



ROADS AGENCY LIMPOPO  
Together for better roads

ISSUE 4 OF 2020

# MMILENG

## WELCOME TO OUR ROAD NETWORK

### RADIO PRESENTER HULISANI RAVELE

On Limpopo Roads

### TIBERIUS

Village Gets  
Quality Road

### HELPING HANDS

Department •  
of Transport

SANRAL •

Steelpoort Bridge •



# LEGISLATURE OVERSIGHT VISITS QUALITY ROADS, QUALITY LIFE RAL BUDGET BACK IN SPOTLIGHT

## BIG INTERVIEW

WITH ROADS AGENCY LIMPOPO  
CHIEF FINANCIAL OFFICER

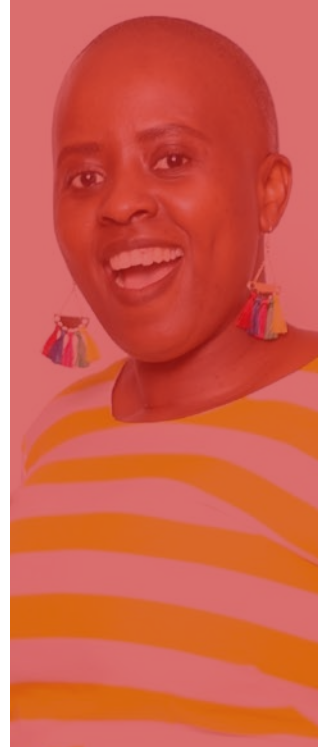


**Contributing to socio-economic development by connecting the people of LIMPOPO PROVINCE.**



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

**Providing quality and sustainable provincial road infrastructure network for the economic development of LIMPOPO PROVINCE.**



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### COVER STORY

Mmileng Issue 4 of 2020 Cover Star is Honourable Makoma Makhurupetje, the Chairperson of the Limpopo Provincial Legislature Portfolio Committee on Public Works, Roads and Infrastructure. Story on Page 6.

## ROAD TO ECONOMIC RECOVERY CAN ONLY START WHEN WE ARE UNITED IN FIGHT AGAINST COVID-19



MR MAROPENG  
MANYATHELA,  
RAL's Head of Communications

**W**elcome to another edition of *Mmileng*, the quarterly magazine of Roads Agency Limpopo (RAL), which gives informative and insightful up-to-date news on the road infrastructure work of the Agency.

*Mmileng* Issue 4 of 2020 leads with a glowing assessment from the Limpopo Provincial Legislature Portfolio Committee for Public Works, Roads and Infrastructure on their recent oversight visits to RAL projects.

The Portfolio Committee Chairperson agreed that RAL needed more funding considering the quality work they do with a limited budget.

RAL's Strategic Partnership Approach continues to be an innovative intervention to find funds from 'somewhere', other than from the provincial treasury that already has to do tradeoffs with health and education in its allocation, for delivery of services and public goods.

In our big Strategic Partnerships focus, we live up to RAL's slogan of 'Together for better roads', zooming in on our biggest collaboration yet with various private companies and a public sector collaboration that shows how our one government is greater than the sum of its three spheres – to loan from a putative quote by Aristotle.

On page 14 we report on the signing of an agreement for the construction of the Steelpoort Bridge in the Sekhukhune District of Limpopo Province, after RAL was able to secure funds from various mines operating in the district. Though Social and Labour Plans (SLPs) are required by law as per licensing conditions for mines, RAL sadly still has to jostle for the slice of the SLP pie, which can go anywhere.

And on page 18, we focus on an intervention from national government, under the auspices of the South African National Roads Agency SOC Limited (SANRAL), on RAL provincial roads. This intervention from RAL national partner will knock-off just over 80 kilometres off Limpopo road infrastructure upgrading backlog in the next four years.

In RAL at Work, our regular project profile

feature (page 24), we turn our attention to the recently completed upgrade, from gravel to bituminous (tarred) surface, of 7km on road D3556 in the village of Tiberius within Mogalakwena Local Municipality of the Waterberg District.

Immediately on the turn of the page, on page 28, in an offshoot of the main RAL at Work piece, we talk to local Small, Medium and Micro Enterprises (SMMEs) that contributed in one way or the other to the construction of this quality road infrastructure project in their community. In empowering local small businesses – stretching over ten villages neighbouring Tiberius, this RAL project managed to over-achieve on its set target.

Of course we do not only focus on people who were involved in the project. On page 23, in our popular community feedback page Mintirho ya Vulavula, we visited Tiberius to get first-hand account of how the new road benefits road users and residents.

On page 34 in RAL Cares, we focus on the Agency's role and efforts to support the health and wellness of its employees. Inasmuch as we are deep within the Covid-19 pandemic, we must not lose focus on early detection and prevention of other conditions and diseases.

RAL Cares is an occasional feature that talks to the sincerity of how we, as an organisation, relate to each other, our environment and stakeholders on a more humane level.

As we continue to give platform to government's efforts to help manage the spread of the disease, in this edition we switch focus to highlights of how government plans to respond to an economy decimated by the pandemic.

The economy ought to get back on track. Jobs have to be created. And service delivery must continue, particularly on road infrastructure.

But for that to happen, each one of us must play our part in the fight against Covid-19. 'The whole is greater than the sum of its parts.'

Stay Safe. Protect South Africa.



# CLARIFICATIONS: MUSEKWA ROAD

**I**n *Mmileng* Issue 3 of 2020 (page 32), we reported that the Minister for the Department of Transport Honourable Fikile Mbalula made an announcement on behalf of national government on the proposed upgrade extension, from gravel to tarred surface, of road D3671 (Musekwa Road) from the village of Musekwa pass Divhani to Maranikhwe in the Vhembe District of Limpopo Province. Hon Mbalula was in fact not present at the event to mark the official road handover and opening of road D3671 in Musekwa.

Available information unfortunately changed under embargo, and the plan for the 3 kilometres upgrade extension was also put on hold after going to print. The second phase can now only be realised as soon as funding is made available.

Notwithstanding, the official road handover and opening of the 3.36km rehabilitation and upgrade of road D3671 (first phase) that started approximately 11km from the intersection with road P278/1 (R523) at Tshituni ending just before Musekwa Thusong Service Centre – a community centre in Musekwa, was ably conducted by the Deputy Minister for the Department of Transport Hon Dikeledi Magadzi on Sunday, 18 October 2020 (Transport Month). The project was successfully completed by Roads Agency Limpopo at the end of August 2020.

We apologise, to all affected, for lack of clarity.

Sincerely,  
Maropeng Manyathela,  
Editor: *Mmileng*

PS. Back copies of *Mmileng* Issue 3 of 2020 are available digitally from PressReader, Magzter, Zinio, Issuu and Yumpu (app and web), and the Roads Agency Limpopo website at ral.co.za, with hard copies available on request from the Communications Unit at RAL.



Deputy Minister  
Dikeledi Magadzi to  
officially open  
Musekwa Road D3671



**Date:** 18 October 2020

**Time:** 08:00 AM

**Venue:** Musekwa Thusong Service Centre  
Musekwa Village, Limpopo

Follow the conversation:

#OTM2020 @dotransport dotransportvideos

"Together shaping the future of transport"



## 2021, THE YEAR TO RE-ENERGISE OURSELVES



**MR GABRIEL  
MALULEKE,**  
RAL Chief Executive Officer

**T**he year 2020 will go down in the annals of history as a year that challenged humanity in ways unimagined in recent history. With coronavirus wreaking havoc and disrupting economies across the world, RAL was also deeply affected.

With our national economy already on the back foot, the Covid-19 pandemic made operational conditions extremely difficult for RAL. As a company we had to contend with having to completely reconfigure our way of working to ensure that our internal and external stakeholders alike were protected from infection. Throughout all these changes, RAL has continued to display incredible levels of resilience and a can-do spirit, thus enabling our company to get back to work quickly when lockdown conditions were eased.

The leadership, commitment and cooperation that I have received from the shareholder, represented by Honourable Namane Dickson Masemola, have been heartening and has enabled me, together with the executive, management and staff of RAL to achieve significant progress in these trying times.

Let me also take the time to appreciate the sacrifices, ingenuity and determination of RAL staff, without whom we could not have achieved anything.

The year 2020 has seen us achieve some significant milestones as we further transform to perform our role as an important cog in the economy of our province. Highlights of these include the launch of our business strategy, tweaking our brand identity to align it better with our brand positioning, finetuning our stakeholder approach, as well as signing a number of strategic partnerships with partners across the province.

I would like to take some time to say a few words specifically about the recently

signed Memorandum of Agreement for the rehabilitation of the existing bridge and construction of the new Steelpoort Bridge on road D2219. This type of partnership, wherein multiple stakeholders come together to enable RAL to carry out its critical mandate, are indicative of the type of approach that I believe will serve us well as a State-Owned Company given the budgetary constraints we currently face.

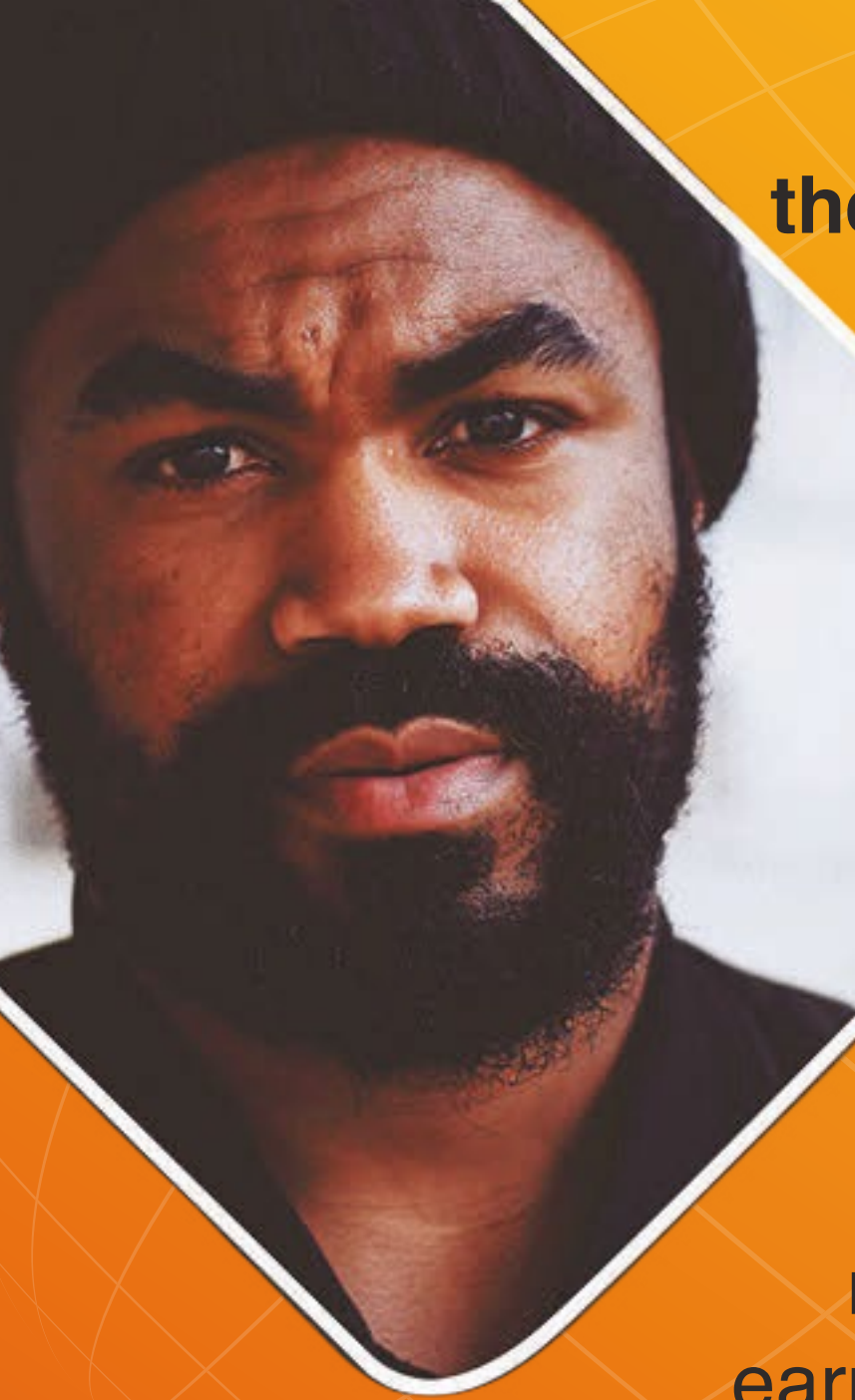
Furthermore, I would also like to convey the extended enjoyed relationship with ZZ2 on their continued faith in the organisation to ensure corporate and government ties are efficient and effective to serving the people of Limpopo.

Lastly, I acknowledge the commendable efforts made by the Limpopo Legislature Portfolio Committee on Public Works, Roads and Infrastructure led by Hon Makoma Makhurupetje on various project site visits and confidence in the state of the organisation.

Perhaps this is a good time to implore all RAL stakeholders, as we go into 2021, to continuously think of new, innovative ways of approaching our tasks given the difficult operating conditions. This is also applicable to our personal lives because this pandemic is likely to be with us for a while.

For those who fell ill, or indeed those who have loved ones who succumbed to this disease, I would like to express my most sincere condolences. The Department of Health has reported a worrying “second wave” spike in Covid-19 infections, making it even more imperative to exercise extreme care and adhere to stringent safety protocols during this period.

Thank you to the great audience of our stakeholders, I look forward to sharing more insightful statements about the organisation and seeing you all in good health in 2021.



What does  
the new economy  
mean to you?

“A new  
economy  
means that I can  
earn an income and  
contribute to my  
community through  
social employment.”



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REPUBLIC OF SOUTH AFRICA





The Limpopo Provincial Legislature Portfolio Committee for Public Works, Roads and Infrastructure on an oversight visit to a RAL and Marula Platinum strategic partnership project, completed in October 2020, for 14km of road D4170 that connects, the villages of Melao, Diphale, Galane, Khubetswane and Maapea, to R37 in the Fetakgomo Tubatse Local Municipality. Pictured, from left to right, is Simon Matsobane Mathe, David Selamolela, Lilian Managa, Gabriel Maluleke (RAL CEO) and Risham Maharaj.

# PORTFOLIO COMMITTEE GIVES RAL HIGH MARKS IN YEAR-END ASSESSMENT

**T**he Chairperson of the Limpopo Legislature Portfolio Committee (PC) on Public Works, Roads and Infrastructure, Honourable Makoma Makhurupetje says she is content with the work done by the Roads Agency Limpopo (RAL).

This comes after the Portfolio Committee successfully undertook oversight visits in November and December 2020 to all the five districts of Limpopo Province to assess various road infrastructure projects under the management of RAL, which is responsible for delivering quality roads in the province.

Hon Makhurupetje notes that, after touring the province together with her Portfolio Committee, they are satisfied with the quality of the

roads they inspected.

She says since the dawn of democracy in South Africa, many communities have received quality roads, but there are others who are still waiting due to lack of funds. She is confident that soon, the latter will also receive their roads.

“With the manner in which RAL is operating, we are confident that tarred roads will eventually reach where they are supposed to. What RAL and the Limpopo Department of Public Works, Roads and Infrastructure (LDPWRI) need to do is to communicate frequently with those still waiting for their roads to

Members of the Limpopo Provincial Legislature PC for Public Works, Roads and Infrastructure David Selamolela, Makoma Makhurupetje (Chairperson) and Falaza Mdaka during an oversight visit to road under construction D3688. To the right is RAL Stakeholder Relations Manager Makhitha Jacob Chesane and further back is RAL Project Manager Shadrack Mukhuba.

know when their roads will be constructed.”

She acknowledges that since RAL is operating with a limited budget to service the whole province, the Portfolio Committee needs to negotiate with the legislature when RAL and LDPWRI need more funds for the road projects.

“RAL is delivering quality roads with a limited budget; hence it is incumbent on the Portfolio Committee to lobby the government to support RAL financially towards improving our roads,” says Hon Makhurupetje.

Hon Makhurupetje says that since road infrastructure has an impact on the performance of the economy and other aspects such as health and education, all sectors should join hands in helping RAL to improve the roads.

In her conclusion, she notes that “the oversight was an eye opener, as we can now connect the content in the reports with what transpires on the ground”.

Amongst the projects visited by the PC is the 47 kilometre maintenance project on road D3840, which joins R81 from Kremetart to Mbaula, in the Greater Giyani Local Municipality of Mopani District. Some parts of the road need major rehabilitation, whereas others need pothole patching and texture correction. The maintenance work is expected to be completed by June 2021.

In the Vhembe District, the Portfolio Committee witnessed the ongoing 3km upgrading, from gravel to bituminous (tarred) surface, of road D3688 connecting the Khubvi and Tshidzivhe and Damani villages in the Thulamela Local Municipality.

The project began in July 2019 and is expected to be completed by February 2021. Upon completion, the road will benefit the surrounding communities in numerous ways including boosting the local tourism economy.

In the Sekhukhune District, after learning that the people of Ga-Riba, near Burgersfort, in the Fetakgomo Tubatse Local Municipality are on the verge of receiving a new tarred road, the Portfolio Committee was vividly impressed.

The ongoing 11km road project in the area connecting to R37 is expected to be completed in March 2021.

Although the road passes through a range of mountains, its completion is expected to unlock inherent



economic potential among the local communities.

In the Waterberg District, the Portfolio Committee inspected the resumption of a stalled road project.

However, a strategic partnership between RAL and Exarro Mine in Lephalale has facilitated the resumption of the project, which is 14km long from Abbotspoort to Kiti, to be completed by end of May 2021.

This will ease transport challenges experienced by commuters who work in the local mines in Lephalale.

Meanwhile in the Capricorn District, the Portfolio Committee inspected part of the 9.5km tarred road D1468 (*Mmileng* Issue 1 of 2020), which connects several villages between Senwabarwana and Indermark in the Blouberg Local Municipality. The quality road project was completed in 2019 with a surplus budget.

**“RAL IS DELIVERING QUALITY ROADS WITH A LIMITED BUDGET; HENCE IT IS INCUMBENT ON THE PORTFOLIO COMMITTEE TO LOBBY THE GOVERNMENT TO SUPPORT RAL.”**

Cognisant of the above developments, RAL CEO Gabriel Maluleke assured the Portfolio Committee that his team will continue working hard to ensure that all the projects are completed on time. He further remarked that since RAL and LDPWRI are working together for better roads, there will be proper coordination to ensure that routine maintenance is carried out in all the rehabilitated and newly tarred roads in the province. **m**



The MEC for the Limpopo Department of Public Works, Roads and Infrastructure Honourable Namane Dickson Masemola addressing a community engagement event that took place in November 2020 at Ga-Mashabela Community Hall, in the village of Ga-Mashabela.

## MALEKA GA SE MAKGONA GA-MASHABELA AND MADIFAHLANE STALLED PROJECT RESUMES

**U**pon assuming office in March 2020, the MEC for the Limpopo Department of Public Works, Roads and Infrastructure (LDPWRI), Honourable Namane Dickson Masemola emphasised the urgent need to resolve outstanding stalled roads related projects or those contested due to stand-offs and dissatisfactions among stakeholder communities.

In November 2020, MEC Masemola paid a courtesy visit to one of those affected communities to announce the resumption of a stalled road project for the upgrading, from gravel to bituminous (tarred) surface, of several roads within the jurisdiction of the Roka Mashabela Traditional Authority in Ga-Mashabela and Magadimane Ntweng Traditional Authority in Madifahlane.

Both Ga-Mashabela and Madifahlane villages are within the Fetakgomo Tubatse Local Municipality in the Sekhukhune District of Limpopo Province.

According to Gabriel Maluleke, the Chief Executive Officer (CEO)

for Roads Agency Limpopo (RAL), project RAL/T866/2016 (contract number) entails upgrading, from gravel to tarred surface, the 19.7 kilometres stretch of road that connects various villages in Ga-Mashabela and Madifahlane.

The project, whose contract was first awarded in September 2016 as a 19.7km upgrade project for portions of roads D4182 (10.2km), D4180 (5.87km), D4220 (0.83km) and D4185 (2.81km), was cut short with 57% physical progress due to local Small, Medium and Micro Enterprises' (SMMEs) and labourers' dissatisfaction with the previous contractor regarding constant issues of late payment and at worst non-payment of wages.

"The project started in 2016 and was projected to be completed on a (original) two-year period but it

Community members of Madifahlane village engaging the MEC for LDPWRI Hon Namane Dickson Masemola on the resumption of a 20km road project in the area.



was stopped in its infancy stage by community members,” Mr Maluleke explained.

MEC Masemola, who was previously quoted as saying “In some areas where projects have been stalled, we need to resolve the disputes so that the projects can resume for our people to enjoy the benefits of using quality roads”, was satisfied with the turn of events.

“It took four years of stalled progress on the site, but with the rigorous engagements my office had with the community structures, I have the hope that if we work together and share ideas, this time around the project will be a success,” appealed MEC Masemola, at a recent community engagement meeting in Ga-Mashabela.

The road project is expected to start as soon as all the paperwork is finalised and be completed by November 2021.

TMG Radebe Trading Enterprise, who was also introduced to both communities, has been appointed as the new service provider (contractor) to complete the project.

It is anticipated the project will create employment opportunities for locals and also empower SMMEs in the area. The contract makes a 10% provision for the employment of local labourers and 30% provision for the employment of local SMMEs by the contractor during the contract period.

Anglo American Platinum’s Twickenham Platinum Mine, which has a shaft in the area, has contributed 20% to the R66 million contract amount (that include consulting fees), to ensure that the construction of roads D4182, D4180 and D4185 is completed successfully.

A fortnight after Ga-Mashabela and Madifahlane visits, addressing the mining community through the Memorandum of Agreement (MoA) signing ceremony (Story on page 14) held in Polokwane for the rehabilitation of the existing bridge and construction of the new Steelpoort Bridge on road D2219, also in

the Fetakgomo Tubatse Local Municipality, Hon Masemola said: “Where there have been problems and difficulties between your good selves and the communities on some projects which couldn’t be concluded in good time, we have went back to those communities, we have unlocked all those problems and those projects are back in action and they will be completed within the agreed renewed time frames.”

One of the stakeholders, senior traditional leader Kgoši (Chief) Nkgonyeletje William Mashabela of the Roka Mashabela Traditional Council, said travelling on the gravel road has been a nightmare for everyone and “we are happy that our road will finally be upgraded”.

**“... WE HAVE UNLOCKED ALL THOSE PROBLEMS AND THOSE PROJECTS ARE BACK IN ACTION AND THEY WILL BE COMPLETED WITHIN THE AGREED RENEWED TIME FRAMES.”**

Another traditional leader in the community, the regent of the Magadimane Ntweng Traditional Council Mmakgoši (Queen) Diphala Asnath Ntwampe said they have been waiting for this day to come.

“Surely, the construction of this road will create job opportunities and improve the lives of community members.”

“Additionally, we will now drive on a quality road and vehicles of our community members will now last for a longer period,” she lauded.

Community members of both villages have vowed to work together to ensure that this time the project is completed. **m**

Big Interview

Hobyane Magopa is the Chief Financial Officer at Roads Agency Limpopo.



# Strategic CFO Tightens Armband

## AS RAL TARGETS CLEAN AUDIT ASSAULT

*Roads Agency Limpopo is hoping to break out of a four-year plateau of Unqualified Audit Opinion from the Auditor-General of South Africa (AGSA). Leading that charge is a CFO who believes the next level is attainable.*

**H**obyane Magopa, the Chief Financial Officer (CFO) for Roads Agency Limpopo (RAL), has a very interesting career trajectory that catapulted his journey to where he is today. Before taking a dive into the proverbial financial waters of accounting, the world of the “tax man” and CFO territory, it is pertinent to rewind to a time in the past when this world was but a road yet to be travelled.

Mr Magopa was born and raised in Ga-Makgopa village in the Sekhukhune District of Limpopo Province. He attended Makgopa Primary School at Ga-Makgopa village and Lesailane High School at Ga-Mashabela/Ga-Mongatane village.

As a freshly minted high school graduate at the time, he had to make a decision about which studies to embark on (as I’m sure our matriculants would attest to this, albeit with a dash of dread and nervous excitement and anticipation).

What is incredibly interesting is how Mr Magopa got into the accounting field.

“I chose the accounting profession by accident. My initial career goal was to become an economist. After being unemployed for a year, I returned to university and changed my course by taking third-year accounting courses.”

The adage ‘*umuntu ngumuntu ngabantu*’ is one we utter with so much pride and beam with joy because we know what it symbolises. After all, we are not without influence. We get influenced and inspired by others on our life journey.

Mr Magopa draws his inspiration from his mother.

“My mother was my source of inspiration. She has always encouraged me to study hard and firmly believe that I have the ability to achieve the goals I set.”

His first stint into the world of crunching numbers and balancing balance sheets (and more) was with SizweNtsaluba VSB (which has subsequently merged with Gobodo and Grant Thornton to form SizweNtsalubaGobodo Grant Thornton).

After a year of articles, he moved to the Development Bank of Southern Africa (DBSA) where he completed his articles. His horizons broadened further as he made several job transitions, some of which were Nedbank, First National Bank (FNB) and Sekhukhune TVET College.

The latter was on a contract from South African Institute of Chartered Accountants (SAICA) in partnership with Department of Higher Education and Training (DHET), with the mandate to improve the finance governance of the TVET College.

In 2014 Mr Magopa joined RAL as a manager with a focus on financial reporting. As at 1 January 2020 (accounting folks, here’s one for you), he was appointed by RAL as the Chief Financial Officer on a five-year contract.

What expertise is Hobyane bringing to the position?

“In addition to being a qualified Chartered Accountant, I have more than 14 years of qualified

**“My main responsibilities are to ensure that there is a good financial governance of the taxpayers’ money...”**



Magopa is responsible for (overseeing) all the financial activities of Roads Agency Limpopo. He is hoping to lead the Agency to a Clean Audit, from its external auditor - the Auditor-General of South Africa, during his tenure as CFO.

professional experience. In addition, I also have both private and public sector experience. I would also venture that doing TOPP accounting articles, which is more focussed on financial and management reporting and strategic financial planning, is a plus for the CFO.”

What are some of the roles and responsibilities on serving in this position?

“My main responsibilities are to ensure that there is a good financial governance of the taxpayers’ money, financial strategic planning of the organisation and reporting on the financial performance of the organisation.”

As with all leaders, no leader follows the same managerial approach as the next. Mr Magopa has a robust hands-on approach to financial decisions and processes. He believes this approach will help RAL achieve a Clean Audit, amongst other things, and has hence harnessed his approach to meet key objectives for RAL during his tenure as CFO.

Former First Lady of the USA Michelle Obama once said, “There is no magic to achievement. It’s really about hard work, choices, and persistence.”

Looking at the success Mr Magopa has enjoyed in his career; it is not hard to see why he is the embodiment

of what this quote represents. Particularly, his notable achievements and highlights when he first got to RAL, paint a clear picture about the calibre of leader he is.

“When I joined RAL in 2014, it had received a Disclaimer from the ACSA. In 2020, RAL received an Unqualified Audit Opinion for the fourth consecutive year. I was part of a team that helped the organisation transition from a Disclaimer to an Unqualified Audit. Let me add that although the transition from a Disclaimer to an Unqualified Audit Opinion is by no means easy, my biggest wish is for RAL to obtain a Clean Audit Opinion. I firmly believe that Clean Audit is achievable.”

A glimpse into Mr Magopa’s passions gives us yet another layer to this passion-driven CFO.

Driven by an intrinsic desire to improve communities through education and knowledge, this steadfast determination was borne from the desire to change the landscape of poverty by empowering people through education and providing available opportunities.

How does his passion for education translate to his own career journey?

“As far as career is concerned, I believe in continuous personal development and learning.”

Outside of the work environment, Mr Magopa blows off steam by reading, watching TV and travelling. Vis-à-vis travel, even though he doesn’t travel as frequently, he enjoys travelling to destinations in Mpumalanga and parts of Limpopo Province. **m**

**“My biggest wish is for RAL to obtain a Clean Audit Opinion.**

**I firmly believe that Clean Audit is achievable”.**



# Highlights of the Economic Reconstruction Recovery PLAN



A massive **infrastructure rollout** to create jobs and support economic growth

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The rustic Steelpoort Bridge on road D2219 in Ga-Malekane was installed in the late 1920s, and as such is now a cultural and heritage site and will be rehabilitated for pedestrian use, and will remain a nostalgic landmark in the area, when a new modern and wider bridge is constructed.

# REAL IN BREAKTHROUGH STRATEGIC PARTNERSHIP MOA AS IT SECURES BRIDGE FUNDING

**T**his day is going to remain etched in the minds of our people, both now and even those who still belong to the womb of the future. They will one day as they track history come to this realisation that this day was indeed an important day in the history of our province and, of course, as well as in the history of that region (Sekhukhune).

I am quite very clear in my mind that many other leaders of our government in various provinces will definitely descend to Limpopo to come and want to find ways and means on how we (government and the private sector) found each other.

These were the positive words of the contented MEC for the Limpopo Department of Public Works, Roads and Infrastructure (LDPWRI) Honourable Namane Dickson Masemola on how best

government and the private sector can collaboratively work together in partnership to deliver services to communities within the province during the recent signing ceremony of a groundbreaking Memorandum of Agreement (MoA) for the rehabilitation of the existing bridge and construction of the new Steelpoort Bridge on road D2219 in the Sekhukhune District of Limpopo Province.

The rehabilitation project will be for the preservation of the nearly 100 year-old existing single lane bridge, colloquially known as the 'Steel Bridge' or 'Malekane Bridge', that has been both a landmark and a bane of road D2219.



MEC for LDPWRI Namane Dickson Masemola said with this project, Sekhukhune District becomes a pathfinder on how best the District Development Model can deliver services in a cooperative manner, working together with the private sector.

the corridor that we are reinforcing - linking R555 and the rest of the Sekhukhune region.”

“I want to assure mining companies that, we as a department through our Roads Agency Limpopo, which is our implementing agent; we have taken a very clear decision that whatever commitment that you are going to make to us to service and serve communities where you are operating, your monies will not be in vain if you invest it working together with us,” he said.

MEC Masemola went on to say he is looking forward for the project to be implemented with the necessary precision it deserves, “so that we can be able to showcase the good that we

continue to do and the capacity that we do have from engineering and management”, despite other budgetary challenges.

RAL’s perennial budgetary constraints are well documented amidst increased demands for road infrastructure service delivery. This challenge has forced the Agency to be innovative in finding means to deliver projects in a cost-effective manner.

According to RAL Chief Executive Officer Gabriel Maluleke, putting the extent of the road infrastructure challenges of government in Limpopo (and the Agency’s budgetary challenges) in context, R138 billion is the amount that is required to address the backlog of upgrading, from gravel to tarred surface standards, all the 13 828 kilometres of unpaved or gravel road under RAL’s control.

**“CONTRIBUTIONS ARE HIGHLY APPRECIATED AND WE ARE VERY GRATEFUL AS A GOVERNMENT AND AS THE ENTITY RESPONSIBLE FOR ROAD INFRASTRUCTURE.”**

This he said “is almost three times the annual budget of the provincial government as a whole”.

“As the Agency responsible for delivery of road infrastructure on behalf of the government of this province we appreciate the partnerships that we have formed with the mining industry, in particular, and other industries over these past few years.”

Mr Maluleke said over the past few years the Agency was able to raise close to R700 million from the private sector, including from the mining sector, to add to the much needed funds to cater for road infrastructure in the province.

“Those contributions are highly appreciated and we are very

The bridge is located on road D2219, before the intersection with road R555 that goes towards Burgersfort and the mining town of Steelpoort, and Stofberg in the other direction, near the village of Ga-Malekane within the Fetakgomo Tubatse Local Municipality of the Sekhukhune District.

Roads Agency Limpopo (RAL) SOC Limited and eight mining companies operating within the mineral-rich Sekhukhune District of Limpopo Province, sealed the MoA after RAL secured enough strategic partners to contribute towards the R80 100 000 needed to fund the project.

The mines that are party to the MoA are Rakhoma Mining Resources, Dwarsrivier Chrome Mine, Glencore, Rustenburg Platinum, Samancor Chrome, Booyendal Platinum, Tjate Platinum and Two Rivers Platinum.

This is the first time that so many private partners have been brought under one roof, to partner government, in the delivery of a public good. As such, this historic MoA, more than anything, espouses RAL’s motto of ‘Together for better roads’ and is a vote of confidence in the way the Agency conducts business.

The project is made possible through RAL’s successful Strategic Partnership Approach, targeting the tourism, agricultural and mining industries in the Limpopo Province to help augment the Agency’s constraint budget in order to deliver on the much-needed road infrastructure.

Hon Namane Dickson Masemola said this project, which after completion will be a boon and offer improved access for communities when crossing the Steelpoort or Tubatse River, is going to serve both the economic purpose and as well as the social purpose.

“The economy of that region, the economy of that locality and that municipality will never be the same going forward, understandably, because of the importance of



Part of the team that worked tirelessly to secure funding for the much-needed new bridge for the Sekhukhune District, include, seated in the front row (from left to right), Rick Reato, Azwi Mulaudzi, Stanley Ramaila, Namane Dickson Masemola, Gabriel Maluleke and Ralepane Samuel Mamekoa.

grateful as a government and as the entity responsible for road infrastructure.”

“It is our wish that going forward we continue this and strengthen this particular relationship and explore other possibilities for us to provide our people of this province with a much needed infrastructure that is a requirement to boost economic recovery, especially post-Covid-19, in this particular province of ours,” said Mr Maluleke.

Since adopting the Strategic Partnership Approach, a key tenet of the RAL Board of Directors’ now successful turnaround strategy in 2015, RAL has so far raised over R850 million in funds from strategic partners, and fast approaching the R1 billion milestone, to help construct and rehabilitate Limpopo Provincial roads.

The Strategic Partnership Approach is undoubtedly the most effective intervention yet in the history of the Agency to supplement its constraint budget.

## “WE HAVE ALL FAITH IN THE WAY THAT RAL IS GOING TO HANDLE IT (PROJECT) AND STRUCTURES THAT THEY HAVE SET UP...”

Due to RAL’s continued financial stability and improved management processes since the low point of 2011 - 2015, the relationship with the private sector has strengthened significantly. The confidence that the private sector has in the way the Agency handles its projects and conducts its business has resulted in increased contributions and partnerships.

Most strategic partners started with contributions of between 25% and 30% in the early years, however after having had the experience of working with the Agency, they have increased their contributions significantly in subsequent projects, reducing the financial burden on RAL in the co-funding of the strategic partnership road infrastructure projects.

The Department of Mineral Resources and Energy (DMRE), as the regulator for the mining industry facilitated the strategic agreement between RAL and the mines. The DMRE Regional Manager for Limpopo Azwihangwisi Mulaudzi, said all these contributions from the mining companies come from their respective Social and Labour Plan.

“The Social and Labour Plan is a social document that as and when we issue the mining rights, the Social Labour Plan, is part of the document that the mining company has to contribute to the community.”

“Steel Bridge was one of the projects that the mining companies in Steelpoort has committed to do,” said Mr Mulaudzi, also describing the MoA signing ceremony as a ‘historic day’.

Speaking on behalf of the mines, Rakhoma CEO Rick Reato said it’s pleasing for them as the mining companies that are surrounding the area where their workers live that they can be part of developing the community and the municipality.

“I think the funding of this project is quite substantial. It’s come about largely also to the great efforts of the CEO of RAL and RM (Regional Manager) of DMRE and their people to get everyone together,” said Mr Reato.

“It’s a substantial project, we are talking of an R80 million project here, and it’s going to be tight to manage. But we have all faith in the way that RAL is going to handle it and structures that they have set up surrounding that.”

“We are very pleased to be part of this historic event, part of this project and I think it’s going to be the next project to unlock the next development in the Sekhukhune area,” said Mr Reato, whose company was the first to raise its hand (*Mmileng* 3rd Quarter Edition 2018, Page 18).

In his vote of thanks, the Executive Mayor of the Sekhukhune District Municipality Councillor Stanley Ramaila, accompanied by the Mayor of the Fetakgomo Tubatse Local Municipality Cllr Ralepane Samuel Mamekoa, thanked RAL, in particular, for being able to bridge the gap and trust deficit that exist between local government and the mining communities.

“The construction of the Steelpoort Bridge forms part of the basis of economic development because it is only through socio-economic infrastructure development that it can be used to unlock economic development in the area.”

Mr Maluleke, RAL CEO, confirmed that plans are in place to kick-start the project as soon as all the formalities are done.

“Our engineers are on standby. Good quality work is going to be delivered, on budget and on time.” **m**

# The Economic Reconstruction and Recovery Plan in numbers

Over

# R1 trillion

in infrastructure  
investment  
over the next  
four years



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REPUBLIC OF SOUTH AFRICA





Roads Agency Limpopo recently completed an upgrading project on road D3810 in Thomo. In a welcome intervention from national government, SANRAL will take over from where the RAL upgrade ended to complete 32.5 kilometers upgrade between the two entities.

# TOGETHER FOR BETTER ROADS

## ONE PEOPLE, ONE GOVERNMENT JOINING HANDS IN NETWORKING LIMPOPO



**T**he South African National Roads Agency SOC Limited (SANRAL) has committed to upgrading, from gravel to surfaced standards, 29.5 kilometres of Roads Agency Limpopo (RAL) SOC Ltd road D3810 from just before the village of Thomo to Hlomela (Macene) in the Mopani District of Limpopo Province.

The project, a SANRAL stimulus package project, is an extension of the recently completed upgrading, from gravel to bituminous (tarred) surface, by RAL of a 3 kilometres section on road D3810 from the intersection with road D3641 (that passes near Nsami Dam towards Giyani) ending 1km just before Thomo.

When complete, the total length of the upgrade or partnership on the road, which also runs next to the villages of Khakhala, KaGaula, Mahlathi and Ndindani in between, is 32.5 kilometers.

According to SANRAL, the scope of work for the project, which is still in the planning stage, will include tarring of the road, drainage and ancillary works. Various tender notices and invitations to tender for the SANRAL part of the project have been issued and it is estimated that construction, from gravel to tar, on the remaining 29.5 kilometres of road D3810 will commence in March 2022.

*Mmileng* Second Quarter Edition 2018\* previously featured road infrastructure assets and investments made by SANRAL in Limpopo Province, including a list of regional roads transferred from RAL (province) to SANRAL (national) since 2014. Some of the reasons advanced for transferring provincial roads to SANRAL are informed by the province's strategy on road infrastructure planning and provision, owing to RAL's perennial budgetary constraints and easing of backlog on new upgrades to tarred surfacing and maintenance.

All in all SANRAL now manages two 'N' roads for 'national' and 23 'R' roads for 'regional' in Limpopo.

Speaking to *Mmileng* then, Progress Hlahla,



Construction in progress on road D3187 in Mageva - Mopani District, after which SANRAL has lined-up a 24 months extension upgrade, from gravel to surfaced standards, from Mageva to KaMakhuva commencing March 2022.

SANRAL's Regional Manager for Northern Region, which includes Limpopo, had said he "hopes the partnership between RAL and SANRAL will continue to ensure the delivery of world-class road infrastructure to all South Africans".

District road D3810, however, remains a provincial road asset under the ownership of RAL, as this intervention is part of the economic stimulus and recovery package by national government.

**"...THE PARTNERSHIP BETWEEN RAL AND SANRAL WILL CONTINUE TO ENSURE THE DELIVERY OF WORLD-CLASS ROAD INFRASTRUCTURE TO ALL SOUTH AFRICANS."**

The road had been prioritised under the consolidated list (latterly as reviewed, the 2018/19 Integrated Development Plan or IDP) of the Greater Giyani Municipality, one of the five local municipalities of Mopani District, but funding was hard to come by to attend to the upgrading of the road.

"The National Department of Transport through the Minister of Transport responded to the request by RAL, together with the community, to assist with the upgrade of the remainder of provincial road D3810 between the villages of Thomo and Hlomela. SANRAL as the agency responsible for roads within the National Department of

Transport was then given the task to carry out and implement the project on behalf of RAL," says Mr Hlahla.

"As part of the agreement between the two entities, SANRAL will only implement the infrastructure while RAL will carry on with future maintenance of the asset."

The project will be funded through the SANRAL's stimulus package that will also fund other similarly identified road infrastructure projects across the country.

Expected benefits of the upgraded road D3810 to the community and public at large will include lower vehicle operating costs, safer road and improved access for communities. The road will also give improved access to Shangoni Kruger National Park gate and neighbouring village of Altein.

The 13-month long RAL first phase of the project, whose construction was completed on 4 September 2020, offered Construction Education and Training Authority (CETA)-accredited on-the-job training for 49 local labourers from villages adjacent to the road project site.

Besides the skills transfer, job opportunities and preferential procurement are important job creation elements in both RAL and SANRAL projects, as entities of government.

The longer road D3810 SANRAL stimulus package project is expected to empower a substantial number of local labourers and employment of even more local small businesses as sub-contractors and suppliers of



The under construction road D3878 that goes up the mountain and finishes at the beginning of Balloon village in Ga-Sekororo. SANRAL will then, in March 2022, continue with a 20 months construction of 12.4km from Calais to Ga-Sekororo, joining the RAL project where it ended (at Balloon village).

materials and services by its estimated time of completion (ETC) in March 2024.


The rest of the provincial roads that are on SANRAL stimulus package are road D3187 from Mageva to KaMakhuva, which will get a 29km upgrade, 12.4km of road D3878 from Calais to Ga-Sekororo and 13km on road D2919 from Tshikanoshi to Malebitsa in the Greater Giyani, Maruleng (both in Mopani District) and Ephraim Mogale (Sekhukhune District) local municipalities of Limpopo Province respectively, which will all be upgraded from gravel to surfaced standards by 2024.

**“SANRAL WILL ONLY IMPLEMENT THE INFRASTRUCTURE WHILE RAL WILL CARRY ON WITH FUTURE MAINTENANCE OF THE ASSET.”**

RAL is currently upgrading, to tarred surface, 3km each on roads D3187 and D3878 with its limited resources. Both roads are expected to be completed in February 2021.

There is currently no funding made available for road D2919 from RAL’s budget allocation, and as such the Agency has no construction project planned on that road. Notwithstanding, SANRAL plans are in place to commence a twelvemonth long upgrade, from gravel to surfaced standards, from Tshikanoshi to Malebitsa in May 2021.

In total, SANRAL’s stimulus package intervention is expected to free a welcome 83.9 kilometres of unpaved or dirt/gravel road off RAL road infrastructure backlog in the next four years.

\* *Mmileng* back copies: digital copies are available from PressReader (app and web) and ral.co.za, with hard copies available on request from the Communications Unit at RAL. 

## STRATEGIC INTEGRATED PROJECTS (SIPS)

The SANRAL stimulus package projects are different from, for example, the 3km extension already planned for road D3671 from Musekwa to Divhani to Maranikhwe within Makhado Local Municipality in the Vhembe District of Limpopo Province, as this intervention is from a different grant of the Department of Transport (DoT).

The extension will be managed by the Limpopo Department of Public Works, Roads and Infrastructure (LDPWRI) through its road infrastructure implementing entity the Roads Agency Limpopo (RAL). And as reported in the *Mmileng* Issue 3 of 2020, this extension project, a Strategic Integrated Project (SIP) no 26, will be realised through a budget from the Rural Roads Upgrade Programme of the Presidential Infrastructure Coordinating Commission’s SIPS.

LDPWRI has been allocated R71 million from this programme for the current 2020/21 financial year, the bulk of which will be transferred to RAL for capital projects (projects other than maintenance).

However, the plan for the 3km upgrade extension has since been put on hold and the second phase upgrade can only be realised as soon as funding is made available. RAL had, in August 2020, already successfully completed the rehabilitation and upgrade of a 3.36km first phase on road D3671 that ended just before Musekwa Thusong Service Centre – a community centre in Musekwa.

Furthermore, SIP no 25 (Rural bridges) by the national Department of Public Works and Infrastructure, has been earmarked for intervention to provide emergency bridges nationwide. The 2020/21 allocation for this programme, dubbed the *Welisizwe* programme (of the Presidential Infrastructure Coordinating Commission’s SIPS), is R150m with only four provinces, namely Limpopo, Free State, Eastern Cape and KwaZulu-Natal having been indentified for this financial year at four projects apiece.

The two aforementioned SIPS interventions are on top of the revised R1.1 billion for the Provincial Road Maintenance Grant (PRMG) allocation to LDPWRI for the 2020/21 financial year. The initial annual allocation was cut down by R196m or 15% from R1.3 billion in the third quarter due to the special adjustment to budgets as government gears towards Covid-19 economic recovery.

# #RALatWork

Complaints and Compliments



RoadsAgency



roadsagencylimpopo

**Roads Agency Limpopo** @RoadsAgency · Oct 12  
Replying to @RoadsAgency  
This Roads Agency Limpopo multi-year project is 79% complete, with 9km of road already surfaced (tarred) and one bridge completed. It is the last link to be surfaced between Mphanama and Jane Furse, and it is on track for its estimated time of completion of March 2021. #RALatWork



**kgoloko Edy Matlala** @Kgoloko\_Matlala · Oct 12  
Beautiful work RAL 😊

**Olaf mashabathakga** @Khathuolaf · Oct 12  
How can one apply for sub contract in installing guardrails(barriers) in the project

**Richard** @Pholoshi · Dec 2  
this is good news ... this bridge has been an economic stumbling block .. finally some economic development at ease .. Thanks RAL

**Roads Agency Limpopo** @RoadsAgency · Oct 29  
Replying to @RoadsAgency  
Base has commenced on road D3232, which passes through the villages of Sekgosea and Thakgalane no 1 & 2. This 15.13km stretch of the project, which is also upgraded, from gravel to bituminous (tarred) surface, is 60.20% complete. #RALatWork



**Katlego Ramushu** @Katlegoramushu2 · Oct 29  
Good job 🙌🙌🙌

**Roads Agency Limpopo** @RoadsAgency · Oct 12  
Replying to @RoadsAgency  
The project is for the rehabilitation of 4km of the existing surfaced road and upgrade, from gravel to bituminous (tarred) surface, of 19.33km of road D4200 from road D4252 at Mphanama through Ga-Malia and Madibong to road D2219 at Jane Furse. #RALatWork



2 4 5

**Roads Agency Limpopo** @RoadsAgency · Dec 1  
Replying to @RoadsAgency  
The eight mines that contributed towards the R80.1m for the rehabilitation and construction of the bridge are Rakhoma Mining, Dwaarsrivier Chrome Mine, Glencore, Rustenburg Platinum, Samancor Chrome, Booyesendal Platinum, Tjate Platinum and Two Rivers Platinum. #RALatWork



2 1 3

**The-RuralBoy** @Vinny\_Mohau · Dec 1  
We applaud all stakeholders involved that is the various mining companies and the Limpopo government for this massive R80.1m project of the rehabilitation of the one way Bridge 🇿🇦. I can't wait for the construction 🚧 to kickstart soon.

**Sehlapa ka maswi\_ (\$)** @Smpaketsane · Nov 25  
Its Malogeng, my home village. I hope the officials had noticed that proper slip lane is required at that specific intersection to Mphaneng in order to prevent accidents. We previously reported that but there was response.

**Jayson Ledwaba** @King\_Jalala · Nov 23  
@RoadsAgency is road D3573 in Mogalakwena Local Municipality in any of your future plans. Our roads have been blocked recently due to local taxi conflicts with the community. Please advise.

**Richard** @Pholoshi · Sep 30  
I am so looking forward to joining RAL ... b part of the team making and bringing road infrastructure in the motherland

**Tshepo Kenneth Khwinana** @KhwinanaKenneth · Sep 22  
Wow wat a great road n job done by Ral 🙌🙌  
However please update us on the road 3426 from ramoshana to rammobola(ward 45)under cdm the tender have been closed on the 16th july 2020  
So when will the project start  
The road its a mess especially during the raining times

# MINTIRHO YA VULAVULA

In December 2020, *Mmileng* visited a village of Tiberius to hear first-hand from community members and road users on how they are benefiting from the recently completed upgrade, from gravel to bituminous (tarred) surface, of road D3556 (Tiberius) within the Mogalakwena Local Municipality of the Waterberg District. Road D3556 connects to SANRAL route N11 from Gilead to the village of Tiberius. Story on page 24.

We are happy that from now on the lifespan of our taxis will be longer because we are using the tar road, unlike before when it was gravel and we used to get breakdowns now and then. But my greatest wish is for RAL to extend this road to Bakenberg and the George Masebe Hospital so that it can also be easy to access them.



**Donald Hlong, Taxi Driver (Lebowa West Taxi Association), from Tiberius.**

I applaud the good work done by our government, this is a first-class road. We are happy because now it's even easier to get public transport, and they are no longer dusty, and rainy season is not stressful anymore. This is a great upgrade in our community and our people benefited from this project via employment.



**Abel Segole, Community Member, from Tiberius.**

This road has made a huge difference in our lives. A lot has changed since its completion. We really appreciate what RAL has done for our community and we hope that they will do the same in neighbouring villages so that our trips can be easy when we travel to them, because they are still on gravel road and it's damaging our vehicles.



**Abraham Kobo, Community Member, from Tiberius.**

RAL has done a very good work by upgrading this road to tar. At least when ambulances are coming to Tiberius Clinic they'll find a good road here. But I really wish that they could also upgrade it to George Masebe Hospital, because it is really difficult going there because of a gravel road, which is worse in rainy season.



**Roseline Maphoroma, Nursing Sister (Tiberius Clinic), from Tiberius.**

I transport pre-school children of Ngwana Molomo Pre-Primary School from Mphello to Tiberius, and we use road D3556 that was upgraded by RAL. This road has helped us a lot because now we are able to transport children even when it's raining and our trips are now shorter, because we travel on a smooth road not worried about holes. Also, this road is very good because it has road signs, so we are able to know what we are approaching ahead.



**Kgabo Elisa Shogole, Small Business Owner (Scholar Transport), from Tiberius.**



Despite the current pall brought about by the Covid-19 pandemic, the skies are clear for Roads Agency Limpopo to continue on its delivery of quality road infrastructure. The Agency recently completed an upgrading, from gravel to tarred surface, of road D3556 in Tiberius, a village in the Waterberg District of Limpopo Province.

# IT TAKES A VILLAGE TIBERIUS TO BUILD A ROAD

**R**oads Agency Limpopo (RAL) SOC Ltd recently completed the construction of 7 kilometres on road D3556 from N11 at Gilead towards road D3564 in the Waterberg District of Limpopo Province

The upgrade, from gravel to bituminous (tarred) surface, of road D3556 included installation of pavement structure, pipe culverts and road furniture. Road D3556 connects to SANRAL route N11 from Gilead to the village of Tiberius within the Mogalakwena Local Municipality of the Waterberg District.

According to Mamosadi Mankga, RAL Project Manager who supervised the construction, some of the benefits of the upgraded road D3556 to road users and public at large include lower vehicle operating costs, safer road, all-weather and dust free road, and improved access for communities.

Thirty-eight (38) of the forty-four (44) community members employed on the project also benefited from the Construction Education and Training Authority (CETA)-accredited on-the-job training.

Besides the skills transfer, job opportunities and preferential procurement are important job creation elements in both RAL and SANRAL projects, as entities of government.

The contract made provision for the employment of local labourers by the contractor Hillary Construction, and the employment or use of available services of local Small, Medium and Micro Enterprises (SMMEs) as sub-contractors and suppliers during the contract period.

In this regard, the project over-achieved on its target for the employment local small businesses. Twenty-three (23) local SMMEs were engaged on the project at an amount of R18.2 million among them, over-achieving on the contractual required amount of R13.6m by an impressive 33.5%.

According to Gift Shirilele, Contracts Manager at Hillary Construction, the project was able to achieve its small business empowerment target due to their effective leadership and commitment to compliance, and the freedom and spirit to over-achieve, which are deeply rooted in their professionalism towards SMMEs.

“We have co-operated and worked with communities whom are the beneficiaries of the project. We clearly defined and implemented



Road D3556 passing through the village of Tiberius in the Mogalakwena Local Municipality was constructed by community members recruited from up to twelve neighbouring villages. The road gives the community improved access to Tiberius Clinic.

our development plan in order to enhance and transfer skills to the small businesses in the affected communities.”

“All procurement activities were conducted in an equitable, ethical and transparent manner, and in accordance with the spirit of the codes on the project,” said Mr Shirilele.

“The pool of selected SMMEs was compiled with compliance and commitment to BBBEE (Broad-based Black Economic Empowerment) to ensure the involvement and inclusion of previously disadvantaged South Africans.”

**“TO ENSURE THAT TARGETS WERE REACHED ON TIME, WE PROVIDED ASSISTANCE SUCH AS PROVISION OF PLANT AND SMALL TOOLS, CONTINUOUS MENTORING AND COACHING ON DIFFERENT ASPECTS OF RUNNING A COMPANY.”**

He said most had neither prior experience nor enough experience to sustain the requirements of a large magnitude supply base.

“However, through our positive workmanship and engagement with stakeholders we decided to assist with our experience, tools,

training and expertise to ensure that the common goal of the project is achieved,” explained Mr Shirilele.

On the support given by the main contractor to SMMEs, Mr Shirilele said they had to get a buy-in from SMMEs, saying the most important item of discussion tabled with SMMEs was finance and capacity.

“To ensure that targets were reached on time, we provided assistance such as provision of plant and small tools, continuous mentoring and coaching on different aspects of running a company and how to create and set project deliverable.”

Mr Shirilele also paid enormous compliment to Ms Mankga, the RAL Project Manager assigned to the Hillary/Tiberius project, describing her as ‘one of the best in the country’.

“She always stood on top of her game when it comes to her functions of decision-making and monitoring that the project is completed on time, on budget and within (its) scope. She has always been ahead of the project to mitigate any stumbling blocks which were coming our way.”

However, the project slightly under-achieved on the amount that had been earmarked for labour



Charmaine Shogole was appointed as the Community Liaison Officer on a Roads Agency Limpopo project that built a 7km tarred road in her village of Tiberius. As the CLO she was the link between the community and various stakeholders in the project, including the main contractor and RAL.

As the result of the employment of machinery, the project could only manage to achieve just over 90% of target or final expenditure of R2.7m of the R3.0m contractual amount that had been earmarked for labour utilisation on the project, an impressive contribution under the circumstances. In total, 44 local labourers were employed on the project by the contractor.

**“THE POOL OF SELECTED SMMES WAS COMPILED WITH COMPLIANCE AND COMMITMENT TO BBBEE TO ENSURE THE INVOLVEMENT AND INCLUSION OF PREVIOUSLY DISADVANTAGED SOUTH AFRICANS.”**

utilisation on this contract due to unforeseen factors such as the national lockdown, and related restrictions, imposed by the national government to help manage the spread of Covid-19, a disease caused by the coronavirus.

At the time of the lockdown, the project was one of nineteen (19) under-construction projects RAL had across five district municipalities of Limpopo Province. The projects had to be put on hold at the end of March 2020 to assist government in containing the spread of the Covid-19 pandemic.

Needless to say, the 12-month long Tiberius project was impressively the second of RAL projects to be completed after RAL returned to its operations in May 2020 when lockdown was eased from hard Level 5 to Level 4.

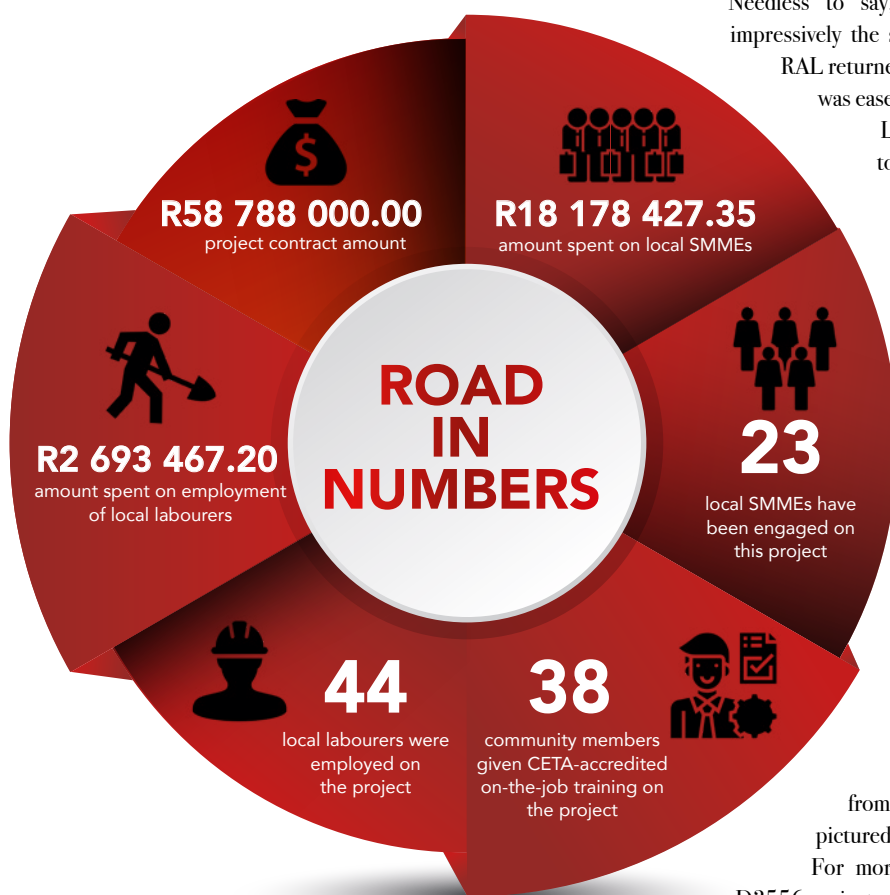
Level 4 gave permission to the construction sector to resume construction, maintenance and repairs of public works projects, including roads and bridges, the core mandate of the Agency.

The initial project completion date that had been affected by the lockdown was 16 May 2020. However, after the practical completion date of 17 July 2020, allowing vehicles to use the road, the snag list was fully attended to and the completion certificate was finally issued on 26 August 2020 for the community of Tiberius to fully enjoy the use of road D3556.

Charmaine Shogole, the Community Liaison Officer (CLO) on the project, said the community was blessed to have had the main contractor they had, and that she, personally, also gained valuable experience for her involvement on the project.

“We (also) did not receive many complaints from local labourers and SMMEs,” said Ms Shogole, pictured top left.

For more on the socio-economic impact of the road D3556 project on the village of Tiberius, turn to page 28. **m**





The upgrading, from gravel to bituminous (tarred) surface, of road D3556 in Tiberius within the Mogalakwena Local Municipality of the Waterberg District was a united front involving 12 villages, 23 local SMMEs and 44 local labourers. Among the benefits of the new road is improved access for the community to amenities such as the Tiberius Clinic, a primary healthcare facility in the village.

# TIBERIUS COMMUNITY PROUD OF QUALITY ROAD BUILT ON OWN SWEAT

**T**he relationship between infrastructure contractor and the community is often one mired in mistrust, especially around on-time remuneration of labourers. Construction companies are often, unfairly so, likened to the proverbial caravan that make a stop only to exploit dispensable labourers and move on.

Companies are often described as lacking compassion and abusing their impersonal power, but for 55-year-old Koena Johanna Shogole from the village of Tiberius, what she experienced from an appointed Roads Agency Limpopo (RAL) contractor and strength in unity between community members from neighbouring villages was sincerity and humanity on another level.

Her company, MBKM Holdings, named after the initials of her children, herself and her husband, was one of the twenty-three (23) local Small, Medium and Micro Enterprises (SMMEs) engaged by contractor Hillary Construction, in the value chain of delivering a 7-kilometre upgrade project, from gravel to bituminous (tarred) surface, on road D3556 in Tiberius within the

Mogalakwena Local Municipality of the Waterberg District.

Mrs Shogole's company specialises in events, and she provided catering during monthly meetings and toilet rental for the duration of the contract period.

Married into Tiberius, she was widowed during the course of the contract period. She had to endure a barrage of make-believe superstitions, cultural taboos and religious doctrine advanced by sections of her adopted community that circled her contract opportunity like vultures during her time of bereavement, her most vulnerable state. Job opportunities are often highly contested when they come to communities.

According to every subcontractor and labourer interviewed, the contractor scored high in terms of on-time payments during the contract. And for Mrs Shogole, it was also the human touch that she received from unlikely sources that, well, touched her.

"If it were not for the support and protection from community members from neighbouring villages and the people at Hillary (contractor), especially Johan, I would not have seen the contract through," she said appreciatively.

Notwithstanding, she was able to see the contract through feeding between twenty and thirty mouths per meeting she catered for, with the



Joseph 'JoJo' Ramashitja, 47, owns Mosima Matena Trading and Projects, which was one of the three SMMEs engaged in the construction of drainage structures on road D3556 in Tiberius.

help of her two support staff. She also hired two workers in the toilet hire division. All four, two women and two males, were from Tiberius.

She said after the project had ended, and the easing of restrictions around gatherings by the national government on its management of Covid-19 pandemic, business is picking up and her company is starting to get bookings as people are back to organising events.

Successful contract bidder Hillary Construction, as per RAL policy in line with the (Department of) National Treasury Preferential Procurement Regulations of 2017, was expected to sub-contract a minimum of 30% of contract value, as this was an upgrading project, to small businesses in villages adjacent to the project site for the duration of the contract period.

As a caveat though, the employment of SMMEs ought to be limited to the locality of Limpopo Province with preference given in the priority order of, first to the SMMEs from affected villages, then to those within the local municipality before exploring the district municipality and so forth.

In this regard, the project over-achieved on its target for the employment local small businesses. An amount of R18.2 million was spent on the employment of small businesses on the Tiberius road project, over-achieving on its contractual required amount of R13.6m by an impressive 33.5%.

Count Molwantwa from the neighbouring Diphichi village was subcontracted, through his company Ramohomana & Sons (Pty) Ltd, to provide traffic accommodation (road traffic control around construction zone) for the entire twelve-month project duration.

The 46-year-old said he learnt a lot from his involvement on the project, particularly the invaluable lesson of managing people, as he had to give opportunities to people from about a dozen villages.

"I had to rotate about 54 flagmen at one time, mostly youth and women," said Mr Molwantwa.

As for 50-year-old Henry Makhafula from Tiberius, he came in with one permanent employee and gave contract opportunity to two young local drivers, through his company KotsiyaKhafs Trading Enterprise 101 that provided plant hire and transportation of employees for nine months on the project.

He spoke highly of how the contractor was able to handle and resolve complaints without them escalating. Mr Makhafula also said he'd wish for local people to be educated more on the various activities and stages in the road infrastructure construction process to "put a

stop to this sense of entitlement that can be disruptive".

"Advise local people looking to be absorbed into the project about the advantages and disadvantages, which activities need experience and which don't really require (much) experience, and so on," he advised.

Another subcontractor Mooki Dolo, also 50 years old, who co-owns Kgabo-Mooka General Trading with Kgabo Lamola (38), said he is grateful and appreciative of the subcontracting opportunity his company got working on a RAL project for the first time.

"We got in with at Grade 1 level (Construction Industry Development Board), and the experience gained on this project and future opportunities stemming from this will help us to apply for higher grading level," said Mr Dolo.

Kgabo-Mooka was one of three small businesses contracted to construct drainage structures, such as culverts, headwalls and wing walls, and part of gabions, kerbs and stone pitching, along road D3556.


The Polokwane-based company came in with two skilled workers and had to give work opportunities to twelve community members from Tiberius. The twelve (12) local labourers were part of the 38 community members given Construction Education and Training Authority-accredited on-the-job training on the project.

**"...THE EXPERIENCE GAINED ON THIS PROJECT AND FUTURE OPPORTUNITIES STEMMING FROM THIS WILL HELP US TO APPLY FOR HIGHER GRADING LEVEL."**

Mr Dolo also rated the relationship between the main contractor and subcontractors on the project as, "very good, and smooth".

He, however, said the project could have done with better communication from the Project Steering Committee, and support for subcontractors who are getting jobs for the first time or after a while and as such have no equipments and capital or cash reserves.

One of the challenges for the Agency's successful SMME empowerment programme remains the lack of financial acumen and ownership of the required equipments by small players to execute projects. For this reason, RAL is working tirelessly to sign deals to support and empower small main contractors and subcontractors.

RAL has spent R661 million on village-based SMMEs in the six years since its 2014 rebirth. This is an overachievement by R130m considering the target set for the five-year period 2015/16 to 2019/20 was R531m. 



Hulisani Ravele is a TV and Radio personality, and currently hosts 947 Weekend Breakfast with Hulisani at Gauteng regional radio station 947.

# The one to be feared To be respected To be admired



melting pot of culture infused with modernity, The Muofhe Collection™ boasts a bold and authentic cultural experience that is an “expression of culture and modernity breathing and living as one”.

This collection, inspired by the Vhavenḡa female attire, is an ode to the Venḡa culture.

Behind this fiercely bold brand is none other than dynamic and seasoned TV Host and Radio Presenter Hulisani Ravele and business magnate Phophi Mudau, founder and CEO of P DesignsSA. When asked what inspired them to establish The Muofhe Collection, the story behind is as beautiful as it is impactful.

“For far too long, donning traditional attire has been reserved for special occasions; weddings, birthdays and graduations... It is important for us, especially as young individuals, to consciously and intentionally preserve and celebrate our cultures every day and not just in Heritage month because our cultures are the very fibre of our being. It is our duty to keep our traditions alive.”

It is this visceral driving force that lit a fire to challenge the status quo by giving birth to the concept of infusing the Tshivenda Munwenda attire into everyday life through clothing and accessories.

“The one to be feared, to be respected, to be admired” at first glance reads like a praise song phrase for a prominent chief recited by an

*Imbongi* for an auspicious occasion. Digging a little deeper, what is unearthed is that this is what the name “Muofhe” symbolises.

What’s in a name, one asks? Everything.

The name “Muofhe” holds a special place in Hulisani’s heart as it goes back to 2018 when it was bestowed upon her by the Ravele Royal Family. How does this translate to the ethos of The Muofhe Collection brand? Simply, Hulisani and Phophi pulled no punches. This is quite a compelling statement about their brand; defiant, bold, daring, explorative.

**“How I got onto TV is really a story of a mother wanting to fulfil her child’s nagging and fate.”**

What kind of items can one expect in the range? “The first capsule, released in early November, consists of a few unique and bold clothing items; a formal shirt, a corset top, a skirt, a jacket, a power suit; plus a 5-piece bag accessories range; a sunglasses case, a pocket bag, laptop, iPad and casual sling bag.”

Ravele started her career in the entertainment industry as a nine-year-old child star on SABC TV's popular and long running teen show YOTV.



Soweto-born Ravele says she uses roads in Limpopo mainly to access various tourist destinations in the province.

By their own assertions, the founders had in mind the modern mover-and-shaker female who is making strides both in her professional life and in her personal life.

“The clothing items currently available are created for the modern woman-on-the-move who is proud to take her African heritage to both the boardroom and the fun streets of life.”

Where can people access the clothes? Customers can shop online at [www.thenuofthecollection.co.za](http://www.thenuofthecollection.co.za). This is not limited to local access as items can be shipped both locally and globally.

Renowned and formidable media personality Hulisani Ravele has an impressive 23-year career streak in the entertainment industry. Currently 32-years-old, this prolific TV host – born in Tshiwelo (Chiawelo) Soweto – dabbled into TV at the tender age of nine.

How did Hulisani get into television? In three words; curiosity, tenacity and passion. This is a heart-warming story that she tells best.

“How I got onto TV is really a story of a mother wanting to fulfil her child’s nagging and fate, lol! My mom says every time the taxi drove past the SABC I would ask her when she’s taking me there.”

As fate would have it, what followed subsequently was a connection through her aunt who was neighbours with Tsholofelo Wechoemang who was on Kideo at the time. Ravele’s career began in the late 90s and her rise to fame was cemented on the popular kids programme, YoTV.

Hulisani holds a BCom Marketing Management degree from the University of Johannesburg. In early 2017 she completed a BA Honours in Motion Picture Medium (cum laude) from AFDA, specialising in Television Producing.

What is interesting is how she had initially aspired to a corporate career and channelled her focus thus.

“I always had corporate ambitions growing up. A career in entertainment wasn’t the plan. So, I pursued my studies and proceeded into the corporate world.”

In 2014 Ravele left the corporate world to focus on the entertainment industry and other business interests. She draws inspiration from billionaire media mogul Oprah Winfrey who is a trailblazer of note.

It’s said that ‘All work and no play makes Jack a dull boy.’

Ravele took these words to heart; she has a fervent passion for travel. In the Limpopo province particularly, she loves Thavhani Tea Estate. Her intonation is gleeful as she talks about how driving to this destination is wholesome for her.

That, and the drive through Magoebaskloof on the way to Tzaneen, makes for beatific, scenic, holistic experiences.


Accessing these destinations - how crucial are good roads for ease



**“Good roads are critical; they are the very veins which carry and connect the life of Limpopo.”**

of travel within the province? Ravele is quick to extol the virtues of well-maintained road infrastructure.

“Good roads are critical; they are the very veins which carry and connect the life of Limpopo. Without them, the vision of a thriving and progressive province is just a pipe dream.”

Hulisani further notes the importance of a robust provincial government that prioritises safety and good infrastructure for its residents. 



Bobby Were, a male breast cancer survivor from the CANSA Polokwane was the guest speaker at the 2020 Roads Agency Limpopo Wellness Day, which coincided with the October Breast Cancer Awareness Month. His testimonial was on the importance of early detection, his journey on various treatment options and achieving positive results.

# SINCERE RAL PRIORITISES HEALTH AND WELLNESS OF ITS PUBLIC SERVANTS

**I**n promoting cancer awareness among its staff members, Roads Agency Limpopo (RAL) held its annual Wellness Day in October 2020, during the Breast Cancer Awareness Month, to provide instructions on how to conduct self-tests - highlighting the importance of early detection among other preventive measures.

Bobby Were, a breast cancer survivor from the Cancer Association of South Africa (CANSA) Polokwane, was invited to share with RAL staff members tips on surviving cancer, explain common and notable causes, treatment and personal well-being tips around cancer.

Mr Were says his cancer journey began in 2006 when he felt a pea-size lump next to his right nipple while he was bathing. Upon feeling this anomaly, he called his wife to check on him quickly and she agreed that something was not right, thereby advising him to see a medical doctor.

In spite of this advice, Mr Were hesitated to visit the doctors rooms for a period of two years. However, in 2008, while accompanying his wife to her doctor's appointment, his wife's doctor upon inspection (at the behest of the wife) suspected the ominous lump might be a warning sign of cancer, and sought second opinion. On referral in 2009, the tests were done by a surgeon (surgical oncologist) who confirmed it was indeed breast cancer.

Mr Were says in order to overcome the cancer; he adhered to all treatment procedures as instructed by the doctors. One of the treatment options given to Mr Were, by the medical oncologists, was to undergo chemotherapy.

"The chemo treatment was followed by five years of



Roads Agency Limpopo's Human Resources Practitioner Thandi Hlabangwane, and the organiser of the 2020 RAL Wellness Day, who was diagnosed with a bone marrow cancer in 2012, introducing guests and speakers.

diagnosed with breast cancer and overcome it," he affirms, adding that men should always do regular check-ups for any abnormalities in their bodies.

Closer to home, Thandi Hlabangwane, a Human Resources Practitioner at RAL and planner of Wellness Day, herself a cancer survivor volunteered to share her story with *Mmileng* readers as a cancer survivor.

Her journey began "after struggling a lot with headaches for a few years, and erratic incidents of fainting, swelling face, tonsil reactions, dizziness and being anaemic".

The headache carried on until after one such episode in 2012 where she went to see an Ear, Nose and Throat (ENT) specialist because her headache was affecting her nostrils.

The specialist ordered a battery of tests including a full blood count which revealed imbalances in the blood cells. What the doctor said next would have broken any person as he announced that: "I am sorry I can't help you, there's nothing wrong related to ENT issues but you are not okay, do me a favour go pray for wisdom."

Naturally Ms Hlabangwane was surprised and taken aback by the doctor's words and after leaving the surgery she called friends and relatives to break the sad news.

Initial attempts to secure a specialist to do further testing in Polokwane proved futile, as specialist doctors were all fully booked for the year.

Luckily, with the assistance of Refilwe Ramodike, her then supervisor at RAL, she was able to secure an appointment with a specialist physician (internist) at Netcare

Garden City Hospital in Johannesburg.

Ms Hlabangwane was then admitted into hospital and in the process that ensued, was subjected to a whole battery of diagnostic tests. Through this process, the surgical oncologists arrived at a point where they felt the need to perform a bone marrow biopsy, an excruciatingly painful procedure.

The results of the biopsy were that Ms Hlabangwane was at an advanced stage III of a type of blood and bone marrow cancer called leukaemia, or more specifically a rare Primary Myelofibrosis (PMF).

## "SOMEHOW I WAS RELIEVED THAT FINALLY I KNOW WHAT IS WRONG WITH ME. I DIDN'T CRY OR FEEL SAD."

Tamoxifen tablets, which are basically hormone blockers. As a result of this treatment, I had the pleasure of experiencing hot flushes. This, together with the annual mammograms, have given me a great respect for our female counterparts," he says.

Despite all the challenges, Mr Were successfully went through the cancer treatment.

"I believe that my journey with cancer has been one of the greatest blessings in my life. And yes, men can be

RAL CEO Gabriel Maluleke conducting the candle-lighting item at the 2020 RAL Wellness Day to symbolise 'hope' for those diagnosed with various kinds of cancers. Pink (ribbon), in particular, is the colour code assigned for awareness of breast cancer.



**“RAL HAS THE RESPONSIBILITY TO ENSURE THAT ALL ITS EMPLOYEES ARE AWARE OF THE THREAT OF VARIOUS DISEASES AND ARE ENCOURAGED TO PROTECT THEMSELVES AND THEIR LOVED ONES.”**

Whereas other people would have been caught up in knots of anxiety and fear, Ms Hlabangwane, being the ever courageous person, accepted the news calmly, relieved that she now knew what she was suffering from.

“Somehow I was relieved that finally I know what is wrong with me. I didn’t cry or feel sad,” she says.

The search for a bone marrow donor, with transplant being the best

available intervention, then began in earnest, starting with her four brothers.

While waiting for the results of the donor match tests, she was discharged from hospital and put on treatment to start managing her condition.

In October 2012, upon her follow-up visit to an oncologist, Ms Hlabangwane must have felt like embracing divine intervention when the donor match tests came back positive for one of her brothers.

Elated, and surely relieved, Ms Hlabangwane then drove from Johannesburg to Pretoria, where her brother Wisdom lives and broke the news to him.

“When the doctor said I need to pray for wisdom I was confused. I had no idea that few months later my brother Wisdom will match me,” says visibly elated Ms Hlabangwane.

As her journey entered a new phase, she was transferred to Netcare Pretoria East Hospital under the charge of a clinical haematologist who then ran tests on her and her brother Wisdom in preparation for the harvesting and transplanting of stem cells. In December 2012, the transplant was done and then the slow and difficult journey to recovery began. During this journey, Ms Hlabangwane was to go through memory and weight loss, alopecia (hair loss) and other symptoms such as vomiting, diarrhoea, nausea, infections and internal sores.

In mid-January 2013, she was discharged, although she had to spend a further three months around Pretoria for weekly visits. It took another five years of slow recovery to get to a semblance of normality.

RAL Chief Executive Officer (CEO), Gabriel Maluleke also shared a story of how cancer personally affected one of his family members, and citing some of the stigmas and facts around various cancers.

“I started believing that cancer is real after one of my family members was diagnosed with it.”

“To those who have been diagnosed (with cancer), you can win this fight as long you adhere to the doctor’s instructions. Cancer is not the end of the world,” says Mr Maluleke.

“RAL has the responsibility to ensure that all its employees are aware of the threat of various diseases and are encouraged to protect themselves and their loved ones.”

“We believe these annual health awareness campaigns will add value to the health of our staff members,” Mr Maluleke concludes. **m**

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REPUBLIC OF SOUTH AFRICA

**STAY  
SAFE**  
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Roads Agency Limpopo Chief Executive Gabriel Maluleke addressing his team at the Agency's recent Strategic Planning Session assured them that he has confidence in their ability to turnaround RAL into a highly successful and reputable organisation.

# STRATEGIC PLANNING SESSION AIMS TO ENHANCE THE REPUTATION OF RAL

**I**n its continued effort to improve road infrastructure in Limpopo Province, Roads Agency Limpopo (RAL) held a two-day Strategic Planning Session recently to engage its stakeholders and employees, on dissecting the five-year strategic strategy, which expired in 2019, and to further project the new five-year plan (2019-2024) for relevance, taking into account the challenges of the Covid-19 pandemic.

Addressing the Strategic Planning Session, RAL Chief Executive Officer (CEO) Gabriel Maluleke said he has confidence in his team's ability, in collaboration with other stakeholders, to turnaround RAL into a highly successful and reputable organisation.

In unpacking what RAL entails to the delegates, Mr Maluleke provided context of where RAL comes from, where RAL is now and where he would like to see RAL in the near future by providing strategic inputs to mining, tourism, agriculture, and related socio-economic development initiatives.

The preview was given to allow delegates to review and validate the

five-year strategy as well as its potential underpinning problems and solutions.

Mr Maluleke noted that RAL was not working in silos, as such the Limpopo Department of Economic Development, Environment and Tourism (LEDET), together with its agency the Limpopo Tourism Agency (LTA), was among the institutions invited in 2019 to give an overview on the strategic plan.

"The purpose of the collaboration was for them to understand the environment within which RAL operates as a service provider in delivering infrastructure within the province," said Mr Maluleke.

Mr Maluleke further said the RAL strategy needed to consider the requirements of tourism within the province and understand the impact of road infrastructure on tourism in the province.

"With regards to the mining industry areas where



RAL CEO Gabriel Maluleke led from the front at the Agency's recent Strategic Planning Session, thanking staff for retaining an Unqualified Audit Opinion, and urging them to target a Clean Audit Opinion as audited by the Auditor-General of South Africa.

no infrastructure existed before, minerals and logistical requirements are now needed in these locations. What the previous collaborations hoped for was not successful due to varying levels of support across local government institutions," he explained.

In motivating his team to continue working with great aplomb, Mr Maluleke thanked the team for not regressing on the Unqualified Audit Opinion from Auditor-General of South Africa and acknowledged the good work being done by everyone as demonstrated in the improvement of the overall control status.

**“THE PURPOSE OF THE COLLABORATION WAS FOR THEM TO UNDERSTAND THE ENVIRONMENT WITHIN WHICH RAL OPERATES.”**

He highlighted the importance of obtaining a Clean Audit Opinion as this builds the credibility of the organisation to operate within a sound control environment. He acknowledged the progress maintained in transforming the reputation of the organisation from a very painful past to where it is now, although it is not where he wishes it to be yet.

As the discussions continued, it was noted that currently, the estimated backlog in road infrastructure stands at 13 828 kilometres with an estimated cost of R138 billion.

This was confirmed by the increased frequency of protests and shut downs by communities demanding roads. Additionally, there are 83 outstanding service

delivery road hotspots, which lead to intensive economic activities that needed to be tarred as identified by local and district municipalities, requiring a budget estimated at R10.5 billion.

Some of the achievements to write home about over the past five years is that the entity has recorded 2 408 in labour trainings, completed 10 bridges, surfaced 296.90km of roads and a R527m investment towards empowering Small, Medium and Micro Enterprises.

Although RAL regards its strategic partners highly, consults its key partners such as district municipalities, traditional authorities and the Limpopo Department of Public Works, Roads and Infrastructure, it has been observed that there have been some serious challenges faced by the entity over the past five years.

Such challenges included increased cases of community protests due to the increased demand for paved roads, budgetary constraints that make it difficult for RAL to satisfy the rising demands for paved roads, unfunded political road infrastructure commitments, high costs of paving roads and inadequate proactive

stakeholder engagement and communication.

As part of focusing its energy, establishing priorities, and strengthening operations to achieve targeted goals, RAL has identified key pillars that will assist in delivering its mandate from 2020 to 2024.

These pillars comprise capacity building as a driver for high performance, proactive engagement with key stakeholders, improved service delivery and innovation to reduce the cost of building roads.

Among its five-year targets in line with economic transformation and economic growth, RAL hopes to have employed 7 000 youth, 5 000 women, 130 people living with disabilities, skilled 2 408 local labourers and contracted 2 050 SMMEs. In terms of improved road networks, the target will include 281km of tarred road and completion of 10 bridges. **m**

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## **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**  
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