



ROADS AGENCY LIMPOPO  
Together for better roads

FOURTH QUARTER  
EDITION 2019

# MMILENG

WELCOME TO OUR ROAD NETWORK

**MEC  
MONICCA  
MOCHADI**

Visits Road  
Construction Sites

**RAL CEO**  
Addresses Sabtaco

**VILLAGE GIRL  
CANDY  
MOKWENA**

Staying Grounded  
& Getting Up

**APEL  
DEVELOPMENT  
ZONE**

**NEW GA-NKOANA TO MABULELA  
ECONOMIC ROAD**

**BIG INTERVIEW**

WITH BOARD'S NOMINATION  
COMMITTEE CHAIRPERSON



**ROADS AGENCY LIMPOPO**

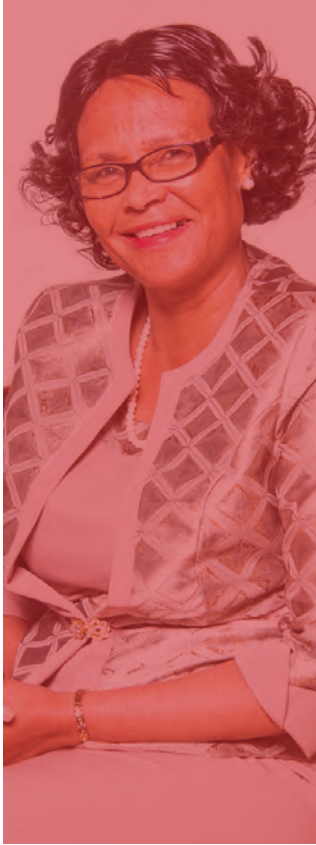
*Together for better roads*



Contributing to socio economic development by connecting the people of Limpopo Province.

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Providing quality and sustainable provincial road infrastructure network for the economic development of Limpopo Province.



4<sup>th</sup> Quarter Edition 2019

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### COVER STORY

*Mmileng* Fourth Quarter 2019 Cover Star is #SimpleVillageGirl and #AWomanOfCulture, Candy Mokwena, an award winning singer.

# NOTE FROM THE EDITOR



MR MAROPENG  
MANYATHELA,  
RAL's Head of Communications

**W**hat an exciting period it is in our beloved country, South Africa (SA). Exciting simply because all SA citizens are speaking in one voice to congratulate the Springboks for making the country proud by convincingly winning the Rugby World Cup. It is indeed befitting for all of us to just express some "Well Done" to our boys for showing the whole world what SA is capable of. If the reception received by the 'boys' from Japan on Tuesday, 5 November 2019, is anything to go by, then this country can create even more unimaginable miracles and shock the world again. Once more, WELL DONE to our triumphant BOKS!

Let us now pay our attention to your favourite read, *Mmileng*!

We once more bring you intriguing stories that captures the variety of news relating to the core business of Roads Agency Limpopo (RAL). In this edition we lead with RAL's shareholder representative, honourable MEC for the Limpopo Department of Public Works, Roads and Infrastructure, Dr Monica Mochadi who has been doing important oversight visits to provincial roads in an effort to fully understand the challenges faced by our communities, contractors and RAL in terms of implementation of road projects. In the same vein, Dr Mochadi also express her concerns against the trend of service providers inciting communities and SMMEs against RAL. We have recently seen the MEC decisively dealing with this matter.

Once more we bring you *Mmileng*'s usual features such as the Big Interview where we cover the Chairperson of the Nominations Committee who happens to also be the Chairperson the main RAL Board of Directors, Mr Matome Ralebipi. You can read

to better know what he has done for this province through the work at RAL.

Stakeholder engagement is also an important feature in this read. The CEO of RAL has in recent month addressed one of the important events hosted by Sabtaco. Sabtaco is one of the significant stakeholders in the business of the Agency. We will continue strengthen our Stakeholder engagement efforts because our core business is in such a way that nothing can be successfully done without the involvement of our communities in the province. We continue to work with all the 5-district municipality in Limpopo.

As in the other previous editions, our usual Mintirho Ya Vulavula feature covers the real views of the people on the ground. It is through the views of these people, our most valued stakeholders that we grow and learn to do things better in a more proactive manner. You will read comments about a project in Senwabarwana, blouberg Local Municipality of Limpopo. As our reader, we also take you through some of the projects that are being implemented currently and further introduce you to our project managers handling these projects. These are our eyes and ears on the ground and should be able to handle any challenge during implementation.

It is befitting to conclude this note by reminding all our important stakeholders to take care on the South African roads as we welcome the festive season. The Minister of Transport has already launched the Arrive Alive campaign. It now remains our responsibility to conduct ourselves and against our fellow citizens, in a human and life caring manner so that we preserve the precious lives.

*Merry Christmas!*

# THE BOARD'S VIEW

## Clarion Call for all Roads Agency Limpopo Stakeholders to Join Hands

**T**he recent events relating to the road infrastructure service delivery demands have confirmed how significant roads are in developing any country's economy. For the past few months, Roads Agency Limpopo (RAL) has experienced a number of protests in the name of road infrastructure delivery. Though some of the protests were notably ill-intended, the Board of Directors at RAL understands that the genuine ones are justified and should be taken seriously.

We would like to amplify the call made by our shareholder, the Honourable MEC for the Limpopo Department of Public Works, Roads and Infrastructure, Dr Monica Mochadi, that the genuine and authorized protests should be conducted within the law. It has come to the attention of the Board that there are service providers, in particular contractors, who buy and rent people to conduct some of the protests against RAL with the view to force RAL to, among others, pay for unjustified invoices.

I want to caution the RAL management and project managers to be vigilant against this sort of trend and practice. I have also instructed management to ensure that all the quality assurance processes are strengthened to be able to pick up unscrupulous tendencies from our service providers.

Of major concern is the recent incident where some of the Small, Medium and Micro Enterprises (SMMEs) contracted to RAL service providers or contractors blocked the entrance of RAL and prevented employees from accessing the building. This unlawful conduct can never be tolerated. It must be made clear that these SMMEs are not contracted directly to RAL and therefore any such action against RAL is viewed as having ulterior motives more than what it is said to be representing. SMMEs are appointed directly by the contractors and not RAL.

We therefore urge those who are involved in such actions to refrain and allow RAL to do its work. Intimidating employees of RAL and preventing them from accessing their work

stations can never be a solution to such unlawful conduct. We have asked RAL management to assist those (SMMEs) who seek help to approach the Agency with genuine intentions to resolve their contractual disputes with their contractors. Anyone who approaches RAL for genuine assistance will be assisted.

Those involved in illegal protests must know that lawlessness will not be tolerated. We are closely working with the law enforcement authorities to ensure that lawlessness is dealt with decisively.

About five of RAL's projects under implementation have been negatively affected by protests in one way or another. We speak in one voice with RAL's shareholder that these protests have to stop and they have to stop now. As the Board, we support the shareholder's call that all stakeholders should join hands in ensuring that Limpopo's road infrastructure challenges are resolved and projects under implementation are allowed to be completed.

We further want to emphasize a call made by the Honourable Premier of Limpopo, Chupu Stanley Mathabatha for Limpopo residents to exercise some level of patience.

RAL is doing its best within the available means to ensure that all the districts of Limpopo are serviced fairly in accordance with their road infrastructure needs. In our view, the many justified protests demanding road infrastructure are a clear indication of how important the service that RAL offers is. RAL cannot be found wanting when it comes to serving the people of Limpopo.

Once more, the RAL Board is appealing to our most valued stakeholder—the people we serve, to work with us in addressing the Limpopo road infrastructure challenges. The fight can never be won without a collective effort to make Limpopo better.

Lastly, let me congratulate the RAL management for once again achieving the unqualified audit opinion. The results reflect the collective hard work.



MR MATOME  
RALEBIPI,  
RAL Board Chairperson

# FROM THE CEO'S DESK

## Engaging Communities Key to RAL's Strategy



MR GABRIEL  
MALULEKE,  
RAL Chief Executive Officer

**R**oads Agency Limpopo's service delivery approach is built on the enduring values of community engagement and participation.

Consistent with the *Batho Pele* (People First) traditions, RAL always put communities at the forefront of its operations. It is this longstanding tradition that compels us to treat local communities as permanent members of the RAL family.

Community engagement remains one of most credible ways through which government understand the views and challenges of the people of South Africa.

Establishing more community engagement platforms and strengthening existing ones is therefore an ideal way for government to gain credibility and trust.

Connecting and reconnecting with the people is what is required for the service delivery environment.

During the engagements with communities and municipalities, issues of mutual concern and interests are discussed in an atmosphere of sincerity, openness, transparency and honesty. It is at these sessions where communities voice their views without fear and favour, articulate their road infrastructure needs and priorities.

We view these community engagements as road development parliaments. They are famed for shaping the road governance discourse of the province. All our policies, business plans, project priorities, community empowerment plans and budgets are discussed during these road development parliaments.

The idea behind these sessions is to take the road development campaign to the people. As leaders who fully understand the prominent role played by our communities in shaping the future of RAL, we made a conscious decision to put community engagement sessions on top of our business risk agenda.

There are two fundamental reasons why community engagement sessions feature prominently on our daily business calendar.

Firstly, as a public entity we strongly believe

in the need to democratise the local road construction space. Local communities are the real end-users of our road network; therefore there is the need to accord them an opportunity to influence the business of RAL.

Secondly, we believe that involving local communities in the province's road governance space helps to entrench the culture of community ownership of our road assets.

Our position is that the actively involved and engaged communities are the most empowered ones.

At the heart of our community engagement approach is our desire to foster the ideals of fairness and equity in the allocation of available road development resources among Limpopo's five districts. Our road construction prioritisation matrix is designed in such a way that all the five districts get a fair share of road construction priorities.

In addition, the matrix is coined in a way that addresses the unique economic and road needs and complexities of the five districts. A district-specific road development strategy is the most impactful way of addressing unique road infrastructural needs of each district.

As leaders, our role is to ensure that every resource allocation decision is influenced by local road development dynamics and trends.

Whilst the idea of pursuing a fair and equitable formula in road development prioritisation is a noble one, experience has shown that achieving that goal without infuriating some communities is always a mammoth task. This is worsened by the fact that the demand for modern roads between communities is increasingly becoming tense and fierce.

The daunting task we face daily as leaders is to balance the competing road development interests of different communities.

Considering that road development priority decisions are made in a climate of limited resources, past experience has shown that some of our decisions have been met with fierce resistance from our increasingly impatient communities.

# *We Connect* LIMPOPO...



Today Limpopo boasts a modern road infrastructure. We are designing modern bridges and roads, making transportation of people and goods efficient and opening access to the rest of Africa!



**ROADS AGENCY LIMPOPO**  
*Together for better roads*



The MEC for Limpopo Department of Public Works, Roads and Infrastructure Monica Mochadi (with plain black visor cap) and RAL Project Manager Mamosadi Mankga (black and white visor cap) during a recent oversight visit to a RAL project by the MEC.

# MEC MOCHADI CONDUCTS

## OVERSIGHT VISIT TO RAL ROAD INFRASTRUCTURE PROJECTS

**T**he MEC for the Limpopo Department of Public Works, Roads and Infrastructure recently conducted oversight visit to three Roads Agency Limpopo (RAL) road infrastructure projects.

The purpose of the visits by the Honourable Monica Mochadi who acts as the shareholder representative for the Limpopo Provincial government, was to do a first-hand inspection on progress of implementation and challenges experienced by RAL and contractors on some of the road infrastructure projects that were pronounced in her Budget speech (*Mmileng* 2nd Quarter Edition 2019) and are

due for completion in the 2019/20 and 2020/21 financial years.

MEC Mochadi says the oversight visits are important to her. “The oversights are meant to assist me to identify service delivery hurdles where I can intervene so that services are not negatively impacted on,” she says.

The oversight visits, which was a mix of a couple of recently completed projects and a project currently being implemented, started with the latter, a RAL contract number RAL/T347B/2016 for road D4190 from Apel



The Honourable MEC Mochadi (black visor cap) in the trenches of a Roads Agency Limpopo road infrastructure project in Senwabarwana during a recent oversight visit. To the extreme right, in sleeveless orange Hi-Vis jacket, is Dikgole Timothy Seroka, the Head of Department (HoD) for the Limpopo Department of Public Works, Roads and Infrastructure.

(Development Zone) to Ga-Nkoana to Pelangwe to Mabulela village (Atok) where it connects with R37 in the Fetakgomo Tubatse Local Municipality, Sekhukhune District of Limpopo Province (See page 28).

The visit then proceeded to road D1468 from Senwabarwana to Indermark in the Blouberg Local Municipality, Capricorn District, three days later before the MEC concluded her oversight on RAL project, RAL/T657/2015, that stretches 26 kilometres between roads D3820 and D3205 from Babangu to Ga-Maphalle (*Mmileng* 3<sup>rd</sup> Quarter Edition 2019).

“So far the projects I have visited are going well,” said MEC Mochadi. “There were no major problems, except for issues relating to local labourers and SMMEs, which I have already instructed RAL to address.”

MEC Mochadi was accompanied by Dikgole Timothy Seroka, the Head of Department (HoD) for the Limpopo Department of Public Works, Roads and Infrastructure, a RAL delegation that included General Manager for Operations Martin Ramaboea, Executive Manager for Corporate Services Modile Boshielo and Mamosadi Mankga, RAL Project Manager for all the three projects.

This was also Hon Mochadi’s first oversight visit since her appointment as the Member of the Executive Council for Limpopo Provincial Government.

### Sekhukhune District Municipality

The first Roads Agency Limpopo (RAL) project site visited by the MEC Monica Mochadi was for the upgrading, from gravel to tar, of 13.8 kilometres of road D4190 from Apel to Ga-Nkoana to Pelangwe to Mabulela, and construction of a new bridge, in the Sekhukhune District Municipality of Limpopo Province.

**“THE OVERSIGHTS ARE MEANT TO ASSIST ME TO IDENTIFY SERVICE DELIVERY HURDLES...”**

According to Mamosadi Mankga, RAL Project Manager, the project connects national road R37, between Polokwane and Burgersfort, with Apel at Mabulela village via Ga-Nkoana to Pelangwe.

Road D4190 is one of the Bermuda roads from 2011 pre-administration (Section 100) period that the Agency is tackling. A Bermuda road is a colloquial term for an incomplete tarred road, one part tarred and most of it, particularly towards a relatively poor economic area, being gravel road.



The HoD for Limpopo Department of Public Works, Roads and Infrastructure Dikgole Timothy Seroka (orange bucket hat), Roads Agency Limpopo Executive Manager for Corporate Services Modile Boshielo (centre) and RAL Project Manager Mamosadi Mankga (black cap) during a recent oversight visit in Senwabarwana.

revised to the end of September 2019 when the MEC made her budget speech earlier this year, and it was indeed completed on time. The community of Senwabarwana was hailed for their unflappable patience before and during construction, hence the road was delivered with minimal interruptions and extension to the initial project construction duration.

According to the RAL Project Manager Mamosadi Mankga, RAL/T824/2016 also incorporated an emergency flood damaged repair and replacement

of an existing culvert on road P98/2 in the Vhembe District Municipality of Limpopo Province.

It was previously used by heavy mining trucks around Atok (Bokoni Platinum) mines, and is therefore a strategic (economic) road, according to the Limpopo Provincial Government.

Together with tackling Bermuda roads, the Agency is also tasked with attending to flood damaged road infrastructure such as bridges.

The R171.6 million project was initially set out for 18 months duration starting July 2017, with approved extension and delays only due to unrelated protests. The two structures, namely a bridge and major culvert are complete, and the project which was 82% complete during the MEC's Budget speech is now at 95% complete with the revised projection to complete it at the end of October 2019.

On the job creation aspect, the project has already overachieved on the SMME and labour targets. R12.5million or 10% was earmarked for the employment of local labourers and R13.7m has already been spent so far. And on subcontracting to SMMEs, the contractual required amount for the employment of local SMMEs was initially set at R42.9m but expenditure so far sits at R66.6m.

### Capricorn/Vhembe District Municipality

Another RAL road infrastructure project on the MEC's oversight itinerary was the 9.55 kilometres of road D1468, also a Bermuda road before the upgrade, on the outskirts of the town of Senwabarwana (to Mareis to Ga-Machaba to Marobjane to Indermark) in the Bochum area of the Blouberg Local Municipality of Limpopo Province.


The sod turning for this R96 million road project was featured in *Mmileng* 1st Quarter Edition 2018, and the project was expected to be completed by 31 August 2019 (18 months) at launch. But this was

### Mopani District Municipality

The final RAL road infrastructure project visited by MEC Monica Mochadi on her three-leg oversight visit was the 26 kilometres of roads D3820 and D3205 across two local municipalities in the Mopani District Municipality of Limpopo Province.

**"SO FAR THE PROJECTS I VISITED ARE GOING WELL. THERE WERE NO MAJOR PROBLEMS..."**

The 45-month long multiyear road project, which started in August 2015, was completed recently, and was featured in the previous edition of *Mmileng*, 3rd Quarter Edition 2019.

The scope of the project was for the upgrading of 19.5km of road D3820 that connects with road R578 from the villages of Babangu to Ndengeza to Noblehoek to Ximausa to Blinkwater in the Greater Giyani (Local) Municipality on one end, and 6.5km of road D3205 southwest in Ga-Maphalle village of the Bolobedu area in the Greater Letaba (Local) Municipality that connects with the main road R81, on the other end. 

# MEC CONDEMS CONTRACTORS FOR INCITING PROTESTS AGAINST RAL

**T**he MEC for the Limpopo Department of Public Works, Roads and Infrastructure, the Honourable Monicca Mochadi has noted with great concern the emerging trend of a ‘third force’ aimed at disrupting the good partnership the government has with communities on service delivery matters. This after a group of people from the Masisi-Makuya villages in the Vhembe District of Limpopo Province where Roads Agency Limpopo (RAL) is busy constructing road P277/1 and another group of SMMEs and local labourers of Mogaladi to Pholkwane project in the Sekhukhune District municipality, respectively descended on the Agency’s offices in Polokwane in September and October 2019 and prevented employees from accessing the building by blocking the entrance and threatening RAL visitors the entire day.

The MEC view this as an attack on the good work the provincial government has done to stabilize the Agency to good corporate governance and better delivery of service.

The protests often relate to the ‘disgruntled’ service providers being unable to meet their financial obligations to Small, Medium and Micro Enterprises (SMMEs) they have subcontracted and shifting the blame at the door of the Agency. “People must understand that these SMMEs are directly contracted to service providers and not to Roads Agency Limpopo or the department. As government, we can not just ignore them when they need assistance but they must also help



Honourable MEC Mochadi is calling upon all contractors, communities and SMMEs to work with her department in amicably addressing service delivery challenges .

**“THIS IS AN ATTACK ON THE GOOD WORK THE PROVINCIAL GOVERNMENT HAS DONE”.**

us by conducting themselves within the law”, MEC said.

Whilst RAL commits to settle invoices from service providers within 30 days of them being submitted (to enable them to pay their subcontractors), stringent financial management processes still need to be adhered to. RAL is improving support given to service providers to enable them to also adhere to the 30 days payment period for invoices submitted by SMMEs. Training has also been extended to the owners of small businesses and emerging main contractors with programmes on cash flow and other related financial management courses. It must be noted that RAL is currently implementing 45 projects across the province and only four are affected by these protests.

The Department and law enforcement agencies will continue to monitor the situation and appropriate action will be taken against contractors who have no interest in partnering the government in developing and improving the living conditions of the people of Limpopo. [m](#)



The delays in the implementation of this kind of projects extensively and negatively affect the contractor and RAL’s cash flows.

# RAL TARGETS CLEAN AUDIT FOR 2019/20

**R**oads Agency Limpopo (RAL) is pulling all the stops to ensure that it attains its desired audit opinion—a clean audit for the financial year 2019/2020 going forward.

RAL has, once again retained its unqualified audit opinion it received in 2017/18) for the financial year under review (2018/19). Unqualified Audit Opinion is “when financial statements give a true and fair view in accordance with the reporting framework used for the preparation of the statements”. It is only a level lower than the clean audit, the base for the holy grail of clean administration.


The Agency is among a few departments or entities in Limpopo to have received unqualified audit opinion. RAL has greatly improved its audit opinion since the year 2011 to date. This follows several years of disclaimer, adverse and qualified audit opinion, influenced by several factors such as lack of senior leadership, mismanagement and systematic failure of corporate governance prior to the year 2011.

To achieve a clean audit, matters reported by the external and internal auditors should receive timeous management attention. And there must be internal controls to address key areas such as financial, performance management and governance.

*“We are doing our best to improve how the organisation has been doing things in the previous years and this is yielding positive results. We will be strengthening our proactive assurance and internal audit section to ensure sustained success”, commented the CEO of RAL, Mr Gabriel Matuleke.*

Part of the turnaround strategy implemented by RAL’s Board of Directors, led by Mr Matome Ralebipi will be the investment in human capital, developing capacity in Senior Management, strengthening the SCM processes.

RAL operates under a constrained budget for the province it serves. At current estimates, RAL will need R160 billion to upgrade and maintain the entire road network in Limpopo.

The prompt approach will be adopted to address the unresolved findings raised by the Auditor-General in the annual audits. 



Simon Ramokolo, as the General Worker, is one of the many important and value adding employees to RAL’s value chain. Without his role no clean audit can be achievable.

# #RALatWork

Complaints and Compliments



RoadsAgency



roadsagencylimpopo

**Bongie.ntuli\_Muhlanga**  
@NtuliBongie

@RoadsAgency hi guys can you try to fix those pothole between lebowakgomo and apel, awa

11:55 AM · Sep 23, 2019 · Twitter for Android

**CapricornFM News**  
@CapricornFMNews

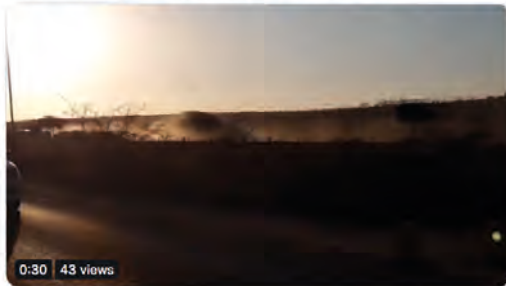
#PublicWorksOversight The Department of Public Works Roads and Infrastructure in Limpopo says most roads in the province that are still under construction are 90% complete and will be done before the festive season. KL

12:13 PM · Oct 9, 2019 · Twitter Web App



**matthews chauke** @Biggmatt86 · Sep 9

Dear MEC of transport this is what is happening at the D19 /percy Five road after installation of speed humps @TransportLimCom



0:30 43 views



**Limpopo Department of Transport**  
@TransportLimCom

Replying to @Biggmatt86

We tagging @RAL leadership @matomeralebipi and @ReagaPLK to attend to the matter including @newsroomLDPW

7:53 PM · Sep 9, 2019 · Twitter for iPhone



**matthews chauke** @Biggmatt86 · Sep 10

Replying to @TransportLimCom @ral and 3 others  
Thank you hounorable MEC



**matthews chauke** @Biggmatt86 · Oct 9

Replying to @TransportLimCom @ral and 3 others  
Dear MEC we applaud and appreciate your intervention, we see your dedicated traffic officers are on the D19 road attending to the heavy traffic



**matome Ralebipi** @matomeralebipi · Sep 9

Replying to @TransportLimCom @Biggmatt86 and 3 others  
Thank you MEC Masemola for bringing this to my attention. I have briefed the Ral CEO to attend to the matter urgently @RoadsAgency



**Mahlako wa Senyane**  
@ThabileMtn

@RoadsAgency re leboga sikontiri sa Makgoabe GaMasemola, travelling home from Pretoria was marvelous.

8:07 AM · Sep 25, 2019 · Twitter for Android



**Hard-Times Tendani R** @HardyRamosilei · Aug 17

@RoadsAgency making the community of VhembeDM @MakhadoMunicip1 road D3727 to be some types of tools.

— SANRAL @SANRAL\_za · Aug 17

Do it the safe way, do it the right way and do it every day. It can #JustWB



1



**Roads Agency Limpopo**  
@RoadsAgency

Replying to @HardyRamosilei @VhembeDM and @MakhadoMunicip1

Mr Ramosilei, thank you for reaching out to Roads Agency Limpopo re D3727. Please note that the project on D3727 will proceed once issues relating to the budgets are sorted out. #RALatWork

1:42 PM · Sep 2, 2019 · Twitter Web App

**CapricornFM News**  
@CapricornFMNews

#R521 The Department of Public Works, Roads and Infrastructure in Limpopo says fixing the R521 road between Alldays and Vivo in the Blouberg Local Municipality is being done in phases but the project was halted due to lack of funds. MAM [pic cred: Twitter]



3:43 PM · Oct 8, 2019 · Twitter Web App





Roads Agency Limpopo's CEO Gabriel Maluleke took to the SABTACO podium to address its 2019 Annual Conference. In the background is SANRAL CEO Skhumbuzo Macozoma, RAL's national partner.

# RAL'S ETHICAL LEADERSHIP STRIVE SPREADS TO CONSTRUCTION SECTOR STAKEHOLDERS

**R**oads Agency Limpopo's (RAL) Gabriel Maluleke said integrity should be a fundamental ingredient in ethical leadership, and that sometimes individuals need to give way to achieve that.

Mr Maluleke was one of the high profile speakers who addressed the 2019 Sabtaco (South African Black Technical and Allied Careers Organisation) Annual Conference at Midrand's Gallagher Convention Centre in Johannesburg recently.

Sabtaco represents thousands of members in the science (allied)

and engineering disciplines, from practitioners and technicians to graduates and students, who often engage or aspire to work with government and RAL.

"Those of us who make it in the (built environment and engineering) industry carry the responsibility to inculcate the values of hard work and honesty to those who are following," said Mr Maluleke, in his captivating speech.

Maluleke was invited to the conference to contribute

Mr Maluleke also gave his frank warning about the Public Audit Amendment Bill and the challenge of balancing compliance with Auditor-General (AGSA) and paying invoices within as little time as possible. In the background is Acting Chief Procurement Officer for National Treasury Willie Mathebula.

in his capacity as the Chief Executive Officer (CEO) or Accounting Officer of RAL, whose core business requires good governance given the interest from various stakeholders.

“Government will benefit from an upsurge in ethical leadership at RAL, as infrastructure is a catalyst for business development in all countries, and especially for a rural province such as Limpopo,” said Mr Maluleke in his address on the ripple effects of ethics and ethical leadership.

“It is unethical to bid for a government job that you have no capacity to do, only to sell it to someone else at the expense of the next deserving individual who could have been given a chance.”

“We desperately need role models in this industry that will inspire the followers to achieve their best beyond the lifetime of their leaders. We need leaders who understand that ethics is a basis of service excellence in governance and leadership,” he said.

Sabtaco, according to its mission statement, seeks “to promote the fair and equitable participation of black professionals in the delivery of infrastructure for the private sector, public sector and international communities”.

The central theme of the conference, “Ethical leadership towards a transformed and sustainable built environment”, was derived from the almost three decade old professional organisation’s mission statement on transformation, i.e. to promote ethical behaviour of all participants in the built environments.

Continuing to condemn the pervasive unethical practice of ‘fronting’, which he says still persist in the construction industry, Mr Maluleke said self development is important.

“Our people are still subjecting themselves to the humiliating phenomenon of fronting.”

“While it is an individual’s right to earn a living in any legitimate way, we need to discourage our people against such practices, and at the same time assist them to develop the capacity to deliver for themselves and




accumulate skills for themselves and the legacy of their children,” Mr Maluleke said.

The Roads Agency Limpopo has in recent years signed a couple of impactful non-financial strategic partnership agreements, including plant and equipment hire, to empower emerging contractors and subcontractors to enable them to bid for future projects and successfully deliver such products and services on their own.

Other speakers were the Honourable Minister for Public Works and Infrastructure, Patricia de Lille (Keynote speaker), the Acting Chief Procurement Officer (CPO) for National Treasury Willie Mathebula, SANRAL (South African National Roads Agency Soc Limited) CEO Skhumbuzo Macozoma, SAWIC (South African Women in Construction) President Kelikile Eva Mteto and SAIBPP (South African Institute of Black Property Practitioners) CEO Vuyiswa Mutshekwane.

**“IT IS UNETHICAL TO BID FOR A GOVERNMENT JOB THAT YOU HAVE NO CAPACITY TO DO...”**

On her take on ethical leadership (and corruption), the keynote speaker, the Hon Ms de Lille said government cannot do it alone, saying “We need to all work together to take our country to greater heights.”

The conference also provided a platform for delegates and guests to sign two pertinent pledges; “the ethical conduct in the delivery of quality services” and “the built environment professionals’ stand against abuse of women and children”. 



The Chairperson of the Board of Directors of Roads Agency Limpopo, and Chairperson of its Nomination Committee, Matome Ralebipi.

# A Strategist

## WHO TURNED THE FORTUNES OF

# Roads Agency Limpopo Around

*The man who, on two consecutive terms, led Roads Agency Limpopo boards since 2014 and a successful turnaround strategy for the Agency is a business leader who has an accommodating approach to leadership.*

**M**atome Ralebipi is the Chairperson of a seven-member Board of Directors for Roads Agency Limpopo (RAL) that was appointed on the current three-year cycle since February 2018 by RAL's shareholder representative, the MEC for the Limpopo Department of Public Works, Roads and Infrastructure, as approved by the provincial executive council (EXCO).

He says he believes in a consultative, inclusive and open leadership style, rather than the autocratic one.

"I like giving people space to express themselves. I do not manage, I only do oversight and guidance," says Mr Ralebipi, describing his approach to management.

"I do not like being an obstacle when people do their work. I expect people to come to me when they experience problems without becoming problems themselves."

He also serves as the Chairperson of its Nomination Committee, one of the five committees of the RAL Board. The other committees of

the Board are the Audit and Risk; Contracts and Planning; Human Resources and Remuneration Committee (Remco); and Social, Ethics and Transformation committees.

According to the charter (of the terms of reference) of the Nomination Committee for the 2019/20 financial year, "the Chairperson of the Board will be the Chairperson of the (Nomination) Committee" and "the Company Secretary of RAL will be the secretary of the (Nomination) Committee".

The other member of his committee is non-executive director Gabaiphiwe Moleko, herself head of a related Board committee on Remco.

The nomination committee is responsible for the composition of the Board and appointment of directors, succession planning, and performance of the Board, the Board committees and directors.

Clarifying the mandate of the committee further, Mr Ralebipi says on succession planning for example,



Ralebipi says one of the ongoing priorities of the current Roads Agency Limpopo leadership is to strive for stability within the Agency at all times.

**“Our plan as the Board is to ensure that there is stability within RAL.”**

“The committee ensures that formal succession plans, for the Board, the Chairperson, the Chief Executive Officer (CEO) and executive committee members, are appointed.”

Some urgent matters in the in-tray of the committee are the finalisation of the process of appointing a permanent Chief Executive for the Agency after the secondment of a former independent Audit and Risk Committee member Gabriel Maluleke to fill the void as Interim CEO.

And that process, according to Mr Ralebipi, is progressing very well, “candidates have been shortlisted and the Board will conduct interviews in November 2019”.

“Our plan as the Board is to ensure that there is stability within RAL. We trust that everything would have been finalised by the end of November 2019 (for the appointment of a permanent CEO).”

The 46-year-old businessman was first appointed to the RAL Board in April 2014 by the then MEC for Limpopo Department of Roads and Transport, also for a three year term, after the previous Board had been dissolved by the then Minister for the National Department of Transport in 2013.

RAL, a provincial state-owned company was effectively placed under administration in terms of Section 100 of the Constitution,

between 2011 and 2014, when its erstwhile parent department, Limpopo Department of Roads and Transport, one of the five provincial government departments affected by a watershed intervention after a tumultuous period of lack of leadership, mismanagement and systematic failure of corporate governance that nearly collapsed the provincial government.

Over the years, the Board has implemented a successful turnaround strategy for the Agency, which includes the adoption of its lodestar Strategic Partnership Approach in 2015 targeting the tourism, agricultural and mining sectors in the province, to enable the Agency to augment its financial resources to go the distance.

Mr Ralebipi, who is also a Director at Corridor Mining Resources - a subsidiary of Limpopo Economic Development Agency (LEDA) and Member of LEDA Investment Committee, under full control of the provincial government through the Limpopo Department of Economic Development, Environment and Tourism, was recently appointed as the deputy chairperson of the Board of Directors of the soon to be implemented Musina-Makhado Special Economic Zone (SEZ) in the Vhembe District of Limpopo Province.

Asked about what he believes are vital attributes and qualities to enable an individual to sit on an oversight body, he says every organisation “would require certain skills or qualities depending on the governance needs of such an organisation”.

“But the general principle is that service to the country (in the form of being a board member) requires time, passion and understanding the needs of the country, strategy of the province and the organisation one is serving.”

“That said, it has also been proven that boards, and their respective committees, tend to benefit more the more pliable members they have on board,” says Mr Ralebipi, whose areas of expertise are auditing, corporate governance and finance.

The alumnus of the now University of Limpopo, where he graduated with a Bachelor of Commerce in Accounting, Mr Ralebipi also holds postgraduate qualification in Computer Auditing from the University of the Witwatersrand, Johannesburg, specialising in communication security and encryption and certificates in Risk and Information Systems Control (CRISC) and Strategic Leadership, both from Stellenbosch University. He worked for SAA, Transnet, Godoodo Inc and NIA among others.

He completed his articles with KPMG in 1997 before working for an array of organisations including Transnet Group and later serving on boards and their respective committees.

But he says his career trajectory to current senior leadership roles was not a pre-planned path.

“It was not so much of a choice made but the responsibilities that came as a result of my passion to serve South Africa and make an impactful contribution to the country.”

The father of two, boy and girl, who is described by those who have worked with him as “intelligent, introverted and strategic”, was born and bred in Mahwelereng, a township in the now Mogalakwena Local Municipality of Limpopo Province.

And that is where he started in primary school education, at Nomalema Lower Primary School, before advancing to DG Tsebe Secondary School, also in Mahwelereng where he matriculated in 1991.

That is where he was influenced by his Accounting teacher London Mashilo to follow the commerce stream.

To unwind and recharge, considering his challenging role at RAL, he prefers visiting salubrious places of nature, watching his favourite soccer clubs Kaizer Chiefs and Liverpool (England) and spending time with his brother’s kids.

“My role at RAL has been one challenging chapter simply because of the core business of the Agency and what the people of Limpopo expect of us.”

“As you all know, road infrastructure play a major role in developing the economy of any country. And given the fact that Limpopo is largely rural, the demands for roads are huge and in many cases are unfortunately expressed through destructive protest,” says Mr Ralebipi.

As the Chairperson of the Board, he continues, “I have to always rally my troops to be proactive in taking decision in favour of, and not

against, the people of Limpopo, particularly with the major challenge of the limited funds.”

He lists his RAL career highlights as moving the Agency from adverse audit to unqualified audit outcome and changing RAL culture into a transparent organ with sound procurement processes.

“The essence of our leadership is balancing the need to do the right thing for the people and the organisation even at the risk of being seen as pandering to politicians, regarding service delivery imperatives, on one end or to management, regarding compliance, on the other.”

On the nomination committee, in carrying out its duties, the committee will have stringent regard to the King IV Report on Governance for South Africa, 2016 (King IV Report), RAL Act, Companies Act, PMFA and other applicable codes of practice and good governance.

“The committee meets at least twice a year, and the assessment of the performance of the committee and its members is done at least every two years, while the committee reviews its terms of reference annually.”


The other key responsibility of the nomination committee is “the composition of the Board and appointment of directors, including mix of knowledge, skills and experience, including the business, commercial and industry experience needed to govern the company and the appropriate mix of executive, non-executive and independent non-executive members”.

And in the context of RAL, and the service delivery environment in South Africa, Mr Ralebipi believes “one needs a mixture of all areas ranging from auditing, finance, construction, engineering, IT, and strategy” to have a balanced oversight committee or body.

“Once you have those, you are able to cover important elements of the business.”

He is a member of several professional bodies including the Association of Certified Fraud Examiners (ACFE), Black Management Forum (BFM), Institute of Directors (IoD) and Institute of Internal Auditors (IIA).

As for his journey with RAL, Mr Ralebipi has hinted that he may not avail himself when the current Board’s term ends, as he would like to pursue an MSc in Development Finance.

“This is my last term (on the RAL Board), and we need to attain clean audit and also raise additional funds through the Strategic Partnership Approach to deal with backlog.” 

**“I have to always rally my troops to be proactive in taking decision in favour of the people of Limpopo.”**

# ROAD SAFETY ADVICE FOR AVOIDING ANIMALS ON THE ROAD

There is no foolproof way to keep animals away from the roads. Hoofed mammals that stand high on their legs, such as cattle, horses and antelope such as kudu pose the most danger to vehicle occupants. If they are hit they can roll onto the bonnet and into the windshield or roof, resulting in extensive damage and serious or fatal injury. Due to their height, their eyes are above most headlight beams.

## **There are a few suggestions that could assist in protecting motorists:**

- Take special care near animal crossing warning signs or signs warning of the absence of fences. The signs are there for a reason.
- Minimise your distractions from passengers, food, and accessories like cell phones. If your full attention is on the road, you'll be more likely to spot approaching animals with your peripheral vision.
- Get in the habit of scanning the roadside as you drive.
- Vigilance is the first and best defence, especially when driving on unfamiliar rural roads. Ask passengers to help by scanning both sides of the roadway.
- If you see one animal, expect that there are others nearby.
- Use your high beams whenever possible. They will give you more time to spot and react to animals in the road.
- Always obey the speed limit and wear safety belts.
- To protect themselves, defensive drivers adapt their speed to conditions and keep alert for wildlife.
- Slowing down a little gives you and the animal more time to react – Be especially cautious at night.
- Be aware of your surroundings.
- Be especially watchful in areas near woods and water.
- If you see a large animal near the road and think you have time to avoid hitting it, reduce your speed, tap your brakes to warn other drivers and sound your horn.
- If the animal is in your path, brake firmly but do not swerve to avoid it. Sound your horn in a series of short bursts to frighten it away. Provided you can slow down with control, steer around the animal but stay on the road if possible. Watch out for oncoming traffic.
- If a collision seems inevitable, don't swerve to avoid the animal; your risk of injury may be greater if you do. Maintain control of the vehicle. Report the accident to the police and your insurance company.
- Always consider if the land along the road could host large animals, and if you think it could, anticipate that they might run out into the road. It's much easier to anticipate animal encounters and be ready to react calmly than to deal with the costly expenses, injuries, and guilty conscience of a collision.

## AVOIDING PEDESTRIANS

Many road fatalities are caused by accidents wherein pedestrians are involved. Many of these fatalities may be prevented through the application of some basic principles. The following safety hints should be applied:

- Be aware that many informal settlements are situated alongside main roads and that there are no formal points of crossing or pedestrian bridges.
- Do not speed near these settlements but be prepared to slow down.
- Do not assume that you have been seen.
- Be on the lookout for small children.
- Avoid passing vehicles in the vicinity of these settlements and especially in hazardous driving conditions such as heavy rain or night driving.
- If visibility is bad, slow down - avoid driving when your vision is impaired either by strong rain or the blinding headlights of approaching vehicles.
- Be on the lookout for pedestrians walking at the side of the road with their backs towards you.
- Be aware of intoxicated pedestrians – especially at night, and all day over weekends, holidays and the Festive season.
- Be careful near places where buses or minibus taxis appear to stand next to the road – passengers might suddenly decide to cross the road.
- Always be ready for the unexpected.

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# ROAD SAFETY ADVICE AND TIPS FOR THE FESTIVE SEASON

- Obey the rules of the road and carry your driving licence with you.
- Plan the route to your holiday destination and allow yourself enough time to reach the destination.
- Make sure that your vehicle is in a roadworthy condition before departure. All lights and indicators, windscreens, windscreen wipers, brakes, steering, shock absorbers, exhaust system and tyres should be carefully examined for faults.
- Do not overload.
- Try to avoid driving after dark if possible.
- Have a good rest before you embark on your journey.
- Take safety breaks every 2 hours or 200km. Rest, have an energy drink and continue once well rested.
- Do not drink and drive.
- Try to recognise potentially dangerous drivers on, and pedestrians and wandering animals alongside the road and keep well clear of them.
- Be visible – drive with your lights on.
- Headlights should be dimmed well before an approaching vehicle is within the range of the main beam.
- Always wear your seat belt and see that everyone in the car is wearing theirs.
- Drive defensively.
- Stay within the speed limit at all times.
- Only overtake when it is absolutely safe to do so.
- Maintain at least a 2-second following distance - this distance should be increased at night, in foggy, misty or rainy conditions and when the road is wet.
- Expect others to not be as obedient to the law as yourself.
- Avoid distractions on the road such as texting, conversations on cellular phones etc.
- Be courteous towards fellow road users - keep your temper and resist the temptation to retaliate.
- Know your emergency numbers - When you need assistance, kindly call the following numbers:

## EMERGENCY NUMBERS

Police (Free from Landline)	10111
Police 10111 Mobile App	Namola
General Emergency (Free from Cell Phone)	112
Fire	10177

### AMBULANCE SERVICES

Ambulance	10177
Netcare 911	082 911
ER24	084 124
Life Med 911	0861 086 911
SA Red Cross Air Mercy Services	0861 267 267
Arrive Alive Call Centre	0861 400 800

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## ROADS AGENCY LIMPOPO

*Together for better roads*

RAL will once again take part in Investing in African Mining Indaba to strengthen its Strategic Partnership Approach with the mining industry to deliver on the much needed road infrastructure in Limpopo Province.



Visit RAL Stand No. 1109, Cape Town International Convention Centre (CTICC), Cape Town



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# TRUST DEFICIT: A NEW SERVICE DELIVERY HURDLE FOR INFRASTRUCTURE PUBLIC ENTITIES

Trust and integrity are critical enablers at the heart of any service delivery machinery, writes *Mmileng* editor **Maropeng Manyathela**.



Maropeng Manyathela

South Africa's economic trajectory continues to be characterized by increasingly volatile service delivery protests which can be attributed to the trust deficit that exists between communities and government of the day, one could argue.

The word trust in this context, should express the faith that an individual or group of people has on a particular system or authority of the day. More than faith, the word should translate into that level or form of dependability and reliability of a person or people.

The game-changing role of trust in South Africa's service delivery environment has been acknowledged in various developmental literatures. The World Bank claims that 60 percent of the country's trickiest service delivery challenges can be easily resolved if public entities work hard to regain the trust of restive communities.

Trust has undoubtedly become an integral component of the relationship between South Africa's publics and the

government of the day. In the context of SA's service delivery environment, trust can be defined as the durable and mutually rewarding and sustained relationship.

The inability of an entity to conduct its operations within acceptable moral principles leads to what is commonly referred to as a trust deficit. A trust deficit arises when the trust between an entity and its publics is irretrievably broken. This simply means the absence of dependability and reliability between two interested parties (trust or and trustee).

**"IF ALL SERVICE DELIVERY ACTIVITIES ARE CONDUCTED IN AN ATMOSPHERE OF HONESTY, PROTESTS WILL BE A THING OF THE PAST."**

In the context of service delivery, communities depend on government for basic services such water, roads, schools, social care, electricity etc. It is these services that are at the centre of this trust or lack of it. Trust between government and communities has eroded so much that communities or those looking for services have resorted to protests and even violence as their advocacy tools.

Communities are within their rights to expect government to act in utmost good faith. In their view, government's service delivery approach must be anchored on

ideals of trust, honesty and integrity. If all service delivery activities are conducted in an atmosphere of honesty, the current wave of protests characterising our service delivery discourse will be a thing of the past.

Service delivery protests are, in my view, a direct result of broken promises or what communities refer to as empty promises from government. Over the past 10 years South Africa witnessed a sharp increase in service protests. In fact, instead of reducing, protests continue to increase in both prevalence and severity. Could it be that government is not doing enough for its people?

Without rebuilding the lost trust, any effort to reverse the tide of protests will be an exercise in futility.

According to organisational moralists, the lack of trust signifies the dearth of an entity's moral system. It is in fact the violation of the moral contract between an entity and its stakeholders.

Any public entity that provides critical services to citizens need to understand that it has to deliver those services within a framework of principles.

An entity that breaches those principles often risks losing the respect of its publics.

In a progressive service delivery climate, a public entity must always put trust building on top of its business risk agenda. Without doubt, trust is a critical enabler of service delivery.

For a public entity to gain the trust of its stakeholders, it is of necessity that such an entity conducts its affairs in a manner that does not betray the trust of its key publics.

Trust deficit does not just occur in a vacuum. A climate of mistrust is widely regarded as a human-made disaster. Hence, one of the commonly cited causes of mistrust is the failure by public entities to honour their promises. **■**



Thabelo Mulaudzi and James Letswalo during the recent workshop on OHS, held at the Ranch Hotel.

# RAL MOVES TO SECURE HEALTH AND SAFETY OF STAFF AND VISITORS

**R**oads Agency Limpopo (RAL) recently held a five-day Occupational Health and Safety (OHS) training course for its statutory appointees made up of Safety, Health and Environmental (SHE) representatives, First Aiders, Fire Marshall and other members of the Occupational, Health and Safety Committee (“The Committee”) These workplace ambassadors are drawn from various divisions and units at the Agency.

They are the first port of call on emergency occupational health, safety and environmental matters for visitors and staff at RAL’s Rabe Street, Polokwane offices.

According to Komane Maphutha, Roads Agency Limpopo’s Senior Manager for Governance, Risk and Compliance (GRC), the training is a legal requirement for employers to train employees to comply in terms of the provisions of the Occupational Health and Safety Act (Act No. 85 of 1993). GRC houses RAL’s SHE section.

The Act seeks “to provide of the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for the occupational health and safety; and to provide for matter ...”

**“RAL HAS DEMONSTRATED COMMITMENT AND DEDICATION IN... MAKING SAFETY A PRIORITY WITHIN ITS BUSINESS PROCESSES.”**

“The training was basically aimed at up skilling and empowering all appointees in adequately performing their duties and functions for which they have appointed to.”

Twenty-one Statutory Appointees , mostly RAL employees, but including members of the external service provider contracted to



Mr Jabu Nkatingi and one of the guests at the OHS workshop listening to the presentation.

provide access security at the Agency's offices, also attended.

The Health and Welfare Sector Education and Training Authority (HWSETA) and SAQA (South African Qualifications Authority) approved training course was facilitated by the Proviso Training College (service provider).

Mr Maphutha highlighted that all these SHE initiatives and efforts the Agency is embarking on are aimed at positioning RAL among the best State-Owned Companies in the Limpopo Province, and with a world-class occupational, health and safety system.

"Benchmarking RAL's occupational, health and safety processes with likes of Transnet, Eskom and Department of Labour clearly shows that the organisation takes occupational, health and safety aspect very seriously."


Mr Maphutha said this goal is not beyond our reach, and can be attained in the upcoming three years. However, says Mr Maphutha, commitment, dedication and a positive contribution from all stakeholders, internal and external, remains crucial towards the realisation and achievement of this vision.

"The imperativeness of subscribing to principles of the International Organisation for Standardisation principles, appointing a competent Occupational, Health and Safety Manager, continuous management buy in, performance of the maturity assessments, benchmarking with other leading public and private sector organisations as well as continuous training and development on health and safety are critical in the realization of this vision going forward."

Some of the elements covered in the course were training the representatives on how to respond to fire and use of fire detection/ fighting equipment such as fire extinguishers; first-aid procedures such as casualty management (fainting and unconsciousness, bleeding, burn and wound care, electrical shock, etc); basic life support such as CPR (cardiopulmonary resuscitation), Heimlich manoeuvre (choking abdominal thrusts); emergency preparedness and assembly/evacuation points, proper use of PPE (Personal Protective Equipment's) and safety products, and, hygiene and dealing with hazardous materials (environmental).

RAL has spent just over R700 000 in the past two and half years on various occupational, health and safety related initiatives or items including procurement of the PPE, training and awareness.

"In the light of the above, RAL has demonstrated commitment and dedication in embedding a safety mindset and making safety a priority within its business processes," concluded Maphutha.

And he is confident that RAL has potential to reach its goals by the end of year 2022. 

## WHAT ATTENDEES SAID

"The training course we attended will empower us for a lifetime, as it can save lives both within and outside of the workplace. The training was extremely beneficial and shows that RAL is compliant on occupational health and safety matters. However, I proposed more refresher courses and simulations need to be performed for continual embedding of the safety mindset across the Agency."

– **[Clifford ] Mokgoadi, Fire Marshall and Administrative Officer from the Secretariat unit Sec at RAL.**

"The training was fulfilling and value adding to the RAL. It will be very helpful in performing the occupational, health and safety related duties which are required from all the statutory appointees. More drills should be performed at RAL offices to make employees aware, for example, of what happens during the emergency evacuation."

– **Rosina Masakale, First-Aider and Administrator from Information, Knowledge and Records Management .**

"As a Security Officer, I am now better equipped to assist staff and visitors in case of emergency evacuation, administration of first aid and extinguishing fires. Other government entities can learn from RAL in also preparing their security personnel in dealing with emergency."

– **Doctor Machete, Fire Marshall and Security Officer from Bomat Security Services .**

"The training was very informative, and I learned a lot. I now know how to apply for the CPR in event of emergency"

– **Pinkie Makhura, First-Aider, and Bomat Security Services**

The Limpopo village girl who continue make the province proud with her musical talent.



# A simple Village Girl

**M**uch to her successful enchantment of events in 2019, she has persevered to modestly see herself as a #SimpleVillageGirl and #AWomanOfCulture. Her greatest accolades of the year 2019 are only a reflection of the dynamic personality she imposes on her fans today.

The SAMA 2019 (Best Traditional Music Album) and LIMA 2019 (Best Female Artist and Best Music Video) award winning Candy Tsamandebela has by far taken the road less travelled to reach greater discoveries about her talent. That simplifies and essentially covers an

entire submission to faith, hope and acceptance; this is the intriguing story one of Limpopo's cultural gems – Ms Candy Mokwena famously known as Candy Tsamandebela.

Born Mosekedi Candy Mokwena in June 19 of 1970 to a musically cultured family with aims to instill values and shape the moral strand of society, her mother's led traditional music group Khekhapa was formed.

Khekhapa was initiated to enrich children of the village with indigenous song, sounds and choreography





Candy's love for the province edges her to want to contribute by giving back.

that would distinguish it from any other of the populants of the region.

Candy hails with pride from Ga-Sedibeng village in the roots of Bolobedu, the region under the revered Rain Queen Modjadji's leadership in the eastern frontier of the Limpopo Province. Raised on decent of wealthy ethos and advanced providence, the reverberation of composed drums has brought forth – what we see today as the charismatic, traditionally inclined and colourful performance personality. Much to her advance to fashion, attributes of beadwork and patterns of traditional clothing complete her dress style to compliment her persona. She enjoys working with local designers and has a first-hand approach to what best personifies her character. She has become a strong symbol of culture in music landscape.

“Throughout my life, music has always been there, through good and bad times. One can find messages of hope, happiness and more. Its ability to change one’s mood or encourage a certain reaction on the spot, are really some of the reasons I am so passionate about this career field.”

Her road to success has also been met with staggering circumstances; the loss of life to her first-born son, Phetole Lesley Mokwena through a car accident at a tender age of 24 in August of 2011. As a mother and

grandmother to her son’s daughter of five months, these were most trying times for her and her family. She describes her relationship with Phetole as incredible, amazing and very close. He had a loving and caring spirit much like his mother and especially towards his younger sibling. More to the devastating death of her son, in the following months after being laid to rest, Candy was diagnosed with Type 2 diabetes – a rare condition not familiar to any her family members.

“At the time I didn’t really know much about the condition. No one else in my family had it. To say it is an easy process would be lying. Diabetes is a difficult condition and requires one to be patient and trust the process. For me, music is all I know – I voice out what I feel in studio (my latest album Hupenyu Unenge Viri has songs created through that process), and it helps me together

with a strong support group of friends and family, doctors at a medical facility I use, prescribed medication and diets. What I eat has become a focus point of my life. My food choices have changed. Now I eat healthy

**“Throughout my life, music has always been there, through good and bad times. One can find messages of hope, happiness and more.”**


and stick to a diet and I no longer view my stage performances as just that but as an exercising platform too. At first it was difficult as you can imagine, old habits for new ones. But I had to soldier on for the sake of my health.”

She had to educate herself further about the conditions and various processes of treating diabetes. She expresses the process as one that requires patience, resilience and focus. With her strength set on over coming her shortfalls, Candy has garnered a brand to aid others through their hardships of life. The Candy Tsamandebale Foundation is focused on empowering women and youth about cultural identity, significance of indigenous languages, youth economic development and health and medical education. She is a champion campaigner for diabetes awareness and dubbed the diabetes warrior. Through various CSI projects and her foundation, she is an advocate for mentorship.

Her professional career in music lifted off in 1993 as a songwriter of the legendary Peter Teanet’s popular song, Nwa’yingwani. In the same year she took her greatest risk by moving to Johannesburg to pursue music. In her search for stardom she joined fellow Limpopo musician Shangaan Disco King, Papa

Penny Penny’s band and formed duo named Shaka Bundu Girls with Nurse Matlala. The collaborative efforts enjoyed multiple platinum selling records in the years to follow. She matured her talents and later joined the black independent recording label – Kalawa Jazmee. She worked timelessly with Brother of Peace and eventually launching her solo career to record three albums under various licensing agreements with Sony, Kalawa Jazmee and her independent label Mosekedi Entertainment.

Her projects at Kalawa Jazmee have seen her collaborate with South Africa’s finest producers and musicians including DJ Maphorisa, Uhuru, Black Motion and various others. She has also graced a number of international festivals including those prominent in Limpopo – Maphungubwe Arts Festival and Limpopo Marula Festival. Her career in entertainment not only spun as far as music – she has explored avenues in film and television where she has graced our screens as a show host on Artist Rundown broadcast on DSTV’s GauTV and later featured as a prominent character in a local telenova Giyani Land of Blood.

As we usher in the festive season – it is her prerogative to encourage safety on the roads and consideration of fellow road users. She advocates for road safety as it is a subject that is close to her heart and very much a concern in our society especially around holiday seasons. And much to her high demand of travel in her career – she encourages we do so safely. 

**“As we usher in the festive season – it is her prerogative to encourage safety on the roads and consideration of fellow road users.”**





Today, Limpopo Province boasts reasonably good road infrastructure. Parents and School children are able to respectively reach schools and workplaces with ease.

# ROADS AGENCY LIMPOPO DELIVERS A 13KM NEW ROAD AND BRIDGE FOR APEL AND GA-NKOANA VILLAGES

*'Safer travel and improved access for the people of Sekhukhune'*

**T**he communities of Apel, Ga-nkoana and Mabulela can today breath a sigh of relief following the completion of a 13.8km D4190 stretch of road in the Sekhukhune District Municipality connecting their villages to the main and national R37 leading to Burgersfort. The R37 is the national road under the control of the South African National Roads Agency Limited (SANRAL).

The D4190 project which took 18 months of construction and costed the provincial Agency R171 million, included the upgrading of the road from gravel to tar and a new bridge and culverts. Joel Seroka, one of the community leaders expressed gratitude to the provincial government for having constructed what he considers one of the most needed roads in the area.



Stakeholder relations is at the centre of the work done by RAL. No project can be implemented without the involvement of all the relevant stakeholders.

“The road was totally not drivable during rainy season and that created problems for our kids in going to schools”, he commented.

The 13km road represent yet another milestone benefiting several villages and delivered by RAL in accordance with its legislative mandate. RAL’s mandate, as the State-owned company, registered as such in terms of the Companies Act 71 of 2008, and is listed as a Provincial Public Entity under Schedule 3C of the PFMA, is enshrined in its founding

Act, Limpopo Roads Agency Proprietary Limited and Provincial Roads Act 7 of 1998, as amended. The sole mandate is to manage, control, plan, develop, and maintain the provincial road network on behalf of the provincial government.

The road asset portfolio of RAL measures in the extent of 19 997 kilometres (km), of which only 6 179 km is tarred, and the balance of 13 818 km is gravel roads.

Added to managing all the provincial roads in

**“AT LEAST OUR TAXIS CAN MOVE WITHOUT DIFFICULTIES FROM ONE AREA TO THE OTHER. WE HAVE BEEN WAITING FOR THIS ROAD. THIS IS WHAT WE EXPECT FROM OUR GOVERNMENT LEADERS.”**

Limpopo, the Agency is responsible for the any activity requiring approval that takes beside the provincial road network such as outdoor advertising which included the erecting of advertising billboards, filling stations etc.

Commenting about the Long-awaited achievement in one of Limpopo Province’s most rural under developed villages, the taxi driver, Abby Raggopha expressed great appreciation to the government of Limpopo under the leadership of Chupu Stanley Mathabatha. “at least our taxis can move without difficulties from one area to the other. We have been waiting for this road. This is what we expect from our government leaders”, he said. <sup>11</sup>

# RAL CONTINUE TO EMPOWER THE PEOPLE OF LIMPOPO

**R**oads Agency Limpopo continues to make a considerable impact in reducing crime and poverty by empowering the people of Limpopo through its work of providing the much-needed road infrastructure. This is part of its empowerment policy where 30 and 10 percent of the total tender sum are set aside for the empowerment of both local labour and SMMEs.


### JOB CREATION OVER ACHIEVEMENT

In terms of job creation, the project has overachieved. As per RAL and government policy, the contract makes provision for the

Employment of local labourers for the Contractor during the 18 months contract period. The contractual amount that was planned to be spent or earmarked for local labour empowerment amounts to R12 540 883.50 (10.0% of the tender sum), with the final total expenditure reaching R13 745 622.16.

### EMPLOYMENT OF SMME OVER ACHIEVEMENT

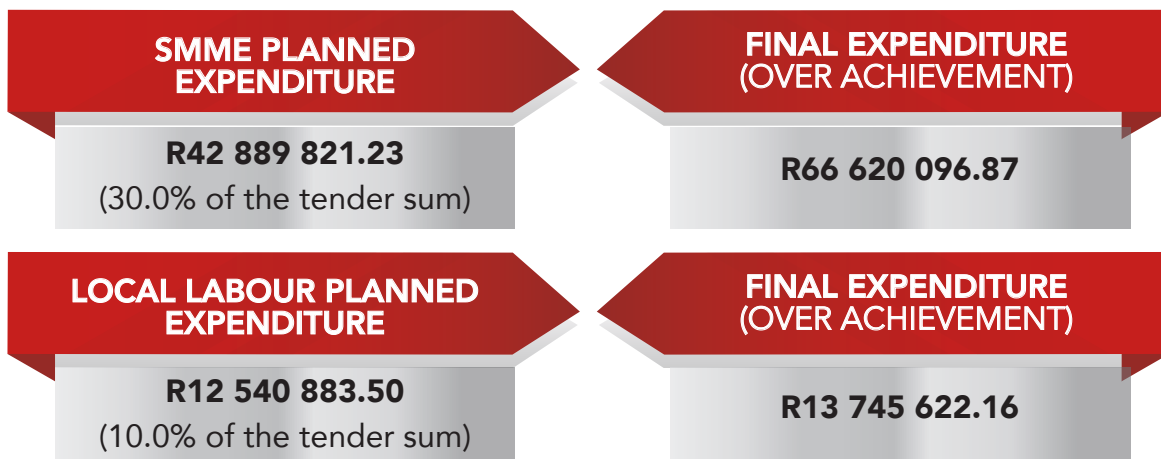
Several local Small and Medium Enterprises (SMMEs) benefited from the contract. All contract implemented by Roads Agency Limpopo are expected to set aside some amount for the empowerment of local labourers for the benefit of the affected villages.

The contractor is required to make use of the available services of SMME's as sub-contractors and suppliers on this project. For this specific contract, R42 889 821.23 (30.0% of the tender sum) was planned to be spent. Again, the Agency over achieved by spending R66 620 096.87. 



Empowerment of Local labour and SMMEs are critical for the core business of RAL, especially community involvement and participation.

## SMME AND LOCAL LABOUR EMPOWERMENT



# MINTIRHO YA VULAVULA

*Mmileng* visited the town of Senwabarwana in the Bochum area of the Blouberg Local Municipality of Limpopo Province to hear what road users and community members had to say about Roads Agency Limpopo's recently upgraded (from gravel to tar) road D1468 from Senwabarwana to Indermark. Story on page 28.

We really appreciate this road and we are very happy, because we use this road on a daily basis and it was very difficult when it was gravel, more especially in rainy season we were struggling to get to Bochum town. So, now that it's tar road the lifespan of our taxis will be longer unlike before. And we won't have breakdowns of taxis, and no more dust.

**Dalphos Chipu, Taxi Operator (Bochum Taxi Association), from Ga-Machaba.**

As a community member I am very happy that we now have a proper road. We will be able to access transport easily. This project also gave us employment opportunities because I am one of the people who never worked anywhere before but I got an opportunity here and I gained skills as a flag lady, I now know how to control traffic.

**Mokgadi Hellen Letshedi, Labourer (D1468 Road Project), from Ga-Machaba.**

It's a beautiful road and we really appreciate it, though we have waited many years for it. But besides that as a taxi driver I am happy that from now on our trips to Bochum town will be quick as we will no longer use the long Dendron road when it rained, and the lifespan of our taxis will also be long now."

**Edwin Manabile, Taxi Driver (Bochum Taxi Association), from Indermark.**

We thank RAL for this tar road because we will now benefit more from our filling station, fast food and refreshment business which we operate right at the main road. More people will now use this road because it's no longer gravel. Because of this tar road we are also upgrading our filling station and we now want it to operate 24 hours.

**Maria Raphasha, Businesswoman (Five To Seven Filling Station), from Avon village (Marobjane).**

I'm very happy that we will no longer struggle during rainy seasons because it was very difficult to use this road from Marobjane to Ga-Machaba as it was just a river full of water. Our cars were not lasting three months without breakdowns because of gravel. We really appreciate the work done by RAL bringing us this high quality tar road. We wish they could do the same in other villages.

**Aaron Monyai, Community Member, from Marobjane.**

*Well done Bokke!  
Rugby World Cup Champions 2019*



# ROADS AGENCY LIMPOPO CONGRATULATES THE SPRINGBOK RUGBY TEAM



ROADS AGENCY LIMPOPO  
*Together for better roads*



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WELCOME TO OUR ROAD NETWORK

**"ROADS ARE COMING"**  
It's just a question of when

**FOUR ROADS DELIVERED**  
for Ga-Seleka Villages

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STATE OF THE PROVINCE ADDRESS 2019/20  
'LIMPOPO A MUCH BETTER PLACE'

**BIG INTERVIEW** WITH ROADS AGENCY LIMPOPO CHIEF EXECUTIVE OFFICER

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WELCOME TO OUR ROAD NETWORK

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Message to Road Users - MEC of Transport

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Local SMME Empowerment  
• **R225m**  
Local Labour Spending

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OVER 70 PROJECTS COMPLETED BY ROADS AGENCY LIMPOPO IN UNDER 5 YEARS

**BIG INTERVIEW** WITH OUTGOING RAL CHIEF EXECUTIVE OFFICER

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• List of Other Completed Roads  
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Rakkoma Mine for Ga-Mogashoa Barokwale for Emerging Contractors

**RAMAHLWE MPHAHLELE**  
NO BACK SEAT DRIVER  
Bafana Bafana Defender on Leading the Way from the Back

**THE PERFORMANCE ISSUE**  
ROADS AGENCY LIMPOPO RETAINS AUDIT OPINION, AIMS HIGHER

**BIG INTERVIEW** WITH ROADS AGENCY LIMPOPO COMPANY SECRETARY

MMILENG is the official quarterly publication of the Roads Agency Limpopo (RAL) containing informative and insightful up-to-date news on the road infrastructure work of the Agency.

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**MMILENG**  
WELCOME TO OUR ROAD NETWORK

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get presidential approval

**KGOPANENG IMBIZO**  
Premier, Exco to deliver roads

**JUDITH SEPHUMA**  
sings RAL, tune A Road, A Bles

**MEC NANDI NDALANE**  
OUTLINES PRIORITIES AND VISION

**THUMBS UP FOR RAL TURNAROUND STRATEGY**  
NCOP, MEC, Auditor-General...inside

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WELCOME TO OUR ROAD NETWORK

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sign multimillion rand partnership deal to build roads

**PERSONALITIES**  
Mphahlele's Vhahwini lauds RAL's intensive road infrastructure rollout

**RAL AT WORK**  
RAL BUILT NEW ROADS IN MOPANI AND GREATER LETABA

**SMMEs EMPOWERMENT**  
RAL CEO MAT#1 SAYS EMPOWERING SMALL BUSINESSES AND DEVELOPING VILLAGE ECONOMIC RATES PRIORITY

**BIG INTERVIEW** Board Member Kekana upbeat about success of RAL's turnaround strategy

To place an advert, please email MMILENG Editor, Mr Maropeng Manyathela at [manyathelabm@ral.co.za](mailto:manyathelabm@ral.co.za) or contact him on 015 291 4236

# 2018/19 COMPLETED PROJECTS



**RAL Project Manager:**

**Elvis Kgomeswana**

**Project Number** T646  
**District** Mopani  
**Contractor** Axton Matrix Construction  
**Consultant** Nyeleti  
**Activity** Flood Damage  
**Amount Spent** R122 656 664.23  
**Road/s** D3212, D3213  
**Description** Reconstruction of Two Bridges at Ga-Ntata  
**Date Completed** 17 May 2018



**RAL Project Manager:**

**Nick Muthivheli**

**Project Number** T653  
**District** Capricorn  
**Contractor** Unity Construction  
**Consultant** Murango  
**Activity** Upgrading of Road (Gravel to Tar)  
**Amount Spent** R71 886 809.07  
**Road/s** D3423  
**Description** Moletji Road D3423 to Ga-Komape to Ga-Legodi to Makgodu P94/1  
**Date Completed** 25 July 2018



**RAL Project Manager:**

**Musa Ndlovu**

**Project Number** T725  
**District** Vhembe  
**Contractor** Lilithalethu Trading 41  
**Consultant** SFC  
**Activity** Flood Damage  
**Amount Spent** R18 931 539.92  
**Road/s** D1483  
**Description** Musina to Mapungubwe to Pontdrift  
**Date Completed** 03 May 2018



**RAL Project Manager:**

**Evans Mashilo**

**Project Number** T764  
**District** Waterberg  
**Contractor** Mmaeshibe General Trade  
**Consultant** Aphone Consulting CC  
**Activity** Flood Damage  
**Amount Spent** R13 276 869.03  
**Road/s** D171  
**Description** Installation of Drainage Structures and Regravelling  
**Date Completed** 06 April 2018



**RAL Project Manager:**

**Mathabo Masegela**

**Project Number** T758  
**District** Capricorn  
**Contractor** King Civil Engineering Contractors  
**Consultant** Mereng Consultants  
**Activity** Upgrading of Road (Gravel to Tar)  
**Amount Spent** R218 033 190.44  
**Road/s** D3602  
**Description** From Mamogashwa to Sekgophongkgophong to Gedroogte to  
**Date Completed** 31 May 2018



**RAL Project Manager:**

**Evans Mashilo**

**Project Number** T763  
**District** Waterberg  
**Contractor** PGN Civils  
**Consultant** Isiphethu Water Services  
**Activity** Flood Damage  
**Amount Spent** R11 095 988.22  
**Road/s** D1371  
**Description** Installation of Drainage Structures and Regravelling  
**Date Completed** 02 October 2018



**RAL Project Manager:**  
**Nick Muthivheli**

**Project Number** T535C  
**District** Sekhukhune  
**Contractor** Lonerock  
**Consultant** SFC  
**Activity** Upgrading of Road (Gravel to Tar)  
**Amount Spent** R354 655 102.19  
**Road/s** D1392  
**Description** From Ga-Malekane to Ga-Mampuru to Ga-Phasha to Tukagomo to Ga-Mahlakwena  
**Date Completed** 28 September 2018



**RAL Project Manager:**  
**Nick Muthivheli**

**Project Number** T873  
**District** Mopani  
**Contractor** Batlagae Consultants  
**Consultant** RAL  
**Activity** Flood Damage)  
**Amount Spent** R18 655 065.12  
**Road/s** D548  
**Description** Emergency Repairs of George's Valley  
**Date Completed** 18 June 2018



**RAL Project Manager:**  
**Shadrack Mukhuba**

**Project Number** T834  
**District** Mopani  
**Contractor** Isiphethu Water Services  
**Consultant** Isiphethu Engineering  
**Activity** Preventative Maintenance  
**Amount Spent** R19 941 071.47  
**Road/s** D673, D1350  
**Description** NkowaNkowa to Deerpark  
**Date Completed** 14 November 2018



**RAL Project Manager:**  
**Mamosadi Mankga**

**Project Number:** T909A  
**District:** Capricorn  
**Contractor:** PJMJ Engineering  
**Consultant:** Tshashu Consulting  
**Activity:** Preventative Maintenance  
**Amount Spent:** R6 941 232.00  
**Road/s:** P94/2, D887  
**Description:** Rehabilitation of road P94 between Alldays and Pondrift  
**Date Completed:** 13 December 2018



**RAL Project Manager:**  
**Shadrack Mukhuba**

**Project Number:** T774  
**District:** Mopani  
**Contractor:** TN Molefe Construction JV  
**Consultant:** Tihopang Consultant  
**Activity:** Flood Damage  
**Amount Spent:** R10 121 129.20  
**Road/s:** D4424  
**Description:** Rehabilitation of road D4424  
**Date Completed:** 13 September 2018



**RAL Project Manager:**  
**Musa Ndlovu**

**Project Number:** T861  
**District:** Waterberg  
**Contractor:** Gombameni Risk & Events Management  
**Consultant:** Mgiba Consulting  
**Activity:** Preventative Maintenance  
**Amount Spent:** R17 056 541.45  
**Road/s:** D1675  
**Description:** Lephalale to Steenbokpan  
**Date Completed:** 18 January 2019



## **RAL'S VALUES**

*The way we conduct ourselves and our business in pursuit of our vision and mission is underpinned and guided by the following corporate values:*

### **COMMITMENT**

*We are committed to delivering quality road infrastructure in the province with pride*

### **RELIABILITY**

*We offer reliable, safe and economic road infrastructure*

### **EFFICIENCY**

*We will go the extra mile in serving our communities*

### **ACCOUNTABILITY**

*We remain accountable to all our stakeholders and the environment*

### **TRANSPARENCY**

*We are transparent in both our internal and external business processes*

### **EXCELLENCE**

*We strive to exceed expectations*

### **DIVERSITY**

*We value and embrace diversity within the work context*

### **TEAMWORK**

*We work together for better roads*



**ROADS AGENCY LIMPOPO**  
*Together for better roads*

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