken place at the required scale. The objective is to focus on skills and education system towards the delivery of quality outcomes. The focus will be on, amongst others, learner outcomes, early childhood development (ECD), improving schools management and M&E systems and supporting and developing a high quality teaching profession.

Although education is not a function of local government, the municipality does contribute to improving quality of education through the provision of library services and programmes that provide access to research through the internet, reading material and the implementation of programmes that encourage reading and education.

The provision of primary health care is not a municipal competency, but the municipality should support health care facilities with municipal services such as water, sanitation and refuse removal and support awareness programmes in the promotion of healthy living. Provision of safe water and sanitation as well as refuse removal to all communities, also contributes to healthy living conditions of community members.

Another facet of improved social well-being is the protection and upliftment of disadvantaged groups. Social protection is the NDP priority that is being addressed through this goal. The NDP mandates the following objectives:

- Reforming the public service
- Ensure progressively and through multiple avenues that no one lives below a defined minimum social floor.
- All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety.
- Address problems such as hunger, malnutrition and micronutrient deficiencies that affect physical growth and cognitive development, especially among children.
- Address the skills deficit in the social welfare sector.
- Provide income-support to the unemployed through various active labour market initiatives such as public works programmes, training and skills development, and other labour market related incentives.
- Provide income support to the unemployed through various active labour-market initiatives such as public works programmes, training and skills development, and other labour-market related incentives.
- All working individuals should make adequate provision for retirement through mandated savings. The state should provide measures to make pensions safe and sustainable.

- Social protection systems must respond to the growth of temporary and part-time contracts, and the increasing importance of self-employment and establish mechanisms to cover the risks associated with such.
- Create an effective social welfare system that delivers better results for vulnerable groups, with the state playing a larger role compared to now. Civil society should complement government initiatives

The NDP also advocates nation building and social cohesion and makes the following commitment: Our vision is a society where opportunity is not determined by race or birth right; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa.

It also addresses gender matters by prioritising the promotion of gender equality and to empower women and sets the target to eliminate gender disparity in primary and secondary education.

National Outcomes 2 and 8 want to achieve a long and healthy life for all South Africans as well as sustainable human settlements and improved quality of household life. The outputs and sub-outputs that are aimed to be achieved are:

- Increasing life expectancy
- Combating HIV/AIDS and decreasing the burden of disease from Tuberculosis
- Strengthening health system effectiveness
- Improve health and social status of the population
- Meet the needs of specific communities, women, elderly, youth, disabled, pensioners and the marginalised
- Average life expectancy
- Provide life skills education to youth and increase the implementation of youth friendly services
- Decrease number of reported TB cases
- Revitalise primary health care
- Youth development; Services to the disabled; Gender mainstreaming; MCHW&N (DoH&SD)

The municipality can contribute in a great way to the overall improved social well-being by managing Thusong Centers, where all community members, regardless of gender, age or disadvantaged, can access crucial services in one place e.g. social, educational and recreational services.

The outcome to be achieved through this goal is safe, healthy empowered communities. This means ensuring safety of the community, promoting education, health and wellness.

The following programmes are linked to this strategic goal:

- Sports and Recreation
- Health Services
- Cemeteries
- Arts and Culture
 - Education / Libraries
 - Safety and Security
 - Housing

- Driver's License and Testing Centre
- Waste Management
- Mayoral Programmes
- Transversal Programmes
- Disaster Management

The following strategies per programme were developed for this Strategic Objective within KPA 4 during the Strategic Planning Workshop during the period of the 10th February 2021.

Programme 20: Sports and Recreation

Programme/Function	Sports and Recreation
Programme Objective (SMART)	Reduce social ills such as crime, drug abuse social disorder, teenage pregnancy as well as HIV/AIDS through the use of sports and recreation activities and the provision of adequate and accessible recreational facilities by 2030
Short Term Strategies (1-2 Yrs.)	<p>Establish status quo on existing facilities</p> <p>Maintenance of existing sports facilities</p> <p>Establishing community needs with regard to sporting and recreational facilities in conjunction with ward committees</p> <p>Develop business plan to identify funding sources and prioritise implementation</p> <p>Utilisation of 15% of MIG funding to support above</p> <p>Dialogue with local and sector sporting federations, etc. to garner support and funding</p> <p>Leverage existing forum platforms to assist in matters of HIV/Aids, teenage pregnancies and drug abuse</p> <p>Intensify and support HIV and Aids related programmes</p>
Medium Term Strategies (3-4 Yrs.)	<p>Develop business plan to identify funding sources and prioritise implementation</p> <p>Source funds for various sports codes</p> <p>Utilisation of 15% of MIG funding to support above</p> <p>Dialogue with local and sector sporting federations, etc. to garner support and funding</p> <p>Implementation of business plan</p> <p>Maintenance and upgrading of new and existing facilities</p>
Long term Strategies (5 Yrs. +)	<p>Implementation of business plan</p> <p>Maintenance and upgrading of new and existing facilities</p> <p>Coordinate the upgrading of sports facilities</p>

Programme 21: Health Services

Programme/Function	Health Services
Programme Objective (SMART)	Coordinate the provision of Health services as facilitated through the Provincial and District offices by 2026
Short Term Strategies (1-2 Yrs.)	Maintain dialogue and report back to District municipality and appropriate sector departments
Medium Term Strategies (3-4 Yrs.)	Maintain dialogue and report back to District municipality and appropriate sector departments
Long term Strategies (5 Yrs. +)	Maintain dialogue and report back to District municipality and appropriate sector departments

Programme 22: Cemeteries

Programme/Function	Cemeteries
Programme Objective (SMART)	The establishment and maintenance of cemeteries in accordance with applicable by-laws and legislation by 2026
Short Term Strategies (1-2 Yrs.)	Conduct cemetery audit to establish status quo Develop Cemetery Master plan Procure automated cemetery record management system Develop cemetery maintenance plan Identification of suitable land for cemeteries Maintenance and development of cemeteries
Medium Term Strategies (3-4 Yrs.)	Provision of suitable land for new cemeteries Implementation of the Cemetery Master plan Maintain cemeteries
Long term Strategies (5 Yrs. +)	Implementation of the Cemetery Master plan Maintain cemeteries Development of a crematorium

Programme 23: Arts and Culture

Programme/Function	Arts and Culture
Programme Objective (SMART)	Maintain and promote arts and cultural heritage for the benefit of future generations by 2026
Short Term Strategies (1-2 Yrs.)	Support /promote Arum Lilly festival and King Nyabela Commemoration Commemorate Heritage Day celebration Coordinate with Provincial Sports, Arts and Culture Department
Medium Term Strategies (3-4 Yrs.)	Support cultural Villages Support commemoration of heritage day celebration
Long term Strategies (5 Yrs. +)	Facilitate declaration of heritage site Develop heritage site as a tourism attraction

	Coordinate maintenance of heritage sites
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Programme 26: Education / Libraries

Programme/Function	Libraries
Programme Objective (SMART)	Facilitate promotion of education upliftment within communities by 2026 Coordinate the functionality of the existing libraries by 2026 To provide ancillary educational support through the provision of library services to create a learning environment for all sectors of the community 2030
Short Term Strategies (1-2 Yrs.)	Conduct status quo on existing library facilities Develop business plan on needs Dialogue with Provincial Department Sports, Arts and Culture Investigate alternative funding sources
Medium Term Strategies (3-4 Yrs.)	Circulation and update information Provide mobile Library
Long term Strategies (5 Yrs. +)	Facilitate the Construction of new Libraries

Programme 27: Safety and Security

Programme/Function	Safety and Security
Programme Objective (SMART)	Facilitate safe and secure neighbourhoods and ensure that all legislated road ordinance and local by-laws are enforced to provide a safe environment for all road users and minimise traffic violations and road accidents traffic law enforcement by 2026
Programme Objective Outcome	Safe and secure neighbourhoods
Short Term Strategies (1-2 Yrs.)	Enforcement of all local by-laws Skills and infrastructure development Filling of critical budgeted vacant posts Implement Law enforcement projects to improve the safety and security of the public in general
Medium Term Strategies (3-4 Yrs.)	Enforcement of all local by-laws Implement Law enforcement projects to improve the safety and security of the public in general.
Long term Strategies (5 Yrs. +)	Enforcement of all local by-laws Established Control room monitoring the whole CBD via cameras

Key projects/initiatives to achieve this programme are as follows:

- Speed cameras
- Digital eye witness cameras
- Centralised control room
- Speed calming measures
- Arrive alive campaigns
- Training

Programme 28: DLTC

Programme/Function	Driving Licence and Testing Centre (DLTC)
Programme Objective (SMART)	The provision of a level of service to ensure that all applicants for both driver and learner licences' s are declared competent and proficient as per legislative requirements To ensure that an uninterrupted and corrupt free services is maintained by 2026
Programme Objective Outcome	Competent and safety conscious drivers
Short Term Strategies (1-2 Yrs.)	Capacitate the existing staff
Medium Term Strategies (3-4 Yrs.)	Development of DLTC
Long term Strategies (5 Yrs. +)	Developing DLTCs at the satellite

Programme 29: Disaster Management

Programme/Function	Disaster Management
Programme Objective (SMART)	To focus on ways and means to prevent and/or mitigate the risks and/or results of disasters and to maximise preparedness for potential emergencies and disasters, thus optimising the safe guarding of life and property by 2026
Programme Objective Outcome	Mitigate the risks and/or results of disasters
Short Term Strategies (1-2 Yrs.)	Capacity building to communities Develop a Disaster Management Plan
Medium Term Strategies (3-4 Yrs.)	Risk reduction and mitigation
Long term Strategies (5 Yrs. +)	Risk reduction & Disaster Management Control Centre

Key aspects to be taken into account to achieve success with this programme are the following:

- Awareness campaigns

- Training
- Filling of vacant positions
- Risk reduction
- Response and mitigation to disasters
- Development of Disaster Management Centre

Programme 15: Waste Management

Programme/Function	Waste Management
Programme Objective (SMART)	To provide all communities with an effective waste collection and disposal management system that is environmentally compliant and raises public awareness about minimising waste generation and effective waste recycling by 2022
Short Term Strategies (1-2 Yrs.)	<p>Review of Integrated Waste Management Plan</p> <p>Audit waste collection methods and Development of Recycling Strategy</p> <p>Develop a composting strategy to divert garden waste to landfill</p> <p>Maintain existing facilities</p> <p>Promote establishing of waste recycling hubs (EPWP)</p> <p>Establishment and formalization of landfill site.</p> <p>Establish waste disposal facilities (Transfer stations)</p> <p>Establish mechanisms for promoting separation at source</p> <p>Awareness campaigns</p>
Medium Term Strategies (3-4 Yrs.)	<p>Minimise illegal dumping</p> <p>Maintain existing facilities</p> <p>Promote establishing of waste recycling hubs (EPWP)</p> <p>Establishment and formalization of landfill site.</p> <p>Establish waste disposal facilities (Transfer stations)</p> <p>Establish mechanisms for promoting separation at source</p> <p>Awareness campaigns</p>
Long term Strategies (5 Yrs. +)	<p>Minimise illegal dumping</p> <p>Maintain existing facilities</p> <p>Promote establishing of waste recycling hubs (EPWP)</p> <p>Establishment and formalization of landfill site.</p> <p>Establish waste disposal facilities (Transfer stations)</p> <p>Establish mechanisms for promoting separation at source</p> <p>Awareness campaigns</p>

Programme 24: Mayoral Programmes

Programme/Function	Education (Mayoral Programmes)
Programme/Strategic Objective (SMART)	The implementation of projects / initiatives focused on community involvement and participation by 2022
Programme Objective Outcome	To create an environment of community well being
Short Term Strategies (1-2 Yrs.)	Schedule bi-annual forums for the Mayor to address the community on progress Select appropriate projects / initiatives to leverage optimum impact on community satisfaction needs
Medium Term Strategies (3-4 Yrs.)	As above
Long term Strategies (5 Yrs. +)	As above

Programme 25: Transversal Programmes

Programme/Function	Transversal Programmes
Programme Objective (SMART)	To comply with the National Outcomes 2 and 8 to achieve a long and healthy life for all South Africans as well as sustainable human settlements and improved quality of household life by 2030
Programme Objective Outcome	To Improve the quality of life through addressing the needs of specific communities, women, elderly, youth, disabled, pensioners and the marginalised
Short Term Strategies (1-2 Yrs.)	Combating HIV/AIDS and decreasing the burden of disease from Tuberculosis through educational and promotional initiatives Provide life skills and health education programmes to the youth Provision of awareness campaigns conducted with respect to Children's Rights Host frequent moral regeneration meetings Solicit a more equitable allocation from the municipal budget to fund programmes and initiatives
Medium Term Strategies (3-4 Yrs.)	As above
Long term Strategies (5 Yrs. +)	As above

Programme 26: Housing

Programme/Function	Housing
Programme Objective (SMART)	Facilitate housing needs and co-ordination by 2022
Short Term Strategies (1-2 Yrs.)	Establish status quo on existing housing facilities Facilitate and co-ordinate housing needs from the wards Dialogue with the provincial and national housing departments on housing development etc. to garner support and funds

Medium Term Strategies (3-4 Yrs.)	Develop business plan to identify funding sources and prioritise implementation Implementation of business plan
Long term Strategies (5 Yrs. +)	Implementation of housing business plan Develop housing charter Development of the integrated housing master plan

5.2.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Goal: Growing Inclusive Economy

The National Development Plan aims for an economy that will create more jobs by:

- Realising an environment for sustainable employment and inclusive economic growth
- Promoting employment in labour-absorbing industries
- Raising exports and competitiveness
- Strengthening government's capacity to give leadership to economic development
- Mobilising all sectors of society around a national vision
- It further aims to achieve the following targets by 2030:
- Unemployment rate should fall to 14% by 2020 and 6% by 2030 –requiring an additional 11 million jobs
- Proportion of adults working should increase from 41% to 61%
- Proportion of adults in rural areas working should rise from 29% to 40%
- Labour force participation should rise from 54% to 65%
- Gross Domestic Product (GDP) should increase by 2.7 times in real terms
- Proportion of national income earned by the bottom 40% should rise from about 6% to 10% in 2030
- Broad ownership of assets by historically disadvantaged groups to increase
- Public Employment programmes should reach 1 million by 2015 and 2 million by 2030

The NDP further aims to have an inclusive and integrated rural economy. It is envisaged that by 2030, South Africa's rural communities should have greater opportunities to participate fully in the economic, social and political life of the country. A million jobs to be created through agricultural development based on effective land reform and the growth of irrigated agriculture and land production. The focus is also on basic services that enable people to develop the capabilities they need to take advantage of economic opportunities throughout the country and so contribute to the development of their communities through remittances and the transfer of skills. Food security and the empowerment of farm workers is also a priority. Industries, tourism and small enterprises should be developed where potential exists.

National Outcome 4 and 7 relate to decent employment through inclusive economic growth and vibrant, equitable and sustainable rural communities with food security for all. The outputs of these two outcomes refer to the implementation of community work programmes. Elias Motsoaledi Local Municipality strives towards contributing to the priorities set out in the NDP and National Outcomes through the implementation

of the goal: Inclusive growing economy. This goal responds to the institutional priority issue that relates to economic growth.

Elias Motsoaledi Local Municipality seeks to compile programmes and formulate policies and by-laws that encourage entrepreneurship and thereby monitor and evaluate performance of the local economy and investment trends. Project specifications need to be developed that they will incorporate labour intensive methods and identify opportunity areas and expose SMMEs to incubation projects which will stimulate development and thereby enhance job creation. Through the aforementioned initiatives the municipality strives to positively reduce the unemployment rate. Existing policies should be reviewed or new policies developed to become more enabling and focussed on establishment of partnerships and networks that will enhance and expand the SMME value chain.

The outcome to be achieved through this goal is improved economic conditions for the community. This means that the municipality intends to facilitate processes for the creation of a prosperous and poverty free community.

The following projects / initiatives will assist successful implementation of this goal:

- Cooperatives and enterprise support initiatives
- Implementation of LED strategy
- Training of SMMEs
- Support to Agri-park initiatives

The following programmes are linked to the above strategic goal:

- Community Works Programme
- Extended Public Works Programme (EPWP)

The following strategies per programme were developed for KPA 3 during the Strategic Planning Workshop during the period of the 10th February 2021.

Programme 10: Economic Growth and Development

Programme/Function	Economic growth and development
Programme/Strategic Objective (SMART)	To facilitate economic growth and sustainable job creation by 2022
Programme Objective Outcome	Reduce the level of unemployment
Short Term Strategies (1-2 Yrs.)	Create conducive condition for economic growth and job creation
Medium Term Strategies (3-4 Yrs.)	Investment attraction and retention
Long term Strategies (5 Yrs. +)	Sustainable economic development and job security

Programme 11: Extended Public Works Programme (EPWP)

Programme/Function	Extended Public Works Programme (EPWP)
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Programme Objective (SMART)	The establishment and promotion of opportunities that create job opportunities through the mechanism of EPWP, both in Capital labour intensive projects and LED initiatives by 2022
Programme Objective Outcome	To create job opportunities
Short Term Strategies (1-2 Yrs.)	Ensure that the procurement process recognizes the role of awarding tenders to contractors who employ or sub contract work to emerging SMME's Establish labour intensive projects such as cleaning, waste re-cycling etc. Partner through the Corporate Social Investment (CSI) and Social Labour Plan (SLP) programmes to leverage FTE work opportunities
Medium Term Strategies (3-4 Yrs.)	Continue with above
Long term Strategies (5 Yrs. +)	Continue with above

5.2.4. KPA 4: MUNICIPAL FINANCIAL VIABILITY

Strategic Goal: Enhance Revenue and Financial Management

This goal relates directly to the National Outcome 9 which is: A responsive, accountable, effective and efficient local government system. Under this outcome, outputs 1 and 6: Administrative and financial capability as well as Implement a differentiated approach to municipal financing, planning and support relate directly to the goal under discussion. The following sub-outputs are advocated:

- The average monthly collection rate on billings to rise to 90%
- The percentage of municipalities with debtors more than 50% of own revenue to be reduced from 24% to 12%
- The percentage of municipalities that are overspending on opex to improve from 8% to 4%
- The percentage of municipality's under-spending on capex to be reduced from 63% to 30%. The percentage of municipalities spending less than 5% of opex on repairs and maintenance to be reduced from 92% to 45%
- Improve national and provincial policy, support and oversight to local government
- The percentage of municipalities that are overspending on OPEX to improve from 8% to 4%
- The percentage of municipalities spending less than 5% of opex on repairs and maintenance to be reduced from 92% to 45%
- The percentage of municipalities' under-spending on capex to be reduced from 63% to 30%

As indicated previously, the NDP states that to grow faster and in a more inclusive manner, the country needs a higher level of capital spending in general and public investment in particular.

This goal responds to the institutional priority issue that relates to revenue enhancement.

The municipality needs to increase revenue generation to ensure sufficient funds are available to invest into projects for the communities. The municipality must be able to pay commitments and have sufficient reserves and investments. The intention is for the municipality to become less grant dependent and be in a financial position to fund infrastructure projects from own funds.

The outcome to be achieved through this goal is Increased generation of own revenue and sufficient reserves for investment into communities and reduced grant dependency

The following key strategic projects/initiatives have been identified that will assist the municipality to achieve this goal:

- Consumer data cleansing
- Optimisation of DLTC
- SMART metering
- Community based waste management
- Revenue enhancement strategy

The following programmes are linked to this strategic goal:

- Legislative Compliance
- Financial Management
- Revenue
- Expenditure
- Supply Chain Management
- Indigents

The following strategies per programme were developed for this Strategic Objective within KPA 5 during the Strategic Planning Workshop during the period of the 10th February 2021.

Programme 30: Legislative Compliance

Programme/Function	Legislative compliance
Programme Objective (SMART)	Compliance to MFMA, other relevant legislation, internal policy and procedural requirements within prescribed timelines Programme Objective Outcome by 2022
Programme Objective Outcome	Legislative compliance within defined time frames
Short Term Strategies (1-2 Yrs.)	Retain qualified and competent staff Regularly review legislative amendments and update policies / procedures accordingly Maintain processes and procedures currently in operation
Medium Term Strategies (3-4 Yrs.)	Retain qualified and competent staff Regularly review legislative amendments and update policies / procedures accordingly Maintain processes and procedures currently in operation
Long term Strategies (5 Yrs. +)	Retain qualified and competent staff Regularly review legislative amendments and update policies / procedures accordingly Maintain processes and procedures currently in operation

Programme 31: Financial Management

Programme/Function	Financial Management
Programme Objective (SMART)	To implement sound Financial management practices by 2022
Programme Objective Outcome	Obtain a Clean Audit opinion from the office of the AG
Short Term Strategies (1-2 Yrs.)	Resolve all financial issues raised in internal and external audit action plans. Maintain the Unqualified Audit opinion. Preparation of AFS internally. Rotation of suppliers in supplier database Retention of qualified competent staff
Medium Term Strategies (3-4 Yrs.)	Resolve all financial issues raised in internal and external audit action plans. Attainment of Clean Audit opinion. Retention of qualified competent staff
Long term Strategies (5 Yrs. +)	Resolve all financial issues raised in internal and external audit action plans. Maintain Clean Audit opinion. Retention of qualified competent staff

Programme 32: Revenue

Programme/Function	Revenue
Programme Objective (SMART)	To increase revenue generated from own sources to 50% by 2022
Programme Objective Outcome	To reduce Grant dependency
Short Term Strategies (1-2 Yrs.)	Develop revenue enhancement strategy To implement data cleansing processes to ensure revenue database is accurate To increase the revenue base by identifying areas that municipality is not billing for services Enforce debt control policies and procedures Conduct awareness campaigns to instil a culture of payment within the municipality Review tariff structures to be cost effective Review by-laws pertaining to revenue collection Introduction of SMART metering systems Reduction of illegal connections Introduction of prepaid electricity vending machines linked to debtor's book.
Medium Term Strategies (3-4 Yrs.)	To increase the revenue base by identifying areas that municipality is not billing for services Review of tariff structures to be cost effective

	Review by-laws pertaining to revenue collection Partner with Eskom database to collect outstanding debt
Long term Strategies (5 Yrs. +)	Extension of municipal electricity licensed areas. Apply to obtain the water services authority status.

Key projects / initiatives for the successful implementation of this programme are:

- Consumer data cleansing
- Prepaid electricity vending machines and SMART Metering

Programme 33: Expenditure

Programme/Function	Expenditure
Programme Objective (SMART)	The effective management of operational and capital spending patterns in line with budget mandates and projected cash flow requirements by 2022
Programme Objective Outcome	Financial Liquidity
Short Term Strategies (1-2 Yrs.)	Implementation of proper documents management system. Provision of data management system. Compliance to internal financial controls processes by user departments Education of departments in correct financial procedures
Medium Term Strategies (3-4 Yrs.)	Compliance to internal financial controls processes by user departments
Long term Strategies (5 Yrs. +)	Compliance to internal financial controls processes by user departments

Programme 35: Supply Chain Management and asset management

Programme/Function	Supply Chain Management
Programme Objective (SMART)	To effectively procure goods and services for the organisation in a timely and cost effective manner in full compliance to legislative requirements by 2022
Programme Objective Outcome	Effective and efficient procurement of goods and services
Short Term Strategies (1-2 Yrs.)	Implementation of documented departmental procurement plan

	<p>Compliance with supply chain management acts and regulations</p> <p>Implementation of proper documents management system.</p> <p>Provision of adequate filing storage facility.</p> <p>Improvement of internal controls on payments.</p> <p>Introduction of the system where prospective supplier database is rotated.</p> <p>Compliance with the asset management policy and GRAP standards</p> <p>Implementation of CSD for maintenance of prospective service providers</p>
Medium Term Strategies (3-4 Yrs.)	<p>Implementation of documented departmental procurement plan</p> <p>Compliance with supply chain management acts and regulations</p> <p>Introduction of the system where prospective supplier database is rotated.</p>
Long term Strategies (5 Yrs. +)	<p>Implementation of documented departmental procurement plan</p> <p>Compliance with supply chain management acts and regulations</p> <p>Introduction of the system where prospective supplier database is rotated.</p>

Programme 35: Indigents

Programme/Function	Indigents
Programme Objective (SMART)	To ensure that all qualifying indigent beneficiaries are registered to obtain free basic services by 2022
Programme Objective Outcome	Provision of free basic services
Short Term Strategies (1-2 Yrs.)	<p>Re-validation of the registered indigents.</p> <p>Conduct awareness campaign on indigent benefits</p>
Medium Term Strategies (3-4 Yrs.)	<p>Re-validation of the registered indigents.</p> <p>Implement a rehabilitation programme to make existing indigents financially self-sustainable</p>
Long term Strategies (5 Yrs. +)	<p>Re-validation of the registered indigents.</p> <p>Implement a rehabilitation programme to make existing indigents financially self-sustainable</p>

Key to the successful implementation of the above programme is:

- Verification of the validity of the indigent register

5.2.5. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal: Sound Governance

Related to this goal are the following NDP priorities:

- Reforming the public service
- Fighting corruption
- Transforming society and uniting the country

In light of the abovementioned priorities, the NDP states that a plan is only as credible as its delivery mechanism is viable. A capable state is an essential precondition for South Africa's development. A capable state does not materialise by decree, nor can it be legislated or created from conference resolutions. It has to be painstakingly built, brick by brick, institution by institution, and sustained and rejuvenated over time. It requires leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems and consistent and fair application of rules.

High corruption levels frustrate society's ability to operate fairly and efficiently and the state's ability to deliver on its development mandate. Political will is essential to combat the scourge of corruption. The fight against corruption has to be fought on three fronts: deterrence, prevention and education. Deterrence helps people understand that they are likely to be caught and punished. Prevention is about systems (information, audit and so on) to make it hard to engage in corrupt acts. The social dimension of corruption can only be tackled by focussing on values, through educations. International experience shows that with political will and sustained application of the right strategies, corruption can be significantly reduced and public trust restored.

National Outcome 12 that deals with an efficient and development oriented public service targets the following outputs:

- Business processes, systems, decision rights and accountability management
- The institutional capacity and effectiveness of municipalities is increased
- Clean, Responsive and Accountable Administration

This goal responds to the institutional priority issue that relates to internal controls. This means improved and effective enforcement of internal controls and systems. Increased engagement with relevant sectoral stakeholders and communities. Empowering communities to become actively involved in public participation processes. Improved turnaround time and adherence to service delivery standards.

The outcome to be achieved through this goal is public confidence through an unqualified audit opinion. This means to be an organisation that practices responsible, accountable, effective and efficient corporate governance.

Programmes linked to this strategic goal are:

- Audit
- Risk Management

- Performance Management
- Good Governance and Oversight
- Legal Services
- Policies
- By-laws
- Customer / Stakeholder Management
- Community Participation

The following strategies per programme were developed for this Strategic Objective within KPA 6 during the Strategic Planning Workshop during the period of the 10th February 2021.

Programme 43: Audit

Programme/Function	Audit
Programme Objective (SMART)	Internal auditing is a catalyst for improving an organization's governance, risk management and management controls by providing insight and recommendations based on analyses and assessments of data and internal business processes
Programme Objective Outcome	To provide oversight and sound governance within the Institutions administrative and financial processes
Short Term Strategies (1-2 Yrs.)	Capacitate internal audit unit Implement 90% of Internal Audit and Auditor General's recommendations Effective implementation of risk based audit plan Annual review of internal audit charter Coordination of audit committee meetings and other assurance providers Review effectiveness of PMS
Medium Term Strategies (3-4 Yrs.)	Obtain unqualified audit opinion Functional internal audit system Fully capacitated internal audit unit
Long term Strategies (5 Yrs. +)	Effective internal controls, risk management and governance

Programme 42: Risk Management

Programme/Function	Risk Management
Programme Objective (SMART)	The identification, assessment, and prioritisation of risk; defined in ISO 31000 as the effect of uncertainty on objectives, whether positive or negative, followed by coordinated and economical application of resources to minimise, monitor, and control the probability and/or

	impact of unfortunate events or to maximise the realisation of opportunities
Programme Objective Outcome	To have a risk management system at optimized maturity level by 2022
Short Term Strategies (1-2 Yrs.)	Development, implementation and assessment of municipal risk register Capacitate the risk committee members and all municipal staff Resolving identified risks Review effectiveness of risk management processes Review Risk Management Plan, strategy and policy Facilitation of departmental risk registers Appointment of risk champions Enforcement of policies and procedures
Medium Term Strategies (3-4 Yrs.)	Maintain and enhance risk management systems Monitor and optimize risk implementation
Long term Strategies (5 Yrs. +)	Maintain and enhance risk management systems Monitor and optimize risk implementation

Programme 40: Legal Services

Programme/Function	Legal Services
Programme Objective (SMART)	To provide legal support to all departments and mitigation of legal risks by 2020
Programme Objective Outcome	Compliance to all applicable legislation
Short Term Strategies (1-2 Yrs.)	Budget and recruit additional competent staff Ensure timelines with respect to processing of legal documents are adhered to Monitoring of the implementation of contracts
Medium Term Strategies (3-4 Yrs.)	Ensure timelines with respect to processing of legal documents are adhered to from all operational departments
Long term Strategies (5 Yrs. +)	Review and enforcement of HR legislation.

Programme 41: Policies

Programme/Function	Policies
Programme Objective (SMART)	To give guidance, advice and support on the daily work activities that affect employees and the organisation as a whole

Programme Objective Outcome	Ensure that all existing/new policies are reviewed and updated on an annual basis and approved by Council.
Short Term Strategies (1-2 Yrs.)	Ensure that policies exist for all activities in the municipality Review all existing policies and amend as appropriate Develop new policies as appropriate To provide access to all approved policies to all staff Ensure amended/new policies are communicated to employees
Medium Term Strategies (3-4 Yrs.)	Ensure that policies exist for all activities in the municipality Review all existing policies and amend as appropriate Develop new policies as appropriate To provide access to all approved policies to all staff Ensure amended/new policies are communicated to employees
Long term Strategies (5 Yrs. +)	Ensure that policies exist for all activities in the municipality Review all existing policies and amend as appropriate Develop new policies as appropriate To provide access to all approved policies to all staff Ensure amended/new policies are communicated to employees

Programme 44: By-Laws

Programme/Function	By-laws
Programme Objective (SMART)	To enforce policies of the municipalities
Programme Objective Outcome	By-law enforcement
Short Term Strategies (1-2 Yrs.)	Review existing by-laws Develop new by-laws as appropriate Enforcement of by-laws
Medium Term Strategies (3-4 Yrs.)	Review existing by-laws Develop new by-laws as appropriate Enforcement of by-laws
Long term Strategies (5 Yrs. +)	Review existing by-laws Develop new by-laws as appropriate Enforcement of by-laws

Programme 36: Good Governance and Oversight

Programme/Function	Good Governance and Oversight
Programme/Strategic Objective (SMART)	To provide transparency and openness in the daily administration of the Institution for the benefit of all stakeholders

	<p>To create a culture of accountability and transparency as per the National Development Plan (NDP) priorities of</p> <ul style="list-style-type: none"> • Reforming the public service • Fighting corruption • Transforming society and uniting the country
Programme Objective Outcome	An accountable and transparent administration
Short Term Strategies (1-2 Yrs.)	<p>Develop sound business processes, policies, systems and accountable management</p> <p>Capacitate all levels of management in sound governance practices</p> <p>Implement effective risk management and internal audit systems</p> <p>Obtain an Unqualified Audit Opinion from the Office of the AG</p>
Medium Term Strategies (3-4 Yrs.)	<p>Develop sound business processes, policies, systems and accountable management</p> <p>Maintain effective risk management and internal audit systems</p> <p>Implement effective risk management</p> <p>Obtain a Clean Audit Opinion from the Office of the AG</p>
Long term Strategies (5 Yrs. +)	Maintain all Medium Term Strategies

Programme 37: Community Participation

Programme/Function	Community Participation
Programme/Strategic Objective (SMART)	The creation of structures to enable communities to effectively participate in the development and economic growth of their respective communities
Programme Objective Outcome	To strengthen participatory governance within the community
Short Term Strategies (1-2 Yrs.)	<p>The establishment of effective Ward Committee's</p> <p>Capacitate Ward committee members</p> <p>Implement quarterly Ward operational plans</p> <p>Ensure that monthly Ward committee meetings are held as scheduled</p> <p>Ensure Councillor participation at all meetings</p>
Medium Term Strategies (3-4 Yrs.)	<p>Capacitate Ward committee members</p> <p>Maintain quarterly Ward operational plans</p> <p>Ensure that monthly Ward committee meetings are held as scheduled</p>
Long term Strategies (5 Yrs. +)	As above

Programme 39: Customer/ Stakeholder Relationship Management

Programme/Function	Customer/Stakeholder Relationship Management
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Programme/Strategic Objective (SMART)	Create positive relationships with all relevant stakeholders through the appropriate management of their expectations and agreed objectives To strengthen participatory governance within the community
Programme Objective Outcome	Support an organisation's strategic objectives by interpreting and influencing both the external and internal environment
Short Term Strategies (1-2 Yrs.)	Establish effective Ward committee structures Establish appropriate forums and meet not less than once per quarter Train all employees on the principles of Batho Pele Establish a Customer Relations unit Ensure effective communication channels using all available mediums Conduct both employee / customer satisfaction surveys at least every second year
Medium Term Strategies (3-4 Yrs.)	Maintain the above disciplines
Long term Strategies (5 Yrs. +)	Maintain the above disciplines

Programme 38: IDP Development

Programme/Function	IDP Development
Programme/Strategic Objective (SMART)	The Local Government Municipal Systems Act (MSA) No.32 of 2000 as amended, and other relevant supplementary legislative and policy frameworks require that local government structures prepare Integrated Development Plans (IDPs). In compliance with the relevant legislation
Programme Objective Outcome	To provide the strategic framework that guides the municipality's planning and budgeting over the course of a political term to address the needs of the community within acceptable budget parameters
Short Term Strategies (1-2 Yrs.)	Ensure that all phases of the development of an IDP as legislated are complied with Ensure alignment of IDP and Budget Review the IDP annually taking cognizance of budget and internal/ external factors according to approved process plan Ensure that the strategic mandate (intent) of the IDP is effectively delivered through the mechanism of the SDBIP Effective communication to the community through Ward committee participation
Medium Term Strategies (3-4 Yrs.)	Maintain above
Long term Strategies (5 Yrs. +)	Maintain above

5.2.6 KPA 6: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Goal: Capacitated and Effective Human Capital

The NDP priority of Building a capable and developmental State advocates the following:

- A state that is capable of playing a developmental and transformative role.
- A public service immersed in the development agenda but insulated from undue political interference
- Staff at all levels has the authority, experience, competence and support they need to do their jobs
- Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system
- Clear governance structures and stable leadership enable state-owned enterprises (SOEs) to achieve their developmental potential

National Outcome 12 that deals with an efficient and development oriented public service targets the following outputs:

- Business processes, systems, decision rights and accountability management
- The institutional capacity and effectiveness of municipalities is increased
- Clean, Responsive and Accountable Administration

This goal responds to the institutional priority issues that relate to training and development that will ensure a responsive and performing workforce and resources that will create a customer-focused, friendly and helpful working environment. The municipality must attract and retain skilled personnel and provide WSP & skills audit related training in support of the strategic intent of the municipality.

The outcome to be achieved through this goal is an efficient workforce. This means to leverage the municipality's staff capacity to drive efficiency and effectiveness.

The following programmes are linked to the above strategic goal:

- Performance Management
- ICT
- Organisational Development
- Workplace Health, Safety and EAP
- Labour Relations

The following strategies per programme were developed for KPA 2 during the Strategic Planning Workshop during the period of the 10th February 2021.

Programme 7: Organisational Development

Programme/Function	Organisational Development
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Programme Objective (SMART)	To ensure the Improved efficiency and effectiveness of the Municipal Administration by 2022. By capacitating existing and new staff and by the selection and appointment of competent staff
Programme Objective Outcome	Capacitated, motivated and effective staff
Short Term Strategies (1-2 Yrs.)	Review the organisational structure and ensure alignment to IDP and organisational needs Conduct skills needs audits and align it to the WSP Ensure filling of all critical positions Conduct an employee satisfaction survey Follow up on survey to improve relations Implement employee assistance programme (EAP) Develop employee retention strategy Review and update the Employment Equity Plan
Medium Term Strategies (3-4 Yrs.)	To review the organisational structure and ensure alignment to IDP and organisational needs Maintain short term strategies Implementation of employment equity targets
Long term Strategies (5 Yrs. +)	To review the organisational structure and ensure alignment to IDP and organisational needs

Programme 6: Performance Management

Programme/Function	Performance Management
Programme Objective (SMART)	Performance management is a systematic approach to management, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the municipality in terms of indicators, to determine its efficiency, effectiveness and impact; thereby ensuring improved cost effective service delivery to the community by 2022
Programme Objective Outcome	Monitoring and evaluation of the organisation's implementation of its strategic objectives, programmes and projects in line with the approved IDP through the SDBIP framework
Short Term Strategies (1-2 Yrs.)	Compliance to all relevant legislation and the Municipal PMS Framework Reviewal of PMS framework and procedure manual Capacitation of all staff members in terms of PMS Cascading of individual performance management to lower levels Convene PMS stakeholder feedback sharing

	Implementation of the automated performance management system
Medium Term Strategies (3-4 Yrs.)	Cascading of individual performance management to all staff members
Long term Strategies (5 Yrs. +)	Effective and efficient performance management system Effective and efficient performance management system for the benefit of optimizing organisational performance and improved service delivery

Critical projects/initiatives to achieve this programme are:

Implement and cascade performance management system

Implementation of an automated Performance Management System

Programme 5: ICT

Programme/Function	ICT
Programme Objective (SMART)	Integration of computer and network hardware and software which enable users to access, store, transmit, and manipulate information by 2022
Programme Objective Outcome	Implementation of effective ICT systems and availability of secured information and data by 2019.
Short Term Strategies (1-2 Yrs.)	Implementation of ICT master systems plan Securing of adequate funding to support ICT projects Maintain software and hardware to keep abreast with developing technology Implementation of disaster recovery plan
Medium Term Strategies (3-4 Yrs.)	Securing of adequate funding to support ICT projects Maintain software and hardware to keep abreast with developing technology
Long term Strategies (5 Yrs. +)	Securing of adequate funding to support ICT projects Maintain software and hardware to keep abreast with developing technology

Programme 8: Workplace Health, Safety & EAP

Programme/Function	Workplace Health and Safety & EAP
Programme Objective (SMART)	Occupational health is concerned with the health and safety of employees at work. The aim of the programme is to promote a healthy, safe and legislative compliant work

	environment, and a healthy, active and productive worker by 2022
Programme Objective Outcome	To improve the health and safety of the employees in compliance with the Act
Short Term Strategies (1-2 Yrs.)	Appointment of qualified safety officer Establish status quo i.t.o municipality's health and safety plan Development of health and safety policy Appointment of all legislative posts Provision for training of above posts Promote health and safety in the workplace Provide qualified counselling with respect to the Employment Assistance Programme
Medium Term Strategies (3-4 Yrs.)	Ensure health and safety programme is sustained Provide qualified counselling with respect to the Employment Assistance Programme
Long term Strategies (5 Yrs. +)	Ensure health and safety programme is sustained Provide qualified counselling with respect to the Employment Assistance Programme

Programme 9: Labour Relations

Programme/Function	Labour Relations
Programme Objective (SMART)	To ensure fair labour practices that comply with the Labour Relations Act at all times 2022
Programme Objective Outcome	To ensure fair labour practices that comply with the Labour Relations Act are systematically applied at all times
Short Term Strategies (1-2 Yrs.)	To conduct training workshops on internal labour policies Follow up on quarterly LLF meetings Ensure implementation of approved labour relation policies and procedures
Medium Term Strategies (3-4 Yrs.)	Maintain sound and effective labour practices and stability
Long term Strategies (5 Yrs. +)	Review and monitoring of the labour policies and acts

STRATEGIC SCORECARD

To measure the progress in achieving the abovementioned strategic goals, programmes strategies and outcomes, a strategic scorecard was developed. The below table indicate the strategic scorecard for all municipal departments.

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	Evidence
Performance Management	% of KPIs and projects attaining organizational targets (total organization) by 30 June 2022	Opex							Performance report *
	Final SDBIP approved by Mayor within 28 days after approval of IDP/Budget	n/a	1	1	n/a	n/a	n/a	1	Approved SDBIP

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and municipal financial management

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	Evidence
Expenditure	% spend of the Total Operational Budget excluding non-cash items by the 30 June 2022	Opex	100%						Budget report
	Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total Operating Expenditure per quarter	Opex							Section 71 report

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	Evidence
Good Governance and oversight	Submission of Final audited consolidated Annual Report to Council on or before end of January 2022	n/a	1	1	n/a	n/a	1	n/a	Council resolution
	Submission of annual report Oversight Report to Council by March 2022	n/a	1	1	n/a	n/a	1	n/a	Council resolution
	2020/2021 IDP review process Plan approved by August 2021	n/a	1	1	1	n/a	n/a	n/a	Council resolution
IDP Development	Final IDP tabled and approved by Council by the 31 May 2022	n/a	1	1	n/a	n/a	n/a	1	Council resolution

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	Evidence
Audit	Obtain an Unqualified Auditor General opinion for the 2020/21 financial year	n/a	Qualified Audit Opinion	Unqualified Audit Opinion	n/a	Unqualified Opinion	n/a	n/a	AGSA audit report
	% of Auditor General matters resolved as per the approved audit action plan by 30 June 2022 (Total organization)	n/a		100%	n/a	n/a	50%	100%	Audit action plan
Audit	% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	n/a		100%	100%	100%	100%	100%	Quarterly IA status reports

Programme	Key performance indicator	Budget Source	Audited baseline 2020/21	Annual target	2021/2022				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	Evidence
Risk management	number of security risk assessment conducted by 30 June 2022	n/a	New	4	1	2	3	4	Quarterly Risk assessment Report
	Number of project risk assessments conducted by 30 June 2022	n/a	New	4	1	2	3	4	Quarterly Risk assessment reports
	number of Risk Management reports submitted to the Risk Management Committee per quarter	n/a	4	4	1	2	3	4	Quarterly Risk assessment Report
	Number of quarterly Risk Management Committee meetings convened by June 2022	n/a	3	4	1	2	3	4	Attendance register and minutes

	% execution of identified risk management plan within prescribed timeframes per quarter (total organisation)	n/a	100%	100%	100%	100%	100%	100%	Quarterly Risk assessment reports
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1.1. CORPORATE SERVICES

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Evidence
Employment equity	Review of the Employment Equity Plan by 30 June 2022	n/a	New	1	n/a	n/a	n/a	1	Reviewed Employment Equity /Council resolution
	Submission of employment equity report to	n/a	1	1	n/a	n/a	1	n/a	Acknowledgement letter / email

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Evidence
	DOL by 31 st January 2022								indicating reporting date
	% recruitment of people with disability	Opex	New						Appointment letters
Skills programme	Number of employees approved for study financial assistance	Opex							Approval letters signed by municipal manager
WSP	Approval of reviewed WSP(work skills plan) by 30 June 2022	n/a	1	1	n/a	n/a	n/a	1	Council resolution

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Evidence
	% of municipality's payroll budget actually spent on training and education of employees	1% of payroll budget	1% of payroll budget	1% of payroll budget	n/a	n/a	n/a	1% of payroll budget	Budget report
LLF	Number of LLF meetings held	n/a							Attendance register and minutes
ICT	Number of ICT steering committee meetings	n/a	4	4	1	2	3	4	Attendance register and minutes
	Number of ICT reports submitted to ICT steering committee	n/a							ICT reports and attendance register

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Evidence
Occupational health and safety (OHS)	Number of health risk assessment conducted	Opex	New	2	1	n/a	n/a	2	Health risk assessment report
	Number of COVID reports submitted	n/a	New	2	n/a	1	n/a	2	Proof of submission
Employee Assistance Programme (EAP)	Number of wellness activities conducted	Opex	New	2	1	n/a	n/a	2	Wellness report

1.2. BUDGET AND TREASURY

KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Weightings	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
						1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr	Evidence
Indigents	% of registered indigents who receives free basic electricity by 30 June 2022 (GKPI)									Indigent register and Eskom beneficiary list

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

Programme	Key performance indicator	weightings	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
						1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Evidence
Financial management	Cost coverage ratio by the 30 June 2022 (GKPI)		Opex							2020/2021 AFS
Revenue	% outstanding service debtors to revenue by the 30 June 2022 (GKPI)		Opex							2020/2021 AFS
Budget	Submission of MTRE Budget to Council 30 days before the start of the new financial year		n/a	1	1	n/a	n/a	n/a	1	Council resolution

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

Programme	Key performance indicator	Weightings	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
						1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Evidence
AFS	Audited Annual Financial Statements (AFS) and Audit report submitted to council by 25 January 2022		n/a	1	1	n/a	n/a	1	n/a	Council resolution
SCM	Number of monthly SCM deviation reports submitted to municipal manager (reducing number of deviations)		n/a		4	1	2	3	4	Signed Deviation register
Expenditure	% Payment of creditors within 30 days		Opex and capex budget	100%	100%	100%	100%	100%	100%	Creditors age analysis

Programme	Key performance indicator	Weightings	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
						1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Evidence
Assets management	Number of assets verifications conducted by 30 June 2022		n/a	1	1	n/a	n/a	n/a	1	Assets verification report

1.3. COMMUNITY SERVICES

KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Evidence
Waste management	% of households with access to a minimum level of basic waste removal by 30 June 2022 (once per week) (GKPI)	Opex		(number of HH from billing report over the 66 330 from the IDP of the total Household)					Service reconciliation report
Education/ Libraries	Number of initiatives held to promote library facilities by 30 June 2022	n/a							Attendance register and Reports
Environmental management	Number of environmental awareness conducted by 30 June 2022	Opex							Attendance register and Reports
Disaster management	Number of disaster awareness campaigns conducted by 30 June 2022	Opex							Attendance register and Reports
Safety and security	Number of community safety forum meetings held by 30 June 2022	n/a							Reports and attendance register

DEVELOPMENTAL PLANNING AND LOCAL ECONOMIC

KPA 1: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

Strategic objectives: To promote integrated human settlements

Programme	Key performance indicator	Weighting	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2021/2022				
						1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	Evidence
Land use management					100% Approved Rezoning and Subdivision application				100% Approved rezoning and application	Approved application
Land use management					100% Approved Rezoning and				100% Approved rezoning and subdivision application	

Programme	Key performance indicator	Weighting	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2021/2022				
						1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	Evidence
					Subdivision application					
Land Use Management					100% approved Subdivision application				100% Approved subdivision application	Approved subdivision application
Land Use Management	% of land use applications received and processed within 90 days		Opex	100%	100%	100%	100%	100%	100%	Land use application register
Compliance with National building regulations	% of new building plans of less than 500 square metres assessed within 10 days of receipt of plans		n/a	100%	100%	100%	100%	100%	100%	Building plans application register

Programme	Key performance indicator	Weighting	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2021/2022				
						1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	Evidence
	% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans		n/a	100%	100%	100%	100%	100%	100%	Building plans application register
Compliance with National building regulations	% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6(c) and 17 (b) of National Building Regulations and Building Standards Act		n/a	100%	100%	100%	100%	100%	100%	Inspection report

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic objectives: To promote conducive environment for economic growth and development

Programme	Key performance indicator	Weightings	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
						1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	Evidence
EPWP	Number of job opportunities provided through EPWP grant by 30 June 2022 (GKPI)		EPWP grant							List of approved appointees
	Number of SMME's and Co-operatives capacity building workshops/ Training held by 30 June 2022 [LED Training]		Opex							Reports and attendance registers

8.5 DEPARTMENT: EXECUTIVE SUPPORT

KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	Evidence
Transversal programmes	number of Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights, elderly and moral re-generation by the 30 June 2022	Opex							Programme and attendance register

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Original Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	Annual	
MPAC	number of MPAC quarterly reports submitted to council		4	4	1	2	3	4	Council resolution
	Number of MPAC outreaches initiated by 30 June 2022								Reports and attendance register
Mayoral programme	number of Mayoral outreach projects initiated by 30 June 2022								Report and Attendance register

Speakers programme	number of Speakers outreach projects initiated by 30 June 2022								Report and Attendance register
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KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	
Ward committee	Number of ward committee reports submitted to council quarterly								Council resolution
Youth programmes	Number of youth programmes initiated by 30 June 2022 (career expo, mayors cup, beauty contest)	Opex							Report and attendance register

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	
Communications	Number of municipal newsletter printed/produced	Opex	New						Delivery note and copy of the newsletter
Communications	% Reviewal of communication strategy	n/a	100 %	100% reviewal of communication strategy	n/a	n/a	n/a	100% reviewal of communication strategy	Council resolution
Customer services	% of community complaints received and processed	n/a	new	100%	100%	100%	100%	100%	Community complaints register

8.6 INFRASTRUCTURE SERVICES

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic objectives: To promote conducive environment for economic growth and development

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr	Evidence
EPWP	Number of job opportunities created through infrastructure projects by 30 June 2022 (GKPI)	MIG/ INEP/ EMLM							List appointees

KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	Evidence
Electricity	Number of stands provided with electrical infrastructure by the 30 June 2022 (GKPI)	INEP							Completion Certificates
Roads and storm water	Kilometers of graveled roads re-graveled	Opex							Completion certificates
Roads and storm water	Kilometers of graveled roads bladed	Opex							Completion certificates

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Evidence
Municipal Infrastructure Grants (MIG)	Number of MIG reports submitted to CoGHSTA	n/a	12	12				12	Proof of submission
Department of Energy(DOE)	Number of reports submitted to department of energy	n/a	12	12				12	Proof of submission

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	Evidence
Project Management	% spending on MIG funding by the 30 June 2022	MIG		100%				100%	MIG monthly report
Electricity	% spending on INEP funding by 30 June 2022	INEP		100%	25%	50%	75%	100%	INEP monthly report

CHAPTER 6: PROJECT PHASE

KPA 1. SPATIAL RATIONALE
Strategic Objective: To promote integrated human settlement

IUDF outcome	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
		-	-	-	-	Towm establishment (Groblersdal and Rossenekal)			outsourced		Default

KPA 2: Basic Service Delivery and Infrastructure Development

Strategic Objective: To provide for basic services and sustainable infrastructural development

IUDF outcome	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	mSCOA Segment	Project	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	-	-	-	-	-	Cemetery Master plan				outsourced		Default
	-	-	-	-	-	Review of the Roads and water master plan				outsourced		Default
	-	-	-	-	-	Electricity cost of supply studies				outsourced		Default
	-	-	-	-	-	Energy master plan						
	-	-	-	-	-	Fleet management plan						
	3 977 500	-	-	-	-	Electrification of Ga Posa				outsourced		Default
	-	-	1 098 000	-	-	Electrification of Lenkwaneng section/ZCC				outsourced		Default
	-	-	1 862 000	-	-	Electrification of Magagamatala ext./Ga-Makua/Pundulwane			Revenue			Default
			3 000 000	-	-	Electrification of Makaepa				outsourced		Default
	646 500	3 160 000	-	-	-	Electrification of Maleoskop				outsourced		Default
	5 920 000	-	-	-	-	Electrification of Maphepha				outsourced		Default

IUDF outcome	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	-	4 480 000	3 000 000	-	-	Electrification of Masakaneng			outsourced		Default
	-	2 360 000	-	-	-	Electrification of Mashemong			outsourced		Default
3 977 500	-	-	-	-	-	Electrification of Matlala Lehwelere			outsourced		Default
-	-	-	900 000	-	-	Electrification of Mountain Village			outsourced		Default
2 664 000	-	-	-	-	-	Electrification of Ntswelemotse			outsourced		Default
-	-	-	1 140 000	-	-	Electrification of Nyakelang Extension			outsourced		Default
1 295 000	-	-	-	-	-	Electrification of Rondebosch			outsourced		Default
1 665 000	-	-	-	-	-	Electrification of New Belfast /Mahlwakgomo			outsourced		Default
1000 000	-	-	-	-	-	Installation of high mast lights in various villages			outsourced		Default
1 202 500	-	-	-	-	-	Electrification of Vlakfontein			outsourced		Default

IUDF outcome	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	-	-	400 000	-	-	Fencing of Groblersdal sub-station			outsourced		Default
	10 050 000	-	-	-	-	Groblersdal landfill site		MIG	outsourced		Default
	500 000	600 000	-	-	-	Culverts ,Road signs , storm water control					
	-	2 000 000	800 000	-	-	Groblersdal Roads and streets			outsourced		Default
	-	425 000	-	-	-	Machinery and equipments (tools)			outsourced		Default
	2 500 000	3 575 000	-	-	-	Motetema internal streets			outsourced		Default
	-	-	9 954 000	-	-	Mpheleng Road construction		MIG	outsourced		Default
	-	-	800 000	-	-	Rehabilitation of roads /streets in various wards			outsourced		Default
	800 000	-	-	-	-	Supply and delivery of municipal vehicles			outsourced		Default
	-	-	700 000	-	-	Upgrading of Stompo bus route(internal)			outsourced		Default
	13 000 000	32 000 000	-	-	-	Upgrading of Blompoort to		MIG	outsourced		Default

IUDF outcome	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
						Uitspanning Access road					
	21 750 000	-	-	-	-	Upgrading of Dipakapakeng Access road		MIG	outsourced		Default
	340 000	-	-	-	-	Upgrading of Groblersdal Traffic lights			outsourced		Default
	-	3 000 000	4 000 000	-	-	Upgrading of Hlogotlou-Bopanang road (internal)			outsourced		Default
	-	-	17 000 000	-	-	Upgrading of Kgobokwane – Kgapamadi road		MIG	outsourced		Default
	-	-	700 000	-	-	Upgrading of Malaeneng A Ntwane Access road (internal)			outsourced		Default
	-	700 000	20 400 000	-	-	Upgrading of Maraganeng internal Access road			outsourced		Default
	-	-	700 000	-	-	Upgrading of Masoing Bus route			outsourced		Default
	-	800 000	9 010 000	-	-	Upgrading of Ngolovhane access road to Sibisi Primary school		MIG	outsourced		Default

IUDF outcome	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	-	8 337 000	9 000 000	-	-	Upgrading of Nyakurwane internal Access road		MIG	outsourced		Default
	13 184 000	22 269 000	-	-	-	Upgrading of Tafelkop stadium Access road		MIG	outsourced		Default
	600 000	-	-	-	-	Disaster management Centre Emergency Relief store room			outsourced		Default
	-	-	200 000	-	-	Construction of Ramps			outsourced		Default
	-	-	300 000	-	-	Onstruction of slabs for skip bins			outsourced		Default
	-	500 000	-	-	-	Machinery of Parks			outsourced		Default
	200 000	-	-	-	-	No illegal dumping boards			outsourced		Default
	-	-	400 000	-	-	Refuse bins			outsourced		Default
	600 000	-	-	-	-	forklift		Revenue	outsourced		
	-	1 500 000	1 000 000	-	-	Upgrading of groblersdal cemetery			outsourced		Default
	200 000	-	1 400 000	-	-	Upgrading of Parks			outsourced		Default

IUDF outcome	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	600 000	1 000 000	-	-	-	Upgrading of Roossenekal concrete palisade			outsourced		Default
	300 000	400 000	-	-	-	Air conditioners					

KPA 3: Local Economic Development

Strategic objective: To promote conducive environment for economic growth and development

MTSF outcome	IUDF outcome	Budget 2021/22	Budget 2022/2023	Budget 2023/24	Budget 2024/25	Budget 2025/26	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
An efficient, competitive and responsive economic infrastructure network	Inclusive Economic Development	-	-	-	-	-	LED strategy		Revenue		All Wards	Default

KPA 4: FINANCIAL VIABILITY

Strategic goal : Sustainable financial viability

MTSF outcome	IUDF outcome	Budget 2021/22	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/26	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	Sound financial management	207 800	216 527,60	226 054,81	-	-	Indigent Programme		Revenue		All Wards	Default
		-	-	-	-	-	Revenue enhancement programm					Default

KPA 5: Good Governance and Public Participation

Strategic Objective: To enhance good governance and public participation

MTSF outcome	IUDF outcome	Budget 2021/22	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/26	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	Sound governance	207 800	216 527,60	226 054,81	-	-	Mayoral Campaigns		Revenue			Default

MTSF outcome	IUDF outcome	Budget 2021/22	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/26	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
							(event Promotions)					
		207 800	216 527,60	226 054,81	-	-	Mayor stage and sound crew		Revenue			Default
		207 800	216 527,60	226 054,81	-	-	Mayoral campaigns (transportation)		Revenue			Default
		1 000 000	1 042 000	1 087 848	-	-	MPAC programme		Revenue			Default
		207 800	216 527,60	226 054,81	-	-	Speakers Outreach (event Promotions)		Revenue			Default

KPA 6: Municipal Transformation and Organisational Development

MTSF outcome	IUDF outcome	Budget 2021/22	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/26	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	Sound financial management	460 000	1 100 000	550 000	-	-	furniture		Revenue			Default
		460 000	1 100 000	550 000	-	-	Computers equipments		revenue			

Projects by the district municipality and other sectors

Sekhukhune district infrastructure and water services (Projects still outstanding)

DRAFT

CHAPTER 7 – INTEGRATION PHASE

This phase of the IDP serve to integrate issues raised ranging from the Analysis Phase. It gives a synopsis of available sector plans that were developed to contribute in addressing challenges identified in all the institutional KPAs. The following Tables serve to detail the sector plans developed and their role in aligning institutional policy.

Table 63: KPA 1: Spatial Rationale

Sector Plan/ Bylaws	Description summary
Spatial Development Framework (SDF), 2018	<p>The municipality reviewed its SDF in 2014. Due to the new SPLUMA legislation, the municipality has put some budget aside to review the SDF in the next financial year in order to comply with the SPLUMA act. 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.</p> <p>The compilation of a Spatial Development Framework was identified as an important Land Use Management tool that is aligned to the District SDF, LEGDP, PSDF and NSDP. The SDF addresses the most prevalent spatial needs in the municipal area which 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:</p> <ul style="list-style-type: none"> ➤ 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 ➤ Optimal location for Multi-Purpose Community Development Centres (MPCCs) where a range of social and economic services and facilities should be concentrated. <p>The SDF seeks to inform the decisions of development tribunals and other decision-making bodies, as well as create a framework for investor confidence.</p>
Town Planning Scheme	The municipality has developed the town planning scheme which is now outdated and is due for review. The plan provides guidelines on

Sector Plan/ Bylaws	Description summary
	conditions to be imposed regarding the payment contributions for the Provision of services, open spaces and Parks as envisaged in Section 20(2) (c) of the Town Planning and Township Ordinance, 1986 (Ordinance 15 of 1986)
Land use management scheme	The municipality does have the land use management scheme which was developed through the assistance of Cogosta.
Precinct Development Plan for Groblersdal town	<p>The municipality does have the precinct development for Groblersdal town. The plan focuses on Groblersdal town in particular the primary business and agricultural nodes. It engulfs development in an integrated manner. It aims to optimally deal with the following functions:</p> <ul style="list-style-type: none"> ➤ Spatial development issues (environment, land use, built form, public space, transport and service infrastructure) ➤ Social development issues ➤ Economic development issues as well as ➤ Institutional mechanisms that could be applied in implementing the planning proposal <p>It is a guiding tool for both public and private sector decision making and investment in the area.</p>

Table 64: KPA 6: Municipal Transformation And Organisational Development

Sector Plans/ Policies and bylaws	Description summary
Human Resource strategy	<p>The municipality's HR strategy is central to the delivery of the strategic objectives and would facilitate the core strategy of the municipality. The HR strategy suggests that the municipality invest in human resource development (HRD) and performance.</p> <p>HRD is the framework that focuses on the Municipality's competencies at the first stage, training and then then developing the employees through education to satisfy the municipality's needs.</p>
Employment equity plan	<p>The employment equity policy is developed to promote equal opportunity, diversity and fair treatment in employment through the elimination of unfair discrimination regardless of race, gender, sex, pregnancy marital status, family responsibility, ethnic or social origin, colour etc.</p> <ul style="list-style-type: none"> ➤ Objectives of the Plan ➤ The establishment and maintenance of workforce ➤ Equal access to job opportunities ➤ To identify barriers to employment
Performance management framework	The PMS framework is developed to guide and monitor performance of the municipality. Currently, the framework is

Sector Plans/ Policies and bylaws	Description summary
	applied only at senior officials (section 57) managers. The framework is currently under review to be cascaded to officials at lower levels.
Succession Plan	The municipality does not have a succession plan. The Municipality is currently in a process to develop the plan.
Institutional plans	<p>The municipality developed policies that will ensure that institutional challenges identified in the analysis phase on human resource management. Amongst other policies, the municipality developed the following that will ensure stable and smooth running of the municipality's</p> <ul style="list-style-type: none"> ➤ Staff retention policy ➤ Employment equity plan ➤ Recruitment ,selection and appointment policy ➤ Succession Planning and career path Policy
Mayor bursaries policy	The policy is developed to assist learners who intent to persue their studies at tertiary institutions. It further stipulates criterion on how applications should be done. There are processes in place that guides selection of suitable candidates.
Employee assistance programme	<p>The Municipality is concerned with the health, safety, and welfare and job satisfaction of its employees.</p> <p>It is recognised that most human problems can be treated or resolved provided that each is identified in its early stages. This is true whether the problem is one of physical illness, mental or emotional stress, marital or family conflicts, chemical dependency, financial problems or other concerns. These are serious problems, which may have a profound impact upon the lives of those employees affected, their families, fellow employees and their job performance.</p> <p>The intent of the EAP is therefore to ensure the well being of the employee and appropriate job performance, not the termination of employment.</p>
Work skills plan	The municipality develops the WSP on annual basis. The purpose of the plan is to capacitate employees on skills they require to better perform their duties. A skill audit is done to identify scare skills that the institution need for its development and sustainability.
Occupational health and safety policy	The policy has been developed based on the provisions of the bill of rights as contained in the constitution of the Republic of South Africa Act 108 of 1996. The municipality is required to provide and maintain a reasonable and practical work environment that is safe and without risk to the health of the employees.

Table 65: KPA 2: Basic Service Delivery and Infrastructure Development

Sector Plan	Description summary
Refuse Removal bylaw	The purpose of the bylaw is to promote a safe and healthy environment to the residents of EMLM and also to provide procedures, methods and practices to regulate refuse dumping and removal
Waste bylaw	The bylaw covers issues around waste management information system, basic services, commercial services, and transportation and disposal waste. It also contains information regarding the administrative enforcement.
Electricity bylaw	The electricity supply bylaw was approved by council in terms of the Municipal Systems Act 32 of 2000. It provides conditions and also regulates supply of electricity in the municipal licensed areas (Groblersdal and Rossenekaal). Other areas of the municipality are supplied by ESKOM.
Electricity Master Plan	The municipality developed the electricity master plan in 2014/15 financial year for both rural areas and towns within the municipality. The plan is aimed at dealing with the electricity backlog and challenges in the municipality. There engagement with the DBSA to assist with the review of the plan. The review will be conducted in 2021-2016 cycle
Environmental Management Plan	<p>The municipality has developed draft environmental Management Plan as per the requirements of the legislation. ¹⁰The National Environmental Management Act (NEMA), (Act No. 107 of 1998) defines sustainable development as “the integration of social, economic and environmental factors into planning, implementation and decision-making so as to ensure the development serves present and future generations The main objectives is to:</p> <p>Identify environmental impacts, issues, risks and threats within the EMLM. Develop measures and strategies to minimize, mitigate and manage these impacts, risks and threats.</p> <p>The EMLM is committed to responsible environmental stewardship and sustainable development through an effective, appropriate resourced and harmonized institutional framework that:</p> <p>Integrates environmental consideration into planning and development; Undertakes all activities in a sustainable manner to prevent minimize and mitigate negative environmental impacts and enhance positive impacts; Remedies impacts on the environment that were caused through previous activities; Promotes environmental awareness in communities; Ensures accountability is taken for environmental degradation through monitoring and enforcement of all applicable legislation and other requirements.</p>

Sector Plan	Description summary
Integrated Waste Management Plan	<p>The integrated waste management plan is currently under review and it is envisaged to be completed by December 2020. The plan will be developed in line with the requirements of the National Environmental Waste Act of 2008 coupled with the National Environmental Management Act (NEMA). The Plan encapsulate environmental issues ranging from climate and topography, waste surveys waste collection etc.</p>
Disaster Management plan	<p>The municipality developed a disaster management plan that captures disaster related matters with the following emphasis:</p> <p>Disaster risk maps in the disaster risk assessment report indicate the location of high, medium and low risk areas in the municipality's area of jurisdiction to be address by the local municipality. Therefore, in order to implement appropriate disaster risk reduction programmes, it will be deemed necessary to align all risk areas with the IDP and SDF of the municipality. It is very important not to duplicate projects, but rather to integrate disaster risk reduction into existing development initiatives. All potential risks, hazards and threats have to be dealt with, within each line department (integrate and align it with current existing processes) before it can go to the IDP manager.</p> <p>According to the results of the disaster risk assessment, the following aspects first have to be addressed:</p> <ul style="list-style-type: none"> • Veld fires; • Infrastructure; • Land degradation and • Storms <p>Simultaneously with the above-mentioned, Aganang also has to address</p> <ul style="list-style-type: none"> • Poverty, • Health, • Water, • Road infrastructure, • Telecommunication as a high priority in order to develop community resilience in order to cope with disasters. <p>The municipality must focus on the following risk reduction measures and budget for as part of the IDP process;</p> <ul style="list-style-type: none"> • Appropriate poverty alleviation programmes

Sector Plan	Description summary
	<ul style="list-style-type: none"> • Bulk Service delivery <ul style="list-style-type: none"> ○ Water infrastructure ○ Road infrastructure ○ Telecommunication networks ○ Clinics and Ambulance Services to contribute to health related issues. • Natural Disasters <ul style="list-style-type: none"> ○ Veld fires <ul style="list-style-type: none"> ▪ Precaution and proactive measures ▪ Equipment ▪ Human Resources ○ Agricultural Management and Environmental Practices <ul style="list-style-type: none"> ▪ Protection of the environment (deforestation) ▪ Farm Management Practices (to avoid wide spreading of agricultural diseases) ▪ Drought management practices (optimal use of available water – ground- and irrigated water) ▪ Farm Management Practices to avoid wide spreading of epidemics ○ Storms <ul style="list-style-type: none"> ▪ Safe citing in cyclone/storm wind prone areas ▪ Shelter plantation ▪ Improving drainage ▪ Resistant house designs and construction of cyclone shelters

Sector Plan	Description summary
Local Integrated Transport Plan	<p>The developmental role of transport is immense. The economic development of the EMLM is dependent on a number of factors, including transport. Transport is one of the essential elements capable of promoting economic growth and development.</p> <p>There is a huge problem of providing access to transport services and roads in most of the rural areas, including Groblersdal.</p> <p>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.</p>
Infrastructure Road Master Plan	The office of the premier Limpopo assisted the municipality in developing the integrated infrastructure Master plan. The Plan indicates key strategic roads in the municipality including other National and Provincial roads that links with the municipality. It outlines state of all the roads and also infrastructural requirements that the municipality could implement in order to create better, accessible and well serviced road infrastructure.
Water and sanitation sector Plan	This sector was developed in 2010 when the water function was still performed by the municipality. Currently, SDM is the water authority.
Pavement management system	Indicates priority roads that need to be upgraded. It provides various routes, their locations and number. Provincial and national roads are specified.
Roads and storm water infrastructure services(asset management Plan)	<p>The then Limpopo Department of Local Government and Housing currently known as COGSTA, appointed consultants to develop this Plan in 2008. The purpose of the Plan is to :</p> <ul style="list-style-type: none"> ➤ Identify existing and proposed levels of service to be achieved over a 20 year period as well as the expected changes in demand due to planned growth. ➤ The life-cycle management needs of the infrastructure development, renewal, operations and maintenance ➤ Identify infrastructure asset management improvement needs

Table 66: KPA 3: Local Economic Development

Sector Plan	Description summary
Street vending bylaws	The bylaw provides restrictions on street vending. It further specifies areas where street vending can take place including processes to be followed when applying for street vending in town and the surrounding areas.
Tourism bylaw	Tourism development in one of the functions of the municipality. The policy has been developed to facilitate establishment of and

Sector Plan	Description summary
	maintain local tourism. The institution is also expected to give support to tourism initiatives.
LED Strategy	<p>The municipality developed the Strategy in 2014. The strategy is currently being earmarked for review. The strategy will in the main guide economic activities within the Elias Motsoaledi Local Municipality, including District wide economic imperatives.</p> <p>It further provide an indication of Potential economic growth points and also gives an overview of how the municipality can improve its economy particularly within the agriculture, tourism and mining sectors. The strategy needs to be reviewed in order to align to the new growth path, LEGDP and NSDP</p>

Table 67: KPA 4: Financial Viability

Sector Plan	Description summary
Financial Plan	Financial plan that reflects three year financials has been developed and is clearly outlined in the analysis phase. This include an audit action plan that is aimed at responding to issues raised by the Auditor General. Issues that were raised by the AG reflect amongst others challenges that the municipality should attend to. Responses have been provided on challenges raised by the AG's report.
Credit and debt control bylaw	<p>There are nine chapters in this bylaw that covers services to customers of the municipality. Amongst others the bylaw speaks to the following:</p> <ul style="list-style-type: none"> ➤ Assessment rates ➤ Service to indigent customers ➤ Emergencies ➤ Unauthorized services and ➤ offences
Draft rates bylaw	The bylaw was developed to ensure that all properties within EMLM particularly in towns are rated according to their services. It further indicates categories of properties and how rating should be effected.
Revenue enhancement strategy	The municipality has approved the revenue strategy in order to ensure an increased revenue collection. The strategy indicate various methods and approaches that the municipality will undertake to manage and extent revenue collection in the other areas of the municipality.
Investment Policy	The municipality has approved its investment policy In terms of the Municipal Finance Management Act, Act 56 of 2003, Section 13(2) and the draft municipal investment regulations: "Each Municipal Council and Governing Body shall adopt by resolution an Investment Policy regarding the investment of its money not immediately required.

Sector Plan	Description summary
	<p>Investments of the Municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the Municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds. The preservation of principal is the foremost objective of the investment program.</p> <p>The Municipality will continue the current cash management and investment practices, which are designed to emphasize safety of capital first, sufficient liquidity to meet obligations second, and the highest possible yield third.</p> <p>Investment shall be made with care, skill, prudence and diligence. The approach must be that which a prudent person acting in a like capacity and familiar with investment matters would use in the investment of funds of like character and with like aims, to safeguard the principal and maintain the liquidity needs of the Municipality. The standard of prudence to be used by the Investment officials shall be the “prudent person” standard and shall be applied in the context of managing an overall Investment portfolio. Investment officials are required to:</p> <ul style="list-style-type: none"> ➤ Adhere to written procedures and policy guidelines ➤ Exercise due diligence ➤ Prepare all reports timeously ➤ Exercise strict compliance with all legislation <p>The Municipality shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the Municipality will not directly invest in securities maturing more than two years from the date of issue.</p>
Asset management policy and asset management plan	<p>The municipality has approved the asset management policy. The objective of the Asset Management Policy/plan is to prescribe the accounting and administrative policies and procedures relating to Property, Plant & Equipment (PPE), which are fixed assets of Elias Motsoaledi Local Municipality.</p> <p>A summary of the Principles supported in this policy are:</p> <p>A fixed asset shall mean an asset, either movable or immovable, under the control of the Municipality and from which the Municipality reasonably expects to derive economic benefits, or reasonably expects to use in service delivery, over a period extending beyond 12 months.</p>

Sector Plan	Description summary
	<p>The fixed asset register shall comply with the requirements of Generally Recognized Accounting Practice (GRAP) and any other accounting requirements, which may be prescribed.</p> <p>Fixed assets are classified under the following headings:</p> <ul style="list-style-type: none"> ➤ Land ➤ Infrastructure Assets ➤ Community Assets ➤ Heritage Assets ➤ Investment Properties ➤ Other Assets ➤ Intangible Assets <p>PPE is carried at cost less accumulated depreciation and any impairment losses, except for land and buildings which are revalued. Heritage assets, which are culturally significant resources and which are shown at cost, are not depreciated due to the uncertainty regarding their estimated useful lives. Similarly, land is not depreciated as it is deemed to have an indefinite life.</p> <p>Subsequent expenditure relating to property, plant and equipment is capitalized if it is probable the future economic benefits or potential service delivery of the asset are enhanced in excess of the originally assessed standard of performance. If expenditure only restores the originally assessed standard of performance, then it is regarded as repairs and maintenance and is expensed. The enhancement of an existing asset so that its use is expanded or the further development of an asset so that its original life is extended is examples of subsequent expenditure which are capitalized.</p> <p>The difference between the net book value of assets (cost less accumulated depreciation) and the sales proceeds is reflected as a gain or loss in the statement of financial performance.</p>
Supply chain management system/policy	<p>The municipality approved the supply chain management policy in terms of section 11 of the Local Government Finance Management Act (MFMA) which requires municipalities to develop and implement a Supply Chain Management Policy. The principle objective of the legislation has been to comply with Section 217 of the Constitution, which among other things states that when contracting for goods and services the system must be fair, equitable, transparent, competitive and cost effective.</p> <p>Supply Chain Management (SCM) generally refers to the management of activities along the supply chain.</p> <p>The MFMA and its relevant regulations also identify processes/mechanisms which must be included in a SCM Policy.</p> <p>The Supply Chain Management System is applicable for the:</p>

Sector Plan	Description summary
	<ul style="list-style-type: none"> ➤ Procurement by the Municipality of all goods and services or works ➤ Selection of contractors to provide assistance in the provision of municipal services ➤ Selection of external mechanisms for the provision of municipal services in circumstances contemplated in Section 83 of the Local Municipal Systems Act ➤ Disposal of assets or goods no longer required ➤ Letting or sale of Municipal property. <p>Elias Motsoaledi Local Municipality Supply Chain Management Policy was last reviewed on 16 November 2011. It is currently again under review and will be tabled to Council for adoption in May 2012</p> <p>The specific objective of the SCM Unit is to ensure effective, efficient and transparent SCM systems, complemented by a strategy of coordinating and implementing comprehensive demand management plans as per the approved budget.</p> <ul style="list-style-type: none"> ➤ Audit action plan ➤ Financial plan ➤ Debt management plan ➤ Audit committee appointed

Table 68: KPA 5: Good Governance and Public Participation

Sector plan/ policies	Description summary
Communication Strategy	<p>The institution reviews its communication strategy on annual basis. The strategy is based on the following Communication Mandates:</p> <ul style="list-style-type: none"> ➤ The National GCIS framework ➤ The Constitution of the Republic of South Africa, 1996 ➤ The State of the Nation Address 2009 (SONA). ➤ State of the Province Address 2009 (SOPA) ➤ State of the District Address 2009 (SODA) ➤ SALGA resolutions on Communications Conference 2006. ➤ Municipality Systems Act of 2000 on Public Participation ➤ Limpopo Economic Growth and Development Plan ➤ All other regulations, policies, acts that demand for more commitment on communicating government activities to the citizenry. <p>Objectives:</p>

Sector plan/ policies	Description summary
	<ul style="list-style-type: none"> ➤ To enhance communication between Elias Motsoaledi Local Municipality and its stakeholders - Internal and External ➤ To enhance coordination of communication activities between the National, Provincial, Local government and the parastatals ➤ To encourage public participation through the empowerment of communities with information ➤ To promote indigenous languages that represents and appreciates diversity in our Municipality ➤ To project the positive image of the municipality locally, provincially, nationally and internationally ➤ To forge links with the media houses ➤ To develop and maintain correct public perceptions and build community's trust on Municipality's programmes ➤ To effectively communicate democratic Government achievements, challenges and interventions ➤ To intensify the struggle against poverty by implementing development communication and information to the communities.
Internal audit function (Audit charter)	<p>The internal audit charter and audit committee charter are available. The municipality is in a process of appointing both internal auditors and also audit committee. The Function of Elias Motsoaledi Local Municipality Internal Audit is to provide an independent, objective assurance and consulting services which are designed to add value and improve the municipality's operations. To help the municipality achieve its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.</p> <p>The Audit Committee currently has 5 members appointed as at 04 January 2019.</p>
Ward committees policy	<p>The policy outlines roles functions of ward committees and also gives a guide on how ward committees are established. It further indicates the role communities in the establishment of these committees.</p>
Ward committee system	<p>Systems to manage and control ward committees has been developed. The office of the speaker is allocated with a function to monitor and develop programmes that ward committies will implement at ward level. The committees communicate through the ward coucillor in case they've issues to raise with the municipality</p>
Anti-corruption and fraud strategy/Plan	<p>The strategy is in place and reviewed annually. The strategy is developed to govern the reporting investigation and handling of fraud and other crimes of dishonesty. The municipality is committed</p>

Sector plan/ policies	Description summary
	in ensuring that fraud and corruption are dealt with severely. The policy is therefore based on the following principles: <ul style="list-style-type: none"> ➤ To have high standard of business ethics ➤ Maintain business control to protect all assets from crime and fraud
Risk management strategy	The council has developed the risk management strategy and is being reviewed annually. The reviewed strategy for 2020-2021 was approved by council in May 2020.
Council committees	The council consist of the following committee which are functional <ul style="list-style-type: none"> • Executive committee • Section 79 and 80 committees • Oversight committee (MPAC)
Complaints management system	The municipality has established a customer care desk which located in the coporate services department. The community uses the suggestion boxes that are placed in all municipal offices for either complaints or comments.
Spply chain committees	The municipality has the following functional supply chain committees: bid committee,
Oversight committee	MPAC has been established to play an oversight role on the day to day activities of council.

Table 69: Sector plan/ bylaws

Sector Plan/ Bylaws	Description summary
Disaster Management Framework	The municipality developed a Disaster Management framework in 2006. The Plan is currently under review. The development of the framework will be in line with the district disaster management.
Parking area bylaw	The bylaw entails parking conditions including various miscellaneous such as : <ul style="list-style-type: none"> ➤ Damage to vehicles ➤ Responsibility for offence ➤ Authorized persons ➤ Obstructions ➤ Abandoned vehicles ➤ Refusal of admission
Management , maintenance and control of taxi rank facilities bylaw	Council approved the bylaw in 2007. The purpose of the by- law is to control and manage taxi industry including facilities as per the road traffic regulations Ac t (National Road Traffic Act of 1996). Licensing of vehicles is being regulated including the following: <ul style="list-style-type: none"> ➤ Transfer of licenses ➤ Maintenance and displaying of stand license and identification ➤ Payment of license fees

Sector Plan/ Bylaws	Description summary
	<ul style="list-style-type: none"> ➤ Part three of the bylaw provides terms of establishing transport forum and the roles of that forum
HIV/AIDS Policy	The policy was developed to ensure that employees are treated equally and fairly irrespective of whether they are affected by HIV/AIDS or any other life- threatening diseases at the workplace.
Building regulations bylaw	The bylaw has been developed as per the requirements of National Building Regulations and Building standards Act 103 of 1977. The purpose the bylaw is to provide for the promotion of uniformity in the law relating to the erection of buildings in the municipal jurisdiction.

Table 70: KPA 6: Municipal Transformation And Organisational Development

Sector Plans/ Policies and bylaws	Description summary
Human Resource strategy	<p>The municipality's HR strategy is central to the delivery of the strategic objectives and would facilitate the core strategy of the municipality. The HR strategy suggest that the municipality invest in humanre resource development (HRD) and performance.</p> <p>HRD is the framework that focuses on the Municipality's competencies at the first stage, training and then then developing the employees.through education to satisfy the municipality's needs.</p>
Employment equity plan	<p>The employment equity policy is developed to promote equal opportunity, diversity and fair treatment in employment through the elimination of unfair discrimination regardless of race, gender, sex, pregnancy marital status, family responsibility, ethnic or social origin, colour etc.</p> <ul style="list-style-type: none"> ➤ Objectives of the Plan ➤ The establishment and maintenance of workforce ➤ Equal access to job opportunities ➤ To identify barriers to employment
Performance management framework	The PMS framework is developed to guide and monitor performance of the municipality. Currently, the framework is applied only at senior officials (section 57) managers. The framework is currently under review to be cascaded to officials at lower levels.
Succession Plan	The municipality does not have a succession plan. The Municipality is currently in a process to develop the plan.
Institutional plans	The municipality developed policies that will ensure that institutional challenges identified in the analysis phase on human resource management. Amongst other policies, the municipality

Sector Plans/ Policies and bylaws	Description summary
	<p>developed the following that will ensure stable and smooth running of the municipality's</p> <ul style="list-style-type: none"> ➤ Staff retention policy ➤ Employment equity plan ➤ Recruitment ,selection and appointment policy ➤ Succession Planning and career path Policy
Municipal Development Plan vision 2030	<p>The municipality will develop the municipal Development plan vision 2030 that is aligned to the NDP (National Development Plan). The plan will focus mainly on development areas that the municipality will have to persuade.</p>
Mayor bursaries policy	<p>The policy is developed to assist learners who intent to persue their studies at tertiary institutions. It further stipulates criterion on how applications should be done. There are processes in place that guides selection of suitable candidates.</p>
Employee assistance programme	<p>The Municipality is concerned with the health, safety, and welfare and job satisfaction of its employees.</p> <p>It is recognised that most human problems can be treated or resolved provided that each is identified in its early stages. This is true whether the problem is one of physical illness, mental or emotional stress, marital or family conflicts, chemical dependency, financial problems or other concerns. These are serious problems, which may have a profound impact upon the lives of those employees affected, their families, fellow employees and their job performance.</p> <p>The intent of the EAP is therefore to ensure the well being of the employee and appropriate job performance, not the termination of employment.</p>
Work skills plan	<p>The municipality develops the WSP on annual basis. The purpose of the plan is to capacitate employees on skills they require to better perform their duties. A skill audit is done to identify scare skills that the institution need for its development and sustainability.</p>
Occupational health and safety policy	<p>The policy has been developed based on the provisions of the bill of rights as contained in the constitution of the Republic of South Africa Act 108 of 1996. The municipality is required to provide and maintain a reasonable and practical work environment that is safe and without risk to the health of the employees.</p>

CHAPTER 8 – FINANCIAL PLAN

8.1 THE FINANCIAL STRATEGY

The financial framework wherein Council executes its mandate as a Category B, Grade 3 local authority finds its subsistence from the vision and mission statements of the municipality. The activities of Council are driven by their desire to fulfil the developmental role of a local authority and to maintain sustainable municipal services on a generally accepted standard to all its residents. Council endeavours to realise these aspirations within the essentiality of financial viability. Basic economic principles as well as good and sound business practices are taken into consideration when implementing operational activities as well as capital projects. In order to execute its mandate and fulfil its desires it is essential that the municipality have access to adequate sources of revenue from both its own operations, intergovernmental transfers and external investors.

8.2 CASH / LIQUIDITY POSITION

The effective management of cash as well as the maintenance of a cash flow model to ensure that the municipality will fulfil timorously in all its obligations towards service providers, personnel and other financial commitments is vital for both the short- and long-term survival of the municipality. In addition to budget control and management, a cash flow model is maintained to ensure that expenditure is incurred in line with the cash reserves available within the municipality.

8.3 SUSTAINABILITY

The effective continuation of municipal services is determined by the sustainability of the service. The budgets related to the services are balanced in order to ensure that the expenditure will be covered by the income. Said income is generated through the implementation of Council's tariff structure, which is based on affordability. The level of the services is in line with the affordability level of the community it serves. Due to an unemployment level, in excess of 40% there are a substantial number of poor households, which are not financially equipped to pay for the basic services provided. Hence, subsidisation is supplied by means of a

differentiated tariff structure in which case the shortfall is financed from the equitable share from national government.

8.4 EFFECTIVE AND EFFICIENT USE OF RESOURCES

The utilisation of the Municipality's resources is guided by means of standard operating procedures or policy statements provided by the Council

8.5 ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE

Since the Municipality's activities are mainly financed from public resources, it remains essential to enable to be accountable by means of various forums and processes. As required by legislation, amongst others the Municipal Finance Management Act, no 56 of 2003, the municipality endeavours to be accountable to all its stakeholders who are responsible for providing resources to the Municipality. The compilation of the Integrated Development Plan as well as the Budget is communicated by means of forum meetings and the ward committee system uphold by Council. Hereby all stakeholders can submit their needs and/or requirements for municipal services. As required by legislation, report back meetings are to be held and Council meetings are open for attendance by any stakeholder. The annual reports, including the annual report from the Office of the Auditor General, are compiled within the prescribed format and timeframes.

8.6 REDISTRIBUTION

The Municipality endeavour to treat all people in terms of the Batho Pele principles. A basic level of municipal services is available to all the residents, regardless of their own financial capacity. In case where a basic municipal service is not affordable to a resident, it is financed from the equitable share from national government.

8.7 DEVELOPMENT AND INVESTMENT

Due to the backlogs in basic services, it is essential that the Municipality continue to invest in the development and maintenance of infrastructure to address these backlogs. Council is addressing this matter by means of the Integrated Development Plan as well as the Capital Program.

8.8 BORROWING

Through the various capital markets as well as other financial institutions, financial resources are available to address the backlog in infrastructure development. It is however, essential that a Loan Redemption Fund be maintained which is substantiated by means of a cash investment, in order to fulfil timorously in debt repayment without extra-ordinary fluctuations in tariffs.

8.9 FINANCIAL MANAGEMENT STRATEGIES AND PROGRAMMES

The following financial management strategies and programmes were identified and implemented:

8.9.1 FIVE-YEAR STRATEGIC INFORMATION TECHNOLOGY PLAN

Mainly for the maintenance of effective information technology systems within the Municipality. The development of an integrated Management Information System (MIS) together with a GIS is in progress.

8.9.2 ASSET MANAGEMENT PLAN

A computerised bar-code asset management system is maintained in order to ensure accountable utilization and reporting on assets.

8.9.3 BUDGETARY OFFICE

The establishing of a budget office in terms of the determination of the Municipal Finance Management Act, no 56 of 2003.

8.10 GROWTH AND DEVELOPMENT STRATEGY

The following key strategies constitute a summary of the financial plan that has been identified for the EMLM in mapping out the way forward:

Short-Term Strategies

- Development of a credible, balanced and cash-backed budget
- Effective cash-flow management, forecasting and monitoring
- Effective management of operating and capital expenditure
- Effective implementation of standard chart of accounts (SCOA) project by July 2015 financial year
- effective implementation of credit control and debt collection measures

Medium-Term Strategies

Implementation of a revenue enhancement strategy, which includes the following:

- Existing fees, tariffs and charges must be reviewed annually to optimise unit cost recovery
- Identification of additional revenue streams
- Getting value for money - In short this speaks to procurement of goods.
- Ensure that there is financial accountability

- Ensure that over time we achieve financial sustainability and abolish our reliance on grants to operate.
- Enhancement of the current revenue base for the purpose of promoting initiatives aimed at sustainable revenue growth.
- Reduction in electricity and water losses to the absolute minimum

9. CONCLUSION

The real challenge of “delivering more with less” can only be achieved through the introduction of a total change in behaviour and commitment. Elias Motsoaledi Local Municipality is passionate and committed to change its operations. The implementation of this integrated development plan will enhance service delivery in Elias Motsoaledi Local Municipality and also stimulate growth in all areas of performance in the municipality.

ANNEXURE A: DRAFT MUNICIPAL ORGANISATIONAL STRUCTURE
