



**Ephraim Mogale  
Local Municipality**



*Re hlabolla setshaba...*

**IDP**

**2012/13**

INTEGRATED DEVELOPMENT PLAN



# TABLE OF CONTENTS

|                          |   |
|--------------------------|---|
| 1. ABBREVIATIONS.....    | 6 |
| 2. FORWORD OF MAYOR..... | 7 |

## CHAPTER 1

|  |    |
|--|----|
| 3. EXECUTIVE SUMMARY MUNICIPAL MANAGER.....          | 8  |
| 3.1 Location of the Municipality.....                | 8  |
| 3.2 Key challenges and opportunities .....           | 8  |
| 3.3 Priority Strategies.....                         | 11 |
| 3.4 Legal Framework .....                            | 14 |
| 3.5 Role of Local Government.....                    | 14 |
| 3.6 Objectives of Local Government.....              | 18 |
| 3.7 Integrated Development Planning Perspective..... | 18 |
| 3.8 IDP/Budget Review Structures and Processes.....  | 19 |
| 3.8.1 IDP/Budget Review Structures.....              | 19 |
| 3.8.2 IDP/Budget Review Processes.....               | 20 |
| 3.9 Assessment of previous IDP.....                  | 23 |

## CHAPTER 2 - ANALYSIS PHASE

|   |    |
|---|----|
| 4. SITUATIONAL ANALYSIS.....                            | 24 |
| 4.1 Demographic Analysis.....                           | 24 |
| 4.2 Population.....                                     | 24 |
| 4.3 Focus Groups.....                                   | 26 |
| 4.4 Income and Employment (development Challenges)..... | 27 |
| 5. INFRASTRUCTURE AND BASIC SERVICES ANALYSIS.....      | 28 |
| 5.1 Water.....  | 28 |
| 5.2 Sanitation.....                                     | 30 |
| 5.3 Electricity.....                                    | 31 |
| 5.4 Housing.....  | 32 |
| 5.5 Waste and Refuse Removal.....                       | 34 |
| 5.6 Roads and Storm water Drainage.....                 | 35 |
| 5.7 Transport.....                                      | 37 |
| 5.8 Free Basic Services.....                            | 37 |
| 6. ECONOMIC, SPATIAL AND ENVIRONMENTAL ANALYSIS.....    | 39 |
| 6.1 Economic Analysis.....                              | 39 |
| 6.2 Spatial Analysis.....                               | 43 |
| 6.3 Climate and Environmental Analysis.....             | 45 |
| 6.4 Land ownership and management.....                  | 46 |
| 7. SOCIAL ANALYSIS.....                                 | 47 |
| 7.1 Education.....                                      | 47 |
| 7.2 Health and Social Development.....                  | 49 |
| 7.3 HIV/AIDS.....                                       | 51 |
| 7.4 Safety and Security.....                            | 52 |
| 7.5 Sports, Arts and Culture.....                       | 53 |
| 7.6 Post Offices.....                                   | 56 |
| 7.7 Cemeteries.....                                     | 57 |
| 8. INSTITUTIONAL ANALYSIS.....                          | 58 |
| 8.1 Council.....  | 58 |
| 8.2 Staff Component.....                                | 59 |

|   |   |            |
|---|---|------------|
| 8.3                                     | Human Resource Policies .....   | 59         |
| 8.4                                     | Organisational Performance Management System (OPMS) and Performance Management System (PMS) ..... | 59         |
| 8.4.1                                   | OPMS .....  | 59         |
| 8.4.2                                   | PMS .....   | 68         |
| 8.5                                     | Administrative Structure .....  | 68         |
| 8.6                                     | Organogram .....  | 67         |
| 8.7                                     | Employment equity .....   | 74         |
| 8.8                                     | Skills development .....  | 74         |
| <b>9.</b>                               | <b>FINANCIAL VIABILITY AND MANAGEMENT .....</b>   | <b>74</b>  |
| 9.1                                     | Grants and Subsidies .....  | 74         |
| 9.2                                     | Credit and Debt Control .....   | 75         |
| 9.3                                     | Investments .....   | 75         |
| 9.4                                     | Audits .....  | 75         |
| 9.5                                     | Budget and Treasury .....   | 75         |
| 9.6                                     | Revenue Management .....  | 75         |
| 9.7                                     | Supply Chain Management .....   | 76         |
| 9.8                                     | Asset Management .....  | 76         |
| <b>10.</b>                              | <b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION .....</b>   | <b>76</b>  |
| 10.1                                    | Powers and Functions .....  | 76         |
| 10.2                                    | Communication .....   | 77         |
| 10.3                                    | Ward Committees .....   | 77         |
| 10.4                                    | Community Development Workers .....   | 78         |
| 10.5                                    | Traditional Leadership .....  | 78         |
| 10.6                                    | Intergovernmental Relations .....   | 78         |
| 10.7                                    | Audit, anti-corruption and risk management .....  | 78         |
| 10.8                                    | Special focus groups .....  | 78         |
| <b>11.</b>                              | <b>SWOT ANALYSIS .....</b>  | <b>78</b>  |
| <br><b>CHAPTER 3 - STRATEGIES PHASE</b> |   |            |
| <b>12.</b>                              | <b>DEVELOPMENT STRATEGIES .....</b>   | <b>84</b>  |
| 12.1                                    | Municipal vision .....  | 84         |
| 12.2                                    | Municipal mission .....   | 84         |
| 12.3                                    | Core values of the municipality .....   | 84         |
| 12.4                                    | Strategies .....  | 85         |
| 12.4.1                                  | Municipal turn around strategy .....  | 85         |
| 12.4.2                                  | Summary of turn around strategy .....   | 92         |
| 12.4.3                                  | Strategies according to key performance areas .....   | 94         |
| <br><b>CHAPTER 4 - PROJECTS PHASE</b>   |   |            |
| <b>13.</b>                              | <b>MUNICIPAL PROJECTS .....</b>   | <b>100</b> |
| 13.1                                    | Summary of identified projects of community including MIG approved budget .....                   | 100        |
| 13.2                                    | Projects for which funds have been obtained .....   | 102        |
| <b>14.</b>                              | <b>DISTRICT PROJECTS .....</b>  | <b>121</b> |
| <b>15.</b>                              | <b>SECTOR DEPARTMENTS PROJECTS .....</b>  | <b>121</b> |
| <b>16.</b>                              | <b>STATE OWNED ENTERPRISES PROJECTS .....</b>   | <b>122</b> |

CHAPTER 5 - INTEGRATION PHASE

17. INTEGRATION.....123

CHAPTER 6 - ADOPTION

18. ADOPTION.....128

SDBIP.....129

Budget Votes.....172

## 1. ABBREVIATIONS

|            |   |
|------------|---|
| ADSP       | Acting Director Strategic Planning  |
| CBO        | Community Base Organizations  |
| CFO        | Chief Financial Officer   |
| CMRA       | Centre for Municipal Research & Advice  |
| DPLG       | Department Local Government   |
| EU         | European Union  |
| EXCO       | Executive Committee   |
| EPMLM      | Ephraim Mogale Local Municipality   |
| FMG        | Finance Management Grant  |
| GAMAP/GRAP | Generally Accepted Municipal Accounting Practice/Generally Recognized Accounting Practice |
| HIV/AIDS   | Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome                          |
| HOD'S      | Head of Departments   |
| IDP        | Integrated Development Plan   |
| IT         | Information Technology  |
| LGWSETA    | Local Government Water Sector Education Training Authority                                |
| KPA        | Key Performance Area  |
| KPI        | Key Performance Indicator   |
| LED        | Local Economic Development  |
| LNW        | Lephele North Water   |
| LUMS       | Land Use Management System  |
| MFMA       | Municipal Finance Management Act  |
| MIG        | Municipal Infrastructure Grant  |
| MSIG       | Municipal Systems Improvement Grant   |
| NGO        | Non Governmental Organizations  |
| NSDP       | National Strategic Development Plan   |
| OHS        | Occupational Health & Safety  |
| OPMS       | Organizational Performance Management System  |
| PGDS       | Provincial Growth & Development Strategy  |
| PMS        | Performance Management System   |
| PR         | Proportional Representative   |
| PRO        | Public Relations Officer  |
| RDP        | Reconstruction & Development Program  |
| SABS       | South African Bureau of Standards   |
| SCM        | Supply Chain Management   |
| SDBIP      | Service Delivery Budget Implementation Plan   |
| SDF        | Spatial Development Framework   |
| SDM        | Sekhukhune District Municipality  |
| SETA       | Sector Education Training Authority   |
| SLA        | Service Level Agreement   |
| SWOT       | Strength Weakness Opportunity Threats   |
| TLC        | Transitional Local Council  |
| TRC        | Transitional Regional Council   |
| VIP        | Ventilated Improved Pit latrine   |
| WTW        | Water Treatment Works   |
| WWTW       | Waste Water Treatment Works   |

## 2. FOREWORD OF MAYOR



The municipality had developed its 5 year Integrated Development Plan for 2011 -2016 in April 2011 for the new council which was elected in May 2011. In terms of the election the number of councilors increased from 27 to 32 and wards increased from 14 to 16.

The Council at a Strategic planning meeting held on 8/9 February 2011 taking in consideration of outcome 9 of MFMA circular 54 of 10 December 2010 confirmed its vision namely “VIABLE AND SUSTAINABLE MUNICIPALITY THAT PROVIDES QUALITY SERVICES AND ENHANCE ECONOMIC GROWTH”.

There is a remarkable progress that has been seen in this municipal area in trying to address the imbalances of the past, to deliver quality services and promote better life for all. In order to ensure delivery the municipality embarked on a turn around strategy which progress forms part of this IDP.

It is expected of the municipality to offer residents good infrastructural development such as well built and maintained roads, decent houses, enough clean and running water, sanitation, electricity, crime free area, clean environment, adequate health services, employment, care for the disabled, the sick and the aged, good governance and many other services. In all of these fields work has been done. The limited budget of the municipality, together with grants from the National and Provincial Governments have gone a long way to improve the living conditions of our people.

Projects that were implemented and completed are 317km of the gravel roads graded, 529m<sup>2</sup> of surfaced road repaired, 340 houses built, building of bridge at Mathukuthela, building of bridge at Monotolaneng, Moganyaka Access Road, Malebitsa internal roads, Marble Hall Storm water, Kloppe Community Hall and 139 permanent jobs were created with the establishment of 7 organic farms with funds obtained from DTI

***“ There is a remarkable progress that has been seen in this municipal area in trying to address the imbalances of the past, to deliver quality services and promote better life for all. In order to ensure delivery the municipality embarked on a turn around strategy which progress forms part of this IDP. ”***

Projects that are in planning, tender phase are Feasibility study on N11 road, Matlala Ramoshebo Cemetery and Ablution block Aerodrome Maintenance and Vaal-bank Internal Road

During April/May 2012 the municipality embarked on community consultation to present the IDP and budget for 2012/13 when all 16 wards were visited and needs identified for inclusion in the IDP. IDP for 2011-16 was assessed by COGSTA and has obtained highly credible status.

I want to thank the members of the Executive Committee, Councilors, Officials, all Stakeholders and the members of the community for their unwavering support in working together to ensure better life for all.

Mayor

M Y Mmakola.

# CHAPTER 1

## 3. EXECUTIVE SUMMARY

The name of the municipality was changed to Ephraim Mogale Local Municipality by an amendment of section 12 notice in Provincial Gazette No 1721 by General notice 10 of 2010 on 28 January 2010 with new logo and slogan - RE HLABOLLA SETSHABA which means "We develop our people"

The Ephraim Mogale Local Municipality is composed of former Marble Hall New City council ,Moutse west, Leeuwfontein/Moganyaka, portion of former Hlogotlou/Lepele TRC, portion of former Greater Nebo North TRC, the entire area of former Middle Lepelle TRC, portion of Naboomspruit/Roedtan Thusang TLC area and part of the former Springbokvlakte TLC

The Municipality was established soon after the elections in December 2000 in terms of section 12 notice no.302 dated 1 October 2000. The municipality was a cross boundary municipality which comprises of 16 villages, Marble Hall town and farming areas in Mpumalanga and 2 Townships and 47 villages in Limpopo. The municipality has been incorporated in Limpopo province in accordance with proclamation no.422 dated 27 December 2005.

The municipality have 32 Councilors and 16 wards and 53316 registered voters. The extent of the municipality is 1911.07km<sup>2</sup>

### 3.1 Location of Municipality

The Ephraim Mogale Local municipality is situated within an intense farming area supported by the Loskop Dam irrigation water scheme and is 145km east of Pretoria, 100km south of Mogalekwena (Potgietersrus), 120km north of Steve Tshete (Middelburg), 150km south of Polokwane (Pietersburg) and 250km west of Mbombela (Nelspruit)

### 3.2 Key challenges and opportunities

#### KPA 1 Spatial Rationale

| Department         | Issues/ Services Delivery              | Challenges                       | Opportunity   |
|--------------------|--|----------------------------------|---|
| Technical services | Land Ownership and Land Use Management | Ensure lawful security of tenure | To implement land use management system once in place |



## KPA 2 Service delivery and infrastructure development

| Department         | Issues/ Services Delivery   | Challenges  | Opportunity  |
|--------------------|---|---|--|
| Technical services | Provision of water & purification services                          | Ageing infrastructure..   | District is currently developing bulk services plans in Moutse area.<br>District have taken over water and sanitation function wef. 1 July 2011 and SLA signed for transfer of staff and equipment |
|                    | Provision of roads & maintenance                                    | Obsolete and shortage of equipments, Insufficient funds for purchasing of new equipments  | Additional equipments to be purchased in the next financial year   |
|                    | Electricity   | Shortage of material at stores.<br>Delays in purchasing of material by SCM  | SCM division to fast track the process of purchasing stores material   |
|                    | Provision of free basic electricity to indigents in municipal area. | Transformer numbers.<br>Approval for new doc.<br>Budget.<br>Criteria in policy.<br>Non –collectors  | Assistance with transformer numbers.<br>Revise budget.<br>Revise policy.<br>De-configure 6mnths non collection<br>Indigent register updated .  |
|                    | Fleet management  | To manage and control the utilization of the municipal vehicle fleet.   | Installation of tracking system in 20 vehicles   |
| Community Services | Environmental services  | Environment plan implementation not being monitored Environmental management is a district function, not clear how to be implemented to fit the district plan. Staff inadequate Devolution of services not yet complete pending district function | DEAT willing to allocate budget and assist   |
|                    | Traffic services and Law enforcement                                | Need extra warm bodies and office space   | Ongoing training by provincial department  |
|                    | Sport & creation, arts& culture and heritage sites                  | Lack of warm bodies and office space  | On-going training and assistance by provincial department  |
|                    | Cleaning services   | Non payment by community<br>Old fleet and no fleet manager<br>Lack of operational and warm bodies   |  |
|                    | Registration Authority  | Lack of capacity and warm bodies  | Provincial assistance  |
|                    | Disaster and Emergency services                                     | District manage disaster management.<br>Lack of warm bodies and inadequate budget and office space.<br>Poor monitoring of the service<br>No SLA between GMHM and GSDM   | District assistance  |
|                    | Youth, gender& disability programmes                                | Lack of warm bodies, office space and budget  |  |

**KPA 2 Service delivery and infrastructure development (continued)**

| Department | Issues/ Services Delivery             | Challenges   | Opportunity   |
|------------|---------------------------------------|--|---|
|            | Library services                      | Insufficient of tertiary institution books, budget and staff   | Library building extended   |
|            | Security services                     | Lack of good security management, plan, poor access control and locking of offices after hours<br>Inadequate control of alarm system and supervision |   |
|            | Parks and recreational facilities     | Lack of warm bodies<br>No budget to extend service to other areas of the municipality  |   |
|            | Hawkers and business trading licences | No supervision and not designated as trading licence authority   | Support of the stakeholders<br>Bylaws for control of hawkers compiled and process of community consultation started |

**KPA 3 Local economic development**

| Department         | Issues/ Services Delivery                        | Challenges  | Opportunity  |
|--------------------|--|---|--|
| Strategic Planning | Plan manage and manage the implementation of LED | Lack of monitoring of implementation of LED. Insufficient staff | Employment and Funding future growth of LED projects |

**KPA 4 Good governance**

| Department         | Issues/ Services Delivery                            | Challenges   | Opportunity  |
|--------------------|--|--|--|
| Corporate Services | Provision logistic & administration support services | Ineffective local labour forum, lack of council resolution register, late submission of items for agenda, insufficient utilization of drivers, ineffective portfolio committees, |  |
|                    | Fleet management                                     | Inadequate fleet control & monitoring  | Trip authorization for every official vehicle and return of vehicle-keys to Records section after each trip. |

**KPA 5 Municipal financial viability**

| Department | Issues/ Services Delivery | Challenges   | Opportunity   |
|------------|---------------------------|--|---|
| Finance    | Revenue enhancement       | Most people in the rural communities are not paying their rates and service accounts | Councilors should embark on awareness campaigns during their meetings with community members and encourage them to pay as part of their community work. |

## KPA 6 Municipal transformation & Institutional development

| Department         | Issues/ Services Delivery   | Challenges   | Opportunity   |
|--------------------|---|--|---|
| Corporate Services |   |  |   |
|                    | Human Resources and Development<br>Administration personnel related issues.<br>Industrial relations | Training plans for individual staff not in place,inadequate personnel,non evaluation of critical posts,lack of coordination of training,inadequate implementation of policies(no monitoring).In service training policy. | Good Governance, Local Economic Development (LED) , Services Delivery   |
|                    | Manage occupational health & safety matters   | No OHS committee,budget not used   |   |
|                    | Manage & provision of IT service  | Monitoring of backup(backup register),remote backup.   | IT officer and two interns appointed  |
|                    | Manage PMS i.r.o.employees  | Lack of individual employee workplan,lack of official responsible for monitoring of PMS-employee   | PMS framework reviewed to cascade to other staff<br>Provision made on organogram for PMS officer in Corporate services department |

## 3.3 Priority Strategies

### KPA 1 Spatial Rationale

| Priority strategy                      | Objective                        | Outcome                   | Target                 | Period    |
|--|----------------------------------|---------------------------|------------------------|-----------|
| Land Ownership and Land Use Management | Ensure lawful security of tenure | % of land security tenure | Better quality of life | 2012-2013 |

### KPA2 Service delivery and Infrastructure and services

| Priority strategy                 | Objective   | Outcome   | Target                 | Period    |
|-----------------------------------|---|---|------------------------|-----------|
| Water Infrastructure and Services | Adequate quality and quantity of affordable water available to all consumers in the municipal area in terms of the Water Sector Plan                      | % of households having access to quality water    | Better quality of life | 2012-2013 |
| Sanitation                        | Provide an adequate and appropriate sewer system/ systems for the urban part of the municipality as well as appropriate measures for the rural conditions | % of households having access to basic sanitation | Better quality of life | 2012-2013 |

| Priority strategy                   | Objective  | Outcome  | Target                 | Period    |
|-------------------------------------|--|--|------------------------|-----------|
| Electrification of Households       | Provide affordable and reliable electricity to urban and rural areas in the municipality                         | % of households with affordable and reliable electricity   | Better quality of life | 2012-2013 |
| Roads and Storm Water               | Provide safe and appropriate road and storm water networks in the municipal areas                                | Improved accessibility and safe roads between areas  | Better quality of life | 2012-2013 |
| Waste Management and Refuse Removal | Provide a safe, effective and economical waste management and refuse disposal system                             | % households satisfaction index  | Better quality of life | 2012-2013 |
| Transport                           | Promote an effective and affordable transport system to cater for the whole of the municipal area                | Improved transport accessibility between the areas   | Better quality of life | 2012-2013 |
| Housing                             | Ensure that the housing need of people in the municipal area is met  | Number of households with basic housing  | Better quality of life | 2012-2013 |
| Cemeteries                          | Provide safe, appropriate and accessible burial space/cemetery space in the municipal area                       | Number of complaints from bereaved families  | Better quality of life | 2012-2013 |
| Post and Telecommunication          | To ensure that a basic communication infrastructure is within reach of all the inhabitants in the municipal area | Improved access to communication by inhabitants in the municipal area                                | Better quality of life | 2012-2013 |
| Health                              | Promote the development of a healthy community and an effective healthcare environment                           | Number reduction in cases of deadly diseases<br>Change in community behaviour                        | < 15 cases a month     | 2012/2013 |
| Social Welfare                      | Ensure improved living standards and promote humane living conditions for every member of society                | % of households satisfaction index   | Better quality of life | 2012/2013 |
| Education                           | Promote the provision of effective education to all learners and equip people to lead a meaningful life          | Number of learners and scholars with accredited qualifications                                       | Better quality of life | 2012/2013 |
| Safety and Security                 | Ensure a safe, secure and humane environment for inhabitants of the municipality                                 | % reduction in crime statistics  | Better quality of life | 2012/2013 |
| Sports and Recreation               | Ensure accessibility to Sport and Recreation facilities for all the inhabitants of the municipal area            | Number of inhabitants having access to sports and recreation events at the municipal area facilities | Better quality of life | 2012/2013 |
| Arts and Culture                    | Social and cultural integration as well as conservation of important cultural and historic sites                 |  | Better quality of life | 2012/2013 |
| Emergency Services                  | Ensure fire fighting and ambulance services which are safe, secure, humane, prompt and effective                 | Improved response time to emergencies in minutes   | Better quality of life | 2012/2013 |
| Environmental Management            | Ensure that the general environment is protected and promoted in a sustainable and ongoing way                   | % achievement of environmental targets in the Environmental Assessment Plan                          | Better quality of life | 2012/2013 |

**KPA 3 Local Economic Development**

| Priority strategy          | Objective  | Outcome  | Target              | Period    |
|----------------------------|--|--|---------------------|-----------|
| Local Economic Development | Ensure economic growth in all sectors of the economy in order to curb unemployment and related negative issues | % of economic growth or GDP contribution to the province | 3% GDP for the area | 2012/2013 |

**KPA 4 Good Governance and Public Participation**

| Priority strategy                       | Objective                                      | Outcome                                   | Target                                    | Period    |
|---|--|---|---|-----------|
| Service Delivery Standards (Batho Pele) | Implementation of the Batho Pele Principles    | Compliance with customer standards        | 100% compliance and customer satisfaction | 2012-2013 |
| Performance Management Systems          | Develop appropriate key performance indicators | Number of KPIs used for reporting the IDP | According standards                       | 2012-2013 |

**KPA 5 Financial Viability**

| Priority strategy    | Objective                 | Outcome                                       | Target          | Period    |
|----------------------|---------------------------|---|-----------------|-----------|
| Financial Management | Improve debtor collection | Improved financial rating of the municipality | 2% and below 8% | 2012-2013 |

**KPA 6 Municipal Transformation and Organisational Development**

| Priority strategy                | Objective   | Outcome  | Target                             | Period    |
|----------------------------------|---|--|------------------------------------|-----------|
| Training and Skills Development  | Improve employee skills and competencies                    | % of performing employees contributing to productivity | 75% of employees                   | 2012-2013 |
| Staff Component and Appointments | Appoint employees to all vacant posts                       | Number reduction in vacancy rate                       | 15 employees                       | 2012-2013 |
| Organisational Infrastructure    | Implement and upgrade the computer system                   | Uptime availability and function of the system         | 98% uptime and running of the sys. | 2012-2013 |
| Marketing and Corporate Image    | Promote and improve the corporate image of the municipality | % of stakeholder satisfaction index                    | Establish baseline                 | 2012-2013 |

**HIV/AIDS**

| Priority strategy                         | Objective  | Outcome                                      | Target | Period    |
|---|--|--|--------|-----------|
| Provide programmes on HIV/AIDS prevention | Minimized HIV/AIDS prevention by hosting campaigns | Programmes led by Community Services Manager | 100%   | 2012-2013 |

### 3.4 Legal Framework

In terms of the Constitution Ephraim Mogale local municipality is a Category B municipality with an Executive committee system.

### 3.5 Role of Local Government

MFMA circular 54 Annexure A – 12 Outcomes of government

#### 1. Improve the quality of basic education

| Outputs  | Key spending programmes(National)   | Role of Local Government   |
|--|---|--|
| 1. Improve quality of teaching and learning<br>2. Regular assessment to track progress<br>3. Improve early childhood development<br>4. A credible outcomes-focused accountability system | Increase the number of Funza Lushaka bursary recipients from 9300 to 18 100 over the 2011 MTEF <ul style="list-style-type: none"> <li>Assess every child in grades 3, 6 and 9 every year</li> <li>Improve learning and teaching materials to be distributed to primary schools in 2014</li> <li>Improve maths and science teaching</li> </ul> | Facilitate the building of new schools by: <ul style="list-style-type: none"> <li>Participating in needs assessments</li> <li>Identifying appropriate land</li> <li>Facilitating zoning and planning processes</li> <li>Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections</li> </ul> |

#### 2. Improve health and life expectancy

| Outputs  | Key spending programmes(National)  | Role of Local Government  |
|--|--|---|
| 1. Increase life expectancy to 58 for males and 60 for females<br>2. Reduce maternal and child mortality rates to 30-40 per 1 000 births<br>3. Combat HIV/Aids and TB<br>4. Strengthen health services effectiveness | Revitalise primary health care <ul style="list-style-type: none"> <li>Increase early antenatal visits to 50%</li> <li>Increase vaccine coverage</li> <li>Improve hospital and clinic infrastructure</li> <li>Accredit health facilities</li> <li>Extend coverage of new child vaccines</li> <li>Expand HIV prevention and treatment</li> <li>Increase prevention of mother-to-child transmission</li> <li>School health promotion increase school visits by nurses from 5% to 20%</li> <li>Enhance TB treatment</li> </ul> | Many municipalities perform health functions on behalf of provinces <ul style="list-style-type: none"> <li>Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments</li> <li>Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services</li> </ul> |

### 3. All people in South Africa protected and feel safe

| Outputs   | Key spending programmes(National)  | Role of Local Government  |
|---|--|---|
| <ol style="list-style-type: none"> <li>1. Reduce overall level of crime</li> <li>2. An effective and integrated criminal justice system</li> <li>3. Improve perceptions of crime among the population</li> <li>4. Improve investor perceptions and trust</li> <li>5. Effective and integrated border management</li> <li>6. Integrity of identity of citizens and residents secured</li> <li>7. Cyber-crime combated</li> </ol> | <ul style="list-style-type: none"> <li>• Increase police personnel</li> <li>• Establish tactical response teams in provinces</li> <li>• Upgrade IT infrastructure in correctional facilities</li> <li>• ICT renewal in justice cluster</li> <li>• Occupation-specific dispensation for legal professionals</li> <li>• Deploy SANDF soldiers to South Africa's borders</li> </ul> | <ul style="list-style-type: none"> <li>• Facilitate the development of safer communities through better planning and enforcement of municipal by-laws</li> <li>• Direct the traffic control function towards policing high risk violations – rather than revenue collection</li> <li>• Metro police services should contribute by:</li> <li>• Increasing police personnel</li> <li>• Improving collaboration with SAPS</li> <li>• Ensuring rapid response to reported crimes</li> </ul> |

### 4. Decent employment through inclusive economic growth

| Outputs   | Key spending programmes(National)  | Role of Local Government   |
|---|--|--|
| <ol style="list-style-type: none"> <li>1. Faster and sustainable inclusive growth</li> <li>2. More labour-absorbing growth</li> <li>3. Strategy to reduce youth unemployment</li> <li>4. Increase competitiveness to raise net exports and grow trade</li> <li>5. Improve support to small business and cooperatives</li> <li>6. Implement expanded public works programme</li> </ol> | <ul style="list-style-type: none"> <li>• Invest in industrial development zones</li> <li>• Industrial sector strategies – automotive industry; clothing and textiles</li> <li>• Youth employment incentive</li> <li>• Develop training and systems to improve procurement</li> <li>• Skills development and training</li> <li>• Reserve accumulation</li> <li>• Enterprise financing support</li> <li>• New phase of public works programme</li> </ul> | <ul style="list-style-type: none"> <li>• Create an enabling environment for investment by streamlining planning application processes</li> <li>• Ensure proper maintenance and rehabilitation of essential services infrastructure</li> <li>• Ensure proper implementation of the EPWP at municipal level</li> <li>• Design service delivery processes to be labour intensive</li> <li>• Improve procurement systems to eliminate corruption and ensure value for money</li> <li>• Utilise community structures to provide services</li> </ul> |

### 5. A skilled and capable workforce to support inclusive growth

| Outputs   | Key spending programmes(National)   | Role of Local Government   |
|---|---|--|
| <ol style="list-style-type: none"> <li>1. A credible skills planning institutional mechanism</li> <li>2. Increase access to intermediate and highlevel learning programmes</li> <li>3. Increase access to occupationspecific programmes (especially artisan skills training)</li> <li>4. Research, development and innovation in human capital</li> </ol> | <ul style="list-style-type: none"> <li>• Increase enrolment in FET colleges and training of lecturers</li> <li>• Invest in infrastructure and equipment in colleges and technical schools</li> <li>• Expand skills development learnerships funded through sector training authorities and National Skills Fund</li> <li>• Industry partnership projects for skills and technology development</li> <li>• National Research Foundation centres excellence, and bursaries and research funding</li> <li>• Science council applied research programmes</li> </ul> | <ul style="list-style-type: none"> <li>• Develop and extend intern and work experience programmes in municipalities</li> <li>• Link municipal procurement to skills development initiatives</li> </ul> |

#### 6. An efficient, competitive and responsive economic infrastructure network

| Outputs  | Key spending programmes(National)   | Role of Local Government  |
|--|---|---|
| 1. Improve competition and regulation<br>2. Reliable generation, distribution and transmission of energy<br>3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports<br>4. Maintain bulk water infrastructure and ensure water supply<br>5. Information and communication technology<br>6. Benchmarks for each sector | <ul style="list-style-type: none"> <li>• An integrated energy plan and successful independent power producers</li> <li>• Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers</li> <li>• Increase infrastructure funding for provinces for the maintenance of provincial roads</li> <li>• Complete Gauteng Freeway Improvement Programme</li> <li>• Complete De Hoop Dam and bulk distribution</li> <li>• Nandoni pipeline</li> <li>• Invest in broadband network infrastructure</li> </ul> | <ul style="list-style-type: none"> <li>• Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services</li> <li>• Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport</li> <li>• Maintain and expand water purification works and waste water treatment works in line with growing demand</li> <li>• Cities to prepare to receive the devolved public transport function</li> <li>• Improve maintenance of municipal road networks</li> </ul> |

#### 7. Vibrant, equitable and sustainable rural communities and food security

| Outputs  | Key spending programmes(National)  | Role of Local Government  |
|--|--|---|
| 1. Sustainable agrarian reform and improved access to markets for small farmers<br>2. Improve access to affordable and diverse food<br>3. Improve rural services and access to information to support livelihoods<br>4. Improve rural employment opportunities<br>5. Enable institutional environment for sustainable and inclusive growth | <ul style="list-style-type: none"> <li>• Settle 7 000 land restitution claims.</li> <li>• Redistribute 283 592 ha of land by 2014</li> <li>• Support emerging farmers</li> <li>• Soil conservation measures and sustainable land use management</li> <li>• Nutrition education programmes</li> <li>• Improve rural access to services by 2014:</li> <li>• Water - 74% to 90%</li> <li>• Sanitation - 45% to 65%</li> </ul> | <ul style="list-style-type: none"> <li>• Facilitate the development of local markets for agricultural produce</li> <li>• Improve transport links with urban centres so as to ensure better economic integration</li> <li>• Promote home production to enhance food security</li> <li>• Ensure effective spending of grants for funding extension of access to basic services</li> </ul> |



## 8. Sustainable human settlements and improved quality of household life

| Outputs  | Key spending programmes(National)   | Role of Local Government  |
|--|---|---|
| <ol style="list-style-type: none"> <li>1. Accelerate housing delivery</li> <li>2. Accelerate housing delivery</li> <li>3. Improve property market</li> <li>4. More efficient land utilisation and release of state-owned land</li> </ol> | <ul style="list-style-type: none"> <li>• Increase housing units built from 220 000 to 600 000 a year</li> <li>• Increase construction of social housing units to 80 000 a year</li> <li>• Upgrade informal settlements: 400 000 units by 2014</li> <li>• Deliver 400 000 low-income houses on state-owned land</li> <li>• Improved urban access to basic services by 2014: <ul style="list-style-type: none"> <li>• Water - 92% to 100%</li> <li>• Sanitation - 69% to 100%</li> <li>• Refuse removal - 64% to 75%</li> <li>• Electricity - 81% to 92%</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Cities must prepare to be accredited for the housing function</li> <li>• Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements</li> <li>• Participate in the identification of suitable land for social housing</li> <li>• Ensure capital budgets are appropriately prioritised to maintain existing services and extend services</li> </ul> |

## 9. A response and, accountable, effective and efficient local government system

| Outputs  | Key spending programmes(National)   | Role of Local Government  |
|--|---|---|
| <ol style="list-style-type: none"> <li>1. Differentiate approach to municipal financing, planning and support</li> <li>2. Community work programme</li> <li>3. Support for human settlements</li> <li>4. Refine ward committee model to deepen democracy</li> <li>5. Improve municipal financial administrative capability</li> <li>6. Single coordination window</li> </ol> | <ul style="list-style-type: none"> <li>• Municipal capacity-building grants:</li> <li>• Systems improvement</li> <li>• Financial management (target: 100% unqualified audits)</li> <li>• Municipal infrastructure grant</li> <li>• Electrification programme</li> <li>• Public transport &amp; systems grant</li> <li>• Bulk infrastructure &amp; water grants</li> <li>• Neighbourhood development partnership grant</li> <li>• Increase urban densities</li> <li>• Informal settlements upgrades</li> </ul> | <ul style="list-style-type: none"> <li>• Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality</li> <li>• Implement the community work programme</li> <li>• Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues</li> <li>• Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption</li> </ul> |

## 10. Protection and enhancement of environmental assets and natural resources

| Outputs  | Key spending programmes(National)   | Role of Local Government  |
|--|---|---|
| <ol style="list-style-type: none"> <li>1. Enhance quality and quantity of water resources</li> <li>2. Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality</li> <li>3. Sustainable environment management</li> <li>4. Protect biodiversity</li> </ol> | <ul style="list-style-type: none"> <li>• National water resource infrastructure programme</li> <li>• reduce water losses from 30% to 15% by 2014</li> <li>• Expanded public works environmental programmes</li> <li>• 100 wetlands rehabilitated a year</li> <li>• Forestry management (reduce deforestation to &lt;5% of woodlands)</li> <li>• Biodiversity and conservation (increase land under conservation from 6% to 9%)</li> </ul> | <ul style="list-style-type: none"> <li>• Develop and implement water management plans to reduce water losses</li> <li>• Ensure effective maintenance and rehabilitation of infrastructure</li> <li>• Run water and electricity saving awareness campaigns</li> <li>• Ensure proper management of municipal commonage and urban open spaces</li> <li>• Ensure development does not take place on wetlands</li> </ul> |

#### 11. A better South Africa, a better and safer Africa and world

| Outputs   | Key spending programmes(National)  | Role of Local Government  |
|---|--|---|
| 1. Enhance the African agenda and sustainable development<br>2. Enhance regional integration<br>3. Reform global governance institutions<br>4. Enhance trade and investment between South Africa and partners | <ul style="list-style-type: none"> <li>International cooperation: proposed establishment of the South African Development Partnership Agency</li> <li>Defence: peace-support operations</li> <li>Participate in post-conflict reconstruction and development</li> <li>Border control: upgrade inland ports of entry</li> <li>Trade and Investment South Africa:</li> <li>Support for value-added exports</li> <li>Foreign direct investment promotion</li> </ul> | <ul style="list-style-type: none"> <li>Role of local government is fairly limited in this area. Must concentrate on:</li> <li>Ensuring basic infrastructure is in place and properly maintained</li> <li>Creating an enabling environment for investment</li> </ul> |

#### 12. A development-orientated public service and inclusive citizenship

| Outputs  | Key spending programmes(National)   | Role of Local Government   |
|--|---|--|
| 1. Improve government performance<br>2. Government-wide performance monitoring and evaluation<br>3. Conduct comprehensive expenditure review<br>4. Information campaign on constitutional rights and responsibilities<br>5. Celebrate cultural diversity | <ul style="list-style-type: none"> <li>Performance monitoring and evaluation:</li> <li>Oversight of delivery agreements</li> <li>Statistics SA: Census 2011 – reduce undercount</li> <li>Chapter 9 institutions and civil society: programme to promote constitutional rights</li> <li>Arts &amp; Culture: promote national symbols and heritage</li> <li>Sport &amp; Recreation: support mass participation and school sport programmes</li> </ul> | <ul style="list-style-type: none"> <li>Continue to develop performance monitoring and management systems</li> <li>Comply with legal financial reporting requirements</li> <li>Review municipal expenditures to eliminate wastage</li> <li>Ensure councils behave in ways to restore community trust in local government</li> </ul> |

### 3.6 Objectives of Local Government

1. To provide democratic and accountable government for local communities.
2. To ensure the provision of services to communities in a sustainable manner.
3. To promote social and economic development.
4. To promote a safe and healthy environment.
5. To encourage the involvement of communities and community organizations in the matter of local government.

### 3.7 Integrated Development Planning Perspective in terms of alignment within the framework of District IDP, LGDS, and NSDP

The process plan of the municipality is integrated with the framework of the district in that it has been aligned therewith.

The Limpopo Growth and Development Strategy (LGDS) 2005 is aimed at enhancing the competitive advantages of the province and the objectives thereof is included in the municipality's LED strategy.

The National Spatial Development Perspective (NSDP) is the primary spatial lens through which policymakers view socio-economic development in the country as a whole and the plan and 5 principles that steer national infrastructure investment and development decisions is covered in the Spatial Development framework of the municipality.

### 3.8 IDP/Budget Review Structures and processes

#### 3.8.1 IDP/Budget Review Structures

The structure that are dealing with the review process of the IDP as well as the budget process are as per the following schedule:

| STRUCTURE  | TERMS OF REFERENCE / ROLES & RESPONSIBILITIES   |
|--|---|
| Council  | To approve the IDP and Budget   |
| Executive committee  | To make recommendations to the Council regarding the adoption of the IDP and Budget   |
| Technical Services, Finance/Strategic planning, Community services, Corporate services Portfolio Committees and IDP Steering committee   | Consider and comment on inputs from ward committees, sector departments, management team and the IDP Rep Forum.   |
| IDP Representative Forum   | Review organisational performance, IDP and discuss future plans<br>Consider and comment on departmental business plans and the draft budget for the identified projects in the business plans |
| Ward Committees  | Review ward development plans in line with changing circumstances by giving details of the progress on implementation of projects in each village.  |
| Community Development Workers  | Obtain information regarding status quo information of infrastructure for each village.   |
| Members of the Ephraim Mogale local municipality Management Team namely ,Municipal Manager, Acting Director Strategic Planning, Director Technical services, Director Community services and Director Corporate services | Consider and comment on inputs from ward committees<br>Compile departmental business plans and draft budget for the proposed projects<br>Compile SDBIP which is aligned to IDP and budget     |

### 3.8.2 IDP Budget Review Processes

The table below indicates the process that will be followed to compile the Budget and IDP for 2012/13.

| Phases      | Activity  | Outputs  | Role Players  | Tools/ Methodology                                  | Time Frame        |
|-------------|---|--|---|---|-------------------|
| Preparatory | Management Meeting<br>Discuss<br>IDP Review and Budget<br>Process Plan                                    | IDP Review and Budget<br>Process Plan  | Acting Manager<br>Strategic Planning<br>Municipal Manager<br>Departmental Heads   | Meeting   | July 2011         |
|             | Draft IDP review and Budget<br>Process Plan to Portfolio<br>committee ,Executive<br>Committee and Council | IDP Review and Budget<br>Process Plan  | Departmental Heads<br>Portfolio committees<br>members                             | Meetings  | July 2011         |
| Analysis    | Community needs/issues<br>analysis and update ward<br>development plans                                   | Visit to 16 wards  | Acting Manager<br>Strategic Planning<br>Unit Managers<br>PRO<br>Ward Committees   | Interviews<br>Questionnaires<br>Meetings<br>Desktop | August 2011       |
|             | 1st IDP Representative forum  | Presentation of analysis<br>phase  | All Stakeholders  | Meeting   | September<br>2011 |
| Strategies  | Strategic Planning Workshop   | Institutional challenges ,<br>SWOT analysis and vision/<br>mission review<br>Assessment of<br>organizational<br>achievements, problems<br>opportunities and<br>constraints.<br>Consolidation of<br>information<br>from Ward needs analysis<br>Recommendations on<br>future plans<br>Priority issues &<br>development of KPA's &<br>KPI's | Municipal Manager<br>Departmental Heads<br>Divisional Heads<br>PRO<br>Councillors | Working session                                     | October 2011      |

| Phases      | Activity  | Outputs   | Role Players  | Tools/Methodology   | Time Frame               |
|-------------|---|---|---|---|--------------------------|
| Projects    | Obtain projects list from sector departments and compile list of draft projects from internal funds | Projects which have funding & wish list which have no funding   | Municipal Manager<br>Acting Manager<br>Strategic Planning<br>Departmental Heads | Desktop   | November / December 2011 |
|             | Half yearly assessment in terms of Section 72 of the MFMA   | Adjusted budget 2011/12 tabled  | Municipal Manager<br>Departmental Heads<br>Councillors                          | Meetings  | January 2012             |
| Integration | Drafting of Annual Departmental/ Operational Plans and Departmental budgets                         | Programmes reflective of :-<br>-Projects/programmes<br>-Objectives<br>-KPI's and Targets<br>-Cost Estimates<br>-Implementation plan | Departmental Heads<br>Relevant organs of state                                  | -Planning sessions with staff<br>-Planning sessions with officials from various organs of state<br>-Desktop | February 2012            |
|             | Annual Municipal Business plan (consolidation of Departmental plans)                                | Consolidated Draft IDP and Budget   | IDP Manager<br>Chief Financial Officer  | Desktop   | February 2012            |
|             | Strategic Planning Session  | Discuss draft IDP which include annual business/ operational plans  | Departmental Heads<br>Divisional Managers                                       | Meeting   | February 2012            |
|             | 1st Draft IDP and draft Budget to IDP/Budget Steering and Portfolio Committees                      | Political Assessment and recommendations of draft IDP and draft Budget  | Departmental Heads<br>IDP/Budget Steering and Portfolio committees members      | Meeting   | March 2012               |
|             | 2nd IDP Representative forum  | Tabling of the 1st draft IDP to stakeholders<br>Stakeholders comments/inputs  | Stakeholders  | Meeting   | March 2012               |

| Phases   | Activity   | Outputs   | Role Players   | Tools/Methodology   | Time Frame |
|----------|--|---|--|---|------------|
|          | 1st Draft IDP and draft Budget to Executive Committee            | Political Assessment and recommendations of draft IDP and Budget          | Mayor<br>Executive Committee<br>Management   | Meeting   | March 2012 |
|          | 1st Draft IDP and draft Budget to Council                        | Political assessment and approval of draft Budget and IDP                 | All Councillors<br>Management  | Meeting   | March 2012 |
|          | Invitation for public comments on the Budget and IDP             | Stakeholders comments   | All Councilors<br>Heads of Departments<br>All residents<br>District Municipality<br>Stakeholders | Written/oral submissions<br>Public hearings,<br>Roadshows and<br>Imbizo's | April 2012 |
|          | Development of service delivery and Budget implementation plan   | Service delivery and Budget implementation plan                           | Municipal Manager<br>Heads of departments  | Submit final plans to MM/AMSP   | May 2012   |
| Approval | Final draft to the IDP/ Budget Steering and Portfolio committees | Political inputs and recommendations on final draft of the IDP and Budget | IDP/Budget Steering and Portfolio Committees   | Meeting   | May 2011   |
|          | Final draft to the Executive committee                           | Political inputs and recommendations on final draft of the IDP and Budget | Executive Committee  | Meeting   | May 2012   |
|          | Final draft to the Council for approval                          | Council approval of Budget and IDP  | All Councillors<br>Management<br>Members of the public   | Meeting   | May 2012   |
|          | Development of performance plans and performance agreements      | Performance plans and performance agreements                              | Mayor<br>Municipal Manager   | Planning session  | June 2012  |

| Phases | Activity   | Outputs  | Role Players   | Tools/Methodology | Time Frame  |
|--------|--|--|--|-------------------|---|
|        | Implementation of IDP, Budget and PMS  | Implementation   | All staff members  | Work              | 1 Jul 2012-30 Jun 2013  |
|        | 1st Quaterly Review<br>2nd Quaterly Review<br>3rd Quaterly Review<br>4th Quaterly Review | Review Progress against:<br>Meeting of objectives<br>Time frames<br>Expenditure patterns<br>Development impact | Mayor<br>Municipal Manager<br>Departmental Heads<br>Councilors | Meeting/Workshop  | Mid Oct 2011<br><br>Mid Jan 2012<br>Mid Apr 2012<br>Mid July 2012 |
|        | Annual report  | Compile annual report  | Municipal Manager<br>Departmental Heads                        |                   | Mid July 2012   |

### 3.9 Assessment of previous IDP

In terms of the DLGH, IDP Assessment report (2011/12) the status of the IDP for 2011/12 is highly credible and gaps identified in the assessment was included in this document.





## CHAPTER 2 – ANALYSIS PHASE

### 4. SITUATIONAL ANALYSIS

#### 4.1 Demographic Analysis

Population density – 91 people per km<sup>2</sup>, Urban rural population – 11.8% urban and 88.2% rural

Age profile – 0-9yrs=90675,20-59yrs=69327,60yrs+= 17438 : Total = 177440

Gender Breakdown – Male = 80328,Female = 97112 : Total = 177440

Education :None =43593,Primary = 46870,Secondary = 39894,Tertiary = 1743,Unspec.= 5231,Population below 5yrs = 20925 – Total = 177440

#### 4.2 Population

The table below gives details of the wards, names of villages, population and number of households:

| Ward         | Name of village                  | Population   | No of households |
|--------------|----------------------------------|--------------|------------------|
| 1            | Driefontein                      | 3025         | 550              |
| 1            | Malebitsa(Kwamatabana Vlakplaas) | 6193         | 1126             |
| <b>Total</b> |                                  | <b>9218</b>  | <b>1676</b>      |
| 2            | Rathoke(Part)                    | 5470         | 943              |
| 2            | Uitvluht(Ga-Botha)               | 7100         | 1291             |
| <b>Total</b> |                                  | <b>12570</b> | <b>2234</b>      |
| 3            | Metsanangwana(Keerom Makokomane) | 3870         | 704              |
| 3            | Mmakola(Doornlaagte Klopper)     | 3400         | 618              |
| 3            | Spitspunt                        | 2869         | 522              |
| <b>Total</b> |                                  | <b>10139</b> | <b>1844</b>      |

|              |                               |             |             |
|--------------|-------------------------------|-------------|-------------|
| 4            | Zamenkomst(Matlerekeng)       | 3832        | 697         |
| 4            | Rathoke(Part)                 | 3330        | 666         |
| <b>Total</b> |                               | <b>7162</b> | <b>1363</b> |
| 5            | Toitskraal Commercial farming | 283         | 51          |
| 5            | Other farming areas           | 3912        | 809         |
| 5            | Farming areas                 | 3988        | 825         |
| 5            | Matla-a-Ramoshebo(Part)       | 1056        | 264         |
| <b>Total</b> |                               | <b>9239</b> | <b>1949</b> |





| Ward         | Name of village                                  | Population   | No of households |
|--------------|--|--------------|------------------|
| 6            | Matla-a-Ramoshebo(Part)                          | 5896         | 1000             |
| 6            | Mokgwaneng(Tweefontein Holdings)                 | 1683         | 306              |
| 6            | Mamaneng(Witfontein Holdings)                    | 1457         | 265              |
| 6            | Matatadibeng(Mahlakodisea)                       | 280          | 51               |
| 6            | Tshikanosi(Leeukuil)                             | 2620         | 476              |
| 6            | Ditholong  | 1343         | 244              |
| 6            | Toitskraal Agri Holdings(Matswayaneng Kgomotlou) | 397          | 72               |
| <b>Total</b> |  | <b>13676</b> | <b>2414</b>      |
| 7            | Marble Hall                                      | 3377         | 965              |
| 7            | Farming areas                                    | 3687         | 825              |
| 7            | Moosrivier                                       | 1468         | 367              |
| <b>Total</b> |  | <b>8532</b>  | <b>2157</b>      |
| 8            | Leeuwfontein A (Moganyaka)                       | 7590         | 1380             |
| 8            | Leeuwfontein A Ext 1 RDP                         | 2175         | 725              |
| <b>Total</b> |  | <b>9765</b>  | <b>2105</b>      |
| 9            | Moganyaka North(Brakfontein A Kgosing)           | 1425         | 259              |
| 9            | Moganyaka South(Brakfontein B New Stand          | 3119         | 567              |
| 9            | Manapyane(Leeuwfontein B, Manapsane)             | 2594         | 472              |
| <b>Total</b> |  | <b>7138</b>  | <b>1298</b>      |
| 10           | Makgatle A(Makharankana,Mmakgabe/Klipspruit)     | 836          | 152              |
| 10           | Makgatle B(Makharankana, Mmakgabe/Klipspruit)    | 1133         | 206              |
| 10           | Mamphokgo(Rietvallei)                            | 4015         | 730              |
| 10           | Boschoek   |              |                  |
| <b>Total</b> |  | <b>5984</b>  | <b>1088</b>      |
| 11           | Ragaphela(Rakgwadi), Mohlalaotwane (Vooruitsig)  | 6050         | 1100             |
|              | Ga-Matlala                                       | 3296         | 599              |
| 11           | Moeding(Welgelegen,Saliesloof)                   | 1203         | 219              |
| 11           | Selebaneng(Ramoroke)                             | 314          | 57               |
| 11           | Puleng(Paardenzoek)                              | 328          | 60               |
| 11           | Puleng B(Masanteng, Paardenzoek)                 | 219          | 40               |
| 11           | Matilu(Klipkloof)                                | 469          | 85               |
| 11           | Goru(Makhutse)                                   | 300          | 55               |
| 11           | Makhutso   | 500          | 91               |
| <b>Total</b> |  | <b>12679</b> | <b>2306</b>      |
| 12           | Legolaneng(part)                                 | 275          | 50               |
| 12           | Mabitsi A(Goedetrouw)                            | 800          | 145              |
| 12           | Mabitsi B(Goedetrouw)                            | 1700         | 309              |
| 12           | Ngwalemong A(Buffelskloof)                       | 1287         | 234              |
| 12           | Ngwalemong B                                     | 550          | 100              |
| 12           | Mmakgatle(12),(Ga-Hlopa, Klipspruit)             | 2300         | 418              |
| 12           | Mmotwaneng                                       | 2611         | 475              |
| 12           | Serithing(Goedetrouw)                            | 1613         | 293              |
| 12           | Vaalbank(Goedetrouw                              | 1446         | 263              |
| <b>Total</b> |  | <b>12582</b> | <b>2287</b>      |
| 13           | Doornspruit A(Greenside)                         | 2865         | 521              |
| 13           | Mohlotsi(Buffelsfontein A)                       | 1100         | 200              |
| 13           | Disanyane(Goedgedacht,Motseleope)                | 2200         | 400              |
| 13           | Ga-Masha(Seruleng,Masha)                         | 1305         | 237              |
| 13           | Ga-Mmela(Monte Video)                            | 290          | 53               |
| 13           | Gareagopola                                      | 880          | 160              |
| 13           | Manotolwaneng(Ga-Ragopole)                       | 660          | 120              |
| 13           | Kgaruththu(Frischgewaagd)                        | 285          | 52               |
| 13           | Mathukhuthela A(Goedgedacht)                     | 1177         | 214              |
| 13           | Mathukhuthela B(Goedgedacht)                     | 913          | 166              |
| 13           | Moomane(Goedehoop)                               | 2833         | 515              |
| 13           | Matseding  | 1584         | 396              |

| Ward               | Name of village                              | Population    | No of households |
|--------------------|--|---------------|------------------|
| 13                 | Tompi Seleka(Nyakelang, Arabie Agri College) | 1173          | 20               |
| <b>Total</b>       |  | <b>17265</b>  | <b>3054</b>      |
| 14                 | Dichoeung(Doornpoort)                        | 4650          | 845              |
| 14                 | Regae(Van der Merwes Kraal,Tsantsabela)      | 11000         | 2000             |
| Total              |  | 15650         | 2845             |
| 15                 | Elandskraal A(Sevenstad)                     | 12000         | 2182             |
| 15                 | Elandskraal A Ext 1                          |               |                  |
| 15                 | Weltevreden(Mbuzin)                          | 2488          | 452              |
| 15                 | Hinlopen(Morarela)                           | 2000          | 364              |
| <b>Total</b>       |  | <b>16488</b>  | <b>2998</b>      |
| 16                 | Rooibokkop                                   | 242           | 60               |
| 16                 | Ditholong(Lolamontes)                        | 2420          | 440              |
| 16                 | Mogalatsana(Coetzeesdraai)                   | 1211          | 220              |
| 16                 | Phetwane(Hindostan)                          | 889           | 162              |
| 16                 | Tsimanyane North(Goevertouwen)               | 1577          | 287              |
| 16                 | Tsimanyane South(Mooihoek)                   | 1300          | 236              |
| 16                 | Tsimanyane Ext(Mashemong)                    |               |                  |
| 16                 | Letebejane(Kromdraai)                        | 1714          | 312              |
| 16                 | Schuinsdraai nature reserve                  |               |                  |
| <b>Total</b>       |  | <b>9083</b>   | <b>1717</b>      |
| <b>Grand Total</b> |  | <b>177440</b> | <b>33326</b>     |

### 4.3 Focus Groups

Five Traditional leaders are situated in the municipality

Disability, Youth and Gender desk has been established in the municipality and there programs are coordinated through the Mayor's office. Reading facilities have been established for the blind at the Marble Hall library.

Number of children under the age of 19 = 90675

Number of pensioners over age of 65 = 17438

.....108113



## 4.4 Income and Employment (development challenges)

### 1. Unemployment Rate in Ephraim Mogale Local Municipality

| YEAR | FORMALLY EMPLOYED | INFORMALLY EMPLOYED | UNEMPLOYED | UNEMPLOYMENT RATE % |
|------|-------------------|---------------------|------------|---------------------|
| 2002 | 7,165             | 2,987               | 13,791     | 44.0%               |
| 2003 | 7,158             | 3,003               | 15,153     | 45.4%               |
| 2004 | 7,024             | 3,035               | 15,061     | 44.4%               |
| 2005 | 6,985             | 3,645               | 14,516     | 41.8%               |
| 2006 | 7,008             | 3,786               | 14,122     | 40.7%               |

Source: Global Insight, 2008

### 2. Employment and occupation sectors

| Sector               | Sector % 2006 |
|----------------------|---------------|
| 1 Agriculture        | 5.8           |
| 2 Mining             | 12.5          |
| 3 Manufacturing      | 4.6           |
| 4 Electricity        | 3.1           |
| 5 Construction       | 1.3           |
| 6 Trade              | 12.6          |
| 7 Transport          | 8.3           |
| 8 Finance            | 21.9          |
| 9 Community services | 29.8          |

Source: Global Insight, 2008

### 3. Annual Household Income Distribution for Marble Hall 2005-2006

| INCOME GROUP      | 2005   | 2006   | SHIFT% |
|-------------------|--------|--------|--------|
| R0-R2,400         | 2,575  | 2,769  | 7.5    |
| R2,401-R6000      | 3,788  | 3,848  | 1.6    |
| R6,001-R12,000    | 3,937  | 3,806  | -3.3   |
| R12,001-R18,000   | 5,734  | 5,638  | -1.7   |
| R18,001-R30,000   | 4,773  | 4,801  | 0.6    |
| R30,001-R42,000   | 3,446  | 3,506  | 1.7    |
| R42,001-R54,000   | 2,386  | 2,500  | 4.8    |
| R54,001-R72,000   | 1,956  | 2,101  | 7.4    |
| R72,001-R96,000   | 1,612  | 1,761  | 9.3    |
| R96,001-R132,000  | 1,234  | 1,364  | 10.5   |
| R132,001-R192,000 | 957    | 1,065  | 11.4   |
| R192,001-R360,000 | 659    | 761    | 15.4   |
| +R360,000         | 457    | 545    | 19.3   |
| Total             | 33,514 | 34,465 | 2.8    |

Source: Global Insight, 2008

## 5. INFRASTRUCTURE AND BASIC SERVICES ANALYSIS

### 5.1 Water

The Sekhkhune district municipality is the Water service authority and a Water services development plan has been compiled for the municipality which addresses the water issues.

The main schemes or bulk sources of water in the municipal area are:

- Ikangala Water Board for Moutse west for Ward 1 – 6
- Loskop Irrigation Scheme - Loskop Dam for Ward ptn 5 & 7).
- Lepelle Northern Water and Treatment Plant – Flag Boshielo Dam for Ward 8 - 16.
- Rivers, streams and wells.
- Boreholes and Fountains.
- Water tanks ward 1 – 6.

| PLANNED INTERVENTIONS  | Backlog   | Progress Made  | Key Challenges   | Interventions   |
|--|---|--|--|---|
| District to return the WSA status .<br>District to fast track the completion of retention dam and reservoir .<br>District to improve the quality at the reservoir .<br>Improve the quality of water at all the households .<br>Expedite the retention of the water service providers | To provide water to 16576 households to RDP level | There are 33326 households and 16576 below RDP level(6225 households in Moutse west receive water by water tanker) | Projects not complete and funding required.<br>No bulk water supply at Moutse.<br>Capacity to deal with maintenance of infrastructure.<br>Meters in 293 towns faulty | District to complete uncompleted infrastructure projects<br>Engage the district in the supply of water for Ward 1-6 |





### 5.1.1.Community needs – Ward visits : August 2011

|         |  |
|---------|--|
| Ward 1  | 1.Reticulation of two villages.2.Revitalization of boreholes(priority 1)   |
| Ward 2  | 1.3 Jo-jo tanks per village required 2.Uitvlugt – 2 boreholes require pumps.(priority 1)   |
| Ward 3  | 1.3 Jo-jo tanks per village required.2.Keerom – test borehole used by contractor when building road<br>3. Reticulation Spitspunt extension.4.Drinking water at Klopper and Keerom not consistent.5.Revitalizing of boreholes(priority 1)   |
| Ward 4  | 1.Bulk water required from Loskop dam and reservoir to be build in the ward.2.Maintenance team required to clean all valves.<br>3.Water board required to maintain bulk pipes.4.House connections required at Matlerekeng and Rathoke and extension for new stands.<br>5.Electricity required for six boreholes – check with GSDM who can supply generators.6.Pre-paid required for each borehole<br>7.Two additional boreholes required.(priority 1)  |
| Ward 5  | 1.Pipeline for extension at Thabaneng to be place on ground as ground is hard.2.Motoneng section steep hill need valve after section and before to let water through.3.16 people next to clinic have no water.4.Reservoir required.(priority 2)  |
| Ward 6  | 1.Bulk water – running water.2.Irrigation – 4 boreholes 3 Mokgwaneng.3. Three boreholes to be fixed at Tshikanoshi. (priority 1)   |
| Ward 7  | 1.Water treatment works needs upgrade to be completed to Blue drop standard.2.Industrial area requires extra pressure and Ext 6<br>3.Replace, repair and installation of water valves - problems being encountered by the municipality when trying to effect repairs to ageing water lines in town and industrial area are in need of urgent attention and GPS location.4.Fire hydrants in Marble Hall town to be serviced/repared where they have been knocked over, painted and recorded by GPS reading of their location.<br>5. +- 20 Houses without water meters in ext 6 that needs to be installed.(priority 11)Reprioritize items 2&3MH Bus chamber Lt 12/3/12  |
| Ward 8  | 1.Water debt to be cancelled.2.Water reticulation at zone D (RDP).(priority 6)   |
| Ward 9  | 1.Reservoir required for Moganyaka extension.2.Yard connections required in all 3 villages.3.District to enforce bylaws i.r.o. illegal connections.(priority 1)  |
| Ward 10 | Yard connections for Mamphogo & Makgatle required 70% of homesteads on hill might need reservoir and pump.(priority 15)  |
| Ward 11 | 1.Low capacity of reservoirs – Goru and Matilu not water for 2 weeks..2.Mohlalaotwane Ext 4 years without water.(letter Mahlare 16/2/12)(priority 3)   |
| Ward 12 | 1.Yard connections required for the ward – except Serething.2. Boreholes to be revitalized – Mabitsi’B”(4),Vaalbank(2), Motwaneng(2), Ngwalemong A & B(4) Hlopa(2),Serething(2).3.Completion of Makgatle bulk .(priority 1)  |
| Ward 13 | 1.Frshgewaagd/Gareagopola no water.Water tankers required in the interim to take water to fill tanks.2.Disanyane/Mathukhutela have three reservoirs and leakages were fixed .LNW required to open valves at reservoirs.3.All schools need water connections – water tanker required to fill the jo-jo tanks at schools.4.All villages are RDP standard require pipes and a standpipe in each street.5.Mathukutela need house connections.6.All villages need house connections in next 5 years.<br>7.Boreholes – One borehole each required for the following villages: Gammela,Moomane,Gamasha,Manotoloaneng new stand,Ga-Ragepola,Mthukhutela A, Frischgewaght & Thabantsho and two for Moshwatata<br><br>8.The following villages have boreholes:<br>Manotoloaneng – 2 situated next to city rovers football ground(equipped but not functioning), water office(vandalized)<br>Mathukathela B – 1 situated next to Mogaladi river(excellent condition)<br>Disanyane – 1 situated next to last bus stop(equipped but not functioning)Hand pump need repairs.(priority 1) |
| Ward 14 | 1.House connections required at new stands at Regae.<br>2.Water meters to be fixed – no payment are made for water consumption.(priority 2)  |

|         |  |
|---------|--|
| Ward 15 | 1.Elandskraal need dedicated water pump to be installed for Flag Boshielo (Arabie) West.2.Meters to be repaired and serviced regularly<br>3.Elandskraal need additional water stop valves to each block will reduce shortage of water to all blocks when the problem is base at one block.4.Elandskraal needs cost recovery Campaign.(priority 1)  |
| Ward 16 | 1.House connections required for all villages including Ditholong new extension except Matseding,Mohlotsi,Mooihoek,Ditholong and Tsimanyane.2.Pipes required at Letebejane ext part of Mashemong and Mogalatsane ext and part Ditholong.<br>3.Water required at Taxi rank at Tsimanyane(main pipe to RDP houses-how to connect?).6.Water required at all cemeteries<br>7.Water required at Boskop.(priority 1) |

## 5.2 Sanitation

The Sekhkhune district municipality is the Water service authority and a Water services development plan has been compiled for the municipality which addresses the sanitation issues.

| PLANNED INTERVENTIONS   | Backlog   | Progress Made  | Key Challenges  | Interventions  |
|---|---|--|---|--|
| <p>District to formalise the participation of municipality in the planning, implementation, and M&amp;E</p> <p>District to establish a new sewerage system to cater for the new extension 6 and 1 new school in Marble Hall town</p> <p>District to Maintain plants in Marble Hall town, Elandskraal, Leuwfontein</p> | To provide sanitation to 29169 households to RDP level .Backlog will not be implemented by 2012 | There are 33326 households of which 29169 are below RDP standard | <p>Lack of funding</p> <p>Lack of capacity to maintain infrastructure</p> | <p>District to establish a new sewerage system to cater for the new extension 6 and 1 new school in Marble Hall town</p> <p>District to upgrade sewerage system at Leeuwfontein(raw sewerage running into river)</p> |

### 5.2.1 Community needs – Ward visits : August 2011

|         |   |
|---------|---|
| Ward 1  | 1.Waste removal of septic tank at Community Hall.2.VIP toilets required for the ward(priority 6)  |
| Ward 2  | 1.Uitvlugt extension require 798 VIP toilets(778 provided)2.Maintenance of 500 VIP toilets need to be drained or replaced.(priority 15)   |
| Ward 3  | 1.Toilets VIP required for ward(priority 15)  |
| Ward 4  | VIP toilets required for the ward.(priority 11)   |
| Ward 5  | 1000 VIP toilets required for the ward in current year and 2500 for next 5 years.(priority 13)  |
| Ward 6  | 1000 VIP toilets required for the ward in current year and 2500 for next 5 years.   |
| Ward 7  | 1M/Hall wastewater plant to be upgraded to allow for additional capacity as the town grows.<br>2.Upgrade sanitation at extension 6.(priority 6) Reprioritize item 1 MH Bus chamber letter 12/3/12                           |
| Ward 8  | Toilets for internal houses RDP project required as well as Leeuwfontein extension.(priority 3)   |
| Ward 9  | 1.Ceptic tank at Manapyane hall require to be drained.2.VIP toilets required for the ward.Pit holes need to be drained.<br>3.Move sewerage ponds at Leeuwfontein over road as sewerage are seeping into houses.(priority 7) |
| Ward 10 | VIP toilets required for all villages.(priority 7)  |
| Ward 11 | 1.Matilu – old toilets to be emptied.2.VIP toilets required in all villages.(priority 4)  |
| Ward 12 | VIP toilets required for all villages accept Goru but not all houses.To do research.(priority 11)   |
| Ward 13 | VIP toilets required in all villages.(priority 2)   |
| Ward 14 | 1.VIP toilets at Dichoeung still needed.2.Regae require water borne sewerage system.(priority 3)  |
| Ward 15 | 1.Sewer Infrastructure Network at Morarela and Mbuzini.2.proper need for water borne toilets at Elandskraal   |
| Ward 16 | 1.Water borne system required at Tsimanyane,Mashemong and Mooihoek<br>2.Flush toilets required for all other villages but VIP toilets in mean time.(priority 2)   |

### 5.3 Electricity

| PLANNED INTERVENTIONS  | Backlog   | Progress Made                                   | Key Challenges  | Interventions  |
|--|---|---|---|--|
| Total number of households served against total number of households<br>Total number of households remaining to be served. | To provide 1183 connections. All households will not have access to electricity by 2013 if ESKOM do not provide funds for backlog | There are 33326 households and 32143 are served | Lack of funds<br>Eskom is service provider outside Marble Hall and have to rely on them to improve infrastructure | Eskom to provide for outstanding connections at Makgatle A,Malebitsa and Matlala-A-Ramoshebo |

### 5.3.1 Community needs – Ward visits : August 2011

|        |   |
|--------|---|
| Ward 1 | 1.Appolo lights – Malebitsa 4 one at cemetery and Driefontein 3.2.Extension connections (priority 3)  |
| Ward 2 | 1Apollo lights required at Uitvlugt 8.100 connections for both villages for next 5 years.(priority 5)   |
| Ward 3 | 1.Appolo lights required .2.100 connections for each villages for next 5 years.(priority 5)   |
| Ward 4 | 1.High mast lights.reuired at Rathoke (20) and Matlerekeng(10) . 2.Connections next 5 years – Matlerekeng 200 & Rathoke 250(priority9)  |
| Ward 5 | 1. Require 15 more appolo lights.2.150 connections required for ward.3.1000 connections required for the next 5 years<br>4.New tribal office require electricity urgently.5.Connections required at compounds on farms.(priority 3) |

|         |   |
|---------|---|
| Ward 6  | 1.New connections required for Tshikanosi(50)Toitskraal agri holdings(10)Mamaneng/Mogwaneng area(Bareki)(580)<br>2.High mast lights required for , Tshikanosi(8), Bareki(8).3. Matlal-RamosheboRequire 15 more appolo lights,150 connections(priority 8)  |
| Ward 7  | No need indicated   |
| Ward 8  | 1.3 high mast lights required at Leeuwfontein extension.2.Extensions at zone D.(priority 2)   |
| Ward 9  | 1.Manapyane south and Moganyaka south require 100 connections(far from pole).Check existing boundary.2.Moganyaka north/south require vending machine.3.Cables on poles are low i.r.o house built at Manapyane ext. next to sewerage works and built over water pipe<br>4.Eskom satellite office be established to address faults or be serviced by Marble Hall.5.Appolo lights required for all villages.<br>6.Generators required when lights are out.7.Eskom prepaid to be changed to slip box.8.FBE required for indingents.(priority 9) |
| Ward 10 | High mast lights required.(priority 14)   |
| Ward 11 | 1.Electricity required at extensions of Makhutso.2.Moeding – appolo lights to be energized<br>3.Rakgwadi require 8 connections and 10 high mast lights.4.Electricity connections at Mohlalaotwane EXT 4 years without electricity (letter Mahlare 16/2/12)(priority 6)  |
| Ward 12 | 20 connections required at Mabitsi B ext,25 at Motwaneng ext,35 at Seretheng ext and 30 at Vaalbank ext,10 at Nkwalemong “A”& 5 at”B”,40 atVaalbank,2 at Mmakgatle,7 at Makhutso and 50 at Mmotwaneng.(priority 3)  |
| Ward 13 | 1.Gareagapola need electricity – 200 households including new stands of Manotolwaneng.2.Manotolwaneng new stands require 31 connections.3.Mathukhutela B require 20 connections(list given to J Durie)some areas poles were not installed.4.Moomane new stands require 20 connections 4 connections are outside existing line.5.Ga-Masha require 16 connection which were left as they are far from existing line(maybe require transformer).6.Matseding require appolo lights(priority 3)  |
| Ward 14 | 1.Regae require 270 connections.2.Ditchoeung require 80 connections.3.High mast lights required – Regae(5) and Ditchoeung(12)<br>4.Maintenance by Eskom not good.Register complaint with customer care but are not followed up.<br>5.Substation required to prevent electricity to go off.(priority 7)  |
| Ward 15 | 1.Need for high Mast Lights at Elandskraal, Morarela and Mbuzini.2.Elandskraal Extension and Kubela( New Township Establishment) need 2500 household connection.3.Morarela needs 15 household connections.4.Electricity connection needed to be installed at the Stadium.5.Design of Stadium Electrical Lights.6.Eskom should inform the community before coming to check for the meter boxes and blackout notice.7.Upgrading of lights at focus Soccer Ground, Basket Ball & Netball.(priority 3)  |
| Ward 16 | 1.3200 connections required for the ward.2.Appolo lights required for each village.3.FBE to be given.(priority 3)   |

## 5.4 Housing

The backlog is 7910 units for the 16 wards. The challenges is to obtain beneficiary lists and for DLGH to allocate units to the municipality. 285 units were allocated to the municipality during 2011/12 financial year.

### 5.4.1 Community needs – Ward visits : August 2011

|        |   |
|--------|---|
| Ward 1 | 1.Backlog 3 slabs Malebitsa.2.Housing next 5 years – Malebitsa 400 and Driefontein 350(priority 8)  |
| Ward 2 | 1.50 units required for Uitvlugt.2.Housing required for next 5 years is Uitvlugt(300)(priority 6)   |
| Ward 3 | .50 units per village required.2.Housing required for next 5 years is 200 per village.3.Incomplete houses at Keerom and Spitspunt<br>4.Negotiation of beneficiaries not satisfying.(priority 6) |
| Ward 4 | Housing required for next 5 years: Rathoke(800),Matlerekeng(400).(ptiority 7)   |
| Ward 5 | 1.Housing required for next 5 years – Matlala (1000) and Toitskraal (20).(priority 8)   |



|         |   |
|---------|---|
| Ward 6  | Housing required for the next 5 years : Leeukuil – 150, Mokgwaneng – 60, Mamaneng – 60, Matadibeng – 60, Matlala (1000) and Toitskraal (20).(priority 10)   |
| Ward 7  | 1. 500 RDP housing urgently required(priority 1 )   |
| Ward 8  | No need indicated   |
| Ward 9  | 1.Housing required for next 5 years is,Moganyaka north(150),Moganyaka south(180)Manapyane(200) and 350 units for the ward for 2010/11.2.50 units at Manapyane to be completed.(priority 5)  |
| Ward 10 | 1.500 units required for the ward for the next 5 years.2.Housing required for 2012/13 – Makgatle(100) & Mamphokgo(300).(priority 10)  |
| Ward 11 | 50 units required per village.(priority 5)  |
| Ward 12 | 1.Housing required as follows : Goru(20 Priority 1),Seretheng new extension(30),Vaalbank(30) Mabitsi A (3 urgently),Mabitsi B (10),Motwaneng(30 priority 2),Ngwalemong “B”(10)&”A”(20) priority 3 ) ,Hlopa(2),Greenside(20),Mak gatle(10).(priority 12) |
| Ward 13 | 1.50 units required per village.2.80 units required at Manotoloaneng.(priority 12)  |
| Ward 14 | 1.Blocked project by MPPG.2.Bulk services required for new section at Regae<br>3.New houses required for Ditchoeung(300) and Regae(500) for next 5 years.(priority 9)   |
| Ward 15 | Need for housing @ Elandskraal Proper and Extension, Morarela and Mbuzini.(7)   |
| Ward 16 | 75 houses required per village for next 5 years.(priority 13)   |



## 5.5 Waste and Refuse Removal

| PLANNED INTERVENTIONS   | Backlog   | Progress Made                                      | Key Challenges  | Interventions   |
|---|---|--|---|---|
| <p>DLGH to assist the municipality in sourcing funds for operation and maintenance of landfill site .</p> <p>DLGH and LEDET to assist in Education and Awareness campaign on refuse removal.</p> <p>To service Leeufontein properly when the new vehicles are delivered .</p> | 30981 households require refuse removal service | There are 33326 household of which 2345 are served | Lack of funds and non payment for service at Leeuwfontein | District and LEDET to return the environmental health function to the municipality. |

### 5.5.1 Community needs – Ward visits : August 2011

|         |  |
|---------|--|
| Ward 1  | No need indicated  |
| Ward 2  | Refuse containers required for both villages(priority 14)  |
| Ward 3  | Refuse containers required for both villages(priority 14)  |
| Ward 4  | No need indicated  |
| Ward 5  | Refuse containers requires.(priority 15)   |
| Ward 6  | Refuse containers requires(Priority 13)  |
| Ward 7  | No need indicated  |
| Ward 8  | Refuse removal bins at zone D(RDP).(priority 7)  |
| Ward 9  | 1.Require refuse containers at Tribal authority office in Moganyaka North/South and at the community hall at Manapyane.<br>2.Require dust bins at all schools.3.Require refuse containers.4.Require dumping site.(priority 14) |
| Ward 10 | No need indicated  |
| Ward 11 | No need indicated  |
| Ward 12 | No need indicated  |
| Ward 13 | No need indicated  |
| Ward 14 | Dumpsite and refuse collection required at Regae.(priority 17)   |
| Ward 15 | 1.Need for fencing of Elandsraal Waste Dumping Site.2.Need for Bulk Refuse for all villages.3.Need for Refuse collection<br>4.Need for Cleaning Campaign at Elandskraal.(priority 5)   |
| Ward 16 | Refuse removal required in each village and at schools(Provide bulk bins and refuse bags).(priority 14)  |

## 5.6 Roads and Storm water Drainage

The only major route running through the municipal area is the N11 which links Marble Hall with Groblersdal to the south, and Mokopane via Roedtan and with the N1 between Polokwane and Pretoria to the west and north. Provincial roads links Marble Hall with the villages to the west and north. Maintenance of these roads by the relevant authorities is inadequate due to lack of manpower and equipment.

The internal roads in the villages are the responsibility of the Municipality. Information regarding exact status of the roads, namely public versus local roads, is lacking. Internal streets within the settlements are generally low quality gravel roads that were never properly planned and constructed. Basically no provision was made for stormwater drainage. Some of the formal towns have a few tar roads such as Leeuwfontein main roads that are partly tarred, but are deteriorating very quickly.

Backlog is 398km internal roads to be graded and storm water to be built in all villages. The challenges is to purchase road maintenance equipment to grade roads.

### 5.6.1 Community needs – Ward visits : August 2011

|        |   |
|--------|---|
| Ward 1 | 1.Tar road – Driefontein to Spitspunt to Tshikanoshi.2.Tar road – Driefontein to Malebitsa to Nutfield.3.Tar internal roads<br>4.Stormwater control.(priority 2)  |
| Ward 2 | 1.Tar road required from Tshikanoshi to Uitvlugt.This is urgently required.2.Acess roads to be maintained<br>3.Internal roads to be paved.(priority 3)  |
| Ward 3 | 1.Tar road required from Tshikanoshi to Uitvlugt.This is urgently required.2.Acess roads to be maintained<br>3. Tar road – Driefontein to Spitspunt to Tshikanoshi.4.Speed humps on tar road at Keerom.(priority 3)   |
| Ward 4 | 1.Phase 2 & 3 – Tar road from Matlerekeng to Rathoke.2.Stormwater control system required at Matlerekeng and Rathoke.<br>3.Expanded public work program required for tarring road passing Moremoso-road to new stand.4.Inner road required to be tarred to RDP to Ramokgeletsane.5.Main bus route to be tarred in both villages.6.Main road at RDP to be paved – woman project)<br>7.Tar road at Rathoke main road towards railway line.8.Tar road toward More-o-Moso primary school via ZCC church to main road part of phase one implemented 2010/11 budget overlap for phase two (letter Kgoshi Kekana 6/2/12) .(priority 2) |
| Ward 5 | 1.Stormwater control required next to tar road befor bridge.2.More speed humps required and community to be consulted for the placing thereof.3.Acess roads to be upgraded with paving(EPWP) including to schools and graveyards .4.Road from Matlala to Kgomotlou require bridge.5.Access road to new tribal office to be paved(EPWP). 6.Bus stop shelters required.<br>(priority 5)   |
| Ward 6 | 1.Road from Tshikanosi to Malebitsa to be tarred.2.Internal roads to be graded in ward.3.Tar road required from Mokgwaneng to Ramokgelesane.4.Road from Tshikanosi to Keerom to be tarred.(priority 2)  |
| Ward 7 | 1.The completion of the drain / storm water canal which has been outstanding since 2006, needs completion before the next rainy season, now only 2 months away.2.Speed humps Harm East,Ficus,Ranonkel,Akasis,and Japonica streets(priority 3)   |
| Ward 8 | 1.Paving all internal roads phase 2 & 3.2.Speed humps required on main road.(priority 1)  |
| Ward 9 | 1. Speed humps required on main road opposite church Moganyaka south and traffic officers required to do speed checks.<br>2.Pedestrian crossing required at Moganyaka North and South.3.Bridge required between Moganyaka south and north and Manapyane and Manapyane ext.4.Main road from clinic to Moshate to cemetery to be tarred/paved.4.Street by street to be graded.5.Land care - Soil erosion at Moganyaka South and North-reconstruction material required to fill erosion.6. Drainage required at main road at Moganyaka South/North caused by wetlands – living for water – Manapyane.(priority 2)                  |

|         |   |
|---------|---|
| Ward 10 | 1.Paving and maintenance of internal roads.2.Speed humps required on main tar road at Mamphogo at primary school and new road to Mushrumela park.(priority 1)   |
| Ward 11 | 1.Road from Lulubar via hospital to Rakgwadi to Ramogwerane to be tarred.2.Grading and paving of internal roads.3.Paving of the road from Moeding to Mamphoko road.4.Bridge at Makhutso.5.Upgrading of road from Matilu to Puleng A & B.(priority 1)  |
| Ward 12 | 1.Road between Seretheng and Mabitsi B require upgrading and bridge required(low level) urgently.Rock to be blasted.2.Upgrading of road from Manotolwaneng via Makutso to Mmatwaneng with bridges required.3.Access roads Chilwaneg, Makgatle(12),Vaalbank,Mmatwaneng andMabitsi to be upgraded/graded.4.New access roads required from Mmatwaneng/Mabitsi A to Seretheng.5.Maintenance and grading of internal roads required and paving main roads.6.Access road from Ngwalemong B to Makgatle (10) to be upgraded.7.Road from Rakgwadi via Seretheng to Ramogwerane require 3 bridges and tarring.8. New grader to be purchased for the ward to grade roads urgently<br>9.Mabitsi A internal roads and Vaalbank -3 year plan MIG.10.2 Low level bridges required between Vaalbank and Mabitsi B.(priority 2)   |
| Ward 13 | 1.Road from Arabie to Pokwane to be tarred(Request district to assist with graders to scrape every second week).2.Acess roads and internal streets to be graded/upgraded.3.Low level bridge at Manotolwaneng.4.Bridge required at Frischgewaagd.5.Bridge required at Ga-Masha to cemetery.6.Bridge required between Friscgewaagd and Disanyane(Motselope river).7.Gareagapola bridge required in middle of village where river is running.8.Disanyane bridge required in middle of village where river is running.(priority 5)  |
| Ward 14 | 1. Paving,stormwater and speedhumps of main roads of the two villages required.2.Speed humps required on provincial tar road<br>3.Tar district road at Dichoeung.2.Internal roads to be maintained including stormwater at Regae.3.New stormwater drains required at Ditchoeung. (Beam wall).4..Roads to schools,churches and offices to be paved.5.All streets to be upgraded<br>6.A storm water drain needed at Regae to direct water away from the sites to the river.(Beam wall).7.Regae require low level bridges in all internal roads.8.Dichoeung internal road require bridge.(priority 1)  |
| Ward 15 | 1.Morarela Internal street paving from Letsiri to Molatudi bus route.2.Elandskraal Storm water drainage at Elandskraal block six from Tsimas Shop to Maroka.3.Morarela storm water drainage at Morarela from Reservoir.4.Elandskraal Storm water drainage at Elandskraal block Six @ Makola and Mashego streets.5.Elandskraal Paving from Kalekeng Primary to Computer Sports Ground.6.Elandskraal Paving from lepelle to disco.7.Elandskraal Water drainage needed at Z.C.C to main paving.8.Elandskraal Maintenance of disco to lepelle high paving.9.Elandskraal Maintenance from sekwati to Kekana.10. Maintenance of all the streets Morarela, Elandskraal and Mbuzini.<br>11.Elandskraal Development of speed humps with signs on main road and at school@ Elandskraal paving.12.Elandskraal Storm water drainage @ Elandskaal block six next to Kgoshi Moroamoche.13.Elandskraal Paving from block four starting from Ga- Matjie to block Six Disco.14.Mbuzini access road require bridge.(priority 4) |
| Ward 16 | 1.All internal roads require to be maintained.Ditholong require urgent grading.Ditholong/Mogalatsane/Mohlotsi roads need urgent gradingMTS to compile program to be given to ward councilor.2.Streets in villages are in accessable.Letebejane (hand in list from committee at hospital).3.Road from Ditholong via Tsimanyane/Rakgwadi to be tarred(Priority)change financial plan<br>4.One main street in each village to be paved.5.Low level bridge required between Mogalatsane and Phetwane and road to be tarred<br>6.Road signs for cattle to be installed on the road to Appel crossing and fence to be replaced.7.Stormwater required above Ditholong/Letebejane next to hill.8.Low level bridge required between Letebejane and cemetery.(priority 4)   |

## 5.7 Transport

The taxi rank in Marble Hall is privately owned and is causing various challenges by the taxi associations who are operating from the rural areas. The transport system is also linked with access to education particularly for the rural communities. The railway line between Marble Hall and Pienaarsrivier is out of commission and should be revived and together with air transport provide an opportunity that should be optimally utilised in order to improve the transport system in the area.

Challenge is to transfer existing private taxi rank in Marble Hall to the municipality.

### 5.7.1 Community needs – Ward visits : August 2011

|         |  |
|---------|--|
| Ward 1  | No need indicated  |
| Ward 2  | No need indicated  |
| Ward 3  | No need indicated  |
| Ward 4  | New Taxi rank at Matlerekeng - Electricity to be pre-paid and pit latrines to be changed to water borne.(priority 13)  |
| Ward 5  | 1.Bus stop shelters required next to tar road(Putco).2.Taxi rank required at Elands Cash & Carry.3.Need bus from Great North transport from. Malebitsa to Marble Hall.4.Require school busses for schools.(priority 7) |
| Ward 6  | No need indicated  |
| Ward 7  | The need for a parking space for overnight trucks.(priority 13)Reprioritize MH Bus chamber letter 12/3/12  |
| Ward 8  | Completion of taxi rank – Shelters.(priority 12)   |
| Ward 9  | 1.Mini taxi rank required at Manapyane and Moganyaka north/south.2.Shelters required at new taxi rank at Leeuwfontein and extension of office.(priority 16)  |
| Ward 10 | Mamphokgo-upgrade taxi rank.(priority 17)  |
| Ward 11 | No need indicated  |
| Ward 12 | No need indicated  |
| Ward 13 | No need indicated  |
| Ward 14 | 1.New taxi rank required at Regae.2.Bus stop shelters required in both villages.(priority 12)  |
| Ward 15 | Poor workmanship @ Taxi Rank need for Phase Two Taxi Rank, Hawkers Centre and offices.(priority 6)   |
| Ward 16 | No need indicated  |

## 5.8 Free Basic Services

Indigent policy was reviewed by Council on 31 May 2012 which makes provision that an indigent is defined as the total income of all occupants is not more than equal than the amount received by one state pensioner. Indigent register to be reviewed in 2012.

Registered indigents receive free basic services for the following services:

1. Electricity

All registered indigents will receive 50 units of electricity per month free of charge. Unused free electricity units shall not be carried over to the next month. Any meter tampering or dishonesty shall result in the termination of the free service.

Challenge is that 2387 was configured but non active have been de-configured now 2080. Average collection rate 1500/month. All villages covered 6975 applications received-R47000/month being paid out.

2. Water

All registered and approved indigent consumers will receive the first 6 kilolitres of water fully subsidized. Depending on the availability of funds for this purpose, a subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year for consumption in excess of 6 kilolitres per month. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year. Challenge is for all indigents to register on the indigent register and to verify compliance with policy.

3. Refuse Removal

All registered destitute indigents shall be fully subsidized for refuse removal. All registered indigents shall be subsidized for refuse removal as determined and provided for by the Council in the annual budget from time to time. Depending on the availability of funds for this purpose a subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year. Challenge is for all indigents to register on the indigent register and to verify compliance with policy.

4. Sewerage

All registered destitute indigents shall be fully subsidized for sewerage services. All registered indigents shall be subsidized for sewerage services as determined and provided for by the Council in the annual budget from time to time. Depending on the availability of funds for this purpose a subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year.

The challenges are to update the indigent register in order to provide funds to cater for all the indigents

5. Site Rental

All registered destitute indigents shall be fully subsidized for the payment of site rental. All registered indigents shall be subsidized for the payment of site rental as determined and provided for by the Council in the annual budget from time to time. Depending on the availability of funds for this purpose a subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year. Challenge is for all indigents to register on the indigent register and to verify compliance with policy.

6. Property Rates

All registered destitute indigents shall be fully subsidized for the payment of property rates. All registered indigents shall be subsidized for the payment of property rates as determined and provided for by the Council in the annual budget from time to time. Depending on the availability of funds for this purpose a subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year. Challenge is for all indigents to register on the indigent register and to verify compliance with policy.



## 6. ECONOMIC, SPATIAL AND ENVIRONMENTAL ANALYSIS

### 6.1 Economic Analysis

#### 1. The structure of the economy

The municipality is a major producer of citrus and table grapes. Cotton and vegetable production is also substantial. Cattle ownership among subsistence farmers is significant.

Production areas are scenically attractive and, together with the Flag Boshielo Dam, provide supply side opportunities for tourism development. The Schuinsdraai Nature Reserve, which is adjacent to Flag Boshielo Dam, adds to this opportunity.

Mining activity includes dolomite and dimension stone. Marble Hall town has a very large, but underutilized industrial park. The only manufacturer of note is McCains and Tiger Brand Foods vegetable processing. Other tenants in the industrial park are mostly distributors and businesses that repair motor vehicles and other equipment.

The local construction industry is very small, but is growing rapidly. Wholesale and retail trade development has always been overshadowed by facilities that are available in the adjacent Groblersdal. A large network of informal traders operates throughout the municipal area.

Economically active persons = 2.7 (108113 unactive persons divided by 39757 active persons)

#### 2. Key economic sectors

The Municipality has a relatively small economy, contributing only 1% to the provincial value of production in 2006. It is more important within the Sekhukhune district context, where it contributed 14% to the value of production in 2006.

GDP per Sector at current prices for 2006 R'000

| Sector                               | Year 2005 | Year 2006 | Sector % 2006 | Growth 05-06 |
|--------------------------------------|-----------|-----------|---------------|--------------|
| 1 Agriculture                        | 59,506    | 72,107    | 5.8           | 21.2         |
| 2 Mining                             | 130,618   | 155,817   | 12.5          | 19.3         |
| 3 Manufacturing                      | 50,637    | 56,811    | 4.6           | 12.2         |
| 4 Electricity                        | 32,955    | 38,976    | 3.1           | 18.3         |
| 5 Construction                       | 13,437    | 16,639    | 1.3           | 23.8         |
| 6 Trade                              | 139,259   | 157,007   | 12.6          | 12.7         |
| 7 Transport                          | 93,223    | 103,611   | 8.3           | 11.1         |
| 8 Finance                            | 225,444   | 272,885   | 21.9          | 21.0         |
| 9 Community services                 | 336,396   | 370,560   | 29.8          | 10.2         |
| Total Industries                     | 1,081,474 | 1,244,414 | 100.0         | 15.1         |
| Taxes less Subsidies on products     | 171,372   | 202,254   |               |              |
| Total (Gross Domestic Product - GDP) | 1,252,846 | 1,446,668 |               |              |

Source: Global Insight 2008

### 3. Development corridors

Zamenkomst – Rathoke – Malebitsa is seen as a future development corridor with the main growth point at Rathoke.

In a north/south direction, the main development corridor of the Greater Marble Hall area, is from Marble Hall to be along the N1 in an eastern direction to Leeuwfontein and then in a northern direction along road D4100, to Matseding. Road D4358 and from there along Road D3600 to Elandsdraal and ending at Dichoeung in the north.

The main proposed east/west development corridor along Road D4285 (Tsimanyane South, Ragaphela, Mmolwaneng) along a priority link road to link up with settlements (for example Maseremule Park) in the adjacent Greater Tubatse Municipality, as well as provide linkage with the north/south corridor.

### 4. Local Economic Development Projects

- 4.1 DTI approved a project for organic farming amounting to R25 040 000 to be implemented over a period of 3 years. Co-operatives with farms have been identified for implementation of the project and the payment received for the first year of R15 159 850 was spent by 31 March 2011. The project will support more than 400 sustainable jobs and also impact on the livelihood amounting to at least 2800 people

### 5. LED - Community needs – Ward visits : August 2011

|        |  |
|--------|--|
| Ward 1 | Require income generating projects.(priority 4)  |
| Ward 2 | 1.Mahlomola HBC at Uitvlugt require office,electricity,water and funds.2.Semunye at Uitvlugt require water and electricity(agr proj).<br>3.Itsoseng environmental cleaning at Uitvlugt for recycling require office and funds.(priority13)   |
| Ward 3 | 1.Kopanang hydroponic farming at Keerom require water and borehole.2. Tshitele Todi beekeeping at Keerom require office, water ,electricity and finance.3.Cleaning of dams at Keerom and Spitspunt(go koropa).4.Metsana development forum proclaimed development need assessment or planning.5.Marumo fase livestock project Kloppe.(priority 13)  |
| Ward 4 | 1.Shopping mall required at Matlerekeng.2.Satelite bank required at Matlerekeng.3.Irrigation system required for agriculture projects.<br>4.Proper structure required for dipping of animals.5.Rebone bakery,Tsosanang poultry,Somang Ka Matla poultry& Abbato and Khentsane dairy need assistance/toilet.Ward committee identify interest groups to take forward.6.Moutse west co-op need 24hr operation and new pump for petrol,diesel and paraffin.Extend to cater for all farmers for tractors etc. (approach IDT/DBSA/SEDA) request LIBSA to assist with business plan.(priority 8) |
| Ward 5 | 1.Farms need land for projects.2.Shopping complex required next to secondary school.<br>3.Mtlaparur need fencing,toilets,access road and high mast lights.(priority 9)   |
| Ward 6 | No need indicated  |
| Ward 7 | Develop a container and handling plant on the site of Clark Cotton, on the corner of Ewoud Malan Street, subject to this project still being viable, consideration would have to be given to re-establishing a rail line into Marble Hall.Letter MH Bus chamber 12/3/12  |
| Ward 8 | No need indicated  |
| Ward 9 | 1.Moganyaka south- Diraolaetse concrete project require training – not functioning at present.2.Bakery – Phela-o-Phedise require assistance.3.Piggery project next to olifants river require assistance.4.Hlabi pillow co-operative require assistance.5.Tsa Boralegolo medicine plants project require assistance.6.Home based care project require assistance-need for people.(priority 4)Rathlagane game resort – cultural village(letter ward clr Apr 12)  |



|         |  |
|---------|--|
| Ward 10 | 1.Desilting of the dam at Mamphokgo.(priority 2). 2.Ikageng Mamphokgo need funding.3.Baloyko FarmersYouth Mamphokgo - Borehole for irrigation and office required.4.Mmakgatle Diphiri land care project – Water for animals and office required.5.Mantsosa bosego brick project – Water and office required.6.Mamokwale home base care – Office required.<br>7.Mmatilo gardening project – Water and office required .(priority 6)   |
| Ward 11 | 1.Fencing next to tarred road required to protect livestock.2.Selebaneng agriculture project need funding.3.Cleaning of dams required in all villages.4.Irrigation systems required for crops.5.Emerging farmers and emerging contractors need assistance.(priority 10)  |
| Ward 12 | 1.Fish and crocodile project to be developed.2.Employment to be created.3.Agricultural development of small scale farmers<br>4.Establishment and support required for Co-operatives.(priority 5)   |
| Ward 13 | 1.Cleaning of dams required in all villages.2.Irrigation systems required for crops.3.Disanyane dam to be fixed.4.Gamasha require dam for cattle and irrigation.5.Emerging farmers and emerging contractors need assistance.(priority 14)  |
| Ward 14 | 1.Youth development for sustainable jobs.2.Itsosheng gardening –Regae: Need water, tank to store water & toilet.3.Phuthanang brick making – Regae: Need borehole & pump, vehicle, reservoir ,machinery for brickmaking, shelter for storing bricks & slab.4.Etsosheng Batsofadi-Dichoeung: cultural activities need funding and old age centre.5.Ekageng Bakone Bakery-Dichoeung: Need funds for building, ovens and vehicle.6.Phuthitsoga poultry and vegetables- Regae: Need marketing ,financial skills and borehole.7.Lehlabile Bakery – Regae: Require building, generator and vehicle.8.Momang disabled project vegetables/sewing at Regae require financial assistance<br>9.Marketing and skills development required for all projects.10.Shopping complex plaza required at Regae to include ATM and filling station.(priority 10) |
| Ward 15 | 1.Mbuzini and Morarela revitalizing of boreholes for livestock farmers.2.Need for funding of Elandskraal Irrigation Balimi Scheme (EBIS), Siyaya Dairy Project, Elandskraal Bricks Making, Elandskraal Glassing Project, Kodumela Poultry Project, Morarela project and Mbuzini project.(priority 11)  |
| Ward 16 | 1.Irrigation schemes approved to be implemented and fenced (check with Dept.Agr.).2.Communal farming land to be established at Mohlotsi 440 h/a and underground water and fencing required.3.Dams need to be cleaned for drinking water for cattle<br>4.Cattle pen for dipping at Tsimanyane ,Mogalatsane and Letebejane to be upgraded and Stand for cattle auction to be build.<br>5.Ditholong require farm for cattle but not in ploughing fields.7.Grazing camps for cattle required in each village<br>8.Bring back Eco-tourism project at Flag Boshielo.(priority 6)   |

## 6. Competitive and comparative advantages

The municipality is designated a “provincial growth point” and is regarded as one of Limpopo’s more economically developed local municipalities. Municipal area makes a significant contribution to the District GGP, mainly from public sector, agriculture, agro-processing, wholesale and retail, trade, services and transport, storage and communication sectors. According to STATS SA 2001 census, agriculture is the largest contributor to employment, followed by the public sector, private households, wholesale and trade.

The local conditions (business environment) in which the local business operate from provides comparative advantage and disadvantages, favouring certain types of industry sectors. The municipality boasts a pleasant climate, particularly suitable for table grapes and citrus. Fertile soils, large dams and irrigation provide comparative advantage for production of a variety of crops and livestock.

Municipality has limited mineral deposits, mainly marble and lime.

The best natural tourism attractions are the Flag Boshielo Dam and the adjacent Schuinsdraai Nature Reserve, which are not yet utilized or developed as major tourist attractions.

The municipality has well serviced transport routes in comparison to the rest of the province

The existing tourism sector has grown around business visitors, a few game lodges and agricultural educational tours.

## 7. Local constraints to growth

The municipality remains dependent on fiscal allocations from outside the province. The municipality's annual budget is over R 180 million, of which R 127 million is raised within the municipality. Within the municipality 15,664 economically active people are required to support over 100,000 economically un-active people (2001 figures), a statistic that exposes the extent of under-development and dependency.

Land ownership is the single biggest constraint to economic growth in the rural areas. The land issue permeates as a constraint through all sectors - from commercial level investment to undermining the scale and viability of emerging farmers and capital appreciation of property values for everyone living in the area. The current regulatory system creates investment uncertainty and slows or blocks the process of investment.

## 8. State of local skills

The state of the local skills is indicated in the table below:

Labour: Employment by skill level and industry 1995 - 2010 (23 industries)

| Concept   | 2008  | 2009  | 2010  |
|---|-------|-------|-------|
| Formal and informal employment - Total (Number)             | 14767 | 14375 | 13597 |
| Formal employment by skill: Total (Number)                  | 10496 | 10004 | 9003  |
| Formal employment by skill: Highly skilled - Total (Number) | 1057  | 1038  | 1001  |
| Formal employment by skill: Skilled - Total (Number)        | 3660  | 3517  | 3302  |
| Formal employment by skill: Semi- and unskilled (Number)    | 5779  | 5449  | 4700  |
| Informal employment - Total (Number)                        | 4272  | 4371  | 4594  |

Source: Quantec, 2011

The challenges is to obtain the necessary funds from sectors to capacitate those without skills and the advantages is the availability of the Agricultural college and LIBSA in the municipality to train unskilled labor.

## 9. Job creation

Following table indicates jobs created in the municipalities through EPWP and LED initiatives from 2007.

| Project                          | Jobs created |       |       |
|----------------------------------|--------------|-------|-------|
|                                  | Men          | Woman | Youth |
| Water reticulation               | 303          | 321   | 426   |
| Mast lights                      | 30           | 40    | 55    |
| SLASH(fertilizer)                | 3            | 5     | 2     |
| Brick paving manufacturing       | 7            | 8     | 5     |
| Sports stadiums /community halls | 38           | 45    | 17    |
| Bakery and piggery               | 2            | 8     |       |
| Beadmaking jewelry               |              | 8     | 7     |
| Tar roads and storm water        | 305          | 335   | 369   |
| Egg production                   |              | 20    | 5     |
| Organic farming                  | 48           | 90    |       |
| Cleaning campaign                | 10           | 7     | 3     |

## 10. Conclusion

Marble Hall is a relatively small economy with a predominantly rural character. The general impression is that physical and social infrastructure, as well as service delivery standards, are inadequate to provide the platform that is required for accelerated economic growth and job creation. LED strategy was approved on 25 June 2008 and proposals to improve the rate of economic development and the quality of life of the citizens of Marble Hall Municipality is Service Delivery Improvements, Horticulture Cluster Promotion, Meat Cluster Promotion, Tourism Cluster Development and Informal Economy Support.

## 6.2 Spatial Analysis

### 1. Settlement patterns

The configuration of the municipal area and the existing spatial pattern (topography, population distribution, sprawl) together with causal factors (land ownership, established land uses) are impediments to the successful implementation of a Development Strategy to achieve the four developmental outcomes proposed in the White Paper on Local Government.

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

The settlement hierarchy of the municipality is as follows:

#### 1.1 First Order Settlements (Growth Points) [GP]

It is individual settlements (e.g. towns/villages) or a group of settlements located relatively close to each other where meaningful economic, social and institutional activities, and in most instances a substantial number of people are grouped together.

These growth points seem to have a natural growth potential but some do not develop to their optimum potential due to the fact that capital investments are made on an ad hoc basis without any long-term strategy for the growth point and/or the area as a whole.

Growth points are further divided into three categories namely:

Provincial growth Point [PGP];

Marble hall town has been regarded as a provincial growth point

District Growth Point [DGP]; and

Municipal growth Point [MGP].

Rathoke/Uitvlucht/Keerom/Zamenkomst Area with an estimated population of ± 27143) should be regarded and/or promoted as a Municipal Growth Point and infill development between the four towns, should take place to enable the establishment of one cohesive development area, namely the Rathoke/Uitvlucht Municipal Growth Point.

Elandsdraal and Hinlopen is a single Municipal Growth Point for the Elandsdraal area.

Van der Merwe's Kraal (Regae) is a separate growth point, namely "Van der Merwesdraal Municipal Growth Point"

#### 1.2 Second order Settlements (Population Concentration points) [PCP]

Leeuwnfontein, Moganyaka North and South, Mamphokgo North and South, as well as Manapyan (with an estimated 2006 population of 21555) forms part of the "Leeuwnfontein Population Concentration Point"

#### 1.3 Third Order Settlements (Local Service Points) [LSP]

Ragaphela was identified as a Local Service Point

1.4. Fourth Order Settlements (Population concentration point]  
Ditholong, Letebejane, Tsimanyane area is population Concentration Point.

1.5 Fifth Order Settlements (Remaining Service Areas) [SS]

2. Land use

Urban Sprawl - The fragmented and spread out nature of the urban component has caused inefficient provision of basic services and hinders the creation of a core urban complex, which is essential for a healthy spatial pattern.

High Potential Agricultural Land – the most central area of the municipality can be regarded as high potential agricultural land (irrigation) which will indefinitely contribute towards a division of the area. It is imperative that this resource be protected for the economic well being of the area.

Other Land Uses – The existing 2 lime mines and mineral rights directly to the east of Marble Hall limits eastwards extension of the township.

3. Land use management

The main challenge is that sector departments have certain mandates on land development e.g. Subdivision of agricultural land, environmental impact assessment, roads and ribbon development as well as land claims that the LUMS will have to contend with.

Land claims have been made in respect of Schuinsdraai nature reserve and representatives of claimants have been included in the PAC for second phase development of the reserve by DEAT.

The Flag Boshielo Dam which can provide supply side opportunities for tourism development. The Schuinsdraai Nature Reserve, which is adjacent to Flag Boshielo Dam, adds to this opportunity. Further opportunity is the industrial land available in Marble Hall town which is in ownership of the municipality.

Economic development projects can be established as follows:

1. Eco tourism - Schuinsdraai Nature Reserve/ Flag Boshielo : Community land Ghoshi Matlatla
2. Industries – Marble Hall town : Council owned land
3. Organic farming – R25m received from DTI over 3 years – 7 farms established and 139 permanent jobs created

Conflict of laws – Municipal Systems Act, vs. the Ordinance 15 of 1986, vs. the Development Facilitation Act, Proclamation R188 and R293.

Weak enforcement: In urban areas slightly better although the springing of informal settlements attests to this point- Rural areas – left to the goodwill of traditional leaders. They too did not have a legal leg to stand on.

Municipality does not have a dedicated workforce of law enforcement.

The cost of managing land use would be more expensive than the returns thereof. It is not a fund generating exercise.

Weak interface among land use management and other programmes of government like agricultural development, environment, mining, roads and transport etc.

Rural areas whilst divided into farms do not have plans for settlements which make zoning complicated.

Whilst different acts allude to schemes of the municipality there is no interface. National and Provincial departments are still continuing to render services that are supposed to be rendered by the municipality.

Delineation of zones is complicated by lack of properly surveyed boundaries.

Existing structures old and new need to be streamlined to play an active role in land management.

Simmering tension on powers and functions between municipality & traditional leadership.

New councillor not properly orientated towards land use management issues.

Municipality administer different system and schemes based on previous policies ( pre- democracy era)

Some areas do not have maps as mapping was done for specific programmes.

Draft LUMS have been compiled by service provider appointed by SDM and the new system should address the above defects and ensure that a new system gains support from communities and business people alike.

#### 4. Recent trends

A relatively large municipal land area extending approximately 1 911km<sup>2</sup>;

A fragmented residential component consisting of 4 formal towns, 21 semi formal villages, 31 rural villages and 18 scattered villages. Therefore 42% of the settlement areas are rural;

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

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

Significant area of land owned by the state under custodianship of Tribal and or Traditional authorities, as well as private owned land;

Environmental sensitive areas mainly along stream areas.

#### 5. Land issues may lead to future social tensions

Simmering tension on powers and functions between municipality & traditional leadership.

### 6.3 Climate and Environmental Analysis

#### 1. Climate

The average temperatures show moderate fluctuation with average summer temperature 23°C, with a maximum of 28°C and a minimum of 18°C. In winter the average is 13,5°C with a maximum of 20°C and a minimum of 7°C as measured at the Sekhukhuneland Weather Station.

#### 2. Geology

The south-western part of the municipal area is underlain by the acid and intermediate intrusive rocks of the Waterberg Group, as well as small areas of mafic and ultramafic formations. The western portion is underlain by extensive Karoo Supergroup formations, principally basalts of the Lebombo Group and Clarens Formation sandstones, with smaller areas of Eccca Group shales, siltstones and mudstones. The central and eastern portions are underlain by a variety of rocks of the Bushveld igneous Complex. The most important of these are the Lebowa Granite suite, with outcrops of the Rashoop Granophyre Suite, followed by rocks of the Rustenburg Layered Suite further to the north and east. Much of the northern part of the area is underlain by rocks of the Transvaal Sequence, with the silicified sandstones and quartzites of the Black Reef Quartzite Formation being very prominent, together with Chuniespoort dolomites and Pretoria group shales, hornfels and quartzites.

According to Soils occurring in the municipal area can be divided into the following groups:

In the west: Shallow to moderately deep sandy-clay loam soils on flat and undulating terrain overlying rocks of the Eccca Group, principally shales and silicified sandstones;

In the east: Deep, black, blocky vertisols of the Springbok Flats;

Moderate to deep sandy loam soils lining long stretches of the Olifants River valley in its middle reaches.

Most of the soils are suitable for commercial agriculture when sufficient water is available. Virtually all of the areas with suitable soils, particularly the area downstream of the Loskop and Flag Boshielo dams, are contained within the jurisdiction of formal irrigation boards or Government Water Control Areas. Further away from the main river channels, land use is given over to small- and medium-scale livestock farming operations. A relatively wide variety of crops are produced on the irrigated and rain-fed areas, primarily maize, wheat, sorghum, cotton, tobacco, lucerne, potatoes, vegetables, sunflowers and soya bean.

#### 3. Topography

To the south-west of the municipal area the Olifants River is located on an open floodplain area and to the north the river is located in a valley surrounded by the Strydpoort Mountains (parallel hills and lowlands).

Strips of erosion can be found in the valleys alongside most of the perennial and non-perennial rivers.

#### 4. Water scarcity

##### 4.1 Water

Due to the predominantly rural character of the municipality's area of jurisdiction there is no bulk water provided in most of the villages in Moutse west. Water is provided by means of water tanker trucks and boreholes. Provision has been made for bulk reticulation and cost recovery in Moutse to be implemented in 2011/12 according to water sector program, PGDS targets.

One very large impoundment on the Olifants River, the Flag Boshielo (Arabie) Dam, provides water supplies to numerous small towns and settlements in the sub-catchment, as well as large volumes of water for irrigation schemes along both banks of the Olifants River. Nine other medium-sized dams are also located in this sub-catchment and supply water for domestic use and for irrigation. Many of the mines and industries in this sub-catchment, as well as numerous small and large settlements, rely on water supplied from these ten dams, or use local boreholes or direct run-of-river abstraction from perennial rivers and streams. There are also over 500 small farm dams located in this sub-catchment and these trap water for domestic purposes and for limited areas of small-scale irrigation, as well as livestock watering.

##### 4.2 Water pollution

The following activities can be expected to have an impact on water resources in the Middle Olifants sub-catchment:

Landfills and solid waste disposal sites at all towns and larger settlements;

Disposal of liquid (domestic, light and heavy industrial) effluent at all towns;

Moderate volumes of runoff from towns, as well as all other urbanized areas;

Non-point domestic effluent from numerous small settlements and farms;

Minor non-point impact from non-intensive commercial or subsistence agriculture;

Non-point impact of agricultural return flows from intensive irrigation areas; and

Litter and domestic garbage discarded alongside the many roads that traverse the sub-catchment.

#### 5. Air quality and pollution

Air pollution resulting from the use of fire wood for energy purposes and dust from gravel roads have also been identified as environmental problems (albeit with a lower significance) Burning of tyres adjacent to potato fields ,OTK in and around Marble hall.

#### 6. Surface pollution

Surface pollution is caused by the spraying of crops with pesticides

The challenges for the above is the capacity to prevent pollution

#### 6.4 Land Ownership and Management

The following table indicates the needs and backlog of land ownership and management – Ward visits August 2011

|        |   |
|--------|---|
| Ward 1 | No need indicated   |
| Ward 2 | More land required for extension of villages - Uitvlugt need 300 sites letter headman community authority 25/2/12 |
| Ward 3 | More land required for extension of villages  |
| Ward 4 |   |
| Ward 5 | Electricity required for new tribal hall.(priority 14)  |
| Ward 6 | No need indicated   |

|         |   |
|---------|---|
| Ward 7  | 1.Moratorium on the sale of land to be urgently lifted to allow investors to develop in Marble Hall town.(priority 12).<br>2.The completion for<br>The new by-laws for the town is need of urgent completion and presentation to the public for consideration especially street trading<br>by-laws.3. The need for proper control to be exercised over advertising boards in town.(priority 16).Re-prioritize item 1<br>MH bus ch I 12/3/12 |
| Ward 8  | Sites for churches, town planning and business sites.(priority 9)   |
| Ward 9  | 1.Site required for residential purposes.2.Site required for resort.3.Require map of land next to river(belong to Kgoshi)<br>4.Land tenure required – Implement LUMS.(priority 15)  |
| Ward 10 | 1.Mamphokgo – land for grazing required.2.All villages require drinking water for cattle ,except Matilu who require<br>reservoir to be fixed(not holding water –cracked).(priority 16)  |
| Ward 11 | No need indicated   |
| Ward 12 | 1.Land care project to be extended to all villages in the ward.2.Dams require desilting.(priority 7)  |
| Ward 13 | Field burning, nature conservation and prevention of fires.(priority 11)  |
| Ward 14 | 1.Land required for farming,commange grazing & ploughing at Regae.2.Portion of Kleindoorpoort farm to be used for<br>stock farming(used by Kgoshi) and portion for irrigation.3.Emerging farmers-need skills for farming<br>4.More land required for Balemi irrigation scheme urgently(Kekane is Agricultural officer).(priority 16)  |
| Ward 15 | 1.Make available Immerpan block of farms available livestock farmers.2.Make land available for crop farming at<br>Lepelle River bank<br>3. Rehabilitation of grazing camps.(priority 10&18)   |
| Ward 16 | 1.Ownership of property required(currently have PTO's)<br>2.Communal land required assisted by extension officers of Dept. of Agr.(priority 11)   |

## 7. SOCIAL ANALYSIS

### 7.1 Education

The following table indicates the education facilities available in the municipality

Available education facilities

| Ward  | Pre-primary | Primary | Secondary |
|-------|-------------|---------|-----------|
| 1     | 4           | 3       | 2         |
| 2     | 3           | 3       | 2         |
| 3     | 6           | 4       | 3         |
| 4     | 4           | 3       | 2         |
| 5     | 2           | 3       | 1         |
| 6     | 7           | 9       | 3         |
| 7     | 3           | 2       | 1         |
| 8     | 3           | 2       | 1         |
| 9     | 4           | 2       | 1         |
| 10    | 3           | 5       | 4         |
| 11    | 4           | 10      | 4         |
| 12    | 6           | 12      | 7         |
| 13    | 1           | 8       | 5         |
| 14    | 3           | 3       | 2         |
| 15    | 3           | 5       | 2         |
| 16    | 5           | 6       | 5         |
| Total | 62          | 80      | 45        |



### 7.1.1 Education Backlog – Ward visits : August 2011

|         |   |
|---------|---|
| Ward 1  | Security at schools (priority 9) and Skills development at schools.(priority 7)   |
| Ward 2  | 1.Good buildings for pre school education required at Uitvlugt.2.Admin blocks required at Makalakanye PS.(priority 9)   |
| Ward 3  | 1.Renovation of old Refiloe high school to FET college. 2.Good buildings for pre school education required Keerom(1) and Uitvlugt(1)<br>3.Admin blocks required at Metsanangwana PS and Makalakanye PS.4.Scholar patrol at Metsanangwan ps school<br>5.Building of ECD infrastructure.(priority 9)  |
| Ward 4  | 1.New Primary school required at Rathoke new stands.2.New primary school at Matlerekeng(Rooikop) has been completed<br>3.Fully fledged admin blocks required at all schools.4.Five classrooms and roofing of 3 rooms required at Ramogohu crèche at Rathoke as well as Matlerekeng creche.5.Disaster at Rathoke primary, 2 block classrooms required.6.Ramogohu primary school require 1 block classrooms.7.Mbake school require electric pump for borehole.8.Raphogile H/S require Library and laboritory flushing toilet with borehole.   |
| Ward 5  | 1.Libraries required at all schools.2.Renovation of all schools.3.New primary school required at Ga-Matlala.(priority 4)  |
| Ward 6  | 1.Libraries required at all schools.2.Renovation of all schools.3.New primary school required at Ga-Matlala<br>4.College required for ward.(priority 12)  |
| Ward 7  | Additional classrooms required at Moosrivier school- mobile classrooms.(priority 8)   |
| Ward 8  | Primary,secondary and ECD at zone D(RDP).(priority 10)  |
| Ward 9  | 1..3 blocks c/rooms and renovation required at Manokwena sec ,admin block and furniture at Goshetseng prim at Moganyaka north.<br>2.New primary school required at Manapyane ext. and Moganyaka north.3.Moganyaka north pr sch require 2 blocks for classrooms and water.4.Library,laboritory,paving,lawns,caretaker,cleaing gardens,security renovating and proper toilets required at all schools except the 2 schools mentioned in two above .5.Fully fledged Technicon for multi skills training required for the ward .6.Bursaries required for school leavers.7.ELC required at Manpyane – crèches.(priority 3)   |
| Ward 10 | 1.Creches required in all villages.2.Upgradeing of fields.3.Mmaswi a Nape school need grass to be cut – tractors.(priority 9)   |
| Ward 11 | 1.Rakgwadi – Ngwanamashile sec require one block and toilets.2.Rakgwadi – Rakgoadi pr. require crèche.(priority 11).<br>3.Youth skills development.(priority 8)   |
| Ward 12 | 1.ELC /Creche required in ward except Mabitsi A,Vaalbank and Serething .2.Dissability centre required at Serething<br>3.Pedestrian crossing at schools required.(priority 9)  |
| Ward 13 | 1.Shelters required for paypoints in all villages<br>2.Ga-Masha and Manotoloaneng(1 at tribal office and 1 at Moshitwa) require paypoints.(priority 6)  |
| Ward 14 | 1.Dichoeung-Lewelery Matlala high: Require 1 admin block, Laboratory , store room, sports ground and library .Primary school need admin block.2.Regae- primary require 10 c/rms, new furniture, strong room for computers, funding for school projects, new site for pre-school and security & high school need admin blocks, roofing renovations and furniture.3.Shilela Creche-Dichoeung: New building to be completed. 4.Two crèches at Regae (Bauba/Hunani Gobetse) require funding.5.New building required for pre-school at Ditchoeung<br>6.ECD centrtre's required in both villages .7.Regae – Mohlahlane pr sch need media centre, laboratory, admin block, electricity for one block, sports ground, security guards. borehole for vegetable project, new furniture , trenches for pipes to be dug with TLB and 6 toilets. Structure for pre-sch/creche and fencing.8.Regae – Majatladi sec. need 16 toilets, computer center, sports ground, borehole and security<br>9.Allschools need renovations.(priority 14) |
| Ward 15 | 1. Need for FET College at KOKA SHOPING CENTRE.2.Need for ABET Centre.(priority 14)   |

|         |   |
|---------|---|
| Ward 16 | 1.New primary sch required at Ditholong/Mooihoek.3.Mooihoek sec sch require additional one block.4.Admin block required at some schools except Letebejane pr sch.5.Libraries and laboritries required at all schools'6. Phetwane-Mogoma Matlala high need upgrade of fence.7.Toilets at all schools are not up to standard and need upgrade.8.Mogalatsane sec need renovation.9.Tsimanyane pr. require sports field as well as all other schools.10. Tsimanyane circuit require new building.11.Kotole high sch at Ditholong need 1 block c/rooms<br>12.Secondary school required at Matseding.13.Primary school Letebejane/Ditholong/Mooihoek crossing change for humps.(priority 5) |
|---------|---|

## 7.2 Health and Social Development

The following table indicates the Health facilities available in the municipality.

### 1.Health facilities

| Facility       | Standard Per households | Number of Households | Existing Nr |
|----------------|-------------------------|----------------------|-------------|
| Hospital       | 1 : 10 000              | 33326                | 1           |
| Health Centre  | 1 : 5 000               | 33326                | 2           |
| Clinic         | 1 : 2 000               | 33326                | 11          |
| Mobile Clinics | 1 : 2 000               | 33326                | 28          |

### 1.1 Backlog – Ward visits : August 2011

|         |   |
|---------|---|
| Ward 1  | Clinic – Malebitsa.(priority 12)  |
| Ward 2  | Require mobile clinic at Uitvlugt.(priority 4)  |
| Ward 3  | 1.Require staff-clerks, medicine and budget at Keerom clinic.2.Require mobile clinic at Uitvlugt.   |
| Ward 4  | 1.Clinic at Rathoke required to be upgraded to 24 hour service with nurses home plus toilets.<br>2.24 hour clinic/hospice required for Matlerekeng – Uncedo woman development group to be checked(Priority 4) |
| Ward 5  | 1.24 hr operation of clinic required and nurses home to be extended.2.Need 4 additional professional nurses   |
| Ward 6  | 3.Security fence to be replaced. Very old.(priority 1)<br>Clinic – Mokgwaneng and Doornlaagte.(priority 7)  |
| Ward 7  | Marble Hall clinic to be changed to 24 hour clinic.(priority 2)   |
| Ward 8  | No need indicated   |
| Ward 9  | 1.Mobile clinics required at Manapyane and ,Moganyaka south.2.Home based care require structure.  |
| Ward 10 | 3.Drop in centre require structure.(priority 11)<br>Fully fledge Clinic required.(priority 13)  |
| Ward 11 | No need indicated   |
| Ward 12 | Clinic required at Ngwalemong “A”.(priority 4)  |
| Ward 13 | Gareagapola require Health centre for 24 hour service and Clinic at Moomane.(priority 7)  |
| Ward 14 | 1.New Clinic required at Ditchoeung.2.More land required at Van der Merweskraal clinic for nurses home & other health matters including store room.3.Home based care building required at Regae.(priority 8)  |
| Ward 15 | Need daily Mobile Clinic @ Morarela and Mbuzini.(priority 12)   |
| Ward 16 | 1.Structures required for mobile clinics and mobile stop in each village not less than 5km.2.Mogalatsane need clinic. (priority 9)  |

## 2. Accessibility and other issues

33% of the communities are within 20km from hospitals and 67% outside 20km

47% of the communities have access to clinics within 5km and the majority (53%) is more than 5km away from clinics

## 3. Social welfare

### Available Welfare Facilities and Services

| Ward  | Old age home | Child care | Disabled | Pension pay point | Services points |
|-------|--------------|------------|----------|-------------------|-----------------|
| 1     | 0            | 0          | 0        | 3                 | 1               |
| 2     | 0            | 0          | 0        | 2                 | 0               |
| 3     | 0            | 0          | 0        | 0                 | 0               |
| 4     | 0            | 0          | 0        | 2                 | 2               |
| 5     | 0            | 0          | 0        | 1                 | 1               |
| 6     | 0            | 0          | 0        | 4                 | 2               |
| 7     | 1            | 0          | 0        | 1                 | 3               |
| 8     | 0            | 0          | 0        | 1                 | 1               |
| 9     | 0            | 0          | 0        | 2                 | 2               |
| 10    | 0            | 0          | 0        | 2                 | 0               |
| 11    | 0            | 0          | 0        | 2                 | 0               |
| 12    | 0            | 0          | 0        | 6                 | 0               |
| 13    | 0            | 0          | 0        | 5                 | 0               |
| 14    | 0            | 0          | 0        | 2                 | 2               |
| 15    | 0            | 0          | 1        | 3                 | 2               |
| 16    | 0            | 0          | 0        | 7                 | 0               |
| Total | 1            | 0          | 1        | 43                | 16              |

### 3.1 BACKLOG – Ward visits August 2011

|         |  |
|---------|--|
| Ward 1  | Shelters for pensioners - Driefontein  |
| Ward 2  | 1.Pension halls required at Uitvlugt to be used as paypoints.(letter headman Mothado 21/2/2012)<br>2.Home based care – offices, training and funds required for both villages.( priority 2 )   |
| Ward 3  | 1.Pension halls required at Keerom and Uitvlugt to be used as paypoints<br>2.Home based care – offices, training and funds required for both villages  |
| Ward 4  | No need indicated  |
| Ward 5  | 1.Home based carrers require offices urgently next to Mashung primary school. 2.Creches need buildings.(priority 6)  |
| Ward 6  | 1.Home based carrers require offices urgently next to Mashung primary school. 2.Creches need buildings   |
| Ward 7  | 1.Facilities for early children development.(priority 4) 2. Pension pay points required for Marble Hall town. (priority 10)<br>3.Multi purpose centre required for SASSA,ABET and Home affairs   |
| Ward 8  | No need indicated  |
| Ward 9  | 1.Paypoint required at Moganyaka south.2.Social security office required in ward(Leeuwfontein).3.Home base care require assistance<br>4.Drop in centre need assistance.(priority 12)   |
| Ward 10 | 1.Shelters required for pension pay points.2.Proper structure required for disability centre at Mamphokgo – Ramedika<br>3.Drop in centre in both villages.4.ECD centre Boahlakgomo , Maseke crèche and Puleng-Belallakgomo crèche.(priority 3) |
| Ward 11 | No need indicated  |

|         |   |
|---------|---|
| Ward 12 | 1.Shelters and toilets required in the interim for pension paypoints with Serething to be first.2.Pension paypoints required for Makgatle.<br>3. Drop in centre require building and support at Mabitsi”B.(priority 6)  |
| Ward 13 | 1.Shelters required for paypoints in all villages.<br>2.Ga-Masha and Manotoloaneng(1 at tribal office and 1 at Moshitwa) require paypoints  |
| Ward 14 | 1.Food parcels.2.Old age home and disability centre required at Regae.(priority 13)   |
| Ward 15 | 1.Halls with W/B/ toilets are needed @ Pay Point for Morarela and Mbuzini.2.Need for Dropping Centre @ Morarela and Mbuzini<br>3.Need for Orphanage and Old Age Centre @ Morarela and Mbuzini.4.Upgrading of Elandskraal Lethabong Centre<br>5.Upgrading of Eandskraal Disable Centre.(priority 13) |
| Ward 16 | 1.Paypoints needs structures and toilets,water and chairs(Dept of Health to check old people blood pressure ect.<br>(priority 15)   |

The challenges in respect of the above is to provide facilities for the pensioners at the pay points.

### 7.3 HIV/AIDS

The municipality implemented the decentralised response to HIV & AIDS, having joined the CMRA support project in June 2007 as the 7th pilot site. The objectives of the municipality project were: (a) to establish an Interdepartmental Forum (IDF) on HIV & AIDS with a clear objective, mandate and responsibility, coordination body and budget (earmarked from the various departments) and well embedded in the IDP in order to increase the service delivery to the community related to HIV & AIDS issues and (b) to advise the municipality in how to establish and/strengthen the Local Aids Council (LAC) – the multisectoral municipal HIV & AIDS platform involving all stakeholders (governmental and non-governmental) in the field of HIV & AIDS to address the problem of HIV & AIDS from the local level in a coordinated and effective way, broaden the scope of the spin off and avoid unnecessary overlaps.

The IDF members have been identified. Preparation of departmental action plans on HIV & AIDS has been compiled. There is a good understanding among IDF members about the role of the IDF. The LAC had been established.

The project has already contributed significantly to raising awareness in the municipality with regard to mainstreaming of HIV & AIDS.

HIV & AIDS are rife, with a prevalence rate of 16.7% in 2006. Limited access to basic services, unemployment, poverty and lack of access to primary health care due to the vastness and rural nature of the Municipality are some of the risk factors that affect the spread of HIV & AIDS.

It is crucial that an HIV & AIDS Coordinator be appointed who will anchor the programme within the municipality and champion the work of the IDF and LAC. The CMRA Project Coordinator should be working hand-in-hand with this person to impart valuable skills and experience to ensure sustainability. Resources (material and human) should be made available to support the activities of the LAC.

The challenges for the above is to allocate budget for programs

Community needs :

|        |   |
|--------|---|
| Ward 4 | 1. Hospice facilities required and funds be allocated by the district .2.Funds required for HIV/AIDS program<br>3.Office required for Home Based Care |
|--------|---|

## 7.4 Safety and Security

The following table indicates the facilities available in respect of police stations in the municipality.

### Police and Magisterial Services Rendered

| Ward       | Former TLC             | Location    | Facility  |
|------------|------------------------|-------------|---|
| 1,2,3,5& 6 | Moutsé 1               |             | No Police station (Main PS in Dennilton and satellite in Matlerekeng) |
| 4          | Moutsé 1               | Matlerekeng | Satellite Police Station with 16 personnel                            |
| 7          | Marble Hall            | Marble Hall | Police Station with cells and courtroom.6 Private Security Services.  |
| 8          | Moganyaka/Leeuwfontein |             | No formal and local services.   |
| 9          | Moganyaka/Leeuwfontein |             | No formal and local services.   |
| 10         | Hlogotlou/Lepelle      |             | No formal and local services.   |
| 11         | Hlogotlou/Lepelle/Nebo |             | Satelite Police Station at Rakgwadi                                   |
| 12         | Hlogotlou/Lepelle      |             | No local Police Station   |
| 13         | Middle Lepelle         |             |   |
| 14         | Middle Lepelle         |             | No formal local services.   |
| 15         | Middle Lepelle         | Elandskraal | Police Station at Elandskraal   |
| 16         | Middle Lepelle         |             |   |

### 7.4.1 Backlog – Ward visits : August 2011

|         |  |
|---------|--|
| Ward 1  | No need indicated  |
| Ward 2  | Scholar patrol and speed humps & signs on tar road at Keerom   |
| Ward 3  | No need indicated  |
| Ward 4  | 1. Require fully fledged police station that operate 24 hours.2.Traffic signs required i.e.stop etc.<br>3.Satelite traffic/court required at Matlerekeng<br>4.Traffic signs required at schools for pedestrian crossing and speed humps and scholar patrols(traffic dept.be requested to assist )  |
| Ward 5  | 1.CPF to be launched.2.Security from SAPS or security institutions required to patrol area.(priority 12)   |
| Ward 6  | Bareki Police station.(priority 4)   |
| Ward 7  | 1.The need for the urgent refurbishing of the existing fire fighting equipment including the fire tender as per the detailed document forwarded to the MEC for Provincial Treasury, a copy which is available on request.<br>2. Fire hydrants in Marble Hall town to be serviced/repared where they have been knocked over, painted and recorded by GPS reading of their location(priority 9)3.Pound for animals |
| Ward 8  | Change police jurisdiction area from Motetema to Marble Hall but satellite police station in mean time.(priority 8)  |
| Ward 9  | Satelite police station required in the ward to fall under Marble Hall jurisdiction.(priority 13)  |
| Ward 10 | 1.Victim empowerment centre need proper structure.2. Mobile police station Mamphokgo & Magatle.(priority 8)  |
| Ward 11 | No need indicated  |

|         |  |
|---------|--|
| Ward 12 | Satelite police station required at Mabitsi B – place at Thusong centre.(priority 15)  |
| Ward 13 | Form CPF for crime prevention.(priority 9)   |
| Ward 14 | No need indicated  |
| Ward 15 | 1.Need Upgrading of Elandsraal Police Station.2.Need victum support centre.3. Need for extension Municipal Police Traffic services to Ward for visibility and patrolling.4. Extension of fire fighting service to the ward and installation of fire hydrants (priority 15) |
| Ward 16 | No need indicated  |

The challenges in respect of above is to move the Marble Hall police jurisdiction to include the area outside Marble Hall police jurisdiction. Disaster Management and Fire Brigade is responsibility of SDM and challenge is that in cases of fires the response time from Groblersdal to Ephraim Mogale is taking too long to extinguish fires causing damage to property.

## 7.5 Sports, Arts and Culture

### 1.Sports and recreation

The table below indicates the sports and recreation facilities available in the municipality as well as backlog

| Ward  | Formal | Informal | General status   |
|-------|--------|----------|--|
| 1     | 1      | 2        | Sport & Recreational Facility for Malebitsa completed.   |
| 2     | 0      | 2        | Informal Soccer and Netball fields.Poor quality fields.<br>Insufficient number and variety of sport and recreational facilities. |
| 3     | 0      | 3        |  |
| 4     | 0      | 2        |  |
| 5     | 0      | 2        |  |
| 6     | 0      | 4        | Informal Soccer and Netball fields.Poor quality fields.<br>Insufficient number and variety of sport and recreational facilities. |
| 7     | 4      | 0        | Mining Sport Club.Golf course.Tennis Courts.Sport fields at Primary School   |
| 8     | 0      | 3        | 1 soccer field.1 softball field.1 netball field.1 boxing club.1 music club   |
| 9     | 0      | 13       | 6 soccer fields.7 netball fields   |
| 10    | 0      | 3        | 3 Soccer fields.No specific information  |
| 11    | 0      | 4        | 7 soccer fields.Netball fields at schools  |
| 12    | 0      | 10       | No formal sport grounds exist  |
| 13    | 0      | 5        | 5 Soccer fields.No specific information  |
| 14    | 0      | 4        | 3 soccer fields & netball field  |
| 15    | 1      | 3        | New formal facility completed  |
| 16    | 1      | 12       | 11 soccer fields & netball field   |
| Total | 4      | 67       |  |

### 7.5.1 Backlog – Ward visits : August 2011

|         |  |
|---------|--|
| Ward 1  | Malebitsa stadium phase 3  |
| Ward 2  | Sports/Recreation centre required on the land available between Keerom and Uitvlugt  |
| Ward 3  | Sports/Recreation centre required on the land available between Keerom and Uitvlugt  |
| Ward 4  | 1.Indoor sports centre required at Rathoke.2.Sport facility required at MPCC at Matlerekeneng  |
| Ward 5  | 1.Sports complex.2.Fencing of sports grounds.2.Park next to Elands river.(priority 11)   |
| Ward 6  | Sports ground outside Mokgwaneng community hall.(priority 5)   |
| Ward 7  | Recreational centre required in Marble Hall town and toilets at exiting parks.(priority 7).2. The entrance to M/Hall from G/Dal needs to be upgraded and beautified to an acceptable standard, as its present state is a disgrace and a severe draw back in attracting investors to the town, this to include the unauthorised trading along the road into town.(priority 14)  |
| Ward 8  | Multi purpose recreational facility with sports fields required.(priority 4)   |
| Ward 9  | 1.Mini staduim required for the ward.2.Need upgrade of all sports fields,fencing,facilities for indigenous games and base ball.3.Establishment of museum to be considered(Look at possibility to establish at Schuinsdraai nature reserve).(priority 6)  |
| Ward 10 | 1.Community hall/recreation centres required in all villages.2.All sports fields to be upgraded and maintained.(priority 5)  |
| Ward 11 | Maintenance of sports fields and development of recreational facilities.(priority 7)   |
| Ward 12 | 1.Library/Thusong service centre required for Mabitsi B.2.All villages with paypoints require Halls in following priority sequence.,Serething,Vaalbank,Mmatwaneng, ,Mabitsi A and,Ngwalemong-S.A.Social security agents be approached for funding.3.Mini stadium required at Mabitsi A.4.Maintenance of sports fields in all villages and schools required.(priority 8)  |
| Ward 13 | Grading of sports fields required.(priority 13)  |
| Ward 14 | 1.School sports grounds to be graded 2.Grader required for soccer fields.3.Staduim and Multi purpose sports centre required at Regae.4.Facilities required for all codes in all villages.(priority 15)   |
| Ward 15 | 1.Security needed at Elandskraal Stadium – suggest move security from Public works yard,need for Third Phase of Stadium Upgrading,need for toilets, proper design of pitch lights and additional high mast light @ all pitch grounds,need for creating grand stand for other sports codes and lights.2.Grading of all COMMUNITY SPORTS GROUNDS (Mbuzini,Morarela and Elandskraal)<br>3.Need for Elandskraal Recreation Centre.5.Need community hall at Elandskraal.(priority 17) |
| Ward 16 | 1.Every village requires sports fields and upgrading of soccer fields plus associated equipment.(priority 10)  |

The challenges for the above is the lack of capacity to maintain sports and recreation facilities



## 2. Community centers

The table below indicates the community centers available in the municipality as well as backlog

| Ward  | Community hall | Multi purpose centre | Tribal hall |
|-------|----------------|----------------------|-------------|
| 1     | 1              | 0                    | 0           |
| 2     | 2              | 0                    | 0           |
| 3     | 0              | 0                    | 1           |
| 4     | 0              | 1                    | 1           |
| 5     | 0              | 0                    | 1           |
| 6     | 1              | 0                    | 0           |
| 7     | 1              | 0                    | 0           |
| 8     | 1              | 0                    | 1           |
| 9     | 1              | 0                    | 0           |
| 10    | 0              | 0                    | 0           |
| 11    | 0              | 0                    | 1           |
| 12    | 0              | 0                    | 0           |
| 13    | 0              | 0                    | 0           |
| 14    | 1              | 0                    | 1           |
| 15    | 0              | 1                    | 0           |
| 16    | 0              | 1                    | 0           |
| Total | 8              | 3                    | 6           |

### 2.1 Backlog – Ward visits August 2011

|         |   |
|---------|---|
| Ward 1  | Community hall Driefontein.(priority 5)   |
| Ward 2  | 1.Community library required at Uitvlugt.(priority 16)  |
| Ward 3  | Renovation of hall at Keerom  |
| Ward 4  | No need indicated   |
| Ward 5  | No need indicated   |
| Ward 6  | No need indicated   |
| Ward 7  | Multi purpose centre required for SASSA,ABET and Home affairs(priority 5)   |
| Ward 8  | Caretaker and security guard required.(priority 11)   |
| Ward 9  | 1.Manapyane Hall-fix roof leak(priority)need furniture urgently,change room,kitchen facilities,fix fence,fix roof leak,toilet upgrade,security,recreation facilities,electrical maintenance and cleaning of hall.Check social security for funding.<br>2.Community hall required at Moganyaka North.(priority 6)  |
| Ward 10 | Community hall/recreation centres required in all villages.(priority 5)   |
| Ward 11 | Community halls required at paypoints.(priority 9)  |
| Ward 12 | No need indicated   |
| Ward 13 | Community hall required in all villages.(priority 9)  |
| Ward 14 | 1.Thusong service centre including municipal office required at Regae 2. Regae community hall to be enlarged to build a stage and toilets to be upgraded(ceptic tank to small and VIP toilet not up to standard).3. The satellite office at Regae to be transferred to the municipality in order that cashiers can work twice a week to receive service fees from the community. (priority 4&5) |
| Ward 15 | Halls with W/B/ toilets are needed.(priority 2)   |
| Ward 16 | 1.MPCC at Tsimanyane-2 of the 3 rooms do not have electricity(wiring to be checked!!!!)Need two more blocks-1 for hall and the other to house other departments.2. Halls required at Letebejane and Phetwane.(priority 12)  |

The challenges for the above is the lack of capacity to maintain the centers

## 7.6 Post Offices and communication

The table below indicates postal facilities available in the municipality as well as backlog

| Ward | Location                              | Facility/Service  |
|------|---------------------------------------|---|
| 1    | Driefontein<br>Malebitsa              | No Post Boxes.<br>Collection Point with 800 Post boxes – 520 vacant.  |
| 2    | Rathoke                               | Postal Agent – Only boxes in Uitvlucht. Post Office in Dennilton  |
| 3    | Metsanangwana<br>Mmakola<br>Spitspunt | Collection Point with 800 Post boxes – 220 vacant.. Post Office in Dennilton<br>Collection Point with 800 Post boxes – 421 vacant. . Post Office in Dennilton<br>Post Office in Dennilton |
| 4    | Matlerekeng                           |   |
| 5    | Part Matlala                          | Collection Point with 800 Post boxes – 490 vacant. Post Office in Dennilton   |
| 6    | Part Matlala                          |   |
| 7    | Marble Hall                           | Main Post Office – service collection points in region. Private Courier services (2 locality stationed)   |
| 8    | Moganyaka                             | Post office in Leeuwfontein   |
| 9    | Manapyane                             | No local post office in Ward 8. Make use of service in Moganyaka.   |
| 10   | Mamphokgo                             | Post Office. No postal service in other villages  |
| 11   | Rakgwadi                              | Post Office. No postal services in other villages.  |
| 12   | Serithing<br>Ngwalemong               | Post Office boxes<br>Post Office<br>No postal service in other villages   |
| 13   |                                       |   |
| 14   | Dicheoung                             | Mail Collection Point   |
| 15   | Elandskraal/Hinlopen                  | Post Office. Mail Collection Point  |
| 16   | Tsimanyane                            | Posting service only. No postal service in other villages   |

### 7.6.1 Backlog – Ward visits August 2011

|         |  |
|---------|--|
| Ward 1  | Vodacom tower and reception at Malebitsa.(priority 11)   |
| Ward 2  | 1.Uitvlugt – increase boxes .2.Vodacom tower at Uitvlugt.(priority 12)   |
| Ward 3  | 1.Uitvlugt – increase post boxes and Keerom require post boxes(nothing at present).2.Vodacom tower at Keerom/Uitvlugt  |
| Ward 4  | Post Office required at Matlerekeng  |
| Ward 5  | No need indicated  |
| Ward 6  | No need indicated  |
| Ward 7  | No need indicated  |
| Ward 8  | No need indicated  |
| Ward 9  | 1.MTN/Cel C reception upgrade required for ward.2.Etv and SABC reception upgrade required at Moganyaka south and north.<br>3.Telekom landline connections required for schools and households in ward.4.Internet reception required<br>5.Post boxes required at Moganyaka North/South(priority 8)                  |
| Ward 10 | 1.Mamphokgo-post boxes required.2.Telkom connections required for schools and clinic-there is a main line leading to the hospital.<br>3.Reception towers – Vodacom/MTN/Cell C.(priority 11)  |
| Ward 11 | No need indicated  |
| Ward 12 | 1.Telkom lines required in all villages for phones-Main line runs from Rakgwadi to Nebo.2.Post office required at Mabitsi B<br>3.Post boxes required in all villages except Serithing and Ngwalemong “A” which have boxes<br>4.Vodacom/MTN/Cel”C” reception is poor in all villages except Seretheng.(priority 13) |
| Ward 13 | No need indicated  |
| Ward 14 | 1.3G required at Regae.2.MTN/Cel C poor reception and Telkom phones required at Dichoeung.(priority 11)  |
| Ward 15 | Morarela and Mbuzini needs Telkom Public phones.(priority 9)   |
| Ward 16 | 1.Tower required for vodacom/mtn/cell C at Tsimanyane and cordless Telkom.<br>2.House numbers to be placed at Letebejane.(priority 7)  |

The challenges for the above is the lack of postal facilities and cel phone reception

### 7.7 Cemeteries

The table below indicates the cemeteries and backlog

|        |  |
|--------|--|
| Ward 1 | Fencing of cemeteries (priority 10)  |
| Ward 2 | Cemeteries require upgrading and fencing(priority(priority 7)  |
| Ward 3 | Cemeteries require upgrading and fencing(priority 7)   |
| Ward 4 | Fencing, water, cleaning & groundsman required for both villages(priority 12)  |
| Ward 5 | Fencing- stop nonsense or palisade, toilets, water, grounds man, storeroom and one new cemetery required in the ward.(priority 10)           |
| Ward 6 | 1.TLB – dig graves all villages.2.High mast lights at cemeteries and fencing(priority 6)   |
| Ward 7 | No need indicated  |
| Ward 8 | Ablution block, storm water, grave digging and fencing required at graveyard.(priority 5)  |
| Ward 9 | 1.Proper fencing,water and toilets required for all cemeteries.2.Manapyanne ext new site need grading and removing of trees.<br>(priority10) |

|         |   |
|---------|---|
| Ward 10 | Fencing of all cemeteries.(priority 12)   |
| Ward 11 | Fencing and maintenance of cemeteries urgently.(priority 2)   |
| Ward 12 | Fencing,cleaning and formalization of all cemeteries.(priority 10)  |
| Ward 13 | Water , toilets and fencing required in all villages. Require TLB to dig holes and cover up again.(priority 15)   |
| Ward 14 | 1.Fencing ,cleaning,water and toilets required.2. Regae cemetery to be enlarged.(priority 6)  |
| Ward 15 | 1.Identify central area for cemetery.2.Need palisade fencing at Elandskaal Cemetery, Morarela(extended area) and Mbuzini(priority 8)  |
| Ward 16 | 1.Tsimanyane ext.-need cemetery.2.Matseding need cemetery(problem with land/soil-apply to Chief for land)<br>3.Other cemeteries need fencing,toilets and formalization.4.Cemetery required at Letebejane ext.(priority 8) |

## 8. INSTITUTIONAL ANALYSIS

The municipality has been organized in the following institutional components:

### 8.1 Council

#### 1.Municipal Council

The Council consist of 32 Councilors,16 ward councilors and 16 PR Councilors. The Council give political guidance to the municipality with regard to policy development

#### 2.Office of the Speaker

Presiding at meetings of the Council

Performing the duties and exercises the powers delegated to the speaker in terms of section 32 of the Structures Act No. 117 of 1998.

Ensuring that Council meets at least quaterly.

Maintaing order during meetings

Ensuring compliance in the Council and Council committees with the code of conduct set out in Schedule 5 of the Structures Act.

Ensuring that Council meetings are conducted in accordance with the rules and orders of the Council

#### 3.Office of the Mayor

Presiding at meetings of Executive committee

Performing the duties, including any ceremonial functions,and exercises delegated to the Mayor by the municipal council or the executive committee.

## 8.2 Staff Component

The organogram has been completed, placements have been done, job descriptions is in place and appointment of key staff are being done as finances are available.

## 8.3 Human Resource Policies

Travelling and subsistence allowances policy and Cell phone policy was revised on 31 May 2012.

## 8.4 Organisational Performance Management System(OPMS) and Performance Management System(PMS)

### 8.4.1 OPMS

Performance plan of the municipality for 2012/13

### STRATEGIC THRUST 1: EFFECTIVE FINANCIAL MANAGEMENT

| OBJECTIVES   | DATE          | KEY PERFORMANCE INDICATOR  | PERFORMANCE STATUS | REASON FOR DEVIATION |
|--|---------------|--|--------------------|----------------------|
| 1.1 Monitor and control the budget of the municipality so that expenditure is in line with Council's requirements and availability of funds    | End June 2013 | a)All spending occurs within the parameters of the budget.<br>b)Sound financial management<br>c)Highlight any irregularities to H.O D's<br>d) Provide a monthly overview of the budget for each department and the municipality and any issues that need to be taken into consideration  |                    |                      |
| 1.2 Develop a medium term financial framework within which Council can operate.  | End June 2013 | a)Develop a Five-year financial plan which should be approved by Council.<br>b)Evidence to be provided that the financial plan is linked to the IDP.   |                    |                      |
| 1.3 Develop and implement a budget process and system that allows for public participation and the alignment of the budget to community needs. | End May 2013  | a)Budget process plan approved by 31 August 2012.<br>b)Prepare and submit draft budget to the Municipal Manager for discussion with management and thereafter the finance portfolio committee<br>c)CFO should prepare the budget process as far as is practically possible in line with GAMAP principles. Prepare a plan that will show what needs to be in place in order to implement GAMAP by 2012/2013 .<br>d)Budget process should be communicated and implemented. (Evidence to be provided on the implementation of the system).<br>e) Ensure budget is adopted by end of May 2013. |                    |                      |

| OBJECTIVES   | DATE         | KEY PERFORMANCE INDICATOR  | PERFORMANCE STATUS | REASON FOR DEVIATION |
|--|--------------|--|--------------------|----------------------|
| 1.4 Manage and control budgeting and financial planning so that the strategic direction of Council is reflected in the budget and that the budget is adhered to. | 31 May 2013  | <p>a)Evidence to provided of public participation (this will be arranged by finance portfolio committee, who will be guided by the development of the budget within timeframes that will lead to the adoption of the budget by 31 May 2013</p> <p>b)Budget submitted to and approved by Council within required deadlines/format.</p> <p>c)Approved budget should be submitted to National Treasury within 14 days after adoption of the budget</p> <p>d)Preparation and submission of financial statements within required deadlines in the format required by the Auditor General</p>            |                    |                      |
| 1.5 Manage all assets and insurance of Council so that there is adequate cover.  | 30 June 2013 | <p>a)Asset risk management strategy should be developed.</p> <p>b)Develop an asset register</p>  |                    |                      |
| 1.6 Manage and control revenue so that Council receives all money owed to it.  | 30 June 2013 | <p>a)Plan developed ,approved and implemented to improve payment facilities/pay points in conjunction with other service providers. (Progress to be in line with plan).</p> <p>a)Indigents and Credit Control Policies developed and approved by Council. (Progress to be measured against policies).</p> <p>b)A Tariff Policy that differentiates various categories of consumers and areas based on services and affordability to be developed and approved by Council.</p> <p>c)Differentiated rates system to be developed and approved by Council. (Evidence of progress to be provided).</p> |                    |                      |

| OBJECTIVES  | DATE         | KEY PERFORMANCE INDICATOR  | PERFORMANCE STATUS | REASON FOR DEVIATION |
|---|--------------|--|--------------------|----------------------|
| 1.7 Facilitate the process of building capacity in the Finance Department                       | 30 June 2013 | a)Appoint interns in consultation with the Manager Corporate Services<br>b)Develop and implement a mentoring programme for the interns<br>c)Appoint a Deputy Chief Financial Officer |                    |                      |
| 1.8 To identify other sources of revenue which will improve income received by the municipality | 30 June 2013 | Facilitate the compilation of a comprehensive valuation roll   |                    |                      |

## STRATEGIC THRUST 2 : INSTITUTIONAL TRANSFORMATION

| OBJECTIVES   | DATE         | KEY PERFORMANCE INDICATOR   | PERFORMANCE STATUS | REASON FOR DEVIATION |
|--|--------------|---|--------------------|----------------------|
| 2.1 Develop and implement an Employment Equity Plan for the Council and promote adherence to the plan in the Corporate Services Department | 30 June 2013 | a)Plan approved by Council.   |                    |                      |
| 2.2 To promote and ensure that capacity is built within the institution and in the community   | 30 June 2013 | a)Coordination of Internship/ volunteer/ mentorship programmes.<br>b)Development of a skills development plan.<br>c)Accessing of funds for skills development from LGWSETA<br>d) Assisting other departments in facilitating access to training for members of the community i.e SETA's and Dept. of Labour .   |                    |                      |
| 2.3 To lead and direct the Human Resources Section so that the HR objectives of Council are achieved.                                      | 30 June 2013 | a)Develop an institutional development business plan and facilitate its implementation.<br>b)Develop HR policies and plans.<br>c)Facilitate change management<br>d)Develop a policy and programmes around the issue of HIV/AIDS in the workplace<br>e) Purchasing of software that will assist in the management and administration of Human resource related information |                    |                      |



| OBJECTIVES   | DATE         | KEY PERFORMANCE INDICATOR   | PERFORMANCE STATUS | REASON FOR DEVIATION |
|--|--------------|---|--------------------|----------------------|
| 2.4 Lead and direct the Administration Section so that the administration objectives of Council are achieved | 30 June 2013 | Purchasing of software that will assist in the management, administration and distribution of information                                 |                    |                      |
| 2.5 Lead and direct the Legal Service Section so that the objectives of Council in this area are achieved.   | 30 June 2013 | Development and review of by-laws.  |                    |                      |
| 2.6 Lead, direct and manage staff within Department so that they are able to meet their objectives.          | 30 June 2013 | All subordinates to have job descriptions which are available for inspection and links to the overall strategic objectives of Department. |                    |                      |

### STRATEGIC THRUST 3 : SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL MANAGEMENT

| OBJECTIVES  | DATE             | KEY PERFORMANCE INDICATOR  | PERFORMANCE STATUS | REASON FOR DEVIATION |
|---|------------------|--|--------------------|----------------------|
| 3.1 To promote a safe, clean sustainable and well managed environment in line with the Integrated Development Plan of the Municipality. | End of June 2013 | a)develop and implement policies and by-laws<br>b)provide an efficient refuse removal service in Marble Hall and Leeuwfontein and develop a plan to extend the service to Elandskraal, Matlerekeng and other areas<br>c)Proper disposal of collected waste at registered waste sites |                    |                      |

### STRATEGIC THRUST 4 : SERVICE DELIVERY EXCELLENCE , CUSTOMER SERVICE AND BATHO PELE

| OBJECTIVES   | DATE         | KEY PERFORMANCE INDICATOR   | PERFORMANCE STATUS | REASON FOR DEVIATION |
|--|--------------|---|--------------------|----------------------|
| 4.1 To strive to provide services to the municipality's customers in an effective and efficient manner | 30 June 2013 | a)Conduct customer survey to determine service and support satisfaction level :<br><ul style="list-style-type: none"> <li>• Employees</li> <li>• Departments</li> <li>• Senior Management</li> <li>• Labour</li> <li>• Political Structures</li> </ul> b)Training, awareness and implementation of BathoPele principles<br>c)Establish suggestion boxes |                    |                      |

## STRATEGIC THRUST 5 : ACCESS TO BASIC SERVICES

| OBJECTIVES   | DATE          | KEY PERFORMANCE INDICATOR  | PERFORMANCE STATUS | REASON FOR DEVIATION |
|--|---------------|--|--------------------|----------------------|
| 5.1 Prepare and facilitate the implementation of strategic plans for electricity that both inform and are aligned to the Integrated Development Plan         | End June 2013 | a)Annual electricity plan developed and approved by Council. Plan should compliment plans for municipality's growth<br>b)Plan should be submitted to the District municipality and ESKOM for funding<br>c)Facilitate the Provision of free basic electricity<br>d)Facilitate the provision of electricity for the Marble Hall Loskop housing development project |                    |                      |
| 5.2 Prepare strategic plans for water and sewerage that both inform and are aligned to the Integrated Development Plan of the Municipality.                  | End June 2013 | a)Annual Water and Sanitation project Plan approved by Council and submitted to District municipality for implementation. Plan should compliment plans for the Municipality's growth.<br>b)Progress against plan provided – progress to be on track with approved plan.<br>c) 5-year capital plan aligned to IDP, approved by Council and reviewed annually.     |                    |                      |
| 5.3 Plan in liaison with the District municipality for services that are within the powers and functions of the district municipality                        | End June 2013 | a)Facilitate a service level agreement with the District for the provision of water  |                    |                      |
| 5.4 Prepare and implement strategic plans for roads and storm water that both inform and are aligned to the Integrated Development Plan of the Municipality. | End June 2013 | a)Annual roads and storm water plan approved by Council. Plan should compliment plans for the Municipality's growth.<br>internal roads<br>Tarring of existing gravel roads<br>Progress against plan provided – progress to be on track with approved plan.<br>b)5-year capital plan aligned to IDP, approved by Council and reviewed annually.                   |                    |                      |
| 5.5 Maintain the road assets so that the life cycle costs are optimized and the mobility/access needs of the population are met.                             | End June 2013 | Maintenance of internal tarred roads as part of the urban renewal plan   |                    |                      |
| 5.6 Reduce the infrastructural backlogs to ensure efficient and effective provision of service for improved living conditions.                               | End June 2013 | a)100% of capital budget to be spent.<br>b)Facilitate process of provision of housing and the implementation process   |                    |                      |

**STRATEGIC THRUST 6 : PUBLIC SAFETY AND BY-LAW ENFORCEMENT**

| OBJECTIVES  | DATE          | KEY PERFORMANCE INDICATOR   | PERFORMANCE STATUS | REASON FOR DEVIATION |
|---|---------------|---|--------------------|----------------------|
| 6.1 Ensure the enforcement of by- laws and the prosecution of offenders.  | End June 2013 | Control, regulate and monitor hawkers in town (traffic/health). Identify and allocate sites.<br>Development of infrastructure<br>c)Determination of tariffs and registration of hawkers Develop a database of hawkers info and a plan<br>d)10% of informal traders trained and certified.<br>e)Assessment of which by-laws are necessary to regulate activities in the department of community services |                    |                      |
| 6.2 To promote a safe and secure environment  | End June 2013 | a) Undertake an assessment of the status quo in terms of police stations and the problems communities are encountering and the best mechanisms to deal with the problems.<br>b)Facilitate and ensure that Community policing forums are established<br>Develop a crime prevention strategy  |                    |                      |
| 6.3 Regulate and manage traffic, enforce by-laws and educate the public so that safety on the road is improved  | End June 2013 | a)Develop and implement targets for law enforcement to improve service delivery and increase income generated through this exercise for each official.  |                    |                      |
| 6.4 Oversee the management of the Licensing Section and Testing Stations so that efficient and effective license services and testing of vehicles takes place | End June 2013 | a)Perform an audit of establishing the testing stations compliance with SABS requirements.  |                    |                      |
| 6.5 Oversee the management of disasters and safety of the residents   | End June 2013 | a)Facilitate discussions with the District municipality for the development of a Disaster management centre in Marble Hall.<br>b)Investigate the feasibility of establishing an ambulance service and develop a proposal  |                    |                      |

**STRATEGIC THRUST 7: HOUSING DELIVERY**

| OBJECTIVES   | DATE          | KEY PERFORMANCE INDICATOR   | PERFORMANCE STATUS | REASON FOR DEVIATION |
|--|---------------|---|--------------------|----------------------|
| 7.1 Make provision for the improvement of service delivery of low income housing for low income communities. | End June 2013 | a) Evidence to be provided of housing provision for low-income communities. |                    |                      |

**STRATEGIC THRUST 8 : TRANSPORTATION**

| OBJECTIVES   | DATE          | KEY PERFORMANCE INDICATOR   | PERFORMANCE STATUS | REASON FOR DEVIATION |
|--|---------------|---|--------------------|----------------------|
| 8.1 To provide an effective and efficient transport system | End June 2013 | a)Identify areas where there is a need to develop taxi and bus ranks and make applications for funding. |                    |                      |

**STRATEGIC THRUST 9 : ECONOMIC GROWTH AND DEVELOPMENT**

| OBJECTIVES   | DATE          | KEY PERFORMANCE INDICATOR  | PERFORMANCE STATUS | REASON FOR DEVIATION |
|--|---------------|--|--------------------|----------------------|
| 9.1 To empower and build the capacity of entrepreneurs so that they are able to understand and have an impact on the economic development and growth of this Municipality. | End June 2013 | a)Develop a database of information on the economy, skills audit.<br>b)Capacity building and training of entrepreneurs<br>c)Empowerment of farmers through Emerging farmers development programme<br>Evidence provided (in the form of a report) to show interaction with stakeholders i.e. names and positions of people, dates of meetings, meetings initiated by, issues discussed at meetings and outcome of meetings. |                    |                      |
| 9.2 Facilitate and foster the economic development through planning and increased economic activity in the municipal area  | 30 June 2013  | a)Development of a unique tourism destination (mini national park, Flag Boshielo eco-tourism etc)<br>e)Job creation through capital projects   |                    |                      |
| 9.3 To preserve the heritage and culture of the municipality through promoting eco- tourism  | 30 May 2013   | a)Heritage, culture, heritage sites and cultural sites preservation.<br>b)Development of a cultural village.   |                    |                      |

**STRATEGIC THRUST10 : GOOD GOVERNANCE AND BUILDING DEMOCRACY**

| OBJECTIVES   | DATE         | KEY PERFORMANCE INDICATOR   | PERFORMANCE STATUS | REASON FOR DEVIATION |
|--|--------------|---|--------------------|----------------------|
| 10.1 To promote effective and efficient communication both internally and externally   | 30 June 2013 | a)Implementation of the communication strategy.   |                    |                      |
| 10.2 To ensure that there is effective and meaningful public participation by communities in Council programmes and activities   | 30 June 2013 | a)Provide institutional support to ward committees<br>b)Outreach programme by the Mayor   |                    |                      |
| 10.3 Develop an IDP that ensures the activities of the municipality and its resource allocation are aligned to political priorities and community needs taking into account human resource and financial constraints | 30 June 2013 | Evidence to be provided of public participation and communication of the process to stakeholders e.g. publicity of information in the media, guidelines for councillors and staff, etc. |                    |                      |

**STRATEGIC THRUST 11 : STRATEGIC MANAGEMENT**

| OBJECTIVES   | DATE         | KEY PERFORMANCE INDICATOR   | PERFORMANCE STATUS | REASON FOR DEVIATION |
|--|--------------|---|--------------------|----------------------|
| 11.1 Develop an IDP that ensures the activities of the municipality and its resource allocation are aligned to political priorities and community needs taking into account human resource and financial constraints | 30 June 2013 | a)Planning process approved by Council.<br>b)Evidence to be provided of education /support given to councilors and ward committee members during the planning process e.g. Councilors training programmes, etc.<br>c)Development of Ward level IDP<br>d)Facilitating the drafting of Annual municipal and Departmental business plans |                    |                      |

**STRATEGIC THRUST 12 : FIGHTING POVERTY AND PROMOTING HUMAN DEVELOPMENT**

| OBJECTIVES   | DATE          | KEY PERFORMANCE INDICATOR   | PERFORMANCE STATUS | REASON FOR DEVIATION |
|--|---------------|---|--------------------|----------------------|
| 12.1 Lead and direct the Community Services for the Municipality so that the key strategic objectives in relation to Welfare are achieved. | End June 2013 | a)Initiate and facilitate food security projects in each ward.<br>b)Facilitate the provision of shelter, sanitation, water and safety at pension pay points |                    |                      |

**STRATEGIC THRUST 13 : HIV/AIDS PREVENTION AND MANAGEMENT**

| OBJECTIVES   | DATE          | KEY PERFORMANCE INDICATOR  | PERFORMANCE STATUS | REASON FOR DEVIATION |
|--|---------------|--|--------------------|----------------------|
| 13.1 Lead and direct the Community services for the Municipality so that the key strategic objectives in relation to Health are achieved | End June 2013 | a)Develop and implement an HIV/AIDS strategy<br>b)Coordinate the activities of NGO's, CBO's and other interest groups so that there is an integrated approach in dealing with HIV/AIDS and other social issues |                    |                      |

**8.4.2 PMS**

The Performance Management System (PMS) for the Municipality was reviewed and approved by Council on 25 November 2010. The framework is in line with DPLG Local Government performance regulations published on 1 August 2006.

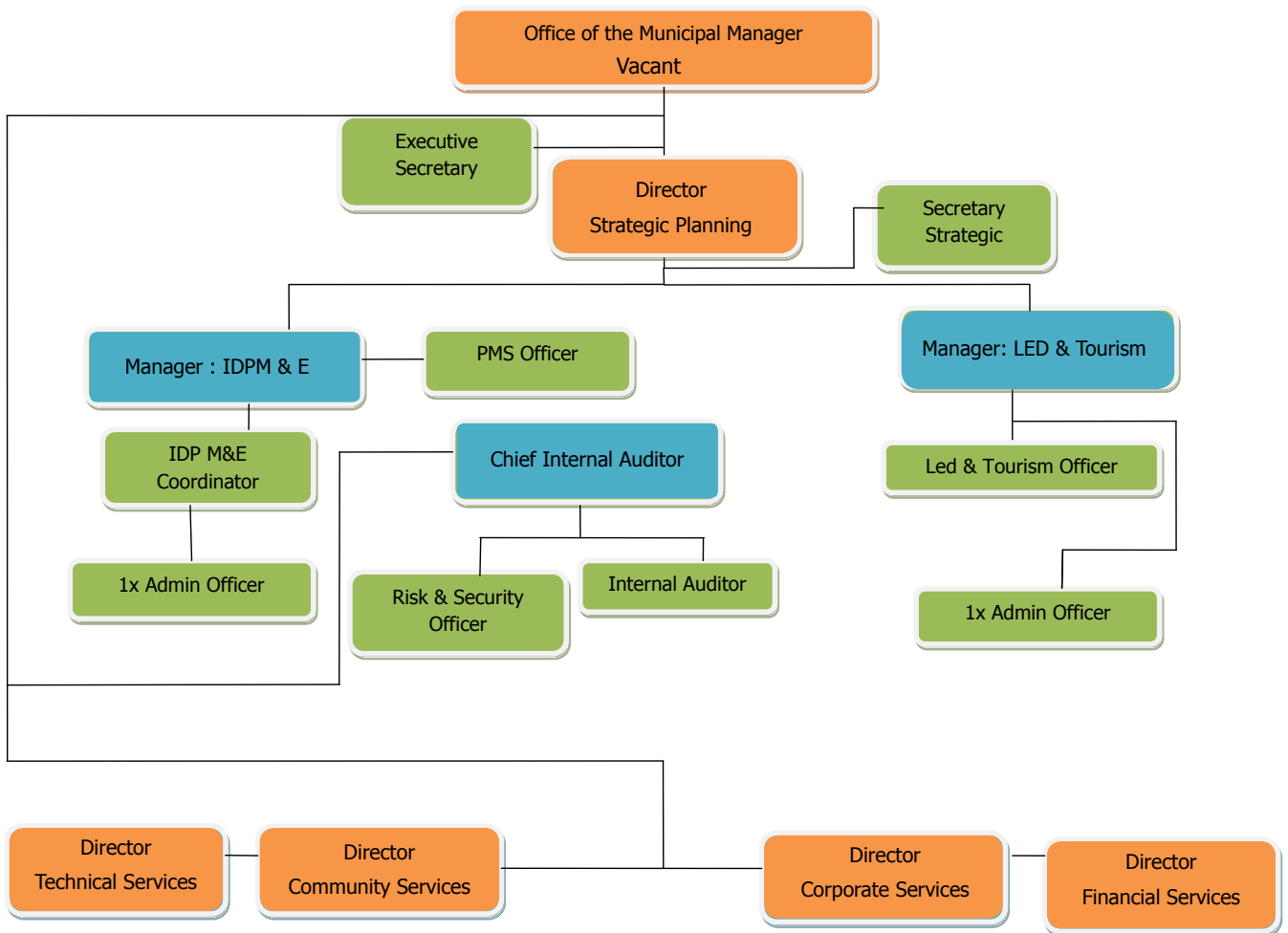
Performance agreements has been signed by managers for 2011/12. PMS evaluation panel has been established and new councillors receive training from COGSTA. Audit committee has been appointed on 20 October 2011 and quarterly review conducted during 2011/12.

**8.5 Administrative Structure**

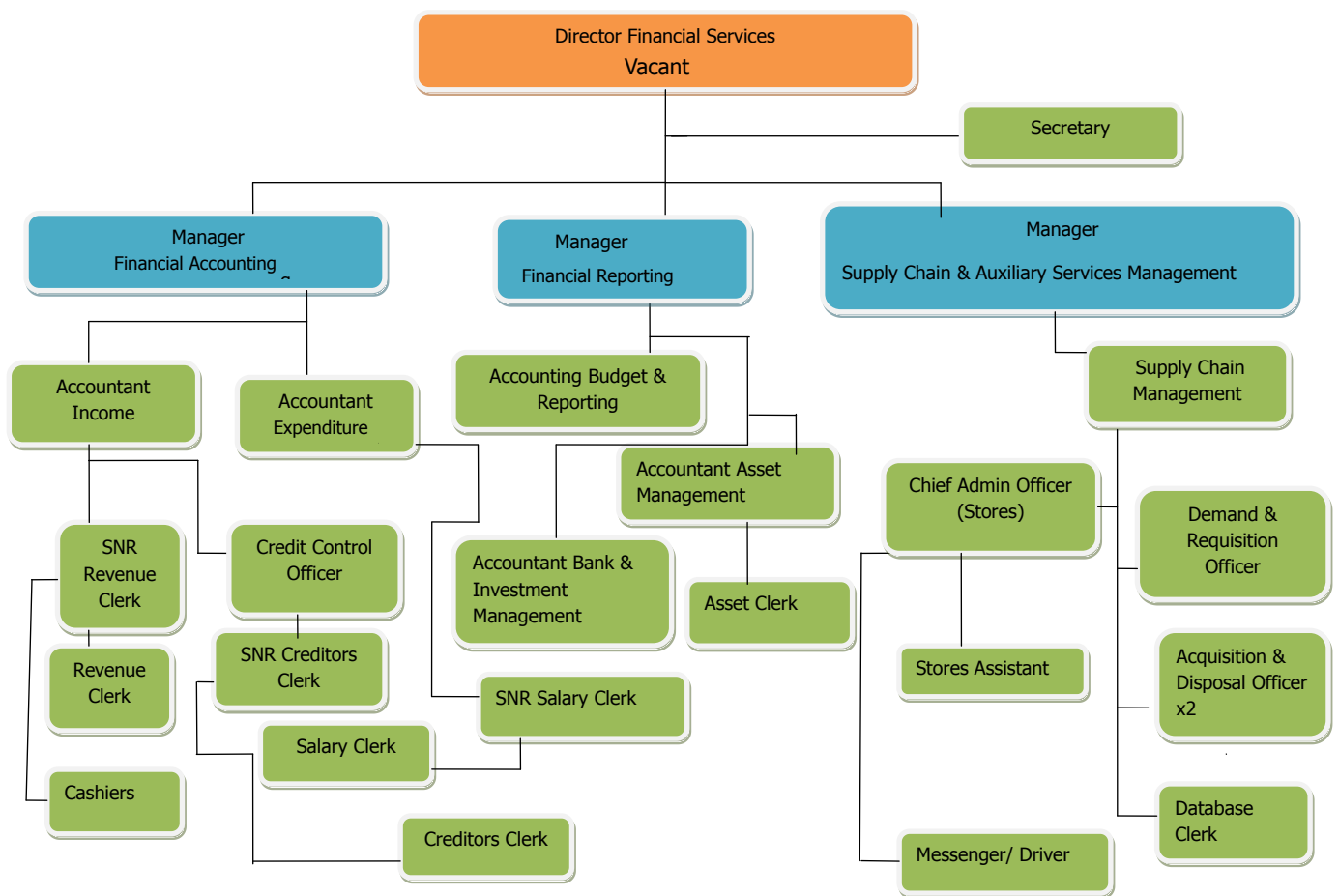
1. Posts on approved organogram – 271
2. Posts filled – 210 : Gender 150 – Male, 60 - Female
3. Vacancies – 61
4. Plans – Adverts for vacancies for critical posts placed during the year.
5. Challenges – Critical vacant posts are not evaluated and the non-availability of funds to fill vacancies.

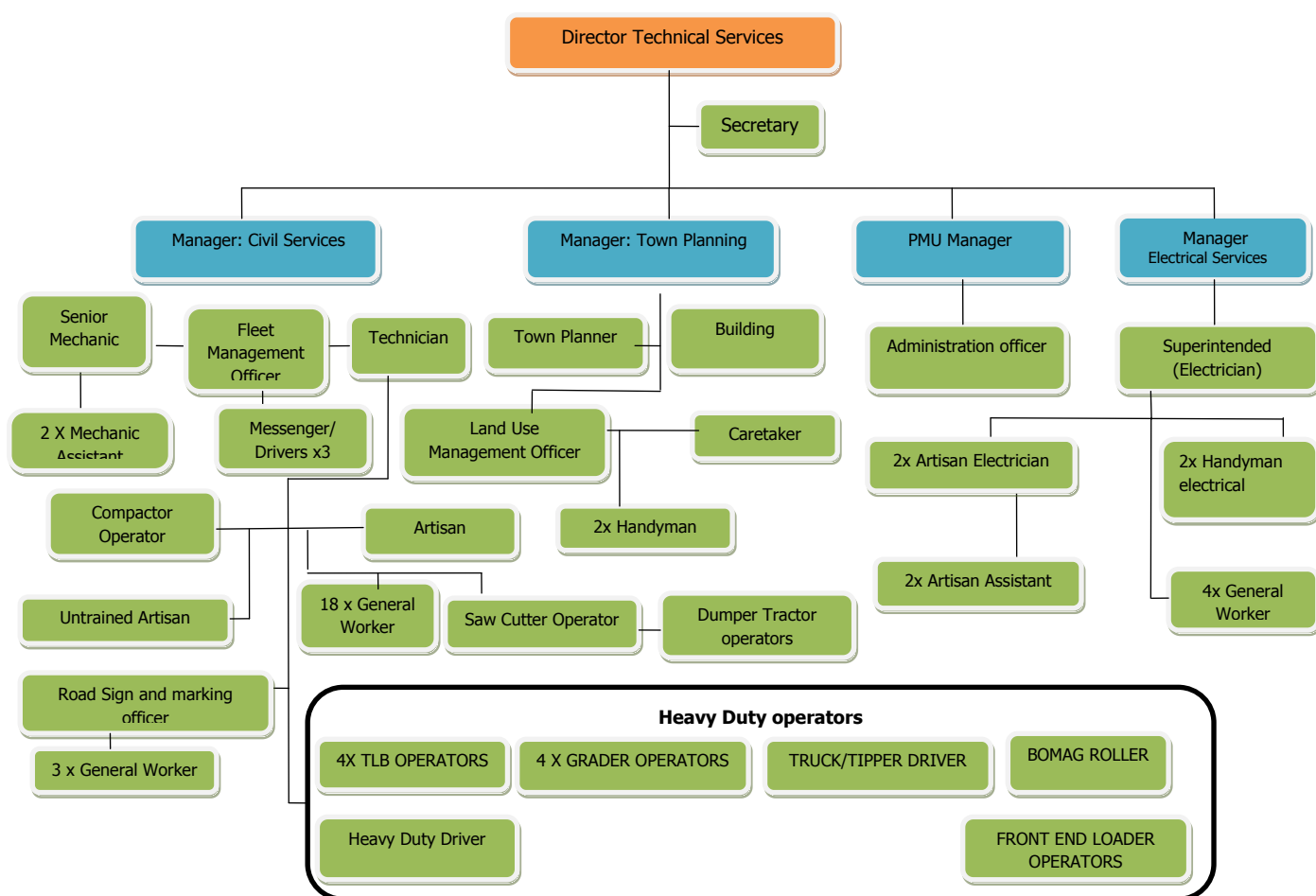
**8.6 Organogram**

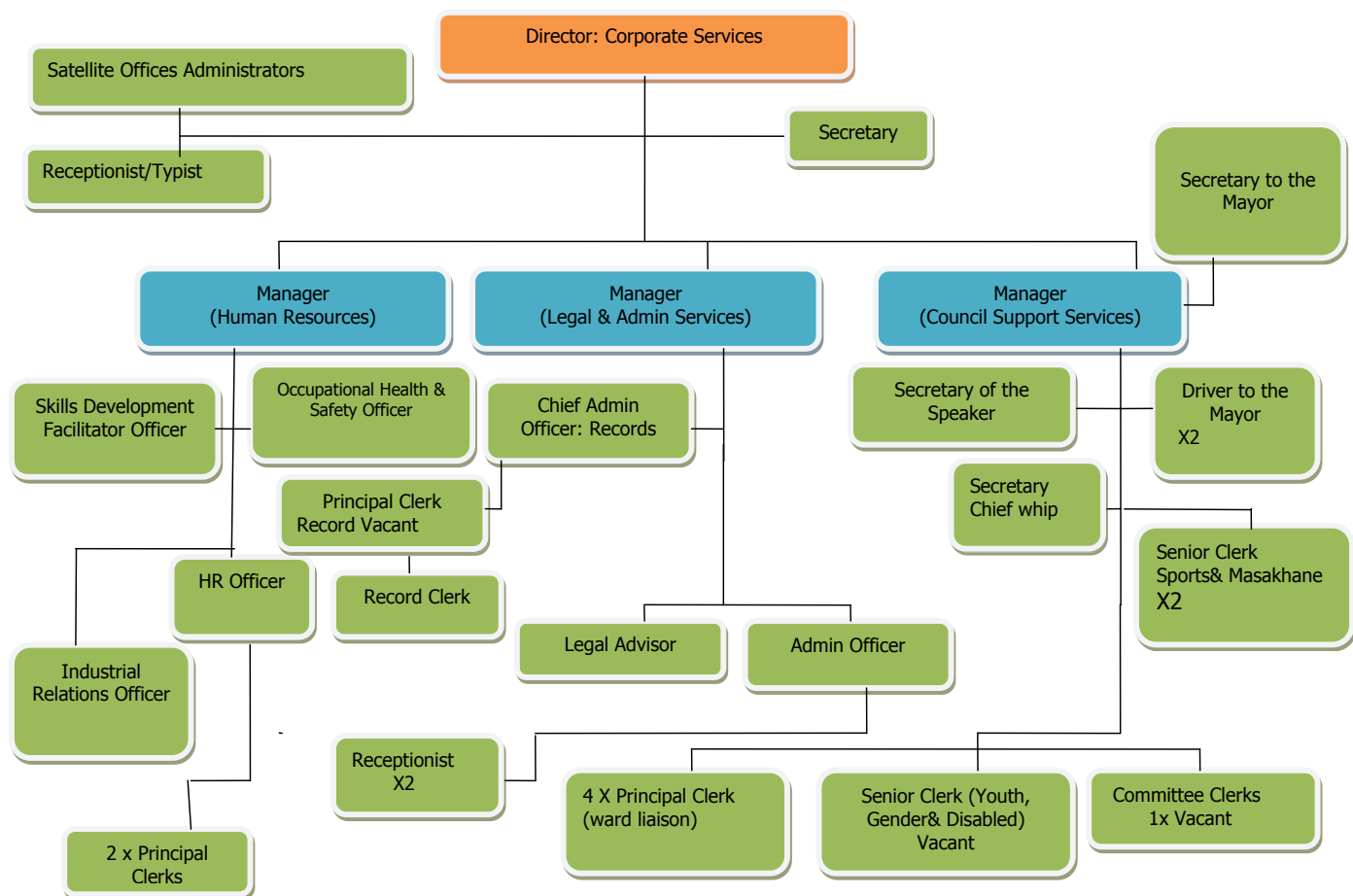
The following organogram was reviewed by council on 20 April 2011 and is aligned to the powers and functions of the municipality as set out under paragraph 10.1:

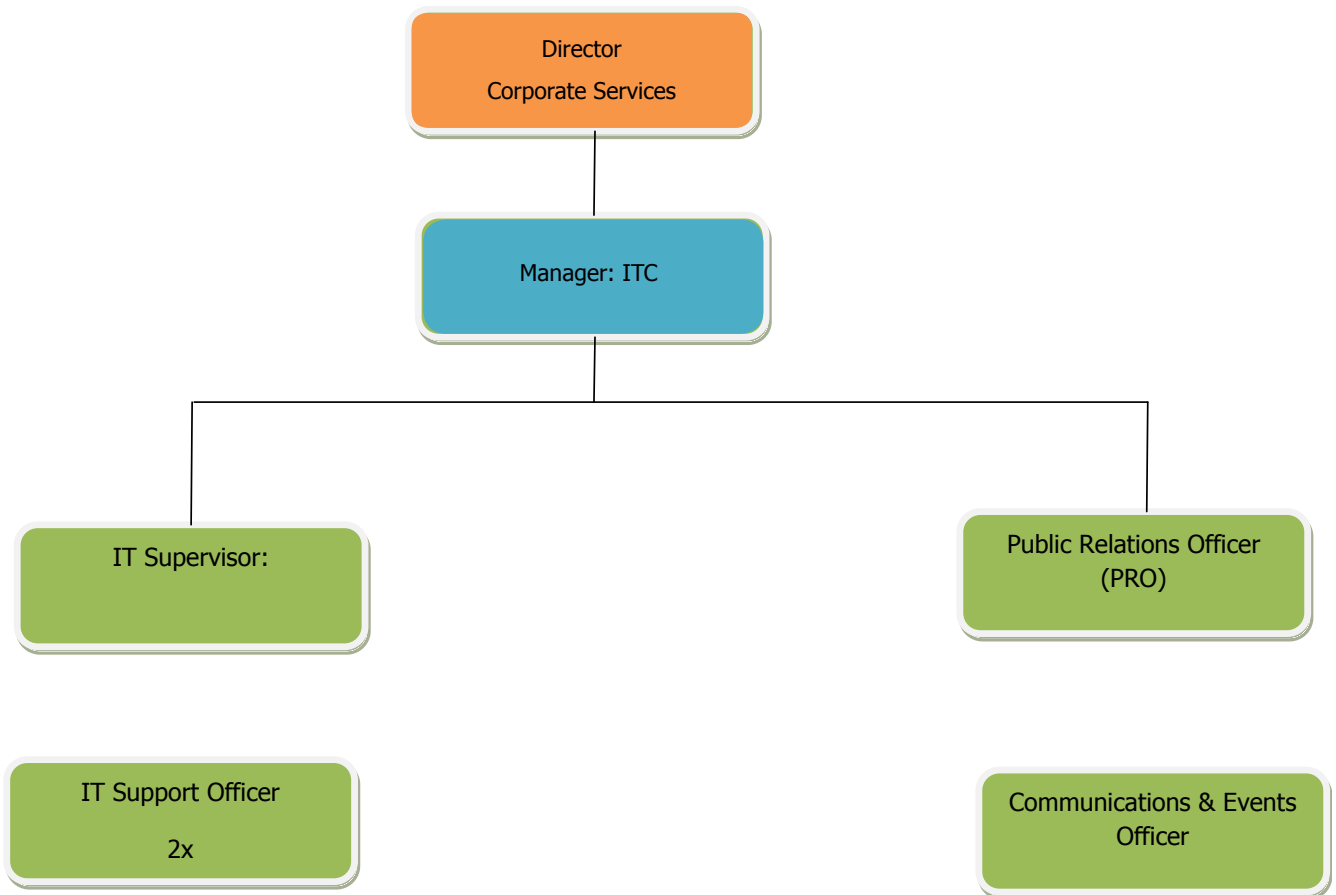


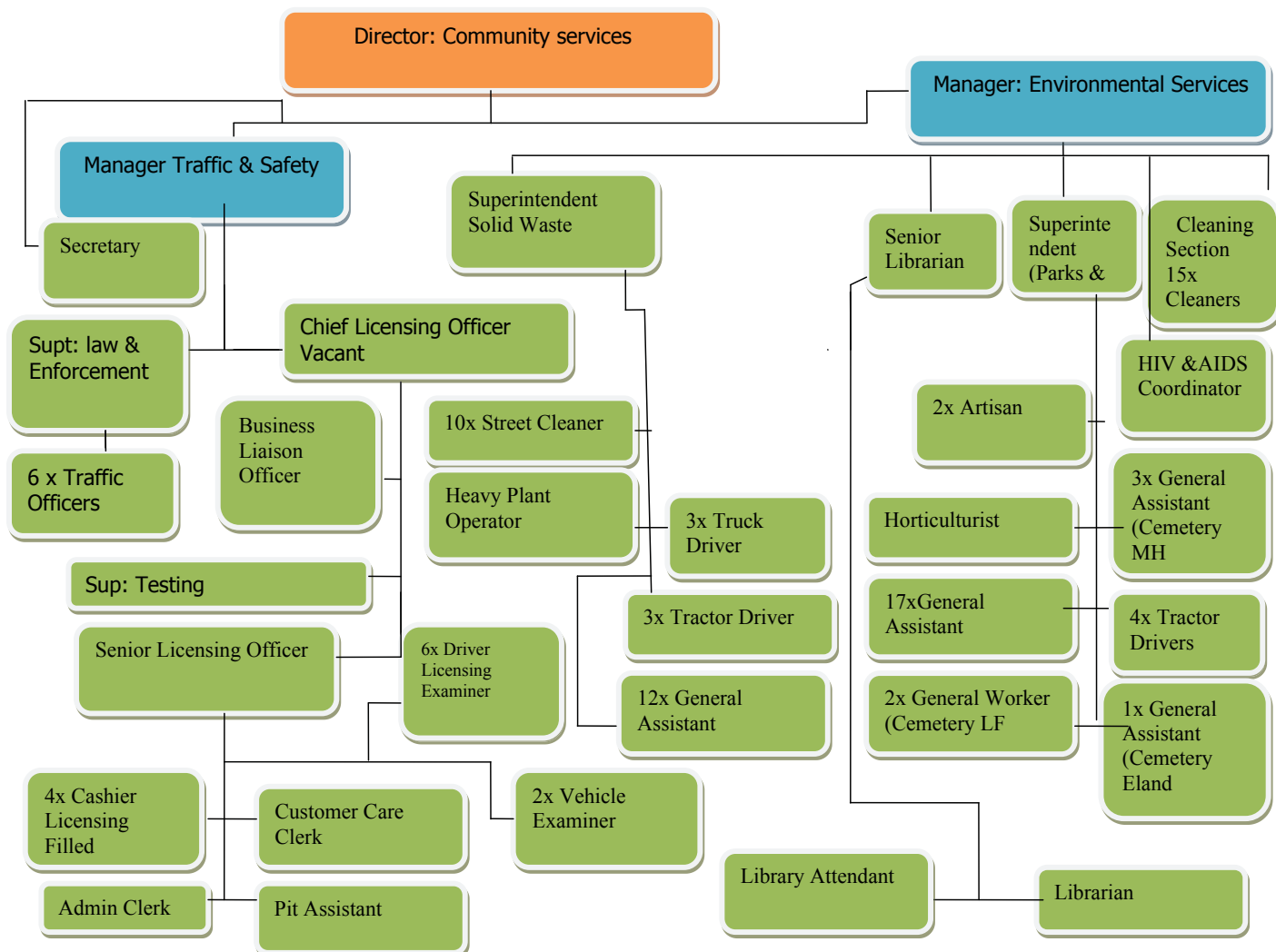












## 8.7 Employment equity

Employment equity plan has been compiled and the challenges is to attract suitable, qualified and competent staff in line with the plan.

## 8.8 Skills needs

The skills needs are covered in the skills development plan.

# 9. FINANCIAL VIABILITY AND MANAGEMENT

## 9.1 Grants and Subsidies

The allocation for 2011/12 is MIG R 17 321 000 ,Equitable Share R60 529 000, FMG R1 250 000, Organic farming (DTI) R5 579 150 and MSIG R790 000 and was utilized for the following projects:

| Section Responsible | IDP Link                                 | Projects  | Ward Number | Funding Source                    | Budget 2011/2012 |
|---------------------|--|---|-------------|-----------------------------------|------------------|
| Technical services  | Roads and stormwater                     | Building of bridge:Mathukuthela                         | 13          | Council/MIG<br>Vote<br>850/305061 | 2 300 587        |
| Technical services  | Roads and stormwater                     | Building of bridge:Monotolaneng                         | 13          | Council/MIG<br>Vote<br>850/305062 | 2 392 413        |
| Technical services  | Organisational infrastructure and assets | Klopper community hall                                  | 3           | Council/MIG<br>Vote<br>625/305077 | 3 500 000        |
| Technical services  | Roads and stormwater                     | Moganyaka Access road                                   | 9           | Council/MIG<br>Vote<br>850/305062 | 1 764 000        |
| Technical services  | Roads and stormwater                     | Upgrading of Obaro road                                 | 7           | Council/MIG                       | 1 600 000        |
| Technical services  | Roads and stormwater                     | Malibitsa Internal Road                                 | 1           | Council/MIG<br>Vote<br>850/305075 | 1 176 000        |
| Technical services  | Roads and stormwater                     | Marbe Hall stormwater phase 2                           | 7           | Council/MIG<br>Vote<br>850/305065 | 4 000 000        |
| Technical services  | Roads and stormwater                     | Vaalbank access road                                    | 12          | Council/MIG<br>Vote<br>850/305064 | 588 000          |
| Strategic Planning  | LED & Job creation                       | Organic farming   | All         | DTI<br>Vote760/260154             | 5 579 150        |
| Financial services  | Financial management                     | Installation of electricity vending machine             | All         | Council<br>MSIG<br>Vote775/260115 | 450 000          |
| Financial Services  | Financial management                     | Integration of financial system to prepaid meter system | All         | Council<br>MSIG<br>Vote775/260780 | 150 000          |
| Corporate Services  | Good Governance and public participation | Functioning of ward committee                           | All         | Council<br>MSIG<br>Vote505/260641 | 190 000          |

## **9.2 Credit and Debt Control**

Credit control and Debt collection policy reviewed by the council on 31 May 2012.

The purpose of this policy is to ensure that credit control forms part of the Municipality's financial system and to disclose the intention of Council to standardise procedures for each individual case.

Service accounts that are not paid by the 25th of the month are being placed on a cut-off list and handed to the parties liable for the disconnection of services, on the first day of each week and the services of all accounts highlighted for disconnection are disconnected before the end of the third working day of the first week. This action occurs without any prior notice. Reconnection fees are payable in terms of council's tariff of charges on payment of outstanding account is paid.

## **9.3 Investments**

Investment policy was adopted by council on 31 May 2012.

The Chief Financial Officer is responsible for investing the surplus funds of the Municipality. These investments are managed in consultation with the Mayor or chairperson of the Portfolio Committee on Finance.

On a quarterly basis the Chief Financial Officer submit to council a report reflecting information on the council's investment portfolio, including the type of investment, interest rates, period of investment and a summary of the exposures to particular financial institutions. The CFO must submit once a year a certificate of compliance that no gifts, commission or other consideration was received for investments made.

The CFO must keep a investment register for all investments made

## **9.4 Audits**

Audit made by the staff of the Auditor General after the financial statements have been compiled by 31 August 2012.

The audit on the financial statements for 2010/11 has been completed and an qualified opinion was received from the Auditor General .

## **9.5 Budget and Treasury**

1.Cash flow budget has been compiled and form part of the budget for 2011/12.

2.Objectives of 2011/12 budget was to divide budget into following programs:

- 1.1 Operational – R123 216 593
- 1.2 Capital – R11 742 092
- 1.3 MIG – R 17 321 000
- 1.4 Grants – R 86 019 150
- 1.5 Rates and Taxes – R 11 785 819

3.Figures on the above for 2010/11 is:

- 1.1 Operational – R127 813 744
- 1.2 Capital – R16 399 000
- 1.3 MIG – R14 800 000
- 1.4 Grants – R68 881 000
- 1.5 Rates and Taxes – R9 902 500

## **9.6 Revenue Management**

Revenue enhancement project included in the SDBIP of the CFO has been implemented by the appointment of service provider for strategy development .



## 9.7 Supply Chain Management

Supply chain management division established and SCM policy reviewed on 31 May 2012.

In terms of policy three Bid committees has been established namely, Bid specification committee, Bid evaluation committee and Bid adjudication committee.

## 9.8 Asset Management

Asset management policy adopted by council on 31 May 2012.

The fixed asset register converted to GAMAP/GRAP format.

# 10. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The following arrangements and structures are in place to assist with local governance:

## 10.1 Powers and Functions

| Function   | Municipal Authority      | District Authority | Remarks                               |
|--|--------------------------|--------------------|---------------------------------------|
| 1.Air Polution   | Yes                      |                    |                                       |
| 2.Building regulations   | Yes                      |                    |                                       |
| 3.Child care facilities  | Yes                      |                    |                                       |
| 4.Electricity reticulation                                       | Yes for Marble Hall town |                    | Eskom reticulate rest of municipality |
| 5.Fire fighting  | No                       | Yes                |                                       |
| 6.Local tourism  | Yes                      |                    |                                       |
| 7.Municipal airport  | Yes                      |                    |                                       |
| 8.Municipal planning   | Yes                      |                    |                                       |
| 9.Municipal Health Service                                       | No                       |                    |                                       |
| 10.Municipal Public Transport                                    | Yes                      |                    | Bus & Taxi rank in private ownership  |
| 11.Pontoons & Ferries  | Yes                      |                    |                                       |
| 12.Storm water   | Yes                      |                    |                                       |
| 13.Trading regulations   | Yes                      |                    |                                       |
| 14.Water (potable)   | No                       | Yes                |                                       |
| 15.Sanitation  | No                       | Yes                |                                       |
| 16.Beaches and amusement facilities                              | Yes                      |                    |                                       |
| 17.Billboards and the display of advertisements in public places | Yes                      |                    |                                       |
| 18.Cemetries,funeral parlours and crematoria                     | Yes                      |                    |                                       |

| Function  | Municipal Authority | District Authority | Remarks   |
|---|---------------------|--------------------|---|
| 19.Cleansing  | Yes                 |                    |   |
| 20.Control of public nuisance   | Yes                 |                    |   |
| 21.Control of undertakings that sell liquor to the public             | Yes                 |                    |   |
| 22.Facilities for the accommodation, care and burial of animals       | Yes                 |                    |   |
| 23.Fencing and fences   | Yes                 |                    |   |
| 24.Licensing of dogs  | Yes                 |                    |   |
| 25.Licensing and control of undertakings that sell food to the public | Yes                 |                    |   |
| 26.Local amenities  | Yes                 |                    |   |
| 27.Local sports facilities  | Yes                 |                    |   |
| 28.Markets  | Yes                 |                    |   |
| 29.Municipal Abattoirs  | Yes                 |                    |   |
| 30.Municipal parks and recreation                                     | Yes                 |                    |   |
| 31.Municipal roads  | Yes                 |                    |   |
| 32.Noise pollution  | Yes                 |                    |   |
| 33.Pounds   | Yes                 |                    |   |
| 34.Public places  | Yes                 |                    |   |
| 35.Refuse removal refuse dumps and solid waste disposal               | Yes                 |                    | The land fill site in Marble Hall town is licenced and authorised |
| 36.Street trading   | Yes                 |                    |   |
| 37.Street lighting  | Yes                 |                    |   |
| 38.Traffic and parking  | Yes                 |                    |   |
| 39.Registration authority   | Yes                 |                    |   |

## 10.2 Communication

Newsletters are published on a quarterly basis in terms of one of the projects which are included in the SDBIP of Corporate services manager , the key objective being to promote, market and inform constituencies about activities within the Municipality.

## 10.3 Ward Committees

Sixteen ward committees have been established and support is given by the municipality in the form of sitting fee which are paid to members for attending ward committee meetings. Ward committees consist of 10 members each and each member have a specific portfolio i.e. water, roads, IDP, LED etc. The ward committees participate in the meetings when the wards are visited when reviewing the IDP to give input on community issues.

#### 10.4 Community Development Workers

Seventeen community development workers have been deployed to the 16 wards of the municipality and report to the Speakers office

#### 10.5 Traditional Leadership

There are five traditional leaders within the municipal area .

The traditional leaders are consulted in regard to all local governance matters and are invited to all Council and IDP representative meetings.

The relationship between the council and the traditional leaders are sound.

#### 10.6 Intergovernmental Relations

Good relationship has been established with the District municipality in that various forums have been formed namely, District Mayors Forum , District Municipal Managers forum, District IDP Managers forum, District IDP Representative Forum, District Planning forum, District PMS forum, District Technical forum and District Health forum.

Sector departments are part of the District IDP representative forum where their plans and programs for the IDP's of the District and municipalities within the district are given.

#### 10.7 Audit,anti-corruption and risk management

The challenges in respect of audit, anti- corruption and risk management is that action plans are not always implemented within set deadlines .

#### 10.8 Special focus groups

Disability,Youth and Gender desk has been established in the municipality and there programs are coordinated through the Mayor's office. Reading facilities have been established for the blind at the Marble Hall library.

The needs of these groups include disability centre and recreation facilities for the youth.

### 11. SWOT ANALYSIS

KPA 1 Service delivery and infrastructure development

| Department         | Issues/ Services Delivery                  | Strength             | Weakness  | Opportunity  | Threats   |
|--------------------|--|----------------------|---|--|---|
| Technical services | Provision of water & purification services | Water works upgraded | Ageing infrastructure.  | WTW has been refurbished and Contractor commenced with refurbishment in January 2012 | -Water authority lies with Sikhukhune district municipality and limited decision making at local level. |
|                    | Water works                                |                      | Marble Hall water works needs to be refurbished and new reservoir and dams not commissioned | District in process of upgrading Marble Hall water purification works                |   |
|                    | Provision of roads & maintenance           |                      | Insufficient & old plant equipment then render them insufficient                            | Un-economic equipment to be auctioned  | On-going roads deterioration of the municipality  |
|                    | Provision of sewerage                      |                      | Ageing infrastructure   |  | Water authority lies with the district and limited decision making on local level                       |

| Department         | Issues/ Services Delivery                          | Strength  | Weakness   | Opportunity   | Threats   |
|--------------------|--|---|--|---|---|
| Community Services | Environmental services                             | Environment plan/strategy & implementation plan in place  | Environment plan implementation not being monitored .Environmental management is a district function, not clear how to be implemented to fit the district plan. Staff inadequate Devolution of services not yet complete pending district function | DEAT willing to allocate budget and assist                | Control over service process not finished                                       |
|                    | Traffic services and Law enforcement               | Committed few staff and learnership opportunities<br>New vehicles and equipment   | Need extra warm bodies and office space  | Ongoing training by provincial department                 | Non-alignment of boundaries as per magistrate and South African Police Services |
|                    | Sport & creation, arts& culture and heritage sites | Heritage project in place and sport programmes  | Lack of office equipment   | On-going training and assistance by provincial department | No mandate or control and budget  |
|                    | Cleaning services                                  | Licensed refuse tip site in place and collection of refuse in Marble Hall and Leeufontien and hope to extend to other areas | Non payment by community at Leeufontein<br>Old fleet and no fleet management<br>Lack of operational and warm bodies  | Funding from district                                     | Programmes from national not aligned or implemented at local level.             |
|                    | Registration Authority                             | Adequate equipment  | Lack of capacity and warm bodies   | Provincial assistance                                     | Closure by SABS vehicle inspectors for non-compliance                           |
|                    | Disaster and Emergency services                    | Approved disaster management plan   | District manage disaster management.<br>Lack of warm bodies and inadequate budget and office space.<br>Poor monitoring of the service<br>No SLA between municipality and District  | District assistance                                       | Fragmented service<br>Lack of control   |
|                    | Youth, gender& disability programmes               | Internship programmes in place.   | Lack of warm bodies, office space and budget   |   | No control or mandate   |
|                    | Library services                                   | Recruitment plan of staff in place and well resourced library   | Insufficient of tertiary institution books, budget and staff   |   |   |

| Department | Issues/ Services Delivery             | Strength   | Weakness   | Opportunity                 | Threats   |
|------------|---------------------------------------|--|--|-----------------------------|---|
|            | Security services                     | Private security company has been appointed for high risk areas  | Lack of good security management, plan, poor access control and locking of offices after hours<br>Inadequate control of alarm system and supervision |                             | No control  |
|            | Parks and recreational facilities     | Landscape in place   | Lack of warm bodies<br>No budget to extend service to other areas of the municipality  |                             | No control  |
|            | Hawkers and business trading licences | Hawkers management plan in place.<br>Formal stalls build and database of beneficiaries and associates in place | No supervision and not designated as trading licence authority   | Support of the stakeholders | No control<br>Hawkers refuse to move to formal stalls |

#### KPA 2 Local economic development

| Department         | Issues/ Services Delivery                        | Strength  | Weakness   | Opportunity  | Threats  |
|--------------------|--|---|--|--|--|
| Strategic Planning | Plan manage and manage the implementation of LED | Organic farming cluster funded by DTI for 3 years amounting to R25m | Lack of monitoring of implementation of LED. Lack of staff | Employment and Funding future growth of LED projects | Unemployment and collapse of existing projects |

### KPA 3 Municipal financial viability

| Department | Issues/ Services Delivery               | Strength   | Weakness   | Opportunity   | Threats  |
|------------|---|--|--|---|--|
| Finance    | Revenue enhancement                     | Implementation of credit control policy in place | Most people in the rural communities are not paying their rates accounts . | Councilors should embark on awareness campaigns during their meetings with community members and encourage them to pay as part of their community work. Revenue enhancement strategy implementation | Some instances community members have been sighted saying that their councilor told them not to pay and this contributes to the non recovery of debts regardless of efforts made by administration. Lack of support from councilors persuade communities to pay for rates and services |
|            | Financial management and budget control | Compliance with MFMA budget regulations          | Lack of staff in key positions   | Good financial management   | Revenue are not collected from entire municipality<br>Interference in the filling of positions from politicians<br>Lack of proper delegation of authority to unit managers on recruitment  |

### KPA 4 Municipal transformation & Institutional development

| Department         | Issues/ Services Delivery   | Strength  | Weakness   | Opportunity   | Threats                               |
|--------------------|---|---|--|---|---------------------------------------|
| Corporate Services | Human Resources and Development Administration personnel related issues. Industrial relations | Organogram reviewed on May 2012   | Training plans for individual staff not in place,inadequate personnel, lack of coordination of training,inadequate implementation of policies(no monitoring).In service training policy. | Good Governance, Local Economic Development (LED) , Services Delivery | Foreign organisations absorbing staff |
|                    | Manage occupational health & safety matters   | Labour officer arranging committees   | No OHS committee,budget not used   | Safety committee in place   |                                       |
|                    | Manage & provision of IT service  | IT system upgraded,backup information kept(downloaded daily from network). IT policy in place.IT officer appointed. | Monitoring of backup(backup register),remote backup.   | Web site designed and alive   |                                       |

| Department | Issues/ Services Delivery  | Strength           | Weakness  | Opportunity  | Threats            |
|------------|----------------------------|--------------------|---|--|--------------------|
|            | Manage PMS i.r.o.employees | System is in place | Lack of individual employee work plan, lack of official responsible for monitoring of PMS for employees | PMS framework reviewed to cascade PMS to other staff | Unproductive staff |

#### KPA 5 Good governance

| Department         | Issues/ Services Delivery                            | Strength   | Weakness   | Opportunity                            | Threats |
|--------------------|--|--|--|--|---------|
| Corporate Services | Legal advisory and corporate governance              | Legal advisory firms appointed(2), bylaws in place.  | Lack of legal services advisory panel, lack of contract management system, uncoordinated management of requests for legal service by departments                             | Identification of competent legal firm | Lawsuit |
|                    | Provision logistic & administration support services | Ward committees established,budget available for ward committee operations,extra person in PRO's office to assist with ward committee co-ordination, communication strategy, newsletter and draft public participation policy in place,electronic administration in place(filing)and staff trained to use system,Council agenda's compiled. Council programme in place(portfolio,Exco & Council) | Ineffective local labour forum,lack of council resolution register,late submission of items for agenda,insufficient utilization of drivers,ineffective portfolio committees, |  |         |



## KPA 6 Spatial Rationale

| Department         | Issues/ Services Delivery  | Strength  | Weakness   | Opportunity   | Threats                                     |
|--------------------|--|---|--|---|---|
| Technical Services | Ensure lawful security of tenure   | Land use management system drafted  | Lack of applicable legislation to approve Land Use Management System | To implement LUMS once in place                                 | Uncoordinated and haphazard development     |
|                    | Develop, gain approval for and implement a spatial development framework | No Nodal points have been identified in SDF. SDF approved by Council on 25 June 2008. | No capacity to implement SDF   | Compilation of master plans for the development of nodal points | Lack of approved Land Use Management System |

## CHAPTER 3 – STRATEGIES PHASE

### 12. DEVELOPMENT STRATEGIES

#### 12.1 Municipality Vision

The vision was confirmed at a Council workshop on 24 May 2012 as follows:

Viable and sustainable municipality that provides quality services and enhance economic growth.

#### 12.2 Municipality Mission

The mission was confirmed at a Council workshop on 24 May 2012 as follows:

To involve all sectors of the community in the economic and social development whilst improving service delivery thereby becoming a prominent agricultural, business, and mega industrial growth point in Sekhukhune District for the benefit of the residents and province

#### 12.3 Core values of the municipality

1. Transparency, High Quality Service Delivery, Accountability
2. Service Communities with Integrity, Efficiency, Professionalism
3. Commitment, Teamwork, Communication



## 12.4 Strategies

### 12.4.1 MUNICIPAL TURN AROUND STRATEGY

The following turn around strategy was developed during a meeting held on 29 and 30 March 2010 with Councilors, Unit Managers, Divisional Managers, Staff from COGTA and DLGH and various sector departments:

#### Quarterly progress report for period ending 30 June 2012

| PRIORITY AREA                          | BASELINE | INDICATORS  | TARGETS  | PROGRESS ACHIEVED  | BLOCKAGES | CORRECTIVE MEASURES | SUPPORT NEEDED IN TERMS OF UNBLOCKING   |
|--|----------|---|--|--|-----------|---------------------|---|
| Access to basic (or higher) water      |          | Nr of households with access to basic (or higher) levels of water | District to improve the quality at the reservoir by 30 April 2011. Municipality to improve the quality at the households by 30 April 2011. | 30%, Technical Task Team Established to monitor the functioning of Water and Waste Treatment works. WTW has been refurbished and Contractor commenced with refurbishment in January 2012 |           |                     | Engage the district in the supply of bulk water for Moutse west To engage Sekhukhune District Municipality monthly to obtain progress reports and programmes regarding Water Services in Ephraim Mogale Local Municipality  |
| Access to basic (or higher) sanitation |          | Nr of households with access to basic (or higher) sanitation      | District to establish a new sewerage system to cater for the new extension 6 and 1 new school by 2011                                      | 30%, Technical Task Team Established to monitor the functioning of Water and Waste Treatment works. WTW has been refurbished and Contractor commenced with refurbishment in January 2012 |           |                     | To engage Sekhukhune District Municipality monthly to obtain progress reports and programmes regarding Water Services in Ephraim Mogale Local Municipality<br><br>District to establish a new sewerage system to cater for the new extension 6 and 1 new school by 2011 |

| PRIORITY AREA   | BASELINE | INDICATORS   | TARGETS   | PROGRESS ACHIEVED   | BLOCKAGES | CORRECTIVE MEASURES | SUPPORT NEEDED IN TERMS OF UNBLOCKING   |
|---|----------|--|---|---|-----------|---------------------|---|
| Access to basic (or higher) electricity                             |          | Nr of households with access to basic (or higher) electricity    | DoE to increase the allocation from 400 to 600 units per year by 01 July  | Backlog now 1183 and Eskom completed 354 connections at Mamphokgo and Matlerekeng. There will be additional post connections. Provision was made in budget for transformer maintenance. Oil testing was done. Tender must be advertised. 2 Positions was advertised but no appointments. Struggle to get suitable instruments for quality recording in villages |           |                     | Support from Councillors and IDP manager. Pressure from MM on ESKOM and DoE at forum. Engage Eskom to look at quality of supply by 2011. Technical advise requested on QOS system. MM to give direction to HR and SCM to improve. |
| Access to basic (or higher) refuse removal and solid waste disposal |          | Nr of households with access to basic (or higher) refuse removal | DLGH to assist the municipality in sourcing funds for operation and maintenance of landfill site by 01 July 2011.<br><br>DLGH and LEDET to assist in Education and Awareness campaign on refuse removal by 30 May 2010. | 25% Extend to Leeufontein RDP - process is slow - 4 x 6m <sup>3</sup> bulk bins to be bought ,which will release a compactor unit to service Elandskraal<br>Then 2 x 18m <sup>3</sup> new containers can be placed at Mokganyka Tribal office<br>R250 000 no spending<br><br>None from DLGH AND LEDET   |           |                     | District and LEDET to return the environmental health function to the municipality by 2011.   |

| PRIORITY AREA             | BASELINE | INDICATORS                            | TARGETS   | PROGRESS ACHIEVED  | BLOCKAGES   | CORRECTIVE MEASURES | SUPPORT NEEDED IN TERMS OF UNBLOCKING   |
|---------------------------|----------|---------------------------------------|---|--|---|---------------------|---|
| Access to municipal roads |          | Km of new municipal roads constructed | <p>Engage District, DLGH and DoRT to assist in funding the development of the Integrated Road Master Plan by 30 December 2011.</p> <p>Approach OTP, DLGH and DoRT to assist with the maintenance of N11road by September 2010 .</p> <p>Municipality to look at alternative ways of maintaining gravel roads (DoRT) by 30 June 2010.</p> | <p>317km of the gravel roads graded<br/>529m² of surfaced road repaired</p> <p>The DoRT has also started an initiative called the Community home based routine maintenance programme .This pilot project has started with our Tsimanyane cost centre ,it is progressing well</p> | DPLGH still waiting for the sector plan consultant to complete before they start with master plan |                     | <p>Hired plant and machinery as the temporary measures. New plant and machinery should be procured in the next financial year 2012-2013</p> <p>Approach OTP, DLGH and DoRT to assist with the maintenance of N11road by September 2011</p> <p>The Dort or DLGH to help the Municipality with funding to purchase more and better equipment</p> <p>The Dort has invited local Municipalities to planning meeting where we are going to develop one maintenance plan with our own Cost Centre Tsimanyane- they will now be servicing Ephraim Mgale local Municipality</p> |

| PRIORITY AREA                         | BASELINE | INDICATORS  | TARGETS            | PROGRESS ACHIEVED                                     | BLOCKAGES | CORRECTIVE MEASURES | SUPPORT NEEDED IN TERMS OF UNBLOCKING |
|---------------------------------------|----------|---|--------------------|---|-----------|---------------------|---------------------------------------|
| Access to free basic water            |          | Nr of households with access to free basic water  | 13973              | 13973 households have free access to free basic water |           |                     |                                       |
| Access to free basic electricity      |          | Nr of households with access to free basic electricity  | 2095 configured    | 1450 collecting                                       |           |                     |                                       |
| Formalisation of informal settlements |          | Nr of households in informal settlements provided with water                                      | N/A                |   |           |                     |                                       |
|                                       |          | Nr of households in informal settlements provided with sanitation                                 | N/A                |   |           |                     |                                       |
|                                       |          | Nr of households in informal settlements provided with electricity                                | N/A                |   |           |                     |                                       |
| Disaster Management                   |          | Number of disasters prevented, mitigated and preparedness   | District to report |   |           |                     |                                       |
| Repairs and maintenance               |          | Service delivery Interruptions per type of service (time per month) and nr of households affected | District to report |   |           |                     |                                       |

| PRIORITY AREA      | BASELINE | INDICATORS  | TARGETS  | PROGRESS ACHIEVED   | BLOCKAGES | CORRECTIVE MEASURES | SUPPORT NEEDED IN TERMS OF UNBLOCKING |
|--------------------|----------|---|--|---|-----------|---------------------|---------------------------------------|
| Revenue management |          | Monthly collection rate on billings   | 99 % in town   | 92% collection rate in town                                 |           |                     |                                       |
|                    |          | Percentage growth in revenue collected by the municipality as a % of projected revenue target.                                    | 10%  | 0-increase this quarter                                     |           |                     |                                       |
|                    |          | % of budgeted revenue for property rates collected (Implementation of the Municipal Property Rates Act, 2004 (Act no. 6 of 2004)) | Revenue budget is R140 095 549<br>Rates budget is R9 934 748 which is 6.8% of budgeted revenue | R3 253 632 collected which is 32% of budgeted rates revenue |           |                     |                                       |
|                    |          | Grants as a % of revenue received   | Revenue budget is R140 095 549<br>Grants is R84 040 850 which is 60% of budgeted revenue       | R78 170 793 received which is 55% of budgeted revenue       |           |                     |                                       |
| Debt management    |          | R debtors outstanding as a % of own revenue   | 50% reduction on outstanding debtors   | 8% collected  |           |                     |                                       |
|                    |          | % of debt over 90 days  | 80% collection of recoverable handed over debts from the debtors' book.                        | 30% collected   |           |                     |                                       |
|                    |          | Debt collected as a percentage of money owed to the municipality  | 80% collection of recoverable handed over debts from the debtors' book.                        | 30% collected   |           |                     |                                       |



| PRIORITY AREA                   | BASELINE | INDICATORS   | TARGETS  | PROGRESS ACHIEVED  | BLOCKAGES | CORRECTIVE MEASURES | SUPPORT NEEDED IN TERMS OF UNBLOCKING |
|---------------------------------|----------|--|--|--|-----------|---------------------|---------------------------------------|
| Expenditure Management          |          | Monthly operational expenditure as a percentage of planned expenditure | Budget expenditure for 3 months is R35 023 887                                       | Actual expenditure for 3 months is R28 449 010 which is 81% of planned expenditure |           |                     |                                       |
|                                 |          | Monthly capital expenditure as a % of planned capital expenditure      | Budget R20 226 000   | Spent R9 955 012 which is 49% of planned capital expenditure                       |           |                     |                                       |
|                                 |          | % of operational budget spent on repairs and maintenance               | 5% of operational Budget is for repairs and maintenance (R6 622 675 of R127 187 425) | 21% Spent R 1 410 117 of R6 622 675 budget   |           |                     |                                       |
|                                 |          | Monthly Repairs and maintenance expenditure (Rands)                    | Budget R6 622 675  | R156 679 spent monthly   |           |                     |                                       |
|                                 |          | MIG expenditure a % of annual allocation                               | Annual allocation is R17 800 000   | 65% spent (R11,570 000)  |           |                     |                                       |
| Unqualified audit               |          | Audit opinion  | Unqualified  | Qualified  |           |                     |                                       |
| Integrated development planning |          | Timeous adoption of IDP  | Approve by 31 May 2011   | Approved on 31 May 2012  |           |                     |                                       |
|                                 |          | Timeous adoption of budget   | Approve by 31 May 2011   | Budget approved 31 May 2012  |           |                     |                                       |
|                                 |          | Timeous adoption of SDBIP  | Approve by 31 May 2011   | Approved on 31 May 2012  |           |                     |                                       |
|                                 |          | Reliable and credible IDPs   | Compile reliable and credible IDP  | High credibility rating assessment obtained for 2011/12                            |           |                     |                                       |
| Administration                  |          | Timeous submission of annual financial statements                      | Compile annual final statements by 31 August 2011                                    | Annual financial statements compiled and submitted to AG on 31 August 2011         |           |                     |                                       |
|                                 |          | Timeous submission of annual reports                                   | To submit annual report to council by 31 January 2012                                | Annual report for 2010/11 submitted to council on 31 January 2012                  |           |                     |                                       |
|                                 |          | Updated and credible asset register                                    | Quarterly assets verification reports<br>75% disposal of obsolete stock              | -Quarterly assets verification done.<br>-Auction procurement                       |           |                     |                                       |
|                                 |          | Functional OPMS  | Review PMS framework   | Reviewed PMS approved on 25 November 2010  |           |                     |                                       |

| PRIORITY AREA        | BASELINE | INDICATORS   | TARGETS   | PROGRESS ACHIEVED  | BLOCKAGES | CORRECTIVE MEASURES | SUPPORT NEEDED IN TERMS OF UNBLOCKING |
|----------------------|----------|--|---|--|-----------|---------------------|---------------------------------------|
| Administration       |          | Updated and credible indigent registers  | Updated indigent register   | 16 wards registered  |           |                     |                                       |
|                      |          | Financial controls applied to ensure usage is monitored / limited to indigent policy   | To ensure accessibility of free basic services to the community                               | 2095 configured for FBE<br>1450 Collecting                         |           |                     |                                       |
| Reduced corruption   |          | Functional supply chain management system  | A transparent municipal supply chain management system  | Policy reviewed on 31 May 2012                                     |           |                     |                                       |
|                      |          | Anti-corruption strategy implemented by target date                                    | Anti-corruption strategy compiled by July 2010  | Strategy compiled  |           |                     |                                       |
| Labour relations     |          | % of critical posts filled   | To fill 271 approved posts  | 210 posts filled   |           |                     |                                       |
|                      |          | % of critical posts with signed performance agreements                                 | 100 % of section 57 managers to sign performance agreements                                   | 100% signed  |           |                     |                                       |
|                      |          | Level of functionality of Local Labour Forum (LLF)                                     | To have sound relations between management, unions and staff n by number of LLF meetings held | 3 meetings held  |           |                     |                                       |
| Public Participation |          | % of functional ward committees in terms of the new model                              | To ensure functionality of ward committees  | Ward committees meet monthly and submit reports to Speakers office |           |                     |                                       |
|                      |          | Number of ward committee management meetings held and percentage attendance by members | To hold 12 ward committee meetings in the 16 wards  | 16 ward committee meetings held per month                          |           |                     |                                       |
|                      |          | Number of community meetings held  | To hold 1 meeting every month for each of the 16 wards  | 8 meetings held per 16 wards                                       |           |                     |                                       |

| PRIORITY AREA                                   | BASELINE | INDICATORS  | TARGETS   | PROGRESS ACHIEVED                                     | BLOCKAGES | CORRECTIVE MEASURES | SUPPORT NEEDED IN TERMS OF UNBLOCKING |
|---|----------|---|---|---|-----------|---------------------|---------------------------------------|
| Enabling environment for growth and development |          | Nr of job opportunities created through the CWP   | To create 750 temporary jobs through labor intensive projects | 97 temporary and 138 full time jobs created           |           |                     |                                       |
|   |          | Number of wards per municipality implementing the CWP                                     | To implement CWP in 7 wards                                   | Implemented in 9 wards                                |           |                     |                                       |
|   |          | Nr of cooperatives established and still functional in wards where the CWP is implemented | 24 cooperatives established                                   | Cooperatives functional in 9 wards                    |           |                     |                                       |
|   |          | LED strategy adopted  | To adopt reviewed LED   | LED strategy reviewed in 2008. Will review in 2012/13 |           |                     |                                       |
| Enabling environment for growth and development |          | LED strategy and plans are aligned with PGDS  | To align LED strategy with PGDS                               | Reviewed LED aligned to PGDS                          |           |                     |                                       |

#### 12.4.2 SUMMARY OF TURN AROUND STRATEGY

| Commision  | Problem Statement   | Strategic Objectives  | INTERVENTIONS BY SECTOR DEPARTMENTS   |
|--|---|---|---|
| Institutional transformation and good governance | Inadequate corporate/ institutional capacity impedes the objectives of the IDP. Insufficient reflection of community needs impacts on the credibility of the IDP. Ineffective functioning of IGR structures impacts on good governance. | To improve corporate/ institutional capacity to maximise institutional performance.<br>To strengthen IGR structures to attain good governance and accountability. | Review of service level agreement of traffic function by department of Roads and Transport.<br>Review of service level of CDWs by DLGH.<br>Monitoring of sector department on IDP processes by Office of the Premier. |

| Commision                                    | Problem Statement  | Strategic Objectives   | INTERVENTIONS BY SECTOR DEPARTMENTS   |
|--|--|--|---|
| Service Delivery and Infrastructure Planning | <p>The current powers and functions limits effective water and sanitation management, revenue enhancement, and accountability.</p> <p>The current institutional capacity limits maximum infrastructure development and service delivery.</p> | <p>To acquire WSA for improved basic service delivery.</p> <p>To strengthen institutional capacity for infrastructure development.</p> | <p>Engage District to return the WSA status by 30 June 2010 .</p> <p>District to fast track the completion of retention dam and reservoir by December 2010 .</p> <p>District to improve the quality at the reservoir by 30 April 2010.</p> <p>District to complete uncompleted infrastructure projects in Mashimong, Makgtle (Ten) by December 2010.</p> <p>Engage the district in the supply of water for Ward 1-4 by 30 April 2010</p> <p>District to formalise the participation of municipality in the planning, implementation, and M&amp;E by 01 July 2010.</p> <p>District to upgrade sewerage works in Marble Hall to cater for the new extension 6 and 1 new school by 2011.</p> <p>District to Maintain sewerage plants in marble hall town, Elandsdraal, Leeuwfontein by 01 July 2010.</p> <p>DLGH review housing project management model to include role of municipality in Planning, implementation, and M&amp;E of projects by 2011.</p> <p>DLGH to fast track the finalisation of uncompleted houses by 30 April 2010.</p> <p>DoE to increase the allocation of electricity connections from 400 to 600 units per year by 01 July 2010.</p> <p>Engage Eskom to improve quality of supply by 2011.</p> <p>Engage District, DLGH and DoRT to assist in funding the development of the Integrated Road Master Plan by 30 December 2010.</p> <p>Approach OTP, DLGH and DoRT to assist with the maintenance of N11road by September 2010 .</p> <p>DLGH to assist the municipality in sourcing funds for operation and maintenance of landfill site by 01 July 2010.</p> <p>DLGH and LEDET to assist in Education and Awareness campaign on refuse removal by 30 May 2010.</p> <p>District and LEDET to return the environmental health function to the municipality by 2011.</p> <p>Engage DoRT on the review of the shares of revenue by 2011 i.r.o. Traffic services</p> <p>Engage DoRT on the review of the possibility of getting shares per driver liscence card issued by 2011.</p> <p>DSAC to establish Libraries in three satelite offices: elandkral, zemenkop, and leuwfontein by December 2010.</p> <p>Municipality and DSAC to provide Education and awareness on the use of library by December 2010.</p> <p>DSAC Update the material in the library in town : Reference books, in all languages, and for disabled by December 2010.</p> <p>Engage SAPS to align police station boundaries with those of the municipality by August 2010.</p> |

| Commision           | Problem Statement  | Strategic Objectives   | INTERVENTIONS BY SECTOR DEPARTMENTS   |
|---------------------|--|--|---|
| FINANCIAL VIABILITY | Revenue enhancement strategy to be reviewed.(adopted in 2005)<br>In adequate municipal capacity in order to implement IDP (staff)<br>Inefficient financial systems.<br>No Risk unit management in place. | To review and implement revenue enhancement strategy to enhance revenue collection.<br>To upgrade the server of current financial system for optimal utilization.<br>To establish Risk management unit for good governance and financial accountability. | Payment of assessment rate by the relevant sector departments on time.<br>Clear reporting lines and formats by Provincial Treasury.<br>Clear service level agreements for Water between the Municipality and SDM.<br>DLGH to assist with the replacement of the financial system. |
| LED & PLANNING      | Lack of capacity in the planning and LED unit.<br>Lack of access of land for development. Lack of SMME and Cooperative Strategy.   | To capacitate the planning unit in order to ensure its maximum functionality.<br>To acquire strategic land for economic development.<br>To capacitate and support SMMEs and Cooperatives in order for self sustainability.                               | Deployment of Town Planner by DLGH/DBSA.<br>Lift moratorium on the sale of council land in industrial area in Marble Hall.<br>Intervention by the Department of Rural Development to unlock community land for development.   |

12.4.3 Following strategies have been developed to meet the municipality's development challenges and are arranged in Key Performance areas(KPA's) starting with Service delivery and infrastructure development :

#### KPA 1 Service delivery and infrastructure development

| High level strategic objectives  | Key development priorities                | Strategies to achieve objectives   |
|--|---|--|
| Adequate quality and quantity of affordable water available to all consumers in the municipal area   | To provide water services as per SLA      | <ol style="list-style-type: none"> <li>1. Undertake establishment of Technical Task Team to monitor the functioning of Water Treatment works.</li> <li>2.Undertake to improve access to sustainable and affordable water.</li> <li>3.Undertake to maintain, extend and upgrade municipal water assets.</li> <li>4.Undertake to provide cost-effective and sustainable water.</li> <li>5.Undertake to provide free basic water to indigent households.</li> <li>6.Ensure that all households have water by 2013 subject to funds being provided by SDM .</li> </ol>                     |
| Provide an adequate and appropriate sewer systems/ systems for the urban part of the municipality as well as appropriate measures for the rural conditions | To provide sanitation services as per SLA | <ol style="list-style-type: none"> <li>1. Undertake establishment of Technical Task Team to monitor the functioning of Waste Treatment works.</li> <li>2.Undertake to improve access to sustainable and affordable sanitation.</li> <li>3.Undertake to maintain, extend and upgrade municipal sanitation assets.</li> <li>4.Undertake to provide cost-effective and sustainable water.</li> <li>5.Undertake to provide free basic sanitation to indigent households.</li> <li>6.Ensure that all households have sanitation by 2012 subject to funds being provided by SDM .</li> </ol> |

| High level strategic objectives  | Key development priorities   | Strategies to achieve objectives  |
|--|--|---|
| Provide affordable and reliable electricity to urban and rural areas in the municipality   | 1.Provision of Bulk Electricity supply & Increase of capacity<br>2.Electricity Ring fencing<br>3.High mast lights – 145 for municipal area<br>4.Electricity connections – 1183 connections backlog | 1. Undertake Increasing electricity in Marble Hall town<br>2. Undertake separation electrical services from municipal services<br>3.Undertake Construction of high mast lights.<br>4.Engage with ESKOM to connect 1183 households with electricity in 24 villages<br>4.Undertake to provide cost-effective and sustainable electricity infrastructure.<br>5.Undertake to improve access to sustainable and affordable electricity services.<br>3.Undertake to maintain, extend and upgrade municipal electricity assets.<br>4.Ensure that all households have access to electricity by 2013 subject to provision of funds by ESKOM. |
| Ensure that the sports and recreation need of people in the municipal area is met  | 1.Community halls required -10<br>2.Sports facilities – all 16 wards<br>3.Refurbish Elandsdraal and Malebitsa sports staduims  | Undertake construction of community halls, sports field and refurbishment of Elandsdraal and Malebitsa staduims   |
| Provide safe and appropriate road and storm water networks in the municipal areas  | All internal roads to be graded and main bus routes to be paved  | 1.Undertake construction of paved roads bridges,and bulk storm water.<br>2.Undertake to provide cost-effective and sustainable municipal roads and stormwater and to use labour intensive methods for creation of employment.<br>3.Undertake to improve access to viable and sustainable municipal roads and stormwater.<br>4.Undertake to extend and upgrade the municipal roads and stormwater.<br>5.Undertake to promote environmental sound practices and employment creation in the provision of storm water infrastructure.   |
| To promote a safe, clean sustainable and well managed environment in line with the Waste Management plan, Integrated Development Plan and Environmental Management plan of the Municipality. | Compliance of council with NEMA and council's Integrated environmental plan  | 1.Undertake development and implementation policies and by-laws<br>2.Undertake to provide an efficient refuse removal service in Marble Hall and Leeuwfontein and develop a plan to extend the service to Elandsdraal, Matlerekeeng and other areas<br>3.Proper disposal of collected waste at registered waste sites   |
| Lead and direct the Community services for the Municipality so that the key strategic objectives in relation to Health are achieved  | Provide programmes on HIV/AIDS prevention  | 1.Undertake to develop and implement an HIV/AIDS strategy<br>2.Coordinate the activities of NGO's, CBO's and other interest groups so that there is an integrated approach in dealing with HIV/AIDS and other social issues   |
| To develop a SLA with Sekhukhune district municipality in respect of disasters   | Develop SLA  | Engage GSDM to develop SLA for approval be Council  |

| High level strategic objectives  | Key development priorities                    | Strategies to achieve objectives   |
|--|---|--|
| To promote a safe sustainable and well managed public transport system with the Integrated Development Plan of the Municipality. | Compliance of council with Land Transport Act | <ol style="list-style-type: none"> <li>1.Engage SDM to develop public transport plan.</li> <li>2.Engage with private owner of taxi rank in marble hall for council to take over facility.</li> <li>3.Undertake process to establish taxi rank at Leeuwfontein</li> </ol> |

#### KPA 2 Local economic development

| High level strategic objectives   | Key development priorities   | Strategies to achieve objectives  |
|---|--|---|
| Facilitate and foster the economic development through planning and increased economic activity in the municipal area | <ol style="list-style-type: none"> <li>1.Development of a unique tourism destination (mini national park, Flag Boshielo eco-tourism etc)</li> <li>2.Job creation through capital projects</li> </ol> | <ol style="list-style-type: none"> <li>1.Engage stakeholders who have interest in development together for business expansion and retention</li> <li>2.Undertake development of business plan</li> <li>3.Undertake sourcing funds - involvement of tourism/parks boards required</li> <li>4.Ensure to include capital projects that can be labour intensive</li> <li>5.Ensure that the designs of contracts are labour intensive and monitoring of number of jobs created</li> <li>6. Negotiate with the District to use municipal terms of reference in relation to Labour intensive projects</li> <li>7.Promote PPP and community partnership in building the community</li> <li>8.Enhance cluster sector competitiveness</li> <li>9. Promote inter-governmental dialogue to agree on shared priorities and collective economic interventions and attract the private sector and non-governmental sector with incentives</li> <li>10.Align municipal LED efforts with the district, provincial and national LED objectives on infrastructure and skills development,</li> </ol> |

### KPA 3 Municipal financial viability

| High level strategic objectives  | Key development priorities  | Strategies to achieve objectives  |
|--|---|---|
| Maximize revenue collection in all areas outside Marble Hall   | Revenue collection outside Marble Hall  | <ol style="list-style-type: none"> <li>1.Undertake Implementation of revenue enhancement strategy</li> <li>2.Raise awareness concerning payment for services</li> <li>3.Ensure proper financial management and investment of council resources</li> </ol>   |
| Develop and implement a budget process and system that allows for public participation and the alignment of the budget to community needs. | <ol style="list-style-type: none"> <li>1.Approved budget timetable</li> <li>2.Accurate, credible and approved multi year budget</li> <li>3.Monthly budget reports in accordance with legislation</li> <li>4.Efficient management of approved budget and timeous identification of red lights</li> </ol> | <ol style="list-style-type: none"> <li>1.Undertake to prepare budget process plan for approval by 31 August 2010.</li> <li>2.Undertake to prepare and submit draft budget to the Municipal Manager for discussion with management and thereafter the finance portfolio committee</li> <li>3.CFO undertake to prepare the budget process in line with GAMAP principles.</li> <li>4.Budget process be communicated and implemented.</li> <li>e) Ensure budget is adopted by end of May 2012.</li> </ol> |
| Manage procurement in order to ensure effective and efficient service delivery to the community  | Capacitate local contractors on tender procedures and staff and councilors on SCM   | <ol style="list-style-type: none"> <li>1.Undertake to facilitate of workshop with staff ,councilors and contractors</li> <li>2.Undertake to hold SCM committee meetings within 3 weeks of closure date of tender</li> <li>3.Include subcontracting clause in established company's appointment letter .</li> <li>4.Undertke to register of all local contractors on data base</li> </ol>  |
| To ensure sustainability of clean audit report   | Sustain clean audit report  | <ol style="list-style-type: none"> <li>1Undertake to compile all financial reports as prescribed by MFMA</li> <li>2.Include progress on implementation of audit action plan in all monthly management meetings.</li> </ol>  |

### KPA 4 Municipal transformation & Institutional development

| High level strategic objectives  | Key development priorities   | Strategies to achieve objectives  |
|--|--|---|
| Develop and implement an Employment Equity Plan for the Council and promote adherence to the plan in the Corporate Services Department | Entrench employment equity through gender, disability and youth programmes streamlining within the workplace | <p>Undertake to prepare plan in compliance with labour legislation</p> <p>Undertake to draw programmes and methods through which the objectives can be attained</p>   |
| Human Resources and Development Administration personnel related issues. Industrial relations  | Ensure compliance with legislation on Hr issues and all policies   | <ol style="list-style-type: none"> <li>1.Undertake to develop an institutional development business plan and facilitate its implementation.</li> <li>2.Undertake to develop HR policies and plans.</li> <li>3.Undertake to facilitate change management</li> <li>4.Undertake to develop a policy and programmes around the issue of HIV/AIDS in the workplace</li> <li>5. Undertake the purchasing of software that will assist in the management and administration of Human resource related information</li> </ol> |



KPA 5 Good governance

| High level strategic objectives   | Key development priorities   | Strategies to achieve objectives  |
|---|--|---|
| To ensure that all priority projects in the IDP are implemented for each financial year (for which funds have been allocated) | Annual IDP Review  | <ol style="list-style-type: none"> <li>1. Undertake to draft process plan</li> <li>2. Undertake the draft mini ward level IDP for the 16 wards</li> <li>3. Public participation in IDP process (process plan)</li> <li>4.Undertake to prepare document for approval by 31 May 2012</li> </ol>   |
| To ensure skills development for all staff  | Implement skills development program   | Undertake to have all employees undergo job-related training  |
| To ensure compliance with EE act  | Implement EE act   | Undertake compliance with EE act to introduce Gender, Disability & Race Equity in all staff categories  |
| To promote effective and efficient communication both internally and externally   | <ol style="list-style-type: none"> <li>1.Ensure publication of Municipal events and community news from various wards within the municipality</li> <li>2.Create opportunities for local citizenry in the issuing of comments, letters and other means of information sharing</li> <li>3.Promote healthy and sound media relations between the Municipality and the public</li> </ol> | <ol style="list-style-type: none"> <li>1.Undertake to publish and circulate quarterly newsletter</li> <li>2.Undertake to Implement communication strategy which include good governance,public participation and strategies of the municipality with other spheres of government.</li> <li>3.Undertake to mobilise public confidence in the understanding of the Municipality's role in the community</li> </ol>  |
| Coordinate performance of the institution and management in line with powers and functions                                    | To implement the PMS framework   | <ol style="list-style-type: none"> <li>1.Undertake compilation PMS review framework</li> <li>2.Undertake compilation of organizational performance plan in line with powers and functions</li> <li>3.Undertake compilation of performance agreements and plans for unit managers</li> <li>4.Ensure submission of organizational performance reports</li> <li>5Undertake visiting projects to verify performance evidence</li> <li>6.Ensure submission of performance reports to evaluation panel and Audit committee for evaluation.</li> <li>7,Ensure coordination of compilation of annual report for submission to council</li> <li>8.Ensure submission of annual report to oversight committee and council</li> </ol> |
| To afford the community with an opportunity of taking part in municipal programmes and giving inputs.                         | Ensure consultative meetings held, mayoral outreach programmes held, and ward Committee meetings held.   | <ol style="list-style-type: none"> <li>1.Undertake consultative/mayoral outreach meetings.</li> <li>2.Undertake drafting of quarterly progress reports.</li> <li>3.Undertake monthly ward committee meetings</li> </ol>   |

#### KPA6 Spatial Rationale

| High level strategic objectives  | Key development priorities | Strategies to achieve objectives  |
|--|----------------------------|---|
| Ensure lawful security of tenure   | Land use management        | Undertake drafting of land use management system in order to transform the municipal space and integrate multi-land use purpose in the municipal area                               |
| Develop, gain approval for and implement a spatial development framework | Review of SDF              | <ol style="list-style-type: none"> <li>1.Ensure to review SDF.</li> <li>2.Undertake drafting in liaison with community.</li> <li>3.Ensure draft is approved by Council .</li> </ol> |

## CHAPTER 4 – PROJECTS PHASE

### 13. MUNICIPAL PROJECTS

13.1 Following are a summary of the identified projects of the community:

| PRIORITY ISSUE             | COMMUNITY NEEDS   |
|----------------------------|---|
| Water                      | 16576 RDP level   |
| Sanitation                 | 29169 VIP toilets   |
| Electricity                | 1183 connections  |
| Housing                    | 7910 RDP houses   |
| Roads and storm water      | 398km internal roads to be graded including provision of stormwater, 160km roads to be paved and 11 bridges to be build   |
| Clinic                     | Malebitsa, Mokgwaneng, Doornlaagte, Mamphogko, Ngwalemong "A", Gareagapola, , Mogalatsane, Dichoeung, Moomane, Matlerekeng, Rathoke(upgrade 24hr), Matlala-Ramoshebo(upgrade 24hr) and Regae (nurses home)  |
| Mobile                     | Uitlugt, Manapyane, Moganyaka south, Morarela & Mbuzini(daily mobile) and Ward 16 (structures for Mobile clinics and stop not less than 5km)  |
| Social Welfare             | Home base care structure and Drop in centre structure- ward 9 , Home base structure – Regae, shelters for pay points in all villages and Disability centre -Serething   |
| Schools                    | 2 Secondary, 8 Primary, 17 Admin blocks, 11 block class rooms, 23 Pre-schools/Creches, , 32 toilets/upgrade, 17 schools- renovation , 14 schools – Libraries/laboritries, FET College – Wards 9 & 15 and Circuit building - Tsimanyane  |
| Local Economic Development | Tourism - Eco Tourism Schuinsdraai/ Flag Boshielo and conservancy and educational tourism<br>Meat – Productivity improvements in livestock<br>Horticulture – Marketing , emerging farming development, Organic farming and Logistic Hub<br>Informal economy – Establishment of support system |
| Spatial planning           | LUMS implementation   |

## CAPITAL PROJECTS - BUDGET FOR 2012/13

| INTERNAL FUNDED PROJECTS 2012-2013         |            |
|--|------------|
| TECHNICAL SERVICES                         |            |
| REFURBISHMENT OF ELANDSKRAAL STADIUM       | 1 800,000  |
| REFURBISHMENT OF MALEBITSA STADIUM         | 1,600,000  |
| REHABILITATION OF ADMIN BLOCK              | 3,600,000  |
| UPGRADING OF OBARO ROAD                    | 2,500,000  |
| LEEUFONTEIN TAXI RANK                      | 1,200,000  |
| ROAD AND STORM WATER MASTER PLAN           | 1,000,000  |
| TOTAL                                      | 11 700 000 |
| CORPORATE SERVICES                         |            |
| FURNITURE AND EQUIPMENT                    | 1 000 000  |
| MAYOR'S CAR                                | 800 000    |
| TOTAL                                      | 1 800 000  |
| COMMUNITY SERVICES                         |            |
| MACHINERY AND EQUIPMENT                    | 1 485 000  |
| VEHICLES                                   | 340 000    |
| EXPANSION OF SOLID WASTE SERVICE           | 150 000    |
| GREENING PROJECT                           | 200 000    |
| EXTENSION OF CEMETERY                      | 500 000    |
| TOTAL                                      | 2 929 000  |
| PURCHASE OF MACHINERY, EQUIPMENT AND LDV'S |            |
| LOW BED TRUCK X 1                          | 1,500,000  |
| TIPPER TRUCKS X 2                          | 1,600,000  |
| GRADER MACHINERY X 1                       | 2,200,000  |
| ROLLER COMPACTOR                           | 1,300,000  |
| BACKHOE LOADER X 2                         | 1,600,000  |
| ARIAL PLATFORM X 1                         | 600,000    |
| PURCHASING: VEHICLE X 2                    | 620,000    |
| TOTAL                                      | 9 420 000  |
| TOTAL INTERNAL FUNDED PROJECTS             | 25 849 000 |

| MIG FUNDED PROJECTS : 2012 - 2013   |            |
|-------------------------------------|------------|
| MOGANYAKA ACCESS ROAD               | 2,500,000  |
| MALIBITSA INTERNAL ROAD             | 6,400,000  |
| VAAKBANK ACCESS ROAD                | 6,400,000  |
| MAKHUTSO LOW LEVEL BRIDGE           | 4,100,000  |
| LETEBEJANE AND DITHOLONG HIGN MASTS | 1,800,000  |
| TOTAL MIG FUNDED                    | 21,946,000 |
| TOTAL CAPITAL PROJECTS              | 46 795 000 |

### 13.2 Following are the projects for which funds have been obtained:

| Priority Issue/Programme 1: Water Infrastructure  |                                    |                  |                       |  |  |         |                   |                   |                     |
|---|------------------------------------|------------------|-----------------------|--|--|---------|-------------------|-------------------|---------------------|
| Programme Objective: Adequate quality and quantity of affordable water available to all consumers in the municipal area in terms of the Water Sector Plan |                                    |                  |                       |  | Target for the Year: 20% of the total households in the municipal area |         |                   |                   |                     |
| Project ID  | Project Name                       | Project Location | Project Beneficiaries | Project Objective                                      | Key Performance Indicator  | Period  | Budget Allocation | Source of Funding | Implementing Agency |
| 2075  | Water                              | EPMLM            | EPMLM                 | To provide water services                              | Free access to potable water facilities                                | 2012/13 | SDM               | SDM               | SDM                 |
| 2074  | Water services network maintenance | EPMLM            | EPMLM                 | To ensure systematic provision of maintenance services | To maintain infrastructure   | 2012/13 | SDM               | SDM               | SDM                 |

| Priority Issue/Programme 2: Sanitation  |   |                  |                       |  |  |         |                   |                   |                     |
|---|---|------------------|-----------------------|--|--|---------|-------------------|-------------------|---------------------|
| Programme Objective: Provide an adequate and appropriate sewer system/systems for the urban part of the municipality as well as appropriate measures for the rural conditions |   |                  |                       |  | Target for the Year: 30% of the total households in the municipal area |         |                   |                   |                     |
| Project ID  | Project Name                            | Project Location | Project Beneficiaries | Project Objective                                      | Key Performance Indicator  | Period  | Budget Allocation | Source of Funding | Implementing Agency |
| 3030  | Sanitation                              | EPMLM            | EPMLM                 | To provide sanitation services                         | Free access to potable sanitation facilities                           | 2012/13 | SDM               | SDM               | SDM                 |
| 3029  | Sanitation services network maintenance | EPMLM            | EPMLM                 | To ensure systematic provision of maintenance services | To maintain infrastructure   | 2012/13 | SDM               | SDM               | SDM                 |
| 3030  | Marble Hall WWTW refurbishment          | EPMLM            | EPMLM                 | To refurbish Marble Hall WWTW                          | To refurbish Marble Hall WWTW  | 2012/13 | 3,000,000.        | SDM               | SDM                 |

Priority Issue/Programme 3: Electricity

Programme Objective: Provide affordable and reliable electricity to urban and rural areas in the municipality

Target for the Year: 30% of total households with electricity in the municipal area

| Project ID | Project Name                        | Project Location | Project Beneficiaries | Project Objective  | Key Performance Indicator  | Period  | Budget Allocation     | Source of Funding             | Implementing Agency |
|------------|-------------------------------------|------------------|-----------------------|--|--|---------|-----------------------|-------------------------------|---------------------|
| 4072       | Free basic electricity              | Marble Hall      | EPMLM community       | To provide FBE to beneficiary as mandated by Government  | To supply FBE to indigent customers that apply and is registered and approved as beneficiaries<br>1.Registration<br>2.Revise policy<br>3.Submit to ESKOM<br>4.Public awareness | 2012/13 | 1 200 000             | EPMLM Vote 260260245          | EPMLM               |
| 4008       | Machinery and equipment             | Marble Hall      | Marble Hall           | To prolong life of equipment and increase safety & reliability according to NERSA license conditions | Compliance with NERSA license.<br>Compliance with Insurance<br>Reliable service<br>Prolonged life<br>Increased value of asset.   | 2012/13 | 35 000                | EPMLM Vote 260/235090         | EPMLM               |
| 4011       | Repairs and maintenance             | Marble Hall      | Marble Hall           | To ensure reliable and safe supply by repair and maintaining network                                 | Well managed and maintained facilities   | 2012/13 | 1 786 100             | EPMLM Vote 260/235110         | EPMLM               |
| 4012       | Network maintenance Public lighting | GMHM             | GMHM                  | To supply effective and sufficient electricity to the areas with public lighting                     | Well managed and maintained facilities   | 2012/13 | 530 000               | EPMLM Vote 260/235150         | EPMLM               |
| 4076       | Aerial platform                     | Marble Hall      | EPMLM                 | To purchase aerial platform  | Aerial platform  | 2012/13 | 600 000               | EPMLM Capital Vote 260/305095 | EPMLM               |
| 4014       | Machinery & equipment               | EPMLM            | EPMLM                 | Machinery & equipment  | 2012/13  | 56 180  | EPMLM Vote 260/235090 | EPMLM                         |                     |

| Priority Issue/Programme 3: Electricity   |   |                          |                          |                             |   |           |                             |                   |                     |
|---|---|--------------------------|--------------------------|-----------------------------|---|-----------|-----------------------------|-------------------|---------------------|
| Programme Objective: Provide affordable and reliable electricity to urban and rural areas in the municipality |   |                          |                          |                             | Target for the Year: 30% of total households with electricity in the municipal area |           |                             |                   |                     |
| Project ID  | Project Name                              | Project Location         | Project Beneficiaries    | Project Objective           | Key Performance Indicator   | Period    | Budget Allocation           | Source of Funding | Implementing Agency |
| 4076  | Letebejane and Ditholong High Mast Lights | Letebejane and Ditholong | Letebejane and Ditholong | To install high mast lights | 2012/13   | 1 800 000 | Council/MIG Vote 260/305094 | EPMLM             |                     |
| 4077  | Leeuwfontein RDP ext 2                    | Leeuwfontein RDP ext 2   | Leeuwfontein RDP ext 2   | To provide 409 connections  | 2012/13   | 4 090 000 | ESKOM                       | ESKOM             |                     |
| 4078  | Ephraim Mogale infills                    | EPMLM                    | EPMLM                    | To provide 33 connections   | 2012/13   | 101 111   | ESKOM                       | ESKOM             |                     |

| Priority Issue/Programme 4: Roads and Stormwater   |  |                  |                       |  |   |              |                   |                               |                     |
|--|--|------------------|-----------------------|--|---|--------------|-------------------|-------------------------------|---------------------|
| Programme Objective: Provide safe and appropriate road and storm water networks in the municipal areas |  |                  |                       |  | Target for the Year: 1500KMs of safe road and storm water network |              |                   |                               |                     |
| Project ID   | Project Name   | Project Location | Project Beneficiaries | Project Objective                                      | Key Performance Indicator   | Period       | Budget Allocation | Source of Funding             | Implementing Agency |
| 5080   | Tompi Seleka / Kromdraai to Mogaladi D4370               | Ward 12          | Ward 12 community     | Upgrading of road from gravel to tar                   | To tar 25km road  | 30 June 2013 | 30 327 000        | DRT                           | DRT                 |
| 5019   | Malebitsa internal roads                                 | Malebitsa        | Malebitsa             | Upgrading of internal roads                            | To upgrade internal roads   | 30 June 2013 | 6 400 000         | Council/MIG Vote 650/305066   | EPMLM               |
| 5018   | Moganyaka access road                                    | Moganyaka        | Moganyaka             | Upgrading of access road                               | To upgrade access road  | 30 June 2013 | 2 500 000         | Council/MIG Vote 650/305064   | EPMLM               |
| 5047   | Vaalbank access road                                     | Vaalbank         | Vaalbank              | Upgrading of access road                               | To upgrade access road  | 30 June 2013 | 6 400 000         | Council/MIG Vote 650/305068   | EPMLM               |
| 5087   | D4285 -Ga-Matlala / Ragaphela to Tsimanyane to Kromdraai | Ward 10,11 & 12  | Ward 10,11 & 12       | D4285 - Upgrading (gravel to bituminous / tar surface) | To upgrade road from gravel to tar                                | 30 June 2013 | 58 587 000        | RAL                           | RAL                 |
| 5092   | Purchasing of roller compactor                           | EPMLM            | EPMLM                 | Purchasing of the roller compactor                     | Roller compactor to be purchased                                  | 30 June 2013 | 1 300 000         | EPMLM Capital vote 650/305127 | EPMLM               |
| 5093   | Purchasing of Low bed truck                              | EPMLM            | EPMLM                 | Purchasing of the Low bed truck                        | Number of trucks to be purchased                                  | 30 June 2013 | 1 500 000         | EPMLM Capital vote 650/305126 | EPMLM               |
| 5094   | Purchasing of 2 Tipper trucks                            | EPMLM            | EPMLM                 | Purchasing of 2 Tipper trucks                          | Two Tipper Trucks to be purchased                                 | 30 June 2013 | 1 600 000         | EPMLM Capital vote 650/305124 | EPMLM               |
| 5095   | Purchasing of 2 LDV's                                    | EPMLM            | EPMLM                 | Purchasing of 2 vehicles                               | Two vehicles to be purchased                                      | 30 June 2013 | 620 000           | EPMLM Capital vote 650/305079 | EPMLM               |

| Priority Issue/Programme 4: Roads and Stormwater   |   |                  |                       |  |   |              |                   |                               |                     |
|--|---|------------------|-----------------------|--|---|--------------|-------------------|-------------------------------|---------------------|
| Programme Objective: Provide safe and appropriate road and storm water networks in the municipal areas |   |                  |                       |  | Target for the Year: 1500KMs of safe road and storm water network |              |                   |                               |                     |
| Project ID   | Project Name                                    | Project Location | Project Beneficiaries | Project Objective                              | Key Performance Indicator   | Period       | Budget Allocation | Source of Funding             | Implementing Agency |
| 5097   | Upgrading of Obaro road                         | Marble Hall      | Marble Hall community | To upgrade Obaro road                          | Upgrading of Obaro road   | 30 June 2013 | 2 500 000         | Council Vote 650/305069       | EPMLM               |
| 5100   | Makhutso low level bridge                       | Makhutso         | Makhutso              | To construct low level bridge                  | Construction of low level bridge                                  | 30 June 2013 | 4 100 000         | Council/MIG Vote 650/305076   | EPMLM               |
| 5098   | Purchasing of grader machinery                  | EPMLM            | EPMLM                 | Purchasing of grader machinery                 | Grader machinery to be purchased                                  | 30 June 2013 | 2 200 000         | EPMLM Capital vote 650/305125 | EPMLM               |
| 5099   | Purchasing of 2 backhoe loaders                 | EPMLM            | EPMLM                 | Purchasing of 2 backhoe loaders                | Two Backhoe loaders to be purchased                               | 30 June 2013 | 1 600 000         | EPMLM Capital vote 650/305080 | EPMLM               |
| 5101   | Road and Stormwater master plan                 | EPMLM            | EPMLM                 | Compilation of road and stormwater master plan | Road and stormwater master plan compiled                          | 30 June 2013 | 1 000 000         | Council vote 650/305077       | EPMLM               |
| 5102   | Repairs & Maintenance- Roads and stormwater     | EPMLM            | EPMLM                 | To Repair & Maintenance- Roads and stormwater  | Repairs & Maintenance- Roads and stormwater                       | 30 June 2013 | 2 388 370         | Council vote 650/235170       | EPMLM               |
| 5103   | Marble Hall(N11) to Valschfontein               | EPMLM            | EPMLM                 | Rehabilitate road                              | Rehabilitate road   | 30 June 2013 | 15 040 000        | DRT                           | DRT                 |
| 5104   | Marble Hall(N11) to D1458                       | EPMLM            | EPMLM                 | Rehabilitate road                              | Rehabilitate road   | 30 June 2013 | 1 480 000         | DRT                           | DRT                 |
| 5105   | Household routine maintenance at Ephraim Mogale | EPMLM            | EPMLM                 | Household routine maintenance                  | Household routine maintenance                                     | 30 June 2013 | 13 100 000        | DRT                           | DRT                 |

| Priority Issue/Programme 5: Waste Management and Refuse Disposal  |                         |                  |                       |                         |  |              |                   |                   |                     |
|---|-------------------------|------------------|-----------------------|-------------------------|--|--------------|-------------------|-------------------|---------------------|
| Programme Objective: Provide a safe, effective and economical waste management and refuse disposal system |                         |                  |                       |                         | Target for the Year: 10% increase in the households satisfaction index |              |                   |                   |                     |
| Project ID  | Project Name            | Project Location | Project Beneficiaries | Project Objective       | Key Performance Indicator  | Period       | Budget Allocation | Source of Funding | Implementing Agency |
| 1269  | Expansion of service    | EPMLM            | EPMLM                 | Expansion of service    | Expansion of service   | 30 June 2013 | 150 000           | Council           | EPMLM               |
| 1270  | Machinery and equipment | EPMLM            | EPMLM                 | Machinery and equipment | Machinery and equipment  | 30 June 2013 | 1 485 000         | Council           | EPMLM               |



| Priority Issue/Programme 6: Transportation   |                        |                  |                        |  |  |              |                   |                                 |                     |
|--|------------------------|------------------|------------------------|--|--|--------------|-------------------|---------------------------------|---------------------|
| Programme Objective: Promote an effective and affordable transport system to cater for the whole of the municipal area |                        |                  |                        |  | Target for the Year: 1 transport infrastructure and system project |              |                   |                                 |                     |
| Project ID   | Project Name           | Project Location | Project Beneficiaries  | Project Objective                          | Key Performance Indicator  | Period       | Budget Allocation | Source of Funding               | Implementing Agency |
| 7000   | Weighbridge            | Marble Hall      | EPMLM                  | Rathoke Construction of weighbridge - LDRT | To construct weighbridge   | 30 June 2013 |                   | LDRT                            | LDRT                |
| 7009   | Leeuwfontein taxi rank | Leeuwfontein     | Leeuwfontein community | To upgrade taxi rank at Leeuwfontein       | Upgrading of taxi rank at Leeuwfontein                             | 30 June 2013 | 1 200 000         | Council Capital Vote 850/305055 | EPMLM               |

| Priority Issue/Programme 7: Housing  |              |                  |                       |                   |   |        |                   |                   |                     |
|--|--------------|------------------|-----------------------|-------------------|---|--------|-------------------|-------------------|---------------------|
| Programme Objective: Ensure that the housing need of people in the municipal area is met |              |                  |                       |                   | Target for the Year: 15 000 households with housing |        |                   |                   |                     |
| Project ID   | Project Name | Project Location | Project Beneficiaries | Project Objective | Key Performance Indicator                           | Period | Budget Allocation | Source of Funding | Implementing Agency |

| Priority Issue/Programme 8: Cemeteries  |                       |                  |                       |                    |  |              |                   |                       |                     |
|---|-----------------------|------------------|-----------------------|--------------------|--|--------------|-------------------|-----------------------|---------------------|
| Programme Objective: Provide safe, appropriate and accessible burial space/cemetery space in the municipal area |                       |                  |                       |                    | Target for the Year: < 1 family with a complaint |              |                   |                       |                     |
| Project ID  | Project Name          | Project Location | Project Beneficiaries | Project Objective  | Key Performance Indicator                        | Period       | Budget Allocation | Source of Funding     | Implementing Agency |
| 9001  | Extension of cemetery | EPMLM            | EPMLM Community       | To extend cemetery | Extension of cemetery                            | 30 June 2013 | 500 000           | EPMLM vote 425/260799 | EPMLM               |

| Priority Issue/Programme 9: Posts and Telecommunications  |              |                  |                       |                   |  |        |                   |                   |                     |
|---|--------------|------------------|-----------------------|-------------------|--|--------|-------------------|-------------------|---------------------|
| Programme Objective: To ensure that a basic communication infrastructure is within reach of all the inhabitants in the municipal area |              |                  |                       |                   | Target for the Year: 2 Communication infrastructure projects |        |                   |                   |                     |
| Project ID  | Project Name | Project Location | Project Beneficiaries | Project Objective | Key Performance Indicator                                    | Period | Budget Allocation | Source of Funding | Implementing Agency |

| Priority Issue/Programme 10: Land Ownership, Land Use Management , SDF and Town Planning |  |                  |                       |                                     |   |             |                   |                       |                     |
|--|--|------------------|-----------------------|-------------------------------------|---|-------------|-------------------|-----------------------|---------------------|
| Programme Objective: Ensure lawful security of tenure                                    |  |                  |                       |                                     | Target for the Year: 100% compliance of land tenure legislation |             |                   |                       |                     |
| Project ID   | Project Name                               | Project Location | Project Beneficiaries | Project Objective                   | Key Performance Indicator                                       | Period      | Budget Allocation | Source of Funding     | Implementing Agency |
| 1242   | Annual update and revision of IDP(2012/14) | EPMLM            | EPMLM communities     | To compile IDP revision for 2012/14 | Compilation of IDP revision                                     | 31 May 2013 | 112 360           | EPMLM Vote 760/260025 | EPMLM               |

Priority Issue/Programme 10: Land Ownership, Land Use Management , SDF and Town Planning

Programme Objective: Ensure lawful security of tenure

Target for the Year: 100% compliance of land tenure legislation

| Project ID | Project Name                  | Project Location | Project Beneficiaries | Project Objective                                | Key Performance Indicator                  | Period       | Budget Allocation | Source of Funding     | Implementing Agency |
|------------|-------------------------------|------------------|-----------------------|--|--|--------------|-------------------|-----------------------|---------------------|
| 1243       | Land use management system    | EPMLM            | EPMLM communities     | To promulgate land use management system         | Promulgation of land use management system | 31 July 2013 | 10 000            | EPMLM Vote 760/260150 | EPMLM               |
| 1244       | Spatial development framework | EPMLM            | EPMLM communities     | To revise SDF                                    | Revision of SDF                            | 31 July 2013 | 10 000            | EPMLM Vote 760/260150 | EPMLM               |
| 1245       | Town Planning                 | EPMLM            | EPMLM communities     | To ensure compliance with T/P scheme regulations | Compliance with T/P scheme regulations     | 31 July 2013 | 55 446            | EPMLM Vote 760/260150 | EPMLM               |

Priority Issue/Programme 11: Local Economic Development and Job Creation

Programme Objective: Ensure economic growth in all sectors of the economy in order to curb unemployment and related negative issues

Target for the Year: 3% GDP for the area

| Project ID | Project Name   | Project Location | Project Beneficiaries | Project Objective  | Key Performance Indicator  | Period       | Budget Allocation | Source of Funding     | Implementing Agency |
|------------|--|------------------|-----------------------|--|--|--------------|-------------------|-----------------------|---------------------|
| 12041      | Special Projects                                       | EPMLM            | EPMLM communities     | To Implement projects emanating from EU LED/ Urban renewal strategies  | Implementing projects emanating from LED/ Urban renewal strategies. EU funded projects                         | 30 June 2013 | 212 000           | EPMLM Vote 760/260150 | EPMLM               |
| 1308       | Schuinsdraai Nature Reserve Development                | Schuinsdraai     | EPMLM communities     | Develop tourist accommodation  | To develop tourist accommodation   | 30 June 2013 | 18 298 900        | DEAT                  | DEAT                |
| 12111      | Organic farming cluster                                | EPMLM            | EPMLM                 | Create 10 organic farms  | To create 10 organic farms   | 2012/13      | 4 301 000         | DTI                   | EPMLM               |
| 12119      | Tompi Seleka Bio-diesel                                | EPMLM            | Tompi Seleka          | Bio-diesel plant   | Bio-diesel plant   | 2012/13      | 4 000 000         | LDA                   | LDA                 |
| 12121      | Eco tourism Flag Boshie dam nature reserve development | EPMLM            | EPMLM                 | Develop a unique eco-tourism destination   | Develop a unique eco-tourism destination   | 2012/13      | NIL               | EPMLM                 | EPMLM               |
| 12122      | Horticulture cluster                                   | EPMLM            | EPMLM                 | To improve the competitiveness of horticulture cluster by obtaining funds to assist viable emerging businesses | To improve the competitiveness of horticulture cluster by obtaining funds to assist viable emerging businesses | 2012/13      | NIL               | EPMLM                 | EPMLM               |

Priority Issue/Programme 11: Local Economic Development and Job Creation

Programme Objective: Ensure economic growth in all sectors of the economy in order to curb unemployment and related negative issues

Target for the Year: 3% GDP for the area

| Project ID | Project Name  | Project Location | Project Beneficiaries | Project Objective   | Key Performance Indicator   | Period  | Budget Allocation | Source of Funding | Implementing Agency |
|------------|---|------------------|-----------------------|---|---|---------|-------------------|-------------------|---------------------|
| 12123      | Red meat cluster  | EPMLM            | EPMLM                 | To improve the competitiveness of red meat cluster by obtaining funds to assist emerging businesses | To improve the competitiveness of red meat cluster by obtaining funds to assist emerging businesses | 2012/13 | NIL               | EPMLM             | EPMLM               |
| 12124      | Tourism cluster   | EPMLM            | EPMLM                 | Promote economic growth in the tourism industry by establishing information centre                  | Promote economic growth in the tourism industry by establishing information centre                  | 2012/13 | NIL               | EPMLM             | EPMLM               |
| 12125      | Informal economic cluster                                     | EPMLM            | EPMLM                 | Promote economic growth in the informal industry by training traders                                | Promote economic growth in the informal industry by training traders                                | 2012/13 | 10 000            | EPMLM 760/260150  | EPMLM               |
| 12126      | Logistic Hub  | EPMLM            | EPMLM                 | Establish logistic hub  | Establish logistic hub  | 2012/13 |                   |                   |                     |
| 12128      | Coordinate effective use of the local business support center | EPMLM            | EPMLM                 | Access to information, advice and assistance regarding LED related matters                          | Access to information, advice and assistance regarding LED related matters                          | 2012/13 | NIL               | EPMLM             | EPMLM               |
| 12129      | Fundraising   | EPMLM            | EPMLM                 | Increase available funds by 5% for implementation of projects                                       | Increase available funds by 5% for implementation of projects                                       | 2012/13 | NIL               | EPMLM             | EPMLM               |
| 12130      | Coordination of the drafting of sector plans                  | EPMLM            | EPMLM                 | Review SDF and LED strategy   | Review SDF and LED strategy   | 2012/13 | NIL               | EPMLM             | EPMLM               |
| 12131      | Urban renewal strategy  | EPMLM            | EPMLM                 | Promote economic growth by market linkages  | Promote economic growth by market linkages  | 2012/13 | NIL               | EPMLM             | EPMLM               |
| 12132      | Review LED strategy   | EPMLM            | EPMLM                 | To review LED strategy  | Number of strategy review   | 2012/13 | NIL               | EPMLM             | EPMLM               |

| Priority Issue/Programme 12: Health   |                                    |                   |                       |  |  |              |                   |                       |                     |
|---|------------------------------------|-------------------|-----------------------|--|--|--------------|-------------------|-----------------------|---------------------|
| Programme Objective: Promote the development of a healthy community and an effective healthcare environment |                                    |                   |                       |  | Target for the Year: < 15 cases a month  |              |                   |                       |                     |
| Project ID  | Project Name                       | Project Location  | Project Beneficiaries | Project Objective  | Key Performance Indicator  | Period       | Budget Allocation | Source of Funding     | Implementing Agency |
| 13019   | Occupational Health Safety         | EPMLM             | GMHM community        | To ensure the compliance of the workplace to the OH&SA and regulations | OHS compliant facilities, trained officials and working committees, safer workplace and monitoring reporting | 30 June 2013 | 200 000           | EPMLM Vote 510/260721 | EPMLM               |
| 13022   | Provide programmes on HIV/AIDS     | EPMLM             | GMHM                  | To provide programmes on HIV/AIDS                                      | Successful campaigns, Interaction with affected people and provision of support                              | 30 June 2013 | 58 300            | EPMLM Vote 375/260560 | EPMLM               |
| 13023   | Matlala Hospital –OPD Xray casulty | Tsimanyane        | EPMLM                 | OPD Xray casulty   | OPD Xray casulty   | 30 June 2013 | 7 014 000         | DOH                   | DOH                 |
| 13036   | Toitskraal Clinic upgrade          | Matlala-Ramoshebo | Matlala-Ramoshebo     | To upgrade Toitskraal clinic   | Clinic upgraded  | 30 June 2013 | 9 300 000         | DOH                   | DOH                 |

| Priority Issue/Programme 13: Social Welfare  |                             |   |           |                                |   |              |                   |                   |                     |
|--|-----------------------------|---|-----------|--------------------------------|---|--------------|-------------------|-------------------|---------------------|
| Programme Objective: Ensure improved living standards and promote humane living conditions for every member of society |                             |   |           |                                | Target for the Year: 10% increase in the household satisfaction index |              |                   |                   |                     |
| Project ID   | Project Name                | Project Location<br>Project Beneficiaries |           | Project Objective              | Key Performance Indicator   | Period       | Budget Allocation | Source of Funding | Implementing Agency |
| 14019  | Bakone Disabled Care centre | Serething                                 | Serething | Establish disabled care centre | To establish disabled care centre                                     | 30 June 2013 | Lottery fund      | Lottery           | Lottery             |

Priority Issue/Programme 14: Education

Programme Objective: Promote the provision of effective education to all learners and equip people to lead a meaningful life

Target for the Year: 350 Learners and 700 scholars

| Project ID | Project Name | Project Location | Project Beneficiaries | Project Objective | Key Performance Indicator | Period | Budget Allocation | Source of Funding | Implementing Agency |
|------------|--------------|------------------|-----------------------|-------------------|---------------------------|--------|-------------------|-------------------|---------------------|
|            |              |                  |                       |                   |                           |        |                   |                   |                     |

Priority Issue/Programme 15: Safety and Security

Programme Objective: Ensure a safe, secure and humane environment for inhabitants of the municipality

Target for the Year: 10% reduction

| Project ID | Project Name | Project Location | Project Beneficiaries | Project Objective | Key Performance Indicator | Period | Budget Allocation | Source of Funding | Implementing Agency |
|------------|--------------|------------------|-----------------------|-------------------|---------------------------|--------|-------------------|-------------------|---------------------|
|            |              |                  |                       |                   |                           |        |                   |                   |                     |

Priority Issue/Programme 16: Sports and Recreation

Programme Objective: Ensure accessibility to Sport and Recreation facilities for all the inhabitants of the municipal area

Target for the Year: 30000 inhabitants attending major sporting and recreational events

| Project ID | Project Name  | Project Location | Project Beneficiaries | Project Objective   | Key Performance Indicator  | Period       | Budget Allocation | Source of Funding       | Implementing Agency |
|------------|---|------------------|-----------------------|---|--|--------------|-------------------|-------------------------|---------------------|
| 17010      | Purchase equipment for maintenance of parks and sports fields | EPMLM            | EPMLM communities     | To ensure the development of new facilities and the maintenance of existing parks/ grounds and the beautification of the town | Purchase and distribution of equipment and proper maintained parks, open spaces and sports grounds | 30 June 2013 | 25 728            | Council Vote 425/260170 | EPMLM               |
| 17013      | Promotions of sports arts and culture                         | EPMLM            | EPMLM communities     | To promote sports arts and culture  | Promotions of sports arts and culture  | 30 June 2013 | 25 728            | Council                 | EPMLM               |
| 17011      | Refurbishment of Elandsdraal stadium                          | Elandsdraal      | Elandsdraal           | To refurbish Elandsdraal stadium  | Elandsdraal stadium refurbished  | 30 June 2013 | 2 300 000         | Council Capital Vote    | EPMLM               |
| 17012      | Refurbishment of Malebitsa stadium                            | Malebitsa        | Malebitsa             | To refurbish Malebitsa stadium  | Malebitsa stadium refurbished  | 30 June 2013 | 2 100 000         | Council Capital Vote    | EPMLM               |

| Priority Issue/Programme 19: Environmental Management   |                                 |                  |                       |                             |   |              |                   |                   |                     |
|---|---------------------------------|------------------|-----------------------|-----------------------------|---|--------------|-------------------|-------------------|---------------------|
| Programme Objective: Ensure that the general environment is protected and promoted in a sustainable and ongoing way |                                 |                  |                       |                             | Target for the Year: 30% target achievement |              |                   |                   |                     |
| Project ID  | Project Name                    | Project Location | Project Beneficiaries | Project Objective           | Key Performance Indicator                   | Period       | Budget Allocation | Source of Funding | Implementing Agency |
| 18000   | LP Control of bush encroachment |                  |                       | To remove bush encroachment | Bush encroachment removed                   | 30 June 2013 | R10m              | DEA               | DEA                 |

| Priority Issue/Programme 20: Training and Skills Development  |                        |                  |                       |                                   |                                       |              |                   |                   |                     |
|---|------------------------|------------------|-----------------------|-----------------------------------|---------------------------------------|--------------|-------------------|-------------------|---------------------|
| Programme Objective: Improve employee skills and competencies |                        |                  |                       |                                   | Target for the Year: 25% of employees |              |                   |                   |                     |
| Project ID  | Project Name           | Project Location | Project Beneficiaries | Project Objective                 | Key Performance Indicator             | Period       | Budget Allocation | Source of Funding | Implementing Agency |
| 21004   | Bursary fund staff     | EPMLM            | EPMLM community       | To provide bursaries to staff     | To provide bursaries to staff         | 30 June 2013 | 160 000           | Council Vote      | EPMLM               |
| 21005   | Bursary fund COMMUNITY | EPMLM            | EPMLM community       | To provide bursaries to community | To provide bursaries to community     | 30 June 2013 | 500 000           | Council Vote      | EPMLM               |

| Priority Issue/Programme 21: Staff Component and Appointments |  |                  |                       |                                 |   |              |                   |                   |                     |
|---|--|------------------|-----------------------|---------------------------------|---|--------------|-------------------|-------------------|---------------------|
| Programme Objective: Appoint employees to all vacant posts    |  |                  |                       |                                 | Target for the Year: 15 employees at management level |              |                   |                   |                     |
| Project ID  | Project Name   | Project Location | Project Beneficiaries | Project Objective               | Key Performance Indicator                             | Period       | Budget Allocation | Source of Funding | Implementing Agency |
| 22000   | Appointments of new staff in accordance with vacancies on organigram | Marble Hall      | GMHM communities      | To fill vacancies on organigram | Filling of vacancies on organigram                    | 30 June 2013 | 645 575           | EPMLM             | EPMLM               |

Priority Issue/Programme 22: Organisational Infrastructure and Assets

Programme Objective: Institutional arrangements and office space

Target for the Year: 98% uptime and running of the systems

| Project ID | Project Name  | Project Location | Project Beneficiaries | Project Objective                            | Key Performance Indicator   | Period       | Budget Allocation | Source of Funding              | Implementing Agency |
|------------|---|------------------|-----------------------|--|---|--------------|-------------------|--------------------------------|---------------------|
| 23003      | Office Furniture & equipment                          | Marble Hall      | EPMLM communities     | To purchase furniture & equipment            | Purchasing of furniture & equipment   | 30 June 2013 | 2 000 000         | EPMLM Capital Vote 500/ 305050 | EPMLM               |
| 23016      | Rehabilitation of admin block                         | Marble Hall      | EPMLM communities     | To rehabilitate admin block                  | Admin block rehabilitated   | 30 June 2013 | 2 400 000         | EPMLM Capital vote 625/305054  | EPMLM               |
| 23009      | Maintenance of all municipal buildings and facilities | Marble Hall      | EPMLM communities     | To improve conditions of municipal buildings | Sustainable municipal buildings   | 30 June 2013 | 939 600           | EPMLM Vote 625/235030          | EPMLM               |
| 23006      | Programing  | Marble Hall      | EPMLM communities     | Check licensing and agreements on ICT        | Fully functional ICT work environment<br>Digital and electronic record keeping and archives | 30 June 2013 | 1 244 662         | EPMLM Vote 500/260430          | EPMLM               |
| 23015      | Project Management Unit                               | Marble Hall      | EPMLM communities     | To establish project management unit         | Establishment of project management unit  | 30 June 2013 | 745 631           | EPMLM Vote 625/305067          | EPMLM               |

| Priority Issue/Programme 24: Service Delivery Standards (Batho Pele) |   |                  |                       |  |  |              |                   |                       |                     |
|--|---|------------------|-----------------------|--|--|--------------|-------------------|-----------------------|---------------------|
| Programme Objective: Implementation of the Batho Pele Principles     |   |                  |                       |  | Target for the Year: 100% compliance and customer satisfaction |              |                   |                       |                     |
| Project ID   | Project Name                                  | Project Location | Project Beneficiaries | Project Objective  |  | Period       | Budget Allocation | Source of Funding     | Implementing Agency |
| 24000  | Batho Pele                                    | Marble Hall      | EPMLM community       | Promote public awareness on customer Care relations  |  | 30 June 2013 | 15 480            | EPMLM 510/260472      | EPMLM               |
| 24001  | Corporate newsletter and related publications | Marble Hall      | EPMLM community       | Ensure publication of Municipal events and community news from various wards within the municipality<br>Create opportunities for local citizenry in the issuing of comments, letters and other means of information sharing<br>Promote healthy and sound media relations between the Municipality and the public |  | 30 June 2013 | 160 286           | EPMLM Vote 450/260021 | EPMLM               |
| 24002  | Internal Communication                        | Marble Hall      | EPMLM community       | To optimize public's access to Council information through the remote electronic media platforms   |  | 30 June 2013 | NIL               | EPMLM                 | EPMLM               |
| 24003  | Development of Administrative Services        | Marble Hall      | EPMLM community       | To optimize coordination and coherence of Council messages   | 30 June 2013   | NIL          | EPMLM             | EPMLM                 |                     |
|  |   |                  |                       | To enhance accessibility of Council information through use of relevant indigenous languages   | 30 June 2013   | NIL          | EPMLM             | EPMLM                 |                     |
|  |   |                  |                       | Develop an effective and efficient event management strategy   | 30 June 2013   | NIL          | EPMLM             | EPMLM                 |                     |



| Priority Issue/Programme 25: Performance Management System          |              |                  |                       |                            |                             |  |                   |                       |                     |
|---|--------------|------------------|-----------------------|----------------------------|-----------------------------|--|-------------------|-----------------------|---------------------|
| Programme Objective: Develop appropriate key performance indicators |              |                  |                       |                            |                             | Target for the Year: According to prescribed and set standards |                   |                       |                     |
| Project ID  | Project Name | Project Location | Project Beneficiaries | Project Objective          | Key Performance Indicator   | Period   | Budget Allocation | Source of Funding     | Implementing Agency |
| 25001   | PMS          | EPMLM            | EPMLM communities     | Cascade PMS to other staff | PMS cascaded to other staff | 30 June 2013   | 10 000            | EPMLM Vote 760/260150 | EPMLM               |

| Priority Issue/Programme 26: Financial Management |  |                  |                       |   |   |                                      |                   |                       |                     |
|---|--|------------------|-----------------------|---|---|--------------------------------------|-------------------|-----------------------|---------------------|
| Programme Objective: Improve debtor collection    |  |                  |                       |   |   | Target for the Year: 2% and below 8% |                   |                       |                     |
| Project ID  | Project Name   | Project Location | Project Beneficiaries | Project Objective   | Key Performance Indicator   | Period                               | Budget Allocation | Source of Funding     | Implementing Agency |
| 26002   | Programming  | EPMLM            | EPMLM communities     | Programming   | Programming   | 30 June 2013                         | 1 250 000         | EPMLM Vote 775/260430 | EPMLM               |
| 26004   | Compile GRAP compliant asset register                              | EPMLM            | EPMLM communities     | To ensure compliance with GRAP standards                              | % GRAP compliant asset register compiled                              | 30 June 2013                         | 1 272 000         | EPMLM Vote 775/260780 | EPMLM               |
| 26005   | Review indigent register   | EPMLM            | EPMLM communities     | To ensure accessibility of free basic services to the community       | % review of indigent register   | 30 June 2013                         | 53 000            | EPMLM Vote 775/260713 | EPMLM               |
| 26001   | Revenue enhancement strategy implementation                        | EPMLM            | EPMLM communities     | To maximize the collection of revenue                                 | % increase in revenue collected.                                      | 30 June 2013                         | 1 408 400         | EPMLM Vote 775/260115 | EPMLM               |
| 26006   | Appoint finance interns  | EPMLM            | EPMLM communities     | To ensure compliance with National Treasury's budget reforms          | Number of interns appointed   | 30 June 2013                         |                   |                       |                     |
| 26007   | Conduct feasibility study on new financial system                  | EPMLM            | EPMLM communities     | To ensure proper accounting of transactions                           | % feasibility study conducted on new financial system                 | 30 June 2013                         |                   |                       |                     |
| 26008   | Conduct half yearly asset verifications                            | EPMLM            | EPMLM communities     | To improve the management of Assets                                   | Number of assets verifications conducted                              | 30 June 2013                         |                   |                       |                     |
| 26009   | Compilation of general valuation and supplementary valuation roll. | EPMLM            | EPMLM communities     | To compile a supplementary valuation roll in compliance with the MPRA | % of Supplementary valuation roll compiled.                           | 30 June 2013                         |                   |                       |                     |
| 26010   | Compile financial statements in terms of Gamap/Grap format.        | EPMLM            | EPMLM communities     | To ensure compliance with GRAP standards                              | % compilation of GRAP compliant 2010/2011 Annual Financial Statements | 30 June 2013                         |                   |                       |                     |

| Priority Issue/Programme 26: Financial Management |                                    |                  |                       |  |   |              |                   |                   |                     |
|---|------------------------------------|------------------|-----------------------|--|---|--------------|-------------------|-------------------|---------------------|
| Programme Objective: Improve debtor collection    |                                    |                  |                       |  | Target for the Year: 2% and below 8%  |              |                   |                   |                     |
| Project ID  | Project Name                       | Project Location | Project Beneficiaries | Project Objective  | Key Performance Indicator   | Period       | Budget Allocation | Source of Funding | Implementing Agency |
| 26011   | Clear audit queries                | EPMLM            | EPMLM communities     | To improve compliance with financial management regulations                | % development and implementation of audit Action plan to address audit queries for 2010/2011. | 30 June 2013 |                   |                   |                     |
| 26012   | Compile budget for 2012/2013 MTREF | EPMLM            | EPMLM communities     | To comply with the MFMA with regards to budget and reporting requirements. | Number of budget Community participation programmes conducted.                                | 30 June 2013 |                   |                   |                     |

| Priority Issue/Programme 27: Fleet Management   |                  |                  |                       |  |   |              |                   |                       |                     |
|---|------------------|------------------|-----------------------|--|---|--------------|-------------------|-----------------------|---------------------|
| Programme Objective: Improve vehicle management |                  |                  |                       |  | Target for the Year: 5% vehicle replacement |              |                   |                       |                     |
| Project ID                                      | Project Name     | Project Location | Project Beneficiaries | Project Objective  | Key Performance Indicator                   | Period       | Budget Allocation | Source of Funding     | Implementing Agency |
| 27001   | Fleet management | Marble Hall      | EPMLM communities     | To manage and control utilization of municipal vehicle fleet | Effective use of vehicles and reduce abuse  | 30 June 2013 | 84 800            | EPMLM Vote 640/260816 | EPMLM               |

| Priority Issue/Programme 28: Internal Audit    |   |                  |                       |   |   |   |                   |                   |                     |
|--|---|------------------|-----------------------|---|---|---|-------------------|-------------------|---------------------|
| Programme Objective: Improve internal controls |   |                  |                       |   |   | Target for the Year: 5% vehicle replacement |                   |                   |                     |
| Project ID                                     | Project Name  | Project Location | Project Beneficiaries | Project Objective                             | Key Performance Indicator                     | Period                                      | Budget Allocation | Source of Funding | Implementing Agency |
| 28001  | Quarterly Internal Audit Engagements                        | Marble Hall      | EPMLM communities     | To provide an independent objective assurance | To provide an independent objective assurance | 30 June 2013                                | nil               | EPMLM             | EPMLM               |
| 28002  | Quarterly SDBIP Performance Reports and AC Progress reports | Marble Hall      | EPMLM communities     | To ensure accountability                      | To ensure accountability                      | 30 June 2013                                | nil               | EPMLM             | EPMLM               |

Priority Issue/Programme 28: Internal Audit

Programme Objective: Improve internal controls

Target for the Year: 5% vehicle replacement

| Project ID | Project Name   | Project Location | Project Beneficiaries | Project Objective  | Key Performance Indicator  | Period       | Budget Allocation | Source of Funding | Implementing Agency |
|------------|--|------------------|-----------------------|--|--|--------------|-------------------|-------------------|---------------------|
| 28003      | 2012/2013 Internal Audit Charter   | Marble Hall      | EPMLM communities     | Define and set out the nature, role purpose and responsibilities and authority of IA within EMLM   | Define and set out the nature, role purpose and responsibilities and authority of IA within EMLM | 30 June 2013 | nil               | EPMLM             | EPMLM               |
| 28004      | To facilitate risk assessment and review :<br>- Risk management Strategy<br>- Risk management policy<br>- Fraud Prevention Plan<br>- Fraud Response Plan<br>- Whistle-blowing policy | Marble Hall      | EPMLM communities     | To help management to prioritise the identified risks. This enables management to spend more time, effort and resources to manage risks of higher priority than risks with a lower priority. | 30 June 2013   | nil          | EPMLM             | EPMLM             |                     |
| 28005      | Reporting to Audit Committee quarterly.  | Marble Hall      | EPMLM communities     | To report to Audit Committee on Activities of Internal Audit.  | 30 June 2013   |              | EPMLM             | EPMLM             |                     |
| 28006      | Appoint internal auditor   | Marble Hall      | EPMLM communities     | To increase the scope of internal audit through appointment of competent staff   | 30 June 2013   |              | EPMLM             | EPMLM             |                     |

Priority Issue/Programme 29: Special focus groups and Special programs

Programme Objective: Improve development of special programs

Target for the Year: 5% vehicle replacement

| Project ID | Project Name  | Project Location | Project Beneficiaries | Project Objective  | Key Performance Indicator  | Period       | Budget Allocation | Source of Funding | Implementing Agency |
|------------|---|------------------|-----------------------|--|--|--------------|-------------------|-------------------|---------------------|
| 29001      | Development programme and advocacy for the disables.                          | Marble Hall      | EPMLM communities     | To develop and implement Disability Development Programmes   | To develop and implement Disability Development Programmes   | 30 June 2013 | nil               | EPMLM             | EPMLM               |
| 29002      | Training programme for people with disability e.g. approach towards business. | Marble Hall      | EPMLM communities     | To develop and empower disability people with business skills programmes offered by Libsa (Forum)          | To develop and empower disability people with business skills programmes offered by Libsa (Forum)          | 30 June 2013 | nil               | EPMLM             | EPMLM               |
| 29003      | Aged Development Programme and advocacy                                       | Marble Hall      | EPMLM communities     | To develop and implement development programmes for the Aged which help to give meaning for the aged life. | To develop and implement development programmes for the Aged which help to give meaning for the aged life. | 30 June 2013 | nil               | EPMLM             | EPMLM               |
| 29004      | Youth development program and Advocacy  | Marble Hall      | EPMLM communities     | To develop and implement Youth development programs  | To develop and implement Youth development programs  | 30 June 2013 | nil               | EPMLM             | EPMLM               |
| 29005      | Woman and Gender development program and advocacy                             | Marble Hall      | EPMLM communities     | To develop and implement Woman and Gender development programme  | 30 June 2013   | nil          | EPMLM             | EPMLM             |                     |
| 29006      | Childrens development program and advocacy                                    | Marble Hall      | EPMLM communities     | To develop and implement Childrens development program   | 30 June 2013   | nil          | EPMLM             | EPMLM             |                     |
| 29007      | Geographic name change program  | Marble Hall      | EPMLM communities     | To develop and implement program for geographic name change  | 30 June 2013   | nil          | EPMLM             | EPMLM             |                     |

| Priority Issue/Programme 29:Special focus groups and Special programs |                             |                  |                       |  |                           |   |                   |                   |                     |
|---|-----------------------------|------------------|-----------------------|--|---------------------------|---|-------------------|-------------------|---------------------|
| Programme Objective: Improve development of special programs          |                             |                  |                       |  |                           | Target for the Year: 5% vehicle replacement |                   |                   |                     |
| Project ID  | Project Name                | Project Location | Project Beneficiaries | Project Objective  | Key Performance Indicator | Period                                      | Budget Allocation | Source of Funding | Implementing Agency |
| 29008   | Ward committee program      | Marble Hall      | EPMLM communities     | To develop and implement program for ward committees     | 30 June 2013              | nil   | EPMLM             | EPMLM             |                     |
| 29009   | Traditional leaders support | Marble Hall      | EPMLM communities     | To develop and implement program for Traditional leaders | 30 June 2013              | nil   | EPMLM             | EPMLM             |                     |
| 29010   | Civic Courtesy              | Marble Hall      | EPMLM communities     | To successfully host Mayoral guests                      | 30 June 2013              | nil   | EPMLM             | EPMLM             |                     |

| Priority Issue/Programme 30:Council support                  |   |                  |                       |   |  |              |                   |                       |                     |
|--|---|------------------|-----------------------|---|--|--------------|-------------------|-----------------------|---------------------|
| Programme Objective: Improve development of special programs |   |                  |                       |   | Target for the Year: 5% vehicle replacement  |              |                   |                       |                     |
| Project ID   | Project Name                                  | Project Location | Project Beneficiaries | Project Objective   | Key Performance Indicator  | Period       | Budget Allocation | Source of Funding     | Implementing Agency |
| 30000  | Intergovernmental relations                   | Marble Hall      | EPMLM communities     | To have good relations with other government bodies.  | Number of meetings held with such bodies, Established revived local IGR forum.   | 30 June 2013 | nil               | EPMLM                 | EPMLM               |
| 30001  | Public Participation                          | Marble Hall      | EPMLM communities     | To afford the community with an opportunity of taking part in municipal programmes and giving inputs. | Number of consultative meetings held, Number of mayoral outreach programmes held, Number of ward & Ward Committee meetings held. | 30 June 2013 | 313 461           | Vote 505/260725 EPMLM | EPMLM               |
| 30002  | Communication, Media Relations and Reporting. | Marble Hall      | EPMLM communities     | To have a well coordinated communication and good relations with the public.                          | Approved revised Communication policy, Number of reports developed.  | 30 June 2013 |                   | EPMLM                 | EPMLM               |

| Priority Issue/Programme 30: Council support                 |   |                  |                       |  |  |              |                   |                   |                     |
|--|---|------------------|-----------------------|--|--|--------------|-------------------|-------------------|---------------------|
| Programme Objective: Improve development of special programs |   |                  |                       |  | Target for the Year: 5% vehicle replacement  |              |                   |                   |                     |
| Project ID   | Project Name  | Project Location | Project Beneficiaries | Project Objective  | Key Performance Indicator  | Period       | Budget Allocation | Source of Funding | Implementing Agency |
| 30003  | Handling Presidential Hotline queries   | Marble Hall      | EPMLM communities     | To expedite service delivery and enhance customer care.  | Number of community members assisted, Number of queries handled.                   | 30 June 2013 | nil               | EPMLM             | EPMLM               |
| 30004  | Record of articles and press releases.  | Marble Hall      | EPMLM communities     | To keep record of articles & press releases pertaining to the municipality for future references.                              | Number of articles & press releases kept in record, Number of record files opened. | 30 June 2013 | nil               | EPMLM             | EPMLM               |
| 30005  | Reviewal of Delegation of Powers between political and administration functionality | Marble Hall      | EPMLM communities     | To ensure optimum functionality of Council, its committees and staff   | Approved reviewed Delegation of Powers document.                                   | 30 June 2013 | nil               | EPMLM             | EPMLM               |
| 30006  | Revival of HIV/AIDS Council   | Marble Hall      | EPMLM communities     | To give special attention to HIV/AIDS programmes in order to alleviate the pandemic's impact on communities.                   | Number of meetings held by the council, Number of awareness campaigns conducted.   | 30 June 2013 | nil               | EPMLM             | EPMLM               |
| 30007  | Revival of the Aged & Disability council  | Marble Hall      | EPMLM communities     | To give special attention to disability programmes in order to alleviate the pandemic's impact on communities.                 | Number of meetings held by the council.  | 30 June 2013 | nil               | EPMLM             | EPMLM               |
| 30008  | Revival of Youth, Sport & Recreation council  | Marble Hall      | EPMLM communities     | To give special attention to youth, sports & recreation programmes in order to alleviate the pandemic's impact on communities. | Number of meetings held by the council.  | 30 June 2013 | nil               | EPMLM             | EPMLM               |

Priority Issue/Programme 30: Council support

Programme Objective: Improve development of special programs

Target for the Year: 5% vehicle replacement

| Project ID | Project Name                                 | Project Location | Project Beneficiaries | Project Objective   | Key Performance Indicator   | Period       | Budget Allocation | Source of Funding | Implementing Agency |
|------------|--|------------------|-----------------------|---|---|--------------|-------------------|-------------------|---------------------|
| 20009      | Traditional Leaders                          | Marble Hall      | EPMLM communities     | To enhance municipal relations with Traditional leaders & to encourage their participation in municipal programmes. | Number of consultative meetings held with them, Number of council meetings they attended                                  | 30 June 2013 | nil               | EPMLM             | EPMLM               |
| 20010      | Traditional Healers                          | Marble Hall      | EPMLM communities     | To enhance municipal relations with Traditional healers & to encourage their participation in municipal programmes. | Number of consultative meetings held with them.   | 30 June 2013 | nil               | EPMLM             | EPMLM               |
| 20011      | Early Child Development (ECD)                | Marble Hall      | EPMLM communities     | To afford children & stakeholders with an opportunity for developing children from early stages.                    | Number of consultative meetings held, Number of children taking part in the programme, Number of established ECD centres. | 30 June 2013 | nil               | EPMLM             | EPMLM               |
| 20012      | Gender-based programmes & Moral Regeneration | Marble Hall      | EPMLM communities     | To develop a Framework & to discourage gender-based conflicts & violence, and to establish a committee.             | Number of consultative meetings held, Approved Framework,   | 30 June 2013 | nil               | EPMLM             | EPMLM               |

## 14. DISTRICT PROJECTS

### 14.1 SEKHUKHUNE INFRASTRUCTURE PROJECTS

| KPA   | PROGRAMME   | PROJECT NO | PROJECTS  | STATUS   | TOTAL BUDGET | BUDGET 2012/13 | BUDGET 2013/14 | BUDGET 2014/15 |
|---|---|------------|---|----------|--------------|----------------|----------------|----------------|
| Access to basic services and infrastructure development | MIG and District Infrastructure Development Programme |            | Marble Hall WTW refurbishment (LNWB report 23/2/12) | Definite | 3 000 000    | 3 000 000      |                |                |
|   |   |            | Flag Boahielo Elandsdraal sewage ponds              | Definite | 2 500 000    | 2 500 000      |                |                |

## 15. SECTOR DEPARTMENT PROJECTS

### 15.1 DEPARTMENT OF ROADS AND TRANSPORT – INFRASTRUCTURE PROJECTS

| No | Project Name                                       | Project description   | Planning & Design F/Y |        | Overall Budget | Implementing period and budget |         |         |
|----|--|---|-----------------------|--------|----------------|--------------------------------|---------|---------|
|    |  |   | F/Y                   | Budget |                | 2012/13                        | 2013/14 | 2014/15 |
|    | Marble Hall(N11) to Val Schfontein                 | Marble Hall(N11) to Val Schfontein                                    |                       |        |                | 15 040 000                     |         |         |
|    | Marble Hall(N11) to D1458                          | Marble Hall(N11) to D1458   |                       |        |                | 1 480 000                      |         |         |
| 23 | Ga-Matlala / Ragaphela to Tsimanyane to Kromdraai  | D4285 - Upgrading (gravel to bituminous / tar surface) - RAL          |                       |        |                | 58 587 000                     |         |         |
| 34 | Tompi Seleka / Kromdraai to Mogaladi               | Makhuduthamaga / Ephraim Mogale - D4370 Upgrading (Gravel to tar) RAL |                       |        | R83m           | R30 327 000                    |         |         |
|    | Household Routine maintenance at Ephraim Mogale LM | Household Routine maintenance at Ephraim Mogale LM                    |                       |        |                | 13 100 000                     |         |         |



## 15.2 Limpopo Department of Agriculture – Infrastructure projects 2011/12

| No. | Project Name            | Project description/<br>type of structure | Overall Budget | Planning and Design |        | Implementation period and Budget<br>R thousand |         |         |  |
|-----|-------------------------|---|----------------|---------------------|--------|--|---------|---------|--|
|     |                         |   |                | FY                  | Budget | 2012/13  | 2013/14 | 2014/15 |  |
| 52  | Tompi Seleka Bio-diesel | Bio-diesel plant                          | 8,800,000      |                     |        | 4 000,000                                      |         |         |  |

## 15.3 Health Infrastructure Projects

| No | Project name                          | Project description | Implementing agent | Total project cost | Plan & design |        | Implementation period and budget |  |  |
|----|---------------------------------------|---------------------|--------------------|--------------------|---------------|--------|----------------------------------|--|--|
|    |                                       |                     |                    |                    | F/y           | Budget | 2012/13                          |  |  |
|    | Matlala Hospital – OPD X-Ray casualty |                     | DOH                |                    |               |        | 7 014 000                        |  |  |
|    | Toitskraal Clinic                     |                     | DOH                |                    |               |        | 9 300 000                        |  |  |

# 16. PARASTATELS AND STATE OWNED ENTERPRISES PROJECTS

## 16.1 ESKOM Electrification Plan 2011/12

| Project Name           | TOTAL Planned CAPEX | TOTAL Planned Connections |
|------------------------|---------------------|---------------------------|
| Leeuwfontein RDP ext 2 | 4 090 000           | 409                       |
| Ephraim Mogale infills | 101 111             | 33                        |

## 16.2 DTI

| PROJECT                 | BUDGET 2012/13 |
|-------------------------|----------------|
| Organic farming cluster | 4 301 000      |

## 16.3 LEDET

| PROJECT  | BUDGET      | IMPLEMENTER | Responsible Person                |
|--|-------------|-------------|-----------------------------------|
| Schuinsdraai Nature Reserve Conference facility, upgrade entrance, electricity, water and Managers house | R19 million | LEDET & LTP | Moses Ngobeni and Fixon Hlungwane |
| LP control of bush encroachment  | R10m        | DEA SRP     |                                   |

## CHAPTER 5 – INTEGRATION PHASE

### 17. INTEGRATION

The following plans have been adopted by the council in order to carry out its mandate set out in the constitution:

#### 17.1 Organisational Performance Management System

The Performance Management System (PMS) for the Municipality was reviewed and approved by Council on 25 November 2010. The framework make provision to cascade PMS to all post levels.

Performance agreements has been signed by managers for 2011/12 and agreements for 2012/13 will be signed during July 2012. Internal audit plan for 2012/13 will be compiled during July 2012 and will be approved by Audit committee thereafter which will include audit of performance review.

#### 17.2 Integrated Spatial Development Framework

The spatial development principles relevant to the Spatial Development Framework of the municipality, which was adopted by Council on 25 June 2007 and not reviewed, are:

- Correction of historically distorted spatial patterns;
- Spatial integration;
- Densification (compact towns and cities);
- Sustainable land development practices;
- Spatially co-ordinated sectoral activities;
- The discouragement of land invasions;
- Security of land tenure, and
- Equitable access to land

##### Marble Hall Provincial Growth Point

Marble Hall has been approved as a Provincial Growth Point, as also identified in the Limpopo Spatial Rationale.

##### Leeuwnfontein – Moganyaka Area Municipal Growth Point

The Leeuwnfontein/Moganyaka Area has been approved, as a Municipal Growth Point and infill development between Leeuwnfontein, Manapyane, Moganyaka and Mamphokgo should take place, to enable the establishment of one cohesive development area, namely the Leeuwnfontein Municipal Growth Point.

##### Elandsdraal – Hinlopen area Municipal Growth Point

Because of the geographic locality and proximity to each other Elandsdraal and Hinlopen has been approved as a single Municipal Growth Point for the Elandsdraal area.

##### Regae – Dichoeng area Individual Municipal Growth Point

Regae and Dichoeng has been approved as an individual Municipal Growth Point with corridor development between Elandsdraal and Dichoeng along road D3600.

##### Rathoke-, Uitvlugt-, Keerom-, Zamenkomst Area Municipal Growth Point

Rathoke/Uitvlugt/Keerom/Zamenkomst Area has been approved as a Municipal Growth Point and infill development between the four towns, should take place to enable the establishment of one cohesive development area, namely the Rathoke/Uitvlugt Municipal Growth Point

#### Ditholong-, Letebejane, Tsimanyane Area Population Concentration Point

Ditholong-, Letebejane, Tsimanyane Area, as a result of the hospital situated in the area, locality adjacent to road D4285 (which is identified as a priority link road) and the relatively large population of approximately 6267, it has been approved as a Population Concentration Point.

This area is situated in close proximity to the Flag Boshielo Dam and a large area has been identified as conservation area. Eco Tourism can thus play an important role in the economic upliftment of this area.

It is proposed that infill development should take place between the settlements of Makgatle-A, Letebejane, Ditholong and Tsimanyane South to establish one nodal development area. Steep areas occur to the east of this proposed nodal point, which restricts development in this direction.

#### Proposed Corridor Development

- (1) Zamenkomst – Rathoke – Malebitsa is seen as a future development corridor with the main growth point at Rathoke
  - (2) In a north/south direction, the main development corridor of the Greater Marble Hall area, is from Marble Hall to be along the N1 in an eastern direction to Leeuwfontein and then in a northern direction along road D4100, to Matseding. Road D4358 and from there along Road D3600 to Elandsdraal and ending at Dichoeung in the north. It is thus important to expedite the upgrade of road D3600 between Elandsdraal and Dichoeung, as development can only successfully take place if a sufficient transport system can be established for the transportation of consumers, goods and services. A road system can be regarded as the “life line” for the establishment of development areas.
  - (3) The main proposed east/west development corridor along Road D4285 (Tsimanyane South, Ragaphela, Mmolwaneng) along a priority link road is proposed to link up with settlements (for example Maseremule Park) in the adjacent Greater Tubatse Municipality, as well as provide linkage with the north/south corridor.
- 5.6 Integrated LED Programme/Strategy

### 17.3 Local Economic Development

LED strategy and plan was approved by Council on 25 June 2008 and proposals to improve the rate of economic development and the quality of life of the citizens of Ephraim Mogale Local Municipality is Service Delivery Improvements, Horticulture Cluster Promotion, Meat Cluster Promotion, Tourism Cluster Development and Informal Economy Support. The strategy responds to economic constraints of the municipality and is aligned to key planning documents of the NSDP, PGDS etc.

EPWP is identified as a means to provide job opportunities and training along with various sectors for infrastructure development in respect of roads and storm water, electricity, community development and LED development.

### 17.4 Integrated HIV/AIDS Programme

The municipality is implementing the decentralised response to HIV & AIDS, having joined the CMRA support project in June 2007 as the 7th pilot site. The objectives of the municipality project are: (a) to establish an Interdepartmental Forum (IDF) on HIV & AIDS with a clear objective, mandate and responsibility, coordination body and budget (earmarked from the various departments) and well embedded in the IDP in order to increase the service delivery to the community related to HIV & AIDS issues and (b) to advise the municipality in how to establish and/strengthen the Local Aids Council (LAC) – the multisectoral municipal HIV & AIDS platform involving all stakeholders (governmental and non-governmental) in the field of HIV & AIDS to address the problem of HIV & AIDS from the local level in a coordinated and effective way, broaden the scope of the spin off and avoid unnecessary overlaps.

The IDF committee has been established. Preparation of departmental action plans on HIV & AIDS has been compiled. LAC has been established. The project has already contributed significantly to raising awareness in the municipality with regard to mainstreaming of HIV & AIDS and brochures for each ward has been compiled giving details of home based carers and the needs of the communities.

### 17.5 Integrated Poverty Reduction and Gender Equity Programme

To ensure a consistent set of measures to reduce poverty and to contribute to gender equity in the Municipality.

To strive to ensure that the needs of vulnerable and destitute households within the Municipalities area of jurisdiction are adequately and sustainably addressed.

Unemployment is high due to the following:

- Lack of job opportunities.
- High level of illiteracy.
- Lack of skills.
- Unsustainable projects.
- Lack of access to credit.
- Lack of and long distances to markets for products.
- Lack of economic diversification.
- Lack of investment.

The implications of this socio-economic status are that:

- Programmes should be targeted at women, aged, disabled, youth and those who cannot be accommodated into the formal economy.
- Projects and resources must be rural based and should include food security projects.
- Programmes should focus on the upskilling of the people by introducing skills training programmes.
- Projects should address economic growth as an essential platform for employment creation.

The gender equity plan has been compiled

## **17.6 Disaster Management Plan**

The purpose of a Disaster Management Plan is to enhance the capacity of the Municipality to prevent and to deal with disasters within the greater municipal area, and to avoid developments and activities which are subject to high risk of disasters.

The plan was compiled and approved by Council on 26 September 2006.

The Sekhukhune district municipality is responsible for disaster management and a SLA are being developed to act as agent for the district .

## **17.7 Water Services Development Plan**

The Sekhukhune District Municipality compiled a Water Services Development Plan on behalf of the Municipality. This information will be consolidated as a sector plan within the IDP. Water and Sanitation are regarded as the highest priority needs within the municipality. Strategies and Projects related to this sector is referred to in sections 3 and 4.

The district is the water service authority and took over all assets and staff on 1 July 2011

## **17.8 Integrated Waste Management**

The municipality have powers and functions for waste management. The Integrated Waste Management Plan (IWMP) has in terms of the requirements stipulated in the White Paper on Integrated Pollution and Waste Management for SA. Strategies been compiled and approved by Council on 30 September 2003.

To ensure efficient waste management systems a solid waste implementation plan has been compiled to improve waste disposal and the management of the land fill site which is situated in Marble Hall town and is licensed and authorized.

## **17.9 Integrated Environmental Management Programme**

Local government operates in a challenging set of circumstances in terms of ensuring environmental sustainability. The pressure for development can apply tremendous strain on the natural environment. To ensure that environmental sustainability considerations are taken into account during planning, development and implementation of projects. The Integrated Environmental Programme was compiled and approved by Council

on 29 March 2005.

#### **17.10 Integrated Transport Plan**

The municipality is a transport authority. The compilation of an Integrated Transport Plan was identified as a high priority project for the Public Transport sector. This plan should be integrated with the provincial and district plans. Financial and technical assistance need to be offered by the Department of Transport to compile this plan in the 2012/13 financial year.

#### **17.11 Land Use Management System**

Sekhukhune district municipality appointed a service provider to compile a LUMS for the municipality. The draft has been compiled but not approved as yet due to lack of legislation to back the system.

#### **17.12 Electricity – Energy master plan**

The municipality is the electricity service provider for Marble Hall town and community lighting for the municipal area. ESKOM is the electricity service provider for the other villages in the municipality.

Energy maintenance and energy saving plan has been compiled and complies with minimum required standard.

#### **17.13 Roads master plan**

Roads and storm water sector plan have been compiled which include investment plan for infrastructure. Roads master plan which include district, provincial and national roads to be compiled in liaison with SDM, Provincial and National roads departments in 2012/13 financial year.

#### **17.14 Municipal infrastructure investment framework (MIIF)**

Municipal infrastructure investment framework is in place and investment planning utilize the MIG grant over the next MTEF.

#### **17.15 Public participation/Communication system**

Public participation/communication system is in place as well as personnel, policy and strategy which meet the minimum and required standard.

#### **17.16 Risk management strategy and Anti-corruption strategy**

Risk management and Anti-corruption strategies compiled and Risk Management approved by Council on 31 August 2009(SC/03/2009).

#### **17.17 Financial plan**

Five year financial plan has been compiled and form part of the Budget document for 2012/13 compiled in terms of the MFMA which address the financial challenges highlighted and prioritised in the analysis phase and meet the minimum and required standard.

#### **17.18 Audit action plan**

The municipality received a qualified audit report on the financial statements for 2010/11. Audit action plan has been compiled to address matters with emphasis. The comments from the Auditor – General are seriously addressed in the audit action plan.

#### **17.19 Internal Audit Committee**

Internal audit committee has been established and new members was appointed by Council on 20 October 2011 as per council resolution S C1/06/2011

### **17.20 Institutional plan**

Institutional plan developed in line with powers and functions which address the institutional challenges and prioritised in the analysis phase and meet the minimum and required standard.

### **17.21 HR strategy**

HR strategy has been compiled and responds to the long-term goals as reflected in the IDP.

### **17.22 Workplace skills plan**

Workplace skills plan has been compiled which addresses scarce skills

### **17.23 Succession plan**

Succession plan has been compiled for key positions

### **17.24 IGR structures**

IGR structures in place are the IDP representative forum both on local and district level.

### **17.25 EPWP**

236 Jobs have been created through expanded public works program in 2011/12 and the target for 2012/13 is 280 jobs





## CHAPTER 6 - ADOPTION

### 18. ADOPTION

IDP for 2012/13 was adopted by Council on 31 May 2012 by resolution number SC7/01/2012













