

APPROVED 2022-2023 INTERGRATED DEVELOPMENT PLAN

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ABBREVIATIONS

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

VISION / MISSION AND VALUES

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

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

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

Vision

"Thé agro-economical and ecotourism heartland"

Mission

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

[1] 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 affects the way the organisation progresses and poses the following questions: What is important to our organisation? How are decisions made? Who is in charge? How do I relate to other employees and groups within our organisation? What behaviours are rewarded and recognised? What is compensation based upon? These are cardinal questions of which if answered honestly will define the culture of the organisation.

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

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



FOREWORD BY HIS WORSHIP THE MAYOR

CHAPTER 1

The 2022-2023 IDP review mark the first review of the municipal integrated development plan after the municipal Local government election that were held on the 01st November 2021. The IDPserve as a developmental plan that will guide service delivery whithin the Elias Motsoaledi Local Municipal council and serve as a strategic document of the municipality. As the sphere of government closest to the people, municipalities have a particular responsibility to achieve delivery of basic services through various programmes such as roads and storm water, waste management, electrification, job creation through LED, fight poverty as well as financial sustainability. The other responsibility bestowed upon municipalities is to ensure co-ordination of proprammes initiated by the National and Provincial government. It is against this background that the municipality is embarking on a process to review the 2022/23 IDP and Budget in order to achive these outcomes. The development of various sector plans and strategies represented the first step in broadening the long-term planning horizon and to position the municipality in order to maximize efficiency, effectiveness and impact of service delivery within the municipality.

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

The municipality is geared towards holding open and honest consultations with all stakeholders and would like to appreciate the role played by the traditional leaders in the entire process. We continue to enjoy their support all the times. We also appreciate the role played by our communities by providing the necessary input into the IDP and we take this opportunity to encourage more communities to be involved in the process of developing the IDP.The municipality has in the previous years embarked in various development projects that include the upgrading of roads and construction of storm water drainage that will contribute in the road infrastructure development. 329 job opportunities have been created targeting the unemployed youth and women through the CWP Programme, EPWP and other social programmes.

The EPWP programme is categorized in to the following sub-programmes: IG (incentive grant) Infrastructure, Youth in waste jobs, EMLM waste management, and IG adopt sport. Public works has also created 230 job opportunities that will sustain the beneficiaries for a period of three years starting from 2022 until 2023. One other achievement was the capacitation of the 94 SMME's and co-operatives within the municipality. The municipality

recognizes the challenges that came with the recent COVID -19 pandemic and wish to commit to all protocols and ensure the protection of human life at all times.

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 2022-2023 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.

His Worship
Cllr David Tladi

1. EXECUTIVE SUMMARY BY THE ACTING MUNICIPAL MANAGER

1.1. BACKGROUND

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

The current IDP is an annual document which is the third review to assess and re-evaluate the municipality's development priorities and challenges and to accommodate new developments in the local governance processes. This document encapsulates the completed processes as part of the review of the IDP 2022 to 2023 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

2.1. IDP REVIEW PROCESS

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

• The Constitution of the Republic of South Africa ,1996 • White paper on Local Government ,1998 • Municipal Demarcations Board of 1998 • Municipal Systems Act of 2000 • Municipal Structures Act of 1998 • Municipal Finance Management Act (2003) • Development Facilitation Act (1995) • Municipal Property Rates Act (2004) • National Land Transport Transition Act (2000) • Empowerment Equity Act (2004) • Skills Development Act • White paper on Spatial Planning and Land Use Management • White paper on Safety and Security	• White paper on Environmental Management Policy • Millennium Development Goals • 12 Outcomes of Local Government • Integrated Sustainable Rural Strategy Development • Industrial Strategy for RSA (2001) • The National Youth Development Agency (2008) • Domestic Tourism Strategy (2004-2007) • National Development Plan 2030 • Disaster Management Act 57 of 2002

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. The following legislative guidelines and developmental plans during the process of formulating the review of the EMLM IDP document:

- Constitution of the Republic of South Africa
- Sustainable Development Goals
- National Development Plan – Vision for 2030
- National Government's Outcome 9
- Limpopo Development plan (LDP)
- Sekhukhune Growth Development Strategy 2025 (SGDS)
- State of the Nation Address 2022
- State of the Limpopo Provincial Address 2022

2.2 POWERS AND FUNCTIONS OF EMLM

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

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

Table *2: Powers and Functions of EMLM*

Municipal/Entity Functions		
Municipal Functions	**Function Applicable to Municipality (Yes/No)***	**FunctionApplicable to Entity (Yes/No)**
Constitution, Schedule 4, Part B Functions		
Air pollution	Yes	
Building regulations	Yes	
Child-care facilities	Yes	
Electricity and gas reticulation	Yes	
Local tourism	Yes	
Municipal airports	Yes	
Municipal planning	Yes	
Municipal public transport	Yes	

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

Municipal/Entity Functions		
Municipal Functions	**Function Applicable to Municipality (Yes/No)***	**FunctionApplicable to Entity (Yes/No)**
Constitution, Schedule 4, Part B Functions		
Street trading	Yes	
Street lighting	Yes	
Traffic and parking	Yes	

2.3 MEC'S ASSESSMENT FINDINGS ON THE 2022/23 IDP

EMLM values the MEC's assessment on the IDP for 2022/2023. The office of the MEC Coghsta conducted the 2022/2023 IDP assessments to determine credibility of IDPs in all the municipalities. EMLM was found to have maintained the improvements gained in previous financial years. The retention of improvement was produced through concerted efforts shown by all departments within the municipality including assistance from the Provincial sector departments. The only challenge that found was the alignment of the IDP and SDBIP, which contributed to regress as far alignment of the municipal IDP and SDBIP, is concerned

Table 3: MEC's Assessment trends

Elias Motsoaledi			
Year	**IDP Outcome**	**IDP-SDBIP Alignment**	**Overall Rating**
2017/18	High	Aligned	High
2018/19	High	Not-Aligned	Low
2019/20	High	Aligned	High
2020/21	High	Aligned	High
2021/22	High	Not-Aligned	Regressed

The below table outlines the gaps identified during the assessment of the 2021-2022 IDP document.

Table 4: 2021-2022 MEC findings

KPA 1: Spatial Rationale

IDP Phase	Province-wide Municipal IDP Assessment findings	Recommendations
Analysis	Satisfactory however it must be noted LUMS are outdated in all municipalities in the Province	Municipalities should develop Land Use Schemes that are aligned to SPLUMA
Strategies	During the strategy phase, municipalities must identify spatial development objectives and strategies to address the spatial challenges as highlighted in the analysis phase. The strategies phase for the spatial rationale is not satisfactory. Hereunder are a variety of findings:	Municipal strategies should address key spatial challenges highlighted in the analysis phase. Municipalities should formulate short, medium and long term spatial strategies;

IDP Phase	Province-wide Municipal IDP Assessment findings	Recommendations
	• In some IDPs, the spatial strategies formulated do not address all challenges highlighted in the analysis phase; • There is a blanket approached to the formulation of strategies resulting in strategies that are not content-specific • There are inconsistences in terms of formulating strategies that are short, medium to long term; and • There are also numerous shortcomings insofar as aligning strategic objectives and strategies.	• The spatial strategies must be Specific, Measurable, Attainable, Realistic and Time-bound (SMART): • The spatial strategies should correlate positively with the municipal development objective.

Table 5: Roads and Storm-Water Drainage

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	The roads and storm-water drainage analysis are satisfactory. There are, however, some shortcomings which should be highlighted, namely: • In some instances, the roads and storm-water drainage backlogs in the IDPs of district municipalities do not corroborate with those in local municipalities and vice versa; • For district municipalities, the backlogs are not always tabulated per each local municipality; • There is an emphasis on roads and no comprehensive analysis on the storm-water drainage; and • The analysis on the classification of roads network is also not comprehensive.	The primary rationale for roads and storm-water drainage analysis is to ensure that appropriate baseline information is used to inform roads and storm-water planning processes. Therefore, municipalities should ensure access to information related to: • Level of provision and backlogs in relation to the norms and standards on roads and storm-water provision (Levels of service); • Roads classification in the municipal area; • State of road (tar/gravel/paved) in the municipal area; • Backlogs on roads and storm-water drainage; • The challenges hindering the delivery of roads and storm-water drainage. NB: For district municipalities, the analysis should be classified per each local municipality.

Table 6: Social Services

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	The analysis on social services provides very limited information eth regards to provision of: safety and security, fire and disaster, human settlement, quality education, health and social development, but most critically is lack of information on post office and telecommunication infrastructure	The need for sector involvement is crucial considering the fact that the areas where municipals are struggling in general to provide status quo analysis is the competency of various sector departments. **NB:**The sector departments should provide the information during the next coming IDP engagement sessions. Municipalities are still encouraged to engage with OTP regarding the status of telecommunication in the province.
strategies	Most municipalities are struggling to provide strategies for social serves	Municipalities together with sector departments should develop the strategies for Safety and Security, Fire and Disaster< Human Settlement, Quality Education, Health and Social development. Municipalities should try and formulate short, medium and long term strategies; most importantly the strategies should positively correlate with situational analysis as well as the development objective
Projects	The social service projects phase need to be improved. there is no indication of budget for most planned projects implemented by sector departments	During the development of social service projects, municipalities should consider the following: • The project should be over the MTEF period • Projects should address the status quo as highlighted during the analysis phase. • The project should correlate positively with the strategies developed. **NB:** In the case of district municipalities, projects should be classified per each local municipality.
Integration	The indication is that most municipalities do not have the following plans: Human settlement plans Educational plans Health plans Telecommunication plan. It must be noted that sports, art and culture issues have been fairly covered.	In the integration phase, municipalities should develop integrated human settlements plans, educational plans, health plans and telecommunication plan. Section 35 emphasizes the centrality of IDPs to all role-players who are doing planning for or development within a municipality itself, all organs of state as well as the private sector.

2.4. NATIONAL AND PROVINCIAL PRONOUNCEMENTS

2.4.1. State of the Nation Address 2022

The state of the nation address as delivered by the President of the Republic of South Africa on the 10 February 2022 focused on a number of aspects that requires municipalities to consider during their planning processes: amoungst other things the following were highlighted:

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

2.4.2. State of the Province Address 2022

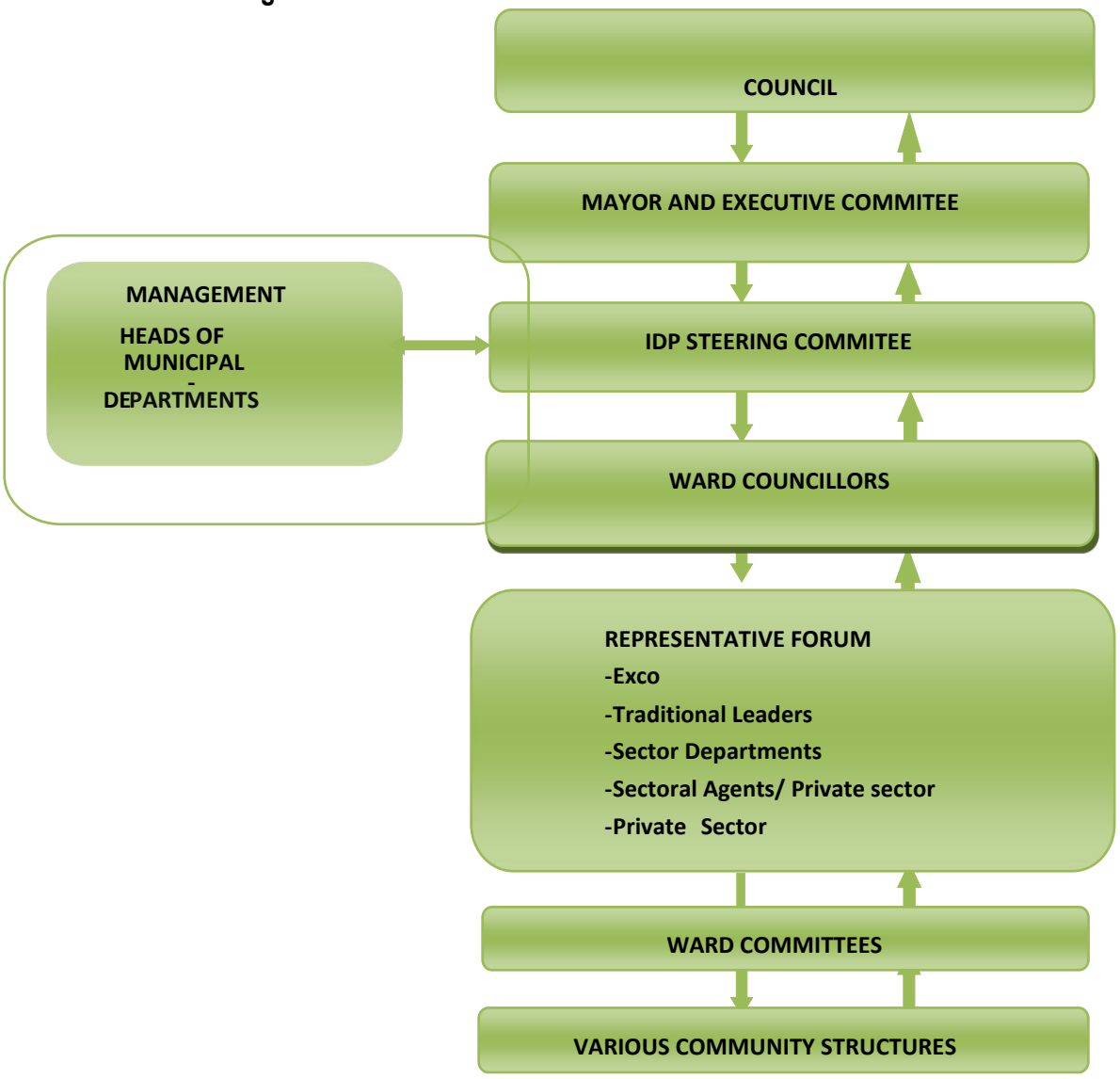
The state of the province address by the Premier stated the following priorities:

- Defeating the corona virus pandemic
- Schools should be connected with basic services such as clean drinking water and descent sanitation
- Fighting corruption
- Municipalities should to provide basic services (water,electricity,sanitation,housing
- To improve audit outcomes through the creation of a culture of honesty ,ethical business practices and good governance
- To support the traditioanal leaders
- The empowerment of young people including women
- To create jobs for the unemployed people
- To support the SMME'

2.5 INSTITUTIONAL ARRANGEMENTS [ROLES AND RESPONSIBILITIES]

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

The IDP institutional arrangement of EMLM



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

Table 7: Internal Stakeholders

Stakeholder	Roles and Responsibilities
Council	• Prepare, decide on & adopt the IDP Review Process Plan. • Ensure participation of all stakeholders. • Develop procedures for participation and consultation. • Ensure that that IDP Review is in line with all the Sector Plan requirements. • Verify the alignment of the reviewed IDP report with the District framework. • Approve and adopt the reviewed IDP.
Exco	• Decide on the process plan for the review. • Oversee the overall co-ordination, monitoring, management of the review process. • Identify internal officials and councillors for different roles & responsibilities during the review process.
Municipal Manager	• Overall Accounting Officer. • Delegate roles and responsibilities for officials in the IDP Review Process. • Responds to public, district and provinces on the outcome and process of the review. • Ensure vertical and cross municipal co-ordination of the review.
Senior Managers	• Co-operate and participate fully in the IDP Review Process. • Provide relevant departmental info budgets in the review process. • Helps in the review of implementation strategies during the review. Assist the Strategic Director and Municipal Manager in preparing detailed project implementation scorecards for project evaluation process.
IDP/Budget Steering Committee	• To provide technical assistance to the Mayor in discharging the responsibilities as set out in Section 53 of the MFMA
Audit Steering Committee	• To provide expert advice to management and council on all key performance areas and matters of compliance

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

Table 8 : External Stakeholders

Stakeholder	Roles and Responsibilities
Communities	• Participate in the IDP Rep Forum. • Assist analyze issues and predetermine project priorities. • Give input and comment on the reviewed draft IDP document. • Assists in addressing weaknesses in the current project implementation programmes. • Serve as watchdog during the implementation of the reviewed projects & programmes.
Provincial Government, Sector Departments and Parastatals	• Ensuring alignment of District and Local Municipalities' IDP's horizontally. Ensure sector alignment between Provincial Sector Department Plans and the IDP Review Process. • Assist municipalities during the IDP Review Process. • Assist the municipality financially during the review process. • Provide support and monitor the municipality during the review. • Study comments on the reviewed report.
Private Sector	• Participate in the IDP Rep Forum • Provide support to the municipality's IDP proposed programmes

2.5.2. THE IDP REVIEW PROCESS

Section 21 (1)(b) of the MFMA prescribes that the Mayor of a Municipality must at least 10 months before the start of a financial year, table in Council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and also the review of the Integrated Development Plan. Due to COVID-19 pandemic, some of the activities in the process plan will be conducted through virtual meetings, telephonic discussions and other electronic means.

The municipality hopes to conclude the review process for the 2022-2023 IDP by the end of May 2022. The process plan will be implemented from July 2021 financial year. Below is the timetable for the IDP/ budget process for 2022-2023 Municipal fiscal year.

Table 9: IDP and Budget Process Plan for the 2022/2023 financial year

MONTH	ACTIVITY	Target date
PREPARATORY PHASE		
July 2021	• Review of previous year's IDP/Budget process with MTEF included. • EXCO provides political guidance over the budget process and priorities that must inform preparations of the budget. • Tabling of the draft 2022-2023 IDP and Budget process plan to IDP steering committee/technical committee for comments and inputs. • Tabling of the 2022-2023 IDP and Budget process plan to council structures for approval	1-31 July 2021 1-31 July 2021 15 July 2021 29 July 2021
August 2021	• Ward-to-Ward based analysis data collection • 4th Quarter Performance Lekgotla • Submit AFS (Annual Financial Statements) for 2019/20 to AG. • Submit 2020/21 cumulative Performance Report to AG & Council Structures	17 August 2021 -30 September 2021 17 August 2021 31 August 2021 31 August 2021
	ANALYSIS PHASE	
September 2021	• Council determines strategic objectives for service delivery through IDP review processes and the development of the next 3-year budget (including review of sector departments plans). • Determine revenue projections, propose tariffs, and draft initial allocations per function and department for 2022-2023 financial year.	01 September 2021-December 2021

MONTH	ACTIVITY	Target date
	• Electronic Consultatios with provincial and national sector departments on sector specific programmes for alignment (schools, libraries, clinics, water, electricity, roads, etc). • Finalize ward based data compilation for verification in December 2021	
	STRATEGIES PHASE	
October 2021	• Quarterly (1st) review of 2021/22 budget, related policies, amendments (if necessary), any related consultative process. • Collate information from ward-based data. • Begin preliminary preparations on proposed budget for 2022/23 financial year with consideration being given to partial performance of 2021/22. • 1ST Quarter Performance Lekgotla (2021/22)	29 October 2021 1-31 October 2021 1-31 October 2021 29 October 2021
	PROJECTS PHASE	
November 2021	• Confirm IDP projects with district and sector departments. • Engage with sector departments' strategic sessions to test feasibility of attendance to planned sessions. • Review and effect changes on initial IDP draft.	1-30 November 2021
	INTEGRATION PHASE	
December 2021	• Consolidated Analysis Phase report in place • IDP Steering/technical Committee meeting to present the analysis phase data • IDP Representative Forum to present the analysis report	01 December 2021 02 December 2021 07 December 2021

MONTH	ACTIVITY	Target date
January 2022	• Review budget performance and prepare for adjustment	11-18 January 2022
	• Table Draft 2020/21 Annual Report to Council.	25 January 2022
	• Submit Draft Annual Report to AG, Provincial Treasury and COGHSTA. • Publish Draft Annual Report in the municipal jurisdiction (website etc.). • Prepare Oversight Report for the 2020/21 financial year.	
	• Mid-Year Performance Lekgotla/Review/Strategic Planning Session, (review of IDP/Budget, related policies and consultative process	19 January 2022
February 2022	• Table Budget Adjustment.	24 February 2022
	• Submission of Draft IDP/Budget for 2022/23 to Management.	02 February 2022
	• Submission of Draft IDP/Budget and plans to Portfolio Committees.	09-10 February 2022
	• Submission of 2021/22 Adjustment Budget to Budget Steering Committee	17-18 February 2022
	• Submission of 2022-2023 Draft IDP and Budget to EXCO	15 February 2022
	• Adjusted budget/IDP/SDBIP 2021/2022 .	24 February 2022
March 2022	• Submission of 2022-2023 Draft Budget to Budget Steering Committee	18 March 2022
	• Council considers the 2022-2023 Draft IDP and Budget. • Publish the 2022-2023 Draft IDP and Budget for public comments.	29 March 2022
	• Adoption of Oversight Report for 2020-2021.	29 March 2022

MONTH	ACTIVITY	Target date
	APPROVAL PHASE	
April 2022	• Submit 2022-2023 Draft IDP and Budget to the National Treasury, Provincial Treasury and COGHSTA in both printed & electronic formats. • Quarterly (3rd) review of 2021-2022 budget/IDP and related policies' amendment (if necessary) and related consultative process. • IDP Technical committee to consider the draft 2022-2023 IDP • IDP virtual/physical Representative Forum meeting to present the draft 2022-2023 IDP to various stakeholders • Consultation with National and Provincial Treasury, community participation and stakeholder consultation on the draft 2022-2023 IDP.	06 April 2022 28 April 2022 11 April 2022 13 April 2022 17 April 2022 -10 May 2022
May 2022	• 3rd Quarter Performance Lekgotla (2021/22) • Submission of 2022-2023 Final Budget to Budget Steering Committee • Final Draft Budget/IDP/SDBIP 2022/2023 • Submission of Final Draft IDP/Budget for 2022/23 to the Council for approval. • Finalize SDBIP[i] for 2022-2023. • Develop Performance Agreements (Performance Plans) of MM, Senior Managers and Middle Managers for 2022-2023 performance year.	03 May 2022 15 May 2022 26 May 2022
June 2022	• Submission of the SDBIP to the Mayor. • Submission of 2022-2023 Performance Agreements to the Mayor.	1-30 June 2022

2.5.3. IDP DEVELOPMENT AND REVIEW PHASES

The Integrated Development Plan is developed for five-year plan and it is developed in accordance with Section 25(1) of the Municipal Systems Act, Municipal Council must adopt an IDP within a prescribed period. An election represents the start of a 5-year IDP development process. Section 25 (3) does allow the Municipal Council to adopt the IDP of the preceding council. However, this needs to be done in accordance with the process prescribed

In terms of the MSA No.32 of 2000, section 34, amunicipal 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

Phase 1: Analysis phase (Research, information and analysis)
The analysis phase deals with the existing situation and encompasses an assessment of the existing level of development. It is important during this phase that the municipality understands not only the symptoms, but also the root cause of the challenges in order to make informed decisions on appropriate solutions. The importance of a comprehensive evaluation of the previous year's Annual Report is critical, as it articulates what was achieved in the previous IDP cycle and the challenges that contributed to areas of underperformance. This provides a credible benchmark/reference for the current review process. It is important to determine the priority issuesbecause the municipality will not have sufficient resources to address all the issuesidentified by different segments of the community.

Phase 2: Strategies (Vision, Objectives and strategies)
During this phase, the municipality works on finding solutions to the problems assessed in the Analysis phase. In terms of its mandate, the municipality may employ various methodologies such as a SWOT analysis to determine its strengths and weaknesses to leverage these factors to ensure the achievement of the developed strategic objectives.

Phase 3: Projects (Development of projects and programmes)

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

Phase 4: Integration and consolidation

Once the projects are identified, the municipality must make sure that they are in line with the municipality's objectives and strategies, and 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 and Adoption

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

Furthermore, before the approval of the IDP, the municipality must give an opportunity to the public to comment on the draft. Once the IDP is amended according to the input from the public, the council considers it for approval. One of the main features of the planning process is the involvement of community and stakeholder organisations in the process. Participation of affected and interested parties assures that the IDP addresses the real issues that are experienced by the citizens of a municipality.

CHAPTER 3

SITUATIONAL ANALYSIS PHASE (STATUS QUO ANALYSIS)

3.1. DEMOGRAPHIC ANALYSIS

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

3.1.1 REGIONAL CONTEXT

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

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

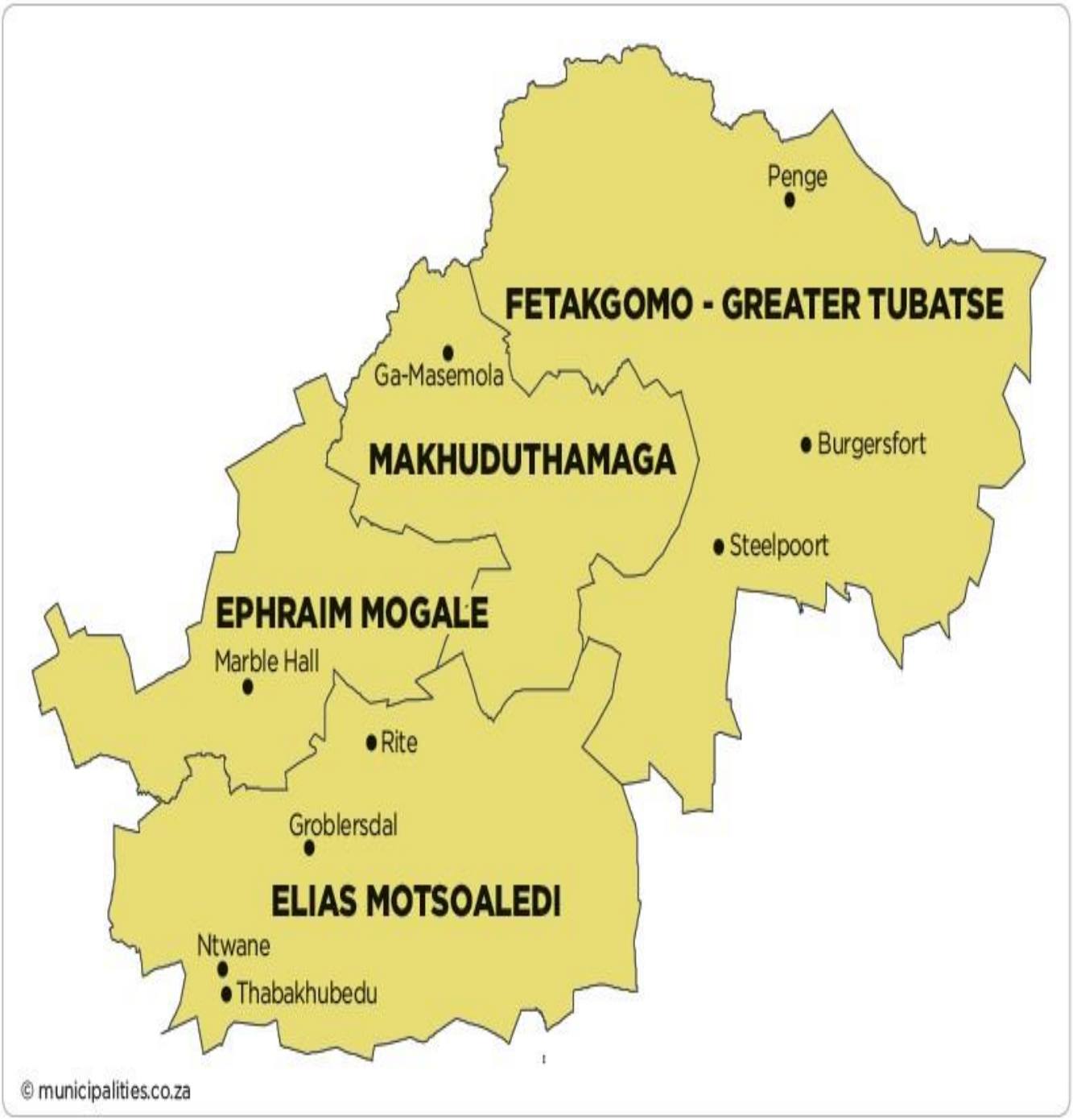
The municipality evolved as an amalgamation of the former Moutse Transitional Local Council (TLC), Hlogotlou (TLC), Tafelkop, Zaaiplaas, Motetema and other surrounding areas in the year 2000. The municipality is named after the struggle hero Elias Motsoaledi who was sentenced to life imprisonment on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

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

The Groblersdal Magisterial District, 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 northeastern 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.

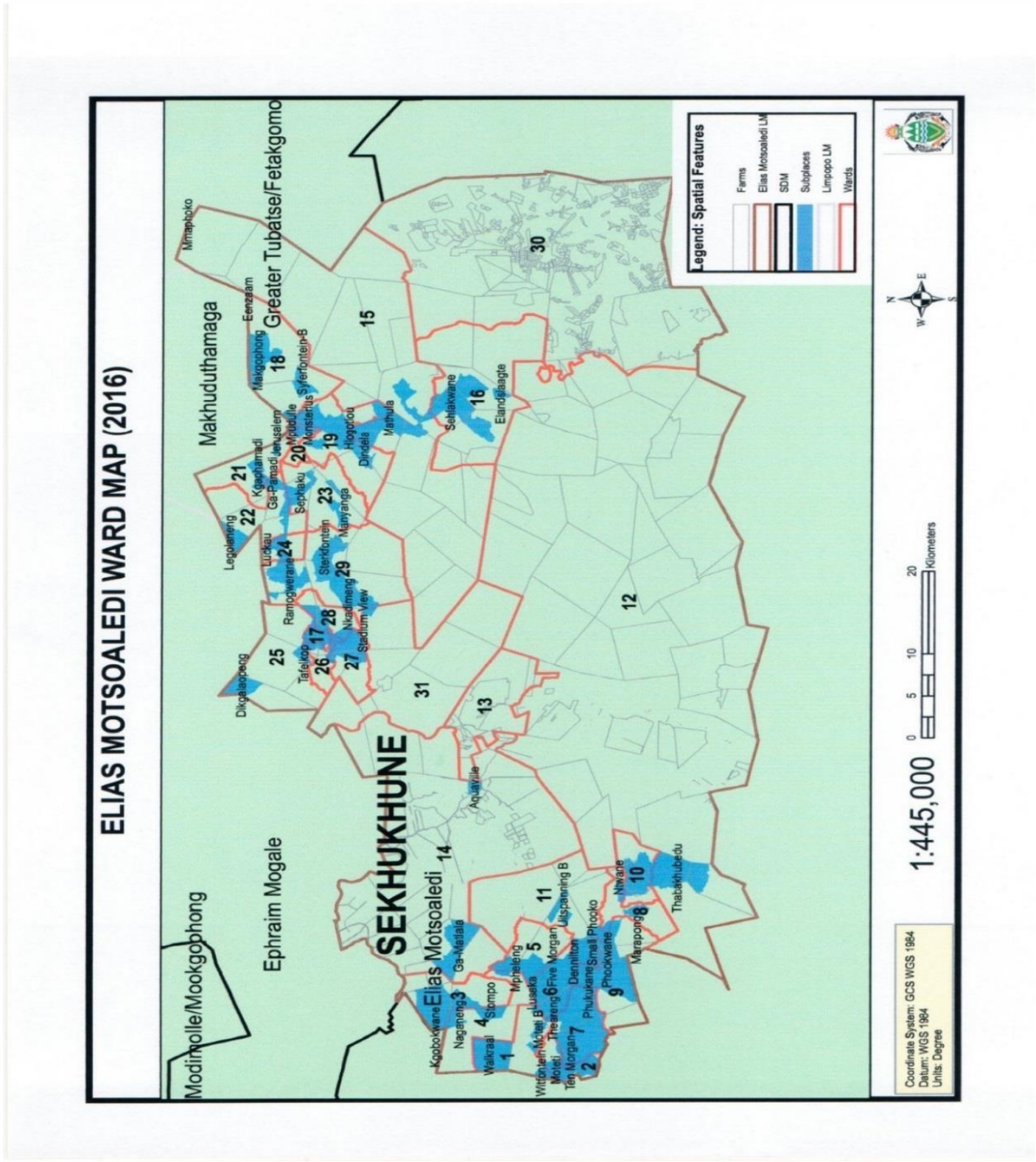
Figure 1: boundaries of the municipality[2]

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



Source: EMLM SDF 2018

[2] Sekhukhune District Municipality GIS



3.1.2. POPULATION DISTRIBUTION AND TRENDS ANALYSIS

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

Table 10: 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 11: 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 12: 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%

Unit

Age	Males	Females
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 13: Household by Ethnic and Gender Group

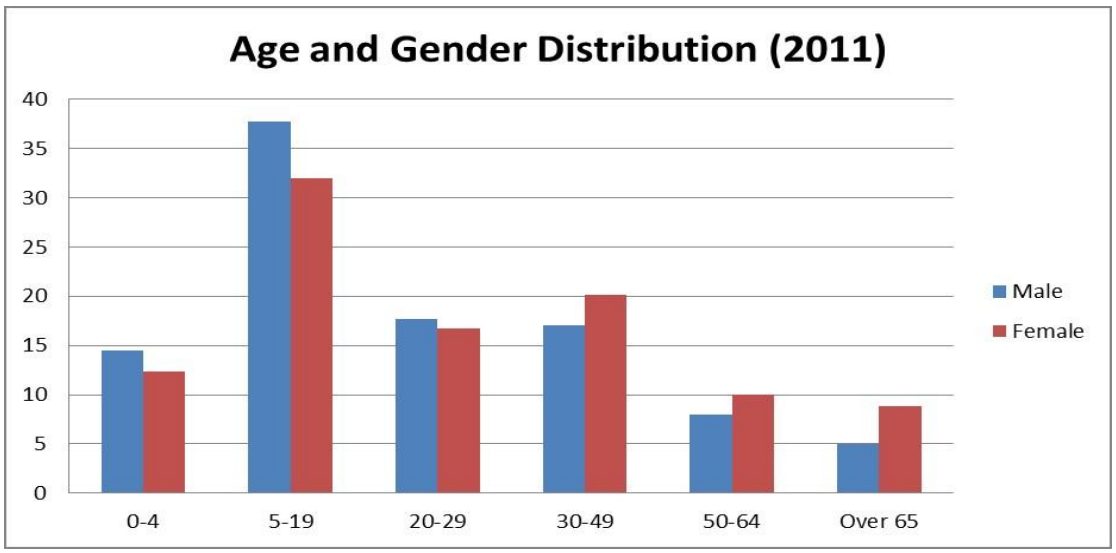
Population Group	Females	Male	Total
Black African	34 111	30 339	64450
Colored	106	34	140
Indian or Asian	0	78	78
White	470	1220	1 690
Other	-	-	-
TOTAL	**34,688**	**31,671**	**66,359**

Source: Stats SA. CS 2016

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

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

Figure 2: Age and gender distribution



Source: Stats SA Census 2011

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

Table 14: 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 15: 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 16: 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 because 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 17: Household Size

Household Size	Number 2016	Number 2011
1	15, 524	14,294
2	10, 015	9,045
3	9, 402	7,774
4	9, 268	7,756
5	7, 739	6,401
6	5, 513	5,073
7	3, 111	3,438

Household Size	Number 2016	Number 2011
8	2, 214	2,380
9	1, 405	1,574
10+	2, 169	2,517
TOTAL	66, 359	60,251

Source: stats SA. CS 2016 & 2011

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

Table 18: Tenure Status

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

Source: Stats SA. CS 2016 & 2011

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

Table 19: 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

Type Of Dwelling	2016
Caravan/tent	21
Other	1, 408
TOTAL	66, 359

Source: Stats SA. CS 2016

3.1.3. ECONOMIC PERSPECTIVE

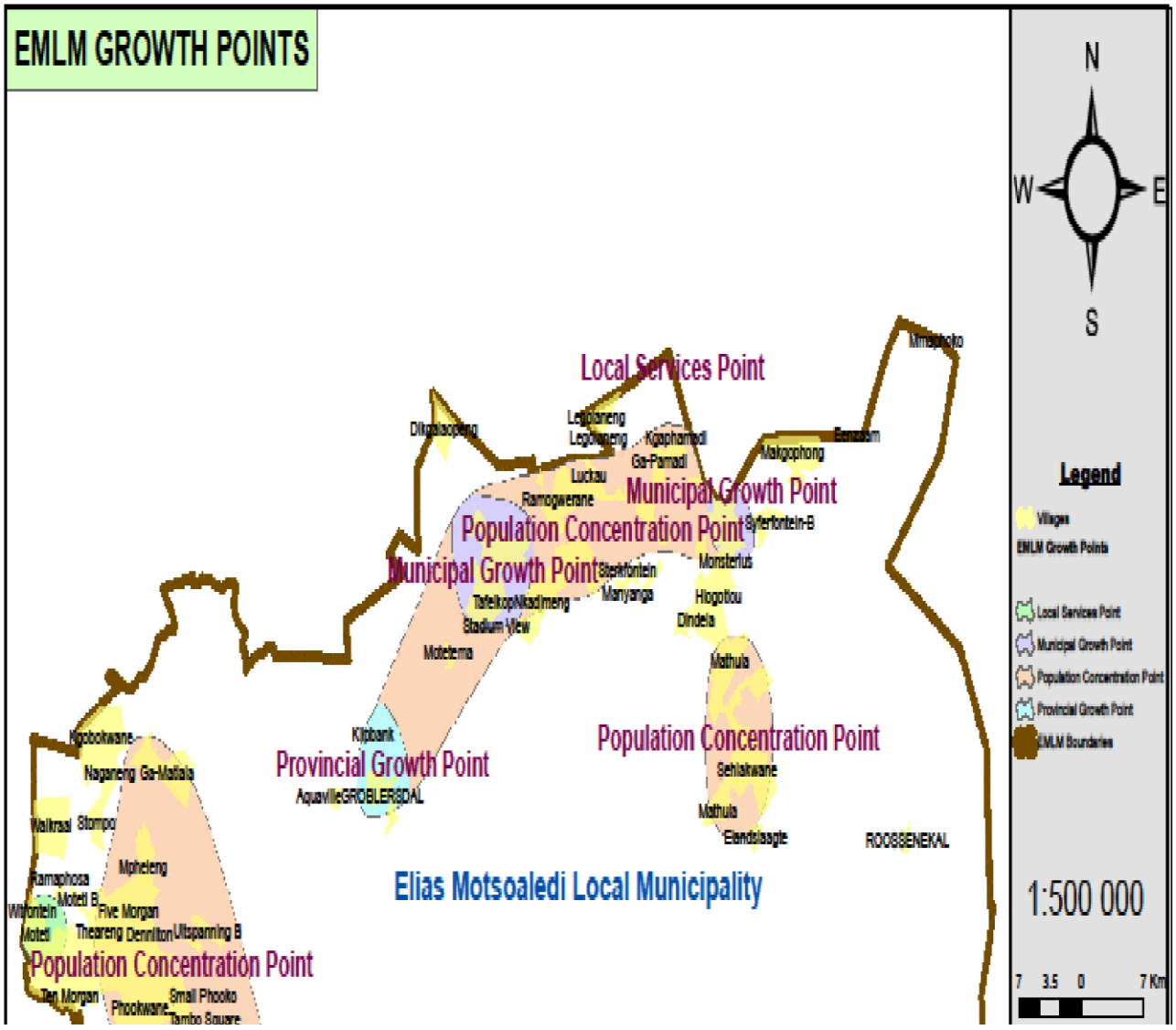
There are certain opportunities because of the spatial landscape within the municipal area.

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 consctruction of the De Hoop dam is also likey 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.

MUNICIPAL GROWTH POINTS



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

3.1.4.1. GROBLERSDAL (PROVINCIAL GROWTH POINT)

This Urban Concentration Point is located within the northern section of the municipal area and is the larger of the two urban concentration points. This urban centre is located along N11/R25, 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 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 southeast and southwest 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.

3.1.4.2. 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

3.1.4.3 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 20: Motetema registered and unregistered erven

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

Source: EMLM SDF 2018

CHAPTER 4
4.1. STATUS QUO ANALYSIS PER INSTITUTIONAL KEY PERFORMANCE AREA

Section 153 of the Constitution states that a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community; promote the social and economic development of the community; and participate in national and provincial development programmes[3].
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[4], 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:

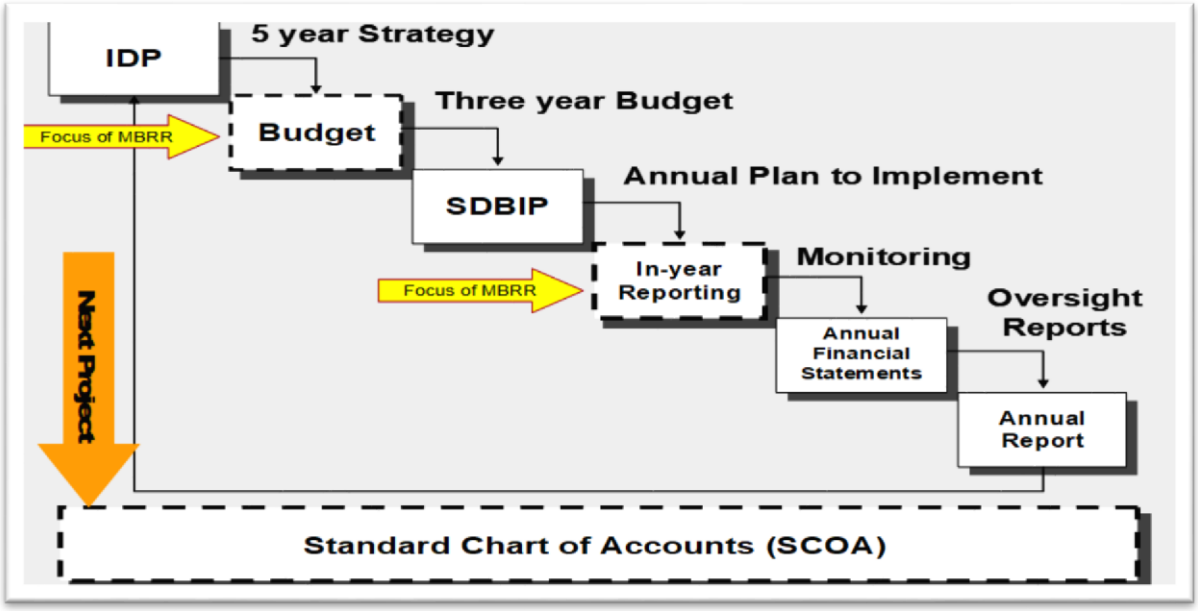
Consistent with the event-centred approach in the IDP guide, the IDP should deliver the following products:

- 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
- Disaster management plans
- Operational strategies

Priorities are essentially the issues that a municipality focus on in order of importance to address the needs that exists within the communities. Municipalities are also the "face of government" in as much as it has close contact with communities and therefore should channel all other service delivery related needs to the relevant provincial or national sector departments. The purpose of Strategic Planning is:
An organisation's process of defining its strategy or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people
The formal consideration of an organisation's future course. All strategic planning deals with at least one of three key questions:

What do we do?
For whom do we do it?
How do we excel?

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



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

4.1.1. KPA 1: SPATIAL RATIONALE

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

- Groblersdal (Provincial Growth Point) - Urban
- 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 3782.4km2 in size and is divided into 31 wards and 5 traditional authorities. The below table indicates villages of the wards as per the ward delimitations conducted prior to the 2016 Local Government elections by the municipal demarcation board. The total number of villages or settlements is 157.

Table 21:

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

	Makitla		
	Bothubakoloi		
	Maswikaneng		
	Mohlamonyane		
	Phora		
	Podile		
	Ditshego		
Ward 13	**Ward 14**	Ward 15	**Ward 16**

Groblersdal	Matlala Lehwelere	Masoing	Mabhande
	Rakediwane	Mathula	Masanteng
	Masakaneng	Holnek	Doorom
	Vaalfontein	Vlaklaagte	Sovolo
	Aquaville	Keerom	Donkey Stop
		Maraganeng	Nomaletsi
			Pelazwe
			Madala 1
			Madala 2
			Newstands
Ward 17	**Ward 18**	Ward 19	**Ward 20**
Matsepe Sedibeng	Mmotwaneng	Mathula	Monsterlus A
Ga-Moloi section	Syferfontein	Enkosini	Monsterlus B
Bapeding section	Talane	Dindela	Monsterlus C
Matshelapata New stands	Magukubjane	Rondebosch	Stadium View
	Makgopeng	Perdeplaas	Matsitsi A
	Mountain View	Thabaleboto	
	Mphepisheng Ext.	Mkhanjini	
		Matsitsi 'B' Extension	
Ward 21	**Ward 22**	Ward 23	**Ward 24**
Jerusalema	Mogaung	Vlakfontein	Mandela
Motsephiri	Legolaneng	Sephaku	Luckau

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

The Municipality consists of the following Traditional Authorities:

Table 22: Tribal Authorities

Tribal authority	Name of chief	Location
Bakwena Traditonal authority	Chief B.R. Matsepe Kopa	Ward 25 Tafelkop Ga-Matsepe

Tribal authority	Name of chief	Location
Bantwane Traditional authority	Chief M.P. Mathebe	Ward 10 Ntwane
Ndebele Traditional authority	Chief P.J. Mahlangu Maphepha 2nd	Ward 19
Bakgaga ba Kopa Traditional authority	Chief B.H. Rammupudu	Ward 26 Tafelkop
Matlala Lehwelere Tribal authority	Chief S.F. Matlala	Ward 14 Ga- Matlala Lehwelere

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

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

- A relatively large land area extending approximately 3 713km²
- A fragmented residential component consisting of 157 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 prevaing spatial pattern can be attributed to the following:

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

SPLUMA implementation

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

Current major developments in the municipality:

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

 Mall at Moutsiya

- Groblersdal Regional Mall

Council driven land development projects pending finalisation

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

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

Municipal Land allocation for Agri-park initiative

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

Settlement planning for the traditional authorities

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

PROPOSED DEVELOPMENT BY BANTWANE TRADITIONAL COUNCIL

Bantwane Traditional council made a submission for the development of a formal township on the remaining extent of portion 1, 2, 3, 4, 7&8 of the farm Walkraal 35 JS Farm along Moloto Road. The intended project will named "**MOHLAMME III MEGA CITY DEVELOPMENT**"

4.1.1.1. HIERARCHY OF SETTLEMENT

The Limpopo Province Spatial Rationale, 2007 identified a settlement hierarchy for Limpopo and the hierarchy for the SDM area is 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:

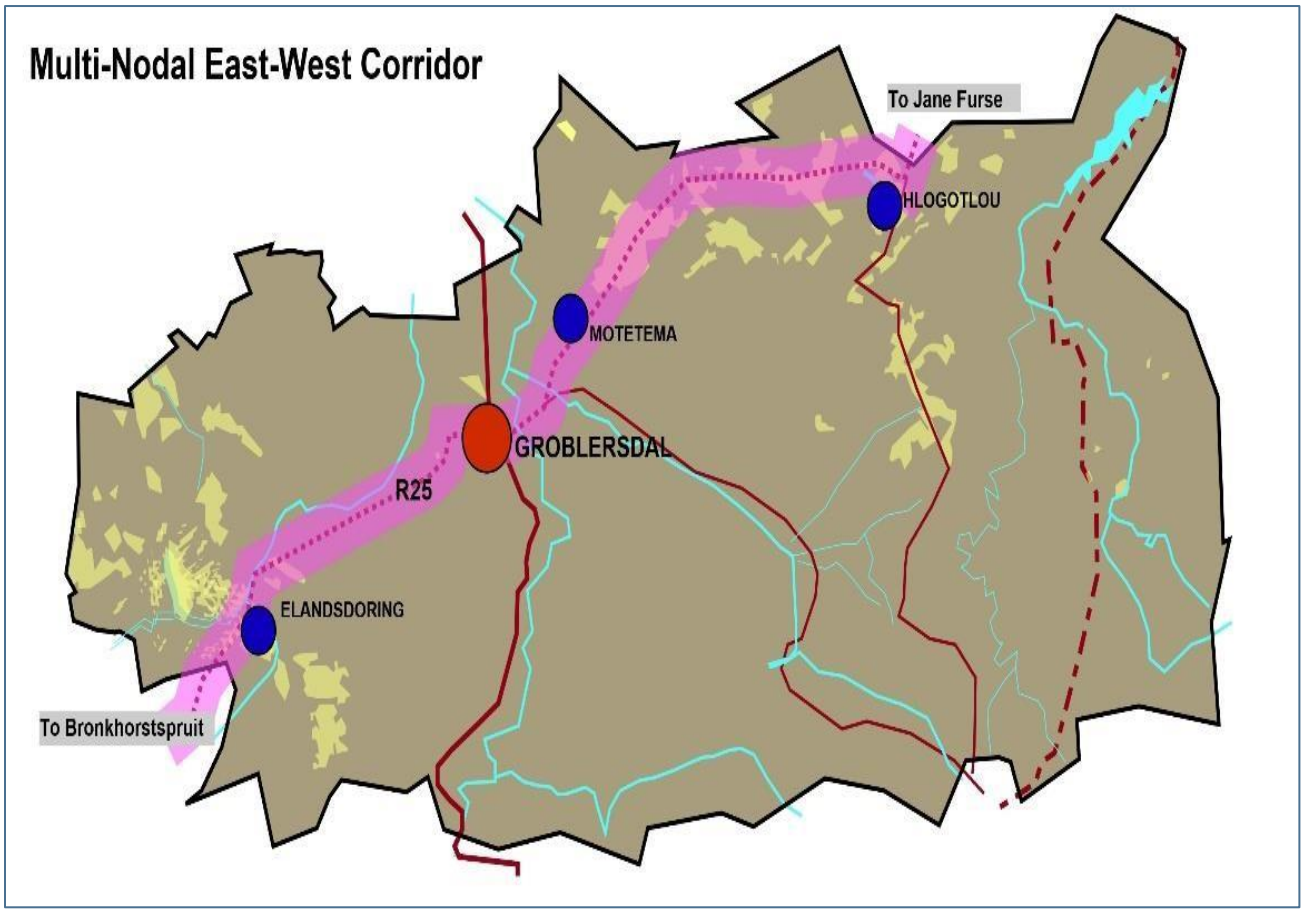
- **First order settlement** - made up of provincial growth points, district growth points and municipal growth points via Groblersdal, Monsterlus, and Motetema/Tafelkop.
- **Second order settlements** – made up of villages that are densely populated and have vibrant economic activities at unplanned 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.

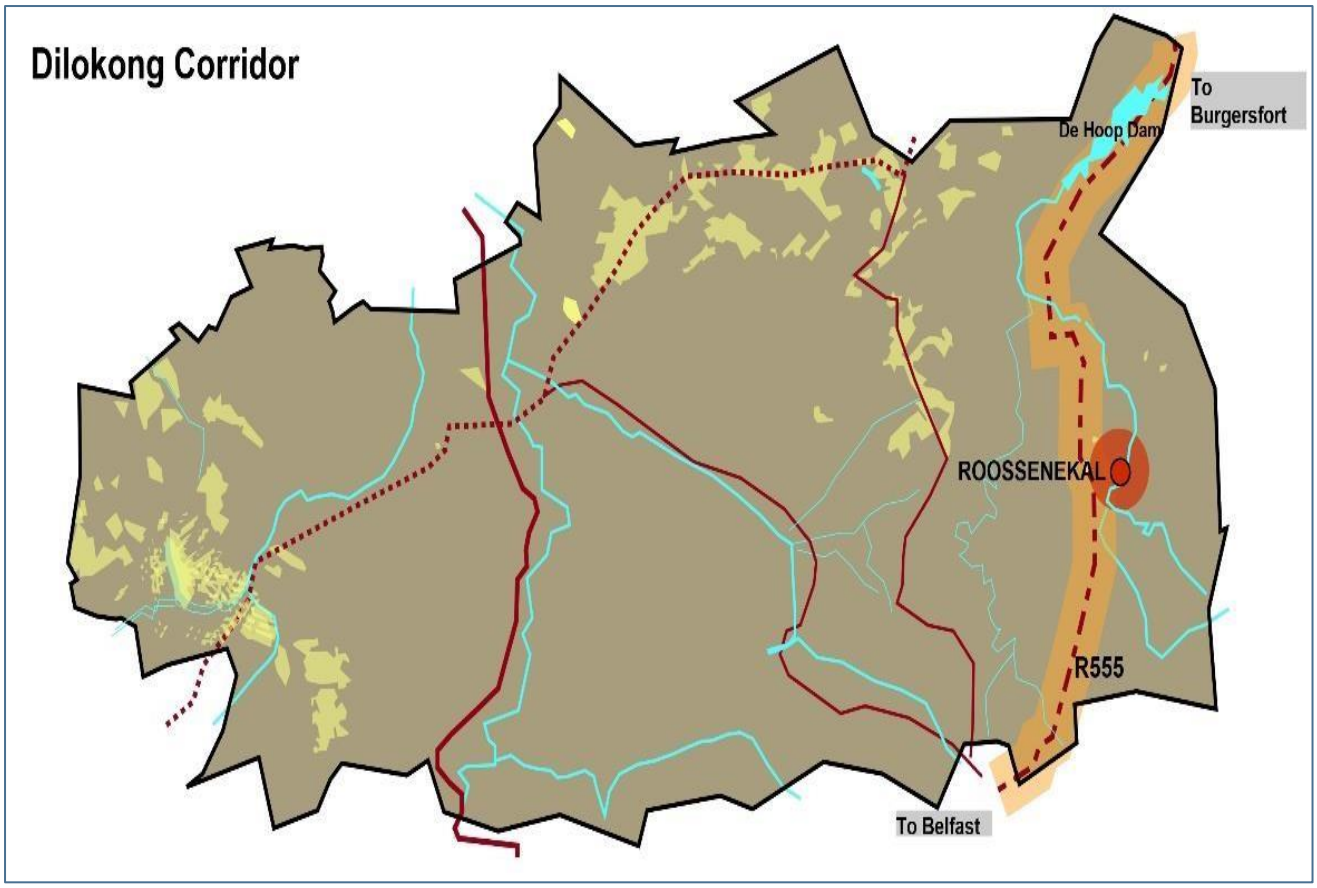
The settlement order determines the type of services to be provided e.g. shopping malls would be located in settlement order 1 and settlement order 2 manufacturing industries would be located mainly in settlement order 1 and to a limited extend settlement order 2.

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


Multi-Nodal East-West Corridor
To Jane Furse
HLOGOTLOU
MOTETEMA
GROBLERSDAL
R25
ELANDSDORING
To Bronkhorstspruit



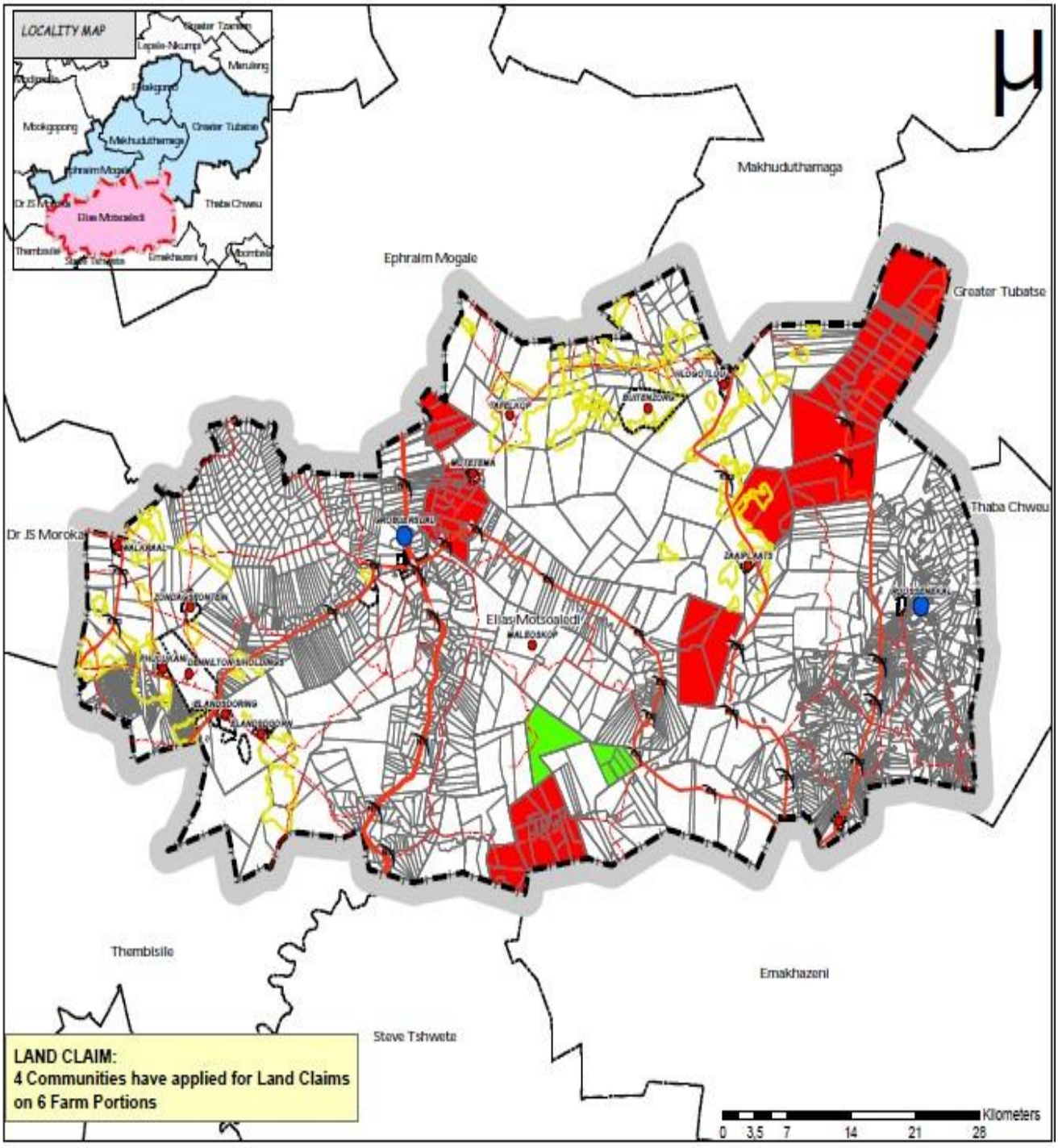
Source : EMLM SDF 2018

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

Table 23: Land ownership

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

LAND OWNERSHIP, AVAILABILITY AND LAND REFORM



In the EMLM, the issue is less severe but persisting. Land claims indicated in the EMLM SDF 2013 (4 claims on 6 land portions) are still unresolved according to the latest information obtained.

Land use and management status quo analysis

- **Topography**: A large percentage of land area within the municipal area cannot be considered for urban development due to the mountainous nature of the terrain, although this situation has other advantages in respect of water catchment areas, tourism value, climate, etc. The municipality's topography is characterized by gentle rising and falling slopes with koppies and valleys, with some mountains in the south, west and north of the area. The main ranges are the Mapule, Boshalala and Phooko Mountains in the south, Thabaleboto Mountains in the west and Ramohlokolo Mountains in the north. The Olifants river valley is a major natural feature across the municipality.

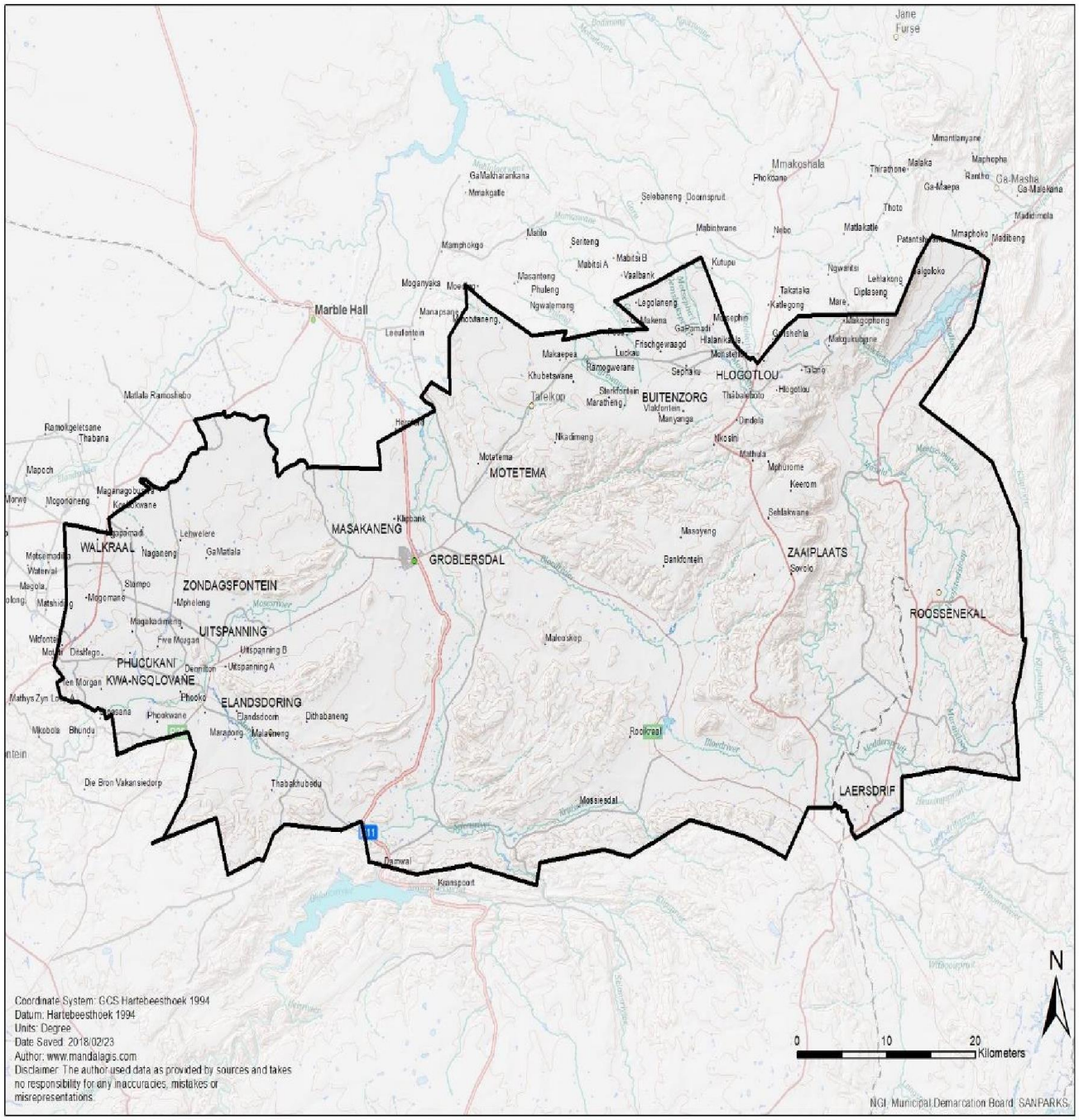
Source: EMLM SDF 2018

Hydrology

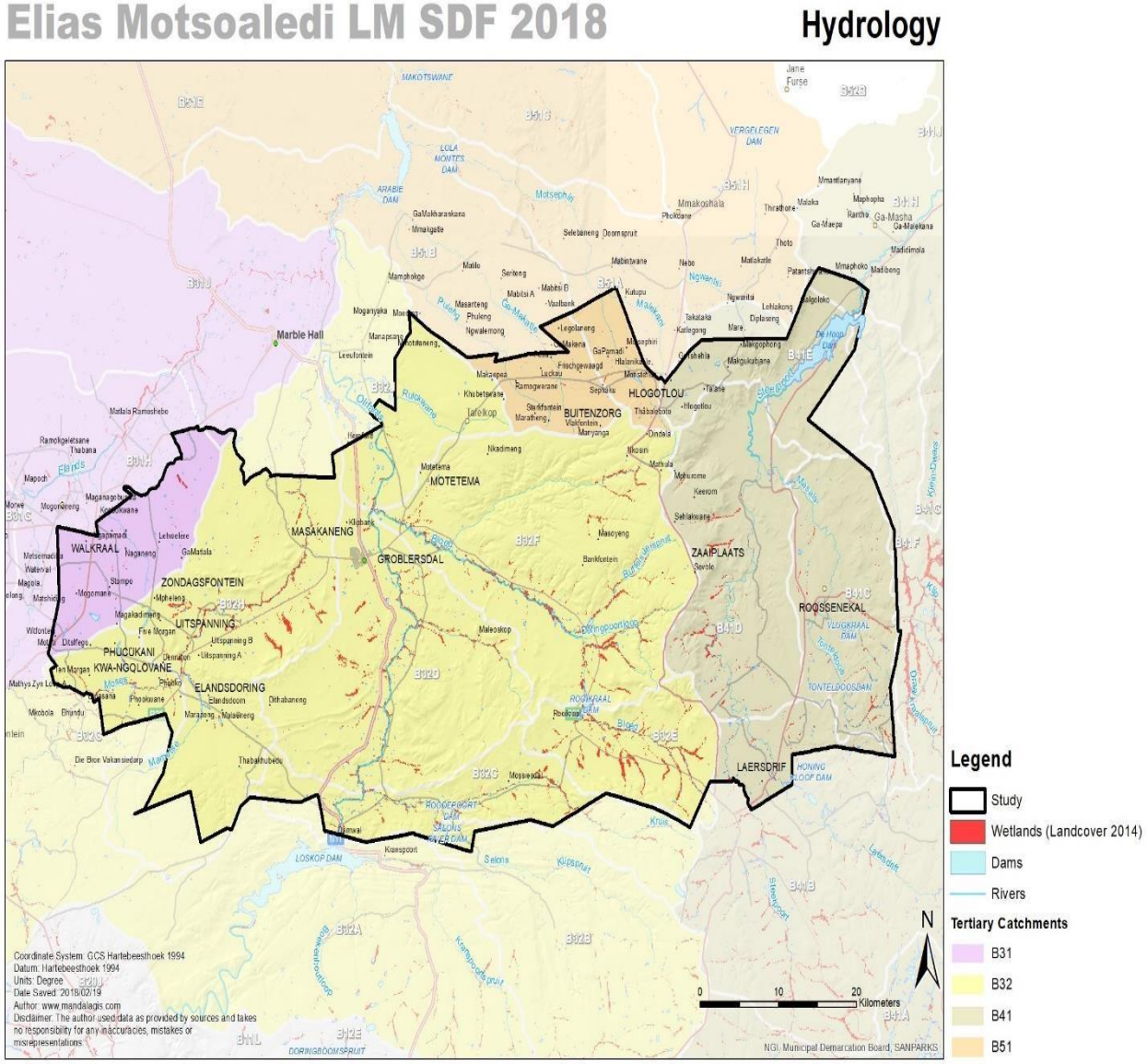
The major hydrological features in the municipality is the Olifants River, the Steelpoort River and the new De Hoop Dam in the northeastern part of the area. Numerous other smaller rivers and streams traverse the area. A few wetlands are located adjacent to the rivers / streams. There are four separate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

Elias Motsoaledi LM SDF 2018

Topography



Source: **EMLM** **SDF** **2018**

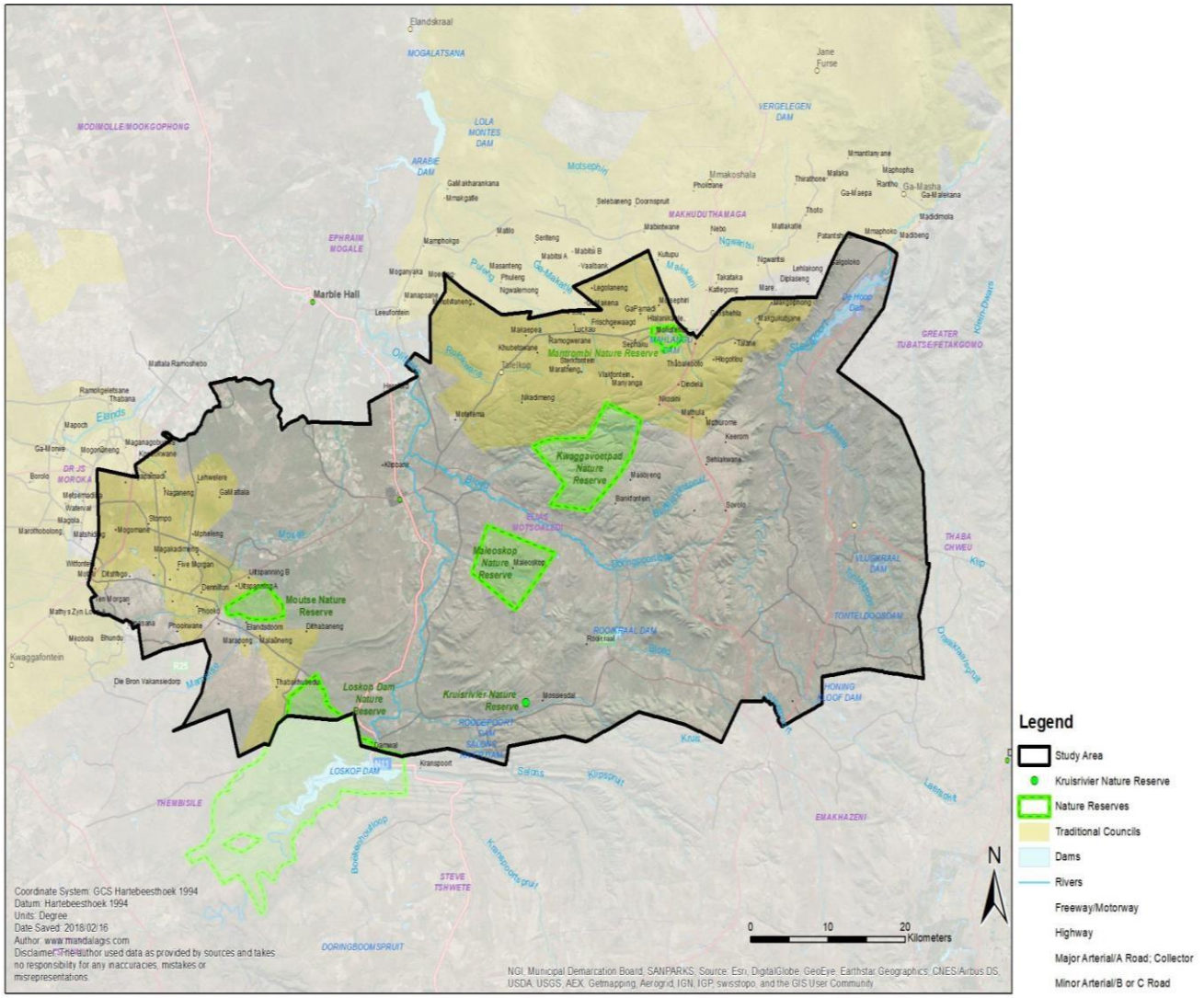


Geology

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

- **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

Protected Areas



- **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.

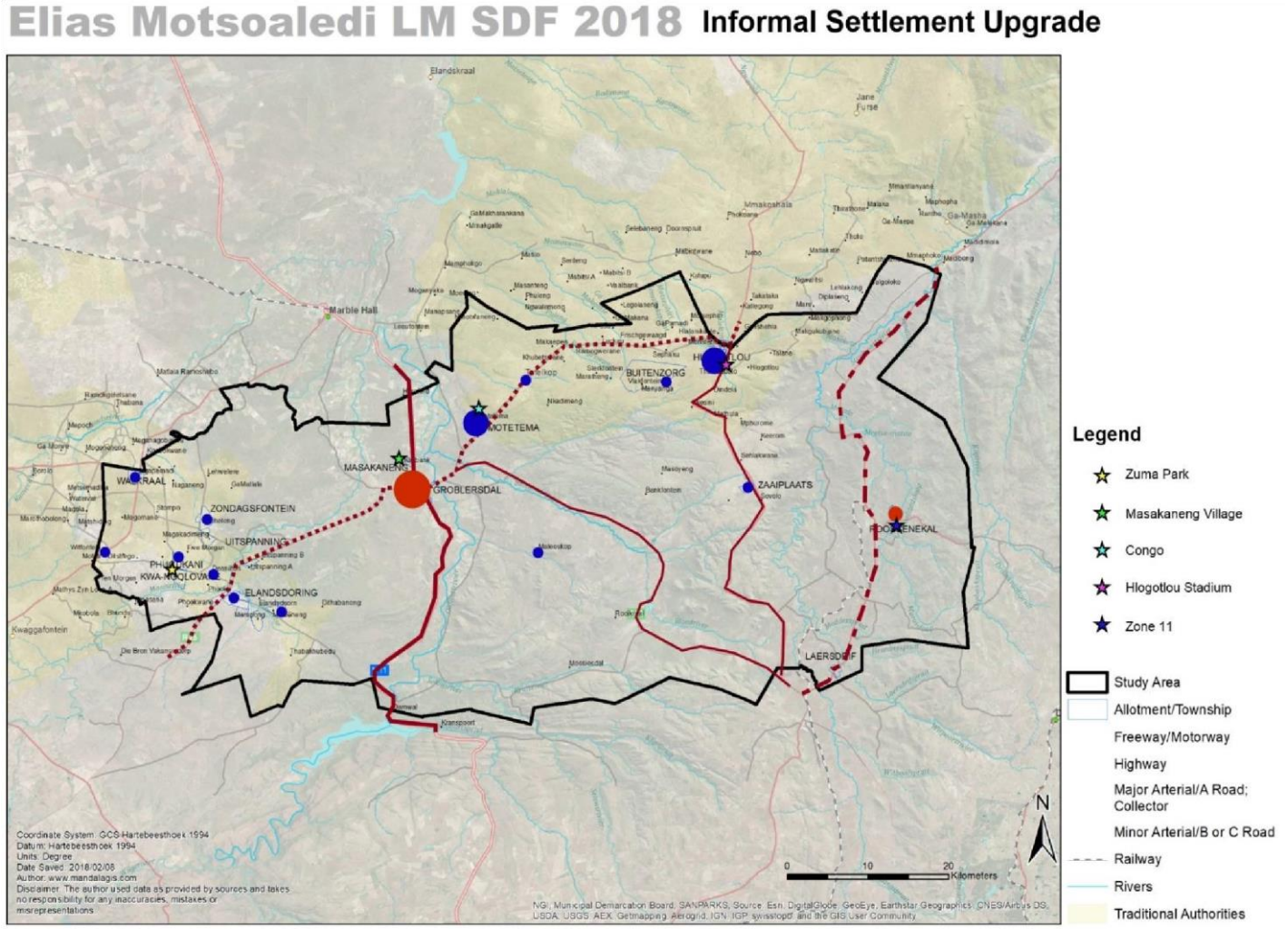
4.1.1.3 Land Invasions and informal settlements

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

Table 23: 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 31	Draft layout
Hlogotlou Stadium Ward 20	Process finalised and handover done
Masakaneng Village (ward 14) next to Groblersdal	General plan in place

Figure 5: Informal Settlements in EMLM

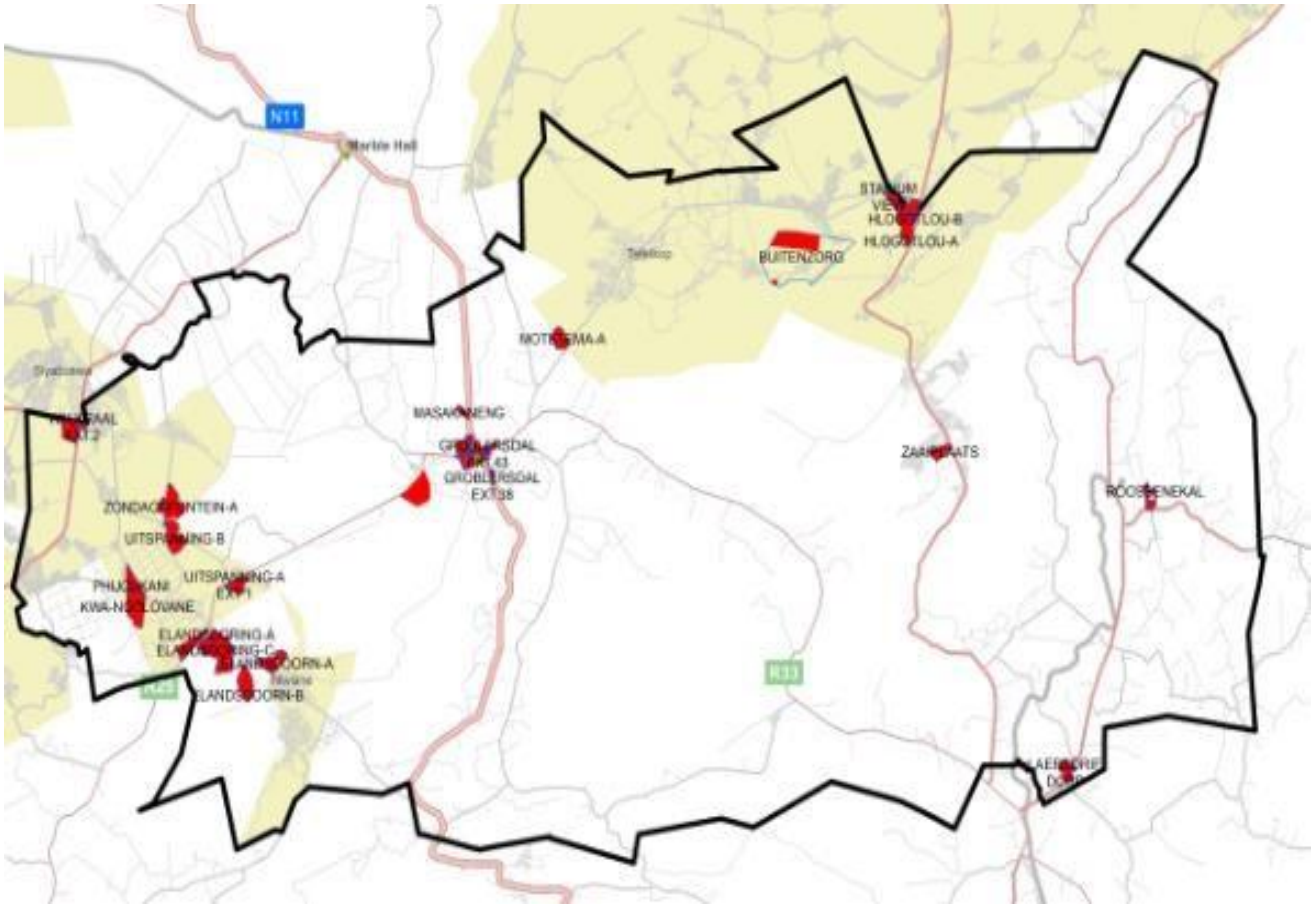


Soure: EMLM SDF 2018

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

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

Formal settlemnts



Source: EMLM SDF 2018

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

Land use management and planning problems are:

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

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

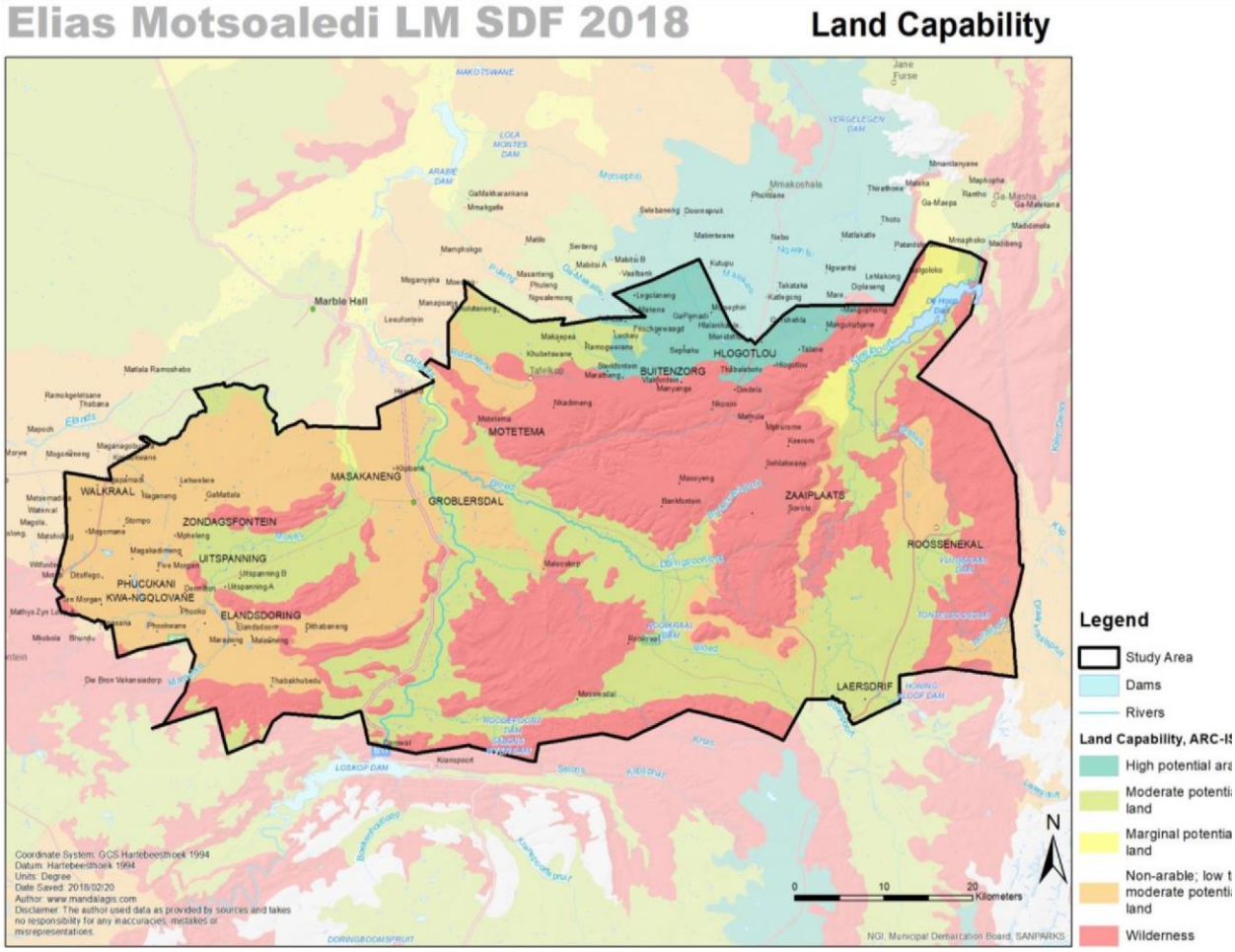
Table 24: Land cover

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

Source: Stats SA 2011

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

Figure 6: Arability of soil



Source: EMLM SDF 2018

In summary, the following spatial challenges were identified:

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

4.1.2 SPATIAL DEVELOPMENT FRAMEWORK

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

Objectives

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

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

Guidelines

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

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

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

- Availability of bulk infrastructure;
- Ownership of land;
- Access to social amenities and economic opportunities;
- Access to public transport; and

- Integration of the urban structure.

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

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

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

- Supporting node in 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);
- 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[5].

4.1.3.5 TEMPERATURE

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

4.1.3.6 WATER

The depth of the ground water could be affected by the construction of a large dam. The dam may also influence the flow of nearby rivers which might also be affected by the ground water depth. Steelpoort has a harvest potential of 10 000 – 15 000 m^3/km^2 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 25: Environmental challenges

Category	Challenge
Climate change	Climate change remains a serious challenge for the municipality. Taking into consideration what the municipality has done to contribute in the reduction of climate change, more efforts are still required to ensure total elimination of climate change effects. Some of the effects include amongst others the following: • Water pollution • Waste management and recycling • Expansion of settlements and clearing of natural vegetation
Soil erosion	Most of the villages particularly in the moutse area are locaced in mountainous areas. During heavy rains, the areas experience lot of soil erosion, which makes it difficult for the communities to sufficiently use the land.
Wetlands	The hostile alien plants continue to reproduce itself and poses a serious danger to the environment in the municipal area.
Rainfall	The municipality is frequently experiencing heavy rains during summer 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.

Category	Challenge
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 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 fufils its legislative mandate for all other services with the exception of Provincial related Health and Education.

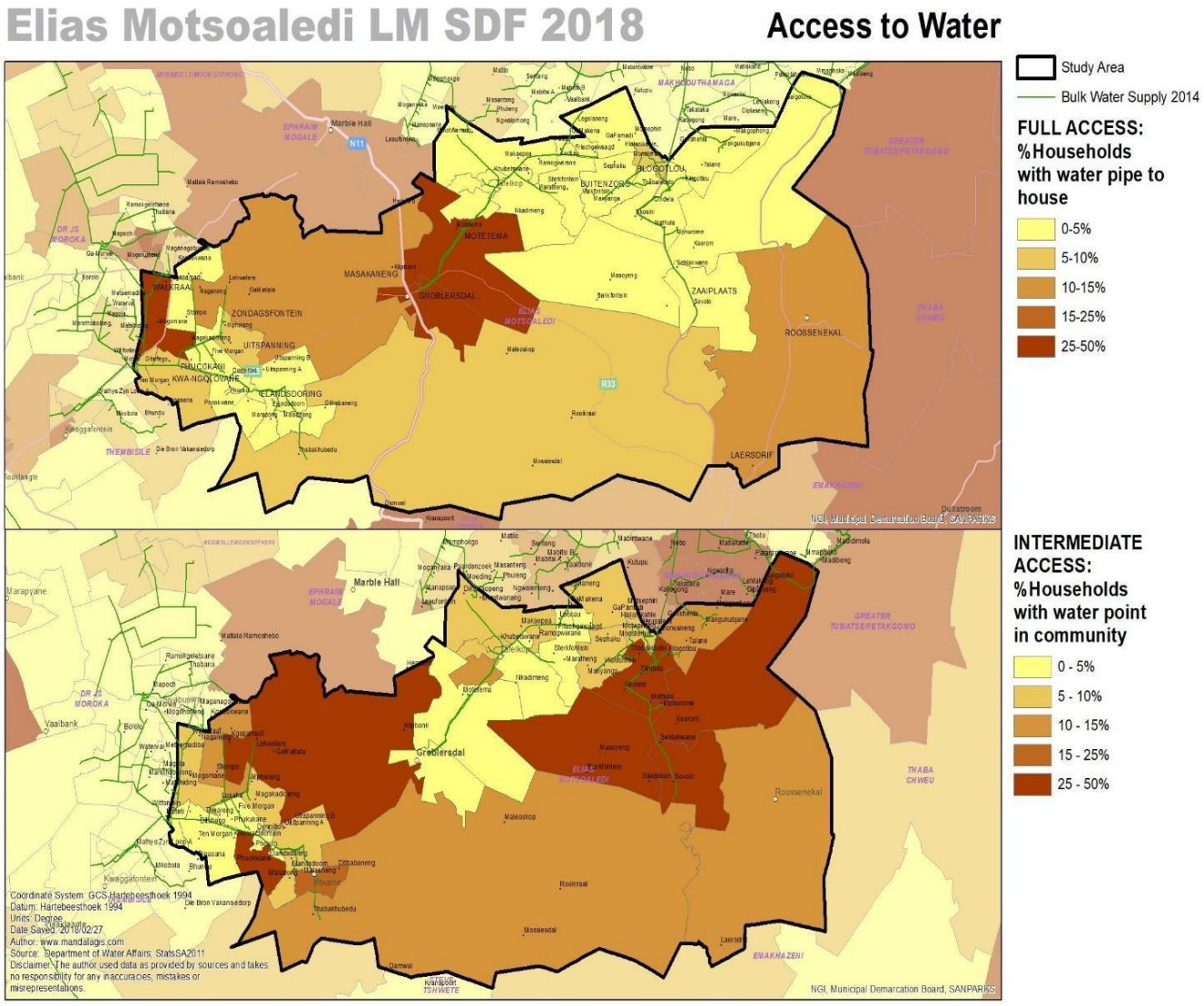
4.2.1.1 PROVISION OF WATER SERVICES

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



Source : ELM SDF 2018

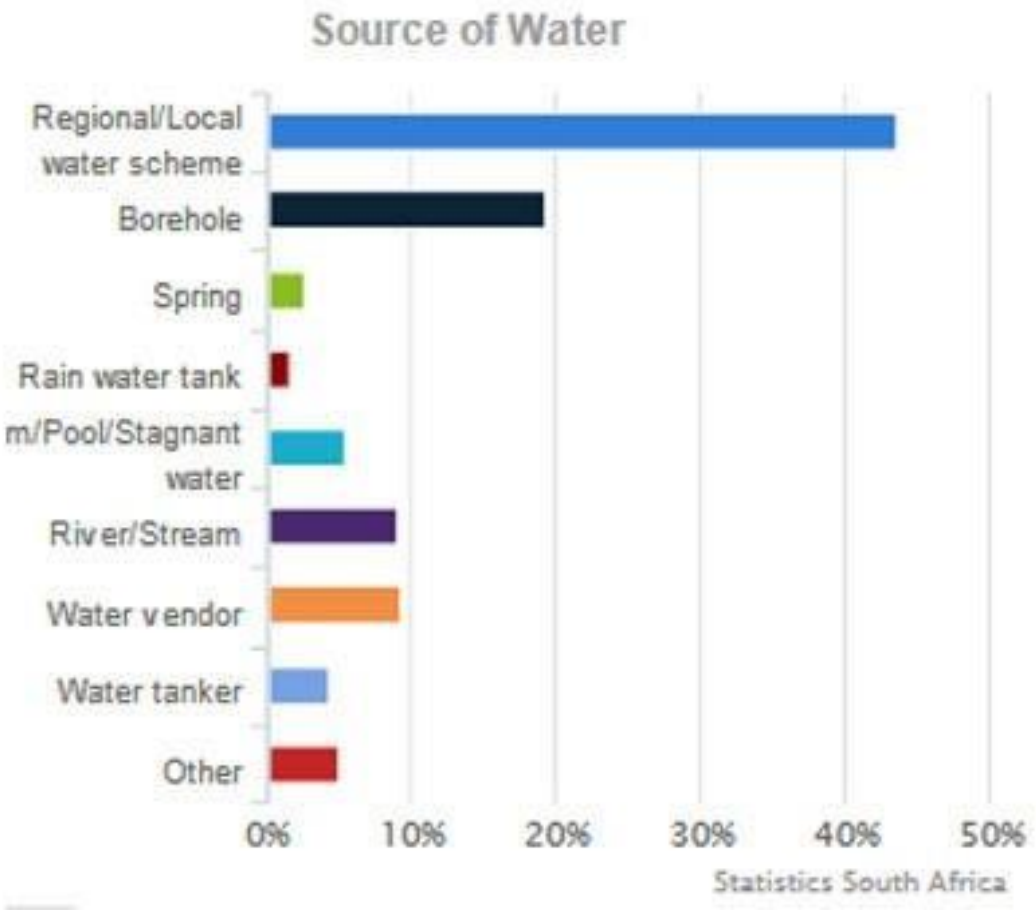
Table 26: Water sources in EMLM

Source of water	Percentage
Regional/local water scheme (operated by municipality or other water services provider)	43,5%
Borehole	19,3%

Source of water	Percentage
Spring	2,7%
Rain water tank	1,6%
Dam/pool/stagnant water	5,4%
River/stream	9%
Water vendor	9,2%
Water tanker	4,3%
Other	5%

Source: Stats SA census 2011

Figure 7: Water sources



4.2.1.2 PROVISION OF SANITATION SERVICES

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

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

Table 27: EMLM Sanitation Supply to Households (source: Stats SA Census 2011)

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

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

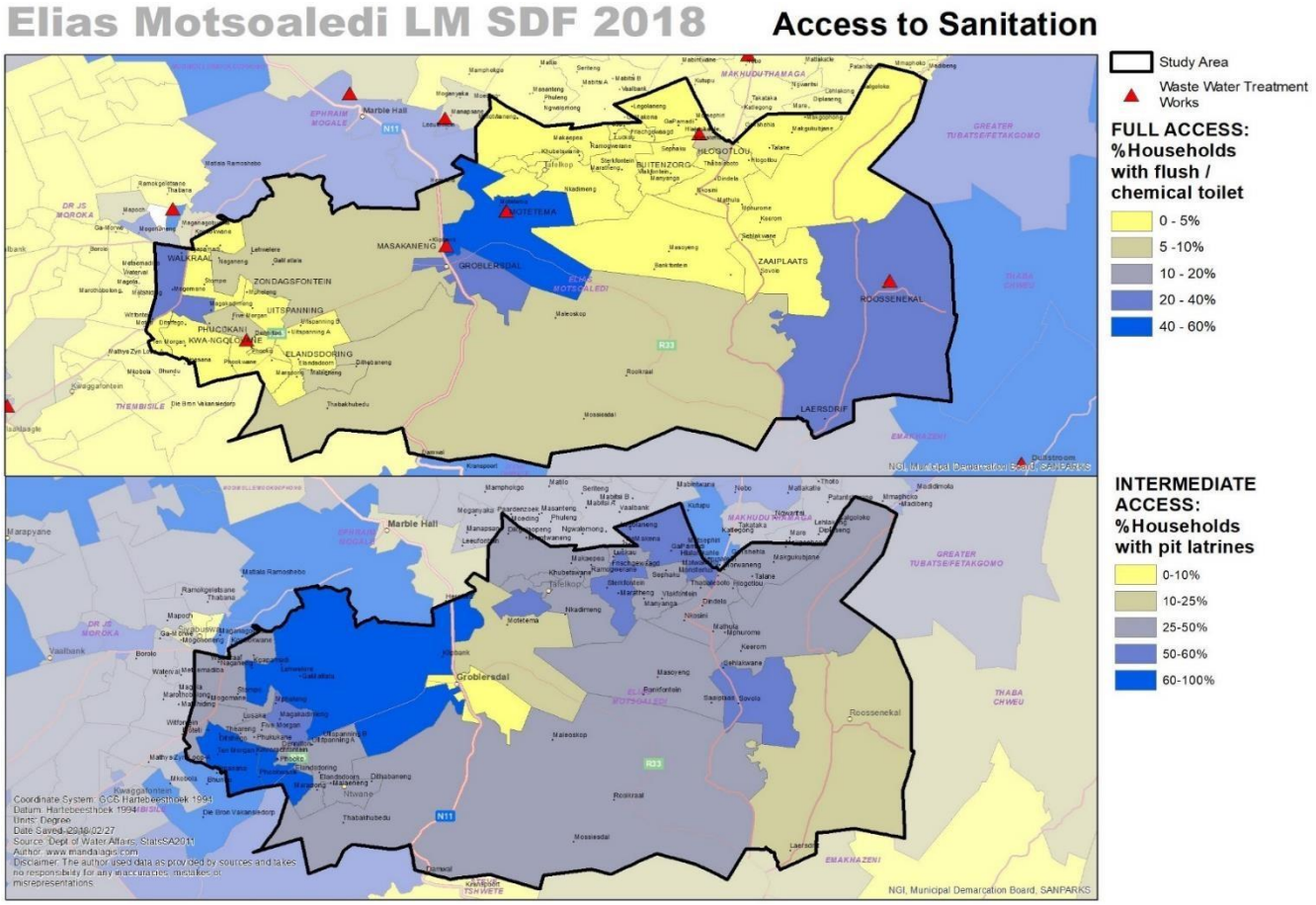
The current sanitation backlog is 84,6 (56 149%)

Table 28: Existing Sanitation Systems

Waste Water Treatment Works (WWTW)	Intervention

EMLM has two waste water treatment works (WWTW) that treats waste water in their area of jurisdiction.	1. Groblersdal Waste Water Treatment Works (GWWTW) • Capacity: 5ml per day • Type: conventional plant	2. Monitoring of the plant as a designated EMI's
	3. Roossenekal Waste Water Treatment Works (RWWTW) • Capacity: 0.4 ml per day - to be upgraded to ml Per Day • Type: conventional plant	4. Monitoring of the plant as a designated EMI's
Ponds	**Intervention**	
These ponds are in a very bad condition and urgently need to be refurbished.	1. Motetema Ponds • Waste Water Treatment Plant: Motetema • Capacity: 0.4ml per day • Type: pond system	2. Monitoring of the plant as a designated EMI's
	2.Dennilton Ponds	Monitoring of the plant as a designated EMI's
Waste Water Treatment Works (WWTW)	**Intervention**	
	• Waste Water Treatment Plant: Motetema • Capacity: 0.2ml per day • Type: pond system	

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



Source : EMLM SDF 2018

4.2.1.3 PROVISION OF ENERGY/ELECTRICITY

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

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

in poverty and deficient in this basic service. The electricity backlog is 4.7% (3112 households). A total of households have been electrified during the 2018-2019 financial year. This electrification programme has contributed in the reduction of backlog from 6% that was reported in 2018-2019 financial year.
EMLM has developed a lighting master plan for all municipal areas to establish the financial implications of providing high mast lights in the entire municipal area and reduce possible incidence of crime in unlighted areas and also urbanise the townships. This is proven by the high mast lights projects in Elansdoorn Township, Walter Sizulu and Thambo Square, Kgobokwane, Naganeng, Mpheleng, Ngholovhane, Ntwane, Thabakhubedu, Luckau, Sephaku, Jerusalema and Mmotwaneng. Installation of these highmast lights is an indication of the municipality's commitment to fast-track service delivery.

Table 29: 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 30: Types of energy for heating and lighting (Source: Stats SA census 2011)

Energy or fuel for heating	Energy or fuel for lighting	Number of households
None	None	59
	Electricity	7,167
	Gas	10
	Paraffin	48
	Candles (not a valid option)	1,313

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

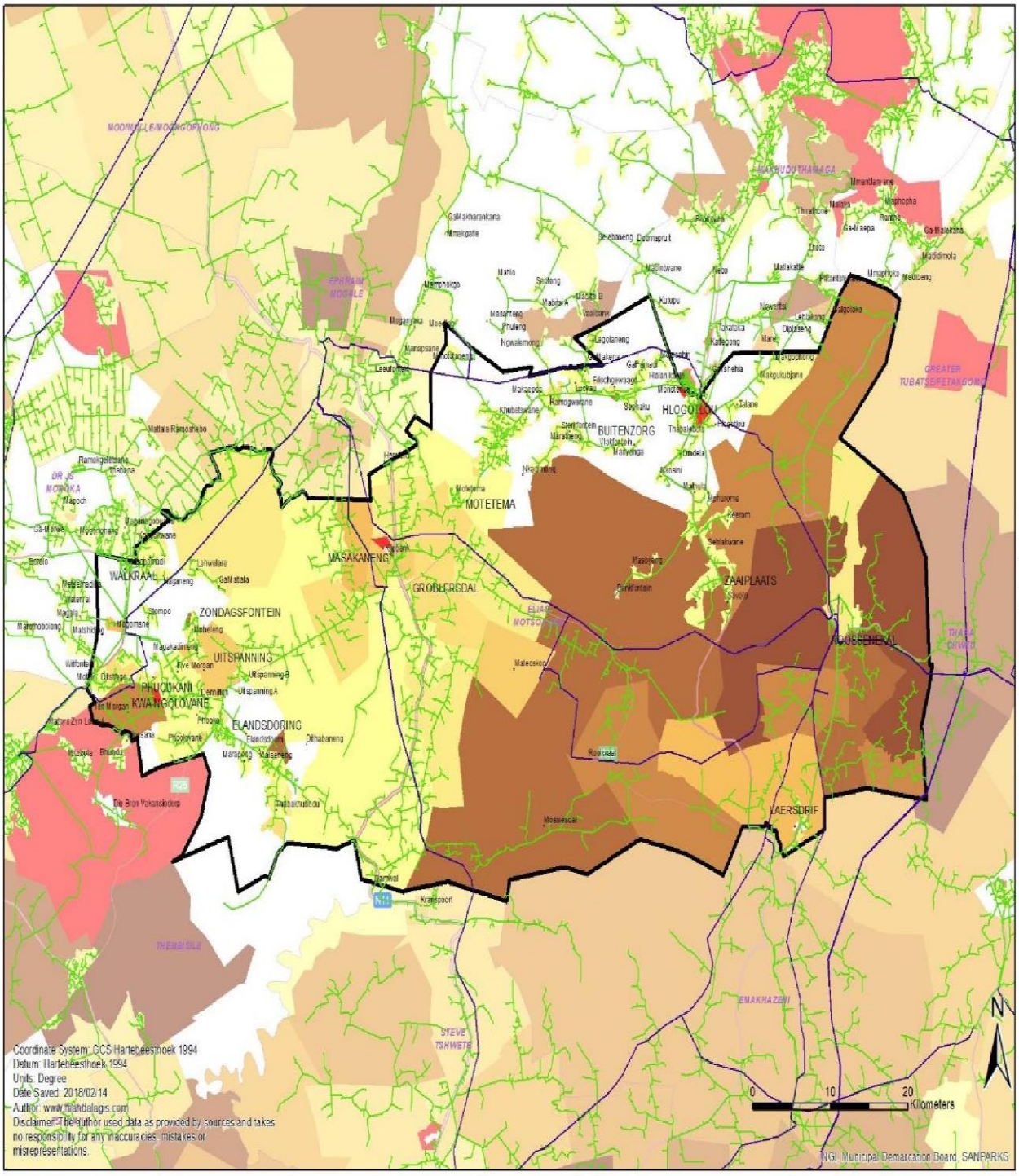
Energy or fuel for heating	Energy or fuel for lighting	Number of households
	Candles (not a valid option)	223
	Solar	27
	Total	7,296
Candles (not a valid option)	None	-

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

	Gas	-
	Paraffin	-
	Candles (not a valid option)	-
	Solar	-
	Unspecified	-
	Not applicable	-
	Total	4
Unspecified	None	-
	Electricity	-
	Gas	-
	Paraffin	-
	Candles (not a valid option)	-
	Solar	-
	Unspecified	-
	Not applicable	-
	Total	-
Not applicable	None	-
	Electricity	-
	Gas	-
	Paraffin	-
	Solar	-
	Unspecified	-
	Not applicable	-
	Total	107
Total	Electricity	54,902
	Not applicable	-
	Total	**60,251**

Elias Motsoaledi LM SDF 2018

Access to Electricity



Legend

- Study Area
- High Voltage Electricity line
- Medium Voltage Electricity Line

% Households with access to electricity for lighting

- 0 - 10
- 11 - 20
- 21 - 30
- 31 - 40
- 41 - 50
- 51 - 60
- 61 - 70
- 71 - 80
- 81 - 90
- 91 - 100
- 0

Source: EMLM SDF 2018

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

4.2.1.4 FREE BASIC ELECTRICITY AND ELECTRICITY BACKLOG AND CHALLENGES

- The municipality approved an indigent policy which guides the development of the indigent register.
- The number of households receiving free basic electricity is very low. For the financial year 2020-2021, the households receiving free basic electricity was stated to **be 1859 out of 9757 configered**.
- The municipal electricity backlog is 4,7 % (3193 households)
- The Municipality is providing free basic electricity to the beneficiaries as per the approved register.
- The current collection varies from month to month as not all the beneficiaries collect their free units due to illegal purchase of electricity.
- The municipality is unable to completely eradicate electricity backlog due to the mushrooming extensions in various villages.
- Insufficient financial resources to eradicate the backlogs

4.2.1.5 PROVISION OF ROADS AND STORM WATER

Roads and storm water management are key municipal functions. The roads and storm water section is responsible for upgrading and regravelling of both streets and roads in the municipal area. Most roads within the municipal area are in a state of decay, with provincial routes in dire need of rehabilitation. This has had a very negative impact on the local economy, as easy access is not available to potential investors.
The EMLM has addressed this challenge through an intervention plan to ensure that critical roads and access routes are restored to safer status levels for usage by our communities. The program is ongoing with focus on the improvement of collector roads, access and internal streets within communities.

The long-term strategy of the Municipality is to surface roads within the municipal area even though our Municipality relies on Grants for roads projects. Based on high road backlog different strategies are implemented, including preventative maintenance of the road Infrastructure whereby some of the roads like Monsterlus and Groblersdal were resurfaced. To improve accessibility to villages 154 km's of roads have been upgraded.
The municipality has established the roads construction and storm water management unit in an attempt to address some of the challenges identified. It is crucial to note that the municipality does not have sufficient budget to adequately rehabilitate the existing roads.

Table 31: Road Infrastructure

Asphalted Road Infrastructure Kilometres					
	Total roads (backlog)	New asphalt roads	Existing asphalt roads re-asphalted	Existing asphalt roads resheeted	Asphalt roads maintained
2016/17	1352.1km	17.2km	2km	560km	1352km
20116/17	1334.9km	8.25 km	0km	0km	0 km
2017/18	1335.51	9 km	0km	6km	6km
2018/19	1232	0km	6.9	135km	1.2km

Source: EMLM Road master plan

Roads condition and their status









Source: EMLM Road master plan 2018

Table 32: Backlog: Roads and stormwater

Description	Baseline	Current (2018-19)	Backlog
Surfaced roads/stormwater (km)	125km	2.290 KM Tarred	1212 KM
Gravel roads (km)	1367		
Total (km)	1492		

Source: Infrastructure department (Roads and stormwater master plan)

The average state of the roads network can be regarded as fair, with 9% of the surfacing and 11% of the structure in poor to very poor category. The municipality continue to have major challenges regarding the conditions of bridges caulverts and drifts.

Table 32

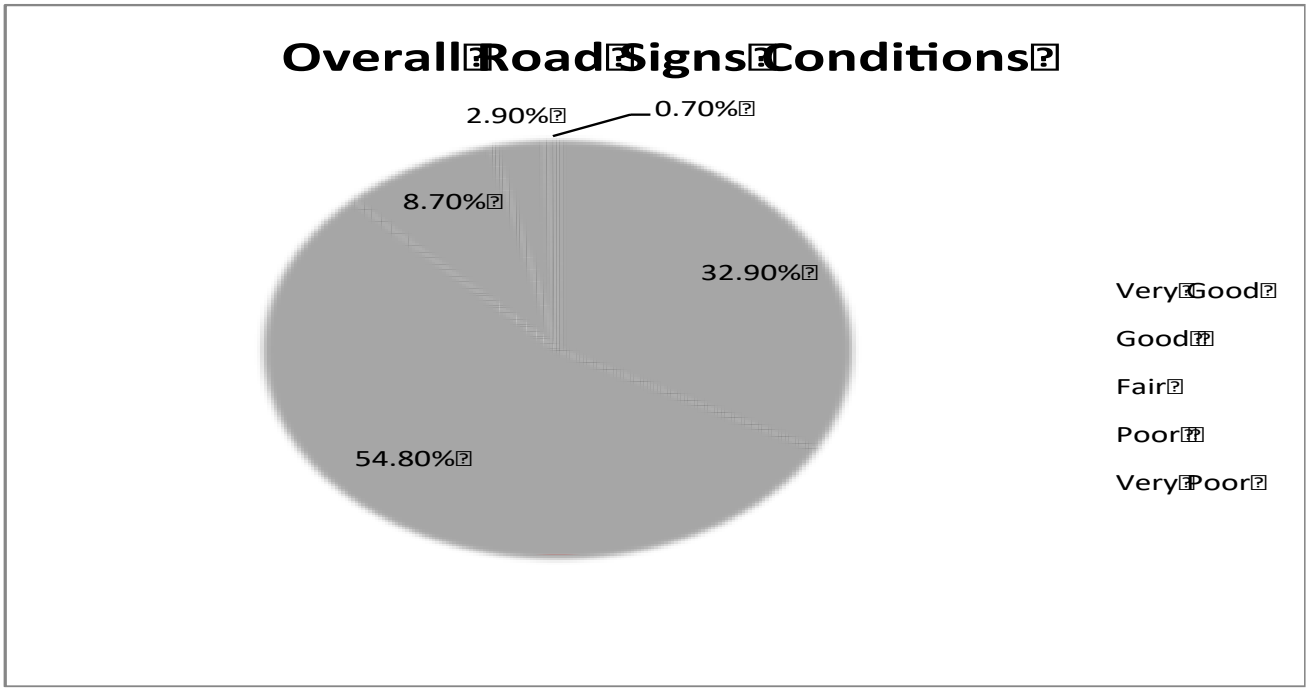
Summary of the Stormwater Structures Conditions in EMLM							
Items			Condition Grading				
	Quantity	Unit measure	Very Poor	Poor	Fair	Good	Excellent
Bridges	17	No	11.80%	35.30%	23.50%	11.80%	17.70%
Culverts	182	No	30.22%	28.57%	32.97%	7.69%	0.55%
Drifts	25	No	12.00%	4.00%	40.00%	36.00%	8.00%

Source : EMLM Road master plan 2018

Table 33: Municipal Road signs

Items	Number
Regulatory Signs	255
Warning Signs	187
Guidance Signs	53
Information Signs	50
Combination Signs	16
Total/Overall	561

Source : EMLM Road master plan 2018



Source: EMLM Road master plan 2018

Roads and storm water challenges

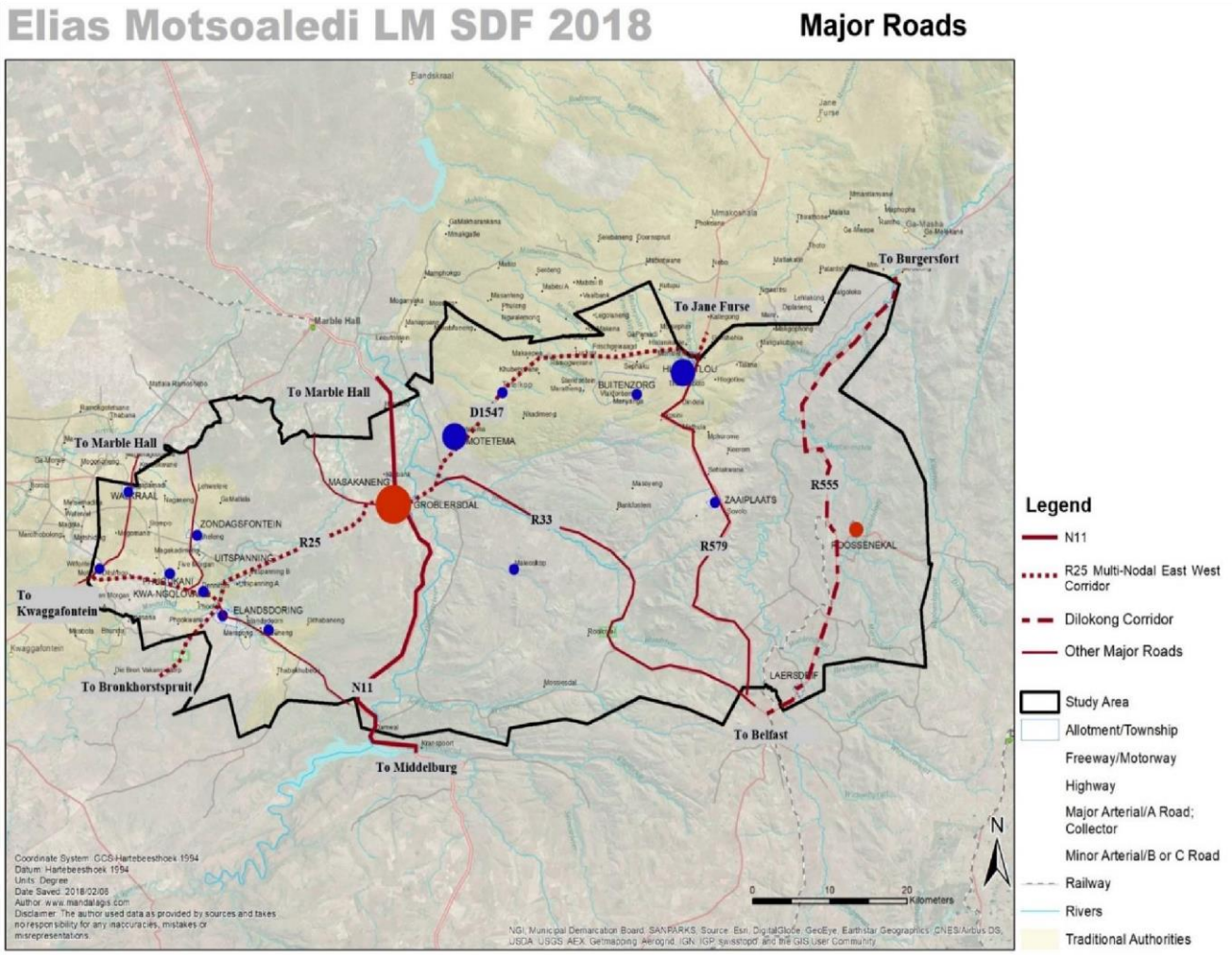
- The backlog on the surfacing of internal streets is at 1212 km (The backlog will be reduced by 12.8km in during the current financial year. Villages that are currently under construction are: Tambo in ward 09 (3.25 km), Kgapamadi in ward 21 (5,5 km), Kgoshi Rammupudu (2.2 km), and 1,7 km in Zaaiplaas.
- Shortage of machinery and plant
- Maintenance of the existing surfaced roads
- Insufficient budget for maintenance of the surfaced roads

Table 34: Strategic roads of municipality

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

Source: Elias Motsoaledi Road master plan 2018

Roads and storm water management in rural areas fall under the control of the Limpopo Department of Roads and Public Transport. This is, however, largely confined to storm water control on the provincial main roads. There



is also no clarity on the management responsibility of the rural roads between the local municipality, the district municipality and the provincial authorities.

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

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

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

4.2.1.6 PROVISION OF TRANSPORT SERVICES

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

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

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

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

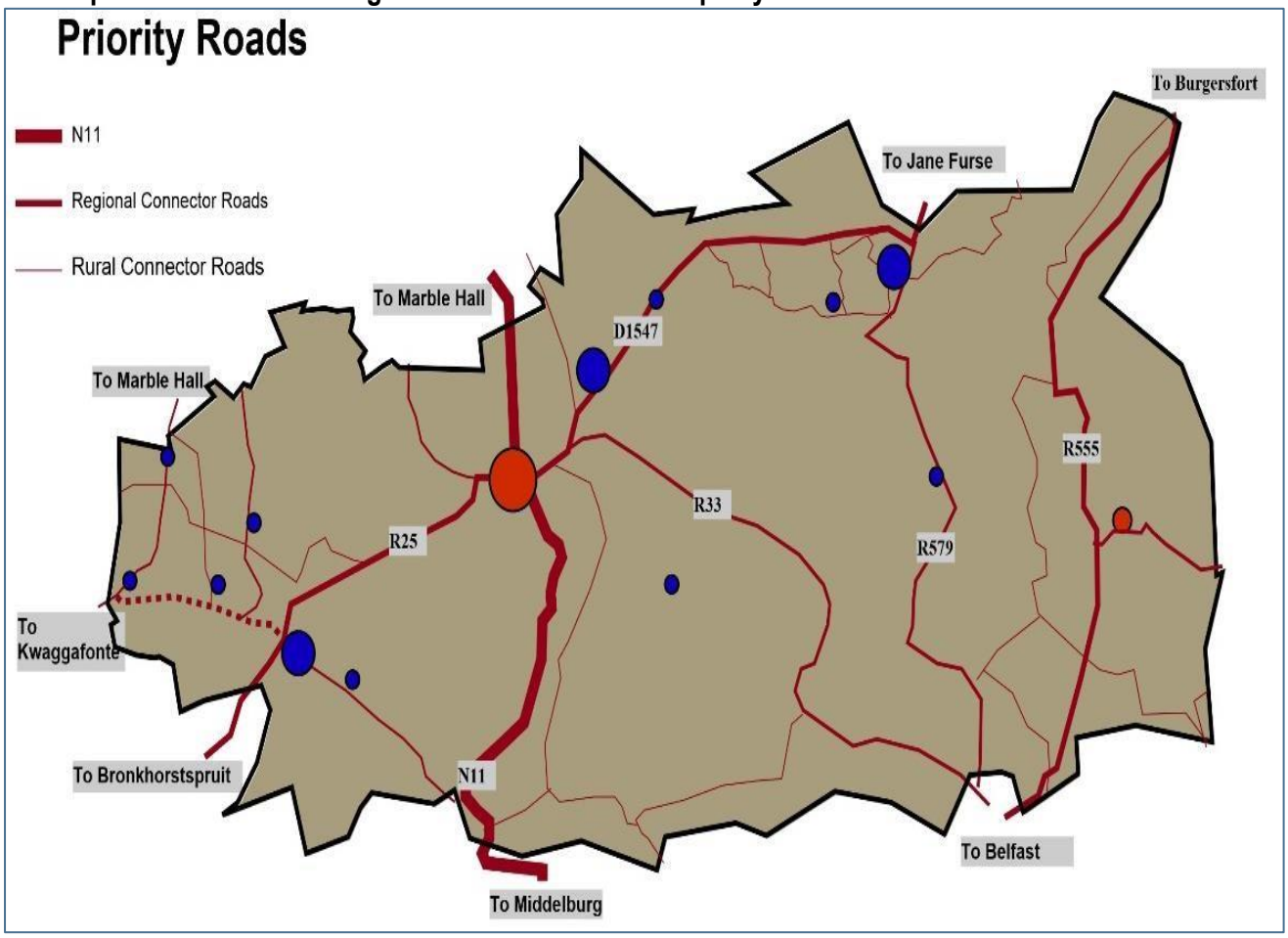
There are no commercial airports in the municipality; however, there is one registered airfield in Groblersdal Town. This is used as an emergency airfield. It is utilised mainly by the business and tourism sectors, as well as local farming wishing to spray their cultivated fields. There is no commuter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

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

4.2.1.6.1 LINKING STRATEGIC ROADS AND PUBLIC TRANSPORT

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

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



4.2.1.6.2 PUBLIC TRANSPORT CHALLENGES

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

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

4.2.1.7 PROVISION OF WASTE MANAGEMENT SERVICES

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

Norms and standard for waste management within the municipality are:

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

Table 35: 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%

	2001		2011	
	Households	**Percentage**	**Households**	**Percentage**
Not applicable	3	0.01%	703	1.2%
Total	**48953**	**100%**	**60251**	**100%**

Source: Stats SA Census 2011

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

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

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

Table 36: Waste management issues as provided by LEDET

	Name Of Facility		Findings	Action Required
Elias Motsoaledi LM	1. Total Waste	120 of cardboard 150 of plastic	No waste management license Storage area and office available No operational plan No reporting	• Need to develop an Operational plan. • Need to report quantities monthly to theDepartment
	2. Poverty Combaters	10of cardboard 12 of plastic	No waste management license No three phase electricity for operation of the bailing machine No support from the municipality Operational Equipment available No operational plan No reporting	• Three phase electricity should be installed • Need to report quantities monthly to the Department • Need to develop and operational plan
	3. Pieterse Scrap Metals	50 of steel 8 of non-ferrous	Well fenced with lockable gate and security guard Operational equipment available Not reporting	• Need to develop an operational plan • Need to report quantities monthly to the Department

	Name Of Facility		Findings	Action Required
	4. J.H Metals	53 of steel	Operational equipment available No storage area Not reporting	• Need to keep records • Need to report quantities monthly to the Department

Source: Final recycling status quo report by LEDET

4.2.1.8 LANDFILL SITES

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

Groblersdal and Roossenekal licenced land sites

The integrated waste management plan is meant to ensure that waste is collected, reused, recycled or disposed of without causing harm to human health or damage to the environment, including water, air, soil, plants or animals; causing a nuisance through the noise, odours, or anything adversely affecting rural or urban areas or areas of special interest. The Elias Motsoaledi Local Municipality has two general waste licenced sites, namely Groblersdal and Roossenekal landfill sites.

The following types of machinery are available and used to assist with effective and efficient services on site:

- Landfill site Compactor
- Bulldozer
- Tipper truck
- High pressure blower
- Car wash machine and 40m Horse pipe

There is also a weighbridge that helps with the capturing and recording of the client's data such as vehicles registration number, type of waste, the volume of waste per tons and record them into the system so that the information will assist the municipality to report waste volume to SAWIS. There is daily compaction and covering materials to control odour, vermin and vectors and spreading of waste. Only non-recyclable materials are compacted and covered daily. Building rubble is used for cell construction and covering of materials. Garden waste was managed separately when season's change it decomposes, and local farmers and private clients come to collect it for garden and agriculture use.The Groblersdal landfill site is situated on portion 179 of Farm Loskop suid 53 JS, in Groblersdal Town. The landfill site covers the following area as per the coordinates below:

Table 37: Groblersdal Landfill site coverage

Corners of the Landfill site	Latitude	Longitude
A	25⁰9/22.7//	29⁰25/29.17//
B	25⁰9/20.2//	29⁰14/43.66//
C	25⁰9/17.93//	29⁰25/34.93//
D	25⁰9/16.09//	29⁰25/37.27//

The collection of waste within the Elias Motsoaledi Local Municipality is outsourced to the external service providers. There areas with waste refusal services are Motetema, Monsterlus, Elandsoorn, and Tambo The initial Waste Management Licence number is 12/4/10-A/15/GS1, and later updated to the Waste Management Licence Variation number is 12/4/10/8-A/10/S1-A1.

Table 38: Status quo of Waste Management Services at Elias Motsoaledi Local Municipality:

Number of households receiving a weekly refuse removal services	Provision of weekly refuse removal services	5516 households	Waste is being collected in Groblersdal, Roossenekal, Motetema and Hlogotlou as per schedule
Number of businesses and industries receiving refuse removal services	Provision of refuse removal service	493 businesses and industries receiving refuse removal service	Waste is being collected from businesses and industries (once, three times a week or daily depending on the nature of the business
Street cleaning and litter picking	To pick up daily from main roads and CBD	Litter picking is conducted daily on main roads & CBD	Litter picking is being done as per schedule
Number of bulk containers (skip bin) rented	To clean bulk containers to prevent nuisance	28 (skip bins) bulk containers are being rented to business and government institution 02 self-compressed containers	Bulk containers are collected once per week or as required
Number of skip bins distributed for public gatherings / requested by clients	To ensure that refuse is being disposed of in a safe manner	07 skip bins were distributed	Skip bins were distributed as requested by the clients and the ward councillor
Number of bulk containers placed to reduce illegal dumping	To clean bulk containers to prevent nuisance	18 bulk containers distributed	Collected once per week or as required

Hlogotlou Waste Transfer Station

Elias Motsoaledi Local Mucnicipal has one waste transfer station at Hlogotlou. Hlogotlou waste transfer station license is number 12/0/10/-a/1/GS2,G:C:B-. it is located on the farm Paardelplaats, 135 JS. The license authorises the storage and /or transfer of general waste to a landfill site.

Table 39

Number of corners	Latitude	Longitude
A	25.03652^0	29.73425^0
B	25.03802^0	29.73430^0
C	25.03731^0	29.73510^0

The Department of Environmental Affairs donated five self-compressible waste containers to Municipality. Two are based at the waste transfer station, one at a hospital in Dennilton and the remaining two containers serve a spares, which could be used at a transfer station if build in future. There is, however, illegal dumping taking place outside of the transfer station. This could be attributed to the fact that the station was not in use for 3 years after the municipality could put financial fine notices to prevent it.

Current Systems in Use for Disposal of Waste

Waste and waste residues that cannot be recycled or further treated need to be disposed of in an environmentally, hygienically and safe manner. Guidelines for waste disposal was prepared by the DWAF, which should be consulted for determining requirements for disposal systems (DWAD, 1998). Although the most common form of disposal is landfilling, other disposal systems include:

- Garden refuse disposal facilities, including composting and wood chipping facilities;
- Building rubble disposal facilities, where it is reprocessed as fill or cover material;

Table 40: average non-recyclable waste collected per month

Type of Waste	Weight (Tons)
General waste	412.6
Garden Waste	51
Rubble	271.23
TOTAL	734.83

Table 41: Average recyclable waste collected per month

Type of Waste	Weight (Tons)
Boxes, paper, plastic and coke	40.2
Bricks	0
Metal	5.4

Type of Waste	Weight (Tons)
Glass/bottles	2.96
TOTAL	48.56

Table 42: Landfill status

Area	F/Y 2018/19 (Baseline)	F/Y 2019/20
Groblersdal	Upgrading of the landfill site (the landfill site is operational)	DEA upgraded the landfill site by installing two high mast lights, office and ablution facility. There is still a need to construct cells
Hlogotlou trasfer station	Construction of transfer station (phase 1)	Construction of transfer station(phase 2) has been completed
Elansdoorn township	To be rehabilitated	Not yet done
Roossenekal	Operational land fill site	Three boreholes drilled
Ntwane transfer station	The project was registered with DEA	Not yet implemented
Philadelphia transfer station	To be rehabilitated	Not yet done

4.2.1.9 WASTE MANAGEMENT CHALLENGES

The following are the challenges identified with waste management:

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

Operational Challenges

The Groblersdal and Roosseneskal landfill sites are licensed to accept general waste but hazardous waste is sometimes illegally dumped. It is, therefore, necessary for the Municipality to consider getting a disposal site for hazardous waste.

The landfill sites are managed by the service providers to ensure the effective and efficient operation of the sites; however, the Roossenekal landfill site was not operational for some time because it did not have a service provider. The Municipality has since appointed the service provider to look after the landfill operation and management.

According to the landfill, sites license conditions, there is supposed to be internal and external audits conducted, and this has not been the case. Illegal dumping seems to be rife within the Municipality.

There is a Waste Transfer Station at Hlogotlou, but there is illegal dumping taking place next to it. The Municipality has put the skip bin to assist with the littering of the waste around the area.

There is another illegal dumping taking place at the old quarry in Tafelkop, and another one in Lukau. To try to minimise the spread of illegal dumping, the awareness campaigns should be initiated and enough provisions of the skip bins.

Waste Recycling and Reuse

"Recycling of waste refers to the separation at source of recyclable materials from the general waste stream and the reuse of these materials. The objectives are to save resources as well as reduce the environmental impacts of waste by reducing the amount of waste disposed at landfills. To meet these objectives, waste separation at source is proposed, as the quality of recyclable materials is higher when separated at source. Besides, recycling has the potential for job creation and is a viable alternative to inform salvaging at landfills, which is undesirable due to the problems of health and safety associated with "salvaging" (National Waste Management Strategy,1999)

Recyclable materials are separated by recyclers and collected by different recycling companies and individuals. As it is, there is a private company that is doing the collection of recyclable materials at the Groblersdal Landfills site. Once they have enough load then the materials are transported to big recycling companies in Gauteng Province.

Waste recycling is a potential job creator if it could be formalised and adopted by the Municipality. The recycling forum should be established, and the names of the people in the form would be captured in a database that could be used for capacity building through recycling workshops.

4.2.1.10. DISASTER MANAGEMENT SERVICES

DISASTER MANAGEMENT SERVICES

Sekhukhune District Municipality is mainly assisting Disaster Management within the district. EMLM is also responsible for disaster management to a particular scale such as Disaster Awareness Campaigns, relief

response and mitigations. The municipality is capible of conducting an assessment report for reported disasters and incidents in our area of jurisdiction and providing relief material in the form of blankets and food parcels. Due to the vast number of incidents that leave families destitute due to houses being burnt down or roofs blown off, other mitigation and relief options in the form of Zo Zo houses and or sheeting for roofs must be considered.

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

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

4.2.1.10.1. VULNERABILITY ANALYSIS

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

A Risk assessment was undertaken and the following Priority Risk (Hazards) were identified as a high risks: **Table 43**

PRIORITY LIST WITH RATINGS	RATING
1. Storm water drainage	2.78
2. Sand mining	2.68
3. Air pollution	2.31
4. Wetlands	2.05
5. Bridges	1.83
6. Waste solid disposal	1.7
7. Alien plants, e.g. mokorokorwane	1.62
8. Structural fire	1.5
9. Drought	1.44
10. Sanitation	1.34
11. Land degradation	1.31
12. Drug abuse	1.31
13. Crime	1.20
14. Riverine floods	1.12
15. Human diseases	1.07
16. Hail storm	0.97
17. Water pollution	0.9

PRIORITY LIST WITH RATINGS	RATING
18. Severe Storms	0.88
19. Road accidents	083
20. Demonstrations	0.80
21. Veld fires	0.56
22. Air craft	0.46
23. Pest infestations	0.35
24. Hazmat	0.33
25. Dams failure	0.21

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

- Poverty
- Health
- Water
- Road infrastructure
- Telecommunication

Table 44: List of hazards identified

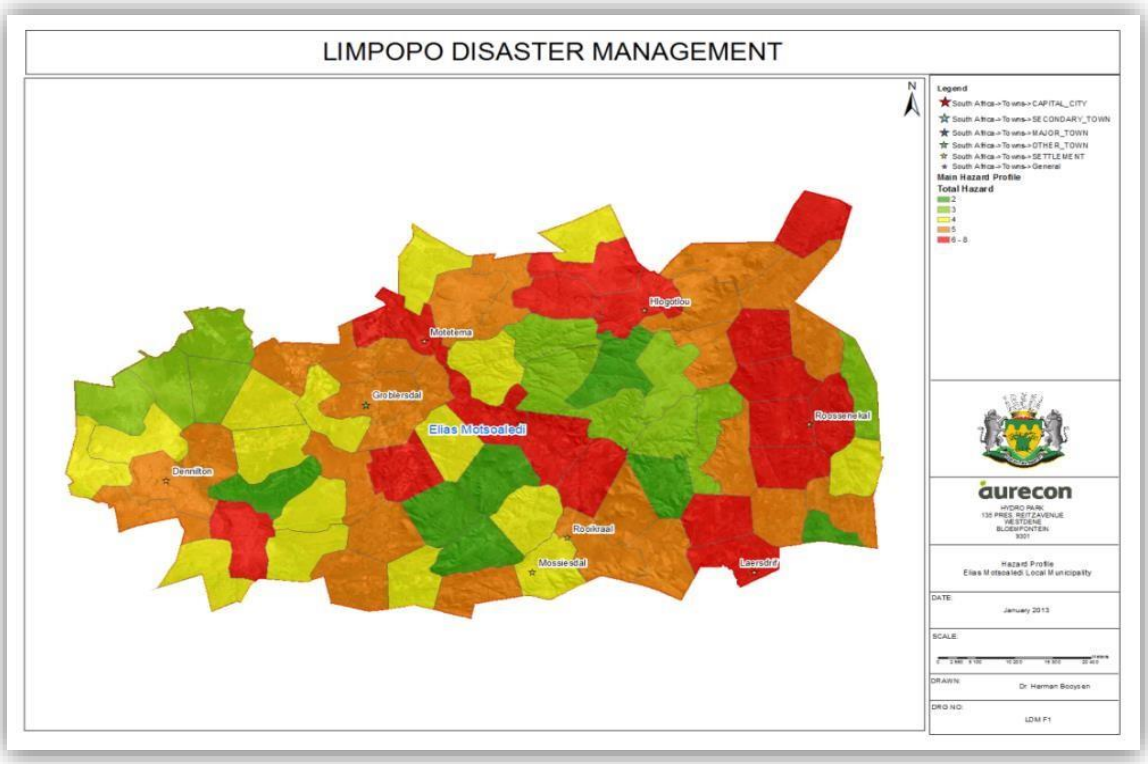
Hazard Category	Hazard	Affected Areas
Hydro-meteorological		
Water related	Riverine flooding	Olifantsriver from Loskop & Moosriver
Atmosphere related	Severe storms	Entire area (Roossenekal/ Sehlakwane Tafelkop)
	Drought	
	Hail storms	Saaiplaas/Bloempoort/Kgobokwane/ Mathula Stand/Dindela/Keerom (especially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

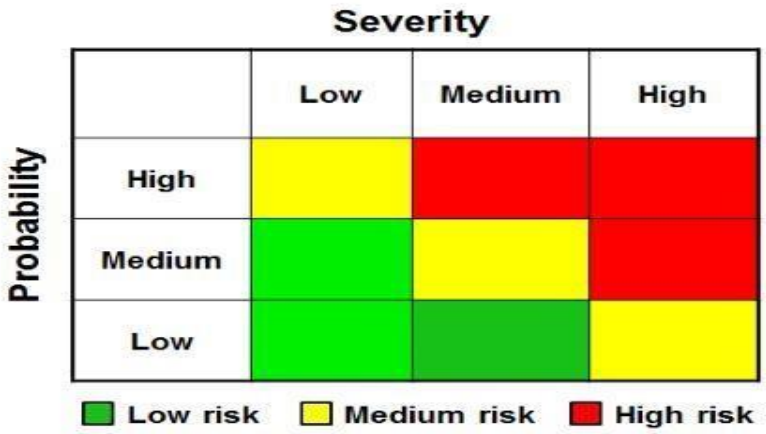
4.2.1.10.2 HAZARD PROFILE

After the completion of the hazard identification and mapping a hazard profile of the municipality were compiled. The map shows the number of hazards for a specific geographical area. For example the red areas indicate that

there are between 6 and 8 hazards for that area. Therefore the more red the area, the more hazards are present. Green indicates low vulnerability and red indicates higher vulnerability

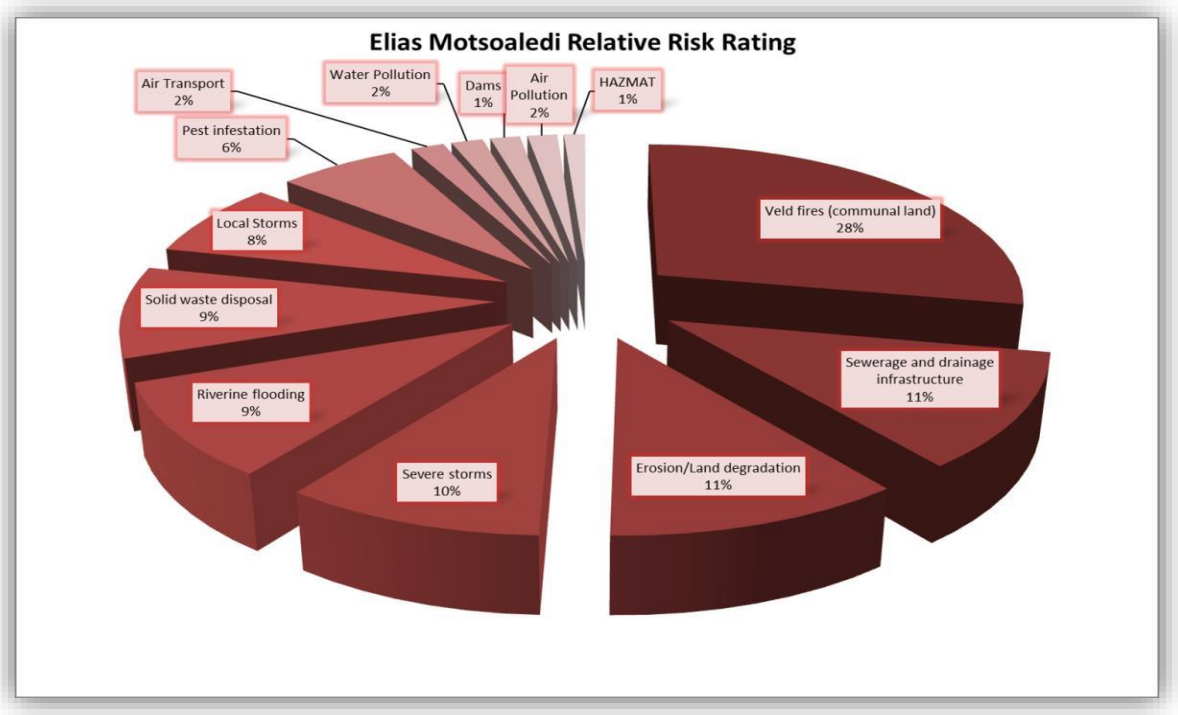
Figure 8: Hazards within the province and the state of hazards in the municipality





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

Disaster management challenges

- Lack of storm water drainage and bridges in some communities
- Flooding which causes damges in household and infrastructure
- Draught which causes poverty and starvation
- Hail storm
- Water pollution
- Alien plants
- Pest infestation
- Drug and substance abuse

Table 45: Climate change issues

N0	SECTOR	IMPLICATIONS /CHALLENGES
1	Human Health	• Water borne and communicable diseases (especially bilharzia) • Vector and Rodent- Borne Disease • Increased air pollution
2.	Agriculture	• Change in grain (maize, wheat & barely) production

N0	SECTOR	IMPLICATIONS /CHALLENGES
		• Change in deciduous fruit production • Change in other crop production areas • Increased exposure to pests such as eldana, chilo and codling moth. • Increased risks to live stock • Reduced food security increased heat stress
3.	Water	• Decreased quality of drinking water • Decreased water quality in ecosystem due to increased concentrations of effluent and salt concentrations.
4.	Biodiversity and Environment	• Loss of Grasslands
5	Human Settlement	• Increased isolation of rural communities and displacement

Water borne and communicable diseases

Natural disasters such as floods, hurricanes, and earthquakes pose an increased risk of contamination of water supplies with disease- causing agents. In turn, the health of communities relying on water from surface sources, and those with poor sanitation is at greater risk of, for example, diarrhoeal diseases, typhoid fever and Hepatitis A & E.

Severe or repeated episodes of diarrhoea may lead to malnutrition and lowered immunity, with increased susceptibility to other infectious diseases.

Floods may cause displacement and increased demand of safe water, sanitation and housing. Lack of proper accommodation will lead to overcrowding. Overcrowding is one of the environmental factors that influence the spread of diseases such as meningitis and influenza.

Vector and rodent borne diseases

Maria is life-threatening diseases caused by parasites that are transmitted to people through the bites of infected mosquitoes. A change in the climate cloud increase the geographical distribution of malaria in the municipality.

High rainfall has also been associated with vector-borne diseases such as Yellow fever and Malaria. The weather affects the distribution of rodent-borne diseases, which may also be associated with flooding. Rodent infestations are already a growing public health concern in many urban areas. There is a particular need to focus on the rodent infestation prevention through universal service delivery such as insuring the integrity of sewerage systems and efficient waste disposal services and domestic hygiene programmes. The latter is required also to prevent the indiscriminate use of pesticides in domestic settings. Of considerable concern in respect of an increase in the distributions of disease vectors is the likely increased in the use of pesticides, and the concomitant risk of an increase in poisoning, as well as longer –term health effects of both vector –and rodent –borne disease.

Air Pollution

Increased exposure to South African Criteria pollutants (ozone, Nitrogen oxides, carbon monoxide, Particulate matter 10 and Sulphur dioxide) is a particular air quality concern associated with climate change. Person with respiratory diseases such as asthma, chronic obstructive pulmonary disease, allergic rhinitis and bronchitis are most vulnerable, as are the elderly and young children. Stricter pollution control, air quality monitoring and respiratory health surveillance are important in this regard.

4.2.1.11 PROVISION OF HOUSING

Housing delivery remains a key government intervention to redress the ills of the past and restore the dignity of the poorest of the poor. This is clearly reflected in the Housing Policy and Strategy (1994) that focuses on stabilising the environment to transform the extremely fragmented, complex and racially-based financial and institutional framework inherited from the previous government. New systems are being established to address the housing backlog. The current backlog of housing within the municipality is **7550. There are new settelments and extensions in various ward which contributed in the increasing number of housing demand**.

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

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

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

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

Table 46: Housing allocations since 1994

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

Table 47: Synopsis of financial year's allocations

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

(source : COGHSTA)

Table 48: Settlement tenure status

Settlement	NUSP Category	No. of Households	Current Level of Services Provided	Planning and Tenure Status	MTEF Target(s)
Motetema /Congo	B1	500	Communal stand pipes and pit latrines Bulk service in place	Town planning is under-way. Awaiting for approval of the General Plan Settlement on Municipal Land	Town planning and basic Services	500 serviced sites
Roosenakal B informal settlement	C	800	Bulk services in place	No town planning approval. Settlement on Private Land	None	Relocation strategy and land release
Stadium View (Hlogotlou) informal settlement	B1	650	Communal stand pipes. Bulk services are in place and the installation of services.	General Plan approved	650 serviced Sites	650 serviced sites

Zenzele informal settlement – Zenzele/Zuma Park/Dennilton	B1	40	No bulk services Self-dug pit latrines No electricity	No town planning approvals On private land, no planning was done	Land acquisition and town Planning	Land release and town planning

Housing backlogs and challenges (Source: COGHSTA)

The role of the municipality regarding the provision of housing is co-ordination and facilitate Government owned land is peripheral located far from socioeconomic amenities Limited Capacity of Contractors to deliver at large scale.

- Limited capacity of project managersBulk infrastructure and serviced site

- Bulk infrastructure is inadequate an
- Sites not serviced by municipalities
- Financing model for Bulk infrastructure
- Disparate infrastructure Grants
- Intergovernmental synergy
- Late announcement and loading of subsidy affecting appointment of contractors and approval of beneficiaries
- Integration across sectors not yet efficient
- Housing backlog is 7550

4.2.1.12 CEMETERIES

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

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

4.2.1.12.1 CEMETERIES CHALLENGES

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

4.2.1.13 HEALTH AND SOCIAL DEVELOPMENT

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

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

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

4.2.1.13.1 HEALTH AND SOCIAL DEVELOPMENT ISSUES

Table 49: Health and social development issues

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

4.2.1.13.2 HEALTH AND SOCIAL FACILITIES

Table 50: Breakdown of Health Facilities

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

Source: **department of health and social Development**

Table 51: Causes of Mortality 2020/2021

DISTRICT		TOP 10 CAUSES OF DEATHS	NUMBER
SEKHUKHUNE DISTRICT	1	COVID 19	301
	2	Retroviral disease	274
	3	Lower respiratory tract infection	141
	4	Acute renal failure	135
	5	Hypertension	107
	6	Diabetic	121
	7	Congested cardiac failure	107
	8	Cerebro vascular accident	130
SEKHUKHUNE DISTRICT	9	Tuberculosis	137
	10	Gastroenterits	96

Table 52: HIV and AIDS, STI Control (HAS) 2020/2021

Municipality	HIV positive 15 – 24 years (excl ANC) rate	ART Adult remaining in care rate (12 months)	ART Child remaining in care rate (12 months)	ART Adult viral load suppressed rate (12 months)	ART Child viral load suppressed rate (12 months)
Elias motswaledi	**Target: 8%**	**Target: 90%**	**Target: 90%**	**Target: 90%**	**Target: 90%**
	2.8%	58.5%	77.4%	88%	52.2%

Table 53: TB CONTROL 2019/2020 OUTCOMES

INDICATOR	ELIAS MOTSWALEDI	
	2019	**2020**
ALL DS- TS client lost to follow-up rate	8.8%	9%
All DS-TB client treatment success Rate	79.6%	76.9%
TB Rifampicin resistant/MDR/pre-XDR treatment success rate	100%	71.4%
All DS-TB client death rate	11.5%	13.4%

Table 54: MOTHER, CHILD, WOMEN HEALTH AND NUTRITION

Municipality	Couple Year Protection Rate	Delivery 10 to 19 years in facility rate	Antenatal 1st visit before 20 weeks rate	Mother postnatal visit within 6 days rate	Neonatal (<28 days) death in facility rate	Live birth under 2500 g in facility rate	Infant PCR test positive at birth rate	Infant 1st PCR test positive around 10 week	Immunization under 1 year coverage	Measles 2nd dose coverage	Vitamin A 12 – 59 months coverage
Elias Motsoaledi	**Target: 65%**	**Target : 14%**	**Target: 67%**	**Target: 95%**	**Target: 12/1000%**	**Target: 12%**	**Target: 0,6%**	**Target: 0,6%**	**Target: 80%**	**Target: 80%**	**Target: 45%**

	44.6%	14.7%	48.2%	72.6%	13/1000	8%	0.5%	1.7%	64.9%	69.4%	43.5%

Table 55: HEALTH AND WELFARE CHALLENGES

#	INDICATORS	CHALLENGES/GAPS
1.	cleanliness	- Shortage of cleaners
2.	Patient Safety	- Poor safe keeping of valuable - Pest control not done according to schedule due to delay by service
3.	Experience of Care satisfaction	- The patients are not informed of their treatment, visiting times and whom the manager and doctor in charge are. - Functional nurse call system not available - Poor signage in our facilities - Insufficient disposable cups in waiting for drinking water
4.	Access of Care	- Insufficient bedlinen - Unavailable of disposable towels - Delay in refilling of liquid soap in dispensers - Delay in refill of toilets papers
5.	Waiting time	- Poor implementation of the booking system - Patients by-passing the PHC facilities
6	Access to paypoints	- Lack of pension paypoint facilities

WELFARE ISSUES

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

- There is a general need for the provision of facilities and services for the aged, the disabled, AIDS orphans and other orphans, the homeless street children, mentally ill and all the vulnerable groups afflicted by poverty in the Elias Motsoaledi Local Municipality area.
- Pension payouts 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 systemin EMLM. This is demonstrated by the number of various grants that are accessed by beneficiaries in the municipal area. **Table 56: Statistics on grants beneficiaries**

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

The Community Home Based Care facilities need to be 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.

4.2.1.14 COMMUNITY SERVICES STRUCTURES

Table 57: 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 58: VICTIM SUPPORT CENTERS

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

Table 59: SUBSTANCE ABUSE CENTERS

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

Table 60: COMMUNITY BASED CARE AND SUPPORT SERVICE CENTERS FOR OLDER PERSONS

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

Table 61: PROTECTIVE WORKSHOPS FOR PERSONS WITH DISABILITIES

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

Table 62: DROP IN

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

Table 63: HOME COMMUNITY BASED CARE

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

Table 64: ISIBINDI CENTERS

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

Table 65: COMMUNITY NUTRITION DEVELOPMENT CENTERS

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

Table 66: FOSTER CARE

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

4.2.1.14.1 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.

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

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

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

- Business robbery (foreign nationals businesses are the main targets).

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

Table 67:

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

All stations	Other serious crimes	1260
All stations	Property-related crimes	1752
All stations	Rape	154
All stations	Robbery at residential premises	53
All stations	Robbery at aggravating circumtances	360
All stations	Sexual assault	6
All stations	Sexual offence	236
All stations	Sexual offence detected as a result of police action	41
All stations	Shoplifting	226
All stations	Stock-theft	242
All stations	Theft of motor vehicle and motorcycle	110
All stations	Theft out of or from motor vehicle	221
All stations	TRIO crime	207
All stations	Truck hijacking	6
All stations	Robbery of cash in transit	2
All stations	Robbery at non-residential premises	104

3.1.7 EDUCATION

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

Table 68

Local Municipality	COMB	INT	PRIM	SEC	SNE	Indep
ELIAS MOTSOALEDI	25	6	97	59	3	10

Summary of Norms and Standards

- Teacher Learner :Primary ; 1:40
  : Secondary; 1:35
- Grade R-12 who travel 5 km and above per single trip to the nearest public school
- Learners who reside outside the determined radius may be provided with transport.
- Every learner has access to minimum set of text books

Table 69: Educational Facilities

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

Source: Department of Education

School infrastructure

Despite an attempt to provide good infrastructure in schools, there are still schools without proper school infrastructure more especially sanitation. Sanitation has been a serious challenge in LDoE which sadly claimed the life of a learner. LDoE focused on eradication of pit latrines during this cycle to ensure that no learner will ever loose life in this manner.Most of the school are very old and needs renovations, replacement, upgrades and additions time and again.

Table 70

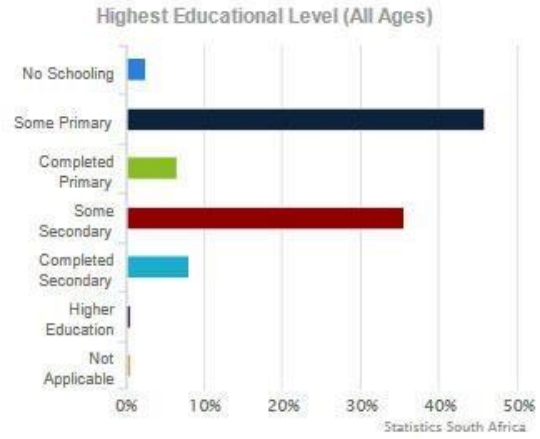
Total schools Local municipality	No. of schools with water supply(municipal services)	No. of school with alternative water supply(borehole, jojo tank, etc)	No. of school without any water supply	No. of schools with Electricity(municipal services	No. of schools with Alternative Electricity(Backlog)	No. of school without any electricity supply (Backlog)	No. of schools with sanitation	No. of school with alternative sanitation (Backlog)
173	166	6	1	167	6	0	42	131

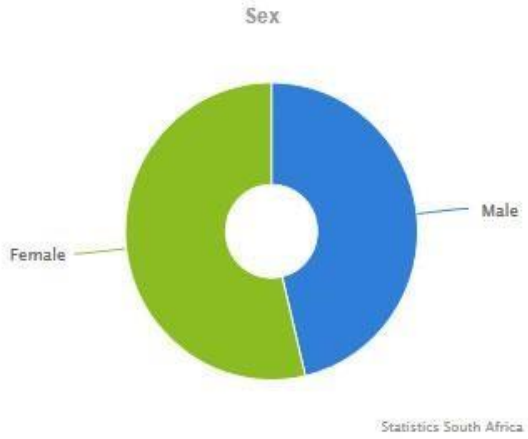
Table 71: The level of education

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

Source: Stats SA. CS 2016

Figure 9: Educational levels





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

Table 72: SEKHUKHUNE: 2021 NSNP- National School Nutrition Programme

District	Municipality	#Schools	#Learners
Sekhukhune South	Elias Motsoaledi	183	88671

EDUCATIONAL BACKLOGS AND CHALLENGESCHALLENGES

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
- No proper infrastructural facilities in schools for food storage and preparations areas.
- No fencing in schools that delay SFP implementation
- Unavailability of stipend for gardeners who may take care of gardens during school holidays

4.2.1.14.3. 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. There are 45 regitered ECD centres within the municipality.

4.2.1.14.4. CHALLENGES FACING ECDS

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

The major challenges facing the municipality taking cognisance that Eduction 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
- Infrastructire backlogs with respect to the provision of water and sanitation services to schools
- Inadequate sports facilities

4.2.1.15. POST OFFICES AND TELECOMMUNICATIONS

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

4.2.1.15.1 INTERNET SERVICES

Table 73: Access to internet services

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

Source: **Stats SA, Census, 2011**

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

Telecommunications challenges

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

4.2.1.16 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 multipronged approach is required to deal with the situation.

4.2.1.17. 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.

ARTS AND CULTURE ORGANISATIONS WITHIN ELIAS MOTSOALEDI LOCAL MUNICIPALITY

- Itsweletse Creative Arts in Uitspanning A (ward 11)
- Ipopeng Cultural Group at Dikgalaopeng (ward 25)
- Moribo Rhythm Foundation in Luckau (ward 24)
- Mmaloko Cultural Village (ward 10)

4.2.1.17.1. SPORTS, ARTS AND CULTURE CHALLENGES

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

4.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

4.3.1. THE ECONOMIC PROFILE OVERVIEW

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

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

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

4.3.2 ECONOMY

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

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

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

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

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

TABLE 74: GROSS DOMESTIC PRODUCT (GDP) - ELIAS MOTSOALEDI, SEKHUKHUNE, LIMPOPO AND NATIONAL TOTAL, 2008-2018 [R BILLIONS, CURRENT PRICES]

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

2017	11.0	41.9	340.3	4,653.6	*26.3%*	*3.2%*	*0.24%*
2018	11.9	44.8	360.0	4,873.9	*26.6%*	*3.3%*	*0.24%*

Source: EMLM LED UNIT

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

TABLE 75: GROSS DOMESTIC PRODUCT (GDP) - ELIAS MOTSOALEDI, SEKHUKHUNE, LIMPOPO AND NATIONAL TOTAL, 2008-2018 [ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES]

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

Source: EMLM LED UNIT

In 2018, the Elias Motsoaledi Local Municipality achieved an annual growth rate of 1.22% which is a significantly higher GDP growth than the Limpopo Province's 0.62%, but is higher than that of South Africa, where the 2018 GDP growth rate was 0.79%. Contrary to the short-term growth rate of 2018, the longer-term average growth rate

for Elias Motsoaledi (0.88%) is significant lower than that of South Africa (1.50%). The economic growth in Elias Motsoaledi peaked in 2017 at 2.68%.

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

TABLE 76: GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN SEKHUKHUNE DISTRICT MUNICIPALITY, 2008 TO 2018, SHARE AND GROWTH

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

Source: EMLM LED UNIT

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

4.3.2.2. ECONOMIC GROWTH FORECAST

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

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

4.3.2.3. HISTORICAL ECONOMIC GROWTH

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

Table 77: GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - ELIAS MOTSOALEDI LOCAL MUNICIPALITY, 2008, 2013 AND 2018 [R MILLIONS, 2010 CONSTANT PRICES]

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

Source: EMLM LED UNIT

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

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

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

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

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

4.3.2.5. ECONOMICALLY ACTIVE POPULATION (EAP)

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

Table 79: ECONOMICALLY ACTIVE POPULATION (EAP) - ELIAS MOTSOALEDI, SEKHUKHUNE, LIMPOPO AND NATIONAL TOTAL, 2008-2018 [NUMBER, PERCENTAGE]

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

Table 80

Average Annual growth							
2008-2018	***3.00***%	***3.04***%	***2.70***%	***1.85***%			

Source: EMLM LED UNIT

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

In 2008, 20.1% of the total population in Elias Motsoaledi Local Municipality were classified as economically active which increased to 23.6% in 2018. Compared to the other regions in Sekhukhune District Municipality, Ephraim Mogale Local Municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Makhuduthamaga Local
Municipality had the lowest EAP with 17.7% people classified as economically active population in 2018.

4.3.2.6. LABOUR FORCE PARTICIPATION RATE

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

TABLE 81: THE LABOUR FORCE PARTICIPATION RATE - ELIAS MOTSOALEDI, SEKHUKHUNE, LIMPOPO AND NATIONAL TOTAL, 2008-2018 [PERCENTAGE]

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

Source: EMLM LED UNIT

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

4.3.2.7: Table 82: TOTAL EMPLOYMENT - ELIAS MOTSOALEDI, SEKHUKHUNE, LIMPOPO AND NATIONAL TOTAL, 2008-2018 [NUMBERS]

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

Source: EMLM LED UNIT

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

Table 83: TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - ELIAS MOTSOALEDI AND THE REST OF SEKHUKHUNE, 2018 [NUMBERS]

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

Source: EMLM LED UNIT

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

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

4.3.2.8. UNEMPLOYMENT

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

Table 84: UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - ELIAS MOTSOALEDI, SEKHUKHUNE,

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

Source: EMLM LED UNIT

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

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

4.3.2.9. DEVELOPMENT

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

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

4.3.2.10. POVERTY

In 2018, there were 204 000 people living in poverty, using the upper poverty line definition, across Elias Motsoaledi Local Municipality - this is 3.42% higher than the 197 000 in 2008. The percentage of people living in poverty has decreased from 82.39% in 2008 to 74.16% in 2018, which indicates a decrease of 8.23 percentage points.
In terms of the percentage of people living in poverty for each of the regions within the Sekhukhune District Municipality, Makhuduthamaga Local Municipality has the highest percentage of people living in poverty, with a total of 78.6%. The lowest percentage of people living in poverty can be observed in the Greater Tubatse/Fetakgomo Local Municipality with a total of 70.3% living in poverty, using the upper poverty line definition.

4.3.2.11. UNEMPLOYMENT RATE

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

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

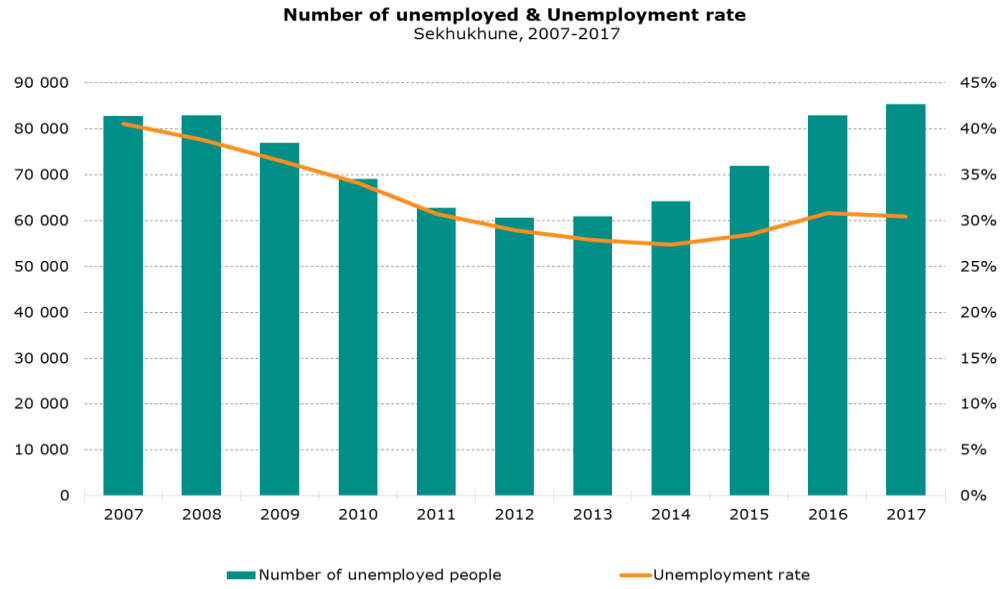


Table 85: Labour force within EMLM

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

Table 86

Sector	Gender		Total
Unspecified	-	-	-
Not applicable	97,602	118,882	216,484
Total	115,503	133,860	249,363

Source: Stats SA, Census 2011

There appears to be agricultural activity that often goes unnoticed as a significant contributor to the local GVA, especially at the community level. There is growing informal economy which is not part of the main stream agricultural economy.
Groblersdal is the center of a **progressive farming** community because of the town's fortunate location in the Olifants River irrigation area below Loskop Dam. Intensive agricultural activities (under 5 irrigation schemes) cover a total surface area of 28 800 ha. The gross agricultural production of the district is estimated at R250 million per annum. The agricultural produce includes grapes, wheat, tobacco, maize, soya beans, citrus fruits, cotton and vegetables

4.3.2.12. AGRI-PARK FARMING

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

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

Limpopo Province is known to be the agricultural production hub for most high value agricultural commodities and with diverse agro-ecological regions, characterised by significant variation in natural endowments such as soil, rainfall, and access to water. In the same context, more than 45% of the R2-billion annual turnover of the Johannesburg Fresh produce comes from Limpopo[6].

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

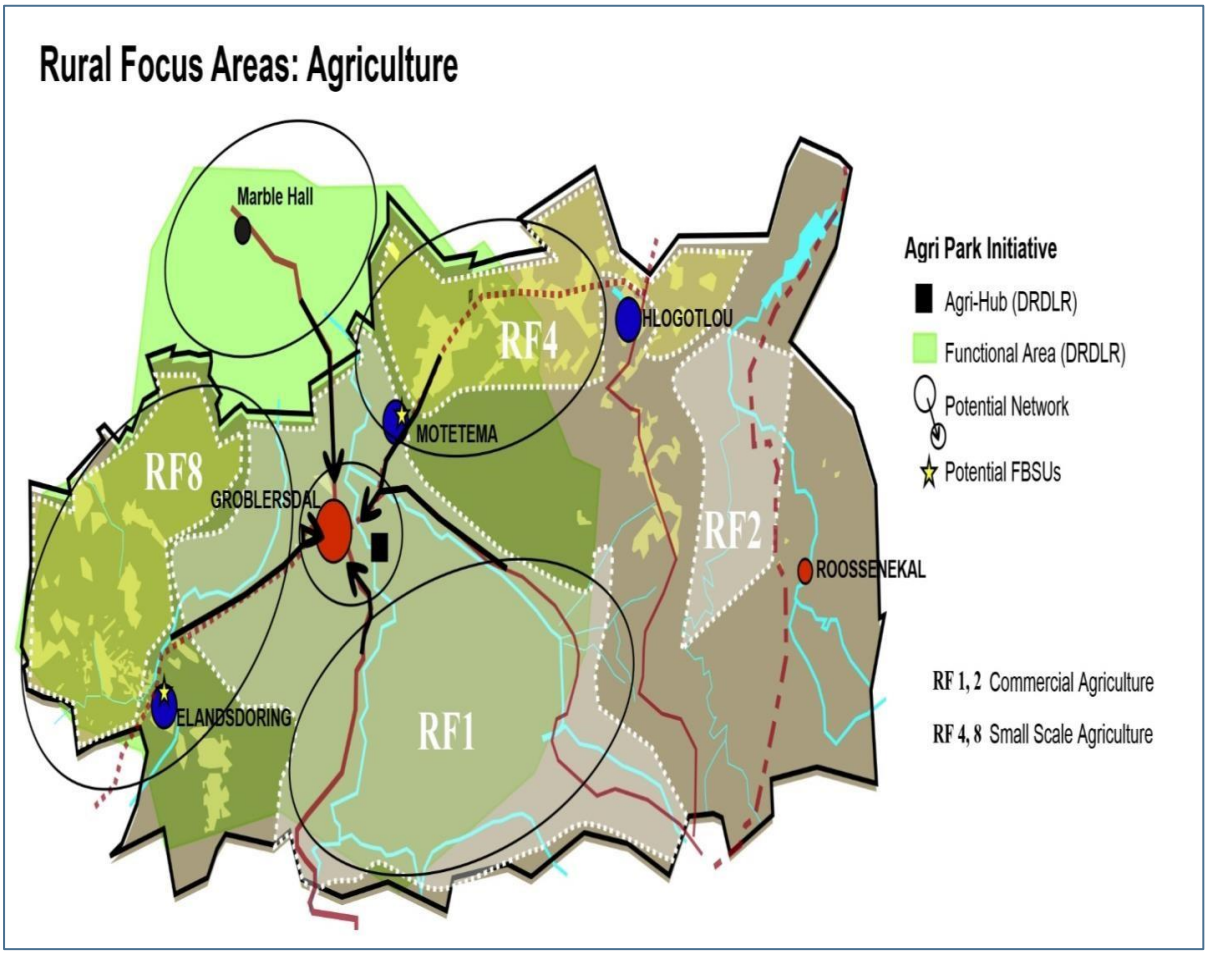
- benefit existing state land with agricultural potential in the Province;
- improve access to markets to all farmers, with bias to emerging farmers and rural communities;
- maximize the use of high value agricultural land (high production capability);
- Optimise the use of existing agro-processing infrastructure,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

6

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

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

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



Source: EMLM SDF 2018

The Limpopo department of Agriculture has supported some organisations which are involved in Agricultural production. Below is the organisation which currently benefits from the department programmes.

1. TAFELKOP FARMERS ASSOCIATION

- Occupy (Hereford farm) (Portion 236, 237, 238 and 239 Loskop South 53 JS) is located in Groblersdal town at Elias Motsoaledi Municipality
    - Total farm size is 191.195 ha - Arable land 160 ha with water rights (995 000m²). They use drip, sprinkler and furrow irrigation.
    - The farm is divided into 32 plots owned by 32 individual farmers - 24 male, 8 female, 1 Youth and 2 people living with disabilities.
    - The average plot size per farmer is 5 ha although most farmers do not use it fully due to water supply and financial capacity.
    - The department has in 2017 completed a balancing dam with incorporation of aquaculture and preliminary investigation for irrigation development was also completed to cover all the plots.
    - **The Phase 2** - irrigation system was not. Hereford development is divided into the following phases which will be done over the MTEF period:
        - **Phase 1**- Balancing dam – completed
        - **Phase 2** – Bulk water supply and irrigation development to cover the plot arable land, establishment of Shade Nets covering 1ha each plot; construction of ablution facilities and small storage facility to ensure compliance with SAGAP and EUROGAP;
        - **Phase 3** – Refurbishment of Packing Facility to comply with all marketing standard – Developed in collaboration with DALRRD – PSSC.
    - The farm has potential to create 128 permanent and 640 seasonal jobs if fully utilized. (4 permanent and 20 seasonal workers per 5 plot). Current employment can be estimated at 64 permanent and 320 seasonal if all farmer produce.
    - The are known to be producers of baby vegetables for export market and due the lack of support most are now producing other vegetables, lucerne and tobacco and sell: Tobacco – British American Tobacco (BAT); Vegetables – Local supermarkets and hawkers; Lucerne – Hawkers and livestock farmers; Peppadew – Peppadew International

This picture depicts a visual scenario of the farm





2. NGWANLAMOLA-NGWTSANE JV

- Matlou Farming registered as Ngwanalamola-Ngwetsana JV is located in Dennilton Elias Motsoaledi Municipality.
- The JV consists of two companies (Ngwanalamola Academics & Ngwetsana Skills Development) that have formed partnership for farming purposes.
- The two JV partners are all Agricultural Graduates.
- The Company has employed 12 permanent workers which include two Directors, one HR and admin officer, Safety officer, Tractor driver, Office cleaner, two security guards (after the vandalism of procured center pivot) and 5 general farm workers.
- Over 30 seasonal workers are employed during planting and harvesting of produce
- Total farm size 34ha and arable area is 24 ha.
- 10 ha is under a centre pivot and 14 ha is currently being developed for sprinkler irrigation system. They have water rights 20 920 cubic metres
- The farm produces vegetables such as cabbages, butternuts, Hubbard squash, pumpkins, Swiss chard and mustard spinach.
- Vegetables are sold to local hawkers, super markets, school nutrition Service Provider and fresh produce markets such as Tshwane and Springs Fresh Produce Markets.
- Project also has 2 farm houses, office, machinery and transport including delivery truck.
- The project intends to maximize their current production scale – full use of the arable land and introduction of high value vegetables.
- The following support is required:- Border fence – ; Pack house facility; Ablution/storeroom;
    - **Phase1**: Fencing which will be procured through contract and EPWP hired for installation
    - **Phase 2**:Packaging facility including storeroom/ablution

The below picture depicts a visual scenario of the programme





AGRICULTURE RELATED CHALLEGES

Institutional Level

- Inadequate support/funding to farmers remain one of the stubborn phenomenon within the agricultural development sector. This fail the farmers to contribute meaningfully to job creation, improved income and food security.

Challenges at Farmers level

- Infrastructure statuses
- Coordinated access to markets;
- Cost of production like production inputs and electricity remain high/worrisome across value chain;
- Low level of knowledge on agribusiness and legal compliance
- Funding support from Department and other stakeholders
- Training and mentorship
- Partnerships with relevant stakeholders and commercial farmers will also assist on capacity building and co-ordinated funding (Mines, Cotton SA, Grain SA, Funders, Departments)
- Market facilitation

4.3.2.13. COMPETITIVE AND COMPARATIVE ADVANTAGES

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

4.3.2.14. TOURISM

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

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

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

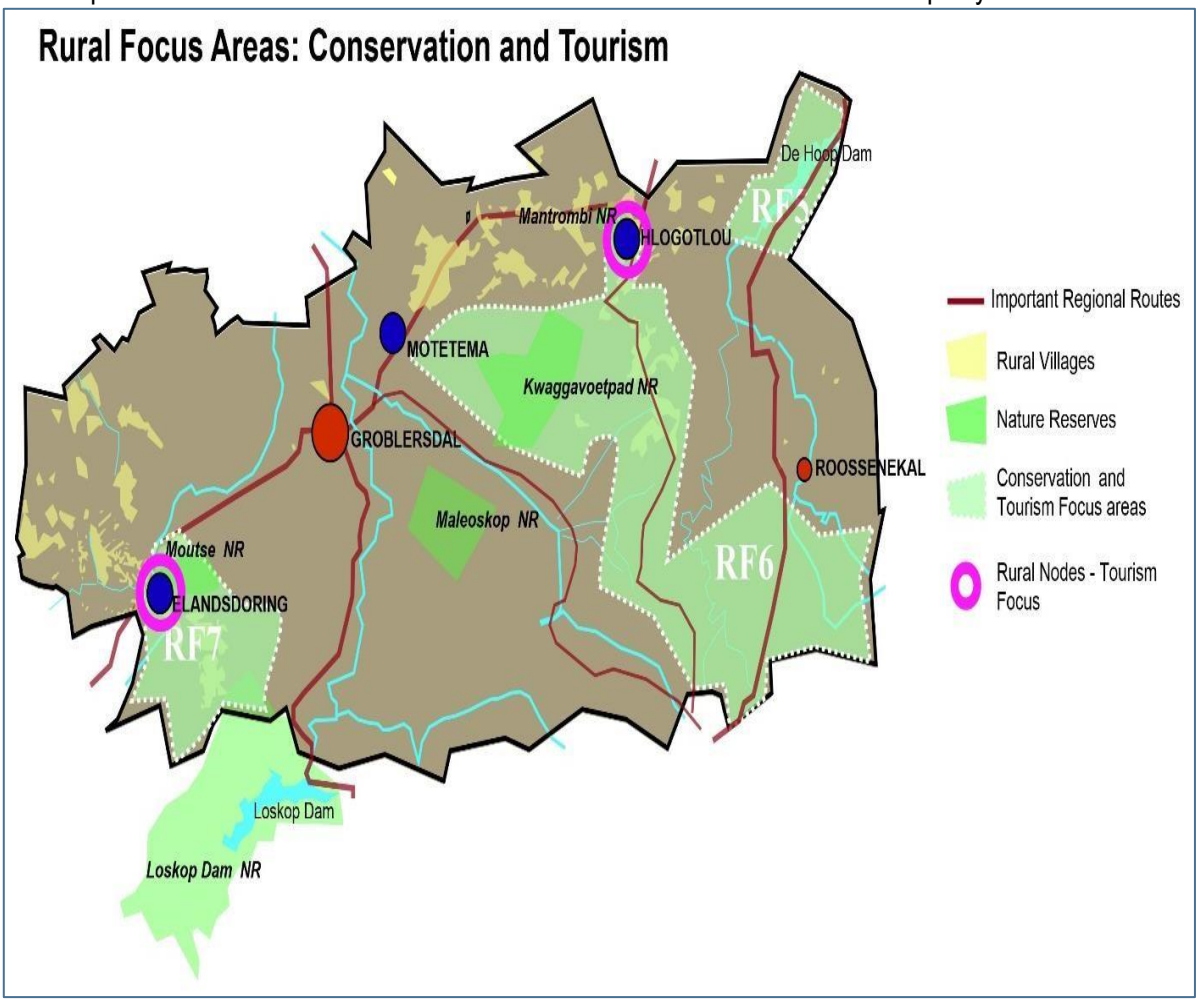
Table 87: District tourism comparisons

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

Sekhukhune	81	2627	62%	R 93.2m	962

Source: SDM Tourism Development Strategy

The map below indicate tourism and conservation destinations within the municipality



Source:EMLM SDF 2018

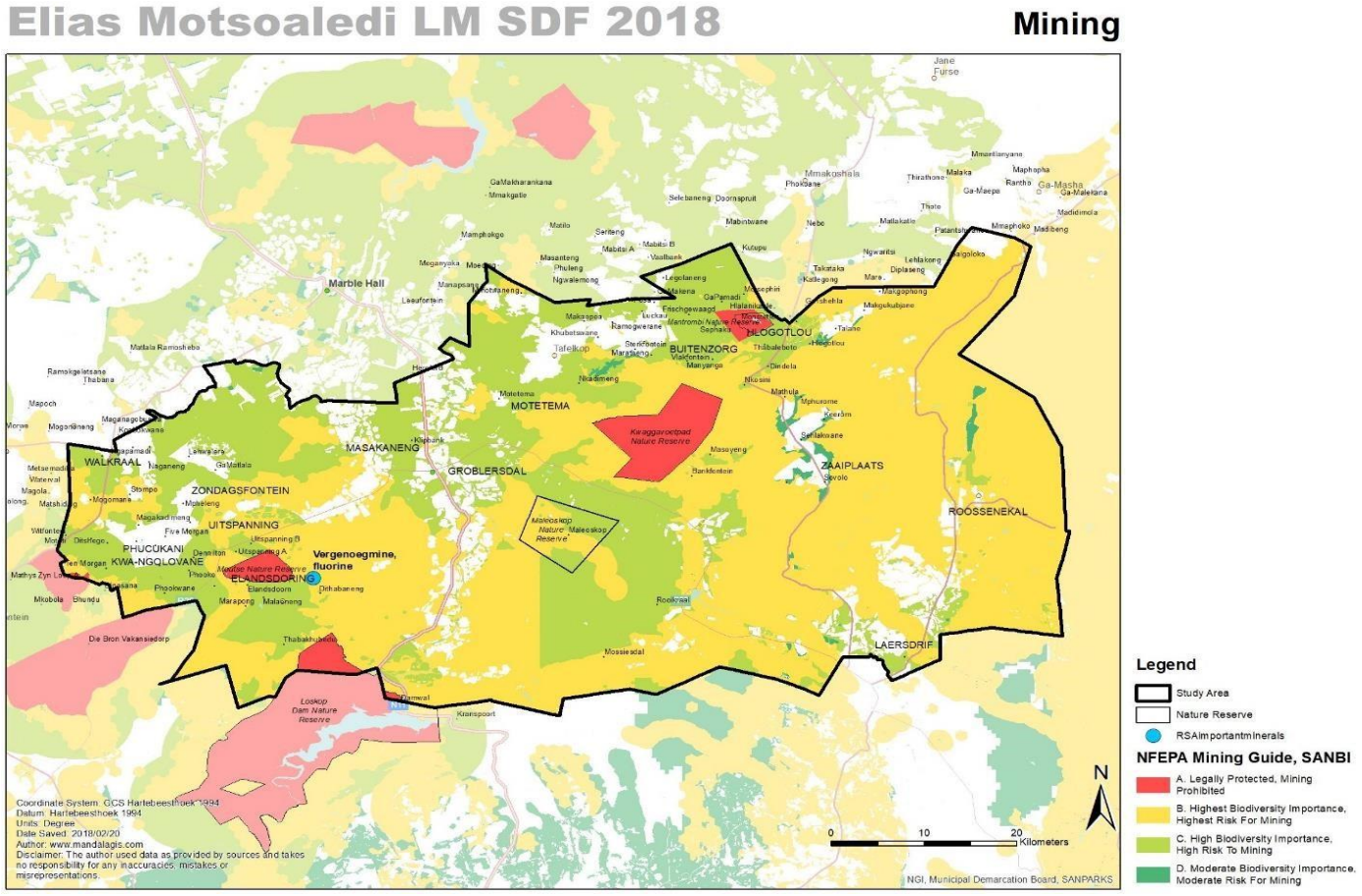
TOURISM PROJECTS

- Marketing and development of the proposed De Hoop Dam Nature Reserve as Eco- Tourism and recreational destination
- Sustainable tourism development at Loskop Dam, Mantrombi, Kwaggavoetpad and Moutse Nature Reserves, but all land development and usages to conform to related legislation, such as National Environmental Management Act, 1998 (NEMA) Regulations, 2006
- The support of village tourism
- All developments within the areas earmarked for conservation or eco-tourism must enhance the rural character of the surrounding area

- Developments that promote water sport and recreation need to submit as part of the environmental management plan the rules associated with the use of the water resource for water sport and recreation.

4.3.2.15. MINING

The mining sector plays a relatively limited role in the local economy of the Elias Motsoaledi Local Municipality. The total GVA from the mining sector in the jurisdiction of EMLM accounted for less than R20 million in 2005. The implementation of Social and Labour Plan by Mapoch"s mine created seventeen (17) permanent jobs. The other mine which is currently under discussion for re-opening and operation is the Blue Ridge mine which is located in Maleoskop ward 12.



Source : EMLM SDF 2018

4.3.2.16 MANUFACTURING

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

At the district level the total GVA increased from R133 million to R215 million over the same period.

Groblersdal Magisterial District plays a prominent role in the manufacturing sector within the district economy. The total manufacturing GVA of the Groblersdal Magisterial District in 2005 was nearly R117 million which accounted for approximately 54% of the total district GVA in the manufacturing sector. These figures also indicate that very little manufacturing takes place in the Moutse magisterial district.
The manufacturing sector thus plays a very insignificant role in the economies of the Moutse, Hlogotlou and surrounding areas, accounting for only 2% and 3.1% of the total GVA in 2005. The manufacturing sector plays a more prominent role in the Groblersdal Magisterial District accounting for 11.6% of the total GVA in this district in 2005.
One of the most notable trends in the district economy has been the increase in total employment opportunities in the construction sector from 2002 onwards. The total figure increased from 2 427 in 2004 to 3 391 in 2005. This upward trend since 2003 has also been prevalent in the three magisterial districts located within the EMLM.

4.3.2.17. WHOLESALE AND RETAIL SECTOR

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

This is related to the relatively large population concentration in this area and it should be borne in mind that only a portion of this magisterial district is located within EMLM. The total GVA in the Groblersdal Magisterial District has been approximately R195 million and in Moutse R76 million.The wholesale and retail trade sector is particularly important in the Nebo Magisterial District where it accounted for 30.8% for total GVA by 2005. The comparative district figure was 22.1% and at provincial level 13.5%.
The total number of employment opportunities in the wholesale and retail trade sector showed a considerable increase, both within the SDM as well as within the EMLM. At the District level the total number of employment opportunities increased from 7 407 to 16 512 in 2005. This growth has been most notable over the period 1996 to 2000, where after it has stagnated somewhat. The total estimated number of employment opportunities in the wholesale and retail trade sector in 2005 was 3 814, 3 867 and 5 187 in the Groblersdal, Moutse and Nebo Magisterial Districts respectively.
A further particularly notable aspect is the significant increase in the total number of informal sector employment opportunities in the trade sector. This figure has more than tripled in all three the magisterial districts under consideration.

Table 88: 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.

4.3.2.18. DEVELOPMENT CORRIDORS

4.3.2.18.1 LED AND POVERTY REDUCTION

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

COGHTA has defined LED as an outcome based local initiative that should be driven by local stakeholders. LED involves identifying and using primarily local resources, ideas and skills to stimulate economic growth

and development (Slabbert, 2004).Local economic development is critical government intervention to create employment opportunities and reduce incidence of poverty. Local economic development is fundamental government strategy to create a climate conducive to stimulate economic growth. Local economic development initiatives are even more important for municipality confronted by significant levels of employment, poverty and HIV/AIDS.

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

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

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

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

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

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

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

- Expensive untargeted foreign direct investment marketing campaigns
- Supply-led training programs
- Excessive reliance on grant-led investments

- Over-generous financial inducements for inward investors (not only can this be an inefficient use of taxpayers' money; it can breed considerable resentment amongst local businesses that may not be entitled to the same benefit)
- Business retention Reliance on "low-road" techniques, e.g. cheap labor and subsidised capital

The EMLM LED strategy has a number of implementation strategies that will increase the efficiency and impact of the local economic development initiatives and the capacity of the municipality to effectively support LED initiatives.
Such interventions and strategies should lead to the implementation of LED projects with greater enthusiasm. The strategy needs to go to the next level which is the planning stage. This will be coupled with the number of LED projects that have been implemented, employment statistics thereof and future developments.

Table 89: The below table illustrates the number of jobs created through programmes such as EPWP, CWP, MIG, INEP and Equitable shares. This numbers reflects job created during the 2022-2023 financial year.

Grant / Incentive	Total Jobs Created	Jobs Sustained	New Jobs created/lost(+/-)	Youth	Males	Females	People with disability	Training(if yes provide name)
EPWP	98	89	13	65	25	64	10	0
CWP	1000	1017	-10	304	136	940	22	0
MIG	117	117	0	55	29	25	08	0
G-85 SECURITY	107	107	0	26	49	58	01	0

Source: EMLM LED UNIT

4.3.2.18.2. LED SKILLS BASE FOR EMLM

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

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

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

4.3.2.18.3. 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. FINANCIAL OVERVIEW

4.4.1 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 115 have been used as guidance for the compilation of the 2022/23 MTREF. The main challenges experienced during the compilation of the 2022/23 MTREF can be summarized as follows

- Ageing and poorly maintained roads and electricity infrastructure
- Salaries and wage increases for municipal staff as well as the need to fill all active vacant positions.
- Limited and/or very minimal surplus anticipated to be realized from operating budget makes it difficult to accommodate all the wards within the area of jurisdiction of the municipality in terms of capital projects implementations

The following budget principles and guidelines directly informed the compilation the 2022/23 MTREF:

- The 2021/22 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 2022/23 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 2022/23 Division of Revenue Act (DoRA).
- In addition to cost containment implemented by the municipality, the following items and allocations thereof had to be kept at minimum level:
  - Consultants and Professional Fees;
  - Special Projects and Events;
  - Refreshments and Entertainment (R2 000 allocated per directorate for the entire financial year);
  - Ad hoc travelling;
  - Subsistence, Travelling and conference fees;
  - Telephone and cell phone subscriptions;
  - Issuing of Material and Store items, and
  - Overtime.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2022/23 Medium Term Revenue and Expenditure Framework:

SUMMARY OF 2022/23 MEDIUM TERM REVENUE EXPENDITURE FRAMEWORK

SUMMARY OF 2022/23 FINAL BUDGET			
	2022/23	2023/24	2024/25
DECRIPTION	FINAL BUDGET	INDICATIVE BUDGET	INDICATIVE BUDGET
TOTAL REVENUE	680 956 748	710 086 420	750 784 007
Less: Transfer recognized capital	79 606 000	76 364 000	79 794 000
OPERATING REVENUE	601 350 748	633 722 420	670 990 007
OPERATING EXPENDITURE	597 282 293	613 682 268	638 209 853
TRANSFERS - CAPITAL	79 606 000	76 364 000	79 794 000
SURPLUS/(DEFECIT)	4 068 455	20 040 152	32 780 154
CAPITAL EXPENDITURE	98 041 000	93 444 000	93 320 406

The above table is used as a testing tool for determination of municipal deficit or surplus throughout 2022/23 MTREF and as presented, the budget has a surplus of R4, 068 million; R20, 040 million and R32, 780 million respectively throughout the MTREF period.

Total operating revenue and expenditure for 2022/23 financial year amounts to R601, 351 million and R597 282 million respectively. The budget increases steadily in the outer years.

Total capital expenditure amounting to R98, 041 is inclusive of conditional grants in terms DoRA allocation to the tune of R79, 606 and internally funded projects R18, 435 through municipal reserves

Operating Revenue Framework

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

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

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

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

The following tables are a summary of the 2022/23 MTREF (classified by main revenue source):

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue By Source										
Property rates	32 756	35 773	39 442	38 865	42 616	42 616	33 241	44 645	46 609	48 707
Service charges	87 607	95 493	97 738	113 490	130 911	130 911	91 144	117 968	123 158	128 701
Investment revenue	2 133	2 059	585	1 900	2 432	2 432	1 570	3 652	3 669	3 675
Transfers recognised - ope	245 283	273 218	351 908	307 637	307 637	307 637	296 532	338 906	359 874	384 977
Other revenue	78 151	40 521	37 907	84 734	63 158	63 158	23 364	96 180	100 412	104 930
	445 930	**447 064**	**527 580**	**546 626**	**546 753**	**546 753**	**445 851**	**601 351**	**633 722**	**670 990**

Summary of revenue classified by main revenue source

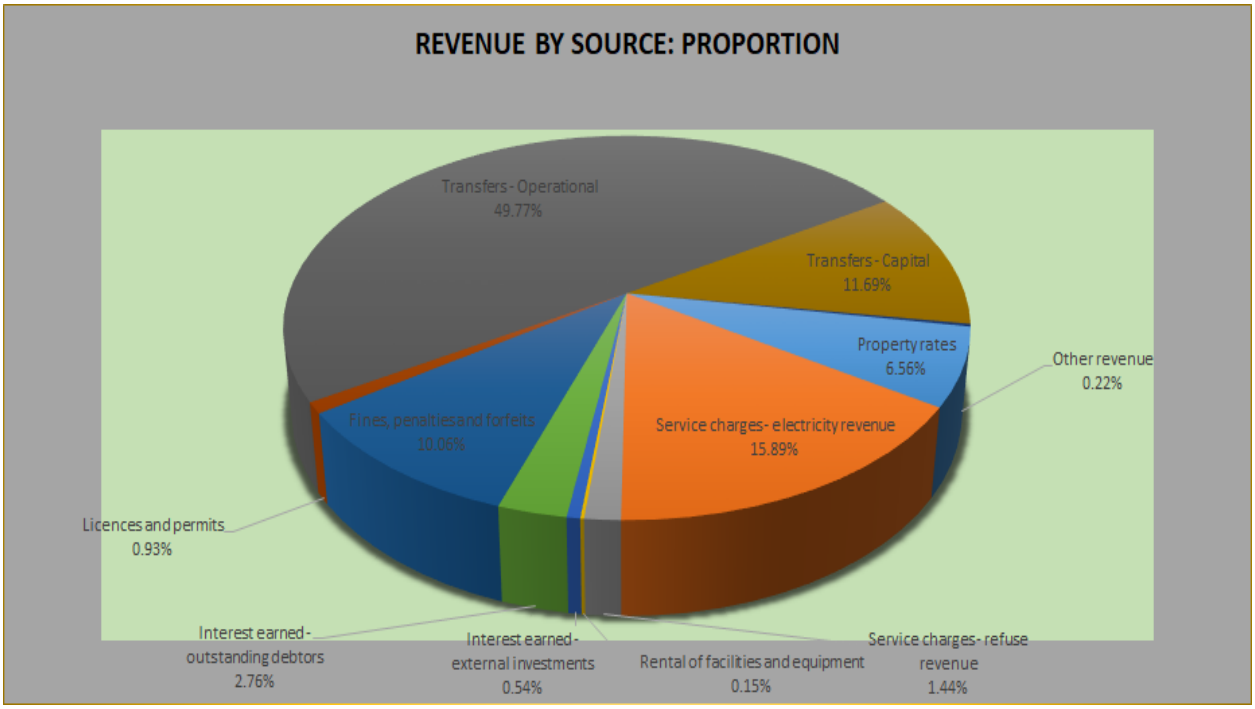


Figure 1 Main operational revenue categories for the 2022/23 financial year

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 to be generated from operational grants amounts to R338, 906 million translating to 56% for 2022/23 financial year making it clear that the Municipality is still grants dependent and the level of dependency is not gradually going down. In addition, revenue to be generated from rates and services charges amounts to 7% and 20% respectively. In the 2022/23 financial year, revenue from rates and services charges add up to R162, 612 million translating to 27%. This increases to R169, 768 million, and R177, 407 million in the respective financial outer years of the MTREF.

Service charges is the second largest revenue source totaling 20% or R117, 968 million and increases to R123, 158 million and R128, 701 million respectively in the outer years. The third largest source is fines that amounts to R68, 520 million in 2022/23 financial year and R71, 535 million and R74, 754 million respectively in the outer years.

Operating Transfers and Grants Receipts

Description	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
RECEIPTS:									
Operating Transfers and Grants									
National Government:	**245 283**	**273 218**	**351 908**	**307 767**	**307 767**	**307 767**	**338 906**	**359 874**	**384 977**
Local Government Equitable Share	237 511	269 013	347 526	302 788	302 788	302 788	334 260	357 024	382 127
Finance Management	1 770	2 235	2 600	2 650	2 650	2 650	2 850	2 850	2 850
EPWP Incentive	1 002	1 374	1 681	2 199	2 199	2 199	1 796	–	–
Disaster Relief Grant	–	596	–	–	–	–	–	–	–
Education Training and Development Practices SETA	–	–	102	130	130	130	–	–	–
Energy Efficiency and Demand Management	5 000	–	–	–	–	–			
District Municipality:	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
N/A									
Other grant providers:	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
N/A									
Total Operating Transfers and Grants	**245 283**	**273 218**	**351 908**	**307 767**	**307 767**	**307 767**	**338 906**	**359 874**	**384 977**
Capital Transfers and Grants									
National Government:	**71 830**	**73 921**	**68 891**	**79 332**	**79 332**	**79 332**	**79 606**	**76 364**	**79 794**
Municipal Infrastructure Grant (MIG)	61 832	54 921	53 891	57 984	57 984	57 984	62 606	65 364	68 300
Intergrated National Electrification Grant	9 998	19 000	15 000	21 348	21 348	21 348	17 000	11 000	11 494
Provincial Government:	**–**	**21 471**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Coghsta - Development	–	21 471	–	–	–	–			
District Municipality:	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
N/A									
Other grant providers:	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
N/A									
Total Capital Transfers and Grants	**71 830**	**95 392**	**68 891**	**79 332**	**79 332**	**79 332**	**79 606**	**76 364**	**79 794**
TOTAL RECEIPTS OF TRANSFERS & GRANTS	**317 113**	**368 610**	**420 799**	**387 099**	**387 099**	**387 099**	**418 512**	**436 238**	**464 771**

The above table outlines the operating grants and transfers allocated to Elias Motsoaledi Local Municipality for 2022/23 MTREF and these grants are contributing significantly towards the revenue-base of the municipality.

4.4.2 Property Rates

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

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

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

Property categories	Additional rebates
Residential property	20%
Business, commercial, industrial and mining	25%
Agricultural property	0%
State owned property	20%
Public service infrastructure	75%
Public benefit organisation. Old age	75%
Municpal properties	Not levied
Unknown	Not levied

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

- Pensioners that meet the following criteria:
  - Registered owner of property,
  - Applicant must reside on the property,
  - Income not exceeding an amount set by Council,
- Ratable property registered in the name of the Council., if such property is used in supplying electricity, water, and gas or sewerage services;
- Hospitals, clinics, and institutions for mentally ill persons, which are not operated for gain;
- Ratable property registered in the name of an agricultural society affiliated to or recognized by the South African Agricultural Union, which is used for the purpose of such society;
- Cemeteries and crematoriums, which are registered in the names of private persons and which are used exclusively for burials and cremations;
- Museums, art galleries, libraries and botanical gardens which are open to the public, whether admission fees are charged or not;
- Sports grounds used for the purpose of amateur sports and any social activities, which are connected with such sports;
- Ratable property registered in the name of benevolent or charitable organizations, or any ratable property let by the Council to any of the named organizations
- Owners of a property situated in an area affected by a disaster within the meaning of the Disaster Management Act, 2002 or in any other serious adverse social or economic conditions;
- Owners of residential properties with to which Section 17(1)(h) of the Act applies on the market value of the property less the amount stated in that Section or higher amount as determined by Council;
- State or public infrastructure and their rates may be reduced to a percentage which is contemplated in Section 11 of the Act.
- Owners of agricultural properties who are bona fide farmers.

4.4.3 Sale of Electricity and Impact of Tariff Increases

The National Energy Regulator of South Africa (NERSA) is responsible for price determination of the bulk costs for electricity. Bulk electricity costs are consistently much higher than inflation, having gone as high as 17.8 per cent in the 2021/22 municipal financial year. Eskom's need for increased funding means that over the period ahead they are applying for much higher tariff increases. In their Multi-Year Price Determination (MYPD 5) application Eskom requested approval for municipal bulk tariff increases of 20.5 per cent in 2022/23, 15 per cent in 2023/24 and 10 per cent in 2024/25. NERSA rejected this revenue application at the end of September 2021 and in October 2021 ESKOM filed an application in the High Court to review NERSA's decision. Following the deliberations, NERSA has approved a 9.6 per cent tariff increase for Eskom starting from April 2022 and this figure accounts for a 3.49 per cent increase in 2022/23.

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

National Treasury encouraged municipalities to maintain tariff increases at levels that reflect an appropriate balance between the affordability to poorer households and other customers while ensuring the financial sustainability of the municipality which is contradiction with setting cost-reflective tariffs. The Consumer Price Index (CPI) inflation is forecasted to be within the lower limit of the 3 to 6 per cent target band; therefore, municipalities are required to pay careful attention to tariff increases across all consumer groups.

4.4.4 Waste Removal and Impact of Tariff Increase

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

4.4.5 Overall impact of tariff increases on households

The following table shows the overall expected impact of the tariff increases on a large and small household, as well as an indigent household receiving free basic services

4.4.6 Operating Expenditure Framework

The Municipality's expenditure framework for the 2022/23 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 not be directed to funding the capital budget. Capital projects will be funded by reserves for 2022-23 and outer years 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 2022/23 budget and MTREF classified per main type of operating expenditure:

Table A5 Summary of operating expenditure by standard classification item

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Expenditure By Type										
Employee related costs	141 238	141 837	150 619	163 212	154 891	154 891	130 978	185 315	193 476	202 098
Remuneration of councillors	23 235	24 575	24 279	27 334	25 386	25 386	20 645	25 580	26 638	27 340
Depreciation & asset impairment	56 338	56 422	59 166	58 392	57 692	57 692	–	59 780	62 410	65 156
Finance charges	4 401	3 538	3 635	3 729	845	845	232	2 185	2 326	2 472
Materials and bulk purchases	90 243	97 588	114 603	129 586	132 762	132 762	90 868	148 283	156 096	163 036
Transfers and subsidies	5 846	2 984	1 402	3 784	3 271	3 271	2 428	3 292	3 436	3 588
Other expenditure	143 026	143 571	189 069	146 638	151 128	151 128	76 953	172 847	169 300	174 521
Total Expenditure	**464 328**	**470 514**	**542 774**	**532 675**	**525 975**	**525 975**	**322 105**	**597 282**	**613 682**	**638 210**

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The budgeted allocation for employee related costs and remuneration of councilors for the 2022/23 financial year totals R210, 898 million, which equals 35% of the total operating expenditure. South African Local Government Bargaining Council circular 23/2021 stipulates an increase of 4.8% which equates to CPI. Based on MFMA circular 115, the two outer-years' salary increases have been factored into this budget at CPI percentage increase of 4.4% and 4.5% respectively. The CPI is also applied on remuneration for councilors for outer years

The cost associated with the remuneration of Councilors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's budget. The provision of debt impairment was determined based on the annual average collection rate of 85.4% and the Debt Write-off Policy of the Municipality. For the 2022/23 financial year this amount equates to R61, 181 million and escalates to R62, 477 million in 2023/24 and R63, 928 million 2024/25. While this expenditure is considered a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate for asset consumption. Budget appropriations in this regard total R59, 780 million for the 2022/23 financial year and equates to 10% 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, if any.

Bulk purchase is directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditure includes distribution losses. MFMA circular 115 outlines the set tariff increase for municipal bulk purchase from Eskom of 9.6%.

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

Contracted services comprise of 11% or R63 265 million of the total operational budget for the 2022/23 financial year and decreases to R57, 831 million and increases to R59, 384 million in the two respective outer years. The norm for contracted services is 2% to 5% and as a result, the budget for contracted services through the MTREF period is considered to be excessive.

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

Other expenditure comprises of various line items relating to the daily operations of the muni Free

Basic Services: Basic Social Services Package

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.

Capital expenditure

The major portion of capital expenditure budget is appropriated in vote 6 and for 2022/23 an the budget in vote 6 is mainly for electrification and road infrastructure capital projects. The other departments', *id-est* Corporate

Services – the appropriations are mainly for procurement of operational equipment such as ICT equipment, Office furniture, and other equipment while Community Services – the appropriations are for fencing of cemeteries and upgrading of parks.

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

- Electricity related projects – R17.6 million
- Roads related projects – R68.2 million
- Operational equipment – R2.1 million
- Solid waste infrastructure – R5.3 million
- Other assets – R1.8 million

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 2022/23 financial year anticipated indigents to be registered 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.

4.4.7. **AUDIT OPINION TRENDS**

Table 96: Auditor's General opinion trends

2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Qualified	Qualified	Unqualified	Qualified	Qualified	Unqualified

4.4.7.1 Audit Action plan

The audit action plan aimed at addressing the findings by AG is still being worked on. The below table indicate some of the findings which requires the attention of management. A full audit action plan is available for viewing.

Finding status	Root Cause	Action Plan Description
Recurring	Leadership: Information Technology Governance ICT personnel skills and gap analysis was not conducted due to lack of sufficient planning to ensure that ICT personnel were scheduled for training that is in alignment with their job responsibilities.	
New	Management considered the current ICT security policy adequately designed	
New	The municipality does not have software tool to log and monitor activities performed on the systems.	The municipality does not have a software tool for the extraction of the logs. However, procurement of the software is currently underway and will be implemented as soon as the tool is installed.
Recurring	The application system is incapable of extracting a log or audit trail that reflects user id with creation dates, history of password reset and user functions amendments details. Logs on system administrator account were only limited to logon activities. This is due to system functionality limitations on the VIP financial application system.	Meetings shall be convened with the system vendor to upgrade the VIP Payroll system to allow our System Administrators to extract comprehensive audit logs.
Recurring	Failure to adequately review user access rights could be because this process is not included in the user access policy and therefore no guidance. Further, the municipality does not have software tool to log and monitor activities performed on the systems	There's adequate user access processes reviewed on Munsoft and Active Directory. As an evidence, the reviewed register to support the above mentioned was given to the Auditor.
New	Management did not ensure that the audit committee promotes accountability and service delivery through evaluating and monitoring responses to risks and providing oversight over the effectiveness of the internal control environment, including financial and performance reporting	Management did not ensure that the audit committee promotes accountability and service delivery through evaluating and monitoring responses to risks and providing oversight over the effectiveness of the internal control environment, including financial and

	and compliance with laws and regulations.	performance reporting and compliance with laws and regulations.
New	The audit committee did not ensure that all requirements of the Public Sector Audit Committee Forum are compiled with throughout the financial cycle to ensure that the audit committee promotes accountability and service delivery through evaluating and monitoring responses to risks and providing oversight over the effectiveness of the internal control environment, including financial and performance reporting and compliance with laws and regulations.	Management will ensure that the assessment of the finance fiction is performed as required by PSACF
Recurring	The settlement agreement was silent on the amount to be discounted	Management correctly applied settlement agreement as per their understanding
Recurring	The Accounting officer did not ensure that there are adequate review processes to ensure that schedules and financial statement agrees to the supporting documents e.g Eskom invoices.	None. The finding was resolved during audit adjustments. Refer to management recalculations and audited financial statements.
Recurring	Financial constraints	Management will ensure that payments are made within 30 days as per Municipal Finance Management Act.
Recurring	Poor planning at departmental level	Development and implementation of procurement plan
New	The Chief Financial officer did not perform adequate review processes to ensure compliance with laws and regulations.	Management to source additional information i.e resignation letters to prove that directors were not employeed in the service of state at the time quotations were awarded to them.

New	The stationary for Licensing is procured only at the Department of Transport and by the time we procure, the Department was for sometime out of stock for the C1 BOOKS and Vari print was the sole provider then.	Propose to adjust financial statements as indicated below
New	Lack of evidence for service monitoring could be due to inadequate management of service level agreements.	Management will ensure that meetings for the monitoring of performance of the contracted service providers in effectively monitored from all the departments.
New	Management did not implement controls to ensure compliance with SCM prescripts.	Management has already updated the irregular expenditure register with expenditure relating to this panel
New	Management did not monitor compliance with all applicable SCM prescripts stipulated above in the evaluation of bids leading to possible irregular expenditure.	Management has already updated the irregular expenditure register with expenditure relating to this panel
New	The accounting officer did not exercise his oversight to ensure consistency in the evaluation process.	Management has already updated the irregular expenditure register with expenditure relating to this panel
New	Management did not review and monitor compliance with applicable laws and regulations.	Management has already updated the irregular expenditure register with expenditure relating to this panel
New	Management did not exercise oversight responsibility regarding adherence to applicable SCM prescripts during evaluation of bids.	Management has already updated the irregular expenditure register with expenditure relating to this panel

4.5. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

4.5.1. INTRODUCTION TO EXECUTIVE AND COUNCIL

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

4.5.2. POLITICAL GOVERNANCE

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

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

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

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

The Council is the highest policy making structure in the municipality and it also provides political leadership and Council retains both the Executive and Legislative authority. The municipal Council is under the stewardship of the Speaker, while the Mayor leads the Executive Committee. The Office of the Mayor is established in the administration whose responsibility it is to coordinate activities of the Mayor, the Executive Committee and other committees of the Executive.

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

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

The following committees were established:

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

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

4.5.3. SECTION 79 PORTFOIO COMMITTEES

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

The following committees were established:

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

4.5.4. MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

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

4.5.5. WARD COMMITTEES

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

4.5.6. COMMUNITY DEVELOPMENT WORKERS

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

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

Challenges facing Community Development Workers are:

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

4.5.7. INTERGOVERNMENTAL COORDINATION AND FORUMS

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

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

To this end, the Municipality has established Intergovernmental Forum between the Municipality and local sector departments to enhance relationship between all three spheres of government.
In terms of Section 16 of the Intergovernmental Relations Framework Act of 2005, the Premier's intergovernmental forum was established to promote and facilitate sound relations between the Province and Local municipalities. The municipality participates in the following forums:

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

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

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

4.5.8. TRADITIONAL LEADERSHIP

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

Traditional authorities are playing a vital role as they serve as custodians of some of the Municipal villages. Each Traditional authority has an office where it operates from. The traditional leaders are very co-operative and participating in all 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 acknowleged. There are only minor challenges on issues regarding spatial and land use.

Table 97: Traditional authorities, their needs and their locations

Tribal authority	Name of chief	Location	Tribal authority needs
Bakwena Traditonal 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 2nd	Ward 19	Tarring of road to the tribal office Construction of Public toilets Fencing of the tribal office Security room Renovation of the office and hall
Bakgaga ba Kopa Traditional authority	Chief B.H. Rammupudu	Ward 26 Tafelkop	Renovation of the Tribal authority offices Office equipment's
Matlala Lehwelere Tribal authority	Chief S.F. Matlala	Ward 14 Ga-Matlala Lehwelere	Tribal authority offices and equipments at Blompoort and Naganeng (INDUNA)
Bantewane Tribal authority	Chief. Mathebe	Ward 3 Kgobokwane village	Tribal authority office and office equipments

Source: EMLM Executive Support Department

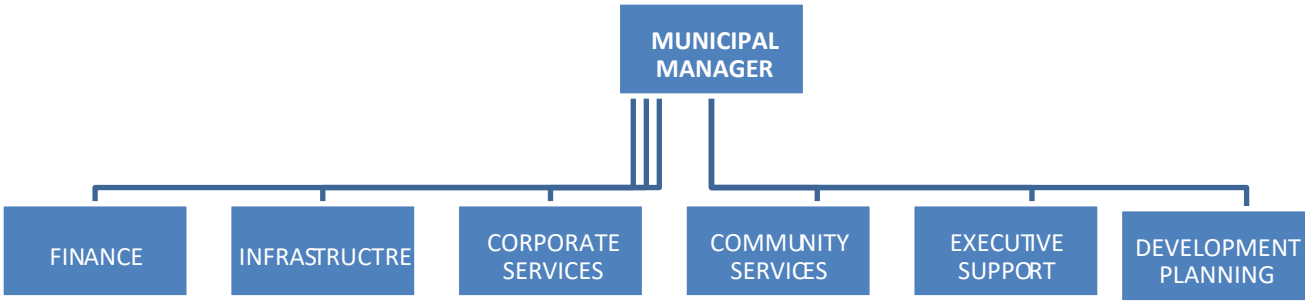
The municipality enjoys a good working relationship with the traditional leadership and attempts will be made to harness this relationship to accolade service delivery. This will include encouraging the traditional leadership to support the planning processes of the municipality in order to limit the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

4.5.9. ADMINISTRATIVE GOVERNANCE

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

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

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



The current organogram:

Elias Motsoaledi Local Municipality has a staff compliment of 391. A total of 342(87, 5%) posts have been filled and 49(12,5%) are vacant. The vacancy rate is at 12, 5% of the total posts.The Municipality has within its financial means focused on filling all vacant and budgeted posts prioritising posts which have an impact directly on service delivery. The Municipal Manager as the Accounting Officer is the administrative head of the municipality supported by the directorates as reflected in the following table:

Table 98: Administrative Heads of Departments

Function	Post	Name	Department
Municipal Manager	filled	MM Kgwale	Office of the Municipal Manager
Senior Manager	Filled	Mr. N. Matumane	Corporate Services

Function	Post	Name	Department
Chief Financial Officer	Vacant	Moleko Sebelemetja (Acting)	Budget & Treasury
Senior Manager	Vacant	Acting: Mr Malaka	Technical Services
Senior Manager	Filled	Ms.Ellen Kegopotsemang	Community Services
Senior Manager	Vacant	Mr Matumane (Acting)	Executive Support
Senior Manager	Vacant	Mr B. Sethojoa (Acting)	Development Planning

4.5.10. CORE DEPARTMENTAL FUNCTIONS

The following table outlines the core functions of each Department.

Table 99: Departmental Core Functions

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

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

4.5.11. MAYORAL OUTREACH PROGRAMMES

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

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

4.5.12. COMMUNICATION

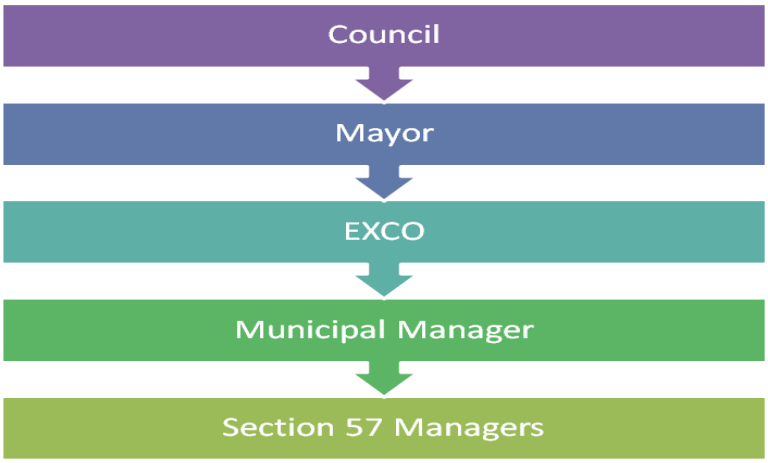
The municipality has established a fully functional communication unit. A communication strategy was developed to guide the communication internally and externally. The below diagram indicate systems of communication administratively and politically

Figure 11: Communication system

Administration



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 needs to increase the number of residents and communities.

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

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

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

4.5.12.2. COMMUNITY CONSULTATION OUTPUT

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

municipality undertakes its own community participation programme twice in a financial year cycle. The first consultation process is done during the analysis phase wherein municipal officials meet with various stakeholders at ward level to collect service delivery data.

The second consultation is conducted after the adoption of the draft IDP document of the next financial year. In addition to this engagement there are various other stakeholder meetings such as IDP Managers' Forum, IDP Rep Forum, and District Development Planning Forum which comprise a wider representation of stakeholders, ranging from business, labour, civil society, Traditional leaders, Ward committees and Councillors as well as members of the public among others. The core processes are implementation, evaluation and monitoring of the IDP programmes/projects.

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

Table 100: Stakeholder Consultation Calendar

	Activity	Period	Time	Venue
1	All wards to complete a questionnaire (31 Wards) For Community Needs Identification Through Completion Of The Ward Development Plans	15 August 2021 - 15 September 2021	A Programme To Be Developed With Specific Timeframes	A Programme To Be Developed With Clear Indication Of Venues In All Wards
2	Consolidation Of Community Needs	04 December 2021	07 H 00 To 16 H 15	Office
3	Presentation Of The Situational Analysis To The IDP Steering Committee And 1st IDP Rep. Forum	06 and 11 December 2021	10 H 00	Committee Room
	Present The Strategic Priorities To The 1st IDP Rep. Forum	13 December 2021	10 H 00	Chamber
4	Presentation Of Draft IDP/Budget To Council For Inputs and adoption	30 March 2022	14h00	Municipal Chamber
5	Public Notices For Inputs From The Public	31 March 2022		
6	Draft IDP-Budget Stakeholders Consultation (Magoshi's)	20 April 2022	10h00	Municipal Chamber
7	Draft IDP-Budget Ward Visits (Ward 1-31)(Clustered wards)	22 April 2022 - 07 May 2022	10h00	In All Wards
8	Consolidation Of Report From Public Participation	14-15 May 2022		Municipal Manager

	Activity	Period	Time	Venue
9	IDP Steering Committee To Discuss The Consolidation Of Projects	14 May 2022	10h00	Municipal Chamber
11	Consolidation Of Projects From Sector Departments	14 May 2022	10 H 00	Committee Room
12	Adoption Of 2016-2017 Reviewed IDP-Budget	31 May 2022	12h00	Municipal Chamber (Council)

4.5.12.3. COMMUNITY PRIORITY NEEDS PER WARD

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

EMLM would endeavour to engage with responsible national and provincial departments in ensuring implementation of projects aimed at attaining ward specific priorities. The below mentioned community needs emanates from the stakeholders engagement and community participation conducted during the review for the 2022/23 IDP document. The needs tabled below are those emenating from the previous consultations including the 2022/23 consultations. Due to COVID -19, the public consultations were conducted through media and digital devices. This was also done through the completion of the ward development questionnaires by ward councillors.

Table 101: List of Community Needs per ward

WARDS	NEEDS PER WARD
Ward 1	1. Clinic that will operate for 24 hours 2. Refuse removal services and skip bins required for all villages and 3. Water and Jojo tanks to be supplied in all villages 4. Tarring and upgrading (regravelling) of access roads including those leading to schools 5. Upgrading of cemeteries 6. High-mast lights installation in all villages 7. Construction of storm water control 8. Libraries for schools 9. Upgrading of Low –level bridge at Oorlog 10. Jobs creation 11. Sanitation services 12. Health and welfare 13. Public transport facilities
Ward 2	1. Land care. 2. Clinic at Moteti A (urgent). 3. High mast lights in all villages of the ward.

WARDS	NEEDS PER WARD
	4. Paving or tarring of bus route at Moteti "C" and C1 (5 km 5. Re-gravelling of roads& sports grounds in all villages Maintenance of cemeteries and fencing at Moteti A and C. 6. Storm water drainage in all villages. 7. RDP houses in all villages. 8. Low level bridge at Mohlako primary school. 9. Satellite police station and police patrolling in the ward. 10. Recreation centre (community hall; library; sport field; gymnasium and etc.) 11. Secondary school within the ward& school toilets at Nkadimeng Primary Low level bridge/ pedestrian bridge from Masakaneng to Mzimdala) Shelters at bus stops& at pension pay points. 12. Quality and running water. 13. VIP toilets/ sanitation. 14. Shelter needed for all mobile clinics. 15. New residential sites demarcation. 16. Establishment of waste management program in the ward. 17. Moteti A stone pitching. 18. Jojo tanks needed in other areas. 19. Side walk pave is vandalized and need to be refurbished
Ward 3	1. Kgobokwane kgaphamadi bus route 2. Bridge from kgobokwane new stand to kgaphamadi 3. Community hall 4. Steel tanks for kgobokwane and kgaphamadi 5. Satellite police station 6. Library 7. Pallicate fencing for kgobokwane and naganeng graveyards 8. Apollo lights for kgobokwane, kgaphamadi and naganeng 9. Post office for kgobokwane, kgaphamadi and naganeng 10. Storm water drain for kgobokwane, kgaphamadi and naganeng 11. Demarcation of kgaphamadi from Dr J.S Moroka Municipality to Elias Motsoaledi 12. Skips waste removal 13. SMME support
Ward 4	1. Electrification of Stompo extension , Walkraal "A"and Walkraal RDP extension 2. Installation of high mast light all villages 3. Upgrading of bus routes in all villages 4. Water all villages 5. Clinic in all villages
Ward 5	1. Clinic 2. Creation of employment 3. Satellite police station

WARDS	NEEDS PER WARD
	4. Satellite home affairs 5. Fixing of Mpheleng old boreholes 6. Mpheleng bus route budget to be transferred to Magakadimeng,as there is a backlog of access routes. 7. Erection of fence and toilets for both Mpheleng and Magakadimeng 8. Request pay point for pensioners 9. Waste removals (skips) 10. High mast lights
Ward 6	1. Re-gravelling of roads in all villages of the ward. 2. Five Morgan (20 households) VIP toilets in all villages. 3. High mast lights in all villages 4. Water at five Morgan and Taereng 5. Low level bridge at five Morgan 6. Fencing of grave yard at Phucukani Storm water control and paving of roads Community hall. 7. Refuse removal. F.E.T College. 8. Multipurpose centre& Community Park.
Ward 7	1. RDP houses in all villages. 2. Refurbishment of the existing community hall. 3. Low level bridge at the road to Segolokwane Primary school& at Thejane School and Nyakorwane. 4. Re-gravelling of roads in all villages VIP toilets. 5. Borehole /pipe water supply at Moteti and Zenzele C2 2 xwedland streets be regravelled at Moteti C2 Recreation facilities. 6. High mast lights in all villages. 7. Electrification for ten (10) Morgan and Zuma-park including Zenzele 8. Paving of all roads to and from schools 9. Completion of Nyakorwane paving project 10. Primary school at Moteti C2 11. Fencing of all cemeteries 12. Storm water control in all villages. 13. Water (ten Morgan) and sanitation in villages of the ward. 14. Community hall at ten Morgan. 15. In –fit houses at ten Morgan. 16. Formalization of Zenzele informal settlement. 17. Paving of all the roads leading to schools. 18. Low level bridge on the road to Hlogolokwane school. 19. Low level bridge, joining Matshipe to Goedereede. 20. Establishment of parks/playing area. 21. Library is required at Moteti or 10 Morgan. 22. Pension pay point for the elders.

WARDS	NEEDS PER WARD
	23. Special school for the disabled. 24. Clinic needed RDP houses needed. 25. Library needed. 26. Refuse removal. 27. Community hall needed. 28. Airpark needed. 29. Job creation

WARDS	NEEDS PER WARD
Ward 8	1. RDP houses 2. High mast lights 3. Fencing of cemeteries 4. Skip bins 5. Sport grounds 6. Storm water pipes 7. Mobile clinic 8. Renovation of office (meeting place) 9. Paving of moroathebe school 10. Upgrading of Malaeneng A and Ntwane access 11. Electrification of RDP's (Maphungubje) 12. VIP Toilets 13. Fixing of Marapong and Mmakola road 14. Fixing of Thaiwan access road 15. Apollo lights in Thaiwan
Ward 9	1. Roads tarring (Phooko from sihlangu, Jabulani D3 from Mabona to Jabulani D2, walter sizulu from office to Lee's, new town-road to the cemetery until oupa Nkosi, 2. Electricity (Newtown, Tambo Ext, Jabulani D2 ext, Phooko Mountain View, Timol Park, New Phooko Settlement) 3. High mass light in all villages (Tambo 3 ,Walter sizulu 3) Phooko D2 and D3 4. Title deeds (Tambo and Jabulani) Walter Sizulu

	5. Waste removal /management (Tambo and Walter sizulu) Phooko D2 and D3 ,New town
Ward 10	1. Equipment / cleaning materials, personal protective Equipment, renovations, two rest rooms, toilets, laundry, first aid training , entertainment and security for Banaswana old age. 2. Water provision in all villages of the ward. 3. Replacement of the leaking jojo tank at Ga-Phora. 4. Roads re-gravelling and construction of tar road at Lesehleng. 5. Sanitation (VIP toilets) refuse removal/ waste management / dumping site landfill area. 6. Electricity for Dithabaneng, Mashemong & Mohlamme section. 7. RDP houses in all villages of the ward. 8. Paving of Dithabaneng road. 9. Upgrading of sports fields. 10. Fencing of cemeteries. 11. High mast light. 12. Extra boreholes required for the ward: Dthabaneng, Mohlamme ext and Mashemong. 13. Tarring all main roads in the ward (Access road from Ga-Soka to Mohlamme secondary school. 14. Re-gravelling all access roads in all village 15. Construction of speed humps on FKJ Tjiane School. 16. Storm water control 17. Signage in all important areas within the ward. Fencing the public road passing the village. 18. Contruction of a bridge between Ntwane and 19. Thabakhubedu at Koto river
Ward 11	1. The revival of the Elandsdoord Satellite office 2. Restoration of municipal services such as Refuse removal 3. Development of the township in totality which has a potential for municipal revenue collection 4. Tambo Stadium renovations 5. Need for local clinic 6. Need for running water 7. A call for Mayoral outreach (IMBIZO, including Sekhukhune District municipality) 8. Lack of access roads in Five (5) Morgan. (Mastands plots) 9. Elandsdoorn cemetery is full and needs to be extended, the gate at the cemetery needs to be repaired 10. Need for one-stop service from Social services 11. Need for vaccination pf their livestock (Agricultural services) in Bloompoort 12. Need for Toilets at the cemetery

	13. Revenue enhancement plant Elandsdoorn 14. Need for Satellite Fire Station in and around Dennilton 15. Bad state of internal roads 16. Need to engage with landlords who are willing to surrender land to the occupiers/ lessee in five (5) Morgan 17. Need for Storm water on Loskop road – Mandela section.
Ward 12	1. There is a need for water in the whole ward. Cleaning of dams for livestock. 2. Sanitation is needed in all villages of ward 12. 3. Electrification needed in the following villages: Maleoskop, Makua, Diepkloof including Magagamatata Moshate site and New- stand. 4. Construction of road linking Marapong ans Thabakhubedu village. 5. Construction of tar road from Loskop dam to Magagamatala with respective road signs. 6. Phase 2 of Thabakhubedu tar road to be implemented (Tamong section / Verena). 7. Paving of road to Nala high school and Fawcett combined school. 8. Construction of bridge linking Ntwane and Thabakhubedu. 9. Construction of bridge at Lekgwareng and Fawcett. 10. Pedestrian 11. Development of pedestrian's side walk and speed humps at the main bus route of Thabakhubedu. 12. Stone pitching at Thabakhubedu bus route. 13. RDP houses needed in all the villages 14. There is a need for post office as well as community hall in the ward. 15. Recreational facilities are needed in the whole ward as well as youth development centre at Thabakhubedu. 16. Pension pay point needed at Thabakhubedu cemetery with water, toilets and fencing 17. Development of dumping sites for Thabakhubedu, Magagamatala and Maleoskop 18. Extra high mast lights 19. There os the need for skip in all villages 20. There is the need for the establishment 21. Agripark in ward 12 22. Construction of Magagamatala Primary School as well as Magagamatala crèche 23. Construction of library and technical school within ward 12. 24. Construction of post office within the ward. 25. Construction of community hall within the ward 26. Construction of clinic within the ward.
Ward 13	1. Basic services such as cleaning of streets, replacements of lights etc. 2. Upgrading of storm water system maintenance. 3. Maintenance of roads and road marking. 4. Upgrading of licence office in ward 13, as well as services delivery at main office. 5. Recreational facilities including a community hall 6. Parks maintenance and installation of streetlights near the parks. 7. Parks fencing ,plant short wooden poles to prevent to prevent people from driving into the park

	8. Cleaning of parks and putiing skip bins 9. Swimming pool.
Ward 14	1. Dropping centre at Ga-Matlala Lehwelere including Masakaneng. 2. Upgrading of sports filed in all villages. 3. Equipping of bore holes at Ga-Matlala. 4. Construction of crèche at Masakaneng and Ga-Matlala. 5. Clinic required in all villages. 6. Re-gravelling of access roads in all villages including storm water control. 7. Upgrading of sports field in both villages. 8. VIP toilets in all villages.
Ward 15	**WATER** 1. Renovation of Leaking reservoirs 2. Water retirculation in all villages **EDUCATION** 3. Upgrading of crèche and building of cretches in all villages. 4. Renovation of Rehlahlilwe primary school 5. Destruction of old school building at Matailane 6. Construction of skills development centre. **CEMETERIES** 7. Closing of open pits at Keerom cemetery. 8. Fencing og Mathula and Keeron cemeteries. 9. Construction of toilets at Mathula and Keerom cemeteries. 10. Cleaning of cemeteries **ROADS** 11. Grading at Mabele road. 12. Tarring of Masoing road. 13. Installation of road signs on R579 road 14. Speed humps on road R579 15. Re-gravelling of all access roads in all villages. 16. Paving of Maraganeng road. 17. Strom water control on Holnek road. 18. Low level bridge from main road over Jeje River to Maraganeng sports grounds. **RDP HOUSES** 19. Construction of RDP houses in all villages of the ward **SANITATION** 20. Incomplete toilets pits to be completed in the ward or should be closed 21. V.I.P. toilets for every household within the ward **RECEATIONAL FACILITIES**

	22. Establishment of youth centre **LED** 23. Funding of NGO and HBC. 24. Establishment of a shoping mall within the ward. 25. Creation of jobs within the ward. 26. Bulding of test-station for drivers licence. 27. Electrification of outstanding hoeses at Masoing and Holnek. 28. Installation of high mast lights in all villages. 29. Building of community office within ward. **HEALTH** 30. Building of clinic in the ward. 31. Construction of community hall
Ward 16	1. Formal opening of the one stop center, consultation of a formal one stop center. 2. Strict occupation of RDP houses 3. To convert Zaaiplaas clinic into a 24hrs health centre and allocate enough doctors. 4. Agricultural projects to be established 5. Paving for pedestrian walkings on the road from main road to police station. 6. High mast lights 7. Water tankers to be re-instated 8. Projects which have collapsed to be re established 9. Tare road from Doorom to Masanteng to be constructed 10. Library needed 11. Re-graveling of road to the cemetery 12. Shopping complex needed 13. Renovation on the tradition office 14. Re-graveling of Saaiplaas road to Oversea 15. Re-graveling of access road 16. Re-graveling of sports grounds 17. Palisade at the graveyard 18. Park 19. Sport Art and Culture 20. Electricity (New stand) sovolo (Doom Newstemd) 21. Police Station open (New Stand)
Ward 17	1. High mast light are not enough 2. 3 burst which are not attended to in ward 17 3. There should be a crater and truck stationed in the village to fix roads (road maintenance

	4. High mast light are not working which poses a threat to the livelihood of people coming and going to work at night 5. When there are not job opportunities, they should be made public 6. Graves must be by the municipality (for free) 7. Matsepe clinic must operate 24 hours 8. All roads leading to schools must be paved 9. Installation of jojo tanks 10. Boreholes at crèches 11. Bridge at makorokorong dam for school children
Ward 18	1. Low level bridges at various villages and storm water system 2. Internal streets (paving via Marobe school towards Thabaneng section) 3. Water for new extensions and upgrade of Magukubjane plant/dam 4. Electrification to extensions – new extensions 5. Employment of people with disabilities and other formations N.B: **The community insisted on having at least 1 project this financial year**
Ward 19	1. Water in all villages 2. Installation of high mast light in all villages 3. Tarring of Majimini bus route 4. Tarring of Mathula to Khathazweni bus route 5. Tarring of Nkosini excess road 6. Electrification of Mkhanjini village
Ward 20	1. VIP Toilets for unit a, unit B, Matsitsi and Stadium view. Unit C has a very serious Backlog of VIP toilet. 2. High mast lights particularly in stadium view, Matsitsi and unit c. 3. Cancellation of service debt. 4. Requesting for speed humps (2 on the R574 road between jerusalema and stadium view and 2 on the R574 raod just after the police station). 5. Tar road at the passing bopanang primary school 6. Tar road on the road passing Mphezulu Secondary School and Qhubani Mahlagotlou Primary School. 7. Borehole and additional jojo tanks in matsitsi section. 8. Moving of jojo tanks and connecting of taps in streets at stadium view. 9. Upgrading the purification plant. 10. Street surfacing at stadium view and matsitsi. 11. Adding of services at our satellite office like renewal of drivers licences and licence disc. 12. Maintains of transfer station and eradication of illegal dumping. 13. Supply and servicing of skip bins in monsterlus. 14. Provision of RDP House due to backlog. 15. Electrification of houses especially in matsitsi. 16. Upgrading the storm water control in monsterlus. 17. Building of library and community hall.

	18. Electrification of the new settlement next to stadium.
Ward 21	**1. Motsiphiri High Mast Light** 2. Kgaphamadi 3. Shoprite road regraveling 4. Mzulu road paving 5. **6** high mast light 6. **1** Mareleng 7. Bridge Mareleng 8. Fencing of cemeteries 9. Clinic 10. Leasing of cars 11. Limilation of the campaigns 12. Electricity(indigent/food parcels of sassa 13. **EPWP/CWP** at ward 21 14. Regraveling of road at Kgaphamadi new stand. Motsiphiri home entrance to homes **15. Maintain borehole** 16. Jerusalem ambulance can not access due to boreholes 17. **JERUSALEM (HIGH MAST LIGHTS)** on and off 18. Paving access road 19. Mzinyane road, Buda, Mkwana, Phaphamani
Ward 22	**WATER** 1. Water crisis at Mzansi, Maphephe, Phomola, Katlegong, Mogaung/hlala, GaMakena and Legolaneng **SANITATION** 2. Sanitation (VIP toilets) at Legolaneng, GaMakena, Mogaung/Hlala, Phomola, Katlegong, Mzansi and Maphepha **HIGH MAST LIGHTS** 3. High mast lights at GaMakena, Legolaneng, Mogaung/Hlala, Phomola Katlegong, Mzansi and Maphepha **ROADS** 4. Grading of the streets in Mogaung, Legolaneng, GaMakena, Phomola, Katlegong and Mzansi/Maphepha section **(SPEED HUMPS)** 5. Mogaung /Maphepha main road. Paving at Mzansi/Maphepha internal streets. Paving at Legolaneng new stand internal street. Paving at Mogaung Kotsane Street and Phomola/Kgaphamadi section. Constuction of low level bridge between luckau and Mogaung/Hlala. **ELECTRICITY** 6. Electrification of 170 houses at Phomola/Kgaphamadi, 130 houses at Legolaneng new stand, 70 houses at Mogaung mashemong and 140 houses at Maphepha section.
Ward 23	1. Mantrompi electricity

	2. Fencing of cemeteries 3. High mast lights 4. Community hall 5. Rehabilitation of the big hole left by contractor (donga) 6. Reservoir and water 7. RDP houses 8. Maintenance of internal streets 9. Speed humps and low level bridges 10. Sports facilities 11. Toilets
Ward 24	1. Storm water control 2. High mast lights 3. Library 4. Low level bridge to Phokanoka 5. RDP houses in all villages 6. Sanitation and VIP toilets 7. Paving of roads from the main road via Phokanoka high school road 8. Water in all villages 9. Gravelling of roads 10. Fencing of all cemeteries. 11. Speed humps needed on the provincial road 12. Youth programme 13. Post office
Ward 25	**Makaepea Section** 1. Roads 2. Water 3. RDP 4. Electricity 5. Jobs 6. Toilets **DIKGALAOPENG SECTION** 7. Roads, water(yard connection), RDP ,Bursaries, community hall, toilets, street lights, jobs, learnership and internships, building of school(Dikgalapeng Primary school) **GA-MATSEPE** 8. Finish of paving road(Kgoshi Matsepe Road), Bus stop shelters,Building of Old age, Access roads, Skip bins, RDPs, Madisothwane bridge and electricity, fencing of cemeteries, Water(yard connections), Street lights, Graveling of school roads, sports facilities of community and schools, Libraries

Ward 26	1. Senamela shop paving / Tar via Vuka street (urgent) 2. Paving of Moshate (Kgoshi Rammupudu) access road (urgent) 3. Bridge between Ga-Kopa and Botlopunya and also Majakaneng (very urgent) 4. Paving of access roads and storm water control in all sections 5. Gravelling of all roads in the ward 6. Fencing of all cemeteries 7. Upgrading of reservoirs 8. Storm water control from paving to Rilokwane 9. High mast light (very urgent) 10. Upgrading of all sports grounds in the ward 11. Rammupudu clinic to operate 24 hours 12. Pre-school Bapeding and Matebeleng section (very urgent) 13. Bore holes 14. RDP houses 15. Multipurpose centre and rehabilitation centre 16. Skips needed in all the section in the ward 17. Satellite police station (very urgent) 18. Library for all wards in tafelkop 19. Low level bridge between R&R and stadium view 20. Sanitation for remaining residents 21. Extension of water pipes to other sections of the ward 22. Job creation programs (urgently) 23. Regular supply of water 24. House hold water connections and installation of water meter 25. Equipping the Traditional Office with computer, stationary, office furniture, photocopier, chairs for community hall and cleaning material 26. Cleaning of the two dams or rehabilitation 27. Waste removal 28. Illegal dumping 29. Disaster management 30. Fencing of grazing field

Ward 27	1. Roads and storm water control construction and maintenance in all villages of the ward. 2. Connector road from Mountain view to Stadium view. 3. Paving of stadium road. 4. Bridge between ward 26 and 27. 5. Tarred road connecting Majakaneng and Botlopunya. 6. Speed humps construction along municipal tarred road, next to Mamorake Primary school. 7. Building od administration block at Jacob Sefako primary, Monamodi and 8. Onismus Mogafe primary schools. 9. Three way stop sign at Stadium view turn off. 10. Electrification of all extensions in all villages of the ward. 11. There is a need for high mast lights in all the villages of ward 27. 12. Upgrading of all sports grounds in all villages. 13. Renovation of stadium and community hall 14. Development of multipurpose centre at Stadium view and building of old age home at Majakaneng. 15. Construction of admin block at Jacob Sefako primary school. 16. Construction of a hostel at Ipelegeng special school. 17. Construction of new blocks at Mamorake primary school and Monamodi secondary school 18. Building of Mosebi, Matladi ,Love and Grace, Bafepi and Motheo preschools 19. Community library at Stadium view 20. Water infrastructure needed in all extensions of the ward villages 21. Water authority to be returned to local municipality 22. Consistent water supply in all the villages of ward 27 23. Fencing and security guard at Botlopunya reservoir 24. RDP houses needed in all ward villages 25. V.I.P toilets needed in all ward villages 26. Fencing of old and new graveyards 27. Construction of pension paypoint 28. Establishment of satellite police station within the ward 29. Establishment of refuse removal methods within the ward 30. Upgrading of all networks at installation of free Wifi 31. Limit issuing of licenses for tarvens 32. Costruction of clinic or mobile clinic at Nyakelang 33. Introduction of job creation and skills development programmes 34. Rehabilitation of Mountain view and Botlopunya borrow pits
Ward 28	**MGABABA SECTION** 1. High master lights (four in number of privation of crime)Skill development, leranerships,Water,Access roads with paving, clinic, jobs, Creche, VIP toilets, Provision of soil on road, The demand of network(mgababa new stands, road and RDPs and Electricity) **STADIUM SECTION**

	2. Water, Roads, High master lights, Electrification and Library, Art gallery **DIPAKAPAKENG SECTION** 3. Clinic, Graveling of roads, fencing of cemeteries, Employment, Water yard connection and Library.
Ward 29	1. Community of ward 29 request that the must rename the road from Mokhumung to Marateng taxi rank via Moganetswa school 2. More VIP toilets 3. Water 4. RDP 5. High mast lights 6. Skip bins 7. Sport grounds 8. Community hall 9. More Jojo tanks 10. Clearing of storm controls 11. Increasing of the amount of the mayoral bursary 12. Re-building of Moganetswa primary school 13. Agricultural material like seed and animal feeds
Ward 30	1. Prepaid electricity at Roossenekal town. 2. Water at Makwane-Nkakaboleng; zone 11 and Tshehla Trust. 3. Low level bridge in Tigershoek and upgrading medium bridge in 4. Leeupershoek. 5. Clinic at Roossenekal. 6. Tarring of road in Laersdrift and Makwane-Nkakaboleng . 7. Paving Roossenekal RDP streets. 8. Four high mast lights in Sango village. 9. Refuse removal in Makwane; Station and Sango. 10. Health centre in Roossenekal. 11. New site establishment. 12. Extension of Roossenekal RDP section and extension of Station village 13. Secondary school in Laersdrift. 14. Electricity in zone 11. 15. Services needed for people leaving in the farms. 16. The time frame for the promised services Shopping centre needed 17. Electricity bill is very high. 18. Sustainability of Roossenekal electricity. 19. Construction of water reticulation at Laersdrift. 20. Construction of clinic at Laersdrift Patching of potholes on R555 Skip tanks needed. 21. Renovation of both schools in Laersdrift. 22. Extension of pre-school in Roossenekal. 23. Water tanker to be stationed at Roossenekal permanently.
Ward 31	1. The informal settlement part of Motetema should be serviced just like the other serviced one

	2. The municipality to avoid focusing on implementing only road infrastructure projects and implement other capital projects that are needed in Motetema 3. The community does not want implementation of short (bhemuda) road in Motetema 4. The community requested that at least Motetema should have one project to be implemented in 2022/2023 financial year 5. Motetema to be accommodated in terms of implementation of Highmast light projects 6. The community pleaded that the municipality should arrange revenue enhancement campaign to urge the community to pay for municipal service 7. Motetema entrance deemed not to be safe and as a results the community requested that the municipality should consider installing street lights and sidewalks 8. Projects incorporated in the IDP should be specific in terms of the location as opposed to saying Motetema 9. The municipality should consider supplying skip bins to cater for SAPS, **CLINIC,GREAT NORTH** and Schools in Motetema including the informal settlement since it is not part of R293 township 10. Motetema graveyard should be budgeted for under maintenance 11. The municipality should install a gate next to Motswako to control access to the graveyard 12. Electrification of Highview to be brought to at least 2023/2024 financial year 13. The municipality should expedite the process of formalizing the formal settlement 14. The community registered a need to have a library in Motetema

TABLE 102: The table below indicate the top six priority needs for each ward as identified during the stakeholder's consultation. During the 2022-2023 draft IDP stakeholder consultations, most of the wards did not make any changes to their priority needs.

Ward 1	Ward 2	Ward 3	Ward 4
1. Tarring of access road from R573 passing Slovo Primary to Moteti B passing Thlako High School	1. Clinic	1.Fencing of cemetery Kgobokwane	1. Tarring of 5.5 km Waalkral to Stomp access road and speed humps on bus route
2. Tarring of access road at Ramaphosa from R573 passing Rebone Primary to join Machiding	2. Water	2. Road to Kgaphamadi	2. Electricity
3. Low level bridge at Oorlog (betwwen Old Stands and New Stand)	3. Electricity (high mass lights)	3. High mass lights	3. High mass lights
4. Water reticulation at Ramaphosa, Mabose, Oorlog and Lusaka	4. Roads	4. Bridge to Kgaphamadi	4. Low-level bridge and storm water control
5. Stormwater control all villages of the Ward	5. Library	5.Community Hall	5. Fencing of cemetry
6. High mass lights all the villages of the Ward	6. Sanitation	6. RDP Houses	6. Fencing of borrow pits
Ward 5	**Ward 6**	**Ward 7**	**Ward 8**
1. High mass lights	1. Tarring of roads Phucukani connecting Matlala Tuck-shop down to Kotomane's family & road that connect to Gibbs tuck shop; Five Morgan post office road to Ntota Combine School	1. Completion of Nyakhorwane road	1.High mass lights
2. Rehabilliation construction of a bridge connecting Mpheleng and Magakadimeng Vezinyawo	2. Elecricity for Five Morgan about eleven (11) household (Urgent intervention is needed for the 11 households)	2. High mass lights in all Ward villages	2.Access road
3. Tarring of bus route at Magakadimeng	3. VIP toilets for 3 villages Phucukani, Five Morgan and Tayereng. Shelter for paypoint at Kwa-Ngubeni	3. VIP toilets in all villages	3. Access road to the cemetry

4. Fencing of cemetery Magakadimeng and Mpheleng	4. Pavements which does not control water at Phucukani, which most water goes to the yard of households	4. Primary school at Moteti C2	4. Revamping of Mathale hall
5. Storm water control	5. Six (6) access bridges at Tayereni for 6 streets	5. Special School for disabled at Ngolovane	5. Revamping of Marapong Sports facilities
6. Cleaning of dams for animals to getting water	6. Community hall of Sports facility at Phucukani	6. Formalization of Zenzele informal settlements	6. Construction of Phase 2 road
Ward 9	**Ward 10**	**Ward 11**	**Ward12**
1. Roads tarring (Phooko from Sihlangu, Jabulani D3 from Mabona to Jabulani	1. Electricity (Mashemong, Bothubakoloi, Lekwaneng at	1. Proper ablusion	1. Roads (Thabakhubedu Phase 2 tar road to

D2, Walter Sisulu from office to Lee's, New Town – road to the cemetery until Oupa Nkosi, Tambo – Completion of Tambo & Walter Sisulu road. Phase 3 road inside Tambo Vulamehlo	Paving Side, Mohlame Phase 2)	facilities in all the villages (VIP)	Tamong and Magagagamatala tar road with sign boards)
2. Electricity (Newtown, Tambo Ext, Jabulani D2 ext, Phooko Mountain View, Timol Park	2. High mass lights in all villages of Ward 10	2.Reticulation of extensions in or at Bloempoort, Uitspanning A, 5 Morgan, Molala	2. High mast lights whole Ward
3. High mass lights in all villages (Tambo 3, Walter Sisulu 3)	3. Road from pavin until Tagane School	3.Access roads to cemeteries (Bloempoort, Uitspanning A, 5 Morgan)	3. Paving of road to Nala high school and Fawcett Mathebe combined school

4. Title Deeds (Tambo & Jabulani)	4. Community hall & Creche	4. Access road between Bloempoort & Uitspanning A	4. Installation of network points for cell phones
5. Waste Removal / Management (Tambo & Water Sisulu)	5. Water for all Ward	5. Expansion of R25 road between Groblersdal and Dennilton	5. Stormwater control and speed humps
5. Community hall	6. Maintain dam for their animals	6. Clini between Elandsdoorn satellite office	6. RDP Houses whole Ward
Ward 13	**Ward 14**	**Ward 15**	**Ward 16**
1.installation of Pre- paid meter system in Groblersdal	1. Electrification	1. Tarring Masoing road	1.Storm Water Drainage Needed On The Road
2. Community hall	2. Water and Sanitation	2. Paving Maraganeng road	2.Re-Gravelling Of Access Roads
3. Swimming Pool	3. Cemetries	3. Fencing of cemeteries	3.Low Level Bridge At Oversea/ Access Road
4. Basic services such as cleaning of streets ,	4.RDP Houses	4. Renovation of leaking resevoirs	4.Paving For Pedestrian Walking On The Road From
replacements of lilights etc.			Main Road To Police Station
5. Maintenance of roads and road markings	5. Schools	5. Water reticulation in all villages	5.Formal Opening Of The One Stop Center
6. Recreational facilities	6. Installation of high mass lights (Masakaneng and Matlala Lehwelere	6. Renovation of Rehlahlilwe, Zamokuhle and Destruction of Old Matailane school	

Ward 17	**Ward 18**	**Ward 19**	**Ward 20**
1.High Mast Lights	1. High mast lights in all seven villages	1.Water Riticulation in all villages Priority be Mathula & Matsitsi B	1.Resurfacing Of The Main Road
2.Skips on all illegal dumping sites	2. Emergency villages access roads in the following villages. Paving or tarring of – 2.1 From Ga-Frank street to Thabaneng ga Sithole via Marobe to Ga-Fenyane 2.2 Talane village from GaFenyane via Talane graveside to Ga-Mgidi 2.3 From Mmotwaneng four ways crossing to graveside 2.4 Magopheng village from Magopheng primary to Namudi high school 2.5 Magukubjane from Ga-Fakude lodge via grave site to clinic	2. VIP Toilets: All Villages	2.Paving And Storm Water Control At Monsterlus

3.low level bridge	3. Emergency villages access bridges 2x low level brdge at Magopheng village 2x lower level bridges at Syferfontein village 3x low level bridges at Magukubjane village	3. Construction of Roads & Bridges Nkosini bridge for motorists & students Two (2) brideges at Hlogotlou Bus road & link two sections Fixing of collapsing	3.High Mast Lights In All Villages
		bridges at Khathazweni link to bus road Lastly gravelling of access road in all villages	
4. Re-Gravelling Of Internal Roads and storm water control in all access roads	4.Storm water control in Syverfontein village, Talane village, Magukubjane village, Magopheng village and Mmotwaneng village	4. RDP in all villages	4.Maintenance Transfer Station
5.Water and VIP toilets	5. Fencing and support to communities' agricultural fields across the ward which is about 12km	5.Electrification of Rondebosch & Matsitsi B Extension	5.Speed Humps In The Following Road: Main Road Passing Police Station To Zaaiplas
		6 Renovation of the following schools: Maphepha Primary, Kausime, Zamokhule Secondary	
Ward 21	**Ward 22**	**Ward 23**	**Ward 24**
1.Electrification of Motsephiri new stand A and B	1. Low level bridge between Luckau and Mogaung	1.Closing of donga at new stand	1.Community Hall In All Villages

2.installation of high mast lights at Motsephiri and Kgaphamadi	2.High Mast Lights in all villages	2.Paving of main streets (Sephaku and Vlakfontein)	2.Storm Water Control At Luckau
3.Construction of sanitation at Motsephiri for 500 households	3. Sanitation in all villages	3. Constuction of high mast lights at Sephaku and Vlakfontein	3.Re-Gravelling Of Roads To All Graveyards
4.Completion of tarring of Kgaphamadi bus route via Motsephiri village to Jerusalem village	4.Road Signs At The Main Road	4.Electrification of outstanding households (Sephaku and Vlakfontein)	4.Cleaning Of All Alien Plants
5.Pipe connection from the borehole to the	5.Re-Gravelling Of All Streets And Grounds Including Storm Water Control	5.Speed humps and storm water	5.Speed Humps Needed On The Main Road

reservoir at Kgaphamadi village		control at main road	
Ward 25	**Ward 26**	**Ward 27**	**Ward 28**
1. Fencing of grave yard	1.High Mast Lights (Urgent)	1. Tarring or paving of stadium road	1. Tarring of Dipakapakeng bus route to Stadium
2.Paving Of Roads In All Villages (main roads)	2.Tarring of road from Senamela to Vuka street	2. Fencing of both old and new cemeteries	2.Erection of R&R bridge between R & R and Stadium view
3. Paving or tarring of GaMatsepe access road to cemetery	3.Bridge between ward 26 and 27	3.High mast lights in all villages of ward 27	3.High mast lights at Stadium view and Dipakapakeng
4.Community halls in all villages	4.Recreational facilities	4.Roads and storm water control in all villages of the ward	4. Fencing of Dipakapakeng cemetery
5.Access Road To Clinic	5.Skips needed in the ward	5.Electrification of extensions in all villages of the ward	5.Maintenance of collapsing bridge at Tamatie Stop

		Intensified regravelling programmes	
Ward 29	**Ward 30**	**Ward 31**	
1.Tarring of road from Mokumong via Ga-Mashabela, Moganetswa to Maratheng taxi rank and storm water control at Sterkfontein	1.Refuse Removal In Makwane, Station And Sango	1.Land And Infrastructure Development In Motetema	
2.Low level bridge at Ramogwerane, Puleng and Sterkfontein	2.Skip Tanks Needed	2.Fencing, Cleaning And Maintenance Of Cemetery	
3.Community hall at Ramogwerane and Sterkfontein	3.Sustainabillity Of Roossenekal Electricity	3.Filling Of Dangerous Pits In Shushumela	
4.High mast lights in all villages	4.New Site Establishment	4.Paving Of Motetema Internal Streets	
5.Speed humps needed on the main road	5.Four High Mast Lights In Sango Village	5.Additional High Mast Lights	

4.5.12.4. 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 an “Unqualified Opinion” however, the AG’s report indicated an improvement compared to the previous 2019/20 finanancial year.

The institution is working hard to achieve a clean audit target. The municipality has appointed an audit committee to assist and guide the institution in running its affairs.

4.5.13.1. AUDIT ACTION PLAN

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

4.5.14. RISK MANAGEMENT

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

4.5.15. ANTI-CORRUPTION

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

4.5.16. AUDIT COMMITTEE AND AUDIT CHARTER

The municipality established an Audit Committee which meets quarterly. An External audit is performed by the Auditor General (AG) and Internal Audit is performed by the internal audit. An internal audit charter has been developed. The responsibility of the Audit Committee is to advice the Accounting officer and the council on administrative isssues.

4.5.17. SUPPLY CHAIN MANAGEMENT COMMITTEE

The municipality established Supply Chain Management Committees as required by the applicable legislation. The commitees perform their duties as stipulated in the approved supply chain management policies. There are bid committees appointed by the Accounting officer to develop bd specifications, evaluation of bids and also the bid adjudication committee which recommends to the Accounting officer. The adjudication committee consist all Senior Managers including the Chief Financial Officer.

4.6. KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

4.6.1 OVERVIEW

The Constitution recognises a Municipality's right to govern on its own initiative, the affairs of its Community, subject to the National and Provincial Legislation as provided for in the Constitution. It also emphasises the responsibility of Municipalities to utilise this Constitutional space prudently and in the interest of development locally. Municipalities must provide democratic and accountable government without favour or prejudice. They must furthermore use their Constitutional space by exercising their Legisltative 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 103: Approved Institutional Policies

Approved EMLM Institutional Policies			
Annual Leave	Anti- Corruption	Community Participation	Employment Equity
Conflict Of Interest	Debt/Credit Control	Delegation Of Powers	Grievance Policy And Procedure
	Electronic Communications: E/Mail/Internet	Employee And Political Office Bearers Code Of Conduct (Rules & Regulations	HIV/AIDS
Municipal Rates	Placement	Key Control	Policy On Advertisement
Exit Interviews (Guidelines & Regulations)	Family Responsibility Leave	Performance Management Policy and Guidelines	Policy On Appointment Of Fulltime Councillors
Harassment	Health, Safety & Reporting Policy & Procedure	Policy On Acting Allowance For Officials Of The EMLM	Ward Committees & Community Participation
Indigent policy	Investment	Rendering Of A Security Service	Policy On Experiential Training
Maternity Leave	Mayoral Vehicle	Sick Leave	Cell phone allowance
Housing policy	Overtime policy	Tariff	
	Recruitment Selection & Appointment	Property Rates	Supply Chain Management
Smoking	Training	Travel & Subsistence	Fixed Asset Management

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

- Travelling and subsistence allowance Policy
- IT policy
- Anti- corruption Policy

- Cellphone allowance policy
- Mobile phone and data card allowance policy
- Employment equity policy
- Employment equity plan
- Health and safety policy

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

4.6.4 INSTITUTIONAL PLAN

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

Table 104: 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 105: Trainings offered to the Municipal staff

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

4.6.6 SKILLS REQUIRED /SKILLS GAP

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

4.6.7 LABOUR RELATIONS

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

4.6.8 INFORMATION TECHNOLOGY

There's a great improvement with regard to IT functions in the municipality. An IT Unit is well established and functional. The unit also has intern officials who rotate within all offices of the municipality on a daily basis to ensure that the municipality at large does not experience technological breakdown. The unit has been involved in the process to reduce the manual system from 90% to 20%.
There are still a few challenges with regards to Information technology. The municipality intends to construct a server room that will serve as a backup should the existing server breaks down. However, the institution does not have sufficient financial resources to implement the Programme.

4.6.9 CUSTOMER SATISFACTION AND COMPLAINS MANAGEMENT SYSTEM

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

4.6.10 OCCUPATIONAL HEALTH AND SAFETY

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

Table 105: Issues dealt with by Occupational Health and Safety Unit

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

4.6.11 BY-LAWS

Table 106: 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 2022-2023 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 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 107: Persons with Disabilities in EMLM

Gender by Hearing for Person weighted, LIM472: Elias Motsoaledi

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

Source: Stats SA Census 2011 Remembering / Concentrating by Self Care by Gender for Person weighted

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

Source: Stats SA Census 2011 Communication for Person weighted, LIM472: Elias Motsoaledi

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

Source: Stats SA Census 2011

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

Challenges facing the disabled are:

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

4.7.5 MORAL REGENERATION CHARTER

There is a global observation that people have gone astray from their cultural norms and values, religion and believes. The municipality has in conjunction with the traditional healers, various church ministries and traditional leaders established a moral regeneration charter that will ensure that the history and culture of the society is conserved. The role of the forum is to establish village base structures that will assist making coordination 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 service as a guide to mainstream children's and prioritise children's issues within the integrate development plans and budget. A focal point to this initiative is the establishment of Ward-based children's committees to create a platform for children to participate in Municipal decision-making processes.

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

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

4.7.8 TRADITIONAL HEALERS

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

- Clinics

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

CHAPTER 5: STRATEGY PHASE

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

5.1.1. OVERVIEW

The municipality held its virtual Strategic Planning session on the 18-19 January 2022. The purpose of the session was to develop strategies that will enable the municipality to address the challenges raised on the situational analysis phase.in order to align the proposed 2022/2023 IDP has to take cognisance of both the 2021/22 Annual and 2022/23 mid-year performances assessment as well as other influencing factors. The purpose of this process was to review and re-align the current strategies to assist the institution in dealing with various service delivery challenges and other related factors. Based on the evaluation of all the relevant analysis input the EMLM has developed the following strategies contained within their developmental programmes. This will ensure that all challenges have been prioritized and will be addressed through the appropriate allocation of resources.

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

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

Municipalities in South Africa use integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sustainable long-term development. An Integrated Development Plan (IDP) is a strategic plan for an area that gives an overall framework for development. A municipal IDP provides a five-year strategic programme of action aimed at setting short, medium and long-term strategic and budget priorities.

The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those involved in the development of a municipal area. The IDP enables municipalities to use scarce resources most effectively and efficiently to speed up delivery.

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

The NDP prioritises, that closely link to Elias Motsoaledi, focus on:

- An economy that will create more jobs;
- Improving infrastructure and transition to a low-carbon economy;
- An inclusive and integrated rural economy;
- Reversing the spatial effects of apartheid;
- Improving the Quality of Education;
- Training tnd Innovation;
- Quality Health Care for all;
- Social Protection;
- Building Safer Communities;
- Reforming the Public Service, and
- Fighting Corruption and transforming society and uniting the country.

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

To achieve the aim of strategic planning, it should encompass a set of concepts, procedures and tools designed to assist leaders and managers with achieving set goals and objectives through the application of strategies with clear plans of action that are measurable. Therefore, this strategic plan sets out the main goals, desired impacts, outcomes, measurements and targets to be achieved, with clear strategies to achieve the vision of the municipality. The continued focus of the National Government is economic growth and socio-economic transformation through the provision of governance structures to optimise basic service delivery at all spheres of government. In terms of this focus, municipalities are mandated to give effect to the objects of local government as contained in section 152 of the Constitution, namely:

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

Moreover, it is the National Government's priority area, to ensure a better life for all by providing basic services to all communities, which amongst others includes creating sustainable jobs, poverty alleviation and relevant skills transfer through successful implementation of government programmes and lastly, by encouraging the transformation of community participation and involvement.
It has been shown that where there has been State intervention in the economy through direct public investment in infrastructure, there has been economic growth and more job creation. Therefore, the Elias Motsoaledi Local Municipality seeks to position itself to relate directly to the Millennium Development Goals, National Development Plan, National Outcomes, in particular the outputs from Outcome Nine, and the Provincial Employment Growth and Development Plan (PEGDP). To this end, the Elias Motsoaledi Local Municipality will continue to focus on, agriculture and tourism as its primary economic core pillars whilst actively pursuing other economic investment opportunities to optimise its socio-economic priorities aimed at improving the lives of all people of Elias Motsoaledi by reducing the unemployment rate within the region.

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

5.1.2. SWOT ANALYSIS AND CRITICAL SUCCESS FACTORS

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

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

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

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

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

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

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

The table below outline the elements of the SWOT for the municipality conducted during the virtual Strategic Planning session held on the 18-19 January 2022.

Table 108: SWOT Analysis

Strengths	1. Functional machinery and plant for road maintenance 2. Functional political structure 3. MFMA calendar compliance 4. Strategic location - access to the major cities 5. Provincial nodal point (socio-economic development) 6. Senior Critical positions filled 7. 100% MIG spending 8. Two licensed electricity areas 9. Availabity of the Local Economic Development strategy
Weaknesses	1. Ineffective Reporting systems 2. Lack of Integrated costed long term planning 3. Inadequate Monitoring and implementation of plans (Management of service provider 4. Revenue under collection 5. Inadequate Review and enforcement of policies, by-laws and procedures Internal controls 6. Inadequate skills staff and councilors 7. Insufficient resources (funding, office space, human resources) 8. Critical vacancies at management level 9. Ageing infrastructure 10. inadequate Risk management and implementation of audit plan 11. Lack of infrastructure maintenance plan 12. Lack of documented and implementable procurement plan 13. Inadequate security environment inadequate information or document management inadequate (interdepartmental) communication 14. Lack of Quality management system 15. Misuse of Council resources 16. Business licenses function not performed

Opportunities	1. Increased MIG funding 2. Overreliance on grants 3. Backlog on infrastructure services 4. Tourism and recreational activities related to De Hoop and Loskop dam 5. Upgrading of strategic roads (R25 and N11) 6. Availability of mineral resources (platinum and iron ore) 7. Regional mall and proposed Groblersdal town establishment 8. Climate conducive for agriculture and tourism (Agriculture hub of SA) 9. Available land owned by municipality 10. Extension of electricity licence 11. Agri-eco tourism 12. Moloto corridor related activities 13. External technical support from other stakeholders 14. Safe and secure CBD 15. Existing airstrip
Threats	16. Community unrest / service delivery protest by communities 17. Non-paying culture by residents 18. Immigration of labour and illegal migrants 19. Xenophobia 20. Crime levels 21. Substance abuse and drugs 22. Increasing indigents 23. High rate of poverty, unemployment and illiteracy 24. Chronic diseases (HIV and Aids, HAST, diabetes, high bloods pressure) 25. Land invasion and mushrooming of informal settlements 26. Vandalism and illegal electrical connections 27. Drought and climate changes 28. Disaster vulnerability 29. Malicious vandalisation of government assets 30. Theft of municipal assets 31. Inflation / Currency increase on materials 32. Infrastructure to accommodate influx of trucks
	33. Support and buy-in of traditional leaders with regard to land management issues 34. Environmental management and pollution 35. Reliance on Eskom Electricity

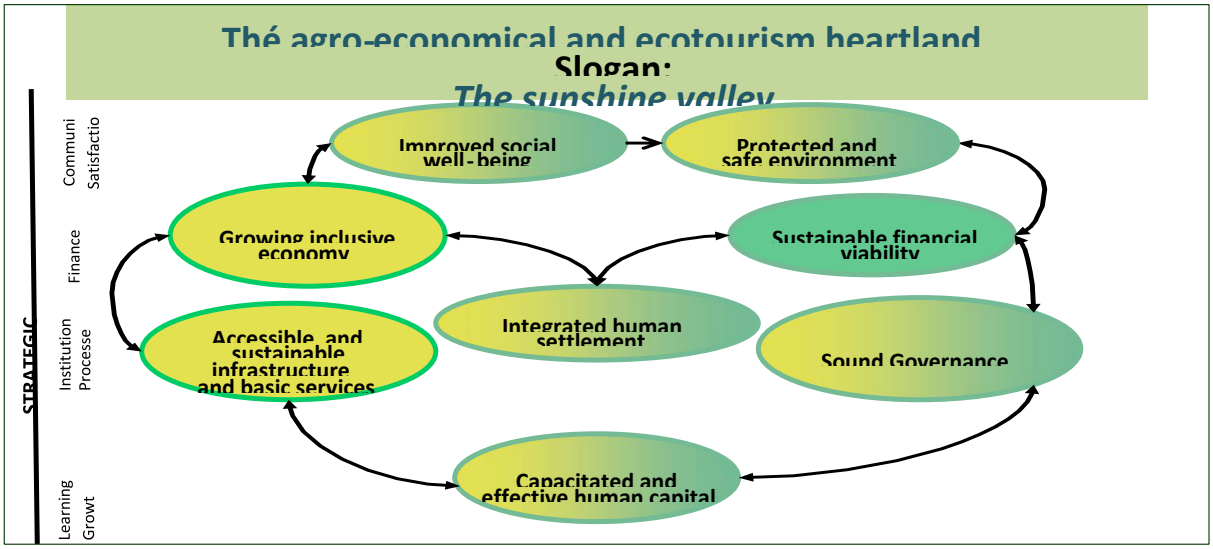
The SWOT analysis was taken into consideration when reviewing the strategic goals and developing strategies for programmes to ensure that challenges identified in the SWOT analysis were addressed.

5.1.3 STRATEGY MAP

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

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

Figure 12 : Strategy Map



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

Table 109: 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 110: KPA Alignment with the NDP, LDP and DDM

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

The Framework for Strategic Plans and Annual Performance Plans which 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 111: 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

Ref No	Strategic Goal	Goal Statement	Outcome
5	Accessible and sustainable infrastructure and basic services	Implementation of bulk infrastructure to support the provision of basic services to an approved level of standards in a sustainable manner as a core mandate	Satisfied community members. This means the provision of quantitative, good quality, sustainable and affordable infrastructure and services to all community members. (Quality will be prescribed by 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 Scorecardat the end of this section.

5.1.4. 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 112: Strategic Objectives and Programmes

KPA	Strategic Goal	Strategic Objective	Programme
KPA 1 Spatial Development Analysis And Rationale	Integrated Human Settlement	To promote intergrated human settlements	• Land Use Management • Spatial Development • Building Plans Administration
KPA :2 Basic Service Delivery And Infrastructure Development	Accessible And Sustainable Infrastructure And Basic Services	To provide for basic service delivery and sustainable infrastructural development	• Electrification • Water and Sanitation • Roads and Storm Water • Waste Management • Project Management • Facilities Management • Fleet Management • Cemeteries • Mayoral Programmes • Transversal Programmes • Education / Libraries • Disaster Management
KPA 3: Local Economic Development: Development	Growing Inclusive Economy	To promote conducive environment for economic growth and development	• Economic Growth And Development • extended Public Works Programme (EPWP)
KPA 4: Municipal Financial Viability And Management	Sustainable Financial Viability	To improve sound and sustainable municipal financial management	• Legislative Compliance • Financial Management • Revenue • Expenditure • SCM • Indigents

KPA	Strategic Goal	Strategic Objective	Programme
KPA 5: Good Governance And Public Participation	Sound Governance	To enhance good governance and public participation	• Good Governance and Oversight • IDP Development • Legal Services • Risk Management • Audit
KPA 6 Institutional Development And Municipal Transformation	Capacitated And Effective Human Capital	To build capable, responsive, accountable, effective, efficient municipal institutions and administration	• ICT • Performance Management • Organisational Development • Labour Relations

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

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

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

5.1.5. IMPACT OF COVID-19 TO THE STRATEGY IMPLEMENTATION

The COVID-19 pandemic is at its lowest as as infections are concerned. The municipal council decided to allow staff to operate 100% in order to ensure efficient service delivery to the communities. The state of disaster is still in place therefore, the municipality will always ensure that all protocols are observed.

5.2. STRATEGIES, PURPOSE AND OUTCOMES PER KEY PERFORMANCE AREA

5.2.1. KPA 1: SPATIAL RATIONALE

Strategic Goal: Integrated Human Settlement

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

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

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

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

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

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

The municipality aims to have formalised human settlements by 2025. This entails the development of residential and business sites, provision of shopping centers, schools, religious institutions and clinics, taking cognisance of flood line areas as well as the development of parks and recreation facilities. The municipality owns land and it should be investigated how best that land can be utilised for integration and upliftment of communities. Further

investments and establishment of industries and enterprises should be investigated and established to diversify the economy of the municipal area. The municipality must create an environment conducive for economic growth through investments in socio-economic infrastructure to trigger local economic growth and forge partnerships with stakeholders to invest in the local economy. This also includes the priority of moving people closer to economic activities and opportunities.

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

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

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

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

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

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

The following programmes are linked to the above strategic goal:

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

The following strategies per programme were developed for KPA1 during the Strategic Planning Workshop during the period of the 18-19 January 2022.

Programme 1: Spatial Development

Programme Description	Spatial planning provides a municipal perspective of spatial challenges and interventions. The different levels of plans seek to guide, direct and facilitate both public and private developments, investment and growth in a manner that will expand opportunities and contribute towards the visible upliftment of all communities.
Programme Objective Outcome	To provide a systematic integrated spatial development plans by 2026
Short Term Strategies (1-2 Yrs.)	SDF update
Medium Term Strategies (3-4 Yrs.)	Development of nodal zones
	SDF review and update
Long term Strategies (5 Yrs. +)	Protection of prime and unique agricultural land SDF review

Programme 2: Land use management

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

Programme 3: Building Plans Administration

Programme/Function	Building Plans Administration
Programme/Strategic Objective (SMART)	Compliance with National Building Regulations and Building Standard Act 103 0f 1977 by 2026
Programme Objective Outcome	Sustainable built environment
Short Term Strategies (1-2 Yrs.)	Enforce Building control regulations and awareness
Medium Term Strategies (3-4 Yrs.)	Enforce Building control regulations and awareness
Long term Strategies (5 Yrs. +)	Enforce Building control regulations

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

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

Programme 4: Integrated Sustainable Human Settlements

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

5.2.2 KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal: Accessible and Sustainable Infrastructure and Basic Services

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

- The upgrading of informal settlements
- Public transport infrastructure and systems supported by facilities upgrades to enhance links with road-based services
- The construction of a new coal line to unlock coal deposits in the Waterberg, extension of existing coal lines in the central basin, through private partnership
- The timely development of a number of key new water schemes to supply urban and industrial centres, new irrigation systems

- The establishment of a national water conservation programme with clear targets to improve water use and efficiency
- Accelerated investment in demand-side savings, including technologies such as solar water heating

The NDP targets are:

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

National Outcome 6: 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: A responsive, accountable, effective and efficient local government system and output 2 refers to:

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

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

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

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

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

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

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

Key projects / initiatives to achieve this goal are:

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

The following programmes are linked to the above strategic goal:

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

The following strategies per programme were developed for this Strategic Objective within KPA 4 during the Strategic Planning Workshop during the period of the 18-19 January 2022.

Programme 5: Water and Sanitation

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

Long term Strategies (5 Yrs. +)	Application to become Water Authority. Implement projects from water master plan in annual SDBIP

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

Programme 6: Facilities Management

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

Programme 7: Electrification

Programme/Function	Electrification
Programme Objective (SMART)	To provide all communities with access to sustainable and reliable electricity supply or alternative economic measures for domestic households use e.g. solar panel by 2030
Programme Objective Outcome	Eradication of Electricity backlogs
Short Term Strategies (1-2 Yrs.)	To review Electricity Master Plan Develop public lighting master plan Explore alternative energy uses Implementation of high mast lights based on community needs Installation of bulk metering in all sub-stations and mini sub stations Provide electricity to extensions in villages Address issue of illegal connections Introduction of SMART metering systems
Medium Term Strategies (3-4 Yrs.)	Implement initiatives identified in master plan
Long term Strategies (5 Yrs. +)	Eradicate backlog and ensure provision of electricity to all households by 2025 Secure license for the provision of electricity for the entire municipality.

Programme 8: Roads and Storm Water

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

Programme 9: 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 10: Public Transport

Programme/Function	Public Transport
Programme Objective (SMART)	To ensure accessible and safe public transport to all communities by 2030
Programme Objective Outcome	Effective implementation of public transport programmes
Short Term Strategies (1-2 Yrs.)	Coordinate public transport activities with the district municipality and the provincial government To review the Integrated Transport plan
Medium Term Strategies (3-4 Yrs.)	to engage the provincial government in the construction of public transport facilities
Long term Strategies (5 Yrs. +)	Continuation of above

Programme 11: Fleet Management

Programme/Function	Fleet Management
Programme Objective (SMART)	To ensure that processes and control are effectively managed by 2023
Programme Objective Outcome	Optimum availability of municipal vehicles
Short Term Strategies (1-2 Yrs.)	Develop Fleet Management Plan Employment of additional staff and capacitating the existing staff Secure adequate funding for replacement of ageing fleet
Medium Term Strategies (3-4 Yrs.)	Implementation of Fleet Management Plan
Long term Strategies (5 Yrs. +)	Implementation of Fleet Management Plan

5.2.3. ENVIRONMENTAL ISSUES

Strategic Goal: Protected and Safe Environment

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

- Support for a carbon budgeting approach, linking social and economic considerations to carbon reduction targets

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

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

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

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

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

- **Environmental Management**

The following strategies per programme were developed for this Strategic Objective within KPA 4 during the Strategic Planning session held on the 18-19 January 2022.

Programme 12: Environmental Management

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

Key projects for achieving this programmes are the following:

- Environmental Awareness Campaigns
- Greening Initiatives

5.2.4. SOCIAL ISSUES

Strategic Goal: Improved Social Well-Being

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

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

- Increase average male and female life expectancy at birth to 70 years
- Progressively improve HIV and AIDs awareness and deseases 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
- 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 2030
- Expand the college system with a focus on improved quality
- Provide 1 million learning opportunities through Community Education and Training Centres
- Improve the throughput rate to 80% by 2030
- Produce 30 000 artisans per year
- Increase enrolment at universities by at least 70% by 2030
- Increase the number of students eligible to study towards maths- and science-based degrees to 450 000 by 2030
- Increase the percentage of PhD qualified staff in the higher education sector from the current 34% to over 75% by 2030

- Produce more than 100 doctoral graduates per million per year by 2030
- Expand science, technology and innovation outputs by increasing research and development spending by government and through encouraging industry to do so

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

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

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

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

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

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

- Provide income support to the unemployed through various active labour-market initiatives such as public works programmes, training and skills development, and other labour-market related incentives.
- All working individuals should make adequate provision for retirement through mandated savings. The state should provide measures to make pensions safe and sustainable.
- Social protection systems must respond to the growth of temporary and part-time contracts, and the increasing importance of self-employment and establish mechanisms to cover the risks associated with such.
- Create an effective social welfare system that delivers better results for vulnerable groups, with the state playing a larger role compared to now. Civil society should complement government initiatives

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

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

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

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

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

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

The following programmes are linked to this strategic goal:

- Sports and Recreation

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

The following strategies per programme were developed for this Strategic Objective within KPA 4 during the Strategic Planning Workshop during the period of the 18-19 January 2022.

Programme 13: Sports and Recreation

Programme/Function	Sports and Recreation
Programme Objective (SMART)	Reduce social ills such as crime, drug abuse social disorder, teenage pregnancy as well as HIV/AIDS through the use of sports and recreation activities and the provision of adequate and accessible recreational facilities by 2030
Short Term Strategies (1-2 Yrs.)	Establish status quo on existing facilities Maintenance of existing sports 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 Intensify and support HIV and Aids related programmes
Medium Term Strategies (3-4 Yrs.)	Develop business plan to identify funding sources and prioritise implementation Source funds for various sports codes 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 Coordinate the upgrading of sports facilities

Programme 14: Health Services

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

Programme 15: Cemeteries

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

Programme 16: Arts and Culture

Programme/Function	Arts and Culture
Programme Objective (SMART)	Maintain and promote arts and cultural heritage for the benefit of future generations by 2026

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

Programme 17: Education / Libraries

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

Programme 18: Safety and Security

Programme/Function	Safety and Security

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

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

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

Programme 19: DLTC

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

Medium Term Strategies (3-4 Yrs.)	Development of DLTC
Long term Strategies (5 Yrs. +)	Developing DLTCs at the satellite

Programme 20: Disaster Management

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

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

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

Programme 21: Waste Management

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

Programme 22: Mayoral Programmes

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

Programme 23: Transversal Programmes

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

Programme 24: Housing

Programme/Function	Housing
Programme Objective (SMART)	Facilitate housing needs and co-ordination by 2022

Short Term Strategies (1-2 Yrs.)	Establish status quo on existing housing facilities Facilitate and co-ordinate housing needs from the wards Dialogue with the provincial and national housing departments on housing development etc. to garner support and fundi
Medium Term Strategies (3-4 Yrs.)	Develop business plan to identify funding sources and prioritise implementation Implementation of business plan
Long term Strategies (5 Yrs. +)	Implementation of housing business plan Develop housing charter Development of the integrated housing master plan

5.2.5. 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 intents to facilitate processes for the creation of a prosperous and poverty free community.

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

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

The following programmes are linked to the above strategic goal:

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

The following strategies per programme were developed for KPA 3 during the Strategic Planning Workshop during the period of the 18 – 19 January 2022.

Programme 25: Economic Growth and Development

Programme/Function	Economic growth and development
Programme/Strategic Objective (SMART)	To facilitate economic growth and sustainable job creation by 2022
Programme Objective Outcome	Reduce the level of unemployment
Short Term Strategies (1-2 Yrs.)	Create conducive condition for economic growth and job creation
Medium Term Strategies (3-4 Yrs.)	Investment attraction and retention
Long term Strategies (5 Yrs. +)	Sustainable economic development and job security

Programme 26: Extended Public Works Programme (EPWP)

Programme/Function	Extended Public Works Programme (EPWP)
Programme Objective (SMART)	The establishment and promotion of opportunities that create job opportunities through the mechanism of EPWP, both in Capital labour intensive projects and LED initiatives by 2022
Programme Objective Outcome	To create job opportunities
Short Term Strategies (1-2 Yrs.)	Ensure that the procurement process recognizes the role of awarding tenders to contractors who employ or sub contract work to emerging SMME's Establish labour intensive projects such as cleaning, waste re-cycling etc. Partner through the Corporate Social Investment (CSI) and Social Labour Plan (SLP) programmes to leverage FTE work opportunities
Medium Term Strategies (3-4 Yrs.)	Continue with above
Long term Strategies (5 Yrs. +)	Continue with above

5.2.6. KPA 4: MUNICIPAL FINANCIAL VIABILITY

Strategic Goal: Enhance Revenue and Financial Management

This goal relates directly to the National Outcome 9: A responsive, accountable, effective and efficient local government system. Under this outcome, outputs 1 and 6: Administrative and financial capability as well as Implement a differentiated approach to municipal financing, planning and support relate directly to the goal under discussion. The following sub-outputs are advocated:

- The average monthly collection rate on billings to rise to 90%
- The percentage of municipalities with debtors more than 50% of own revenue to be reduced from 24% to 12%
- The percentage of municipalities that are overspending on opex to improve from 8% to 4%
- The percentage of municipality's under-spending on capex to be reduced from 63% to 30%. The percentage of municipalities spending less than 5% of opex on repairs and maintenance to be reduced from 92% to 45%
- Improve national and provincial policy, support and oversight to local government
- The percentage of municipalities that are overspending on OPEX to improve from 8% to 4%
- The percentage of municipalities spending less than 5% of opex on repairs and maintenance to be reduced from 92% to 45%
- The percentage of municipalities' under-spending on capex to be reduced from 63% to 30%

As indicated previously, the NDP states that to grow faster and in a more inclusive manner, the country needs a higher level of capital spending in general and public investment in particular.

This goal responds to the institutional priority issue that relates to revenue enhancement.

The municipality needs to increase revenue generation to ensure sufficient funds are available to invest into projects for the communities. The municipality must be able to pay commitments and have sufficient reserves and investments. The intention is for the municipality to become less grant dependent and be in a financial position to fund infrastructure projects from own funds.
The outcome to be achieved through this goal is Increased generation of own revenue and sufficient reserves for investment into communities and reduced grant dependency
The following key strategic projects/initiatives have been identified that will assist the municipality to achieve this goal:

- Consumer data cleansing
- Optimisation of DLTC
- SMART metering
- Community based waste management
- Revenue enhancement strategy

The following programmes are linked to this strategic goal:

- Legislative Compliance
- Financial Management
- Revenue
- Expenditure
- Supply Chain Management
- Indigents

The following strategies per programme were developed for this Strategic Objective within KPA 5 during the Strategic Planning Workshop during the period of the 18 – 19 January 2022.

Programme 27: Legislative Compliance

Programme/Function	Legislative compliance
Programme Objective (SMART)	Compliance to MFMA, other relevant legislation, internal policy and procedural requirements within prescribed timelines Programme Objective Outcome by 2022
Programme Objective Outcome	Legislative compliance within defined time frames
Short Term Strategies (1-2 Yrs.)	Retain qualified and competent staff Regularly review legislative amendments and update 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 28: Financial Management

Programme/Function	Financial Management
Programme Objective (SMART)	To implement sound Financial management practices by 2022
Programme Objective Outcome	Obtain a Clean Audit opinion from the office of the AG
Short Term Strategies (1-2 Yrs.)	Resolve all financial issues raised in internal and external audit action plans. Mentain the Unqualified Audit opinion. Preparation of AFS internally. Rotation of suppliers in supplier database Retention of qualified competent staff

Medium Term Strategies (3-4 Yrs.)	Resolve all financial issues raised in internal and external audit action plans. Attainment of Clean Audit opinion. Retention of qualified competent staff
Long term Strategies (5 Yrs. +)	Resolve all financial issues raised in internal and external audit action plans. Maintain Clean Audit opinion. Retention of qualified competent staff

Programme 29: Revenue

Programme/Function	Revenue
Programme Objective (SMART)	To increase revenue generated from own sources to 50% by 2022
Programme Objective Outcome	To reduce Grant dependency
Short Term Strategies (1-2 Yrs.)	Develop revenue enhancement strategy To implement data cleansing processes to ensure revenue database is accurate To increase the revenue base by identifying areas that municipality is not billing for services Enforce debt control policies and procedures Conduct awareness campaigns to instil a culture of payment within the municipality Review tariff structures to be cost effective Review by-laws pertaining to revenue collection Introduction of SMART metering systems Reduction of illegal connections Introduction of prepaid electricity vending machines linked to debtor's book.
1wMedium 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 30: Expenditure

Programme/Function	Expenditure
Programme Objective (SMART)	The effective management of operational and capital spending patterns in line with budget mandates and projected cash flow requirements by 2022
Programme Objective Outcome	Financial Liquidity
Short Term Strategies (1-2 Yrs.)	Implementation of proper documents management system. Provision of data management system. Compliance to internal financial controls processes by user departments Education of departments in correct financial procedures
Medium Term Strategies (3-4 Yrs.)	Compliance to internal financial controls processes by user departments
Long term Strategies (5 Yrs. +)	Compliance to internal financial controls processes by user departments

Programme 31: Supply Chain Management and asset managment

Programme/Function	Supply Chain Management
Programme Objective (SMART)	To effectively procure goods and services for the organisation in a timely and cost effective manner in full compliance to legislative requirements by 2022
Programme Objective Outcome	Effective and efficient procurement of goods and services
Short Term Strategies (1-2 Yrs.)	Implementation of documented departmental procurement plan Compliance with supply chain management acts and regulations Implementation of proper documents management system. Provision of adequate filing storage facility. Improvement of internal controls on payments. Introduction of the system where prospective supplier database is rotated. Compliance with the assest management policy and GRAP standards Implementation of CSD for maintenance of prospective service providers

Medium Term Strategies (3-4 Yrs.)	Implementation of documented departmental procurement plan Compliance with supply chain management acts and regulations Introduction of the system where prospective supplier database is rotated.
Long term Strategies (5 Yrs. +)	Implementation of documented departmental procurement plan Compliance with supply chain management acts and regulations Introduction of the system where prospective supplier database is rotated.

Programme 32: Indigents

Programme/Function	Indigents
Programme Objective (SMART)	To ensure that all qualifying indigent beneficiaries are registered to obtain free basic services by 2022
Programme Objective Outcome	Provision of free basic services
Short Term Strategies (1-2 Yrs.)	Re-validation of the registered indigents. Conduct awareness campaign on indigent benefits
Medium Term Strategies (3-4 Yrs.)	Re-validation of the registered indigents. Implement a rehabilitation programme to make existing indigents financially self-sustainable
Long term Strategies (5 Yrs. +)	Re-validation of the registered indigents. Implement a rehabilitation programme to make existing indigents financially self-sustainable

Key to the successful implementation of the above programme is:

- Verification of the validity of the indigent register

5.2.7. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal: Sound Governance

Related to this goal are the following NDP priorities:

- Reforming the public service
- Fighting corruption
- Transforming society and uniting the country

In light of the abovementioned priorities, the NDP states that a plan is only as credible as its delivery mechanism is viable. A capable state is an essential precondition for South Africa's development. A capable state does not materialise by decree, nor can it be legislated or created from conference resolutions. It has to be painstakingly

built, brick by brick, institution by institution, and sustained and rejuvenated over time. It requires leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems and consistent and fair application of rules.

High corruption levels frustrate society's ability to operate fairly and efficiently and the state's ability to deliver on its development mandate. Political will is essential to combat the scourge of corruption. The fight against corruption has to be fought on three fronts: deterrence, prevention and education. Deterrence helps people understand that they are likely to be caught and punished. Prevention is about systems (information, audit and so on) to make it hard to engage in corrupt acts. The social dimension of corruption can only be tackled by focussing on values, through educations. International experience shows that with political will and sustained application of the right strategies, corruption can be significantly reduced and public trust restored.

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

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

This goal responds to the institutional priority issue that relates to internal controls. This means improved and effective enforcement of internal controls and systems. Increased engagement with relevant sectoral stakeholders and communities. Empowering communities to become actively involved in public participation processes. Improved turnaround time and adherence to service delivery standards.
The outcome to be achieved through this goal is public confidence through an unqualified audit opinion. This means to be an organisation that practices responsible, accountable, effective and efficient corporate governance.
Programmes linked to this strategic goal are:

- Audit
- Risk Management
- Performance Management
- Good Governance and Oversight
- Legal Services
- Policies
- By-laws
- Customer / Stakeholder Management
- Community Participation

The following strategies per programme were developed for this Strategic Objective within KPA 6 during the Strategic Planning Workshop during the period of the 18-19 January 2022.

Programme 33: 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 34: Risk Management

Programme/Function	Risk Management
Programme Objective (SMART)	The identification, assessment, and prioritisation of risk; defined in ISO 31000 as the effect of uncertainty on objectives, whether positive or negative, followed by coordinated and economical application of resources to minimise, monitor, and control the probability and/or impact of unfortunate events or to maximise the realisation of opportunities
Programme Objective Outcome	To have a risk management system at optimized maturity level by 2022

Short Term Strategies (1-2 Yrs.)	Development, implementation and assessment of municipal risk register Capacitate the risk committee members and all municipal staff Resolving identified risks Review effectiveness of risk management processes Review Risk Management Plan, strategy and policy Facilitation of departmental risk registers Appointment of risk champions Enforcement of policies and procedures
Medium Term Strategies (3-4 Yrs.)	Maintain and enhance risk management systems Monitor and optimize risk implementation
Long term Strategies (5 Yrs. +)	Maintain and enhance risk management systems Monitor and optimize risk implementation

Programme 35: Legal Services

Programme/Function	Legal Services
Programme Objective (SMART)	To provide legal support to all departments and mitigation of legal risks by 2022
Programme Objective Outcome	Compliance to all applicable legislation
Short Term Strategies (1-2 Yrs.)	Budget and recruit additional competent staff Ensure timelines with respect to processing of legal documents are adhered to Monitoring of the implementation of contracts
Medium Term Strategies (3-4 Yrs.)	Ensure timelines with respect to processing of legal documents are adhered to from all operational departments
Long term Strategies (5 Yrs. +)	Review and enforcement of HR legislation.

Programme 36: Polices

Programme/Function	Policies
Programme Objective (SMART)	To give guidance, advice and support on the daily work activities that affect employees and the organisation as a whole

Programme Objective Outcome	Ensure that all existing/new policies are reviewed and updated on an annual basis and approved by Council.
Short Term Strategies (1-2 Yrs.)	Ensure that policies exist for all activities in the municipality Review all existing policies and amend as appropriate Develop new policies as appropriate To provide access to all approved policies to all staff Ensure amended/new policies are communicated to employees
Medium Term Strategies (3-4 Yrs.)	Ensure that policies exist for all activities in the municipality Review all existing policies and amend as appropriate Develop new policies as appropriate To provide access to all approved policies to all staff Ensure amended/new policies are communicated to employees
Long term Strategies (5 Yrs. +)	Ensure that policies exist for all activities in the municipality Review all existing policies and amend as appropriate Develop new policies as appropriate To provide access to all approved policies to all staff Ensure amended/new policies are communicated to employees

Programme 37: By-Laws

Programme/Function	By-laws
Programme Objective (SMART)	To enforce policies of the municipalities
Programme Objective Outcome	By-law enforcement
Short Term Strategies (1-2 Yrs.)	Review existing by-laws Develop new by-laws as appropriate Enforcement of by-laws
Medium Term Strategies (3-4 Yrs.)	Review existing by-laws Develop new by-laws as appropriate Enforcement of by-laws
Long term Strategies (5 Yrs. +)	Review existing by-laws Develop new by-laws as appropriate Enforcement of by-laws

Programme 38: Good Governance and Oversight

Programme/Function	Good Governance and Oversight
Programme/Strategic Objective (SMART)	To provide transparency and openness in the daily administration of the Institution for the benefit of all stakeholders To create a culture of accountability and transparency as per the National Development Plan (NDP) priorities of • Reforming the public service • Fighting corruption • Transforming society and uniting the country
Programme Objective Outcome	An accountable and transparent administration
Short Term Strategies (1-2 Yrs.)	Develop sound business processes, policies, systems and accountable management Capacitate all levels of management in sound governance practices Implement effective risk management and internal audit systems Obtain an Unqualified Audit Opinion from the Office of the AG
Medium Term Strategies (3-4 Yrs.)	Develop sound business processes, policies, systems and accountable management Maintain effective risk management and internal audit systems Implement effective risk management Obtain a Clean Audit Opinion from the Office of the AG
Long term Strategies (5 Yrs. +)	Maintain all Medium Term Strategies

Programme 39: 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 40: 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 41: IDP Development

Programme/Function	IDP Development
Programme/Strategic Objective (SMART)	The Local Government Municipal Systems Act (MSA) No.32 of 2000 as amended, and other relevant supplementary legislative and policy frameworks require that local government structures prepare Integrated Development Plans (IDPs). In compliance with the relevant legislation
Programme Objective Outcome	To provide the strategic framework that guides the municipality's planning and budgeting over the course of a
	political term to address the needs of the community within acceptable budget parameters

Short Term Strategies (1-2 Yrs.)	Ensure that all phases of the development of an IDP as legislated are complied with Ensure alignment of IDP and Budget Review the IDP annually taking cognizance of budget and internal/ external factors according to approved process plan Ensure that the strategic mandate (intent) of the IDP is effectively delivered through the mechanism of the SDBIP Effective communication to the community through Ward committee participation
Medium Term Strategies (3-4 Yrs.)	Maintain above
Long term Strategies (5 Yrs. +)	Maintain above

5.2.8 KPA 6: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Goal: Capacitated and Effective Human Capital

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

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

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

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

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

The outcome to be achieved through this goal is and 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 18 – 19 January 2022.

Programme 42: Organisational Development

Programme/Function	Organisational Development
Programme Objective (SMART)	To ensure the Improved efficiency and effectiveness of the Municipal Administration by 2022. By capacitating existing and new staff and by the selection and appointment of competent staff
Programme Objective Outcome	Capacitated, motivated and effective staff
Short Term Strategies (1-2 Yrs.)	Review the organisational structure and ensure alignment to IDP and organisational needs Conduct skills needs audits and align it to the WSP Ensure filling of all critical positions Conduct an employee satisfaction survey Follow up on survey to improve relations Implement employee assistance programme (EAP) Develop employee retention strategy Review and update the Employment Equity Plan
Medium Term Strategies (3-4 Yrs.)	To review the organisational structure and ensure alignment to IDP and organisational needs Maintain short term strategies Implementation of employment equity targets
Long term Strategies (5 Yrs. +)	To review the organisational structure and ensure alignment to IDP and organisational needs

Programme 43: Performance Management

Programme/Function	Performance Management
Programme Objective (SMART)	Performance management is a systematic approach to management, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the municipality in terms of indicators, to determine its efficiency, effectiveness and impact; thereby ensuring
	improved cost effective service delivery to the community by 2022
Programme Objective Outcome	Monitoring and evaluation of the organisation's implementation of its strategic objectives, programmes and projects in line with the approved IDP through the SDBIP framework
Short Term Strategies (1-2 Yrs.)	Compliance to all relevant legislation and the Municipal PMS Framework Reviewal of PMS framework and procedure manual Capacitation of all staff members in terms of PMS Cascading of individual performance management to lower levels Convene PMS stakeholder feedback sharing Implementation of the automated performance management system
Medium Term Strategies (3-4 Yrs.)	Cascading of individual performance management to all staff members
Long term Strategies (5 Yrs. +)	Effective and efficient performance management system Effective and efficient performance management system for the benefit of optimizing organisational performance and improved service delivery

Critical projects/initiatives to achieve this programme are:

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

Programme 44: ICT

Programme/Function	ICT
Programme Objective (SMART)	Integration of computer and network hardware and software which enable users to access, store, transmit, and manipulate information by 2022
Programme Objective Outcome	Implementation of effective ICT systems and availability of secured information and data by 2022.
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 45: Workplace Health, Safety & EAP

Programme/Function	Workplace Health and Safety & EAP
Programme Objective (SMART)	Occupational health is concerned with the health and safety of employees at work. The aim of the programme is to promote a healthy, safe and legislative compliant work environment, and a healthy, active and productive worker by 2022
Programme Objective Outcome	To improve the health and safety of the employees in compliance with the Act
Short Term Strategies (1-2 Yrs.)	Appointment of qualified safety officer Establish status quo i.t.o municipality's health and safety plan Development of health and safety policy Appointment of all legislative posts Provision for training of above posts Promote health and safety in the workplace Provide qualified counselling with respect to the Employment Assistance Programme
Medium Term Strategies (3-4 Yrs.)	Ensure health and safety programme is sustained Provide qualified counselling with respect to the Employment Assistance Programme

Long term Strategies (5 Yrs. +)	Ensure health and safety programme is sustained Provide qualified counselling with respect to the Employment Assistance Programme

Programme 46: Labour Relations

Programme/Function	Labour Relations
Programme Objective (SMART)	To ensure fair labour practices that comply with the Labour Relations Act at all times 2022
Programme Objective Outcome	To ensure fair labour practices that comply with the Labour Relations Act are systematically applied at all times
Short Term Strategies (1-2 Yrs.)	To conduct training workshops on internal labour policies Follow up on quarterly LLF meetings Ensure implementation of approved labour relation policies and procedures
Medium Term Strategies (3-4 Yrs.)	Maintain sound and effective labour practices and stability
Long term Strategies (5 Yrs. +)	Review and monitoring of the labour policies and acts

STRATEGIC SCORECARD

To measure the progress in achieving the abovementioned strategic goals, programmes strategies and outcomes, a strategic scorecard was developed. The below table indicate the strategic scorecard for all municipal departments.

OFFICE OF MUNICIPAL MANAGER

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/21	Annual target	2023/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Performance Management	% of KPIs and projects attaining organizational targets (total organization)	n/a	80%	100% of KPIs and projects attaining organizational targets (total organization) by 30 June 2023	25% Of KPI and Projects Attaining Organizational Targets by 30 Sept 2022	50% Of KPI and Projects Attaining Organizational Targets by 31 December 2022	75% Of KPI and Projects Attaining Organizational Targets by 31 March 2023	100% Of KPI and Projects Attaining Organizational Targets by 30 June 2023	Performance report

	Final SDBIP approved by Mayor within 28 days after approval of IDP/Budget	n/a	1	1 Final SDBIP approved by Mayor within 28 days after approval of IDP/Budget	n/a	n/a	n/a	1 Final SDBIP Approved by Mayor Within 28 days After approval of IDP/Budget	Approved SDBIP

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and municipal financial managemen

Program-me	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/21	Annual target	2023/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Expenditure	% spend of the Total Operational Budget excluding non-cash items	Opex	95.03%	95% spend of the total operation budget excluding non- cash items by 30 June 2023	25% spend of the total operation budget excluding non- cash items by 30 September 2022	55% spend of the total operation budget excluding non-cash items by 31 December 2022	70% spend of the total operation budget excluding non- cash items by 31 March 2023	95% spend of the total operation budget excluding non- cash items by 30 June 2023	Budget report
Expenditure	Remuneration (Employee Related Costs and Councilors Remuneration) as % of Total Operating Expenditure per quarter	Opex	36%	25% to 40% Remuneration (Employee Related Costs and Councilors Remuneration) as % of Total Operating Expenditure per quarter by 30 June 2023	25% to 40% Remuneration (Employee Related Costs and Councilors Remuneration) as % of Total Operating Expenditure per quarter by 30 September 2022	25% to 40% Remuneration (Employee Related Costs and Councilors Remuneration) as % of Total Operating Expenditure per quarter by 31 December 2022	25% to 40% Remuneration (Employee Related Costs and Councilors Remuneration) as % of Total Operating Expenditure per quarter by 31 march 2023	25% to 40% Remuneration (Employee Related Costs and Councilors Remuneration) as % of Total Operating Expenditure per quarter by 30 June 2023	Section 71 report
SCM	Number of SCM deviation reports submitted to	n/a	3	Maximum of 1	Maximum of 1	Maximum of 1	Maximum of 1	Maximum of 1	

	municipal manager (reduction of number of deviations)			SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2023	SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 September 2022	SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 31 December 2022	SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 31 March 2023	SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2023	Signed deviation report

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Good Governance and oversight	Submission of Final audited (2021/2022) consolidated Annual Report to Council by 31 January 2023	n/a	1	1 Submission of Final audited (2021-2022) consolidated Annual Report to Council by 31 January 2023	n/a	n/a	1 Submission of Final audited (2021-2022) consolidated Annual Report to Council by 31 January 2023	n/a	Council resolution / draft annual report
	Submission of annual Oversight Report to Council by 31 March 2023	n/a	1	1 Submission of annual Oversight Report to Council by 31 March 2023	n/a	n/a	1 Submission of annual Oversight Report to Council by 31 March 2023	n/a	Council resolution / oversight report

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Good Governance and oversight	2023/2024 IDP review process Plan approved by August 2022	n/a	1	1 2023/2024 IDP review process Plan approved by August 2022	1 2023/2024 IDP Review Process plan Approved by August 2022	n/a n/a	n/a	n/a	Council resolution / IDP process plan
IDP Development	Final IDP tabled and approved by Council by the 31 May 2023	n/a	1	1 Final IDP tabled and approved by Council by the 31 May 2023	n/a	n/a	n/a	1 Final IDP Tabled and Approved by Council by The 31 May 2023	Council resolution /IDP

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Audit	Obtain an Unqualified Auditor General opinion for the 2021/2022 financial year	n/a	Unqualified Audit Opinion	Obtain an Unqualified Auditor General opinion for the 2021/2022 financial year by 31 December 2022	n/a	Obtain an Unqualified Auditor General opinion for the 2021/2022 financial year by 31 December 2022	n/a	n/a	AGSA audit report
Audit	% of Auditor General matters resolved as per the approved audit action plan by 30 June 2023 (Total organization)	n/a	87%	100% of Auditor General matters resolved as per the approved audit action plan by 30 June 2023	n/a	n/a	50% of Auditor General matters resolved as per the approved audit action plan by 31 March 2023	100% of Auditor General matters resolved as per the approved audit action plan by 30 June 2023 (Total organization)	AGSA Audit Action Plan

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
				(Total organization)			(Total organization)		
Audit	% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	n/a	76%	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation) by 30 June 2023	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation) by 30 September 2022	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation) by 31 December 2022	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation) by 31 March 2023	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation) by 30 June 2023	Internal audit action plan
Audit	% Reduction of repeat audit findings (total organization)	n/a	New	100% Reduction of repeat audit findings (total	n/a	n/a	50 % Reduction of repeat audit findings (total	100 % Reduction of repeat audit findings (total	Internal audit report

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
				organization) by 30 June 2023			organization) by 31 March 2023	organization) by 30 June 2023	

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Risk management	number of security risk assessment conducted	n/a	4	4 security risk assessment conducted by 30 June 2023	1 security risk assessment conducted by 30 September 2022	2 security risk assessment conducted by 31 December 2022	3 security risk assessment conducted by 31 March 2023	4 security risk assessment conducted by 30 June 2023	Security assessment Report

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Risk management	Number of project risk assessments conducted	n/a	4	4 project risk assessments conducted by 30 June 2023	1 project risk assessments conducted by 30 September 2022	2 project risk assessments conducted by 31 December 2022	3 project risk assessments conducted by 31 March 2023	4 project risk assessments conducted by 30 June 2023	Project Risk assessment reports
Risk management	Number of strategic and operational risk assessment conducted	n/a	4	1 strategic and operational risk assessment conducted by 30 June 2023	1 strategic and operational risk assessment conducted by 30 September 2022	n/a	n/a	n/a	Risk registers
Risk management	Number of risk management training conducted	n/a	New	2 risk management training conducted by 30 June 2023	n/a	1 risk management training conducted	n/a	2 risk management training conducted by 30 June 2023	Attendance register

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
						by 31 December 2022			
Declaration of financial interest	% of councillors who have declared their financial interest	n/a	New	100% of councillors who have declared their financial interest by 30 June 2023	50% of councillors who have declared their financial interest by 30 September 2022	100% of councillors who have declared their financial interest by 31 December 2022	n/a	n/a	Financial interest declaration register
	Number of administrative staff who have declared their financial interest	n/a	New	100 administrative staff declared their financial interest by 30 June 2023	50 Administrative Staff declared their financial interest by	100 Administrative Staff declared their financial interest by	n/a	n/a	Financial interest declaration register

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
					30 September 2022	31 December 2022			
	number of Risk Management reports submitted to the Risk Management Committee per quarter	n/a	4	4 Risk Management reports submitted to the Risk Management Committee per quarter by 30 June 2023	1 Risk Management reports submitted to the Risk Management Committee per quarter by 30 September 2022	2 Risk Management reports submitted to the Risk Management Committee per quarter by 31 December 2022	3 Risk Management reports submitted to the Risk Management Committee per quarter by 31 March 2023	4 Risk Management reports submitted to the Risk Management Committee per quarter by 30 June 2023	Quarterly Risk management report
	% execution of identified risk mitigation plans within prescribed timeframes (total organisation)	n/a	100%	100% execution of identified risk mitigation plan within prescribed	25% execution of identified risk mitigation plan within prescribed	50% execution of identified risk mitigation plan within	75% execution of identified risk mitigation plan within prescribed timeframes per	100% execution of identified risk mitigation plan within prescribed timeframes per	Quarterly Risk assessment reports

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
				timeframes per quarter (total organisation) by 30 June 2023	timeframes per quarter (total organisation) by 30 September 2022	prescribed timeframes per quarter (total organisation) by 31 December 2022	quarter (total organisation) by 31 March 2023	quarter (total organisation) by 30 June 2023	

1.1. CORPORATE SERVICES

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Employment equity	Review of the Employment Equity Plan	n/a	1	1 Review of the Employment Equity Plan by 30 June 2023	n/a	n/a	n/a	1 Review of the Employment Equity Plan by 30 June 2023	Reviewed Employment Equity Plan / Council resolution
	Submission of employment equity report to DOL by 15 January 2023	n/a	1	1 Submission of employment equity report to DOL by 31st January 2023	n/a	n/a	1 Submission of employment equity report to DOL by 31st January 2023	n/a	Acknowledgement letter / email indicating reporting date

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Skills programme	Number of employees approved for municipal training	Opex	2	8 employees approved for municipal training by 30 June 2023	2 employees approved for municipal training by 30 September 2022	4 employees approved for municipal training by 31 December 2022	6 employees approved for municipal training by 31 March 2023	8 employees approved for municipal training by 30 June 2023	Approved Application Form
	% of municipal skills development levy recovered	n/a	New	20% of municipal skills development levy recovered by 30 June 2023	n/a	n/a	n/a	20% of municipal skills development levy recovered by 30 June 2023	Proof of payment from LGSETA
	% of municipality's payroll budget actually spent on training and education of employees	1% of payroll budget	0.6% of payroll budget	1% of municipality's payroll budget actually spent on training and	n/a	n/a	n/a	1% of municipality's payroll budget actually spent on training and	Budget report

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
				education of employees by 30 June 2023				education of employees by 30 June 2023	
WSP	Approval of reviewed WSP(work skills plan)	n/a	1	1 approved reviewed WSP by 30 June 2023	n/a	n/a	n/a	1 approved reviewed WSP by 30 June 2023	Acknowledgement Letter from LGSETA / Council resolution
LLF	Number of LLF meetings held	n/a	6	12 LLF meetings held by 30 June 2023	2 LLF meetings held by 30 September 2022	3 LLF meetings held by 31 December 2022	6 LLF meetings held by 31March 2023	12 LLF meetings held by 30 June 2023	Attendance register and minutes

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
ICT	% of reported ICT incidents resolved	n/a	New	90%-100% of reported ICT incidents resolved by 30 June 2023	90%-100% of reported ICT incidents resolved by 30 September 2022	90%-100% of reported ICT incidents resolved by 31 December 2022	90%-100% of reported ICT incidents resolved by 31 March 2023	90%-100% of reported ICT incidents resolved by 30 June 2023	ICT Job Card
ICT	Turnaround time in placing documents & information on the municipal website	0	New	Placement of documents & information on the municipal website 5 (five) working days from the date submitted to ICT by 30 June 2023	Placement of documents & information on the municipal website 5 (five) working days from the date submitted to ICT by 30 September 2022	Placement of documents & information on the municipal website 5 (five) working days from the date submitted to ICT by 31 December 2022	Placement of documents & information on the municipal website 5 (five) working days from the date submitted to ICT by 31 March 2023	Placement of documents & information on the municipal website 5 (five) working days from the date submitted to ICT by 30 June 2023	*Website Register *SITA email confirming placement of document & information

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
ICT	Number of ICT Service Providers Performance Monitoring & Evaluation meetings held	n/a	new	4 ICT Service Providers Performance Monitoring & Evaluation meetings held by 30 June 2023	1 ICT Service Providers Performance Monitoring & Evaluation meetings held by 30 September 2022	2 ICT Service Providers Performance Monitoring & Evaluation meetings held by 31 December 2022	3 ICT Service Providers Performance Monitoring & Evaluation meetings held by 31 March 2023	4 ICT Service Providers Performance Monitoring & Evaluation meetings held by 30 June 2023	Attendance Register, Minute and service providers performance monitoring and evaluation report
Occupational health and safety (OHS)	% expenditure of uniform & protective clothing		New	90%-100% expenditure of uniform & protective clothing by 30 June 2023	n/a	n/a	n/a	90%-100% expenditure of uniform & protective clothing by 30 June 2023	BTO expenditure report

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
OHS	Occupational Health & Safety Trainings conducted	Opex	New	03 Training conducted by 30 June 2023 (Basic firefighting)	n/a	01 Training conducted by 31 December 2022 (Hazard Identification, Risk Assessment & Control)	02 Training conducted by 31 March 2023 (Health & Safety Representative Training conducted)	03 Training conducted by 30 June 2023 (Basic firefighting)	Certificates / Attendance Register
Employee Assistance programme (EAP)	Number of awareness programme conducted (Financial, health)	Opex	New	02 awareness programme conducted by 30 June 2023	01 Awareness Programme conducted by 30 September 2022 (Financial awareness)	n/a	n/a	02 Awareness Programme conducted by 30 June 2023 (Health awareness)	Report & Attendance Register

1.2. BUDGET AND TREASURY

KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Indigents	% of registered indigents who receives free basic electricity by 30 June 2023 (GKPI)	217 774	25%	20% of registered indigents who receives free basic electricity by 30 June 2023 (GKPI)	20% of registered indigents who receives free basic electricity by 30 September 2022 (GKPI)	20% of registered indigents who receives free basic electricity by 31 December 2022 (GKPI)	20% of registered indigents who receives free basic electricity by 31 March 2023 (GKPI)	20% of registered indigents who receives free basic electricity by 30 June 2023 (GKPI)	Indigent register and Eskom beneficiary list
	% of all qualifying households in the municipal area classified as indigent	n/a	New	10% of all qualifying households in the municipal area classified	10% of all qualifying households in the municipal area classified	10% of all qualifying households in the municipal	10% of all qualifying households in the municipal area classified	10% of all qualifying households in the municipal area classified as	Indigent register and IDP

				as indigent by 30 June 2023	as indigent by 30 September 2022	area classified as indigent by 31 December 2022	as indigent by 31 March 2023	indigent by 30 June 2023	

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Financial management	Cost coverage ratio (GKPI)	n/a	0	1 to 3 months Cost coverage ratio by the 30 June 2023	n/a	n/a	n/a	1 to 3 months Cost coverage ratio by the 30 June 2023	2022/2023 AFS
Revenue	% outstanding service debtors to revenue (GKPI)	n/a	26%	5% outstanding service debtors to revenue by 30 June 2023	n/a	n/a	n/a	5% outstanding service debtors to revenue by 30 June 2023	2022/2023 AFS
Budget	Submission of MTRE Budget to Council 30 days before the	n/a	1	1 Submission of MTRE Budget to Council 30 days	n/a	n/a	n/a	1 Submission of MTRE Budget to Council 30 days	Council resolution / MTRE budget

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
	start of the new financial year			before the start of the new financial year (31 May 2023)				before the start of the new financial year (31 May 2023)	
Revenue	% of billed revenue collected	n/a	New	80% of billed revenue collected by 30 June 2023	80% of billed revenue collected by 30 September 2022	80% of billed revenue collected by 31 December 2022	80% of billed revenue collected by 31 March 2023	80% of billed revenue collected by 30 June 2023	revenue report
Revenue	% of budgeted rates revenue collected	n/a	new	75% of budgeted rates revenue collected by 30 June 2023	75% of budgeted rates revenue collected by 30 September 2022	75% of budgeted rates revenue collected by 31 December 2022	75% of budgeted rates revenue collected by 31 March 2023	75% of budgeted rates revenue collected by 30 June 2023	Payment report

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
AFS	Audited Annual Financial Statements (AFS) and Audit report submitted to council by 25 January 2023	n/a	1	1 Audited Annual Financial Statements (AFS) and Audit report submitted to council by 25 January 2023	n/a	n/a	1 Audited Annual Financial Statements (AFS) and Audit report submitted to council by 25 January 2023	n/a	Council resolution / AFS
SCM	Average number of days from the point of advertising to the letter of award per 80/20 procurement process	n/a	New	90 days from the point of advertising to the letter of award per 80/20 procurement process	90 days from the point of advertising to the letter of award per 80/20 procurement process	90 days from the point of advertising to the letter of award per 80/20 procurement process	90 days from the point of advertising to the letter of award per 80/20 procurement process	90 days from the point of advertising to the letter of award per 80/20 procurement process	Tender adverts and final awards

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Expenditure	% of municipal payments made to service providers who submitted complete forms within 30- days of invoice submission	n/a	100%	100% Payment of creditors within 30 days by 30 June 2023	100% Payment of creditors within 30 days by 30 September 2022	100% Payment of creditors within 30 days by 31 December 2022	100% Payment of creditors within 30 days by 31 March 2023	100% Payment of creditors within 30 days by 30 June 2023	Creditors age analysis
	% of the municipality's operating budget spent on indigent relief for free basic services	n/a	New	100% of municipality's operating budget spent on indigent relief for free basic services by 30 June 2023	25% of municipality's operating budget spent on indigent relief for free basic services by 30 September 2022	50% of municipality's operating budget spent on indigent relief for free basic services by 31 December 2022	75% of municipality's operating budget spent on indigent relief for free basic services by 31 March 2023	100% of municipality's operating budget spent on indigent relief for free basic services by 30 June 2023	Section 52 report

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Assets management	Number of assets verifications conducted	n/a	1	1 assets verifications conducted by 30 June 2023	n/a	n/a	n/a	1 assets verifications conducted by 30 June 2023	Assets verification report

1.3. COMMUNITY SERVICES

KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Waste management	waste removal in Groblersdal Hlogotlou Roosenekaal Motetema	n/a	8	waste removal in Groblersdal Hlogotlou Roossenekal Motetema by 30 June 2023	waste removal in Groblersdal Hlogotlou Roossenekal Motetema by 30 September 2022	waste removal in Groblersdal Hlogotlou Roossenekal Motetema by 31 December 2022	waste removal in Groblersdal Hlogotlou Roossenekal Motetema by 31 March 2023	waste removal in Groblersdal Hlogotlou Roossenekal Motetema by 30 June 2023	*Waste removal reports * Copy of Log book
Waste management	Number of waste received (tons) at landfill site	n/a	New	2100 tons of waste received at landfill site by 30 June 2023	100 tons of waste received at landfill site by 30 September 2022	200 tons of waste received at landfill site by 31 December 2022	800 tons of waste received at landfill site by 31 March 2023	2100 tons of waste received at landfill site by 30 June 2023	Reports on tons received

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Education and libraries	Number of initiatives held to promote library facilities	n/a	3	4 initiatives held to promote library facilities by 30 June 2022	1 initiatives held to promote library facilities by 30 September 2021	2 initiatives held to promote library facilities by 31 December 2021	3 initiatives held to promote library facilities by 31 March 2022	4 initiatives held to promote library facilities by 30 June 2022	Attendance register and Reports
Disaster management	Number of disaster awareness campaigns conducted	Opex	3	2 disaster awareness campaigns conducted by 30 June 2023	1 disaster awareness campaigns conducted by 30 September 2022	N/a	2 disaster awareness campaigns conducted by 31 March 2023	n/a	Attendance register and Reports
Disaster management	% of disaster relief provided	Opex	New	100% of disaster cases reported and attended to within 48	100% of disaster cases reported and attended to within 48 hours by 30	100% of disaster cases reported and attended to within 48 hours by 31	100% of disaster cases reported and attended to within 48 hours by 31 March 2023	100% of disaster cases reported and attended to within 48	Completed assessment form

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
				hours by 30 June 2023	September 2021	December 2021		hours by 30 June 2023	
Disaster management	% of disaster cases reported and attended to within 48 hours	n/a	New	100% of disaster cases reported and attended to within 48 hours by 30 June 2023	100% of disaster cases reported and attended to within 48 hours by 30 September 2021	100% of disaster cases reported and attended to within 48 hours by 31 December 2021	100% of disaster cases reported and attended to within 48 hours by 31 March 2023	100% of disaster cases reported and attended to within 48 hours by 30 June 2023	Completed assessment form
Safety and security	Number of community safety forum meetings held	n/a	3	4 community safety forum meetings held by 30 June 2023	1 community safety forum meetings held by 30 September 2022	2 community safety forum meetings held by 31December 2022	3 community safety forum meetings held by 31 March 2023	4 community safety forum meetings held by 30 June 2023	Reports and attendance register

DEVELOPMENTAL PLANNING AND LOCAL ECONOMIC

KPA 1: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

Strategic objectives: To promote integrated human settlements

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Land Use Management	Groblersdal Land Use Audits Conducted	n/a	New	12 Land Use Audits conducted in by 31 June 2023	3 Land Use Audits Conducted by 30 September 2022	6 Land Use Audits Conducted by 31 December 2022	9 Land Use Audits Conducted by 31 March 2023	12 Land Use Audits Conducted by 30 June 2023	Land Use Audit Reports
Land Use Management	Groblersdal Land Use Audits Conducted	n/a	New	12 Land Use Audits conducted by 30 June 2023	3 Land Use Audits conducted by 30 September 2022	6 Land Use Audits conducted by 31 December 2022	9 Land Use Audits conducted by 31 March 2023	12 Land Use Audits conducted by 30 June 2023	Land Use Audit Reports

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Land Use Management	% of land use applications received and processed within 90 days	n/a	100%	100% of land use applications received and processed within 90 days by 30 June 2023	100% of land use applications received and processed within 90 days by 30 September 2022	100% of land use applications received and processed within 90 days By 31 December 2022	100% of land use applications received and processed within 90 days by 31 March 2023	100% of land use applications received and processed within 90 days by 30 June 2023	Land use application register
Compliance with National building regulations	% of new building plans of less than 500 square metres assessed within 10 days of receipt of plans	n/a	100%	100% of new building plans of less than 500 square metres assessed within 10	100% of new building plans of less than 500 square metres assessed	100% of new building plans of less than 500 square metres assessed	100% of new building plans of less than 500 square metres assessed within 10 days of receipt of plans	100% of new building plans of less than 500 square metres assessed within 10 days of	Building plans application register

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
				days of receipt of plans by 30 June 2023	within 10 days of receipt of plans by 30 September 2022	within 10 days of receipt of plans by 31 December 2022	by 31 March 2023	receipt of plans by 30 June 2023	
	% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans	n/a	100%	100% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans by 30 June 2023	100% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans by 30 September 2022	100% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans by December 2022	100% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans by 31 March 2023	100% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans by 30 June 2023	Building plans application register

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Compliance with National building regulations	% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6(c) and 17 (b) of National Building Regulations and Building Standards Act	n/a	100%	100% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6(c) and 17 (b) of National Building Regulations and Building Standards Act by 30 June 2023	100% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6(c) and 17 (b) of National Building Regulations and Building Standards Act by 30 September 2022	100% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6(c) and 17 (b) of National Building Regulations and Building Standards Act by 31 December 2022	100% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6(c) and 17 (b) of National Building Regulations and Building Standards Act by 31 March 2023	100% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6(c) and 17 (b) of National Building Regulations and Building Standards Act by 30 June 2023	Inspection report

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic objectives: To promote conducive environment for economic growth and development

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
EPWP/ CWP	Number of work opportunities created through public employment programme (EPWP, CWP) (GKPI)	EPWP grant	71	222 jobs opportunities provided through EPWP grant by 31 December 2022 (GKPI)	n/a	222 jobs opportunities provided through EPWP grant by 31 December 2022 (GKPI)	n/a	n/a	List of approved appointees
Businesses	Average time taken to finalise business licenses application	n/a	New	10 days Average time taken to finalise business licenses application	10 days Average time taken to finalise business licenses application by 30	10 days Average time taken to finalise business licenses application by 31	10 days Average time taken to finalise business licenses application by 31 March 2023	10 days Average time taken to finalise business licenses application by 30 June 2023	Applications register.

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
				by 30 June 2023	September 2022	December 2022			
	Average time taken to finalise informal trading permits	n/a	New	10 days taken to finalize informal trading permit by 30 June 2023	10 days taken to finalize informal trading permit by 30 September 2022	10 days taken to finalize informal trading permit by 31 December 2022	10 days taken to finalize informal trading permit by 31 March 2023	10 days taken to finalize informal trading permit by 30 June 2023	Applications Register.
	Number of Business Formal Trading Licenses Issued	N/A	New	100 Formal Trading Licenses Issued by 30 June 2023	20 Formal Trading Licenses Issued by 30 September 2022	40 Formal Trading Licenses Issued by 31 December 2022	60 Formal Trading Licenses Issued by 31 March 2023	100 Formal Trading Licenses Issued by 30 June 2023	Applications Register.

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
	Number of Informal Business Trading Licenses Issued (Groblersdal)	N/A	New	100 Informal Business Trading Licenses Issued by 30 June 2023	20 Informal Business Trading Licenses Issued by 30 September 2022	40 Informal Business Trading Licenses Issued by 31 December 2022	60 Informal Business Trading Licenses Issued by 31 March 2023	100 Informal Business Trading Licenses Issued by 30 June 2023	Applications Register.
	Number of SMME's and Co-operatives capacity building workshops/ Training held [LED Training]	600 000	12	14 SMME's and Co-operatives capacity building workshops/ Training held by 30 June 2023 [LED Training]	3 SMME's and Co-operatives capacity building workshops/ Training held by 30 September 2022 [LED Training]	6 SMME's and Co-operatives capacity building workshops/ Training held by 31 December 2022 [LED Training]	10 SMME's and Co-operatives capacity building workshops/ Training held by 31 March 2023 [LED Training]	14 SMME's and Co-operatives capacity building workshops/ Training held by 30 June 2023 [LED Training]	Reports and attendance registers

8.5 DEPARTMENT: EXECUTIVE SUPPORT

KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Transversal programmes	number of Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Women and Children Rights, elderly and moral re-generation	Opex	1	2 Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Women and Children Rights, elderly and moral re-generation by the 30 June 2023	n/a	n/a	1 Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Women and Children Rights, elderly and moral re-generation by the 31 March 2023	2 Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Women and Children Rights, elderly and moral re-generation by the 30 June 2023	Programme and attendance register

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4rt Qrt	Evidence
MPAC programme	number of MPAC quarterly reports submitted to council	n/a	3	4 MPAC quarterly reports submitted to council by 30 June 2023	1 MPAC quarterly reports submitted to council by 30 September 2022	2 MPAC quarterly reports submitted to council by 31 December 2022	3 MPAC quarterly reports submitted to council by 31 March 2023	4 MPAC quarterly reports submitted to council by 30 June 2023	Council resolution
	Number of MPAC outreaches initiated	1 098 000	2	2 MPAC outreach initiated by 30 June 2023	n/a	n/a	1 MPAC outreach initiated by 31 March 2023	2 MPAC outreaches initiated by 30 June 2023	Reports and attendance register
	Number of MPAC meetings held	n/a	4	4 MPAC meetings held by 30 June 2023	1 MPAC meetings held by 30 September 2022	2 MPAC meetings held by 31 December 2022	3 MPAC meetings held by 31 March 2023	4 MPAC meetings held by 30 June 2023	Minutes and Attendance register

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4rt Qrt	Evidence
Mayoral Campaigns (event promotions)	number of Mayoral outreach projects initiated	746 421	1	2 Mayoral outreach programmes initiated by 30 June 2023	1 Mayoral outreach programmes initiated by 30 September 2022	n/a	n/a	2 Mayoral outreach programmes initiated by 30 June 2023	Report and Attendance register
Speakers outreach (event promotions)	number of Speakers outreach projects initiated	267 771	2	2 Speakers outreach programmes initiated by 30 June 2023	n/a	1 Speakers outreach programmes initiated by 31 December 2022	2 Speakers outreach programmes initiated by 31 March 2023	n/a	Report and Attendance register
Ward committee	Number of ward committee reports submitted to council	n/a	3	4 ward committee reports submitted to council by 30 June 2023	1 ward committee reports submitted to council by 30 September 2022	2 ward committee reports submitted to council quarterly by 31 December 2022	3 ward committee reports submitted to council quarterly by 31 March 2023	4 ward committee reports submitted to council quarterly by 30 June 2023	Council resolution
	% of wards that have held at least one councillor-convened	n/a	New	100% of wards that have held at least one councillor-	100% of wards that have held at least one councillor-	100% of wards that have held at least one councillor-	100% of wards that have held at least one councillor-	100% of wards that have held at least one councillor-convened	Reports and Attendance register

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4rt Qrt	Evidence
	community meeting			convened community meeting by 30 June 2023	convened community meeting by 30 September 2022	convened community meeting by 31 December 2022	convened community meeting by 31 March 2023	community meeting by 30 June 2023	
Youth programmes	Number of Youth programmes conducted (Business Indaba career expo)	Opex	New	2 Youth programmes conducted (carreer expo and business indaba) by 30 June 2023	1 Youth programme conducted (career expo) by 30 September 2022	n/a	n/a	2 Youth programme conducted (business indaba) by 30 June 2023	Report and Attendance Register
	Number of External Mayoral Bursaries Awarded	500 000	New	50 External Mayoral Bursaries Awarded by 30 June 2023	n/a	n/a	n/a	50 External Mayoral Bursaries Awarded by 30 June 2023	Council Resolution
Communications	Number of municipal newsletter printed/ produced	1000 000	719	4000 copies municipal newsletter printed/ produced by 30 June 2023	2000 municipal newsletter printed/ produced by 30 September 2022	n/a	4000 of municipal newsletter printed/ produced by 31 March 2023	n/a	Delivery note and copy of the newsletter

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4rt Qrt	Evidence
Communications	Reviewal of communication strategy	n/a	100 %	reviewal of communication strategy by 31 December 2022		reviewal of communication strategy by 31 December 2022	n/a	n/a	Council resolution
Customer Care services	% of official complaints responded to through the municipal complaint management system	n/a	New	100% of official complaints responded to through the municipal complaint management system by 30 June 2023	100% of official complaints responded to through the municipal complaint management system by 30 September 2022	100% of official complaints responded to through the municipal complaint management system by 31 December 2022	100% of official complaints responded to through the municipal complaint management system by 31 March 2023	100% of official complaints responded to through the municipal complaint management system by 30 June 2023	complaints management register
	Number of Council portfolio committees meetings held	n/a	new	72 Council portfolio committees meetings by 30 June 2023	18 Council portfolio committees meetings by 30	36 Council portfolio committees meetings by 31 December 2022	54 Council portfolio committees meetings by 31 March 2023	72 Council portfolio committees meetings by 30 June 2023	Minutes and Attendance register

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4rt Qrt	Evidence
					September 2022				

INFRASTRUCTURE SERVICES

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic objectives: To promote conducive environment for economic growth and development

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qrt	Evidence
EPWP	Number of job opportunities created through infrastructure projects (GKPI)	MIG/ INEP/ EMLM	244	295 job opportunities created through infrastructur	90 job opportunities created through infrastructure projects by 30	160 job opportunities created through infrastructure projects by	250 job opportunities created through infrastructure projects by	295 job opportunities created through infrastructure projects by 30	List of appointees

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qrt	Evidence
				e projects by 30 June 2023 (GKPI)	September 2022 (GKPI)	31 December 2022 (GKPI)	31 March 2023 (GKPI)	June 2023 (GKPI)	

KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Roads and storm water	Kilometers of planned Roads and stormwater maintenance performed		New	15km of planned Roads and stormwater maintenance performed by 30 June 2023	5km of planned Roads and stormwater maintenance performed by 30 September 2022	10km of planned Roads and stormwater maintenance performed by 31 December 2022	12.5km of planned Roads and stormwater maintenance performed by 31 March 2023	15km of planned Roads and stormwater maintenance performed by 30 June 2023	Completion certificates

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Roads and storm water	Kilometers of municipal road graded	n/a	292.5km	155km of gravel municipal roads/ streets re-graveled by 30 June 2023	20km of gravel municipal roads/ streets re-graveled by 30 September 2022	60km of gravel municipal roads/ streets re-graveled by 31 December 2022	110km of gravel municipal roads/ streets re-graveled by 31 March 2023	155km of gravel municipal roads/ streets re-graveled by 30 June 2023	Completion certificates

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Municipal Infrastructure Grants (MIG)	Number of MIG reports submitted to CoGHSTA	n/a	12	12 MIG reports submitted to CoGHSTA by 30 June 2023	3 MIG reports submitted to CoGHSTA by 30 September 2022	6 MIG reports submitted to CoGHSTA by 31 December 2022	9 MIG reports submitted to CoGHSTA by 31 March 2023	12 MIG reports submitted to CoGHSTA by 30 June 2023	Proof of submission
Intergrated National Energy Plan (INEP)	Number of INEP reports submitted to department of energy	n/a	12	12 INEP reports submitted to department of energy by 30 June 2023	3 INEP reports submitted to department of energy by 30 September 2022	6 INEP reports submitted to department of energy by 31 December 2022	9 INEP reports submitted to department of energy by 31 March 2023	12 INEP reports submitted to department of energy by 30 June 2023	Proof of submission

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Project Management	% spending on MIG funding	MIG	100%	100% spending on MIG funding by the 30 June 2023	10% spending on MIG funding by the 30 September 2022	50% spending on MIG funding by 31 December 2022	75% spending on MIG funding by the 31 March 2023	100% spending on MIG funding by the 30 June 2023	MIG monthly report
Electricity	% spending on INEP funding	INEP	97%	100% spending on INEP funding by 30 June 2023	25% spending on INEP funding by 30 September 2022	30% spending on INEP funding by 31 December 2022	80% spending on INEP funding by 31 March 2023	100% spending on INEP funding by 30 June 2023	INEP monthly report

Programme	Key performance indicator	Original Budget R 000's 2022/2023	Audited baseline 2020/2021	Annual target	2022/2023				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence

CHAPTER 6: PROJECT PHASE

KPA 1. SPATIAL RATIONALE

Strategic Objective: To promote integrated human settlement

IUDF outcome	Budget 2022/23	Budget 2023/24	Budget 2024/25	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segmen T	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	1 100 000	-	-	Fencing of Game Farm	infrastucture	Revenue	Outsourced	Ward 13	default

KPA 2: Basic Service Delivery and Infrastructure Development

Strategic Objective: To provide for basic services and sustainable infrastructural development

IUDF outcome	Budget 2022/23	Budget 2023/24	Budget 2024/25	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	-	1 800 000	3 000 000	Electrification of Lenkwaneng section/ZCC	infrastructure	INEP	outsourced	Ward 10	Default
	2 000 000	-	-	Electrification of Phomola	infrastructure	INEP	outsourced	Ward 22	Default

	4 000 000	-	-	Electrification of Phooko	infrastructure	INEP	outsourced	Ward 9	Default
	1000 000	-	-	Fencing of Ntwane cemetery	Infrastructure	Internal	outsourced	Ward 11	Default
	-	-	2 200 000	Electrification of Magukubjane	infrastructure	INEP	outsourced	Ward 18	Defult
	-	2 294 000	-	Electrification of Motetema High view	infrastructure	INEP	Outsourced	Ward 31	Default
	-	-	2 000 000	Electrification of Motsiphiri New stand A&B	infrastructure	INEP	outsourced	Ward 21	Default
	3 240 000	-	-	Electrification of Makaepea	infrastructure	INEP	outsourced	Ward 25	Default

IUDF outcome	Budget 2022/23	Budget 2023/24	Budget 2024/25	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	-	2 306 000	2 294 000	Electrification of Maleoskop	infrastructure	INEP	outsourced	Ward 12	Default
	3 960 000	2 800 000	-	Electrification of Masakaneng	infrastructure	INEP	outsourced	Ward 14	Default
	-	1 800 000	-	Electrification of Mountain Village	infrastructure	INEP	outsourced	Ward 27	Default

	-	-	2 000 000	Electrification of Ntswelemutse	infrastructure	INEP	outsourced	Ward 04	Default
	3 800 000	-	-	Electrification of Nyakelang Extension	infrastructure	INEP	outsourced	Ward 27	Default
	-	1 000 000	-	Installation of high mast light in various locations	infrastructure	Revenue	outsourced	ALL wards	Default

IUDF outcome	Budget 2022/23	Budget 2023/24	Budget 2024/25	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	500 000	522 000	545 490	Machinery and equipments	infrastructure	Revenue	Outsourced	EMLM	Default
	3 500 000	3 000 000	-	Motetema streets upgade	infrastructure	Revenue	Outsourced	Ward 31	Default
	-	-	12 000 000	Mpheleng construction of Road	infrastructure	MIG	Outsourced	Ward 05	Default
	-	-	5 000 000	Rehabilitation of roads /streets in various wards	infrastructure	Revenue	Outsourced	All wards	Default
	800 000	-	-	Upgrading of Stompo bus route	infrastructure	Revenue	Outsourced	Ward 04	Default

	-	-	10 000 000	Stompo bus Road	Infrastructure	MIG	Outsourced	Ward 04	Default
	4 604 884	11 395 000	-	Upgrading of Nyakoroane internal Access Road (int)	Infrastructure	MIG	Outsourced	Ward 07	Default
	850 000	-	-	Street Litter Bins	Community services	Revenue	Outsourced		Default
	300 000	-	-	Skip bins	infrastructure	Revenue	outsourced		Default
	80 000	-	-	Trailer Disaster	infrastructure	Revenue	Outsourced		Default
	300 000	-	-	Trailer Equipment Public Safety	infrastructure	Revenue	Outsourced		Default

IUDF outcome	Budget 2022/23	Budget 2023/24	Budget 2024/25	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	27 000 000	-	-	Upgrading of Blompoort to Uitspanning Access road	infrastructure	MIG	Outsourced	Ward 11	Default
	800 000	6 000 000	3 500 000	Upgrading of Hlogotlou-Bopanang road	infrastructure	Revenue & MIG	Outsourced	Ward 20	Default
	900 000	-	-	Upgrading of Malaeneng A	infrastructure	MIG	Outsourced	Ward 08	Default

IUDF outcome	Budget 2022/23	Budget 2023/24	Budget 2024/25	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
				Ntwane Access road (internal)					
	-	8 000 000	12 000 000	Upgrading of Malaeneng A Ntwane Access Road	infrastructure	MIG	Outsourced	Ward 08	Default
	900 000	-	-	Upgrading of Maraganeng internal Access road (internal)	infrastructure	MIG	Outsourced	Ward 15	Default
	-	23 919 000	-	Upgrading of Maraganeng internal Access road (MIG)	infrastucture	MIG	outsourced	Ward 15	Default
	850 000	-	-	Upgrading of Masoing Bus route	infrastructure	Revenue	outsourced	Ward 15	Default
	-	-	4 463 000	Kgapamadi bus road	infrastructure	MIG	outsourced	Ward 21	Default
	800 000	-	-	Kgobokwane-Kgaphamadi Road	infrastructure	Revenue	Outsourced	Ward 03	Default
	-	8 000 000	10 000 000	Kgobokwane-Kgaphamadi Road	Infrastructure	MIG	Outsourced	Ward 03	Default
	700 000	-	-	Upgrading of Mokumong access road to Maratheng taxi rank (int)	infrastructure	Internal	outsourced	Ward 29	Default
	-	8 000 000	12 500 000	Upgrading of Mokumong access road to	infrastructure	MIG	outsourced	Ward 29	Default

				Maratheng taxi rank (MIG)					
	400 000	-	-	Fencing of Groblersdal substation	infrastructure	Revenue	outsourced	Ward 13	default
	4000 000	6 050 000	7 337 000	Groblersdal landfill site	infrastructure	Revenue	Outsourced	Ward 13	Default
	27 001 116	-	-	Upgrading of Tafelkop stadium Access road	infrastructure	MIG	Outsourced	Ward 27	Default
	300 000	300 000	-	Culverts and Road signs	infrastructure	Internal	outsourced		Default
	435 000	-	-	Disaster management Centre & Emergency Relief store room	Community services	Revenue	Outsourced	EMLM	Default
	-	-	800 000	Development of Moteti Waste Transfer station	infrastructure		outsourced	Ward 2	Default

IUDF outcome	Budget 2022/23	Budget 2023/24	Budget 2024/25	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	380 000	370 000	-	Professional Lawn Mowers and Industrial Brush Cutters	Community services	Revenue	Outsourced	EMLM	Default
	100 000	-	-	No illegal dumping boards	Community services	Revenue	Outsourced	EMLM	

									Default
	-	1 500 000	-	Upgrading of groblersdal cemetery	Community services	Revenue	Outsourced	Ward 13	Default
	1 300 000	600 000	500 000	Upgrading and development of Parks	Community services	Revenue	Outsourced	EMLM	Default

IUDF outcome	Budget 2022/23	Budget 2023/24	Budget 2024/25	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	-	1000 000	1 000 000	Upgrading of Roossenekal concrete palisade	Infrastructure	MIG	Outsourced	Ward 30	Default
	200 000	-	-	Aircons	Infrastructure	Revenue	Outsourced	EMLM	Default

KPA 3: Local Economic Development Strategic objective:
To promote conducive environment for economic growth and development

MTSF outcome	IUDF outcome	Budget 2022/2023	Budget 2023/24	Budget 2024/25	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	-	-	500 000	Information centre	infrastructure	Revenue	Outsourced	EMLM	Default	

	100 000	100 000	100 000	LED programme	Development planning	Revenue	Outsourced	EMLM	Default	

KPA 4: FINANCIAL VIABILITY
Strategic goal: Sustainable financial viability

MTSF outcome	IUDF outcome	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	Sound financial management	217 774	227 356	237 588	Indigent Programme	Finance	Revenue	**Outsourced**	EMLM	Default
		300 000	200 000	**-**	Record Management System				EMLM	**Default**

KPA 5: Good Governance and Public Particicpation
Strategic Objective: To enhance good governance and public participation

MTSF outcome	IUDF outcome	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	mSCOA Project Segment	SCOA Function Segment		SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	Sound governance	746 421	777 064	809 782	Mayoral Outreach	Executive support		Revenue	outsourced	EMLM	Default

		1 098 000	1 144 112	1 193 347	MPAC programme	Executive support		Revenue	outsourced	EMLM	Default
		267 771	277 353	287 584	Speakers Outreach	Executive support		Revenue	outsourced	EMLM	Default
		440 000	-	-	Blue lights Siren and Insignia	Executive support		Revenue	outsourced	EMLM	Default

KPA 6: Municipal Transformation and Organisational Development

MTSF outcome	IUDF outcome	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	mSCOA Project Segment	SCOA Function Segment	SCOA Fund Segment	SCOA Item Segment	SCOA Region Segment	SCOA Costing Segment
	Sound financial	500 000	1 044 000	1 089 936	Furniture and Office equipment	Corporate services	Revenue	Outsourced	EMLM	Default
	management	700 000	1 044 000	1 090 980	Computer equipment	Corporate services	revenue	Outsourced	EMLM	Default

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT FOR SEKHUKHUNE DISTRICT

INFRASTRUCTURE WATER AND SANITATION

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
OPERATION AND MAINTENANCE (O&M)									
Strategic objective 3: To provide 90% of sustainable and reliable basic water and sanitation services to communities by June 2024									
By improving water service provisioning by June 2023	Sanitation incidents	800 registered sanitation incidents reported	800 registered sanitation incidents resolved within 14 days	Number of registered sewer incidents resolved within 14 days	800 registered sanitation incidents resolved within 14 days	R67,147,412.72	R70,101,898.88	R73,186,382.43	SDM
	Water incidents	5500 registered water incidents reported	5500 registered water incidents resolved within 14 days	Number of registered water incidents resolved within 14 days	5500 registered water incidents resolved within 14 days				

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
	Bulk Water Purchases	2515,5Mℓ of water required	2515,5Mℓ of water purchased	Number of Mℓ water purchased	2515,5Mℓ of water purchased	R140,743 200.00	R146,935,901.00	R153,401,080.44	SDM
	Electricity Usage	950 MW of electricity required for water infrastructure.	950 MW of electricity used	Number of KWH electricity used	950 MW of electricity used	R41,600,000.00	R43,430,400.00	R45,341,337.60	SDM
	Borehole Development	25 boreholes required to be developed.	25 boreholes developed	Number of boreholes developed	30 boreholes developed	R10,187,547.28	R11,679,799.36	R12,193,710.53	SDM
	Provision of water through Wate Tankers	None	157 680 kl of water provided through water tankers	Kilolitres of water provided	420 480 kl of water provided through water tankers	R5,200,000.00	R5,428,800.00	R5,667,667.20	SDM
BULK OPERATIONS									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
By improving water quality compliance by June 2023	Refurbishment of Groblersdal WTW	Dilapidated WTW	Dilapidated WTW	Number of WTW refurbished	1 WTW (Groblersdal) refurbished	R3,935,990.08	R10,000 000.00	R10,000 000.00	SDM
PLANNING WATER SERVICE DEVELOPMENT PLAN									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									
By improving water service provisioning by June 2023									
	Feasibility studies and technical reports - Monsterlus	Dilapidated infrastructure	New project	Number of feasibility studies conducted technical report developed	1 feasibility study conducted & 1 technical report developed	R1,000,000,00	R1,500,000,00	R1,500,000.00	SDM
	Feasibility studies and technical	Dilapidated Infrastructure	New project	Number of feasibility studies	1 feasibility study conducted & 1	R1,000,000.00	R1,500,000.00	R1,500,000.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
	reports - Motetema	and household without meters		conducted technical report developed	technical report developed				
	Registrations of Servitudes	None	Water Service Infrastructure	Number of Servitudes Registered	02 Servitudes Registered	R2,000,000.00	R3,000,000.00	R3,000,000.00	SDM
By complying with regulations by June 2023	Water Services Development Plan	None	Approved WSDP	Number of WSDP Reviewed	1 WSDP Reviewed	R1,000,000.00	R1,500,000.00	R1,500,000.00	SDM
	Awareness Campaigns	New Project	New Project	Number of Awareness Campaigns conducted	08 Awareness Campaigns conducted	R1,500,000.00	R1,500,000.00	R1,500,000.00	SDM
	Water Use License	Water Use Licences	05 Water Use Licences in place	Number of Water Use Licenses applied	03 Water Use Licenses applied	R2,000,000.00	R3,000,000.00	R3,000,000.00	SDM
RRAMS									
Strategic objective 1: To develop 80% of Rural Roads Asset Management System for the District Municipality by June 2024									

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
By developing Road Asset Management Plan by June 2023	Development of Rural Roads Asset Management System	12 000km of roads to be assessed.	Desk top studies and the first rounds of Visual Conditions Assessments	Number of kilometres of roads assessed, traffic counting stations completed, and Road Asset Management Plan developed	3000km of roads assessed, 200 of traffic counting stations completed, and 1 Road Asset Management Plan developed	R2,451,000.00	R2,460,000.00	R2,549,000.000	National Department of Transport / RRAMS
RBIG									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									
By implementing RBIG projects to reduce water services	Moutse BWS Project (7 to 12)	10 Kilometres of bulk water supply pipeline constructed	30 Kilometres of bulk water supply pipeline constructed and tested	Number of Kilometres of bulk water supply pipeline installed and tested	10 Kilometres of bulk water supply pipeline constructed and tested	R55,494,716.00	R0.00	R0.00	RBIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
backlog with 90% by June 2024	Moutse BWS Project 13 & 14	2 Mechanical and Electrical (M & E) components installed for the extensions to the Groblersdal Water Treatment Works and pump station. Civil works for 1 clarifier & 1 filter	1 WTW in Groblersdal extended in Project 1 and 1 pump station constructed in Project 6	Number of mechanical and Electrical (M & E) components installed for the extensions to the Groblersdal Water Treatment Works and pump station. Civil works for number of clarifier and filter	1 mechanical and 1 Electrical (M & E) components installed for the extensions to the Groblersdal Water Treatment Works and pump station. Civil works for 1 clarifier and 1 filter	R22,346,931.00	R0.00	R0.00	RBIG
WSIG									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
By implementing scope through tender contracting strategy by June 2023	Commissioning of Moutse bulk pipeline	15072 HH	Mouse bulk pipeline	Number condition assessed and bulk pipeline commissioned	1 condition assessed and 1 bulk pipeline Commissioned	R10,396,729.21	R0.00	R0.00	WSIG
	Legolaneng VIDP Sanitation Project	440HH	Business Plan	Number of VIP sanitation units constructed	440 VIP sanitation units constructed	R7,500,000.00	R0.00	R0.00	WSIG
MIG									
Strategic objective 1: To reduce water services backlog with 90% by June 2024									
By implementing scope through tender contracting strategy by June 2023	Zaaiplaas Village Reticulation Phase 2 (Vlakfontein, Slovo and remaining village) - CO	8868HH	Incomplete construction of Dindela Reservoir	Percentage Reservoir constructed	100% Reservoir constructed	R8,000,000.00	R0.00	R0.00	MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
	NSD07 Regional Water Scheme Construction of reservoirs	12475HH	13 Kilometres of bulk pipeline constructed; 3 reservoirs completed	Number of bulk pipelines constructed and concrete reservoirs completed (1ML and 3ML reservoirs)	3km of bulk pipelines constructed and 2 concrete reservoirs completed (1ML and 3ML reservoirs)	R4,042,602.77	R0.00	R0.00	MIG
	Upgrading of Groblersdal – Luckau Bulk Water Scheme Phase 1	23090HH	Groblersdal 12Ml Water Treatment Works	Km for bulk pipeline constructed	23km of bulk pipeline constructed	R125,654,105.89	R125,654,105.89	R100,000,000.00	MIG
By implementing scope through tender contracting strategy by June 2023	Moutse East and West Water Reticulation	24051HH	Groblersdal 12Ml Water Treatment Works	Km of reticulation pipeline constructed	42 reticulation pipelines constructed	R37,211,211.79	R114,929,265.16	R157,404,551.11	MIG
	Upgrading of Groblersdal – Luckau Bulk Water	23090HH	Groblersdal 12Ml Water Treatment Works	Km for bulk pipeline constructed	Km of bulk pipeline constructed	R0.00	R0.00	R73,093,789.89	MIG

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
	Scheme Phase 2								

MUNICIPAL HEALTH SERVICES, DISASTER AND EMERGENCY MANAGEMENT

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
COMMUNITY SERVICES									
Municipal Health Services Strategic objective 1: To Have an improved, clean, healthy and sustainable environment through municipal health services package by June 2025									

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
By conducting awareness campaigns on Environmental Pollution Prevention by June 2023	Environmental Pollution Prevention	None	25 Awareness Campaigns on Air Quality conducted	Number of Awareness Campaigns on Air Quality conducted	24 Awareness Campaigns on Air Quality conducted	R424,528.00	R443,207.23	R463,151.56	SDM
By collecting water samples by June 2023	Water quality monitoring	None	324 Water quality samples collected	Number of Water quality samples collected	300 Water quality samples collected	R613,087.28	R640,063.12	R668,865.96	SDM
By evaluating food premises by June 2023	Food Safety control	None	1567 Food Premises evaluated	Number of Food Premises evaluated	1500 Food Premises evaluated	R0.00	R0.00	R0.00	None
By monitoring health care risk waste facilities by June 2023	Waste Management	None	112 Health care risk waste facilities monitored	Number of Health care risk waste facilities monitored	100 Health care risk waste facilities monitored	R0.00	R0.00	R0.00	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
By evaluating health surveillance at public premises by June 2023	Health Surveillance of premises	None	1523 health surveillance at public premises evaluated	Number of health surveillance at public premises evaluated	1500 health surveillance at public premises evaluated	R216,528.00	R226,055.23	R236,227.72	None
By conducting awareness campaigns on communicable diseases by June 2023	Surveillance and prevention of communicable diseases	None	116 awareness campaigns on communicable diseases conducted	Number of awareness campaigns on communicable diseases conducted	100 awareness campaigns on communicable diseases conducted	R201,408.76	R210,270.45	R219,732.62	SDM
By investigating and tracing all reported communicable disease outbreaks by June 2023	Communicable diseases outbreak control	None	279 communicable diseases outbreaks investigated and traced	Number of all reported Communicable disease outbreaks investigated and traced	All reported Communicable disease outbreaks investigated and traced	R341,559.92	R356 588.56	R372,635.04	SDM
By conducting	Vector Control	None	1791 inspections on Vector Control	Number of inspections on	1500 inspections on Vector Control				

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
inspections on vector control on premises by June 2023			on premises conducted	Vector Control on premises conducted	on premises conducted				
By inspecting disposal of the dead facilities by June 2023	Disposal of the dead	None	107 Disposal of the dead facilities inspected	Number of inspections on Disposal of the Dead facilities conducted	100 inspections on Disposal of the Dead facilities conducted				
By evaluating chemical handling premises by June 2023	Chemical safety	None	354 chemical handling premises evaluations conducted	Number of evaluations on safety to chemical handling premises conducted	300 evaluations on safety to chemical handling premises conducted	R0.00	R0.00	R0.00	None
Emergency Management Services Strategic objective 2: To protect loss of life, damage to property and environment by June 2025									
By attending to all reported emergency incidents by June 2023	Fire and Rescue Operations	None	641 reported emergency incidents attended	Number of all reported emergency incidents attended	All reported emergency incidents attended	R0.00	R0.00	R0.00	None

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
By facilitating firefighting courses by June 2023	Emergency Management Services Training Academy	None	3 firefighting courses facilitated	Number of firefighting courses facilitated	3 firefighting courses facilitated	R87,847.76	R91,713.06	R95,840.15	SDM
By providing fire prevention and safety services by June 2023	Fire Safety and Prevention	None	522 reported fire safety and prevention services provided	Number of all reported fire prevention and safety services provided	All reported fire prevention and safety services provided	R0.00	R0.00	R0.00	None
Disaster Management Services Strategic objective 3: To Have an increased awareness on disaster risk management mitigation measures by June 2025									
By conducting disaster risk management incidents by June 2023	Disaster risk assessment	None	188 reported disaster risk management incidents conducted	Number of all reported disaster risk management incidents conducted	All reported disaster risk management incidents conducted	R500,000.00	R522,000.00	R545,490.00	SDM
By conducting disaster risk awareness	Disaster risk reduction	None	61 disaster risk reduction awareness campaigns conducted	Number of disaster risk reduction awareness	24 disaster risk reduction awareness campaigns conducted				

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
campaigns by June 2023				campaigns conducted					
By providing disaster relief material to affected disaster victims by June 2023	Disaster response and recovery	None	250 blankets and 120 mattresses of relief material provided to all affected disaster victims	Number of all reported disaster relief material provided to affected disaster victims	All reported disaster relief material provided to affected disaster victims				
By reviewing disaster management plan and framework by June 2023	Disaster management plan and framework review	None	1 Disaster management plan and framework reviewed	Number of disaster management plan and framework reviewed	1 disaster management plan and framework reviewed	R23,801.44	R24,848.70	R25,996.90	SDM
By coordinating campaigns on special high-density	Special Operations on High Density Day	None	03 special operations on special high density days	Number of special high density days campaigns coordinated	3 special operations on high density days campaigns coordinated	R90,816.96	R94,812.91	R99,079.49	SDM

STRATEGY (APPROACH TO ACHIEVE OBJECTIVE)	PROJECT	BACKLOG	BASELINE 2021/2022	INDICATORS	ANNUAL TARGET 2022/2023	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
days by June 2023			campaigns coordinated						

Strategy (approach to achieve objective)	Project	Backlog	Baseline 2021/2022	Indicators	Annual target 2022/2023	Budget 2022/2023	Budget 2023-2024	Budget 2024-2025	Funder/ fund name
SEKHUKHUNE DEVELOPMENT AGENCY									
Strategic objective 1: To Act as an engine for economic growth by diversifying and expanding local economic base by June 2025									
By facilitating and supporting Agricultural, initiatives to enhance local economic development by June 2023	Agri Park (SDA & DRDLR). Development of Agri-Hub site	Inadequate farmers support	Signed MOU with a strategic partner for establishment of Agri Hub site developed	Number of Agri Hub sites developed	1 Agri Hub site developed	R0,00	R8,600,000,00	R9,870,000,00	Strategic Partnerships/ PPP & SDM
	1 Establishment of a local cotton spinner (SDA)	Untapped agricultural potential	Agreement between SDA and a local spinner	Number of Local Cotton Spinner established	1 Local Cotton Spinner established	R0,00	R34,800,000,00	R46,000,000.00	Strategic partnerships/ PPP/SDM
	Conduct feasibility study on poultry abattoirs facility (SDA)	Lack of market for Small Scale and Emerging Poultry Farmers	None	Facilitate 1 feasibility study on poultry abattoir.	1 feasibility study on poultry abattoir, facilitated.	R0,00	R1,320,000.00	R1,480,000.00	SDM
Strategic objective 2: To Secure a Stable and Sustainable Financial Base for the future of the Agency & Support Business Plan funding by June 2025									
By initiating, identifying, facilitating and implementing high impact economic									
	Feasibility study on the Green automotive project- Manufacturing of EV	Untapped industrialization market	None	Number of feasibility studies on the Green automotive project- Manufacturing of EV developed	1 feasibility study on the Green automotive project- Manufacturing of EV developed	R0,00	R1,500,000.00	R0,00	SDM

development projects and by attracting sustainable investment in growing the economy by June 2023	Survey of District Mineral Resources (SDA)	Inadequate mineral resources potential information	None	Number of surveys of district mineral resources facilitated	1 survey of district mineral resources facilitated	R0,00	R2,500,000.00	R0,00	SDM
	Special Purpose Vehicle (SPV) for Mining purposes	Lack of mining beneficiation to address high unemployment and poverty in the district	None	Number of feasibility studies conducted	1 feasibility study conducted	R800,000. 00	R1,423,200.00	R3,054,744.00	SDM/PPP
By facilitating audit financial statements of auditor general activities by June 2023	Facilitate audit financial statements by auditor general activities	None	1 audited financial statement for 2020-2021 in place	Number of financial statements audited by AGSA	1 financial statement audited by AGSA	R550,000.00	R574,200.00	R600,039.00	SDA
Strategic objective 3: To Develop/facilitate Businesses that create sustainable jobs by June 2025									
By initiating, identifying, facilitating and implementing high impact economic development projects and by attracting sustainable	Development of District Heritage Sites (SDA)	Underdeveloped Tourism potential	None	Number District heritage sites (Tjate Heritage Site, Leolo mountain) developed	1 District heritage sites (Tjate Heritage Site, Leolo mountain) developed	R0,00	R3,500,000.00	R4,500,000.00	SDM
	Explore Secondary market of tourism	Lack of value chain for secondary market and	None	Number of feasibility studies on secondary market of tourism	1 feasibility study on secondary market of tourism industry conducted	R0,00	R1,500,000.00	R0,00	SDM

investment in growing the economy by June 2023	industry-Manufacturing of Tourism products (Cosmetology)	promotion of tourism industry as a secondary economic driver within the district		industry conducted (Production of tourism industry as a secondary					
	Entrepreneurial incubation hub (SDA)	Lack of entrepreneurial skills and expertise	None	Number of incubation hubs established	1 incubation hub established	R0.00	R4 800 000	R5 200 000	PPP/SDM
	District -wide Skills development	Lack portable skills for communities to take advantage of the developmental initiatives within the district	None	Number of skills development learning intervention programmes facilitated	4 skills development learning intervention programmes facilitated	R0.00	R0.00	R0.00	SETAs/ NSF
	Small business compliance workshops	Non complaint SMMEs and Cooperatives	None	Number of small business compliance workshops programmes and resources held	2 business compliance workshops programmes and resources facilitated	R0.00	R600,000.00	R800,000.00	SDM
Strategic Objective 4: Enhance SDA Internal Capacity									
By developing and maintaining SDA Website	Website Development and Maintenance	Communication challenges	None	Number of websites developed and maintained	1 website developed and maintained	R200,000.00	R0.00	R0.00	SDM

PROVINCIAL SECTOR DEPARTMENTS PROJECTS

DEPARTMENT	PROJECT	NATURE OF INVESTMENT	LOCAL MUNICIPALITY	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	FUNDER/ FUND NAME
DEPARTMENT OF SPORT, ARTS AND CULTURE							
Department pf sport, arts and culture	CONSTRUCTION OF SEKHUKHUNE DISTRICT WARD 13 LIBRARY	New or Replaced Infrastructure	Elias Motsoaledi	87 00 000.00	2 000 000.00	0	Community Library Service Grant
Department of Public Works, Roads and Infrastructure							
Department of Public Works, Roads and Infrastructure	Sekhukhune Offices Maintenance	Rehabilitation, Renovations & Refurbishment	Elias Motsoaledi LM	0	0	0	Equitable Share
Department of Public Works, Roads and Infrastructure	Sekhukhune Residences	Maintenance and Repairs	Elias Motsoaledi LM	0	0	0	Equitable Share
Cooperative Governance of Human Settlements and Traditional Affairs (CoGHSTA)							
Human Settlement	SEKHU/TUBATSE MUNI. /BABIRWA(94)RURAL/ 16/17 (Phase)	Infrastructure Transfers - Capital	Elias Motsoaledi	115 567.00	0	0	Human Settlements Development Grant
Human Settlement	SEKHU/FETAKGOMO-TUBATS MUNI. /MOLOGADI(87)CRURAL 18/19	Infrastructure Transfers - Capital	Elias Motsoaledi	3 467 010,00	0	0	Human Settlements Development Grant
Human Settlement	KANJO RURAL PHASE 1	Infrastructure Transfers - Capital	Elias Motsoaledi	231 134,00	0	0	Human Settlements Development Grant
Human Settlement	HDA PHASE 1 DISASTER	Infrastructure Transfers - Capital	Elias Motsoaledi	37 800 000,00	0	0	Human Settlements Development Grant
Department of Health							

Dept of Health	Philadelphia Hospital: Laundry electro-mechanical repairs	Infrastructure Transfers - Capital	Elias Motsoaledi	500 000,00	500 000,00	500 000,00	Health Facility Revitalisation Grant
Dept of Health	Bosele EMS Station_Upgrade EMS station	New or Replaced Infrastructure	Elias Motsoaledi	15 000 000,00	1 000 000,00	1 000 000,00	Health Facility Revitalisation Grant
Dept of Health	Groblersdal Hospital_Upgrade neonatal facilities (Phase B)	Upgrading and Additions	Elias Motsoaledi	1 500 000,00	1 590 000,00	1 590 000,00	Health Facility Revitalisation Grant
Dept of Health	Philadelphia Hospital_Paediatric ward. MCCE (Phase B)	Upgrading and Additions	Elias Motsoaledi	1 000 000,00	1 060 000,00	1 060 000,00	Health Facility Revitalisation Grant
Department of Agriculture and Rural Development (DARD)							
Dept of Agriculture and Rural Development	Animal handling facilities Sekhukhune	Rehabilitation, Renovations & Refurbishment	Elias Motsoaledi	0	0	0	Equitable Share
Dept of Agriculture and Rural Development	Phetwane Irrigation System	Upgrading and Additions	Elias Motsoaledi	0	0	0	Comprehensive Agricultural Support Programme Grant
Dept of Agriculture and Rural Development	Ditsebe Ngwana Mobu	Upgrading and Additions	Elias Motsoaledi	2 800 000,00	500000	0	Comprehensive Agricultural Support Programme Grant
Dept of Agriculture and Rural Development	Makuwa	Upgrading and Additions	Elias Motsoaledi	300 000,00	2500000	300000	Comprehensive Agricultural Support Programme Grant
Dept of Agriculture and Rural Development	SPM Piggery	Upgrading and Additions	Elias Motsoaledi	500 000,00	2500000	250000	Comprehensive Agricultural Support Programme Grant
Dept of Agriculture and Rural Development	Seimela Piggery	Upgrading and Additions	Elias Motsoaledi	500 000,00	0	0	Comprehensive Agricultural Support Programme Grant

Road Agency Limpopo (RAL)							
RAL	3-year term contract for fog sp 3-year term contract for fog spray and road marking project at Sekhukhune District Municipality ray and road marking project at Sekhukhune District Municipality	Maintenance and Repairs	Elias Motsoaledi	2 000 000,00	0	0	Provincial Roads Maintenance Grant
RAL	3-year term contract for fog spray and road marking project at Sekhukhune District Municipality	Maintenance and Repairs	Elias Motsoaledi	2 000 000,00	0	0	Provincial Roads Maintenance Grant
RAL	RAL/T979 Maintenance of road D4150 from R37 Praktiseer	Infrastructure Transfers - Current	Elias Motsoaledi	5 459 455,00	0	0	Provincial Roads Maintenance Grant
RAL	RAL/T980 Maintenance of road P51/3 Groblersdal to Stofberg	Infrastructure Transfers - Current	Elias Motsoaledi	2 383 572,00	0	0	Provincial Roads Maintenance Grant
RAL	RAL/T983: Stormwater Management of road D1947	Infrastructure Transfers - Current	Elias Motsoaledi	3 996 663,00	0	0	Provincial Roads Maintenance Grant
RAL	RAL/T980A Road P51/3 from Groblersdal to Stoffberg	Infrastructure Transfers - Current	Elias Motsoaledi	5 000 000,00	0	0	Provincial Roads Maintenance Grant
RAL	RAL/T1021 Dennilton - Moteti	Infrastructure Transfers - Current	Elias Motsoaledi	5 000 000,00	934 100,00	8 406 900,00	Provincial Roads Maintenance Grant

RAL	RAL/T1041 Maintenance of Road P51/3 Groblersdal to Stoffburg	Infrastructure Transfers - Current	Elias Motsoaledi	8 332 200,00	0	0	Provincial Roads Maintenance Grant
RAL	RAL/T1042 Maintenance of Road D1170 N11 to Stoffburg	Infrastructure Transfers - Current	Elias Motsoaledi	8 332 200,00	18 000 000,00	0	Provincial Roads Maintenance Grant
RAL	Road P62/2 Hlogotlou to Stofberg	Infrastructure Transfers - Current	Elias Motsoaledi	6 000 000,00	0	0	Provincial Roads Maintenance Grant
RAL	Road D2535 Groblersdal to Vaalfontein	Infrastructure Transfers - Current	Elias Motsoaledi	6 000 000,00	0	0	Provincial Roads Maintenance Grant
Department of Education							
Department of Education	SEGOLOLA HIGH SCHOOL	Rehabilitation, Renovations & Refurbishment	Elias Motsoaledi	1 053 764,00	0	0	Education Infrastructure Grant
Department of Education	LEHWELERE PRIMARY SCHOOL	Upgrading and Additions	Elias Motsoaledi	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Mang LE Mang Primary	Upgrading and Additions	Elias Motsoaledi	199,00	100,00	0	Education Infrastructure Grant
Department of Education	Dikgalaopeng Secondary	Upgrading and Additions	Elias Motsoaledi	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Kopa Secondary	Upgrading and Additions	Elias Motsoaledi	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Magukubyane Secondary	Upgrading and Additions	Elias Motsoaledi	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant

Department of Education	Phaphamani Primary School	Upgrading and Additions	Elias Motsoaledi	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Matsobane Primary School	Upgrading and Additions	Elias Motsoaledi	40,00	100,00	0	Education Infrastructure Grant
Department of Education	Thabakhubedu Primary School	Upgrading and Additions	Elias Motsoaledi	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Tloukwena Primary School	Upgrading and Additions	Elias Motsoaledi	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	St. Paul Secondary School	Upgrading and Additions	Elias Motsoaledi	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Ramatsetse Primary	Upgrading and Additions	Elias Motsoaledi	223,00	5 000 000,00	0	Education Infrastructure Grant
Department of Education	St. Josefs Technical Secondary School (Presidential Project)	Upgrading and Additions	Elias Motsoaledi	223,00	5 000 000,00	0	Education Infrastructure Grant
Department of Education	Makaepea Primary 2	Upgrading and Additions	Elias Motsoaledi	3 387 743,00	0	0	Education Infrastructure Grant
Department of Education	St. Josefs Technical Secondary School (Presidential Project)	Upgrading and Additions	Elias Motsoaledi	803,00	94 566,00	0	Education Infrastructure Grant
Department of Education	Mabande Primary	Upgrading and Additions	Elias Motsoaledi	2 000 000,00	2 000 000,00	0	Education Infrastructure Grant
Department of Education	Asiphumelele School	Upgrading and Additions	Elias Motsoaledi	2 145 046,00	0	0	Education Infrastructure Grant
Department of Education	Tjetje Technical High School	Upgrading and Additions	Elias Motsoaledi	595 245,00	0	0	Education Infrastructure Grant

Department of Education	Ramonokane Primary	Upgrading and Additions	Elias Motsoaledi	90,00	0	0	Education Infrastructure Grant

CHAPTER 7 – INTEGRATION PHASE

This phase of the IDP serve to integrate issues raised ranging from the Analysis Phase.It gives a synopsis of available sector plans that were developed to contribute in addressing challenges identified in all the institutional KPAs. The following Tables serve to detail the sector plans developed and their role in aligning institutional policy.

Table 63: KPA 1: Spatial Rationale

Sector Plan/ Bylaws	Description summary
Spatial Development Framework (SDF), 2018	The municipality reviewed its SDF SDF in 2018. Due to the new SPLUMA legislation, the municipality has put some budget aside to review the SDF in the next financial year in order copmply with SPLAMA act. The purpose of a Spatial Development Framework is to provide general direction to guide Integrated Development Planning and decision-making as well as actions over a multi-year period, and to create a strategic framework for the formulation of an appropriate land use management system. 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: ➢ Current trends regarding development and service provision ➢ Capital investment programmes/priority areas ➢ Strategic Development Areas ➢ Policy direction and objectives ➢ Sustainable rural development ➢ Urban development boundary ➢ Movement ➢ Nodal development ➢ Density/settlements ➢ Environmental management guidelines ➢ Optimal location for Multi-Purpose Community Development Centres (MPCCs) where a range of social and economic services and facilities should be concentrated.

	The SDF seeks to inform the decisions of development tribunals and other decision-making bodies, as well as create a framework for investor confidence.
Town Planning Scheme	The municipality has developed the town planning scheme which is now outdated and is due for review.The plan provides guidelines on conditions to be imposed regarding the payment contributions for the
Sector Plan/ Bylaws	Description summary
	Provision of services, open spaces andParks as envisaged in Section 20(2) (c) of the Town Planning andTownship Ordinance,1986 (Ordinance 15 of 1986)
Land use management scheme	The municipalty does have the land use management scheme which was developed through the assistance of coghsta.
Precinct Development Plan for Groblersdal town	The municipality does have the precinct development for Groblersdal town. The plan focuses on Groblersdal town in particular the primary business and agricultural nodes. It engulfs development in an integrated manner.It aims to optimally deal with the following functions: ➢ Spatial development issues (environment, land use, built form, public space, transport and service infrastructure) ➢ Social development issues ➢ Economic development issues as well as ➢ Institutional mechanisms that could be applied in implementing the planning proposal It is guiding tool for both public and private sector decision making and investment in the area.

Table 65: KPA 2: Basic Service Delivery and Infrastructure Development

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

Electricity Master Plan	The municipality developed the electricity master plan and was reviewed in 2021 financial year for both rural areas and towns within the municipality. The plan is aimed at dealing with the electricity backlog and challenges in the municipality. There engagement with the DBSA to assist with the review of the plan.
Environmental Management Plan	The municipality has developed environmental Management Plan which is currently due for review. 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: Identify environmental impacts, issues, risks and threats within the EMLM. Develop measures and strategies to minimize, mitigate and manage these impacts, risks and threats. The EMLM is committed to responsible environmental stewardship and sustainable development through an effective, appropriate resourced and harmonized institutional framework that: Integrates environmental consideration into planning and development; Undertakes all activities in a sustainable manner to prevent minimize and mitigate negative environmental impacts and enhance positive impacts; Remedies impacts on the environment that were caused through previous activities; Promotes environmental awareness in communities; Ensures accountability is taken for environmental degradation through monitoring and enforcement of all applicable legislation and other requirements.

Sector Plan	Description summary
Integrated Waste Management Plan	The integrated waste management plan is currently under reveview and it is envisaged to be completed by December 2020. The plan will be developed in line with the requirements of the National Environmental Waste Act of 2008 coupled with the National Environmental Management Act (NEMA). The Plan encapsulate environmental issues ranging from climate and topography, waste surveys waste collection etc.

Disaster Management plan	The municipality developed a disaster management plan in 2019/20 financial year and approved by council. The plan captures disaster related matters with the following emphasis: 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 0 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. According to the results of the disaster risk assessment, the following aspects first have to be addressed: • Veld fires; • Infrastructure; • Land degradation and • Storms Simultaneously with the above-mentioned, Aganang also has to address • Poverty, • Health, • Water, • Road infrastructure, • Telecommunication as a high priority in order to develop community resilience in order to cope with disasters. The municipality must focus on the following risk reduction measures and budget for as part of the IDP process; • Appropriate poverty alleviation programmes • Bulk Service delivery o Water infrastructure

Local Integrated Transport Plan	The developmental role of transport is immense. The economic development of the EMLM is dependent on a number of factors, including transport. Transport is one of the essential elements capable of promoting economic growth and development. The plan was developed in 2008 and there is need for it to be reviewed.
	Description summary
	There is a huge problem of providing access to transport services and roads in most of the rural areas, including Groblersdal. 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.
Integrated Trnasport Plan (ITP)	The municipality does not have an integrated Transport plan. An intervention form the premier's office and Cogsta is required to assist with the development of the plan
Infrastructure Road Master Plan	The office of the premier Limpopo assisted the municipality in developing the integrated infrastructure Master plan. The Plan indicates key strategic roads in the municipality including other National and Provincial roads that links with the municipality. It outlines state of all the roads and also infrastructural requirements that the municipality could implement in order to create better, accessible and well serviced road infrastructure.
Water and sanitation sector Plan	This sector was developed in 2010 when the water function was still performed by the municipality. Currently, SDM is the water authority.
Pavement management system	Indicates priority roads that need to be upgraded.It provides various routes, their locations and number. Provincial and national roads are specified.
Roads and storm water infrastructure services(asset management Plan)	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 : ➢ Identify existing and proposed levels of serviceto be achieved over a 20 year period as well as the expected changesin demand due to planned growth. ➢ The life-cycle management needs of the infrastructure development, renewal, operations and maintenance ➢ Identify infrastructureasset management improvement needs

Table 66: KPA 3: Local Economic Development

Sector Plan	Description summery
Street vending bylaws	The bylaw provides restrictions on street vending. It further specifies areas where street vending can take place including processes to be followed when applying for street vending in town and the surrounding areas.
Tourism bylaw	Tourism development in one of the functions of the municipality. The policy has been developed to facilitate establishment of and 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 activitieswithin the Elias Motsoaledi Local Municipality, including District wide economic imperatives.
Sector Plan	Description summery
	It further provide an indication of Potential economic growth points and also gives an overview of how the municipality can improve its economy particularly within the agriculture, tourism and mining sectors. The strategy needs to be reviewed in order to align to the new growth path, LEGDPand NSDP

Table 67: KPA 4: Financial Viability

Sector Plan	Description summary
Financial Plan	Financial plan that reflects three year financials has been developed and is clearly outlined in the analysis phase. This include an audit action plan that is aimed at responding to issues raised by the Auditor General. Issues that were raised by the AG reflect amongst others challenges that the municipality should attend to. Responses have been provided on challenges raised by the AG's report.
Credit and debt control bylaw	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 indicate various methods ansd approaches that the municipality will undertake to manage and extent revenue collection in the other areas of the municipality.
Investment Policy	The municipality has approved its investment policy In terms of the Municipal Finance Management Act, Act 56 of 2003, Section 13(2) and the draft municipal investment regulations:"Each Municipal Council and Governing Body shall adopt by resolution an Investment Policy regarding the investment of its money not immediately required. 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

Sector Plan	Description summary
	funds. The preservation of principal is the foremost objective of the investment program. The Municipality will continue the current cash management and investment practices, which are designed to emphasize safety of capital first, sufficient liquidity to meet obligations second, and the highest possible yield third. 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: ➢ Adhere to written procedures and policy guidelines ➢ Exercise due diligence ➢ Prepare all reports timeously ➢ Exercise strict compliance with all legislation The Municipality shall attempt to match its investments with anticipated cash flow requirements.Unless matched to a specific cash flow requirement, the Municipality will not directly invest in securities maturing more than two years from the date of issue.

Asset management policy asset and management plan	The municipality has approved the asset management policy.The objective of the Asset Management Policy/plan is to prescribe the accounting and administrative policies and procedures relating to Property, Plant & Equipment (PPE), which are fixed assets of Elias Motsoaledi Local Municipality. A summary of the Principles supported in this policy are: A fixed asset shall mean an asset, either movable or immovable, under the control of the Municipality and from which the Municipality reasonably expects to derive economic benefits, or reasonably expects to use in service delivery, over a period extending beyond 12 months. The fixed asset register shall comply with the requirements of Generally Recognized Accounting Practice (GRAP) and any other accounting requirements, which may be prescribed. Fixed assets are classified under the following headings: ➢ Land ➢ Infrastructure Assets

Sector Plan	Description summary
	➢ Community Assets ➢ Heritage Assets ➢ Investment Properties ➢ Other Assets ➢ Intangible Assets PPE is carried at cost less accumulated depreciation and any impairment losses, except for land and buildings which are revalued.Heritage assets, which are culturally significant resources and which are shown at cost, are nor depreciated due to the uncertainty regaring their estimated useful lives.Similarly, land is not depreciated as it is deemed to have an indefinite life. Subsequent expenditure relating to property, plant and equipment is capitalized if it is probable the future economic benefits or potential service delivery of the asset are enhanced in excess of the originally assessed standard of performance.If expenditure only restores the originally assessed standard o performance, then is it regarded as repairs and maintenance and is expensed.The enhancement of an existing asset so that is use is expanded or the further development of an asset so that its original life is extended is examples of subsequent expenditure which are capitalized. The difference between the net book value of assets (cost less accumulated depreciation) and the sales proceeds is reflected as a gain or loss in the statement of financial performance.

Supply chain management system/ policy	The municipality approved the supply chain management policy in terms of ection 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. Supply Chain Management (SCM) generally refers to the management of activities along the supply chain. The MFMA and its relevant regulations also identify processes/mechanisms which must be included in a SCM Policy. The Supply Chain Management System is applicable for the: ➢ Procurement by the Municipality of all goods and services or works ➢ Selection of contractors to provide assistance in the provision of municipal services ➢ Selection of external mechanisms for the provision of municipal services in circumstances contemplated in Section 83 of the Local Municipal Systems Act
Sector Plan	Description summary
	➢ Disposal of assets or goods no longer required ➢ Letting or sale of Municipal property. Elias Motsoaledi Local Municipality Supply Chain Management Policy was last reviewed on 16 November 2011. It is currently again under review and will be tabled to Council for adoption in May 2012 The specific objective of the SCM Unit is to ensure effective, efficient and transparent SCM systems, complemented by a strategy of coordinating and implementing comprehensive demand management plans as per the approved budget. ➢ Audit action plan ➢ Financial plan ➢ Debt management plan ➢ Audit committee appointed

Table 68: KPA 5: Good Governance and Public Participation

Sector plan/ policies	Description summary
Communication Strategy	The institution reviews its communication strategy on annual basis. The strategy is based on the following Communication Mandates: ➢ The National GCIS framework ➢ The Constitution of the Republic of South Africa, 1996 ➢ The State of the Nation Address 2009 (SONA). ➢ State of the Province Address 2009 (SOPA) ➢ State of the District Address 2009 (SODA) ➢ SALGA resolutions on Communications Conference 2006. ➢ Municipality Systems Act of 2000 on Public Participation ➢ Limpopo Economic Growth and Development Plan ➢ All other regulations, policies, acts that demand for more commitment on communicating government activities to the citizenry. Objectives: ➢ To enhance communication between Elias Motsoaledi Local Municipality and its stakeholders - Internal and External ➢ To enhance coordination of communication activities between the National, Provincial, Local government and the parastatals ➢ To encourage public participation through the empowerment of communities with information ➢ To promote indigenous languages that represents and appreciates diversity in our Municipality

Sector plan/ policies	Description summary
	➢ To project the positive image of the municipality locally, provincially, nationally and internationally ➢ To forge links with the media houses ➢ To develop and maintain correct public perceptions and build community's trust on Municipality's programmes ➢ To effectively communicate democratic Government achievements, challenges and interventions ➢ To intensify the struggle against poverty by implementing development communication and information to the communities.

Internal audit (Audit function 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. The Function of Elias Motsoaledi Local Municipality Internal Audit is to provide an independent, objective assurance and consulting services which are designed to add value and improve the municipality's operations. To help the municipality achieve its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The Audit Committee currently has 5 members appointed as at 04 January 2019.
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 committies will implement at ward level. The committees communicate through the ward coucillor in case they've issues to raise with the municipality
Anti-corruption and fraud strategy/Plan	The strategy is in place and reviewed annually. The strategy is developed to govern the reporting investigation and handling of fraud and other crimes of dishonesty. The municipality is committed in ensuring that fraud and corruption are dealt with severely. The policy is therefore based on the following priciples: ➢ To have high standard of business ethics ➢ Maintain business control to protect all assets from crime and fraud
Risk management strategy	The council has developed the risk management strategy and is being reviewed annually. The reviewed strategy for 2020-2021 was approved by council in May 2020.
Council commitees	The council consist of the following committee which are functional Executive committee
Sector plan/ policies	Description summary
	• Section 79 and 80 committees • Oversight committee (MPAC)

Complaints management system	The municipality has established a customer care desk which located in the coporate services department. The community uses the suggestion boxes that are placed in all municipal offices for either complaints or comments.
Spply chain commitees	The municipality has the following functional supply chain committees: bid committee,
Oversight committee	MPAC has been established to play an oversight role on the day to day activities of council.

Table 69: Sector plan/ bylaws

Sector Plan/ Bylaws	Description summery
Disaster Management Framework	The municipality developed a Disaster Management framework in 2006. The Plan is currently under review. The development of the framework will be in line with the district disaster management.
Parking area bylaw	The bylaw entails parking conditions including various miscellaneous such as : ➢ Damage to vehicles ➢ Responsibility for offence ➢ Authorized persons ➢ Obstructions ➢ Abandoned vehicles ➢ Refusal of admission
Management , maintenance and control of taxi rank facilities bylaw	Council approved the bylaw in 2007. The purpose of the by- law is to control and manage taxi industry including facilities as per the road traffic regulations Ac t (National Road Traffic Act of 1996). Licensing of vehicles is being regulated including the following: ➢ Transfer of licenses ➢ Maintenance and displaying of stand license and identification ➢ Payment of license fees ➢ Part three of the bylaw provides terms of establishing transport forum and the roles of that forum
HIV/AIDS Policy	The policy was developed to ensure that employees are treated equally and fairly irrespective of whether they are affected by HIV/AIDS or any other life- threatening diseases at the workplace.

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

Table 70: KPA 6: Municipal Transformation And Organisational Development

Sector Plans/ Policies and bylaws	Description summary
Human Resource strategy	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. 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.
Employment equity plan	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. ➢ Objectives of the Plan ➢ The establishment and maintenance of workforce ➢ Equal access to job opportunities ➢ To identify barriers to employment
Performance management framework	The PMS framework is developed to guide and monitor performance of the municipality. Currently, the framework is applied only at senior officials (section 57) managers. The framework is currently under review to be cascaded to officials at lower levels.
Succession Plan	The municipality does not have a succession plan. The Municipality is currently in a process to develop the plan.

Institutional plans	The municipality developed policies that will ensure that institutional challenges identified in the analysis phase on human resource management. Amongst other policies, the municipality developed the following that will ensure stable and smooth running of the municipality's ➢ Staff retention policy ➢ Employment equity plan ➢ Recruitment ,selection and appointment policy ➢ Succession Planning and career path Policy
Municipal Development Plan vision 2030	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.
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
Sector Plans/ Policies and bylaws	Description summary
	applications should be done. There are processes in place that guides selection of suitable candidates.
Employee assistance programme	The Municipality is concerned with the health, safety, and welfare and job satisfaction of its employees. 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. The intent of the EAP is therefore to ensure the well being of the employee and appropriate job performance, not the termination of employment.
Work skills plan	The municipality develops the WSP on annual basis. The purpose of the plan is to capacitate employees on skills they require to better perform their duties. A skill audit is done to identify scare skills that the institution need for its development and sustainability.
Occupational health and safety policy	The policy has been developed based on the provisions of the bill of rights as contained in the constitution of the Republic of South Africa Act 108 of 1996. The municipality is required to provide and maintain

	a reasonable and practical work environment that is safe and without risk to the health of the employees.

Table 64: KPA 6: Municipal Transformation And Organisational Development

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Human Resource strategy	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. 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.
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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 executes its mandate and fulfil in 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 be means of a differentiated tariff structure in which case the shortfall is financed from the equitable share from national government.

8.4 EFFECTIVE AND EFFICIENT USE OF RESOURCES

The utilisation of the Municipality's resources is guided by means of standard operating procedures or policy statements provided by the Council

8.5 ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE

Since the Municipality's activities are mainly financed from public resources, it remains essential to enable to be accountable by means of various forums and processes. As required by legislation, amongst others the Municipal Finance Management Act, no 56 of 2003, the municipality endeavours to be accountable to all its stakeholders who are responsible for providing resources to the Municipality. The compilation of the Integrated Development

Plan as well as the Budget is communicated by means of forum meetings and the ward committee system uphold by Council. Hereby all stakeholders can submit their needs and/or requirements for municipal services. As required by legislation, report back meetings are to be held and Council meetings are open for attendance by any stakeholder. The annual reports, including the annual report from the Office of the Auditor General, are compiled within the prescribed format and timeframes.

8.6 REDISTRIBUTION

The Municipality endeavour to treat all people in terms of the Batho Pele principles. A basic level of municipal services is available to all the residents, regardless of their own financial capacity. In case where a basic municipal service is not affordable to a resident, it is financed from the equitable share from national government.

8.7 DEVELOPMENT AND INVESTMENT

Due to the backlogs in basic services, it is essential that the Municipality continue to invest in the development and maintenance of infrastructure to address these backlogs. Council is addressing this matter by means of the Integrated Development Plan as well as the Capital Program.

8.8 BORROWING

Through the various capital markets as well as other financial institutions, financial resources are available to address the backlog in infrastructure development. It is however, essential that a Loan Redemption Fund be maintained which is substantiated by means of a cash investment, in order to fulfil timorously in debt repayment without extra-ordinary fluctuations in tariffs.

8.9 FINANCIAL MANAGEMENT STRATEGIES AND PROGRAMMES

The following financial management strategies and programmes were identified and implemented:

8.9.1 FIVE-YEAR STRATEGIC INFORMATION TECHNOLOGY PLAN

Mainly for the maintenance of effective information technology systems within the Municipality. The development of an integrated Management Information System (MIS) together with a GIS is in progress.

8.9.2 ASSET MANAGEMENT PLAN

A computerised bar-code asset management system is maintained in order to ensure accountable utilization and reporting on assets.

8.9.3 BUDGETARY OFFICE

The establishing of a budget office in terms of the determination of the Municipal Finance Management Act, no 56 of 2003.

8.10 GROWTH AND DEVELOPMENT 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

9. CONCLUSION

The real challenge of “delivering more with less” can only be achieved through the introduction of a total change in behaviour and commitment. Elias Motsoaledi Local Municipality is passionate and committed to change its

operations. The implementation of this integrated development plan will enhance service delivery in Elias Motsoaledi Local Municipality and also stimulate growth inall areas of performance in the municipality.

ANNEXURE A: DRAFT MUNICIPAL ORGANISATIONAL STRUCTURE