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**ELIAS MOTSOALEDI LOCAL MUNICIPALITY**

**DRAFT INTEGRATED DEVELOPMENT PLAN 2017-2018 FINANCIAL YEAR**

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## ABBREVIATIONS

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

## VISION / MISSION AND VALUES

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

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

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

Vision

**"The agro-economical and ecotourism heartland"**

Mission

A mission statement reflects the way in which the municipality will conduct their everyday tasks. It describes the purpose of the municipality and the areas to focus on in order to achieve its vision. The mission addresses the objects of government as stipulated in Section 152 of the Constitution: Democratic and accountable governance, sustainable services, social and economic development, safe and healthy environment and encouraged community involvement<sup>1</sup>.

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

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

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

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

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

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

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



## FOREWORD BY THE HONOURABLE MAYOR

The 2017-2018 IDP review mark the first review after the council has approved a five year developmental plan during the 2016-2017 planning cycle. The IDP serves as a strategic document of the municipality. As the sphere of government closest to the people, municipalities have a particular responsibility to achieve delivery of basic services through various programmes such as roads and storm water, waste management, electrification, job creation through LED, fight poverty as well as financial sustainability.

It is against this background that the municipality is embarking on a process to review the current IDP for 2017 - 2018 to achieve these outcomes. The development of various sector plans and strategies represented the first step in broadening the long term planning horizon and to position the municipality in order to maximize the efficiency, effectiveness and impact of the municipality.

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

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

The municipality has in the previous years embarked in various development projects that include the upgrading of roads and construction of storm water drainage that will contribute in the road infrastructure development. 1122 job opportunities have been created targeting the unemployed youth and women through the CWP Programme whereas the EPWP has created 239 jobs. The EPWP programme is categorise in to the following sub-programmes: IG (incentive grant) Infrastructure, Youth in waste jobs, EMLM waste management, and IG adopt sport.

We acknowledge the work of the Municipal Manager, Senior administration, IDP unit team, in developing a strategic integrated development plan that is aligned to our budget , service delivery implementation and monitoring and evaluation processes. The development of the 2017-2018 IDP will assist the municipality in ensuring that the long term vision and outcome is achieved.

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

**Cllr Julia Lata Mathebe**  
**Mayor**

# CHAPTER 1

## 1. EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER

### 1.1. BACKGROUND

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

The current IDP is an annual document which is the first review to assess and re-evaluate the municipality's development priorities and challenges and to accommodate new developments in the local governance processes. This document encapsulates the completed processes as part of the review of the IDP 2017 to 2018 for the Elias Motsoaledi Local Municipality.

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

# CHAPTER 2

## 2. IDP REVIEW PROCESS

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

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

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

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

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

- Constitution of the Republic of South Africa
- Sustainable Development Goals
- National Development Plan – Vision for 2030
- National Government's Outcome 9
- Limpopo Employment Growth and Development Plan 2009-2014 (LEGDP)
- Limpopo Development plan (LDP)
- Sekhukhune Growth Development Strategy 2025 (SGDS)
- State of the Nation Address 2017
- State of the Limpopo Provincial Address 2017

Key points arising from these documents are summarised below.

### **2.1.1. BILL OF RIGHTS (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.

#### **2.1.2. SUSTAINABLE DEVELOPMENT GOAL**

- 1) End poverty in all its forms everywhere
- 2) End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
- 3) Ensure healthy lives and promote wellbeing for all at all ages

- 4) Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- 5) Achieve gender equality and empower all women and girls
- 6) Ensure availability and sustainable management of water and sanitation for all
- 7) Ensure access to affordable, reliable, sustainable and modern energy for all
- 8) Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all
- 9) Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation
- 10) Reduce inequality within and among countries
- 11) Make cities and human settlements inclusive, safe, resilient and sustainable
- 12) Ensure sustainable consumption and production patterns
- 13) Take urgent action to combat climate change and its impacts (taking note of agreements made by the UNFCCC forum)
- 14) Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- 15) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation, and halt biodiversity loss
- 16) Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- 17) Strengthen the means of implementation and revitalise the global partnership for sustainable development

### **2.1.3. NATIONAL DEVELOPMENT PLAN – VISION FOR 2030**

The National Development Plan<sup>2</sup> developed by the National Planning Commission and unveiled on 11 November 2011 states that:

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

The plan helps us to chart a new course. It focuses on putting in place the things that people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth and the availability of jobs. Everything in the plan is aimed at reducing poverty and inequality. Our view

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

is that government should shift the balance of spending towards programmes that help people improve their own lives and those of their children and the communities they live in.

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

Enabling milestones are:

- Increase employment from 13 million in 2010 to 24 million in 2030.
- Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
- Increase the share of national income of the bottom 40 percent from 6 percent to 10 percent.
- Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- Broaden ownership of assets to historically disadvantaged groups.
- Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.
- Provide affordable access to quality health care while promoting health and wellbeing.
- Establish effective, safe and affordable public transport.
- Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.
- Ensure that all South Africans have access to clean running water in their homes.
- Make high-speed broadband internet universally available at competitive prices.
- Realise a food trade surplus, with one-third produced by small-scale farmers or households.
- Ensure household food and nutrition security.
- Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.
- Realise a developmental, capable and ethical state that treats citizens with dignity.
- Ensure that all people live safely, with an independent and fair criminal justice system.
- Broaden social cohesion and unity while redressing the inequities of the past.
- Play a leading role in continental development, economic integration and human rights.
- An economy that will create more jobs
- Improving infrastructure
- Transition to a low-carbon economy
- An inclusive and integrated rural economy
- Reversing the spatial effect of apartheid
- Improving quality of education, training and innovation
- Quality health care for all
- Social protection
- Building safer communities
- Reforming the public service
- Fighting corruption
- Transforming society and uniting the country

#### **2.1.4. LIMPOPO DEVELOPMENT PLAN (LDP)**

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

- The upgrading of informal settlements.

- Public transport infrastructure and systems
- The construction of a new coal line to unlock coal deposits in the Waterberg,
- Development of a number of key new water schemes to supply urban and industrial centres,
- Procuring about 20 000 MW of renewable electricity by 2030.

## 2.1.5 NATIONAL GOVERNMENT'S OUTCOME 9

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

Outcome 9, “A responsive, accountable, effective and efficient local government system”, specifically deals with local government and also needs to be aligned and integrated in other national, provincial, district priorities and strategies. The Delivery Agreement for Outcome 9<sup>4</sup> identifies the following 7 outputs with sub outputs that are linked to Outcome 9 and are as follows:

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

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<sup>3</sup> Guide to the outcomes approach, Version: 1 June 2010

<sup>4</sup> Delivery Agreement for Outcome 9, 30 September 2010

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

## **2.1.6 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).

## **2.1.7. SEKHUKHUNE 2025 DEVELOPMENT STRATEGY (SGDS 2025)**

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

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

The SGDS seeks to outline the long-term development trajectory of the area. The SGDS highlighted development areas requiring significant and targeted focus. Key to the areas threatening development

interventions is water scarcity. The report on the review and update of the SGDS alludes to the contestations and sustained pressure from industry, agriculture and domestic consumption on the already overstretched basins of the Olifants and Steelpoort Rivers running through the district.

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

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

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

## 2.2 POWERS AND FUNCTIONS OF EMLM

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

In terms of its category B status the Elias Motsoaledi municipality has been empowered to perform the following functions as bestowed upon it by the Constitution in terms of section 156(1) and the division of powers and functions.

*Table 2: Powers and Functions of EMLM*

Municipal/Entity Functions		
Municipal Functions	Function Applicable To Municipality (Yes/No)*	Function Applicable To Entity (Yes/No)
<b>Constitution, Schedule 4, Part B Functions</b>		
air pollution	yes	
building regulations	yes	
child-care facilities	yes	
electricity and gas reticulation	yes	
fire-fighting services	yes	
local tourism	yes	
municipal airports	no	
municipal planning	yes	

Municipal/Entity Functions		
Municipal Functions	Function Applicable To Municipality (Yes/No)*	Function Applicable To Entity (Yes/No)
<b>Constitution, Schedule 4, Part B Functions</b>		
municipal health services	yes	
municipal public transport	yes	
municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this constitution or any other	yes	
pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and related matters	yes	
storm water management systems in built-up areas	yes	
trading regulations	yes	
water and sanitation services limited to potable water supply systems and domestic waste water and sewage disposal systems	no	Sekhukhune District Municipality
beaches and amusement facilities	no	
billboards and the display of advertisements in public places	yes	
cemeteries, funeral parlours and crematoria	yes	
Cleansing	yes	
control of public nuisances	yes	
control of undertakings that sell liquor to the public	yes	
facilities for the accommodation, care and burial of animals	yes	
fencing and fences	yes	
licensing of dogs	no	
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	

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

EMLM values the MEC's assessment on the IDP for 2017/2018. The office of the MEC Coghsa conducted the 2016/17 IDP assessments to determine credibility of IDPs in all the municipalities. EMLM was found to have maintained the improvements gained in previous financial years. The retention of improvement was produced through concerted efforts shown by all departments within the municipality including assistance from the Provincial sector departments.

**Table 3: MEC's Assessment trends**

Elias Motsoaledi			
Year	IDP Outcome	IDP-SDBIP Alignment	Overall Rating
2014/15	High	Aligned	High
2015/16	High	Aligned	High
2016/17	Medium	aligned	Medium

The below table outlines the gaps identified during the assessment of the 2016-2017 IDP document.

**Table 4: 2015-2016 MEC findings (The MEC's report on the 2016/17 IDP assessment is not yet finalised)**

KPA	IDP PHASE	FINDINGS	RECOMMENDATIONS
Spatial Rationale	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"> <li>▪ In some idps, the spatial strategies formulated do not address all the challenges highlighted in the analysis phase;</li> <li>▪ There is a blanket approach to the formulation of strategies resulting in strategies that are not content specific;</li> <li>▪ There are inconsistencies in terms of formulating strategies that are short, medium to long term; and</li> <li>▪ There are also numerous shortcomings</li> </ul>	<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"> <li>▪ The strategies should address key spatial challenges highlighted in the analysis phase;</li> <li>▪ Formulate short, medium and long term spatial strategies;</li> <li>▪ The spatial strategies have to be smart; and</li> <li>▪ The spatial strategies should correlate positively with the municipal development objectives.</li> </ul>

KPA	IDP PHASE	FINDINGS	RECOMMENDATIONS
		insofar as aligning the strategic objectives and strategies.	
Basic service delivery and infrastructure development	<b>Strategies</b>	<p>The strategies of electricity and energy kpa is characterized by shortcomings. These include the following:</p> <ul style="list-style-type: none"> <li>▪ In some idps there are no strategies for electricity and energy;</li> <li>▪ The strategies tend to focus on electricity only thus negating alternative sources of energy; and</li> <li>▪ The lack of strategies to maintain and upgrade municipal electricity assets was noted in some idps.</li> </ul>	<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. Here, the following should be considered: the strategies should address all the spatial challenges as highlighted in the analysis;</p> <ul style="list-style-type: none"> <li>▪ Develop short, medium and long term spatial strategies;</li> <li>▪ The electricity and energy strategies needs to correlate positively with the municipal development objectives; and</li> <li>▪ The electricity and energy strategies have to be smart.</li> </ul> <p>In the case wherein the municipality is not an electricity service provider the strategies should be accessed from the relevant stakeholder(s).</p>

KPA	IDP PHASE	FINDINGS	RECOMMENDATIONS
			<p>municipal development objectives; and</p> <ul style="list-style-type: none"> <li>▪ The strategies have to be smart.</li> </ul>
	<b>Integration</b>	The indication is that most municipalities have an integrated transport plan or are in the process of developing one.	<p>In the integration phase, municipalities should develop integrated transport plans with the following outputs:</p> <ul style="list-style-type: none"> <li>▪ Specify the changes on land transport policies and strategies (for previous 5 years);</li> <li>▪ Projects and projects segments to be carried out in five years period and the cost of each project;</li> <li>▪ All modes of transport and infrastructure;</li> <li>▪ Budget and funding resources (for relevant financial year);</li> <li>▪ Public transport plan including current public transport records (cptr) and operating licence strategy;</li> <li>▪ General strategy for travel demand management;</li> <li>▪ Set out a roads and transport infrastructure provision, improvement and maintenance strategy;</li> <li>▪ Set out a strategy or plan for the movement of hazardous substances.</li> </ul> <p>Responsibility: municipal official dealing with transport matters &amp; the transport authority</p>
Local economic development	<b>Strategies</b>	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"> <li>▪ Business attraction, expansion and retention;</li> </ul>

KPA	IDP PHASE	FINDINGS	RECOMMENDATIONS
			<ul style="list-style-type: none"> <li>▪ Promoting public-private partnerships;</li> <li>▪ Enhancing the dominant sector activities; and</li> <li>▪ Place marketing.</li> </ul>
Financial viability	<b>Strategies</b>	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"> <li>▪ Strategies to improve the financial management of the municipality;</li> <li>▪ Strategies for cost recovery and debt collection;</li> <li>▪ Strategies to attract investors; and</li> <li>▪ Strategies for external financial resource Mobilization.</li> </ul>
Good governance and public participation	<b>Strategies</b>	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"> <li>• To promote public participation;</li> <li>▪ to enhance good governance;</li> </ul>
Municipal transformation and organisational development	<b>Strategies</b>	The strategies phase of municipal transformation and organizational development in the province is satisfactory.	<ul style="list-style-type: none"> <li>▪ In response to the challenges in the analysis phase, municipalities should consider developing the following strategies: Capacity building (skills development) strategy;</li> <li>▪ strategy to promote employment equity; and</li> <li>▪ Employee wellness strategy.</li> </ul>

## 2.4. NATIONAL AND PROVINCIAL PRONOUNCEMENTS

### 2.4.1. State of the nation address 2017

The Speaker of the National Assembly,  
The Chairperson of the National Council of Provinces (NCOP),  
Deputy speaker of the National Assembly and Deputy Chairperson of the NCOP, Deputy President Cyril Ramaphosa,  
Former President Thabo Mbeki, Chief Justice Mogoeng Mogoeng and all esteemed members of the judiciary, Ministers and Deputy Ministers,  
Premiers and speakers of provincial legislatures, Chairperson of the South African Local Government Association, the heads of Chapter 9 institutions, Chairperson of the National House of Traditional Leaders, The President of the Muslim Judicial Council and all leaders of faith-based organisations,  
The former speaker of the National Assembly, Dr Frene Ginwala,  
Veterans of the Struggle for liberation,  
Members of the diplomatic corps,  
Fellow South Africans,

Good evening, sanibonani, molweni, dumelang, goeie naand, lotjhani, riperile, ndimadekwana,

Thank you Madam Speaker and Madam Chairperson for this opportunity to address the joint sitting of Parliament.

An illustrious son of our country, President Oliver Reginald Tambo, would have turned 100 years old this year, had he lived.

This selfless patriot [dedicated] his adult life to a tireless pursuit of the liberation of our country and its people. He left a lasting legacy for all South Africans, and not only for his organisation, the ANC.

In his honour, we have declared the year 2017, the Year of Oliver Reginald Tambo. It is the year of unity in action by all South Africans as we move South Africa forward, together.

We have the pleasure to host members of the Tambo family this evening, Mr Dali Tambo and his wife Rachel, and their son, Oliver Tambo Junior.

We also fondly remember Mama Africa, Miriam Makeba, who made history when she addressed the United Nations in 1963, appealing for action against the apartheid regime.

We extend a warm welcome to her granddaughter, Zenzile Makeba Lee, and great-grandson, Lindelani.

Compatriots,

In this 23rd year of our freedom, our mission remains the quest for a united, democratic, non-sexist, non-racial and prosperous South Africa.

Guided by the National Development Plan (NDP), we are building a South Africa that must be free from poverty, inequality and unemployment.

While the global economic environment remains uncertain, indications are that we have entered a period of recovery. We anticipate an economic growth rate of 1.3% in 2017 following an estimated 0.5% in 2016.

However, the economy is still not growing fast enough to create the jobs that we need. There are some of our people, including youth, who have not worked for years.

It is for this reason that we decided to focus on a few key areas packaged as the Nine-Point Plan to reignite growth so that the economy can create the much-needed jobs.

The focus areas include industrialisation, mining and beneficiation, agriculture and agro-processing, energy, small, medium and micro enterprises (SMMEs), managing workplace conflict, attracting investments, growing the oceans economy and tourism.

We also added cross-cutting areas such as science and technology, water and sanitation Infrastructure, transport infrastructure and broadband roll-out.

I would like to provide a report back on the work done in some of these areas in the past year.

The interaction that we started last year between government, business and labour, known as the CEO Initiative, has been most helpful. We were able to address some domestic challenges, together.

We successfully avoided credit ratings downgrades, which would have had a significant impact on our economy.

Our labour-market environment is also showing signs of stability, due to cooperation by social partners. The manner in which parties conducted and carried themselves during the wage negotiations in the platinum sector in particular, must be applauded.

Unity in action was also demonstrated again this week with the conclusion of the agreement on the national minimum wage and on measures to stabilise labour relations.

This follows a call I made in the State of the Nation Address on 14 June 2014.

We congratulate the Deputy President and the team at the National Economic Development and Labour Council for this milestone and wish them well for work that still needs to be done.

Compatriots,

The extension of basic services to the people continued in the past year as we pursued a better life for all. To date, nearly seven million households have been connected to the grid and now have electricity.

The successful execution of the Eskom's Build and Maintenance programmes helped to ensure stability and an end to load shedding.

Work is continuing to ensure energy security. Renewable energy forms an important part of our energy mix, which also includes electricity generation from gas, nuclear, solar, wind, hydro and coal.

Government is committed to the overall Independent Power Producer Programme and we are expanding the programme to other sources of energy including coal and gas, in addition to renewable energy.

Eskom will sign the outstanding power purchase agreements for renewable energy in line with the procured rounds.

Government is working hard to ensure reliable bulk water supply in the various areas of the country to support economic growth while increasing access to vulnerable and rural municipalities.

In an effort to curb high water losses, which in some municipalities far exceed the national average, which is currently at 37%; about 10 000 unemployed youth are being trained as plumbers, artisans and water agents. More will be recruited this year to reach the total of 15 000.

We call upon municipalities to support the War on Leaks programme.

We continue to build modern schools, replacing mud structures and other inappropriate buildings through the Accelerated Schools Infrastructure Delivery Initiative. This gives our children dignity.

A total of 173 inappropriate structures have been eradicated since 2011. In total, 895 new schools now provide a conducive learning environment for our children.

On investment promotion, government has established InvestSA, an investment one-stop shop nationally and will open provincial centres in KwaZulu-Natal, Gauteng and the Western Cape. The message is clear to the affected government departments. There must be no undue delays and no unnecessary red tape. From issuing licences to visas, we should make it easy to do business in South Africa.

Compatriots,

President Oliver Reginald Tambo was a maths and science teacher. Government will thus prioritise maths and science more than ever before this year, in his memory.

We are encouraged by recent international test results.

The results in the Trends in International Mathematics and Science Study and the Southern and East African Consortium for Monitoring Educational Quality show that the performance of South African learners is improving.

Among the participating countries, South Africa has shown the largest improvement of 87 points in mathematics and 90 points in science.

This is very encouraging, as we do not want our children to be left behind.

Our investment in science and technology is yielding results.

Since South Africa, supported by its eight African partners, won the bid to host the Square Kilometre Array (SKA) telescope, significant progress has been made in building this mega science project and reaping its benefits.

Together with its precursor, the MeerKAT telescope, the SKA project continues to make important contributions to socio-economic development in South Africa.

Working closely with the industry, the Department of Science and Technology is implementing a technology localisation strategy. This has ensured that the R2 billion MeerKAT telescope is constructed with 75% local content.

This has led to job creation in the Northern Cape and diversification of the economy through the creation of artisan and maintenance jobs, and the promotion of science as a career of choice.

On road infrastructure, SANRAL has started with the planning phase of the R4.5 billion project to upgrade the current Moloto road.

*Sakha umgwaqo kanye nololiwe ku Moloto Road ukuze kuphephe izimpilo zabantu ngoba izingozi sezithathe imiphefumulo eminingi kuleyandawo.*

(The Moloto Road and a railway line are currently under construction with the purpose of ensuring the safety of road users and also bring to an end, the accidents that claim many lives.)

During 2016, South Africa also signed a cooperation agreement with the People's Republic of China (PRC) to build the Moloto Rail Development Corridor.

In 2014, we launched the operation Phakisa Big Fast Results Methodology in the ocean economy, health, education and mining sectors. The purpose was to find a few key projects where we could unlock growth in implementing the NDP.

All projects are proceeding well.

The South African Navy also participates in the Operation Phakisa project and is preparing to host the government garage concept for all state-owned vessels in Simon's Town, including the maintenance and repair of government-owned vessels, through the newly established South African Navy/ARMSCOR/Denel partnership.

We had identified tourism as a key job driver. We are thus pleased that our tourist arrival numbers for the period January to November 2016 increased to nine million, an increase of just over a million arrivals from 2015. This represents a 13% growth in tourist arrivals.

Government runs effective poverty alleviation programmes such as the Expanded Public Works Programme (EPWP). In addition, social grants now reach close to 17 million people, mainly older persons and children. Many families would not be able to put food on the table if it were not for social grants.

The EPWP has since 2014, created more than two million work opportunities towards the attainment of the target of six million work opportunities by the end of March 2019. Of the work opportunities created, more than a million have been taken up by the youth.

During 2015/2016, more than 61 000 work opportunities were created through environmental programmes such as Working for Water, Working for Wetlands, Working on Fire and Working for Ecosystems. More than 60% of the beneficiaries were young people.

Government, working with society is fighting social ills that are tearing communities apart, such as drugs and substance abuse. From Soshanguve to Rosettenville or KwaMashu to the Cape Flats, communities are in difficulty because of drugs.

Other than law enforcement, the provision of treatment and prevention services is also critical.

The Department of Social Development is building new public treatment centres in provinces where there are no such facilities, in the Northern Cape, North West, Limpopo, Free State and the Eastern Cape.

Working together we will save our youth from drugs.

On health matters, the National Health Insurance (NHI) is our flagship project that is aimed at moving South Africa towards Universal Health Coverage.

The NHI will be implemented in a 14-year period in three phases.

We are in the midst of the first phase, which is the preparatory phase, which started in 2012.

Compatriots,

We are deeply distressed by the death of so many psychiatric patients in Gauteng.

Mentally ill patients are some of the most vulnerable members of society, who need protection from the State itself and society as a whole. I have instructed the Minister of Health to ensure that the Health Ombudsperson's recommendations are wholly and speedily implemented without any reservations.

We welcome the recommendation of the Health Ombudsperson that there is an urgent need to review the National Health Act, 2003 (Act 61 of 2003) and the Mental Health Care Act, 2002 (Act 17 of 2002) with a view that certain powers and functions revert to the Minister of Health.

Once more, we extend our heartfelt condolences to all families and relatives of the deceased.

Government will provide support so that families do not face this burden alone. The Premier of Gauteng and the Minister of Health have already provided this assurance.

A lot more work has been done in the past year in implementing the Nine-Point Plan and all our programmes. Ministers will report further on the programmes during the budget votes.

Honourable members,

I would now like to speak on our priorities for the year ahead.

Political freedom alone is incomplete without economic emancipation.

Oliver Tambo spoke clearly about this mission at a South African Communist Party anniversary meeting in London in 1981.

He said: "The objective of our struggle in South Africa, as set out in the Freedom Charter, encompasses economic emancipation. It is inconceivable for liberation to have meaning without a return of the wealth of the country to the people as a whole.

"To allow the existing economic forces to retain their interests intact is to feed the roots of racial supremacy and exploitation, and does not represent even the shadow of liberation.

"It is therefore a fundamental feature of our strategy that victory must embrace more than formal political democracy; and our drive towards national emancipation must include economic emancipation."

What do we mean by radical socio-economic transformation?

We mean fundamental change in the structure, systems, institutions and patterns of ownership, management and control of the economy in favour of all South Africans, especially the poor, the majority of whom are African and female, as defined by the governing party, which makes policy for the democratic government.

Twenty-two years into our freedom and democracy, the majority of black people are still economically disempowered. They are dissatisfied with the economic gains from liberation.

The gap between the annual average household incomes of African-headed households and their white counterparts remains shockingly huge.

White households earn at least five times more than black households, according to Statistics SA.

The situation with regards to the ownership of the economy also mirrors that of household incomes.

Only 10% of the top 100 companies on the Johannesburg Stock Exchange are owned by black South Africans, directly achieved principally, through the black empowerment codes, according to the National Empowerment Fund.

The pace of transformation in the workplace, the implementation of affirmative action policies as required by the Employment Equity Act, 1998 (Act 55 of 1998) also remains very slow.

In terms of the 2015/16 information submitted to the Employment Equity Commission, the representation of whites at top management level amounted to 72% while African representation was at 10%.

The representation of coloureds stood at 4.5% and Indians at 8.7%.

The report further provides that white South Africans, in particular males, are afforded higher levels of recruitment, promotion and training opportunities as compared to the designated groups.

At the level of gender at senior management level, males remain dominant at 67.6% and females at 32.4%.

The skewed nature of ownership and leadership patterns needs to be corrected. There can be no sustainability in any economy if the majority is excluded in this manner. In my discussions with the business community, they accepted these transformation imperatives.

Today we are starting a new chapter of radical socio-economic transformation. We are saying that we should move beyond words, to practical programmes.

The State will play a role in the economy to drive that transformation. In this regard, government will utilise to the maximum, the strategic levers that are available to the State.

This includes legislation, regulations, licensing, budget and procurement as well as Broad-based Black Economic Empowerment charters to influence the behaviour of the private sector and drive transformation.

The State spends R500 billion a year buying goods and services. Added to this is the R900 billion infrastructure budget. Those budgets must be used to achieve economic transformation.

As a start, the new regulations making it compulsory for big contractors to subcontract 30% of business to black-owned enterprises have been finalised and were gazetted on 20 January.

Through such regulations and programmes, government will be able to use the State buying power to empower small enterprises, rural and township enterprises, designated groups and to promote local industrial development.

Two key challenges we face are the high levels of concentration in the economy and the collusion and cartels, which squeeze out small players and hamper the entry of young entrepreneurs and black industrialists.

The competition authorities have done excellent work to uncover the cartels and punish them for breaking the law.

Last year I signed into law, a provision to criminalise the cartels and collusion and it came into effect on 1 May. It carries jail sentences of up to 10 years.

We are now stepping up our actions to deal with the other challenge, namely economic concentration, where a small grouping controls most of a market.

During this year, the Department of Economic Development will bring legislation to Cabinet that will seek to amend the Competition Act, 1998 (Act 89 of 1998). It will, among others, address the need to have a more inclusive economy and to de-concentrate the high levels of ownership and control we see in many sectors. We will then table the legislation for consideration by Parliament.

In this way, we seek to open up the economy to new players, give black South Africans opportunities in the economy and indeed help to make the economy more dynamic, competitive and inclusive. This is our vision of radical economic transformation.

Compatriots,

Government is actively involved in the property sector, having provided more than four million houses since 1994.

This sector in our country is valued at approximately R7 trillion, with the subsidised sector being valued at R1.5 trillion.

However, less than 5% of the sector is owned or managed by black people and Africans in particular. A draft Property Practitioners Bill will be published by the Department of Human Settlements for public comment with the purpose of establishing a more inclusive, representative sector, towards radical economic transformation.

Among key priorities this year, government will also address the increasing delays and backlogs in registration and issuing of title deeds to beneficiaries of housing projects funded by the capital subsidy.

Compatriots,

We reiterate that radical economic transformation should mean moving beyond share ownership schemes only.

We would like to see black people involved directly in business, owning factories. The development of the Black Industrialists Programme is thus critical.

The programme has from inception supported more than 22 entrepreneurs.

Government has further opportunities in the property maintenance projects of the Department of Public Works.

The department will invest approximately R100 million this year on critical capital and maintenance programmes to modernise harbours. They will also continue generating revenue from letting state-owned harbours and coastline properties, which will benefit black-owned SMMEs.

Government will also continue to pursue policies that seek to broaden the participation of black people and SMMEs, including those owned by women and the youth, in the information and communications technology sector.

We assure the youth that the lowering of the cost of data is uppermost in our policies and plans.

Compatriots,

Mining has always been the backbone of our economy and an important foreign exchange earner.

We welcome the recovery in commodity prices, which has resulted in an upswing in mining output. This augurs well for the industry.

The Mining Charter is currently being reviewed. The charter seeks to recognise the internationally accepted right of the State to exercise sovereignty over all the mineral and petroleum resources within the republic.

It is also aimed at helping the country to de-racialise the ownership of the mining industry. This will help to ensure the sustainability of this industry.

We trust that discussions between government and business on the charter will yield results so that the process can be finalised.

We will continue to pursue direct state involvement in mining. The Mining Company of South Africa Bill will be presented to Cabinet and Parliament during the year.

The Minerals and Petroleum Resources Development Amendment Bill was sent back to Parliament so that issues relating to the public consultation process undertaken by provincial legislatures can be addressed.

We trust that it shall be processed and returned for finalisation without much delay so that the concerns relating to uncertainty raised by business can be resolved.

Government continues to work with other stakeholders to combat illegal mining to save lives and to prevent the trafficking of precious metals and diamonds.

We also continue to place great emphasis on the health and safety of mineworkers, which is so crucial to the sustainability of the mining sector. Working with the mining companies we can ensure that lives are protected at all times.

The tragic accident that occurred at Lily Mine in Mpumalanga earlier in 2016 is the first of its kind that we have experienced since the dawn of democracy.

The families are going through immense pain and frustration.

Compatriots,

It will be difficult if not impossible, to achieve true reconciliation until the land question is resolved.

Only eight million hectares of arable land have been transferred to black people, which is only 9.8% of the 82 million hectares of arable land in South Africa.

There has also been a 19% decline in households involved in agriculture from 2.9 million in 2011 to 2.3 million households in 2016.

We had stated our intention of using the Expropriation Act, 1975 (Act 63 of 1975) to pursue land reform and land redistribution, in line with the Constitution. I have now decided to refer the Bill back to Parliament for reconsideration on the basis that it might not pass constitutional muster. This is due to inadequate public participation during its processing.

We trust that Parliament will be able to move with speed in meeting the requirements so that the law can be finalised to effect transformation.

The reopening of land claims is also still on hold because the Restitution of Land Rights Amendment Act, 2014 (Act 15 of 2014) was declared invalid by the Constitutional Court.

The Constitutional Court found that the public consultation process facilitated by the NCOP and some provincial legislatures, did not meet the standard set in the Constitution.

Going forward, government will continue to implement other programmes such as the Strengthening the Relative Rights of People Working the Land programme, also known as the 50-50 programme.

In this programme, the farm workers join together into a legal entity and together with the farm owner, a new company is established and the workers and the owner become joint owners.

To date, 13 proposals have already been approved, benefiting 921 farm dweller households at a value of R631 million. We applaud farmers and farm workers for this innovation.

Most importantly, we appeal to land claimants to accept land instead of financial compensation. Over 90% of claims are currently settled through financial compensation, which does not help the process at all. It perpetuates dispossession. It also undermines economic empowerment.

Government has committed itself to support black smallholder farmers.

I received a memorandum from the African Farmers Association of South Africa who says that the year 2017 must be the year of the commercialisation of the black smallholder farmers.

Indeed, government will implement a commercialisation support programme for 450 black smallholder farmers.

We encourage more women to consider farming. I have, as a special guest today, the 2016 Female Farmer of the Year, Vanecia Janse from Koukamma municipality in the Eastern Cape.

Compatriots,

Our farmers went through a difficult period last year because of the drought.

To date, an estimated amount of R2.5 billion was made available for the provision of livestock feed, water infrastructure, drilling, equipping and refurbishment of boreholes, auction sales and other interventions.

Furthermore, the Industrial Development Corporation and the Land Bank availed funding of about R500 million to distressed farmers to manage their credit facilities and support with soft loans.

Compatriots,

President Oliver Reginald Tambo was a champion of women's rights.

We will continue to mainstream the empowerment of women in all government programmes.

Government will continue to prioritise women's access to economic opportunities and, in particular, to business financing and credit.

This is the freedom that heroines of the Struggle such as the late Dora Tamana of Gugulethu, here in Cape Town, fought for. I am pleased to have her son, Mongezi Tamana, as a guest today.

Compatriots,

In December 2015, university students voiced their concerns about the cost of higher education.

They correctly pointed out that accumulated debt and fast rising fees were making it harder and harder for those who come from less-privileged households to enter and stay within the education system until they complete their studies.

It is for this reason that when university students expressed genuine concerns about being excluded from universities, our caring government responded appropriately by taking over the responsibility to pay the fee increase for the 2016 academic year.

Government also settled all debt owed by the National Student Financial Aid Scheme (NSFAS) students and extended the coverage to larger numbers of students than ever before.

At the time of tabling the 2016 Medium Term Budget Policy Statement, our government announced additional measures aimed at making higher education accessible to more students from working class families.

Government has provided funds to ensure that no student whose combined family income is up to R600 000 per annum will face fee increases at universities and Technical Vocational Education and Training (TVET) colleges for 2017.

All students who qualify for NSFAS and whom have been accepted by universities and TVET colleges, will be funded. The university debt of NSFAS qualifying students for 2013, 2014 and 2015 academic years has been addressed. In total, government has reprioritised R32 billion within government baselines to support higher education.

We are ensuring that our deserving students can study without fearing that past debts will prevent them from finishing their studies.

In the remaining years of this administration, our policies will respond directly to the following concerns that the students have placed firmly on the table:

Firstly, the students have expressed concern that the NSFAS threshold of R122 000 is too low. We will have to look into this matter with the view to raising the threshold on a phased basis in the period ahead.

Secondly, the students have pointed out that the full cost of study at some universities is higher than the subsidy that NSFAS provides.

As a result, NSFAS students who study at some universities that charge higher fees end up accumulating debt. Our government-initiated processes are already looking at this issue too.

Honourable members and fellow South Africans, students and their parents should understand that the needs for services such as water, sanitation, early childhood development and good public transport also have to be addressed, alongside access to quality higher education and training.

But our commitment to finding sustainable solutions to the funding of the social wage in general, and education, in particular, is unwavering.

As the processes that we have set in motion draw to a close, such as the Heher Commission, the Ministerial Task Team, broader engagements with students, university and TVET leadership and civil society, we will find resources to give expression to our policies.

I invite all stakeholders to participate in the processes that are underway so that no view is not heard.

No great idea should be excluded. As soon as the broadest sections of our society agree on what to do, our government will take steps to reprioritise resources to implement it on a phased basis.

Let us engage to identify the most pressing needs and allocate our limited resources accordingly. Let us build our self-reliance and move forward in the spirit of unity.

Compatriots,

The fight against crime is an apex priority. The police will increase visible policing, building on the successful pattern of deployments utilised during the Safer Festive Season Campaign.

They will also utilise certain specialised capabilities, such as the tactical response teams and national intervention units, to assist in addressing problematic high-crime areas.

We received a message from Soshanguve last week that crime is rife in Block L and that hijackings and robberies are high. It is such communities that need to build stronger partnerships with the police to ensure that criminals do not prey on residents.

Other measures to fight crime nationally will include the establishment of specialised units, focusing on drug-related crime, taxi violence and firearms and the enhanced utilisation of investigative aids such as forensic leads.

The police will also enhance the utilisation of the DNA database in the identification of suspects.

We urge the public to work with the police to ensure safer communities.

Compatriots,

We welcome the decline in rhino poaching incidents since October 2015, which is for the first time in a decade. This arises from intensive joint operations by law-enforcement agencies.

Compatriots,

One of the strategies of fighting crime is to ensure that those who are released from prison do not commit crime again.

The Department of Correctional Services continues to work hard to turn prisons into correctional centres through offering various services. As a result, compliance levels with parole and probation conditions have improved to reach a historic mark of 98%.

The country has also made good progress in reducing the numbers of children in correctional centres.

Compatriots,

The promotion of access to justice was given added meaning last year when the High Court Division in Limpopo was opened in November.

The Mpumalanga High Court will be completed during this financial year. The coming into operation of these two high courts means that we have now realised the goal of a high court in every province of the country.

Compatriots,

The fight against corruption continues. Within the National Prosecuting Authority, the Asset Forfeiture Unit completed 389 forfeiture cases to the value of R349 million.

They obtained 326 freezing orders to the value of R779 million.

A total of R13 million was recovered in cases where government officials were involved in corruption and other related offences in the past year.

Compatriots,

Oliver Tambo set the tone for the country's foreign policy as early as 1977 when addressing the first Congress of the Angolan ruling party MPLA that:

"We seek to live in peace with our neighbours and the peoples of the world in conditions of equality, mutual respect and equal advantage".

South Africa is honoured to chair the Southern African Development Community (SADC) starting from August 2017. We will utilise our tenure to fast track the implementation of the SADC Industrial Strategy.

We are accelerating the integration agenda through the implementation of SADC-COMESA-East African Community Free Trade Area.

We will continue with our involvement in our mediation efforts, peacekeeping operations, and peace-making initiatives in Lesotho, Democratic Republic of Congo, Burundi, Mozambique, South Sudan, Somalia and Libya. The South African National Defence Force represents the country well in the peacekeeping missions.

Furthermore, trade with our traditional partners in the west remains a significant contributor to our economy.

We will continue to partner with the United States and work together on issues of mutual interest such as the full renewal of African Growth and Opportunity Act.

We value our relationship with the PRC. China is one of South Africa's most important and key strategic partners. We recognise the PRC 'as the sole government and authority representing the whole of China'.

South Africa reiterates its position and commitment to the 'One China Policy' and we consider Taiwan as an integral part of the PRC.

At continental partnership level, the Joint Africa-European Union (EU) Strategy remains an important long-term framework for continued cooperation.

The Economic Partnership agreement with the EU came into force in September 2016, thus providing new market access opportunities for South African products.

Almost all South African products, about 99% will have preferential market access in the EU.

About 96% of the products will enter the EU market without being subjected to customs duties or quantitative restrictions.

The Southern African Customs Union Mercosur Preferential Trade Agreement has also entered into force, providing preferential access to over 1 000 tariff lines. This is an agreement that promotes South-South trade.

Our cooperative partnerships with other regions are bearing fruits. The BRICS New Development Bank has recorded encouraging progress.

We welcome the Goa BRICS Heads of State and Government decision to establish the BRICS Rating Agency so that we can assist one another in assessing our economic paths.

We are also pleased with agreements with our BRICS partners in the field of agriculture. We will implement off take agreements on the export of pulses, mangos and pork to India.

We will also export 20 000 tons of beef to China per year for a period of 10 years.

We will continue to pursue the reform of the international system because the current configuration undermines the ability of developing countries to contribute and benefit meaningfully.

This year marks the 50th anniversary of the occupation of Palestine.

The expansion of Israeli settlements undermines global efforts aimed at realising the two state solution and the Oslo accord. We wish to reiterate our support for the Palestinian course.

Similarly, we hope that the readmission of Morocco to the African Union should serve as a catalyst to resolve the Western Sahara issue.

Let me add that South Africa will use Armed Forces Day on 21 February 2017 to mark the centenary commemorations of the tragic sinking of the SS Mendi, which left 646 soldiers dead in 1917.

Compatriots,

The Constitution accords equal rights and dignity to all South Africans. The United Nations proclaimed 13 June as International Albinism Awareness Day. We should use this day to raise awareness and eliminate the discrimination or harm that compatriots with albinism are subjected to in some areas.

*Siyagcizelela ukuthi abantu abanebala elimhlophe bangabantu, bafana nabo bonke abantu ezweni. Akuphele ukubahlukumeza. Aziphele nezinkolelo ezingekho ngabo.*

(We also emphasise that people with albinism are also human beings like any other human being. Abusive behaviour against them should stop. The myth about albinism should also come to an end.)

I have the pleasure to introduce Ms Nomasondo Mazibuko, the executive director of the Albinism Society of South Africa, one of my special guests.

The sports fraternity tragically lost one of its favourite sons, Joost van der Westhuizen earlier this week. The music industry has lost popular gospel musicians recently, Sifiso Ncwane and Lundi Tyamara, as well as maskandi musician, Nganeziyamfisa.

We extend our condolences on the loss of these public figures who have contributed to the country's sports and arts.

Compatriots,

Let us unite in driving radical economic transformation for the good of our country.

In the words of President Tambo;

“Working together as fellow South Africans, we have it within our power to transform this country into the land of plenty for all, where the nightmare of apartheid will just be a faint memory of the past.”

I thank you very much for the opportunity.

#### **2.4.2. State of the province address 2017**

State of the Province Address Delivered by the Premier of Limpopo Province Honourable Chupu Mathabatha to the fifth Limpopo Provincial Legislature at the Jack Botes Hall

Honourable Speaker

Deputy Speaker of the Legislature; Honourable members of the legislature; Members of the Executive Council;

Executive Mayors and Mayors of our municipalities;

The leadership of the ruling party, the African National Congress; Leaders of opposition parties; Chairperson of Limpopo House of Traditional Leaders; Our esteemed Majesties, Kings and Royal Highnesses; Former MPs and MPLs; Stalwarts and veterans of our struggle; Provincial Commissioner of Police; Heads of our Chapter nine and chapter ten institutions; Leadership of religious community; His Grace, the Right Reverend, Dr. Bishop BE Lekganyane; Leadership of organised business and labour; Youth, women, community leaders; Director General and Heads of Departments; Members of the media; Distinguished guests; Comrades, ladies and gentlemen:

*Good morning, Goeie more, Thobela, Avuxeni, Lotshani, Ndaa,*

This year marks the 100th anniversary of the birth of Oliver Reginald Tambo, a distinguished leader of our people who led the struggle for freedom and democracy for many years.

In honour and memory of this selfless servant of the people, the ruling party has declared 2017, the Year of Oliver Tambo and the Year of Unity in Action.

OR Tambo was indeed a selfless servant of the people and an embodiment of the struggle for democracy, non-racialism, non- sexism and unity.

On the occasion of the funeral of Oliver Tambo in 1993, President Nelson Mandela said "...Oliver lived because he had surrendered his very being to the people... I say that Oliver Tambo has not died, because the ideals for which he sacrificed his life can never die."

There is indeed no doubt that OR, as he was affectionately known, valued and prized the freedom of his people above anything.

In his own words, OR Tambo said "The fight for freedom must go on until it is won; until our country is free, happy and peaceful.....".

Honourable Members;

The befitting tribute we can all pay to this architect of our freedom is to jealously guard against any tendency that seeks to reverse our hard-won democracy.

We must continue to fight against corruption because Oliver Tambo hated corruption.

We must promote social cohesion because OR Tambo had a vision of a South Africa in which all people shall live in peace and harmony.

We must promote unity because Oliver Tambo was himself an embodiment of unity.

Above all, as he cautioned, we must continue to be vigilant against abo-mmam'gobozi who peddle lies which have the potential to destabilise good governance that has begun to take shape in our province.

Madam Speaker and honourable members;

The persisting and deep-seated triple crisis of poverty, unemployment and inequality requires focused attention to the education and training of our children.

We have entered the era of knowledge economy, and therefore education must form the basis of our second phase of transition.

However, the challenges we continue to encounter in the provincial Department of Education have got a propensity to undermine our efforts in this regard.

Notwithstanding some of these challenges that I will elaborate later, the Turn-Around-Strategy we have put in place has begun to make the necessary impact.

I must announce that we have just appointed the Head of Department of Education, and the process of filling other senior management positions is well underway.

Madam Speaker;

As a measure of implementing this Turn-around strategy, the past three years saw us investing heavily in this sector to achieve universal access to basic education, including Early Childhood Development (ECD).

We have significantly expanded the provisioning of Grade R in public primary schools. To date, about 2 339 (two thousand three hundred and thirty nine) public Primary Schools offer Grade R. This translates to over 123 356 (one hundred and twenty three thousand three hundred and fifty six) children enjoying access to Early Childhood Development education. This is, indeed, a milestone achievement given where we come from.

Madam Speaker;

We are also intensifying and broadening our teacher development programmes with the view to achieve positive outcomes.

Between 2012/13 and 2015/16 Financial Years, we trained over 1 400 teachers through the Continuous Professional Development Centre (CPDC).

In the next financial year, we will train a further 80 Curriculum Advisors and 300 teachers in Science and Commerce. In the same vein, we will train 3 600 teachers in content and methodology in Mathematics and languages.

Madam Speaker;

School infrastructure is equally critical for the creation of a conducive learning and teaching environment.

In the 2015/16 Financial Year alone, we built 354 classrooms; we supplied 57 schools with proper sanitation facilities; we connected 33 more schools with drinking water and built 128 specialist rooms in our public ordinary schools.

We have also built 5 new schools to improve teacher-learner ratio in our province. These schools include the New Look Primary in Capricorn, Khubvi Primary in Vhembe, Mphengwa Secondary in Capricorn, Tshwane Primary in Sekhukhune and St. Patrick Primary in Mopani.

In the 2017/18 Financial Year, we intend to provide 210 more schools with portable drinking water; 185 schools with decent sanitation facilities and connect 9 more schools to electricity.

Madam Speaker;

As a measure of ensuring that our children have easy access to education, we are expanding the network of our scholar transport from 194 in 2016 to 255 schools in 2017.

Again, as part of efforts to improve learner concentration and reduce malnutrition, this year we will be increasing the number of beneficiaries of our National Schools Nutrition Programme from 3 845 to 3 854.

In this regard we will contract 10 542 food handlers and employ 88 school-based monitors through the EPWP incentive grant.

In the same vein, we will also increase the number of learners benefitting from the 'No-Fee School' policy from 1.6 million to 1.7 million.

Madam Speaker;

As I have said during the presentation of Grade 12 results earlier this year, the pass rate of 62.5% is not in line with our provincial developmental objectives as captured in the Limpopo Development Plan.

The 3% drop in the overall pass rate is a serious indictment on all of us given the amount of resources that we commit to this sector.

Education is a societal issue and I therefore implore on all of us to help find a long-lasting solution to this problem.

I have also directed the MEC for the Department of Education to develop a comprehensive, coherent and workable plan to ensure that this downward trend is immediately reversed.

The Department must also move with speed to ensure that all vacancies of principals, school HODs and all related promotional posts are filled as a matter of urgency.

The strengthening of management capacity of district and circuit offices is a non-negotiable imperative in our effort to improve Grade 12 results.

Madam Speaker,

It is however not all doom and gloom as the class of 2016 could still produce shining stars amongst themselves. They are our little stars that shine bright even in our darkest hour. They have made us proud, and have solidified Limpopo's position on the national map.

Of the 22 top learners in the country, 12 of them are from this province.

Also to be proud of in our 2016 Grade 12 results is the very fact that we have managed to increase our pass percentage in both Mathematics and Physical Science. Oliver Tambo as a former Maths and Science teacher would obviously be very proud of Limpopo.

In this regard, I would like to specifically acknowledge the two school principals who are here with us today. Their efforts continue to make us proud as Limpopo.

Mr. Knox Makhafola of Dendron High School and Mr. Nyambeni Lidzhade of Mbilwi Secondary School have continued to distinguish themselves. These principals are not only managing their schools, they are also continuing to teach in the classroom.

I have got no doubt in my mind that if all principals were to emulate these two gentlemen, there is no reason we cannot achieve our 80% target.

Madam Speaker;

The delay in the delivery of textbooks to schools at the beginning of this year has made a dent on the good work we have done in restoring good corporate governance in this province.

Access to education is guaranteed in the Bill of Rights, and we must never do anything that undermines that basic human right.

As the Executive Council, we have since adopted a 10 Point Plan to ensure that this unfortunate incident never happens again.

According to this Plan, by the end of April 2017 all schools must have placed their orders with the Department of Education. By the end of May 2017 the Department of Education must have ordered books from publishers. These textbooks and the entire stationary must be delivered to the warehouses by publishers by the end of July 2017.

The distribution of these textbooks to schools by the service providers must be concluded by the end of October 2017. Learners must receive all textbooks and stationary on the first day of schooling.

In this regard, I would like to call on all school principals to ensure that they provide the provincial Department of Education with accurate data of their needs.

The Districts, working together with principals, must also strengthen the textbook retrieval system and continue to monitor the enforcement of textbook and stationary delivery plan.

Madam Speaker and honourable members;

The tedious process of the redetermination of municipal boundaries was completed well on time before the 2016 Local Government Elections.

In the province, almost all the affected communities have embraced this process with the exception of some communities around the Vuwani area in the Vhembe district.

Whilst we respect the community's right to object to any process of government, we totally reject and condemn the tendency to use violence and destruction of property as a means to communicate any dissatisfaction.

Communities are, instead, encouraged to use legitimate community and municipal structures for engagement and dialogue.

Madam Speaker;

Our commitment to improve the financial viability of our municipalities by ensuring sound financial management has begun to bear fruits. The audit opinion on municipalities across the province is showing signs of improvements.

We have moved from 5 disclaimers in the 2014/15 financial year to 2 disclaimers in the 2015/16 financial year. We also have improved on unqualified audit opinions from 10 in the 2014/2015 to 13 in the 2015/16 Financial Years.

Municipalities with unqualified audit opinions include Waterberg, Capricorn, Sekhukhune, Bela-Bela, Lephalale, Musina, Thulamela, Molemole, Polokwane, Makhuduthamakga, Fetakgomo, Greater Tzaneen and Maruleng.

Madam Speaker;

We have also convened a Provincial Local Government Summit with the view, amongst others, to assess the overall state of our municipalities. The summit acknowledged the gradual improvement in the areas of governance and financial management.

Madam Speaker;

Although there are some areas of concern, the spending patterns of our municipalities on the Municipal Infrastructure Grant (MIG) are improving.

Despite the lag in performance by some municipalities, we are noting some encouraging performance from the following municipalities:

- Mogalakwena at 57.83%,
- Ba-Phalaborwa at 59.37,
- Elias Motsoaledi at 64.03%,
- LIM476 (Tubatse/Fetakgomo) at 75.82%,
- Makhuduthamakga at 78.4%,
- Greater Giyani at 78.53%,
- Bela-Bela at 80.44%,
- Capricorn at 80.46%, and
- Greater Tzaneen at 89.44%.

We, therefore, congratulate these municipalities that have already spent more than 50% of their MIG allocation by mid-term. We further urge all municipalities to improve on their MIG spending before the end of this Financial Year.

Madam Speaker;

The programme to reduce the housing backlog and restore the dignity of our people has intensified.

In this Financial Year as a province, we have managed to build 9 561 rural housing units. In the same period, we have also managed to build 211 disaster housing units. An additional 286 abandoned housing units were rectified, completed and handed over to the beneficiaries.

This is a milestone achievement given the challenges we had in the past two years which impeded us from delivering houses to our people.

Over the coming five years our focus will be on the programme to upgrade informal settlements around our mining towns.

Madam Speaker;

Our municipalities continue to carry out their constitutional mandate to deliver basic services to our people.

According to StatsSA's 2015 General Household Survey, we are well on track in providing our people with water. To date, 78.8% of our households are connected to functional water services.

In terms of electricity, 1.4 million households have been connected to the grid and a further 105 000 households are connected to the non-grid. This translates to almost 93% of households with functional electricity connection.

In relation to access to functional sanitation services, we have been able to move from a mere 38% in 2011 to 54% in 2015.

The recent EXCO Lekgotla has resolved, amongst others, that all vacant strategic positions at municipalities must be filled as a matter of urgency. These posts must be filled with people with requisite qualifications and skills.

Madam Speaker;

Finally, the long awaited recognition of the queenship of the Balobedu traditional community has been done. This is the first and only queenship in the country.

On behalf of the people of Limpopo, I would like to take this opportunity to thank the President of the Republic, His Excellency, Jacob Zuma, for recognising Queen Modjadji, our rain queen.

In the same vein, we are pleased by the commitment of our national government to build a memorial to preserve the history and the legacy of the Balobedu people.

*Rea le lebogiša Balotswi, rea lebogiša dikolobe tsa Dadzha, batho ba khedupudi kha bokhalaka, Balotswi ba Ranteme.*

Ke zwa zweo!

We have also begun providing the necessary support to the recently recognized Vhavenda Kingship. As we have reported last year, we have put aside a budget of no less than R5 Million to support the King.

We have already appointed support staff to assist the Vhavenda King.

*Khakhaumela, buka la mavhalavhala, muduhulu wa tshilwa vhusiku tsha'ha Ramabulana*  
Kha ri luvhe! Madam Speaker;

The traditional leadership continues to play a very important role in the reconstruction and development of our country. Traditional leaders are custodians of our culture and traditions.

It is in this context that we have since allocated vehicles to 178 Traditional Councils to help them execute their responsibilities.

Madam Speaker;

Limpopo continues to do well when it comes to the management of initiation schools. Last year we saw an increase in the number of our schools from 205 in 2015 to 321 in 2016. Despite this increase, the province has managed to reduce the number of illegal initiation schools from 62 in 2015 to 07 in 2016.

Our success in this regard is owed to a good working relationship between government, traditional leaders and communities.

Madam Speaker and honourable members;

On the economic front, the average growth rate of the provincial economy for the period 1996 to 2015 is 2.8%. The last StatsSA growth rate analysis shows that our province grew by 1.1% in 2012, 2.4% in 2013 and 0.8% in 2014.

The latest StatsSA Labour Force Survey for Quarter 4 was released on the 14th of February 2017.

We are pleased that Limpopo has recorded the second highest employment gains. In the fourth quarter alone, Limpopo has managed to create 64 000 new jobs.

According to StatsSA's year-on-year analysis, a 103 000 people who were unemployed in the fourth quarter of 2015 had secured employment by the fourth quarter of 2016.

Jobs gained were mainly in the areas of construction, mining and agriculture.

With this increase in employment in Limpopo, the rate of unemployment has also reduced to 19.3 percent in the fourth quarter of 2016 compared to 19.8 percent during the same period in 2015.

*Ke nnete gore lehono go phala maabane, re golofela gore ka moswane otla phala lehono.*

As Nelson Mandela said "like slavery and apartheid, poverty is not natural. It is man-made and it can be overcome and eradicated by actions of human beings".

It is in this context that we must sustain and improve this job creation path and economic development trajectory by positioning LEDA as a leading entity. The Limpopo Economic Development Agency must play its central role in growing, developing and transforming the economy of our Province.

Madam Speaker;

Last year during the State of the Province Address we announced that we had applied for Musina-Makhado to be declared a Special Economic Zone.

It is now my pleasure to announce that on the 8th of July 2016, Cabinet positively considered our application and approved Musina-Makhado as a Special Economic Zone.

We have also submitted that Tubatse, another strategic growth point in the Province, be declared a Special Economic Zone. We are confident that, like the Musina-Makhado SEZ, Tubatse will also soon be declared a Special Economic Zone.

As we have said, these two Special Economic Zones will attract investments of over R44 billion.

The Musina SEZ is projected to create about 20 800 direct jobs

whilst the Tubatse SEZ is expected to create approximately 2 000 permanent jobs for the people of the province.

Madam Speaker;

The private sector continues to play a major role in our effort to put Limpopo on a higher trajectory of economic growth and development.

Together with the private sector, we have identified 10 major projects for investment worth no less than R46 billion. This will obviously go a long way towards helping us to expand the productive capacity of our economy.

In this regard, the MEC for Economic Development Environment and Tourism will elaborate in more detail about these projects during the departmental budget vote.

Madam Speaker;

Access to broadband connectivity is the backbone of knowledge economy. It is in this context that we have assigned Limpopo Connexion, a subsidiary of LEDA, to begin in earnest with the rollout of infrastructure for the broadband telecommunication programme in Limpopo.

The programme implementation has been planned in two phases, with the first Phase commencing in quarter two of the 2017/18 financial year. This phase will roll-out the broadband infrastructure in Polokwane including the identified key provincial growth points.

The second phase of the programme will cover over 80% of the provincial population, as per the provincial spatial development framework.

Madam Speaker and honourable members;

Notwithstanding the gradual decline in the contribution of agriculture to the GDP, the 2015 StatsSA General Household Survey shows that we are doing well in terms of household access to basic food.

This survey has shown that 91,8% of households in Limpopo has adequate access to food. This is quite encouraging, given the rural nature of our Province.

It is in this context that the provincial government has embarked on an aggressive drive to encourage communities, in particular rural communities, to go back to farming.

We have also supported over 3 000 households to produce their own food in their backyard gardens by the end of the third quarter of 2016/17. We hope to increase this intervention and support to over 5 000 households in the coming financial year.

Honourable Members;

The Ilima/Letsema conditional grant continues to be one of the funding sources to improve productivity of emerging farmers in Limpopo.

By the end of the second quarter, the Ilima/Letsema conditional grant had supported 47 projects benefiting a total of 2 333 beneficiaries. A total of 680 farmers was assisted to access the markets.

For the 2017/18 financial year, the Ilima/Letsema conditional grant will be utilised to support a total of 90 projects with an estimated budget of over R67 million. The grant will benefit 15 538 emerging farmers. Included in this will be 2 718 smallholder farmers, 12 791 subsistence farmers and 29 black commercial farmers.

Madam Speaker;

The implementation of the Fetsa Tlala programme was adversely affected by drought and climate change in the Province in the 2015/16 Financial Year. As such, targets were revised to consider only farming areas with enough irrigation water.

The MEC for Agriculture and Rural Development will provide more detail with regard to the implementation of this programme in the light of the revised targets.

A re boeleng mašemong re ye go lema! Madam Speaker;

As we were busy implementing measures for recovery from the 2015 drought, we are once more affected by another natural invasion, the infamous Fall Army Worm.

The government has convened and instructed a team of experts to further trouble-shoot this problematic situation and we are receiving frequent reports and update.

We also call upon our farmers to promptly report any strange pest on their fields for urgent intervention.

Madam Speaker and honourable members;

Last year I spoke of a commitment to establish the Provincial Infrastructure Hub which will help coordinate the delivery of strategic social-economic infrastructure across the province.

I am proud to announce that the Infrastructure Hub is in place with 68 professionals already appointed.

The work to improve our road network infrastructure is continuing. With regard to the commitment we made during the previous SOPA to upgrade and rehabilitate certain roads, I can report that the construction in Ga-Phasha, Mampuru, Makuya, Masisi, Pelangwe-Atok, Ga-Nchabeleng-Mphanama-Jane-Furse, and Mabuela is in progress.

This road network will obviously facilitate easy access to socio-economic opportunities for our people.

Madam Speaker;

On the commitment to eradicate the bermuda roads, I can report that last year we handed over two new construction projects in the Settlers and Legolaneng-Monsterloos areas. Four more roads are to be completed before the end of the 2017/18 financial year.

Over the next 3 years, the Road Agency Limpopo will upgrade 296 kms of gravel roads to tar, and further rehabilitate 303 lane kms of surfaced roads.

We are also continuing with the improvement of infrastructure at various traditional councils across the province. As we speak, the construction is progressing well and we hope to finish this work in the coming Financial Year.

I must add that these construction projects are implemented using in-house teams that are augmented by EPWP recruits.

Madam Speaker;

Investment in the development and maintenance of water infrastructure is top of our priority list as government. Adequate and reliable water infrastructure will bring a multitude of economic and social benefits.

With the support of the National Department of Water and Sanitation, major water projects valued at approximately R1.5 billion are currently being implemented in the Province. These include:

- Mooihoek/Tubatse Bulk Water Scheme
- Sekhukhune Bulk Water Scheme
- Moutse Bulk Water Scheme
- Mogalakwena Bulk Water Supply
- Mametja Sekororo Regional Water Scheme
- Nebo Bulk Water Supply
- Sinthumule Kutama Bulk Water Supply
- Giyani Water Services, and
- Giyani Bulk Water Supply Drought Relief

Madam Speaker and honourable members;

We are guided by the Sustainable Development Goals in our continued efforts to ensure healthy lives and promote the well-being of the people.

In line with the imperatives of the National Health Insurance initiative, we are currently implementing the Ideal Clinic Programme.

This Programme is meant to ensure a systematic improvement and to correct deficiencies in public healthcare facilities.

To this end, 77 of our healthcare facilities are meeting the Ideal Clinic status. This means that these facilities have good infrastructure, adequate staff, adequate medical supplies, good administrative processes and adequate bulk supplies.

We are also continuing with our aggressive programme of the acquisition of the state-of-the-art ambulances.

Last year we reported that we had delivered an additional 50 of these ambulances to our healthcare facilities. We further committed to acquire and deliver more for the year under review.

It is my pleasure to report that we did deliver on this commitment.

50 state-of-the-art ambulances have since been delivered to various health facilities across the province.

Once more, we are committing to procure yet another batch of 50 ambulances. In the same vein we will recruit more skilled paramedics, especially the Advanced Life Supporters.

This acquisition of modern ambulances and the recruitment of Advanced Life Supporters will indeed go a long way in saving lives.

Madam Speaker;

After a four-year long battle, the Province has managed to reduce the maternal HIV vertical transmission from 2% to 1.1% against a target of 1.4%.

Our TB treatment success rate is at 82%, whilst our Multi Drug Resistance TB treatment success rate is at 87.7%.

We have also managed to reduce the malaria case fatality rate from 1.68% in the year 2014/15 to 1.04% in the year 2015/16. In the same period, malaria cases declined from 8 045 to 1 538.

As part of the National Health Insurance pilot programme, the province has also started with the implementation of the Centralized Chronic Medicine Dispensary and Distribution Programme in the Vhembe district.

Madam Speaker;

As we have said last year the programme to ensure a fully-fledged

Medical School in the Province is well underway.

The undertaking by the Minister of Finance during the presentation of his budget speech on Wednesday is much welcome. His commitment to work with his counterparts on the planning of both the Limpopo Academic Hospital and the new Medical School will help us move with the necessary speed.

Equally pleasing is the fact that Polokwane Municipality has now made the land available for the construction of this Academic Hospital. This will go a long way towards achieving our commitment to ensure quality healthcare in the province.

In the same vein, the construction of the Siloam Hospital has begun in earnest.

Madam Speaker and honourable members;

The fight against crime and corruption is high on the agenda of this government. We are relentless in our commitment to fight crime and corruption, both in the private and the public sector.

It is in this context that we are strengthening the Provincial Anti- Corruption Forum with a view to bring all stakeholders in the fight against corruption on board.

I also call on the municipalities to implement all the findings from commissioned forensic reports.

Madam Speaker;

Our approach in fighting crime is also to address the social enablers of crime. Amongst those, we have identified the rampant mushrooming of liquor outlets in our communities, some in close proximity to schools and places of worship.

Related to this is the proliferation of illegal substances such as dagga and the deadly nyaope in our communities.

However, the war against the illegal sale of alcohol and the pushing of illegal substances is in full swing. By September 2016 we had closed about 250 unlicensed liquor outlets in this province. In the same period, we had conducted 44 894 inspections at licensed liquor outlets to ensure continuous compliance with the law.

We have also impressed upon the Provincial Liquor Board to review the licences of all liquor outlets that are near our schools and places of worship. To that end, I call upon this august House to expedite the amendment of the Limpopo Liquor Act.

Honourable Members;

Just last week I woke up to the news of young people in Dan Village outside Tzaneen who were traumatising the community.

I wish to report to this august House that after our swift intervention about 14 gangsters have thus far been arrested. The people of Dan and surrounding villages are now living in peace. I am therefore imploring police to work much harder to eradicate gangsterism in all manifestations at Dan Village.

Madam Speaker;

Our focus is also on the crimes of the violation of traffic rules. In this regard, we are increasing our capacity to deal with traffic transgressions and to make our roads safer and reliable.

It is for this reason that we have set aside an amount of R252 million for the refurbishment of the Limpopo Traffic College. We look forward to what will be a modern facility to serve the needs of Limpopo and beyond.

As we committed last year, we have almost completed the recruitment of 250 young people for training as Traffic Officers.

We have already appointed a number of Driving Schools to offer driving lessons to about 1 500 Grade 11 and 12 learners across the Province.

Madam Speaker and honourable members;

Limpopo is the home of tremendous talent in the family of sport, arts and recreation.

The footprint of Limpopo is all over the national and international stage - thanks to our talented and forever hardworking athletes and artists.

At the recent Rio Olympic Games, our golden girl, Caster Semenya won gold in the 800 meter race. In the process she set a new national record by convincingly winning the race in one minute

55.28 seconds.

She was later bestowed with the South African Sportswoman of the Year Award in Bloemfontein. A deserving honour indeed!

Another one from our shining galaxy of stars is known simply as Bra Hlompho Kekana.

This Limpopo born-and-bred soccer maestro, who has graced this occasion, put us on the world map. He is the first South African whose goal was nominated for the prestigious FIFA Puskás Award in 2016.

Last year we also saw our youngsters from Benny's Sports

Academy in Makhado representing our country at the Danone Nations Cup in France. This is the world's biggest football tournament for children aged between 10 and 12. Mr. Benny the founder of Benny's Sports Academy is also in our midst.

On the musical front, Limpopo artists are dominating the national stage. Last year visitors from outside the country would have been forgiven to think that the country had adopted a new national anthem in the form of 'ska bhora moreki'.

We congratulate our son, Khutso Kgale, otherwise known as King Monada, for putting Khelobedu music and Limpopo on the national map. King Monada is also here with us today.

Our very own Dr Tumi is also ruffling the feathers in the music industry. This super-talented son of the soil has recently won six awards at the SABC Crown Gospel Awards in Durban. While Dr Tumi dazzles Gospel music fans, he continues to practice medicine, making immense contributions to our country's healthcare services. We are blessed with the presence of Dr. Tumi who has graced this occasion.

Madam Speaker;

Last year during the State of the Province Address I expressed our intention to construct a state-of-the-art provincial performance theatre.

Today I can announce to the people of Limpopo that this state-of-the-art provincial performance theatre will finally be built in Polokwane. This theatre will be constructed at the corner of Oost and Grobblers streets.

This project will amongst other things help ignite cultural industry, promote our rich and diverse cultures and create jobs opportunities.

Madam Speaker;

The Mapungubwe Festival is becoming a signature event in the country's entertainment calendar.

This festival promotes social cohesion, provides a platform for artists to display their artistic talents and ensures economic spinoffs for the province.

During the last Mapungubwe Festival, a number of crafters who had an opportunity to display their crafts, generated substantial income.

Another striking event on the province's social calendar is the Annual Marula Festival. The popularity and success of this event has reached monumental proportions. Last year, the festival attracted about 30 000 people.

This year's celebrations started a week ago, and will culminate in a Jazz Festival next Saturday. This festival always draws hundreds of visitors from our neighbouring countries such as Mozambique, Zimbabwe and Zambia. This year's guest list includes people from as far as South America.

The economic spinoffs of this festival are unrivalled. More than 13 Cooperatives under the Mukumbi Industries will brew 12 000 litres of marula beverages for the public throughout the festival.

Apart from marula beverages, local entrepreneurs will also be selling other bi-products of marula, such as jam, cooking oil, soap, hand and body lotions and nuts.

A festival of this nature ke sentšwela-kae.

I therefore take this opportunity to invite all the people of Limpopo to make time, and be part of this year's Marula festivities.

Madam Speaker;

As OR Tambo once stated "the children of any nation are its future. A country that does not value its youth does not deserve its future".

Over the past 23 years of freedom and democracy, the ANC government has put youth development at the centre of the reconstruction and development of this country.

Last year alone, various institutions of Limpopo Provincial Government gave bursaries to no less than 2 135 young people to study in various fields.

In terms of the Artisan Development Initiative, we set aside R17 million to cater for no less than 420 learners in electrical, bricklaying, carpentry, plumbing, road supervision, building and civil construction.

The other area of focus was on the Air Traffic Controller Bursary Training Programme. No less than 35 learners have benefitted from R34.5 million that we set aside to empower young people in this regard.

Honourable members;

Through the Services SETA Skills Development Programme, we have seen no less than 190 young people placed on learnerships in electrical and diesel mechanical trade at a cost of R7.5 million.

I am also proud to report that in 2016 we placed no less than 3 298 young people on learnership, internship and experiential training programmes in various government departments.

I must also hasten to indicate that this year we will be recruiting about 500 young artisans to be stationed at our healthcare facilities across the province. These young people will assist us on electro-mechanical, plumbing, carpentry and all maintenance- related work.

I have also directed LEDA to commit more resources towards developing and empowering cooperatives led by youth, women and people living with disabilities.

Madam Speaker;

We have begun with the process of crafting the Limpopo Youth Development Strategy. This Strategy will clearly define the youth development agenda in the province.

In this regard, we will convene the Provincial Youth Development Summit, by no later than October 2017, where young people will come together under one roof to determine their own future.

I have also read on the ANC Youth League social media page on

SOPA about the dire need for sanitary towels for our young girls. This is one of the many challenges that confront young women, particularly those of the school-going age.

I am, therefore, directing the MECs for Health and Education to advise the Executive Council on how government can intervene as a matter of urgency in this regard. No girl child must be denied an opportunity to learn because of conditions beyond her control.

I, therefore, wish to applaud the ANC Youth League for this initiative.

Madam Speaker;

Our efforts to build administration that is responsive and sensitive to the needs and aspirations of our people have begun to take shape.

We are also stabilising governance by putting systems to ensure that we are able to discharge our constitutional mandate.

We have just appointed a Director General for the Provincial Administration. We have also appointed HODs for all provincial departments with the exception of the Department of Sport, Arts and Culture.

We should be able to finalise the appointment of the HOD for the

Department of Sport, Arts and Culture by the end of March 2017.

These appointments should assist us to improve on overall governance, in particular the audit performance of departments.

Madam Speaker;

A harmonious working relationship between the employer and organised labour is also a critical ingredient for good governance.

It is in this context, that in our engagement with organised labour, we have committed to working together to promote labour stability at workplace.

Honourable Members;

Our collective task for the year ahead is well defined. Let us work in unity for the good of our province and its people. Let us master the art to subject our personal ambitions and aspirations to the broader ambitions of the people as a whole.

In line with the National Development Plan ‘we have to ensure that poor people have the environment, services and skills to improve their lives. At the same time, government must create the conditions and environment for higher levels of public and private investment to create jobs’.

We have come this far working together as a people of this Province, we must continue, united in action, to make Limpopo a better place to live in.

*Tau tša hloka seboka di šitwa ke nare e hlotša!*

Ke tšhaba mediti!

## 2.5 INSTITUTIONAL ARRANGEMENTS [ROLES AND RESPONSIBILITIES]

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

*Table 5: Internal Stakeholders*

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

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

**Table 6: External Stakeholders**

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

### 2.5.1 THE IDP REVIEW PROCESS PLAN

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

The municipality approved the 2017/2018 IDP process plan on the 26 AUGUST 2016 .Below is the timetable for the IDP/ budget process for 2017/2018 Municipal fiscal year.

#### IDP/Budget Process Plan for the 2017/2018 financial year

MONTH	ACTIVITY	Target date
<b>PREPARATORY PHASE</b>		
July 2016	<ul style="list-style-type: none"> <li>Review of previous year's IDP/Budget process with MTEF included.</li> <li>EXCO provides political guidance over the budget process and priorities that must inform preparations of the budget.</li> </ul>	1-31 July 2016 1-31 July 2016
August 2016	<ul style="list-style-type: none"> <li>IDP steering committee meeting for the presentation of the 2017-2018 IDP and Budget process plan</li> <li>Ward-to-Ward based analysis data collection</li> </ul>	11 August 2016

	<ul style="list-style-type: none"> <li>• Collate information from ward based data.</li> <li>• 4<sup>th</sup> Quarter Performance Lekgotla</li> <li>• Tabling of the 2017-2018 IDP and Budget process plan to council for approval</li> <li>• Submit AFS (Annual Financial Statements) for 2015/16 to AG.</li> <li>• Submit 2015/16 cumulative Performance Report to AG &amp; Council Structures</li> </ul>	15 August 2016 - 16 September 2016  18 August 2016  26 August 2016  31 August 2016  31 August 2016
	<b>ANALYSIS PHASE</b>	
September 2016	<ul style="list-style-type: none"> <li>• 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).</li> <li>• Determine revenue projections and propose tariffs and draft initial allocations per function and department for 2017/18 financial year.</li> <li>• Consult with provincial and national sector departments on sector specific programmes for alignment (schools, libraries, clinics, water, electricity, roads, etc).</li> <li>• Finalize ward based data compilation for verification in December 2016.</li> </ul>	01 September 2016-December 2016
	<b>STRATEGIES PHASE</b>	
October 2016	<ul style="list-style-type: none"> <li>• Quarterly (1st) review of 2016/17 budget, related policies, amendments (if necessary), any related consultative process.</li> <li>• Begin preliminary preparations on proposed budget for 2017/18 financial year with consideration being given to partial performance of 2016/17.</li> <li>• 1ST Quarter Performance Lekgotla (2016/17)</li> </ul>	19-20 October 2016  1-31 October 2016  19-20 October 2016
	<b>PROJECTS PHASE</b>	
November 2016	<ul style="list-style-type: none"> <li>• Confirm IDP projects with district and sector departments.</li> </ul>	1-30 November 2016

	<ul style="list-style-type: none"> <li>• Engage with sector departments' strategic sessions to test feasibility of attendance to planned sessions.</li> <li>• Review and effect changes on initial IDP draft.</li> </ul>	
	<b>INTEGRATION PHASE</b>	
December 2016	<ul style="list-style-type: none"> <li>• Consolidated Analysis Phase in place</li> <li>• IDP Steering Committee meeting to present the analysis data</li> <li>• IDP Representative Forum.</li> </ul>	02 December 2016 06 December 2016 08 December 2016
January 2017	<ul style="list-style-type: none"> <li>• Review budget performance and prepare for adjustment</li> <li>• Table Draft 2015/16 Annual Report to Council.</li> <li>• Submit Draft Annual Report to AG, Provincial Treasury and COGHSTA.</li> <li>• Publish Draft Annual Report in the municipal jurisdiction (website etc.).</li> <li>• Prepare Oversight Report for the 2015/16 financial year.</li> <li>• Mid-Year Performance Lekgotla/Review/Strategic Planning Session, (review of IDP/Budget, related policies and consultative process</li> </ul>	09-18 January 2017 27 January 2017 19 January 2017
February 2017	<ul style="list-style-type: none"> <li>• Table Budget Adjustment (if necessary).</li> <li>• Submission of Draft IDP/Budget for 2017/18 to Management.</li> <li>• Submission of 2017/18 Draft IDP/Budget to EXCO</li> <li>• Submission of Draft IDP/Budget and plans to Portfolio Committees.</li> </ul>	23 February 2017 10 February 2017 14 February 2017 16 February 2017
March 2017	<ul style="list-style-type: none"> <li>• Council considers the 2016/17 Draft IDP/Budget.</li> <li>• Publish the 2017/18 Draft IDP/Budget for public comments.</li> <li>• Adoption of Oversight Report for 2015/16.</li> </ul>	30 March 2017
	<b>APPROVAL PHASE</b>	

April 2017	<ul style="list-style-type: none"> <li>Submit 2017/18 Draft IDP/Budget to the National Treasury, Provincial Treasury and COGHSTA in both printed &amp; electronic formats.</li> <li>Quarterly (3rd) review of 2016/17 budget/IDP and related policies' amendment (if necessary) and related consultative process.</li> <li>IDP Representative Forum meeting to present the draft IDP to various stakeholders</li> <li>Consultation with National and Provincial Treasury, community participation and stakeholder consultation on the draft 2016/17 IDP.</li> <li>3rd Quarter Performance Lekgotla (2016/17)</li> </ul>	07 April 2017 12 April 2017 11 April 2017 15 April 2017 -07 May 2017 12 April 2017
May 2017	<ul style="list-style-type: none"> <li>Submission of Final Draft IDP/Budget for 2017/18 to the Council for approval.</li> <li>Finalize SDBIP<sup>i</sup> for 2017/2018.</li> <li>Develop Performance Agreements (Performance Plans) of MM, Senior Managers and Middle Managers for 2017/18 performance year.</li> </ul>	26 May 2017
June 2017	<ul style="list-style-type: none"> <li>Submission of the SDBIP to the Mayor.</li> <li>Submission of 2017/18 Performance Agreements to the Mayor.</li> </ul>	1-30 June 2017

## 2.5.2. IDP REVIEW PHASES

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

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

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

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

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

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

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

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

### **Phase 1: Analysis**

The analysis phase deals with the existing situation and encompasses an assessment of the existing level of development.

It is important during this phase that the municipality understands not only the symptoms, but also the **root cause of the challenges** in order to make **informed decisions** on appropriate solutions

The importance of a comprehensive evaluation of the previous year's **Annual Report is critical**, as it articulates what was achieved in the **previous IDP cycle** and the challenges that contributed to areas of underperformance. This provides a credible benchmark/reference for the current review process

It is important to determine the priority issues because the municipality will not have sufficient resources to address all the issues identified by different segments of the community.

### **Phase 2: Strategies**

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

### **Phase 3: Projects**

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

### **Phase 4: Integration**

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

### **Phase 5: Approval**

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

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

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

### 2.5.3 COMMUNITY PARTICIPATION

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

Print media, EMLM newsletters and electronic media are used to inform the community of the processes of the IDP. Dates of the meeting schedules of the IDP processes and other IDP related structures including the Community Outreach Programme are clearly outlined in Table Ref No 2 below.

*Table 7: Stakeholder Consultation Calendar*

	<b>Activity</b>	<b>Period</b>	<b>Time</b>	<b>Venue</b>
<b>1</b>	Visit All Wards (31 Wards ) For Community Needs Identification Through Completion Of The Ward Development Plans	01 – 31 August 2016	A Programme To Be Developed With Specific Timeframes	A Programme To Be Developed With Clear Indication Of Venues In All Wards
<b>2</b>	Consolidation Of Community Needs	02 – 15 December 2016	07 H 00 To 16 H 15	Office
<b>3</b>	Presentation Of The Situational Analysis To The IDP Steering Committee And 1 <sup>st</sup> IDP Rep. Forum	06 and 08 December 2016	10 H 00	Committee Room
	Present The Strategic Priorities To The 1 <sup>st</sup> IDP Rep. Forum	08 December 2016	10 H 00	Chamber
<b>4</b>	Presentation Of Draft IDP/Budget To Council For Inputs and adoption	30 March 2017	14h00	Municipal Chamber
<b>5</b>	Public Notices For Inputs From The Public	31 March 2017		
<b>6</b>	Draft IDP-Budget Stakeholders Consultation (Magoshi's)	10 April 2017	10h00	Municipal Chamber
<b>7</b>	Draft IDP-Budget Ward Visits (Ward 1-30)	11-26 April 2017	10h00	In All Wards
<b>8</b>	Consolidation Of Report From Public Participation	02-04 May 2017		Municipal Manager
<b>9</b>	IDP Steering Committee To Discuss The Consolidation Of Projects	05 May 2017	10h00	Municipal Chamber
<b>11</b>	Consolidation Of Projects From Sector Departments	15 May 2017	10 H 00	Committee Room
<b>12</b>	Adoption Of 2016-2017 Reviewed IDP-Budget	31 May 2017	12h00	Municipal Chamber (Council)

## 2.5.4 COMMUNITY PRIORITY NEEDS PER WARD

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

EMLM would endeavour to engage with responsible national and provincial departments in ensuring implementation of projects aimed at attaining ward specific priorities. The below mentioned community needs emanates from the stakeholders engagement and community participation conducted when developing the 2016/17 IDP document. The needs tabled below are those emanating from the previous consultations including the 2015/16 consultations.

*Table 8: Community priority needs*

WARD	NEEDS PER WARD
1.	<p>Clinic at Moteti B</p> <p>Storm water drainage all village</p> <p>Electricity Oorlog, Moteti B &amp; Re-gravelling of roads in all village</p> <p>Water reticulation Ramaphosa, Slovo, Oorlog and Moteti</p> <p>High mast lights in all villages</p> <p>Water at Ramaphosa and Moteti B</p> <p>Electricity of Moteti B, Slovo and Lusaka</p> <p>Sanitation/ VIP toilets in all villages &amp; in all graveyards</p> <p>Emergency services required</p> <p>Library and gymnasium</p> <p>Satellite Police station</p> <p>Storm water drainage</p> <p>Completion of tar road 300m</p> <p>RDP houses=125: Ramaphosa=25; Oorlog=30; Slovo=50; Moteti B=20</p> <p>Low cost houses</p> <p>Secondary school at Ramaphosa</p> <p>Pre-school and crèche</p> <p>Pension Pay point (Hall) and Old age home</p> <p>Sports field and recreational facility</p> <p>Title deeds in all villages</p> <p>Low level bridge at Oorlog</p> <p>Shopping complex</p> <p>Recycling at Lusaka borrow pit</p> <p>Cleaning of graveyards</p> <p>Mobile police station</p> <p>Putco buses are needed in Ramaphosa village.</p> <p>Jojo tanks needed at Ramaphosa &amp; the billing system on water to be introduced at Slovo.</p> <p>Shelters at bus stops</p> <p>Regravelling of road from phase 1 to phase 2</p> <p>Connected bridge phase 1-8</p> <p>Dust bins needed</p> <p>Sports field needed</p> <p>Solar geysers needed</p>

WARD	NEEDS PER WARD
	<p>Community hall needed</p> <p>Job creation</p> <p>24hour pipeline of water</p> <p>Pump operator needed</p> <p>The ownership of R.D.P houses</p> <p>Shortage of water while there are flushing toilets</p>
2.	<p>Land care</p> <p>Upgrading of Moteti A bus route (5km) tar or paving</p> <p>Clinic at Moteti A (urgent)</p> <p>High mast lights in all villages of the ward</p> <p>Paving or tarring of bus route at Moteti "C" and C1 (5 km</p> <p>Re-gravelling of roads&amp; 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&amp; school toilets at Nkadimeng Primary</p> <p>Low level bridge/ pedestrian bridge from Masakaneng to Mzimdala)</p> <p>Shelters at bus stops&amp; 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>Water needed</p> <p>Jojo tanks needed in other areas</p> <p>Side walk pave is vandalized and need to be refurbished</p> <p>Storm water control need to be patched at ZCC church site</p> <p>Unfinished road in Moteti C need to be finished</p> <p>Maintenance of cemeteries at Moteti A</p> <p>Stone pitching at Moteti A</p> <p>Recreation centre (sports facilities, gymnasium)</p> <p>Community hall Moteti Homeland</p> <p>Bus stop shelters needed</p> <p>Shelter needed at pension pay point</p> <p>Waste Management (refuse removal)</p> <p>Proper grading of the road</p> <p>Ward committee need training</p>
3.	<p>Water and sanitation at Kgobokwane and Kgaphamadi</p> <p>Community hall at Kgobokwane</p> <p>Youth centre needed at Naganeng</p> <p>Shelter needed at Naganeng paypoint</p> <p>Dropping centre at Naganeng</p> <p>Re- gravelling of roads, storm water control and a bridge at Kgaphamadi</p> <p>High mast lights in both villages ( Kgobokwane and Kgaphamadi)</p>

WARD	NEEDS PER WARD
	<p>Job creation</p> <p>Speed humps needed at Kgobokwane and Naganeng including road signs&amp; tarring of 3 km road at Kgaphamadi</p> <p>Tarring of road at Naganeng to Matlala Lehwelere</p> <p>Post office required at new stand</p> <p>Fence erection for livestock</p> <p>Primary school required at new stand&amp; secondary School needed in Kgaphamadi</p> <p>Constrction of primary , secondary schools and admin block at Naganeng</p> <p>Construction of crèche at Naganeng</p> <p>School transport needed at Naganeng</p> <p>Satellite Police station</p> <p>Electrification of 135 stands at Kgaphamadi</p> <p>Electrification of Naganeng extension</p> <p>120 RDP houses are needed &amp; some RDP houses' roofing are leaking</p> <p>50 RDP houses needed at Naganeng</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>Community library</p> <p>Construction of pay point for elders.</p> <p>Establishment of parks.</p> <p>Land use management</p> <p>Jojo tanks needed in the ward</p> <p>School patrol</p> <p>Refuse collection needed (community is willing to pay for the services)</p> <p>Road to Moshate need to be tarred (Kgobokwane Moshate)</p> <p>Incomplete roads need to be completed</p> <p>Ablution facilities in the schools</p> <p>Grader needed</p>
4.	<p>Electrification of Mpheleng ( Ntswelemotse )</p> <p>VIP Toilets at Waalkraal &amp; Ntswelemotse</p> <p>Demarcation of Stompo stands</p> <p>Storm water control at Walkraal A and RDP</p> <p>Tarring of 9 km access road from Stompo to Walkraal &amp;speed humps on the bus route.</p> <p>Paving of 3 km and 8 km storm water control at Stompo,</p> <p>House connections and Cost recovery at Mpheleng (Ntswelemotse)</p> <p>High mast lights required</p> <p>Fencing of cemeteries</p> <p>Rebuilding of Ramatsetse Primary School</p> <p>Mobile clinic needed/ proper clinic to be build</p> <p>Construction of pre- school at Stompo.</p> <p>New sport ground to be constructed at New Stands.</p> <p>A need for a steel tank at Walkraal</p> <p>Development of parking area</p> <p>Community hall needed</p> <p>Construction of skills development centre &amp;children's recreational parks</p> <p>Fencing of Office</p>

WARD	NEEDS PER WARD
	<p>Roads and street maintenance &amp; Internal roads needed</p> <p>Water needed within the ward &amp; Boreholes to be equipped</p> <p>Residential site to be established</p> <p>RDP houses or low cost houses needed</p> <p>Shelter at pension pay points</p> <p>Internal bridges and low level bridge from the village to primary and secondary school needed</p> <p>Security and safety required</p> <p>Sewer system needed</p> <p>Electrification of Trust (Walkraal extension, Ntswelemotse extension )</p> <p>Yard connections at Ntswelemotse</p> <p>Tarring of bus route at Waalkraal</p> <p>Rebuilding of Ramatsetse school</p> <p>Construction of library at Ntswelemotse and Stompo</p> <p>Construction of pre- school at Stompo.</p> <p>New sport ground to be constructed at New Stands.</p> <p>A need for a steel tank at Walkraal</p> <p>Development of parking area.</p> <p>Construction of skills development centre.</p> <p>Speed humps on the bus route.</p> <p>Title deed as a priority number one</p> <p>High school is needed at Malaeneng</p> <p>FET college is needed</p> <p>Mobile police station is needed</p> <p>Road to cemetery needed</p> <p>Storm water control at Ntswelemotse</p> <p>Library and gymnasium</p> <p>Primary school at Waalkraal (RDP)</p> <p>Satellite police station needed</p> <p>Water needed</p> <p>Speed humps on the road</p> <p>Construction of skills development</p>
5.	<p>Water (additional boreholes &amp; reticulation)refurbishment of the existing boreholes in all villages</p> <p>Erection of a clinic between Mpheleng and Magakadimeng</p> <p>Paving of bus route and storm water control including a low level bridge</p> <p>Sanitation in all villages</p> <p>High mast lights</p> <p>Admin. Block for Mpheleng Primary school, Ramonokane and additional classes at Mailankonono</p> <p>RDP in both villages ( Mpheleng and Magakadimeng )&amp;VIP Toilets in all villages</p> <p>Construction of a bridge between Mpheleng and Uitspanning B</p> <p>Tarring of access road from R25( Bloempoort ) to Uitspanning B</p> <p>Educational bursaries</p> <p>Renovation of schools and also construction of an admin. Block at Mailankonono sec. school.</p> <p>Pension pay points required</p> <p>Additional class rooms at Sebakanaga</p> <p>Fencing of borrow pits</p>

WARD	NEEDS PER WARD
	<p>Tarring of bus route</p> <p>Developing community parks &amp; Constructing community hall.</p> <p>Fencing of cemeteries in Mpheleng and Magakadimeng.</p> <p>Provincial road to be re-done and maintained.</p> <p>Community willing to pay services in Mpheleng</p> <p>Monitoring of projects</p> <p>Sports fields needed</p> <p>Grader drivers must be trained</p> <p>Budget for Mpheleng and Matlala road</p> <p>Clinic and school needed</p> <p>National and Provincial criteria to implement projects</p> <p>Magakadimeng bus road</p> <p>Upgrading of multipurpose sports field</p> <p>Street name board</p> <p>Waste management, refuse removal</p> <p>Need for agripark</p>
6	<p>Re-gravelling of roads in all villages of the ward</p> <p>Five Morgan (20 households)</p> <p>VIP toilets in all villages</p> <p>High mast lights in all villages</p> <p>Water at five Morgan and Taereng</p> <p>Low level bridge at five Morgan</p> <p>Fencing of grave yard at Phucukani</p> <p>Storm water control and paving of roads</p> <p>Community hall</p> <p>Refuse removal</p> <p>F.E.T college</p> <p>Multipurpose centre&amp; Community park</p>
7.	<p>RDP houses in all villages</p> <p>Refurbishment of the existing community hall</p> <p>Low level bridge at the road to Segolokwane Primary school&amp; at Thejane school and Nyakorwane</p> <p>Re-gravelling of roads in all villages</p> <p>VIP toilets</p> <p>Recreation facilities</p> <p>High mast lights in all villages</p> <p>Electrification for ten (10) Morgan and Zuma-park</p> <p>Paving of all roads to and from schools</p> <p>Completion of Nyakorwane paving project</p> <p>Primary school at Moteti C2</p> <p>Fencing of all cemeteries</p> <p>Storm water control in all villages</p> <p>Water ( ten Morgan) and sanitation in villages of the ward</p> <p>Community hall at ten Morgan</p> <p>In –fit houses at ten Morgan</p> <p>Formalization of Zenzele informal settlement</p> <p>Paving of all the roads leading to schools</p> <p>Low level bridge on the road to Hlogolokwane school</p> <p>Low level bridge, joining Matshipe to Goedereede</p>

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

WARD	NEEDS PER WARD
	<p>Electrification D3 Phooko ext and Tambo extension and Walter Sizulu phase1 ext including the informal settlements</p> <p>Tarring of Walter Sizulu bus route and storm water control</p> <p>Speed humps at Tambo tar road</p> <p>Tarring of access road and bridge at Phooko village&amp;tarring of the road to Ga-Kgaladi</p> <p>Refuse collection facilities(skips)</p> <p>Paving access road at Jabulani D3 2 km</p> <p>Incomplete road in Tambo village to be completed</p> <p>Sanitation at Walter Sizulu</p> <p>Clinic at Phooko and Jabulani</p> <p>Community Hall at Tambo Square</p> <p>Access bridge between Phooko and Phucukani</p> <p>Access bridge from S&amp;S to Kgaladi 5,4 km</p> <p>Access bridge to Sibisi Primary school</p> <p>Repair of a bridge linking Tambo and Marapong</p> <p>500 RDP unit and 1000 VIP toilets</p> <p>Multi – sport center at Tambo Square</p> <p>Emergency storm water drainage on the Provincial road</p> <p>Upgrading of 2 boreholes at Phooko</p> <p>Jabulani D3 bulk water supply</p> <p>Extra One (1) borehole at Phooko&amp;Extra two boreholes at Jabulani D3</p> <p>Upgrading of 3 boreholes at Tambo Square Pre-schools</p> <p>Formalization of informal settlements(phase one extension in Walter Sizulu , D3 Jabulane Phooko and Tambo)</p> <p>Clinic at Tambo square</p> <p>F.E.T college and Library</p> <p>Municipal satellite office</p> <p>Sewer at Tambo and Walter Sisulu</p> <p>Development of new 1000 stands</p> <p>Special school is needed</p> <p>Marapong bridge-feedback from SDM</p>
10.	<p>Water provision in all villages of the ward</p> <p>Replacement of the leaking Jojo tank at Ga-Phora</p> <p>Roads re-gravelling and construction of tar road at Lesehleng</p> <p>Sanitation (VIP toilets) refuse removal/ waste management/ dumping site landfill area.</p> <p>Electricity for Dithabaneng, Mashemong &amp; Mohlamme section</p> <p>RDP houses in all villages of the ward</p> <p>Paving phase 2. Mohlamme road and Dithabaneng road</p> <p>Upgrading of sports fields</p> <p>Fencing of cemeteries</p> <p>High mast light</p> <p>Extra boreholes required for the ward: Dithabaneng; Mohlamme Extension and Mashemong</p> <p>Tarring all main roads in the ward</p> <p>Re gravelling all access roads in the village</p> <p>Construction of speed humps on FKJ Tjane School</p> <p>Storm water control</p> <p>Signage in all important areas within the ward</p>

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

WARD	NEEDS PER WARD
	<p>Resurfacing of access road from Uitspanning A to Bloempoort</p> <p>Clinic needed at Elandsdoorn and Uitspanning A</p> <p>Community crèche at Uitspanning A and Bloempoort</p> <p>Dropping centre at Bloempoort</p> <p>Job creation in the area of Moutse</p> <p>There are challenges that require the office of the Speaker to deal with and finalize.</p>
12	<p>Paving of road to Nala High school and Fawcett combined school</p> <p>Water and sanitation at Thabakhubedu</p> <p>Electrification of new settlement at Fawcett and Nala and new household within the villages</p> <p>Construction of a bridge linking Thabakhubedu and Ntwane</p> <p>RDP houses in all the villages including Magagamatala</p> <p>Thabakhubedu road phase 2</p> <p>Construction of a bridge at Nala high school and Lesehleng including Lekgwareng bridge to Nala</p> <p>Post office</p> <p>Cleaning of pay point</p> <p>Dumping site</p> <p>Fencing of cemeteries</p> <p>Building of Technical school and Library</p> <p>High mast lights</p> <p>Recreation facilities</p> <p>RDP houses: Thabakhubedu=55</p> <p>Pedestrian side walk and speed humps required at the main bus route</p> <p>To put culverts at Koto and Diep level</p> <p>Environmental inspection at shops and Spaza shops</p> <p>To extend the main tar road to Tamong</p> <p>To repair 14 boreholes at Thabakhubedu</p> <p>Installation of Network points for cell phones</p> <p>Grazing camp for livestock</p> <p>Pension pay point to be constructed</p> <p>Youth center required at Thabakhubedu</p> <p>Culverts at Lekgwareng</p> <p>Establishment of a new graveyard at Thabakhubedu</p> <p>Completion of stone pitching at Thabakhubedu bus route</p> <p>Speed humps needed at Thabakhubedu bus route</p> <p>Need for agripark</p> <p>Cleaning of dams for live stock</p> <p>Construction of tar road from Loskop dam to Magagamatala village</p> <p>Construction of Lekgwareng bridge</p>
13	<p>Traffic lights at all intersections in van Riebeeck street</p> <p>Cultural Plaza</p> <p>Resealing of roads</p> <p>Enlargement of office space at license department</p> <p>Upgrading of sewer lines and water network</p> <p>Traffic study</p> <p>Installation of Pre-paid meters (study)</p> <p>Branding of the municipality</p> <p>Renaming of streets and streets identification signs</p>

WARD	NEEDS PER WARD
	<p>Renovation of Public toilets</p> <p>Up-grading of tennis cords</p> <p>Budget for community Policing Forum</p> <p>Install infrastructure services to the hawkers</p> <p>CCTV cameras installation in town</p> <p>Improve learning material in the library</p> <p>To impose bylaws in all unoccupied sites and must be applied without racial favor, e.g. cutting of trees</p> <p>Recreational facilities</p> <p>Complete road master plan</p> <p>A need for proper planning and preventative maintenance on all assets in town</p> <p>To relocate hawkers from operating at pedestrian sidewalks</p> <p>Renaming of the town to be included as part of the ward 13 needs</p> <p>Policing forum need to be budgeted</p> <p>Public consultation process on Saturday need to be concluded</p> <p>Library to be opened after hours, more personnel needed in the library and Saturday hours to be extended</p> <p>Research to be done on study material as per users</p> <p>To intensify mechanism of cleaning our internal street</p> <p>Community services must ensure that the internal streets are clean at all times</p> <p>There is a need for a community hall</p>
14	<p>Dropping centre at Ga-Matlala Lehwelere including Masakaneng</p> <p>Upgrading of sports field in all villages</p> <p>Equipping of bore holes at Ga-Matlala</p> <p>Construction of crèche at Masakaneng and Gamatlala</p> <p>Clinic required in all villages</p> <p>Re-gravelling of access roads in all villages including storm water control</p> <p>Upgrading of sports field in both villages</p> <p>VIP toilets in all the villages</p> <p>Tarring of road at Naganeng to Matlala Lehwelere.</p> <p>Recreational faculties in villages of the ward</p> <p>Construction of both secondary and Primary schools at Masakaneng. Ga-Matlala Lehwelere primary school (foundation phase)</p> <p>Old aged homes required in all villages</p> <p>Electricity to be installed at agricultural scheme, Masakaneng and Ga-Matlala extension</p> <p>A need to deploy water pump operator at Matlala Lehwelere</p> <p>Community office required in all villages</p> <p>RDP houses =1400.Ga Matlala Lehwelere=500;Masakaneng=900</p> <p>Construction of a secondary school at Masakaneng and also construction of administration block at Ga-Matlala and Masakaneng.</p> <p>Construction of a crèche at Masakaneng</p> <p>Bulk water supply required in all villages</p> <p>Establishment of a cemetery at Masakaneng village</p> <p>Fencing of cemeteries in all villages</p> <p>Libraries in all villages</p> <p>Installation of high mast lights in all villages</p> <p>Equipping of bore holes at Ga-Matlala</p>

WARD	NEEDS PER WARD
	Refuse removal in all villages Community halls in all villages Cleaning of Culvert (R 25 road) Fencing of road (R25) Funding of community projects Up-grading of Market stalls at Aquaville RDP needed at Aquaville and Vaalfontein 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 2 low level bridge needed at Matlala Lehwelere Culverts at Magoshi road Storm water drainage at Matlala Lehwelere Incomplete VIP toilets project Youth centre needed at Matlala Lehwelere Sports facilities Shelter at pay point stations Matlala Lehwelere Unemployment is a challenge in this ward Water supply (urgent) Increase RDP houses Agripark Community parks
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 Building for crèches in all villages High mast lights in all villages 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) Pits in the cemetery should be closed Cleaning of cemeteries
16.	Water at Oversea, Madala stands , Doorom and Masanteng Formal opening of the One Stop Center Strict occupation of RDP houses

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

WARD	NEEDS PER WARD
	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;Magopheng=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 via Syverfontein, Talane to Magukubjane Fencing and support to agricultural projects Road from Mmotwaneng crossing to cemeteries Fishing projects to be established Recreational facilities for all seven villages Water needed at new stands Water maintenance in all villages
19.	Water: water tankers at Dindela , Rondebosch , Nkosini and Mathula stands ( all extensions) Bridge between Rondebosch and Madongeni Tarring of 12 km road ( 8 km bus route at Mathula stands RDPhouses=62:Mathula=10; Enkosini=8;Dindela=15;Rondeboch=6;Perdeplaas=12;Thabaleboto=11 Renovation of Jafta and Bantabethu schools High mast lights in all villages Community hall at Mathula; Dindela and Thabaleboto Yard connection ( water) in all villages Gravelling of main roads in all villages Fencing of all cemeteries within the ward Upgrading of sports fields in all villages Network general at Moshate and Khathazweni Repairs water pumps at Mathulala & Enkosini Hlogotlou Brick works Road from Masimini to Dindela Job creation initiatives for people over 35 years Grading road at Mabele Grading of road from Taxi rank to Rondebosch

WARD	NEEDS PER WARD
	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 at 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
20.	Paving and storm water control at Monsterlus Paving of streets at Monsterlus Include water and sanitation at Monsterlus VIP Toilets at Stadium View and Matsitsi Supply of skips at Monsterlus Toilets and water taps in Graveyard Community hall around Monsterlus Stadium and Library Upgrading existing sewer system Support to brick making cooperative Water and electricity at stadium view. RDP houses=56: Matsitsi=09; Stadium View=14;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 at the graveyards Additional jojo tanks at Matsitsi section Tarring of road from taxi rank to Masoganeng Speed humps in the following roads: the main road passing police station to Zaaiplaas. Upgrading of purification plant Funding of Agricultural projects Maintenance transfer station Storm water phase 3 Re-gravelling and tarring of roads at Monsterlus unit A,B & anf C Cancellation of service debt Distribution of refuse bins for RDP beneficiaries

WARD	NEEDS PER WARD
	<p>Electrification of Matsitsi, RDP and Stadium View</p> <p>Resurfacing of the main road</p> <p>Electrification of stadium view</p> <p>Monsterlus to Makgopheng road budget R6 million.</p> <p>Upgrading of storm water &amp; drainage (Monsterlus)</p> <p>Refuse truck must stay in Hlogotlou satellite office.</p> <p>Potholes along main from Monsterlus to Groblersdal.</p> <p>Shortage of water at unit B and RDP.</p> <p>Poor sanitation in Hlogotlou Township.</p>
21	<p>Water at Kgaphamadi, Motsephiri and; Mareleng; and Katlegong</p> <p>Sanitation at Kgaphamadi; Mareleng; Motsephiri</p> <p>Electrification: Kgaphamadi =40; Jerusalem=8</p> <p>RDP houses 115: Kgaphamadi=40; Motsephiri=30; Jerusalem=21</p> <p>Tarring of road : Motsephiri; Kgaphamadi; and Katlegong (D4298)</p> <p>Paving and storm water control at Jerusalem</p> <p>Speed humps at Jerusalem provincial road</p> <p>Bulk water supply at Motsephiri</p> <p>Upgrading of reservoir at Motsephiri</p> <p>Re-gravelling of streets in all villages</p> <p>Fencing of graveyards in Katlegong; Kgaphamadi and Motsephiri</p> <p>Maintaining all sports fields in all villages and schools; Katlegong; Kgaphamadi; Mareleng; Motsephiri and Jerusalem</p> <p>Community halls at Motsephiri</p> <p>Dropping centers at Kgaphamadi and Motsephiri</p> <p>Clinics at Motsephiri and Kgaphamadi</p> <p>Sports centers at Motsephiri; Kgaphamadi; Katlegong and Jerusalem</p> <p>Renovations of schools at Motsephiri and Kgaphamadi</p> <p>Building of new primary schools at Katlegong</p> <p>Building of administration school blocks at Kgaphamadi; and Motsephiri</p> <p>High mast lights at Motsephiri; Kgaphamadi; Katlegong; and Mareleng</p> <p>Fencing of Kgaphamadi community hall</p> <p>Multipurpose centre</p>
22.	<p>Electrification: Legolaneng= 90 and Makena= 40</p> <p>Water reticulation at Legolaneng; Phomola and Makena</p> <p>Sports facilities within the ward</p> <p>Re-gravelling of all streets and grounds including storm water control at Luckau A</p> <p>Tarring of Legolaneng and Makena road (D4311)</p> <p>Building of 3 blocks classrooms, Library and laboratory at Hlabi high school.</p> <p>Building of administration school blocks at Legolaneng and Makena schools.</p> <p>Renovation of schools at Legolaneng namely Bonani Bonani and Mareseleng</p> <p>Construction of a new primary school at Ga-Makena</p> <p>Construction of offices at Moshate</p> <p>VIP toilets</p> <p>Sanitation at Phomola; Legolaneng; Makena and Mogaung</p> <p>High mast lights in all the villages</p> <p>Business development centre</p> <p>Water in all villages</p>

WARD	NEEDS PER WARD
	<p>RDP houses: Mogaung=30; Phomola=18; Legolaneng=45 and 25 RDP houses at Phomolong.</p> <p>Mogaung road upgrading</p> <p>Clinic at Mogaung and Legolaneng</p> <p>Cleaning and fencing of cemeteries in all villages</p> <p>Construction of Primary school at Phomola</p> <p>Fencing of pay point</p> <p>Dropping centre at Legolaneng village</p> <p>Road signs at the main road</p> <p>Satellite police station along the main road</p> <p>Health center</p> <p>New primary school at Phomolong village</p> <p>Community halls needed in all villages</p> <p>Low level bridge between Luckau and Mogaung.</p> <p>Establishment of municipal satellite office for ward 22; 23 and 24.</p> <p>Financial assistance on agricultural projects.</p>
23	<p>Paving of main street Sephaku/Vlakfontein</p> <p>Master lights Sephaku/Vlakfontein</p> <p>Closing of donga in Belfast/Sephaku new stand</p> <p>Sephaku irrigation dam need renovation</p> <p>1500 RDP houses needed in the ward</p> <p>Sports grounds Sephaku and Vlakfontein</p> <p>Borehole in Manyanga/Vlakfontein/ Belfast</p> <p>VIP toilets for Sephaku and Vlakfontein</p> <p>Establishment of satellite police station</p> <p>Building for hawkers</p> <p>Shelters at bus stops</p> <p>Recreation facilities</p> <p>Community hall for Sephaku and Vlakfontein</p> <p>Pension Pay point for Sephaku and Vlakfontein</p> <p>Speed humps in Vlakfontein road</p> <p>Disability centre</p> <p>Construction of Youth centre</p> <p>Water reticulation at Vlakfontein</p> <p>Cleaning and fencing of cemeteries</p> <p>Primary school at Mahlwakgomo</p> <p>Additional classrooms and toilets for Mzimhlophe primary school and Ngulu</p> <p>Admin block for Mzimhlophe and Ngulu</p> <p>Storm water control and re gravelling</p> <p>Meter box for boreholes in Sephaku and Vlakfontein</p> <p>Clinic for 24 hour operation</p> <p>Community hall within the ward</p> <p>Jojo tanks for water storage in Mzimhlophe S.S.School</p> <p>Maintenance of borehole in Vlakfontein</p> <p>Multipurpose centre needed (inclusive hall, sports ground, parks, etc)</p> <p>Child hood development centre</p> <p>Gravelling of access road to Kgoshi Maphepa</p> <p>Construction of hospital.</p>

WARD	NEEDS PER WARD
	<p>Financial assistance to agricultural projects.</p> <p>Fencing of wetland areas.</p> <p>Paving of Belfast road &amp; the main street of Sephaku &amp; Vlakfontein</p>
24	<p>Community Hall in all villages</p> <p>Electrification of 60 households at luckau A extension</p> <p>Tarring and re-graveling of roads in all villages</p> <p>Storm water control at Luckau A</p> <p>Water in all villages</p> <p>Clinics in all villages</p> <p>RDP houses in all villages</p> <p>Sanitation and VIP toilets</p> <p>Paving of roads from the main road via Phokanoka high school road</p> <p>Recreation facilities</p> <p>Building of 3 classrooms at Makeke primary school</p> <p>Re gravelling of roads to all Meshate</p> <p>Re gravelling of roads to all graveyards</p> <p>Fencing of all cemeteries.</p> <p>Satellite police station in Luckau</p> <p>Funding of community projects</p> <p>Cleaning of alien plants</p> <p>Storm water control at Luckau</p> <p>Luckau clinic needed</p> <p>Speed humps needed on the provincial road</p>
25.	<p>Water and sanitation in all villages</p> <p>Refuse removal at Dikgalaopeng and all other villages</p> <p>Paving of roads in all villages</p> <p>Fencing of cemetery in all villages</p> <p>RDP houses in all villages: Dikgalaopeng=64; Ga Matsepe=41Makaepa=12;</p> <p>Renovation of Dikgalaopeng P. school ,and secondary school</p> <p>Community hall: Dikgalaopeng and Ga-Matsepe</p> <p>Electricity: In all villages</p> <p>High mast lights: In all villages</p> <p>Construction of a royal house and royal office</p> <p>Travelling and cell phone allowances for the chief and council</p> <p>Agricultural support</p> <p>Poverty alleviation programs and job creation for youth</p> <p>Youth Information centre</p> <p>280 household need electrification at Makaepa B</p> <p>Capital budget should be prepared by each ward to ensure balance of service within EMLM</p> <p>Electrification of all households without electricity at Dikgalaopeng</p> <p>Progress report needed on the needs identified in the previous years</p> <p>Up-grading Sport grounds</p> <p>Job creation initiatives for people over 35 age</p> <p>Food parcels by SASSA to be provided to all beneficiaries</p> <p>Foundations at Dikgalaopeng RDP houses</p> <p>Access road to Moshate school</p> <p>Access road to the clinic</p> <p>Provision of medication at the clinic</p>

WARD	NEEDS PER WARD
26.	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 Botlopunya 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 Skills development Job creation Recreational center Multipurpose center 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 Botlopunya 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
28	Re-gravelling of internal roads in all villages Water and sanitation in the whole ward

WARD	NEEDS PER 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 Completion of the existing RDP houses Upgrading of sports facilities in all sections Storm water control in the whole ward The extension and fencing of grave yards in the whole ward 24 hour service at Rammupudu clinic Pedestrian crossing bridge between R and R and Stadium View 126 RDP houses in the whole ward Tarring of 6Km road from Dipakapakeng fruit shop to stadium Extension of new blocks at Motjedi; Mogudi; Ramanare high school. Building of primary school at Stadium East Food parcels for indigents funerals Water tanker truck to deliver water to all projects within the ward High mast lights needed in the ward (urgent) Fencing of graveyard Servicing of electricity post connection system. Establishment of dumping site. Renovation of collapsing bridge at Tamati stop
29	Fencing of borrow pits at Nkadimeng village Cleaning of alien plants Tarring of road from Mokumong via GA-Mashabela to Maratheng taxi rank Storm water control at Sterkfontein village Water and sanitation needed in the whole ward Refuse removal in the whole ward Low level bridge at Ramogwerane Bridge at Puleng/Ramogwerane Clinic at Ramogwerane village Establishment of dumping site Fencing of cemeteries in all the villages RDP houses in all villages Extension of primary school at Moganetswa primary school High mast lihts in all villages
30	Electrification of 200 houses in Makwane-Nkakaboleng; Tshehla Trust and prepaid electricity at Roossenekal town Water at Makwane-Nkakaboleng; zone 11 and Tshehla Trust Low level bridge in Tigershoek and upgrading medium bridge in Leeupershoek Clinic at Roossenekal Tarring road in Laersdrift and Makwane-Nkakaboleng Paving Roossenekal RDP streets Four high mast lights in Sango village Refuse removal in Makwane; Station and Sango Health center in Roossenekal New site establishment Extension of Roossenekal RDP section and extension of Station village Secondary school in Laersdrift Electricity in zone 11

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

The table below indicate the top five priority needs for each ward as identified during the stakeholder's consultation process which took place during the month of September 2016.

Ward 1	Ward 2	Ward 3	Ward 4
1.High Mast Lights In All Villages	1.Establishment Of Waste Management Program In The Ward	1.Regravelling Of Roads, Storm Water Control And A Bridge At Kgaphamadi	1.Tarring Of 9 Km Access Road From Stompo To Walkraal & Speed Humps On The Bus Route
2.Storm Water Drainage In All Villages	2.Maintanance Of Cemeteries At Moteti A	2.High Mast Lights In Both Villages (Kgobokwane & Kgaphamadi)	2.Fencing Of Cemeteries
3.Cleaning Of Graveyards	3.Land Care	3.Refurbishment Of The Existing Borehole	3.Roads And Streets Maintenance & Internal Roads Needed
4.Dust Bins Needed (Refuse Removal)	4.Storm Water Drainage	4.Fencing Of Borrow Pit	4.High Mast Lights Required
5.Re-Gravelling Of Road From Phase 1 To Phase 2	5.Water Needed	5.Incomplete Roads Need To Be Completed	5.Speed Humps On The Bus Route
Ward 5	Ward 6	Ward 7	Ward 8
1.Tarring Of Access Road From R25 (Bloempoort) To Magakadimeng And Storm Water Control	1.Electrification Of Five Morgan (20 Households)	1.Low Level Bridge At The Road To Segolokwane Primary School & At Thejane School And Nyakorwane	1.Speed Humps(Marapong Bus Road)& Regular Re-Gravelling Of Gravel Roads In The Ward
2.Construction Of A Connecter Bridge Between Mpheleng And Uitspanning B	2.High Mast Lights In All Villages	2.Refurbishment Of The Existing Community Hall	2.Construction Of Access Bridge Malaeneng
3.Fencing Of Cemeteries In Mpheleng And Magakadimeng	3.Refuse Removal	3.Fencing Of All Cemeteries	3.Electrification Of Madiba Extension
4.Fencing Of Borrow Pits	4.High Mast Lights In All Villages	4.Formalization Of Zenzele Informal Settlement	4.Fencing Of Graveyard At Marapong
5.Waste Management, Refuse Removal	5.Storm Water Control And Paving Of Roads	5.Job Creation	5.Free Basic Electricity For Indigent
Ward 9	Ward 10	Ward 11	Ward12
1.High Mast Lights At Walter Sizulu And Jabulani & Extra 10 High Mast Lights Need To Be Installed	1.Fencing and servicing of Ntwane cemetry	1.Incomplete Road In Tambo Village To Be Completed	1.Installation Of Network Points For Cell Phones
2.Refuse Collection Facilities(Skips)	2.Fencing of the tribal office	2.Fencing Of Cemeteries And	2.Dumping Site(Land Fill Site)

		Daily Maintenance	
3.Development Of New 1000 Stands	3.Paving of Mohlamme bus route to Ga-Soka (phase 2)	3.Refuse Removal	3.Grazing Camp For Livestock
4.Fencing Of Graveyard	4.RDP houses and VIP toilets	4.High Mast Lights	4.High Mast Lights
5.Establishment Of A New Graveyard And Construction	5. Fencing of pay point	5.Job Creation In The Area Of Moutse	5.Need For Agripark
Ward 13	Ward 14	Ward 15	Ward 16
1.Traffic Lights At All Intersections In Van Rebec Street	1.Upgrading Of Sports Field In All Villages	1.Re-Gravelling Of Access Roads In All The Villages	1.Storm Water Drainage Needed On The Road
2.Cctv Cameras Installation In Town	2.Electricity For All Ward Villages	2.Speed Humps On Road R579	2.Re-Gravelling Of Access Roads
3.To Relocate Hawkers From Operating At Pedestrians Sidewalks	3.Establishment Of A Cemetery At Masakaneng Village	3.Bridge From Main Road Over Jeje River To Maraganeng Sports Ground	3.Low Level Bridge At Oversea/ Access Road
4.Complete Road Master Plan	4.Refuse Removal (Waste Management) In All Villages	4.Job Creation Within The Ward	4.Paving For Pedestrian Walking On The Road From Main Road To Police Station
5.Installation Of Pre-Paid Meters (Study)	5.Re-Gravelling Of Access Roads In All Villages Including Storm Water Control	5.Cleaning Of Cemeteries	5.Formal Opening Of The One Stop Center
Ward 17	Ward 18	Ward 19	Ward 20
1.High Mast Lights	1.Low Level Bridge At Makgopheng,Syferfontein And Magukubyane	1.High Mast Lights In All Villages	1.Resurfacing Of The Main Road
2.Skips on all illegal dumping sites	2.Electricity At Mosodi And Talane Extension	2.Gravelling Of Main Roads In All Villages	2.Paving And Storm Water Control At Monsterlus
3.low level bridge	3.Recreational Facilities For All Five Villages	3.Fencing Of All Cemeteries Within The Ward	3.High Mast Lights In All Villages
4. Re-Gravelling Of Internal Roads and storm water control in all access roads	4.Fencing And Support To Agriculture Projects	4.Phase Two Of Thabaleboto Road	4.Maintenance Transfer Station
5.Water and VIP toilets	5.Re-Gravelling Of Bus Route Between Hlogotlou And Syferfontein	5.Bridge At Nkosini	5.Speed Humps In The Following Road: Main Road Passing Police Station To Zaaiplas
Ward 21	Ward 22	Ward 23	Ward 24

1.High Mast Lights In All Villages	1.Bridge At Posa	1.Fencing Of Wetland Areas	1.Community Hall In All Villages
2.Fencing Of Graveyards	2.High Mast Lights	2.Storm Water Control And Re Gravelling	2.Storm Water Control At Luckau
3.Resurfacing Of The Main Road	3.Establishment Of Municipal Satellite Office For Ward 22, 23, And 24	3.Recreational Facilities	3.Re-Gravelling Of Roads To All Graveyards
4.Regravelling Of Streets In All Villages	4.Road Signs At The Main Road	4.Road Signs At The Main Road	4.Cleaning Of All Alien Plants
5.Bulk Water Supply In All Villages	5.Re-Gravelling Of All Streets And Grounds Including Storm Water Control	5.High Mast Lights	5.Speed Humps Needed On The Main Road
Ward 25	Ward 26	Ward 27	Ward 28
1.Refuse Removal At Dikgalaopeng And All Other Villages	1.High Mast Lights (Urgent)	1.Old age centre at Majakaneng	1.Re-Gravelling Of Internal Roads In All Villages
2.Paving Of Roads In All Villages	2.Bridge Between Ward 26 & 28 & Ward 26 &27	2. Admin. Block at Jacob Sefako Primary school	2.The Extension And Fencing Of Grave Yards In The Whole Ward
3.Electricity In All Villages	3.Skips Needed	3.Hostel at Ipelegeng special school	3.Fencing Of Graveyard
4.Job Creation Initiatives For People Over 35 Years Of Age	4.Job Creation	4.Tarring Of Road From Stadium To Dipakapakeng	4.Establishment Of Dumping Site
5.Access Road To Clinic	5.Fencing Of Graveyards	5.Electrification of all extensions	5.Renovation Of Collapsing Bridge At Tamati Stop
Ward 29	Ward 30	Ward 31	
1.Community Hall In All Villages	1.Refuse Removal In Makwane, Station And Sango	1.Land And Infrastructure Development In Motetema	
2.Storm Water Control Sterkfontein	2.Skip Tanks Needed	2.Fencing, Cleaning And Maintenance Of Cemetery	
3.Re-Gravelling Of Roads To All Graveyards	3.Sustainability Of Roossenekal Electricity	3.Filling Of Dangerous Pits In Shushumela	
4.Cleaning Of All Alien Plants	4.New Site Establishment	4.Paving Of Motetema Internal Streets	
5.Speed Humps Needed On The Main Road	5.Four High Mast Lights In Sango Village	5.Additional High Mast Lights	

N.B. Ward 29 is currently consisting of Ramogwerane and Sterkfontein. The two villages were previously under ward 24 and 25 therefore, the information for the new ward (29) was taken from ward 24 and 25. A further verification of the needs will be conducted during public participation on the draft 2017-18 IDP and Budget.

## CHAPTER 3

### SITUATIONAL ANALYSIS

#### 3.1. DEMOGRAPHIC ANALYSIS

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

##### 3.1.1 REGIONAL CONTEXT

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

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

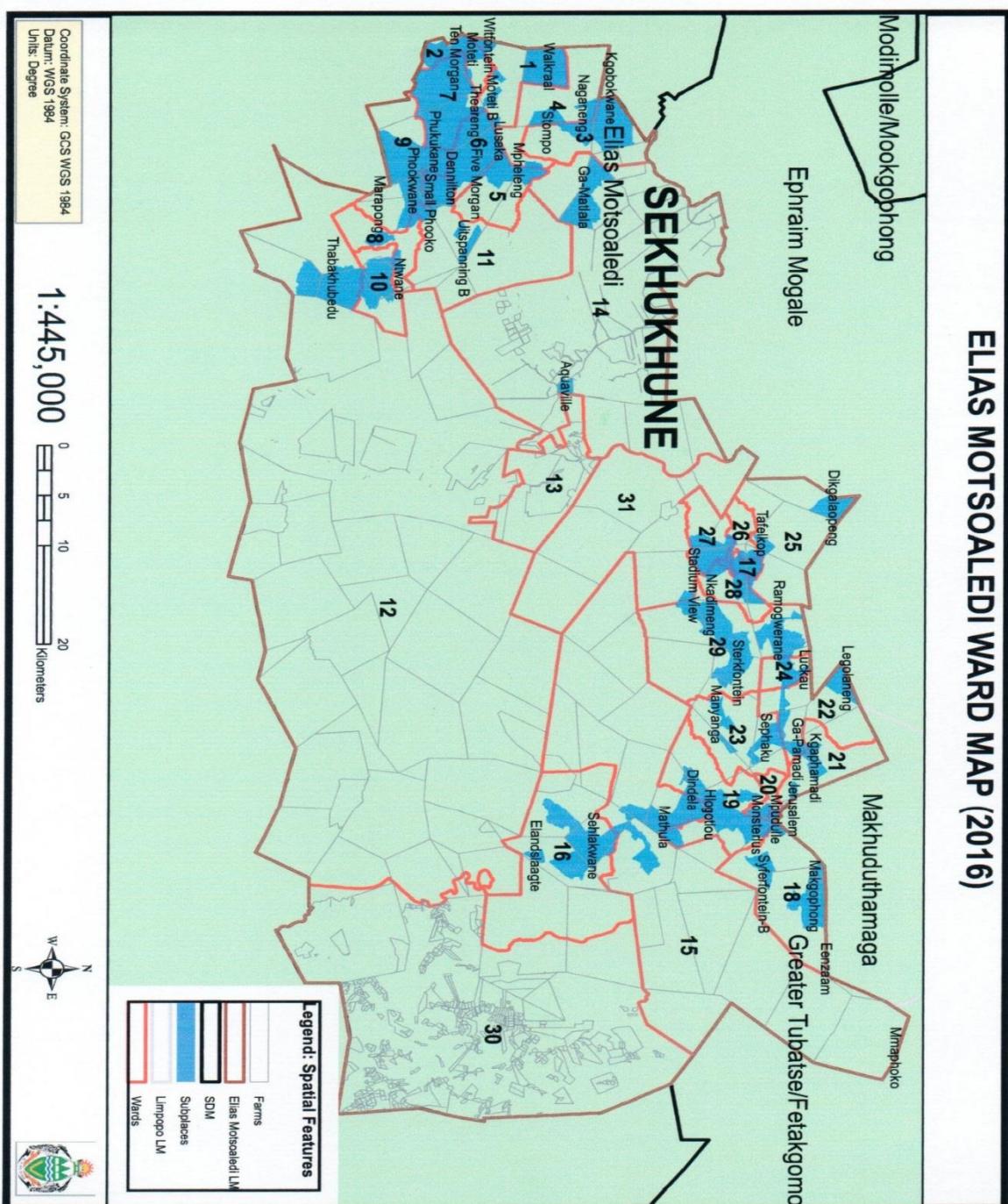
The municipality evolved as an amalgamation of the former Moutse Transitional Local Council (TLC), Hlogotlou (TLC), Tafelkop, Zaaiplaas, Motetema and other surrounding areas in the year 2000. The municipality is named after the struggle hero Elias Motsoaledi who was sentenced to life imprisonment on Robben Island with the former president of the Republic of South Africa, Nelson Mandela. The municipal borders Makuduthamaga Local Municipality in the south, Ephraim Mogale Local Municipality in the east, Greater Tubatse Local Municipality and Mpumalanga's Dr JS Moroka, Thembisile Hani, Steve Tshwete, Emakhazeni and Thaba Chweu local municipalities. It is situated about 180 kms from Polokwane, 135 km from Pretoria and 150 kms from Nelspruit.

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

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

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

Figure 1: boundaries of the municipality<sup>5</sup>



### 3.1.2. POPULATION DISTRIBUTION AND TRENDS ANALYSIS

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

**Table 9: Total Municipal Population**

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

Source: STATS SA, Census 2011 and CS 2016

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

**Table 10: Population by Ethnic Group**

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

Source: 2016 STATS SA Community survey

**Table 11: Population by Age Group**

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

Source: 2016 Stats SA Community survey

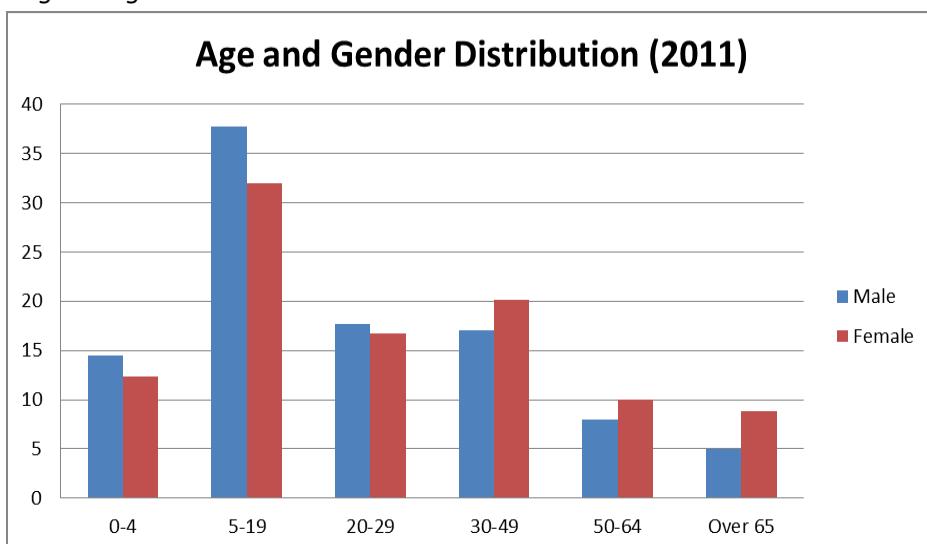
**Table 12: Household by Ethnic and Gender Group**

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

Source: Stats SA. CS 2016

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

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

*Figure 2: Age and gender distribution*

Source: Stats SA Census 2011

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

**Table 13: Language Preference within the municipality**

Language	%
Afrikaans	2,2%
English	0,2%
Isindebele	15%
Isixhosa	0,2%
Isizulu	8,4%
Sepedi	59,9%
Sesotho	1,1%
Setswana	7,1%

Sign language	0,0%
Siswati	1,5%
Tshivenda	0,2%
Xitsonga	1,5%
Other	0,5%
Not applicable	2,2%

Source: Stats SA .CS 2016

**Table 14: The marital status within the municipality**

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

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

**Table 15: Age structure**

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

Source: Stats SA 2011and CS 2016

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

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

**Table 16: Household Size**

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

Source: stats SA. CS 2016

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

**Table 17: Tenure Status**

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

**Source: Stats SA. CS 2016**

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

**Table 18: Type of dwelling per household**

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

**Source: Stats SA. CS 2016**

### 3.1.4. HUMAN DEVELOPMENT INDICATORS (HDI)

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

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

An HDI of below 0.5 are considered to have a low level of human development, a score of 0.5 to 0.79 a medium level of development and those with values of 0.8 and above are considered to have a high level of human development. Clearly, the highest Human Development Index in the study area is prevalent in the Groblersdal Magisterial District where the Human Development Index increased from 0.53 in 1996 to 0.56 in 2005. This

figure is significantly higher than the index for Moutse magisterial District (0.45) and the Hlogotlou Magisterial District (0.47). The comparative provincial Human Development Index in 2005 was 0.51.

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

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

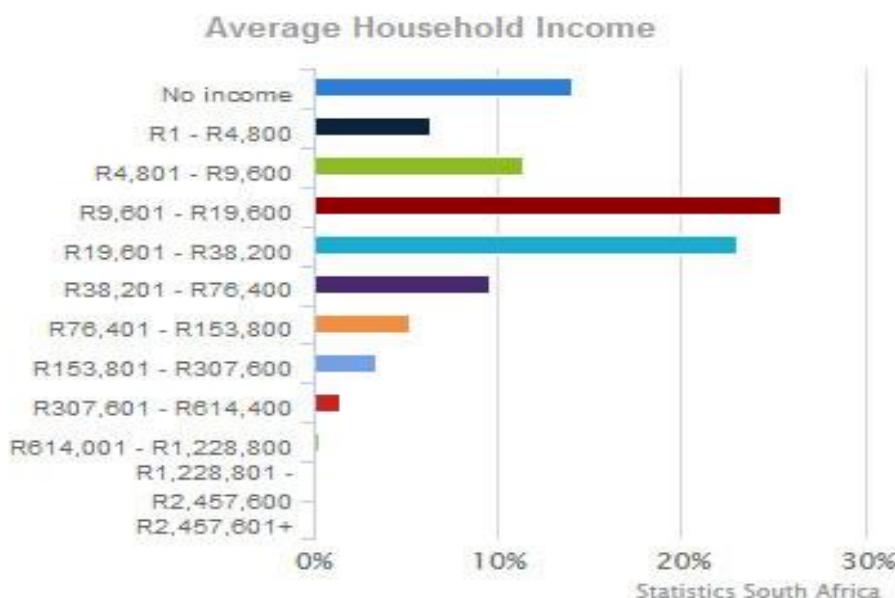
**Table 19: Gender and annual household income**

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

Annual Household Income	Gender	Number Of Households
Unspecified	Male	-
	Female	-
	TOTAL	-
Total	Male	28,190
	Female	32,061
	Total	60,251

Source: Stats SA census 2011

Figure 3: Average household income



### 3.1.5 EMPLOYMENT PROFILE

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

Table 20: Economic indicators

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

Source: Stats SA Census 2011

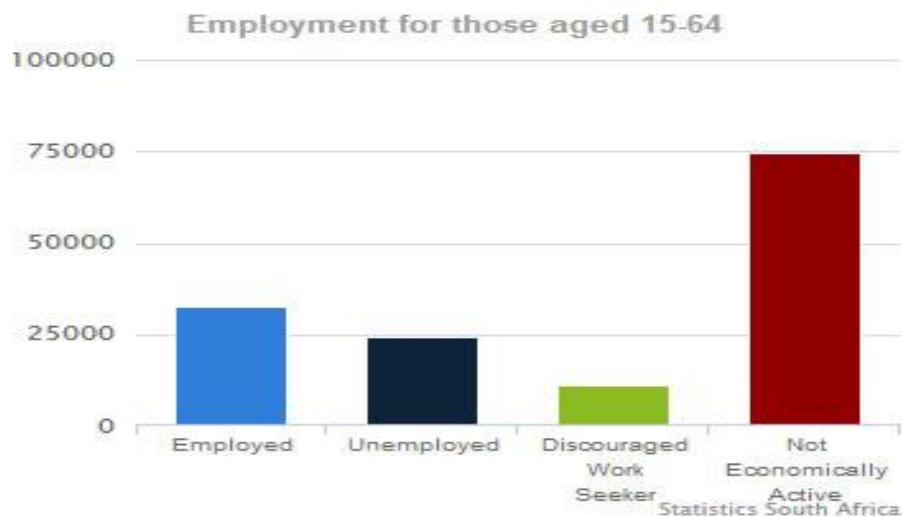
The above table indicates that:

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

### 3.1.6 DEPENDANCY RATIOS

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

**Figure 4: Employment of ages 15-64**

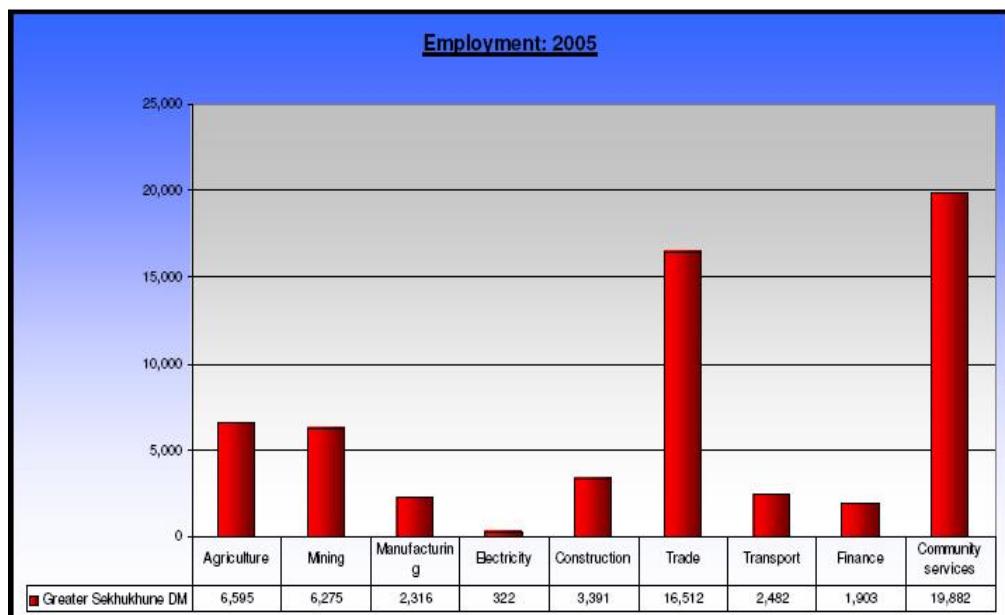


EMLM dependency ratio dropped from 86.5% in 2001 to 76.0% in 2011. This is an indication of a remarkable improvement. The working group has increased and the elderly has decreased. The municipality should intensify efforts to manage the decline of dependency ratio. It is vital that existing municipal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

#### 3.1.6.1 EMPLOYMENT OPPORTUNITIES

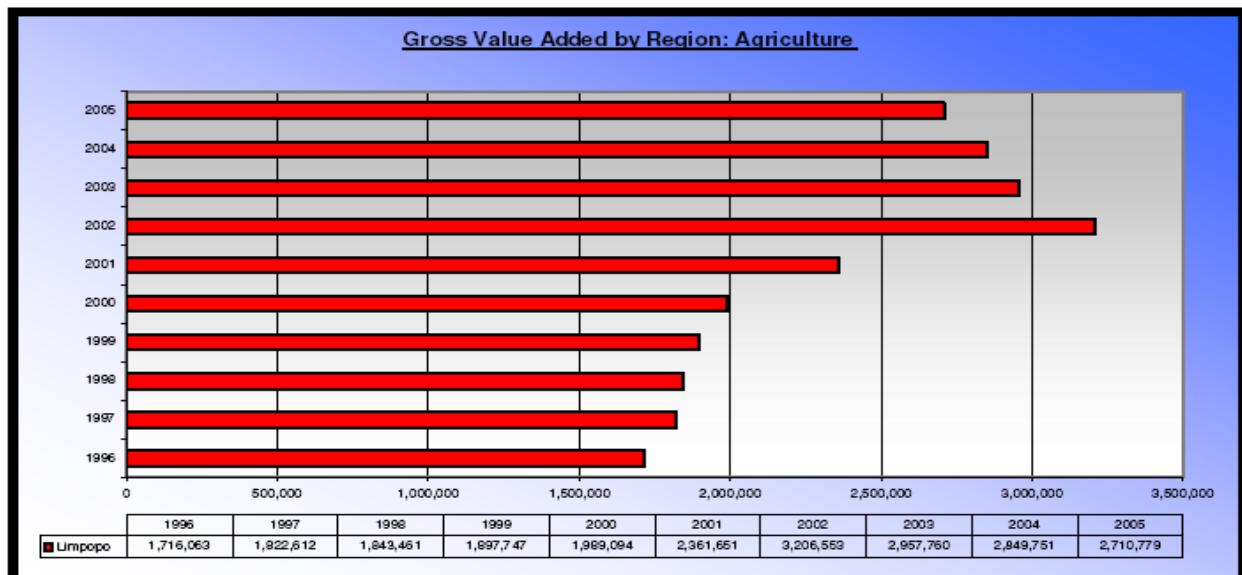
The largest number of employment opportunities in the Sekhukhune District Municipality is concentrated in the community, social and personal services sector (19 882), wholesale and retail trade (16 512), agriculture (5 959) and mining (6 275).

**Figure 5: Employment opportunities in Sekhukhune DM (2005)**



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

**Figure 6: % growth in employment between 1996 and 2005 (Groblersdal, Moutse and Hlogotlou Magisterial Districts)**



Source: Elias Motsoaledi Local Municipality LED Strategy 2014.

### 3.1.6.2 UNEMPLOYMENT RATE

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

**Table 21: Labour force within EMLM**

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

Source: Stats SA, Census 2011

### 3.1.7 EDUCATION

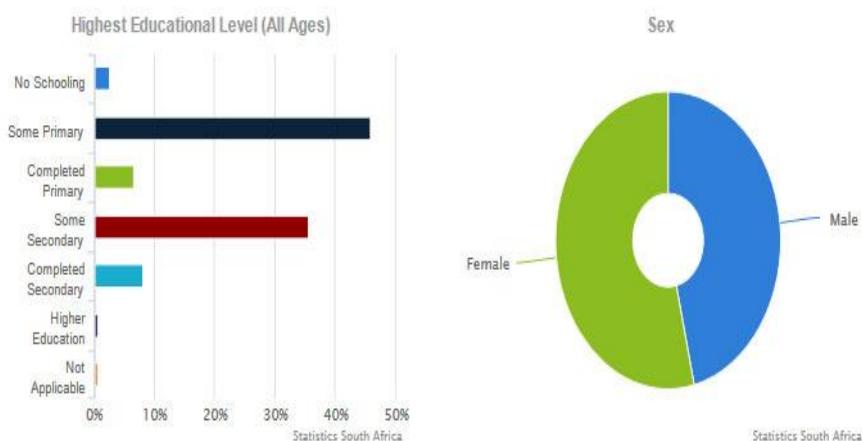
Outcome 1 of the Delivery Agreement requires the improvement of the quality of basic education in general and in Maths and Science in particular. The EMLM has an inherited problem namely that the low income levels per household in the community correlate to the low education levels in the area. Statistics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

**Table 22: The level of education**

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

Source: Stats SA. CS 2016

**Figure 7: Educational levels**



From information extrapolated from Table 22, the functional literacy rate within the Elias Motsoaledi Local Municipality ranges between 57.7% in the Moutse Magisterial District to 59.9% in the Nebo District which although extremely low within the **No of index entries found**. Study area are lower than the comparative Provincial literacy rate of 64.8% in 2005. There was also a significant increase in the overall functional literacy rates in all three magisterial districts between 1996 and 2005

Education facilities available to the municipality are reflected in the following table.

**Table 23: Educational Facilities**

Description	Number
FET colleges	01
Universities	n/a
Secondary schools	85

Primary schools	115
Early Childhood centers/pre-schools	126
Schools with infrastructure backlog	58

**Source: Community Development Workers, 2011**

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

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

### **3.1.8 ECONOMIC PERSPECTIVE**

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

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

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

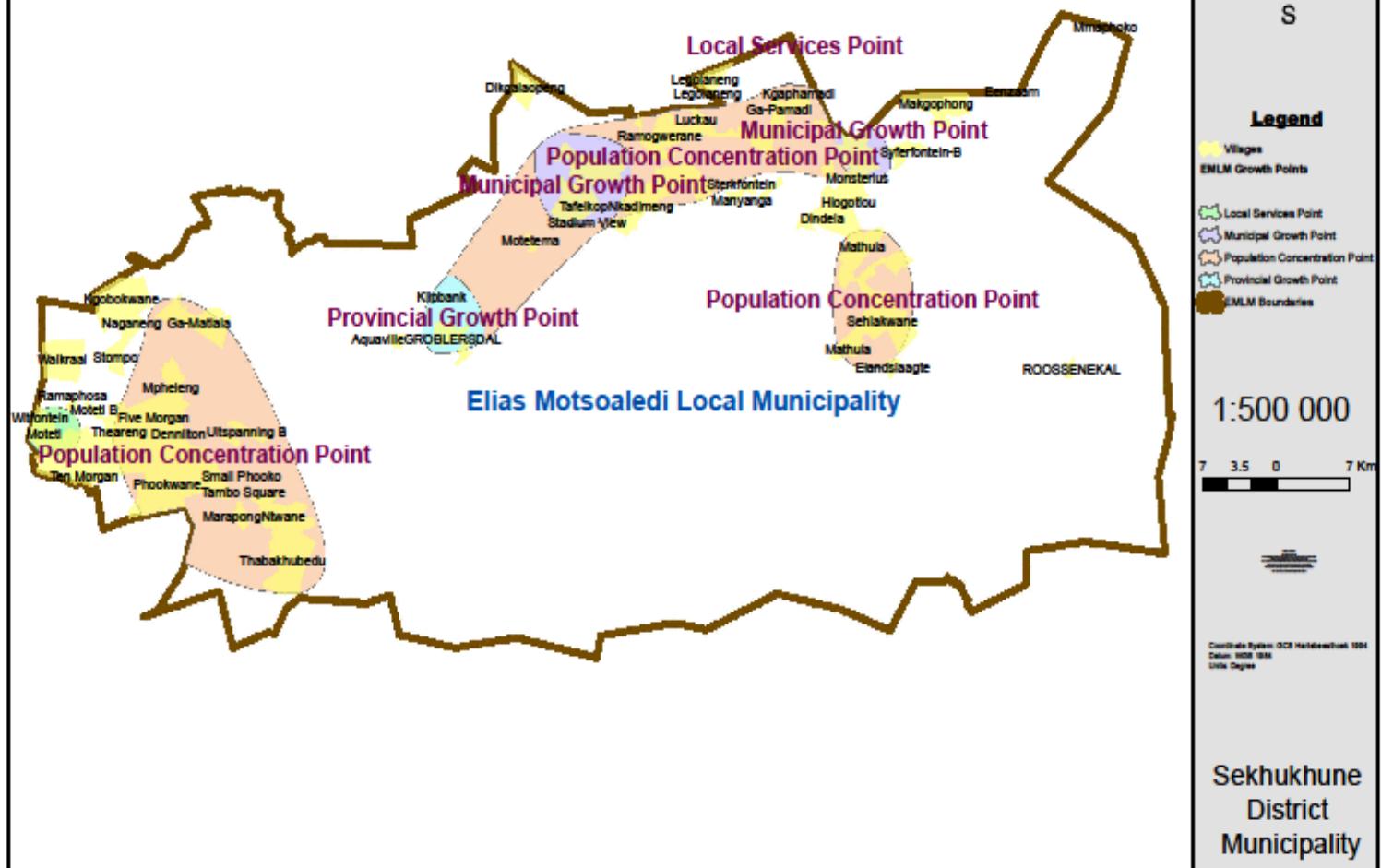
The municipality has a great opportunity to grow economically, socially and infrastructural through investment opportunities. The focus areas are in the sectors as stated:

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

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

## EMLM GROWTH POINTS

Figure 8: EMLM growth points



Source: Sekhukhune District Municipality GIS unit

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

### 3.1.8.1 GROBLERSDAL (PROVINCIAL GROWTH POINT)

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

There is a total of 1639 registered erven found within Groblersdal. The Municipality collects rates and taxes from these registered erven. Vacant land located directly west and east of Groblersdal vests with the EMLM, while vacant land towards the south east and south west vests with the National Government. These pieces of

land are strategically located along the R25 and N11 therefore making them easily accessible for potential development.

### **3.8.1.2. ROOSSENEKAL (MUNICIPAL GROWTH POINT)**

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

Some of the characteristics of this urban area are:

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

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

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

### **3.8.1.3 MOTETEMA (MUNICIPAL GROWTH POINT)**

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

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

**Table 24: Motetema registered and unregistered erven**

<b>Settlement</b>	<b>Registered and Unregistered Erven</b>
Motetema	990 Registered
Tafelkop	8047 Unregistered
<b>TOTAL</b>	<b>9037</b>

Source: EMLM SDF 2013

## CHAPTER 4

### STATUS QUO

#### 4.1 OVERVIEW

Section 153 of the Constitution states that a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community; promote the social and economic development of the community; and participate in national and provincial development programmes<sup>6</sup>.

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

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

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

The Performance Management Guidelines for Municipalities of 2001<sup>7</sup>, paragraph 5.1 states that, “The Integrated Development Planning process and the Performance Management Process should appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of performance management. PM fulfils the implementation management, monitoring and evaluation of the IDP process.”

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

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

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

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

<sup>7</sup> The Performance Management Guide for Municipalities is available on: [www.thedplg.gov.za](http://www.thedplg.gov.za)

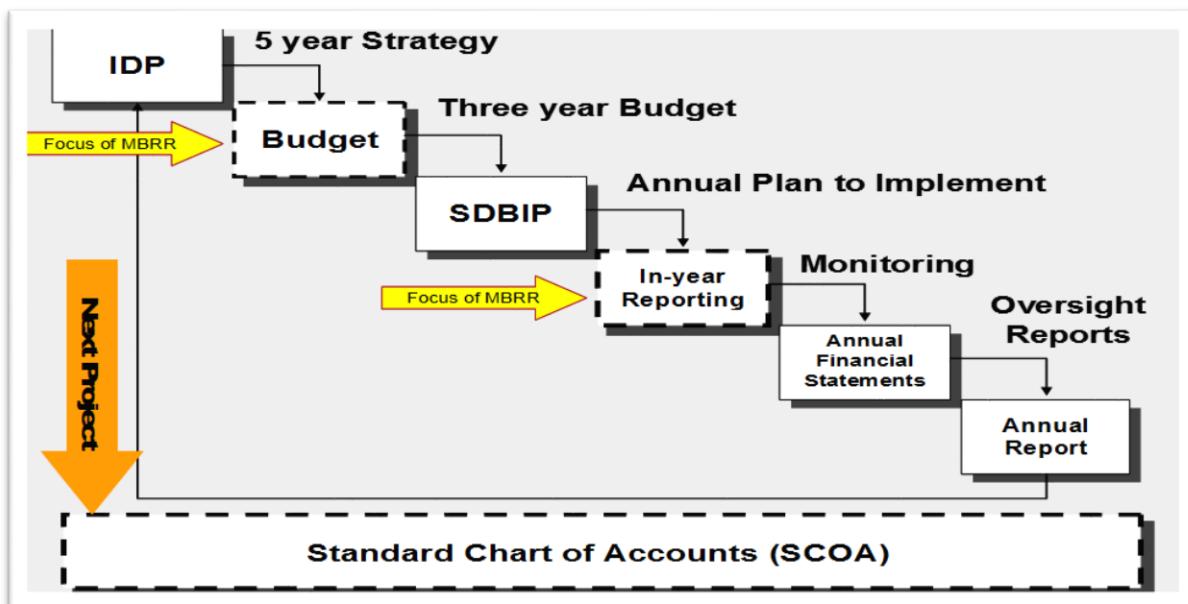
- Disaster management plans
- Operational strategies

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

The purpose of Strategic Planning is:

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

Figure 9: The Integrated Accountability cycle as prescribed by National Treasury



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

#### 4.1.1. KPA 1: SPATIAL RATIONALE

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

- Groblersdal (Provincial Growth Point) - Urban
- Roossenekal (Municipal Growth Point) – Urban

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

The Elias Motsoaledi Municipality measures approximately 3782.4km<sup>2</sup> in size and is divided into 31 wards and 5 traditional authorities. The below table indicates villages of the wards as per the ward delimitations conducted prior to the 2016 Local Government elections by the municipal demarcation board.

Ward 1	Ward 2	Ward 3	Ward 5
Ramaphosa	Moteti A	Kgobokwane	Stompo
Slovo	Moteti C	Naganeng	Ntswelemotse
Moteti B	Moteti C1		Waalkraal
Oorlog Extension	Homeland		Waalkral ext
Lusaka	Liberty		
Oorlog			
Mabose			
Ward 5	Ward 6	Ward 7	Ward 8
Magakadimeng	Phucukani	Masukustands	Marapong
Mpheleng	Taereng	Moteti C2	Malaeneng
	5 Morgan	10 Morgan	Sempupuru
		Nonyanestands	
		Zenzele	
		Ngolovane	
		Zumapark	
Ward 9	Ward 10	Ward 11	Ward 12
Tambo Square	Lehleseng A	Elandsdoorn	Thabakhubedu
Walter Sizulu	Lehleseng B	Uitspanning A	Thabantsho
Jabulani D1–3	Mohlammme Section	Five Morgan	Magagamatala
Phooko	Mashemong	Bloempoort	Buffelsvallei
Walter Sizulu Extension	Dithabaneng		Diepkloof
	Moshate		
	Lenkwaneng		
	Makitla		
	Bothubakoloi		
	Maswikaneng		
	Mohlamonyane		
	Phora		
	Podile		
	Ditshego		
Ward 13	Ward 14	Ward 15	Ward 16
Groblerdal	Matlala Lehwelere	Masoing	Mabhande
	Rakediwane	Mathula	Masanteng

	Masakaneng	Holnek	Doorom
	Vaalfontein	Vlaklaagte	Sovolo
	Aquaville	Keerom	Donkey Stop
		maraganeng	Nomaletsi
			Pelazwe
			Mandela 2
			Mandela 1
			Newstands
Ward 17	Ward 18	Ward 19	Ward 20
Matsepe Sedibeng	Mmotwaneng	Mathula	Monsterlus A
Ga-Moloi section	Syferfontein	Enkosini	Monsterlus B
Bapeding section	Talane	Dindela	Monsterlus C
Matshelapata New stands	Magukubjane	Rondebosch	Stadium View
	Makgopeng	Perdeplaas	Matsitsi A
	Mountain View	Thabaleboto	
	Mphepisheng Ext.		
Ward 21	Ward 22	Ward 23	Ward 24
Jerusalema	Mogaung	Vlakfontein	Mandela
Motsephiri	Legolaneng	Sephaku	Luckau
Kgapamadi	Makena		Posa
	Phomola		Botshabelo
	Maphepha village		Chiloaneng
Ward 25	Ward 26	Ward 27	Ward 28
Ga Matsepe	Ga Kopa	Majakaneng	Dipakapakeng
Makaepa	Matebeleng	Botlopunya	Mgababa
Makorokorong	Kampeng	Nyakelang	Stadium East (ZCC Section)
Dikgalaopeng	Bapeding New stand	Stadium View	
Mashemong		Mountain View	
Ward 29	Ward 30	Ward 31	
Ramogwerane	Zone 11	Motetema	
Sterkfontein	Zone 3	Rakidiwane Farm	
	Makwane Nkakaboleng	Ga-Lekwane	
	Donteldoos		
	Tigershoek		

	Buffelskloof		
	Motlagatsane		
	Laersdrift		
	Tshehla Trust		
	Station		
	Roossenekal Town		
	RDP village		

. The Municipality consists of the following Traditional Authorities:

**Table 25: Tribal Authorities**

Tribal authority	Name of chief	Location	Tribal authority needs
Bakwena Traditional authority	Chief B.R. Matsepe Kopa	Ward 25 Tafelkop Ga-Matsepe	Water and Office furniture
Bantwane Traditional authority	Chief M.P. Mathebe	Ward 10 Ntwane	Communication services Fencing of the office Electrification of the office
Ndebele Traditional authority	Chief P.J. Mahlangu Maphepha 2 <sup>nd</sup>	Ward 19	Tarring of road to the tribal office Construction of Public toilets Fencing of the tribal office Security room Renovation of the office and hall
Bakgaga ba Kopa Traditional authority	Chief B.H. Rammupudu	Ward 26 Tafelkop	Renovation of the Tribal authority offices Office equipment's
Matlala Lehwelere Tribal authority	Chief S.F. Matlala	Ward 14 Ga- Matlala Lehwelere	Tribal authority offices and equipments at Blompoort and Naganeng (INDUNA)
Manthole Tribal authority	chairperson P.J. Phetla There is no chief at Manthole tribal authority. The community elects a chair on three year cycle.	Ward 29 Ramogwerane	Salaries for the acting chief and the headmen (indunas)

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

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

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

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

The EMLM area exhibits the following spatial characteristics:

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

The prevailing spatial pattern can be attributed to the following:

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

#### **SPLUMA implementation**

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

#### **Current major developments in the municipality**

- High impact private sector driven project under construction;
- Groblersdal Regional Mall
- Proposed Anchor
- Agri-park - council approved allocation of 40 hectares of land for Agri-Park development.
- Council driven proposals
- 95% completion of Groblersdal township establishment process on Portion 39 of Farm Klipbank 26js.
- Completion of Rossenekal township establishment in progress on the Remainder of farm Mapochgronde 911js
- Township establishment processes for the expansion of Groblersdal Industrial Sites on Portion 0 of farm Klipbank 26js

#### 4.1.1.1 SETTLEMENT PATTERNS (HIERARCHY OF SETTLEMENT)

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

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

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

#### 4.1.1.2. LAND USE MANAGEMENT

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

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

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

Table 26: Land ownership

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

#### Land use challenges

The municipality is faced with following land use challenges:

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

- **Urban Sprawl** / Spatial separations and disparities between towns and townships have caused inefficient provision of basic services, and transport costs are enormous. It further hinders the creation of a core urban complex that is essential for a healthy spatial pattern.
- **High Potential Agricultural Land** – the most central area and eastern parts of the municipality can be regarded as high potential agricultural land (irrigation), which will influence the spatial development of the area.
- **The dependence of the local economy on Agriculture**, and the current location of high potential agricultural land in relation to existing development and service networks, ensures that this factor will thus also influence future development initiatives. It is imperative that this resource be protected for the economic well being of the area.
- **Environmental Sensitive areas** - The mountainous area and hydrological pattern to the central and eastern parts of the municipal area can be considered as development constraints and can also influence the design of a future spatial pattern, in that their position is fixed. The areas along major rivers, as indicated on the mapping documentation, can however encourage a greenbelt effect.
- **Huge backlogs in service infrastructure and networks** in the underdeveloped areas require municipal expenditure far in excess of the revenue currently available within the local government system.
- **The constant increase of informal settlement** areas and skewed settlement patterns, are functionally inefficient and costly. It further bears the threat of neutralizing development alternatives by the reduction of land availability, and the problems associated with relocation of communities once they have established.

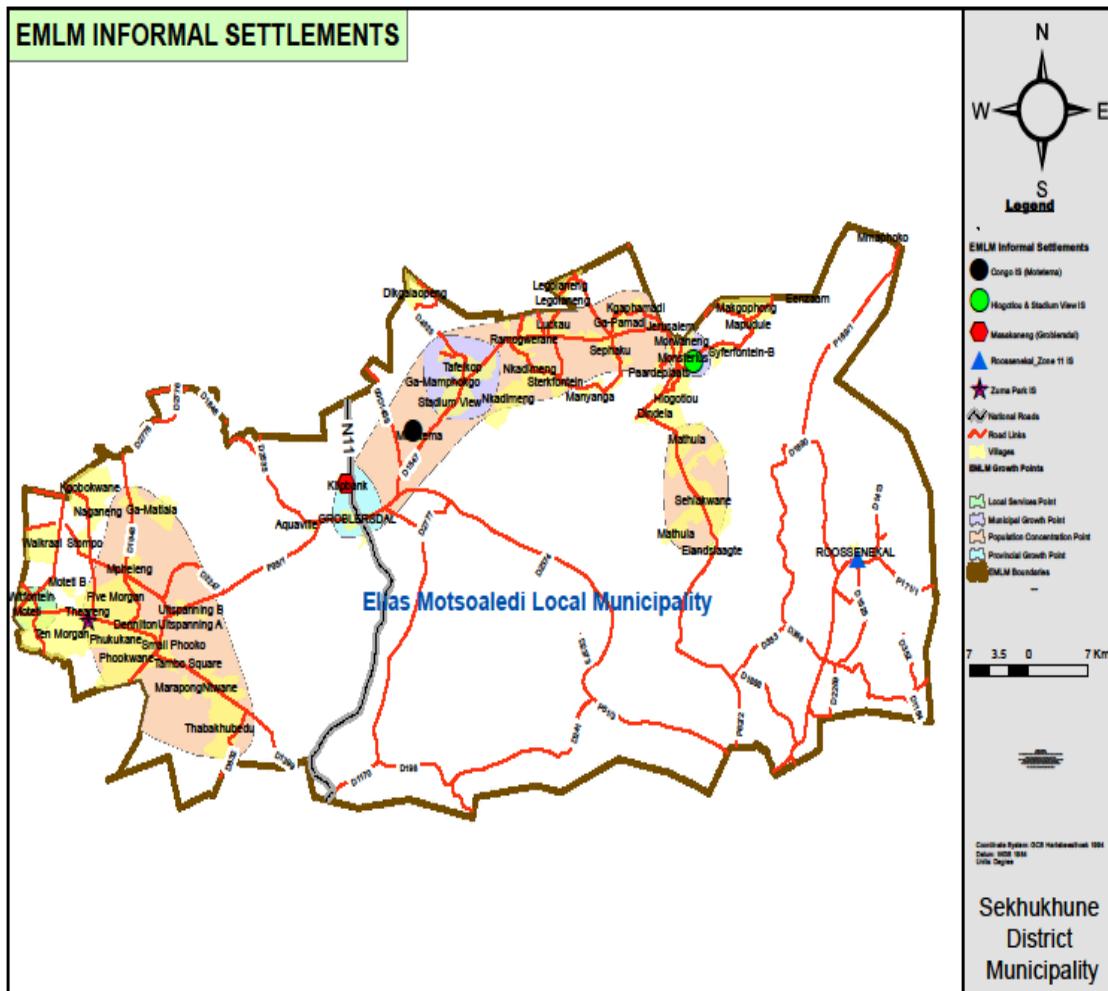
#### 4.1.1.3 LAND INVASIONS

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

**Table 27: The table below indicate progress attained in formalising the mentioned villages or settlements**

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

**Figure 10: Informal Settlements in EMLM**



Source: Sekhukhne District Municipality GIS unit

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

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

Land use management and planning problems are:

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

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

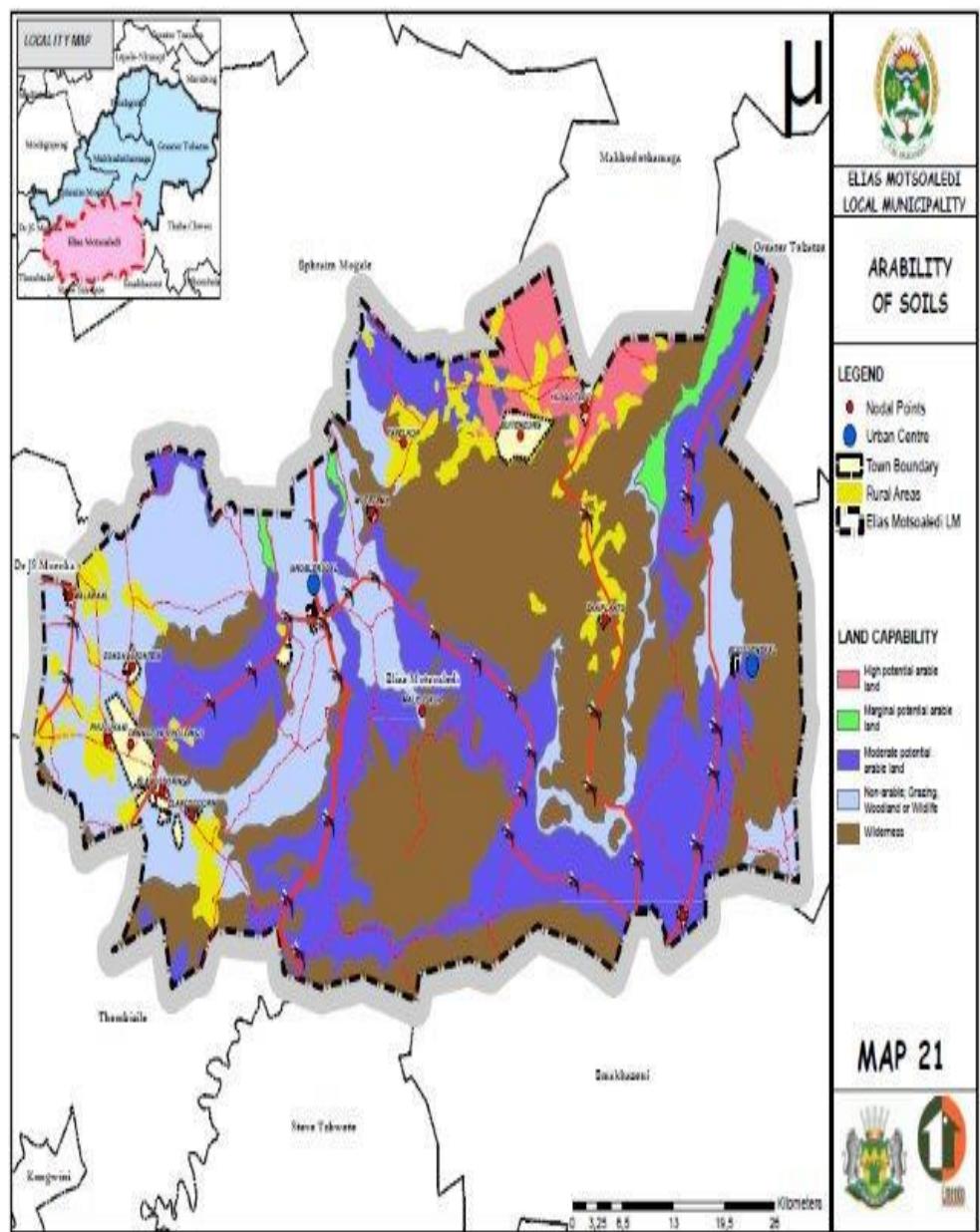
**Table 28: Land cover**

<b>Description</b>	<b>Area (ha)</b>	<b>Percentage</b>
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
<b>Total</b>	<b>371950.99 ha</b>	<b>100%</b>

**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 lan

**Figure 11: Arability of soil**



**Source: EMLM SDF 2013**

In summary, the following spatial challenges were identified

- Land invasions ( Roosneekal, Laersdrift, Walkraal, Masakaneng ,Motetema, Elsdoorn (Tambo, Walter Sizulu) and R25 T-junction Groblersdal
- Emerging tendencies of land grab/ forceful invasion of private or public land.
- Illegal small scale-mining (sand-harvesting, un-rehabilitated borrow pit etc.)

- Non-compliance of planning tools(land use schemes and SDF)with SPLUMA
- Some farm portions/land are still owned by Mpumalanga Provincial Government

#### 4.1.2 SPATIAL DEVELOPMENT FRAMEWORK

The spatial development framework of the municipality outlines the critical areas that need to be considered when dealing with land development within the municipal area. Amongst others, the SDF stipulate the following:

- **Objectives**

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

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

#### **Guidelines**

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

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

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

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

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

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

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

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

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

## **B) Commercial and Industrial Development**

### **• Principles**

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

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

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

### **• Incentives**

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

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

### **• Informal Trade**

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

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

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

#### **4.1.3 ENVIRONMENTAL PROFILE**

##### **4.1.3.1. GEOLOGY**

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

##### **4.1.3.2. TOPOGRAPHY**

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

##### **4.1.3.3. CLIMATE CHANGE**

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

##### **4.1.3.4 RAINFALL**

The area is in the summer rainfall (October to March) region of South Africa and has an approximated annual rainfall of 878mm. An average of 123.1mm was recorded for January, the month with the highest average rainfall. Approximately 25 days of the year, during March through to October, frost is expected<sup>8</sup>.

##### **4.1.3.5 TEMPERATURE**

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<sup>8</sup>Soil and Irrigation Research Institute, 1987

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

#### **4.1.3.6 WATER**

The depth of the ground water could be affected by the construction of a large dam. The dam may also influence the flow of nearby rivers which might also be affected by the ground water depth. Steelpoort has a harvest potential of 10 000 – 15 000 m<sup>3</sup>/km<sup>2</sup> per annum. The harvest potential of the environment is directly related to the water in the region (ground water, rivers and streams). The impact of the upper reservoir (during the construction, filling and operational phases) must be considered.

#### **4.1.3.7 ENVIRONMENTAL CONSERVATION AND SENSITIVE AREAS**

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

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

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

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

#### **4.1.3.8 AIR QUALITY AND POLLUTION**

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

#### **4.1.3.9 ENVIRONMENTAL CHALLENGES**

**Table 29: Environmental challenges**

Category	Challenge
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"><li>➤ Water pollution</li><li>➤ Waste management and recycling</li><li>➤ Expansion of settlements and clearing of natural vegetation</li></ul>
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</p>

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

## 4.2. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

### 4.2.1 GENERAL OVERVIEW

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

#### 4.2.1.1 PROVISION OF WATER SERVICES

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

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

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

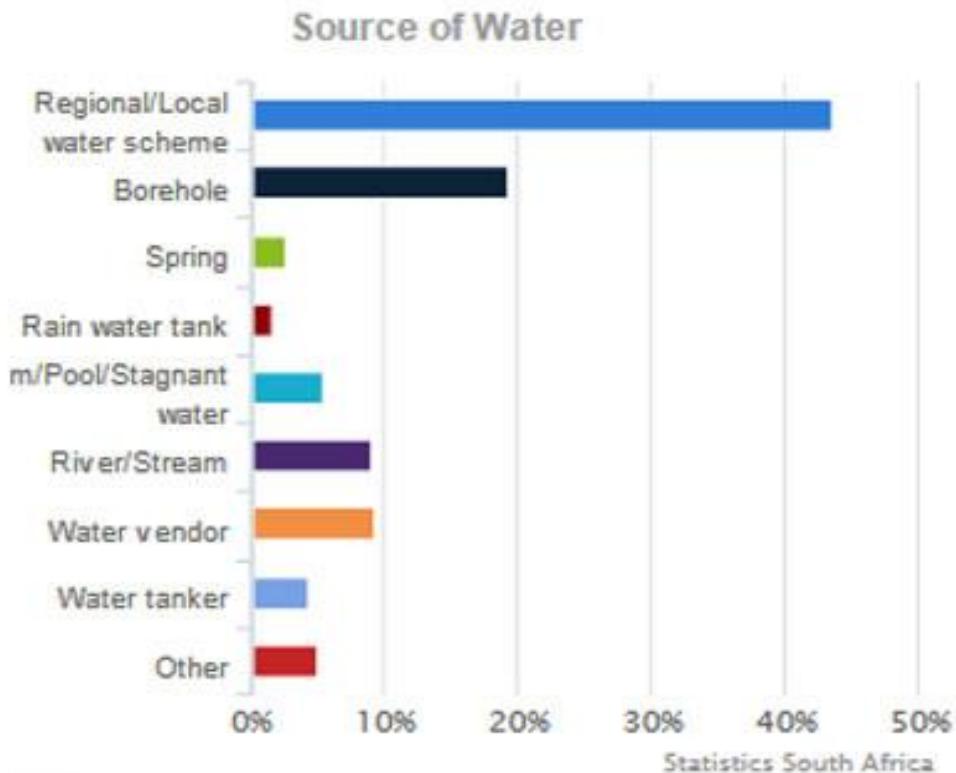
The surface water resources in the municipality are comprised of two rivers: Olfants and Tonteldos rivers. There are a total of 71 Boreholes in the municipality with 44 of them not operational. These boreholes are Minor Aquifer types that supply communities of 1800 people from a single borehole.

**Table 30: Water sources in EMLM**

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

Source: Stats SA census 2011

**Figure 12: Water sources**



#### 4.2.1.2 PROVISION OF SANITATION SERVICES

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

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

Table 31: EMLM Sanitation Supply to Households (source: Stats SA Census 2011)

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

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

Table 32: Existing Sanitation Systems

Waste Water Treatment Works (WWTW)		Intervention
EMLM has two waste water treatment works (WWTW) that treats waste water in their area of jurisdiction.	<ol style="list-style-type: none"> <li>1. Groblersdal Waste Water Treatment Works (GWWTW) <ul style="list-style-type: none"> <li>➤ Capacity: 5ml per day</li> <li>➤ Type: conventional plant</li> </ul> </li> <li>3. Roossenekal Waste Water Treatment Works (RWWTW) <ul style="list-style-type: none"> <li>➤ Capacity: 0.4 ml per day - to be upgraded to ml Per Day</li> <li>➤ Type: conventional plant</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>2. Monitoring of the plant as a designated EMI's</li> <li>4. Monitoring of the plant as a designated EMI's</li> </ol>
<b>Ponds</b>		

Waste Water Treatment Works (WWTW)		Intervention
These ponds are in a very bad condition and urgently need to be refurbished.	1. Motetema Ponds <ul style="list-style-type: none"> <li>➤ Waste Water Treatment Plant: Motetema</li> <li>➤ Capacity: 0.4ml per day</li> <li>➤ Type: pond system</li> </ul>	2. Monitoring of the plant as a designated EMI's
	2. Dennilton Ponds <ul style="list-style-type: none"> <li>➤ Waste Water Treatment Plant: Motetema</li> <li>➤ Capacity: 0.2ml per day</li> <li>➤ Type: pond system</li> </ul>	Monitoring of the plant as a designated EMI's

#### 4.2.1.3 PROVISION OF ENERGY/ELECTRICITY

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

Approximately 97, 5% of all the towns and villages comprising the EMLM have access to electricity supply. The Municipality rely on Eskom to supply all other areas within EMLM whereby mostly the challenge is capacity on the network as certain areas could not be electrified until Eskom upgrade the networks.

The municipality has implemented a smart metering project in the Roossenekal town. This project was performed in collaboration with Invirohub and a total number of 465 smart meters have been installed and later the community vandalised the meters. The main objective of this project was to reduce illegal connections and enforce community members to pay for the electricity provided, thus improving payment levels. We are also having those villages amongst other like Makwana, Monsterlus, New stands and others that are still without electricity and the processes are underway. Some of this villages have been electrified however, we still encounter extensions that increases the backlog. We are also looking at other alternatives sources like Solar system to those communities that are living in poverty and deficient in this basic service. **The electricity backlog is 6 % (3895 households)**

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

**Table 33: Types of energy sources**

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

Source: Stats SA census 2011

**Table 34: Types of energy for heating and lighting**

<b>Energy or fuel for heating</b>	<b>Energy or fuel for lighting</b>	<b>Number of households</b>
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	-

Energy or fuel for heating	Energy or fuel for lighting	Number of households
	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

Energy or fuel for heating	Energy or fuel for lighting	Number of households
<b>Total</b>	Electricity	54,902
	Gas	87
	Paraffin	268
	Candles (not a valid option)	4,661
	Solar	177
	Unspecified	-
	Not applicable	-
	<b>Total</b>	<b>60,251</b>

Source: Stats SA census 2011

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

#### 4.2.1.4 FREE BASIC ELECTRICITY AND CHALLENGES

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

#### 4.2.1.5 PROVISION OF ROADS AND STORM WATER

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

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

The long term strategy of the Municipality is to surface roads within the municipal area even though our Municipality relies on Grants for roads projects. Based on high road backlog different strategies are implemented, including preventative maintenance of the road Infrastructure whereby some of the roads like Monsterlus and Groblersdal were resurfaced. To improve accessibility to villages 117 km's of roads have been upgraded.

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

Table 35: Road Infrastructure

Gravel Road Infrastructure					Kilometres
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to asphalt	Gravel roads graded /maintained	
2011/12	1352km	6 km	17.2 km	560km	
2012/13	1343.75 km	0km	8.25km	21.3 km	
2013/14	1335.51	0km	5.6km	101.25km	
2014/15	1328.61	0km	6.9	135km	
Asphalted Road Infrastructure					
Kilometres					
	Total roads (backlog)	New asphalt roads	Existing asphalt roads re-asphalted	Existing asphalt roads re-sheeted	Asphalt roads maintained
2011/12	1352.1km	17.2km	2km	560km	1352km
2012/13	1334.9km	8.25 km	0km	0km	0 km
2013/14	1335.51	5.6KM	0km	6km	6km
2014/15	1328.61	0km	6.9	135km	1.2km

Table 36: Roads and their status

Ward	Description of road condition				
	Main road	To school	To grave yard	To moshate	Other
1	Tarred	Gravel (bad)	Gravel & muddy	Gravel	Gravel (bad)
2	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
3	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
4	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
5	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
6	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
7	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
8	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
9	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
10	Tarred	Gravel & 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)

Ward	Description of road condition				
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
31	Tarred	Gravel/tarred	Gravel/tarred	Gravel	Gravel

**Table 37: Backlog: Roads and stormwater**

Description	Baseline	Current	Backlog
Surfaced roads/stormwater (km)	117	125 km	
Gravel roads (km)	1367	1242	
Total (km)	1452		1232,1 (remaining)

**Source: Infrastructure department (Roads and stormwater master plan)**

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

### Roads and storm water challenges

- The backlog on the surfacing of roads is at 1232.1 km
- Maintenance of the existing surfaced roads
- Insufficient budget for maintenance of the surfaced roads
- Shortage of machinery and plant

**Table 38: Strategic roads of municipality**

Road name	Description	Status	Ownership
N 11	Groblerdsdal, Loskop Dam, Mokopane	Good	Sanral
R 25	Groblerdsdal, Johannesburg	Under construction	Ral
R 33/ R555	Groblerdsdal, Stoffberg, Roosenekal	Bad	Ral
D 1547	Groblerdsdal, 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

- Sector Plans to be updated and Reviewed

- Eskom network Capacity
- Roads and storm water
- Illegal electricity connections
- Water leakages
- Water shortage and illegal connections
- Sanitation backlog

#### 4.2.1.6 PROVISION OF TRANSPORT SERVICES

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

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

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

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

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

#### 4.2.1.6.2 LINKING STRATEGIC ROADS AND PUBLIC TRANSPORT

- Priority is to 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.

- Priority should be given to construction, upgrading and rehabilitation of link roads between central business areas, community centres, municipal service centres, schools and hospitals, tourism areas, and streets according to assessment and priority.
- Although market forces tend to concentrate development along movement corridors, the high ability function of these corridors may not be compromised.
- The municipality may require developers to make financial contributions towards the upgrading of road infrastructure and traffic control measures if necessitated by new developments.
- The development of land use concentrations along these corridors must be accompanied by the provision of sufficient public transport facilities.

#### **4.2.1.6.3 PUBLIC TRANSPORT CHALLENGES**

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

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

#### **4.2.1.7 PROVISION OF WASTE MANAGEMENT SERVICES**

EMLM has a total household of 66 330 and 9934 (16,5%) households receive full kerbside collection; the remaining 50317 (83,5%) households do not receive refuse service removal. The refuse removal service has been extended to Walter Sizulu (RDP) and Tambo villages in Dennilton. Most people who reside within rural areas dig their own refuse dump within their yard or unoccupied land or borrow pits. The Community Service Department has introduced Free Basic Refuse Removal service in ten villages utilising communal skips.

Norms and standard for waste management within the municipality are:

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

Refuse removal service vehicles:

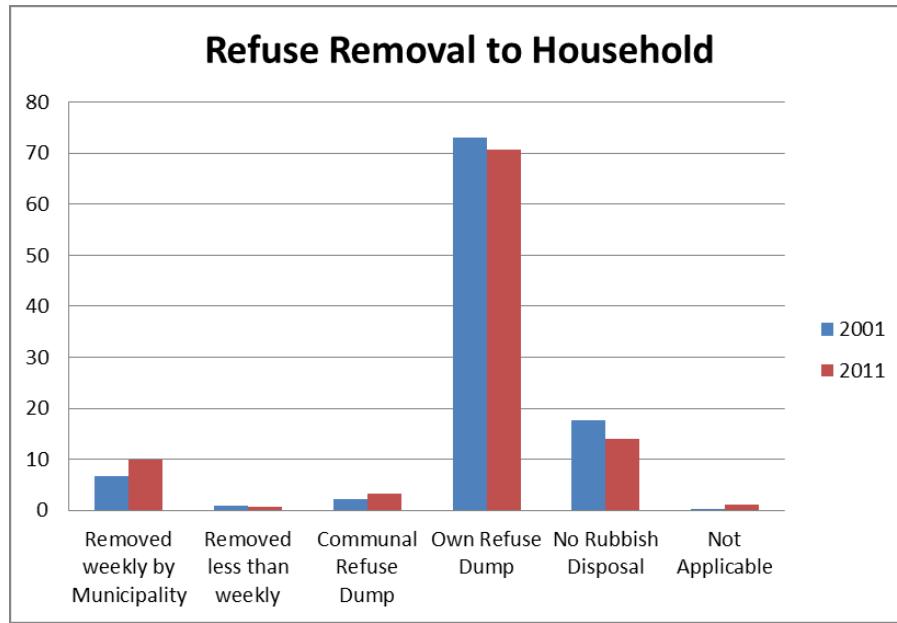
- Seven (7) Refuse removal vehicles
- Five (5) runs the service on daily basis in Groblersdal, Motetema, Hlogotlou, Elandsdoorn, Walter sisulu and Tambo square
- One (01) runs the service on daily basis in Roosenekal
- One (01) skip loader runs the service on daily basis in Groblersdal, Motetema, Elandsdoorn, Walter sisulu and Tambo square

Table 39: 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%
<b>Total</b>	<b>48953</b>	<b>100%</b>	<b>60251</b>	<b>100%</b>

Source: Stats SA Census 2011

Figure 13: Refuse removal statistics



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

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

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

Table 40: Waste management issues as provided by LEDET

Name Of Facility	Findings	Action Required
Elias Motsoaledi LM	<p>1. Total Waste</p> <p>120 of cardboard</p> <p>150 of plastic</p> <ul style="list-style-type: none"> <li>• No waste management license</li> <li>• Storage area and office available</li> <li>• No operational plan</li> <li>• No reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Need to develop an Operational plan.</li> <li>• Need to report quantities monthly to the Department</li> </ul>

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

Source: Final recycling status quo report by LEDED

#### 4.2.1.8 LANDFILL SITES

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

Table 41: Landfill sites

Disposal site	Permitte d/not permited and permit no.	Absolute location	Access	Operatio nal hours	Security and shifts	Cover	Compactio n	Comments
Rossenekal landfill site	Permitte d as a gcb+ Permit no:	S25°12'03" e29°55'14"	The site is well fenced with a	06h00am - 18h00pm Monday - sunday	Security is available from 06h00 to 18h00	Cover material stockpile d	No compaction done	Waste is disposed of on an unlined area

Disposal site	Permit ed/not permited and permit no.	Absolute location	Access	Operatio nal hours	Security and shifts	Cover	Compactio n	Comments
	12/4/10-a/15/gs1		lockable gate Access is restricted during working hours only					
Philadelphia dumping site	Not licensed	North 25°15'23" east 29°08'22"	Not fenced	Site is abandoned	No personnel on site	No covering waste is disposed of randomly and then burnt	No compaction	The dumping site is mainly used by the Philadelphia hospital
Hlogotlou transfer station	Licensed as a gcb- Licence no: 12/14/10 - a/1/gs2	S 25°03'6.5 2" e 29°73'4.2 5"	Not fenced	Operational hours are not set	No personnel onsite	Waste is dumped and left unattended	Not applicable	Waste is dumped and burnt
Elandsdoor n landfill site	12/4/10 - a/12/gs 9 Closure permit	S 25°16' 44.6" e 29°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
Groblerdal landfill site	Permitted as a gmb. Licence no: 12/4/10 - b/10/m 3	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

#### **4.2.1.9 WASTE MANAGEMENT CHALLENGES**

The following are the challenges identified with waste management:

- The municipality provides waste management services to 9934 which constitute 16.5% of the entire population.
- The current waste management backlog is 50317 households (83.5%)
- The institution is unable to extend the provision of refuse removal services to other rural areas in the municipality due to limited resources.
- Illegal dumping
- The integrated waste management plan is available but it awaits MEC endorsement

#### **Climate Change related challenges**

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

#### **4.2.1.10 DISASTER MANAGEMENT SERVICES**

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

##### **4.2.1.10.1 VULNERABILITY ANALYSIS**

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

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

- Veld fires
- Storms
- Sewerage and drainage infrastructure
- Land degradation

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

- Poverty
- Health

- Water
- Road infrastructure
- Telecommunication

**Table 42: List of hazards identified**

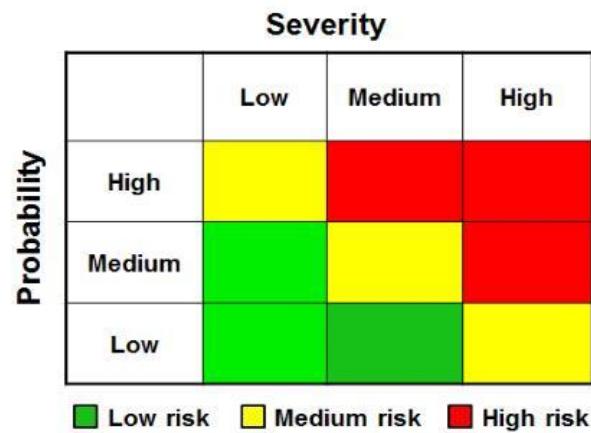
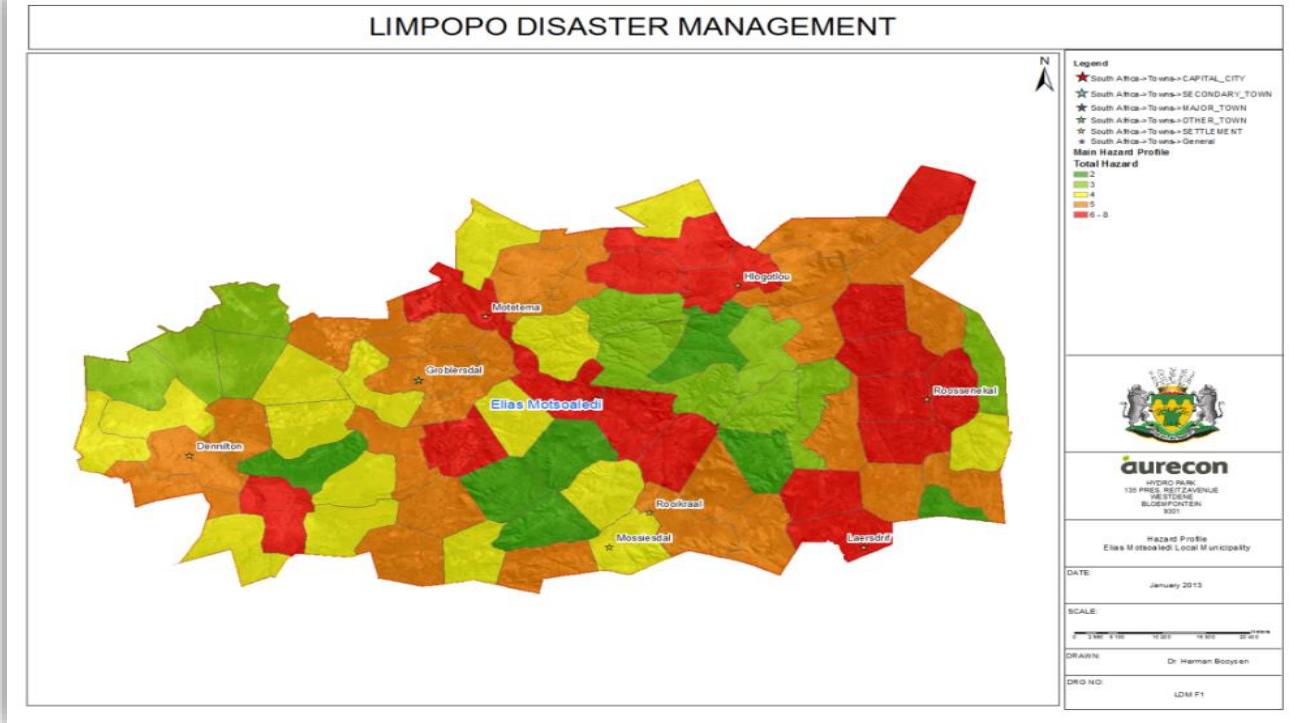
Hazard Category	Hazard	Affected Areas
Hydro-meteorological		
Water related	Riverine flooding	Olifantsriver from Loskop & Moosriver
Atmosphere related	Severe storms	Entire area (Roossenekal/Sehlakwane Tafelkop)
	Drought	
	Hail storms	Saaiplaas/Bloempoort/Kgobokwane/Mathula Stand/Dindela/Keerom (especially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

#### **4.2.1.10.2 HAZARD PROFILE**

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

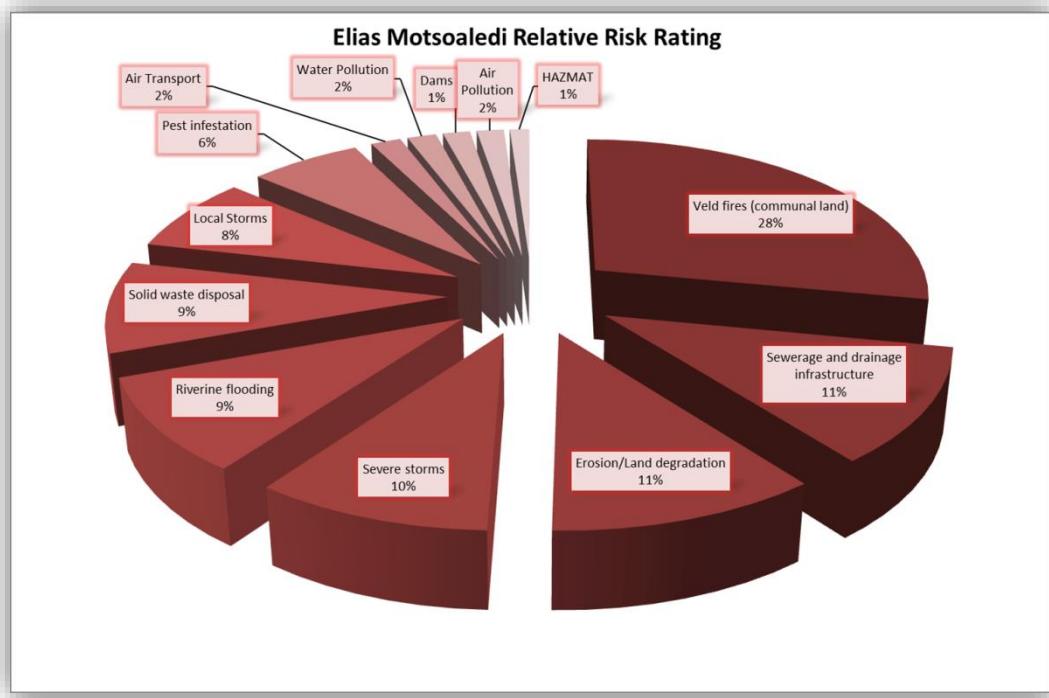
**Figure 14: Hazards within the province and the state of hazards in the municipality**

## LIMPOPO DISASTER MANAGEMENT



Source: EMLM Disaster Management plan

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



**Source:** EMLM disaster Management plan

#### 4.2.1.11 PROVISION OF HOUSING

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

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

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

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

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

2015/16 (current status)	2016/17	2017/18
450	285	Pending

Currently, the municipality has a backlog of **7500** which is due to the growing demand of houses.

#### **4.2.1.11.1 HOUSING DEVELOPMENTAL CHALLENGES**

- The role of the municipality regarding the provision of housing is co-ordination and facilitation.
- The housing backlog is increasing daily due to extensions that experienced in the entire municipality.
- The current backlog is estimated at 7500 houses due to the growing demand

#### **4.2.1.12 CEMETERIES**

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

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

#### **4.2.1.12.1 CEMETERIES CHALLENGES**

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

#### **4.2.1.13 HEALTH AND SOCIAL DEVELOPMENT**

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

The total population in EMLM is 268 256 therefore 10 hospitals should have been provided, however, only two hospitals are provided. Whilst the figure shows a deficit of 8 hospitals there could be a disparity between the

standards, the character of rural settlements and the norms applicable within the Department of Health and Welfare.

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

#### 4.2.1.13.1 HEALTH AND SOCIAL DEVELOPMENT ISSUES

**Table 43: Health and social development issues**

Ward	Clinic/mobile	frequency of visit	Challenges/comments
01	Mobile Clinic at Moteti A&B	Once in two weeks	The duration of the clinic should be extended.
16	Conversion of Zaaiplaas Clinic into Health Centre	Operates from Monday to Friday	Lack staff and working equipments
19	Clinic	Operates from Monday to Sunday	Staff shortage , ambulances and doctors
24	Clinic at Sterkfontein	Mondays to Sundays	Lack of staff and ambulances
10	Clinic at Ntwane village	Mondays to Sundays	Lack of staff
03	Clinic at Marapong	Mondays to Sundays	Lack of staff
08	<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

#### 4.2.1.13.2 HEALTH AND SOCIAL FACILITIES

**Table 44: 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

#### 4.2.1.13.3 HEALTH AND SOCIAL WELFARE CHALLENGES

- Inadequate health facilities such as clinics and hospitals
- Insufficient staffing in hospitals and clinics
- Community based clinics to operate for 24 hours
- Construction of pension pay points including installation of facilities

#### 4.2.1.14. EDUCATIONAL CHALLENGES

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

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

##### 4.2.1.14.1. EARLY CHILD DEVELOPMENT (ECD)

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

##### 4.2.1.14.2. CHALLENGES FACING ECDS

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

#### 4.2.1.15 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. The table below depicts information on these grants:

Table 45: Government Grants and paypoints facilities

No. of Pay Points Existing	Backlogs on pay points	No. of people receiving grants per category	Basic services Supplied for each pay point (e.g. Yes/No)
70 Paypoints With buildings=21	No backlogs	O/A- DG-	YES=21 No=49

Without =49		CSG FG	
-------------	--	-----------	--

**Table 46: Statistics on grants beneficiaries**

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

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

#### 4.2.1.16 COMMUNITY SERVICES STRUCTURES

**Table 47: 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

**Table 48: 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

#### 4.2.1.16.1 SAFETY AND SECURITY

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

#### 4.2.1.16.2 SAFETY AND SECURITY FACILITIES

There are police stations in the following areas:

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

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

**The contributing factors for criminal activity include, but are not limited to the following:-**

- Taverns drugs and Undocumented immigrations

Most areas have a number of taverns which do not comply with the requirement of the liquor act. The time of closure of the taverns plays a big role in cases of Rape –Assault –Murders and Robberies.

- Drugs like dagga and nyaope affects most youth of our society

Properties are burgled with the sole purpose of selling stolen item to fund the purchase of drugs. Electrical cables are also stolen for the same purpose

- The businesses of foreigners were targeted as most of them were reluctant to attend courts and they found it difficult in identifying the suspects.
- Protests about service delivery also contributed to cases like malicious damage to properties and assault.
- **Poor infrastructures** like roads. Some of the villages are not accessible for patrols, and immediate attention of their complaints.
- No street lights in most villages and people got robbed, raped and killed in the evening when they return from work.
- Bushes and tall grasses and unattended houses is where criminals hide and attack their victims
- Lack of enforcement of by-laws in our towns. Everywhere in towns and even on the streets people are selling clothes, vegetables, fruit and some are selling drugs like nyaope and dagga.
- Those who commit shoplifting and bag snatching easily mixing with other peoples and the victims left vulnerable.

## Proposed action steps

- By-laws be implemented in our towns
- Installation of 10 x high mast lights in villages and areas that have been identified as high crime **areas**.
- Availability of streets lights and Apollo lights in the villages
- Improvement of infrastructure like roads
- Sports facilities for the youth and youth programmes that promote education, e.g. spelling contests,
- Awareness campaigns on drug abuse at schools (Coordinated by the CSF)
- Improve Road Safety at schools (Speed calming measures & Scholar Patrols)
- Reviewing of the liquor Act.
- Awareness campaigns for protesters. Protest must be peaceful.
- Improvement of service delivery and engagement of communities by the municipality through transparency of councillors to inform the community regularly of developments in the municipality,
- Participation of the municipalities in stake holders meetings like Community Safety Forum, Rural Safety and Community Police Forums.

The Municipality is aiming at a crime free central business area that will not only attract investors, but also protect the community. The development of a highly sophisticated Control Room that will be manned 24/7 by the Public Safety division with CCTV cameras that monitor identified high crime areas and License Plate Recognition cameras to monitor vehicles entering and exiting Groblersdal town. The aim is to determine the effective and efficiency of the cameras and expand the services to all rural villages within Elias Motsoaledi Local Municipal area of jurisdiction.

### 4.2.1.17 POST OFFICES

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

### 4.2.1.17.1 INTERNET SERVICES

Table 49: Access to internet services

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

Source: Stats SA, Census, 2011

According to Census 2011, most of the households use mobile phone as a means of communication. There is a shortage of internet services within the communities of EMLM.

#### **4.2.1.18 SOCIAL COHESION**

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

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

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

#### **4.2.1.18.1. 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 rural areas of EMLM
- 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 full-time Traffic Officers to all 30 Wards
- Disaster management and solid waste management

#### **4.2.1.19. SPORTS, ARTS AND CULTURE**

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

#### **4.2.1.19.1. SPORTS, ARTS AND CULTURE CHALLENGES**

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

## KPA 3: LOCAL ECONOMIC DEVELOPMENT

### 4.3.1. THE ECONOMIC PROFILE OVERVIEW

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

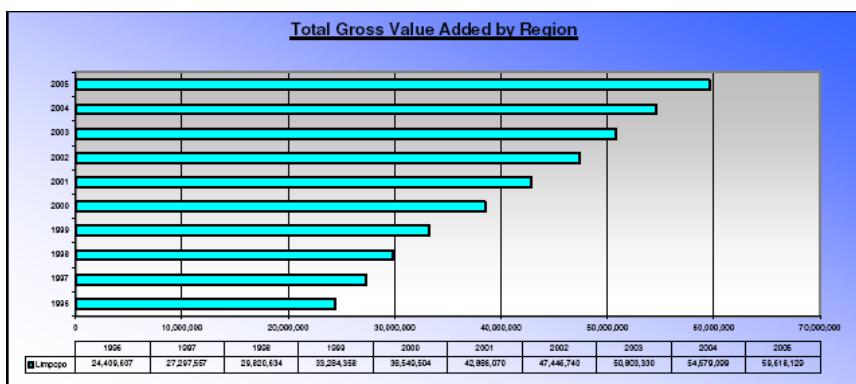
The municipality developed an LED strategy to obtain a better understanding of its economic features and develop strategies geared towards stimulating sustained economic growth in the municipal area. The results of this study are used to outline the economic situation as part of the IDP review, however;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

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

### 4.3.2. MACRO-ECONOMIC INDICATORS

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

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



**Source:** EMLM's LED Strategy

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

**Figure 16: Total GVA (current prices, 2005)**



## Source: Elias Motsoaledi Local Municipality

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

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

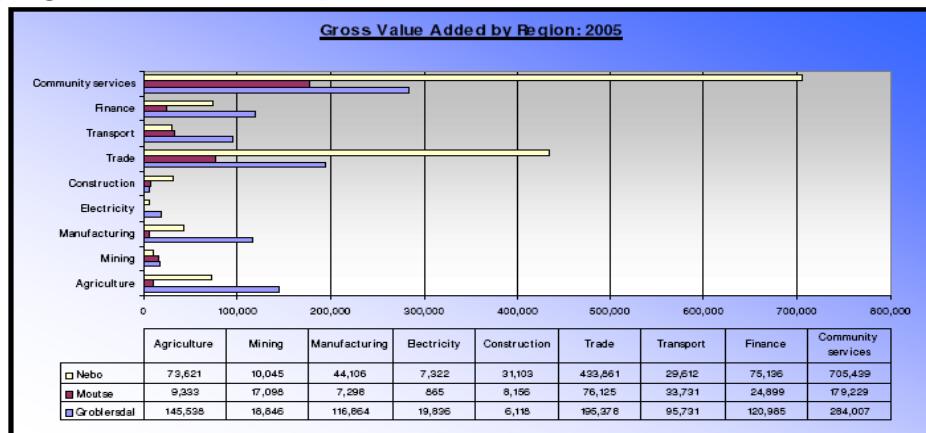
The highest average growth rate has been recorded in the Moutse District at 3.8%, 3.2% and 4.0% between 2003 and 2005. It should however be noted that this growth took place from a relatively small base. The average annual growth rates in the Hlogotlou and surrounding areas ranged between 2% and 3.1%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

The following aspects are significant in terms of the local economy of the three magisterial districts which partly comprises the Elias Motsoaledi Local Municipality:

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

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

**Figure 17: GVA per Sector, (Magisterial Districts, 2005)**

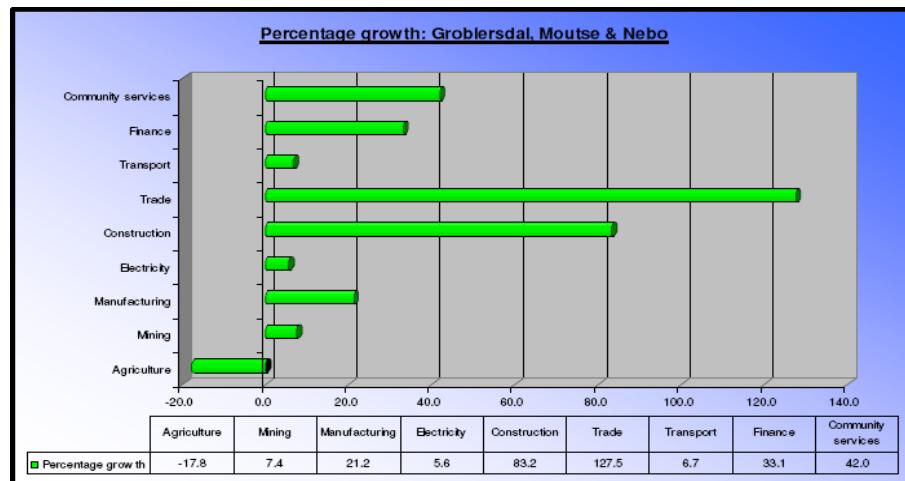


Source: Elias Motsoaledi Local Municipality - LED strategy

#### 4.3.3. AGRICULTURE

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

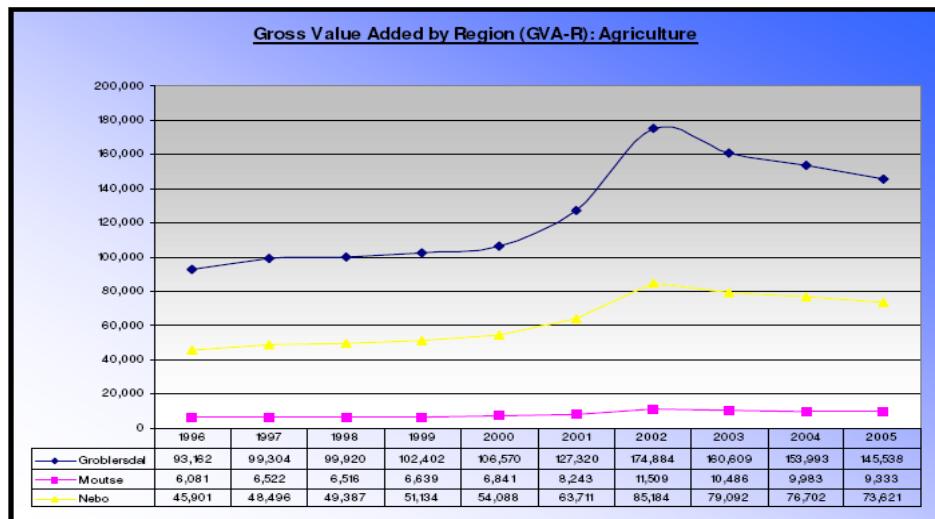
**Figure 18: Total GVA (agriculture) in Limpopo (2000 current prices)**



**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 Hlogothlou 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 19: 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
- Tobbaco
- Maize
- Soya Beans
- Citrus Fruits
- Cotton
- Vegetables

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

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

#### 4.3.4 AGRI-PARK FARMING

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

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

Limpopo Province is known to be the agricultural production hub for most high value agricultural commodities and with diverse agro-ecological regions, characterised by significant variation in natural endowments such as soil, rainfall, and access to water. In the same context, more than 45% of the R2-billion annual turnover of the Johannesburg Fresh produce comes from Limpopo<sup>9</sup>.

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

Agri-Park would further:

- benefit existing state land with agricultural potential in the Province;
- improve access to markets to all farmers, with bias to emerging farmers and rural communities;

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

- maximize the use of high value agricultural land (high production capability);
- optimise the use of existing agro-processing infrastructure, including having availability of water, energy and roads, and support a growing-town with high economic potential that would benefit from small town revitalization.

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

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

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

#### **4.3.5 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 laws by commercial farmers
- Lack of bylaws enforcement

#### **4.3.6 COMPETITIVE AND COMPARATIVE ADVANTAGES**

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

#### **4.3.7 TOURISM**

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

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

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

**Table 50: District tourism comparisons**

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

**Source: SDM Tourism Development Strategy**

#### **4.3.7.1 TOURISM PROJECTS**

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

#### **4.3.7.2 CHALLENGES FACING THE TOURISM SECTOR**

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

#### **4.3.8 MINING**

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

#### **4.3.8.1. CHALLENGES FACING THE MINING 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 EMLM location on the platinum belt.

#### 4.3.9 MANUFACTURING

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

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

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

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

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

##### 4.3.9.1 WHOLESALE AND RETAIL SECTOR

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

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

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

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

Table 51: Priority sectors of local municipalities

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

Marble Hall	X		X	X		
Tubatse	X	X (various)		X		X

**Source:** Limpopo Employment Growth and Development Plan

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

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

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

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

#### **4.3.10. DEVELOPMENT CORRIDORS**

##### **4.3.10.1. LED AND POVERTY REDUCTION**

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

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

Municipalities are expected to develop local economic development interventions, which are aligned to the 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
- Organise LED to work better on a large scale

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

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

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

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

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

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

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

#### **4.3.11. LED SKILLS BASE FOR EMLM**

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

#### **4.3.11 LOCAL ECONOMIC DEVELOPMENT CHALLENGES**

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

### **KPA 4: FINANCIAL VIABILITY**

#### **4.4.1 FINANCIAL OVERVIEW**

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 will contribute to the achievement of this objective.

##### **4.4.1.1. Executive Summary**

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

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

National Treasury’s MFMA circular 78 and 79 have been used as guidance for the compilation of the 2017/18 MTREF.

The main challenges experienced during the compilation of the 2017/18 MTREF can be summarized as follows

- Ageing and poorly maintained roads and electricity infrastructure
- The need to re-prioritize projects and expenditure within the existing resource-base given the cash flow realities and declining cash position of the municipality.
- The slight increased cost of bulk electricity due to tariff increases (0,31%) from ESKOM which is placing a relieve on service tariffs to residence and other consumers.

- Salaries and Wage increases for municipal staff as well as the need to fill all active vacant positions.
- Affordability of capital projects - original allocations on certain capital projects had to be reduced and some projects had to be shifted to the outer years of the 2017/18 MTREF.
- Limited and/or very minimal surplus anticipated to be realized from operating budget makes it difficult to accommodate all the wards within the area of jurisdiction of the municipality.

The following budget principles and guidelines directly informed the compilation the 2017/18 MTREF:

- The 2017/18 adjustment budget priorities and targets as well as the base line allocations contained in that adjustment were adopted as the upper limits for the new base lines for the 2017/18 annual budget.
- Tariffs and property rates increases should be affordable and should generally not exceed the inflation as measured by the CPI except where there are price increases in the inputs of services that are beyond the control of the municipality, for example: cost of bulk electricity. In addition, we had to ensure that our tariffs remained or moved towards being cost reflective, and had to take into account the need to address infrastructure backlogs.
- Capital projects and activities funded from external grants are budgeted as per the gazetted amount as outlined in 2017/18 Division of Revenue Act (DoRA).
- In addition to cost containment to be implemented by the municipality, the following items and allocations thereof had to be kept at minimum level:
  - Consultants and Professional Fees;
  - Special Projects and Events;
  - Refreshments and Entertainment (R2 000 allocated per directorate for the entire financial year);
  - Ad hoc travelling;
  - Subsistence, Travelling and conference fees;
  - Telephone and cell phone subscriptions;
  - Issuing of Material and Store items, and
  - Overtime.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2017/18 Medium Term Revenue and Expenditure Framework:

## Consolidated Overview of the 2017/18 MTREF

Description	2017/18	2018/19	2019/20
<b>Total Revenue</b>	<b>-442,793,516</b>	<b>-462,239,093</b>	<b>-496,811,075</b>
Less: Transfer recognized capital	-70,860,000	-69,013,000	-86,340,000
<b>Operating revenue</b>	<b>-371,933,516</b>	<b>-393,226,093</b>	<b>-410,471,075</b>
<b>Total Expenditure</b>	<b>369,713,086</b>	<b>381,440,306</b>	<b>394,773,493</b>
<b>Non Cash Items</b>	<b>60,571,585</b>	<b>63,138,165</b>	<b>65,785,903</b>
Depreciation	51,200,000	53,118,400	55,093,030
Debt impairment	9,371,585	10,019,765	10,692,872
<b>Opex excluding non-cash items</b>	<b>309,141,501</b>	<b>318,302,141</b>	<b>328,987,590</b>
<b>Surplus/Deficit</b>	<b>-62,792,015</b>	<b>-74,923,953</b>	<b>-81,483,484</b>
<b>Total Capital Budget</b>	<b>79,578,772</b>	<b>81,220,175</b>	<b>94,680,702</b>
MIG	49,000,000	51,765,789	54,684,211
INEP	13,157,895	8,771,930	21,052,632
Revenue	17,420,877	20,682,456	18,943,860
<b>Surplus vs Internally funded projects</b>	<b>-45,371,138</b>	<b>-54,241,497</b>	<b>-62,539,625</b>

Total operating revenue for 2017/18 financial year amounts to R371, 088 million and the budget increases steadily in the outer financial years.

Total operating expenditure for the 2017/18 financial year has been appropriated at R309, 141 million and translates into a budgeted surplus of R62,792 million after taking out the non - cash items (i.e. depreciation and debt impairment). Cognizance should be taken that these items are non - funding items. The surplus for 2017/18 financial year steadily increases to R74, 923 million and to R81, 843 million in the respective outer financial years. These surpluses will be used to fund capital expenditure to be funded internally.

The capital budget for 2017/18 amounts to R79, 578 million and the capital budget increases to R81, 220 million in the 2018/19 financial year and then increases to R94, 680 million in 2019/20 financial year. A substantial portion of the capital budget will be funded from Municipal Infrastructure Grant (MIG) and the funding thereof is R55, 860 million, R59, 013 million and R62, 340 million respectively throughout the MTEF period. The balance will be funded from internally generated funds and Integrated Electrification Programme (INEP) that is allocated as follows; R15 million for 2017/18 financial year and R10 million for 2018/19 financial year and R24 million in 2019/20 financial year.

The above table is also used as a tool for testing the funding compliance of our 2017/18 MTREF, and as indicated, the municipality will be able to fund its operations and capital budget after taking out the non - cash items since the surplus thereof is sufficient to cater for capital projects to be funded internally, however this will depend on the achievement of the budgeted revenue collection of at least 83%

### 4.4. 1.2. Operating Revenue Framework

For Elias Motsoaledi Local Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of this municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably

always exceed available funding; hence difficult choices have to be made in relation to setting of tariff increases and balancing expenditures against realistically anticipated revenues and prioritization of capital projects as contained in the Integrated Development Plan (i.e. the needs of all wards within Elias Motsoaledi Local Municipality).

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

- National Treasury's guidelines and macroeconomic policy;
- Efficient revenue management, which aims to ensure a 83% annual collection rate for property rates and other key service charges;
- Electricity tariff increases that are still to be 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.

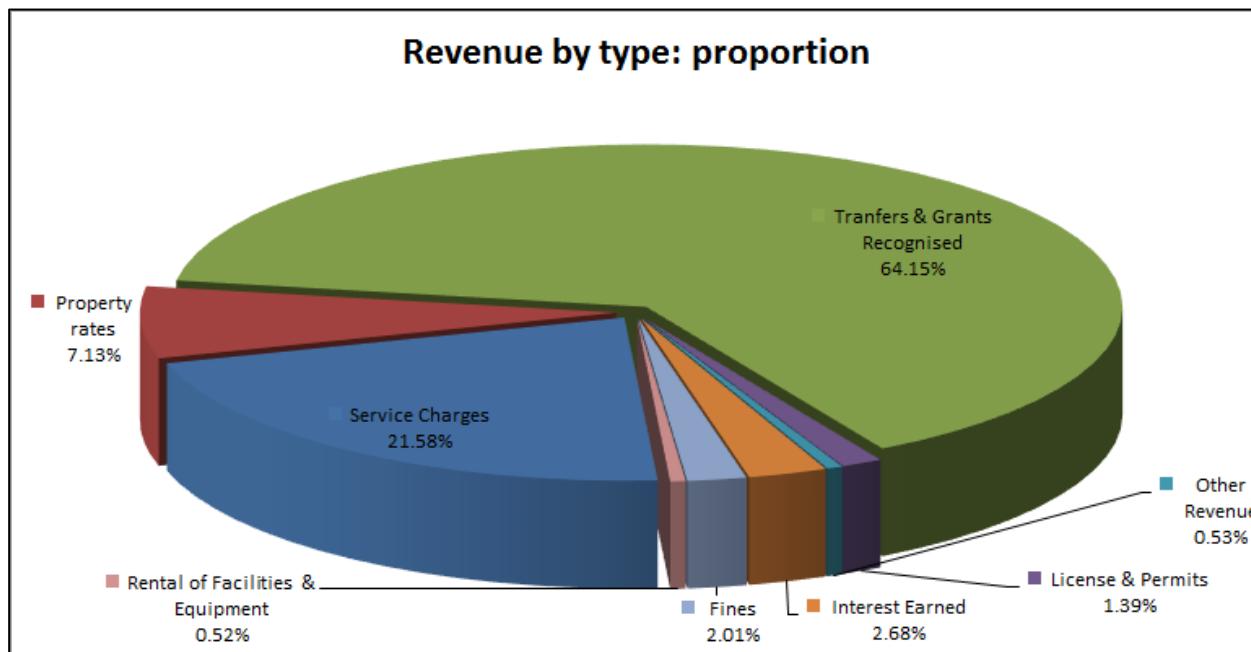
The following table is a summary of the 2017/18MTREF (classified by main revenue source):

**Table 1 Summary of revenue classified by main revenue source**

Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Revenue By Source</b>										
Property rates	20,450	19,271	22,395	23,981	24,881	24,881	15,693	26,474	27,983	29,550
Service charges - electricity revenue	53,299	55,695	65,104	72,328	67,973	67,973	47,456	72,506	76,639	80,930
Service charges - water revenue	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2,721	3,483	3,684	7,774	7,162	7,162	4,701	7,620	8,055	8,506
Service charges - other	–	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment	1,125	1,199	1,413	912	1,612	1,612	1,006	1,935	2,046	2,160
Interest earned - external investments	3,598	3,965	4,290	3,829	3,479	3,479	1,877	3,701	3,912	4,132
Interest earned - outstanding debtors	5,225	5,861	5,872	6,123	6,823	6,823	4,335	6,260	6,674	7,103
Dividends received	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	1,666	2,584	2,413	1,342	7,000	7,000	865	7,448	7,873	8,313
Licences and permits	4,669	5,081	4,257	5,060	4,860	4,860	3,144	5,171	5,466	5,772
Agency services	2,653	–	–	–	–	–	–	–	–	–
Transfers and subsidies	146,878	170,641	216,652	213,105	213,105	213,105	159,322	238,169	251,780	261,048
Other revenue	2,210	7,548	3,423	2,152	1,862	1,862	1,139	1,981	2,094	2,211
Gains on disposal of PPE	–	–	–	–	–	–	–	–	–	–
<b>Total Revenue (excluding capital transfers)</b>	<b>244,495</b>	<b>275,329</b>	<b>329,503</b>	<b>336,606</b>	<b>338,757</b>	<b>338,757</b>	<b>239,539</b>	<b>371,265</b>	<b>392,520</b>	<b>409,725</b>

**Table 2 Percentage Growth in revenue by main revenue source**

Description	2016/17	2017/18 Medium Term Revenue & Expenditure Framework					
		%	Budget Year 2017/18	%	Budget Year +1 2018/19	%	Budget Year +2 2019/20
<b>Revenue By Source</b>							
Property rates	24,881	6.4%	26,474	5.7%	27,983	5.6%	29,550
Service charges	75,135	6.6%	80,126	5.7%	84,694	5.6%	89,436
Rental of facilities and equipment	1,612	20.0%	1,935	5.7%	2,046	5.6%	2,160
Interest earned - external investments	3,479	6.4%	3,701	5.7%	3,912	5.6%	4,132
Interest earned - outstanding debtors	6,823	-8.3%	6,260	6.6%	6,674	6.4%	7,103
Fines, penalties and forfeits	7,000	6.4%	7,448	5.7%	7,873	5.6%	8,313
Licences and permits	4,860	6.4%	5,171	5.7%	5,466	5.6%	5,772
Transfers and subsidies	213,105	11.8%	238,169	5.7%	251,780	3.7%	261,048
Other revenue	1,862	6.4%	1,981	5.7%	2,094	5.6%	2,211
<b>Total Revenue (excluding capital transfers)</b>	<b>338,757</b>		<b>371,265</b>		<b>392,520</b>		<b>409,725</b>



**Figure 20 Main operational revenue categories for the 2016/17 financial year**

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

Revenue generated from operating grants amounts to 64, 15% (2017/18 financial year) making it clear that the Municipality is grants dependent. In addition, revenue generated from rates and services charges amounts to 7, 13% and 21, 58% respectively. In the 2017/18 financial year, revenue from rates and services charges adds up to R106, 600 million or 28, 71%. This increases to R112, 676 million, and R118, 986 million in the respective financial years of the MTREF.

Service charges is the second largest revenue source totaling 21, 58% or R80, 126 million and increases to R84, 694 million and R89, 436 million respectively in the outer years. The third largest source is Property rates that amounts to R26, 474 million in 2017/18 financial year and R27, 983 million and R29, 550 million respectively in the outer years.

### 1.3 Operating Expenditure Framework

The Municipality's expenditure framework for the 2017/18 budget and MTREF is informed by the following:

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

The following table is a high level summary of the 2017/18 budget and MTREF (classified per main type of operating expenditure):

**Table 5 Summary of operating expenditure by standard classification item**

Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Expenditure By Type</b>										
Employee related costs	87,146	102,669	112,151	109,053	112,496	112,496	76,526	122,001	128,769	135,936
Remuneration of councilors	16,037	18,844	19,061	18,908	20,292	20,292	13,355	21,794	23,036	24,326
Debt impairment	10,245	11,357	8,130	12,688	10,688	10,688		9,372	10,020	10,693
Depreciation & asset impairment	32,828	32,042	49,728	35,796	50,000	50,000	–	51,200	53,118	55,093
Finance charges				2,141	60	2,760	2,760	1,712	2,937	–
Bulk purchases	48,014	51,853	60,361	64,961	69,961	69,961	39,537	66,165	69,937	73,853
Other materials	1,677	1,687	9,606	3,945	13,498	13,498	7,049	14,645	15,480	16,347
Contracted services	9,800	11,259	36,111	20,550	38,589	38,589	30,778	26,750	27,473	22,999
Transfers and subsidies	2,287	1,832	313	2,128	2,248	2,248	1,402	2,392	2,528	2,670
Other expenditure	58,640	106,070	66,734	60,826	57,902	57,902	35,719	52,458	51,080	52,857
Loss on disposal of PPE				3,790						
<b>Total Expenditure</b>	<b>266,675</b>	<b>337,613</b>	<b>368,125</b>	<b>328,915</b>	<b>378,434</b>	<b>378,434</b>	<b>206,077</b>	<b>369,713</b>	<b>381,440</b>	<b>394,773</b>

The budgeted allocation for employee related costs and remuneration of councilors for the 2017/18 financial year totals R143, 795 million, which equals 38, 9% of the total operating expenditure. Based on MFMA circular 86, the three year salary increases have been factored into this budget at a percentage increase of 7, 4% for the 2017/18 financial year and annual increase of 5, 7% and 5, 6% have 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.

The provision of debt impairment was determined based on an annual collection rate of 83 per cent and the Debt Write-off Policy of the Municipality. For the 2017/18 financial year this amount equates to R9, 372 million and escalates to R10, 020 million in 2018/19 and R10, 693 million 2019/20. While this expenditure is considered to be a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate for asset consumption. Budget appropriations in this regard total R51, 200 million for the 2017/18 financial year and equates to 13.8% of the total operating expenditure. Cognizance should be taken that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. Note should therefore be taken that depreciation and asset impairment as well as debt

impairment constitute non-cash items and as a result they are excluded when determining surplus to be expended for funding capital projects.

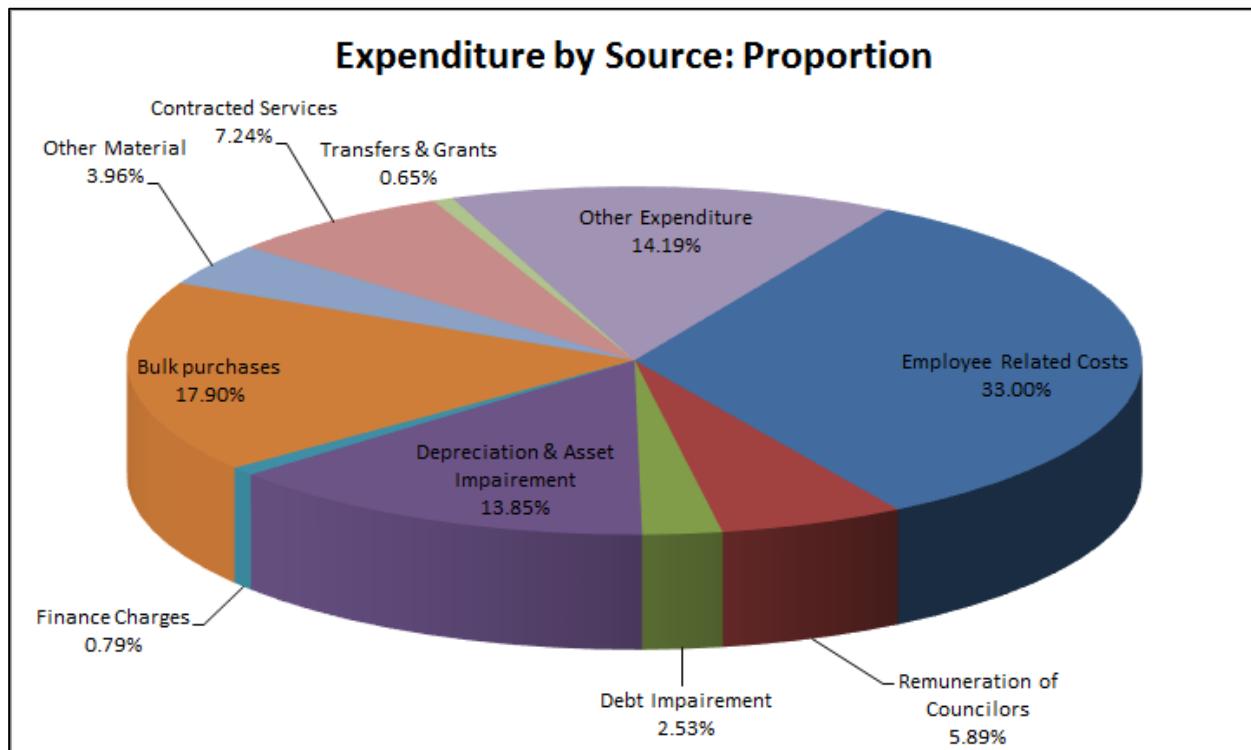
Bulk purchases are directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditure includes distribution losses. The 2017/18 budget has been slightly increased as compared to 2017/18 financial year and this is due to Eskom annual increase of 0, 31%.

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

Contracted services comprise of 7.2 % or R26, 750 million of the total operational budget for the 2017/18 financial year and declines to R27, 473 million and then escalates to R22, 999 million in the two respective outer years.

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

The following diagram gives a breakdown of the main expenditure categories for the 2015/6 financial year.



## 2 Main operational expenditure categories for the 2017/18 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 2017/18 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 2017/18 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 is however sitting at R12, 511 million then increases to R13, 224 million and increase again to R13, 964 million during the MTREF period. In addition, the municipality is still experiencing budgetary constraints to can meet the required 8% that repairs and maintenance should contribute towards the total operating expenditure budget. In relation to the total operating expenditure, repairs and maintenance comprises of 3, 38% for the 2017/18 years and this percentage is however way below the set norm of 8% as stipulated by National Treasury. The percentage increases to 3, 47% and 3, 54% in the respective outer years.

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

### **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 rebates, service charges electricity, and refuse removal.

### **1.5 Annual Budget Tables**

The following tables present the main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality's 2017/18 draft budget and MTREF. Each table is accompanied by explanatory notes thereof.

**Table 8 MBRR Table A1 - Budget Summary**

Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term		Revenue &
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Financial Performance</b>										
Property rates	20,450	19,271	22,395	23,981	24,881	24,881	15,693	26,474	27,983	29,550
Service charges	56,021	59,179	68,788	80,102	75,135	75,135	52,157	80,126	84,694	89,436
Investment revenue	3,598	3,965	4,290	3,829	3,479	3,479	1,877	3,701	3,912	4,132
Transfers recognised - operational	146,878	170,641	216,652	213,105	213,105	213,105	159,322	238,169	251,780	261,048
Other own revenue	17,549	22,272	17,378	15,589	22,157	22,157	10,490	22,795	24,151	25,560
<b>Total Revenue (excluding capital transfers)</b>	<b>244,495</b>	<b>275,329</b>	<b>329,503</b>	<b>336,606</b>	<b>338,757</b>	<b>338,757</b>	<b>239,539</b>	<b>371,265</b>	<b>392,520</b>	<b>409,725</b>
Employee costs	87,146	102,669	112,151	109,053	112,496	112,496	76,526	122,001	128,769	135,936
Remuneration of councillors	16,037	18,844	19,061	18,908	20,292	20,292	13,355	21,794	23,036	24,326
Depreciation & asset impairment	32,828	32,042	49,728	35,796	50,000	50,000	—	51,200	53,118	55,093
Finance charges	—	—	2,141	60	2,760	2,760	1,712	2,937	—	—
Materials and bulk purchases	49,691	53,540	69,966	68,906	83,459	83,459	46,586	80,810	85,417	90,200
Transfers and grants	2,287	1,832	313	2,128	2,248	2,248	1,402	2,392	2,528	2,670
Other expenditure	78,685	128,686	114,765	94,063	107,178	107,178	66,497	88,579	88,573	86,549
<b>Total Expenditure</b>	<b>266,675</b>	<b>337,613</b>	<b>368,125</b>	<b>328,915</b>	<b>378,434</b>	<b>378,434</b>	<b>206,077</b>	<b>369,713</b>	<b>381,440</b>	<b>394,773</b>
<b>Surplus/(Deficit)</b>	<b>(22,180)</b>	<b>(62,284)</b>	<b>(38,622)</b>	<b>7,690</b>	<b>(39,677)</b>	<b>(39,677)</b>	<b>33,462</b>	<b>1,552</b>	<b>11,080</b>	<b>14,952</b>
Transfers and subsidies - capital (monetary allocations)	44,723	58,967	77,188	75,419	75,419	70,419	36,123	70,860	69,013	86,340
Contributions recognised - capital & contributed assets	—	—	—	—	—	—	—	—	—	—
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>22,543</b>	<b>(3,317)</b>	<b>38,566</b>	<b>83,109</b>	<b>35,742</b>	<b>30,742</b>	<b>69,584</b>	<b>72,412</b>	<b>80,093</b>	<b>101,292</b>
Share of surplus/ (deficit) of associate	—	—	—	—	—	—	—	—	—	—
<b>Surplus/(Deficit) for the year</b>	<b>22,543</b>	<b>(3,317)</b>	<b>38,566</b>	<b>83,109</b>	<b>35,742</b>	<b>30,742</b>	<b>69,584</b>	<b>72,412</b>	<b>80,093</b>	<b>101,292</b>
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	<b>62,095</b>	<b>72,212</b>	<b>108,388</b>	<b>94,449</b>	<b>87,620</b>	<b>82,620</b>	<b>51,398</b>	<b>79,579</b>	<b>81,220</b>	<b>94,681</b>
Transfers recognised - capital	50,665	51,462	77,188	75,419	66,240	61,240	35,613	62,158	60,538	75,737
Public contributions & donations	—	—	—	—	—	—	—	—	—	—
Borrowing	—	—	—	—	—	—	—	—	—	—
Internally generated funds	11,430	20,750	31,200	19,030	21,380	21,380	15,785	17,421	20,682	18,944
<b>Total sources of capital funds</b>	<b>62,095</b>	<b>72,212</b>	<b>108,388</b>	<b>94,449</b>	<b>87,620</b>	<b>82,620</b>	<b>51,398</b>	<b>79,579</b>	<b>81,220</b>	<b>94,681</b>
<b>Financial position</b>										
Total current assets	90,618	78,138	58,124	72,418	60,701	60,701	87,723	89,402	107,475	161,506
Total non current assets	813,499	830,215	979,292	993,473	1,040,124	1,040,124	1,033,667	1,066,797	1,095,632	1,134,565
Total current liabilities	82,178	68,432	69,263	31,896	51,752	51,752	97,407	63,980	54,265	52,313
Total non current liabilities	34,693	79,033	95,865	90,513	85,185	85,185	94,317	82,233	86,568	88,947
<b>Community wealth/Equity</b>	<b>787,245</b>	<b>760,887</b>	<b>872,288</b>	<b>943,481</b>	<b>963,888</b>	<b>963,888</b>	<b>929,666</b>	<b>1,002,618</b>	<b>1,056,520</b>	<b>1,150,363</b>
<b>Cash flows</b>										
Net cash from (used) operating	76,508	57,728	22,790	119,326	88,938	5,781	36,663	91,305	98,944	120,042
Net cash from (used) investing	(56,618)	(70,369)	(30,567)	(89,449)	(87,620)	1,547	(53,635)	(79,579)	(81,220)	(94,681)
Net cash from (used) financing	22	2,361	(5,415)	(8,857)	(5,019)	(5,019)	(2,619)	(6,997)	142	168
<b>Cash/cash equivalents at the year end</b>	<b>35,247</b>	<b>24,967</b>	<b>11,965</b>	<b>27,259</b>	<b>8,264</b>	<b>14,274</b>	<b>13,970</b>	<b>19,004</b>	<b>36,869</b>	<b>62,398</b>
Cash backlog/surplus reconciliation	—	—	—	—	—	—	—	—	—	—
Cash and investments available	35,247	24,967	11,965	36,616	8,264	8,264	13,647	19,004	36,869	62,398
Application of cash and investments	(4,537)	20,401	23,304	(936)	(6,231)	(2,369)	25,746	(1,731)	(3,294)	(2,666)
<b>Balance - surplus (shortfall)</b>	<b>39,784</b>	<b>4,566</b>	<b>(11,338)</b>	<b>37,551</b>	<b>14,495</b>	<b>10,633</b>	<b>(12,099)</b>	<b>20,735</b>	<b>40,163</b>	<b>65,064</b>
<b>Asset management</b>										
Asset register summary (WDV)	694,407	729,129	967,425	980,773	1,233,160	—	—	—	—	—
Depreciation	32,828	32,042	49,728	35,797	50,000	50,000	51,200	51,200	53,118	55,093
Renewal of Existing Assets	12,432	18,642	30,190	52,719	45,780	45,780	45,780	31,077	31,175	35,088
Repairs and Maintenance	9,584	10,988	9,337	13,250	13,052	13,052	12,511	12,511	13,224	13,964
<b>Free services</b>										
Cost of Free Basic Services provided	600	690	800	1,000	800	800	668	668	706	746
Revenue cost of free services provided	4,725	4,725	5,235	5,800	6,283	6,283	8,193	8,193	8,660	9,145
Households below minimum service level	—	—	—	—	—	—	—	—	—	—
Water:	—	—	—	—	—	—	—	—	—	—
Sanitation/sewerage:	—	—	—	—	—	—	—	—	—	—
Energy:	—	—	—	2	2	2	2	2	2	2
Refuse:	53	53	54	54	54	54	55	55	56	58

## Explanatory notes to MBRR Table A1 - Budget Summary

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 period.
  - 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 are 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 does not have reserves and consequently many of its obligations are not cash-backed. This place 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 reserves, at least the municipality 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 has dropped and this is attributed to offering free basic services only to indigents and this function is not yet optimized.

**Table 9 MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)**

Functional Classification Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Revenue - Functional</b>									
<b>Governance and administration</b>	<b>175,900</b>	<b>204,510</b>	<b>248,338</b>	<b>246,631</b>	<b>247,098</b>	<b>247,098</b>	<b>103,081</b>	<b>110,177</b>	<b>114,482</b>
Executive and council	1,230	934	930	—	—	—	12,006	13,566	13,207
Finance and administration	174,671	203,576	247,408	246,631	247,098	247,098	91,075	96,611	101,275
<b>Internal audit</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Community and public safety</b>	<b>430</b>	<b>359</b>	<b>2,711</b>	<b>43</b>	<b>45</b>	<b>45</b>	<b>48</b>	<b>50</b>	<b>53</b>
Community and social services	384	341	2,710	39	44	44	47	50	52
Sport and recreation	46	18	1	3	1	1	1	1	1
Public safety	—	—	—	—	—	—	—	—	—
Housing	—	—	—	—	—	—	—	—	—
Health	—	—	—	—	—	—	—	—	—
<b>Economic and environmental services</b>	<b>50,154</b>	<b>66,292</b>	<b>76,852</b>	<b>71,900</b>	<b>78,548</b>	<b>73,548</b>	<b>73,520</b>	<b>76,153</b>	<b>80,440</b>
Planning and development	22	1,317	1,186	1,167	1,811	1,811	2,206	805	850
Road transport	50,131	64,976	75,666	70,733	76,737	71,737	71,314	75,348	79,590
Environmental protection	—	—	—	—	—	—	—	—	—
<b>Trading services</b>	<b>63,333</b>	<b>63,825</b>	<b>79,589</b>	<b>94,452</b>	<b>89,285</b>	<b>89,285</b>	<b>266,145</b>	<b>275,858</b>	<b>301,836</b>
Energy sources	60,588	60,334	75,904	86,328	81,773	81,773	242,309	250,626	275,465
Water management	—	—	—	—	—	—	—	—	—
Waste water management	—	—	—	—	—	—	—	—	—
Waste management	2,746	3,491	3,685	8,124	7,512	7,512	23,836	25,233	26,371
Other	—	—	—	—	—	—	—	—	—
<b>Total Revenue - Functional</b>	<b>289,817</b>	<b>334,986</b>	<b>407,491</b>	<b>413,025</b>	<b>414,976</b>	<b>409,976</b>	<b>442,794</b>	<b>462,239</b>	<b>496,811</b>
<b>Expenditure - Functional</b>									
<b>Governance and administration</b>	<b>147,293</b>	<b>207,324</b>	<b>217,668</b>	<b>164,241</b>	<b>165,893</b>	<b>165,893</b>	<b>159,251</b>	<b>161,085</b>	<b>164,138</b>
Executive and council	36,907	49,192	35,980	30,757	35,121	35,121	37,359	39,489	41,700
Finance and administration	110,386	158,132	176,275	127,640	125,175	125,175	115,894	115,256	115,743
<b>Internal audit</b>	<b>—</b>	<b>—</b>	<b>5,413</b>	<b>5,843</b>	<b>5,597</b>	<b>5,597</b>	<b>5,998</b>	<b>6,340</b>	<b>6,695</b>
<b>Community and public safety</b>	<b>19,367</b>	<b>17,808</b>	<b>9,325</b>	<b>11,646</b>	<b>12,439</b>	<b>12,439</b>	<b>12,921</b>	<b>13,657</b>	<b>14,422</b>
Community and social services	16,958	14,890	4,577	6,488	4,605	4,605	4,938	5,219	5,512
Sport and recreation	2,409	2,917	4,749	5,158	7,835	7,835	7,983	8,438	8,910
Public safety	—	—	—	—	—	—	—	—	—
Housing	—	—	—	—	—	—	—	—	—
Health	—	—	—	—	—	—	—	—	—
<b>Economic and environmental services</b>	<b>38,211</b>	<b>39,639</b>	<b>52,467</b>	<b>56,171</b>	<b>91,031</b>	<b>91,031</b>	<b>90,259</b>	<b>93,381</b>	<b>96,552</b>
Planning and development	5,543	7,693	11,171	14,863	14,239	14,239	12,837	12,546	12,190
Road transport	32,668	31,947	39,834	40,421	75,426	75,426	75,959	79,289	82,729
Environmental protection	—	—	1,463	886	1,365	1,365	1,463	1,546	1,633
<b>Trading services</b>	<b>61,804</b>	<b>72,841</b>	<b>88,664</b>	<b>96,858</b>	<b>109,070</b>	<b>109,070</b>	<b>107,283</b>	<b>113,317</b>	<b>119,662</b>
Energy sources	51,150	60,619	65,530	78,171	84,711	84,711	81,817	86,400	91,237
Water management	—	—	—	—	—	—	—	—	—
Waste water management	—	—	—	—	—	—	—	—	—
Waste management	10,654	12,223	23,135	18,687	24,359	24,359	25,466	26,917	28,425
Other	—	—	—	—	—	—	—	—	—
<b>Total Expenditure - Functional</b>	<b>266,675</b>	<b>337,613</b>	<b>368,125</b>	<b>328,915</b>	<b>378,434</b>	<b>378,434</b>	<b>369,713</b>	<b>381,440</b>	<b>394,773</b>
<b>Surplus/(Deficit) for the year</b>	<b>23,143</b>	<b>(2,627)</b>	<b>39,366</b>	<b>84,109</b>	<b>36,542</b>	<b>31,542</b>	<b>73,080</b>	<b>80,799</b>	<b>102,038</b>

**Explanatory notes to MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)**

1. Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into different functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enables the National Treasury to compile 'whole of government' reports.
2. Note the Total Revenue on this table includes capital revenues (Transfers recognised – capital) and so does not balance to the operating revenue shown on Table A4.

**Table 10 MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)**

Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Revenue by Vote</b>									
Vote 1 - Executive & Council	340	–	–	–	–	–	12,006	12,605	13,207
Vote 2 - Office of the Municipal Manager	890	934	930	–	–	–	–	961	–
Vote 3 - Budget & Treasury	174,529	203,514	247,402	246,619	247,085	247,085	91,060	96,596	101,258
Vote 4 - Corporate Services	142	62	6	11	14	–	15	15	16
Vote 5 - Community Services	9,541	11,515	13,068	14,568	19,417	19,417	36,503	38,621	40,509
Vote 6 - Technical Services	104,353	117,644	144,898	150,659	146,650	141,663	301,004	312,636	340,970
Vote 7 - Strategic Development	–	–	–	–	–	–	–	–	–
Vote 8 - Developmental Planning	22	1,317	1,186	1,167	1,811	1,811	2,206	805	850
Vote 9 - Executive Support	–	–	–	–	–	–	–	–	–
<b>Total Revenue by Vote</b>	<b>289,817</b>	<b>334,986</b>	<b>407,491</b>	<b>413,025</b>	<b>414,976</b>	<b>409,976</b>	<b>442,794</b>	<b>462,239</b>	<b>496,811</b>
<b>Expenditure by Vote</b>									
Vote 1 - Executive & Council	25,983	28,444	29,961	27,109	30,476	30,476	32,523	34,377	36,302
Vote 2 - Office of the Municipal Manager	6,193	14,324	21,217	18,526	22,673	22,673	19,664	20,785	21,949
Vote 3 - Budget & Treasury	66,069	98,858	111,996	71,054	46,481	46,481	41,405	42,882	43,843
Vote 4 - Corporate Services	44,317	46,815	22,109	27,391	35,988	35,988	35,226	37,360	34,925
Vote 5 - Community Services	41,393	44,130	48,634	47,723	53,636	53,636	56,458	59,676	63,018
Vote 6 - Technical Services	72,446	90,924	103,323	112,793	164,096	164,096	159,599	161,064	169,080
Vote 7 - Strategic Development	4,730	6,423	–	–	–	–	–	–	–
Vote 8 - Developmental Planning	5,543	7,693	6,505	10,031	8,231	8,231	6,509	5,923	5,199
Vote 9 - Executive Support	–	–	24,381	14,288	16,852	16,852	18,328	19,373	20,458
<b>Total Expenditure by Vote</b>	<b>266,675</b>	<b>337,613</b>	<b>368,125</b>	<b>328,915</b>	<b>378,434</b>	<b>378,434</b>	<b>369,713</b>	<b>381,440</b>	<b>394,773</b>
<b>Surplus/(Deficit) for the year</b>	<b>23,143</b>	<b>(2,627)</b>	<b>39,366</b>	<b>84,109</b>	<b>36,542</b>	<b>31,542</b>	<b>73,080</b>	<b>80,799</b>	<b>102,038</b>

**Explanatory notes to MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)**

1. Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organizational structure of the Municipality.

**Table 11 MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)**

Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Revenue By Source</b>										
Property rates	20,450	19,271	22,395	23,981	24,881	24,881	15,693	26,474	27,983	29,550
Service charges - electricity revenue	53,299	55,695	65,104	72,328	67,973	67,973	47,456	72,506	76,639	80,930
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2,721	3,483	3,684	7,774	7,162	7,162	4,701	7,620	8,055	8,506
Service charges - other	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	1,125	1,199	1,413	912	1,612	1,612	1,006	1,935	2,046	2,160
Interest earned - external investments	3,598	3,965	4,290	3,829	3,479	3,479	1,877	3,701	3,912	4,132
Interest earned - outstanding debtors	5,225	5,861	5,872	6,123	6,823	6,823	4,335	6,260	6,674	7,103
Dividends received	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	1,666	2,584	2,413	1,342	7,000	7,000	865	7,448	7,873	8,313
Licences and permits	4,669	5,081	4,257	5,060	4,860	4,860	3,144	5,171	5,466	5,772
Agency services	2,653	-	-	-	-	-	-	-	-	-
Transfers and subsidies	146,878	170,641	216,652	213,105	213,105	213,105	159,322	238,169	251,780	261,048
Other revenue	2,210	7,548	3,423	2,152	1,862	1,862	1,139	1,981	2,094	2,211
Gains on disposal of PPE										
<b>Total Revenue (excluding capital transfers)</b>	<b>244,495</b>	<b>275,329</b>	<b>329,503</b>	<b>336,606</b>	<b>338,757</b>	<b>338,757</b>	<b>239,539</b>	<b>371,265</b>	<b>392,520</b>	<b>409,725</b>
<b>Expenditure By Type</b>										
Employee related costs	87,146	102,669	112,151	109,053	112,496	112,496	76,526	122,001	128,769	135,936
Remuneration of councillors	16,037	18,844	19,061	18,908	20,292	20,292	13,355	21,794	23,036	24,326
Debt impairment	10,245	11,357	8,130	12,688	10,688	10,688	-	9,372	10,020	10,693
Depreciation & asset impairment	32,828	32,042	49,728	35,796	50,000	50,000	-	51,200	53,118	55,093
Finance charges			2,141	60	2,760	2,760	1,712	2,937	-	-
Bulk purchases	48,014	51,853	60,361	64,961	69,961	69,961	39,537	66,165	69,937	73,853
Other materials	1,677	1,687	9,606	3,945	13,498	13,498	7,049	14,645	15,480	16,347
Contracted services	9,800	11,259	36,111	20,550	38,589	38,589	30,778	26,750	27,473	22,999
Transfers and subsidies	2,287	1,832	313	2,128	2,248	2,248	1,402	2,392	2,528	2,670
Other expenditure	58,640	106,070	66,734	60,826	57,902	57,902	35,719	52,458	51,080	52,857
Loss on disposal of PPE			3,790							
<b>Total Expenditure</b>	<b>266,675</b>	<b>337,613</b>	<b>368,125</b>	<b>328,915</b>	<b>378,434</b>	<b>378,434</b>	<b>206,077</b>	<b>369,713</b>	<b>381,440</b>	<b>394,773</b>
<b>Surplus/(Deficit)</b>	<b>(22,180)</b>	<b>(62,284)</b>	<b>(38,622)</b>	<b>7,690</b>	<b>(39,677)</b>	<b>(39,677)</b>	<b>33,462</b>	<b>1,552</b>	<b>11,080</b>	<b>14,952</b>
Transfers and subsidies - capital (monetary allocations)	44,723	58,967	77,188	75,419	75,419	70,419	36,123	70,860	69,013	86,340
Transfers and subsidies - capital (in-kind - all)										
<b>Surplus/(Deficit) after capital transfers</b>	<b>22,543</b>	<b>(3,317)</b>	<b>38,566</b>	<b>83,109</b>	<b>35,742</b>	<b>30,742</b>	<b>69,584</b>	<b>72,412</b>	<b>80,093</b>	<b>101,292</b>
Taxation										
<b>Surplus/(Deficit) after taxation</b>	<b>22,543</b>	<b>(3,317)</b>	<b>38,566</b>	<b>83,109</b>	<b>35,742</b>	<b>30,742</b>	<b>69,584</b>	<b>72,412</b>	<b>80,093</b>	<b>101,292</b>
Attributable to minorities										
<b>Surplus/(Deficit) attributable to municipality</b>	<b>22,543</b>	<b>(3,317)</b>	<b>38,566</b>	<b>83,109</b>	<b>35,742</b>	<b>30,742</b>	<b>69,584</b>	<b>72,412</b>	<b>80,093</b>	<b>101,292</b>
Share of surplus/ (deficit) of associate										
<b>Surplus/(Deficit) for the year</b>	<b>22,543</b>	<b>(3,317)</b>	<b>38,566</b>	<b>83,109</b>	<b>35,742</b>	<b>30,742</b>	<b>69,584</b>	<b>72,412</b>	<b>80,093</b>	<b>101,292</b>

## Explanatory notes to Table A4 - Budgeted Financial Performance (revenue and expenditure)

1. Operating revenue is R371, 933 million in 2017/18 and escalates to R381, 440 million and R394, 773 million in the outer years.
2. Services charges relating to electricity and refuse removal also contribute significantly to the revenue basket of the Municipality totaling R80, 126 million for the 2017/18 financial year and increasing to R84, 694 million in 2018/19 and increasing to R89, 436 million in 2019/20 financial year.
3. Transfers recognized – operating includes the local government equitable share, financial management grant, extended public works programme grant, municipal systems improvement grants and special support for councilors remuneration.
4. Employee related costs and bulk purchases are the main cost drivers within the municipality and alternative operational gains and efficiencies will have to be identified to lessen the impact of wage and bulk tariff increases in future years.

**Table 12 MBRR Table A5 - Budgeted Capital Expenditure by standard classification and funding source**

Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Capital Expenditure - Functional</b>										
<b>Governance and administration</b>	2,001	2,579	1,148	650	2,550	2,550	1,340	500	900	900
Executive and council										
Finance and administration	2,001	2,579	1,148	650	2,550	2,550	1,340	500	900	900
Internal audit										
<b>Community and public safety</b>	-	159	77	1,380	1,280	1,280	28	700	500	-
Community and social services	-	159	77	1,200	1,100	1,100	28	-	500	
Sport and recreation								700		
Public safety			-	180	180	180	-			
Housing										
Health										
<b>Economic and environmental services</b>	46,952	61,667	84,276	77,019	71,986	66,986	49,294	65,051	68,871	72,228
Planning and development		1,009								
Road transport	46,952	60,657	84,276	77,019	71,986	66,986	49,294	65,051	68,871	72,228
Environmental protection										
<b>Trading services</b>	13,142	7,807	22,887	15,400	11,804	11,804	736	13,328	10,949	21,553
Energy sources	13,142	7,752	22,445	14,500	11,404	11,404	736	13,158	10,149	21,053
Water management										
Waste water management										
Waste management	-	55	442	900	400	400	-	170	800	500
Other										
<b>Total Capital Expenditure - Functional</b>	62,095	72,212	108,388	94,449	87,620	82,620	51,398	79,579	81,220	94,681
<b>Funded by:</b>										
National Government	50,665	51,462	77,188	75,419	66,240	61,240	35,613	62,158	60,538	75,737
Provincial Government										
District Municipality										
Other transfers and grants										
Transfers recognised - capital	50,665	51,462	77,188	75,419	66,240	61,240	35,613	62,158	60,538	75,737
Public contributions & donations										
Borrowing										
Internally generated funds	11,430	20,750	31,200	19,030	21,380	21,380	15,785	17,421	20,682	18,944
<b>Total Capital Funding</b>	62,095	72,212	108,388	94,449	87,620	82,620	51,398	79,579	81,220	94,681

**Table 13 MBRR Table A5 - Budgeted Capital Expenditure by vote**

Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Capital expenditure - Vote</b>										
<b>Multi-year expenditure to be appropriated</b>										
Vote 1 - Executive & Council	–	–	–	–	–	–	–	–	–	–
Vote 2 - Office of the Municipal Manager	–	–	–	–	–	–	–	–	–	–
Vote 3 - Budget & Treasury	–	–	–	–	–	–	–	–	–	–
Vote 4 - Corporate Services	–	1,280	1,148	–	–	–	–	500	900	900
Vote 5 - Community Services	–	214	3,701	600	600	600	28	–	500	500
Vote 6 - Technical Services	43,439	41,058	67,215	63,619	53,257	53,257	39,369	55,249	61,484	61,278
Vote 7 - Strategic Development	–	–	–	–	–	–	–	–	–	–
Vote 8 - Developmental Planning	–	–	–	–	–	–	–	–	–	–
Vote 9 - Executive Support	–	–	–	–	–	–	–	–	–	–
<b>Capital multi-year expenditure sub-total</b>	<b>43,439</b>	<b>42,551</b>	<b>72,063</b>	<b>64,219</b>	<b>53,857</b>	<b>53,857</b>	<b>39,396</b>	<b>55,749</b>	<b>62,884</b>	<b>62,678</b>
<b>Single-year expenditure to be appropriated</b>										
Vote 1 - Executive & Council	–	–	–	–	–	–	–	–	–	–
Vote 2 - Office of the Municipal Manager	–	–	–	–	–	–	–	–	–	–
Vote 3 - Budget & Treasury	75	–	–	–	–	–	–	–	–	–
Vote 4 - Corporate Services	1,926	1,299	–	650	1,950	1,950	1,340	–	–	–
Vote 5 - Community Services	–	–	–	2,180	1,080	1,080	–	1,370	800	–
Vote 6 - Technical Services	16,655	27,352	36,325	27,400	30,133	30,133	10,661	22,460	17,536	32,003
Vote 7 - Strategic Development	–	–	–	–	–	–	–	–	–	–
Vote 8 - Developmental Planning	–	1,009	–	–	–	–	–	–	–	–
Vote 9 - Executive Support	–	–	–	–	600	600	–	–	–	–
<b>Capital single-year expenditure sub-total</b>	<b>18,656</b>	<b>29,660</b>	<b>36,325</b>	<b>30,230</b>	<b>33,763</b>	<b>33,763</b>	<b>12,002</b>	<b>23,830</b>	<b>18,336</b>	<b>32,003</b>
<b>Total Capital Expenditure - Vote</b>	<b>62,095</b>	<b>72,212</b>	<b>108,388</b>	<b>94,449</b>	<b>87,620</b>	<b>87,620</b>	<b>51,398</b>	<b>79,579</b>	<b>81,220</b>	<b>94,681</b>

**Explanatory notes to Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source**

1. Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national departments.
2. The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations. In relation to multi-year appropriations, for 2017/18 R55, 749 million has been allocated of the total R79, 579 million capital budget, which totals 70, 06%. This allocation escalates to R62, 884 million in 2018/19 and to R62, 678 million in 2019/20.
3. Single-year capital expenditure has been appropriated at R23, 830 million for the 2017/18 financial year and declines to R18, 336 million in 2018/19 and then increases to R32, 003 million in 2019/20 financial year.
4. Unlike multi-year capital appropriations, single-year appropriations relate to expenditure that will be incurred in the specific budget year such as the procurement of vehicles and specialized tools and equipment. The budget appropriations for the two outer years are indicative allocations based on the departmental business plans as informed by the IDP and will be reviewed on an annual basis to assess the relevance of the expenditure in relation to the strategic objectives and service delivery imperatives of the Municipality. For the purpose of funding assessment of the MTREF, these appropriations have been included but no commitments will be incurred against single-year appropriations for the two outer-years. The capital programme is funded from capital grants and transfers and internally generated funds from current year surpluses.

**Table 14 MBRR Table A6 - Budgeted Financial Position**

Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>ASSETS</b>										
<b>Current assets</b>										
Cash	2,910	1,203	5,066	3,247	3,247	3,247	2,957	5,000	8,500	6,921
Call investment deposits	32,337	23,764	6,899	33,369	5,017	5,017	10,690	14,004	28,369	55,477
Consumer debtors	20,229	18,744	24,545	18,947	32,082	32,082	35,788	30,352	29,579	26,082
Other debtors	32,854	31,791	18,226	13,855	16,955	16,955	35,129	36,846	37,635	38,911
Current portion of long-term receivables	–	–	–	–	–	–	–	–	–	–
Inventory	2,288	2,636	3,388	3,000	3,400	3,400	3,159	3,200	3,392	34,115
<b>Total current assets</b>	<b>90,618</b>	<b>78,138</b>	<b>58,124</b>	<b>72,418</b>	<b>60,701</b>	<b>60,701</b>	<b>87,723</b>	<b>89,402</b>	<b>107,475</b>	<b>161,506</b>
<b>Non current assets</b>										
Long-term receivables	644	–	–	–	–	–	–	–	–	–
Investments	–	–	–	–	–	–	–	–	–	–
Investment property	85,382	89,472	96,146	89,472	96,146	96,146	96,146	96,146	96,146	96,146
Investment in Associate	–	–	–	–	–	–	–	–	–	–
Property, plant and equipment	694,407	729,129	871,247	891,663	931,739	931,739	925,794	957,866	985,967	1,025,555
Agricultural	–	–	–	–	–	–	–	–	–	–
Biological	311	323	–	–	–	–	–	–	–	–
Intangible	22,674	640	496	640	178	178	323	–	–	–
Other non-current assets	10,081	10,650	11,404	11,698	12,061	12,061	11,404	12,786	13,519	12,864
<b>Total non current assets</b>	<b>813,499</b>	<b>830,215</b>	<b>979,292</b>	<b>993,473</b>	<b>1,040,124</b>	<b>1,040,124</b>	<b>1,033,667</b>	<b>1,066,797</b>	<b>1,095,632</b>	<b>1,134,565</b>
<b>TOTAL ASSETS</b>	<b>904,116</b>	<b>908,353</b>	<b>1,037,416</b>	<b>1,065,891</b>	<b>1,100,825</b>	<b>1,100,825</b>	<b>1,121,390</b>	<b>1,156,199</b>	<b>1,203,107</b>	<b>1,296,071</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Bank overdraft	–	–	–	–	–	–	–	–	–	–
Borrowing	–	–	8,170	–	10,100	10,100	7,661	7,108	–	–
Consumer deposits	4,211	5,531	5,120	5,444	5,200	5,200	6,103	5,089	4,947	4,779
Trade and other payables	42,917	61,539	53,644	25,000	35,000	35,000	83,089	50,242	47,686	45,824
Provisions	35,049	1,362	2,330	1,452	1,452	1,452	555	1,542	1,632	1,710
<b>Total current liabilities</b>	<b>82,178</b>	<b>68,432</b>	<b>69,263</b>	<b>31,896</b>	<b>51,752</b>	<b>51,752</b>	<b>97,407</b>	<b>63,980</b>	<b>54,265</b>	<b>52,313</b>
<b>Non current liabilities</b>										
Borrowing	–	–	11,520	6,264	–	–	4,840	–	–	–
Provisions	34,693	79,033	84,345	84,249	85,185	85,185	89,477	82,233	86,568	88,947
Total non current liabilities	34,693	79,033	95,865	90,513	85,185	85,185	94,317	82,233	86,568	88,947
<b>TOTAL LIABILITIES</b>	<b>116,871</b>	<b>147,465</b>	<b>165,128</b>	<b>122,409</b>	<b>136,937</b>	<b>136,937</b>	<b>191,724</b>	<b>146,213</b>	<b>140,833</b>	<b>141,260</b>
<b>NET ASSETS</b>	<b>787,245</b>	<b>760,887</b>	<b>872,288</b>	<b>943,481</b>	<b>963,888</b>	<b>963,888</b>	<b>929,666</b>	<b>1,009,986</b>	<b>1,062,274</b>	<b>1,154,811</b>
<b>COMMUNITY WEALTH/EQUITY</b>										
Accumulated Surplus/(Deficit)	787,245	760,887	872,288	943,481	963,888	963,888	929,666	1,009,986	1,062,274	1,154,811
Reserves	–	–	–	–	–	–	–	–	–	–
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	<b>787,245</b>	<b>760,887</b>	<b>872,288</b>	<b>943,481</b>	<b>963,888</b>	<b>963,888</b>	<b>929,666</b>	<b>1,009,986</b>	<b>1,062,274</b>	<b>1,154,811</b>

**Explanatory notes to Table A6 - Budgeted Financial Position**

1. Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
3. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.
4. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will impact on the cash

position of the municipality and subsequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment which in turn would impact on the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition the funding compliance assessment is informed directly by forecasting the statement of financial position.

**Table 15 MBRR Table A7 - Budgeted Cash Flow Statement**

Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Property rates	14,099	19,271	8,908	22,302	23,637	17,465	11,644	21,179	22,386	23,640
Service charges	56,621	52,686	59,267	74,803	71,422	68,368	45,579	77,456	81,871	86,456
Other revenue	12,324	10,037	8,835	8,463	11,403	11,007	7,338	10,108	10,684	11,282
Government - operating	146,878	170,641	216,652	213,105	213,105	213,105	159,174	238,169	251,780	261,048
Government - capital	44,723	65,518	77,188	75,419	75,419	65,419	59,600	70,860	69,013	86,340
Interest	8,437	9,257	10,163	5,666	5,526	4,281	2,854	5,540	5,856	6,184
Dividends	-	-						-	-	-
<b>Payments</b>										
Suppliers and employees	(204,285)	(267,851)	(355,769)	(278,243)	(306,626)	(369,585)	(246,390)	(326,679)	(340,118)	(352,238)
Finance charges				(2,141)	(60)	(2,700)	(2,031)	(1,354)	(2,937)	-
Transfers and Grants	(2,287)	(1,832)	(313)	(2,128)	(2,248)	(2,248)	(1,781)	(2,392)	(2,528)	(2,670)
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>76,508</b>	<b>57,728</b>	<b>22,790</b>	<b>119,326</b>	<b>88,938</b>	<b>5,781</b>	<b>36,663</b>	<b>91,305</b>	<b>98,944</b>	<b>120,042</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>										
<b>Receipts</b>										
Proceeds on disposal of PPE	-	-	654	5,000	-			-	-	-
Decrease (Increase) in non-current debtors	-	-	-	-	-			-	-	-
Decrease (increase) other non-current receivables	-	-	-	-	-			-	-	-
Decrease (increase) in non-current investments	-	-	77,167	-	-	77,167		-	-	-
<b>Payments</b>										
Capital assets	(56,618)	(70,369)	(108,388)	(94,449)	(87,620)	(75,620)	(53,635)	(79,579)	(81,220)	(94,681)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(56,618)</b>	<b>(70,369)</b>	<b>(30,567)</b>	<b>(89,449)</b>	<b>(87,620)</b>	<b>1,547</b>	<b>(53,635)</b>	<b>(79,579)</b>	<b>(81,220)</b>	<b>(94,681)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>										
<b>Receipts</b>										
Short term loans								-	-	-
Borrowing long term/refinancing								-	-	-
Increase (decrease) in consumer deposits	22	2,361	(412)	500	(17)	(17)	968	111	142	168
<b>Payments</b>										
Repayment of borrowing				(5,003)	(9,357)	(5,002)	(5,002)	(3,587)	(7,108)	-
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>22</b>	<b>2,361</b>	<b>(5,415)</b>	<b>(8,857)</b>	<b>(5,019)</b>	<b>(5,019)</b>	<b>(2,619)</b>	<b>(6,997)</b>	<b>142</b>	<b>168</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>19,912</b>	<b>(10,280)</b>	<b>(13,192)</b>	<b>21,020</b>	<b>(3,701)</b>	<b>2,309</b>	<b>(19,591)</b>	<b>4,729</b>	<b>17,865</b>	<b>25,529</b>
Cash/cash equivalents at the year begin:	15,334	35,247	25,158	6,238	11,965	11,965	33,561	14,274	19,004	36,869
Cash/cash equivalents at the year end:	35,247	24,967	11,965	27,259	8,264	14,274	13,970	19,004	36,869	62,398

**Explanatory notes to Table A7 - Budgeted Cash Flow Statement**

1. The budgeted cash flow statement is the first measurement in determining if the budget is funded.
2. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.

3. It can be seen that the cash level of the Municipality is projected to consistently increase, however the achievement of these results, requires implementation of stringent credit control.
4. The 2017/18 MTREF has been informed by the planning principle of ensuring adequate cash and cash equivalent over the medium-term and as a result, the Cash and Investment management policy is now in place.

**Table 16 MBRR Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation**

Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Cash and investments available</b>										
Cash/cash equivalents at the year end	35,247	24,967	11,965	27,259	8,264	14,274	13,970	19,004	36,869	62,398
Other current investments > 90 days	0	–	0	9,357	–	(6,010)	(323)	–	–	–
Non current assets - Investments	–	–	–	–	–	–	–	–	–	–
<b>Cash and investments available:</b>	<b>35,247</b>	<b>24,967</b>	<b>11,965</b>	<b>36,616</b>	<b>8,264</b>	<b>8,264</b>	<b>13,647</b>	<b>19,004</b>	<b>36,869</b>	<b>62,398</b>
<b>Application of cash and investments</b>										
Unspent conditional transfers	–	16,212	1,575	1,108	5,000	5,000	24,039	–	–	–
Unspent borrowing	–	–	–	–	–	–	–	–	–	–
Statutory requirements				3,000	1,500	1,500	1,100	3,500	4,000	4,500
Other working capital requirements	(4,537)	4,189	21,729	(5,044)	(12,731)	(8,869)	607	(6,231)	(8,776)	(8,752)
Other provisions								1,000	1,482	1,586
Long term investments committed	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	–	–	–	–	–	–	–	–	–	–
<b>Total Application of cash and investments:</b>	<b>(4,537)</b>	<b>20,401</b>	<b>23,304</b>	<b>(936)</b>	<b>(6,231)</b>	<b>(2,369)</b>	<b>25,746</b>	<b>(1,731)</b>	<b>(3,294)</b>	<b>(2,666)</b>
<b>Surplus(shortfall)</b>	<b>39,784</b>	<b>4,566</b>	<b>(11,338)</b>	<b>37,551</b>	<b>14,495</b>	<b>10,633</b>	<b>(12,099)</b>	<b>20,735</b>	<b>40,163</b>	<b>65,064</b>

**Explanatory notes to Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation**

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.
2. In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.
3. The outcome of this exercise would either be a surplus or deficit. A deficit would indicate that the applications exceed the cash and investments available and would be indicative of non-compliance with the MFMA requirements that the municipality's budget must be “funded”.
4. Non-compliance with section 18 of the MFMA is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded.
5. From the above table, it is clearly indicated that the municipality has surplus over MTREF.

**Table 17 MBRR Table A9 - Asset Management: New and Renewal of existing assets**

Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>CAPITAL EXPENDITURE</b>									
<b>Total New Assets</b>	<b>49,663</b>	<b>53,570</b>	<b>78,198</b>	<b>41,730</b>	<b>41,840</b>	<b>41,840</b>	<b>37,535</b>	<b>39,161</b>	<b>42,049</b>
Roads Infrastructure	33,530	42,516	52,140	23,000	23,653	23,653	17,544	24,981	19,596
Storm water Infrastructure	–	803	3,613	–	–	–	–	–	–
Electrical Infrastructure	8,831	6,075	22,359	13,000	11,404	11,404	13,158	10,149	21,053
Water Supply Infrastructure	–	–	–	–	–	–	170	–	–
Sanitation Infrastructure	–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure	–	–	–	500	–	–	–	500	500
Rail Infrastructure	–	–	–	–	–	–	–	–	–
Coastal Infrastructure	–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure	–	–	–	–	–	–	–	–	–
<b>Infrastructure</b>	<b>42,361</b>	<b>49,393</b>	<b>78,112</b>	<b>36,500</b>	<b>35,057</b>	<b>35,057</b>	<b>30,872</b>	<b>35,630</b>	<b>41,149</b>
<b>Community Facilities</b>	<b>4,684</b>	<b>3,112</b>	<b>–</b>	<b>700</b>	<b>600</b>	<b>600</b>	<b>300</b>	<b>–</b>	<b>–</b>
Sport and Recreation Facilities	–	–	–	–	–	–	–	–	–
<b>Community Assets</b>	<b>4,684</b>	<b>3,112</b>	<b>–</b>	<b>700</b>	<b>600</b>	<b>600</b>	<b>300</b>	<b>–</b>	<b>–</b>
Heritage Assets	–	–	–	–	–	–	–	–	–
Revenue Generating	–	–	–	–	–	–	–	–	–
Non-revenue Generating	–	–	–	–	–	–	–	–	–
Investment properties	–	–	–	–	–	–	–	–	–
Operational Buildings	–	–	–	–	300	300	–	–	–
Housing	–	–	–	–	–	–	–	–	–
<b>Other Assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>300</b>	<b>300</b>	<b>–</b>	<b>–</b>	<b>–</b>
Biological or Cultivated Assets	–	–	–	–	–	–	–	–	–
Servitudes	–	–	–	–	–	–	–	–	–
Licences and Rights	–	–	–	–	–	–	–	–	–
<b>Intangible Assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Computer Equipment	–	–	–	350	1,550	1,550	300	500	500
Furniture and Office Equipment	–	–	–	300	400	400	200	400	400
Machinery and Equipment	2,099	1,065	86	1,380	1,680	1,680	600	–	–
Transport Assets	519	–	–	2,500	2,253	2,253	5,263	2,632	–
Libraries	–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals	–	–	–	–	–	–	–	–	–
<b>Total Renewal of Existing Assets</b>	<b>12,432</b>	<b>18,642</b>	<b>30,190</b>	<b>52,719</b>	<b>45,780</b>	<b>45,780</b>	<b>31,077</b>	<b>31,175</b>	<b>35,088</b>
Roads Infrastructure	6,639	6,953	24,824	39,719	35,531	35,531	31,077	30,375	35,088
Storm water Infrastructure	–	–	–	–	–	–	–	–	–
Electrical Infrastructure	3,792	3,974	–	1,500	–	–	–	–	–
Water Supply Infrastructure	–	–	–	–	–	–	–	–	–
Sanitation Infrastructure	–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure	–	479	442	–	–	–	–	–	–
Rail Infrastructure	–	–	–	–	–	–	–	–	–
Coastal Infrastructure	–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure	–	–	–	–	–	–	–	–	–
<b>Infrastructure</b>	<b>10,431</b>	<b>11,406</b>	<b>25,266</b>	<b>41,219</b>	<b>35,531</b>	<b>35,531</b>	<b>31,077</b>	<b>30,375</b>	<b>35,088</b>
Community Facilities	–	–	77	–	–	–	–	500	–
Sport and Recreation Facilities	–	–	–	10,000	8,772	8,772	–	–	–
<b>Community Assets</b>	<b>–</b>	<b>–</b>	<b>77</b>	<b>10,000</b>	<b>8,772</b>	<b>8,772</b>	<b>–</b>	<b>500</b>	<b>–</b>
Heritage Assets	–	–	–	–	–	–	–	–	–
Revenue Generating	–	–	–	–	–	–	–	–	–
Non-revenue Generating	–	–	–	–	–	–	–	–	–
Investment properties	–	–	–	–	–	–	–	–	–
Operational Buildings	334	6,435	3,699	1,500	1,477	1,477	–	300	–
Housing	–	–	–	–	–	–	–	–	–
<b>Other Assets</b>	<b>334</b>	<b>6,435</b>	<b>3,699</b>	<b>1,500</b>	<b>1,477</b>	<b>1,477</b>	<b>–</b>	<b>300</b>	<b>–</b>
Biological or Cultivated Assets	–	–	–	–	–	–	–	–	–
Servitudes	–	–	–	–	–	–	–	–	–
Licences and Rights	–	–	–	–	–	–	–	–	–
<b>Intangible Assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Computer Equipment	1,311	476	623	–	–	–	–	–	–
Furniture and Office Equipment	356	325	237	–	–	–	–	–	–
Machinery and Equipment	–	–	288	–	–	–	–	–	–
Transport Assets	–	–	–	–	–	–	–	–	–
Libraries	–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals	–	–	–	–	–	–	–	–	–

**MBRR Table A9 - Asset Management: Upgrading of existing assets**

Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>CAPITAL EXPENDITURE</b>									
<b>Total Upgrading of Existing Assets</b>	-	-	-	-	-	-	<b>10,966</b>	<b>10,884</b>	<b>17,544</b>
Roads Infrastructure	-	-	-	-	-	-	7,396	9,568	5,263
Storm water Infrastructure	-	-	-	-	-	-	-	-	-
Electrical Infrastructure	-	-	-	-	-	-	-	-	-
Water Supply Infrastructure	-	-	-	-	-	-	-	-	-
Sanitation Infrastructure	-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure	-	-	-	-	-	-	-	-	6,140
Rail Infrastructure	-	-	-	-	-	-	-	-	-
Coastal Infrastructure	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>	-	-	-	-	-	-	<b>7,396</b>	<b>9,568</b>	<b>11,404</b>
Community Facilities	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
<b>Community Assets</b>	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	3,570	1,316	6,140
Housing	-	-	-	-	-	-	-	-	-
<b>Other Assets</b>	-	-	-	-	-	-	<b>3,570</b>	<b>1,316</b>	<b>6,140</b>
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-

**MBRR Table A9 - Asset Management: Total capital Budget**

Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Total Capital Expenditure</b>									
Roads Infrastructure	40,169	49,469	76,964	62,719	59,184	59,184	56,018	64,924	59,947
Storm water Infrastructure	–	803	3,613	–	–	–	–	–	–
Electrical Infrastructure	12,623	10,048	22,359	14,500	11,404	11,404	13,158	10,149	21,053
Water Supply Infrastructure	–	–	–	–	–	–	170	–	–
Sanitation Infrastructure	–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure	–	479	442	500	–	–	–	500	6,640
Rail Infrastructure	–	–	–	–	–	–	–	–	–
Coastal Infrastructure	–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure	–	–	–	–	–	–	–	–	–
<b>Infrastructure</b>	<b>52,792</b>	<b>60,799</b>	<b>103,378</b>	<b>77,719</b>	<b>70,588</b>	<b>70,588</b>	<b>69,345</b>	<b>75,573</b>	<b>87,640</b>
Community Facilities	4,684	3,112	77	700	600	600	300	500	–
Sport and Recreation Facilities	–	–	–	10,000	8,772	8,772	–	–	–
<b>Community Assets</b>	<b>4,684</b>	<b>3,112</b>	<b>77</b>	<b>10,700</b>	<b>9,372</b>	<b>9,372</b>	<b>300</b>	<b>500</b>	<b>–</b>
Heritage Assets	–	–	–	–	–	–	–	–	–
Revenue Generating	–	–	–	–	–	–	–	–	–
Non-revenue Generating	–	–	–	–	–	–	–	–	–
<b>Investment properties</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Operational Buildings	334	6,435	3,699	1,500	1,777	1,777	3,570	1,616	6,140
Housing	–	–	–	–	–	–	–	–	–
<b>Other Assets</b>	<b>334</b>	<b>6,435</b>	<b>3,699</b>	<b>1,500</b>	<b>1,777</b>	<b>1,777</b>	<b>3,570</b>	<b>1,616</b>	<b>6,140</b>
Biological or Cultivated Assets	–	–	–	–	–	–	–	–	–
Servitudes	–	–	–	–	–	–	–	–	–
Licences and Rights	–	–	–	–	–	–	–	–	–
<b>Intangible Assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Computer Equipment	1,311	476	623	350	1,550	1,550	300	500	500
Furniture and Office Equipment	356	325	237	300	400	400	200	400	400
Machinery and Equipment	2,099	1,065	374	1,380	1,680	1,680	600	–	–
Transport Assets	519	–	–	2,500	2,253	2,253	5,263	2,632	–
Libraries	–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals	–	–	–	–	–	–	–	–	–
<b>TOTAL CAPITAL EXPENDITURE - Asset class</b>	<b>62,095</b>	<b>72,212</b>	<b>108,388</b>	<b>94,449</b>	<b>87,620</b>	<b>87,620</b>	<b>79,579</b>	<b>81,220</b>	<b>94,681</b>

**MBRR Table A9 - Asset Management: Asset Management**

Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>ASSET REGISTER SUMMARY - PPE (WDV)</b>									
Roads Infrastructure	694,407	729,129	448,129	444,058	637,875	637,875	605,926	624,877	651,669
Storm water Infrastructure									–
Electrical Infrastructure			52,317	41,230	77,902	77,902	70,460	72,292	74,895
Water Supply Infrastructure									
Sanitation Infrastructure									
Solid Waste Infrastructure			1,873	4,000	4,000	4,000	4,080	4,186	4,337
Rail Infrastructure									
Coastal Infrastructure									
Information and Communication Infrastructure									
<b>Infrastructure</b>	<b>694,407</b>	<b>729,129</b>	<b>502,320</b>	<b>489,288</b>	<b>719,777</b>	<b>719,777</b>	<b>680,466</b>	<b>701,355</b>	<b>730,901</b>
Community Facilities			700						
Sport and Recreation Facilities			43,224	45,180	60,368	60,368	53,575	54,968	56,947
Community Assets	–	–	43,924	45,180	60,368	60,368	53,575	54,968	56,947
Heritage Assets			463	362	463	463			
Revenue Generating			96,146	89,472	96,146	96,146	96,146	96,146	96,146
Non-revenue Generating			–						
Investment properties	–	–	96,146	89,472	96,146	96,146	96,146	96,146	96,146
Operational Buildings			222,601	245,371	239,905	239,905	134,703	138,205	143,180
Housing			–						
Other Assets	–	–	222,601	245,371	239,905	239,905	134,703	138,205	143,180
Biological or Cultivated Assets									
Servitudes									
Licences and Rights			496	640	178	178	–	–	–
Intangible Assets	–	–	496	640	178	178	–	–	–
Computer Equipment			5,242	6,000	6,000	6,000	6,120	6,279	6,302
Furniture and Office Equipment			39,322	42,322	44,486	44,486	35,376	36,295	37,602
Machinery and Equipment			57,374	60,000	64,000	64,000	45,280	46,457	48,130
Transport Assets				2,500	2,300	2,300	2,346	2,407	2,494
Libraries									
Zoo's, Marine and Non-biological Animals									
<b>TOTAL ASSET REGISTER SUMMARY - PPE (WDV)</b>	<b>694,407</b>	<b>729,129</b>	<b>967,425</b>	<b>980,773</b>	<b>1,233,160</b>	<b>1,233,160</b>	<b>1,054,011</b>	<b>1,082,113</b>	<b>1,121,701</b>
<b>EXPENDITURE OTHER ITEMS</b>									
Depreciation	32,828	32,042	49,728	35,797	50,000	50,000	51,200	53,118	55,093
Repairs and Maintenance by Asset Class	9,584	10,988	9,337	13,250	13,052	13,052	12,511	13,224	13,964
Roads Infrastructure	2,448	881	1,788	3,300	1,300	1,300	2,800	2,874	2,951
Storm water Infrastructure	–	244	–	–	–	–	–	–	–
Electrical Infrastructure	973	1,271	1,001	1,800	1,780	1,780	1,900	2,008	2,121
Water Supply Infrastructure	–	–	–	–	–	–	–	–	–
Sanitation Infrastructure	–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure	1,107	1,110	1,209	2,350	2,550	2,550	2,450	2,590	2,735
Rail Infrastructure	–	–	–	–	–	–	–	–	–
Coastal Infrastructure	–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure	–	–	–	–	–	–	–	–	–
<b>Infrastructure</b>	<b>4,528</b>	<b>3,506</b>	<b>3,998</b>	<b>7,450</b>	<b>5,630</b>	<b>5,630</b>	<b>7,150</b>	<b>7,472</b>	<b>7,806</b>
Community Facilities	13	–	–	–	–	–	–	–	–
Sport and Recreation Facilities	–	–	–	–	–	–	–	–	–
<b>Community Assets</b>	<b>13</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Heritage Assets	–	–	–	–	–	–	–	–	–
Revenue Generating	–	–	–	–	–	–	–	–	–
Non-revenue Generating	–	–	–	–	–	–	–	–	–
<b>Investment properties</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Operational Buildings	–	2,965	1,154	2,500	3,607	3,607	1,500	1,671	1,849
Housing	–	–	–	–	–	–	–	–	–
<b>Other Assets</b>	<b>–</b>	<b>2,965</b>	<b>1,154</b>	<b>2,500</b>	<b>3,607</b>	<b>3,607</b>	<b>1,500</b>	<b>1,671</b>	<b>1,849</b>
Biological or Cultivated Assets	–	–	–	–	–	–	–	–	–
Servitudes	–	–	–	–	–	–	–	–	–
Licences and Rights	–	–	9	500	25	25	100	106	112
<b>Intangible Assets</b>	<b>–</b>	<b>–</b>	<b>9</b>	<b>500</b>	<b>25</b>	<b>25</b>	<b>100</b>	<b>106</b>	<b>112</b>
Computer Equipment	–	–	–	–	–	–	–	–	–
Furniture and Office Equipment	–	–	–	–	–	–	–	–	–
Machinery and Equipment	5,043	586	2,749	1,500	1,900	1,900	2,261	2,389	2,523
Transport Assets	–	3,931	1,427	1,300	1,890	1,890	1,500	1,586	1,674
Libraries	–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals	–	–	–	–	–	–	–	–	–
<b>TOTAL EXPENDITURE OTHER ITEMS</b>	<b>42,412</b>	<b>43,030</b>	<b>59,065</b>	<b>49,047</b>	<b>63,052</b>	<b>63,052</b>	<b>63,711</b>	<b>66,342</b>	<b>69,057</b>
Renewal and upgrading of Existing Assets as % of total capex	20%	26%	28%	56%	52%	52%	53%	52%	56%
Renewal and upgrading of Existing Assets as % of deprecn	38%	58%	61%	147%	92%	92%	82%	79%	96%
R&M as a % of PPE	1%	2%	1%	2%	1%	1%	1%	1%	1%
Renewal and upgrading and R&M as a % of PPE	3%	4%	4%	7%	5%	5%	5%	5%	6%

#### **Explanatory notes to Table A9 - Asset Management**

1. Table A9 provides an overview of municipal capital allocations to construct and/procure new assets, renewal, and upgrading of existing assets, as well as spending on repairs and maintenance by asset class.
2. National Treasury has recommended that municipalities should allocate at least 40 per cent of their capital budget to the renewal and upgrading of existing assets, and allocations to repairs and maintenance should be 8 per cent of PPE.
3. The renewal and upgrading of existing assets target has been met throughout the MTEF period, however, the achievement of repairs and maintenance target still remains a challenge.

**Table 18 MBRR Table A10 – Service Delivery**

Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Household service targets</b>									
<b>Energy:</b>									
Electricity (at least min.service level)	59	59	59	2	2	2	59	59	63
Electricity - prepaid (min.service level)	-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total	59	59	59	2	2	2	59	59	63
Electricity (< min.service level)	-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)	-	-	-	-	-	-	-	-	-
Other energy sources	-	-	-	2	2	2	2	2	2
Below Minimum Service Level sub-total	-	-	-	2	2	2	2	2	2
<b>Total number of households</b>	<b>59</b>	<b>59</b>	<b>59</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>60</b>	<b>61</b>	<b>64</b>
<b>Refuse:</b>									
Removed at least once a week	7	7	6	6	6	6	6	6	7
Minimum Service Level and Above sub-total	7	7	6	6	6	6	6	6	7
Removed less frequently than once a week	-	-	0	0	0	0	0	0	0
Using communal refuse dump	45	45	2	2	2	2	2	2	2
Using own refuse dump	-	-	43	43	43	43	43	44	45
Other rubbish disposal	-	-	-	-	-	-	-	-	-
No rubbish disposal	9	9	9	9	9	9	9	9	10
Below Minimum Service Level sub-total	53	53	54	54	54	54	55	56	58
<b>Total number of households</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>62</b>	<b>63</b>	<b>64</b>
<b>Households receiving Free Basic Service</b>									
Water (6 kilolitres per household per month)	-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)	-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)	1	1	1	1	1	1	1	1	1
Refuse (removed at least once a week)	-	-	-	-	-	-	-	-	-
<b>Cost of Free Basic Services provided - Formal Settlements (R'000)</b>									
Water (6 kilolitres per indigent household per month)	-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)	-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)	600	690	800	1,000	800	800	668	706	746
Refuse (removed once a week for indigent households)	-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements	-	-	-	-	-	-	-	-	-
<b>Total cost of FBS provided</b>	<b>600</b>	<b>690</b>	<b>800</b>	<b>1,000</b>	<b>800</b>	<b>800</b>	<b>668</b>	<b>706</b>	<b>746</b>
<b>Highest level of free service provided per household</b>									
Property rates (R value threshold)	30	30	30	30	30	30	30	30	30
Water (kilolitres per household per month)	-	-	-	-	-	-	-	-	-
Sanitation (kilolitres per household per month)	-	-	-	-	-	-	-	-	-
Sanitation (Rand per household per month)	-	-	-	-	-	-	-	-	-
Electricity (kwh per household per month)	0	0	0	0	0	0	0	0	0
Refuse (average litres per week)	-	-	-	-	-	-	-	-	-
Revenue cost of subsidised services provided (R'000)									
Property rates (tariff adjustment) (impermissible values per section)	4,725	4,725	5,235	5,800	6,283	6,283	8,193	8,660	9,145
Property rates exemptions, reductions and rebates and impermiss	-	-	-	-	-	-	-	-	-
Water (in excess of 6 kilolitres per indigent household per month)	-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent household	-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household)	-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)	-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates	-	-	-	-	-	-	-	-	-
Housing - top structure subsidies	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total revenue cost of subsidised services provided</b>	<b>4,725</b>	<b>4,725</b>	<b>5,235</b>	<b>5,800</b>	<b>6,283</b>	<b>6,283</b>	<b>8,193</b>	<b>8,660</b>	<b>9,145</b>

## PART 2 – SUPPORTING DOCUMENTATION

### 2.1.1 IDP and Service Delivery and Budget Implementation Plan

The Municipality's IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan applicable to the fourth revision cycle included the following key IDP processes and deliverables:

- Registration of community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public participation process;
- Compilation of the SDBIP, and
- The review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the 2017/18 MTREF, based on the approved 2016/17 MTREF, Mid-year Review and adjustments budget. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

With the compilation of the 2017/18 MTREF, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the mid-year performance for 2016/17 financial years. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

### 2.1.2 Financial Modelling and Key Planning Drivers

As part of the compilation of the 2017/18 MTREF, extensive financial modelling was undertaken to ensure affordability and long-term financial sustainability .The following key factors and planning strategies have informed the compilation of the 2017/18 MTREF:

- The past performance of the municipality
- Policy priorities and strategic objectives
- Asset maintenance
- Economic climate and trends (i.e inflation, Eskom increases, household debt, etc)
- The approved 2016/17 adjustments budget and performance against the SDBIP

- MFMA circular 85 and 86
- Debtors payment levels
- Investment possibilities
- The need for tariff increases versus the ability of the community to pay for service
- Improved and sustainable service delivery

### **2.1.3 Overview of alignment of annual budget with IDP**

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realized through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development. Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to the Municipality, issues of national and provincial importance should be reflected in the IDP of the municipality. A clear understanding of such intent is therefore imperative to ensure that the Municipality strategically complies with the key national and provincial priorities. The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. The following table highlights the IDP' strategic objectives for the 2017/18 MTREF and further planning refinements that have directly informed the compilation of the budget:

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

Organizational Development	<b>Outcome 9</b>	<ul style="list-style-type: none"> <li>➤ Human resource development and management</li> <li>➤ Organizational structure development</li> <li>➤ Executive and Council support</li> </ul>	Vibrant institution
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Social services	<b>Outcome 1 , 2 &amp;10</b>	<ul style="list-style-type: none"> <li>➤ Education support and co-ordination</li> <li>➤ Facilitation of health services</li> <li>➤ Community development services</li> </ul>	Improved community services
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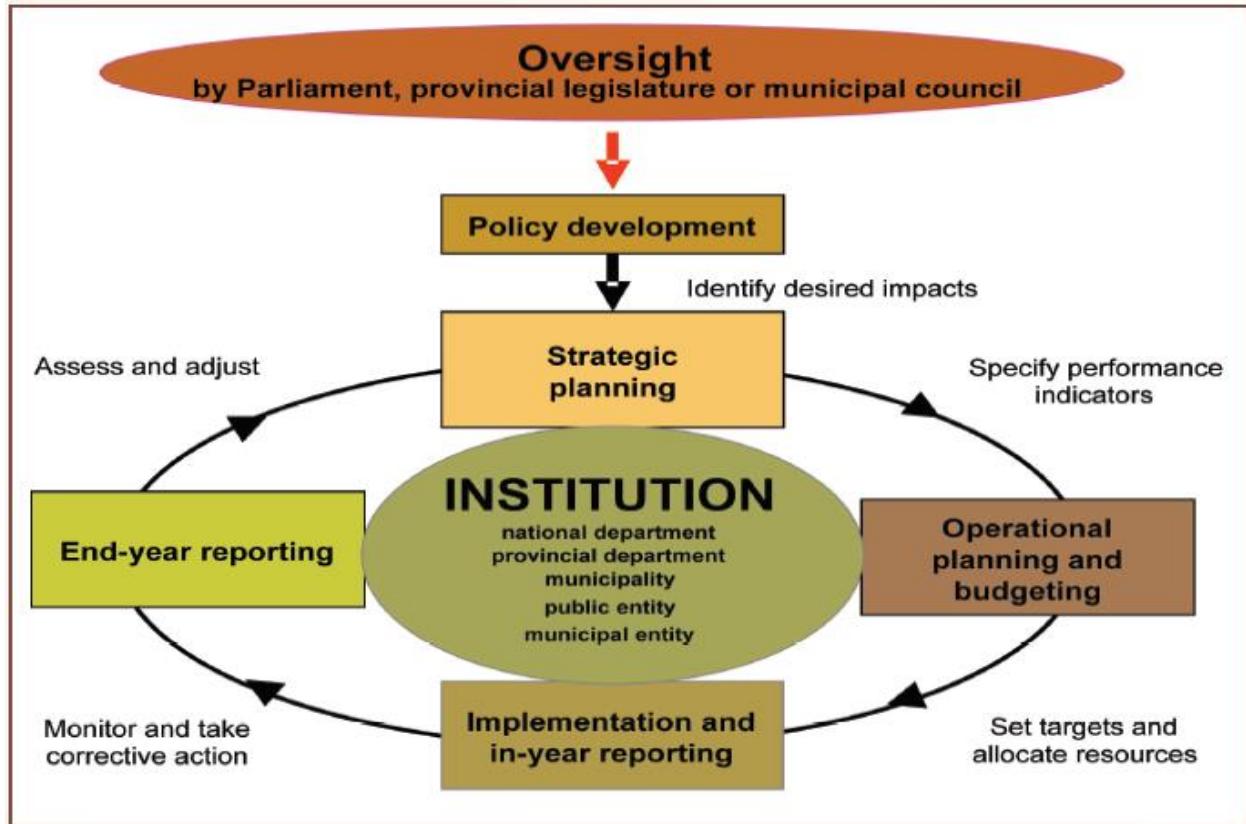
In order to ensure integrated and focused service delivery between all spheres of government it was important for the Municipality to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.

In line with the MSA, the IDP constitutes a single, inclusive strategic plan for the Municipality. The five-year programme responds to the development challenges and opportunities faced by the municipality by identifying the key performance areas to achieve the developmental priorities mentioned above.

#### **2.1.4 Measurable performance objectives and indicators**

Performance Management is a system intended to manage and monitor service delivery progress against the identified strategic objectives and priorities. In accordance with legislative requirements and good business practices as informed by the National Framework for Managing Programme Performance Information, the Municipality has developed and implemented a performance management system of which system is constantly refined as the integrated planning process unfolds. The Municipality targets, monitors, assesses and reviews organisational performance which in turn is directly linked to individual employee's performance.

At any given time within government, information from multiple years is being considered; plans and budgets for next year; implementation for the current year; and reporting on last year's performance. Although performance information is reported publicly during the last stage, the performance information process begins when policies are being developed, and continues through each of the planning, budgeting, implementation and reporting stages. The planning, budgeting and reporting cycle can be graphically illustrated as follows:



**Figure 3 Planning, budgeting and reporting cycle**

The performance of the Municipality relates directly to the extent to which it has achieved success in realising its goals and objectives, complied with legislative requirements and meeting stakeholder expectations. The Municipality therefore has adopted one integrated performance management system which encompasses:

- Planning (setting goals, objectives, targets and benchmarks);
- Monitoring (regular monitoring and checking on the progress against plan);
- Measurement (indicators of success);
- Review (identifying areas requiring change and improvement);
- Reporting (what information, to whom, from whom, how often and for what purpose); and
- Improvement (making changes where necessary).

The performance information concepts used by the Municipality in its integrated performance management system are aligned to the **Framework of Managing Programme Performance Information** issued by the National Treasury:

The following table provides the main measurable performance objectives the municipality undertakes to achieve this financial year.

### **2.1.5 Free Basic Services: basic social services package for indigent households**

The social package assists residents that have difficulty in paying for services and are registered as indigent households in terms of the Indigent Policy of the Municipality.

For the 2017/18 financial year registered indigents have been provided for in the budget and the indigent-base is expected to steadily increase in the MTREF period. In terms of the Municipality's indigent policy registered households are entitled to 50 kwh of electricity, free waste removal, as well as special property rates rebates. Special discount on property rates will also be given to pensioners.

Further detail relating to the number of households receiving free basic services, the cost of free basic services, highest level of free basic services as well as the revenue cost associated with the free basic services is contained in MBRR A10 (Basic Service Delivery Measurement) on.

### **2.1.6 Overview of budget assumptions**

#### **External factors**

Owing to the economic slowdown, financial resources are limited due to reduced payment levels by consumers. This has resulted in declining cash inflows, which has necessitated restrained expenditure to ensure that cash outflows remain within the affordability parameters of the Municipality's finances.

#### **General inflation outlook and its impact on the municipal activities**

There are five key factors that have been taken into consideration in the compilation of the 2017/18 MTREF:

- National Government macro economic targets;
- The general inflationary outlook and the impact on municipality's residents and businesses;
- The impact of municipal cost drivers;
- The increase in prices for bulk electricity; and
- The increase in the cost of remuneration.

#### **Collection rate for revenue services**

The base assumption is that tariff and rating increases will increase at a rate slightly higher than CPI over the long term. It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the forecasted term. The rate of revenue collection is budgeted as a percentage (83%) of annual billings. Cash flow is assumed to be 93 per cent of billings, plus an increased collection of arrear debt from the revised collection and credit control policy. The performance of arrear collections will

however only be considered a source of additional cash in-flow once the performance has been carefully monitored.

### **Growth or decline in tax base of the municipality**

Debtor's revenue is assumed to increase at a rate that is influenced by the consumer debtors collection rate, tariff/rate pricing, real growth rate of the municipality, household formation growth rate and the poor household change rate.

Household formation is the key factor in measuring municipal revenue and expenditure growth, as servicing 'households' is a greater municipal service factor than servicing individuals. Household formation rates are assumed to convert to household dwellings. In addition the change in the number of poor households influences the net revenue benefit derived from household formation growth, as it assumes that the same costs incurred for servicing the household exist, but that no consumer revenue is derived as the 'poor household' limits consumption to the level of free basic services.

### **Salary increases**

In terms of MFMA circular 86, the budgeted salaries and wages increase is 7,4% for 2017/18 financial year

### **Impact of national, provincial and local policies**

Integration of service delivery between national, provincial and local government is critical to ensure focussed service delivery and in this regard various measures were implemented to align IDPs, provincial and national strategies around priority spatial interventions. In this regard, the following national priorities form the basis of all integration initiatives:

- Creating jobs;
- Enhancing education and skill development;
- Improving Health services;
- Rural development and agriculture; and
- Fighting crime and corruption.

To achieve these priorities integration mechanisms are in place to ensure integrated planning and execution of various development programs. The focus will be to strengthen the link between policy priorities and expenditure thereby ensuring the achievement of the national, provincial and local objectives.

### **Ability of the municipality to spend and deliver on the programmes**

It is estimated that a spending rate of at least 100% will be achieved on operating expenditure and 100% on the capital programme for the 2017/18 MTREF of which performance has been factored into the cash flow budget.

**Table 19 MBRR SA19 - Transfers and grants allocations**

Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>RECEIPTS:</b>									
<b>Operating Transfers and Grants</b>									
National Government:	146,878	170,641	216,641	213,105	213,105	213,105	238,169	251,780	261,048
Local Government Equitable Share	143,438	166,920	212,948	210,385	210,385	210,385	223,019	236,259	245,626
Finance Management	1,550	1,600	1,600	1,625	1,625	1,625	1,700	1,955	2,215
Municipal Systems Improvement	890	934	930	—	—	—	—	961	—
EPWP Incentive	1,000	1,187	1,163	1,095	1,095	1,095	1,444	—	—
Special support for Councillor Remuneration	—	—	—				12,006	12,605	13,207
Provincial Government:	—	—	—	—	—	—	—	—	—
N/A									
District Municipality:	—	—	—	—	—	—	—	—	—
N/A									
Other grant providers:	—	—	—	—	—	—	—	—	—
N/A									
<b>Total Operating Transfers and Grants</b>	<b>146,878</b>	<b>170,641</b>	<b>216,641</b>	<b>213,105</b>	<b>213,105</b>	<b>213,105</b>	<b>238,169</b>	<b>251,780</b>	<b>261,048</b>
<b>Capital Transfers and Grants</b>									
National Government:	53,596	65,840	63,102	75,419	75,419	75,419	70,860	69,013	86,340
Municipal Infrastructure Grant (MIG)	43,596	62,961	53,102	62,419	62,419	62,419	55,860	59,013	62,340
Integrated National Electrification Grant	10,000	2,879	10,000	13,000	13,000	13,000	15,000	10,000	24,000
Provincial Government:	—	—	—	—	—	—	—	—	—
N/A									
District Municipality:	—	—	—	—	—	—	—	—	—
N/A									
Other grant providers:	—	—	—	—	—	—	—	—	—
N/A									
<b>Total Capital Transfers and Grants</b>	<b>53,596</b>	<b>65,840</b>	<b>63,102</b>	<b>75,419</b>	<b>75,419</b>	<b>75,419</b>	<b>70,860</b>	<b>69,013</b>	<b>86,340</b>
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>	<b>200,474</b>	<b>236,481</b>	<b>279,743</b>	<b>288,524</b>	<b>288,524</b>	<b>288,524</b>	<b>309,029</b>	<b>320,793</b>	<b>347,388</b>

The above table presents transfers and grants to be received throughout the MTREF period and in addition, the gazetted allocations for the MTREF show significant increase and note should be taken that the municipality will be receiving the new grant that is intended for subsidizing the remuneration of Councillors.

**Table 20 MBRR Table SA36—Capital project list**

Municipal Vote	Program/Project description	Asset Class	Asset Sub-Class	New or renewal	2017/18 Medium Term Revenue & Expenditure Framework		
					Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Infrastructure	Electrification of Waalkraal A Ward 4	Electrical Infrastructure	HV Transmission Conductors	New	2,184,211	-	-
Infrastructure	Electrification of households in Makaepea village	Electrical Infrastructure	HV Transmission Conductors	New	710,526	-	-
Infrastructure	Electrification of Elansdoorn	Electrical Infrastructure	HV Transmission Conductors	New	328,947	-	-
Infrastructure	Electrification of Masakaneng	Electrical Infrastructure	HV Transmission Conductors	New	4,122,807	-	-
Infrastructure	Electrification of Jabulani	Electrical Infrastructure	HV Transmission Conductors	New	1,010,526	-	-
Infrastructure	Electrification of Jerusalema	Electrical Infrastructure	HV Transmission Conductors	New	963,158	-	775,439
Infrastructure	Electrification of Tambo village	Electrical Infrastructure	HV Transmission Conductors	New	1,515,789	-	-
Infrastructure	Electrification of Matsitsi (Ward 18)	Electrical Infrastructure	HV Transmission Conductors	New	1,444,737	1,726,754	-
Infrastructure	Designs for electrification of villages	Electrical Infrastructure	HV Transmission Conductors	New	877,193	-	-
Infrastructure	Fencing (Main substation)	Electrical Infrastructure	HV Transmission Conductors	New	-	500,000	
Infrastructure	Electrification of Zumapark	Electrical Infrastructure	HV Transmission Conductors	New	-	877,193	
Infrastructure	Electrification of Uitspanning A	Electrical Infrastructure	HV Transmission Conductors	New	-	1,359,649	2,684,211
Infrastructure	Electrification of Legolaneng	Electrical Infrastructure	HV Transmission Conductors	New	-	-	2,385,965
Infrastructure	Electrification of Zaaiplaas Sovolo	Electrical Infrastructure	HV Transmission Conductors	New	-	-	2,535,088
Infrastructure	Electrification of Thabaleboto	Electrical Infrastructure	HV Transmission Conductors	New	-	274,123	-
Infrastructure	Electrification of Zaaiplaas Marapong	Electrical Infrastructure	HV Transmission Conductors	New	-	244,737	-
Infrastructure	Electrification of Mosodi	Electrical Infrastructure	HV Transmission Conductors	New	-	870,175	-
Infrastructure	Electrification of JS Du Plessis Farm Village	Electrical Infrastructure	HV Transmission Conductors	New	-	679,825	-
Infrastructure	Electrification of Ga-Posa	Electrical Infrastructure	HV Transmission Conductors	New	-	951,754	-
Infrastructure	Electrification of Magagalata/Diepkloof	Electrical Infrastructure	HV Transmission Conductors	New	-	-	1,207,895
Infrastructure	Electrification of Mabose	Electrical Infrastructure	HV Transmission Conductors	New	-	2,664,912	4,011,404
Infrastructure	Electrification of Maleoskop	Electrical Infrastructure	HV Transmission Conductors	New	-	-	2,236,842
Infrastructure	Electrification of Makwana Village	Electrical Infrastructure	HV Transmission Conductors	New	-	-	-
Infrastructure	Electrification of Motetema (Ward 29)	Electrical Infrastructure	HV Transmission Conductors	New	-	-	5,215,789
Infrastructure	Development of Workshop	Operational Buildings	Workshop	Upgrading	3,070,175	1,315,789	6,140,351
Infrastructure	Rossenekal Street	Roads Infrastructure	Roads	Renewal	-	3,070,175	
Infrastructure	Development of Parking - mark Street	Roads Infrastructure	Roads	Renewal	-	1,315,789	
Infrastructure	Kgaphamadi Road	Roads Infrastructure	Roads	New	-	10,964,912	10,964,912
Infrastructure	Kgoshi Matlala	Roads Infrastructure	Roads	New	-	5,243,947	
Infrastructure	Groblersdal Landfill Site	Waste Management	Landfill Site	Upgrading			6,140,351
Infrastructure	Kgoshi Rammupudu	Roads Infrastructure	Roads	Renewal	7,207,193	4,935,965	7,017,544
Infrastructure	Roads to Magoshi - Matsepe	Roads Infrastructure	Roads	Renewal	2,711,404	1,315,789	-
Infrastructure	Laersdrif Road	Roads Infrastructure	Roads	Renewal	-	-	7,017,544
Infrastructure	Tambo Road Construction	Roads Infrastructure	Roads	Renewal	4,492,105	-	
Infrastructure	Motelema Streets upgrade	Roads Infrastructure	Roads	Renewal	877,193	1,315,789	
Infrastructure	Rehabilitation of Dikgalaopeng road and storm water control	Roads Infrastructure	Roads	Renewal	877,193	2,192,982	
Infrastructure	Rehabilitation of Ramogwerane to Nkadimeng road & stormwater	Roads Infrastructure	Roads	Renewal	877,193	1,754,386	
Infrastructure	Upgrading of Legolaneng Bus Route Phase 1.	Roads Infrastructure	Roads	Upgrading	-	1,754,386	
Infrastructure	Groblersdal - Roads & Street	Roads Infrastructure	Roads	Renewal	2,631,579	-	6,140,351
Infrastructure	Mathula Road	Roads Infrastructure	Roads	Renewal	6,140,351	-	4,385,965

Municipal Vote	Program/Project description	Asset Class	Asset Sub-Class	New or renewal	2017/18 Medium Term Revenue & Expenditure Framework		
					Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Infrastructure	Mogaung	Roads Infrastructure	Roads	Renewal	5,263,158	6,578,947	4,385,965
Infrastructure	Naganeng Bus Route	Roads Infrastructure	Roads	New	10,526,316	8,771,930	8,631,579
Infrastructure	Mpheleng Codruction of Road	Roads Infrastructure	Roads	New	5,263,158	-	
Infrastructure	Multi Purpose Sports Field (Hlogtlou Stadium)	Roads Infrastructure	Roads	Upgrading	7,396,316	7,813,947	-
Infrastructure	Hlogtlou Street and Stormwater water control	Roads Infrastructure	Roads	New	1,754,386	-	
Infrastructure	Nyakoroane Road	Roads Infrastructure	Roads	Renewal	-	1,754,386	
Infrastructure	JJ Zaaiplaas	Roads Infrastructure	Roads	Renewal	-	6,140,351	6,140,351
Infrastructure	Machinery and equipment	Machinery and Equipment	Machinery and Equipment	New	200,000		
Infrastructure	Vehicles	Transport Assets	Transport Assets	New	5,263,158	2,631,579	
Infrastructure	Upgrading of Kgobokwane - Kgaphamadi Bus Route	Roads Infrastructure	Roads	Upgrading	-	-	5,263,158
Corporate Services	Furniture	Furniture and Office Equipment	Furniture and Office Equipment	New	200,000	400,000	400,000
Corporate Services	Computer Equipment	Computer Equipment	Computer Equipment	New	300,000	500,000	500,000
Community Services	Recreational facility development (Ward 13)	Community Facilities	Public Open Space	New	300,000	-	
Community Services	Grass Cutting Industrial Machine	Machinery and Equipment	Machinery and Equipment	New	400,000	-	
Community Services	Development of Cemeteries	Community Facilities	Cemeteries/Crematoria	Renewal	-	500,000	
Community Services	Roossenekal Landfill site Monitoring Borehole	Water Supply Infrastructure	Boreholes	New	50,000	-	
Community Services	Groblerdal Landfill site Monitoring Borehole	Water Supply Infrastructure	Boreholes	New	50,000	-	
Community Services	Groblerdal Landfill site - Wash bay	Operational Buildings	Workshop	Renewal	-	300,000	
Community Services	Hlogtlou Borehole	Water Supply Infrastructure	Boreholes	New	70,000	-	
Community Services	Development of Transfer Station: Ntwane	Solid Waste Infrastructure	Waste Drop-off Points	New	-	500,000	500,000
Community Services	Upgrading of driving license testing centre	Operational Buildings	Municipal Offices	Upgrading	500,000	-	
<b>GRAND TOTAL</b>					<b>79,578,772</b>	<b>81,220,175</b>	<b>94,680,702</b>

#### 4.8. FINANCIAL CHALLENGES

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

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

## 4.9 AUDITOR GENERAL OPINION

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

**Table 52: Auditor's General opinion trends**

2011/12	2012/13	2013/14	2014/15	2015/16
qualified	qualified	qualified	Qualified	qualified

## KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### 4.5.1. INTRODUCTION TO EXECUTIVE AND COUNCIL

The Elias Motsoaledi Local Municipality is a Category B municipality. It has a collective executive system combined with a ward participatory system in terms of the Local Government Municipal Structures Act 117 of 1998.

The municipality has (31) thirty wards with the municipal council comprising of (61) sixty members elected by mixed-member proportional representation. Of the (61) councillors (55) are part-time councillors and (6) are full-time councillors. (31)Thirty councillors were duly elected; one from each Ward, while the remaining (30) thirty were chosen from party lists so that the total number of party representatives is proportional to the number of votes received. By way of the 03<sup>rd</sup> August 2016, the African National Congress was awarded (41) forty-one seats on the council with (01) one to the Mpumalanga Party, (5) five to the Democratic Alliance and (1) each to the South African Maintenance and Estate beneficiaries Association, and (1) one to the Bolshevik party of South Africa.

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

### 4.5.2 POLITICAL GOVERNANCE

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

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

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

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

The Council is the highest policy making structure in the municipality and it also provides political leadership and Council retains both the Executive and Legislative authority. The municipal Council is under the stewardship of the Speaker, while the Mayor leads the Executive Committee. The Office of the Mayor is established in the administration whose responsibility it is to coordinate activities of the Mayor, the Executive Committee and other committees of the Executive.

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

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

The following committees were established:

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

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

#### **4.5.3 SECTION 79 PORTFOIO COMMITTEES**

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

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

The following committees were established:

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

#### **4.5.4 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)**

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

#### **4.5.5 WARD COMMITTEES**

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

#### **4.5.6 COMMUNITY DEVELOPMENT WORKERS**

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

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

Challenges facing Community Development Workers are:

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

#### **4.5.7 INTERGOVERNMENTAL COORDINATION AND FORUMS**

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

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

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

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

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

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

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

#### **4.5.8 TRADITIONAL LEADERSHIP**

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

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

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

Table 53: Traditional authorities, their needs and their locations

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

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.

#### 4.5.9 ADMINISTRATIVE GOVERNANCE

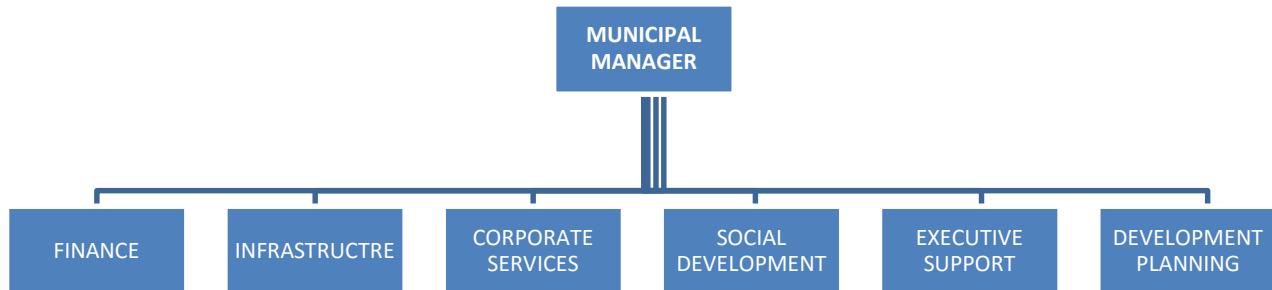
The administrative part of the EMLM is headed by the Municipal Manager who reports directly to the Mayor and Speaker of Council. There are six fully fledged departments that perform the technical, financial and administrative functions assigned to the municipality, while Strategic Management sits in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

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

- Executive support
- Corporate Services
- Infrastructure department

- Development and Planning
- Social Development
- Finance

The current organogram:



Elias Motsoaledi Local Municipality has a staff compliment of 405. The Municipality has within its financial means focused on filling all vacant and budgeted posts prioritising posts which have an impact directly on service delivery. The Municipal Manager as the Accounting Officer is the administrative head of the municipality supported by the directorates as reflected in the following table:

**Table 54: Administrative Heads of Departments**

Function	Post	Name	Department
Municipal Manager	Filled	Ms R.M Maredi	Office of the Municipal Manager
Manager	Filled	Mr. A. Mayimela	
Chief Financial Officer	Filled	Mr. G. Maphepo	Budget & Treasury
Acting Manager	Vacant	Mr. K. Mametsa	Technical Services
Manager	Filled	Ms. Ellen Kegopotsemang	Community Services
Manager	Filled	Mr. M.M Kgwale	Executive Support
Manager	Filled	Mr. W.N Phala	Development Planning

#### 4.5.10 CORE DEPARTMENTAL FUNCTIONS

The following table outlines the core functions of each Department.

**Table 55: Departmental Core Functions**

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

#### 4.5.11 MAYORAL OUTREACH PROGRAMMES

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

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

#### 4.5.12 COMMUNICATION

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

**Figure 21: Communication system**

##### Administrative



##### Political



#### **4.5.12.1 COMMUNITY PARTICIPATION**

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

The present reliance on the intermittent 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

#### **4.5.12.1 COMMUNITY PARTICIPATION CHALLENGES**

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

## **4.5.13 AUDIT**

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

### **4.5.13.1. Audit Action Plan**

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

## **4.5.14 Risk management**

The municipality established a risk management unit which is located in the municipal manager’s office. The unit deals specifically with institutional risk management related matters.

### **4.5.14.1. Risk management challenges**

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

## **4.5.15 Anti-corruption**

Anti- corruption strategy was developed to ensure that the institution adheres to compliance related legislations. The main challenge with the strategy is that it is not used effectively.

# **KPA 6: Municipal Transformation and Organisational development**

## **4.6.1 OVERVIEW**

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

## **4.6.2 EMPLOYMENT EQUITY**

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

#### 4.6.3 INSTITUTIONAL POLICIES

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

**Table 56: Approved Institutional Policies**

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

The municipality has an organisational structure that was approved by council wherein 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.

#### 4.6.4 INSTITUTIONAL PLAN

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

**Table 57: Institutional Plans**

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

#### 4.6.5 SKILLS PROFILE

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

**Table 58: 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

#### **4.6.6 SKILLS REQUIRED**

The municipality has embarked on a process of training employees as required by their specific developmental/competency needs. The training that the municipality offered 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 the skills training required by both councillors and officials.

#### **4.6.7 LABOUR RELATIONS**

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

#### **4.6.8 INFORMATION TECHNOLOGY**

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

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

#### **4.6.9 CUSTOMER SATISFACTION AND COMPLAINTS MANAGEMENT SYSTEM**

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

#### **4.6.10 OCCUPATIONAL HEALTH AND SAFETY**

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

**Table 59: Issues dealt with by Occupational Health and Safety Unit**

<b>Function</b>	<b>Description</b>
Employee support Programme	Employees of the municipality differ in character and behaviour. Some of the employees have challenges at work whilst others have family problems. The OHS unit gives support to such employees by either providing counselling or sending the affected employees to the recognised victims support centers.
Employee wellness	It remains the responsibility of the municipality to ensure that employees are medically well and fit. The OHS unit works in

Function	Description
	partnership with the department of health and labour in ensuring that safety and medical services are accessible to all employees.
Safety workshops	The institution takes safety matters of employees as a fundamental priority. Employees are being taken through training workshops that relates to their respective types of work in order to promote safety measures.
Institutional safety	EMLM is working closely with the department of labour in ensuring that the institution complies with safety legislations and regulations

#### 4.6.11 BY-LAWS

Table 60: Approved Bylaws

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

The IDP for the 2017-2018 financial years commits to develop various key municipal by-laws to create the necessary regulatory framework to improve governance.

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

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

##### 4.7.1 YOUTH AND THE AGED

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

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

Challenges facing the youth and the aged are:

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

#### **4.7.2 TRADITIONAL HEALERS**

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

#### **4.7.3 WOMEN CAUCUS**

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

#### **4.7.4 THE DISABLED**

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

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

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

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

**Table 61: 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
<b>Total</b>	<b>14388</b>	<b>7313</b>

**Source: Census, 2001 and Community Survey, 2007**

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

Challenges facing the disabled are:

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

#### **4.7.5 MORAL REGENERATION CHARTER**

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

Identified special groups needs are:

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

#### **4.7.6 EARLY CHILD DEVELOPMENT (ECD)**

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

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

Challenges facing ECDs are:

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

#### **4.7.7 CHILDREN'S RIGHTS**

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

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

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

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

#### **4.7.8 TRADITIONAL HEALERS**

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

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

## CHAPTER 5

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

#### 5.1.1 OVERVIEW

The municipality held its Strategic Planning Workshop during the period of the 16<sup>th</sup> -17<sup>th</sup> March 2017 inclusive to review the current 2016/17 IDP and align the proposed 2017/18 IDP taking cognisance of both the 2015/16 Annual and 2016/17 midyear performances assessment as well as other influencing factors. The purpose of this process was to review and re-align the current strategies to assist the institution in dealing with various service delivery challenges and other related factors. Based on the evaluation of all the relevant analysis input the EMLM has developed the following strategies contained within their developmental programmes. This will ensure that all challenges have been prioritized and will be addressed through the appropriate allocation of resources.

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

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

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

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

- an economy that will create more jobs;
- improving infrastructure and transition to a low-carbon economy;
- an inclusive and integrated rural economy;
- reversing the spatial effects of apartheid;
- improving the quality of education;
- training and innovation;
- quality health care for all;
- social protection;

- building safer communities;
- reforming the public service, and
- fighting corruption and transforming society and uniting the country.

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

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

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

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

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

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

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

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

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

## SWOT ANALYSIS AND CRITICAL SUCCESS FACTORS

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

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

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

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

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

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

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

The table below outline the elements of the SWOT for the municipality conducted during the Strategic Planning Workshop during the period of the 16<sup>th</sup> -17<sup>th</sup> March 2017 .

**Table 62: SWOT Analysis**

Strengths	Functional machinery and plant for road maintenance Functional political structure MFMA calendar compliance Strategic location - access to the major cities Provincial nodal point (socio-economic development) Senior Critical positions filled 100% MIG spending Two licensed electricity areas
Weaknesses	Reporting systems and standards Integrated costed long term planning Monitoring and implementation of plans (Management of service providers) Revenue collection and limited base Review and enforcement of policies, by-laws and procedures Internal controls

	<p>Staff and councillors skills and capacity</p> <p>Insufficient resources (funding, office space, human resources)</p> <p>Critical vacancies at management level</p> <p>Ageing infrastructure</p> <p>Landfill site licenses</p> <p>Land Use Management and rewied SDF</p> <p>Risk management and implementation of audit plan</p> <p>Lack of infrastructure maintenance plan</p> <p>Lack of sector and master plans</p> <p>Lack of documented and implementable procurement plan</p> <p>Lack of Local Economic Development strategy</p> <p>Poor security environment</p> <p>Poor information or document management</p> <p>Alignment between IDP, Budget and SDBIP</p> <p>Poor (interdepartmental) communication</p> <p>Overreliance on grants</p> <p>Lack of Quality management system</p> <p>Misuse of Council resources</p> <p>Backlog on infrastructure services</p> <p>Control of business licenses</p>
Opportunities	<p>Increased MIG funding</p> <p>Tourism and recreational activities related to De Hoop and Loskop dam</p> <p>Upgrading of strategic roads (R25 and N11)</p> <p>Availability of mineral resources (platinum and iron ore)</p> <p>Regional mall and proposed Groblersdal town establishment</p> <p>Climate conducive for agriculture and tourism (Agriculture hub of SA)</p> <p>Available land owned by municipality</p> <p>Extension of electricity licence</p> <p>Agri-eco tourism</p> <p>Moloto corridor related activities</p> <p>External technical support from other stakeholders</p> <p>Safe and secure CBD</p> <p>Existing airstrip</p>
Threats	<p>Community unrest / service delivery protest by communities</p> <p>Non-paying culture by residents</p> <p>Immigration of labour and illegal migrants</p> <p>Xenophobia</p> <p>Crime levels</p> <p>Substance abuse and drugs</p> <p>Increasing indigents</p> <p>High rate of poverty, unemployment and illiteracy</p> <p>Chronic diseases (HIV and Aids, HAST, diabetes, high bloods pressure)</p> <p>Land invasion and mushrooming of informal settlements</p> <p>Vandalism and illegal electrical connections</p> <p>Drought and climate changes</p> <p>Disaster vulnerability</p> <p>Malicious vandalism of government assets</p> <p>Theft of municipal assets</p> <p>Inflation / Currency increase on materials</p> <p>Infrastructure to accommodate influx of trucks</p> <p>Support and buy-in of traditional leaders with regard to land management issues</p>

The  
SWOT

	Environmental management and pollution Reliance on Eskom Electricity
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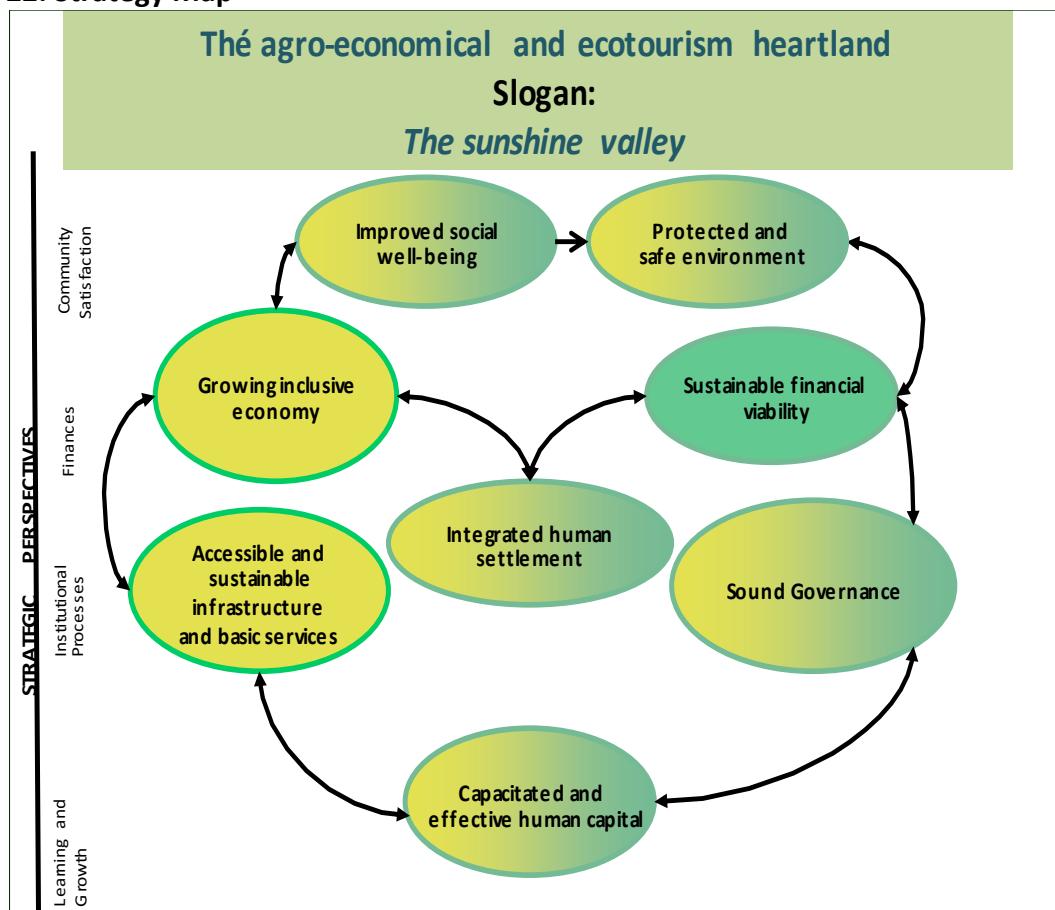
analysis was taken into consideration when reviewing the strategic goals and developing strategies for programmes to ensure that challenges identified in the SWOT analysis were addressed.

### 5.1.3 STRATEGY MAP

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

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

**Figure 22: Strategy Map**



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

**Table 63: Outcome Oriented Goals**

DEVELOPMENTAL OBJECTIVES	OUTCOME ORIENTATED GOALS
To Ensure Proper Land Use And Human Settlement	Integrated Human Settlement
To Provide High Level Infrastructure And Basic Services	Accessible And Sustainable Infrastructure And Basic Services
To Ensure Municipal Economic Growth Through Job Creation And Investor Attraction	Growing Inclusive Economy
Inculcate And Improve Financial Sustainability And Management	Sustainable Financial Viability
To Improve Intergovernmental Relations And Public Participation	Sound Governance
To Ensure Institutional Viability Through Effectiveness And Efficiency	Capacitated And Effective Human Capital
To Improve The Social Livelihood	Improved Social Well-Being
	Protected And Safe Environment

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

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

**Table 64: KPA Alignment**

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

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

A summary of the developed strategies and their respective purpose statement and outcome is detailed in the following table

**Table 65: Strategic Goals, Goal Statements and Outcomes**

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

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

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

## STRATEGIC OBJECTIVES AND PROGRAMMES

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

Table 66: Strategic Objectives and Programmes

KPA	Strategic Goal	Strategic Objective	Programme	Ref No
KPA 1 Spatial Development Analysis And Rationale	Integrated Human Settlement	To Provide a Systematic Integrated Spatial / Land Development Policy	Land Use Management	1
		Increase Regularisation of Built Environment	Spatial Development	2
			Building Plans Administration	3
			Housing	4

KPA	Strategic Goal	Strategic Objective	Programme	Ref No
KPA 2 Institutional Development And Municipal Transformation	Capacitated And Effective Human Capital	Improved Efficiency and Effectiveness of the Municipal Administration	ICT	5
			Performance Management	6
	To Attract, Develop and Retain Ethical and Best Human Capital		Organisational Development	7
			Workplace Health, Safety & EAP	8
			Labour Relations	9
KPA 3: Local Economic Development: Development	Growing Inclusive Economy	To Facilitate Economic Growth and Sustainable Job Creation	Economic Growth And Development	10
			extended Public Works Programme (EPWP)	11
KPA 4: Basic Service Delivery And Infrastructure Development	Accessible And Sustainable Infrastructure And Basic Services	Reduction In the Level of Service Delivery Backlogs	Electrification	12
			Water and Sanitation	13
			Roads and Storm Water	14
			Waste Management	15
			Project Management	16
			Facilities Management	17
			Fleet Management	18
	Protected and Safe Environment	To ensure communities are contributing toward climate change and reduction of carbon footprint	Environmental Management	19
	Improved Social Well- Being	Facilitate Promotion Of Health and Well-Being of Communities	Sports And Recreation	20
			Health Services	21
			Cemeteries	22
			Arts and Culture	23
			Mayoral Programmes	24
			Transversal Programmes	25
			Education / Libraries	26
KPA 4: Basic Service Delivery And Infrastructure Development	Improved Social Well- Being	Facilitate Safe and Secure Neighbourhoods And Traffic Law Enforcement	Safety and Security	27
			DLTC	28
		Increase The Accessibility of Emergency Services to The Community	Disaster Management	29
KPA 5: Municipal Financial	Sustainable Financial Viability	Compliance to MFMA Legislation	Legislative Compliance	30
			Financial Management	31
			Revenue	32

KPA	Strategic Goal	Strategic Objective	Programme	Ref No
Viability And Management		To Implement Sound Financial Management Practices	Expenditure	33
			SCM	34
		To Provide Free Basic Services to Registered Indigents	Indigents	35
KPA 6: Good Governance And Public Participation	Sound Governance	To Strengthen Participatory Governance Within the Community	Good Governance and Oversight	36
			Community Participation	37
			IDP Development	38
			Customer/ Stakeholder Relationship Management	39
		To Create a Culture of Accountability and Transparency	Legal Services	40
			Polices	41
			Risk Management	42
			Audit	43
		To Ensure Promulgation of all Applicable Municipal By Laws	By-Laws	44

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

The following was achieved during the strategic planning session:

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

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

## **STRATEGIES, PURPOSE AND OUTCOMES PER KEY PERFORMANCE AREA**

### **5.2.1 KPA 1: SPATIAL RATIONALE**

#### **Strategic Goal: Integrated Human Settlement**

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

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

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

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

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

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

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

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

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

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

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

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

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

The following programmes are linked to the above strategic goal:

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

The following strategies per programme were developed for KPA1 during the Strategic Planning Workshop during the period of the 16<sup>th</sup> -17<sup>th</sup> March 2017.

### **Programme 1: Spatial Development**

Programme Description	Spatial planning is an integral component of the IDP process, providing a municipal perspective of spatial challenges and interventions. The different levels of plans seek to guide, direct and facilitate both public and private development, investment and growth within the province and EMLM in a manner that will expand opportunities and contribute towards the visible upliftment of all communities.
Programme Objective Outcome	To provide a systematic integrated spatial development plans by 2018
Short Term Strategies (1-2 Yrs.)	SDF review aligned with SPLUMA
Medium Term Strategies (3-4 Yrs.)	Development of nodal zones
	SDF review and update
Long term Strategies (5 Yrs. +)	Protection of prime and unique agricultural land SDF review and update

### **Programme 2: Land use management**

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

### **Programme 3: Building Plans Administration**

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

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

- Building inspection and Building plans assessment
- Issuing of occupation certificates

#### **Programme 4: Housing**

Programme/Function	Housing
Programme/Strategic Objective (SMART)	Although not a core function this programme focuses on the establishment of sustainable integrated human settlements as well as the identification of areas suitable for settlement development and the sourcing of appropriate funds to secure the land for development. Another priority is the eradication of informal settlements through the proclamation of Formal settlements
Programme Objective Outcome	Ensures provision of sustainable integrated human settlements
Short Term Strategies (1-2 Yrs.)	Conduct Land Audit Identification and acquisition of suitable affordable land
Medium Term Strategies (3-4 Yrs.)	Sustainable integrated human settlements development
Long term Strategies (5 Yrs. +)	Sustainable integrated human settlements development

#### **5.2.2 KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION**

##### **Strategic Goal: Capacitated and Effective Human Capital**

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

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

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

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

- Clean, Responsive and Accountable Administration

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

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

The following programmes are linked to the above strategic goal:

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

The following strategies per programme were developed for KPA 2 during the Strategic Planning Workshop during the period of the 16<sup>th</sup> -17<sup>th</sup> March 2017.

### **Programme 7: Organisational Development**

Programme/Function	Organisational Development
Programme Objective (SMART)	To ensure the improved efficiency and effectiveness of the Municipal Administration by 2018. By capacitating existing and new staff and by the selection and appointment of competent staff
Programme Objective Outcome	Capacitated, motivated and effective staff
Short Term Strategies (1-2 Yrs.)	Review the organisational structure and ensure alignment to IDP and organisational needs Conduct skills needs audits and align it to the WSP Ensure filling of all critical positions Conduct an employee satisfaction survey Follow up on survey to improve relations Implement employee assistance programme (EAP) Develop employee retention strategy Review and update the Employment Equity Plan
Medium Term Strategies (3-4 Yrs.)	To review the organisational structure and ensure alignment to IDP and organisational needs Maintain short term strategies Implementation of employment equity targets
Long term Strategies (5 Yrs. +)	To review the organisational structure and ensure alignment to IDP and organisational needs

### **Programme 6: Performance Management**

Programme/Function	Performance Management
Programme Objective (SMART)	Performance management is a systematic approach to management, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and

	techniques to regularly plan, continuously monitor, periodically measure and review performance of the municipality in terms of indicators, to determine its efficiency, effectiveness and impact; thereby ensuring improved cost effective service delivery to the community
Programme Objective Outcome	Monitoring and evaluation of the organisation's implementation of its strategic objectives, programmes and projects in line with the approved IDP through the SDBIP framework
Short Term Strategies (1-2 Yrs.)	Compliance to all relevant legislation and the Municipal PMS Framework Reviewal of PMS framework and procedure manual Capacitation of all staff members in terms of PMS Cascading of individual performance management to lower levels Convene PMS stakeholder feedback sharing Implementation of the automated performance management system
Medium Term Strategies (3-4 Yrs.)	Cascading of individual performance management to all staff members
Long term Strategies (5 Yrs. +)	Effective and efficient performance management system Effective and efficient performance management system for the benefit of optimizing organisational performance and improved service delivery

Critical projects/initiatives to achieve this programme are:

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

#### **Programme 5: ICT**

Programme/Function	ICT
Programme Objective (SMART)	Integration of computer and network hardware and software which enable users to access, store, transmit, and manipulate information.
Programme Objective Outcome	Implementation of effective ICT systems and availability of secured information and data by 2018.
Short Term Strategies (1-2 Yrs.)	Implementation of ICT master systems plan Securing of adequate funding to support ICT projects Maintain software and hardware to keep abreast with developing technology Implementation of disaster recovery plan
Medium Term Strategies (3-4 Yrs.)	Securing of adequate funding to support ICT projects Maintain software and hardware to keep abreast with developing technology
Long term Strategies (5 Yrs. +)	Securing of adequate funding to support ICT projects Maintain software and hardware to keep abreast with developing technology

#### **Programme 8: Workplace Health, Safety & EAP**

Programme/Function	Workplace Health and Safety & EAP
Programme Objective (SMART)	Occupational health is concerned with the health and safety of employees at work. The aim of the programme is to promote a healthy, safe and legislative compliant work environment, and a healthy, active and productive worker
Programme Objective Outcome	To improve the health and safety of the employees in compliance with SHE Act
Short Term Strategies (1-2 Yrs.)	Appointment of qualified safety officer Establish status quo i.t.o municipality's health and safety plan Development of health and safety policy Appointment of all legislative posts Provision for training of above posts Promote health and safety in the workplace Provide qualified counselling with respect to the Employment Assistance Programme
Medium Term Strategies (3-4 Yrs.)	Ensure health and safety programme is sustained Provide qualified counselling with respect to the Employment Assistance Programme
Long term Strategies (5 Yrs. +)	Ensure health and safety programme is sustained Provide qualified counselling with respect to the Employment Assistance Programme

### Programme 9: Labour Relations

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

### 5.2.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

#### Strategic Goal: Growing Inclusive Economy

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

- Realising an environment for sustainable employment and inclusive economic growth
- Promoting employment in labour-absorbing industries
- Raising exports and competitiveness
- Strengthening government's capacity to give leadership to economic development
- Mobilising all sectors of society around a national vision

It further aims to achieve the following targets by 2030:

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

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

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

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

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

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

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

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

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

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

The following programmes are linked to the above strategic goal:

- Economic Growth and Development
- Extended Public Works Programme (EPWP)

The following strategies per programme were developed for KPA 3 during the Strategic Planning Workshop during the period of the 16<sup>th</sup> -17<sup>th</sup> March 2017.

#### **Programme 10: Economic Growth and Development**

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

#### **Programme 11: Extended Public Works Programme (EPWP)**

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

#### **5.2.4 KPA 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

##### **Strategic Goal: Accessible and Sustainable Infrastructure and Basic Services**

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

- The upgrading of informal settlements
- Public transport infrastructure and systems supported by facilities upgrades to enhance links with road-based services
- The construction of a new coal line to unlock coal deposits in the Waterberg, extension of existing coal lines in the central basin, through private partnership
- The timely development of a number of key new water schemes to supply urban and industrial centres, new irrigation systems

- The establishment of a national water conservation programme with clear targets to improve water use and efficiency
- Accelerated investment in demand-side savings, including technologies such as solar water heating

The NDP targets are:

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

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

Output 1: Improving Competition and regulation

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

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

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

Output 5: Communication and information technology

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

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

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

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

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

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

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

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

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

Key projects / initiatives to achieve this goal are:

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

The following programmes are linked to the above strategic goal:

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

The following strategies per programme were developed for this Strategic Objective within KPA 4 during the Strategic Planning Workshop during the period of the 16<sup>th</sup> -17<sup>th</sup> March 2017.

### **Programme 13: Water and Sanitation**

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

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

### **Programme 17: Facilities Management**

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

### **Programme 12: Electrification**

Programme/Function	Electrification
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Programme Objective (SMART)	To provide all communities with access to sustainable and reliable electricity supply or alternative economic measures for domestic households use e.g. solar panels
Programme Objective Outcome	Eradication of Electricity backlog
Short Term Strategies (1-2 Yrs.)	Develop Electricity Master Plan Explore alternative energy uses Implementation of high mast lights based on community needs Address issue of illegal connections Introduction of SMART metering systems
Medium Term Strategies (3-4 Yrs.)	Implement initiatives identified in master plan
Long term Strategies (5 Yrs. +)	Eradicate backlog and ensure provision of electricity to all households by 2025

#### Programme 14: Roads and Storm Water

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

#### Programme 16: Project Management

Programme/Function	Project Management
Programme Objective (SMART)	Discipline of planning, organizing and managing resources to bring about the successful completion of specified projects to achieve goals and objectives
Programme Objective Outcome	Effective implementation of all Capital projects within the parameters of budget, time and specification
Short Term Strategies (1-2 Yrs.)	Training on MS Project and relevant programmes (Auto Cad) Employment of additional qualified and competent staff Address challenges of project prioritization taking cognizance that all projects must be cash backed
Medium Term Strategies (3-4 Yrs.)	Implementation of GIS

	Implementation of project management system, e.g. Prince 2
Long term Strategies (5 Yrs. +)	Continuation of above

#### Programme 18: Fleet Management

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

#### 5.2.4 KPA 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

##### Strategic Goal: Protected and Safe Environment

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

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

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

This goal responds to the institutional priority issue that relates to environmental management

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

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

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

The following programme is linked to this strategic goal:

- **Environmental Management**

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

#### **Programme 19: Environmental Management**

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

Key projects for achieving this programmes are the following:

- Environmental Awareness Campaigns
- Greening Initiatives

#### **5.2.4 KPA 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

##### **Strategic Goal: Improved Social Well-Being**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The following programmes are linked to this strategic goal:

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

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

#### **Programme 20: Sports and Recreation**

Programme/Function	Sports and Recreation
Programme Objective (SMART)	Reduce social ills such as crime, drug abuse social disorder, teenage pregnancy as well as HIV/AIDS through the use of sports and recreation activities and the provision of adequate and accessible recreational facilities by 2018

Short Term Strategies (1-2 Yrs.)	Establish status quo on existing facilities Establishing community needs with regard to sporting and recreational facilities in conjunction with ward committees Develop business plan to identify funding sources and prioritise implementation Utilisation of 15% of MIG funding to support above Dialogue with local and sector sporting federations, etc. to garner support and funding Leverage existing forum platforms to assist in matters of HIV/Aids, teenage pregnancies and drug abuse
Medium Term Strategies (3-4 Yrs.)	Develop business plan to identify funding sources and prioritise implementation Utilisation of 15% of MIG funding to support above Dialogue with local and sector sporting federations, etc. to garner support and funding Implementation of business plan Maintenance and upgrading of new and existing facilities
Long term Strategies (5 Yrs. +)	Implementation of business plan Maintenance and upgrading of new and existing facilities

### Programme 21: Health Services

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

### Programme 22: Cemeteries

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

### Programme 23: Arts and Culture

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

#### Programme 26: Education / Libraries

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

#### Programme 27: Safety and Security

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

	Established Control room monitoring the whole CBD via cameras
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Key projects/initiatives to achieve this programme are as follows:

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

### **Programme 28: DLTC**

Programme/Function	Driving Licence and Testing Centre (DLTC)
Programme Objective (SMART)	<p>The provision of a level of service to ensure that all applicants for both driver and learner licences's are declared competent and proficient as per legislative requirements</p> <p>To ensure that an uninterrupted and corrupt free services is maintained</p>
Programme Objective Outcome	Competent and safety conscious drivers
Short Term Strategies (1-2 Yrs.)	Capacitate and train officials
Medium Term Strategies (3-4 Yrs.)	<p>Training of officials</p> <p>Development of DLTC</p>
Long term Strategies (5 Yrs. +)	All in one DLTC

### **Programme 29: Disaster Management**

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

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

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

## Programme 15: Waste Management

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

## Programme 24: Mayoral Programmes

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

## Programme 25: Transversal Programmes

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

### 5.2.5. KPA 5: MUNICIPAL FINANCIAL VIABILITY and MANAGEMENT

#### Strategic Goal: Enhance Revenue and Financial Management

This goal relates directly to the National Outcome 9 which is: A responsive, accountable, effective and efficient local government system. Under this outcome, outputs 1 and 6: Administrative and financial capability as well as Implement a differentiated approach to municipal financing, planning and support relate directly to the goal under discussion. The following sub-outputs are advocated:

- The average monthly collection rate on billings to rise to 90%
- The percentage of municipalities with debtors more than 50% of own revenue to be reduced from 24% to 12%
- The percentage of municipalities that are overspending on opex to improve from 8% to 4%
- The percentage of municipalities under-spending on capex to be reduced from 63% to 30%The percentage of municipalities spending less than 5% of opex on repairs and maintenance to be reduced from 92% to 45%
- Improve national and provincial policy, support and oversight to local government
- The percentage of municipalities that are overspending on OPEX to improve from 8% to 4%
- The percentage of municipalities spending less than 5% of opex on repairs and maintenance to be reduced from 92% to 45%
- The percentage of municipalities' under-spending on capex to be reduced from 63% to 30%

As indicated previously, the NDP states that to grow faster and in a more inclusive manner, the country needs a higher level of capital spending in general and public investment in particular.

This goal responds to the institutional priority issue that relates to revenue enhancement.

The municipality needs to increase revenue generation to ensure sufficient funds are available to invest into projects for the communities. The municipality must be able to pay commitments and have sufficient reserves

and investments. The intention is for the municipality to become less grant dependent and be in a financial position to fund infrastructure projects from own funds.

The outcome to be achieved through this goal is Increased generation of own revenue and sufficient reserves for investment into communities and reduced grant dependency

The following key strategic projects/initiatives have been identified that will assist the municipality to achieve this goal:

- Consumer data cleansing
- Optimisation of DLTC
- SMART metering
- Community based waste management
- Revenue enhancement strategy

The following programmes are linked to this strategic goal:

- Legislative Compliance
- Financial Management
- Revenue
- Expenditure
- Supply Chain Management
- Indigents

The following strategies per programme were developed for this Strategic Objective within KPA 5 during the Strategic Planning Workshop during the period of the 16<sup>th</sup> -17<sup>th</sup> March 2017.

### **Programme 30: Legislative Compliance**

Programme/Function	Legislative compliance
Programme Objective (SMART)	Compliance to MFMA, other relevant legislation, internal policy and procedural requirements within prescribed timelines Programme Objective Outcome
Programme Objective Outcome	Legislative compliance within defined time frames
Short Term Strategies (1-2 Yrs.)	Retain qualified and competent staff Regularly review legislative amendments and update polices / procedures accordingly Maintain processes and procedures currently in operation
Medium Term Strategies (3-4 Yrs.)	Retain qualified and competent staff Regularly review legislative amendments and update polices / procedures accordingly Maintain processes and procedures currently in operation
Long term Strategies (5 Yrs. +)	Retain qualified and competent staff Regularly review legislative amendments and update polices / procedures accordingly Maintain processes and procedures currently in operation

### **Programme 31: Financial Management**

Programme/Function	Financial Management
Programme Objective (SMART)	To implement sound Financial management practices
Programme Objective Outcome	Obtain a Clean Audit opinion from the office of the AG
Short Term Strategies (1-2 Yrs.)	Resolve all financial issues raised in internal and external audit action plans. Attainment of Unqualified Audit opinion.

	Preparation of AFS internally. Rotation of suppliers in supplier database Retention of qualified competent staff
Medium Term Strategies (3-4 Yrs.)	Resolve all financial issues raised in internal and external audit action plans. Attainment of Clean Audit opinion. Retention of qualified competent staff
Long term Strategies (5 Yrs. +)	Resolve all financial issues raised in internal and external audit action plans. Maintain Clean Audit opinion. Retention of qualified competent staff

### Programme 32: Revenue

Programme/Function	Revenue
Programme Objective (SMART)	To increase revenue generated from own sources to 50% by 2020
Programme Objective Outcome	To reduce Grant dependency
Short Term Strategies (1-2 Yrs.)	Develop revenue enhancement strategy To implement data cleansing processes to ensure revenue database is accurate To increase the revenue base by identifying areas that municipality is not billing for services Enforce debt control policies and procedures Conduct awareness campaigns to instil a culture of payment within the municipality Review tariff structures to be cost effective Review by-laws pertaining to revenue collection Introduction of SMART metering systems Reduction of illegal connections Introduction of prepaid electricity vending machines linked to debtor's book.
Medium Term Strategies (3-4 Yrs.)	To increase the revenue base by identifying areas that municipality is not billing for services Review of tariff structures to be cost effective Review by-laws pertaining to revenue collection Partner with Eskom database to collect outstanding debt
Long term Strategies (5 Yrs. +)	Extension of municipal electricity licensed areas. Apply to obtain the water services authority status.

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

- Consumer data cleansing
- Prepaid electricity vending machines and SMART Metering

### Programme 33: Expenditure

Programme/Function	Expenditure
Programme Objective (SMART)	The effective management of operational and capital spending patterns in line with budget mandates and projected cash flow requirements

Programme Objective Outcome	Financial Liquidity
Short Term Strategies (1-2 Yrs.)	<p>Implementation of proper documents management system.</p> <p>Provision of data management system.</p> <p>Compliance to internal financial controls processes by user departments</p> <p>Education of departments in correct financial procedures</p>
Medium Term Strategies (3-4 Yrs.)	Compliance to internal financial controls processes by user departments
Long term Strategies (5 Yrs. +)	Compliance to internal financial controls processes by user departments

### Programme 35: Supply Chain Management

Programme/Function	Supply Chain Management
Programme Objective (SMART)	To effectively procure goods and services for the organisation in a timely and cost effective manner in full compliance to legislative requirements
Programme Objective Outcome	Effective and efficient procurement of goods and services
Short Term Strategies (1-2 Yrs.)	<p>Implementation of documented departmental procurement plan</p> <p>Compliance with supply chain management acts and regulations</p> <p>Implementation of proper documents management system.</p> <p>Provision of adequate filing storage facility.</p> <p>Improvement of internal controls on payments.</p> <p>Introduction of the system where prospective supplier database is rotated.</p>
Medium Term Strategies (3-4 Yrs.)	<p>Implementation of documented departmental procurement plan</p> <p>Compliance with supply chain management acts and regulations</p> <p>Introduction of the system where prospective supplier database is rotated.</p>
Long term Strategies (5 Yrs. +)	<p>Implementation of documented departmental procurement plan</p> <p>Compliance with supply chain management acts and regulations</p> <p>Introduction of the system where prospective supplier database is rotated.</p>

### Programme 35: Indigents

Programme/Function	Indigents
Programme Objective (SMART)	To ensure that all qualifying indigent beneficiaries are registered to obtain free basic services
Programme Objective Outcome	Provision of free basic services
Short Term Strategies (1-2 Yrs.)	<p>Re-validation of the registered indigents.</p> <p>Conduct awareness campaign on indigent benefits</p>
Medium Term Strategies (3-4 Yrs.)	Re-validation of the registered indigents.

	Implement a rehabilitation programme to make existing indigents financially self-sustainable
Long term Strategies (5 Yrs. +)	Re-validation of the registered indigents. Implement a rehabilitation programme to make existing indigents financially self-sustainable

Key to the successful implementation of the above programme is:

- Verification of the validity of the indigent register

### **5.2.6. KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

#### **Strategic Goal: Sound Governance**

Related to this goal are the following NDP priorities:

- Reforming the public service
- Fighting corruption
- Transforming society and uniting the country

In light of the abovementioned priorities, the NDP states that a plan is only as credible as its delivery mechanism is viable. A capable state is an essential precondition for South Africa's development. A capable state does not materialise by decree, nor can it be legislated or created from conference resolutions. It has to be painstakingly built, brick by brick, institution by institution, and sustained and rejuvenated over time. It requires leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems and consistent and fair application of rules.

High corruption levels frustrate society's ability to operate fairly and efficiently and the state's ability to deliver on its development mandate. Political will is essential to combat the scourge of corruption. The fight against corruption has to be fought on three fronts: deterrence, prevention and education. Deterrence helps people understand that they are likely to be caught and punished. Prevention is about systems (information, audit and so on) to make it hard to engage in corrupt acts. The social dimension of corruption can only be tackled by focussing on values, through education. International experience shows that with political will and sustained application of the right strategies, corruption can be significantly reduced and public trust restored.

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

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

This goal responds to the institutional priority issue that relates to internal controls. This means improved and effective enforcement of internal controls and systems. Increased engagement with relevant sectoral stakeholders and communities. Empowering communities to become actively involved in public participation processes. Improved turnaround time and adherence to service delivery standards.

The outcome to be achieved through this goal is public confidence through an unqualified audit opinion. This means to be an organisation that practices responsible, accountable, effective and efficient corporate governance.

Programmes linked to this strategic goal are:

- Audit
- Risk Management
- Performance Management
- Good Governance and Oversight
- Legal Services
- Policies
- By-laws
- Customer / Stakeholder Management
- Community Participation

The following strategies per programme were developed for this Strategic Objective within KPA 6 during the Strategic Planning Workshop during the period of the 18th-19th January 2016.

#### **Programme 43: Audit**

Programme/Function	Audit
Programme Objective (SMART)	Internal auditing is a catalyst for improving an organization's governance, risk management and management controls by providing insight and recommendations based on analyses and assessments of data and internal business processes
Programme Objective Outcome	To provide oversight and sound governance within the Institutions administrative and financial processes
Short Term Strategies (1-2 Yrs.)	Capacitate internal audit unit Implement 90% of Internal Audit and Auditor General's recommendations Effective implementation of risk based audit plan Annual review of internal audit charter Coordination of audit committee meetings and other assurance providers Review effectiveness of PMS
Medium Term Strategies (3-4 Yrs.)	Obtain unqualified audit opinion Functional internal audit system Fully capacitated internal audit unit
Long term Strategies (5 Yrs. +)	Effective internal controls, risk management and governance

#### **Programme 42: Risk Management**

Programme/Function	Risk Management
Programme Objective (SMART)	The identification, assessment, and prioritisation of risk; defined in ISO 31000 as the effect of uncertainty on objectives, whether positive or negative, followed by coordinated and economical application of resources to minimise, monitor, and control the probability and/or impact of unfortunate events or to maximise the realisation of opportunities
Programme Objective Outcome	To have a risk management system at optimized maturity level by 2019
Short Term Strategies (1-2 Yrs.)	Development, implementation and assessment of municipal risk register

	<p>Capacitate the risk committee members and all municipal staff</p> <p>Resolving identified risks</p> <p>Review effectiveness of risk management processes</p> <p>Review Risk Management Plan, strategy and policy</p> <p>Facilitation of departmental risk registers</p> <p>Appointment of risk champions</p> <p>Enforcement of policies and procedures</p>
Medium Term Strategies (3-4 Yrs.)	<p>Maintain and enhance risk management systems</p> <p>Monitor and optimize risk implementation</p>
Long term Strategies (5 Yrs. +)	<p>Maintain and enhance risk management systems</p> <p>Monitor and optimize risk implementation</p>

#### **Programme 40: Legal Services**

Programme/Function	Legal Services
Programme Objective (SMART)	To provide legal support to all departments and mitigation of legal risks
Programme Objective Outcome	Compliance to all applicable legislation
Short Term Strategies (1-2 Yrs.)	Budget and recruit additional competent staff Ensure timelines with respect to processing of legal documents are adhered to
Medium Term Strategies (3-4 Yrs.)	Ensure timelines with respect to processing of legal documents are adhered to from all operational departments
Long term Strategies (5 Yrs. +)	Review and enforcement of HR legislation.

#### **Programme 41: Polices**

Programme/Function	Policies
Programme Objective (SMART)	To give guidance, advice and support on the daily work activities that affect employees and the organisation as a whole
Programme Objective Outcome	Ensure that all existing/new policies are reviewed and updated on an annual basis and approved by Council.
Short Term Strategies (1-2 Yrs.)	Ensure that policies exist for all activities in the municipality Review all existing policies and amend as appropriate Develop new policies as appropriate To provide access to all approved policies to all staff Ensure amended/new policies are communicated to employees
Medium Term Strategies (3-4 Yrs.)	Ensure that policies exist for all activities in the municipality Review all existing policies and amend as appropriate Develop new policies as appropriate To provide access to all approved policies to all staff Ensure amended/new policies are communicated to employees

Long term Strategies (5 Yrs. +)	<p>Ensure that policies exist for all activities in the municipality</p> <p>Review all existing policies and amend as appropriate</p> <p>Develop new policies as appropriate</p> <p>To provide access to all approved policies to all staff</p> <p>Ensure amended/new policies are communicated to employees</p>
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#### **Programme 44: By-Laws**

Programme/Function	By-laws
Programme Objective (SMART)	To enforce policies of the municipalities
Programme Objective Outcome	By-law enforcement
Short Term Strategies (1-2 Yrs.)	<p>Review existing by-laws</p> <p>Develop new by-laws as appropriate</p> <p>Enforcement of by-laws</p>
Medium Term Strategies (3-4 Yrs.)	<p>Review existing by-laws</p> <p>Develop new by-laws as appropriate</p> <p>Enforcement of by-laws</p>
Long term Strategies (5 Yrs. +)	<p>Review existing by-laws</p> <p>Develop new by-laws as appropriate</p> <p>Enforcement of by-laws</p>

#### **Programme 36: Good Governance and Oversight**

Programme/Function	Good Governance and Oversight
Programme/Strategic Objective (SMART)	<p>To provide transparency and openness in the daily administration of the Institution for the benefit of all stakeholders</p> <p>To create a culture of accountability and transparency as per the National Development Plan (NDP) priorities of</p> <ul style="list-style-type: none"> <li>• Reforming the public service</li> <li>• Fighting corruption</li> <li>• Transforming society and uniting the country</li> </ul>
Programme Objective Outcome	An accountable and transparent administration
Short Term Strategies (1-2 Yrs.)	<p>Develop sound business processes, policies, systems and accountable management</p> <p>Capacitate all levels of management in sound governance practices</p> <p>Implement effective risk management and internal audit systems</p> <p>Obtain an Unqualified Audit Opinion from the Office of the AG</p>
Medium Term Strategies (3-4 Yrs.)	<p>Develop sound business processes, policies, systems and accountable management</p> <p>Maintain effective risk management and internal audit systems</p> <p>Implement effective risk management</p> <p>Obtain a Clean Audit Opinion from the Office of the AG</p>
Long term Strategies (5 Yrs. +)	Maintain all Medium Term Strategies

#### **Programme 37: Community Participation**

Programme/Function	Community Participation
Programme/Strategic Objective (SMART)	The creation of structures to enable communities to effectively participate in the development and economic growth of their respective communities
Programme Objective Outcome	To strengthen participatory governance within the community
Short Term Strategies (1-2 Yrs.)	The establishment of effective Ward Committee's Capacitate Ward committee members Implement quarterly Ward operational plans Ensure that monthly Ward committee meetings are held as scheduled Ensure Councillor participation at all meetings
Medium Term Strategies (3-4 Yrs.)	Capacitate Ward committee members Maintain quarterly Ward operational plans Ensure that monthly Ward committee meetings are held as scheduled
Long term Strategies (5 Yrs. +)	As above

### **Programme 39: Customer/ Stakeholder Relationship Management**

Programme/Function	Customer/Stakeholder Relationship Management
Programme/Strategic Objective (SMART)	Create positive relationships with all relevant stakeholders through the appropriate management of their expectations and agreed objectives To strengthen participatory governance within the community
Programme Objective Outcome	Support an organisation's strategic objectives by interpreting and influencing both the external and internal environment
Short Term Strategies (1-2 Yrs.)	Establish effective Ward committee structures Establish appropriate forums and meet not less than once per quarter Train all employees on the principles of Batho Pele Establish a Customer Relations unit Ensure effective communication channels using all available mediums Conduct both employee / customer satisfaction surveys at least every second year
Medium Term Strategies (3-4 Yrs.)	Maintain the above disciplines
Long term Strategies (5 Yrs. +)	Maintain the above disciplines

### **Programme 38: IDP Development**

Programme/Function	IDP Development
Programme/Strategic Objective (SMART)	The Local Government Municipal Systems Act (MSA) No.32 of 2000 as amended, and other relevant supplementary legislative and policy frameworks require that local government structures prepare Integrated Development Plans (IDPs). In compliance with the relevant legislation
Programme Objective Outcome	To provide the strategic framework that guides the municipality's planning and budgeting over the course of a

	political term to address the needs of the community within acceptable budget parameters
Short Term Strategies (1-2 Yrs.)	<p>Ensure that all phases of the development of an IDP as legislated are complied with</p> <p>Ensure alignment of IDP and Budget</p> <p>Review the IDP annually taking cognizance of budget and internal/ external factors according to approved process plan</p> <p>Ensure that the strategic mandate (intent) of the IDP is effectively delivered through the mechanism of the SDBIP</p> <p>Effective communication to the community through Ward committee participation</p>
Medium Term Strategies (3-4 Yrs.)	Maintain above
Long term Strategies (5 Yrs. +)	Maintain above

## 5.2.7 STRATEGIC SCORECARD

To measure the progress in achieving the abovementioned strategic goals, programmes strategies and outcomes, a strategic scorecard was developed.

### KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

#### Strategic Goal: Capacitated and Effective Human Capital

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Improved efficiency and effectiveness of the Municipal Administration	Performance Management	% of KPIs and projects attaining organisational targets (total organisation) by 30 June 2018	2.1	Opex	71%	25%	50%	75%	95%	95%	
		Final SDBIP approved by Mayor within 28 days after approval of Budget	2.2	n/a	1	N/A	N/A	N/A	1	1	

## KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

### Strategic Goal: Sustainable Financial Viability

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To implement sound Financial management practices	Expenditure	% spend of the Total Operational Budget excluding non-cash items by the 30 June 2018	5.7	Opex	91%	N/A	N/A	N/A	95%	95%	
		Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total Operating Expenditure per quarter	5.8	Opex	New	<39%	<39%	<39%	<39%	<39%	

## KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### Strategic Goal: Sound Governance

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To strengthen participatory governance within the community	Good Governance and oversight	Submission of Final audited consolidated Annual Report to Council on or before end of January 2018	6.1	n/a	1	N/A	N/A	1	N/A	1	
		% of Council meetings resolutions resolved within the prescribed timeframe (3 months)	6.2	n/a	50%	100%	100%	100%	100%	100%	
	IDP Development	Final IDP tabled and approved by Council by the 31 May 2018	6.3	n/a	1	N/A	N/A	N/A	1	1	

## KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### Strategic Goal: Sound Governance

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To create a culture of accountability and transparency	Audit	Obtain an Unqualified Auditor General opinion for the 2016/17 financial year	6.4	n/a	Qualified Opinion	N/A	1	N/A	N/A	Unqualified Opinion	
		% of Auditor General matters resolved as per the approved audit action plan by 30 June 2018 (Total organisation)	6.5	n/a	New	N/A	N/A	50%	100%	100%	
	Risk Management	% execution of identified risk management plan within prescribed timeframes per quarter (Total organisation)	6.6	n/a	90%	N/A	50%	70%	80%	80%	

## KPA 3: LOCAL ECONOMIC DEVELOPMENT

### Strategic Goal: Growing Inclusive Economy

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To facilitate economic growth and sustainable job creation	EPWP	Grant agreement signed between EMLM and dept of public works stipulating the EPWP targets	3.4	n/a	new	1	N/A	N/A	N/A	1	

## CORPORATE SERVICES

### KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

#### Strategic Goal: Capacitated and Effective Human Capital

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To attract, develop and retain ethical and best human capital	Organisational Development	% of employees from previously disadvantaged groups appointed as per the approved EE plan by the 30 June 2018 (GKPI)	2.3	Opex	0%	N/A	N/A	N/A	100%	100%	
		% of budget spent implementing the Workplace Skills Plan by the 30 Jun 2018 (GKPI)	2.4	Opex	1%	N/A	N/A	N/A	95%	100%	
		Review organisational structure and align to the IDP and Budget by 30 June 2018	2.2	n/a	1	N/A	N/A	N/A	1	1	

## **BUDGET AND TREASURY**

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### **KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

#### **Strategic Goal: Improved Social Well-Being**

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2016/17					Outer Year Targets		
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2017/18	2018/19	2019/20
To provide free basic services to registered indigents	Indigents	% of (indigents) households with access to free basic electricity services by 30 Jun 2018 (GKPI)	4.9	opex	14%	N/A	N/A	N/A	1500 (2.5%)	1500 (2.5%)	>1500 (2.5%)	>1500 (2.5%)	>1500 (2.5%)

## KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

### Strategic Goal: Sustainable Financial Viability

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To implement sound Financial management practices	Financial management	Cost coverage ratio by the 30 June 2018 (GKPI)	5.1	N/A	New	N/A	N/A	N/A	4:1	4:1	
	Revenue	% outstanding service debtors to revenue by the 30 June 2018 (GKPI)	5.2	N/A	New	N/A	N/A	N/A	5%	5%	
		% Debt coverage ratio by the 30 June 2018 (GKPI)	5.3	N/A	New	N/A	N/A	N/A	200%	200%	
Compliance with MFMA legislation	Legislative compliance	Submission of MTRE Budget to Council for approval by the 31st May 2018	5.4	N/A	1	N/A	N/A	N/A	1	1	

## KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

### Strategic Goal: Sustainable Financial Viability

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Compliance to MFMA legislation	Legislative compliance	Draft Annual Financial Statements (AFS) submitted on or before the 28 August 2018	5.5	N/A	1	1	N/A	N/A	N/A	1	
	SCM	number of monthly SCM deviation reports submitted to the MM	5.6	N/A	12	3	3	3	3	12	

## COMMUNITY SERVICES

### KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

#### Strategic Goal: Accessible and Sustainable Infrastructure and Basic Services

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Reduction in the level of Service Delivery backlogs	Waste management	% of households with access to a minimum level of basic waste removal by 30 June 2018 (once per week) (GKPI)	4,5	Opex	New	N/A	N/A	N/A	16,5%	16,5%	
To facilitate promotion of education upliftment within communities	Education/ Libraries	Number of initiatives held to promote library facilities by 30 June 2018	4.4	n/a	4	1	1	1	1	4	
To ensure communities are contributing towards climate change and reduction of	Environmental management	Number of environmental awareness campaign conducted in terms of waste management by 30 June 2018		Opex	4	1	1	1	1	4	

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
carbon footprint											
Increase the accessibility of emergency services to the community	Disaster management	Number of disaster awareness campaigns conducted by 30 June 2018	4.4	Opex	8	1	1	1	1	4	
Facilitate safe and secure neighborhoods	Safety and security	Number of community safety forum meeting held	4.6	n/a	New	1	1	1	1	4	

## DEVELOPMENTAL PLANNING AND LOCAL ECONOMIC D

### KPA 1: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

#### Strategic Goal: Integrated Human Settlement

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To provide a systematic integrated spatial / land development policy	Land Use Management	Formalisation of Informal Settlement	1.3	400	5	N/A	N/A	N/A	1	1	
Increase regularisation of built environment	Compliance with National building regulations	% of new building plans of less than 500 square metres assessed within 10 days of receipt of plans	1.2	n/a	100%	100%	100%	100%	100%	100%	
		% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans	1.2	n/a	100%	100%	100%	100%	100%	100%	

## KPA 3: LOCAL ECONOMIC DEVELOPMENT

### Strategic Goal: Growing Inclusive Economy

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To facilitate economic growth and sustainable job creation	EPWP	number of EPWP job opportunities provided through EPWP grant by 30 June 2018 (GKPI)	3.3	EPWP grant	451	N/A	60	N/A	N/A	60	

## INFRASTRUCTURE SERVICES

### KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

#### Strategic Goal: Accessible and Sustainable Infrastructure and Basic Services

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Outer Year Targets		
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2018/19	2019/20	2020/21
Reduction in the level of Service Delivery backlogs	Electricity	% of households with access to basic levels of electricity by the 30 June 2018 (GKPI)	4.1	INEP	100%	N/A	N/A	N/A	100%	100%	100%	100%	100%
	Roads and Storm Water	Kms of new tarred roads constructed by the 30 June 2018	4.2	MIG	11.6kms	N/A	N/A	N/A	7kms	7kms	7.5kms	7.5kms	7.5kms

## KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

### Strategic Goal: Sustainable Financial Viability

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Reduction in the level of Service Delivery backlogs	Project Management	% of Capital budget spend in terms of new IDP identified projects by the 30 June 2018 (GKPI)	4.5	Capex	100%	N/A	N/A	N/A	100%	100%	
		% spending on MIG funding by the 30 June 2018	4.4	MIG	100%	N/A	N/A	N/A	100%	100%	

**DEPARTMENT: EXECUTIVE SUPPORT**

**KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

**Strategic Goal: Improved Social Well-Being**

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Facilitate promotion of health and well being of communities	Transversal programmes	number of Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights by the 30 Jun 2018	4.7	Opex	New	1	2	1	2	6	

## KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### Strategic Goal: Sound Governance

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To strengthen participatory governance within the community	Community Participation	number of Community Satisfaction Surveys conducted by the 30 Jun 2018	6,5	Opex	New	N/A	N/A	N/A	1	1	
		number of quarterly reports submitted to Council to items raised during public participation; within the mandate of Council, that are processed and resolved within (3) months	6.6	n/a	50%	100%	100%	100%	100%	100%	

## KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### Strategic Goal: Sound Governance

Strategic Objective	Programme	KPI	IDP Ref	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To create a culture of accountability and transparency	Audit	number of quarterly reports submitted to Council into the number of MPAC resolutions raised and resolved per quarter	6.7	n/a	New	100%	100%	100%	100%	100%	
Facilitates promotion of health and well-being of communities	Mayoral programme	# of Mayoral outreach projects initiated by 30 Jun 2018	4.6	1 620 000	14	1	N/A	N/A	1	2	
Facilitates promotion of health and well-being of communities	Speakers programme	# of Speaker's outreach projects initiated by 30 Jun 2018		849 600	New	N/A	N/A	1	1	2	
	MPAC programme	# of MPAC outreach projects initiated by 30 Jun 2018		318 600	New	N/A	N/A	1	N/A	1	

## Chapter 6

### 6.1 Project Phase (Capital Project)

The Municipality is faced with serious financial constraints to cater for all KPAs in terms of capital allocations. The institution has developed a three year infrastructure development capital projects that will be funded through MIG, INEP and own revenue allocations. 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 including projects from sector departments, however budget allocation is not sufficient. Projections for the outer years have been made although they will be reviewed when developing the 2018/19 IDP document. The budget has been reviewed in line with the requirements of MSCOA (Municipal Standard Chart of Accounting).

#### KPA 1: Spatial rationale

Projects	Source of funding	Ward	Implementing Agent	2017/18	2018/19	2019/20
Development of SDF	Own revenue		EMLM	500 000	-	-

## KPA 2: Basic Service Delivery and Infrastructure Development

### Strategic Objective: Improved Social Well-Being

Accessible and Sustainable Infrastructure and Basic Services  
Protected and Safe Environment

Projects	Source of funding	Implementing agent	Ward	2017/18	2018/19	2019/20
Development of Cemeteries	Revenue	EMLM	All wards	-	500 000	-
Recreational facility development	Revenue	EMLM	Ward 13	300,000	-	-
Machinery and Equipments	Revenue	EMLM		200 000	-	-
Vehicles	Revenue	EMLM		5 263 158	2 631 579	-
Grass Cutting Industrial Machine (Lawnmowers, chain saw, brush cutters, pole pruner & blowers)	Revenue	EMLM	All wards	400,000	-	-
Borehole for Hlogotlou Satelite office	Revenue	EMLM	Ward 20	70,000	-	-
Electrification of Monsterlus Stadium View	INEP	EMLM	Ward 20	-	1,000,000	-
Electrification of households in Makaepa village	INEP	EMLM	Ward 25	710 526	-	-
Electrification of Tambo village	INEP	EMLM	Ward 09	1,790,000	-	-
Electrification of Masakaneng	INEP	EMLM	Ward 14	4 122 807	-	-

Projects	Source of funding	Implementing agent	Ward	2017/18	2018/19	2019/20
Electrification of Jabulani D3	INEP	EMLM	Ward 09	1,010,526	-	-
Electrification of Thambo village (extension)	INEP		-	1 515 789	-	-
Electrification of Jerusalema	INEP	EMLM	Ward 21	963 158		775 439
Electrification of Magagamatala/Diepkloof	INEP		Ward 12			1 207 896
Electrification of Mabose	INEP		Ward 1		2 664 912	4 011 404
Design for electrification of villages			All	877 193		
Electrification of Maleoskop	INEP		Ward 12			2 236 842
Electrification of Waalkraal A Ward 4	INEP	EMLM	Ward 4	2 184 211		
Electrification of Elandsdoorn A	INEP	EMLM	Ward 8	-	328 947	-
Electrification of Tshehla Trust	INEP	EMLM	Ward 30	-	1,000,000	
Electrification of Dipakapakeng	INEP	EMLM	Ward 28	-	1,000,000	
Electrification of Matsitsi (Ward 18)	INEP	EMLM	Ward 18	1 444 737	1,726 754	
Electrification of Zaaiplaas	INEP	EMLM	Ward 16	-	244 737	-
Electrification of Motetema (Ward 30)	INEP	EMLM	Ward 31	-	-	5 215 789
Electrification of Makwana Village	INEP	EMLM	Ward 30	-	-	-

Projects	Source of funding	Implementing agent	Ward	2017/18	2018/19	2019/20
Fencing (Main substation)	Revenue	EMLM	Ward 13	-	500,000	-
Electrification of Zumapark	Revenue	EMLM	Ward 7	-	877 193	-
Electrification of Uitspanning A	INEP	EMLM	Ward 11	-	1 359 649	2 684 211
Electrification of Thabaleboto	INEP	EMLM	Ward 19		274 123	
Electrification of Legolaneng	INEP		Ward 22			2 385 965
Electrification of du Plessis farm village				-	679 825	-
Electrification of Zaaiplaas Sovolo	INEP		Ward 16			2 535 088
Electrification of Mosodi				-	870 175	-
Electrification of Ga -Posa			Ward 24	-	951 754	-
Hlogotlou Street and Stormwater water control	Revenue	EMLM	Ward 20	1 754 386	-	-
Kgaphamadi construction of bus road, bridge and stormwater control PH 1C (1km)	MIG	EMLM	Ward 21	-	10 964 912	10 964 912
Upgrading of Kgobokwane – kgapamadi bus route		EMLM	Ward 03	-	-	5 263 158
Kgoshi Matlala construction of access road and stormwater control PH 1A	MIG	EMLM	Ward 14	-	5,243,947	

Projects	Source of funding	Implementing agent	Ward	2017/18	2018/19	2019/20
Kgoshi Rammupudi construction of access road and stormwater control PH 1C	MIG	EMLM	Ward 26	7 207 193	4 935 965	7 017 544
Kgoshi-Matsepe construction of access road and stormwater control PH 1A	MIG	EMLM	Ward 25	2 711 404	1 315 789	-
Laersdrift bus route PH 1A	Revenue	EMLM	Ward 30	-	-	
Rehabilitation of Dikgalaopeng road and storm water control	Revenue	EMLM	Ward 25	877 193	2 192 982	-
Rehabillitation of Ramogwerane to Nkadimeng road & stormwater	Revenue	EMLM	Ward 25	877 193	1 754 386	-
Upgrading of Legolaneng Bus Route Phase 1.	Revenue	EMLM	Ward 21	-	1 754 386	-
Marapong bridge	Revenue	EMLM	Ward 8	-	-	
Groblersdal - Roads & Streets	Revenue	EMLM	Ward 13	2 631 579		6 140 351
Groblersdal landfill site	Revenue	EMLM	WARD 13	-	-	6 140 351
Development of Parking - mark Street	Revenue	EMLM	Ward 13	-	1 315 789	-

Projects	Source of funding	Implementing agent	Ward	2017/18	2018/19	2019/20
Mathula construction of road and stormwater control PH 1B	Revenue	EMLM	Ward 19	6 140 351	-	4 385 965
Mogaung construction of road and storm water PH 1B	MIG	EMLM	Ward 24	5 263 158	6 578 947	4 385 965
Monsterlus to Makgopheng road phase 1G	MIG	EMLM	Ward 20	-	-	
Naganeng construction of bus road and storm water control PH 1A	MIG	EMLM	Ward 14	10 526 316	8 771 930	8 631 579
Mpheleng construction of bus road and stormwater control PH 1C	MIG	EMLM	Ward 05	5 263 158	-	-
Upgrading of Hlogtlou Stadium	MIG	EMLM	Ward 20	7 396 316	7 813 947	-
Nyakoroane Road construction	Revenue	EMLM	Ward 7	-	1 754 386	-
Roossenekal Streets	Revenue	EMLM	Ward 30	-	3 070 175	-
Motetema streets upgrade	Revenue	EMLM	Ward 31	877 193	1 315 789	-

Projects	Source of funding	Implementing agent	Ward	2017/18	2018/19	2019/20
Tambo Road Construction	MIG	EMLM	Ward 9	4 492 105	-	
Zaaiplaas construction of JJ road and stormwateer control PH 1C	MIG	EMLM	Ward 16	-	6 140 351	6 140 351
Monitoring Borehole (Landfill site) Roossenekal	Revenue	EMLM	Ward 13 & 30	50 000	-	
Monitoring Borehole (Landfill site) Groblersdal	Revenue	EMLM		50 000		
Groblersdal(Landfill site) wash bay	Revenue	EMLM		-	300 000	-
Upgrading of Driving License Testing Centre	Revenue	EMLM	Ward 13	500 000	-	-
Development of workshop	Revenue	EMLM		3 070 175	1 315 789	6 140 351
Development of transfer station-Ntwane	Revenue	EMLM			500 000	500 000
Laersdrift road	Revenue	EMLM	Ward 30	-	-	7 017 544

### KPA 3. Local Economic Development

#### Strategic Objective: Growing Inclusive Economy

Project Name	Source of Funding	Implementing Agent	Revised 2016/17	Revised 2017/18	Revised 2018/19
Development of LED Strategy	Own revenue	EMLM	500 000	-	-

### KPA 4: Financial viability

#### Strategic Objective: Improved financial management

Project Name	Source of Funding	Implementing Agent	Revised 2016/17	Revised 2017/18	Revised 2018/19
Finance	Own Revenue	EMLM	532 000	562 324	593 814

### KPA6: Good Governance and Public Participation

#### Strategic Objective: Improved Social Well-Being

Projects	Source of funding	Implementing Agent	2017/18	2018/19	2019/20
Outreach Programme (Mayor's office)	Revenue	EMLM	1 244 880	1 315 838	1 389 525
Outreach Programme (Speaker's office)	Revenue	EMLM	744 800	787 254	831 340
Outreach Programme (MPAC)	Revenue	EMLM	478 800	506 092	534 433

**KPA 6: Municipal Transformation and Organisational Development****Strategic Objective: Capacitated and Effective Human Capital**

Project Name	Source of Funding	Implementing Agent	Revised 2017/18	Revised 2018/19	2019/20
Mobile Offices	Revenue	EMLM	-	-	
Furniture	Revenue	EMLM	200 000	400 000	400 000
Computer equipments	Revenue	EMLM	300 00	500 000	500 000

The Municipal Standard Chart of Account (mSCOA) is newly standard of accounting introduced by national treasury for municipalities to align their IDP projects and the budget according to the mSCOA requirements. The below table reflect the municipal budget captured in mSCOA format.

**CAPITAL PROJECTS**

Function	Funding	Regional Indicator	Costing	Project	Item	2017/18 Medium Term Revenue & Expenditure Framework		
						Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Electricity	INEP	Ward 4	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Waalkraal A	NCA: Construction WIP: Acquisitions: Outsourced	2 184 211	-	-
Electricity	INEP	Ward 24	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Makapepa village	NCA: Construction WIP: Acquisitions: Outsourced	710 526	-	-
Electricity	INEP	Ward 8	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Elandsdorp	NCA: Construction WIP: Acquisitions: Outsourced	328 947	-	-
Electricity	INEP	Ward 14	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Masakaneng	NCA: Construction WIP: Acquisitions: Outsourced	4 122 807	-	-
Electricity	INEP	Ward 9	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Jabulani	NCA: Construction WIP: Acquisitions: Outsourced	1 010 526	-	-
Electricity	INEP	Ward 21	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Jerusalema	NCA: Construction WIP: Acquisitions: Outsourced	963 158	-	775 439
Electricity	INEP	Ward 9	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Tambo village	NCA: Construction WIP: Acquisitions: Outsourced	1 515 789	-	-
Electricity	INEP	Ward 19	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Matsisi	NCA: Construction WIP: Acquisitions: Outsourced	1 444 737	1 726 754	-
Electricity	INEP	Whole of municipality	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Designs for electrification of villages	NCA: Construction WIP: Acquisitions: Outsourced	877 193	-	-
Electricity	Service Charges: Electricity	Ward 13	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV substations: Fencing (Main substation)	NCA: Construction WIP: Acquisitions: Outsourced	-	500 000	-
Electricity	Service Charges: Electricity	Ward 7	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Zumapark	NCA: Construction WIP: Acquisitions: Outsourced	-	877 193	-
Electricity	INEP	Ward 11	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Uitspanning A	NCA: Construction WIP: Acquisitions: Outsourced	-	1 359 649	2 684 211
Electricity	INEP	Ward 22	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Legolaneng	NCA: Construction WIP: Acquisitions: Outsourced	-	2 385 965	-
Electricity	INEP	Ward 15	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Zaaiplaas Sovolo	NCA: Construction WIP: Acquisitions: Outsourced	-	2 535 088	-
Electricity	INEP	Ward 19	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Thabalebolo	NCA: Construction WIP: Acquisitions: Outsourced	-	274 123	-
Electricity	INEP	Ward 15	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Zaaiplaas Marapong	NCA: Construction WIP: Acquisitions: Outsourced	-	244 737	-
Electricity	INEP	Ward 18	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Masodi	NCA: Construction WIP: Acquisitions: Outsourced	-	870 175	-
Electricity	INEP	Ward 31	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of JS Du Plessis Farm Village	NCA: Construction WIP: Acquisitions: Outsourced	-	679 825	-
Electricity	INEP	Ward 24	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Ga-Posa	NCA: Construction WIP: Acquisitions: Outsourced	-	951 754	-
Electricity	INEP	Ward 12	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Magagatala/Diepkloof	NCA: Construction WIP: Acquisitions: Outsourced	-	-	1 207 895
Electricity	INEP	Ward 1	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Mabose	NCA: Construction WIP: Acquisitions: Outsourced	-	2 664 912	4 011 404
Electricity	INEP	Ward 26	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Maleeskop	NCA: Construction WIP: Acquisitions: Outsourced	-	-	2 236 842
Electricity	INEP	Ward 30	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Makwana Village	NCA: Construction WIP: Acquisitions: Outsourced	-	-	-
Electricity	INEP	Ward 31	Default	Capital: Infrastructure: New: Electrical Infrastructure: MV Networks: Electrification of Motelema	NCA: Construction WIP: Acquisitions: Outsourced	-	-	5 215 789
Roads	Property Rates: Levies	Administrative or Head Office	Default	Capital: Non Infrastructure: Upgrading: Other assets: Operational buildings: Workshops: Development of Workshop	NCA: Construction WIP: Acquisitions: Outsourced	3 070 175	1 315 789	6 140 351
Roads	Property Rates: Levies	Ward 30	Default	Capital: Infrastructure: Renewal: Road Infrastructure: Rossenekal Street	NCA: Construction WIP: Acquisitions: Outsourced	-	3 070 175	-
Roads	Property Rates: Levies	Ward 13	Default	Capital: Infrastructure: Renewal: Road Infrastructure: Development of Parking - mark Street	NCA: Construction WIP: Acquisitions: Outsourced	-	1 315 789	-
Roads	MIG	Ward 21	Default	Capital: Infrastructure: New: Road Infrastructure: Kgaphamadi Road	NCA: Construction WIP: Acquisitions: Outsourced	-	10 964 912	10 964 912
Roads	MIG	Ward 14	Default	Capital: Infrastructure: New: Road Infrastructure: Kgoshi Matlala	NCA: Construction WIP: Acquisitions: Outsourced	-	5 243 947	-
Roads	MIG	Ward 13	Default	Capital: Infrastructure: Upgrading: Solid Waste Infrastructure: Landfill site: Groblersdal Landfill Site	NCA: Construction WIP: Acquisitions: Outsourced	-	-	6 140 351
Roads	MIG	Ward 26	Default	Capital: Infrastructure: Renewal: Road Infrastructure: Kgoshi Rammupudu	NCA: Construction WIP: Acquisitions: Outsourced	7 207 193	4 935 965	7 017 544
Roads	MIG	Ward 26	Default	Capital: Infrastructure: Renewal: Road Infrastructure: Roads to Magoshi - Matsape	NCA: Construction WIP: Acquisitions: Outsourced	2 711 404	1 315 789	-
Roads	MIG	Ward 30	Default	Capital: Infrastructure: Renewal: Road Infrastructure: Laersdrif Road	NCA: Construction WIP: Acquisitions: Outsourced	-	-	7 017 544
Roads	MIG	Ward 9	Default	Capital: Infrastructure: Renewal: Road Infrastructure: Tambo Road Construction	NCA: Construction WIP: Acquisitions: Outsourced	4 492 105	-	-
Roads	Property Rates: Levies	Ward 31	Default	Capital: Infrastructure: Renewal: Road Infrastructure: Motelema Streets upgrade	NCA: Construction WIP: Acquisitions: Outsourced	877 193	1 315 789	-
Roads	Property Rates: Levies	Ward 25	Default	Capital: Infrastructure: Renewal: Road Infrastructure: Rehabilitation of Dikgalaopeng road and storm water control	NCA: Construction WIP: Acquisitions: Outsourced	877 193	2 192 982	-
Roads	Property Rates: Levies	Ward 25	Default	Capital: Infrastructure: Renewal: Road Infrastructure: Rehabilitation of Ramogwerane to Nkadimeng road & stormwater	NCA: Construction WIP: Acquisitions: Outsourced	877 193	1 754 386	-
Roads	Property Rates: Levies	Ward 21	Default	Capital: Infrastructure: Upgrading: Road Infrastructure: Upgrading of Legolaneng Bus Route Phase 1.	NCA: Construction WIP: Acquisitions: Outsourced	-	1 754 386	-
Roads	Property Rates: Levies	Ward 13	Default	Capital: Infrastructure: Renewal: Road Infrastructure: Groblersdal - Roads & Street	NCA: Construction WIP: Acquisitions: Outsourced	2 631 579	-	6 140 351
Roads	MIG	Ward 19	Default	Capital: Infrastructure: Renewal: Road Infrastructure: Matlala Road	NCA: Construction WIP: Acquisitions: Outsourced	6 140 351	-	4 385 965
Roads	MIG	Ward 22	Default	Capital: Infrastructure: Renewal: Road Infrastructure: Mogaua	NCA: Construction WIP: Acquisitions: Outsourced	5 263 158	6 578 947	4 385 965
Roads	MIG	Ward 14	Default	Capital: Infrastructure: New: Road Infrastructure: Naganeng Bus Route	NCA: Construction WIP: Acquisitions: Outsourced	10 526 316	8 771 930	8 631 579
Roads	MIG	Ward 5	Default	Capital: Infrastructure: New: Road Infrastructure: Mpheleng Costruction of Road	NCA: Construction WIP: Acquisitions: Outsourced	5 263 158	-	-
Roads	MIG	Ward 20	Default	Capital: Non Infrastructure: Upgrading: Community assets: Sports and recreation facilities: Outdoor facilities: Multi Purpose Sports Field (Hlogotou Stadium)	NCA: Construction WIP: Acquisitions: Outsourced	7 396 316	7 813 947	-
Roads	Property Rates: Levies	Ward 20	Default	Capital: Infrastructure: New: Road Infrastructure: Hlogotou Street and Stormwater water control	NCA: Construction WIP: Acquisitions: Outsourced	1 754 386	-	-
Roads	Property Rates: Levies	Ward 7	Default	Capital: Infrastructure: Renewal: Road Infrastructure: Nyakorane Road	NCA: Construction WIP: Acquisitions: Outsourced	-	1 754 386	-
Roads	MIG	Ward 15	Default	Capital: Infrastructure: Renewal: Road Infrastructure: JJ Zaaiplaas	NCA: Construction WIP: Acquisitions: Outsourced	-	6 140 351	6 140 351
Roads	Rental of fixed assets	Administrative or Head Office	Default	Capital: Non Infrastructure: New: Machinery and equipment	NCA: PPE: Cost: Transport assets: Carrying Value: Acquisitions	200 000	-	-
Roads	Service Charges: Electricity	Administrative or Head Office	Default	Capital: Non Infrastructure: New: Transport assets: Vehicles	NCA: PPE: Cost: Machinery and equipment: Carrying Value: Acquisitions	5 263 158	2 631 579	-
Roads	Service Charges: Electricity	Ward 21	Default	Capital: Infrastructure: Upgrading: Road Infrastructure: Upgrading of Kgobokwane - Kgaphamadi Bus Route	NCA: Construction WIP: Acquisitions: Outsourced	-	-	5 263 158
Human Resources	Property Rates: Levies	Administrative or Head Office	Default	Capital: Non Infrastructure: New: Furniture and office equipment	NCA: PPE: Cost: Furniture and office equipment: Carrying Value: Acquisitions	200 000	400 000	400 000
Information Technology	Property Rates: Levies	Administrative or Head Office	Default	Capital: Non Infrastructure: New: Computer Equipment	NCA: PPE: Cost: Computer Equipment: Carrying Value: Acquisitions	300 000	500 000	500 000
Community Parks	Service Charges: Waste	Ward 13	Default	Capital: Non Infrastructure: New: Community assets: Community facilities: Public open space: Recreational facilities	NCA: Construction WIP: Acquisitions: Outsourced	300 000	-	-
Community Parks	Service Charges: Waste	Administrative or Head Office	Default	Capital: Non Infrastructure: New: Machinery and equipment	NCA: Construction WIP: Acquisitions: Carrying Value: Acquisitions	400 000	-	-
Cemeteries and Crematoriums	Service Charges: Waste	Whole of municipality	Default	Capital: Non Infrastructure: New: Community assets: Community facilities: Cemeteries/Crematoria: Development of Cemeteries	NCA: Construction WIP: Acquisitions: Outsourced	-	500 000	-
Solid Waste Removal	Service Charges: Waste	Ward 30	Default	Capital: Infrastructure: New: Water Supply Infrastructure: Boreholes: Roossenekal Landfill site Monitoring Borehole	NCA: Construction WIP: Acquisitions: Outsourced	50 000	-	-
Solid Waste Removal	Service Charges: Waste	Ward 13	Default	Capital: Infrastructure: New: Water Supply Infrastructure: Boreholes: Groblersdal Landfill site Monitoring Borehole	NCA: Construction WIP: Acquisitions: Outsourced	50 000	-	-
Solid Waste Removal	Service Charges: Waste	Ward 13	Default	Capital: Infrastructure: Renewal: Solid Waste Infrastructure: Landfill site: Groblersdal Landfill site - Wash bay	NCA: Construction WIP: Acquisitions: Outsourced	-	300 000	-
Solid Waste Removal	Service Charges: Waste	Ward 20	Default	Capital: Infrastructure: New: Water Supply Infrastructure: Boreholes: Hlogotou Borehole	NCA: Construction WIP: Acquisitions: Outsourced	70 000	-	-
Solid Waste Removal	Service Charges: Waste	Ward 10	Default	Capital: Infrastructure: New: Solid Waste Infrastructure: Waste drop off points: Transfer Station: Ntwane	NCA: Construction WIP: Acquisitions: Outsourced	500 000	500 000	500 000
Road and Traffic Regulation	License and Permits	Whole of municipality	Default	Capital: Infrastructure: Upgrading: Road Infrastructure: Upgrading of driving license testing centre	NCA: Construction WIP: Acquisitions: Outsourced	500 000	-	-
<b>GRAND TOTAL</b>						<b>79 578 772</b>	<b>81 220 175</b>	<b>94 680 702</b>

## OPERATIONAL PROJECTS

Function	Funding	Project	Costing	Regional Indicator	Item	2017/18	2018/19	2019/20
Core Function: Corporate Wide Strategic Planning (IDPs LEDs)	General Revenue: Licences and Permits	TWS: Public participation meetings	Default	Whole of municipality	Seminars Conferences Workshops and Events	200,000	200,000	200,000
Core Function: Economic Development/Planning	General Revenue: Licences and Permits	TWS: Spatial planning	Default	Administrative and Head office	Servitudes and Land Surveys	500,000	-	-
Core Function: Economic Development/Planning	General Revenue: Licences and Permits	TWS: LED: Compilation of plan	Default	Administrative and Head office	Business and Advisory: Project Management	500,000	-	-
Core Function: Finance	General Revenue: Licences and Permits	TWS: Indigent and cultural management and services	Default	Whole of municipality	Seminars Conferences Workshops and Events	532,000	562,324	593,814
Core Function: Marketing Customer Relations Publicity and Media Co-ordination	General Revenue: Licences and Permits	TWS: Communication and public participation	Default	Administrative and Head office	Printing Publications and Books	2,000,000	2,114,000	2,232,384
Mayor and Council: Mayor	Interest: Current and Non-current Assets	TWS: Mayoral campaigns	Default	Whole of municipality	Seminars Conferences Workshops and Events	1,244,880	1,315,838	1,389,525
Mayor and Council: Speaker	Interest: Current and Non-current Assets	TWS: Public participation meetings	Default	Whole of municipality	Seminars Conferences Workshops and Events	744,800	787,254	831,340
Municipal Manager Town Secretary and Chief Executive: Municipal Manager	Interest: Current and Non-current Assets	TWS: Performance management	Default	Administrative and Head office	Business and Advisory: Project Management	478,800	506,092	534,433
						<b>6,200,480</b>	<b>5,485,507</b>	<b>5,781,496</b>

**SEKHUKHUNE DISTRICT MUNICIPALITY PROJECTS  
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

**INFRASTRUCTURE AND WATER SERVICES**

PROJECT	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020
Moutse BWS (RL14)	The upgrading of WTW is completed	% of M&E components installed	100% M&E Installed	60 000 000	-	-
				<b>226 000 000</b>	<b>190 000 000</b>	<b>310 000 000</b>
Water Quality Reports	10 reports	No of water quality reports generated	10 water quality reports generated	12 000 000	12 708 000	13 445 064
Full SANS 241 Water Quality Analysis	Signed CSIR SLA	Number of Full SANS 241 analysis conducted	1 Full SANS 241 analysis conducted			
Laboratories & Chemicals		% of chemical purchased	100% of chemical purchased			

PROJECT	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020
Quarterly Coverage Compliance Report		No of Quarterly Coverage Compliance Reports generated	4 Quarterly Coverage Compliance Reports generated			
Sanitation incidents	90% registered sanitation incidents	Percentage of registered sanitation incidents resolved within 14 days	90% registered sanitation incidents resolved within 14 days	30 000 000	31 770 000	33 612 660
Water incidents	90% registered water incidents	Percentage of registered water incidents resolved within 14 days	90% registered water incidents resolved within 14 days			
Tankering Services	90% of tankering services rendered	% of tankering services rendered	90% of tankering services rendered	32 000 000	33 888 000	35 853 504

PROJECT	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020
Fuel & Lubricant Purchases	90% registered water incidents	% of fuel purchased and supplied	100% of fuel purchased and supplied	1 750 000	1 853 250	1 960 738.50
Mechanical & Electrical Services	90% registered water incidents	Percentage of registered water incidents resolved within 14 days	90% registered water incidents resolved within 14 days	5 000 000	5 032 000	5 064 205
Bulk water meter		No of bulk water meters installed	8 bulk water meters installed	2 000 000	2 118 000	2 240 844

PROJECT	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020
Bulk Water Purchases	10 062Mℓ of bulk water supplied.	Mℓ of water purchased	10 062Mℓ of water purchased	64 000 000	67 776 000	71 707 008
Water Conservation and Water Demand Management Plan	Water Services Master Plan and WSDP developed in 2014 and the later in 2016	No. of WC/WDM Strategy developed	One WC/WDM Strategy developed	800 000	0	0
Sanitation Master Plan	Professional Service Provider appointed in Nov 2016 scoping report and methodology developed.	Number of Sanitation Master Plan developed	One Sanitation Master Plan developed	800 000	847 200	896 337.60

PROJECT	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020
Groblerdal sewer pump station upgrade	Partial upgrade of the outfall sewer system took place in 2015/16 financial year	% of sewer pump station upgrade completed	50% Upgrade of Sewer pump station	500 000.00	529 500.0	560 211.00
Operation and maintenance plan	Condition Assessment and O & M Plans Terms of reference developed and incorporated into the asset management plan contract	number of O & M plan(s) developed	One O & M Plan developed	800 000.00	847 200.0	896 337.60
Servitude audit methodology	Terms of reference were developed for Moutse BWS and PsP appointed	Percentage terms of reference and servitude audit methodology developed.	100% terms of reference and servitude audit methodology developed	500 000	500 000	500 000
Uitspanning Water Source development	Groblerdal WTW and Moutse bulk pipeline in progress.	No of water source developed and no of technical reports.	6 water sources developed and technical reports completed.	2 000 000	-	-

PROJECT	BASELINE 2016/2017	INDICATORS	ANNUAL TARGET 2017/2018	BUDGET 2017-2018	BUDGET 2018/19	BUDGET 2019/2020
Bulk meter installation zonal Discretion	The is existing reticulation network and no pressure to other area	% of pipeline pressure analysed.	100% pipeline pressure analysed.	-	5 000 000	
VIP Sanitation programme phase 2.2	15 180 VIP Units constructed	No of VIP sanitation units constructed	1 630 VIP Sanitation units constructed	25 000 000		
Zaaiplaas Village Reticulation Phase 2	Construction of Dindela Reservoir. Commissioning of bulk pipeline and pump station.	% completion of Zaaiplaas village reticulation	100% completion of Zaaiplaas village reticulation	5 000 000		
Tafelkop Reticulation and Cost Recovery	Construction of Tafelkop completed	% Commissioning of Tafelkop Reticulation and Cost Recovery	100% Commissioning of Tafelkop Reticulation and Cost Recovery ( Snag listing 50% and testing 50%)	6 000 000	-	-

**PROJECTS BY SECTOR DEPARTMENTS AND THE DISTRICT MUNICIPALITY FOR THE 2017/18 IDP  
LEDET**

					Date Start	Date Finish		2016/2017	2017 / 2018	2018 / 2019
1.										
1.2 <b>Green Municipality Competition</b>	Environment Empowerment	To Promote Implementation Of The Green Economy Plan Through Awareness Raising To Municipalities And Other Stakeholders	Assessment And Auditing Of The Local Municipalities Performance In Relation To Green Economy	All Locals	July 2017	November 2017	R713 .000	None	R713	R755
2.										
2.2 <b>Development Of Environment Management Framework</b>	Environment Impact Management	Compile Information Which Will Provide Land Use Zonation Priorities Including Sensitive Environment Areas To Assist During Land Use Developments Decision Making		All	April 2017	March 2018	R1.5			
2.3 <b>Development Of Bioregional Plan</b>	Biodiversity Management	Development Of A Biodiversity Management Guiding Tool For The District	Promote Sustainable Use And Protection Of Biological Resource.	All	April 2017	March 2018	R5000 00			

## PROJECT LIST FOR 2017/18 – 2019/20 DEPARTMENT OF EDUCATION

The list below shows the names of institutions where upgrades, refurbishment, rehabilitation and upgrades will be done during the 2017/18 MTEF.

No.	Project / Programme Name	Municipality	Nature of Investment	Project Duration		Total Project	Main appropriation	2017/18	2018/1	2019/20
				Start Date dd/mm/yyyy	End Date dd/mm/yyyy					
1.	Jafta/Bantabethu Primary 924651590	Sekhukhune	Maintenance and repair	01 Apr. 2015	31 Mar. 2019	14 959	2 901	-	-	-
2.	Luckau Primary - 924651354	Sekhukhune	Upgrades and additions	01 Apr. 2013	31 Mar. 2017	11 191	252	22	-	-
3.	Mang-Le-Mang Secondary School - 924650207	Sekhukhune	Maintenance and repair	01 Apr. 2017	01 Dec. 2021	3 936	-	-	2 237	9 680
4.	Matailane Secondary 996606520	Sekhukhune	Upgrades and additions	01 Apr. 2013	31 Mar. 2017	19 384	219	19	-	-
5.	Matsitsi Primary - 924651422	Sekhukhune	Upgrades and additions	01 Apr. 2013	31 Mar. 2017	11 435	703	60	-	-
6.	Motjedi High - 924651859	Sekhukhune	Upgrades and additions	01 Apr. 2014	31 Mar. 2016	7 561	185	16	-	-
7.	Moutse Circuit Office - Moutse Co	Sekhukhune	New infrastructure assets	01 Nov. 2016	31 Mar. 2018	32 441	929	1 206	-	-
8.	Mphage Secondary 996603304	Sekhukhune	Upgrades and additions	01 Apr. 2014	31 Mar. 2017	13 405	301	26	-	-
9.	Njoma Prim. - 924651446	Sekhukhune	Upgrades and additions	17 Nov. 2010	31 Mar. 2018	11 845	929	1 206	-	-
10.	Onane Lower And Higher Primary - 924650528	Sekhukhune	Maintenance and repair	17 Jan. 2017	31 Aug. 2017	4 896	-	-	-	6 636
11.	Sindile Primary - 924650542	Sekhukhune	Upgrades and additions	10 Dec. 2010	Mar. 2018	15 818	372	424	-	-
12.	Tjetje Technical High School - 996606536	Sekhukhune	Upgrades and additions	01 Jan. 2017	01 Dec. 2018	18 734	1 540	6 014	2 613	-

No.	Project / Programme Name	Municipality	Nature of Investment	Project Duration		Total Project	2016/17 Main appropriation	2017/18 Main appropriation	2018/1 Indicative baseline	2019/20 Indicative baseline
				Start Date dd/mm/yyyy	End Date dd/mm/yyyy					
13.	Water And Sanitation Projects At Identified Schools -	All Districts	Upgrades and additions			12 538				12 538

## CHAPTER 7 – INTEGRATION PHASE

This phase of the IDP serve to integrate issues raised ranging from the Analysis Phase. It gives a synopsis of available sector plans that were developed to contribute in addressing challenges identified in all the institutional KPAs. The following Tables serve to detail the sector plans developed and their role in aligning institutional policy.

**Table 67: KPA 1: Spatial Rationale**

Sector Plan/ Bylaws	Description summary
Spatial Development Framework (SDF), 2013	<p>The municipality has developed an SDF which is currently due for review. 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"> <li>➤ Current trends regarding development and service provision</li> <li>➤ Capital investment programmes/priority areas</li> <li>➤ Strategic Development Areas</li> <li>➤ Policy direction and objectives</li> <li>➤ Sustainable rural development</li> <li>➤ Urban development boundary</li> <li>➤ Movement</li> <li>➤ Nodal development</li> <li>➤ Density/settlements</li> <li>➤ Environmental management guidelines</li> <li>➤ Optimal location for Multi-Purpose Community Development Centres (MPCCs) where a range of social and economic services and facilities should be concentrated.</li> </ul> <p>The SDF seeks to inform the decisions of development tribunals and other decision-making bodies, as well as create a framework for investor confidence.</p>
Town Planning Scheme	<p>The municipality has developed the town planning scheme which is now outdated and is due for review. The plan provides guidelines on conditions to be imposed regarding the payment contributions for the Provision of services, open spaces and Parks as envisaged in Section 20(2) (c) of the Town Planning and Township Ordinance, 1986 (Ordinance 15 of 1986 )</p>
Land use management scheme	<p>The municipality does have the land use management scheme which was developed through the assistance of coghsta</p>
Precinct Development Plan for Groblersdal town	<p>The municipality does have the precinct development for Groblersdal town. The plan focuses on Groblersdal town in particular the primary</p>

Sector Plan/ Bylaws	Description summary
	<p>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"> <li>➤ Spatial development issues ( environment, land use, built form, public space, transport and service infrastructure )</li> <li>➤ Social development issues</li> <li>➤ Economic development issues as well as</li> <li>➤ Institutional mechanisms that could be applied in implementing the planning proposal</li> </ul> <p>It is guiding tool for both public and private sector decision making and investment in the area.</p>

**Table 68: KPA 6: Municipal Transformation And Organisational Development**

Sector Plans/ Policies and bylaws	Description summary
Human Resource strategy	<p>The municipality's HR strategy is central to the delivery of the strategic objectives and would facilitate the core strategy of the municipality. The HR strategy suggest that the municipality invest in humanre resource development (HRD) and performance.</p> <p>HRD is the framework that focuses on the Municipality's competencies at the first stage, training and then then developing the employees.through education to satisfy the municipality's needs.</p>
Employment equity plan	<p>The employment equity policy is developed to promote equal opportunity, diversity and fair treatment in employment through the elimination of unfair discrimination regardless of race, gender, sex, pregnancy marital status, family responsibility, ethnic or social origin, colour etc.</p> <ul style="list-style-type: none"> <li>➤ Objectives of the Plan</li> <li>➤ The establishment and maintenance of workforce</li> <li>➤ Equal access to job opportunities</li> <li>➤ To identify barriers to employment</li> </ul>
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's</p> <ul style="list-style-type: none"> <li>➤ Staff retention policy</li> <li>➤ Employment equity plan</li> <li>➤ Recruitment ,selection and appointment policy</li> </ul>

Sector Plans/ Policies and bylaws	Description summary
	➤ Succession Planning and career path Policy
Mayor bursaries policy	The policy is developed to assist learners who intent to pursue their studies at tertiary institutions. It further stipulates criterion on how applications should be done. There are processes in place that guides selection of suitable candidates.
Employee assistance programme	<p>The Municipality is concerned with the health, safety, and welfare and job satisfaction of its employees.</p> <p>It is recognised that most human problems can be treated or resolved provided that each is identified in its early stages. This is true whether the problem is one of physical illness, mental or emotional stress, marital or family conflicts, chemical dependency, financial problems or other concerns. These are serious problems, which may have a profound impact upon the lives of those employees affected, their families, fellow employees and their job performance.</p> <p>The intent of the EAP is therefore to ensure the well being of the employee and appropriate job performance, not the termination of employment.</p>
Work skills plan	The municipality develops the WSP on annual basis. The purpose of the plan is to capacitate employees on skills they require to better perform their duties. A skill audit is done to identify scarce skills that the institution need for its development and sustainability.
Occupational health and safety policy	The policy has been developed based on the provisions of the bill of rights as contained in the constitution of the Republic of South Africa Act 108 of 1996. The municipality is required to provide and maintain a reasonable and practical work environment that is safe and without risk to the health of the employees.

**Table 69: KPA 2: Basic Service Delivery and Infrastructure Development**

Sector Plan	Description summary
Refuse Removal bylaw	The purpose of the bylaw is to promote a safe and healthy environment to the residents of EMLM and also to provide procedures, methods and practices to regulate refuse dumping and removal
Waste bylaw	The bylaw covers issues around waste management information system, basic services, commercial services, and transportation and disposal waste. It also contains information regarding the administrative enforcement.
Electricity bylaw	The electricity supply bylaw was approved by council in terms of the Municipal Systems Act 32 of 2000. It provides conditions and also regulates supply of electricity in the municipal licensed areas (Groblerdal and Rossenekal). 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.<sup>10</sup> The National Environmental Management Act (NEMA), (Act No. 107 of 1998) defines sustainable development as “the integration of social, economic and environmental factors into planning, implementation and decision-making so as to ensure the development serves present and future generations. The main objectives is to:</p> <p>Identify environmental impacts, issues, risks and threats within the EMLM. Develop measures and strategies to minimize, mitigate and manage these impacts, risks and threats.</p> <p>The EMLM is committed to responsible environmental stewardship and sustainable development through an effective, appropriate resourced and harmonized institutional framework that:</p> <p>Integrates environmental consideration into planning and development;</p> <p>Undertakes all activities in a sustainable manner to prevent minimize and mitigate negative environmental impacts and enhance positive impacts;</p> <p>Remedies impacts on the environment that were caused through previous activities;</p> <p>Promotes environmental awareness in communities;</p> <p>Ensures accountability is taken for environmental degradation through monitoring and enforcement of all applicable legislation and other requirements.</p>
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, waste surveys waste collection etc.</p>
Disaster Management plan	<p>The municipality developed a disaster management plan that captures disaster related matters with the following emphasis:</p> <p>Disaster risk maps in the disaster risk assessment report indicate the location of high, medium and low risk areas in the municipality's area of jurisdiction to be address by the local municipality. Therefore, in order to implement appropriate disaster risk reduction programmes, it will be deemed necessary to align all risk areas with the IDP and SDF of the municipality. It is very important not to duplicate projects, but rather to integrate disaster risk reduction into existing development initiatives. All potential risks, hazards and threats have to be dealt with, within each line department (integrate and align it with current existing processes) before it can go to the IDP manager.</p> <p>According to the results of the disaster risk assessment, the following aspects first have to be addressed:</p> <ul style="list-style-type: none"> <li>• Veld fires;</li> </ul>

Sector Plan	Description summary
	<ul style="list-style-type: none"> <li>• Infrastructure;</li> <li>• Land degradation and</li> <li>• Storms</li> </ul> <p>Simultaneously with the above-mentioned, Aganang also has to address</p> <ul style="list-style-type: none"> <li>• Poverty,</li> <li>• Health,</li> <li>• Water,</li> <li>• Road infrastructure,</li> <li>• Telecommunication as a high priority in order to develop community resilience in order to cope with disasters.</li> </ul> <p>The municipality must focus on the following risk reduction measures and budget for as part of the IDP process;</p> <ul style="list-style-type: none"> <li>• Appropriate poverty alleviation programmes</li> <li>• Bulk Service delivery <ul style="list-style-type: none"> <li>○ Water infrastructure</li> <li>○ Road infrastructure</li> <li>○ Telecommunication networks</li> <li>○ Clinics and Ambulance Services to contribute to health related issues.</li> </ul> </li> <li>• Natural Disasters <ul style="list-style-type: none"> <li>○ Veld fires <ul style="list-style-type: none"> <li>▪ Precaution and proactive measures</li> <li>▪ Equipment</li> <li>▪ Human Resources</li> </ul> </li> <li>○ Agricultural Management and Environmental Practices <ul style="list-style-type: none"> <li>▪ Protection of the environment (deforestation)</li> <li>▪ Farm Management Practices (to avoid wide spreading of agricultural diseases)</li> <li>▪ Drought management practices (optimal use of available water – ground- and irrigated water)</li> </ul> </li> </ul> </li> </ul>

Sector Plan	Description summary
	<ul style="list-style-type: none"> <li>▪ Farm Management Practices to avoid wide spreading of epidemics</li> <li>○ Storms <ul style="list-style-type: none"> <li>▪ Safe citing in cyclone/storm wind prone areas</li> <li>▪ Shelter plantation</li> <li>▪ Improving drainage</li> <li>▪ Resistant house designs and construction of cyclone shelters</li> </ul> </li> </ul>
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	<p>The office of the premier Limpopo is currently developing the integrated infrastructure Master plan. The Plan will 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.</p>
Water and sanitation sector Plan	<p>This sector was developed in 2010 when the water function was still performed by the municipality. Currently, SDM is the water authority.</p>
Pavement management system	<p>Indicates priority roads that need to be upgraded. It provides various routes, their locations and number. Provincial and national roads are specified.</p>
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"> <li>➤ Identify existing and proposed levels of service to be achieved over a 20 year period as well as the expected changes in demand due to planned growth.</li> <li>➤ The life-cycle management needs of the infrastructure development, renewal, operations and maintenance</li> <li>➤ Identify infrastructure asset management improvement needs</li> </ul>

**Table 70: KPA 3: Local Economic Development**

Sector Plan	Description summary
Street vending bylaws	The bylaw provides restrictions on street vending. It further specifies areas where street vending can take place including processes to be followed when applying for street vending in town and the surrounding areas.
Tourism bylaw	Tourism development is one of the functions of the municipality. The policy has been developed to facilitate establishment of and maintain local tourism. The institution is also expected to give support to tourism initiatives.
LED Strategy	The municipality developed the Strategy in 2014. The strategy is currently being earmarked for review. The strategy will in the main guide economic activities within the Elias Motsoaledi Local Municipality, including District wide economic imperatives.  It further 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. The strategy needs to be reviewed in order to align to the new growth path, LEGDP and NSDP

**Table 71: KPA 4: Financial Viability**

Sector Plan	Description summary
Financial Plan	Financial plan that reflects three year financials has been developed and is clearly outlined in the analysis phase. This includes an audit action plan that is aimed at responding to issues raised by the Auditor General. Issues that were raised by the AG reflect amongst others challenges that the municipality should attend to. Responses have been provided on challenges raised by the AG's report.
Credit and debt control bylaw	There are nine chapters in this bylaw that covers services to customers of the municipality. Amongst others the bylaw speaks to the following: ➤ Assessment rates ➤ Service to indigent customers ➤ Emergencies ➤ Unauthorized services and ➤ offences
Draft rates bylaw	The bylaw was developed to ensure that all properties within EMLM particularly in towns are rated according to their services. It further indicates categories of properties and how rating should be effected.
Revenue enhancement strategy	The municipality has approved the revenue strategy in order to ensure an increased revenue collection. The strategy indicates various methods and approaches that the municipality will undertake to manage and extend revenue collection in the other areas of the municipality.
Investment Policy	The municipality has approved its investment policy in terms of the Municipal Finance Management Act, Act 56 of 2003, Section 13(2) and the draft municipal investment regulations: "Each Municipal Council and Governing Body shall adopt by resolution an Investment

Sector Plan	Description summary
	<p>Policy regarding the investment of its money not immediately required.</p> <p>Investments of the Municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the Municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds. The preservation of principal is the foremost objective of 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"> <li>➤ Adhere to written procedures and policy guidelines</li> <li>➤ Exercise due diligence</li> <li>➤ Prepare all reports timeously</li> <li>➤ Exercise strict compliance with all legislation</li> </ul> <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 municipality has approved the asset management policy. The objective of the Asset Management Policy is to prescribe the accounting and administrative policies and procedures relating to Property, Plant &amp; Equipment (PPE), which are fixed assets of Elias Motsoaledi Local Municipality.</p> <p>A summary of the Principles supported in this policy are:</p> <p>A fixed asset shall mean an asset, either movable or immovable, under the control of the Municipality and from which the Municipality reasonably expects to derive economic benefits, or reasonably expects to use in service delivery, over a period extending beyond 12 months.</p> <p>The fixed asset register shall comply with the requirements of Generally Recognized Accounting Practice (GRAP) and any other accounting requirements, which may be prescribed.</p> <p>Fixed assets are classified under the following headings:</p>

Sector Plan	Description summary
	<ul style="list-style-type: none"> <li>➤ Land</li> <li>➤ Infrastructure Assets</li> <li>➤ Community Assets</li> <li>➤ Heritage Assets</li> <li>➤ Investment Properties</li> <li>➤ Other Assets</li> <li>➤ Intangible Assets</li> </ul> <p>PPE is carried at cost less accumulated depreciation and any impairment losses, except for land and buildings which are revalued. Heritage assets, which are culturally significant resources and which are shown at cost, are not depreciated due to the uncertainty regarding their estimated useful lives. Similarly, land is not depreciated as it is deemed to have an indefinite life.</p> <p>Subsequent expenditure relating to property, plant and equipment is capitalized if it is probable the future economic benefits or potential service delivery of the asset are enhanced in excess of the originally assessed standard of performance. If expenditure only restores the originally assessed standard of performance, then it is regarded as repairs and maintenance and is expensed. The enhancement of an existing asset so that its use is expanded or the further development of an asset so that its original life is extended are examples of subsequent expenditure which are capitalized. The difference between the net book value of assets (cost less accumulated depreciation) and the sales proceeds is reflected as a gain or loss in the statement of financial performance.</p>
Supply chain management system/policy	<p>The municipality approved the supply chain management policy in terms of section 11 of the Local Government Finance Management Act (MFMA) which requires municipalities to develop and implement a Supply Chain Management Policy. The principle objective of the legislation has been to comply with Section 217 of the Constitution, which among other things states that when contracting for goods and services the system must be fair, equitable, transparent, competitive and cost effective.</p> <p>Supply Chain Management (SCM) generally refers to the management of activities along the supply chain.</p> <p>The MFMA and its relevant regulations also identify processes/mechanisms which must be included in a SCM Policy.</p> <p>The Supply Chain Management System is applicable for the:</p> <ul style="list-style-type: none"> <li>➤ Procurement by the Municipality of all goods and services or works</li> <li>➤ Selection of contractors to provide assistance in the provision of municipal services</li> <li>➤ Selection of external mechanisms for the provision of municipal services in circumstances contemplated in Section 83 of the Local Municipal Systems Act</li> <li>➤ Disposal of assets or goods no longer required</li> <li>➤ Letting or sale of Municipal property.</li> </ul>

Sector Plan	Description summary
	<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"> <li>➤ Audit action plan</li> <li>➤ Financial plan</li> <li>➤ Debt management plan</li> <li>➤ Audit committee appointed</li> </ul>

**Table 72: KPA 5: Good Governance and Public Participation**

Sector plan/ policies	Description summary
Communication Strategy	<p>The institution reviews its communication strategy on annual basis. The strategy is based on the following Communication Mandates:</p> <ul style="list-style-type: none"> <li>➤ The National GCIS framework</li> <li>➤ The Constitution of the Republic of South Africa, 1996</li> <li>➤ The State of the Nation Address 2009 (SONA).</li> <li>➤ State of the Province Address 2009 (SOPA)</li> <li>➤ State of the District Address 2009 (SODA)</li> <li>➤ SALGA resolutions on Communications Conference 2006.</li> <li>➤ Municipality Systems Act of 2000 on Public Participation</li> <li>➤ Limpopo Economic Growth and Development Plan</li> <li>➤ All other regulations, policies, acts that demand for more commitment on communicating government activities to the citizenry.</li> </ul> <p>Objectives:</p> <ul style="list-style-type: none"> <li>➤ To enhance communication between Elias Motsoaledi Local Municipality and its stakeholders - Internal and External</li> <li>➤ To enhance coordination of communication activities between the National, Provincial, Local government and the parastatals</li> <li>➤ To encourage public participation through the empowerment of communities with information</li> <li>➤ To promote indigenous languages that represents and appreciates diversity in our Municipality</li> <li>➤ To project the positive image of the municipality locally, provincially, nationally and internationally</li> <li>➤ To forge links with the media houses</li> <li>➤ To develop and maintain correct public perceptions and build community's trust on Municipality's programmes</li> <li>➤ To effectively communicate democratic Government achievements, challenges and interventions</li> </ul>

Sector plan/ policies	Description summary
	<ul style="list-style-type: none"> <li>➤ To intensify the struggle against poverty by implementing development communication and information to the communities.</li> </ul>
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 indicates the role communities in the establishment of these committees.
Ward committee system	Systems to manage and control ward committees has been developed. The office of the speaker is allocated with a function to monitor and develop programmes that ward committees will implement at ward level. The committees communicate through the ward councillor 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 principles:</p> <ul style="list-style-type: none"> <li>➤ To have high standard of business ethics</li> <li>➤ Maintain business control to protect all assets from crime and fraud</li> </ul>
Risk management Plan	The municipality is the process of developing the risk management Plan

**Table 73: Sector plan/ bylaws**

Sector Plan/ Bylaws	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 bylaw	<p>The bylaw entails parking conditions including various miscellaneous such as :</p> <ul style="list-style-type: none"> <li>➤ Damage to vehicles</li> <li>➤ Responsibility for offence</li> <li>➤ Authorized persons</li> <li>➤ Obstructions</li> <li>➤ Abandoned vehicles</li> <li>➤ Refusal of admission</li> </ul>
Management , maintenance and control of taxi rank facilities bylaw	<p>Council approved the bylaw in 2007. The purpose of the by- law is to control and manage taxi industry including facilities as per the road traffic regulations Act (National Road Traffic Act of 1996). Licensing of vehicles is being regulated including the following:</p> <ul style="list-style-type: none"> <li>➤ Transfer of licenses</li> <li>➤ Maintenance and displaying of stand license and identification</li> <li>➤ Payment of license fees</li> <li>➤ Part three of the bylaw provides terms of establishing transport forum and the roles of that forum</li> </ul>

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

**Table 74: KPA 6: Municipal Transformation And Organisational Development**

Sector Plans/ Policies and bylaws	Description summary
Human Resource strategy	<p>The municipality's HR strategy is central to the delivery of the strategic objectives and would facilitate the core strategy of the municipality. The HR strategy suggest that the municipality invest in humanre resource development (HRD) and performance.</p> <p>HRD is the framework that focuses on the Municipality's competencies at the first stage, training and then then developing the employees.through education to satisfy the municipality's needs.</p>
Employment equity plan	<p>The employment equity policy is developed to promote equal opportunity, diversity and fair treatment in employment through the elimination of unfair discrimination regardless of race, gender, sex, pregnancy marital status, family responsibility, ethnic or social origin, colour etc.</p> <ul style="list-style-type: none"> <li>➤ Objectives of the Plan</li> <li>➤ The establishment and maintenance of workforce</li> <li>➤ Equal access to job opportunities</li> <li>➤ To identify barriers to employment</li> </ul>
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's</p> <ul style="list-style-type: none"> <li>➤ Staff retention policy</li> <li>➤ Employment equity plan</li> <li>➤ Recruitment ,selection and appointment policy</li> <li>➤ Succession Planning and career path Policy</li> </ul>
Municipal Development Plan vision 2030	<p>The municipality will develop the municipal Development plan vision 2030 that is aligned to the NDP (National Development Plan). The plan will focus mainly on development areas that the municipality will have to persuade.</p>

Sector Plans/ Policies and bylaws	Description summary
Mayor bursaries policy	The policy is developed to assist learners who intent to persue their studies at tertiary institutions. It further stipulates criterion on how applications should be done. There are processes in place that guides selection of suitable candidates.
Employee assistance programme	<p>The Municipality is concerned with the health, safety, and welfare and job satisfaction of its employees.</p> <p>It is recognised that most human problems can be treated or resolved provided that each is identified in its early stages. This is true whether the problem is one of physical illness, mental or emotional stress, marital or family conflicts, chemical dependency, financial problems or other concerns. These are serious problems, which may have a profound impact upon the lives of those employees affected, their families, fellow employees and their job performance.</p> <p>The intent of the EAP is therefore to ensure the well being of the employee and appropriate job performance, not the termination of employment.</p>
Work skills plan	The municipality develops the WSP on annual basis. The purpose of the plan is to capacitate employees on skills they require to better perform their duties. A skill audit is done to identify scarce 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.

## **CHAPTER 8 – FINANCIAL PLAN**

### **8.1 THE FINANCIAL STRATEGY**

The financial framework wherein Council executes its mandate as a Category B, Grade 3 local authority finds its subsistence from the vision and mission statements of the municipality. The activities of Council are driven by their desire to fulfil the developmental role of a local authority and to maintain sustainable municipal services on a generally accepted standard to all its residents. Council endeavours to realise these aspirations within the essentiality of financial viability. Basic economic principles as well as good and sound business practices are taken into consideration when implementing operational activities as well as capital projects. In order to execute its mandate and fulfil its desires it is essential that the municipality have access to adequate sources of revenue from both its own operations, intergovernmental transfers and external investors.

### **8.2 CASH / LIQUIDITY POSITION**

The effective management of cash as well as the maintenance of a cash flow model to ensure that the municipality will fulfil timorously in all its obligations towards service providers, personnel and other financial commitments is vital for both the short- and long-term survival of the municipality. In addition to budget control and management, a cash flow model is maintained to ensure that expenditure is incurred in line with the cash reserves available within the municipality.

### **8.3 SUSTAINABILITY**

The effective continuation of municipal services is determined by the sustainability of the service. The budgets related to the services are balanced in order to ensure that the expenditure will be covered by the income. Said income is generated through the implementation of Council's tariff structure, which is based on affordability. The level of the services is in line with the affordability level of the community it serves. Due to an unemployment level, in excess of 40% there are a substantial number of poor households, which are not financially equipped to pay for the basic services provided. Hence, subsidisation is supplied by means of a differentiated tariff structure in which case the shortfall is financed from the equitable share from national government.

### **8.4 EFFECTIVE AND EFFICIENT USE OF RESOURCES**

The utilisation of the Municipality's resources is guided by means of standard operating procedures or policy statements provided by the Council

### **8.5 ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE**

Since the Municipality's activities are mainly financed from public resources, it remains essential to enable to be accountable by means of various forums and processes. As required by legislation, amongst others the Municipal Finance Management Act, no 56 of 2003, the municipality endeavours to be accountable to all its stakeholders who are responsible for providing resources to the Municipality. The compilation of the Integrated Development Plan as well as the Budget is communicated by means of forum meetings and the ward committee system upheld by Council. Hereby all stakeholders can submit their needs and/or

requirements for municipal services. As required by legislation, report back meetings are to be held and Council meetings are open for attendance by any stakeholder. The annual reports, including the annual report from the Office of the Auditor General, are compiled within the prescribed format and timeframes.

## **8.6 REDISTRIBUTION**

The Municipality endeavour to treat all people in terms of the Batho Pele principles. A basic level of municipal services is available to all the residents, regardless of their own financial capacity. In case where a basic municipal service is not affordable to a resident, it is financed from the equitable share from national government.

## **8.7 DEVELOPMENT AND INVESTMENT**

Due to the backlogs in basic services, it is essential that the Municipality continue to invest in the development and maintenance of infrastructure to address these backlogs. Council is addressing this matter by means of the Integrated Development Plan as well as the Capital Program.

## **8.8 BORROWING**

Through the various capital markets as well as other financial institutions, financial resources are available to address the backlog in infrastructure development. It is however, essential that a Loan Redemption Fund be maintained which is substantiated by means of a cash investment, in order to fulfil timorously in debt repayment without extra-ordinary fluctuations in tariffs.

## **8.9 FINANCIAL MANAGEMENT STRATEGIES AND PROGRAMMES**

The following financial management strategies and programmes were identified and implemented:

### **8.9.1 FIVE-YEAR STRATEGIC INFORMATION TECHNOLOGY PLAN**

Mainly for the maintenance of effective information technology systems within the Municipality. The development of an integrated Management Information System (MIS) together with a GIS is in progress.

### **8.9.2 ASSET MANAGEMENT PLAN**

A computerised bar-code asset management system is maintained in order to ensure accountable utilization and reporting on assets.

### **8.9.3 BUDGETARY OFFICE**

The establishing of a budget office in terms of the determination of the Municipal Finance Management Act, no 56 of 2003.

## **8.10 GROWTH AND DEVELOPMENT STATEGY**

The following key strategies constitute a summary of the financial plan that has been identified for the EMLM in mapping out the way forward:

### **Short-Term Strategies**

- Development of a credible, balanced and cash-backed budget
- Effective cash-flow management, forecasting and monitoring
- Effective management of operating and capital expenditure
- Effective implementation of standard chart of accounts (SCOA) project by July 2015 financial year
- effective implementation of credit control and debt collection measures

### **Medium-Term Strategies**

Implementation of a revenue enhancement strategy, which includes the following:

- Existing fees, tariffs and charges must be reviewed annually to optimise unit cost recovery
- Identification of additional revenue streams
- Getting value for money - In short this speaks to procurement of goods.
- Ensure that there is financial accountability
- Ensure that over time we achieve financial sustainability and abolish our reliance on grants to operate.
- Enhancement of the current revenue base for the purpose of promoting initiatives aimed at sustainable revenue growth.
- Reduction in electricity and water losses to the absolute minimum

# CHAPTER 9 – PERFORMANCE MANAGEMENT

## 9.1 BACKGROUND OVERVIEW

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

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

Performance monitoring has always been a major tool in ensuring quality service delivery, however the municipality has not yet cascaded PMS to the lower levels except for the section 57 managers and will fulfill this mandate on the successful implementation of the automated PMS; known as Lebelela, provided by the service provider namely the Institute.

### 9.1.1 Purpose

The purpose of the framework is to customize the principles and framework of performance management for Elias Motsoaledi Local Municipality in order to provide policy measures and practical guidelines for the improvement of organisational and individual performance and service delivery. The Municipal Planning and Performance Management regulations of 2001, sec 7 (1) stipulates that a performance management system (PMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players.

### 9.1.2 Scope of application

The principles and framework of performance management in Elias Motsoaledi Local Municipality applies to section 57 employees as well as other staff categories. Hence these policy measures are applicable to all employees of the Elias Motsoaledi Local employees, subject to the relevant regulatory prescripts. This includes fixed-term contract and permanent employees who are governed by collective agreements stemming from the bargaining council process.

### 9.1.3 Policy and Legislative Framework for Performance Management

The Constitution of the RSA, 1996 (Act 108 of 1996)

The constitution (1996), section 152, dealing with the objects of local government, paves the way for performance management with the requirement for an “accountable government”. The democratic values and principles in terms of section 195(1) are also linked with the concept of, inter alia,: the

promotion of efficient, economic and effective use of resources, accountable public administration, to be transparent by providing information, to be response to the needs of the community, and to facilitate a culture of public service and accountability amongst staff.

#### The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)

The major PMS policy instruments is the 1998 White Paper on Local Government supported by the Batho Pele Principles, which policies was given legal stature through the adoption of the Municipal Systems Act in 2000 (Act 32 of 2000).

The Act in reference requires the municipalities to:

- Develop a performance management system
- Set targets, monitor and review the performance of the municipality based on indicators linked to their Integrated Development Plan (IDP).
- Publish an annual performance report on performance of the municipality forming part of its annual report as per the Municipal Finance Management Act (MFMA).
- Conduct, on a continuous basis, an internal audit of all performance measures.
- Have their annual performance report audited by the Auditor – General.
- Involve the community in setting indicators and targets and reviewing municipal performance.

The municipality must compile an annual report, which must include a performance report compiled in terms of the Systems Act.

#### Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)

- The needs of the community.
- Its priorities to meet those needs.
- Its processes for involving the community.
- Its organisational and delivery mechanisms for meeting the needs of the community; and
- Its overall performance in achieving the objectives referred to in subsection. Municipal Council must further develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers.

#### The Municipal Planning and Performance Management regulations (No 796, 24 August 2001)

The Municipal Planning and Performance Management Regulations set out in detail requirements for municipal performance management systems. Each component of the proposed framework in this document is strongly informed by the Regulations. The Regulations deal with provisions for the following aspects of the Performance Management System:

- a) The framework that describes and represents the municipality's cycle and processes for the Performance management system and other criteria and stipulations, and the adoption of the Performance Management System;
- b) The setting of performance targets, and the monitoring, measurement and review of performance;

- c) Internal Auditing of performance measurements;
- d) Community participation in respect of performance management.

#### Regulations for Municipal Managers and managers reporting directly to Municipal Managers, 2006

The regulation describing the process of how the performance of municipal managers will be, describing the process of how the performance of municipal managers will be uniformly directed and monitored. They address the job description, employment contract, as well as the performance agreement that is to be entered into between respective municipalities, municipal managers and managers directly accountable to municipal managers.

#### The Municipal Finance Management Act, No 56 of 2003

It requires municipalities to annually adopt a Service Delivery and Budget Implementation Plan (SDBIP) with the service delivery targets and performance indicators. Whilst considering and approving the annual budget the municipality must also set measurable targets for each revenue source and vote. In terms of a circular issued by National Treasury, provision is also made to the compilation on an annual basis of department SDBIP'S.

#### Batho Pele (1998)

The White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service that should be encapsulated in a municipal performance management system, namely;

- a) Consultation: citizens should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services that are provided.
- b) Service standards: citizens should know what standard of service to expect.
- c) Access: all citizens should have equal access to the services to which they are entitled.
- d) Courtesy: citizens should be treated with courtesy and consideration.
- e) Information: citizens should be given full and accurate information about the public services they are entitled to receive.
- f) Openness and transparency: citizens should know how departments are run, how resources are spent, and who is in charge of particular services.
- g) Redress: if the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.

"Importantly, the Batho Pele white Paper notes that the development of a service-oriented culture requires the active participation of the wider community. Municipalities need constant feedback from service-users if they are to improve their operations. Local partners can be mobilised to assist in building a service culture"- The White Paper on Local Government (1998).

## 9.2 OBJECTIVES OF THE PERFORMANCE MANAGEMENT FRAMEWORK

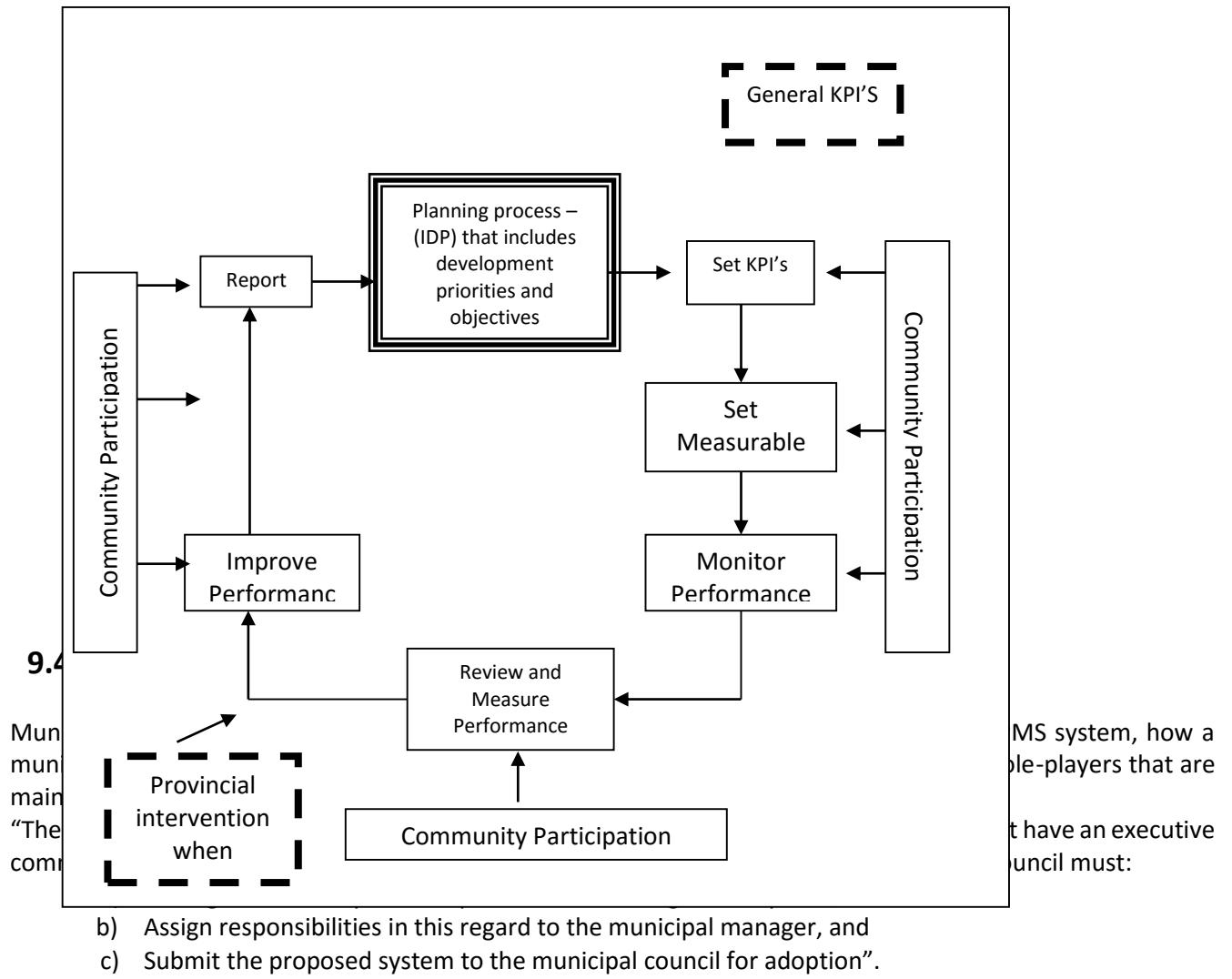
The objectives of institutionalising Performance Management System, beyond the fulfilling of legislative requirements, is to serve as a primary mechanism to monitor, review and improve the implementation of the municipality's IDP. In doing so, it should fulfil the following functions:

- Achieve sustainable improvement in service delivery,
- To promote a culture of performance management among its political structures, political office bearers and councillors and its administration,
- To administer municipal affairs in an economical, effective, efficient and accountable manner,
- To align employee's performance to the departmental strategic and operational goals,
- To provide a systematic framework for performance planning, performance monitoring and review and performance appraisal.
- To promote a shared sense of responsibility amongst staff for the achievement of strategic goals and objectives
- To promote a culture of transparency and participation through open dialogue about goals and the achievement thereof, personal development, and performance improvement,
- To encourage managers to effectively create conditions for staff to perform optimally,
- To provide a framework of assessment for identifying good and poor performance and to act appropriately through development and the recognition and rewarding of good performance and
- Encourage and reward good performance

## 9.3 INITIALIZING THE PMS

Initialising a PMS in Elias Motsoaledi is a phase that involves the development of a framework within which performance management process will happen. It involves where performance management starts and what should be done to make it work as outlined in the figure below:

Figure 23: Initialising the Performance Management System



The Mayor is responsible for overseeing the implementation of the PMS of the municipality. The Mayor of Elias Motsoaledi Local Municipality therefore must officially delegate the relevant responsibilities to Municipal Manager.

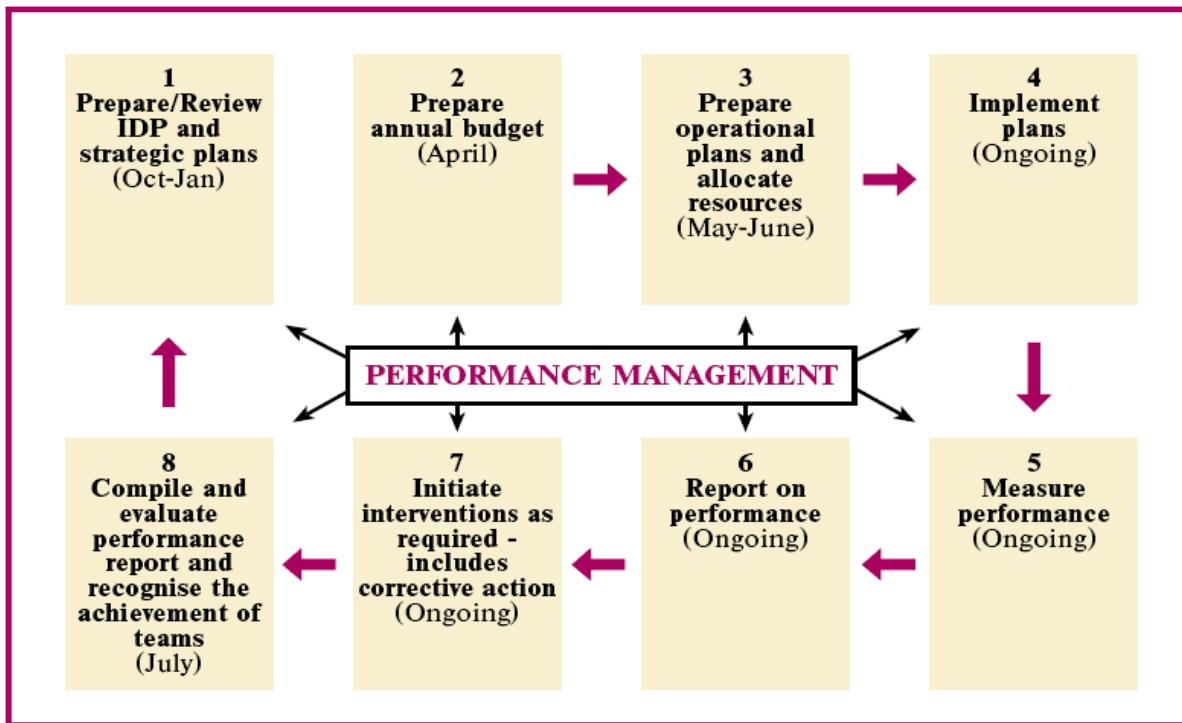
## 9.5 DEVELOPMENT OF THE PMS

The Processes for developing PMS involves the assessment of how planning, implementation and monitoring and the gaps of IDP and PMS are dealt with.

### 9.5.1 Relationships between IDP and PMS

The Integrated Development Planning process and the Performance Management Process should appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of

Performance Management System. Performance Management System fulfils the implementation management, monitoring and evaluation of the IDP process. This is illustrated in the below figure:



As can be seen from the above, the cycle begins at the planning stage with the development and review of the existing IDP and strategic plans and ends with the compilation and evaluation of performance reports and recognises team achievements.

#### 9.5.2 Assessments

The municipality/council need to conduct assessment on how planning, implementation and monitoring happen within the municipality; this will assist to identify gaps in terms of IDP and the requirements of the performance management.

#### 9.5.3 Creating structures for public participation

Elias Motsoaledi Local Municipality will use the IDP Representative Forum as the structure for stakeholder participation in Performance Management System. As far as possible; the Performance Management structures for Elias Motsoaledi Local Municipality should be the same as those of the IDP.

#### 9.5.4 Publication of the system

After the reviewal of the framework the municipality shall take the framework to the public for public comments together with the key performance indicators and targets in accordance with its Integrated Development Plan. This shall be done before the commencement of the financial year and also as part of the publication of the IDP review document of the following financial year.

#### 9.5.5 Adoption of the system

Public comments will be taken into consideration when adopting the final system. Following the incorporation of the public comments into the draft system, the final draft should be prepared for submission to Council. The

Council should adopt the system when it is satisfied that the process was handled in accordance with the legislation and the proposed system complies with the requirements of the law.

## **9.6 PRINCIPLES GOVERNING PERFORMANCE MANAGEMENT**

The following are principles that inform the development and implementation of Performance Management System in Elias Motsoaledi Local Municipality.

### **9.6.1 Simplicity**

The system must be simple and user friendly that will assist the municipality to operate within the capacity of its financial, human resources and information management system.

### **9.6.2 Politically driven**

The above legislation clearly tasks the municipal council and the mayor as the owner of the PMS while the Executive management drive the implementation and improvement of the system.

### **9.6.3 Transparency and Accountability**

Members of the organization whose performance will be monitored and measured must ensure that the process of managing performance is inclusive open and transparent. This can only be achieved by taking effective participation in the design and implementation of the system within the municipality. Again, the process must involve and empower communities so that they are able to understand how the municipality and its departments are run, how resources are spent, and who is in charge of particular services. Similarly, all information on the performance of departments should be available for other managers, employees, the public and specific interest groups.

### **9.6.4 Integration**

The performance management system should be integrated into other management processes in the municipality, such that it becomes a tool for more efficient and effective management rather than an additional reporting burden. It should be seen as a central tool to the ongoing management functions.

### **9.6.5 Objectivity**

The system should be clear without any ambiguity; i.e. state what need to be measured to enhance objectivity and credibility.

## **9.7 COMPONENTS OF PMS FRAMEWORK**

### **9.7.1 Setting measures and targets**

The setting of measures and targets happens during the IDP process and is linked to the strategic objectives of the IDP. Performance measures and targets are used to show how the Municipality is performing on its objectives. This stage comprises setting measures and targets, and then gathering data and information on these measures to assess the progress of the Municipality. Performance measurement allows Municipalities to compare their actual performance to their intended performance, and against nationally defined minimum standards. It will also, in time, allow for the comparison of their performance against that of other Municipalities.

### **9.7.2 Performance planning**

The performance of the Municipality is to be managed in terms of its IDP and the process of compiling an IDP and the annual review thereof constitutes the process of planning for performance. It should be noted that the last component of the cycle is that of performance review and the outcome of such a review process must inform the next cycle of IDP compilation/review by focusing the planning processes on those areas in which the Municipality has underperformed.

### **9.7.3 Performance measurement**

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. The setting of measures and targets happens during the IDP process and is linked to the strategic objectives of the IDP. To ensure the integrity of the targets set, baseline information based on backlog and current performance should be used as the basis for setting sound measures and targets. Performance measurement allows the Municipality to compare their actual performance in relation to backlog and current performance.

### **9.7.4 Performance monitoring**

Performance monitoring is an ongoing process by which a Manager accountable for a specific indicator as set out in the organizational scorecard and a service delivery target contained in a SDBIP continuously monitors current performance against targets set. The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

### **9.7.5 Performance analysis**

Performance analysis involves the process of making sense of measurements. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance analysis requires that the reasons therefore should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organizational learning.

The analysis of the organizational and SDBIP scorecards by management should also ensure that quality performance reports are submitted to executive Committee and that adequate response strategies are proposed in cases of poor performance. Only once management has considered the scorecards, agreed to the analyses undertaken and captured therein and have reached consensus on the corrective action as proposed, can the organizational and SDBIP scorecards be submitted to council for consideration.

## **9.8 PERFORMANCE MANAGEMENT CYCLE**

### **9.8.1 Organizational Level**

The organizational performance management system can be defined as the planning process whereby the organization set the strategic agenda, vision and mission, as well as strategic objectives for the upcoming financial year/s, and the desired performance results. Performance management at organizational level involves the following stages:

## **9.8.2 Planning**

The Integrated Development Planning (IDP) process and the Performance Management Process should appear to be seamlessly integrated. The IDP fulfills the planning stage of performance management. Performance management fulfills the implementation management, monitoring and evaluation of the IDP process.

## **9.8.3 Priority setting**

In setting priorities municipality should consider the following:

- An assessment of development in the municipal area, identifying development challenges, marginalized and vulnerable citizens and communities
- A long term development vision for the municipal area that overcomes its development challenges
- A set of delivery priorities and objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area
- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and the realization of the development vision
- Additional projects identified in contributing to the achievement of the above objectives
- A financial plan and medium term income and expenditure framework that is aligned to the priorities of the municipality
- A spatial development framework
- To be useful in the management of performance, the IDP must provide very clear objectives, indicators by which to measure the achievement of the objectives and unambiguous targets for those indicators.

## **9.8.4 Setting objectives**

All components of the integrated development plan whether they are strategies or priority areas; need to be translated into a set of clear and tangible objectives. This is a crucial stage in ensuring that there is clarity on the IDP and that suitable indicators are found. A clear and concise construction of statement of objectives is needed. The statement requires a tangible, measurable and unambiguous commitment to be made. It is often useful to have a clear timeframe attached to this commitment in your objective statement.

## **9.8.5 Setting key performance Indicators**

KPIs are measurements that tell us whether progress is being made in achieving our goals. Indicators should describe performance dimension considered key in measuring performance. The ethos of performance management as implemented in local governments and captured in the Municipal Systems Act and Municipal Planning and Performance Management Regulation rely centrally on the use of Key Performance Indicators.

## **9.8.6 Incorporating the General Key Performance Indicators**

The following general key performance indicators are prescribed in Section 10 of the Municipal Planning and Performance Management Regulations, 2001 and must be reported on annually:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- The percentage of households earning less than R1100 per month with access to free basic services;
- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- The number of jobs created through municipality's local economic development initiatives including capital projects;
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;

- The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- Financial viability as expressed by ratios that measure debt coverage, outstanding service debtors to revenue, and cost coverage

### **9.8.7 Setting targets**

The municipality should have clear objectives for its IDP and identified appropriate indicators. Targets are purely goals or milestones for what we intend an indicator to measure at various timeframes. Performance targets are planned level of performance or milestones an organization sets for itself for each indicator identified. Targets are usually expressed in quantity or time terms.

### **9.8.8 Monitoring**

Monitoring is a continuous process of measuring, assessing, analyzing and evaluating the performance of the organization and departments with regard to KPIs and targets. Mechanisms, systems and processes for monitoring should provide for reporting at least twice per annum to the municipal council and the community, it should enable detection of early indication of underperformance and provide for corrective measures.

## **9.9 PERFORMANCE REPORTING AND REVIEWS**

### **9.9.1 In year Performance Reporting and Review (frequency of reporting)**

The performance of the municipality will be reviewed on a quarterly basis. Management will review the report and submit it to executive committee. The executive committee in reviewing the institutional scorecard submitted to it on a quarterly basis will have to ensure that targets committed to in the scorecard have been met, where they have not, that satisfactory and sufficient reasons have been provided by senior management and that the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed it must be adopted as formal resolutions of the executive Committee, minutes and auctioned accordingly, then be taken to council.

The reporting will take place in October for first quarter, in January for second quarter and the review will coincide with the mid-year performance assessment as per section 72 of the MFMA. The said section determines that the accounting officer must by 25 January of each year assess the performance of the municipality and report to (council) the Mayor of the municipality; the national treasury and all relevant provincial offices on its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP. Third quarter report will be submitted in April. The fourth quarter report will be submitted in July. Fourth quarter report will be incorporated in the institutional annual report which will be prepared for submission to Auditor General by the end of August each year.

### **9.9.2 Departmental reviews**

It is intended that departments review their performance at least monthly and quarterly for early detection of non performance and come up with corrective measures. It is important that departments use these reviews as an opportunity for reflections on their goals and programme and whether these are being achieved.

### **9.9.3 Portfolio Committee Reviews**

Each portfolio committee will review the performance of their respective departments against, targets set in scorecard. Portfolio committees` should ensure that the reasons for poor performance are satisfactory and sufficient, to address the reason for poor performance.

#### **9.9.4 Executive committee reviews**

On a quarterly basis, the Executive Committee should engage in an intensive review of municipal performance against the scorecard as reported by the municipal manager. Many of the indicators in the scorecard will only be measurable on an annual basis. The quarterly reviews should thus culminate in a comprehensive annual review of performance. The review should reflect on the performance of services. The Executive Committee will need to ensure that targets in the scorecard are being met, where they are not, that satisfactory and sufficient

Reasons are provided and that the corrective action being proposed is sufficient to address the reasons for poor performance. The review should focus on reviewing the systematic compliance to the performance management system, by departments, portfolio committees and the municipal manager.

#### **9.9.5 Council reviews**

At least twice annually, the council will be required to review municipal performance. It is proposed that this reporting take place using the strategic scorecard in an annual report. The Municipal Systems Act requires that the annual report should at least constitute a performance report (the strategic scorecard), financial statements and an audit report.

#### **9.9.6 Public reviews**

The Municipal Systems Act requires the public to be given the opportunity to review municipal performance.

It is proposed that in addition to the annual report mentioned above, a user-friendly community's report should be produced for public consumption. The communities' report should be a simple, easily readable and attractive document that translates the strategic scorecard for public consumption.

It is also proposed that a public campaign be annually embarked on to involve communities in the review of municipal performance. Such a campaign could involve the following methodologies:

- Ward committees be reported to and submit their review of the municipality to council. The performance management team should be used to summarise this input.
- Various forms of media including radio, newspapers and billboards can be used to convey the communities' report. The public should be invited to submit comment via telephone, fax, email and public hearings to be held in a variety of locations.
- The public reviews should be concluded by a review by the IDP Representative Forum.

#### **9.9.7 Reporting to other Spheres of Government**

The municipality will report to other spheres of government stipulated in the MFMA and the Municipal systems Act. Those spheres of government are as follows:

Local government (all quarterly reports, SDBIP, IDP, revised SDBIP and annual report, mid-year performance assessment)

National treasury (SDBIP, Revised SDBIP and annual report, mid-year performance assessment)

Provincial treasury (SDBIP, Revised SDBIP and annual report, mid-year performance assessment)

Auditor General's office. (Annual report and Financial Statements)

Relevant documents will be submitted to relevant spheres of government as per legislations.

#### **9.9.8 Line of accountability**

Municipal Manager will hold all Directors accountable for their performances. Mayor and Council will hold Municipal Manager accountable for the performance of the municipality. Communities will hold the council of the municipality for the performance of the institution.

## **9.10 AUDITING AND QUALITY CONTROL**

All auditing will comply with Section 14 of the Municipal Planning and Performance Management Regulations (2001).

### **9.10.1 Quality control and co-ordination**

The Office of the Municipal Manager, overseen by and reporting regularly to the PMS Management Team will be required on an ongoing basis to co-ordinate and ensure good quality of reporting and reviews. It will be its role to ensure conformity to reporting formats and check the reliability of reported information, where possible.

### **9.10.2 Internal audit**

The municipality's internal audit function will be continuously involved in auditing the performance reports of SDBIPs and the organisational scorecard. As required by the regulations, they will be required to produce an audit report on a quarterly basis, to be submitted to the Municipal Manager and Audit Committee.

Auditing is necessary to prevent:

- Inconsistencies in performance management definition or methodology of data collection;
- Incorrect processing and poor documentation of performance management;
- Biased information collection and reporting by those whose image is at stake in the performance management process.

The Regulations specify that any auditing must include assessment of:

- The functionality of the municipality's performance management system;
- The compliance of the system with the legislation; and
- The extent to which performance measurements are reliable in measuring performance of the municipality

### **9.10.3 Performance audit committee**

The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councilor may be a member of an audit committee. Council must also appoint a chairperson who is not an employee of the municipality. EMLM has established single audit committee which performs both duties financial and performance of the municipality.

The Regulations gives municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee when dealing with performance management is governed by section 14 (2-3) of the Regulations which require that the audit committee must:

- Review the quarterly reports submitted to it by the internal audit unit
- Review the municipality's PMS and make recommendations in this regard to the Council of the Municipality
- At least twice during a financial year submit an audit report to municipal Council

In order to fulfill their function a performance audit committee may, according to the MFMA and the Regulations,

- Communicate directly with the council, Municipal Manager or the internal; and external auditors of the municipality concerned;
- Access any municipal records containing information that is needed to perform its duties or exercise its powers;
- Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

## **9.11 PERFORMANCE INVESTIGATIONS**

The Audit Committee will be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. Performance investigations should assess

- The reliability of reported information
- The extent of performance gaps from targets
- The reasons for performance gaps
- Corrective action and improvement strategies

## **9.12 ROLES OF STAKEHOLDERS [UPDATED INFORMATION]**

### **Identification of stakeholders**

The municipality has identified the following role players and their responsibilities in the development and implementation of performance management system.

- Citizens and communities, including community based organizations, non-governmental organizations, business and organized business.
- Councillors, including The Mayor, Portfolio Committees and Council.
- Officials, including Municipal Manager, management team, line management.
- General municipal staff
- Internal Audit
- Audit committee
- Auditor General

### 9.12.1 Municipal Council

Planning	Monitoring		
	Review	Reporting	Performance assessment
<ul style="list-style-type: none"> <li>Adopts priorities and objectives of the Integrated Development Plan.</li> <li>Adopts the PMS framework.</li> <li>Adopts the municipal measurable objectives that is priorities and objectives of the IDP.</li> <li>Establish an over-sight committee for the purpose of the annual report.</li> </ul>	<ul style="list-style-type: none"> <li>Approves the annual review programme of the IDP.</li> <li>Approves changes to the SDBIP and adjustment Budget</li> <li>Approves any changes to the priorities, objectives, key performance indicators and performance targets of the municipality.</li> <li>Consider the oversight report from the oversight committee.</li> </ul>	<ul style="list-style-type: none"> <li>Receives externally audited performance reports from the Mayor twice a year.</li> <li>Reports the municipality performance to the community at least twice a year.</li> <li>Approves recommendations for the improvement of the performance management system.</li> <li>Annually receives the appraisal of the Municipal Manager and Strategic Managers' performance.</li> <li>Submits the municipal annual report to the Auditor General and the MEC</li> </ul>	<ul style="list-style-type: none"> <li>Approves the municipal annual audit plan and any substantial changes to it.</li> <li>Approves the implementation of the recommendations of the Performance Audit Committee with regard to both improvement in the performance of the municipality or improvement of the performance management system itself.</li> <li>Receives performance audit report from the Auditor General and approves implementation of its recommendations</li> </ul>

### 9.12.2 Mayor

Planning	Monitoring		
	Review	Reporting	Performance assessment
<ul style="list-style-type: none"> <li>Submits priorities and objectives of the Integrated Development Plan to Council for approval.</li> <li>Submits the PMS</li> </ul>	<ul style="list-style-type: none"> <li>Proposes to Council, the annual review programme of the IDP, including the review of key performance</li> </ul>	<ul style="list-style-type: none"> <li>Receives monthly budget statement.</li> <li>Receives performance reports quarterly from the internal auditor.</li> <li>Receives performance</li> </ul>	<ul style="list-style-type: none"> <li>Submits the municipal annual audit plan and any substantial changes to council for approval.</li> <li>Approves the implementation of the</li> </ul>

Planning	Monitoring		
	Review	Reporting	Performance assessment
<p>framework for approval.</p> <ul style="list-style-type: none"> <li>• Approves the Service Delivery and Budget Implementation Plans.</li> <li>• Enters into a performance agreement with the Municipal manager on behalf of Council.</li> <li>• Assigns the responsibility for the management of the PMS to the Municipal Manager.</li> <li>• Tables the budget and SDBIP to Council for approval.</li> </ul>	<ul style="list-style-type: none"> <li>• Proposes changes to the priorities, objectives, key performance indicators and performance targets of the municipality.</li> <li>• Quarterly evaluates the performance of the municipality against adopted KPIs and targets.</li> <li>• Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality.</li> <li>• Quarterly and annually evaluates</li> </ul>	<ul style="list-style-type: none"> <li>• Receives monthly and quarterly reports from the Municipal Manager on the performance of Strategic Managers and the rest of the staff.</li> <li>• Report to council on the mid-term review and the annual report on the performance of the municipality.</li> <li>• Reports to Council on the recommendations for the improvement</li> </ul>	<ul style="list-style-type: none"> <li>recommendations of the internal auditor with regard to both improvement in the performance of the municipality or improvement of the performance management system itself.</li> <li>• Receives performance audit report(s) from the Auditor General and makes recommendations to Council.</li> </ul>

### 9.12.3 The Municipal Manager

Planning	Implementation	Monitoring		
		Review	Reporting	Performance assessment
<ul style="list-style-type: none"> <li>• Coordinates the process of needs identification and prioritization among all stakeholders, including community structures.</li> <li>• Coordinates the formulation and revision of the PMS framework.</li> <li>• Leads the process of the formulation and revision of the Service Delivery and Budget Implementation Plans.</li> <li>• Enters into a performance agreement with Strategic Managers on behalf of Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Manages the overall implementation of the IDP.</li> <li>• Ensures that all role players implement the provisions of the PMS framework.</li> <li>• Ensures that the Departmental scorecards and departmental annual programmes serve the strategic scorecard of the municipality.</li> <li>• Ensures that annual programmes are implemented according to the targets and timeframes agreed to.</li> <li>• Implements performance improvement measures approved by the Mayor and the Council.</li> <li>• Ensures that performance objectives in the Strategic Managers' performance agreements are achieved.</li> </ul>	<ul style="list-style-type: none"> <li>• Formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and the Mayor.</li> <li>• Formulation of the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard.</li> <li>• Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipal</li> </ul>	<ul style="list-style-type: none"> <li>• Receives performance reports quarterly from the internal auditor.</li> <li>• Receives performance reports twice a year from the Performance Audit Committee.</li> <li>• Receives monthly departmental performance reports.</li> <li>• Reports once in two months to council committees and the Mayor on the performance of Departments.</li> <li>• Annually reports on the performance of Strategic Managers.</li> <li>• Submit the municipal annual</li> </ul>	<ul style="list-style-type: none"> <li>• Formulates the municipal annual audit plan.</li> <li>• Formulates a response to the recommendations of the internal auditor and the Audit Committee.</li> <li>• Formulates a response to performance audit report of the Auditor General and makes recommendations to the Mayor</li> </ul>

#### 9.12.4 Council Committees

Planning	Monitoring		
	Review	Reporting	Performance assessment
<ul style="list-style-type: none"> <li>Advice the Mayor on priorities and objectives of the Integrated Development Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets.</li> </ul>	<ul style="list-style-type: none"> <li>Reports to the Mayor on the recommendations for the improvement of the performance management system.</li> <li>Council adopts the over-sight report.</li> </ul>	<ul style="list-style-type: none"> <li>Advises the Mayor on the implementation of the recommendations of the internal auditor.</li> </ul>

#### 9.12.5 Section 57 Managers and Sub-component Managers and Line Function Supervisors

Planning	Monitoring			
	Review	Reporting	Performance audit	Performance assessment
<ul style="list-style-type: none"> <li>Participates in the formulation of the Top level SDBIP.</li> <li>Manages subordinates' performance measurement system.</li> <li>Enters into a performance agreement with the Municipal Manager.</li> </ul>	<ul style="list-style-type: none"> <li>Manages the implementation of the Departmental SDBIP.</li> <li>Ensures that performance objectives in the performance agreements are achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly and annually reviews the performance of the department to improve the economy, efficiency and effectiveness of the department.</li> </ul>	<ul style="list-style-type: none"> <li>Reports on the implementation of improvement measures adopted by the Mayor and Council.</li> <li>Annually reports on the performance of the department.</li> </ul>	<ul style="list-style-type: none"> <li>Participates in the formulation of the response to the recommendations of the internal auditor, Audit Committee and the Auditor General.</li> </ul>

#### 9.12.6 General Municipal Staff

Planning	Monitoring		
	Review	Reporting	Performance assessment

<ul style="list-style-type: none"> <li>Participates in the development of the Technical SDBIP.</li> <li>Participates in the development of their own performance measurement.</li> </ul>	<ul style="list-style-type: none"> <li>Executes individual work plans.</li> </ul>	<ul style="list-style-type: none"> <li>Participates in the review of departmental plans.</li> <li>Participates in the review of own performance.</li> </ul>	<ul style="list-style-type: none"> <li>Reports to line manager.</li> </ul>
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#### 9.12.7 Internal Audit

<b>Planning</b>	<b>Monitoring</b>		<b>Reporting assessment</b>
	<b>Review</b>		
<ul style="list-style-type: none"> <li>Develop a risk and compliance based audit plan.</li> </ul>	<ul style="list-style-type: none"> <li>Measures the performance of departments according to KPIs and performance targets set.</li> <li>Ensures that the system complies with the Act.</li> <li>Audit the performance measures in the municipal scorecard and departmental scorecards.</li> <li>Conduct compliance based audit.</li> </ul>		<ul style="list-style-type: none"> <li>Submit quarterly reports to the Municipal Manager.</li> <li>Submit quarterly reports to the Performance Audit Committee.</li> </ul>

#### 9.12.8 Audit Committee

<b>Planning</b>	<b>Monitoring</b>		<b>Reporting assessment</b>
	<b>Review</b>		
<ul style="list-style-type: none"> <li>Receives and approves the annual audit plan.</li> </ul>	<ul style="list-style-type: none"> <li>Review quarterly reports from the internal audit committee on quarterly bases</li> </ul>		<ul style="list-style-type: none"> <li>Reports quarterly to the municipal Council.</li> </ul>

#### 9.12.9 Auditor General

<b>Planning</b>	<b>Monitoring</b>		<b>Reporting assessment</b>
	<b>Review</b>		
<ul style="list-style-type: none"> <li>Receives and approves the annual audit plan.</li> </ul>	<ul style="list-style-type: none"> <li>Review annual reports from the internal audit committee on quarterly bases</li> </ul>		<ul style="list-style-type: none"> <li>Reports quarterly to the municipal Council.</li> </ul>

#### 9.12.10 The Community

<b>Planning</b>	<b>Monitoring</b>
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	Review	Reporting assessment
<ul style="list-style-type: none"> <li>• Participate in the drafting and implementation of the municipality's IDP through established forums</li> <li>• Participates in the setting of KPIs and targets for the municipality every year</li> <li>• Make representations on the draft annual budget</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in the annual review of performance through their involvement in the development of the Oversight Report</li> <li>• .</li> </ul>	<ul style="list-style-type: none"> <li>• Receive annual performance and budget reports from council</li> <li>• Participate in the development of the oversight report</li> </ul>

## **9.13 EMPLOYEE PERFORMANCE**

### **9.13.1. Issues relating to the implementation of regulations**

It is important to link the organisational performance and individual performance and how individual performance can be cascaded from the municipal manager down to the operational.

The performance of a municipality is integrally linked to that of the staff. If the employees do not perform, the municipality would fail, hence it is critical to manage both at the same time, but separately. The legislative requirement for measuring individual performance requires the municipal manager, and heads of department to sign performance contracts that must include:

- Performance objectives, targets and timeframes.
- Standards and procedures for evaluating performance with the interval for evaluation
- The performance objectives and targets must be practical, measurable and based on the key performance indicators set out in the IDP

### **9.13.2 Responsibilities for implementing the system**

The responsibility of the municipality is to draw up performance measures contracts of members of the top management team, consisting of the municipal manager and Directors. The contract is called the service delivery and budget implementation plan (SDBIP). The plan will flow out of the municipal manager's individual performance plan. It is necessary for all section 56 employees to sign formal performance contracts, and it is required that all employees have job descriptions. This job description must be aligned with individual performance plan of Directors. In this way all employees are working towards common goal. It is the responsibility of the employer to create a conducive environment in which the employees can deliver on the objectives and targets set for them in their performance contracts and job descriptions.

### **9.13.3 Employment contract**

The Municipal Systems Act (see section 57) provides that there must be a written employment contract between the municipality the municipal manager and managers directly accountable to municipal manager.

### **9.13.4 Applicable legislation**

The regulations (see sub-regulation 4(1)) provide that the employment contract must be subject to the terms and conditions of the Systems Act, the MFMA, and other applicable legislation. In the event that the employment contract does not refer to the applicability of other legislation, that omission will not affect the legal validity of the employment contract. The employment contract will, in any event, be subordinate to any legislation even in the case where the parties themselves are unaware of such legislation.

### **9.13.5 Validity of employment contract**

The regulations (see sub-regulation 4(4)(a)) further provide that employment in terms of an employment contract must be subject to the signing of a separate performance agreement within 60 calendar days after assumption of duty and annually within one month after the commencement of the financial year. It is important to bear in mind that both the employment contract and the performance agreement are entered into separately by the parties. In the event that the performance agreement has not been entered into after the expiration of the time limit, it amounts to a breach of the employment conditions and the party responsible for such breach must be put on terms. It is important to emphasise that the failure to enter into a performance agreement does not automatically render the employment contract invalid. The party responsible for this

breach must be given an opportunity to remedy the breach. Failure by the party responsible for the breach to remedy the breach may result in the other party initiating a contract termination process if it so feels.

#### **9.13.6 Performance agreement**

The performance agreement (see sub regulation 8(2) read with sub-regulation 23) provides the basis upon which the municipality will reward good performance on the part of the employee. Performance Agreements form the basis upon which the performance of Section 56 staff are measured and monitored against targets. The performance agreement is put in place to comply with the provisions of Section 57 (1)(b), (4A),(4B0 and (5) of the Municipal Systems Act as well as the employment contract entered into between the parties. This agreement must be entered into for each financial year and be reviewed annually. According to the Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006), the performance agreements fulfil the following key purposes:

- specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- monitor and measure performance against set targeted outputs;
- use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- and in the event of outstanding performance, to appropriately reward the employee;
- Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

It is understood that a performance agreement comprises a performance plan and a personal development plan.

#### **9.13.7 Performance plan**

The performance plan establishes:

- a detailed set of objectives and targets to be met by the Section 56 employee as well as;
- The time frames within which these should be met.

The specifics of the performance plan will be determined by the Executive Committee, in consultation with the employee, and will be based on the IDP, SDBIP and the Budget. It shall include the following elements:

- Key Objectives
- Key Performance Indicators
- Targets
- Weightings

In addition, the employee will be measured in terms of their contribution to the goals and strategic planning as set out in the Municipality's IDP.

#### **9.13.8 Personal development plan**

As part of the performance agreement, a personal development plan will be included. This section should state the activities, including training, that the employee wishes to undertake to improve themselves or is required to take to better fulfill the needs of the job. It is the responsibility of the individual to ensure that development plan is implemented.

## Evaluating performance

The Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006) stipulates in detail how the evaluation process should be undertaken.

### 9.13.9 Evaluators

For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons will be established -

- Executive Mayor/ Mayor
- Chairperson of the performance audit committee;
- Any Member of the Executive Committee/ Mayoral Committee;
- Municipal manager from another municipality.
- Ward committee representative

For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons will be established

- Municipal Manager;
- Chairperson of the performance audit committee;
- Member of the Executive committee/ Mayoral committee
- Municipal manager from another municipality.

### 9.13.10 Process & scoring

Performance will be reviewed on a quarterly basis within two weeks after completion of the evaluation of a unit (department or section) to which the employee belongs or managing. The employer will keep a record of the mid-year review and annual assessment meetings. The performance plan will include a Personal Development Plan, in order to address any weaknesses or skills gaps which may have been identified. In summary, the annual performance appraisal will involve an assessment of results as outlined in the performance plan, discussed below. It is also important to note that during the 1<sup>st</sup> quarter assessment, the process will be informal to ensure implementation of corrections and remedies. The mid- year and annual assessment will be formal.

#### **KPA assessment**

- Each KPA will be assessed according to whether performance indicators have been met.
- An indicative rating on a 5-point scale will be provided for each KPA
- The applicable assessment rating calculator will be used to add to the scores and calculate the final KPA score based on a weighted average score.
- The KPA's assessment will constitute of 80%

#### **CCR assessment**

- Each CCR will be assessed according to performance indicators that have been met
- An indicative rating on a 5-point scale will be provided for each CCR
- The rating is multiplied by the weighting given to each CCR, to provide a score
- The applicable assessment-rating calculator will be used to add to the scores and calculate the final CCR score, based on a weighted average score.
- The CCR will form part of the personal development plan as per agreement
- The CCR will constitute 20%

### 9.13.11 Rewarding employee performance

In accordance with regulation 32, a performance bonus, based on affordability, may be paid to the employee after-

- The annual report for the financial year under review has been tabled and adopted by the municipal council.
- An evaluation of performance in accordance with the provision of regulation 23
- Approval of such evaluation by the municipal council as a reward for outstanding performances

The “outstanding” work performance of employees is to be rewarded as follows:

- The Five KPAs account for 80% of assessment while the CCRs make up the other 20% of the assessment.
- A score of 75% to 100% is awarded a performance bonus ranging from 10% to 14%; and
- A score of 65% to 74% is awarded a performance bonus ranging from 5% to 9%.

<b>Rating</b>		<b>Description</b>
5	Outstanding	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable	Performance does not meet the standard expected for the job. The review / assessment indicate that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

PERFORMANCE APPRAISAL OF KPAs AND CCRs																												
Level	Description	Rating	Assessment score	Performance bonus ratios																								
Level 5: Outstanding Performance	Performance far exceeds the standard expected for the job in all areas of the manager. The manager has achieved exceptional results against all performance criteria and indicators specified in the Performance Plan and maintained this in all areas of responsibility throughout the year.	5	75 – 100	<p>Maximum bonus allowed is 10%. Regulations is between 10% and 14% of person's inclusive annual remuneration package</p> <p>The % as determined per Council Resolution is as follows:</p> <table> <tbody> <tr><td>75 – 76%</td><td></td><td></td></tr> <tr><td>77 –</td><td>78%</td><td></td></tr> <tr><td></td><td>-</td><td></td></tr> <tr><td>79 –</td><td>80%</td><td></td></tr> <tr><td></td><td>-</td><td></td></tr> <tr><td>81 –</td><td>84%</td><td></td></tr> <tr><td></td><td>-</td><td></td></tr> <tr><td>85 – 100%</td><td></td><td></td></tr> </tbody> </table>	75 – 76%			77 –	78%			-		79 –	80%			-		81 –	84%			-		85 – 100%		
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85 – 100%																												
Level 4: Performance significantly above expectations	Performance is significantly higher than the standard expected for the job in all areas. The manager has achieved above fully effective results against more than half of the performance criteria and indicators specified in the Performance Plan and fully achieved all others throughout the year.	4	65 – 74	<p>Maximum bonus allowed is 9%. Regulations is between 5% and 9% of person's inclusive annual remuneration package</p> <p>The % as determined per Council Resolution is as follows:</p> <table> <tbody> <tr><td>65 – 66%</td><td></td><td></td></tr> <tr><td>67 – 68%</td><td></td><td></td></tr> <tr><td>69 – 70%</td><td></td><td></td></tr> <tr><td>72% –</td><td></td><td></td></tr> <tr><td>73 –</td><td>74%</td><td></td></tr> <tr><td></td><td>- 9%</td><td></td></tr> </tbody> </table>	65 – 66%			67 – 68%			69 – 70%			72% –			73 –	74%			- 9%							
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PERFORMANCE APPRAISAL OF KPAs AND CCRs				
Level	Description	Rating	Assessment score	Performance bonus ratios
Level 3: Fully effective	Performance fully meets the standard expected for the job in all areas. The manager has achieved effective results against all significant performance criteria and indicators specified in the Performance Plan and may have achieved results significantly above expectations in one or two less significant areas throughout the year.	3	51 – 64	No bonus
Level 2: Performance not fully satisfactory	Performance is below the standard required for the job in key areas. The manager has achieved adequate results against many key performance criteria and indicators specified in the Performance Plan but did not fully achieve adequate results against others during the course of the year. Improvement in these areas is necessary to bring performance up to the standard expected.	2	31 – 50	No bonus
Level 1: Unacceptable performance	Performance does not meet the standard required for the job. The manager has not met one or more fundamental requirements and/or is achieving results that are well below the performance criteria and indicators in a number of significant areas of responsibility. The manager has failed to demonstrate the commitment or ability to bring performance up to the level expected despite efforts to encourage improvement.	1	Less than 30	No bonus

## 9.13.12 Managing poor performance

### 9.13.12.1 Early Warning Mechanisms

The municipality's quarterly reviews performance report should be used as early warning mechanisms to assess performance of a department or even the entire municipality, to determine whether the annual performance targets are likely to be achieved or not. The departments should have in place mechanisms to improve its performance and indicate to the internal audit and performance audit committee how they intend to achieve better.

### 9.13.12.2 Addressing Poor Performance

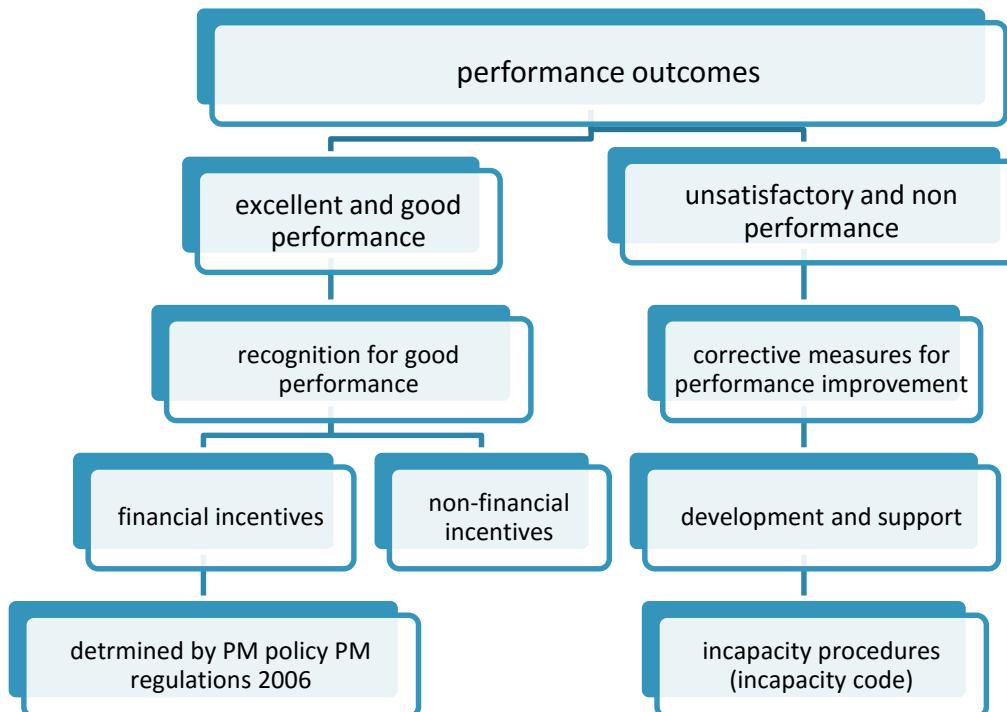
The management of poor performance should be seen as a corrective process, focusing on addressing issues that lead to performance related problems. Counseling is seen as the first corrective process, which should include the following:

- Identify and agree on the problem.
- Describe the impact of the poor performance.
- Establish reasons for performance
- Decide and agree on what actions are required, and set the necessary timeframes
- Resource the agreed actions

## 9.13.13 Performance outcomes

The performance evaluation process will identify whether individual performance was satisfactory, or above or below satisfactory. The regulations require that an employee's supervisor shall inform the employee in writing of the outcome of the assessment and if the employee's performance is unsatisfactory, of the reasons for that assessment. An employee, who is not satisfied with the outcome of her or his assessment, may refuse to sign it. The employee's supervisor must clearly identify the appeals route for an employee who is not satisfied with the outcome of her or his assessment. At any appeal against the outcome of her/his assessment, a fellow employee or a representative of her or his trade union may assist the employee.

The nature of the outcome will identify what steps then need to be taken in relation to the staff member who has been evaluated. These outcomes are reflected in the diagram below:



In case of unacceptable performance, the municipality shall:

- Provide remedial and developmental support to assist the employee to improve the performance
- If the situation does not change, the municipality can consider termination of the contract based on poor performance or operational incapacity after due consideration of other applicable legislations.

#### **9.14 Networking and knowledge sharing**

Networking and sharing knowledge with other municipalities locally, regionally, nationally and internationally will enhance the usefulness and effectiveness of the municipal performance management system. A useful idea is the setting up learning networks, where municipalities of similar capacity share challenges and successes in implementing PMS.

### **9.10 CONCLUSION**

This policy framework of performance management supplies the necessary guidelines and directions for the development, implementation and management of Performance Management System of the Elias Motsoaledi Local Municipality. The ultimate objective of the performance management system is to introduce a new way of doing things and to become accountable on the use of resources and increasing customer value for ultimately creating better quality of life for its citizens.

The applications of this framework will integrate processes and will furthermore offer both employee and institutional solutions in its application. It is thus designed to advance the total performance of the municipality. Local Government is challenged through legislation to implement a performance management system that will improve and enhance quality, effectiveness, and to improve efficient service delivery. This framework addresses these requirements and through the implementation of the system, will set out to achieve what is required and should be able to address client needs and expectations.

The real challenge of “delivering more with less” can only be achieved through the introduction of a total change in behaviour and commitment. Elias Motsoaledi Local Municipality is passionate and committed to change its operations.

### **ANNEXURE A: MUNICIPAL ORGANISATIONAL STRUCTURE**

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