



ELIAS MOTSOLEDI LOCAL MUNICIPALITY

DRAFT INTEGRATED DEVELOPMENT PLAN FOR 2019-2020 FINANCIAL YEAR

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ABBREVIATIONS

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

VISION / MISSION AND VALUES

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

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

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

Vision

"Thé agro-economical and ecotourism heartland"

Mission

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

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

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

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

The key fact about culture stands out, namely organisational value systems impact the way the organisation progresses and poses the following questions: What is important to our organisation? How are decisions made? Who is in charge? How do I relate to other employees and groups within our organisation? What behaviours are rewarded and recognised? What is

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

compensation based upon? These are cardinal questions of which if answered honestly will define the culture of the organisation.

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

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



FOREWORD BY THE HONOURABLE MAYOR

CHAPTER 1

The 2019-2020 IDP review mark the third review after the council has approved a five year developmental plan during the 2016-2017 planning cycle. The IDP serves as a strategic document of the municipality. As the sphere of government closest to the people, municipalities have a particular responsibility to achieve delivery of basic services through various programmes such as roads and storm water, waste management, electrification, job creation through LED, fight poverty as well as financial sustainability. The other responsibility bestowed upon municipalities is to ensure co-ordination of programmes initiated by the National and Provincial government. It is against this background that the municipality is embarking on a process to review the current IDP for 2019 - 2020 to achieve these outcomes. The development of various sector plans and strategies represented the first step in broadening the long term planning horizon and to position the municipality in order to maximize efficiency, effectiveness and impact of service delivery within the municipality.

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

The municipality is geared towards holding open and honest consultations with all stakeholders and would like to appreciate the role played by the traditional leaders in the entire process. We continue to enjoy their support all the times. We also appreciate the role played by our communities by providing the necessary input into the IDP and we take this opportunity to encourage more communities to be involved in the process of developing the IDP.

The municipality has in the previous years embarked in various development projects that include the upgrading of roads and construction of storm water drainage that will contribute in the road infrastructure development. 1158 job opportunities have been created targeting the unemployed youth and women through the CWP Programme whereas the EPWP has created 69 jobs. The EPWP programme is categorized in to the following sub-programmes: IG (incentive grant) Infrastructure, Youth in waste jobs, EMLM waste management, and IG adopt sport. Public works has also created 230 job opportunities that will sustain the beneficiaries for a period of three years.

We acknowledge the work of the Municipal Manager, Senior administration, IDP unit team, in developing A strategic integrated development plan that is aligned to our budget , service delivery implementation and monitoring and evaluation processes. The review of the 2019-2020 IDP will assist the municipality in ensuring that the long term vision and outcome is achieved.

I would like to thank council for their political leadership and guidance guiding the review and drafting of the IDP.

Cllr Julia Lata Mathebe
Honourable Mayor

1. EXECUTIVE SUMMARY BY THE ACTING MUNICIPAL MANAGER

1.1. BACKGROUND

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

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

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

CHAPTER 2

2.1. IDP REVIEW PROCESS

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

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

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

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

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

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

- Constitution of the Republic of South Africa
- Sustainable Development Goals
- National Development Plan – Vision for 2030
- National Government's Outcome 9
- Limpopo Development plan (LDP)
- Sekhukhune Growth Development Strategy 2025 (SGDS)
- State of the Nation Address 2019
- State of the Limpopo Provincial Address 2019

Key legislative mandates arising from these documents are summarised below.

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

. The objects of local government are-

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development
- Promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

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

2.1.2. SUSTAINABLE DEVELOPMENT GOALS

- 1) End poverty in all its forms everywhere
- 2) End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
- 3) Ensure healthy lives and promote wellbeing for all at all ages
- 4) Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- 5) Achieve gender equality and empower all women and girls
- 6) Ensure availability and sustainable management of water and sanitation for all
- 7) Ensure access to affordable, reliable, sustainable and modern energy for all
- 8) Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all
- 9) Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation
- 10) Reduce inequality within and among countries
- 11) Make cities and human settlements inclusive, safe, resilient and sustainable

12) Ensure sustainable consumption and production patterns

13) Take urgent action to combat climate change and its impacts (taking note of agreements made by the UNFCCC forum)

14) Conserve and sustainably use the oceans, seas and marine resources for sustainable development

15) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation, and halt biodiversity loss

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

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

2.1.3. NATIONAL DEVELOPMENT PLAN – VISION FOR 2030

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

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

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

South Africa can become the country we want it to become. It is possible to get rid of poverty and reduce inequality in 20 years. We have the people, the goodwill, the skills, the resources – and now, a plan.

This will be achieved by prioritising the following initiatives:

Enabling milestones are:

- Increase employment from 13 million in 2010 to 24 million in 2030.
- Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
- Increase the share of national income of the bottom 40 percent from 6 percent to 10 percent.

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

- Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- Broaden ownership of assets to historically disadvantaged groups.
- Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.
- Provide affordable access to quality health care while promoting health and wellbeing.
- Establish effective, safe and affordable public transport.
- Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.
- Ensure that all South Africans have access to clean running water in their homes.
- Make high-speed broadband internet universally available at competitive prices.
- Realise a food trade surplus, with one-third produced by small-scale farmers or households.
- Ensure household food and nutrition security.
- Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.
- Realise a developmental, capable and ethical state that treats citizens with dignity.
- Ensure that all people live safely, with an independent and fair criminal justice system.
- Broaden social cohesion and unity while redressing the inequities of the past.
- Play a leading role in continental development, economic integration and human rights.
- An economy that will create more jobs
- Improving infrastructure
- Transition to a low-carbon economy
- An inclusive and integrated rural economy
- Reversing the spatial effect of apartheid
- Improving quality of education, training and innovation
- Quality health care for all
- Social protection
- Building safer communities
- Reforming the public service
- Fighting corruption
- Transforming society and uniting the country

2.1.4. LIMPOPO DEVELOPMENT PLAN (LDP)

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

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

2.1.5 NATIONAL GOVERNMENT'S OUTCOME 9

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

Outcome 9, “A responsive, accountable, effective and efficient local government system”, specifically deals with local government and also needs to be aligned and integrated in other national, provincial, district priorities and strategies. The Delivery Agreement for Outcome 9⁴ identifies the following 7 outputs with sub outputs that are linked to Outcome 9 and are as follows:

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

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

⁴ Delivery Agreement for Outcome 9, 30 September 2010

- Reduced municipal debt
 - Municipal overspending on Opex reduced
 - Municipal under spending on Capex reduced
 - Municipalities spending less than 5% of Opex on repairs and maintenance reduced
 - Improved administrative and human resource management practices
- Output 7: Single window of coordination
 - Review local government legislation
 - Coordinated support, monitoring and intervention in provinces and municipalities

2.1.6. SEKHUKHUNE 2025 DEVELOPMENT STRATEGY (SGDS 2025)

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

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

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

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

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

The SGDS outlined rural poverty as a threat to economic growth and development. It also acknowledged the threat of climate change. Notwithstanding the concerns raised in the SGDS, the District has endeavoured to explore various proposals to guide economic growth and development in the area. EMLM has recognised the

proposals presented in the SGDS and attempted to align them to the strategies in this IDP. The section on intergovernmental framework and alignment outlines EMLM contributions to the District's IGR framework.

2.2 POWERS AND FUNCTIONS OF EMLM

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

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

Table 2: Powers and Functions of EMLM

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

Public places	yes	
Refuse removal, refuse dumps, and solid waste disposal	Yes	
Street trading	yes	
Street lighting	yes	
Traffic and parking	yes	

2.3 MEC'S ASSESSMENT FINDINGS ON THE 2016/17 IDP

EMLM values the MEC's assessment on the IDP for 2018/2019. The office of the MEC Coghsta conducted the 2018/19 IDP assessments to determine credibility of IDPs in all the municipalities. EMLM was found to have maintained the improvements gained in previous financial years. The retention of improvement was produced through concerted efforts shown by all departments within the municipality including assistance from the Provincial sector departments. The only challenge that found was the alignment of the IDP and SDBIP which contributed to the low rating of the municipal IDP

Table 3: MEC's Assessment trends

Elias Motsoaledi			
Year	IDP Outcome	IDP-SDBIP Alignment	Overall Rating
2016/17	High	Aligned	Medium
2017/18	High	Aligned	High
2018/19	High	Not-Aligned	Low

The below table outlines the gaps identified during the assessment of the 2018-2019 IDP document.

Table 4: 2018-2019 MEC findings

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

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

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

KPA 3: Local Economic Development	Project Phase: Local Economic Development	<p>There is no indication of the LED programmes/projects with:</p> <ul style="list-style-type: none"> ✓ Targets and indicators; ✓ Timing; ✓ Cost and budget, and ✓ Implementing agent(s)? • There is no link (relation or logical sequencing) between the “Local Economic Development” strategies and the “ Local Economic Development” projects • There are no other complimentary LED programmes/projects initiated by the other spheres of government or non-governmental agencies in the municipality 	<p>To develop LED programmes and projects with clear targets and indicators</p> <p>To link strategies and programmes</p>
KPA 4: Good Governance and Public Participation	Strategies Phase: Good Governance and Public Participation	<p>There are no strategies for:</p> <ul style="list-style-type: none"> • Promoting the needs of special groups (women, the disabled and youth) 	To develop strategies that promotes the needs of special groups
	Project Phase: Good Governance and Public Participation	<p>There is no indication of governance and public participation programmes/projects with:</p> <ul style="list-style-type: none"> ✓ Targets and indicators; ✓ Timing; ✓ Cost and budgets, and ✓ Implementing agent(s)? 	To indicate governance and public participation programmes and projects
KPA 6: municipal Transformation and organizational Development	Analysis Phase: Municipal Transformation and Organisational Development	<p>There is no vacancy rate within the municipality outlined?</p>	To indicate vacancy rate in the municipality

	Project Phase: Municipality Transformation and organizational Development	There are is no indication of municipal transformation and organizational development programmes/projects with: <ul style="list-style-type: none"> ✓ Targets and indicators; ✓ Timing; ✓ Cost and budgets, and ✓ Implementing agent(s)? • Is there a link (relation or logical sequencing) between the strategies and the projects? 	To indicate municipal transformation and organizational development programmes and projects
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2.4. NATIONAL AND PROVINCIAL PRONOUNCEMENTS

2.4.1. State of the Nation Address 2019

The state of the nation address as delivered by the President of the Republic of South Africa on the 07th February 2019 focused on a number of aspects that requires municipalities to consider during their planning processes: amongst other things the following were highlighted:

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

2.4.2. State of the Province Address 2019

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

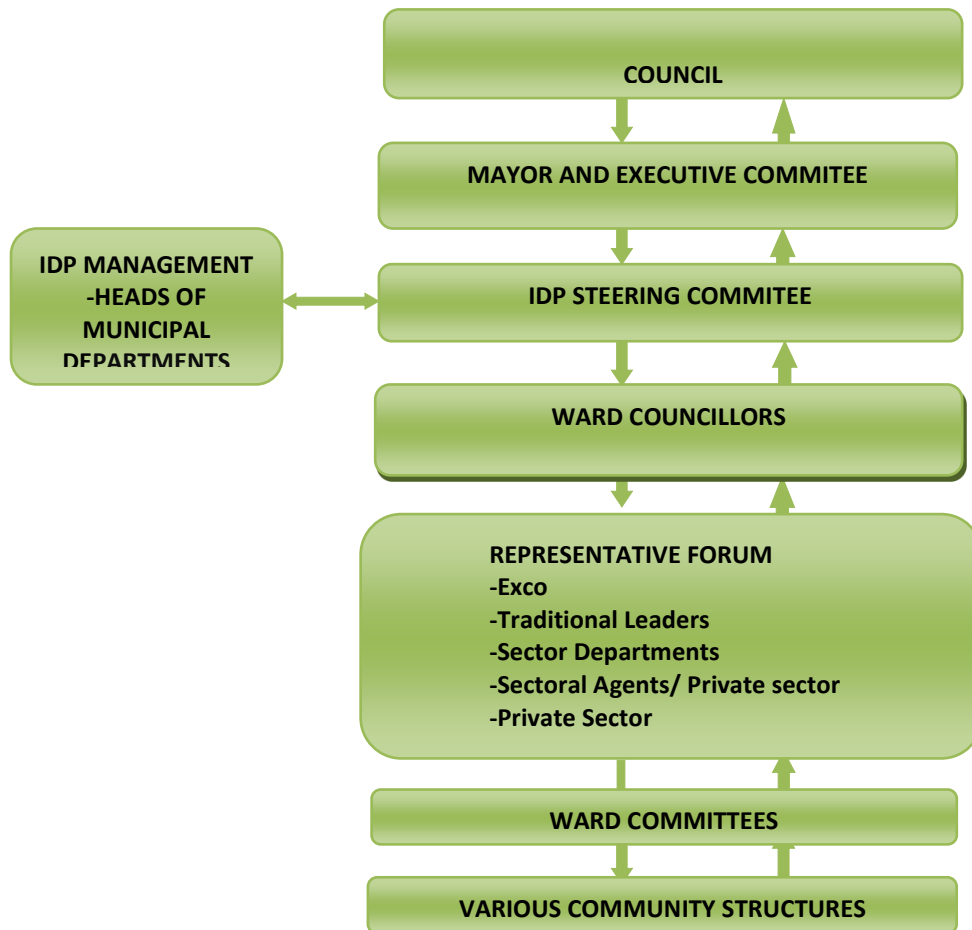
- Schools should be connected with basic services such as clean drinking water and descent sanitation
- Municipalities should to provide basic services (water,electricity,sanitation,housing
- Municipalities to improve on MIG spending

- To improve audit outcomes through the creation of a culture of honesty, ethical business practices and good governance
- To support the traditional leaders
- The empowerment of young people including women
- To create job for the unemployed people
- To support the SMME's
- To strengthen HIV testing and TB screening programmes
- To introduce crime fighting mechanisms

2.5 INSTITUTIONAL ARRANGEMENTS [ROLES AND RESPONSIBILITIES]

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

The IDP institutional of EMLM



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

Table 5: Internal Stakeholders

Stakeholder	Roles and Responsibilities
Council	<ul style="list-style-type: none"> • Prepare, decide on & adopt the IDP Review Process Plan. • Ensure participation of all stakeholders. • Develop procedures for participation and consultation. • Ensure that that IDP Review is in line with all the Sector Plan requirements. • Verify the alignment of the reviewed IDP report with the District framework. • Approve and adopt the reviewed IDP.
Exco	<ul style="list-style-type: none"> • Decide on the process plan for the review. • Oversee the overall co-ordination, monitoring, management of the review process. • Identify internal officials and councillors for different roles & responsibilities during the review process.
Municipal Manager	<ul style="list-style-type: none"> • Overall Accounting Officer. • Delegate roles and responsibilities for officials in the IDP Review Process. • Responds to public, district and provinces on the outcome and process of the review. • Ensure vertical and cross municipal co-ordination of the review.
Senior Managers	<ul style="list-style-type: none"> • Co-operate and participate fully in the IDP Review Process. • Provide relevant departmental info budgets in the review process. • Helps in the review of implementation strategies during the review. • Assist the Strategic Director and Municipal Manager in preparing detailed project implementation score cards for project evaluation process.
IDP/Budget Steering Committee	<ul style="list-style-type: none"> • To provide technical assistance to the Mayor in discharging the responsibilities as set out in Section 53 of the MFMA

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

Table 6: External Stakeholders

Stakeholder	Roles and Responsibilities
Communities	<ul style="list-style-type: none"> • Participate in the IDP Rep Forum. • Assist analyze issues and predetermine project priorities. • Give input and comment on the reviewed draft IDP document. • Assists in addressing weaknesses in the current project implementation programmes. • Serve as watch dog during the implementation of the reviewed projects & programmes. • Any addition.
Provincial Government, Sector Departments and Parastatals	<ul style="list-style-type: none"> • Ensuring alignment of District and Local Municipalities' IDP's horizontally. • Ensure sector alignment between Provincial Sector Department Plans and the IDP Review Process. • Assist municipalities during the IDP Review Process. • Assist the municipality financially during the review process. • Provide support and monitor the municipality during the review. • Study comments on the reviewed report.
Private Sector	<ul style="list-style-type: none"> • Participate in the IDP Rep Forum • Provide support to the municipality's IDP proposed programmes

2.5.1 THE IDP REVIEW PROCESS PLAN

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

The municipality approved the 2019/2020 IDP process plan on the 24 July 2018 .Below is the timetable for the IDP/ budget process for 2019/2020 Municipal fiscal year.

IDP/Budget Process Plan for the 2019-2020 financial year

MONTH	ACTIVITY	Target date
PREPARATORY PHASE		
July 2018	<ul style="list-style-type: none"> Review of previous year's IDP/Budget process with MTEF included. EXCO provides political guidance over the budget process and priorities that must inform preparations of the budget. Tabling of the draft 2019-2020 IDP and Budget process plan to IDP steering committee/technical committee for comments and inputs. Tabling of the 2019-2020 IDP and Budget process plan to council structures for approval 	1-31 July 2018 1-31 July 2018 09 July 2018 24 July 2018
August 2018	<ul style="list-style-type: none"> Ward-to-Ward based analysis data collection 4th Quarter Performance Lekgotla Submit AFS (Annual Financial Statements) for 2017/18 to AG. Submit 2017/18 cumulative Performance Report to AG & Council Structures 	15 August 2018 -21 September 2018 17 August 2018 31 August 2018 31 August 2018

	ANALYSIS PHASE	
September 2018	<ul style="list-style-type: none"> • Council determines strategic objectives for service delivery through IDP review processes and the development of the next 3 year budget (including review of sector departments plans). • Determine revenue projections and propose tariffs and draft initial allocations per function and department for 2018/19 financial year. • Consult with provincial and national sector departments on sector specific programmes for alignment (schools, libraries, clinics, water, electricity, roads, etc). • Finalize ward based data compilation for verification in December 2017. 	01 September 2017-December 2018
	STRATEGIES PHASE	
October 2018	<ul style="list-style-type: none"> • Quarterly (1st) review of 2017/18 budget, related policies, amendments (if necessary), any related consultative process. • Collate information from ward based data. • Begin preliminary preparations on proposed budget for 2018/19 financial year with consideration being given to partial performance of 2018/19. • 1ST Quarter Performance Lekgotla (2018/19) 	23 October 2018 1-31 October 2018 1-31 October 2018 23 October 2018

	PROJECTS PHASE	
November 2018	<ul style="list-style-type: none"> • Confirm IDP projects with district and sector departments. • Engage with sector departments' strategic sessions to test feasibility of attendance to planned sessions. • Review and effect changes on initial IDP draft. 	1-30 November 2018
	INTEGRATION PHASE	
December 2018	<ul style="list-style-type: none"> • Consolidated Analysis Phase report in place • IDP Steering/technical Committee meeting to present the analysis phase data • IDP Representative Forum to present the analysis report 	04 December 2018 06 December 2018 11 December 2018
January 2019	<ul style="list-style-type: none"> • Review budget performance and prepare for adjustment • Table Draft 2017/18 Annual Report to Council. • Submit Draft Annual Report to AG, Provincial Treasury and COGHSTA. • Publish Draft Annual Report in the municipal jurisdiction (website etc.). • Prepare Oversight Report for the 2017/18 financial year. • Mid-Year Performance Lekgotla/Review/Strategic Planning Session, (review of IDP/Budget, related policies and consultative process 	09-18 January 2019 30 January 2019 16 January 2019

February 2019	<ul style="list-style-type: none"> • Table Budget Adjustment (if necessary). • Submission of Draft IDP/Budget for 2018/19 to Management. • Submission of Draft IDP/Budget and plans to Portfolio Committees. • Submission of 2019-2020 Draft IDP and Budget to EXCO 	28 February 2019 04 February 2019 12-13 February 2019 20 February 2019
March 2019	<ul style="list-style-type: none"> • Council considers the 2019-2020 Draft IDP and Budget. • Publish the 2018-2019 Draft IDP and Budget for public comments. • Adoption of Oversight Report for 2017-2018. 	19 March 2019 26 March 2019
APPROVAL PHASE		
April 2019	<ul style="list-style-type: none"> • Submit 2019-2020 Draft IDP and Budget to the National Treasury, Provincial Treasury and COGHSTA in both printed & electronic formats. • Quarterly (3rd) review of 2018-2019 budget/IDP and related policies' amendment (if necessary) and related consultative process. • IDP Representative Forum meeting to present the draft 2019-2020 IDP to various stakeholders • Consultation with National and Provincial Treasury, community participation and stakeholder consultation on the draft 2019-2020 IDP. • 3rd Quarter Performance Lekgotla (2018/19) 	06 April 2019 28 April 2019 12 April 2019 17 April 2018 -10 May 2019 16 April 2019

May 2019	<ul style="list-style-type: none"> • Submission of Final Draft IDP/Budget for 2019/20 to the Council for approval. • Finalize SDBIPⁱ for 2019/2020. • Develop Performance Agreements (Performance Plans) of MM, Senior Managers and Middle Managers for 2019-2020 performance year. 	15 May 2019 31 May 2019
June 2019	<ul style="list-style-type: none"> • Submission of the SDBIP to the Mayor. • Submission of 2019/20 Performance Agreements to the Mayor. 	1-30 June 2019

2.5.2. IDP REVIEW PHASES

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

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

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

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

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

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

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

- **Phase 1: Analysis**
- **Phase 2: Strategies**
- **Phase 3: Project Identification**
- **Phase 4: Integration**
- **Phase 5: Approval**

Phase 1: Analysis

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

Phase 2: Strategies

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

Phase 3: Projects

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

Phase 4: Integration

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

Phase 5: Approval

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

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

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

CHAPTER 3

SITUATIONAL ANALYSIS PHASE

3.1. DEMOGRAPHIC ANALYSIS

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

3.1.1 REGIONAL CONTEXT

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

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

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

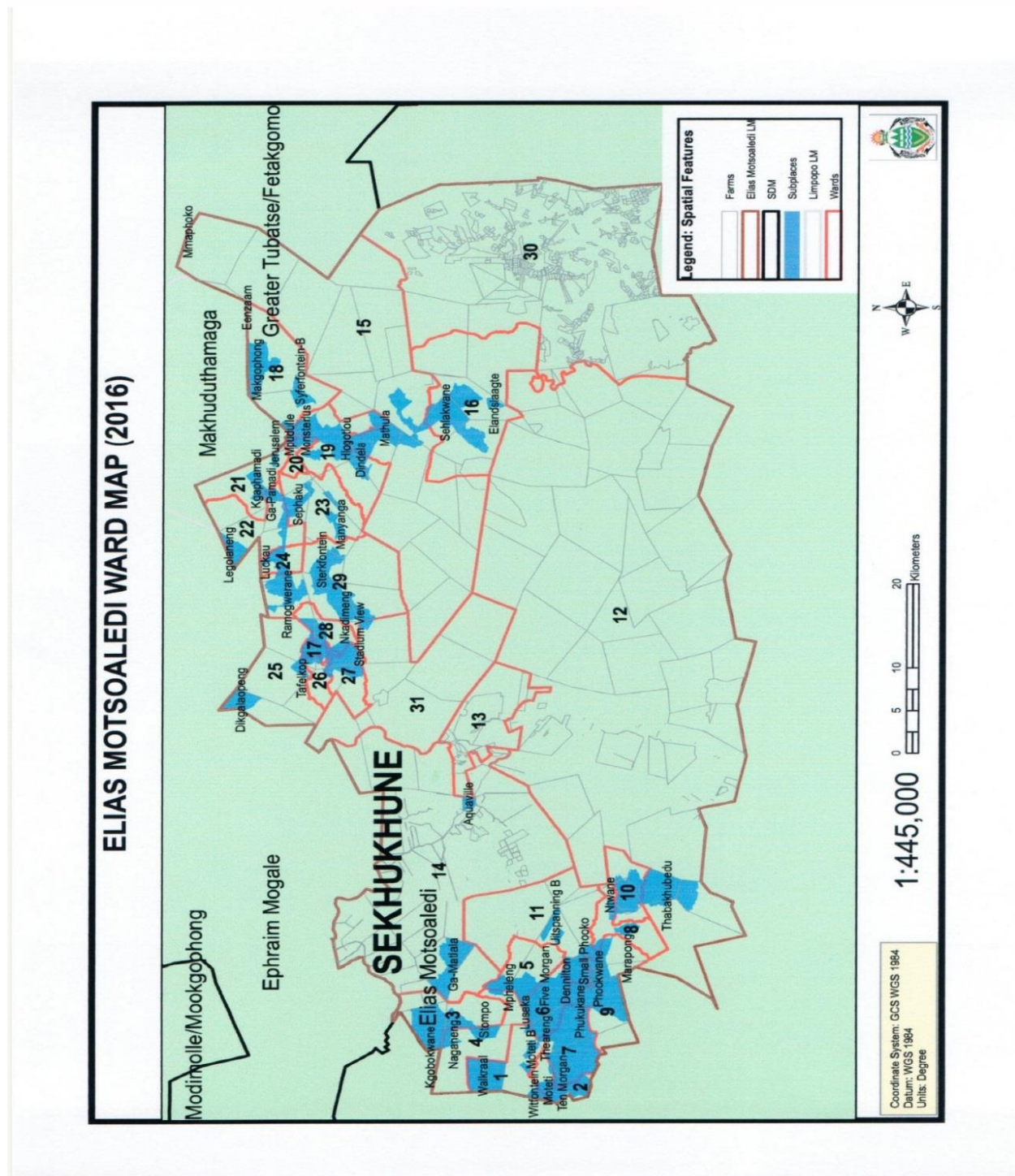
It is situated about 180 kms from Polokwane, 135 km from Pretoria and 150 kms from Nelspruit. Greater Tubatse Local Municipality and Mpumalanga's Dr JS Moroka, Thembisile Hani, Steve Tshwete, Emakhazeni and Thaba Chweu local municipalities. It is situated about 180 kms from Polokwane, 135 km from Pretoria and 150 kms from Nelspruit.

The municipality is the third smallest of the five (5) local municipalities in Sekhukhune District, constituting 27, 7% of the area with 3,668,334 square kilometers of the district's 13,264 square kilometers. Land ownership is mostly traditional and the municipality is predominantly rural with about sixty two settlements, most of which are villages.

The Groblersdal Magisterial District, Roosenekal and Laersdrift are pivotal to the economic growth of the municipality. Moutse Magisterial District population and its economic activities include the settlements in the

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

Figure 1: boundaries of the municipality⁵



⁵Sekhukhune District Municipality GIS Unit

3.1.2. POPULATION DISTRIBUTION AND TRENDS ANALYSIS

The population of the municipality is 268 256 which shows population increase of about 7, 58% as compared to the 2011 population figures. The growth of the population from 249 363 in 2011 could be attributed to natural growth and job opportunities and the overall growth in economic activities in the municipal area. The population growth between 2011 and 2016 means 0.9% of the people are aged 0-14 years old and 3.2% of people are aged 15-65 years old. The sex ratio indicates that for every 100 females there are 86 males. The growth in population is more prevalent in males as reflected in the following table.

Table 7: Total Municipal Population

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

Source: STATS SA, Census 2011 and CS 2016

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

Table 8: Population by Ethnic Group

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

Source: 2016 STATS SA Community survey

Table 9: Population by Age Group

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

Source: 2016 Stats SA Community survey

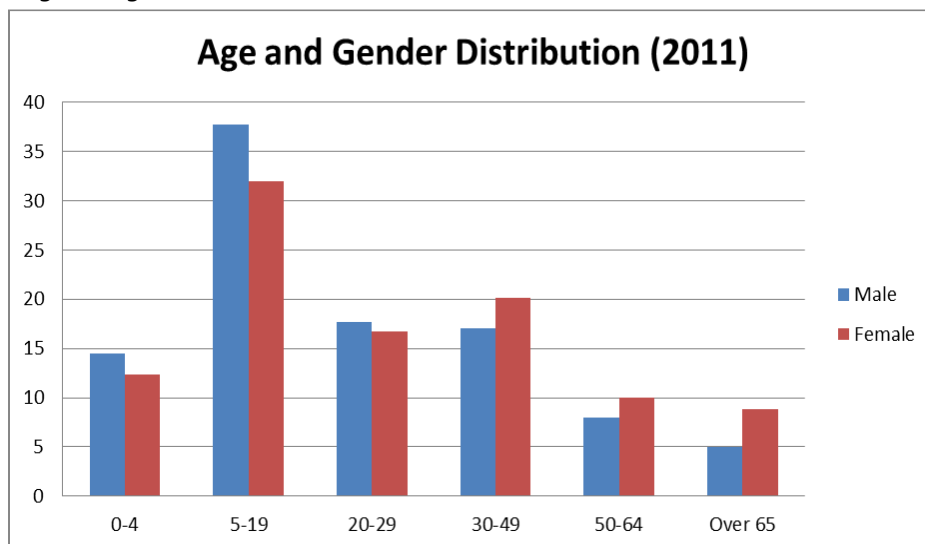
Table 10: Household by Ethnic and Gender Group

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

Source: Stats SA. CS 2016

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

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

Figure 2: Age and gender distribution

Source: Stats SA Census 2011

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

Table 11: Language Preference within the municipality

Language	%
Afrikaans	2,2%
English	0,2%
Isindebele	15%
Isixhosa	0,2%
Isizulu	8,4%
Sepedi	59,9%
Sesotho	1,1%
Setswana	7,1%
Sign language	0,0%
Siswati	1,5%
Tshivenda	0,2%
Xitsonga	1,5%
Other	0,5%
Not applicable	2,2%

Source: Stats SA .CS 2016

Table 12: The marital status within the municipality

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

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

Table 13: Age structure

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

Source: Stats SA 2011and CS 2016

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

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

Table 14: Household Size

Household Size	Number 2016
1	15, 524
2	10, 015
3	9, 402
4	9, 268
5	7, 739
6	5, 513
7	3, 111
8	2, 214
9	1, 405
10+	2, 169
TOTAL	66, 359

Source: stats SA. CS 2016

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

Table 15: Tenure Status

Tenure Status	2016
Rented	3, 834
Owned but not yet paid off	5, 120
Occupied rent-free	14, 247
Owned and fully paid off	37, 498
Other	5, 152
Total	65, 851

Source: Stats SA. CS 2016

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

Table 16: Type of dwelling per household

Type Of Dwelling	2016
House or brick/concrete block structure on a separate stand or yard or on a farm	48, 781
Traditional dwelling/hut/structure made of traditional materials	2, 740
Flat or apartment in a block of flats	192
Cluster house in complex	12
Townhouse (semi-detached house in a complex)	29
Semi-detached house	559
House/flat/room in backyard	
Informal dwelling (shack; in backyard)	2, 404
Informal dwelling (shack; not in backyard; e.g. In an informal/squatter settlement or on a farm)	1, 028
Room/flat let on a property or larger dwelling/servants quarters/granny flat	771
Caravan/tent	21
Other	1, 408
TOTAL	66, 359

Source: Stats SA. CS 2016

3.1.8 ECONOMIC PERSPECTIVE

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

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

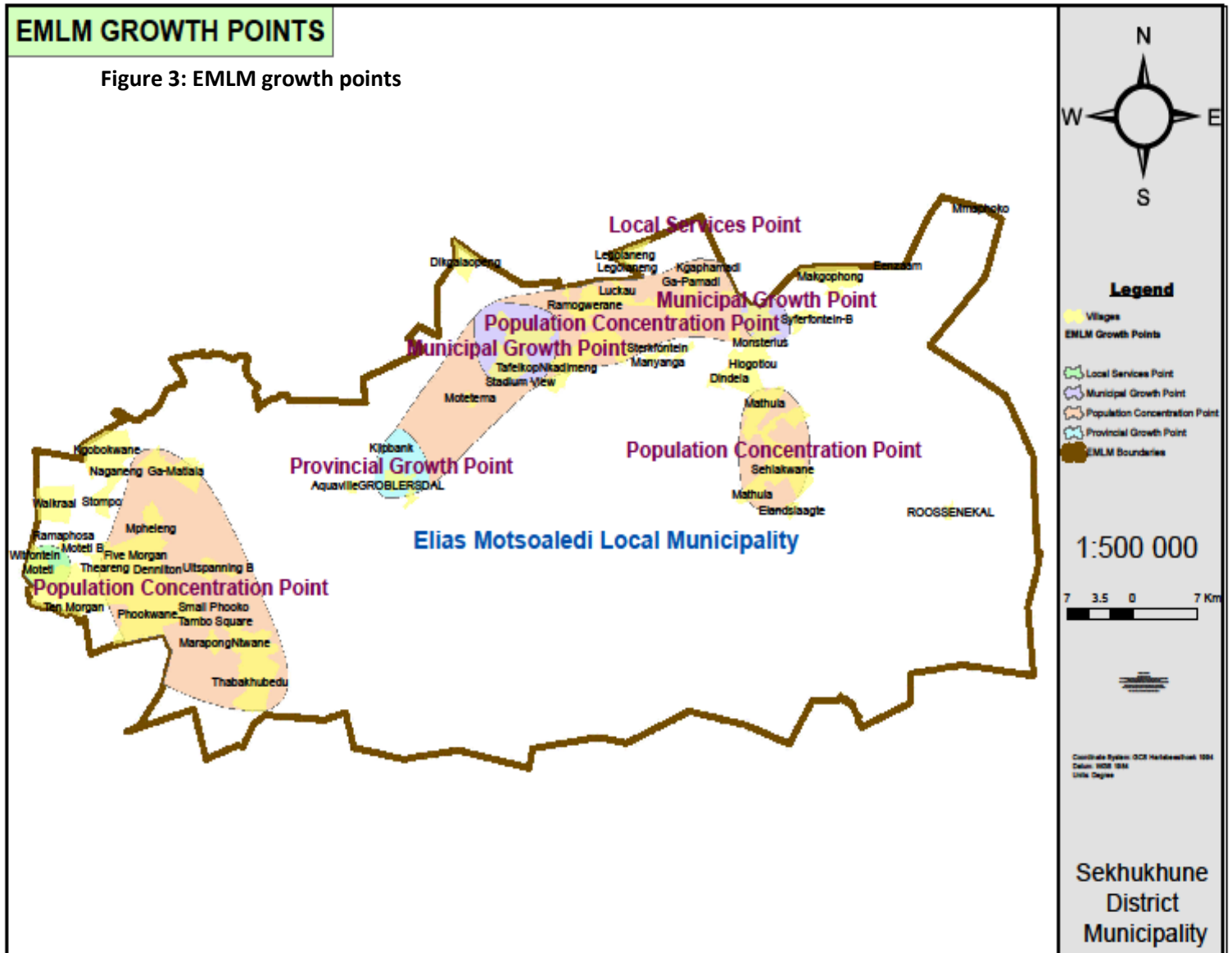
Furthermore, there are strategically located parcels of land in close proximity to already existing developments. Most of the latter parcels of land are under utilised or not used at all. With utilisation of this land the surrounding settlement will benefit. The construction of the De Hoop dam is also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

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

- Mining
- Agricultural land

- Tourism opportunities
- Land for development

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



Source: Sekhukhune District Municipality GIS unit

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

3.1.8.1 GROBLERSDAL (PROVINCIAL GROWTH POINT)

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

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

3.8.1.2. ROOSSENEKAL (MUNICIPAL GROWTH POINT)

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

Some of the characteristics of this urban area are:

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

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

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

3.8.1.3 MOTETEMA (MUNICIPAL GROWTH POINT)

Motetema Municipal Growth Point encompasses Motetema and Tafelkop. It is located along D1547 and is $\pm 10\text{km}$ from Groblersdal, which is the nearest town. Tafelkop is $\pm 18\text{km}$ from Groblersdal.

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

Table 17: Motema registered and unregistered erven

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

Source: EMLM SDF 2013

CHAPTER 4

4.1 OVERVIEW OF THE INSTITUTIONAL KEY PERFORMANCE AREAS

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

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

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

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

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

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

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

- An assessment of development in the municipal area, identifying development challenges, marginalised and vulnerable citizens and communities

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

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

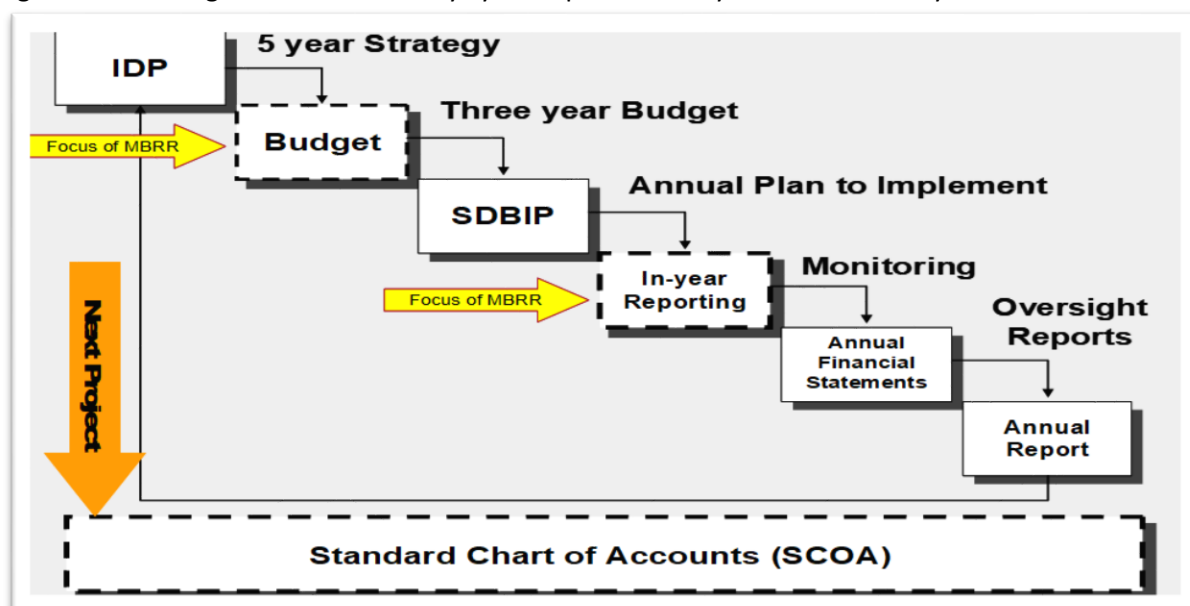
- A long term development vision for the municipal area that overcomes its development challenges
- A set of delivery priorities and objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area
- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and realisation of the development vision
- Additional projects identified which contribute to the achievement of the above objectives
- A financial plan and medium term income and expenditure framework that is aligned with the priorities of the municipality
- A spatial development framework
- Disaster management plans
- Operational strategies

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

The purpose of Strategic Planning is:

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

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



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

4.1.1. KPA 1: SPATIAL RATIONALE

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

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

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

Ward 1	Ward 2	Ward 3	Ward 5
Ramaphosa	Moteti A	Kgobokwane	Stompo
Slovo	Moteti C	Naganeng	Ntswelemotse
Moteti B	Moteti C1		Waalkraal
Oorlog Extension	Homeland		Waalkral ext
Lusaka	Liberty		
Oorlog			
Mabose			
Ward 5	Ward 6	Ward 7	Ward 8
Magakadimeng	Phucukani	Masukustands	Marapong
Mpheleng	Taereng	Moteti C2	Malaeneng
	5 Morgan	10 Morgan	Sempupuru
		Nonyanestands	
		Zenzele	
		Ngolovane	
		Zumapark	
Ward 9	Ward 10	Ward 11	Ward 12

Tambo Square	Lehleseng A	Elandsdoorn	Thabakhubedu
Walter Sizulu	Lehleseng B	Uitspanning A	Thabantsho
Jabulani D1-3	Mohlamme Section	Five Morgan	Magagamatala
Phooko	Mashemong	Bloempoot	Buffelsvallei
Walter Sizulu Extension	Dithabaneng		Diepkloof
	Moshate		
	Lenkwaneng		
	Makitla		
	Bothubakoloi		
	Maswikaneng		
	Mohlamonyane		
	Phora		
	Podile		
	Ditshego		
Ward 13	Ward 14	Ward 15	Ward 16
Grobblersdal	Matlala Lehwelere	Masoing	Mabhande
	Rakediwane	Mathula	Masanteng
	Masakaneng	Holnek	Doorom
	Vaalfontein	Vlaklaagte	Sovolo
	Aquaville	Keerom	Donkey Stop
		maraganeng	Nomaletsi
			Pelazwe
			Madala 1
			Madala 2
			Newstands
Ward 17	Ward 18	Ward 19	Ward 20
Matsepe Sedibeng	Mmotwaneng	Mathula	Monsterlus A
Ga-Moloi section	Syferfontein	Enkosini	Monsterlus B
Bapeding section	Talane	Dindela	Monsterlus C
Matshelapata New stands	Magukubjane	Rondebosch	Stadium View
	Makgopeng	Perdeplaas	Matsitsi A
	Mountain View	Thabaleboto	
	Mphepisheng Ext.		
Ward 21	Ward 22	Ward 23	Ward 24
Jerusalema	Mogaung	Vlakfontein	Mandela
Motsephiri	Legolaneng	Sephaku	Luckau
Kgapamadi	Makena		Posa

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

The Municipality consists of the following Traditional Authorities:

Table 18: Tribal Authorities

Tribal authority	Name of chief	Location	Tribal authority needs
Bakwena Traditional authority	Chief B.R. Matsepe Kopa	Ward 25 Tafelkop Ga-Matsepe	Water and Office furniture
Bantwane Traditional authority	Chief M.P. Mathebe	Ward 10 Ntwane	Communication services Fencing of the office Electrification of the office
Ndebele Traditional authority	Chief P.J. Mahlangu Maphepha 2 nd	Ward 19	Tarring of road to the tribal office Construction of Public toilets Fencing of the tribal office Security room Renovation of the office and hall

Bakgaga ba Kopa Traditional authority	Chief B.H. Rammupudu	Ward 26 Tafelkop	Renovation of the Tribal authority offices Office equipment's
Matlala Lehwelere Tribal authority	Chief S.F. Matlala	Ward 14 Ga- Matlala Lehwelere	Tribal authority offices and equipments at Blompoort and Naganeng (INDUNA)
Manthole Tribal authority	chairperson P.J. Phetla There is no chief at Manthole tribal authority. The community elects a chair on three year cycle.	Ward 29 Ramogwerane	Salaries for the acting chief and the headmen (indunas)

The history of Elias Motsoaledi Local Municipality is similar to that of many South African rural municipalities. The poorest part of the community lives in the denser settlements in the western (Moutse) and northern (Hlogotlou) margins of the municipality. These two areas are least developed, since the bulk of economic activity is concentrated around the commercial farms in the vicinity of Groblersdal Town.

The Moutse and Hlogotlou areas are the former homeland areas of Lebowa (north) and KwaNdebele (west), and represent the formerly designated 'black' areas of Apartheid South Africa.

The population in these two areas tends to concentrate in the large cluster settlements of Hlogotlou and Dennilton respectively, as well as in the numerous small settlements (many with less than 1 000 people) that are dispersed around these areas. Elias Motsoaledi comprises a dualistic socio-economic system characterized by a formal, well-developed formerly designated 'white area' which co-exists with an extensive, poorly developed range of "black areas" on the periphery.

The municipal area is also characterized by variations in relief, climate and vegetation. The undulating grassy plains of the Highveld give way to the lower-lying Bushveld areas and the Olifants and the Moses River systems bisect the mountainous terrain. Rainfall is seasonal, and is distributed mostly in the summer months between November and April, while the winters are generally cool and dry. The areas within the catchments of the Olifants and Moses Rivers have abundant surface and ground water supplies for commercial irrigation, tourism, industrial and domestic uses.

The EMLM area exhibits the following spatial characteristics:

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

The prevailing spatial pattern can be attributed to the following:

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

SPLUMA implementation

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

Current major developments in the municipality:

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

- Mall at Moutsiya
- Groblersdal Regional Mall

Council driven land development projects pending finalisation

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

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

Municipal Land allocation for Agri-park initiative

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

Settlement planning for the traditional authorities

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

HIERARCHY OF SETTLEMENT)

The Limpopo Province Spatial Rationale, 2007 identified a settlement hierarchy for Limpopo and the hierarchy for the SDM area is also described in terms of this hierarchy. A settlement hierarchy is usually based on the classification of individual settlements (e.g. towns and villages). The settlement hierarchy as contained in the Limpopo Province Spatial Rationale and confirmed by the SDF is as follows:

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

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

4.1.1.2. LAND USE MANAGEMENT

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

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

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

Table 19: Land ownership

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

Land use 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.

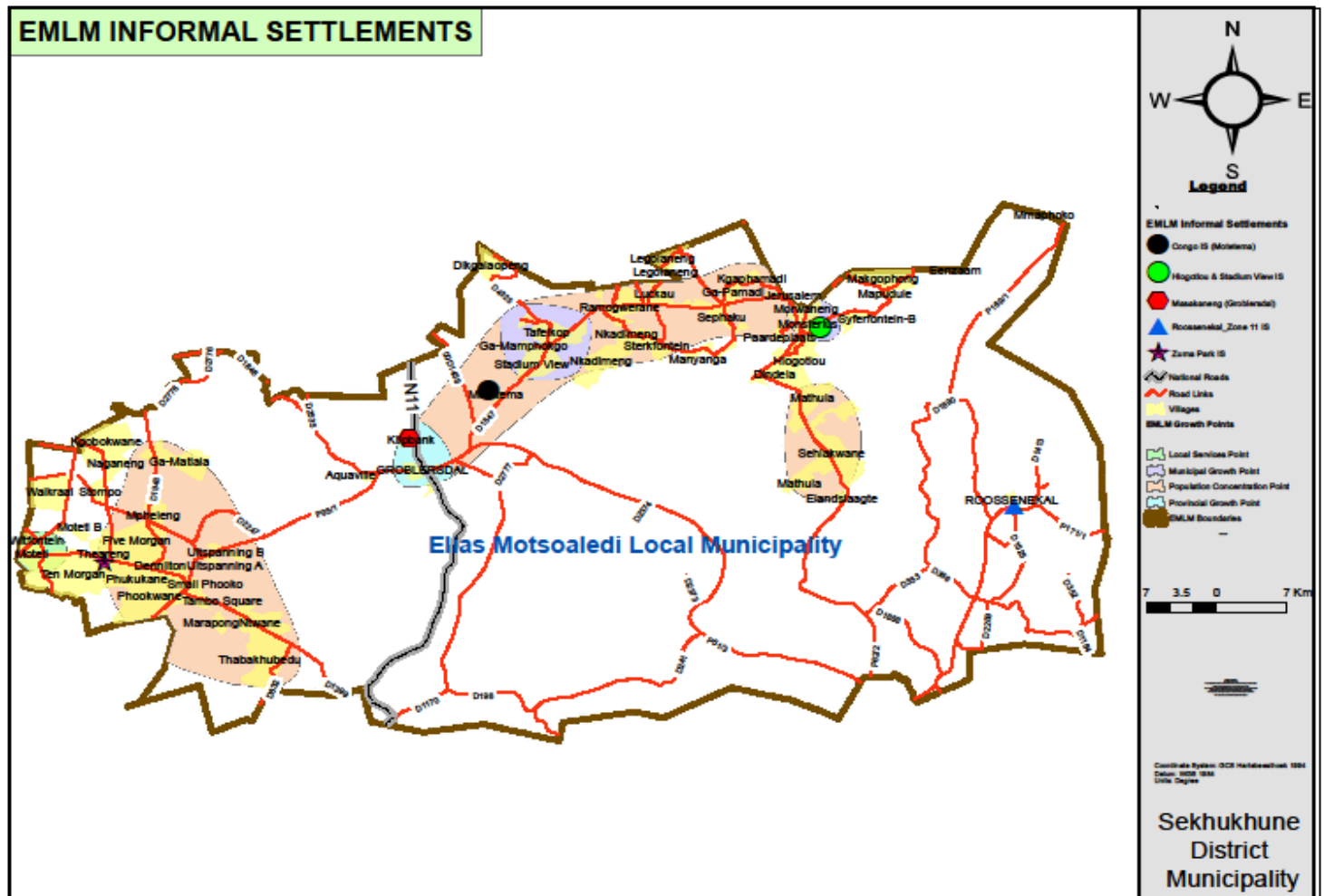
4.1.1.3 Land Invasions

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

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

Area	Formalisation Progress
Zone 11 in Roosenekal Ward 30	Feasibility study completed
Zuma Park in Dennilton Ward 07	Feasibility study completed
Congo in Motetema Ward 29	Draft layout
Hlogotlou Stadium Ward 20	Process finalised and handover done
Masakaneng Village (ward 14) next to Groblersdal	General plan in place

Figure 5: Informal Settlements in EMLM



Soure: Sekhukhne District Municipality GIS unit

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

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

Land use management and planning problems are:

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

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

Table 21: Land cover

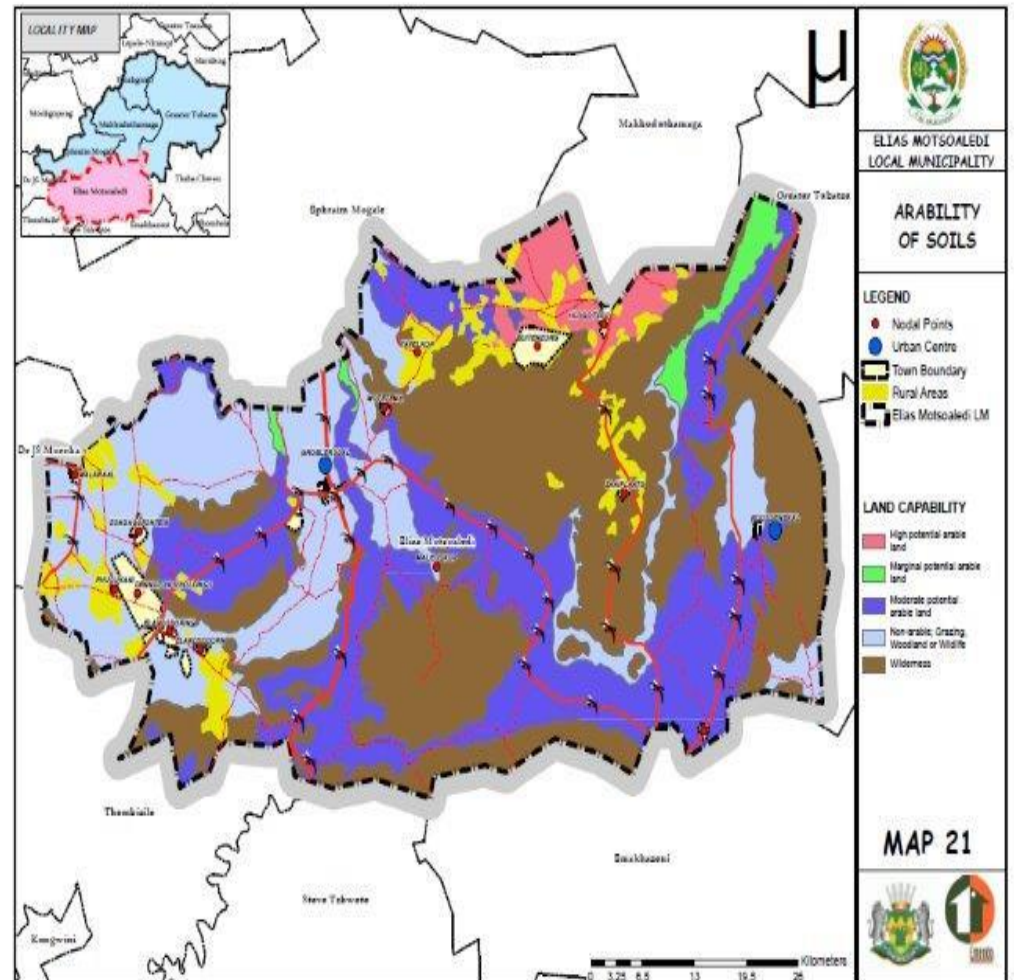
Description	Area (ha)	Percentage
Cultivated: permanent - commercial irrigated	231.4798	0.06
Cultivated: temporary-commercial dryland	14467.64	3.9
Cultivated: temporary- commercial irrigated	27308.12	7.3
Cultivated: temporary-semi-commercial/subsistence dry land	25714	6.9
Degraded: forest and woodland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

Source: SA Land Cover

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

- Only a small percentage of the area accounts for degraded land

Figure 6: Arability of soil



Source: EMLM SDF 2013

In summary, the following spatial challenges were identified:

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

4.1.2 SPATIAL DEVELOPMENT FRAMEWORK

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

- **Objectives**

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

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

Guidelines

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

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

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

community sustainability. In addressing new developments, the following criteria need to be considered:

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

Community Residential Units (CRU's) need to be considered to provide stable rental tenure for lower income persons (Below R3 500) who are not able to access private rental and social rental market. This program replaces the National Hostel Re-Development Program and is a coherent program dealing with different forms of public residential accommodation in good locations with public support.

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

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

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

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

B) Commercial and Industrial Development

- **Principles**

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

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

- The majority of the CBD's are underdeveloped in terms of bulk, and future development should rather focus to maximize undeveloped buildings and vacant land. Rather strengthen existing CBD's as opposed to encourage sprawl;
- Some higher order retail and commercial activities need to be developed in historically disadvantaged areas (where required), without compromising existing undeveloped CBD's;

- Vacant industrial sites (if owned by the Municipalities) need to be marketed by way of introducing incentive schemes; and
- Where industrial stands are required new areas need to be identified.

- **Incentives**

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

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

- **Informal Trade**

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

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

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

4.1.3 ENVIRONMENTAL PROFILE

4.1.3.1. GEOLOGY

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

4.1.3.2. TOPOGRAPHY

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

4.1.3.3. CLIMATE CHANGE

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

4.1.3.4 RAINFALL

The area is in the summer rainfall (October to March) region of South Africa and has an approximated annual rainfall of 878mm. An average of 123.1mm was recorded for January, the month with the highest average rainfall. Approximately 25 days of the year, during March through to October, frost is expected⁸.

4.1.3.5 TEMPERATURE

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

4.1.3.6 WATER

The depth of the ground water could be affected by the construction of a large dam. The dam may also influence the flow of nearby rivers which might also be affected by the ground water depth. Steelpoort has a harvest potential of 10 000 – 15 000 m³/km² per annum. The harvest potential of the environment is directly related to the water in the region (ground water, rivers and streams). The impact of the upper reservoir (during the construction, filling and operational phases) must be considered.

⁸Soil and Irrigation Research Institute, 1987

4.1.3.7 ENVIRONMENTAL CONSERVATION AND SENSITIVE AREAS

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

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

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

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

4.1.3.8 AIR QUALITY AND POLLUTION

The main sources of air pollution are the operations at the mines whose impact is at an acceptable level as per the environmental impact studies done before the operations started. The municipality is also developing a comprehensive environmental analysis in order to obtain a better understanding of the current state of its environment. This report will serve in Council and would include interventions to address environmental challenges. It would further align to the approved SDF.

4.1.3.9 ENVIRONMENTAL CHALLENGES

Table 22: Environmental challenges

Category	Challenge
Climate change	Climate change remains a serious challenge for the municipality. Taking into consideration what the municipality has done to contribute in the reduction of climate change, more efforts are still required to ensure total elimination of climate change effects. Some of the effects include amongst others the following: <ul style="list-style-type: none">➤ Water pollution➤ Waste management and recycling➤ Expansion of settlements and clearing of natural vegetation
Soil erosion	Most of the villages particularly in the moutse area are located in mountainous areas. During heavy rains the areas experience lot of soil erosion which makes it difficult for the communities to sufficiently use the land.
Wetlands	The hostile alien plants continue to reproduce itself and poses a serious danger to the environment in the municipal area.

Category	Challenge
Rainfall	The municipality is frequently experiencing heavy rains during summer season which sometimes causes disaster in some villages.
Emissions / Air quality pollution	The R25 route links the municipality with other provinces and used by abnormal trucks that carries various machineries to mines and industries. This contributes negatively in the air quality within the municipal area.
Water pollution	The lack of acceptable sanitation in the rural areas of the municipality continuous to undermine the right of the communities to have good health. The existing rivers and ponds are being contaminated and that on its own poses a serious threats.
Deforestation and fire	Communities continue to deforest and also destroy the natural resources.
Bylaws	The lack of adequate environmental bylaws continues to undermine the importance of the environment in the municipal area.
Awareness	Lack of knowledge by communities on how to conserve nature and take care of the environment.

4.2. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

4.2.1 GENERAL OVERVIEW

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

4.2.1.1 PROVISION OF WATER SERVICES

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

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

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

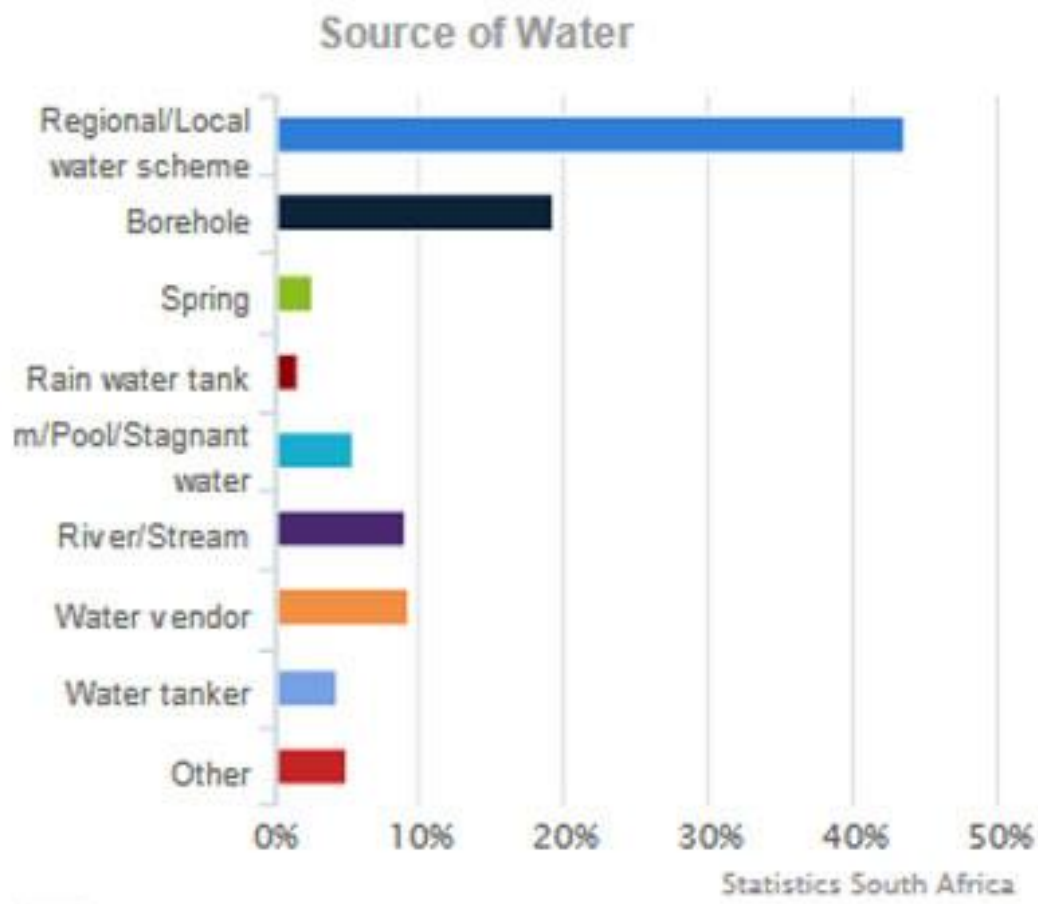
The surface water resources in the municipality are comprised of two rivers: Oilfants and Tonteldos rivers. There are a total of 71 Boreholes in the municipality with 44 of them not operational. These boreholes are Minor Aquifer types that supply communities of 1800 people from a single borehole.

Table 23: Water sources in EMLM

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

Source: Stats SA census 2011

Figure 7: Water sources



4.2.1.2 PROVISION OF SANITATION SERVICES

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

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

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

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

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

Table 25: Existing Sanitation Systems

Waste Water Treatment Works (WWTW)		Intervention
EMLM has two waste water treatment works (WWTW) that treats waste water in their area of jurisdiction.	1. Groblersdal Waste Water Treatment Works (GWWTW) ➤ Capacity: 5ml per day ➤ Type: conventional plant	2. Monitoring of the plant as a designated EMI's
	3. Roossenekal Waste Water Treatment Works (RWWTW) ➤ Capacity: 0.4 ml per day - to be upgraded to ml Per Day ➤ Type: conventional plant	4. Monitoring of the plant as a designated EMI's
Ponds		
These ponds are in a very bad condition and urgently need to be refurbished.	1. MotetemaPonds ➤ Waste Water Treatment Plant: Motetema	2. Monitoring of the plant as a designated EMI's

Waste Water Treatment Works (WWTW)		Intervention
	<ul style="list-style-type: none"> ➤ Capacity: 0.4ml per day ➤ Type: pond system 	
	2.Dennilton Ponds <ul style="list-style-type: none"> ➤ Waste Water Treatment Plant: Motetema ➤ Capacity: 0.2ml per day ➤ Type: pond system 	Monitoring of the plant as a designated EMI's

4.2.1.3 PROVISION OF ENERGY/ELECTRICITY

The municipality and ESKOM are the main electricity supply authorities. The Municipality has a licence for Groblersdal town and Roossenekal town only, with all other areas falling under the jurisdiction of Eskom.

Approximately 97, 5% of all the towns and villages comprising the EMLM have access to electricity supply. The Municipality rely on Eskom to supply all other areas within EMLM whereby mostly the challenge is capacity on the network as certain areas could not be electrified until Eskom upgrade the networks. The municipality was unable to totally eradicate **electricity backlog by 2014 due to mushrooming informal settlements and extensins in villages.**

The municipality has implemented a smart metering project in the Roossenekal town. This project was performed in collaboration with Invirohub and a total number of 465 smart meters have been installed and later the community vandalised the meters. The main objective of this project was to reduce illegal connections and enforce community members to pay for the electricity provided, thus improving payment levels. We are also having those villages amongst other like Makwana, Monsterlus, New stands and others that are still without electricity and the processes are underway. Some of this villages have been electrified however, we still encounter extensions that increases the backlog. We are also looking at other alternatives sources like Solar system to those communities that are living in poverty and deficient in this basic service. The electricity backlog is 5.2 % (3112 households). A total of 178 households have been electrified during the 2018-2019 financial year. This electrification programme has contributed in the reduction of backlog from 6% that was reported in 2017-2018.

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

Table 26: Types of energy sources

Geography Energy or fuel for cooking	Elias Motsoaledi
None	138
Electricity	37,830
Gas	666
Paraffin	3,732
Wood	13,069
Coal	4,483

Geography Energy or fuel for cooking	Elias Motsoaledi
Animal dung	215
Solar	102
Other	16
Total	60,251

Source: Stats SA census 2011

Table 27: Types of energy for heating and lighting

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

Energy or fuel for heating	Energy or fuel for lighting	Number of households
	Total	11,789
Coal	None	4
	Electricity	7,019
	Gas	5
	Paraffin	18
	Candles (not a valid option)	223
	Solar	27
	Total	7,296
Candles (not a valid option)	None	-
	Electricity	-
	Gas	-
	Paraffin	-
	Candles (not a valid option)	-
	Solar	-
	Unspecified	-
	Not applicable	-
	Total	-
Animal dung	None	
	Electricity	163
	Gas	
	Paraffin	
	Candles (not a valid option)	7
	Solar	1
	Unspecified	
	Not applicable	
	Total	171
Solar	None	2
	Electricity	81
	Gas	
	Paraffin	
	Candles (not a valid option)	5
	Solar	12
	Unspecified	-
	Not applicable	-
	Total	99
Other	None	-
	Electricity	4
	Gas	-
	Paraffin	-
	Candles (not a valid option)	-
	Solar	-
	Unspecified	-

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

Source: Stats SA census 2011

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

4.2.1.4 FREE BASIC ELECTRICITY AND ELECTRICITY CHALLENGES

- The municipality approved an indigent policy which guides the development of the indigent register.
- The Municipality is providing free basic electricity to the beneficiaries as per the approved register.
- The current collection varies from month to month as not all the beneficiaries collect their free units due to illegal purchase of electricity.
- The municipality is unable to completely eradicate electricity backlog due to the mushrooming extensions in various villages.
- Insufficient financial resources to eradicate the backlog
- Eskom electricity supply capacity to electrify the extensions

4.2.1.5 PROVISION OF ROADS AND STORM WATER

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

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

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

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

Table 28: Road Infrastructure

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

Table 29: Roads and their status

Ward	Description of road condition				
	Main road	To school	To grave yard	Traditional authorities and headman	Other
1	Tarred	Gravel (bad)	Gravel & muddy	Gravel	Gravel (bad)
2	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
3	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
4	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
5	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
6	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
7	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
8	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
9	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
10	Tarred	Gravel	Gravel	Paved	Gravel (bad)
11	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
12	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
13	Tarred	Tarred	Tarred	Tarred	Tarred
14	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
15	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
16	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
17	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
18	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
19	Tarred	Gravel & rocky	Gravel & rocky	Paved	Gravel (bad)
20	Tarred	Gravel	Gravel (bad)	Paved	Gravel (bad)
21	Tarred	Gravel & rocky	Gravel	Gravel	Gravel (bad)
22	Tarred	Gravel & rocky	Gravel & rocky	Gravel (bad)	Gravel (bad)
23	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
24	Tarred	Gravel & rocky	Gravel	Gravel	Gravel (bad)
25	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
26	Tarred	Gravel & rocky	Gravel (bad)	Paved	Gravel (bad)
27	Tarred	Gravel & rocky	Gravel / tarred	Paved	Gravel (bad)
28	Tarred	Gravel & rocky	Gravel & rocky	Paved	Gravel (bad)
29	Tarred	Gravel/tarred	Gravel & rocky	Gravel	Gravel (bad)
30	Tarred	Gravel/tarred	Gravel/tarred	Gravel	Gravel
31	Tarred	Gravel/tarred	Gravel/tarred		Gravel

Table 30: Backlog: Roads and stormwater

Description	Baseline	Current (2017-19)	Backlog
Surfaced roads/stormwater (km)	125km	2.290 KM TARRED	1222.7 KM
Gravel roads (km)	1367		
Total (km)	1492		

Source: Infrastructure department (Roads and stormwater master plan)

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

Roads and storm water challenges

- The backlog on the surfacing of internal streets is at 1222.7 km (The backlog has been reduced by 9, 4 km in during the current financial year. Villages that were covered are : Mpheleng =1.3 km, Naganeng=5,2 km, Laersdrift=1,7 km, Kgoshi Matsepe, Kgoshi Mathebe and Makgopheng =1,2 km. A bridge was also constructed at Kgaphamadi village in ward 21
- Shortage of machinery and plant
- Outdated road infrastructure master plans
- Maintenance of the existing surfaced roads
- Insufficient budget for maintenance of the surfaced roads

Table 31: Strategic roads of municipality

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

Source: Elias Motsoaledi Road master plan

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

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

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

- Sector Plans to be updated and Reviewed
- Eskom network Capacity
- Roads and storm water
- Illegal electricity connections

- Water leakages
- Water shortage and illegal connections
- Sanitation backlogs

4.2.1.6 PROVISION OF TRANSPORT SERVICES

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

The main modes of public transport that serve the EMLM area are buses and taxis, with the bus services being the secondary mode of transport. At present the services are uncoordinated and both the bus and taxi services follow the same routes which lead to extensive duplication of services. Whereas the bus service is subsidised by government to provide an affordable passenger transport service, the taxi industry is not subsidised. Buses are available in all 30 wards to commute people to their destination. Lot of the community members rely on bus services because of their accessibility to remote areas as compared to taxis that use main roads only. The service of the Great North Buses is available the whole day, for the entire week. There is also one PUTCO bus that transports people from Groblersdal to Pretoria. This service is available only in the morning and afternoon. The service helps many community members because it is cheap as compared to taxis. Municipality has no transport master plan and road master plan in place.

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

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

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

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

4.2.1.6.2 LINKING STRATEGIC ROADS AND PUBLIC TRANSPORT

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

4.2.1.6.3 PUBLIC TRANSPORT CHALLENGES

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

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

- Non-motorised transport ,Pedestrian side walks and , cyclists
- Hawkers stalls or illegal settlements along the road side
- Non-compliance of the existing air strip

4.2.1.7 PROVISION OF WASTE MANAGEMENT SERVICES

EMLM has a total household of 66 330 and 6299 (9%) households receive full kerbside collection; the remaining 60034 (91%) households do not receive refuse service removal. The refuse removal service has been extended to Walter Sizulu (RDP) and Tambo villages in Dennilton. Most people who reside within rural areas dig their own refuse dump within their yard or unoccupied land or borrow pits. The Community Service Department has introduced Free Basic Refuse Removal service in ten villages utilising communal skips.

Norms and standard for waste management within the municipality are:

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

Refuse removal service vehicles:

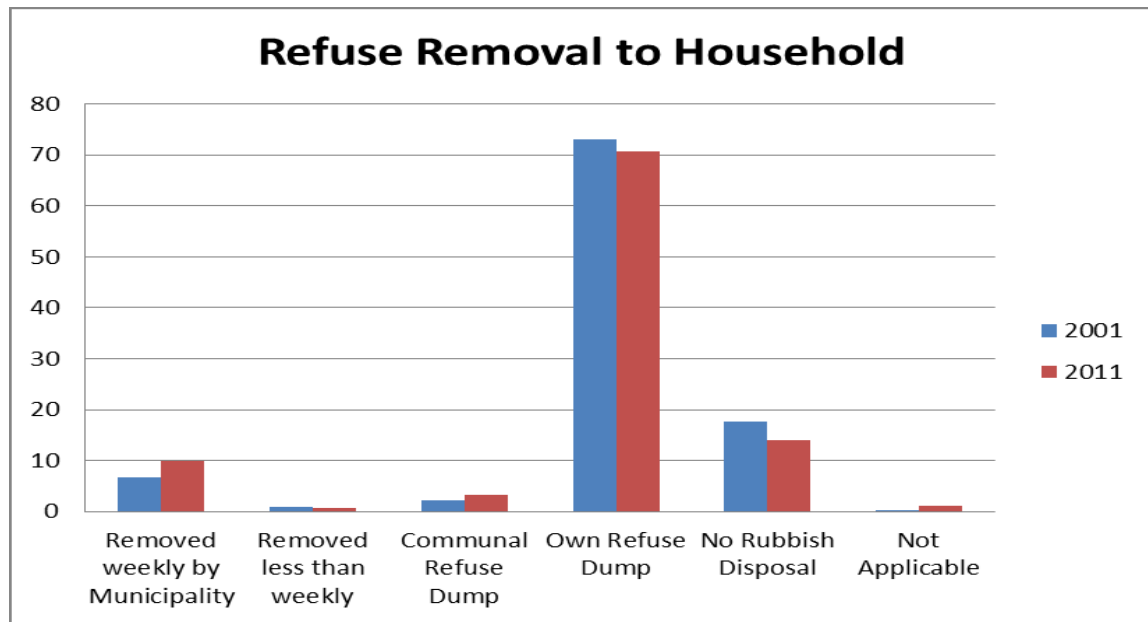
- Seven (7) Refuse removal vehicles
- A service provider has been appointed to service Groblersdal town
- One (02) skip loader runs the service on daily basis in Rossenekal, Motetema, Elandsdoorn, Walter sisulu and Tambo square

Table 32: Refuse Removal to Households Category

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

Source: Stats SA Census 2011

Figure 8: Refuse removal statistics



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

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

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

Table 33: Waste management issues as provided by LEDET

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

Source: Final recycling status quo report by LEDET

4.2.1.8 LANDFILL SITES

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

Table 34: Landfill sites

Disposal site	Permitted/not permitted and permit no.	Absolute location	Access	Operational hours	Security and shifts	Cover	Compaction	Comments
Rosenekal landfill site	Permitted as a gcb ⁺ Permit no: 12/4/10-a/15/g1	S25°12'03" e29°55'14"	The site is well fenced with a lockable gate Access is restricted during working hours only	06h00am - 18h00pm Monday – Sunday	Security is available from 06h00 to 18h00	Cover material stockpiled	No compaction done	Waste is disposed of on an unlined area
Philadelphia dumping site	Not licensed	North 25°15'23" east 29°08'22"	Not fenced	Site is abandoned	No personnel on site	No covering waste is disposed of randomly and then burnt	No compaction	The dumping site is mainly used by the Philadelphia hospital
Hlogotlou transfer station	Licensed as a gcb ⁻ Licence no: 12/14/10-a/1/g2	S25°03'6.52" e29°73'4.25"	Not fenced	Operational hours are not set	No personnel onsite	Waste is dumped and left unattended	Not applicable	Waste is dumped and burnt

Disposal site	Permitted/not permitted and permit no.	Absolute location	Access	Operational hours	Security and shifts	Cover	Compaction	Comments
Elandsdoorn landfill site	12/4/10 – a/12/gsg Closure permit	S25°16' 44.6" e29°11' 49.5"	Not fenced	Operational hours are not set	No personnel onsite	Waste is dumped and left unattended	No compaction	The site should be rehabilitated
Groblersdal landfill site	Permitted as a gmb. Licence no: 12/4/10 - b/10/m3	25°09'22.7" 29°25' 29.17"	The site is not yet developed but waste is disposed of randomly and left unattended site fence although but vandalised	Operational hours are not set.	None	Waste is randomly disposed of and left unattended	No covering nor compaction	The site need to be developed as a matter of urgency

The status of landfill sites

Area	F/Y 2016/17 (baseline)	F/Y 2017/18
Groblersdal	Upgrading of the landfill site (the landfill site is operational)	DEA upgraded the landfill site by installing two high mast lights , office and ablution facility. There is still a need to construct cells
Hlogotlou transfer station	Construction of transfer station (phase 1)	Construction of transfer station(phase 2) has been completed

Elansdoorn township	To be rehabilitated	Not yet done
Roosenekal	Operational land fill site	Three boreholes drilled
Ntwane transfer station	The project was registered with DEA	Not yet implemented
Philadelphia transfer station	To be rehabilitated	Not yet done

4.2.1.9 WASTE MANAGEMENT CHALLENGES

The following are the challenges identified with waste management:

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

Climate Change related challenges

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

4.2.1.10. DISASTER MANAGEMENT SERVICES

DISASTER MANAGEMENT SERVICES

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

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

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

4.2.1.10.1. VULNERABILITY ANALYSIS

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

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

PRIORITY LIST WITH RATINGS	RATING
1. Storm water drainage	2.78
2. Sand mining	2.68
3. Air pollution	2.31
4. Wetlands	2.05
5. Bridges	1.83
6. Waste solid disposal	1.7
7. Alien plants, e.g. mokorokorwane	1.62
8. Structural fire	1.5
9. Drought	1.44
10. Sanitation	1.34
11. Land degradation	1.31
12. Drug abuse	1.31
13. Crime	1.20
14. Riverine floods	1.12
15. Human diseases	1.07

16. Hail storm	0.97
17. Water pollution	0.9
18. Severe Storms	0.88
19. Road accidents	0.83
20. Demonstrations	0.80
21. Veld fires	0.56
22. Air craft	0.46
23. Pest infestations	0.35
24. Hazmat	0.33
25. Dams failure	0.21

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

- Poverty
- Health
- Water
- Road infrastructure
- Telecommunication

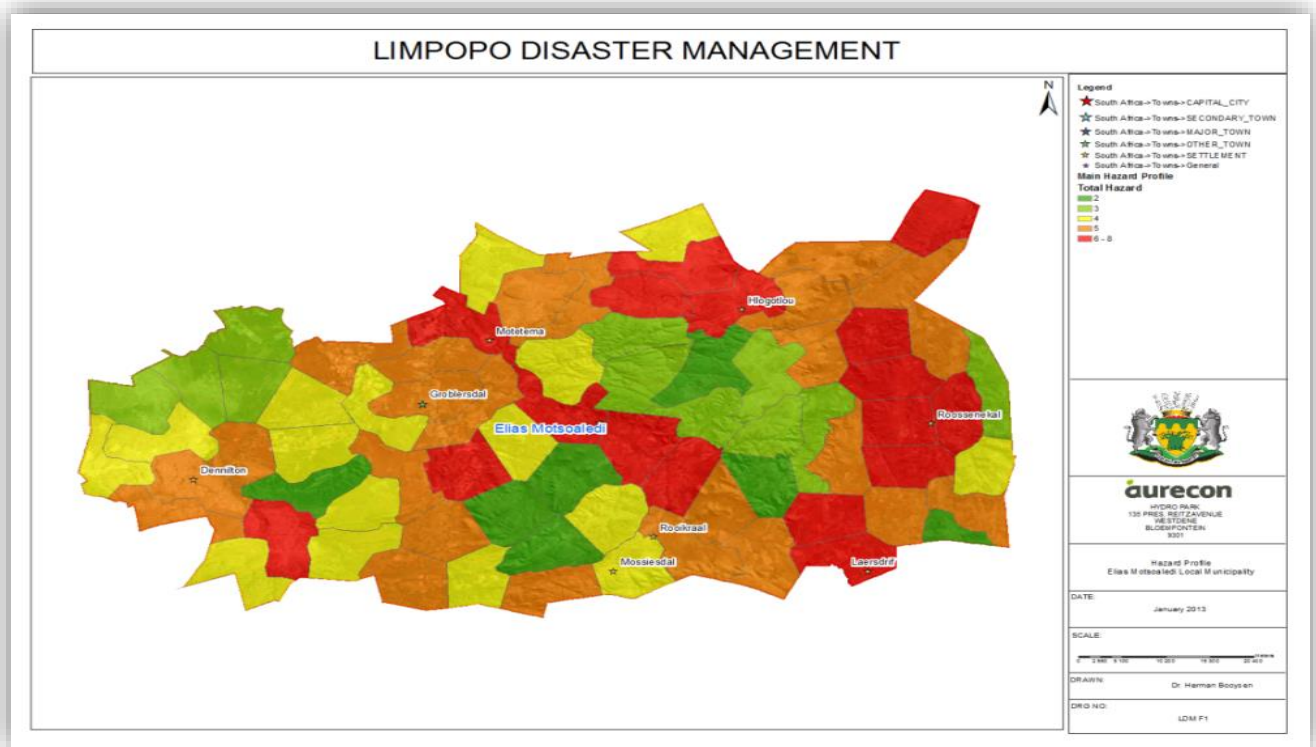
Table 35: List of hazards identified

Hazard Category	Hazard	Affected Areas
Hydro-meteorological		
Water related	Riverine flooding	Olifantsriver from Loskop & Moosriver
Atmosphere related	Severe storms	Entire area (Roosenekal/ Sehlakwane Tafelkop)
	Drought	
	Hail storms	Saaiplaas/Bloempoot/Kgobokwane/ Mathula Stand/Dindela/Keerom (especially 2012)
Biological	Human diseases	Can handle
	Pest infestation	Green bush (Lopholane coriifolia)
	Veld fires (communal land)	Whole area
Geological	Subsidence Erosion/Land degradation	Kwarrielaagte (Ntwane clinic) ward 10, 3, 14, 23

4.2.1.10.2 HAZARD PROFILE

After the completion of the hazard identification and mapping a hazard profile of the municipality were compiled. The map shows the number of hazards for a specific geographical area. For example the **red areas** indicate that there are between 6 and 8 hazards for that area. Therefore the **more red** the area, the **more hazards** are present. **Green** indicates **low** vulnerability and **red** indicates **higher** vulnerability

Figure 9: Hazards within the province and the state of hazards in the municipality

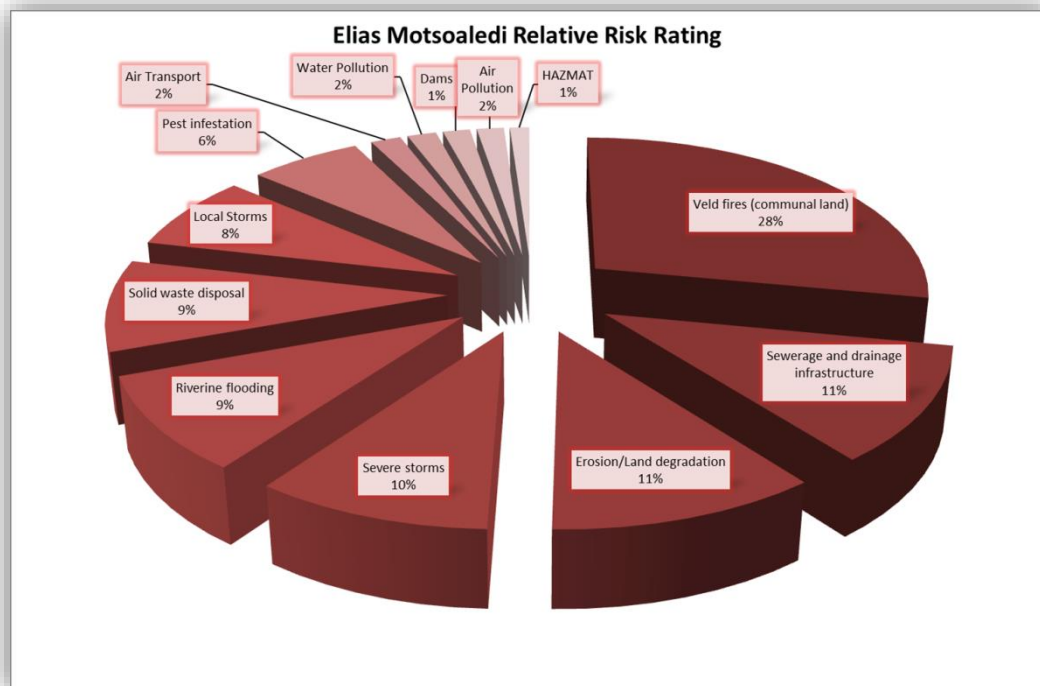


Severity			
	Low	Medium	High
High	Yellow	Red	Red
Medium	Green	Yellow	Red
Low	Green	Green	Yellow

■ **Low risk**
■ **Medium risk**
■ **High risk**

Source: EMLM Disaster Management plan

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



Source: EMLM disaster Management plan

4.2.1.11 PROVISION OF HOUSING

Housing delivery remains a key government intervention to redress the ills of the past and restore the dignity of the poorest of the poor. This is clearly reflected in the Housing Policy and Strategy (1994) that focuses on stabilising the environment to transform the extremely fragmented, complex and racially-based financial and institutional framework inherited from the previous government. New systems are being established to address the housing backlog.

Housing remains one of the few visible signs of government's success to address the needs of the poor. It is therefore critical that local municipalities play their role in facilitating the delivery of houses in their areas. This role is adequately outlined in the Housing Act (1997). Local government is expected to:

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

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

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

Housing allocations since 1994

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

Synopsis of financial year's allocations

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

(source : COGHSTA)

Settlement tenure status

Settlement	NUSP Category	No. of Households	Current Level of Services Provided		Planning and Tenure Status	MTEF Target(s)
Motetema /Congo	B1	500	Communal stand pipes and pit latrines Bulk service in place	Town planning is under-way. Awaiting for approval of the General Plan Settlement on Municipal Land	Town planning and basic services	500 serviced sites
Roosenakal B informal settlement	C	800	Bulk services in place	No town planning approval. Settlement on Private Land	None	Relocation strategy and land release

Stadium View (Hlogotlou) informal settlement	B1	650	Communal stand pipes. Bulk services are in place and the installation of services.	General approved Plan	650 serviced sites	650 serviced sites
Zenzele informal settlement – Zenzele/Zuma Park/Dennilton	B1	40	No bulk services Self-dug pit latrines No electricity	No town planning approvals On private land, no planning was done	Land acquisition and town planning	Land release and town planning

Housing backlogs and challenges (Source: COGHSTA)

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

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

4.2.1.12 CEMETERIES

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

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

4.2.1.12.1 CEMETERIES CHALLENGES

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

4.2.1.13 HEALTH AND SOCIAL DEVELOPMENT

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

The total population in EMLM is 268 256 therefore 10 hospitals should have been provided, however, only two hospitals are provided. Whilst the figure shows a deficit of 8 hospitals there could be a disparity between the standards, the character of rural settlements and the norms applicable within the Department of Health and Welfare.

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

4.2.1.13.1 HEALTH AND SOCIAL DEVELOPMENT ISSUES

Table 36: Health and social development issues

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

4.2.1.13.2 HEALTH AND SOCIAL FACILITIES

Table 37: Breakdown of Health Facilities

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

Source: department of health and social Development

WELFARE ISSUES

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

- There is a general need for the provision of facilities and services for the aged, the disabled, AIDS orphans and other orphans, the homeless street children, mentally ill and all the vulnerable groups afflicted by poverty in the Elias Motsoaledi Local Municipality area.
- Pension pay outs are generally in a poor state and where applicable there is a need to combine them with Multi-purpose Community Development Centres and to properly equip them with shelter, water, seating and toilet facilities. There is a growing dependency on the welfare system in EMLM. This is demonstrated by the number of various grants that are accessed by beneficiaries in the municipal area.

Table 38: Statistics on grants beneficiaries

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

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

4.2.1.16 COMMUNITY SERVICES STRUCTURES

Table 39: Aged service centres that were funded

Name of center	Physical address	Contact person	Contact number	Status
Kgakgabekane luncheon group	Zaaiplaas next to clinic	Mthimunye Nonhlanhla	0824360 062	Funded

Kodumela Moepathutse aged	Hlogotlou Monsterlus unit a	Nhlapho TM	082 0849 706/078 3955 215	Funded
Moriri o Moshweu aged group	219 Majakaneng sec	Tshehlo S	073 4201 885	Funded
Motetema old age	Motetema next to Lutheren	Ntuli RA	082 6916 347	Funded
Mpheleng service centre	Mpheleng village	Nhlapho BP	078 4656 493/076 1922 966	Funded
Ratanang service centre	Elansdoorn next to traffic office	Thekane Athalia Ngele	071 4977 308	Funded

VICTIM SUPPORT CENTERS

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

SUBSTANCE ABUSE CENTERS

Number of Substance abuse Centres	Number of Substance abuse service Centres receiving funding	How many substance abuse service centres not funded	Overall backlog for substance abuse service centres	Fully/Conditionally Registered Centres
02	02	0	0	02

COMMUNITY BASED CARE AND SUPPORT SERVICE CENTERS FOR OLDER PERSONS

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

PROTECTIVE WORKSHOPS FOR PERSONS WITH DISABILITIES

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

DROP IN CENTERS

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

HOME COMMUNITY BASED CARE

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

ISIBINDI CENTERS

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

COMMUNITY NUTRITION DEVELOPMENT CENTERS

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

FOSTER CARE

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

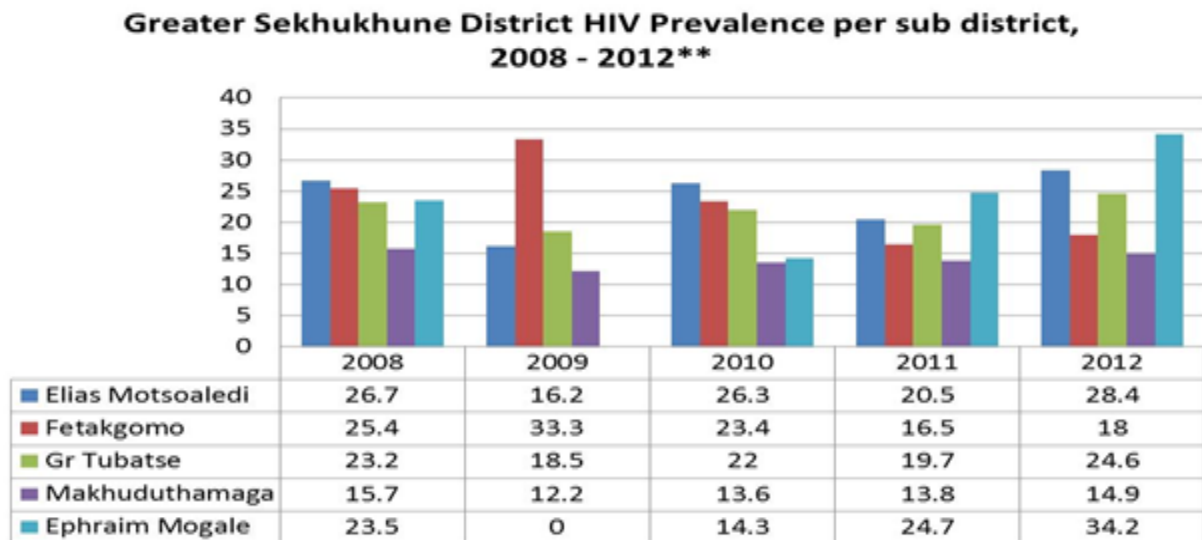
4.2.1.13.3 HEALTH AND SOCIAL WELFARE CHALLENGES

- Inadequate health facilities such as clinics and hospitals
- Insufficient staffing in hospitals and clinics
- Community based clinics to operate for 24 hours
- Construction of pension pay points including installation of facilities
- Insufficient resources to Support to organisation that cares for HIV/AIDS victims

4.2.1.13.4. HIV/AIDS MAINSTREAMING

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

The graph below illustrates the District HIV/Aids prevalence



Source: Department of Health and Social Development

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

DATA	MAR-18	APR-18	MAY-18	JUN-18	JUL-18	AUG-18	SEP-18	OCT-18	NOV-18	DEC-18	JAN-19
HIV POSITIVE CHILD 12-59 MONTHS START ART RATE	0	0	0	0	0	0	0	0	0	0	0
HIV POSITIVE CHILD 5-14 YEARS START ART RATE	0	0	0	0	0	0	0	0	0	0	0
HIV POSITIVE CHILD UNDER 1 YEAR START ART RATE	0	0		0		0	0			0	

HIV TEST AROUND 18 MONTHS POSITIVE RATE	0	3.3	0	0	0	0	0	0	1.6	0	0
HIV TEST POSITIVE 12-59 MONTHS RATE	2.1	5	0	1.4	1.5	1.3	2.4	0	1.4	0	0.79
HIV TEST POSITIVE 5-14 YEARS RATE	0.53	1.6	0.4	0.87	5.1	1.5	5.8	3.7	4.4	7.2	2.4
HIV TEST POSITIVE CLIENT 15 YEARS AND OLDER RATE	4.7	4.9	4.8	4	4	2.8	4	3.9	4.2	5.8	5.5
HIV TEST POSITIVE 5-14 YEARS	1	4	1	5	18	2	7	4	3	5	2
HIV TEST POSITIVE 19-59 MONTHS	2	5	0	2	3	2	7	0	1	0	1
HIV TEST POSITIVE 15 YEARS AND OLDER	233	207	218	182	190	187	136	216	159	163	237

Source: Department of health Limpopo

4.2.1.16.1 SAFETY AND SECURITY

Poor safety and security conditions undermine the efforts of creating a democratic society that respects and value the right to life, ownership of property, and other rights enjoyed by all persons in this country. The Public Safety division of EMLM works together with the SAPS and other law enforcement agencies to improve the public safety of the community in general and strives to deliver a 24 hour Traffic service with the limited infrastructure and resources. Crucial hours are covered and overtime is provided to address accidents that occur after hours.

4.2.1.16.1 SAFETY AND SECURITY FACILITIES

There are police stations in the following areas:

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

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

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

- Offences under the Drug related Act,
- Theft General,
- Offences under the Liquor Act,
- Burglary at Residential premises,

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

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

STATIONS	CRIME CATEGORY	2017-2018
All stations	Serious crimes	5024
All stations	Theft	914
All stations	Arson	10
All stations	Assault GBH	476
All stations	Attempted murder	51
All stations	Attempted sexual offences	10
All stations	Bank robbery	0
All stations	Burglary at non-residential premises	448
All stations	Burglary at residential premises	721
All stations	Carjacking	50
All stations	Commercial crime	120
All stations	Common assault	372
All stations	Common robbery	146
All stations	Contact crime	1686
All stations	Contact sexual offences	6
All stations	Contact-related crimes	326
All stations	Crime detected as a result of police action	1979
All stations	Driving under the influence of alcohol or drug	235
All stations	Drug-related crime	1637
All stations	Illegal possession of firearms and ammunition	66
All stations	Malicious damage to property	316
All stations	Murder	45
All stations	Other serious crimes	1260
All stations	Property-related crimes	1752

All stations	Rape	154
All stations	Robbery at residential premises	53
All stations	Robbery at aggravating circumstances	360
All stations	Sexual assault	6
All stations	Sexual offence	236
All stations	Sexual offence detected as a result of police action	41
All stations	Shoplifting	226
All stations	Stock-theft	242
All stations	Theft of motor vehicle and motorcycle	110
All stations	Theft out of or from motor vehicle	221
All stations	TRIO crime	207
All stations	Truck hijacking	6
All stations	Robbery of cash in transit	2
All stations	Robbery at non-residential premises	104

3.1.7 EDUCATION

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

Table 40: Educational Facilities

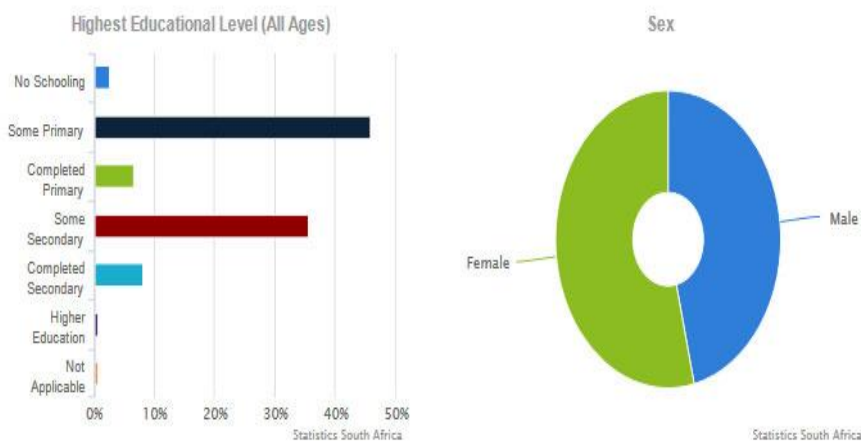
Description	Number
FET colleges	01
Universities	n/a
Secondary schools	85
Primary schools	115
Early Childhood centers/pre-schools	126
Schools with infrastructure backlog	58

Source: Department of Education

Table 41: The level of education

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

Source: Stats SA. CS 2016

Figure 10: Educational levels

From information extrapolated from Table 22, the functional literacy rate within the Elias Motsoaledi Local Municipality ranges between 57.7% in the Moutse Magisterial District to 59.9% in the Nebo District which although extremely low within the **No of index entries found**. Study area are lower than the comparative Provincial literacy rate of 64.8%.

EDUCATIONAL CHALLENGES

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

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

4.2.1.14.1. EARLY CHILD DEVELOPMENT (ECD)

Centers for early child development have been established in most of the villages. Some of these centers get support from the Social Development department whilst others depend on contributions by beneficiaries. The office of the Mayor is constantly meeting with representatives of these centres with an aim to give support

where necessary. The municipality has to develop programmes that will help alleviate challenges the ECD centres are faced with.

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

4.2.1.14.2. CHALLENGES FACING ECDS

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

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

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

4.2.1.17 POST OFFICES AND TELECOMMUNICATIONS

Postal facilities can comprise fully-fledged post offices, postal agencies (satellites) or mobile units. There are approximately 15 postal facilities in the entire Elias Motsoaledi Municipal Area. Of the 15 postal facilities about 5 are fully-fledged postal outlets and 10 are agencies or satellites. The 5 main **post offices** in the Elias Motsoaledi Local Municipality are located in Groblersdal, Hlogotlou, Moutse, Roossenekal and Tafelkop. Mail collection points are also used in remote areas as another form of providing postal service to communities. Telkom and private service providers are the main suppliers of **telephone services**. Most people (96%) in the municipal area have access to some form of telephone services (telephone and cell phone in dwelling, telephone only in dwelling, cell phone, neighbour, public telephone, other nearby).

4.2.1.17.1 INTERNET SERVICES

Table 42: Access to internet services

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

Source: Stats SA, Census, 2011

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

Telecommunications challenges

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

Inadequate post office services is still a major challenge

4.2.1.18 SOCIAL COHESION

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

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

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

4.2.1.19. SPORTS, ARTS AND CULTURE

There are 6 formal sports and recreational facilities comprising a rugby field in Groblersdal, a cricket and soccer field in Tafelkop, and four soccer stadiums in Elandsdoorn, Groblersdal, Hlogotlou and Tafelkop respectively. In addition to the above there are 30 informal sports fields in the Moutse, Hlogotlou, Zaaiplaas and other parts of the municipality. The current focus of the municipality is to maintain the existing sports facilities rather than providing any significant expansions or new facilities. Cultural Historic Sites and Tourist Attractions in the EMLM area are also not actively formalised or promoted.

4.2.1.19.1. SPORTS, ARTS AND CULTURE CHALLENGES

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

4.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

4.3.1. THE ECONOMIC PROFILE OVERVIEW

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

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

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

HUMAN DEVELOPMENT INDICATORS (HDI)

The Human Development Indicator (HDI) is a key measure to assess the level of socio-economic development in the population. It measures people's ability to have a long and healthy life, to communicate, participate in the community and to have sufficient means to be able to afford a decent living based on:

- per capita income
- level of education based on the adult literacy rate
- the average number of years of schooling of adults

An HDI of below 0.5 are considered to have a low level of human development, a score of 0.5 to 0.79 a medium level of development and those with values of 0.8 and above are considered to have a high level of human development. Clearly, the highest Human Development Index in the study area is prevalent in the Groblersdal Magisterial District where the Human Development Index increased from 0.53 in 1996 to 0.56 in 2005. This figure is significantly higher than the index for Moutse magisterial District (0.45) and the Hlogotlou Magisterial District (0.47). The comparative provincial Human Development Index in 2005 was 0.51.

Based on the fact that Elias Motsoaledi is largely rural in nature, the provision of infrastructure will be impacted by HDI of the Municipality

The income level per household is considered a better barometer of poverty and the statistics reflect that (56, 9%) can be classified as Indigent as they earn less than R1, 600 per month (R19, 200 per annum), as per Stats SA 2011. Not all these households have registered to qualify for access to free basic services as provided in the Indigent Policy guidelines. If these statistics are correct it will pose a serious challenge to the municipality both in the human context as well as the financial burden this will impose.

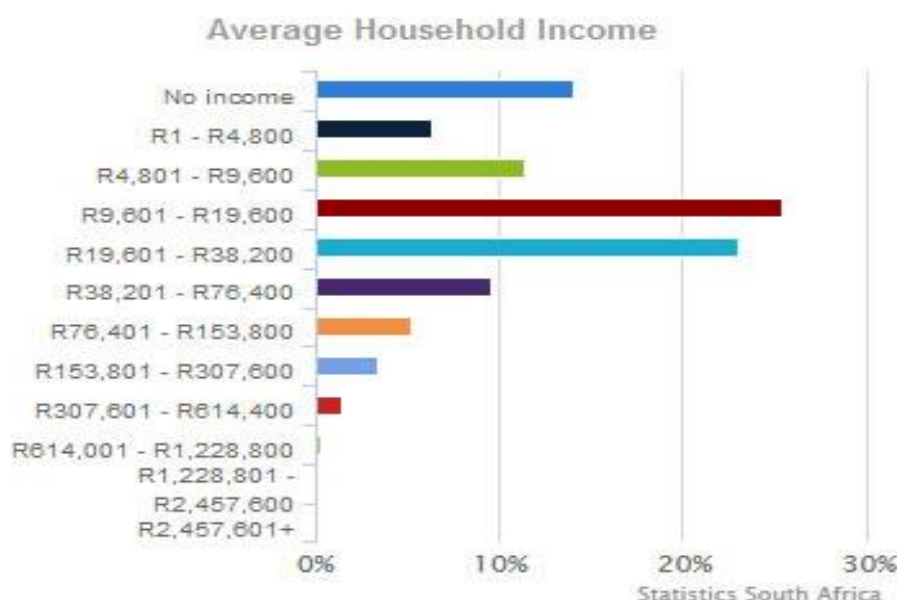
Table 43: Gender and annual household income

Annual Household Income	Gender	Number Of Households
No Income	Male	5,236
	Female	3,221
	TOTAL	8,456
R 1 - R 4800	Male	1,322
	Female	2,445
	TOTAL	3,768
R 4801 - R 9600	Male	2,148
	Female	4,658
	TOTAL	6,806
R 9601 - R 19 600	Male	5,614
	Female	9,644
	TOTAL	15,258
R 19 601 - R 38 200	Male	6,497
	Female	7,347
	TOTAL	13,844
R 38 201 - R 76 400	Male	3,406
	Female	2,400
	TOTAL	5,806
R 76 401 - R 153 800	Male	1,858
	Female	1,246
	TOTAL	3,104
R 153 801 - R 307 600	Male	1,243
	Female	776
	TOTAL	2,019
R 307 601 - R 614 400	Male	659
	Female	230
	TOTAL	888
R 614 001 - R 1 228 800	Male	132
	Female	38
	TOTAL	170
R 1 228 801 - R 2 457 600	Male	45
	Female	32
	TOTAL	77
R 2 457 601 or more	Male	32
	Female	23
	TOTAL	55
Unspecified	Male	-
	Female	-
	TOTAL	-
Total	Male	28,190

Annual Household Income	Gender	Number Of Households
	Female	32,061
	Total	60,251

Source: Stats SA census 2011

Figure 11: Average household income



3.1.5 EMPLOYMENT PROFILE

Based on the 2011 definition of Economically Active Population (EAP) the unemployment rate is reflected at 42,9 which although high and cause for concern is lower than both the District and Province levels.

Table 44: Economic indicators

Employment Category	Percentage
Employed	57,1%
Unemployed	42,9%
TOTAL	100%

Source: Stats SA Census 2011

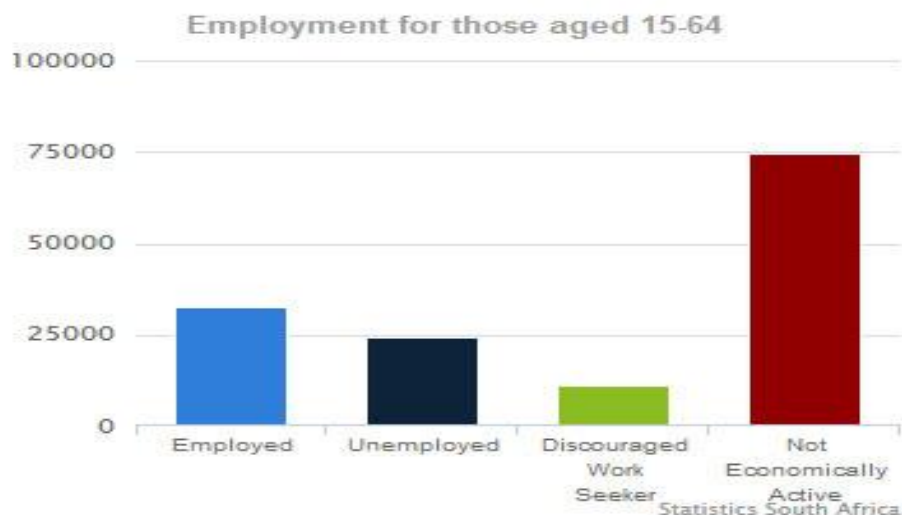
The above table indicates that:

- 42,9% of the population is unemployed
- The unemployment rate (expanded definition of unemployment) of the Limpopo Province increased from 44.6% in 1996 to a high of 48.3% in 2002, thereafter it declined to 45% in 2005
- The unemployment rate in the Sekhukhune District Municipality is significantly higher and peaked at 64.6% in 2002 where after it decreased to 59.7% in 2005

3.1.6 DEPENDANCY RATIOS

According to the United Nations, the total dependency ratio is the number of persons under age 15 plus persons over the age of 65 divided by the working group (aged 15 to 65). It is the sum of the youth dependency ratio and the old-age dependency ratio illustrated in the following bar chart.

Figure 12: Employment of ages 15-64

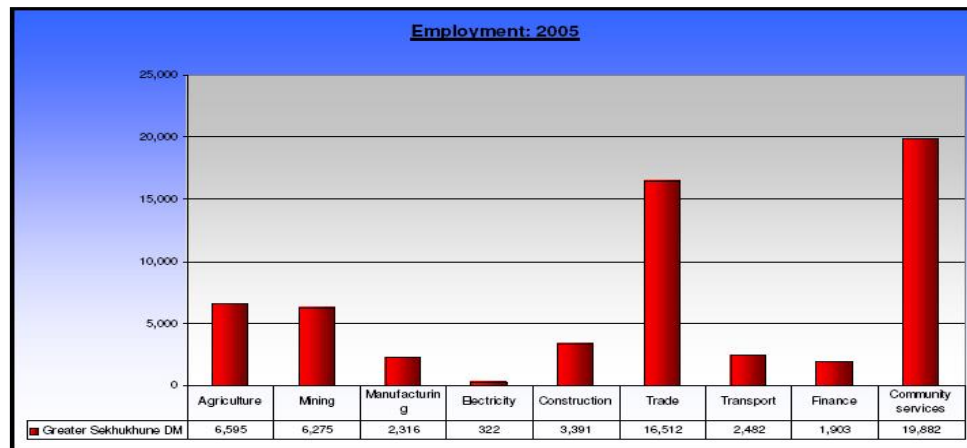


EMLM dependency ratio dropped from 86.5% in 2001 to 76.0% in 2011. This is an indication of a remarkable improvement. The working group has increased and the elderly has decreased. The municipality should intensify efforts to manage the decline of dependency ratio. It is vital that existing municipal policies and their interventions should be designed to address groups most affected by dependency. EMLM's LED strategy is targeting all affected groups. The strategy promote the inclusion of not only the young unemployed but also the aged and those affected by various disabilities

3.1.6.1 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).

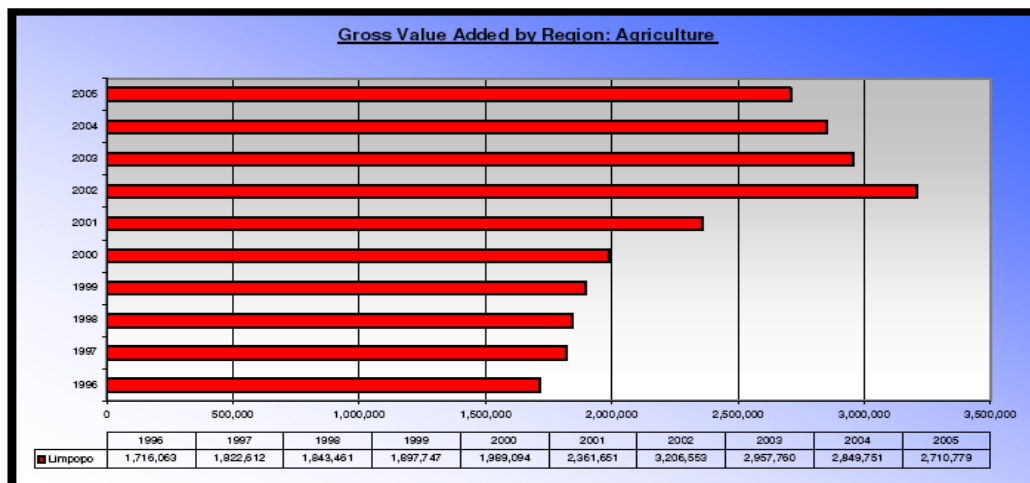
Figure 13: Employment opportunities in Sekhukhune DM (2005)



Source: Elias Motsoaledi Local Municipality LED strategy 2014

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.

Figure 14: % growth in employment between 1996 and 2005 (Groblersdal, Moutse and Hlogotlou Magisterial Districts)



Source: Elias Motsoaledi Local Municipality LED Strategy 2014.

3.1.6.2 UNEMPLOYMENT RATE

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

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

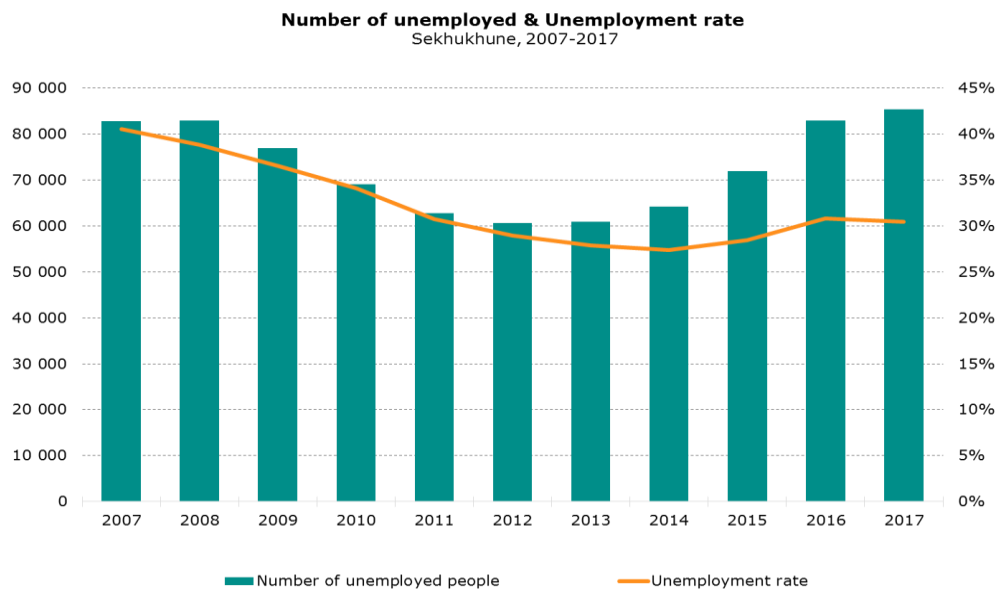


Table 45: Labour force within EMLM

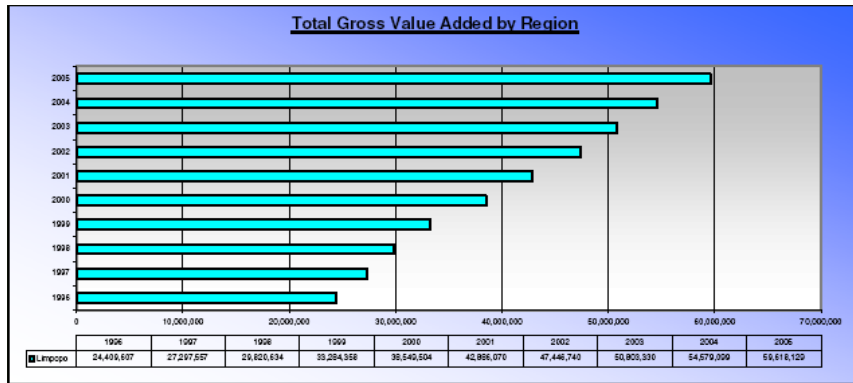
Sector	Gender		Total
	Male	Female	
In the formal sector	11,332	9,942	21,274
In the informal sector	3,842	2,742	6,584
Private household	2,214	1,922	4,135
Do not know	513	373	885
Unspecified	-	-	-
Not applicable	97,602	118,882	216,484
Total	115,503	133,860	249,363

Source: Stats SA, Census 201

4.3.2. MACRO-ECONOMIC INDICATORS

The information depicted in the 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

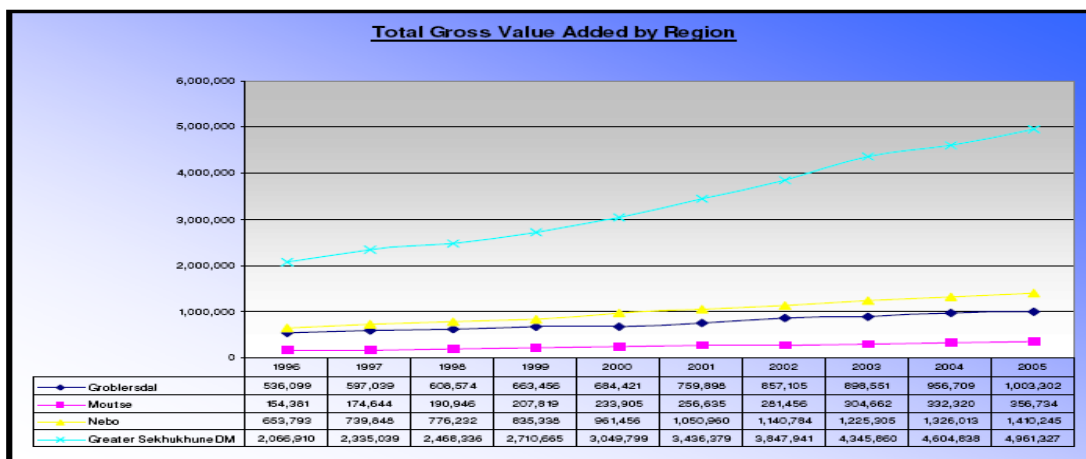
Figure 15: Total Gross Value Added (current prices, 2005)



Source: EMLM's LED Strategy

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

Figure 16: Total GVA (current prices, 2005)



Source: Elias Motsoaledi Local Municipality LED STRATEGY 2014

The overall average economic growth rate over the period 1997 to 2005 is represented 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 following aspects are significant in terms of the local economy of the three magisterial districts which partly comprises the Elias Motsoaledi Local Municipality:

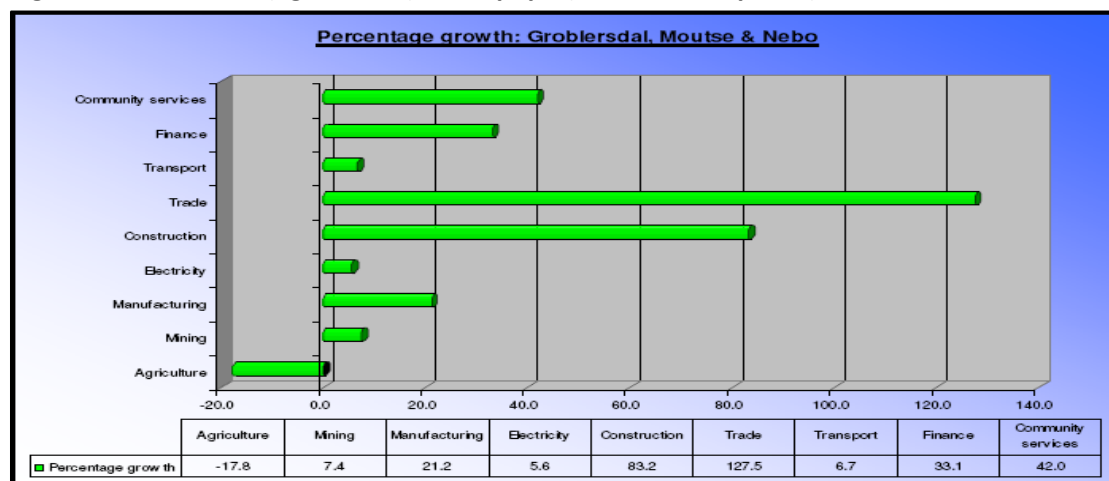
- The community, social and personal services sector is the major contributor to GVA in all three of these magisterial districts
- The size of the Moutse Magisterial District economy is fairly small and dominated by the community, social and personal services sector
- The wholesale and retail trade sector (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 district.

4.3.3. AGRICULTURE

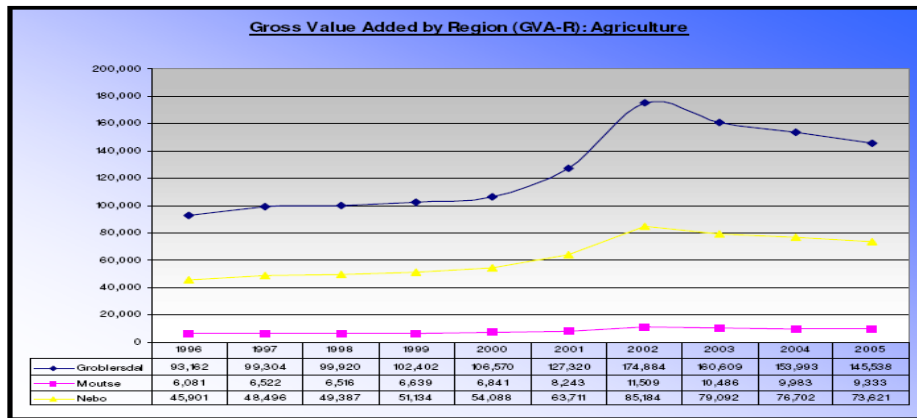
The total contribution of the agricultural sector to the Limpopo provincial economy peaked in 2002 with a total GVA of R3.2 billion. It has however subsequently decreased somewhat to R2.7 billion in 2005. This trend has also been prevalent in the Sekhukhune District Municipality where the total GVA from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

Figure 17: Total GVA (agriculture) in Limpopo (2000 current prices)



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 18: Total GVA (agriculture sector) in Sekhukhune DM



Source: Elias Motsoaledi Local Municipality 2014 LED strategy

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 growing informal economy which is not part of the main stream agricultural economy.

Groblersdal is the center of a **progressive farming** community because of the town's fortunate location in the Olifants River irrigation area below Loskop Dam. Intensive agricultural activities (under 5 irrigation schemes) cover a total surface area of 28 800 ha. The gross agricultural production of the district is estimated at R250 million per annum. The agricultural produce includes grapes, wheat, tobacco, maize, soya beans, citrus fruits, cotton and vegetables

4.3.4 AGRI-PARK FARMING

Agriculture is a key industry to the economy and its relevance should not be under-estimated. Despite the fact that South Africa's agricultural producers are currently facing numerous challenges, it is clear that producers, agri-businesses and political decision makers have the will to tackle these challenges head-on in order to ensure the stability and future sustainability of this strategic industry.

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

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

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

Agri-Park would further:

- benefit existing state land with agricultural potential in the Province;
- improve access to markets to all farmers, with bias to emerging farmers and rural communities;
- maximize the use of high value agricultural land (high production capability);
- Optimise the use of existing agro-processing infrastructure, including having availability of water, energy and roads, and support a growing-town with high economic potential that would benefit from small town revitalization.

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

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

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

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

4.3.6 COMPETITIVE AND COMPARATIVE ADVANTAGES

Groblersdal is the centre of a progressive farming community because of the town's fortunate location in the Olifants River irrigation area below Loskop Dam. Intensive agricultural activities (under 5 irrigation schemes) cover a total surface area of 28 800 ha and is the biggest area under irrigation in the district. The gross agricultural production of the district is estimated at R250 million per annum. The agricultural produce includes grapes, wheat, tobacco, maize, soya beans, citrus fruits, cotton and vegetables.

4.3.7 TOURISM

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

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

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

Table 46: District tourism comparisons

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

Source: SDM Tourism Development Strategy

4.3.7.1 TOURISM PROJECTS

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

4.3.8 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

4.3.9 MANUFACTURING

The total economic output from the manufacturing sector at both provincial and district level showed moderate growth between 1996 and 2005. The manufacturing sector G4A at provincial level increased from 1.7 billion in 1996 to just over 3 billion in 2005.

At the district level the total GVA increased from R133 million to R215 million over the same period. Groblersdal Magisterial District plays a prominent role in the manufacturing sector within the district economy.

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

The manufacturing sector thus plays a very insignificant role in the economies of the Moutse, Hlogotlou and surrounding areas, accounting for only 2% and 3.1% of the total GVA in 2005. The manufacturing sector plays a more prominent role in the Groblersdal Magisterial District accounting for 11.6% of the total GVA in this district in 2005.

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

4.3.9.1 WHOLESALE AND RETAIL SECTOR

Within the three magisterial districts which form part of the EMLM, the wholesale and retail trade sector accounts for as much as R433 million of total GVA in the Nebo Magisterial District.

This is related to the relatively large population concentration in this area and it should be borne in mind that only a portion of this magisterial district is located within EMLM. The total GVA in the Groblersdal Magisterial District has been approximately R195 million and in Moutse R76 million. The wholesale and retail trade sector is particularly important in the Nebo Magisterial District where it accounted for 30.8% for total GVA by 2005. The comparative district figure was 22.1% and at provincial level 13.5%.

The total number of employment opportunities in the wholesale and retail trade sector showed a considerable increase, both within the SDM as well as within the EMLM. At the District level the total number of employment opportunities increased from 7 407 to 16 512 in 2005. This growth has been most notable over the period 1996 to 2000, where after it has stagnated somewhat. The total estimated number of employment opportunities in the wholesale and retail trade sector in 2005 was 3 814, 3 867 and 5 187 in the Groblersdal, Moutse and Nebo Magisterial Districts respectively.

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

Table 47: Priority sectors of local municipalities

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

Source: Limpopo Employment Growth and Development Plan

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

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

From a strategy development point of view, these characteristics have a number of important implications, such as:

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

4.3.10. DEVELOPMENT CORRIDORS

4.3.10.1. LED AND POVERTY REDUCTION

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

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

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

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

- Maximize economic development from mining growth
- Support development of agriculture and agro-processing
- Develop competitive tourism attractions
- Speed up infrastructure development

- Remove barriers to land for development
- Refocus education and skills development
- Organise LED to work better on a large scale

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

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

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

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

- Expensive untargeted foreign direct investment marketing campaigns
- Supply-led training programs
- Excessive reliance on grant-led investments
- Over-generous financial inducements for inward investors (not only can this be an inefficient use of taxpayers' money; it can breed considerable resentment amongst local businesses that may not be entitled to the same benefit)
- Business retention Reliance on "low-road" techniques, e.g. cheap labor and subsidised capital

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

Such interventions and strategies should lead to the implementation of LED projects with greater enthusiasm. The strategy needs to go to the next level which is the planning stage. This will be coupled with the number of LED projects that have been implemented, employment statistics thereof and future developments.

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

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

Source: EMLM LED UNIT

4.3.11. LED SKILLS BASE FOR EMLM

For both public infrastructure and private investment programmes, the single greatest impediment is shortage of skills, including pro

fessional skills such as engineers and scientists, financial managers, human resource specialists, project managers, technical skills etc. There is a high rate of people who do not reach tertiary education due to lack of household income. The municipality has the following skills which adds value to productivity in the economic sector i.e. Road construction skills, plumbing, electrification, retailing, agriculture etc.

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

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

4.3.11 LOCAL ECONOMIC DEVELOPMENT CHALLENGES

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

4.4. KPA 4: FINANCIAL VIABILITY

4.4.1 FINANCIAL OVERVIEW

Executive Summary

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

Section 17 of Municipal Finance Management Act (MFMA) requires the municipality to prepare an annual budget in the prescribed format.

National Treasury's MFMA circular 93 and 94 have been used as guidance for the compilation of the 2019/20 MTREF.

The main challenges experienced during the compilation of the 2019/20 MTREF can be summarized as follows

- Ageing and poorly maintained roads and electricity infrastructure
- The need to re-prioritize projects and expenditure within the existing resource-based given the cash flow realities and declining cash position of the municipality.
- Increased cost of bulk electricity due to tariff increases (9,41%) from ESKOM which is placing pressure on service tariffs to residence and other consumers.
- Salaries and wage increases for municipal staff as well as the need to fill all active vacant positions.
- Affordability of capital projects - original allocations on certain capital projects had to be reduced and some projects had to be shifted to the outer years of the 2019/20 MTREF.
- Limited and/or very minimal surplus anticipated to be realized from operating budget makes it difficult to accommodate all the wards within the area of jurisdiction of the municipality in terms of capital projects implementations

The following budget principles and guidelines directly informed the compilation the 2019/20 MTREF:

- The 2018/19 adjustment budget priorities and targets as well as the base line allocations contained in that adjustment were adopted as the upper limits for the new base lines for the 2019/20 annual budget.
- Tariffs and property rates increases should be affordable and should generally not exceed the inflation as measured by the CPI except where there are price increases in the inputs of services that are beyond the control of the municipality, for example: cost of bulk electricity. In addition, we had to ensure that our tariffs remained or moved towards being cost reflective, and had to take into account the need to address infrastructure backlogs.
- Capital projects and activities funded from external grants are budgeted as per the gazetted amount as outlined in 2019/20 Division of Revenue Act (DoRA).
- In addition to cost containment to be implemented by the municipality, the following items and allocations thereof had to be kept at minimum level:

- Consultants and Professional Fees;
- Special Projects and Events; Refreshments and Entertainment (R2 000 allocated per directorate for the entire financial year);
- Ad hoc travelling;
- Subsistence, Travelling and conference fees;
- Telephone and cell phone subscriptions;
- Issuing of Material and Store items, and
- Overtime.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2019/20 Medium Term Revenue and Expenditure Framework:

Consolidated Overview of the 2019/20 MTREF

Description	2019/20	2020/21	2021/22
Total Revenue	572 899 405	604 284 867	641 940 816
Less: Transfer recognized capital	73 921 000	74 234 000	75 773 000
Operating revenue	498 978 405	530 050 867	566 167 816
Total Expenditure	491 500 732	521 980 986	548 941 532
Surplus/(Deficit)	7 477 674	8 069 881	17 226 285
Capital Expenditure	77 424 685	85 463 675	86 291 078

Total operating revenue for 2019/20 financial year amounts to R499, 820 million and the budget increases steadily in the outer financial years and the same applies to operating expenditure budget.

The above table is also used as a tool for testing if the draft budget is going to have deficit or surplus throughout the 2019/20 MTREF, and as presented, the budget has a surplus of R6, 866 million; R7, 424 million and R5, 708 million respectively through the MTREF period.

Transfers and grants allocations

The below table presents transfers and grants to be received throughout the MTREF period and in addition, the gazetted allocations for the MTREF show significant increase and note should be taken that the municipality will be receiving the new grant for Energy Efficiency and Demand Side Management and the allocated amount thereof is R5 million across the MTREF period.

The gazetted grants for MTREF period show a constant increase relative to the audited outcomes for 2015/16 to 2017/18 financial years as well as 2018/19 original budget.

Description	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
RECEIPTS:									
Operating Transfers and Grants									
National Government:	216 641	213 105	226 163	245 278	245 278	245 278	277 618	296 737	320 255
Local Government Equitable Share	212 948	210 385	223 019	237 506	237 506	237 506	269 009	289 070	311 324
Finance Management	1 600	1 625	1 700	1 770	1 770	1 770	2 235	2 667	2 931
Municipal Systems Improvement	930	–	–	–	–	–	–	–	–
EPWP Incentive	1 163	1 095	1 444	1 002	1 002	1 002	1 374	–	–
Energy Efficiency and Demand Side Management	–	–	–	5 000	5 000	5 000	5 000	5 000	6 000
Provincial Government:	–	–	–	–	–	–	–	–	–
N/A									
District Municipality:	–	–	–	–	–	–	–	–	–
N/A									
Other grant providers:	–	–	–	–	–	–	–	–	–
N/A									
Total Operating Transfers and Grants	216 641	213 105	226 163	245 278	245 278	245 278	277 618	296 737	320 255
Capital Transfers and Grants									
National Government:	63 102	85 419	81 860	63 830	64 279	64 279	73 921	74 234	75 773
Municipal Infrastructure Grant (MIG)	53 102	72 419	66 860	53 832	54 270	54 270	54 921	57 934	62 269
Integrated National Electrification Grant	10 000	13 000	15 000	9 998	10 009	10 009	19 000	16 300	13 504
Provincial Government:	–	–	–	–	–	–	–	–	–
N/A									
District Municipality:	–	–	–	–	–	–	–	–	–
N/A									
Other grant providers:	–	–	–	–	–	–	–	–	–
N/A									
Total Capital Transfers and Grants	63 102	85 419	81 860	63 830	64 279	64 279	73 921	74 234	75 773
TOTAL RECEIPTS OF TRANSFERS & GRANTS	279 743	298 524	308 023	309 108	309 557	309 557	351 539	370 971	396 028

Transfers and grants expenditure

The below table presents breakdown of what constitute transfers and grants expenditure and the overall budget is made up of the following items:

- Free basic electricity
- Post-retirement benefit
- External Bursaries

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Groups of Individuals										
Free Basic Electricity	313	708	841	2 224	1 400	1 400	1 280	1 473	1 552	1 636
Retirement Benefit	848	–		1 680	1 680	1 680		1 767	1 863	1 963
External Bursaries	118	–		500	500	500		500	527	555
Total Non-Cash Grants To Groups Of Individuals:	1 279	708	841	4 404	3 580	3 580	1 280	3 740	3 942	4 155
TOTAL NON-CASH TRANSFERS AND GRANTS	1 279	708	841	4 404	3 580	3 580	1 280	3 740	3 942	4 155
TOTAL TRANSFERS AND GRANTS	1 279	708	841	4 404	3 580	3 580	1 280	3 740	3 942	4 155

Free Basic Services: Basic Social Services Package

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

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

4.4.2. FINANCIAL CHALLENGES

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

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

AUDIT OPINION TRENDS

Table 48: Auditor's General opinion trends

2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Qualified	Qualified	Qualified	Qualified	Unqualified

4.4.3. Auditor General Opinion

The municipality has developed an audit action plan in response to the raised AG issues as represented below in an extract from the report.

Municipality Name		Elias Motsoaledi Local Municipality				
Audit Opinion		Unqualified				
Reporting Period						
Audit Findings	Category of Finding	Description of Finding	Finding status	Root Cause	Position	Progress
Records	Matters affecting the auditor's report	Compliance Roads Infrastructure: Planning and overall management-control deficiencies	New	lack of adequate controls to ensure that roads infrastructure is properly planned and managed	Senior Manager Infrastructure	In progress
Procurement	Matters affecting the auditor's report	consequence management-investigation not conducted	New	Delay in appointment of investigator	Municipal Manager	In progress
Immovable Assets	Matters affecting the auditor's report	Differences between fixed asset register and financial statements	New	Financial statements not supported by reliable information	CFO	In progress
Predetermined Objectives	Matters affecting the auditor's report	% of projects implemented based on SPLUMA	New	Target not planned properly	Senior Manager Planning	Not yet started

Predetermined Objectives	Matters affecting the auditor's report	% Electrification of households at Tshehla trust	New	Roll over project-completion certificate with 2016/2017 date	Senior manager Infrastructure	In progress
Predetermined Objectives	Matters affecting the auditor's report	% electrification of households	New	Lack of reliable supporting evidence	senior manager infrastructure	
Predetermined Objectives	Matters affecting the auditor's report	% of inspections conducted on building construction with an approved plan to ensure compliance with National Building Regulations and building standards	New	Management did not draft the indicator in a way that is measurable	Senior Manager Planning	In progress
Procurement	Matters affecting the auditor's report	COMAF 15-SCM-Contracts not signed for	New	Agreement not documented in writing	Senior Manager Infrastructure	In progress

		procurement above R 200 000				
Procurement	Matters affecting the auditor's report	COMAF 20-Awards made to suppliers who did not submit the declaration forms	New	Controls in the supply chain management regulations not implemented	CFO	In progress
Procurement	Matters affecting the auditor's report	COMAF 20-Bid documents to support section 32 procurement not submitted	New	lack in reasonable steps to detect and prevent irregular expenditure from occurring	CFO	In progress
Procurement	Matters affecting the auditor's report	COMAF 20-Awards made to suppliers related to person I the service of the municipality without valid declaration	New	lack of properly designed financial disclosure forms	CFO	Not yet started
Bank	Matters affecting the auditor's report	ISS 83-Compliance asset management	New	Management not aware that that VBS bank not registered	CFO	Completed
Immovable Assets	Matters affecting the auditor's report	PPE-Derecognised assets not authorised	New	Management oversight-did not ensure all assets derecognised are authorised by council	CFO	In progress

Payments	Matters affecting the auditor's report	COMAF 31- Expenditure- payments made after 30 days	New	late capturing on the system	CFO	In progress
Revenue	Matters affecting the auditor's report	Revenue:1- Reconciliation on revenue streams not performed	New	controls not implemented over daily and monthly processing and reconciling of transactions	CFO	In progress
Procurement	Matters affecting the auditor's report	COMAF 31- Expenditure- fruitless and wasteful expenditure	Recurring	lack of proper management of funds	CFO	In progress
Other Disclosure	Other important matters	COMAF 54- Provisions- Illegal dumping on Dennilton Landfill site	New	Lack of proper procedures to ensure compliance with laws and regulations as well as to minimize losses	Senior manager Community services	In progress
Information Technology	Other important matters	ISS 1- Lack of monitoring performance of consultants rendering services to the municipality	New	Non-establishment of a service level monitoring process No personnel assigned accountability for the SLA monitoring	CFO	In progress
Information Technology		ISS 2- Lack of evidence of	New	role of reviewing user access rights on	Manager ICT	In progress

	Other important matters	review of user access rights		munsoft not assigned to an individual	CFO	In progress
Information Technology	Other important matters	ISS.98- Inadequate user access management processes and lack of segregation of duties on VIP Payroll system	New	No Senior person allocated who could review approve the transactions performed by user	CFO/ Manager Expenditure Manager ICT	In progress
Information Technology	Other important matters	ISS.99- Electronic funds transfer procedure not adequately documented	Recurring	Expenditure procedure manual not adequately designed and documented	CFO/Manager Expenditure	In progress
Bank	Other important matters	ISS 78-Commaf 23- Cash and cash equivalents- overstatements- overstatement.	New	Lack of adequate complete, accurate and reliable supporting documents	CFO	In progress
Other Disclosure	Other important matters	COMAF 30- Cashflow	New	Lack of effective review	CFO	Not yet started

Payments	Other important matters	ISS86-Employee cost-overtime paid exceed 30%	Recurring	Internal controls not effectively communicated, established and maintained	Senior manager corporate services	Completed
Payments	Other important matters	ISS 87-Employee cost-overtime worked prior approval	Recurring	Inadequate review of processing of overtime paid to employees.	Senior manager corporate services	Completed
Payments	Other important matters	ISS 88-Employee cost-non-compliance with basic conditions of employment act	Recurring	Inadequate review of processing of overtime paid to employees.	Senior manager corporate services	Completed
Payments	Other important matters	Employee cost-incorrect tax calculations	New	Accounts not effectively reconciled monthly	CFO	Completed
Payments	Other important matters	COMAF 57-Employee cost-fringe benefits	Recurring	Controls not implemented to ensure compliance with tax act	CFO	Not yet started

Records	Other important matters	ISS,84-Control deficiencies in the management of consultants	New	lack of adequate controls to ensure consultants are properly managed and that skills are properly transferred to the municipality	CFO	Not yet started
					Senior Manager Corporate services	Not Yet Started
Movable Assets	Other important matters	COMAF 19-Municipality's assets not accounted for in the asset register	New	lack of controls to ensure that all assets accounted for in the register exist	CFO	Not yet started
Immovable Assets	Other important matters	COMAF 19-PPE-Duplicate assets	New	lack of proper review of the fixed assets register	CFO	Not yet started
Immovable Assets	Other important matters	ISS71- Incorrect classification	New	lack of proper review of the fixed assets register	CFO	Not yet started
Immovable Assets	Other important matters	ISS 85-PPE-Overstatement of work in progress asset	New	lack of proper review of WIP register	CFO	Completed
Immovable Assets	Other important matters	ISS 91-Understatement of depreciation	New	lack of review to ensure the financial information not complete and accurate	CFO/Manager Asset	
					CFO	Completed
Immovable Assets			New		CFO	Completed

	Other important matters	ISS 49-Overstatement of investment property		lack of review to ensure the financial information not complete and accurate		
Payments	Other important matters	ISS 94-COMAF 34-Expenditure-VAT input incorrectly claimed	New	Lack of review of payments an non-compliance with the VAT Act	CFO	Completed
Predetermined Objectives	Other important matters	ISS 8-AOPO-COMAF 11-Presentation of APR	New	Annual performance report not well presented lack of effective review of the APR	Senior Manager Planning and LED	In progress
Procurement	Other important matters	ISS 29-COMAF 15-SCM- Uneconomical use of resources in the procurement of fleet management solutions	New	Lack of internal controls to ensure the municipal resources are used effectively and efficiently	CFO	Not yet started
Procurement	Other important matters	ISS 38-COMAF 15-SCM- Expenditure was incurred after the contract has expired.	New	Lack of proper contract management	CFO	Not yet started
Revenue	Other important matters	ISS 42-Debtors-Non-compliance with credit policy	New	policy and procedures not effectively communicated to ensure execution of internal control	CFO	Not yet started

Revenue	Other important matters	ISS 76- Licenses and permits revenue	New	Lack in proper record keeping	CFO	Completed
Revenue	Other important matters	ISS 110-COMAF 55- Loss of revenue from unknown properties	New	Lack of effective monitoring to ensure correct rates are used	CFO	Not yet started
Payments	Other important matters	ISS 67-COMAF 29- VAT Returns not submitted timeously	New	Lack in internal controls to ensure returns are submitted on time	CFO	In progress

4.5. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

4.5.1. INTRODUCTION TO EXECUTIVE AND COUNCIL

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

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

4.5.2. POLITICAL GOVERNANCE

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

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

The political structures of the Elias Motsoaledi Local Municipality provide political leadership while the administration structure is responsible for the day-to-day implementation and management of the municipality and its activities. The Council of EMLM consists of 30 proportionally elected councillors and 30 ward councillors. The Council of the local municipality may designate any of the following office-bearers as full time councillors in terms of section 18(4) of the Municipal Structures Act, 199:

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

The Council is the highest policy making structure in the municipality and it also provides political leadership and Council retains both the Executive and Legislative authority. The municipal Council is under the

stewardship of the Speaker, while the Mayor leads the Executive Committee. The Office of the Mayor is established in the administration whose responsibility it is to coordinate activities of the Mayor, the Executive Committee and other committees of the Executive.

The Council Executive comprises of the Mayoral Committee, supported by three (3) Mayoral Committee members. In terms of the Municipal Structures Act, section 43, members are elected to the Mayoral Committee by, and are responsible to the Council chaired by the Mayor who has various functions and powers as set out in section 44 of the Act.

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

The following committees were established:

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

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

4.5.3. SECTION 79 PORTFOLIO COMMITTEES

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

The following committees were established:

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

4.5.4. MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

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

4.5.5. WARD COMMITTEES

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

4.5.6. COMMUNITY DEVELOPMENT WORKERS

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

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

Challenges facing Community Development Workers are:

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

4.5.7. INTERGOVERNMENTAL COORDINATION AND FORUMS

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

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

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

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

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

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

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

4.5.8. TRADITIONAL LEADERSHIP

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

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

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

Table 49: Traditional authorities, their needs and their locations

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

Source: EMLM Executive Support Department

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

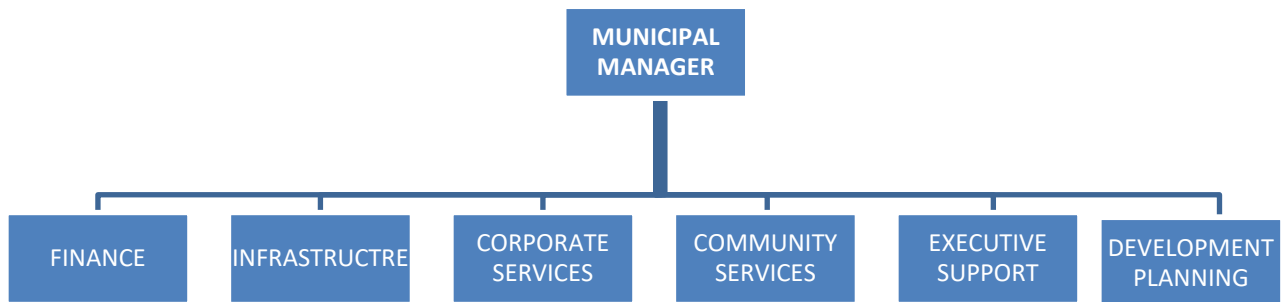
4.5.9. ADMINISTRATIVE GOVERNANCE

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

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

- Executive support
- Corporate Services
- Infrastructure department
- Development and Planning
- Social Development
- Finance

The current organogram:



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

Table 50: Administrative Heads of Departments

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

4.5.10. CORE DEPARTMENTAL FUNCTIONS

The following table outlines the core functions of each Department.

Table 51: Departmental Core Functions

Department	Core Fuction
Executive support	Strategic Planning IDP development Performance Management, monitoring and evaluation Intergovernmental relations Public participation Communications, marketing and publicity. Special programmes and events Risk and audit functions
Development Planning	Spatial Planning Human settlement Building inspections Property valuation Rural development EPWP coordination Local Economic Development (LED)
Community Services	Traffic Law enforcement (public safety) Environmental management (refuse collection,disposal sites and litter picking and street cleansing Cemeteries,parks and open spaces management Public facilities (stadia,halls and Thusong centers Coordinate Disaster management and Emergency services Coordinate Sports,Art and recreation and library services
Infrastructure Department	MIG projects management support Infrastructure and capital project management services. Electrical and workshop managemnt services Roads and storm water construction and maintenance Fleet management services
Corporate Services	Human resource management and development Organisational development Records management By-laws development Legal services ITC Occupational health and safety
Budget and Treasury office	Financial management and planning Revenue collection and management Asset management Expenditure management Supply chain management Liability management Budgeting and financial reporting

4.5.11. MAYORAL OUTREACH PROGRAMMES

Apart from the Ward Committees the only other mechanism in place in the municipal area is the Mayoral Outreach Programme. The Mayoral Committee outreach at the moment does not ensure that communities and beneficiaries ultimately take ownership of infrastructure and assets the Elias Motsoaledi Local Municipality invest in their communities. In establishing partnerships with communities, the municipality need to ensure that participation is formalised and strengthened.

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

4.5.12. COMMUNICATION

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

Figure 19: Communication system



4.5.12.1. COMMUNITY PARTICIPATION

The medium for communication includes Municipal newsletters, Annual Report, local and National Newspapers, Ward committee system, Community Development workers (CDW's), as well as loud-hailing. The

Elias Motsoaledi Local Municipality has been incrementally increasing public participation, however there is a need to increase the number of residents and communities.

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

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

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

Provincial and National sector departments

1.4.12.2. COMMUNITY CONSULTATION OUTPUT

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

Print media, EMLM newsletters and electronic media are used to inform the community of the processes of the IDP. Dates of the meeting schedules of the IDP processes and other IDP related structures including the Community Outreach Programme are clearly outlined in Table below.

Table 52: Stakeholder Consultation Calendar

	Activity	Period	Time	Venue
1	All wards to complete a questionnaire (31 Wards) For Community Needs Identification Through Completion Of The Ward Development Plans	15 August 2018 -21 September 2018	A Programme To Be Developed With Specific Timeframes	A Programme To Be Developed With Clear Indication Of Venues In All Wards
2	Consolidation Of Community Needs	04 December 2018	07 H 00 To 16 H 15	Office
3	Presentation Of The Situational Analysis To The IDP Steering Committee And 1 st IDP Rep. Forum	06 and 11 December 2018	10 H 00	Committee Room
	Present The Strategic Priorities To The 1 st IDP Rep. Forum	11 December 2018	10 H 00	Chamber
4	Presentation Of Draft IDP/Budget To Council For Inputs and adoption	30 March 2019	14h00	Municipal Chamber
5	Public Notices For Inputs From The Public	31 March 2019		
6	Draft IDP-Budget Stakeholders Consultation (Magoshi's)	17 April 2019	10h00	Municipal Chamber
7	Draft IDP-Budget Ward Visits (Ward 1-31)(Clustered wards)	22 April 2018 - 07 May 2019	10h00	In All Wards
8	Consolidation Of Report From Public Participation	14-15 May 2019		Municipal Manager
9	IDP Steering Committee To Discuss The Consolidation Of Projects	15 May 2019	10h00	Municipal Chamber
11	Consolidation Of Projects From Sector Departments	15 May 2019	10 H 00	Committee Room
12	Adoption Of 2016-2017 Reviewed IDP-Budget	31 May 2019	12h00	Municipal Chamber (Council)

COMMUNITY PRIORITY NEEDS PER WARD

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

EMLM would endeavour to engage with responsible national and provincial departments in ensuring implementation of projects aimed at attaining ward specific priorities. The below mentioned community needs emanates from the stakeholders engagement and community participation conducted when developing the 2018/19 IDP document. The needs tabled below are those emanating from the previous consultations including the 2017/18 consultations.

Table 53: List of Community needs per ward

WARD	NEEDS PER WARD
1.	<p>Clinic at Moteti B.</p> <p>Electrification at Slovo new stand, Oorlog, Mabose, Moteti B, New stand and Lusaka.</p> <p>Skip tanks in all the villages.</p> <p>Low level bridge at Ramaphosa.</p> <p>Bus stop shelters in all villages.</p> <p>Sport field needed.</p> <p>Community hall needed within the ward.</p> <p>Billing of water needed at Slovo Park and Moteti B.</p> <p>24 hour water supply.</p> <p>There is a need for a pump operator.</p> <p>There is a need for job creation in the ward.</p> <p>There is a need for a library at Slovo.</p> <p>There is a need for a secondary school at Ramaphosa village.</p> <p>There is a need for a pension pay point within the ward.</p> <p>Satellite police station is needed within ward 01.</p> <p>There is a need for title deeds.</p> <p>Mobile clinic is needed in the following villages: Oorlog; Ramaphosa and Mabose.</p> <p>There is a need for VIP toilets in all the villages of ward 01.</p> <p>All the cemeteries in all the villages need maintenance.</p> <p>All the gravel roads within the ward need regular grading.</p> <p>Recreational centre or community hall is needed within the ward.</p>
2.	<p>Land care.</p> <p>Upgrading of Moteti A bus route (5km) tar or paving.</p> <p>Clinic at Moteti A (urgent).</p> <p>High mast lights in all villages of the ward.</p> <p>Paving or tarring of bus route at Moteti "C" and C1 (5 km</p> <p>Re-gravelling of roads& sports grounds in all villages</p> <p>Maintenance of cemeteries and fencing at Moteti A and C.</p> <p>Storm water drainage in all villages.</p>

WARD	NEEDS PER WARD
	<p>RDP houses in all villages.</p> <p>Low level bridge at Mohlako primary school.</p> <p>Satellite police station and police patrolling in the ward.</p> <p>Recreation centre (community hall; library; sport field; gymnasium and etc.)</p> <p>Secondary school within the ward& school toilets at Nkadameng Primary</p> <p>Low level bridge/ pedestrian bridge from Masakaneng to Mzimdala)</p> <p>Shelters at bus stops& at pension pay points.</p> <p>Quality and running water.</p> <p>VIP toilets/ sanitation.</p> <p>Shelter needed for all mobile clinics.</p> <p>New residential sites demarcation.</p> <p>Establishment of waste management program in the ward.</p> <p>Moteti A stone pitching.</p> <p>Jojo tanks needed in other areas.</p> <p>Side walk pave is vandalized and need to be refurbished.</p> <p>Storm water control need to be patched at ZCC church site.</p> <p>Community hall Moteti Homeland.</p> <p>Proper grading of the road.</p> <p>Ward committee need training.</p>
3.	<p>Water and sanitation at Kgobokwane and Kgaphamadi.</p> <p>Community hall at Kgobokwane.</p> <p>Youth centre needed at Naganeng.</p> <p>Shelter needed at Naganeng paypoint.</p> <p>Dropping centre at Naganeng.</p> <p>Re- gravelling of roads, storm water control and a bridge at Kgaphamadi.</p> <p>High mast lights in both villages (Kgobokwane and Kgaphamadi).</p> <p>Job creation.</p> <p>Speed humps needed at Kgobokwane and Naganeng including road signs& tarring of 3 km road at Kgaphamadi.</p> <p>Tarring of road at Naganeng to Matlala Lehwelere.</p> <p>Post office required at new stand.</p> <p>Fence erection for livestock.</p> <p>Naganeng bus route.</p> <p>Primary school required at new stand& secondary School needed in Kgaphamadi.</p> <p>Constrction of primary, secondary schools and admin block at Naganeng.</p> <p>Construction of crèche at Naganeng.</p> <p>School transport needed at Naganeng.</p> <p>Satellite Police station.</p> <p>Electrification of 135 stands at Kgaphamadi.</p> <p>Electrification of Naganeng extension.</p> <p>120 RDP houses are needed & some RDP houses' roofing are leaking.</p> <p>50 RDP houses needed at Naganeng.</p>

WARD	NEEDS PER WARD
	<p>Refurbishment of the existing borehole.</p> <p>Fencing of borrow pit.</p> <p>Provision of jojo tanks.</p> <p>Initiate wetland programme.</p> <p>Community library.</p> <p>Construction of pay point for elders.</p> <p>Establishment of parks.</p> <p>Land use management.</p> <p>Jojo tanks needed in the ward.</p> <p>School patrol.</p> <p>Refuse collection needed (community is willing to pay for the services).</p> <p>Road to Moshate need to be tarred (Kgobokwane Moshate).</p> <p>Incomplete roads need to be completed.</p> <p>Ablution facilities in the schools.</p> <p>Grader needed.</p>
4.	<p>There is a need for high mast lights within the ward.</p> <p>Electrification of Waal kraal extension; Ntswelemotse extension; Stompo and new stands.</p> <p>Fencing of cemeteries.</p> <p>Renovation of Ramatsetse primary school and Sebakana school.</p> <p>Construction of a new high school at Malaeneng and a primary school at Waalkraal (RDP) and a pre-school at Stompo as well as Library at Ntswelemotse and Stompo.</p> <p>There is a need for FET college within ward 04.</p> <p>There is a need for mobile clinic within the ward or construction of a new clinic</p> <p>There is a need for skills development centre and children's recreational parks as well as parking area and community hall</p> <p>Construction of a sport ground at New Stands</p> <p>There is a need for water within the ward. Boreholes should be equipped.</p> <p>Waalkraal 1 steel tank is required and Ntswelemotse need yard connections</p> <p>Sewer system is needed within the ward</p> <p>There is a need for roads maintenance and internal streets as well as the road to the cemetery</p> <p>Tarring of bus route at Waalkraal, equipped with speed humps</p> <p>There is a need for internal bridges; low level bridges from the villages to both primary and secondary schools. Low level bridge at Waalkraal A; Stompo and RDP.</p> <p>There is a need for the construction of storm water control at Ntswelemotse.</p> <p>Title deeds are needed within the ward.</p> <p>There is a need for RDP or low cost houses within the ward</p>

WARD	NEEDS PER WARD
	<p>There is a need for fencing of community office as well as shelter at pension pay points.</p> <p>Residential site to be established.</p> <p>There is a need for mobile or satellite police station within the ward.</p>
5.	<p>Water (additional boreholes & reticulation) refurbishment of the existing boreholes in all villages.</p> <p>Erection of a clinic between Mpheleng and Magakadimeng.</p> <p>Paving of bus route and storm water control including a low level bridge.</p> <p>Sanitation in all villages.</p> <p>High mast lights.</p> <p>Admin block for Mpheleng Primary school, Ramonokane and additional classes at Mailankokonono.</p> <p>RDP in both villages (Mpheleng and Magakadimeng) & VIP Toilets in all villages.</p> <p>Construction of a bridge between Mpheleng and Uitspanning B.</p> <p>Tarring of access road from R25 (Bloempoort) to Uitspanning B.</p> <p>Educational bursaries.</p> <p>Renovation of schools and also construction of an admin. Block at Mailankokonono secondary school.</p> <p>Pension pay points required.</p> <p>Additional class rooms at Sebakanaga.</p> <p>Fencing of borrow pits.</p> <p>Tarring of bus route.</p> <p>Developing community parks & Constructing community hall.</p> <p>Fencing of cemeteries in Mpheleng and Magakadimeng.</p> <p>Provincial road to be re-done and maintained.</p> <p>Community willing to pay services in Mpheleng</p> <p>Monitoring of projects</p> <p>Sports fields needed.</p> <p>Grader drivers must be trained.</p> <p>Budget for Mpheleng and Matlala road.</p> <p>Clinic and school needed.</p> <p>National and Provincial criteria to implement projects.</p> <p>Magakadimeng bus road.</p> <p>Upgrading of multipurpose sports field.</p> <p>Street name board.</p> <p>Waste management, refuse removal.</p> <p>Need for agripark.</p>
6.	<p>Re-gravelling of roads in all villages of the ward.</p> <p>Five Morgan (20 households)</p> <p>VIP toilets in all villages.</p> <p>High mast lights in all villages</p> <p>Water at five Morgan and Taereng</p>

WARD	NEEDS PER WARD
	<p>Low level bridge at five Morgan</p> <p>Fencing of grave yard at Phucukani</p> <p>Storm water control and paving of roads</p> <p>Community hall.</p> <p>Refuse removal.</p> <p>F.E.T college.</p> <p>Multipurpose centre& Community park.</p>
7.	<p>RDP houses in all villages.</p> <p>Refurbishment of the existing community hall.</p> <p>Low level bridge at the road to Segolokwane Primary school& at Thejane school and Nyakorwane.</p> <p>Re-gravelling of roads in all villages</p> <p>VIP toilets.</p> <p>Recreation facilities.</p> <p>High mast lights in all villages.</p> <p>Electrification for ten (10) Morgan and Zuma-park</p> <p>Paving of all roads to and from schools</p> <p>Completion of Nyakorwane paving project</p> <p>Primary school at Moteti C2</p> <p>Fencing of all cemeteries</p> <p>Storm water control in all villages.</p> <p>Water (ten Morgan) and sanitation in villages of the ward.</p> <p>Community hall at ten Morgan.</p> <p>In –fit houses at ten Morgan</p> <p>Formalization of Zenzele informal settlement</p> <p>Paving of all the roads leading to schools</p> <p>Low level bridge on the road to Hlogolokwane school</p> <p>Low level bridge, joining Matshipe to Goedereede</p> <p>Establishment of parks/playing area</p> <p>Library is required at Moteti or 10 Morgan</p> <p>Pension pay point for the elders</p> <p>Special school for the disabled</p> <p>Clinic needed</p> <p>RDP houses needed.</p> <p>Library needed.</p> <p>Refuse removal.</p> <p>Community hall needed.</p> <p>Agripark needed.</p> <p>Job creation.</p>

WARD	NEEDS PER WARD
8.	<p>Fencing of graveyard at Marapong.</p> <p>Electrification of Madiba ext.</p> <p>Resurfacing of Marapong road Phase 2</p> <p>Refurbishment of Mathale community hall</p> <p>Extension of water pipes to Madiba</p> <p>High mast lights in all villages</p> <p>RDP houses& VIP toilets in all villages</p> <p>Irrigation scheme at Malaeneng and Sempupuru.</p> <p>Marapong sports facility(Refurbishment)</p> <p>Malaeneng community crèche</p> <p>Ward industrial site</p> <p>Community stadium</p> <p>Marapong Bus Route ext& small bridge access road to graveyard(Marapong)</p> <p>Construction of access bridge Malaeneng</p> <p>Community hall Marapong</p> <p>NESN structure (Mapule P. School) & fencing</p> <p>VIP Toilets Marapong and Malaeneng</p> <p>New sites at Marapong</p> <p>Pension Pay point</p> <p>Poor roads conditions.</p> <p>Job creation.</p> <p>Speed humps (Marapong bus road) & regular re-gravelling of gravel roads in the ward.</p> <p>Title deed as a priority number one.</p> <p>FET college is needed.</p> <p>Mobile police station & community library are needed</p> <p>Mobile clinic is needed/proper clinic to be build</p> <p>Children's recreational parks</p> <p>Bursaries needed</p> <p>Free basic electricity for indigent</p>
9.	<p>Water provision.</p> <p>Re-gravelling of roads in all villages</p> <p>High mast lights at Walter Sizulu and Jabulani& extra 10 high mast lights sill need to be installed</p> <p>Tambo bus route surfacing (second phase)</p> <p>Refurbishment of O.R Tambo Stadium</p> <p>Establishment of a new graveyard and construction of road</p> <p>Title deeds at Tambo Square.</p> <p>Electrification D3 Phooko ext and Tambo extension and Walter Sizulu phase1 ext including the informal settlements</p> <p>Tarring of Walter Sizulu bus route and storm water control</p> <p>Speed humps at Tambo tar road</p>

WARD	NEEDS PER WARD
	<p>Tarring of access road and bridge at Phooko village&tarring of the road to Ga-Kgaladi.</p> <p>Refuse collection facilities(skips)</p> <p>Paving access road at Jabulani D3 2 km</p> <p>Incomplete road in Tambo village to be completed</p> <p>Sanitation at Walter Sizulu</p> <p>Clinic at Phooko and Jabulani</p> <p>Community Hall at Tambo Square</p> <p>Access bridge between Phooko and Phucukani</p> <p>Access bridge from S&S to Kgaladi 5,4 km</p> <p>Access bridge to Sibisi Primary school</p> <p>Repair of a bridge linking Tambo and Marapong</p> <p>500 RDP unit and 1000 VIP toilets</p> <p>Multi – sport center at Tambo Square</p> <p>Emergency storm water drainage on the Provincial road</p> <p>Upgrading of 2 boreholes at Phooko</p> <p>Jabulani D3 bulk water supply</p> <p>Extra One (1) borehole at Phooko&Extra two boreholes at Jabulani D3</p> <p>Upgrading of 3 boreholes at Tambo Square Pre-schools</p> <p>Formalization of informal settlements (phase one extension in Walter Sizulu , D3 Jabulane Phooko and Tambo).</p> <p>Clinic at Tambo square.</p> <p>F.E.T college and Library.</p> <p>Municipal satellite office.</p> <p>Sewer at Tambo and Walter Sisulu.</p> <p>Development of new 1000 stands.</p> <p>Special school is needed.</p>
10.	<p>Water provision in all villages of the ward.</p> <p>Replacement of the leaking Jojo tank at Ga-Phora.</p> <p>Roads re-gravelling and construction of tar road at Lesehleng.</p> <p>Sanitation (VIP toilets) refuse removal/ waste management/ dumping site landfill area.</p> <p>Electricity for Dithabaneng, Mashemong & Mohlamme section</p> <p>RDP houses in all villages of the ward</p> <p>Paving phase 2. Mohlamme road and Dithabaneng road</p> <p>Upgrading of sports fields</p> <p>Fencing of cemeteries</p> <p>High mast light</p> <p>Extra boreholes required for the ward: Dithabaneng; Mohlamme Extension and Mashemong</p> <p>Tarring all main roads in the ward</p> <p>Re gravelling all access roads in the village</p> <p>Construction of speed humps on FKJ Tjiane School</p>

WARD	NEEDS PER WARD
	<p>Storm water control</p> <p>Signage in all important areas within the ward</p> <p>Fencing the public road passing the village</p> <p>Construction of a bridge between Ntwane and Thabakhubedu at Koto river</p> <p>Cleaning current Lesehleng pay point; fencing the pay point and ablution facilities</p> <p>Building and servicing recreational facilities</p> <p>Erection of a hall and community office</p> <p>Fencing and servicing cemeteries in Ntwane</p> <p>Building offices for Home Based Care</p> <p>Finishing outstanding RDP houses and allocating new RDP houses</p> <p>Erection of police satellite office; post office and dropping point</p> <p>Building FET institution and a university</p> <p>Fencing the tribal authority house</p> <p>Building of old age home</p> <p>All the boreholes to be connected with electricity</p> <p>Water tankers to assist in the delivery of water within the ward</p> <p>The generator at Lesehleng to be replaced by electric pump</p> <p>All the boreholes for ward 10 to reflect in the IDP of the municipality.</p> <p>Speed humps at Mohlamme road.</p> <p>All the roads which are incomplete within the ward to be completed.</p> <p>Tshwaranang project to reflect in the municipal IDP.</p> <p>Ntwane Traditional village project to reflect in the municipal IDP</p> <p>Temporary toilets needed at Lesehleng pay point during pay day</p> <p>All the sports ground within the ward to be regraveled.</p> <p>Stop sign at R25 Moutse mall.</p> <p>Clearing of the road to the grave yard including bush clearing.</p> <p>Patching of potholes at Loskop dam road.</p>
11.	<p>Storm water drainage at Uitspanning A and Elandsdoorn. Tar road leading to the main road.</p> <p>RDP houses in all villages of the ward</p> <p>Low level bridge at the road to Sereme school</p> <p>Paving of inner streets at Elandsdoorn A</p> <p>High mast lights at Taiwan and extra 3 high mast lights at Elansdoorn A</p> <p>Security personnel at schools around Uitspanning A</p> <p>Sewage system at Elandsdoorn A</p> <p>Vip Toilets at Uitspanning A</p> <p>Refuse removal</p> <p>Multipurpose centre around Moutse mall</p> <p>Fencing of cemeteries and daily maintenance</p> <p>Paving of sidewalks on the road leading to Moteti</p> <p>Electrification of Taiwan</p> <p>Electrification of Uitspanning A extension</p>

WARD	NEEDS PER WARD
	<p>FET College/university</p> <p>Water and sanitation needed</p> <p>Equipping of bore holes at Bloempoot</p> <p>Fire station: The fire station from Groblersdal is far away from Moutse and as such it is difficult to be utilized by the community of Moutse.</p> <p>The access roads at Elandsdoorn A should be graveled.</p> <p>Resurfacing of access road from Uitspanning A to Bloempoot</p> <p>Clinic needed at Elandsdoorn A and Uitspanning A</p> <p>Community crèche at Uitspanning A and Bloempoot</p> <p>Dropping centre at Bloempoot</p> <p>Job creation in the area of Moutse</p> <p>There are challenges that require the office of the Speaker to deal with and finalize.</p>
12.	<p>There is a need for water in the whole ward.</p> <p>Cleaning of dams for live stock.</p> <p>Sanitation is needed in all villages of ward 12.</p> <p>Electrification needed in the following villages: Maleoskop; Makua and Diepkloof</p> <p>Construction of road linking Marapong and Thabakhubedu village</p> <p>Construction of tar road from Loskop dam to Magagamatala with respective road signs</p> <p>Phase 2 of Thabakhubedu tar road to be implemented</p> <p>Paving of road to Nala high school and Fawcett combined school</p> <p>Construction of bridge linking Ntwane and Thabakhubedu</p> <p>Construction of bridges at Lekgwareng and Fawcett</p> <p>Development of pedestrian's side walk and speed humps at the main bus route of Thabakhubedu</p> <p>Stone pitching at Thabakhubedu bus route</p> <p>RDP houses needed in all the villages</p> <p>There is a need for post office as well as community hall in the ward</p> <p>Recreational facilities are needed in the whole ward as well as youth development centre at Thabakhubedu</p> <p>Pension paypoints needed at Thabakhubedu and Magagamatala</p> <p>Establishment of Thabakhubedu cemetery with water, toilets and fencing</p> <p>Development of dumping sites for Thabakhubedu, Magagamatala and Maleoskop</p> <p>There is the need for skip tanks in all villages</p> <p>There is the need for the establishment of Agripark in ward 12</p> <p>Construction of Magagamatala primary school as well as Magagamatala crèche.</p> <p>Construction of library and technical school within ward 12.</p> <p>Construction of post office within the ward.</p> <p>Construction of community hall within the ward.</p>

WARD	NEEDS PER WARD
	Construction of clinic within the ward.
13.	Complete road master plan and storm water upgrading plan. Upgrading of sewer lines and water network. Recreational facilities (i.e. upgrading of tennis courts) and wi-fi-in town Resealing of roads, traffic signs, road paint and street lighting Cultural plaza infrastructure, services to the hawkers and to relocate hawkers from operating on pedestrian sidewalks. Budget for community policing forum (CPF). Allocating space and building of a community hall.
14.	Dropping centre at Ga-Matlala Lehwelere including Masakaneng. Upgrading of sports field in all villages Equipping of bore holes at Ga-Matlala Construction of crèche at Masakaneng and Gamatlala 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. Tarring of road at Naganeng to Matlala Lehwelere. Recreational faculties in villages of the ward. Construction of both secondary and Primary schools at Masakaneng. Ga-Matlala Lehwelere primary school (foundation phase) Old aged homes required in all villages Electricity to be installed at agricultural scheme, Masakaneng and Ga-Matlala extension(133 household) A need to deploy water pump operator at Matlala Lehwelere Community office required in all villages RDP houses =1400.Ga Matlala Lehwelere=500;Masakaneng=900 Construction of a secondary school at Masakaneng and also construction of administration block at Ga-Matlala and Masakaneng. Construction of a crèche at Masakaneng 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 Equipping of bore holes at Ga-Matlala Refuse removal in all villages Community halls in all villages Cleaning of Culvert (R 25 road) Fencing of road (R25) Funding of community projects Up-grading of Market stalls at Aquaville RDP needed at Aquaville and Vaalfontein

WARD	NEEDS PER WARD
	<p>The provision of water in all villages</p> <p>Maintenance of Dams</p> <p>Fencing of the main tar road from Toitskaal to Matlala Lehwelere</p> <p>Construction of tar road from Ga-Matlala to Groblersdal</p> <p>Funding of the established co-operatives within the ward</p> <p>2 low level bridge needed at Matlala Lehwelere</p> <p>Culverts at Magoshi road</p> <p>Storm water drainage at Matlala Lehwelere</p> <p>Incomplete VIP toilets project</p> <p>Youth centre needed at Matlala Lehwelere</p> <p>Sports facilities</p> <p>Shelter at pay point stations Matlala Lehwelere</p> <p>Unemployment is a challenge in this ward</p> <p>Water supply (urgent)</p> <p>Increase RDP houses.</p> <p>Agripark.</p> <p>Community parks.</p>
15.	<p>WATER</p> <p>Renovation of leaking reservoirs</p> <p>Water reticulation in all villages</p> <p>EDUCATION</p> <p>Upgrading of chreches and building of cretches in all villages</p> <p>Renovation of Rehlahlilwe primary school</p> <p>Renovation of Leriane secondary school</p> <p>Destructon of old school building at Matailane</p> <p>Construction of skills development centre</p> <p>CEMETERIES</p> <p>Closing of open pits at Keerom cemetery</p> <p>Fencing of Mathula and Keerom cemeteries</p> <p>Construction of toilets at Mathula and Keerom cemeteries</p> <p>Cleaning of cemeteries</p> <p>ROADS</p> <p>Grading at Mabele road Road</p> <p>Tarring of Masoing road</p> <p>Installation of road signs on R579 road</p> <p>Speed humps on road R 579</p> <p>Regravelling of all access roads in all villages</p> <p>Paving of Maraganeng road</p> <p>Storm water control on Holnek road</p> <p>Low level bridge from main road over Jeje river to Maraganeng sports grounds</p> <p>RDP HOUSES</p>

WARD	NEEDS PER WARD
	<p>Construction of RDP houses in all villages of the ward</p> <p>SANITATION</p> <p>Incomplete toilets pits to be completed in the ward or should be closed</p> <p>V.I.P. toilets for every household within the ward</p> <p>RECEATIONAL FACILITIES</p> <p>Establishment of youth centre</p> <p>LED</p> <p>Funding of NGO and HBC</p> <p>Establishment of a shopping mall within the ward</p> <p>Creation of jobs within the ward</p> <p>Building of test-station for drivers license</p> <p>ELECTRICITY.</p> <p>Electrification of outstanding hooses at Masoing and Holnek.</p> <p>Installation of high mast lights in all villages.</p> <p>Building of community office within the ward.</p> <p>HEALTH.</p> <p>Building of clinic in the ward.</p> <p>Construction of community hall.</p>
16.	<p>Water at Oversea, Madala stands, Doorom and Masanteng.</p> <p>Formal opening of the One Stop Center.</p> <p>Strict occupation of RDP houses.</p> <p>Extention of the tarred road towards the Police station</p> <p>Tarring of bus route and re-graveling of access roads in all sections</p> <p>To convert Zaaiplaas clinic into a health centre</p> <p>Community hall at Zaaiplaas</p> <p>Community hall at Ga-sovolo</p> <p>Storm water drainage needed on the road</p> <p>RDP houses needed</p> <p>Agricultural projects to be established</p> <p>Paving for pedestrian walking on the road from main road to police station</p> <p>High mast lights</p> <p>Incomplete RDP houses since 2009 to be completed</p> <p>Water tankers to be re-instated</p> <p>Projects which have collapsed to be re-established</p> <p>Tare road from Doorom to Masanteng to be constructed</p> <p>Library needed</p> <p>Re-gravelling of road to the cemetery</p> <p>Shopping complex needed</p> <p>Renovation on the traditional office</p> <p>Re-gravelling of Saaiplaas road to Oversea</p> <p>Re-gravelling of access road</p> <p>Re-gravelling of sports grounds</p> <p>Community office</p>

WARD	NEEDS PER WARD
	Graveyard fencing F.E.T or college needed Low level bridge at Nkadimeng Construction of hospital Sovolo clinic (Building) Cleaning of cemetery Sports facilities. Home Affairs to visit the ward everyday. Low level bridge at Oversea/access road. Borehole at Sovolo new stands. Extra personnel needed at the clinic and 24 hours operation.
17.	Re gravelling of internal roads in all villages and tarring of 4km Ga Moloi; Bapeding; Sedibeng; Matshelapata and New Stand. Water metering and sanitation in the whole ward. Electrification of 50 houses in New stand and 370 houses in Matshelapata Mobil clinic at Matshela pata. Upgrading of sports facilities in all sections. 6 sports grounds Storm water control in all wards and 8 bridges Library Land for RDP houses only. Boreholes required and low level bridge in the whole ward RDP houses=135: Matshelapata=50;Matshelapata extension=25;Ga Moloi=20;Bapeding=20 and Sedibeng=20 Fencing of graveyards Pre-school needed in all villages Kopa high school: renovation and extra class rooms Elias Masango: Extra class rooms and admin block Mobile police station Community hall High mast lights Sports grounds and recreation center Speed humps on the main road from Ga-Chego to Dikgalaopeng road (urgent). Fencing of sports ground. Youth center at Matshelapata. Police patrol Ga-Moloi. Road signs on the main road.
18.	1. EMERGENCY VILLAGES ACCESS BRIDGES: 2X Low level bridge at Magopheng village 2X lower level bridge at Syferfontein village 3x Low level bridges at Magukubjane village Storm water control in Syverfontein village; Talane village; Magukubjane village; Magopheng village and Mmotwaneng village

WARD	NEEDS PER WARD
	<p>2. EMERGENCY VILLAGES ACCESS ROADS IN THE FOLLOWING VILLAGES Paving or tarring of road from Ga-Frank street to Thabaneng ga Sithole via Marobe to Ga Fenyane in Syverfontein village Talane village from Ga-Fenyane via grave site to Mgidi Mmotwaneng village at four ways to grave site Magopheng village from Magopheng primary to Namudi high school Magukubjane from Ga-Fukude Lodge via Grave site to Clinic</p> <p>3. ELECTRICITY Electrification at Mosodi village, Magukubjane village, Talane village extension village, Mountain View village, Syferfontein village extension, Mphapheng village and Mmotwaneng village Extension High mast lights in all seven villages</p> <p>4. WATER RETICULATION Water reticulation at some parts of Syferfontein village Water reticulation at Talane village extension Water reticulation at Mmotwaneng village To connect two existing resevoirs at Segolola high school and Marabe primary school to assist the main reservoir for water provision in Syferfontein village and Talane village</p> <p>5. RECREATION Recreational facilities with a multi-purpose centre in the ward with a hall Sport facilities to be constructed Pay point for social grants with shelters in all villages Fencing of cemeteries in all villages RDP houses: MMotwaneng=100; Syverfontein= 100; Talane= 100; Magukubjane=100 and Magopheng=100 There is an urgent need of Construction of a comprehensive school within the ward Fencing and support to the communities' agricultural fields across the ward which is about 12km long Establishment of fishing projects</p>
19.	<p>Water: water tankers at Dindela , Rondebosch , Nkosini and Mathula stands (all extensions) Electrification of Rondebosch Bridge between Rondebosch and Madongeni Tarring of 12 km road (8 km bus route at Mathula stands RDPhouses=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</p>

WARD	NEEDS PER WARD
	<p> 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 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 Rondebosch; Madongeni, Mathula 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, Thabaleboto and Mathula Agricultural assistant at Perdeplaas and Nkosini Network aerial at Moshate Renovation of school at Perdeplaas Bridge at Nkosini Water at Mabelestand (borehole) Road at Khatazweni (grader) Bridge at Hlogotlou Food parcels for orphans Funding of agricultural projects (HBC/NGO) Borehole at Mathula Renovation of Maphepha School at Enkosini Access route at Mathula Crèche at Thabaleboto </p>
20.	<p> Paving and storm water control at Monsterlus Paving of streets at Monsterlus Include water and sanitation at Monsterlus VIP Toilets at Stadium View and Matsitsi Supply of skips at Monsterlus Toilets and water taps in Graveyard Community hall around Monsterlus Stadium and Library Upgrading existing sewer system Support to brick making cooperative Water and electricity at stadium view. RDP houses=32: Matsitsi=09; Stadium View=14;Monsterlus Unit A=09 </p>

WARD	NEEDS PER WARD
	<p>Renovation of Mphezulu secondary school and upgrading of Monsterlus stadium</p> <p>Standardized bridge and street surfacing at Stadium View and Matsitsi</p> <p>Toilets at the graveyards</p> <p>Additional jojo tanks at Matsitsi section</p> <p>Tarring of road from taxi rank to Masoganeng</p> <p>Speed humps in the following roads: the main road passing police station to Zaaiplaas.</p> <p>Upgrading of purification plant</p> <p>Funding of Agricultural projects</p> <p>Maintenance transfer station</p> <p>Storm water phase 3</p> <p>Re-gravelling and tarring of roads at Monsterlus unit A,B & anf C</p> <p>Cancellation of service debt</p> <p>Distribution of refuse bins for RDP beneficiaries</p> <p>Electrification of Matsitsi,RDP and Stadium View</p> <p>Resurfacing of the main road</p> <p>Electrification of stadium view</p> <p>Monsterlus to Makgopheng road budget R6 million.</p> <p>Upgrading of storm water & drainage (Monsterlus)</p> <p>Refuse truck must stay in Hlogotlou satellite office.</p> <p>Potholes along main road from Monsterlus to Groblersdal.</p> <p>Shortage of water at unit B and RDP.</p> <p>Poor sanitation in Hlogotlou Township.</p>
21	<p>ROADS</p> <p>Upgrading of Kgaphamadi bus route and storm water control (8.5km)</p> <p>Tarring/Paving of Motsephiri main street (2.5km)</p> <p>Paving of Jerusalem main street (2.5km)</p> <p>Paving of Kgaphamadi main street (2.5km)</p> <p>Paving of Marelang main street to the connector road (2.8km)</p> <p>Regravelling of all streets in the ward and all streets leading to cemetery</p> <p>Regravelling of all the graveyards</p> <p>Construction of a bridge between Motsephiri new stand and Jerusalem</p> <p>Speed humps at Jerusalem provincial road</p> <p>Regravelling of all sports fields including schools sports grounds within the ward</p> <p>Closing of dongas and wetlands in all the villages</p> <p>WATER</p> <p>Construction of bulk water supply in all villages of ward 21</p> <p>Installation of water pipe lines from the borehole to the reservoir at Kgaphamadi</p> <p>Construction of water reservoir at Marelang village</p>

WARD	NEEDS PER WARD
	<p>Installation of a transformer at Motsephiri borehole Equipping of borehole and installation of pipes to the main water pipeline at Motsephiri Drilling of boreholes at Motsephiri new stand A and B and Kgaphamadi Upgrading of water reservoir at Motsephiri village There is a need for 8 jojo tanks in the whole ward Refurbishment of borehole at Jerusalem Upgrading; rehabilitation and refurbishment of water source in all schools including ECD centres in the ward Yard connection and installation of water meter boxes in Jerusalem village</p> <p>ELECTRICITY Electrification of Motsephiri new stands A and B (450 units) Electrification of Kgaphamadi new stands (50 units) Post connection part of Phomola (20 units) High mast lights in all villages: Jerusalem (2); Motsephiri (4); Kgaphamadi (6) and Mareleng (2) Installation of network point, MTN and Vodacom cellphones including WI-FI sport In the ward</p> <p>RDP HOUSES RDP houses in all villages of ward 21; Jerusalem= 200; Motsephiri=200 and Kgaphamdi= 200</p> <p>SANITATION Jerusalem=29 units; Motsephiri= 600 units and Kgaphamadi= 250 units</p> <p>Paypoints, there is a need for shelter, toilets and water in all paypoints of ward 21 There is a need for clinic in each village of the ward Community hall is needed at Motsephiri and Jerusalem Maintenance and fencing of Kgaphamadi hall Reburbishment of Motsephiri primary school, Mamadi secondary school and construction of admin block at Mamadi sec. school Construction of a new primary school at Phomola village Six skip tanks needed in the whole ward Fencing of all grave yards in the ward: Jerusalem=(1); Motsephiri= (2) and Kgaphamadi=(2) Removal of alien plant in the whole ward Poverty alleviation Agricultural support Funding of NPO'S/NGO'S and smme's Supporting of ECD centres with playground equipment, toys and building</p>

WARD	NEEDS PER WARD
	<p>Primary health care, orphans and vulnerable children, vulnerable adults (victim of domestic violence, elderly, rape survivors, drug and alcohol addicts and homeless</p> <p>Community strengthening (e.g. life skills, social cohesion intervention and livelihoods promotion)</p> <p>Crime reduction and prevention intervention and services (e.g. gender based violence against men, women, children, the elderly and disabled, drug, alcohol, substance abuse intervention and rehabilitation of youth offenders)</p>
22.	<p>Electrification: Legolaneng= 90 and Makena= 40.</p> <p>Water reticulation at Legolaneng; Phomola and Makena.</p> <p>Sports facilities within the ward.</p> <p>Re-gravelling of all streets and grounds including storm water control at Luckau A</p> <p>Tarring of Legolaneng and Makena road (D4311)</p> <p>Building of 3 blocks classrooms, Library and laboratory at Hlabi high school.</p> <p>Building of administration school blocks at Legolaneng and Makena schools.</p> <p>Renovation of schools at Legolaneng namely Bonani Bonani and Mareseleng</p> <p>Construction of a new primary school at Ga-Makena</p> <p>Construction of offices at Moshate</p> <p>VIP toilets</p> <p>Sanitation at Phomola; Legolaneng;Makena and Mogaung</p> <p>High mast lights in all the villages</p> <p>Business development centre</p> <p>Water in all villages</p> <p>RDP houses: Mogaung=30; Phomola=18; Legolaneng=45 and 25 RDP houses at Phomolong.</p> <p>Mogaung road upgrading</p> <p>Clinic at Mogaung and Legolaneng</p> <p>Cleaning and fencing of cemeteries in all villages</p> <p>Construction of Primary school at Phomola</p> <p>Fencing of pay point</p> <p>Dropping centre at Legolaneng village</p> <p>Road signs at the main road</p> <p>Satellite police station along the main road</p> <p>Health center</p> <p>New primary school at Phomolong village</p> <p>Community halls needed in all villages</p> <p>Low level bridge between Luckau and Mogaung.</p> <p>Establishment of municipal satellite office for ward 22; 23 and 24.</p> <p>Financial assistance on agricultural projects.</p>

WARD	NEEDS PER WARD
23.	<p>Paving of main street Sephaku/Vlakfontein</p> <p>Master lights Sephaku/Vlakfontein</p> <p>Closing of donga in Belfast/Sephaku new stand</p> <p>Sephaku irrigation dam need renovation</p> <p>1500 RDP houses needed in the ward</p> <p>Sports grounds Sephaku and Vlakfontein</p> <p>Borehole in Manyanga/Vlakfontein/ Belfast</p> <p>VIP toilets for Sephaku and Vlakfontein</p> <p>Establishment of satellite police station</p> <p>Building for hawkers</p> <p>Shelters at bus stops</p> <p>Recreation facilities</p> <p>Community hall for Sephaku and Vlakfontein</p> <p>Pension Pay point for Sephaku and Vlakfontein</p> <p>Speed humps in Vlakfontein road</p> <p>Disability centre</p> <p>Construction of Youth centre</p> <p>Water reticulation at Vlakfontein</p> <p>Cleaning and fencing of cemeteries</p> <p>Primary school at Mahlwakgomo</p> <p>Additional classrooms and toilets for Mzimhlophe primary school and Ngulu</p> <p>Admin block for Mzimhlophe and Ngulu</p> <p>Zwanani primary school there is a need for extra classrooms as well as school renovation</p> <p>Sokali primary school there is a need for extra classrooms as well as renovation and water</p> <p>Ngulu secondary school: Shortage of classrooms, admin block and water</p> <p>Storm water control and re gravelling</p> <p>Meter box for boreholes in Sephaku and Vlakfontein</p> <p>Clinic for 24 hour operation and shortage of nurses</p> <p>Community hall within the ward</p> <p>Jojo tanks for water storage in Mzimhlophe S.S.School</p> <p>Maintenance of borehole in Vlakfontein</p> <p>Multipurpose centre needed (inclusive hall, sports ground, parks, etc)</p> <p>Child hood development centre</p> <p>Gravelling of access road to Kgoshi Maphepa</p> <p>Construction of hospital.</p> <p>Financial assistance to agricultural projects.</p> <p>Fencing of wetland areas.</p> <p>Paving of Belfast road & the main street of Sephaku & Vlakfontein</p>
24.	Community Hall in all villages
	Electrification of 60 households at luckau A extension

WARD	NEEDS PER WARD
	<p>Tarring and re-graveling of roads in all villages</p> <p>Storm water control at Luckau A</p> <p>Water in all villages</p> <p>Clinics in all villages</p> <p>RDP houses in all villages</p> <p>Sanitation and VIP toilets</p> <p>Paving of roads from the main road via Phokanoka high school road</p> <p>Recreation facilities</p> <p>Building of 3 classrooms at Makeke primary school</p> <p>Re gravelling of roads to all Meshate</p> <p>Re gravelling of roads to all graveyards</p> <p>Fencing of all cemeteries.</p> <p>Satellite police station in Luckau</p> <p>Funding of community projects</p> <p>Cleaning of alien plants</p> <p>Storm water control at Luckau</p> <p>Luckau clinic needed</p> <p>Speed humps needed on the provincial road</p>
25.	<p>Water and sanitation in all villages</p> <p>Refuse removal at Dikgalaopeng and all other villages</p> <p>Paving of roads in all villages</p> <p>Fencing of cemetery in all villages</p> <p>RDP houses in all villages: Dikgalaopeng=64; Ga Matsepe=41Makaepea=12;</p> <p>Renovation of Dikgalaopeng P. school ,and secondary school</p> <p>Community hall: Dikgalaopeng and Ga-Matsepe</p> <p>Electricity: In all villages</p> <p>High mast lights: In all villages</p> <p>Construction of a royal house and royal office</p> <p>Travelling and cell phone allowances for the chief and council</p> <p>Agricultural support</p> <p>Poverty alleviation programs and job creation for youth</p> <p>Youth Information centre</p> <p>280 household need electrification at Makaepea B</p> <p>Capital budget should be prepared by each ward to ensure balance of service within EMLM</p> <p>Electrification of all households without electricity at Dikgalaopeng</p> <p>Progress report needed on the needs identified in the previous years</p> <p>Up-grading Sport grounds</p> <p>Job creation initiatives for people over 35 age</p> <p>Food parcels by SASSA to be provided to all beneficiaries</p> <p>Foundations at Dikgalaopeng RDP houses</p> <p>Access road to Moshate school</p> <p>Access road to the clinic</p>

WARD	NEEDS PER WARD
	Provision of medication at the clinic
26.	<p>Water in the whole ward</p> <p>Pedestrian crossing bridge between stadium and new stands</p> <p>Paving of access roads and storm water control in all sections</p> <p>Up-grading of sports grounds in all sections</p> <p>Boreholes required</p> <p>Low level bridge at stadium to Mgababa</p> <p>Multipurpose centre</p> <p>RDP houses</p> <p>Job creation Programs required</p> <p>Bridge between Ga-Kopa and Botloponya</p> <p>Upgrading of reservoirs</p> <p>Low level bridge between R and R and Stadium View</p> <p>Fencing of graveyards</p> <p>Skips needed</p> <p>Satellite police station (urgent)</p> <p>High mast lights (very urgent)</p> <p>Library for five wards in Tafelkop</p> <p>Sports facilities</p> <p>Pre-school (crèche) at new stands</p> <p>Road sign next to Rammupudu clinic</p> <p>Municipal satellite offices needed in Tafelkop</p> <p>Bridge between ward 26 & 28 & Ward 26 and 27</p> <p>Community hall</p> <p>Admin block is needed at Abram Serote senior secondary school</p> <p>Skills development</p> <p>Job creation</p> <p>Recreational center</p> <p>Multipurpose center</p> <p>Pay point</p> <p>Crèche at New Stands</p> <p>Upgrading of classrooms at Mphage School</p> <p>Sports Academy</p> <p>Food Parcels (SASSA to provide); Reviewal of the Policy for Food Parcels so that it accommodates the indigent</p>
27.	<p>ROADS</p> <p>Construction of connector road from Mountain view to Stadium view</p> <p>Paving of stadium view road</p> <p>Storm water control in all villages of ward 27</p> <p>Speed humps along the provincial road</p> <p>Three way stop sign at Stadium view turn off</p> <p>ELECTRICITY</p> <p>Electrification of all extnesions in all villages of the ward</p>

WARD	NEEDS PER WARD
	<p>There is a need for high mast lights in all the villages of ward 27</p> <p>RECREATION FACILITIES</p> <p>Upgrading of all sports grounds in all villages</p> <p>Renovation of stadium and community hall</p> <p>Development of multipurpose centre at Stadium view</p> <p>EDUCATION</p> <p>Construction of admin block at Jacob Sefako primary school</p> <p>Costruction of a hostel at Ipelegeng special school</p> <p>Construction of new blocks at Mamorake primary school and Monamodi secondary school</p> <p>Building of Mosebi, Love and Grace, Bafepi and Motheo pre-schools</p> <p>Community library at Stadium view</p> <p>WATER</p> <p>Water infrastructure needed in all extensions of the ward villages</p> <p>Consistent water supply in all the villages of ward 27</p> <p>Fencing and security guard at Botloponya reservoir</p> <p>RDP houses needed in all ward villages</p> <p>V.I.P toilets needed in all ward villages</p> <p>Fencing of old and new graveyards</p> <p>Construction of pension paypoint</p> <p>Establishment of satellite police station within the ward</p> <p>Establishment of refuse removal methods within the ward</p> <p>Building of old age centre at Majakaneng</p> <p>Upgrading of all networks at Nyakelang</p> <p>Costruction of clinic or mobile clinic at Nyakelang</p> <p>Introduction of job creation and skills development programmes</p> <p>Rehabilitation of Mountain view and Botloponya borrow pits</p>
28.	<p>Re-gravelling of internal roads in all villages</p> <p>Water and sanitation in the whole ward</p> <p>Electricity of Dipakapakeng ME section</p> <p>Clinic at Dipakapakeng</p> <p>Paving of 1km road from Ga-Chego via Moilanong and Mogudi schools to Dipakapakeng bus route</p> <p>Completion of the existing RDP houses</p> <p>Upgrading of sports facilities in all sections</p> <p>Storm water control in the whole ward</p> <p>The extension and fencing of grave yards in the whole ward</p> <p>24 hour service at Rammupudu clinic</p> <p>Pedestrian crossing bridge between R and R and Stadium View</p> <p>126 RDP houses in the whole ward</p> <p>Tarring of 6Km road from Dipakapakeng fruit shop to stadium</p> <p>Extension of new blocks at Motjedi; Mogudi; Ramanare high school.</p> <p>Building of primary school at Stadium East</p>

WARD	NEEDS PER WARD
	<p>Food parcels for indigents funerals</p> <p>Water tanker truck to deliver water to all projects within the ward</p> <p>High mast lights needed in the ward (urgent)</p> <p>Fencing of graveyard</p> <p>Servicing of electricity post connection system.</p> <p>Establishment of dumping site.</p> <p>Renovation of collapsing bridge at Tamati stop</p>
29.	<p>Fencing of borrow pits at Nkadimeng village</p> <p>Cleaning of alien plants</p> <p>Tarring of road from Mokumong via GA-Mashabela to Maratheng taxi rank</p> <p>Storm water control at Sterkfontein village</p> <p>Water and sanitation needed in the whole ward</p> <p>Refuse removal in the whole ward</p> <p>Low level bridge at Ramogwerane</p> <p>Bridge at Puleng/Ramogwerane</p> <p>Clinic at Ramogwerane village</p> <p>Establishment of dumping site</p> <p>Fencing of cemeteries in all the villages</p> <p>RDP houses in all villages</p> <p>Extension of primary school at Moganetswa primary school</p> <p>High mast lihts in all villages</p>
30.	<p>Electrification of 200 houses in Makwane-Nkakaboleng; Tshehla Trust and prepaid electricity at Roossenekal town</p> <p>Water at Makwane-Nkakaboleng; zone 11 and Tshehla Trust</p> <p>Low level bridge in Tigershoek and upgrading medium bridge in Leeupershoek</p> <p>Clinic at Roossenekal</p> <p>Tarring of road in Laersdrift and Makwane-Nkakaboleng</p> <p>Paving Roossenekal RDP streets</p> <p>Four high mast lights in Sango village</p> <p>Refuse removal in Makwane; Station and Sango</p> <p>Health center in Roossenekal</p> <p>New site establishment</p> <p>Extension of Roossenekal RDP section and extension of Station village</p> <p>Secondary school in Laersdrift</p> <p>Electricity in zone 11</p> <p>Services needed for people leaving in the farms</p> <p>The time frame for the promised services</p> <p>Shopping centre needed</p> <p>Electricity bill is very high.</p> <p>Sustainability of Roossenekal electricity.</p> <p>Construction of water reticulation at Laersdrift</p> <p>Construction of clinic at Laersdrift</p>

WARD	NEEDS PER WARD
	Patching of potholes on R555 Skip tanks needed. Renovation of both schools in Laersdrift. Extension of pre- school in Roossenekal. Water tanker to be stationed at Roossenekal permanently Boreholes needed in Makwana Nkakaboleng
31.	Cleaning of Motetema cemetery Development of Land and infrastructure development in Motetema Formalization of all informal settlements within Motetema Water and sanitation at Motetema RDP houses in the whole ward Electricity (extension) at Motetema Land tenure at Motetema Sporting facilities Renovation of community hall Parks and gardens Additional high mast lights Fencing; Cleaning and maintenance of cemetery Sidewalks Tarring of paving of roads Maintenance of sewer maintenance Electricity needed at Phumula Mqaxi Renovation on Motetema schools Auxiliary training to be re-introduced Increase the budget for water extension project The total revenue expected from Motetema residents They need a list of service which they should pay The money for Motetema phase road to construction to be re-allocated Motetema satellite office should be maintained Community hall needed Clean water needed Renovation of Ramohlokolo & Refilwe Secondary School Filling of dangerous pits in Shushumela Erection of sidewalks for school pupils Building of library to cater for school pupils Paving of the cemetery Paving of Motetema internal streets Indigents should be catered for in full

The table below indicate the top five priority needs for each ward as identified during the stakeholder's consultation process which took place during the month of September 2018. THE SIX PRIORITY NEEDS SHOULD BE REVIEWED AND CONFIRMED BY THE WARD COUNCILLORS BEFORE THE ADOPTION OF THE 2019-2020 IDP BY COUNCIL.

Ward 1	Ward 2	Ward 3	Ward 4
1. Tarring of access road from R573 passing Slovo Primary to Moteti B passing Thlako High School	1. Clinic	1. Fencing of cemetery Kgobokwane	1. Tarring of 9km access road and speed humps on bus route
2. Tarring of access road at Ramaphosa from R573 passing Rebone Primary to join Machiding	2. Water	2. Road to Kgaphamadi	2. Electricity
3. Low level bridge at Oorlog (between Old Stands and New Stand)	3. Electricity (high mass lights)	3. High mass lights	3. High mass lights
4. Water reticulation at Ramaphosa, Mabose, Oorlog and Lusaka	4. Roads	4. Bridge to Kgaphamadi	4. Low-level bridge and storm water control
5. Stormwater control all villages of the Ward	5. Library	5. Community Hall	5. Fencing of cemetery
6. High mass lights all the villages of the Ward	6. Sanitation	6. RDP Houses	6. Fencing of borrow pits
Ward 5	Ward 6	Ward 7	Ward 8
1. High mass lights	1. Tarring of roads Phucukani connecting Matlala Tuck-shop down to Kotomane's family & road that connect to Gibbs tuck shop; Five Morgan post office road to Ntota Combine School	1. Completion of Nyakhorwane road	1. High mass lights
2. Rehabilitation construction of a bridge connecting Mpheleng and Magakadimeng Vezinyawo	2. Electricity for Five Morgan about eleven (11) household (Urgent intervention is needed for the 11 households)	2. High mass lights in all Ward villages	2. Access road
3. Tarring of bus route at Magakadimeng	3. VIP toilets for 3 villages Phucukani, Five Morgan and Tayereng. Shelter for paypoint at Kwa-Ngubeni	3. VIP toilets in all villages	3. Access road to the cemetery
4. Fencing of cemetery Magakadimeng and Mpheleng	4. Pavements which does not control water at Phucukani, which most water goes to the yard of households	4. Primary school at Moteti C2	4. Revamping of Mathale hall

5. Storm water control	5. Six (6) access bridges at Tayereni for 6 streets	5. Special School for disabled at Ngolovane	5. Revamping of Marapong Sports facilities
6. Cleaning of dams for animals to getting water	6. Community hall of Sports facility at Phucukani	6. Formalization of Zenzele informal settlements	6. Construction of Phase 2 road
Ward 9	Ward 10	Ward 11	Ward12
1. Roads tarring (Phooko from Sihlangu, Jabulani D3 from Mabona to Jabulani D2, Walter Sisulu from office to Lee's, New Town – road to the cemetery until Oupa Nkosi, Tambo – Completion of Tambo & Walter Sisulu road. Phase 3 road inside Tambo Vulamehlo	1. Electricity (Mashemong, Bothubakoloi, Lekwaneng at Paving Side, Mohlame Phase 2)	1. Proper ablution facilities in all the villages (VIP)	1. Roads (Thabakhubedu Phase 2 tar road to Tamong and Magagagamatala tar road with sign boards)
2. Electricity (Newtown, Tambo Ext, Jabulani D2 ext, Phooko Mountain View, Timol Park	2. High mass lights in all villages of Ward 10	2.Reticulation of extensions in or at Bloempoot, Uitspanning A, 5 Morgan, Molala	2. High mast lights whole Ward
3. High mass lights in all villages (Tambo 3, Walter Sisulu 3)	3. Road from pavin until Tagane School	3.Access roads to cemeteries (Bloempoot, Uitspanning A, 5 Morgan)	3. Paving of road to Nala high school and Fawcett Mathebe combined school
4. Title Deeds (Tambo & Jabulani)	4. Community hall & Creche	4. Access road between Bloempoot & Uitspanning A	4. Installation of network points for cell phones
5. Waste Removal / Management (Tambo & Water Sisulu)	5. Water for all Ward	5. Expansion of R25 road between Groblersdal and Dennilton	5. Stormwater control and speed humps
5. COMMUNITY HALL	6. Maintain dam for their animals	6. Clini between Elandsdoorn satellite office	6. RDP Houses whole Ward

Ward 13	Ward 14	Ward 15	Ward 16
1.installation of Pre- paid meter system in Groblersdal	1. Electrification	1. Tarring Masoing road	1.Storm Water Drainage Needed On The Road
2. Community hall	2. Water and Sanitation	2. Paving Maraganeng road	2.Re-Gravelling Of Access Roads
3. Swimming Pool	3. Cemeteries	3. Fencing of cemeteries	3.Low Level Bridge At Oversea/ Access Road
4. Basic services such as cleaning of streets , replacements of lighs etc.	4.RDP Houses	4. Renovation of leaking resevoirs	4.Paving For Pedestrian Walking On The Road From Main Road To Police Station
5. Maintenance of roads and road markings	5. Schools	5. Water reticulation in all villages	5.Formal Opening Of The One Stop Center
6. Recreational facilities	6. Installation of high mass lights (Masakaneng and Matlala Lehwelere	6. Renovation of Rehlahlilwe, Zamokuhle and Destruction of Old Matalane school	
Ward 17	Ward 18	Ward 19	Ward 20
1.High Mast Lights	1. High mast lights in all seven villages	1.High Mast Lights In All Villages	1.Resurfacing Of The Main Road
2.Skips on all illegal dumping sites	2. Emergency villages access roads in the following villages. Paving or tarring of – 2.1 From Ga-Frank street to Thabaneng ga Sithole via Marobe to Ga-Fenyane 2.2 Talane village from Ga-Fenyane via Talane graveside to Ga-Mgidi 2.3 From Mmotwaneng four ways crossing to graveside 2.4 Magopheng village from Magopheng primary to Namudi high school	2.Gravelling Of Main Roads In All Villages	2.Paving And Storm Water Control At Monsterlus

	2.5 Magukubjane from Ga-Fakude lodge via grave site to clinic		
3.low level bridge	3. Emergency villages access bridges 2x low level bridge at Magopheng village 2x lower level bridges at Syferfontein village 3x low level bridges at Magukubjane village	3.Fencing Of All Cemeteries Within The Ward	3.High Mast Lights In All Villages
4. Re-Gravelling Of Internal Roads and storm water control in all access roads	4.Storm water control in Syverfontein village, Talane village, Magukubjane village, Magopheng village and Mmotwaneng village	4.Phase Two Of Thabaleboto Road	4.Maintenance Transfer Station
5.Water and VIP toilets	5. Fencing and support to communities' agricultural fields across the ward which is about 12km	5.Bridge At Nkosini	5.Speed Humps In The Following Road: Main Road Passing Police Station To Zaaipias
Ward 21	Ward 22	Ward 23	Ward 24
1.Electrification of Motsephiri new stand A and B	1. Low level bridge between Luckau and Mogaung	1.Closing of donga at new stand	1.Community Hall In All Villages
2.installation of high mast lights at Motsephiri and Kgaphamadi	2.High Mast Lights in all villages	2.Paving of main streets (Sephaku and Vlakfontein)	2.Storm Water Control At Luckau
3.Construction of sanitation at Motsephiri for 500 households	3. Sanitation in all villages	3. Constuction of high mast lights at Sephaku and Vlakfontein	3.Re-Gravelling Of Roads To All Graveyards
4.Completion of tarring of Kgaphamadi bus route via Motsephiri village to Jerusalem village	4.Road Signs At The Main Road	4.Electrification of outstanding households (Sephaku and Vlakfontein)	4.Cleaning Of All Alien Plants
5.Pipe connection from the borehole to the reservoir at Kgaphamadi village	5.Re-Gravelling Of All Streets And Grounds Including Storm Water Control	5.Speed humps and storm water control at main road	5.Speed Humps Needed On The Main Road

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

4.5.12.2. COMMUNITY PARTICIPATION CHALLENGES

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

4.5.13. AUDIT

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

4.5.13.1. Audit Action Plan

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

4.5.14. Risk management

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

4.5.15. Anti-corruption

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

4.5.16. Audit committee and Audit charter

The municipality established an audit committee which meets quarterly. An external and internal audit charter were developed.

4.5.17. Supply chain management committee

The municipality established supply chain management committees as required by the applicable legislation. The committees perform their duties as stipulated in the approved supply chain management policies.

4.6. KPA 6: Municipal Transformation and Organisational development

4.6.1 OVERVIEW

The Constitution recognises a Municipality’s right to govern on its own initiative, the affairs of its Community, subject to the National and Provincial Legislation as provided for in the Constitution. It also emphasises the responsibility of Municipalities to utilise this Constitutional space prudently and in the interest of development

locally. Municipalities must provide democratic and accountable government without favour or prejudice. They must furthermore use their Constitutional space by exercising their Legislative and Executive Authority, and use the resources of the Municipality in the best interest of the Municipality and communities therein. Human capital refers to the stock of skills and knowledge embodied in the ability to perform labour so as to produce economic value optimising Human Capital within the context of EMLM this relates to the development of skills and improvement of knowledge of employees through education and gaining relevant experience.

4.6.2 EMPLOYMENT EQUITY

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

4.6.3 INSTITUTIONAL POLICIES

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

Table 54: 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 policy	Investment	Rendering Of A Security Service	Policy On Experiential Training
Maternity Leave	Mayoral Vehicle	Sick Leave	Cell phone allowance
Housing policy	Overtime policy	Tariff	
	Recruitment Selection & Appointment	Property Rates	Supply Chain Management
Smoking	Training	Travel & Subsistence	Fixed Asset Management

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

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

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

4.6.4 INSTITUTIONAL PLAN

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

Table 55: Institutional Plans

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

4.6.5 SKILLS PROFILE

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

Table 56: Trainings offered to the Municipal staff

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

4.6.6 SKILLS REQUIRED

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

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

4.6.7 LABOUR RELATIONS

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

4.6.8 INFORMATION TECHNOLOGY

There's a great improvement with regard to IT functions in the municipality. An IT Unit is well established and functional. The unit also has intern officials who rotate within all offices of the municipality on a daily basis to

ensure that the municipality at large does not experience technological breakdown. The unit has been involved in the process to reduce the manual system from 90% to 20%.

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

4.6.9 CUSTOMER SATISFACTION AND COMPLAINS MANAGEMENT SYSTEM

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

4.6.10 OCCUPATIONAL HEALTH AND SAFETY

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

Table 57: Issues dealt with by Occupational Health and Safety Unit

Function	Description
Employee support Programme	Employees of the municipality differ in character and behaviour. Some of the employees have challenges at work whilst other have family problems. The OHS unit gives support to such employees by either providing counselling or sending the affected employees to the recognised victims support centers.
Employee wellness	It remains the responsibility of the municipality to ensure that employees are medically well and fit. The OHS unit 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	EMLM is working closely with the department of labour in ensuring that the institution complies with safety legislations and regulations

4.6.11 BY-LAWS

Table 58: Approved Bylaws

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

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

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

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

4.7.1 YOUTH AND THE AGED

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

- Organise and coordinate youth programmes within the municipality
- Initiate and run youth developmental programmes
- Organise seminars and educational workshops on various issues such as health, career guidance, business management etc.
- Network with National and Provincial and District agencies aimed at youth development
- The office of the Mayor is giving support to the old aged homes in Motetema and Moutse

Challenges facing the youth and the aged are:

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

4.7.2 TRADITIONAL HEALERS

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

4. 7.3 WOMEN CAUCUS

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

4.7.4 THE DISABLED

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

It is vital the municipality and other governmental agencies should create conditions for the disabled to access educational and employment opportunities. In addition, the municipality endeavours to facilitate:

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

In addition, the public participation processes in the municipality should actively encourage persons with disabilities to be visible and active participants in the development process.

Table 59: Persons with Disabilities in EMLM
Gender by Hearing
for Person weighted, LIM472: Elias
Motsoaledi

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

Source: Stats SA Census 2011

Remembering / Concentrating by Self Care by
Gender
for Person weighted

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

Source: Stats SA Census 2011

Communication
for Person weighted, LIM472: Elias Motsoaledi

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

Source: Stats SA Census 2011

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

Challenges facing the disabled are:

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

4.7.5 MORAL REGENERATION CHARTER

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

Identified special groups needs are:

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

4.7.6 EARLY CHILD DEVELOPMENT (ECD)

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

Challenges facing ECDs are:

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

4.7.7 CHILDREN'S RIGHTS

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

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

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

Though the pilot was limited to three Municipalities, SCSA in partnership with SALGA organised a National Workshop for all the SALGA Provincial Offices. One of the key output of this workshop was the development of the Action Plan to guide SALGA Provincial Offices on how to support other Municipalities to start to prioritise children's rights within their respective budgets and plans.

4.7.8 TRADITIONAL HEALERS

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

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

CHAPTER 5: STRATEGY PHASE

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

5.1.1. OVERVIEW

The municipality held its Strategic Planning Workshop during the period of the 16th -17th January 2019 inclusive was to review the current 2018/19 IDP and align the proposed 2019/2020 IDP taking cognisance of both the 2017/18 Annual and 2018/19 mid-year performances assessment as well as other influencing factors. The purpose of this process was to review and re-align the current strategies to assist the institution in dealing with various service delivery challenges and other related factors. Based on the evaluation of all the relevant analysis input the EMLM has developed the following strategies contained within their developmental programmes. This will ensure that all challenges have been prioritized and will be addressed through the appropriate allocation of resources.

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

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

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

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

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

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

The strategies of the municipality, which are linked to programmes and projects must therefore focus on and be aligned to these priorities.

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

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

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

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

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

It has been shown that where there has been State intervention in the economy through direct public investment in infrastructure, there has been economic growth and more job creation. Therefore, the Elias Motsoaledi Local Municipality seeks to position itself to relate directly to the Millennium Development Goals, National Development Plan, National Outcomes, in particular the outputs from Outcome Nine, and the Provincial Employment Growth and Development Plan (PEGDP).

To this end, the Elias Motsoaledi Local Municipality will continue to focus on, agriculture and tourism as its primary economic core pillars whilst actively pursuing other economic investment opportunities to optimise its socio-economic priorities aimed at improving the lives of all people of Elias Motsoaledi by reducing the unemployment rate within the region.

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

5.1.2. SWOT ANALYSIS AND CRITICAL SUCCESS FACTORS

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

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

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

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

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

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

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

The table below outline the elements of the SWOT for the municipality conducted during the Strategic Planning Workshop during the period of the 16th -17th January 2019.

Table 60: SWOT Analysis

Strengths	Functional machinery and plant for road maintenance Functional political structure MFMA calendar compliance Strategic location - access to the major cities Provincial nodal point (socio-economic development) Senior Critical positions filled 100% MIG spending Two licensed electricity areas
Weaknesses	Reporting systems and standards Integrated costed long term planning Monitoring and implementation of plans (Management of service providers) Revenue collection and limited base Review and enforcement of policies, by-laws and procedures Internal controls Staff and councillors skills and capacity Insufficient resources (funding, office space, human resources) Critical vacancies at management level Ageing infrastructure Landfill site licenses Land Use Management and reviewed SDF Risk management and implementation of audit plan Lack of infrastructure maintenance plan Lack of sector and master plans Lack of documented and implementable procurement plan Lack of Local Economic Development strategy Poor security environment Poor information or document management Alignment between IDP, Budget and SDBIP Poor (interdepartmental) communication Overreliance on grants Lack of Quality management system Misuse of Council resources Backlog on infrastructure services Control of business licenses
Opportunities	Increased MIG funding Tourism and recreational activities related to De Hoop and Loskop dam Upgrading of strategic roads (R25 and N11) Availability of mineral resources (platinum and iron ore) Regional mall and proposed Groblersdal town establishment Climate conducive for agriculture and tourism (Agriculture hub of SA) Available land owned by municipality Extension of electricity licence

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

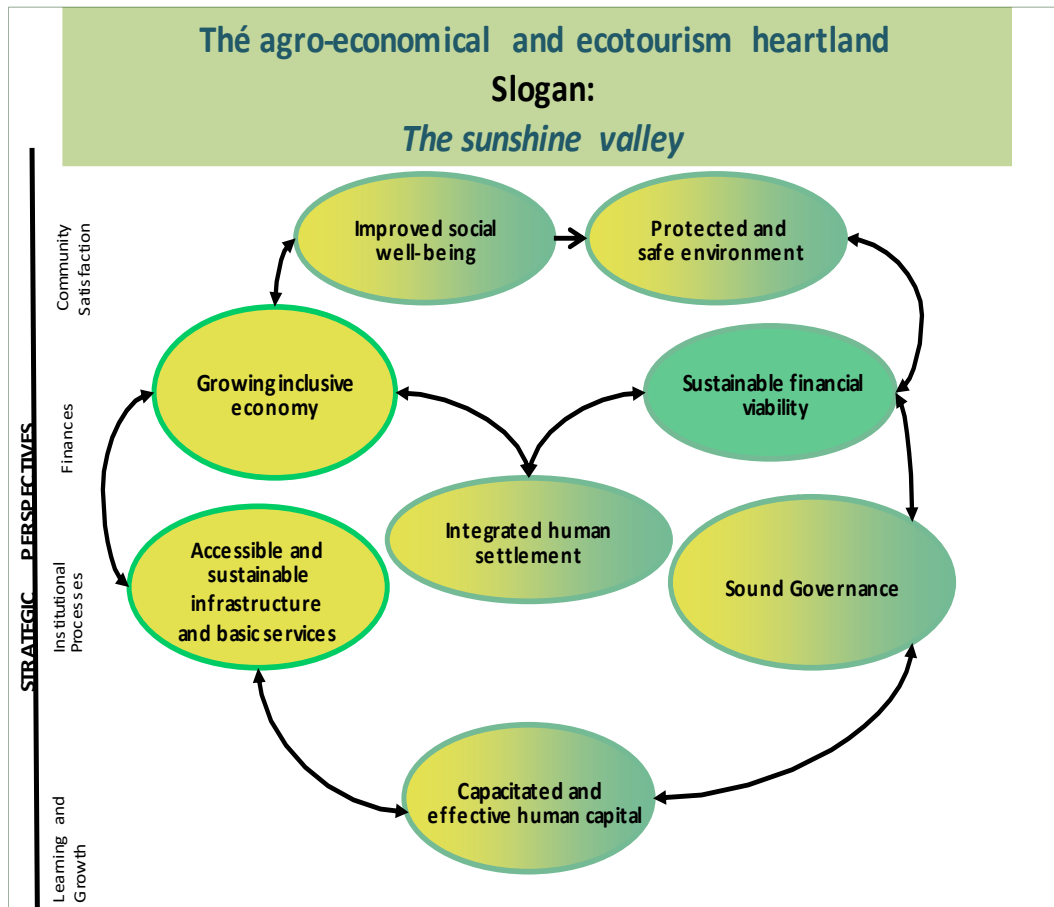
The SWOT analysis was taken into consideration when reviewing the strategic goals and developing strategies for programmes to ensure that challenges identified in the SWOT analysis were addressed.

5.1.3 STRATEGY MAP

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

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

Figure 20: Strategy Map



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

Table 61: Outcome Oriented Goals

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

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

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

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

Table 62: KPA Alignment

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

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

Table 63: Strategic Goals, Goal Statements and Outcomes

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

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

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

STRATEGIC OBJECTIVES AND PROGRAMMES

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

Table 64: Strategic Objectives and Programmes

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

KPA	Strategic Goal	Strategic Objective	Programme
And Public Participation			Risk Management
			Audit

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

The following was achieved during the strategic planning session:

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

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

5.2. STRATEGIES, PURPOSE AND OUTCOMES PER KEY PERFORMANCE AREA

5.2.1. KPA 1: SPATIAL RATIONALE

Strategic Goal: Integrated Human Settlement

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

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

- More people living closer to their places of work
- Better quality public transport
- More jobs in or closer to dense, urban townships

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

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

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

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

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

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

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

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

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

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

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

The following programmes are linked to the above strategic goal:

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

The following strategies per programme were developed for KPA1 during the Strategic Planning Workshop during the period of the 16 -17th January 2019.

Programme 1: Spatial Development

Programme Description	Spatial planning provides a municipal perspective of spatial challenges and interventions. The different levels of plans seek to guide, direct and facilitate both public and private developments, investment and growth in a manner that will expand opportunities and contribute towards the visible upliftment of all communities.
Programme Objective Outcome	To provide a systematic integrated spatial development plans by 2020
Short Term Strategies (1-2 Yrs.)	SDF update
Medium Term Strategies (3-4 Yrs.)	Development of nodal zones
	SDF review and update
Long term Strategies (5 Yrs. +)	Protection of prime and unique agricultural land SDF review

Programme 2: Land use management

Programme Description	To provide a systematic integrated spatial / land development policy
Programme Objective Outcome	Promote harmonious and compatible land use patterns by 2021
Short Term Strategies (1-2 Yrs.)	Development of Land Use Scheme that align with SPLUMA Sustainable development and densification
Medium Term Strategies (3-4 Yrs.)	Social and economic inclusion

Long term Strategies (5 Yrs. +)	Inclusion of cultural customs and practices of traditional communities in land use management.
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Programme 3: Building Plans Administration

Programme/Function	Building Plans Administration
Programme/Strategic Objective (SMART)	Compliance with National Building Regulations and Building Standard Act 103 Of 1977 by 2019
Programme Objective Outcome	Sustainable built environment
Short Term Strategies (1-2 Yrs.)	Enforce Building control regulations and awareness
Medium Term Strategies (3-4 Yrs.)	Enforce Building control regulations and awareness
Long term Strategies (5 Yrs. +)	Enforce Building control regulations

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

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

Programme 4: Integrated Sustainable Human Settlements

Programme/Function	Human Settlements
Programme/Strategic Objective (SMART)	Establishment of sustainable integrated human settlements as well as the identification of areas suitable for settlement development and the sourcing of appropriate funds to secure the land for development by 2030. Another priority is the eradication of informal settlements through the proclamation of Formal settlements
Programme Objective Outcome	Sustainable integrated human settlements development
Short Term Strategies (1-2 Yrs.)	Identification and acquisition of suitable affordable land for human settlements
Medium Term Strategies (3-4 Yrs.)	Ensures provision of sustainable integrated human settlements
Long term Strategies (5 Yrs. +)	Ensures provision of sustainable integrated human settlements

5.2.2 KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Goal: Capacitated and Effective Human Capital

The NDP priority of Building a capable and developmental State advocates the following:

- A state that is capable of playing a developmental and transformative role.
- A public service immersed in the development agenda but insulated from undue political interference
- Staff at all levels has the authority, experience, competence and support they need to do their jobs
- Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system
- Clear governance structures and stable leadership enable state-owned enterprises (SOEs) to achieve their developmental potential

National Outcome 12 that deals with an efficient and development oriented public service targets the following outputs:

- Business processes, systems, decision rights and accountability management
- The institutional capacity and effectiveness of municipalities is increased
- Clean, Responsive and Accountable Administration

This goal responds to the institutional priority issues that relate to training and development that will ensure a responsive and performing workforce and resources that will create a customer-focused, friendly and helpful working environment. The municipality must attract and retain skilled personnel and provide WSP & skills audit related training in support of the strategic intent of the municipality.

The outcome to be achieved through this goal is an efficient workforce. This means to leverage the municipality's staff capacity to drive efficiency and effectiveness.

The following programmes are linked to the above strategic goal:

- Performance Management
- ICT
- Organisational Development
- Workplace Health, Safety and EAP
- Labour Relations

The following strategies per programme were developed for KPA 2 during the Strategic Planning Workshop during the period of the 16th -17th January 2019.

Programme 7: Organisational Development

Programme/Function	Organisational Development
Programme Objective (SMART)	To ensure the Improved efficiency and effectiveness of the Municipal Administration by 2020. By capacitating existing and new staff and by the selection and appointment of competent staff
Programme Objective Outcome	Capacitated, motivated and effective staff
Short Term Strategies (1-2 Yrs.)	Review the organisational structure and ensure alignment to IDP and organisational needs Conduct skills needs audits and align it to the WSP Ensure filling of all critical positions Conduct an employee satisfaction survey Follow up on survey to improve relations Implement employee assistance programme (EAP) Develop employee retention strategy Review and update the Employment Equity Plan
Medium Term Strategies (3-4 Yrs.)	To review the organisational structure and ensure alignment to IDP and organisational needs Maintain short term strategies Implementation of employment equity targets
Long term Strategies (5 Yrs. +)	To review the organisational structure and ensure alignment to IDP and organisational needs

Programme 6: Performance Management

Programme/Function	Performance Management
Programme Objective (SMART)	Performance management is a systematic approach to management, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the municipality in terms of indicators, to determine its efficiency, effectiveness and impact; thereby ensuring improved cost effective service delivery to the community by 2019
Programme Objective Outcome	Monitoring and evaluation of the organisation's implementation of its strategic objectives, programmes and projects in line with the approved IDP through the SDBIP framework
Short Term Strategies (1-2 Yrs.)	Compliance to all relevant legislation and the Municipal PMS Framework Reviewal of PMS framework and procedure manual

	Capacitation of all staff members in terms of PMS Cascading of individual performance management to lower levels Convene PMS stakeholder feedback sharing Implementation of the automated performance management system
Medium Term Strategies (3-4 Yrs.)	Cascading of individual performance management to all staff members
Long term Strategies (5 Yrs. +)	Effective and efficient performance management system Effective and efficient performance management system for the benefit of optimizing organisational performance and improved service delivery

Critical projects/initiatives to achieve this programme are:

Implement and cascade performance management system
 Implementation of an automated Performance Management System

Programme 5: ICT

Programme/Function	ICT
Programme Objective (SMART)	Integration of computer and network hardware and software which enable users to access, store, transmit, and manipulate information by 2019
Programme Objective Outcome	Implementation of effective ICT systems and availability of secured information and data by 2019.
Short Term Strategies (1-2 Yrs.)	Implementation of ICT master systems plan Securing of adequate funding to support ICT projects Maintain software and hardware to keep abreast with developing technology Implementation of disaster recovery plan
Medium Term Strategies (3-4 Yrs.)	Securing of adequate funding to support ICT projects Maintain software and hardware to keep abreast with developing technology
Long term Strategies (5 Yrs. +)	Securing of adequate funding to support ICT projects Maintain software and hardware to keep abreast with developing technology

Programme 8: Workplace Health, Safety & EAP

Programme/Function	Workplace Health and Safety & EAP
Programme Objective (SMART)	Occupational health is concerned with the health and safety of employees at work. The aim of the programme is to promote a healthy, safe and legislative compliant work

	environment, and a healthy, active and productive worker by 2019
Programme Objective Outcome	To improve the health and safety of the employees in compliance with the Act
Short Term Strategies (1-2 Yrs.)	Appointment of qualified safety officer Establish status quo i.t.o municipality's health and safety plan Development of health and safety policy Appointment of all legislative posts Provision for training of above posts Promote health and safety in the workplace Provide qualified counselling with respect to the Employment Assistance Programme
Medium Term Strategies (3-4 Yrs.)	Ensure health and safety programme is sustained Provide qualified counselling with respect to the Employment Assistance Programme
Long term Strategies (5 Yrs. +)	Ensure health and safety programme is sustained Provide qualified counselling with respect to the Employment Assistance Programme

Programme 9: Labour Relations

Programme/Function	Labour Relations
Programme Objective (SMART)	To ensure fair labour practices that comply with the Labour Relations Act at all times 2019
Programme Objective Outcome	To ensure fair labour practices that comply with the Labour Relations Act are systematically applied at all times
Short Term Strategies (1-2 Yrs.)	To conduct training workshops on internal labour policies Follow up on quarterly LLF meetings Ensure implementation of approved labour relation policies and procedures
Medium Term Strategies (3-4 Yrs.)	Maintain sound and effective labour practices and stability
Long term Strategies (5 Yrs. +)	Review and monitoring of the labour policies and acts

5.2.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Goal: Growing Inclusive Economy

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

- Realising an environment for sustainable employment and inclusive economic growth
- Promoting employment in labour-absorbing industries
- Raising exports and competitiveness
- Strengthening government's capacity to give leadership to economic development

- Mobilising all sectors of society around a national vision

It further aims to achieve the following targets by 2030:

- Unemployment rate should fall to 14% by 2020 and 6% by 2030 –requiring an additional 11 million jobs
- Proportion of adults working should increase from 41% to 61%
- Proportion of adults in rural areas working should rise from 29% to 40%
- Labour force participation should rise from 54% to 65%
- Gross Domestic Product (GDP) should increase by 2.7 times in real terms
- Proportion of national income earned by the bottom 40% should rise from about 6% to 10% in 2030
- Broad ownership of assets by historically disadvantaged groups to increase
- Public Employment programmes should reach 1 million by 2015 and 2 million by 2030

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

National Outcome 4 and 7 relate to decent employment through inclusive economic growth and vibrant, equitable and sustainable rural communities with food security for all. The outputs of these two outcomes refer to the implementation of community work programmes.

Elias Motsoaledi Local Municipality strives towards contributing to the priorities set out in the NDP and National Outcomes through the implementation of the goal: Inclusive growing economy.

This goal responds to the institutional priority issue that relates to economic growth.

Elias Motsoaledi Local Municipality seeks to compile programmes and formulate policies and by-laws that encourage entrepreneurship and thereby monitor and evaluate performance of the local economy and investment trends. Project specifications need to be developed that they will incorporate labour intensive methods and identify opportunity areas and expose SMMEs to incubation projects which will stimulate development and thereby enhance job creation. Through the aforementioned initiatives the municipality strives to positively reduce the unemployment rate.

Existing policies should be reviewed or new policies developed to become more enabling and focussed on establishment of partnerships and networks that will enhance and expand the SMME value chain.

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

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

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

The following programmes are linked to the above strategic goal:

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

The following strategies per programme were developed for KPA 3 during the Strategic Planning Workshop during the period of the 16 -17 January 2019.

Programme 10: Economic Growth and Development

Programme/Function	Economic growth and development
Programme/Strategic Objective (SMART)	To facilitate economic growth and sustainable job creation by 2020
Programme Objective Outcome	Reduce the level of unemployment
Short Term Strategies (1-2 Yrs.)	Create conducive condition for economic growth and job creation
Medium Term Strategies (3-4 Yrs.)	Investment attraction and retention
Long term Strategies (5 Yrs. +)	Sustainable economic development and job security

Programme 11: Extended Public Works Programme (EPWP)

Programme/Function	Extended Public Works Programme (EPWP)
Programme Objective (SMART)	The establishment and promotion of opportunities that create job opportunities through the mechanism of EPWP, both in Capital labour intensive projects and LED initiatives by 2019
Programme Objective Outcome	To create job opportunities
Short Term Strategies (1-2 Yrs.)	Ensure that the procurement process recognizes the role of awarding tenders to contractors who employ or sub contract work to emerging SMME's Establish labour intensive projects such as cleaning, waste re-cycling etc. Partner through the Corporate Social Investment (CSI) and Social Labour Plan (SLP) programmes to leverage FTE work opportunities
Medium Term Strategies (3-4 Yrs.)	Continue with above
Long term Strategies (5 Yrs. +)	Continue with above

5.2.4 KPA 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal: Accessible and Sustainable Infrastructure and Basic Services

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

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

The NDP targets are:

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

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

Output 1: Improving Competition and regulation

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

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

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

Output 5: Communication and information technology

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

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

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

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

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

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

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

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

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

Key projects / initiatives to achieve this goal are:

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

The following programmes are linked to the above strategic goal:

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

The following strategies per programme were developed for this Strategic Objective within KPA 4 during the Strategic Planning Workshop during the period of the 18-19 January 2018.

Programme 13: Water and Sanitation

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

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

Programme 17: Facilities Management

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

Programme 12: Electrification

Programme/Function	Electrification
Programme Objective (SMART)	To provide all communities with access to sustainable and reliable electricity supply or alternative economic measures for domestic households use e.g. solar panel by 2030
Programme Objective Outcome	Eradication of Electricity backlogs
Short Term Strategies (1-2 Yrs.)	Develop Electricity Master Plan Develop public lighting master plan Explore alternative energy uses Implementation of high mast lights based on community needs Installation of bulk metering in all sub-stations and mini sub stations Provide electricity to extensions in villages Address issue of illegal connections

	Introduction of SMART metering systems
Medium Term Strategies (3-4 Yrs.)	Implement initiatives identified in master plan
Long term Strategies (5 Yrs. +)	Eradicate backlog and ensure provision of electricity to all households by 2025 Secure license for the provision of electricity for the entire municipality.

Programme 14: Roads and Storm Water

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

Programme 16: Project Management

Programme/Function	Project Management
Programme Objective (SMART)	Discipline of planning, organizing and managing resources to bring about the successful completion of specified projects to achieve goals and objectives
Programme Objective Outcome	Effective implementation of all Capital projects within the parameters of budget, time and specification
Short Term Strategies (1-2 Yrs.)	Training on MS Project and relevant programmes (Auto Cad) Employment of additional qualified and competent staff

	Address challenges of project prioritization taking cognizance that all projects must be cash backed
Medium Term Strategies (3-4 Yrs.)	Implementation of GIS Implementation of project management system, e.g. Prince 2
Long term Strategies (5 Yrs. +)	Continuation of above

Programme 17: Public Transport

Programme/Function	Public Transport
Programme Objective (SMART)	To ensure accessible and safe public transport to all communities by 2019
Programme Objective Outcome	Effective implementation of public transport programmes
Short Term Strategies (1-2 Yrs.)	Coordinate public transport activities with the district municipality and the provincial government
Medium Term Strategies (3-4 Yrs.)	to engage the provincial government in the construction of public transport facilities
Long term Strategies (5 Yrs. +)	Continuation of above

Programme 18: Fleet Management

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

5.2.4. ENVIRONMENTAL ISSUES

Strategic Goal: Protected and Safe Environment

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

- Support for a carbon budgeting approach, linking social and economic considerations to carbon reduction targets
- Introducing an economy-wide price for carbon complemented by a range of programmes and incentives to raise energy efficiency and manage waste better
- A target of 5 million solar water heaters by 2030

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

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

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

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

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

The following programme is linked to this strategic goal:

- **Environmental Management**

The following strategies per programme were developed for this Strategic Objective within KPA 4 during the Strategic Planning Workshop during the period of the 18th-19th January 2016.

Programme 19: Environmental Management

Programme/Function	Environmental Management
Programme Objective (SMART)	To ensure communities are contributing toward Climate Change and reduction of Carbon footprint by 2020
Short Term Strategies (1-2 Yrs.)	Develop Environmental Master Plan Monitor implementation waste management programme Enforcement of relevant by-laws Implementation of strict pollution control Monitoring of water quality, air quality management, noise management Awareness campaigns on environmental issues Hosting of events on environmental calendar
Medium Term Strategies (3-4 Yrs.)	Monitor implementation waste management programme Enforcement of relevant by-laws Implementation of strict pollution control Monitoring of water quality, air quality management, noise management Awareness campaigns on environmental issues Hosting of events on environmental calendar Develop climate change programmes in response to the critical elements of climate change.
Long term Strategies (5 Yrs. +)	Monitor implementation waste management programme Enforcement of relevant by-laws Implementation of strict pollution control Monitoring of water quality, air quality management, noise management Awareness campaigns on environmental issues Hosting of events on environmental calendar

Key projects for achieving this programmes are the following:

- Environmental Awareness Campaigns
- Greening Initiatives

5.2.4 SOCIAL ISSUES

Strategic Goal: Improved Social Well-Being

Improvement of social well-being entails a whole spectrum of services – health, education, libraries, safety and security, including community and road safety. The NDP states that when people feel unsafe it makes it harder for them to develop their capabilities, pursue their personal goals and to take part in social and economic activities. South Africans need to feel safe everywhere and have confidence in the criminal justice system to protect them and to act speedily and effectively when required to do so. By 2030 people should feel safe and have no fear of crime. They should feel safe at home, at school and at work, and they must enjoy an active

community life free of fear. Women can walk freely in the street and the children can play safely outside. The police service is a well-resourced professional institution staffed by highly skilled officers who value their works, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence, and respect the rights of all to equality and justice.

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

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

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

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

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

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

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

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

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

- Reforming the public service
- Ensure progressively and through multiple avenues that no one lives below a defined minimum social floor.
- All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety.
- Address problems such as hunger, malnutrition and micronutrient deficiencies that affect physical growth and cognitive development, especially among children.
- Address the skills deficit in the social welfare sector.
- Provide income-support to the unemployed through various active labour market initiatives such as public works programmes, training and skills development, and other labour market related incentives.
- Provide income support to the unemployed through various active labour-market initiatives such as public works programmes, training and skills development, and other labour-market related incentives.
- All working individuals should make adequate provision for retirement through mandated savings. The state should provide measures to make pensions safe and sustainable.
- Social protection systems must respond to the growth of temporary and part-time contracts, and the increasing importance of self-employment and establish mechanisms to cover the risks associated with such.
- Create an effective social welfare system that delivers better results for vulnerable groups, with the state playing a larger role compared to now. Civil society should complement government initiatives

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

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

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

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

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

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

The following programmes are linked to this strategic goal:

- Sports and Recreation
- Health Services
- Cemeteries
- Arts and Culture
- Education / Libraries
- Safety and Security
- Driver's License and Testing Centre
- Waste Management
- Mayoral Programmes
- Transversal Programmes
- Disaster Management

The following strategies per programme were developed for this Strategic Objective within KPA 4 during the Strategic Planning Workshop during the period of the 18th-19th January 2016.

Programme 20: Sports and Recreation

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

Programme 21: Health Services

Programme/Function	Health Services
Programme Objective (SMART)	Coordinate the provision of Health services as facilitated through the Provincial and District offices by 2020
Short Term Strategies (1-2 Yrs.)	Maintain dialogue and report back to District municipality and appropriate sector departments
Medium Term Strategies (3-4 Yrs.)	Maintain dialogue and report back to District municipality and appropriate sector departments
Long term Strategies (5 Yrs. +)	Maintain dialogue and report back to District municipality and appropriate sector departments

Programme 22: Cemeteries

Programme/Function	Cemeteries
Programme Objective (SMART)	The establishment and maintenance of cemeteries in accordance with applicable by-laws and legislation by 2020
Short Term Strategies (1-2 Yrs.)	Conduct cemetery audit to establish status quo Develop Cemetery Master plan Procure automated cemetery record management system Develop cemetery maintenance plan Identification of suitable land for cemeteries Maintenance and development of cemeteries
Medium Term Strategies (3-4 Yrs.)	Provision of suitable land for new cemeteries Implementation of the Cemetery Master plan Maintain cemeteries
Long term Strategies (5 Yrs. +)	Implementation of the Cemetery Master plan Maintain cemeteries Development of a crematorium

Programme 23: Arts and Culture

Programme/Function	Arts and Culture
Programme Objective (SMART)	Maintain and promote arts and cultural heritage for the benefit of future generations by 2020
Short Term Strategies (1-2 Yrs.)	Support /promote Arum Lilly festival and King Nyabela Commemoration Commemorate Heritage Day celebration Coordinate with Provincial Sports, Arts and Culture Department
Medium Term Strategies (3-4 Yrs.)	Support cultural Villages Support commemoration of heritage day celebration
Long term Strategies (5 Yrs. +)	Facilitate declaration of heritage site Develop heritage site as a tourism attraction Coordinate maintenance of heritage sites

Programme 26: Education / Libraries

Programme/Function	Libraries
Programme Objective (SMART)	Facilitate promotion of education upliftment within communities by 2020 Coordinate the functionality of the existing libraries by 2020 To provide ancillary educational support through the provision of library services to create a learning environment for all sectors of the community 2030

Short Term Strategies (1-2 Yrs.)	Conduct status quo on existing library facilities Develop business plan on needs Dialogue with Provincial Department Sports, Arts and Culture Investigate alternative funding sources
Medium Term Strategies (3-4 Yrs.)	Circulation and update information Provide mobile Library
Long term Strategies (5 Yrs. +)	Facilitate the Construction of new Libraries

Programme 27: Safety and Security

Programme/Function	Safety and Security
Programme Objective (SMART)	Facilitate safe and secure neighbourhoods and ensure that all legislated road ordinance and local by-laws are enforced to provide a safe environment for all road users and minimise traffic violations and road accidents traffic law enforcement by 2020
Programme Objective Outcome	Safe and secure neighbourhoods
Short Term Strategies (1-2 Yrs.)	Enforcement of all local by-laws Skills and infrastructure development Filling of critical budgeted vacant posts Implement Law enforcement projects to improve the safety and security of the public in general
Medium Term Strategies (3-4 Yrs.)	Enforcement of all local by-laws Implement Law enforcement projects to improve the safety and security of the public in general.
Long term Strategies (5 Yrs. +)	Enforcement of all local by-laws Established Control room monitoring the whole CBD via cameras

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

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

Programme 28: DLTC

Programme/Function	Driving Licence and Testing Centre (DLTC)
Programme Objective (SMART)	The provision of a level of service to ensure that all applicants for both driver and learner licences' s are declared competent and proficient as per legislative requirements To ensure that an uninterrupted and corrupt free services is maintained by 2020
Programme Objective Outcome	Competent and safety conscious drivers
Short Term Strategies (1-2 Yrs.)	Capacitate the existing staff
Medium Term Strategies (3-4 Yrs.)	Development of DLTC
Long term Strategies (5 Yrs. +)	Developing DLTCs at the satellite

Programme 29: Disaster Management

Programme/Function	Disaster Management
Programme Objective (SMART)	To focus on ways and means to prevent and/or mitigate the risks and/or results of disasters and to maximise preparedness for potential emergencies and disasters, thus optimising the safe guarding of life and property by 2020
Programme Objective Outcome	Mitigate the risks and/or results of disasters
Short Term Strategies (1-2 Yrs.)	Capacity building to communities Develop a Disaster Management Plan
Medium Term Strategies (3-4 Yrs.)	Risk reduction and mitigation
Long term Strategies (5 Yrs. +)	Risk reduction & Disaster Management Control Centre

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

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

Programme 15: Waste Management

Programme/Function	Waste Management
Programme Objective (SMART)	To provide all communities with an effective waste collection and disposal management system that is environmentally compliant and raises public awareness about minimising waste generation and effective waste recycling by 2021
Short Term Strategies (1-2 Yrs.)	<p>Review of Integrated Waste Management Plan</p> <p>Audit waste collection methods and Development of Recycling Strategy</p> <p>Develop a composting strategy to divert garden waste to landfill</p> <p>Maintain existing facilities</p> <p>Promote establishing of waste recycling hubs (EPWP)</p> <p>Establishment and formalization of landfill site.</p> <p>Establish waste disposal facilities (Transfer stations)</p> <p>Establish mechanisms for promoting separation at source</p> <p>Awareness campaigns</p>
Medium Term Strategies (3-4 Yrs.)	<p>Minimise illegal dumping</p> <p>Maintain existing facilities</p> <p>Promote establishing of waste recycling hubs (EPWP)</p> <p>Establishment and formalization of landfill site.</p> <p>Establish waste disposal facilities (Transfer stations)</p> <p>Establish mechanisms for promoting separation at source</p> <p>Awareness campaigns</p>
Long term Strategies (5 Yrs. +)	<p>Minimise illegal dumping</p> <p>Maintain existing facilities</p> <p>Promote establishing of waste recycling hubs (EPWP)</p> <p>Establishment and formalization of landfill site.</p> <p>Establish waste disposal facilities (Transfer stations)</p> <p>Establish mechanisms for promoting separation at source</p> <p>Awareness campaigns</p>

Programme 24: Mayoral Programmes

Programme/Function	Education (Mayoral Programmes)
Programme/Strategic Objective (SMART)	The implementation of projects / initiatives focused on community involvement and participation by 2020
Programme Objective Outcome	To create an environment of community well being
Short Term Strategies (1-2 Yrs.)	Schedule bi-annual forums for the Mayor to address the community on progress

	Select appropriate projects / initiatives to leverage optimum impact on community satisfaction needs
Medium Term Strategies (3-4 Yrs.)	As above
Long term Strategies (5 Yrs. +)	As above

Programme 25: Transversal Programmes

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

5.2.5. KPA 5: MUNICIPAL FINANCIAL VIABILITY

Strategic Goal: Enhance Revenue and Financial Management

This goal relates directly to the National Outcome 9 which is: A responsive, accountable, effective and efficient local government system. Under this outcome, outputs 1 and 6: Administrative and financial capability as well as Implement a differentiated approach to municipal financing, planning and support relate directly to the goal under discussion. The following sub-outputs are advocated:

- The average monthly collection rate on billings to rise to 90%
- The percentage of municipalities with debtors more than 50% of own revenue to be reduced from 24% to 12%
- The percentage of municipalities that are overspending on opex to improve from 8% to 4%
- The percentage of municipalities under-spending on capex to be reduced from 63% to 30%
The percentage of municipalities spending less than 5% of opex on repairs and maintenance to be reduced from 92% to 45%

- Improve national and provincial policy, support and oversight to local government
- The percentage of municipalities that are overspending on OPEX to improve from 8% to 4%
- The percentage of municipalities spending less than 5% of opex on repairs and maintenance to be reduced from 92% to 45%
- The percentage of municipalities' under-spending on capex to be reduced from 63% to 30%

As indicated previously, the NDP states that to grow faster and in a more inclusive manner, the country needs a higher level of capital spending in general and public investment in particular.

This goal responds to the institutional priority issue that relates to revenue enhancement.

The municipality needs to increase revenue generation to ensure sufficient funds are available to invest into projects for the communities. The municipality must be able to pay commitments and have sufficient reserves and investments. The intention is for the municipality to become less grant dependent and be in a financial position to fund infrastructure projects from own funds.

The outcome to be achieved through this goal is Increased generation of own revenue and sufficient reserves for investment into communities and reduced grant dependency

The following key strategic projects/initiatives have been identified that will assist the municipality to achieve this goal:

- Consumer data cleansing
- Optimisation of DLTC
- SMART metering
- Community based waste management
- Revenue enhancement strategy

The following programmes are linked to this strategic goal:

- Legislative Compliance
- Financial Management
- Revenue
- Expenditure
- Supply Chain Management
- Indigents

The following strategies per programme were developed for this Strategic Objective within KPA 5 during the Strategic Planning Workshop during the period of the 18-19 January 2018.

Programme 30: Legislative Compliance

Programme/Function	Legislative compliance
Programme Objective (SMART)	Compliance to MFMA, other relevant legislation, internal policy and procedural requirements within prescribed timelines Programme Objective Outcome by 2020
Programme Objective Outcome	Legislative compliance within defined time frames
Short Term Strategies (1-2 Yrs.)	Retain qualified and competent staff Regularly review legislative amendments and update policies / procedures accordingly

	Maintain processes and procedures currently in operation
Medium Term Strategies (3-4 Yrs.)	Retain qualified and competent staff Regularly review legislative amendments and update policies / procedures accordingly Maintain processes and procedures currently in operation
Long term Strategies (5 Yrs. +)	Retain qualified and competent staff Regularly review legislative amendments and update policies / procedures accordingly Maintain processes and procedures currently in operation

Programme 31: Financial Management

Programme/Function	Financial Management
Programme Objective (SMART)	To implement sound Financial management practices by 2020
Programme Objective Outcome	Obtain a Clean Audit opinion from the office of the AG
Short Term Strategies (1-2 Yrs.)	Resolve all financial issues raised in internal and external audit action plans. Maintain the Unqualified Audit opinion. Preparation of AFS internally. Rotation of suppliers in supplier database Retention of qualified competent staff
Medium Term Strategies (3-4 Yrs.)	Resolve all financial issues raised in internal and external audit action plans. Attainment of Clean Audit opinion. Retention of qualified competent staff
Long term Strategies (5 Yrs. +)	Resolve all financial issues raised in internal and external audit action plans. Maintain Clean Audit opinion. Retention of qualified competent staff

Programme 32: Revenue

Programme/Function	Revenue
Programme Objective (SMART)	To increase revenue generated from own sources to 50% by 2020
Programme Objective Outcome	To reduce Grant dependency
Short Term Strategies (1-2 Yrs.)	Develop revenue enhancement strategy To implement data cleansing processes to ensure revenue database is accurate To increase the revenue base by identifying areas that municipality is not billing for services Enforce debt control policies and procedures

	Conduct awareness campaigns to instil a culture of payment within the municipality Review tariff structures to be cost effective Review by-laws pertaining to revenue collection Introduction of SMART metering systems Reduction of illegal connections Introduction of prepaid electricity vending machines linked to debtor's book.
Medium Term Strategies (3-4 Yrs.)	To increase the revenue base by identifying areas that municipality is not billing for services Review of tariff structures to be cost effective Review by-laws pertaining to revenue collection Partner with Eskom database to collect outstanding debt
Long term Strategies (5 Yrs. +)	Extension of municipal electricity licensed areas. Apply to obtain the water services authority status.

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

- Consumer data cleansing
- Prepaid electricity vending machines and SMART Metering

Programme 33: Expenditure

Programme/Function	Expenditure
Programme Objective (SMART)	The effective management of operational and capital spending patterns in line with budget mandates and projected cash flow requirements by 2020
Programme Objective Outcome	Financial Liquidity
Short Term Strategies (1-2 Yrs.)	Implementation of proper documents management system. Provision of data management system. Compliance to internal financial controls processes by user departments Education of departments in correct financial procedures
Medium Term Strategies (3-4 Yrs.)	Compliance to internal financial controls processes by user departments
Long term Strategies (5 Yrs. +)	Compliance to internal financial controls processes by user departments

Programme 35: Supply Chain Management and asset management

Programme/Function	Supply Chain Management
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Programme Objective (SMART)	To effectively procure goods and services for the organisation in a timely and cost effective manner in full compliance to legislative requirements by 2020
Programme Objective Outcome	Effective and efficient procurement of goods and services
Short Term Strategies (1-2 Yrs.)	Implementation of documented departmental procurement plan Compliance with supply chain management acts and regulations Implementation of proper documents management system. Provision of adequate filing storage facility. Improvement of internal controls on payments. Introduction of the system where prospective supplier database is rotated. Compliance with the asset management policy and GRAP standards Implementation of CSD for maintenance of prospective service providers
Medium Term Strategies (3-4 Yrs.)	Implementation of documented departmental procurement plan Compliance with supply chain management acts and regulations Introduction of the system where prospective supplier database is rotated.
Long term Strategies (5 Yrs. +)	Implementation of documented departmental procurement plan Compliance with supply chain management acts and regulations Introduction of the system where prospective supplier database is rotated.

Programme 35: Indigents

Programme/Function	Indigents
Programme Objective (SMART)	To ensure that all qualifying indigent beneficiaries are registered to obtain free basic services by 2021
Programme Objective Outcome	Provision of free basic services
Short Term Strategies (1-2 Yrs.)	Re-validation of the registered indigents. Conduct awareness campaign on indigent benefits
Medium Term Strategies (3-4 Yrs.)	Re-validation of the registered indigents. Implement a rehabilitation programme to make existing indigents financially self-sustainable
Long term Strategies (5 Yrs. +)	Re-validation of the registered indigents.

	Implement a rehabilitation programme to make existing indigents financially self-sustainable
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Key to the successful implementation of the above programme is:

- Verification of the validity of the indigent register

5.2.6. KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal: Sound Governance

Related to this goal are the following NDP priorities:

- Reforming the public service
- Fighting corruption
- Transforming society and uniting the country

In light of the abovementioned priorities, the NDP states that a plan is only as credible as its delivery mechanism is viable. A capable state is an essential precondition for South Africa's development. A capable state does not materialise by decree, nor can it be legislated or created from conference resolutions. It has to be painstakingly built, brick by brick, institution by institution, and sustained and rejuvenated over time. It requires leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems and consistent and fair application of rules.

High corruption levels frustrate society's ability to operate fairly and efficiently and the state's ability to deliver on its development mandate. Political will is essential to combat the scourge of corruption. The fight against corruption has to be fought on three fronts: deterrence, prevention and education. Deterrence helps people understand that they are likely to be caught and punished. Prevention is about systems (information, audit and so on) to make it hard to engage in corrupt acts. The social dimension of corruption can only be tackled by focussing on values, through educations. International experience shows that with political will and sustained application of the right strategies, corruption can be significantly reduced and public trust restored.

National Outcome 12 that deals with an efficient and development oriented public service targets the following outputs:

- Business processes, systems, decision rights and accountability management
- The institutional capacity and effectiveness of municipalities is increased
- Clean, Responsive and Accountable Administration

This goal responds to the institutional priority issue that relates to internal controls. This means improved and effective enforcement of internal controls and systems. Increased engagement with relevant sectoral stakeholders and communities. Empowering communities to become actively involved in public participation processes. Improved turnaround time and adherence to service delivery standards.

The outcome to be achieved through this goal is public confidence through an unqualified audit opinion. This means to be an organisation that practices responsible, accountable, effective and efficient corporate governance.

Programmes linked to this strategic goal are:

- Audit
- Risk Management
- Performance Management
- Good Governance and Oversight
- Legal Services
- Policies
- By-laws
- Customer / Stakeholder Management
- Community Participation

The following strategies per programme were developed for this Strategic Objective within KPA 6 during the Strategic Planning Workshop during the period of the 18th-19th January 2016.

Programme 43: Audit

Programme/Function	Audit
Programme Objective (SMART)	Internal auditing is a catalyst for improving an organization's governance, risk management and management controls by providing insight and recommendations based on analyses and assessments of data and internal business processes
Programme Objective Outcome	To provide oversight and sound governance within the Institutions administrative and financial processes
Short Term Strategies (1-2 Yrs.)	Capacitate internal audit unit Implement 90% of Internal Audit and Auditor General's recommendations Effective implementation of risk based audit plan Annual review of internal audit charter Coordination of audit committee meetings and other assurance providers Review effectiveness of PMS
Medium Term Strategies (3-4 Yrs.)	Obtain unqualified audit opinion Functional internal audit system Fully capacitated internal audit unit
Long term Strategies (5 Yrs. +)	Effective internal controls, risk management and governance

Programme 42: Risk Management

Programme/Function	Risk Management
Programme Objective (SMART)	The identification, assessment, and prioritisation of risk; defined in ISO 31000 as the effect of uncertainty on objectives, whether positive or negative, followed by coordinated and economical application of resources to minimise, monitor, and control the probability and/or impact of unfortunate events or to maximise the realisation of opportunities
Programme Objective Outcome	To have a risk management system at optimized maturity level by 2019
Short Term Strategies (1-2 Yrs.)	Development, implementation and assessment of municipal risk register Capacitate the risk committee members and all municipal staff Resolving identified risks Review effectiveness of risk management processes Review Risk Management Plan, strategy and policy Facilitation of departmental risk registers Appointment of risk champions Enforcement of policies and procedures
Medium Term Strategies (3-4 Yrs.)	Maintain and enhance risk management systems Monitor and optimize risk implementation
Long term Strategies (5 Yrs. +)	Maintain and enhance risk management systems Monitor and optimize risk implementation

Programme 40: Legal Services

Programme/Function	Legal Services
Programme Objective (SMART)	To provide legal support to all departments and mitigation of legal risks by 2020
Programme Objective Outcome	Compliance to all applicable legislation
Short Term Strategies (1-2 Yrs.)	Budget and recruit additional competent staff Ensure timelines with respect to processing of legal documents are adhered to Monitoring of the implementation of contracts
Medium Term Strategies (3-4 Yrs.)	Ensure timelines with respect to processing of legal documents are adhered to from all operational departments
Long term Strategies (5 Yrs. +)	Review and enforcement of HR legislation.

Programme 41: Polices

Programme/Function	Policies
Programme Objective (SMART)	To give guidance, advice and support on the daily work activities that affect employees and the organisation as a whole
Programme Objective Outcome	Ensure that all existing/new policies are reviewed and updated on an annual basis and approved by Council.
Short Term Strategies (1-2 Yrs.)	Ensure that policies exist for all activities in the municipality Review all existing policies and amend as appropriate Develop new policies as appropriate To provide access to all approved policies to all staff Ensure amended/new policies are communicated to employees
Medium Term Strategies (3-4 Yrs.)	Ensure that policies exist for all activities in the municipality Review all existing policies and amend as appropriate Develop new policies as appropriate To provide access to all approved policies to all staff Ensure amended/new policies are communicated to employees
Long term Strategies (5 Yrs. +)	Ensure that policies exist for all activities in the municipality Review all existing policies and amend as appropriate Develop new policies as appropriate To provide access to all approved policies to all staff Ensure amended/new policies are communicated to employees

Programme 44: By-Laws

Programme/Function	By-laws
Programme Objective (SMART)	To enforce policies of the municipalities
Programme Objective Outcome	By-law enforcement
Short Term Strategies (1-2 Yrs.)	Review existing by-laws Develop new by-laws as appropriate Enforcement of by-laws
Medium Term Strategies (3-4 Yrs.)	Review existing by-laws Develop new by-laws as appropriate Enforcement of by-laws
Long term Strategies (5 Yrs. +)	Review existing by-laws Develop new by-laws as appropriate Enforcement of by-laws

Programme 36: Good Governance and Oversight

Programme/Function	Good Governance and Oversight
Programme/Strategic Objective (SMART)	<p>To provide transparency and openness in the daily administration of the Institution for the benefit of all stakeholders</p> <p>To create a culture of accountability and transparency as per the National Development Plan (NDP) priorities of</p> <ul style="list-style-type: none"> • Reforming the public service • Fighting corruption • Transforming society and uniting the country
Programme Objective Outcome	An accountable and transparent administration
Short Term Strategies (1-2 Yrs.)	<p>Develop sound business processes, policies, systems and accountable management</p> <p>Capacitate all levels of management in sound governance practices</p> <p>Implement effective risk management and internal audit systems</p> <p>Obtain an Unqualified Audit Opinion from the Office of the AG</p>
Medium Term Strategies (3-4 Yrs.)	<p>Develop sound business processes, policies, systems and accountable management</p> <p>Maintain effective risk management and internal audit systems</p> <p>Implement effective risk management</p> <p>Obtain a Clean Audit Opinion from the Office of the AG</p>
Long term Strategies (5 Yrs. +)	Maintain all Medium Term Strategies

Programme 37: Community Participation

Programme/Function	Community Participation
Programme/Strategic Objective (SMART)	The creation of structures to enable communities to effectively participate in the development and economic growth of their respective communities
Programme Objective Outcome	To strengthen participatory governance within the community
Short Term Strategies (1-2 Yrs.)	<p>The establishment of effective Ward Committee's</p> <p>Capacitate Ward committee members</p> <p>Implement quarterly Ward operational plans</p> <p>Ensure that monthly Ward committee meetings are held as scheduled</p> <p>Ensure Councillor participation at all meetings</p>
Medium Term Strategies (3-4 Yrs.)	<p>Capacitate Ward committee members</p> <p>Maintain quarterly Ward operational plans</p> <p>Ensure that monthly Ward committee meetings are held as scheduled</p>
Long term Strategies (5 Yrs. +)	As above

Programme 39: Customer/ Stakeholder Relationship Management

Programme/Function	Customer/Stakeholder Relationship Management
Programme/Strategic Objective (SMART)	Create positive relationships with all relevant stakeholders through the appropriate management of their expectations and agreed objectives To strengthen participatory governance within the community
Programme Objective Outcome	Support an organisation's strategic objectives by interpreting and influencing both the external and internal environment
Short Term Strategies (1-2 Yrs.)	Establish effective Ward committee structures Establish appropriate forums and meet not less than once per quarter Train all employees on the principles of Batho Pele Establish a Customer Relations unit Ensure effective communication channels using all available mediums Conduct both employee / customer satisfaction surveys at least every second year
Medium Term Strategies (3-4 Yrs.)	Maintain the above disciplines
Long term Strategies (5 Yrs. +)	Maintain the above disciplines

Programme 38: IDP Development

Programme/Function	IDP Development
Programme/Strategic Objective (SMART)	The Local Government Municipal Systems Act (MSA) No.32 of 2000 as amended, and other relevant supplementary legislative and policy frameworks require that local government structures prepare Integrated Development Plans (IDPs). In compliance with the relevant legislation
Programme Objective Outcome	To provide the strategic framework that guides the municipality's planning and budgeting over the course of a political term to address the needs of the community within acceptable budget parameters
Short Term Strategies (1-2 Yrs.)	Ensure that all phases of the development of an IDP as legislated are complied with Ensure alignment of IDP and Budget

	<p>Review the IDP annually taking cognizance of budget and internal/ external factors according to approved process plan</p> <p>Ensure that the strategic mandate (intent) of the IDP is effectively delivered through the mechanism of the SDBIP</p> <p>Effective communication to the community through Ward committee participation</p>
Medium Term Strategies (3-4 Yrs.)	Maintain above
Long term Strategies (5 Yrs. +)	Maintain above

Chapter 6: Project phase

KPA 1: Spatial rationale

Strategic objective: To promote integrated human settlements

MTSF outcome	IUDF outcome	Budget 2019/20	Budget 2020/21	Budget 2021/22	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Segment Costing
Land use management		1000 000	-	-	Land use scheme	planning	Revenue		All Wards	Default
Land use management	Integrated human settlement	500 000	-	-	Site demarcation Ntwane	planning	Revenue		Ward 10	Default
		200 000	-	-	Subdivision of farm Mapoghsgronde	planning	Revenue		Ward 30	Default
		-	800 000	-	Groblersdal urban regeneration plan	planning	Revenue		Ward 13	Default
		-	800 000	-	Barbet wire fencing of portion 39 of farm klipbank 26Js	planning	Revenue		Ward 13	Default

KPA 4: Basic Service Delivery and Infrastructure Development

Strategic Objective: To provide for basic services and sustainable infrastructural development

MTSF outcome	IUDF outcome	Budget 2019/20	Budget 2020/21	Budget 2021/22	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
		1571 196	-	-	Electrification of Ntswelemotse	Electricity	INEP	Outsourced	Ward 4	default
		-	369 565	-	Electrification of Sephaku (Mahloakgomo)	Electricity	INEP	Outsourced	Ward 23	Default
		1 571 196	-	-	Electrification of households in Makaepa	Electricity	INEP	Outsourced	Ward 25	Default
		3 359 783	-	-	Electrification of Masakaneng	Electricity	INEP	Outsourced	Ward 14	Default
			869 565	-	Electrification designs	Electricity	INEP	Outsourced		
		10 019 565	-	-	Electrification of New Town village (Thambo)	Electricity	INEP	Outsourced	Ward 09	Default
		-	739 130	-	Electrification of Sephaku (new Belfast)	Electricity	INEP	Outsourced	Ward 23	Default
		-	1 034 783		Electrification of Ga-Posa	Electricity	INEP	Outsourced	Ward 24	Default
		-	869 565	-	Electrification of Zumapark	Electricity	INEP	Outsourced	Ward 7	Default
		-	1 739 000	3 043 000	Installation of high mast lights in various villages	Electricity	Revenue	Outsourced	Various villages	Default
		521 739	-	-	Completion of 2 high mast lights	Electricity	Revenue	Outsourced	Ward 10	Default

MTSF outcome	IUDF outcome	Budget 2019/20	Budget 2020/21	Budget 2021/22	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
			739 130	-	Electrification of Thabakhubedu	Electricity	INEP	Outsourced	Ward 12	Default
		696 000	1 739 130	4 348 000	Upgrading of Groblersdal sub -station	Electricity	Revenue		Ward 13	Default
		-	192 174	-	Electrification of Kwa-Pundulwane	Electricity	INEP	Outsourced	Ward 12	Default
		-	608 696	-	Electrification of Moteti	Electricity	INEP	Outsourced	Ward 01	Default
		-	2 838 262	-	Electrification of Moteti Liberty,Oorlog ,Slovo and Lusaka	Electricity	INEP	Outsourced	Ward 01	Default
		-	-	3 043 478	Electrification of Ga – Matlala Lehwelere	Electricity	INEP	Outsourced	Ward 14	Default
		-	-	2 869 565	Electrification of Maleoskop	Electricity	INEP	Outsourced	Ward 12	Default
		-	-	4 201 305	Electrification of Phooko	Electricity	INEP	Outsourced	Ward 09	Default
		-	-	563 043	Electrification of Jabulani D2	Electricity	INEP	Outsourced	Ward 09	Default
		-	-	684 783	Electrification of Lenkwaneng Section/ZCC	Electricity	INEP	Outsourced	Ward 10	Default
		-	-	380 435	Electrification of Ntwane	Electricity	INEP	Outsourced	Ward 10	Default
			5 913 043	-	Electrification of Vlakfontein	Electricity	INEP	Outsourced	Ward 23	Default
		2 476 000	-	-	Development of workshop		INEP	Outsourced	Ward 13	Default

MTSF outcome	IUDF outcome	Budget 2019/20	Budget 2020/21	Budget 2021/22	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
		500 000	500 000	500 000	Machinery and equipments (Tools)		Revenue			
		1 304 000	9 770 000	19 497 000	Upgrading of Blompoort to Uitspanning access road (designs only)	Road	MIG	Outsourced	Ward 11	Default
		1 304 000	12 177 000	-	Upgrading of Dipakapakeng Access Road	Road	MIG	Outsourced	Ward 28	Default
		19 840 000	-	-	Kgaphamadi road construction	Roads	MIG	Outsourced	Ward 21	Default
		-	-	7 850 000	Kgoshi Rammupudi road	Roads	MIG	Outsourced	Ward 26	Default
			700 000	7 550 000	Upgrading of Nyakurane internal access road (designs only)	Roads		Outsourced	Ward 07	Default
		1 739 000	4,347 826	-	Groblerdsdal - Roads & Streets	Roads	Revenue	Outsourced	Ward 13	Default
		11 304 348	-	-	Groblerdsdal landfill site		MIG	Outsourced	Ward 13	Default
		696 000	1 739 000	11 715 000	Upgrading of Tafelkop Stadium Access Road	Roads	MIG	Outsourced	Ward 27	Default
		-	3 478 000	2 193 000	Upgrading of Hlogotlou internal streets	Roads	MIG	Outsourced	ward 20	Default
		-	7 850 000	3 152 000	Upgrading of Mogaung raod	Roads	MIG	Outsourced	Ward 22	Default

MTSF outcome	IUDF outcome	Budget 2019/20	Budget 2020/21	Budget 2021/22	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
			-	9 600 000	Mpheleng road construction	Roads	MIG	Outsourced	Ward 5	Default
		3 478 000	3 894 000	1 739 000	Motetema internal streets	Roads	Revenue	Outsourced	Ward 31	Default
		7 304 000	14 059 000	-	Tambo Road Construction	Roads	MIG	Outsourced	Ward 9	Default
		6 700 000	5 822 000	-	JJ Zaaiplaas road	Roads	MIG	Outsourced	Ward 15	Default
		1 739 000	2 075 000	2 261 000	Calverts and Road signs	Roads	Revenue	Outsourced		Default

KPA 3: Local Economic Development

Strategic objective: To promote conducive environment for economic growth and development

MTSF outcome	IUDF outcome	Budget 2019/20	Budget 2020/2021	Budget 2021/22	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
An efficient, competitive and responsive economic infrastructure network	Inclusive Economic Development	-	800 000	-	LED programmes		Revenue		All Wards	Default

KPA 6: Good Governance and Public Participation

Strategic Objective: To enhance good governance and public participation

MTSF outcome	IUDF outcome	Budget 2019/20	Budget 2020/21	Budget 2021/22	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
		3 200 000	3 372 800	3 554 931	Outreach Programme (Mayor's office)	MAYOR	Revenue		Administration	Default
	Sound governance	1000 000	1 054 000	1 110 916	Outreach Programme (Speaker's office)	SPEAKER	Revenue		Administration	Default
		2000 000	2 108 000	2 221 832	MPAC Programme	MPAC	Revenue		Administration	Default

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

MTSF outcome	IUDF outcome	Budget 2019/20	Budget 2020/21	Budget 2021/22	mSCOA Segment Project	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
		400 000	400 000	400 000	Furniture and office equipments		Revenue		Administrati on	Default
	Sound governance	500 000	500 000	500 000	Computer equipments		Revenue		Administrati on	Default
		400 000	500 000	200 000	Air conditioners		Revenue		Administrati on	Default

Projects by the district municipality and other sectors (PROJECTS FROM OTHER SECTOR DEPARTMENTS ARE STILL OUTSTANDING)

CHAPTER 7 – INTEGRATION PHASE

This phase of the IDP serve to integrate issues raised ranging from the Analysis Phase. It gives a synopsis of available sector plans that were developed to contribute in addressing challenges identified in all the institutional KPAs. The following Tables serve to detail the sector plans developed and their role in aligning institutional policy.

Table 65: KPA 1: Spatial Rationale

Sector Plan/ Bylaws	Description summary
Spatial Development Framework (SDF), 2013	<p>The municipality reviewed its SDF in 2014. Due to the new SPLUMA legislation, the municipality has put some budget aside to review the SDF in the next financial year in order to comply with SPLUMA act. The purpose of a Spatial Development Framework is to provide general direction to guide Integrated Development Planning and decision-making as well as actions over a multi-year period, and to create a strategic framework for the formulation of an appropriate land use management system.</p> <p>The compilation of a Spatial Development Framework was identified as an important Land Use Management tool that is aligned to the District SDF, LEGDP, PSDF and NSDP.. The SDF addresses the most prevalent spatial needs in the municipal area will be addressed. It incorporates a spatial settlement strategy that promotes mixed land use and enhances service delivery. In addition, the SDF clearly outlines the current situation, as well as the desired form and composition of the municipal settlement development by addressing:</p> <ul style="list-style-type: none"> ➤ Current trends regarding development and service provision ➤ Capital investment programmes/priority areas ➤ Strategic Development Areas ➤ Policy direction and objectives ➤ Sustainable rural development ➤ Urban development boundary ➤ Movement ➤ Nodal development ➤ Density/settlements ➤ Environmental management guidelines ➤ Optimal location for Multi-Purpose Community Development Centres (MPCCs) where a range of social and economic services and facilities should be concentrated. <p>The SDF seeks to inform the decisions of development tribunals and other decision-making bodies, as well as create a framework for investor confidence.</p>
Town Planning Scheme	<p>The municipality has developed the town planning scheme which is now outdated and is due for review. 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)</p>
Land use management scheme	<p>The municipality does have the land use management scheme which was developed through the assistance of coghsta.</p>

Sector Plan/ Bylaws	Description summary
Precinct Development Plan for Groblersdal town	<p>The municipality does have the precinct development for Groblersdal town. The plan focuses on Groblersdal town in particular the primary business and agricultural nodes. It engulfs development in an integrated manner. It aims to optimally deal with the following functions:</p> <ul style="list-style-type: none"> ➤ Spatial development issues (environment, land use, built form, public space, transport and service infrastructure) ➤ Social development issues ➤ Economic development issues as well as ➤ Institutional mechanisms that could be applied in implementing the planning proposal <p>It is guiding tool for both public and private sector decision making and investment in the area.</p>

Table 66: KPA 6: Municipal Transformation And Organisational Development

Sector Plans/ Policies and bylaws	Description summary
Human Resource strategy	<p>The municipality's HR strategy is central to the delivery of the strategic objectives and would facilitate the core strategy of the municipality. The HR strategy suggest that the municipality invest in humanre resource development (HRD) and performance.</p> <p>HRD is the framework that focuses on the Municipality's competencies at the first stage, training and then then developing the employees.through education to satisfy the municipality's needs.</p>
Employment equity plan	<p>The employment equity policy is developed to promote equal opportunity, diversity and fair treatment in employment through the elimination of unfair discrimination regardless of race, gender, sex, pregnancy marital status, family responsibility, ethnic or social origin, colour etc.</p> <ul style="list-style-type: none"> ➤ Objectives of the Plan ➤ The establishment and maintenance of workforce ➤ Equal access to job opportunities ➤ To identify barriers to employment
Performance management framework	<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>

Sector Plans/ Policies and bylaws	Description summary
Institutional plans	<p>The municipality developed policies that will ensure that institutional challenges identified in the analysis phase on human resource management. Amongst other policies, the municipality developed the following that will ensure stable and smooth running of the municipality's</p> <ul style="list-style-type: none"> ➤ Staff retention policy ➤ Employment equity plan ➤ Recruitment ,selection and appointment policy ➤ Succession Planning and career path Policy
Mayor bursaries policy	<p>The policy is developed to assist learners who intent to persue their studies at tertiary institutions. It further stipulates criterion on how applications should be done. There are processes in place that guides selection of suitable candidates.</p>
Employee assistance programme	<p>The Municipality is concerned with the health, safety, and welfare and job satisfaction of its employees.</p> <p>It is recognised that most human problems can be treated or resolved provided that each is identified in its early stages. This is true whether the problem is one of physical illness, mental or emotional stress, marital or family conflicts, chemical dependency, financial problems or other concerns. These are serious problems, which may have a profound impact upon the lives of those employees affected, their families, fellow employees and their job performance.</p> <p>The intent of the EAP is therefore to ensure the well being of the employee and appropriate job performance, not the termination of employment.</p>
Work skills plan	<p>The municipality develops the WSP on annual basis. The purpose of the plan is to capacitate employees on skills they require to better perform their duties. A skill audit is done to identify scare skills that the institution need for its development and sustainability.</p>
Occupational health and safety policy	<p>The policy has been developed based on the provisions of the bill of rights as contained in the constitution of the Republic of South Africa Act 108 of 1996. The municipality is required to provide and maintain a reasonable and practical work environment that is safe and without risk to the health of the employees.</p>

Table 67: KPA 2: Basic Service Delivery and Infrastructure Development

Sector Plan	Description summary
Refuse Removal bylaw	The purpose of the bylaw is to promote a safe and healthy environment to the residents of EMLM and also to provide procedures, methods and practices to regulate refuse dumping and removal
Waste bylaw	The bylaw covers issues around waste management information system, basic services, commercial services, and transportation and disposal waste. It also contains information regarding the administrative enforcement.
Electricity bylaw	The electricity supply bylaw was approved by council in terms of the Municipal Systems Act 32 of 2000. It provides conditions and also regulates supply of electricity in the municipal licensed areas (Groblersdal and Rossenekaal). Other areas of the municipality are supplied by ESKOM.
Electricity Master Plan	The municipality developed the electricity master plan in 2014/15 financial year for both rural areas and towns within the municipality. The plan is aimed at dealing with the electricity backlog and challenges in the municipality.
Environmental Management Plan	<p>The municipality has developed draft environmental Management Plan as per the requirements of the legislation. ¹⁰The National Environmental Management Act (NEMA), (Act No. 107 of 1998) defines sustainable development as “the integration of social, economic and environmental factors into planning, implementation and decision-making so as to ensure the development serves present and future generations. The main objectives is to:</p> <p>Identify environmental impacts, issues, risks and threats within the EMLM. Develop measures and strategies to minimize, mitigate and manage these impacts, risks and threats.</p> <p>The EMLM is committed to responsible environmental stewardship and sustainable development through an effective, appropriate resourced and harmonized institutional framework that:</p> <p>Integrates environmental consideration into planning and development; Undertakes all activities in a sustainable manner to prevent minimize and mitigate negative environmental impacts and enhance positive impacts; Remedies impacts on the environment that were caused through previous activities; Promotes environmental awareness in communities; Ensures accountability is taken for environmental degradation through monitoring and enforcement of all applicable legislation and other requirements.</p>
Integrated Waste Management Plan	The draft integrated waste management plan was developed in 2009 as required by the National Environmental Waste Act of 2008 coupled with the National Environmental Management Act (NEMA). The Plan encapsulate

Sector Plan	Description summary
	environmental issues ranging from climate and topography, waste surveys waste collection etc.
Disaster Management plan	<p>The municipality developed a disaster management plan that captures disaster related matters with the following emphasis:</p> <p>Disaster risk maps in the disaster risk assessment report indicate the location of high, medium and low risk areas in the municipality's area of jurisdiction to be address by the local municipality. Therefore, in order to implement appropriate disaster risk reduction programmes, it will be deemed necessary to align all risk areas with the IDP and SDF of the municipality. It is very important not to duplicate projects, but rather to integrate disaster risk reduction into existing development initiatives. All potential risks, hazards and threats have to be dealt with, within each line department (integrate and align it with current existing processes) before it can go to the IDP manager.</p> <p>According to the results of the disaster risk assessment, the following aspects first have to be addressed:</p> <ul style="list-style-type: none"> • Veld fires; • Infrastructure; • Land degradation and • Storms <p>Simultaneously with the above-mentioned, Aganang also has to address</p> <ul style="list-style-type: none"> • Poverty, • Health, • Water, • Road infrastructure, • Telecommunication as a high priority in order to develop community resilience in order to cope with disasters. <p>The municipality must focus on the following risk reduction measures and budget for as part of the IDP process;</p> <ul style="list-style-type: none"> • Appropriate poverty alleviation programmes • Bulk Service delivery <ul style="list-style-type: none"> ○ Water infrastructure ○ Road infrastructure ○ Telecommunication networks

Sector Plan	Description summary
	<ul style="list-style-type: none"> ○ Clinics and Ambulance Services to contribute to health related issues. • Natural Disasters <ul style="list-style-type: none"> ○ Veld fires <ul style="list-style-type: none"> ▪ Precaution and proactive measures ▪ Equipment ▪ Human Resources ○ Agricultural Management and Environmental Practices <ul style="list-style-type: none"> ▪ Protection of the environment (deforestation) ▪ Farm Management Practices (to avoid wide spreading of agricultural diseases) ▪ Drought management practices (optimal use of available water – ground- and irrigated water) ▪ Farm Management Practices to avoid wide spreading of epidemics ○ Storms <ul style="list-style-type: none"> ▪ Safe citing in cyclone/storm wind prone areas ▪ Shelter plantation ▪ Improving drainage ▪ Resistant house designs and construction of cyclone shelters
Local Integrated Transport Plan	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.

Sector Plan	Description summary
	<p>There is a huge problem of providing access to transport services and roads in most of the rural areas, including Groblersdal.</p> <p>One of the major roles of the EMLM is to establish a viable and appropriate transportation system in the EMLM area that would support the Local Economic Development (LED) objectives of the EMLM as a whole. The provision of accessible, affordable and acceptable local transport can therefore make a very important improvement in the quality of life for these people. It would therefore take an effective and efficient public passenger transport system to get people to access those social amenities of life such as education, health, recreation, etc.</p>
Infrastructure Road Master Plan	The office of the premier Limpopo is currently developing the integrated infrastructure Master plan. The Plan will indicate key strategic roads in the municipality including other National and Provincial roads that link with the municipality. It outlines state of all the roads and also infrastructural requirements that the municipality could implement in order to create better, accessible and well serviced road infrastructure.
Water and sanitation sector Plan	This sector was developed in 2010 when the water function was still performed by the municipality. Currently, SDM is the water authority.
Pavement management system	Indicates priority roads that need to be upgraded. It provides various routes, their locations and number. Provincial and national roads are specified.
Roads and storm water infrastructure services(asset management Plan)	<p>The then Limpopo Department of Local Government and Housing currently known as COGSTA, appointed consultants to develop this Plan in 2008. The purpose of the Plan is to :</p> <ul style="list-style-type: none"> ➤ Identify existing and proposed levels of service to be achieved over a 20 year period as well as the expected changes in demand due to planned growth. ➤ The life-cycle management needs of the infrastructure development, renewal, operations and maintenance ➤ Identify infrastructure asset management improvement needs

Table 68: KPA 3: Local Economic Development

Sector Plan	Description summary
Street vending bylaws	The bylaw provides restrictions on street vending. It further specifies areas where street vending can take place including processes to be followed when applying for street vending in town and the surrounding areas.
Tourism bylaw	Tourism development is 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	The municipality developed the Strategy in 2014. The strategy is currently being earmarked for review. The strategy will in the main

Sector Plan	Description summary
	<p>guide economic activities within the Elias Motsoaledi Local Municipality, including District wide economic imperatives.</p> <p>It further provide an indication of Potential economic growth points and also gives an overview of how the municipality can improve its economy particularly within the agriculture, tourism and mining sectors. The strategy needs to be reviewed in order to align to the new growth path, LEGDP and NSDP</p>

Table 69: KPA 4: Financial Viability

Sector Plan	Description summary
Financial Plan	Financial plan that reflects three year financials has been developed and is clearly outlined in the analysis phase. This include an audit action plan that is aimed at responding to issues raised by the Auditor General. Issues that were raised by the AG reflect amongst others challenges that the municipality should attend to. Responses have been provided on challenges raised by the AG's report.
Credit and debt control bylaw	<p>There are nine chapters in this bylaw that covers services to customers of the municipality. Amongst others the bylaw speaks to the following:</p> <ul style="list-style-type: none"> ➤ Assessment rates ➤ Service to indigent customers ➤ Emergencies ➤ Unauthorized services and ➤ offences
Draft rates bylaw	The bylaw was developed to ensure that all properties within EMLM particularly in towns are rated according to their services. It further indicates categories of properties and how rating should be effected.
Revenue enhancement strategy	The municipality has approved the revenue strategy in order to ensure an increased revenue collection. The strategy indicate various methods and approaches that the municipality will undertake to manage and extent revenue collection in the other areas of the municipality.
Investment Policy	<p>The municipality has approved its investment policy In terms of the Municipal Finance Management Act, Act 56 of 2003, Section 13(2) and the draft municipal investment regulations: "Each Municipal Council and Governing Body shall adopt by resolution an Investment Policy regarding the investment of its money not immediately required.</p> <p>Investments of the Municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall</p>

Sector Plan	Description summary
	<p>portfolio. The portfolio shall remain sufficiently liquid to enable the Municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds. The preservation of principal is the foremost objective of the investment program.</p> <p>The Municipality will continue the current cash management and investment practices, which are designed to emphasize safety of capital first, sufficient liquidity to meet obligations second, and the highest possible yield third.</p> <p>Investment shall be made with care, skill, prudence and diligence. The approach must be that which a prudent person acting in a like capacity and familiar with investment matters would use in the investment of funds of like character and with like aims, to safeguard the principal and maintain the liquidity needs of the Municipality. The standard of prudence to be used by the Investment officials shall be the “prudent person” standard and shall be applied in the context of managing an overall Investment portfolio. Investment officials are required to:</p> <ul style="list-style-type: none"> ➤ Adhere to written procedures and policy guidelines ➤ Exercise due diligence ➤ Prepare all reports timeously ➤ Exercise strict compliance with all legislation <p>The Municipality shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the Municipality will not directly invest in securities maturing more than two years from the date of issue.</p>
Asset management policy and asset management plan	<p>The municipality has approved the asset management policy. The objective of the Asset Management Policy/plan is to prescribe the accounting and administrative policies and procedures relating to Property, Plant & Equipment (PPE), which are fixed assets of Elias Motsoaledi Local Municipality.</p> <p>A summary of the Principles supported in this policy are:</p> <p>A fixed asset shall mean an asset, either movable or immovable, under the control of the Municipality and from which the Municipality reasonably expects to derive economic benefits, or reasonably expects to use in service delivery, over a period extending beyond 12 months.</p>

Sector Plan	Description summary
	<p>The fixed asset register shall comply with the requirements of Generally Recognized Accounting Practice (GRAP) and any other accounting requirements, which may be prescribed.</p> <p>Fixed assets are classified under the following headings:</p> <ul style="list-style-type: none"> ➤ Land ➤ Infrastructure Assets ➤ Community Assets ➤ Heritage Assets ➤ Investment Properties ➤ Other Assets ➤ Intangible Assets <p>PPE is carried at cost less accumulated depreciation and any impairment losses, except for land and buildings which are revalued. Heritage assets, which are culturally significant resources and which are shown at cost, are not depreciated due to the uncertainty regarding their estimated useful lives. Similarly, land is not depreciated as it is deemed to have an indefinite life.</p> <p>Subsequent expenditure relating to property, plant and equipment is capitalized if it is probable the future economic benefits or potential service delivery of the asset are enhanced in excess of the originally assessed standard of performance. If expenditure only restores the originally assessed standard of performance, then it is regarded as repairs and maintenance and is expensed. The enhancement of an existing asset so that its use is expanded or the further development of an asset so that its original life is extended are examples of subsequent expenditure which are capitalized.</p> <p>The difference between the net book value of assets (cost less accumulated depreciation) and the sales proceeds is reflected as a gain or loss in the statement of financial performance.</p>
Supply chain management system/policy	<p>The municipality approved the supply chain management policy in terms of section 11 of the Local Government Finance Management Act (MFMA) which requires municipalities to develop and implement a Supply Chain Management Policy. The principle objective of the legislation has been to comply with Section 217 of the Constitution, which among other things states that when contracting for goods and services the system must be fair, equitable, transparent, competitive and cost effective.</p> <p>Supply Chain Management (SCM) generally refers to the management of activities along the supply chain.</p> <p>The MFMA and its relevant regulations also identify processes/mechanisms which must be included in a SCM Policy.</p>

Sector Plan	Description summary
	<p>The Supply Chain Management System is applicable for the:</p> <ul style="list-style-type: none"> ➤ Procurement by the Municipality of all goods and services or works ➤ Selection of contractors to provide assistance in the provision of municipal services ➤ Selection of external mechanisms for the provision of municipal services in circumstances contemplated in Section 83 of the Local Municipal Systems Act ➤ Disposal of assets or goods no longer required ➤ Letting or sale of Municipal property. <p>Elias Motsoaledi Local Municipality Supply Chain Management Policy was last reviewed on 16 November 2011. It is currently again under review and will be tabled to Council for adoption in May 2012</p> <p>The specific objective of the SCM Unit is to ensure effective, efficient and transparent SCM systems, complemented by a strategy of coordinating and implementing comprehensive demand management plans as per the approved budget.</p> <ul style="list-style-type: none"> ➤ Audit action plan ➤ Financial plan ➤ Debt management plan ➤ Audit committee appointed

Table 70: KPA 5: Good Governance and Public Participation

Sector plan/ policies	Description summary
Communication Strategy	<p>The institution reviews its communication strategy on annual basis. The strategy is based on the following Communication Mandates:</p> <ul style="list-style-type: none"> ➤ The National GCIS framework ➤ The Constitution of the Republic of South Africa, 1996 ➤ The State of the Nation Address 2009 (SONA). ➤ State of the Province Address 2009 (SOPA) ➤ State of the District Address 2009 (SODA) ➤ SALGA resolutions on Communications Conference 2006. ➤ Municipality Systems Act of 2000 on Public Participation ➤ Limpopo Economic Growth and Development Plan ➤ All other regulations, policies, acts that demand for more commitment on communicating government activities to the citizenry. <p>Objectives:</p>

Sector plan/ policies	Description summary
	<ul style="list-style-type: none"> ➤ To enhance communication between Elias Motsoaledi Local Municipality and its stakeholders - Internal and External ➤ To enhance coordination of communication activities between the National, Provincial, Local government and the parastatals ➤ To encourage public participation through the empowerment of communities with information ➤ To promote indigenous languages that represents and appreciates diversity in our Municipality ➤ To project the positive image of the municipality locally, provincially, nationally and internationally ➤ To forge links with the media houses ➤ To develop and maintain correct public perceptions and build community's trust on Municipality's programmes ➤ To effectively communicate democratic Government achievements, challenges and interventions ➤ To intensify the struggle against poverty by implementing development communication and information to the communities.
Internal audit function (Audit charter)	<p>The internal audit charter and audit committee charter are available. The municipality is in a process of appointing both internal auditors and also audit committee. The Function of Elias Motsoaledi Local Municipality Internal Audit is to provide an independent, objective assurance and consulting services which are designed to add value and improve the municipality's operations. To help the municipality achieve its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.</p> <p>The Audit Committee currently has 5 members appointed as at 04 January 2017.</p>
Ward committees policy	<p>The policy outlines roles functions of ward committees and also gives a guide on how ward committees are established. It further indicates the role communities in the establishment of these committees.</p>
Ward committee system	<p>Systems to manage and control ward committees has been developed. The office of the speaker is allocated with a function to monitor and develop programmes that ward committies will implement at ward level. The committees communicate through the ward coucillor in case they've issues to raise with the municipality</p>

Sector plan/ policies	Description summary
Anti-corruption and fraud strategy/Plan	The strategy is in place and reviewed annually. The strategy is developed to govern the reporting investigation and handling of fraud and other crimes of dishonesty. The municipality is committed in ensuring that fraud and corruption are dealt with severely. The policy is therefore based on the following principles: <ul style="list-style-type: none"> ➤ To have high standard of business ethics ➤ Maintain business control to protect all assets from crime and fraud
Risk management strategy	The council has developed the risk management strategy and is being reviewed annually. The reviewed strategy for 2017-2018 will be tabled to council in may 2017.
Council committees	The council consist of the following committee which are functional <ul style="list-style-type: none"> • Executive committee • Section 79 and 80 committees • Oversight committee (MPAC)
Complaints management system	The municipality has established a customer care desk which located in the coporate services department. The community uses the suggestion boxes that are placed in all municipal offices for either complaints or comments.
Spply chain committees	The municipality has the following functional supply chain committees: bid committee,
Oversight committee	MPAC has been established to play an oversight role on the day to day activities of council.

Table 71: Sector plan/ bylaws

Sector Plan/ Bylaws	Description summary
Disaster Management Framework	The municipality developed a Disaster Management framework in 2006. The Plan is currently under review. The development of the framework will be in line with the district disaster management.
Parking area bylaw	The bylaw entails parking conditions including various miscellaneous such as : <ul style="list-style-type: none"> ➤ Damage to vehicles ➤ Responsibility for offence ➤ Authorized persons ➤ Obstructions ➤ Abandoned vehicles ➤ Refusal of admission
Management , maintenance and control of taxi rank facilities bylaw	Council approved the bylaw in 2007. The purpose of the by- law is to control and manage taxi industry including facilities as per the road traffic regulations Ac t (National Road Traffic Act of 1996). Licensing of vehicles is being regulated including the following:

Sector Plan/ Bylaws	Description summary
	<ul style="list-style-type: none"> ➤ Transfer of licenses ➤ Maintenance and displaying of stand license and identification ➤ Payment of license fees ➤ Part three of the bylaw provides terms of establishing transport forum and the roles of that forum
HIV/AIDS Policy	The policy was developed to ensure that employees are treated equally and fairly irrespective of whether they are affected by HIV/AIDS or any other life- threatening diseases at the workplace.
Building regulations bylaw	The bylaw has been developed as per the requirements of National Building Regulations and Building standards Act 103 of 1977. The purpose the bylaw is to provide for the promotion of uniformity in the law relating to the erection of buildings in the municipal jurisdiction.

Table 72: KPA 6: Municipal Transformation And Organisational Development

Sector Plans/ Policies and bylaws	Description summary
Human Resource strategy	<p>The municipality's HR strategy is central to the delivery of the strategic objectives and would facilitate the core strategy of the municipality. The HR strategy suggest that the municipality invest in humanre resource development (HRD) and performance.</p> <p>HRD is the framework that focuses on the Municipality's competencies at the first stage, training and then then developing the employees.through education to satisfy the municipality's needs.</p>
Employment equity plan	<p>The employment equity policy is developed to promote equal opportunity, diversity and fair treatment in employment through the elimination of unfair discrimination regardless of race, gender, sex, pregnancy marital status, family responsibility, ethnic or social origin, colour etc.</p> <ul style="list-style-type: none"> ➤ Objectives of the Plan ➤ The establishment and maintenance of workforce ➤ Equal access to job opportunities ➤ To identify barriers to employment
Performance management framework	The PMS framework is developed to guide and monitor performance of the municipality. Currently, the framework is applied only at senior officials (section 57) managers. The framework is currently under review to be cascaded to officials at lower levels.
Succession Plan	The municipality does not have a succession plan. The Municipality is currently in a process to develop the plan.
Institutional plans	The municipality developed policies that will ensure that institutional challenges identified in the analysis phase on human

Sector Plans/ Policies and bylaws	Description summary
	<p>resource management. Amongst other policies, the municipality developed the following that will ensure stable and smooth running of the municipality's</p> <ul style="list-style-type: none"> ➤ Staff retention policy ➤ Employment equity plan ➤ Recruitment ,selection and appointment policy ➤ Succession Planning and career path Policy
Municipal Development Plan vision 2030	<p>The municipality will develop the municipal Development plan vision 2030 that is aligned to the NDP (National Development Plan). The plan will focus mainly on development areas that the municipality will have to persuade.</p>
Mayor bursaries policy	<p>The policy is developed to assist learners who intent to persue their studies at tertiary institutions. It further stipulates criterion on how applications should be done. There are processes in place that guides selection of suitable candidates.</p>
Employee assistance programme	<p>The Municipality is concerned with the health, safety, and welfare and job satisfaction of its employees.</p> <p>It is recognised that most human problems can be treated or resolved provided that each is identified in its early stages. This is true whether the problem is one of physical illness, mental or emotional stress, marital or family conflicts, chemical dependency, financial problems or other concerns. These are serious problems, which may have a profound impact upon the lives of those employees affected, their families, fellow employees and their job performance.</p> <p>The intent of the EAP is therefore to ensure the well being of the employee and appropriate job performance, not the termination of employment.</p>
Work skills plan	<p>The municipality develops the WSP on annual basis. The purpose of the plan is to capacitate employees on skills they require to better perform their duties. A skill audit is done to identify scare skills that the institution need for its development and sustainability.</p>
Occupational health and safety policy	<p>The policy has been developed based on the provisions of the bill of rights as contained in the constitution of the Republic of South Africa Act 108 of 1996. The municipality is required to provide and maintain a reasonable and practical work environment that is safe and without risk to the health of the employees.</p>

CHAPTER 8 – FINANCIAL PLAN

8.1 THE FINANCIAL STRATEGY

The financial framework wherein Council executes its mandate as a Category B, Grade 3 local authority finds its subsistence from the vision and mission statements of the municipality. The activities of Council are driven by their desire to fulfil the developmental role of a local authority and to maintain sustainable municipal services on a generally accepted standard to all its residents. Council endeavours to realise these aspirations within the essentiality of financial viability. Basic economic principles as well as good and sound business practices are taken into consideration when implementing operational activities as well as capital projects. In order to execute its mandate and fulfil its desires it is essential that the municipality have access to adequate sources of revenue from both its own operations, intergovernmental transfers and external investors.

8.2 CASH / LIQUIDITY POSITION

The effective management of cash as well as the maintenance of a cash flow model to ensure that the municipality will fulfil timorously in all its obligations towards service providers, personnel and other financial commitments is vital for both the short- and long-term survival of the municipality. In addition to budget control and management, a cash flow model is maintained to ensure that expenditure is incurred in line with the cash reserves available within the municipality.

8.3 SUSTAINABILITY

The effective continuation of municipal services is determined by the sustainability of the service. The budgets related to the services are balanced in order to ensure that the expenditure will be covered by the income. Said income is generated through the implementation of Council's tariff structure, which is based on affordability. The level of the services is in line with the affordability level of the community it serves. Due to an unemployment level, in excess of 40% there are a substantial number of poor households, which are not financially equipped to pay for the basic services provided. Hence, subsidisation is supplied by means of a differentiated tariff structure in which case the shortfall is financed from the equitable share from national government.

8.4 EFFECTIVE AND EFFICIENT USE OF RESOURCES

The utilisation of the Municipality's resources is guided by means of standard operating procedures or policy statements provided by the Council.

8.5 ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE

Since the Municipality's activities are mainly financed from public resources, it remains essential to enable to be accountable by means of various forums and processes. As required by legislation, amongst others the Municipal Finance Management Act, no 56 of 2003, the municipality endeavours to be accountable to all its stakeholders who are responsible for providing resources to the Municipality. The compilation of the Integrated Development Plan as well as the Budget is communicated by means of forum meetings and the

ward committee system uphold by Council. Hereby all stakeholders can submit their needs and/or requirements for municipal services. As required by legislation, report back meetings are to be held and Council meetings are open for attendance by any stakeholder. The annual reports, including the annual report from the Office of the Auditor General, are compiled within the prescribed format and timeframes.

8.6 REDISTRIBUTION

The Municipality endeavour to treat all people in terms of the Batho Pele principles. A basic level of municipal services is available to all the residents, regardless of their own financial capacity. In case where a basic municipal service is not affordable to a resident, it is financed from the equitable share from national government.

8.7 DEVELOPMENT AND INVESTMENT

Due to the backlogs in basic services, it is essential that the Municipality continue to invest in the development and maintenance of infrastructure to address these backlogs. Council is addressing this matter by means of the Integrated Development Plan as well as the Capital Program.

8.8 BORROWING

Through the various capital markets as well as other financial institutions, financial resources are available to address the backlog in infrastructure development. It is however, essential that a Loan Redemption Fund be maintained which is substantiated by means of a cash investment, in order to fulfil timorously in debt repayment without extra-ordinary fluctuations in tariffs.

8.9 FINANCIAL MANAGEMENT STRATEGIES AND PROGRAMMES

The following financial management strategies and programmes were identified and implemented:

8.9.1 FIVE-YEAR STRATEGIC INFORMATION TECHNOLOGY PLAN

Mainly for the maintenance of effective information technology systems within the Municipality. The development of an integrated Management Information System (MIS) together with a GIS is in progress.

8.9.2 ASSET MANAGEMENT PLAN

A computerised bar-code asset management system is maintained in order to ensure accountable utilization and reporting on assets.

8.9.3 BUDGETARY OFFICE

The establishing of a budget office in terms of the determination of the Municipal Finance Management Act, no 56 of 2003.

8.10 GROWTH AND DEVELOPMENT STRATEGY

The following key strategies constitute a summary of the financial plan that has been identified for the EMLM in mapping out the way forward:

Short-Term Strategies

- Development of a credible, balanced and cash-backed budget
- Effective cash-flow management, forecasting and monitoring
- Effective management of operating and capital expenditure
- Effective implementation of standard chart of accounts (SCOA) project by July 2015 financial year
- effective implementation of credit control and debt collection measures

Medium-Term Strategies

Implementation of a revenue enhancement strategy, which includes the following:

- Existing fees, tariffs and charges must be reviewed annually to optimise unit cost recovery
- Identification of additional revenue streams
- Getting value for money - In short this speaks to procurement of goods.
- Ensure that there is financial accountability
- Ensure that over time we achieve financial sustainability and abolish our reliance on grants to operate.
- Enhancement of the current revenue base for the purpose of promoting initiatives aimed at sustainable revenue growth.
- Reduction in electricity and water losses to the absolute minimum

CHAPTER 9 – PERFORMANCE MANAGEMENT

9.1 BACKGROUND OVERVIEW

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 help to formulate simple, measurable, attainable and realistic KPIs and targets for all the strategies and projects identified.

Performance monitoring has always been a major tool in ensuring quality service delivery, however the municipality has not yet cascaded PMS to the lower levels except for the section 57 managers and will fulfill this mandate on the successful implementation of the automated PMS; known as Lebelela, provided by the service provider namely the Institute.

9.1.1 Purpose

The purpose of the framework is to customize the principles and framework of performance management for Elias Motsoaledi Local Municipality in order to provide policy measures and practical guidelines for the improvement of organisational and individual performance and service delivery. The Municipal Planning and Performance Management regulations of 2001, sec 7 (1) stipulates that a performance management system (PMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players.

9.1.2 Scope of application

The principles and framework of performance management in Elias Motsoaledi Local Municipality applies to section 57 employees as well as other staff categories. Hence these policy measures are applicable to all employees of the Elias Motsoaledi Local employees, subject to the relevant regulatory prescripts. This includes fixed-term contract and permanent employees who are governed by collective agreements stemming from the bargaining council process.

9.1.3 Policy and Legislative Framework for Performance Management

The Constitution of the RSA, 1996 (Act 108 of 1996)

The constitution (1996), section 152, dealing with the objects of local government, paves the way for performance management with the requirement for an “accountable government “. The democratic values and principles in terms of section 195(1) are also linked with the concept of, inter alia,: the promotion of efficient, economic and effective use of resources, accountable public administration, to be transparent by providing information, to be response to the needs of the community, and to facilitate a culture of public service and accountability amongst staff.

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)

The major PMS policy instruments is the 1998 White Paper on Local Government supported by the Batho Pele Principles, which policies was given legal stature through the adoption of the Municipal Systems Act in 2000 (Act 32 of 2000).

The Act in reference requires the municipalities to:

- Develop a performance management system
- Set targets, monitor and review the performance of the municipality based on indicators linked to their Integrated Development Plan (IDP).
- Publish an annual performance report on performance of the municipality forming part of its annual report as per the Municipal Finance Management Act (MFMA).
- Conduct, on a continuous basis, an internal audit of all performance measures.
- Have their annual performance report audited by the Auditor – General.
- Involve the community in setting indicators and targets and reviewing municipal performance.

The municipality must compile an annual report, which must include a performance report compiled in terms of the Systems Act.

Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)

- The needs of the community.
- Its priorities to meet those needs.
- Its processes for involving the community.
- Its organisational and delivery mechanisms for meeting the needs of the community; and
- Its overall performance in achieving the objectives referred to in subsection. Municipal Council must further develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers.

The Municipal Planning and Performance Management regulations (No 796, 24 August 2001)

The Municipal Planning and Performance Management Regulations set out in detail requirements for municipal performance management systems. Each component of the proposed framework in this document is strongly informed by the Regulations. The Regulations deal with provisions for the following aspects of the Performance Management System:

- a) The framework that describes and represents the municipality's cycle and processes for the Performance management system and other criteria and stipulations, and the adoption of the Performance Management System;
- b) The setting of performance targets, and the monitoring, measurement and review of performance;
- c) Internal Auditing of performance measurements;
- d) Community participation in respect of performance management.

Regulations for Municipal Managers and managers reporting directly to Municipal Mangers, 2006

The regulation describing the process of how the performance of municipal managers will be, describing the process of how the performance of municipal managers will be uniformly directed and monitored. They address the job description, employment contract, as well as the performance agreement that is to be entered into between respective municipalities, municipal managers and managers directly accountable to municipal managers.

The Municipal Finance Management Act, No 56 of 2003

It requires municipalities to annually adopt a Service Delivery and Budget Implementation Plan (SDBIP) with the service delivery targets and performance indicators. Whilst considering and approving the annual budget the municipality must also set measurable targets for each revenue source and vote. In terms of a circular issued by National Treasury, provision is also made to the compilation on an annual basis of department SDBIP'S.

Batho Pele (1998)

The White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service that should be encapsulated in a municipal performance management system, namely;

- a) Consultation: citizens should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services that are provided.
- b) Service standards: citizens should know what standard of service to expect.
- c) Access: all citizens should have equal access to the services to which they are entitled.
- d) Courtesy: citizens should be treated with courtesy and consideration.

- e) Information: citizens should be given full and accurate information about the public services they are entitled to receive.
- f) Openness and transparency: citizens should know how departments are run, how resources are spent, and who is in charge of particular services.
- g) Redress: if the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.

“Importantly, the Batho Pele white Paper notes that the development of a service-oriented culture requires the active participation of the wider community. Municipalities need constant feedback from service-users if they are to improve their operations. Local partners can be mobilised to assist in building a service culture” - The White Paper on Local Government (1998).

9.2 OBJECTIVES OF THE PERFORMANCE MANAGEMENT FRAMEWORK

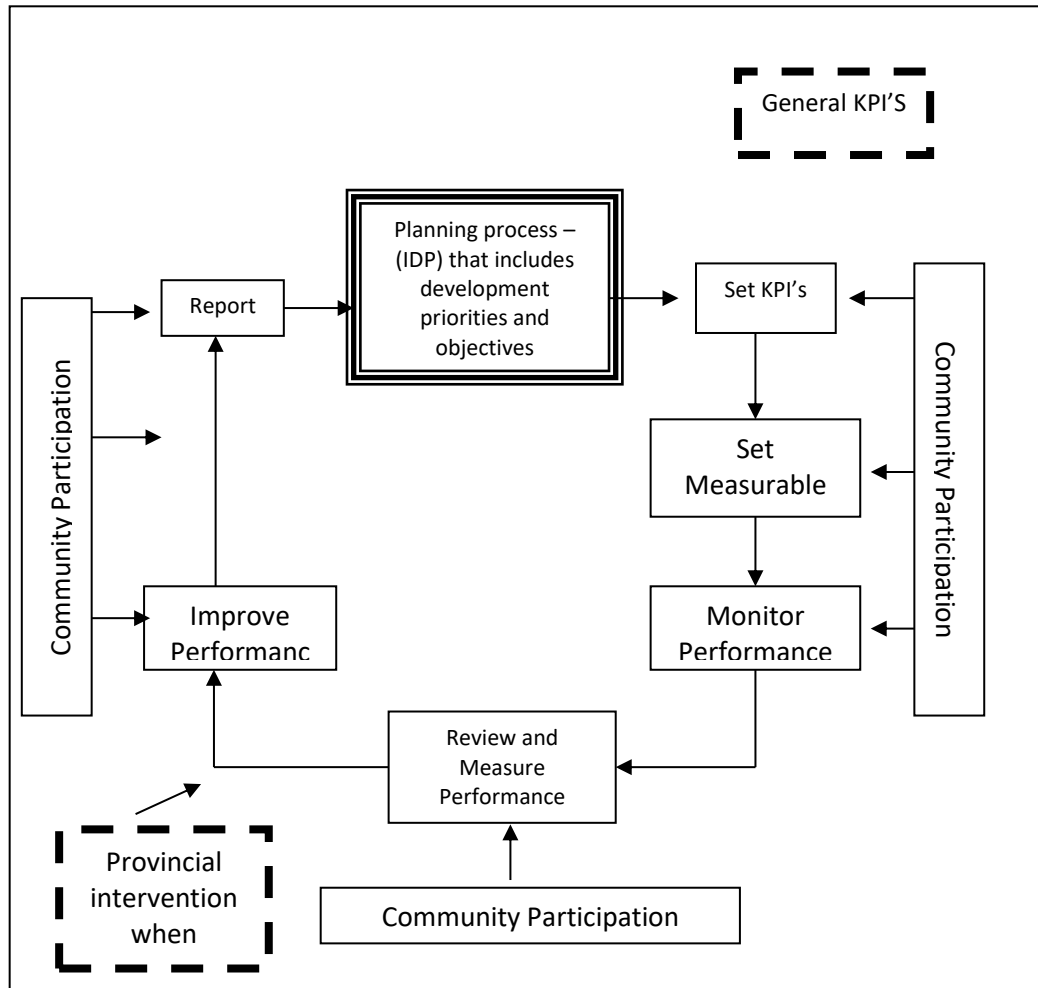
The objectives of institutionalising Performance Management System, beyond the fulfilling of legislative requirements, is to serve as a primary mechanism to monitor, review and improve the implementation of the municipality’s IDP. In doing so, it should fulfil the following functions:

- Achieve sustainable improvement in service delivery,
- To promote a culture of performance management among its political structures, political office bearers and councillors and its administration,
- To administer municipal affairs in an economical, effective, efficient and accountable manner,
- To align employee’s performance to the departmental strategic and operational goals,
- To provide a systematic framework for performance planning, performance monitoring and review and performance appraisal.
- To promote a shared sense of responsibility amongst staff for the achievement of strategic goals and objectives
- To promote a culture of transparency and participation through open dialogue about goals and the achievement thereof, personal development, and performance improvement,
- To encourage managers to effectively create conditions for staff to perform optimally,
- To provide a framework of assessment for identifying good and poor performance and to act appropriately through development and the recognition and rewarding of good performance and
- Encourage and reward good performance.

9.3 INITIALIZING THE PMS

Initialising a PMS in Elias Motsoaledi is a phase that involves the development of a framework within which performance management process will happen. It involves where performance management starts and what should be done to make it work as outlined in the figure below:

Figure 21: Initialising the Performance Management System



9.4 DELEGATION OF RESPONSIBILITIES

Municipal Systems Act of 2000, no 32 of 2000(sec 39) dictates apart from establishing a PMS system, how a municipality must develop and manage the system. The Act as in section 39 identifies the role-players that are mainly responsible for managing the system.

“The executive committee or executive mayor of a municipality or, if the municipality does not have an executive committee or an executive mayor, a committee of councillors appointed by the municipal council must:

- Manage the development of performance management system;
- Assign responsibilities in this regard to the municipal manager, and

- c) Submit the proposed system to the municipal council for adoption”.

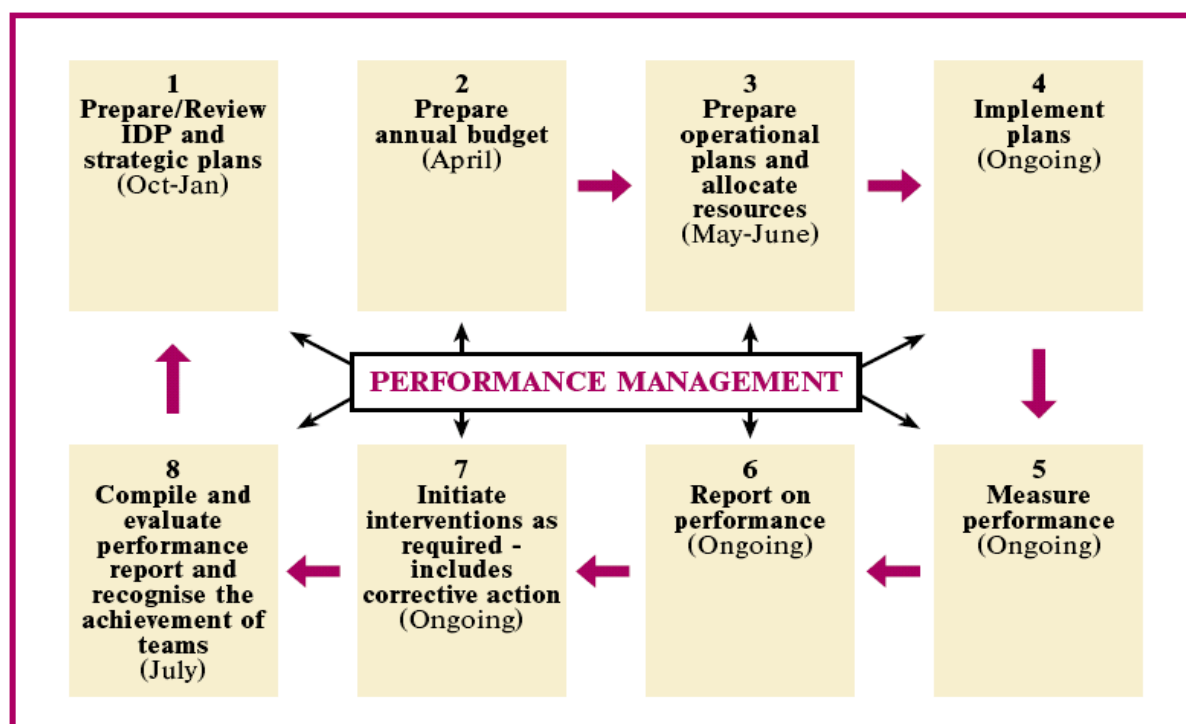
The Mayor is responsible for overseeing the implementation of the PMS of the municipality. The Mayor of Elias Motsoaledi Local Municipality therefore must officially delegate the relevant responsibilities to Municipal Manager.

9.5 DEVELOPMENT OF THE PMS

The Processes for developing PMS involves the assessment of how planning, implementation and monitoring and the gaps of IDP and PMS are dealt with.

9.5.1 Relationships between IDP and PMS

The Integrated Development Planning process and the Performance Management Process should appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of Performance Management System. Performance Management System fulfils the implementation management, monitoring and evaluation of the IDP process. This is illustrated in the below figure:



As can be seen from the above, the cycle begins at the planning stage with the development and review of the existing IDP and strategic plans and ends with the compilation and evaluation of performance reports and recognises team achievements.

9.5.2 Assessments

The municipality/council need to conduct assessment on how planning, implementation and monitoring happen within the municipality; this will assist to identify gaps in terms of IDP and the requirements of the performance management.

9.5.3 Creating structures for public participation

Elias Motsoaledi Local Municipality will use the IDP Representative Forum as the structure for stakeholder participation in Performance Management System. As far as possible; the Performance Management structures for Elias Motsoaledi Local Municipality should be the same as those of the IDP.

9.5.4 Publication of the system

After the reviewal of the framework the municipality shall take the framework to the public for public comments together with the key performance indicators and targets in accordance with its Integrated Development Plan. This shall be done before the commencement of the financial year and also as part of the publication of the IDP review document of the following financial year.

9.5.5 Adoption of the system

Public comments will be taken into consideration when adopting the final system. Following the incorporation of the public comments into the draft system, the final draft should be prepared for submission to Council. The Council should adopt the system when it is satisfied that the process was handled in accordance with the legislation and the proposed system complies with the requirements of the law.

9.6 PRINCIPLES GOVERNING PERFORMANCE MANAGEMENT

The following are principles that inform the development and implementation of Performance Management System in Elias Motsoaledi Local Municipality.

9.6.1 Simplicity

The system must be simple and user friendly that will assist the municipality to operate within the capacity of its financial, human resources and information management system.

9.6.2 Politically driven

The above legislation clearly tasks the municipal council and the mayor as the owner of the PMS while the Executive management drive the implementation and improvement of the system.

9.6.3 Transparency and Accountability

Members of the organization whose performance will be monitored and measured must ensure that the process of managing performance is inclusive open and transparent. This can only be achieved by taking effective participation in the design and implementation of the system within the municipality. Again, the

process must involve and empower communities so that they are able to understand how the municipality and its departments are run, how resources are spent, and who is in charge of particular services. Similarly, all information on the performance of departments should be available for other managers, employees, the public and specific interest groups.

9.6.4 Integration

The performance management system should be integrated into other management processes in the municipality, such that it becomes a tool for more efficient and effective management rather than an additional reporting burden. It should be seen as a central tool to the ongoing management functions.

9.6.5 Objectivity

The system should be clear without any ambiguity; i.e. state what need to be measured to enhance objectivity and credibility.

9.7 COMPONENTS OF PMS FRAMEWORK

9.7.1 Setting measures and targets

The setting of measures and targets happens during the IDP process and is linked to the strategic objectives of the IDP. Performance measures and targets are used to show how the Municipality is performing on its objectives. This stage comprises setting measures and targets, and then gathering data and information on these measures to assess the progress of the Municipality. Performance measurement allows Municipalities to compare their actual performance to their intended performance, and against nationally defined minimum standards. It will also, in time, allow for the comparison of their performance against that of other Municipalities.

9.7.2 Performance planning

The performance of the Municipality is to be managed in terms of its IDP and the process of compiling an IDP and the annual review thereof constitutes the process of planning for performance. It should be noted that the last component of the cycle is that of performance review and the Outcome of such a review process must inform the next cycle of IDP compilation/review by focusing the planning processes on those areas in which the Municipality has underperformed.

9.7.3 Performance measurement

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. The setting of measures and targets happens during the IDP process and is linked to the strategic objectives of the IDP. To ensure the integrity of the targets set, baseline information based on backlog and current performance should be used as the basis for setting sound measures and targets. Performance measurement allows the Municipality to compare their actual performance in relation to backlog and current performance.

9.7.4 Performance monitoring

Performance monitoring is an ongoing process by which a Manager accountable for a specific indicator as set out in the organizational scorecard and a service delivery target contained in a SDBIP continuously monitors current performance against targets set. The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

9.7.5 Performance analysis

Performance analysis involves the process of making sense of measurements. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance analysis requires that the reasons therefore should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organizational learning.

The analysis of the organizational and SDBIP scorecards by management should also ensure that quality performance reports are submitted to executive Committee and that adequate response strategies are proposed in cases of poor performance. Only once management has considered the scorecards, agreed to the analyses undertaken and captured therein and have reached consensus on the corrective action as proposed, can the organizational and SDBIP scorecards be submitted to council for consideration.

9.8 PERFORMANCE MANAGEMENT CYCLE

9.8.1 Organizational Level

The organizational performance management system can be defined as the planning process whereby the organization set the strategic agenda, vision and mission, as well as strategic objectives for the upcoming financial year/s, and the desired performance results. Performance management at organizational level involves the following stages:

9.8.2 Planning

The Integrated Development Planning (IDP) process and the Performance Management Process should appear to be seamlessly integrated. The IDP fulfills the planning stage of performance management. Performance management fulfills the implementation management, monitoring and evaluation of the IDP process.

9.8.3 Priority setting

In setting priorities municipality should consider the following:

- An assessment of development in the municipal area, identifying development challenges, marginalized and vulnerable citizens and communities
- A long term development vision for the municipal area that overcomes its development challenges

- A set of delivery priorities and objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area
- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and the realization of the development vision
- Additional projects identified in contributing to the achievement of the above objectives
- A financial plan and medium term income and expenditure framework that is aligned to the priorities of the municipality
- A spatial development framework
- To be useful in the management of performance, the IDP must provide very clear objectives, indicators by which to measure the achievement of the objectives and unambiguous targets for those indicators.

9.8.4 Setting objectives

All components of the integrated development plan whether they are strategies or priority areas; need to be translated into a set of clear and tangible objectives. This is a crucial stage in ensuring that there is clarity on the IDP and that suitable indicators are found. A clear and concise construction of statement of objectives is needed. The statement requires a tangible, measurable and unambiguous commitment to be made. It is often useful to have a clear timeframe attached to this commitment in your objective statement.

9.8.5 Setting key performance Indicators

KPIs are measurements that tell us whether progress is being made in achieving our goals. Indicators should describe performance dimension considered key in measuring performance. The ethos of performance management as implemented in local governments and captured in the Municipal Systems Act and Municipal Planning and Performance Management Regulation rely centrally on the use of Key Performance Indicators.

9.8.6 Incorporating the General Key Performance Indicators

The following general key performance indicators are prescribed in Section 10 of the Municipal Planning and Performance Management Regulations, 2001 and must be reported on annually:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- The percentage of households earning less than R1100 per month with access to free basic services;
- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- The number of jobs created through municipality's local economic development initiatives including capital projects;
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- Financial viability as expressed by ratios that measure debt coverage, outstanding service debtors to revenue, and cost coverage

9.8.7 Setting targets

The municipality should have clear objectives for its IDP and identified appropriate indicators. Targets are purely goals or milestones for what we intend an indicator to measure at various timeframes. Performance targets are planned level of performance or milestones an organization sets for itself for each indicator identified. Targets are usually expressed in quantity or time terms.

9.8.8 Monitoring

Monitoring is a continuous process of measuring, assessing, analyzing and evaluating the performance of the organization and departments with regard to KPIs and targets. Mechanisms, systems and processes for monitoring should provide for reporting at least twice per annum to the municipal council and the community, it should enable detection of early indication of underperformance and provide for corrective measures.

9.9 PERFORMANCE REPORTING AND REVIEWS

9.9.1 In year Performance Reporting and Review (frequency of reporting)

The performance of the municipality will be reviewed on a quarterly basis. Management will review the report and submit it to executive committee. The executive committee in reviewing the institutional scorecard submitted to it on a quarterly basis will have to ensure that targets committed to in the scorecard have been met, where they have not, that satisfactory and sufficient reasons have been provided by senior management and that the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed it must be adopted as formal resolutions of the executive Committee, minutes and auctioned accordingly, then be taken to council.

The reporting will take place in October for first quarter, in January for second quarter and the review will coincide with the mid-year performance assessment as per section 72 of the MFMA. The said section determines that the accounting officer must by 25 January of each year assess the performance of the municipality and report to (council) the Mayor of the municipality; the national treasury and all relevant provincial offices on its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP. Third quarter report will be submitted in April. The fourth quarter report will be submitted in July. Fourth quarter report will be incorporated in the institutional annual report which will be prepared for submission to Auditor General by the end of August each year.

9.9.2 Departmental reviews

It is intended that departments review their performance at least monthly and quarterly for early detection of none performance and come up with corrective measures. It is important that departments use these reviews as an opportunity for reflections on their goals and programme and whether these are being achieved.

9.9.3 Portfolio Committee Reviews

Each portfolio committee will review the performance of their respective departments against, targets set in scorecard. Portfolio committees should ensure that the reasons for poor performance are satisfactory and sufficient, to address the reason for poor performance.

9.9.4 Executive committee reviews

On a quarterly basis, the Executive Committee should engage in an intensive review of municipal performance against the scorecard as reported by the municipal manager. Many of the indicators in the scorecard will only be measurable on an annual basis. The quarterly reviews should thus culminate in a comprehensive annual review of performance. The review should reflect on the performance of services. The Executive Committee will need to ensure that targets in the scorecard are being met, where they are not, that satisfactory and sufficient

Reasons are provided and that the corrective action being proposed is sufficient to address the reasons for poor performance. The review should focus on reviewing the systematic compliance to the performance management system, by departments, portfolio committees and the municipal manager.

9.9.5 Council reviews

At least twice annually, the council will be required to review municipal performance. It is proposed that this reporting take place using the strategic scorecard in an annual report. The Municipal Systems Act requires that the annual report should at least constitute a performance report (the strategic scorecard), financial statements and an audit report.

9.9.6 Public reviews

The Municipal Systems Act requires the public to be given the opportunity to review municipal performance.

It is proposed that in addition to the annual report mentioned above, a user-friendly community's report should be produced for public consumption. The communities' report should be a simple, easily readable and attractive document that translates the strategic scorecard for public consumption.

It is also proposed that a public campaign be annually embarked on to involve communities in the review of municipal performance. Such a campaign could involve the following methodologies:

- Ward committees be reported to and submit their review of the municipality to council. The performance management team should be used to summarise this input.
- Various forms of media including radio, newspapers and billboards can be used to convey the communities' report. The public should be invited to submit comment via telephone, fax, email and public hearings to be held in a variety of locations.
- The public reviews should be concluded by a review by the IDP Representative Forum.

9.9.7 Reporting to other Spheres of Government

The municipality will report to other spheres of government stipulated in the MFMA and the Municipal systems Act. Those spheres of government are as follows:

Local government (all quarterly reports, SDBIP, IDP, revised SDBIP and annual report, mid-year performance assessment)

National treasury (SDBIP, Revised SDBIP and annual report, mid-year performance assessment)

Provincial treasury (SDBIP, Revised SDBIP and annual report, mid-year performance assessment)

Auditor General's office. (Annual report and Financial Statements)

Relevant documents will be submitted to relevant spheres of government as per legislations.

9.9.8 Line of accountability

Municipal Manager will hold all Directors accountable for their performances. Mayor and Council will hold Municipal Manager accountable for the performance of the municipality. Communities will hold the council of the municipality for the performance of the institution.

9.10 AUDITING AND QUALITY CONTROL

All auditing will comply with Section 14 of the Municipal Planning and Performance Management Regulations (2001).

9.10.1 Quality control and co-ordination

The Office of the Municipal Manager, overseen by and reporting regularly to the PMS Management Team will be required on an ongoing basis to co-ordinate and ensure good quality of reporting and reviews. It will be its role to ensure conformity to reporting formats and check the reliability of reported information, where possible.

9.10.2 Internal audit

The municipality's internal audit function will be continuously involved in auditing the performance reports of SDBIPs and the organisational scorecard. As required by the regulations, they will be required to produce an audit report on a quarterly basis, to be submitted to the Municipal Manager and Audit Committee.

Auditing is necessary to prevent:

- Inconsistencies in performance management definition or methodology of data collection;
- Incorrect processing and poor documentation of performance management;
- Biased information collection and reporting by those whose image is at stake in the performance management process.

The Regulations specify that any auditing must include assessment of:

- The functionality of the municipality's performance management system;
- The compliance of the system with the legislation; and
- The extent to which performance measurements are reliable in measuring performance of the municipality

9.10.3 Performance audit committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councilor may be a member of an audit committee. Council must also appoint a chairperson who is not an employee of the municipality. EMLM has established single audit committee which performs both duties financial and performance of the municipality.

The Regulations gives municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee when dealing

with performance management is governed by section 14 (2-3) of the Regulations which require that the audit committee must:

- Review the quarterly reports submitted to it by the internal audit unit
- Review the municipality's PMS and make recommendations in this regard to the Council of the Municipality
- At least twice during a financial year submit an audit report to municipal Council

In order to fulfill their function a performance audit committee may, according to the MFMA and the Regulations,

- Communicate directly with the council, Municipal Manager or the internal; and external auditors of the municipality concerned;
- Access any municipal records containing information that is needed to perform its duties or exercise its powers;
- Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

9.11 PERFORMANCE INVESTIGATIONS

The Audit Committee will be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. Performance investigations should assess

- The reliability of reported information
- The extent of performance gaps from targets
- The reasons for performance gaps
- Corrective action and improvement strategies

9.12 ROLES OF STAKEHOLDERS [UPDATED INFORMATION]

Identification of stakeholders

The municipality has identified the following role players and their responsibilities in the development and implementation of performance management system.

- Citizens and communities, including community based organizations, non-governmental organizations, business and organized business.
- Councillors, including The Mayor, Portfolio Committees and Council.
- Officials, including Municipal Manager, management team, line management.
- General municipal staff
- Internal Audit

- Audit committee
- Auditor General

9.12.1 Municipal Council

Planning	Monitoring		
	Review	Reporting	Performance assessment
<ul style="list-style-type: none"> • Adopts priorities and objectives of the Integrated Development Plan. • Adopts the PMS framework. • Adopts the municipal measurable objectives that is priorities and objectives of the IDP. • Establish an over-sight committee for the purpose of the annual report. 	<ul style="list-style-type: none"> • Approves the annual review programme of the IDP. • Approves changes to the SDBIP and adjustment Budget • Approves any changes to the priorities, objectives, key performance indicators and performance targets of the municipality. • Consider the oversight report from the oversight committee. 	<ul style="list-style-type: none"> • Receives externally audited performance reports from the Mayor twice a year. • Reports the municipality performance to the community at least twice a year. • Approves recommendations for the improvement of the performance management system. • Annually receives the appraisal of the Municipal Manager and Strategic Managers' performance. • Submits the municipal annual report to the Auditor General and the MEC 	<ul style="list-style-type: none"> • Approves the municipal annual audit plan and any substantial changes to it. • Approves the implementation of the recommendations of the Performance Audit Committee with regard to both improvement in the performance of the municipality or improvement of the performance management system itself. • Receives performance audit report from the Auditor General and approves implementation of its recommendations

9.12.2 Mayor

Planning	Monitoring		
	Review	Reporting	Performance assessment
<ul style="list-style-type: none"> Submits priorities and objectives of the Integrated Development Plan to Council for approval. Submits the PMS framework for approval. Approves the Service Delivery and Budget Implementation Plans. Enters into a performance agreement with the Municipal manager on behalf of Council. Assigns the responsibility for the management of the PMS to the Municipal Manager. Tables the budget and SDBIP to Council for approval. 	<ul style="list-style-type: none"> Proposes to Council, the annual review programme of the IDP, including the review of key performance indicators and performance targets. Proposes changes to the priorities, objectives, key performance indicators and performance targets of the municipality. Quarterly evaluates the performance of the municipality against adopted KPIs and targets. Quarterly reviews the 	<ul style="list-style-type: none"> Receives monthly budget statement. Receives performance reports quarterly from the internal auditor. Receives performance reports twice a year from the Audit Committee. Receives monthly and quarterly reports from the Municipal Manager on the performance of Strategic Managers and the rest of the staff. Report to council on the mid-term review and the annual report on the performance of the municipality. Reports to Council on the recommendations for the improvement 	<ul style="list-style-type: none"> Submits the municipal annual audit plan and any substantial changes to council for approval. Approves the implementation of the recommendations of the internal auditor with regard to both improvement in the performance of the municipality or improvement of the performance management system itself. Receives performance audit report(s) from the Auditor General and makes recommendations to Council.

Planning	Monitoring		
	Review	Reporting	Performance assessment
	<p>performance of departments to improve the economy, efficiency and effectiveness of the municipality.</p> <ul style="list-style-type: none"> Quarterly and annually evaluates 		

9.12.3 The Municipal Manager

Planning	Implementation	Monitoring		
		Review	Reporting	Performance assessment
<ul style="list-style-type: none"> Coordinates the process of needs identification and prioritization among all stakeholders, including community structures. Coordinates the formulation and revision of the PMS framework. Leads the process of the formulation and revision of the Service Delivery and 	<ul style="list-style-type: none"> Manages the overall implementation of the IDP. Ensures that all role players implement the provisions of the PMS framework. Ensures that the Departmental scorecards and departmental annual programmes serve the strategic scorecard of the municipality. 	<ul style="list-style-type: none"> Formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and the Mayor. Formulation of the annual 	<ul style="list-style-type: none"> Receives performance reports quarterly from the internal auditor. Receives performance reports twice a year from the Performance Audit Committee. Receives monthly departmental performance reports. Reports once in two 	<ul style="list-style-type: none"> Formulates the municipal annual audit plan. Formulates a response to the recommendations of the internal auditor and the Audit Committee. Formulates a response to performance audit report of the Auditor General and makes recommendations to the Mayor

Planning	Implementation	Monitoring		
		Review	Reporting	Performance assessment
Budget Implementation Plans. <ul style="list-style-type: none"> Enters into a performance agreement with Strategic Managers on behalf of Council. 	<ul style="list-style-type: none"> Ensures that annual programmes are implemented according to the targets and timeframes agreed to. Implements performance improvement measures approved by the Mayor and the Council. Ensures that performance objectives in the Strategic Managers' performance agreements are achieved. 	performance improvement measures of the municipality as part of the new municipal strategic scorecard. <ul style="list-style-type: none"> Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipal 	months to council committees and the Mayor on the performance of Departments. <ul style="list-style-type: none"> Annually reports on the performance of Strategic Managers. Submit the municipal annual 	

9.12.4 Council Committees

Planning	Monitoring		
	Review	Reporting	Performance assessment
<ul style="list-style-type: none"> Advise the Mayor on priorities and objectives of the Integrated Development Plan. 	<ul style="list-style-type: none"> Participate in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets. 	<ul style="list-style-type: none"> Reports to the Mayor on the recommendations for the improvement of the performance management system. Council adopts the over-sight report. 	<ul style="list-style-type: none"> Advices the Mayor on the implementation of the recommendations of the internal auditor.

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9.12.5 Section 57 Managers and Sub-component Managers and Line Function Supervisors

Planning	Monitoring			
	Review	Reporting	Performance audit	Performance assessment
<ul style="list-style-type: none"> Participates in the formulation of the Top level SDBIP. Manages subordinates' performance measurement system. Enters into a performance agreement with the Municipal Manager. 	<ul style="list-style-type: none"> Manages the implementation of the Departmental SDBIP. Ensures that performance objectives in the performance agreements are achieved. 	<ul style="list-style-type: none"> Quarterly and annually reviews the performance of the department to improve the economy, efficiency and effectiveness of the departments. 	<ul style="list-style-type: none"> Reports on the implementation of improvement measures adopted by the Mayor and Council. Annually reports on the performance of the department. 	<ul style="list-style-type: none"> Participates in the formulation of the response to the recommendations of the internal auditor, Audit Committee and the Auditor General.

9.12.6 General Municipal Staff

Planning	Monitoring		
	Review	Reporting	Performance assessment

<ul style="list-style-type: none"> • Participates in the development of the Technical SDBIP. • Participates in the development of their own performance measurement. 	<ul style="list-style-type: none"> • Executes individual work plans. 	<ul style="list-style-type: none"> • Participates in the review of departmental plans. • Participates in the review of own performance. 	<ul style="list-style-type: none"> • Reports to line manager.
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9.12.7 Internal Audit

Planning	Monitoring	
	Review	Reporting assessment
<ul style="list-style-type: none"> • Develop a risk and compliance based audit plan. 	<ul style="list-style-type: none"> • Measures the performance of departments according to KPIs and performance targets set. • Ensures that the system complies with the Act. • Audit the performance measures in the municipal scorecard and departmental scorecards. • Conduct compliance based audit. 	<ul style="list-style-type: none"> • Submit quarterly reports to the Municipal Manager. • Submit quarterly reports to the Performance Audit Committee.

9.12.8 Audit Committee

Planning	Monitoring	
	Review	Reporting assessment
<ul style="list-style-type: none"> • Receives and approves the annual audit plan. 	<ul style="list-style-type: none"> • Review quarterly reports from the internal audit committee on quarterly bases 	<ul style="list-style-type: none"> • Reports quarterly to the municipal Council.

9.12.9 Auditor General

Planning	Monitoring	
	Review	Reporting assessment
<ul style="list-style-type: none"> • Receives and approves the annual audit plan. 	<ul style="list-style-type: none"> • Review annual reports from the internal audit committee on quarterly bases 	<ul style="list-style-type: none"> • Reports quarterly to the municipal Council.

9.12.10 The Community

Planning	Monitoring	
	Review	Reporting assessment
<ul style="list-style-type: none"> • Participate in the drafting and implementation of the municipality's IDP through established forums • Participates in the setting of KPIs and targets for the municipality every year • Make representations on the draft annual budget 	<ul style="list-style-type: none"> • Participate in the annual review of performance through their involvement in the development of the Oversight Report 	<ul style="list-style-type: none"> • Receive annual performance and budget reports from council • Participate in the development of the oversight report

9.13 EMPLOYEE PERFORMANCE

9.13.1. Issues relating to the implementation of regulations

It is important to link the organisational performance and individual performance and how individual performance can be cascaded from the municipal manager down to the operational.

The performance of a municipality is integrally linked to that of the staff. If the employees do not perform, the municipality would fail, hence it is critical to manage both at the same time, but separately. The legislative requirement for measuring individual performance requires the municipal manager, and heads of department to sign performance contracts that must include:

- Performance objectives, targets and timeframes.
- Standards and procedures for evaluating performance with the interval for evaluation
- The performance objectives and targets must be practical, measurable and based on the key performance indicators set out in the IDP

9.13.2 Responsibilities for implementing the system

The responsibility of the municipality is to draw up performance measures contracts of members of the top management team, consisting of the municipal manager and Directors. The contract is called the service delivery and budget implementation plan (SDBIP). The plan will flow out of the municipal manager's individual performance plan. It is necessary for all section 56 employees to sign formal performance contracts, and it is required that all employees have job descriptions. This job description must be aligned with individual performance plan of Directors. In this way all employees are working towards common goal. It is the responsibility of the employer to create a conducive environment in which the employees can deliver on the objectives and targets set for them in their performance contracts and job descriptions.

9.13.3 Employment contract

The Municipal Systems Act (see section 57) provides that there must be a written employment contract between the municipality the municipal manager and managers directly accountable to municipal manager.

9.13.4 Applicable legislation

The regulations (see sub-regulation 4(1)) provide that the employment contract must be subject to the terms and conditions of the Systems Act, the MFMA, and other applicable legislation. In the event that the employment contract does not refer to the applicability of other legislation, that omission will not affect the legal validity of the employment contract. The employment contract will, in any event, be subordinate to any legislation even in the case where the parties themselves are unaware of such legislation.

9.13.5 Validity of employment contract

The regulations (see sub-regulation 4(4)(a)) further provide that employment in terms of an employment contract must be subject to the signing of a separate performance agreement within 60 calendar days after

assumption of duty and annually within one month after the commencement of the financial year. It is important to bear in mind that both the employment contract and the performance agreement are entered into separately by the parties. In the event that the performance agreement has not been entered into after the expiration of the time limit, it amounts to a breach of the employment conditions and the party responsible for such breach must be put on terms. It is important to emphasise that the failure to enter into a performance agreement does not automatically render the employment contract invalid. The party responsible for this breach must be given an opportunity to remedy the breach. Failure by the party responsible for the breach to remedy the breach may result in the other party initiating a contract termination process if it so feels.

9.13.6 Performance agreement

The performance agreement (see sub regulation 8(2) read with sub-regulation 23) provides the basis upon which the municipality will reward good performance on the part of the employee. Performance Agreements form the basis upon which the performance of Section 56 staff are measured and monitored against targets. The performance agreement is put in place to comply with the provisions of Section 57 (1)(b), (4A),(4B) and (5) of the Municipal Systems Act as well as the employment contract entered into between the parties. This agreement must be entered into for each financial year and be reviewed annually. According to the Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006), the performance agreements fulfil the following key purposes:

- specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- monitor and measure performance against set targeted outputs;
- use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- and in the event of outstanding performance, to appropriately reward the employee;
- Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

It is understood that a performance agreement comprises a performance plan and a personal development plan.

9.13.7 Performance plan

The performance plan establishes:

- a detailed set of objectives and targets to be met by the Section 56 employee as well as;
- The time frames within which these should be met.

The specifics of the performance plan will be determined by the Executive Committee, in consultation with the employee, and will be based on the IDP, SDBIP and the Budget. It shall include the following elements:

- Key Objectives

- Key Performance Indicators
- Targets
- Weightings

In addition, the employee will be measured in terms of their contribution to the goals and strategic planning as set out in the Municipality's IDP.

9.13.8 Personal development plan

As part of the performance agreement, a personal development plan will be included. This section should state the activities, including training, that the employee wishes to undertake to improve themselves or is required to take to better fulfill the needs of the job. It is the responsibility of the individual to ensure that development plan is implemented.

Evaluating performance

The Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006) stipulates in detail how the evaluation process should be undertaken.

9.13.9 Evaluators

For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons will be established -

- Executive Mayor/ Mayor
- Chairperson of the performance audit committee;
- Any Member of the Executive Committee/ Mayoral Committee;
- Municipal manager from another municipality.
- Ward committee representative

For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons will be established

- Municipal Manager;
- Chairperson of the performance audit committee;
- Member of the Executive committee/ Mayoral committee
- Municipal manager from another municipality.

9.13.10 Process & scoring

Performance will be reviewed on a quarterly basis within two weeks after completion of the evaluation of a unit (department or section) to which the employee belongs or managing. The employer will keep a record of the mid-year review and annual assessment meetings. The performance plan will include a Personal Development Plan, in order to address any weaknesses or skills gaps which may have been identified. In summary, the annual performance appraisal will involve an assessment of results as outlined in the performance plan, discussed below. It is also important to note that during the 1st quarter assessment, the process will be informal to ensure implementation of corrections and remedies. The mid- year and annual assessment will be formal.

KPA assessment

- Each KPA will be assessed according to whether performance indicators have been met.
- An indicative rating on a 5-point scale will be provided for each KPA
- The applicable assessment rating calculator will be used to add to the scores and calculate the final KPA score based on a weighted average score.
- The KPA's assessment will constitute of 80%

CCR assessment

- Each CCR will be assessed according to performance indicators that have been met
- An indicative rating on a 5-point scale will be provided for each CCR
- The rating is multiplied by the weighting given to each CCR, to provide a score
- The applicable assessment-rating calculator will be used to add to the scores and calculate the final CCR score, based on a weighted average score.
- The CCR will form part of the personal development plan as per agreement
- The CCR will constitute 20%

9.13.11 Rewarding employee performance

In accordance with regulation 32, a performance bonus, based on affordability, may be paid to the employee after-

- The annual report for the financial year under review has been tabled and adopted by the municipal council.
- An evaluation of performance in accordance with the provision of regulation 23
- Approval of such evaluation by the municipal council as a reward for outstanding performances

The "outstanding" work performance of employees is to be rewarded as follows:

- The Five KPAs account for 80% of assessment while the CCRs make up the other 20% of the assessment.
- A score of 75% to 100% is awarded a performance bonus ranging from 10% to 14%; and
- A score of 65% to 74% is awarded a performance bonus ranging from 5% to 9%.

Rating		Description
5	Outstanding	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.

4	Above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable	Performance does not meet the standard expected for the job. The review / assessment indicate that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

PERFORMANCE APPRAISAL OF KPAs AND CCRs				
Level	DESCRIPTION	Rating	Assessment score	Performance bonus ratios
Level 5: Outstanding Performance	Performance far exceeds the standard expected for the job in all areas of the manager. The manager has achieved exceptional results against all performance criteria and indicators specified in the Performance Plan and maintained this in all areas of responsibility throughout the year.	5	75 – 100	<p>Maximum bonus allowed i/o. Regulations is between 10% and 14% of person's inclusive annual remuneration package</p> <p>The % as determined per Council Resolution is as follows:</p> <p>75 – 76% 77 – 78% - 79 – 80% - 81 – 84% - 85 – 100%</p>
Level 4: Performance significantly above expectations	Performance is significantly higher than the standard expected for the job in all areas. The manager has achieved above fully effective results against more than half of the performance criteria and indicators specified in the Performance Plan and fully achieved all others throughout the year.	4	65 – 74	<p>Maximum bonus allowed i/o. Regulations is between 5% and 9% of person's inclusive annual remuneration package</p> <p>The % as determined per Council Resolution is as follows:</p> <p>65 – 66% 67 – 68% 69 – 70% 72% - 73 – 74% - 9%</p>

PERFORMANCE APPRAISAL OF KPAs AND CCRs				
Level	DESCRIPTION	Rating	Assessment score	Performance ratios bonus
Level 3: Fully effective	Performance fully meets the standard expected for the job in all areas. The manager has achieved effective results against all significant performance criteria and indicators specified in the Performance Plan and may have achieved results significantly above expectations in one or two less significant areas throughout the year.	3	51 – 64	No bonus
Level 2: Performance not fully satisfactory	Performance is below the standard required for the job in key areas. The manager has achieved adequate results against many key performance criteria and indicators specified in the Performance Plan but did not fully achieved adequate results against others during the course of the year. Improvement in these areas is necessary to bring performance up to the standard expected.	2	31 – 50	No bonus
Level 1: Unacceptable performance	Performance does not meet the standard required for the job. The manager has not met one or more fundamental requirements and/or is achieving results that are well below the performance criteria and indicators in a number of significant areas of responsibility. The manager has failed to demonstrate the commitment or ability to bring performance up to the level expected despite efforts to encourage improvement.	1	Less than 30	No bonus

9.13.12 Managing poor performance

9.13.12.1 Early Warning Mechanisms

The municipality's quarterly reviews performance report should be used as early warning mechanisms to assess performance of a department or even the entire municipality, to determine whether the annual performance targets are likely to be achieved or not . The departments should have in place mechanisms to improve its performance and indicate to the internal audit and performance audit committee how they intend to achieve better.

9.13.12.2 Addressing Poor Performance

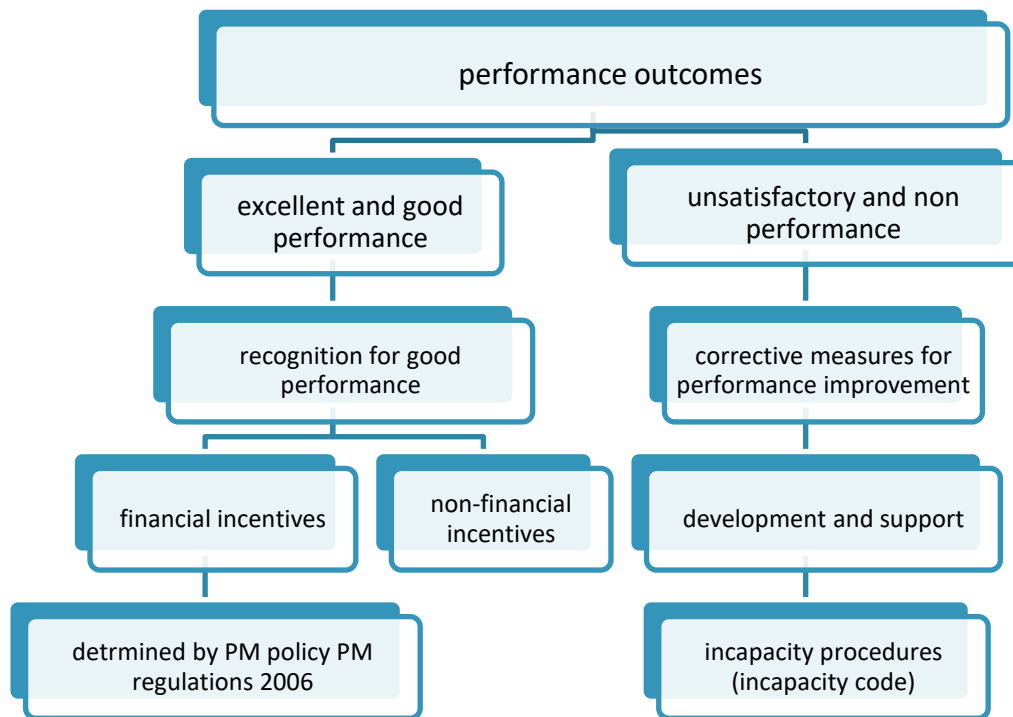
The management of poor performance should be seen as a corrective process, focusing on addressing issues that lead to performance related problems. Counseling is seen as the first corrective process, which should include the following:

- Identify and agree on the problem.
- Describe the impact of the poor performance.
- Establish reasons for performance
- Decide and agree on what actions are required, and set the necessary timeframes
- Resource the agreed actions

9.13.13 Performance outcomes

The performance evaluation process will identify whether individual performance was satisfactory, or above or below satisfactory. The regulations require that an employee's supervisor shall inform the employee in writing of the outcome of the assessment and if the employee's performance is unsatisfactory, of the reasons for that assessment. An employee, who is not satisfied with the outcome of her or his assessment, may refuse to sign it. The employee's supervisor must clearly identify the appeals route for an employee who is not satisfied with the outcome of her or his assessment. At any appeal against the outcome of her/his assessment, a fellow employee or a representative of her or his trade union may assist the employee.

The nature of the outcome will identify what steps then need to be taken in relation to the staff member who has been evaluated. These outcomes are reflected in the diagram below:



In case of unacceptable performance, the municipality shall:

- Provide remedial and developmental support to assist the employee to improve the performance
- If the situation does not change, the municipality can consider termination of the contract based on poor performance or operational incapacity after due consideration of other applicable legislations.

9.13.14 Networking and knowledge sharing

Networking and sharing knowledge with other municipalities locally, regionally, nationally and internationally will enhance the usefulness and effectiveness of the municipal performance management system. A useful idea is the setting up learning networks, where municipalities of similar capacity share challenges and successes in implementing PMS.

9.14 CONCLUSION

This policy framework of performance management supplies the necessary guidelines and directions for the development, implementation and management of Performance Management System of the Elias Motsoaledi Local Municipality. The ultimate objective of the performance management system is to introduce a new way of doing things and to become accountable on the use of resources and increasing customer value for ultimately creating better quality of life for its citizens.

The applications of this framework will integrate processes and will furthermore offer both employee and institutional solutions in its application. It is thus designed to advance the total performance of the municipality. Local Government is challenged through legislation to implement a performance management system that will improve and enhance quality, effectiveness, and to improve efficient service delivery. This

framework addresses these requirements and through the implementation of the system, will set out to achieve what is required and should be able to address client needs and expectations. The real challenge of “delivering more with less” can only be achieved through the introduction of a total change in behaviour and commitment. Elias Motsoaledi Local Municipality is passionate and committed to change its operations.

ANNEXURE A: DRAFT MUNICIPAL ORGANISATIONAL STRUCTURE
