



ELIAS MOTSOALEDI LOCAL MUNICIPALITY

2014/15 APPROVED

INTEGRATED DEVELOPMENT PLAN

VISION: A Better life for all through service excellence

TABLE OF CONTENTS

ABBREVIATIONS	7
VISION.....	8
MISSION.....	8
FOREWORD BY THE HONOURABLE MAYOR	9
1. EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER	12
1.1. ELIAS MOTSOLEDI LOCAL MUNICIPALITY	12
1.1.1. LOCALITY AND BACKGROUND.....	12
1.2. OPPORTUNITIES OFFERED BY THE MUNICIPALITY.....	17
2. LEGAL / LEGISLATIVE FRAMEWORK.....	17
2.1. BILL OF RIGHTS (THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA).....	18
2.2. THE NATIONAL DEVELOPMENT PLAN 2030	18
2.2.1. OBJECTIVES OF THE NDP THAT NEED TO BE ACHIEVED BY 2030	18
2.4. THE LIMPOPO EMPLOYMENT GROWTH AND DEVELOPMENT PLAN 2009–2014 (LEGDP)	20
2.5. SEKHUKHUNE 2025 DEVELOPMENT STRATEGY (SGDS 2025).....	20
3. POWERS AND FUNCTIONS OF EMLM.....	21
4 MEC’S ASSESSMENT REPORT.....	22
5. LOCAL GOVERNMENT KEY PERFORMANCE AREAS	47
6. 12 NATIONAL OUTCOMES.....	47
7. INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP PROCESS [ROLES AND RESPONSIBILITIES].....	48
7. 1. COMMUNITY PRIORITY NEEDS PER WARD	49
7.1 THE IDP REVIEW PROCESS	69
7.3 STAKEHOLDERSENGAGEMENTS AND COMMUNITY PARTICIPATION	71
7.4 STAKEHOLDER CONSULTATION FOR EMLM.....	72
7.5 INTERNAL ROLE PLAYERS AT EMLM	73
7.6 EXTERNAL ROLE PLAYERS AT EMLM	74
SECTION C	75
SITUATIONAL ANALYSIS.....	75
8. DEMOGRAPHIC ANALYSIS.....	75
8A. POPULATION FIGURES	75
8B. TOTAL POPULATION IN THE MUNICIPALITY	75
8C. HOUSEHOLD SIZE	79
8 D. Dependency Ratios	85
8.1. KPA1: SPATIAL RATIONALE.....	86
8.1.1 The Emlm Area Exhibits The Following Spatial Characteristics:.....	87
8.1.2 The Prevalent Spatial Pattern Can Be Attributed To The Following:.....	87
8.1.3 BUSINESS DEVELOPMENT	88
8.1.4 HUMAN DEVELOPMENT INDICATORS (HDI’s)	88

8.1.5 MACRO LAND USES IN ELIAS MOTSOALEDI	90
8.1.6 LAND REDISTRIBUTION IN ELIAS MOTSOALEDI	91
8.1.7 LAND CLAIMS CHALLENGES	92
8.1.8 SETTLEMENT PATTERNS	92
8.1.10 LAND	94
8.1.12. IN SUMMARY, THE FOLLOWING SPATIAL CHALLENGES WERE IDENTIFIED	101
8.1.13. SPATIAL OPPORTUNITIES	101
8.1.14 ENVIRONMENTAL PROFILE.....	102
8.1.15 ENVIRONMENTAL CHALLENGES	104
8.2. KPA 2. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	106
8.2.1. WATER SUPPLY ANALYSIS.....	106
8.2.1A. Water backlog.....	108
8.2.1B. Free Basic Water.....	108
8.2.2. SANITATION	109
8.2.3. EXISTING SANITATION SYSTEMS.....	111
8.2.5. FREE BASIC SANITATION	111
8.2.6. ENERGY/ELECTRICITY	111
8.2.7A. Electricity Backlog and Challenges.....	117
8.2.7B. Free Basic Electricity and challenges.....	117
8.2.8. ROADS AND STORM WATER	117
8.2.9. Roads and storm water challenges	119
8.2.9A. BACKLOG: ROADS AND STORMWATER	120
8.2.9B. SOURCE: INFRASTRUCTURE DEPARTMENT (ROADS AND STORMWATER MASTER PLAN).....	120
8.2.9C. STRATEGIC ROADS OF MUNICIPALITY	120
8.2.10. TRANSPORT	121
8.3. WASTE MANAGEMENT	123
8.4. DISASTER MANAGEMENT	127
8.4.1. LANDFILL SITE	131
8.4.2. WASTE MANAGEMENT CHALLENGES	135
8.5. SOCIAL ANALYSIS	135
8.5.1A. HOUSING	135
8.5.1B. HOUSING ALLOCATION FOR 2012/13 BY COGHSTA	136
8.5.1C. HOUSING DEVELOPMENTAL CHALLENGES	138
8.5.2. EDUCATION	139
8.5.2A. FUNCTIONAL LITERACY.....	141
8.5.3. CEMETERIES.....	141
8.5.4. HEALTH AND SOCIAL DEVELOPMENT.....	142
8.5.4A. HEALTH AND SOCIAL DEVELOPMENT ISSUES.....	142
8.5.4B. HEALTH AND SOCIAL FACILITIES	143
8.5.4C. HEALTH FACILITY PROFILE FOR THE EMLM.....	144

8.5.5. EARLY LEARNING CENTERS AND HOME BASED CARECENTRES THAT WERE FUNDED DURING 2013/14 FINANCIAL YEAR BY SOCIAL DEVELOPMENT DEPARTMENT	145
8.5.5B. EARLY CHILD DEVELOPMENT (ECD)	149
8.5.5C. CHALLENGES FACING ECD'S	149
8.5.6. WELFARE	149
8.5.6A. TYPES OF GOVERNMENT GRANTS IN EMLM	149
8.5.6B. COMMUNITY SERVICES STRUCTURES	150
8.5.6C. SASSA/SOCIAL DEVELOPMENT	152
8.5.7. SAFETY AND SECURITY	154
8.5.7A. SAFETY AND SECURITY FACILITIES	154
8.5.8. POST OFFICES	175
8.5.9. INTERNET SERVICES	175
8.5.10. SOCIAL COHESION	175
8.5.11. IN SUMMARY, THESE ARE THE SOCIAL DEVELOPMENT CHALLENGES	176
8.5.12. SPORTS,ARTS AND CULTURE	176
8.5.12A. SPORTS, ARTS AND CULTURE CHALLENGES	176
8.6. KPA 4. LOCAL ECONOMIC DEVELOPMENT	177
8.6.1 THE ECONOMIC PROFILE	177
8.6.1.1. EMPLOYMENT OPPORTUNITIES	180
8.6.1.2. CHALLENGES FACING THE AGRICULTURAL SECTOR	183
8.6.1.3. TOURISM	183
8.6.1.3A. CHALLENGES FACING THE TOURISM SECTOR.....	183
8.6.1.3B. MINING	183
8.6.1.3C. CHALLENGES FACING THE AGRICULTURAL SECTOR	183
8.6.1.3D. MANUFACTURING	184
8.6.1.3E. WHOLESALE AND RETAIL SECTOR.....	184
8.6.2. DEVELOPMENT CORRIDORS	186
8.6.3. LED AND POVERTY REDUCTION	186
8.6.4.LED SKILLS BASE FOR EMLM.....	188
8.6.5. COMPETITIVE AND COMPARATIVE ADVANTAGES	188
8.6.6. TOURISM	189
8.6.7. TOURISM PROJECTS	190
8.7.KPA 4. FINANCIAL VIABILITY	191
8.7.1. FINANCIAL CHALLENGES	207
8.7.2.ISSUESRAISED BY THE AUDITOR GENERAL AND RESPONSES BY EMLM MANAGEMENT FOR 2012/13 FINANCIAL YEAR.	207
8.8. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION.....	216
8.8.1. COMMUNICATION SYSTEM	216
8.8.2. COMMUNITY PARTICIPATION	217
8.8.3. WARD COMMITTEES	218
8.8.3A. CHALLENGES FACING WARD COMMITTEES.....	218
8.8.3B. AUDIT CHALLENGES	219

8.8.3C. AUDIT ACTION PLAN	219
8.8.3D. RISK MANAGEMENT	219
8.8.3E. RISK MANAGEMENT CHALLENGES	219
8.8.3F. ANTI-CORRUPTION CHALLENGES	219
8.8.3G. MAYORAL OUTREACH PROGRAMMES	219
8.8.4. SPECIAL PROGRAMMES (OFFICE OF THE MAYOR)	220
8.8.4A. YOUTH AND THE AGED	220
8.8.4B. TRADITIONAL HEALERS	220
8.8.4C. WOMEN CAUCUS	220
8.8.4D. THE DISABLED.....	221
8.8.4E. MORAL REGENERATION CHARTER.....	222
8.8.4F. COMMUNITY DEVELOPMENTWORKERS	222
8.8.4G. CHALLENGES FACING COMMUNITY DEVELOPMENT WORKERS	222
8.8.4H. EARLY CHILD DEVELOPMENT (ECD).....	223
8.8.4J. CHALLENGES FACING ECD'S	223
8.8.4K. INTER-GOVERNMENTAL COORDINATION AND ALIGNMENT	223
8.8.4L. TRADITIONAL HEALERS	223
8.8.4M. TRADITIONAL LEADERSHIP	224
8.9. KPA 6. MUNICIPAL TRANSFORMATION AND ORGANISATIONALDEVELOPMENT	225
8.9.1. POWERS AND FUNCTIONS	225
8.9.2. BOUNDARIES	226
8.2.3. POLITICAL STRUCTURE	227
8.9.4. INSTITUTIONAL POLICIES	229
8.9.5. SKILLS PROFILE.....	231
8.9.6. LABOUR RELATIONS.....	232
8.9.7. INFORMATION TECHNOLOGY	232
8.9.7A. INFORMATION TECHNOLOGY CHALLENGES	232
8.9.8 OCCUPATIONAL HEALTH AND SAFETY	232
8.9.9. PERFORMANCE MANAGEMENT SYSTEM (PMS).....	233
8.9.10. PERFORMANCE MANAGEMENT SYSTEM CHALLENGES	233
8.9.11. BY-LAWS	234
9. STRATEGIES PHASE	235
9.1. DEPARTMENTAL CORE FUNCTIONS.....	235
9.2. MUNICIPAL DEVELOPMENTAL PRIORITIES AND OBJECTIVES	236
9.3A. TWELVE OUTCOMES APPROVED BY THE CABINET FOR THE PERIOD ENDING 2014	237
9.3B.THE ROLE OF THE MUNICIPALITY IN ADDRESSING THE 12 OUTCOMES.....	238
11. PROJECT PHASE (CAPITAL PROJECTS).....	265
11.1. KPA 1: SPATIAL RATIONALE	265
11.6. KPA 2: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	266
11.3. KPA 3. LOCAL ECONOMIC DEVELOPMENT (OUTPUT 3)	276
11.4. KPA 4. GOOD GOVERNANCE AND PUBLIC PARTICIPATION	277
11.5. KPA 5 FINANCIAL VIABILITY.....	277

12. PROJECTS BY THE SEKHUKHUNE DISTRICT MUNICIPALITY	278
12.1. KPA1: SPATIAL RATIONALE	278
13. PROJECTS BY NATIONAL AND PROVINCIAL SECTOR DEPARTMENTS	284
13.1. DEPARTMENT OF AGRCULTURE.....	284
13.2. ROADS AND TRANSPORT INFRASTRUCTURE PROJECTS: 2013/14 FINANCIAL YEAR	285
DEPARTMENT: COGHSTA: SPATIAL AND HUMAN SETTLEMENT	288
13.3. DEPARTMENT: COGHSTA: SPATIAL AND HUMAN SETTLEMENT.....	289
13.4. LIMPOPO DEPARTMENT OF SPORTS ARTS AND CULTURE.....	290
13.5. DEPERTMENT OF HEALTH.....	294
13.7. DEPARTMENT OF EDUCATION.....	296
13.8. LIMPOPODEPARTMENT OF AGRICULTURE INFRASTRUCTURE PROPOSED PROJECTS FOR 2013/14	
304	
13.9. COGHSTA: HOUSING PROJECTS	304
13.10. LANDCARE PROJECT	306
13.14. PROJECTS BY THE NATIONAL DEPARTMENT OF ENVIRONMENTAL AFFAIRS.....	306
13.15. LEDET MUNICIPALITY PROJECTS AND PROGRAMS FOR THE 2012/13 -14/15 FINANCIAL	
YEAR 307	
13.16. LIMPOPO ECONOMIC DEVELOPMENT AGENCY (LEDA)	313
13.17. LIMPOPO TOURISM AUTHORITY (LTA)	315
13.18. PROJECTS BY THE PRIVATE SECTOR	319
. INTEGRATION PHASE	320
14.1.KPA 1: SPATIAL RATIONALE.....	320
14.2. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	322
14.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT	326
14.4. KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION.....	327
14.5. KPA 5. FINANCIAL VIABILITY	329
14.6. KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT.....	333

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
NDP	NATIONAL DEVELOPMENT PLAN
WSDP	WATER SERVICE DEPARTMENT PLAN
SDM	SEKHUKHUNE DISTRICT MUNICIPALITY
LEGDP	LIMPOPO EMPLOYMENT GROWTH AND DEVELOPMENT PLAN

VISION

A better life for all through service excellence

MISSION

The Elias Motsoaledi Local Municipality is committed to:

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

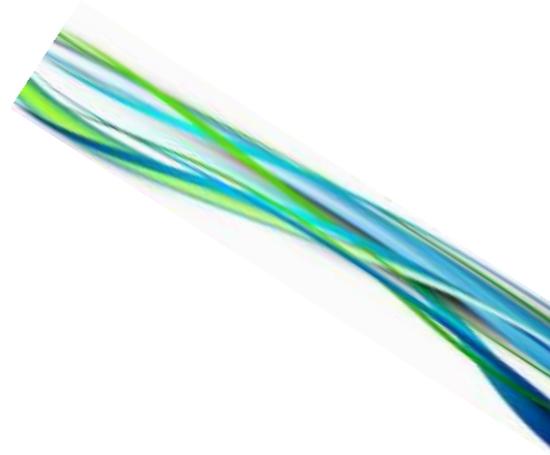
We will achieve this by:

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

Organizational values:

The following values specify how Elias Motsoaledi Local Municipality chooses to operate. These set of values guide the municipality on how it does business internally and externally. They are the keys to the municipality's success and therefore they need to be maintained.

- ✿ Integrity
- ✿ Orientation to customers
- ✿ Teamwork
- ✿ Innovation
- ✿ Performance priority
- ✿ Quality
- ✿ Open communication
- ✿ Community involvement
- ✿ Self- motivation and
- ✿ Continuous organizational improvement



FOREWORD BY THE HONOURABLE MAYOR

The Constitution of the Republic of South Africa remains the supreme law to which all laws must abide to and Chapter 7 of the same law, the Constitution of the Republic of South Africa stipulates of Municipalities as the local form of the spheres of government hence it is also known as Local government. Section 152(1) elaborates on the objects thereof.

Local Government Municipal Systems Act, No 32 of 2000, Chapter 5 requires municipalities to develop a five year IDP which will be reviewed annually. The same Act dictates that the municipality's IDP be informed by the needs of the communities it represents.

The municipality did embark on a protracted public participation program to involve and source views of our communities in the last IDP Review in line with Section 4 of MSA, however we still need to improve in order to reach each and every citizen of our municipality.

In preparation for the new IDP, there were several stakeholders' engagement in the form of meetings with Magoshi, Ward committees, IDP forums and Communities at large. The municipality acknowledges that it is still faced with service delivery backlogs and recommits itself to speed up the rate at which it addresses these challenges. Amongst other challenges, the municipality is faced with the following:

- Poverty and unemployment
- Economic space for growth
- Energy, water and sanitation including road infrastructure
- Organizational and institutional development
- Achievement of clean audit

It is worth mentioning and can never be overemphasized that as a municipality in all the financial years, our IDP was rated amongst the worse in the province and country, however through the efforts and hard work of all concerned we are proud to inform that our IDP rating continuous to be the best amngst other rated municipalities. This high rating should however not make us complaisant but to double our efforts to actualize the service delivery targets. Yet again the

municipality has developed a credible IDP and adequate resources will be provided to enable us to achieve the objects of Section 152 of the Constitution of the republic of South Africa and subsequent laws. This will be coupled with the enhancement of the 2011 approved National Development Plan (NDP). The municipality will from time to time review its strategic objectives to achieve its goals. The institution intends to invest in infrastructure priorities such as:

- The upgrading of informal settlements;
- Public transport infrastructure and systems;
- Improve basic service delivery such as water provision, electricity, sanitation and refuse removal;
- To promote energy efficiency;
- Creating sustainable jobs through programmes such as **EPWP**.

It is highly imperative for all of us to focus our energy as government and private sector to the betterment of our people's lives and of the entire South African population.

Thank you

Cllr WM Matemane

Municipal Mayor



MESSAGE BY THE ACTING MUNICIPAL MANAGER

The IDP for 2014-2015 remains the strategic planning instrument that guides development planning in the area of Elias Motsoaledi Local Municipality (EMLM). The IDP for 2014-2015 financial year characterises and sharpens our understanding of integrated planning budgeting processes. The IDP for the 2014-2015 financial year endeavours to reflect the priorities of the municipal Council, residents and communities.

We will use the IDP for 2014-2015 as a tool to guide the institutional renewal reflective of the changing development landscape. We view the IDP for 2014-2015 as offering the institution an opportunity to reconfigure itself to address previous challenges and also achieve the 2014 clean audit. The IDP for 2014-2015 serves as a base to implement the value proposition outline in the turnaround strategy of the Municipality.

The IDP for the 2014-2015 commits to develop various key municipal by-laws and sector plans to create the necessary regulatory framework to improve governance and also achieve clean audit target.. During the forthcoming financial year (2014-2015), the municipal administration would endeavour to develop and finalise outstanding policies to enhance service delivery. We are cognisance of the need to create a policy environment that supports local democracy. In this regard, the participation of residents and communities in matters of the municipality will be greatly enhanced.

Flawless municipal administration processes, systems and procedures are a central focus of institutional transformation and organisational development in the new financial year (2014-2015). Emphasis will be placed on billing new areas, improving revenue collection, identifying new growth areas and developing new human settlements. We hope to facilitate more private investments by easing business development costs including accelerating decision making on development and rezoning applications.

The IDP for 2014-2015 financial year provides the municipal administration with the opportunity '*to **doing the right things, the right way, as always.***' In other words, we are committing to an efficient and effective administration.

Acting Municipal Manager

1. EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER

1.1. ELIAS MOTSOLEDI LOCAL MUNICIPALITY

1.1.1. Locality and Background

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

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

The municipality came 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 municipality 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 km's from Polokwane, 135 km from Pretoria and 150 km's from Nelspruit.

The municipality is the third smallest of the five (5) local municipalities in Sekhukhune District, constituting 27,7% of the area with 3668,334 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 municipality has(30) thirty wards with sixty (60)councillors. Out of the 60 councillors 53 are part-time councillors and 7 are full-time councillors. The municipality is comprised of the following magisterial districts.

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

The Groblersdal Magisterial District, Roosenekal and Laersdrift are mostly carrying the economic growth of the Municipality. Moutse Magisterial District population and its economic activities include the settlements in the western part of the Elias Motsoaledi Local Municipality. The settlements in the north eastern parts of the municipal area are located in the Hlogotlou and surrounding areas. It should thus be borne in mind that these four magisterial districts do not only form part of the Elias Motsoaledi Local Municipality but also partly comprises adjacent local municipalities. It does however provide an indication of the economic structure and characteristics in different parts of the EMLM. The map below indicates boundaries of the municipality and its areas

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

WARD	WARD CODE	VILLAGES	REGISTERED VOTERS	VOTING DISTRICTS
WARD 1	9470200 1	Moteti Mmotwaneng Slovo Lusaka Oorlog Walkraal (RDP) Ramaphosa	3689	6
Ward 2	9470200 2	Moteti "A Moteti C 1(Hlalampya)	3655	3
WARD 3	9470200 3	Kgobokwane Kgapamadi	3102	3
Ward 4	9470200 4	Stompo Ntswelemotse (Mpheleng) Walkraal A	2979	3
WARD 5	9470200 5	Mpheleng Magakadimeng	3410	4
WARD 6	9470200 6	Phuqukani Part Of Five Morgan Taereng	3438	4
WARD 7	9470200 7	Ngolovhane Masuku Ten Morgan Nonyana Homeland Moteti C 2 Moteti Liberty Makeke	3917	6
WARD 8	9470200 8	Malaeneng (Elansdoorn A) Sanel (Sempupuru) Uitspanning A	3489	5
WARD 9	9470200 9	Tambo Square Walter Sizulu (RDP) Phooko Jabulani D3	3361	5
WARD 10	9470201 0	Ntwane Lesehleng A & B Dithabaneng Mashemong	3731	5

WARD 11	9470201 1	Elansdoorn Town Taiwan Part Of Five Morgan Jabulani D2	3254	4
WARD 12	9470201 2	Thabakhubedu Maleoskop Buffelsvlei Loskop Magagamatala Wagendrift	3786	10
Ward 13	9470201 3	Grobersdal	3900	2
WARD 14	9470201 4	Naganeng Ga-Matlala Lehwelere Blompoot Masakaneng Valfontein Farms Aquaville Farms	3958	7
WARD 15	9470201 5	Holnek Vlaklaagte Maraganeng Keerom Masoing	3558	6
WARD 16	9470201 6	Mabhande Masanteng Doorm New Stand Madala One (1) Madala Two (2) Donkey Stop Sovolo Pelazwe Ga- Masemola	3830	6
WARD 17	9470201 7	Matshelapata Matshelapata New Stand Bapeding Ga- Moloji Part Of Matebeleng	3212	4
WARD 18	9470201 8	Mmotwaneng Syverfontein Talane	3388	5

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

	8	Mgababa Stadium View (Boleu Section)		
WARD 29	9470202 9	Motetema Rakidiwane Farm Ga- Lekwane	4206	5
WARD 30	9470203 0	Tshehla Trust Uitvlugt Duffelskloof Tigershoek Station Roosenekal RDP Roosenekal Town Makwanenkakaboleng Zone 3 Zone 11 Nyenye Dendeldoos Laersdrif	3207	5

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

The total number of registered voters within the Municipality is 112022

1.2. Opportunities Offered By the Municipality

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

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

2. LEGAL / LEGISLATIVE FRAMEWORK

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

<ul style="list-style-type: none"> • The constitution of the Republic of South Africa (1996) • White paper on Local Government (1998) • Municipal Demarcations Board of 1998 • Municipal Systems Act of 2000 • Municipal Structures Act of 1998 • Municipal finance management Act (2003) 	<ul style="list-style-type: none"> • White paper on Environmental management Policy • Millennium Development Goals • 12 Outcomes of Local Government • Integrated Sustainable Rural Development Strategy • Industrial strategy for RSA (2001)
---	--

<ul style="list-style-type: none"> • Development Facilitation Act (1995) • Municipal Property Rates Act (2004) • National Land Transport Transition Act (2000) • Empowerment Equity Act (2004) • Skills Development Act • White paper on spatial planning and Land Use Management • White paper on Safety and Security 	<ul style="list-style-type: none"> • The National Youth Development Agency (2008) • Domestic Tourism Strategy (2004–2007) • National Development Plan 2030 • Disaster Management Act 57 of 2002
---	---

2.1. Bill Of Rights (The Constitution Of The Republic Of South Africa)

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

2.2. The National Development Plan 2030

Elias Motsoaledi Local Municipality is committed to ensure that aspirations raised in the NDP are achieved through undertaking the following as indicated in the NDP 2030

2.2.1. Objectives of the NDP that need to be achieved by 2030

- Reduce the number of people who live in households with a monthly income below R419 per person (in 2009 prices) from 39 percent to zero.
- Reduce inequality, as measured by the Gini coefficient, from 0.69 to 0.6.

To make meaningful progress in eliminating poverty and reducing inequality, South Africa needs to write a new story. The National Planning Commission envisions a South Africa where opportunity is determined not by birth, but by ability, education and hard work. Above all, we need to improve the quality of education and ensure that more people are working. We need to make the most of all our people, their goodwill, skills and resources. This will spark a cycle of development that expand opportunities, builds capabilities and raises living standards. We cannot continue with business as usual. We need to change the way we do things; the sooner we do this, the better.

Enabling milestones

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

- 2.3. Municipal systems act, act 32 of 2000

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

2.4. The Limpopo employment growth and development plan 2009-2014 (LEGDP)

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

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

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

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

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

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

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

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

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

2.5. Sekhukhune 2025 development strategy (sgds 2025)

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

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

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

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

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

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

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

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

3. POWERS AND FUNCTIONS OF EMLM

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

Table 2

Schedule 4 Part B	Schedule 5 Part B
<ul style="list-style-type: none"> ● Air pollution ● Building regulations ● Child care facilities ● Electricity and gas reticulation ● Firefighting services ● Local tourism ● Municipal planning ● Municipal health services ● Municipal public transport ● Municipal public works ● Pontoons, ferries, jetties, piers and harbours, ● Storm-water management systems in built-up areas ● Trading regulations 	<ul style="list-style-type: none"> ● Billboards and the display of advertisements in public places ● Cemeteries, funeral parlours and crematoria ● Cleansing ● Control of public nuisances ● Control of undertakings that sell liquor to the public ● Facilities for the accommodation, care and burial of animals ● Fencing and fences ● Licensing and control of undertakings that sell food to the public ● Local amenities ● Local sport facilities ● Markets ● Municipal abattoirs ● Municipal parks and recreation ● Municipal roads ● Noise pollution ● Pounds ● Public places ● Refuse removal, refuse dumps and solid waste disposal ● Street trading ● Street lighting ● Traffic and parking

4 MEC'S ASSESSMENT REPORT

EMLM values the MEC's assessment on the IDP for 2013/2014. The office of the MEC Coghsta conducted the 2013/14 IDP assessments to determine credibility of IDP's in all the municipalities. EMLM was found to have improved considerably as compared to the previous financial years. The improvement was produced through concerted efforts shown by all departments within the municipality including assistance from the Provincial sector departments.

The table below indicates some of the comments raised by the MEC during the 2013/14 assessment session

MEC'S ASSESSMENT REPORT

2013/14 MECs Comments

SEKHUKHUNE DISTRICT			
Municipality	IDP Outcome	IDP-SDBIP Alignment	Overall Rating
Elias Motsoaledi	High	Aligned	High
PREPARATORY PHASE			
PROVINCE-WIDE MUNICIPAL IDP ASSESSMENT FINDINGS		RECOMMENDATIONS	
<ul style="list-style-type: none"> ▪ In general, municipalities have adhered to the requisites of the preparatory phase as per the assessment template. ▪ It has also been noted that there are a number of factors which impact negatively on public participation processes in municipalities, namely: <ul style="list-style-type: none"> • Vast distances that had to be travelled due to the size of municipal areas; • People are experiencing participation fatigue as they are tired of “participating in their own development” without seeing the meaningful benefits of their participation; • There are misgivings with regard to the way the IDP process is managed, amongst others, bureaucratic red-tape and under-resourcing of the IDP participatory structures: • The municipal inability to ensure the participation of the business sector in 		<p>During this phase, municipalities should position themselves to comply with the policy and legislative requirements that guide the IDP process. Municipalities within a specific district, have to be guided by the district “IDP Review Framework” that binds both the district and the local municipalities to ensure proper coordination and alignment. Each municipality also has to adopt a “Process Plan” set out in writing.</p> <p>Whilst the Process Plan has to be based on appropriate consultation with local communities and to be communicated to them, the Framework has to be based on engagement with local municipalities and sector departments within the district.</p> <p>In this phase, municipalities should also outline how the public will be afforded the opportunity to participate in the planning process and how the inter-governmental relations legislation and structures would assist the three spheres of government in the alignment, coordination and integration of their service delivery programs.</p>	

<p>the IDP meetings at local municipal level. The IDP representative structures appeared inappropriate as mechanisms to ensure the participation of the business sector;</p> <ul style="list-style-type: none"> • There is lack of special efforts to ensure the participation of non-organized marginalized groups in the IDP process (e.g. the landless or the unemployed); <p>If creative ways were to be found to address to these impeding factors, there would be significant improvements in the quality of public participation in the IDP processes of municipalities.</p>	<p>The preparation task of the IDP is the duty of municipal management and, thus, the preparatory phase should contribute to the institutional preparedness of the municipality for the entire IDP process, i.e. – <i>Analysis – Strategies – Projects – Integration – Adoption</i>. After adoption the municipality has to ensure and manage the day to day implementation of projects (SDBIP), monthly monitoring, quarterly evaluation and annual review (PMS).</p>
--	--

KPA1: SPATIAL RATIONALE – 2013/14 ASSESSMENT FINDINGS AND RECOMMENDATIONS

IDP Phase	Province-Wide Municipal IDP Assessment Findings	Recommendations
<p>Analysis</p>	<p>The analysis for the spatial rationale KPA is satisfactory but there are shortcomings that should be highlighted, namely:</p> <ul style="list-style-type: none"> • The use of maps to analyze the spatial dynamics of municipalities is still limited for both Category B (Local) and C (District) municipalities. In some cases there are no maps in the IDP. The use of maps printed in 	<p>The purpose of the spatial analysis is to ensure that land use planning and management is informed by credible and comprehensive information. Municipalities should, therefore, consider the following in the analysis phase:</p> <ul style="list-style-type: none"> • The necessity for spatial restructuring; • The need for land reform; • The indication of hierarchy of settlements • as envisaged in the provincial SDF; and • The spatial constraints, problems,

	black and white is also still prevalent.	<ul style="list-style-type: none"> opportunities, trends and patterns
Strategies	<p>The strategies phase for spatial rationale is not satisfactory. This is true for both Category B and C municipalities. Hereunder are a variety of findings:</p> <ul style="list-style-type: none"> In some IDPs, the spatial strategies formulated do not address all the challenges highlighted in the analysis phase; There is a blanket approach to the formulation of strategies resulting in strategies that are not content specific; There are inconsistencies in terms of formulating strategies that are short, medium to long term; and There are also numerous shortcomings insofar as aligning the strategic objectives and strategies. 	<p>During the strategy phase, municipalities have to identify spatial development objectives and strategies to address the spatial challenges as highlighted in the analysis phase. Here, the following should be considered:</p> <ul style="list-style-type: none"> The strategies should address all the spatial challenges highlighted in the analysis phase; Formulate short, medium and long term spatial strategies; The spatial strategies have to be SMART; and The spatial strategies should correlate positively with the municipal development objectives.

<p>Projects</p>	<p>The projects phase for the spatial rationale KPA is satisfactory across municipalities in the province. However, notable shortcomings include the following:</p> <ul style="list-style-type: none"> • In certain instances, spatial projects are not informed by identified spatial strategies as highlighted; • The source of funding and implementing agent(s) are not always reflected. • In some instances, the projects in the IDP of Category C municipalities are not reflected in the IDPs of Category B municipalities. 	<p>The spatial projects phase seeks to ensure that the challenges as highlighted in the analysis and strategies phases are complemented by appropriate spatial projects. In this regard, the following should be considered:</p> <ul style="list-style-type: none"> • The projects should be over the MTEF period; • The projects should correlate positively with the strategies developed; • The projects should have budget allocations; and • The projects should reflect on the source of funding as well as the implementing agent(s).
<p>Integration</p>	<p>All municipalities have adopted Spatial Development Frameworks (SDF) and the local municipalities have developed their Land Use Management Schemes (LUMS) to guide the municipal spatial development patterns. However, it should be note that some SDFs have long been adopted and needs to be reviewed.</p>	<p>In the integration phase, municipalities should have Integrated Spatial Development Frameworks with the following outputs:</p> <ul style="list-style-type: none"> • A summary including spatial development trends and issues emerging; • Localised spatial development principles; • Strategic guidelines for spatial restructuring and spatial integration;

	<p>Generally, the SDFs are not able to provide guidance with regard to planning. The IDPs should be used to focus on aspects of the NDP that fit within a municipality's core responsibilities such as spatial planning, infrastructure and basic services. This would ensure that the IDP process become more manageable and the participation process more meaningful, thus helping to narrow the gap between the aspirations contained in these documents and what can actually be achieved.</p>	<ul style="list-style-type: none"> • Location of all projects; • Summary of land reform issues related to projects; and • Maps which indicate spatial objectives and strategies. <p>Responsibility: Municipal Development Planning Department</p>
--	---	--

KPA 2: BASIC SERVICES - 2013-14 ASSESSMENT FINDINGS AND RECOMMENDATIONS

WATER AND SANITATION

Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	<p>The water and sanitation analysis is satisfactory. However, the noted shortcomings include the following:</p> <p>sources used to extrapolate municipal backlogs;</p> <ul style="list-style-type: none"> • The percentage of backlogs is not always complimented by absolute numbers and vice versa. • The provision of FBW is not indicated in some 	<p>The purpose of the water and sanitation analysis is to ensure that municipal planning process is informed by a comprehensive credible status quo. The analysis should consider the following;</p> <ul style="list-style-type: none"> • Determine level of service provision and backlogs in relations to norms and standards on water and sanitation provision; • Water sources and water catchment areas • Water and sanitation backlogs; • Challenges pertaining to

	of the IDPs; and	provision of water and sanitation
Strategies	<p>There are numerous challenges in the strategies phase and these include the following:</p> <ul style="list-style-type: none"> • The lack of strategies in relation to certain indicators i.e. strategies on extending and upgrading municipal and sanitation assets and provision of FBW; and • There is a blanket approach to the formulation of water and sanitation strategies and, thus, resulting in strategies that are not content specific. 	<p>In response to the water and sanitation challenges highlighted in the analysis phase, it is important to derive strategies that seek to counter the challenges.</p> <p>Here, the following should be considered:</p> <ul style="list-style-type: none"> • The strategies should address all the challenges as highlighted in the analysis; • Formulate short, medium and long strategies; • The strategies needs to correlate positively with the development objective; and • The strategies have to be SMART. <p>In the case wherein the municipality is not a Water and Service Authority nor provider; strategies should be accessed from the relevant stakeholder(s).</p>
Projects	<p>The projects phase of the water and sanitation KPA is satisfactory. Notable shortcomings include the following:</p> <ul style="list-style-type: none"> • municipalities are not found in the IDPs of Category B municipalities and vice versa; and 	<p>The water and sanitation projects phase are initiated to ensure that the challenges as highlighted in the analysis and strategies are resolved through these projects. In the development of water and sanitation projects, the following should be considered:</p> <ul style="list-style-type: none"> • The projects should be over the MTEF period;

		<ul style="list-style-type: none"> • The projects should correlate positively with the strategies formulated; • The projects should have a budget allocation; • The projects should reflect on the source of funding as well as the implementing agent(s); <p>In the case wherein the municipality is not a Water and Service Authority nor provider; projects should be accessed from the relevant stakeholder(s).</p>
Strategies	All municipalities which are Water Service Authorities and/or Water Services Providers (WSPs) have Water Services Development Plans.	<p>In the integration phase, municipalities are expected to outline the water and sanitation strategies as per the Water Services Development Plan with the following outputs:</p> <ul style="list-style-type: none"> • A set of data containing targets • Existing and future consumer profile and service levels; • Water balance, water sources and quality; • Water services infrastructure; • Water service strategies; • Water demand management; • Institutional management; and • Finances and affordability <p>Responsibility: Municipal Technical Department (Water Services Authority)</p>
Electricity and Energy		
IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis Phase	The analysis phase is satisfactory. However, shortcomings include the	The electricity and energy KPA is one of the central pillars to basic services. Given the latter, the analysis should

	<p>following:</p> <ul style="list-style-type: none"> • The analysis focus seems to be biased towards electricity and thus negating other sources of energy; • There is a variety of sources used to extrapolate municipal backlogs; • The percentage of backlogs is not always complimented by absolute numbers and vice versa • The percentage of backlogs is not always complimented by absolute numbers and vice versa; and • The provision of FBE is not indicated in some of the IDPs; and 	<p>seek to ensure that planning is informed by credible baseline information. The following should be considered in the analysis:</p> <ul style="list-style-type: none"> • Determine level of provision and backlog on energy provision (Universal access and level of service); • Sources of energy; • An outline of electricity backlogs; • Challenges pertaining to provision of energy and electricity; • Assess potential alternative sources of energy; • Status on the provision of Free Basic Electricity (FBE) • All the electricity and energy stakeholders and their role thereof;
Strategies	<p>The strategies of electricity and energy KPA is characterized by shortcomings. These include the following:</p> <ul style="list-style-type: none"> • In some IDPs there are no strategies for electricity and energy; • The strategies tend to focus on electricity only thus negating 	<p>Taking a cue from the electricity and energy challenges highlighted in the analysis phase, it is important to formulate strategies that seek to solve these challenges.</p> <p>Here, the following should be considered:</p> <p>The strategies should address all the spatial</p>

	<p>alternative sources of energy; and</p> <ul style="list-style-type: none"> • The lack of strategies to maintain and upgrade municipal electricity assets was noted in some IDPs. 	<p>challenges as highlighted in the analysis;</p> <ul style="list-style-type: none"> • Develop short, medium and long term spatial strategies; • The electricity and energy strategies needs to correlate positively with the municipal development objectives; and • The electricity and energy strategies have to be SMART. <p>In the case wherein the municipality is not an electricity service provider the strategies should be accessed from the relevant stakeholder(s).</p>
<p>Projects</p>	<p>The strategies of electricity and energy KPA is characterized by shortcomings. These include the following:</p> <ul style="list-style-type: none"> • In some IDPs there are no strategies for electricity and energy; • The strategies tend to focus on electricity only thus negating alternative sources of energy; and <p>The lack of strategies to maintain and upgrade municipal electricity assets was noted in some IDPs.</p>	<p>The electricity and energy projects phase should enable municipalities to ensure that the challenges as highlighted in the analysis and strategies thereof are complemented by projects. In the electricity and energy projects phase , the following should be considered:</p> <ul style="list-style-type: none"> • The projects should be over the MTEF period; • The projects should correlate positively with the strategies developed; • The projects should have a budget allocation; and • The projects should reflect on the source of funding as well as the

		implementing agents;
Integration	Most of the municipalities do not have an Energy Master Plan. The indication is that some of the Energy Master Plans are at draft stage or under review.	The District Municipalities should, in liaison with the DME and ESKOM, develop district-wide and/or Local Energy Master Plans.
ROADS AND STORMWATER DRAINAGE		
IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	<p>The roads and storm-water drainage analysis is satisfactory. There are, however, some shortcomings which should be highlighted:</p> <ul style="list-style-type: none"> • In some instances, the roads and storm-water drainage backlogs in the IDPs of Category C municipalities do not corroborate with those in Category B municipalities and vice versa; • The analysis on the classification of roads network is also not comprehensive. 	<p>The primary rationale for roads and storm-water drainage analysis is to ensure that appropriate baseline information is used to inform roads and storm-water planning processes.</p> <p>Therefore, municipalities should ensure access to information related to:</p> <ul style="list-style-type: none"> • Level of provision and backlogs in relations to the norms and standards on roads and storm-water provision (Levels of service); • Roads classification in the municipal area;
Strategies	<p>The strategies on roads and storm-water drainage have a number of shortcomings. These include the following:</p> <ul style="list-style-type: none"> • In some instances there are no strategies on 	<p>On the basis of the identified roads and storm-water drainage challenges as highlighted in the analysis phase, it is important for municipalities to formulate strategies to address these challenges. Here, the following should</p>

	<p>roads and storm- water drainage;</p> <ul style="list-style-type: none"> • The strategies in the IDPs tend to focus on roads neglecting the storm-water aspect; • Most of the IDPs lack strategies on the provision of cost-effective and sustainable roads and storm-water drainage; and • Strategies on the rehabilitation, extension and upgrading of municipal roads and storm water drainage are not a consistent feature of the IDPs. 	<p>be considered:</p> <ul style="list-style-type: none"> • The strategies should address all the challenges as highlighted in the analysis; • Develop short, medium and long term spatial strategies; • The strategies need to correlate positively with the development objectives; and • The strategies have to be SMART.
<p>Projects</p>	<p>The projects phase is satisfactory. The shortfall is that most municipalities prioritize roads projects and neglect the storm-water drainage component.</p>	<p>The municipalities should ensure that the roads and storm-water drainage projects address challenges as highlighted in the analysis phase.</p> <p>In the projects phase , the following should be considered:</p> <ul style="list-style-type: none"> • The projects should be over the MTEF period; • The projects should correlate positively with the strategies developed; • The projects should have a budget allocation; and • The projects should reflect on

		<p>the source of funder as well as the implementing agent;</p> <p>NB: In the case of Category C municipalities, projects should be classified per each Category B municipality.</p>
Integration	<p>Most of the municipalities do not have a Roads Master Plans. The overall indication is that there are on-going processes to develop the plans.</p>	<p>The district municipalities should in liaison with the Department of Roads and Transport assist the local municipalities to develop Roads Master Plans.</p>
PUBLIC TRANSPORT		
Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	<p>The analysis information on public transport is fairly comprehensive. Here, notable shortcoming is that the analysis for some Category C municipalities is not classified per each Category B municipality.</p>	<p>Public transport is an essential service that contributes immensely to the economies of municipalities. The analysis on public transport should consider the following:</p> <ul style="list-style-type: none"> • Determine level of provision and backlogs in relation to norms and standards on public transport provision (Levels of Service); • Types of public transport and facilities – buses (Bus Termini), taxis (Taxi Ranks), train (Stations) and flights (Airports/landing strips); • The state of public transport in the municipality; and • The challenges hindering the

		<p>provision of public transport in the municipality;</p> <p>NB: For Category C municipalities this analysis should be classified per each Category B municipality.</p>
Strategies	<p>There are shortcomings in municipal IDPs with regard to formulation of appropriate public transport strategies.</p>	<p>In response to the public transport challenges highlighted in the analysis phase, it is important for municipalities to develop strategies to address these challenges. In this regard, the following should be considered:</p> <p>The strategies should address all the challenges as highlighted in the analysis;</p> <ul style="list-style-type: none"> • Formulate short, medium and long term spatial strategies; • The strategies have to correlate positively with the municipal development objectives; and • The strategies have to be SMART.
Projects	<p>Unlike the other basic services sub-KPA, the projects phase on public transport in most municipal IDPs is not satisfactory. There are instances wherein there are no public transport projects at all and in some instance, community safety projects are classified as public transports</p>	<p>On projects phase, municipalities should initiate projects that would address the public transport as highlighted in the analysis and projects are aligned to public transport strategies.</p> <p>In this regard, the following should be considered:</p> <ul style="list-style-type: none"> • The projects should be over the MTEF period;

	<p>projects.</p>	<ul style="list-style-type: none"> • The projects should correlate positively with the strategies developed; • The projects should have a budget allocation; and • The projects should reflect on the source of funder as well as the implementing agent; <p>In the case of Category C municipalities, projects should be classified per each Category B municipality.</p>
<p>Integration</p>	<p>The indication is that most municipalities have an Integrated Transport Plan or are in the process of developing one.</p>	<p>In the integration phase, municipalities should develop Integrated Transport Plans with the following outputs:</p> <ul style="list-style-type: none"> • Specify the changes on land transport policies and strategies (for previous 5 years); • Projects and projects segments to be carried out in five years period and the cost of each project; • All modes of transport and infrastructure; • Budget and funding resources (for relevant financial year); • Public transport plan including Current Public Transport Records (CPTR) and operating licence strategy; • General strategy for travel demand management; • Set out a roads and transport infrastructure provision,

		<p>improvement and maintenance strategy;</p> <ul style="list-style-type: none"> • Set out a strategy or plan for the movement of hazardous substances. <p>Responsibility: Municipal official dealing with transport matters & the transport authority</p>
Waste Management		
Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	<p>The analysis on waste management is satisfactory. The notable shortcomings that should be highlighted include the following:</p> <ul style="list-style-type: none"> • There is limited waste management in rural areas; municipality. • municipalities and vice versa; and for Category C municipalities, the backlogs are not always classified per each Category B municipality. 	<p>During the analysis of waste management practices in each municipality, the municipalities should consider the following;</p> <ul style="list-style-type: none"> • Determine level of provision and backlogs in relation to norms and standards on waste management (Level of service); • Highlight on the state of waste management (refuse removal, disposal and recycling in urban and rural areas; and • Indicate challenges and opportunities (recycling, reuse and reduce) on waste management in a municipality. <p>NB: For Category C municipalities, this analysis should be classified per each Category B municipality.</p>
Strategies	The strategies of waste management KPA are	In response to the waste management challenges highlighted in the analysis, it

	<p>characterized by shortcomings. These include the following:</p> <ul style="list-style-type: none"> • There are instances where there are no waste management strategies in some IDPs; • Most of the IDPs lack strategies on the provision of cost-effective and sustainable waste management. <p>Strategies on the rehabilitation, extension and upgrading of municipal waste management facilities is not a consistent feature of the IDPs.</p>	<p>is important to for municipalities to develop strategies to address the challenges. In this regard, the following should be considered:</p> <ul style="list-style-type: none"> • The strategies should address all the challenges as highlighted in the analysis; • Formulate short, medium and long term strategies; • The strategies need to correlate positively with the development objectives; and • The strategies have to be SMART.
Projects	The waste management projects phase is satisfactory.	<p>During the development of waste management projects, municipalities should consider the following:</p> <ul style="list-style-type: none"> • The projects should be over the MTEF period; • The projects should correlate positively with the strategies developed; • The projects should have a budget allocation; and • The projects should reflect on the source of funder as well as the implementing agent; <p>NB: In the case of Category C</p>

		municipalities, projects should be classified per each Category B municipality.
Integration	The indication is that most municipalities have an Integrated Waste Management Plan or in the process of developing one.	<p>In the integration phase, municipalities should develop Integrated Waste Management Plans with the following outputs:</p> <ul style="list-style-type: none"> • Background information in terms of policies and laws, demographics, waste quantities; • Existing waste management projects; • Strategic objectives within the municipal area; • Instruments for implementation of waste management plan (e.g. economic infrastructure, partnerships, etc.); • Implementation programme(s); • Communication and public participation programme <p>Responsibility: Municipal Community Services Department</p>

KPA 3: LED - 2013-14 ASSESSMENT FINDINGS AND RECOMMENDATIONS

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	The economic development analysis in most IDPs is satisfactory. The notable shortcoming is that the state of the local skills base is rarely outlined in the IDPs. municipalities	<p>Local Economic Development (LED) is arguably the central core of municipalities. It is the stimulus to a sustainable local government. Thus, the economic development analysis should cover the following aspects:</p> <ul style="list-style-type: none"> • Impact analysis per economic sector (considering key sectors contributing towards

		<p>the economy of the municipality);</p> <ul style="list-style-type: none"> • Enabling economic infrastructure e.g. wholesale, retailing and manufacturing; • Capital investment and GDP per capita; • Household income and expenditure; • Policy requirements to support economic development; • Development; and • Number of business registration per municipality <p>On employment analysis, municipalities should indicate:</p> <ul style="list-style-type: none"> • % of people unemployed; • Employment by industry; • No. of jobs created through LED/EPWP initiatives; • Employment by skills level; • Economically active population; and • Labour force participation rate.
Strategies	In general the municipal strategies for local economic development are satisfactory.	<p>In a quest to address the economic development challenges highlighted in the analysis phase, the municipalities should amongst others, develop strategies for:</p> <ul style="list-style-type: none"> • Business attraction, expansion and retention; • Promoting Public-Private Partnerships;
Projects	The projects phase is	The Local Economic Development (LED)

	satisfactory.	<p>projects should address the prioritized economic challenges and opportunities in the municipality. In this regard, the following should be considered:</p> <ul style="list-style-type: none"> • The projects should be over the MTEF period; • The projects should correlate positively with the strategies developed; • The projects should have a budget allocation; and • The projects should reflect on the source of funder as well as the implementing agent; <p>In the case of Category C municipalities, projects should be classified per each Category B municipality.</p>
Integration	All the municipalities have a Local Economic Development Strategy to guide economic development in their areas of jurisdiction.	<p>During the integration phase, municipalities should develop LED Strategies with the following outputs:</p> <ul style="list-style-type: none"> • A summary of socio-economic results; • Localised strategies guidelines on LED; and • Consolidated summary of independent LED projects and LED activities (in line with the IDP). <p>Responsibility: Development Planning Directorate (Senior Manager dealing with LED)</p> <p>It is also recommended that</p>

		municipalities should conduct the municipal wide skills audit in order to understand their local skills base given the fact that most municipalities have not indicated their skills base.
KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION - 2013-14 ASSESSMENT FINDINGS AND RECOMMENDATIONS		
IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis Phase	The good governance and public participation analysis is satisfactory. However, challenges regarding good governance and public participation are not comprehensively outlined in some of the IDPs.	<p>Good Governance and Public Participation ensures that the IDP is a people driven process and thus enhances democratic values as enshrined in the RSA Constitution. Thus, the analysis should consider the following;</p> <ul style="list-style-type: none"> • The functionality of Municipal Council and Committees in good governance; • The participation of traditional leaders in the development agenda of municipalities; • Structures of inter-governmental relations and their functionality thereof; • Existence and functionality of the Municipal Public Accounts Committee • Existence and functionality of Audit Committee and Risk Management Committees; • Existence and functionality of Ward Committees and Community Development Workers (CDWs);

		<ul style="list-style-type: none"> • An outline of municipal audit outcomes • An outline of municipal public participation programmes / activities and adherence to Batho-Pele Principles; • Proportion of seats held by women in Council structures
Strategies	The strategies on Good Governance and Public Participation in the province are satisfactory.	<p>On the basis of the good governance and public participation analysis, the municipalities should develop , amongst others, strategies:</p> <ul style="list-style-type: none"> • To promote public participation; • To enhance good governance;
Projects	The assessment indicates that there are projects for good governance and public participation in the IDPs of municipalities.	<p>The municipalities should ensure that they initiate good governance and public participation projects and the following should be considered:</p> <ul style="list-style-type: none"> • The projects should be over the MTEF period; • The projects should correlate positively with the strategies developed; • The projects should have a budget allocation; and • The projects should reflect on the source of funding as well as the implementing agent(s).
Integration	In the integration phase municipalities are expected to outline the various good governance and public	

	participation tools and processes that will be used to guide the implementation of the envisaged projects.	
KPA 5: FINANCIAL VIABILITY- 2013-14 ASSESSMENT FINDINGS AND RECOMMENDATIONS		
IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	Most municipalities have been able to outline aspects relating to their financial viability. However, there are gaps with regards to revenue management, credit control and evidence of billing system.	<p>During the analysis phase, the municipalities should highlight the following:</p> <ul style="list-style-type: none"> • Legislative prescripts on municipal financial management and legal implications; • Assessment of the financial status of the municipality; • Revenue management aspect like billing, collection, debt management; • Expenditure management; • Asset and Liability management • Indication of national and provincial fiscal allocation; • The Auditor-General's Outcome; and • Budget transparency
Strategies	The financial viability strategies of municipalities are satisfactory.	<p>Building on the financial viability challenges and opportunities in the analysis phase, municipalities should consider developing the following strategies:</p> <ul style="list-style-type: none"> • Strategies to improve the financial management of

		<ul style="list-style-type: none"> • the municipality; • Strategies for cost recovery and debt collection; • Strategies to attract investors; and, • Strategies for external financial resource mobilization.
Projects	The financial viability projects of municipalities are satisfactory.	<p>During this phase, municipalities should consider the following:</p> <ul style="list-style-type: none"> • The projects should be over the MTEF period; • The projects should correlate positively with the strategies developed; • The projects should have a budget allocation; and • The projects should reflect on the source of funding as well as implementing agent(s).
Integration	Based on the analysis findings most municipalities do not have 5 Year Financial Plans and some have 3 Year Financial Plans	<p>During the Integration Phase, all municipalities should have a 5 Year Financial Plan with the following outputs:</p> <ul style="list-style-type: none"> • Financial management arrangements; • An inventory and short description of financial management resources, e.g. financial supervisory authority, implementing authority and internal audit; • Financial management guidelines and procedures, e.g. tariff policies, credit control and debt collection policy;

		<ul style="list-style-type: none"> • Summary (1-2 pages) of financial strategies; • Basic financial guidelines and procedures; • Capital operational financial strategies; • Revenue raising strategies; • Asset management strategies; and • Cost effective strategies. <p>Responsibility: Municipal Finance Department (CFO)</p>
--	--	--

KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT - 2013-14 ASSESSMENT FINDINGS AND RECOMMENDATIONS

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	The Municipal Transformation and Organisational Development analysis is satisfactory.	<p>Municipal Transformation and Organisational Development KPA is inwardly focused and thus sought to establish the needs of the municipality as an institution.</p> <ul style="list-style-type: none"> •
Strategies	The strategies phase of municipal transformation and organizational development in the province is satisfactory.	<p>In response to the challenges in the analysis phase, municipalities should consider developing the following strategies;;</p> <ul style="list-style-type: none"> • Capacity building (skills development) strategy • Strategy to promote employment equity • Employee Wellness strategy
Integration	In the integration phase municipalities are expected to outline the various Municipal Transformation and	<p>During this phase, municipalities should develop an Institutional Plan with the following outputs:</p> <ul style="list-style-type: none"> • A short reference on

	<p>Organisational Development tools that will be used to guide the implementation of the envisaged projects.</p>	<p>institutional analysis;</p> <ul style="list-style-type: none"> • Reference to institutional strategic guidelines and resource framework; • Summary of the institutional activities as part of the designed projects; • Municipal Powers and Functions; • An organogram(filled and vacant posts); • Management systems (HR, Finance, Communication, Project Management, PMS, etc.) to ensure a well-coordinated implementation of the IDP. <p>Responsibility: Municipal Corporate Services Department</p>
--	--	--

5. LOCAL GOVERNMENT KEY PERFORMANCE AREAS

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

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

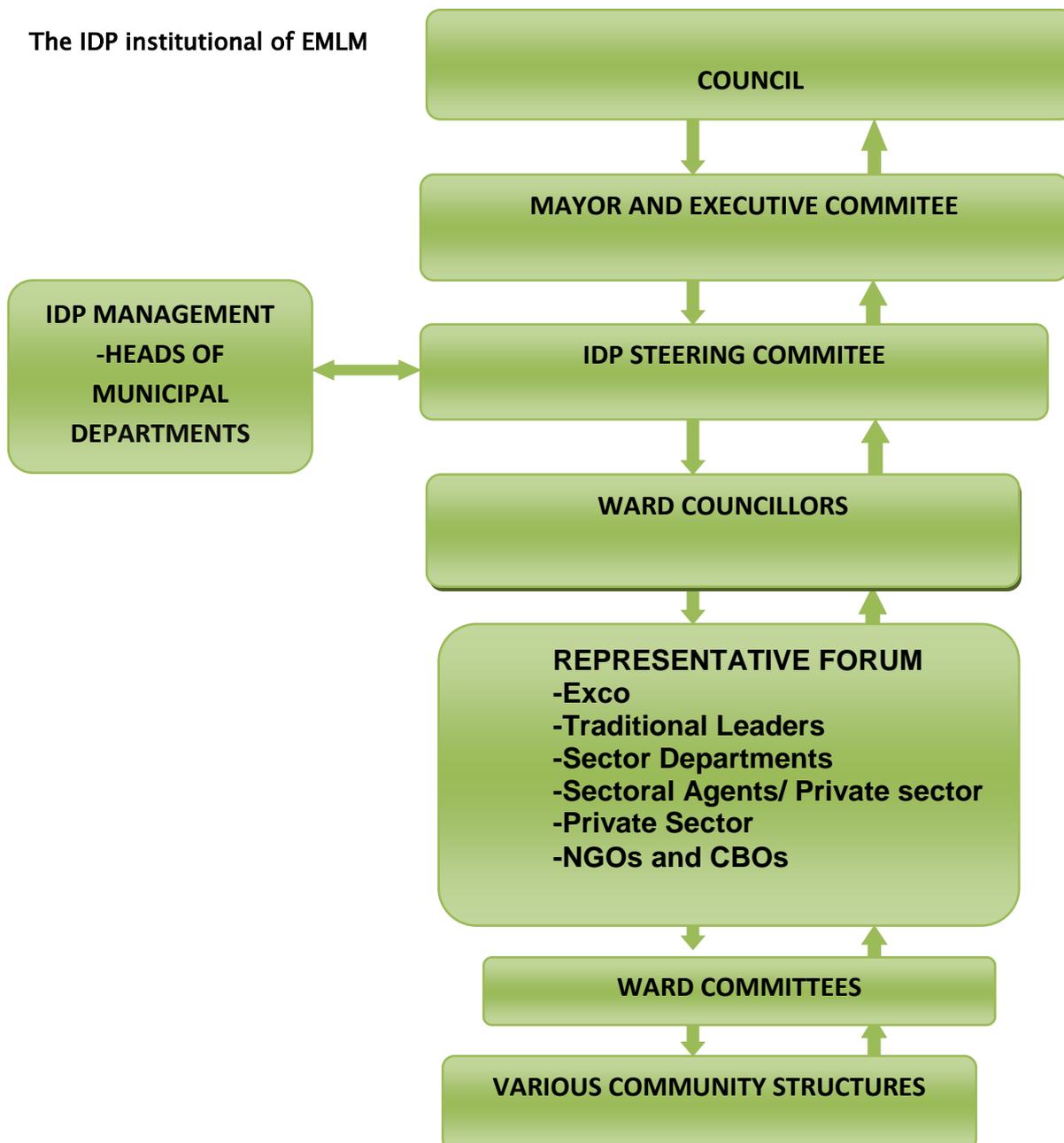
6. 12 NATIONAL OUTCOMES

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

- Outcome: 1** Quality basic education
- Outcome: 2** A long and healthy life for all South Africans
- Outcome: 3** All people in South Africa are and feel safe
- Outcome: 4** Decent employments through inclusive economic growth
- Outcome: 5** An efficient, competitive and responsive economic infrastructure network
- Outcome: 6** Skilled and capable workforce to support inclusive growth path
- Outcome: 7** Vibrant, equitable, sustainable rural communities contributing towards food security for all.
- Outcome: 8** Sustainable human settlement and improved quality of household life
- Outcome: 9** Responsive, accountable, effective and efficient local government system
- outcome: 10** Protect and enhance our environmental assets and natural resources
- Outcome: 11** Create a better South Africa, a better Africa and a better world
- Outcome: 12** An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship

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

The IDP institutional of EMLM



7. 1. COMMUNITY PRIORITY NEEDS PER WARD

The municipality's consultation process has culminated in the identification of various service delivery needs and priorities. The identified of service delivery priorities 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 2014/15 IDP document. The needs tabled below are those emanating from the previous consultations including the 2014/15 consultations.

Table 3. The table below indicate community priority needs as outlined during the 2014/15 consultations

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
1.	Clinic at Moteti B Storm water drainage all village Electricity Oorlog, Moteti B & Re-gravelling of roads in all village Water reticulation Ramaphosa, Slovo, Oorlog and Moteti High mast lights in all villages Sports facilities in all villages Water at Ramaphosa, Moteti B and Walkraal C ext. Electricity of Moteti B, Walkraal C ext. and Slovo Sanitation/ VIP toilets in all villages & in all graveyards Emergency services required Library and gymnasium Satellite Police station Storm water drainage Completion of tar road 300m High mast lights RDP houses=125: Ramaphosa=25; Oorlog=30; Slovo=50; Moteti B=20 Low cost houses Primary school at Waalkraal (RDP) & Secondary school at Ramaphosa Pre-school and crèche Pension Pay point (Hall) and Old age home Sports and recreational facility Title deeds in all villages and formalization of Waalkraal RDP Low level bridge at Oorlog Shopping complex Cleaning of graveyards. Mobile police station Putco buses are needed in Ramaphosa village. Jojo tanks needed at Ramaphosa & the billing system on water to be introduced at Slovo.	Cllr: P.Mokgabudi Official: B. Mohlamme 26 April 2014

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
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> <p>RDP houses in all villages</p> <p>Low level bridge at Mohlako primary school</p> <p>Satellite police station and police patrolling in the ward</p> <p>Recreation centre (community hall; library; sport field; gymnasium and etc.)</p> <p>Secondary school within the ward& school toilets at Nkadimeng Primary</p> <p>Low level bridge/ pedestrian bridge from Masakaneng to Mzimdala)</p> <p>Shelters at bus stops& at pension pay points</p> <p>Quality and running water</p> <p>VIP toilets/ sanitation</p> <p>Shelter needed for all mobile clinics.</p> <p>New residential sites demarcation</p> <p>Establishment of waste management program in the ward.</p> <p>Moteti bus road</p> <p>Moteti A stone pitching</p> <p>Water at Tshehla section</p>	<p>Cllr: D.M. Mzinyane</p> <p>Official: M.Mathebe</p> <p>18 March 2014</p>
3.	<p>Water and sanitation at Kgobokwane and Kgaphamadi</p> <p>Community hall at Kgobokwane</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 including road signs& tarring of 3 km road at Kgaphamadi</p> <p>Post office required at new stand</p> <p>Fence erection for livestock</p> <p>Primary school required at new stand& secondary School needed in Kgaphamadi</p> <p>Satellite Police station</p> <p>Electrification of 135 stands at Kgaphamadi</p> <p>120 RDP houses are needed & some RDP houses' roofing are leaking</p> <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>Complain about ward committee launching (geo, spread)</p> <p>Community library</p> <p>Construction of pay point for elders.</p> <p>Establishment of parks.</p> <p>Land use management</p>	<p>Cllr: M.P Mokgabudi</p> <p>Official: S.T Malapela</p> <p>10 May 2014</p>

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	Jojo tanks needed in the ward School patrol	
4.	<p>Electrification of Mpheleng (Ntswelemotse), VIP Toilets at stompo & ntswelemotse Demarcation of stompo stands Storm water control at Walkraal A and RDP Tarring of 9 km access road from Stompo to Walkraal & speed humps on the bus route. Paving of 3 km and 8 km storm water control at Stompo, House connections and Cost recovery at Mpheleng (Ntswelemotse) High mast lights required Fencing of cemeteries Rebuilding of Ramatsetse Primary School Mobile clinic needed/ proper clinic to be build Construction of pre- school at Stompo. New sport ground to be constructed at New Stands. A need for a steel tank at Walkraal Development of parking area & Community hall needed Construction of skills development centre & children's recreational parks Fencing of Office Roads and street maintenance & Internal roads needed Water needed within the ward & Boreholes to be equipped Residential site to be established RDP houses or low cost houses & VIP Toilets needed Shelter at pension pay points Internal bridges and low level bridge from the village to primary and secondary school needed Security and safety required Sewer system needed Electrification of Trust (Walkraal extension, Ntswelemotse extension) Yard connections at Ntswelemotse Tarring of bus route at Waalkraal Rebuilding of Ramatsetse school Construction of library at Ntswelemotse and Stompo Construction of pre- school at Stompo. New sport ground to be constructed at New Stands. A need for a steel tank at Walkraal Development of parking area. Construction of skills development centre. Speed humps on the bus route. Title deed as a priority number one High school is needed at Malaeneng FET college is needed Mobile police station is needed</p>	<p>Cllr: T.J. Lepota (ward councilor) Official: K.J Motha 03 May 2014</p>
5.	Water (additional boreholes & reticulation) refurbishment of the existing boreholes in all villages	Cllr: W. Matemane (Mayor)

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<p>Erection of a clinic between Mpheleng and Magakadimeng Paving of bus route and storm water control including a low level bridge Sanitation in all villages High mast lights Admin. Block for Mpheleng Primary school, Ramonokane and additional classes at Mailankokonono RDP in both villages (Mpheleng and Magakadimeng)&VIP Toilets in all villages Construction of a bridge between Mpheleng and Uitspanning B Tarring of access road from R25(Bloempoot) to Uitspanning B Educational bursaries Renovation of schools and also construction of an admin. Block at Mailankokonono sec. school. Pension pay points required Additional class rooms at Sebakanaga Fencing of borrow pits Tarring of bus route Developing community parks &Constructing community hall. The budget for Mpheleng road for 2015/2016 to be brought back to 2013/2014 financial year. Fencing of cemeteries in Mpheleng and Magakadimeng. Provincial road to be re-done and maintained.</p>	<p>Official: N.W Phala 26 April 2014</p>
6	<p>Phucukani road (Phase 2) Re-gravelling of roads in all villages of the ward Electrification of Lusaka (50 households) and Five Morgan (20 households) VIP toilets in all villages High mast lights in all villages Water at five Morgan and Taereng Low level bridge at five Morgan Fencing of grave yard at Phucukani Storm water control and paving of roads Community hall Refuse removal Sewer system at Phucukani Recycling at Lusaka borrow pit F.E.T college Multipurpose centre& Community park</p>	

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
7.	<p>RDP houses in all villages Refurbishment of the existing community hall Low level bridge at the road to Segolokwane Primary school& at Thejane school and Nyakorwane Re-gravelling of roads in all villages VIP toilets Recreation facilities High mast lights in all villages Electrification for ten (10) Morgan and Zuma-park Paving of all roads to and from schools Completion of Nyakorwane paving project Primary school at Moteti C2 Fencing of all cemeteries Storm water control in all villages Water (ten Morgan) and sanitation in villages of the ward Community hall at ten Morgan& at Moteti Homeland In –fit houses at ten Morgan Formalization of Zenzele informal settlement Electrification& water at Liberty extension Renovation of community office at Ngolovane Completion of paving and tarring of road at Ngolovane Paving of all the roads leading to schools Low level bridge on the road to Hlogolokwane school Renovation of bridge between Ngolovane and Sibisi primary school Low level bridge,joining Matshipe to Goedereede Establishment of parks/playing area Library is required at Moteti or 10 Morgan Bridge connecting Ngholovhane and Phooko Pension pay point for the elders Special school for the disabled</p>	<p>Cllr: W.Matemane (Mayor) Official: K.J Motha 11 May 2014</p>

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
8.	Fencing of graveyard at Marapong and Elandsdoorn A Electrification of Madiba ext. Resurfacing of Marapong road Phase 2 Refurbishment of Mathale community hall Extension of water pipes to Madiba High mast lights in all villages RDP houses& VIP toilets in all villages Irrigation scheme at Malaeneng and Sempupuru. Marapong sports facility(Refurbishment) Malaeneng community crèche Ward industrial site Community stadium Marapong Bus Route ext& small bridge access road to graveyard(Marapong) Construction of access bridge Malaeneng Community hall Marapong Community crèche Uitspanning A NESN structure (Mapule P. School) & fencing VIP Toilets Marapong, Malaeneng, & Uitspanning New sites at Marapong Surfacing of access from Uitspanning A to Bloempoot Clinic at Uitspanning A Pension Pay point Storm water control at Uitspanning A& yard connections in all the village of the ward Poor roads conditions Job creation Speed humps(Marapong bus road)& regular re-gravelling of gravel roads in the ward Repair of a bridge linking Tambo and Marapong Title deed as a priority number one FET college is needed Mobile police station & community library are needed Mobile clinic is needed/proper clinic to be build Children's recreational parks	Cllr: S.Mogotji Official: M. Ditshego 17 May 2014
9.	Water provision Re-gravelling of roads in all villages High mast lights at Walter Sizulu and Jabulani& extra 10 high mast lights sill need to be installed Tambo bus route surfacing (second phase) Refurbishment of O.R Tambo Stadium Establishment of a new graveyard Title deeds at Tambo Square. Electrification D3 Phooko ext and Tambo extension and Walter Sizulu phase1 ext including the informal settlements Tarring of Walter Sizulu bus route and storm water control Speed humps at Tambo tar road Tarring of access road and bridge at Phooko village&tarring of the road to Ga-Kgaladi	Cllr: M.S.Marapi (ward councilor) Official: H. Mokgehle 27 April 2014

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<p>Refuse collection facilities(skips) Paving access road at Jabulani D3 2 km Sanitation at Walter Sizulu Clinic at Phooko and Jabulani Community Hall at Tambo Square Access bridge between Phooko and Phucukani Access bridge from S&S to Kgaladi 5,4 km Access bridge to Sibisi Primary school 500 RDP unit and 1000 VIP toilets Multi – sport center at Tambo Square Emergency storm water drainage on the Provincial road Upgrading of 2 boreholes at Phooko Jabulani D3 bulk water supply Extra One (1) borehole at Phooko&Extra two boreholes at Jabulani D3 Upgrading of 3 boreholes at Tambo Square Pre-schools Upper class houses in Elandsdoorn D Yard connection and metering at Elandsdoorn C and E Formalization of informal settlements(phase one extension in Walter Sizulu , D3 Jabulane Phooko and Tambo) Clinic at Tambo square F.E.T college and Library Municipal satellite office Sewer at Tambo and Walter Sisulu Fencing of Ngolovane grave yard Development of new 1000 stands Tarring of Elandsdoorn E and C bus route Special school is needed Marapong bridge-feedback from SDM</p>	
10.	<p>Water provision in all villages of the ward Roads re-gravelling and construction of tar road at Lesehleng Sanitation (VIP toilets) refuse removal/ waste management/ dumping site landfill area. Electricity for Dithabaneng, Mashemong & Mohlamme section RDP houses in all villages of the ward Paving phase 2. Mohlamme road and Dithabaneng road Upgrading of sports fields Fencing of cemeteries High mast light Extra boreholes required for the ward: Dithabaneng; Mohlamme; Extension and Mashemong Tarring all main roads in the ward Re gravelling all access roads in the village Construction of speed humps on FKJ Tjiane School Storm water control Signage in all important areas within the ward Fencing the public road passing the village</p>	<p>Cllr: S. Mogotji (ward councillor) Official: K.J Motha 17 May 2014</p>

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<p>Construction of a bridge between Ntwane and Thabakhubedu at Koto river Cleaning current Lesehleng pay point; fencing the pay point and ablution facilities Building and servicing recreational facilities Erection of a hall and community office Fencing and servicing cemeteries in Ntwane Building offices for Home Based Care Finishing outstanding RDP houses and allocating new RDP houses Erection of police satellite office; post office and dropping point Building FET institution and a university Fencing the tribal authority house Building of old home age All the boreholes to be connected with electricity Water takers to assist in the delivery of water within the ward The generator at Lesehleng to be replaced by electric pump All the boreholes for ward 10 to reflect in the IDP of the municipality. Speed humps at Mohlamme road All the roads which are incomplete within the ward to be completed. Tshwaranang project to reflect in the municipal IDP Ntwane Traditional village project to reflect in the municipal IDP Temporary toilets needed at Lesehleng pay point during pay day All the sports ground within the ward to be regravelled. Stop sign at R25 Moutse mall Clearing of the road to the grave yard including bush clearing Patching of potholes at Loskop dam road</p>	
11	<p>Storm water drainage at Elandsdoorn tar road leading to the main road RDP houses in all villages of the ward Paving of Jabulani road Low level bridging at the road to Sereme school Paving of inner streets at Elandsdoorn High mast lights at Taiwan and extra 3 high mast lights at Elansdoorn township Sewage system at Elandsdoorn Refuse removal Multipurpose centre around Moutse mall Fencing of cemeteries and daily maintenance Paving of sidewalks on the road leading to Moteti Electrification of Taiwan FET College/university Water and sanitation needed Fire station: The fire station from Groblersdal is far away from Moutse and as such it is difficult to be utilized by the community of Moutse. The access roads at Elandsdoorn should be graveled. Clinic needed at Elandsdoorn Job creation in the area of Moutse Incomplete road in Tambo village to be completed.</p>	<p>Cllr: P. Mokgabudi Official: K.J Motha 15 May 2014</p>

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	There are challenges that require the office of the Speaker to deal with and finalize.	
12	Paving of road to Nala High school and Fawcett combined school Water and sanitation at Thabakhubedu Electrification of new settlement at Fawcett and Nala and new household within the villages Construction of a bridge linking Thabakhubedu and Ntwane RDP houses in all the villages including Magagamatala Thabakhubedu road phase 2 Construction of a bridge at Nala high school and Lesehleng including Lekgwareng bridge to Nala Post office Cleaning of pay point Construction of new pay point Dumping site Fencing of cemeteries Building of Technical school and Library High mast lights Recreation facilities RDP houses: Thabakhubedu=55 Pedestrian side walk and speed humps required at the main bus route To put culverts at Koto and Dieplevel Environmental inspection at shops and Spaza shops To extend the main tar road to Tamong To repair 14 boreholes at Thabakhubedu Installation of Network points for cell phones A need for a clinic at Thabakhubedu Grazing camp for livestock Pension pay point to be constructed Youth center required at Thabakhubedu Culverts at lekgwareng Establishment of a new graveyard at Thabakhubedu Completion of stone pitching at Thabakhubedu bus route	Official: K.J Motha 18 May 2014
13	Traffic lights at all intersections in van Riebeeck street Cultural Plaza Resealing of roads Enlargement of office space at license department Upgrading of sewer lines and water network Traffic study Installation of Pre-paid meters (study) Branding of the municipality Renaming of streets and streets identification signs Renovation of Public toilets Up-grading of tennis cords Budget for community Policing Forum	Cllr: W. Matemane (Mayor) Officials: MM and Directors 15 May 2014

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	Install infrastructure services to the hawkers CCTV cameras installation in town Improve learning material in the library To impose by-laws in all unoccupied sites and must be applied without racial favor, e.g. cutting of trees Recreational facilities Complete road master plan A need for proper planning and preventative maintenance on all assets in town To relocate hawkers from operating at pedestrian sidewalks Renaming of the town to be included as part of the ward 13 needs Policing forum need to be budgeted Public consultation process on Saturday need to be concluded Library to be opened after hours, more personnel needed in the library and Saturday hours to be extended Research to be done on study material as per users To intensify mechanism of cleaning our internal street Community services must ensure that the internal streets are clean at all times There is a need for a community hall	
14	Dropping centre at Ga-Matlala Lehwelere and Naganeng including Masakaneng and Bloempoot Upgrading of sports field in all villages Equipping of bore holes at Ga-Matlala and Bloempoot Construction of crèche at Masakaneng, Gamatlala Naganeng and Bloempoot Clinic required in all villages Re-gravelling of access roads in all villages including storm water control Upgrading of sports field in both villages VIP toilets in all the villages Tarring of road at Naganeng to Matlala Lehwelere& Bloempoot and Mpheleng Recreational faculties in villages of the ward Construction of both secondary and Primary schools at Masakaneng and Naganeng primary school. Ga-Matlala Lehwelere primary school (foundation phase) Old aged homes required in all villages Electricity to be installed at agricultural scheme, Masakaneng and Naganeng extension and Ga-Matlala extension A need to deploy water pump operator at Matlala Lehwelere Community office required in all villages RDP houses =1550: Bloempoot=100;Naganeng=50;Ga Matlala Lehwelere=500;Masakaneng=900 Construction of a secondary school at Naganeng and Masakaneng and also construction of administration block at Naganeng; Ga-Matlala and Masakaneng. Construction of a crèche at Masakaneng ; Naganeng and Bloempoot Bulk water supply required in all villages Establishment of a cemetery at Masakaneng village Fencing of cemeteries in all villages Libraries in all villages	Cllr: Mehalpe S.H (ward coucillor) Official: K.J Motha 15 April 2014

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	Installation of high mast lights in all villages Two low level bridge at Ga-matlala Equipping of bore holes at Ga-matlala Refuse removal in all villages Community halls in all villages Cleaning of calvert (R 25 road) Fencing of road (R25) Funding of community projects Up-grading of Market stalls at Aquaville RDP needed at Aquaville and Vaalfontein The provision of water in all villages Maintenance of Dams Fencing of the main tar road from Toitskaal to Matlala Lehwelere Construction of tar road from Ga-Matlala to Groblersdal Funding of the established co-operatives within the ward	
15.	Re-gravelling of access roads in all the villages Electrification of few houses in Masoing and Holneck Water reticulation in all villages RDP houses in all villages New site establishment Tarring of J.J. road and Masoing road Paving of Maragareng road Storm water control in Holneck Speed humps on road R579 Buildings for crèche in all villages High mast lights Community hall Test station for drivers license V.I.P toilets for every house Clinic needed in the ward Bridge from main road over Jeje river to Maraganeng sports ground Renovation at Matailane high school Pre-schools in all villages Job creation within the ward Budget to be fixed Increase of water pipes for all villages (priority Masoing)	Cllr: Mayor Official: P. Mdluli 17 April 2014
16.	Water at Oversea, Madala stands , Doorom and Masanteng Formal opening of the One Stop Center Strict occupation of RDP houses Extention of the tarred road towards the Police station Tarring of bus route and re-graveling of access roads in all sections To convert Zaaiplaas clinic into a health centre Community hall at Zaaiplaas Community hall at Ga-sovolo	Cllr: S. Matsepe Official: A. Chabalala 14 April 2014

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<p>Storm water drainage needed on the road RDP houses needed Agricultural projects to be established Paving for pedestrian walking on the road from main road to police station High mast lights Incomplete RDP houses since 2009 to be completed Water tankers to re=instated Projects which have collapsed to be re-established Tare road from Doorom to Masanteng Library needed Re-gravelling of road to the cemetery Shopping complex needed Renovation on the traditional office Re-gravelling of Saaiplaas road to Oversea Re-gravelling of access road Re-gravelling of sports grounds Community office Graveyard fencing F.E.T or college needed Low level bridge at Nkadimeng Construction of hospital Sovolo clinic (Building) Cleaning of cemetery Sports facilities Home Affairs to visit the ward everyday of the week Low level bridge at oversea/access road Borehole at Sovolo new stands Extra personnel needed at the clinic and 24 hours operation</p>	
17.	<p>Re gravelling of internal roads in all villages and tarring of 4km Ga moloi; Bapeding; Sedibeng; Matshelapata and New Stand Water metering and sanitation in the whole ward Electrification of 50 houses in New stand and 370 houses in Matshelapata Mobil clinic at Matshela pata Upgrading of sports facilities in all sections. 6 sports grounds Storm water control in all wards and 8 bridges Library Land for RDP houses only Boreholes required and low level bridge in the whole ward RDP houses=135: Matshelapata=50;Matshelapata extension=25;Ga Moloi=20;Bapeding=20 and Sedibeng=20 Fencing of graveyards Pre-school needed in all villages Kopa high school: renovation and extra class rooms Elias Masango: Extra class rooms and admin block Mobile police station</p>	<p>Cllr: M. Tshoshane Official: O. Nkoe 15 May 2014</p>

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	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.	Low level bridge at Makgopheng, Syferfontein and Magukubjane Electricity at Mosodi and Talane extension Pay point for social grants and community halls for all villages Re-gravelling of bus route between Hlogotlou and Syferfontein Fencing of cemeteries and Agricultural projects for all villages Schools, libraries and sport facilities VIP toilets, High mast lights and yard connections at Talane, Mmotwaneng, Makgopheng and Syverfontein RDP:houses:Mmotwaneng=20;Syferfontein=20;Talane=20;Magukubjane=20;magopeng=20 Water reticulation at some parts of Syferfontein Water reticulation at Talane extension Completion of tarring of the road from Monsterlus to Magopheng Comprehensive school Road from Perdeplaast viaSyverfontein, Talane to Magukubjane Fencing and support to agriculture projects Road from Mmotwaneng crossing to cemeteries Fishing projects to be established Recreational facilities for all five villages Water needed at new stands Water maintenance in all villages	Cllr: M.P.Matshipa (ward councillor) Official: S. Msiza 03 May 2014
19.	Water: water tankers at Dindela , Rondebosch , Nkosini and Mathula stands (all extensions) Bridge between Rondebosch and Madongeni Tarring of 12 km road (4 km Tribal office road and 8 km bus route at Mathula stands RDP: houses=62:Mathula=10; Enkosini=8;Dindela=15;Rondeboch=6;Perdeplaas=12;Thabaleboto=11 Renovation of Jafta and Bantabethu schools High mast lights in all villages Community hall at Mathula; Dindela and Thabaleboto Yard connection (water) in all villages Gravelling of main roads in all villages Fencing of all cemeteries within the ward Upgrading of sports fields in all villages Network general at Moshate and Khathazweni Repairs water pumps at Mathulala & Enkosini	Cllr: Mahlangu Julia (ward councillor) Official: K. Tshesane 03 May 2014

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<p>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 Rondesbosch; 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 ant Perdeplaas and Nkosini Network aerial at Moshate Renovation of school at Perdeplaas Bridge at Nkosini Water at Mabelestand (borehole) Road at Mabelestands 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 Paving at Thabaleboto road Crèche at Thabaleboto</p>	
20.	<p>Paving and storm water control at Monsterlus and Jerusalem Paving of streets at Monsterlus and Jerusalem Include water and sanitation at Monsterlus VIP Toilets at Stadium View and Matsitsi Supply of skips at Monsterlus Toilets and water taps in Graveyard Community hall around Monsterlus Stadium and Library High mast lights at Jerusalem;RDP;Matsitsi and Stadium View Upgrading existing sewer system Support to brick making cooperative Water and electricity at stadium view. RDP houses=56: Matsitsi=09; Stadium View=14;Jerusalem=11;Monsterlus Unit A=09 Renovation of Mphezulu secondary school and upgrading of Monsterlus stadium Standardized bridge and street surfacing at Stadium View and Matsitsi Toilets in the graveyards Additional jojo tanks at Matsitsi section</p>	Cllr. W.Matemane (Mayor)

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<p>Tarring of road from taxi rank to Masoganeng Speed humps in the following roads: Jerusalem road; and the main road passing police station to Zaaiplaas. Upgrading of purification plant Funding of Agricultural projects Maintenancetransfer station Storm water phase 3 Re-gravelling and tarring of roads at Monsterlus unit A,B & C and Jerusalem Cancellation of service debt Distribution of refuse bins for RDP beneficiaries Electrification of Matsitsi,RDP,Jerusalem and Stadium View Resurfacing of the main road</p>	
21	<p>Water at Kgaphamadi , Legolaneng, Motsephiri and Phomola;Mareleng; Makena and Katlegong Sanitation at Kgaphamadi; Mareleng; Phomola; Motsephiri; Legolaneng and Makena for 2000 households Electrification of 170 houses: Legolaneng =90; Makena = 40; Kgaphamadi =40 RDP houses 115: Kgaphamadi=40; Motsephiri=30; Legolaneng=45 Tarring of road : Motsephiri; Kgaphamadi; and Katlegong (D4298) Tarring of Legolaneng—Makena road (D4311) Bulk water supply at Motsephiri Upgrading of reservoir at Motsephiri Re-gravelling of streets in all villages Fencing of graveyards in Legolaneng;katlegong;Kgaphamadi;Motsephiri and Makena Maintaining all sports fields in all villages and schools: Legolaneng; Katlegong;Kgaphamadi;Mareleng;Makena; Phomola and Motsephiri Community halls at Motsephiri and Legolaneng Dropping centers at Kgaphamadi; Motsephiri and Legolaneng Clinics at Motsephiri; Legolaneng and Kgaphamadi Sports centers at Motsephiri;Kgaphamadi;Katlegong and Legolaneng Renovations of schools at Motsephiri; Legolaneng; and Kgaphamadi Building of new primary schools at Katlegong and Ga-Makena Building of administration blocks at Legolaneng;Kgaphamadi;Makena and Motsephiri High mast lights at Motsephiri; Kgaphamadi;Legolaneng;Katlegong;Makena;Phomola and Mareleng Fencing of Kgaphamadi community hall Multipurpose centre</p>	<p>Cllr: Nduli M.E (ward councilor) Official: Mr. B. Sethojoa 10 May 2014</p>
22.	<p>Electrification of 180 households at Phomolong and 60 Luckau A extension RDP houses within the ward Sports facilities within the ward Re-gravelling of all streets and grounds including storm water control at Luckau A Building of 3 blocks classrooms, Library and laboratory at Hlabi high school, .,3 classroom block at Makeke P. school.</p>	<p>Cllr: M. Tshoshane Official: Mr. L. Tala 18 May 2014</p>

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<p>Construction of offices at Moshate VIP toilets</p> <p>High mast lights Business development centre Water RDP houses=80: Mogaung=30; Phomola=18;Posa=22;Makeke=10 and 25 RDP houses at Phomolong. Bridge at Posa Mogaung road upgrading Clinic at Mogaung Cleaning and fencing of cemeteries Construction of Primary school at Phomola Fencing of pay point Road signs at the main road Satellite police station along the main road Health center New primary school at Phomolong village Community hall needed Signage board indicating Mogaung village Low level bridge between Luckau and Mogaung. Construction of road sign within the main road. Establishment of municipal satellite office for ward 22,23;and 24. Financial assistance on agricultural projects.</p>	
23	<p>Paving of main street Sephaku/Vlakfontein Master lights Sephaku/Vlakfontein Closing of donga in Belfast/Sephaku new stand Sephaku irrigation dam RDP houses 190: Sephaku=85; Vlakfontein=105 Sports grounds Sephaku and Vlakfontein Borehole in Manyanga/Vlakfontein/ Belfast VIP toilets for Sephaku and Vlakfontein Establishment of satellite police station Building for hawkers Shelters at bus stops Recreation facilities Community hall for Sephaku and Vlakfontein Pension Pay point for Sephaku and Vlakfontein Speed humps in Vlakfontein road Disability centre Construction of Youth centre Water reticulation in Vlakfontein Cleaning and fencing of cemeteries Primary school at Mahlwakgomo</p>	<p>Cllr: N.N.Mahlangu (ward coucillor)</p> <p>Official: Mr. J. Tlaka</p> <p>17 May 2014</p>

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<p>Additional classrooms and toilets for Mzimhlophe primary school and Ngulu Admin block for Mzimhlophe and Ngulu Storm water control and re gravelling Meter box for boreholes in Sephaku and Vlakfontein Clinic for 24 hour operation Community hall within the ward Jojo tanks for water storage in Mzimhlophe S.S.School Maintenance of borehole in Vlakfontein Multipurpose centre Child hood development centre Gravelling of access road to Kgoshi Maphepa Construction of hospital. Financial assistance to agricultural projects. Fencing of wetland areas.</p>	
24	<p>Community Hall in all villages Tarring and re-graveling of roads in all villages Water in all villages Clinics in all villages RDP houses in all villages Sanitation and VIP toilets Paving of roads from the main road viaPhokanoka high school road Recreation facilities Re gravelling of roads to all Meshate Re gravelling of roads to all graveyards Fencing of cemeteries. Six in number Satellite police station in Luckau Fencing of borrow pits at Nkadimeng Funding of community projects Cleaning of alien plants Tarring of road from Mokumong via Ga-Mashabela to Maratheng taxi rank Storm water control at Luckau and Sterkfontein Luckau clinic needed Speed humps needed on the main road</p>	<p>Cllr: W. Matemane (Mayor) Official: C. Mtsweni 15 May 2014</p>
25.	<p>Water and sanitation in all villages Water and sanitation in all villages Refuse removal at Dikgalaopeng and all other villages Lower level bridge at Ramogwerane Paving of roads in all villages Fencing of cemetery in all villages RDP houses in all villages: Dikgalaopeng=64;Ga Matsepe=41Makaepea=12;Ramogwerane=50 Renovation of Dikgalaopeng P. school ,and secondary school Community hall. Dikgalaopeng and Ga-Matsepe Electricity. In all villages</p>	<p>Cllr. Mashilo (ward councilor) Official: M Sebelemetja 04 May 2014</p>

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	<p>High mast lights. In all villages Construction of a royal house and royal office Travelling and cell phone allowances for the chief and council Agricultural support Poverty alleviation programs and job creation for youth Youth Information centre 280 household need electrification at Makaepa B Refuse removal needed in Dikgalaopeng Capital budget should be prepared by wards to ensure balance of service within EMLM Electrification of all households without electricity at Dikgalaopeng Progress report needed on the needs identified in the previous years Up-grading Sport grounds Job creation initiatives for people over 35 age Food parcels by SASSA to be provided to all beneficiaries Bridge at Puleng/ Ramogwerane Foundations at Dikgalaopeng RDP houses Clinic at Ramogwerane village Access road to Moshate school Access road to the clinic Provision of medication at the clinic</p>	
26.	<p>Water in the whole ward Pedestrian crossing bridge between stadium and new stands Paving of access roads and storm water control in all sections Up-grading of sports grounds in all sections Boreholes required Low level bridge at stadium to Mgababa Multipurpose centre RDP houses Job creation Programs required Bridge between Ga-Kopa and Botloponya Upgrading of reservoirs Low level bridge between R and R and Stadium View Fencing of graveyards Skips needed Satellite police station (urgent) High mast lights (very urgent) Library for five wards in Tafelkop Sports facilities Pre-school (crèche) at new stands Road sign next to Rammupudu clinic Municipal satellite offices needed in Tafelkop Bridge between ward 26 &28 &Ward 26 and 27 Community hall Admin block is needed at Abram Serote senior secondary school</p>	<p>Cllr. W.Matemanane (Mayor) Mr S. Makua 04 May 2014</p>

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	Skills development Job creation Recreational center Multipurpose center Skills development Pay point Crèche at New Stands Upgrading of classrooms at Mphage School Sports Academy Food Parcels (SASSA to provide); Reviewal of the Policy for Food Parcels so that it accommodates the indigent	
27.	Roads and storm water control in all villages of the ward Electrification of 120 houses at Nyakelang , 60 houses at Botloponya and 40 houses at Mountain view Library at Nyakelang Building of Mosebi and Matlabi Pre-school High-mast lights Grave yard fencing (both new and old grave yards) Paving at stadium view Refuse removal RDP houses VIP toilets Upgrading of sports ground Mobile clinic Tarring of road from stadium to Dipakapakeng	Cllr: J.Mohlala (ward councillor) Mr J. Tlaka 09 May 2014
28	Re-gravelling of internal roads in all villages Re-gravelling of road from Ga-Chego to Sterkfontein Mokumong via Ga-Makudusa Water and sanitation in the whole ward Electricity of Dipakapakeng ME section Clinic at Dipakapakeng Paving of 1km road from Ga-Chego via Moilanong and Mogudi schools to Dipakapakeng bus route Tarring of 4km road from Mokumong via Ga-Mashabela to Sterkfontein Ga-Makudusa Completion of the existing RDP houses Upgrading of sports facilities in all sections Storm water control in the whole ward The extension and fencing of grave yards in the whole ward 24 hour service at Rammupudu clinic Pedestrian crossing bridge between R and R and Stadium View 126 RDP houses in the whole ward Tarring of 6Km road from Dipakapakeng fruit shop to stadium Extension of new blocks at Motjedi; Mogudi; Ramanare high schools and Moganetswa primary school Building of primary school at Stadium East Food parcels for indigents funerals	Cllr: F. Madhlaba Mr. S. Malau 18 May 2014

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	Water tanker truck to deliver water to all projects within the ward High mast lights needed in the ward (urgent) Fencing of graveyard Servicing of electricity post connection system. Establishment of dumping site. Renovation of collapsing bridge at Tamati stop	
29	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 Continuous cleaning of Motetema cemetery Development of Motetema Primary Health Care Auxiliary training to be re-introduced Increase the budget for water extension project The total revenue expected from Motetema residents They should 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	Cllr. C. Masemola Mr. T. Mmutle 18 May 2014
30	Electrification of 200 houses in Makwane-Nkakaboleng; Tshehla Trust and prepaid electricity at Roosenekal town Water at Makwane-Nkakaboleng; zone 11 and Tshehla Trust Low level bridge in Tigershoek and upgrading medium bridge in Leeupershoek Clinic at Roosenekal Tarring road in Laersdrift and Makwane-Nkakaboleng Paving Roosenekal RDP streets Four high mast lights in Sango village Refuse removal in Makwane; Station and Sango Health center in Roosenekal New site establishment	Cllr. Malekane (ward councilor) 10 May 2014

WARD	NEEDS PER WARD	DEPLOYED COUNCILLOR AND OFFICIAL
	Extension of Roosenekal RDP section and extension of Station village Secondary school in Laersdrift Electricity in zone 11 Services needed for people leaving in the farms The time frame for the promised services Shopping centre needed Electricity bill is very high. Sustainability of Roosenekal electricity. Construction of water reticulation at Laersdrift Construction of clinic at Laersdrift Patching of potholes on R555 Skip tanks needed. Renovation of both schools in Laersdrift. Extension of pre- school in Roosenekal. Water tanker to be stationed at Roosenekal permanently Boreholes needed in Makwana Nkakaboleng	

THE IDP PLANNING PROCESS

Introduction

Section 21 (1) (6) of the MFMA prescribes that the Mayor of a Municipality must at least 10 months before the start of a financial year, table in Council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and also the review of the Integrated Development Plan. The municipality hopes to conclude the review process for the 2014/2015 by the end of May 2014.

7.1 THE IDP REVIEW PROCESS

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

The municipality hopes to conclude the review process for the 2014/2015 IDP by the end of May 2014. . Below is the timetable for the budget process for 2014/2015 Municipal fiscal year.

IDP/Budget Process Plan for the 2014/2015` financial year

MONTH	ACTIVITY	Target date
PREPARATORY PHASE		
July 2013	<ul style="list-style-type: none"> Review of previous year's IDP/Budget process, MTEF included. 	July 2013

	<ul style="list-style-type: none"> EXCO provides political guidance over the budget process and priorities that must inform preparations of the budget. IDP/Budget Steering Committee meeting. Consultation with established Committees and fora 4th Quarter Performance Lekgotla (2012/13) 	
August 2013	<ul style="list-style-type: none"> Ward-to-Ward based data collection Collate information from ward based data. Submit AFS (Annual Financial Statements) for 2012/13 to AG . Submit 2012/13 cumulative Performance Report to AG & Council Structures 	August 2013
ANALYSIS PHASE		
September 2013	<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 2014/15 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 2013. Update Council structures on updated data. 	September 2013
STRATEGIES PHASE		
October 2013	<ul style="list-style-type: none"> Quarterly (1st) review of 2013/14 budget, related policies, amendments (if necessary), any related consultative process. Begin preliminary preparations on proposed budget for 2014/15 financial year with consideration being given to partial performance of 2013/14. 1ST Quarter Performance Lekgotla (2013/14) 	October 2013
PROJECTS PHASE		
November 2013	<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. 	November 2013
INTEGRATION PHASE		
December 2013	<ul style="list-style-type: none"> Table Draft 2012/13 Annual Report to Council Review budget performance and prepare for adjustment Consolidated Analysis Phase in place IDP/Budget Steering Committee meeting IDP Rep Forum. 	December 2013

January 2014	<ul style="list-style-type: none"> • Table Draft 2012/13 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 2012/13 financial year. • Mid-Year Performance Lekgotla/Review/Strategic Planning Session, (review of IDP/Budget, related policies and consultative process 	January 2014
February 2014	<ul style="list-style-type: none"> • Table Budget Adjustment (if necessary). • Submission of Draft IDP/Budget for 2014/15 to Management. • Submission of Draft IDP/Budget and plans to Portfolio Committees. • Submission of 2014/15 Draft IDP/Budget to EXCO . 	February 2014
March 2014	<ul style="list-style-type: none"> • Council considers the 2014/15 Draft IDP/Budget. • Publish the 2013/14 Draft IDP/Budget for public comments. • Adoption of Oversight Report for 2012/13. 	March 2014
APPROVAL PHASE		
April 2014	<ul style="list-style-type: none"> • Submit 2014/15 Draft IDP/Budget to the National Treasury, Provincial Treasury and COGHSTA in both printed & electronic formats. • Quarterly (3rd) review of 2013/14 budget/IDP and related policies' amendment (if necessary) and related consultative process. • Consultation with National and Provincial Treasury, community participation and stakeholder consultation. • Submission of IDP/Budget for 2013/14 to Council structures with incorporated comments from the consultative process and taking into account 3rd quarterly review of the current year • 3rd Quarter Performance Lekgotla (2013/14) 	April 2014
May 2014	<ul style="list-style-type: none"> • Submission of Final Draft of IDP/Budget for 2014/15 to the Council for approval. • Finalize SDBIP^a for 2014/2015. • Develop Performance Agreements (Performance Plans) of MM, Senior Managers and Middle Managers for 2014/15 performance year. 	May 2014
June 2014	<ul style="list-style-type: none"> • Submission of the SDBIP to the Mayor. • Submission of 2014/15 Performance Agreements to the Mayor. 	June 2014

7.3 STAKEHOLDER ENGAGEMENTS AND COMMUNITY PARTICIPATION

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

The municipality undertakes its own community participation programme 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 stakeholders such as IDP Managers' Forum, IDP Rep Forum, and District Development Planning Forum which comprise a wider representation of stakeholder ranging from business, labor , civil society, Traditional leaders, Ward committees and Councilors as well as members of the public etc. Implementation, evaluation and monitoring of the IDP programmes/projects are the core of these processes.

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

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

7.4 STAKEHOLDER CONSULTATION FOR EMLM

Table 4.

1	Visit All Wards (30 Wards) For Community Needs Identification Through Completion Of The Ward Development Plans	01 - 30 September 2013	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	01 - 30 September 2013	07 H 00 To 16 H 15	Office
3	Presentation Of The Situational Analysis To The IDP Steering Committee And 3 rd IDP Rep. Forum	01 - 30 September 2013	10 H 00	Committee Room
	Present The Strategic Priorities To The 4 th IDP Rep. Forum	01 - 31 October 2013	10 H 00	Chamber
4	Presentation Of Draft IDP/Budget To Council For Inputs and adoption	30 March 2014	14h00	Municipal Chamber
5	Public Notices For Inputs From The Public	06 -20 April 2014		
6	Draft IDP-Budget Stakeholders Consultation (Magoshi's)	11 th April 2014	10h00	Municipal Chamber
7	Draft IDP-Budget Ward Visits (Ward 1-30)	19 th April 2014 to 18 May 2014	10h00	In Al Wards
8	Consolidation Of Report From Public Participation	20 May 2014		Municipal Manager
9	IDP Steering Committee To Discuss The Consolidation Of Projects	23 May 2014	10h00	Municipal Chamber
10	IDP Rep. Forum To Give Inputs In The Draft 14/15 IDP/ Budget	18 May 2014	10 H 00	Committee Room
11	Consolidation Of Projects From	21 May 2014	10 H 00	Committee Room

	Sector Departments			
12	Adoption Of 2014-2015 Reviewed IDP-Budget	31 May 2014	12h00	Municipal Chamber (Council)

7.5 INTERNAL ROLE PLAYERS AT EMLM

Table 5

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
COUNCIL	<p>Prepare, decide on & adopt the IDP Review Process Plan.</p> <p>Ensure participation of all stakeholders.</p> <p>Develop procedures for participation and consultation.</p> <p>Ensure that that IDP Review is in line with all the Sector Plan requirements.</p> <p>Verify the alignment of the reviewed IDP report with the District framework.</p> <p>Approve and adopt the reviewed IDP.</p>
EXCO	<p>Decide on the process plan for the review.</p> <p>Oversee the overall co-ordination, monitoring, management of the review process.</p> <p>Identify internal officials and councillors for different roles & responsibilities during the review process.</p>
MUNICIPAL MANAGER	<p>Overall Accounting Officer.</p> <p>Delegate roles and responsibilities for officials in the IDP Review Process.</p> <p>Responds to public, district and provinces on the outcome and process of the review.</p> <p>Ensure vertical and cross municipal co-ordination of the review.</p>
DIRECTORS	<p>Co-operate and participate fully in the IDP Review Process.</p> <p>Provide relevant departmental info budgets in the review process.</p> <p>Helps in the review of implementation strategies during the review.</p> <p>Assist the Strategic Director and Municipal Manager in preparing detailed project implementation score cards for project evaluation process.</p>
IDP/BUDGET STEERING COMMITTEE	<p>To provide technical assistance to the Mayor in discharging the responsibilities as set out in Section 53 of the MFMA</p>

The notion of IDP seeks to promote collaboration and coordination between all spheres of government. It provides the basis for alignment and harmonisation of all government programmes

and projects in the municipal area. External roles players bring an external, objective view based on innate development experience of communities and sector departments to the planning process of the municipality. In this regard, EMLM has outlined the role of external players in EMLM’s IDP process:

7.6 EXTERNAL ROLE PLAYERS AT EMLM

Table 6

ROLE PLAYER	ROLES AND RESPONSIBILITIES
COMMUNITIES	Participate in the IDP Rep Forum. Assist analyze issues and predetermine project priorities. Give input and comment on the reviewed draft IDP document. Assists in addressing weaknesses in the current project implementation programmes. Serve as watch dog during the implementation of the reviewed projects & programmes. Any addition.
PROVINCIAL GOVERNMENT, SECTOR DEPARTMENT AND PARASTATALS	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	Participate in the IDP Rep Forum Provide support to the municipality’s IDP proposed programmes

SECTION C

SITUATIONAL ANALYSIS

8. DEMOGRAPHIC ANALYSIS

The municipality considered the demographic information that was provided by the Stats SA census 2011. The Stats SA is a body or structure considered as legitimate for official statistics.

8A. Population Figures

The population size is 249 363. 97,9% of the population is African black, with the other population groups making up the remaining 2,1%. This shows an increase of 12.5% as compared to the 2001 population figures. The growth of the population from 221 647 in 2001 to 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 2001 and 2011 0.9% of the people aged 0–14 years old and 3.2% of people aged 15–65 years old. The sex ratio indicates that for every 100 females, there are 86 males.

8B. Total population in the municipality

Table 7

Population	2011	2001
Males	115 503	90 655
Females	133 860	130 992
Total	249 363	221 647

Source: stats SA, Census 2011 and 2001

Table 8: The table below illustrates population groups within the municipality

Group	Percentage
Black African	97,9%
Coloured	0,1%
Indian/Asian	0,2%
White	1,6%
Other	0,2%
TOTAL	100%

Source: Census 2011

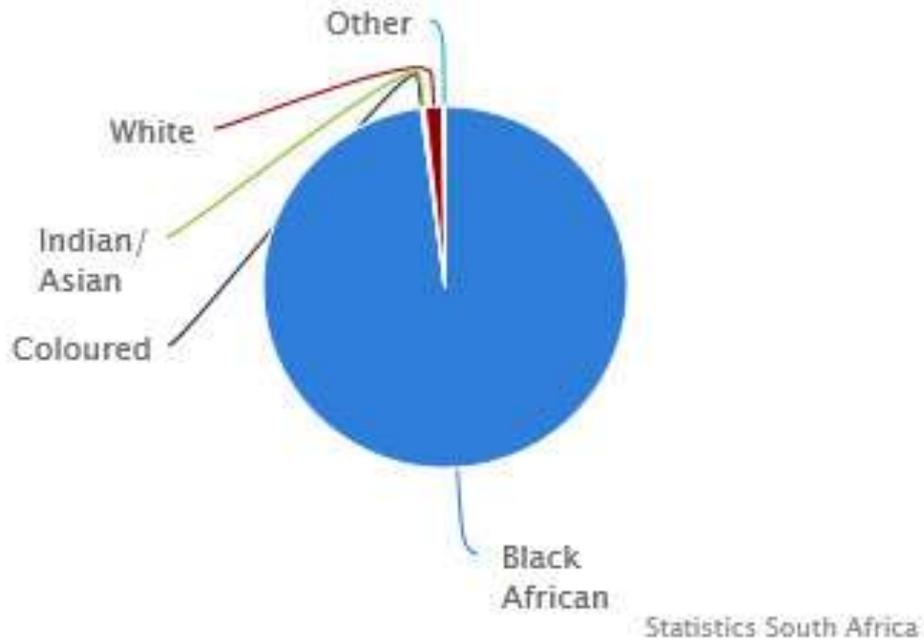
Population group and description of household heads

Table 9

Population group	Females	Male	Total
Black African	31,422	26,924	58 630
Colored	32	55	87
Indian or Asian	99	150	161
White	597	917	1 208
Other	134	144	165
Total	32,284	28,190	60251

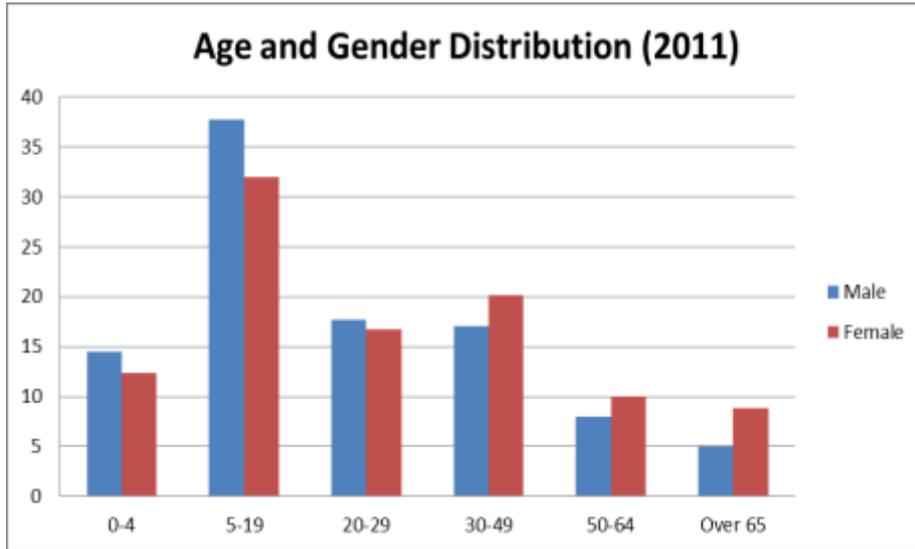
Source: Stats SA census 2011

Population Groups



- There are more females 53.7% than males 46.3% within the Municipality.
- The Municipal population is characterised with a large segment of youth (under 19 years) which comprises of 47.9% of the total population.

Based on the age structure breakdown of the Municipality, it is evident that the population is “young”, which is prevalent in a developing country. With the “young” age structure, increased pressure will be on the delivery of Housing, Social Facilities and Job Creation within the Municipality.



Source : Stats SA Census 2011

The table below illustrates different languages that are spoken within the municipality

Language	Percentage
Afrikaans	1,8%
English	1,3%
IsiNdebele	14,9%
IsiXhosa	0,4%
IsiZulu	8,8%
Sepedi	58,6%
Sesotho	2%
Setswana	6,1%
Sign Language	0,2%
SiSwati	1,5%
Tshivenda	0,4%
Xitsonga	2,6%
Other	1%
Not Applicable	0,6%

Source : Stats SA Census 2011

The table below illustrates the marital status within the municipality

Group	Percentage
Married	18%
Living together like married partners	3,5%
Never married	73,6%
Widower/Widow	4,2%
Separated	0,3%

Divorced	0,3%
----------	------

8C. Household Size

Table 10

Household size	Number 2011
1	14,294
2	9,045
3	7,774
4	7,756
5	6,401
6	5,073
7	3,438
8	2,380
9	1,574
10+	2,517
Total	60,251

Source: census stats SA 2011

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

Figure: Age structure

Age	2011	%	2001	Percentage %
0-14	89 772	36	88 659	40
15-65	142 136	57	119 689	54
65+	17 455	7	13 296	6
Total	249 363	100	221 647	100%

Source: Stats SA 2011 and 2001

Illustration of age structure

Age	Males	Females
0-4	6,7%	6,6%
5-9	5,8%	5,9%
10-14	5,7%	5,4%
15-19	6%	5,9%
20-24	4,9%	4,9%

25-29	3,3%	4%
30-34	2,5%	3,1%
35-39	2,1%	2,8%
40-44	1,7%	2,4%
45-49	1,6%	1,6%
50-54	1,4%	2%
55-59	1,2%	1,8%

Source: Stats SA Census 2011

Table 11 The table below illustrates the tenure status within EMLM

Tenure status	2011
Rented	5,828
Owned but not yet paid off	1,658
Occupied rent-free	16,506
Owned and fully paid off	33,324
Other	2,934
Total	60,251

Source: Stats SA Census 2011

Type of dwelling per household

Table 12

Type of dwelling	Number 20011
House or brick/concrete block structure on a separate stand or yard or on a farm	51,893
Traditional dwelling/hut/structure made of traditional materials	2,274
Flat or apartment in a block of flats	325
Cluster house in complex	176
Townhouse (semi-detached house in a complex)	53

Semi-detached house	203
House/flat/room in backyard	1,152
Informal dwelling (shack; in backyard)	1,743
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	1,398
Room/flat let on a property or larger dwelling/servants quarters/granny flat	702
Caravan/tent	82
Other	252
Total	60,251

Source: Stats SA Census 2011

The information shows that formal dwellings has increased from 79.5% in 2001 to 90.5% in 2011

Table 13 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
	Female	32,061
	Total	60,251

Source: Stats SA census 2011

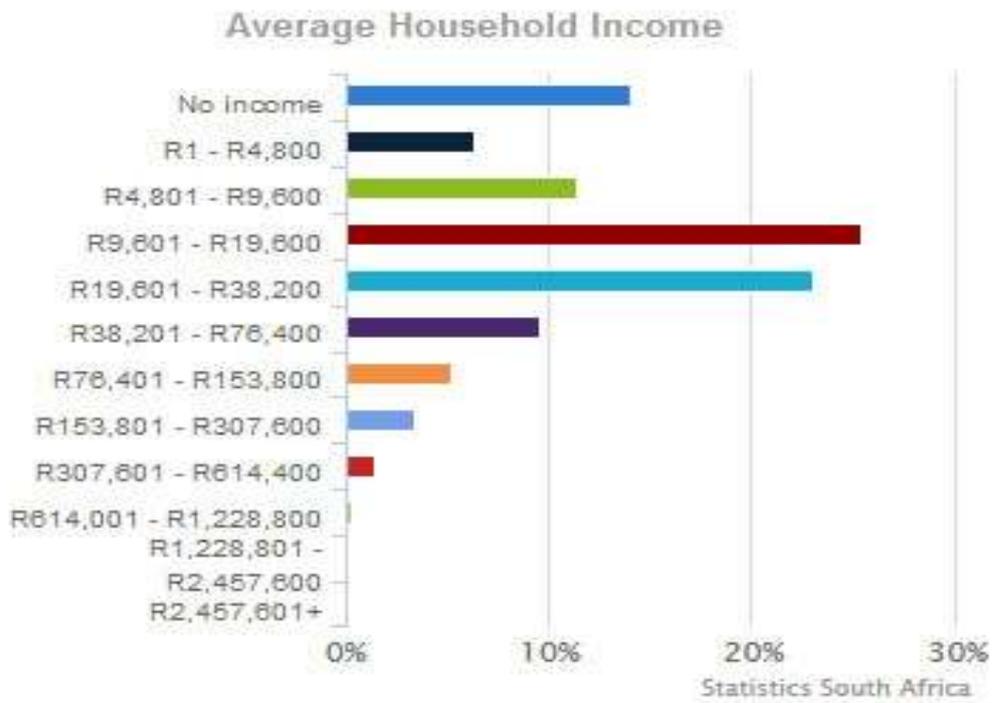
Annual household income

Table 14

Income	Households
No income	8,456
R 1 – R 4800	3,768
R 4801 – R 9600	6,806
R 9601 – R 19 600	15,258
R 19 601 – R 38 200	13,844

R 38 201 – R 76 400	5,806
R 76 401 – R 153 800	3,104
R 153 801 – R 307 600	2,019
R 307 601 – R 614 400	888
R 614 001 – R 1 228 800	170
R 1 228 801 – R 2 457 600	77
R 2 457 601 or more	55
Unspecified	-
Total	60251

Source: stats SA census 2011



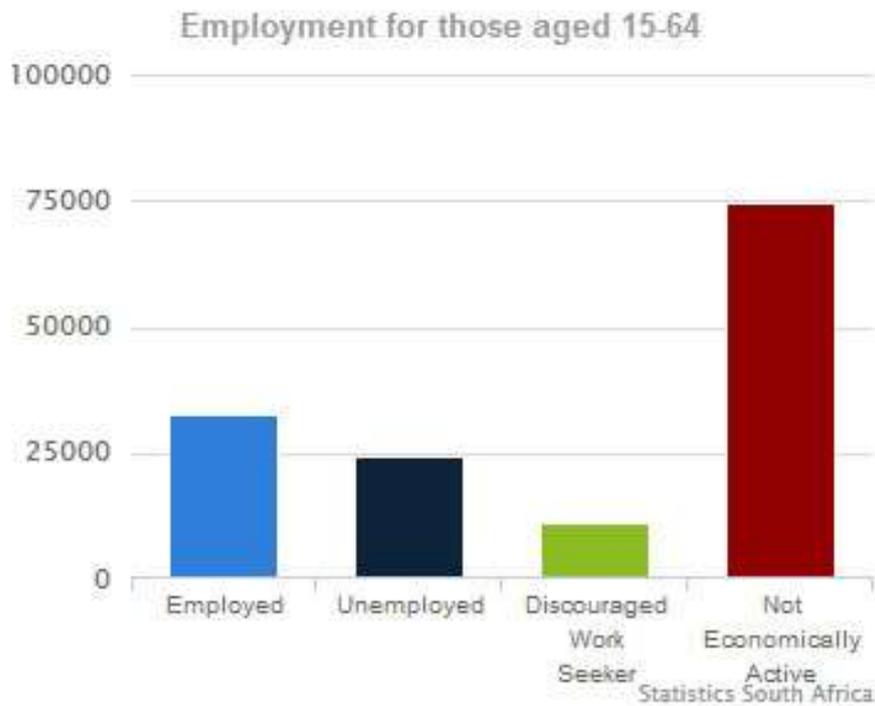
ECONOMIC PROFILE (EMPLOYMENT)

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 unemployment.
- 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, where after it decreased somewhat 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. At a local municipality level, it is clear that the unemployment rate is lower than the Provincial as well as the District's rate.



8 D. Dependency Ratios

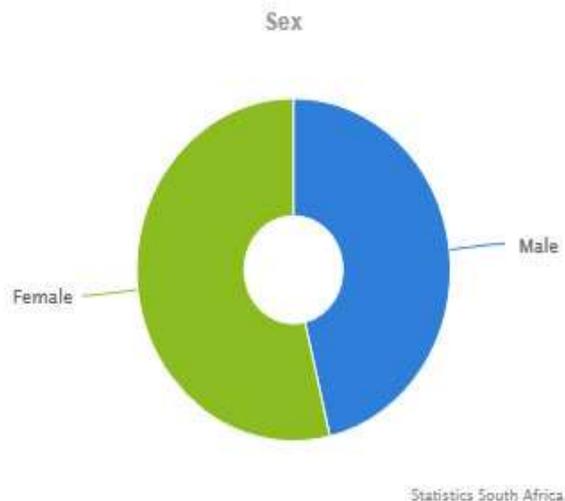
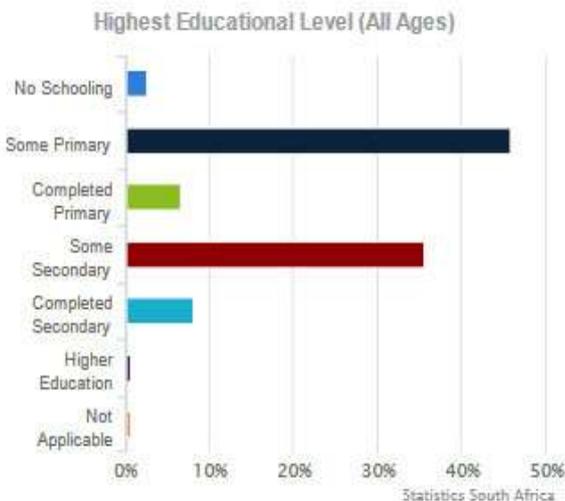
According to the United Nations, the total dependency ratio is the number of persons under age 15 plus persons over the age of 65 divided by the working group (aged 15 to 65). It is the sum of the youth dependency ratio and the old-age dependency ratio. EMLM dependency ratio dropped from 86.5% in 2001 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

The table below illustrates the level of education within the municipality

Group	Percentage
No Schooling	2,6%
Some Primary	45,8%
Completed Primary	6,6%
Some Secondary	35,5%
Completed Secondary	8,1%
Higher Education	0,7%
Not Applicable	0,7%

Source : Stats SA Census 2011



The table below illustrates the SWOT analysis of the municipality as far demographics are concerned

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ➤ Formally demarcated settlements ➤ Increase in household income ➤ Middle age population with potential to engage in economic activities ➤ Formal dwellings 	<ul style="list-style-type: none"> ➤ Enforcing of by-laws to prevent informal settlements
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ➤ Increased population and number of households 	<ul style="list-style-type: none"> ➤ Inadequate provision of basic services ➤ Demarcation of new sites for both business and residential purpose

8.1. KPA1: 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
- Elandsplaagte (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 30 wards and 5 traditional authorities.

The Municipality consists of the following Traditional Authorities:

- Bantwane Traditional Authority;
- Rammupudu and Bolen Traditional Authority;
- Mhalangu Traditional Authority; and
- Mathiba Traditional Authority.
- Bakwena Traditional Authority
- Bantwane Traditional Authority
- Ndebele Traditional Authority
- Bakgaga ba kopa Traditional Authority
- Matlala Lehwelere Tribal Authority
- Manthole Tribal Author

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.

8.1.1 The Emlm Area Exhibits The Following Spatial Characteristics:

A relatively large land area extending approximately 3 713km²;

A fragmented residential component consisting of 82 Settlements

Two (2) significant clusters of villages, one to the west of Groblersdal and one central and north east of Groblersdal;

A clear distinction between high and low potential agricultural land being utilized for intensive or extensive agricultural activities;

Environmental sensitive areas mainly along stream areas.

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

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

8.1.3 Business Development

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

8.1.4 Human Development Indicators (HDI's)

- 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.
- Per capita income; and
- Level of education based on the adult literacy rate and 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

Table 15. Outstanding land claims for Elias Motsoaledi

CLAIMANT	PROPERTY	STAGE
Mahlangu Family	Unclear Property	Research
Ntuli MM	Steenkloofspruit 18JS	Research
Nduli MW	Swatkop 720 KS	
Mosana BB	Keerom 151 JS	Research
Mbonani MS	Roodepoort 75 JS	Research
Kabini MJ	Doornpoort 171 JS	Research

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

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

Source: Limpopo Land Claims Commissioner, 2011

Table 16 .Settled Claims for Elias Motsoaledi Local Municipality

Name of Claimant	Date of Settlement	Property Description	Extent of Land	Urban/Rural	Extent of Land	No. of HH	No. of FLHH
Phashaskraal	20/01/1999			Rural	1217.75	3	2.00
Mampuru Community (Phase 1) Addendum	29/05/2009	Wintershoek 189 JS	2112.175	Rural	0	0	0.00
Mampuru Community (Phase 1) Addendum	29/05/2009	Wintershoek 189 JS	2112.175	Rural	0	0	0.00
Bakwena Ba Kopa (Phase 1) & Mampuru Community Phase 2	20/12/2010	Ptn 1,2,3,4 & 5 of Brakfontein 187 JS	1068.669	Rural	239	1012	0.00

8.1.5 Macro land uses in Elias Motsoaledi

Table 17

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

Source: Genis, Geographic and Environmental Systems

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

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

8.1.6 Land redistribution in Elias Motsoaledi

Table 18

FIANCIAL YEAR	NO OF FARMS	TOTAL HA	AVE FARM SIZE (HA)
1999	1	199	199
2000	1	71	71
2005	1	177	177
2008	3	489	163
2009	3	429	143
TOTAL	9	1365	152

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

Table 19

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

Source: Limpopo Land Claims Commissioner, 2011

The average cost of restituted land is R7, 700.00

8.1.7 Land claims challenges

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

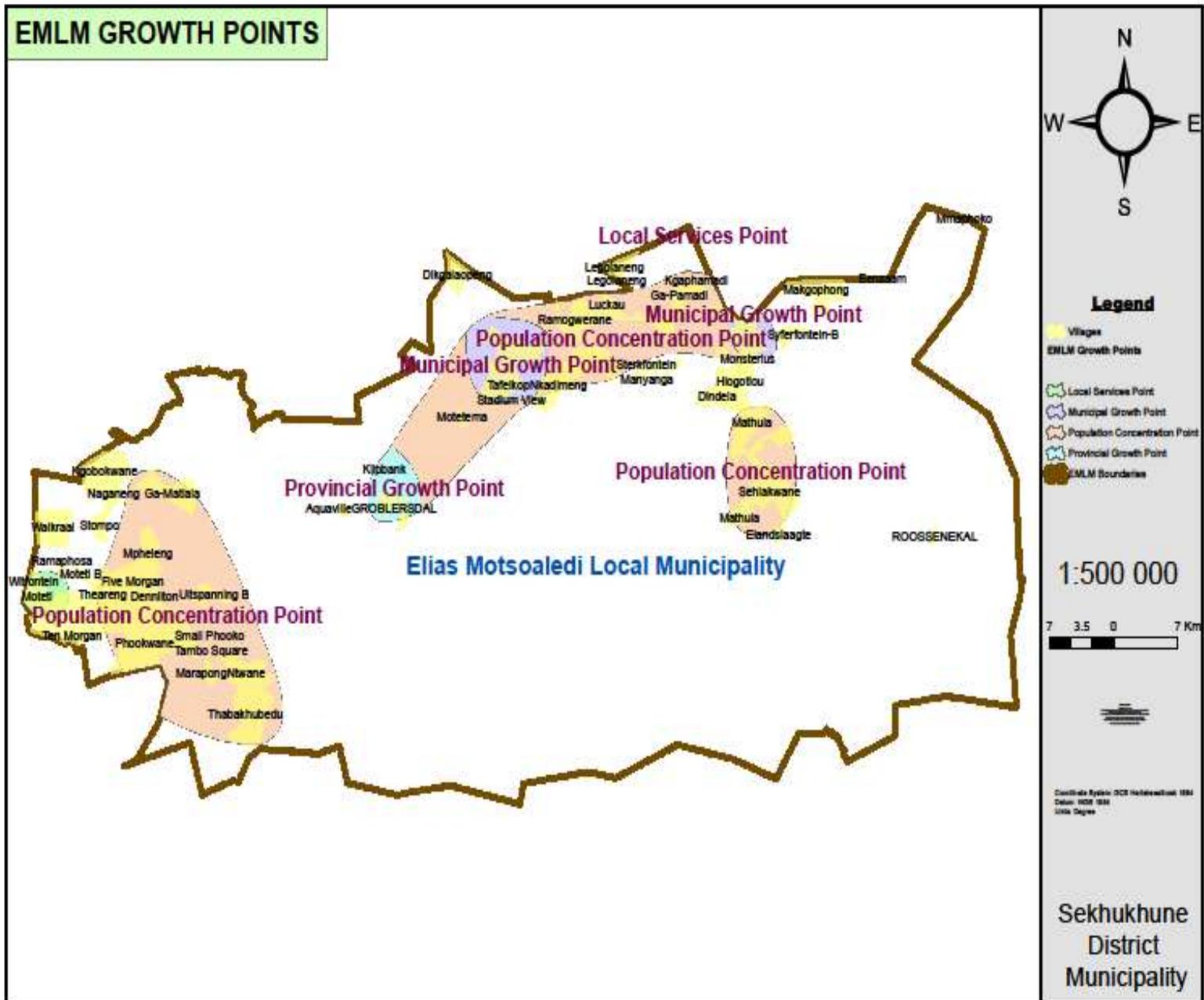
8.1.8 Settlement Patterns

8.1.9 Hierarchy of Settlements

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

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

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



Source: Sekhukhune District Municipality GIS unit

8.1.10 Land

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

Urban Centres

The Elias Motsoaledi Local Municipality comprises of the following urban centres.

Groblersdal (Provincial Growth Point)

This Urban Concentration Point is located within the northern section of the municipal area and is the larger of the 2 urban concentration points. This urban centre is located along N11/R25 and is ± 28 km from Marble Hall.

Some of the characteristics of this urban area are as follows:

- Has been identified as a provincial growth point.
- It provides a higher order service to the largely rural and urban population concentration point.
- The higher order service relates to complimentary activities associated to the agricultural and mining sector, and includes retail, social and financial services.

Registered Erven

There is a total of 1639 registered erven found within Groblersdal. The Municipality collects its rates and taxes from these registered erven.

Vacant land located directly west and east of Groblersdal vests with the Elias Motsoaledi Local Municipality 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.

Roosenekal (Municipal Growth Point)

This Urban Concentration Point is located within the south east of the municipal area and is the second largest urban area.

This urban area 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.

Registered Erven

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.

Motetema (Municipal Growth Point)

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

Registered and Unregistered Erven

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.

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

Source : EMLM SDF 2013

Strategic/Vacant Land

Motetema

Vacant land located North, East, West of Motetema vests with the National Government. This land is strategically located along D1547 which links up with Tafelkop.

Tafelkop

Vacant/strategic land located to the East, south and West vests with the National Government. This land is strategically located along D1547.

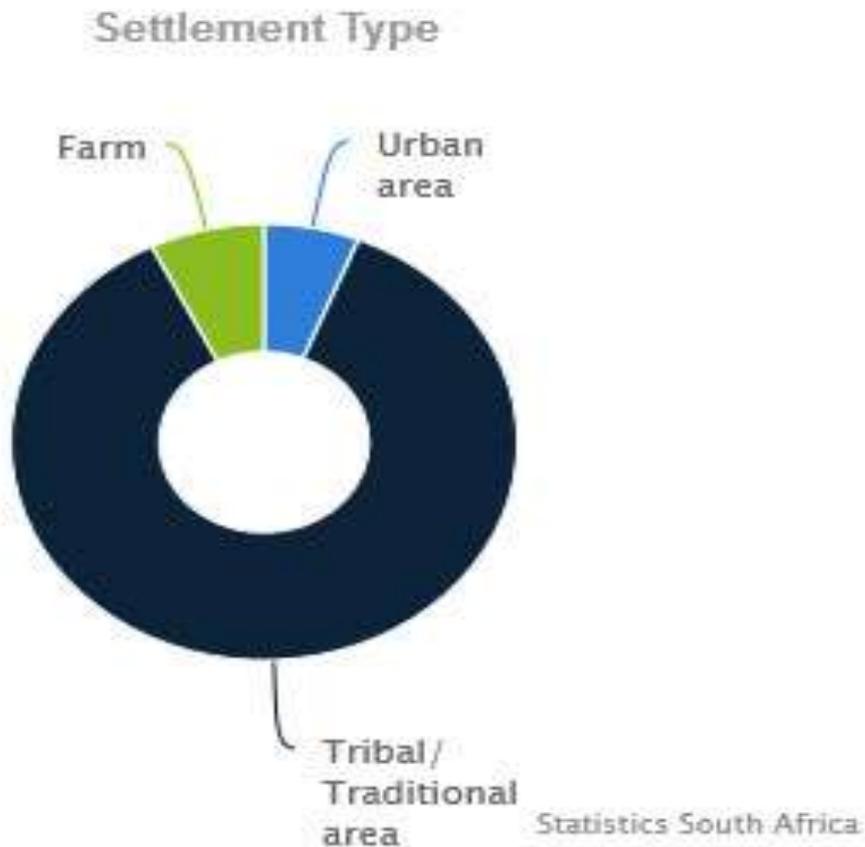
Vacant/strategic land to the north of Tafelkop vests with the Traditional Authority. This land is strategically located along D1547.

Monsterlus (Hlogotlou) Municipal Growth Point

Monsterlus Municipal growth point encompasses Hlogotlou, Mmotwaneng and Hlogotlou B. Hlogotlou is located north east of Elias Motsoaledi Local Municipality and is approximately 48km from Groblersdal and 67km from Rossenekal.

Registered and Unregistered Erven

The only registered erven are found in Hlogotlou A and B. There are a total of 2012 registered erven found in Hlogotlou A and Hlogotlou B.



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.

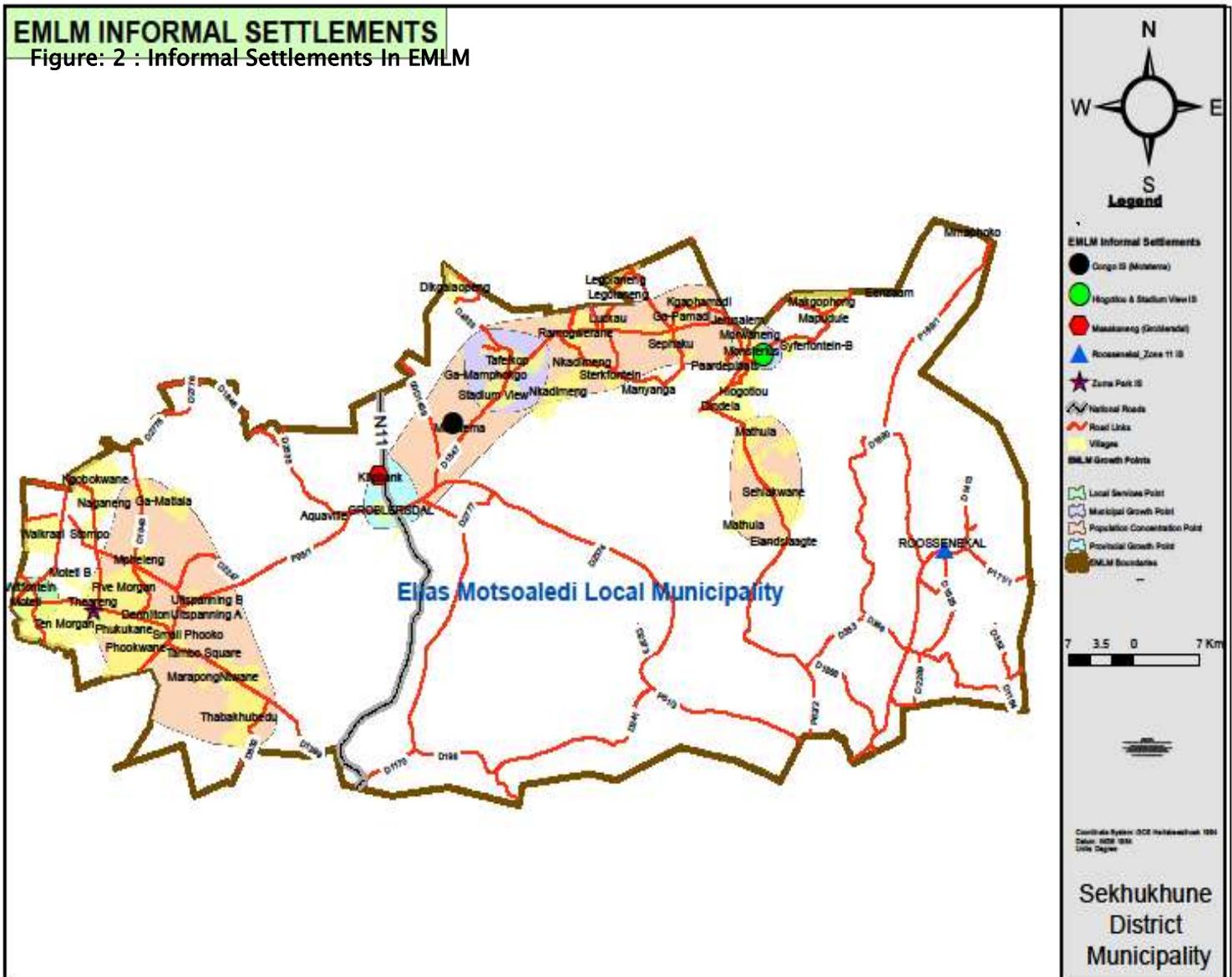
Huge backlogs in service infrastructure and networks in the underdeveloped areas require municipal expenditure far in excess of the revenue currently available within the local government system.

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.

8.1.11 Land invasions

There are informal settlements in the municipality that makes planning difficult and also increases the municipal burden of providing services to the communities.. The following wards were affected by settlements that are not formalised:. A process of formalising the below mentioned areas has resumed. The national department of rural development through the Housing Development Agency appointed a consultant to perform formalisation process.

Area	Formalisation progress
Zone 11 in Rossenekal ward 30	Feasibility study completed
Zuma Park in Dennilton ward 07	Feasibility study completed
Congo in Motetema ward 29	Feasibility study completed
Hlogotlou stadium view ward 20	Feasibility study completed
Masakaneng village (ward 14) next to Groblersda	Feasibility study completed



Soure: Sekhukhne District Municipality GIS unit

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

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

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

Strategic land for economic growth and opportunities

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

- Groblersdal game farm reserved for residential purpose
- Groblersdal industrial site
- 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.

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 Cover

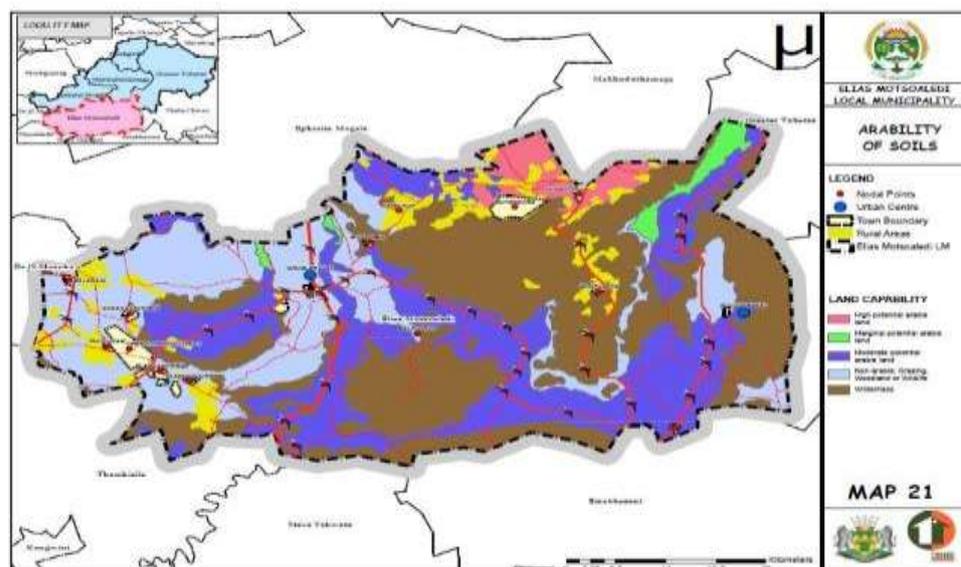
The land cover profile of the Elias Motsoaledi Local Municipality is indicated in Strategic vacant land in terms of Ownership identified for different Growth points.

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
	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.



Source: EMLM SDF 2013

8.1.12. In summary, the following spatial challenges were identified

- Draft land use management tool
- Establishment of township in Groblersdal and Roosenekal
- Land turnover upgrading
- Town planning scheme reviewal
- Outdated Town Planning Scheme
- Non-Alignment of the TPS & Precinct plan

8.1.13. Spatial opportunities

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

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

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

Furthermore, there are strategically located parcels of land in close proximity to already existing developments. Most of the latter parcels of land are under utilised or not used at all. Since they possess a potential to host future expansion of the already existing settlements, they are deemed to possess potential to unlock the spatial opportunities and possibilities to the settlement they lie in close proximity. The construction of the De Hoop dam is also likely to unleash spatial opportunities that will benefit both Elias Motsoalei and Greater Tubatse municipalities. Since the essence of the dam is to improve water provision to basically mining, settlements and other supporting activities in close proximity, it creates a possibility of the latter mentioned uses to flourish. This implies that mining will flourish and it will co-exist with human settlement.

8.1.14 Environmental Profile

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

Geology

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

Topography

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

Climate change

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

Rainfall

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

Temperature

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

Water

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

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

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 with regard to the portions of land adjacent to the proposed De Hoop Dam. These mountainous areas to each side should be conserved as a nature reserve, with integrated uses 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.

Air Quality and Pollution

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

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

8.1.15 Environmental Challenges

Table 18

Climate change	<p>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.</p> <p>Some of the effects include amongst others the following:</p> <ul style="list-style-type: none"> ➤ Water pollution ➤ Waste management and recycling ➤ Expansion of settlements and clearing of natural vegetation
Soil erosion	<p>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.</p>
Wetlands	<p>The hostile alien plants continue to reproduce itself and poses a serious danger to the environment in the municipal area.</p>
Rainfall	<p>The municipality is frequently experiencing heavy rains during summer summer season which sometimes causes disaster in some villages.</p>
Emissions / Air quality pollution	<p>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.</p>
Water pollution	<p>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.</p>
Deforestation and fire	<p>Communities continue to deforest and also destroy the natural resources.</p>
By-laws	<p>The lack of adequate environmental by-laws continues to undermine the importance of the environment in the municipal area.</p>
Awareness	<p>Lack of knowledge by communities on how to conserve nature and take care of the environment.</p>

SWOT ANALYSIS : SPATIAL AND ENVIRONMENT

Strength	Weaknesses
<p>The N11 national Road and a number of Provincial Roads transverse the area which makes the area accessible (Mpumalanga,</p>	<p>Existing roads (Provincial and Municipal) need to be maintained and upgraded; <input type="checkbox"/> In view of limited level of paved roads, the</p>

<p>Limpopo and Gauteng are linked);</p> <ul style="list-style-type: none"> □ Infrastructure is well provided to local residents in the urban centres; □ There is a railway line to the south of the municipality (Roosenekal); □ There is sufficient cemeteries spread throughout the Municipality; and □ The existing landfill sites are registered and have capacity EXCEPT the one in Groblersdal, needs to be upgraded. 	<p>storm water system is non-existent or very limited (only along main roads);</p> <ul style="list-style-type: none"> □ Oxidation ponds in the Municipality are in a bad condition and need to be refurbished to provide for future needs; □ There is still a large number of people that do not have access to basic water; and □ There is still a large section of the community that utilise pit latrine without ventilation. □ The tourism potential/activities is not being marketed or exploited to its full potential; □ The mining potential is not being exploited with only one mine operating; and □ A large percentage of households (37.9%) still have no form of income □ Environmental management is not effectively managed thereby causing soil erosion, loss of indigenous vegetation, poor farming practices. □ There is a large number of registered erven in the rural areas (previously disadvantaged) which need to be transferred to beneficiaries; □ The total housing need is currently 5500 houses; and □ Land reform process is still progressing at a slower pace as only four (4) land claims have been
<p>Opportunities</p>	<p>Threats</p>
<p>The area has a number of nature reserves and it is in close proximity to the nature reserve of Loskop Dam therefore creating opportunity for tourism activity;</p> <ul style="list-style-type: none"> □ Area has a summer rainfall with approximately 878mm of annual rainfall; □ The area is characterised by the Olifants River Valley which forms a haven for agricultural development; and □ The development of the De Hoop Dam provides a tourism opportunity is well located along the N11, R35 and R25; □ There are registered erven throughout the Municipality such as in areas like Motetema, Zaaiplaats, Elandsdoring, Walkraal; □ There are a number of vacant stands located within Walkraal that are serviced; □ The settlement pattern is spatially established throughout the area to fulfil basic needs; and □ There are large portions of vacant land that surrounds existing settlements that belongs to the state. 	<ul style="list-style-type: none"> □ The age structure of the Municipality is “young” with the result that there will be more pressure on the provision of social, economic and housing needs; □ Educational facilities are under provided; □ There is a lack of higher order complimentary activities (social and economic) within the respective rural centres; and □ There are not sufficient hospitals to cater for the Municipality.

8.2. KPA 2. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

8.2.1. Water supply analysis

The Sekhukhune district municipality (SDM) is a water authority which has powers on water functions. 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 areas Moutsel. Currently the areas of Moutse are being supplied from Weltevrede Purification Plant which is under Dr J.S Moroka Municipality.

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

Table 19: Water services in EMLM]

Households	Numbers	%
Above RDP Level		
In-house (Piped water to the dwelling)	1 874	3%
Yard tap (Piped water inside yard)	12 178	20,3%
Communal standpipe <200m	6089	10.1%
Below RDP Level		
Below basic >200m	40 110	66,6%
Total	60 251	100%

Source: EMLM, Infrastructure department

Census 2011 revealed that the EMLM households increased by 9, 6% which culminated into an increase in the water backlog.

Existing Water Systems

The District Municipality provides free basic water to all villages in the Municipality except Groblersdal, Motetama and Roosenekal.

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 this not in operation. These boreholes are Minor Aquifer types that supply communities of 1800 people from a single borehole. The water supply schemes which provide the respective urban and rural areas are indicated below:

Monsterlus Water Scheme

Monsterlus area has three water purification plants: namely Hlogotlou, Magukubane and Nkosini.

□ Hlogotlou WTM

Abstracts water from Mahlangu Dam supplies water to villages of Jerusalem, Rondabosch and Mmuthwaneng Reservoirs. The reservoirs supply water to the areas of Jerusalem, Rondabosch and Mmutwaneng villages.

□ Magukubone WTM

Abstracts water from Magukubone Dam and supplies water to Magukubane, Talane, Syverfontein reservoirs.

A fourth reservoir which abstracts water from a borehole and supplies water to Sephaku village. These reservoirs in turn supply water to the areas of Magukubane, Talane, Syverfontein and Makgopang areas.

□ Nkosini WTM

Abstracts water from Nkosini Dam and supplies water to Nkosini and Matule Reservoirs
Evaluated Steel Tank which in turn supply water to the Mutale and Nkosini areas.

Rossenekal WTM

Abstracts water from Tonteldoos River and supplies to Rossenekal reservoir. Sethakgeng and Draaikraal Reservoirs supply water to the Rossenekal town.

Groblersdal/Motetema WTM

Elias Motsoaledi Local Municipality Spatial Development Framework: Draft 1

Groblersdal WTM abstracts water from Olifants River and supplies water to Groblersdal, Motetema and Tafelkop Reservoirs. Groblersdal town has two reservoirs which are meant to supplement each other.

- Groblersdal reservoir supplies water to the Groblersdal town.
- Motetema reservoir supplies water to Motetema area and Shushumeka village.
- Tafelkop reservoir supplies water to the smaller reservoirs of Motlopumya, Stadium, Bapeding, Chego and Dipakapkeng.

D) Weltevreden WTM

Weltevreden WTM supplies water to the Walkraal Reservoir. The following areas are catered for by the Reservoirs:

- Walkraal (Walkraal Reservoir)
- Kgapamadi and Kgobokwane (Kgapamadi Reservoir)
- Matlala (Mphelong Reservoir)
- Philadelphia, Hosp, Moteti and Dennilton (Philadephia Hosp)
- Uitspanning A and Bloem-poort (Kwarrielaagte)
- Elandsdoorn (Elandsdoom)
- Ntwane, Thaba-bukhubedu, Marapong, Tambo and Tambo RDP (Ntwane).

8.2.1A. Water backlog

Currently the municipality has **40110 households on water backlog which constitutes 66, 6%.**

8.2.1B. Free Basic Water

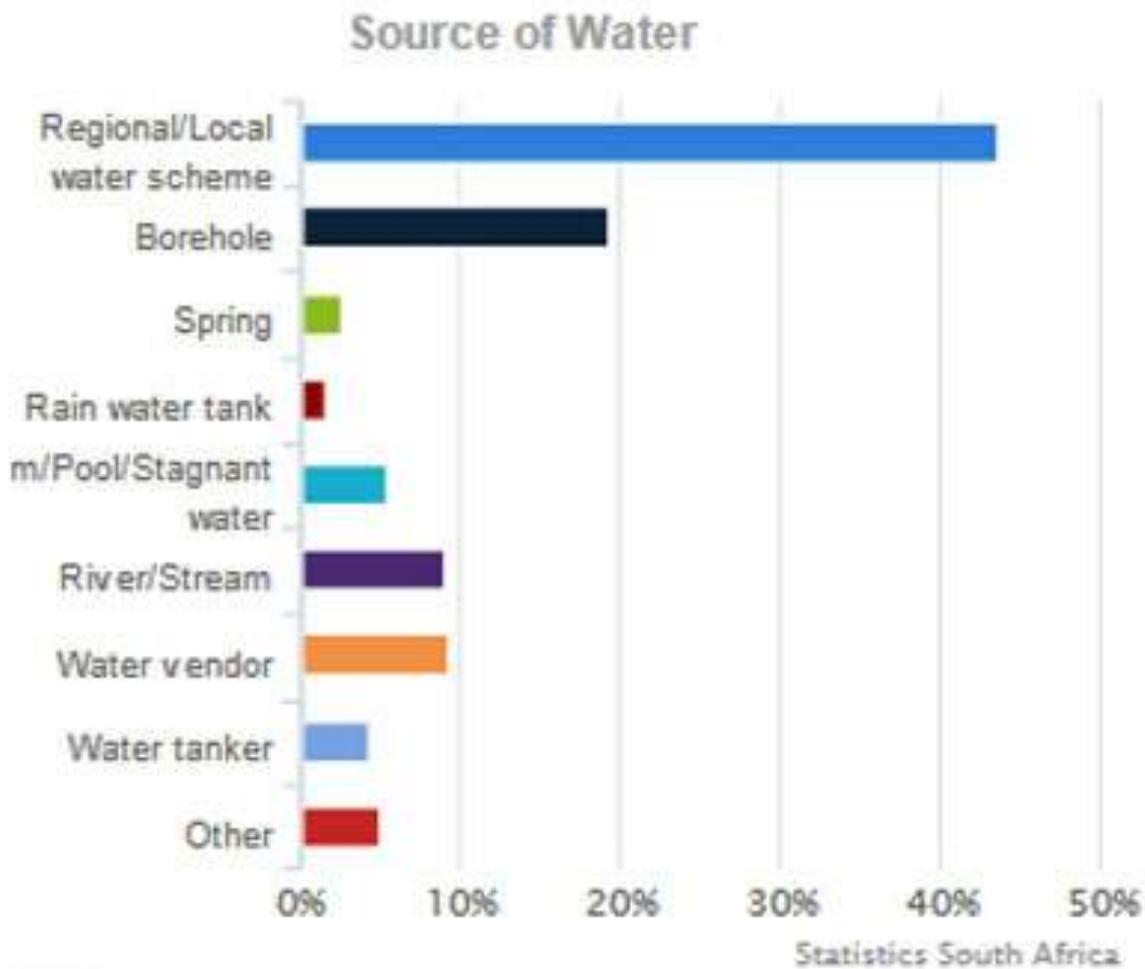
Provision of Free Basic Water is being conducted at District level as the WSA and most indigents are in rural areas where the district is providing the water services.

The District municipality is providing **free basic water** to all villages. Approximately, **20141 households** receive free basic water in EMLM.

Watter sources within 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



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

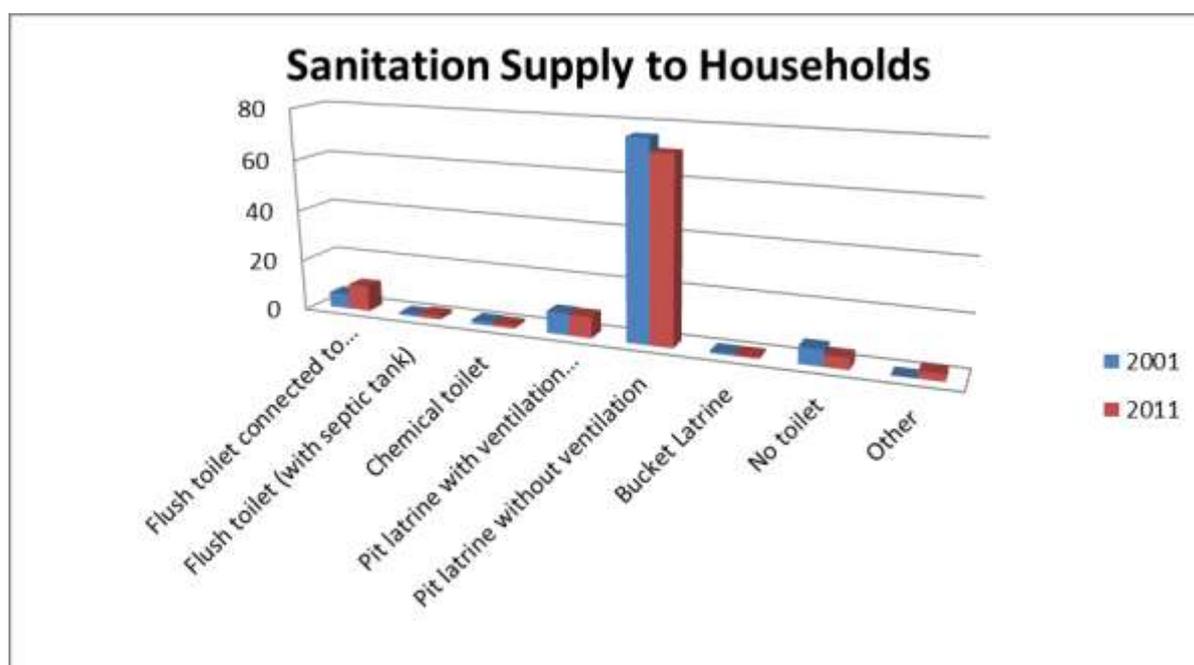
8.2.2. Sanitation

Sanitation remains a key development challenge in the municipal area. Only **5, 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.

The table below indicates EMLM Sanitation Supply to Households

	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%

Source : stats SA Census 2011



The above table indicates that

- 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.

Based on the study done by BC Gildenhuys Associates in May 2008 on sanitation status for the municipality, 81.3% of the population served is below the basic sanitation.

8.2.3. Existing Sanitation Systems

Elias Motsoaledi Local Municipality has two Waste Water Treatment Works (WWTW) that treats waste water in their area of jurisdiction.

➤ Groblersdal Waste Water Treatment Works (GWWTW)

- Waste Water Treatment Plant: Groblersdal Town
- Capacity: 5ML per day
- Type: Conventional Plant

➤ Rossenekal Waste Water Treatment Works (RWWTW)

- - Waste water treatment plant: Roosenekal Town
- Capacity: 0.4 ML per day to be upgraded to ML per day
- Type: Conventional Plant

➤ Motetema Ponds

- Waste Water treatment Plant: Motetema
- Capacity: 0.4ML per day
- Type: Pond system

➤ Dennilton Ponds

- Waste Water Treatment Plant: Motetema
- Capacity: 0.2ML per day
- Type: Pond system

These ponds are in a very bad condition and urgently need to be refurbished.

8.2.4. Backlog

Sanitation backlog is at 84% which is 50 759 households.

8.2.5. Free Basic Sanitation

Sekhukhune District Municipality is providing sanitation services as outlined in their powers and functions. The role of EMLM is to co-ordinate and ensure 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.

8.2.6. Energy/Electricity

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

The municipality supplies electricity in Groblersdal and Roossenekal and Eskom supplies the remaining areas.. Approximately **97, 5%** of all the towns and villages comprising the EMLM have access to electricity supply. EMLM has undertaken a study on its licensed and unlicensed areas in the entire municipal area. The study has confirmed that there is insufficient **bulk** capacity to vigorously extend connections to additional households. In addition, insufficient bulk capacity is undermining economic and housing developments in the Groblersdal and Roossenekal areas.

The municipality is the first to implement smart metering project in the district at Roossenekal town. This project was performed in collaboration with Invirohub. A total number of 465 smart meters were installed. The meter management and vending system are cloud based..the system empowers the municipal staff to manage the meters, customers, tariffs, energy management and a host of other revenue enhancement related issues.

EMLM has developed a lighting master plan for all municipal areas in the 2009/10 financial year. The objective of the study was to understand the financial implications of providing high mast lights in entire municipal area and reduce possible incidence of crime in unlighted areas and also urbanise the townships. This is proven by the high mast lights projects in Elansdoorn township, Walter Sizulu and Thambo Square (**ward 9 and 11**)

The inserted photo below indicate the milestone achieved on high mast lights projects at Elansdoorn Township



Types of energy sources

Table 20

Geography Energy or fuel for cooking	LIM472: Elias Motsoaledi
None	138
Electricity	37,830
Gas	666
Paraffin	3,732
Wood	13,069
Coal	4,483
Animal dung	215
Solar	102
Other	16
Total	60,251

Source : Stats SA census 2011

Types of energy for heating and lighting

Table 21

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

	Gas	24
	Paraffin	95
	Candles (not a valid option)	2,288
	Solar	44
	Total	11,789
Coal	None	4
	Electricity	7,019
	Gas	5
	Paraffin	18
	Candles (not a valid option)	223
	Solar	27
	Total	7,296
Candles (not a valid option)	None	-
	Electricity	-
	Gas	-
	Paraffin	-
	Candles (not a valid option)	-
	Solar	-
	Unspecified	-
	Not applicable	-
	Total	-
Animal dung	None	
	Electricity	163
	Gas	
	Paraffin	
	Candles (not a valid option)	7
	Solar	1
	Unspecified	
	Not applicable	
	Total	171
Solar	None	2
	Electricity	81
	Gas	
	Paraffin	
	Candles (not a valid option)	5
	Solar	12
	Unspecified	-
	Not applicable	-
	Total	99
Other	None	-

	Electricity	4
	Gas	-
	Paraffin	-
	Candles (not a valid option)	-
	Solar	-
	Unspecified	-
	Not applicable	-
	Total	4
Unspecified	None	-
	Electricity	-
	Gas	-
	Paraffin	-
	Candles (not a valid option)	-
	Solar	-
	Unspecified	-
	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.

8.2.7A. Electricity Backlog and Challenges

The current backlog is standing at **1441** which constitute **2, 3%** of the household due to lack of bulk capacity and budget constraints.

Limited capacity of the Eskom grid limits the acceleration of electricity connections to more households in the municipal area. Illegal connections remain a threat to expanding access to electricity to all residents and communities. Land claims are also impacting negatively to the implementation electrification programmes.

8.2.7B. Free Basic Electricity and challenges

The municipality approved an indigent policy (council resolution number) which guides the development of the indigent register (council resolution number). The Municipality is providing **free basic electricity** to the beneficiaries as per the approved register. The total customer configured as at **June 2013 is 951 and only 726 households** are receiving Free Basic Electricity. The current collection varies from month to month as not all the beneficiaries collect their free units due to illegal purchase of electricity.

Table 22 :Energy reticulation

Households	Numbers	%
Grid connection:	58750	97,5
Solar:	60	0.1%
No electricity:	1441	2,3%
Total	60251	100%

Source: EMLM, Infrastructure department (Electrical unit)

8.2.8. Roads and Storm Water

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

The inserted photos shows the milestones achieved on road infrastructure projects

SOME OF COMPLETED ROAD PROJECTS FOR 2012/2013	
 <p>Moteti "A" Upgrading of bus road Local Job created: 54 No of households benefiting : 9882</p>	 <p>Nyakelang Village: Upgrading of 5km road Phase3 Local Job created: No of households benefiting : 83</p>
 <p>Zaaiplaas :Upgrading of public route (2.5 km) from gravel to surfaced road (using asphalt and storm water controls Local Job created: 24 No of households benefiting : 1000</p>	 <p>Ramogwerane to Nkadimeng Phase 5 Local Job created: 42 No of households benefiting : 8365</p>
 <p>Project name: Moteti c2, Upgrading of route (0.7km) & the construction OF CULVERTS PH2</p>	 <p>Project name: groblersdal 17 stands design and installation of water, sanitation, roads & stormwater pipes</p>

8.2.9. Roads and storm water challenges

The maintenance and upgrading of roads is not done effectively, however the municipality is trying with little resources it has to improve connector roads, access and inner streets within communities. The municipality has **established the roads construction and storm water management unit** in attempt to address some of the indicated challenges. It is also crucial to note that the municipality does not have sufficient budget to adequately rehabilitate the existing roads

The table below illustrates roads and their status

Table 23

WARD	DESCRIPTION OF ROAD CONDITION				
	Main Road	To School	To Grave yard	To Moshate	Other
1	Tarred	Gravel (bad)	Gravel & muddy	Gravel	Gravel (bad)
2	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
3	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
4	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
5	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
6	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
7	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
8	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
9	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
10	Tarred	Gravel & rocky	Gravel & rocky	Gravel	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	Gravel	Gravel (bad)
20	Tarred	Gravel	Gravel (bad)	Gravel (fair)	Gravel (bad)
21	Tarred	Gravel & rocky	Gravel	Gravel	Gravel (bad)
22	Tarred	Gravel & rocky	Gravel & rocky	Gravel (bad)	Gravel (bad)
23	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
24	Tarred	Gravel & rocky	Gravel	Gravel	Gravel (bad)
25	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
26	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
27	Tarred	Gravel & rocky	Gravel / Tarred	Gravel	Gravel (bad)
28	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)

29	Tarred	Gravel/Tarred	Gravel & rocky	Gravel	Gravel (bad)
30	Tarred	Gravel/Tarred	Gravel/Tarred	Gravel	Gravel

8.2.9A. Backlog: Roads and stormwater

Description	Baseline	Current	Backlog
Surfaced roads/stormwater (km)	117	125 km	
Gravel roads (km)	1367	1242	
Total (km)	1452		1242 (remaining)

8.2.9B. 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.

8.2.9C. Strategic roads of municipality

Road name	Description	Status	Ownership
N 11	Groblersdal, Loskop Dam, Mokopane	Good	SANRAL
R 25	Groblersdal, Johannesburg	Under construction	RAL
R 33/ R555	Groblersdal, Stoffberg, Roosenekal	Bad	RAL
D 1547	Groblersdal, Motetema, Monsterlos	Bad	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

- Shortage of machinery and plant
- Sector Plans to be updated and Reviewed
- Eskom network Capacity
- Water shortage and illegal connections
- Sanitation backlog
- Roads and storm water
- Illegal electricity connections
- Water leakages

8.2.10. Transport

The municipality has developed a comprehensive **Local Integrated Transport Plan (LITP)** which is currently under review to obtain a better understanding of the road infrastructure and develop 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.

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.

Table 24: Registered Travels modes in the EMLM

Travel mode	Numbers	%
Other (trailers)	26	0.12%
Heavy Motor vehicle not equipped to draw	552	2.6%
Heavy Motor vehicle equipped to draw	805	3.77%
Light delivery vehicle	8782	41.23%
Heavy Passanger Vehicle	98	0.46%

Light Passenger Vehicle	8828	41.44%
Minibus	543	2.55%
Motorcycle	440	2.06%
Special Vehicles	1229	5.77
Total	21303	100%

Source: EMLM infrastructure and community services department

Public 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 utilized mainly by the business and tourism sectors, as well as local farming wishing to spray their cultivated fields. There is no commuter rail service currently provided for passengers in Elias Motsoaledi municipality.

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

Link strategic Roads and Public Transport

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

Public Transport and Commuting

A) Rail Network

There is no commuter rail service within the Municipality. There is however freight railway line towards the east linking the Roosenekal towards the south.

B) Air Transport

There are no commercial airports within the Municipality. There is only one registered airfield which is utilised for emergency, for the business and tourism sectors.

C) Public Transport

Of the subsidized bus routes in the district, 57% are in the Elias Motsoaledi Municipality. The route utilization survey noted 1462 taxis in the district area. Furthermore 1372 taxis were noted to operate within the Elias Motsoaledi Municipality.

Public Transport challenges

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

- Poor access roads to rural communities
- Insufficient commuter transportation
- Inadequate signage on public roads
- Road accidents caused by animals
- No bus stop shelters.
- Non-motorised transport ,Pedestrian side walks and , cyclists
- Hawkers stalls or illegal settlements along the road side
- Non-compliance of the existing air strip

8.3. WASTE MANAGEMENT

EMLM has a total household of **60 251**. 9538 (15.3%) households receive full kerbside collection; the **remaining** 50713(**84 .7%**) households do not receive refuse service removal.. The refuse removal service has been extended to Walter Sizulu (RDP) and Tambo villages in Dennilton. That has contributed in the increase of households receiving the service in 2012 financial year.

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 utilizing communal skips.

Norms and standard for waste management within the municipality

- ❖ The municipality has the authority to deliver waste management services including waste service, collection, storage and disposal.
- ❖ Separation at source, waste minimization, re use, 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

- Five (5) runs the service on daily basis in Groblersdal, Motetema, Hlogotlou, Elandsdoorn, Walter sisulu and Tambo square
- One (01) runs the service on daily basis in Roosenekal
- One (01) skip loader runs the service on daily basis in Groblersdal, Motetema, Elandsdoorn, Walter sisulu and Tambo square

No. of 4.5 M³ Containers in use: 10

Area	Number of container
Shanduka Beverages	2
Motetema	2
Van Riebeck next to panorama	1
Tautes next Standard bank	1
Cambridge food	2
Philadelphia	2

No. of 6m³ Containers in use: 10

Area	Number of containers
CTM	1
Capitec passage	1
Canal Street next to Taxi rank	2
Van - riebeck next to Total garage	1
Tafelkop	3
Sephaku next to the Library	1
Moteti along the main road	1
Luckau	1
Waalkraal	1
Philadelphia Hospital	1
Game center	1

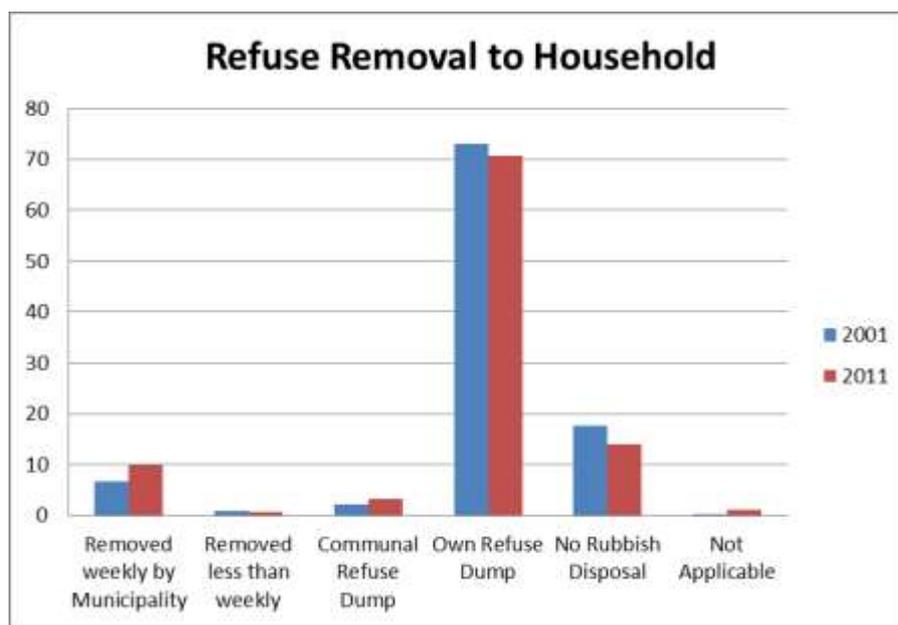
Service Area/Suburb	Collection Day	Number of households
Roosenekal	Monday & Thursday	578
Groblersdal	Tuesday & Thursday	1300
Hlogotlou	Wednesday & Friday	3226
Tambo square & Elandsdoring Township	Wednesday & Friday	3338
Motetema	Tuesday	1142
	Total	9584

Level of service for households (once a week)

Table 25: 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



Level of service for business (477 inclusive of Roosenekal and Moutse mall)

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

Types of refuse removal within the municipality

Geography Refuse disposal	Number households 2011	of	Number households 2001	of
Removed by local authority/private company at least once a week	6,122			
Removed by local authority/private company less often	405			
Communal refuse dump	1,993			
Own refuse dump	42,524			
No rubbish disposal	8,504			
Other	703			
Total	60,251		45 478	

Source: Stats SA census 2011

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

The below table depict the waste management issues as provided by LEDET

	NAME OF FACILITY		FINDINGS	ACTION REQUIRED		
ELIAS MOTSOLEDI 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 	<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				

			plan • No reporting	
	3. Pieterse Scrap Metals	50 of steel	• Well fenced with lockable gate and security guard • Operational equipment available • Not reporting	• 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	• Operational equipment available • No storage area • Not reporting	• Need to keep records • Need to report quantities monthly to the Department

Source: final recycling status quo report by LEDED

8.4. DISASTER MANAGEMENT

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 in our area of jurisdiction.

The norms and Standards for Disaster Management are

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

SWOT ANALYSIS

<u>STRENGTHS</u> 1. Disaster Management plan and framework in place. 2. Risk assessment conducted. 3. Priority disaster risks affecting the Municipality is mapped.	<u>WEAKNESS</u> 1. Lack of human capacity 2. Lack of resources 3. Financial constraints 4. Ineffective of advisory forum
<u>OPPORTUNITY</u> 1. Aurecon via PDMC has extensive experience in the field of disaster management and is committed to assist the Municipality to comply with Disaster Management Act, Act 57 of 2002.	<u>THREAT</u> 1. Financial constraints. 2. Climate change.

<ol style="list-style-type: none"> 2. Establishment of the local forum will assists/ input with the development of strategies to reduce the level of risk in the municipality. 3. Willingness of the District to deploy the volunteers. 4. Good relations with other Municipality within the province. 5. Strengthen relations with other Disaster institutions. 	
--	--

Vulnerability analysis

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

Risk assessment for EMLM was undertaken and the following Priority Risk (Hazards) were identified as a high risks.

- Veld fire,
- Sewerage & drainage infrastructure,
- Land degradation and
- Storms

Simultaneously with the above-mentioned, the municipality also has to address

- Poverty,
- Health,
- Water,
- Road infrastructure,
- Telecommunication as a high priority in order to develop community resilience in order to cope with disasters.

Table 1: List of hazards identified (Elias Motsoaledi)

<u>Hazard Category</u>	<u>Hazard</u>	<u>Affected Areas</u>
Hydro-meteorological		
Water related	Riverine flooding	Olifantsriver from Loskop & Moosriver
Atmosphere related	Severe storms	entire area (Roosenekal / Sehlakwane Tafelkop)
	Drought	

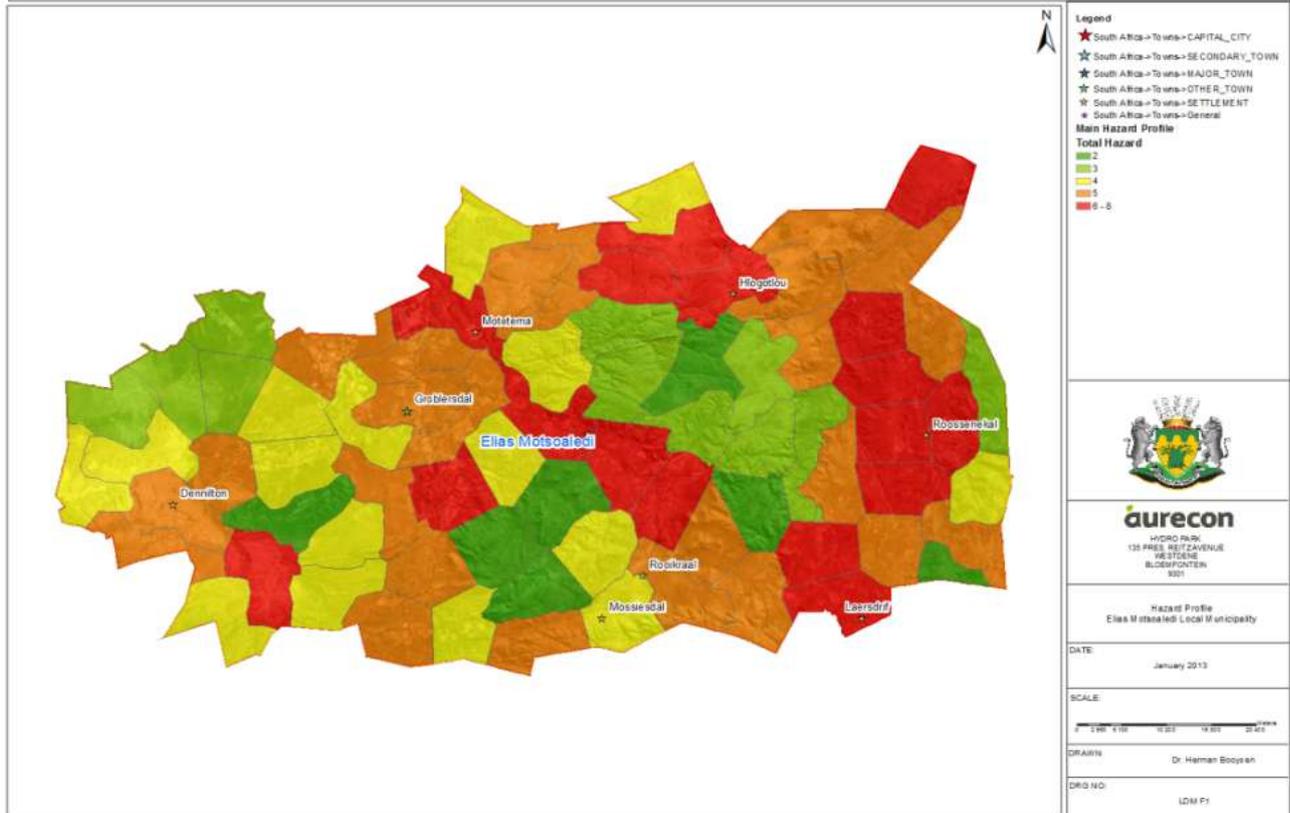
<u>Hazard Category</u>	<u>Hazard</u>	<u>Affected Areas</u>
	Hail storms	Saaiplaas / Bloempoot / Kgobokwane / Mathula Stand / Dindela / Keerom (especially 2012)
Biological		
	Human diseases	Can handle
	Pest infestation	Green bush (Lopholane coriifolia)
	Veld fires (communal land)	Whole area
Geological		
	Subsidence	Kwarrielaagte (Ntwane clinic)

1.1 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.

The map below depicts hazards within the province and the state of hazards in the municipality

LIMPOPO DISASTER MANAGEMENT



Severity

	Low	Medium	High
High	Medium risk	High risk	High risk
Medium	Low risk	Medium risk	High risk
Low	Low risk	Low risk	Medium risk

■ Low risk
 ■ Medium risk
 ■ High risk

Source :EMLM Disaster Management plan

8.4.1. Landfill site

The municipality has two (2) Landfill 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 Dennilton area in order to avoid the use of borrow pits by communities as land fill sites.

DISPOSAL SITE	PERMITTED/NOT PERMITTED AND PERMIT NO.	ABSOLUTE LOCATION	ACCESS	OPERATIONAL HOURS	SECURITY AND SHIFTS	COVER	COMPACTION	COMMENTS
Rossenekal Landfill Site	Permitted as a GCB+ Permit no: 12/4/10-A/15/GS1	S25°12'03" E29°55'14"	The site is well fenced with a lockable gate. Access is restricted during working hours only.	06h00am - 18h00pm Monday - Sunday	Security is available from 06H00 to 18H00	Cover material stock piled	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 onsite	No covering. Waste is disposed of randomly.	No compaction	The dumping site is mainly used by the Philadelphia Hospital.

						and then burnt		
Hlogotlou Transfer Station	Licensed as a GCB Licence No: 12/14/10 -A/1/GS2	S25°03'6.52" E29°73'4.25"	Not fenced	Operational hours are not set	No personnel onsite	Waste is dumped and left unattended	Not applicable	Waste is dumped and burnt
Elandsdoorn Landfill Site	12/4/10 – A/12/GS9 Closure Permit	S25°16' 44.6" E29°11' 49.5"	Not fenced	Operational hours are not set	No personnel onsite	Waste is dumped and left unattended	No compaction	The site should be rehabilitated

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
---------------------------	---	------------------------------	--	--------------------------------	------	---	----------------------------	--

8.4.2. WASTE MANAGEMENT CHALLENGES

- Illegal dumping
- No capacity to establish licensed land fill sites in rural communities
- Non Operationalisation of Landfill site
- Wind blown litter from the disposal sites.
- Incapacity to extend the refuse removal services to rural areas.

8.5. SOCIAL ANALYSIS

8.5.1A. Housing

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

There is no doubt that housing remains one of the few visible signs of government's success to address the needs of the poor. It is therefore critical that local municipalities play their role in facilitating the delivery of houses in their areas. This role is adequately outlined in the Housing Act (1997). Local government is expected to:

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

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

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

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

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

8.5.1B. Housing allocation for 2012/13 by COGHSTA

15	Mangoedi Products & Developers project	200	Oorlog	18
			Moteti "A" (Masoganeng)	8
			Moteti "C" (Matshelapata)	8
			Moteti "C1"	8
			Kgobokwane	24
			Ntswelemotse	12
			Stompo	8
			Walkraal "A"	8
			Magakadimeng	8
			Vezinyawo	14
			Mpheleng	16
			Phucukani	12
			Morgan	8
			Taereng	8
			Moteti "C2"	12
			Moteti Liberty	15
			16	MTR Business Enterprise & Proj
Stand no 294,239 posa	2			
stand no 14 Lukau	1			
Mogaung	1			
Kruis river	1			
Homelands	20			
Oorlog	20			
Moteti B20	20			
Ramaphosa	20			
Slovo	20			
Kgaphamadi	25			
Newstand	25			
Mzimdala	25			
Waalkraal	25			
Stompo	20			
Ntshwelemotse	15			

		Mphaleng	25
		Magakadimeng	25
		Jabulani	15

RHIP THAT WERE DELIVERED DURING 2012/13 FINANCIAL YEAR

Project Name	Rural Household Infrastructure Programme (RHIP)
Programme Name	National Sanitation Programme
Project Description	Capital funding programme for the reduction of rural water and sanitation backlogs and is targeting existing households where bulk-dependent services are not available
District Municipality	Sekhukhune District Municipality
Local Municipality	<u>Elias Motsoaledi</u> Municipality

Project Duration	2012/2013 Financial year
Total Budget	R5,598,000-00 :- Elias Motsoaledi LM

<p>Current Status</p>	<p><u>Elias Motsoadeli</u>:- 575 units allocated for 1 village(Moteti). 136 Units completed</p>
------------------------------	--

8.5.1C. Housing Developmental Challenges

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

8.5.2. Education

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

TERTIARY EDUCATION

WARD	NAME OF TERTIARY INSTITUTION	COURSES OFFERED
29	Sekhukhune Fet College	Finance,Economic and Accounting Marketing Management Office Administration Civil Engineering And Bld Construction Engineering Related Design Electrical Infrastructure Information Technology

COURSES OFFERED BY INSTITUTION; I.E. DIPLOMA/CERTIFICATES

	MANAGEMENT	CERTIFICATE
	Finance,Economic and Accounting	Certificate
	Marketing Management	Certificate
	Office Administration	Certificate
	Civil Engineering And Bld Construction	Certificate
	Engineering Related Design	Certificate
	Electrical Infrastructure	Certificate
	Information Technology	Certificate
	Financial Management	Diploma
	Marketing Management	Diploma
	Human Resources Management	Diploma
	Electrical Engineering	Diploma
	Mechanical Engineering	Diploma
	Civil Engineering	Diploma
	ICDL	Diploma

The table below illustrates a summary of various education related information

No. of Special schools	No. of Primary schools	No. of Secondary schools	No. of Learners in primaries	No. of Learners in secondaries	No. of Teachers	Ration of teachers to learners
3	83	47	34018	30605	Primary= 905	Primary= 1:34
					Secondary= 995	Secondary= 1:34
Enrolment figures	Backlog of schools	Backlog of classrooms	State of provision of scholar transport	Number & state of libraries in schools	Library backlog & challenges	No. Of Combined schools
50044		968	23 schools use buses as scholar transport in the entire municipality & the department takes time to pay the service providers & sometimes they do not provide services.	The libraries do not have books	Because the there are no books in the libraries the building are oftenly used as classrooms	10

Table 26: Educational facilities

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

Source: Community Development Workers, 2011

8.5.2A. Functional Literacy

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

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

Educational challenges

- Inadequate provision of learning materials
- Renovation of old schools including the construction of administration blocks
- Additional classrooms in some of the schools
- Provision of water and sanitation services to schools

8.5.3. Cemeteries

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

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

Cemetery challenges

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

8.5.4. Health And Social Development

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

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

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

8.5.4A. Health and Social Development Issues

Table 27

Ward	Clinic/mobile	If mobile, state frequency of visit	Challenges/comments
01	Mobile Clinic at Moteti A&B	Once in two weeks	The duration of the clinic should be extended.
16	Conversion of Zaaiplaas Clinic into Health Centre	Operates from Monday to Friday	Lack staff and working equipments
19	Clinic	Operates from Monday to Sunday	Staff shortage , ambulances and doctors
24	Clinic at Sterkfontein	Mondays to Sundays	Lack of staff and ambulances
10	Clinic at Ntwane	Mondays to	Lack of staff

Ward	Clinic/mobile	If mobile, state frequency of visit	Challenges/comments
	village	Sundays	
03	Clinic at Marapong	Mondays to Sundays	Lack of staff
08	<i>Clinic at Kgobokwane</i>	<i>Mondays to Sundays</i>	<i>Lack of staff</i>
13	Clinic in Groblersdal Town	Mondays to Sundays	N/A
30	Clinic at Rossenekal	Mondays to Fridays	Lack of staff and working equipment's
29	Clinic at Motetema	Mondays to Saturdays	Lack of staff and poor service
26	Clinic at Tafelkop	24 hours service	Shortage of staff
20	Hlogotlou Clinic	Mondays to Fridays	Lack of staff and security

8.5.4B. Health And Social Facilities

Table 28 : Breakdown of Health Facilities

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

Source: Community Development Workers

8.5.4C. Health facility profile for the EMLM

NUMBER OF EXISTING HOSPITALS	NUMBER OF EXISTING CLINICS	NUMBER OF EXISTING MOBILE TEAMS	NUMBER OF EXISTING HEALTH CENTERS
2	15	3	0

CLINIC CONSTRUCTION AND BACKLOG 2013/14

CLINICS UNDERCONSTRUCTION	STATUS QUO	BACKLOG FOR 2013/14
0	0	1. Staff accommodation Moutse East
		2. Roosenekal
		3. Sterkfontein clinic-new

ACCESS TO HOSPITALS

ACCESS TO HOSPITALS	PERCENTAGE WITHIN 20KM RADIUS TO HOSPITAL
Access hospitals	80%

HIV AND AIDS STATUS 2012/13

MALES	FEMALES	CHILDREN	TOTAL
593	1898	46	2537

Source : Sekhukhune Department of Health

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 pansion pay points including installation of facilities

8.5.5. EARLY LEARNING CENTERS AND HOME BASED CARECENTRES THAT WERE FUNDED DURING 2013/14 FINANCIAL YEAR BY SOCIAL DEVELOPMENT DEPARTMENT

NAME OF CENTER	PHYSICAL ADDRESS	CONTACT PERSON	CONTACT NUMBER	FUNDED OR NOT FUNDED
Baptist pre-school	Ntoane, Lesehleng	Magana G	072 1220 845	Funded
Buhlebethu comm crèche	Moteti Stand No886	Digole MM	083 3132 796	Funded
Buhlebethu crech	Next to Mathula school	Mthimunye KP	076 0371 243	Funded
Dikgokong community crèche	Kirkvorsfentein A	Matseke JS	082 7955 994	Funded
Ekephumuleni Day Care	Zaaipus Madala stand next to clinic	Mtsweni MM	082 9408 300	Funded
Empilweni crèche	39 Mpheleng next to Mpheleng clinic	Simelane E	082 0457 565	Funded
Entokozweni Edu Care	Five Morgan next to Phucukani Graveyard	Sibanyoni MA	072 6285 565	Funded
Fanang Diatla Sterkfontein	No13 Boekenhoutkloof	Rathebe LE	073 6206 447	Funded
Hlagisatsebo Creche	Zenzele 10 Morgan	Mahlangu ME	0732362 734	Funded
Ikageng Kgobokwane Creche	Kgobokwane	Sebola IM	078 9189 750	Funded
Ikageng Pre-School	Zaaiplaas next to Skhosana Secondary	Medo Z	082 8623 164	Funded
Ikwezi Pre-School	Sovolo village	Phaladi GR	083 9687 133	Funded
Ipopeng Monsterlus Creche	Monsterlus Unit B	Kgole MR	072 0646 708	Funded
Itireleng Creche (Syferfontein)	Syferfontein	Kwetepe DU	076 6185 633	Funded
Itireleng Pre-School	Sehlakwane	Motsoene S	084 7457 521	Funded
Itumeleng Pre-School	Thabakhubedu Village	Magana MJ	072 1409 654	Funded
J. Mkhabela Creche	Monsterlus	Moloko DB	076 9353 668	Funded
Jabulani Day Care	Sehlakwane	Masilela TM	071 4081 542	Funded
Kamogelo Educare	Kirkvorsfontein	Nyamazana PD	082 8181 575	Funded
Kgogodi Mashegoana Creche	No 23 Ramogwerane, Ramogwerane	Mashegoana j	073 1530 781	Funded
Kgotlelelo Creche	Talane Village	Masuku MG	079 1844 921	Funded
Khuthala Pre-School	Saaiplaas-Madala stands	Mashegoane MS	079 9980 254	Funded
Khuthalani Creched	Kosini	Sithole AN	079 3583 489	Funded
Khutsong Pre-	Saaiplaas-Masoing	Mokoana J	072 2373 218	Funded

School				
Kodumela ECD	Sephaku	Mlaba MC	076 4631 994	Funded
Legolaneng Creche	Legolaneng village	Madihlaba TS	078 1478 581	Funded
Lehlabile Day Care	Magakadimeng	Mokwena BM	073 5789 800	Funded
Lehlogonolo Creche	Kgaphamadi village	Molope E	083 9547 465	Funded
Lekgolane Pre-School	Matsepe village	Toswi S	072 4292 375	Funded
Love & Grace Creche	Tafelkop–stadium view	Seopedi VM	073 6181 607	Funded
Mahlatse Comm Creche	Elansdoorn–B next to Malemone shop	Nchoana MN	083 3115 304	Funded
Mamopholosi Pre-School	Ntwane next to Roma church	Mathebe PM	084 8978 773	Funded
Masakhane Creche	Phooko	Zwane BH	073 8439 470	Funded
Mbalenhle Creche	Next Dendela HBC	Sindane BP	076 1793 602	Funded
Mma Lerato Pre-School	Marapong Tempelman nutritional unit	Moepya MS	083 9590 319	Funded
Mmaleshoko Pre-School	Thabakhubedu village	Monageng MM	073 4222 070	Funded
Mmamohlodi Pre-School	No 39 uitspanning A	Makitla MC	073 4222 070	Funded
Mologadi Educare	Elansdoorn	Ngele AT	071 4977 308	Funded
Motetema Creche	No 556 Motetema next to Mafoto	Thakge M	074 5209 094	Funded
Mpheleng Comm Pre-School	Mpheleng	Aphane FS	071 2939 253/071 4087 865	Funded
Musawenkosi Creche	Kirkvorsfontein A	Mabuza Z	072 5791 000	Funded
Namane Pre-School	Tafelkop	Motsepe DD	076 7624 569/074 2707 541	Funded
Phutikwena Creche	Kgaphamadi village	Maluleka S	071 7219 984	Funded
Rethabile Pre-School	Sehlakoane	Mosima JC	082 9095 845	Funded
Sizanani Comm Creche	Uitspanning B	Mashiloane EM	0726522 248	Funded
Sizanani Day Care	Keerom next to Makhuma Prim	Ndambi AR	072 5819 675	Funded
Sizimisele Edu Care	Elansdoorn next to Ekucathulani Prim	Skosana PE	079 8044 169	Funded
Thusanang Creche	Luckau	Makgabutle S	072 5391 626	Funded

Tswelopele Comm Pre-School	Elansdoorn	Maila N	072 3241 748	Funded
Ubuhlebuyeza Pre-School	Mogaung village next to Ndlovini	Mahlangu JL	073 6020 811	Funded
Vhelaphi Creche	Mogaung next to Sindile	Msiza E	072 1782 536	Funded
Vusanani Comm Creche	Moteti-Dibathuto Sec	Masango SM	078 3198 112	Funded
Vuyani Creche	Kirkvorsfontein A next to Paradise church	Shabalala D	073 5382 130	Funded
Zithobeni Day Care	Vlaaklaagte	Selahle N	079 1416 853	Funded
Areikemeng Young	Syferfontein	Tshehla KS	073 7972 897	Funded
Dindela HBC	Mbalenhle Street next to Bantabethu Primary	Nxala JE	076 1639 914/073 7388 488	Funded
Hlogotlou DIC	Monsterlus Unit A	Matsomane GD	083 3137 400	Funded
Jerusalema HBC	Jerusalema Mzinyane stop	Mashilwane Stephinah	082 9564 317	Funded
Kgobokoane Youth	Kgobokoane Block 05	Malapela ME	072 2785 201/082 7055813	Funded
L.O.HBC	Next to Matsitsi Prim, Sterkfontein	Mohlala S	084 4553 834/078 2410 851	Funded
Lafata HBC	Ramogwerane village	Malopo MZ	072 2146 969	Funded
Love and Peace HBC	Sango village	Masemola Emmah	073 7968 549/079 2167 739	Funded
Matsepe HBC	Ga-Matsepe village	Moteme HL	076 1715 728	Funded
Pholosho Home Based	Elansdoorn	Molamu TC	073 5340 949	Funded
Reach For Life	Sephaku next to fourway	Malope EM	076 2792 827/076 5688 433	Funded
Roosenekal HBC	Roosenekal Taijaard	Mamaile MM	072 8921 092	Funded
Sonqoba DIC	5 Morgan Hlongwane Stand next to Philadelphia Hosp		076 0763 612	Funded
Tafelkop Lesedi HBC	Tafelkop New Stand AFM Assembly	Mokwena JM	083 5753 338	Funded
Tholulwazi HBC	857 Luckau next to Luckau Prim	Tlaka EM	076 6371 362	Funded

Tswelopele DIC	Dikgalaopeng village	Segokodi MJ	073 7771 959/073 2903 979	Funded
Zaaiplaas Bambanani	Next to Ikageng Pre-School	Tshehla NM	076 7460 266	Funded
Bana ba thari e tshweu HBC	Dennilton Waldraal B	Olga Mogodi	072 4546 011	Funded
Kgotlelelo Marapong HBC	Marapong @ community office	Malemone Rose M	071 6419 737	Funded
Matlala lehwelere HBC	No B117 Tribal office	Mampuru Q	082 6719 973	Funded
Santa Motsephiri HBC	Motsephiri next to pre school	Sereko NJ	076 0735 532	Funded
Santa Thwalanani Comm.Care HBC	Vlakfontein sec 13 next to Lekala sch	BK Mohlahlo	079 5823 205	Funded
Thabakhubedu HBC	Thabakhubedu next to Ndlovu Nutrition	Mavuso MS	073 4295 061/084 0154 753	Funded

8.5.5B. 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. The table below indicates Early Learning Centers and number of learners enrolled

8.5.5C. Challenges facing ECD's

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

8.5.6. Welfare

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

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

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

8.5.6A. Types of Government Grants In EMLM

Table 29: Government Grants and paypoints facilities

NO.OF PAY POINTS Existing 2013/14 with/without buildings respectively	BACKLOGS ON PAY POINTS	NO.OF PEOPLE RECEIVING GRANTS PER CATEGORORY	BASIC SERVICES SUPPLIED FOR EACH PAYPOINT(e.g. YES/NO)
70 Paypoints	No backlogs	O/A-	YES=21
With buildings=21		DG-	No=49

Without =49		CSG	
		FG	

Table 30: Statistics on grants beneficiaries

												TOTAL
O/A	D/G	W/V	COM	GIA	FCG BEN	FCG CHIL	CDG BEN	CDG CHIL	CSG BEN	CSG CHIL	BENEFICIARIES	CHILDREN
19859	3948	01	36	217	2235	3483	493	538	29103	54793	55892	58814

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

8.5.6B. Community Services Structures

Table 31: The table below illustrates community structures that operates within the Municipality

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

08	Kgotlollo Home Based Care	Caring for the patients	15
09	Arephuthaneng Home Based Care	Caring for the patients	23
10	Bantwane HBC Ndlovu care Group Bantoane youth Initiative Lesehleng dropping centre Mica Church Group	Caring for patients	21
11	Ndlovu Care Group (NPO) Moutse Mall (co-operatives) Pholoso HBC and DIC Sonqoba HBC and DIC Ratanang Old Age Home Empilweni HBC Jabulani sewing projects Ziphathaleni Art projects Nhlapo Art project	Medical Centre and HIV counselling Commercial Home Based Care and Drop In centre	58 480 24 21
12	Elansdoorn women's club and Nala Poultry Kodumela Rotary Thabakhubedu HBC	Poultry Farming and vegetable gardening Pottary Caring for patients	10 10
13	N/A	N/A	N/A
14	Masakaneng HBC	Caring for patients	11
15	Itireleng Zamazama Kgahliso Phahlamohlaka Sikhulasonke Leshokeng Youth as partners-Orphanage centre Siyenza Ukuhle youth centre Kukameng Co-operative Masoing Magobholi Kgatelopele Cooperative	Gardening Gardening Gardening Bakery and catering Gardening Gardening Vulnerable and orphans Youth challenges and motivational Communal Farming farming	12 8 22 10 6 8 146 18 49 62 24
16	Zaaiplas Bamabanani HBC	Caring for patients	18
17	N/A	N/A	N/A
18	Home Base care Are-Ikemeng young women health development Magukubjane HBC Boredesa Based Care	Caring for the Patients Caring for patients Caring for patients Care for drug abuse	10 26 30 20
19	Mathula Home Based Care Dindela Home Based Care Izazi za se Mpumalanga Thabaleboto HBC Siyaphumelela Youth Club	Caring for the Patients Caring for the Patients Poultry Farming Caring for patients catering	24 22 9 09 23
20	Snoopy Jerusalem HBC and DIC Hlogotlou HBC and DIC	Clothing Caring for patients Caring for patients	31 21
21	Santa-Kgapamadi HBC Santa-motsephiri HBC FARA 2	Caring for patients Caring for patients Caring for patients	16 19 16
22	Luckau Agriculture and Projects	Fencing	05

23	Khayaletu Stimulation Centre (NPO)	Organisation for the disabled	22
	Reach for live Home Base Care (NGO)	Caring for the Patient	23
	Santa Thwalanani (NGO)	Caring for the Patients	16
	SOS Children's village (NGO)	Give support to the Orphans and their families	04
	Siyaphothela Arts and Crafts (NGO)	Beat making	15
	Bomama Phambili (NGO)	Greenery Project	
	Metsi Madiba (co-operative)	Poultry Farming	
	Siyamethemba (NGO)	Dress making	10
	Sephaku Greenery (NGO)	Greenery	05
	SKYIFA (NGO)	ProjectAgricultural Project	10
	Tiareboneng (NGO)	Greenary Project	06
	Community Care group		10
	Vukuzakhe farming	farming	
24	Tholulwazi Home Based Care (NGO)	Social sevice work	20
	Life Orientation Home Based Care (NGO)	Social service work	19
25	Matsepe HBC and DIC	Caring for patients and Drop in centre	30
	Lafata HBC and DIC		26
	Tswelopele HBC and DIC	Caring for patients	20
	Dikgalaopeng HBC	Caring for patients	
26	Tafelkop Lesedi HBC and DIC	Caring for patients	28
27	N/A	N/A	N/A
28	N/A	N/A	N/A
29	Ithekgeng home based	Caring for the patient	28
30	Roosenekal Home Based Care	Caring for the Patients	21
	Love and Peace Home Based Care	Drop-in-centre	12

Source: Elias Motsoaledi Local Municipality 2011

8.5.6C. SASSA/SOCIAL DEVELOPMENT

No.of pay points existing 2013/14 With/without buildings respectively	Backlogs on pay points	No.of people receiving grants per category	Basic services supplied for each paypoint (e.g yes/no)
70 Paypoints With buildings=21 Without =49	No backlogs	O/A- DG- CSG- FG-	YES=21 YES=49

STATISTICS ON GRANTS BENEFICIARIES

O/A	D/G	W/V	COM	GIA	FCG BEE	FCG CHIL	CDG BEN	CSG BEN	CSG CHIL	BENEFI	CHILDREN
19859	3948	01	36	217	2235	3483	493	29103	54793	55892	58814

AGED SERVICE CENTRES THAT WERE FUNDED

NAME OF CENTER	PHYSICAL ADDRESS	CONTACT PERSON	CONTACT NUMBER	STATUS
Kgakgabejane Luncheon Group	Zaaiplaas Next to Clinic	Mthimunye Nonhlanhla	0824360 062	Funded
Kodumela Moepathutse Aged	Hlogotlou Monsterlus Unit A	Nhlapho TM	082 0849 706/078 3955 215	Funded
Moriri O Moshweu Aged Group	219 Majakaneng Sec	Tshehlo S	073 4201 885	Funded
Motetema Old Age	Motetema next to 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

HIV PREVALENCE ON ANC CLIENTS TESTED PER LOCAL MUNICIPALITY

2009	2010	2011
16.2	26.3	20.5
0	14.3	24.7
33.3	23.4	16.5
18.5	22	19.7
12.2	13.6	13.8

8.5.7. 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.

8.5.7A. Safety and Security Facilities

Table 36: Breakdown of safety and security facilities

POLICE STATIONS
Dennilton
Groblersdal
Hlogotlou
Laersdrif
Motetema
Zaaiplaas
Roosenekal

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

SERIAL NO	POLICE STATION	CRIME REPORTED			PROBLEMATIC CRIMES
		2010/11	2011/12	2012/13	
					PROBLEMATIC CRIMES
1	DENNILTON	4226	3246	2793	THEFT FROM A MOTOR VEHICLE
2	GROBLERSDAL	2173	2640	2540	MURDER AND FRAUD
3	HLOGOTLOU	2046	1921	2234	ASSAULT GBH AND THEFT
4	LAERSDRIFT	344	301	358	THEFT OF ALL STOCK
5	MOTETEMA	3140	3036	3229	BUGLARY AT BUSINESS PREMISES
6	ZAAIPLAAS	929	718	744	THEFT OF ALL STOCK
7	ROOSSENEKAL	364	384	504	THEFT FROM A MOTOR VEHICLE
TOTAL	7	13 222	12 246	12402	

Safety and security challenges

- Lack support to community Policing Forums
- Inadequate police stations and mobile stations
- Inadequatepoliceresources toperformdailyfunctions as expected.

The table provided below indicates the status of Traffic section in the municipality including challenges identified per ward

Table 32

WARD	VILLAGE NAME	TRAFFIC DIVISION	NO. OF TRAFFIC OFFICIALS	CHALLENGES
1	Oorlog Lusaka Slovo Park Moteti B Walkraal ET Ramaphosa Zoetmelksfontein 36 JS	Municipal law enforcement unit	14 traffic officers and 6 vehicles	<ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Pedestrians that use the main roads, • Scholars that use the main roads, • Reckless and negligent driving at late hours of the night, • Fatigue, • Speeding.
2	Moteti A Masoganeng Moteti C Matshela Pata Moteti C	Municipal law enforcement unit	14 traffic officers and 6 vehicles	<ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Pedestrians that use the main roads, • Reckless and negligent driving at late hours of the night, • Speeding.
		Municipal law enforcement unit	14 traffic officers and 6 vehicles	

3	Kgobokwane	Municipal enforcement unit	law	14 traffic officers and 6 vehicles	<ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Stray animals, • Pedestrians that use the main roads, • Speeding, • Road – potholes, • Road – signs
		Municipal enforcement unit	law	14 traffic officers and 6 vehicles	
4	Ntswelemotse Stompo Walkraal	Municipal enforcement unit	law	14 traffic officers and 6 vehicles	<ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Scholars that use the main roads, • Speeding, • Road – potholes.
		Municipal enforcement unit	law	14 traffic officers and 6 vehicles	
5	Magakadimeng Vezinyawo Mpheleng	Municipal enforcement unit	law	14 traffic officers and 6 vehicles	<ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Stray animals, • Reckless and negligent driving at late hours of the night,

				<ul style="list-style-type: none"> • Speeding, • Road – potholes, • Road – signs. 	
		Municipal enforcement unit	law	14 traffic officers and 6 vehicles	
6	Phukukane Theareng 5 Morgan	Municipal enforcement unit	law	14 traffic officers and 6 vehicles	<ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Pedestrians that use the main roads, • Scholars that use the main roads, • Speeding, • Road – signs
		Municipal enforcement unit	law	14 traffic officers and 6 vehicles	
7	Ten Morgan Zenzele N/A RDP Private owned land Ngolovane Moteti Liberty Homeland Ten Morgan	Municipal enforcement unit	law	14 traffic officers and 6 vehicles	<ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Pedestrians that use the main roads, • Scholars that use the main roads, • Reckless and negligent driving at late hours of the night, • Fatigue,

				<ul style="list-style-type: none"> • Speeding. 	
		Municipal enforcement unit	law	14 traffic officers and 6 vehicles	
8	Marapong Uitspanning "A" Uitspanning "B" Malaeneng	Municipal enforcement unit	law	14 traffic officers and 6 vehicles	<ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Stray animals, • Pedestrians that use the main roads, • Scholars that use the main roads, • Road – signs.
		Municipal enforcement unit	law	14 traffic officers and 6 vehicles	
9	Tambo Walter Sizulu Jabulani Phookwane Small Phooko	Municipal enforcement unit	law	14 traffic officers and 6 vehicles	<ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Stray animals, • Pedestrians that use the main roads,

				<ul style="list-style-type: none"> • Reckless and negligent driving at late hours of the night, • Fatigue, • Speeding, • Road – potholes, • Road – signs. 	
		Municipal enforcement unit	law	14 traffic officers and 6 vehicles	
10	Ntwane Dithabaneng Kwarrielaagte 69 JS	Municipal enforcement unit	law	14 traffic officers and 6 vehicles	<ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Stray animals, • Pedestrians that use the main roads, • Scholars that use the main roads. •
11	Five Morgan Elandsdoorn Taiwan & Molala Jabulani & Phooko	Municipal enforcement unit	law	14 traffic officers and 6 vehicles	<ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Stray animals.
		Municipal enforcement unit	law	14 traffic officers and 6 vehicles	
12	Mabopane Lekgwareng	Municipal enforcement unit	law	14 traffic officers and 6 vehicles	<ul style="list-style-type: none"> • No traffic law enforcement after normal working hours,

	Tamong Rooikraal Mossiesdal Maputo Section Thabakhubedu Maleoskop			<ul style="list-style-type: none"> • Pedestrians and drivers that are under the influence, • Stray animals, • Reckless and negligent driving at late hours of the night, • Fatigue, • Speeding. 	
		Municipal enforcement unit	law	14 traffic officers and 6 vehicles	
13	Groblersdal	Municipal enforcement unit	law	14 traffic officers and 6 vehicles	<p>Elias Motsoaledi Local Municipal Traffic Division has only enough Traffic Officers to cover limited hours and have to work overtime to cover the essential after hours when accidents occur.</p> <ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Pedestrians that use the main roads, • Scholars that use the main roads.
		Municipal enforcement unit	law	14 traffic officers and 6 vehicles	

14	Uitspanning JS 38 Ga-Matlala Klipbank 26 JS Masakaneng Aquaville Bloempoort 39 JS Rooiboskloof 51 JS Loskop Noord 12 JS Kuilsrivier 31 JS	Municipal law enforcement unit	14 traffic officers and 6 vehicles	Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as and when required. Rely on the assistance from of the Traffic Divisions of Limpopo Provincial Department of Transport. Provincial Traffic is not as effective as required due to their limited working hours and over time. Traffic law enforcement is required after hours when 90% of road accidents occur. <ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Stray animals, • Reckless and negligent driving at late hours of the night, • Fatigue, • Speeding.
		Municipal law enforcement unit	14 traffic officers and 6 vehicles	
15	Masoing Mathula Holnek Maraganeng	Municipal law enforcement unit	14 traffic officers and 6 vehicles	Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as and when required. Rely on the assistance from of

	Vlaklaagte Keerom 1&2			<p>the Traffic Divisions of Limpopo Provincial Department of Transport. Provincial Traffic is not as effective as required due to their limited working hours and over time. Traffic law enforcement is required after hours when 90% of road accidents occur.</p> <ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Stray animals, • Pedestrians that use the main roads, • Scholars that use the main roads, • Speeding, • Road – potholes, • Road – signs.
		Municipal law enforcement unit	14 traffic officers and 6 vehicles	
16	Ward 16	Municipal law enforcement unit	14 traffic officers and 6 vehicles	Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as and when required. Rely on the assistance from of the Traffic Divisions of Limpopo Provincial Department of Transport. Provincial Traffic is not as effective as required due to their limited working

				<p>hours and over time. Traffic law enforcement is required after hours when 90% of road accidents occur.</p> <ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Stray animals, • Pedestrians that use the main roads, • Speeding, • Road – potholes, • Road – signs.
		Municipal law enforcement unit	14 traffic officers and 6 vehicles	
17	Matshelapata M-B Matshelapata M-F Newstand Bapeding Ga-Moloi Sedibeng	Municipal law enforcement unit	14 traffic officers and 6 vehicles	<p>Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as and when required. Rely on the assistance from of the Traffic Divisions of Limpopo Provincial Department of Transport. Provincial Traffic is not as effective as required due to their limited working hours and over time. Traffic law enforcement is required after hours when 90% of road accidents occur.</p> <ul style="list-style-type: none"> • No traffic law enforcement after normal

				<p>working hours,</p> <ul style="list-style-type: none"> • Pedestrians and drivers that are under the influence, • Stray animals, • Scholars that use the main roads. 	
		Municipal enforcement unit	law	14 traffic officers and 6 vehicles	
18	Mmotwaneng Syferfontein Talane Magukubjane Makgopheng	Municipal enforcement unit	law	14 traffic officers and 6 vehicles	<p>Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as and when required. Rely on the assistance from of the Traffic Divisions of Limpopo Provincial Department of Transport. Provincial Traffic is not as effective as required due to their limited working hours and over time. Traffic law enforcement is required after hours when 90% of road accidents occur.</p> <ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Stray animals.
		Municipal enforcement unit	law	14 traffic officers and 6 vehicles	
19	Mathula Dindela Enkosini	Municipal enforcement unit	law	14 traffic officers and 6 vehicles	<p>Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as</p>

	Rondeboch Perdeplaas Thabaleboto			<p>and when required. Rely on the assistance from of the Traffic Divisions of Limpopo Provincial Department of Transport. Provincial Traffic is not as effective as required due to their limited working hours and over time. Traffic law enforcement is required after hours when 90% of road accidents occur.</p> <ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Stray animals, • Pedestrians that use the main roads, • Scholars that use the main roads, • Speeding, • Road – potholes, • Road – signs.
20	Jerusalem Matsitsi Stadium View Monsterlus	Municipal law enforcement unit	14 traffic officers and 6 vehicles	Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as and when required. Rely on the assistance from of the Traffic Divisions of Limpopo Provincial Department of Transport. Provincial Traffic is not as effective as required due to their limited working

				<p>hours and over time. Traffic law enforcement is required after hours when 90% of road accidents occur.</p> <ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Stray animals, • Pedestrians that use the main roads, • Scholars that use the main roads, • Speeding, • Road – potholes, • Road – signs.
		Municipal law enforcement unit	14 traffic officers and 6 vehicles	
21	Motsiphiri Kgaphamadi Legolaneng	Municipal law enforcement unit	14 traffic officers and 6 vehicles	<p>Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as and when required. Rely on the assistance from of the Traffic Divisions of Limpopo Provincial Department of Transport. Provincial Traffic is not as effective as required due to their limited working hours and over time. Traffic law enforcement is required after hours when 90% of road accidents occur.</p>

		Municipal enforcement unit	law	14 traffic officers and 6 vehicles	
22	Mogaung Phomola Phosa Makeke Phomolong	Municipal enforcement unit	law	14 traffic officers and 6 vehicles	<p>Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as and when required. Rely on the assistance from of the Traffic Divisions of Limpopo Provincial Department of Transport. Provincial Traffic is not as effective as required due to their limited working hours and over time. Traffic law enforcement is required after hours when 90% of road accidents occur.</p> <ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Stray animals, • Pedestrians that use the main roads, • Speeding, • Road – signs.
		Municipal enforcement unit	law	14 traffic officers and 6 vehicles	

23	Vlaakfontein Sephaku	Municipal law enforcement unit	14 traffic officers and 6 vehicles	<p>Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as and when required. Rely on the assistance from of the Traffic Divisions of Limpopo Provincial Department of Transport. Provincial Traffic is not as effective as required due to their limited working hours and over time. Traffic law enforcement is required after hours when 90% of road accidents occur.</p> <ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Stray animals, • Pedestrians that use the main roads, • Speeding, • Road – signs.
		Municipal law enforcement unit	14 traffic officers and 6 vehicles	
24	Sterkfontein Luckau	Municipal law enforcement unit	14 traffic officers and 6 vehicles	<p>Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as and when required. Rely on the assistance from of the Traffic Divisions of Limpopo Provincial</p>

				<p>Department of Transport. Provincial Traffic is not as effective as required due to their limited working hours and over time. Traffic law enforcement is required after hours when 90% of road accidents occur.</p> <ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Stray animals, • Pedestrians that use the main roads, • Speeding, • Road – potholes, • Road – signs. 	
		Municipal enforcement unit	law	14 traffic officers and 6 vehicles	
25	Ramogwerane Makaepa Tafelkop Ga-Matsepe Dikgalaopeng	Municipal enforcement unit	law	14 traffic officers and 6 vehicles	Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as and when required. Rely on the assistance from of the Traffic Divisions of Limpopo Provincial Department of Transport. Provincial Traffic is not as effective as required due to their limited working hours and over time. Traffic law enforcement is required after hours when 90% of road accidents

				<p>occur.</p> <ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Stray animals, • Pedestrians that use the main roads, • Scholars that use the main roads, • Speeding, • Road – potholes, • Road signs.
		Municipal law enforcement unit	14 traffic officers and 6 vehicles	

26	Kampeng Newstand Gakopa Matebeleng Tafelkop	Municipal enforcement unit	law 14 traffic officers and 6 vehicles	Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as and when required. Rely on the assistance from of the Traffic Divisions of Limpopo Provincial Department of Transport. Provincial Traffic is not as effective as required due to their limited working hours and over time. Traffic law enforcement is required after hours when 90% of road accidents occur. <ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Pedestrians that use the main roads, • Scholars that use the main roads, • Speeding, • Road – signs.
		Municipal enforcement unit	law 14 traffic officers and 6 vehicles	
27	Mountain View Site Majakaneng Botloponya Nyakelang Tafelkop	Municipal enforcement unit	law 14 traffic officers and 6 vehicles	Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as and when required. Rely on the assistance from of the Traffic Divisions of Limpopo Provincial

				<p>Department of Transport. Provincial Traffic is not as effective as required due to their limited working hours and over time. Traffic law enforcement is required after hours when 90% of road accidents occur.</p> <ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Stray animals, • Pedestrians that use the main roads, • Scholars that use the main roads, • Speeding.
		Municipal law enforcement unit	14 traffic officers and 6 vehicles	
28	<p>Sterkfontein Magudusa Dipakapakeng Mgababa Stadium East Motetema Nebo SP</p>	Municipal law enforcement unit	14 traffic officers and 6 vehicles	<p>Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as and when required. Rely on the assistance from of the Traffic Divisions of Limpopo Provincial Department of Transport. Provincial Traffic is not as effective as required due to their limited working hours and over time. Traffic law enforcement is required after hours when 90% of road accidents occur.</p>

				<ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Pedestrians and drivers that are under the influence, • Stray animals, • Pedestrians that use the main roads, • Scholars that use the main roads, • Fatigue, • Speeding, • Road – signs.
		Municipal law enforcement unit	14 traffic officers and 6 vehicles	
29	Motetema Rakidiwane Ga-Lekwane	Municipal law enforcement unit	14 traffic officers and 6 vehicles	Elias Motsoaledi Local Municipal Traffic Division does not have the infrastructure to work in this area on daily basis and only attend on ad hoc basis as and when required. Rely on the assistance from of the Traffic Divisions of Limpopo Provincial Department of Transport. Provincial Traffic is not as effective as required due to their limited working hours and over time. Traffic law enforcement is required after hours when 90% of road accidents occur.
		Municipal law enforcement unit	14 traffic officers and 6 vehicles	

30	Roosenekal(Station) Laersdrift Tigershoek (Private) Tshehla Trust Zone 11 (Private) Makwana (Nkakaboleng)	Municipal law enforcement unit	14 traffic officers and 6 vehicles	Elias Motsoaledi Local Municipal Traffic Division has deployed one full time Traffic Officer, but does not have the infrastructure to work in this area after hours when 90% of road accidents occur. <ul style="list-style-type: none"> • No traffic law enforcement after normal working hours, • Speeding, • Road – potholes, • Road – signs.
----	--	--------------------------------	------------------------------------	--

8.5.8. Post Offices

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

8.5.9. Internet Services

Table 33: The table below indicates 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 the census 2011, most of the households use mobile phone as a means of communication. There is high shortage of internet services within the communities of Elias Motsoaledi Local Municipality.

8.5.10. Social Cohesion

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

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

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

8.5.11. In summary, these are the social development challenges

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

8.5.12. Sports, Arts and Culture

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

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

8.5.12A. 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

SWOT ANALYSIS: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRENGTH	WEAKNESSES
<p>Adequate personnel for collection. Equipment in fairly good condition Good service in formal areas. Permitted access control at Roosenekal Landfill site Availability of community libraries Community halls constructed Road construction unit established Willing personnel Support by national and Provincial sector departments</p>	<p>May require additional personnel and equipment if the service is to be extended to other areas There is no access control at Groblersdal landfill site which leads to uncontrolled dumping All garden waste is land filled There is no collection in rural areas Maintenance of facilities</p>
OPPORTUNITIES	THREATS
<p>Upgrade older equipments Upgrading of operation on site Generate revenue for the municipality Formalising recycling Job opportunities Public awareness campaign Expand the refuse removal services to rural areas or implement community based service to central collection points Bulk water supply by the district</p>	<p>Increased maintenance cost Environmental and health risk due to uncovered waste and lack of control measures Possible pollution to the environment</p>

8.6. KPA 4. LOCAL ECONOMIC DEVELOPMENT

8.6.1 THE ECONOMIC PROFILE

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

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

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

Macro-Economic Indicators

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

Total Gross Value Added (current prices, 2005)



Source: EMLM's LED strategy (2007)

Source : Elias Motsoaledi Local Municipality

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

Total GVA (current prices, 2005)



Source: Elias Motsoaledi Local Municipality

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

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

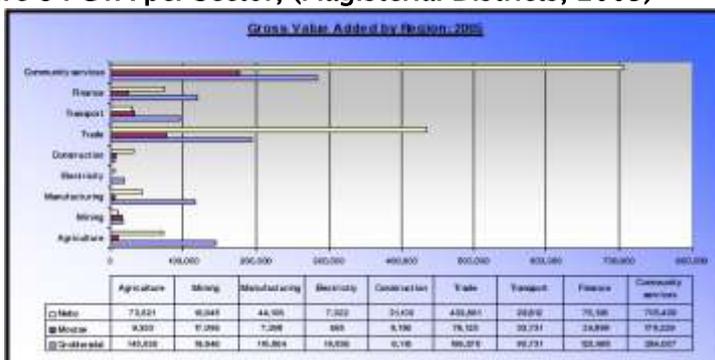
The highest average growth rate has been recorded in the Moutse District at 3.8%, 3.2% and 4.0% between 2003 and 2005. It should however be noted that this growth took place from a relatively small base. The average annual growth rates in the Hlogotlou and surrounding areast ranged between 2% and 3.1%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

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

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

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

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

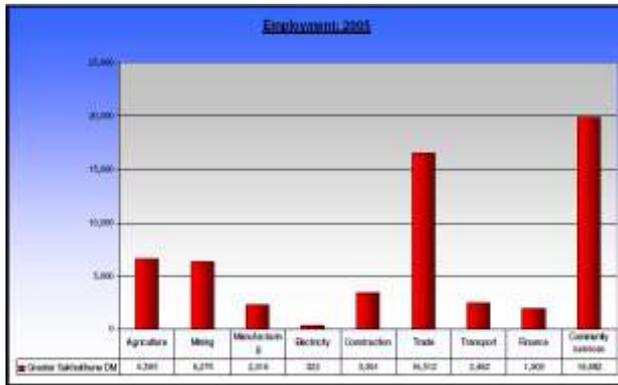


Source: Elias Motsoaledi Local Municipality LED strategy

8.6.1.1. Employment opportunities

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

Figure 9 : Employment opportunities in Sekhukhune DM (2005)



Source: Elias Motsoaledi Local Municipality LED strategy

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

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



Source: Elias Motsoaledi Local Municipality LED Strategy.

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 copared to 54.3% in 2001. The municipality in conjuction with the provincial sector departmrnts 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 finanacial. The youth unemployment rate has declined from 64.1% in 2001 to 52.7% in 2011.

Labour force withim EMLM

Table 34

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 2011

Agriculture

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

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

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

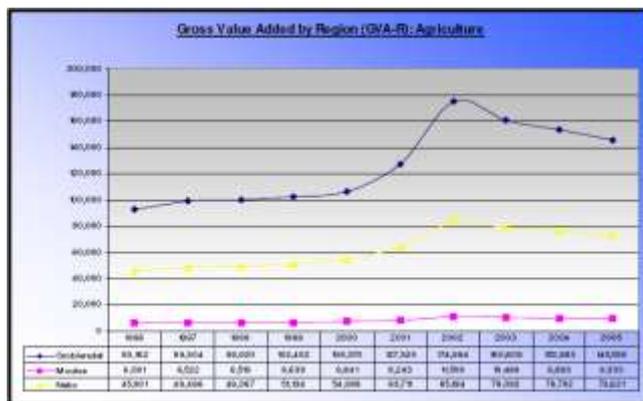


Source: Elias Motsoaledi Local Municipality LED Strategy

Total **economic production** in the agricultural sector within Elias Motsoaledi is clearly concentrated within the Groblersdal Magisterial District with a total estimated GVA from this district of R145

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

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



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

8.6.1.2. Challenges facing the agricultural sector

- Lack of funding
- The lack of water for emerging farmers
- Unskilled labour force
- Lack of farming infrastructure/implements
- None compliance with labour llaws by commercial farmers
- Lack of by-laws enforcement

8.6.1.3. Tourism

Tourism is a dynamic and 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 the tourism promotional material at the annual tourism indaba which is held every year in Durban

8.6.1.3A. Challenges facing the Tourism sector

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

8.6.1.3B. Mining

The mining sector plays a relatively limited role in the local economy of the Elias Motsoaledi Local Municipality. The total GVA from the mining sector in the jurisdiction of EMLM accounted for less than R20 million in 2005. The implementation of Social and Labour Plan by Mapoch”s mine created seventeen (17) permanent jobs

8.6.1.3C. Challenges facing the agricultural sector

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

8.6.1.3D. Manufacturing

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

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

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

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

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

8.6.1.3E. Wholesale and Retail Sector

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

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

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

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

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

Table 35: 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, which include:

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

8.6.2. Development Corridors

8.6.3. 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 NSDP, LEGDP and other policy directives that seek to guide interventions that will make a significant impact in stimulating local economies.

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

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

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

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

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

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

The municipality has also through its LED strategy recognized a number of limitations and pitfalls that undermine the success of LED interventions. These are but not 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 subsidized capital

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

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

8.6.4. LED skills base for EMLM

For both public infrastructure and private investment programmes, the single greatest impediment is shortage of skills, including professional skills such as engineers and scientists, financial managers, human resource specialists, project managers, technical skills etc. There is a high rate of people who do not reach tertiary education due to lack of household income

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

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

8.6.5. 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.

Table 36: Comparative advantages 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 are the main economic activity in rural areas/settlements.
- Important role of wholesale and retail trade sector across EMLM.
- Tourism sector has significant development potential but currently underdeveloped.

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

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

8.6.6. Tourism

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

Table 37: District tourism comparisons.

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

Source: SDM Tourism Development Strategy (2005)

8.6.7. Tourism projects

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

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

SWOT ANALYSIS: LOCAL ECONOMIC DEVELOPMENT

Strength	Weaknesse
<ul style="list-style-type: none"> ➤ Groblersdal District has strong comparative advantage in provincial economy in the agricultural sector ➤ Support and involvement of commercial farmers essential for successful agro-processing industry ➤ Linkages with agriculture and agro-processing ➤ Initiatives of neighbouring municipalities ➤ Farmers packhouse to be completed ➤ Links to mines with specific reference to processed agriculture products required ➤ Potential for emerging farmers through sub-contracting and outsourcing from commercial farmers 	<ul style="list-style-type: none"> ➤ Limited access to electricity and petroleum products in rural areas ➤ Challenge of market access and linkages for emerging Farmers ➤ Farming units of some emerging farmers too small for sustainable commercial farming ➤ Inadequate implementation of land care progress (e.g. fences, soil erosion) ➤ Limited access to finance for emerging farmers
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Opportunity for skills transfer by interaction between commercial and emerging farmers ➤ Skills development and training of farm laborers 	<ul style="list-style-type: none"> ➤ Need for transformation of water rights to also benefit emerging farmers ➤ Limited cold storage facilities available ➤ Institutional problems to disburse finance of the Programs from Department of Agriculture

8.7.KPA 4. FINANCIAL VIABILITY

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

Table 38: EMLM budget for 2014/15

Description	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Total Revenue	330,957,600	392,498,736	401,736,490
Less: Transfers recognised capital	50,840,000	61,601,000	55,945,000
Total Net Operating Revenue	280,117,600	330,897,736	345,791,490
Total Operating Expenditure	291,496,838	306,932,445	323,975,883
Less: Depreciation and impairment of assets	35,000,000	36,890,000	38,882,060
Less: Debt Impairment	3,000,000	3,162,000	3,332,748
Total Net Operating Expenditure	253,496,838	266,880,445	281,761,075
Surplus/(Deficit)	26,620,762	64,017,291	64,030,416
Total Capital Expenditure	77,290,000	97,343,715	91,622,729
Grants Funding	50,840,000	61,601,000	55,945,000
Own Funding	26,450,000	35,742,715	35,677,729

Source: EMLM finance department

Total operating revenue has grown by 10.76% or R32.7 million for the 2014/15 financial year when compared to the 2013/14 Adjustments Budget. For the two outer years, operational revenue will increase by 18.74% and 1.31% respectively, equating to a total revenue growth of R68, 315million over the MTREF when compared to the 2013/14 financial year.

Total operating expenditure for the 2014/15 financial year has been appropriated at R302,647 million and translates into a budgeted surplus of R34,129 million. When compared to the 2013/14 Adjustments Budget, operational expenditure has grown by 3,44% in the 2014/15 budget and by 5,47% and 5,50% for each of the respective outer years of the MTREF. The operating surplus for 2015/16 financial year steadily increases to R80,513 million and then 'decreases to R68,166 million in 2016/17 financial year. These surpluses will be used to fund capital expenditure and to further ensure cash backing of reserves and funds.

The capital budget of R72,090 million for 2014/15 is 0,35% more when compared to the 2013/14 Adjustment Budget. The capital programme increases to R96,225 million in the 2015/16 financial year and to R90,589 million in the 2016/17 financial year. A substantial portion of the capital budget will be funded from Municipal Infrastructure Grant (MIG) and the funding will be R50,840 million representing 70,52% of the total capital expenditure during the 2014/15 financial year and R53,601 million and R56,945 million respectively in the two outer years. The balance will be funded internally generated funds and other grants such as Financial Management Grant (R300,000 for all financial years) and Integrated Electrification Programme (R8 million for 2015/16).

Operating Revenue Framework

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

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

- National Treasury's guidelines and macroeconomic policy;
- Efficient revenue management, which aims to ensure a 95% annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

The following table is a summary of the 2014/15 MTREF (classified by main revenue source):

Summary of revenue classified by main revenue source

Description	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue By Source										
Property rates	10,706	11,033	17,900	34,000	23,725	23,725	-	31,000	32,674	34,438
Property rates - penalties & collection charges							-			
Service charges - electricity revenue	33,937	44,172	47,884	47,000	47,000	47,000	-	58,200	61,343	64,655
Service charges - water revenue	-	1	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2,127	2,523	2,578	2,905	2,910	2,910	-	6,143	6,475	6,824
Service charges - other	-	-	-	-	-	-	-	2,736	2,884	3,039
Rental of facilities and equipment	683	811	771	705	775	775	-	1,035	1,091	1,150
Interest earned - external investments	3,869	2,344	878	630	3,130	3,130	-	3,105	3,273	3,449
Interest earned - outstanding debtors	1,868	2,580	3,733	3,820	5,020	5,020	-	5,000	5,270	5,555
Dividends received	-	-	-	-	-	-	-	-	-	-
Fines	2,408	1,031	792	1,200	673	673	-	1,010	1,065	1,122
Licences and permits	4,268	5,370	5,249	5,500	5,500	5,500	-	5,513	5,810	6,124
Agency services	3,194	3,191	3,187	7,201	7,201	7,201	-	-	-	-
Transfers recognised - operational	101,826	117,269	132,856	146,878	146,803	146,803	-	170,341	216,460	220,780
Other revenue	5,391	6,634	4,825	14,164	7,519	7,519	-	1,404	1,480	1,560
Gains on disposal of PPE	(1,830)	1,789	508	(400)	-	-	-	-	-	-
Total Revenue (excl' capital transfers)	168,447	198,750	220,960	263,603	250,255	250,255	-	285,487	337,824	348,697

Percentage growth in revenue by main revenue source

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

Revenue generated from operating grants amounts to 57,7% (2014/15 financial year) making it clear that the Municipality is depending mainly on grants. In addition, revenue generated from rates and services charges amounts to 29,4% of the revenue basket for the Municipality. In the 2013/14 financial year, revenue from rates and services charges add up to R73, 635 million or 29, 4%. This increases to R98, 079 million, R103, 375 million and R108, 958 million in the respective financial years of the MTREF.

Service charges – Electricity is the second largest revenue source totaling 20,4% or R58, 2 million rand and increases to R61, 343 million and R64, 655 million respectively in the outer years. The third largest source is Property rates that amount to R31 million in 2014/15 financial year and R32, 674 million and R34, 438 million in the outer years.

Operating grants and transfers totals R170,341 million in the 2014/15 financial year and steadily increases to R219,461 million by 2016/17 financial year. Note that the year-on-year growth for the 2014/15 financial year is 15,97% and then increases to 26,34% and then decreases to 1,98% respectively in the outer years. The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

Operating Transfers and Grant Receipts

Description	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
RECEIPTS:									
Operating Transfers and Grants									
National Government:	101,826	117,269	133,056	146,878	146,878	146,878	170,341	215,209	219,461
Local Government Equitable Share	100,149	114,134	129,556	143,438	143,438	143,438	166,920	212,892	217,043
Finance Management	1,000	1,250	1,500	1,550	1,550	1,550	1,300	1,350	1,400
Municipal Systems Improvement	678	790	800	890	890	890	934	967	1,018
EPWP Incentive	-	1,095	1,200	1,000	1,000	1,000	1,187	-	-
Provincial Government:	-	-	-	-	-	-	-	-	-
N/A	-	-	-	-	-	-	-	-	-
District Municipality:	-	-	-	-	-	-	-	-	-
N/A	-	-	-	-	-	-	-	-	-
Other grant providers:	-	-	-	-	-	-	-	-	-
N/A	-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	101,826	117,269	133,056	146,878	146,878	146,878	170,341	215,209	219,461

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges are revised, local economic conditions, input costs and the affordability of services will be taken into account to ensure the financial sustainability of the Municipality. National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges as low as possible and as a result, departments will have to justify in their budget documentation all increases in excess of the 6% upper boundary of the South African Reserve Bank's inflation target as outlined in MFMA circular 72. Excessive increases are likely to be counterproductive, indirectly resulting in higher levels of non-payment.

- ✓ It has been noted that electricity tariff has been increased by more than 6% and this is explained to be attributed to NERSA increase that exceeded the threshold and in addition the increase informed the tariff setting for electricity, hence the higher rate of increase that is beyond 6%.
- ✓ All other tariffs were increased by less than 6%.

Property Rates

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

National Treasury's MFMA Circular No. 51 deals, inter alia with the implementation of the Municipal Property Rates Act, with the regulations issued by the Department of Co-operative Governance. These regulations came into effect on 1 July 2009 and prescribe the rate ratio for the non-residential categories, public service infrastructure and agricultural properties relative to residential properties to be 0,25:1.

The following stipulations in the Property Rates Policy are highlighted:

- The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA).
- 35 per cent rebate will be granted on all residential properties (including state owned residential properties);
- 100 per cent rebate will be granted to registered indigents in terms of the Indigent Policy;
- For pensioners, physically and mentally disabled persons, a maximum/total rebate of 50 per cent(calculated on a sliding scale) will be granted to owners of rate-able property if the total gross income of the applicant and/or his/her spouse, if any, does not to exceed the amount equal to twice the annual state pension as approved by the National Government for a financial year. In this regard the following stipulations are relevant:
 - ✓ The rate-able property concerned must be occupied only by the applicant and his/her spouse, if any, and by dependents without income;
 - ✓ The applicant must submit proof of his/her age and identity and, in the case of a physically or mentally handicapped person, proof of certification by a Medical Officer of Health, also proof of the annual income from a social pension;
 - ✓ The applicant's account must be paid in full, or if not, an arrangement to pay the debt should be in place; and
 - ✓ The property must be categorized as residential.
- The Municipality may award a 100 per cent grant-in-aid on the assessment rates of rate-able properties of certain classes such as registered welfare organizations, institutions or organizations performing charitable work, sports grounds used for purposes of amateur sport.

The categories of rate-able properties for purposes of levying rates and the proposed rates for the 2014/15 financial year based on 0% increase to be levied as from 1 July 2014 is contained below:

Comparison of proposed rates to be levied for the 2014/15 financial year

Ratio at which property tax will be levied	2013/14	2014/15
Residential Property	1 : 0,80	1 : 0,80
Business and commercial	1 : 1,50	1 : 1,50
Agricultural Property	1 : 0,25	1 : 0,25
Stat Owned Property	1 : 0,25	1 : 0,25
Public Service Infrastructure	1 : 0,25	1 : 0,25
Public Benefit Organization Property	1 : 0,25	1 : 0,25
Mining Property	1 : 2	1 : 2
Municipal Property	Not Levied	Not Levied

Sale of Electricity and Impact of Tariff Increases

NERSA has announced the revised bulk electricity pricing structure. 8,06% increase in the Eskom bulk electricity tariff to municipalities will be effective from 1 July 2014.

Considering the Eskom increases, the consumer tariff had to be increased by 7% to offset the additional bulk purchase cost from 1 July 2014. Furthermore, it should be noted that given the magnitude of the tariff increase, it is expected to depress growth in electricity consumption, which will have a negative impact on the municipality's revenue from electricity. Registered indigents will again be granted 50 kWh free of charge.

The following table shows the impact of the proposed increases in electricity tariffs for domestic customers:

Comparison between current electricity charges and increases (Domestic)

Categories	Consumption	2013/14	2014/15	Difference	Percentage
Domestic Indigent Block 1	0 - 50	-	-	-	0.00%
Domestic Indigent Block 2	51 - 350	0.87	0.93	0.06	7.00%
Domestic Indigent Block 3	351 - >	1.06	1.13	0.07	7.00%
Domestic Block 1					
Domestic Block 1	0 - 50	0.64	0.68	0.04	7.00%
Domestic Block 2					
Domestic Block 2	51 - 350	0.87	0.93	0.06	7.00%
Domestic Block 3					
Domestic Block 3	351 - >	1.07	1.14	0.07	7.00%
Domestic Pre Paid Block					
Domestic Pre Paid Block	0 - >	1.17	1.25	0.08	7.00%
Domestic Pre Paid Block 3ph					
Domestic Pre Paid Block 3ph	0 - >	1.17	1.25	0.08	7.00%

It should further be noted that NERSA has advised that a stepped tariff structure needs to be implemented from 1 July 2013. The effect thereof will be that the higher the consumption, the higher the cost per kWh. The aim is to subsidise the lower consumption users (mostly the poor).

The inadequate electricity bulk capacity and the impact on service delivery and development remains a challenge for the Municipality. Most of the suburbs and inner city reticulation network was designed or strengthened ages ago with an expected 20-25 year life-expectancy. The upgrading of the Municipality's electricity network was therefore given a strategic priority, especially the substations and transmission lines and as a result, the substation was upgraded in the past and the upgrade was funded internally.

Waste Removal and Impact of Tariff Increases

Currently solid waste removal is operating at a deficit. It is widely accepted that the rendering of this service should at least break even, which is currently not the case. The municipality will have to implement a solid waste strategy to ensure that this service can be rendered in a sustainable manner over the medium to long-term. The main contributors to this deficit are the outsourcing of refuse removal, increases in general expenditure and remuneration. Considering the deficit, it is recommended that a comprehensive investigation into the cost structure of solid waste function be undertaken, and that this include investigating alternative service delivery models. The outcomes of this investigation will be incorporated into the next planning cycle.

A 5% increase in the waste removal tariff is proposed from 1 July 2014. Higher increases will not be viable in 2014/15 owing 6% tariff increase threshold as stipulated in Circular 72 years as well as the

overall impact of higher than inflation increases of electricity tariff increase. Any increase higher than 6% would be counter-productive and will result in affordability challenges for individual rates payers raising the risk associated with bad debt.

The following table compares current and proposed amounts payable from 1 July 2014:

Comparison between current waste removal fees and increases

Categories	2013/14	2014/15	Difference	Percentage
Basic charge (Residential)	60.02	63.17	3.16	5.26%
Retirement Homes/ RDP	51.36	54.06	2.70	5.26%
Basic charge (Commercial) 85 Litre Bin/Bin Liner	146.91	156.28	9.37	6.38%
Basic charge (Departmental and Old Age)	60.02	67.22	7.20	12.00%
Solid waste	-	316.20	316.20	100.00%

Operating Expenditure Framework

The Municipality’s expenditure framework for the 2014/15 budget and MTREF is informed by the following:

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

The following table is a high level summary of the 2014/15 budget and MTREF (classified per main type of operating expenditure):

Summary of operating expenditure by standard classification item

Description	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Expenditure By Type										
Employee related costs	53,474	56,253	69,573	99,612	99,451	99,451	-	106,836	112,826	119,245
Remuneration of councillors	14,201	14,476	14,719	15,058	15,058	15,058	-	16,283	17,163	18,090
Debt impairment	3,159	6,783	3,597	1,890	1,890	1,890	-	3,000	3,162	3,333
Depreciation & asset impairment	23,410	32,124	32,894	32,000	32,000	32,000	-	35,000	36,890	38,882
Finance charges	277	287	113	90	-	-	-	-	-	-
Bulk purchases	29,029	40,739	46,120	58,037	57,537	57,537	-	47,000	49,538	52,213
Other materials	1,415	1,718	1,224	2,531	2,729	2,729	-	1,820	1,918	2,022
Contracted services	5,343	7,512	7,289	12,754	11,972	11,972	-	10,500	11,067	11,665
Transfers and grants	2,369	2,552	2,483	3,066	3,066	3,066	-	12,200	12,859	13,553
Other expenditure	32,627	41,830	28,990	66,029	68,894	68,894	-	69,858	73,789	77,773
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-
Total Expenditure	165,303	204,273	207,004	291,068	292,597	292,597	-	302,498	319,212	336,775

The budgeted allocation for employee related costs for the 2014/15 financial year totals R106,836 million, which equals 35% of the total operating expenditure. Based on MFMA circular 70, the three year salary increases have been factored into this budget at a percentage increase of 6,8% for the 2014/15 financial year. An annual increase of 6,4% has been included in the two outer years of the MTREF.

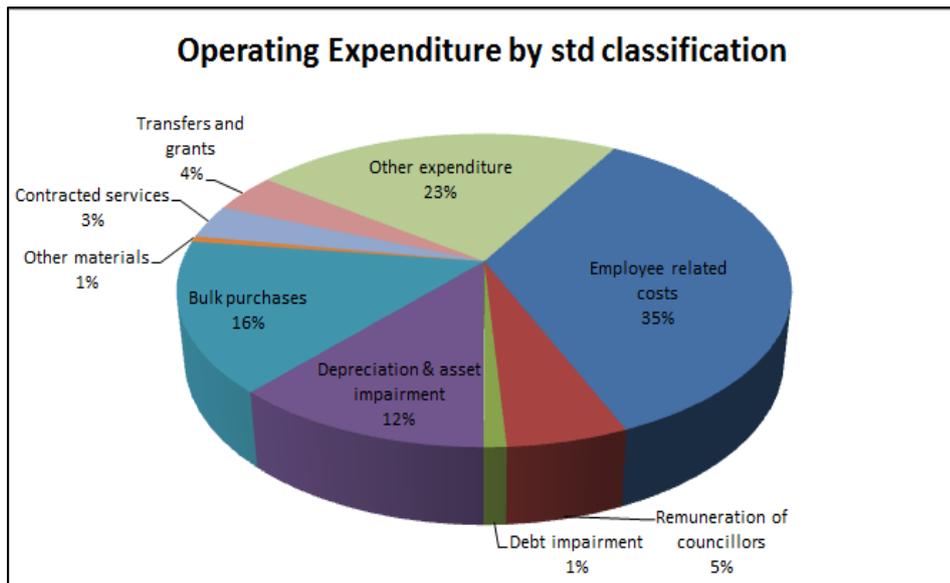
The cost associated with the remuneration of Councilors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in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

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total R35 million for the 2014/15 financial and equates to 11.56 per cent of the total operating expenditure. Note that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. Cognizance should be taken that depreciation and asset impairment as well as debt impairment constitutes non-cash items and as a result they are excluded when determining surplus to be expended for funding capital projects.

No budget has been appropriated for finance charges since this budget line item consist primarily of the repayment of interest on long-term borrowing (cost of capital) and ELML does not have long term borrowings. It should be noted that none of the capital projects are funded from borrowings (they are funded from grants and internally generated revenues that do not in anyhow give rise to interest charges).

Bulk purchases are directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditure includes distribution losses. The 2014/15 budget has been reduced as compared to 2013/14 financial year and this is due to underspending that is being experienced in the latter financial year.

The following diagram gives a breakdown of the main expenditure categories for the 2014/15 financial year.



Main operational expenditure categories for the 2014/15 financial year

1.3.1 Priority given to repairs and maintenance

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2014/15 budget and MTREF provide for budget appropriations in the area of asset maintenance, as informed by the asset renewal and repairs and maintenance needs. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services.

During the compilation of the 2014/15 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the Municipality's infrastructure and historic deferred maintenance. To this end, repairs and maintenance was however reduced by 20,32% in the 2014/15 financial year, from R9,207 million to R7,337 million. During the 2013/14 Adjustment Budget, this allocation was adjusted upwards from R7,773 million to R9,207 million. Notwithstanding the reduction from 2013/14 to 2014/15 financial year, as part of the 2014/15 MTREF this strategic imperative remains a priority and budget appropriations have been made over the MTREF. The total allocation for 2014/15 equates to R7,337 million and grows by 5,4% over the MTREF. In relation to the total operating expenditure, repairs and maintenance comprises of 2,4%

for the respective financial years of the MTREF and this percentage is however below the set norm of 8% as stipulated by National Treasury.

The table below provides a breakdown of the repairs and maintenance in relation to asset class:

Repairs and maintenance per asset class

Description	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Depreciation & asset impairment	23,410	32,124	32,894	32,000	32,000	32,000	35,000	36,890	38,882
Repairs and Maintenance by Asset Class	3,494	3,418	5,116	7,773	9,207	9,207	7,337	7,733	8,151
<i>Infrastructure - Road transport</i>	-	-	2,636	1,490	1,500	1,500	1,200	1,265	1,333
<i>Infrastructure - Electricity</i>	-	-	606	900	1,000	1,000	1,000	1,054	1,111
<i>Infrastructure - Water</i>	-	-	-	-	-	-	-	-	-
<i>Infrastructure - Sanitation</i>	-	-	-	-	-	-	-	-	-
<i>Infrastructure - Other</i>	1,841	2,318	-	1,500	1,628	1,628	500	527	555
Infrastructure	1,841	2,318	3,242	3,890	4,128	4,128	2,700	2,846	2,999
Community	-	-	1,874	-	100	100	6	6	7
Heritage assets	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Other assets	1,653	1,101	-	3,883	4,980	4,980	4,631	4,881	5,144
TOTAL EXPENDITURE OTHER ITEMS	26,904	35,542	38,010	39,773	41,207	41,207	42,337	44,623	47,033

1.3.2 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, service charges electricity, and refuse removal.

1.4 Capital expenditure

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

2014/15 Medium-term capital budget per vote

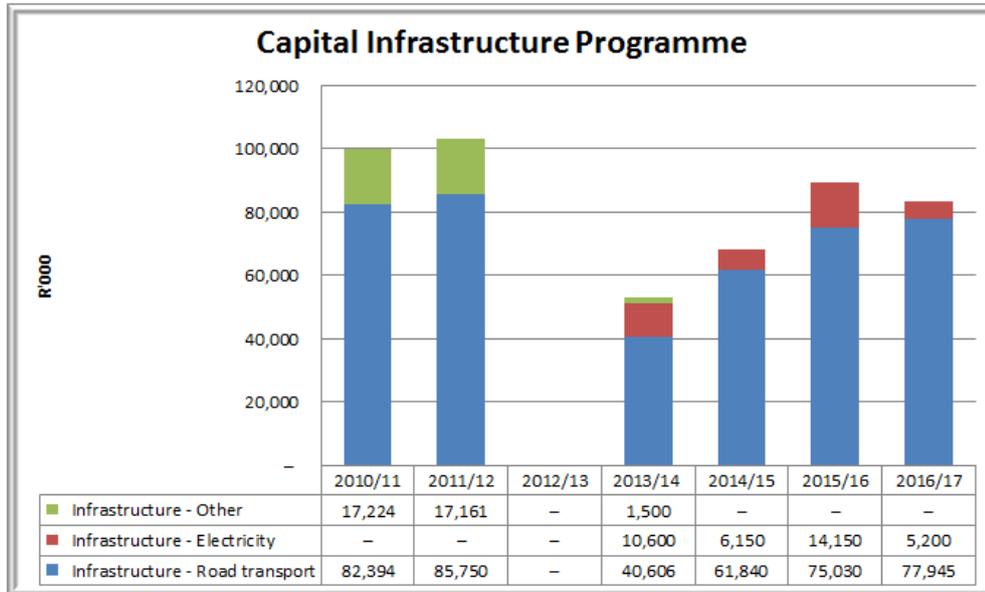
Vote Description	Current year 2013/14		2014/15 Medium Term Revenue & Expenditure Framework					
	Adjusted Budget 2013/14	%	Budget Year 2014/15	%	Budget Year +1 2015/16	%	Budget Year +2 2016/17	%
Capital expenditure - Vote								
Vote 1 - Executive & Council	–	0.0%	–	0.0%	–	0.0%	–	0.0%
Vote 2 - Office of the Municipal Manager	–	0.0%	–	0.0%	–	0.0%	–	0.0%
Vote 3 - Budget & Treasury	75	0.1%	300	0.4%	300	0.3%	300	0.3%
Vote 4 - Corporate Services	2,031	2.8%	1,900	2.6%	2,045	2.1%	2,144	2.4%
Vote 5 - Community Services	–	0.0%	–	0.0%	–	0.0%	–	0.0%
Vote 6 - Technical Services	68,236	95.0%	69,890	96.9%	93,880	97.6%	88,145	97.3%
Vote 7 - Strategic Development	–	0.0%	–	0.0%	–	0.0%	–	0.0%
Vote 8 - Development Planning	1,500	2.1%	–	0.0%	–	0.0%	–	0.0%
Total Capital Expenditure - Vote	71,842	100%	72,090	100%	96,225	100%	90,589	100%

For 2014/15 an amount of R69,890 million has been appropriated for the development of infrastructure which represents 96,9% of the total capital budget. In the outer years this amount totals R93,880 million, 97,3% and R88,145 million, 97,3% respectively for each of the financial years. The other departments', *id-est* Budget and Treasury and Corporate Services appropriations are mainly for procurement of operational equipment such as ICT equipment, Office furniture, etc. Total new assets represent 70,52% or R50,839 million of the total capital budget while asset renewal equates to 29,48% or R21,251 million. The appropriation for asset renewal has significantly improved relative to 2013/14 appropriation. The allocation is however below the required norm of 40% that the renewal of existing assets must contribute to the total capital budget. Further detail relating to asset classes and proposed capital expenditure is contained in Table 15 MBRR A9 (Asset Management).

Some of the salient projects to be undertaken over the medium-term includes, amongst others:

- Electricity related projects – R9,150 million
- Roads related projects – R55,340 million
- Operational equipment – R7,600 million

The following graph provides a breakdown of the capital budget to be spent on infrastructure related projects over the MTREF.



Capital Infrastructure Programme

1.4.1 Future operational cost of new infrastructure

The future operational costs and revenues associated with the capital programme have been included in Table SA35. This table shows that future operational costs associated with the capital programme totals R5,055 million in 2014/15 and escalates to R5,616 million by 2016/17. This concomitant operational expenditure is expected to escalate to R6,625 million by 2019/20. It needs to be noted that as part of the 2014/15 MTREF, this expenditure has been factored into the two outer years of the operational budget

1.5 Annual Budget Tables

The following pages present the ten main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality's 2014/15 draft budget and MTREF. Each table is accompanied by explanatory notes on the facing page.

Description	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Financial Performance										
Property rates	10,706	11,033	17,900	34,000	23,725	23,725	-	31,000	32,674	34,438
Service charges	36,064	46,696	50,462	49,905	49,910	49,910	-	67,079	70,701	74,519
Investment revenue	3,869	2,344	878	630	3,130	3,130	-	3,105	3,273	3,449
Transfers recognised - operational	101,826	117,269	132,856	146,878	146,803	146,803	-	170,341	216,460	220,780
Other own revenue	15,982	21,408	18,864	32,190	26,687	26,687	-	13,962	14,716	15,510
Total Revenue (excl' capital transfers)	168,447	198,750	220,960	263,603	250,255	250,255	-	285,487	337,824	348,697
Employee costs	53,474	56,253	69,573	99,612	99,451	99,451	-	106,836	112,826	119,245
Remuneration of councillors	14,201	14,476	14,719	15,058	15,058	15,058	-	16,283	17,163	18,090
Depreciation & asset impairment	23,410	32,124	32,894	32,000	32,000	32,000	-	35,000	36,890	38,882
Finance charges	277	287	113	90	-	-	-	-	-	-
Materials and bulk purchases	30,444	42,457	47,344	60,569	60,266	60,266	-	48,820	51,456	54,235
Transfers and grants	2,369	2,552	2,483	3,066	3,066	3,066	-	12,200	12,859	13,553
Other expenditure	41,129	56,124	39,876	80,673	82,756	82,756	-	83,358	88,018	92,771
Total Expenditure	165,303	204,273	207,004	291,068	292,597	292,597	-	302,498	319,212	336,775
Surplus/(Deficit)	3,144	(5,523)	13,956	(27,464)	(42,342)	(42,342)	-	(17,011)	18,612	11,922
Transfers recognised - capital	26,702	29,037	35,223	53,596	53,671	53,671	-	51,140	61,901	56,245
Contributions recognised - capital & contributors	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers	29,846	23,514	49,179	26,132	11,329	11,329	-	34,129	80,513	68,167
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	29,846	23,514	49,179	26,132	11,329	11,329	-	34,129	80,513	68,167
Capital expenditure & funds sources										
Capital expenditure	101,262	105,843	57,412	59,996	71,842	71,842	-	72,090	96,225	90,589
Transfers recognised - capital	26,702	29,037	35,223	53,596	53,671	53,671	-	51,140	61,901	56,245
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	74,560	76,806	22,189	6,400	18,171	18,171	-	20,950	34,324	34,344
Total sources of capital funds	101,262	105,843	57,412	59,996	71,842	71,842	-	72,090	96,225	90,589
Financial position										
Total current assets	66,899	38,747	45,820	39,124	150,258	150,258	-	74,869	71,823	66,182
Total non current assets	661,467	734,862	892,847	893,058	984,356	984,356	-	1,077,247	1,155,342	1,235,931
Total current liabilities	19,672	40,530	(52,051)	15,006	55,000	55,000	-	43,000	34,500	28,800
Total non current liabilities	25,100	25,592	28,457	29,532	40,000	40,000	-	40,000	40,000	40,000
Community wealth/Equity	683,593	707,487	962,260	887,644	1,039,614	1,039,614	-	1,069,116	1,152,665	1,233,314
Cash flows										
Net cash from (used) operating	87,027	77,273	20,114	74,426	143,026	143,026	-	69,959	92,565	90,381
Net cash from (used) investing	(101,262)	(101,937)	(38,870)	(58,896)	(68,842)	(68,842)	-	(67,090)	(87,696)	(88,789)
Net cash from (used) financing	(1,851)	(3,715)	142	266	510	510	-	500	500	1,000
Cash/cash equivalents at the year end	35,855	7,476	(11,138)	8,304	90,000	90,000	15,306	23,369	28,739	31,331
Cash backing/surplus reconciliation										
Cash and investments available	35,853	7,476	32,090	23,400	90,000	90,000	-	23,369	28,739	31,331
Application of cash and investments	(18,420)	13,686	(68,461)	3,097	(10,960)	(10,960)	-	(1,417)	(1,555)	(887)
Balance - surplus (shortfall)	54,273	(6,210)	100,551	20,303	100,960	100,960	-	24,786	30,294	32,218
Asset management										
Asset register summary (WDV)	661,467	734,862	892,847	893,058	984,356	984,356	1,077,247	1,077,247	1,155,342	1,235,931
Depreciation & asset impairment	23,410	32,124	32,894	32,000	32,000	32,000	35,000	35,000	36,890	38,882
Renewal of Existing Assets	-	-	-	3,000	7,047	7,047	7,047	21,251	34,695	46,089
Repairs and Maintenance	3,494	3,418	5,116	7,773	9,207	9,207	7,337	7,337	7,733	8,151
Free services										
Cost of Free Basic Services provided	3,019	1,130	-	2,000	2,000	2,000	1,800	1,800	1,897	2,000
Revenue cost of free services provided	11,714	10,035	17,353	10,253	10,253	10,253	12,200	12,200	12,859	13,553
Households below minimum service level										
Water:	20	20	20	20	20	20	40	40	40	40
Sanitation/sewerage:	3	3	3	0	0	0	5	5	5	5
Energy:	-	-	-	-	-	-	2	2	2	2
Refuse:	53	53	53	53	53	53	54	54	54	54

1. Table A1 is a budget summary and provides a concise overview of the Municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
2. The table provides an overview of the amounts contained in the draft budget for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.
3. Financial management reforms emphasises the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - a. The operating surplus/deficit (after Total Expenditure net of non-cash items) is positive over the MTREF
 - b. Capital expenditure is balanced by capital funding sources, of which
 - i. Transfers recognised is reflected on the Financial Performance Budget;
 - ii. Internally generated funds is financed from a combination of the current operating surplus. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive, and is improving indicates that the necessary cash resources are available to fund the Capital Budget.
4. The Cash backing/surplus reconciliation shows that the municipality is not paying much attention to managing this aspect of its finances, and consequently many of its obligations are not cash-backed. This places the municipality in a very vulnerable financial position with regards to replacement of assets since no capital replacement reserve is in place. Notwithstanding the absence of capital replacement reserve, EMLM appear to be doing well since it is not operating on overdraft nor funding some of its capital projects through borrowings. Even though the Council is placing great emphasis on securing the financial sustainability of the municipality, this is not being done at the expense of services to the poor. The section of Free Services shows that the amount spent on Free Basic Services and the revenue cost of free services provided by the municipality continues to increase. In addition, the municipality continues to make progress in addressing service delivery backlogs. It is anticipated that by 2016/17 the electricity backlog will have been very nearly eliminated.

Basic Service Delivery Measurement

Description	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Household service targets									
Water:									
Piped water inside dwelling	28,295	28,295	28,295	28,295	28,295	28,295	1,874	1,874	1,874
Piped water inside yard (but not in dwelling)	–	–	–	–	–	–	12,178	12,178	12,178
Using public tap (at least min.service level)	–	–	–	–	–	–	–	–	–
Other water supply (at least min.service level)	11,901	11,901	11,901	11,901	11,901	11,901	6,089	6,089	6,089
<i>Minimum Service Level and Above sub-total</i>	40,196	40,196	40,196	40,196	40,196	40,196	20,141	20,141	20,141
Using public tap (< min.service level)	–	–	–	–	–	–	–	–	–
Other water supply (< min.service level)	–	–	–	–	–	–	40,110	40,110	40,110
No water supply	20,056	20,056	20,056	20,056	20,056	20,056	–	–	–
<i>Below Minimum Service Level sub-total</i>	20,056	20,056	20,056	20,056	20,056	20,056	40,110	40,110	40,110
Total number of households	60,252	60,252	60,252	60,252	60,252	60,252	60,251	60,251	60,251
Sanitation/sewerage:									
Flush toilet (connected to sewerage)	7,792	7,792	7,792	7,792	7,792	7,792	6,085	6,085	6,085
Flush toilet (with septic tank)	–	–	–	–	–	–	942	942	942
Chemical toilet	–	–	–	–	–	–	766	766	766
Pit toilet (ventilated)	47,632	47,632	47,632	47,632	47,632	47,632	4,949	4,949	4,949
Other toilet provisions (> min.service level)	–	–	–	–	–	–	42,683	42,683	42,683
<i>Minimum Service Level and Above sub-total</i>	55,424	55,424	55,424	55,424	55,424	55,424	55,425	55,425	55,425
Bucket toilet	460	460	460	460	460	460	460	460	460
Other toilet provisions (< min.service level)	–	–	–	–	–	–	1,686	1,686	1,686
No toilet provisions	2,680	2,680	2,680	–	–	–	2,680	2,680	2,680
<i>Below Minimum Service Level sub-total</i>	3,140	3,140	3,140	460	460	460	4,826	4,826	4,826
Total number of households	58,564	58,564	58,564	58,884	58,884	58,884	60,251	60,251	60,251
Energy:									
Electricity (at least min.service level)	6	6	6	6	6	6	58,750	58,750	58,750
Electricity - prepaid (min.service level)	–	–	–	–	–	–	–	–	–
<i>Minimum Service Level and Above sub-total</i>	6	6	6	6	6	6	58,750	58,750	58,750
Electricity (< min.service level)	–	–	–	–	–	–	–	–	–
Electricity - prepaid (< min. service level)	–	–	–	–	–	–	–	–	–
Other energy sources	–	–	–	–	–	–	1,501	1,501	1,501
<i>Below Minimum Service Level sub-total</i>	–	–	–	–	–	–	1,501	1,501	1,501
Total number of households	6	6	6	6	6	6	60,251	60,251	60,251
Refuse:									
Removed at least once a week	6,527	6,527	6,527	6,527	6,527	6,527	6,122	6,122	6,122
<i>Minimum Service Level and Above sub-total</i>	6,527	6,527	6,527	6,527	6,527	6,527	6,122	6,122	6,122
Removed less frequently than once a week	–	–	–	–	–	–	405	405	405
Using communal refuse dump	44,517	44,517	44,517	44,517	44,517	44,517	1,993	1,993	1,993
Using own refuse dump	–	–	–	–	–	–	42,524	42,524	42,524
Other rubbish disposal	–	–	–	–	–	–	–	–	–
No rubbish disposal	8,504	8,504	8,504	8,504	8,504	8,504	9,207	9,207	9,207
<i>Below Minimum Service Level sub-total</i>	53,021	53,021	53,021	53,021	53,021	53,021	54,129	54,129	54,129
Total number of households	59,548	59,548	59,548	59,548	59,548	59,548	60,251	60,251	60,251
Households receiving Free Basic Service									
Water (6 kilolitres per household per month)	11	12	14	15	15	15	1,874	1,874	1,874
Sanitation (free minimum level service)	11	12	14	15	15	15	6,085	6,085	6,085
Electricity/other energy (50kwh per household per month)	11	12	14	15	15	15	726	726	726
Refuse (removed at least once a week)	11	12	14	15	15	15	6,122	6,122	6,122
Cost of Free Basic Services provided (R'000)									
Water (6 kilolitres per household per month)	–	–	–	–	–	–	–	–	–
Sanitation (free sanitation service)	–	–	–	–	–	–	–	–	–
Electricity/other energy (50kwh per household per month)	3,019	1,130	–	2,000	2,000	2,000	1,300	1,370	1,444
Refuse (removed once a week)	–	–	–	–	–	–	500	527	555
Total cost of FBS provided (minimum social package)	3,019	1,130	–	2,000	2,000	2,000	1,800	1,897	2,000
Highest level of free service provided									
Property rates (R value threshold)	15,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Water (kilolitres per household per month)	6	6	6	6	6	6	6	6	6
Sanitation (kilolitres per household per month)	–	–	–	–	–	–	–	–	–
Sanitation (Rand per household per month)	–	–	–	–	–	–	–	–	–
Electricity (kwh per household per month)	50	50	50	50	50	50	50	50	50
Refuse (average litres per week)	150	150	150	150	150	150	150	150	150
Revenue cost of free services provided (R'000)									
Property rates (R15 000 threshold rebate)	5,755	5,825	14,102	4,725	4,725	4,725	5,000	5,270	5,555
Property rates (other exemptions, reductions and rebates)	–	–	–	–	–	–	–	–	–
Water	–	–	–	–	–	–	–	–	–
Sanitation	–	–	–	–	–	–	–	–	–
Electricity/other energy	3,019	1,130	–	2,000	2,000	2,000	6,200	6,535	6,888
Refuse	–	90	100	109	109	109	1,000	1,054	1,111
Municipal Housing - rental rebates	–	–	–	–	–	–	–	–	–
Housing - top structure subsidies	–	–	–	–	–	–	–	–	–
Other	2,940	2,990	3,151	3,419	3,419	3,419	–	–	–
Total revenue cost of free services provided (total social package)	11,714	10,035	17,353	10,253	10,253	10,253	12,200	12,859	13,553

8.7.1. Financial Challenges

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

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

Auditor's General opinion trends

2008/9	2009/10	2010/11	2011/12	2012/13
Disclaimer	Disclaimer	Disclaimer	Qualified	Qualified

8.7.2. Issues raised by the Auditor General and responses by EMLM management for 2012/13 financial year.

The municipality has developed an audit action plan in response to the below raised AG issues.

REPORT OF THE AUDITOR-GENERAL TO THE LIMPOPO PROVINCIAL LEGISLATURE AND THE COUNCIL ON ELIAS MOTSOLEDI LOCAL MUNICIPALITY

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the financial statements of Elias Motsoaledi Local Municipality set out on pages XX to XX, which comprise the statement of financial position as at 30 June 2013, the statement of financial performance, statement of changes in net assets and cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other

explanatory information.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act, 2011 (Act No. 6 of 2011) (DoRA) and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the *General Notice* issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

Basis for qualified opinion

Investment property

6. I was unable to obtain sufficient appropriate audit evidence for the restatement of the corresponding figure for investment property. As described in note 5 to the financial statements, the restatement was made in order to rectify a prior year misstatement. I was unable to confirm the restatement by alternative means. Consequently I was unable to determine whether any adjustment to the investment property corresponding figure stated at R147 867 000 in the financial statements was necessary.

Property, plant and equipment

7. I was unable to obtain sufficient appropriate audit evidence for an impairment amount of R10 276 900 included in the property, plant and equipment balance of R672 910 096 disclosed in note 6 to the financial statements. The municipality's records did not permit the application of alternative procedures. Consequently I was unable to determine whether any adjustment

relating to the impairment of property, plant and equipment in the financial statements was necessary.

8. I was unable to obtain sufficient appropriate audit evidence for the restatement of the corresponding figure for property, plant and equipment. As described in note 6 to the financial statements, the restatement was made in order to rectify a prior year misstatement. I was unable to confirm the restatement by alternative means. Consequently I was unable to determine whether any adjustment to the property, plant and equipment corresponding figure stated at R183 051 381 in the financial statements was necessary.

Intangible assets

9. I was unable to obtain sufficient appropriate audit evidence regarding the intangible assets. I was unable to confirm the amount of the intangible assets by alternative means. Consequently I was unable to determine whether any adjustment relating to the intangible assets stated at R22 674 253 in the financial statements was necessary.

Irregular expenditure

10. Section 125(2)(d) of the MFMA requires the municipality to implement and maintain an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective. Payments amounting to R17 939 970 were made in contravention of the supply chain management requirements and was not disclosed note 51 to the financial statements.

Aggregation of immaterial uncorrected misstatements

11. The financial statements as a whole are materially misstated due to the cumulative effect of numerous individually immaterial uncorrected misstatements in the following elements making up the statement of financial position and the statement of financial performance:
 - Revenue reflected as R72 289 042 is understated by R5 460 584
 - Consumer debtors reflected as R14 714 048 is understated by R5 421 160.
 - Payables from exchange transaction reflected as R28 375 003 is overstated by R4 502 584.As a result, I was unable to determine whether any adjustments to these elements were necessary.

Contingent asset

12. The municipality has not disclosed a contingent asset in respect of the uncertainties arising from the dispute declared by the unions and the pending litigation regarding the wage curve agreement. I was unable to confirm the contingent assets by alternative means.

Value Added Tax (VAT)

13. The municipality entered into an agency agreement with its district municipality for the provision of water. As the agent, the municipality has accounted for VAT on the water transactions in contravention with the VAT Act. The municipality also entered in to an agency agreement with the department of Roads and Transport for the collecting of license fees and issuing licenses and permits on behalf of the provincial government. The municipality did not account for output tax on the commission or agency fees for the services rendered in contravention with VAT act. Furthermore the municipality claimed VAT on non qualifying

expenditure and also claimed the incorrect VAT amounts. I was unable to determine the correct amount of the VAT receivable balance of R10 154 624 (2012: R7 878 000) as disclosed in note 45 as it was impractical to do so.

Opinion

14. In my opinion, except for the effects of the matters described in the Basis for qualified opinion paragraphs, the financial statements present fairly, in all material respects, the financial position of Elias Motsoaledi Local Municipality as at 30 June 2013 and its financial performance and cash flows for the year then ended, in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the MFMA.

Emphasis of matters

15. I draw attention to the matters below. My opinion is not modified in respect of these matters:

Restatement of corresponding figures

16. As disclosed in note 45 to the financial statements, the corresponding figures for 30 June 2012 have been restated as a result of an error discovered during 2013 in the financial statements of Elias Motsoaledi Local Municipality at, and for the year ended, 30 June 2012.

Impairments

17. As disclosed in note 15 to the financial statements, the municipality made material impairments to the amount of R3 544 134 and R17 117 159 for receivables from exchange transactions and from non-exchange transactions respectively, as a result of inadequate collection practices.

Unauthorised expenditure

18. As disclosed in note 50 to the financial statements, the municipality incurred unauthorised expenditure of R38 681 636 as a result of exceeding the total amount appropriated for a vote in the approved budget.

Additional matters

19. I draw attention to the matter below. My opinion is not modified in respect of this matter:

Unaudited supplementary schedules

20. The municipality provided supplementary information in the financial statements on whether resources were obtained and used according to the legally adopted budget, in accordance with GRAP 1, *Presentation of financial statements*. The supplementary budget information set out on pages XX to XX does not form part of the financial statements and is presented as additional information. Accordingly, I do not express an opinion thereon.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

21. In accordance with the PAA and the *General Notice* issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

Predetermined objectives

22. I performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages XX to XX of the annual report.
23. The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury's annual reporting principles and whether the reported performance is consistent with the planned development priorities or objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the *National Treasury Framework for managing programme performance information*.

The reliability of the information in respect of the selected development priorities or objectives is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).

24. The material findings are as follows:

Usefulness of information

Presentation

Measures taken to improve performance not supported by sufficient appropriate evidence

25. Section 46 of the Municipal Systems Act requires disclosure in the annual performance report of measures taken to improve performance where planned targets were not achieved. Adequate and reliable corroborating evidence could not be provided for 80% of measures taken to improve performance as disclosed in the annual performance report. The municipality's records did not permit the application of alternative audit procedures. Consequently, I did not obtain sufficient appropriate audit evidence to satisfy myself as to the validity of the measures taken to improve performance.

Consistency

26. The Municipal Systems Act, section 41(c) requires that the integrated development plan should form the basis for the annual report, therefore requiring consistency of objectives, indicators and targets between planning and reporting documents. A total of 23% of the reported targets are not consistent with the targets as per the approved integrated development plan. This is due to the lack of developed internal policies and procedures for performance information management and reporting.
27. Section 25(2) of the Municipal Systems Act determines that an integrated development plan adopted by a municipal council may be amended in terms of section 34 and remains in force until an integrated development plan is adopted by the next elected council. Therefore, if the integrated development plan is changed in-year this process has to take place in accordance with the process as prescribed per section 34 of the Municipal Systems Act.

A total of 100% of targets reported in the annual performance report were changed in-year without following the process as prescribed in section 34 of the Municipal Systems Act and without adoption by the council of the municipality. This was due to a lack of monitoring and review mechanisms over performance reporting.

Measurability

28. The National Treasury *Framework for managing programme performance information (FMPPi)* requires that performance targets be specific in clearly identifying the nature and required level of performance. A total of 25% of significantly important targets in relation to the core mandate of the municipality and being of significant public interest were not specific in clearly identifying the nature and the required level of performance. This was due to the fact that management was aware of the requirements of the *FMPPi* but chose not to apply the principles contained in the *FMPPi*.
29. The National Treasury *FMPPi* requires that performance targets be measurable. The required performance could not be measured for a total of 29% of the targets relevant to..... This was due to the fact that management was aware of the requirements of the *FMPPi* but chose not to apply the principles contained in the *FMPPi*.
30. The National Treasury *FMPPi* requires that indicators/measures should have clear unambiguous data definitions so that data is collected consistently and is easy to understand and use. 100% of the significantly important indicators in relation to the core mandate of the municipality and being of significant public interest were not well defined in that clear, unambiguous data definitions were not available to allow for data to be collected consistently. This was due to the fact management was aware of the requirements of the *FMPPi* but did not receive the necessary training to enable application of the principles.
31. The National Treasury *FMPPi* requires that it must be possible to validate the processes and systems that produce the indicator. A total of 29% of the significantly important indicators in relation to the core mandate of the municipality were not verifiable in that valid processes and systems that produce the information on actual performance did not exist. This was due to the fact that management was aware of the requirements of the *FMPPi* but chose not to apply the principles contained in the *FMPPi*.

Reliability of information

Supporting documentation provided is not valid and accurate

32. The National Treasury *Framework for managing programme performance information (FMPPi)* requires that institutions should have appropriate systems to collect, collate, verify and store performance information to ensure valid, accurate and complete reporting of actual achievements against planned objectives, indicators and targets. I was unable to obtain the information and explanations I considered necessary to satisfy myself as to the validity and accuracy of information presented with respect to *KPA 1: Spatial Rationale and KPA 2: Infrastructure and Basic Service Delivery*. This was due the fact that the municipality could not provide sufficient appropriate evidence in support of the information presented with respect to these objectives

Compliance with laws and regulations

33. I performed procedures to obtain evidence that the entity has complied with applicable laws and regulations regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key applicable laws and regulations as set out in the *General Notice* issued in terms of the PAA are as follows:

Annual financial statements, performance and annual report

34. The annual performance report for the year under review does not include a comparison with the previous financial year and measures taken to improve performance, as required by section 46 (1)(a) of the Municipal Systems Act.
35. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the Municipal Finance Management Act. Material misstatements of current assets, liabilities, expenditure, disclosure items identified by the auditors in the submitted financial statements were subsequently corrected and the supporting records were provided subsequently, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving a qualified audit opinion.
36. The municipality did not establish a proper performance management system, as required by section 38(a) of the Municipal Systems Act.
37. The municipality did not ensure that all of their invoices are paid within 30 days as required by section 65(2) of the Municipal Finance Management Act.
38. The municipality did not have a proper internal control system for revenue and receivables as required by section 64(2)(f) of the Municipal Finance Management Act.
39. Interest was not charged on all accounts in arrears, as required by section 64(2)(g) of the Municipal Finance and Management Act.

HR Management

40. An acting CFO was appointed for a period of more than six months, in contravention of section 56(1)(c) of the Municipal Systems Act.
41. The CFO was appointed without having met the prescribed minimum competency levels as required by section 56(1)(b) of the Municipal Systems Act.

Internal audit

42. The internal audit unit did not report to the audit committee on matters relating to compliance with the MFMA, the Division of Revenue Act and other applicable legislation, as required by section 165(2)(b) of the MFMA.

Strategic planning and performance management

43. The IDP adopted by the municipality does not reflect and identify the municipal council's vision for the long term development of the municipality and a financial plan, as required by sections 26 and 41 of the Municipal Systems Act.
44. The municipality did not give effect to its integrated development plan and conduct its affairs in a manner which was consistent with its integrated development plan, as required by section 36 of the Municipal Systems Act, section 21(2)(a) of the Municipal Finance Management Act and Municipal planning and performance management regulation 6.
45. The municipality did not establish a proper performance management system, as required by section 38(a) of the Municipal Systems Act.
46. The performance management system of the municipality did not clarify the roles and responsibilities of each role-player in the functioning of the system, did not determine the

frequency of reporting and the lines of accountability for performance and did not provide for procedures by which the system is linked to the municipality's integrated development planning processes, as required by section 38(a) of the Municipal Systems Act and Municipal planning and performance management regulation 7(2)(c).

47. The performance management system of the municipality did not provide for the monitoring of performance and for the measuring and review of performance at least once per year, with regard to each of those development priorities and objectives and against the key performance indicators and targets set, as required by section 41 of the Municipal Systems Act.
48. The performance management system of the municipality did not provide for taking steps to improve performance with regard to those development priorities and objectives where performance targets are not met, as required by section 41(1)(d) of the Municipal Systems Act.
49. The municipality did not set measurable performance targets for the financial year with regard to each of the development priorities and objectives and key performance indicators set out in the IDP, as required by section 41(1)(b) of the Municipal Systems Act and the Municipal planning and performance management regulation 12(1) and 12(2)(e).
50. The accounting officer of the municipality did not by 25 January assess the performance of the municipality during the first half of the financial year, as required by section 72(1)(a)(ii) of the Municipal Finance Management Act .
51. The internal audit did not adequately audit the results of performance measurements, as required by section 45(1)(a) of the Municipal Systems Act and Municipal planning and performance management regulation 14(1)(a).
52. The annual performance report for the year under review does not include a comparison with the previous financial year and measures taken to improve performance, as required by section 46(1)(b) and (c) of the Municipal Systems Act.

Internal control

53. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with laws and regulations. The matters reported below under the fundamentals of internal control are limited to the significant deficiencies that resulted in the basis for qualified opinion, the findings on the annual performance report and the findings on compliance with laws and regulations included in this report.

Leadership

54. Management does not always appropriately provide the required supervision and review over operations to ensure that the municipality complies with all laws and regulations and appoint the necessary skilled staff members.
55. Action plans regarding assets were not closely monitored, hence the recurring of findings identified in the prior year.

Financial and performance management

56. The municipality did not formulate and implement a record management policy and related procedures to ensure that all documentation is properly controlled.
57. Management did not implement the following daily and monthly controls as designed for the entity's business processes:
 - Payments to creditors were not properly authorised by agreeing the payment to the detailed creditor statements.

- The municipality did not perform reconciliations between the general ledger and the fixed asset register.
 - Adequate controls over daily and monthly processing and reconciling of transactions were not implemented.
58. Design and implementation of formal controls over IT systems to ensure the reliability of the systems and the availability, accuracy and protection of information was not implemented.
59. Regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information was not implemented.

Governance

60. The internal audit function was outsourced for the year under review. The internal audit function did not have an approved internal audit charter for the year under review.
61. The municipality established an audit committee during the year under review. However it was found that the effectiveness of the audit committee was not assessed during the year under review.

Municipal billing system

The municipality use munsoft as the main billing system. The system is used amongst other things to perform the following tasks

- Issuing of purchase orders
- Receiving inventpory
- Billing of water and electricity etc.

8.8. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

COMMUNICATION

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

8.8.1. Communication system

Administrative



Political



8.8.2. Community Participation

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

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

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

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

Community participation Challenges

- Lack of budget for communications
- Shortage of communication personnel

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

8.8.3. Ward Committees

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

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

8.8.3A. Challenges facing ward committees

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

Ward Participation System

Ward councilors and ward committees serve as the link between the municipality and the community. The office of the speaker is responsible for activities of ward committees. Whenever the municipality organizes a meeting or intent to share information with its constituency, ward committees play an important role. The participation system is as follows



8.8.3B. Audit challenges

The municipality has achieved the clean audit as expected however, the AG's report indicated an improvement during the 2012/13 financial. 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.

8.8.3C. Audit action Plan

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

8.8.3D. 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.

8.8.3E. Risk management challenges

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

8.8.3F. Anti-corruption challenges

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

8.8.3G. Mayoral Outreach Programmes

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

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

8.8.4. Special programmes (office of the mayor)

8.8.4A. Youth and the aged

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

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

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

Challenges facing the youth and the aged

- 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

8.8.4B. Traditional healers

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

8.8.4C. Women Caucus

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

8.8.4D. The Disabled

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

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

Table 39 : Persons with Disabilities in EMLM

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

Source: Census, 2001 and Community Survey, 2007

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

Challenges facing the disabled

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

8.8.4E. Moral regeneration charter

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

Identified special groups needs.

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

8.8.4F. Community Development Workers

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

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

8.8.4G. Challenges facing Community Development Workers

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

8.8.4H. 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. The table below indicates Early Learning Centers and number of learners enrolled

8.8.4J. Challenges facing ECD's

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

8.8.4K. Inter-Governmental Coordination and Alignment

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

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

8.8.4L. Traditional healers

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

- Clinics
- Offices

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

8.8.4M. Traditional Leadership

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

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

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

Table below indicates Traditional authorities, their needs and their locations

Table 40.

Tribal authority	Name of chief	Location	Tribal authority needs	Contact
Bakwena Traditional authority	Chief B.R. Matsepe Kopa	Ward 25 Tafelkop Ga-Matsepe	Water and Office furniture	071 498 4469
Bantwane Traditional authority	Chief M.P. Mathebe	Ward 10 Ntwane	Communication services Fencing of the office Electrification of the office	072 837 0794
Ndebele Traditional authority	Chief P.J. Mahlangu Maphepha 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	072 862 9835
Bakgaba Kopa Traditional	Chief B.H.. Rammupudu	Ward 26 Tafelkop	Renovation of the Tribal authority offices Office equipment's	082 702 1786

authority					
Matlala Lehwelere Tribal authority	Chief S.F. Matlala	Ward 14 Ga- Matlala Lehwelere	Tribal authority offices and equipments at Blompoort and Naganeng (INDUNA)	072 0727	054
Bantewane Tribal authority	Chief. Mathebe	Ward 3 Kgobokwane village	Tribal authority office and office equipments	N/A	
Manthole Tribal authority	chairperson P.J. Phetla There is no chief at Manthole tribal authority. The community elect a chair on three cycle.	Ward 24 Ramogwerane	Salaries for the acting chief and the headmen (indunas)	084 6478	761

Source: EMLM Corporate services

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

8.9. KPA 6. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

8.9.1. Powers and Functions

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

Table 41 .Duties and Functions of the Municipality

Function	Elias Motsoaledi
Air Population	Yes
Building regulation	Yes
Child Care Facilities	Yes
Electricity Reticulation	Yes

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

8.9.2. Boundaries

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

The Council of EMLM consists of 30 proportionally elected councillors and 30 ward councillors. The Council of the local municipality may designate any of the following office-bearers as full time councillors in terms of section 18(4) of the Municipal Structures Act, 199

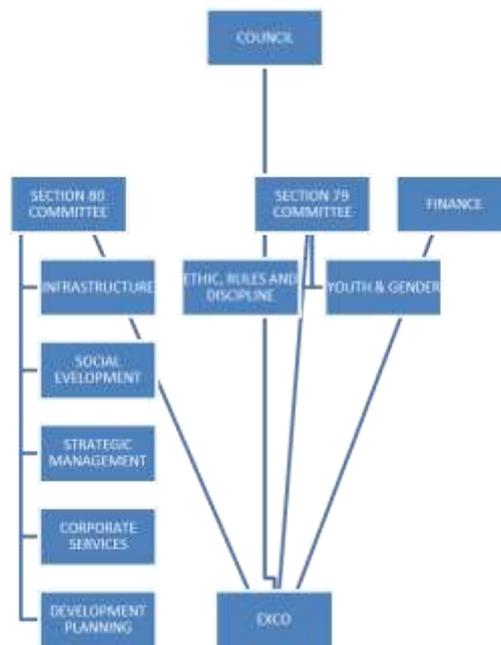
- Mayor
- Speaker, and
- Members of the Executive Committee

8.2.3. Political Structure

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

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

Political structure



The political structures of the Elias Motsoaledi Local Municipality provide political leadership while the administration structure is responsible for the day-to-day implementation and management of

the municipality and its activities. Political Governance is provided through a number of important structures as listed below.

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

EMLM has a municipal Council consisting of 60 Councilors including proportional representation and ward Councillors. The Council is the highest policy making structure in the municipality and it also provides political leadership. The municipal Council is under the stewardship of the Speaker, while the Mayor leads the Executive Committee. The Office of the Mayor is established in the administration whose responsibility it is to coordinate activities of the Mayor, the Executive Committee and other committees of the Executive. The municipality has 30 Wards

EMLM Administrative Structure



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

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

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

Administrative Structure of EMLM

The organisational structure was approved with a total of **364** posts. **323** of this posts were filled whilst **41** still vacant. Amongst the **323** filled posts, 122 posts are females and 201 are males. (SEE ATTACHED ORGANOGRAM AS AN ANNEXTURE)

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.

8.9.4. Institutional policies

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

Table 42: Approved Institutional Policies

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

APPROVED EMLM INSTITUTIONAL POLICIES				
Public Holiday	Recruitment Selection & Appointment	Property Rates	Supply Management	Chain
Smoking	Training	Travel & Subsistence	Fixed Management	Asset

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

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

Institutional plan

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

Employment equity plan	The municipality developed employment equity policy/ policy that is compliant with the labour relationa Act
Retension of staff	Retension policy was developed and approved by council in order to ensure the retension of skilled personnel within the institution.
Placement of staff	The municipality developed a placement policy including a committee thata comprises of labour movements and management including the political component.
Recruitment of staff	Recruitment and seletion policy is in place to guide the institution on issues of new employees recruitment. There is an approved organizational structure that indicates filled and vacant posts.
Management of assests	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 as follows; <ul style="list-style-type: none"> ➤ Section 79 and 80 committees that will play an oversight role

8.9.5. Skills Profile

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

The table below indicates the number of personnel and trainings offered

Training courses	Number of personnel
Municipal finance management	14
Occupational health and safety management	13
Fraud investigation	2
Professional development certificate practitioners	1
High certificate on ODETDP	1
Asset management	3
Investigation of cyber crime	1
Population Environment Development for IDP	2
CPMD	3
Municipal Performance Management	1
Operators	21
Customer care	30
Computer literacy	25
Traffic examiners	2

Skills required in the municipality

The municipality has embarked on a process of training employees on various skills as required by their specific jobs. The current trainings that the municipality intends to offer during the 2013/14 financial year are those of financial management, computer literacy and ABET (Adult Basic Education and Training). **The municipality encounters major financial challenges to meet or offer the skills required by both councilors and officials**

8.9.6. Labour Relations

It is upon the institution to ensure that it complies with labour standards set out in the Labour Relations Act 66 of 1995. The municipality has employed personnel from diverse cultures and religions. It remains essential for the institution to equally treat its employees as one family notwithstanding its core functions and responsibilities.

8.9.7. 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 improved that addressed the manual system to be reduced from 90% to 20%.

8.9.7A. Information technology challenges

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

Customer satisfaction and complaints management system

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

8.9.8 Occupational Health and Safety

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

FUNCTION	DESCRIPTION
Employee support Programme	Employees of the municipality differ in terms of character and behavior. Some of the employees have challenges at

	work whilst other has family problems. The OHS unit give support to such employees by either providing counseling or sending the affected employees to the recognized victims support 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	Elias Motsoaledi Local Municipality is working closely with the department of labour in ensuring that the institution complies with safety legislations and regulations

8.9.9. Performance Management System (PMS)

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

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

8.9.10. Performance management System challenges

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

8.9.11. By-laws

Approved By-Laws

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

The IDP for the 2014–2015 commits to develop various key municipal by-laws to create the necessary regulatory framework to improve governance.

At the local level the EMLM should focus on ensuring the effective enforcement of by-laws including traffic violations, whistle-blowing on corruption and fraud, and encouraging the participation of council and residents in Community Policing Forums and other initiatives aimed at eliminating criminal tendencies

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

9. STRATEGIES PHASE

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

9.1. DEPARTMENTAL CORE FUNCTIONS

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

	Records management By-laws development Legal services ITC Occupational health and safety
FINANCE DEPARTMENT	Financial management and planning Revenue collection and management Asset management Expenditure management Supply chain management Liability management Budgeting and financial reporting

9.2. MUNICIPAL DEVELOPMENTAL PRIORITIES AND OBJECTIVES

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

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

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

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

9.3A. Twelve Outcomes approved by the Cabinet for the period ending 2014

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

1. Improved quality of basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel free;
4. A skilled and capable workforce to support an inclusive growth path;
5. Decent employment through inclusive economic growth;
6. An effective, competitive and responsive economic infrastructure network;
7. Vibrant, equitable and sustainable rural communities with food security for all;
8. Sustainable human settlements and improved quality of household life;
9. A responsive, accountable, effective and efficient local government system;

10. Environmental assets and natural resources that are well protected and continually enhanced;
11. Create a better South Africa and contribute to a better and safer Africa and World; and
12. An effective, efficient and development oriented public service and empowered, fair and inclusive citizenship

9.3B.The role of the municipality in addressing the 12 outcomes

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

		structure development ➤ Executive and Council support	
Social services	Outcome 1 , 2 &10	➤ Education support and co-ordination ➤ Facilitation of health services ➤ Community development services	Improved community services

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

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

The below mentioned strategies are the outcomes of the strategic planning session of the municipality that was held during the month of March 2014. The strategies are outlined per each key performance area (KPA). Water and sanitation strategies were not developed due to them being anSDMfunction

10. STRATEGY DEVELOPMENT

The municipality held its strategic session during March 2014 in order to deal with mid – year assessment for the 2013/14 financial year as well as developing strategies that will assist the institution in dealing with various service delivery challenges. The tables below illustrates challenges per KPA including strategic objectives, KPI's and development strategies for the 2014/15 financial year

KPA: 1: SPATIAL RATIONALE

Developmental challenges	Strategic Objectives	Developmental strategy	Baseline	KPI	2014/15 Target	Outcome
Stagnant business/ industrial growth in Groblersdal due to unavailability of land	To create conducive environment for business/ industrial growth	By Rezoning designated agricultural/ game farm land to business/industrial	0 erven rezoned from agricultural to industrial/ business	no. of erven rezoned from agricultural to industrial/ business	25 industrial/ business erven to be rezoned	25 industrial/ business rezoned erven
No promulgated LUMS	To create requisite planning conditions for growth and development	By Promulgating draft LUMS	0% promulgation of EMLM LUMS	% promulgation of EMLM LUMS	100% Promulgated EMLM LUMS	Promulgated LUMS
Contravention of Groblersdal own Planning Scheme (2006)	To ensure adherence to the Groblersdal Town Planning Scheme	By conducting Land use audit	2 land use audits conducted	no. of land use audits conducted	4 land use audits to be conducted	Audited land use

Developmental challenges	Strategic Objectives	Developmental strategy	Baseline	KPI	2014/15 Target	Outcome
	(2006)					
Re-active approach to township establishment	To create requisite town planning condition for proactive township establishment	By developing township establishment systems (e.g. LUMS, Precinct plan)	0% township establishment in Groblersdal	% township establishment in Groblersdal	100% Township established in Groblersdal	RoD, preliminary layout design, motivational memorandum etc.
Inadequate enforcement of building control regulations	To ensure enforcement of building control regulations	Increased human capacity By-law promulgation	12 contravention notices issued	no.of contravention notices issued	15 contravention notices to be issued	Compliance with building regulations
Non submission of land use management applications	To ensure submission of land use management applications	Inform public in terms of processes & procedures	123 land use application processed	no.of land use application processed	100 land use Application to be processed	100 land use applications processed
to improve turnaround time on land use applications	To improve on the turnaround time on land	Providing an improved turn around time for processing of	Average of 100 days	turnaround time for processing of land use applications	90 days	Land use applications processed in 90 days

Developmental challenges	Strategic Objectives	Developmental strategy	Baseline	KPI	2014/15 Target	Outcome
	use applications	land use applications				
Non promulgation of Municipal by laws (e.g.)	To ensure promulgation of all applicable Municipal by laws	By Implementing by-laws promulgation process	1 applicable by law	no. of promulgated applicable by laws	3 applicable by-laws promulgated	3 applicable by-laws promulgated
Sprawling informal settlements	To manage the growth of informal settlements	By developing an informal settlement register	0 informal settlement register developed	no.of informal settlement register developed	6 informal settlement register developed	6 Developed informal settlement registers
Poor requisition for building construction inspection	To ensure inspection of buildings construction	By Informing public in terms if processes and procedures of building construction inspection	195 inspection of building construction	no.of building construction inspections conducted	210 building construction inspection to be conducted	Inspected constructed buildings register
Poor compliance to occupancy certificates	To ensure compliance with occupancy certificates	By Informing public with processes and procedures of issuing an occupancy certificate	52 issued occupancy certificate	no .of occupancy certificates issued	75 occupancy certificates to be issued	Occupational certificates register

Developmental challenges	Strategic Objectives	Developmental strategy	Baseline	KPI	2014/15 Target	Outcome
Poor adherence to legislative prescripts regarding time taken to assess building plans	Improved turnaround time of assessment of building plans	By Meeting legislative requirements for turnaround time of assessing building plans	30 days	no.of days taken to assess building plans less than 500 square meters	30 days	Building plans submission register
Poor adherence to legislative prescripts regarding time taken to assess building plans	Improved turnaround time of assessment of building plans	By Meeting legislative requirements for turnaround time of assessing building plans	60 days	no.of days taken to assess building plans more than 500 square meters	60 days	Building plans submission register
Lapsed GIS license	To promote effective & efficient land use management	By promoting & foster a fully functional GIS	0% Acquisition of GIS license	% Acquisition of GIS license	100% Acquisition of GIS license	Functional GIS license
Outdated GIS data	To promote effective & efficient land use management	By Cleansing GIS data	0% Updating of GIS data	% Updating of GIS data	100% Updated GIS data	cleansed GIS data

KPA 2 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Developmental challenges	Strategic objectives	Developmental strategies	Baseline	KPI	2014/15 Target	Outcome
	To ensure adoption of The IDP / Budget within the prescribed legal framework	By implementing the approved process plan	100% developed 2014/15 IDP Process plan	% development of 2015/16 IDP process plan	100% development of 2015/16 IDP process plan	Compliance with the applicable legislation
	To ensure adoption of The IDP / Budget within the prescribed legal framework	By implementing the approved process plan	Approved 2014/2015 IDP in place	% review of 2015-16 IDP	100% reviewed 2015/16 IDP	Compliance with the applicable legislation
	to ensure accountability and community involvement	By developing a programme for public participation	30 IDP/Budget public participation held	no.of IDP/Budget public participation held	30 IDP/Budget public participation meetings held	Effective community involvement
	to analyse IT gaps identified	by developing IT master plan	no IT master plan in place	% development of IT master plan	100% development of IT master plan	master plan in place

Developmental challenges	Strategic objectives	Developmental strategies	Baseline	KPI	2014/15 Target	Outcome
	To ensure business continuity before and after disaster	by developing a business continuity plan	Current IT disaster recovery plan Contract in place as required as per MFMA	% Development of IT disaster recovery plan	100% Development of IT disaster recovery plan	Continuation of Business under any circumstance
	To ensure compliance with employment equity	Engage sector department for technical assistance	0% employment equity plan reviewed	% review of Employment equity plan	100% reviewed employment equity plan	Compliance with legislation
	to ensure compliance with approved employment equity plan	to comply with employment equity plan	employment equity plan in place	no.of people from employment equity target groups employed in the three highest levels of management in compliance with approved employment equity plan	01 Person from employment equity target groups employed.	compliance with EEP
	To ensure compliance with employment	Engage sector department for technical	0 employment equity	no of employment equity	4 employment equity	Compliance with legislation

Developmental challenges	Strategic objectives	Developmental strategies	Baseline	KPI	2014/15 Target	Outcome
	equity	assistance	committee meeting held	committee meetings held	committee meetings held	
	to ensure compliance with National archives and record service	Development of policy on record management	0% development of record management policy	% development of record management policy	100% approved record management policy	sound administrative environment
	by ensuring that employees are held accountable	by developing job descriptions for all employees	190 employees with job description	no.of job descriptions developed and signed by officials	121 job descriptions developed and signed by officials	accountable officials
	To attract,develop and retain ethical and best human capital	By reviewing HR policies	2 HR policies reviewed	No. of HRpolicies reviewed	8 HR policies to be reviewed	Well managed institution
	to capacitate municipal personnel	by implementing workplace skills plan	10% of municipality's budget spent on implementati ng its workplace skills plan	% of municipality's budget spent on implementating its workplace skills plan	10% of municipality's budget spent on implementatin g its workplace skills plan	capacitated workforce

Developmental challenges	Strategic objectives	Developmental strategies	Baseline	KPI	2014/15 Target	Outcome
	To ensure functional and compliant Performance management system	by developing performance incentives for line managers	0 activity plans developed and signed by line managers	no.of activity plans developed and signed by line managers	20 activity plans developed and signed by line managers	PMS cascaded to line managers
	Provide effective management of all contracts	By developing contract management plan	1 lease agreement reviewed	no.of lease agreements reviewed	20 lease agreement reviewed	Improved contract management
	Provide effective management of all contracts	By developing contract management plan	1 reviewed service level agreements	no.of service level agreements reviewed	20 service level agreement to be reviewed	Improved contract management
	To ensure fully functional and compliant institutional and individual performance management	By ensuring PMS compliance	4 quarterly PMS reports compiled	no. of Quarterly PMS reports compiled	4 quarterly PMS reports compiled	Well monitored performance

Developmental challenges	Strategic objectives	Developmental strategies	Baseline	KPI	2014/15 Target	Outcome
	To ensure fully functional and compliant institutional and individual performance management	By developing annual performance report	100% development of 2012-13 annual report	% development of 2013-2014 annual report	100% 2013/2014 approved annual report	compliance with legislation
	To ensure proper planning and monitoring	By developing performance agreements	6 signed performance agreement for section 56 managers	no.of signed performance agreements for section 56 managers	7 signed performance agreements for section 56 managers	Signed performance agreements
	To ensure proper planning and monitoring	By reviewing individual performance	2 individual performance appraisals conducted	no.of individual performance appraisals to be conducted	2 individual performance appraisals to be conducted	compliance with legislation
	To build an effective and efficient organisation	by complying with the municipal corporate identity	0% compliance of printing works in terms of municipal corporate identity	% compliance of printing works in terms of municipal corporate identity	100% compliance of printing works in terms of municipal corporate identity	compliance of printing works in terms of municipal corporate identity

Development challenges	Strategic objectives	Development strategies	Baseline	KPI	Target	Outcome
Insufficient power supply from Eskom	Develop capital/ electrification plan and submit to Eskom to ensure sufficient power	By Securing funding for two years electrification plan(DME)	5 villages are electrified	% Development of 2 year capital/ electrification plan	2 Electrification Plan in place	Proper electricity pla
Network (DIS) reaching maximum capacity	Ensure sufficient Network load focusing	By allocating financial resources (Secure funding)	Usage at 14 MVA with a maximum of 20 MVA in place	% Development of Network load focusing plan	100% development of network load focusing plan	Sufficient network load
Non- compliance with NERSA regulation due to system not in place - electricity	To ensure compliance with management system for reporting functions (NERSA)	By allocating budget for maintenance system (maintenance - QMS)	None (System in plac	% development of management system to comply with NERSA regulations	100% development of Management system to comply with NERSA regulations	Full compliance
Development challenges	Strategic objectives	Development strategies	Baseline	KPI	Target	Outcome
back log in electricity	to ensure accessibility of basic level of electricity	by providing electricity	94% of households have access to electricity	% of households with access to basic level of electricity	6% of household with access to basic level of electricity	improved service delivery
Huge unemployment backlog(EPWP)	To ensure maximization of job creation through EPWP	By implementing Labour Intensive Construction Projects are created through EPWP	802 job created	no.of jobs created through EPWP	900 jobs created through EPWP	Job creation

Basic service Delivery through MIG spending	To ensure MIG funding is spent as per commitments	By adhering to the approved Three year MIG plan and strengthening of procurement processes	100 % spending on MIG	% spending on MIG	100 % spending on MIG	Well spending
Bad Condition of tarred and paved road infrastructure	To ensure that surfaced roads are properly maintained	By ensuring proper monitoring, implementation of the road maintenance programme and allocation sufficient resources.	Road maintenance teams established and programme developed.(m ² of surfaced road maintained(Patchwork and pothole repairs)	no.of m ² of surfaced road maintained(Patch work and pothole repairs)	2500 m ² of surfaced road maintained	Accessible roads
	Strategic objectives	Development strategies	Baseline	KPI	Target	Outcome
Inadequate water and sanitation provision	To ensure provision of water and sanitation	By engaging the District municipality	Water and sanitation programmes were implemented	no.of meetings held with the district on progress report	4 meetings held with the district on progress report	Proper water and sanitation provision
Bad Condition of Gravel road infrastructure	To ensure safe and accessible roads to communities	By ensuring proper monitoring and implementation of the Gravel road programme and allocation sufficient resources.	Road Construction unit established and Gravel road programme developed.(30km road graded and bladed)	no.of km of gravel road graded and bladed	40km of gravel road graded and bladed	Safe and accessible roads
Insufficient	To maintain the	By ensuring proper	Storm water	no. of storm	2500m of	Properly

maintenance of storm water control	existing storm water controls	monitoring and implementation of the Gravel road programme and allocation sufficient resources.	maintenance team established and programme developed	water controls maintained	storm water controls maintained	maintained storm water
Lack of road infrastructure plans	To manage and ensure proper maintenance of road infrastructure within the municipal area	By allocating financial resources to Develop detailed road infrastructure plans	Road infrastructure programmes developed.	No.of road infrastructure plans developed.	2 road infrastructure plans developed	Road infrastructure plan in place

KPA 3: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Developmental challenges	Strategic objectives	Developmental strategies	Baseline	KPI	Target 2014/15	Outcome
Insufficient parks	To ensure development of additional parks and playgrounds for communities according to identified needs	By upgrading the existing parks and equipment in parks and obtain additional equipment for play grounds	3 parks 1.Hoep – hoep 2.Hans 3.Abrams Impala	no of parks to be upgraded	4 parks to be upgraded	Well-developed parks
Dilapidated recreational facilities	To provide fully developed sports and recreational facilities	By upgrading, maintaining and develop existing sports fields and building	4 stadia Groblersdal Moutse Hlogotlou Tafelkop	no.of stadiums to be upgraded (cutting of grass and grading for athlete tracks)	4 upgraded stadiums	Well maintained stadiums
Inadequate health facilities and services	To ensure accessible health facilities	By engaging department of health for intervention	0 meetings held with department of health	no.of meetings held with department of health	2 meetings with the department	Accessible health facilities
Inadequate welfare facilities and services	To ensure accessible welfare facilities	By engaging social development department for intervention	0 meeting held with department of social development	no.of meetings held with social development department	2 meetings with the department	Accessible welfare facilities
Lack of educational facilities and maintenance	To ensure provision of educational facilities and proper maintenance	By engaging the department of education for	0 meeting held with	no.of meetings held with department of	2 meetings with the department	Proper educational facilities

Developmental challenges	Strategic objectives	Developmental strategies	Baseline	KPI	Target 2014/15	Outcome
		intervention	department of education	education		
Inadequate safety and security services	To ensure safety and security to the citizens	By engaging safety and security department for intervention	0 meeting held with department of safety and security	no.of meetings held with department of safety and security	2 meetings with the department	Well maintained Safety and security
No proper control on Indigent management	Develop Measures and tools to manage Indigents	By developing an indigent unit with adequate tools to manage indigents	100% of households earning less than R1100.00 per month with access to free basic services (solid waste removal)	% households earning less than R1100.00 per month with access to free basic services (solid waste removal)	100% of households earning less than R1100.00 per month with access to free basic services (solid waste removal)	Increased number of indigents receiving solid waste removal
back log in electricity	to ensure accessibility of basic level of electricity	by providing basic level of electricity	94% of households have access to electricity	% of households with access to basic level of electricity	6% of household with access to basic level of electricity	improved service delivery
Inadequate By-laws enforcement to the Hawkers in the Groblersdal CBD	To ensure that Groblersdal CBD is user friendly and free from the non-compliance	By enforcing Hawkers by-laws	0 hawkers inspections conducted	no.of hawkers inspections to be conducted	12 hawkers inspections to be conducted	Compliance with by-laws

Developmental challenges	Strategic objectives	Developmental strategies	Baseline	KPI	Target 2014/15	Outcome
Inadequate maintenance of public transport facilities	To ensure regular maintenance of public transport facilities	By allocating resources for maintenance	0% maintenance of public transport facilities	% maintenance of public transport facilities	100% maintenance of public transport facilities	Well maintained public transport facilities
Increase in road accident facilities	To ensure the development of Traffic Master Plan to identify & address road accident & fatalities	By securing funds and visible Traffic Officers	0% development of traffic master plan	% development of traffic master plan	100% development of Traffic master plan	Decreased road accidents
Abuse of Municipal fleet to inappropriate control mechanism	Minimize abuse of Municipal Vehicles	By obtaining Control Mechanism to monitor and control Municipal fleet	12 reports of fleet management compiled	No. of fleet management reports compiled	12 fleet management reports compiled	Minimized abuse of municipal vehicles
	To ensure communities are contributing toward Climate Change and reduction of Carbon footprint	By ensuring environmental conscious community	4.Environmental Awareness Campaigns conducted	no.of environmental awareness campaigns conducted	4 environmental awareness campaigns to be conducted	Well informed communities

KPA 4: LOCAL ECONOMIC DEVELOPMENT

Developmental challenges	Objectives	Developmental strategy	Baseline	KPI	Target 2014/15	Outcome
Poor management of outdoor advertising space	To ensure sufficient management of outdoor advertising space	By appointing service provider to manage outdoor advertising	0 % development of outdoor advertising service level agreement	% development of outdoor advertising service level agreement	100% development of outdoor advertising service level agreement	Adequate Management of outdoor advertising
Inadequate monitoring of social labour plan(s)	To ensure effective monitoring of social labour plan(s)	Monitoring projects/ programs implementation	1 social labour plans monitoring reports compiled	no.of social labor plans monitoring reports compiled	4 social labour plans monitoring reports to be compiled	Adequate monitoring of SLP
lack of support for corporatives/ SMME's	To ensure sustainable support to corporatives/SMME's	Quarterly meetings on LED programs	21 corporatives/ SMME's support	No.of corporatives/SMME's supported	100 corporatives/ SMME's to be supported	supported corporatives
lack of coordination for LED meetings	to ensure coordination of LED programmes	by creating jobs through LED initiatives	3 LED forum meeting convened	No.of LED forum meetings convened	4 LED forum meetings to be convined	coordinated LED programs

KPA 5: FINANCIAL VIABILITY

Developmental challenges	Strategic Objectives	Developmental strategy	Baseline	KPI	2014/15 Target	Outcome
None compliance with Statutory requirements	To ensure compliance with MFMA section 64	By developing alternative revenue resources and maintenance of registers.	100% compiled valuation roll	% Compilation of the sustainable Valuation roll	100% compilation of sustainable valuation roll	Increased revenue collection
	To ensure compliance with MFMA 64(1),(2)(a-h)	by ensuring compliance with applicable legislation	2.5 reduction of outstanding debts	% Reduction of outstanding debts.	5% reduction of outstanding debts	Increased revenue collection
	To ensure compliance with MFMA sec 96(1,2)	By ensuring maintenance and safeguarding of the municipal assets	100% verification of all municipal assets	% verification of all municipal assets	100% verification of all municipal assets	GRAP compliant Fixed Asset Register
	To ensure compliance with MFMA sec 71(1) and (5), sec 66, sec 72, SCM Reg 6(3,4)	To ensure compliance with applicable legislation	28 compliance reports generated *section 71(M) *section 66(M) *section 52	no .of compliance reports generated	28 compliance reports generated *section 71(M) *section 66(M) *section 52 (Q)	compliance with legislation
	To ensure compliance with MFMA 24(1)(2)(3), 28	To ensure compliance with applicable legislation	100% compiled 2013/2014 budget	% Compilation of 2015/2016 budget	100% compilation of 2015/2016 budget	Approved budget and Budget adjustment as per MFMA guidelines
	To ensure compliance with MFMA 24(2)(c)(v)	To ensure alignment of policies to relevant legislation	8 budget related Policies reviewed Supply chain	no.of budget related policies to be reviewed	8 budget related policies reviewed to be reviewed Supply Chain Policy,	Approved budget related policies

Developmental challenges	Strategic Objectives	Developmental strategy	Baseline	KPI	2014/15 Target	Outcome
			Policy, Credit and Debtor Control Policy, Cash management policy, Property rates policy, Asset management policy, Investment Policy, Indigent Policy, Virement Policy		Credit and Debtor Control Policy, Cash management policy, Property rates policy, Asset management policy, Investment policy, Indigent policy, Virement policy.	
	To ensure compliance with MFMA 65 (1)(2)	To ensure alignment of policies to relevant legislation	108 reconciliation performed	no. of reconciliations performed	108 reconciliation performed *debtors *grants *Rates *investments *bank *salaries (suspense, interface) *VAT *Creditors *retention	Submission of financial reports as per MFMA calendar year
	To ensure improved audit opinion	By adhering to applicable legislations	2012/2013 audit action plan in place	% reduction of matters raised by	100% reduction of matters raised by	Clean audit

Developmental challenges	Strategic Objectives	Developmental strategy	Baseline	KPI	2014/15 Target	Outcome
				AG	AG	
	To ensure compliance with MFMA	By complying with the applicable legislation	100% 2012/2013 annual financial statement compiled and submitted to AG	% preparation of 2013/2014 annual financial statements	100% compilation of 2013/2014 annual financial statement	compliance with legislation
non response to audit queries	to build an effective and efficient organization	by ensuring that all department addresses audit queries raised	100% of AGSA management letter findings resolved by 31 March	% of AGSA management letter findings resolved by 31 March	100% of AGSA management letter findings resolved by 31 March	clean audit
overspending and underspending of budget	to be financially viable	to ensure that budget is spent efficiently	95% operational budget spent	% operational budget spent	100% operational budget spent	efficient financial viability
overspending and underspending of budget	to become financially viable	to ensure that budget is spent efficiently	100% capital budget spent	% capital budget spent	100% capital budget spent	efficient financial viability

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Developmental challenges	Strategic objectives	Developmental strategy	Baseline	KPI	Annual targets 2014/15	Outcome
Declaration and disclosure of interests by councillors	To ensure that councillors disclose their interests	By signing the disclosure of interest form	0 councillors declared their financial interests	No. of councilors declared their financial interests	60 councillors to declare their financial interests	Full compliance
Declaration and disclosure of interests by officials	To ensure that officials disclose their interests	By signing the disclosure of interest form	222 officials declared their financial interests	No. of officials declared their financial interests	311 officials to declare their financial interests	Full compliance

Developmental challenges	Strategic objectives	Developmental strategy	Baseline	KPI	Annual targets 2014/15	Outcome
poor attendance of bid committees	to build and effective and efficient organization	to monitor the attendance	80% attendance of bid committees	% attendance of bid committees	100% attendance of bid committees	efficient and effective service delivery
community complaints not responded adequately	To create a culture of accountability and transparency	By responding promptly to customers queries	0% monitoring of community complaints register	% monitoring of community complaints register	100% monitoring of community complaints register	Customer satisfaction
Insufficient interaction with the community and stakeholders.	To ensure maximum community and stakeholders interaction	Awareness campaign on communication strategy.	0 community awareness campaigns conducted	no.of community awareness campaigns conducted	2 community campaigns to be conducted	Well informed communities
	To reach communities through outreach programmes	By developing a community outreach programme	0 speakers Outreach programmes conducted	no.of Speakers Outreach programmes conducted	4 Speakers Outreach programmes conducted	Maximum community involvement

Developmental challenges	Strategic objectives	Developmental strategy	Baseline	KPI	Annual targets 2014/15	Outcome
	To reach communities through outreach programmes	By developing a community outreach programme	0 mayors Outreach programmes conducted	no.of Mayors Outreach programmes conducted	4 Mayors Outreach programmes to be conducted	Maximum community involvement
	To provide efficient support to the functioning of ward committees	By developing a ward committee monitoring tool	3 ward committee's quarterly reports submitted	no of ward committee's quarterly reports submitted	4 ward committee's quarterly reports to be submitted	Well-functioning ward committees
Risk management is not embedded	To capacitate all employees on risk management	By developing a capacity building programme	0 employees capacitated on risk management	no of employees capacitated on risk management	120 employees capacitated on risk management	Knowledgeable employees on risk related matters
	To capacitate all employees on risk management		0 Risk awareness campaigns conducted	no of risk awareness campaigns conducted	4 Risk awareness campaign conducted	
Non Implementation of the risk and anti -	To ensure effective implementation	By developing risk and anti-corruption	100% implementation of Risk strategy	% implementation of risk strategies	100% implementation of risk	Improved institutional management

Developmental challenges	Strategic objectives	Developmental strategy	Baseline	KPI	Annual targets 2014/15	Outcome
corruption strategy	of the risk management and anti-corruption strategy	action plan	in place		strategies	
Risk Management committee not functional	To maximize and enhance oversight functions	By capacitating the risk management committee	0 Risk Management committee reports submitted to audit committee	No. of risk Management committee reports submitted to audit committee	4 reports of risk management committee reports submitted to audit committee	Clean audit report
no proper assessment conducted	to develop and implement intergrated management and governance system	By resolving all identified risk in the plan	0 Operational risk assessment conducted	No of operational risk assessment conducted	4 Operational risk assessment to be conducted	Good governance
Non adhere to minimum security standards	to adhere to minimum standards of Security	By developing and implementing maximum security	0 security reports compiled	no.of security Reports compiled	4 security reports to be compiled	Secured assets and safe working environment

Developmental challenges	Strategic objectives	Developmental strategy	Baseline	KPI	Annual targets 2014/15	Outcome
Recommendations of the Audit Committee and Internal Audit not carried out	To advise on compliance to regulations	Reporting functionally to the Audit Committee	4 performance audit reports submitted to the Audit Committee as per approved annual internal audit plan	no.of performance audit reports submitted to audit committee as per approved annual internal audit plan	4 performance audit reports submitted to audit committee as per approved annual internal audit plan	Clean audit report
Recommendations of the Audit Committee and Internal Audit not carried out	To advise on compliance to regulations	Reporting functionally to the Audit Committee	3 risk based audit reports submitted to the audit committee as per approved internal audit plan	no.of risk based audit reports submitted to the Audit Committee as per approved internal audit plan	4 risk based audit reports submitted to the audit committee as per approved internal audit	Clean audit report
lack of monitoring of audit committee reports by council	To maximize and enhance oversight functions	submission of audit committee reports to council	1 audit committee report submitted to council	no.of audit committee reports submitted to council	4 audit committee reports submitted to council	Clean audit report

Developmental challenges	Strategic objectives	Developmental strategy	Baseline	KPI	Annual targets 2014/15	Outcome
lack of monitoring of audit committee reports by council	To maximize and enhance oversight functions	Assessment of audit committee by council	0 audit committee performance assessment reports submitted to council	no.of audit committee performance assessment reports submitted to council	4 audit committee performance assessment reports submitted to council	clean audit report
poor implementation of audit committee recommendations implemented	To maximize and enhance oversight functions	Assessment of audit committee by council	100% Audit committee recommendations implemented	% audit committee recommendations implemented	100% audit committee recommendations implemented	clean audit report
lack of support of special groups	to ensure special groups needs are addressed	by supporting special groups	1 special groups supported	no of special groups supported	4 special groups supported	supported structures
lack of support to stakeholders	to facilitate social network with the community	to promote intergovernmental relations	1 moral regeneration meetings held	no.of moral regeneration meetings held	4 moral regeneration meetings held	good intergovernmental relations

11. PROJECT PHASE (CAPITAL PROJECTS)

The Municipality is faced with serious financial constraints to can cater for all KPA's in terms of capital projects allocations. The institution has developed a three year infrastructure development capital projects that will be funded through MIG allocation. Some of the projects have been registered whilst others are still in the process of registration.

The list of projects indicated below is from all municipal departments however, for the 2014/15 budget allocation is not sufficient . Projections for the outer years have been made although they will be reviewed when developing the 2014/15 IDP document.

11.1. KPA 1: SPATIAL RATIONALE

STRATEGIC OBJECTIVE: TO PROMOTE COMPATIBLE LAND USE AND DEVELOPMENT

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2014/2015	2015/2016	2016/2017		
Game farm development	R1,500,000	n/a	n/a	R1,500,000	Dev. planning
SMME Development	n/a	n/a	n/a	n/a	Dev. planning

11.6. KPA 2: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT
STRATEGIC OBJECTIVE: TO STRENGTHEN INSTITUTIONAL EFFICIENCY AND GOVERNANCE

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2014/2015	2015/2016	2016/2017		
air conditioners	n/a	R263,500.00	R277,729.00	R541,229.00	Corporate services
office furniture	R300 000.00	R500, 000.00	R500,000.00	R1 300,000,00	Corporate services
Hardware and software Devices	R500 000.00	R1.000.000.00	R1,000,000.00	R2 500,000.00	Corporate services
Other Equipment	R500 ,000,00	R200 000.00	R200 000.00	R900, 000.00	Corporate services

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRATEGIC OBJECTIVE: TO FACILITATE FOR IMPROVED SERVICE DELIVERY

Project Name	budget			overall budget	responsible department
	2014/15	2015/16	2016/17		
Recreational facilities (development of parks)	R500,000,00	R500,000,00	R500,000,00	R1 500,000,00	community services
Coordination of sports, Arts and culture	n/a	n/a	n/a	n/a	community services

Project Name	budget			overall budget	responsible department
	2014/15	2015/16	2016/17		
Waste management	R2 700, 000.00	R2 ,845 ,800.00	R2 ,999 , 473.00	R8 545 273,00	community services
Free basic electricity	R1 300 000.00	R1 370 200	R1 444 191.00	R4 114 391.00	Infrastructure
Indigent management (Electricity, refuse & property rates)	R9 600 000.00	R10 118 400.00	R10 664 794.00	R30 383 194.00	community services
Environmental programme	R500,000,00	R527 000,00	R555 458,00	R1 582 458,00	community services
Disaster management	R575 000,00	R606 050,00	R638 777,00	R1 819 827,00	community services
Arrive alive campaigns	n/a	n/a	n/a	n/a	community services
Road safety (Maintanance of road signs,road patching and pavement)	R1 250 000.00	R 1 317500.00	R1 388 645.00	R3 956 145.00	community services
Smart metering project (Groblersdal)	R500,000	R500,000	R500,000	R1,500,00	infrastructure
Electrification of various villages	n/a	R8 000 000.00	n/a	R8 000 000.00	Infrastructure
EPWP	R1 187 000.00	n/a	n/a	R1 187 000.00	Infrastructure
Mobile offices	R1 500,000,00	n/a	n/a	R1 500,000,00	Infrastructure

Project Name	budget			overall budget	responsible department
	2014/15	2015/16	2016/17		
Transport master plan	R200 000.00	R210 800.00	R222 183.00	R632 983.00	infrastructure
Monsterlus to Mmakgopheng Construction of road phase 2	R4 110 591.00	n/a	n/a	R4 110 591.00	Infrastructure
Moteti A Construction of Bus road	R4000000.00	n/a	n/a	R4000 000.00	Infrastructure
Fencing of Cemeteries	n/a	n/a	n/a	n/a	Infrastructure09
Rehabilitation of landfill site	R1000 000.00	R1 054 000.00	R1 110 916.00	R3 164 916.00	Infrastructure
Installation of highmast lights	n/a	R1 000 000.00	n/a	R1 000 000.00	Infrastructure
Upgrading of Bus Route At Mathula Stand	R3.250.000.00	R5 000 000.00	R5 000 000.00	R13 250 000.00	Infrastructure
Roads re-gravelling	R1 800,000,00	R1 000,000,00	R1 000,000,00	R3 800,000,00	Infrastructure
JJ Road Zaaiplaas	R5.485.000.00	n/a	R5 000 000.00	R10 485.000.00	Infrastructure
Motetema Construction of Internal Streets Phase 2	R6.060.500.00	R2 780 000.00	n/a	R8 840 500.00	Infrastructure
Kgaphamadi upgrading of bus route	R5.350.909.00	R14 000 000.00	R20 445 000.00	R39 795 909	Infrastructure
Mogaung road Construction upgrade	R3 250 000.00	R5 000 000.00	R5 000 000.00	R13250 000.00	Infrastructure

Project Name	budget			overall budget	responsible department
	2014/15	2015/16	2016/17		
Tafelkop Highmast lights	R2000 000.00	R4 000 000.00	n/a	R6 000 000.00	infrastructure
Mpheleng construction of bus route	R5 118.000.00	R5 000 000.00	R8 000 000.00	R18118 000.00	Infrastructure
Phuchukani Construction of road Phase 2	R2.365.000.00	R6 821 000.00	R500 000.00	R9 686 000.00	Infrastructure
Hlogotlou street and storm water controls	n/a	R8 000 000.00	R10 000 000.00	R18 000 000.00	Infrastructure
Naganeng bus road	n/a	R5 000 000.00	R5 000 000.00	R10 000 000.00	Infrastructure
Fencing of Groblersdal substation	R300 000.00	n/a	n/a	R300 000.00	Infrastructure
Walter Sisulu/Tambo construction bus/Taxi road	R5500 000.00	R5 000 000.00	R7 000 000.00	R17 500 000.00	Infrastructure
Road to magoshi-Matlala	R5.425.000.00	n/a	n/a	R5 425 000.00	Infrastructure
Road to magoshi-Rammupudu	R5.425.000.00	n/a	n/a	R5 425 000.00	Infrastructure
Road to magoshi-Matsepe	n/a	R3,590,582.00	n/a	R3,590,582.00	Infrastructure
Road to magoshi-Mathebe	n/a	R3,838,633	n/a	R3,838,633	Infrastructure
Roosenekal roads& streets	n/a	R2 000 000.00	R2 000 000.00	R4 000 000.00	Infrastructure

Project Name	budget			overall budget	responsible department
	2014/15	2015/16	2016/17		
Stompo low level bridge	n/a	n/a	n/a	n/a	infrastructure
Tafelkop newsstands culverts	n/a	n/a	n/a	n/a	Infrastructure
Relokwane crossing culverts	n/a	n/a	n/a	n/a	Infrastructure
Mpheleng low level bridge	n/a	n/a	n/a	n/a	Infrastructure
Nyakurwane low level bridge x2	n/a	n/a	n/a	n/a	Infrastructure
Cherry Picker-Electrical	n/a	R700,000,00	n/a	R700 000.00	Infrastructure
Construction of speed humps- various villages	R500 000.00	R1 500 000.00	R2 000 000.00	R4 000 000.00	Infrastructure
Construction of storm water channels	R1 500 000.00	R1 500 000.00	R2 000 000.00	R5 000 000.00	Infrastructure
Crane truck	R200,000	n/a	n/a	R200,000	Infrastructure
Karnaal Street-Groblersdal	R4 500 000.00	R4 000 000.00	R4 000 000.00	R12 500 000.00	Infrastructure
Laersdrift Bus Route	n/a	R2 000 000.00	R2 000 000.00	R4 000 000.00	Infrastructure
Main & Kruger Substation Upgrade	R3 000 000.00	n/a	n/a	R3 000 000.00	Infrastructure
Main Substation	n/a	n/a	R4 000 000.00	R4 000 000.00	Infrastructure
Mini Subs	R650 000.00	R650 000.00	R700 000.00	R2 000 000.00	Infrastructure
Moteti Liberty Phase 2 (electrification)	n/a	n/a	n/a	n/a	Infrastructure

Project Name	budget			overall budget	responsible department
	2014/15	2015/16	2016/17		
Electrification (designs)	R1 000 000, 00				
Plant Machinery	R600 000.00	R4 000 000.00	R5 000 000.00	R9 600 000.00	Infrastructure
Tafelkop (HH electrification) (Dikgalaopeng 20)	n/a	n/a	n/a	n/a	Infrastructure
Tourism Center	R600 000.00	n/a	n/a	R600 000.00	Infrastructure
Waalkraal RDP Ph3(electrification)	n/a	n/a	n/a	n/a	Infrastructure
Tafelkop Stadium road to Dipakapakeng	n/a	n/a	n/a	n/a	Infrastructure

ELECTRIFICATION BY ESKOM 2014/15

Project Name	Budget (Incl.VAT)	Number of connection
Phomolo		
Naganeng	R 412 500.00	26
Thabakhubedu Ph2	R 1 122 000.00	25
Monsterlus RDP	R 2 739 000.00	68
Oorlog/Slovo	R 1 930 500.00	166
TOTAL	R 8 382 000.00	508

PROPOSED REDUCTION OF ELECTRIFICATION BACKLOG BY ESKOM AND THE MUNICIPALITY

Villages	Estimated Number of Connections	2014/15 budget	Implementing agent
Thabakhubedu	31	R0,00	Infrastructure
Masodi, Magukubjane and Syverfontein	30	R0,00	Infrastructure
Moshate Mountain view, Moshate Dithabaneng	75	R0,00	Infrastructure
Waalkraal	345	R0,00	Infrastructure
Kgobokwane Kgaphamadi	150	R0,00	Infrastructure (ESKOM)
Legolaneng	83	R0,00	Infrastructure (ESKOM)
Zenzele	143	R0,00	Infrastructure (ESKOM)
Moteti Liberty Phase 2	150	R0,00	infrastructure
Tafelkop MB Matshelapata	260	R0,00	infrastructure

Villages	Estimated Number of Connections	2014/15 budget	Implementing agent
Naganeng (ward 14)	25	R0,00	infrastructure
Makena (ward 21)	33	R0,00	infrastructure
Kgapamadi (ward 21)	34	R0,00	infrastructure
Maleoskop (ward 12)		R0,00	infrastructure
Magagmatala (ward 12)	49	R0,00	infrastructure
10 Morgan (ward 7)	150	R0,00	infrastructure
Zuma Park (ward 7)	150	R0,00	infrastructure
Monsterlus RDP (ward 20)	223	R0,00	infrastructure

Villages	Estimated Number of Connections	2014/15 budget	Implementing agent
Monsterlus Stadium View (ward 20)	410	R0,00	infrastructure
Monsterlus Matsitsi (ward 20)	205	R0,00	infrastructure
Buffelsvlei (ward 12)	15	R0,00	infrastructure
Tafelkop Botloponya/Nyakelang (ward 27)	200	R0,00	infrastructure
Tafelkop (Dipakapakeng) M.E(ward 28)	20	R0,00	infrastructure
Tafelkop Bapeding (ward 17)	20		
Phomola Ext	100	R0,00	infrastructure
De Hoop Village/Laerdrift Sheila Trust (ward 30)	30	R0,00	infrastructure
Dikgalaopeng (ward 25)	46	R0,00	infrastructure
Sterkfontein & Luckau(ward 24)	150	R0,00	infrastructure

Villages	Estimated Number of Connections	2014/15 budget	Implementing agent
Mogaung(ward 22)	57	R0,00	infrastructure
Motetema Ditakaneng(wrd29)	44	R0,00	infrastructure
Zaaiplaas Police Station(ward 16)	35	R0,00	infrastructure
Tambo (ward 9)	133	R0,00	infrastructure
Magakadimeng (ward 5)	45	R0,00	infrastructure
Oorlog,Slovo (ward 1)	120	R0,00	infrastructure

11.3. KPA 3. LOCAL ECONOMIC DEVELOPMENT (OUTPUT 3)

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

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2014/2015	2015/2016	2016/2017		
SMME training	n/a	n/a	n/a	n/a	Development planning
Trading stalls	n/a	n/a	n/a	n/a	Development planning
Outdoor advertising	n/a	n/a	n/a	n/a	Development planning
SLP	n/a	n/a	n/a	n/a	Development planning
LED programme	R500 000,00	R527 000,00	R555 458,00	n/a	Development planning

11.4. KPA 4. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGIC OBJECTIVE: TO STRENGTHEN INSTITUTIONAL EFFICIENCY AND PROMOTE GOOD GOVERNANCE

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2014/2015	2015/2016	2016/2017		
Audits	R4 000 000.00	R4 216 000.00	R4 443 664.00	R12 659 664	Municipal manager's office
Outreach programme	R1 300 000.00	R1 370 200.00	R1 444 191.00	R4 114 391.00	corporate services
Ward committees	R3000 000.00	R3 162 000.00	R3 332 748.00	R9 494 748,00	corporate services

11.5. KPA 5 FINANCIAL VIABILITY

STRATEGIC OBJECTIVE: TO PROMOTE EFFECTIVE REVENUE AND EXPENDITURE MANAGEMENT

PROJECT / PROGRAMME	BUDGET			OVERALL BUDGET	RESPONSIBLE DEPARTMENT
	2014/2015	2015/2016	2016/2017		
FMG	R1 600,000.00	R1 650 000.00	R1700 000.00	R4 950 000,00	Budget and treasury office
Revenue enhancement strategy	R200 000.00	R210 800.00	R222 183.00	R632 983.00	Budget and treasury office

12. PROJECTS BY THE SEKHUKHUNE DISTRICT MUNICIPALITY

12.1. KPA1: SPATIAL RATIONALE

Indicators and targets IDP/Budget 2013-2016 MTREF

OBJECTIVE	STRATEGIES	PROJECT	BACKLOG	Funder / Benefactor	Budget 2014/15	Budget 2015/16	Budget 2016/17	Impact
SDM Funded Projects								
To improve Planning	SDM Funding	Review Water Services By-laws and Policies	1	SDM	500000	500000	500000	Improved Service Delivery
To improve Planning	SDM Funding	Develop O&M Management Plan and Systems (GIS based) Intergrate with asset register	1	SDM	1000000			Improved Service Delivery
To improve Planning	SDM Funding	Develop Water Services Business Institutional Management Plan (WSBIMP) (Link with Section 78)	1	SDM	250000			Improved Service Delivery
To improve Planning	SDM Funding	Develop WCDM Strategy and Implementation Plan	1	SDM	1000000			Improved Service Delivery
To improve Planning	SDM Funding	WSDP Maintenance	1	SDM	500000	500000	500000	Improved Service Delivery
To improve Planning	SDM Funding	Develop Household Basic Sanitation Master Plan & Implementation Support (GIS based)	1	SDM	1800000	0	0	Improved Service Delivery
To improve Planning	SDM Funding	RBWS, BWS, WTW and WWTW O&M and Planning Information Support	1	SDM	500000			Improved Service Delivery
To improve Planning	SDM Funding	Licensing of both WTW & WWTW (plants do not have abstraction and discharge licenses which is a matter of a serious concern and audit query)	36	SDM	2400000	4200000	4200000	Improved Service Delivery
To improve Planning	SDM Funding	Water Indaba (A platform to engage with relevant stakeholders concerning water issues)	1	SDM	2500000			Improved Service Delivery
To improve Planning	SDM Funding	Application of Servitude for our pipelines and plants (infrastructure are situated on private land, whereas some pipelines are vulnerable as communities built structures on top of them and they therefore become inaccessible)	1	SDM	2000000	2500000	3000000	Improved Service Delivery
To improve Planning	SDM Funding	Upgrading Bulk Sewer System in Groblersdal town	1	SDM	1000000			Improved Service Delivery

To maintain assets	SDM Funding	Refurbishment of Community Assets	5	SDM	2000000	500000	500000	Improved Service Delivery
OBJECTIVE	STRATEGIES	PROJECT	BACKLOG	Funder / Benefactor	Budget 2014/15	Budget 2015/16	Budget 2016/17	Impact
MWIG Funded Projects								
		Elias Motoaledi - Implement WCDM and Cost Recovery (All villages)		MWIG	27135000	46891000	49376000	
		Western Highveld / Moutse East Interventions - Extensions Phase 1 (Zondagsfontein B, Walkraal B, Walkraal C, Zoetmelksfontein A, Zoetmelksfontein B, Valschfontein, Ramaphosa, Joe Slovo Park, Walkraal Ext 1, Kgobokwane (Walkraal A))	1	MWIG	10744141	20385282.8	16500000	
		Western Highveld / Moutse East Interventions - Extensions Phase 2 (Walkraal A, Kuilsrivier, Uitspanning A, Uitspanning C, Elandsdoorn, Elandsdoorn A, Elandsdoorn B, Elandsdoorn C, Waterkloof)	1	MWIG	5531181.28			Improved Service Delivery
		Western Highveld / Moutse East Interventions - Extensions Phase 3 (Zoetmelkfontein C, Kikvorschfontein, Dennilton S/Holdings, Zondagsfontein A, Uitspanning B, Uitspanning C, Elandsdoorn, Elandsdoorn A, Elandsdoorn B, Elandsdoorn C, Kwarrielaagte, Waterkloof)	1	MWIG		8041108		Improved Service Delivery
		Monsterlus / Spitskop Interventions - Extensions (Ga-Phetla, Magukubjane, Syferfontein, Talane, Hlogotlou, Jerusalem)	1	MWIG			14836870	Improved Service Delivery
		Elias Motsoaledi - Implementation of Ground Water Management Programme (48h test, quality tests, installation of meters, repair of control panels, drill and test, rehabilitate)	1	MWIG	2000000	4000000		Improved Service Delivery

		Refurbishment of Nkosini Water Supply System	1	MWIG	660241	1660241	1624958	Improved Service Delivery
		Refurbishment of water supply networks inThabaleboto South, Motsephiri and Vlakfontein	1	MWIG	2000000			Improved Service Delivery
		Upgrade of Zaaiplaas Water Supply	1	MWIG	1925011	1300540		Improved Service Delivery
		Extensions of Water Supply Network for Motetema, Tafelkop/Luckau, Sephaku and surrounding villages	1	MWIG	1619355	9813907	16414172	Improved Service Delivery
		Laersdrif: Refurbishment, O&M, Water Resources and Extension Interventions	1	MWIG	2655070.56	1118240		Improved Service Delivery
		Elias Motoaledi - Implement WCDM and Cost Recovery (All villages)	1	MWIG		571680.96		Improved Service Delivery

OBJECTIVE	STRATEGIES	PROJECT	BACKLOG	Funder / Benefactor	Budget 2014/15	Budget 2015/16	Budget 2016/17	Impact
MIG Funded Projects								
		Elias Motswaledi VIP Backlog Programme - CO	38586	MIG	7000000			Improved Service Delivery
		Elias Motswaledi VIP Backlog Programme (Phase 2)		MIG	13112000	51390000	75330000	Improved Service Delivery
		Rossenekal WWTW -CO	1	MIG	1800000			Improved Service Delivery
		Zaaiplaas Village Reticulation Phase 2 (Vlakfontein, Sovolo and remaining villages) - CO		MIG	3000000			Reduction of Backlog
		Zaaiplaas Connector pipes from Bulk to villages incl. reservoirs (Khathazweni, Rondebosh and	1	MIG	28000000			Reduction of Backlog

		Dindela)						
		Carbonatites to Zaaiplaas (Holnek) - CO	1	MIG	3000000			Improved Service Delivery
		Carbonatites to Zaaiplaas P2 (Holnek to Elandsplaagte)	1	MIG	20000000			Improved Service Delivery
		Groblersdal / Luckau BWS	1					
		Masakaneng Water Supply	500	MIG	500000	5000000		Improved Service Delivery
		Tafelkop Reticulation and Cost Recovery		MIG	16000000	16000000		Improved Service Delivery
		Moutse BSW - East						
		Eradication of water supply backlogs in reticulation for Uitspunning Villages (Ramaphosa, Oorlog, Molala, Ntwane, Uitspanning A, Bloempoort, Dithabaneng, Thaereng, Phooko, Phuuku)	1	MIG	5500000	30000000	30000000	Improved Service Delivery
		Roosenekal WS						
		Roosenekal: Extend WTW, bulk pipeline , reservoir capacity and extend reticulation	1	MIG		0	2000000	Improved Service Delivery

OBJECTIVE	STRATEGIES	PROJECT	BACKLOG	Funder / Benefactor	Budget 2014/15	Budget 2015/16	Budget 2016/17	Impact
RBIG Funded Projects								
		De Hoop Augmentation South - Jane Furse to Zaaiplaas Regional Bulk scheme - project 2 (Phokwane to Dindela)	1	RBIG	5000000	40000000	3000000	Improved Service Delivery

		De Hoop Augmentation South - Jane Furse to Zaaiplaas Regional Bulk scheme - project 3 (Augmentation to Groblersdal / Luckau)	1	RBIG	5000000	40000000	3000000	Improved Service Delivery
		Moutse BWS - Extention to Groblersdal WTW Project 1	1	RBIG	2044000			Improved Service Delivery
		Moutse BWS - 6,7 km with a diameter of 500 m to Reservoir 1- Project 2	1	RBIG	1030000			Improved Service Delivery
		Moutse BWS -Pumping Main of 7, 3 km and with a diameter of 600 mm- Project 3	1	RBIG	21000000			Improved Service Delivery
		Moutse BWS - Pumping Main of 10, 3 km and with a diameter of 600 mm- Project 4	1	RBIG	11925000			Improved Service Delivery
		Moutse BWS - 6, 72 km and with a diameter of 250 mm from to Elandsdron Reservoir- Project 5	1	RBIG	14000000			Improved Service Delivery
		Moutse BWS - Project 6	1	RBIG	300000			Improved Service Delivery
		Moutse BWS - Project 7 to 12	1	RBIG	59780000			Improved Service Delivery
		Moutse BWS - Project 13	1	RBIG	6460000			Improved Service Delivery
		Moutse BWS - Project 14	1	RBIG	2310000			Improved Service Delivery

OBJECTIVE	STRATEGIES	PROJECT	BACKLOG	Funder / Benefactor	Budget 2014/15	Budget 2015/16	Budget 2016/17	Impact
RBIG Funded Projects								
		Extend capacity of Flag Boshielo WTW from 8MI/day to 16MI/day	1	LNW	5000000	20000000	15000000	Improved Service Delivery
		Replacement of AC pipe lines for Groblersdal town	1	Others	50000000	50000000	50000000	Improved Service Delivery

		Upgrading Bulk Sewer System in Groblersdal town	1	Others	15000000	20000000	20000000	Improved Service Delivery
--	--	---	---	--------	----------	----------	----------	---------------------------

OBJECTIVE	STRATEGIES	PROJECT	BACKLOG	Funder / Benefactor	Budget 2014/15	Budget 2015/16	Budget 2016/17	Impact
RBIG Funded Projects								
		Upgrading of Hlogotlou WTW (Mahlangu)		WSOG	7000000	0	0	

13. PROJECTS BY NATIONAL AND PROVINCIAL SECTOR DEPARTMENTS

13.1. DEPARTMENT OF AGRICULTURE

Project Name	Farm Name	Village/location	Land ownership/access(LRAD, SLAG, COMMUNAL, PRIVATE	CASP Budget Allocation	Project Activities
Beautitute		Naganeng	Communal	490,000	Payment of retention for ECPH
Malete	Laersdrift		LRAD	106,514	Upgrade of Piggery structure
Matabane cooperative 2	178JS langersdrift	Langersdrif	Private	128,243	Tunnels
Mpshe Egg- laying project		Tafelkop	Communal	94,496	Construction of poultry house and

					accessories
Ejabeni		Kgapamadi	Communal	212,500	Repair of poultry house
Lebone	Portion 4 of Bloomport 39 Js		LRAD	200,000	Repair of poultry house
Total				1,231,753	

13.2. Roads and Transport infrastructure projects: 2013/14 financial year

No.	Project name	Municipality / Region	Municipality	Type of infrastructure	Project duration		Source of funding
					Date: Start	Date: Finish	
Intermodal facility (R90 million)							
Preventative maintenance (R307. 4 million)							
1	Groblerdal to Verina (R25)	Sekhukhune	Elias Motsoaledi	Reseal/rehabilitation	01/04/2013	31/03/2014	Conditional Grant
2	D 4100 to Groblersdal	Sekhukhune	Elias Motsoaledi	Reseal/rehabilitation	01/04/2013	31/03/2014	Conditional Grant
3	D 1458 to Tafelkop	Sekhukhune	Elias Motsoaledi	Reseal/rehabilitation	01/04/2013	31/03/2014	Conditional Grant

4	Marble Hall to Groblersdal	Sekhukhune	Elias Motsoaledi	Reseal/rehabilitation	01/04/2013	31/03/2014	Conditional Grant
5	D2900 to the Limpopo/Mpumalanga border	Sekhukhune	Elias Motsoaledi	Reseal/rehabilitation	01/04/2013	31/03/2014	Conditional Grant
6	Household Routine Maintenance at Elias Motsoaledi Municipality	Sekhukhune	Elias Motsoaledi	Household based routine road maintenance	01/11/2013	31/10/2014	Conditional Grant

No.	Project Name	Type of Infrastructure	Project Duration		Source of Funding	Total Available
2. Upgrades and additions						
68	Stofberg to Maboghs Mine (P169/1)	Road - Tarred	01/04/2014	31/03/2015	Provincial Roads Maintenance Grant	
69	(P171/1) Rosenekal to Mpumalanga boarder	Road - Tarred	01/04/2014	31/03/2015	Provincial Roads Maintenance Grant	
73	Globlersdal to Stofberg (P51/3)	Road - Tarred	01/04/2014	31/03/2015	Provincial Roads Maintenance Grant	
74	Philadelphia Hospital to Marble Hall (D1948P)	Road - Tarred	01/04/2014	31/03/2015	Provincial Roads Maintenance Grant	
3. Rehabilitation, renovations and refurbishments						
4. Maintenance and repairs						
13	Household Routine Maintenance at Elias Motsoaledi Municipality	Road - Tarred	01/04/2014	31/03/2015	Provincial Roads Maintenance Grant	

DEPARTMENT: COGHSTA: SPATIAL AND HUMAN SETTLEMENT

Project Name	Project Description and Location	Project Duration	Total amount per project (Town Planning and Survey Cost)	Expenditure(Town Planning) to Date from previous years	MTEF Forward Estimates	
					2011/12	2012/13
Elias Motsaledi Local Municipality	Review of Spatial Development Framework	06 Months	R200 000.00	Nil		
Masakaneng	Formalisation and Demarcation of site in Elias Motsaledi local Municipality	24 Months	R1 782 000.00	60%	900 units	

13.3. DEPARTMENT: COGHSTA: SPATIAL AND HUMAN SETTLEMENT

Project Name	Project Description and Location	Project Duration	Total amount per project (Town Planning and Survey Cost)	Expenditure(Town Planning) to Date from previous years	MTEF Forward Estimates	
					2011/12	2012/13
Masakaneng	Formalisation and Demarcation of site.	24 Months	R1 782 000.00	60%	900 units	
Elias MotsoalediC Local Municipality	Review of Spatial Development Framework	06 Months	R200 000.00	Nil		

Project Name	Programme name	Programme Description	project /Programme duration		Total Budget	Expenditure to date from previous years	Forward	Forward Estimates		
			Date :start	Date: finish				MTEF 2012/2013	MTEF 2013/2014	MTEF 2014/2015
RDP	Rural		2/24/2012		R 50,384,620.00	R 31,961,171.00	869 units	600 units	926 units	

13.4. LIMPOPO DEPARTMENT OF SPORTS ARTS AND CULTURE

P PROJECT NAME	PROGRAMME NAME	PROJECT DESCRIPTION /TYPE OF STRUCTURE	LOCAL MUNICIPALITIES	PROJECT/PROGRAMME DURATION		TOTAL BUDGET	EXPENDITURE TO DATE FROM PREVIOUS YEAR	MTEF FORWARD ESTIMATES		
				DATE START	DATE FINISH			2012/2013	2013/.2014	2014/2015
1. Construction	Library	Building of library	Elias Motsoale	April 2013	March 2014	R9m	R9m	-	-	-

P PROJECT NAME	PROGRAMME NAME	PROJECT DESCRIPTION /TYPE OF STRUCTURE	LOCAL MUNICIPALITIES	PROJECT/PROGRAMME DURATION		TOTAL BUDGET	EXPENDITURE TO DATE FROM PREVIOUS YEAR	MTEF FORWARD ESTIMATES	
				DATE START	DATE FINISH			2012/2013	2013/.2014
of Phokwane libraries			di						
2. CLUB DEVELOPMENT	Sport development	Training of coaches, administrators	All local municipalities	Quarter 2	Quarter 4	R1m	R1m	R1m	R1m
3. FARM SPORT	Sport development	Farm sport competition	All local municipalities	Quarter 2	Quarter 3	R1m	R1m	R1m	R1m
4. RECREATION	School sport and recreation	Hub development	All local municipalities	Quarter 1	Quarter 4	R120,000	R120,000	R120,000	R120,000
		Provision of equipment's	All local municipa	Quarter 1	Quarter 4	R25m	-	-	-

P PROJECT NAME	PROGRAMME NAME	PROJECT DESCRIPTION /TYPE OF STRUCTURE	LOCAL MUNICIPALITIES	PROJECT/PROGRAMME DURATION		TOTAL BUDGET	EXPENDITURE TO DATE FROM PREVIOUS YEAR	MTEF FORWARD ESTIMATES	
				DATE START	DATE FINISH			2012/2013	2013/.2014
		and attires to School	lities						
5. SOCIAL COHESION PROJECT	Arts and culture	Promotion of performing and visual arts	All local municipalities	Quarter 2	Quarter 3	R1m	R1m	R1m	R1,5m
6. CELEBRATION OF SIGNIFICANT DAYS	Arts and culture	Mapungubwe arts festival build up events	All local municipalities		Quarter 3	R2m	R2m	R2m	R2m
7. RECORDS	Archives services	Training of records	All local municipa	Quarter 1	Quarter 2	-	R1,6m	-	-

P PROJECT NAME	PROGRAMME NAME	PROJECT DESCRIPTION /TYPE OF STRUCTURE	LOCAL MUNICIP ALITIES	PROJECT/PROGR AMME DURATION		TOTAL BUDGET	EXPENDITURE TO DATE FROM PREVIOUS YEAR	MTEF FORWARD ESTIMATES	
				DATE STAR T	DATE FINISH			2012/2013	2013/.2014
MANA GEMEN T		officials	lities						
8. LIBRAR Y BOOKS AND PERIO DICAL S	Library services	Supply of library books and periodicals to community libraries	All local municipa lities	Quart er 1	Quarter 4	R4m	R4m	R4m	R4m

13.5. DEPARTMENT OF HEALTH

Project name	Programme name	Project description/type of structure	Municipality	Project duration		Total Budget	Expenditure to date	MTEF Forwarded estimates		Current status/ Comments
				Start date	Finish date			METF 2012/13	METF 2013/14	
1.HOSPITAL STAFF ACCOMMODATION										
1.5.Philadelphia Hospital	Health Facility	Staff Accommodation	Elias Motswaledi	Sep2011	Mar 2013	5 645	2 750	2 895		Construction
2.HOSPITAL OPD,CASUALTY,X-RAY,PHARMACY AND GATEWAY CLINIC										
2.4.Philadelphia Hospital	Health Facility	OPD,X-Ray, Casualty & Enabling works	Elias Motswaledi	Jun.2011	May 2013	39 908	31 739	8 169		Construction
3.OHER HOSPITAL DEVELOPMENTS										
3.3.Philadelphia Hospital	Health Facility	Replace Chiller Plant	Elias Motswaledi	Dec 2013	Mar 2014	1 500	0	1 500		Identified
4.NURSING SCHOOLS/ COLLEGE DEVELOPMENTS										
4.2.Philadelphia Nursing School	Health Facility	Painting of Classroom and Students Residences	Elias Motswaledi	Apr 2014	Mar 2017	1 700		0	200	Identified
5.EMS STATIONS										
6. UPGRADING OF CLINICS AND HEALTH CENTERS										
6.7.Moutse	Health Facility	1x5 bedroom	Elias Motswaledi	Dec	Mar	3 300	0	3 300		Identified

East Clinic		staff accommodation		2013	2014					
-------------	--	---------------------	--	------	------	--	--	--	--	--

13.6. DEPARTMENT: OF SOCIAL DEVELOPMENT

Project name	Programme name	Project description/ type of structure	Programme description	Total Budget R'000	MTEF Forward estimates R'000		current status
					MTEF 2013/14	MTEF 2014/15	
Sekhukhune office accommodation	Programme 1	Office accommodation	Administration	13 420	500	11 672	Planning

13.7. DEPARTMENT OF EDUCATION

Project name	Implementing Agent Name	Type of Infrastructure	Project Details	Total Project Budget over multiple financial years	Balance on budget	MTEF 3 2014/15 (R'000)	MTEF 4 2015/16 (R'000)	MTEF 5 2016/17 (R'000)	MTEF 6 2017/18 (R'000)
Asiphumelele Special School	IDT	Upgrade and Additions	Build 10 special clsrms and 10 attached special toilets. Build nutrition centre, medium admin block, fencing, drilling and equip borehole	R 14,053	R 14,053	R 3,000	R 4,000	R 453	
Batau Primary	IDT	Refurbishments and Rehabilitation	Renovate 4 clsrm block. Build nutrition centre.	R 2,688	R 2,688	R 128	R 0	R 0	R 0
Ellias Masango Primary	LDPW	Upgrade and Additions	Build 4 clsrms, nutrition centre. Build Small Admin block	R 6,405	R 6,405	R 3,000	R 1,100	R 305	
Hlogotlou Circuit	LDPW	Maintenance and Repairs	Circuit office	R 4,725	R 4,725	R 0	R 3,000	R 1,500	R 225
Ikhutseng Primary	IDT	Upgrade and Additions	Build 12 classrooms, Nutrition Centre, and Multipurpose Classroom. Renovate Admin Block	R 13,433	R 13,433	R 3,000	R 3,000	R 7,000	R 433

Jacob Sefako Secondary	LDPW	Upgrade and Additions	Build 4 clsrm block, Medium Admin block and Nutrition Centre	R 8,605	R 8,605	R 0	R 3,000	R 5,100	R 505
Jafta Primary (Merging Schools)	IDT	Upgrade and Additions	Build 12 clsrms, Small Admin block, Nutrition Centre, provide fence. Drill and equip borehole	R 14,350	R 14,350	R 3,000	R 3,000	R 6,000	R 350
Kenneth Masekela Primary	IDT	Upgrade and Additions	Build 8 classrooms, and nutrition centre	R 6,407	R 6,407	R 3,000	R 1,000	R 207	
Lekala secondary	LDPW	Upgrade and Additions	Minor renovations to existing 3 x 4 classroom blocks, Build 1 Multipurpose classroom, and Nutrition Centre.	R 6,407	R 6,407	R 3,000	R 1,000	R 207	
Lekometse Primary	IDT	Upgrade and Additions	Build 16 classrooms, Build Small Admin block, Nutrition Centre,	R 13,950	R 13,950	R 3,000	R 3,000	R 5,900	R 2,500
Lesailane Secondary	LDPW	Upgrade and Additions	13/14: Renovate 4 clsrm block. Build 12 classrooms, fencing. 14/15: Build Medium Admin Block, nutrition centre, Computer lab, Science lab, Guard House, Open Walkways, Parking Area and fencing . Demolish 13 existing classrooms , cooking area, and pit toilets.	R 22,010	R 22,010	R 3,000	R 3,000	R 6,000	R 450

Luckau Primary	IDT	Upgrade and Additions	13/14: Build medium admin block. 14/15: Build 8 classrooms, and nutrition centre. Major renovations on all 16 classrooms. Demolishing of 6 classrooms	R 16,433	R 16,433	R 3,000	R 3,000	R 6,000	R 5,000
Mang – le – Mang Secondary	IDT	Maintenance and Repairs	Build 10 clsrms, Nutrition Centre and Medium Admin block. Demolish 9 old and dilapidated clsrms.	R 11,173	R 11,173	R 3,000	R 3,000	R 1,900	R 273
Maserumule High	IDT	Upgrade and Additions	Construction of 16 classrooms, Mid admin, Nutrition Centre, Fencing and Guard house 20 enviroloos, Computer lab and Science lab, open walkways, Parking area. Renovations of 1 x 3 clsrm, 1 x 4 seats Waterborne toilets. Build 5 x 4 seats toilets and 1 x 2 disabled seats toilets. Demolish 15 clsrms, nutrition facilities and existindg toilets.	R 25,984	R 25,984	R 3,000	R 3,575	R 10,725	R 6,438

Matailane Secondary (build School at the new site)	IDT	New Infrastructure	13/14: Build 12 clsrms, 16 envirolloos , fencing, drill and equip borehole . 14/15: Build medium admin block, nutrition centre.	R 16,297	R 16,297	R 2,500	R 3,000	R 6,600	R 397
Matsitsi Primary	IDT	Upgrade and Additions	13/14: Build 5 clsrms . Minor renovations on existing 12 clsrms. 14/15: Build medium admin block., Nutrition Centre	R 12,716	R 12,716	R 3,000	R 3,000	R 2,506	R 310
Moganetswa primary	LDPW	Refurbishments and Rehabilitation	Build 9 clsrms, 1x multipurpose clsrm, nutrition centre. Demolish 6 clsrms.	R 9,240	R 9,240	R 0	R 3,000	R 5,800	R 440
Mothibedi Combined	IDT	Upgrade and Additions	Upgrade all school facilities for Minimum functionality	R 8,400	R 8,400	R 0	R 4,000	R 4,000	R 400
Motjedi High	IDT	Upgrade and Additions	Build 8 clsrms, build 2x multipurpose classrooms; nutrition centre; Renovate existing 4 clsrm block	R 9,975	R 9,975	R 3,000	R 3,500	R 475	

Mphage Secondary	IDT	Upgrade and Additions	13/14: Build 8 classrooms, Minor renovations on the existing 8 classrooms. provide fencing. 14/15: small admin block and Nutrition Centre	R 14,248	R 14,248	R 3,000	R 3,650	R 3,650	R 348
Njinga Sindane Primary	IDT	Upgrade and Additions	Upgrade all school facilities for Minimum functionality	R 8,400	R 8,400	R 0	R 4,000	R 4,000	R 400
OR Tambo Comprehensive High	IDT	Upgrade and Additions	Renovations to existing Civil, Mechanical and Electrical Workshops	R 5,002	R 5,002	R 0	R 0		
Rantobeng Secondary	IDT	Upgrade and Additions	Build 10 classrooms, Nutrition Centre. Replace the roofs and floors of 2 x 3 classroom blocks and do general renovations. Replace the floors of the Science and Computer labs combo, and renovate. Refurbish existing borehole and reticulate water to the Admin block.	R 16,092	R 16,092	R 3,000	R 4,000	R 6,700	R 392
Reitumetse secondary	IDT	Maintenance and Repairs	Build 4 enviroloos for Educators						

Segolola Secondary	IDT	Refurbishments and Rehabilitation	Replace roofs of 4 x 4 blocks and do general renovations.						
Sekwati Secondary (Created by splitting Sango Primary)	IDT	New Infrastructure	Build 10 classrooms, 16 enviroloos, Small admin, Nutrition centre. Provide fencing, drill and equip borehole.	R 12,193	R 12,193	R 3,000	R 4,000	R 4,800	R 393
ST Paul Secondary	IDT	Upgrade and Additions	14/15: Build 10 clsrms, Medium admin, Science and Life Science lab. Combo, Library and Computer lab Combo. Demolish existing admin block. Renovate all existing structures	R 23,460	R 23,460	R 3,000	R 4,000	R 8,000	R 6,600
Tagane Primary	IDT	Upgrade and Additions	Upgrade all school facilities for Minimum functionality	R 8,400	R 8,400	R 0	R 4,000	R 4,000	R 400
Tjetje Technical High School	IDT	Upgrade and Additions	13/14: Build 8 clsrms and renovate 3 x 5 classroom block 14/15: Build science lab and computer lab . Build Medium admin block and Nutrition Centre . Demolish 3 x 3 clsrm block	R 20,400	R 20,400	R 3,000	R 4,000	R 5,000	R 4,600

Tjetje Technical High School	IDT	Upgrade and Additions	Construction of New Civil, Mechanical and Electrical Workshops	R 5,027	R 5,027	R 0			
Yigugulethu Primary	IDT	Upgrade and Additions	Build 10 clsrms, Nutrition Centre, Small Admin,	R 10,080	R 10,080	R 3,000	R 2,800	R 480	

DEPARTMENT OF PUBLIC WORKS

EDUCATION

No	Project name	Programme name	District Municipality	Local Municipality	Budget
Sekhukhune District planned projects					
Department of Education Projects					
1	ELIAS MASANGO PRIMARY	New, Upgrades, Additions and Rehabilitation of Schools Programme	Sekhukhune	Elias Motsoaledi	R 7 290 688
2	Lekala Secondary		Sekhukhune	Elias Motsoaledi	R 10 442 740
17	ELIAS MASANGO PRIMARY	New, Upgrades, Additions and Rehabilitation of Schools Programme	Sekhukhune	Elias Motsoaledi	R 7 290 688
18	Lekala Secondary		Sekhukhune	Elias Motsoaledi	R 10 442 740
Department of Public Works Projects					
Department of Sports, Arts and Culture Projects					
Department of Agriculture Projects					

LIBRARIES

PROJECT NAME	PROGRAM ME NAME	PROJECT DESCRIPTION/TYPE OF STRUCTURE	PROGRAMME DESCRIPTION	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	PROJECT/PROGRAMME DURATION		TOTAL BUDGET	EXPENDITURE TO DATE	MTEF FORWARD ESTIMATES			STATUS
						DATE START	DATE FINISH			2013/2014	2014 / 2015	2015 /2016	
1.	NEW LIBRARIES												
2.	MAINTANANCE OF LIBRARIES												
2.1	Library and Archives Services	Maintenance of Groblersdal Library		Sekhukhune DM	Elias Motsoaledi	2016	2016		R0,00	R250,000	R0.00		

13.8. LIMPOPODEPARTMENT OF AGRICULTURE Infrastructure proposed projects for 2013/14

Project names	Project description	Estimated budget
Matabane	Tunnels	1,500,000
Malete	Upgrade of Piggery structure	506,000
Mpshe Egg- laying project	Construction of poultry house and accessories	250,000
Beutitute ECPH	Construction of ECPH	6,000,000
Thulane Dairy	Completion of layer units	300,000
Hereford Bulk water supply	Bulk water system upgrade	8,000,000
Planning & Design Fees	Planning and design of schemes for future projects	10,000,000
Construction supervision	Construction Supervision for projects under implementation	5,000,000

13.9. COGHSTA: HOUSING PROJECTS

DEVELOPMENT AREAS 2013/2014 FINANCIAL YEAR										
SEKHUKHUNE DISTRICT MUNICIPALITY						Total expenditure		MTEF Estimates		Current Status
2013 / 14		WARD	VILLAGE (AREA)	SUBSIDY PROGRAMME	Beneficiaries/ Houses			R'000	R'001	
	2013/2014	8	Elandsdoorn "A"	Rural	60	31/03/14	None			New project
			Elandsdoorn "B"	Rural	60	31/03/14	None			New project

			Uitspanning "A"	Rural	30	31/03/14	None			New project
			Sempupuru	Rural	0	31/03/14	None			New project
		9	Tambo	Rural	0	31/03/14	None			New project
			Elandsdoorn "E"	Rural	0	31/03/14	None			New project
			Phooko D3	Rural	30	31/03/14	None			New project
			Phooko	Rural	30	31/03/14	None			New project
			Part of Ngolovane	Rural	30	31/03/14	None			New project
		10	Ntwane	Rural	30	31/03/14	None			New project
			Dithabaneng	Rural	30	31/03/14	None			New project
		11	Elandsdoorn T/S	Rural	0	31/03/14	None			New project
			Phooko (small)	Rural	30	31/03/14	None			New project
			Jabulani	Rural	30	31/03/14	None			New project
			Part of 5 Morgan	Rural	30	31/03/14	None			New project
			Taiwan & Molala	Rural	20	31/03/14	None			New project
			Naganeng	Rural	20	31/03/14	None			New project
		14	Matlalalehwelere	Rural	20	31/03/14	None			New project
			Bloempoort	Rural	30	31/03/14	None			New project
			Masakaneng	Rural	30	31/03/14	None			New project
			Masoing	Rural	20	31/03/14	None			New project
		15	Holneck	Rural	20	31/03/14	None			New project
			Vlaklaagte	Rural	19	31/03/14	None			New project
			Maraganeng	Rural	15	31/03/14	None			New project
			Keerom 1 & 2	Rural	16	31/03/14	None			New project
TOTAL					600		None			

13.10. LANDCARE PROJECT

2013/14 -14/15

CONDITIONAL GRANT

PROJECT NAMES	MUNICIPALITIES	PROJECT DESCRIPTION	ESTIMATED BUDGET
Moutse East	Elias Motsoaledi	Veld management	R 800,000.00

13.14. PROJECTS BY THE NATIONAL DEPARTMENT OF ENVIRONMENTAL AFFAIRS

PROJECT NAME	PROJECT DESCRIPTION	AMOUNT
Control f bush enroachment	Conservation of biodiversity	R10, 000,000
Soil conservation	Conservation of biodiversity	R20,000,000
Wetland conservation	The aim of the project is to conserve a wetland area by fencing the area, reclaim portions of the wetland, construct soil conservation structures and pilot communal projects related to the wetland	R20,000,000
Construction of Landfill site	Construction of Groblersdal Landfill site & Hlogotlou Transfer Station	R 20 000 000
	TOTAL	R70,000,000

13.15. LEDET MUNICIPALITY PROJECTS AND PROGRAMS FOR THE 2012/13 -14/15 FINANCIAL YEAR

1. LEDET

Project /Programme name	Project / Programme description	Local municipality/ District	Total budget	MTEF forward estimates		
				2013/14	2014/15	2015/16
Implementation Limpopo Business Registration Act	Capacitate municipalities	Local municipality	139 000	139 000		
Biodiversity scientific support services on biodiversity management	Provide scientific support services on biodiversity management	Sekhukhune	500 000	500 000	500 000	500 000
Safety Monitors	Training and placement of 50 Tourism Safety Monitors at strategic places for Tourism purposes	Sekhukhune District Municipality	R19 m NDT funding the Project for Provinces.	R19 m		

**Department : ECONOMIC DEVELOPMENT ,ENVIRONMENT AND TOURISM
Sekhukhune**

Project name	Program name	Project description/ type of structure	Municipality	Project duration		Total budget	Expenditure to date	MTEF forwarded estimates			Current status
				Start date	Finish date			MTEF 2012/13	MTEF 2013/14	MTEF 2014/15	
	Tourism Transformation and Community Empowerment.	Capacity building on Food Safety Assurer ,Service Excellence and BEE compliance. Community empowerment and Awareness on schools programs, Career Expo, Tourism Safety. SMME empowerment	All municipalities in the province	April 2014	March 2015						Learners to be trained as food assurer recruited from FET colleges. Two workshops for SMME on Service Excellence conducted. Career Expo and SMME Exhibition and Marketing to be conducted during Marula Festival.

		which include Exhibition and Marketing eg Marula Festival.								
	Research and knowledge management	Measuring the economic impact of tourism on the economy of the province also taking into consideration the impact of events and festivals.	All municipalities in the province.	April 2014	March 2015					HSRC has been commissioned to conduct the study and provincial quarterly meetings are being held to report on the progress.
	Regulate tourist guides ,amenities and services.	Conduct awareness campaigns to product owners and facilities on illegal guiding practices. Updating the data base of	All municipalities in the province.	April 2014	March 2015					The Tourism ACT in place and the Registration Regulation finalized for implementation.

		tourism amenities and facilities.								
Mantrom pi nature reserve.	Monitor permit operation	Game viewing, fishing, water sports and campsite	Elias Motswale di Local municipality	April 2014	March 2015	LTA budget				Operational.
	Tree planting	planting of trees to support Greening Limpopo	All municipal areas		September 2014	R170 000				Trees identified
	Greenest Municipality Competition	Assist municipalities to implement Green economy plan	All municipalities	August 2014	October 2014	R50 000				2014 /2015 plan developed
	Environmental Awareness	Run awareness campaigns and capacity building programmes.	All municipal areas	May 2014	Feb 2015	R500 000				5 awareness days identified to be celebrated
integrated waste management	working on waste	development of Groblersdaal	Elias Motswale di	2014	2015	R 20 000 000		planning phase		

ment Manage ment		landfill site and Hlogotlou transfer station								
Climate change	sustainabl e resources use	support municipalities to implement climate change toolkit	All municipal ities	2014	2015					planning phase
Youth in waste jobs	working on waste	appoint youth to support municipalities to implement waste management programmes	All municipal ities	2014	2015					adverts of posts out and project advisory committee formed

Economic Development Environment and Tourism

Department : Economic Development Environment and Tourism Branch Environment : Mopani District										
Project name	Programme name	Project description/ type of structure	Municipality	Project duration		Total budget	Expenditure to date	MTEF forwarded estimates		Current status
				Start date	Finish date			MTEF 2012/13	MTEF2013 /14	
	Greenest Municipality Competition	Assessment of the performance of municipality in line with Green Economy requirements	All local Municipalities	July 2014	October 2014	R50 000	R600 000	R600 000	R600 000	All funds paid to the winning municipalities in 2013/14 circle.
	Environmental Awareness and Capacity building	A programme designed to empower communities and various organisations with information and skills through awareness campaigns and workshops	All municipal areas	Feb- 2014	December 2014	R600 000	R500 000		R600 000	15 awareness campaigns conducted, 20 workshops conducted in 2013 with indicators of issues to be attended to in 2014/15
	Tree planting	Planting of indigenous trees to promote greening in	All municipalities	August 2014	September 2015	R170 000				planning phase for 2014/15

		communities.							
	Limpopo youth jobs in waste	support municipalities to implement waste management programmes	All municipalities			R36 444 800			advertisements already out and project advisory committees formed
	climate change	support municipalities to implement climate change toolkit	All municipalities	2014	2015				planning phase

13.16. Limpopo Economic Development Agency (LEDA)

Project / Programme name	Project / Programme description	Local municipality/ District	Total budget	MTEF forward estimates		
				2013/14	2014/15	2015/16
Approve 145 home loans @ R300 000k per home loan Job Creation Job maintenance	Grant loans to the value of R43.5m Create 870 jobs Maintain 2175 jobs	All the District Municipalities	R150m	R43.5m R55,2m	R50,8m	

Project /Programme name	Project / Programme description	Local municipality/ District	Total budget	MTEF forward estimates		
				2013/14	2014/15	2015/16
Khumong Chrome (Maandagshoek 5)	Chrome bankable feasibility study	Sekhukhune	4 500 m		1 500 m	2 000 m
Sefateng Chrome (Zwaartkoppies)	Chrome bulk sampling and feasibility study	Sekhukhune	500m	15 m	20 m	75 m
Tshepong Chrome(Twyefelaar)	Chrome bankable feasibility study	Sekhukhune	50m			1 m
PGM at ASA Metals	PGM dumps retreatment	Sekhukhune	50 m	20 m	30 m	
Public passenger Transport	Providing public transportation to commuters	All districts in Limpopo	R584m	R680m R806m		R749m

13.17. Limpopo Tourism Authority (LTA)

Project / Programme name	Project / Programme description	Local municipality/ District	Total budget	MTEF forward estimates		
				2013/14	2014/15	2015/16
10 Prioritized Infrastructure Development for Provincial Nature Reserves (Lekgalameetse , Makuya, Doorndraai Dam, N’wanedi , Nylsvley, Rust De Winter, D’nyala, Letaba Ranch, Makapan Valley World Heritage Site, Schuinsdraai Dam or Blouberg.)	LTA to implement Reserves infrastructure Programme to maintain, upgrade and develop infrastructure on prioritized Provincial Nature Reserves as per attached Project Plan,	The whole Province	R60 m			

TREASURY DEPARTMENT

Project Name	Type of Infrastructure		Project duration		Source of funding	Budget Programme name	Targeted number of jobs for 2014/154	EPWP budget for the current financial year	Total project cost	Expenditure to date from previous year	Total available	MTEF Forward Estimates	
	Structure	Number s/squa	Date: Start	Date: Finish							2014/15	MTEF 2015/16	MTEF 2016/17
Roosekaal	Library		2014 Apr	2015Mar	ND. Arts and Culture	Library and Archives			250		250		
Vlakfontein	Library		2015 Apr	2016Mar	ND. Arts and Culture	Library and Archives			250			250	250
Groblersdal	Office Accommodation		Apr 17	Jun 18	Equitable share	Programme 1	0		13420				
Sephaku	Satellite Office		Apr 17	Jun 18	Equitable share	Programme 1	0		2223				
Housing	Houses		Apr 2014	Mar 2015							232979	229650	24119837
Household Routine at EMLM	Road -Tarred		01/04/14	31/03/15	Provincial Roads	5	600		15461	0	13032	15932	14595
Groblersdal to Stoffberg(p51/3)	Road tarred		01/04/14	31/03/15	Provincial Roads	2	0		30000	0	0	15000	15000
Philadelphia Hospital to Marble Hall(D1948P)	Road –Tarred		01/04/14	31/03/15	Provincial Roads Maintenance Grant	2			35000	0	15000		
Stoffberg to Mapoghs Mine	Road-Tarred		01/04/14	31/03/15	Provincial Roads	2	0		38063	0	0	19000	19063

(P 169/1)			Maintenance grant							
Roosenekal to Mpumalanga Boarder(P171/1)	Road - Tarred	01/04/14 31/03/15	Provincial Roads maintenance grant	2	30		41500	0	11500	15000 15000
R555 (P169/1) Maintenance of road R555 (P169/2) from Stoffberg to Steelpoort to Burgersfort (phase 2)	Road – Tarred	01/04/14 31/03/15	Provincial Roads maintenance grant	2	40		30337		20000	10337
Installation of road signs- Sekhukhune District	Road- Tarred	01/04/14 31/03/15	Provincial roads maintenance grant	2	20		38910	0	3920	1500 33490
Philadelphia Nursing School	Painting of Classrooms and Student	Jan 2014 March -17	Nursing Colleges and School Grants	Programme 8			1000		200	800
Philadelphia Hospital	Replace Chiller plant	Apr -13 March -14	Health infrastructure grants	Programme 8			1500			
Philadelphia hospital	Philadelphia OPD,X-Ray,Casualty	June 2011 May 2013	Health Revitalisation Grant	Programme 8			39908	31739		
Moutse East Clinic	1 x 5 bedroom staff accommodation	Sep 2013 Marc 2014	Health Infrastructure grant	Program 8			3300		3300	

Philadelphia Hospital	Hospital staff accommodation (10 single)	Sep -11 Mar -13	Health Revitalisation Grant	Program 8			5645	2750		
Sterkfontein Clinic	Relocate Clinic to a new site medium		Health infrastructure grant	Programme 8						
Vlakfontein Clinic	New Clinic	May -11 Sep 13	Health infrastructure grant	Programme 8						

13.18. PROJECTS BY THE PRIVATE SECTOR

Mapochs Corporate Social Investment

Project	Amount
Hydroponic and Agicultural project (11 beneficiaries)	Not stated
Project restore (15 youth beneficiaries)	Not stated
HIV and Me	Not stated
ABET (20 beneficiaries)	Not stated
Housing projects (17 households)	Not stated
Community Trust	R1,5 m
Mapoch's recreational club	Not stated
Social Investment Projects	Not stated
Local Contractors Empowerment	Not stated
Donations to local communities	Not stated

. INTEGRATION PHASE

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

14.1.KPA 1: SPATIAL RATIONALE

Sector Plan/ By-laws	Description summary
Spatial Development Framework (SDF), 2007	<p>The purpose of a Spatial Development Framework is to provide general direction to guide Integrated Development Planning and decision-making as well as actions over a multi-year period, and to create a strategic framework for the formulation of an appropriate land use management system.</p> <p>The compilation of a Spatial Development Framework was identified as an important Land Use Management tool that is aligned to the District SDF, LEGDP, PSDF and NSDP.. The SDF addresses the most prevalent spatial needs in the municipal area will be addressed. It incorporates a spatial settlement strategy that promotes mixed land use and enhances service delivery. In addition, the SDF clearly outlines the current situation, as well as the desired form and composition of the municipal settlement development by addressing:</p> <ul style="list-style-type: none"> • Current trends regarding development and service provision, • Capital investment programmes/priority areas, • Strategic Development Areas, • Policy direction and objectives, • Sustainable rural development, • Urban development boundary, • Movement, • Nodal development, • Density/settlements, • Environmental management guidelines, and • Optimal location for Multi-Purpose Community Development Centres (MPCCs) where a range of social and economic services and facilities should be concentrated. <p>The SDF seeks to inform the decisions of development</p>

	tribunals and other decision-making bodies, as well as create a framework for investor confidence.
Town Planning Scheme	The plan provides guidelines on conditions to be imposed regarding the payment contributions for the Provision of services, open spaces and Parks as envisaged in Section 20(2) (c) of the Town Planning and Township Ordinance,1986 (Ordinance 15 of 1986)
Land use management scheme	The then DPLGH(Department of Local Government and Housing currently known as COGHSTA appointed consultants to develop LUMS for the Municipality. There is a draft land use management in place.
Precinct Development Plan for Groblersdal town	<p>The plan focuses on Groblersdal town in particular the primary business and agricultural nodes. It engulfs development in an integrated manner.. It aims to optimally deal with the following functions</p> <ul style="list-style-type: none"> • Spatial development issues (environment, land use, built form, public space, transport and service infrastructure) • Social development issues • Economic development issues as well as • Institutional mechanisms that could be applied in implementing the planning proposal <p>It is guiding tool for both public and private sector decision making and investment in the area.</p>

14.2. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Sector Plan	Description summary
Refuse Removal by-law	The purpose of the by-law is to promote a safe and healthy environment to the residents of EMLM and also to provide procedures ,methods and practices to regulate the refuse dumping and removal
Waste by-law	The by-law covers issues around waste management information system, basic services , commercial services, transportation and disposal Waste. It also contains information regarding the administrative enforcement.
Electricity by-law	The electricity supply by-law was approved by council in terms of the Municipal Systems Act 32 of 2000. It provides conditions and also regulates supply of electricity in the municipal licensed areas (Groblersdal and Rossenekaal). Other areas of the municipality are supplied by ESKOM.
Electricity Master Plan	The municipality developed the electricity master plan for both rural areas and towns. The plan is aimed at ensuring electrification of municipal rural areas as well as farm areas.

Sector Plan	Description summary
Environmental Management Plan	<p>The municipality has developed draft environmental Management Plan as per the requirements of the legislation. ¹The National Environmental Management Act (NEMA), (Act No. 107 of 1998) defines sustainable development as “the integration of social, economic and environmental factors into planning, implementation and decision-making so as to ensure the development serves present and future generations The main objectives is to:</p> <ul style="list-style-type: none"> • Identify environmental impacts, issues, risks and threats within the EMLM. • Develop measures and strategies to minimize, mitigate and manage these impacts, risks and threats. <p>The EMLM is committed to responsible environmental stewardship and sustainable development through an effective, appropriate resourced and harmonized institutional framework that:</p> <ul style="list-style-type: none"> • Integrates environmental consideration into planning and development; • Undertakes all activities in a sustainable manner to prevent minimize and mitigate negative environmental impacts and enhance positive impacts; • Remedies impacts on the environment that were caused through previous activities; • Promotes environmental awareness in communities; • Ensures accountability is taken for environmental degradation through monitoring and enforcement of all applicable legislation and other requirements.
Integrated Waste Management Plan	<p>The draft integrated waste management plan was developed in 2009 as required by the National Environmental Waste Act of 2008 coupled with the National Environmental Management Act (NEMA). The Plan encapsulate environmental issues ranging from climate and topography,</p>

Sector Plan	Description summary
	waste surveys waste collection etc.
Local Integrated Transport Plan	<p>The developmental role of transport is immense. The economic development of the EMLM is dependent on a number of factors, including transport. Transport is one of the essential elements capable of promoting economic growth and development.</p> <p>There is a huge problem of providing access to transport services and roads in most of the rural areas, including Groblersdal.</p> <p>One of the major roles of the EMLM is to establish a viable and appropriate transportation system in the EMLM area that would support the Local Economic Development (LED) objectives of the EMLM as a whole. The provision of accessible, affordable and acceptable local transport can therefore make a very important improvement in the quality of life for these people. It would therefore take an effective and efficient public passenger transport system to get people to access those social amenities of life such as education, health, recreation, etc.</p>
Infrastructure Road Master Plan	The Plan indicates key strategic roads in the municipality including other National and Provincial roads that links with the municipality. It outlines state of all the roads and also infrastructural requirements that the municipality could implement in order to create better, accessible and well serviced road infrastructure.
Water and sanitation sector Plan	This sector was developed in 2010 when the water function was still performed by the municipality. currently , SDM is the water authority.
Pavement management system	Indicates priority roads that need to be upgraded. It provides various routes, their locations and number. Provincial and national roads are specified.
Roads and storm water infrastructure services (asset management Plan)	<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

Sector Plan	Description summary
	<p>achieved over a 20 year period as well as the expected changes in demand due to planned growth.</p> <ul style="list-style-type: none"> • The life-cycle management needs of the infrastructure (development , renewal, operations and maintenance • Identify infrastructure asset management improvement needs

Sector Plan/ By-laws	Description summary
Disaster Management Framework	<p>The municipality developed a Disaster Management framework in 2006.. The Plan is currently under review</p> <p>The development of the framework will be in line with the district disaster management.</p>
Parking area by-law	<p>The by-law entails parking conditions including various miscellaneous such as :</p> <ul style="list-style-type: none"> • Damage to vehicles • Responsibility for offence • Authorized persons • Obstructions • Abandoned vehicles • Refusal of admission
Management , maintenance and control of taxi rank facilities by-law	<p>Council approved the by-law in 2007. The purpose of the by-law is to control and manage taxi industry including facilities as per the road traffic regulations Act (National Road Traffic Act of 1996). Licensing of vehicles is being regulated including the following:</p> <ul style="list-style-type: none"> • Transfer of licenses • Maintenance and displaying of stand license and identification • Payment of license fees <p>Part three of the by-law provides terms of establishing transport forum and the roles of that forum.</p>
HIV/AIDS Policy	The policy was developed to ensure that employees are

	treated equally and fairly irrespective of whether they are affected by HIV/AIDS or any other life-threatening diseases at the workplace.
Building regulations by-law	The by-law has been developed as per the requirements of National Building Regulations and Building standards Act 103 of 1977. The purpose the by-law is to provide for the promotion of uniformity in the law relating to the erection of buildings in the municipal jurisdiction.

14.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

Sector Plan	Description summary
Street vending by-laws	The by-law 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 by-law	Tourism development in one of the functions of the municipality. The policy has been developed to facilitate establishment of, and maintain local tourism. The institution is also expected to give support to tourism initiatives.
LED Strategy	<p>The municipality developed the Strategy in 2007. The strategy is structured to guide economic activities within the Elias Motsoaledi Local Municipality, including District wide economic imperatives,</p> <p>The strategy provides an indication of Potential economic growth points and also gives an overview of how the municipality can improve its economy particularly within the agriculture, tourism and mining sectors</p> <p>The strategy needs to be reviewed in order to align to the new growth path, LEGDP and NSDP</p>

14.4. KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Sector plan/ policies	Description summary
Communication Strategy	<p>The institution reviews its communication strategy on annual basis. The strategy is based on the following Communication Mandates:</p> <ul style="list-style-type: none"> - The National GCIS framework - The Constitution of the Republic of South Africa, 1996 - The State of the Nation Address 2009 (SONA). - State of the Province Address 2009 (SOPA) - State of the District Address 2009 (SODA) - SALGA resolutions on Communications Conference 2006. - Municipality Systems Act of 2000 on Public Participation - Limpopo Economic Growth and Development Plan <p>All other regulations, policies, acts that demand for more commitment on communicating government activities to the citizenry.</p> <p>2. Objectives</p> <p>2.1 To enhance communication between Elias Motsoaledi Local Municipality and its stakeholders – Internal and External.</p> <p>2.2 To enhance coordination of communication activities between the National, Provincial, Local government and the parastatals.</p> <p>2.3 To encourage public participation through the empowerment of communities with information.</p> <p>2.4 To promote indigenous languages that represents and appreciates diversity in our Municipality.</p> <p>2.5 To project the positive image of the municipality locally, provincially, nationally and internationally.</p>

Sector plan/ policies	Description summary
	<p>2.6 To forge links with the media houses.</p> <p>2.7 To develop and maintain correct public perceptions and build community's trust on Municipality's programmes.</p> <p>2.8 To effectively communicate democratic Government achievements, challenges and interventions.</p> <p>2.9 To intensify the struggle against poverty by implementing development communication and information to the communities.</p>
Audit charter	The internal audit charter and audit committee charter are available. The municipality is in a process of appointing both internal auditors and also audit committee.
Ward committees policy	The policy outlines roles functions of ward committees and also gives a guide on how ward committees are established. It further indicate the role communities in the establishment of this committees.
Ward committee system	Systems to manage and control ard committees has been developed. The office of the speaker is allocated with a function to monitor and develop programmes that ward committies will implement at ward level. The committees communicate through the ward coucillor in case they've issues to raise with the municipality
Anti- corruption and fraud strategy/Plan	<p>The policy is developed to govern the reporting investigation and handling of fraud and other crimes of dishonesty. The municipality is committed in ensuring that fraud and corruption are dealt with severely. The policy is therefore based on the following priciples:</p> <ul style="list-style-type: none"> • To have high standard of business ethics • Maintain business control to protect all assets from crime and fraud.
Risk management Plan	The municipality is the process of the developing the risk management Plan

14.5. KPA 5. 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.
Revenue enhancements strategy	The strategy gives strategic ways and means that the institution could implement in ensuring that the revenue capacity is enhanced and the municipality remains sustainable.
Credit and debt control by-law	<p>There are nine chapters in this by-law that covers services to customers of the municipality. Amongst others the by-law speaks to the following:</p> <ul style="list-style-type: none"> • Assessment rates • Service to indigent customers • Emergencies • Unauthorized services and • offences
Draft rates by -law	The by-law was developed to ensure that all properties within EMLM particularly in towns are rated according to their services. It further indicates categories of properties and how rating should be effected.
\Investment Policy	<p>In terms of the Municipal Finance Management Act, Act 56 of 2003, Section 13(2) and the draft municipal investment regulations: “Each Municipal Council and Governing Body shall adopt by resolution an Investment Policy regarding the investment of its money not immediately required.</p> <p>Investments of the Municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the Municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds. The preservation of principal</p>

Sector Plan	Description summary
	<p>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"> a) Adhere to written procedures and policy guidelines. b) Exercise due diligence. c) Prepare all reports timeously. d) Exercise strict compliance with all legislation. <p>The Municipality shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the Municipality will not directly invest in securities maturing more than two years from the date of issue.</p>
Asset management policy	<p>The objective of the Asset Management Policy is to prescribe the accounting and administrative policies and procedures relating to Property, Plant & Equipment (PPE), which are fixed assets of Elias Motsoaledi Local Municipality.</p> <p>A summary of the Principles supported in this policy are:</p> <p>A fixed asset shall mean an asset, either movable or 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,</p>

Sector Plan	Description summary
	<p>over a period extending beyond 12 months.</p> <ul style="list-style-type: none"> • The fixed asset register shall comply with the requirements of Generally Recognized Accounting Practice (GRAP) and any other accounting requirements, which may be prescribed. • Fixed assets are classified under the following headings: <ul style="list-style-type: none"> ➤ Land ➤ Infrastructure Assets ➤ Community Assets ➤ Heritage Assets ➤ Investment Properties ➤ Other Assets ➤ Intangible Assets • PPE is carried at cost less accumulated depreciation and any impairment losses, except for land and buildings which are revalued. Heritage assets, which are culturally significant resources and which are shown at cost, are not depreciated due to the uncertainty regarding their estimated useful lives. Similarly, land is not depreciated as it is deemed to have an indefinite life. • Subsequent expenditure relating to property, plant and equipment is capitalized if it is probable the future economic benefits or potential service delivery of the asset are enhanced in excess of the originally assessed standard of performance. If expenditure only restores the originally assessed standard of performance, then it is regarded as repairs and maintenance and is expensed. The enhancement of an existing asset so that its use is expanded or the further development of an asset so that its original life is extended is examples of subsequent expenditure which are capitalized. • 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.

Sector Plan	Description summary
Supply chain management system/ policy	<p>Section 11 of the Local Government Finance Management Act (MFMA) requires municipalities to develop and implement a Supply Chain Management Policy. The principle objective of the legislation has been to comply with Section 217 of the Constitution, which among other things states that when contracting for goods and services the system must be fair, equitable, transparent, competitive and cost effective.</p> <p>Supply Chain Management (SCM) generally refers to the management of activities along the supply chain.</p> <p>The MFMA and its relevant regulations also identify processes/mechanisms which must be included in a SCM Policy.</p> <p>The Supply Chain Management System is applicable for the:</p> <p>Procurement by the Municipality of all goods and services or works;</p> <ul style="list-style-type: none"> • Selection of contractors to provide assistance in the provision of municipal services; • Selection of external mechanisms for the provision of municipal services in circumstances contemplated in Section 83 of the Local Municipal Systems Act; • Disposal of assets or goods no longer required; • Letting or sale of Municipal property. <p>Elias Motsoaledi Local Municipality Supply Chain Management Policy was last reviewed on 16 November 2011. It is currently again under review and will be tabled to Council for adoption in May 2012</p> <p>The specific objective of the SCM Unit is to ensure effective, efficient and transparent SCM systems, complemented by a strategy of coordinating and implementing comprehensive demand management plans as per the approved budget.</p> <ul style="list-style-type: none"> ➤ Audit action plan ➤ Financial plan ➤ Debt management plan

Sector Plan	Description summary
	➤ Audit committee appointed.

14.6. KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Sector Plans/ Policies and by-laws	Description summary
Human Resource strategy	<p>The municipality's HR strategy is central to the delivery of the strategic objectives and would facilitate the core strategy of the municipality. The HR strategy suggest that the municipality invest in humanresource development (HRD) and performance</p> <p>HRD is the framework that focuses on the Municipality's competencies at the first stage, training and then then developing the employees.through education to satisfy municipality,s needs.</p>
Employment equity plan	<p>The employment equity policy is developed to promote equal opportunity, diversity and fair treatment in employment through the elimination of unfair discrimination regardless of race, gender, sex, pregnancy marital status, family responsibility, ethnic or social origin, colour etc.</p> <p>Objectives of the Plan</p> <ul style="list-style-type: none"> ➤ The establishment and maintenance of workforce ➤ Equal access to job opportunities ➤ To identify barriers to employment
Performance management framework	<p>The PMS framework is developed to guide and monitor performance of the municipality. Currently, the framework is applied only at senior officials (section 57 managers. The framework is currently under review to be cascaded to officials at lower levels</p>
Succession Plan	<p>The municipality does not have a succession plan. The Municipality is currently in a process to develop the plan.</p>
Institutional plans	<p>The municipality developed policies that will ensure that institutional challenges identified in the analysis phase on human resource management. Amongst other policies, the municipality developed the following that will ensure stable and smooth running of the municipality'</p> <ul style="list-style-type: none"> • Staff retention policy • Employment equity plan • Recruitment ,selection and appointment policy • Succession Planning and career path Policy
Municipal Development Plan	<p>The municipality will develop the municipal Development plan</p>

vision 2030	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.
Mayor bursaries policy	The policy is developed to assist learners who intent to persue their studies at tertiary institutions. It further stipulates criterion on how applications should be done. There are processes in place that guides selection of suitable candidates.
Employee assistance programme	<p>The Municipality is concerned with the health, safety, and welfare and job satisfaction of its employees.</p> <p>It is recognized that most human problems can be treated or resolved provided that each is identified in its early stages. This is true whether the problem is one of physical illness, mental or emotional stress, marital or family conflicts, chemical dependency, financial problems or other concerns. These are serious problems, which may have a profound impact upon the lives of those employees affected, their families, fellow employees and their job performance.</p> <p>The intent of the EAP is therefore to ensure the well being of the employee and appropriate job performance, not the termination of employment.</p>
Work skills plan	The municipality develops the WSP on annual basis. The purpose of the plan is to capacitate employees on skills they require to better perform their duties. A skill audit is done to identify scare skills that the institution need for its development and sustainability.
Occupational health and safety policy	The policy has been developed based on the provisions of the bill of rights as contained in the constitution of the Republic of South Africa Act 108 of 1996. The municipality is required to provide and maintain a reasonable and practical work environment that is safe and without risk to the health of the employees.

ANNEXURES

1. MUNICIPAL ORGANISATIOONAL STRUCTURE

i