

ELIAS MOTSOALEDI LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN FOR 2024-2025 FINANCIAL YEAR

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ABBREVIATIONS

ASGISA	ACCELERATED AND SHARED GROWTH INITIATIVE OF SA
CDF	CAPITAL DEVELOPMENT FUND
CDW	COMMUNITY DEVELOPMENT WORKER
DORA	DIVISION OF REVENUE ACT
EMLM	ELIAS 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
EPWP	EXPANDED PUBLIC WORKS PROGRAMME
CWP	COMMUNITY WORKS PROGRAMME

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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.

- 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

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

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

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

FOREWORD BY HIS WORSHIP THE MAYOR



CHAPTER 1

The 2024-2025 IDP review mark the third review of the municipal integrated development plan after the municipal Local government election that were held on the 2021. The IDP serve as a developmental plan that will guide service delivery within 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 2024-2025 IDP and Budget to achieve these outcomes. The development of various sector plans and strategies represented the first step in broadening the long-term planning horizon and to position the municipality 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 time. 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 to the road infrastructure development. Furthermore, the municipality has initiated prorammes that created part-time jobs in the communities.1071 job opportunities have been created through CWP (Community Works programme) and 564 jobs created through EPWP. These job opportunities were targeting the unemployed youth, people living with disabilities and women. Public works Groblersdal center has also created 55 job opportunities that will immensely contribute to the elimination of joblessness within the municipality. One other achievement was the capacitation of the 429 SMME's and co-operatives within the municipality. Furthermore, 45 individuals will benefit from the hawker stalls which are being constructed at Aquaville on the R25 road. The municipality is heavily engaged in the fight against gender-based violence and femicide which is another pandemic that continues to ravage our communities. It is therefore important to deal with the scourge of gender-based violence and femicide the same way as we dealt with COVID -19 pandemic. Working together with the private sector, business community including other spheres of government, the municipality has embarked on special programmes that are aimed at dealing with gender-based violence and femicide.

We acknowledge the work of the acting Municipal Manager and the entire administration 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 2024-2025 IDP will assist the municipality in ensuring that the long-term vision and outcome is achieved. I would like to thank the 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 highlights processes that were followed and legislative imperatives as part of the review of the 2023/24 Integrated development plan for the Elias Motsoaledi Local Municipality.

The IDP development process identified several goals and objectives that are aimed at creating a pathway for the municipality to realize its vision and the accomplishment of its developmental priorities. 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

The municipality identified the following **developmental priorities** during its strategic planning session:

- **Transparent government**

Being transparent and accountable to citizens, providing easy access to information, a positive customer service experience and meaningful opportunities to participate in the community democratic processes. Building transparent and accountable frameworks.

- **Strong and resilient economy**

  Supporting collaboration between both the public and private sector to create an attractive economic environment and quality local services and infrastructure.

- **Safe and flourishing neighborhoods**

  Engaging with community partners to create a complete, connected, safe and walkable neighborhoods. Encouraging people to come together, interact with one another and build relationships through inclusive programs, services, events, and great public gathering places.

- **Sustainable environment and infrastructure**

  Creating well planned, managed and cost-effective infrastructure and green spaces that can support long-term community needs. By encouraging environmentally friendly practices — while supporting growth and development — supporting a beautiful community for future generations.

- **Effective and efficient services**

  Delivering quality public services that meet the day-to-day community expectations reliably and affordably. Adopting technology and innovation to improve Finance, IT, HR, Facilities, and other internal functions for greater productivity.

CHAPTER 2

2.1. IDP REVIEW PROCESS

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

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

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

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

• 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 Development Strategy • Industrial Strategy for RSA (2001) • The National Youth Development Agency (2008) • Domestic Tourism Strategy (2004-2007) • National Development Plan 2030 • Disaster Management Act 57 of 2002

In order to ensure that there is proper alignment between the strategic direction of the municipality, it is necessary to keep the National and Provincial priorities in mind during the review of the strategic intent of the municipality. Cognisance was taken of the following legislative guidelines and developmental plans during the process of formulating the review of the EMLM IDP document:

- Constitution of the Republic of South Africa
- Sustainable Development Goals
- National Development Plan – Vision for 2030
- National Government's Outcome 9
- Limpopo Development plan (LDP)
- Sekhukhune Growth Development Strategy 2025 (SGDS)
- State of the Nation Address 2024
- State of the Limpopo Provincial Address 2024

Key legislative mandates arising from these documents are summarized below.

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

The objects of local government are-

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

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

2.1.2. SUSTAINABLE DEVELOPMENT GOALS

1) End poverty in all its forms everywhere

2) End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

3) Ensure healthy lives and promote wellbeing for all at all ages

4) Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

5) Achieve gender equality and empower all women and girls

6) Ensure availability and sustainable management of water and sanitation for all

7) Ensure access to affordable, reliable, sustainable and modern energy for all

8) Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all

9) Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation

10) Reduce inequality within and among countries

11) Make cities and human settlements inclusive, safe, resilient and sustainable

12) Ensure sustainable consumption and production patterns

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

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

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

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

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

2.1.3. NATIONAL DEVELOPMENT PLAN – VISION FOR 2030

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

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

.

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

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

- Increase employment from 13 million in 2010 to 24 million in 2030.
- Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
- Increase the share of national income of the bottom 40 percent from 6 percent to 10 percent.
- Establish a competitive base of infrastructure, human resources and regulatory frameworks.

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

2.1.4. LIMPOPO DEVELOPMENT PLAN (LDP)

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

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

2.1.5 NATIONAL GOVERNMENT'S OUTCOME 9

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

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

- Output 1: Implement a differentiated approach to municipal financing, planning and support.
  - Policy framework for differentiation
  - More autonomy to six metros and top 21 municipalities in respect of infrastructure and housing delivery
  - A focused intervention for clearly defined smaller municipalities.

- Output 2: Improved access to basic services
  - Increased access to basic services
  - Bulk infrastructure fund established.
  - Established special purpose vehicle.

- Output 3: Implement the community work programme and cooperatives supported.
  - Job creation supported through the community work programme
  - Job creation supported through the establishment of cooperatives where feasible.

- Output 4: Actions supported by the human settlement outcomes.
  - Increased densities in Metro's and large town supported.
  - Land acquisition for low income and affordable housing supported.
  - Informal settlements in 45 priority municipalities upgraded.

- Output 5: Deepened democracy through a refined ward committee model
  - Review and strengthen the legislative framework for Ward Committees and community participation.
  - Support measures to ensure that 90% of ward are fully functional by 2014.

- Output 6: Improved municipal financial and administrative capacity
  - Improved audit outcomes of municipalities
  - Reduced municipal debt.
  - Municipal overspending on Opex reduced.
  - Municipal underspending on Capex reduced.
  - Municipalities spending less than 5% of Opex on repairs and maintenance reduced.
  - Improved administrative and human resource management practices.
- Output 7: Single window of coordination
  - Review of local government legislation.
  - Coordinated support, monitoring and intervention in provinces and municipalities

2.1.6. SEKHUKHUNE 2025 DEVELOPMENT STRATEGY (SGDS 2025)

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

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

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

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

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

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

2.1.2.1. NATIONAL AND PROVINCIAL PRONOUNCEMENTS

2.1.2.2. State of the Nation Address 2024

The state of the nation addresses as delivered by the President of the Republic of South Africa on the 08th of February 2024 focused on a number of aspects that requires municipalities to consider during their planning processes: amongst other things the following were highlighted:

- Dealing with the effects of Load shedding and increase electricity generation capacity.
- A massive rollout of infrastructure
- To provide work experience and training to the unemployed
- To reduce the cost of living to the poor
- To accelerate the provision of free basic services
- The creation of jobs in particular the unemployed youth

- The improve the capacity to support black professionals.
- 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 eliminate the spread of HIV, Gender-based violence and femicide
- 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.

2.1.2.3. State of the Province Address 2024

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

- Resolve load shedding and increase electricity capacity.
- Schools should relate to basic services such as clean drinking water and descent sanitation.
- Fighting corruption
- Municipalities should 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 traditional leaders
- The empowerment of young people including women
- To create jobs for the unemployed people
- To support the SMME's

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 the Municipality

Municipal/Entity Functions		
Municipal Functions	**Function Applicable To Municipality (Yes/No)***	**Function Applicable To Entity (Yes/No)**
Constitution, Schedule 4, Part B Functions		
Air pollution	Yes	
Building regulations	Yes	
Child-care facilities	Yes	
Electricity and gas reticulation	Yes	
Local tourism	Yes	
Municipal airports	Yes	
Municipal planning	Yes	
Municipal public transport	Yes	
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this constitution or any other	Yes	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and related matters	Yes	
Storm water management systems in built-up areas	Yes	
Trading regulations	Yes	
Water and sanitation services limited to potable water supply systems and domestic wastewater 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/Entity Functions		
Municipal Functions	**Function Applicable To Municipality (Yes/No)***	**Function Applicable To Entity (Yes/No)**
Constitution, Schedule 4, Part B Functions		
Municipal roads	Yes	
Noise pollution	Yes	
Pounds	Yes	
Public places	Yes	
Refuse removal, refuse dumps, and solid waste disposal	Yes	
Municipal Disaster management	Yes	
Street trading	Yes	
Street lighting	Yes	

MEC'S ASSESSMENT FINDINGS ON THE 2024/25 IDP

EMLM values the MEC's assessment on the IDP for 2023/2024. The office of the MEC Coghsta conducted the 2023/2024 IDP assessments to determine credibility of IDPs in all the municipalities. EMLM was found to have maintained the improvements made 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 audit committee has also contributed immensely to the high ranking and credibility of the 2023/24 IDP

Table 3: MEC's Assessment trends

Elias Motsoaledi			
Year	IDP Outcome	IDP-SDBIP Alignment	Overall Rating
2019/20	High	Aligned	High
2020/21	High	Aligned	High
2021/22	High	Not Aligned	Regressed
2022/23	High	Aligned	High
2023/24	High	Aligned	High

The below table outlines the gaps identified during the assessment of the 2023-2024 IDP document.

Table 4: 2023-2024 MEC findings

ELIAS MOTSOALEDI LOCAL MUNICIPALITY	**COMMENTS**
1. There is no indication of the provision of free Basic Water (FBW) and Free Basic Sanitation (FBS) in the IDP.	The provision of free basic water and free basic sanitation is the core responsibility of the district however, the municipality will ensure that the function is reflected on the powers and functions of the municipality
2. Public Transport projects are not outlined in the IDP.	The m can municipality does not have sufficient budget to implement public transport projects. The department of transport will be engaged to provide the necessary support.
3. Analysis does not indicate rural and urban backlog levels of waste management in the municipality. There is also no indication of waste collection in rural areas.	The waste management backlogs are indicated in the current IDP document including the areas where the municipality collects waste or refuse removal.

4. Evidence for special focus to promote needs of special groups are not outlined in the IDP.	Information on special programmes is indicated in the document
5. Municipal employment equity challenges are not outlined.	Employment equity challenges are now reflected in the document
6. Financial analysis does not have information on Revenue management and credit control as well as indication national and provincial allocations.	Information on revenue management and credit control is captured in the document.

The approved MEC IDP assessment report reflects some of the important sector plans which are supposed to be highlighted in the IDP. These sector plans are regarded as the basis for guiding planning in the municipal planning processes.

Table 5 Below illustrates some of the sector plans and the status of each plan.

SECTOR PLAN	PURPOSE OF THE PLAN	LEGISLATIVE PRESCRIPTS	ACTION PLAN
Spatial Development Framework (SDF)	The SDF guides decision-making and action towards the establishment of integrated and habitable settlement. A secondary purpose is to establish a strategic framework for an appropriate land use management system.	The Municipal Systems Act [No.32 of 2000] Spatial Planning and Land Use Management Act [NO.16 of 2013]	The municipality has reviewed its Spatial Development Framework to ensure alignment with SPLUMA
Integrated Human Settlement Plan (Housing Sector Plan)	The Integrated Human Settlement Plan (Housing Sector Plan) seeks to provide for the facilitation of a sustainable housing development process and to define the function on national, provincial and local government in respect of housing development.	Housing Act [no .179 of 1997]	The municipality does not have an approved housing sector plan. Cogsta will be consulted to assist in the development of the plan
Local Economic Development Plan (LED Strategy)	The LED Strategy should provide each municipality with guidelines to create and facilitate economic development realize the underlying economic development potential and encourage private sector investment and job creation.	Constitution of the Republic of South Africa Act [No.106 of 1996]	The LED strategy was reviewed in 2021

Environment Management Plan (EMP)	Within the ambit of environmental management, the promulgation of the National Environment Management Act (NEMA), Act 107 of 1998, (Chapter). Has made provision for the basis of co-operative government relations on environmental management. The EMPs should contribute to securing the protection of the environment, within the context of sustainable development.	National Environment Management Act [No.59 of 2008] National Environment Management: Biodiversity Act [No.10 of 2004] National Environment Management: Air Quality Act No.39 of 2004	The municipality does not have and approved Environmental Management Plan (EMP). The plan will be developed through engagement with the relevant sector department
Integrated Waste Management Plan (IWMP)	The purpose of this plan is to enable a municipality pf progressively to develop an integrated Waste Management System (IWMS) capable of delivering waste management services to all households and business	National Environment Management: Waste Management Act [No.59 of 2008] Environmental Management Act {No. 107 of 1998] Environmental Conservation Act {No. 73 of 1989]	The municipality does have an Integrated Waste Management plan which was approved by council
Integrated Transport Plan (ITP)	The ITP has to serve as guide in the municipal and sector department's allocation of resources to meet the public transport needs. The components of the transport plan include an operating licensing strategy (OLS)Rationalization Plan (RP) and the Public Transport Plan (PTP)	National Land Transport Act [No.5 of 20009]	The municipality does not have an approved Integrated Transport plan. The municipality will engage the relevant sector departments to assist in the development of the plan.
Integrated Energy Plan (IEP)	The purpose and objectives of the IEP are anchored in the National Energy Act. Integrated Energy Planning is undertaken to determine the best way to meet current and future energy needs in the most efficient socially beneficial manner.	National Energy Act {No. 34 of 2008]	The municipality does have an approved Integrated Energy Master Plan (IMP)

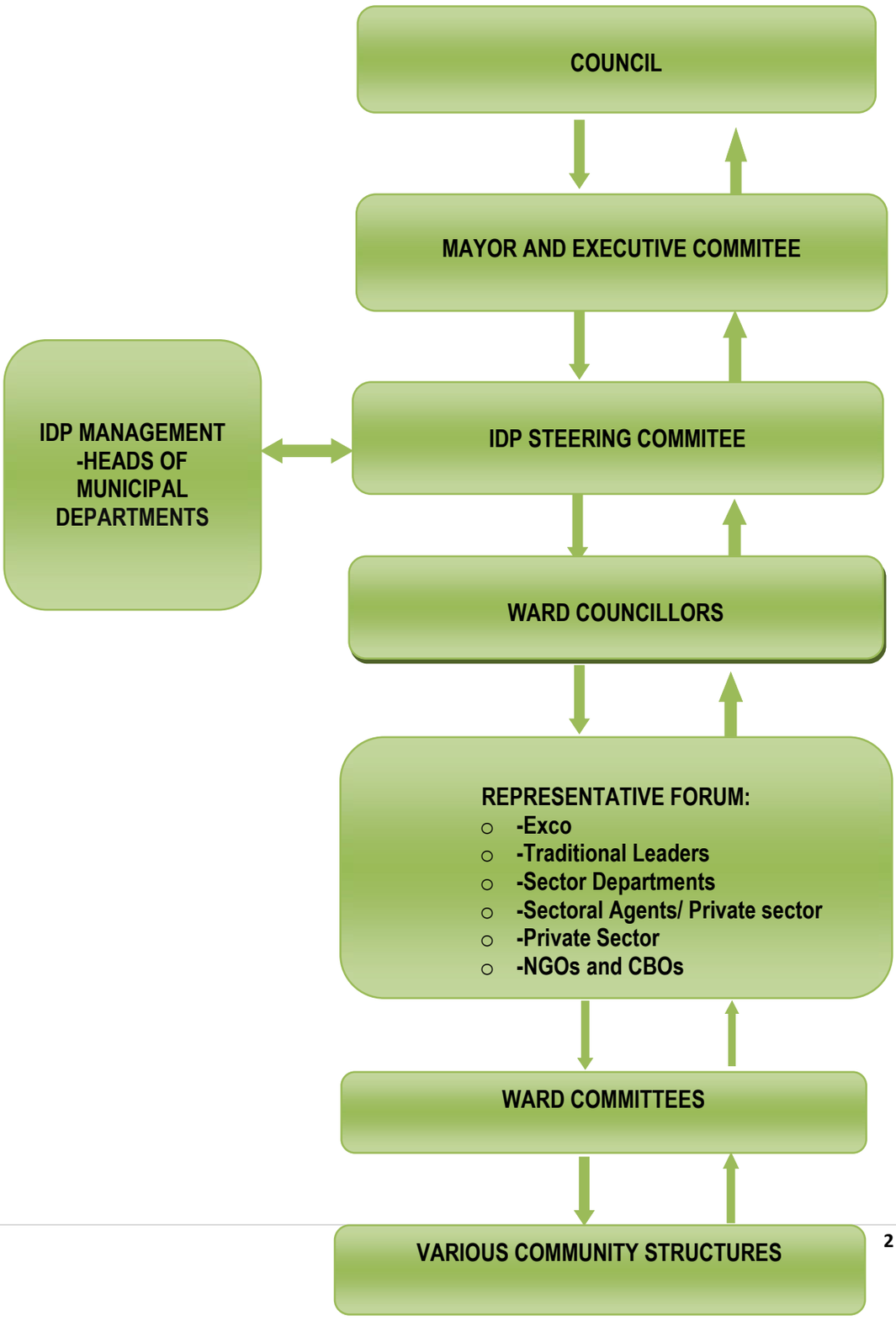
Water Services Development Plan (WSDP)	The purpose of a Water Service Development Plan develops a culture of knowledge and understanding of water services, ensuring political leadership of water services planning and implementation, and strategizing on how to deal with water services.	National Water Act [No.36 of 1998]	Development of WSDP is the function of the district
Disaster Management Plan (DMP)	A Disaster Management Plan provides general guidelines for the expected initial response to an emergency. Disaster Management is a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation.	Disaster Management Act [No.57 of 2002]	The municipality does have an approved Disaster Management Plan (DMP)
Integrated Comprehensive Infrastructure Plan (ICIP)	A plan which attempts to integrate the finances of the municipalities with the needs (i.e. water, sanitation, roads, waste management and electricity services) on the ground as well as the operational implications	The Municipal Systems Act [No.32 of 2000]	The municipality does not have an Integrated Comprehensive Infrastructure Plan (ICIP). The only available plan approved by council is the Infrastructure Road Master Plan (IRMP)
Financial Plan/Strategy	The purpose of the financial plan is to set out details of the financial issues that need to be addressed in a financial year	Municipal Finance Management Act [No.56 of 2003]	The Municipality does have an approved Financial Management Plan (FMP)
Institutional Plan	The institutional plan enables the municipality to properly plan around their human resources and professional procurement (hiring)of staff. Proper placement (deployment) of right officials for the right job:	Municipal Structures Act [No 117 of 1998] The Municipal Systems Act [No.32 of 2000]	The municipality does have an approved Institutional Plan which include the Performance Management Plan (PMS), Recruitment policy, Work Skills Pla (WSP) and the succession and retention policy.

	Education and training(multi-skilling) of staff to respond to municipal challenges; and Performance appraisal and retention of critical staff, etc.		

2.3 INSTITUTIONAL ARRANGEMENTS [ROLES AND RESPONSIBILITIES]

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

The IDP institutional diagram 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, Elias Motsoaledi has approved the specific institutional arrangements as illustrated in the table below.

Table 6: Internal Stakeholders

Stakeholder	Roles and Responsibilities
Council	• Prepare, decide on and 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 score cards for project evaluation process.
IDP/Budget Steering Committee	• To provide technical assistance to the Mayor in discharging the responsibilities as set out in Section 53 of the MFMA
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 7: External Stakeholders

Stakeholder	Roles and Responsibilities
Communities	• Participate in the IDP Rep Forum. • Assist analyse issues and predetermine project priorities. • Give input and comment on the reviewed draft IDP document. • Assists in addressing weaknesses in the current project implementation programmes. • Serve as watch dog during the implementation of the reviewed projects & programmes. • Any addition.
Provincial Government, Sector Departments and Parastatals	• 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

2.4.1 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 the review of the Integrated Development Plan.

The municipality hopes to conclude the review process for the 2024-2025 IDP by the end of May 2024. The process plan will be implemented from July 2024 to June 2025 financial year. Below is the timetable for the IDP/ budget process for 2024-2025 Municipal fiscal year.

IDP and Budget Process Plan for the 2024/2025 financial year

MONTH	ACTIVITY	Target date
PREPARATORY PHASE		
July 2023	• 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 2024-2025 IDP and Budget process plan to IDP steering committee/technical committee for comments and inputs.	1-31 July 2023 1-31 July 2023 15 July 2023 29 July 2023

MONTH	ACTIVITY	Target date
	• Tabling of the 2024-2025 IDP and Budget process plan to council structures for approval	
August 2023	• Ward-to-Ward based analysis data collection. • 4th Quarter Performance Lekgotla • Submit AFS (Annual Financial Statements) for 2022/23 to AG. • Submit 2022/23 cumulative Performance Report to AG & Council Structures	10 August 2023 -30 September 2023 26 August 2023 31 August 2023 31 August 2023
	ANALYSIS PHASE	
September 2023	• 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 2024-2025 financial year. • Electronic Consultations 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 2023	01 September 2023- December 2023
	STRATEGIES PHASE	
October 2023	• Quarterly (1st) review of 2023/24 budget, related policies, amendments (if necessary), any related consultative process. • Collate information from ward-based data. • Begin preliminary preparations on proposed budget for 2024/25 financial year with consideration being given to partial performance of 2023/24. • 1ST Quarter Performance Lekgotla (2023/24)	29 October 2023 1-31 October 2023 1-31 October 2023 28 October 2023
	PROJECTS PHASE	
November 2023	• Confirm IDP projects with district and sector departments.	1-30 November 2023

MONTH	ACTIVITY	Target date
	• Engage with sector departments' strategic sessions to test feasibility of attendance to planned sessions. • Review and effect changes on initial IDP draft.	
	INTEGRATION PHASE	
December 2023	• 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 2023 02 December 2023 07 December 2023
January 2024	• Review budget performance and prepare for adjustment. • Table Draft 2022/23 Annual Report to MPAC and Council. • Submit Draft Annual Report to AG, Provincial Treasury and COGHSTA. • Publish Draft Annual Report in the municipal jurisdiction (website etc.). • Prepare Oversight Report for the 2022/23 financial year. • Mid-Year Performance Lekgotla/Review/Strategic Planning Session, (review of IDP/Budget, related policies and consultative process	11-18 January 2024 18 January 2024 18 January 2024
February 2024	• Table Budget Adjustment. • Submission of Draft IDP/Budget for 2024-2025 to Management. • Submission of Draft 2024-2025 IDP/Budget and sector plans to Portfolio Committees. • Submission of 2023/24 Adjustment Budget to Budget Steering Committee • Submission of 2024-2025 Draft IDP and Budget to EXCO • Adjusted budget/IDP/SDBIP 2023/2024	24 February 2024 02 February 2024 09-10 February 2024 16-17 February 2024 15 February 2024 28 February 2024
March 2024	• Submission of 2024-2025 Draft Budget to Budget Steering Committee • Council considers the 2024-2025 Draft IDP and Budget. • Publish the 2023-2024 Draft IDP and Budget for public comments. • Adoption of Oversight Report for 2021-2022.	16 March 2024 31 March 2024 31 March 2024

MONTH	ACTIVITY	Target date
	APPROVAL PHASE	
April 2024	• Submit 2024-2025 Draft IDP and Budget to the National Treasury, Provincial Treasury and COGHSTA in both printed & electronic formats. • Quarterly (3rd) review of 2023-2024 budget/IDP and related policies' amendment (if necessary) and related consultative process. • IDP Technical committee to consider the draft 2024-2025 IDP. • IDP virtual/physical Representative Forum meeting to present the draft 2024-2025 IDP to various stakeholders. • Consultation with National and Provincial Treasury, community participation and stakeholder consultation on the draft 2024-2025 IDP.	06 April 2024 28 April 2024 11 April 2024 13 April 2024 17 April 2024 -10 May 2024
May 2024	• 3rd Quarter Performance Lekgotla (2023/24) • Submission of 2024-2025 Final Budget to Budget Steering Committee • Final Draft Budget/IDP/SDBIP 2024/2025 • Submission of Final Draft IDP/Budget for 2023/24 to the MPAC for recommendations to Council and Council for approval. • Finalize SDBIP[i] for 2024-2025. • Develop Performance Agreements (Performance Plans) of MM, Senior Managers, Middle Managers and all employees for 2024-2025 performance year.	03 May 2024 15 May 2024 26 May 2024
June 2024	• Submission of the SDBIP to the Mayor and APAC or review. • Submission of 2024-2025 Performance Agreements to the Mayor.	1-30 June 2024

The development of the integrated development plan which is a five-year plan of the municipality which is developed in accordance with Section 25(1) of the Municipal Systems Act, each municipal council must adopt an IDP after the start of its elected term 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, a municipal council

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

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

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

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

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

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

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

Phase 1: Analysis 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 issues because the municipality will not have sufficient resources to address all the issues identified 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 also with the resource framework. Furthermore, this phase is an opportunity for the municipality to harmonize the projects in terms of contents, location and timing in order to arrive at consolidated and integrated programme e.g. a local economic development. A very critical phase of the IDP is to link planning to the municipal budget (i.e. allocation of internal or external funding to the identified projects) because this will ensure that implementation of projects and hence development is directed by the IDP.

Phase 5: Approval 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 organizations 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

This section provides an overview of the important socio-economic indicators and service delivery trends within EMLM by highlighting issues of concern 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 recent Stats SA census 2022, HIS Regional eXplorer version 2142 and the S&P Global Market intelligence (South Africa Regional eXplorer version 2423) respectively. The Stats SA Census 2011 and community survey 2016 are still used as primary data sources in some of the variables. The 2022 Census results release is incomplete.

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).

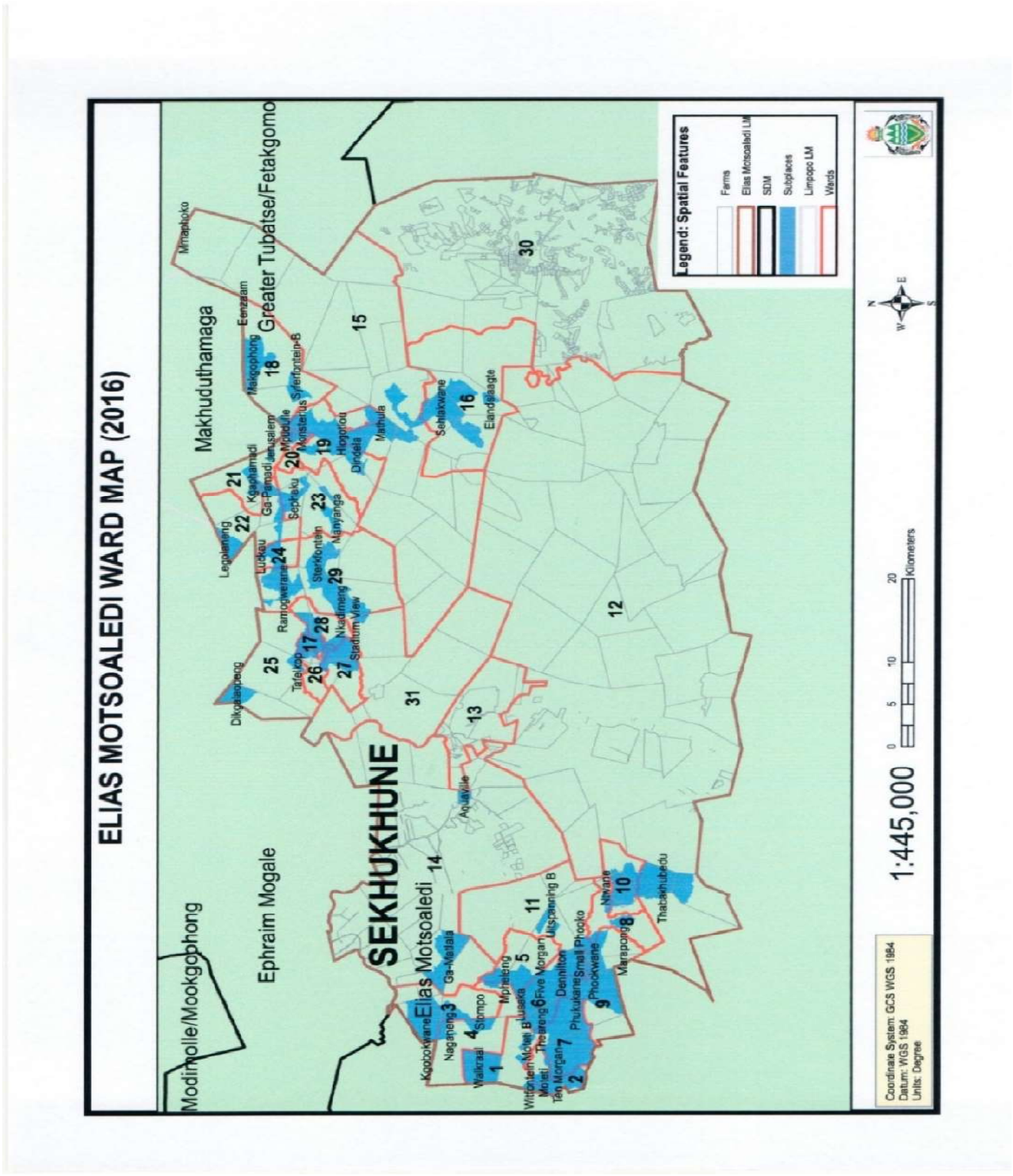
The EMLM is predominantly rural in nature with a high unemployment rate resulting in high poverty levels and is linked with many other places through shared environmental, social and economic systems and structures. The most apparent of these links are with neighbouring and nearby municipalities across 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



The Map below indicates boundaries of municipalities within Sekhukhune District municipality.



Source: EMLM SDF 2018

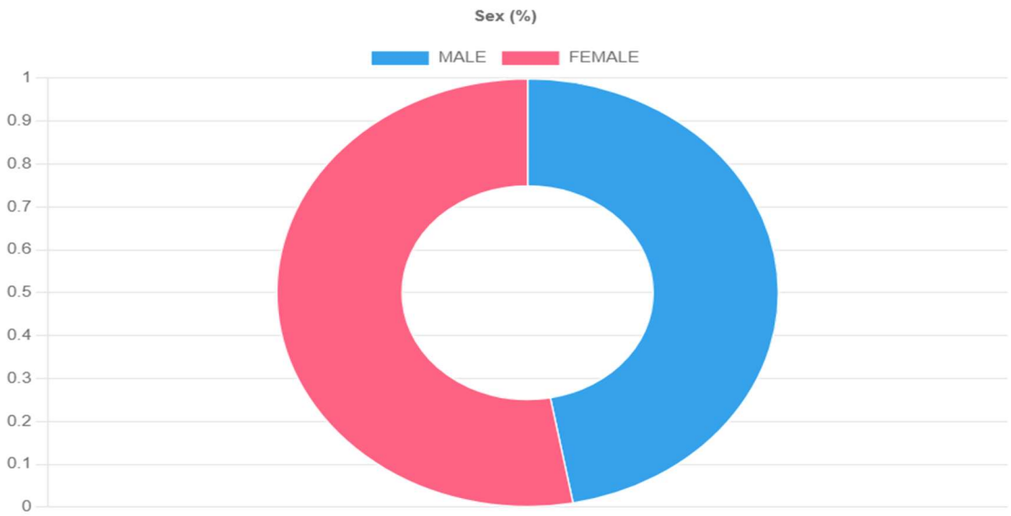
3.1.2. POPULATION DISTRIBUTION AND TRENDS ANALYSIS

The population of the municipality is 288 049 which shows population increase of about 13,4% 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 growth in population is more prevalent in males as reflected in the following table.

Table 8: Total Municipal Population

Population	2011	2022	%
Males	115503	135 762	47,1%
Females	133860	152 287	52,9%
Total	**249 363**	**288 049**	**13,4%**

Figure 2: Gender Distribution



Source: Stats SA, Census 2011 and Census 2022

Total population of 288 049(97, 1%) is African black, with the other population groups making up the remaining (2,9%)

Table 9: Household size

HOUSEHOLD SIZE	2011	2022
Total	60 251	79 136

Source: Stats SA, Census 2011 and 2022

The household size of **79 136** indicate an increase of about 23,84% from the 2011 Census.

The tables below indicate the tenure status in the municipal area. According to the table below, most households are living in formal dwellings.

Table 12: **Type of dwelling**

Name	No. of Dwellings	%
Formal dwelling	74998	94,8
Traditional dwelling	1468	1,9
Informal dwelling	2370	3
Other	301	0,3
Total	**79 137**	**100**

Source: Stats SA Census 2022

Figure 3: Dwelling type

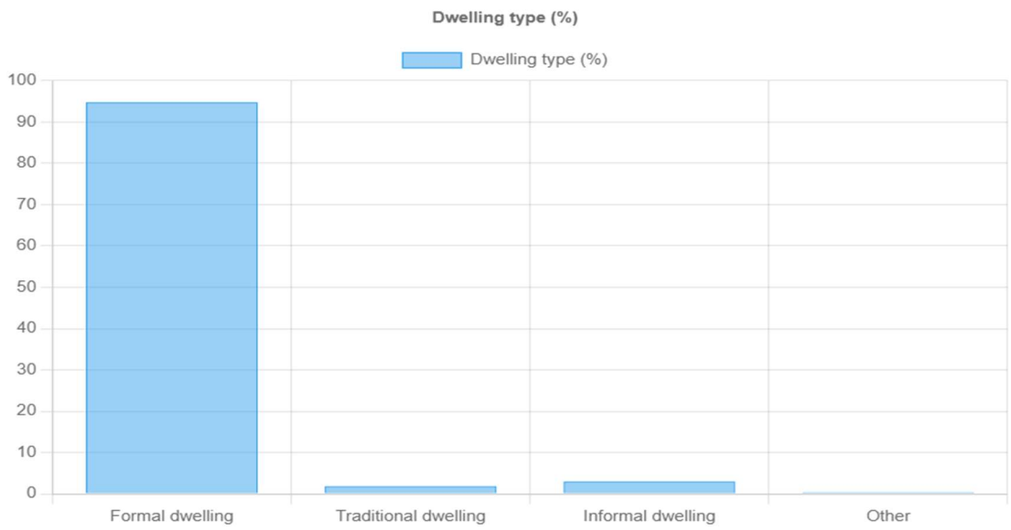
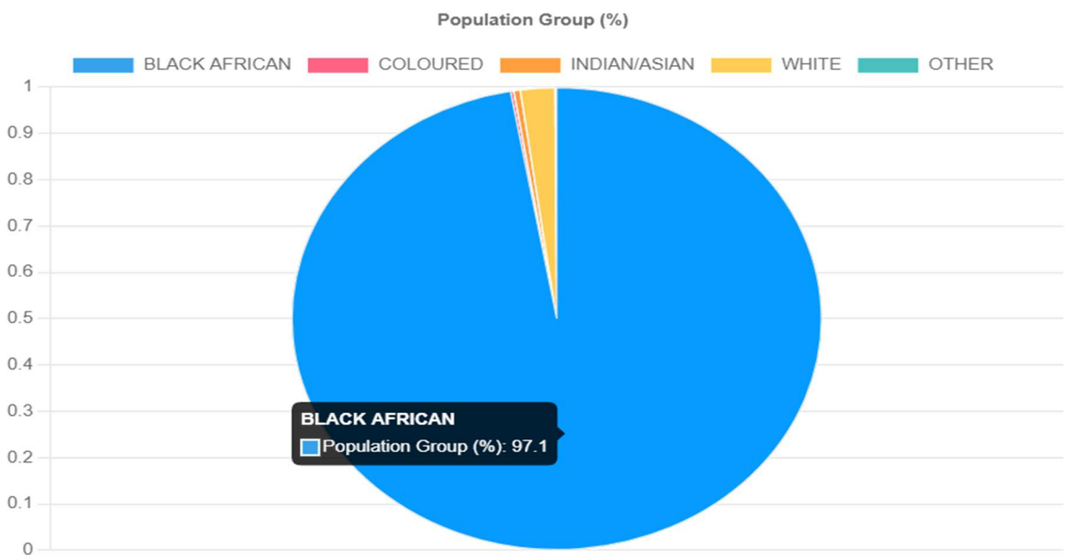


Table 13: Population by Ethnic Group

Group	Number	Percentage
Black African	279 736	97,1%
Coloured	505	0,2%
Indian/Asian	1 261	0,4%
White	6 177	2,1%
Other	350	0,1%
Total		**100%**

Source: STATS SA Census 2022

Figure 4: Population by Ethnic Group



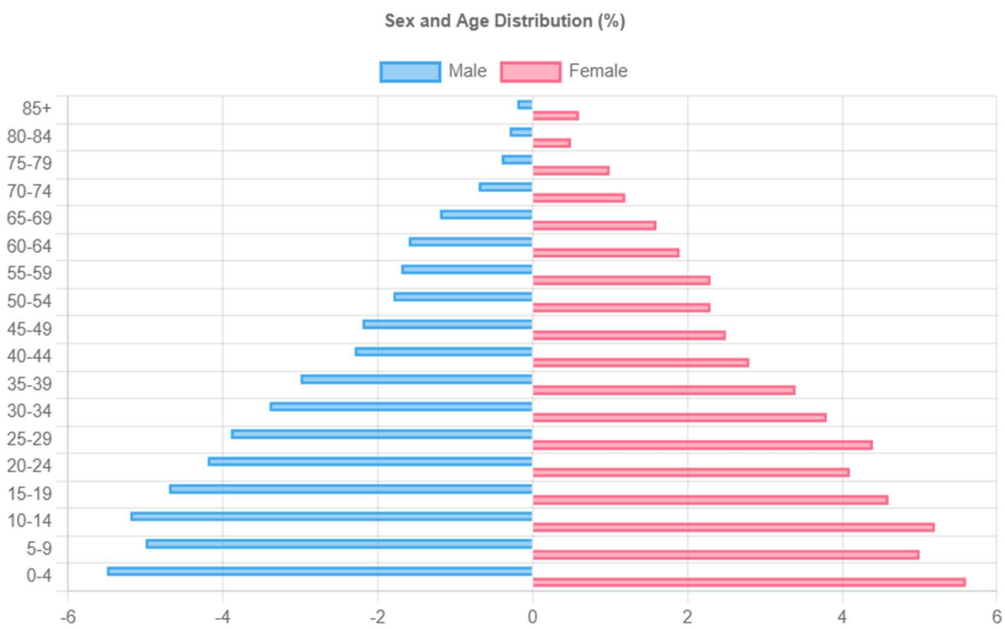
Source: Stats SA Census 2022

Table 14: Population by Age Group

Age		Males	Male %	Females	Females %
85+		475	0,2%	1825	0,6%
80-84		753	0,3%	1520	0,5%
75-79		1163	0,4%	2803	1,0%
70-74		2091	0,7%	3535	1,2%
65-69		3355	1,2%	4527	1,6%
60-65		4656	1,6%	5603	1,9%
55-59		5010	1,7%	6581	2,3%
50-54		5268	1,8%	6545	2,3%
45-49		6277	2,2%	7294	2,5%
40-44		6700	2,3%	7969	2,8%
35-39		8538	3,0%	9674	3,4%
30-34		9670	3,4%	10 962	3,8%
25-29		11 163	3,9%	12 717	4,4%
20-24		12 097	4,2%	11 875	4,1%
15-19		13 618	4,7%	13 175	4,6%
10-14		14 928	5,2%	15 039	5,2%
5-9		14 269	5,0%	14 498	5,0%
0-4		15 726	5,5%	16 141	5,6%

Source: Stats SA Census 2022

Figure 5: Sex and Age Distribution



Source: Stats SA Census 2022

The above sex and age distribution data indicate dominance of young children between the age of 0-4 and 10-14. This could be attributed to by high birth rate.

- There are 52,9% females and 47,1% males within the Municipality.
- There is a large segment of youth (under 19 years) which comprises 31,5% 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.

Table 15: 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 16: 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%

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3.1.4 ECONOMIC PERSPECTIVE

There are certain opportunities because of the spatial landscape within the municipal area. Groblersdal is a provincial growth point, and several important arteries connect it with other towns (i.e. Middelburg, Marble Hall, Bronkhorstspruit 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.

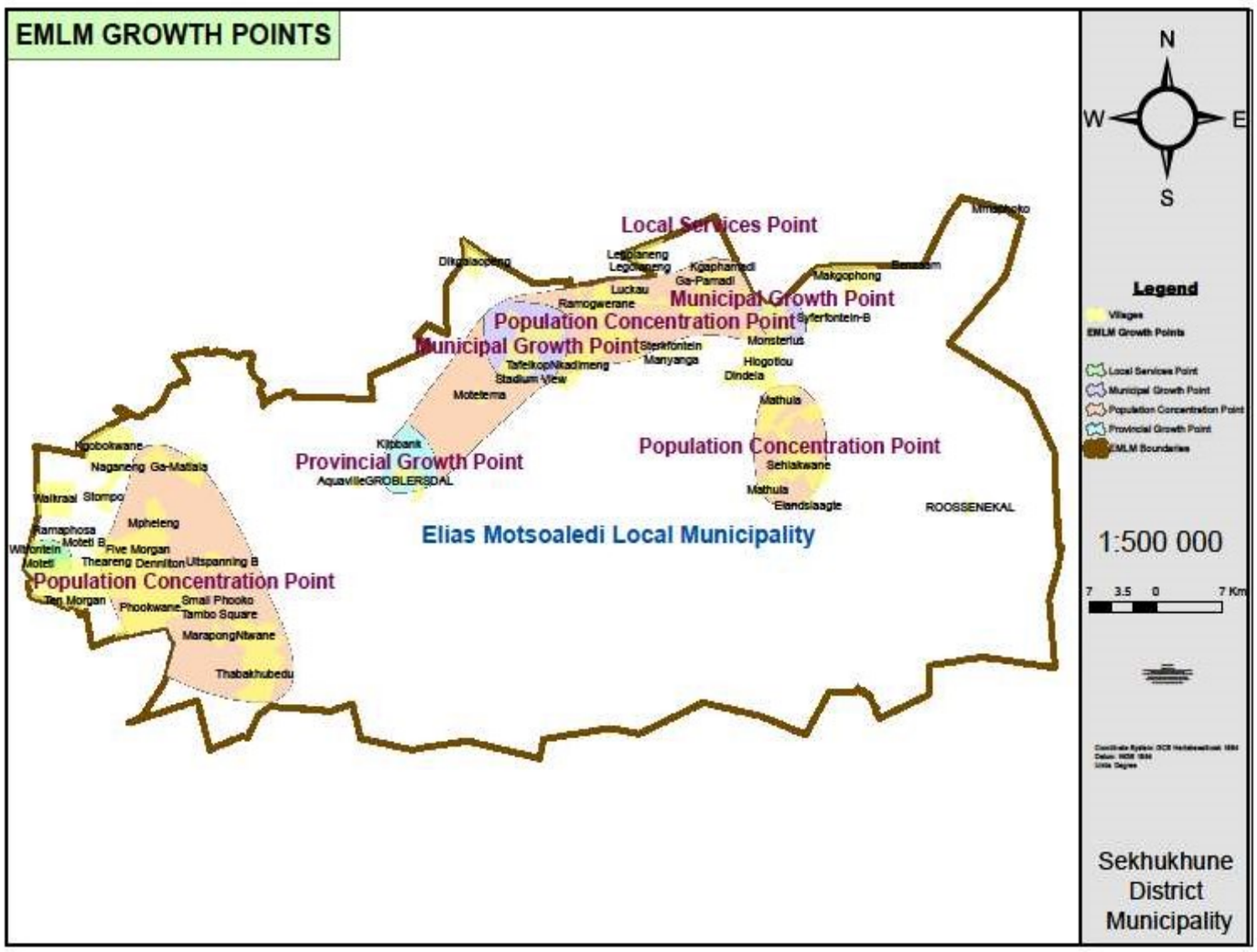
Furthermore, there are strategically located parcels of land in close proximity to already existing developments. Most of the latter parcels of land are underutilised or not used at all. With utilisation of this land the surrounding settlement will benefit. The construction of the De Hoop dam is also likely to unleash spatial opportunities that will benefit both Elias Motsoaledi 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.

Figure 6: EMLM growth points



Source: Sekhukhune District Municipality GIS

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

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

3.1.4.2. ROOSSENEKAL (MUNICIPAL GROWTH POINT)

This Urban Concentration Point is located within the southeast 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

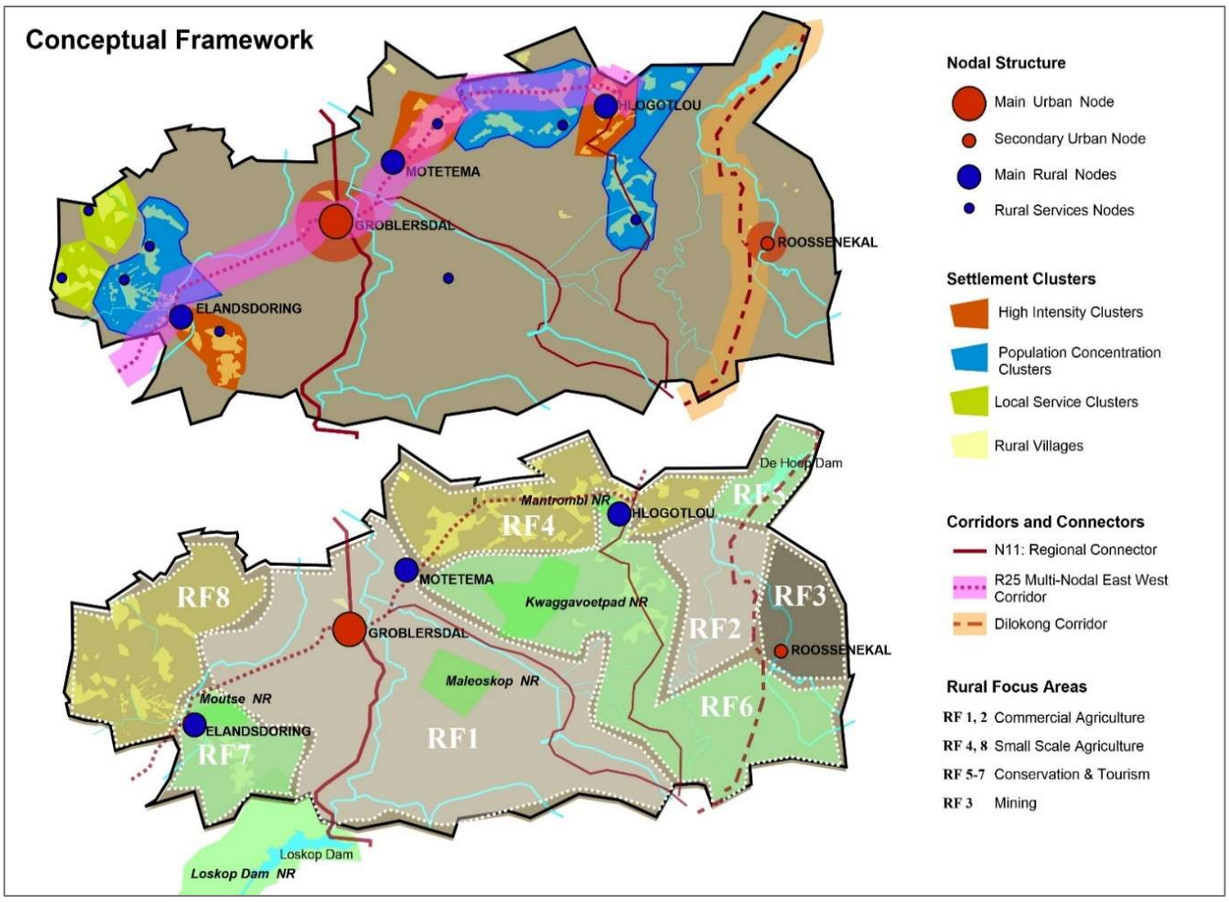
There is a total of 662 registered erven found within Roossenekal. The Municipality collects its rates and taxes from these registered erven:

- 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.

3.4.1.3 MOTETEMA (MUNICIPAL GROWTH POINT)

Motetema Municipal Growth Point encompasses Motetema and Tafelkop. It is located along D1547 and is ±10km from Groblersdal, which is the nearest town. Tafelkop is ±18km from Groblersdal. There are a total of 990 registered erven found within Motetema. There are no registered erven found within Tafelkop. This could be attributed to the traditional authority found within the area.

Figure 7: Conceptual Framework



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.

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 the municipality 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 mobilization

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, 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-centered approach in the IDP guide, the IDP should deliver the following products:

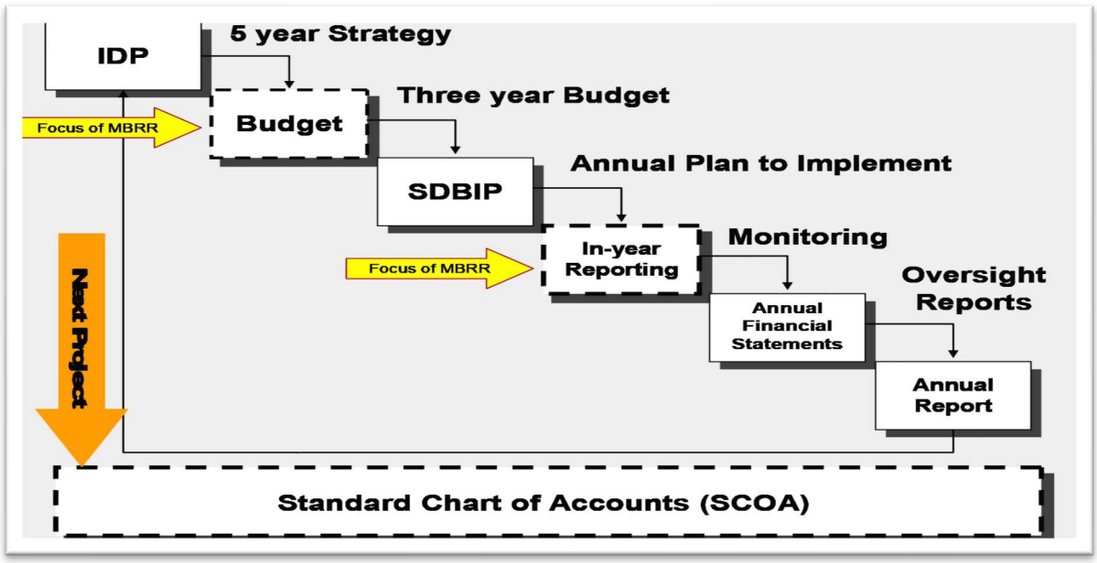
- An assessment of development in the municipal area, identifying development challenges, marginalized and vulnerable citizens and communities.
- A long-term development vision for the municipal area that overcomes its development challenges.
- A set of delivery priorities and objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area.
- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and realization 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 focuses 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 they have 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 organization'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 organization'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?

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 6 traditional authorities. The below table indicates villages of the wards as per the ward delimitations conducted prior to the 2021 Local Government elections by the municipal demarcation board. The total number of villages or settlements in the municipality is 157. However, the number might have increased due to new settlements that are being established in different wards.

Table 17: Villages Per Wards

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		

TRADITIONAL AUTHORITIES

The Municipality consists of the following Traditional Authorities:

Table 18: Tribal Authorities

Tribal authority	Name of chief	Location
Bakwena Traditonal authority	Chief B.R. Matsepe Kopa	Ward 25 Tafelkop Ga-Matsepe
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 82 Settlements.
- Two (2) significant clusters of villages, one to the west of Groblersdal and one central and northeast of Groblersdal

- There is a clear distinction between high and low potential agricultural land being utilized for intensive or extensive agricultural activities.
- Environmental sensitive areas are mainly along stream areas.

The prevailing spatial pattern can be attributed to the following:

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

SPLUMA implementation

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

Private sector land development projects

- Tafelkop shopping complex that was opened in 2023.

Council driven land development projects

- 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

Settlement planning for the traditional authorities.

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

HIERARCHY OF SETTLEMENT)

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

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

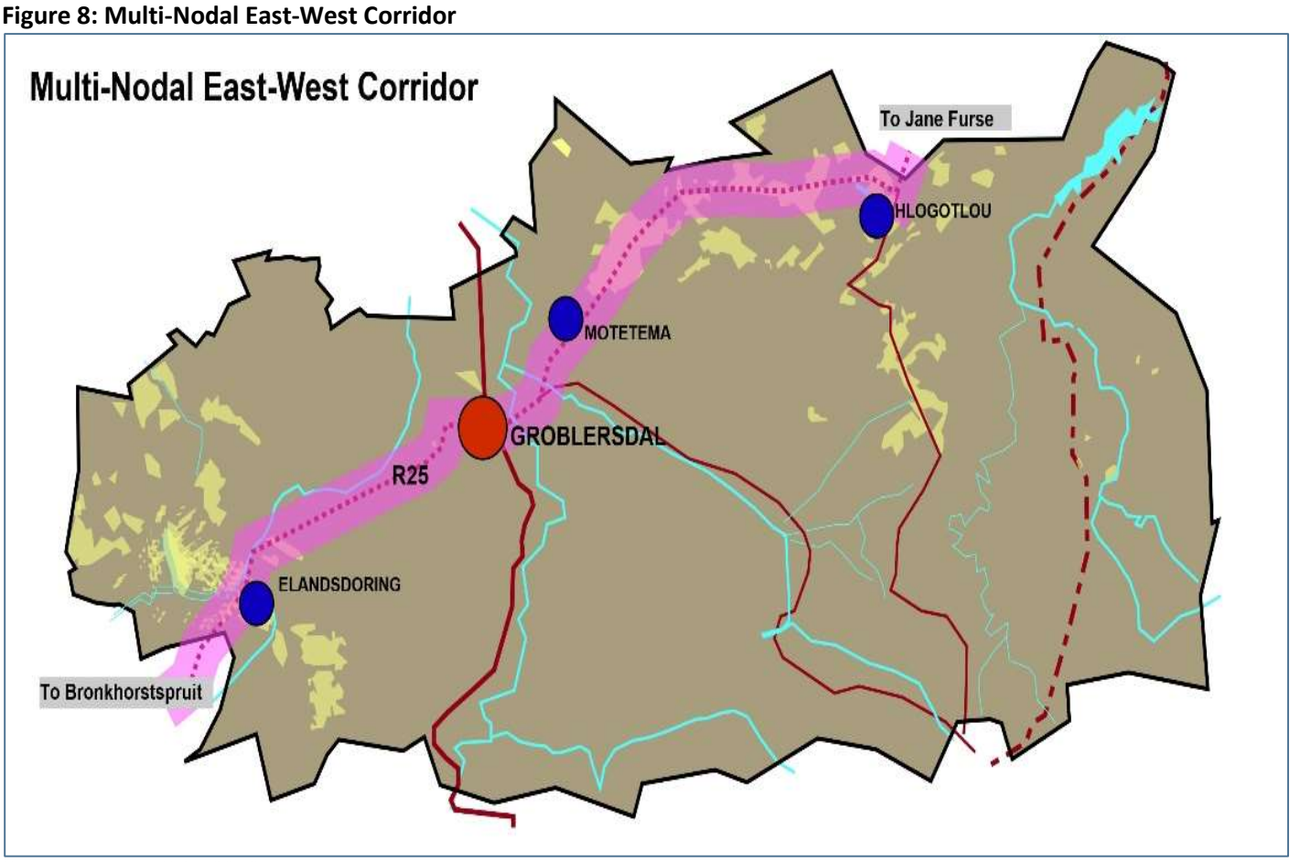
The settlement order determines the type of services to be provided e.g. shopping malls would be located in settlement order 1 and settlement order 2 manufacturing industries would be located mainly in settlement order 1 and to a limited extend settlement order 2.

4.1.1.2. LAND USE MANAGEMENT

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

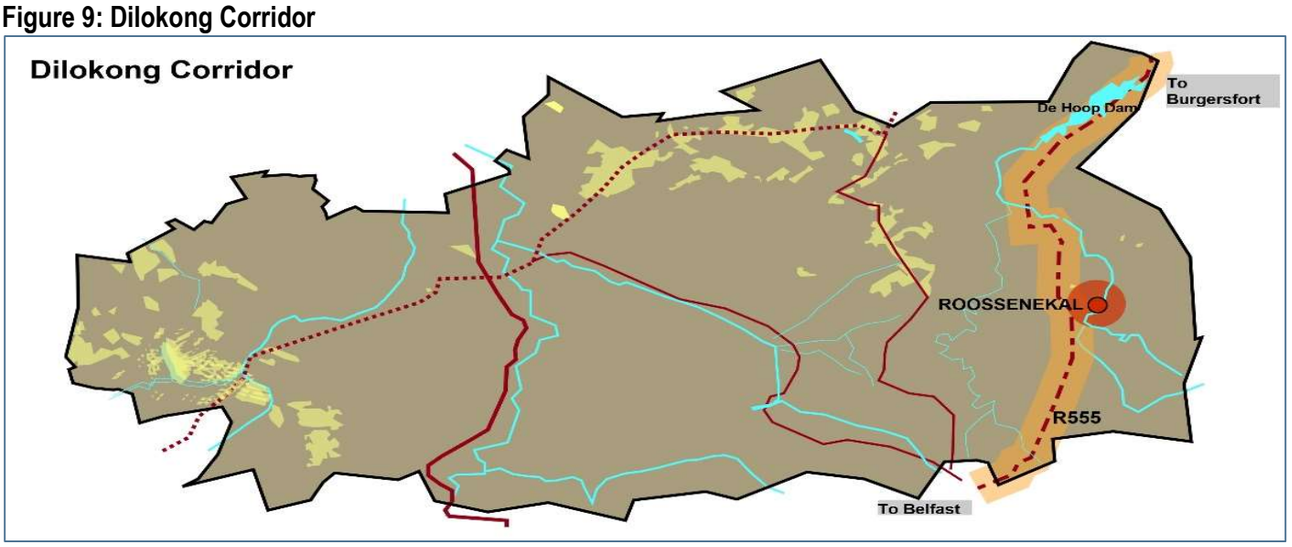
- Groblersdal game farm reserved for residential purpose.
- Groblersdal industrial site
- Roossenekal town establishment site
- Tafelkop shopping complex

Figure 8: Multi-Nodal East-West Corridor



Source: EMLM SDF 2018

Figure 9: Dilokong Corridor



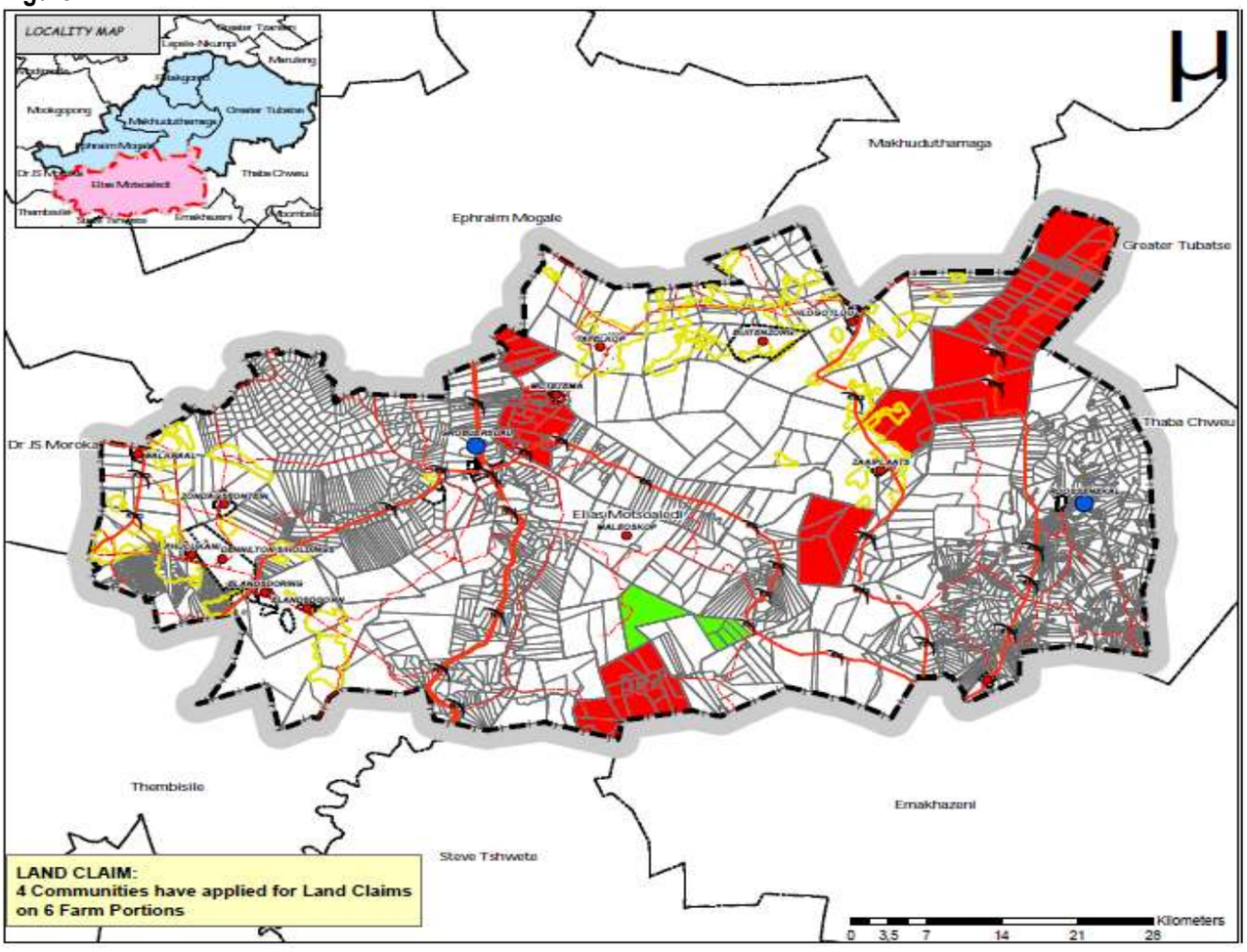
Source: EMLM SDF 2018

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 19: Land Ownership

Communal	Private	Government	Any other	Challenges	Land reserved for economic activities
109 villages	20 villages	28	None	There is need to formalise all the informal settlements	Land reserved for economic activities is clearly indicated in the municipal spatial development framework

Figure:

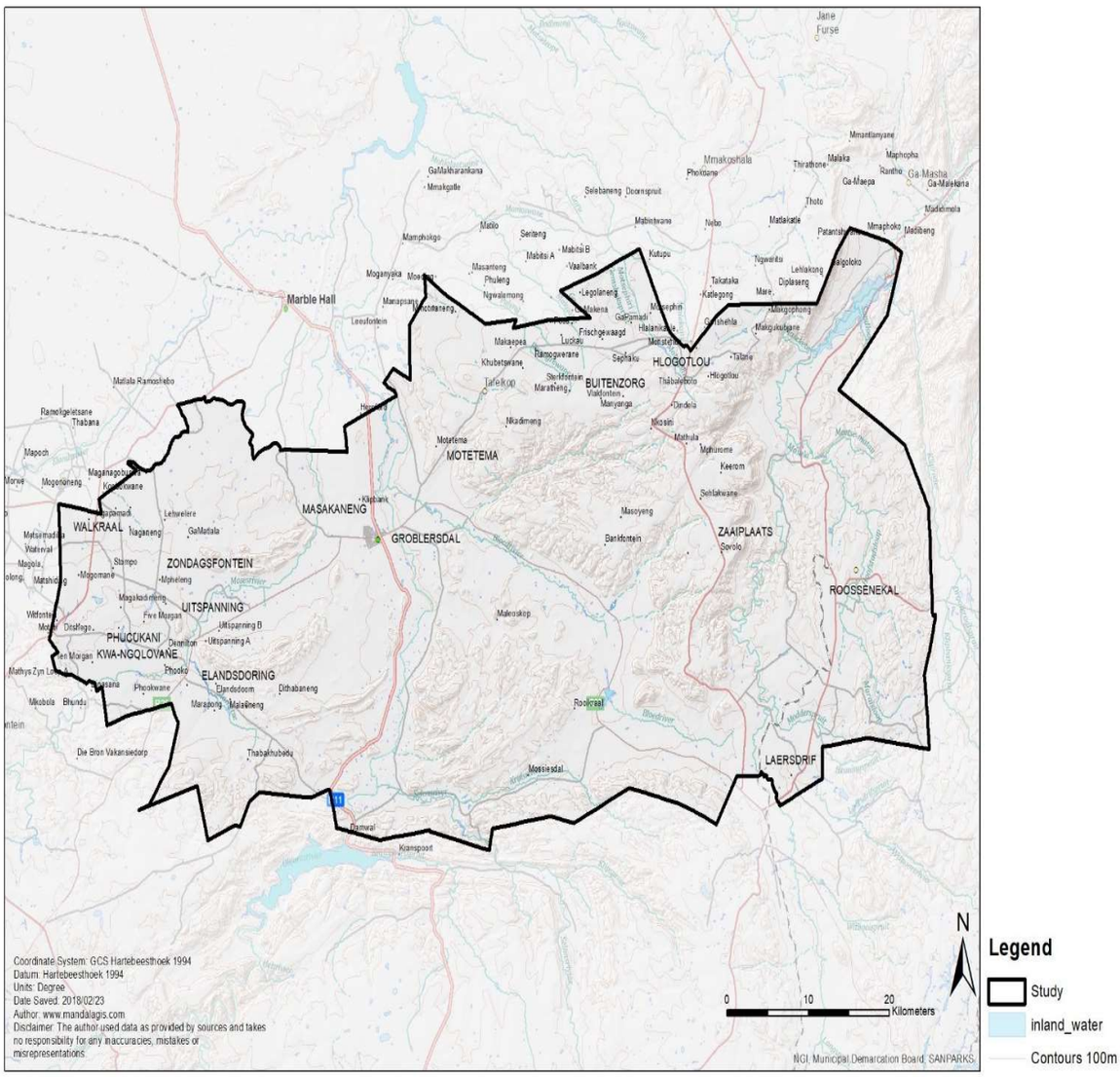


In the EMLM, the issue is less severe but persisting. Land claims indicated in the EMLM SDF 2013 (4 claims on 6 land portions) are still unresolved according to the latest information obtained.

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.

Figure 10: Topography



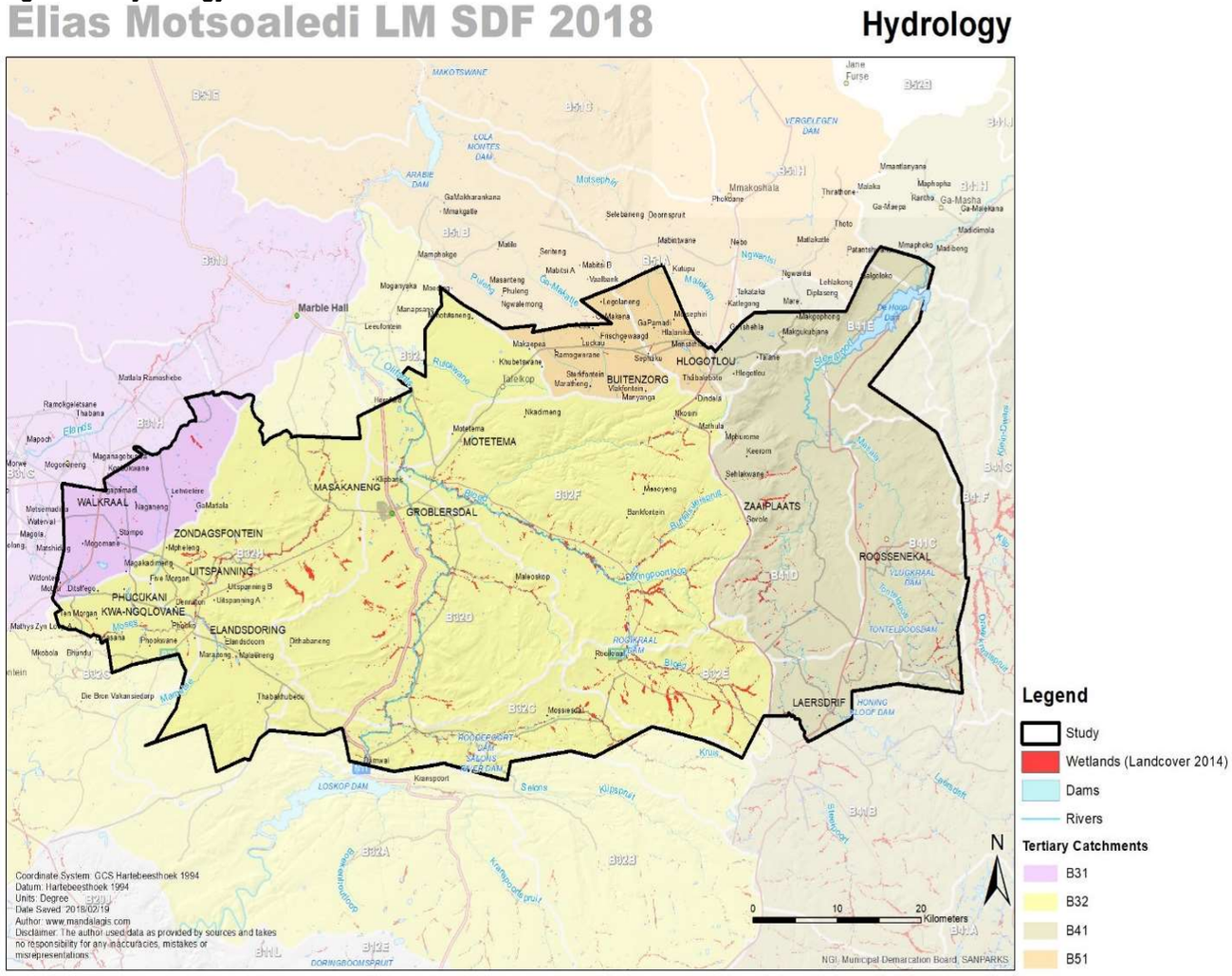
Source: EMLM SDF 2018

- **Hydrology**

The major hydrological feature in the municipality is the Olifants River, the Steelpoort River and the new De Hoop Dam in the north eastern 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.

The purpose of the new De Hoop Dam is to supply mining, industries and towns / communities with water. The Olifants River form the backbone of irrigation agriculture in the area.

Figure 11: Hydrology

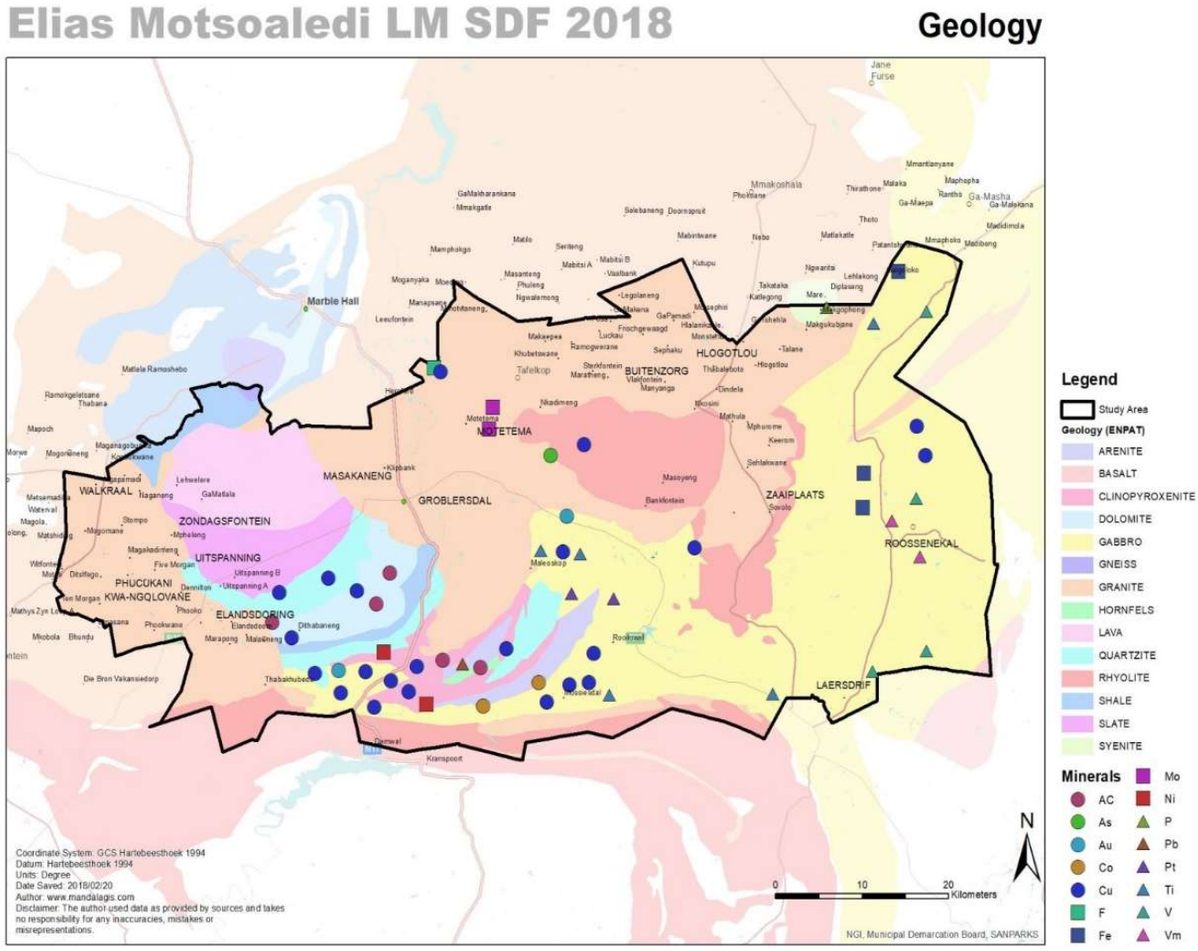


Source: EMLM SDF 2018

- **Geology**

The geology of the area consists of shallow to moderate sandy loam with underlying rocks such as granophyre's 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.

Figure 12: Geology

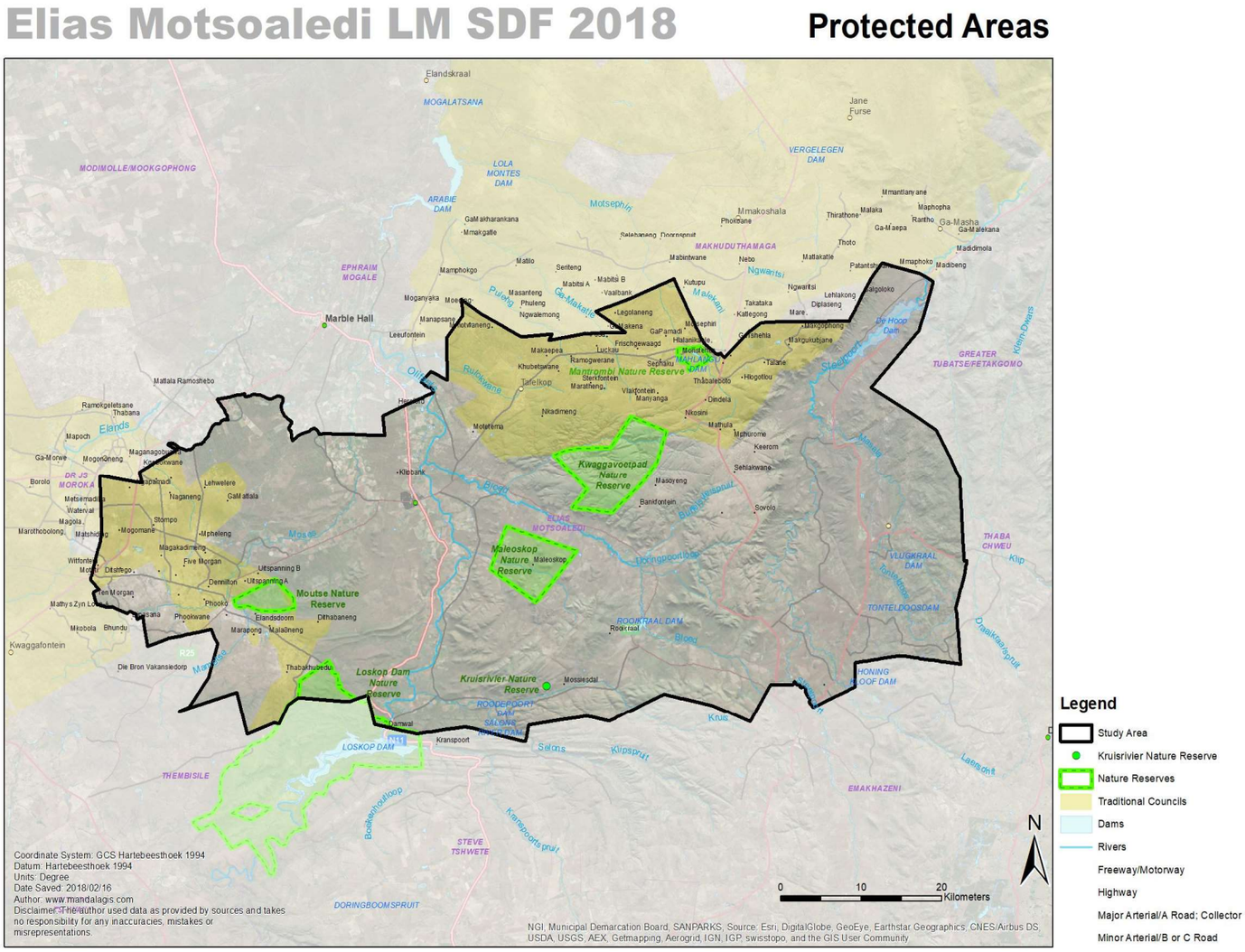


Source: EMLM SDF 2018

- **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 wellbeing of the area.

The map below illustrates protected areas within the municipal space.

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.

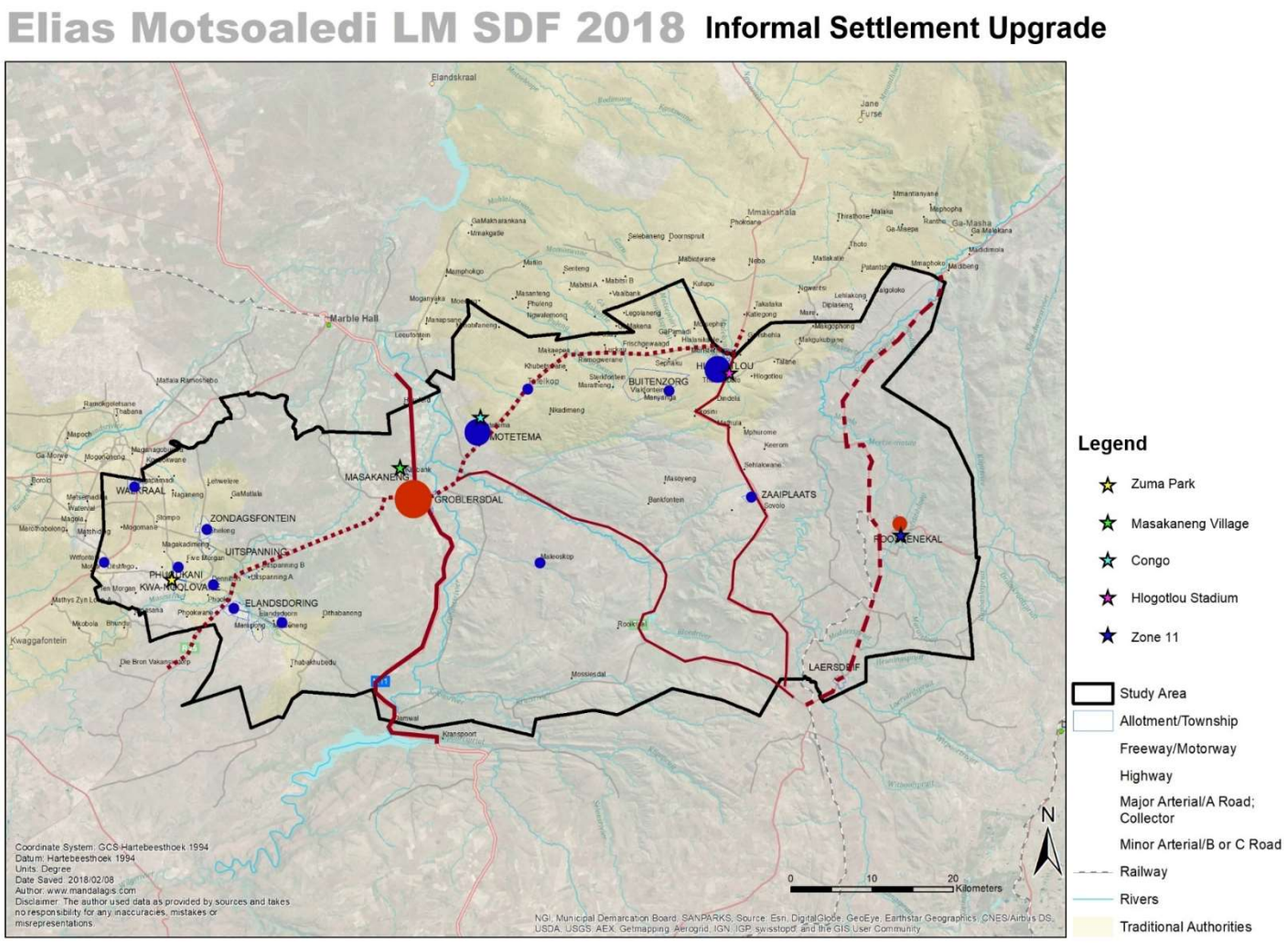
4.1.1.3 Land Invasions and informal settlements

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 conduct the formalisation process.

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

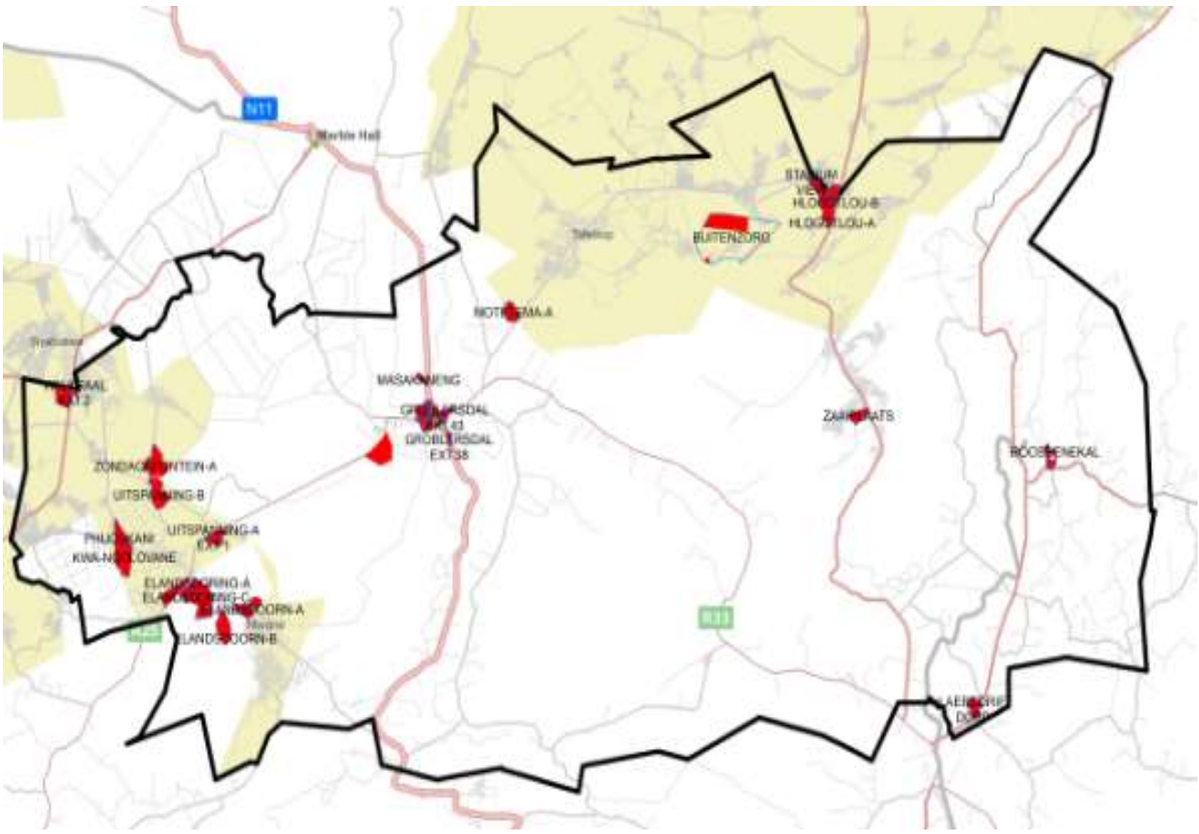
Figure 13: Informal Settlements in EMLM



Source: 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 Settlements



Source: EMLM SDF 2018

The above map depicts formal areas within the municipal jurisdiction. These formal settlements are areas 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.
- Review of the spatial development framework to guide and manage land use management.

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

Table 20: Land cover

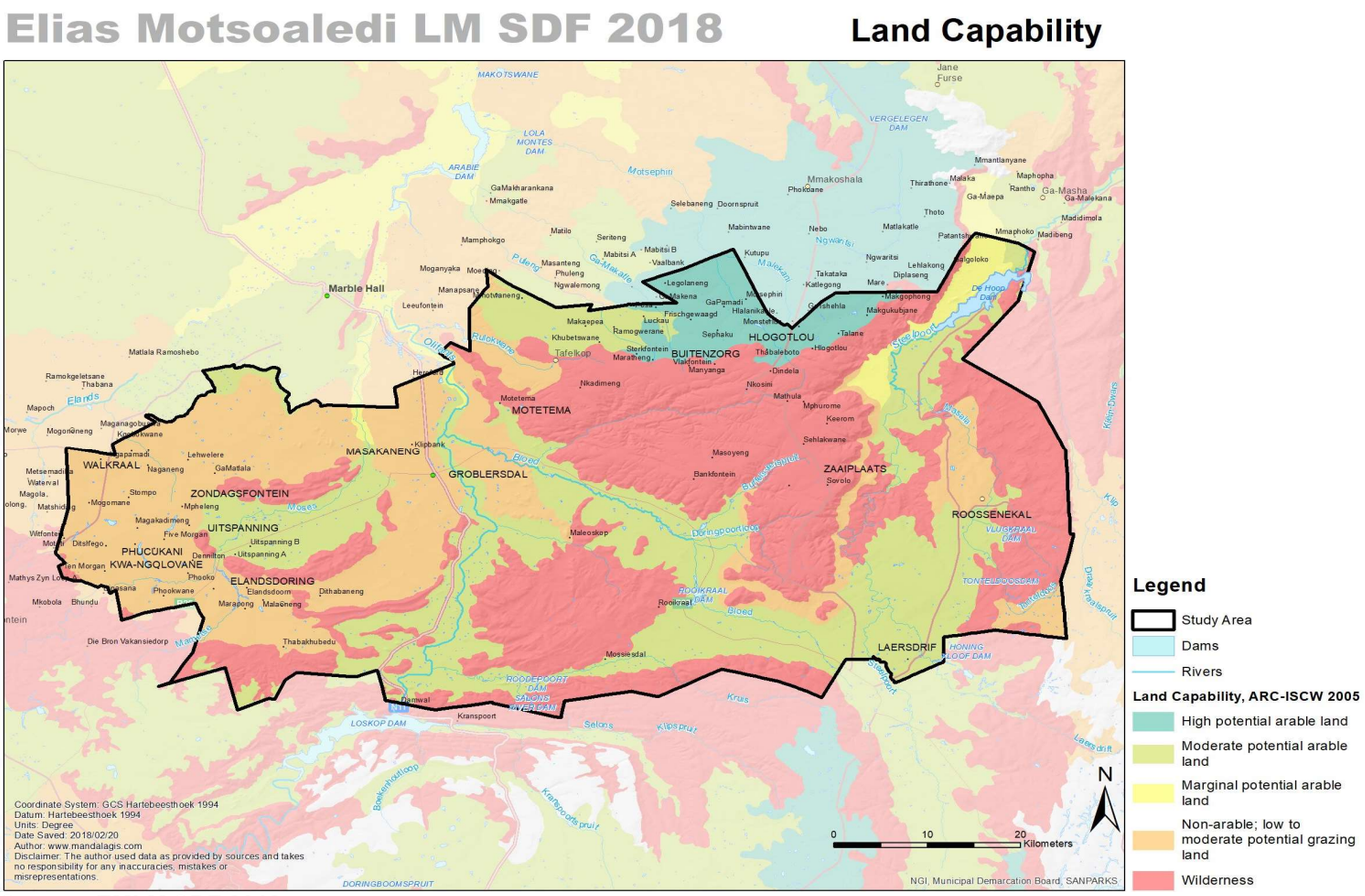
Description	Area (ha)	Percentage
Cultivated: permanent - commercial irrigated	231.4798	0.06
Cultivated: temporary-commercial dryland	14467.64	3.9
Cultivated: temporary- commercial irrigated	27308.12	7.3
Cultivated: temporary-semi-commercial/subsistence dry land	25714	6.9
Degraded: forest and woodland	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 14: 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 order align to SPLUMA. Amongst others, the current SDF stipulate the following:

- **Objectives**

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

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

Guidelines

The establishment of townships and densification within the existing nodal points is conducted in terms of a legal framework regardless of income or race. The difference between the respective residential typologies vests primarily with the funding organization, where middle to higher income residential developments is 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 Farmland 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 locality 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 Neighborhood 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 form 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 CBDs as opposed to encourage sprawl;
- Some higher order retail and commercial activities need to be developed in historically disadvantaged areas (where required), without compromising existing undeveloped CBD's.
- Vacant industrial sites (if owned by the Municipalities) need to be marketed by way of introducing incentive schemes; and
- Where industrial stands are required, new areas need to be identified.

- **Incentives**

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

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

- **Informal Trade**

Although 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) 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 its 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. 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: Solar Farm at portion 134 Loskop Suid and Rooftop Solar Panels on the municipal buildings. It remains the aim of the institution to contribute to the elimination of climate change.

4.1.3.2 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.

4.1.3.3 TEMPERATURE

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

4.1.3.4 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.

4.1.3.5 ENVIRONMENTAL CONSERVATION AND SENSITIVE AREAS

The foll owing 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.

4.1.3.6 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 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.

4.1.3.7 ENVIRONMENTAL CHALLENGES

Table 21: 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 to 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 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 danger to the environment in the municipal area.
Rainfall	The municipality is frequently experiencing heavy rains during summer season which sometimes causes disaster in some villages.
Emissions / Air quality pollution	The R25 route links the municipality with other provinces and used by abnormal trucks that carries various machineries to mines and industries. This contributes negatively to the air quality within the municipal area.
Water pollution	The lack of acceptable sanitation in the rural areas of the municipality continuous to undermine the right of the communities to have good health. The existing rivers and ponds are being contaminated and that on its own poses a serious threat.
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

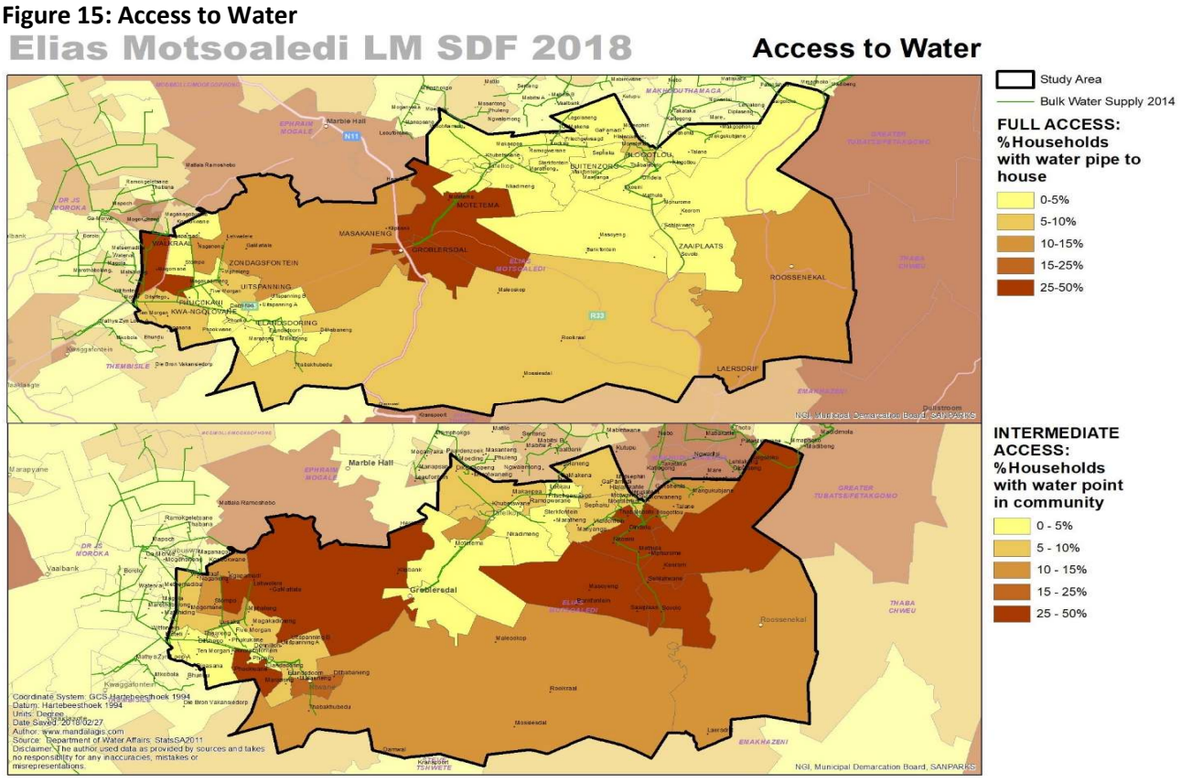
Access to social and economic services enables people to participate fully in the economy of their communities. The EMLM with respect to basic social services is not responsible for Water and Sanitation but it fulfils its legislative mandate for all other services except for the service that falls within the mandate of the province and national government.

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 around Moutse. This area is currently being supplied with water from the Weltevrede Purification Plant which is under Dr J.S Moroka Municipality. Approximately **259 045 (63, 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 2022 revealed that the EMLM households increased by 13, 4% which culminated into an increase in the water backlog. **The water backlog is 36, 7 % (29 004 households).**

The District Municipality provides free basic water to all villages in the Municipality except Groblersdal, Motetama and Roossenekal. Provision of free basic water is being conducted at district level as per 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.
The surface water resources in the municipality are comprised of two rivers: Oilfants and Tonteldos rivers. There are a total of 237 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.

Figure 15: Access to Water



Source: ELM SDF 2018

BULK WATER SUPPLY SCHEMES:

Table 22: Water sources in EMLM

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

Source: Stats SA census 2011

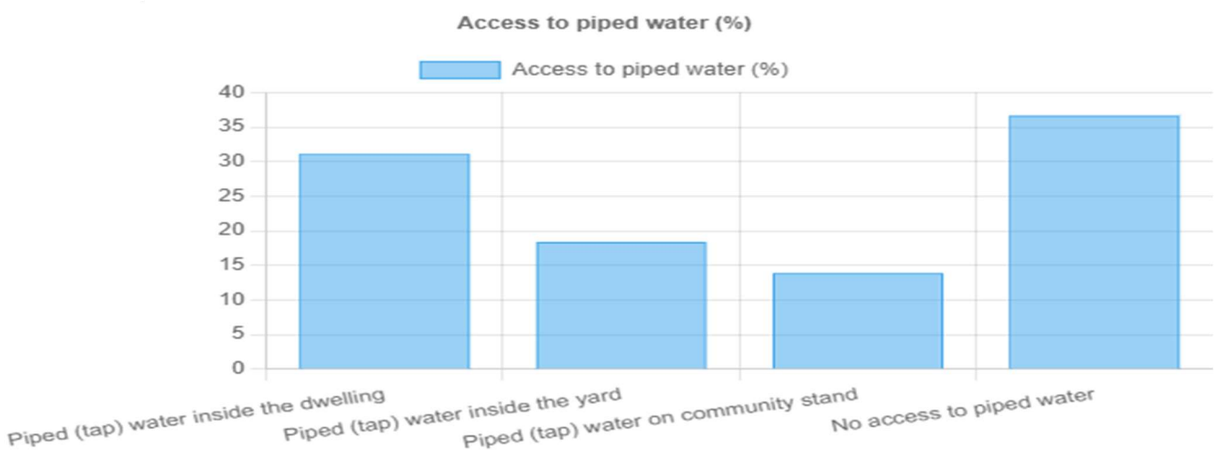
The national department of water and sanitation has launched a bulk water supply programme which will be managed by the Sekhukhune district Municipality and the Nkangala district Municipality. In Elias Motsoaledi local municipality, the project will be benefiting ward 10, 12, 09, 08 and ward 11. The district municipality has appointed contractors to implement reticulation.

ACCESS TO WATER

Name	No. of households	%
Piped tap) water inside the dwelling	24 592	31,1
Piped tap) water inside the dwelling	14 547	18,4
Piped tap) water inside the dwelling	10 993	13,9
No access to piped water	29 004	36,7

Source: Stats SA Census 2022

Access to Piped Water



Source: Stats SA Census 2022

Table 23: Status of Boreholes

Total no. of boreholes	237
No of boreholes operational	113
No. of boreholes not operating	59
No of vandalised boreholes	8
No. of newly drilled boreholes	6
No. of dry boreholes	0
No. of boreholes that need maintenance	47
No. of Boreholes that needs electrical connection	4

Source: Department of Water and Sanitation

Loskop Bulk Water Supply Project and Progress

Implementing Agent: Nkangala DM

- The project is a cross boarder scheme aimed at conveying bulk water from Loskop to benefit Sekhukhune DM & Nkangala DM in Mpumalanga Province
- Work Package 1 which include bulk pipeline, 3Ml/d WTW & 6Ml réservoir will benefit villages in Moutse area including Ntwane, Thabahubedu and surrounding villages.
- SDM will be responsible for infrastructure to connect from the 6Ml/d command reservoir to be constructed at the WTW to the villages.
- The project is under construction and the overall progress is at 19%.
- Delays are attributed to the following challenges.
    - Delays in appointment of CPG/SMMEs (process took 6 months) – resolved, 29 local companies appointed, i.e. 17 from Elias Motswaledi LM and 12 from Thembisile Hani and Steve Tshwete LM as the project is cross border. The SMMEs started work in Nov 2023.
    - Change of pipeline route (canal crossing), subsequent design change and EIA requirements – The EIA application in progress and report expected to be submitted to Department of Environmental Affairs by the 9th of Feb 2024 for approval, i.e. by April 2024.
    - Finalization of Dam Wall Connection- the designs are at an advanced stage.
    - The completion date is July 2024; however the contractor will submit the revised programme given the above delays for Engineer's approval

The below pictures depict the progress on the construction of Loskop bulk water supply.



Laying of pipeline from Loskop to Pump station 1



Pump Station 1 Concrete to Walls & Columns

Moutse Ministerial intervention project and progress (Source: Department of water and sanitation)

Project area: Moutse East, Central & West - Elias Motsoaledi & Ephraim Mogale LMs

(19 wards)

Project description: Water tanks installation, supply of Water tankers, refurbishment of boreholes & related infrastructure (pipelines, reservoirs, package plants & Eskom connections)

Status: Completed (100%)

Completion Date: 31 June 2023.

Packages Completed:

- 20 x 18000 water trucks,
- 1800 x 5kL polyethylene tanks,
- Geohydrological Studies
- Four water gantries (Marble Hall, Uitspaning, Kgapamadi & Groblersdal)
- Four Package Plants (Mamaneng, Matlala Lehwelere, Kgobokwane & Stompo)
- Seven Steel Elevated Tanks ranging from 90kL to 412kL.
- 22 Boreholes equipping and Bulk pipeline.
- Eskom connections to the boreholes

WATER CHALLENGES AND BACKLOG

- The water backlog is at **36,7 % (29004 households)**. The eradication of water backlog seems to be static and therefore, it might impact negatively on the achievement of the SDG 2030 “Goal 6: “clean water and sanitation.”
- No source in other areas
- Some of the boreholes have dried up.
- Inadequate operation and maintenance of water infrastructure
- Extensive water loss due to leakages in the reticulation
- Inefficient operation and maintenance of water services infrastructure

- High rate of illegal connections on bulk systems, vandalism and theft
- Delays and non-completion of projects
- Insufficient budget allocation and poor cost recovery.

4.2.1.2. PROVISION OF SANITATION SERVICES

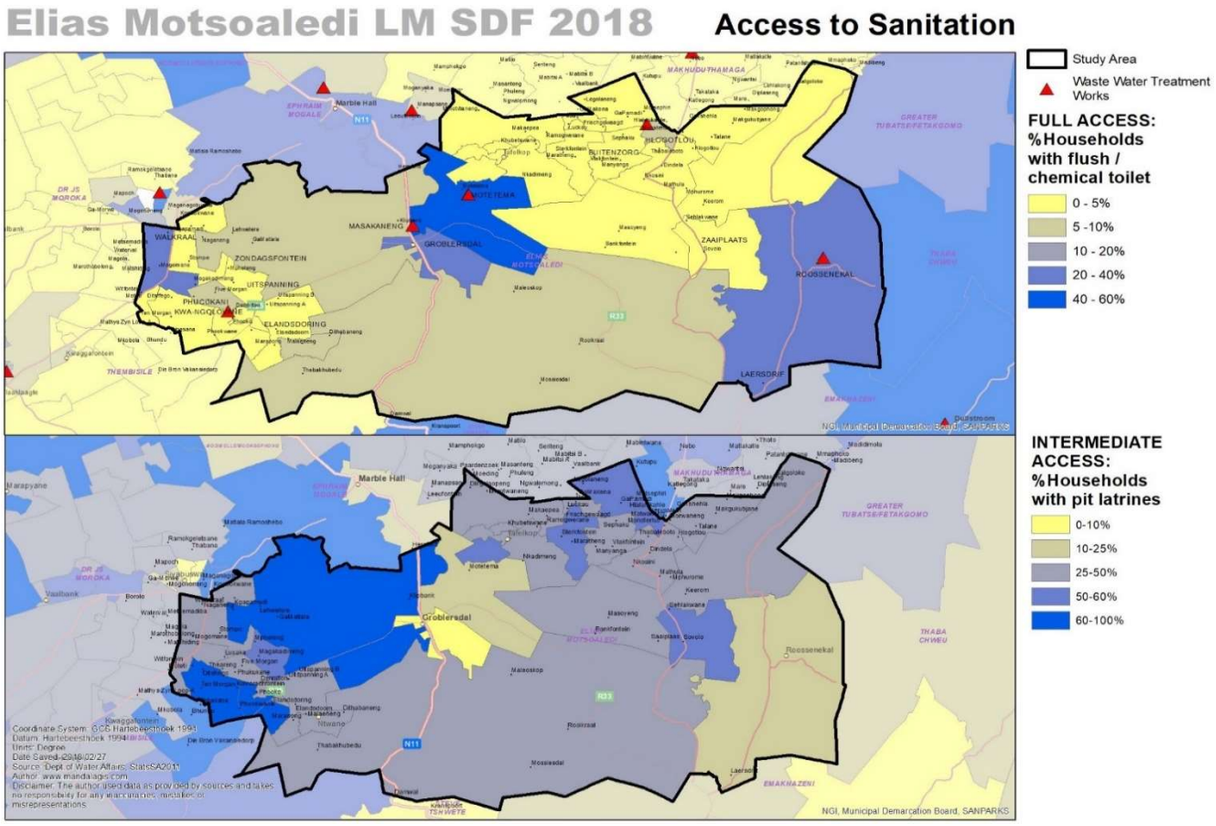
Sekhukhune District Municipality is providing sanitation services as outlined in their powers and functions. The role of EMLM is to co-ordinate and ensures that the service is provided adequately to the deserving citizens. Free basic sanitation is provided in all rural areas in the form of VIP toilets. Sanitation remains a key development challenge in the municipal area. Only an average of 33,8 % of households has access to waterborne sanitation services. The majority of households have access to sanitation services below RDP standards.

There has been an increase in households using flush toilets (connected to a sewerage system) per households between 2011 and 2022 although pit latrines (without ventilation) have decreased. The district has managed to reduce the number of households without a toilet system. The current sanitation backlog is 66,2% (52 372) there are some challenges that are there in the provision of proper sanitation to communities. The challenges include financial constraints to address the sanitation backlog and poor sanitation, lack of hygienic practices and storage facilities that enables transmission of water-borne germs.

Table 24: Existing Sanitation System

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

Figure 16: Access to Santitation



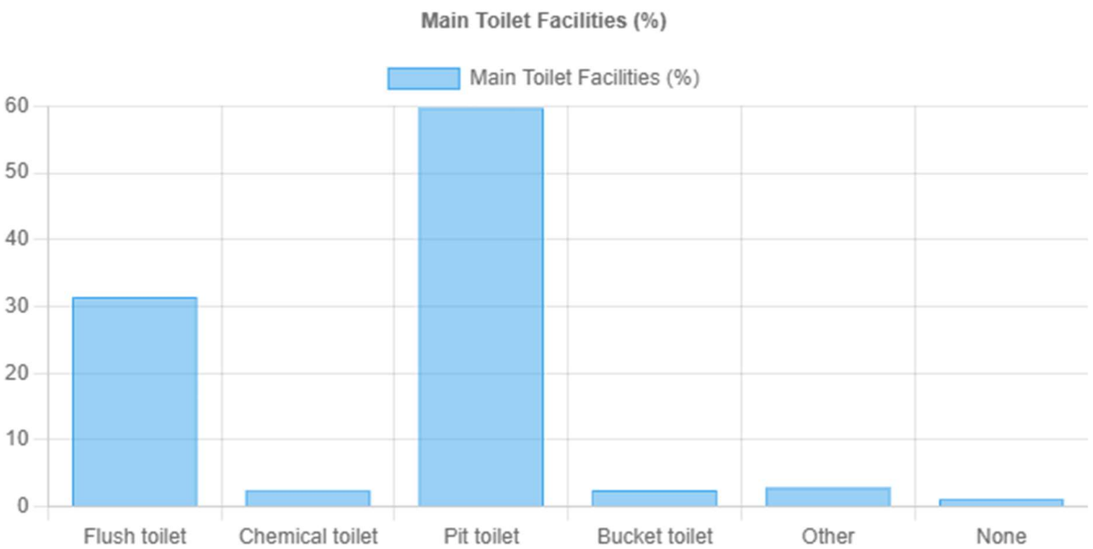
Source: EMLM SDF 2018

Table 25: Type of Sanitation in Households

Flush toilet	Chemical toilets	Pit toilet	Bucket toilets	other	None	Total
24847	1917	47 214	1943	2307	908	79136

Source: Stats SA Census 2022

Figure 17: Main Toilet Facilities



Source: Stats SA Census 2022

SANITATION CHLLENGES

- Sanitation services is the function of the district municipality.
- Sanitation backlog is **66,2% (52 372 households)**
- Financial constraints to address the sanitation backlog.
- Poor sanitation and lack of hygienic practices and storage facilities enable transmission of water-borne germs.

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, Roossenekal town and Masakaneng township. All other areas are falling under the jurisdiction of Eskom. Approximately 95, 2% 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 current electricity backlog is **3837 (4,8%)** households. The municipality is unable to totally eradicate **electricity backlog due to mushrooming informal settlements and extensions in villages.**

The municipality has implemented a smart metering project in the Roossenekal town. This project was performed in collaboration with Invirohub and a total number of 465 smart meters have been installed and later the community vandalised the meters. The main objective of this project was to reduce illegal connections and enforce community members to pay for the electricity provided, thus improving payment levels. We are also having those villages amongst other like Makwana, Monsterlus, New stands and others that are still without electricity and the processes are underway. Some of this villages have been electrified; however, we still encounter extensions that increases the backlog. We are also looking at other alternatives sources like Solar system to those communities that are living in poverty and deficient in this basic service. A total **of 297 households** are being electrified during the 2023-2024 financial year and are expected to be completed by the of the financial year.

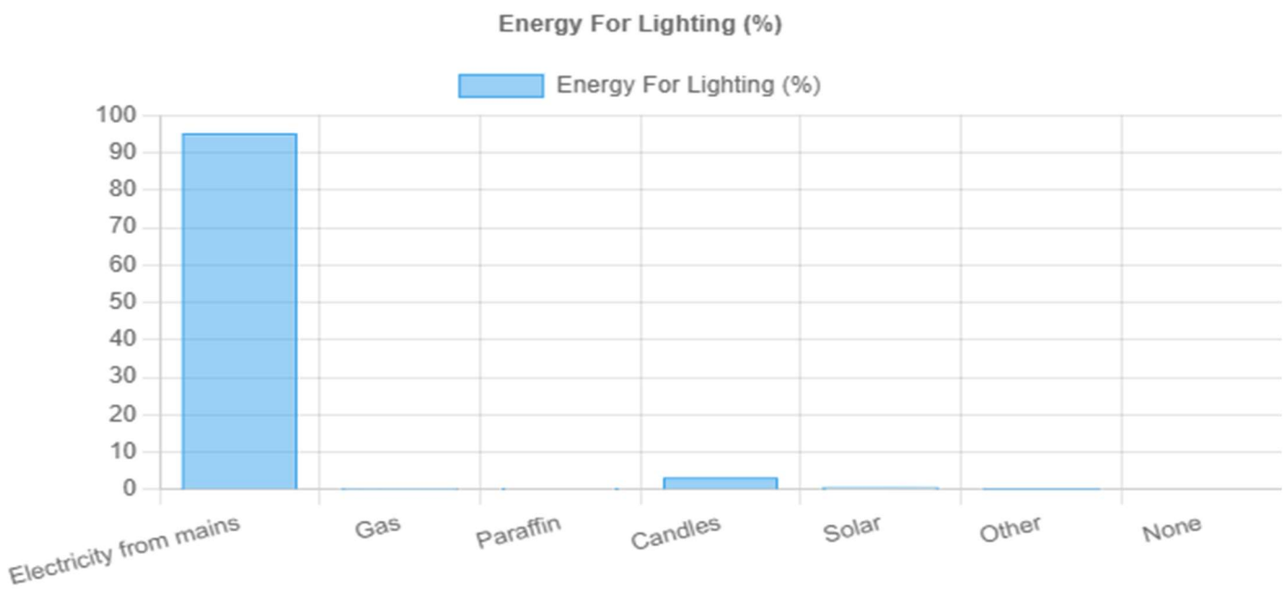
EMLM has developed a lighting master plan for all municipal areas to establish the financial implications of providing high mast lights in the entire municipal area and reduce possible incidence of crime in unlighted areas and also urbanise the townships.

Table 26: Types of Energy Sources

Source	No. of households	%
Electricity from mains	75 299	95,2
Gas	300	0,4
Paraffin	262	0,3
Candles	2599	3,3
Solar	427	0,5
Other	67	0,1
None	182	0,2

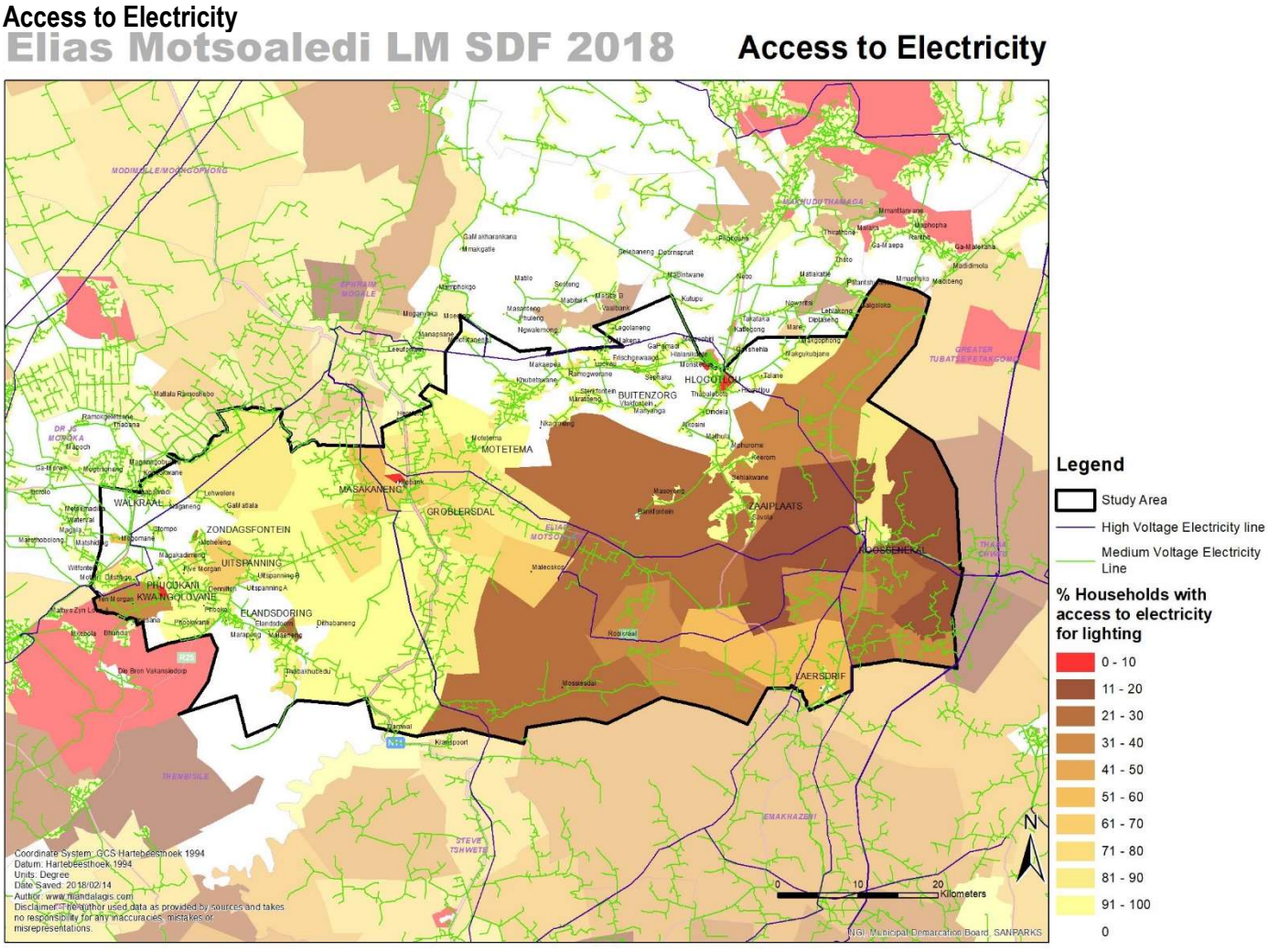
Source: Stats SA census 2022

Energy for lighting



Source: Stats SA census 2022

Access to Electricity



Source: EMLM SDF 2018

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

4.2.1.4 FREE BASIC ELECTRICITY AND ELECTRICITY CHALLENGES

- The municipality approved an indigent policy which guides the development of the indigent register.
- The Municipality is providing free basic electricity to the beneficiaries as per the approved register.

- The current collection varies from month to month as not all the beneficiaries collect their free units due to illegal purchase of electricity.
- The municipality is unable to completely eradicate electricity backlog due to the mushrooming extensions in various villages.
- Insufficient financial resources to eradicate the backlogs.
- Delays in the implementation of 40MVA 132 KV Substation to unlock new residential development e.g. Game Farm, etc.
- The indigent register of the municipality indicates that 11600 indigents have been registered and only about 500 collects FBE (Beneficiaries). The municipality has since submitted a list of new beneficiaries to Eskom for processing.

4.2.1.5 PROVISION OF ROADS AND STORM WATER

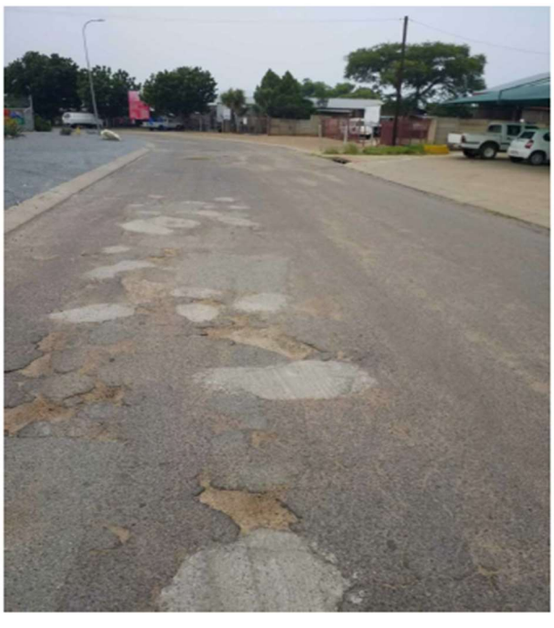
Roads and storm water management are key municipal functions. The roads and storm water section is responsible for upgrading and re-gravelling of both streets and roads in the municipal area. Most roads within the municipal area are in a state of decay, with provincial routes in dire need of rehabilitation. 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.

Municipal Roads condition and their status









Source: EMLM Road master plan 2018

Table 27: 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 continues to have major challenges regarding the conditions of bridges culverts and drifts.

Table 28: Stormwater Structure Conditions

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%

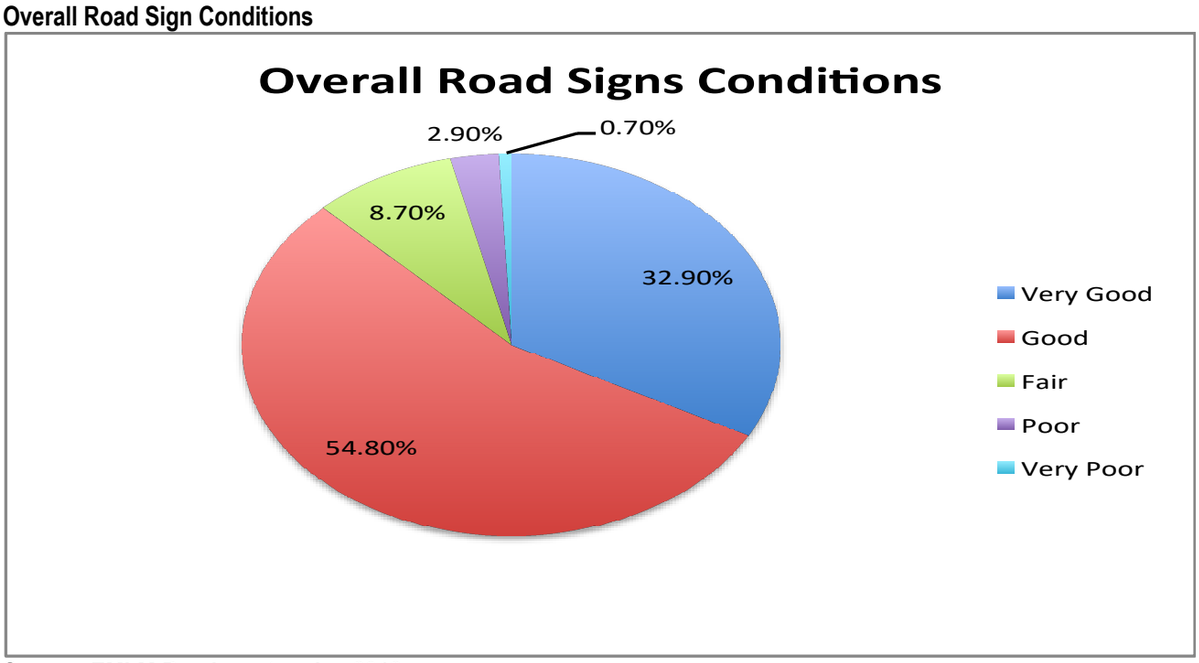
Source: EMLM Road master plan 2018

Table 29: 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

Overall Road Sign Conditions



Source: EMLM Road master plan 2018

Roads and stormwater challenges

The backlog on the surfacing of internal and access roads has been reduced from 1212km in the previous financial year to 1199,2km. A further 22,6 km is being constructed during the current financial year (2023/24). The access roads that are being constructed include Kgobokwane-Kgaphamadi access road with 5,2 km, Malaeneng A Ntwane with 3,5km, Maraganeng 3,2 km, Mokomung 5,2 and Tafelkop stadium 5,5km. Upon completion of the stated projects, the backlog will be reduced to 1176,6km. 56 km of internal streets have been re-graveled.

- Shortage of machinery and plant
- Maintenance of the existing surfaced roads
- Insufficient budget for maintenance of the surfaced roads
- High backlog levels on gravel roads network
- High backlog levels on the Maintenance of Municipal Buildings
- Need to ring-fence Capacity Building funding for continuous Skills Transfer

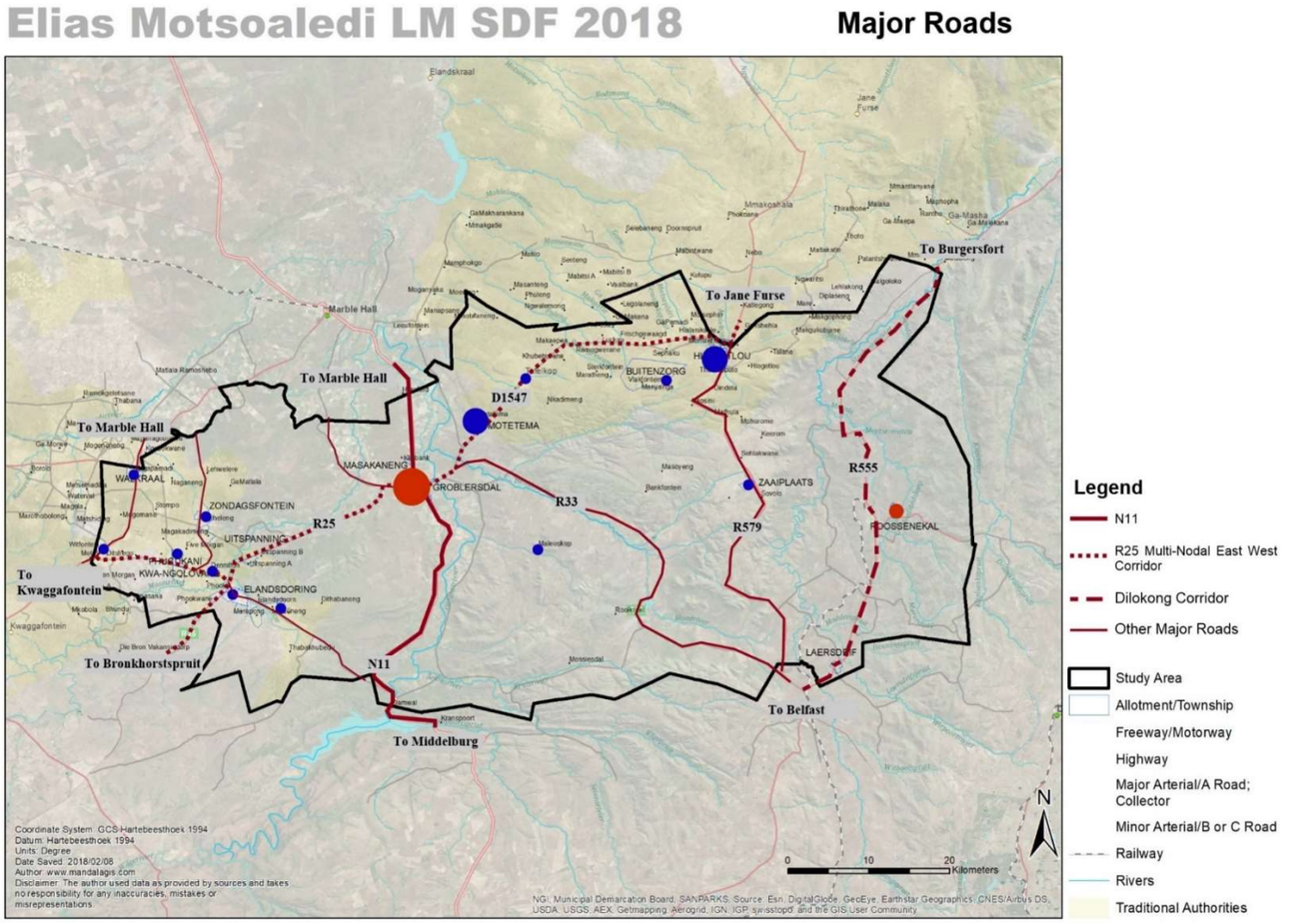
- Street Naming project

Table 30: 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

Major Roads



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

Only a fraction of the community (4, 7%) utilises minibus taxi as a mode of transport to places of work and schools, and 3, 5% indicated bus transport as their main mode of transport. More than 85% of people have indicated that they walk as their main mode of travel. The travel modes for the EMLM are indicated on the below table. It is clear from the data that 94% of the EMLM population walks to their various destinations due to a lack of public transport or a lack of money to pay for public transport or private transport. Minibus taxis are the most popular form of transport with 3% of commuters making use of taxis, while 2% of commuters make use of bus transport. Only 2% of commuters use private vehicles as mode of transport.

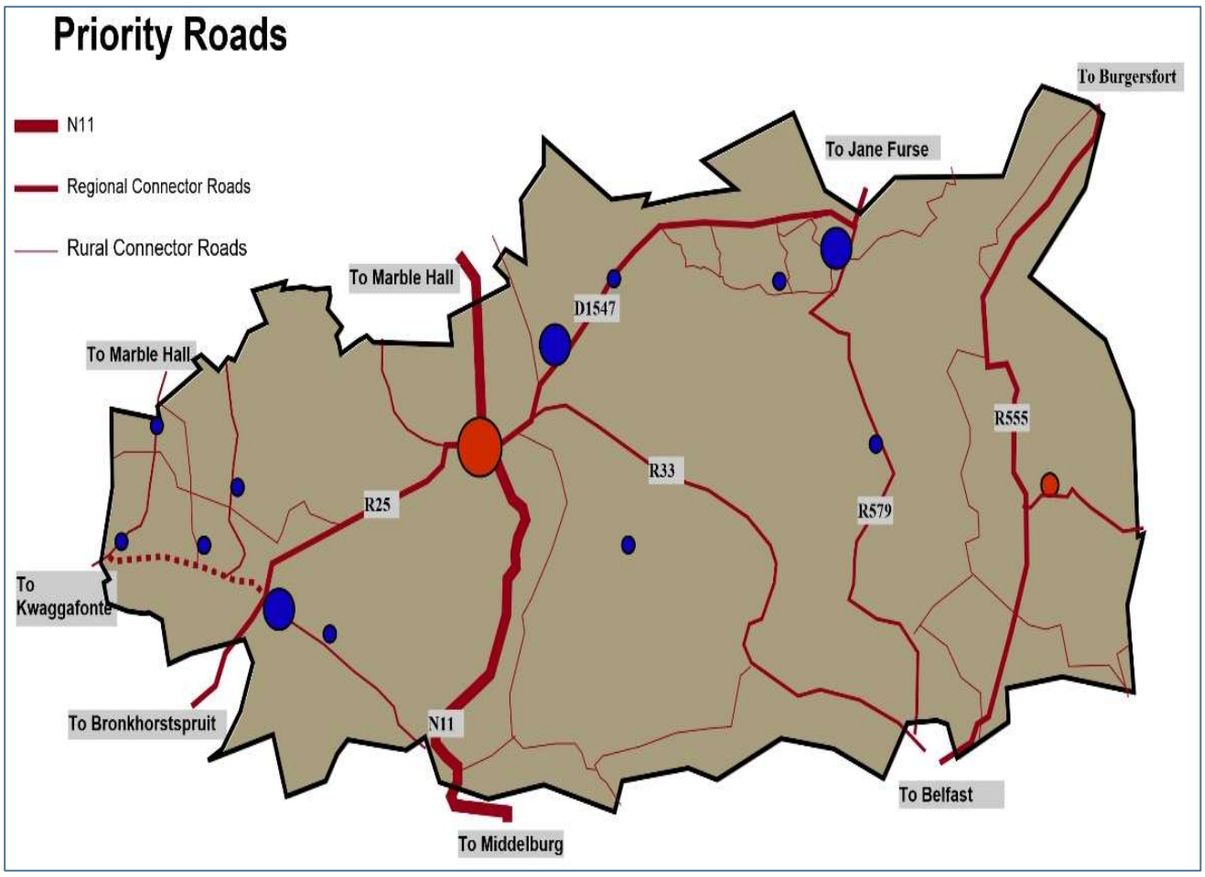
There are no commercial airports in the municipality; however, there is one registered airfield in Groblersdal Town. This is used as an emergency airfield. It is utilised mainly by the business and tourism sectors, as well as local farming wishing to spray their cultivated fields. There is no commuter rail service currently provided for passengers in Elias Motsoaledi municipality, although a freight railway line towards the east linking the Roossenekal towards the south 190 (approximately 50% outwards-bound) taxi routes are in the SDM and 15% are in the EMLM. Of the subsidized bus routes in the district, 57% are in the EMLM. The route utilisation survey noted 1462 taxis in the district area. Furthermore 1372 taxis were noted in the Elias Motsoaledi municipality.

4.2.1.6.2 LINKING STRATEGIC ROADS AND PUBLIC TRANSPORT

- There is need for continuous upgrading of main road (R25) between Groblersdal, Tafelkop and Monsterlus (Provincial road) as it is the road carrying the highest vehicle traffic, and because it is a main public transport route.
- Priority should be given to construction, upgrading and rehabilitation of link roads between central business areas, community centres, municipal service centres, schools and hospitals, tourism areas, and streets according to assessment and priority.
- Although market forces tend to concentrate development along movement corridors, the high ability function of these corridors may not be compromised.

- The municipality may require developers to make financial contributions towards the upgrading of road infrastructure and traffic control measures if necessitated by new developments.
- The development of land use concentrations along these corridors must be accompanied by the provision of sufficient public transport facilities.

The map below indicates strategic roads the link the municipality with other areas



4.2.1.6.3 PUBLIC TRANSPORT CHALLENGES

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

- Increasing of illegal mini taxi
- Damage to the road network due to increase on heavy vehicles
- Increase on road traffic fatalities.
- Dilapidating road infrastructure
- Stray animals due to lack of fencing.
- Taxi conflict due to emerging settlements.
- Illegal transportation of workers (e.g. farm workers and scholars) due to non-compliance of vehicles.

4.2.1.7 PROVISION OF WASTE MANAGEMENT SERVICES

EMLM has a total household of **79136 and 23 523 (29,7%)** households receive full kerbside collection; the remaining 60034 (70,3%) 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:

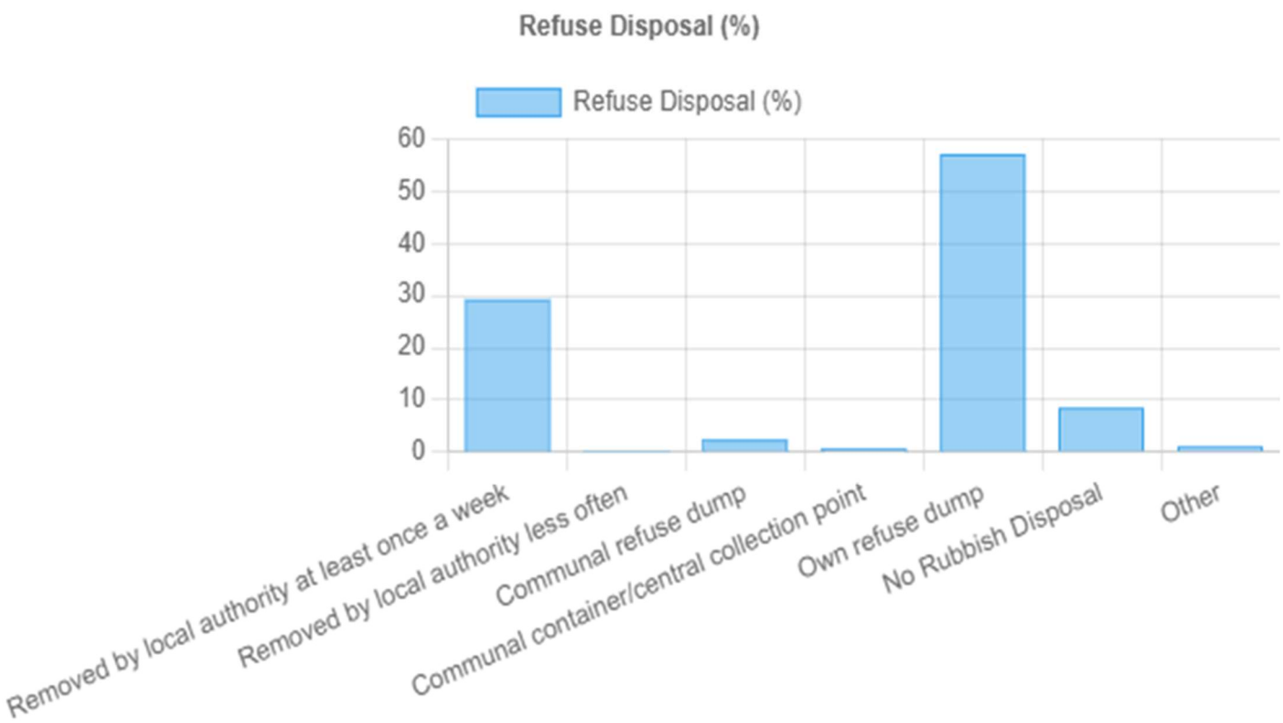
- The municipality has the authority to deliver waste management services including waste service, collection, storage and disposal.
- Separation at source, waste minimisation, reuse, recycling and recovery of waste
- Provide waste management service at a cost-effective tariff.
- Treatment and disposal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

Table 31: Refuse Removal to Households Category

Removed at least once a week	23 170	29,3
Removed less often	353	0,4
Communal refuse dump	1983	2,5
Communal container/skips	659	0,8
Own refuse dump	45 224	57,1
No rubbish disposal	6843	8,6

Source: Stats SA Census 2022

Refuse Disposal



Source: Stats SA Census 2022

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.

Table 32: 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 the Department
	2. Poverty Combaters	10 of 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 an 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
	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 to avoid the use of borrow pits by communities as land fill site.

Groblersdal and Roossenekal are the only landfill sites which are licensed land. 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 53 JS, in Groblersdal Town. The landfill site covers the following area as per the coordinates below:

Table 33: 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 License Variation number is 12/4/10/8-A/10/S1-A1.

The picture below depict the status of the Groblersdal landfill site





Source: EMLM Infrastructure PMU

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 34: Landfill Sites Coordinates

NUMBER OF CORNERS	LATITUDE	LONGITUDE
A	25.036520	29.734250
B	25.038020	29.734300
C	25.037310	29.735100

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 spare, 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 were 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 35: 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 36: Average recyclable waste collected per month.

Type of Waste	Weight (Tons)
Boxes, paper, plastic and coke	40.2
Bricks	0
Metal	5.4
Glass/bottles	2.96
TOTAL	48.56

Table 37: Landfill status

Area	F/Y 2020/21 (Baseline)	F/Y 2021/22
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

Waste management backlog

- The municipality provides waste management services to **23 523** households which constitute **29,7**% of the entire municipal households.
- The current waste management backlog is (**70,3 %** households)

Challenges

- The institution is unable to extend the provision of refuse removal services to other rural areas in the municipality due to limited resources however skips are being deployed in certain areas.
- Illegal dumping (informal disposal of waste)
- Awareness on good waste management practices

- Non-compliance with the conditions of the waste management license
- Contravention of the conditions of Environmental Authorization

Source: Stats SA Census 2022

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 a 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, awareness campaigns should be initiated and enough provisions of the skip bins.

Waste Recycling and Reuse

“Recycling of waste refers to the separation of the 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 capable of conducting an assessment report for reported disasters and incidents in our area of jurisdiction and providing relief material in the form of blankets and food parcels. Due to the vast number of incidents that leave families

destitute due to houses being burnt down or roofs blown off, other mitigation and relief options in the form of Zo Zo houses and or sheeting for roofs must be considered.

Urgent attention must also be given to preventative measures for floods, in the form of storm water drainage 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 daily, including health risks, environmental risks, financial risks and security risks. Disaster risk refers specifically to the likelihood of harm or loss due to natural hazards or other external threats to vulnerable structures, services, areas, communities and households.

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

PRIORITY LIST WITH RATINGS	RATING
1. **Storm water drainage**	2.78
2. Sand mining	2.68
3. Air pollution	2.31
4. Wetlands	2.05
5. Bridges	1.83
6. Waste solid disposal	1.7
7. Alien plants, e.g. mokorokorwane	1.62
8. Structural fire	1.5
9. Drought	1.44
10. Sanitation	1.34
11. Land degradation	1.31
12. Drug abuse	1.31
13. Crime	1.20
14. Riverine floods	1.12
15. Human diseases	1.07
16. Hail storm	0.97
17. Water pollution	0.9
18. Severe Storms	0.88
19. Road accidents	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

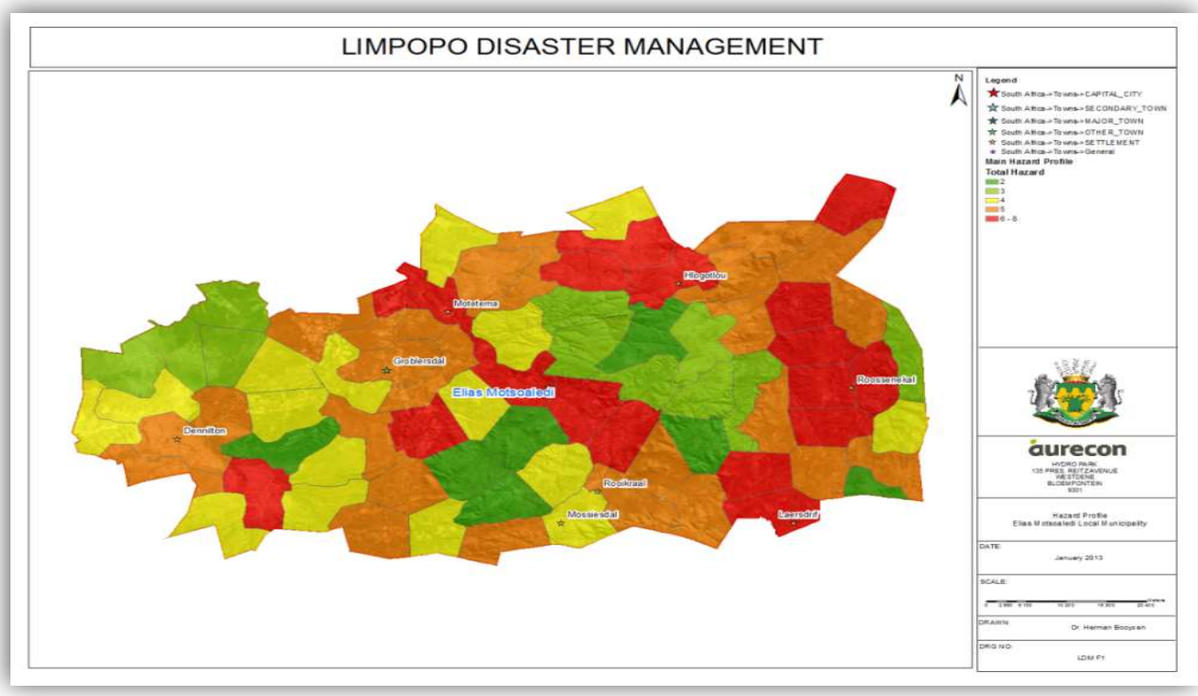
Table 38: List of hazards identified

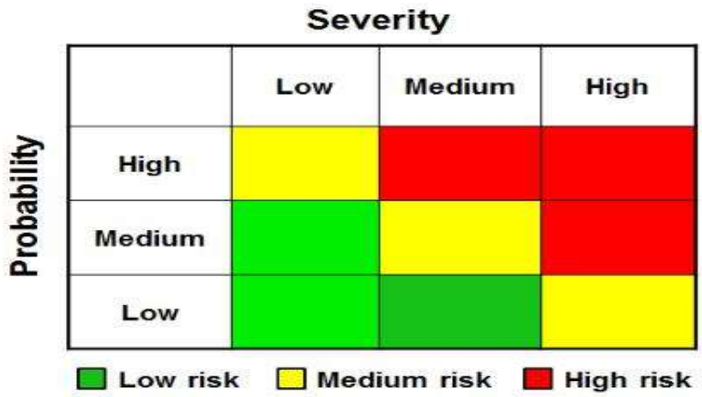
Hazard Category	Hazard	Affected Areas
Hydro-meteorological		
Water related	Riverine flooding	Olifantsriver from Loskop & Moosriver
Atmosphere related	Severe storms	Entire area (Roossenekal/ Sehlakwane Tafelkop)
	Drought	
	Hailstorms	Saaiplaas/Bloempoort/Kgobokwane/ Mathula Stand/Dindela/Keerom (especially 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.

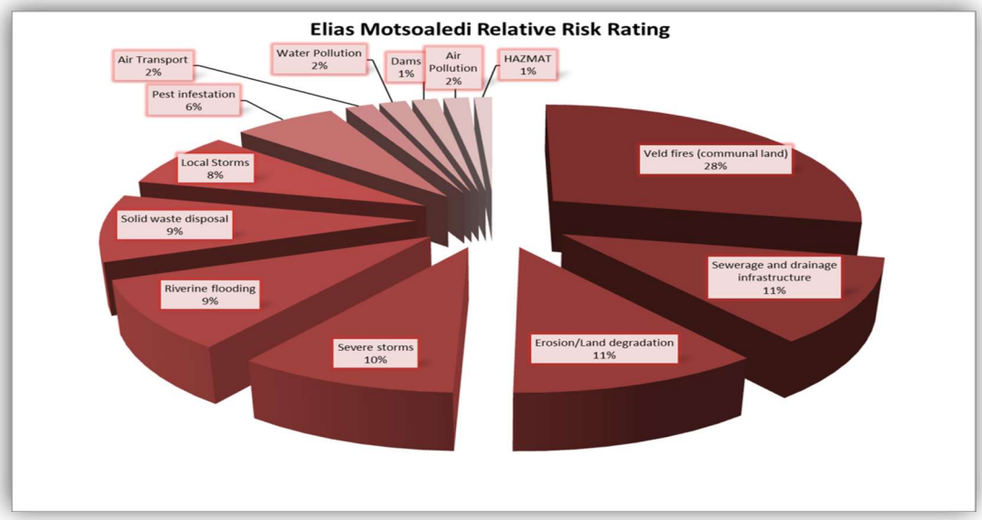
Figure 18: Hazards within the province and the state of hazards in the municipality





Source: EMLM Disaster Management plan

The hazards were ranked according to 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 damages in household and infrastructure
- Draught which causes poverty and starvation
- Hailstorm.
- Water pollution
- Alien plants
- Pest infestation
- Drug and substance abuse.

Table 39: Climate Change Issues

Water borne and communicable diseases

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. 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 Livestock 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

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, diarrhoea diseases, typhoid fever and Hepatitis A & E. Severe or repeated episodes of diarrhea 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.

Malaria is life-threatening disease caused by parasites that are transmitted to people through the bites of infected mosquitoes. A change in the climate cloud increases 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 rodent infestation prevention through universal service delivery such as ensuring 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 settlements and extensions in various ward which contributed to 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 40: Housing allocations since 1994

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

Table 41: 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 42: 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 standpipes and pit latrines Bulk service in place	Town planning is under-way. Waiting 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 standpipes. 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.
- Bulk infrastructure and serviced site
- Bulk infrastructure is inadequate an
- Sites not serviced by municipalities.
- Financing model for Bulk infrastructure
- Disparate infrastructure Grants
- Intergovernmental synergy
- Late announcement and loading of subsidy affecting appointment of contractors and approval of beneficiaries.
- Integration across sectors not yet efficient
- 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.

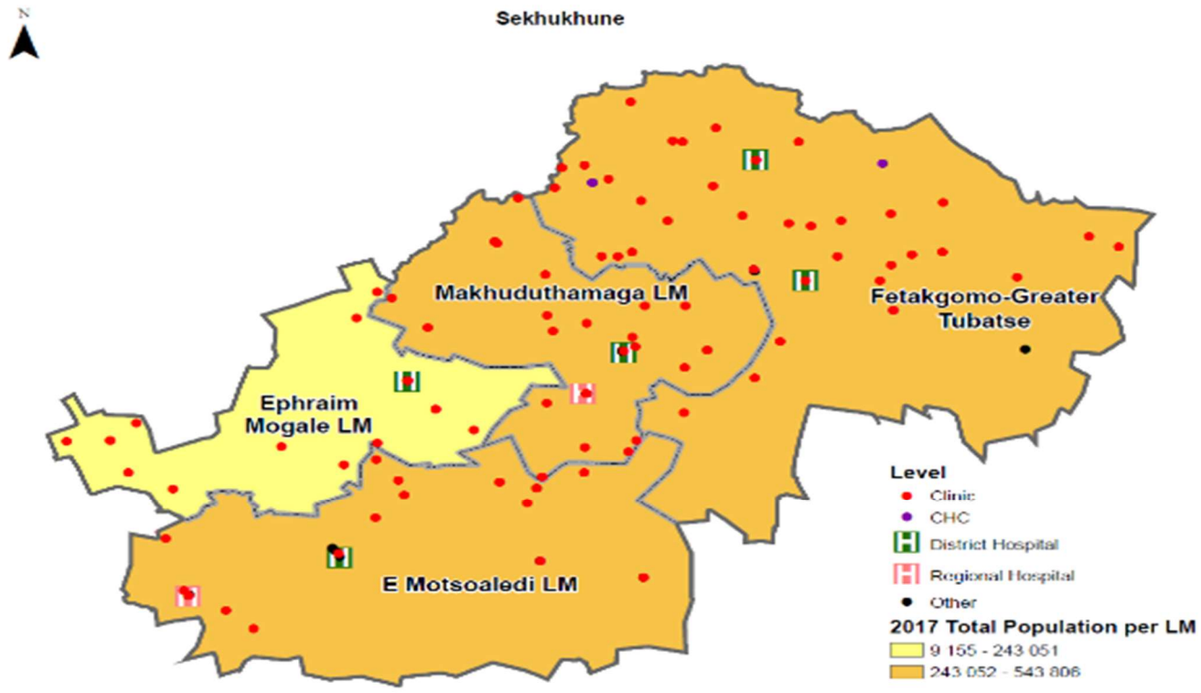
4.2.1.13 HEALTH AND SOCIAL DEVELOPMENT

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 288 049 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.

The map below depicts health and social development facilities within the district



Source: Limpopo Department of Health

4.2.1.13.1 HEALTH AND SOCIAL DEVELOPMENT ISSUES

Table 43: Health and social development issues

Ward	Clinic/mobile	frequency of visit	Challenges/comments
01	Mobile Clinic at Moteti A&B	Once in two weeks	The duration of the clinic should be extended.
16	Conversion of Zaaiplaas Clinic into Health Centre	Operates from Monday to Friday	Lack staff and working equipments
19	Clinic	Operates from Monday to Sunday	Staff shortage, ambulances and doctors
24	Clinic at Sterkfontein	Mondays to Sundays	Lack of staff and ambulances
10	Clinic at Ntwane village	Mondays to Sundays	Lack of staff
03	Clinic at Marapong	Mondays to Sundays	Lack of staff
08	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 44: 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 – centres	17
Emergency services	5

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

Table 45: HIV and AIDS, STI Control (HAS) 2021/2022

DISTRICT		TOP 10 CAUSES OF DEATHS	NUMBER
SEKHUKHUNE DISTRICT	1	COVID	**317**
	2	RETROVIRAL DISEASE	**282**
	3	LOWER RESPIRATORY TRACT INFECTION	**139**
	4	TUBERCULOSIS	**137**
	5	HYPERTENSION	**125**
	6	DIABETIC M	**122**
	7	CONGESTED CARDIAC FAILURE	**117**
	8	CEREBRO VASCULAR ACCIDENT	**117**
	9	ACUTE RENAL FAILURE	**113**
	10	GASTROENTERITIS	**90**

Source: Limpopo Department of Health

Sekhukhune is affected by the quadruple burden of disease. Main causes of Years of Life Lost (YLLs) in the district differ by age. **Diarrhoeal diseases** (**30.4%**) and **lower respiratory infections** (**25.4%**) are the main causes of death in children under 5 years.

In 2021/22 **COVID-19** was the top leading causes of death followed by **HIV and AIDS (RETROVIRAL DISEASE) which** is the second top leading cause of death in people between **25-64** years, followed by **lower respiratory tract infections**. In

age group **65 and older**, lower respiratory tract infections, **cerebrovascular disease**, **hypertension** and **heart disease** remain the three leading causes of death.

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% 2.8%	Target: 90% 58.5%	Target: 90% 77.4%	Target: 90% 88%	Target: 90% 52.2%

Source: Limpopo Department of Health

Table 46: TB CONTROL 2021-2022 OUTCOMES

INDICATOR	ELIAS MOTSWALEDI	
	2021	2022
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 47: 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 who 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 pay points	Lack of pension pay point 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 pay outs are generally in a poor state and where applicable there is a need to combine them with Multi-purpose Community Development Centres and to properly equip them with shelter, water, seating and toilet facilities. There is a growing dependency on the welfare system in EMLM. This is demonstrated by the number of various grants that are accessed by beneficiaries in the municipal area.

Table 48: 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 49: 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

VICTIM SUPPORT CENTERS

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

SUBSTANCE ABUSE CENTERS

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

COMMUNITY BASED CARE AND SUPPORT SERVICE CENTERS FOR OLDER PERSONS

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

PROTECTIVE WORKSHOPS FOR PERSONS WITH DISABILITIES

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

DROP IN CENTERS

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

HOME COMMUNITY BASED CARE

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

ISIBINDI CENTERS

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

COMMUNITY NUTRITION DEVELOPMENT CENTERS

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

FOSTER CARE

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

Source: Limpopo Department of Social Development

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.

The increase in crime and lack of SAPS infrastructure, requires the Municipality to intervene and assist in creating a safe and secure environment. The Public Safety Division has implemented the following corrective measures to assist:

- Installed CCTV cameras to monitor the CBD for criminal activity,
- Installed LPR (License Plate Recognition) cameras to:
- Monitor all in - and outgoing vehicles for false and or fraudulent number plates and stolen vehicles,
- Monitor and recover stolen vehicles,
- Monitor and recover offenders with outstanding traffic fines.
- Establish a Community Safety Forum (CSF) to identify the safety and security concerns within the whole Elias Motsoaledi Local Municipal area of jurisdiction and mitigate possible solutions and interventions,

The cameras assisted the Public Safety division in identifying the need to establishing a Municipal Police Force within Elias Motsoaledi Local Municipality to assist the SAPS in combatting crime that relates to Municipal By-Laws, theft of Municipal property, illegal connections, drug abuse and or recovery of stolen vehicles.

4.2.1.14.2. SAFETY AND SECURITY FACILITIES

The Police Stations within the Elias Motsoaledi Local Municipal area of jurisdiction are noted as follows:

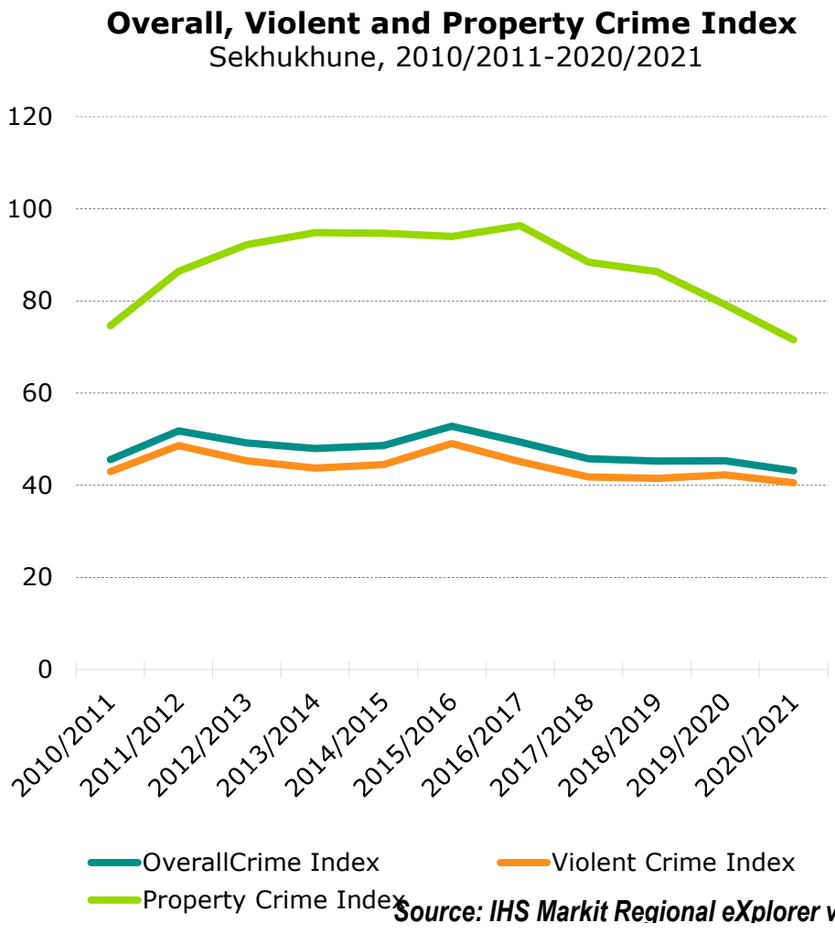
- Dennilton
- Groblersdal
- Hlogotlou
- Laersdrif
- Motetema
- Zaaiplaas
- Roossenekal

It is critical that the municipality galvanizes 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, whistleblowing 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 5 Top listed Crimes that exceed the 500 margins are identified as follows:

- Sexual assault and sexual offenses
- Robbery at residential and business premises
- Driving under the influence of alcohol or drugs
- Drug related crimes.

- Stock-theft.

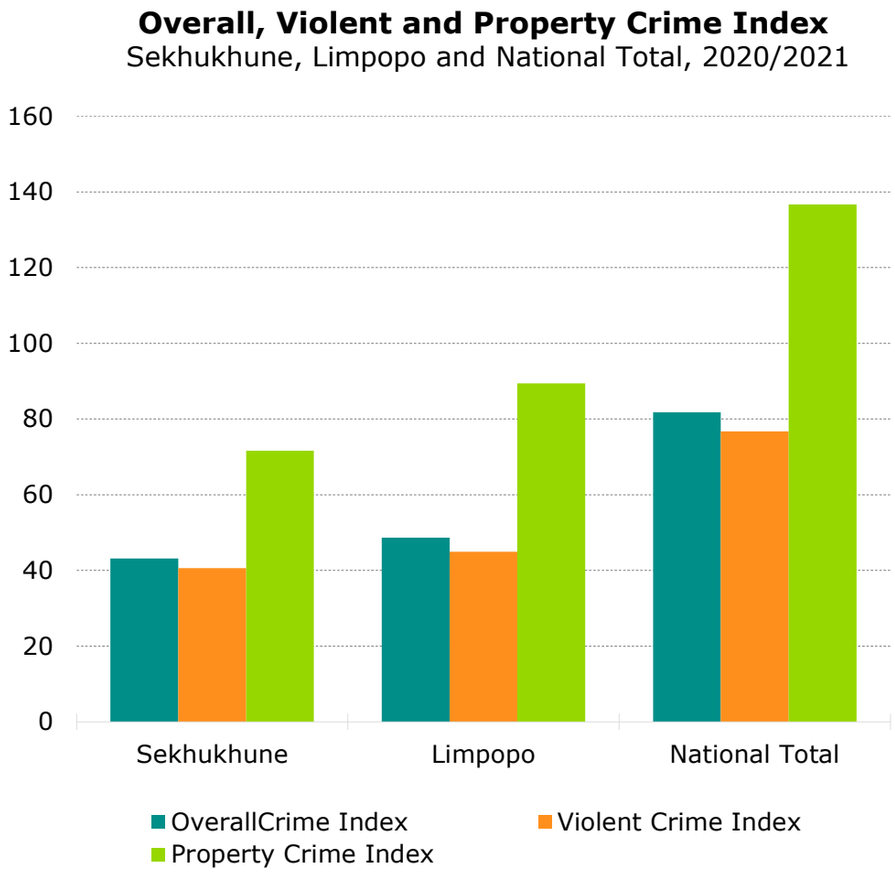
IHS Crime Index - calendar years (weighted avg / 100,000 people) - Sekhukhune District Municipality, 2010/2011-2020/2021 [Index value]



Source: IHS Markit Regional eXplorer version 2142

For the period 2010/2011 to 2020/2021 overall crime has decreased at an average annual rate of 0.54% within the Sekhukhune District Municipality. Violent crime decreased by 0.56% since 2010/2011, while property crimes decreased by 0.41% between the 2010/2011 and 2020/2021 financial years.

IHS Crime Index - calendar years (weighted avg / 100,000 people) - Sekhukhune, Limpopo and National Total, 2020/2021 [Index value]



Source: IHS Markit Regional eXplorer version 2142

From the chart above it is evident that property crime is a major problem for all the regions relative to violent crime. The Elais Motsoaledi municipality is not immune from the other municipalities in terms of the above.

SAFTY AND SECURITY CHALLENGES:

- Inadequate transport infrastructure allocated to SAPS Stations
- Dysfunctional or non-availability of community policing forums
- Lack of satellite police stations in identified crime hot spots.
- The lack of willpower and resources of the SAPS to support the Municipality with combatting illegal connections, cable theft and drug abuse in and around Elias Motsoaledi Local Municipal area of jurisdiction.
- Lack of judicial support with enforcement on Municipal By-Law and Traffic violations.

MUNICIPAL COURT

The current situation regarding the adjudication of Traffic offences by Magisterial Courts is dissatisfactory. The Court regards Road Traffic and Municipal By-Law offences as petty cases and do not hesitate to either withdraw such cases or to reduce the fine to unsatisfactory low admission of guilt payment.

Many Prosecutors and Magistrates are not fully competent to adjudicate Municipal By-laws and Traffic offences and due to the fact that they are not well informed how to apply such Legislation. This has generated an increase in undisciplined behavior amongst the communities and motorists in general.

It is also common knowledge amongst motorists that the possibility to be traced after committing a traffic offence is very limited. Therefore, one could ignore the traffic fine and keep on violating traffic rules. The Magistrate Courts in Elias Motsoaledi

Local area of jurisdiction also tend to give less attention to traffic offences and Municipal By-Law offences, which at time result in:

- 50% of Court Roles scrapped from the Role,
- Fines withdrawn,
- Magistrate authorizing refunds for payments made on traffic fines,
- Magistrates Limiting Court Roles to a maximum of 25 traffic fines per court role, resulting in a serious back log of fines issued.

The above also has a negative effect on traffic law enforcement in general impacting the moral of traffic officers. The Public Safety Division has therefore identified the need to establish a Municipal Court that solely deals with Municipal By-Laws and Traffic-related offences. The following benefits were identified when establishing a Municipal Court:

- Only Municipal By-Laws and traffic fines were attended to,
- Fines withdrawn and or scrapped from the role decreased tremendously,
- Municipal Courts can deal with at least 140 cases per court role. This is 5.6 times more per court role. This entails that we could manage at least 2 800 traffic fines per month compared to the 500 we were limited to.

The advantages are obviously huge and will contribute tremendously to the enhancement of the revenue. It is anticipated that the Municipal Court could qua-triple the revenue by the mere fact that Municipal fines and traffic fines receive the attention they deserve.

Section 112 of the Local Government: Municipal Systems Act of 2000 (Act No. 32 of 2000) provides that a staff member of a Municipality authorized in terms of section 22 (8) (b) of the National Prosecuting Authority Act, 1998 (Act No, 32 of 1998) to conduct prosecutions, may institute criminal proceedings and conduct the prosecution in respect of a contravention of or failure to comply with a provision of

- A By-Law or regulation of the municipality.
- other legislation administered by the municipality.
- other legislation as the National Director of Public Prosecutions may determine in terms of section 22 (8) (b) of the National Prosecuting Authority Act of 1998,

The provision of this section enables local government to create and establish municipal courts and to appoint its own prosecutors. A need analysis in authority of Elias Motsoaledi Local Municipality has been conducted and it has been established that a municipal court is a necessity and a tool to effectively enforce the By-Laws, regulations, legislation administered by the municipality or legislation as determined by the National Director of Public Prosecutions as envisaged by the Municipality Systems Act.

The aim and objective of the municipal court is to:

- Ensure fair and impartial public hearings.
- Promote and uphold justice.
- Alleviate the backlog in our judicial system and to render better service to the Public.

NEED ANALYSIS

The municipal court must adjudicate upon the matters which fall within the given ambit and scope of authority. It cannot act ultra vires. The scope and ambit of the municipal court is clearly stated in section 112 of the Municipal Systems Act. Prosecutions indicating that the municipalities will cover transgressions of by-laws, regulations, ordinances and other

legislation administered by it and, this includes transgressions contained in the National Road Traffic Act 93 of 1996 as amended, with the exclusion of negligent driving, driving under the Influence of Liquor and Culpable Homicide which are classified as criminal offences and falls outside the scope and ambit of the municipal courts. The aforesaid offences can only be adjudicated upon by the Department of Justice.

Based on the above, the Elias Motsoaledi Local Municipal need to update and streamline all its By-Laws. The most practical way to achieve this is to establish the municipal court within a municipal owned building. Should there be no council owned building available, a feasibility study and cost implications must be made for building new or temporary structures, and if need be, it must be undertaken and budgeted for. The municipal court must accommodate the under-mentioned office space:

- Court Chambers.
- Office of the Presiding Officer.
- Office of the Prosecutor:
- Office of the clerk of court for administrative purposes,
- Enquiry desk.
- Waiting room with toilet facilities.
- Separate holding cells for male and females with toilet facilities.

Section 2 of the Magistrates Court Act also creates the possibility of establishing mobile courts. When discussing the mobile courts, the case of S v Van Heerden2002 (1) SACR 409 (T), Section 35 of the Constitution and Sections 56, 57(5) of the Criminal Procedure Act 51 of 1977 must be considered. In principle, mobile courts may be implemented but due consideration must be taken as to when such courts are to be operative and when a matter should be brought before such courts.

4.2.1.14.3. MUNICIPAL POLICE FORCE

The escalating crime statistics identified the need to establish a Municipal Police Force. Crimes that require urgent intervention in Elias Motsoaledi local Municipal area of jurisdiction are identified as follows:

- Cable theft
- Illegal connections,
- Theft and Vandalism of municipal infrastructure,
- Drug abuse,
- Crime syndicates related to theft of motor vehicles,
- Illegal trading,
- Illegal constructions in terms of the National Building Regulations,
- Illegal Hawkers,
- House braking at business and private property,
- Card scamming,
- Pick pocketers,

The establishment of a municipal Police Force will contribute to combatting these crimes and improve a safe and secure environment, which in return will attract investors and contribute to Local Economic Development.

4.2.1.14.4 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%) 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 economic growth cycle future meaningful employment prospects are minimal. Only (9, 5%) of the total population completed the schooling curriculum at matric level. The municipality is serviced by one (1) Further Education Training (FET) located in Sekhukhune. Education facilities available to the municipality are reflected in the following table.

Table 50: Schools Within EMLM

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 a minimum set of textbooks.

Table 51: Educational Facilities

Description	Number
FET colleges	01
Universities	n/a
Secondary schools	85
Primary schools	115
Early Childhood centres/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, 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 lose life in this manner. Most of the schools are very old and need renovations, replacement, upgrades and additions time and again.

Table 52: **Basic infrastructure services in schools**

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

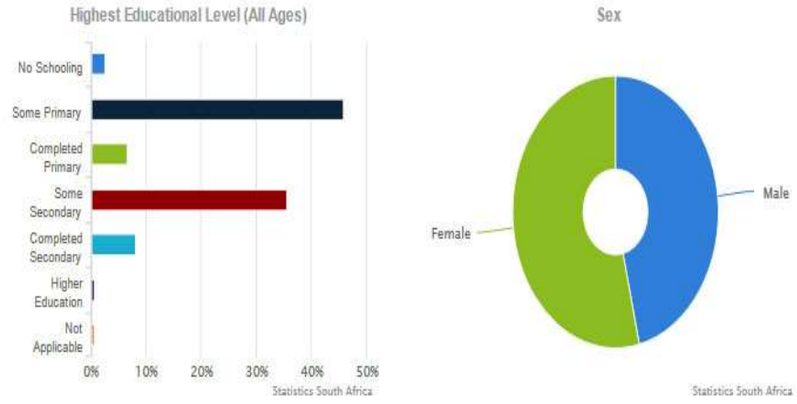
Table 53: The level of education

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 19: 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 54: SEKHUKHUNE: 2021 NSNP- National School Nutrition Programme

DISTRICT	MUNICIPALITY	#SCHOOLS	#LEARNERS
SEKHUKHUNE SOUTH	ELIAS MOTSOALEDI	183	88671

EDUCATIONAL BACKLOGS AND CHALLENGES:

The major challenges facing the municipality taking cognizance 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.

4.2.1.14.5. 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.

4.2.1.14.6. CHALLENGES FACING ECDS

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

4.2.1.15. POST OFFICES AND TELECOMMUNICATIONS

The municipality used to have 5 post offices that were fully functional however, out of the 5 post offices only Groblersdal post office is still functional.

4.2.1.15.1 INTERNET SERVICES

Table 55: Access to internet services

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

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

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

Telecommunications challenges

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

4.2.1.18.1. 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 following Statistical Overview Report aims to quantify the economic, demographic and socio-economic environment of Elias Motsoaledi Local Municipality in context of its neighboring regions, the district, the province and South Africa. A better understanding of the demographic, economic and socio-economic environment could inform stakeholders to implement and monitor plans and policies that will allow for a healthy, growing and inclusive economy and society. Understanding the changes in the composition of the population with respect to population group, age and gender is vital in the face of growing pressure on food, energy, water, jobs and social support on the country's citizens. An understanding of how the total fertility rates, age-specific fertility rates, sex ratios at birth, life expectancies and international migration affect the respective population groups, ages and genders is essential for effective planning on a spatial level. The first section of the Statistical Overview Report will aim to disentangle the changes in the Elias Motsoaledi Local Municipality demographics in context of other locals of the region, the districts, the Province and South Africa.

The second section will provide insights into the economic environment of Elias Motsoaledi Local Municipality in relation to the other local municipality in the region, the district, the province and South Africa's performance. The changing economic environment subsequently has an effect on the ability of the economy to create jobs. This section will therefore also include analysis on the employment and subsequent income dynamics of Elias Motsoaledi Local Municipality.

The third component of the Statistical Overview will investigate issues pertaining to the socio-economic environment of residents in Elias Motsoaledi Local Municipality. Analysis will include a review of the Human Development Index (HDI), Gini, poverty, education, population density, crime, bulk infrastructure, international trade and tourism indicators relative to that of the other locals of the region, the districts, the Province and South Africa.

4.3.2 ECONOMY

The economic state of Municipality is put in perspective by comparing it on a spatial level with its neighbouring municipalities, Sekhukhune district, Limpopo Province and South Africa. The section speaks to the economic composition and contribution of different sectors within the Municipality and the Sekhukhune District at large.

The Municipality does not function in isolation from other regions, Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on municipal economy for effective planning. The economic Information empowers 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.

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 (GDP) - Sekhukhune District Municipality and the rest of Limpopo, 2022 [Percentage]

The Sekhukhune District Municipality had a total GDP of R 53.9 billion and in terms of total contribution towards Limpopo Province the Sekhukhune District Municipality ranked lowest relative to all the regional economies to total Limpopo Province GDP. This ranking in terms of size compared to other regions of Sekhukhune remained the same since 2012. In terms of its share, it was in 2022 (10.5%) slightly smaller compared to what it was in 2012 (11.2%). For

the period 2012 to 2022, the average annual growth rate of -0.4% of Sekhukhune was the fourth relative to its peers in terms of growth in constant 2010 prices.

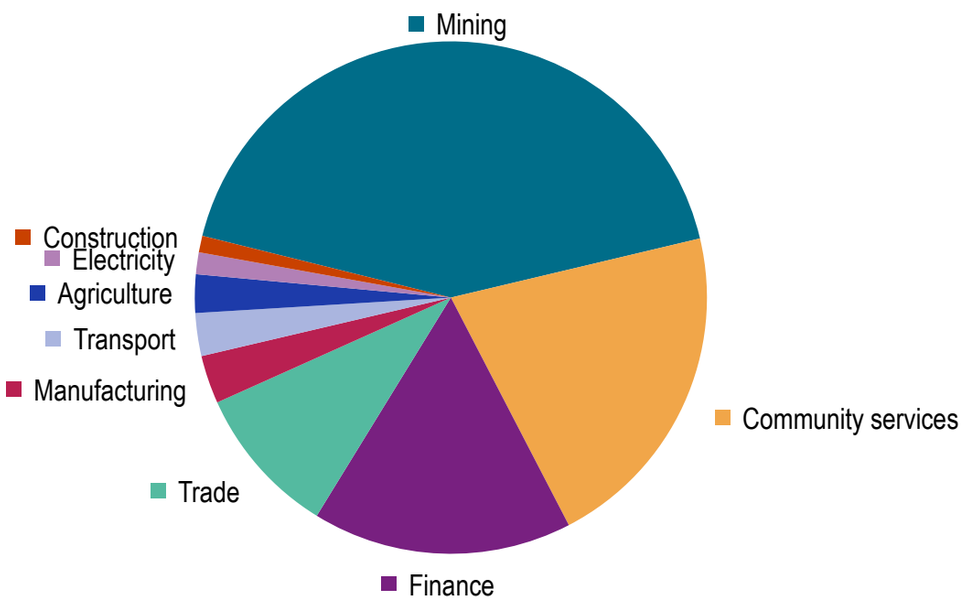
Gross domestic product (GDP) - local municipalities of Sekhukhune District Municipality, 2012 to 2022, share and growth.

	2022 (Current prices)	Share of district municipality	2012 (Constant prices)	2022 (Constant prices)	Average Annual growth
Ephraim Mogale	6.11	*11.34%*	3.75	4.12	***0.96***%
Elias Motsoaledi	17.55	*32.57%*	10.27	11.66	***1.27***%
Makhuduthamaga	8.56	*15.88%*	5.32	5.14	***-0.34***%
Greater Tubatse/Fetakgomo	21.67	*40.21%*	13.73	10.77	***-2.40***%
Sekhukhune	53.89		33.06	31.69	

Source: South Africa Regional eXplorer version 2423.

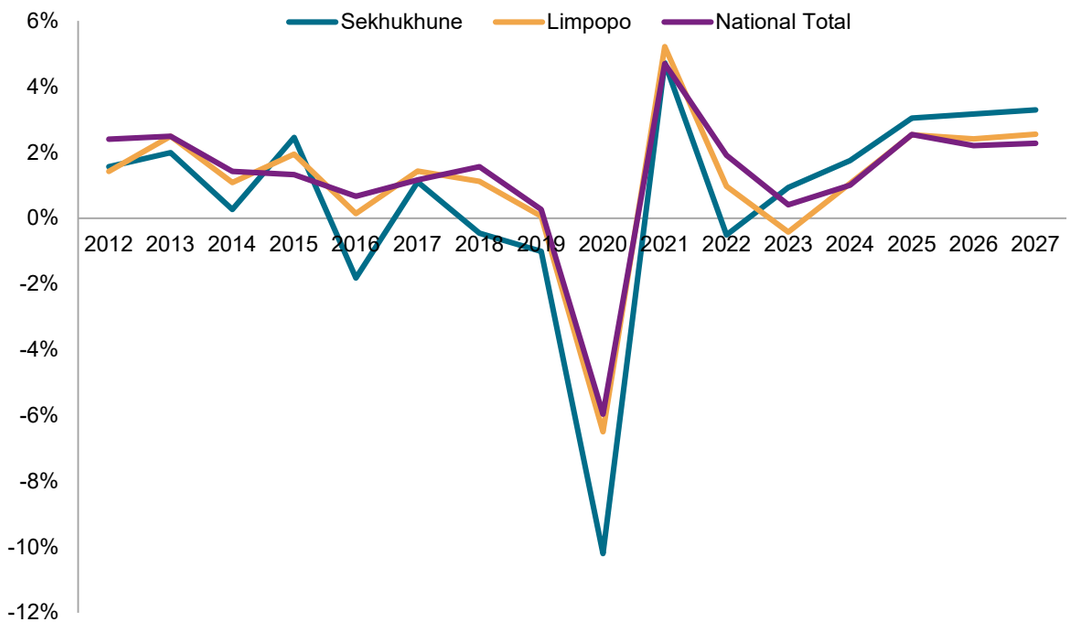
Elias Motsoaledi had the highest average annual economic growth, averaging 1.27% between 2012 and 2022, when compared to the rest of the regions within the Sekhukhune District Municipality. The Ephraim Mogale Local Municipality had the second highest average annual growth rate of 0.96%. Greater Tubatse/Fetakgomo Local Municipality had the lowest average annual growth rate of -2.40% between 2012 and 2022.

Gross Domestic Product (GDP) - local municipalities of Sekhukhune District Municipality, 2020 to 2025, share and growth



Source: South Africa Regional eXplorer version 2423.

The greatest contributor to the Sekhukhune District Municipality economy is the Greater Tubatse/Fetakgomo Local Municipality with a share of 40.21% or R 21.7 billion, increasing from R 12.9 billion in 2012. The economy with the lowest contribution is the Ephraim Mogale Local Municipality with R 6.11 billion growing from R 3.1 billion in 2012.



Source: South Africa Regional eXplorer version 2423.

In 2027, Sekhukhune's forecasted GDP will be an estimated R 35.7 billion (constant 2010 prices) or 10.1% of the total GDP of Limpopo Province. The ranking in terms of size of the Sekhukhune District Municipality will remain the same between 2022 and 2027, with a contribution to the Limpopo Province GDP of 10.1% in 2027 compared to the 9.7% in 2022. At a 2.43% average annual GDP growth rate between 2022 and 2027, Sekhukhune ranked the highest compared to the other regional economies.

Gross domestic product (GDP) - local municipalities of Sekhukhune District Municipality, 2022 to 2027, share and growth.

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	2027 (Current prices)	Share of district municipality	2022 (Constant prices)	2027 (Constant prices)	Average Annual growth
Ephraim Mogale	8.58	*10.88%*	4.12	4.49	***1.72***%
Elias Motsoaledi	23.96	*30.37%*	11.66	12.81	***1.91***%
Makhuduthamaga	11.70	*14.83%*	5.14	5.54	***1.49***%
Greater Tubatse/Fetakgomo	34.65	*43.93%*	10.77	12.89	***3.67***%
Sekhukhune	78.89		31.69	35.73	

Source: South Africa Regional eXplorer version 2423

When looking at the regions within the Sekhukhune District Municipality it is expected that from 2022 to 2027 the Greater Tubatse/Fetakgomo Local Municipality will achieve the highest average annual growth rate of 3.67%. Elias Motsoaledi Local Municipality is expected to achieve the second highest average annual growth rate, averaging 1.91% between 2022 and

2027. On the other hand, the region that performed the poorest relative to the other regions within Sekhukhune District Municipality was the Makhuduthamaga Local Municipality with an average annual growth rate of 1.49%.

Gross value added by region (GVA-R)

The Sekhukhune District Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy.

The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Sekhukhune District Municipality.

Gross value added (GVA) by broad economic sector - Sekhukhune District Municipality, 2022 [R billions, current prices]

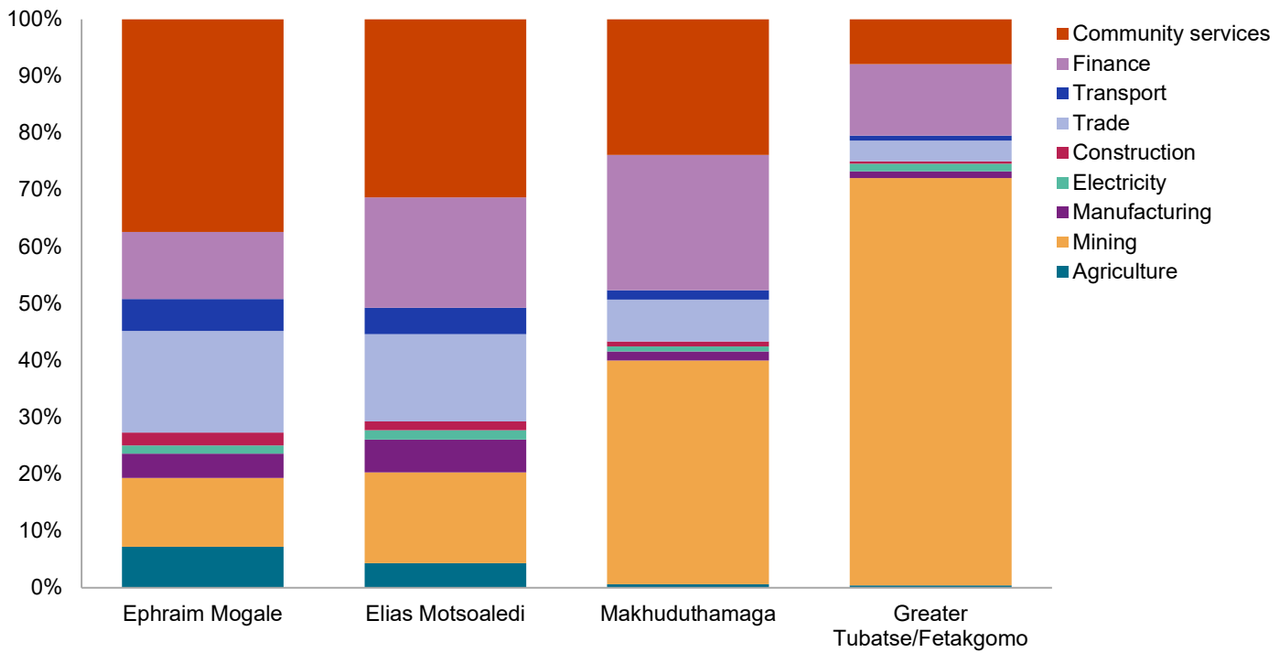
	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
Agriculture	1.2	15.2	187.6	*7.8%*	*0.63%*
Mining	20.8	117.3	483.3	*17.8%*	*4.31%*
Manufacturing	1.5	16.1	813.1	*9.3%*	*0.18%*
Electricity	0.7	11.3	192.8	*6.0%*	*0.35%*
Construction	0.5	8.9	146.6	*5.8%*	*0.35%*
Trade	4.7	59.0	807.5	*7.9%*	*0.58%*
Transport	1.3	21.2	451.4	*6.3%*	*0.29%*
Finance	8.1	64.5	1,386.9	*12.5%*	*0.58%*
Community services	10.4	149.4	1,483.6	*6.9%*	*0.70%*
Total Industries	**49.2**	**462.7**	**5,952.7**	***10.6%***	***0.83%***

Source: South Africa Regional eXplorer version 2423.

In 2022, the mining sector is the largest within Sekhukhune District Municipality accounting for R 20.8 billion or 42.4% of the total GVA in the district municipality's economy. The sector that contributes the second most to the GVA of the Sekhukhune District Municipality is the community services sector at 21.1%, followed by the finance sector with 16.4%. The sector that contributes the least to the economy of Sekhukhune District Municipality is the construction sector with a contribution of R 514 million or 1.05% of the total GVA.

Gross value added (GVA) by broad economic sector - Sekhukhune District Municipality, 2022 [percentage composition]

The community sector, which includes the government services, is generally a large contributor towards GVA in smaller and more rural local municipalities. When looking at the regions within the district municipality, the Elias Motsoaledi Local Municipality made the largest contribution to the community services sector at 47.29% of the district municipality. The Elias Motsoaledi Local Municipality contributed R 15.6 billion or 31.79% to the GVA of the Sekhukhune District Municipality. The region within Sekhukhune District Municipality that contributes the most to the GVA of the district municipality was the Greater Tubatse/Fetakgomo Local Municipality with a total of R 20.5 billion or 41.74%.



Source: South Africa Regional eXplorer version 2423.

Historical Economic Growth

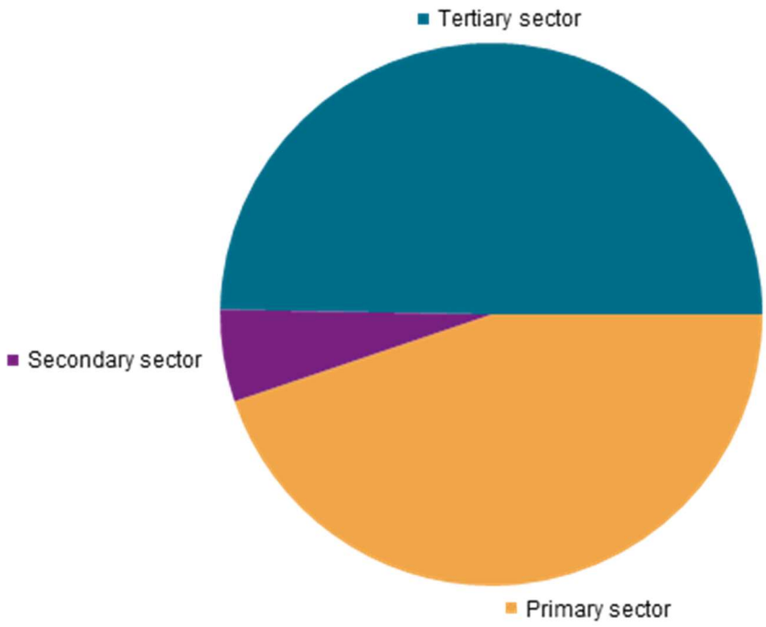
For the period 2022 and 2012, the GVA in the agriculture sector had the highest average annual growth rate in Sekhukhune at 5.46%. The industry with the second highest average annual growth rate is the finance sector averaging at 2.91% per year. The electricity sector had an average annual growth rate of -4.00%, while the construction sector had the lowest average annual growth of -4.71%. Overall, a negative growth existed for all the industries in 2022 with an annual growth rate of -0.22% since 2021.

Gross value added (GVA) by broad economic sector - Sekhukhune District Municipality, 2012, 2017 and 2022 [R billions, 2010 constant prices]

	2012	2017	2022	Average Annual growth
Agriculture	0.56	0.76	0.95	***5.46***%
Mining	9.21	10.02	8.64	***-0.63***%
Manufacturing	1.18	1.12	0.97	***-1.95***%
Electricity	0.51	0.42	0.34	***-4.00***%
Construction	0.57	0.54	0.35	***-4.71***%
Trade	3.88	3.70	2.92	***-2.78***%
Transport	1.14	1.20	1.10	***-0.33***%
Finance	4.76	5.35	6.34	***2.91***%
Community services	8.20	8.03	7.28	***-1.19***%
Total Industries	**30.00**	**31.12**	**28.90**	***-0.37%***

Source: South Africa Regional eXplorer v2423.

The tertiary sector contributes the most to the Gross Value Added within the Sekhukhune District Municipality at 49.7%. This is significantly lower than the national economy (69.4%). The primary sector contributed a total of 44.8% (ranking second), while the secondary sector contributed the least at 5.5%.



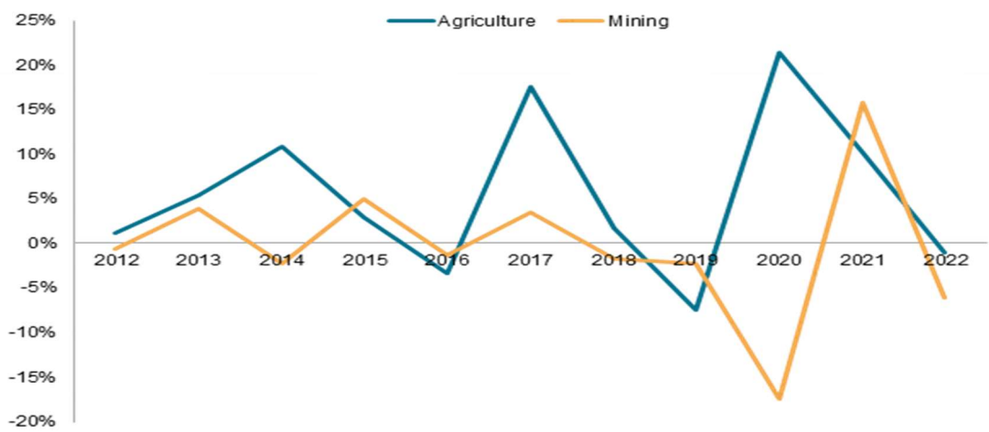
Source: South Africa Regional eXplorer version 2423

Gross value added (GVA) by aggregate economic sector - Sekhukhune District Municipality, 2022 [percentage]

The following is a breakdown of the Gross Value Added (GVA) by aggregated sector:

1. PRIMARY SECTOR

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Sekhukhune District Municipality from 2012 to 2022.

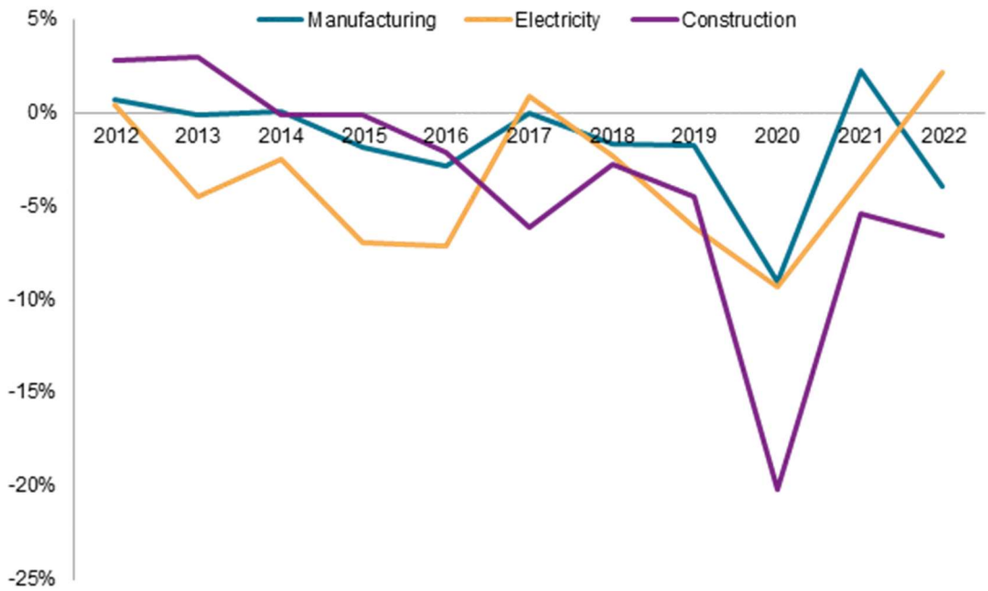


Source: South Africa Regional eXplorer version 2423.

Between 2012 and 2022, the agriculture sector experienced the highest positive growth in 2020 with an average growth rate of 21.4%. The mining sector reached its highest point of growth of 15.8% in 2021. The agricultural sector experienced the lowest growth for the period during 2019 at -7.4%, while the mining sector reaching its lowest point of growth in 2020 at -17.4%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

2. SECONDARY SECTOR

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Sekhukhune District Municipality from 2012.



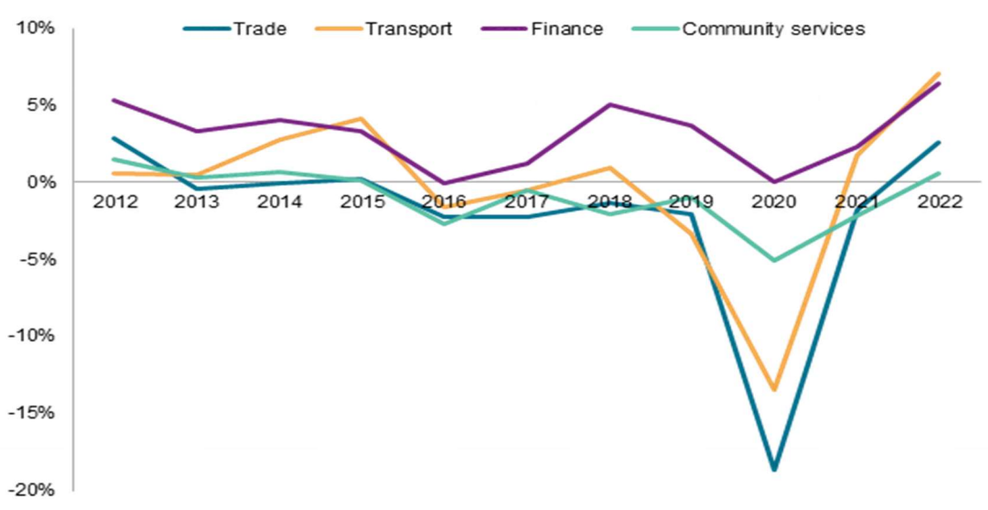
Source: South Africa Regional eXplorer version 2423.

Between 2012 and 2022, the manufacturing sector experienced the highest positive growth in 2021 with a growth rate of 2.3%. The construction sector reached its highest growth in 2013 at 2.9%. The manufacturing sector experienced its lowest growth in 2020 of -9.0%, while construction sector also had the lowest growth rate in 2020 and it experiences a negative growth rate of -20.2% which is higher growth rate than that of the manufacturing sector. The electricity sector experienced the highest growth in 2022 at 2.2%, while it recorded the lowest growth of -9.3% in 2020.

3. TERTIARY SECTOR

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Sekhukhune District Municipality from 2012 to 2022.

Gross value added (GVA) by tertiary sector - Sekhukhune, 2012-2022 [Annual percentage change]



Source: South Africa Regional eXplorer version 2423.

The trade sector experienced the highest positive growth in 2012 with a growth rate of 2.8%. The transport sector reached its highest point of growth in 2022 at 7.0%. The finance sector experienced the highest growth rate in 2022 when it grew by 6.4% and recorded the lowest growth rate in 2016 at -0.1%. The Trade sector had the lowest growth rate in 2020 at -18.6%. The community services sector, which largely consists of government, experienced its highest positive growth in 2012 with 1.5% and the lowest growth rate in 2020 with -5.1%.

Sector growth forecast.

The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

Gross value added (GVA) by broad economic sector - Sekhukhune District Municipality, 2022-2027 [R billions, constant 2010 prices]

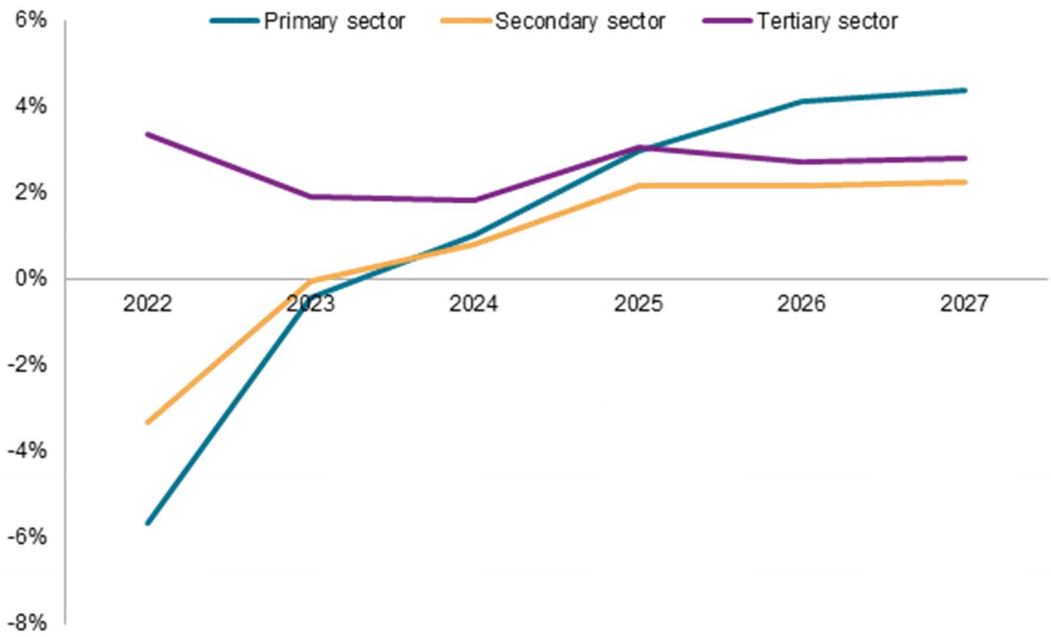
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	2022	2023	2024	2025	2026	2027	Average Annual growth
Agriculture	0.95	0.99	0.99	1.00	1.01	1.02	***1.57***%
Mining	8.64	8.56	8.66	8.93	9.33	9.77	***2.48***%
Manufacturing	0.97	0.98	0.98	1.00	1.02	1.03	***1.28***%
Electricity	0.34	0.34	0.34	0.34	0.35	0.36	***1.01***%
Construction	0.35	0.35	0.36	0.37	0.38	0.39	***2.34***%
Trade	2.92	2.92	2.97	3.06	3.09	3.12	***1.30***%
Transport	1.10	1.13	1.15	1.19	1.22	1.26	***2.81***%
Finance	6.34	6.64	6.87	7.19	7.48	7.77	***4.15***%
Community services	7.28	7.29	7.32	7.42	7.57	7.76	***1.29***%
Total Industries	**28.90**	**29.19**	**29.63**	**30.50**	**31.46**	**32.49**	***2.37%***

Source: South Africa Regional eXplorer version 2423

The finance sector is expected to grow fastest at an average of 4.15% annually from R 6.34 billion in Sekhukhune District Municipality to R 7.77 billion in 2027. The mining sector is estimated to be the largest sector within the Sekhukhune District Municipality in 2027, with a total share of 30.1% of the total GVA (as measured in current prices), growing at an average annual rate of 2.5%. The sector that is estimated to grow the slowest is the electricity sector with an average annual growth rate of 1.01%.

Gross value added (GVA) by aggregate economic sector - Sekhukhune District Municipality, 2022-2027 [Annual growth rate, constant 2010 prices]



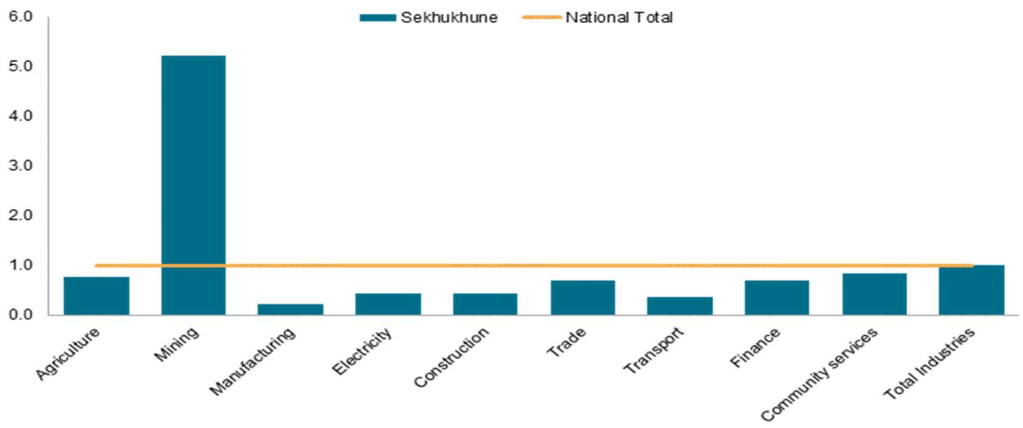
The Primary sector is expected to grow at an average annual rate of 2.39% between 2022 and 2027, with the Secondary sector growing at 1.45% on average annually. The Tertiary sector is expected to grow at an average annual rate of 2.45% for the same period.

Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.

Location quotient

A specific regional economy has a comparative advantage over other regional economies if it can more efficiently produce the same good. The location quotient is one way of measuring this comparative advantage. If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy. The location quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.

Location quotient by broad economic sectors - Sekhukhune District Municipality and South Africa, 2022 [Number]



Source: South Africa Regional eXplorer version 2423.

For 2022 Sekhukhune District Municipality has a very large comparative advantage in the mining sector. The Sekhukhune District Municipality has a comparative disadvantage when it comes to the manufacturing and transport sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. The entire Sekhukhune District Municipality-economy is centred around the mines in the area, with an LQ of 5.22. There are no other sectors except for the mining sector with a comparative advantage. All other sectors have a disadvantage - with the manufacturing sector reporting the lowest score at 0.223.

LABOUR

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

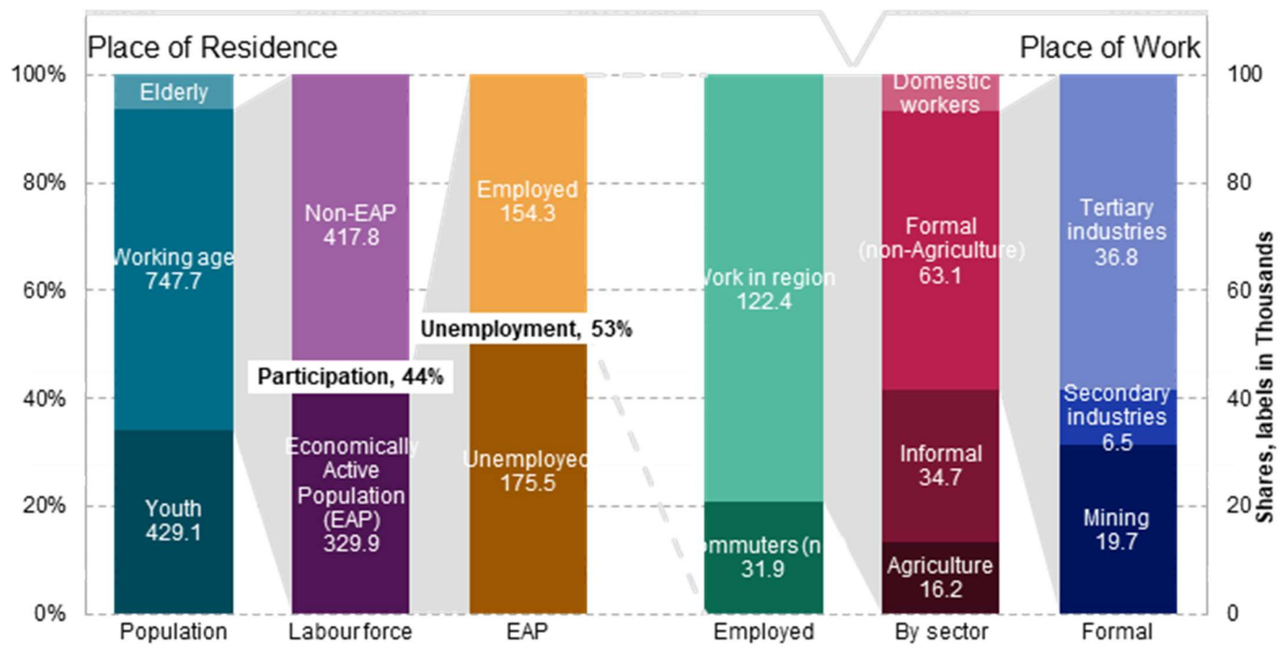
Working age population in Sekhukhune, Limpopo and National Total, 2012 and 2022 [Number]

	Sekhukhune		Limpopo		National Total	
	2012	2022	2012	2022	2012	2022
1519	128,000	117,000	645,000	603,000	5,010,000	5,100,000
2024	132,000	101,000	690,000	524,000	5,410,000	4,580,000
2529	107,000	117,000	554,000	568,000	5,220,000	5,210,000
3034	72,100	122,000	376,000	593,000	4,220,000	5,600,000
3539	46,500	92,100	252,000	471,000	3,470,000	5,220,000
4044	37,200	58,400	205,000	309,000	2,950,000	4,060,000
4549	36,800	39,700	198,000	212,000	2,590,000	3,240,000
5054	32,200	31,700	178,000	184,000	2,240,000	2,710,000
5559	29,600	33,700	152,000	180,000	1,850,000	2,340,000
6064	26,500	34,000	126,000	159,000	1,490,000	1,970,000
Total	**648,000**	**748,000**	**3,380,000**	**3,800,000**	**34,500,000**	**40,000,000**

The working age population in Sekhukhune in 2022 was 748 000, increasing at an average annual rate of 1.44% since 2012. For the same period the working age population for Limpopo Province increased at 1.20% annually, while that of South Africa increased at 1.51% annually.

The graph below combines all the facets of the labour force in the Sekhukhune District 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.

Labour glimpse - Sekhukhune District Municipality, 2022



Source: South Africa Regional eXplorer version 2423.

Reading the chart from the left-most bar, breaking down the total population of the Sekhukhune District Municipality (1.25 million) into working age and non-working age, the number of people that are of working age is about 748 000. As per definition, those that are of age 0 - 19 (youth) or age 65 and up (pensioners) are part of the non-working age population. Out of the working age group, 44.1% are participating in the labour force, meaning 330 000 residents of the district municipality forms currently part of the economically active population (EAP). Comparing this with the non-economically active population (NEAP) of the district municipality: fulltime students at tertiary institutions, disabled people, and those choosing not to work, sum to 418 000 people. Out of the economically active population, there are 176 000 that are unemployed, or when expressed as a percentage, an unemployment rate of 53.2%. Up to here all the statistics are measured at the place of residence.

On the far right we have the formal non-Agriculture jobs in Sekhukhune, broken down by the primary (mining), secondary and tertiary industries. The majority of the formal employment lies in the Tertiary industry, with 36 900 jobs. When including the informal, agricultural and domestic workers, we have a total number of 122 000 jobs in the area. Formal jobs make up 51.6% of all jobs in the Sekhukhune District Municipality. The difference between the employment measured at the place of work, and the people employed living in the area can be explained by the net commuters that work outside of the district municipality.

Economically active population (EAP)

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

The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people. People, who recently have not taken any active steps to find employment, are not included in the measure. These people may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non-economically active population.

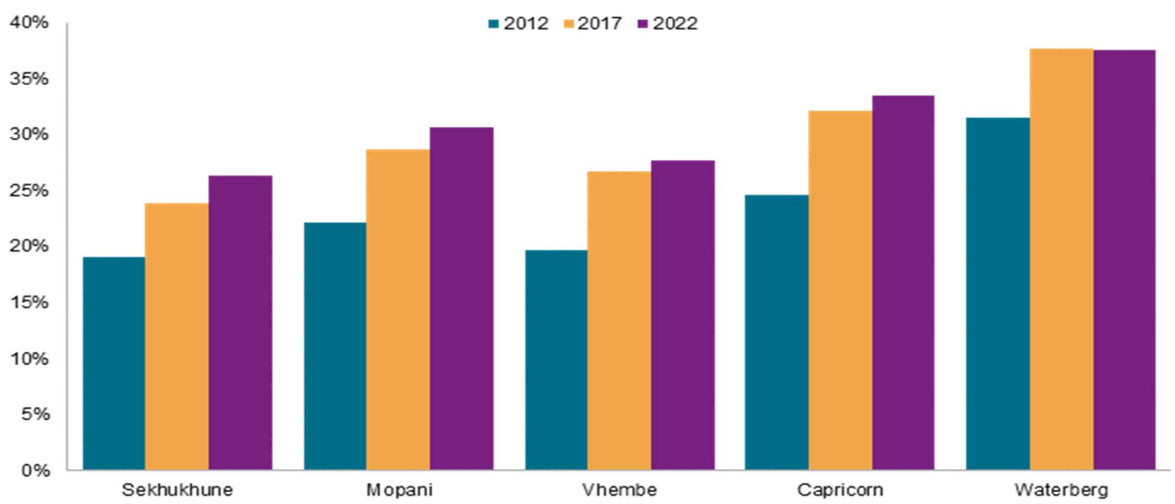
Economically active population (EAP) - Sekhukhune, Limpopo and National Total, 2012-2022 [number, percentage]

	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
2012	211,000	1,260,000	18,700,000	*16.8%*	*1.13%*
2013	219,000	1,310,000	19,300,000	*16.6%*	*1.13%*
2014	233,000	1,410,000	20,100,000	*16.5%*	*1.16%*
2015	253,000	1,530,000	20,800,000	*16.6%*	*1.21%*
2016	270,000	1,630,000	21,500,000	*16.5%*	*1.26%*
2017	281,000	1,700,000	22,000,000	*16.6%*	*1.28%*
2018	283,000	1,720,000	22,300,000	*16.5%*	*1.27%*
2019	289,000	1,750,000	22,700,000	*16.5%*	*1.28%*
2020	287,000	1,720,000	22,100,000	*16.8%*	*1.30%*
2021	303,000	1,750,000	22,200,000	*17.3%*	*1.36%*
2022	330,000	1,880,000	23,100,000	*17.6%*	*1.43%*
Average Annual growth					
20122022	***4.56%***	***4.11%***	***2.15%***		

Source: South Africa Regional eXplorer version 2423.

Sekhukhune District Municipality's EAP was 330 000 in 2022, which is 26.31% of its total population of 1.25 million, and roughly 17.56% of the total EAP of the Limpopo Province. From 2012 to 2022, the average annual increase in the EAP in the Sekhukhune District Municipality was 4.56%, which is 0.45 percentage points higher than the growth in the EAP of Limpopo's for the same period.

EAP as % of total population - Sekhukhune and the rest of Limpopo, 2012, 2017, 2022 [percentage]



Source: South Africa Regional eXplorer version 2423.

In 2012, 19.1% of the total population in Sekhukhune District Municipality were classified as economically active which increased to 26.3% in 2022. Compared to the other regions in Limpopo Province, Waterberg District 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, Sekhukhune District Municipality had the lowest EAP with 26.3% people classified as economically active population in 2022.

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 Sekhukhune, Limpopo and National Total as a whole.

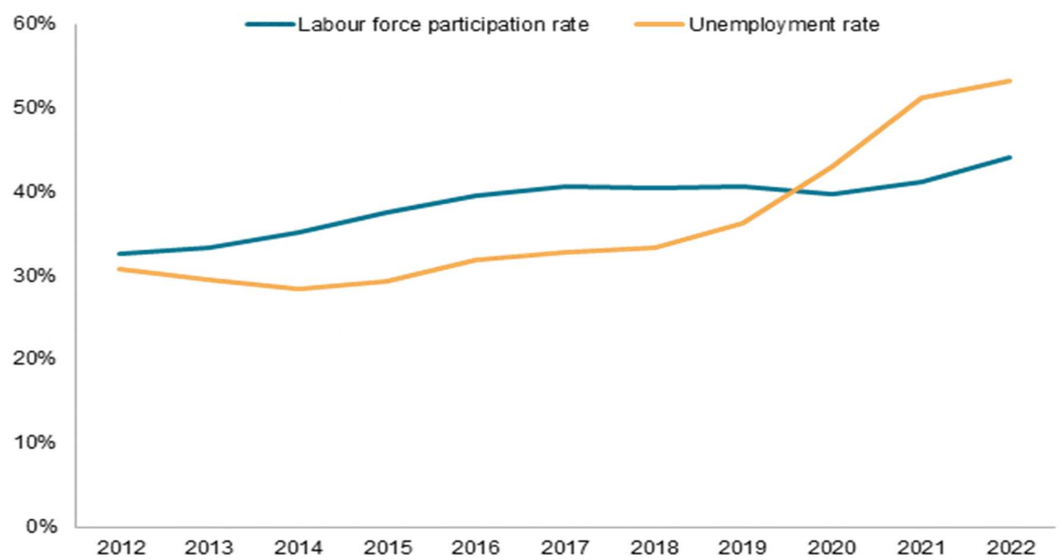
The labour force participation rate - Sekhukhune, Limpopo and National Total, 2012-2022 [percentage]

	Sekhukhune	Limpopo	National Total
2012	32.6%	37.2%	54.3%
2013	33.4%	38.6%	55.2%
2014	35.1%	41.1%	56.6%
2015	37.5%	43.8%	57.7%
2016	39.5%	46.4%	58.8%
2017	40.7%	47.9%	59.5%
2018	40.4%	47.9%	59.4%
2019	40.7%	48.1%	59.4%
2020	39.7%	46.5%	57.0%
2021	41.2%	46.8%	56.5%
2022	44.1%	49.4%	57.8%

Source: South Africa Regional eXplorer version 2423.

The Sekhukhune District Municipality's labour force participation rate increased from 32.60% to 44.12% which is an increase of 12 percentage points. The Limpopo Province increased from 37.20% to 49.42%, South Africa increased from 54.27% to 57.77% from 2012 to 2022.The Sekhukhune District Municipality labour force participation rate exhibited a lower percentage point change compared to the Limpopo Province from 2012 to 2022. The Sekhukhune District Municipality had a lower labour force participation rate when compared to South Africa in 2022.

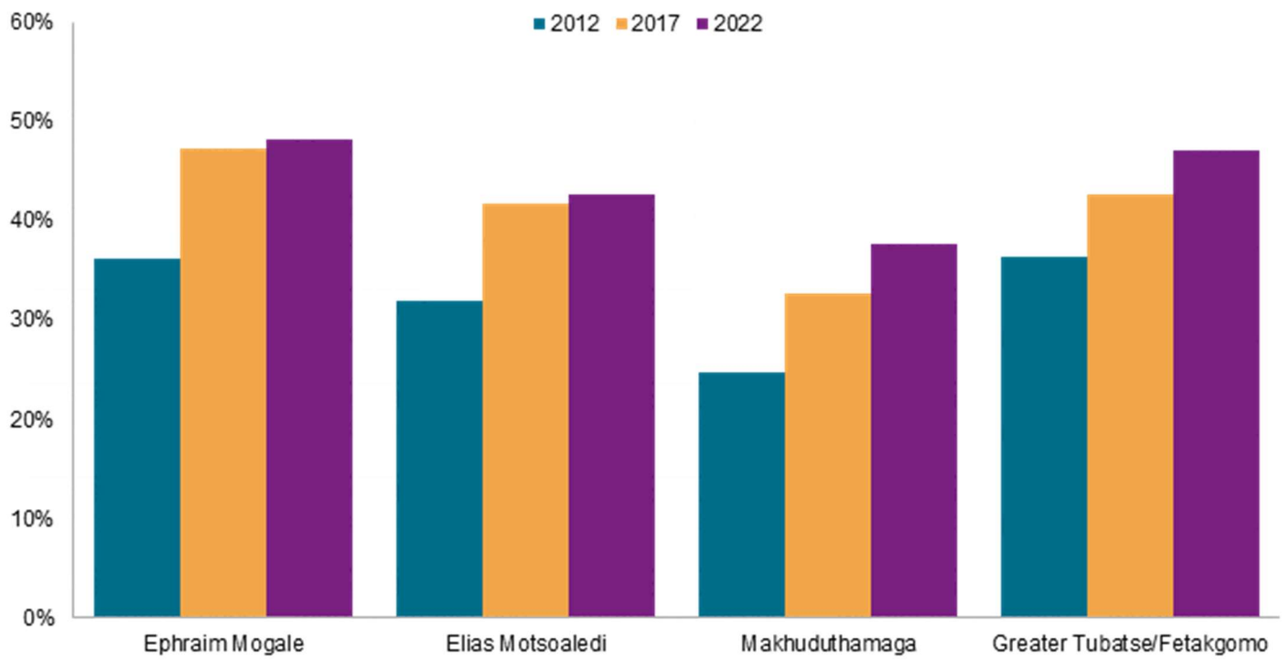
Labour force participation and unemployment rates - Sekhukhune District Municipality, 2012-2022 [percentage]



Source: South Africa Regional eXplorer version 2423.

In 2022 the labour force participation rate for Sekhukhune was at 44.1% which is significantly higher when compared to the 32.6% in 2012. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2012, the unemployment rate for Sekhukhune was 30.8% and increased overtime to 53.2% in 2022. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Sekhukhune District Municipality.

The labour force participation rate - local municipalities and the rest of Sekhukhune District Municipality, 2017 and 2022 [percentage]



Ephraim Mogale Local Municipality had the highest labour force participation rate with 48.3% in 2022 increasing from 36.2% in 2012. Makhuduthamaga Local Municipality had the lowest labour force participation rate of 37.7% in 2022, this increased from 24.7% in 2012.

Total Employment

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

Total employment consists of two parts: employment in the formal sector, and employment in the informal sector

Total employment - Sekhukhune, Limpopo and National Total, 2012-2022 [numbers]

	Sekhukhune	Limpopo	National Total
2012	115,000	955,000	14,000,000
2013	121,000	1,020,000	14,400,000
2014	131,000	1,110,000	15,000,000
2015	140,000	1,190,000	15,500,000
2016	144,000	1,260,000	15,800,000
2017	148,000	1,300,000	16,000,000
2018	148,000	1,320,000	16,200,000
2019	145,000	1,320,000	16,200,000

2020	129,000	1,230,000	15,400,000
2021	117,000	1,160,000	14,800,000
2022	122,000	1,220,000	15,300,000
Average Annual growth			
20122022	***0.67***%	***2.44***%	***0.91***%

Source: South Africa Regional eXplorer version 2423.

In 2022, Sekhukhune employed 122 000 people which is 10.07% of the total employment in Limpopo Province (1.22 million), 0.80% of total employment in South Africa (15.3 million). Employment within Sekhukhune increased annually at an average rate of 0.67% from 2012 to 2022.

Total employment per broad economic sector - Sekhukhune and the rest of Limpopo, 2022 [Numbers]

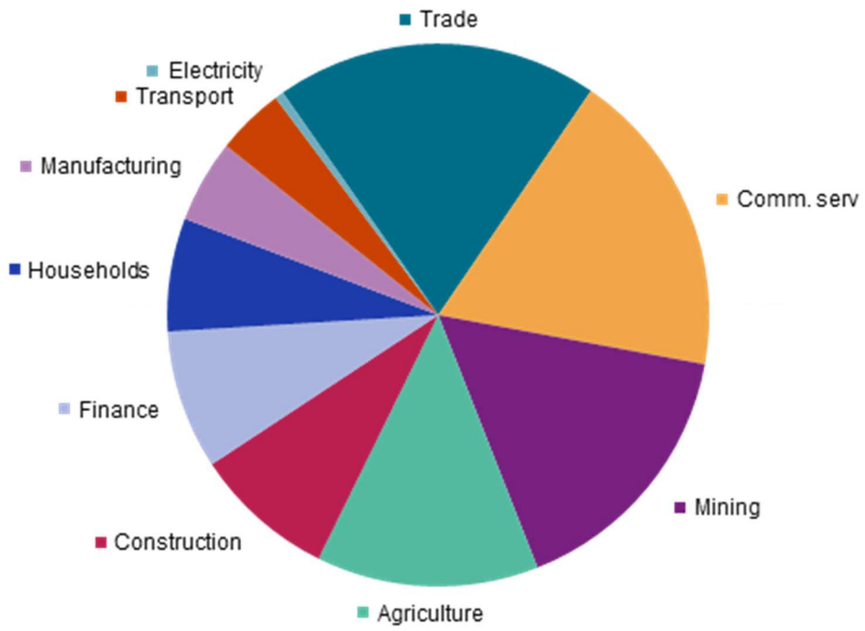
	Sekhukhune	Mopani	Vhembe	Capricorn	Waterberg	Total Limpopo
Agriculture	16,200	30,000	36,100	26,300	25,000	133,593
Mining	19,700	24,300	3,490	6,980	30,500	85,043
Manufacturing	6,040	12,100	11,500	21,200	11,500	62,306
Electricity	637	1,180	1,450	2,240	2,650	8,155
Construction	10,400	21,300	27,500	31,700	23,200	114,085
Trade	23,600	53,800	64,800	81,800	41,000	264,914
Transport	4,960	7,790	12,000	15,800	6,410	46,894
Finance	10,200	21,800	24,700	42,000	17,400	115,965
Community services	22,500	55,000	83,500	99,100	37,400	297,562
Households	8,260	16,700	20,700	23,100	18,400	87,245
Total	**122,000**	**244,000**	**286,000**	**350,000**	**214,000**	**1,215,762**

Source: South Africa Regional eXplorer version 2423.

Sekhukhune District Municipality employs a total number of 122 000 people within its district municipality. The district municipality that employs the highest number of people relative to the other regions within Limpopo Province is Capricorn district municipality with a total number of 350 000. Sekhukhune District Municipality also employed the lowest number of people within Limpopo Province.

In Sekhukhune District Municipality the economic sectors that recorded the largest number of employments in 2022 were the trade sector with a total of 23 600 employed people or 19.3% of total employment in the district municipality. The community services sector with a total of 22 500 (18.4%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 637 (0.5%) is the sector that employs the least number of people in Sekhukhune District Municipality, followed by the transport sector with 4 960 (4.0%) people employed.

Total employment per broad economic sector - Sekhukhune District Municipality, 2022 [percentage]



Source: South Africa Regional eXplorer version 2423.

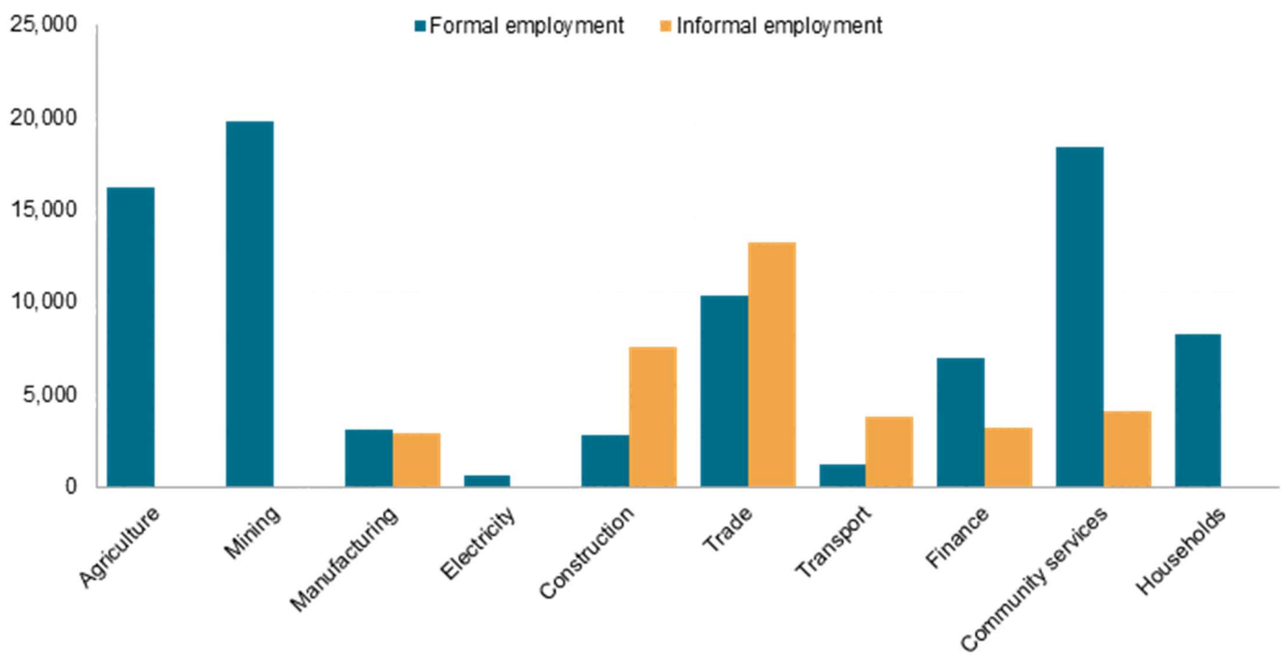
Formal and Informal Employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Sekhukhune District Municipality counted 87 700 in 2022, which is about 71.61% of total employment, while the number of people employed in the informal sector counted 34 800 or 28.39% of the total employment. Informal employment in Sekhukhune increased from 33 500 in 2012 to an estimated 34 800 in 2022.

Formal and informal employment by broad economic sector - Sekhukhune District Municipality, 2022 [numbers]



Source: South Africa Regional eXplorer version 2423.

Some of the economic sectors have little or no informal employment:
Mining industry, due to well-regulated mining safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the agriculture sector is typically counted under a separate heading.

In 2022 the Trade sector recorded the highest number of informally employed, with a total of 13 200 employees or 38.09% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 2 900 and only contributes 8.35% to total informal employment.

Formal and informal employment by broad economic sector - Sekhukhune District Municipality, 2022 [numbers]

	Formal employment	Informal employment
Agriculture	16,200	N/A
Mining	19,700	N/A
Manufacturing	3,140	2,900
Electricity	637	N/A
Construction	2,790	7,560
Trade	10,300	13,200
Transport	1,200	3,760
Finance	6,970	3,180
Community services	18,400	4,110
Households	8,260	N/A

Source: South Africa Regional eXplorer version 2423.

The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable

formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism.

Unemployment

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

- "Without work", i.e. not in paid employment or self-employment.
- "Currently available for work", i.e. were available for paid employment or self-employment during the reference period; and
- "Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

Unemployment (official definition) - Sekhukhune, Limpopo and National Total, 2012-2022 [Number percentage]

	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
2012	65,100	261,000	4,700,000	*25.0%*	*1.38%*
2013	64,300	253,000	4,850,000	*25.4%*	*1.32%*
2014	66,300	257,000	5,060,000	*25.7%*	*1.31%*
2015	73,800	284,000	5,300,000	*26.0%*	*1.39%*
2016	86,100	321,000	5,670,000	*26.8%*	*1.52%*
2017	92,200	339,000	5,990,000	*27.2%*	*1.54%*
2018	94,200	340,000	6,100,000	*27.7%*	*1.55%*
2019	105,000	373,000	6,450,000	*28.0%*	*1.62%*
2020	123,000	433,000	6,710,000	*28.5%*	*1.84%*
2021	155,000	539,000	7,470,000	*28.7%*	*2.07%*
2022	176,000	613,000	7,810,000	*28.6%*	*2.25%*
Average Annual growth					
2012-2022	***10.44***%	***8.93***%	***5.21***%		

Source: South Africa Regional eXplorer version 2423.

In 2022, there were a total number of 176 000 people unemployed in Sekhukhune, which is an increase of 110 000 from 65 100 in 2012. The total number of unemployed people within Sekhukhune constitutes 28.63% of the total number of unemployed people in Limpopo Province. The Sekhukhune District Municipality experienced an average annual increase of 10.44% in the number of unemployed people, which is worse than that of the Limpopo Province which had an average annual increase in unemployment of 8.93%.

Unemployment rate (official definition) - Sekhukhune, Limpopo and National Total, 2012-2022 [Percentage]

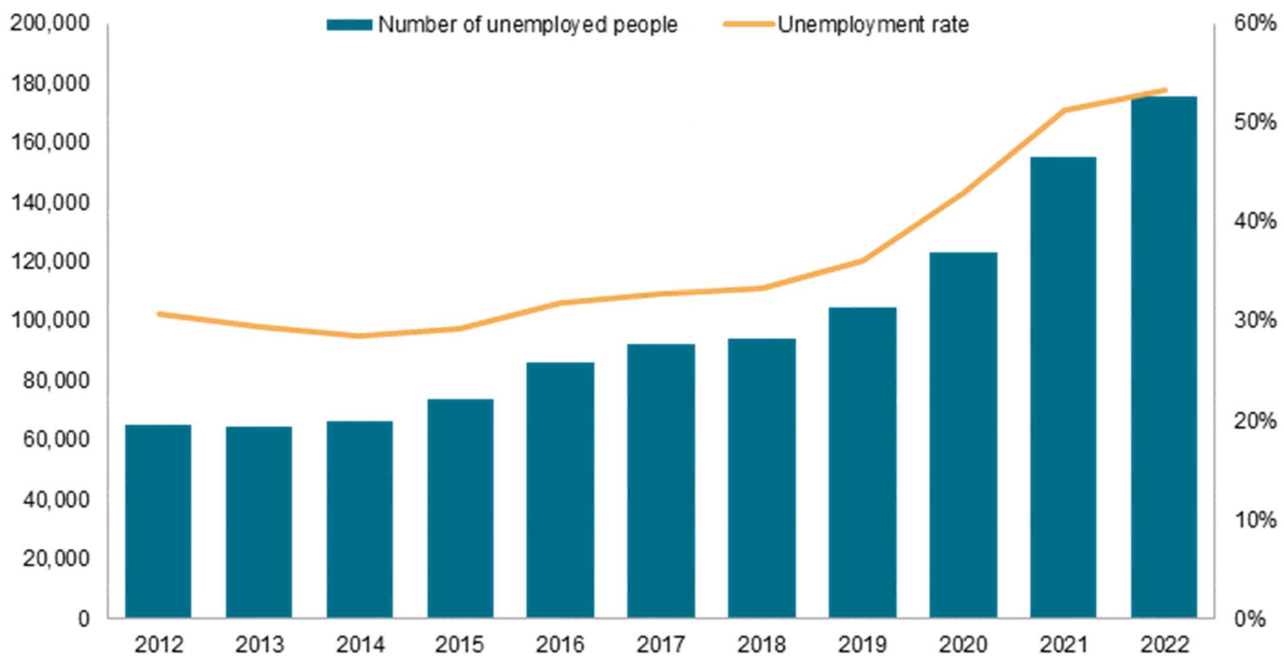
	Sekhukhune	Limpopo	National Total
2012	30.8%	20.8%	25.1%
2013	29.4%	19.3%	25.2%
2014	28.4%	18.2%	25.2%
2015	29.2%	18.6%	25.5%
2016	31.9%	19.7%	26.4%
2017	32.8%	20.0%	27.2%
2018	33.3%	19.7%	27.4%
2019	36.2%	21.3%	28.4%
2020	42.9%	25.3%	30.3%

2021	51.2%	30.8%	33.6%
2022	53.2%	32.6%	33.8%

Source: South Africa Regional eXplorer version 2423.

In 2022, the unemployment rate in Sekhukhune District Municipality (based on the official definition of unemployment) was 53.21%, which is an increase of 22.4 percentage points. The unemployment rate in Sekhukhune District Municipality is higher than that of Limpopo. The unemployment rate for South Africa was 33.77% in 2022, which is an increase of -8.63 percentage points from 25.15% in 2012.

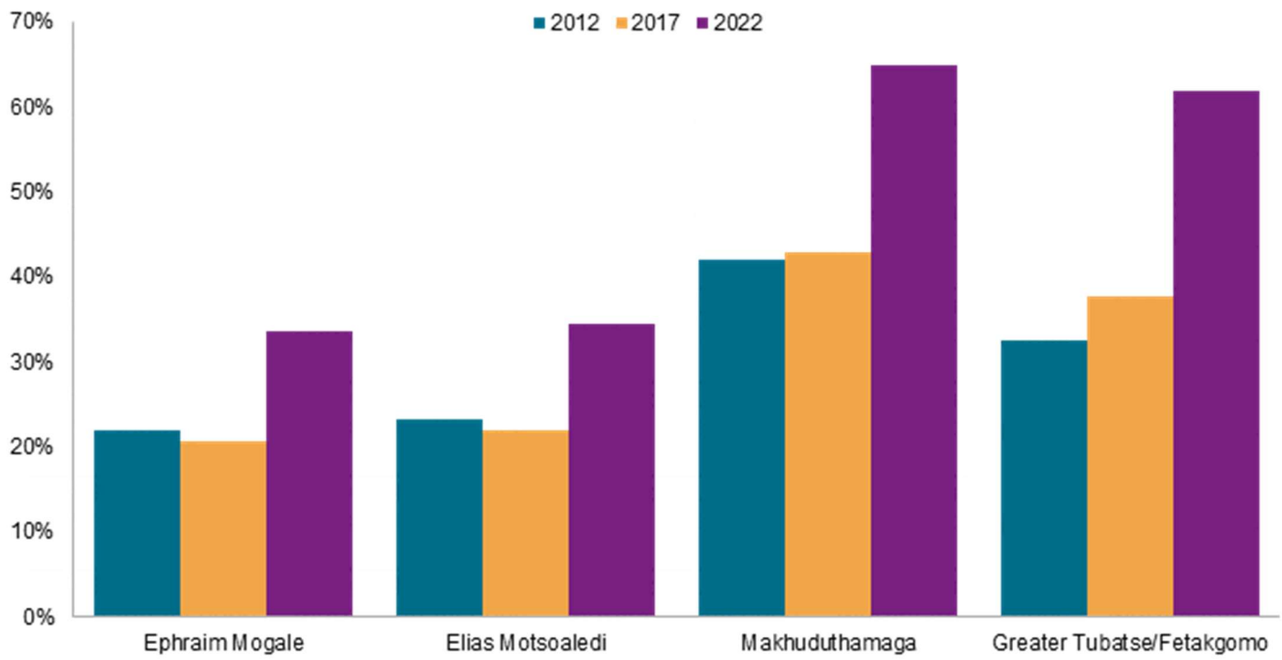
Unemployment and unemployment rate (official definition) - Sekhukhune District Municipality, 2012-2022 [number percentage]



Source: South Africa Regional eXplorer version 2423.

When comparing unemployment rates among regions within Sekhukhune District Municipality, Makhuduthamaga Local Municipality has indicated the highest unemployment rate of 64.9%, which has increased from 42.0% in 2012. The Ephraim Mogale Local Municipality had the lowest unemployment rate of 33.6% in 2022, which increased from 22.0% in 2012.

Unemployment rate - local municipalities and the rest of Sekhukhune District Municipality, 2012, 2017 and 2022 [percentage]



Source: South Africa Regional eXplorer version 2423.

INCOME AND EXPENDITURE

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies.

Number of households by income category

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms

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Households by income category - Sekhukhune, Limpopo and National Total, 2022 [Number Percentage]

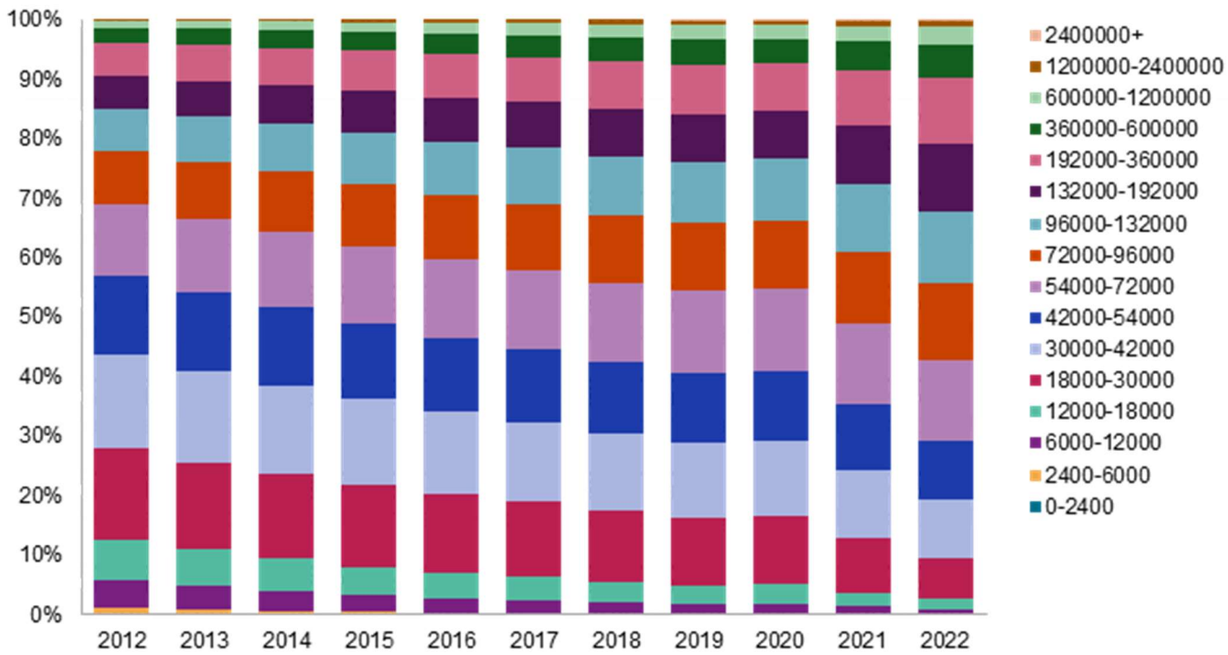
	Sekhukhune	Limpopo	National Total	Sekhukhune as % of province	Sekhukhune as % of national
0-2400	29	129	1,260	*22.7%*	*2.3%*
2400-6000	317	1,430	14,500	*22.1%*	*2.2%*
6000-12000	2,410	11,000	107,000	*21.8%*	*2.2%*
12000-18000	5,520	25,700	242,000	*21.5%*	*2.3%*
18000-30000	21,800	105,000	914,000	*20.8%*	*2.4%*
30000-42000	31,000	152,000	1,290,000	*20.4%*	*2.4%*
4200054000	31,000	154,000	1,270,000	*20.1%*	*2.4%*
54000-72000	42,600	215,000	1,820,000	*19.8%*	*2.3%*
72000-96000	40,600	206,000	1,860,000	*19.7%*	*2.2%*

96000-132000	37,600	192,000	1,860,000	*19.5%*	*2.0%*
132000192000	35,600	188,000	1,930,000	*19.0%*	*1.8%*
192000-360000	34,800	197,000	2,350,000	*17.6%*	*1.5%*
360000-600000	17,700	112,000	1,630,000	*15.9%*	*1.1%*
600000-1200000	9,350	65,200	1,240,000	*14.3%*	*0.8%*
1200000-2400000	3,350	25,000	565,000	*13.4%*	*0.6%*
2400000+	361	3,330	111,000	*10.8%*	*0.3%*
Total	**314,000**	**1,650,000**	**17,200,000**	***19.0%***	***1.8%***

Source: South Africa Regional eXplorer version 2423.

It was estimated that in 2022 9.58% of all the households in the Sekhukhune District Municipality, were living on R30,000 or less per annum. In comparison with 2012's 28.01%, the number is about half. The 54000-72000 income category has the highest number of households with a total number of 42 600, followed by the 72000-96000 income category with 40 600 households. Only 29 households fall within the 0-2400 income category.

Households by income bracket - Sekhukhune District Municipality, 2012-2022 [Percentage]



Source: South Africa Regional eXplorer version 2423.

For the period 2012 to 2022 the number of households earning more than R30,000 per annum has increased from 71.99% to 90.42%.

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. More than that, other "intangibles" is also included such as the opportunity to learn, and the privilege to enjoy the respect of fellow citizens. Curbing poverty and alleviating the effects thereof should be a premise in the compilation of all policies that aspire towards a better life for all.

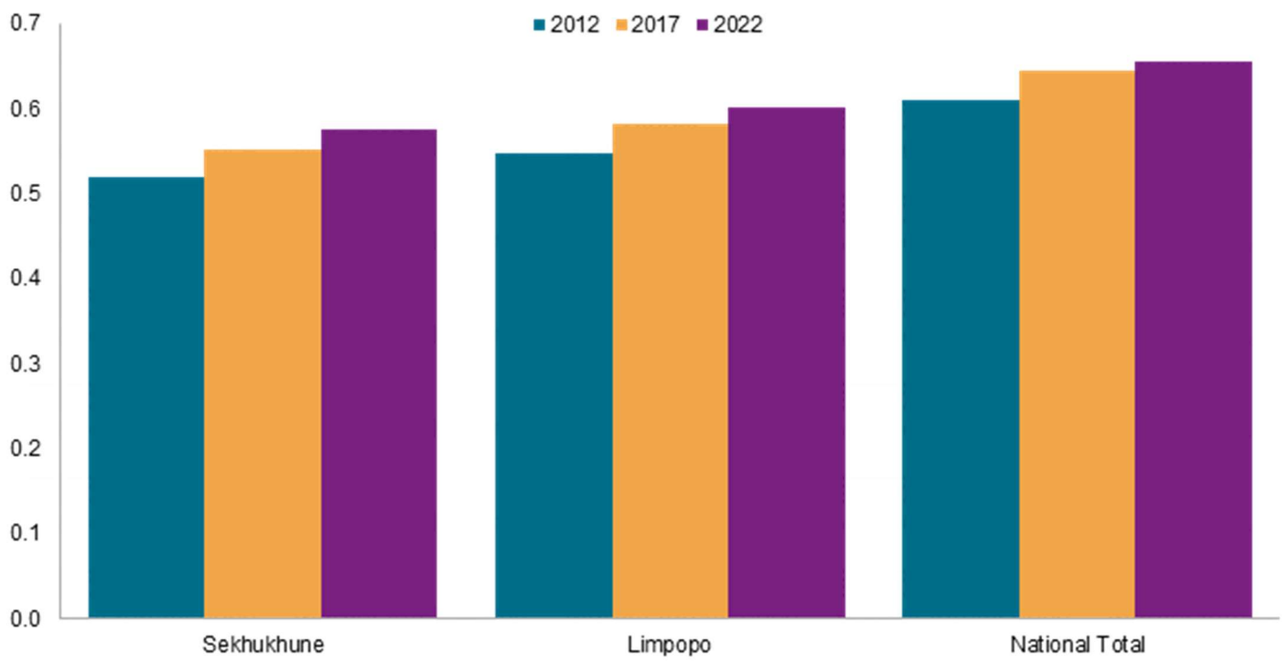
Human development index (HDI)

The human development index (HDI) is a composite relative index used to compare human development across population groups or regions.

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HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

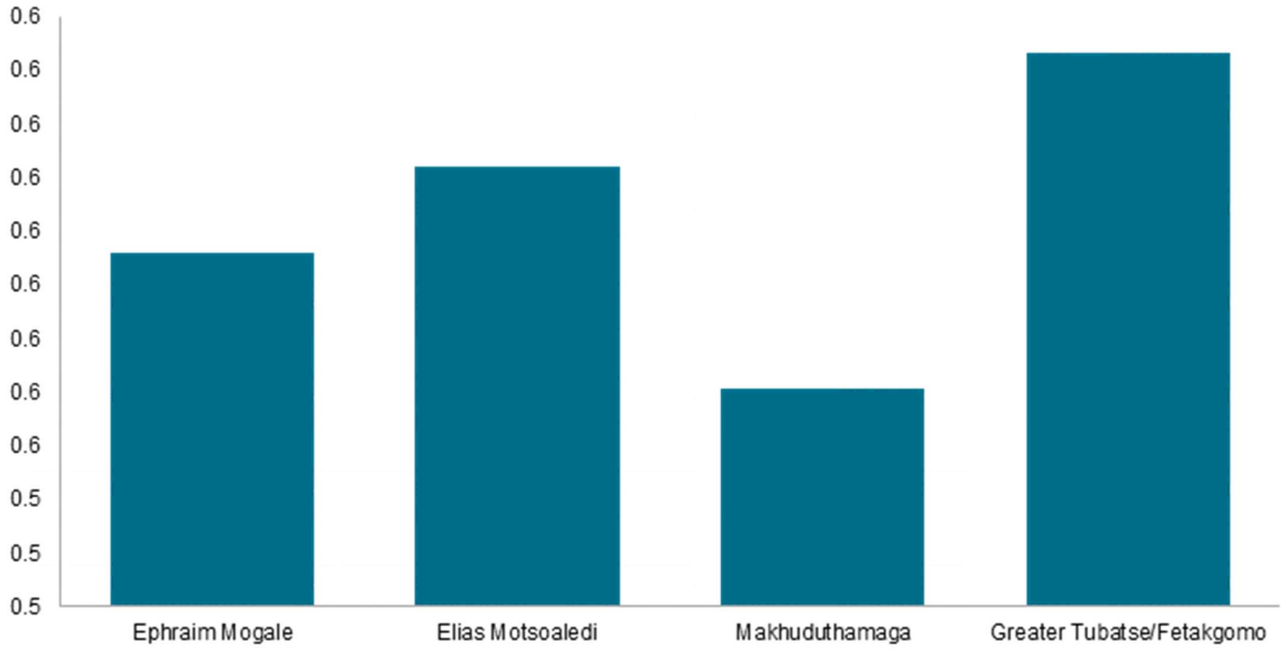
Human development index (HDI) - Sekhukhune, Limpopo and National Total, 2012, 2017, 2022 [Number]



Source: South Africa Regional eXplorer version 2423.

In 2022 Sekhukhune District Municipality had an HDI of 0.575 compared to the Limpopo with a HDI of 0.602 and 0.655 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2022 when compared to Sekhukhune District Municipality which translates to worse human development for Sekhukhune District Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 0.72% and this increase is lower than that of Sekhukhune District Municipality (1.02%).

Human development Index (HDI) - local municipalities and the rest of Sekhukhune District Municipality, 2022 [Number]



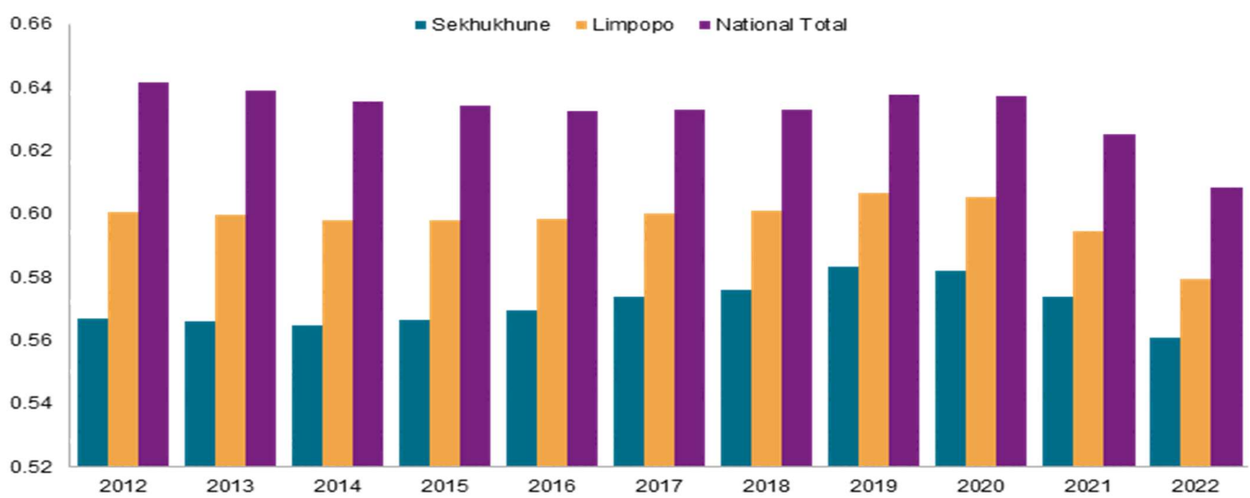
Source: South Africa Regional eXplorer version 2423.

In terms of the HDI for each the regions within the Sekhukhune District Municipality, Greater Tubatse/Fetakgomo Local Municipality has the highest HDI, with an index value of 0.587. The lowest can be observed in the Makhuduthamaga Local Municipality with an index value of 0.555.

Gini coefficient

The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1. If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no variance between the high- and low-income earners within the population. In contrast, if the Gini coefficient equals 1, income is completely inequitable, i.e. one individual in the population is earning all the income and the rest has no income. Generally, this coefficient lies in the range between 0.25 and 0.70.

Gini coefficient - Sekhukhune, Limpopo and National Total, 2012-2022 [Number]



Source: South Africa Regional eXplorer version 2423.

In 2022, the Gini coefficient in Sekhukhune District Municipality was at 0.561, which reflects a marginal decrease in the number over the ten-year period from 2012 to 2022. The Limpopo Province and South Africa, both had a more unequal spread of income amongst their residents (at 0.579 and 0.608 respectively) when compared to Sekhukhune District Municipality.

Gini coefficient by population group - Sekhukhune, 2012, 2022 [Number]

	African	White	Asian
2012	0.55	0.42	0.48
2022	0.55	0.43	0.46
Average Annual growth			
2012-2022	***-0.01***%	***0.18***%	***-0.46***%

Source: South Africa Regional eXplorer version 2423.

When segmenting the Sekhukhune District Municipality into population groups, it can be seen that the Gini coefficient for the White population group increased the most amongst the population groups with an average annual growth rate of 0.18%. The Gini coefficient for the Asian population group decreased the most with an average annual growth rate of -0.46%.

Gini coefficient - local municipalities and the rest of Sekhukhune District Municipality, 2022 [Number]



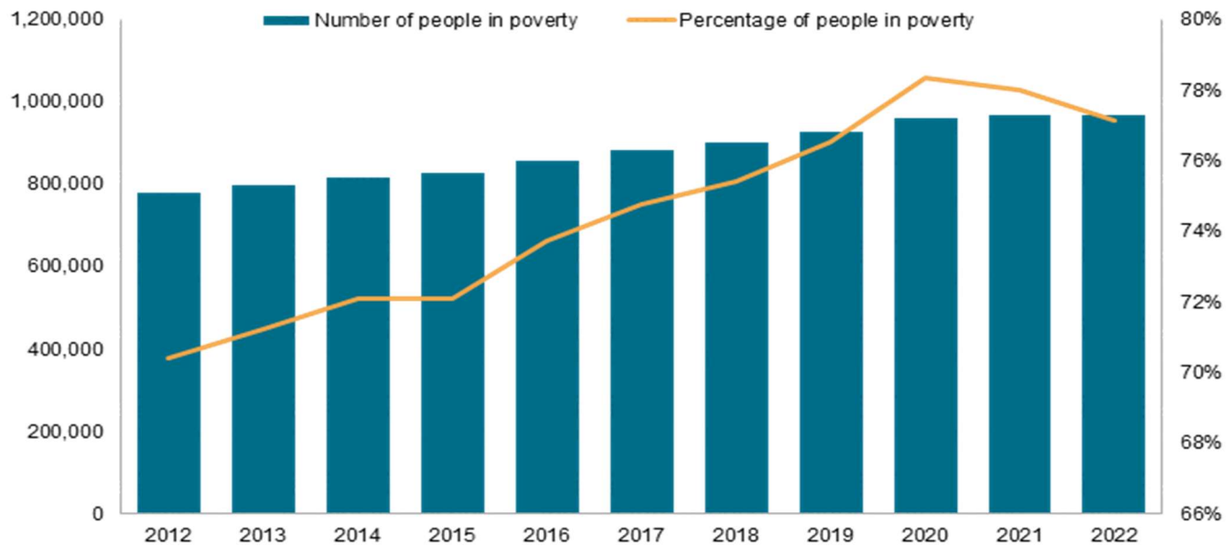
Source: South Africa Regional eXplorer version 2423.

In terms of the Gini coefficient for each of the regions within the Sekhukhune District Municipality, Elias Motsoaledi Local Municipality has the highest Gini coefficient, with an index value of 0.568. The lowest Gini coefficient can be observed in the Makhuduthamaga Local Municipality with an index value of 0.542.

Poverty

The upper poverty line is defined by Stats SA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. These variable measures the number of individuals living below that particular level of consumption for the given area and is balanced directly to the official upper poverty rate as measured by Stats SA.

Number and percentage of people living in poverty - Sekhukhune District Municipality, 2012-2022 [Number percentage]



Source: South Africa Regional eXplorer version 2423.

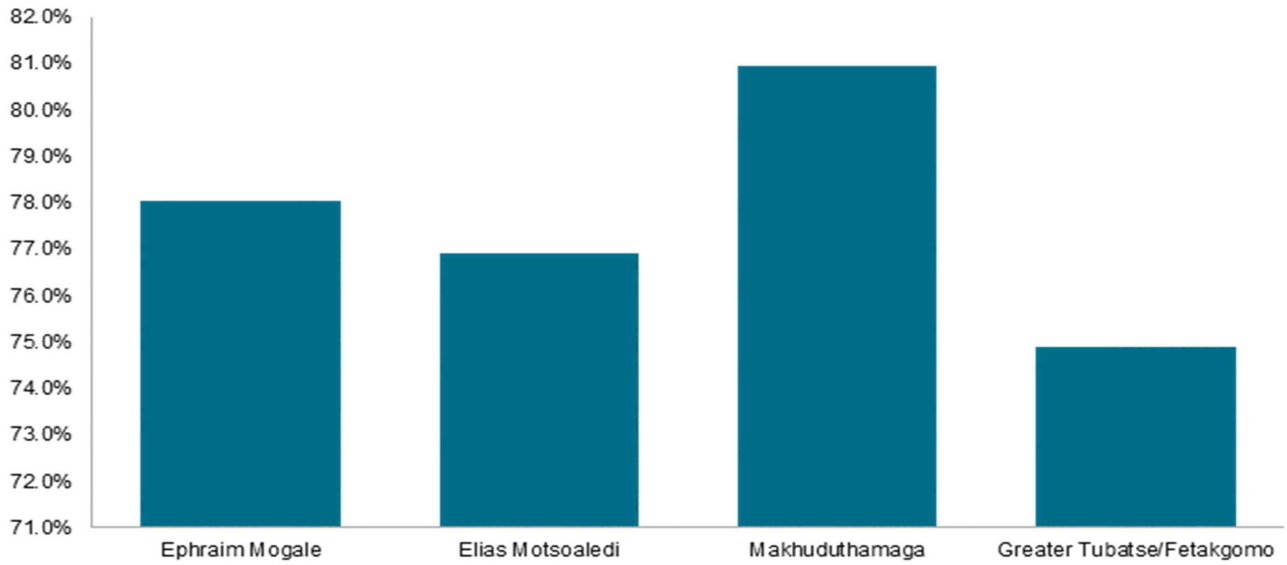
In 2022, there were 968 000 people living in poverty, using the upper poverty line definition, across Sekhukhune District Municipality - this is 24.43% higher than the 778 000 in 2012. The percentage of people living in poverty has increased from 70.39% in 2012 to 77.16% in 2022, which indicates an increase of -6.76 percentage points.

Percentage of people living in poverty by population group - Sekhukhune, 2012-2022 [Percentage]

	African	White	Coloured	Asian
2012	71.2%	1.3%	45.4%	8.1%
2013	72.1%	1.5%	47.7%	8.8%
2014	73.0%	1.7%	50.0%	9.1%
2015	73.0%	1.9%	51.7%	9.3%
2016	74.7%	2.2%	54.3%	11.8%
2017	75.7%	2.4%	55.2%	14.7%
2018	76.4%	2.7%	54.4%	18.2%
2019	77.5%	3.2%	52.8%	23.7%
2020	79.3%	4.2%	52.0%	28.8%
2021	79.0%	4.2%	49.1%	26.3%
2022	78.1%	4.1%	47.6%	24.0%

In 2022, the population group with the highest percentage of people living in poverty was the African population group with a total of 78.1% people living in poverty, using the upper poverty line definition. The proportion of the Asian population group, living in poverty, decreased by -2.78 percentage points, as can be seen by the change from 8.12% in 2012 to 24.02% in 2022. In 2022 47.64% of the Coloured population group lived in poverty, as compared to the 45.40% in 2012. The African and the White population group saw a decrease in the percentage of people living in poverty, with a decrease of -6.85 and -2.25 percentage points respectively.

Percentage of people living in poverty - local municipalities and the rest of Sekhukhune District Municipality,2022 [percentage]



Source: South Africa Regional eXplorer version 2423.

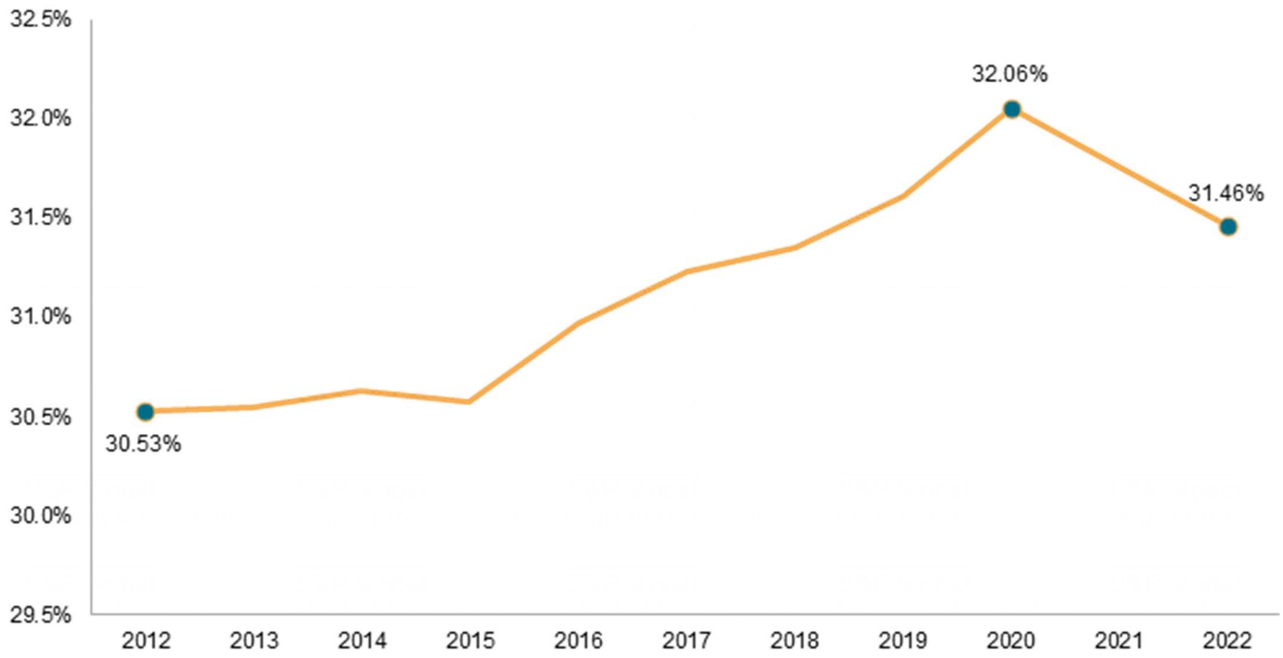
In terms of the percentage of people living in poverty for each of the regions within the Sekhukhune District Municipality, Makhuduthamaga Local Municipality has the highest percentage of people living in poverty, using the upper poverty line definition, with a total of 80.9%. The lowest percentage of people living in poverty can be observed in the Greater Tubatse/Fetakgomo Local Municipality with a total of 74.9% living in poverty, using the upper poverty line definition.

Poverty gap rate

The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by Stats SA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by Stats SA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

It is estimated that the poverty gap rate in Sekhukhune District Municipality amounted to 31.5% in 2022 - the rate needed to bring all poor households up to the poverty line and out of poverty.

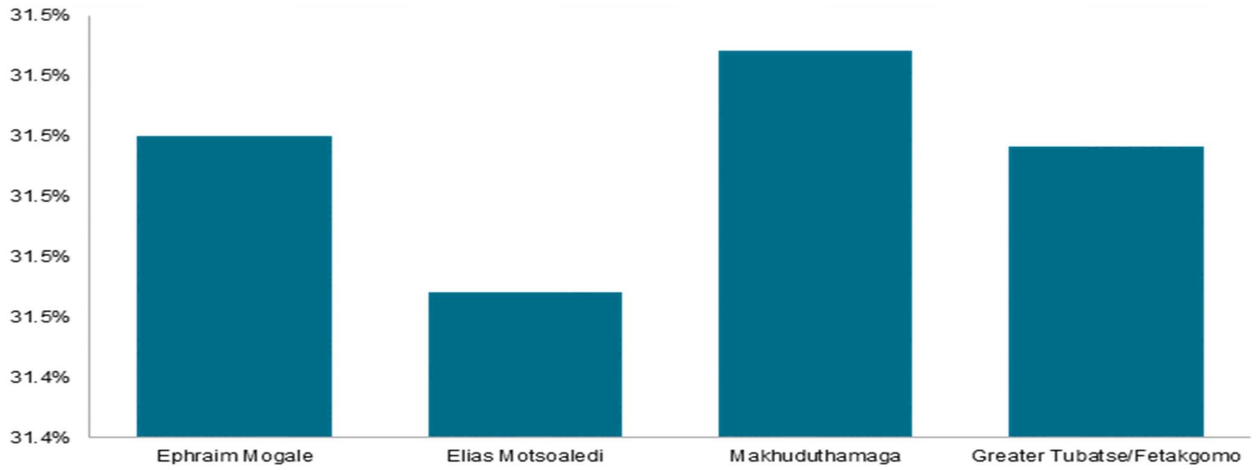
Poverty gap rate by population group - Sekhukhune District Municipality, 2012-2022 [Percentage]



Source: South Africa Regional eXplorer version 2423.

In 2022, the poverty gap rate was 31.5% and in 2012 the poverty gap rate was 30.5%,it can be seen that the poverty gap rate increased from 2012 to 2022, which means that there were no improvements in terms of the depth of the poverty within Sekhukhune District Municipality.

Poverty gap rate - local municipalities and the rest of Sekhukhune District Municipality, 2022 [Percentage]



Source: South Africa Regional eXplorer version 2423.

In terms of the poverty gap rate for each of the regions within the Sekhukhune District Municipality, Makhuduthamaga Local Municipality had the highest poverty gap rate, with a rand value of 31.5%. The lowest poverty gap rate can be observed in the Elias Motsoaledi Local Municipality with a total of 31.5%.

4.3.2.1. 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

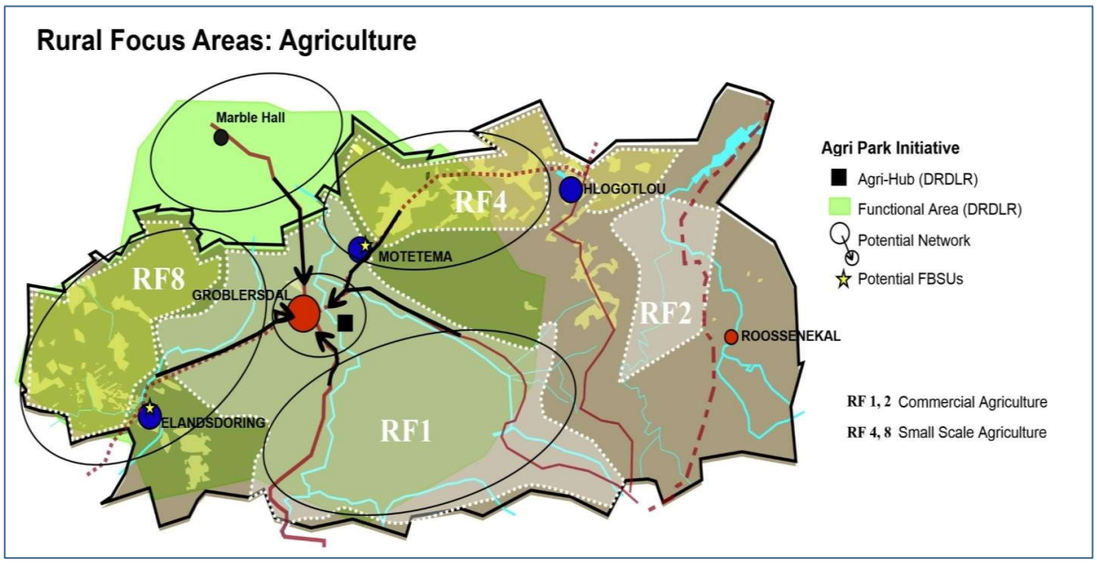
Lodge on 17 April 2015 with various stakeholders in a bid to establish an Agri-Park and agree on strategic location thereof in each district. The move for its establishment is in line with the President's 2015 State of the Nation Address. Agriculture is the relevant sector to stimulate the growth of 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 highest value agricultural commodities and with diverse agro-ecological regions, characterized 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. 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 for all farmers, with bias to emerging farmers and rural communities.
- maximize the use of high value agricultural land (high production capability);
- Optimize the use of existing agro-processing infrastructure, including having availability of water, energy and roads, and support a growing-town with high economic potential that would benefit from small town revitalization.

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

Rural Focus Areas - Agriculture



Source: EMLM SDF 2018

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

TAFELKOP FARMERS ASSOCIATION

The farmers 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 is 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 standards – Developed in collaboration with DALRRD – PSSC.

The farm has potential to create 128 permanents and 640 seasonal jobs if fully utilized. (4 permanents and 20 seasonal workers per 5 plot). Current employment can be estimated at 64 permanents and 320 seasonal if all farmer produce. They 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:





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 a partnership for farming purposes.

The two JV partners are all Agricultural Graduates, where 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 and the farm produces vegetables such as cabbages, butternuts, hubbard squash, pumpkins, swiss chard and mustard spinach.

Vegetables are sold to local hawkers, supermarkets, school nutrition Service Provider and fresh produce markets such as Tshwane and Springs Fresh Produce Markets. Project also has 2 farmhouses, 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:

1. Border fence.
2. Pack house facility.
3. 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 phenomena within the agricultural development sector. This fails 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

4.3.2.2. 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. Agricultural produce includes grapes, wheat, tobacco, maize, soya beans, citrus fruits, cotton and vegetables.

4.3.2.3. TOURISM

Tourism is a dynamic and competitive industry that requires the ability to constantly adapt to customers' changing needs and desires, as customer satisfaction, safety and enjoyment are particularly the focus of the tourism business. The tourism sector has significant potential for development but is currently underdeveloped 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 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 is in Durban.

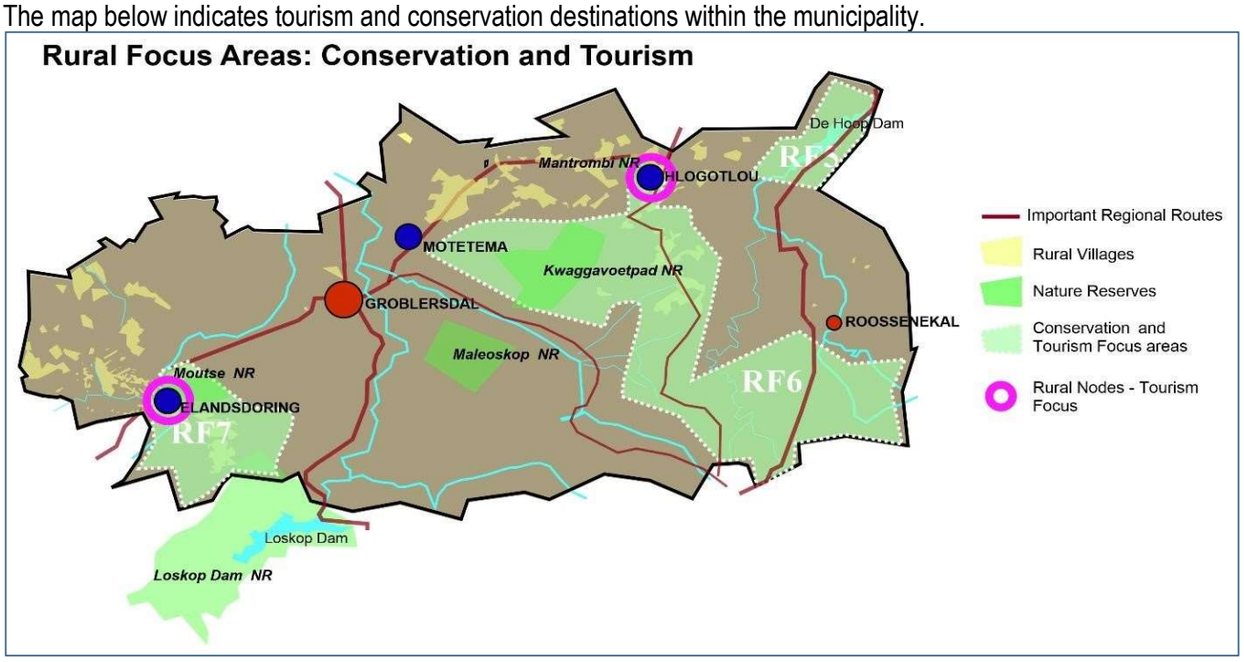
The Elias Motsoaledi Municipality has about 577 tourism beds serving two distinct markets. Guest Houses and Game Lodges serve business visitors, which are the dominant markets and Game Lodges serve Hunters and Weekend visitors.

Table 56: 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 indicates tourism and conservation destinations within the municipality.



Source: EMLM SDF 2018

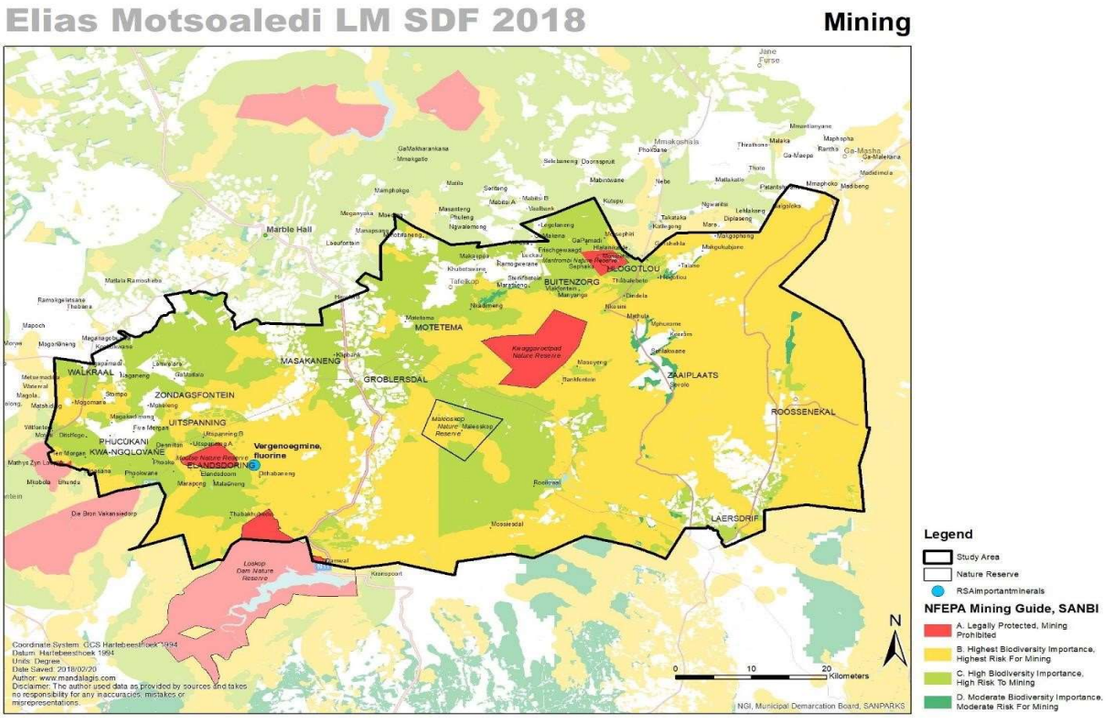
TOURISM PROJECTS

- 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.
- 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.
- The support of village tourism

4.3.2.4. 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.

Mining



4.3.2.5 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.

4.3.2.6. 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 57: 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).
- The manufacturing sector only making significant contribution in Groblersdal district (relative contribution decreasing).
- Community, social and personal services are the main economic activity in rural areas/settlements.

- Important role of wholesale and retail trade sector across EMLM.
- The 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 underdeveloped as far as the infrastructure and the marketing thereof is concerned.

4.3.2.7. DEVELOPMENT CORRIDORS

4.3.2.7.1 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 a 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:

1) Maximize economic development from mining growth.
2) Support development of agriculture and agro-processing
3) Develop competitive tourism attractions.

4) Speed up infrastructure development.
5) Remove barriers to land for development.
6) Refocus education and skills development.
7) Organize LED to work better on a large scale.

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

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

Local economic development strategies 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 recognized a number of limitations and pitfalls that undermine the success of LED interventions. These are but not limited to:

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

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

Table 59: The below table illustrates the number of jobs created through programmes such as EPWP, CWP, MIG, INEP and Equitable shares. This number reflects the number of job created during the 2022-2023 financial year.

Grant/ Incentive	Total Jobs Created	Youth	Males	Females	PWD
EPWP	687	397	296	391	22
CWP	1072	198	134	938	28
TOTAL	**1759**				

Source: EMLM LED UNIT

4.3.2.7.2. 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 add value to productivity in the economic sector i.e. Road construction skills, plumbing, electrification, retailing, agriculture etc.

It is therefore important for the municipality to embark on the coordination of skills development programmes such as those which are been offered by the department of Labour and other government agencies and those that can be offered by the department of agriculture seeing that the EMLM is a pro-agriculture area. According to the recent economic trends, the municipality strives to engage private sector and the community in pursuing and encouraging partnership (PPP) that will ensure business skills transfer and retention.

4.3.2.7.3. 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

4.4 KPA 4: FINANCIAL VIABILITY

4.4.1 FINANCIAL OVERVIEW

Executive Summary

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

Section 17 of Municipal Finance Management Act (MFMA) requires the municipality to prepare an annual budget in the prescribed format. National Treasury's MFMA circular 108 have been used as guidance for the compilation of the 2021/22 MTREF. The main challenges experienced during the compilation of the 2021/22 MTREF can be summarized as follows

- Ageing and poorly maintained roads and electricity infrastructure
- 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 2023/24 MTREF:

- The 2022/23 adjustment budget priorities and targets as well as the baseline allocations contained in that adjustment were adopted as the upper limits for the new baselines for the 2023/24 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.
- Only justification of all increases or decreases in excess of target inflation band (3 – 6) determined by Treasury will be provided. Capital projects and activities funded from external grants are budgeted as per the gazetted amount as outlined in 2023/24 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:

- Special projects and events;
- Catering services
- Refreshments and entertainment (R2 000 allocated per directorate for the entire financial year);
- Ad hoc travelling;
- Subsistence, travelling and conference fees, and
- Overtime.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2023/24 Medium Term Revenue and Expenditure Framework:

SUMMARY OF 2023/24 MEDIUM TERM REVENUE EXPENDITURE FRAMEWORK

SUMMARY OF 2024/25 DRAFT BUDGET				
	2023/24	2024/25	2025/26	2026/27
DECRIPTION	ADJUSTED BUDGET	DRAFT BUDGET	INDICATIVE BUDGET	INDICATIVE BUDGET
TOTAL REVENUE	773,838,089	845,185,416	855,749,120	883,763,295
LESS: TRANSFER RECOGNISED CAPITAL	76,076,134	91,968,256	73,047,328	78,293,518
OPERATING REVENUE	697,761,955	753,217,160	782,701,792	805,469,777
OPERATING EXPENDITURE	677,675,382	739,502,153	771,766,424	799,726,056
TRANSFERS - CAPITAL	76,076,134	91,968,256	73,047,328	78,293,518
SURPLUS/(DEFECIT)	20,086,573	13,715,007	10,935,368	5,743,721
CAPITAL EXPENDITURE	94,038,145	103,595,130	79,533,050	82,795,706

The above table is used as a testing tool for determination of municipal deficit or surplus throughout 2023/24 MTREF and as presented, the budget has a surplus of R18, 454 million; R27, 864 million and R12, 821 million respectively throughout the MTREF period.

Total operating revenue and expenditure for 2023/24 financial year amounts to R673, 081 million and R654, 627 million respectively. The budget increases steadily in the outer years.
Total capital expenditure amounting to R84, 156 million is inclusive of conditional grants in terms DoRA allocation to the tune of R79, 756 million and internally funded projects R4, 400 million.

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;

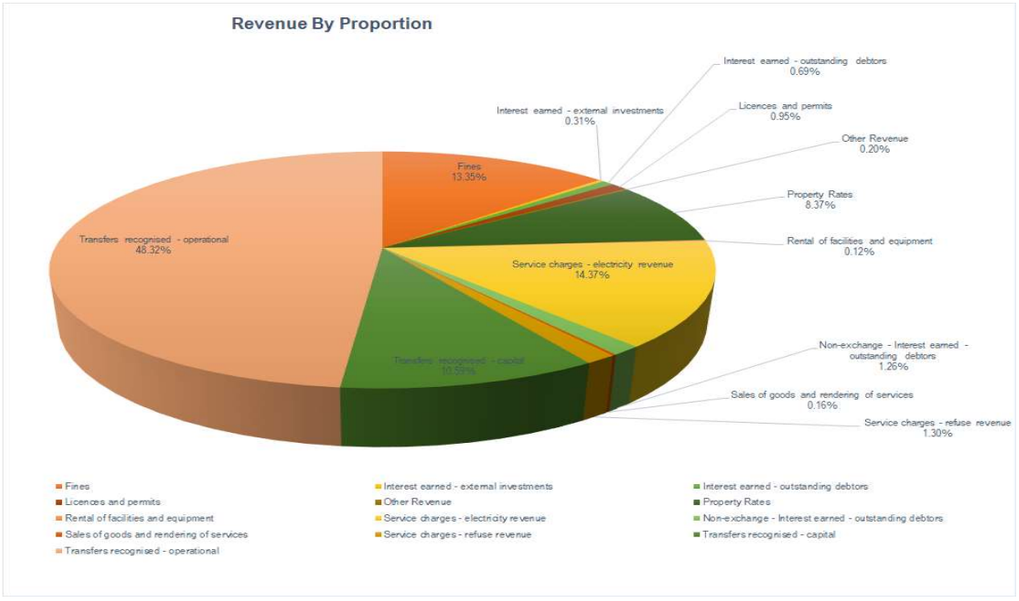
- Efficient revenue management, which aims to ensure 85% annual collection rate for property rates and other key service charges;
- Electricity tariff increases that are approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges 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 2023/24 MTREF (classified by main revenue source):

Table 58 Summary of revenue classified by main revenue source:

Description	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Financial Performance										
Property rates	35,773	39,442	39,913	44,645	59,853	59,853	36,468	63,025	66,113	69,220
Service charges	95,493	97,738	107,753	117,968	110,719	110,719	69,850	118,017	123,800	129,619
Investment revenue	1,368	585	1,780	3,652	2,152	2,152	1,218	2,306	2,491	2,594
Transfers recognised - operational	273,218	351,908	307,637	338,906	338,906	338,906	238,382	363,745	387,608	378,480
Other own revenue	48,160	48,345	30,560	96,180	116,631	116,631	18,098	125,987	138,191	146,422
Total Revenue (excluding capital transfers and contributions)	**454,012**	**538,018**	**487,643**	**601,351**	**628,262**	**628,262**	**364,015**	**673,081**	**718,204**	**726,336**

Figure 20: Main operational revenue categories for the 2021/22 financial year



Main operational revenue categories for the 2023/24 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 R363, 745 million translating to 48% for 2023/24 financial year making it clear that the municipality is still grants dependent and the level of dependency is gradually going down. In addition, revenue to be generated from rates and services charges amounts to 8% and 15% respectively. In the 2023/24 financial

year, revenue from rates and services charges add up to R181, 042 million translating to 23%. This increases to R189, 913 million, and R198, 839 million in the respective financial outer years of the MTREF.

Service charges is the second largest revenue source totaling 15% or R118, 017 million and increases to R123, 800 million and R129, 619 million respectively in the outer years. The third largest source is fines that amounts to R98, 528 million in 2023/24 financial year and R103, 355 million and R108, 213 million respectively in the outer years.

Table 59: Operating Transfers and Grants Receipts

Description	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
RECEIPTS:									
Operating Transfers and Grants									
National Government:	**273 218**	**351 908**	**307 768**	**338 906**	**338 906**	**338 906**	**363 745**	**387 608**	**378 480**
Local Government Equitable Share	269 013	347 526	302 789	334 260	334 260	334 260	358 519	384 758	375 492
Finance Management	2 235	2 600	2 650	2 850	2 850	2 850	2 850	2 850	2 988
EPWP Incentive	1 374	1 681	2 199	1 796	1 796	1 796	2 376	–	–
Disaster Relief Grant	596	–	–	–	–	–	–	–	–
Energy Efficiency and Demand Management	–	–	–	–	–	–	–	–	–
District Municipality:	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
N/A			–	–	–	–	–		
Other grant providers:	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Education Training and Development Practices SETA	–	102	130	–	–	–	–	–	–
Total Operating Transfers and Grants	**273 218**	**351 908**	**307 768**	**338 906**	**338 906**	**338 906**	**363 745**	**387 608**	**378 480**
Capital Transfers and Grants									
National Government:	**73 921**	**68 891**	**79 332**	**79 606**	**79 606**	**79 606**	**79 756**	**76 283**	**79 692**
Municipal Infrastructure Grant (MIG)	54 921	53 891	57 984	62 606	62 606	62 606	65 356	68 283	71 334
Intergrated National Electrification Grant	19 000	15 000	21 348	17 000	17 000	17 000	14 400	8 000	8 358
Provincial Government:	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
N/A									
District Municipality:	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
N/A									
Other grant providers:	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Coghsta - Development	21 471	–	–	–	–	–			
Total Capital Transfers and Grants	**73 921**	**68 891**	**79 332**	**79 606**	**79 606**	**79 606**	**79 756**	**76 283**	**79 692**
TOTAL RECEIPTS OF TRANSFERS & GRANTS	**347 139**	**420 799**	**387 100**	**418 512**	**418 512**	**418 512**	**443 501**	**463 891**	**458 172**

The above table outlines the operating grants and transfers allocated to Elias Motsoaledi Local Municipality for 2023/24 MTREF and these grants are contributing significantly towards the revenue-base of the municipality.

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 CATEGORY	ADDITIONAL REBATES
Residential Property	20%
Business,commercial,Industrial and mining	25%
Agricultural Property	0%
State Owned Property	20%
Public Service Infrastructure	75%
Public Benefit Organization Property/OLD Age	75%
Municipal Property	Not Levied
UNKNOWN	Not Levied

4.4.2 Sale of Electricity and Impact of Tariff Increases

Summary of operating expenditure by standard classification item

Description	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Financial Performance										
Employee costs	149,468	160,455	160,187	185,316	172,137	172,137	113,069	182,253	187,714	196,536
Remuneration of councillors	25,065	24,845	25,567	25,580	27,126	27,126	16,999	28,564	29,963	31,371
Depreciation & asset impairment	56,514	58,788	57,070	59,780	60,910	60,910	–	64,138	67,281	70,443
Finance charges	2,361	2,123	526	2,185	1,555	1,555	575	931	471	1,568
Inventory consumed and bulk purchases	96,089	112,407	135,835	148,283	134,635	134,635	58,056	119,343	133,985	150,449
Transfers and grants	3,059	3,275	2,591	3,292	2,673	2,673	1,033	3,176	3,417	3,671
Other expenditure	158,828	191,319	128,543	172,846	158,036	158,036	90,440	148,236	153,751	160,975
Total Expenditure	**491,384**	**553,212**	**510,319**	**597,283**	**557,071**	**557,071**	**280,173**	**546,641**	**576,582**	**615,013**

2 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 18.7 per cent in the 2023/24 municipal financial year. Eskom's need for increased funding means that over the period ahead they are applying for much higher tariff increases. NERSA approved municipal bulk tariff increases of 18.7 per cent in 2023/24. 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.

4.4.3 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 landfill sites, increases in general expenditure such as petrol and diesel and the cost of contracted service provider for refuse removal.

4.4.4 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

4.4.5 Operating Expenditure Framework

The municipality's expenditure framework for the 2023/24 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;
- Portion of operational surplus will be directed to funding the capital budget.

The table below is a high-level summary of the 2023/24 budget and MTREF classified per main type of operating expenditure.

Summary of operating expenditure by standard classification item

Description	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Financial Performance										
Employee costs	149,468	160,455	160,187	185,316	172,137	172,137	113,069	194,459	200,490	209,912
Remuneration of councillors	25,065	24,845	25,567	25,580	27,126	27,126	16,999	26,900	28,218	29,544
Depreciation & asset impairment	56,514	58,788	57,070	59,780	60,910	60,910	–	65,402	68,607	71,831
Finance charges	2,361	2,123	526	2,185	1,555	1,555	575	931	471	100
Inventory consumed and bulk purchases	96,089	112,407	135,835	148,283	134,635	134,635	87,506	153,791	170,267	194,836
Transfers and grants	3,059	3,275	2,591	3,292	2,673	2,673	1,033	3,176	3,417	3,671
Other expenditure	158,828	191,319	128,543	172,846	158,036	158,036	90,440	209,968	218,870	229,263
Total Expenditure	**491,384**	**553,212**	**510,319**	**597,283**	**557,071**	**557,071**	**309,622**	**654,627**	**690,340**	**739,157**

The budgeted allocation for employee related costs and remuneration of councilors for the 2023/24 financial year totals R210, 921 million, which equals 36% of the total operating expenditure. The municipality used government notice number 46470 (NO.R.2126) issued 2 June 2022 determination of upper limits of the salaries, allowances and benefits of different members of municipal council and government notice number 47538 (NO.2760) issued on 18 November 2022 upper limits of total remuneration packages payable to municipal manager and managers directly accountable to municipal manager and factored increase based on MFMA budget circular number 115 issued on 4 March 2022 of 4.8%. Based on MFMA circular 123, first budget year and the two outer-years' salary increases have been factored into this budget at CPI percentage increase of 5.3%, 4.9% and 4.7% 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 60.4% and the Credit Control policy of the municipality. For the 2023/24 financial year this amount equates to R31, 472 million and escalates to R33, 014 million in 2024/25 and R34, 566 million 2025/26. 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 R65, 402 million for the 2023/24 financial year and equates to 11% 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 123 outlines the approved tariff increase by National Energy Regulator of South Africa (NERSA) for municipal bulk purchase from Eskom of 18.7% in 2023/24, 12.7% in 2024/25 and 17.7% in 2025/26. 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 R66 551 million of the total operational budget for the 2023/24 financial year and increases to R70, 286 million and increases to R73, 634 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.

4.4.6. AUDIT OPINION TRENDS

Table 60: Auditor's General opinion trends

2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Qualified	Qualified	Unqualified	Qualified	Unqualified	Unqualified

4.4.6.1 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.

Description of Finding	Finding status	Root Cause	Action Plan Description	Progress (Addressed/Not addressed)
ISS.31-COMAF 24: 1.SCM Local Content – Non-compliance with PPR 2017 Section 8(2)	New	Failure to perform due diligence before the final award	Incorporate the local content requirement or condition so that electrification projects will be compliant in terms of procurement of transformers and cables	In progress
ISS.35-COMAF 25: 2.SCM – Bids were evaluated not in accordance to the bid specifications	New	Failure to perform due diligence before the final award	BEC to ensure that bid specification is followed to the latter during evaluation process	In progress
©ISS.36-COMAF 25: 3.SCM - Bids were evaluated not in accordance to the bid specifications	New	Failure to perform due diligence before the final award	BEC to ensure that bid specification is followed to the latter during evaluation process	In progress
ISS.67-COMAF 37: Contract Management – Insufficient monitoring evidence (minutes of the meetings)	Recurring	Late Submission by the End- Users	Performance assessment must be done on a monthly basis as presctibed by the Act	In progress
ISS.77-COMAF 32 - Employee cost - presentation and disclosure	New	Inadequate review of the AFS	Allow Management and Internal Audit adequate time to review the AFS	Completed

ISS.79-COMAF 46 ISS 1 - Overtime payments	New	Poor administration of the overtime policy and late submission of signing of documents.	Execute the regrouping exercise extended to line managers and the supervisors. Facilitated by the complience unit and internal audit. Resolved that overtime to be approved with HR and Senior Manager.	In progress
ISS.80-COMAF 46 ISS 2- Inconvenience allowance incorrectly classified as Overtime & Underpayment.	New	Incorrect interpretation of the inconvenience allowance since it is meant to prevent the recipient from claiming overtime	Reclassify the transaction during the preparation of interim financial statements process	Not yet started
ISS.40-ISA: The ICT master systems plan was outdated and not in line with the Integrated Development Plan (IDP)	Recuring	Due to budget constraints a service provider could not yet be appointed to update the MSP to be aligned with the municipality's IDP.	Management will ensure that the recommendations are incorporated in the development of the Master System Strategy Plan(MSP) and avail budget to appoint service provider	In-progress
ISS.41-ISA: Lack of monitoring of system administrator activities on Active Directory and VIP	New	The municipality did not have monitoring tools or software in place to perform such reviews.	Software was procured and implemented to assist with the monitoring of the network system administrator activities on AD.	Completed
ISS.42-ISA: Inadequate user access management processes on VIP system	Recuring	The VIP system is an old system that was not configured to generate user lists or reports indicating new user creations, profile modifications, password resets and user terminations. The municipality had engaged with the service provider to configure the system to generate the required logs or reports but due to the system being an old system, the system could not be configured to generate such logs or reports	The risk will be added on the internal risk register and managed as part of the risk register.	In-progress
ISS.43-ISA: Active Directory access and logon violation reports not reviewed	Recuring	The municipality did not monitor and review access and logon violations on Active Directory (AD) as the municipality did not have software/tools in place to log and monitor such activities.	Software was procured and implemented to ensure that access violations on AD is monitored monthly.	Completed

Financial Viability Challenges

- Low revenue collection
- Illegal connections
- Development of revenue enhancement strategy
- High accruals at financial year end
- Contracted services expenditure that is outside the norm
- The municipality does not have reserves.

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. The 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 serves 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 relationships 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 an Intergovernmental Forum between the Municipality and local sector departments to enhance the relationship between all three spheres of government.

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

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

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

- Municipal manager's forum
- Mayors' forum
- Communicators forum
- HR forum
- Internal auditor's forum
- IDP manager's 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 acknowledged. There are only minor challenges on issues regarding spatial and land use.

Table 61: Traditional authorities, their needs and their locations

Tribal authority	Name of chief	Location
Bakwena Traditonal authority	Chief B.R. Matsepe Kopa	Ward 25 Tafelkop Ga-Matsepe
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
Bantewane Tribal authority	Chief. Mathebe	Ward 3 Kgobokwane village

Source: EMLM Executive Support Unit

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.

- Corporate Services
- Infrastructure department
- Development and Planning
- **Community services**
- Finance



The current organogram:

The 2023-2024 staff establishment indicate the total staff turnover:

Elias Motsoaledi Local Municipality has a staff complement of 530. A total of 383(72.3%) posts have been filled and 147(27,7%) are vacant. The Municipality has within its financial means focused on filling all vacant and budgeted posts prioritizing 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 62: Administrative Heads of Departments

Function	Post	Name	Department
Municipal Manager	Vacant	M. Mohlala (Acting)	Office of the Municipal Manager
Senior Manager	Filled	Mr. J.Maboa (Acting)	Corporate Services
Chief Financial Officer	filled	Mr. K.L. Hutamo	Budget & Treasury
Senior Manager	Vacant	Acting: Mr. Malaka	Technical Services
Senior Manager	Filled	Mr. M. Mohlala	Community Services
Senior Manager	Vacant	Mr. B. Sethojoa	Development Planning

4.5.10. CORE DEPARTMENTAL FUNCTIONS

The following table outlines the core functions of each Department.

Table 63: 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)
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 management 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 21: Communication system.

Administrative



Political



4.5.12.1. COMMUNITY PARTICIPATION

The medium for communication includes Municipal newsletters, Annual Report, local and National Newspapers, Ward committee system, Community Development workers (CDW's), as well as loud-hailing.The Elias Motsoaledi Local Municipality has been incrementally increasing public participation, however there is a 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 64: 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 2020 -21 September 2020	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 2020	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 2020	10 H 00	Committee Room

	Present The Strategic Priorities To The 1st IDP Rep. Forum	13 December 2020	10 H 00	Chamber
4	Presentation Of Draft IDP/Budget To Council For Inputs and adoption	30 March 2021	14h00	Municipal Chamber
5	Public Notices For Inputs From The Public	31 March 2021		
6	Draft IDP-Budget Stakeholders Consultation (Magoshi's)	20 April 2020	10h00	Municipal Chamber
7	Draft IDP-Budget Ward Visits (Ward 1-31)(Clustered wards)	22 April 2020 - 07 May 2021	10h00	In All Wards
8	Consolidation Of Report From Public Participation	14-15 May 2021		Municipal Manager
9	IDP Steering Committee To Discuss The Consolidation Of Projects	14 May 2021	10h00	Municipal Chamber
11	Consolidation Of Projects From Sector Departments	14 May 2021	10 H 00	Committee Room
12	Adoption Of 2016-2017 Reviewed IDP-Budget	31 May 2021	12h00	Municipal Chamber (Council)

COMMUNITY PRIORITY NEEDS PER WARD

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

EMLM would endeavour to engage with responsible national and provincial departments in ensuring implementation of projects aimed at attaining ward specific priorities. The below mentioned community needs emanates from the stakeholder's engagement and community participation conducted by ward councillors and their respective ward committees during the review for the 2023/24 IDP document. The needs tabled below are those emenating from the previous consultations including the 2023/24 consultations. This was also done through the completion of the ward development questionnaires by ward councillors.

Table 65: List of Community Needs per ward

Ward	Needs Per Ward
1.	1. Clinics that will operate for 24 hours 2. Refuse removal services and skip bins required for all villages and water and Jojo tanks to be supplied in all villages 3. Tarring and up-grading (re-gravelling) of access roads including those leading to schools 4. Cleaning and refurbishment of cemeteries 5. High mast lights installation in all villages 6. Construction of storm water control 7. Libraries for schools 8. Upgrading of low level bridge at Oorlog 9. Job creation 10. Shortage of VIP toilets for 6027 households on sanitation services 11. Health and welfare

Ward	Needs Per Ward
	12. Public transport facilities 13. 1268 households without electricity 14. 2537 housholds in need of RDP houses
2.	1. Land care 2. Clinic at Moteti A (urgent) 3. High mast lights in villages of the ward 4. Paving or tarring of bus routes at Motetei C and C1 (5 kilometres) 5. Re-gravelling of roads and sports grounds in all villages 6. Maintenance of cemeteries and fencing at Moteti A and C 7. Storm water drainage in all villages 8. 665 households in need of RDP houses 9. Low level bridge at Mohlako Primary School 10. Satellite Police Station and Police patrolling in the ward 11. Recreation centre (community hall, library, sports filed and gymnasium) 12. Secondary school within the ward and school toilets and Nkadimeng Primary 13. Low level bridge/pedistrian bridge from Masakaneng to Mzimdala 14. Shelters at bus stops and at pension Paypoint 15. Quality running water 16. VIP toilets 17. Shelter needed for all mobile clinics 18. New Residential Sites Demarcation 19. Establishment of Waste Management Programme in the ward 20. Jojo needed in all areas 21. Vandlised side walk pave needs to be fixed
3.	1. Electrification of two boreholes at New Stand Area 2. Naganeng area needs boreholes each to be implemented 3. A Bridge from Newstand to Kgaphamadi 4. Tar road at Kgaphamadi Road. 5. 164 Households without Electricity 6. Shortage of VIP Toilets for 100 Households on Sanitation Services 7. 172 Households in need of RDP Houses
4.	**Walkraak Ext** 1. 900 Households without Electricity 2. Primary School 3. Stone Pitch 4. High Mast Light 5. Shortage of VIP Toilets for 55 Households on Sanitation Services 6. 300 Households in need of RDP Houses

Ward	Needs Per Ward
	Stompo 7. 150 Households without Electricity 8. Tarring Of Bus Route 9. School Renovation 10. High Mast Light 11. Storm Water Control 12. Water 13. Shortage of VIP Toilets for 300 Households on Sanitation Services 14. 100 Households in need of RDP Houses **Walkraal A** 15. 350 Households without Electricity 16. Tarring of Bus Route 17. Water 18. Secondary School 19. High Mast Light 20. Shortage of VIP Toilets for 400 Households on Sanitation Services 21. 75 Households in need of RDP Houses **Ntswelemotse** 22. Shortage of VIP Toilets for 200 Households on Sanitation Services 23. 100 Households without Electricity 24. 60 Households in need of RDP Houses
5.	1. Access Roads (Tarring) 2. Fencing of Cemeteries 3. High Mast Lights 4. Skip Bins (Urgent) 5. Electrification of Phomolong 6. Refurbishment of Water Pipe Line 7. New Water Pipe Line in Phomolong and Vesinyao 8. Re-Gravelling (Urgent) 9. Sanitation Services **Mpheleng Village** 10. Completion of Mpheleng Bus Route 11. Fencing of Cemeteries 12. Refurbishment of Water Pipe Line 13. High Mast Lights 14. Re Gravelling (Urgent) 15. Skip Bins(Urgent) X2 16. Sanitation Services
6.	1. Re-Gravelling of roads in all villages of the ward.

Ward	Needs Per Ward
	2. Shortage of VIP toilets for 350 households on sanitation services in all villages. 3. 15 High Mast Lights needed in all villages 4. Water at Five Morgan and Taereng 5. Low Level Bridge at Five Morgan 6. Fencing of graveyard at Phucukani Storm Water Control and paving of Roads Community Hall. 7. Refuse Removal. 8. F.E.T College. 9. Multipurpose Centre& Community Park. 10. 150 Households in need of RDP Houses 11. 11 Households without Electricity
7.	1. 65 Households in need of RDP Houses 2. Re-Gravelling of Roads in all Villages 3. VIP Toilets in all Villages 4. Recreation Facilities 5. High Mast Light in all Villages 6. Paving of all Roads to and from Schools 7. Fencing of Cemeteries in all Villages 8. Mobile Clinic in Moteti C 9. Mobile Police Station in Moteti C 10. Renovation of Bridge between Ngolovane and Sibisi School 11. Low Level Bridge joining Matshiphe School to Goederede 12. Library required at Moteti and 10 Morgan 13. Low Level Bridge at Thejane School 14. Bridge Connecting Ngolovane and Phooko (Mohlabetse River) 15. Pension Pay Point for the elders 16. Job Creation in all Villages 17. Poor Roads Conditions in all Villages 18. Streets Names to be given 19. Refuse Removal in all Villages 20. Water Tankers to assist In Delivery Of Mater Daily 21. All Sports Grounds to be Gravelled 22. Formalization of Nonyane Stand 23. Financial Assistance on Agriculture 24. Grazing Camps for Livestock 25. Environmental inspection at Shops and Spaza's 26. Installation of Network Points for Cell Phones 27. Budget for Community Policing for Forums 28. Food Parcels for Indigents Funerals

Ward	Needs Per Ward
	29. Speed Humps to Nyakorane School 30. Jojo Tanks for Water Needed in all Villages 31. Financial Assistance on Water Reticulation 32. Sanitation needed in all villages. 33. 04 Households without Electricity
8.	**Malaeneng** 1. Storm Water Control 2. Renovating of Mathale Hall 3. High Mass Lights Clinic 4. Tar Road at Liberty and Homeland 5. High Mast Light 6. Community Hall 7. Security of Boreholes 8. Tar Roads 9. Rdp Houses X100 10. Fencing of Cemeteries 11. VIP Toilets **Marapong** 12. Lights 13. Bridge Fixing 14. Finishing of Bermuda Road 15. Water 16. Rdp Houses X100 17. Fencing of Cemeteries 18. VIP Toilets **Taiwan** 19. RDP Houses 20. Tar Roads / Paving 21. Water 22. Lights 23. VIP Toilets **Elandsdoorn** 24. Tar Roads 25. Paving 26. RDP 27. Water 28. Vip Toilets

Ward	Needs Per Ward
9.	1. Shortage of High Mast Lights 2. Electricity at New Town and Phooko Village 3. Re-Gravelling of streets in all Villages 4. Water in all Villages 5. 65 Households in need of RDP houses 6. Pavement in all Villages (Big Phooko, D1, D2, D3 and Small Phooko) 7. Shortage Of Schools And Graveyard
10.	1. Extra Boreholes Required for the Ward Dithabaneng, Mohlamme Extension and Mashemong 2. Tarring all Main Roads in the Ward 3. Library 4. Re-Gravelling All Access Roads in the Ward 5. Construction of Speed Humps on at Tjiane 6. Storm Water Control 7. Signage in all Important Areas within the Ward 8. Fencing the Public Road passing the Village 9. Building and Servicing Recreational Facilities 10. Paving Phase 2 Completion of Mohlamme Road 11. Construction of Bridge between Ntwane and Thabakhubedu Mametse 12. Bridge between Ntwane and Thabakhubedu Deep 11 13. Paving of Dithabaneng Road 14. Fencing of Cemeteries Ntwane and Lesehleng 15. RDP Houses in all Villages 16. Electricity for New Settlement Houses in all Villages 17. Sanitation (VIP Toilets) Refuse Removal Waste Management / Dumping Site Landfill Area 18. High Mast Light in all Villages 19. Upgrading of Sport Fields 20. Cleaning Current Lesehleng Pay Point Fencing the Pay Point and Ablution Facilities 21. Erection of a Hall and Community Facilities 22. Building Office for Home Based Care 23. Fencing and Servicing Cemeteries in Ntwane 24. Finishing Outstanding RDP Houses and Allocating New RDP Houses 25. Erection of Police Satellite Office, Post Office and Dropping Point 26. All Boreholes to be connected with Electricity 27. Water Tank to assist in the delivery of water within the Ward 28. Speed Humps at Mohlamme Road 29. All Boreholes to reflect in the IDP of the Municipality 30. Generator at Lesehleng to be replaced by the Electricity Pump

Ward	Needs Per Ward
	31. Fencing Office Equipment, Kitchen Equipment/ Cleaning Materials, Personal Protective Equipment, Renovation, Two Rest Rooms, Toilets, Security for Baabaswa Old Age. 32. Tshwaranang Project to reflect in the Municipal IDP 33. Ntwane Traditional Village project to reflect in the IDP 34. Temporary Toilets needed at Lesehleng Pay Point 35. Stop Sign at R25 Moutse Mall 36. Cleaning of the road to the Grave Yard including Bush Cleaning 37. Patching of potholes at Loskop Dam Road 38. Replacement of the leaking Jojo Tank at Ga-Phora 39. All the Sports Ground within The Ward to be Re-Gravelled 40. Community Wi-Fi for Learners
11.	1. Local Clinic 2. 200 Toilets Units 3. High Mast Lights 4. Skip-Bin 5. Phase Two of the Tar Road 6. Fencing of the Cemeteries
12.	1. Fencing of Cemeteries 2. Thabakhubedu Phase 2 Tar Road to Tamong Section 3. High Mast Lights in the Ward 4. Fawcett Mathebe and Nala School Road 5. Electricity in the Whole Ward 6. Storm Water Drainage/Control and Construction of Bridges 7. Shortage of VIP Toilets for 235 Households on Sanitation Services in all Villages. 8. 203 Households without Electricity 9. 307 Households in need of RDP houses
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 people from driving into the park 8. Cleaning of Parks and placing Skip Bins **9.** Swimming Pool
14.	1. Tarring of Matlala Lehwelere Bus and Taxi Road

Ward	Needs Per Ward
	2. Electrification (Masakaneng and Matlala Lehwelere) 3. Water (Masakaneng and Matlala Lehwelere) 4. RDP Houses 5. School at Masakaneng 6. Clinic (Matlala Lehwelere and Masakaneng) 7. High Mast Light 8. Shortage of VIP Toilets for 1500 Households on Sanitation Services in all Villages. 9. 550 Households without Electricity 10. 1500 Households in need of RDP houses
15.	1. Tarring of Masoyini Bus Route 2. Tarring of Maraganeng Road 3. Electrification of Keerom Newsstand, Kwalikere Masoying and Holneck Newsstands 4. High Mast Lights 5. Fencing of Dumping Site 6. Shortage of VIP Toilets for 610 Households on Sanitation Services in all Villages. 7. 234 Households without Electricity 8. 130 Households in need of RDP houses
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

Ward	Needs Per Ward
	18. Park 19. Sport Art and Culture 20. Police Station Open (New Stand) 21. Shortage of VIP Toilets for 650 Households on Sanitation Services in all Villages. 22. 500 Households without Electricity 23. 520 Households in need of RDP houses
17.	1. Paving Of Road From Ga-Senamela Shop Via Thabeng Ga-Moloi To Thibathiba Fourways For Easy Accces To Transport By Community Members (Bapeding, Thabeng And Ga-Moloi) 2. Paving Of Road From Corner Cafê Chego Via Ga –Mafiri-Makeke-Matenchi-Moteka (The Use Of G5 Soil Is Recommended) 3. Paving Of Road From Ga-Madisotwane Via Rite Primary School And Kopa High School Including The Construction Of A Low Level Bridge 4. To Urgently Assist The Kgarea And Rakgalakane Families With The Fixing Of Access To Their Yards 5. A Tar Road Construction From Swimming Pool Road Via Rite And Kopa Schools , Rovers Sports Ground 6. A Tar Road Construction From Ga-Mabimbane (Mnguni Family) To Motshana Tuckshop 7. Paving Of Road From Ga-Senamela House To Mphebatho Shop 8. Paving Of Road And A Low Level Bridge From Corner Vuka Street And Mathunyane Family To Mokoena Church (Faith Mission) 9. Re-Gravelling Of The Road (Use Of G5 Soil) From Tamatistop Ga-Mohlala (Tsakatsea) To Tafelkop Gymnasium And Matebeleng Road 10. Shortage of VIP Toilets for 600 Households on Sanitation Services in all Villages. 11. 30 Households without Electricity 12. 1800 Households in need of RDP houses. 13. 09 Jojo Storage Tanks needed. 14. 09 High mast lights needed in all villages.
18.	1. Syverfontein Bus Route 2. Mmotwaneng to Mphepixeng (Grave Side Route) 3. Syverfontein Frank Street 4. Talane Grave Side to Mgidi Street 5. Magukubjane Paradise to Magubjane Clinic 6. Makgopheng Primary to Namudi High School Route 7. Shortage of VIP Toilets for 1500 Households on Sanitation Services in all Villages. 8. 150 Households in need of RDP houses

Ward	Needs Per Ward
	9. 7 Skip bins needed in all villages.
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 7. Shortage of VIP Toilets for 1225 Households on Sanitation Services in all Villages. 8. 195 Households without Electricity 9. 76 Households in need of RDP houses
20.	1. Vip Toilets for Unit A, Unit B, Unit C, Matsitsi and Stadium View. Unit Has a Very Serious Blocklog of VIP Toilets. 2. High Mast Lights Particularly in Stadium View, Matsitsi and Unit C and constant maintenance of the available Ones. 3. Cancellation of Service Debt 4. Requesting 4 Speed Humps (2 On The R574 Road Between Jerusalem and Stadium View and 2 On The R579 Road Just After the Police Station. 5. Tar Road at the road passing Bopanang Primary School 6. Tar Road on the road passing Mphezulu Secondary School and Qhubani Mahlogotlou Primary 7. Paving of access routes particularly in Matsitsi and Stadium View 8. Borehole and additional Jojo Tanks in Matsitsi Section. 9. Moving of Jojo Tanks and connecting of taps in streets at Stadium View 10. Upgrading the Purification Plant 11. Street Surfacing at Stadium View and Matsitsi 12. Adding of Services at our Satellite Office like renewal of Driver Licences and Licence Disc 13. Supply and servicing of Skip Bins in Monsterlus 14. Maintenance of Transfer Station and Eradication of Illegal Dumping Place 15. Provision of RDPHouses due to Backlog 16. Electrification of houses especially in Matsitsi 17. Upgrading the Storm Water Control in Monsterlus 18. Building of Library and Community Hall 19. Electrification of the New Settlement Next to Stadium (Mathelering Section)
21	1. Storm Water Control for Kgaphamadi Bus Road (Urgently)

Ward	Needs Per Ward
	2. Pavements for all Villages Main Entrances 3. High Mast Lights for Motsiphiri and Kgaphamadi Sections 4. Clinic 5. Speed Humps for / at Jerusalem Main Tar Road 6. Primary School
22.	1. Equipment of Four (4) Borehole at Mzansi/ Maphepha. 2. Equipment of One (1) Borehole at Legolaneng and Drilling of Two (2) Boreholes at Legolaneng Newstand. 3. Equipping of 1 Borehole at Phomola Kgaphamadi and Drilling of Two (2) Boreholes. 4. Drilling of Two (2) Boreholes at Moguang/ Hlala. 5. Drilling of Two (2) Boreholes at Katlegong Section. 6. Re-Connection of Bulk Water Supply from Flag Boshielo Dam in Ephraim Mogale Local Municipality to Legolaneng Bulk Water Supply. 7. Sanitation (6000 Vip Toilets Needed) 8. Equipment of 4 Boreholes at Maphepha/Mzansi 9. Equipment of 1 Borehole and Drilling of 2 Boreholes at Legolaneng New Stands 10. Equipping of 1 Borehole at Phomola, Kgaphamadi and Drilling of 2 Boreholes. 11. Drilling of 2 Boreholes at Mogaung/Hlala 12. Drilling of 2 Boreholes at Katlegong Section 13. Re Connection of Bulk Water Supply from Flag Boshielo Dam in Ephraim Mogale Local Municipality to Legolaneng Bulk Water Supply 14. 6000 VIP Toilets 15. Lights at Ga-Makena, Legolaneng, Mogaung/Hlala, Homola, Katlegong, Mzansi and Maphepa 16. RDP Houses at Mogaung/Hlala, Phomola, Matlegong, Mzanzi, Maphepha, Legolaneng and Ga-Makena (RDP Houses (500). 17. Grading of streets in all Sections 18. Speed Humps at Mogaung/Maphepa Main Road 19. Paving at Maphepa/ Mogaung Internal Roads 20. Paving at Legolaneng New Stands 21. Paving at Mogaung Kotsane New Stands Street and Phomola Section 22. New Bridge between Luckau and Mogaung/Hlala 23. Electrification of 107 Houses at Phomola, 130 Houses at Legolaneng Section, 70 Houses at Mogaung Mashemong and 140 Houses at Maphepha Section

Ward	Needs Per Ward
	24. Fencing and Cleaning of all Cemeteries in the Ward 25. Grading of all Sports Fields in the Ward 26. Dropping Centers in the Ward 27. Business Development Centers, Job Opportunities (Cwp and Epwp) Farming 28. Clinic at Mogaung Ga Molomi and Legolaneng/Makena 29. Skip Bins 30. Building of Admin Block at Legolaneng and Ga- Makena Primary Schools 31. Laboratory and Library at Hlabi High School 32. New Primary School at Phomola, and Mzansi Section 33. Multipurpose Center at Maphepha Section
23.	1. Paving of Main Streets Sephuku and Vlakfontein 2. Water Reticulation Sephaku and Vlakfontein 3. Closing of Donga at Sephaku Newstands 4. Electrification of Mantrompi Section 5. Shortage of VIP Toilets for 550 Households on Sanitation Services in all Villages. 6. 500 Households without Electricity 7. 450 Households in need of RDP houses
24.	1. Storm Water Control of St Paul High School Road to Legolaneng Village 2. Low Level Bridge Between Luckau Villages and Posa Section 3. Low Level Bridge Between Luckau Village and Hlala Section 4. Fencing of Luckau Cemetery
25.	1. Tar Road from Morolong Main Gravel Road passing Makeapea Primary to Corner Café -Matsepe. 2. Emergency Bus-Stop and Speed Humps at Morolong 3. Storm Water Control of Makaepea Roads. 4. Drilling of New Boreholes. 5. Electrification of New Stand at Makaepea C. 6. Mogashi Pavement, that was never completed at Ga-Kgoshi Matsepe. 7. Need Road (Pavement) from the Clinic to Dikgalaopeng New Stand. and Electrification of New Stand in Dikgalaopeng. 8. Re-Gravelling of Roads in all Villages 9. Storm Water Control in all Villages. 10. Tarring of all Main Roads in the Wards 11. Jojo Storage Tanks needed in all villages. 12. Skip bins needed in all villages.

Ward	Needs Per Ward
	13. 476 Households without Electricity 14. 724 Households in need of RDP houses
26.	1. Connection Road from Vuka Street, road about to Ga-Senamela from the Reservoir Through Ga-Moloi (Ward 17) up to Four Way at Thibathiba 12km 2. Connection road from Kampeng to Tafelkop Cemetery through Ward 27 3. Storm Water Control from Moshate Paving (Ga-Mike Matsepe) up to U-Save Paving 4. Storm Water Control Kampeng at Stop Sign down to the river 5. Vuka Street Paving / Tar via Senamela Shop (Urgent) 6. Paving of Moshate (Kgoshi Rammupudu) Access Road 7. Bridge Between Ga-Kopa and Botlopunya and also Majakaneng 8. Paving of access Roads and Storm Water Control in all sections 9. Gravelling of all roads in the Ward 10. Fencing of all Cemeteries 11. Upgrading of Reservoirs 12. Storm Water Control from paving to Rilokwane River 13. 05 High Mast Light (Very Urgent) 14. Upgrading of all Sport Grounds in the Ward 15. Rammupudu Clinic to Operate 24 Hours 16. Multipurpose Centre and Rehabilitation Centre 17. Skips bins needed in all the Section in the Ward 18. Satellite Police Station (Very Urgent) 19. Library for all Wards in Tafelkop 20. Low Level Bridge between R&R and Stadium View 21. Sanitation for remaining Residents 22. Extension of Water Pipes to other Sections of the Ward 23. Job Creation Programs Urgently Needed 24. Regular Supply of Water. 25. House Hold Water Connections and installation of Water Meters 26. Equipping the Traditional Office with Computers, Stationary, Office Furniture, Photocopier, Chairs for Community Hall and Cleaning Material. 27. Shortage of VIP Toilets for 100 Households on Sanitation Services in all Villages. 28. 500 Households without Electricity 29. 5 Households in need of RDP houses
27.	1. Connection Road from Majakaneng to Botlopunya 2. Connection Road from Mountain View to Stadium

Ward	Needs Per Ward
	3. Connection Road from Kampeng to Tafelkop Cemetery through Ward 27 and 26 4. Storm Water Control at Botlopunya to Nyakelang 5. Storm Water Control at Botlopunya to Majakaneng 6. Paving of Access Road and Storm Water Control in all Section 7. Gravelling of all Roads in the Ward 8. Fencing of all Cemeteries 9. High Mast Lights in all Sections 10. Upgrading of all Sports Grounds in the Ward 11. Multi- Purpose Centre and Rehabilitation Center 12. RDP Houses 13. Skip bins Needed in all the Sections of the Ward 14. Satellite Police Station (Very Urgent) 15. Library Needed required in the Ward 16. Sanitation for remaining Residents 17. Pre-School and Creche required. 18. Shortage of VIP Toilets for 2000 Households on Sanitation Services in all Villages. 19. 77 Households without Electricity
28.	1. Electricity at Me Section and Extension B at Mgababa Section 2. Water Reticulation all Ward from Dipakapakeng Section to Stadium View no Water 3. High Mast Light (2) Dipakapakeng (2) Mgababa Section (2) Stadium 4. Sports Facilities 5. Sanitation VIP Toilets Villages 713 in Numbers 6. Emergency Services required 7. Satellite Police Station 8. RDP Houses 193 In Numbers 9. Re-Gravelling of Road at Me Section Dipakapakeng 10. Job Creation 11. Primary School required at New Stand Me Section Dipakapakeng 12. Pre-School and Crèche at Stadium View 13. Jojo Tanks Needed at Stadium and Mgababa – Dipakapakeng Section all Ward 14. Dipakapakeng Me Section Needs the establishment of Fund Raising Committee at Me (Need Mobile Clinic) 15. New Sport Ground to be Constructed at New Stands 16. Water 17. Electricity at New Stands (Mgababa and Stadium View, Dipakapakeng Section)

Ward	Needs Per Ward
	18. Shortage of VIP Toilets for 140 Households on Sanitation Services in all Villages. 19. 172 Households in need of RDP houses
29.	1. Paving of Mokumong road to Makuduza via Mashabela road to Seroko cool corner 2. Re-gravelling of the road from Mang -Le - Mang to Khubetswana 3. Re-gravelling of the road from Matebeleng to Llenotong (forest) village and from Ga-Mohaule to ka Kampeng 4. Re-gravelling from Moshate Ga-Nkadimeng to Malese primary 5. Re-gravelling of sports ground 6. Skips bean at Sterkfontein Maratheng and Ramogwerane high mast light 7. Electrification of Ga-Nkadimeng section new stands
30.	1. Prepaid electricity at Rossenekal town 2. Water at Makwane-Nkakaboleng; Zone11 and Tshehla Trust 3. Low level bridge in Tigershoek and upgrading medium bridge in Lleeupershoek 4. Clinic at Rossenekal 5. Tarring of road in Laersdrift and Makwane –Nkakaboleng 6. Paving Rossenekal RDP streets 7. Four high mast light in Sango village 8. Refuse removal in Makwane; station and Sango 9. Health Centre in Rossenekal 10. New site establishment 11. Extension of Rossenekal RDP section and extension of station village 12. Secondary school in Laersdrift 13. Electricity in zone 11 14. Services needed for people living in the farms 15. The time frame for the promised services 16. Shopping centre needed 17. Electricity bill is high 18. Sustainability of Rossenekal electricity 19. Construction of water reticulation ay Laersdrift 20. Clinic at Laersdrift 21. Patching of potholes at r555 22. Skep bean needed 23. Renovation of both schools in Laersdrift 24. Extension of pre-school in Rossenekal permanently 25. Boreholes needed at Makwana-Nkakaboleng

Ward	Needs Per 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 The Community Registered a need to have a Library in Motetema

Table 102 the below table reflects a report from public consultations on the draft 2024-2025 integrated development plan and budget for inputs. The programme for consultation started on the 05th of April 2023 and was concluded on the 26 April 2023.

STAKEHOLDERS	DATE AND VENUE	ISSUES RAISED	RECOMMENDATIONS
Municipal staff	05/04/2023 Municipal Chamber	Issues raised by staff members were administrative issues that required administrative intervention. Amongst others, the following were raised: Municipal grading Staff placement and organizational structure Employee capacity building etc.	The management to consider issues raised by the staff members.
IDP Representative forum	12 April 2023 Municipal Chamber	Kgaphamadi road in ward 21 affected by floods and require immediate attention. Allocate the design budget for the Bapeding road to 2022-23 budget and ensure that the 2023-2024 is the construction of the road. Tafelkop clinics must operate 24 hours. Refurbishment of all sports grounds in Elias Motsoaledi Disabled people not being considered in the draft budget	Council to consider issues raised by the stakeholders
Communities and structures from ward	13/04/2023 (Joint consultation with the district) Ramogwerane Faith Apostolic Church	Electrification of Nkadimeng section in Sterkfontein next to Mtshweni tuck shop before Maratheng section Allocation of budget for the Bapeding Road in ward 26 Tafelkop clinics must operate 24 hours. Refurbishment of all sports grounds in Elias Motsoaledi Fixing the demolished bridge in ward 21 Construction of a low- level bridge near Bafaladi primary school in ward 29 Building of technical schools for skills needed in mines. Complete the incomplete water project started in 2015 Fix the poorly constructed bus road from Kgaphamadi to Jerusalem in ward 21 and ward 22. Sucking of toilets in ward 09 , 10 , 12 Water supply for all villages Installation of streetlights Refurbishment of the O.R Thambo stadium in ward 09	The council to consider the issues raised by the community
Traditional Authorities (Magoshi)	18/04/2023: Loskop Valley Lodge	Installation of high mast lights at Bantwane Tribal Authority Skips required at Ntwane Construction of access road to the newly built Royal house of the Bantwane tribal authority The municipality to consider Masoing road Resuscitation of Mantrombi Nature reserve To re-gravel roads at Dikgalaopeng new settlement	The council to consider issues raised by the Traditional Authorities
Communities and structures from ward 13 including the rates payers		A request was made for the municipality to allocate site for sporting activities at the game farm.	The council to consider adjusting the budget allocated for ward 13

		The residents submitted their dissatisfaction on the budget allocated for ward 13. Cleaning of the town, patching of potholes and servicing of parks in town was also raised as a concern. A community hall is also required for use by the community. The municipality to introduce a basic flat rate for all communities to pay for the services Fencing of Groblersdal cemetery using concrete palisade	

4.5.12.3. COMMUNITY PARTICIPATION CHALLENGES

- Lack of budget for communications
- Shortage of communication personnel
- Lack of working resources- branding material
- Capacity building
- Not 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". The AG's report shows that the Municipality maintained the unqualified audit opinion. The institution is working hard to achieve a clean audit target. The municipality has appointed an audit committee to advice and guide the institution in running its affairs.

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 governance and administration matters.

4.5.17. SUPPLY CHAIN MANAGEMENT COMMITTEE

The municipality established Supply Chain Management Committees as required by the applicable legislation. The committees perform their duties as stipulated in the approved supply chain management policies. 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 of all Senior Managers including the Chief Financial Officer.

4.6. KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

4.6.1 OVERVIEW

The Constitution recognizes 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 emphasizes the responsibility of Municipalities to utilize this Constitutional space prudently and in the interest of development locally. Municipalities must provide democratic and accountable government without favor or prejudice. They must furthermore use their Constitutional space by exercising their Legislative and Executive Authority and use the resources of the Municipality in the best interest of the Municipality and communities therein.

Human capital refers to the stock of skills and knowledge embodied in the ability to perform labour so as to produce economic value optimising Human Capital within the context of EMLM this relates to the development of skills and improvement of knowledge of employees through education and gaining relevant experience.

4.6.2 EMPLOYMENT EQUITY

The institution has improved its employment equity as required by legislation. The municipality intend to employ females in top management positions in order to comply with its employment equity policy.

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 66: Approved Institutional Policies

Approved EMLM Institutional Policies			
Annual Leave	Anti- Corruption	Community Participation	Employment Equity
Conflict Of Interest	Debit/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

Approved EMLM Institutional Policies			
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
- Cell phone 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 other issues that the municipality will focus on in ensuring organisational development and sustainability

Table 67: 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 68: Trainings offered to the Municipal staff.

Training courses
Municipal finance management
Occupational health and safety management
Fraud investigation
Professional development certificate practitioner
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 requires 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 regarding IT functions in the municipality. An IT Unit is well established and functional. The unit also has full time officials who are servicing the institution with IT services on a daily basis to ensure that the municipality at large does not experience technological breakdown. The unit has been involved in the development of an IT Master plan which will be aligned to the integrated development plan. The master plan will contribute intensively in the strengthening of IT services in the municipality.

Aligning the IDP and MSP (Master System Plan)

As our society becomes increasingly reliant on technology, the role of Information and Communication Technology (ICT) in service delivery on local municipal level has become more important than ever. ICT plays a crucial role in enabling effective and efficient service delivery by providing the necessary tools and infrastructure to deliver services to the community. In order to achieve the objectives, set out in the Integrated Development Plan (IDP), it is essential that ICT is integrated into the planning process to ensure that the necessary systems are in place to enable service delivery.

The Master Systems Plan (MSP) provides direction for the necessary ICT infrastructure and systems required to enable service delivery as set out in the IDP. Therefore, it is important to align the two documents to ensure that the necessary ICT infrastructure is in place to enable the delivery of services as outlined in the IDP. By aligning the two documents, EMLM can ensure that they are able to provide effective and efficient services to the service beneficiaries. In order to enable the effective delivery of services, it is important that EMLM budget for ICT infrastructure and systems. By budgeting for ICT, EMLM can ensure that they have the necessary resources to acquire, implement and maintain the systems required for service delivery. This will also ensure that ICT is given the necessary priority in the overall budgeting process.

There are several benefits to aligning the IDP and MSP. Firstly, it ensures that there is a clear understanding of the ICT requirements necessary to enable service delivery. Secondly, it enables the effective implementation and maintenance of ICT infrastructure and systems, which ensures that services are delivered efficiently and effectively. Finally, aligning the two documents enables EMLM to monitor and evaluate the ICT systems and infrastructure to ensure that they are meeting the needs of the community. The integration of ICT into the IDP is crucial for effective and efficient service delivery. Aligning the IDP and MSP, budgeting for ICT and ensuring the necessary infrastructure and systems are in place will help EMLM to deliver high-quality services to the community. By doing so, EMLM can build a strong and sustainable community that is able to thrive and grow. To ensure this ICT integration into the IDP the municipality will adopt an "ICT Service Demand Management Procedure" overseen by the ICT Steering Committee as a process for ensuring efficient and effective utilization of ICT resources in the municipality and enabling digitization of municipal processes and services. The procedure provides a framework for managing the demand for ICT services, identifying digitization of processes and services, evaluating the value of these services, and allocating resources appropriately. By following this procedure, the municipality can ensure that it is investing in the right ICT initiatives that align with its development plan and meet the needs of its stakeholders.

The procedure also enables the municipality to manage the risks associated with implementing ICT initiatives and optimize the allocation of resources, including budget and staff. Through proactive management of the demand for technology enablement and resource capacity, the municipality can avoid over-commitment of resources and ensure that resources are allocated to projects that provide the most value. Overall, the "ICT Service Demand Management Procedure for Municipality" is critical for ensuring that the municipality's ICT initiatives are aligned with its goals, cost-effective, and provide value to stakeholders. It also enables the municipality to manage the risks associated with implementing ICT initiatives and ensure

that resources are allocated appropriately, ultimately leading to the efficient and effective utilization of ICT resources in the municipality.

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 69: 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 centres.
Employee wellness	It remains the responsibility of the municipality to ensure that employees are medically well and fit. The OHS unit work in partnership with the department of health and labour in ensuring that safety and medical services are accessible to all employees.
Safety workshops	The institution takes safety matters of employees as a fundamental priority. Employees are being taken through training workshops that relates to their respective types of work in order to promote safety measures.
Institutional safety	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 70: Approved Bylaws

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

The IDP for the 2023-2024 financial years commits to develop various key municipal by-laws to create the necessary regulatory framework to improve governance. This will also include the review of by-laws which are due for review.

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

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

4.7.1 YOUTH AND THE AGED

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

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

Challenges facing the youth and the aged are:

- The youth are faced with a huge challenge of unemployment.
- Inadequate educational facilities/institutions such as Technikons, FET colleges and Universities
- Poverty alleviation programmes for the youth
- Financial support for the old aged homes.

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 of 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 71: 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 co-ordination much easier. The office of the Mayor will play a major role by developing programmes that will realise the objectives of the forum

Identified special groups needs are:

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

24.7.6 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 centres
- 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 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 organized 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 prioritize 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
- 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 Strategic Planning session on the 18-19 January 2024. 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 2023/2024 IDP, there is a need to take cognizance of both the 2022/23 Annual and 2023/24 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 inputs, the EMLM has developed the following strategies contained within their developmental programmes. This will ensure that all challenges have been prioritized and will be addressed through the appropriate allocation of resources.

According to Section 53 of the Constitution a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community and participate in national and provincial development programmes. The above implies that local government must comply with the national strategic plan that defines the framework for detailed planning and action across all spheres of government. Strategic priority areas identified by national and provincial government will therefore guide the strategic priority areas identified by municipalities to build a developmental government that is efficient, effective and responsive; to strengthen accountability and to strive for accountable and clean government; to accelerating service delivery and supporting the vulnerable; and to foster partnerships, social cohesion and community mobilization.

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 prioritizes, that closely link to Elias Motsoaledi, focus on:

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

- Social Protection.
- Building Safer Communities.
- Reforming the Public Service, and
- Fighting Corruption and transforming society and uniting the country.

The strategies of the municipality, which are linked to programmes and projects, must therefore focus on and be aligned to these priorities. In most organisations, strategic planning is conducted to define the strategy or direction of the organisation and thus make decisions on resource allocations to pursue the vision of that organisation. The Green Paper on National Strategic Planning (2009) [this green paper lead to the development of the NDP] states that strategic planning in government organisations is imperative to ensure growth and development, strengthening of institutions, nation building and the establishment of a developmental state. The main outputs of [strategic] planning include a long-term vision, a five-year strategic framework, 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 optimize 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 organization that will keep it from achieving its objectives; it is what an organization does poorly or where it has inferior capabilities or resources as compared to other organizations.

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

Threats: A threat includes any unfavorable situation, trend or impending change in an organization'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, damage, harm or injury to the organization.

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 2024.

Table 72: SWOT Analysis

Strengths	Functional machinery and plant for road maintenance Functional political structure MFMA calendar compliance Strategic location - access to the major cities Provincial nodal point (socio-economic development) Senior Critical positions filled. 100% MIG spending Two licensed electricity areas Availabity of the Local Economic Development strategy Tourism and recreational activities related to De Hoop and Loskop dam Availability of mineral resources (platinum and iron ore) Agri-eco tourism Business license's function performed
Weaknesses	Ineffective Reporting systems Lack of Integrated costed long-term planning Inadequate Monitoring and implementation of plans (Management of service provider Revenue under collection Inadequate Review and enforcement of policies, by-laws and procedures Internal controls Inadequate skills staff and councilors Insufficient resources (funding, office space, human resources) Critical vacancies at management level Ageing infrastructure inadequate Risk management and implementation of audit plan Lack of infrastructure maintenance plan Lack of documented and implementable procurement plan Inadequate security environment inadequate information or document management inadequate (interdepartmental) communication Lack of Quality management system Misuse of Council resources
Opportunities	Increased MIG funding Upgrading of strategic roads (R25 and N11) Regional mall and proposed Groblersdal town establishment Climate conducive for agriculture and tourism (Agriculture hub of SA) Available land owned by municipality. Extension of electricity licence Moloto corridor related activities External technical support from other stakeholders Safe and secure CBD Existing airstrip
Threats	Community unrest / service delivery protest by communities Non-paying culture by residents Immigration of labour and illegal migrants Xenophobia Overreliance on grants Crime levels Substance abuse and drugs Increasing indigents High rate of poverty, unemployment and illiteracy Chronic diseases (HIV and Aids, HAST, diabetes, high bloods pressure) Land invasion and mushrooming of informal settlements Vandalism and illegal electrical connections Drought and climate changes Disaster vulnerability Malicious vandalisation of government assets Theft of municipal assets Inflation / Currency increase on materials Infrastructure to accommodate influx of trucks

	Support and buy-in of traditional leaders with regard to land management issues Environmental management and pollution Reliance on Eskom Electricity

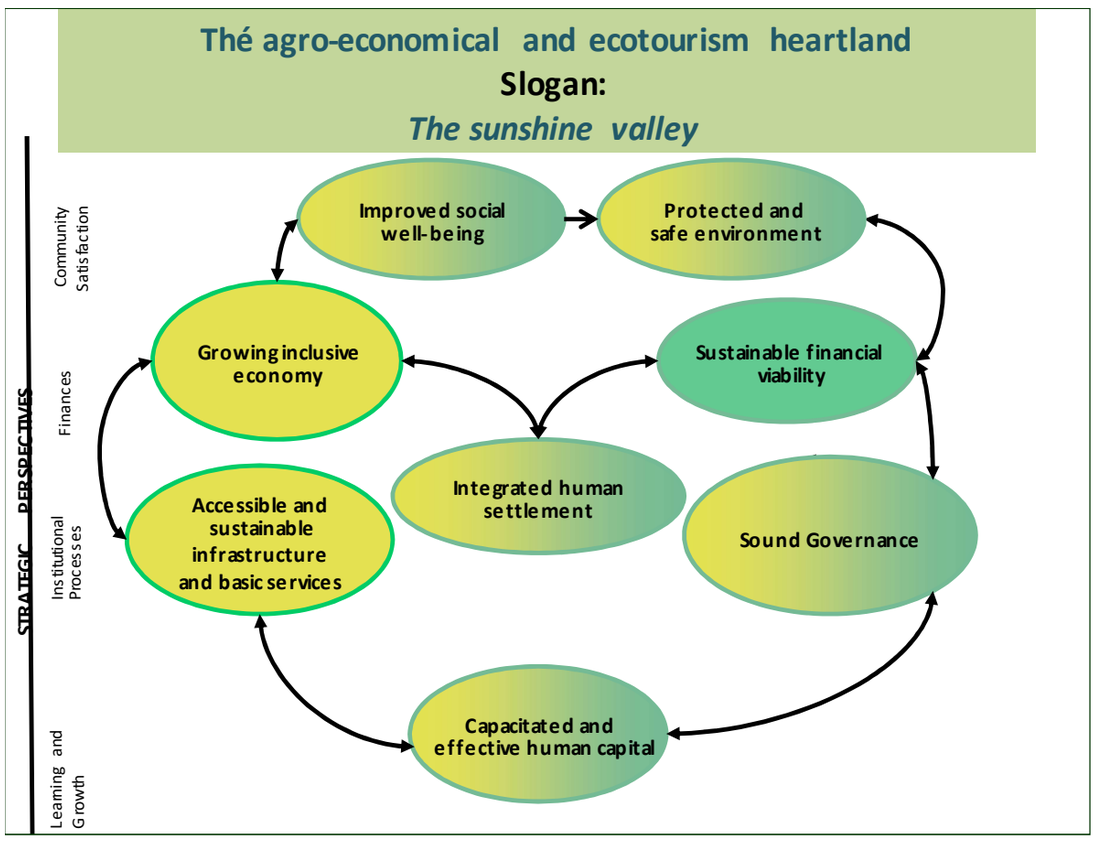
The SWOT analysis was taken into consideration when reviewing the strategic goals and developing strategies for programmes to ensure that challenges identified in the SWOT analysis were addressed.

5.1.3 STRATEGY MAP

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

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

Figure 22: Strategy Map



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

Table 73: Outcome Oriented Goals

KEY PERFORMANCE AREA	DEVELOPMENTAL OBJECTIVES	OUTCOME ORIENTATED GOALS
Spartial Rationale	To ensure proper land use and human settlement	Integrated human settlement
Basic Services and Infrastructure Development	To provide high level Infrastructure and basic services	Accessible and sustainable Infrastructure and basic services
Local Economic Develpment	To ensure municipal economic growth through Job creation and Investor attraction	Growing Inclusive Economy
Financuial Viability	Inculcate and improve financial sustainability and management	Sustainable Financial Viability
Good Governance and Public Participation	To improve Intergovernmental Relations and Public Participation	Sound Governance
Municipal Transformation and Organisational Development	To ensure institutional viability through effectiveness and efficiency	Capacitated and effective Human Capital
Social Services	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 74: 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 75: Strategic Goals, Goal Statements and Outcomes

KPA	Strategic Goal	Goal Statement	Outcome
1	Integrated Human Settlement	Formalized human settlement with sustainable basic services	Improved living conditions of communities. This means rationally developed and sustainable integrated human settlements
2	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)
3	Growing inclusive economy	To ensure municipal economic growth through job creation and investor attraction	Improved economic conditions of the community. This means that the municipality intents to facilitate processes for the creation of a prosperous and poverty free community
4	Sustainable financial viability	Increased revenue generation to ensure sufficient funds are available to invest into projects for the communities. The municipality must be able to pay commitments and have sufficient reserves and investments. The intention is for the municipality to become less grant depended and be in a financial position to fund infrastructure projects from own funds	Increased generation of own revenue and sufficient reserves for investment into communities. Reduced grant dependency
5	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

KPA	Strategic Goal	Goal Statement	Outcome
6	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
7	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
	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

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 76: 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 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	Strategic Goal	Strategic Objective	Programme
KPA 4: Municipal Financial Viability And Management	Sustainable financial viability	To improve sound and sustainable municipal financial management	Legislative Compliance Financial Management Systems Revenue enhancement Expenditure SCM Indigents
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	Information Communication and Technology(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.

5.2. 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 livability 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:

- Formalization 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 held on the 18th - 19th of January 2024.

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 review and update

Medium Term Strategies (3-4 Yrs.)	SDF review and update
Long term Strategies (5 Yrs. +)	Protection of agricultural land and 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 approvals and monitoring
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.)	Provision of sustainable integrated human settlements
Long term Strategies (5 Yrs. +)	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 2 during the Strategic Planning Workshop held on the 18th -19th of January 2024.

Programme 5: Water and Sanitation

Programme/Function	Water and Sanitation
Programme Objective (SMART)	Although not a core function, the municipality constantly liaise with the district on the provision of 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.

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 adequate 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
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 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 maintained 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	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
Long term Strategies (5 Yrs. +)	Implementation of project management system

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. +)	To engage the provincial government in the construction of public transport facilities

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. KPA 3: EVIRONMENTAL 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 3 during the Strategic Planning session held on the 18th -19th of January 2024.

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. KPA 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 held on the 18th -19th January 2024.

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
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
Short Term Strategies (1-2 Yrs.)	Conduct cemetery audit to establish status quo Develop Cemetery Master plan Procure automated cemetery record management system Develop cemetery maintenance plan Identification of suitable land for cemeteries Maintenance and development of cemeteries
Medium Term Strategies (3-4 Yrs.)	Provision of suitable land for new cemeteries Implementation of the Cemetery Master plan Maintain cemeteries
Long term Strategies (5 Yrs. +)	Implementation of the Cemetery Master plan Maintain cemeteries Development of a crematorium

Programme 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 2023

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 2023 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 2023
Programme Objective Outcome	Safe and secure neighbourhoods
Short Term Strategies (1-2 Yrs.)	Enforcement of all municipal 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

	Establishment of municipal court
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 through the use of 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
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
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 2023
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 23: Transversal Programmes

Programme/Function	Education (Mayoral Programmes)
Programme/Strategic Objective (SMART)	The implementation of projects / initiatives focused on community involvement and participation by 2023
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/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 2023
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 5: 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 5 during the Strategic Planning Workshop held on the 18th – 19th of January 2024.

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 2023
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 2023
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 6: 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 6 during the Strategic Planning Workshop held on the 18th – 19th of January 2024.

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 2023
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 2023
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%
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 2023
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 2023
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
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 7: 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 7 during the Strategic Planning Workshop held on the 18th – 19th of January 2024.

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 100% 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 clean 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
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 2023
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. +)	Capacitate Ward committee members

	Maintain quarterly Ward operational plans Ensure that monthly Ward committee meetings are held as scheduled

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 provides 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 8: 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 8 during the Strategic Planning Workshop held on the 18th – 19th of January 2024.

Programme 42: Organisational Development

Programme/Function	Organisational Development
Programme Objective (SMART)	To ensure the Improved efficiency and effectiveness of the Municipal Administration by 2023. 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 2023

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 2023
Programme Objective Outcome	Implementation of effective ICT systems and availability of secured information and data by 2023.
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 2023
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 2023
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 1: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

Strategic objectives: To promote integrated human settlements

No	Programme	Key performance indicator	Original Budget R000's 2024/2025	Audited baseline 2022/2023	Annual target	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
SR 01	Land Use Management	Number of sites to be Demarcated at Dikgalaopeng	R 743 056	New	250 approved Demarcated sites application at Dikgalaopeng by 30 June 2025	Advertisement of service provider by 30 September 2024	Appointment of Service Provider and project execution plan by 31 December 2024	Draft site demarcation application by 31 March 2025	250 approved Demarcated sites application at Dikgalaopeng by 30 June 2025	Q1 Copy of advertisement Q2 Appointment of service provider .Project Q3 Draft site demarcation application	DP

No	Programme	Key performance indicator	Original Budget R000's 2024/2025	Audited baseline 2022/2023	Annual target	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
										Q4 Approved demarcation application	
SR 02	Site boundaries	Number of Sites boundary identification at Groblersdal extension 45 (Game Farm)	R500 000	New	1338 Sites boundary identification at Groblersdal extension 45 by 30 June 2025	Advertisement of service provider by 30 September 2024	Appointment of service provider by 31 December 2024	Project inception by 31 March 2025	100 Sites boundary identification at Groblersdal extension 45 by 30 June 2025	Q1 Copy of advertisement Q2 Appointment letter Q3 Progress report Q4 Completion certificate	DP
SR 03	Site boundaries	Number of sites boundary identification at Groblersdal Extension 52 (industrial)	R350 000	New	175 sites boundary identification at Groblersdal Extension 52 by 30 June 2025	Advertisement of service provider by 30 September 2024	Appointment of service provider by 31 December 2024	Project inception by 31 March 2025	50 sites boundary identification at Groblersdal Extension 52 by 30 June 2025	Q1 Copy of advertisement Q2 Appointment letter Q3 Progress report Q4	DP

No	Programme	Key performance indicator	Original Budget R000's 2024/2025	Audited baseline 2022/2023	Annual target	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
										Completion certificate	
SR 04	General plan	Number of Amendment general plan to be developed for Roosenekaal extension 2	R676 549	new	1 amended general plan developed for Roosenekaal Extension 2 by 30 June 2025	Advertisement of service provider by 30 September 2024	Appointment of service provider by 31 December 2024	Draft amended general plan by 31 March 2025	1 amended general plan developed for Roosenekaal Extension 2 by 30 June 2025	Q1z Copy of advertisement Q2 Appointment letter Q3 Draft amendment general plan Q4 General plan	DP
SR 05	Compliance with National building regulations	% of inspections conducted on building construction with an approved plan to ensure compliance	n/a	100%	100% of inspections conducted on building construction with an approved plan to ensure compliance	100% of inspections conducted on building construction with an approved plan to ensure compliance with Sec 6 (c)	100% of inspections conducted on building construction with an approved plan to ensure compliance with Sec 6 (c)	100% of inspections conducted on building construction with an approved plan to ensure compliance	100% of inspections conducted on building construction with an approved plan to ensure compliance with Sec 6 (c) and	Inspection report and register	DP

No	Programme	Key performance indicator	Original Budget R000's 2024/2025	Audited baseline 2022/2023	Annual target	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
		with Sec.6 (c) and 17 (b) of National Building Regulations and Building Standards Act			with Sec 6 (c) and 17 (b) of National Building Regulations and Building Standards Act by 30 June 2025	and 17 (b) of National Building Regulations and Building Standards Act by 30 September 2024	and 17 (b) of National Building Regulations and Building Standards Act by 31 December 2024	with Sec 6 (c) and 17 (b) of National Building Regulations and Building Standards Act by 31 March 2025	17 (b) of National Building Regulations and Building Standards Act by 30 June 2025		

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

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

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/ 2023	Annual target	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
ID01	Performance Management	% of KPI and projects attaining organizational targets (total organization)	n/a	80%	100% of KPIs and projects attaining organizational targets (total organization) by 30 June 2025	50% of KPI and projects attaining organizational targets by 30 September 2024	70% of KPI and projects attaining organizational targets by 31 December 2024	75% of KPI and projects attaining organizational targets by 31 March 2025	100% of KPI and projects attaining organizational targets by 30 June 2025	Performance report	MM
ID02		Number of 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	MM

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/ 2023	Annual target	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
ID03	Employment equity	Number of Employment Equity Plan reviewed	n/a	1	1 Employment Equity Plan reviewed by 30 June 2025	n/a	n/a	n/a	1 Employment Equity Plan reviewed by 30 June 2025	Reviewed Employment Equity Plan and Council resolution	CS
ID04		% reviewal of Employment Equity Committee	n/a	New	100% Reviewal of employment equity committee by 30 June 2025	n/a	n/a	n/a	100% Reviewal of employment equity committee by 30 June 2025	Signed Appointment letters by MM	CS
ID05		Number of employment equity report submitted to DOL by 15 January 2025	n/a	1	1 employment equity report submitted to DOL by 15 January 2025	n/a	n/a	1 employment equity report submitted to DOL by 15 January 2025	n/a	Acknowledgement letter from DOL	CS
ID06	OHS	Submission of return of earnings (ROE)	OPEX	New	100% submission of return of earnings by June 2025	n/a	n/a	n/a	100% submission of return of earnings by June 2025	Letter of good standing	CS

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/ 2023	Annual target	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
ID08	ICT	Turnaround time in placing documents & information on the municipal website	0	5 working days	Maximum of 5 (five) working days from the date submitted to ICT by 30 June 2025	Maximum of 5 (five) working days from the date submitted to ICT by 30 September 2024	Maximum of 5 (five) working days from the date submitted to ICT by 31 December 2024	Maximum of 5 (five) working days from the date submitted to ICT by 31 March 2025	Maximum of 5 (five) working days from the date submitted to ICT by 30 June 2025	Website Register	CS
ID09	Municipal Infrastructure Grants(MIG)	Number of MIG reports submitted to COGHSTA	n/a	12	12 MIG reports submitted to Coghsta by 30 June 2025	3 MIG reports submitted to Coghsta by 30 September 2024	6 MIG reports submitted to Coghsta by 31 December 2024	9 MIG reports submitted to Coghsta by 31 March 2025	12 MIG reports submitted to Coghsta by 30 June 2025	Proof of submission to Coghsta	CS
ID10	Integrated 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 2025	3 INEP reports submitted to department of energy by 30 September 2024	6 INEP reports submitted to department of energy by 31 December 2024	9 INEP reports submitted to department of energy by 31 March 2025	12 INEP reports submitted to department of energy by 30 June 2025	Proof of submission to DOE	CS

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic objectives: To promote conductive environment for economic growth and development.

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022 /2023	Annual target	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
LED 01	EPWP / CWP	Number of work opportunities created through public employment programme (EPWP) (GKPI)	EPWP grant	264	120 jobs opportunities provided through EPWP grant by 30 September 2024 (GKPI)	120 jobs opportunities provided through EPWP grant by 30 September 2024 (GKPI)	n/a	n/a	n/a	List of appointees	DP
LED 02	CWP	Number of work opportunities created through public employment programme (CWP) (GKPI)	CWP grant	new	1100 jobs opportunities provided through CWP grant by 30 September 2024 (GKPI)	1100 jobs opportunities provided through CWP grant by 30 September 2024(GKPI)	n/a	n/a	n/a	List of appointees	DP

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022 /2023	Annual target	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
LED 03	Businesses	Number of formal Business licence audit conducted in terms of Limpopo registration Act 05 of 2003	n/a	74	12 formal Business licence audit conducted in terms of Limpopo registration Act 05 of 2003 by 30 June 2025	3 formal Business licence audit conducted in terms of Limpopo registration Act 05 of 2003 by 30 September 2024	6 formal Business licence audit conducted in terms of Limpopo registration Act 05 of 2003 by 31 December 2024	9 formal Business licence audit conducted in terms of Limpopo registration Act 05 of 2003 by 31 March 2025	12 formal Business licence audit conducted in terms of Limpopo registration Act 05 of 2003 by 30 June 2025	Formal business licence Audit reports	DP
LED 04	Businesses	Number of SMME's and Co-operatives capacity building workshops / Training held [LED Training]	R52 654	17	12 SMME's and Co-operatives capacity building workshops / Training held by 30 June 2025 [LED Training]	3 SMME's and Co-operatives capacity building workshops / Training held by 30 September 2024 [LED Training	6 SMME's and Co-operatives capacity building workshops / Training held by 31 December 2024 [LED Training]	9 SMME's and Co-operatives capacity building workshops / Training held by 31 March 2025 [LED Training]	12 SMME's and Co-operatives capacity building workshops / Training held by 30 June 2025 [LED Training]	Training/ workshop Report and attendance registers	DP

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022 /2023	Annual target	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
LED 05	EPWP	Number of job opportunities created through infrastructure projects (GKPI)	MIG/ INEP/ EMLM	281	295 job opportunities created through infrastructure projects by 30 June 2025 (GKPI)	90 job opportunities created through infrastructure projects by 30 September 2024 (GKPI)	160 job opportunities created through infrastructure projects by 31 December 2024 (GKPI)	250 job opportunities created through infrastructure projects by 31 March 2025 (GKPI)	295 job opportunities created through infrastructure projects by 30 June 2025 (GKPI)	List of appointees	INFRA

KPA 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

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

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/ 2023	Annual target	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
BS 01	Indigents	% of registered indigents who receives free basic electricity (GKPI)	R5 247 435.78	6%	10% of registered indigents who receives free basic electricity by 30 June 2025 (GKPI)	10% of registered indigents who receives free basic electricity by 30 September 2024 (GKPI)	10% of registered indigents who receives free basic electricity by 31 December 2024 (GKPI)	10% of registered indigents who receives free basic electricity by 31 March 2025 (GKPI)	10% of registered indigents who receives free basic electricity by 30 June 2025 (GKPI)	Indigent register and Eskom beneficiary list	BTO
BS 02	Waste management	Waste removal in Groblersdal Hlogotlou Roosenekaal Motetema	R21 534 244.46	waste removal in Groblersdal. Hlogotlou Roosenekaal Motetema	Waste removal in Groblersdal X100 Hlogotlou x 100x Roosenekal x 100	waste removal in Groblersdal 24x Hlogotlou X 24 Roosenekal X 24 Motetema x12 by 31	waste removal in Groblersdal 24x Hlogotlou X 24 Roosenekal X 24 Motetema x12 by 31 December 2024	waste removal in 24X Groblersdal X26 Hlogotlou X26 Roosenekal X 13 Motetema	waste removal in 24X Groblersdal X26 Hlogotlou X26 Roosenekal X 13 Motetema	*Waste removal reports * Copy of Logbook	COM

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/ 2023	Annual target	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
					50x Motetema by 30 June 2025	September 2024		by 31 March 2025	by 30 June 2025		
BS 03	Education and libraries	Number of initiatives held to promote library facilities	n/a	4	4 initiatives held to promote library facilities by 30 June 2025	1 initiatives held to promote library facilities by 30 September 2024	2 initiatives held to promote library facilities by 31 December 2024	3 initiatives held to promote library facilities by 31 March 2025	4 initiatives held to promote library facilities by 30 June 2025	Library reports and Attendance register	COM
BS 04	Disaster management	Number of disaster awareness campaigns conducted	Opex	2	2 disaster awareness campaigns conducted by 31 March 2025	1 disaster awareness campaigns conducted by 30 September 2024	n/a	2 disaster awareness campaigns conducted by 31 March 2025	n/a	Disaster reports and Attendance register	COM
BS 05	Disaster management	Turnaround time of attending disaster cases reported	Opex	New	48 hours Turnaround time of attending	48 hours Turnaround time of attending	48 hours Turnaround time of attending disaster cases	48 hours Turnaround time of attending	48 hours Turnaround time of attending	Completed assessment form	COM

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/ 2023	Annual target	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
					disaster cases reported by 30 June 2025	disaster cases reported by 30 September 2024	reported by 31 December 2024	disaster cases reported by 31 March 2025	disaster cases reported by 30 June 2025		

CAPITAL PROJECTS											
No	Ward -No	Project	Key performance indicator	Original Budget R000's 2023/2024	Audited baseline 2022/ 2023	Annual target	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
BS 06	n/a	Computer equipment (servers, laptops Desktops Switches Printers)	% expenditure on computer equipment (servers Laptops Desktops Switches Printers)	R700 000	99.31%	90% minimum expenditure on computer equipment (servers Laptops Desktops Switches Printers) by 30 June 2024	10% minimum expenditure on computer equipment (servers Laptops Desktops Switches Printers) by 30	25% minimum expenditure on computer equipment (servers Laptops Desktops Switches Printers) by 31	70% minimum expenditure on computer equipment (servers Laptops Desktops Switches Printers) by 31 March 2024	90% minimum expenditure on computer equipment (servers Laptops Desktops Switches Printers) by 30 June 2024	Expenditure report	CS

CAPITAL PROJECTS												
No	**Ward -No**	**Project**	**Key performance indicator**	**Original Budget R000's 2023/2024**	**Audited baseline 2022/ 2023**	**Annual target**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Evidence**	**Directorate**
							September 2023	December 2023				
BS 07	n/a	Furniture and office equipment	% expenditure on furniture and office equipment	R300 000	New	90% minimum expenditure on furniture and office equipment by 31 December 2023	n/a	90% minimum expenditure on furniture and office equipment by 31 December 2023	n/a	n/a	Expenditure report	Corp
BS 08	n/a	Professional industrial brush cutters	Number of industrial brush cutters to be procured	R100 000	New	3 industrial brush cutters procured by 31 December 2023	Advertisement and appointment of service provider by 30 September 2023	3 industrial brush cutters procured by 31 December 2023	n/a	n/a	Q1 Copy of advert and appointment letter Q2	Comm

CAPITAL PROJECTS												
No	**Ward -No**	**Project**	**Key performance indicator**	**Original Budget R000's 2023/2024**	**Audited baseline 2022/ 2023**	**Annual target**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Evidence**	**Directorate**
											Delivery note / Order	
BS 09		Fencing of Roosenekaal landfill site	Fencing of Roosenekaal landfill site	R1 000 000	new	Fencing of 400m of Roosenekaal landfill site with concrete Palisade by 30 June 2024	Development of terms of reference by 30 September 2023	Advertisement of service providers by 31 December 2023	Appointment of service provider by 31 March 2024	Fencing of 400m of Roosenekaal landfill site with concrete Palisade by 30 June 2024	Q1 Terms of Reference Q2 Copy of advert Q3 appointment letter Q4 Completion certificate	Comm

CAPITAL PROJECTS												
No	**Ward -No**	**Project**	**Key performance indicator**	**Original Budget R000's 2023/2024**	**Audited baseline 2022/ 2023**	**Annual target**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Evidence**	**Directorate**
BS 11	13	Groblersdal landfill site	Installation of cells at Groblersdal landfill site	R0	Tender stage	n/a	n/a	n/a	Completion of Site establishment by 31 March 2024	Earthworks and commencement of cell construction by 30 June 2024	Q3 progress report on site establishment Q4 Progress report on earthworks and commencement of cell construction	Infra
BS 12	13	Alternative energy solution	Installation of back-up storage capacity at main office	R0	Feasibility study done	N/a	n/a	n/a	Installation of back-up storage capacity at main office completed by 31 March 2024	n/a	Q3 Close out report and completion certificate	Infra

CAPITAL PROJECTS												
No	**Ward -No**	**Project**	**Key performance indicator**	**Original Budget R000's 2023/2024**	**Audited baseline 2022/ 2023**	**Annual target**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Evidence**	**Directorate**
BS 13	n/a	Air conditioners	% expenditure on Air conditioner	R200 000	50%	90% minimum expenditure on Air conditioners by 30 June 2024	n/a	n/a	50% minimum expenditure on Air conditioners by 31 March 2024	90% minimum expenditure on Air conditioners by 30 June 2024	Expenditure report	Infra
BS 14	21	Electrification of Phomola	Number of stands reticulated with electrical infrastructure at Phomola	R2 000 000	new	100 stands reticulated with electrical infrastructure by 30th June 2024	Appointment of the contractor, site handover and site establishment by 30 September 2023	construction of MV and LV by 31 December 2023	construction of MV and LV by 31 March 2024	100 stands reticulated with electrical infrastructure by 30th June 2024	Q1 Appointment letter Q2 Progress report on MV and LV construction Q3 Progress report on MV and LV construction	Infra

CAPITAL PROJECTS												
No	**Ward -No**	**Project**	**Key performance indicator**	**Original Budget R000's 2023/2024**	**Audited baseline 2022/ 2023**	**Annual target**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Evidence**	**Directorate**
											Q4 completion certificate	
BS 15	23	Electrification of Vlakfotein	Number of stands reticulated with electrical infrastructure at Vlakfotein	R1 000 000	new	50 stands reticulated with electrical infrastructure by 30th June 2024	Appointment of contractor, site handover and site establishment by 30 September 2023	construction of MV and LV by 31 December 2023	construction of MV and LV by 31 March 2024	50 stands reticulated with electrical infrastructure by 30 June 2024	Q1 Appointment letter Q2 Progress report on MV and LV construction Q3 Progress report on MV and LV construction	infrastructure

CAPITAL PROJECTS												
No	**Ward -No**	**Project**	**Key performance indicator**	**Original Budget R000's 2023/2024**	**Audited baseline 2022/ 2023**	**Annual target**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Evidence**	**Directorate**
											Q4 completion certificate	
BS 16	09	Electrification of Phooko	Designs of voltage regulator bulk strengthening and households stands at Phooko	R1 400 000	new	70 stands reticulated with electrical infrastructure by 30 June 2024	n/a	n/a	Acquisition of project design approval from Eskom by 31 March 2024	Appointment of the contractor, site handover and site establishment by 30 June 2024	Q1 n/a Q2 n/a Q3 Design acceptance letter Q4 appointment letter	Infrastructure

CAPITAL PROJECTS												
No	**Ward -No**	**Project**	**Key performance indicator**	**Original Budget R000's 2023/2024**	**Audited baseline 2022/ 2023**	**Annual target**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Evidence**	**Directorate**
BS 17	14	Electrification of Masakaneng	Number of stands reticulated with electrical infrastructure at Masakaneng	R8 000 000	0	400 stands reticulated with electrical infrastructure by 30th June 2024	Appointment of contractor, site handover and site establishment by 30 September 2023	construction of MV and LV by 31 December 2023	construction of MV and LV by 31 March 2024	400 stands reticulated with electrical infrastructure by 30th June 2024	Q1 Appointment letter Q2 Progress report on MV and LV construction Q3 Progress report on MV and LV construction Q4 completion certificate	infrastructure
BS 18	31	Electrification of	Number of stands reticulated	R2 000 000	new	100 stands reticulated with electrical	n/a	n/a	Appointment of the contractor, site handover	Construction of MV and LV for 100	Q3 Appointment letter	Infrastructure

CAPITAL PROJECTS												
No	**Ward -No**	**Project**	**Key performance indicator**	**Original Budget R000's 2023/2024**	**Audited baseline 2022/ 2023**	**Annual target**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Evidence**	**Directorate**
		Motetema High view	with electrical infrastructure at Motetema High view			infrastructure by 30 June 2024			and site establishment by 31 March 2024	stands by June 2024	Q4 Progress report on MV and LV construction	
BS 19	25	Electrification of Makaepea	Number of stands reticulated with electrical infrastructure at Makaepea	R0	Contractor appointed	n/a	n/a	n/a	201 stands reticulated with electrical infrastructure at Makaepea by 31 March 2024	n/a	Completion certificate	Infrastructure
BS 20	18	Electrification of Magukubjane	Designs of stands to be reticulated with electrical infrastructure	R 400 000	new	Designs of 100 stands reticulated with electrical infrastructure at Magukubjane	Advertising and appointment of the consultant by 30	Inception report and preliminary design report by 31	Draft design report by 31 March 2024	Designs of 100 stands reticulated with electrical infrastructure at Magukubjane by 30th June 2024	Q1 Advert & appointment letter Q2 inception report	infrastructure

CAPITAL PROJECTS												
No	**Ward -No**	**Project**	**Key performance indicator**	**Original Budget R000's 2023/2024**	**Audited baseline 2022/ 2023**	**Annual target**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Evidence**	**Directorate**
			at Magukubjane			by 30th June 2024	September 2023	December 2023			Q3draft design report Q4 Detailed designs	
BS 21	29	Upgrading of Mokumong access road to Maratheng taxi rank	Construction of Mokumong access road to Maratheng taxi rank	R22 500 000	new	Construction of Subbase and base layer by 30th June 2024	Advertising and appointment of the contractor by 30 September 2023	Box cutting and processing subgrade layers by 31 December 2023	Construction of subbase and base layer by 31 March 2024	Construction of 1km of Subbase and base layer by 30th June 2024	Q1 Advert & appointment letter Q2 progress report of box cutting Q3 progress report of subbase and base layer Q4 Progress report on sub base and base layer	Infrastructure

CAPITAL PROJECTS												
No	**Ward -No**	**Project**	**Key performance indicator**	**Original Budget R000's 2023/2024**	**Audited baseline 2022/ 2023**	**Annual target**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Evidence**	**Directorate**
BS 22	08	Upgrading of Malaeneng A Ntwane Access Road	Construction of Malaeneng A Ntwane Access Road	R10 000 000	new	Construction of Subbase and base layer by 30th June 2024	Advertising and appointment of the contractor by 30 September 2023	Box cutting and processing subgrade layers by 31 December 2023	Construction of subbase and base layer by 31 March 2024	Construction of 1km of Subbase and base layer by 30th June 2024	Q1 Advert & appointment letter Q2 progress report on box cutting and processing Q3 progress report on subbase and base layer Q4 Progress report on sub base and base layer	Infrastructure

CAPITAL PROJECTS												
No	**Ward -No**	**Project**	**Key performance indicator**	**Original Budget R000's 2023/2024**	**Audited baseline 2022/ 2023**	**Annual target**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Evidence**	**Directorate**
BS 23	16	Upgrading of Maraganeng internal Access Road	Construction of Maraganeng internal Access Road	R12 275 600	new	Construction of Subbase and base layer by 30th June 2024	Advertising and appointment of the contractor by 30 September 2023	Box cutting and processing subgrade layers by 31 December 2023	Construction of sub base and base layer by 31 March 2023	Construction of 1km of Subbase and base layer by 30th June 2024	Q1 Advert & appointment letter Q2 progress report on box cutting and processing Q3 progress report on subbase and base layer Q4 Progress report on sub base and base layer	Infrastructure

CAPITAL PROJECTS												
No	**Ward -No**	**Project**	**Key performance indicator**	**Original Budget R000's 2023/2024**	**Audited baseline 2022/ 2023**	**Annual target**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Evidence**	**Directorate**
BS 25	03	Upgrading of Kgobokwane-Kgaphamadi Road	Construction of Kgobokwane-Kgaphamadi Road	R20 580 400	new	Construction of Subbase and base layer by 30th June 2024	Advertising and appointment of the contractor by 30 September 2023	Box cutting and processing subgrade layers by 31 December 2023	Construction of sub base layer by 31 March 2024	Construction of 1km of Subbase and base layer by 30th June 2024	Q1 Advert & appointment letter Q2 progress report on box cutting and processing Q3 progress report on subbase and base layer Q4 Progress report on sub base and base layer	Infrastructure

CAPITAL PROJECTS												
No	**Ward -No**	**Project**	**Key performance indicator**	**Original Budget R000's 2023/2024**	**Audited baseline 2022/ 2023**	**Annual target**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Evidence**	**Directorate**
BS 26	27	Upgrading of Tafelkop stadium access road	Construction of Tafelkop stadium access road	R0	Contractor appointed	n/a	n/a	n/a	Commencement of bridge extension by 31 March 2024	Construction of 5.5km of road and bridge extension by 30 June 2024	Q3 Progress report on commencement of bridge extension Q4 Completion certificate	Infrastructure
BS 27	04	Upgrading of Stompo Bus road	Designs for Upgrading of Stompo Bus Road	R0	Engineers appointed	n/a	n/a	n/a	Completion of preliminary designs for Stompo Bus road by 31 March 2024	n/a	Q3 Preliminary design report	Infrastructure
BS 28	15	Upgrading of Masoing Bus route	Designs for Upgrading of Masoing Bus route	R0	Engineers appointed	n/a	n/a	n/a	Completion of preliminary designs for Masoing Bus route by 31 March 2024	n/a	Q3 Preliminary design report	Infrastructure

CAPITAL PROJECTS												
No	**Ward -No**	**Project**	**Key performance indicator**	**Original Budget R000's 2023/2024**	**Audited baseline 2022/ 2023**	**Annual target**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Evidence**	**Directorate**
BS 29	n/a	Machinery and equipment	% expenditure on machinery and equipment	R226 000	100%	100% expenditure on machinery and equipment by 30 June 2024	25% expenditure on machinery and equipment by 30 September 2023	50% expenditure on machinery and equipment by 31 December 2023	75% expenditure on machinery and equipment by 31 March 2024	100% expenditure on machinery and equipment by 30 June 2024	Q1 Expenditure report Q2 Expenditure report Q3 Expenditure report Q4 expenditure report	Infrastructure

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and municipal financial management

No	Programme	Key performance indicator	Original Budget R000's 2024/2025	Audited baseline 2022/2023	Annual targets	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Director ate
FV 01	Expenditure	% spend of the total operational budget excluding non-cash items	Opex	100.06%	95% spend of the total operational budget excluding non-cash items by 30 June 2025	25% spend of the total operational budget excluding non-cash items by 30 September 202	50% spend of the total operational budget excluding non-cash items by 31 December 2024	70% spend of the total operational budget excluding non-cash items by 31 March 2025	95% spend of the total operational budget excluding non-cash items by 30 June 2025	Budget report	MM
FV 02	Expenditure	Remuneration (Employee Related Costs and Councillors Remuneration) as % of total operating expenditure per quarter	Opex	35.29%	25% to 40% Remuneration (Employee Related Costs and Councillors Remuneration) as % of total operating expenditure per quarter	25% to 40% Remuneration (Employee Related Costs and Councillors Remuneration) as % of total operating expenditure per quarter	25% to 40% Remuneration (Employee Related Costs and Councillors Remuneration) as % of total operating expenditure per quarter	25% to 40% Remuneration (Employee Related Costs and Councillors Remuneration) as % of total operating	25% to 40% Remuneration (Employee Related Costs and Councillors Remuneration) as % of total operating expenditure per quarter	Budget report	MM

No	Programme	Key performance indicator	Original Budget R000's 2024/2025	Audited baseline 2022/2023	Annual targets	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
								expenditure per quarter			
FV 03	SCM	Number of SCM deviation reports submitted to municipal manager (reduction of number deviations)	n/a	0	Maximum of 4 SCM deviation reports submitted to municipal manager (reduction of number of deviations by 30 June 2025	Maximum of 1 SCM deviation reports submitted to municipal manager (reduction of number of deviations by 30 September 2024	Maximum of 1 SCM deviation reports submitted to municipal manager (reduction of number of deviations by 31 December 2024	Maximum of 1 SCM deviation reports submitted to municipal manager (reduction of number of deviations by 31 March 2025	Maximum of 1 SCM deviation reports submitted to municipal manager (reduction of number of deviations by 30 June 2025	Signed deviation report	BTO

No	Programme	Key performance indicator	Original Budget R000's 2024/2025	Audited baseline 2022/2023	Annual targets	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
FV 04	Revenue	% outstanding consumer debtors on billed revenue (GKPI)	n/a	19%	15% outstanding service debtors to revenue by 30 June 2025	15% outstanding service debtors to revenue by 30 September 2024	15% outstanding service debtors to revenue by 31 December 2024	15% outstanding service debtors to revenue by 31 March 2025	15% outstanding service debtors to revenue by 30 June 2025	Billing and payment report	BTO
FV 05	Budget	Number of MTREF Budget submitted to Council 30 days before the start of the new financial year	n/a	1	1 MTREF Budget submitted to Council 30 days before the start of the new financial year (31May 2025)	n/a	n/a	n/a	1 MTREF Budget submitted to Council 30 days before the start of the new financial year (31 May 2025)	Council resolution	BTO

No	Programme	Key performance indicator	Original Budget R000's 2024/2025	Audited baseline 2022/2023	Annual targets	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
FV 06	Financial management	Cost coverage ratio (GKPI)	n/a	0.4 Months	1 to 3 months Cost coverage ratio by the 30 June 2025	1 to 3 months Cost coverage ratio by 30 September 2024	1 to 3 months Cost coverage ratio by 31 December 2024	1 to 3 months Cost coverage ratio by the 31 March 2025	1 to 3 months Cost coverage ratio by the 30 June 2025	Section 52 report	BTO
FV 07	AFS	Number of Audited Annual Financial Statements (AFS) submitted to council	n/a	1	1 Audited Annual Financial Statements (AFS) submitted to council by 25 January 2025	n/a	n/a	1 Audited Annual Financial Statements (AFS) submitted to council by 25 January 2025	n/a	Council resolution	BTO

No	Programme	Key performance indicator	Original Budget R000's 2024/2025	Audited baseline 2022/2023	Annual targets	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
FV 08	Assets	Number of assets verifications conducted	n/a	1	1 assets verifications conducted by 30 June 2025	n/a	n/a	n/a	1 assets verifications conducted by 30 June 2025	Assets verification report	BTO
FV 09	Project Management	% spending on MIG funding	MIG	100%	100% spending on MIG funding by the 30 June 2025	10% spending on MIG funding by the 30 September 2024	50% spending on MIG funding by the 31 December 2024	75% spending on MIG funding by the 31 March 2025	100% spending on MIG funding by the 30 June 2025	MIG monthly report	INFRA

No	Programme	Key performance indicator	Original Budget R000's 2024/2025	Audited baseline 2022/2023	Annual targets	2024/2025					
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	Directorate
FV 10	Electricity	% spending on INEP funding	INEP	75%	100% spending on INEP funding by 30 June 2025	25% spending on INEP funding by 30 September 2024	30% spending on INEP funding by 31 December 2024	80% spending on INEP funding by 31 March 2025	100% spending on INEP funding by 30 June 2025	INEP monthly report	INFRA

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objectives: To enhance good governance and public participation

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/2023	Annual targets	2024/2025					Directorate
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	
GG01	Good Governance and oversight	Final audited (2022/2023) consolidated Annual Report submitted to Council	n/a	1	Final audited (2022-2023) consolidated Annual Report submitted to Council for approval by 31 January 2025	n/a	n/a	Final audited (2022-2023) consolidated Annual Report submitted to Council for approval by 31 January 2025	n/a	Council resolution	MM

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/2023	Annual targets	2024/2025					Direct orate
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	
GG02	Good Governance and oversight	Submission of 2022/2023 annual Oversight Report to council	n/a	1	2022/2023 annual Oversight Report submitted to council for approval by 31 March 2025	n/a	n/a	2022/2023 annual Oversight Report submitted to council for approval by 31 March 2025	n/a	Council resolution	MM
GG03	Audit	Obtain an Unqualified Auditor General opinion for the 2023/2024 financial year	n/a	Unqualified Audit Opinion	Obtain an Unqualified Auditor General opinion for the 2023/2024 financial year by 30 November 2024	n/a	Obtain an Unqualified Auditor General opinion for the 2023/2024 financial year by 30 November 2024	n/a	n/a	AGSA audit report	MM

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/2023	Annual targets	2024/2025					Direct orate
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	
GG04	Audit	% of Auditor General matters resolved as per the approved audit action plan (Total organization)	n/a	76%	% of Auditor General matters resolved as per the approved audit action plan by 30 June 2025 (Total organization)	n/a	n/a	50% of Auditor General matters resolved as per the approved audit action plan by 31 March 2025 (Total organization)	100% of Auditor General matters resolved as per the approved audit action plan by 30 June 2025 (Total organization)	AGSA Audit Action Plan	MM
GG05	Audit	% of Internal Audit Findings resolved per quarter as per the Audit Plan (Total organisation)	n/a	56%	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (Total organisation)	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (Total organisation)	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (Total organisation)	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (Total organisation)	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (Total organisation)	Internal audit action plan	MM

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/2023	Annual targets	2024/2025					Direct orate
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	
GG06	Audit	% Reduction of repeat audit findings (total organization)	n/a	New	100% Reduction of repeat audit findings by March 2025 (total organization)	n/a	n/a	100% Reduction of repeat audit findings by March 2025 (total organization)	n/a	AGSA audit action plan	MM
GG07	Risk management	Number of security risk assessment conducted	n/a	4	4 security risk assessment conducted by 30 June 2025	1 security risk assessment conducted by 30 September 2024	2 security risk assessment conducted by 31 December 2024	3 security risk assessment conducted by 31 March 2025	4 security risk assessment conducted by 30 June 2025	Security assessment report	MM

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/2023	Annual targets	2024/2025					Direct orate
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	
GG08	Risk management	Number of project risk assessments conducted	n/a	4	4 project risk assessments conducted by 30 June 2025	1 project risk assessments conducted by 30 September 2024	2 project risk assessments conducted by 31 December 2024	3 project risk assessments conducted by 31 March 2025	4 project risk assessments conducted by 30 June 2025	Project risk assessment reports	MM
GG09	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 31 December 2024	50% of councillors who have declared their financial interest by 30 September 2024	100% of councillors who have declared their financial interest by 31 December 2024	n/a	n/a	Financial interest declaration register	MM

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/2023	Annual targets	2024/2025					Direct orate
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	
GG10	Declaration of financial interest	Number of administrative staff who have declared their financial interest	n/a	New	100 administrative staff declared their financial interest by 31 December 2024	50 administrative staff declared their financial interest by 30 September 2024	100 administrative staff declared their financial interest by 31 December 2024	n/a	n/a	Financial interest declaration register	MM
GG11	Risk management	% execution of identified risk mitigation plans within prescribed timeframes (total organisation)	n/a	94%	100% execution of identified risk mitigation plan within prescribed timeframes per quarter (total organisation)	25% execution of identified risk mitigation plan within prescribed timeframes per quarter (total organisation)	50% execution of identified risk mitigation plan within prescribed timeframes per quarter (total organisation)	75% execution of identified risk mitigation plan within prescribed timeframes per quarter (total organisation)	100% execution of identified risk mitigation plan within prescribed timeframes per quarter (total organisation)	Quarterly Risk assessment reports	MM

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/2023	Annual targets	2024/2025					Direct orate
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	
GG12	IDP	Approval of 2025/2026 IDP process plan	n/a	1	2025/2026 IDP process plan approved by council by August 2024	2025/2026 IDP process plan approved by council by August 2024	n/a	n/a	n/a	IDP process plan and council resolution	MM
GG13	IDP	Approval of 2025/2026 IDP	n/a	1	2025/2026 IDP approved by council by 31 May 2025	n/a	n/a	n/a	2025/2026 IDP approved by council by 31 May 2025	Council resolution	MM
GG14	MPAC programme	Number of MPAC quarterly reports submitted to council	n/a	3	4 MPAC quarterly reports submitted to council by 30 June 2025	1 MPAC quarterly reports submitted to council by 30 September 2024	2 MPAC quarterly reports submitted to council by 31 December 2024	3 MPAC quarterly reports submitted to council by 31 March 2025	4 MPAC quarterly reports submitted to council by 30 June 2025	Council resolution	CS

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/2023	Annual targets	2024/2025					Direct orate
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	
GG15	Mayoral Campaigns (event promotions)	Number Mayoral outreach projects initiated	R1 621 751.90	1	2 Mayoral outreach programmes initiated by 30 June 2024	1 Mayoral outreach programmes initiated by 30 September 2023	n/a	n/a	2 Mayoral outreach programmes initiated by 30 June 2024	Report and Attendance register	CS
GG16	Speakers outreach (event promotions)	Number of Speakers outreach projects initiated	R 752 928.43	1	2 Speakers outreach programmes initiated by 31 March 2025	n/a	1 Speakers outreach programmes initiated by 31 December 2024	2 Speakers outreach programmes initiated by 31 March 2025	n/a	Out reach Reports and attendance register	CS

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/2023	Annual targets	2024/2025					Directorate
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	
GG17	Ward committee	Number of ward reports submitted to council	n/a	2	4 ward committee reports submitted to council by 30 June 2025	1 ward committee reports submitted to council by 30 September 2024	2 ward committee reports submitted to council by 31 December 2024	3 ward committee reports submitted to council by 31 March 2025	4 ward committee reports submitted to council by 30 June 2025	Council resolution	CS
GG18	Ward committee	% of wards that have held at least one councillor convened community meeting	n/a	New	100% of wards that have held at least one councillor convened community meeting by 30 June 2025	100% of wards that have held at least one councillor convened community meeting by 30 September 2024	100% of wards that have held at least one councillor convened community meeting by 31 December 2024	100% of wards that have held at least one councillor convened community meeting by 31 March 2025	100% of wards that have held at least one councillor convened community meeting by 30 June 2025	Ward Reports and Attendance register	CS

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/2023	Annual targets	2024/2025					Directorate
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	
GG19	Bursaries	Number of External Mayoral Bursaries Awarded	Opex	New	30 External Mayoral Bursaries Awarded by 30 June 2025	n/a	n/a	n/a	30 External Mayoral Bursaries Awarded by 30 June 2025	Signed Approval letters	CS
GG20	Communications	% Reviewal of communication strategy	n/a	100%	100% reviewal of communication strategy by 31 December 2024	n/a	100% reviewal of communication strategy by 31 December 2024	n/a	n/a	Council resolution	CS

No	Programme	Key performance indicator	Original Budget R000's 2024/ 2025	Audited baseline 2022/2023	Annual targets	2024/2025					Directorate
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence	
GG21	Council support	Number of Council portfolio committees meetings held	n/a	New	72 Council portfolio committee meetings by 30 June 2025	18 Council portfolio committee meetings by 30 September 2024	36 Council portfolio committee meetings by 31 December 2024	54 Council portfolio committee meetings by 31 March 2025	72 Council portfolio committee meetings by 30 June 2025	Minutes and Attendance register	CS

CHAPTER 6: PROJECT PHASE

KPA 1. SPATIAL RATIONALE

Strategic Objective: To promote integrated human settlement.

IUDF outcome	Budget 2023/24	Budget 20224/25	Budget 2025/26	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segmen T	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
					Development planning	-	Outsourced	All wards	default
		-	-		Development planning	-	Outsourced	All wards	default

KPA 2: Basic Service Delivery and Infrastructure Development
Strategic Objective: To provide for basic services and sustainable infrastructural development

IUDF outcome	Budget 2024/25	Budget 2025/26	Budget 2026/27	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
	200 000	2 940 000	-	Electrification of Ntswelemotse ext (Designs)	infrastructure	INEP	outsourced	Ward 04	Default
	200 000	-	3 675 000	Electrification of Doorom (Designs)	Infrastructure	INEP	Outsourced	Ward 16	Default
	5 277 000	-	-	Electrification of Luckau Maganagobuswa	Infrastructure	INEP	Outsourced	Ward 24	Default
	200 000	-	-	Electrification of Lusaka (Designs)	Infrastructure	INEP	Outsourced	Ward 1	Default
	4 267 000	-	-	Electrification of Magukubjane	Infrastructure	INEP	Outsourced	Ward 18	Default
	2 000 000	-	-	Electrification of Mantrombi Section	Infrastructure	INEP	Outsourced	Ward	Default

IUDF outcome	Budget 2024/25	Budget 2025/26	Budget 2026/27	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
	2 000 000	-	-	Electrification of Motetema High View	Infrastructure	INEP	Outsourced	Ward 31	Default
	200 000	-	1 308 000	Electrification of Oorlog (Designs)	Infrastructure	INEP	Outsourced	Ward 5	Default
	3 000 000	-	-	Electrification of Phooko	Infrastructure	INEP	Outsourced	Ward 9	Default
	200 000	2 576 000	-	Electrification of Zaaiplass Police Station (Designs)	Infrastructure	INEP	Outsourced	Ward 16	Default
	8 000 000	-	-	Groblersdal landfill site	infrastructure	MIG	Outsourced	Ward 13	Default
	-	600 000	750 000	Culverts and Road signs	infrastructure	Revenue	Outsourced	All wards	Default
	-	14 121 000	9 342 000	Upgrading of Hlogotlou-Bopanang road (internal)	infrastructure	MIG	Outsourced	Ward 20	Default
	11 000 000	29 419 600	-	Upgrading of Kgobokwane – Kgapamadi road	infrastructure	MIG	Outsourced	Ward 03	Default

IUDF outcome	Budget 2024/25	Budget 2025/26	Budget 2026/27	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
	17 750 000	-	-	Upgrading of Malaeneng A Ntwane Access road (internal)	infrastructure	MIG	Outsourced	Ward 08	Default Default
	16 574 200	-	-	Upgrading of Maraganeng internal Access road	infrastructure	MIG	Outsourced	Ward 15	Default
	10 000 000	-	20 000 000	Upgrading of Tafelkop Stadium	Infrastructure	MIG	Outsourced	Ward 27	Default
	-	7 165 200	43 848 000	Upgrading of Waalkral Bus Route	Infrastructure	MIG	Outsourced	Ward 4	Default
	10 989 800	16 710 200	-	Upgrading of Mokumong Access Road to Marateng Taxi Rank	Infrastructure	MIG	Outsourced	Ward 29	Default
	-	300 000	300 000	Construction of Ramps	Infrastructure	Revenue	Outsourced	EMLM	Default
	-	-		Construction of slabs for skip bins	infrastructure	Revenue	Outsourced	EMLM	Default

IUDF outcome	Budget 2024/25	Budget 2025/26	Budget 2026/27	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
	300 000	-	-	Construction of Washbay at Groblersdal Landfill Site	Community Services	Revenue	Outsourced	Ward 13	Default
	500 000	-	-	Twenty Skip Bins	Community Services	Revenue	Outsourced	EMLM	Default
	300 000	313 800	327 921	Lawn mowers and other equipment	Community services	Revenue	Outsourced	EMLM	Default
	260 870	272 870	285 149	Machinery and equipment	Community services	Revenue	Outsourced	EMLM	Default
	-	1 500 000	1 000 000	Fencing of Groblersdal Cemetery	Community services	REVENUE	Outsourced	Ward 13	Default
	2 173 913	1 739 130	-	Groblersdal Stormwater	Community Services	REVENUE	Outsourced	Ward 13	Default
	900 000	-	-	Fencing of Elansdoorn cemetery	Community services	REVENUE	Outsourced	Ward 8 &11	Default
	182 526	190 922	199 514	Air conditioners	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 2024/25	Budget 2025/26	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
An efficient, competitive and responsive economic infrastructure network	Inclusive Economic Development	-	-		Development planning	Revenue	**EMLM**	All Wards	Default

KPA 4: financial Viability
Strategic goal: Sustainable financial viability

MTSF outcome	IUDF outcome	Budget 2024/2025	Budget 2025/26	Budget 2025/26	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
	Sound financial management.	5 247 435.78	5 488 817.82	5 735 814.63	Indigent Programme	Finance	Revenue	**outsourced**	EMLM	Default

KPA 5: Good Governance and Public Participation
Strategic Objective: To enhance good governance and public participation

MTSF outcome	IUDF outcome	Budget 2024/2025	Budget 2025/26	Budget 2026/27	mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
	Sound governance.	1 621 751.90	1 696 352.49	1 772 688.35	Mayoral Campaigns (event Promotions)	Executive support	Revenue	outsourced	EMLM	Default
		752 928.43	787 563.14	823 003.48	Speakers Outreach (event Promotions)	Executive support	Revenue	outsourced	EMLM	Default

KPA 6: Municipal Transformation and Organizational Development

MTSF outcome	IUDF outcome	Budget 2024/2025	Budget 2025/26	Budget 2026/27	mSCOA Project Segment	mSCOA Function Segment	mSCOA SCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
	Sound financial management .	300 00	313 800	327 921	furniture	Corporate services	Revenue	Outsourced	EMLM	Default
		1 000 000	1 046 000	1 093 070	Computers equipment's	Corporate services	Revenue	Outsourced	EMLM	Default
		5 509 565	-	-	Printers	Corporate Service	Revenue	Outsourced	EMLM	Default
		110 256	115 328	120 518	Computer Equipment – SETA	Corporate Services	Revenue	Outsourced	EMLM	Default

PRIVATE SECTOR PROJECT (PUBLIC PRIVATE PARTNERSHIP) STILL PENDING

Projects by the district municipality and other sectors are still pending.

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 77: KPA 1: Spatial Rationale

Sector Plan/ Bylaws	Description summary
Spatial Development Framework (SDF), 2018	The municipality reviewed its SDF SDF in 2014. Due to the new SPLUMA legislation, the municipality has put some budget aside to review the SDF in the next financial year in order 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

Sector Plan/ Bylaws	Description summary
	➢ 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 Provision of services, open spaces and Parks as envisaged in Section 20(2) (c) of the Town Planning and Township Ordinance,1986 (Ordinance 15 of 1986)
Land use management scheme	The 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

Sector Plan/ Bylaws	Description summary
	➢ 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 78: KPA 2: 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

Sector Plans/ Policies and bylaws	Description summary
	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
Mayor bursaries policy	The policy is developed to assist learners who intent to persue their studies at tertiary institutions. It further stipulates criterion on how applications should be done. There are processes in place that guides selection of suitable candidates.
Employee assistance programme	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.

Sector Plans/ Policies and bylaws	Description summary
	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 79: KPA 3: 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 in 2014/15 financial yearfor both rural areas and towns within the municipality. The plan is aimed at dealing with the electricity backlog and challenges in the municipality. There

Sector Plan	Description summary
	engagement with the DBSA to assist with the review of the plan. The review will be conducted in 2021-2016 cycle
Environmental Management Plan	The municipality has developed draft environmental Management Plan as per the requirements of the legislation. [1]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.
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

Sector Plan	Description summary
	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 that 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 order to implement appropriate disaster risk reduction programmes, it will be deemed necessary to align all risk areas with the IDP and SDF of the municipality. It is very important not to duplicate projects, but rather to integrate disaster risk reduction into existing development initiatives. All potential risks, hazards and threats have to be dealt with, within each line department (integrate and align it with current existing processes) before it can go to the IDP manager. 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.

Sector Plan	Description summary

	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
	  ○ Water infrastructure
	  ○ Road infrastructure
	  ○ Telecommunication networks
	  ○ Clinics and Ambulance Services to contribute to health related issues.
	• Natural Disasters
	  ○ Veld fires
	  ▪ Precaution and proactive measures
	  ▪ Equipment
	  ▪ Human Resources
	  ○ Agricultural Management and Environmental Practices
	  ▪ Protection of the environment (deforestation)
	  ▪ Farm Management Practices (to avoid wide spreading of agricultural diseases)
	  ▪ Drought management practices (optimal use of available water – ground- and irrigated water)
	  ▪ Farm Management Practices to avoid wide spreading of epidemics.
	  ○ Storms
	  ▪ Safe citing in cyclone/storm wind prone areas

Sector Plan	Description summary
	▪ Shelter plantation ▪ Improving drainage ▪ Resistant house designs and construction of cyclone shelters
Local Integrated Transport Plan	The LITP of the municipality is outdated. It was since approved in 2008 and there is a need for it to be reviewed with the assistance from Coghsta. 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. 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.
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.

Sector Plan	Description summary
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 service to be achieved over a 20-year period as well as the expected changes in demand due to planned growth. ➢ The life-cycle management needs of the infrastructure development, renewal, operations and maintenance ➢ Identify infrastructure asset management improvement needs

Table 80: KPA 4: 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 activities within the Elias Motsoaledi Local Municipality, including District wide economic imperatives.

Sector Plan	Description summery
	It further provides an indication of Potential economic growth points and also gives an overview of how the municipality can improve its economy particularly within the agriculture, tourism and mining sectors. The strategy needs to be reviewed in order to align to the new growth path, LEGDP and NSDP

Table 81: KPA 5: Financial Viability

Sector Plan	Description summary
Financial Plan	Financial plan that reflects three year financials has been developed and is clearly outlined in the analysis phase. This include an audit action plan that is aimed at responding to issues raised by the Auditor General. Issues that were raised by the AG reflect amongst others challenges that the municipality should attend to. Responses have been provided on challenges raised by the AG's report.
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

Sector Plan	Description summary
	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 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:

Sector Plan	Description summary
	➢ 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 and asset 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 regarding their estimated useful lives. Similarly, land is not depreciated as it is deemed to have an indefinite life. Subsequent expenditure relating to property, plant and equipment is capitalized if it is probable the future economic benefits or potential service delivery of the asset are enhanced in excess of the originally assessed standard of performance. If expenditure only restores the originally assessed standard 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 section 11 of the Local Government Finance Management Act (MFMA) which requires municipalities to develop and implement a Supply Chain Management Policy. The principal objective of the

Sector Plan	Description summary
	legislation has been to comply with Section 217 of the Constitution, which among other things states that when contracting for goods and services the system must be fair, equitable, transparent, competitive and cost effective. Supply Chain Management (SCM) generally refers to the management of activities along the supply chain. The MFMA and its relevant regulations also identify processes/mechanisms which must be included in a SCM Policy. The Supply Chain Management System is applicable for the: ➢ Procurement by the Municipality of all goods and services or works. ➢ Selection of contractors to provide assistance in the provision of municipal services. ➢ Selection of external mechanisms for the provision of municipal services in circumstances contemplated in Section 83 of the Local Municipal Systems Act ➢ Disposal of assets or goods no longer required ➢ Letting or sale of Municipal property. Elias Motsoaledi Local Municipality Supply Chain Management Policy was last reviewed on 16 November 2011. It is currently again under review and will be tabled to Council for adoption in May 2012 The specific objective of the SCM Unit is to ensure effective, efficient and transparent SCM systems, complemented by a strategy of coordinating and implementing comprehensive demand management plans as per the approved budget.

Sector Plan	Description summary
	➢ Audit action plan. ➢ Financial plan ➢ Debt management plan ➢ Audit committee appointed

Table 82: KPA 6: 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

Sector plan/ policies	Description summary
	➢ To encourage public participation through the empowerment of communities with information ➢ To promote indigenous languages that represents and appreciates diversity in our Municipality. ➢ To project the positive image of the municipality locally, provincially, nationally and internationally ➢ To forge links with the media houses ➢ To develop and maintain correct public perceptions and build community's trust on Municipality's programmes. ➢ To effectively communicate democratic Government achievements, challenges and interventions ➢ To intensify the struggle against poverty by implementing development communication and information to the communities.
Internal audit function (Audit charter)	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.

Sector plan/ policies	Description summary
Ward committee system	Systems to manage and control ward committees has been developed. The office of the speaker is allocated with a function to monitor and develop programmes that ward committees will implement at ward level. The committees communicate through the ward councillor in case they've issues to raise with the municipality
Anti-corruption and fraud strategy/Plan	The strategy is in place and reviewed annually. The strategy is developed to govern the reporting investigation and handling of fraud and other crimes of dishonesty. The municipality is committed in ensuring that fraud and corruption are dealt with severely. The policy is therefore based on the following principles: ➢ 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 committees	The council consist of the following committee which are functional • Executive committee • Section 79 and 80 committees • Oversight committee (MPAC)
Complaints management system	The municipality has established a customer care desk which located in the corporate services department. The community uses the suggestion boxes that are placed in all municipal offices for either complaints or comments.
Supply chain committees	The municipality has the following functional supply chain committees: bid committee,

Sector plan/ policies	Description summary
Oversight committee	MPAC has been established to play an oversight role on the day to day activities of council.

Table 83: KPA 7 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

Sector Plan/ Bylaws	Description summery
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 84: KPA 8: 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 human re 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

Sector Plans/ Policies and bylaws	Description summary
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 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.

Sector Plans/ Policies and bylaws	Description summary
	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.

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, subsidization 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 utilization 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 computerized bar-code asset management system is maintained in order to ensure accountable utilization and reporting on assets.

8.9.3 BUDGETARY OFFICE

The establishment 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 behavior and commitment. Elias Motsoaledi Local Municipality is passionate and committed to changing its operations. The implementation of this integrated development plan will enhance service delivery in Elias Motsoaledi Local Municipality and also stimulate growth in all areas of performance in the municipality.

ANNEXURE A: DRAFT MUNICIPAL ORGANISATIONAL STRUCTURE

M. MOHLALA

ACTING MUNICIPAL MANAGER