

ELIAS MOTSOLEDI LOCAL MUNICIPALITY



IDP REVIEW

**IDP 2012/13 FINANCIAL YEAR
FINAL**



FOREWORD BY THE MAYOR

The 2012/13 integrated Development Plan symbolizes a new beginning in shaping the strategic developmental focus of the municipality. The 2011 municipal election manifesto of the ruling party mandates us as council to fast track and ensures maximum basic service delivery to our people and also to ensure effective and accountable administration that is free from corruption and other fraudulent activities. The municipality continues to be work hard in dealing with developmental challenges that appeared to be of a greater concern to the institution and the society at large. Amongst other issues the following key aspects were identified as crucial to deal with:

- Provision of basic services
- Good governance
- Clean audit
- Institutional transformation
- Job creation and
- Social cohesion

It is the intention of this council to bring all stakeholders including our honorable traditional authorities in providing quality services to the community. Together, we need to collectively fight the scourge of poverty, HIV and AIDS, unemployment and all other essential services that communities find themselves faced with on their daily lives. As a municipality, we commit to implement the IDP through the following:

- Community oriented municipality
- High level of performance
- Strengthening intergovernmental relations

The ANC as a ruling party has through the office of the President ensured that all Ministers sign Performance agreements that will enable us to realize core mandate as contained in the constitution of RSA. We are further required to collectively work in achieving the twelve outcomes that were approved by cabinet for the year ending 2014, namely:

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

I would like to edge all of us to continue working as a family to finally win this battle of under development, unemployment and poverty.

Together, we can do more

Thank you

Honorable Mayor

Ms .Wendy Matemane



OVERVIEW BY THE MUNICIPAL MANAGER

The IDP for 2012-2013 remains the strategic planning instrument that guides development planning in the area of Elias Motsoaledi Local Municipality (EMLM). The IDP for 2012-2013 financial year characterises and sharpens our understanding of integrated planning budgeting processes. The IDP for the 2012-2013 financial year endeavours to reflect the priorities of the municipal Council, residents and communities.

We will use the IDP for 2012-2013 as a tool to guide the institutional renewal reflective of the changing development landscape. We view the IDP for 2012-2013 as offering the institution an opportunity to reconfigure itself to address previous challenges and implement the municipal turnaround strategy. The IDP for 2012-2013 serves as a base to implement the value proposition outline in the turnaround strategy of the Municipality.

The IDP for the 2012-2013 commits to develop various key municipal by-laws and sector plans to create the necessary regulatory framework to improve governance. During the forthcoming financial year (2012-2013), the municipal administration would endeavour to develop and finalise outstanding policies to enhance service delivery. We are cognisance of the need to create a policy environment that supports local democracy. In this regard, the participation of residents and communities in matters of the municipality will be greatly enhanced.

Flawless municipal administration processes, systems and procedures are a central focus of institutional transformation and organisational development in the new financial year (2012-2013). Emphasis will be placed on billing new areas, improving revenue collection, identifying new growth areas and developing new human settlements. We hope to facilitate more private investments by easing business development costs including accelerating decision making on development and rezoning applications.

The IDP for 2012-2013 financial year provides the municipal administration with the opportunity '*to doing the right things, the right way, the first time.*' In other words, we are committing to an efficient and effective administration.

Ms. Maggy Mtsweni

Municipal Manager

ABBREVIATIONS

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

SDF	SPATIAL DEVELOPMENT FRAMEWORK
WSDP	WATER SERVICE DEPARTMENT PLAN
SDM	SEKHUKHUNE DISTRICT MUNICIPALITY
LEGDP	LIMPOPO EMPLOYMENT GROWTH AND DEVELOPMENT PLAN

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SECTION A

1. EXECUTIVE SUMMARY

1.1 ELIAS MOTSOLEDI LOCAL MUNICIPALITY

1.1.1 Locality and Background

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 Elias Motsoaledi Local Municipality (EMLM) is predominantly rural in nature with a high unemployment rate and resulting in high poverty levels. The EMLM 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. It forms part of the Sekhukhune District Municipality and has significant development potential in sectors such as agriculture (both horticulture and livestock) , tourism and mining.

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

EMLM came as a result of an amalgamation of the former Moutse TLC, Hlogotlou TLC and other areas like Tafelkop, Zaaiplaas and Motetema which did not enter into transitional arrangements) during the demarcation process and subsequent local authority elections in December 2000. This municipality comprises of an estimated 142 settlements most of which

are villages, R293 areas and the Groblersdal and Roosenekal and Laersdrift towns. These are made up of mainly vast commercial agricultural land and areas of traditional authorities

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

EMLM is known to have the following areas in which 30 wards were determined by the Municipal Demarcation Board (MBD) during the 2011 Local Government elections.

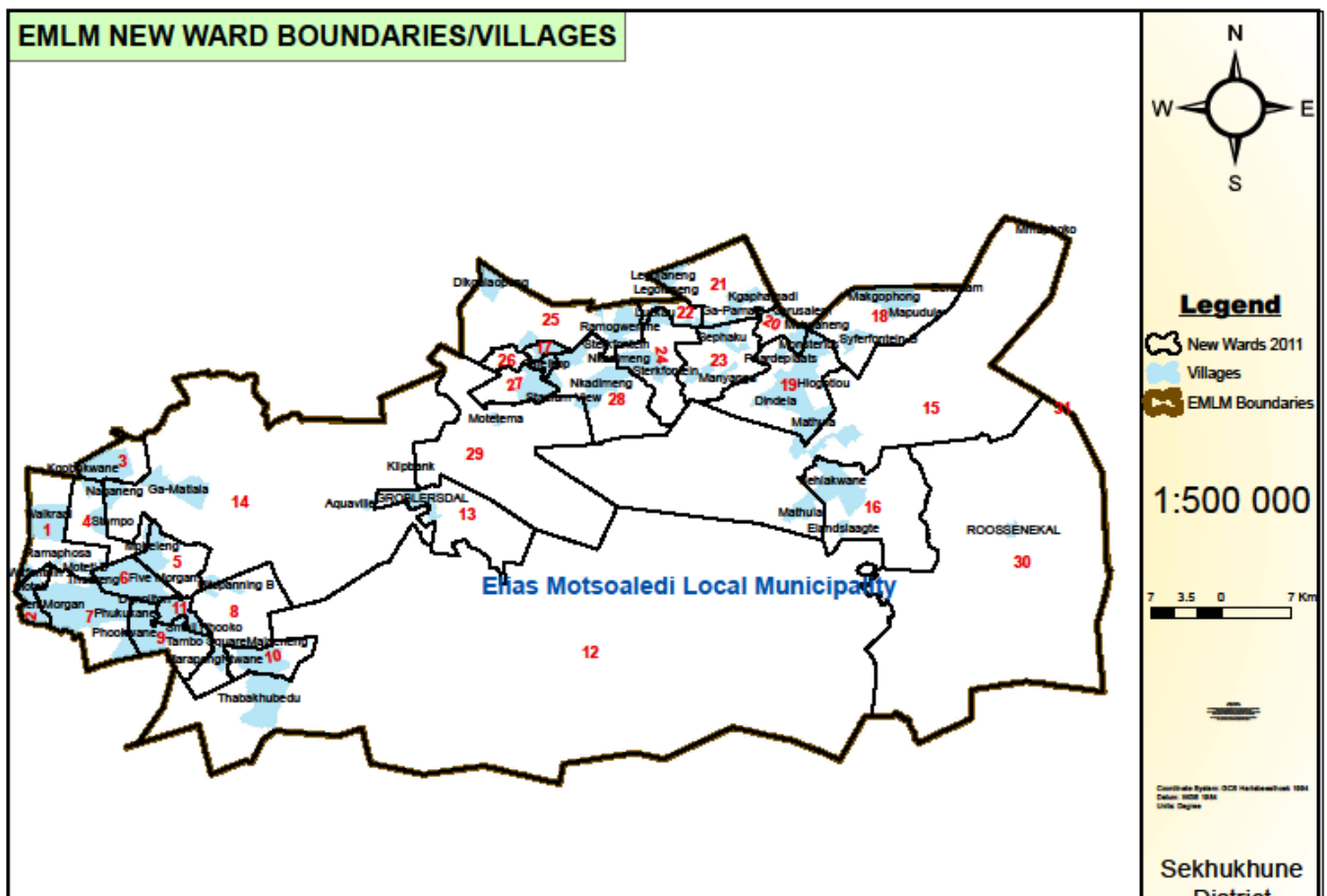
Groblersdal Magisterial District
Moutse Magisterial District
Hlogotlou and surrounding areas
Roosenekal and Laersdrift

The Groblersdal Magisterial District, Roosenekal and Laersdrift are mostly carrying 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 .

EMLM is located in Limpopo. It consists of 30 wards. It has 60 Councillors. The geographical area of the municipality is **3668.333820** square kilometers.

The map below indicates boundaries of the municipality and its areas



SOURCE: SEKHUKHUNE DISTRICT MUNICIPALITY GIS UNIT

Table 1. The table below indicates wards, villages and registered voters in the municipality.

WARD	WARD CODE	VILLAGES	REGISTE RED VOTERS	VOTING DISTRICTS
WARD 1	9470200 1	Moteti Mmotwaneng Slovo Lusaka Oorlog Walkraal (Rdp) Ramaphosa	3689	6
Ward 2	9470200 2	Moteti "A Moteti C 1(Hlalampya)	3655	3
WARD 3	9470200 3	Kgobokwane Kgapamadi	3102	3
Ward 4	9470200 4	Stompo Ntswelemotse (Mpheleng) Walkraal A	2979	3
WARD 5	9470200 5	Mpheleng Magakadimeng	3410	4
WARD 6	9470200 6	Phuqukani Part Of Five Morgan Taereng	3438	4
WARD 7	9470200 7	Ngolovhane Masuku Ten Morgan Nonyana Homeland Moteti C 2 Moteti Liberty Makeke	3917	6
WARD 8	9470200 8	Malaeneng (Elansdoorn A) Sanel (Sempupuru)	3489	5

		Uitspanning A		
WARD 9	94702009	Tambo Square Walter Sizulu (Rdp) Phooko Jabulani D3	3361	5
WARD 10	94702010	Ntwane Lesehleng A & B Dithabaneng Mashemong	3731	5
WARD 11	94702011	Elansdoorn Town Taiwan Part Of Five Morgan Jabulani D2	3254	4
WARD 12	94702012	Thabakhubedu Maleoskop Buffelsvlei Loskop Magagamatala Wagendrift	3786	10
Ward 13	94702013	Grobersdal	3900	2
WARD 14	94702014	Naganeng Ga-Matlala Lehwelere Blompoort Masakaneng Valfontein Farms Aquaville Farms	3958	7
WARD 15	94702015	Holnek Vlaklaagte Maraganeng Keerom Masoing	3558	6
WARD 16	94702016	Mabhande Masanteng Doorm New Stand Madala One (1) Madala Two (2) Donkey Stop Sovolo Pelazwe Ga- Masemola	3830	6
WARD 17	94702017	Matshelapata Matshelapata New Stand Bapeding Ga- Moloji	3212	4

		Part Of Matebeleng		
WARD 18	9470201 8	Mmotwaneng Syverfontein Tlane Magukubjana Makgopheng	3388	5
WARD 19	9470201 9	Mathula Enkosini Dindela Rondebotche Perdeplaas Thabaleboto	5903	9
WARD 20	9470202 0	Monsterlus Township Monsterlus Rdp Unit A,B,C Stadium View Jerusalem Matsitsi	4307	6
WARD 21	9470202 1	Legolaneng Motshiphiri Kgapamadi	3894	6
WARD 22	9470202 2	Makeke Phosa Mogaung Phomolong Phomola	3233	3
WARD 23	9470202 3	Sphaku Vlakfontein	3946	5
WARD 24	9470202 4	Sterkfontein Lockau	4077	6
WARD 25	9470202 5	Ramogwerane Mmakaepea Ga- Matsepe Dikgalaopeng	3877	5
WARD 26	9470202 6	Kampeng (Tafelkop) Ga- Kopa Part Of Matebeleng New Stand	3855	5
WARD 27	9470202 7	Stadium View (Tafelkop) Mountain View Botloponya Nyakelang Majakaneng Relokwane	3895	5
WARD 28	9470202 8	Ga- Mguduza (Sterkfontein) Dipakapakeng Mgababa	3965	6

		Stadium View (Boleu Section)		
WARD 29	94702029	Motetema Rakidiwane Farm Ga- Lekwane	4206	5
WARD 30	94702030	Tshehla Trust Uitvlugt Duffelskloof Tigershoek Station Roosenekal Rdp Roosenekal Town Makwanenkakaboleng Zone 3 Zone 11 Nyenye Dendeldoos Laersdrif	3207	5

Source: EMLM, Independent Electoral Commission (IEC) and Municipal Demarcation Board

1.2. Opportunities Offered By The Municipality

The municipality has a great opportunity to grow economically, socially and infrastructural through the investments opportunities. Amongst other opportunities the following have been identified:

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

2. LEGAL FRAMEWORK

The following legislations and policies are the main sources that guide the development of the IDP viz :

<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) 	<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)
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<ul style="list-style-type: none"> • 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"> • Domestic Tourism Strategy (2004-2007)
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2.1. Bill Of Rights (The Constitution Of The Republic Of South Africa)

- The Bill of rights is a cornerstone of democracy in South Africa. It enshrines the rights of all people in the country and affirms the democratic values of human dignity; equality and freedom.
- The state must respect, protect, promote and fulfil the rights in the bill of rights.
- The rights in the Bill of rights are subjected to the limitations contained or referred for in section 36, or elsewhere in the bill.

2.2. Objects Of Local Government (Section 152)

- 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, to promote a safe and healthy environment, and to encourage the involvement of communities and community organisation in the matters of local government.
- A municipality must strive, within its financial and administrative capacity, to achieve the objects set out in the act.

2.3. Municipal Systems Act, Act 32 Of 2000

- Section 23 of the act stipulates that a Municipality must undertake developmentally oriented planning so as to ensure that it strives to achieve the objects of local government set out in section 152 of the Constitution; gives effect to its developmental duties as required by section 153 of the Constitution and together with other organs of state contributed to the progressive realisation of the fundamental rights contained in section 24, 25, 26, 27 and 29 of the Constitution.

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

The Limpopo Provincial Government phased out the PGDS (Provincial Growth and Development Strategy) and created on space the LEGDP (Limpopo Employment Growth

and Development Plan). This initiative is aimed at aligning the Provincial growth and development with those of the municipalities and the private sector including other organs of civil society.

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

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

Economic Development (i.e. investment, job creation, business and tourism development and SMME development)

Infrastructure Development (i.e. urban/rural infrastructure, housing and land reform)

Human Resource Development (i.e. adequate education opportunities for all)

Social Infrastructure (i.e. access to full social infrastructure)

Environmental Development (i.e. protection of the environment and sustainable development)

Good Governance (i.e. effective and efficient public sector management and service delivery).

2.5. Sekhukhune 2025 Development Strategy (SGDS 2025)

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

Baseline research which outlines trends analysis in various thematic issues that are considered as shaping the District's present and future. These include a whole range of social, economic, political and environmental trends,

Four scenarios on different types of futures that might be experienced in Sekhukhune, depending on particular choice of policy positions, and

Investment plans which details short-to-medium term priority plans to be pursued by the District.

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

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

As noted in the SGDS, the lack of a rail link means that the growth of the economy of the district is highly dependent on road connectivity and on quality roads. On both scores, i.e. (1) the connectivity, and (2) the quality of roads, the situation is not good, and not only posing a serious challenge to the economic development of the district, but also contributing to road deaths in the district (see Department of Roads and Transport, 2008).

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

3. POWERS AND FUNCTIONS OF EMLM

Elias Motsoaledi is a category B municipality established to perform the following functions as bestowed upon it by the Constitution in terms of section 156(1) and the division of powers and functions.

Table 3

Schedule 4 Part B	Schedule 5 Part B
<ul style="list-style-type: none"> • Air pollution • Building regulations • Child care facilities • Electricity and gas reticulation • Firefighting services • Local tourism • Municipal planning • Municipal health services • Municipal public transport • Municipal public works • Pontoons, ferries, jetties, piers and harbours, • Storm-water management systems in built-up areas • Trading regulations 	<ul style="list-style-type: none"> • Billboards and the display of advertisements in public places • Cemeteries, funeral parlours and crematoria • Cleansing • Control of public nuisances • Control of undertakings that sell liquor to the public • Facilities for the accommodation, care and burial of animals • Fencing and fences • Licensing and control of undertakings that sell food to the public • Local amenities • Local sport facilities • Markets

	<ul style="list-style-type: none"> • Municipal abattoirs • Municipal parks and recreation • Municipal roads • Noise pollution • Pounds • Public places • Refuse removal, refuse dumps and solid waste disposal • Street trading • Street lighting • Traffic and parking
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4 MEC'S ASSESSMENT REPORT

EMLM values the MEC's assessment on the IDP for 2010/2011. The municipality acknowledges that in the previous financial year (2011/12-16) the IDP MEC assessments rated the municipal IDP as being Poor (not credible). The recommendation by the Department of Local Government and Housing was that the IDP document should be developed in-house unlike having it done by a consultant. The Municipality developed its IDP internally as per the recommendation of DLGH.

The table below indicates some of the comments raised by the MEC during the 2011/12 assessment session.

Table 4. Response to the MEC's Assessment

KPA	Findings	EMLM Remedial Action
KPA 1: Spatial	<p>I. EMLM did not outline clear challenges with regard to land claims and land uses.</p> <p>II. There's no clear indication of strategically located land (municipal, communal, private or governmental) on which local economic development projects could be initiated and sustained.</p> <p>II. No strategies to address spatial challenges</p>	<p>EMLM to consult the Regional Land claims commission for information and include in the 2012/13 IDP</p> <p>The information will be included in the 2012/13 IDP</p> <p>Spatial strategies and objectives will be developed in the 2012/13 IDP</p>

KPA	Findings	EMLM Remedial Action
	V. No indication of Spatial programmes/ policies V. No complementary Spatial projects initiated by sector departments VI. No indication of LUMS	Spatial programmes / policies will be included EMLM will consult with sector departments for information on spatial projects LUMS information will be indicated.
KPA 2: Basic Service Delivery and infrastructure Planning	I. No depiction of water sources II. No indication on of storm water drainage backlogs II. No thorough analysis of bulk reticulation and connection needs of the Municipality V. EMLM did not indicate its projects on waste management V. No strategies for the provision of cost effective and sustainable waste management infrastructure	Water sources will be indicated Storm water drainage backlog will be indicated. A thorough analysis of bulk reticulation and connection will be included EMLM will outline its waste management projects in line with the municipality's Social Development strategy. EMLM will develop strategies for the provision of cost effective and sustainable waste management infrastructure
KPA .3. Local Economic Development	I. No clear economic profile for the municipality, including the comparative and competitive advantages of the local economy. II. No clear indication of the state of the local skills base , challenges and opportunities	EMLM will include economic potentials in the municipality. The municipality will include the state of the local skills base, challenges and opportunities.
KPA 4. Financial viability	I. There is no clear indication of the financial standing of the municipality with regard to its finances, focusing on the cash flow budget, debt management etc. II. There is no clear depiction of municipal source of revenue and financial investments	The municipality will ensure inclusion of its financial standing, focusing on cash flow budget, debt management etc. Revenue sources will be indicated.

KPA	Findings	EMLM Remedial Action
KPA 5: Good Governance and Public Participation	<p>I. There is no indication of audit, anti-corruption and risk management challenges within the municipality</p> <p>II. Needs of the special focus groups are not well articulated.</p>	<p>The municipality will indicate its audit, anti-corruption and risk management challenge within the municipality</p> <p>Needs of special focus groups will be clearly articulated in the 2012/13 IDP.</p>
KPA 6: Municipal Transformation & Organizational Development	<p>I. There is no link between the municipal transformation and organisational development strategies and Projects</p> <p>II. The municipality does not have an institutional Plan.</p>	<p>The municipal transformation and organisational development strategies and Projects will be linked.</p>

5. LOCAL GOVERNMENT KEY PERFORMANCE AREAS

This document was prepared to achieve the vision of a “Responsible, effective and efficient Local Government System”, and seven outputs have been identified. Each corresponds to the 7 critical issues and is summarized as follows:

- Output 1 : Implement a differentiated approach to municipal financing, planning and support.
- Output 2 : Improving access to basic services
- Output 3 : Implementation of the community work programme
- Output 4 : Actions supportive of the human settlement outcomes
- Output 5 : Deepen democracy through a refined ward committee model
- Output 6 : Administrative and financial capacity
- Output 7 : Single view of coordination

6. 12 NATIONAL OUTCOMES

There are 12 National Outcomes as approved by the National Government. This document focuses mainly on the National Outcome Number 09 which is more related to Local Government operations.

- Quality basic education
- A long and healthy life for all South Africans

- All people in South Africa are and feel safe
- Decent employment through inclusive economic growth
- An efficient, competitive and responsive economic infrastructure network
- Skilled and capable workforce to support inclusive growth path
- Vibrant, equitable, sustainable rural communities contributing towards food security for all
- Sustainable human settlement and improved quality of household life
- Responsive, accountable, effective and efficient local government system
- Protect and enhance our environmental assets and natural resources
- Create a better South Africa, a better Africa and a better world
- An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.

SECTION B

7. PREPARATORY PHASE

7.1 THE IDP REVIEW PROCESS

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

The municipality hopes to conclude the review process for the 2012/2013 towards the end of March 2011. This will be incorporating the recommendations of Circular 54 of the MFAM 2003. Below is the timetable for the budget process for 2012/2013 municipal fiscal year.

7.1.1 The IDP Development

The development process has addressed recommendations from different stakeholders and role players together with comments from the MEC' assessment of the municipality . It also takes into cognizance the assessment of the municipalities performance against the organizational objectives, the recommendations during public participation, IDP engagement processes and also any new information or any change in circumstances that might have arisen subsequent to the adoption of 2011/12 IDP.

7.2 2012-13 IDP/ BUDGET PROCESS PLAN FOR EMLM

Table 5.

WHEN	WHAT
06 June 2011	Submission of the approved IDP/Budget for 2011/12 to the Provincial and National treasury.
	PREPARATORY PHASE
07 June 2011	Review and finalise the IDP Process Plan for the 12/13 financial year.
27 June 2011	Tabling of the 2012/13 IDP/Budget Process plan to IDP steering committee
28 June 2011	Tabling of the 2012/13 IDP/Budget and ward development plans to council for noting
04 July 2011	Tabling of the 2012//13 IDP process plan to the first IDP rep. forum The 2012/13 IDP/Budget Process Plan is made available to public.
	SITUATIONAL ANALYSIS PHASE
05-20 July 2011	Analysis phase desktop information Issuing out the ward development plans to all the wards to complete. The process will include identification of community needs.
21-22 July 2011	Consolidation of the identified community needs.
25 July 2011	2 nd IDP rep. forum to present the consolidated community needs
02 August 2011	Preparation and submission of the Annual Financial Statements
04 August 2011	Review Previous year's budget and completion of budget evaluation checklist (2010/11 Financial year)
20 October 2011	Presentation of community needs and the situational analysis to the IDP steering committee.
21 October 2011	Presentation of the situational analysis phase to the 3 rd IDP rep. Forum.
25 October 2011	Tabling of the analysis Phase to council for adoption
	STRATEGIES PHASE
01-03 November 2011	Review / development of strategic priorities and the review of the mission and vision of the Municipality. Determine the strategic objectives for service delivery and development for the next three years budget including the review of provincial and National sector and strategic i plans.
09 November 2011	Presentation of the strategic priorities to the IDP 4 th IDP Rep. forum
10 November 2011	Quarterly review of 11/12 budget and IDP, related policies, amendments (if necessary), any related consultative process.
18 November 2011	Council appoint oversight committee to consider the annual report.
24 th November 2011	Training workshop for the oversight committee
10 January 2012	Mid-year performance review, review of policies, amendments ,

WHEN	WHAT
	<p>budget adjustment</p> <p>Begin preliminary preparation of proposed budget for next financial year with consideration being given to post performance.</p>
24 January 2012	<p>Tabling of the annual report and adjusted budget to council.</p> <p>Submit to AG, NT and the Provincial Department of Local Government</p>
16 February 2012	<p>Finalize tariffs</p> <p>Review of proposed plans against broad policy directed by Mayor and Municipal Manager.</p> <p>Finalize proposed budget and plans for next financial year with consideration being to past performance.</p>
	PROJECT PHASE
17 to 24 February 2012	<p>Submission of proposed budget/IDP and Projects for the next three years to IDP steering committee.</p> <p>Submission of proposed budget, IDP and Projects for the next three years to the Mayor.</p> <p>Submission of proposed budget/ IDP and Projects to the Portfolio Committees.</p> <p>Issue notice of Special Council meeting to consider proposed budget.</p> <p>Council considered the budget and IDP for the next three years.</p> <p>Avail the 2012/13 IDP/Budget to public, National Treasury , Provincial Treasury and other departments.</p>
	INTEGRATION PHASE
15 March 2012	<p>Consolidation of the approved municipal Plans , Policies and sector Plans for inclusion in the draft document</p>
16 March 2012 to 13 May 2012	<p>Quarterly review of 2011/2012 budget, IDP, related policies, amendments (if necessary), any related consultative process.</p> <p>Community participation and stakeholder's consultation on the draft 2012/13 IDP/Budget.</p> <p>Mayor to consider all submissions emanating from consultative process taking into account third quarterly review of current year.</p> <p>Tabling of the draft 2012/13 IDP/Budget to council for adoption</p> <p>Submit draft performance agreements of Municipal Manager and Directors to the Mayor. .</p>
	APPROVAL PHASE
30 - 31 May 2012	<p>Consider views of local community, National Treasury, Provincial Treasury and other government departments.</p> <p>Consider budget for approval and approve taxes, tariffs, changes to IDP and Budget related policies.</p> <p>Tabling of IDP/Budget for 2012/13 to council for final approval</p> <p>Copies of approved IDP/Budget and SDBIP are made available to the public. Service Delivery Budget and Implementation Plan and performance agreements are submitted to the Council.</p> <p>Submit draft SDBIP within 14 days after approval of the budget to</p>

WHEN	WHAT
	the Mayor Approval of SDBIP and performance contracts of municipal manager and senior managers within 28 days after budget approval.
22 June 2012	Mayor sign the Service Delivery Budget Implementation Plan (SDBIP) Copies of the 2012/13 IDP/Budget and the SDBIP are made available to Public
29 June 2012	Section 57 managers sign performance agreements

7.3 STAKEHOLDER ENGAGEMENTS AND COMMUNITY PARTICIPATION

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

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

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

7.4 STAKEHOLDER CONSULTATION FOR EMLM

Table 6.

1	Visit All Wards (30 Wards) For Community Needs Identification Through Completion Of The Ward Development Plans	05 – 20 July 2011	A Programme To Be Developed With	A Programme To Be Developed With Clear Indication Of Venues In All Wards
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			Specific Timeframes	
2	Consolidation Of Community Needs	21 – 22 July 2011	07 H 00 To 16 H 15	Office
3	Presentation Of The Situational Analysis To The IDP Steering Committee And 3 rd IDP Rep. Forum	20 – 21 October 2011	10 H 00	Committee Room
	Present The Strategic Priorities To The 4 th IDP Rep. Forum		10 H 00	Chamber
4	Presentation Of Draft IDP/Budget To Council For Inputs and adoption	30 March 2012	14h00	Municipal Chamber
5	Public Notices For Inputs From The Public	06 -20 April 2012		
6	Draft IDP-Budget Stakeholders Consultation (Magoshi's)	18 th April 2012	10h00	Municipal Chamber
7	Draft IDP-Budget Ward Visits (Ward 1-30)	19 th April 2012 To 13 May 2012	10h00	In All Wards
8	Consolidation Of Report From Public Participation	14 May 2012		Municipal Manager
9	IDP Steering Committee To Discuss The Consolidation Of Projects	17 May 2012	10h00	Municipal Chamber
10	IDP Rep. Forum To Give Inputs In The Draft 12/13 IDP/ Budget	18 May 2012	10 H 00	Committee Room
11	Consolidation Of Projects From Sector Departments	21 May 2012	10 H 00	Committee Room
12	Adoption Of 2012-2013 Reviewed IDP-Budget	31 May 2012	12h00	Municipal Chamber (Council)

7.5 INTERNAL ROLE PLAYERS AT EMLM

Table 7

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
COUNCIL	<p>Prepare, decide on & adopt the IDP Review Process Plan.</p> <p>Ensure participation of all stakeholders.</p> <p>Develop procedures for participation and consultation.</p> <p>Ensure that that IDP Review is in line with all the Sector Plan requirements.</p> <p>Verify the alignment of the reviewed IDP report with the District</p>

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
	framework. Approve and adopt the reviewed IDP.
EXCO	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	Overall Accounting Officer. Delegate roles and responsibilities for officials in the IDP Review Process. Responds to public, district and provinces on the outcome and process of the review. Ensure vertical and cross municipal co-ordination of the review.
DIRECTORS	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	To provide technical assistance to the Mayor in discharging the responsibilities as set out in Section 53 of the MFMA

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

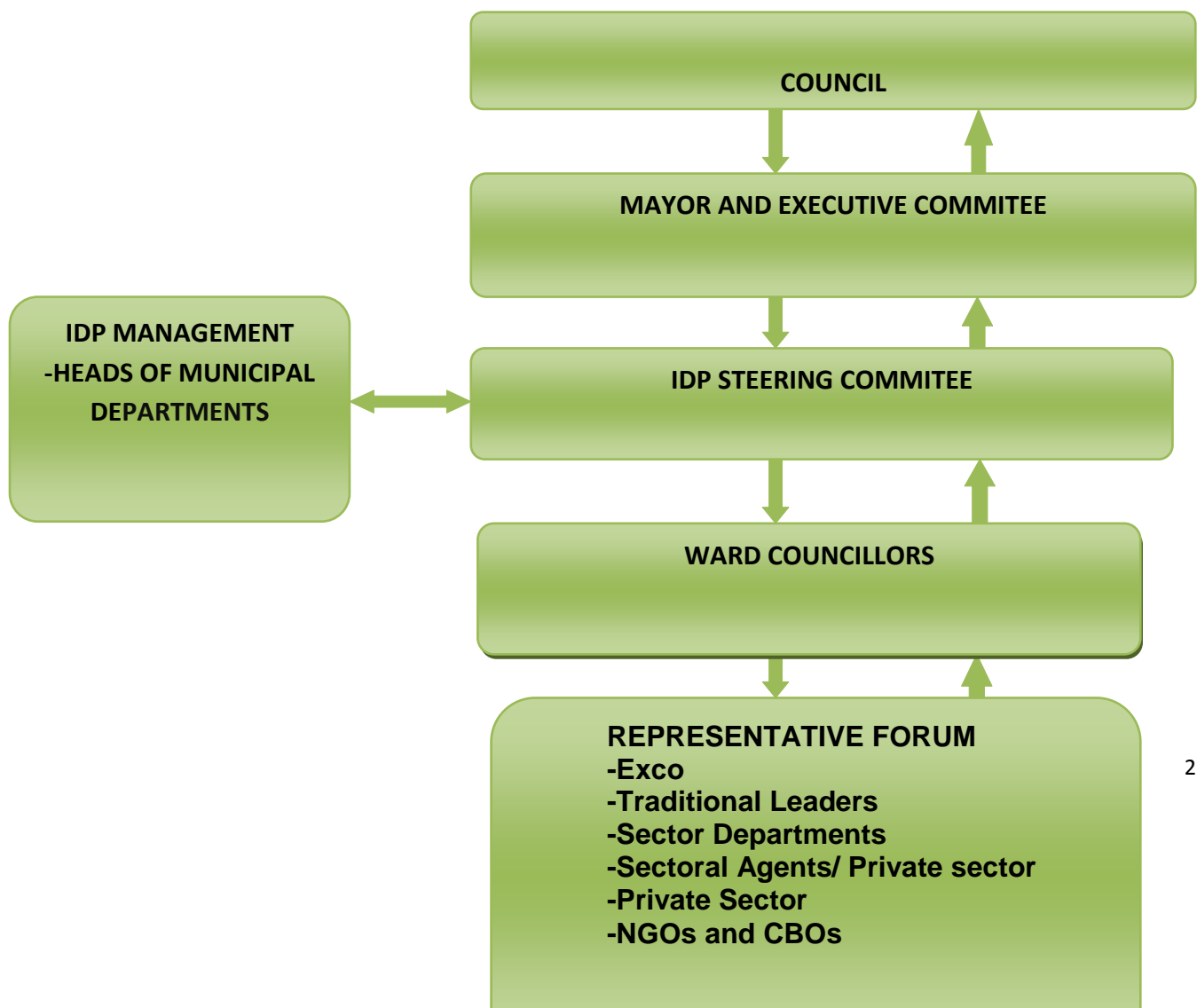
7.6 EXTERNAL ROLE PLAYERS AT EMLM

Table 8

ROLE PLAYER	ROLES AND RESPONSIBILITIES
COMMUNITIES	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.

ROLE PLAYER	ROLES AND RESPONSIBILITIES
	Serve as watch dog during the implementation of the reviewed projects & programmes. Any addition.
PROVINCIAL GOVERNMENT AND SECTOR DEPARTMENT	Ensuring alignment of District and Local Municipalities' IDP's horizontally. Ensure sector alignment between Provincial Sector Department Plans and the IDP Review Process. Assist municipalities during the IDP Review Process. Assist the municipality during the review process. Assist the municipality financially during the review process. Provide support and monitor the municipality during the review. Study comments on the reviewed report.

The IDP institutional of EMLM



7.7. PRIORITY NEEDS PER WARD

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

EMLM would endeavour to engage with responsible national and provincial departments to escalate the implementation of projects aimed at attaining ward specific priorities. The below mentioned community needs emanates from the stakeholders engagement and community participation conducted when developing the 2011/12-16 IDP document. This priority needs should undergo consultation process for stakeholders confirmation in order to be included in the 2012/13 IDP.

Priority Needs of Each Ward in EMLM

Table 9

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
1.	<ul style="list-style-type: none">• Clinic at Moteti B• Storm water drainage all village• Electricity Oorlog, Moteti B & Regravelling; all village• VIP Toilets	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> • Water reticulation Ramaphosa, Slovo, Oorgog and Moteti • High mast lights all villages • Sports facilities all villages • Water at Ramaphosa, Moteti B and Walkraal C ext. • Re- gravelling of roads in all villages • Electricity of Moteti B, Walkraal C ext. and Slovo • Sanitation/ VIP toilets in all villages • Emergency services required • Library and gymnasium • Satellite Police station • Storm water drainage • Fencing of all graveyards • Toilets in all graveyards • Completion of tar road 300m • High mast lights • RDP houses=125: Ramaphosa=25;Oorlog=30;Slovo=50;Moteti B=20 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <ul style="list-style-type: none"> • Low cost houses • Title deeds for Waalkraal RDP (formalization) • Primary school at Waalkraal (RDP) • Pre-school and crèche • Pay point (Hall) • Old age home \ • Sports and recreation facility • Regravelling of all roads • Title deeds in all villages • Low level bridge at Oorlog • Additional RDP houses at walkraal ext. • Secondary school at Ramaphosa Shopping complex 	<p>Cllr. Lepota Mr. Tshesane</p> <p>21 May 2012</p>
2.	<ul style="list-style-type: none"> • Land care 	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> • Upgrading of Moteti A bus route (5km) tar or paving • Clinic at Moteti A • High mast lights in all villages of the ward • Paving tarring of bus route at Moteti "C" and C1 (5 km • Re-gravelling of roads in all villages • Maintenance of cemeteries and fencing at Moteti A and C • Storm water drainage in all villages • RDP houses in all villages • Low level bridge at Mohlako primary school • Library and Gymnasium • Satellite police station • Recreation centre(communitiy hall; library; sport field; gymnasium and etc.) 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <ul style="list-style-type: none"> • Secondary school within the ward • Low level bridge/ pedestrian bridge from Masakaneng to Mzimdala) • Shelters at bus stops • Shelters at pension pay point • Quality and running water • VIP toilets/ sanitaion 	<p>Cllr. Mogotji Mr. Phaahla</p> <p>21 May 2012</p>
3.	<ul style="list-style-type: none"> • Water and sanitation at Kgobokwane and Kgaphamadi • Community hall at Kgobokwane • Re- gravelling of roads, storm water control and a bridge Kgaphamadi • High mast lights in both villages (Kgobokwane and Kgapamadi) • Job creation • Speed humps needed at Kgobokwane including road signs • Post office required at new stand • Fence erection for livestock • Primary school required at new stand • Satellite Police station • Electrification of 135 stands at Kgaphamadi • 120 RDP houses 	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> Tarring of 3 km road at Kgaphamadi 	
	NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS <ul style="list-style-type: none"> Refurbishment of the existing borehole Fencing of borrow pit Provision of jojo tanks Initiate wetland programme Complain about ward committee launching (geo, spread) Community library 	Cllr. Mokgabudi Mr. Motha 21 May 2012
4.	<ul style="list-style-type: none"> Electrification of Mpheleng (Ntswele Moutse), VIP Toilets stompo & ntsewlemotse Demarcation of stompo stends Storm water control at Walkraal A and RDP Tarring of 9 km access road from Stompo to Walkraal , Paving of 3 km and 8 km storm water control at Stompo, House connections and Cost recovery at Mpheleng (Ntswele Moutse) High mast lights required Fencing of cemeteries Rebuilding of Ramatsetse Primary School Clinic needed at Ntswelemotse 	
	NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS <ul style="list-style-type: none"> Fencing of Office Roads and street maintenance Water needed within the ward Community hall needed Residential site to be established RDP houses or low cost houses Shelter at pension pay points Internal bridges needed Tar roads needed Security and safety required Recreational facilities needed Internal roads needed Sewer system needed 	Cllr.M. Tshoshane Mr.Ditshego 21 May 2012

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> • Boreholes to be equipped • Library • Electrification of Trust (walkraal extension) • VIP Toilets 	
5.	<ul style="list-style-type: none"> • Water (additional boreholes and reticulation) in all villages • Clinic • Paving of bus route and storm water control including a low level bridge • Sanitation in all villages • High mast lights • Admin. Block for Mpheleng Primary school, Ramonokane and additional classes at Mailankokonono • RDP in both villages (Mpheleng and Magakadimeng) • Construction of a bridge between Mpheleng and Uitspanning B • Tarring of access road from R25(Bloempoot) to Uitspanning B • Educational bursaries • Renovation of schools and also construction of an admin. Block at Mailankokonono sec. school. • Extra boreholes required in both villages including refurbishment of the existing boreholes. • Fencing of Public roads • Handing over of a water Project • VIP Toilets in all villages • Pension pay points required • Additional class rooms at Sebakanaga • Fencing of borrow pits 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <p>Tarring of bus route instead of paving bus route</p>	<p>Cllr.M.N.Malatji</p> <p>Mr. Mokganyetji 21 May 2012</p>
6	<ul style="list-style-type: none"> • Phucukane road (Phase 2) • Re-gravelling of roads in all villages of the 	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	ward <ul style="list-style-type: none"> • Electrification of Lusaka (50 households) and Five Morgan (20 households) • VIP toilets in all villages • High mast lights in all villages 	
	NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS <ul style="list-style-type: none"> • Water at five Morgan and Taereng • Low level bridge at five Morgan • Fencing of grave yard at Phucukani • Storm water control and paving of roads • Community hall • Refuse removal • Sewer system at Phucukani • Recycling at Lusaka borrow pit • F.E.T college • Multi purpose centre • Community park 	Cllr. C.Mhlanga Mr. Manganyi 28 May 2012
7.	<ul style="list-style-type: none"> • RDP houses in all villages • Refurbishment of the existing community hall • Aquiof land for cemetry • Low level bridge at the road to Segolokwane Primary school • Regravelling of roads in all villages • VIP toilets • Recreation facilities • High mast lights • Low level bridge at Thejane school and Nyakgorwane • Electrification for ten (10) Morgan • Paving of all roads to and from schools • Completion of Nyakhoroana 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 • A bridge at Ten Morgan next to Thejane school 	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> • Community hall at ten Morgan • In –fit houses at ten Morgan • Formalization of Zenzele informal settlement • Electrification at Liberty extension • Water at Liberty phase two (2) 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <p>Renovation of community office at Ngolovane</p> <p>Community hall at Moteti Homeland</p> <p>Completion of paving and tarring of road at Ngolovane</p> <p>Paving of all the roads leading to schools</p> <p>Low level bridge on the road to Hlogolokwane school</p> <p>Renovation of bridge between Ngolovane and Sibisi primary school</p> <p>Community hall at ten Morgan</p>	<p>Cllr.M.L. Phala</p> <p>Mr. Mametsa</p> <p>21 May 2012</p>
8.	<ul style="list-style-type: none"> • Fencing of graveyard at Marapong and Elandsdoorn A • Electrification of Madiba ext. • Resurfacing of Marapong road Phase 2 • Refurbishment of Mathale community hall • Extension of water pipes to Madiba • High mast lights in all villages • RDP houses in all villages • VIP toilets in all villages • Irrigation scheme at Malaeneng and Sempupuru. • Marapong sports facility(Refurbishment) • Malaening community crèche • Ward industrial site • Community stadium • Marapong Bus Route ext • Construction of Access Brikge Malaeneng • Small bridge access road to graveyard(Marapong) • Community hall Marapong • Community crèche Uitspanning A • NESN structure (Mapule P. School) & fencing 	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> • VIP Toilets Marapong, Malaeneng, & Uitspanning • New sites at Marapong 	
	NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS <ul style="list-style-type: none"> • Surfacing of acces from Uistspanning A to Blompoort • Clinic at Uitspanning A • Pension Pay point • Community hall • Yard connectiions • Storm water control at Uitspanning A • Water is needed in the ward • Poor roads conditions • Job creation 	Cllr. Mmadihlaba Mr. Boredi 21 May 2012
9.	<ul style="list-style-type: none"> • Water provision • Re-gravelling of roads in all villages • High mast lights at Walter Sizulu and Jabulani • Thambo bus route surfacing road second phase • Refurbishment of O.R Thambo Stadium • Establish new graveyard • Title deeds at Tampo Square • Revision of the spending of R19m on Ramogwerane to Nkadimeng road. 	
	NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS <ul style="list-style-type: none"> • Electrification D3 Phooko ext • Tarring of Walter Sizulu bus route and storm water control • Speed humps at Thambo tar road • Tarring of access road and bridge at Phooko village • Paving access road at Jabulane D3 2 km • Sanitation at Walter Sizulu • Clinic at Phooko and Jabulani • Community Hall at Thambo Square • Access bridge between Phooko and 	Cllr.B. Mahlangu O. .Nkoe 21 May 2012

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<p>Phucukani</p> <ul style="list-style-type: none"> • Access bridge from S&S to Kgaladi 5,4 km • Access bridge to Sibisi Primary school • 500 RDP unit and 1000 VIP toilets • Multi – sport center at Tambo Square • Emergency storm water drainage on the Provincial road • 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 	
10.	<ul style="list-style-type: none"> • Water provision in all villages of the ward • Roads re-gravelling and construction of tar road at Lesehleng • 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. Mohlamme road and 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 	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> • 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 • Building FET institution and a university • Fencing the tribal authority house • Building of old home age 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <ul style="list-style-type: none"> • All the boreholes to be connected with electricity • Water takers 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. • Tshwaranang project to reflect in the municipal IDP • Ntwane Traditional village project to reflect in the municipal IDP • Temporary toilets needed at Lesehleng pay point during pay day • All the sports ground within the ward to be regaveled. 	<p>Cllr.S. Mmamaila Mr.Tala</p> <p>21 May 2012</p>
11	<ul style="list-style-type: none"> • Storm water drainage at Elandsdoorn tar road leading to the main road • RDP houses in all villages of the ward • Paving of Jabulani road • Low level bridging at the road to Sereme school • Paving of inner streets at Elandsdoorn • High mast lights at Taiwan • Sewage system at Elandsdoorn 	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> • Refuse removal • Multi purpose centre around Moutse mall • Fencing of cemeteries and daily maintenance • Paving side walks wat the road leading to Moteti • Electrification of Taiwan • FET College/university 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <ul style="list-style-type: none"> • Water and sanitation needed • 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. • The access roads at Elandsdooring should be graveled. • Clinic needed at Elandsdooring • Job creation in the area of Moutse • Incomplete road in Tampo village to be completed. 	<p>Mayor Matemane Cllr.Kwala</p> <p>Mr. Tala</p> <p>04 April 2012</p>
12	<ul style="list-style-type: none"> • Paving of road to Nala High school and Fawcett combined school • Water and sanitation at Thabakhubedu • Electrification of new settlement at Fawcett and Nala • Construction of a bridge at Thabakhubedu and Ntwane • RDP houses in all the villages including Magagamatala • Thabakhubedu road phase 2 • Construction of a bridge at Nala high school and Lesehleng including Lekgwareng bridge to Nala 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <ul style="list-style-type: none"> • Post office • Cleaning of pay point • Construction of new pay point • Dumping site • Fencing of cemeteries • Building of Technical school and Library 	<p>Cllr. T.Phahlamohla ka</p> <p>Mr.M. Ditshego 21 May 2012</p>

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> • High mast lights • Recreation facilities • RDP houses: Thabakhubedu=55 	
13	<ul style="list-style-type: none"> • Traffic lights at all intersections in van Riebeeck street • Cultural Plaza • Resealing of roads • Enlargement of office space at license department • Upgrading of sewer lines 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <ul style="list-style-type: none"> • Traffic study • Installation of Pre-paid meters (study) • Branding of the municipality • Renaming of streets and streets identification signs • Renovation of Public toilets • Up-grading of tennis cords • Budget for community Policing Forum • Install infrastructure services to the hawkers • CCTV cameras installation in town • Improve learning material in the library • Cleaning of streets in residential area • To impose by-laws in all unoccupied sites • Recreational center • Complete road master plan 	<p>Mayor Matemane Mr. Kgware Mr. Motha</p> <p>04 April 2012</p>
14	<ul style="list-style-type: none"> • Dropping centre at Ga-Matlala Lehwelere and Naganeng including Masakaneng and Bloempoot • Upgrading of sports field in all villages • Equiping of bore holes at Ga-Mathala and Bloempoot • Construction of crèche at Masakaneng, Gamatlala Naganeng and Bloempoot • Clinic required in all villages • Re-gravelling of access roads in all villages including storm water control • Upgrading of sports field in both villages • VIP toilets in all the villages 	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> • Tarring of road at Naganeng to Matlala Lehwelere • Recreational faculties in villages of the ward • Construction of both secondary and Primary schools at Masakaneng and Naganeng primary school. Ga Matlala Lehwelere primary school • Old aged homes required in all villages • Electricity to be installed at agricultural scheme • A need to deploy water pump operator at Matlala Lehwelere • Community office required in all villages • RDP houses =1550: Bloempoot=100;Naganeng=50;Ga matlala Lehwelere=500;Masakaneng=900 • Construction of a secondary school at Naganeng and Masakaneng and also construction of administration block at Naganeng; Ga Matlala and Masakaneng. • Electrification of Masakaneng and Naganeng extension and Ga Matlala extension • Construction of a crèche at Masakaneng ; Naganeng and Bloempoot • Bulk water supply required in all villages • Establishment of a cemetery at Masakaneng village • Fencing of cemeteries in all villages • Libraries in all villages • Installation of high mast lights in all villages 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <ul style="list-style-type: none"> • Two low level bridge at Gamatlala • Equipping of bore holes at Gamatlala • Refuse removal in all villages • Community halls in all villages • Cleaning of calvet (R 25 road) • Fencing of road (R25) • Funding of community projects • Up-grading of Market stalls at Aquaville 	<p>Cllr.H.Mehlape</p> <p>Mr. Manganyi</p> <p>08 April 2012</p>

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
15.	<ul style="list-style-type: none"> • Re-gravelling of access roads in all the villages • Electrification of few houses in Masoing and Holneck • Water reticulation in all villages • RDP houses in all villages • New site establishment • Tarring of J.J. road and Masoing road • Paving of Maragareng road • Storm water control in Holneck • Speed humps on road R579 • Buildings for crèche in all villages • High mast lights • Community hall • Test station for drivers licence • V.I.P toilets in all villages • Clinic needed in the ward 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <ul style="list-style-type: none"> • Bridge from main road over Jeje river to Maraganeng sports ground • Renovation at Matailane high school • Pre-schools in all villages • Job creation within the ward 	<p>Cdw. L.Masango</p> <p>Mr.Tala</p> <p>09 April 2012</p>
16.	<ul style="list-style-type: none"> • Water at Oversea, Madala stands , Doorom and Masanteng • Formal opening of the One Stop Center • Strict occupation of RDP houses • Extension of the tarred road towards the Police station • Tarring of bus route and re-graveling of access roads in all sections • To convert Zaaiplaas clinic into a health centre • Community hall at Zaaiplaas 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <ul style="list-style-type: none"> • Community hall at Gasovolo 	<p>Cllr.M.Z.Buta</p> <p>Mr. Tala</p>

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> • Storm water drainage needed on the road • RDP houses needed • Agricultural projects to be established • Paving for pedestrian walking on the road from main road to police station • Street lights needed • Incomplete RDP houses since 2009 to be completed • Water tankers to re=instated • Projects which have collapsed to be re-established • Tare road from Doorom to Masanteng • Library needed • Re-gravelling of road to the cemetery • Shopping complex needed • Renovation on the traditional office • Re-gravelling of Saaiplaas road to Ovesea • Re-gravelling of access road • Re-gravelling of sports grounds • Community office • Graveyard fencing • F.E.T or college needed 	09 April 2012
17.	<ul style="list-style-type: none"> • 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 	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	Sedibeng=20	
	NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS <ul style="list-style-type: none"> • 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 	Cllr.M Tshosane Mr. L.P Tala 05 May 2012
18.	<ul style="list-style-type: none"> • Low level bridge at Makgopheng, Syferfontein and Makgukukubjane • Electricity at Mosodi and Tanlane extension • Pay point for social grants and community halls for all villages • Regravelling of bus route between Hlogotlou and Syferfontein • Fencing of cemeteries and Agricultural projects for all villages • Schools, libraries and sport facilities • , VIP toilets, High mast lights and yard connections at Talane, Mmotwaneng, Makgopheng and syferfontein • RDP:houses:Mmotwaneng=20;Syferfontein=20;Talane=20;Magukubjane=20;magopheng=20 • Water reticulation at some parts of Syferfontein • Water reticulation at Talane extension 	
	NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS Completion of tarring of the road from Monsterlus to Magopheng	Cllr. M.P.Matshipa Mr. L Nkadimeng 05 May 2012
19.	<ul style="list-style-type: none"> • Water: water tankers at Dindela , Rondebosch , Nkosini and Mathula stands (all extensions) • Bridge between Rondebosch and Madongeni • Tarring of 12 km road (4 km Tribal office 	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<p>road and 8 km bus route at Mathula stands</p> <ul style="list-style-type: none"> • RDP: .houses=62:Mathula=10; Enkosini=8;Dindela=15;Rondeboch=6;Perdeplaas=12;Thabaleboto=11 • Renovation of Jafta and Bantabethu schools • High mast lights in all villages • Community hall at Mathula; Dindela and Thabaleboto • Yard connection (water) in all villages • Gravelling of main roads in all villages • Fencing of all cemeteries within the ward • Upgrading of sports fields in all villages • Network general at Moshate and Khathazweni • Repairs water pumps at Mathulala & Enkosini • Hlogotlou Brick works 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <ul style="list-style-type: none"> • Road from Masimini to Dindela • Job creation initiatives for people over 35 years • Grading road at Mabele • Grading of road from Taxi rank to Rondebosch • Grader to service Perdeplaas A • Repairs water pump at Rondebosch • Pay point at Rondesbosch; Madongeni and Perdeplaas • 12km road to Mathulastand • 4km road to Nkosini • Phase two of Thabaleboto road • Funding of HBC/NGO • VIP toilets for all villages • Storm water control at Perdeplaas • Agricultural assistant ant Perdeplaas and Nkosini • Network aerial at Moshate • Renovation of school at Perdeplaas • Bridge at Nkosini 	<p>Cllr.J. Mahlangu Mr.K Tshesane 05 May 2012</p>

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> • Water at Mabelestand (borehole) • Road at Mabelestands • Road at Khatazwi (grader) • Bridge at Hlogotlou • Food parcels for orphans 	
20.	<ul style="list-style-type: none"> • Paving and storm water control at Monsterlus and Jerusalem • Paving of streets at Monsterlus and Jerusalem • Include water and sanitation at Monsterlus • VIP Toilets at Stadium yield and Matsitsi • Supply of skieps at Monsterlus • Toilets and water taps in Graveyard • Community hall around Monsterlus Stadium and Library • High mast lights at Jerusalem;RDP;Matsitsi and Stadium View • Upgrading existing sewer system • Support to brick making cooperative • Water and electricity at stadium view. • RDP houses=56: Matsitsi=09; Stadium View=14;Jerusalem=11;Monsterlus Unit A=09 • Renovation of Mphezulu secondary school and upgrading of Monsterlus stadium • Standardized bridge and street surfacing at Stadium View and Matsisi 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <ul style="list-style-type: none"> • Toilets in the graveyards • Additional jojo tanks at Matsitsi section • Tarring of road from taxi rank to Masoganeng • Speed humps in the following roads: Jerusalem road; and the main road passing police station to Saaiplaas. 	<p>Cllr. Mokgabudi Mr. Motha 13 May 2012</p>
21	<ul style="list-style-type: none"> • Water at Kgaphamadi , Legolaneng, Motsephiri and Phomola;Mareleng; Makena and Katlegong 	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> • Sanitation at Kgaphamadi; Marelang; Phomola; Motsephiri; Legolaneng and Makena for 2000 households • Electrification of 170 houses: Legolaneng =90; Makena = 40; Kgaphamadi =40 • RDP houses 115: Kgaphamadi=40; Motsephiri=30; Legolaneng=45 • Tarring of road : Motsephiri; Kgaphamadi; and Katlegong (D4298) • Tarring of Legolaneng—Makena road (D4311) • Bulk water supply at Motsephiri • Reservoir at Motsephiri • Re gravelling of streets in all villages • Fencing of graveyards in Legolaneng;katlegong;Kgaphamadi;Motsephiri and Makena • Maintaining all sports fields in all villages and schools: Legolaneng; Katlegong;Kgaphamadi;Marelang;Makena; Phomola and Motsephiri • Community halls at Motsephiri and Legolaneng • Dropping centers at Kgaphamadi;Motsephiri and Legolaneng • Clinics at Motsephiri;Legolaneng and Kgaphamadi • Sports centers at Motsephiri;Kgaphamadi;Katlegong and Legolaneng • Renovations of schools at Motsephiri; Legolaneng; and Kgaphamadi • Building of new primary schools at Katlegong and Ga-Makena • Building of administration blocks at Legolaneng;Kgaphamadi;Makena and Motsephiri • High mast lights at Motsephiri; Kgaphamadi;Legolaneng;Katlegong;Makena;Phomola and Marelang • Fencing of kgaphamadi community hall • Multipurpose centre 	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS ALL THE NEEDS ABOVE WERE CONSOLIDATED AND RESUBMITTED	Cllr. Mmadihlaba Mr. Boredi 09 May 2012
22.	<ul style="list-style-type: none"> • Electrification of 180 households at Phomolong and 60 Luckau A extension • RDP houses within the ward • Sports facilities within the ward • Re-gravelling of all streets and grounds including storm water control at Luckau A • Building of 3 blocks classrooms, Library and laboratory at Hlabi high school, .,3 classroom block at Makeke P. school. • Construction of offices at Moshate • VIP toilets • High mast lights • Business development centre • Water • RDP houses=80: Mogaung=30; Phomola=18;Posa=22;Makeke=10 and 25 RDP houses at Phomolong. • Bridge at Posa 	
	NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS <ul style="list-style-type: none"> • Mogaung road upgrading • Clinic at Mogaung • Cleaning and fencing of cemeteries • Construction of Primary school at Phomola • Fencing of pay point • Road signs at the main road • Police station needed 	Cllr.L.H.Tshom a Mr. Tala 05 May 2012

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
23	<ul style="list-style-type: none"> • Paving of main street Sephaku/Vlakfontein • Master lights Sephaku/Vlakfontein • Closing of donga in Belfast/Sephaku new stand • Sephaku irrigation dam • RDP houses 190: Sephaku=85; vlakfontein=105 • Sports grounds Sephaku and Vlakfontein • Borehole in Manyanga/Vlakfontein/ Belfast • VIP toilets for Sephaku and Vlakfontein • Mobile police station • Building for hawkers • Shelters at bus stops • Recreation facilities • Community hall for Sephaku and Vlakfontein • Pay point for Sephaku and Vlakfontein • Speed humps in Vlakfontein road • Disability centre • Youth centre • Water reticulation in Vlakfontein • Cleaning and fencing of cemeteries • Primary school at Mahlwakgomo • Additional classrooms and toilets for Mzimhlophe primary school and Ngulu • Admin block for Mzimhlophe and Ngulu • Storm water control and re gravelling • Meter box for boreholes in Sephaku and Vlakfontein • Clinic for 24 hour operation • Community hall within the ward 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <ul style="list-style-type: none"> • Jojo tanks for water storage in Mzimhlophe S.S.school • Maintenance of borehole in Vlakfontein • Multi purpose center • Child hood development • Gravelling of access road to Kgoshi Maphepa 	<p>Cllr.M. Tshosane Mr. H.Mokgehle</p> <p>05 May 2012</p>
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WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> • Community Hall in all villages • Tarring and regravelling of roads in all villages • 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 • Re gravelling of roads to all Meshate • Re gravelling of roads to all graveyards • Fencing of cemeteries. Six in number • Satellite police station in Luckau • Fencing of borrow pits at Nkadimeng • Funding of community projects 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATION</p> <ul style="list-style-type: none"> • Cleaning of alien plants • Tarring of road from Mokumong via Ga-Mashabela to Maratheng taxi rank • Storm water control at Luckau and Sterkfontein 	<p>Cllr.M Tshosane Mr Manganyi 05 May 2012</p>
25.	<ul style="list-style-type: none"> • Water and sanitation in all villages excluding Dikgalaopeng • Water and sanitation in all villages • Remove excluding Dikgalaopeng • Lower level bridge at Ramogwerane • Paving of roads in all villages • Fencing of cemetery in all villages • RDP houses in all villages: Dikgalaopeng=64;Ga Matsepe=41Makaepea=12;Ramogwerane=50 • Renovation of Dikgalaopeng P. school ,and secondary school • Community hall. Dikgalaopeng and Ga Matsepe • Electricity. In all villages • High mast lights. In all villages • Construction of a royal house and royal office 	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> • Travelling and cell phone allowances for the chief and council • Agricultural support • Poverty alleviation programs and job creation for youth • Youth Information centre 	
	NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS <ul style="list-style-type: none"> • Sport ground • Job creation initiatives for people over 35 age • Food parcels by SASSA for the discontinued beneficiaries • Bridge at Puleng/ Ramogwerane • Foundations at Dikgalaopeng RDP houses • Clinic at Ramogwerane village • Access road to Moshate school • Access road to clinic • Medication at the clinic 	Cllr.T. Phahlamohlaka Mr. Tshesane 05 May 2012
26.	<ul style="list-style-type: none"> • Water in the whole ward • Pedestrian crossing bridge between stadium and new stands • Paving of access roads and storm water control in all sections • Up-grading of sports grounds in all sections • Boreholes required • Low level bridge at stadium to Mgababa • Multipurpose centre • RDP houses • Job creation Programs required 	
	NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS <ul style="list-style-type: none"> • Bridge between Ga-Kopa and Botloponya • Upgrading of reservoirs • Low level bridge between R and R and Stadium View • High mast lights • Fencing of graveyards • Skips needed 	Cllr.G.Motlafe Mr D.Masilela 05 May 2012
27.	<ul style="list-style-type: none"> • Roads and storm water control in all villages 	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<p>of the ward</p> <ul style="list-style-type: none"> • Electrification of 120 houses at Nyakelang , 60 houses at Botloponya and 40 houses at Mountain view • Library at Nyakelang • Building of Mosebi and Matlabi Pre-school • High-mast lights • Grave yard fencing (both new and old grave yards) • Paving at stadium view 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <ul style="list-style-type: none"> • Refuse removal • RDP houses • VIP toilets • Upgrading of sports ground • Mobile clinic 	<p>Cllr. Mohlala Mr. Motha 10 May 2012</p>
28	<ul style="list-style-type: none"> • Re-gravelling of internal roads in all villages • Re-gravelling of road from Ga-Chego to Sterkfontein Mokumong via Ga-Makudusa • Water and sanitation in the whole ward • Electricity of Dipakapakeng ME section • Clinic at Dipakapakeng • Paving of 1km road from Ga-Chego via Moilanong and Mogudi schools to Dipakapakeng bus route • Tarring of 4km road from Mokumong via Ga-Mashabela to Sterkfontein Ga-Makudusa • 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 	
	NEEDS IDENTIFIED DURING THE 2012/13	Cllr. D.Tladi

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	CONSULTATIONS <ul style="list-style-type: none"> Tarring of 6Km road from Dipakapakeng fruit shop to stadium Extension of new blocks at Motjedi; Mogudi; Ramanare high schools and Moganetswa primary school Building of primary school at Stadium East Food parcels for indigents funerals 	Mr. Nkadimeng 06 May 2012
29	<ul style="list-style-type: none"> 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 	
	NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS <ul style="list-style-type: none"> Sporting facilities Renovation of community hall Parks and gardens Additional high mast lights Fencing; Cleaning and maintenance of cemetery Sidewalks 	Cllr. Mokgabudi Mr. Motha 06 May 2012
30	<ul style="list-style-type: none"> Electrification of 200 houses in Makwane-Nkakaboleng; Tshehla Trust and prepaid electricity at Roosenekaal town Water at Makwane-Nkakaboleng; zone 11 and Tshehla Trust Low level bridge in Tigershoek and upgrading medium bridge in Leeupershoek Clinic at Roosenekaal Tarring road in Laersdrift and Makwane-Nkakaboleng Paving Roosenekal RDP streets Four high mast lights in Sango village Refuse removal in Makwane; Station and Sango 	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<ul style="list-style-type: none"> • Health center in Roosenekal • New site establishment • Extension of Roosenekal RDP section and extension of Station village • Secondary school in Laersdrift 	
	<p>NEEDS IDENTIFIED DURING THE 2012/13 CONSULTATIONS</p> <ul style="list-style-type: none"> • Electricity in zone 11 • Services needed for people leaving in the farms • The time frame for the promised services • Shopping centre needed 	<p>Cllr.T.Mahlang u Mr. Phaahla</p> <p>05 May 2012</p>

SECTION C

SITUATIONAL ANALYSIS

8. DEMOGRAPHIC ANALYSIS

The municipality considered the demographic information that was provided by the Stats SA census 2001 and the community survey of 2007.

8A. Population Figures

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

8B. Population per municipality

Municipality	Total
Elias Motsoaledi	247,488

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

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

Figure : EMLM area total population

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

Source: Stats SA Census and Community Survey 2007

8C. Household Size

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

Figure :Population and Households

Municipality	Population		No. Of Households		Average Household Size
Elias Motsoaledi	2001	2007	2001	2007	5.28
	221, 647	247, 488	4 5, 478	46, 840	

Source: Stats SA, Community Survey, 2007.

The average population density (people per km²) in the EMLM is 67.4 people per km².

8D. Age and Gender Profile

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

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

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

Figure :Age and gender profile

Age Group	Male % (2001)	Male % 2001	Female % (2001)	Female % 2001	Total Population 2001	Male % (2007)	Male % 2007	Female % (2007)	Female % 2007	Total Pop 2007
0-17	53,444	24%	54,172	25%	107 616	55.762	23%	58.037	23%	113 799
18-64	40,863	18%	58,753	27%	99 616	51.934	21%	66.991	27%	118 925
65+	4,422	2%	9,085	4%	13 507	4.254	2%	10.517	4%	14 771
Total	98,729	44%	122,009	56%	(220,738)	111.947	46%	135.545	54%	247 494

Source: Stats SA Census and Community Survey 2007

The 0-17 age group constitutes a significant amount of the total population. This is the group that holds the key to regeneration and development efforts of any municipality. EMLM should development supportive interventions in collaboration with other spheres of government to improve educational and vocational job opportunities for this group. The municipality should find ways of contributing to early childhood development initiatives in the municipal area. The municipality should further embark on interventions to alleviate the plight of young people who have become breadwinners as a result if HIV/AIDS.

The second highest category is age 18 – 64 constituted 48% of the total population. This group is also faced by various environmental stresses that expose them to vulnerability and poverty. The proportion of females is marginally higher (54%) than that of males, the social implications of this for the municipality are significant. It is likely to imply that women head most households and thus their participation in economic activities is limited by the need to fulfil dual roles of being a provider and a nurturer. The latter role is by its very is time intensive and emotional oriented.

8E. Employment sectors

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

slowly gaining ground as employers which is a good sign of a healthy economy. Therefore there should be a concerted effort by all tiers of government to strengthen other sectors to be noteworthy employers

Industry	Population Numbers	%
Agriculture; hunting; forestry and fishing	4 302	3.6%
Mining and quarrying	329	0.27
Manufacturing	997	0.83
Electricity; gas and water supply	192	0.16
Construction	975	0.81
Wholesale and retail trade	2 974	2.5
Transport; storage and communication	946	0.79
Financial; insurance; real estate and business services	880	0.73
Community; social and personal services	4 221	3.5
Private households	1 867	1.56
Other and not adequately defined	0	0
Unspecified	2 514	2.01
Not applicable/Institutions	99 598	83.14
Grand Total	119 795	100

Source: STATS SA, 2001

8F. Occupation categories

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

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

Employment category	Population	%
Legislators; senior officials and managers	637	0.5
Professionals	818	0.7
Technicians and associate professionals	2 271	1.9
Clerks	1 312	1.1
Service workers; shop and market sales workers	1 769	1.5
Skilled agricultural and fishery workers	1 560	1.3
Craft and related trades workers	1 946	1.6
Plant and machine operators and assemblers	1 743	1.5
Elementary occupations	6 213	5
Occupations unspecified and not elsewhere classified	1 931	1.6
Not applicable/Institutions	99 598	83
TOTAL	119 798	100

STATS SA, Census 2001

8G. Dependency Ratios

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

Figure : Dependency Ratios in EMLM and SDM

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

Age	EMLM	%	SDM	Percentage %
Total	220,749	100	967,144	100%

Source: Stats SA (2009)

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

8.1. KPA1: SPATIAL RATIONALE

The history of Elias Motsoaledi Local Municipality is similar to that of many South African rural municipalities. The municipality consists of various towns and rural settlements that resemble typical apartheid spatial planning which dictated the spatial segregation of various communities.

The poorest part of the community lives in the denser settlements in the western (Moutse) and northern (Nebo) 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 Nebo 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 Nebo 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.

8.1.1 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;
 A clear distinction between high and low potential agricultural land being utilized for intensive or extensive agricultural activities;
 Environmental sensitive areas mainly along stream areas.

8.1.2 The Prevalent Spatial Pattern Can Be Attributed To The Following:

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

8.1.3 Business Development

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

8.1.4 Rural Community Centres:

i) Multi Purpose Service Centres / Community centres (business, taxi/bus ranks, recreation, ducation, tourism etc.) should be planned, marketed for development and/or upgraded through strategic partnerships at :Tafelkop, Monsterlus, Elandsdoorn

8.1.5 Table 10. Outstanding land claims for Elias Motsoaledi

CLAIMANT	PROPERTY	STAGE
Mahlangu Family	Unclear Property	Research
Ntuli MM	Steenkloofspruit 18JS	Research
Nduli MW	Swatkop 720 KS	
Mosana BB	Keerom 151 JS	Research
Mbonani MS	Roodepoort 75 JS	Research

Kabini MJ	Doornpoort 171 JS	Research
Kabini SJ	Unclear Property	Research
Skosana AJ	Keerom 151 JS & Others	Research
Kruger Family	Wolverdiend 24 JS	Research
Tshehla MJ	Boschfontein 15 JT	Research
Madihlaba SD	Steynsdrift 145 JS	Gazetted
Tswako Maepa Tribe	Longsight 307 KT	Research
Mohlala SW	Steynsdrift 145 JS	Gazetted
Bakwena Bag A Fenyane	Rooikrans 57 JS	Research
Makwana	De Hoop 886 KS	Research
Bakone BA Matlala	Varkenskraal 19 JS	Research
Makankayane Yam J	Steelpoort Park 336 KT	Research
Magabane Community	Winterveld 293 KT	Research
Masha Nkotwane Tribe	Appiesboomen 884 Ks, Beetgekraal 19 JT	Research
Maile Community	Apiesboomen 295 KT	Research
Tebele DI	Dwars Revier 327 KT	Gazetted
Bakgatla Bag A Masehla	Kennedy Vale 361 KT	Research
Masombuka VT	Roodeval 193 JS	Research
Kgwete Community	Naauwpoort 556 Kt, Klipfonteinhoewk 407 KT, Orighstad 443 KT Kleinfontein 309 KT Jeddo 441 KT Longsight 307 KT Faugha Ballagh Strydfontein 442 KT	Research
Bahlakwane Ba Malekane Tribe	Tigerhoek 140 JS Buffelskloof 141 JS	Research

	Uitvlucht Steelpoortdrift 365 KT	
Magere Tribal Authority	Wakkersdal 436 Kt/Doorn Sterkspruit 412 KT Rietfontein 440 KT Nooitgedacht 227 KT Klipfontein 270 KT Fallowfield 403 KT Eccles 404 KT Didsbury 401 KT California 228 KT Clareton 268 KT Chorlton 405 KT Ardwick 406 KT	Research

Source: Limpopo Land Claims Commissioner, 2001

Table 11 :Settled Claims for Elias Motsoaledi Local Municipality

Name of Claimant	Date of Settlement	Property Description	Extent of Land	Urban/Rural	Extent of Land	No. of HH	No. of FLH
Phashaskraai	20/01/1999			Rural	1217.75	3	2.00
Mampuru Community (Phase 1) Addendum	29/05/2009	Wintershoek 189 JS	2112.175	Rural	0	0	0.00
Mampuru Community	29/05/2009	Wintershoek 189 JS	2112.175	Rural	0	0	0.00

(Phase 1) Addendum							
Bakwena Ba Kopa (Phase 1) & Mampuru Community Phase 2	20/12/2010	Ptn 1,2,3,4 & 5 of Brakfontein 187 JS	1068.66 9	Rural	239	101 2	0.00

8.1.6 Macro land uses in Elias Motsoaledi

Table 12

LAND USE	SIZE (HA)	TOTAL (HA)
Irrigation farms	31386	
Game farms	158730	
Other arable/grazing	35,516	
Subtotal agriculture		225632
Nature reserves		1128
Settlement/towns		19458
Unsettled communal land		123214
Other		1937
Total		371369

Source: Genis, Geographic and Environmental Systems

There is more underutilized land for agricultural development in communal areas than in private ownership.

There is a need to keep track of projects under redistribution, their status, total redistributed to date so that required support could be planned. This requires close liaison with the Department of Rural Development and Land Reform

8.1.7 Land redistribution in Elias Motsoaledi

Table 13

FIANCIAL YEAR	NO OF FARMS	TOTAL HA	AVE FARM SIZE
---------------	-------------	----------	---------------

			(HA)
1999	1	199	199
2000	1	71	71
2005	1	177	177
2008	3	489	163
2009	3	429	143
TOTAL	9	1365	152

Source: Department of Rural Development and Land Reform, Limpopo 2011

8.1.8 Land restitution in Elias Motsoaledi

Table 14

DATE	CLAIMANT	CLASSIFICATION	LAND SIZE (HA)	LAND COST
2009/05/29	Mampuru Community Phase 1	Rural	2112.2	16 381 831.00
2010/12/20	Bakwena Ba Kopa Phase 1 Mampuru Community Phase 2	Rural	1068.7	5 076 175.00
2009/07/29	Bakwena Ba Mophlabetsi Community Phase 1	Rural	251.1	4 972 000.00
TOTAL			3431.9	26 430 006.00

Source: Limpopo Land Claims Commissioner, 2011.

The average cost of restituted land is R7,700.00

8.1.8A Land claims challenges

There are 21 claimants of 42 properties whom their claims are still outstanding. The land claim commission is moving very slow with regard to the process of concluding the applications.

8.1.9 Settlement Patterns

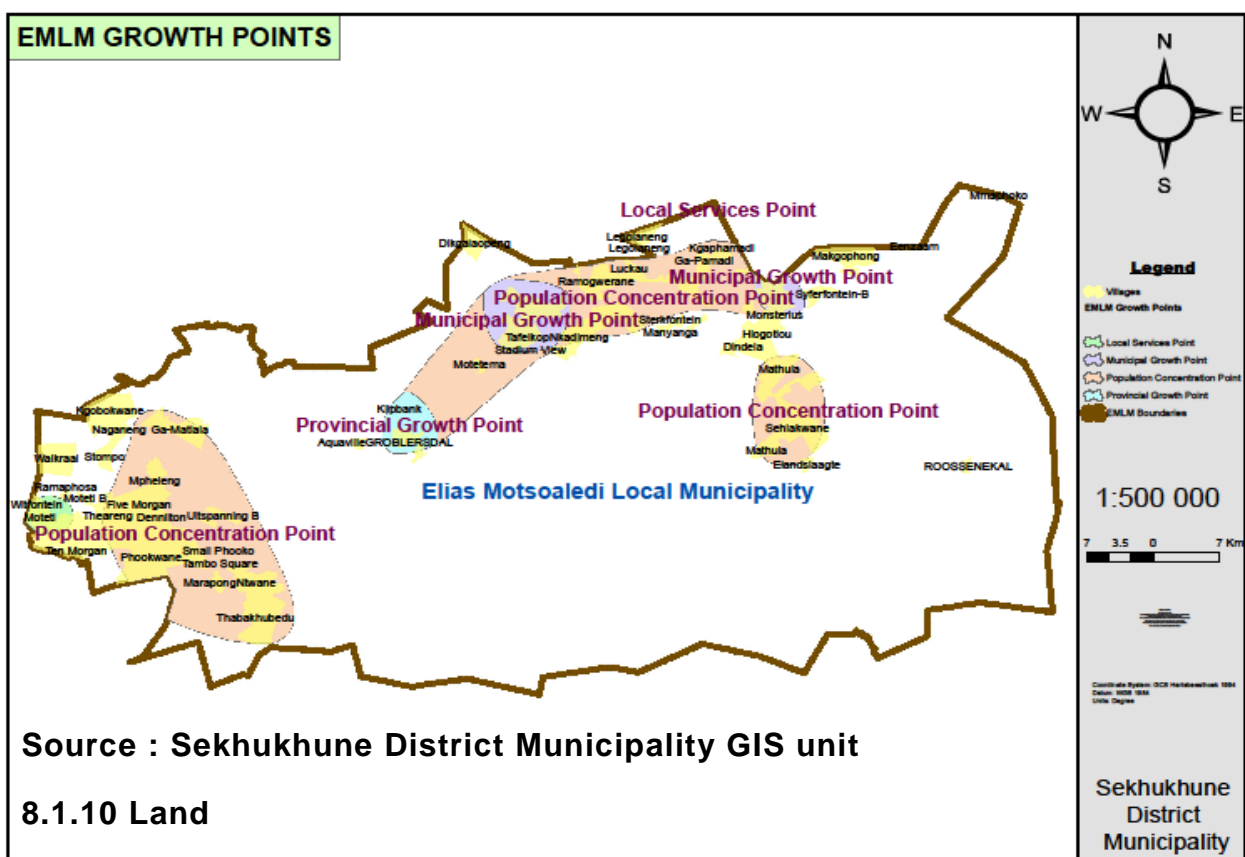
8.1.9A. Hierarchy of Settlements

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.



This section deals with planning issues that shape the municipality into a functional system that protects the environment whilst promoting and facilitating development. The municipality approved portion 39 of farm klipbank 26 JS with plus 200 hectors to develop integrated housing settlement with a potential to be used as a recreational centre.

8.1.11 Landuse challenges

The municipality is faced with following land use challenges:

Topography: A large percentage of land area within the municipal area cannot be considered for urban development due to the mountainous nature of the terrain, although this situation has other advantages in respect of water catchment areas, tourism value, climate, etc.

Urban Sprawl / Spatial separations and disparities between towns and townships have caused inefficient provision of basic services, and transport costs are enormous. It further hinders the creation of a core urban complex that is essential for a healthy spatial pattern.

High Potential Agricultural Land – the most central area and eastern parts of the municipality can be regarded as high potential agricultural land (irrigation), which will influence the spatial development of the area.

The dependence of the local economy on Agriculture, and the current location of high potential agricultural land in relation to existing development and service networks, ensures that this factor will thus also influence future development initiatives. It is imperative that this resource be protected for the economic well being of the area.

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

Huge backlogs in service infrastructure and networks in the underdeveloped areas require municipal expenditure far in excess of the revenue currently available within the local government system.

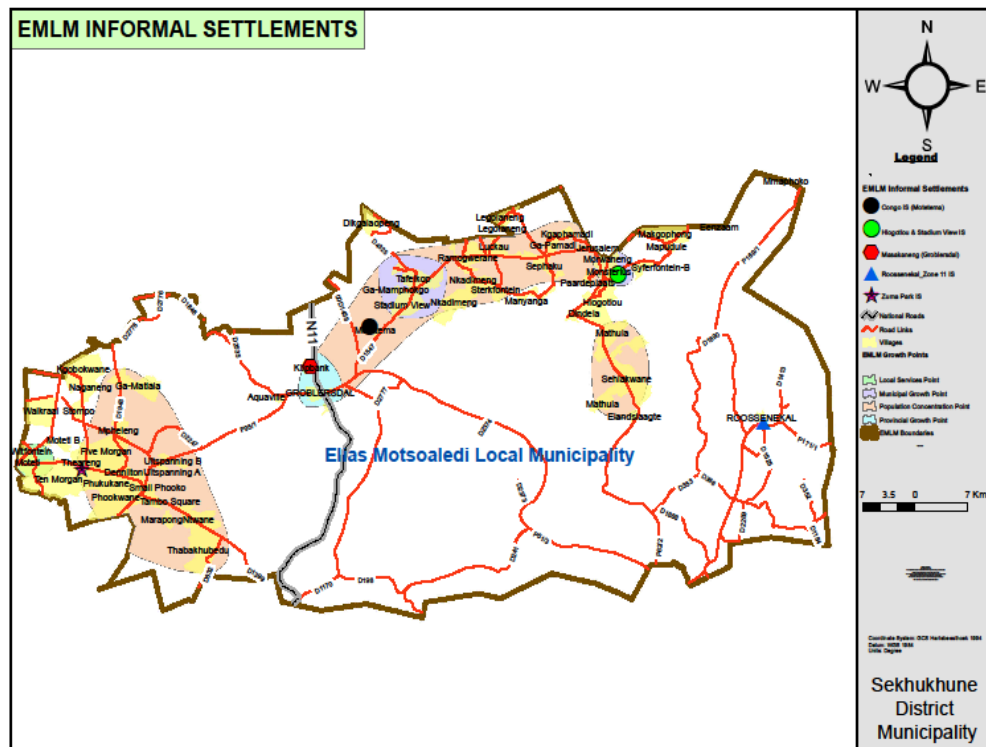
The constant increase of informal settlement areas and skewed settlement patterns, are functionally inefficient and costly. It further bears the threat of neutralizing development alternatives by the reduction of land availability, and the problems associated with relocation of communities once they have established.

8.1.12 Land invasions

There are informal settlements in the municipality that makes planning difficult and also increases the municipal burden of providing services to the communities.. The following wards were affected by settlements that are not formalised:

- Zone 11 in Rossenekal ward 30
- Zuma Park in Dennilton ward 07
- Congo in Motetema ward 29
- Hlogotlou stadium view ward 20
- Masakaneng village (ward 14) next to Groblersdal

Figure: 2 : Informal Settlements In EMLM



SOURCE : SEKHUKHNE DISTRICT MUNICIPALITY GIS UNIT

Restricted access to land by the Municipality due to inhibitive land cost (privately owned land) and statutory deterrents (state – owned land under tribal custodianship) would exacerbate attempts by the Council to orchestrate and encourage the development of a beneficial spatial pattern within the municipal area.

Construction of the new De Hoop dam in the north eastern part of the municipal area will have a significant influence on the spatial characteristics of the surrounding area.

Land use management and planning problems such as contradictory legislation and procedures caused by cross-border issues, disparate land use management systems (up to 2006) in formerly segregated areas, overlap between requirements for planning permissions and environmental impact management, lack of a uniform land use management system for whole area, and lack of a spatial development framework to guide and manage land use management.

Strategic land for economic growth and opportunities

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 site

8.1.13 Existing Legislation/Land Use Management

The new legislative environment has substantially transformed the planning system in South Africa. Community responsive policy-making at its heart of the transformed planning system and is intended to deliver sustainable development. The Municipal Systems Act (2000) places its focus far wider than traditional land-use planning. The new spatial planning system is tasked to deliver positive social, economic and environmental outcomes, and requires planners to actively collaborate with the wide range of stakeholders and agencies that help to shape local areas and deliver local services.

While previous Town Planning Ordinances, R 188 and R293 legislation guided planning processes, modern planning is guided and assisted by Town Planning Scheme and Land Use Management Scheme (LUMS). The plethora of planning legislation created uncertainty and sometimes conflict between various role-players, i.e. municipalities, planners, land owners, developers, tribal authorities and other interested parties.

The existing legislative situation is causing serious problems for planning and development in Limpopo and local municipal areas. Limpopo has a desperate need to implement a new single legislative framework for spatial planning, land-use management and land development to replace the current fragmented, unequal and incoherent planning system existing in the Province.

A Land Use Management System (LUMS) has also been compiled which give effect to the desirable provisions of the SDF. The SDF and the LUMS seek to create a surface configuration that is able to maximize the economic potential. The processing of the applications will be facilitated by both the LUMS and SDF. The SDF has already been adopted. The LUMS, whilst being completed, is facing a legal challenge of promulgation as the Land Use Bill has not yet been enacted. Assistance has been sought from the Department of Land Affairs to resolve the promulgation issue.

8.1.13A. In summary, the following spatial challenges were identified

- No land use management tool
- Land invasions
- Land locked settlements
- Land claims
- Uncorporative tribal authorities
- Land ownership
- Moratorium
- Outdated Town Planning Scheme

- Non-Alignment of the TPS & Precinct plan

8.1.13B. Spatial opportunities

These are opportunities that are posed by the spatial landscape within the municipal area. They are as follows:

Since Groblersdal is a provincial growth point, hosting a number of important arteries that connects the latter town with others (i.e, Middelburg, Marblehall, Bronkhorspruit and Stofberg) at a regional level and beyond through N11 and R25. The latter arteries are likely to create social and economic viability and diversified development to transpire along side them.

In addition, Groblersdal as town host diversified uses as per provision of the Groblersdal Town Planning Scheme (2006) therefore is creating a possibility of other economic opportunities to flourish in co-existence with agriculture as the main economic base. Uses such as industrial pose as an opportunity to entice such type of businesses to town. In this regard, possibilities of job creation to the local community are likely to be realised with eventual improved quality of life.

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. Since they possess a potential to host future expansion of the already existing settlements, they are deemed to possess potential to unlock the spatial opportunities and possibilities to the settlement they lie in close proximity. The construction of the De Hoop dam is also likely to unleash spatial opportunities that will benefit both Elias Motsoalei and Greater Tlokoeng municipalities. Since the essence of the dam is to improve water provision to basically mining, settlements and other supporting activities in close proximity, it creates a possibility of the latter mentioned uses to flourish. This implies that mining will flourish and it will co-exist with human settlement.

8.1.14 Environmental Profile

The municipality established a unit that will deal with issues of environment across the municipal jurisdiction. The main function of the unit is to advise and develop programmes aimed at eradicating environmental challenges.

Geology

The site consists of shallow to moderate sandy loam with underlain rocks such as granophyre's and a mixture of granite and granophyre's, 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.

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.

Climate change

Climate change is one of the most fundamental aspect 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 planting of 400 trees**. It remain the aim of the institution to contribute in the elimination of climate change

Rainfall

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

Temperature

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

Water

The depth of groundwater on the proposed property may be affected by the construction of a large dam. The dam may also influence the flow and nearby rivers which might also be affected by the ground-water depth.

Steelpoort has a harvest potential of 10 000 – 15 000 m³/km² per annum. The harvest potential of the environment is directly related to (among others) the water in the region (groundwater, rivers and streams). The impact of the Upper reservoir (during the construction, filling and operational phases) must be considered.

Wetlands were found to exist near the preferred site, but not in its footprint. It is however necessary that boundaries and barriers be put up, to ensure that the wetlands are not adversely affected during the construction and operational phase of the project.

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.

8.1.15 Environmental Challenges

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.
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.
By-laws	The lack of adequate environmental by-laws continues to undermine the importance of the environment in the municipal area.
Awareness	Lack of knowledge by communities on how to conserve nature and take care of the environment.

8.2 KPA 2. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

8.2.1. Water

EMLM has adopted an indigent policy and an indigent register is currently under review, once completed it shall be fully implemented.

Sekhukhune District Municipality is currently busy with the refurbishment of the non-functional plants to make them functional. The above mentioned plants will/are catering for the Northern side of the Municipality; Moutse Area is being supplied from Weltevrede Purification Plant which is under Dr J.S Moroka Municipality. The studies are being done to build a water treatment plant for Moutse area by using **Loskop dam** as a source of supply.

In terms of the SWOT conducted by the municipality, most households do not have access to water in their dwellings. Only **43% of households have access to water** on site (either inside their house, in their yards and community stand pipe <200). A significant number (57%) of households have access to water that is below RDP standards. This implies that affected households rely on natural sources (such as rivers and springs) for their water supply. The current state of affairs that does not augur well for a developmental oriented municipality that seeks to improve the quality of life of its residents. There is a slight difference between the statistics SA information on water backlog above and the WSDP information. Therefore it is the responsibility of the Water Service Authority to conduct a verification process to test the accuracy of the information.

Table 15: Water services in EMLM]

Households	Numbers	%
Above RDP Level		
In-house (Piped water to the dwelling)	1874	4%
Yard tap (Piped water inside yard)	12 178	26%
Communal standpipe<200m	6089	13%
Below RDP Level		
Below basic>200m	26699	57%
Total	46840	100%

Source: EMLM, Infrastructure Services,

The Community Survey, 2007 indicates that there was a decrease in the proportion of households having access to piped water. Only 18.2% of households in EMLM have access to piped water within the yard while 50.7% have no access to piped water.

8.2.1A. Water backlog

Currently the municipality has **26 699 households on water backlog which constitutes 57%.**

8.2.1B. Free Basic Water

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 in the municipality except Groblersdal, Motetema and Roosenekal Town. Approximately, **44,966 households** receive free basic water in EMLM.

Table 16 : Percentage of households having access to piped water in EMLM

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

(Source: Community Survey 2007).

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

8.2.2. Sanitation

Sanitation remains a key development challenge in the municipal area. Only **4% of households have access to waterborne sanitation services**. The majority of households have access to sanitation services below RDP standards. 9% of households have access to pit latrines without ventilation, while only 3% have access to septic tanks.

8.2.3. Backlog

Sanitation backlog is at 84% which is **39 346** households.

8.2.3A. Free Basic Sanitation

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

Table 17 :Sanitation

Households	Numbers	%
Above RDP Level		
Waterborne (Flush toilets connected sewerage works)	1874	4%
Septic tanks (Flush toilets with septic tank)	1 405	3%
VIP (Pit latrine without ventilation)	4 216	9%
Below RDP Level		
Below basic.	39 346	84%
Total	46 840	100%

Source: EMLM, Infrastructure Services

8.2.4. Energy/Electricity

The **municipality and ESKOM** are the main electricity supply authorities. The Municipality has a licence for Groblersdal town and Roossenekal town only. All other areas are Eskom licenced areas. In Groblersdal town the allowable NMD as per agreement with ESKOM is 20MVA. Roossenekal town the NMD is 7MVA.

The municipality supplies electricity in Groblersdal and Roossenekal and ESKOM supplies the remaining areas receive electricity from ESKOM. Approximately **95.4%** of all the towns and villages comprising the EMLM have access to electricity supply. EMLM has undertaken a study on its licensed and unlicensed areas in the entire municipal area. The study has confirmed that there is insufficient **bulk** capacity to vigorously extend connections to additional households. In addition, insufficient bulk capacity is undermining economic and housing developments in the Groblersdal and Roossenekal areas.

In the previous financial year (2009/2010), EMLM has developed a lighting master plan for all municipal areas. The objective of the study was to understand the financial implications of providing high mast lights in entire municipal area and reduce possible incidence of crime in unlighted areas.

8.2.4A. Electricity Backlog

The current backlog is standing at **2112** which constitute 4.5% of the household due to lack of bulk capacity and budget constraints.

Limited capacity of the Eskom grid limits the acceleration of electricity connections to more households in the municipal area. Illegal connections remain a threat to expanding access to electricity to all residents and communities.

8.2.4B. Free Basic Electricity

Currently the Municipality is providing **free basic electricity** to the indigents which are situated in both Eskom and municipal licensed areas. The current collection varies from month to month as not all the indigent's collect the free token. Currently about **829 households** are benefiting from Free Basic Electricity.

Table 18 :Energy

Households	Numbers	%
Grid connection:	44 680	95,4%
Solar:	48	0.1%
No electricity:	2112	4.5%
Total	46 840	100%

Source: EMLM, Infrastructure department.

8.2.5. 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 re-sealing. This has had a very negative impact on the local economy, as easy access is not available to potential investors.

8.2.5A. Roads and storm water challenges

The maintenance and upgrading of roads is not done effectively, however the municipality is trying with little resources it has to improve connector roads, access and inner streets within communities. The municipality has **established the roads construction and storm water management unit**.

The table below illustrates roads and their status

Ward	Description of road condition				
	Main Road	To School	To Grave yard	To Moshate	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)
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 &	Gravel	Gravel (bad)

		rocky	rocky		
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	Gravel	Gravel (bad)
20	Tarred	Gravel	Gravel (bad)	Gravel (fair)	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)	Gravel (fair)	Gravel (bad)
27	Tarred	Gravel & rocky	Gravel / Tarred	Gravel	Gravel (bad)
28	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
29	Tarred	Gravel/Tarred	Gravel & rocky	Gravel	Gravel (bad)
30	Tarred	Gravel/Tarred	Gravel/Tarred	Gravel	Gravel

Backlog: Roads and stormwater

Description	Baseline	Current	Backlog
Surfaced roads/stormwater (km)	85	117	
Gravel roads (km)	1367	1250	
Total (km)	1452		1250 (remaining)

8.2.5B. Source: Infrastructure department (Roads and stormwater master plan)

The average state of the roads network can be regarded as fair, with 8% of the surfacing and 11% of the structure in poor to very poor category.

8.2.5C. Strategic roads of municipality

Road name	Description	Status	Ownership
N 11	Groblersdal, Loskop Dam, Marble Hall	Good	SANRAL
R 25	Groblersdal, Dennilton	Fair	RAL
R 33/ R555	Groblersdal, Stoffberg, Roosenekal	Bad	RAL
D 1547	Groblersdal, Motetema, Monsterlos	Bad	RAL

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

- Shortage of Municipal Vehicles
- No Performance Management to all Managers.
- Sector Plans to be updated and Reviewed
- Eskom Capacity For High mast

8.2.6. Transport

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

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

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

The travel modes for the EMLM are indicated in Table 32. It is clear from the data that 94% of the EMLM population walk to their various destinations due to a lack of public transport or a lack of money to pay for public transport or private transport. Minibus taxis are the most popular form of transport with 3% of commuters making use of taxis, while 2% of commuters make use of bus transport. Only 2% of commuters use private vehicles as mode of transport.

Table 19: Travels modes in the EMLM

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

Source: EMLM, Strategic Management, SWOT analysis, 2008

8.2.6A. Public Transport

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

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

8.2.6B. Link strategic Roads and Public Transport

A. Priority be given to 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.

B. 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.

C. Although market forces tend to concentrate development along movement corridors, the high obility function of these corridors may not be compromised.

D. The municipality may require developers to make financial contributions towards the upgrading of road infrastructure and traffic control measures if necessitated by new developments.

E. The development of land use concentrations along these corridors must be accompaniedby the provision of sufficient public transport facilities.

8.2.6.Public Transport challenges

The Municipal Intergrated Transport Plan indicates amongst other challenges the following as key.

- Poor access roads to rural communities
- Insufficient commuter transportation
- Inadequate signage on public roads
- Road accidents caused by animals

8.2.6A. WASTE MANAGEMENT

EMLM has a total household of **46840**. '9931 (21.2%) households receive full kerbside collection; the **remaining 36909** (78.8%) households do not receive refuse service removal. Most people who reside within rural areas dig their own refuse dump within their yard or unoccupied land or borrow pits.

8.2.6B. Level of Service

A full kerbside collection service is rendered to all communities in the following areas of Elias Motsoaledi Local Municipality

- (a) Groblersdal
- (b) Roossenekal
- (c) Hlogotlou

(d) Motetema

EMLM will strive to achieve the following goals.

- ✓ Waste Minimization - One Recycling programme has been envisaged for 2012/13 financial year for the following wards:
- ✓ Waste Management and improved service delivery
- ✓ Waste control and illegal dumping eradication awareness
- ✓ Efficient waste management (Planning and Control)

Litter Picking (Main roads & streets)

All streets and main roads are cleaned on a regular and periodic schedule from all debris and solid waste by a contractor

All public taxi and bus ranks are continuously serviced and cleaned on a predetermined scheduled.

8.2.6C. Public Toilets

The following are public toilets are managed privately:

- (a) 1 x block at Groblersdal CBD
- (b) 1 x block at bus rank

8.2.6D. Landfill site

The municipality has two (2) Landfill Groblersdal, Roosenekal and one (1) transfer station Hlogotlou. They are fully permitted as from May 2011 as a GMB- site.

Integrated Management

Lack of dedication – Solid Waste Management is a small portion of the total approach to ensure compliance with environmental requirements as per Provincial indicators to ensure IDP compliance with environmental requirement.

8.2.6.E. Waste management challenges

- Illegal dumping

- Capacity to establish licensed land fill sites in rural communities
- Capacity to expand refuse removal to all areas of the municipality

8.3. SOCIAL ANALYSIS

8.3.1. Education

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

Table 20: Level of education of adult population in EMLM

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

Source: Demarcation Board (2007).

Table 21: Educational facilities

Description	Number
FET colleges	01
Universities	N/A
Secondary schools	85
Primary schools	115
Early Childhood centers/pre-schools	126
Schools with extreme infrastructure backlog such as water, sanitation and adequate sports facilities	58

Source: Community Development Workers, 2011

8.3.1A. Functional Literacy

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

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

Table 22. The table below indicates a list of schools in the municipality

Ward number	Name of school	Number of students	Number of teachers
01	Tlhako secondary school	762	25
	Batau primary school	58	4
	Rebone primary school	585	18
	Slovo Park primary school	581	15
	Lusaka primary school	282	10
	Moteti primary school	486	14
02	Segolokwane sec. school	484	13
	Nkadimeng P School	690	22
	Mohlako P School	564	17
03	Ramatsagalala H School	688	28
	Reitumetse H School	310	15
	Phuthikwena P School	1078	31
	Kaitswe P School	802	25
04	Tadimane high school	900	27
	Sebakanaga high school	890	29
	Magate Leope primary school	1000	30
	Hosia Aphané primary school	860	28
	Ramatse primary school	820	27
05	Maila Nkokonono secondary school	358	9
	Mpheleng primary school	836	25
	Ramonokwane primary school	627	20
06	Mohlabetsi H school	630	20
	Mthombo primary school	337	9
	Setsene primary school	432	12
	Paledi P School	410	8
07	Dibathuto secondary school	720	38
	ST Joseph secondary school	682	39
	Supatsela primary school	549	14
	Matshipe primary school	977	25
	Nyakhoroana combined school	23	1
08	Marapong P School	577	17
	Ramogotjje H School	367	12
	Morwathebe P School	177	5
09	Njinkasindane P School	827	25
	OR Thambo H School	731	28
	Phooko P School	441	9

10	Mohlamme secondary school	733	34
	FK Tjiane secondary school	673	20
	Bantwane primary school	638	20
	Tagane primary school	640	21
	Kau Magana primary school	411	15
11	Kgothala secondary school	479	27
	Dennilton comprehensive school	310	8
	Ekucathuleni primary school	625	20
	Tlou Kweni primary school	660	22
12	Fawcett secondary school	355	9
	Nala high school	555	24
	Thabakhubedu secondary school	642	17
	Mothibedi primary combined school	848	23
13	Julien Muller P School	604	29
	Ben Veljoen H School	715	37
	Groblersdal P School	845	25
14	Dithamaga high school	497	20
	Lehwelere primary school	400	10
	Rahlagane primary school	628	17
	Lehlagare primary school	177	7
	Blompoot primary school	436	14
15	Leriana secondary school	326	12
	Matailane secondary school	439	22
	Rehlahlilwe primary school	589	18
	Yigugulethu primary school	191	7
	Makhuma primary school	773	23
	Mathakge primary school	231	10
16	Skhosana H School	631	18
	Jeje sec. school	645	18
	Embhokodweni P School	440	12
	Mabhande P School	500	17
	Zaaiplaas primary school	631	19
	Sehlakwane primary school	345	10
17	Kopa high school	832	9
	Elias Masango primary school	300	13
	Rite Primary school	630	11
	Matsepe Primary school	873	13

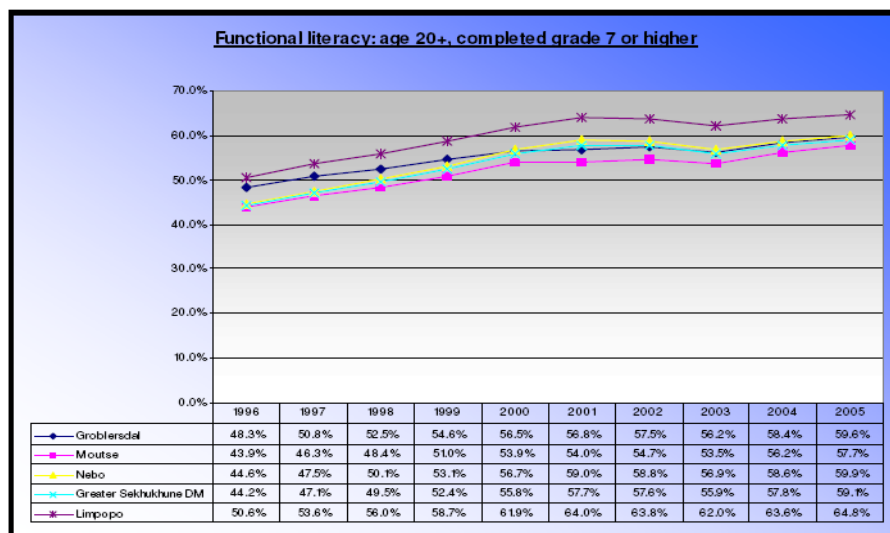
18	Segolola H School	500	11
	Magokubjana H School	400	13
19	Zamakuhle high school	336	13
	Zenzeleni high school	112	10
	Loboli high school	427	12

	Mokgalabje high school	306	12
	Mathuala primary school	490	16
	Maphepha primary school	111	5
	Bantabethu primary school	89	5
20	Mphezulu high school	438	20
	Zamazama high school	585	24
	Izikhali Zemfundo	643	19
	A.M.Mashego high school	1047	26
	Hlogotlou primary school	523	14
	Onani primary school	338	10
	Bosele primary school	345	35
	Phaphamani primary school	486	19
21	Motsephiri P School	371	15
	Njoma P School	1015	29
	Bonanibonani P School	390	13
	Mmamadi S School	355	17
	Hlankanani S School	518	14
22	Hlabi high school	704	26
	Makeke primary school	628	19
	Sindile primary school	1135	30
23	Ngulu high school	653	30
	Lekala high school	317	12
	Zwanani primary school	854	29
	Mzimhlophe primary school	330	11
	Sokali primary school	333	13
24	Phokanoka high school	868	31
	Good Hope high school	241	10
	Ndendeka high school	342	13
	S.T.Paul high school	482	22
	Ikhutseng primary school	360	11
	Malese primary school	89	03
	Luckau primary school	929	29
	Matsitsi primary school	454	16
25	Mang le Mang S.S.school	893	32
	Naledi Ya Meso S.S.school	232	9
	Moshate high school	436	21
	Bafaladi primary school	386	11
	Hlakudi primary school	296	11
	Dikgalaopeng primary school	369	12
	Mmatholo primary school	495	17
	Makaepea primary school	138	6
26	Jack Morare high school	335	10
	Abram Serote high school	986	35
	Mphage primary school	430	11
	Rammupudu primary school	622	21

	Kenneth Masikela primary school	834	26
27	Monamodi Matsepe high school	447	16
	Mamorake Primary school	583	19
	Jacob Sefako primary school	563	17
	Onismas P. school	311	14
28	Motjedi H School	242	8
	Mogodi H School	361	18
	Boleu H School	510	27
	Ramanare H School	217	12
	Dipakapakeng P School	420	13
	Moilanong P School	698	22
	Moganetswa P School	270	9
29	Refilwe secondary school	510	23
	Ramohlokolo high school	600	24
	Mafato primary school	360	17
	Ikageng primary school	290	13
30	Mohlarekoma high school	497	18
	Sango combined primary school	784	28
	Nyenye primary school	45	03
	Ngwana Marumo primary school	35	02
	Siyabonga primary school	590	15
	Laerskool Roosenekaal	270	09

SOURCE EMLM : 2012

Figure 3 : Functional Literacy



Source: EMLM's LED Strategy (2007)

8.3.1B. Educational Development Challenges

Within the municipal area, Sehlakwane area shows the largest educational backlog with the Groblersdal non-urban area also recording very low levels of Grade 12 or tertiary qualifications. This situation poses a major challenge to the municipality in terms addressing the needs of the existing school-going population, but also unqualified adults which are past school-going age. Adult Basic Education and Training (ABET) programmes should thus be launched in the municipal area as a matter of urgency. As far as educational facilities in the municipal area are concerned, there is a fairly large number of primary, middle, combined and secondary schools. The spatial distribution of these facilities throughout the municipal area could, however, not be determined or assessed and needs to be done as a matter of urgency.

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

8.3.1C. Libraries in Elias Motsoaledi Local Municipality

There are two libraries in the municipal area, one is located in Groblersdal and the other at Roosenekal.. The lack of library services hampers efforts to improve literacy rates within the area. In addition, it does not auger well for building the necessary skills base to bolster economic growth in the municipal area (source: EMLM IDP for 2006/2007).

The department of Sports, Arts and Culture is currently constructing a community library in vlakfontein (Sephaku) in ward 23. The library will contribute immensely in the development and educational capacity of the community. The facility will also benefit communities in the nearby wards such as ward **21, 22 and 24.**

8.3.2. Housing

Housing delivery remains a key government intervention to redress the ills of the past and restore the dignity of the poorest of the poor. This recognition is clearly reflected in the Housing Policy and Strategy (1994) that focuses on stabilizing the environment to transform the extremely fragmented, complex and racially based financial and institutional framework inherited from the previous government, whilst simultaneously establishing new systems to ensure delivery to address the housing backlog.

There is no doubt that housing remains one of the few visible signs of government's success to address the needs of the poor. It is therefore critical that local municipalities play

their role in facilitating the delivery of houses in their areas. This role is adequately outlined in the Housing Act (1997). Local government is expected to:

- Conduct IDP 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 is protected;
- Sets its own housing delivery goals; and
- Identifies land for housing development.

There is no doubt that delivering, “well-managed entities in which economic growth and social development are in balanced 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 municipality to elevate housing as a key development priority. In this way, municipalities need to set clearly defined housing delivery targets and allocate requisite infrastructure investments to realize the objectives of the comprehensive plan for the development of sustainable human settlements.

In the period of 2002-2005, the municipality had delivered 273 houses. In the second quarter of the 2007/2008 financial year, the municipality reported to have completed 24 foundations and 14 houses at the wall plate level against a target of 500 housing units.

It is critical that the municipality develops a housing strategy that would accelerate housing delivery in an integrated manner within the context of national, provincial and district imperatives. This strategy should form the basis of a housing charter to be included in the IDP and lay the foundation to building the necessary capacity to apply for accreditation. Currently, the municipality stand at **5510** housing backlog..

8.3.2A. Housing allocation for 2012/13 by COGHSTA

15	Mangoedi Products & project Developers	200	Oorlog	18
			Moteti “A” (Masoganeng)	8
			Moteti “C” (Matshelapata)	8
			Moteti “C1”	8
			Kgobokwane	24
			Ntswelemotse	12
			Stompo	8
			Walkraal “A”	8
			Magakadimeng	8

16	MTR Business Enterprise & Projects	300	Vezinyawo	14
			Mpheleng	16
			Phucukani	12
			Morgan	8
			Taereng	8
			Moteti "C2"	12
			Moteti Liberty	15
			Homeland	8
			Stand no 294,239 posa	2
			stand no 14 Lukau	1
			Mogaung	1
			Kruis river	1
			Homelands	20
			Oorlog	20
			Moteti B20	20
			Ramaphosa	20
			Slovo	20
			Kgaphamadi	25
			Newstand	25
			Mzimdala	25
			Waalkraal	25
			Stompo	20
			Ntshwelemotse	15
			Mphaleng	25
			Magakadimeng	25
			Jabulani	15

8.3.2B. Housing Developmental Challenges

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

Table 23: Housing backlog per each village

WARD 1 Cllr Kenneth Mahlase 079 156 8390		WARD 2 Cllr Alfred Phatlane 078 058 8137		WARD 3 Cllr Mputu Mahlangu		WARD 4 Cllr Tseke Lepota 072 271 4069		WARD 5 Cllr Thabo Mmutle 083 207 8645/4586	
Villages	No	Villages	No	Villages	No	Villages	No	Villages	No
1. Lusaka	12	1. Moteti “A” Masoganeng	8	1. Kgobokwane Kgaphamadi (whole of Kgaphamadi)	120	1. Ntswelemotse	12	1. Magakadimeng	8
2. Moteti “B” Mmotwaneng	20	2. Moteti “C” Motselapala	8			2. Stompo	8	2. Vezinyawo	14
3. Slovo	50	3. Moteti “C1”	8			3. Walkraal “A”	8	3. Mpheleng	16
4. Ramaphosa	25								
5. Oorlog	30								
6. RDP Walkraal	0								

WARD 6 Cllr Christopher Mhlanga 082 333 9115		WARD 7 Cllr Lucas Phala 073 866 4871		WARD 8 Cllr Daniel Mzinyane 073 414 4008		WARD 9 Cllr Shadrack Marapi 072 987 9716		WARD 10 Cllr Fanie Mogotji 082 793 1194	
Villages	No	Villages	No	Villages	No	Villages	No	Villages	No
1. Phucukani	12	1. Moteti “C2”	12	1. Elandsdoorn “A”	8	1. Tambo	25	1. Ntwane	25
2. 5 Morgan	8	2. Moteti Liberty	15	2. Elandsdoorn “B”	8	2.Elandsdoorn “E”	50	2. Dithabaneng	15
3. Taereng	8	3. Homeland	15	3. Uitspanning “A”	12	3. Phooko D3	15		
		4. Zuma Park (private)	4	4. Sempupuru	0	4. Phooko	8		
		5. Ten Morgan	8			5. Part of Ngolovane	6		

	(private)				
	6. Zenzele (private)	8			
	7. Part of Malaeneng Ngolovane	8			
	8. Part of 5 Morgan	8			

WARD 11 Cllr Alpheus Maloba 083 599 2005		WARD 12 Cllr Ramabane Podile 082 526 4055		WARD 13 Cllr Johan Kotze 082 332 2973		WARD 14 Cllr Salminah Mehlape 082 525 4056		WARD 15 Cllr Samson Mashifane 082 526 0440	
Villages	No	Villages	No	Villages	No	Villages	No	Villages	No
1. Elandsdoorn T/S	0	1. Thabakhubedu	55	1. Groblersdal Town	0	1. Naganeng	8	1. Masoing	28
2. Phooko (small)	12	2. Magagamatala	30	2. Klipbank (private land)	0	2. Matlalalehwelere	8	2. Holneck	42
3. Jabulani	10	3. Loskop	0	3. Rossouw Farms (private)	0	3. Bloempoot	8	3. Vlaklaagte	32
4. Part of 5 Morgan	6	4. Buffelsvlei	0			4. Vaalfontein Frams	0	4. Maraganeng	14
5. Taiwan & Molala	6	5. Rondekop	0			5. Aquaville	0	5. Keerom 1 & 2	64
		6. Dewagendrift	0			6. Masakaneng	8		
		7. Sizani	0						

WARD 16 Cllr Medo Buda 071 568 6598		WARD 17 Cllr Salamidah Tshoma 082 304 8017		WARD 18 Cllr Phillemon Matshipa 082 525 4067		WARD 19 Cllr Julia Mahlangu 076 345 1454		WARD 20 Cllr Simon Matlala 072 186 5273	
Villages	No	Villages	No	Villages	No	Villages	No	Villages	No
1. Donkie Stop	8	1. Matshelapata	50	1. Mmotwaneng	20	1. Mathula Stand	10	1. Monsterlus Unit A	13
2. Sovolo	6	2. Matshelapata Ext.	25	2. Syferfontein	20	2. Enkosini	8	2. Stadium View	14
3. Mabhande	4	3. Ga-Moloi	20	3. Talane	20	3. Dindela	15	3. Jerusalema	11
4. Masanteng	5	4. Bapeding 5 Sedibeng =20	20	4. Magukubjana	20	4.	6	4. Matsitsi	9
5. Doorom	10			5. Makgopheng	20	5. Hlogotlou	12	5.Monsterlus Unit B 9	
6. Pelazwe	9					6. Thabaleboto	11		

WARD 21 Cllr Elias Nduli 082 952 2871		WARD 22 Cllr Lukas Tshoma 082 304 8019		WARD 23 Cllr Nomsa Mahlangu 073 041 4624		WARD 24 Cllr Thomas Mokganyetji 082 266 6049		WARD 25 Cllr Samaria Mashilo 082 495 1194	
Villages	No	Villages	No	Villages	No	Villages	No	Villages	No
1. Legolaneng	39	1. Mogaung	30	1. Sephaku	85	1. Luckau (part of)	80	1. Ramogwerane	50
2. Kgaphamadi	38	2. Phomola	18	2. Vlakfontein	10 5	2. Sterkfontein	11 9	2. Makaipea	12
3. Motsephiri	27	3. Phomolong	12					3. Tafelkop Ga-	41

								Matsepe	
		4. Posa	22					4. Dikgalaopeng	64
		5. Makeke	10						
WARD 26 Cllr Girly Motlale 072 197 7135		WARD 27 Cllr Jan Mohlala 082 559 7302				WARD 29 Cllr Siphon Frans Nkosi 082 526 4062		WARD 30 Cllr Mpho Sam Malekane 082 525 4059	
Villages	No	Villages	No		No	Villages	No	Villages	No

1. Kampeng	12	1. Part of Stadium View	8	1. Part of Stadium View (T/Kop)	10	1. Congo	40	1. Laersdrift	80
2. Ga Kopa	8	2. Majakaneng	6	2. Mgababa	31	2. Ditakaneng	30	2. Tygershoek (private)	15
3. Matebeleng	6	3. Botloponya	12	3. Dipakapakeng	27	3. Rangers	50	3. Tshehla Trust	15
4. Newstand	12	4. Nyakelang	12	4. Part of Sterkfontein (Ga Maguduza)	18	4. Morula View	30	4. Station (Roosenekal)	20
5. Bapeding	7			3 Stadium East		5. Station (Motetema)	20	5. Zone 11 (private land)	30
				4 =39				6. Makwana Nkakaboleng)	20

Source: EMLM, rural development section, 2011

8.3.2C. Cemeteries

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

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

8.3.2D. Cemetery challenges

Most of the cemeteries in rural areas are maintained by communities whilst those in towns are a responsibility of the Municipality. Currently, many of these cemeteries are about to reach its full capacity. The municipality identified land or site to serve as regional cemetery in the area of Moutse. Some of the Communities are unable to use the cemetery due to cultural believes and religion.

8.3.2E. Hiv And Aids

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

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

The SDM IDP for 2009/2010 depicts the spread, management and treatment of HIV/AIDS in the District and LMs. This table tabulates various interventions on the management of HIV/AIDS in EMLM. These include voluntary, counselling and testing (VCT), provision of nevirapine doses to women at antenatal or labour, referrals and HIV + patients on ART.

Table 24 : Management of HIV/AIDS in SDM

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

Source: SDM IDP for 2009/2010

8.3.2F. Health And Social Development

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

The total population in EMLM is 247 495 therefore **10 hospitals** should have been provided. Only **two hospitals have been provided**. Whilst the figure shows a deficit of

8 hospitals there could be a disparity between the standards, the character of rural settlements and the norms applicable within the Department of Health and Welfare.

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

8.3.2G. Health and Social Development Issues

Table 25

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

8.3.3. Health And Social Facilities

Table 26 : Breakdown of Health Facilities

Facility	Number
Hospitals	2
Clinics	17
Mobile clinics	0
Pension Pay Points	53
Social work services	15
Drop- in - centers	17
Emergency services	5

Source: Community Development Workers

8.3.3A. Health facilities backlog

There are two hospitals in the municipal area and these are located in Groblersdal and Moutse (Philadelphia). Eleven clinics/community health centres and five mobile clinics supplement the two hospitals. Access to health facilities is a key milestone to realise the right to have access to health care facilities as pronounced by the Constitution. Improving access to health goes beyond physical facilities but also includes mobilising more resources for health, empowering women and communities, greater male responsibility and capacitating the NGO sector. According to submissions made by communities, there's still a need for 13 clinics in the entire municipality.

Accessibility to Hospitals, Clinics and Professional

Table 28 : Accessibility to health services

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

Source: SDM, IDP (2007/2008).

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

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

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

8.3.4. Welfare

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

- There is a general need for the provision of facilities and services for the aged, the disabled, AIDS orphans and other orphans, the homeless street children, mentally ill and all the vulnerable groups afflicted by poverty in the Elias Motsoaledi Local Municipality area.
- Pension 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 22 below depicts information on these grants:

8.3.4A. Types Of Government Grants In Emlm

Table 29: Government Grants

Q/A	D/G	FCG BEN	FCG CH/RE N	CDG BEN	CDG CH/RE N	CSG BEN	CSG CH/R EN	BEN	CH/R EN	Total
504 7	1037	703	1130	153	162	11825	19805	18781	21097	79756

Source: SASSA and SDM IDP for 2009/2010

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

8.3.5. Community Services Structures

Table 30: The table below illustrates community structures that operates within the Municipality

WARD	NAME OF ORGANISATION	ACTIVITIES	NUMBER OF VOLUNTEERS/ BENEFICIARIES
01	Qedusizi (drop –in-centre) Lafata Siyanqoba-Konke HBC	Cater for the orphans CBO Home Based care	12 20 20
02	N/A	N/A	N/A
03	Kgobokoane HBC and DIC	Home Based care and drop in centre	25
04	Nkosinathi Home Based Care (NGO) Bana Bathari Home Based Care (NGO) Thuthukani project (co-operative)	Caring for HIV infected and affected families Caring for the HIV infected and affected families Poultry Farming	15 15 20
05	Mpheleng Service Centre (NPO) Mpheleng-Nkosinathi HBC Mpheleng DIC	Caring for the aged Home based care Drop in centre	09 17 10
06	Vuyani HBC and DIC	Home based care and Drop In Centre	31
07	Siyanqoba-Konke HBC	Home Based care	N/A
08	Kgotlollo Home Based Care	Caring for the patients	15
09	Arephuthaneng Home	Caring for the patients	23

	Based Care		
10	Bantwane HBC Ndlovu care Group Bantoane youth Initiative Lesehleng dropping centre Mica Church Group	Caring for patients	21
11	Ndlovu Care Group (NPO) Moutse Mall (co- operatives) Pholoso HBC and DIC Sonqoba HBC and DIC Ratanang Old Age Home Empilweni HBC Jabulani sewing projects Ziphathaleni Art projects Nhlapo Art project	Medical Centre and HIV cancelling Commercial Home Based Care and Drop In centre	58 480 24 21
12	Elansdoorn women's club and Nala Poultry Kodumela Rotary Thabakhubedu HBC	Poultry Farming and vegetable gardening Pottary Caring for patients	10 10
13	N/A	N/A	N/A
14	Masakaneng HBC	Caring for patients	11
15	Itireleng Zamazama Kgahliso Phahlamohlaka Sikhulasonke Leshokeng Youth as partners- Orphanage centre Siyenza Ukhle youth centre Kukameng Co-operative Masoing Magobholi Kgatelopele Cooperative	Gardening Gardening Gardening Bakery and catering Gardening Gardening Vulnerable and orphans Youth challenges and motivational Communal Farming farming	12 8 22 10 6 8 146 18 49 62 24
16	Zaaipias Bambanani HBC	Caring for patients	18
17	N/A	N/A	N/A
18	Home Base care Are-Ikemeng young women health development	Caring for the Patients Caring for patients Caring for patients Care for drug abuse	10 26 30

	Magukubjane HBC Boredesa Based Care		20
19	Mathula Home Based Care Dindela Home Based Care Izazi za se Mpumalanga Thabaleboto HBC Siyaphumelela Youth Club	Caring for the Patients Caring for the Patients Poultry Farming Caring for patients catering	24 22 9 09 23
20	Snoopy Jerusalem HBC and DIC Hlogotlou HBC and DIC	Clothing Caring for patients Caring for patients	31 21
21	Santa-Kgapamadi HBC Santa-motsephiri HBC FARA 2	Caring for patients Caring for patients Caring for patients	16 19 16
22	Luckau Agriculture and Projects	Fencing	05
23	Khayaletu Stimulation Centre (NPO) Reach for live Home Base Care (NGO) Santa Thwalanani (NGO) SOS Children's village (NGO) Siyaphothela Arts and Crafts (NGO) Bomama Phambili (NGO) Metsi Madiba (co-operative) Siyamethemba (NGO) Sephaku Greenery (NGO) SKYIFA (NGO) Tiareboneng (NGO) Community Care group Vukuzakhe farming	Organisation for the disabled Caring for the Patient Caring for the Patients Give support to the Orphans and their families Beat making Greenery Project Poultry Farming Dress making Greenery ProjectAgricultural Project Greenary Project farming	22 23 16 04 15 10 05 10 06 10 10 10
24	Tholulwazi Home Based Care (NGO) Life Orientation Home Based Care (NGO)	Social sevice work Social service work	20 19
25	Matsepe HBC and DIC	Caring for patients and	30

	Lafata HBC and DIC Tswelopele HBC and DIC Dikgalaopeng HBC	Drop in centre Caring for patients Caring for patients	26 20
26	Tafelkop Lesedi HBC and DIC	Caring for patients	28
27	N/A	N/A	N/A
28	N/A	N/A	N/A
29	Ithekeng home based	Caring for the patient	28
30	Roosenekal Home Based Care Love and Peace Home Based Care	Caring for the Patients Drop-in-centre	21 12

Source: Elias Motsoaledi Local Municipality 2011

8.3.6. SafetyAnd 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.

8.3.7. Safety and Security Facilities

Table 31 : Breakdown of safety and security facilities

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

It is critical that the municipality galvanises community structures to assist the police services to prevent and combat crime. At the local level the EMLM should focus on ensuring the effective enforcement of by-laws including traffic violations, whistle-blowing on corruption and fraud, and encouraging the participation of council and residents in Community Policing Forums and other initiatives aimed at eliminating criminal tendencies and implement a Digital Eye Witness System that monitors the Central Business Area for criminal activities.

8.3.7A. Safety and security challenges

- Lack of co-operation by communities in the establishment of community Policing Forums
- Lack adequate resource such as transport etc

8.3.8. 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.

8.3.8A. 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

8.3.9. Post Offices

Postal facilities can comprise fully-fledged post offices, postal agencies (satellites) or mobile units. There are approximately 15 postal facilities in the entire Elias Motsoaledi Municipal Area. Of the 15 postal facilities about 5 are fully-fledged postal outlets and 10 are agencies or satellites. The 5 main **post offices** in the Elias Motsoaledi Local Municipality are located in Groblersdal, Hlogotlou, Moutse, 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).

8.3.10. Telecommunications

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

Table 32: The table below Indicates access to telephone services

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

Source: Census, 2001

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

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

8.3.11. 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.

8.3.11A. In summary, these are the social development challenges

- Insufficient council land for cemeteries
- Non maintenance and upgrading of the recreational facilities such as community halls.
- Inability to develop sporting facilities within EMLM, that is rural areas in particular.
- Most stadia were vandalised.
- Late submission of the Sport, Art and Recreation Year Programme by the Provincial Department
- Relegation of responsibility (Sport Development) by the Provincial Department.
- Inability to develop Parks Development Plan in all 104 villages (30 Wards) within EMLM.
- Inadequate maintenance of existing parks
- Insufficient resources for the procurement of Playing Equipment's
- Development of Housing Master Plan
- 5510 Housing backlog
- Indigent Policy which does not conform to other Constitutional imperatives.
- No network connections for the E-natis in the back-office for Traffic Officers
- Inability to deploy Traffic Officers to all 30 Wards on full-time b

8.4. KPA 3. LOCAL ECONOMIC DEVELOPMENT

8.4.1 Economic Development Profile for EMLM

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.

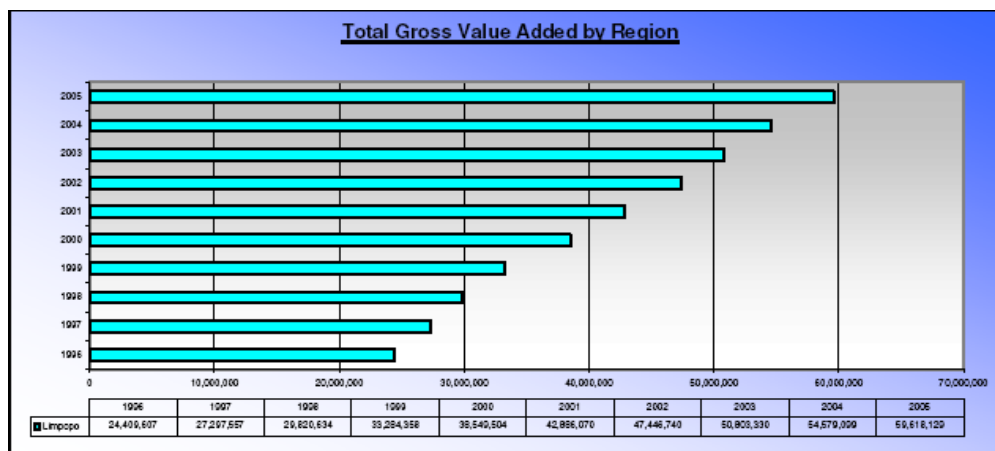
The municipality developed an **LED strategy** to obtain a better understanding of its economic features and develop strategies geared towards stimulating sustained economic growth in the municipal area. The results of this study are used to outline the economic situation as part of the IDP review however,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

Macro-Economic Indicators

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

Total Gross Value Added (current prices, 2005)

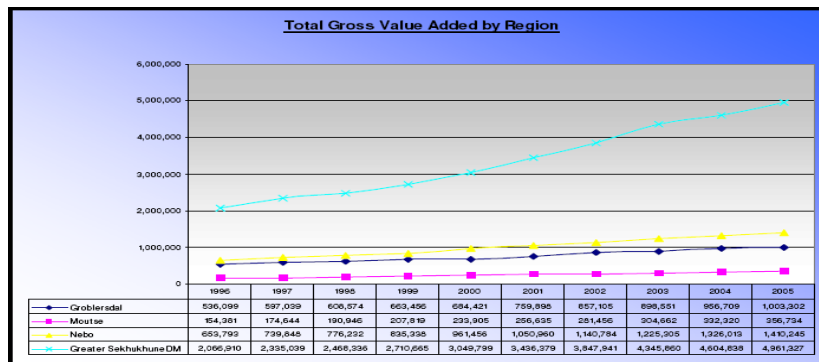


Source : Elias Motsoaledi Local Municipality

At a local municipal level it is clear that the Groblersdal Magisterial District has the largest impact on the local economy. The total GVA of the Groblersdal Magisterial

District increased from R536 million in 1996 to just over R1 billion in 2005. The total size of the economy of the Moutse Magisterial District (which comprises parts of the Western region of the Elias Motsoaledi municipality) is relatively small in the District context, accounting for approximately R356 million GVA in 2005. Although the total GVA of the Hlogotlou Magisterial District accounted for R1.4 billion of GVA in 2005, only approximately 20% of this magisterial district actually forms part of the Elias Motsoaledi Local Municipality

Total GVA (current prices, 2005)



Source: Elias Motsoaledi Local Municipality

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

The magisterial district, which comprises the Elias Motsoaledi Local Municipality, has generally experienced growth rates below the comparative provincial and district figures.

The highest average growth rate has been recorded in the Moutse District at 3.8%, 3.2% and 4.0% between 2003 and 2005. It should however be noted that this growth took place from a relatively small base. The average annual growth rates in the Hlogotlou and surrounding areast ranged between 2% and 3.1% from 2003 to 2005 and that of the Groblersdal Magisterial District between 1.8% and 3.6%.

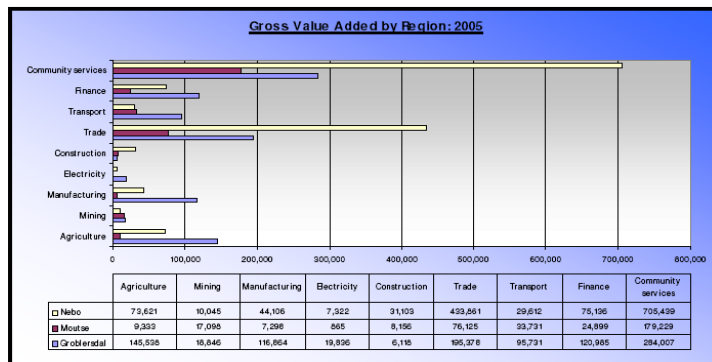
The structure of the local economy of the three magisterial districts which partly comprises the Elias Motsoaledi Local Municipality indicates the following aspects:

- The community, social and personal services sector is the major contributor to GVA in all three of these magisterial districts.

- The size of the Moutse Magisterial District economy is fairly small and dominated by the community, social and personal services sector.
- The wholesale and retail trade sector (including components of the tourism sector) is the second largest economic sector in all three magisterial districts.

The Groblersdal Magisterial District plays an important role in the local economy of the Elias Motsoaledi Local Municipality, in terms of the agricultural and manufacturing sectors. The total GVA of these two sectors in the Groblersdal Magisterial District is significantly higher than that of the Hlogotlou and Moutse magisterial districts

Figure 8 : GVA per Sector, (Magisterial Districts, 2005)

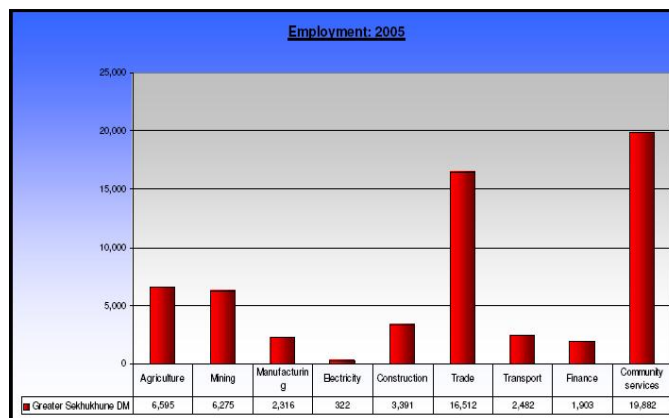


Source: Elias Motsoaledi Local Municipality

8.4.1.1. Employment opportunities

The largest number of employment opportunities in the Sekhukhune District Municipality is concentrated in the community, social and personal services sector (19 882), wholesale and retail trade (16 512), agriculture (5 959) and mining (6 275).

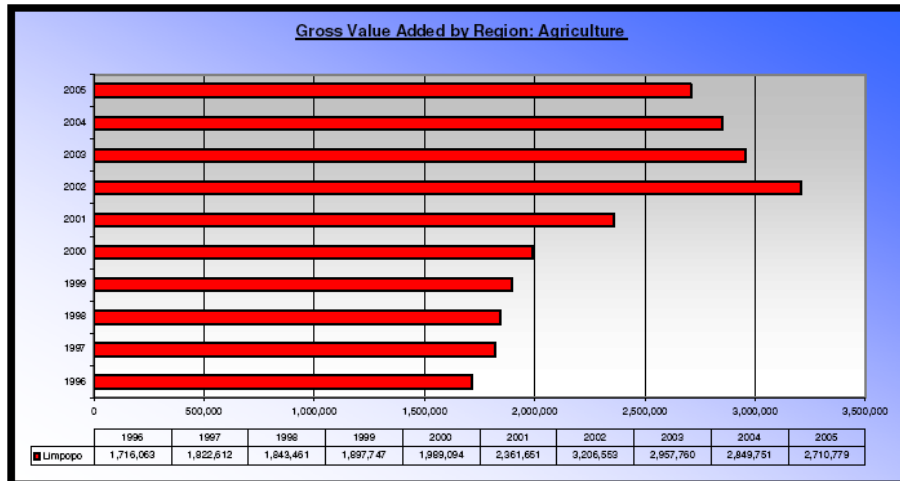
Figure 9 : Employment opportunities in Sekhukhune DM (2005)



Source: Elias Motsoaledi Local Municipality

The percentage growth in total employment in the three magisterial districts, which forms part of the EMLM, is depicted in figure above. This information indicates that the number of employment opportunities in the wholesale and retail trade sector has increased by as much as 127% over the period 1996 to 2005. Other strongly growing sectors have been the construction sector (83%) and the community, social and personal services sector (42%). An aspect of concern is that the total number of employment opportunities in the agricultural sector has decreased by 17.8% over the same period.

% growth in employment between 1996 and 2005 (Groblersdal, Moutse and Hlogotlou Magisterial Districts)



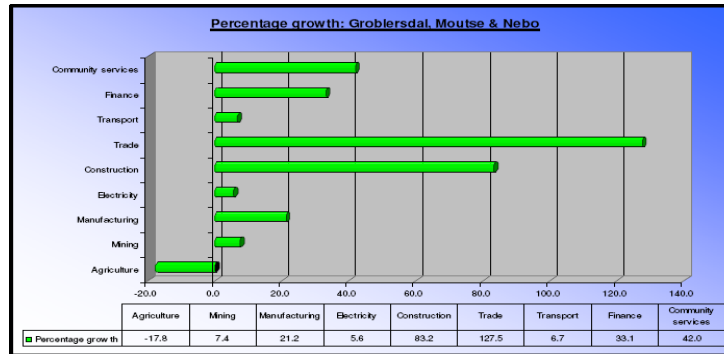
Source: Elias Motsoaledi Local Municipality

8.4.1. Agriculture

The total contribution of the agricultural sector to the Limpopo provincial economy peaked in 2002 with a total GVA of R3.2 billion.

It has however subsequently decreased somewhat to R2.7 billion in 2005. This trend has also been prevalent in the Sekhukhune District Municipality where the total GVA from the agricultural sector decreased from R283 million in 2002 to a figure of R238 million in 2005.

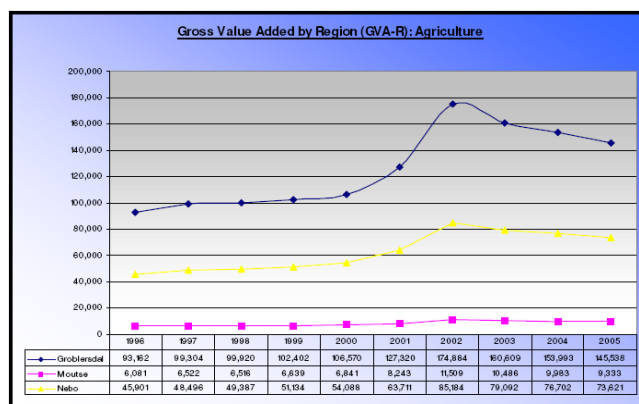
Figure 11: Total GVA (agriculture) in Limpopo (2000 current prices)



Source: Elias Motsoaledi Local Municipality

Total **economic production** in the agricultural sector within Elias Motsoaledi is clearly concentrated within the Groblersdal Magisterial District with a total estimated GVA from this district of R145 million in 2005. The comparative figures of the Moutse and the Hlogotlou and surrounding areas (R9.3 million and R73.6 million) have been very moderate. It should also be borne in mind that only parts of these two magisterial districts are located within the Elias Motsoaledi Local Municipality. These figures also imply that the Groblersdal Magisterial District accounted for more than 60% of the total agricultural sector GVA on the SDM in 2005.

Figure 12: Total GVA (agriculture sector) in Sekhukhune DM



Source: Elias Motsoaledi Local Municipality

Currently there are intensive agricultural activities under five irrigation schemes in and around Groblersdal which covers a total surface area of 28 800 ha. Groblersdal is the centre of a partly progressive farming community. The total economic production in the agricultural sector within Elias Motsoaledi is mostly concentrated within the town of Groblersdal. The following products are cultivated here:

- Grapes
- Wheat
- Tobacco
- Maize
- Soya Beans
- Citrus Fruits
- Cotton
- Vegetables

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 undeniable growing economy which is not part of the main stream agricultural economy. The municipality supported four agricultural cooperatives in 2011/12 financial year with the procurement of production inputs and thus creating **141 jobs**

8.4.1A. Challenges facing the agricultural sector

- Lack of funding
- The lack of water for emerging farmers
- Unskilled labour force
- Lack of farming infrastructure/implements
- Lack of storage facility

8.4.1B. Tourism

Tourism is a dynamic and competitive industry that requires the ability to constantly adapt to customers changing needs and desires, as the customer's 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 the tourism promotional material at the annual tourism indaba which is held every year in Durban

8.4.1C. Challenges facing the Tourism sector

The main challenge facing tourism as sector is the lack of an anchor tourism attraction which makes it difficult to market Elias Motsoaledi as a tourist destination.

8.4.1D. 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

8.4.1E. Challenges facing the agricultural sector

Currently there is only one mine which is in operation in EMLM but there is a potential for other mining houses to start mining in the area as a result of the platinum belt

8.4.2. Manufacturing

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

At the district level the total GVA increased from R133 million to R215 million over the same period. 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 and the Hlogotlou and surrounding areas, only accounting for 2% and 3.1% of the total GVA in 2005. The manufacturing sector plays a more prominent role in the Groblersdal Magisterial District accounting for 11.6% of the total GVA in this district in 2005

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.

8.4.3. 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.

In summary, 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

Table 32 :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: SDM IDP, 2007/2008

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, which include:

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

8.4.4. Development Corridors

8.4.4A. 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.

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 NSDP, LEGDP 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
- Organize 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 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 recognized a number of limitations and pitfalls that undermine the success of LED interventions. These are but not limed to:

- Expensive untargeted foreign direct investment marketing campaigns.
- Supply-led training programs.
- Excessive reliance on grant-led investments.
- Over-generous financial inducements for inward investors (not only can this be an inefficient use of taxpayers' money; it can breed considerable resentment amongst local businesses that may not be entitled to the same benefit).

- Business retention Reliance on "low-road" techniques, e.g., cheap labor and subsidized capital

The EMLM LED strategy has a number of implementation strategies that will increase the efficiency and impact of the local economic development initiatives and the capacity of the municipality to effectively support LED initiatives.

Such interventions and strategies should lead to the implementation of LED projects with greater enthusiasm. 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.

8.4.4B. 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

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 persuing and encouraging partnership **(PPP)** that will ensure business skills tranfere and retention .

8.4.5. Competitive and Comparative Advantages

Groblerdsdal 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.

Table 33 : Comparative advantages sectors of local municipalities

LOCAL MUNICIPALITY	AGRICULTURE AND	MINING	CONSTRUCTION	TOURISM	OTHER SECTORS	PUBLIC SECTOR
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	AGRO- PROCES SING					
Elias Motsoaledi	X	X		X		X
Fetakgomo	X	X (platinum)	X	X		X
Makhuduthama ga	X	X (concrete)		X	X (retail)	X
Marble Hall	X		X	X		
Tubatse	X	X (various)		X		X

Source: SDM IDP, 2007/2008

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 are the main economic activity in rural areas/settlements.
- Important role of wholesale and retail trade sector across EMLM.
- Tourism sector has significant development potential but currently underdeveloped.

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

- The agricultural sector has a strong comparative advantage in the municipality 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.

8.4.6. Tourism

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 34: District tourism comparisons.

Municipal Area	No of facilities	No of beds	Occupancy 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 (2005)

8.5. Tourism projects that might have a significant influence on the current economic situation are:

- a) Marketing and development of the proposed De Hoop Dam Nature Reserve as Eco-Tourism and recreational destination.
- b) 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.

- c) The support of village tourism.
- d) All developments within the areas earmarked for conservation or eco-tourism must enhance the rural character of the surrounding area.
- e) 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.

8.6. KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

COMMUNICATION

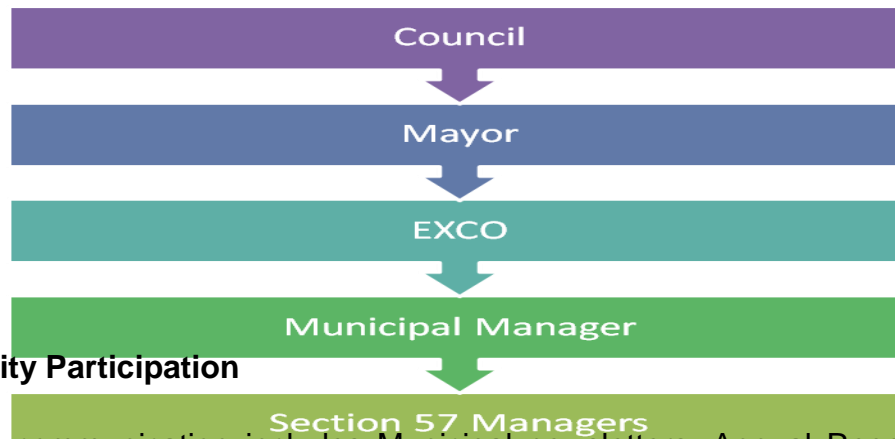
The municipality has established a fully functional communication unit. A communication strategy was developed to guide the communication internally and externally. The below diagram indicate systems of communication administratively and politically

8.6.1. Communication system

Administrative



Political



8.6.2. 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

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

8.6.3. Ward Committees

Ward committees were established in all the wards except .The municipality established the IDP steering committee that will ensure compliance with the IDP process plan.

Ward committees as statutory bodies are supposed to be the first contact points the municipality should have with communities. As indicated above , out of the 30 wards only one ward that does not have a legitimate ward committee due to political reasons. All the established committees are functional and submits their reports to the office of the speaker on monthly basis.

8.6.3A. Challenges facing ward committees

- Lack of knowledge on the role and responsibilities
- Insufficient work resources such as cellphones
- Inconsistent payment of stipend

8.6.3A. Audit I challenges.

The municipality has outsourced services of auditing to a private company. The institution has not yet employed an internal auditor to perform audit functions. The AG has indicated number of issues that leads to the municipality obtain disclaimers. The management has responded to the issues raised. The responses are captured in the financial viability.. The appointment of Audit committee is finalized. The Audit committee will resume its responsibilities at the beginning of 2012/13 financial year.

8.6.3B. Audit action Plan

Audit action Plan has been developed to deal with issues raised by the Auditor General.

8.6.3C. Risk management challenges

The municipality developed a risk management strategy that response to risk related matters. The strategy is effectively used and implemented.

8.6.3D. Anti-ncorruption challenges

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.

8.6.4. 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 as it is happening now does not ensure that communities and beneficiaries ultimately take ownership of infrastructure and assets the Elias Motsoaledi Local Municipality invest in their communities. In establishing partnerships with communities, the municipality need to ensure that participation is formalised and strengthened.

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

8.6.5. SPECIAL PROGRAMMES (OFFICE OF THE MAYOR)

8.6.6. 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:

- Organize and co-ordinate youth formations within the municipality
- Initiate and run youth developmental programmes
- Organize 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.

8.6.7. Traditional healers

The traditional healer's organization 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**.

8.6.8. 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 mayor established a Women Caucus Forum that will solely pay most of its 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.

8.6.9. The Disabled

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

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

Table 27 : Persons with Disabilities in EMLM

Category	2001	2007
Sight	3677	1258
Hearing	2351	815
Communication	539	574
Physical	3144	928
Intellectual	1136	409
Emotional	1773	2282
Multiple	1768	154
Institution	-	893
Total	14388	7313

Source: Census, 2001 and Community Survey, 2007

The disabled persons of the municipality organized 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

8.6.10. Moral regeneration charter

There is a global observation that people have gone astray of their original 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 realize the objectives of the forum

Identified special groups needs.

- 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 watwr and electricity in needy centres
- Financial assistance to the youth
- HIV/AIDS council co-ordination
- Old –aged center require a building

8.6.11. 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.

8.6.11A. Challenges facing Community Development Workers

- Lack of office space
- Transport to attend workshops and other important activities
- Non functionality of IGR structures

8.6.11B. Early Child Development (ECD)

Centers for early child development have been established in most of the villages. Some of this 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 this 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. The table below indicate Early Learning Centers and number of learners enrolled

8.6.11C. Early learning centers/ pre-schools

Ward number	Centre name	Number of children
01	Egukhanyeni	34
	Slovo park	31
	Nokuthula combined crèche	24
	Nkgodiseng Edu-care	12
	Phuthaditshaba daycare	47

02	Masemola pre-school	60
	Ebenezer pre-school	60
03	Ikageng Pre- school	118
	Lehlasedi Pre-school	20
	Holy family Pre-school	24
	Itireleng Pre- school	32
	ECD Phutikwena	45
04	Nape Pre-school	45
	Magate Leope	55
	Hosia Aphané	46
	Ramatsetse pre-school	60
05	Sizanani community crèche	65
	Lehlabile daycare	110
	Mangabane Ikageng crèche	37
	Mpheleng community crèche	39
	Emplilweni crèche	65
06	To be included	
07	Vusanani pre-school	35
	Nyakhoroana combined pre-school	293
08	Mahlasedi pre-school	35
09	Thari ya ngwana crèche	14
	Masakhane creche	23
	Vula mehlo creche	55
	Naledi ye meso creche	58
	Dikgokong crèche	62
	Musa we nkosi crèche	50
	Mthombo we lwazi	22
10	Ndlovu pre-school	85
	Baptist church	105
11	Mologadi Edu –care	120
	Sizimisele Edu-care	80
12	Itumeleng pre-school	113
	Mmaleshoko pre-school	17
13	Groblersdal Christian school	36
	Voetspoortjie Nursary school	43
	Soetdorkie Nursary school	52
14	Masakaneng (two crèche)	40
	Matlala lehwelere Pre-school	74
	Naganeng Pre-school	60
	Blompoort Pre-school	38
15	Hlakudi pre-school	52

	Rethabile pre-school	35
	Sizanani daycare	35
	Jabulani pre-school	37
16	To be included	
17	Thari ya Tshepo	17
	Lekgolane pre-school	40
18	Itireleng pre-school	75
19	Buhlebethu crèche	81
	Khuthala crèche	39
	Mbalenhle	77
	Vulingonelo	41
	Vukani	25
20	Lebonga Daycare	64
	Kgotso pre-school	94
21	Legolaneng crèche	84
	Lehlogonolo crèche	64
	Motsephiri community crèche	60
22	Chitah pre-school	42
	Vihelaphi	120
	Khululekani Educare	56
23	Ithuteng crèche	34
	Sizanani crèche	17
	Jacob crèche	20
	Kodumela crèche	52
	Zithobeni crèche	28
	Maranatha	16
	Dimakatso	38
24	Thusanang crèche	145
	Reagola Day Care	32
	Fanang Diatla crèche	39
	Itsoseng crèche	26
25	Kgogudi Mashegoane	74
	Matseno a Thuto	21
	Modupi crèche	50
	Dikgalaopeng	48
	Banana ba Mme	65
26	Namane	63
27	Matladi pre-school	100
	Mathume pre-school	134
28	Gadifele pre-school	62
	Kopaneng pre-school	28

29	Motetema pre-school	97
	Motetema crèche	52
30	Shalom kindergarten	29

8.6.11D. Challenges facing ECD's

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

8.6.11E. Inter-Governmental Coordination And Alignment

The municipality has forge a good relationship with the District and other spheres of government. There is alignment with regard to programmes initiated by the above mentioned structures which makes co-ordination easier. The municipality participates in the following co-ordination 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

8.6.11F. 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

8.6.11G. 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 get invited by the office of the Mayor to developmental issues pertaining the enhancement of cultural values and believes that communities share

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

Table below indicates Traditional authorities, their needs and their locations

Table 37.

TRIBAL AUTHORITY	NAME OF CHIEF	LOCATION	TRIBAL NEEDS	AUTHORITY	CONTACT
Bakwena Traditional authority	Chief B.R. Matsepe Kopa	Ward 25 Tafelkop Ga-Matsepe	Water and Office furniture		071 498 4469
Bantwane Traditional authority	Chief M.P. Mathebe	Ward 10 Ntwane	Communication services Fencing of the office Electrification of the office		072 837 0794
Ndebele Traditional authority	Chief P.J. Mahlangu Maphepha	Ward 19	Tarring of road to the tribal office Construction of Public toilets		072 862 9835

	2 nd		Fencing of the tribal office Security room Renovation of the office and hall	
Bakgaba Kopa Traditional authority	Chief B.H.. Rammupudu	Ward 26 Tafelkop	Renovation of the Tribal authority offices Office equipment's	082 702 1786
Matlala Lehwelere Tribal authority	Chief S.F. Matlala	Ward 14 Ga- Matlala Lehwelere	Tribal authority offices and equipments at Blompoort and Naganeng (INDUNA)	072 054 0727
Bantewane Tribal authority	Chief. Mathebe	Ward 3 Kgobokwane village	Tribal authority office and office equipments	N/A
Manthole Tribal authority	chairperson P.J. Phetla There is no chief at Manthole tribal authority. The community elect a chair on three cycle.	Ward 24 Ramogwera ne	Salaries for the acting chief and the headmen (indunas)	084 761 6478

Source : Elias Motsoaledi Local Municipality

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. Institutional Development

8.6.12. KPA 5. FINANCIAL VIABILITY

One of the key issues identified for the sustainability of Elias Motsoaledi local Municipality is “expanding its revenue in relations to its costs and its financial viability, whilst implementing its mandate”. The responsive key is “effective, efficient, coordinated financial management and increased revenue – enabling EMLM to deliver its mandate”. The plans and strategies detailed in this chapter contributes to the achievement of this objective.

Municipal budget for 2012/2013

Table 35 : EMLM budget for 2012/13

Budget	2011/2012	2012/13
Operational	162 085 000	221 481 000
Capital	99 811 000	57 412 000
Total expenditure budget	261 896 000	278 893 000

Source : EMLM finance department

8.6.13. Financial Challenges

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

- Valuation roll was found to be incorrect. This roll is valid for 4 years and only expires at the end of 2011/2012.
- The service level agreement between EMLM and SDM is giving problems with regard to implementation and interpretation.
- Supply chain problems in complying with requirements.
- Challenge in appointing the suitably qualified CFO.
- Audit committee not appointed yet
- Our SCM module on our financial system need to be updated as to assist the section.
- BEE certificates
- Increase in municipal debt.
- We have requested companies Shoprite, Pick ‘n Pay and Spar to make payment of municipal account at these shops possible.
- Disconnections are not done on time as we are dependent on the electricians.

8.6.14. Issues raised by the Auditor General and responses by EMLM management

Generally recognized Accounting Practice, GRAP 3, Accounting policies, changes in accounting estimates and errors requires that an entity shall disclose the nature of the prior period error for each prior period presented, to the extent practicable,

Accumulated surplus

Standard the amount of the correction for each financial statement line item affected; the amount of the correction at the beginning of the earliest prior period presented; and if retrospective restatement is impracticable for a particular prior period, the circumstances that led to the existence of that condition and a description of how and from when the error has been corrected. The statement of changes in net assets includes corrections of prior period errors amounting to R57 068 981 (2010: R53 442 161) which were processed against the accumulated surplus balance of R1 019 000 612 (2010: R943 827 107). The content of this amount has not been properly disaggregated in note 37 to the annual financial statements. There were no satisfactory alternative audit procedures that I could perform to obtain reasonable assurance that all corrections were properly recorded. Consequently, I did not obtain sufficient appropriate audit evidence to satisfy myself as to the existence, completeness, valuation and allocation of and obligation pertaining to the corrections.

8.6.15. Management Response

The relevant note is automatically updated from the Caseware software utilised to draw up the annual financial statements. The note did not give enough detail and did not separate the adjustments for each adjustment type made. The adjustments from the prior year amounted to a very large number due to the pre prior year errors corrected. The format of the note could not accommodate the volume of the adjustments made. This matter was taken up with CQS who supplies the template for the annual financial statements. The template was then improved and extended but the municipality was not allowed to resubmit or update the annual financial statements by the Office of the Auditor General. The relevant detail note will be provided as part of a prior year error disclosure note on the 2012 annual financial statements comparative figures.

8.6.16. Biological assets

Standard of Generally Recognised Accounting Practice, GRAP101, Agriculture, requires that biological assets to be disclosed in the financial statements. Biological assets are defined as living animals and plants. The municipality did not disclose game that belongs to them in the financial statements. The municipality's records did not permit the application of alternative audit procedures and consequently I was unable to satisfy myself as to the completeness, valuation and allocation of biological assets.

8.6.17. Management Response

The biological assets were counted on year end and the values of the game did not justify the expense of a professional game valuation and environmental study for the game farm. The value of the game on hand is estimated at about R 80 000. It is proposed that the game be disposed of in terms of the current financial year in terms of the supply chain policy of the Council. A professional valuation will amount approximately R 200 000 for the game farm including the biosphere.

8.6.18. Commitments

Commitments as disclosed in note 32 to the financial statements excludes an amount of R7 353 910 identified from the municipality's contract management system. Commitments of R7 716 804, as stated in note 34 to the financial statements, is understated by R7 353 910.

8.6.18. Management Response

Management disclosed commitments to the value that was contracted, commitment, tendered and in progress. The auditors took the value that was contracted, commitment and tendered. The difference could not be resolved. In future management will confirm the commitments to be disclosed in terms of the Auditor Generals' requirements and the adjustment on the annual financial statements will be made as a prior year error adjustment.

8.6.19. Expenditure

The municipality could not provide sufficient appropriate audit evidence to support journal entries of R3 455 076 debited and R1 041 103 credited to expenditure. The municipality's records did not permit the application of alternative audit procedure. Consequently, I did not obtain sufficient appropriate audit evidence to satisfy myself as to the completeness, accuracy, existence and classification of expenditure.

8.6.20. Management Response

All requested journals with supporting documentation (marked COMAF 46 part 2) had been handed over to the audit team. One of the members of the audit team was checking the requested journals and the supporting documentation in the office of the manager expenditure during the week of 21 to 25 November 2011. Management will request a meeting with the Office of the Auditor General in order to indicate why the supporting documentation was not accepted as all the documents were provided.

Auditor General Opinion Trends

2008/2009	2009/2010	2010/11
Disclaimer	Disclaimer	Disclaimer

The municipality acknowledge that it has not been doing well with regard to financial management matters. The continuous disclaimer by the Auditor General compels the municipality to work hard in ensuring that the institution meets the 2014 clean audit.

8.6.21. OPERATING BUDGET ESTIMATES(five year financial Plan)

Table: Details the Operating Budget estimates for the five years starting 1 July 2010 and ending June 2015.

Description R thousand	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre- audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<u>Revenue By Source</u>										
Property rates	6,067	16,214	12,456	19,185	(2,000)	17,185	17,031	17,936	25,011	27,512
Property rates - penalties & collection charges	–	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	21,577	28,308	31,103	49,254	1,220	50,474	49,788	68,667	60,240	66,264
Service charges - water revenue	875	3,510	7,769	13,714	(10,800)	2,914	9,018	–	23,176	25,494
Service charges - sanitation revenue	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	1,748	1,780	1,543	2,502	–	2,502	2,510	3,329	2,812	3,093
Service charges - other	–	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment	601	1,329	514	728	(8)	720	676	568	818	899
Interest earned - external investments	8,380	5,702	7,932	12,058	–	12,058	9,890	6,600	13,548	14,903
Interest earned - outstanding debtors	471	856	1,343	5,000	–	5,000	4,010	2,059	5,618	6,180
Dividends received	–	–	–	–	–	–	–	–	–	–
Fines	947	658	591	1,000	–	1,000	1,056	1,150	1,124	1,236
Licences and permits	7,023	3,239	2,811	5,300	–	5,300	3,547	5,000	5,955	6,551
Agency services	–	–	–	–	–	–	–	–	–	–
Transfers recognised - operational	84,335	141,588	110,643	157,847	1,451	159,298	159,298	168,079	178,743	193,195
Other revenue	1,781	4,347	2,053	1,864	1,065	2,929	1,864	5,545	1,955	2,367
Gains on disposal of PPE	–	–	–	–	3,000	3,000	3,000	–	–	–
Total Revenue (excluding capital transfers and contributions)	133,805	207,532	178,758	268,452	(6,072)	262,380	261,687	278,932	319,000	347,695

Description	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Expenditure By Type										
Employee related costs	32 910	38 299	38 419	69 107	(9 657)	-	-	82 656	84 327	92 760
Remuneration of councillors	10 039	10 404	8 243	9 141	225	-	-	12 912	7 623	8 386
Debt impairment	2 463	4 840	-	2 190	-	-	-	1 800	1 692	1 861
Depreciation & asset impairment	56 999	19 444	-	1 832	-	-	-	2 500	2 058	2 264
Finance charges	346	10	-	-	-	-	-	-	-	-
Bulk purchases	12 622	20 606	21 898	32 096	11 462	-	-	54 390	39 693	43 662
Other materials	-	-	-	-	-	-	-	-	-	-
Contracted services	-	-	-	-	-	-	-	-	-	-
Transfers and grants	1 185	3 459	1 688	2 475	(392)	-	-	2 470	2 781	3 059
Other expenditure	33 284	35 260	14 483	41 695	1 910	-	-	63 592	48 460	53 306
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-
Total Expenditure	149 846	132 322	84 730	158 536	3 549	-	-	220 321	186 635	205 299

8.6.22. CAPITAL BUDGET ESTIMATES

Table : details the estimated Capital Investment Programme for the three years starting July 2012 and ending 30 June 2015. The Capital Investment

Programme remains subject to the availability of funding.(revenue sources)

FUNDING	2011/12	2012/13	2013/14	2014/15
OWN FUNDING	108,549,746	110,853,000	140,257,000	154,500,000
TOTAL OWN FUNDING	108,549,746	110,853,000	140,257,000	154,500,000
NATIONAL ELEC GRANT (NEPG)	4,554,000			
MSIG GRANT	790,000	800,000	900,000	950,000
MIG GRANT	29,037,000	35,223,000	37,156,000	39,304,000
EPWP INCENTIVE		1,000,000		
LAND AFFAIRS GRANT	65,254			
RURAL HOUSEHOLD DEVELOP GRANT	4,000,000			
EQUITABLE SHARE	114,134,000	129,556,000	139,187,000	151,191,000
FMG GRANT	1,250,000	1,500,000	1,500,000	1,750,000
GRANT FUNDING	153,830,254	168,079,000	178,743,000	193,195,000
TOTAL PER FUNDING	262,380,000	278,932,000	319,000,000	347,695,000

8.6.23. DEBT MANAGEMENT FRAMEWORK

Table 3 details the Debt Management Framework

	2009/10 (R mill)	2010/11 (R mill)	2011/12 (R mill)	2012/13 (R mill)	2013/14 (R mill)
Closing Balance	14 070	18 447	34 934	28 750	24 250

The trend of the previous financial years indicated that outstanding debtors are increasing annually, and is currently at R 34.9m. We anticipate that this will start

decreasing as from the 2012/13 financial year due to the appointment of UMS to do debt collection on our behalf.

8.6.24. THE FINANCIAL FRAMEWORK

REVENUE ADEQUACY AND CERTAINTY

It is essential that the Elias Motsoaledi Local Municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to source, amount and timing of revenue. The Division of Revenue Act has laid out the level of funding from National Government that will be received for the 2011/12 to 2013/14 financial years.

It is important to track the respective sources of revenue received by EMLM as they can be quite different and can vary substantially depending upon the phase that the Municipality is in. Knowledge of the sources of funds will illustrate the Municipality's position more accurately, its ability to secure loans relative to its income streams and its borrowing capacity.

(i) Cash /Liquidity Position

Cash and cash management is vital for the short– and long-term survival and good management of any organization. The appropriate benchmarks which can assist in assessing the financial health of EMLM are:

The current ratio, which expresses the current assets as a proportion to current liabilities. "Current" refers to those assets which could be converted into cash within 12 months and those liabilities which will be settled within 12 months. A current ratio in excess of 2:1 is considered to

be healthy. The Municipality currently stand at a ration 18,8:1 (30 June 2011) which is desirable in the medium term.

Debtors collection on measurement, which have a great impact on the liquidity of the Municipality. Currently the Municipality takes on average 63 days to recover its debts, while the annual debts collection rate 73.62% (30 June 2011). The Municipality will attempt to reduce the day'sdebt outstanding to less than 60 days in the medium term and will strive to increase the annual debts collection rate by 2% per annum, until it exceeds the desired level of 97%.

(i) Sustainability

The Municipality needs to ensure that its budget is balanced (income covers expenditure). As there are limits on revenue, it is necessary to ensure that services are provided at levels that are affordable, and that the full cost of service delivery are recovered. However, to ensure that households, which are too poor to pay for even a proportion of service costs, at least have access to basic service, there is a need for subsidizing of these households.

(ii) Effective and Efficient use of Resources

In an environment of limited resources, it is essential that the Municipality make maximum use of the resources at its disposal by using them in an

effective and efficient manner. Efficiency in operations and investments will increase poor people's access to basic services.

(iii) Accountability, Transparency and Good Governance

The Municipality is accountable to the people who provide the resource, for what they do with the resources. The budgeting process and other financial decisions should be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimise opportunities for corruption. It is also essential that accurate financial information is produced within acceptable time-frames.

(iv) Equity and Redistribution

The Municipality must treat people fairly and justify when it comes to the provision of service. In the same way the Municipality should be treated equitably by national and provincial government when it comes to inter-governmental transfers. The 'equitable share' from national government will be used primarily to targeted subsidies for poorer households. In addition, the Municipality will continue to cross-subsidies between high- and low – income consumer within a specific service (e.g. electricity) or between services.

(v) Development and Investment

In order to deal effectively with backlogs in services, there is a need for the Municipality to maximise its investment in municipal infrastructure (see Table 2). In restructuring the financial system of the Municipality, the

underlying policies should encourage the maximum degree of private sector investment.

(vi) Macro-economic investment

As the Municipality plays a significant role in the area, it is essential that it operates efficiently within the national macro-economic framework. The Municipality's financial and development activities should therefore support national fiscal policy.

(vii) Borrowing

The strong capital market in South Africa (banks and other lending institutions like DBSA, INCA etc.) provides an additional instrument to access financial resources. However, it is clear that the Municipality cannot borrow to balance its budget and pay for overspending.

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:

- a) adhere to written procedures and policy guidelines.
- b) exercise due diligence.
- c) prepare all reports timeously.
- d) exercise strict compliance with all legislation.

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.

8.6.25. FINANCIAL MANAEGEMENT POLICIES

8.6.25A. General financial Philosophy

The financial policy of the Elias Motsoaledi Local Municipality is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services for the citizens of Elias Motsoaledi Local Municipality.

It is the goal of the Municipality to achieve a strong financial position with the ability to:

- withstand local and regional economic impacts;
- adjust efficiently to the community's changing service requirements;
- effectively maintain, improve and expand the Municipality's infrastructure;
- manage the Municipality's budget and cash flow to the maximum benefit of the community;
- prudently plan, coordinate and implement responsible and sustainable community development and growth.

Elias Motsoaledi Local Municipality's financial policies shall address the following fiscal goals:

- keep the Municipality in a fiscally sound position in both the long and short term;
- maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
- apply credit control policies which maximize collection while providing relief for the indigent;

- credit control policies that recognize the basic policy of customer care and convenience;
- maintain existing infrastructure and capital assets;
- direct the Municipality's financial resources toward meeting the goals of the Municipality's IDP.

8.6.25B. Operating Budget Policies

The annual budget is the central financial planning document that embodies all operating revenue and expenditure decisions. It established the level of services to be provided by each department.

The Municipal Manager shall incorporate the Elias Motsoaledi Local Municipality's priorities in the formulation of the preliminary and final budget proposal.

The budget will be subject to monthly control and be reported to Council with recommendations of action to be taken to achieve the budget's goal. The budget will be subject to a mid-term review, which will result in a Adjustment Budget.

Adequate maintenance and replacement of the municipal capital plant and equipment will be provided for in the annual budget.

The budget shall balance recurring operating expenses to recurring operating revenues.

The budget will have Revenue plans based on realistically expected income and expenditure figures. Plans will be included to achieve maximum revenue percentages.

8.6.25C. Revenue Policies

The Municipality will estimate annual revenues through a conservative, object and analytical process based on realistically expected income.

The Municipality will consider market rates and charges levied by other public and private organizations for similar services in establishing rates, fees and charges.

The Municipality will implement a new valuation roll based on market values of all properties within its boundary as well as periodically review the cost of activities supported by user fees to determine the impact of inflation and other cost increases. Fees will be adjusted where appropriate to reflect these increases.

The Municipality will set fees and user charges at a level that fully supports the total direct and indirect costs of operations.

8.6.25D. Credit control Policies and Procedures

The Municipality approved a Credit Control Policy.

The Principles supported in this Policy are:

- The administrative integrity of the Municipality must be maintained at all times.
- The Policy must have the full support of all Councillors.
- Councillors must have full knowledge of the implementation and enforcement of the Policy.
- The Mayor oversees and monitors the implementation and enforcement of this Policy.
- The Municipal Manager implements and enforces this Policy.
- The Municipal Manager may delegate the implementation and enforcement of the prescribed application form.
- Consumers must receive regular and accurate accounts that indicate the basis for calculating the amounts due.
- Consumers must pay their accounts regularly by the due date.
- Consumers are entitled to reasonable access to pay points and to a variety of reliable payment methods.
- Consumers are entitled to an efficient, effective and reasonable response to appeals, and should not suffer any disadvantage during the processing of a reasonable appeal.

- Debt collection action will be instituted promptly, consistently, and effectively without exception and with the intention of proceeding until the debt is collected.

8.6.25E. Indigent Policy

The Indigent Policy was approved on 18 October 2011. This Policy identifies the conditions that must be satisfied to be regarded as an indigent and the process to follow to apply for indigent status.

Each indigent is allocated 50kwh free electricity per month as well as 6 kl free water per month.

8.6.25F. Investment Policies

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.

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.

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.

8.6.25G. Asset Management Policy

The objective of the Asset Management Policy 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.

A summary of the Principles supported in this policy are:

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.

- The fixed asset register shall comply with the requirements of Generally Recognized Accounting Practice (GRAP) and any other accounting requirements, which may be prescribed.
- Fixed assets are classified under the following headings:
 - Land
 - Infrastructure Assets
 - Community Assets
 - Heritage Assets
 - Investment Properties
 - Other Assets
 - Intangible Assets
- 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.
- 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 are examples of subsequent expenditure which are capitalized.

- 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.

8.6.25H. Accounting Policies

A summary of the Principal Accounting Policies adopted in the preparation of the annual financial statements are as follows:

- a) Basis of presentation – the annual financial statements are prepared on an accrual basis of accounting and are in accordance with historical cost convention, except for the revaluation of land and buildings, which are carried at fair value. The annual financial statements are prepared in accordance with South African Statements of Generally Recognised Accounting Practice.

8.6.25I. Supply chain management Policy

Section 11 of the Local Government Finance Management Act (MFMA) 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.

Supply Chain Management (SCM) generally refers to the management of activities along the supply chain.

The MFMA and its relevant regulations also identify processes/mechanisms which must be included in a SCM Policy.

The Supply Chain Management System is applicable for the:

- 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.

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

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.

- Audit action plan
- Financial plan
- Debt management plan
- Audit committee appointed.

8.7. KPA 6. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

8.7.1. Powers and Functions

The EMLM municipality was established in 2000. EMLM is a category B municipality as determined in terms of Municipal Structures Act (1998). EMLM is a municipality with a Collective Executive System as contemplated in Section 2(a) of the Northern Province Determination of Types of Municipalities Act (2000). The establishment of the

municipality fulfilled the local government transformation process as articulated by the White Paper on Local Government, 1998. The White Paper envisaged the form and nature of new local government structures in the country. The new local government structures are mandated to improve the quality of life of their citizens and resident

Table 38 : Duties and Functions of the Municipality

Function	Elias Motsoaledi
Air Population	Yes
Building regulation	Yes
Child Care Facilities	Yes
Electricity Reticulation	Yes
Fire Fighting	No
Local Tourism	Yes
Municipal Planning	Yes
Municipal Health Services	No
Municipal Public Transport	Yes
Pontoons and Ferries	Yes
Storm Water	Yes
Trading Regulations	Yes
Billboards and display of advertisement in public places	Yes
Cemeteries, Funeral Parlors and Crematoria	Yes
Cleansing	Yes
Control of undertaking that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	Yes
Local Amenities	Yes
Local Sport Facilities	Yes
Markets	Yes
Municipal Abattoirs	Yes
Municipal Parks and Recreation	Yes
Municipal Roads	Yes
Noise Pollution	Yes
Pounds	Yes
Public Places	Yes
Refuse Removal, refuse dumps and solid waste disposal	Yes
Street Trading	Yes
Street Lighting	Yes
Traffic and Parking	Yes

8.7.2. Boundaries

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

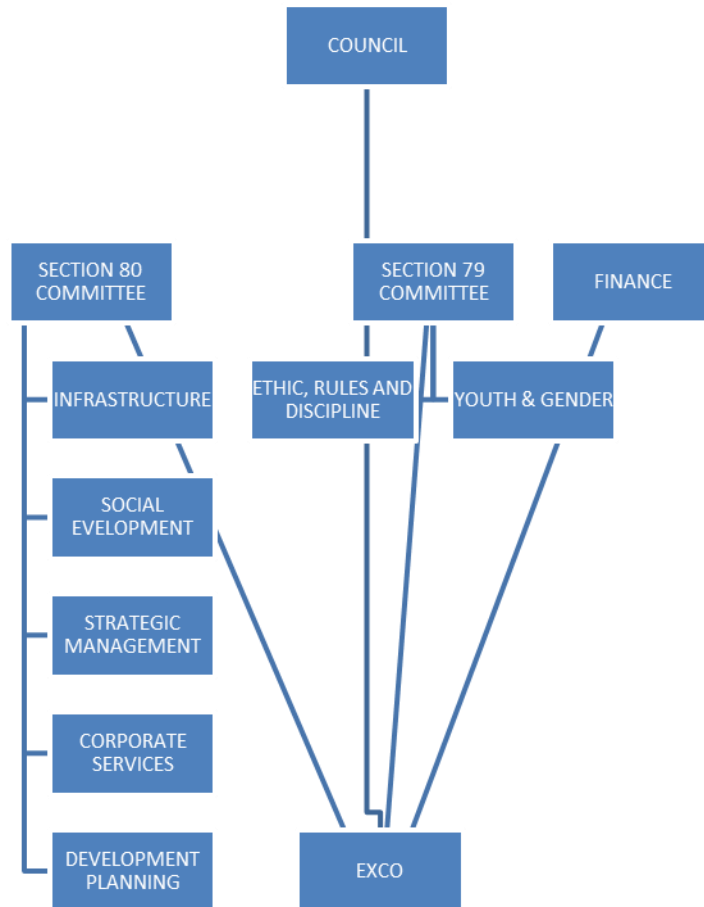
The Council of EMLM consists of 30 proportionally elected councillors and 30 ward councillors. The Council of the local municipality may designate any of the following office-bearers as full time councillors in terms of section 18(4) of the Municipal Structures Act, 1998:

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

8.7.3. Political Structure

A municipal Council is a backbone of good governance. Good governance entails initiatives to strengthen the institutions of government and civil society with the objective of making government more accountable, more open and transparent, more democratic and participatory, and promoting the rule of law. It is further stated that in promoting governance, a range of societal relationships must be addressed, which includes the relationship between governments and citizens, the relationship between politicians and public servants, the relationship between the spheres of government, and the relationship between the legislature and the executive (van Rooyen and Naidoo, 2006). In order to realise the notion of good governance, Councillors as servants of local communities are elected to govern the municipal area with the sole purpose of improving the quality of life of communities.

Political structure



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

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

EMLM has a municipal Council consisting of 60 Councilors including proportional representation and ward Councillors. The Council is the highest policy making structure in the municipality and it also provides political leadership. The municipal Council is under the stewardship of the Speaker, while the Mayor leads the Executive Committee.

The Office of the Mayor is established in the administration whose responsibility it is to coordinate activities of the Mayor, the Executive Committee and other committees of the Executive. The municipality has 30 Wards

EMLM Administrative Structure

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

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

- Strategic Management
- Corporate Services
- Infrastructure department
- Development and Planning
- Social Development
- Finance

Administrative Structure of EMLM



The organisational structure was approved with a total of **348** posts. **252** of this posts were filled whilst **87** still vacant. Amongst the 252 filled posts, 85 posts are females and 167 are males. (**SEE ATTACHED ORGANOGRAM AS AN ANNEXTURE**)

8.7.4. 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 38 : Approved Institutional Policies

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

APPROVED EMLM INSTITUTIONAL POLICIES			
	Selection & Appointment		Management
Smoking	Training	Travel & Subsistence	Fixed Asset Management

The municipality has as organisational structure that was approved by council where in more than 50% of the vacant posts were filled. The following policies and plans were developed and approved by council viz: Work Skills Plan (WSP) , Performance Management Framework, Travelling and subsistence allowance Policy , IT policy , anti-corruption Policy

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

8.7.5. Skills Profile

The municipality has 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 on various causes depending on their specific jobs.

The table below indicate the number of personnel and trainings offered

Training courses	Number of personnel
Municipal finance management	14
Occupational health and safety management	13
Fraud investigation	2
Professional development certificate practitiona	1
High certificate on ODETDP	1
Asset management	3
Investigation of cyber crime	1
Population Environment Development for	2

IDP	
CPMD	3
Municipal Performance Management	1
Operators	21
Customer care	30
Computer literacy	25
Traffic examiners	2

8.7.6. 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 equally treat its employees as one family not withstanding its core functions and responsibilities.

8.7.7. Information Technolog

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 rotates all offices of the municipality on daily basis to ensure that communication breakdown is not experienced.

8.7.7A. Information technology challenges

The municipality intends to construct a server room that will serve as a backup in case the existing server loose the information stored. The institution does not have sufficient financial muscles to can implement the programme.

8.7.8 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:

FUNCTION	DESCRIPTION
Employee support Programme	Employees of the municipality differ in terms of character and behavior. Some of the employees have challenges at work whilst other has family problems. The OHS unit give support to such employees by either providing counseling or sending the affected employees to the recognized victims support centres.
Employee wellness	It remains the responsibility of the municipality to ensure that employees are medically well and fit. The OHS unit work 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 relates to their respective types of work in order to promote safety measures.
Institutional safety	Elias Motsoaledi Local Municipality is working closely with the department of labour in ensuring that the institution complies with safety legislations and regulations

8.7.9. Performance Management System (PMS)

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

its resources and best suite its circumstances in order to inculcate a culture of performance amongst in its administration.

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

8.7.9A. Performance management System challenges

Performance monitoring has always been at core as a major tool of ensuring quality service delivery however the municipality has not yet cascaded PMS to the lower levels except for the section 57 managers. An attempt to cascade down to line managers was made but implementation is at a slow pace and not that effective.

8.7.10. By-laws

Approved By-Laws

Policy	Approved	Deferred	Date of Approval	Council Resolution
Parking Area Draft By-Law	Approved		12-06-2007	C07/016
Draft Management, Maintenance and Control of Taxi Rank Facilities By-Law	Approved		11-04-2007	C07/009
Credit Control Draft By-Law	Approved		12-06-2007	C07/015
Parking Area Draft By-Law	Approved		12-06-2007	C07/016
Street Vending By-Law	Approved		11-04-2007	C07/017
Standard Building Regulation and Miscellaneous By-Law	Approved		11-04-2007	C07/011
Draft Building Regulation By-Law	Approved		14-10-2008	C08/013

Policy	Approved	Deferred	Date of Approval	Council Resolution
Draft EMLM Rates and Taxes	Approved		14-10-2008	C08/025
Draft EMLM Advertising and Hoarding By-Laws	Approved		14-10-2008	C08/027

The IDP for the 2012-2013 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 by-laws including traffic violations, whistle-blowing on corruption and fraud, and encouraging the participation of council and residents in Community Policing Forums and other initiatives aimed at eliminating criminal tendencies

In addition, a new strategy for overall by-law enforcement would be developed. The by-law enforcement coordination would ensure that municipal by-laws are implemented in a coordinated and coherent manner and appropriate resources are identified for such implementation.

8.7.10A. EMLM SWOT ANALYSIS

The SWOT analysis below covers three KPA's viz: Spatial Rationale, Basic service delivery and infrastructure development and social services

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • An electricity license holder for Groblersdal and Roossenekal • Electricity is a key revenue source from urban areas • Established Roads construction Unit • Draft Integrated Waste Management Plan and Environmental Management Plan as required by NEMA to be tabled • Equipments (Compactor trucks) and permitted landfill sites are available 	<ul style="list-style-type: none"> • Delays in the implementation of electricity/roads projects (SCM and Grants] • Inadequate personnel for the Roads Construction Unit established • Inadequate maintenance of rural roads (gravel) • Non-compliance of the municipal permitted landfill site

<ul style="list-style-type: none"> • Availability of Land (Municipal/Government) • Support From Council On LED Initiative • Good Relationship With Business community • Fully constituted council providing leadership and direction • Public participation • Stakeholders involvement • Corporation with traditional authorities • Loyal and willing personnel • Fully functional inter-governmental structures 	<ul style="list-style-type: none"> • Inability to render communal refuse removal services to rural areas • No by-laws on solid waste & environmental management • Acquiring of strategically located land Backlog in Tenure upgrade • No Housing Master Plan • Unavailability of the SLA on the land fill operation • No maintenance plan Lack of office space • Lack of proper communication • Unavailability of Audit Committee Internal Audit Unit • MPAC not fully functional
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OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Expansion of revenue base in terms of new Property Rates Act. • Development and capacitating of the workforce • Potential provincial growth point • Supportive 	<p>Tourism attraction (The construction of De Hoop dam is a possible tourism investment.</p> <p>Economic road N11 links three provinces KZN, Mpumalanga and Limpopo.</p>

<ul style="list-style-type: none"> • traditional leadership • Proximity to dams (Loskop and Flag Boshielo) • Democratic political environment • Potential for economic growth • Interaction with DPLG, CoGHSTA and SDM. • Having the potential to increase municipal revenue. • To acquire electricity license to other townships • Good working relationship with Eskom • Explore renewable energy (e.g. solar) • Energy generation from landfill site • Business opportunities from recycling 	<p>R25 as our international export market that links our province with Gauteng province especially the International Airport</p> <p>Re-opening of mine which was closed.</p> <p>Appointment of debtor collectors that will assist us to reduce our debtor's book.</p> <p>To obtain the licence from eskom to enable us to provide electricity to rural areas which will lead to increasing collection rate</p> <p>To replace conventional meters by pre-paid meters to avoid debt escalation on electricity.</p>
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SECTION D

STRATEGIES PHASE

This phase provides an indication of the municipal core departmental functions, strategies developed to remedy challenges identified in the analysis phase. it further alludes on objectives and outcomes expected. The main aim of developing strategies is to map way forward and ensure that the next phase (project phase) is dealt with in a fair manner.

9. VISION

A better life for all through service excellence

10.MISSION

The Elias Motsoaledi Local Municipality is committed to:

- Provide democratic and accountable government for local communities,
- Ensure provision of services to communities in a sustainable manner,
- Promote social and economic development,

We will achieve this by:

- Implementing a system of Integrated Development Planning based on priority needs of the community identified through community consultation processes,
- Ensuring the effective performance of all service providers in the municipal area,
- Supporting sustainable infrastructure development and maintenance, as well as service delivery, through a fair allocation of resources,
- Promoting a safe and healthy environment,
- Facilitating economic development and job creation.

11.DEPARTMENTAL CORE FUNCTIONS

DEPARTMENT	CORE FUCTION
STRATEGIC MANAGEMENT	Strategic Planning Performance Management, monitoring and evaluation Local Economic Development (LED) Intergovernmental relations Public participation Communications, marketing and publicity. Special programmes and events
DEVELOPMENT PLANNING	Spatial Planning Building inspections IDP development Rural development
COMMUNITY SERVICES	Waste management Law enforcement Emergency services Environmental management Community Safety Cemeteries Sports and recreation Drivers and vehicle licensing Public facilities
INFRASTRUCTURE DEPARTMENT	MIG projects management Infrastructure project management Engineering and technical services Technical support
CORPORATE SERVICES	Human resource management and

	development Organisational development Executive support and council secretariat Records management By-laws development Legal services ITC 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

12. MUNICIPAL DEVELOPMENTAL PRIORITIES AND OBJECTIVES

The strategic objectives for water and sanitation are being developed by the District municipality

PRIORITY ISSUES	OBJECTIVE
Spatial Rationale <ul style="list-style-type: none"> ➤ Implementation of the SDF ➤ Fast track land turner upgrading ➤ Effective response to rezoning and zoning applications ➤ Fast track the promulgation of LUMS 	To ensure proper land use and human settlement
Access to basic service delivery <ul style="list-style-type: none"> ➤ Provision of electricity ➤ Provide Free Basic services ➤ Provide adequate roads and storm water ➤ Effective waste management and refuse removal ➤ Enforce building regulations 	To provide high level infrastructure and basic services
Local Economic Development	To ensure municipal economic growth

<ul style="list-style-type: none"> ➤ SMME development and support ➤ Tourism promotion ➤ Investor attraction 	through job creation and investor attraction
Financial sound management <ul style="list-style-type: none"> ➤ Operation Clean audit ➤ Compliance with financial regulations ➤ Effective asset management 	Inculcate and improve financial sustainability and management
Good Governance and public participation <ul style="list-style-type: none"> ➤ Employee capacity building ➤ Compliance with labour relations legislation ➤ Promote inter-governmental relations ➤ Intensify public Participation 	To improve intergovernmental relations and public participation
Municipal Transformation and Organisational development <ul style="list-style-type: none"> ➤ Promote gender equity ➤ Development and implementation of Policies and by-laws ➤ Safe guarding Municipal assets and properties. 	To ensure institutional viability through effectiveness and efficiency.
Social services	To improve the social livelihood

The above mentioned priorities are aligned to the 12 outcomes which were approved by cabinet in 2010 for the year ending 2014. The municipality has a role to play in ensuring that 12 outcomes are realized. The table below indicate how the municipality intends to contribute by aligning its developmental priorities to the 12 outcomes

12.1 Twelve Outcomes approved by the Cabinet for the period ending 2014

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

1. Improved quality of basic education;

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

12.2. The role of the municipality in addressing the 12 outcomes

Developmental priority	Outcome	Role of EMLM	Output
Spatial Rationale	Outcome 8 & 9	<ul style="list-style-type: none"> ➤ Provide land for human settlement ➤ Zoning and rezoning of land ➤ Prevent land invasions 	More efficient land utilization and release state land.
Access to basic service delivery	Outcome 6	<ul style="list-style-type: none"> ➤ Provision of electricity ➤ Roads and storm water control 	Reliable infrastructure services
Local Economic Development	Outcome 7, 4 & 11	<ul style="list-style-type: none"> ➤ Creation of jobs ➤ Support to emerging businesses (SMME's) ➤ Promote tourism 	Improved employment and municipal economy
Financial sound management	Outcome 9 & 12	<ul style="list-style-type: none"> ➤ Financial management and planning ➤ Comply with legal financial 	Sound financial management

		requirements ➤ Revenue enhancement	
Good Governance and public participation	Outcome 9	➤ Community participations ➤ Intergovernmental relations	Full participation of all structures and communities
Organisational Development	Outcome 9	➤ Human resource development and management ➤ Organisational structure development ➤ Executive and Council support	Vibrant institution
Social services	Outcome 1 , 2 &10	➤ Education support and co-ordination ➤ Facilitation of health services ➤ Community development services	Improved community services

The municipality works closely with its constituencies guided by the following values and principles

- Consultation
- Service standards
- Access
- Information
- Professionalism
- Openness and Transparency
- Redress and
- Value for money

The below mentioned strategies are the outcomes of the strategic planning session of the municipality.. The strategies are outlined per each key performance area (**KPA**). Water and sanitation strategies were not developed due to them being a SDM function.

STRATEGIES

The municipality held its strategic session in February 2012 to mainly develop and identify developmental challenges , strategic objectives and developmental strategies that will be incorporated in the 2013/14 Integrated Development Plan (IDP). The developed strategies will be aligned to both project phase and the Service Delivery, Budget and Implementation Plan (SDBIP)

12.3. KPA 1: SPATIAL RATIONALE

KPA	Developmental challenges	Strategic objectives	Developmental strategies	baseline	KPI	2012/13	outcome
Spatial rationale	No land use management tool	To promote better use of land	Review Land Use Management Scheme	No land use management tool	% of lums promulgated		Promulgated LUMS
	Uncorporative traditional authorities	To facilitate intergrated human settlement	To engage traditional authorities to land release for developmetn	No good relationship concerning land use management	No of engagements with traditional authorities	Ongoing	Good relationship with traditional authorizes concerning land use management

KPA	Developmental challenges	Strategic objectives	Developmental strategies	baseline	KPI	2012/13	outcome
Spatial rational e	Land ownership	To facilitate intergrated human settlement	audit land	No land use audit	% of land audit report	Ongoing	Land audit report

12.4. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

KPA	Development Challenges	Strategic objectives	Development Strategies	Baseline	KPI	2012/13	OUTCOME
BASIC SERVICE AND INFRASTRUCTURE	Few indigents registered in our Indigent Register	To identify and register indigent as per the indigent Policy	Stakeholder consultation (WSA, ESKOM). Awareness campaigns for indigents	Approved Indigent Register	% increase in registered indigents % reduction of indigent households within municipal area	Registration of indigents Maintain indigent register Indigent support Communication of benefits of indigent registration to community	All indigent households registered on indigent register

KPA	Development Challenges	Strategic objectives	Development Strategies	Baseline	KPI	2012/13	OUTCOME
					% update of indigent register	members	
BASIC SERVICE AND INFRASTRUCTURE	Poor attendance to Indigenous games	To increase and contiountious people about Indigenous games	Community Indigenous games awareness (Sport Indaba)	Supportive SDM Sport and Culture Unit	% increase in the number of participants in all 7 codes in each event i.e.Intonga, Khoko, Diketo, Jaskei, Morabaraba, Moruba&Kgati. # of participants in each code	Create community awareness in indigenous games through organizing continous activities	# Increased participation of community members in Indigenous games
BASIC SERVICE AND INFRASTRUCTURE	Poor attendance to O R Tambo Games	To ensure that there is mass participation	Community O R Tambo Games awareness (Sport Indaba)	Supportive SDM Sport and Culture Unit	% increase in the number of participants	Ensure community participation in all codes of the OR	Increased participation of community members in OR

KPA	Development Challenges	Strategic objectives	Development Strategies	Baseline	KPI	2012/13	OUTCOME
RUCTUR E		in the O R Tambo Games			in all 13 codes	Tambo games	Tambo games
BASIC SERVICE AND INFRASTRUCTURE	Very few sport and recreation activities supported	To ensure that sport and recreation activities are supported	Sport and Recreation Council must be fully supported. Develop Programme for EMLM	Fully Functional Sport and Recreation Council	% increased in the number of sport and recreation activities supported	Providing the Sport and Recreation Council with administrative support to ensure sport and recreation programmes	increased in support provided to the Sport and Recreation Council, inclusive of budget allocated
BASIC SERVICE AND INFRASTRUCTURE	No Recycling projects initiated by EMLM	To establish Recycling projects within EMLM	Recycling workshops to community.	Appointed Service Provider for Solid Waste Management and Income Generati	1 x project per ward recycling at source	Recycling Projects perward.	Established recycling project s in EMLM area of jurisdiction
BASIC SERVICE AND INFRASTRUCTURE	No Solid Waste Management Rural Areas	To conduct sustainable Solid Waste Management in Rural Areas	Solid Waste Management within four Wards located in Rural Areas	Fully operational Refuse Removal Unit	No. of HHs receiving refuse removal service at least once per week	3600	Rural Areas receiving Solid Waste Management.

KPA	Development Challenges	Strategic objectives	Development Strategies	Baseline	KPI	2012/13	OUTCOME
BASIC SERVICE AND INFRASTRUCTURE	No Bulk Collection of waste as per individual or industry request	To conduct Bulk Collection of waste as per individual or industry request	Bulk Collection of waste awareness campaigns	6m ³ and 4,5m ³ skip bins	100 % services ON- CALL at all clients & weekly removals from R.W.M.	100 % services ON- CALL at all clients & weekly removals from R.W.M.	To establish bulk service collections in whole area & supporting R.W.M.
BASIC SERVICE AND INFRASTRUCTURE	Non-Compliance to Landfill site permit	To comply with the landfill site permit	Construction and development of cells. Operationalisation of the landfill site as per operation plan	Two licenced landfill sites and one transfer station	1 x continuous Landfill Site operations in line with the design plan	Construction and development of cells.	Compliant to the Landfill site permit.
BASIC SERVICE AND INFRASTRUCTURE	I.W.M.P not reviewed and approved by council	To review and submit I.W.M.P to council for approval	Stakeholder consultation. Conduct need analysis.	Draft I.W.M.P	1 x annual review of I.W.M.P.	Annually review during budget cycle @ Oct.	Ensure an operational I.W.M.P.
BASIC SERVICE AND INFRASTRUCTURE	Non-compliance to Traffic Law Enforcement	To be visible at all times in the high accident	Roadblocks conducted for traffic law enforcement	Fully operational traffic law enforcement unit.	No. of arrive alive campaigns initiated	24	Effective law Enforcement

KPA	Development Challenges	Strategic objectives	Development Strategies	Baseline	KPI	2012/13	OUTCOME
STRUCTURE		points					
BASIC SERVICE AND INFRASTRUCTURE	Not popularising our own Sporting, Art and Culture activities	To ensure that communication department attends our meeting	Communication department to disseminate information through all communication media	Mayoral Cup Fun Walk Beauty Contest Coaching Clinic	One Mayoral Cup One Fun Walk One Beauty Contest One Coaching Clinic One Sport, Art and Culture Indaba	One Mayoral Cup One Fun Walk One Beauty Contest One Coaching Clinic One Sport, Art and Culture Indaba	Well attended sporting, Art and Cultural Activities.
	Outdated Integrated Transport Master Plan	To ensure the review of the ITMP by 2013	By allocating financial resources	ITMP available	Adopted ITMP	100%	
BASIC SERVICE AND INFRASTRUCTURE	Non development/upgrading of parks	To develop/upgrade parks	Develop/upgrade parks in the CBD Develop/upgrade parks in the Township	Four identified areas as parks in the CBD and Townships	No. of parks and open spaces developed/upgraded No. of trees distributed	5 Parks to be developed/upgraded 600	Well developed/upgraded parks
BASIC SERVICE	Lack of Disaster Risk	To render efficient and	Adequate resources	Under resourced Disaster	% of emergency	Development and review	Responsive disaster management unit.

KPA	Development Challenges	Strategic objectives	Development Strategies	Baseline	KPI	2012/13	OUTCOME
AND INFRASTRUCTURE	Mitigation measures	effective Disaster Relief	(budget, relief material). Adopt reviewed Disaster Management Plan	Management unit.	relief cases responded to within 24 hours	of disaster response plans Development of strategies on provisioning of emergency relief within 24 hours	
BASIC SERVICE AND INFRASTRUCTURE	Non collection of waste from Elandsdoorn Township, Thambo and Walter Sisulu as R125 Areas	To collect refuse from registered R125 Areas (Proclaimed Townships)	Proper community consultation meeting	Fully functional Waste Management Unit	No of HHs in Townships with access to solid waste removal	12635	All Proclaimed townships with access to solid waste removal
BASIC SERVICE AND INFRASTRUCTURE	Licensing services that are accessible to the few within LM	To render efficient and effective Licensing services to the community members	School visits L/L classes on daily basis Maximum of six D/L per Examiner. Satellite Office E-natis network points Construction of the world class	Grade A DLTC	%L/L applications received vs application attended. %D/L applications received vs attended. No. of Sat. Offices with	100 % 100% 03	Accessible Licensing Services to the community

KPA	Development Challenges	Strategic objectives	Development Strategies	Baseline		KPI	2012/13		OUTCOME	
			DLTC			E-natis network DLTC Constructed	25 %			
Basic service s and infrastr ucture develop ment	Records of the quality of energy supply	To ensure that quality of supply is monitored as per NERSA requirement	To implement equipment and system to monitor the quality of supply	New indicator	Statistical information on the performance on the system	100%	100%	100%	NERSA compliance standards	
Basic service s and infrastr ucture develop ment	Eskom capacity to meet 2014 Target	To ensure that all household have access to Electricity	To align Eskom and Municipal plans for Electrification	44728 H/H	Number of H/H electrified		1056(Esko m Depended)	1056(Esko m Depended)	Millennium Target 2014	

KPA	Development Challenges	Strategic objectives	Development Strategies	Baseline	KPI	2012/13	OUTCOME		
Basic services and infrastructure development	No Maintenance Plan for surfaced road and storm water.	To develop maintenance Plan for Surfaced Roads and storm water	Source Funding to develop maintenance plan for roads and Storm W	New indicator	% decrease in queries related to roads and storm water infrastructure	100%	100%	Reliable and Sustainable roads and storm water Infrastructure	
Basic services and infrastructure development	Unavailable as-built drawings for electrical cable network	Review and update underground electrical cable network	Electrical cable network audit	New indicator	% update of the GIS, asset register and as-built drawing	60%	100%	100%	Reliable electrical network
Basic services and infrastructure development	No electrical bulk contribution policy	Develop bulk contribution policy	Outsource development of bulk contribution policy	New indicator	Functional bulk contribution policy developed	100%			Bulk contribution policy

12.5. KPA 3: LOCAL ECONOMIC DEVELOPMENT

KPA	Development Challenges	Strategic objectives	Development Strategies	Baseline	KPI	Target			Outcomes
						2012/13	2013/14	2012/15	
LED	Inadequate financial support for agricultural sector	To ensure efficient financial support to emerging farmers by 2015	Building capacity of agricultural cooperatives	None	% financial support for agricultural sector	% of agricultural sector supported	N/A	N/A	Agricultural growth
LED	Water shortage for emerging farmers	To ensure water provision for emerging	Engage SDM on water provision	Water from kanal	% of water provision for emerging	# of emerging farmers provided	N/A	N/A	Water access for emerging farmers

		farmers			farmers	with water			
LED	Underutilization of land reform farms	To ensure effective utilization of land reform farms	Develop a comprehensive plan on land reform farms	Land reform farms not fully productive	% facilitation of the development of comprehensive land reform plan	% of land being utilized	N/A	N/A	Full utilization of land reform farms
LED	Outdated LED Strategy	To review the LED Strategy by 2013	Aligning the LED Strategy with the New Growth Path and the LEGDP	LED strategy due for reviewal	% reviewal of LED strategy	100% reviewed strategy.	N/A	N/A	Reviewed LED Strategy

LED	Lack of a tourism anchor attraction	Promotion of the tourism sector	Marketing of EMLM as a tourist destination	Inability to attract tourists	% marketing of EMLM tourist destination	% of tourism sector supported.	N/A	N/A	Increased number of tourists visiting the area
LED	Lack of investment attraction	To create a conducive investment environment	Review of investment strategy	Investment strategy in place and due for reviewal	% reviewal of investment strategy	100%	N/A	N/A	Reviewed Investment Strategy

12.6. KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPA	Developmental challenges	Strategic objective	Developmental strategies	Baseline	KPI	Target			Outcome
						2012/13	2013/14	2014/15	
Good governance and public participation	Lack of office space	To create sufficient work space by 2015	Construction of additional office space by 2013	Insufficient office space	Construction/upgrading of municipal offices	Feasibility study	Construction	Construction	Sufficient office space

KPA	Developmental challenges	Strategic objective	Developmental strategies	Baseline	KPI	Target			Outcome
						2012/13	2013/14	2014/15	
	Insufficient resources to run special programmes	To secure enough funds for programme resources by 2013	To put more financial resources	Established special focal groups	# of support	5	N/A	N/A	Effective special programmes
	Audit committee	To ensure effective audit committee 2013	By providing support to audit committee by 2013	Audit committee appointed	Meeting reports	4			Clean audit
	IDP not credible	To ensure the development of credible IDP by 2013	Involve all departments in the development of IDP	2011/12 IDP available	Availability of 2012/13 IDP	100%			Credible IDP

KPA	Developmental challenges	Strategic objective	Developmental strategies	Baseline	KPI	Target			Outcome
						2012/13	2013/14	2014/15	
	Insufficient support to ward committees	To ensure maximum support to ward committee by 2013	To provide sufficient support	Ward committees established	Reports by ward committees	12			Effective ward committees
	Ineffective section 80 committees	To have effective section 80 committees by 2013	Establish and assign members to serve in section 80 committees	Section 80 committee not fully functional	Establishment of fully functional section 80 committee	First quarter of 2012/13	N/A	N/A	Fully functional effective section 80 committees
	Less support of MPAC	To have oversight support by the district. By 2013	Effective support of MPAC by administration and monitoring by council	MPAC members trained	Further training of MPAC members	First quarter of 2012/13	N/A	N/A	

KPA	Developmental challenges	Strategic objective	Developmental strategies	Baseline	KPI	Target			Outcome
						2012/13	2013/14	2014/15	
	Insufficient interaction with the community and stakeholders	To provide feedback to communities and stakeholders by 2013	Utilization of local media(print and electronic), loud hailing and municipal website	Interacting with communities by means of community outreach programmes and meetings	Well informed communities and stakeholders within the municipality	First quarter of 2012/13	N/A	N/A	Sufficient interaction with communities and stakeholders

12.7. KPA:5 FINANCIAL VIABILITY

KPA	Development Challenges	Strategic objectives	Development Strategies	Baseline	KPI	Target			Outcomes
Financial viability	Under Collection of Debt	Debt Management strategy	Debt Management plan to be developed	New	% Increase of Revenue Collection	Compile Plan & Implementation	Implementation	Implementation	Enhanced Collection of revenue
Financial viability	Negative Audit Opinion	Ensure Improved Audit opinion	Audit Action Plan Developed	Disclaimer	Reduce of matters raised in AG Report	Qualified Opinion	Unqualified Opinion	Unqualified Opinion	Obtain unqualified Opinion
Financial viability	Lack of Asset Control	Comply with GRAP 17	Develop Complete asset register	Asset Register in Place	Compliance with asset standard	Compliant Register	Compliant Register	Compliant Register	GRAP 17 Compliant

Financial viability	Incomplete valuation roll	Ensure credible Valuation Roll	Implementation of a new valuation roll	Supplementary Roll	Complete Valuation Roll	Complete Valuation Roll	Complete Valuation Roll	Complete Valuation Roll	Credible valuation of properties
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12.8. KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

KPA	Developmental challenges	Strategic objective	Developmental strategies	Baseline	KPI	2012/13	OUTCOME
	<i>PMS not cascaded to lower levels.</i>	Cascade PMS to lower level employees. Quarterly assessment of all employees and institution by 2013	Develop a PMS policy and Review PMS framework to cater for Institutional as well as individual performance.	All Directors signed performance agreement.	Number of employees signing of action plan		Fully functional PMS system

KPA	Developmental challenges	Strategic objective	Developmental strategies	Baseline	KPI	2012/13	OUTCOME
	Non alignment of the organizational structure and the IDP	To align the structure with the IDP and budget by 2013	Review the organizational structure and align with IDP & budget.	Approved organ gram	% Alignment of the organogram with the IDP	Last quarter of 2011/12	Sustainable, efficient and effective service delivery.
	Inability to attract scarce skills	To attract and retain scarce skilled personnel by 2013	To review retention policy. (To contract employees in line with the duration	Skilled personnes	No of employees retained	Last quarter of 2012/13	Well performing institution

KPA	Developmental challenges	Strategic objective	Developmental strategies	Baseline	KPI	2012/13	OUTCOME
	Non – compliance with by-laws	Providing and improving compliance to municipal regulatory environment by 2013	No. of By-Laws to be developed	3	By-laws implementation	5	By- laws nforced
	Effective functional of web- site	To ensure a functional web-site 2013	% maintenance of website	100%	Functional web-site	100%	Access to information
	Inactive organisation	To enhance virtual interactive organisation 2013	% back-up server.	New	Interactive organisation	100%	

KPA	Developmental challenges	Strategic objective	Developmental strategies	Baseline	KPI	2012/13	OUTCOME
	Inadequate employee capacitation	Capacitating employees by 2013	No. of employees to be capacitated as per training plan	121	Capacity building report	216	Well capacitated personnel
	Inadequate capacitation of councillors	Capacitating councillors by 2013	No. of councillors to be capacitated as per training plan	7	Training report	20	Capacitated councillors
	Under performance	To inculcate a culture of Performance by 2013	No. Of line managers who signed activity plan	0	Annual performance report	20	High level service delivery
	Ineffective organizational development	To ensure effective organisational development by 2013	% implementation of WSP	100%	% of WSP implemented	100%	Skilled personnel

KPA	Developmental challenges	Strategic objective	Developmental strategies	Baseline	KPI	2012/13	OUTCOME
	Disclosure of interest	Declaration and disclosure of interests by POB's and officials for new term by 2013	No of councillors and officials declared their financial interests	0	No. of disclosure recieved	60 coucillors 349 employees	Disclosure of interest by all
	Inadequate provision of study assistance	Provision of study assistance to employees by 2013	No. of employees provided with study assistance	New indicator	No . of study assistance provided	5	Well capacitated employees
	Insufficient work experience to learners	To assist learners to gain work experience by 2013	No. of learners assisted with working experience	27	No. of learners given experience	20	Experienced ;earners
		To promote and maintain labour peace	No. of local labour forum held	8	Labour forum meetings held	12	Well co-ordinated labour issues

KPA	Developmental challenges	Strategic objective	Developmental strategies	Baseline	KPI	2012/13	OUTCOME
		by 2013					
Fleet management	Delay in filing of vacant posts	To develop and review organisational structure	% implementation of organisational structure (filing of posts and non deviation from the structure)	100%	% on implementation of the organizational structure	100%	Fully implemented structure
	Insufficient payroll management	Maximise efficiency of payroll management by 2013	% accuracy on payroll information	100%	% of accurate payroll information	100%	Updated payroll information

KPA	Developmental challenges	Strategic objective	Developmental strategies	Baseline	KPI	2012/13	OUTCOME
	Non-alignment of policies to legislation	To ensure alignment of policies to relevant legislation by 2013	Number of corporate services policies reviewed	25	No. policies aligned	5	Compliance with legislation
	Ineffective work place hazards management	Effective and efficient management of workplace hazards by 2013	% minimisation of workplace hazards	100%	% of hazards managed	100%	Acceptable work environment
	Non-compliance with safety legislation	To ensure safety of employees against hazardous substances 2013	No of employees provided with protective clothing	98	No of employees provided with safety clothing	125	Safe employees

KPA	Developmental challenges	Strategic objective	Developmental strategies	Baseline	KPI	2012/13	OUTCOME
			% compliance with OHASA	100%		100%	
	Inadequate record management	To improve record management by 2013	% implementation of record management system	ERS system in place	% of ERS implementation	100%	High level record management
			No. of ordinary council meetings held	4		4	
	Ineffective fleet management system	To ensure effective management of fleet by 2014	No. Of fleet management reports developed	12	Fleet management reports	12	Well managed fleet

KPA	Developmental challenges	Strategic objective	Developmental strategies	Baseline	KPI	2012/13	OUTCOME
	Inadequate legal support	To provide requisite legal support by 2014	No of officials minor cases received and resolved	3	No . of cases resolved	4	No cases are unresolved
			No of external major cases received and resolved	2		4	
	To enter in to lease agreements	To sign lease agreements	No. of lease agreements reviewed	0	No. of lease agreements signed.	10	
			No. of contracts reviewed	0		12	

KPA	Developmental challenges	Strategic objective	Developmental strategies	Baseline	KPI	2012/13	OUTCOME
	Ineffective co-ordination of audit processes	To provide effective coordination of Internal Audit Processes	No. Of Audit reports are submitted to council	No audit committee	Audit reports	4	Clean audit

SECTION D

13. PROJECT PHASE

Project phase is viewed as a critical area where all challenges that were raised in the institutional and community needs priorities are given attention. Projects identified will be aligned to challenges, strategic objectives and developmental strategies. It will include Municipal, Provincial sector departments and National departments

13.1. MUNICIPAL PROJECTS

13.1.1. KPA 1 SPATIAL RATIONALE (OUTPUT 4)

STRATEGIC OBJECTIVE: TO PROMOTE COMPATIBLE LAND USE AND DEVELOPMENT

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT /Agent
	2012/2013	2013/2014	2014/2015		
Township establishment Roosenekal	R950 000.00	n/a	n/a	R950 000.00	Mapoghs Mine
					Rural development

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT /Agent
	2012/2013	2013/2014	2014/2015		
Tenure upgrading Phucukani and Ngolovane	R4.m	n/a	n/a	R4m	and land reform
Tenure upgrading Elandsdoorn	R900 000.00	n/a	n/a	R900 000.00	Rural development and land reform
Tenure upgrading portion 13 Kipbank 26 JS	R2m	n/a	n/a	R2m	COgHSTA
Tenure upgrading Motetema	n/a	n/a	n/a	n/a	Housing development agency
Tenure upgrading Hlogotlou	n/a	n/a	n/a	n/a	Housing development agency
Tenure upgrading Roosenekaal	n/a	n/a	n/a	n/a	Housing development agency
Tenure upgrading	n/a	n/a	n/a	n/a	Housing

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT /Agent
	2012/2013	2013/2014	2014/2015		
Zuma Park and Zenzele					development agency
Game farm development	R500,,000	R3,000 000.00	R3,000 000.00	R6,500 000.00	Planning Department
Implementation of SDF	n/a	n/a	n/a	n/a	Planning department
Promulgation of the land use management system	n/a	R105,300.00	R110,459.00	R 215,759,000	Planning department
Development control	n/a	n/a	n/a	n/a	Planning department
Building plan assessment	n/a	n/a	n/a	n/a	Planning department

13.1.3. KPA 3 BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT (OUTPUT 02)

STRATEGIC OBJECTIVE: TO FACILITATE FOR IMPROVED SERVICE DELIVERY

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2012/2013	2013/2014	2014/2015		
Moteti St Joseph bus road	R2,000 000.00	n/a	n/a	R3,500 000.00	Infrastructure department
Mogaung bus route	R2,000 000.00	n/a	n/a	R9000 000.00	Infrastructure department
Kgaphamadi bus route	R2,000 000.00	n/a	n/a	R2000 000.00	Infrastructure department
Nyakelang public route upgrade phase 3	R10469 000.00	R7,025 000.00	R7,728 000.00	R16423,000.00	Infrastructure department
Roads to Magoshi (Kgoshi Matlala, Rammupudu, Matsepe and Mahlangu	R3,500 000.00	R5,000 000.00	R6,000 000.00	R18,000,000.00	Infrastructure department

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2012/2013	2013/2014	2014/2015		
Zaaiplaas road (police station road)	R5,665 000.00	R1,000 000.00	R2,000 000.00	R4,492 000.00	Infrastructure department
Groblerdal internal roads (Canal, Grobler, Pietterlaan and Voortreker streets)	R4,000 000.00	R2,000 000.00	R5,000 000.00	R11,000,000.00	Infrastructure department
Motetema street phase 2	R2,000 000.00	R4,500 000.00	R4,500 000.00	R13,500 000.00	Infrastructure department
Moteti C2	n/a	R4,488 000.00	R4,937 000.00	R4937,000.00	Infrastructure department
Monsterlos to Makgopheng phase 2	n/a	R11,557 000.00	R12,712 000.00	R24269 000.00	Infrastructure department
Ramogwerane phase 4	R19,277 000.00	R12,230 000.00	R13,453 000.00	R39136 000.00	Infrastructure department
Moteti A	n/a	R7,517 000.00	R8,269 000.00	15786 000.00	Infrastructure department
Machinery and bakkies	n/a	R150 000.00	R1000 000.00	R1150 000.00	Infrastructure department
4 Ton Truck	n/a	n/a	R300 000.00	R300 000.00	Infrastructure department
Building of main office	R1,500 000.00	R1,400 000.00	R1,000 000.00	R12,738 000.00	Infrastructure department

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2012/2013	2013/2014	2014/2015		
Install of service stand 885	R2,500 000.00	R2,000 000.00	R2,000 000.00	R8,500 000.00	Infrastructure department
Meter solutions	n/a	R5,000 000.00	R5,500 000.00	R14,000,000.00	Infrastructure department
T3 switch replacement	n/a	R 120,000.00	R132,000.00	n/a	Infrastructure department
Electricity	n/a	n/a	n/a	n/a	Infrastructure department
EPWP	n/a	n/a	n/a	n/a	Infrastructure department
Roads	n/a	n/a	n/a	n/a	Infrastructure department
MIG spending	n/a	n/a	n/a	n/a	Infrastructure department
Transport Master Plan	n/a	n/a	n/a	n/a	Infrastructure department
Satellite E-Natis office	n/a	n/a	n/a	R1.500 000.00	Community services
lawn mower-kudus	R300 000.00	R337 000.00	R371 000.00	R1108 000.00	Community services
Development of parks	n/a	R2,500 000.00	R250 000.00	R3,500 000.00	Community services

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2012/2013	2013/2014	2014/2015		
purchasing of equipment and machinery	n/a	R800 000.00	R800 000.00	R2400 000.00	Community services
Skips	R200,000	R500 000.00	R800 000.00	R1600 000.00	Community services
refuse truck	R1,500 000.00	R6,000 000.00	R6,600 000.00	R14,100 000.00	Community services
Refuse removal	n/a	R2,158,650.00	R2,268,423.00	R6477073.00	Community services
Coordination of disaster management	n/a	n/a	n/a	n/a	Community services
Upgrading of cemeteries	n/a	n/a	n/a	n/a	Community services
Recreational facilities	n/a	n/a	n/a	n/a	Community services
Coordination of Sports, Arts and Culture	n/a	n/a	n/a	n/a	Community services
Indigents supports	n/a	n/a	n/a	n/a	Community services
Traffic and Licensing	n/a	n/a	n/a	n/a	Community services
Motor vehicle licence	R1million	n/a	n/a	n/a	Community services
Maintenance of Machinery and equipment	R31156.40	R32807.00	R34415.00	R63963.43	Community services
Library facilities	n/a	n/a	n/a	n/a	Community services

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2012/2013	2013/2014	2014/2015		
Hawkers management	n/a	n/a	n/a	n/a	Community services
EPWP	n/a	n/a	n/a	n/a	Community services

13.1.4. KPA 4 LOCAL ECONOMIC DEVELOPMENT (OUTPUT 3)

STRATEGIC OBJECTIVE: TO CREATE AN ENVIROMENT THAT STIMULATES ECONOMIC GROWTH AND DEVELOPMENT

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2012/2013	2013/2014	2014/2015		
Local business support	n/a	n/a	n/a	n/a	Development planning
Local tourism	n/a	n/a	n/a	n/a	Development planning
Farmers support	n/a	n/a	n/a	n/a	Development planning
Led strategy reviewal	n/a	n/a	n/a	n/a	Development planning
Tourism info centre development	n/a	R530 583.00	R550 000.00	R1080 583.00	Development planning
SSME development	n/a	R500 000.00	R550 000.00	R1050 000.00	Development planning
LED programmes	R200 000.00	R210 600.00	R220 919.00	R631 519.00	Development planning

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2012/2013	2013/2014	2014/2015		

13.1.5. KPA 5 F13.1.6. KPA 6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGIC OBJECTIVE: TO STRENGTHEN INSTITUTIONAL EFFICIENCY AND PROMOTE GOOD GOVERNANCE

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2012/2013	2013/2014	2014/2015		
Customer services	R16,568.00	R15,795.00	R15,000.00	R63931.00	Corporate Services
Ward committee's support stipents	R4,500 000.00	R4,738 500.00	R4,970 686	R14213686.00	Corporate Services
Gender and woman	n/a	R27 670.00	R30 433.69	R58103.69	Corporate Services

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2012/2013	2013/2014	2014/2015		
programme					
Maintenance of website and internet	R400 000.00	R210 600.00	R220 919.00	R831519.00	Corporate Services
Special programmes	n/a	R46,077.00	R50,684.74	R96761.74	Corporate Services
News letters	n/a	R360.00	R389.00	R749.00	Strategic department
Outreach services	R500 000.00	R526,500.00	R552,298.00	R1052298.00	Strategic
Internal and external audit	R938,907.00	R895,050.00	R850 000.00	R3622864.00	Municipal manager's office

13.1.5. KPA 5 FINANCIAL VIABILITY

STRATEGIC OBJECTIVE: TO PROMOTE EFFECTIVE REVENUE AND EXPENDITURE MANAGEMENT

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2012/2013	2013/2014	2014/2015		
Revenue enhancement	n/a	n/a	n/a	n/a	Budget and treasury office
Assets and inventory management	n/a	n/a	n/a	n/a	Budget and treasury office
Property rates	n/a	n/a	n/a	n/a	Budget and treasury office
Credit and debt management	n/a	n/a	n/a	n/a	Budget and treasury office
Supply chain management	n/a	n/a	n/a	n/a	Budget and treasury office
Budget	n/a	n/a	n/a	n/a	Budget and treasury office
Reviwal of finance policies and strategy	n/a	n/a	n/a	n/a	Budget and treasury office
MFMA implementation	n/a	n/a	n/a	n/a	Budget and treasury office
Annual financial statement	n/a	n/a	n/a	n/a	Budget and treasury office
MIG	n/a	n/a	n/a	n/a	Budget and treasury office
Machinery and equipment	n/a	R200 000.00	R220 000.00	R720 000.000	Budget and treasury office
Furniture and fittings	n/a	n/a	n/a	R300 000.00	Budget and treasury office
Annual financial statement	n/a	n/a	n/a		Budget and treasury office

1.2. KPA 2 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT (OUTPUT 1 AND 7)

STRATEGIC OBJECTIVE: TO STRENGTHEN INSTITUTIONAL EFFICIENCY AND GOVERNANCE

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2012/2013	2013/2014	2014/2015		
Installation of Aircons	R650 000.00	R1,000 000.00	R1,000 000.00		Corporate services
Instalation of Cameras	n/a	R1,500 000.00	R1,500 000.00	R4,000 000.00	Corporate services
Development of IT master plan system	n/a	R1,053.000.00	R1,104,597.00	R12,157 597.00	Corporate services
Purchase of computers	n/a	R2,000 000.00	R2,500 000.00	R6,000 000.00	Corporate Services
Network installation	n/a	R750 000.00	R750 000.00	R2,000 000.00	Corporate Services
Electronic filing system	n/a	R500 000.00	R500 000.00	R2,500 000.00	Corporate Services
Fleet management	n/a	R800 000.00	R800 000.00	R2,400 000.00	Corporate Services
Development of by-law					
IT programmes	n/a	n/a	n/a	n/a	Corporate Services
Study assistance	n/a	n/a	n/a	n/a	Corporate Services

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2012/2013	2013/2014	2014/2015		
Experiential training	n/a	n/a	n/a	n/a	Corporate Services
Labour relations	n/a	n/a	n/a	n/a	Corporate Services
Organizational structure	n/a	n/a	n/a	n/a	Corporate Services
Human resources	n/a	n/a	n/a	n/a	Corporate Services
HR policy reviewal	n/a	n/a	n/a	n/a	Corporate Services
OHSA	n/a	n/a	n/a	n/a	Corporate Services
Secretariat	n/a	n/a	n/a	n/a	Corporate Services
Municipal furniture	R1,500 000.00	R750 000.00	R750 000.00	R3,000 000.00	Corporate Services
IDP/ Budget review	R200 000.00	R210 600.00	R220 919.00	R631 519.00	Corporate Services
PMS sessions	R200 000.00	R210 600.00	R220 919.00	R631 519.00	Corporate Services

14. PROJECTS BY SEKHUKHUNE DISTRICT MUNICIPALITY

14.1. EPWP PROJECTS

PROJECTS	MUNICIPALITY	SOURCE OF FUNDING	TARGETS	COMPLETED	CONSTRUCTION	% PROGRESS	Proposed 2012/2013 Budget
Name of the Project	Location	Source of funding	Targets	Completed	Construction	% Progress	
		MIG			√	6%	26,700,000
Update of master plan		RBIG IRS	Draft Master plan to be completed by June 2012				1,400,000
Jabulani Sewing and Welding	Elias Motsoaledi	SDM		√		100%	
Moutse Bulk Water Supply	Elias Motsoaledi	MIG & RBIG	100% completion 6.6km of gravity line, and upgrading of existing WTW in Groblersdal at 70 %		√	7%	40,000,000

Roosenkal WWTW upgrade (double)	Elias Motsoaledi	MIG	Source funding by convincing sector departments to approve the project			Designs complete	5,000,000
Moteti C (Zoetmelsfontein) Water Reticulation & Cost Recovery	Elias Motsoaledi	MIG	Finilise registration				12,000,000
Elandsdoorn access road	Elias Motsoaledi	SDM			√	60%	
Ngolovane Street	Elias Motsoaledi	SDM			√	85%	
<i>Ga-Talana VIP Sanitation</i>	<i>Elias Motsoaledi</i>	<i>MIG</i>	100% completion of 185 VIP structures				1,385,750
<i>Tafelkop to Ramogwerane Gravity main</i>	<i>Elias Motsoaledi</i>	<i>MIG</i>	<i>Designs completed. Go on tender and complete 7 km Bulk line</i>				15,500,000
Groblersdal Water reticulation Rehab	Elias Motsoaledi	MIG	Appoint consultant to do an assessment				480,000
Groblersdal Sewer reticulation Rehab	Elias Motsoaledi	MIG	Appoint consultant to do an assessment				660,000

Roosenkal WTW Upgrade	Elias Motsoaledi	MIG	100% completion of WTW				5,000,000
Sterkfontein-Luckau phase 6	Elias Motsoaledi	MIG			√	95%	650,000
Tafelkop reticulation	Elias Motsoaledi	MIG	100% Construction of Reticulation and water meters installed to households				30,000,000
Zaaiplaas Village Reticulations (Dindela, Rodenbosch, Holnek, Kosini, Sehlakwane, Elandslaaget, A Re Aganeng, Jeije, Khathazweni & Mathula)	Elias Motsoaledi	MIG	100% completion of 180m& 200m rising main,steel tank,reservoirs,interan reticulation				125,000
Moutse BWS Phase 3,4,5	Elias Motsoaledi						15,000,000
Groblersdal-Elandsdoorn Pump Main	Elias Motsoaledi	MIG	To complete 7 km of bulk line				
Refurbishment of Elandskraal ponds plant.	Elias Motsoaledi	Refurb DWA	To complete refurbishment				10500000

Refurbishment of motetema sewerage pumps.	Elias Motsoaledi	Refurb DWA	To complete refurbishment				10500000
Carbonites to Zaaiplaas	Elias Motsoaledi	MIG	100% Completion of BWS from Hlogotlou to Elandslaagte (Dendele , Rondebosch, Kosini , Matula , Holnek , Jeije , Sehlahsehlakwane and Elandslaagte				26,700,000

14.2. WATER PROJECTS FOR 2011-2014

PROGRAMME	OBJECTIVES	CATEGORY	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
MIG and District Infrastructure Development Programme	To supply water	Water	Moteti A , B & C (Zoetmelksfontein) Water Reticulation & Cost recovery	Design	R13,000,000.00	R13,000,000.00	0.00	0.00
District Infrastructure Development Programme	To supply water	Water	Roosenekal Water Network Refurbishment	New	R1,500,000.00	0.00	R1,500,000.00	0.00
MIG and District Infrastructure Development Programme	To supply water	Water	Roosenekal WTW Upgrade (double)	New	R2,500,000.00	0.00	R2,500,000.00	0.00
MIG and District Infrastructure Development Programme	To supply water	Water	Sterkfontein 10 MI Res	New	R18,000,000.00	0.00	0.00	R18,000,000.00

PROGRAMME	OBJECTIVES	CATEGORY	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
MIG and District Infrastructure Development	To supply water	Water	Sterkfontein-Luckau phase 6	Design	R11,500,000.00	0.00	0.00	R11,500,000.00
Programme								
MIG and District Infrastructure Development Programme	To supply water	Water	Tafelkop reticulation	Design	R5,000,000.00	R5,000,000.00	0.00	0.00
MIG and District Infrastructure Development Programme	To supply water	Water	Village Reticulations (Dindela, Rondebosch, Holnek, Kosini, Sehlakwane, Elandslaagte, A Re Aganeng, Jeije, Khathazweni& Mathula)	Design	R25,921,740.00	0.00	R5,921,740.00	R20,000,000.00
MIG and District Infrastructure Development	To supply sanitation to basic level of	Sanitation	Roosenkal WWTW upgrade (double)	Design	R10,000,000.00	R 5,000,000.00	R 5,000,000.00	0.00

PROGRAMME	OBJECTIVES	CATEGORY	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 2011/12	BUDGET 2012/13	BUDGET 2013/14
Programme	service							
MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Roosenekal Sewer reticulations Upgrade	New	R5,000,000.00	0.00	R5,000,000.00	0.00

Project name	District	Municipality	Project description/ type of structure	Implementing Agent	Overall Budget	Planning and design		Implementation Period and Budget				
						FY	Budget	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Construction Supervision	ALL	ALL	Rehabilitation of irrigation Scheme	LDA	R47,700,000		R7,700,000	R10,000,000	R10,000,000	R10,000,000	R10,000,000	R10,000,000
Alternative energy	ALL	ALL	Alternative energy	LDA	R8,250,000		R750,000	R1,500,000	R1,500,000	R1,500,000	R1,500,000	R1,500,000
RETENTION RESIS	ALL	ALL	Rehabilitation of Irrigation Scheme	LDA	R2,800,000			R2,800,000				
RETENSION DAMS	ALL	ALL	Dam safety repairs	LDA	R200,000			R200,000				
Hereford Bulk water supply	Sekhukhune	Elias Motsoaledi	Rehabilitation of irrigation Scheme	LDA	R3,850,000	2010/11	R350,000	R3,325,000	R175,000			
Hereford Infield Irrigation	Sekhukhune	Elias Motsoaledi	Rehabilitation of irrigation Scheme	LDA	R16,500,000	2011/12	R1,500,000		R14,250,000	R750,000		
Dam safety	ALL	ALL	Dam safety repairs	LDA	R24,200,000	2010/11	R2,200,000	R2,000,000	R5,000,000	R5,000,000	R5,000,000	R5,000,000
Onani Primary School	Sekhukhune	Elias Motsoaledi	New offshot	LDA	R18,750,000				R373,000			

Onani Primary School	Sekhukhune	Elias Motsoaledi	New offshot	LDA	R40,326,000			R19,479,000	R1,827,000			
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5. LIMPOPO PROVINCIAL SECTOR DEPARTMENTS

115.1. LIMPOPO DEPARTMENT OF AGRICULTURE: INFRASTRUCTURE PROJECTS FOR 2011/12

15.2. DEPARTMENT OF HEALTH

HEALTH INFRASTRUCTURE PROJECTS Sect Name	Project Location	Project Description	Implem entatio n Agent	Overall Budget	Planning and design		2012/13	2013/14	2014/15	2015/16
					FY	Budget				
Goedgedacht Clinic	Elias Motsoaledi	Clinic	SAKHIW O HS	11,848	2010/11	1,185				
Vlaakplaas Clinic (Malebitsa)	Elias Motsoaledi	Clinic	SAKHIW O HS	12,600	2010/11	1,260	2,545			
Eensaam Clinic	Elias	Clinic	SAKHIW	11,902	2010/11	1,190	0			

HEALTH INFRASTRUCTURE PROJECTS Sect Name	Project Location	Project Description	Implementatio n Agent	Overall Budget	Planning and design		2012/1 3	2013/1 4	2014/1 5	2015/1 6
					FY	Budget				
	Motsoaledi		OHS							
Groblersdal Electrical Upgrade	Elias Motsoaledi	Hospital District –	SAKHIW OHS	2,128	2010/11	213				
Groblersdal Mortuary	Elias Motsoaledi	Mortuary	DPW	15,656	2008/09	1,566				
Next Identified Hospitals for Revitalisation	Various	Hospital District –	DHSD	260,786	Multiple	52,157			97,166	163,620
Addit Cons Rooms to Clinics	Various	Clinic	DHSD	42,000	2012/13	4,200	10,000	15,000	15,000	15,000
Additional Nurses Accommodation	Various	Clinic	DHSD	120,000	2012/13	12,000	30,000	30,000	40,000	40,000
Palisade Fencing for Clinics	Various	Clinic	DHSD	75,633	2012/13	7,563	30,000	45,633	30,000	20,000
Gate Houses for Clinics	Various	Clinic	DHSD	17,500	2012/13	1,750	8,528	8,977	10,000	10,000
Clinics Water Supply	Various	Clinic	DHSD	55,000		0	10,000	10,000	12,000	14,000
Clinics Sanitation	Various	Clinic	DHSD	55,000		0	10,000	10,000	12,000	14,000

HEALTH INFRASTRUCTURE PROJECTS Sect Name	Project Location	Project Description	Implementatio n Agent	Overall Budget	Planning and design		2012/1 3	2013/1 4	2014/1 5	2015/1 6
					FY	Budget				
Clinics Electrification	Various	Clinic	DHSD	8,000		0	1,000	1,000	2,000	3,000
Next 15 Identified Clinics	Various	Clinic	DHSD	207,900	2012/13	20,790	20,000	64,039	60,000	51,674
Next 15 Identified Clinics	Various	Clinic	DHSD	207,900	2013/14	20,790		20,000	23,649	36,975
Completed EMS' Retention and Final Accounts	Various	Ambulance base	DPW	5,340	2008/09	534				
Hospital Boilers Upgrade	Various	Hospital – District	DHSD	78,000	Multiple	7,800	21,000	22,500	28,000	30,000
Hospital Standby Generators	Various	Hospital – District	DHSD	33,000	Multiple	3,300	6,000	6,600	9,000	11,400
Hospital Theatres Air Conditioning	Various	Hospital – District	DHSD	42,000	Multiple		9,000	9,900	11,000	12,100
Sewage Ponds' Upgrade	Various	Hospital – Health Centers	DHSD	25,500	Multiple	2,550	8,000	1,500	15,000	20,000
Hospitals' Service platform Critical Upgrades	Various	Hospital – District	DHSD	300,600	Multiple	30,060	112,654	109,334	113,600	125,000
Next Hospital Staff	Various	Accommodatio n	DHSD	145,503	Multiple	14,503	30,000	40,000	40,000	40,000

HEALTH INFRASTRUCTURE PROJECTS Sect Name	Project Location	Project Description	Implem entatio n Agent	Overall Budget	Planning and design		2012/1 3	2013/1 4	2014/1 5	2015/1 6
					FY	Budge t				
Accommodation (53 blocks)										
Office Accommodation (40 offices per district)	Various	Offices	DHSD	70,000	Multiple	7,000	10,000	40,000	20,134	45,382
Forensic Mortuaries Upgrade	Various	Mortuary	DHSD	14,776	2012/13	1,478	9,391	10,385	11,000	12,000
Bosele EMS	Monsterl os	New Emergency Medical Services		R5,700	2012/13		R4,200			
Moutse East	Moutse East	Staff Accommodatio n			2013/14			R2,000	R2,000	
Philadelphia Hospital	Dennilton	Renovation of staff accommodation			2014/15			R4,000	R7,000	

15.3. DEPARTMENT OF ROADS & TRANSPORT: INFRASTRUCTURE PROJECTS

	Project Name	District Municipality	Local Municipality	Project Location	Project Description	Implementation Agent	Overall Budget	Planning and design		2012 - 2013	2013 - 2014	2014 - 2015	2015-2016
								FY	Budget				
TRAFFIC MANAGEMENT													
	Multi-Purpose Traffic Centre	Sekhukhune	Elias Motsoaledi	Mosterloos	Multi-Purpose Traffic Centre	LDRT	R16m	2011/12	R3 142 500	R11 857 500	R12.5m		
	Maintenance of surfaced road P62/2 (Monsterlus to Mathula Stand)	Sekhukhune	Elias Motsoaledi	P62/2	Road Preventative maintenance & Rehab	LDRT	R10m	2010/11	R1m				
	D856 to P51/1 &	Sekhukhune	Elias Motsoaledi	P207/1, D4100,	Road Preventative	LDRT	R15m	2010/11	R1.5m				

	Project Name	District Municipality	Local Municipality	Project Location	Project Description	Implementation Agent	Overall Budget	Planning and design		2012 - 2013	2013 - 2014	2014 - 2015	2015-2016
								FY	Budget				
	D2534 (Siyabuswa to Flag Boshielo), Flag Boshielo			D4356	maintenance & Rehab								
	Maintenance of surfaced road P51/3 Elias Motswaledi [Groblerdal] to P62/2 [Near Stofberg]	Sekhukhune	Elias Motsoaledi	P51/3 R35	Road Preventative Maintenance & Rehab	LDRT	R12m	2010/11	R1.2m				
	Kwandebe	Sekhukhune	Elias	P95/1	Road	LDRT	R12m	2010/11	R1.2m				

	Project Name	District Municipality	Local Municipality	Project Location	Project Description	Implementation Agent	Overall Budget	Planning and design		2012 - 2013	2013 - 2014	2014 - 2015	2015-2016
								FY	Budget				
	ele/Moutse 3 to Start subs. Groblersdal	ne	Motsoaledi		Preventative Maintenance & Rehab			1					
	Road Rehabilitation (Including Widening)	Sekhukhune	Elias Motsoaledi	P95/1	Road Rehabilitation (Including Widening)	LDRT	R90m	2011/12	R9m	R38 070 000	R42 930 000		
	Legolane to Monsterlous	Sekhukhune	Elias Motsoaledi	D4331	Upgrading (Gravel to tar)	RAL		2010/2011					
	Surfaced roads and bridges	Sekhukhune	Elias Motsoaledi		Surfaced roads and bridges constructed		R1898 535			R80 4,81 2,00 0	R60 0,00 0	R49 3,72 3	

	Project Name	District Municipality	Local Municipality	Project Location	Project Description	Implementation Agent	Overall Budget	Planning and design		2012 - 2013	2013 - 2014	2014 - 2015	2015-2016
								FY	Budget				
	Surfaced roads resealed	Sekhukhune	Elias Motsoaledi		Surfaced roads resealed		R735,305			R165,500	R263,702	R306,103	
	Routine maintenance	Sekhukhune	Elias Motsoaledi		Routine maintenance		R871,027			R272,386	R286,271	R312,370	
	Access Roads	Sekhukhune	Elias Motsoaledi		Access Roads		R279,000			R89,000	R100,000	R90,000	
	Square metres of blacktop patching	Sekhukhune	Elias Motsoaledi		Square metres of blacktop patching		R255,364			R82,172	R86,596	R86,596	
	Kilometres of surfaced roads habilitated	Sekhukhune	Elias Motsoaledi		Kilometres of surfaced roads habilitated		R465,305			R165,500	R263,702	R306,103	

15.4. DEPARTMENT OF EDUCATION INFRASTRUCTURE PLAN MTEF BUDGET V22a

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

ASSUME ANNUAL INFLATION OF 6%

Implementing agent	Sub programme / project name	District / Region	Municipality	Type of Infrastructure	Projects		Programme	Project status at start of MTEF	Total project cost – latest estimate	Expenditure to date from previous years: projected to 20100331				
					Date : Start	Date: Finish					MTEF 2011 /12	MTEF 2012/13	MTEF 2013/14	MTEF 2014/15
LDOE	Siphendu lwe Primary School	Sekhukhune	Elias Motsoaledi	New primary	2013	2014	Public ordinary schools	SO Pre Implementation	40,000	-	-	4,764	22,725	26,765
LDOE	Circuit Office – Moutse	Sekhukhune	Elias Motsoaledi	New “mother” circuit office	2008	2009		S4 Construction phase	30,578	14,313	7,039	-	-	-
DWAF	Mphage	Sekhukhune	Elias	Water	2009	201	Public	S3	137	-	-	-	-	-

Implementing agent	Sub programme / project name	District / Region	Municipality	Type of Infrastructure	Projects		Programme	Project status at start of MTEF	Total project cost – latest estimate	Expenditure to date from previous years: projected to 20100331				
											MTEF 2011 /12	MTEF 2012/13	MTEF 2013/14	MTEF 2014/15
					Date : Start	Date: Finish								
		hune	Motsoaledi			0	ordinary schools	Contract awarded						
DWAF	Maresele ng	Sekhukhune	Elias Motsoaledi	Water	2009	2010	Public ordinary schools	S3 Contract awarded	137	-	-	-	-	-
DWAF	Motjedi	Sekhukhune	Elias Motsoaledi	Water	2009	2010	Public ordinary schools	S3 Contract awarded	137	-	-	-	-	-
DWAF	Nkadime ng Primary	Sekhukhune	Elias Motsoaledi	Water	2009	2010	Public ordinary schools	S3 Contract	510	-	-	0	-	-

Implementing agent	Sub programme / project name	District / Region	Municipality	Type of Infrastructure	Projects		Programme	Project status at start of MTEF	Total project cost – latest estimate	Expenditure to date from previous years: projected to 20100331				
											MTEF 2011 /12	MTEF 2012/13	MTEF 2013/14	MTEF 2014/15
					Date : Start	Date: Finish								
	School							awarded						
DWAF	Kau-Magana Primary School	Sekhukhune	Elias Motsoaledi	Sanitation	2009	2010	Public ordinary schools	S3 Contract awarded	510	-	-	0	-	-
DWAF	Izikhali Zemfundulo Senior Secondary	Sekhukhune	Elias Motsoaledi	Sanitation	2009	2010	Public ordinary schools	S3 Contract awarded	340	-	-	0	-	-
DWAF	Phokanoka High	Sekhukhune	Elias Motsoaledi	Sanitation	2009	2010	Public ordinary schools	S3 Contract awarded	485	-	-	0	-	-

Implementing agent	Sub program me / project name	District / Region	Municipality	Type of Infrastructure	Projects		Programme	Project status at start of MTEF	Total project cost – latest estimate	Expenditure to date from previous years: projected to 20100331				
											MTEF 2011 /12	MTEF 2012/13	MTEF 2013/14	MTEF 2014/15
					Date : Start	Date: Finish								
DWAF	Tagane Primary School	Sekhukhune	Elias Motsoaledi	Sanitation	2010	2011	Public ordinary schools	SO Pre Implementation	510	-	-	0	-	-
DWAF	Dithamaga Secondary School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-
DWAF	Rahlagane Primary School	Greater Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-
DWAF	Lehlagane Primary School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-
DWAF	Jacob		Elias	Sanitation	2011	2012	Public	SO Pre	170	-	-	-	-	-

Implementing agent	Sub program / project name	District / Region	Municipality	Type of Infrastructure	Projects		Programme	Project status at start of MTEF	Total project cost – latest estimate	Expenditure to date from previous years: projected to 20100331				
											MTEF 2011 /12	MTEF 2012/13	MTEF 2013/14	MTEF 2014/15
					Date : Start	Date: Finish								
	Sefako Primary	Sekhukhune	Motsoaledi	on		2	ordinary schools	Implementation						
DWAF	Seetseng Primary School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-
DWAF	Mabhande Primary School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-
DWAF	Ramogotsi Magana Secondary School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-
DWAF	Makhum	Sekhukhune	Elias	Sanitation	2011	2012	Public	SO Pre	170	-	-	-	-	-

Implementing agent	Sub program me / project name	District / Region	Municipality	Type of Infrastructure	Projects		Programme	Project status at start of MTEF	Total project cost – latest estimate	Expenditure to date from previous years: projected to 20100331				
											MTEF 2011 /12	MTEF 2012/13	MTEF 2013/14	MTEF 2014/15
					Date : Start	Date: Finish								
	a Primary School	hune	Motsoaledi	on		2	ordinary schools	Implementation						
DWAF	Aquaville Primary School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-
DWAF	Leriana Primary School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-
DWAF	Dithamaga Secondary School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-
DWAF	Vukani Pre-	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary	SO Pre Imple	170	-	-	-	-	-

Implementing agent	Sub program me / project name	District / Region	Municipality	Type of Infrastructure	Projects		Programme	Project status at start of MTEF	Total project cost – latest estimate	Expenditure to date from previous years: projected to 20100331				
											MTEF 2011 /12	MTEF 2012/13	MTEF 2013/14	MTEF 2014/15
					Date : Start	Date: Finish								
	School School	hune	edi				schools	mentat ion						
DWAF	Dennilton Combined School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-
DWAF	Itumelen g Pre-Primary School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-
DWAF	Hlanganani Secondary School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-
DWAF	Segolola High School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	340	-	-	-	-	-

Implementing agent	Sub programme / project name	District / Region	Municipality	Type of Infrastructure	Projects		Programme	Project status at start of MTEF	Total project cost – latest estimate	Expenditure to date from previous years: projected to 20100331				
											MTEF 2011 /12	MTEF 2012/13	MTEF 2013/14	MTEF 2014/15
					Date : Start	Date: Finish								
								ion						
DWAF	Onismus mogafe Primary School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-
DWAF	Njonama Primary School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	510	-	-	-	-	-
DWAF	Moganetswa Higher Primary School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-
DWAF	Groblersdal Pre Primary	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-

Implementing agent	Sub programme / project name	District / Region	Municipality	Type of Infrastructure	Projects		Programme	Project status at start of MTEF	Total project cost – latest estimate	Expenditure to date from previous years: projected to 20100331				
											MTEF 2011 /12	MTEF 2012/13	MTEF 2013/14	MTEF 2014/15
					Date : Start	Date: Finish								
	School							ion						
DWAF	Luckau Primary	Sekhukhune	Elias Motsoaledi	Sanitation	2010	2011	Public ordinary schools	SO Pre Implementation	680	-	-	0	-	-
DWAF	Ngwanamarumo-A-Tswako Primary School	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	170	-	-	-	-	-
DWAF	Boleu High	Sekhukhune	Elias Motsoaledi	Sanitation	2011	2012	Public ordinary schools	SO Pre Implementation	680	-	-	-	-	-

15.5. DEPARTMENT OF WATER AFFAIRS: WATER AND SANITATION

	DM	LM	WSA	Project Number	Project Name	Project Description	Total	12/13	13/14	14/15
138	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM22a	Nebo Plateau RWS Subproject : Upgrade Mahlangu RWTW	Nebo Plateau RWS Subproject : Upgrade Mahlangu RWTW	5,700			
139	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM30	Nebo Plateau RWS Subproject 15: Sephaku Connection (NSD11)	Nebo Plateau RWS Subproject 15: Sephaku Connection (NSD11)	27,000			
140	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM35j	Stompo Household Sanitation: (MIG/LP0685/W04/07)	Stompo Household Sanitation: (MIG/LP0685/W04/07)				
141	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM35k	Sephaku Household Sanitation	Sephaku Household Sanitation				
142	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM35l	Jerusalem Household Sanitation	Jerusalem Household Sanitation				

	DM	LM	WSA	Project Number	Project Name	Project Description	Total	12/13	13/14	14/15
143	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM39a	Groblersdal Luckau RWS: DWAF Regional Bulk Infrastructure Grant : (LP010 DWAF)	Groblersdal Luckau RWS: DWAF Regional Bulk Infrastructure Grant : (LP010 DWAF)	20.000			
144	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM39b	Groblersdal Luckau RWS: Reticulation	Reticulation of Villages: Luckau D&G	29.500	8.000	8.000	
145	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM47a	Moutse Bulk Systems (Loskop Moretele Mpumalanga): Proposed Feasibility	Moutse Bulk Systems (Loskop Moretele Mpumalanga): Proposed Feasibility	96.200			
146	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM47b	Dennilton Upgrade of Bulk Sewer: MIG/LP0463/W/0463/W05/08	Dennilton Upgrade of Bulk Sewer: MIG/LP0463/W/0463/W05/08				
147	Sekhukhune	Elias Motsoaledi	Sekhukhune District	SDM47c	Moutse West WSS	Moutse West WSS	3.000			
148	Sekhukhune	Elias Motsoale	Sekhukhune District	SDM53	Groblersdal Augumentation of	Groblersdal Augumentation of				

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

15.6. DEPARTMENT OF SPORTS, ARTS AND CULTURE

Project Name	Project Description	Local Municipality and Location	Implementing Agent	Overall Budget	2011/12	2012/13	2013/14
Music	Talent search in Music	All Local Municipalities	DSAC	R18,000 per Local Municipality and R60,000 for the District Municipality	R50,000 (R6000 per Local Municipality & R20,000 for the District Municipality)	R50,000 (R6000 per Local Municipality & R20,000 for the District Municipality)	R50,000 (R6000 per Local Municipality & R20,000 for the District Municipality)
Freedom Day	Celebration of National Day	Makhuduthamaga (Location to be decided)	DSAC	R3,000,000	R1,000 ,000	-	-
Vlakovontein	Addition of security systems in the building	Elias Motsoaledi Municipality - Vlakovontein	DSAC	R300, 000	R300, 000.00	-	-
Building of New Library facilities	Building of Vlakovontein Community Library	Elias Motsoaledi Municipality- Vlakovontein	DSAC –(Public Works)	R4 ,800, 000	R4 ,800, 000	-	-

Project Name	Project Description	Local Municipality and Location	Implementing Agent	Overall Budget	2011/12	2012/13	2013/14
Library ICT Infrastructure	Cabling, networking and migrating from PALS to SLIMS-Vlakovontein Library	Elias Motsoaledi-Vlakovontein	DSAC	R222, 223	R222, 223	-	-
O.R. Tambo Games	Selection of District teams and Talent Identification	Elias Motsoaledi-Ben Viljoen	DSAC	R300 ,000	R300 ,000	-	-
Clubs establishment	Establish one rugby club per local municipality	All local municipalities	DSAC	R12 ,000 per local municipality	R 12 ,000 per local municipality	R 12 ,000 per local municipality	R 12 ,000 per local municipality
Leagues Established	Co-ordinate the Establishment	Host local municipality to be identified	DSAC	R 180 ,000	R 60 ,000	R 60 ,000	R 60 ,000

Project Name	Project Description	Local Municipality and Location	Implementing Agent	Overall Budget	2011/12	2012/13	2013/14
	and support leagues: Softball, volleyball, cricket and athletics						
Establish federations	Coordinate Establishment of Federations for people with disabilities	Host local municipality to be identified	DSAC	R60,000	R20,000	R20,000	R20,000
Club Development District Games	Competitions for clubs in the districts for football, netball, volleyball, cricket and boxing	To be confirmed	DSAC	R 150, 000 per district	R 150, 000 per district	R 150, 000 per district	R 150, 000 per district
Recreation	Support to	Elias Motsoaledi	DSAC	R 33,100	R10,000	R 11,000.	R 12,100

Project Name	Project Description	Local Municipality and Location	Implementing Agent	Overall Budget	2011/12	2012/13	2013/14
	Municipal Indigenous games	<u>Hubs</u> 1.O.R. Tambo 2.Hlogotlou					
	Support to hubs with equipments and apparels	Elias Motsoaledi <u>Hubs</u> 1.O.R. Tambo 2.Hlogotlou	DSAC	R480,000	R20,000.00	R 220,000	R 240,000
	Support to coordinators (Stipend)	Elias Motsoaledi <u>Hubs</u> 1.O.R. Tambo	DSAC	R477,174	R 159,058	R 159,058	R 159,058

Project Name	Project Description	Local Municipality and Location	Implementing Agent	Overall Budget	2011/12	2012/13	2013/14
		2.Hlogotlou					
	Training of coordinator as coaches, technical officials and administrators	Elias Motsoaledi <u>Hubs</u> 1.O.R. Tambo 2.Hlogotlou	DSAC	R101,280	R 33,760	R 33,760	R 33,760
School Sport Mass Participation Programme	Establishment and support to leagues	Elias Motswaledi	DSAC	R 1,128,000	R 360,000	R 378,000	R 390,000
	Training of 32 coordinators	Elias Motswaledi	DSAC	R88,708	R 26 ,800	R 29, 480	R 32, 428
	Training of educators as coaches and technical officials	Elias Motswaledi	DSAC	R124,456	R 37 ,600	R 41,360	R 45, 496
	Support to 32 coordinators	All local municipalities	DSAC	R1,670,109	R 556 ,703	R 556, 703	R 556, 703

15.7. RURAL DEVELOPMENT AND LAND REFORM

Development priorities/challenges	Planned Project	Local Municipality	Time Frame	Budget
Provincial Legislation	Development of Spatial Planning and Land Use Management	All municipalities	?	R887 920

15.8. DEPARTMENT OF SOCIAL DEVELOPMENT

Project Name	Project Description	Municipality	Implementing Agent	Amount required for Project	Planning & Design		2012/13	MTEF Estimate	
					F/Y	Budget		2013/14	2014/15
Groblersdal	Office accommodation	Elia Motsoaledi	Public works	R2.645 M					
Sephaku	Satellite office	Elias Motsoaledi	Public works	R1.323 M					
Moroke	Social services multi purpose centre	Elias Motsoaledi	Public works	R7M	2012/13	R7M		R10M	R10M
Risk and Ancillary factors	Substance abuse	Elias Motsoaledi	DEPT of social Dev	R430 000		R430 000	Implementation phase	Once off	Once off
Impact of	Research		DEPT of	R370		R370	Implementation	Once	Once off

programmes from a client based perspective	projects		social Dev	000		000	n phase	off	
Youth participating in skills development programmes	Youth trained in skills development		FET's stakeholders				R300 000	R300 000	R300 000
Youth structures established	Youth forums		DEPT of social Dev				15	20	25
Youth outreach programmes implemented	Information & education campaigns targeting young		DEPT of social Dev				10	20	30
Masupa-tsela Pioneer programme	Youth trained as change agents		DEPT of social Dev				206		
Communities profiled	Situational analysis of the community to enable proper planning		DEPT of social Dev				100	110	120
Households profiled	To determine the socio-economic		DEPT of social Dev				25 000	2500 0	25000

	status of households in order to understand vulnerability and opportunities								
Community based organizations funded	Organization funded in order to alleviate poverty and vulnerabilities within communities		DEPT of social Dev				30	30	30

15.9. LIMPOPO ECONOMIC DEVELOPMENT, ENVIROMENT AND TOURISM

Strategic objective	2012/2013 TAR-GET	Project Name/Programme	Budget	Target District and Local municipality	Implementer	Responsible person
Facilitate the development of sector through targeted interventions, industrial development, as well as trade and investment promotion	Facilitate the development of 3 sectors, facilitate investment of R450M, promote trade and enhance COMPETITIVENESS IN ALL THE INDUSTRIES	Business Retention and Expansion	R300,000	All districts and their respective Local Municipalities	Stanley Rakumako	Stanley Rakumako
		Municipal Industrial Incentives	R300,000	All district Municipality	Stanley Rakumako	LED Manager
		Zambia Housing Development		All districts	Limpopo Consortium	Sam Maloka
		Manufacturing of Energy Saving devices		All districts	Big Bosim International Group	Mpho Shibambu

15.10. PROJECTS BY THE NATIONAL DEPARTMENT OF ENVIRONMENTAL AFFAIRS

PROJECT NAME	PROJECT DESCRIPMENT	AMOUNT
Control f bush enroachment	Conservation of biodiversity	R10, 000,000
Soil conservation	Conservation of biodiversity	R20,000,000
Wetland conservation	The aim of the project is to conserve a wetland area by fencing the area, reclaim portions of the wetland, construct soil conservation structures and pilot communal projects related to the wetland	R20,000,000
	TOTAL	R50,000,000

15.11. ESKOM 2012-2013 ELECTRIFICATION PROJECTS

Project Name	Budget	No. of Connection
Moshate Mountain View, Moshate Dithabeng, Mohalmme Section Lesehleng A, Lesehleng B, Lekwaneng, Thabanaswana, Maswikaneng & Melodi	R1,050,000.00	75
Thabakhubedu	R434,000.00	31
Masodi, Magukubjane & Syferfontein	R420,000.00	30
TOTAL	R1,904,000.00	136

Consultants have already been appointed and they are busy finalizing their detailed designs. An additional budget of **R151, 667.45** is allocated for in-fills under Elias Motsoaledi Municipality

SECTION F

16. INTERGRATION PHASE

This phase of the IDP serve to integrate issues raised ranging from the analysis phase. It gives synopsis of available sector plans that were developed to contribute in addressing challenges identified in all the institutional KPA's.

16.1. KPA 1: SPATIAL RATIONALE

Sector Plan/ By-laws	Description summary
	<ul style="list-style-type: none">•
Spatial Development Framework (SDF), 2007	<p>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 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,

	<ul style="list-style-type: none"> • Environmental management guidelines, and • Optimal location for Multi-Purpose Community Development Centres (MPCCs) where a range of social and economic services and facilities should be concentrated. <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 plan provides guidelines on 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 then DPLGH(Department of Local Government and Housing currently known as COGHSTA appointed consultants to develop LUMS for the Municipality. The municipality is still awaiting report from COGHSTA on progress attained.
Precinct Development Plan for Groblersdal town	<p>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 guiding tool for both public and private sector decision making and investment in the area.</p>

16.2. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Sector Plan	Description summary
Refuse Removal by-law	The purpose of the by-law is to promote a safe and healthy environment to the residents of EMLM and also to provide procedures ,methods and practices to regulate the refuse dumping and removal
Waste by-law	The by-law covers issues around waste management information system, basic services , commercial services, transportation and disposal Waste. It also contains information regarding the administrative enforcement.
Electricity by-law	The electricity supply by-law 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 for both rural areas and towns. The plan is aimed at ensuring electrification of municipal rural areas as well as farm areas.

Environmental Management Plan	<p>The municipality has developed draft environmental Management Plan as per the requirements of the legislation. ¹The 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> <ul style="list-style-type: none"> • 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>The EMLM is committed to responsible environmental stewardship and sustainable development through an effective, appropriate resourced and harmonized institutional framework that:</p> <ul style="list-style-type: none"> • 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.
Integrated Waste Management Plan	<p>The draft integrated waste management plan was developed in 2009 as required by the National Environmental Waste Act of 2008 coupled with the</p>

	National Environmental Management Act (NEMA). The Plan encapsulate environmental issues ranging from climate and topography, waste surveys waste collection etc.
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 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)	The then Limpopo Department of Local Government and Housing currently known as COGTA, appointed consultants to develop this Plan in 2008. The purpose of

	<p>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
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sector Plan/ By-laws	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 by-law	<p>The by-law entails parking conditions including various miscellaneous such as :</p> <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 by-law	<p>Council approved the by-law in 2007. The purpose of the by- law is to control and manage taxi industry including facilities as per the road traffic regulations Act (National Road Traffic Act of 1996). Licensing of vehicles is being regulated including the following:</p> <ul style="list-style-type: none"> • Transfer of licenses • Maintenance and displaying of stand license and identification • Payment of license fees <p>Part three of the by-law provides terms of establishing transport forum and the roles of that forum.</p>

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 by-law	The by-law has been developed as per the requirements of National Building Regulations and Building standards Act 103 of 1977. The purpose the by-law is to provide for the promotion of uniformity in the law relating to the erection of buildings in the municipal jurisdiction.

16.4. KPA 3 : LOCAL ECONOMIC DEVELOPMENT

Sector Plan	Description summery
Street vending by-laws	The by-law provides restrictions on street vending. It further specify areas where street vending can take place including processes to be followed when applying for street vending in town and the surrounding areas.
Tourism by-law	Tourism development in one of the functions of the municipality. The policy has been developed to facilitate establishment of, and maintain local tourism. The institution is also expected to give support to tourism initiatives.
LED Strategy	<p>The municipality developed the Strategy in 2007. The strategy is structured to guide economic activities within the Elias Motsoaledi Local Municipality, including District wide economic imperatives,</p> <p>The strategy provides 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</p> <p>The strategy needs to be reviewed in order to align to the new growth path, LEGDPand NSDP</p>

16.6. 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 <p>All other regulations, policies, acts that demand for more commitment on communicating government activities to the citizenry.</p> <p>2. Objectives</p> <p>2.1 To enhance communication between Elias Motsoaledi Local Municipality and its stakeholders - Internal and External.</p> <p>2.2 To enhance coordination of communication activities between the National, Provincial, Local government and the parastatals.</p> <p>2.3 To encourage public participation through the empowerment of communities with information.</p> <p>2.4 To promote indigenous languages that represents and appreciates diversity in our Municipality.</p> <p>2.5 To project the positive image of the municipality locally, provincially, nationally and internationally.</p>

	<p>2.6 To forge links with the media houses.</p> <p>2.7 To develop and maintain correct public perceptions and build community's trust on Municipality's programmes.</p> <p>2.8 To effectively communicate democratic Government achievements, challenges and interventions.</p> <p>2.9 To intensify the struggle against poverty by implementing development communication and information to the communities.</p>
Audit charter	The internal audit charter and audit committee charter are not available. The municipality is in a process of appointing both internal auditors and also audit committee.
Ward committees policy	The policy outlines roles functions of ward committees and also gives a guide on how ward committees are established. It further indicate the role communities in the establishment of this committees.
Ward committee system	Systems to manage and control ard 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
Anti- corruption and fraud strategy/Plan	<p>The policy is developed to govern the reporting investigation and handling of fraud and other crimes of dishonesty. The municipality is committed in ensuring that fraud and corruption are dealt with severely. The policy is therefore based on the following priciples:</p> <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 Plan	The municipality is the process of the developing the risk management Plan

16.5. 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 includes 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.
Revenue enhancements strategy	The strategy gives strategic ways and means that the institution could implement in ensuring that the revenue capacity is enhanced and the municipality remains sustainable.
Credit and debt control by-law	There are nine chapters in this by-law that covers services to customers of the municipality. Amongst others the by-law speaks to the following: <ul style="list-style-type: none"> • Assessment rates • Service to indigent customers • Emergencies • Unauthorized services and • offences
Draft rates by-law	The by-law 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.
\Investment Policy	<p>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.</p> <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</p>

	<p>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"> e) adhere to written procedures and policy guidelines. f) exercise due diligence. g) prepare all reports timeously. h) 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	<p>The objective of the Asset Management Policy 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</p>

	<p>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> <ul style="list-style-type: none"> • The fixed asset register shall comply with the requirements of Generally Recognized Accounting Practice (GRAP) and any other accounting requirements, which may be prescribed. • Fixed assets are classified under the following headings: <ul style="list-style-type: none"> ➤ Land ➤ Infrastructure Assets ➤ Community Assets ➤ Heritage Assets ➤ Investment Properties ➤ Other Assets ➤ Intangible Assets • 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.
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	<ul style="list-style-type: none"> • 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 are examples of subsequent expenditure which are capitalized. • 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.
Supply chain management system/ policy	<p>Section 11 of the Local Government Finance Management Act (MFMA) 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</p>

	<p>SCM Policy.</p> <p>The Supply Chain Management System is applicable for the:</p> <p>Procurement by the Municipality of all goods and services or works;</p> <ul style="list-style-type: none"> • 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
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	➤ Audit committee appointed.
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16.7. KPA 6 : MUNICIPAL TRANSFORMATION ORGANISATIONAL DEVELOPMENT

Sector Plans/ Policies and by-laws	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 humanresource 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 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> <p>Objectives of the Plan</p> <ul style="list-style-type: none"> ➤ The establishment and maintenance of workforce ➤ Equal access to job opportunities ➤ To identify barriers to employment
Performance management framework	<p>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</p>
Succession Plan	<p>The municipality does not have a succession plan. The Municipality is currently in a process to develop the plan.</p>
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'</p> <ul style="list-style-type: none"> • Staff retention policy

	<ul style="list-style-type: none"> • 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 recognized 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.

APPROVAL PHASE

The ELIAS MOTSOLEDI LOCAL MUNICIPALITY council had a special council meeting on the 31st of May 2012 to approve the 2012-2013 IDP/Budget. The approved IDP will serve as a service delivery guiding tool . All programmes that the municipality will undertake shall be informed by the IDP/Budget.

ANNEXTURES

- MUNICIPAL TURNAROUND
STRATEGY
- 2012/13 APPROVED ORGANOGRAM
- 2012/13 APPROVED BUDGET