

# DR JS MOROKA LOCAL MUNICIPALITY



## FINAL INTEGRATED DEVELOPMENT PLAN 2017/22



THE SPEAKER  
CLLR RS MATHABE



THE EXECUTIVE MAYOR  
CLLR GJ SKOSANA



CHIEF WHIP  
CLLR MS NTLAILANE

THE  
POLITICAL  
ARM  
OF  
THE  
COUNCIL



WE DEVELOP AS WE GROW

### “VISION”

- “Striving to become the best economically developing town mostly admired for taking care of its people”

### “MISSION”

- With commitment, passion and resilience, we will deliver services in an effective, efficient, accountable, and sustainable manner”

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**ACRONYMS**

IDP:	Integrated Development Plan
VIP:	Ventilated Improved Pit
NHBRC:	National Home Builders Regulations Authority
SDF:	Spatial Development Plan
RDP:	Reconstruction and Development Plan
PHP:	People's Housing Process
EIA:	Environmental Impact Assessment
ICT:	Information Communication Technology
LM:	Local Municipality
MIG:	Municipal Infrastructure Grant
ECD:	Early Childhood Development
SMME:	Small Medium Micro Enterprise
HIV:	Human Immunodeficiency Virus
AIDS:	Acquired Immune Deficiency Syndrome
MFMA:	Municipal Finance Management Act
WSA:	Water Service Delivery
M&P:	Monitoring and Plan
FBW:	Free Basic Water
FBS:	Free Basic Services
FBE:	Free Basic Electricity
PRV:	Pressure Reducing Valves
OVC:	Orphans and Vulnerable Children
FLSIP:	Finance Linked Subsidy Programme
CBRS:	Contractor Based Rural Subsidy
CBIS:	Contractor Based Individual Subsidy
ENATIS:	National Traffic Information Systems
DLTC:	Drivers Licence Testing Centre
RA:	Registering Authority
VTS:	Vehicle Testing Centre

P

UPS: Uninterrupted Power Supply

DCP: Disciplinary Code Procedure

OHS: Occupational Health and Safety

NSDP: National Spatial Development Perspective

RIDS: Regional Industrial Development Strategy

NEGP: National Economic Growth Path

NYDA: National Youth Development Agency

SANRAL: South African National Road Agency Limited

TVET: Technical Vocational Education and Training

GET: General Education and Training

MMC: Medical Male Circumcision

MMC: Member of Mayoral Committee

LAC: Local Aids Council

SANCA: South Africa National Cancer Association

SALGA: South African Local Government Association

SALGBC: South African Local Government Bargaining Council

SDBIP: Service Delivery and Budget Implementation Plan

CAE: Chief Audit Executive

COE: Code of Ethics

WSA: Water Service Authority

NRW: Non Revenue Water

GIMS: Geographical Information Management Systems

PGDS: Provincial Growth and Development Strategy

CRO: Chief Risk Officer

CRDP: Comprehensive Rural Development Programme

CWB: Convertible Waterborne Toilet

LGNC: Local Government Names Committee

VOIP: Voiceover Internet Protocol

SETA: Skills Education and Training Authority

**DEFINATION OF TERMS**

1	Key Performance Area (KPA)	It is the performance area in which the municipality must perform to achieve its mission and vision.
2	Strategic Objective	It translates the Key Performance Area (KPA) into an outcome statement.
3	Key Focus Area (KFA)	It is those areas in which the municipality must perform to ensure that the Key Performance Areas are achieved.
4	Predetermined Objective (PDO)	It translates the Key Focus Area (KFA) into a Predetermined outcome in the form of an outcome statement.
5	Key Performance Indicator (KPI)	It defines how performance will be measured along a scale or dimension (e.g. number of houses, km of road, percentage increase, etc.) to achieve the KPAs, KFAs and PDOs.
6	Inputs	The resources that contribute to the production delivery of outputs
7	Outputs	The final products, or goods and services produced for Delivery
8	Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes
9	Outcomes	medium-term results for specific beneficiaries that are the consequence of achieving specific outputs
10	Impact	The developmental results of achieving specific outcome
11	Project	It is an initiative that is executed over a specific period of time with a defined beginning and end with the intension of achieving the Key Focus Areas (KFAs). (It can be capital intensive or any other project)
12	Programme	A sequence of scheduled activities and / or Projects executed with the intension of achieving the Key Focus Areas (KFAs).
13	Activity	It is an action or task that is performed with the intension of achieving the Key Focus Areas (KFAs).
14	Baseline	It is the actual results of a project, programme or activity achieved during the previous financial year(s).
15	Target	It completes the performance indicator with actual numbers, percentages, rand values, etc. To be achieved over a specific period of time.
16	Driver	It is the person who takes ownership to execute project, programme or activity
17	Portfolio of Evidence (PoE)	It is file with a clear "paper trail" that serves as proof of the execution of a specific project, programme or activity. (It can include documents, pictures or any other form of evidence.)
18	National Key Performance Area (NKPA)	This is a key area of focus determined at national level and is mandatory to all municipalities in South Africa.
19	National Key Performance Indicator (NKPI)	This is a key indicator determined at national level and is mandatory for all municipalities in South Africa to regularly report on.
20	National Outcomes	This refers to the 12 Outcomes determined by National Government of which Outcome 9 is focusing specifically on Local Government

## FOREWORD BY THE EXECUTIVE MAYOR

This Integrated Development Plan of the Dr JS Moroka Local Municipality covers the five-year period 2017 - 2022. It has been compiled with the intention of making this an Excellent Period in the history of Dr JS Moroka Local Municipality. A period of accelerated service delivery in which the goals of the National Development Plan will be eloquently achieved; a period in which the current economic and social wellbeing of the community of Dr JS Moroka Local Municipality requires some drastic changes.

These social and economic challenges facing Dr JS Moroka Local Municipality mean that we need to take a longer view -a Five-Year Forward View – to consider the possible futures on offer, and the challenges and obstacles that municipality is faced with. So this Forward View which is the five IDP plan sets out how the municipality want to change the living conditions of the people of Dr JS MLM. The services, tools and machinery needed to realize its vision of **“striving to become the best economically developing town mostly admired for taking care of its people”**.

The life-cycle of the IDP that the Dr JS Moroka Local Municipality adopted in March 2011 had come to an end on the 30<sup>th</sup> June 2016. The fundamental question that we should attempt to answer is whether the 3<sup>rd</sup> generation of the IDP approved by Council over the past five years, have achieved the broad objectives of the Municipality in terms of the priorities and needs of the communities of Dr JS Moroka Local Municipality. This IDP is premise on stakeholder engagements with communities, civil society, labour, business, government, state-owned enterprises and political parties.

All the above stated stakeholder groupings have made their submissions regarding the Municipality's current IDP and budget review processes, and those submissions were addressed through internal processes of Council. Furthermore, this IDP is a 'building block' towards the development of a long term strategy and vision for the Dr JS Moroka Local Municipality. This long-term strategy and vision will revive and reinstate the experience of the region as friendly and hospitable; nurture and harness tourism; Agriculture and retail, and promote and strengthen the economic vibrancy of and investor confidence in the region.

In developing a long-term strategy and vision, the IDP/Budget must ensure that our plans are geared towards expediting effective, efficient and quality service delivery to the people. In addition, the IDP/Budget must be able to facilitate processes towards the development and implementation of a framework to promote integrated growth and development. The Municipality must be able to



develop a five-year financial plan and introduce effective internal systems to improve cash flow management and enhance revenue and expenditure patterns.

Unemployment, poverty and inequality are serious challenge within the municipality; our programmes must promote economic growth and development through working with communities, the private sector and labour. Job creation and sustainable livelihoods must be at the centre of all municipal programmes. The Municipality has to ensure that it complements other spheres of government in reaching the identified targets. The successful implementation of the IDP and Budget can be achieved only through a partnership with all spheres of government, communities and the private sector.

**EXECUTIVE MAYOR: CLLR: GIJIMANI JIM SKOSANA**

## **OVERVIEW BY THE MUNICIPAL MANAGER**

The Constitution of the Republic of South Africa mandates the Dr JS Moroka Local Municipality to give priority to the basic needs and socioeconomic development of local communities. Consultation and engagement with communities and different stakeholders regarding the municipality's development planning processes are therefore critical. Through our public participation programmes, the communities of Dr JS Moroka Local Municipality have reaffirmed their needs, which include water, employment, roads & storm water, electricity, health and educational facilities, SMME empowerment and support, and sports and recreational facilities.

Some of the identified needs do not fall within the mandate of the Municipality, but communities tend not to differentiate between local, provincial and national government functions. To ensure that the needs of local communities are met, this therefore demands that the Municipality ensure that its planning efforts are better coordinated and integrated with the provincial and national sectoral departments.

The Integrated Development Plan should be seen and indeed become the central planning tool for the three spheres of government in achieving the aim of accelerating service delivery to our communities. This IDP is aligned to the National Development Plan, MP vision 2030, and it is therefore a stepping stone towards advancing the goals of the National Development Plan. Projects identified in this IDP will be closely monitored, and we will be able to measure the performance of the individual directorates. Some of these projects will be implemented in partnership with relevant stakeholders. Strengthening relations and partnerships with the business sector and the institutions of higher learning in the municipality will be prioritised.

In discharging its responsibility for promoting economic development, the municipality will be exploring the economic opportunities that could be unlocked in terms of the Tourism and Agriculture economy and township, and creative arts and craft industries, in partnership with relevant stakeholders. Coming from 2016 local government elections in South Africa, the new Council will have an opportunity to review this IDP in the next five years of its elected term, and the review will be subjected to public participation processes. Many thanks to all who participated and contributed during the development of this new 5-year IDP.

**THE MUNICIPAL MANAGER: MR B.S MAHLANGU**

## **EXECUTIVE SUMMARY**

### **INTRODUCTION**

The preparation of Integrated Development Plan is a legislative requirement as outlined in terms of Section 25 of the Municipal Systems Act (No 32) of 2000. An IDP is one of the key tools for Local Government to cope with its new developmental role. The Municipal Systems Act which provides a framework for the preparation of IDP's recommends that once in place, each IDP must be reviewed annually to re-assess and re-evaluate Municipal's development priorities and challenges and to accommodate new developments in local government processes. This document summarizes the completed processes so far as part of the review of the 2017/18. The IDP review process identified a number of goals and objectives that are aimed at creating a pathway for the municipality to realize its vision. These goals and objectives are aligned to the six Local Government Key Performance Areas (KPA's) as prescribed by the National Department of Cooperative Governance and Traditional Affairs (CoGTA).

The Local Government: Municipal Systems Act No. 32 of 2000 mandates municipalities to undertake developmental oriented planning, so as to ensure that they achieve their constitutional mandates (see Sections 152 and 153 of the Constitution). To this end, the Dr JS Moroka Local Municipality's Integrated Development Plan (IDP) serves as a strategic framework that guides its five-year IDP planning and budgeting. In order to provide democratic and accountable government for local communities, the Municipality consulted both internal and external stakeholders in the IDP development process. The key projects identified for implementation in the IDP were sourced from communities and other stakeholders through various public participation platforms.

This IDP is informed by national and provincial government development goals and priorities, emerging socio-economic trends, the ever-increasing demand and social cry of the people of DR JS Moroka Local Municipality for better services and other related issues that provide a framework in which the Municipality can ensure developmental local government. Municipalities operate in an ever-changing environment, and the Dr JS Moroka Local Municipality, too, is not immune to such changes. The dynamic nature of local, national and global environments constantly presents local government with new challenges and

new demands. Similarly, the needs and priorities of the communities within the Dr JS Moroka Local municipal area change from year to year.

To ensure close co-ordination and integration amongst projects, programmes and activities, line function departments within the Municipality seek to work cohesively not only amongst themselves, but also with external stakeholders (such as the business community and civil society) and provincial and national government departments. This integration further seeks to promote integrated service delivery to communities. The IDP seeks to achieve sustainable development within Dr JS Moroka Local Municipality.

To this end, there is a balanced approach to economic, environmental and social development: the overarching pillars of sustainable development. In pursuit of economic growth and the provision of services to its citizens, the Municipality cannot compromise its responsibility for protecting the natural and built environment. It is committed to adhere to good governance principles (participation, efficiency, effectiveness, accountability, transparency, equity, fairness and the rule of law) and Batho Pele principles (courtesy and people first, consultation, service excellence, access, information, openness and transparency, redress and value for money) in the provision of services to local residents.

The IDP is implemented through an annual implementation framework (Service Delivery and Budget Implementation Plan - SDBIP), which links key performance indicators to the annual budget. Senior municipal managers conclude annual performance agreements, which serve as a monitoring tool for departmental performance. The Municipality monitors the implementation of its SDBIP and the performance of its senior managers through an integrated performance management system.

## **KEY PERFORMANCE AREAS**

The Municipality's vision and mission are translated into the following five municipal key performance areas:

- KPA 1: Municipal Transformation and Organizational development
- KPA 2: Local Economic Development & planning
- KPA 3: Financial sustainability and viability
- KPA 4: Good governance and community participation

- KPA 5: Basic service delivery, infrastructure and community services.

### **1.5. FOCUS OF THE 2017 - 2022 "FIVE YEARS OF ACCELERATED SERVICE DELIVERY" IDP**

This IDP paves the way for socio-economic, infrastructural and institutional development for the next five years and is commonly referred to as "the Five Years IDP Strategic Plan". This IDP seeks to make this a Period of accelerated service delivery in the development of Dr JS Moroka Local Municipality - a period in which the goals of the National Development Plan will be meaningfully approached. This IDP seeks to create a period in which the economic challenges and social ills affecting Dr JS Moroka community will be turned around. It seeks to create a period in which the institution of the Municipality will be re-invigorated, purged of corruption and transformed into an efficient service delivery machine. It seeks to ensure that the economy of Dr JS Moroka Local Municipality is renewed and grow in size, particularly in decent employment opportunities.

#### **This IDP seeks to attain the following:**

- Stronger local ownership from both political and administrative executive;
- Greater visibility of government action within poor, under-serviced areas, as well as the investment of financial and fiscal resources in such areas;
- Targeted investment;
- Differentiation between areas where government support and investment are most needed and areas that are fairly well serviced. In the Five Years IDP Plan, the Municipality will develop further detailed ward based plans for areas where targeted investment is most needed.

### **1.7 THE IDP WITHIN CONTEXT OF NATIONAL AND PROVINCIAL PLANNING**

The IDP should reflect the integrated planning and development intent of all spheres of government relevant to a particular municipal geographic space. The effective implementation of the IDP can be attained only if government across all spheres is committed to the common goal of rendering quality services; hence the Inter-Governmental Relations Act seeks to enhance alignment between the spheres of government. This section reflects the alignment of intergovernmental strategic objectives and highlights key priority projects and programmes that will be implemented within the municipal space during the five-year cycle of this IDP.

### **1.7.1 Global perspective: Sustainable Development Goals**

The following are the sustainable development goals, as set by the United Nations (UNDP, 2015):

Goal 1. End poverty in all its forms everywhere;

Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable Agriculture;

Goal 3. Ensure healthy lives and promote well-being for all at all ages;

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

Goal 5. Achieve gender equality and empower all women and girls;

Goal 6. Ensure availability and sustainable management of water and sanitation for all;

Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all;

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

Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;

Goal 10. Reduce inequality within and among countries;

Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable;

Goal 12. Ensure sustainable consumption and production patterns;

Goal 13. Take urgent action to combat climate change and its impacts;

Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development;

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

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

### **1.7.2 Regional perspective: Africa Strategy 2063**

The Africa Strategy 2063 seeks to achieve a prosperous Africa, based on inclusive growth and sustainable development. It seeks to achieve an integrated continent, politically united

and based on the ideals of Pan Africanism and the vision of an African Renaissance. An Africa with a strong cultural identity, common heritage, values and ethics, and a continent where development is people-driven, unleashing the potential of its women and youth, among others, are the key focus areas of the Africa Strategy 2063.

### **1.7.3 National Perspective**

#### **1.7.3.1 National Development Plan, Vision 2030**

The National Development Plan (NDP) is a government initiated plan aimed at eliminating poverty and reducing inequality by 2030. The Plan presents a long-term strategy to increase employment through faster economic growth, improvement in the quality of education, skills development and innovation, and building the capability of the state to play a developmental and transformative role. The Plan also focuses on upgrading public health facilities and producing more health professionals, as well as infrastructure development, financed through tariffs, public-private partnerships, taxes and loans, amongst other things.

#### **1.7.3.2 Government Outcomes**

The IDP is developed in line with the 12 Government Outcomes. Each of the Outcomes is implemented through a delivery agreement, cutting across the three spheres of government. The achievement of the Outcomes depends on concerted efforts from all key stakeholders and spheres of government. The Medium-term Strategic Framework Outcomes for the 2014 - 2019 period are indicated as follows:



### 1.7.3.3 National Spatial Development Perspective (NSDP)

The objective of the National Spatial Development Perspective (NSDP) is to promote informed economic investment profiling to guide regional growth and development planning within a socio-economic framework. It therefore acts as an indicative planning tool for the three sphere of government. Local outcome of such economic investment profiling that involve all sphere of government are the Coega Industrial Development Zone (IDZ) and port of Ngqura. The National Spatial Development Perspective also inform the Spatial Development framework of the Municipality.

### 1.7.3.4 Local Government Back to Basics Strategy

The Back to Basics Strategy is a national initiative aimed at ensuring that municipalities perform their core mandate of delivering basic services to local communities, as enshrined in chapter of the Constitution. The Back Basics approach is based on five principles, which are

- Putting people first and engaging with the community
- Delivering basic services
- Good government
- Sound financial management , and
- Building capacity



## **PREFACE**

This Integrated Development Plan (IDP) is a plan which will inform our communities on how the Dr JS Moroka Local Municipality will utilize its resources for the 4<sup>th</sup> Generation IDP of the 2017/2022 IDP cycle. The IDP is a mechanism and instrument that seeks to give meaning to developmental local government, where people themselves are active participants in the identification of needs, priorities and strategies for the reconstruction and development of communities.

### **Why is the IDP necessary?**

- ❖ It enables the Municipality to manage the process of fulfilling its developmental responsibilities.
- ❖ Through the IDP, the Municipality is informed about the problems affecting its residents. It is thus able to develop and implement appropriate strategies and projects to address the problems.
- ❖ It helps to make more effective use of scarce resources.
- ❖ Helps to speed up service delivery.
- ❖ Helps to attract additional funds.
- ❖ Helps to strengthen democracy and hence institutional transformation because decisions are made in a democratic and transparent manner, rather than just by a few.
- ❖ Promises intergovernmental co-ordination.

The Dr JS Moroka Local Municipality, adopted the following Vision, Mission and Strategic objectives after various interaction with stakeholders.

### **Our Vision Statement**

**“Striving to become the best economically developing town mostly admired for taking care of its people”.**

### **Our Mission Statement**

**“With commitment, passion and resilience, we will deliver services in an effective, efficient, accountable and sustainable manner”**

**“Working together with communities and strategic partners, we will create a conducive environment for economic growth”**

### **Our Strategic Objectives**

- ❖ The provision of democratic and accountable governance
- ❖ The provision and maintenance of municipal services
- ❖ The encouragement of structured community participation in the matters of the municipality
- ❖ The creation and maintenance of a safe and healthy environment.
- ❖ ❖ The promotion of tourism, economic and social development

### **Values that guide the Municipal Behaviour**

The fundamental values guiding the operational ethos of the Dr JS Moroka Local Municipality is grounded on Batho Pele. The municipal Council and Administration has to be guided by the values, which are aimed at defining the acceptable standards that govern the behaviour of individuals within the municipality. Values will drive the municipality's organizational culture and provides the framework in which decisions are made. In conducting its business Dr JS Moroka Local Municipality is guided by these values:

- Fostering a climate which encourages **customer focus** and a **service oriented** workforce;
- Upholding **good work ethic**;
- Inculcating a sense of **accountability** in all dealings with the community in line with the Batho Pele principles;
- Cultivating a high performance culture with an aim to retain **a motivated team** of employees;
- Maintaining **integrity** in all relationships with customers and the community;
- Thriving on **excellence**; and
- Offering high **quality** standards when providing sustainable services.

### **IDP STRUCTURAL ARRANGEMENTS**

The following table discloses the structures/stakeholders, composition, and the roles and responsibilities in respect of the Integrated Development Planning Process within Dr J.S. Moroka Local Municipality.

<b>STRUCTURE</b>	<b>COMPOSITION</b>	<b>ROLES &amp; RESPONSIBILITY</b>
Mayoral Committee	Executive Mayor Members of the Mayoral Committee	<ul style="list-style-type: none"> <li>• Decide on the Process Plan and make recommendations to Council.</li> <li>• Chair meetings of IDP Forum</li> </ul>

Council	All Councillors.	<ul style="list-style-type: none"> <li>▪ Approve the Process Plan and the IDP.</li> <li>▪ Major link between the municipal government and the residents;</li> <li>▪ Link the planning process to their constituencies and/or wards;</li> <li>▪ Be responsible for facilitating the organisation of public consultation and participation;</li> <li>▪ Ensure the municipal IDP and municipal budget are linked to and based on priority needs of their constituencies</li> </ul>
IDP Technical Committee	Assistant Manager IDP. All Assistant Managers. All Managers Senior officials. IDP Co-ordinators.	<ul style="list-style-type: none"> <li>• Assess the level of development by among others conducting the community and stakeholder issue analysis;</li> <li>• analysis of priority issues</li> <li>• Provide technical expertise in the consideration and finalisation of strategies and identification of projects;</li> <li>• Make preliminary budget projections for the capital and operational budget allocations,</li> <li>• Design project proposals and set project objectives, targets and indicators;</li> <li>• Contribute to the integration of projects and sector programmes;</li> </ul>
		<ul style="list-style-type: none"> <li>• Contribute to the actual consolidation and finalisation of the IDP document.</li> </ul>
Ward Committees	All members of Ward Committees.	<ul style="list-style-type: none"> <li>• Link the planning process to their wards.</li> <li>• Consultation and participation engagements.</li> <li>• Ensure that the annual municipal</li> </ul>
Municipal Manager		<ul style="list-style-type: none"> <li>• Manage and co-ordinate the IDP processes.</li> <li>• Prepare the Framework Plan (in case of the District) and Process Plan;</li> <li>• Undertake the overall management and coordination of the planning process;</li> <li>• Ensure that all relevant actors are appropriately involved,</li> <li>• Delegate persons in charge of different roles;</li> <li>• Be responsible for the day- to-day management of the drafting process, implementation and monitoring;</li> </ul>

		<ul style="list-style-type: none"> <li>• Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements;</li> <li>• Respond to comments on the draft IDP and budget from the public,</li> <li>• Ensure preparation of IDP and Budget for Council to approve, after following the prescribed processes</li> </ul>
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## THE STRUCTURE OF THE MUNICIPALITY HAS THREE DISTINCT COMPONENTS:

### 1.1. Political Governance Structure

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor and the Mayoral Committee. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, Councillors are also actively involved in community work and the various social programmes in the municipal area. Below is a table that categorized the councillors within their specific political parties and wards and the Portfolio Councillors.

Name of Councillor	Capacity	Political Party	Ward representing or proportional
<b>Gijimani Jim Skosana</b>	<b>Executive Mayor</b>	<b>ANC</b>	<b>Proportional</b>
<b>Rhoda Sazi Mathabe</b>	<b>Speaker</b>	<b>ANC</b>	<b>Proportional</b>
<b>Mpho Siphon Ntlailane</b>	<b>Chief Whip</b>	<b>ANC</b>	<b>Proportional</b>
<b>Jerry Segalagala</b>	<b>MMC</b>	<b>ANC</b>	<b>Ward 24</b>
<b>Themba Lucky Madonsela</b>	<b>MMC</b>	<b>ANC</b>	<b>Proportional</b>
<b>Joyce Mmoni Sekwala</b>	<b>MMC</b>	<b>ANC</b>	<b>Proportional</b>
<b>Dithole Maria Mdluli</b>	<b>MMC</b>	<b>ANC</b>	<b>Proportional</b>
<b>Dipuo Pearlygate Mahlangu</b>	<b>MMC</b>	<b>ANC</b>	<b>Proportional</b>

<b>Maja Sinah Raisibe</b>	<b>Councillor</b>	<b>ANC</b>	<b>Proportional</b>
<b>Mantwa Rosina Nkwana</b>	<b>Councillor</b>	<b>ANC</b>	<b>Proportional</b>
<b>Lulama Briffie Sibanyoni</b>	<b>Councillor</b>	<b>ANC</b>	<b>Proportional</b>
<b>Mokgadi Welheminah Mashishi</b>	<b>Councillor</b>	<b>ANC</b>	<b>Proportional</b>

<b>Maggy Dimakatso Banda</b>	<b>Councillor</b>	<b>ANC</b>	<b>Proportional</b>
<b>Sherlly Lehuduo Nkadimeng</b>	<b>Councillor</b>	<b>ANC</b>	<b>Proportional</b>
<b>Jeremiah Siphoh Mahlangu</b>	<b>Councillor</b>	<b>AIC</b>	<b>Proportional</b>
<b>Thandeka rose Majombosi</b>	<b>Councillor</b>	<b>APC</b>	<b>Proportional</b>
<b>Vincent David Mokoala</b>	<b>Councillor</b>	<b>DA</b>	<b>Proportional</b>
<b>Mmapula Merriam Moselane</b>	<b>Councillor</b>	<b>DA</b>	<b>Proportional</b>
<b>Koos Mahlangu</b>	<b>Councillor</b>	<b>DA</b>	<b>Proportional</b>
<b>Maureen Motshetshe</b>	<b>Councillor</b>	<b>DA</b>	<b>Proportional</b>
<b>Rabotlhale Jackson Malatjie</b>	<b>Councillor</b>	<b>EFF</b>	<b>Proportional</b>
<b>Dorcus Kgabiso Mashigoana</b>	<b>Councillor</b>	<b>EFF</b>	<b>Proportional</b>
<b>Nelly Zanele Masombuka</b>	<b>Councillor</b>	<b>EFF</b>	<b>Proportional</b>
<b>Molefe Martin Ngoako</b>	<b>Councillor</b>	<b>EFF</b>	<b>Proportional</b>
<b>Duduzile Nomthamdazo Mtsweni</b>	<b>Councillor</b>	<b>EFF</b>	<b>Proportional</b>
<b>Khuwa Betty Ntuli</b>	<b>Councillor</b>	<b>EFF</b>	<b>Proportional</b>
<b>King Diphope Makola</b>	<b>Councillor</b>	<b>EFF</b>	<b>Proportional</b>
<b>Lebogang Welheminah Baloyi</b>	<b>Councillor</b>	<b>EFF</b>	<b>Proportional</b>
<b>Harry Nkhulu Selala</b>	<b>Councillor</b>	<b>EFF</b>	<b>Proportional</b>
<b>B.M Magakela</b>	<b>Councillor</b>	<b>EFF</b>	<b>Proportional</b>
<b>Motswaledi Martin Rankapole</b>	<b>Councillor</b>	<b>FSD</b>	<b>Proportional</b>
<b>Richard Nkoto Maoka</b>	<b>Councillor</b>	<b>PAC</b>	<b>Proportional</b>
<b>Sylvia Magope Phaahla</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 01</b>
<b>Nobuhle Griselda Mthiwethafa</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 02</b>
<b>May Mbowakulu Shabangu</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 03</b>
<b>Puleng George Ratsoma</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 04</b>
<b>Absalom Zaba Ndlovu</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 05</b>
<b>Mhletshwa George Mtsweni</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 06</b>
<b>Ntebaleng Nelly Nkoane</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 07</b>
<b>Aaron Masango</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 08</b>
<b>Josia Modisane Mputhi</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 09</b>
<b>Winnie Ella Mthimunya</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 10</b>
<b>Johannes Charles Skhosana</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 11</b>
<b>Julia Thabi Mkoneni</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 12</b>
<b>Menziwa Louis Masilela</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 13</b>
<b>Cathrine Babulaleni Skosana</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 14</b>
<b>Stephen Papani Aphone</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 15</b>
<b>Abel Makhakhisa Namane</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 16</b>
<b>Andrew Neba Komape</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 17</b>
<b>Benjamin Nare Mojela</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 18</b>
<b>Molala Siphoh Mkhondo</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 19</b>
<b>Johannes Smaka Matji</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 20</b>

<b>Constance Mmapula Makgaloa</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 21</b>
<b>Johannes Mpho Leballo</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 22</b>
<b>John Swanyane Nkgodi</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 23</b>
<b>Lizzy Kentinah Lebelo</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 25</b>
<b>Mlingo Ezekiel Mabena</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 26</b>
<b>Madidimalo Elias Sekanka</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 27</b>
<b>Thabo Moses Nyatlo</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 28</b>
<b>Thabo Ignatius Lekalakala</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 29</b>
<b>Thaloki Ben Legong</b>	<b>Councillor</b>	<b>ANC</b>	<b>Ward 30</b>
<b>Sekgorutha Jonas Ratladi</b>	<b>Councillor</b>	<b>Independent</b>	<b>Ward 31</b>

### COUNCIL COMPOSITION

The table below reflects the composition of Dr JS Moroka Local Municipality by political party and seats. The majority party in council is the African National Congress.

<b>Party</b>	<b>Total Seats</b>	<b>Ward Seats</b>	<b>PR Seats</b>
ANC	43	30	13
DA	4	0	4
Independent	1	1	0
AIC	1	0	1
APC	1	0	1
EFF	10	0	10
FSD	1	0	1
PAC	1	0	1

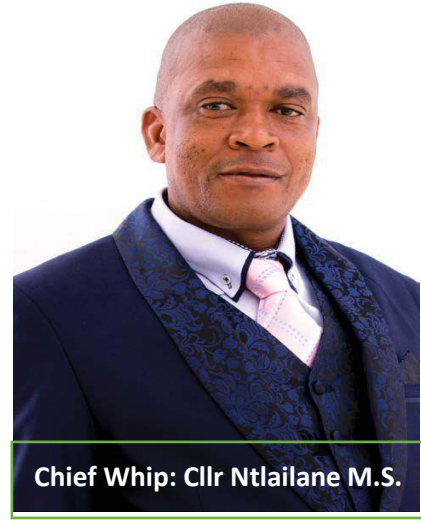
## POLITICAL MANAGEMENT TEAM



Speaker: Cllr Mathabe R.S.



Executive Mayor: Cllr Skosana  
G.J.



Chief Whip: Cllr Ntlailane M.S.

## MAYORAL COMMITTEE



MMC: Admin &  
Corporate: Cllr  
Madonsela T.L.



MMC: Water &  
Infrastructure: Cllr J.M.  
Sekwala



MMC Finance, Planning &  
LED: Cllr J Segalagala



MMC: Public Safety &  
Transport: Cllr D.P.  
Mahlangu



MMC: Social  
Development Services:  
Cllr D. MModuli

### 1.2. Administrative Governance Structure

The Municipal Manager is the Chief Accounting Officer of the Municipality. He is the head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. He is assisted by his direct reports, which constitutes the Management Team, whose structure is outlined in the table below:

## EXECUTIVE MANAGEMENT



The administrative component is aligned with the National Key Performance Areas and has been divided into the Office of the Municipal Manager and 4 directorates.

### OFFICE OF THE MUNICIPAL MANAGER

The Municipal Manager as head of the administration is responsible and accountable for tasks and functions as provided for in Section 55 of the Systems Act, other functions/tasks as provided for in legislation, as well as functions delegated by the Executive Mayor and Council. The Municipal Manager is also the Municipal Electoral Officer for Dr JS Moroka Local Municipality and appointed as such by the Electoral Commission. The Internal Audit section reports directly to the Municipal Manager as the accounting officer.

### DIRECTORATE ADMIN & CORPORATE SERVICES

The main function of this directorate is to provide corporate support to the Council and Municipality and to ensure compliance with best practice municipal administration norms and standards. The directorate consist of a Director and incorporates the departments of Information & Communication Technology, Human Resources Development & Management, Records Management, Legal Services, Secretariat Support, and Labour Relation.



**DIRECTORATE: FINANCE**

The core function of this directorate is to ensure sound financial management. This directorate consists of the Chief Financial Officer as head of the directorate, Deputy Chief Financial Officer and the Supply Chain Management, Expenditure, Revenue, Budget and Asset Management Services.

**DIRECTORATE: TECHNICAL SERVICES**

This directorate's focus is the planning & development of infrastructure, development planning and control, property management, building control and the corporate GIS system. This directorate consists of a Director; Water Services, Sanitation, Roads & Storm Water, Electricity & Mechanical Services.

**COMMUNITY SERVICES**

The main function of this directorate is to ensure that co-operative governance and public social services takes place in decentralized administrations with effective service delivery. This directorate consists of a Director; Traffic & Road Safety, Registering Authority, Library Services, Disaster Management, Education Health & Social, Arts Culture & Heritage, Parks & Cemetery, Waste & Environmental Management, Municipal Facilities, Youth Development, and Special Programmes.

**1.2. Public Accountability**

The Dr JS Moroka Local Municipality has one distinct structure through which formalized public participation with its communities takes place i.e.

- Its Ward Committees

The Ward Committees are chaired by the respective elected ward councillors and meet on a scheduled monthly basis. Quarterly reports are sent to NDM public participation committee, Cogta public participation unit, at municipal level is section 80 committee on Admin & Corporate and PMS. Meetings are advertised through loudhailers in certain areas to enhance participation by the broader communities. A formal agenda is followed and inputs from these committees are fed into the Portfolio Committees and then on to the Mayoral Committee. The Ward Committees have an opportunity to consider items on the formal council agenda which have a direct bearing on their specific areas.

### **Operation Vuka Sisebente Model**

Operation Vuka Sisebente (OVS) is an integrated service delivery model that was adopted by the Executive Lekgotla on the 14 February 2015 and launched on 13 August 2015; with the aim of integrating the services of government to the people to address the triple challenges of poverty, unemployment and inequality. It operates through reformed governance structures constituting of Ward, Local and Provincial War Rooms. The Local Ward War Rooms were established in all the 31 wards which is termed ward Council of Stakeholders, The implementation of the model at ward level is located in the office of the Municipal Speaker. The Local Ward War Rooms were therefore not functional due to limited resources; thus the revival will be done in all the wards in the 2017/2018 Financial Year.

Meetings of ward committees are scheduled as the first meetings (followed by Portfolio committees, Executive Mayor and Council) in Council's monthly meeting cycle. An average number of eleven (11) council meetings including special council sittings (open to the public) are held per annum. A number of ± (8) eight ward committee members (out of 10) attended ward committee meetings on average per ward committee for the past five (5) financial years.

Ward Committees are responsible for the identification and communication of needs within their local wards as specified in the municipal council's budget process. The costing for the highest prioritised needs/ projects is also done for budgeting purposes. Ward committees are furthermore involved in a consultation process regarding the draft municipal budget. The quarterly monitoring report in terms of budget spending and the Service Delivery and Budget Implementation Plan, also serve before the ward committees. Ward committees furthermore receive the annual report on performance by the Municipality, in accordance.

The municipality aims to achieve the strategic focus area of the IDP and objectives within its limited resources to ensure that every South African live in a safe environment with access to basic services during the strategic plan at Birchwood. The strategic focus areas are classified as follows:

### **STRATEGIC ANALYSIS: STRATEGIC PLAN ISSUES & REMEDIAL ACTIONS**

<b>KEY PERFORMANCE AREAS</b>	<b>DR JS MOROKA STRATEGIC OBJECTIVES</b>
1) Municipal Transformation and Organizational development	<ul style="list-style-type: none"> <li>• Ensuring access to basic services for all residents;</li> <li>• Developing and sustaining spatial, natural and built environments;</li> </ul>
2) Inclusive economic growth and job creation	<ul style="list-style-type: none"> <li>• Providing integrated and sustainable human settlements;</li> <li>• Addressing the challenges of poverty, unemployment and social, inequality;</li> </ul>
3) Financial sustainability and viability	<ul style="list-style-type: none"> <li>• Fostering a safe, secure and healthy environment for employees and, communities;</li> <li>• Positioning Dr JS MLM as a destination of choice to both investors and tourists;</li> <li>• Developing a prosperous and diverse economy;</li> <li>• Accelerating service delivery through the acquisition and retention of competent and efficient human capital;</li> <li>• Ensuring sound financial management and viability</li> </ul>
4) Good governance and community participation	
5) Basic service delivery, infrastructure and community services	
<b>KEY ISSUES</b>	<b>ACTIVITIES / INTERVENTIONS</b>
<b>GOVERNANCE</b>	
<b>Governance Structures and systems</b>	

<p><i>The Council Governance structures and systems are not functioning at an optimum level with areas of vulnerability diagnosed in the following areas:</i></p> <ul style="list-style-type: none"> <li><i>– Inadequate administrative (personnel) infrastructure as well as</i></li> <li><i>– Section 79 Committees not functional thus oversight functions cannot be carried</i></li> <li><i>– systems are deficient due to capacity constraints and / or the absence policies, processes and procedures and where available the enforcement thereof.</i></li> <li><i>– Limitations or delays in the out</i></li> <li><i>– It would appear that administrative determination of mandates and the defining responsibilities of Section 79 Committees.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>• Work study need to be undertaken to evaluate the adequacy of administrative support for all Council committees</i></li> <li><i>• That existing staff be assigned to the respective with clearly defined responsibility and delegated authority to ensure accountability</i></li> <li><i>• That a procedure manual setting out procedures, processes and schedules be developed and approved for immediate implementation.</i></li> <li><i>• Council to finalise the mandates of Section 79 Committees, review standing orders and commission the induction and orientation of committee to ease the commencement of operations.</i></li> <li><i>• That a central resolution register be maintained to document and report on the implementation of resolutions and reporting to Council and respective principals.</i></li> <li><i>• Work study need to be undertaken to evaluate the adequacy of administrative support to committees.</i></li> <li><i>• That stakeholders be orientated on the processes and procedures of the respective work streams and record of such sessions be documented.</i></li> </ul>
<b>PUBLIC PARTICIPATION</b>	

<p><i>The Theory as depicted in the diagnostic tool indicates that the writer(s) are fully conversant of the basic principles which underpin the importance community participation as a cornerstone of developmental local government. However the suggested time horizon being proposed for the establishment of the enabling policy regime will have to be brought forward so as to expedite the resourcing which is urgent for structural and systems anchors to be put in place. The Municipality will require an informed and active citizenry for it to pursue its development agenda</i></p>	<ul style="list-style-type: none"> <li>• <i>Work study need to be undertaken to evaluate the adequacy of administrative support for Community Participation</i></li> <li>• <i>That the funding as appropriated in terms of the 2016 DORA be ring fenced to ensure that the is seed funding for Community Participation program</i></li> <li>• <i>That Management assign a dedicated Team to work out a <b>consolidated program</b> for Community Participation for consideration and approval program.</i> <ul style="list-style-type: none"> <li>• <i>That the respective Draft Community Participation and Communication Policies be development be expedited and listed in the order of business to be processes in terms of Chapter 4 of the Systems Act for consideration and approval by not later than 31 may 2017</i></li> </ul> </li> </ul>
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#### **FINANCIAL VIABILITY**

<p><i>Item 6 has comprehensively covered the Financial status of the Municipality; the observations being made therein are confirmed in the analysis of the inputs as captured in the back to Basics diagnostic tool.</i></p>	<ul style="list-style-type: none"> <li>• <i>For recommendations on the financial viability and turnaround strategy refer to <u>Annexure D</u></i></li> <li>• <i>Work study need to be undertaken to evaluate the adequacy of administrative support for the SCM units , namely, Demand Management, Procurement, Logistics and Asset management</i></li> <li>• <i>That the Audit Division generate and submit a report to the MM and Executive on whether all SCM personnel and Bid Committees have signed the Code of Conduct for Supply Chain Practitioners, if not facilitate the process for Corporate Services to ensure compliance</i></li> </ul>
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	<ul style="list-style-type: none"> <li>• <i>That a parallel Cash Budget is developed proportionate to the approved estimates and tabled before the Mayoral Committee for consideration and served before Council as operational budget from 1 April to the end of the financial year</i></li> <li>• <i>That expenditure division identify one control centre as a depository all invoices received</i></li> <li>• <i>That payment runs be restricted to once a week and that suppliers be made aware of such payments runs schedules.</i></li> <li>• <i>That invoices be settled in terms of the agreed payments cycles , namely Not later than 14 days (but not earlier than 12 days) for SMMEs and 30 days ( but not earlier than 24 days) for other suppliers, with the proviso that earlier payments can be approved by the CFO when a supplier allows a discount which is favourable to the Council.</i></li> </ul>
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<b><i>POLICY AND LEGISLATIVE REGIME</i></b>	
<p><i>The analysis of the Departments presentations as well the overview of the diagnostic tools do not reflect well on issues of policy development and the institutionalisation thereof. Policy development, the advocacy thereof and eventual shared ownership constitute the driving force necessary for unlocking any form of hindrance or impediment. There a numerous policies which a municipality need to have in place to ease operations; However these policies cannot be developed overnight as it take a lot of effort, time and resources. Council will need to identify and prioritise those policies which will set the requisite foundation required to ensure compliance and promote good governance practices</i></p>	<p>□ <i>The following policies are prioritised for development and review as a matter of urgency so as to create an enabling environment for the Council to stabilise its operations.</i></p> <ul style="list-style-type: none"> <li>➤ <i>Cash management and investment policy</i></li> <li>➤ <i>Tariff Policy</i></li> <li>➤ <i>Indigent Policy</i></li> <li>➤ <i>Supply Chain Management Policy</i></li> <li>➤ <i>Disposal policy</i></li> <li>➤ <i>Assets Management Policy</i></li> <li>➤ <i>Communication Policy</i></li> <li>➤ <i>Public (community) Participation policy</i></li> <li>➤ <i>Recruitment and selection policy</i></li> </ul>

- *Performance Management policy*
- *Standby and overtime policy*
- *Capital Assessment Policy and Framework (CAPF), and*
- *System of delegation*
- *That the relevant Committees be activated and sessions scheduled to process the identified policies in compliance with the policy development framework as prescribed in the Municipal Systems Act*
- *That generic policies developed by CoGTA be subjected to the confirmation process and adopted as council policies, and*
- *That staff and Councillors be subjected to a process of orientation as each policy is approved.*

#### ***INSTITUTIONAL CAPACITY***

*The majority of the presentations alluded on the need of staffing requirements either in response to understaffing or the insistence for personnel with specialised skills and expertise. Reasons for additional or specialisation in terms of capacity and capabilities is influenced by factors such as the inability to reach out, service quality enhancement as well as the eagerness to extend and improve service delivery. The staffing requirements are raised against the background of the current Organogram being a subject for review to address inter alia the needs assessments as well creating an Administrative Organogram which is forward looking. The observations emanating from the above discussions as well as other vital issues such as accountability, effectiveness and efficiencies call for a pause and reflection on the following :*

- 1) *Is the architecture of the current Organogram geared towards assisting the Municipality to deliver on its mandates?*
  - 1) *Is there a need to review the Organogram?, if so what are the issues that need to be considered in ensuring that the resultant Organogram on being populated with the appropriate candidates or alternatively, staff placement and reorientation (Training and development) of existing staff will lead to a responsive , accountable , effective and efficient organisation.*
  - 2) *Is the policy regime and the institutionalisation thereof having the desired effect or should the new policies be developed and where some policies do exist should they be reviewed?; and*
  - 3) *Is the organisational culture underpinned performance management philosophy? if no, What characterise the existing organisational culture?*

*If institutional capacity and capability is to constitute the bedrock of the Institution which needs to survive in a dynamic and ever evolving environment, then there should a mind shift on how business is to be conducted. The path which is being heralded by the Municipality will in terms of the demands place extreme pressure to the existing institutional architecture. To mention but a few design weaknesses which warrants immediate*

- i. The span of control for Heads of Departments is too wide to warrant effective control and accountability, thus depriving the HODs the opportunity to strategically manage their respective Departments. The weakness herein exist in the case where strategic and tactical capacity of those managers is deficient or questionable, the situation will then compel the HOD to undertake menial operational tasks instead of fulfilling their Managerial responsibilities. The other challenge is that the HOD is deprived the opportunity to mentor and coach his / her subordinates a very vital aspect in a dynamic environment.*
- ii. At present the Municipality is without an approved system of delegation, a factor which may contribute to delay decision making and thus affect service delivery. There exist a possibility, if it is not happening already, for Middle Managers to become disillusioned or frustrated, alternatively be compelled to take de thus no consequences. The impact of such occurrences being ubiquitous is a character of a dysfunctional institution and should not be allowed to be perpetuated.*
- iii. The Municipality area of jurisdiction is too widespread for all service delivery operations to be controlled or managed from the Centre, namely Siyabuswa Head Office. The most viable option is to consider a decentralised model of operations with clearly defined responsibilities and entrenched system of delegations to ascertain that decision making in terms of service delivery is expedited. Currently the reporting Executive for the Regional Offices is the HOD for Corporate services, which on analysis is exhibiting glaring fault lines. decisions outside their mandates becomes a distinct possibility, this happening without accountability Regional Services transcends across all departments and thus create accountability defects as it then calls for the Head of Corporate to take responsibility even for activities beyond her/ his influence and / control. There is however a persuasive argument that that this function should be assigned to the Office of the Municipal Manager and that it should be managed by a relatively Senior Manager equivalent in rank to that of a HOD. Such incumbent will be place in good stead to relate to other Senior Managers with more authority and be in a position to assist the Municipal Manager in coordination the regional service unction. The advantage of such an Organogram Architecture it will relieve the HOD: Corporate Services of unnecessary reporting on matters she / he cannot control and strengthen the HOD in carrying out the administrative support functions.*



*It need to be noted that the function as referred to above relate closely on a coordination function across the municipality area of jurisdiction. Other functions of similar coordinating nature relates to Performance Management System, Planning as well as Monitoring and evaluation systems. This offer an opportunity for all the affected Managers to report to this Senior Manager who is in turn reports directly to the Municipal Manager. The added advantage to this approach is that the span of control of the Municipal Manger is drastically reduced , thus freeing the time of the Municipal Manager to attend to Strategic matters and guidance to Senior Managers on tactical issues; and Lastly, it is an accepted code that an organisation exists for specific or diverse purposes, thus the importance of its constituent parts (which include its Human Capital) which ought to be in harmony with itself and other constituent parts if the organisation is to remain relevant and ensure its continued existence. The human capital, which is the fulcrum of any organisation, is constituted of a collection of diverse and intricate personalities whose individual aspirations and ideals are bound to clash or be subjected to on-going conflicts. Staff is brought together to contribute their respective skills and expertise towards the achievement of the organisations' goals. In the absence of a unifying culture and shared working philosophy instability will reign supreme. Concerns have been raised that the Municipality's Departments exist and operate in compartments (silos) thus the Municipality's current status of being stagnant and inability to live up to the promised expectations. To reign in the faltering situation not only should Council enforce the legislation and policies but engage all the affected parties to internalise the regulatory regime and walk the talk. The institutionalisation process cannot just happen, but both the political and management core must take charge and assume responsibility. In the absence of forthright leadership and the will to take right decisions and sometimes unpopular decisions, claiming compliance will not be adequate to salvage the unproductive and deteriorating situation.*

#### **ACTIVITIES / INTERVENTIONS**

- *That the Council in its deliberations on the review of the of the Organogram take the following aspects be taken into consideration:*
  - *Affordability – The cost of maintaining staff should not put a strain on the already constrained resources to the detriment of service delivery*
  - *That all post to be created are subjected to work study and only posts which are considered to be central for the delivery of core services be funded , and*
  - *That existing non-core posts which are budgeted for be frozen and kept vacant for the subsequent financial years*

- *That the Council consider adopting a pyramid structure, which will ensure a manageable span of control and accountability, as opposed to the existing flat top structure .*
- *That the transversal services delivery functions , namely PMS, Monitoring and evaluation , Economic Planning (LED) as well as the Planning function be placed under one Senior Manager or Executive Director , who will be responsible for coordinating the operations*
- *That the Senior Manager as referred to above report directly to the Municipal Manager, and*
- *That a series of orientation programs be commissioned to foster team work and assist in building a new organisational culture which will conform to the new core values of the Municipality.*

### State of the Nation Address (SONA)

<b>Government Priorities</b>	<b>Action</b>
The Economy takes centre stage	Creation of the decent work and faster economic growth
Mining sector to receive attention	Programme on revitalization of distressed mining communities be strengthened
Energy will be given attention	Government to continue the 4 <sup>th</sup> window of the renewable energy independent producers programme
Infrastructure will be scaled prominence	Continue to implement successful national Infrastructure Plan
Youth employment and empowerment will be prioritized	Youth empowerment will be prioritized in the Government economic transformation programme
Labour relation will be high on agenda of the government	Government to investigate the possibility of a national minimum wage as one of the key mechanism to reduce income inequality
Government to work with business	Government to continue to engage business in promoting inclusive growth and to build a more prosperous society
Support to Small Business	Over the next five years government will priorities support to small business, as well as township sectors businesses in particular thus using the SMMEs development programme to boost broad-based black economic empowerment
Bucket system to eradicated	Government work is underway to eradicate the bucket system throughout the country
EPWP will be prioritized	The new phase to provide six million work opportunities by 2019

Local government will be supported	One hundred numerous project , mainly in water and sanitation will be started and the objective is to complete them over the next 12 months
Government support to smallholder farmers	Government will provide comprehensive support to smallholder farmers by speeding up land reform and providing technical, infrastructure and financial support
Attracting more tourist into SA	Government target to increase the number of foreign visitors arrival to more than 15 million annually by 2017
University entrance will be increases	Government target to increase the number of grade 12 learners who can gain entrance to university, moving from 172 000 in 2013 to 250 000 in 2019
Woman empowerment will be advanced	Government to take forward the advances made in promoting woman empowerment and development
Reducing the level of crime will continue	The Special Investigating Unit, Anti-Corruption Task Team the Asset Forfeiture Unit and Hawks have made notable progress in our quest to combat corruption in society broadly and in the public sector this work will continue in the next five years
The constitution will be promoted in schools	Government also continue to promote the Constitution in schools and ensure that children grow up with positive values and love for their country and its people

### State of the Province Address (SOPA)

- ❖ Growing the **economy and creating decent employment** to address the triple challenge of unemployment, poverty, and inequality
- ❖ Improving the quality of **education**
- ❖ Improving our **health care system** to ensure that we increase life expectancy and mitigate the negative impact of HIV and AIDS, and opportunistic diseases
- ❖ Ensuring that our people have **access to basic services** to improve their quality of life.

## LEGISLATIVE FRAMEWORK

This IDP is informed by the following legislation:

### **1.6.1 Constitution of the Republic of South Africa, Act No. 108 of 1996 (Hereinafter referred to as “the Constitution”)**

South African local government is, in terms of Chapter 7, Section 152(1) of the Constitution, required to be democratic and accountable, ensuring sustained service delivery, promoting socio-economic development and a safe and healthy environment, and encouraging the involvement of all communities and community organizations in its affairs. In terms of Section 152(2), these objectives should be achieved within the financial and administrative capacity of a Municipality, which implies that all its planning and performance management processes must be geared towards the achievement of these objectives. Chapter 10, Section 195(1) of the Constitution of the Republic of South Africa outlines the basic values and principles governing public administration. The Municipality’s IDP is informed by these principles.

### **1.6.2. Local Government: Municipal Finance Management Act, No. 56 of 2003, (MFMA) and Regulations**

The Municipal Finance Management Act (MFMA) seeks to ensure sound and sustainable financial management within South African municipalities. Section 21 of the Act makes provision for alignment between the IDP and the municipal budget. The Service Delivery and Budget Implementation Plan is an annual contract between the Municipality’s administration, Council and the community, which ensures that the IDP and the Budget are aligned. The Act makes provision for quarterly and annual financial and

Non-financial performance assessments and reporting by municipalities and the entities under their control. The Municipal Finance Management Act promotes the application of valid and reliable fiscal norms and standards, to maximize service delivery. To this end, National Treasury established minimum competencies for municipal officials, in particular accounting officers, chief financial officers, senior managers, other financial officers and supply chain management managers, in line with Section 168 of the Municipal Finance Management Act. The MFMA also provides for the discharge of certain functions and powers by political representatives in municipalities and for contract management and reporting on the performance of external service providers appointed by municipalities.

### **1.6.3 Local Government: Municipal Systems Act, No. 32 of 2000 (MSA)**

The Municipal Systems Act (MSA) requires municipalities to develop an Integrated Development Plan and an integral Performance Management System and to, in this process, set performance indicators and targets, in consultation with the communities they serve. It further mandates municipalities to monitor and review performance against the set indicators and targets, conduct internal reviews, assessments and audits, and publish an annual report on their performance over a specific period.

The Municipal Systems Act outlines the duties to be performed by political office-bearers, municipal officials and the community. It converses on matters of human resources and public administration, whilst prescribing community participation throughout, in support of a system of participatory government. The Municipal Systems Act also provides for the discharge of certain functions and powers by political representatives in municipalities and for the establishment of entities by municipalities to bring about effective and efficient service delivery. In terms of the Act, municipalities must ensure that performance objectives and indicators are set for the municipal entities under their control and that these form part of their multi-year business planning and budgeting, in line with the MFMA.

### **1.6.4 Local Government: Municipal Planning and Performance Management Regulations, 2001**

The Local Government: Municipal Planning and Performance Management Regulations (2001) seeks to enhance the implementation of performance management obligations imposed by legislation and cultivate uniformity in the application of performance management within the sphere of local government. The Regulations outline the details to be contained in municipalities' Integrated Development Plans, as well as the process of amendment. They also provide for the nature of performance management systems, their adoption, processes for the setting of performance targets, monitoring, measurement, review and the internal auditing of performance measurements. The Regulations conclude with a section on community participation in respect of integrated development planning and performance management.

#### **1.6.5. Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006**

In addition to the Local Government: Municipal Planning and Performance Management Regulations (2001), the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006) were promulgated to regulate the performance management of municipal managers and managers directly accountable to municipal managers. The Regulations cover the conclusion of performance agreements, performance evaluation and the management of performance outcomes.

#### **1.6.6. Local Government: Municipal Structures Amended Act, No. 117 of 1998 (hereinafter referred to as the "Structures Act")**

The Local Government: Municipal Structures Amended Act 117 of 1998 provides for the establishment of municipalities and defines the various types and categories of municipalities in South Africa. It also regulates the internal systems, structures and office-bearers of municipalities. Chapter 4 of the Structures Act makes provision for the establishment of council structures and committees to exercise oversight over the performance of municipalities, as well as ensure their accountability.

#### **1.6.7 Intergovernmental Relations Framework Act, No. 13 of 2005 (IRFA)**

The Intergovernmental Relations Framework Act regulates and facilitates the coordination and implementation of policy and legislation between the organs of state within the three spheres of government in South Africa. It promotes co-ordination and collaboration amongst the three spheres of government in planning and implementation.

#### **1.6.8 White Paper on Service Delivery (Batho Pele 1998)**

Section 195 of the Constitution enshrines the basic democratic values and principles governing public administration. In 1997, The White Paper on Transforming Service Delivery translated these constitutional principles and values into what is known today as the Batho Pele Principles, to achieve improved service delivery in government. These principles are illustrated in Table 1.1 below.

**PRINCIPLE DESCRIPTION**

<b>Consultation</b>	A Municipality's citizens shall be consulted on service delivery levels and quality and be allowed to participate in decisions that affect the nature, type and quality of services to be delivered to them.
<b>Service Standards:</b>	Service standards should be set and communicated to citizens.
<b>Access</b>	All citizens should have access to basic services.
<b>Courtesy</b>	All citizens shall be treated with courtesy and consideration. Where service standards have not been met, an apology, explanation and remedial action shall be tendered.
<b>Capacity</b>	As a developmentally oriented local government, municipalities must seek to enhance the skills, competencies and knowledge of their administration, political office-bearers, entities and communities to achieve greater efficiency and effectiveness when delivering services.
<b>Information</b>	Full and accurate information regarding services shall be provided to citizens.
<b>Openness and Transparency</b>	Full and accurate information regarding municipal performance matters shall be provided to citizens, using appropriate channels of communication.
<b>Redress</b>	In implementing municipal projects and programmes, the eradication of the inequalities of the past shall take priority. An apology, explanation and remedial action shall be tendered in instances where promised service delivery levels and standards are not being met.
<b>Value for Money</b>	Services shall be provided economically and efficiently, without compromising standards.

**1.6.9 Municipal Property Rates Act 6 of 2004**

The Municipal Property Rates Act 6 of 2004 seeks to regulate the powers of municipalities to levy rates on property. Rates represent a critical source of own-revenue for municipalities in order to achieve their constitutional development objectives.

## THE 2017/2018 IDP REVIEW PROCESS

The preparation and review of the IDP is a continuous process providing a framework for all development planning in the municipality. As such the IDP is not only annually assessed in terms of delivery and the prevailing conditions in the municipality, but also improved upon each and every year Aligning Sector Departments' strategic plans to the municipality service delivery programmes;

In terms of chapter 4 section 16(1) (a) (i) Dr J.S. Moroka Municipality encourages and create conditions for the local community to participate in the affairs of the municipality. To assist in understanding our IDP, it is important to have knowledge of the process that we followed to compile and review our IDP. The Council adopted the IDP Process Plan with resolution No **R593.06.2016 ND**. An intensive community, stakeholder participation process commence during September 2016. The process involved councillors, officials, ward committees, sectors departments, NGO's, structures. When reviewing the IDP the following stakeholders cannot be overlooked:

- The Council;
- The Executive Mayor & The Members of the Mayoral Committee
- Ward Committees
- Municipal officials;
- Community Development Worker (CDW)
- Municipal Manager
- IDP Manager;
- IDP Technical Committee;
- IDP Management Committee
- IDP Representative Forum;
- Government Departments
- Community members & individuals.

The Municipality visited community during IDP Izimbizo in September 2016, and the Executive Mayor IDP Open Day will be held in April 2017 to confirm the needs of community on its performance, especially on areas that need improvements.



## OUTCOMES OF THE IDP COMMUNITY CONSULTATION

The Municipal Systems Act of 2000 indicates that the Council has the duty to encourage the involvement of the local community, consult the community about the level quality, range and impact of municipal services provided by the municipality. Community members have the right to contribute.

- To the decision-making processes of the municipality
- To be informed of decisions of the municipal council

It also encourages the community members to participate in the development and review of the IDP including other developmental matters through the concept of Community Base Planning. Communities are offered the opportunity to identify their needs.

## 2017/18 COMMUNITY PRIORITISED NEEDS

COMMUNITY PARTICIPATION AND STAKEHOLDER PRIORITY NEEDS:

### ISSUES RAISED AT KABETE THE 20<sup>th</sup> SEPTEMBER 2016 VILLAGES ATTENDED: SENOTLELO, GAMARIA, KABETE, RAMONANABELA, DIHEKENG, LEFISO, LEFISOANE, RAMANTSHO, LODING, SEHOKO, MOLETJI, SEMOHLASE AND PART OF NOKANENG 20, 21, 22, 26

IDP PRIORITY	VILLAGE/WARD	ISSUES RAISED
<b>WATER</b>	Ga-Mogwasha	Bulk line complete but still there is no water.
	W21	Water shortage at Matselapata. Bore hole to save cost(consider)
	W 26 Loding , Sehoko	Water shortage and monitoring of water tankers and drivers
	W26	Need for booster pump for 5 villages
		Provision of 8 jojo tanks for Nokaneng
		Continuation of water reticulation at Ramantsho
	W21 Kabete	Bulk line pipe damaged (Maubane line) request for water tankers.
<b>SANITATION</b>	W26 Semotlhase, Loding	Request for CWB toilets.
	W21 Ramonanabela	Request for CWB toilets at schools
<b>ROADS STORM WATER</b>	& Dihekeng, Nokaneng Clinic, Ramantsho Semotlhase	Road lead to clinic & hospital need to be tarred. Fixing of tarred road (potholes)

	W20 Senotlelo	Tarred road at all sections, Storm water on the road from the rank to Moema and Malapalama
	W21 Lefisoane	Request for tarred road from Lefisoane clinic until the last house.
	W26	Tarred road from Diphajerong via ext Loding to Mbulawa
	W26	Tarred bus roads from dipajerong via ext 1 in Loding mzimdala to Mbulawa.
	W26	Need for tarred road from Ramantsho to Marapyane.
	Ramonanabela	Tarred road to cemetery. Primary road to high school to be tarred and road to church.
	W26	Nokaneng bus road to be completed.
	W26	Road and stormwater drainage.
	W22	Bus & taxi route to be revamp
<b>TECHNICAL SERVICES</b>	W20,26	Fencing of new cemetery
<b>CDS</b>	W21 Ramonanabela.	Cleaning of cemetery
<b>LED</b>	W20	CRDP follow up.
	W21 Kabete	To be assisted with co-operatives development
	W20	Municipality to assist with business development/plans
<b>SPECIAL PROGRAMMES</b>	W26 Sehoko	Municipality to take care of old people. NB: There was a centre that was run by a former nurse (Ms Maloka) voluntarily, where elderly persons were doing excises daily and now is closed.
<b>FINANCE \LED</b>	W26 Loding	Payment of service not possible because of unemployment.
<b>ELECTRICITY</b>	W20 Senotlelo	Request for electricity at Nkurwana office. Lighting of high mast light.
	W21, Kabete Ramonanabela,22, w26,	High mast light  High mast light in Nokaneng, Semothhase and Ramantsho and addition in the other village.

**ISSUES RAISED AT SEABE OPEN SPACE 22<sup>nd</sup> SEPTEMBER 2016 VILLAGES****ATTENDED: MARAPYANE, MMADUMA, SEABE, KATJIBANE (23, 24, 25, 27)**

<b>IDP PRIORITY</b>	<b>VILLAGE/WARD</b>	<b>ISSUES RAISED</b>
<b>WATER</b>	W23,24,25,27(Phomolong, Leseleseleng)	Water shortage Water tanker not supplying water at Seabe.
	W23	Fixing of pipes (households)
	W27	Water tank to be added.
<b>SANITATION</b>	W23	Request for CWB toilets.
<b>ROADS AND STORM WATER</b>	W24	Fixing of internal roads
	W23	Tarred road to Marapyane clinic
	W23, w24,	Re-gravelling /paving of internal roads.
	w27,	Stormwater maintenance.
	W27	Request for more bridge, Speed humps between Nokaneng and Marapyane,
	W28	Gugulethu speed hump. Tarred road from Nokaneng to chestere
<b>ELECTRICITY</b>	W23,24,	Request for high mast lights.
<b>CDS</b>	W25	Extension of cemetery
<b>YOUTH</b>	W23	Employment of youth Programmes for youth Request non-payment for youth when booking the municipal facilities.
	W27	Request Youth development in their ward.
	W24	Request Youth centre
<b>SPECIAL PROGRAMME</b>	W27	Request Disability centre
<b>PMU</b>	W25	Request for monitoring of projects

**ISSUES RAISED AT MMAMETLHAKE OPEN SPACE ON THE 23<sup>RD</sup> SEPTEMBER 2016, VILLAGES ATTENDED: MMAMETLHAKE, PHAKE (THABENG, RANKAILA, REBONE, RATLHAGANE, MASOBYE, NOKANENG, DIEREFENG) (28, 29, 30, 31)**

<b>IDP PRIORITY</b>	<b>VILLAGE/WARD</b>	<b>ISSUES RAISED</b>
<b>WATER</b>	W28	Water shortage, pipes not working.
	W29	Fixing of pipes (households)
	W30	Water salty
	W31	Pipes not correctly installed and no water
<b>SANITATION</b>	W28,29,30,31	Request for CWB toilets.
<b>ROADS AND STORM WATER</b>	W30, w28	Request for storm water from Mapala school to Rankaile  Speed humps between Nokaneng and Marapyane
	W28	Regravelling
	W31	Tarred road( tresteng)
	W30	Request for streets.
<b>TECHNICAL</b>	W28,31	Fencing of cemetery
<b>ELECTRICITY</b>	W29,30,31, W29	Request for high mast lights Electricity at ten morgen and phaphamang, masemola, and Moletji (snypark)
	W31	Request for solar geysers
<b>CDS</b>	W30	Request to stop illegal dumping sites, municipality to identify sites. Parks not cleaned

**ISSUES RAISED AT MOGONONONG OPEN SPACE ON THE 27<sup>th</sup> SEPTEMBER 2016, VILLAGES ATTENDED:KWA-PHAAHLA, SIYABUSWA A, B, C, D & E, MAKOPANONG, TOITSKRAAL, MRHONONWENI, MABUYENI, THABANA, RAMOKGELETSANE (1, 2, 3, 4, 5, 6 . 7)**

<b>IDP PRIORITY</b>	<b>VILLAGE/WARD</b>	<b>ISSUES RAISED</b>
<b>WATER</b>	W2 Kgaphamadi	Water shortage
	W1	Request for cleaning of jojo tanks.
<b>SANITATION</b>	W1,w4,w6	Request for CWB

	W5	Fixing of sewerage from Rigana to PLN, removal of asbestos pipes(sewerage
<b>ROADS AND STORM WATER</b>	W1	Regravelling of street to Sobantu
	W4,W6	Regravelling of all streets
	W4,w6, W7	Request for storm water. Cleaning/maintenance of storm water
	W3 (Siyabuswa E)	Request for maintenance of storm water
	W5	Maintenance of storm water ,Request bus and taxi route
	W6	Pedestrian walk between Mabuyeni & Mogononong bridge
	W6,w7	Request for re-gravelling of internal streets.
	W2	Request for storm water at linkis
	W4	Regravelling of route part of Makopanong
	W4	Request for bridge to Makopanong for safety of children from Mmashadi pedestrian bridge
	W1,w3,w4,w5,w6,w7	Request for high mast light
<b>ELECTRICITY</b>	W6	Request for electricity for new connections.(Mogononong)
	W7	Lighting of streets lights. High mast lights
<b>YOUTH</b>	W2	Request for youth centre And soccer field at Kgaphamadi.
	W3	Request for Zamokuhle to turn into youth centre.
	W5,w6	Job creation
<b>GOOD GOVENANCE</b>	W6(Mabuyeni)	Request to be a ward on its own
	W7	Corruption within the municipality
<b>COUNCIL</b>	W6	Prioritization of projects as per need of the community by the municipality.
<b>SPECIAL PROGRAMMES</b>	W5	Request for reading contest annually
<b>CDS</b>	W6	Request for dumping site,

**ISSUES RAISED AT GAMORWE OPEN SPACE ON THE 28<sup>th</sup> SEPTEMBER 2016,  
VILLAGES ATTENDED:MTHAMBOTHINI,GAMORWE,  
MABUSABESALA,MMAKOLA,MATSHIDING,MAROTHOBOLONG,MANYEBETHWANE,  
KWA DITHABANENG,MADLAYEDWA (08, 09, 10, 11, 12,13)**

<b>IDP PRIORITY</b>	<b>VILLAGE/WARD</b>	<b>ISSUES RAISED</b>
<b>WATER</b>	W8	Water leakage
	W11	Water shortage, Request for finishing the incomplete reservoir at Ga-Mmakola
<b>SANITATION</b>	W8,w9,	Request for CWB toilets
	W9	Servicing of VIP toilets, request for sewer system
<b>ROADS AND STORM WATER</b>	W8	Request for bridge shaluza and Kameelrivier.
	W8,12,	Re-gravelling of internal streets.
	W8	Stormwater in all tarred road.
	W8	Maintenance of all internal roads. And tar road between cluster and Masokaneni.
	W12 W9	Request for tarred road. Request for storm water between new stand and Matshiding
	W9	Tarred road Thuthuka street
	W9	Storm water at Vukuzenzele, Hlanganani road. Storm water drainage at Ngwenyama street.
	W9	Request for sewer system.
	W10	Tarred road on the main route.
	W8	Request for speed humps
	W11	Request to fix the fallen bridge at GaMakola.
	W13(Kwa Dithabaneng)	Request for a bridge on the tarred road. Request for speed humps, Request for gravelling of the route to Ekukhanyeni School
<b>ELECTRICITY</b>	W10,W12,W13	Request for high mast light.
	W8	high mast light not in good condition
<b>PMU</b>	W9	Consultation before implementing any project,
	W12	Procedure of the appointment of the CLO.
<b>CDS</b>	W11	Fencing and clearing of graveyards
	W8	Extension of cemetery

**ISSUES RAISED AT MADUBADUBA OPEN SPACE ON THE 30<sup>th</sup> SEPTEMBER 2016,  
VILLAGES ATTENDED: MAPHOTLA DIGWALE (LEEUFONTEIN), MOLAPOAMOGALE  
(KAMEELPOORT), RONDEHOOG, LIBANGENI, MBONGO, MAPHANGA,  
UKUKHANYA, MADUBADUBA, (14, 15, 16, 17, 18, 19 )**

<b>IDP PRIORITY</b>	<b>VILLAGE/WARD</b>	<b>ISSUES RAISED</b>
<b>WATER</b>	W14	Drivers sell water and there's need to monitored them. Jojo tanks to be cleaned.
	W15	Water shortage, Molapoamogale need at least 2 additional jojo tanks.
	W17	Maintenance of water pipes to prevent leakage.
	W19	Water shortage
	W14	Borehole to be maintained and have operator. Monitor of pipes installed for water reticulation.
	W14	Request accessibility of water from schools and clinics. Increase water tankers
	W14	Request for automatic machine for pumping water and security at all reservoirs.
<b>SANITATION</b>	W15	CWB toilets that accessible for disable people (paraplegic toilets). CWB toilets.
<b>ROADS AND STORM WATER</b>	W15	Maintenance of storm water and re- design. Request for speed humps, All channels need to be cleaned throughout the ward. Molapoamogale need new stormwater
	W15( Digwale)	Completion of the tarred route to B ext. Tarred route to all internal streets. Maintenance of the tarred route.
	W15(Molapoamogale)	Maintenance of internal route.
	W16	Storm water channel to wrong direction, need to redesign.
	W19	Storm water not in good condition (Madubaduba, Makometsane bus).A need for storm water next to Ukukhanya. Request for speed humps
	W18	Request for speed humps, request for storm water
	W18	Extension of tarred route at Abna
<b>LED</b>	W15	Request for LED programmes
	W16	Request for sustainable programmes e.g. EPWP.
<b>TECHNICAL (PMU)</b>	W19	Fresh produced to be completed.
<b>ADMIN</b>	W19	Community to be given enough time to apply for learnership(learnership not to be advertised in the last hour)

<b>ELECTRICITY</b>	W15W16,19	Request for High masts light. Request for high mast light at Emfundweni
<b>YOUTH</b>	W17,16	Request for youth centre

### PROVINCIAL AND NATIONAL GOVERNMENT COMPETENCIES

Identified needs	Ward
New clinic	<b>W13,</b>
Clinic upgrade improvements of service	W24,27,30.31
Shortage of staff at clinic	W3,17
Crime prevention	W2,6,7,12
Police improvement	W5
PHP houses	W2,4,6,7,8,10,11,12,13,14,19,29
Poor/negligence at clinic	W3
New hospital	W3,8
Schools	W2
Police station	W2,
Title deeds	W3,4,5,6
Shelter for pensioners	W13,21
Chairs not comfortable at the clinic	W21
Grant pensioners to start at 55yrs man & woman 50yrs.	W20
Cleaning of damp	W26
Community hall	W5,6

### 2017/2018 IDP WARD PRIORITY TEMPLATE

WARD 1		
IDP PRIORITY	PROJECT PROPOSAL	VILLAGE/PRIORITY NO
Construction of roads  & storm water	Storm water zone 1	Kwa-Phaahla(1)
Maintenance of access road	Regravelling of internal roads	Kwa-phaahla (2),Siyabuswa "D" ext (1)



Community service	Library	Kwa-Phaahla, Siyabuswa "D"(5)
Sanitation	Sewer system	Kwa-phaahla(1)
Electricity	New connection	Part of Siyabuswa "D"(5)
Human settlement	PHP and RDP houses	Kwa- phaahla (5)
Recreational facilities e.g. Sports ground, parks.	Parks	Siyabuswa "D"(4)
Waste Management and Environment Management	Dustbins	Kwa-phaahla (4)
Cemetery	Toilets in cemetery	Kwa-Phaahla (4)
Safety and Security	Scholar patrol	Kwa-Phaahla (4)
Youth Development	Skills development	Kwa-Phaahla (3)
Elderly people programme	Facility for elderly	Kwa-Phaahla (3)
HIV/AIDS Programmes	Awareness	Kwa-Phaahla (4)

<b>WARD 2</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Bus road need to be paved	Makopanong (2)
	Storm water in Makopanong college & Redutse	Redutse (1)
Maintenance of access roads	Regravelling of all internal roads	Makopanong(1)
		Redutse (1)

Water	Phola park and section need reticulation and replacement of water pipes	Makopanong (1)
		Redutse (1)
Sanitation	VIP Toilets	Makopanong(1)
	Infrastructure too old need to be replaced	Redutse(1)

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Electricity	Eight high mast light	Makopanong (1)
	Two high mast light	Redutse(1)
<b>WARD 3</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Access roads to schools kabenziwa vicinity	Part of Siyabuswa "A"(2)
Water	Replacement of asbestos to PVC	Part of Siyabuswa "A"(1)
Electricity	3 High mast light	Part of Siyabuswa "A"(3)
Human settlement	PHP Houses	Part of Siyabuswa "A"(4)
Primary health care	Upgrading of Siyabuswa clinic and construction of hospital	Part of Siyabuswa "A"(5)
People with Disability	Upgrading of disability centre Zenzeleni stimulation centre	Part of Siyabuswa A (6)
Elderly people programme	Renovation of empilweni old age centre	Part of Siyabuswa A (7)
<b>WARD 4</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Storm water in the vicinity of Maqhawe	part of Makopanong(2)
	Storm water and roads at Velangezwi	part of Siyabuswa "A"(1)
Maintenance of access road	Construction of roads to Masuku	part of Makopanong(3)
	Construction of access roads to Velangezwi	part of Siyabuswa "A"(4)
Water	Water reticulation	part of Siyabuswa "A"(1)
Sanitation	Toilets	part of Makopanong(2)
	VIP Toilets	part of Siyabuswa "A"(1)
Electricity	High mast lights	part of Makopanong(2) part of Siyabuswa "A"(1)

Land Development	Land tenure upgrading	Part of Makopanong
Human settlement	PHP Houses	part of Makopanong(5)
		part of Siyabuswa "A"(5)
Public Transport	Other means of public transport	part of Makopanong(2)
		part of Siyabuswa "A"(1)
Community Facilities	Community hall and library	part of Makopanong(2)
		part of Siyabuswa "A"(2)
Primary health care HIV/AIDS and Social service	Health care awareness campaign	part of Makopanong(4)
		part of Siyabuswa "A"(4)
Education	Renovation of Masuku school	Part of Siyabuswa "A"(3)
Recreational facilities e.g. sports ground, parks	Creation of parks and cleaning of sports ground	part of Makopanong(3)
		part of Siyabuswa "A"(3)
Disaster management and fire fighting	Disaster Management awareness communities	part of Makopanong(3)
		part of Siyabuswa "A"(3)
Waste Management and Environment Management	Waste collection(removal)	part of Makopanong(2)
		part of Siyabuswa "A"(1)
Cemetery	Maintenance of cemetery	part of Makopanong(2)
		part of Siyabuswa "A"(1)
Safety and security	Launching of CPF street committee	part of Makopanong(3)
		part of Siyabuswa "A"(3)
SASSA	Awareness of social grants	part of Makopanong(2)
		part of Siyabuswa "A"(1)
Youth development	Development of youth structure and youth development centre	part of Makopanong(2)
		part of Siyabuswa "A"(1)
Woman programmes	Woman support programmes	part of Makopanong(2)

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		part of Siyabuswa "A"(1)
People with Disabilities	Develop programmes on how they can be assisted	part of Makopanong(2)
		part of Siyabuswa "A"(1)
Elderly	Old age home	part of Makopanong(2)
		part of Siyabuswa "A"(1)
HIV/AIDS	HIV/AIDS awareness programme	part of Makopanong(2)
		part of Siyabuswa "A"(1)

**WARD 5**

<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Roads and storm water Majola section	Siyabuswa "B"(1)
Maintenance of roads	Gravel road	Siyabuswa "B"(2)
Public Transport	Speed humps	Siyabuswa B (6)
Human settlement	PHP Houses	Siyabuswa "B"(3)
Youth Development	Youth facilities multipurpose centre and parks	Siyabuswa "B"(5)
Community facilities	Siyabuswa b community hall place tribal authority	Siyabuswa "B"(3)
Recreational facilities	Sports ground, parks and site walks	Siyabuswa "B"(5)

**WARD 6**

<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Mogononong bus and taxi route via Prince SJ	Mogononong(2)

	Bus and taxi route at hope and Vezulwazi	Siyabuswa "C"(2)
	Construction of river bridge for school kids Maintenance of roads	Mabuyeni(2) Siyabuswa "C"(1)
Maintenance of access roads	Bus and taxi road via prince SJ	Mogononong(4)
	Stamping and re-gravelling street	Mabuyeni (4)

	Bus and taxi via Vezulwazi, Hope and Lungisani	Siyabuswa c(4)
Water	Connection reticulation Connection of water Replacement of asbestos water pipes	Mogononong(6) Mabuyeni"(6) Siyabuswa "C"(6)
Sanitation	CWP Toilet Connection of sewer	Mogononong(5), Mabuyeni(5) Siyabuswa "C"(5)
Electricity	New connection T350 Connection of non-electrified houses	Mogononong (1) Mabuyeni (2) Siyabuswa "C"(2)
Human settlement	RDP Houses and PHP	Mogononong(7),Mabuyeni(7) Siyabuswa "C"(7)
Public transport	Upgrade of taxi routes and bus routes	Siyabuswa " C" (1)
Communities Facilities e.g. community hall, library	Community hall	Mabuyeni(8) Siyabuswa "C"(8)
Primary health care	Clinic	Mogononong(3)
Education	Building of a High school	Mogononong (9)
Recreational Facilities e.g. grounds sports	Community park	Mogononong(10),Mabuyeni(10) Siyabuswa "C"(10)
Safety and security	Pedestrian crossing Scholar patrol at Grace and Lungisani	Mabuyeni(11) Siyabuswa "C"(11)
Elderly people	Old age home	Siyabuswa "C"(12)
HIV/AIDS	NGO	Mogononong(13)
Children's programme	Construction of place of safety for kids	Mabuyeni(14)
Agriculture	Establishment of poultry farm Grazing land	Mogononong (15),Mabuyeni(15) Siyabuswa C(15)
SMMEs	Establishment of business sites	Siyabuswa C(16)
Co-operative development	Training of co-operatives	Mogononong(17),Mabuyeni(17), Siyabuswa" C" (17)

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Other	Completion of tarred road	Mogononong (18)
<b>WARD 7</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Storm water next to Mashego Storm Water mappeding section	Thabana(1) Ramokgeletsane(1)
Water	Connection of steel dam Connection of pump machine	Thabana(1) Ramokgeletsane(1)
Electricity	High mast lights	Thabana(1)
Land development	Site allocation, town planning	Ramokgeletsane(1)
Human Settlement	PHP houses	Ramokgeletsane(1)
Community facilities	Library	Thabana (5)
Primary health care HIV/AIDS and social services	Clinic	Thabana(1) Ramokgeletsane(1)
Recreational facilities e.g. sports ground, parks etc.	Sports facilities	Thabana(1)
Cemetery	New site for cemetery	Ramokgeletsane(1)
Youth development	Youth Learnership	Thabana(1)
Elderly people programme	Old age home	Thabana(2)
Children's programme	Community park for children	Thabana (3)
Agriculture	Fences for forestry	Thabana(5)
Other priorities	Dumping sites	Thabana(1)
<b>WARD 8</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Storm water on all main roads	Mrhetjha(1),Mthambothini(1) Mrhawini (1)
Maintenance of access road	Tarred road, speed humps, signage	Mrhetjha, Mabhadu Mgababa, Mthambothini, Mrhawini
Water	Water reticulation	Mrhetjha (1),Mabhadu (1) Mgababa (1),Mthambothini (1) Mrhawini (1)
Sanitation	CWP Toilets	Mrhetjha (1),Mabhadu (1) Mgababa (1),Mthambothini (1) Mrhawini (1)

Electricity	Eskom sub office Additional high mast lights	Mrhetjha (1),Mabhadu (1) Mgababa (1),Mthambothini (1)
		Mrhawini (1)
Land Development	New stands development	Mrhetjha (1),Mabhadu (1) Mthambothini (1),Mrhawini (1)
Human settlement	PHP Houses for poor people	Mrhetjha (1),Mabhadu (1) Mgababa (1),Mthambothini (1) Mrhawini (1)
Community Facilities	Library	Mthambothini (1)
Art, culture and heritage	Support Esther Mahlangu Ndebele exhibition	Mthambothini (1)
Primary health care HIV/AIDS and Social service	Upgrading of clinics, home base care	Mthambothini(1)
Education	Stop influx of learners to Gamorwe school	Mrhetjha (1)
		Mabhadu (1)
Recreational facilities e.g. Sports ground, parks.	Re-gravelling of all sports ground and establishment of sport centre	Mrhetjha (1)
		Mabhadu (1) Mgababa (1)
		Mthambothini (1) Mrhawini (1)
Waste Management and Environment Management	Control and regulation (by-laws) for dumping site	Mrhetjha (1)
		Mabhadu (1)
		Mgababa (1)
		Mthambothini (1)
		Mrhawini (1)
Cemetery	Close the grave yard	Mrhetjha (1)
	Control and monitor cemetery	Mabhadu (1)
	Cemetery extension	Mrhawini (1)
Safety and security	Operational patrol	Mrhetjha (1)
		Mabhadu (1)
		Mgababa (1)
		Mthambothini (1)
		Mrhawini (1)
SASSA	Food parcels	Mrhetjha (1)
		Mabhadu (1)

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		Mgababa (1)
		Mthambohini (1) Mrhawini(1)
Youth Development	Youth skills development Learnership	Mrhetjha (1)
		Mabhadu (1),Mgababa (1) Mthambohini (1),Mrhawini (1)
People with disability	Provide wheelchairs, drop centres, skills development, job creation and training programmes and office	Mrhetjha (1),Mabhadu (1) Mgababa (1)Mthambohini (1) Mrhawini (1)

Agriculture	Provide farmers with resources	Mrhetjha (1),Mabhadu (1) Mgababa (1)Mthambohini (1) Mrhawini (1)
Co-operative development	Fully functional co-op	Mrhetjha (1),Mabhadu (1) Mgababa (1),Mthambohini (1) Mrhawini (1)

**WARD 9**

<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Thuthuka street to be tarred Storm water at Vukuzenzele	Part of Ga-Morwe (1)
Sanitation	200 Households CWP Toilets Sewer system	Part of Ga-Morwe(2) Part of Ga-Morwe(2)
Land development	Land development next to Ga-Morwe hall towards Morwe middle school	Part of Ga-Morwe(3)
Recreation facilities	Sports ground next to ZCC	Part Ga-Morwe(4)
Agriculture	Farming	Part of Ga-Morwe(5)
Co-operative	Agriculture(land availability for )	Part Ga-Morwe(6)

**WARD 10**

<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Storm water drainage	Part of Ga-Morwe(1)
Maintenance of access roads	Tarred road of taxi roads Bus and taxi roads	Meetsemadiba (1) Part of Ga-Morwe (1)
Water	Water Reticulation	Meetsemadiba (3)
Sanitation	VIP Toilets	Meetsemadiba (4) Part of Ga-Morwe (4)
Electricity	High mast Lights	Meetsemadiba (3) Part of Ga-Morwe (5)



Human settlement	PHP Houses	Meetsemadiba (4) Part of Ga-Morwe (4)
Primary health care	Extension of existing clinic	Part Ga-Morwe (5) Meetsemadiba(5)
Education	Flashing Toilets at Schools	Meetsemadiba (3) Part of Ga-Morwe (3)
<b>WARD 11</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Construction of storm water o	Ga-Makola (2),Part of Meetsemadiba (2) Mabusabesale (2)
Maintenance of access road	Re-gravelling	Ga-Makola (2),Part of Meetsemadiba(2),Mabusabesale (2)

Water	Bulk line and yard connection Reticulation and yard connection	Ga-Makola (5) Meetsemadiba (5),Mabusabesale (5)
Sanitation	CWB Toilets	Ga-Makola (5),Part of Meetsemadiba(5),Mabusabesale (5)
Electricity	Post connection	Ga-Makola(3),Part of Meetsemadiba(3),Mabusabesale(3)
Land Development	New stands	Ga-Makola(2), Part of Meetsemadiba(2),Mabusabesale(3)
Human settlement	PHP Houses	Ga-Makola(3)Part Meetsemadiba(3) Mabusabesale (3)
Public transport	New roads for taxi and buses	Ga-Makola (2) Part of Meetsemadiba(2) Mabusabesale(2)
Community Facilities	Community Library Community Library Community hall	Ga-Makola (3) Part of Meetsemadiba(3) Mabusabesala (3)
ART, CULTURE AND HERITAGE	Construction of heritage centre	Ga-Makola (2) Part of Meetsemadiba(2) Mabusabesala(2)
Primary health care HIV/AIDS and Social service	Mobile clinic and social workers Remuneration of HIV/AIDS council Mobile clinic and social workers	Ga-Makola (2) Part of Meetsemadiba(2) Mabusabesala (3)

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Education	Information centre at high schools	Ga-Makola (3) Part of Meetsemadiba(3) Mabusabesale (3)
Disaster Management	Fire fighters	Mabusabesala (3)
Waste Management and Environment Management	Supply of waste bin	Ga-Makola(2) Part of Meetsemadiba(2)
Cemetery	Guard room	Ga-Makola(2) Part of Meetsemadiba(2)
Safety and security	More police patrol	Ga-Makola (2) Part of Meetsemadiba(2) Mabusabesala (2)
SASSA	Building of proper pay points	Ga-Makola (1) Part of Meetsemadiba(1) Mabusabesale (1)
Youth Development	Information centre	Ga-Makola (2) Part of Meetsemadiba(2) Mabusabesale (2)
HIV & AIDS	Workshop for the community	Ga-Makola

		Part of Meetsemadiba(2) Mabusabesale (2)
Disability Programmes	Disability centre and awareness campaign	Ga-Makola (1) Part of Meetsemadiba(1) Mabusabesale(1)
Elderly people programmes	Old age centre	Ga-Makola (2) Part of Meetsemadiba(2) Mabusabesale(2)
Children programme	Construction of parks	Ga-Makola Part of Meetsemadiba(2)
Agriculture	CRDP programme, train the tractors to cultivate and supply of seeds	Ga-Makola (2) Part of Meetsemadiba(2) Mabusabesale (2)
Tourism	Information centre with tourism information including maps and tourism signage	Ga-Makola Part of Meetsemadiba(2) Mabusabesale (2)
SMME DEVELOPMENT	Workshop	Ga-Makola (3) Part of Meetsemadiba(3) Mabusabesale(3)

Co-operative Development	Training of co-operative Skills development Monitoring of co-operatives	Ga-Makola(3) Part of Meetsemadiba(3) Mabusabesale (3)
<b>WARD 12</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Marothobolong bus & taxi	Marothobolong(4)
	Manyebethwane to Matselapata bus & taxi route	Manyebethwane(4) Matselapata(4)
	Bus & taxi route	Matshiding(1)
Maintenance of access road	Bus & taxi route	Marothobolong(3)
	Manyebethwane to Matselapata bus & taxi route	Manyebethwane(3) Matselapata(2)
	Matshiding new stands main route	Matshiding(2)
Water Reticulation & bulk supply	Matshiding new stands reticulation	Marothobolong(1)
	Matselapata new stands reticulation	Manyebethwane(1) Matselapata(1)
	Matshiding new stands reticulation	Matshiding(1)
Sanitation	Sewer reticulation & VIPs	Marothobolong CWP (3) Sewer(3)
	Sewer reticulation	Manyebethwane(1) Matselapata(3)
	VIPs & sewer reticulation	Matshiding VIP (1) Sewer (3)
	Identification & zoning of Matshiding cemeteries	Matshiding (1)
Community Facilities e.g. community halls etc.	community library	Matshiding(2) Manyebethwane(2) Matselapata(2)
Art, culture and heritage	Marothobolong art development	Marothobolong (3)
	Mabusa show development	Manyebethwane(3) Matselapata(3)
	Heritage signage(S.S. Skosana)	Matshiding (3)
Primary health care	Dropping centre	Marothobolong(2)
	Extension of HC & staffing	Matshiding(2)
Education	Thulasizwe Primary school	Matshiding(1)

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	Nkosiphile Admin Block upgrade	Matshiding(1)
	Sovetjheza C/R block, Upgrade sanitation &	Matshiding(1)
Recreational facilities	Joint mega park development ward 10,11, &12 at potion of farm	Matshiding (2)
Waste and Environmental management	Dumping site & house dustbins distribution	Manyebethwane(2) Manyebethwane (2)
Cemetery	Identify & fence new cemetery	Matshiding (1)
	Fencing	Matselapata(4)
Safety and Security	Upgrade of satellite centres for 5 ward 10,11,12,14	Matselapata (4)
Youth Development	Establishment and development of youth advice centre	Manyebethwane (1) Matselapata(1) Matshiding(1) Marothobolong(1)
Agriculture	Agriculture development	Marothobolong (2), Matshiding(2) Manyebethwane(2)
	Irrigation scheme phase 2	Manyebethwane (2) Matselapata(2)
Electricity	High mast Light	Marothobolong(3)
<b>WARD 13</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Construction of storm water drainage	Kwa Dithabaneng (2) Borolo (3)Madlayedwa (2)
Maintenance of access road	Internal roads needs back filling	Madlayedwa (5)
Water	Bulk and pipeline	Kwa Dithabaneng (1)
	Bulk water supply	Borolo (2)
	Bulk & water demand	Madlayedwa (1)
Sanitation	VIP Toilets Completion	Kwa Dithabaneng (1)
	VIP Toilets	Borolo (1)
	VIP Completion	Madlayedwa (5)
Electricity	High mast light	Kwa Dithabaneng (5)
	House Electricity & High mast light	Borolo (5)
	House Electricity & High Electricity	Madlayedwa (4)

Land Development	New site & Wetland Township Establishment & New site	Kwa Dithabaneng (5) Madlayedwa (5)
Human settlement	PHP houses	Kwa Dithabaneng (5) Borolo (5) Madlayedwa (4)
Public transport	Taxi route arrangement	Kwa Dithabaneng (5) Madlayedwa (5)
Community Facilities	Pensioners pay point	Kwa Dithabaneng (5) Madlayedwa (4)
Art, culture and heritage	Marketing and promoting bead workers	Madlayedwa (5)
Primary health care	Need for a clinic	Kwa Dithabaneng (5) Borolo (5)
Recreational facilities	Sports facilities for youth	Kwa Dithabaneng (5) Borolo (5) Madlayedwa (4)
Disaster Management	Awareness on how to fight fire	Kwa Dithabaneng (5) Borolo (5) Madlayedwa (4)
Waste and Environmental management	Awareness on cleaning campaign	Madlayedwa (5)
Cemetery	Replacement of fence and cleaning grave yard .New cemetery	Madlayedwa (5) Borolo (5)
Safety and Security	CPF establishment	Borolo (5)
Youth Development	Youth centre and Multipurpose centre	Kwa Dithabaneng (5)
Elderly people	Old age home	Kwa Dithabaneng (5)
<b>WARD 14</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water Maintenance of access road	Upgrading of bus and taxi road Maintaining access road	Maphotla (1) Maphotla(2)
Water	Water reticulation and house connection	Maphotla (1)
Sanitation	CWB Toilets	Maphotla (1)
Electricity	High mast lights and house connection	Maphotla (2)
Human Settlement	PHP Houses renovation of asbestos roofed php houses	Maphotla(4)
Land development	Site development for residential purpose	Maphotla(3)

Public transport	Negotiate transport to Mmamethlake hospital	Maphotla (5)
Community facilities	Community hall	Maphotla (1)
Art, culture and heritage	Development of artistic creative people/youth	Maphotla(2)
Primary health care	Extension of clinic (structure) Professional staff	Maphotla (4)
Recreational facilities	Artificial sports ground and community park	Maphotla (5)
Safety and security	Crime prevention programme	Maphotla (4)
Youth development	Construction of youth centre/multipurpose and development of out of school youth programmes	Maphotla(2)
People with disability	Construction of Disability centre facility and programmes	Maphotla (4)
Agriculture	Distribution of Agriculture programmes e.g tractors, seeds	Maphotla (1)
SMME Development	Agriculture workshop for development of SMMEs	Maphotla(2)
Manufacturing	Resuscitate Maphotla small industrial	Maphotla (1)
Other	Sidewalk and pavement	Maphotla(1)
	High mast light	Maphotla(1)
<b>WARD 15</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Storm water	Molapoamogale ( 1)
	Access all bus route	Digwale (1)
Maintenance of access roads	Internal street	Molapoamogale ( 1) Digwale(1)
Water	Bulk water supply	Molapoamogale ( 2)
	Bulk water supply in other section	Digwale (2)
Sanitation	CWP	Molapoamogale ( 2)Digwale(2)
Electricity	Phase 3 connection, High mast lights	Molapoamogale ( 1)Digwale(3)
Land development	Township establishment	Molapoamogale ( 3)Digwale (1)
Human settlements	PHP	Molapoamogale ( 2),Digwale (2)
Public transport	Taxis to use internal roads	Molapoamogale ( 2),Digwale (3)

Community facilities e.g. community hall, library	Multipurpose centre	Molapoamogale ( 1)Digwale (1)
Art, culture and heritage	Cultural centre	Molapoamogale ( 2) ,Digwale (2)
Primary health care HIV/AIDS and social services	Clinic	Molapoamogale ( 1)
	Extension of 24hour service staff	Digwale (1)
Education	School library abet	Molapoamogale (1)
	Security admin blocks sanitation	Digwale (1)
Recreational facilities e.g. sports ground, parks, etc.	Sports grounds and recreation facilities	Molapoamogale (2)
	Sports grounds and parks	Digwale (2)
Disaster management and fire fighting	Awareness and workshops	Molapoamogale (2)Digwale (2)
Waste and environmental management	Skip bins	Molapoamogale (1)
	Skip bins and dust bins	Digwale (1)
Cemetery	Toilets, water and parking	Molapoamogale (3)
	Toilets, water, parking and gate	Digwale (1)
Safety and security ,Police visibility security at schools	Satellite police station	Molapoamogale (1),Digwale (1)
SASSA	Shelter	Molapoamogale (1)
	Satellite office	Digwale (1)
Youth development	Youth centre	Molapoamogale (3)
	Skills development youth programme	Digwale (1)
Woman programs	Dress making	Molapoamogale (3)
People with disability programme		Molapoamogale (1) Digwale (1)
Elderly people programme	Old age home/centre	Molapoamogale (2) Digwale (1)
HIV/AIDS centre	Support groups	Molapoamogale (1) Digwale (1)
Children's programme		Molapoamogale (1) Digwale (1)
Agriculture	DC-Bushing Masibuyele Emasimini	Molapoamogale (2)
	Masibuyele Emasimini programmes fencing	Digwale (1)
SMME development	Funding training	Molapoamogale (3) Digwale (1)
Tourism		Molapoamogale (2) Digwale (2)
Manufacturing	Industries	Molapoamogale (2)

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	Industries	Digwale (2)
Mini hospital around Mbibane		Molapoamogale (1) Digwale (1)
Shoping mall		Molapoamogale (1) Digwale (1)
<b>WARD 16</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>

Construction of roads and storm water	Construction	Part of Libangeni (1)
Maintenance of access roads	Maintenance of access roads	Part of Libangeni (1)
Water	Provision of water	Part of Libangeni (1)
Sanitation	Provision of sanitation	Part of Libangeni (6)
Electricity	Provision of Electricity	Part of Libangeni (4)
Land development	Development of roads and water new site	Part of Libangeni (5)
Human settlements	Construction of PHP houses	Part of Libangeni (3)
Public transport	Provision of public Transport	Part of Libangeni (4)
Community facilities e.g. community hall, library etc	Construction of community hall	Part of Libangeni (5)
Art ,culture, sports and recreation	Promotion of Arts and culture at schools	Part of Libangeni
Primary health care HIV/AIDS and Social services	Provision of mobile clinic	Part of Libangeni (1)
Education	Provision of good education at school Education	Part of Libangeni (3)
Recreational facilities e.g. Sports grounds and parks	Upgrading of parks & sports ground	Part of Libangeni (1)
Disaster management and fire fighting	Community awareness campaigns	Part of Libangeni (2)
Waste and environmental management	Supply of dust bins	Part of Libangeni (6)
Cemetery	Maintenance, security, toilets and water	Part of Libangeni (7)
Safety and security	Training CPF	Part of Libangeni (1)
SASSA	Food parcels	Part of Libangeni (1)
Youth development	Youth development Youth centre with skilled people	Part of Libangeni (2)
Woman programmes	Upliftment of women programmes	Part of Libangeni (2)
People with disability programmes	Employment opportunities	Part of Libangeni (2)
	Municipality and Project	Part of Libangeni (1)
Elderly people programme	Old age home	Part of Libangeni (5)



HIV/AIDS Programme	HIV aids awareness	Part of Libangeni (4)
Children's Programmes	Child support groups	Part of Libangeni (1)
Agriculture	Grazing camp fencing	Part of Libangeni (4)
SMME Development	SMME Training	Part of Libangeni (5)
Tourism	Signage	Part of Libangeni (2)
Co-operatives development	Training	Part of Libangeni (2)
Manufacturing	Revamp of small industrial sites	Part of Libangeni (3)

**WARD 17**

<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Construction of roads and storm water	Part of Libangeni (1) Mbhongo (1)

Maintenance of access roads	Upgrading of road at Libangeni	Part of Libangeni (1) Mbhongo (1)
Water	Bulk water supply	Part of Libangeni (1) Mbhongo (1)
Sanitation	Sanitation	Part of Libangeni (2) Mbhongo (2)
Electricity	Electricity	Part of Libangeni (3) Mbhongo (3)
Land development	Land development	Part of Libangeni (3) Mbhongo (3)
Human settlements	Human settlement	Part of Libangeni (2) Mbhongo (2)
Public transport	Public transport	Part of Libangeni (2) Mbhongo (2)
Community facilities e.g. Community hall	Community facilities	Part of Libangeni (4) Mbhongo (4)
Art, Culture and heritage	Art, culture and heritage	Part of Libangeni (5) Mbhongo (5)
Primary health care HIV/AIDS and Social services	Primary health care and social services	Part of Libangeni (1) Mbhongo (1)
Education	Education	Part of Libangeni (4) Mbhongo (1)
Recreational facilities e.g. Sports ground and parks	Recreational facilities	Part of Libangeni (2) Mbhongo (1)

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Disaster management and Fire fighting	Disaster and management	Part of Libangeni (3) Mbhongo (3)
Waste and Environmental management	Waste management	Part of Libangeni (1) Mbhongo (1)
Cemetery	Cemetery	Part of Libangeni (2) Mbhongo (1)
Safety and Security	Safety and security	Part of Libangeni (1) Mbhongo (1)
SASSA	SASSA	Part of Libangeni (5) Mbongo (5)
Youth development	Youth development	Part of Libangeni (2) Mbhongo (2)
Woman programmes	Woman programs	Part of Libangeni (2)
People with disability programmes	Disability	Part of Libangeni (2) Mbhongo (2)
Elderly people programme	Elderly people programmed	Part of Libangeni (4) Mbhongo (4)

HIV/AIDS Programme	HIV / AIDS Programme	Part of Libangeni (1) Mbhongo (1)
Children's programme	Children's programme	Part of Libangeni (3) Mbongo (3)
Agriculture	Agriculture	Part of Libangeni (3) Mbhongo (3)
SMME Development	SMME development	Part of Libangeni (2) Mbongo (2)
Tourism	Tourism	Part of Libangeni (1) Mbhongo (1)
Cooperatives Development	Cooperatives	Part of Libangeni (3) Mbhongo (3)
Manufacturing	Manufacturing	Part of Libangeni (3) Mbongo (3)
Parks	Parks development	Part of Libangeni (2) Mbongo (2)
Sand mining	Sand mining	Part of Libangeni (3) Mbongo (3)

**WARD 18**

<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Maphanga bus and taxi route resealing	Maphanga (1)
Maintenance of access road	Road signs and speed humps	Maphanga (1)
Water	Reticulation in section 3, revision of jojo tanks section 6	Maphanga (1)
Sanitation	Construction of CWP Toilets	Maphanga (1)
Electricity	High mast light	Maphanga (2)
Land development	PHP houses, renaming of features	Maphanga (3)
Human settlements	PHP houses	Maphanga (1)
Public transport	Mini internal taxi	Maphanga (5)
Community facilities	Library	Maphanga (3)
	Youth centre	Maphanga (3)
Art, Culture and heritage	Eybirion centre, heritage site section 3,6	Maphanga (4)
Primary health care HIV/AIDS and Social services	Upgrading Home base care centre and centre labour wards	Maphanga (3)
Education	Community college	Maphanga (2)
Recreational facilities e.g. sports ground, parks etc	Re-gravelling of sports ground and creation of parks	Maphanga (1)
Waste and environmental management	Legal dumping site in Maphanga	Maphanga (2)

Disaster management and fire fighting	Disaster management awareness for community	Maphanga (1)
Waste and environmental management	Dumping site and house dust binds distribution	Maphanga (2)
Cemetery	Provision of toilets	Maphanga (2)
Safety and security	Police sector vehicles visibly patrols, CPR workshop	Maphanga (2)
SASSA	Satellite office	Maphanga (3)
Youth development	Youth substance abuse and drug abuse centre Learnership and employment workshop on business	Maphanga (2)
Woman Programmes	Women forum	Maphanga (3)
People with disabilities	Centre for the disabled	Maphanga (2)
Elderly people programme	Old age centre	Maphanga (2)
	Indoor and outdoor games	Maphanga (2)

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HIV/AIDS Programme	HIV/AIDS centre	Maphanga (2)
Children's programme	Children's forum and support centre	Maphanga (1)
Agriculture	Workshop for agriculture programme	Maphanga (1)
SMME development	Maphanga business forum	Maphanga (1)
Tourism	Maphanga tourism forum and project office	Maphanga (4)
Cooperatives development	Registration and funding	Maphanga (2)
Manufacturing	Training and funding and registration	Maphanga (1)
<b>WARD 19</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Ukukhanya bus and taxi route from Mohlala to Chikanda	Ukukhanya (1)
	Madubaduba to Makometsane bus and taxi route	Madubaduba (1)
Maintenance of Access routes	Main road from Maphanga to Makometsane	Makometsane (1)
	Speed humps at Maphanga to Makometsane bus and taxi route	Ukukhanya (1)
	Road from Blue lagoon side junction to Mashego	Moripe gardens (1)
	Road from Maphotla bridge to stop sign	Madubaduba (1)
Water	Water reticulation 3 streets	Makometsane (1)
	Reticulation and yard connection	Ukukhanya (1)
	Bulk supply for Moripe gardens	Moripe gardens (1)
	Reticulation for 4 streets	Madubaduba (1)
Sanitation	VIP Toilets	Ukukhanya (1)
	Sewer system	Moripe garden (3)
	VIP toilets	Madubaduba (3)
Electricity	Yard connection (New stands)	Ukukhanya (3)
	Yard connection( New stands )	Madubaduba (3)
Land Development	Madubaduba Extension of sites	Makometsane (3)
	Makometsane to Senotlelo in front of Mkhombo dam	Ukukhanya (4)
	Site next to Mashego garage	Madubaduba (3)
Human settlements	PHP Houses and RDP houses	Makometsane (1)

	PHP houses and RDP	Ukukhanya (1)
	Bond houses	Moripe (1)
	PHP houses and RDP	PHP houses and RDP (1)
Public transport	Busses from Makometsane to Pretoria	Makometsane (4)
	Busses during the day from Pretoria	Ukukhanya (4)
	Busses during the day from Pretoria	Ukukhanya (4)Moripe (4)
	Madubaduba/Borolo to Pretoria	Madubaduba (4)
Community facilities e.g. Community hall, Library	Community hall	Makometsane (3)
	Library	Ukukhanya (1)
	Multipurpose centre Madubaduba	Madubaduba and Moripe (2)
Art, Culture , Sports and recreation	Cultural groups	Makometsane (2)
		Ukukhanya (2)
		Madubaduba and Moripe (2)
Primary health care HIV/AIDS	Upgrading Home base careers	Ukukhanya (4)
		Madubaduba and Moripe (4)
Education	Extension of classes and renovation of school	Makometsane (4)
		Ukukhanya (4)
		Madubaduba and Moripe (4)
Recreational facilities e.g. Sports	Sports facilities	Makometsane (2)
		Ukukhanya (2)
		Madubaduba and Moripe (4)
Disaster management and fire fighting	Improvement of disaster management in the municipality	Makometsane (4)
		Ukukhanya (4)
Waste and environmental management	Dustbins and mobile bins	Ukukhanya (2)
		Madubaduba and Moripe (2)
		Makometsane (2)
Cemetery	Site for cemetery	Ukukhanya (4)
		Madubaduba and Moripe (4)
		Makometsane (4)
Safety and Security	Shortage of CPF	Ukukhanya (4)
		Madubaduba and Moripe (3)
SASSA	Pay point	Makometsane (2)
		Ukukhanya (2)
		Madubaduba and Moripe (2)

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Youth development	Youth programmes	Makometsane (1)
		Ukukhanya (1)
		Madubaduba and Moripe (1)
Women Programs	Women programs	Makometsane (1) Ukukhanya(4) Madubaduba(4)
People with disabilities	Centre for the disabled	Ukukhanya (1)
		Madubaduba (1)
		Moripe (1)
Elderly People programme	Elderly programs	Makometsane (2)
		Ukukhanya (3)
		Madubaduba (3)
		Moripe (3)
Children's programs	Children programme implemented	Makometsane (4)
		Ukukhanya (4)
		Madubaduba and Moripe (4)
Agriculture	Operation of tractors	Ukukhanya (2)
		Moripe (2)
		Madubaduba (2)
SMME Development	SMME Development	Makometsane (2)
		Ukukhanya (2)
		Moripe (2)
		Madubaduba (2)
Tourism	Development OF Mkhombo	Makometsane (2)
		Ukukhanya (2)
		Moripe (2)
<b>WARD 20</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Bus & taxi tar road, cemetery road	Senotlelo (5)
Maintenance of access roads	Street roads , bridges	Senotlelo(6)
Water	Water reticulation shortage of water at section A,L,K,H,F,G	Senotlelo(1)
sanitation	Backlog of CWP toilets (1360)	Senotlelo(2)
Electricity	Two high mast lights ,4 additional	Senotlelo(3)
Land development	Establishment of township at new stands	Senotlelo (7)

Human Settlement	170 Backlog of PHP	Senotlelo(4)
Public transport	Road for bus and taxis	Senotlelo (2)
Community facilities e.g. community hall, library etc.	Tribal office ,Library indoors game	Senotlelo (13)
Art, Culture & Heritage	Heritage centre	Senotlelo (14)
Primary health care HIV/AIDS and social service	24 hrs, construction of clinic awareness campaigns	Senotlelo (1)
Education	Admin blocks	Senotlelo (3)
Recreation of facilities e.g sports ground, parks ect	Cleaning of sports grounds and creation of parks	Senotlelo (16)
Waste & environmental management	Cleaning campaign (CWP,EPWP), Dumping sites and dust bins	Senotlelo (15)
Cemetery	Proper gates, toilets, water and cleaning by CWP	Senotlelo(7)
Disaster management & fire fighting	Disaster management awareness for the community	Senotlelo(17)
Recreational facilities , sports ground, parks	Sport centre, Park renovation	Senotlelo(4)
Safety & security	Satellite office	Senotlelo (4)
SASSA	Satellite office	Senotlelo (5)
Youth development	Learnerships and youth skills Cooperative information centre	Senotlelo(6)
Woman programmes	Food security ,Art and Awareness culture	Senotlelo(12)
People with disability programme	Aid facilities	Senotlelo (8)
Elderly people program	food security Sports, dance, art & culture	Senotlelo (11)
HIV/AIDS program	Awareness campaign	Senotlelo(9)
Children's programme	Awareness campaign	Senotlelo(10)
Agriculture	De bushing, grazing and fencing	Senotlelo (1)
SMME Development	Shelter, market stalls and skills	Senotlelo (2)
Co-operative development	Training, skills and funds	Senotlelo(3)
Manufacturing	Broilers, bricks PVC	Senotlelo (5)

Tourism	Tourism officers at Mkhombo dam	Senotlelo (10)
Other Priorities	Paving of road to Magareng cemetery from tar road Community Hall	Senotlelo (1)
<b>WARD 21</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Storm water drainage	Kabete (1)
	Bus and taxi route	Part of Lefisoane (1)
Maintenance of access roads	Kabete new stand bus route	Kabete (1)
	Regravelling	Ramonanabela (1)
	Bus and taxi route	Part of Lefisoane (1)

Water	Water reticulation	Kabete (1)
	Standing pipe at Kabete, water net	Ramonanabela (1)
		Part of lefisoane (1)
Sanitation	VIP Toilets at Kabete new stands and chemicals of toilets	Kabete (2)
	VIP toilets and chemicals for toilets	Ramonanabela
	VIP toilets and chemicals for toilets	Part of Lefisoane (2)
Electricity	High mast lights	Kabete (1)
	Post connection	Ramonanabela (1)
	High mast light	Part of Lefisoane (1)
Land Development	Allocation of site land surveying	Kabete (1)
	Land Survey and allocation of site	Kabete (1)
	Land survey and allocation of site	Ramonanabela (1)
Human settlement	Construction of PHP	Kabete (1)
	Construction of PHP	Ramonanabela (1)
	Construction of PHP	Part of Lefisoane (1)
Community facilities (Community hall, library, etc)	Community hall and multipurpose centre	Kabete (1)
	Community hall	Ramonanabela (1)
	Community hall	Part of Lefisoane (1)
Art , Culture, Sports and recreation	Naming of streets and heritage sites	Kabete (2)
	Naming of streets and heritage sites	Ramonanabela (2)
	Naming of streets and heritage sites	Part of Lefisoane (2)
Primary Health Care, HIV/AIDS and Social Services	24 hour health care centre	Kabete (2)
	24 hour health care centre	Ramonanabela (2)
	New Clinic	Part of Lefisoane (3)
Education	Middle school renovation of sithenjiwe school	Kabete (1)
	ABET centre	Ramonanabela (2)
	Renovation of Kome primary school	Part of Lefisoane (2)
Recreational Facilities e.g. Sports	Cleaning of sports ground, sport complex, parks	Kabete (1) Ramonanabela (2)
	Sports Ground	
	Recreational Park	Part of Lefisoane (4)



Disaster management and Fire Fighting	Fire station	Kabete (4)
		Ramonanabela (4) Part of Lefisoane (1)
Waste and Environmental Management	Ashbins	Ramonanabela (3)
		Part of Lefisoane (3)
		Kabete (3)
Cemetery	Cleaning at parking outside, cutting trees, debussing	Ramonanabela (1)
	Fencing at cemetery old, extension of space	Part of Lefisoane (1)
	Debussing, cleaning at parking and extension of space	Kabete (1)
Safety and Security	Satellite Police Station	Ramonanabela (1)
	Satellite Police Station	Part of Lefisoane (1)
SASSA	Satellite office	Ramonanabela (2)
	Satellite office	Kabete (1)
	Satellite office	Part of Lefisoane (2)
Youth Development	Youth Advisory Centre	Kabete (1)
	Youth Advisory Centre	Ramonanabela (1)
	Youth Advisory Centre	Part of Lefisoane (1)
Women Programmes and Women with Disability Programmes	Day Care Centre	Kabete (4)
	Day Care Centre	Ramonanabela (4)
	Day Care Centre	Part of Lefisoane (4)
People with disability Programme	NGO for Social Work Service	Kabete (5)
		Ramonanabela (5)
		Part of Lefisoane (5)
	Old Age Centre	Ramonanabela (3)

Elderly People Programme		Kabete (3)
		Part of Lefisoane (3)
HIV/AIDS Programme	NGO for HIV/AIDS Care	Ramonanabela (1)
		Part of Lefisoane (1)
		Kabete (1)
Children's Programme	Children Literature Programme	Kabete (1)
		Ramonanabela (1)
		Part of Lefisoane (1)
Agriculture	Tractors, seeds, allocating space for farming	Kabete (1)
		Ramonanabela (1)
		Part of Lefisoane (1)
Co-operatives Development	Poultry farming	Kabete (2)
		Ramonanabela (2)
	Farming	Part of Lefisoane (2)
SMME Development	SMME Training	Kabete (2)
	Small industries	Ramonanabela (4)
Tourism	Tourism centre	Kabete (5)

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		Ramonanabela (4)
	Tourism centre	Part of Lefisoane (4)
Manufacturing	Brick making project	Ramonanabela (5)
		Part of Lefisoane (5)
<b>WARD 22</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Roads & Storm water	Tarred bus and taxi route	Part of Lefisoane (1)
	Storm water drainage	Lefiso (1)
	Bus and taxi route	Ditlhokwe (1)
	Side walks	Ditlhagane (1)
Maintenance of access roads	Paving of street	Part of Lefisoane (2)
	Roads be properly gravelled	Lefiso (1)
		Ditlhokwe (2)
Roads be properly gravelled	Ditlhagane (4)	
Water	Taps to be connected	Part of Lefisoane (4)
	Taps to stand pipes	Lefiso (3)
	Boreholes be cleaned	Ditlhokwe (1)
	Water out of laid pipes	Ditlhagane (2)
Sanitation	Phalane section to be provided	Part of Lefisoane (1)
	Backlog of five sections	Lefiso (2)
	Backlog of 80 stands	Ditlhokwe (4)
	Backlog of sanitation	Ditlhagane (3)
Electricity	Ext 4 post connection	Part of Lefisoane (1)
	Backlog of extension	Lefiso (1)
	Post and extension connection	Ditlhokwe (3)
	Extension of 80 stands	Ditlhagane (4)
Human settlement	A backlog of 40 PHP	Part of Lefisoane (1)
	A backlog of 30 PHP	Lefiso (2)
	A backlog of 80 PHP	Ditlhokwe (4)
	A backlog of 36 PHP	Ditlhagane (1)
Public Transport	A bid for transport	Part of Lefisoane (3)
	Transport availability	Lefiso (4)
	Transport from tar road	Ditlhokwe (2),Ditlhagane (1)

Community Facilities e.g. Community hall, library, etc	Community hall	Lefiso (1)
	Malatse as centre	Ditlhokwe (3)
Arts, Culture and Heritage	Lefisoane Heroes Playground	Part of Lefisoane (1)
	Open space at Paneng	Lefiso (2)
Primary health care HIV/AIDS AND Social services	Upgrading of Lefisoane Clinic	Part of Lefisoane (1)
	Improve the condition of maternity room	Lefiso (3)
	Address the issue of staff shortage	Ditlhokwe (2)
Education	Radijoko be renovated	Part of Lefisoane (1)
	Malatse school be upgraded	Lefiso (2)
Recreational Facilities e.g. Sports	Multipurpose centre for the whole ward	Ward 22 (1)

Waste and Environmental management	Dumping site for the whole ward	Ward 22
Cemetery	Cluster cemetery for the whole ward	Ward 22
Safety and security	Satellite police station at a central place to be identified	Ward 22
SASSA	Multipurpose centre at a central place to be identified	Ward 22
Youth Development	Information about youth to be well communicated	Ward 22
Women Programmes and People with disabilities programme	Programmes still to be established	Ward 22
People with disability programme	Some to be provided with sewing machines	Lefiso (1)
Elderly people programme	Buildings to be upgraded and provided with facilities	Part of Lefisoane (1) Lefiso (2),Ditlhokwe (4),Ditlhagane (3)
Children's Programme	Building and environmental programmes be extended	Part of Lefisoane (2) Lefiso (1),Ditlhokwe (4),Ditlhagane (3)
Agriculture	Masibuyele Emasimini be intensified	Ward 22
Tourism	Cultural Villages	Ward 22
Co-operatives Development	Workshop registered Cooperatives	Ward 22
Electricity	High mast light	Part of Lefisoane (1) Lefiso (2) Ditlhokwe (4),Ditlhagane (3)
Local Economic development	Shopping mall	Part of Lefisoane (2) Lefiso (1),Ditlhokwe (4),Ditlhagane (3)
<b>WARD 23</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Marapyane bus road and taxi road	Part of Marapyane (3)
	Storm water on all gravel road and tar road and building of tunnel at end of settlement	
Maintenance of access road	Re-silling of Goldstein road	Part of Marapyane (4)
Sanitation	Toilets building for the entire community , only 100 available	Part of Marapyane (6)
Electricity	Post connection of 50 households needed, list submitted	Part of Marapyane (5)
Land development	Proclamation of our village speeded up	Part of Marapyane (5)
Human settlements	100 houses needed according to identification and reconstruction of old houses	Part of Marapyane (3)
Public transport	Taxi rank	Part of Marapyane (3)
Community facilities e.g. community hall, sports ground	Multipurpose centre	Part of Marapyane (1)
Art, culture and heritage	Stalls for arts products	Part of Marapyane (2)
Primary health care HIV/AIDS and social services	Support home based care Renovation and reconstruction of Clinic	Part of Marapyane (4)
Education	Reconstruction of two primary schools	Part of Marapyane (5)

Recreational facilities e.g. Sports ground and parks	Park to be fenced Toilets at the park Workers at the park	Part of Marapyane (5)
Disaster management and fire fighting	Good response on disaster cases	Part of Marapyane (5)
Waste and environmental management	Fencing of sand mining sites	Part of Marapyane (5)
Safety and security	High mast light	Part of Marapyane (1)
SASSA	Accommodation of beneficiaries at community hall	Part of Marapyane (2)
Youth development	Construction of community centre	Part of Marapyane (4)
Woman programmes	Fencing of vegetable ploughing fields	Part of Marapyane (3)
People with disability programme	Wheelchairs supply Building of pavements Support for special schools	Part of Marapyane (5)
Elderly people programme	Accommodate them at community hall for pension grants	Part of Marapyane (5)
HIV/AIDS Programme	Make clinic more accessible by tarring the road	Part of Marapyane (5)
Children's programme	Monitoring of school transport	Part of Marapyane (5)
Agriculture	Masibuyele Emasimini programme monitoring	Part of Marapyane (5)
SMME development	Building of market stalls for business	Part of Marapyane (5)
Tourism	Preservation of our cultural sites	Part of Marapyane (5)
Cooperatives development	Workshops on how to get funding	Part of Marapyane (5)
Manufacturing	Building of small holding	Part of Marapyane (5)
Environmental management	Debussing of trees	Part of Marapyane (5)
water	Revitalizing all systems available	Part of Marapyane (1)
<b>WARD 24</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Matjila bus road tarred road and storm water	Part of Marapyane(1)
	Ga-Tshweu access road	Part of Seabe (2)
	Completion of pavement at Mmaduma	Mmaduma(1)
Maintenance of access road	Pavement on access road and internal road	Part of Marapyane(1)
	Re-gravelling road to cemetery and school	Part of Seabe(1)
		Mmaduma(1)
Water	Water reticulation and house connection	Part of Marapyane (1)
	House connection on some few house	Part of Seabe (1)
	House connection on some few houses	Mmaduma(1)
Sanitation	VIP Toilets highly needed	Part of Marapyane(1)
	Some few house needs VIP	Part of Seabe (3)
	Half the village need VIP Toilet	Mmaduma (2)
Electricity	Post connection	Part of Marapyane (1) Part of Seabe (1) Mmaduma (1)

Land Development	Town planning	Part of Marapyane (1),Part of Seabe (1) Mmaduma (1)
	Fencing of borrow pits	Part of Marapyane(1)
Human settlement	PHP house and disaster houses	Part of Marapyane (1),Part of Seabe (1) Mmaduma (1)
Public transport	Taxis inside the village	Part of Marapyane (1),Part of Seabe (1) Mmaduma (1)
Community Facilities	Library building Thusong service	Part of Marapyane (1)
	Community hall	Part of Seabe(1), Mmaduma (2)
Art culture and Heritage	Cultural village	Part of Marapyane (1)
	Cultural activities	Part of Seabe (2) Mmaduma (2)
Primary health care HIV/AIDS	New building of health centre	Part of Marapyane (1)

	Establishment of HBC	Part Seabe (2) Mmaduma (2)
Education	Additional classes at Ikageleng primary	Part of Marapyane (1)
	New building at Ramabifi primary school	Part of Seabe(1)
	Additional classes at Mmaduma Moloto	Mmaduma (1)
Recreational facilities	Improvement of soccer field and parks	Part of Marapyane (2)
	New park	Part of Seabe (1),Mmaduma (1)
Disaster Management	Training of fire fighter	Part of Marapyane(2),Part of Seabe (2) Mmaduma (2)
Waste and Environmental Management	Establishment of dumping site and provision on big bins	Part of Marapyane(2),Part of Seabe (2) Mmaduma (2)
Cemetery	Fencing of cemetery x2	Part of Seabe (2)
	Road to cemetery need to be paved	Mmaduma (1)
Safety and security	SAPS visibility and CPF forum	Part of Marapyane(2),Part of Seabe (1) Mmaduma (1)
Youth development	Job opportunities youth activities	Part of Marapyane(2),Part of Seabe (2) Mmaduma (2)
Woman programme	Co-operative for woman and people with disability	Part of Marapyane(2) Part of Seabe (2),Mmaduma (2)
People with disability	Skills development co-operative	Part of Marapyane(2),Part of Seabe (2) Mmaduma (2)
Elderly people programme	Old age home and activities	Part of Marapyane(2),Part of Seabe (2) Mmaduma (2)
HIV/AIDS	Awareness campaigns	Part of Marapyane(2),Part of Seabe (2) Mmaduma (2)

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Children's programme	Early child cares and drop centre	Part of Marapyane(2),Part of Seabe (2) Mmaduma (2)
Agriculture	Masibuyele Emasimini	Part of Marapyane(2),Part of Seabe (2) Mmaduma (2)
SMME Development	Co-operative SMME	Part of Marapyane(2),Part of Seabe (2) Mmaduma (2)
Tourism	Tourism site establishment	Part of Marapyane(2),Part of Seabe (2) Mmaduma (2)

Co-operative development	Training and support	Part of Marapyane(2),Part of Seabe (2) Mmaduma (2)
Manufacturing	Brick making Steel works	Part of Marapyane(2),Part of Seabe (2) Mmaduma (2)

**WARD 25**

<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Storm water	Part of Seabe(1),Part Nokaneng(1)
Maintenance of access road	Re-gravelling	Part of Seabe(1),Part Nokaneng(1)
Water	Reticulation	Part of Seabe(1),Part Nokaneng(1)
Sanitation	Toilets	Part of Seabe(3),Part Nokaneng(3)
Electricity	Electrification	Part of Seabe (2)
	Post connection	Part of Nokaneng (1)
Land development	Residential planning	Part of Seabe (1)
Human settlement	PHP houses	Part of Seabe(1),Part Nokaneng(2)
Community facilities	Community hall ,Youth centre	Part of Seabe(2)
	Library construction	Part of Seabe (2) Part of Nokaneng (1)
Art, culture and heritage	De-bushing	Part of Seabe(1) Part of Nokaneng(1)

Primary health care HIV/AIDS, social services	Care centre	Part of Seabe (3)
Recreational facilities	Sports ground	Part of Seabe (2) Part of Nokaneng (2)
Disaster Management	Division of camp	Part of Seabe (3)
Cemetery	Fencing	Part of Seabe (1)
Safety and security	Satellite police station	Part of Seabe (3)
SASSA	Provision of shelter for pensioners	Part of Seabe(1),Part Nokaneng(1)
	Construction of youth centre	Part Seabe (1)

Youth development	Entrepreneurship training	Part of Nokaneng (1)
Woman programme	Empowering woman in business	Part of Seabe (2)
Elderly people	Old age home	Part of Seabe (4)
	Sport ground	Part of Nokaneng (1)
HIV/AIDS Programme	Contribution of care centre	Part of Seabe (2),Part Nokaneng(2)
Children programme	Improvement of parks	Part of Seabe(3),Part Nokaneng(3)
Agriculture	Debushing	Part of Seabe(3)
	Fencing of farms	Part of Nokaneng(3)
SMME Development	Financial support, training and skill development	Part of Seabe (3),Part Nokaneng(3)
Tourism	Re-gravelling of access roads to guest house and tourist attraction	Part of Seabe(1),Part Nokaneng(1)
Co-operative development	Assistance with Registration	Part of Seabe, Part of Nokaneng
Manufacturing	Brick making project	Part of Seabe, Part of Nokaneng
<b>WARD 26</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>

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Construction Roads and storm	Storm water	Loding ext one(1),Sehoko (3) Moletji (5),Ramantsho(2), Part of Nokaneng(4)
Maintenance of access road	Road to cemetery	Loding ext one3),Sehoko (2) Moletji (1),Ramantsho(4) Part of Nokaneng(5),Semotlhase (1)Dihekeng(1)
Water	Rusterventer bulk line and maintenance of reservoirs and reticulation	Loding( 1),Sehoko (1),Moletji (1) Ramantsho(1),Part of Nokaneng (1)
Sanitation	VIP Toilets	Loding (1),Sehoko (1) Moletji (1),Ramantsho(1) Part of Nokaneng(1),Semotlhase(1)
Electricity		Loding(1),Sehoko , Semotlhase ,Moletji & Ramantsho (1)
Land Development	Mining ,Tenure upgrading	Loding(1),Part of Nokaneng(1)
Human settlement	PHP & RDP Houses	Loding (3),Sehoko (1) Moletji (1),Ramantsho (1) Part of Nokaneng (1)

Public Transport	Bus & Taxi route contraction  Bus shelter	Loding(1),Sehoko(1) Moletji (1), Ramantsho, Sehoko (1) Part of Nokaneng
Community facilities	Community hall Library Stadium	Loding (1),Sehoko (2) Moletji (4) Ramantsho(3) Part of Nokaneng(2)
Art, culture and heritage	Exhibition centre	Part of Nokaneng(1)
Primary health HIV/AIDS and social service	Support system	Loding(1)
Recreation facilities	Mini park Tennis court Park sports facility	Loding (1) Sehoko (1) Moletji (2) Ramantsho(1) Part of Nokaneng(2)
Disaster Management	Awareness/training about disaster	Loding
Waste and Environment Management	Dumping site & dust bins, Skips collecting waste	Ward 26(1)



Cemetery	Fencing of cemetery, toilets,	Loding (1) Sehoko (1) Moletji (1) Ramantsho(1) Part of Nokaneng & Semotlhase (1)
Safety and security	Satellite police station	Moletji
SASSA	Pay points for pensioners Shelter for pensioners	Sehoko (1) Loding(3)
Youth Development	Youth centre (multipurpose)	Ramantsho (2)
Woman programmes	Bead work centre and resuscitation of Loding flee market to be benefit local woman	Loding (3)
Disability programmes	Initiation of sign language & Braille school to be linked with Masinakane school for disability	Loding(2)
Elderly people	Day care for elderly people	Loding (1),Sehoko(2) Moletji (2),Ramantsho(3) Part of Nokaneng(1)
HIV/AIDS Programmes	Increase care givers	Sehoko

Children programme	Crèches upgraded to 24 hour day centre	Sehoko
Agriculture	Business stalls , livestock pounding centre	Loding(1),Sehoko(2)
	Goat farming	Moletji(1)
	BEE- farming, Gardening	Ramantsho/ Sehoko(3)
SMME	Small industries	Loding (3),Sehoko (3) Moletji (3),Ramantsho(3) Part of Nokaneng(3)
Tourism	Heritage site Game-parks Guest houses and lodge	Loding (1),Sehoko (2) Ramantsho, Sehoko and part of Nokaneng (1)
Co- operative development	Invite department like DEDET and SETA to assist	Loding(1) ,Sehoko (1) Moletji (1),Ramantsho(1) Part of Nokaneng(1)
Manufacturing	Clay calabashes factory Wood furniture, cane future	Loding (2) Sehoko, Moletji (3)

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Other	Mining salt survey Coal survey Abattoir (build abattoir) Live-stock auction Town planning	Loding(1) Moletji (1) Sehoko (2)
<b>WARD 27</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Bus and taxi route	Katjibane (2)
	F shaped tar road	Leseleseleng (1)
Maintenance of access road	Re-gravelling internal streets	Phomolong (3)
	Internal streets	Dark City (4)
	Internal streets Bus and taxi route	Chris Hani (5) Katjibane (2)
	Re-gravelling internal routes	Leseleseleng (2)
	Re-gravelling internal routes	Phomolong (3) Dark city (4)
Water	Bulk water supply	Leseleseleng (2)
		Phomolong (3)
		Dark city (4)
		Chris Hani (5)
		Katjibane (4)
Sanitation	Toilet construction	Leseleseleng (1)
		Phomolong (2)
		Dark city (3)

		Chris Hani (5)
		Katjibane (1)
Electricity	High mast light	Leseleseleng (1)
		Phomolong (1)
		Katjibane (5)
	New connection	Chris Hani (1)
		Dark City (1)
Land development	Shopping mall	Leseleseleng (4)
		Phomolong (3)
		Dark city (1)
		Chris Hani (2)

		Katjibane (1)
Human settlements	PHP houses	Leseleseleng (1)
		Phomolong (1)
		Dark city (1)
		Chris Hani (1)
		Katjibane (1)
Public Transport	Access to taxis in the village(going into the village)	Katjibane (2)
		Leseleseleng (1)
		Phomolong (5)
	More buses and taxis in the village	Dark city (4)
Chris Hani (3)		
Community facilities	Community hall	Katjibane (1)
	Multipurpose centre	Leseleseleng (2)
	Community park	Dark city (4)
	Public library	Phomolong (4) Chris Hani
Art, Culture, sports and recreation	Heritage site to be built	Ward 27
Primary health care HIV/AIDS and Social services	Expansion of the local clinic	Katjibane (1)
	Mobile clinic needed	Leseleseleng (2)
		Phomolong (5)
		Dark city(4)
		Chris Hani (1)
Education	Technical school needed	Katjibane (1)
	High school needed	Leseleseleng (2)
	Early childhood care centre	Phomolong (5)
	Early childhood care centre	Dark city(4)
	Primary school	Chris Hani (1)
	Adult education	Ward 27
Recreational facilities e.g. sports	Stadium	Katjibane (2)
	Indoor sports centre	Leseleseleng (1)

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	Tennis court	Phomolong (5)
	Tennis court	Dark city(4)
	Netball facility	Chris Hani (1)
Disaster management and fire fighting	Mobile fire centre	Ward 27(2)
Waste and environmental management	Waste collection	Leseleseleng (2)
		Phomolong (3)
		Dark city (4)
		Katjibane (1)
		Leseleseleng (5)
Cemetery	Fencing	Leseleseleng(2)
	New cemetery site to be identified	Phomolong (3)
	To be expanded	Dark city (4) Chris Hani (5) Katjibane (1)
Safety and Security	Satellite office needed	Leseleseleng (2) Phomolong (4) Dark city (3) Chris Hani (5)
	Fully fledged police station needed	Katjibane (1)
SASSA	Satellite office needed	Leseleseleng (1)) Phomolong (1)) Dark city (1) Chris Hani (1) Katjibane (1)
Youth Development	Youth multipurpose centre	Leseleseleng (2)
	Satellite youth centre	Phomolong (2) Dark city (2) Chris Hani(2)
	Youth advisory centre	Katjibane (1)
People with disability programmes	Centre for people with disability	Ward 27(1)
Elderly people programmes	Old aged home	Ward 27(1)
HIV/AIDS Programmes	HIV/AIDS Advisory centre	Ward 27 (2)
Children's programme	Child support centre	Ward 27(1)

Agriculture	Masibuyele Emasimini	Katjibane(1) Leseleseleng(2) Phomolong (4) Dark city (5) Chris Hani (3)
SMME Development	Satellite office	Katjibane(2) Leseleseleng(1) Phomolong (3)

		Dark city (4) Chris Hani (5)
Tourism	Tourism sites need be marketed and developed	Ward 27
Co- operatives	Assistant with establishment of cooperative	Ward 27 (2)
Manufacturing	Factories to be established	Ward 27

**WARD 28**

<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Dierefeng bus and taxi route	Part of Nokaneng (3)
	Magareng bus and taxi	Part of Mmamethhake (4)
Maintenance of access roads	Internal routes in Magareng, Nokaneng and Mmamethhake	Magareng (2)
		Dierefeng (1)
		Part of Nokaneng (2)
Water	Water reticulation needed in Dierefeng	Part of Mmamethhake (1)
		Magareng (4)
		Dierefeng (3)
		Part of Nokaneng (4)
Sanitation	VIP Toilets	Part of Mmamethhake (1)
		Magareng (3)
		Dierefeng (2)
		Part of Nokaneng (1)
Electricity	Apollo lights	Part of Mmamethhake (1)
		Magareng (1)
		Dierefeng (1)
		Part of Nokaneng (4)
		Part of Mmamethhake (1)

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Human settlements	RDP houses	Magareng (2)
		Dierefeng (3)
		Part of Nokaneng (1)
Community facilities, community hall, library etc	Community facilities	Part of Mmamethake (1)
		Magareng (1)
		Dierefeng (1)
		Part of Mmamethake (2)
Public transport	Public transport	Magareng (3)
		Dierefeng (1)
		Part of Nokaneng (1)
Art, Culture and heritage	Activities needed	Part of Mmamethake (1)
		Magareng (1)
		Dierefeng (1)
		Part of Nokaneng (1)
Primary health care	Primary health care	Part of Mmamethake (1)
		Magareng (1)
		Dierefeng (1)
		Part of Nokaneng (1)
Education	Middle school in Dierefeng	Part of Mmamethake (1)
		Magareng (1)
		Dierefeng (1)
		Part of Nokaneng (3)
Recreational facilities e.g. Sports	Construction of recreational facilities.	Part of Mmamethake (1)
		Magareng (4)
		Dierefeng (3)
	Improvement of all soccer fields.	Part of Nokaneng (4)
		Part of Mmamethake (1)
		Magareng (1)
		Dierefeng (1)
		Part of Nokaneng (1)
Disaster management and fire fighting	Disaster management	Magareng (4)
		Dierefeng (3)
		Part of Nokaneng (4)

		Part of Nokaneng (1)
Waste and environmental management	Waste removal	Part of Mmamethhake (1)
		Magareng (1)
		Dierefeng (1)
		Part of Nokaneng (3)
Cemetery	Cemetery fencing	Part of Mmamethhake (2)
		Magareng (2)
		Dierefeng (1)
		Part of Mmamethhake (1)
Safety and security	Safety and security	Magareng (2)
		Part of Nokaneng (3)
SASSA	Pensioner pay points	Part of Mmamethhake (4)
		Magareng (2)
		Dierefeng (1)
		Part of Nokaneng (1)
Youth development	Youth development	Part of Mmamethhake (1)
		Magareng (3)
		Dierefeng (1)
		Part of Nokaneng (4)
Agriculture	Agricultural processing	Part of Mmamethhake (1)
		Magareng (1)
		Dierefeng (1)
		Part of Nokaneng (1)
SMME Development	SMME development	Part of Mmamethhake (1)
		Magareng (1)
		Dierefeng (1)
		Part of Nokaneng (1)
Tourism	Tourism development	Part of Mmamethhake (1)
		Magareng (1)
		Dierefeng (1)
		Part of Nokaneng (2)
<b>WARD 29</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Storm water channels	Part of Mmamethhake (1)
Maintenance of access road	Patching of potholes, speed humps and street re- gravelling	Part of Mmamethhake (1)
	Speed humps	Part of Phake Ratlhagane (1)

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Water	Construction of water pipe	Part of Mmamethake (1)
	Rust de winter bulk water project	Part of Phake Ratlhagane (1)
Sanitation	Construction of VIP toilets	Part of Phake Ratlhagane (1)
Electricity	Post connection new houses	Part of Mmamethake (1)
	High mast light	Part of Phake Ratlhagane (1)
Land development	Development of new site	Part of Mmamethake (1)
		Part of Phake Ratlhagane (1)
Human settlement	PHP Houses	Part of Mmamethake (1)
		Part of Phake Ratlhagane (1)
Public transport	Sidewalks and shelters at bus stops	Part of Mmamethake (1)
	Taxi and bus route	Part of Phake Ratlhagane (1)
Community facilities e.g. community hall, library	Library community hall, post office	Part of Phake Ratlhagane (1)
	Soccer ground/ Stadium	Part of Mmamethake (1)
	Maintenance of park	Part of Phake Ratlhagane (1)
Primary health care HIV/AIDS and social services	Drop in centre	Part of Mmamethake (1)
Education	Fencing and renovations of primary school	Part of Mmamethake (1)
	Admin block at Madikole school	Part of Phake Ratlhagane (1)
Recreational facilities e.g. sports ground, parks etc	Fencing of parks	Part of Mmamethake (1)
	Re-gravelling of grounds	Part of Phake Ratlhagane (1)
Disaster management and fire fighting	Training of fire fighters	Part of Mmamethake (1)
Waste and environmental management	Food parcels and clothing	Part of Phake Ratlhagane (1)
	Dumping site	Part of Mmamethake (1)
	Skip for dumping	Part of Phake Ratlhagane (1)
Cemetery	Fencing of the cemetery and security	Part of Mmamethake (1)
Safety and security	Police patrol at Mmamethake and Phake	Part of Mmamethake (1)
		Part of Phake Ratlhagane (1)
SASSA	Allocation of vouchers	Part of Phake Ratlhagane (1)
Youth development	youth centre with skilled people	Part of Mmamethake (1)



		Part of Phake Ratlhagane (1)
Woman programmes	Project for women	Part of Mmamethhake (1)
		Part of Phake Ratlhagane (1)
People with disability programme	Employment opportunities by municipality and contractors and centre	Part of Phake Ratlhagane (1) Elderly people programme
Elderly people programme	Old age home	Part of Mmamethhake (1)
		Part of Phake Ratlhagane (1)
HIV/AIDS programme	HIV/AIDS awareness	Part of Mmamethhake (1)
		Part of Phake Ratlhagane (1)
Children's programme	Child support group	Part of Mmamethhake (1)
SMME development	SMME training	Part of Mmamethhake (1)
		Part of Phake Ratlhagane (1)
Tourism	Signage	Part of Mmamethhake (1)
		Part of Phake Ratlhagane (1)
Cooperatives development	Registrations	Part of Mmamethhake (1)
		Part of Phake Ratlhagane (1)
Electricity	Training	Part of Mmamethhake (1)
	New connections	Part of Phake Ratlhagane (1)
	Post connections	Part of Mmamethhake (1)
<b>WARD 30</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and storm water	Mantlole road all entrances, Rust winter access road	Phake Rebone (1) Phake Mantlole (1) Phake Thabeng (1) Part of Ratlhagane (1) Phake Rankaile (1)
Maintenance of access roads	Re-gravelling of all streets	Phake Rebone (1) Phake Mantlole (1) Phake Thabeng (!) Part of Ratlhagane (1) Phake Rankaile (1)
Water	Rust winter bulk water project, yard connection ad reticulation	Phake Rebone (1) Phake Mantlole (1) Phake Thabeng (!) Part of Ratlhagane (1) Phake Rankaile (1)

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Sanitation:	Water bone and sewer  (1)system(VIP Toilets	Phake Rebone (1) Phake Mantlole (1) Phake Thabeng (!) Part of Ratlhagane (1) Phake Rankaile
Electricity	230 houses	Phake Rankaile (1)
	Electrification of 6 houses	Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
		Part of Ratlhagane (1)
Land development	Grazing and Ploughing land	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
		Part of Ratlhagane (1)
Human settlements	PHP Houses	Phake Rebone (1) Phake Mantlole (1) Phake Thabeng (!) Part of Ratlhagane (1) Phake Rankaile
Public transport	No shelter at Pankop taxi rank	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
		Part of Ratlhagane (1)
Community facilities e.g. Community hall, library etc	Community hall, library, Post office	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
		Part of Ratlhagane (1)
Art, Culture and Heritage	Indigenous games	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
		Part of Ratlhagane (1)

Primary Health Care HIV/AIDS and Social services	Drop in centre	Phake Rankaile (1)
	Social service gym facility	Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
Education		Part of Ratlhagane (1)
	Admin block	Phake Rankaile (1)
	Building Preschool and park	Phake Rebone (1)
	Admin block at Mantlole Primary school	Phake Mantlole (1)
Recreation facilities	Clearing of Soccer grounds	Phake Rankaile (1)
	Mini stadium	Phake Rebone (1)
	Maintenance of parks	Phake Mantlole (1)

	Netball ground	Phake Thabeng (!)
		Part of Ratlhagane (1)
Disaster management and fire fighting	Training of fire fighters and food parcels and clothing to those who have experienced disaster	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
		Part of Ratlhagane (1)
Waste and environmental management	Dumping site Skip for dumping	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
		Part of Ratlhagane (1)
Cemetery	Fencing and toilets	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
		Part of Ratlhagane (1)
	Patrol and crime stop campaign	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
		Part of Ratlhagane (1)

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Youth development	Learnership and employment Workshop on business opportunities	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
		Part of Ratlhagane (1)
Women and people with disability programmes	Awareness campaign on business	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
		Part of Ratlhagane (1)
People with disability programme	Centre for disabled people	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
		Part of Ratlhagane (1)
Elderly people programme	Organize campaigns and programmes	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)

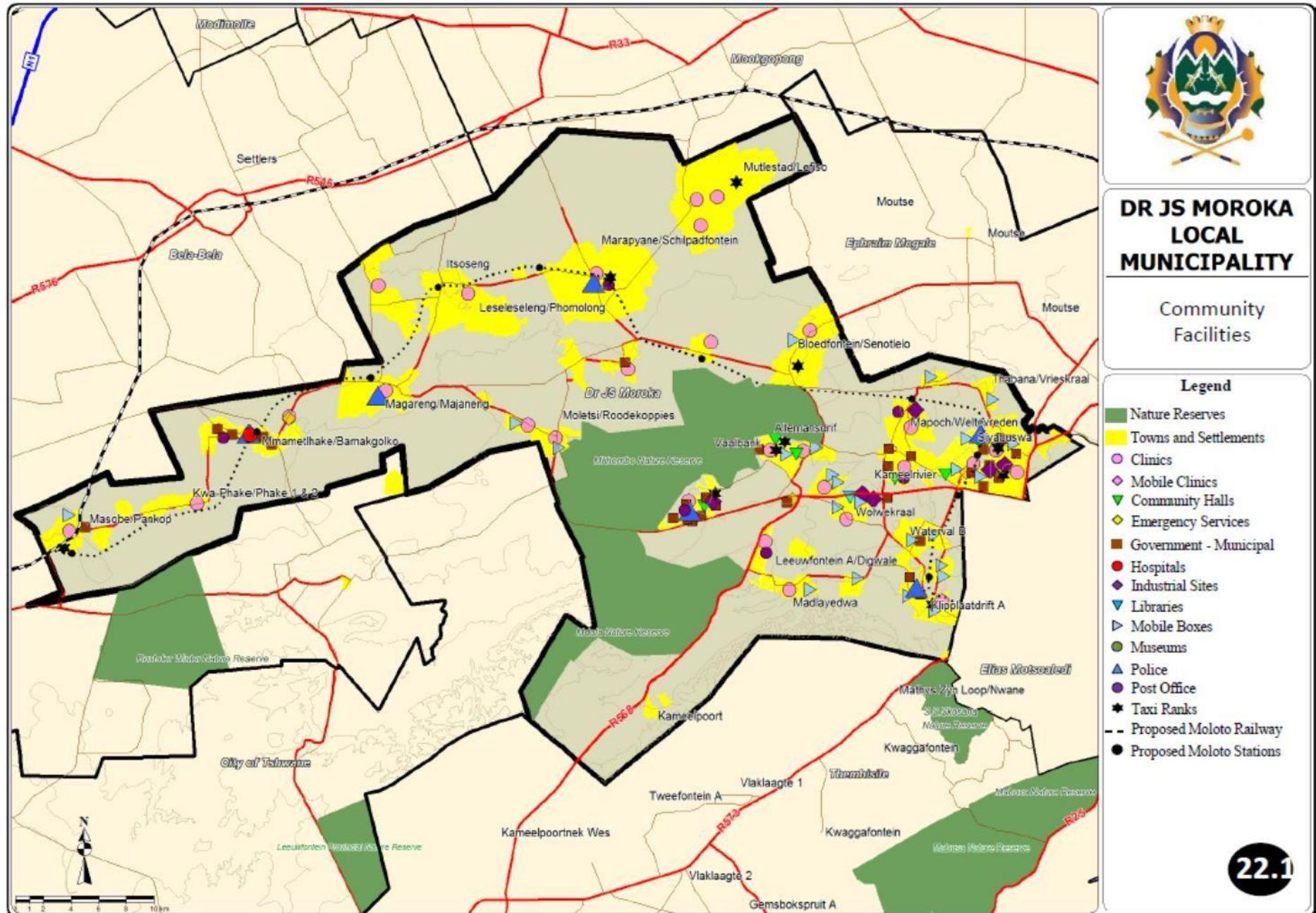
		Phake Thabeng (!)
		Part of Ratlhagane (1)
HIV/AIDS Programmes	Organize campaigns and programmes	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
		Part of Ratlhagane (1)
Children's Programme	Organize campaigns and workshop on children's rights	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
		Part of Ratlhagane (1)
Agriculture	Grazing and ploughing	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)

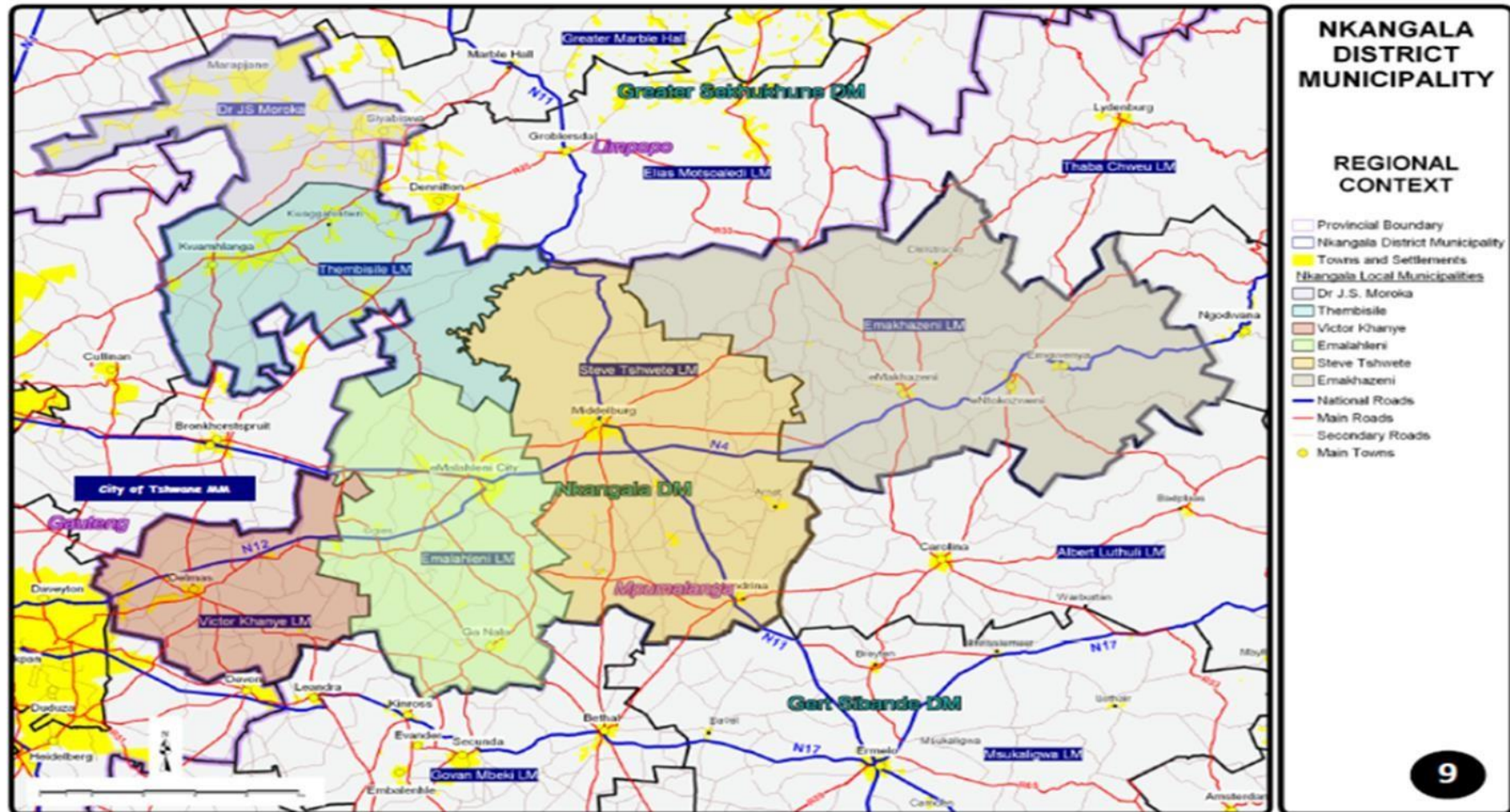
		Part of Ratlhagane (1)
SMME Development	Training on funding and registration	Phake Rankaile (1)
		Phake Rebone (1)
		Phake Mantlole (1)
		Phake Thabeng (!)
		Part of Ratlhagane (1)
Tourism	Tourism centre	Phake Rankaile (1)Phake Rebone (1) Phake Mantlole (1)Phake Thabeng (1) Part of Ratlhagane (1)
Co-operatives development	Registration and funding	Phake Rankaile (1)Phake Rebone (1) Phake Mantlole (1)Phake Thabeng (1) Part of Ratlhagane (1)Phake Rankaile (1)
<b>WARD 31</b>		
<b>IDP PRIORITY</b>	<b>PROJECT PROPOSAL</b>	<b>VILLAGE/PRIORITY NO</b>
Construction of roads and Storm water	Storm water construction at bus and taxi route	Masobye (1)
Maintenance of access road	Re- gravelling and filling of streets and water channels	Masobye (1)
Water	Bulk supply	Masobye (1)
	Reticulation	Masobye (1)
	House connection	Masobye (1)
	Reservoir	Masobye (1)
	Sanitation	VIP Toilets
	Sewer system	Masobye (1)
	Waterborne	Masobye (1)
Electricity	High mast light	Masobye (1)
	Strengthening power supply	Masobye (1)
	Cutting of trees	Masobye (1)
	Fencing of camps	Masobye (1)
Human settlements	PHP Houses roofing with asbestos	Masobye (1)
	PHP houses	Masobye (1)

## **DESCRIPTION OF THE MUNICIPAL AREA**

This Chapter will provide a strategic analysis of external and internal issues that impact on the Dr JS Moroka Municipal area. Dr JS Moroka Local Municipality is located in the Nkangala District Municipality in the province of Mpumalanga. The municipality is one of the six municipalities forming the Nkangala District Municipality. The municipality shares boundaries with Gauteng and Limpopo. Initially designated a homeland area under apartheid there is no obvious economic rationale or base for most of the towns and villages. The municipality has 61 villages, 31 wards with total population of 249 705 (census 2011) and 246 016 according to Community survey 2016, 62162 household, 99, 4% of whom are black African.

Dr J.S Moroka Local Municipality is a dynamic unity combining great potential and a beautiful setting. Our task is to bring about growth and development to the benefit of all our people, in their different communities, whilst maintain a balance with nature. The Dr J.S. Moroka Local Municipality boasts 3-4 unique economic features Mkhombo & Mdala Nature Reserves, Ndebele Arts, beadwork & Craft, Ndebele renowned artist (Esther Mahlangu) tourism and Agriculture are major potential economic driver in the area.







## **Nodal areas for development**

There is no distinct CBD within the Municipality. A range of activity nodes may however be discerned, mainly situated at the intersections of major routes. These activity nodes are;

- **Siyabuswa Node** in the eastern extents of the LM—highest concentration of activities, both formal and informal. It is an evolving second order service centre, and also contains the municipal headquarters.
- **Libangeni/ Siyabuswa four way cross**
- **Vaalbank Node** – municipal offices, retail facilities, and a transportation terminus for the future growth of the municipality.
- **Marapyane Informal Settlement** in the central extents of the LM – retail facilities and transportation terminus. This node is of significant nature in that mixed land use development is already taking place.

## SOCIO ECONOMIC PROFILE

<b>No of Households:</b>  62 367	<b>Population:</b>  246016	<b>Total Number of wards: 61</b>	<b>Population by gender:</b> Male: 47% Female:41.8% Youth : 45.1%	<b>Unemployment Rate: 46.6%</b>	<b>Poverty level:</b>  43.6%
<b>No households with formal households:</b>  54564	<b>No households with hygienic toilets:</b>  10231	<b>No households with piped water:</b>  13769	<b>No of households with electricity:</b>  59365	<b>No of households with formal refuse removal:</b>  13412	<b>Economic growth (contribution to GVA):</b>  0,3%
<b>Main economic sectors:</b> Agriculture	<b>Community services:</b> 0.2%	<b>Trade:</b> 6.5%	<b>Private Households:</b>	<b>Transport:</b> 0.1%	<b>Agriculture:</b> 0,95%
<b>Human Development Index:</b> 0.28%	<b>HIV Prevalence:</b> 30.4%				

Source: stats 2011, 2013, 2016

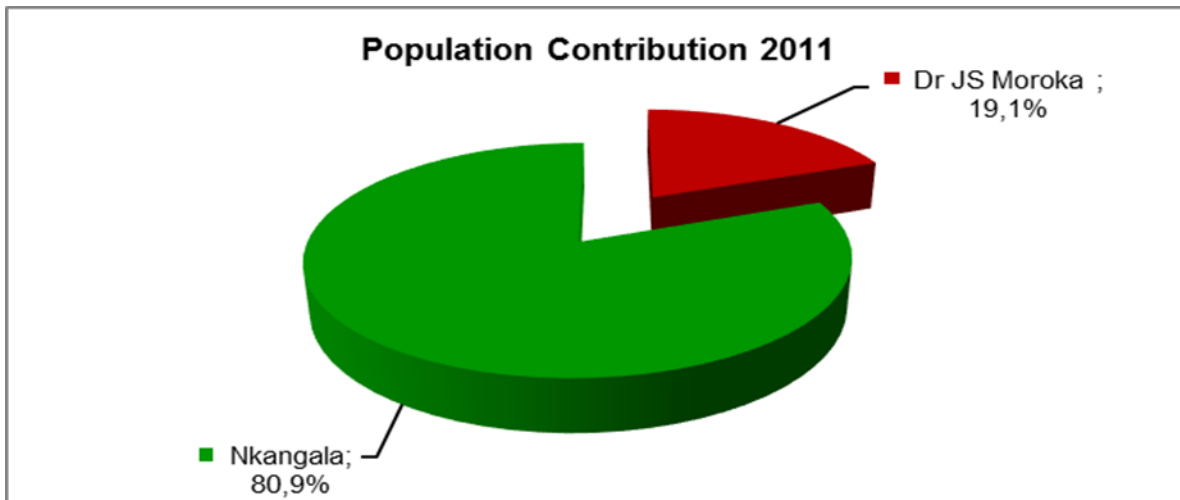
## SITUATIONAL ANALYSIS

In order to properly plan for the development of the Dr J.S. Moroka Local Municipality, it is critical to understand the need of Dr J.S. Moroka's population, its relevant demographics as well as the estimated trends in development for the 2017/8 financial year.

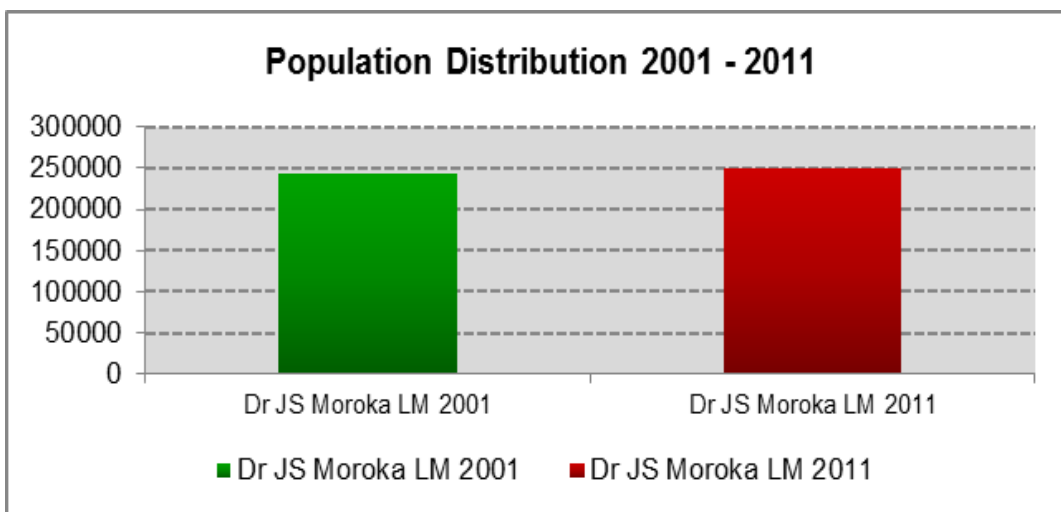
## POPULATION PROFILE

The Dr JS Moroka LM experienced a slight increase in the total population from 243 310 in 2001 to 249 705 in 2011 as shown in Diagram 1. The population percentage increase calculated for the time period 2001 to 2011 is 2.5%, which translates into approximately 6359 people. The total population of Dr JS Moroka contributed 19.1% towards the total Nkangala Population (table 2). According to Community survey 2016 the population size decline to 246 016 as compared to stats 2011. The population in table 1 and 2 indicate the population profile of the Dr JS Moroka LM and the respective functional areas

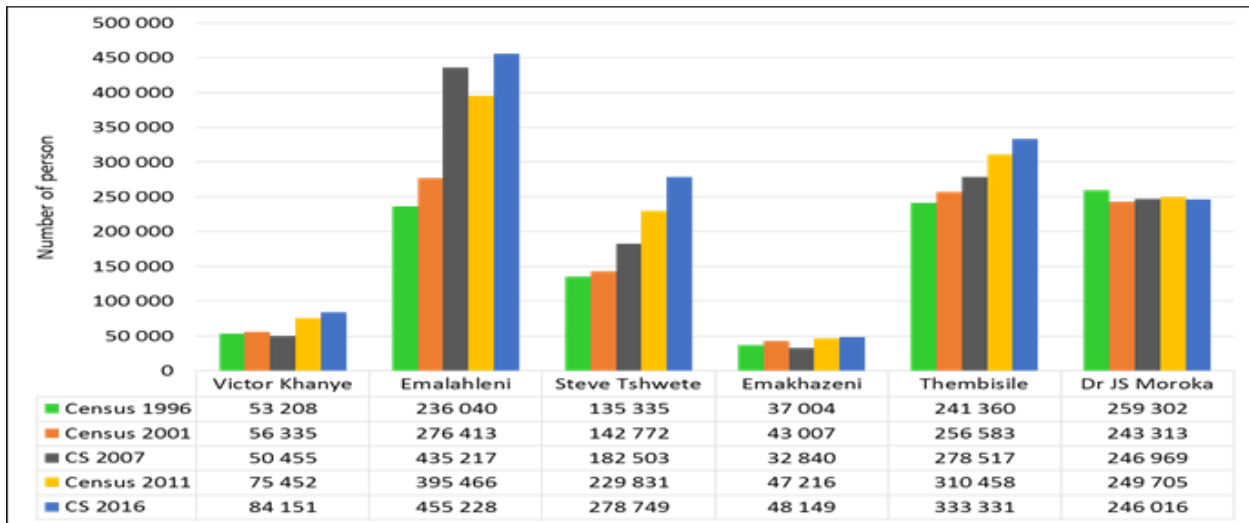
**(Source: stat sa 2011, ) Table 1 : Dr JS Moroka Population Distribution 2001-2011**



**Table 2: Dr JS Moroka Population Contribution to District 2011 Source: Statssa 2011**

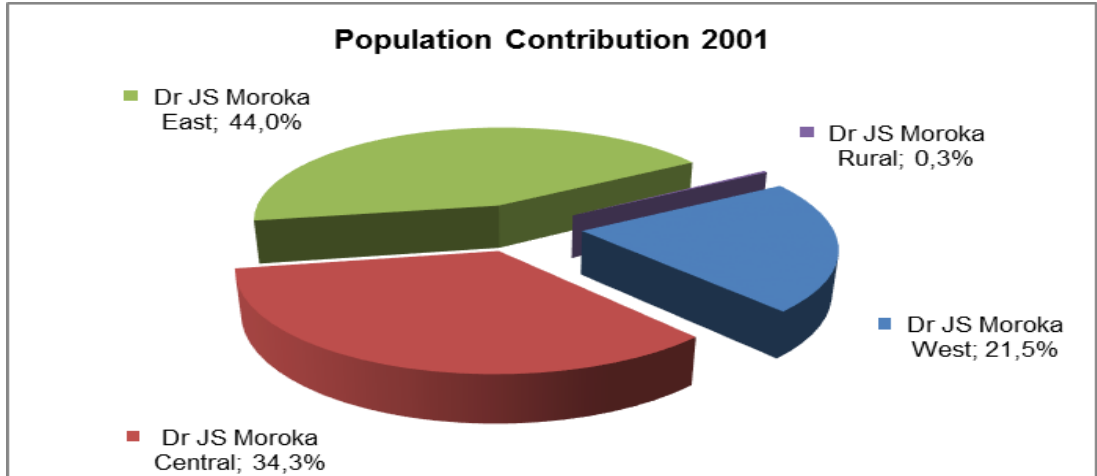


**Table 3:** Population of Dr JS Moroka Local Municipality accounts to 19.1% of the Total population of Nkangala District Municipality as of 2011 Statssa survey. And in terms of community survey 2016, the population has declined to 246 016.



Source: Statssa; 1996, 2001, 2007, 2011 & 2016

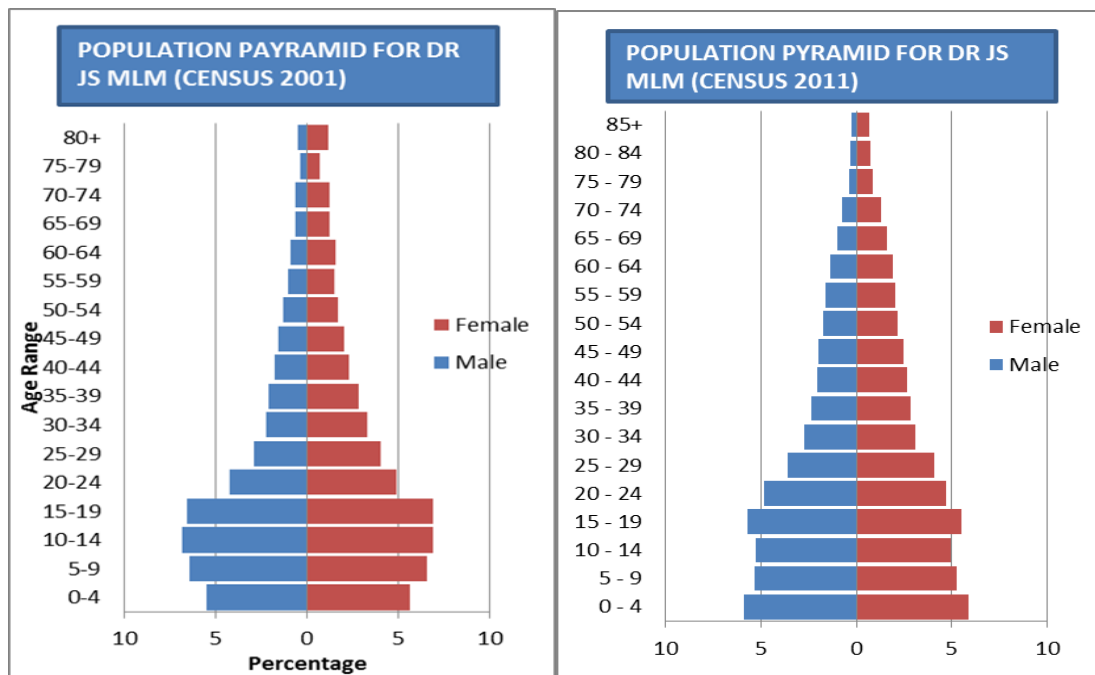
**Table 4: Dr JS Moroka Population Contribution 2011(source: stats sa )**



Source: Statssa 2011

Table 3 and 4 indicate that majority of the Dr JS Moroka population is concentrated within the eastern section (44.0%) of the local municipality (Klipplaatdrift and Siyabuswa), compared to the western area (21.5%) which has the lowest population concentration (Masobe, Phake, Magareng/ Majaneng and Leseleseleng/ Phomolong). The rural area of Dr JS Moroka has no significant points of concentration as the population is scattered throughout the rural area (0.3%).

**The age and sex** structure of the population is a key determinant of population change and dynamics. The shape of the age distribution is an indication of both current and future needs regarding educational provision for younger children, health care for the whole population and vulnerable groups such as the elderly and children, employment opportunities for those in the economic age groups, and provision of social security services such as pension and assistance to those in need. Age and sex structure of smaller geographic areas are even more important to understand given the sensitivity of small areas to patterns of population dynamics such as migration and fertility (**source: stats sa**) **graph 1.**



**Household Size**

The total population and the number of households within the Dr JS Moroka LM translate into approximately 4.0 people per households. Table 5 is a summary of the total population, number of households and households’ size.

**Table 5: Household Size**

	Total Population	Number of Households	Household Size
Dr JS Moroka LM	249669	62,162	4.0

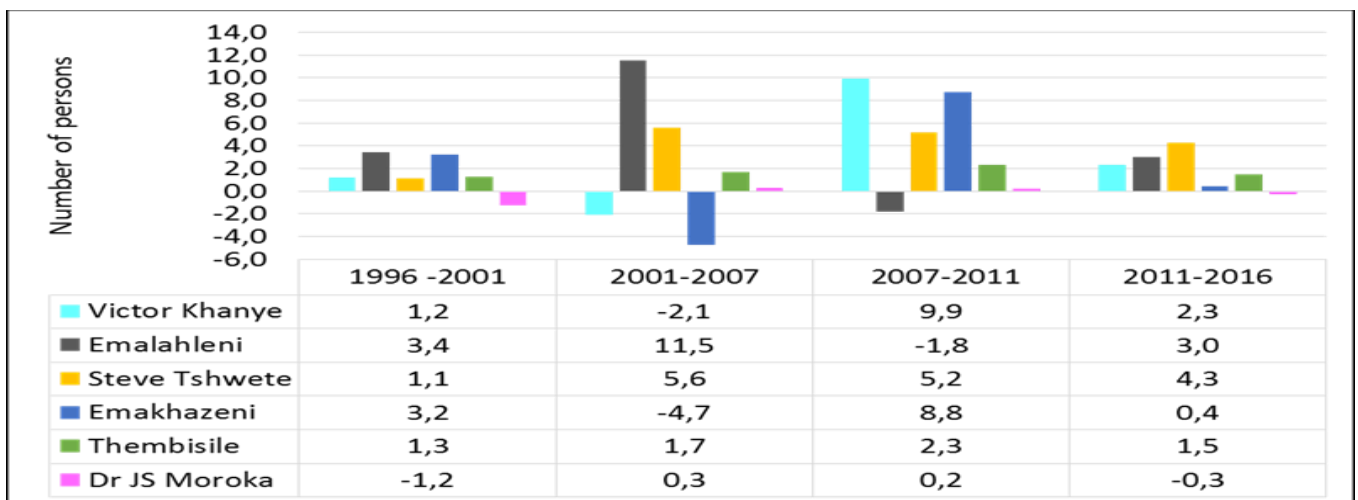
## Population Projections

From the historic census data, population growth trends can be deduced and accordingly population projections can be made. Table 6 indicates the historic population numbers and relevant population projections for the Nkangala District and the Dr JS Moroka LM for 2020 and 2030.

**Table 6: Population Projections**

Population	2001	2011	2020	2030
Dr JS Moroka	243,310	249,669	265,398	274,952

## POPULATION GROWTH



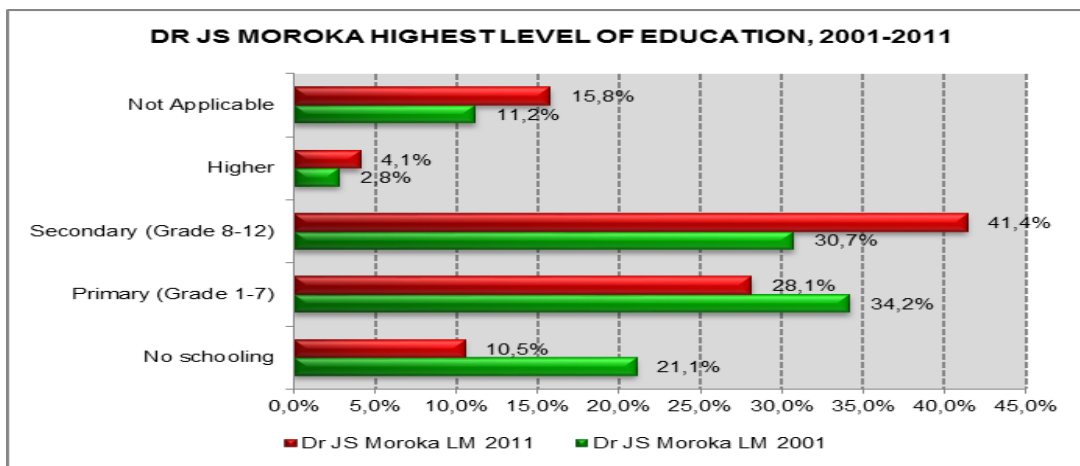
Source: community survey 2016 : table 7

Between 1996–2001, the population of Dr JS Moroka Local Municipality has shown decline by 1,2% and from 2001-2007 had increase by 0,3%, and by 2007-2011 another increase by 0,2% and from 2011-2016 decline by -0,3%.

## EDUCATION

The education profile provides an indication of the literacy levels of the Local Municipality. Table 7 illustrate the highest level of education for the Dr JS Moroka LM and the respective functional areas.

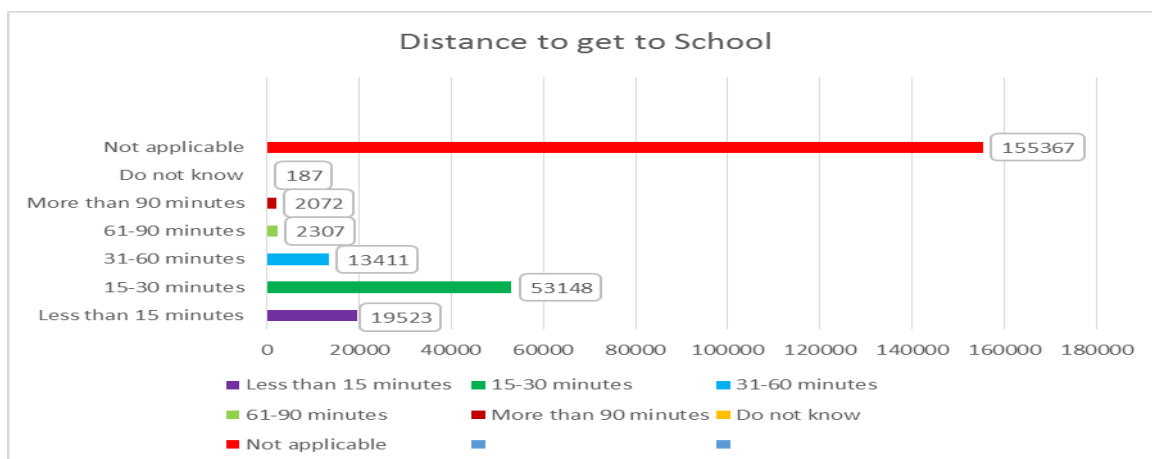
**Table 8: Dr JS Moroka Highest Level of Education 2001- 2011, Source: stats sa**



As indicated in table 8, Dr JS Moroka LM experienced an increase in the highest level of education from 2001 to 2011 in the categories Secondary (Grade 8-12) (from 30.7% in 2001 to 41.4% in 2011) and Higher (2.8% in 2001 to 4.1% in 2011). For the same time period the following education categories declines; Primary (grade 1-7) (from 34.2% in 2001 to 28.1% in 2011) and no Schooling (from 21.1% in 2001 to 10.5% in 2011).

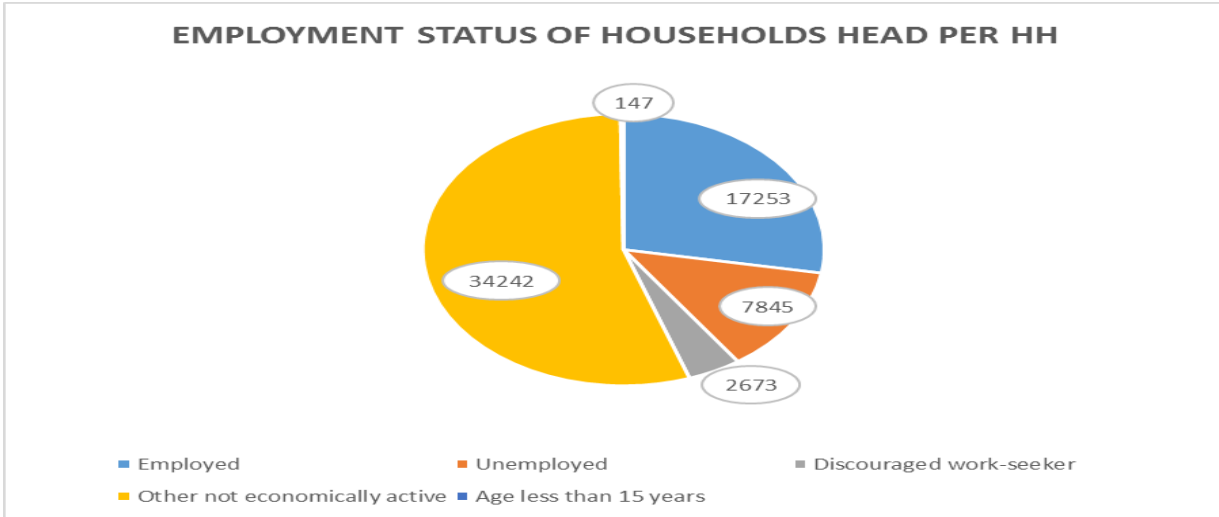
53 148 people travel a distance of between 15 30 minutes to get to school, followed by 19 523 people who travel less than minutes to get school. 2 307 and 13 411 people travel distance of between 30 and 60 minutes to get to school, and 2 072 travel for more than 90 minutes.

Table 9



**Source: Community Survey 2016**

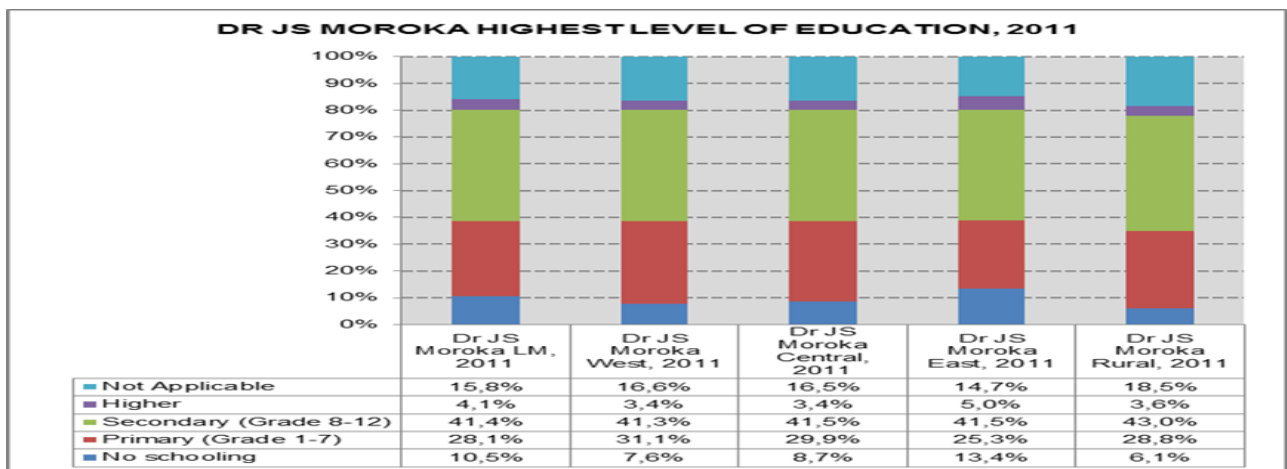
Table 10



Source: Community Survey 2016

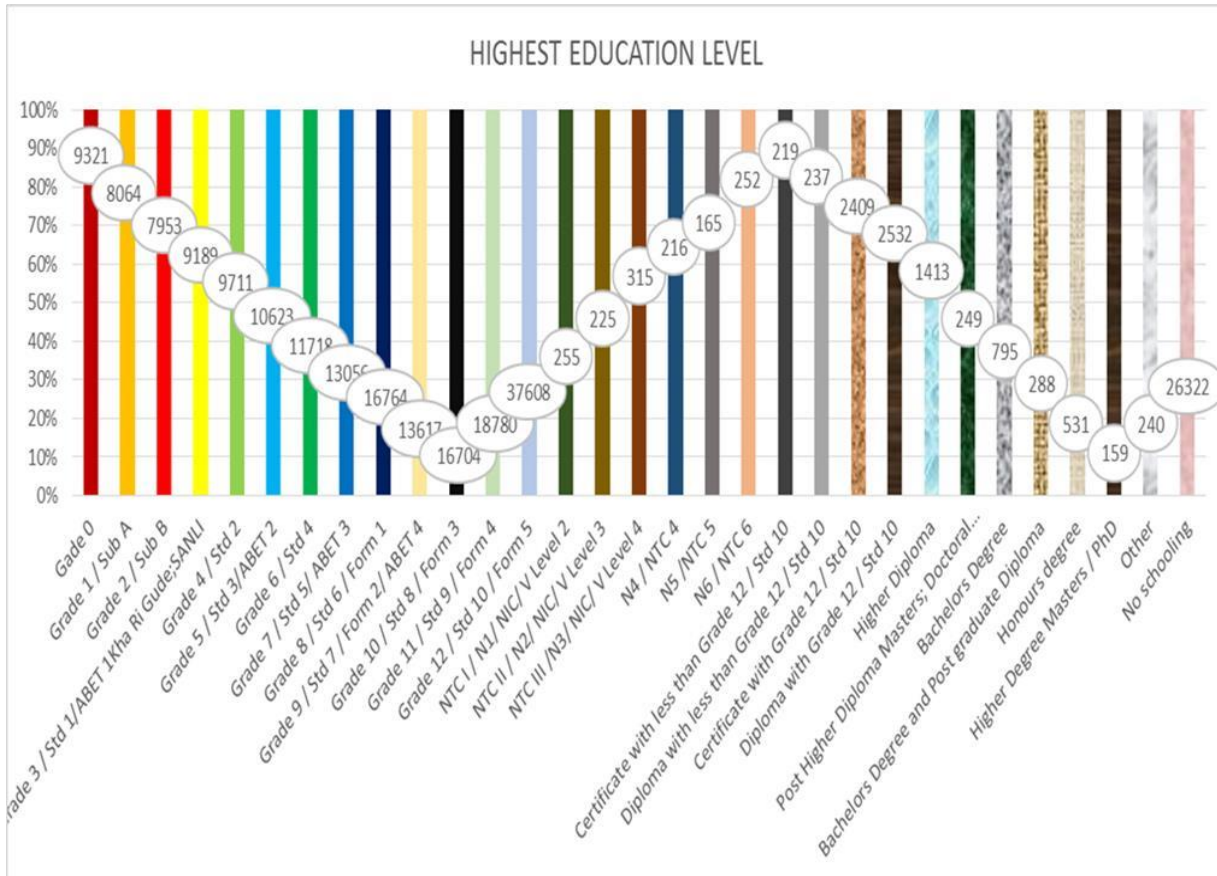
From table 8, it is clear that throughout the Local Municipality the education levels are relatively constant with most individuals having at least a Secondary (Grade 8-12) level of education (41.1%).

Table 11: source stats sa 2011





**Table 12**



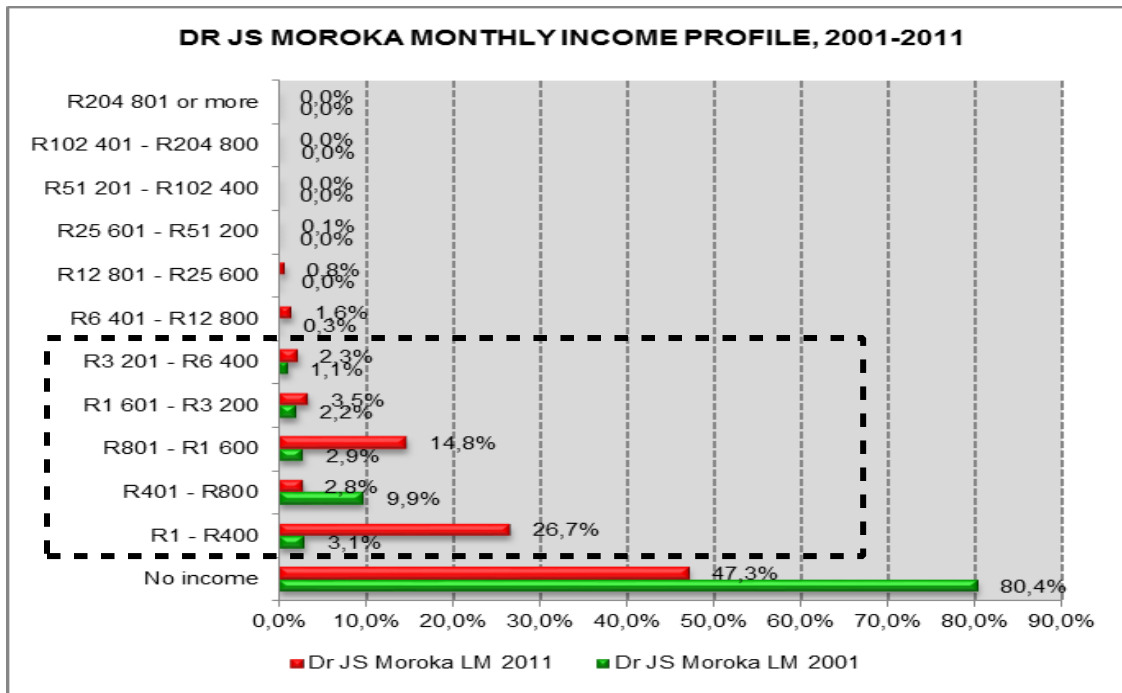
Source: Stats' Community Survey 2016

37 609 people in Dr JS Moroka Local Municipality managed to study up to a matric level and were able to acquire the matric certificate, against 90 639 of people who were went through high school but never completed the matric /grade 12 . 26 322 people are without schooling and 3 435 people were able to go as far as tertiary level with different qualification in high diploma, doctoral diploma, bachelor's degree, post graduate diploma, honours degree and masters/PhD.

**INCOME DISTRIBUTION STATISTICS**

The monthly income per households, as depicted in below table, increased significantly from 2001 to 2011. The total number of households earning no income decreased from 80.4% in 2001 to 47.3% in 2011. Households earning a monthly income of R0-400 increased significantly from 3.1% in 2001 to 26.7% in 2011and households earning an income from R801-R1600 increased significantly from 2.9% in 2001 to 14.8% in 2011.

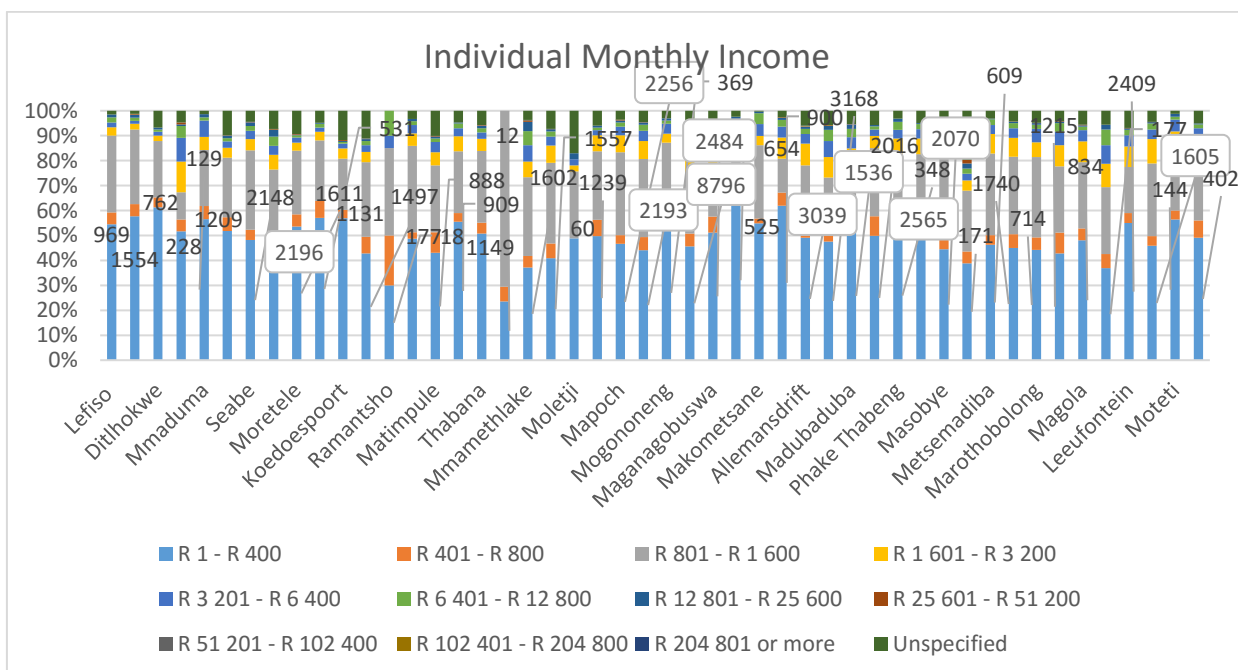
**Table 13**



Source: Statssa 2011

The overall monthly income levels are very low and well below the minimum living level (MLL) estimated at R4 000 to R4 500 per month for 2014 (National Treasury). At minimum, 97.4% of households (for 2011) within Dr JS Moroka LM earned a monthly income well below the MLL. This indicates high dependency levels of households on government grants and services.

**INDIVIDUAL MONTHLY INCOME: table 14**

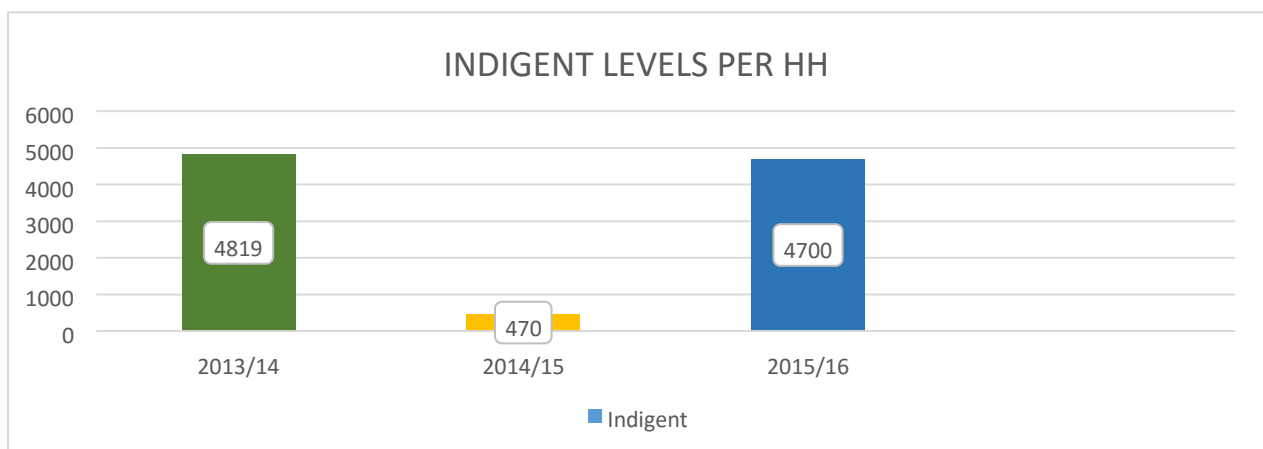


Source: community survey 2016

### Monthly Individual Income

Income	Person
R 1 - R 400	64 515
R 401 - R 800	6837
R 801 - R 1 600	35 931
R 1 601 - R 3 200	8547
R 3 201 - R 6 400	5523
R 6 401 - R 12 800	3966
R 12 801 - R 25 600	1890
R 25 601 - R 51 200	258
R 51 201 - R 102 400	42
R 102 401 - R 204 800	42
R 204 801 or more	45
Unspecified	7311

The highest number of people living on monthly income of R1 - 400.00 is 64 515, followed by 35 931 people living on R081 – R1 600, as compare to those who live on monthly income between R6 402 – R204 800 which accounts for 11 766 people. In 2013/14 financial year, the municipality had 4819 households on indigent register receiving free basic services from the municipality, the number decrease to 470 households in 2014/15 and 2015/16 financial the number increase to 4 700 households as indicated in the table 15 below.

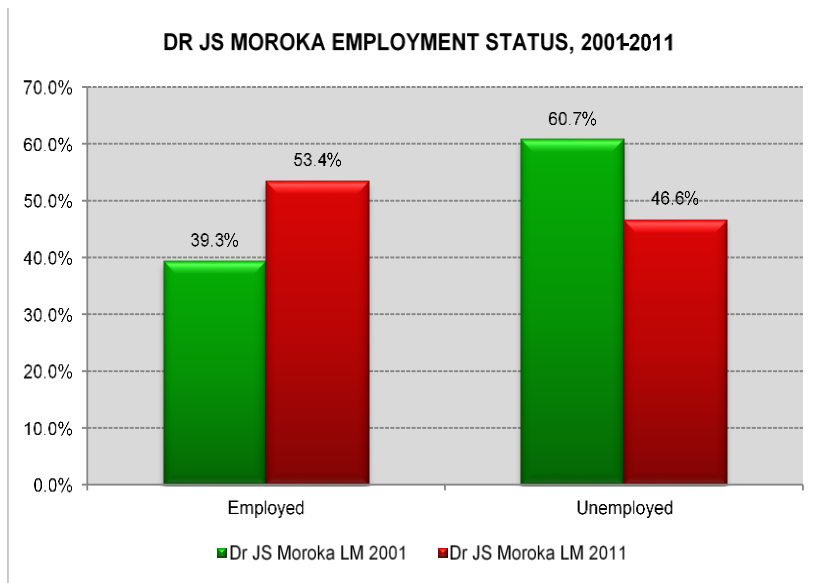


Source: Municipal Indigent Register 2015/16

### EMPLOYMENT

Employment status is a good indication of the economic environment of a Municipality. Diagram 3 and 4 indicate the employment status of the Dr JS Moroka LM and respective functional areas.

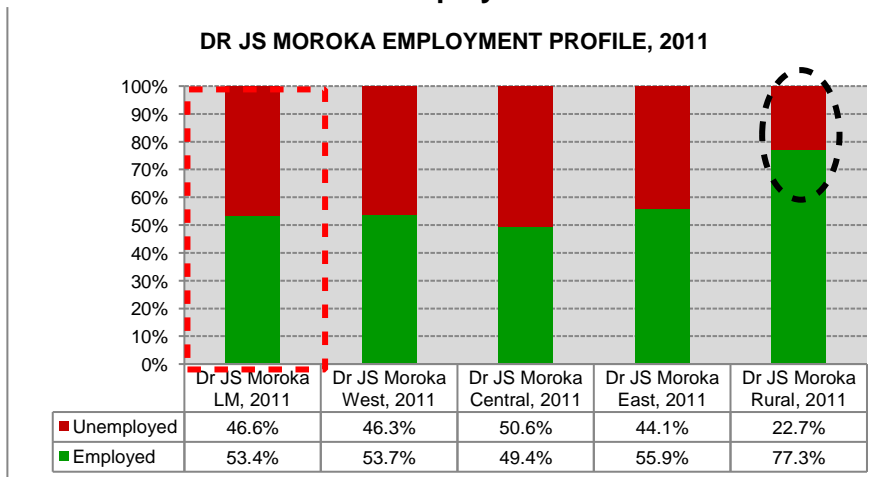
**Table 16: Dr JS Moroka LM Employment Profile 2001-2011**



Source: Stats 2011

The employment levels increased with 14.1% from 39.3% in 2001 to 53.4% in 2011. Similarly, unemployment decreased from 60.7% in 2001 to 46.6% in 2011. The increase in employment is positive, although the overall level of unemployment is still very high (46.6%).

**Table 17: Dr JS Moroka LM Employment Profile 2011**



Source: stats SA 2011

As shown in table 16, the Western, Central and Eastern section of Dr JS Moroka has similar employment levels as compared to the Local Municipality. It is noted that the rural area of Dr JS Moroka has

significantly higher employment rate (77.3%). Table 17 indicates the 2011 employed segment and the economically active population (EAP) segment

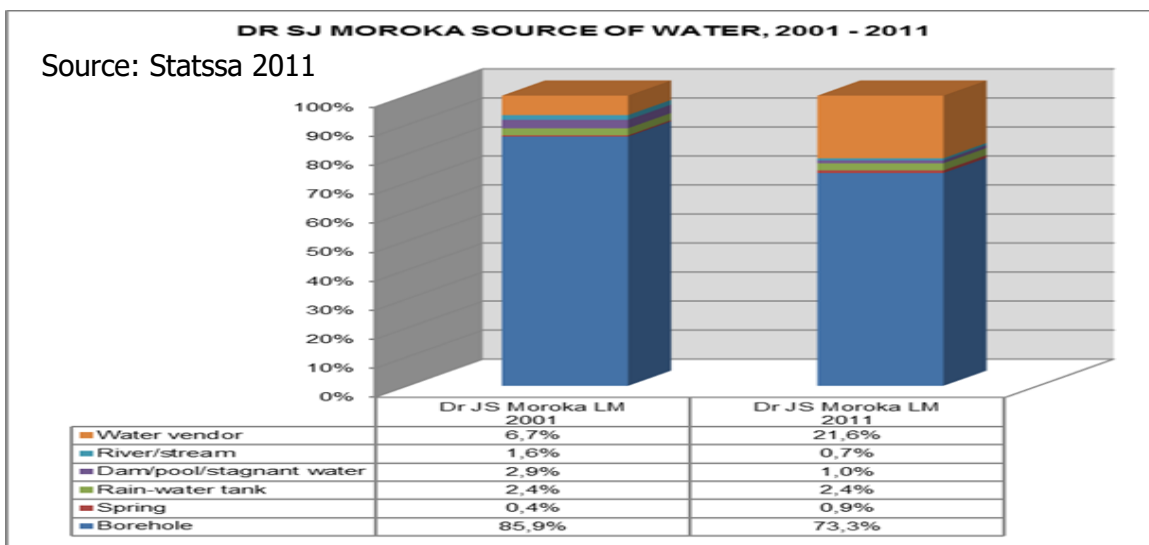
**HOUSEHOLD (HH) PROFILE AND SERVICES**

The constitution of South Africa states that all Municipalities must construct and maintain a range of infrastructure that facilitates local economic activity and creates an enabling environment for economic growth. The following infrastructure categories are amongst the key within the municipality; water and sanitation, waste and electricity. Water provision is divided into two categories, namely Source of Water and Piped Water.

▪ **SOURCE OF WATER**

table 18 and 19 illustrate the Source of Water for the Dr JS Moroka LM and the respective functional areas for the time period 2001 to 2011. Households utilizing a water vendor as source of water increased significantly from 6.7% in 2001 to 21.6% in 2011 as the total number of households that utilize a borehole as source of water declined from 85.9% in 2001 to 73.3% in 2011, .

**Table 18**



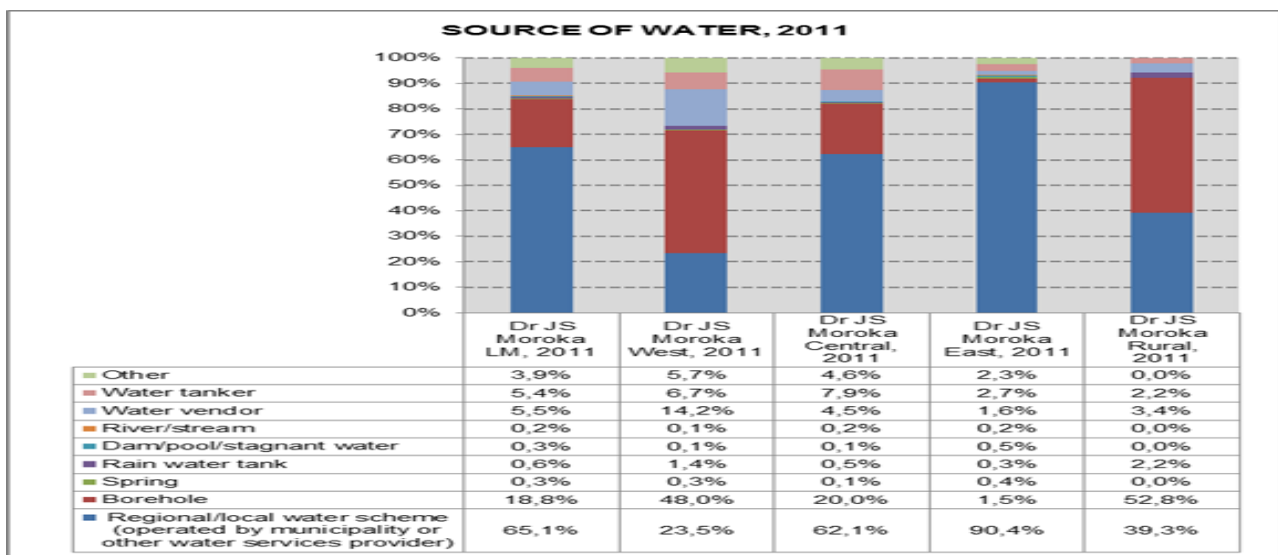
▪ **PIPED WATER**

The following table illustrate the Geography by Piped Water for the Dr JS Moroka Local Municipality and the respective functional areas for the period 2001 to 2011. (Note: Only the following four categories could be compared in terms of the 2001 and 2011 census due to changes in categories between the two censuses:

- Piped water inside dwelling
- Piped water inside yard
- Piped water on community stand: distance less than 200m from dwelling
- Piped water on community stand: distance greater than 200m from dwelling).

As indicated in table 10, the total number of households that have access to piped water within their dwelling increased from 5.7% in 2001 to 18.2% in 2011, in addition households that have access to piped water within their yard increased from 66.2% in 2001 to 71.6% in 2011.

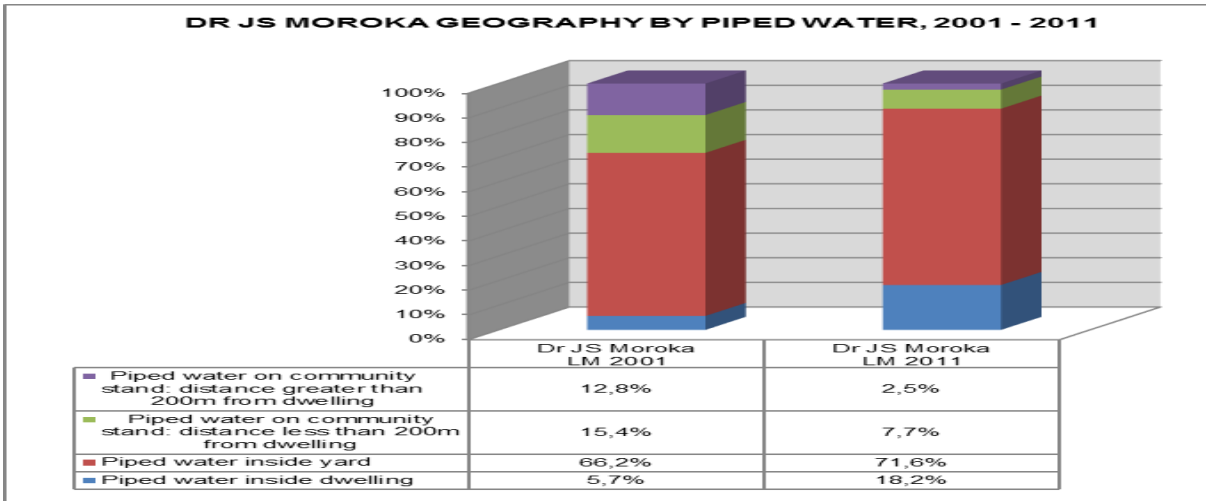
Table 19



Source: Statssa 2011

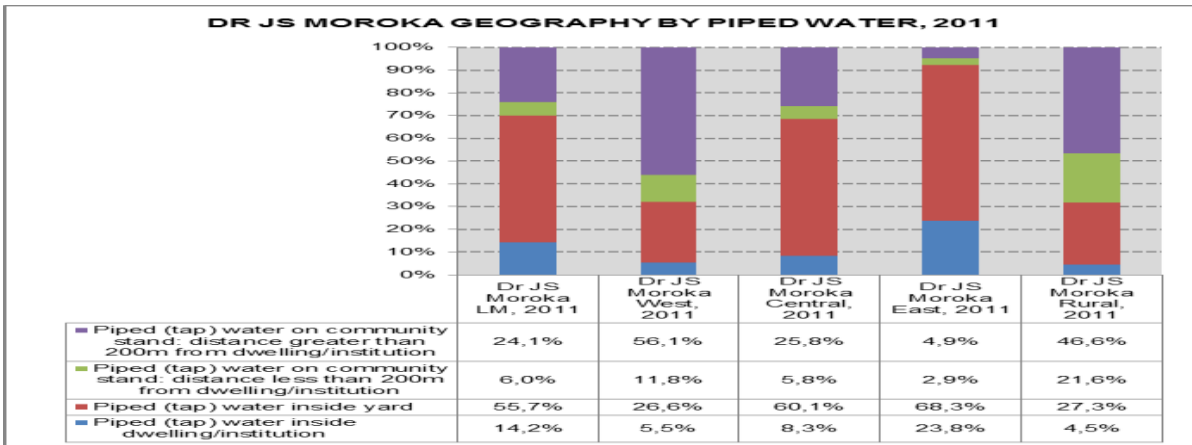
Comparing the functional areas within the LM, it is clear that households located within the eastern section of the LM have the highest number of households that have access to piped water within their dwelling (23.8%) or piped water within their yard (68.3%). Households within the western section (56.1%) and the rural areas (46.6%) of the LM has the highest number of households that only have access to piped water on a communal stand located a distance from their dwelling.

**Table 20 : Dr JS Moroka Geography by piped water,2001-2011**



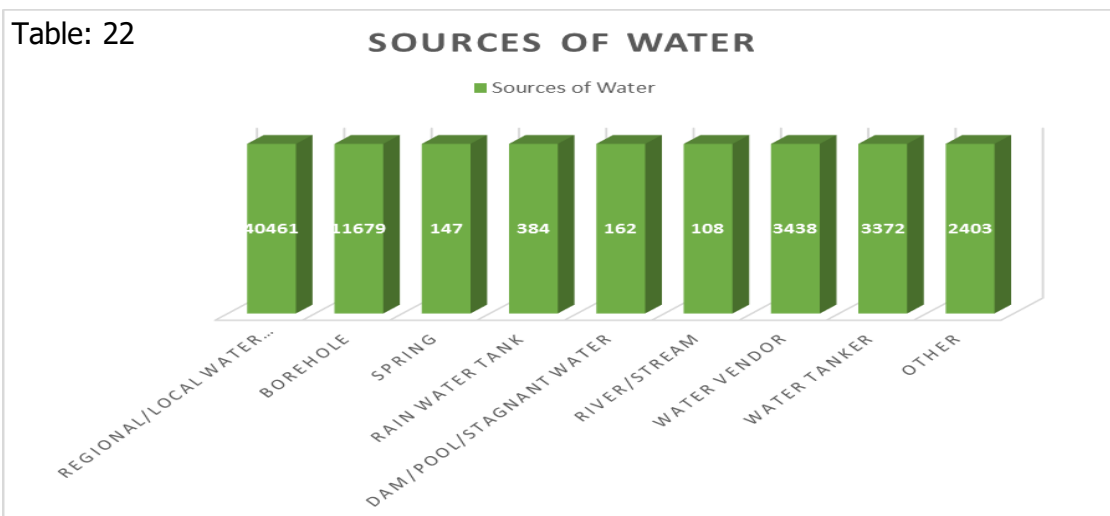
Source Statssa 2001 - 2011

**Table 21**



(Source stats 2011)

**Table: 22**

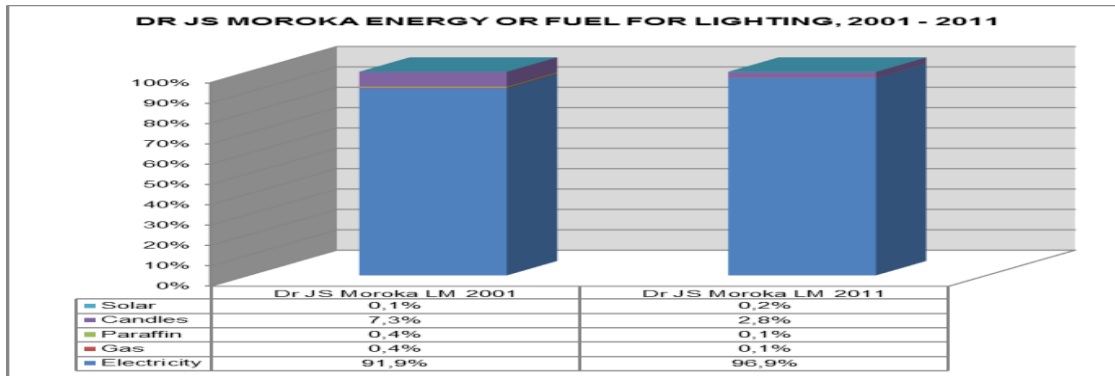


Source: Community Survey 2016

**ELECTRICITY**

The number of households that have access to electricity as primary form of energy or fuel for lighting increased slightly from 91.9% in 2001 to 96.9% in 2011, as indicated in table 13. In turn, the total number of households that utilize candles as primary form of energy or fuel for lighting decreased from 7.3% in 2001 to 2.8% in 2011.

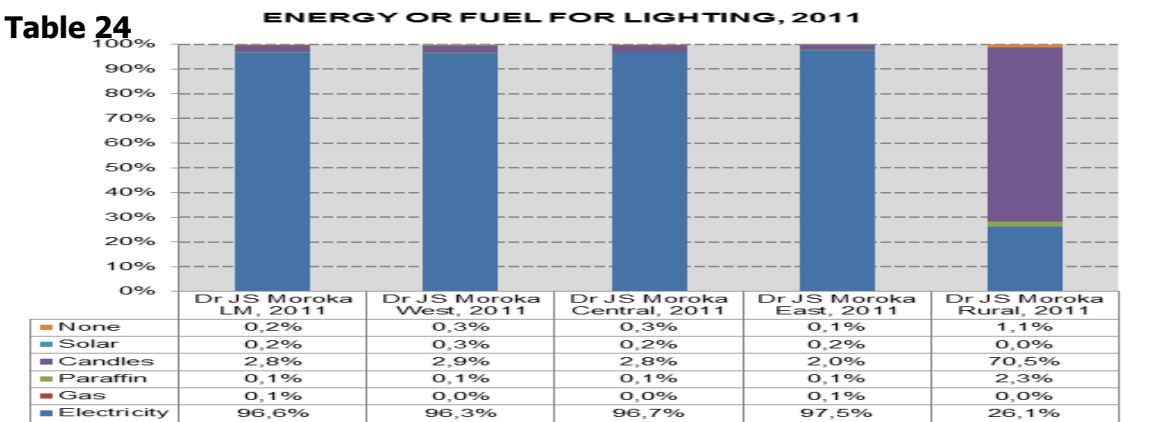
**Table 23**



Source stats 2001,2011)

As shown in table 23, most of the households within the Dr JS Moroka LM had access to electricity as primary form of energy or fuel for lighting (96.6%). The western (96.3%), central (96.7%) and eastern (97.5%) functional areas primarily had access to electricity as primary form of energy or fuel for lighting. Although, it is noted that the rural areas within the LM had limited access to electricity (26.1%) as primary form of energy or fuel for lighting, and mainly relied on candles (70.5%) as primary form of energy or fuel for lighting.

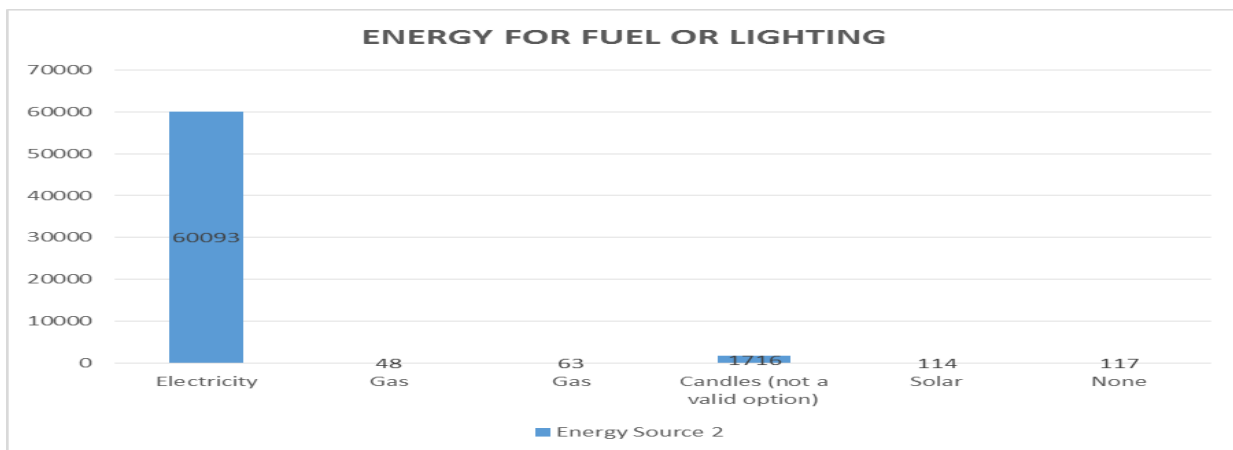
**Table 24**



Source: Stats 2011



**Table 25**

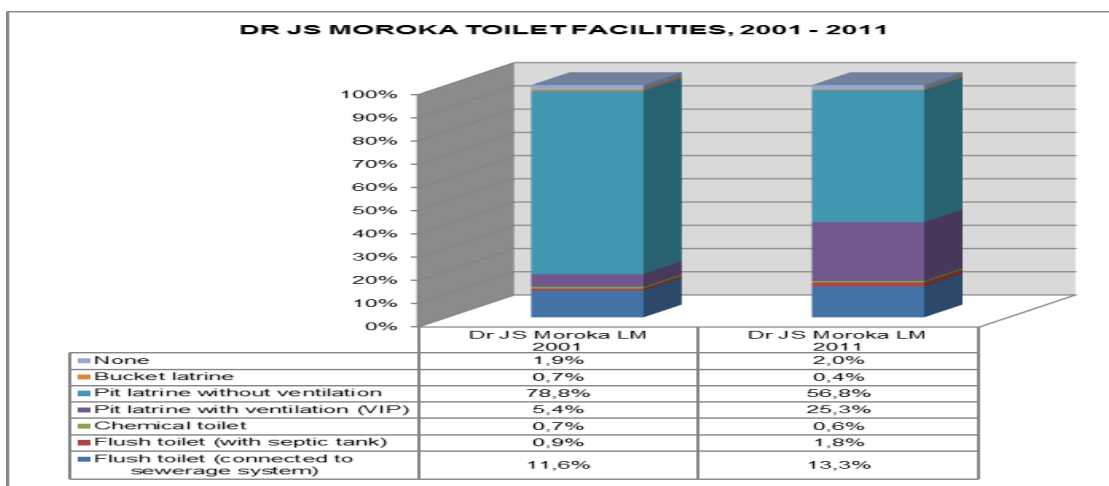


Source: Statssa Community Survey 2016 :

60 093 of households in Dr JS Moroka Local Municipality rely solely on electricity in terms of energy source. Followed by 1716 of households using candles for lighting which is not valid option.

**TOILET FACILITY**

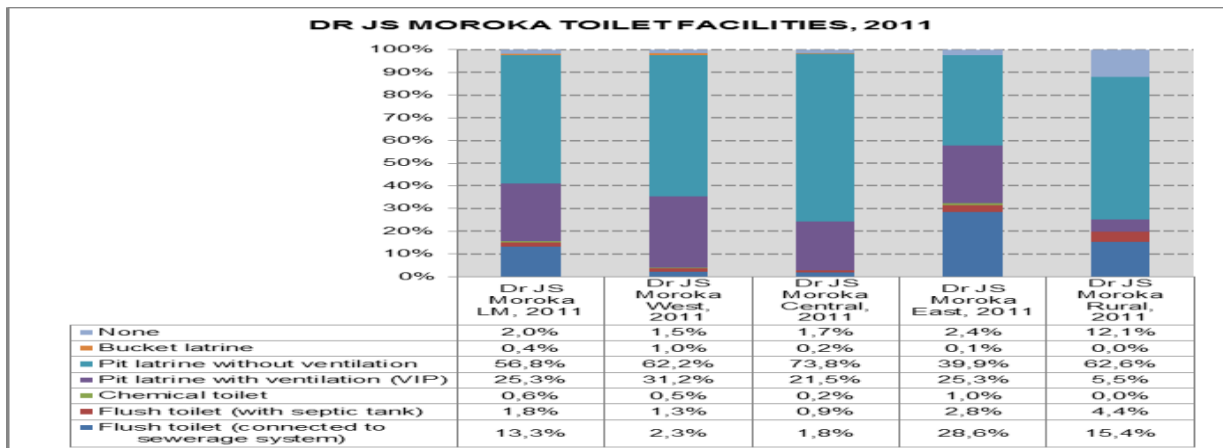
The total number of households that have access to a pit latrine with ventilation (VIP) increased significantly slightly from 5.4% in 2001 to 25.3% in 2011 and the total number of households that have access to a pit latrine without ventilation declined significantly from 78.8% in 2001 to 56.8% in 2011. **Table 26**



Source: Statssa 2001, 2011

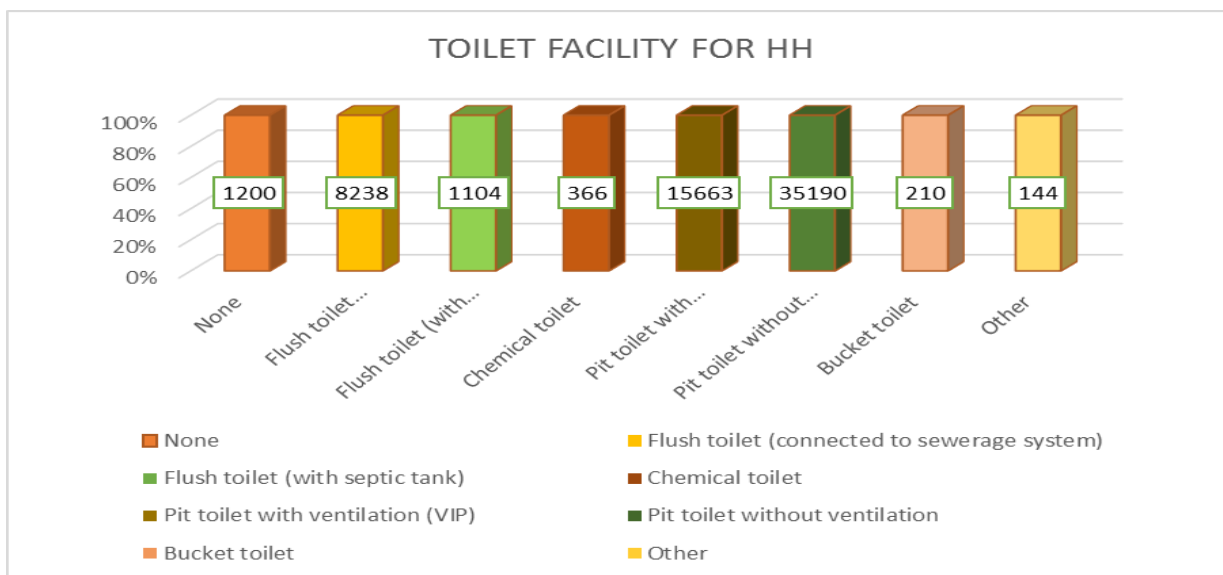
As shown in table 26, merely 13.3% of households within the Dr JS Moroka LM had access to a flush toilet (connected to e sewerage system). The dominant toilet facilities utilized by households are pit latrines with and without ventilation:

**table 27**



Source: stats sa 2011

**Table 28**

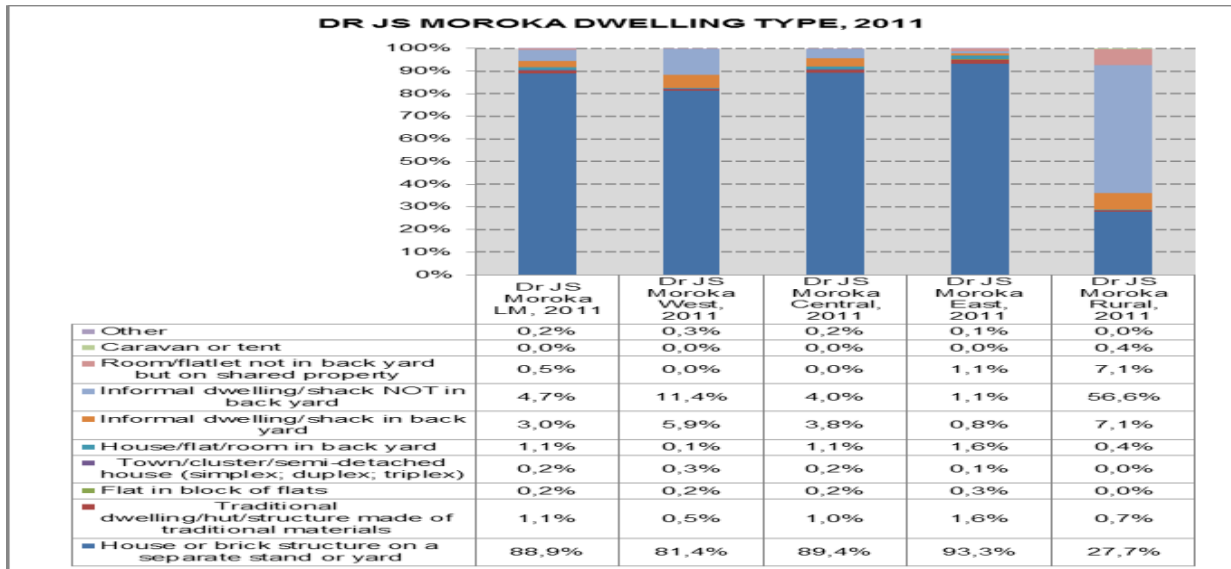


Source: Community Survey 2016:

9 342 households have access to flush toilet connected to sewerage and septic tank. And 50 853 of households have pit toilets with ventilation and others without ventilation. 210 households with bucket toilets does not mean that in Dr JS Moroka Local Municipality there are bucket system toilets, its simply means, there are those households using bucket toilets at night and empty the bucket the following morning.

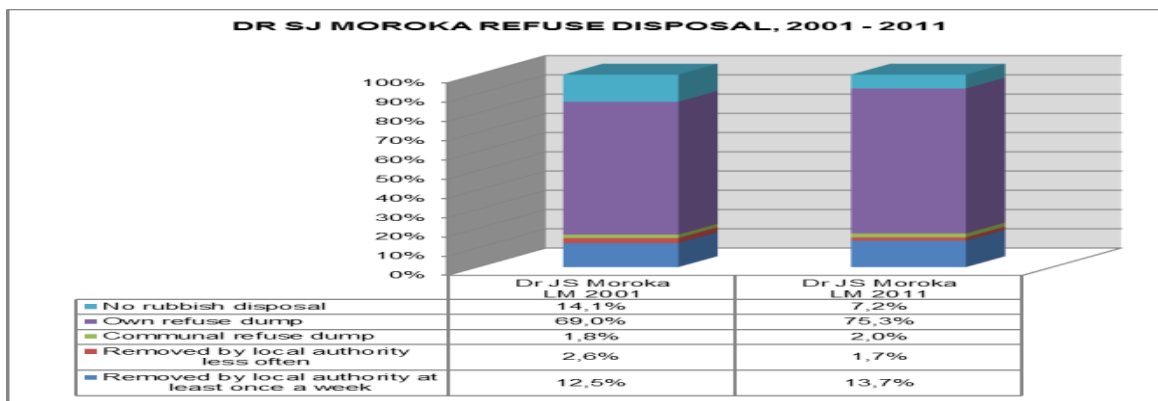
### Type of dwelling

The total number of households that have access to a pit latrine with ventilation (VIP) increased significantly slightly from 5.4% in 2001 to 25.3% in 2011 and the total number of households that have access to a pit latrine without ventilation declined significantly from 78.8% in 2001 to 56.8% in 2011. **(table 29)**



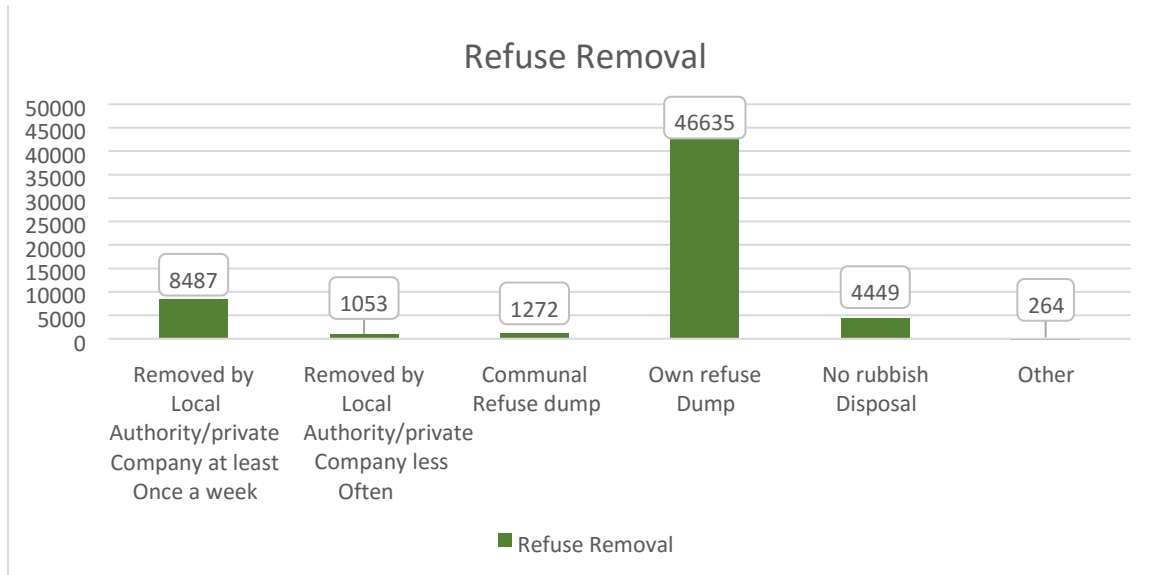
Source: Statssa 2011

The Municipality is currently collecting waste at Libangeni, Siyabuswa, Kwa Phaahla. The Municipal disposal facility is not yet fully authorized and the Municipality had employed the service of an Engineering Consultant for the development of land fill sites at Libangeni and Mmametlhake to meet all requirements as per the National Environmental Waste Management Act 59 of 2008. The largest proportion of households within the Dr JS Moroka LM utilizes their own refuse dump as means of disposal of refuse. The total number however increased slightly from 69.0% in 2001 to 75.3% in 2011 (Table below). **Table 30 : Dr JS Moroka Refuse Disposal, 2001 - 2011**



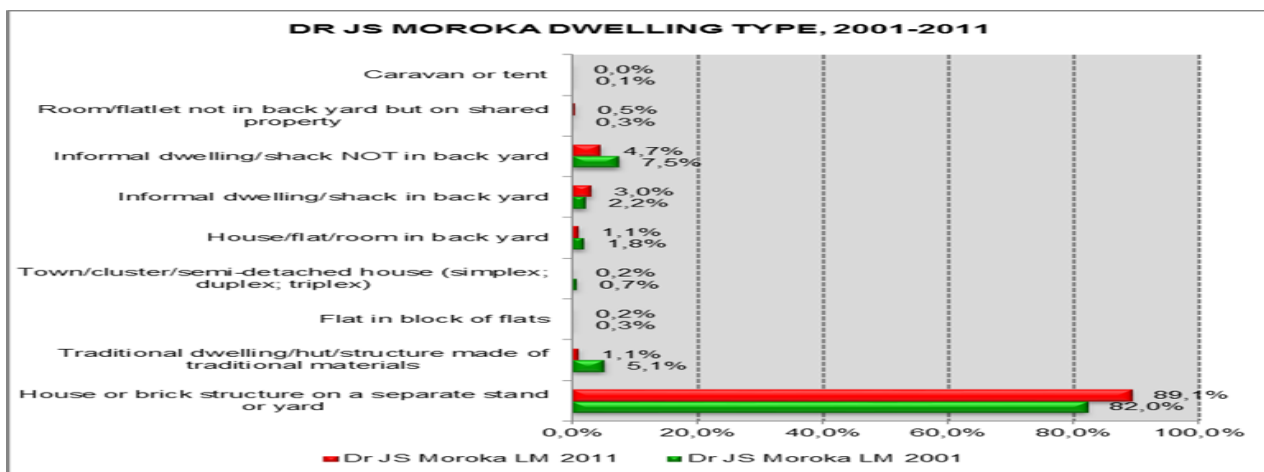
Source: Statssa 2001 - 2011

The table above indicate the level of waste disposal per households. Majority of households in Dr JS Moroka local municipality prefers communal refuse dumps, the number is currently accounting for 46 635 households. This is followed by waste removal by the local authority (Municipality) currently at 8 487 households.



Source: Community Survey 2016: table 31

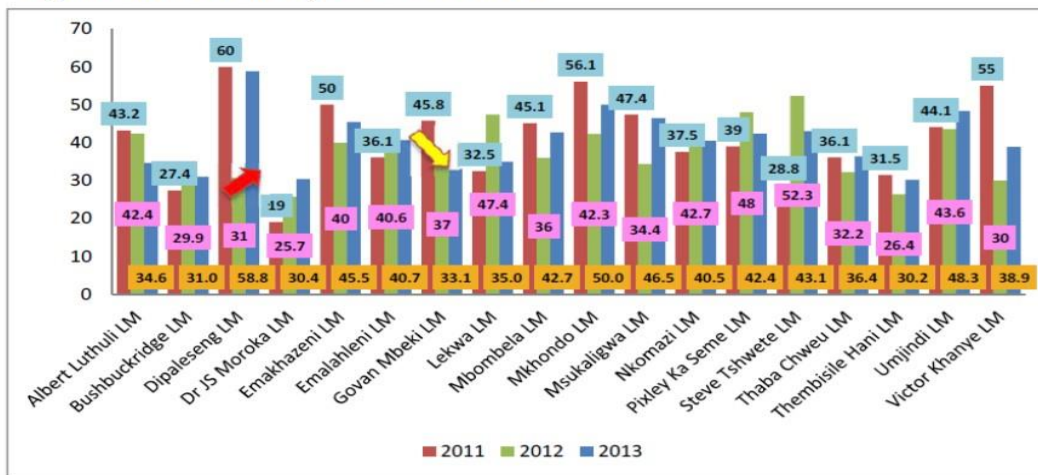
There are 9 540 households having access to refuse removal through the local authority (municipality) or private company, either once a week or often. 1272 households have communal refuse dumps and 46 635 households do own refuse dumps. Table 32:



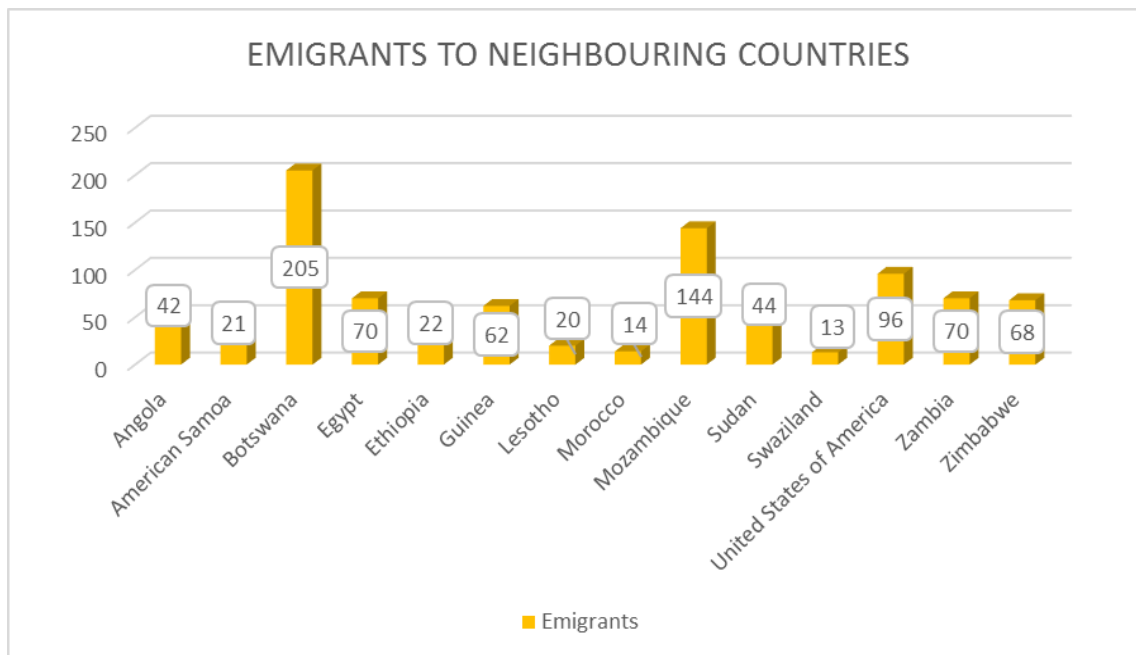
(Source stats 2001-2011)

HIV and AIDS is one of the biggest challenges the country is facing. The rate of infection is rapidly increasing and more people are getting ill and dying from AIDS. According to the 2013 Antenatal Care Survey, HIV prevalence has declined from 30.4%- 25.7%.

Figure 8: HIV Prevalence by Sub-district: 2011-13

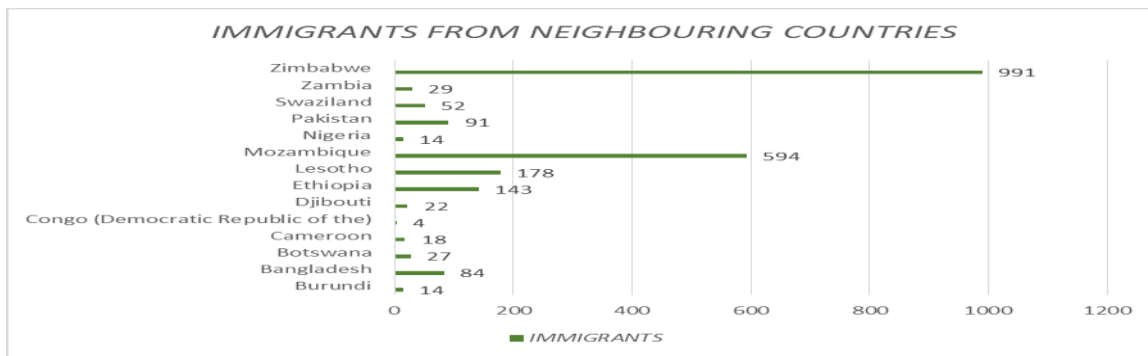


Source: 2013 Antenatal Care Survey



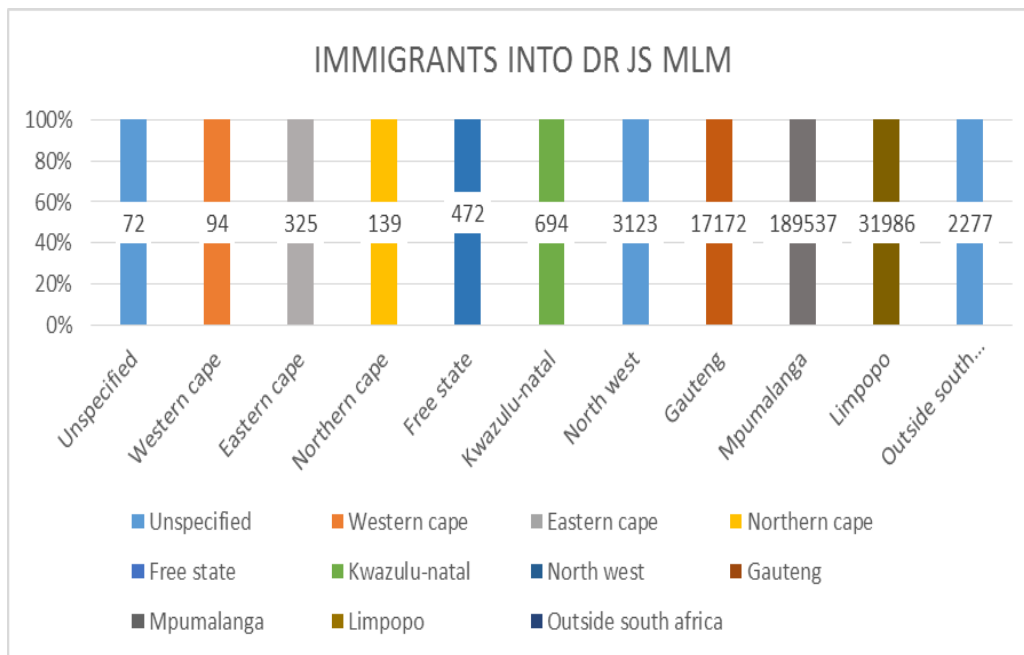
Source: Statssa 2011 : table 33

The highest number of emigrants moving out of Dr JS Moroka Local Municipality into the neighbouring country of Botswana and other countries across different continents is at 205 people, followed by Mozambique at 144 people, the United State of America at 96 people, Zambia & Egypt account for 70 people respectively. The lowest is Swaziland at 13 people followed by Morocco at 14 people.



Source: Statssa 2011 : table 34

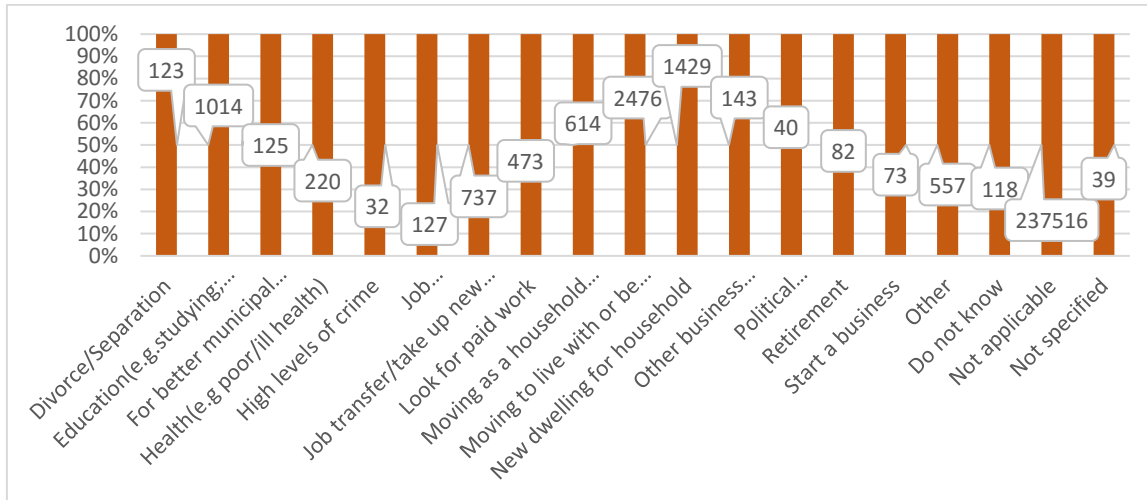
Immigrants from the neighbouring countries, Zimbabwe accounts for 991 people, followed by Mozambique at 594 people, Lesotho at 178 people and Ethiopia at 143. The lowest is Democratic Republic of Congo with 4 people, followed by Nigeria and Burundi at 14 people respectively.



Source: Statssa; Community Survey 2016: table 35

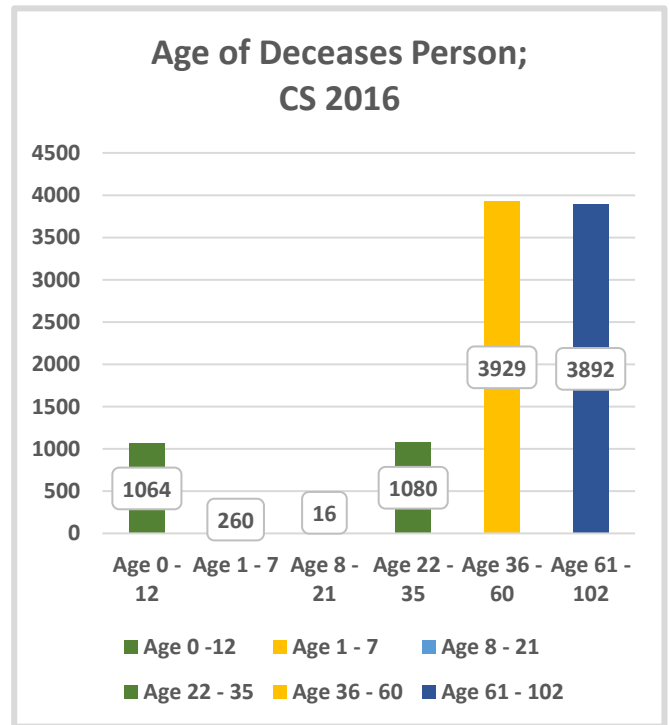
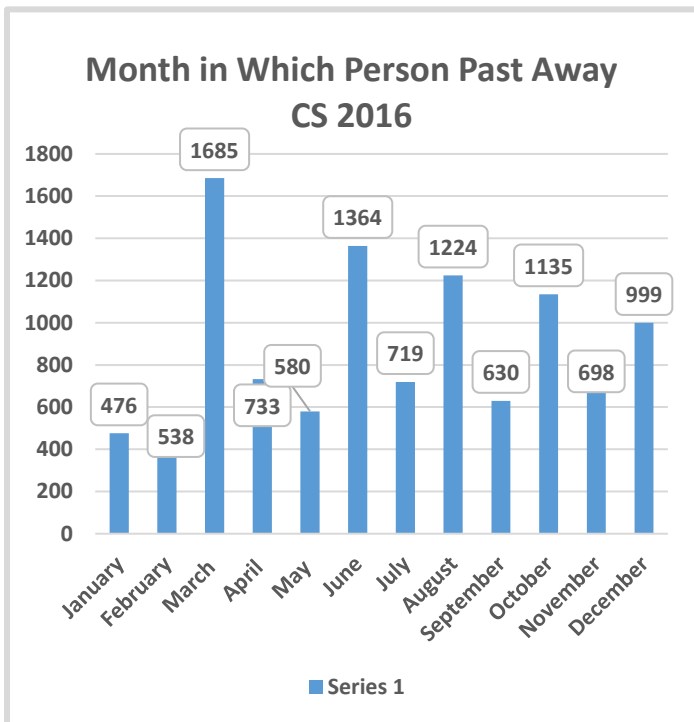
Majority of immigrants into Dr JS Moroka Local Municipality within the boundaries of South Africa are from the province of Mpumalanga which accounts for 189 537 people, followed by Limpopo with 31 986, and Gauteng with 17 172 people. The lowest is Western Cape with 94 people, followed by Northern Cape with 139 people.

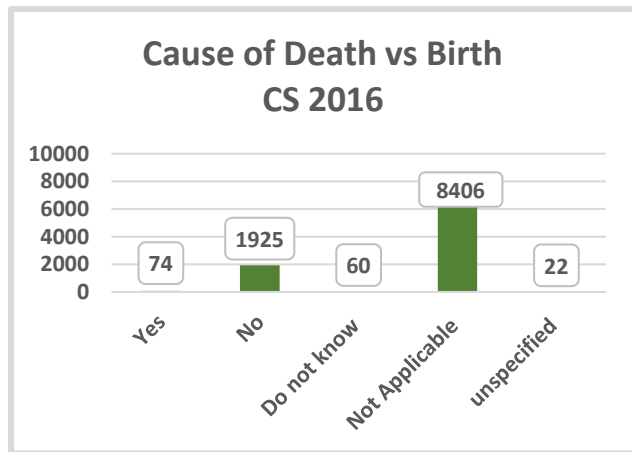
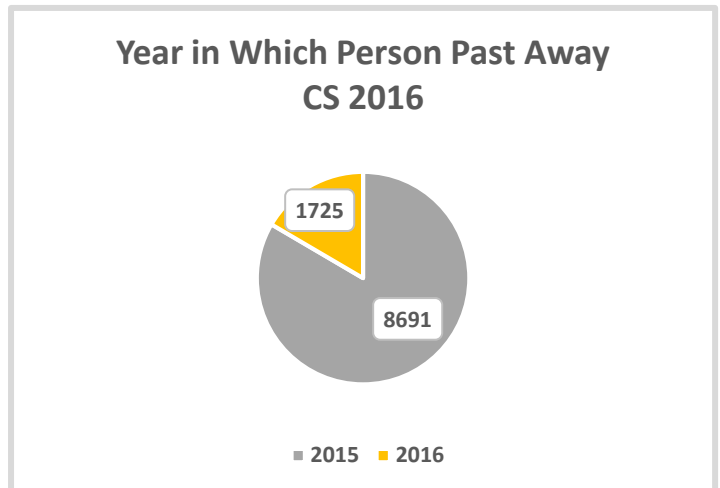
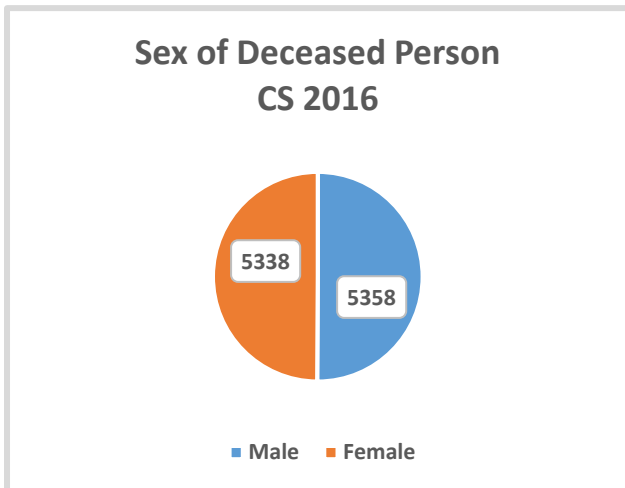
### Reasons for Moving



Source: Statssa; Community Survey 2016: table 36

### MORTALITY RATE: tables: 37





The charts above shows the mortality rate from the age of deceases person, month in which the person past away, sex of deceased person, year in which the person past away and whether the death were related in giving birth or other causes. 74 people interviewed confirm that those causes of deaths were as a result of giving birth against 1925 people saying the opposite.

## POWERS AND FUNCTIONS

Dr J.S. Moroka Municipality has a policy on Delegation of Powers in terms of Section 59 of the Municipal Systems Act, 32 of 2000. The powers and functions of local government are reflected in the list below:

Local function	Authorized /Adjusted in terms of Section 84 of the MSA.
Air pollution	Municipal roads which form an integral part of road transport system.
Building regulations	Municipal public works relating to any of the above functions.
Potable, bulk, water reticulation	Solid waste disposal sites
Municipal roads & storm water management system.	The establishments conduct and control of cemeteries and crematoria.
Trading regulation	Water Service Authority (in terms of water services
Billboards and the display of advertisements in public places.	<b>Powers and functions allocated to Nkangala District Municipality</b>
Cleansing	Municipal planning



Municipal public transport	Disaster management and fire fighting
Markets	
Municipal abattoirs	
Refuse removal, dumping and solid waste	
All municipal recreational facilities	
Noise pollution	
Street trading and street lighting	
Traffic and parking	

### MUNICIPAL STRENGTH, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS

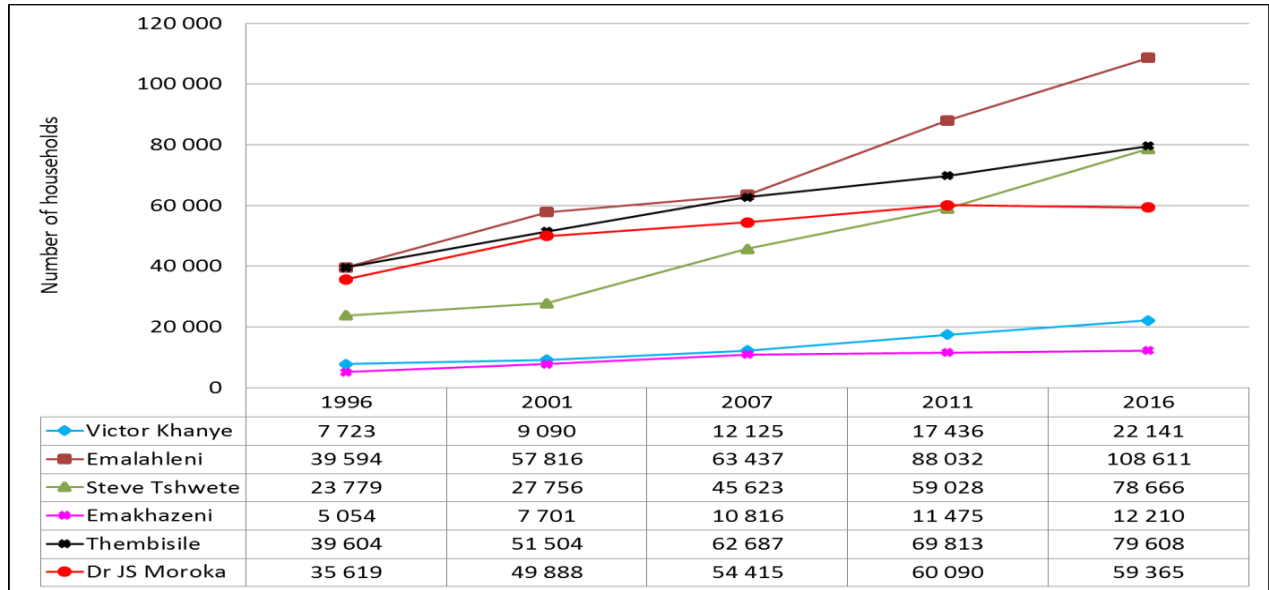
The SWOT analysis focuses on the internal environment by determining the Strengths and Weaknesses within the organization. The following SWOT Analysis were identified below:

STRENGTH	WEAKNESS
The ability to develop policies e.g. WSDP, WSP for smooth running of systems.	Ageing infrastructure
Management of O&M processes through experienced service providers	Unaccountable water losses. Failing to account for water usage most areas are metered but no billing and a lot of illegal connections as well as wastage from residence.
CWB toilets installed	Groundwater infiltration into the sewerage system. This limits the design capacity of the plant (plant overloading)
Bi-annual medical examination	No authorised dumping site in Mathanjana area. The area has no waterborne sanitation system and some residence are using septic tanks while the rest are still using VIPs and CWBs.
The ability to develop Road and Stormwater master plan.	Inconsistence implementation of approved programme of works due to unexpected competing demands.
The capacity to build low volume Bus and Taxi routes using internal resources.	Unavailability of reliable as-built drawings
Implementation plans and procedures in place	High dependence on external service providers for engineering consulting services
Contract Management capability	Most of services are outsourced due to lack of personnel
Effective utilisation of Fleet management system in place.	Preventative maintenance not followed due to lack of personnel
Fuel management system	
Automated systems in place on treatment plants	Ageing machinery, plant and infrastructure
Licensed landfill site	Insufficient Office Space

Functional Stakeholders (AIDS Council, Moral Regeneration, SAYC, Safety and Security Forum)	Insufficient/lack of personnel
Financial support to needy learners through the Executive Mayor's Bursary Scheme.	No HR Strategy (Retention) in place.
Connection & Maintenance of a wide & complex ICT Infrastructure (LAN, WAN & WRN).	Poor implementation of file plan.
Approved policies in place.	Creditors not paid within 30 days.
Timeous reporting to council and relevant stakeholders in terms of legislations	Proper reconciliations not performed timeously
Strong growth potential	High unemployment rate (youth and women unemployment)
<b>OPPORTUNITIES</b>	<b>THREATS</b>
The municipality is surrounded by three catchment management areas	Vandalism of water infrastructure
Revenue collection through water services to the neighbouring municipalities	Water demand is higher than water supply
Ability to improve the living standard of community.	Staff turn-over.
To increase revenue collection	Unprotected borrow pits that do not belong to the municipality causing erosion and community threat.
Improve the community living standard by providing basic infrastructure	Limited capital Budget against proposed capital project
Training of local community members	Interference of community structures (business forums)to municipal project
To offer internship on auto-electrics and mechanics.	High dependence on service providers
Reduction of external maintenance cost and to improve turnaround time for repairs	High staff turnover(pension age)
Provision of alternative energy	Negative impact on HIV/AIDS and TB.
Job creation through EPWP	High level of crime and substance abuse.
Easy access to media	Cyber Attacks (Malware & Viruses).
Provision of remote access to ICT Services.	High staff turnover.
Attracting IT Tertiary Students for In-service training.	Turnaround time in addressing customer queries.
Revenue enhancement through interest generation from shorter investments.	Late submission of salary and creditors inputs
Prevention of unauthorised, irregular, fruitless and wasteful expenditure	Decreasing Population (negative growth rate)
Align National projects to local objectives and projects and deliver accordingly	

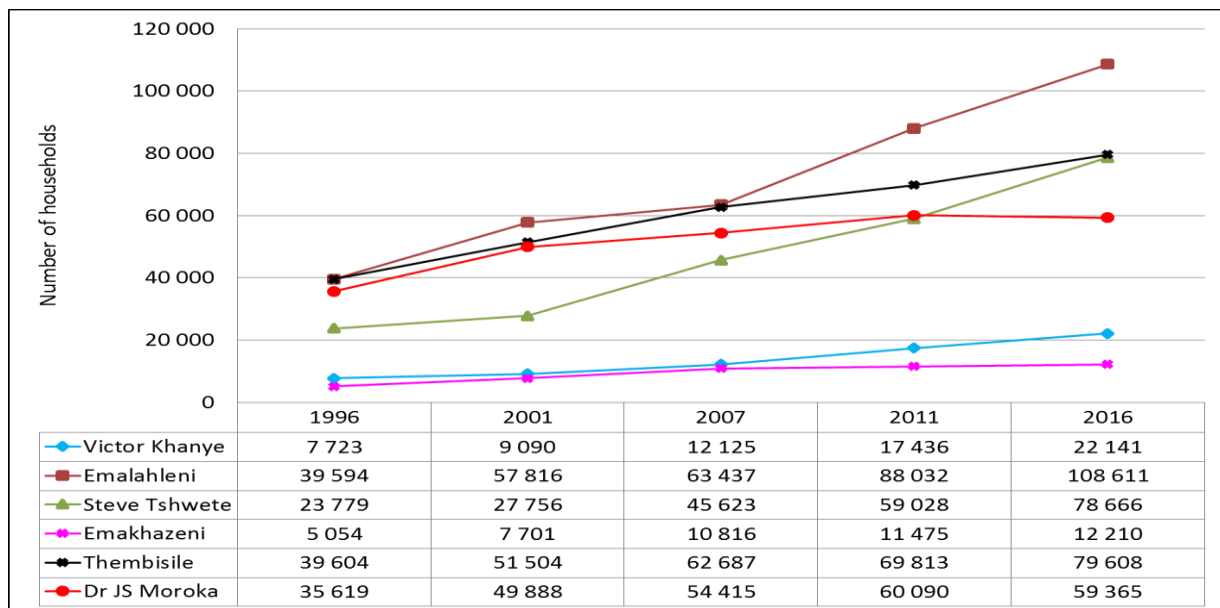
**GREENHOUSE GAS EMISSION IN DR J.S. MOROKA LOCAL MUNICIPALITY**

**Table: 18**



Source: community survey 2016

**Table 39**



Source: community survey 2016:

## **SPATIAL DEVELOPMENT FRAMEWORK (SDF)**

DRJSMLM SDF should serve as the backdrop against which all development needs, and projects and initiatives forthcoming, should be measured and assessed. All projects and programmes to be implemented by the various spheres of government, parastatal organisations, and/or the private sector should firstly be evaluated in order to ensure that these are in support of the principles of the SDF, and that these will contribute towards the achievement of the spatial vision for the Dr JS Moroka area, before being included into the DRJSMLM IDP for the next financial year. The two consultation mechanisms in the IDP process i.e. the IDP Technical Committee and the IDP Representative Forum involve all technical and political stakeholders, public and private, as well as the traditional authorities, and is the ideal medium to use to promote and market the development opportunities as reflected in the SDF.

However, there is also opportunity to utilise existing or new Working Groups/Task Teams to implement aspects of the SDF even outside the official IDP structures. Typical aspects to be addressed in this manner include the monitoring of agricultural activity in the District or working groups overseeing feasibility studies conducted for various Strategic Development Areas etc.

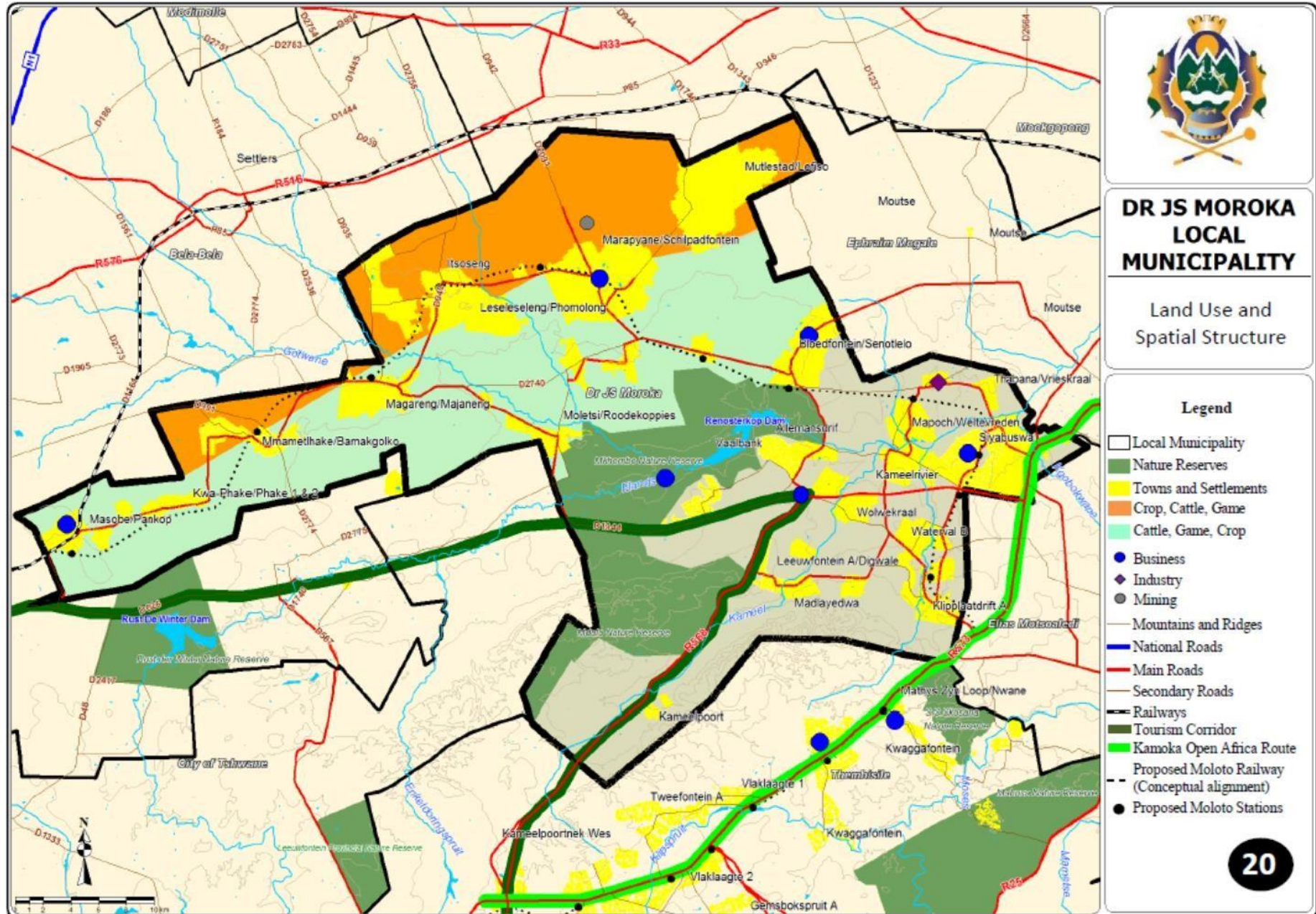
Representatives of all departments from all three spheres of government participate in the IDP process, and if they all work in accordance with the principles contained in the SDF, the alignment and synchronisation of the programmes of sectoral departments can be significantly improved. This will specifically be of critical importance in the establishment of Thusong Centres where a number of stakeholders have a role to play. The next important benefit to be derived from utilising the IDP process to promote and market the SDF, is the fact that the IDP process involves all communities, traditional leaders and private stakeholders in the municipal area. As part of general capacity building initiative the contents and philosophy of the SDF should be presented to these stakeholders during the IDP process. This will ensure that all communities have a common understanding of the principles fundamental to the SDF, and will also guide and inform the inputs provided by communities during the consultation process.

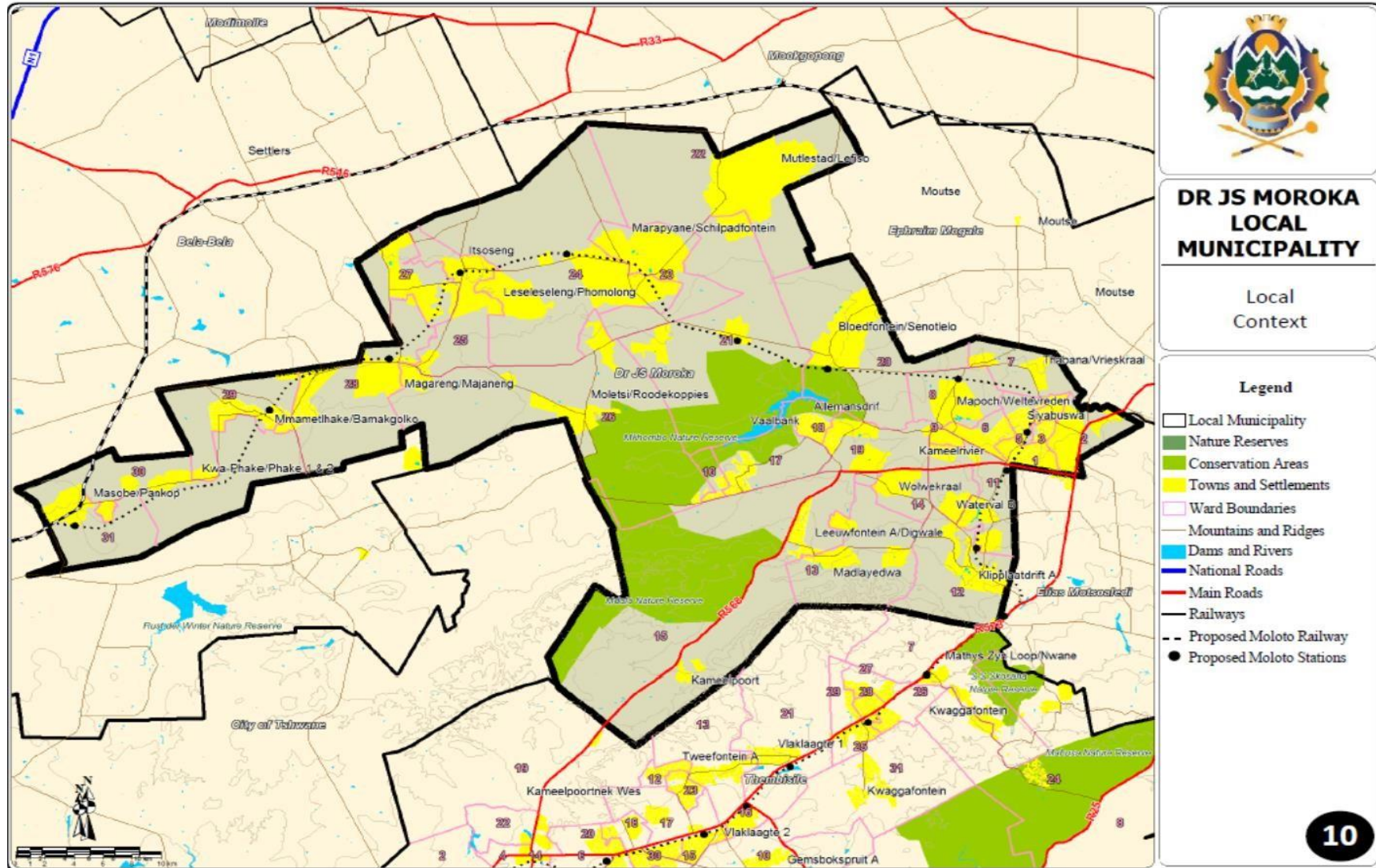
If all stakeholders (public and private) in the DRJSMLM have a common understanding of the long term spatial vision for the area, it will ensure the effective alignment of all development initiatives in the area, and optimise the collective benefits to be derived from these (specifically also the

traditional leaders). The next significant benefit associated with implementing the Dr JS Moroka SDF via the Local IDP process, is the fact that the IDP is legally linked to the Budgeting Process of The Municipality (in terms of the Municipal Systems Act and the Municipal Finance Management Act). By incorporating the DRJSMLM SDF into the IDP process, it ensures that the proposed projects and programmes emanating from the SDF process are incorporated into the IDP, from where it feeds into the Budgeting Process of the Municipality. In this way the effective linkage of the SDF to the Municipal Budget is achieved.

The last important component to be addressed is the Monitoring and Evaluation of the implementation of the SDF proposals. The IDP process is subject to a cyclical review on an annual basis. It is appropriate that, as part of the annual IDP Review Process, an assessment/ audit should be done by November of each year to determine to what degree the goals and objectives of the SDF have been achieved during the preceding year. As the IDP Review process involves all development partners in the municipal area, it will also be possible to grant each partner an opportunity during the SDF assessment process to report on progress made in implementing their respective spatial initiatives, and for the various stakeholders to illustrate how their initiatives support the realisation of the spatial vision as contained in the DRJSMLM SDF.

It is of critical importance that the traditional authorities participate actively in this process as they require other service providers e.g. Mpumalanga provincial departments, the Nkangala District Municipality, and the surrounding local municipalities to provide services and facilities in their respective areas of jurisdiction. Without this level of co-operation and alignment there is no hope of achieving long term sustainability in the Dr JS Moroka LM area. These Land Use Management Systems will have to be consistent with the local and district SDF's, which in turn, will be in line with the SPLUMA Directive Principles. In this way alignment between the district and local SDF's, and the local LUMS systems will be achieved.





The Spatial Development Framework (SDF) is municipal spatial planning tool that indicates future areas for expansion of residential, community facilities, industrial, business, resort development and other activities. The Spatial Development Framework for the Dr JS Moroka Local Municipality translates the Integrated Development Plan (IDP) of the Municipality into spatial principles and strategies and thus constitutes the spatial implementation of the IDP. The SDF focuses on consolidating the fragmented spatial structure of the Municipality around the Moloto Rail Corridor and the provincial road network.

According to the MSA, the SDF forms a core component or a sector plan of an Integrated Development Plan (IDP) and should provide for basic guidelines for a land use management system for the municipality. Therefore all land development related IDP projects should be informed by the SDF and be spatially referenced in an endeavour to achieve the desired spatial pattern of a municipality.

## **CHAPTER 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT**

### **ISSUE 1: HUMAN RESOURCE MANAGEMENT (HRM)**

#### **BACKGROUND AND PROBLEM STATEMENT**

Dr J.S Moroka local municipality is constituted with five hundred and fifty two (552) employees as of January 2017. It is upon the institution to attract suitable and competent candidates for positions that are strategic for service delivery. In its operations, the HRM Unit implement the recruitment and selection policy and other policies that govern the human resource management. It is also critical that all employees be informed of the policies that are applicable to local government. This implies that the human resource be committed in continuously developing and reviewing all policies within its powers and functions.

In addition, there is a need to fill the vacant positions that are critical for service delivery purposes. It is our priority to identify vacant positions in the organogram that shall be aligned to the objectives and goals found in the Integrated Development Plan of the municipality. One of the major tasks of the human resource division is to develop and review the job descriptions and evaluate jobs within the entire workforce. Every employee shall be able to operate and execute his/her tasks and duties competently. One of the main area of concern in the workplace is the need to develop the employee retention strategy of the municipality. This strategy shall



be drawn from the exit Interview comments and recommendations. This initiative shall reduce the level of resignations and increase job satisfaction among employees.

### **Objectives**

- To develop the Human Resources strategy
- To develop and review institutional policies
- To administer time management system
- To monitor Employment Equity plan

### **Strategies**

- The HRM unit is to priorities the recruitment and selection of competent candidates
- Development of employee retention strategy
- Monitoring the use and implementation of the Installed clocking system
- Development, reviewable and submission of the Employment Equity plan and report

## **HUMAN RESOURCE DEVELOPMENT (HRD)**

### **BACKGROUND AND PROBLEM STATEMENT**

The Skills Development Act (97 of 1998) places a responsibility on the municipality to build the capacity of its workforce. Dr JS Moroka Local Municipality develops the Workplace Skills Plan in line with its IDP and the budget each year to develop its employees. Even though, skilled and trained employees leave the institution for greener pastures. The department will ensure that Training policy is reviewed annually to keep up with new technology and processes introduced in the Education sector.

The municipality has Executive Mayor Bursary scheme which is aimed at providing financial assistance to outstanding performed, needy learners residing within the municipal area of jurisdiction. Area of study includes;

- TOURISM
- INFORMATION AND COMMUNICATION TECHNOLOGY,
- PROPERTY VALUATION,
- HYDROLOGY/ WATER AND WASTEWATER TECHNOLOGY

Thus so far there are thirty four (34) learners who have benefited from this scheme. Eight (8) more bursaries will be awarded for 2017/2018 financial year. All these learners are expected to do their in-service training in the Municipality and when they successfully complete their studies, they will be offered employment by the municipality equal to the number of years the municipality has paid for their studies.

The municipality has ensure that the working environment is safe and health for all its employees and visitors. Regular awareness campaigns are conducted for all employees. It is also ensured that employees working in risky sections receives regularly medical check-ups; even though the municipality is still depending on Mmamethake Hospital for this service; of which it has a lot of delays.

## MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA.

KPA'S & INDICATORS	MUNICIPAL ACHIEVEMENT	ACHIEVEMENT MUNICIPAL	MUNICIPAL ACHIEVEMENTS
	13/14	14/15	15/16
The number of people from employment equity target groups employed in the three years cycle in the senior management level in compliance with a municipality's approved employment equity plan	1	1	1
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	1% of the total payroll of employees	1% of the total payroll of employees	1% of the total payroll of employees

### Occupational Levels – Race

The table below categories the number of employees by race within the occupational levels: **Source: Municipal Employment Equity Report**

OCCUPATIONAL levels	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
Top Management	1	0	0	0	0	0	0	0	1
Senior management	2	0	0	0	1	0	0	0	3
Professionally qualified and Experienced specialists and mismanagement	21	0	0	0	9	0	0	0	30
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	114	0	0	0	97	0	0	0	211
Semi-skilled and Discretionary decision making	140	0	0	0	146	0	0	0	286

Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Total permanent	277	0	0	0	254	0	0	0	531
Non- permanent employees	6	0	0	0	2	0	0	0	8
Grand total	283	0	0	0	256	0	0	0	539

## HR Policies and Plans

Policies and plans provide guidance for fair and consistent staff treatment and a consistent approach to the managing of staff. The table below shows the HR policies and plans that are approved and that still needs to be developed.

Name of the Policy	Date Approved/Reviewed (Resolution No.)
1. Overtime policy	R206.09.2013ND
2. Recruitment and Selection Policy	R272.05.2014ND
3. OHS Policy	R166.06.2013ND
4. Sexual Harassment Policy	R128.03.2013ND
5. Cellular Phone allowance Policy	R127.03.2013ND
6. Learnership and Internship Policy	R188.07.2013ND
7. Employees Assistance Programme policy	R188.07.2013ND
8. Private work and Declaration of Interest Policy	R188.07.2013ND
9. Leave Policy	R188.07.2013ND
10. Records Management Policy	R265.05.2015ND
11. Acting allowance Policy	R212.12.2013ND
12. Telephone usage Policy	R264.03.2014ND
13. ICT Policy	R79.09.2014ND
14. Job evaluation policy	R559.12.2015ND
15. Placement policy	R559.12.2015 ND
16. Remuneration and Benefits policy	R559.12.2015 ND

The Municipality developed a number of policies together with by laws, which are outlined Below:

SECTOR PLAN/POLICIES	ISSUE IN THE IDP	STATUS
<b>KPA 1: Municipal Institutional Transformation and Development</b>		
<ul style="list-style-type: none"> <li>- Overtime policy: R206.09.2013ND</li> <li>- Recruitment and Selection Policy: R272.05.2014ND</li> <li>- OHS Policy: R166.06.2013ND</li> <li>- Sexual Harassment Policy: R128.03.2013ND</li> <li>- Cellular Phone allowance Policy: R127.03.2013ND</li> <li>- Learnership and Internship Policy: R188.07.2013ND</li> <li>- Employees Assistance Programme: R188.07.2013ND</li> <li>- Private work and Declaration of Interest Policy: R188.07.2013ND</li> <li>- Leave Policy: R188.07.2013ND</li> <li>- Records Management Policy: R265.05.2015ND</li> <li>- Acting allowance Policy: R212.12.2013ND</li> <li>- Telephone usage Policy: R264.03.2014ND</li> <li>- ICT Policy: R79.09.2014ND</li> <li>- Prevention of Fraud and Corruption Policy:</li> <li>-</li> <li>-</li> </ul>	issue 1: Human resource management (HRM)	adopted
<b>KFA 2 p : LOCAL ECONOMIC DEVELOPMENT &amp; PLANNING</b>		
<ul style="list-style-type: none"> <li>- Local Economic Development Strategy</li> <li>- Land Alienation Policy</li> <li>- Land Invasion Policy</li> <li>- Land use Management</li> </ul>	ISSUE 3: Economic development and job creation	Adopted
<b>KPA 3: MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY</b>		
<ul style="list-style-type: none"> <li>- Supply Chain Management Policy</li> <li>- Budget Policy</li> <li>- Tariff Policy</li> <li>- Indigent Policy</li> <li>- Investment Policy</li> <li>- Assets Management Policy</li> <li>- Debt Collection and Credit Control Policy</li> <li>- Property Rates Policy</li> </ul>	Issue 4: Financial viability	adopted
<b>KPA 4: GOOD GOVERNANCE AND COMMUNITY PARTICIPATION</b>		
<ul style="list-style-type: none"> <li>- Risk Management</li> <li>- Language policy</li> </ul>	Issue 5: Good Governance and	Adopted

- Communication Policy	Community Participation	
<b>KPA 5: BASIC SERVICE DELIVERY: INFRASTRUCTURE</b>		
<ul style="list-style-type: none"> <li>- Indigent policy</li> <li>- Tariffs policy</li> <li>- Tariffs and free basic services policy</li> <li>- Road and storm water masterplan</li> <li>- Roads policy</li> <li>- Operations and maintenance plan (Plan)</li> </ul>	issue 7: Water Services	Adopted
<ul style="list-style-type: none"> <li>- Conditional assessment of road policy</li> <li>- Operations and maintenance plan (Water)</li> <li>- Policy on conditional assessment of water</li> <li>- Policy on Routine maintenance Infrastructure</li> <li>- Action plan to address the waste water management system.</li> <li>- Policy/Plan and strategies for the upgrade of road</li> </ul>		
<b>KPA 5 : BASIC SERVICE DELIVERY COMMUNITY SERVICES</b>		
<ul style="list-style-type: none"> <li>- Integrated waste management policy</li> <li>- Cemetery and crematoria by-law</li> <li>- Draft Waste management by-law</li> </ul>	ISSUE: 8 WASTE & ENVIRONMENTAL MANAGEMENT  ISSUE 9: PARKS & CEMETERY	Adopted

### Vacancy Rate

The approved organogram for the municipality had **857** posts as at the end of Feb 2017. The actual positions filled are indicated in the tables below by post level and by functional level

PER POST LEVEL		
Post level	Filled	Vacant
MM & MSA section 57 & 56	4	1
Middle management	30	7
Admin Officers	211	45
General Workers	286	160
Total	531	326

PER FUNCTIONAL LEVEL		
Functional area	Filled	Vacant
MM	35	26
Finance Services	63	34
Admin & Corp Services	32	28
Technical Services	161	130
Community Development Services	235	108

Like any other municipality the Dr JS Moroka Local Municipality experiences a number of general challenges which are described below:

### Objectives

- To develop the Workplace Skills Plan
- To review training policies
- To provide Health and Safety equipment's to all municipal buildings.

### Strategies

- To work with relevant SETAs and relevant stakeholders to capacitate employees, councillors and municipal community members.
- To support Executive Mayor Bursars
- To ensure safe and health working environment for all employees

## ADMIN AND SECRETARIAT

### BACKGROUND AND PROBLEM STATEMENT

The chapter indicates the institutional arrangements and the governance model of Dr JS Moroka Local Municipality.

#### 1. POLITICAL STRUCTURE

Dr JS Moroka Local Municipality is an African National Congress (ANC) led municipality. It is composed of 62 councillors with 31 wards. The municipality is led by an Executive Council which is headed by the Executive Mayor, Councillor Skosana GJ. The Council appointed six (06) of its members, including the Executive Mayor, to serve on the Mayoral Committee.

The Municipality’s political wing has always undertaken the initiative to consult with various stakeholders within its area of jurisdiction. This exercise, is evident during the IDP, Budget and other community participatory events. It is well mentioning that there is a cordial relations between the municipality and the traditional leaders and their tribal authorities. Among others, the council at its mandatory meetings, invites sector departments to listen, make inputs and suggestions, particularly at the IDP representative forum meetings. Council has established the committees in terms of section 80 and 79 of the Local Government: Municipal Structures Act as follows:

Section 80 (portfolio committees)	Section 79
Administration, Corporate Services and Human Resources. Water and Infrastructure Social Development Services Public Safety, Roads and Transport Finance, LED and Town Planning.	Administration, Corporate Services and Human Resources. Water and Infrastructure Social Development Services Public safety, Roads and Transport Finance, LED and Town Planning. Municipal Public Accounts Committee Local Geographical Names Committee Rules and Ethics Committee.

The unit assist council to achieve its constitutional mandate by providing an effective and efficient support service in relation to committee and support service. The unit is committed to render and act as a custodian of council’s support service and to ensure the following:

- Provision of a reliable, effective secretarial and administrative service to Management, Council and its Committees to enable it to function in a manner that promotes good governance in line with legislative requirements.
- Compilation of good quality reports to council, mayoral committee and other committees.
- Facilitate and implement the process of ensuring that all council activities such as minutes and resolutions are correctly recorded and minuted.
- Compilation of an annual schedule of meetings of Council and its Committees.
- Facilitation of lease of office photocopier machines.

## **Objectives**

- To provide effective administrative and secretariat services to council and its committees

## **Strategies**

- Compile and facilitate the adherence of schedule of meetings to ensure that meetings are held as scheduled.
- Continue to compile quality agendas and minutes of council and its committees which will be distributed to members timeously.
- Compile and distribute council resolutions to managers for implementation.
- Facilitate the lease of office photocopier machines to ensure uninterrupted services.

## **MBIBANE UNIT OFFICE**

### **BACKGROUND AND PROBLEM STATEMENT**

Mbibane Unit Office is one of Dr J.S Moroka local municipality's entities that administers and manages service delivery at a regional level. Historically, Mbibane Unit office was established in the year 2000 after the disestablishment of the erstwhile Transitional local council. It is situated on the north eastern part of the former Kwa Ndebele homeland. It is composed of villages that also fall under the traditional leaders or tribal authorities. The following villages are demarcated into wards i.e 15 to 22 and 26: Digwale; Libangeni Ext; Mbongo; Makometsane; Maphanga; Senotlelo; Kabete; Lefiso; Lefisoane; Ga Maria; Matimpule; Ga Mogwasha; Loding; Sehoko, Semotlhase.

This region, is situated between Mathanjana and Mdutjana magisterial districts. There are four community halls, two stadia and one multipurpose centre that are used for community gatherings and other events.

The activities that are bestowed upon this Unit involves almost all the entire operations of the municipality. Notable among others, the unit office, at its regional level, provides services, such as Human Resource Management, Water Provision, Finance, Roads and Storm Water

Management, Sanitation etc. In essence, the unit office administers service delivery on behalf of other departments, their divisions and sections. It should be acknowledged that the unit office is not an independent entity but coordinates service delivery operations on behalf of other departments at the regional level. The following priorities, activities and challenges, denote the operation of Mbibane unit office.



## **Objectives**

- Coordinate the operation of Roads and Storm water maintenance at wards within the Mbibane region.
- Coordinate Human Resources Management
- Coordinate water provision to all wards through Water tankers and Pump operators in conjunction with water service division at Libangeni.
- Collection of municipal rates fees for water, cemetery, hall bookings and rentals.
- Manage and maintain municipal facilities.
- Liaise with service providers.
- Coordinating community participation events, IDP, Budget and outreach programmes.

## **Strategies**

- Ensure that adequate water supply is provided to all villages as per the program.
- Provide Human Resource Management.
- Ensure adequate rates collection fees are safely kept.
- Secure transport for personnel to various wards facilities.
- Ensure that Waste Collection programme is in place.
- Ensure that roads maintenance programme is followed.
- Liaise with various stakeholders on municipal management matters.
- Ensure that there's accessibility of municipal facilities by community members.
- Ensure that there's sharing of information with community members and sector department.

## **RECORDS MANAGEMENT AND ARCHIVAL UNIT**

### **BACKGROUND AND PROBLEM STATEMENT**

The unit falls under the auspices of National Archives and Records Services Act. The act requires all governmental bodies to establish and put in place systems for proper records management and records keeping systems. The unit provides for the development and management of organisation wide records management programme, which is designed to ensure that record keeping and records management practices effectively meet the organization's objectives and ensure compliance to National Archives Act 43 of 1996. The unit provides for the establishment of a centralized, effective and efficient registry services within the municipality.

## **Objectives**

- Develop a Schedule for Records Other than Correspondence System
- Upgrading of the Electronic Document Management System
- Review of the Records Management Policy
- Review of the Registry Procedure Manual
- Conversion of manual records into electronic records.

## **Strategies**

- Implementation of the approved Records Management Policy, Registry Procedure and Correspondence Policy
- Procurement and Installation of Electronic Document Management System
- Translation of Promotion of Access to Information Manual in terms of Promotion of Access to Information Act 2/2000
- Implementation of the Schedule for Records Other than Correspondence System

## **LABOUR RELATIONS**

### **BACKGROUND AND PROBLEM STATEMENT**

The Municipality employs more than 533 employees who are distributed in various three unit offices. The Labour Relations mandate and responsibilities is to encourage, keep and maintain discipline in the Municipality through the use of Labour legislation and Collective Agreements. Furthermore the Municipality also uses other Government Local Government legislation to ensure that it remains up to date with developments in Local Government in as far as the employer conduct is concerned. The Unit has established the Local Labour Forum in terms of the Local Government Bargaining Council Main Collective Agreement. The unit in co-operation with the recognized unions (SAMWU & IMATU) is establishing a monthly bilateral meeting to discuss matters of common interest and fostering the attainment of set goals and objectives.

## **Objectives**

- To improve the process and the finalization of cases within a reasonable time.
- To establish a working relationship with the neighbouring Municipalities for their services in our disciplinary processes and vice versa.
- To introduce and implement the correct and reliable procedure in decision making that will eliminate unnecessary and malicious disciplinary hearings.

- To ensure that the Local Labour Forum sits every month on the suitable and convenient date.
- To ensure that all pending disciplinary cases are finalized as soon as possible.
- To harmonize the relationship between the two recognized Unions and the relationship between the labour and the employer.
- To improve proper communication between members of the Local Labour Forum and the Office of the Labour Relations.
- To ensure the functionality of the LLF sub-committees.
- To bring peace and stability in the Municipality

### Strategies

- Conduct routine workshops on selected labour related matters and legislation.
- Routine visits to all the Municipality unit offices.
- Monthly meeting with the representatives of the recognized unions.

## MATHANJANA UNIT OFFICE

### BACKGROUND AND PROBLEM STATEMENT

Mathanjana Unit Office is one of Dr JS Moroka local Municipality that administer and manage service delivery at regional level.

It should be mentioned that Mathanjana Unit Office was established in the year 2000 after disestablishment of the erstwhile Traditional Local Council. Note should be taken that Mathanjana is composed of (8) eight wards. According to the Stats SA of 2011 the following table indicate number of Wards, households and population.

<b>Wards</b>	<b>village</b>	<b>households</b>	<b>population</b>
<b>23</b>	Marapyane	3280	10886
<b>24</b>	Marapyane		
<b>25</b>	Seabe	2465	7683
<b>27</b>	Katjibane	2116	7113
<b>28</b>	Nokaneng	2018	7462
<b>29</b>	Mmametlhake	2352	7888
<b>30</b>	Phake	2528	9549
<b>31</b>	Masobye	2205	8227

The Mathanjana Unit Office manages (3) three community halls, (1) one multipurpose centre and (2) two Libraries. The activities that are carried out by this Unit involves almost all the entire operations of the municipality. This unit office at its regional level provides a service like water

provision, finance issues, Roads and storm water and coordination of electricity issues .In essence the Unit Office administer service delivery on behalf of other departments, their divisions and sections. The following objectives, activities and challenges denotes the operation of Mathanjana Unit Office.

### **Objectives**

- To co-ordinate water metering of all our consumer around Mathanjana areas / villages
- To co-ordinate that safe drinking water to every resident of Dr JS Moroka municipality around Mathanjana villages is provided.
- To co-ordinate that accessible, reliable and safe surfaced roads with adequate storm water drainage is provided in the Mathanjana area/ villages
- To co-ordinate that road signage on all Mathanjana roads are provided
- To co-ordinate that routine roads maintenance on all internal gravel streets and bus and taxi routes is provided.
- To co-ordinate that storm water infrastructure activities are maintained
- To co-ordinate with councillors that identify borrow pits for good material to use during maintenance of roads
- To co-ordinate that stake holders and councillors around Mathanjana are engaged regarding challenges they face in their wards and have regular meetings.
- To ensure that all support initiatives programmes and projects by other spheres of government/ sector department receive necessary support and co-ordination from the Unit office of Mathanjana
- To co-ordinate that all Mathanjana residents are provide with necessary information and opportunity to influence the running of the Mathanjana Unit Office.
- To co-ordinate that accessible, reliable and safe surfaced roads with adequate storm water drainage is provided in the Mathanjana area/ villages
- To co-ordinate that road signage on all Mathanjana roads are provided
- To co-ordinate that routine roads maintenance on all internal gravel streets and bus and taxi routes is provided.
- To co-ordinate that storm water infrastructure activities are maintained
- To co-ordinate with councillors that identify borrow pits for good material to use during maintenance of roads

- To co-ordinate that stake holders and councillors around Mathanjana are engaged regarding challenges they face in their wards and have regular meetings.

### **Strategies**

- To co-ordinate that all villages around Mathanjana that has sustainable supply should be metered.
- That every resident around Mathanjana be provided with safe drinking water.

## **ISSUE 2: INFORMATION AND COMMUNICATION TECHNOLOGY**

### **INTRODUCTION**

The Municipality utilizes Information and Communication Technology Systems to communicate with other spheres of government and other stakeholders around the world through the usage of its Email System and the Website which is accessible on [www.moroka.gov.za](http://www.moroka.gov.za). Furthermore the Municipality also uses other Government Portals to ensure that it remains up to date with developments in Local, Provincial and National Governments. The Information and Communication Technology Unit has introduced the IT Helpdesk Services for service and incident management purposes and also the SharePoint portal used for intranet and electronic notice board.

The Municipal Satellite Offices have been connected via the Wireless Radio Networks to ensure that users have access to ICT Systems based at the Municipal Head Offices. More Wireless Radio Network devices are needed to improve the speed and also for redundant purposes. The Municipality utilizes the Geographical Information System for Geographical location when searching for villages, vacant land / stands within its jurisdiction and for sales purposes. The VoIP telephone system has since been implemented at Municipal Head Offices which needs to be extended to other municipal satellite offices to minimize telephone bill to ensure that these satellite offices are accessible via extensions instead of direct telephone lines through the municipal local area network which requires some improvements to accommodate data and voice traffic.

There are few challenges that the Information and Communication Technology Unit is currently facing which it intends to address and these include amongst others, no segmentation on the LAN and also the redundancy which is currently not existing on the WAN, continuous power failures, mechanical failures on the UPS & a Generator and also the unreliable electrical supply from the Eskom Grid which has a direct impact to the ICT Infrastructure. The non-existence of the disaster recovery site and or hot site for other critical systems for redundancy and business continuity purposes.

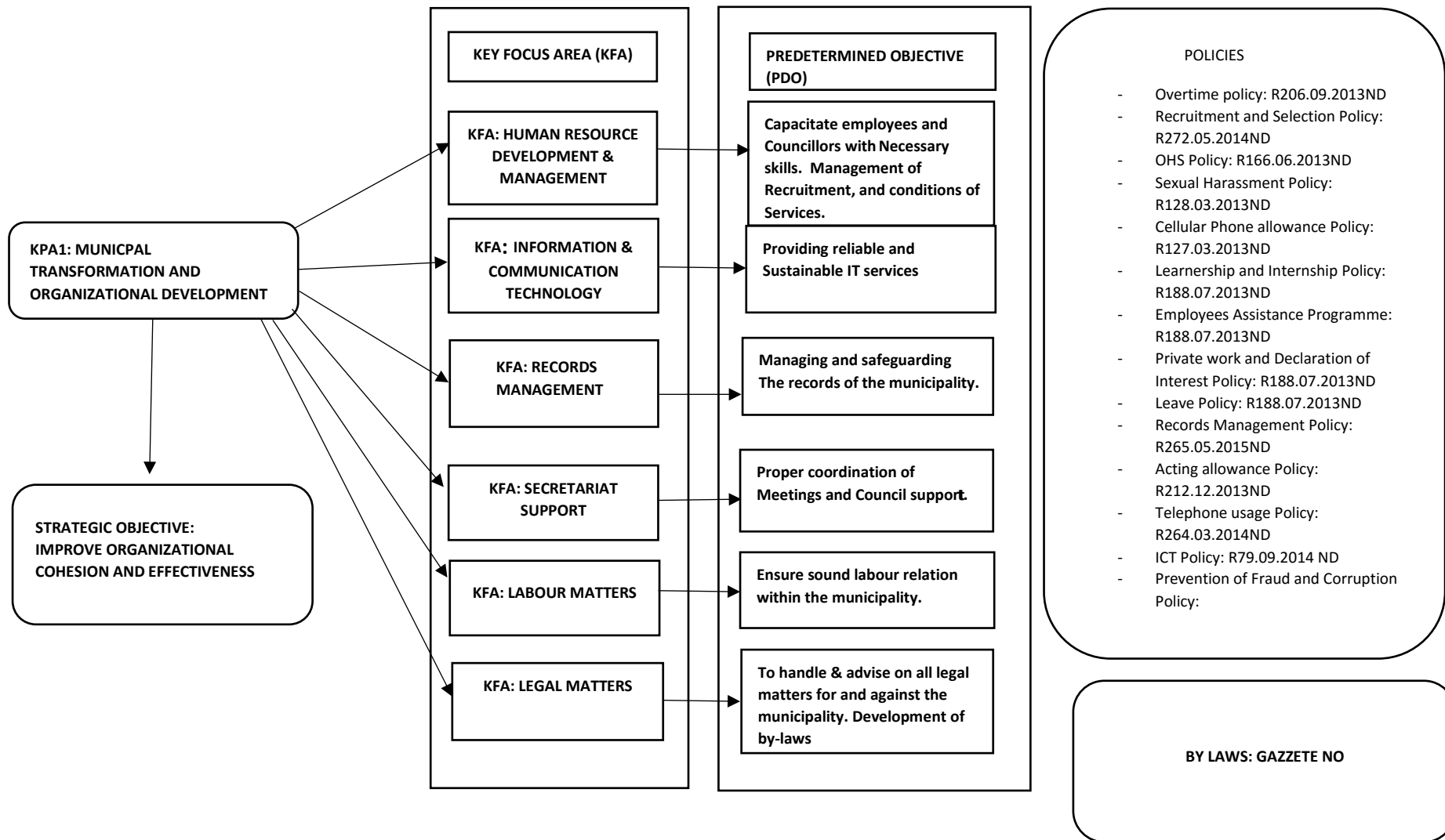
## **Objectives**

- To improve the existing LAN & WAN to ensure reliability, security and redundancy across the Municipal ICT Infrastructure.
- To improve and standardized the existing telecommunication system for all municipal satellite offices through rolling out of VoIP telephone system across.
- To investigate other means of alternative and reliable energy to ensure uninterrupted power supply to the Municipal ICT infrastructure across all Offices.
- To provide routine maintenance and support provision for the current & existing ICT Infrastructure to keep abreast with the ever changing technology this includes hardware, software and network.
- To improve the ICT usage within the Municipality for the purpose of successful interaction and reliable communication.

## **Strategies**

- Installing high-performing and intelligent Network Switches to ensure that Municipal ICT Infrastructure is reliable, secured and that there's redundancy across.
- Extend the installation of the VoIP telephone system to other Municipal Satellite Offices in order to standardize tele-communication system and also to reduce the municipal telephone bill.
- Continuous Maintenance on the electrical standby generator and uninterrupted power supply (UPS) which will secure and reduce the effects due to fluctuations in the power cuts and interruptions across municipal satellite offices.
- Establishment of the Off-Site Data Recovery Site or Hot site for critical systems to ensure redundancy and business continuity.
- Continuous maintenance and support provision to the entire ICT Infrastructure to meet the current and future IT Technological trends growth and need

**MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT**





Dr JS MLM  
**DR JS Moroka  
Local Municipality**

**DR JS Moroka Local Municipality  
Headquarters Office**

**Physical: 2601/3 Bongimfundo Street, Siyabuswa**

**Postal: Private Bag X4012, Siyabuswa, 0472**

**Tel No: (013) 973 1101 /0821/ 2595**

**Fax No: (013) 973 2463 /0973 /0974 /1270**

**Water Services**

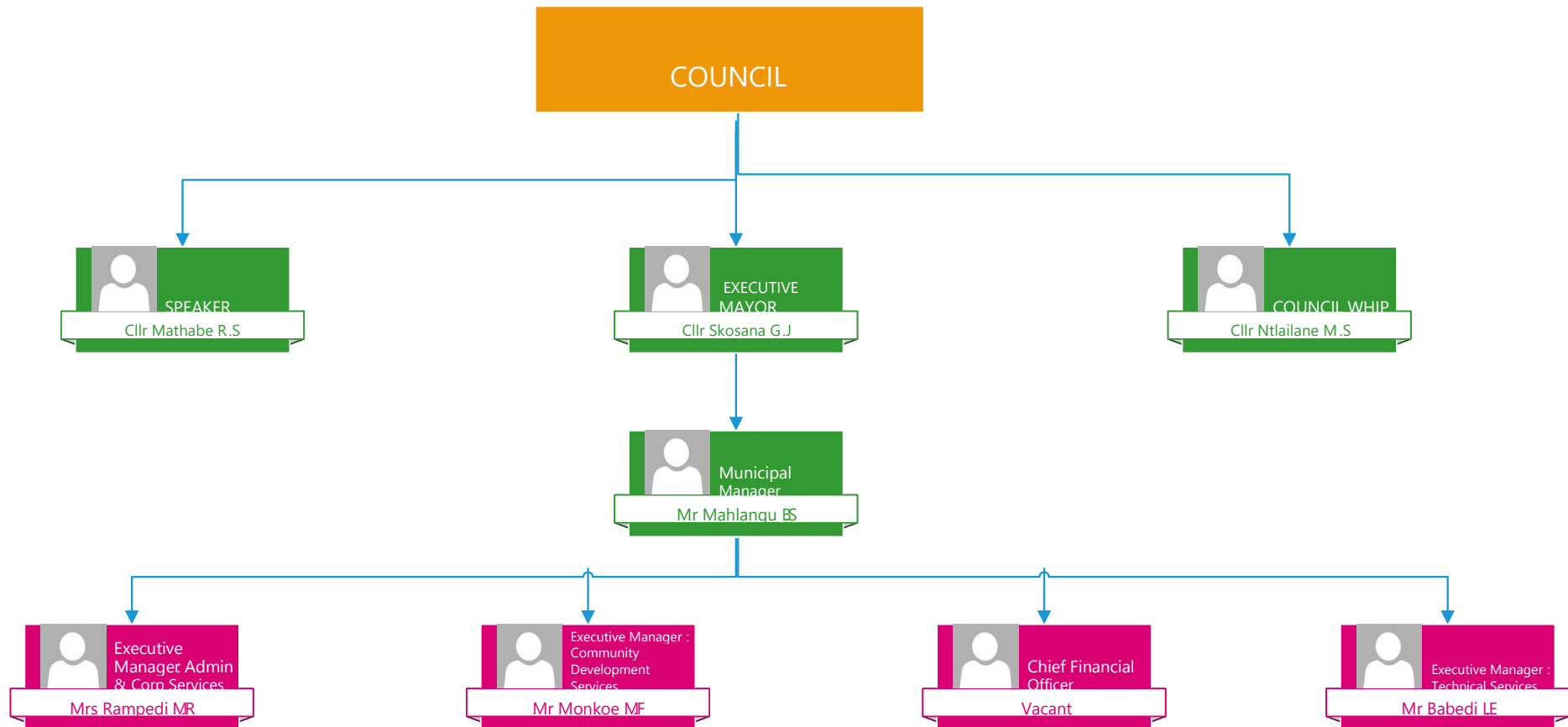
**Mbibane Tel: (013) 976 8107 /8108 /8109**

**Matshiding Tel: (013) 985 8904**



## Dr JS Moroka Local Municipality – Workforce

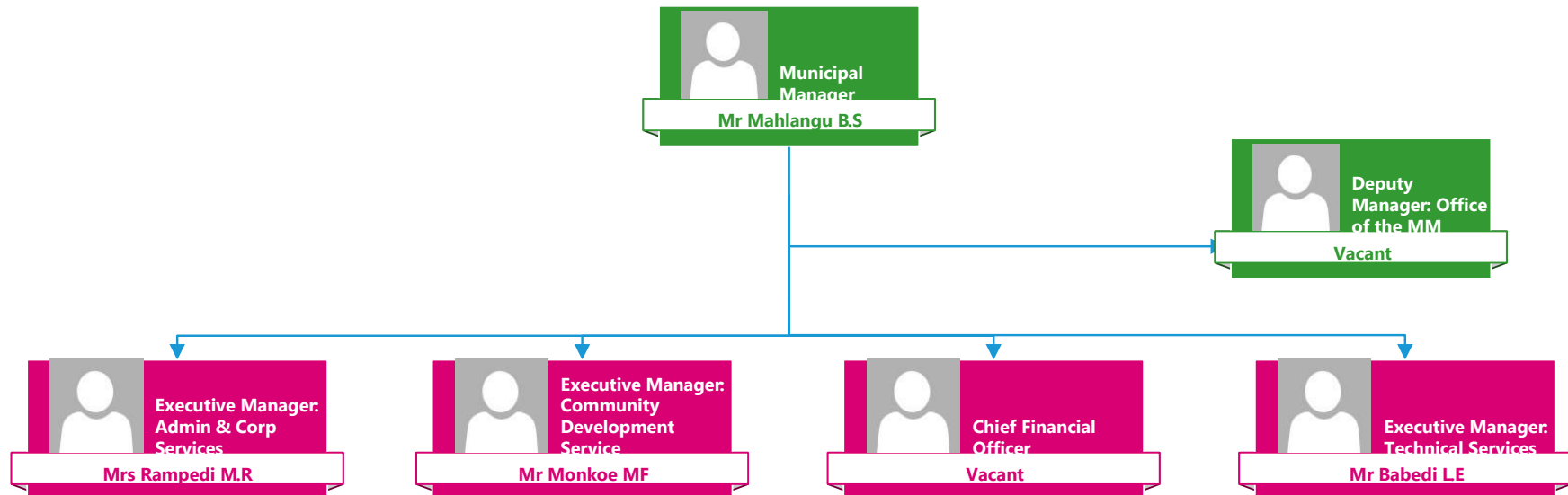
DEPARTMENT	FILLED POSTS	VACANT POSTS	TOTAL POSTS
<b>Senior Management (MM &amp; Sec 56)</b>	4	1	5
<b>Administration &amp; Corporate Services</b>	32	28	60
<b>Office of the Municipal Manager</b>	36	25	61
<b>Community Development Services</b>	236	107	343
<b>Finance</b>	64	33	97
<b>Technical Services</b>	161	130	291
<b>Total</b>	<b>533</b>	<b>324</b>	<b>857</b>



DR JS MLM



# Senior Management Structure



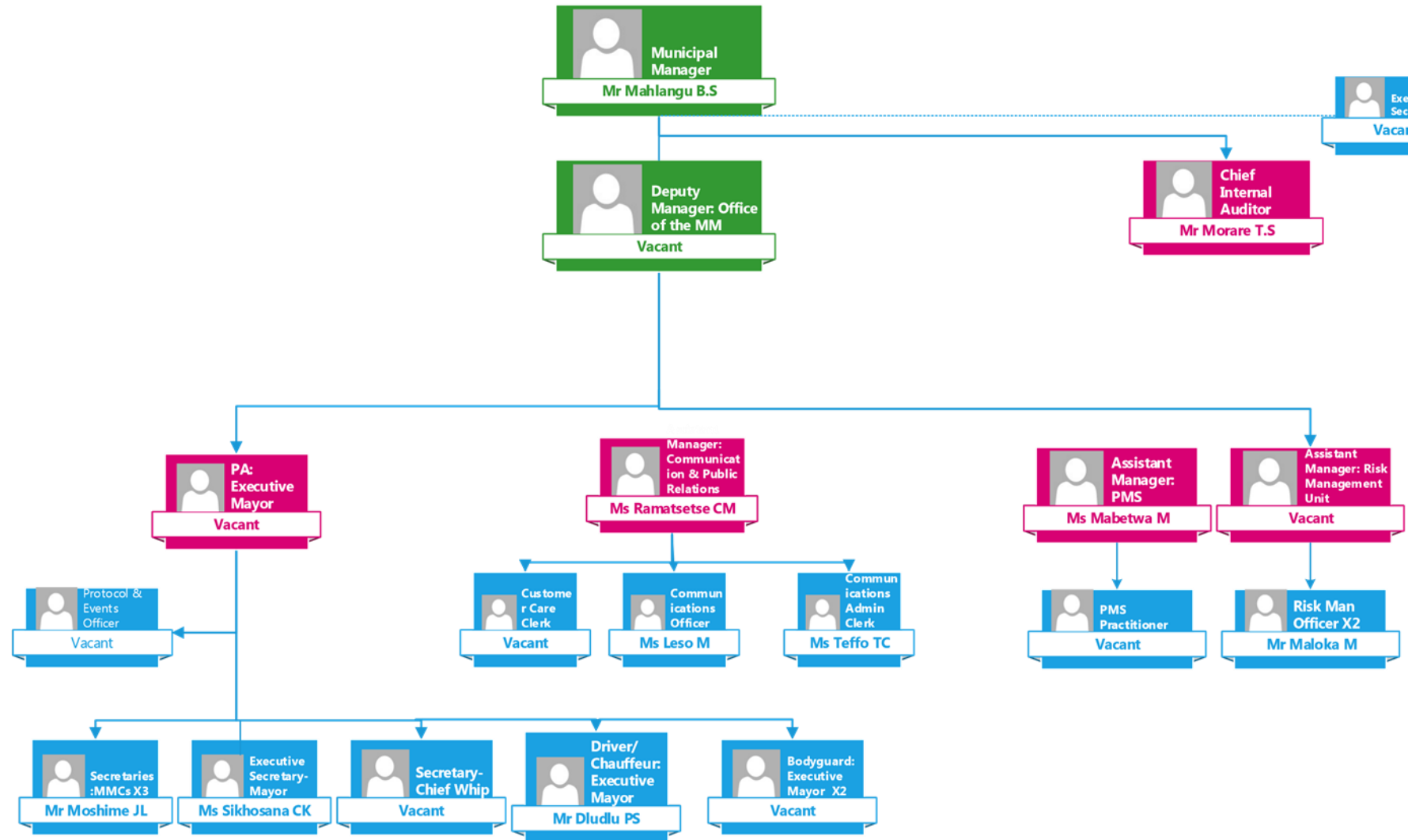
# OFFICE OF MUNICIPAL MANAGER

## Departmental Statistics:

Filled Posts	Vacant Posts	Total Post
36	25	61

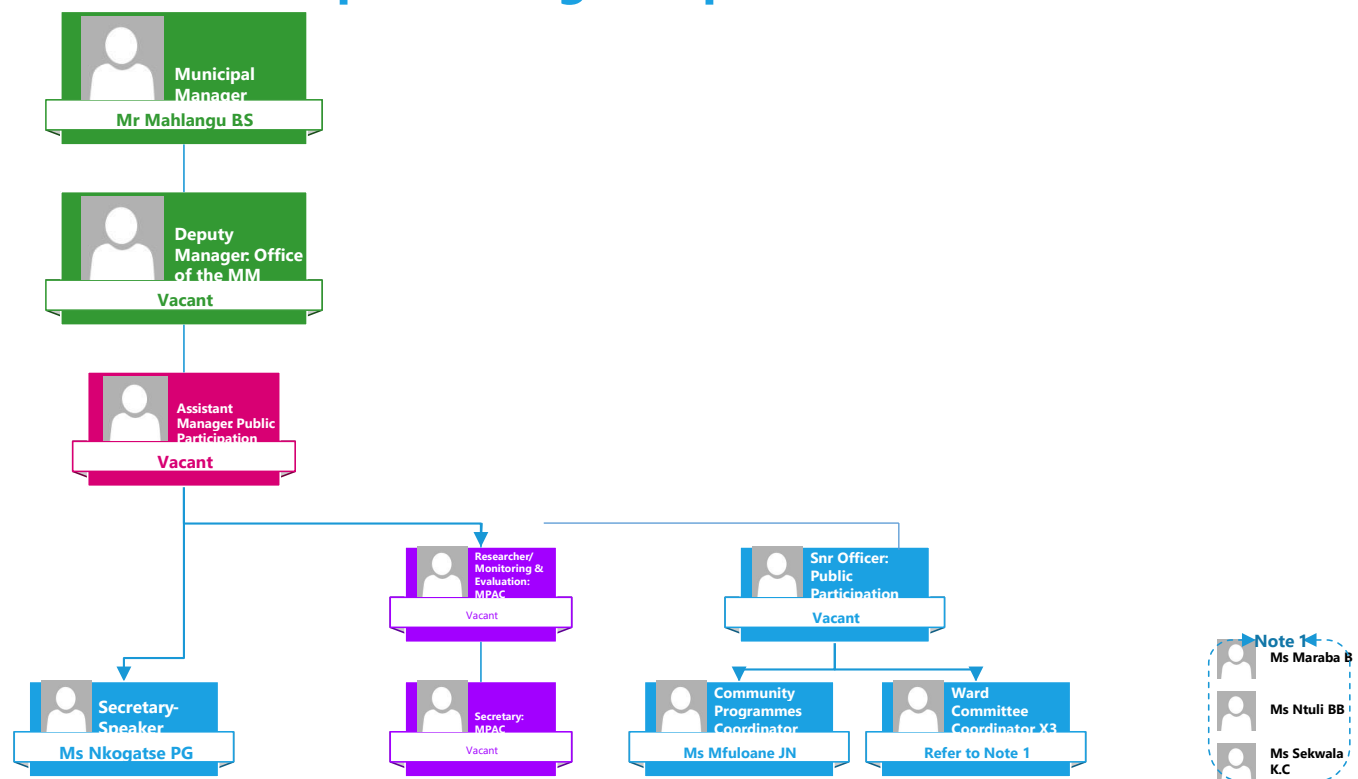


# Office of Municipal Manager: Operations Section



DR JS MLM

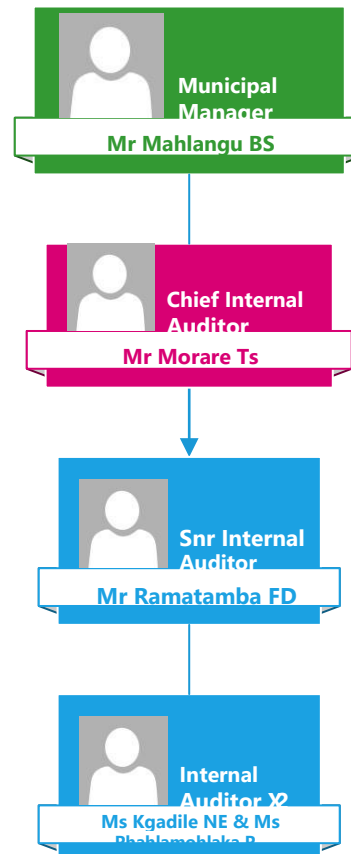
## Office of Municipal Manager: Operations Section





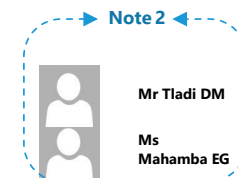
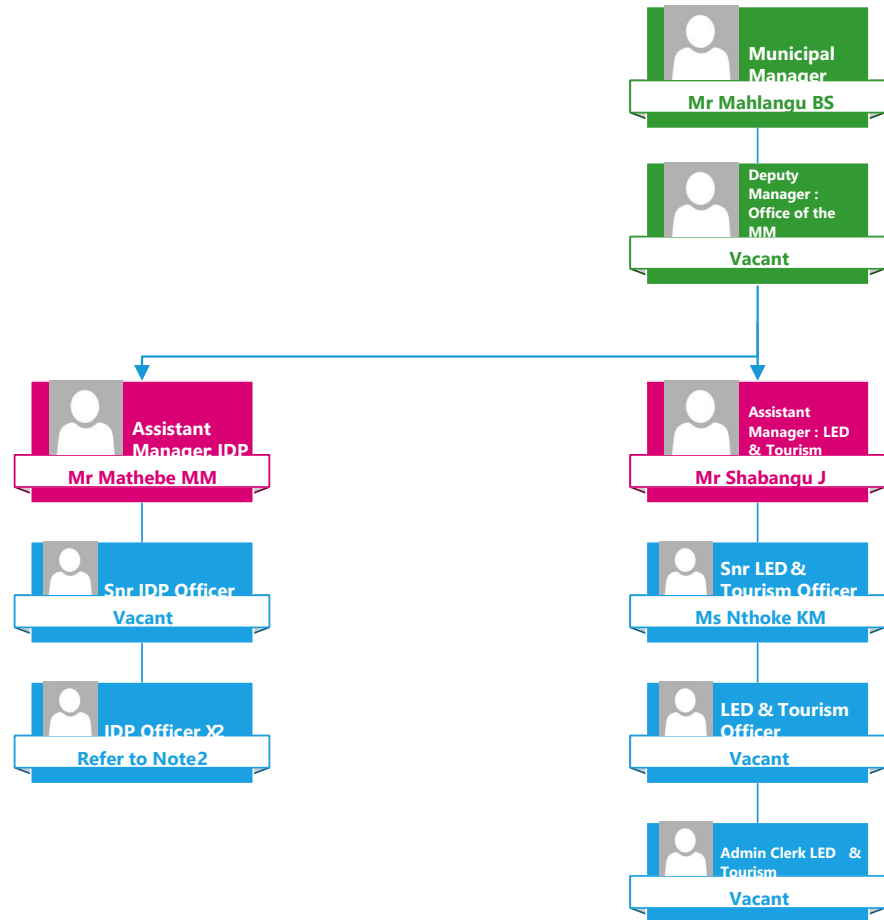
R JS MLM

## Office of Municipal Manager: Auditing



DR JS MLM

# Local Economic Development & Planning

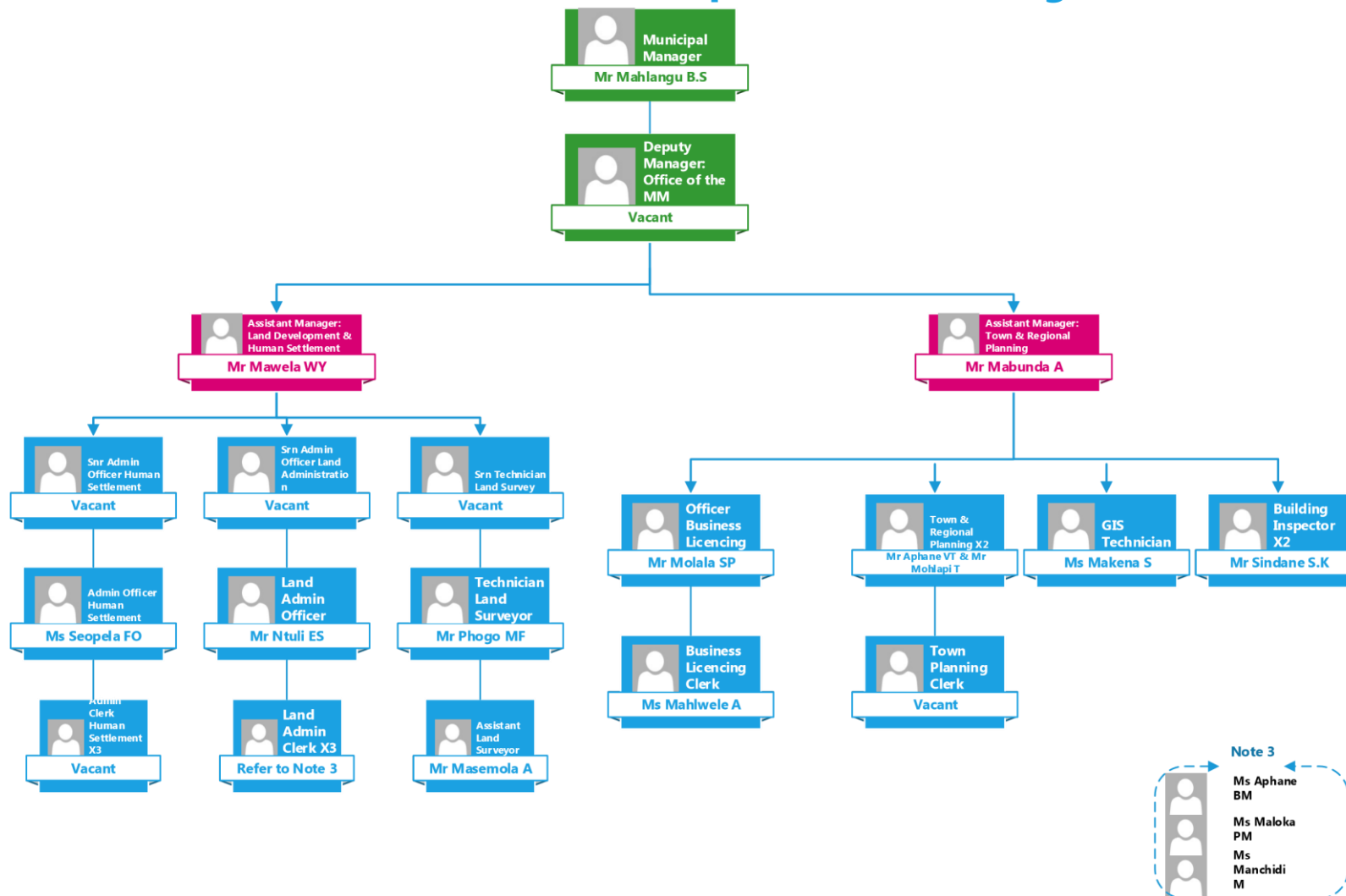






DR JS MLM

# Local Economic Development & Planning



# ADMINISTRATION & CORPORATE SERVICES

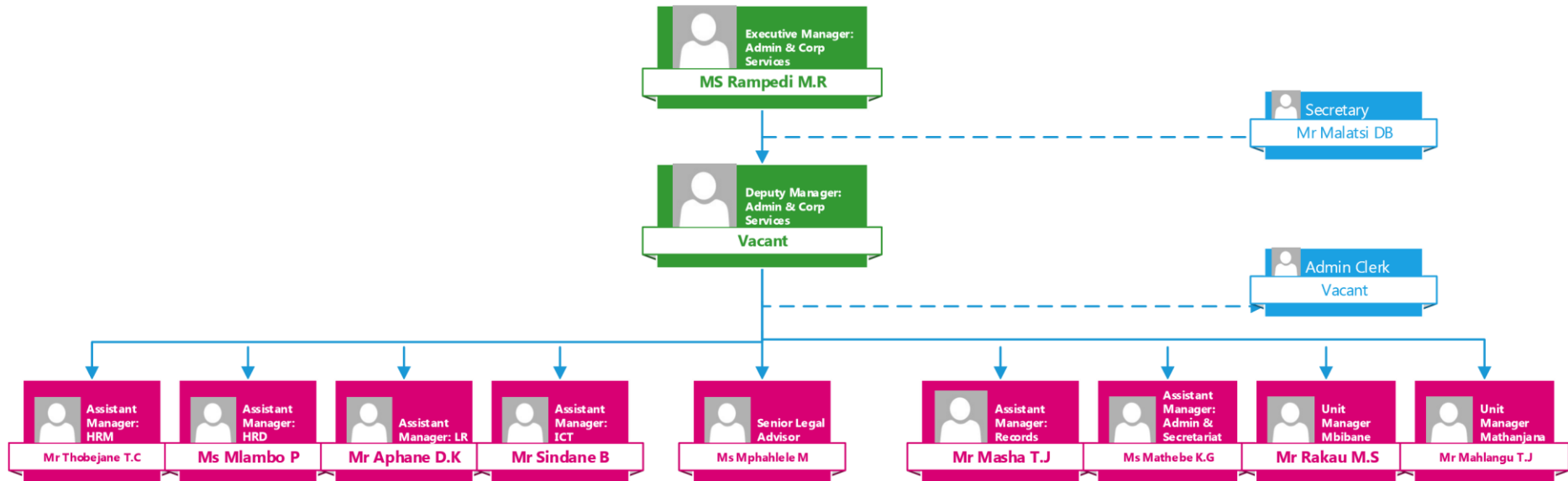
## Departmental Statistics:

Filled Posts	Vacant Posts	Total Posts
32	28	60

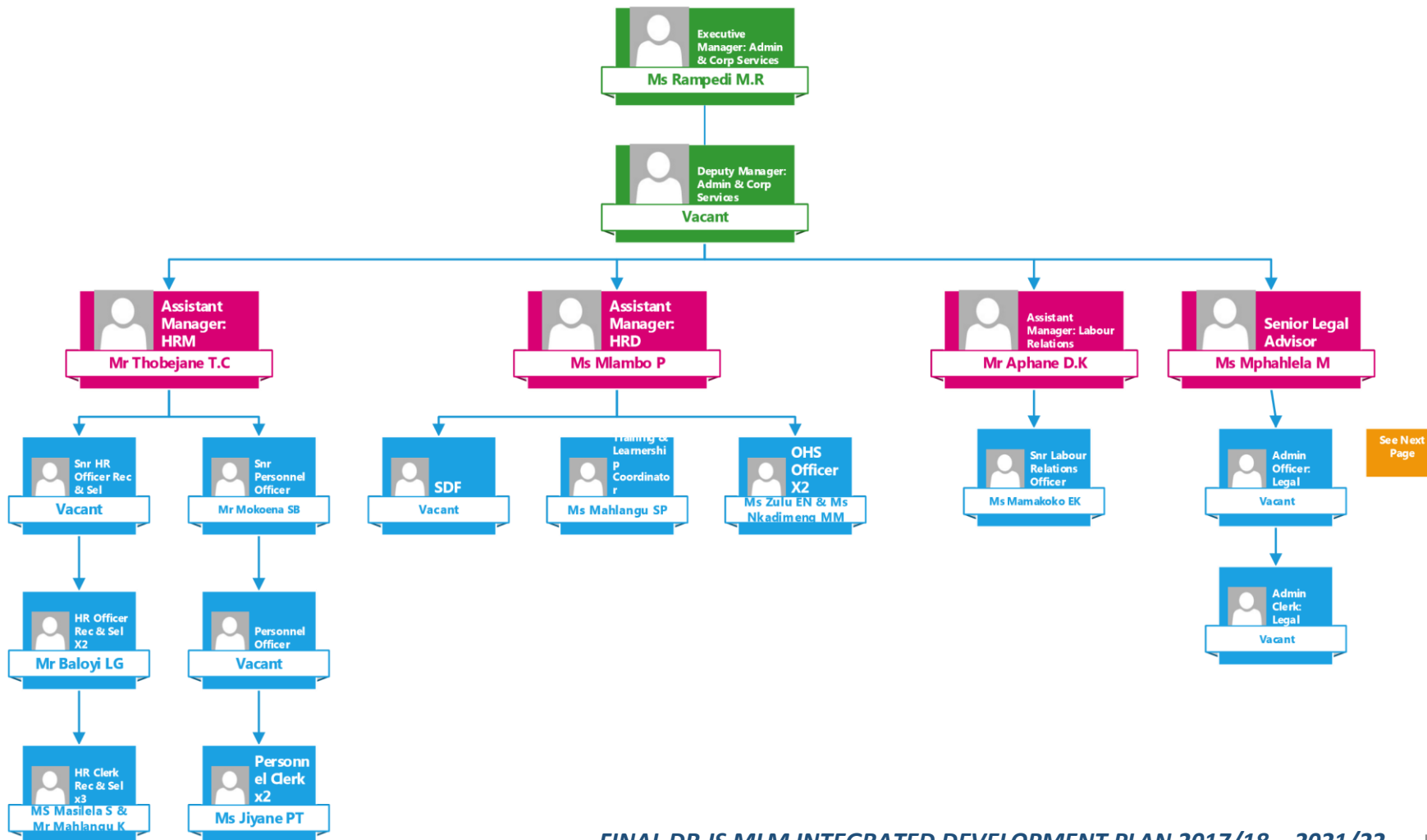


DR JS MLM

# Admin & Corp Services: Top Structure



## Admin & Corporate Services: Human Resource

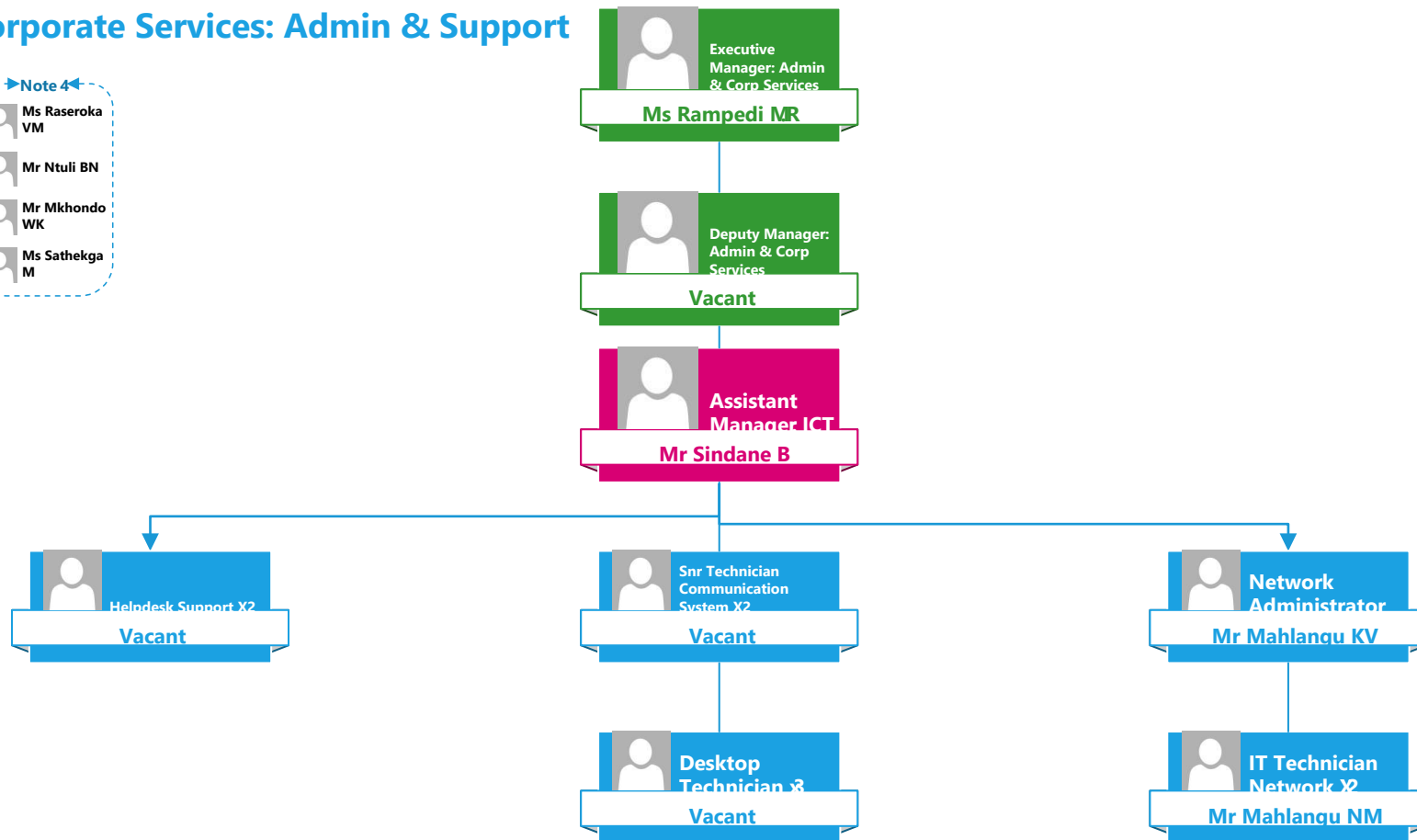


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## Admin & Corporate Services: Admin & Support

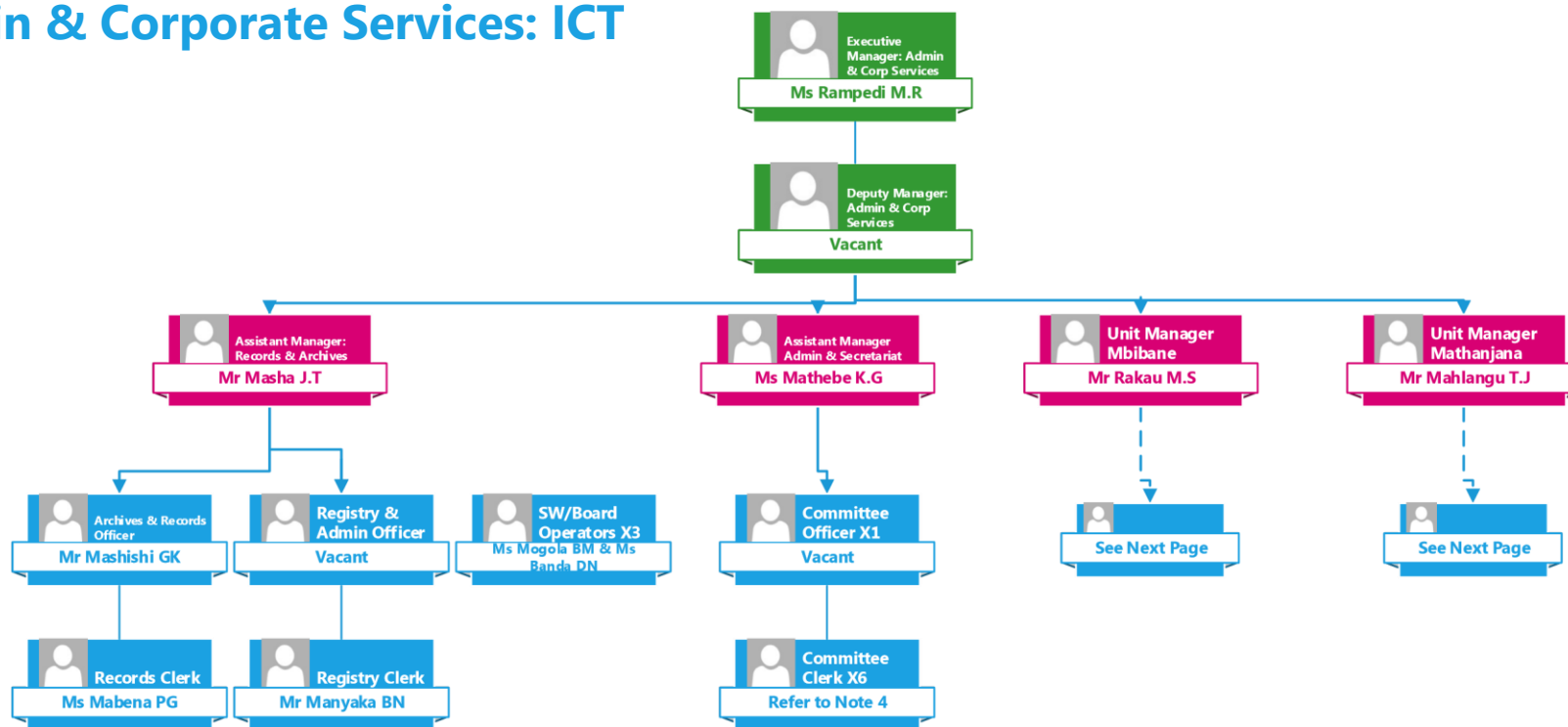
DR JS  
MLM

- Note 4
- Ms Raseroka VM
  - Mr Ntuli BN
  - Mr Mkhondo WK
  - Ms Sathekga M

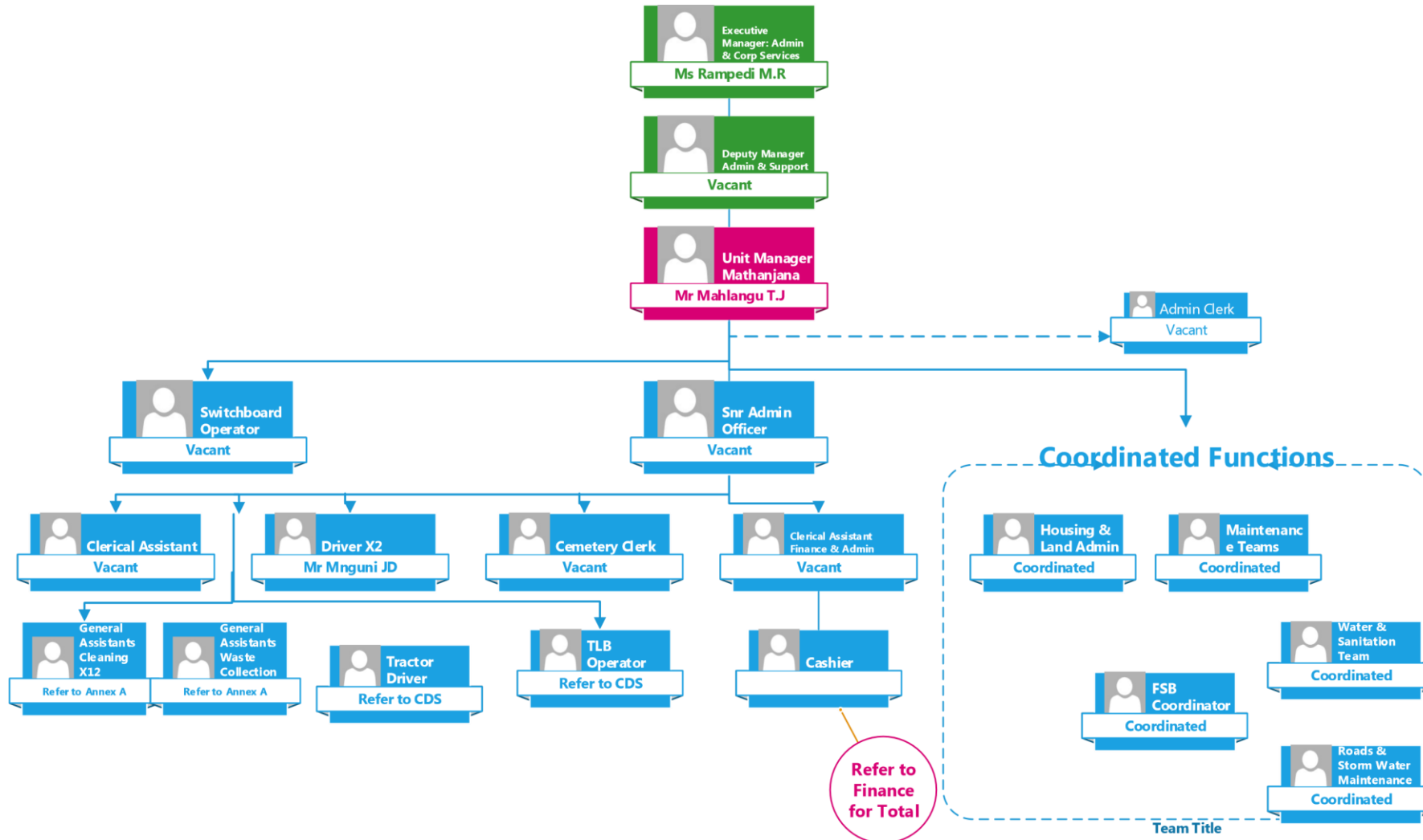




## Admin & Corporate Services: ICT

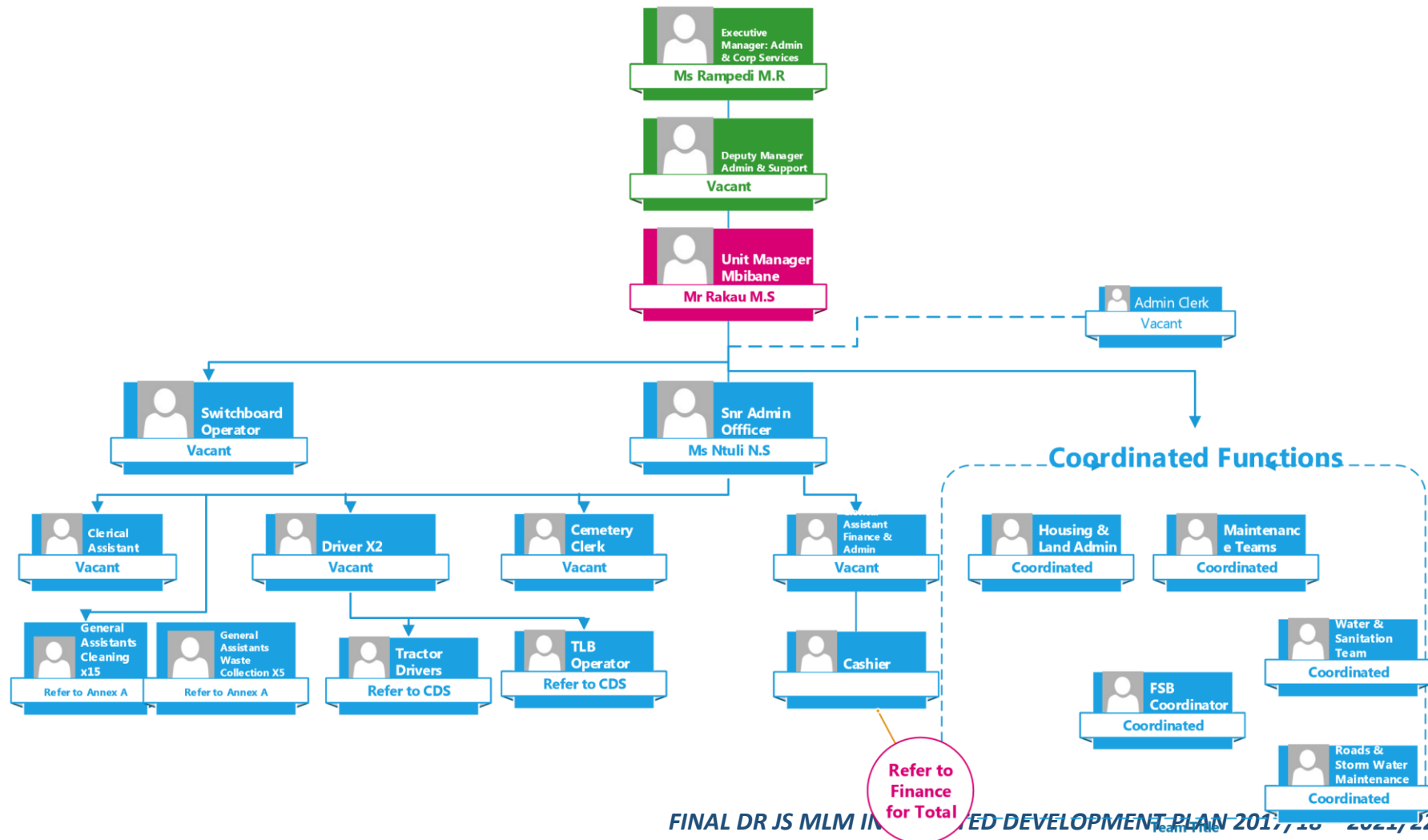


**DR JS MLM Admin & Corporate Services: Mathanjana Unit Office**





## Corporate Services: Mbibane Unit Office





# FINANCE

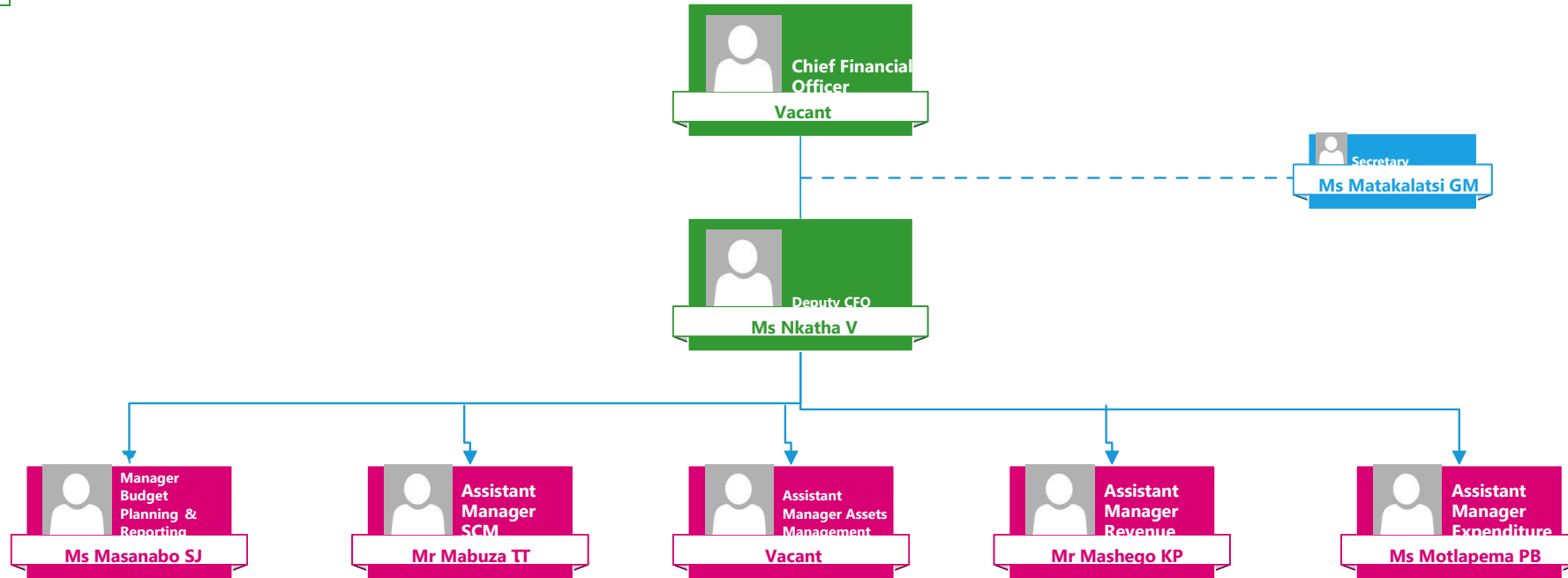
## Departmental Statistics:

Filled Posts	Vacant Posts	Total Posts
64	33	97



DRJS MLM

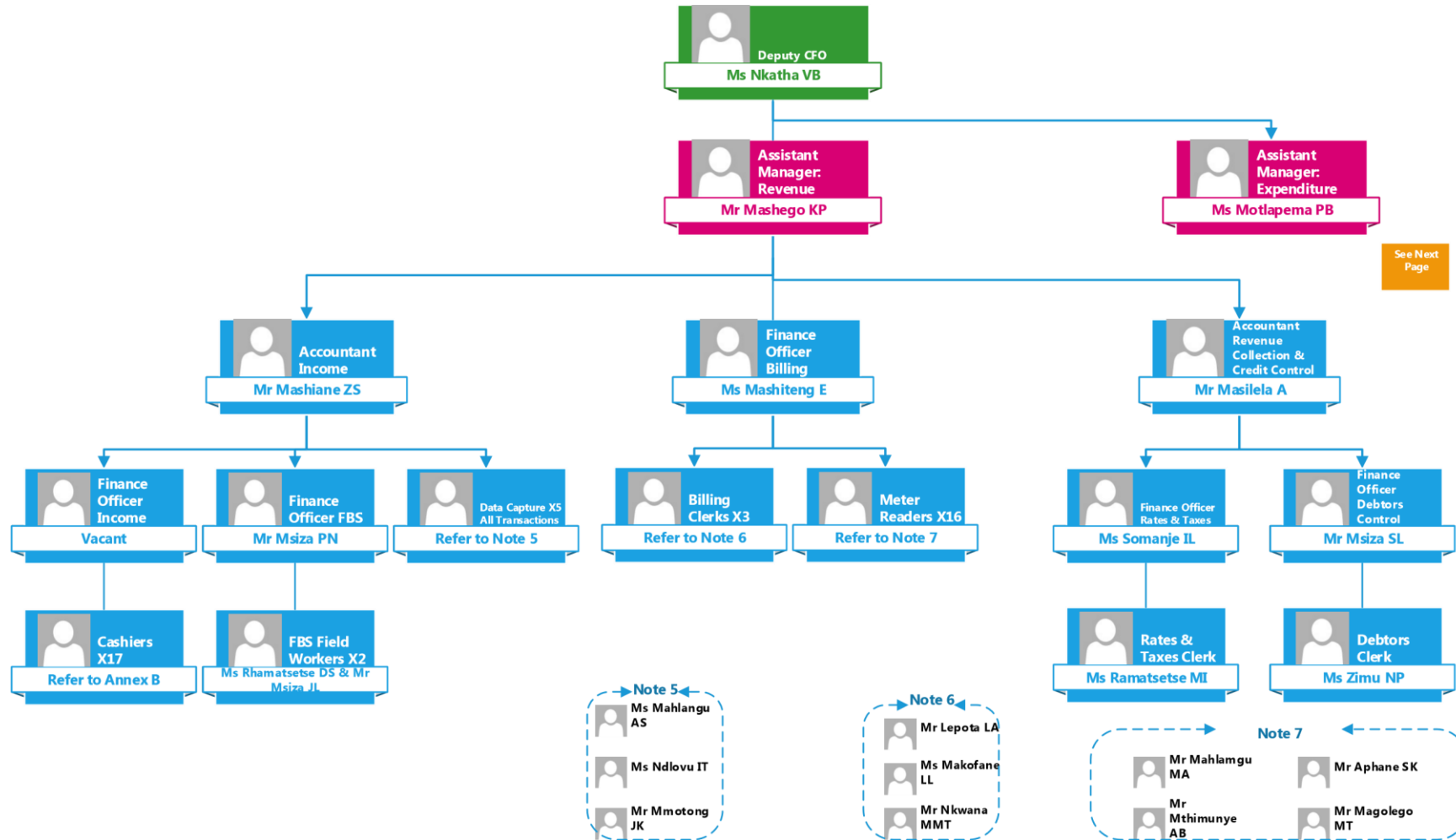
## Finance: Top Structure



DR JS  
MLM



## Finance: Financial Accounting

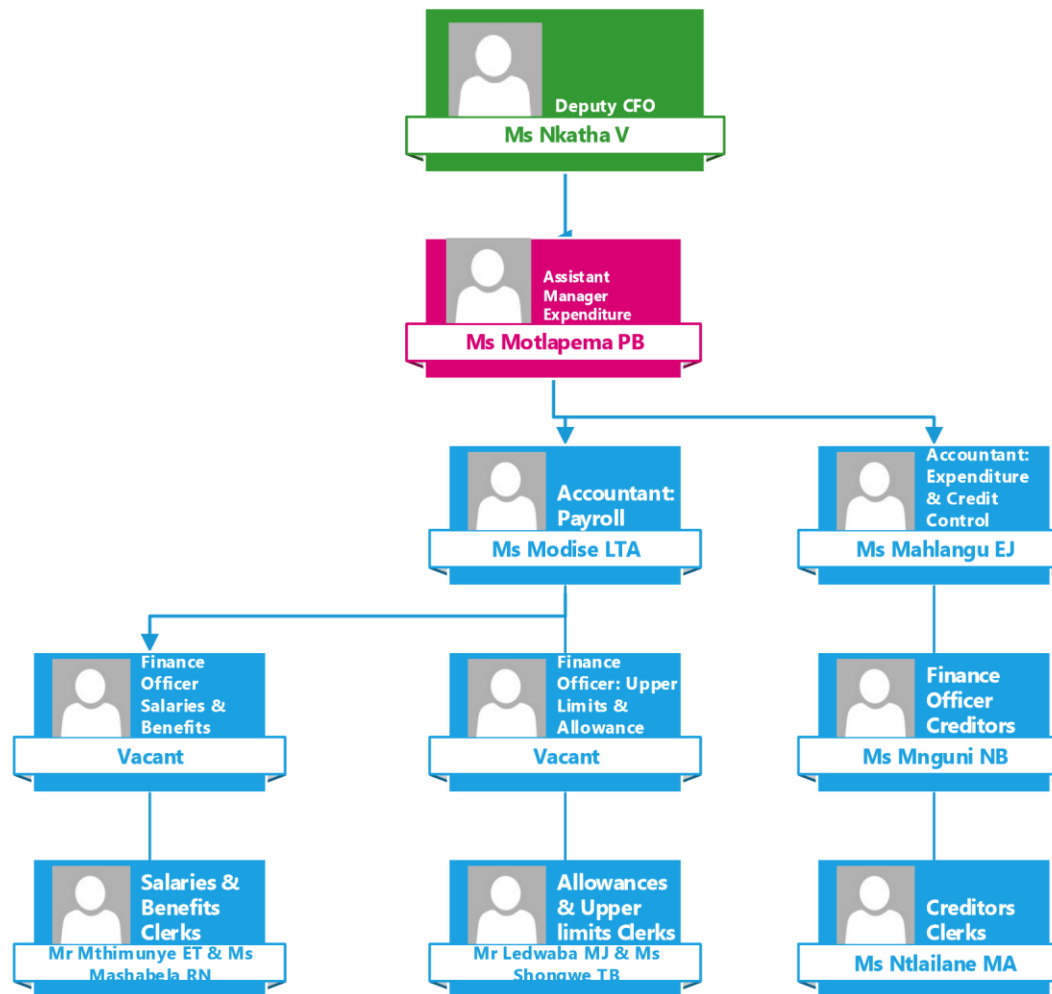


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DR JS MLM

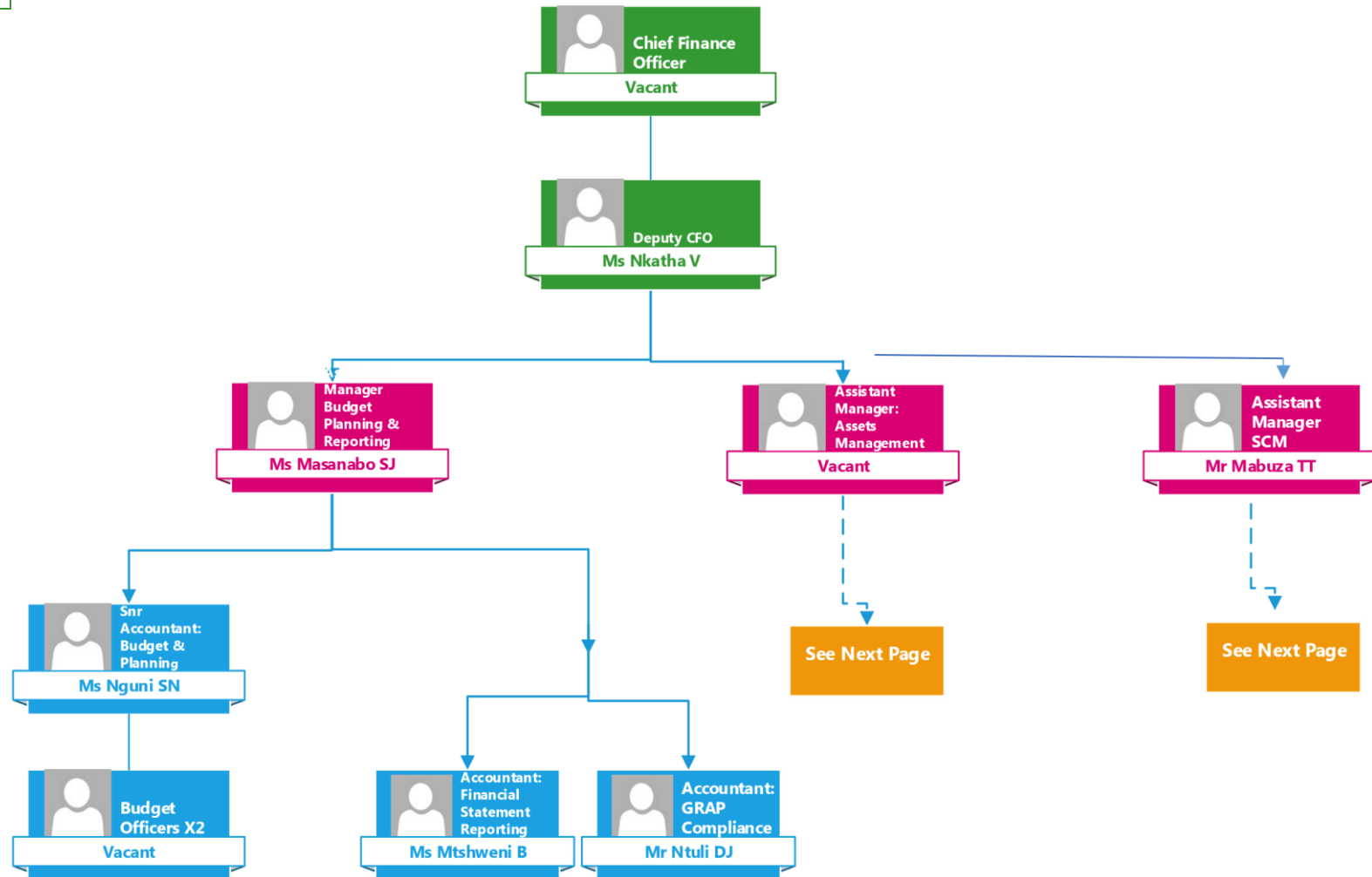
## Finance: Financial Accounting-Expenditure





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MLM

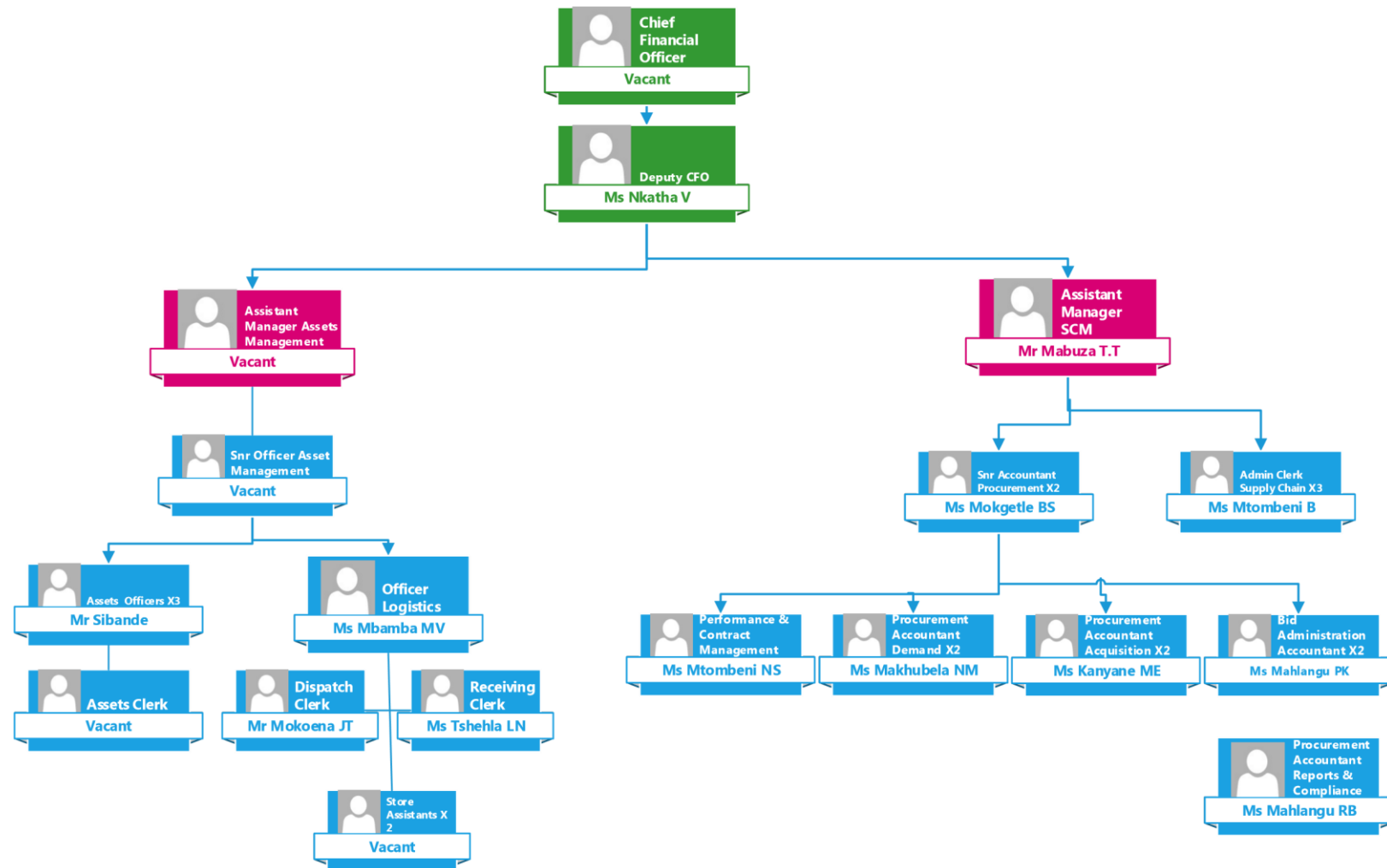
## Finance: Financial Planning & GRAP Implementation: Budget Planning & Reporting



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## Finance: Financial Planning & GRAP Standards: Supply Chain & Assets Management



# TECHNICAL SERVICES

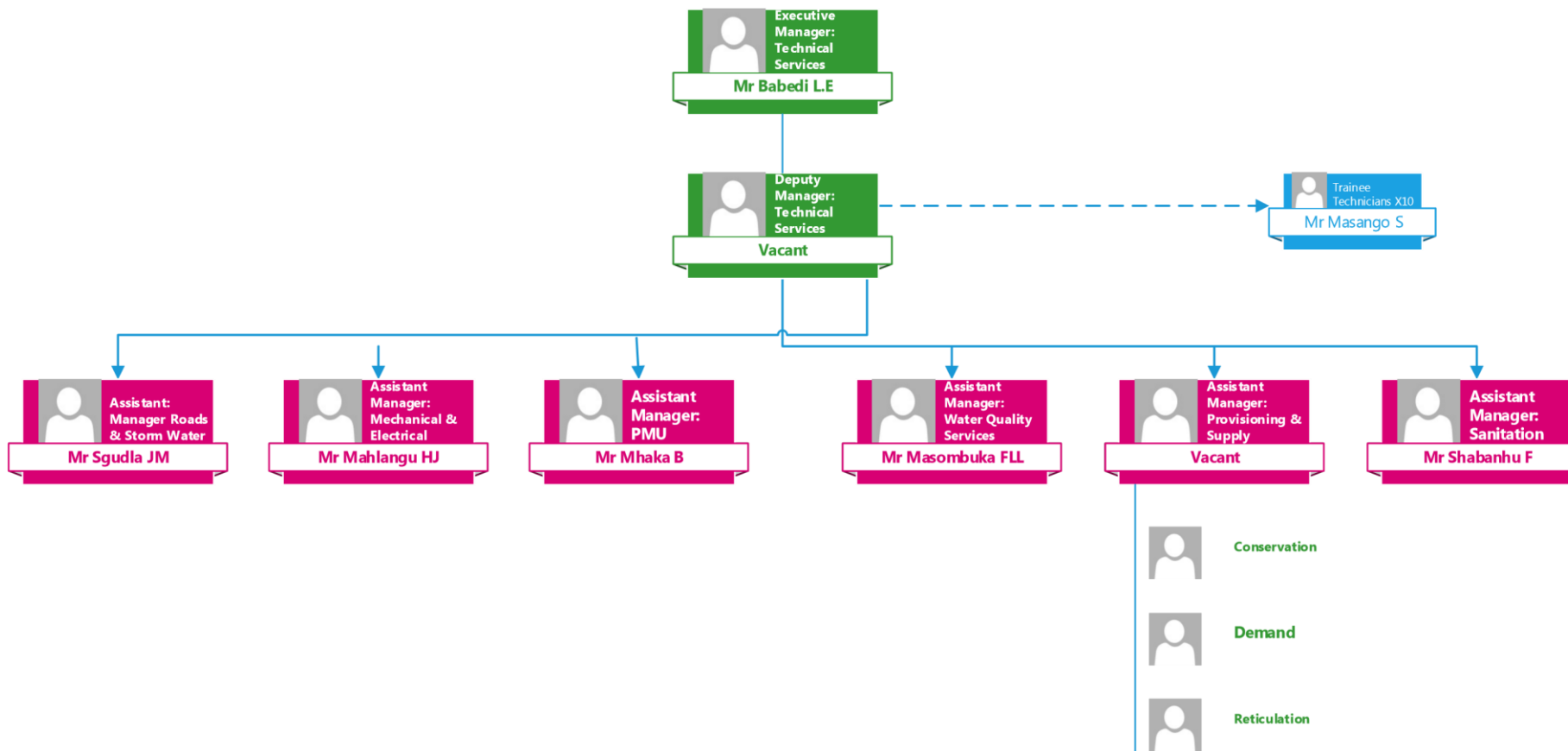
## Departmental Statistics:

Filled Posts	Vacant Posts	Total Posts
165	131	296

DR JS MLM



## Technical Services: Top Structure

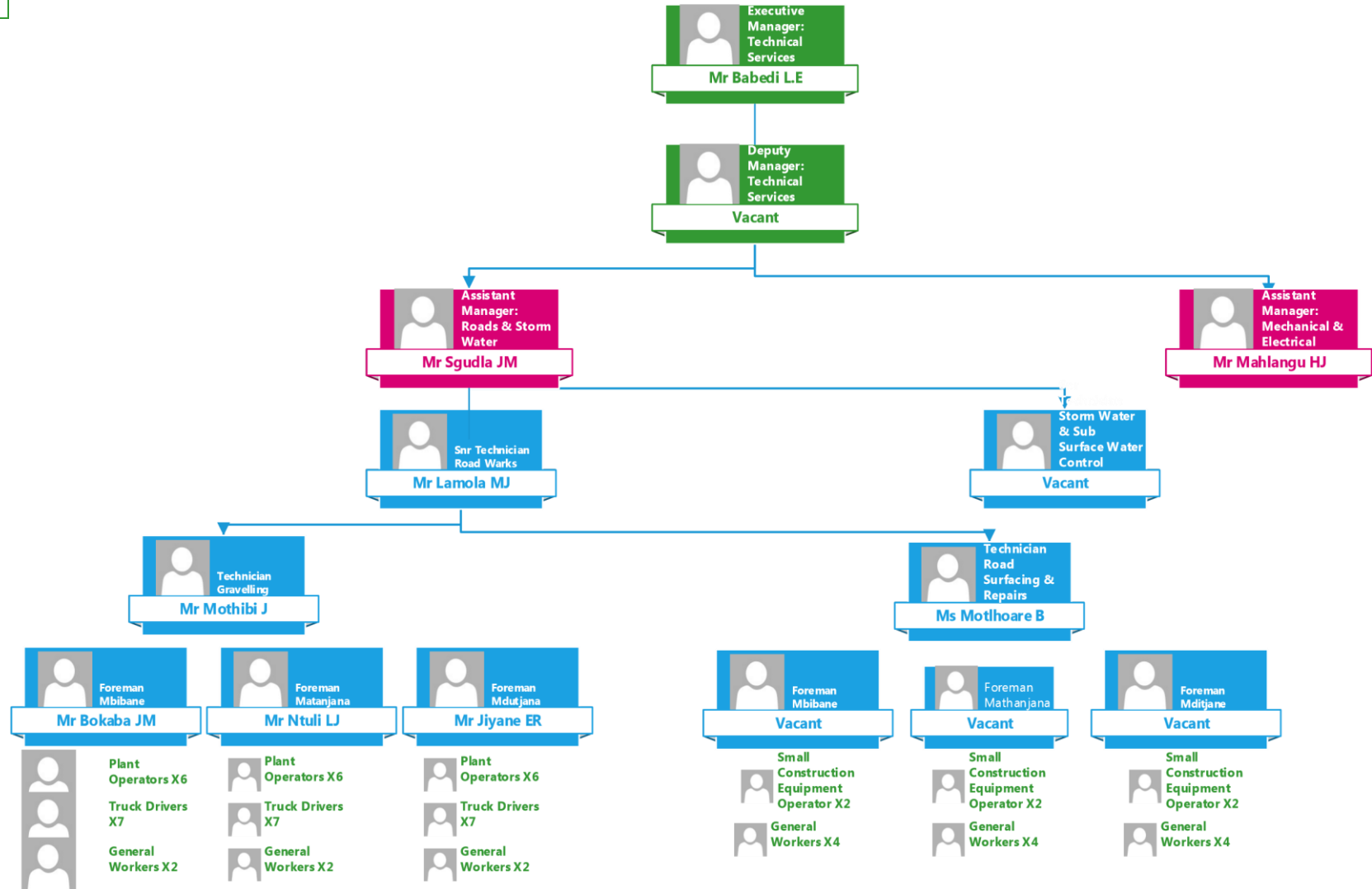






DR JS  
MLM

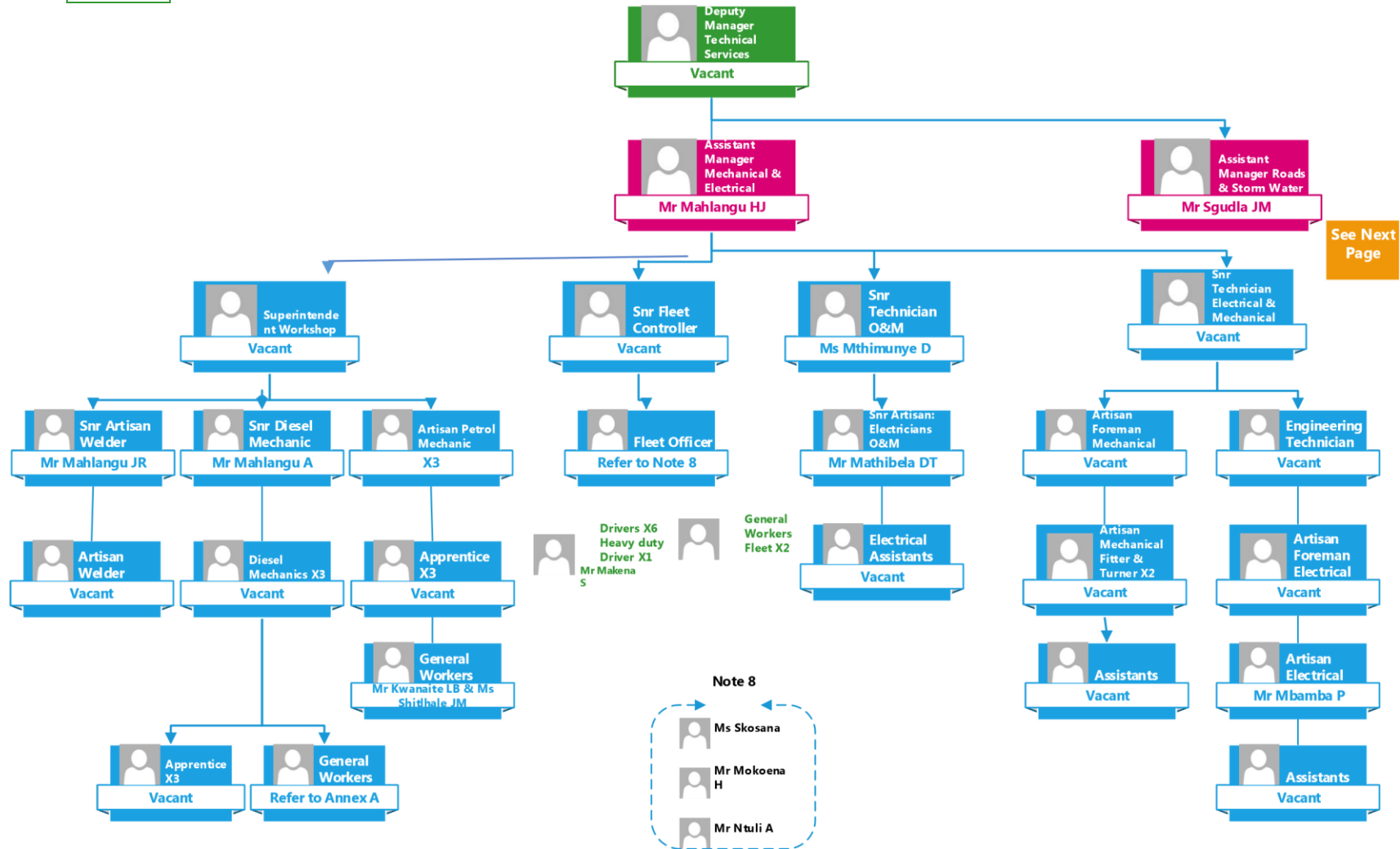
## Technical Services: Infrastructure Refurbishment & Maintenance



DR JS  
MLM



## Infrastructure Refurbishment & Maintenance

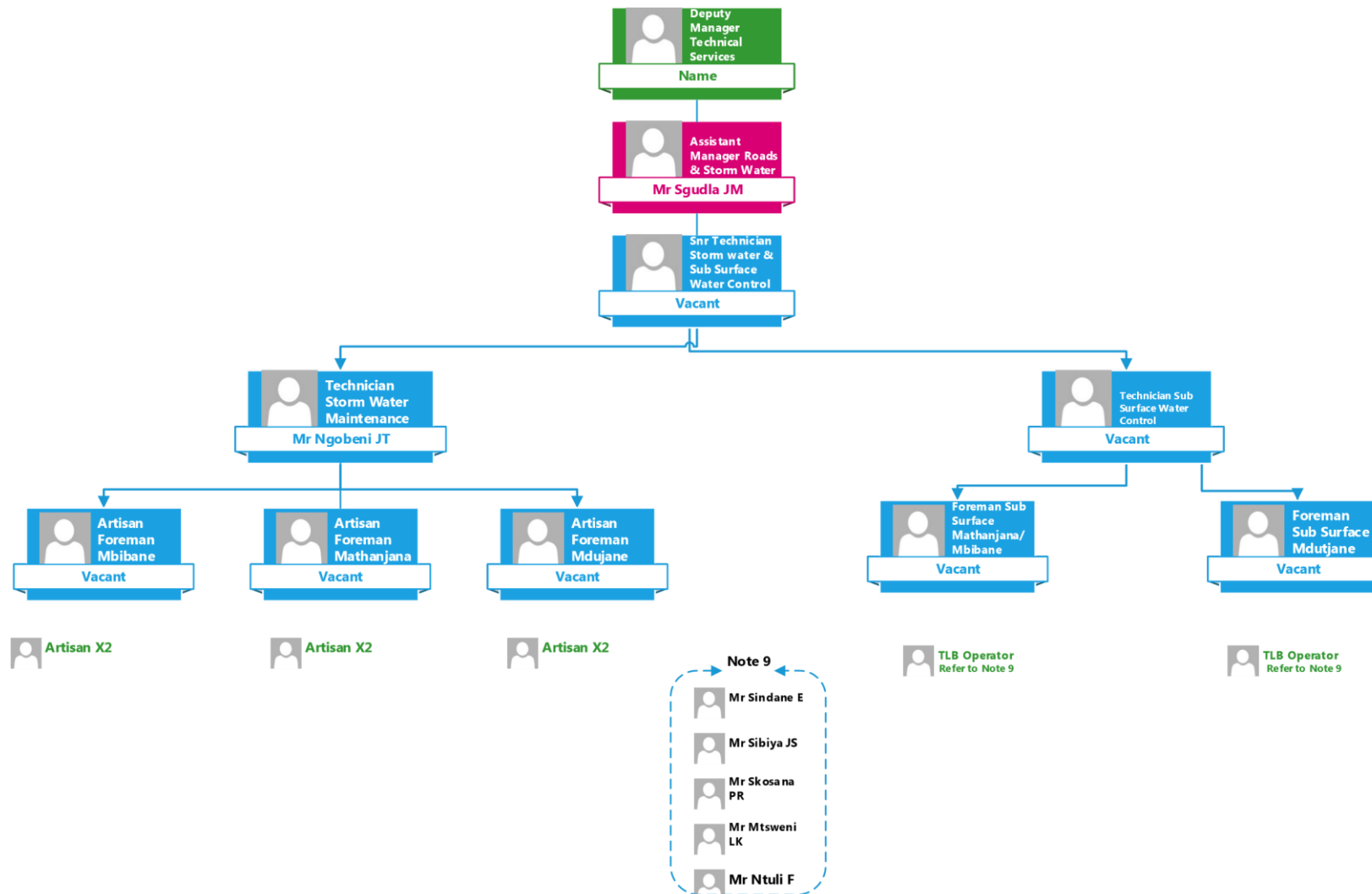


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DR JS MLM

## Technical Services: Infrastructure Refurbishment & Maintenance

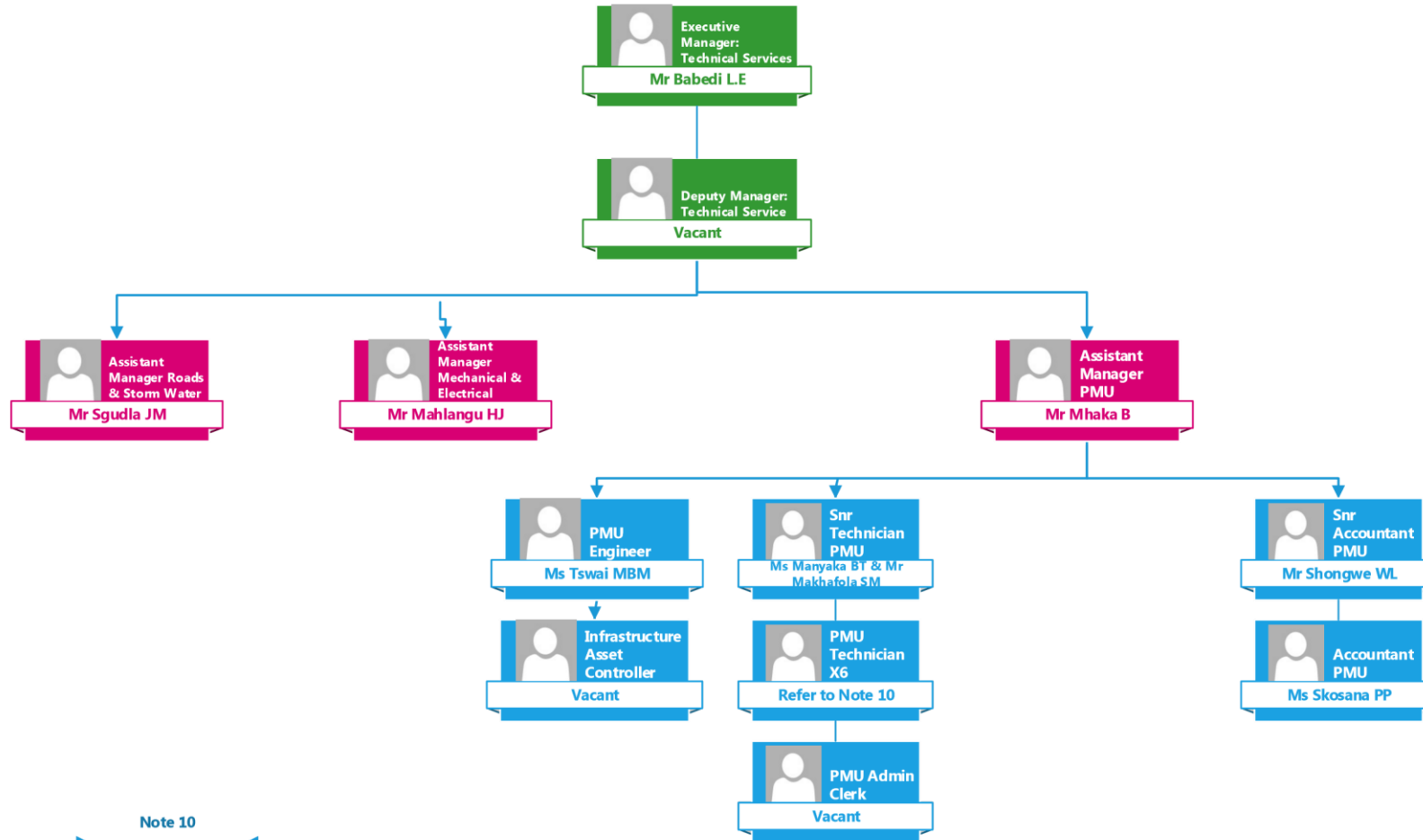


Artisan Artisan  
Artisan General  
General  
Assistant X4Assistant X4Assistant X4Workers  
X5Workers X5

DR JS  
MLM



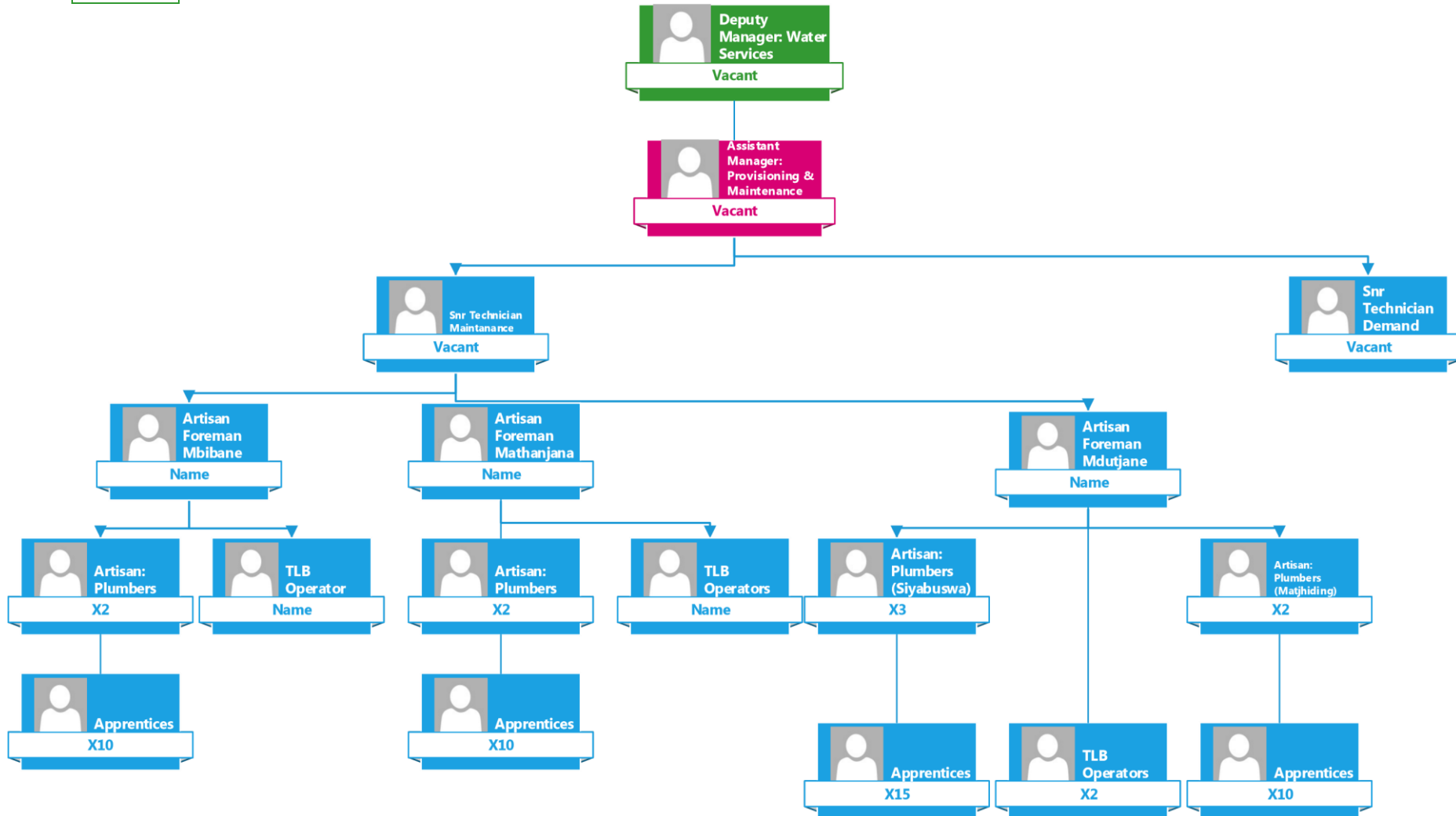
## Technical Services: Infrastructure Refurbishment, Maintenance & PMU



DR JS MLM



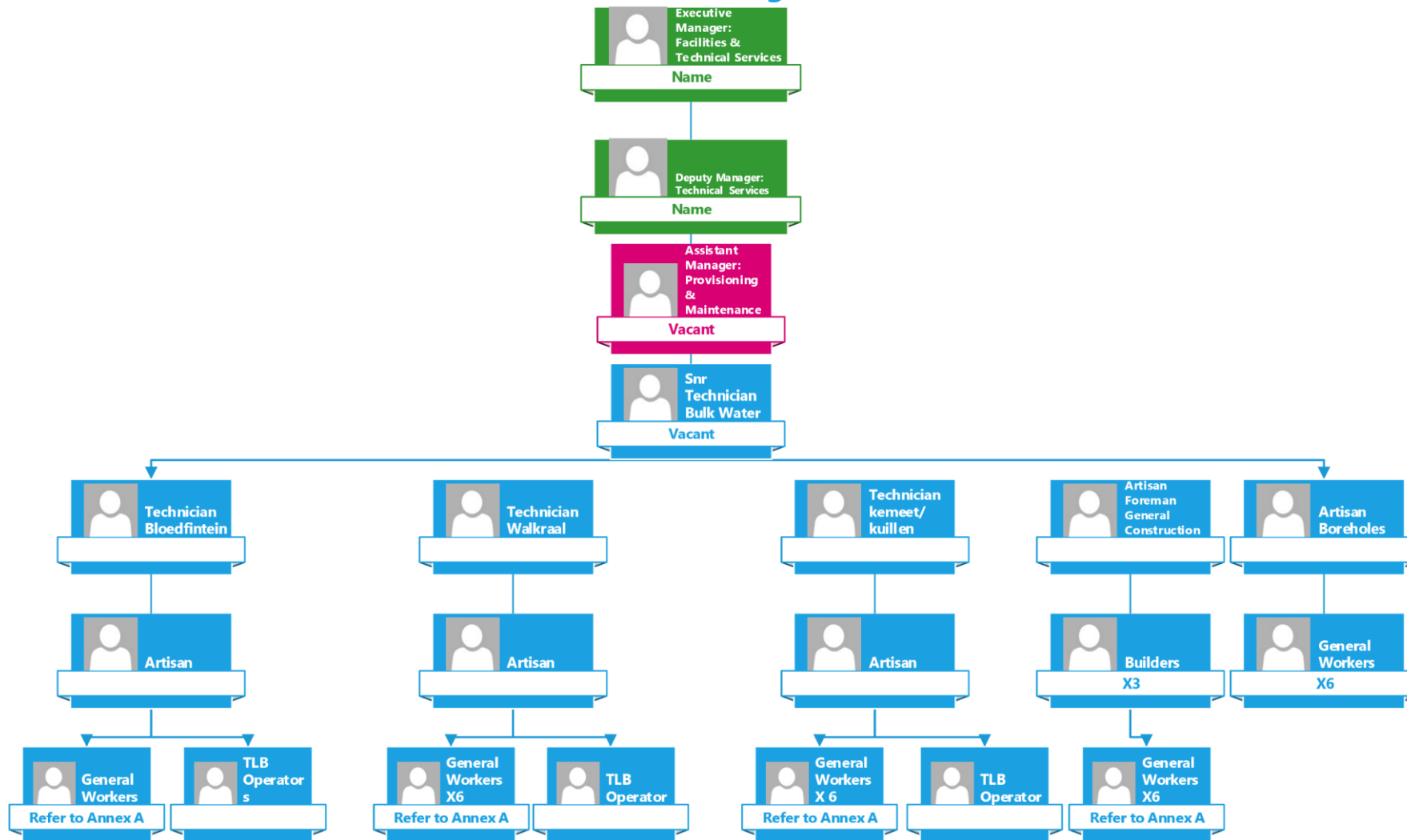
## Water Services: Provisioning & Maintenance



DR JS MLM



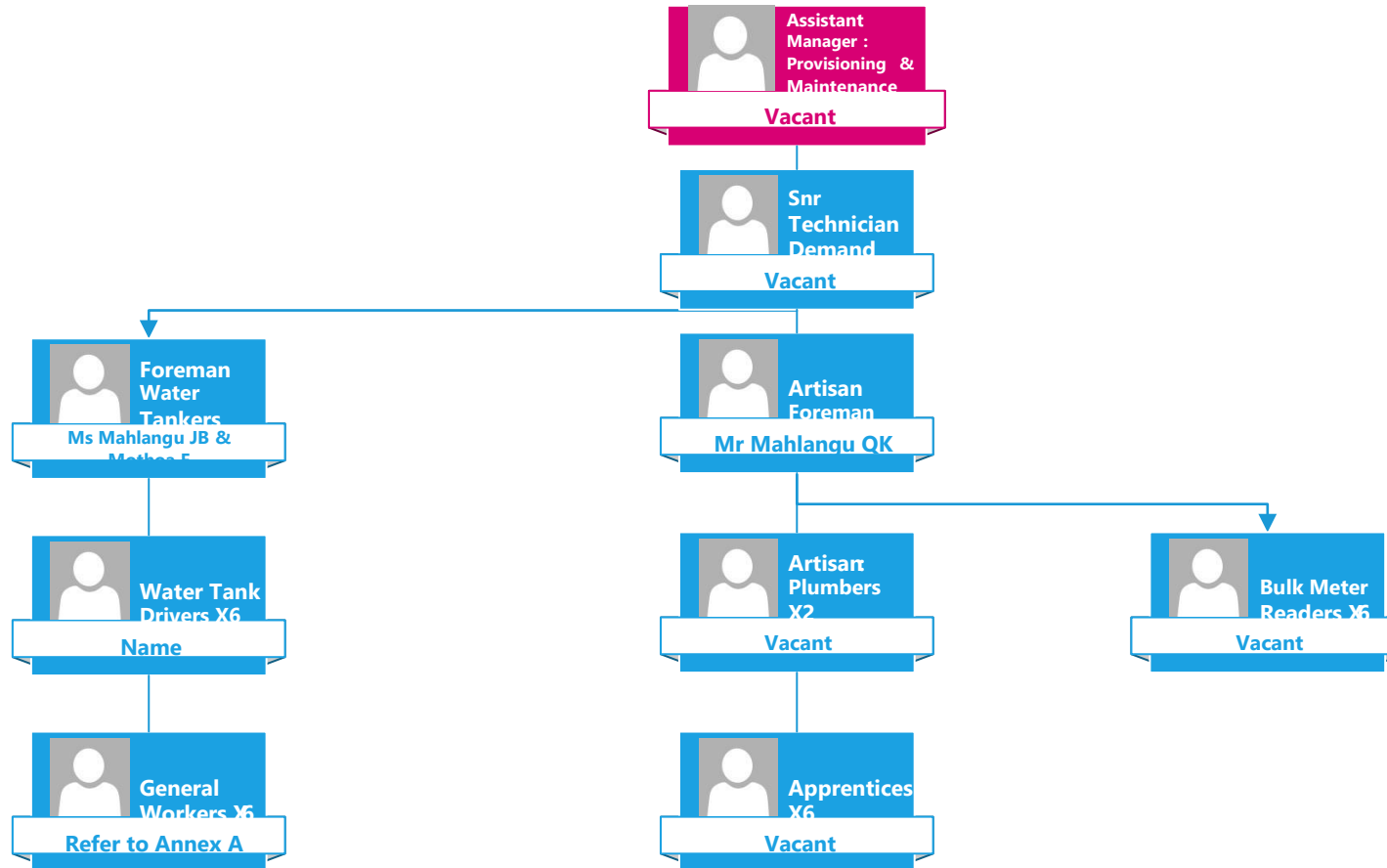
## Water Services: Provisioning & Maintenance





DR JS MLM

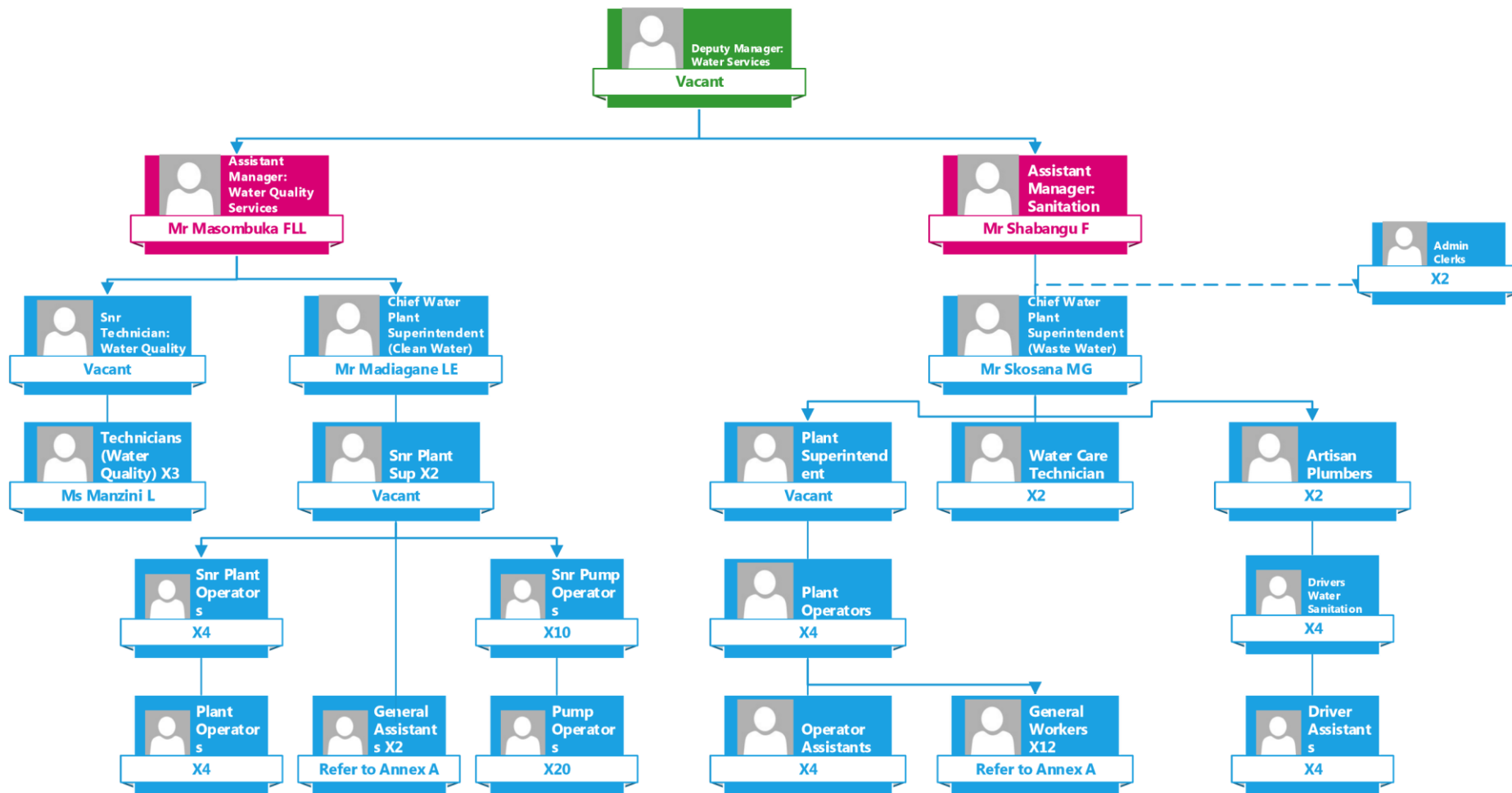
## Water Services: Provisioning & Maintenance



DR JS MLM



## Technical Services: Water Services





# Community Development Services

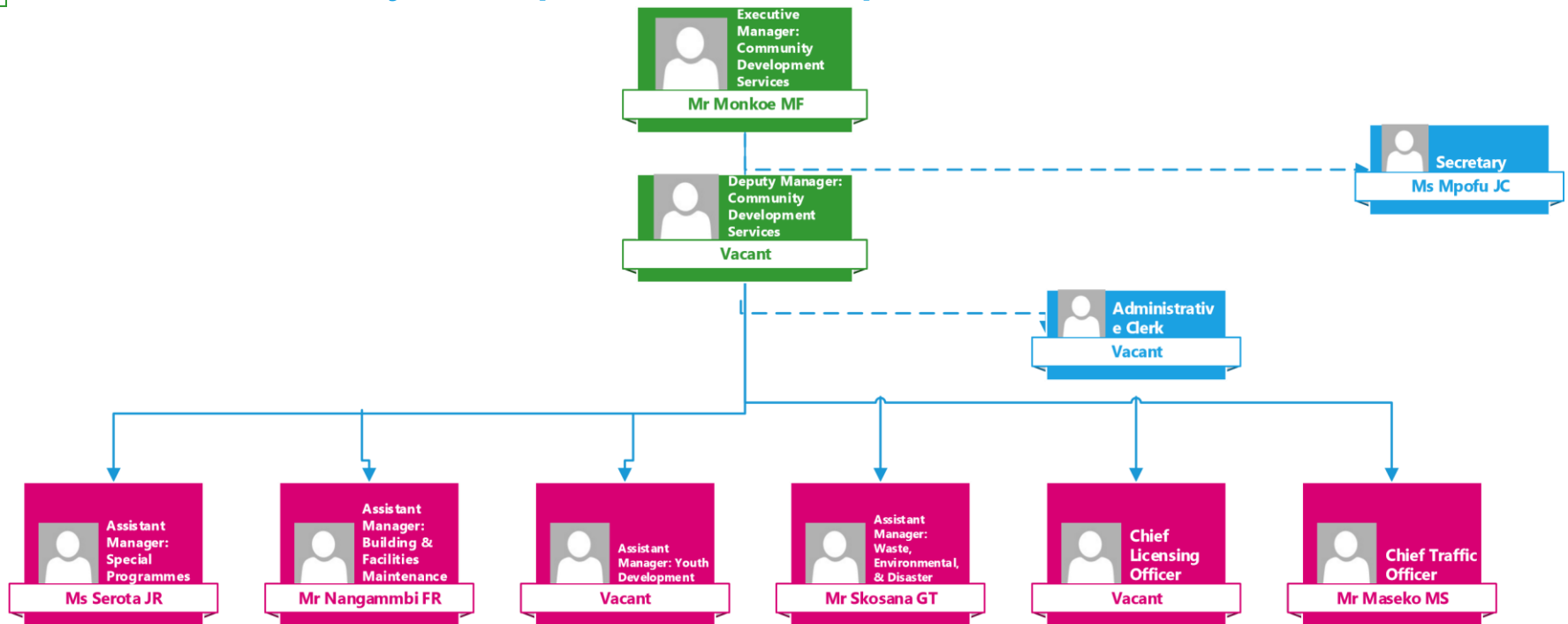
## Departmental Statistics:

Filled Posts	Vacant Posts	Total Posts
236	107	343

DR JS MLM



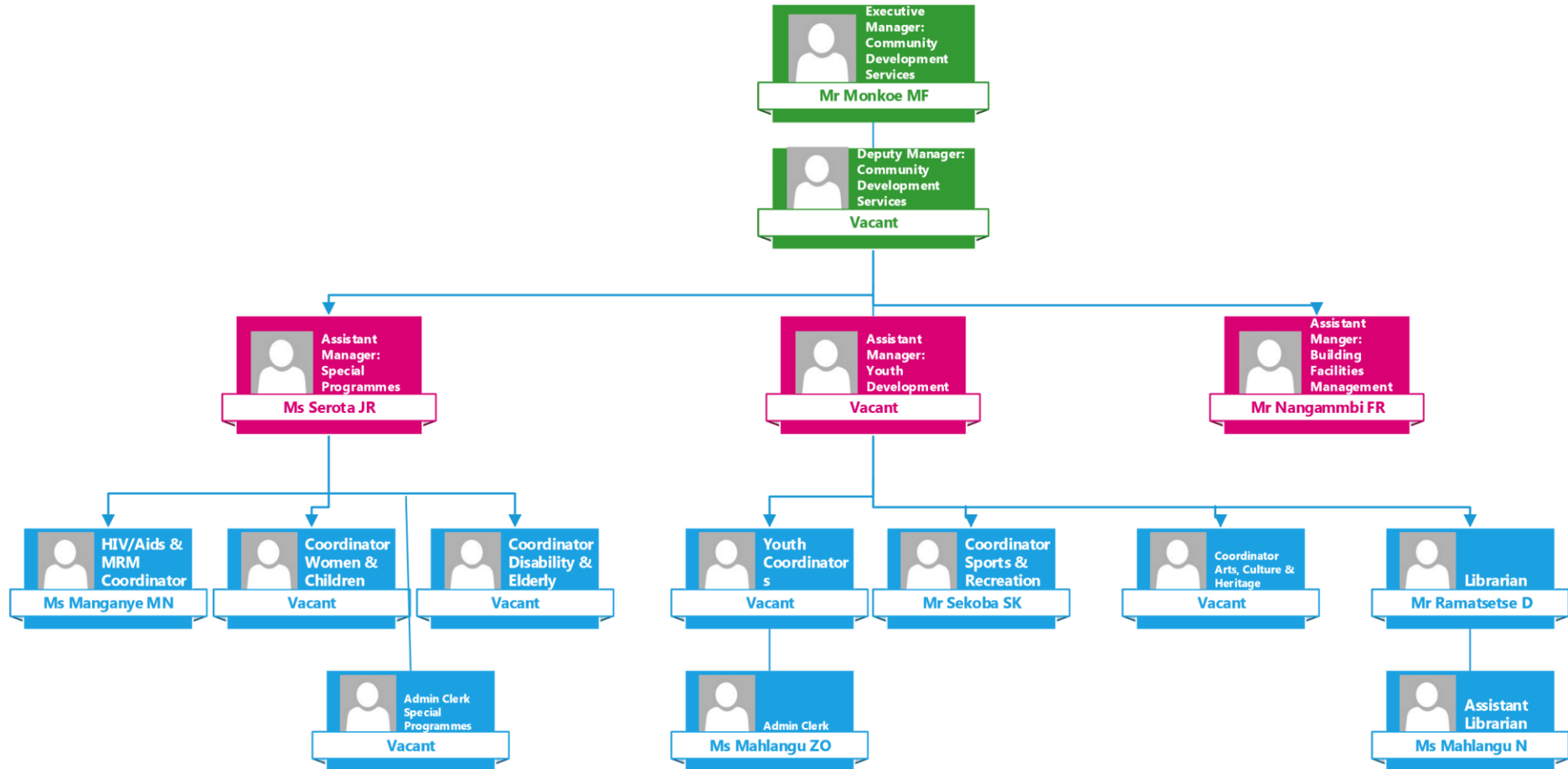
## Community Development Services: Top Structure



DR JS MLM



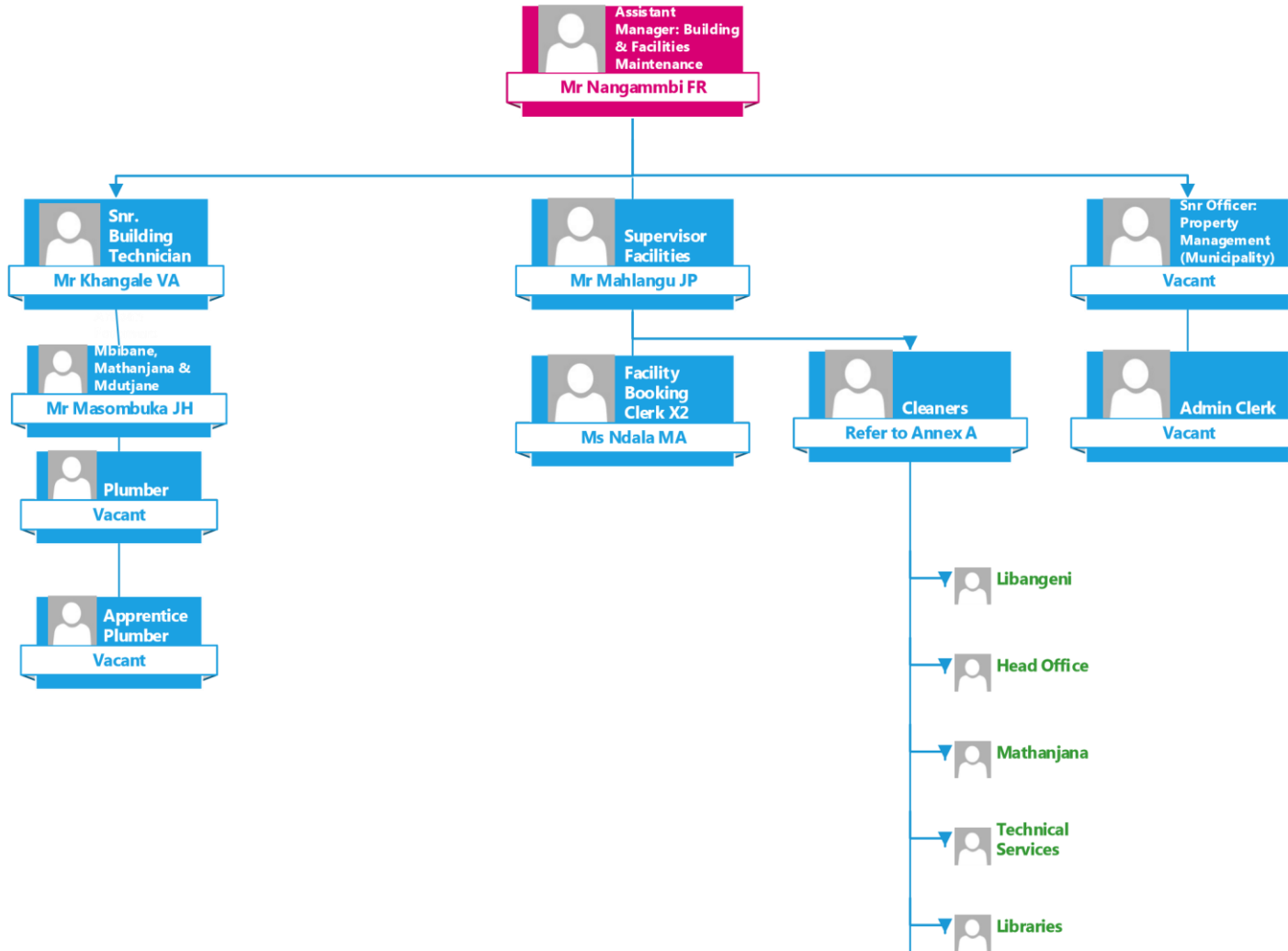
# Community Development Services





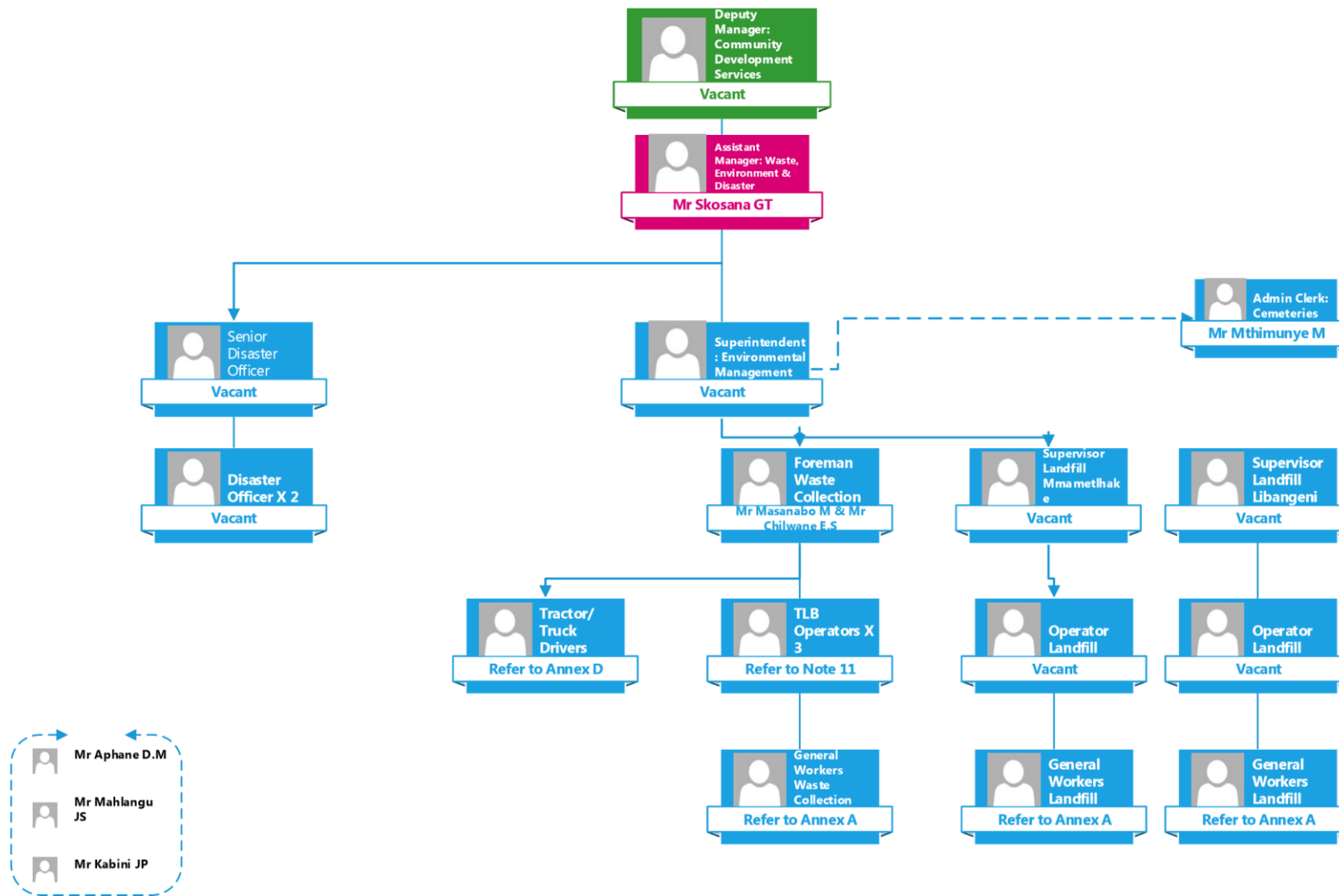
DR JS MLM

## Community Development Services: Building & Facilities Management



DR JS MLM

## Community Development Services: Environmental Management & Planning

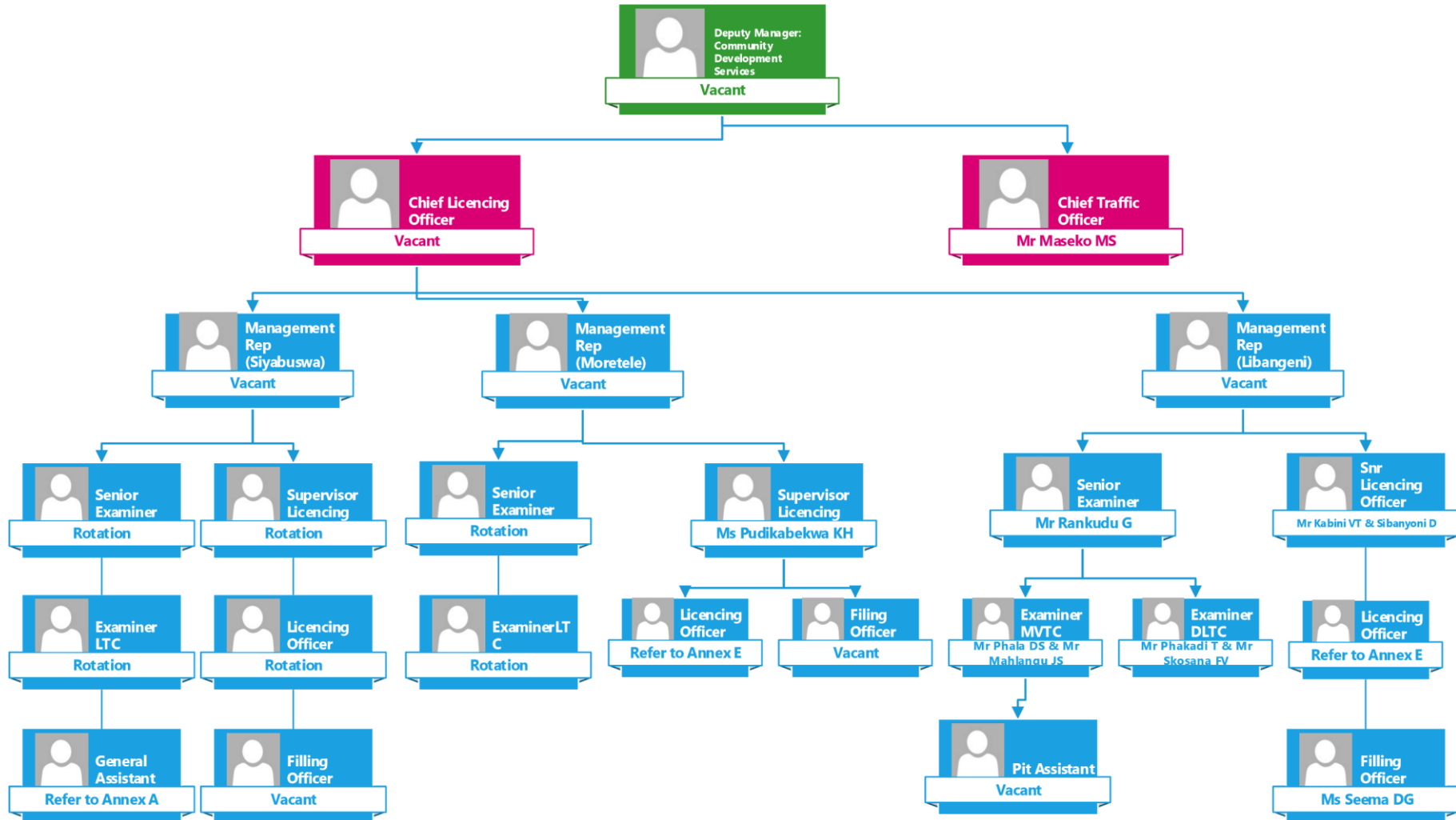


Note 11

DR JS  
MLM



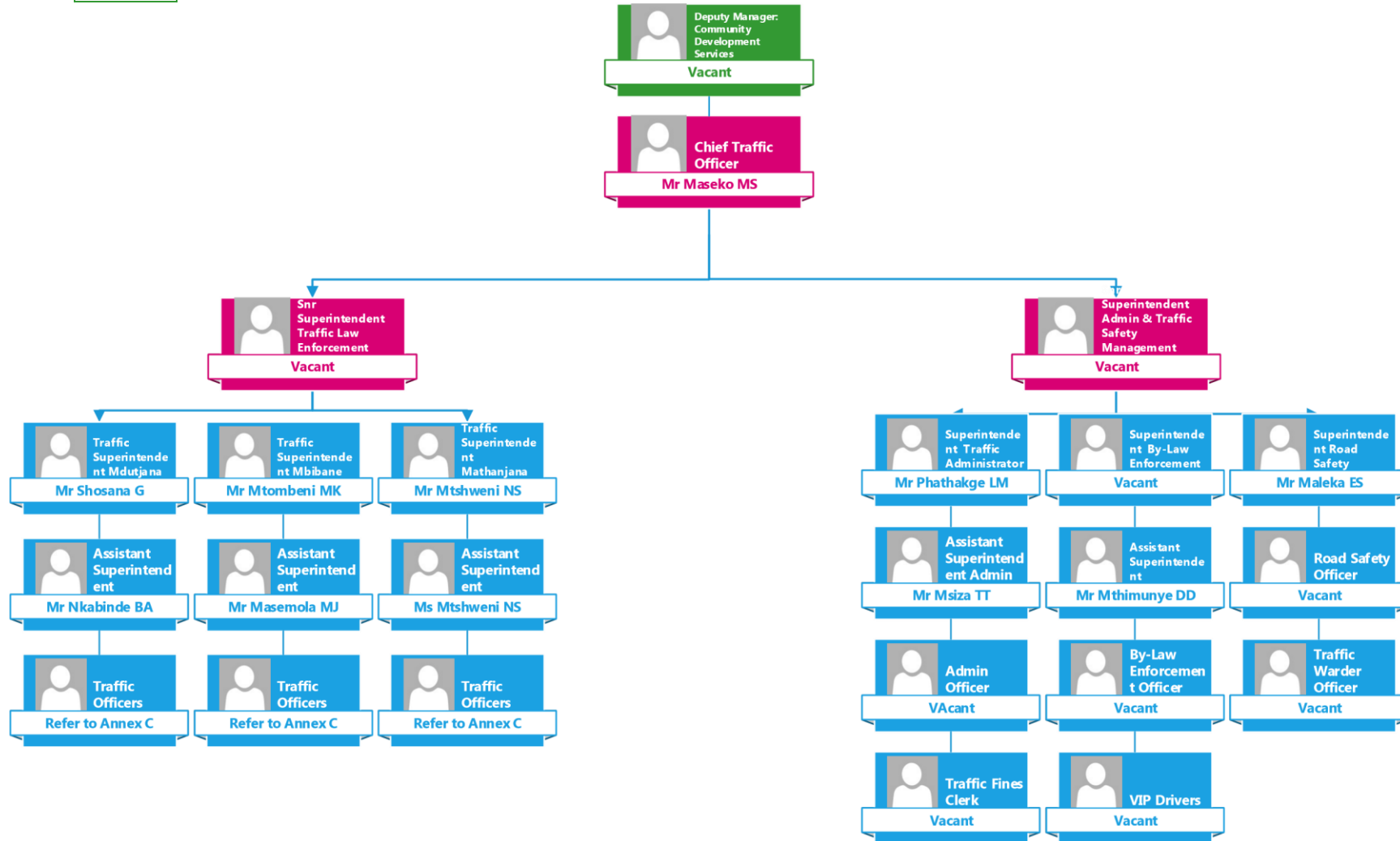
## Public Safety: Licencing Department



DR JS  
MLM



## Community Services & Public Safety



## **CHAPTER 2: LOCAL ECONOMIC DEVELOPMENT & PLANNING**

### **ISSUE 3: ECONOMIC DEVELOPMENT AND JOB CREATION**

#### **BACKGROUND AND PROBLEM STATEMENT**

Dr JS Moroka Local Municipality is one of six local municipality within the Nkangala District, the size of the municipal area is 1416, 4240 km<sup>2</sup>. Dr JS Moroka is located on the north-western part of the Mpumalanga province. It is bordered by the following municipalities.

- Tshwane Metropolitan Council on the West;
- Thembisile on the South;
- Modimolle, Mookgopong and Bela-Bela on the North; and Greater Marble Hall and Greater Groblersdal on the East.

Local Economic Development is the process of building strong, responsive, inclusive and adaptive economies. The strategy is driven by local assets and realities, a diverse industry base and commitment to equality of opportunities and sustainable practices have emerged as those that will ensure a strong foundation for long-term stability and growth. Even within this parameters what constitutes success in local economic development and the strategies to accomplish it will look different from place to place.

The municipal area consists of 31 wards and is very rural in nature, comprising a combination of urban, peri-urban and agricultural settlements. Two provincial roads, route R573 (Moloto Road) and route R568 connect the eastern parts of the Municipality to neighbouring municipalities, .yet the western extents are fairly isolated due to a lack of regional linkages.

#### **1.2. LEGISLATIVE REQUIREMENTS**

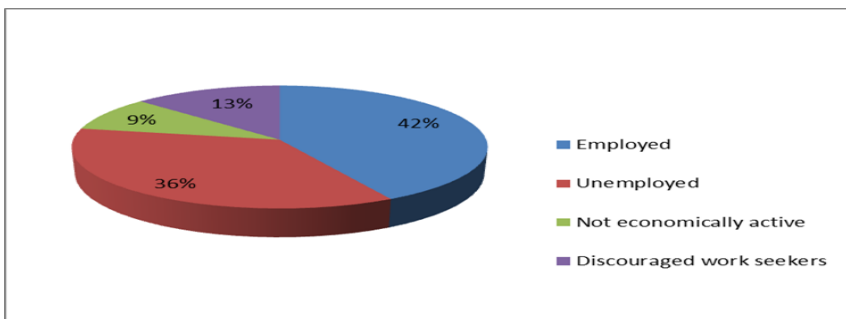
The local economic development initiative in the municipality is guided by the following legislation; The Constitution (Act 108 of 1996); New Economic Growth



Path Framework, 2010; The National Spatial Development Perspective, 2003; Regional Industrial Development Strategy, 2006.

### 1.3. ECONOMIC PROFILE

The economic state of Dr JS Moroka Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, Nkangala District Municipality, Mpumalanga Province and South Africa. There are 63 383 economically active (employed or unemployed but looking for work) individuals within the municipality, 46, 6% of whom are unemployed. Of the 31 063 economically active youth aged 15–34 years in the area, 61,4% are unemployed

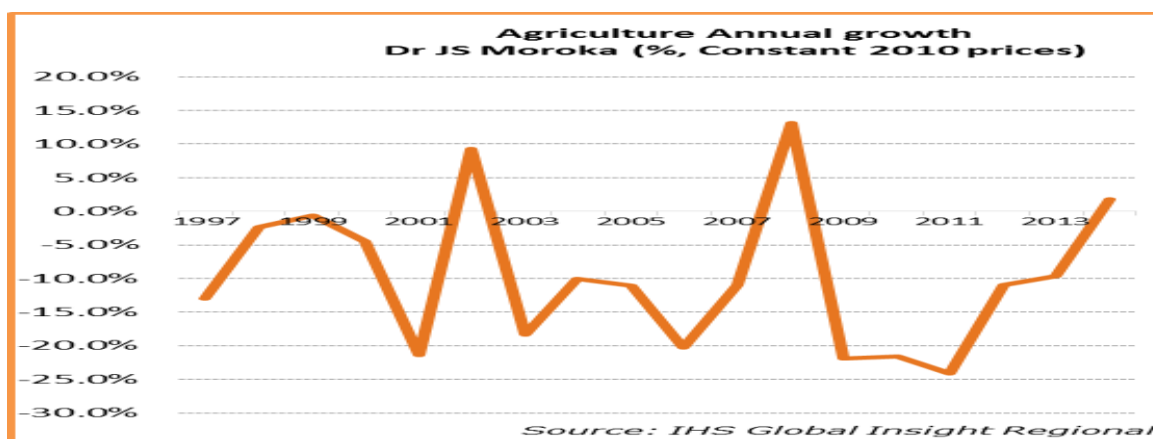


Source: stats 2011

### SPATIAL DISTRIBUTION OF ECONOMIC ACTIVITIES

#### Agriculture

The dominant land use in the DRJSMLM is subsistence agriculture and rural residential uses. Cultivated areas (permanent and temporary dry and irrigated land) cover less than 15% of the Municipality. The majority of agriculture in Dr JS Moroka is subsistence farming, mostly mixed crop farming and livestock. Cattle, Cotton, maize and vegetables are the main agricultural produce. The initiation of community farming projects is necessary to enhance the agricultural sector in this area, and to address the high poverty levels.



Source Global Insight regional 2014

## Tourism

Tourism can be defined as the non-commercial organisation plus operation of vacations and visits to a place of interest. Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism.

**Table 17: Bed nights by origin of tourist - DR JS MOROKA LOCAL MUNICIPALITY, 2004-2014[NUMBER]**

	Domestic tourists	International tourists	Total tourists
<b>2004</b>	181,000	42,700	224,000
<b>2005</b>	186,000	46,800	232,000
<b>2006</b>	190,000	50,700	240,000
<b>2007</b>	189,000	54,000	243,000
<b>2008</b>	183,000	56,100	239,000
<b>2009</b>	166,000	59,600	225,000
<b>2010</b>	142,000	70,800	213,000
<b>2011</b>	115,000	72,900	188,000
<b>2012</b>	101,000	78,300	179,000
<b>2013</b>	90,100	80,700	171,000
<b>2014</b>	82,900	85,600	168,000
<b>Average Annual growth</b>			
<b>2004-2014</b>	<b>-7.53%</b>	<b>7.20%</b>	<b>-2.81%</b>

Source: IHS Global Insight 2014

From 2004 to 2014, the number of bed nights spent by domestic tourists has decreased at an average annual rate of -7.53%, while in the same period the international tourists had an average annual increase of 7.20%. The total number of bed nights spent by tourists decreased at an average annual growth rate of -2.81% from 224 000 in 2004 to 168 000 in 2014.

### **Gross value (GVA) by broad economic sector- DR JS MOROKA LOCAL MUNICIPALITY, 2014 [RAND, BILLIONS, CURREBT PRICES]**

Dr JS Moroka Local Municipality had a total tourism spending of R 134 million in 2014 with an average annual growth rate of 3.6% since 2004 (R 94.6 million). Nkangala District Municipality had a total tourism spending of R 3.81 billion in 2014 and an average annual growth rate of 11.5% over the period. Total spending in Mpumalanga Province increased from R 7.21 billion in 2004 to R 19.2 billion in 2014 at an average annual rate of 10.3%. South Africa as whole had an average annual rate of 8.6% and increased from R 105 billion in 2004 to R 239 billion in 2014.

LABOUR INDICATORS	Census	Census	Share of Nkangala's figure 2011	Ranking: best (1) – worst (18)
	2001	2011		
Working age population	136 399	148 457		
Economically Active Population (EAP)/Labour Force	57 066	63 383		
Number of employed	22 428	33 844	9.5%	
Number of unemployed	34 638	29 539	19.4%	
Unemployment rate (%)	60.2%	46.6%		17

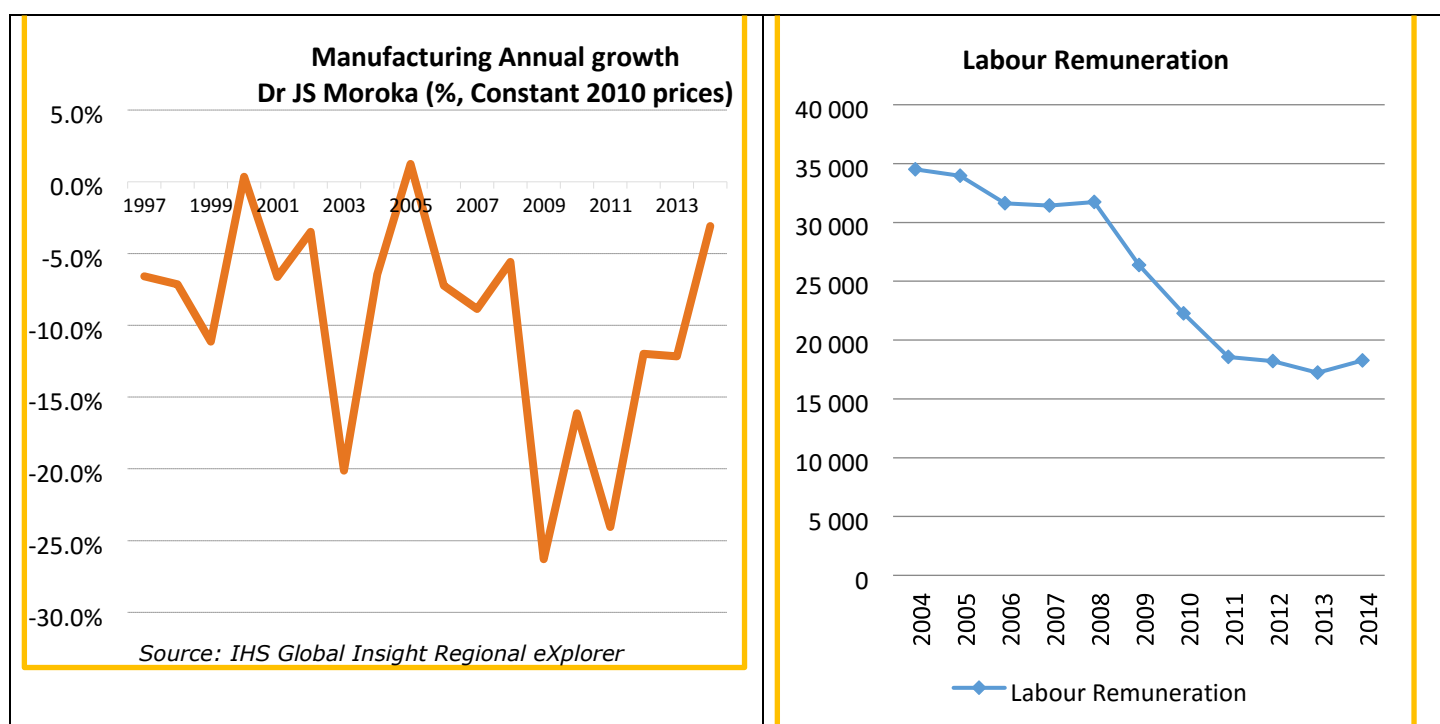
Source stats SA 2001 & 2011

### **MANUFACTURING**

The manufacturing sector within the Dr JSMLM is estimated to have contributed only 3.6% towards Dr JS Moroka LM's GDP and 4.0% towards total employment. This clearly indicates that limited linkages occur within the local municipality. According to IHS Global Insight Regional

explorer 2014, the manufacturing sector experienced erratic economic growth within the 1995 – 2009 period. The translated into an economic growth rate of 0.37% during the 2004-2014 period.

The Manufacturing sector has the lowest informal employment with 106 and only contributes 2.94% to total informal employment. The statistics related to the manufacturing sectors’ poor employment performance is supported by anecdotal evidence as local government representatives indicated that manufacturing related businesses had closed down within the local municipality recently.



Source global insight 2014

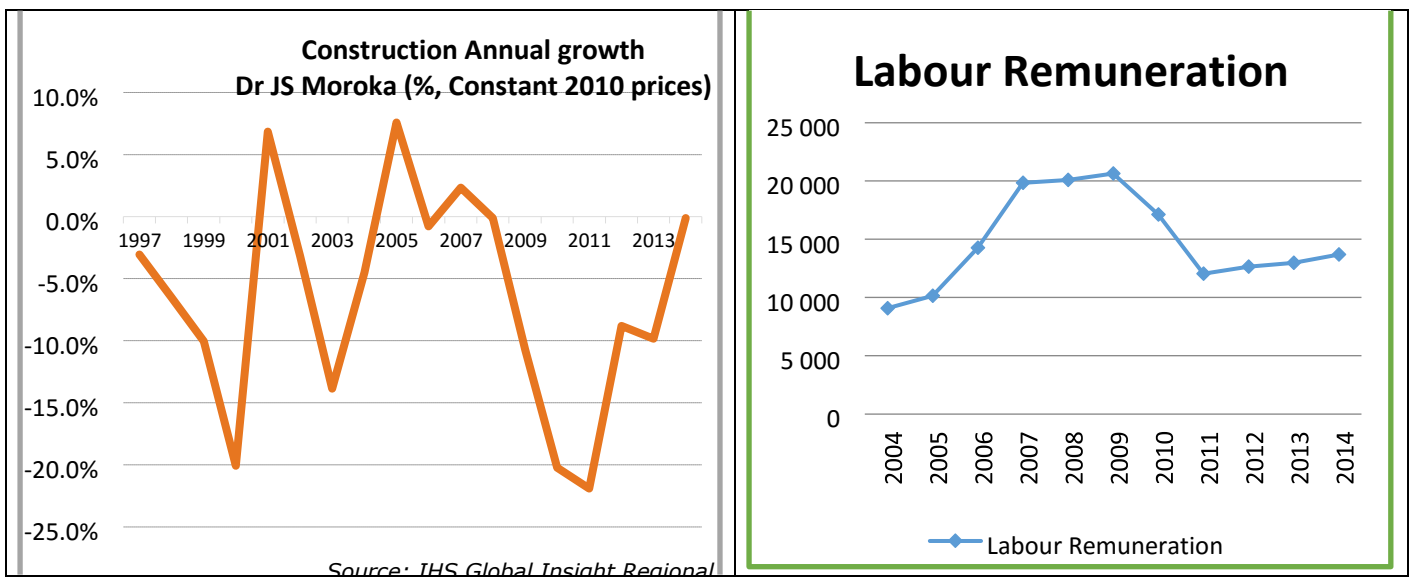
### Manufacturing of households goods

In order to increase local spend and ensure increased generation of income for local communities, it is proposed that local communities develop textile or manufacturing industrial park that produces products required by most households. This produced could include the following:

- Producing curtains
- Carpet making
- Dress making

## CONSTRUCTION

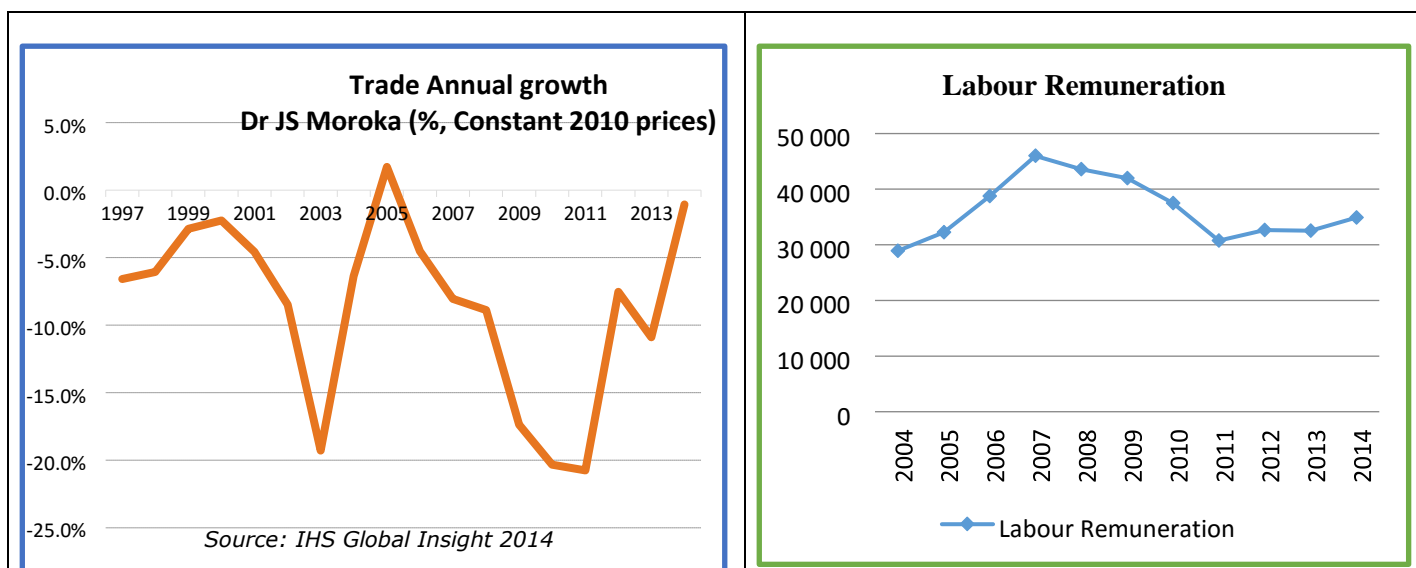
The construction sector contributed approximately 2.1% towards the local economy and 3.3% towards the local employment within Dr JS Moroka LM. The construction sector experienced significant economic growth within the local municipality given the fact that the local municipality experienced significant infrastructural spending. Unfortunately the economic growth was not matched by a growth in employment as indicated in the following Figure



Source global insight 2014

## TRADE

The trade sector for the Dr JS Moroka LM contributed approximately 6.5% towards the local economy and 12.5% towards total employment within the local municipality. This sector has increased at a positive growth rate over the years as the level of GGP for the local municipality increased from approximately R 1 307 million in 1995 to R1 590 million in 2009. Whilst an increase in GDP was experienced within the local Municipality.



### Strategic direction

The municipality seeks to achieve the economic growth and poverty alleviation through ensuring a better life for the society by coordinating sustainable social and economic developmental programs. Furthermore, create a conducive environment for business investment and growth for job creation. The municipal focus areas in terms of LED are the following:

- Job creation
- Alleviate poverty
- Skills development
- Business development
- SMMEs and Cooperatives
- Promote Private sector involvement

### Economic Corridors/Node

The Moloto Corridor Rail System remains a key LED Anchor Project in the study area and the District as a whole. The system is expected to provide affordable, safe and comfortable transport for commuters to the City of Tshwane which will greatly benefit the historically disadvantaged communities of Thembisile and Dr JS Moroka LMs. Gauteng as a national **Node of Competiveness** which strongly associates with the nearby economic activity nodes of Emalahleni, Middelburg, Secunda and Nelspruit as part of the Maputo Development Corridor.

- The **National Competiveness Corridor** building on the Durban-Gauteng Freight corridor, providing for logistics hubs, road, rail and fuel transportation.

- **Resource critical zones:** These have valued mineral resources, and are areas of great importance to biodiversity and critical water production. The sustainability of these areas is crucial and needs specific policies to protect them.

### **LED PROJECTS: CWP (Community Work Programme)**

The programme seeks to address social and economic Upliftment of distressed communities which lead into improved service delivery to those communities. The work done is divided into 4 subsections: health, education, construction and agriculture. Onsite and external training is sourced for participants and all tools and materials are purchased. PPE is also provided. The CWP is also a great opportunity for unemployed youth who are actively looking for employment opportunities. The programme gives beneficiaries that much needed extra cash to make them effective in their search for full-time or part-time employment. Programme participants do community work. Currently the CWP is being roll-out at the following wards: **3,7,13,16,17,18,19,21,23,29** with **1087** participants.

### **JOB CREATION AND TRAINING**

About 1050 participants have benefited in the programme to date. They have been trained in Occupational Health and Safety; Agriculture, Home based care; Community Development, painting to mention just but a few.

### **EXPANDED PUBLIC WORKS PROGRAMME**

The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises that aims to draw significant numbers of unemployed into productive work, accompanied by training, so that they increase their capacity to earn an income, 40 learners from the district participating from the district and 11 are from Dr JS Moroka Municipality.

#### **Strategies**

- Improve communication between the municipality and sector department at various levels of government
- Work closely with government parastatals such as SEDA, MEGA, MTPA, IDC, MRTT, NYDA, NDA, DEDET and DTI
- Continue marketing DR JS Moroka Municipality as favourable place for doing business  
(Investments) Facilitate investment in our various nodal points
- Position Co-operatives at the Centre of development in the municipality.

- Strengthen the training on LED to all stakeholders including managers and councillors.
- Establishment and promotion tourism related activities e.g. Craft Markets, Guest houses etc.
- Attract investors through Infrastructure development
- Establishment of cooperatives Capacity building and mentorship Programmes.
- Establish linkage and partnerships with funding agencies and sector departments
- Promote local farmers products

### Objectives

- Strengthening development of co-operatives as primary sector to develop and sustain local economy;
- Review of the Local Economic Development Strategy;
- To encourage and promote the use of Co-operatives as vehicle to poverty eradication and job creation;
- To make Local Economic Development everyone's business;
- Work on re-launching and strengthening the Local Economic Development Forum.
- To create a conducive environment for business investment and growth for job creation.
- To create and promote tourism corridors.

### The following challenges with regard to the implementation of the LED strategy are;

Description of a challenge	Remedial action
1. High unemployment rate. 46, 6% stats 2011.	Expedite the establishment of NEDA ,pilot 1 vocational centre within NDM by 2018
2. High poverty.: 44.8%	Establish a milling factory in all villages from 2018-2021
3. low economic growth: 2015 0,7%	Strengthen the training on LED to all stakeholders
4. Lack of information on SMMEs, Cooperatives and informal traders.	Conduct annual census of SMMEs ,cooperatives and informal traders in LM by 2018-2022
5. Poor access to technology.	Establish an ICT centre in the LM 2017201
6. Poor performance of the manufacturing industries	Establish linkage and partnerships with funding agencies and sector departments
7. Inadequate agricultural skills	Provide on-going skills development among emerging farmers from 2018-2021



The following table indicates the number of jobs created in the municipality through local economic development initiatives.

KPA & indicators	Municipal achievement	Municipal achievement	Municipal achievement
	2013/14	2014/15	2015/16
<b>Local Economic Development</b>			
The number of <b>jobs created</b> through municipality's local economic development initiatives including capital projects	1609	1996	1923

**The main economic drivers in the Municipal area are;**

Key Economic Activities	Description
Trade	Contribute 6.5% to economic growth of Dr JS MLM
Construction	Contribute 2.1% to economic growth of Dr JS MLM
Agriculture	Contribute 1.2% to economic growth of Dr JS MLM
Tourism	Contribute 3.6% to economic growth of Dr JS MLM
Manufacturing	Contribute 3.6% to economic growth of Dr JS MLM

Challenges	Action to Address
Un-employment	Implementation of Job Creation such EPWP, CWP, Tourism Ambassadors, MRTT, Rand water programme, etc.

## LAND DEVELOPMENT

### BACKGROUND AND PROBLEM STATEMENT

Dr J.S. Moroka local municipality is approximately 1 416, 4240 square kilometres in area composed of 62 villages. Most villages in the Municipality fall under the jurisdiction of traditional leadership which is a system inherited from the previous administration. In terms of land development all pieces of land falling within the municipality is supposed to be registered and administered by the municipality, instead in Dr J.S. Moroka most of the pieces of land still fall under the state as in the Department of Agriculture, Rural Development and Land Affairs (DARDLA), Department of Public Works, Province of Mpumalanga and those that are privately

owned. Supposedly during the transition from the previous government to the new one, proper transfers of land was not done.

For proper land management by the municipality, land transfers have to be effected accordingly. The vast amount of land in Dr JS Moroka Municipality is registered with the National government and Province of Mpumalanga, which is referred to as tribal or communal land and is administered by traditional authorities through the gazette done by the Mpumalanga government. It is critical that the municipality through Department of Agriculture, Rural Development and Land Affairs continue with the implementation of the Land Tenure Upgrading to enable individuals to have formal ownership. Land reform in terms of land claims affects land ownership, only 4 land claims that have been successful settled within the jurisdiction of the Municipality to date. The Nkangala District

Municipality is currently busy with the process of transferring farm portions registered with the State and Province to the Municipality. Portions of land that are purchased by the municipality bordering with other municipalities are often demarcated to be out of the municipality by the Demarcation Board, and this creates problems too.

The Municipality has purchased the Farm Kameelrivier 160 JR portion 1 a portion of portion 7 in 2009, and the farm is already registered under DR. JS. Moroka Municipality. In terms of the Spatial Development Frame Work it is earmarked for residential, commercial, and for tourism prospects. The municipality has already adopted a precinct plan on one part of the portion which was developed by the Nkangala District Municipality on its behalf. The purchase of this farm was an attempt by the Municipality to reclaim some of the privately owned land that lies idle for development purposes as well as to develop the Libangeni/Siyabuswa economic node.

## **TOWN PLANNING**

### **BACKGROUND AND PROBLEM STATEMENT**

#### **Legislative Requirement**

- Spatial Planning and Land Use Management Act 2013 (SPLUMA)
- National Building Regulations and Building Standards Act 103 of 1977
- Town Planning and Townships Ordinance No 15 of 1986
- Dr JS Moroka Land Use Management Scheme, 2010 (LUMS)
- Spatial Development Framework (SDF) 2015

- National Environmental Management Act No. 107 of 1998 (NEMA)

Town Planning Directorate/unit is responsible for planning and building management functions of the municipality. This includes, the preparation of spatial frameworks, local area plans, to developing long term strategies while ensuring physical, economic, environmental alignment as well as integration of all sectors. The directorate is also responsible for providing efficient and effective land use management and building inspectorate services to our residents who are property owners and developers as well as prospective investors.

The Town Planning Directorate has 4 Functional Units which includes: Land Use Management; Business licensing; Building Inspectorate and GIS. The municipality has approved Spatial Planning and Land Use management By-Law which was approved in 2015. The by-law will amongst other serves as guiding land use management for development application within the jurisdiction of DRJSMLM. A wall to wall scheme will be developed to replace the old land use schemes.

The municipality has established a tribunal to deal with certain categories of development applications. The planning function for Dr Moroka Local Municipality was entrusted to Nkangala District Municipality as published in the Province of Mpumalanga Provincial Gazette Volume 10 No. 959 date 26 May 2003.

This basically means that all Town Planning functions of the Municipality still had to be performed through the Nkangala District Municipality. This was gazetted due to the fact that the Municipality did not have capacity at the time and it can be reversed provided that the Municipality's Town Planning section is fully capacitated with relevant and required resources.

Dr JS Moroka has twelve formalized townships namely (Ga Matjila, Kameelpoort A, Leeuwfontein C extension

1, Masoganeng, Mmakau, Napier, Petsaneng, Phelindaba, Thoboshi Park, Siyabuswa A, B, C, D, E and IA and Vaalbank A and B) which have a lot of unused public space to date and as such a feasibility study is required on those public spaces for the purpose of schools, churches, leisure, business and others. All issues of development planning application (rezoning, consolidations and final approvals of the Spatial Development Framework and the Land Use Management Schemes, have first to be approved at district level.

### **Objectives**

- Accelerate land allocation for development especially for economic growth.

- Identify areas, which need immediate attention in terms of tenure security.
- Pursuing programmes of urban renewal and slum upgrading in decaying urban centre
- Development of comprehensive master plans to ensure coordinated development
- Need to continue doing land tenure upgrading in the villages within the municipality by first formalizing them
- To ensure proper administration of provision of houses and securing of ownership to residents.
- To compile a database on ownership and availability of land in the entire Municipal area.
- To ensure that undeveloped sites and undetermined public spaces are serviced.
- To effectively enforce the Land Use scheme □ Development of By- Laws still in process.
- Re-proclamation of the planning function back to the municipality still awaited.

### **Strategies**

- Determine the agricultural, industrial and residential needs of communities for short, medium and long term planning on provision of land. For instance the acquiring of land for the extension of villages to provide sites for the growing population.
- Increased densification of strategic locations, the desired urban form for this strategy includes higher densities and clustered activities in identified strategic locations and co-ordinated investment in infrastructure to support densification initiatives.
- Establishment of committees responsible for land allocations.
- Determine the value of occupied land where income can be generated and apply the Property Rates Act.
- Implementation in terms of land allocations for different functions as outlined in the Spatial Development Framework (SDF).
- Increase personnel responsible for land administration so as to beef up the other unit offices within the municipality.
- Increase personnel in the town planning section to be able to reclaim the planning function from the district.

## **BUSINESS LICENCE ADMINISTRATION**

### **BACKGROUND AND PROBLEM STATEMENT**

The Municipality has limited control on land ownership were it was mostly owned by Provincial government (former Kwa-Ndebele), these lead to people allocating themselves on sites for

business purpose without consulting the municipality and rezoning the sites. The Municipal officials conduct the inspection on residential and business site in order to check health hazards and compliance in terms of Business Trading and Street – Trading Control By-Laws.

The Municipality issues businesses with trading license and Permits that are renewed on an annual basis that are operating on three Magisterial (Mdutjana, Mbibane and Mathanjana). Proper consultation or lack of knowledge by people who turned every household to businesses without following the proper procedure on how to apply to the Municipality, they build first and apply after completing their structures. The Municipality managed to hold consultation meetings with businesses holders in order to be familiarized with terms and conditions that need to be followed under business trading and Street – trading control by-laws 2015 and to encourage people to renew licence , payments of municipal services and to guide them on how to run their business by inviting relevant stakeholders.

### **Objectives**

- Encourage businesses to apply Mpumalanga Business licensing Act when conducting businesses in the area
- Conduct businesses training on municipality procedures for business licensing.
- Encourage liquor outlets to conduct their business within the norms and standards of Mpumalanga Licensing Act

### **Strategies**

- To monitor Mortuaries and Funeral Parlous that are operating around three Magisterial for compliance with jointly Department of Health.
- Managed the issuing of trading licenses and Permits in accordance with applicable Business Trading and Street - Trading Control By-laws.
- Apply the minimal force when visiting the business premises that are failing to comply with Dr JS Moroka Business Trading By-law and Street Trading Control By-laws. e.g. SAPS, Dept. of Home Affairs, Municipal officials, Department of Health and Municipal Traffic Officers.
- Ensure sites are used for the purposed for they were determined for and conditions requirements for scenarios.
- Dr JS Moroka managed to formulate the business Forum do deal with issues relating businesses around the jurisdiction.

## **GEOGRAPHICAL INFORMATION SYSTEM (GIS)**

### **BACKGROUND AND PROBLEM STATEMENT**

The GIS unit is a support unit to the Development Planning and Human Settlements Department. It's responsible at ensuring that we have an effective, efficient and integrated Geographical Information Management System. The unit also supports the Municipality in terms of plans generation.

#### **Objectives**

- Identification of Council assets i.e. roads, bridges, drainage, buildings, etc.
- Identification of private infrastructure i.e. houses, surf clubs, impervious areas (hard surfaces)
- Planning scheme maps easily accessible
- Identification of Population density to identify community concentrations
- Identification of geomorphology to understand where erosion will occur due to heavy rains and storm activity
- Identification of Bushfire Prone Areas, to understand where wildfire may present risk to development
- Identification of rainfall intensity and locality to understand storm water runoff.

#### **Strategies**

- All the department within the Municipality to allocate funds, to better chances of an increased the support of GIS.
- Invest in training our staff to become geographically literate.
- Assist senior and middle managers to develop a stronger spatial awareness and become more geographically literate.

## **BUILDING INSPECTORATE**

### **BACKGROUND AND PROBLEM STATEMENT**

The Building Inspectorate Unit's function is to receive, acknowledge and process building plans. According to The National Building Regulations and Building Standard Act No. 103 of 1977, no person shall without the prior approval in writing of the local authority in question, erect any building in respect of which plans and specifications are to be drawn and submitted in terms of this Act.

## **Legislative Requirements**

- National Building Regulations and Standard Act No. 103 of 1977
- Construction Industry Development Board Act
- Occupational Health and Safety Act
- Architectural Professional Act □ Green Building Policy

## **Objectives**

- Create awareness on building regulations
- Enforcement of compliance with national building regulations

## **HUMAN SETTLEMENT**

### **BACKGROUND AND PROBLEM STATEMENT**

The Municipality is experiencing an increase in demand of expansion of human settlement as it is witnessed by the rapid growth of mostly informal expansion of its settlements. This has resulted in a huge demand for inter alia housing delivery and related services for basic infrastructure provision. Although the National Department of Human Settlements through Mpumalanga Provincial counterpart has been supporting the Municipality in the delivery of houses to the poor, indigent and destitute households, the backlog remains very high. The Municipality has limited control over the land within its area of jurisdiction as most of the land either belongs to the State or falls under the jurisdiction of Traditional or Tribal Councils which results in the planning and coordination of housing delivery and the planning of the expansion of settlement being a serious challenge.

The municipality does aspire to be accredited like some municipalities within the province. In order for the Municipality to get full housing accreditation, a total of five stages (phases) must be completed. The Municipality is currently qualified for stage one, for it to move to the next stage, it requires sufficient employment/allocation of personnel in the housing unit. Once all these stages are completed, the municipality will have direct responsibility and jurisdiction to directly appoint the Developers and/or Contractors which our Building Inspectors or any qualified assigned personnel will have full control over. The Municipal Systems Act of 2000 formally introduced Integrated Development Plans (IDP's) as the primary form of planning to be used by all Metropolitan, District and Local Municipalities in South Africa. Furthermore the Act specifies that the planning undertaken by a municipality as captured in the housing chapter must be aligned with and complement the development plans and strategies of other affected municipalities and other state organs/government departments.

The Mpumalanga Government supports the delivery of housing through the

Challenges	Action to Address
Housing Backlog	Effective Implementation of the housing chapter

### Objective

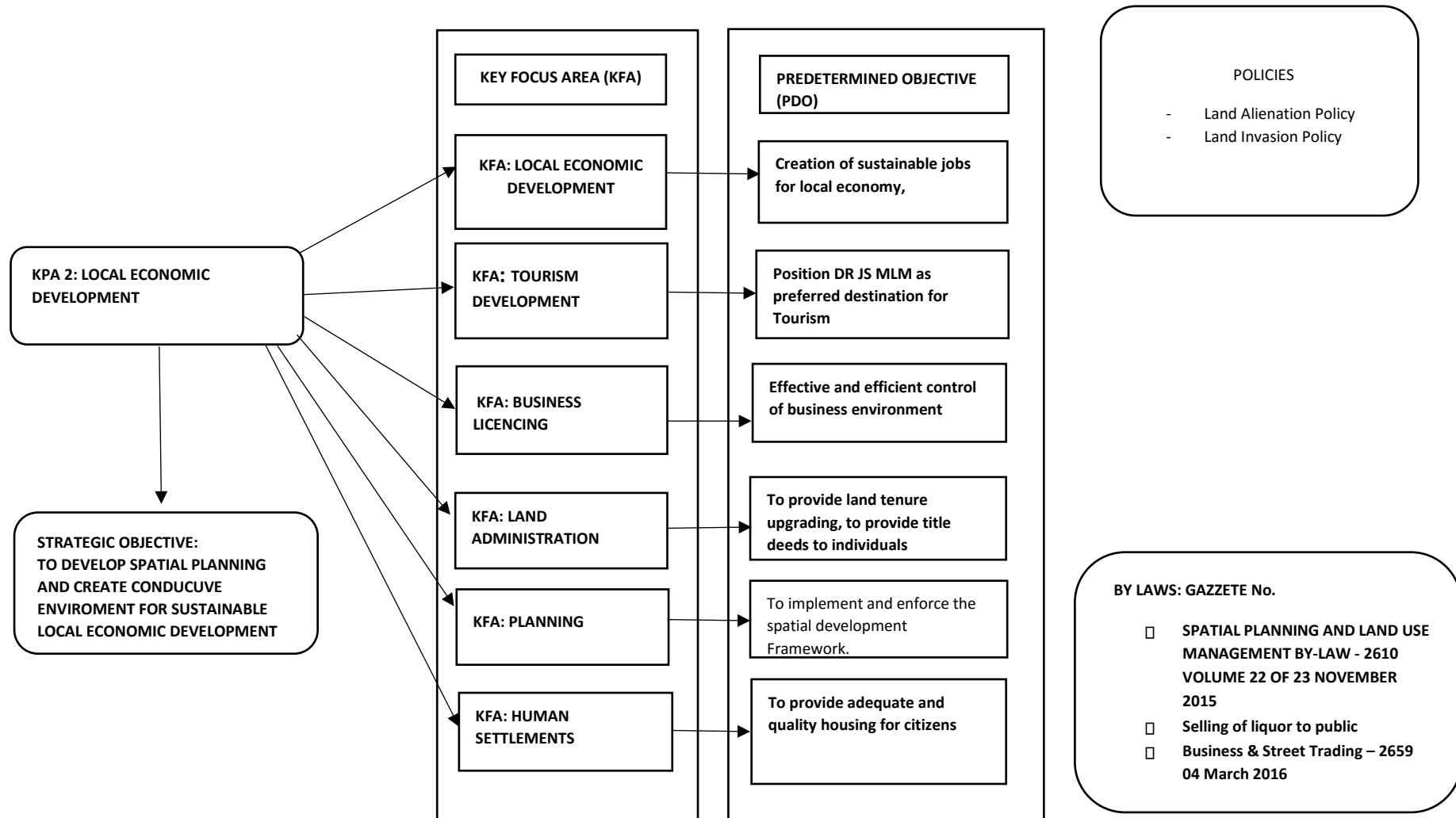
- Developing a comprehensive approach toward sustainable human settlements.
- Promoting innovative partnerships such as co-ops within rural communities.
- Building on community involvement.
- Developing and promoting the use of locally produced building materials as a means of reducing housing construction Cost for Community Resource (CRO)
- To achieve outcome number 8 as outlined by the National department of housing for provision of sustainable human settlement.
- Implementation of the National Housing Programmes which entails Financial Interventions, Incremental housing, social and rental housing and rural housing programmes.
- Contribute towards the target of eradicating informal settlements by 2030.

### Strategies.

- **The Provincial** Department of human Settlement in the province have since abandoned the Comprehensive Rural Development Programme and this led to a lesser number of housing units allocated to our municipality.
- The allocations are to be distributed according to the compiled needs register.
- To make sure that newly established integrated human settlements are provided with sustainable



**KPA 2: LOCAL ECONOMIC DEVELOPMENT & PLANNING**



## **CHAPTER 3: MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY**

### **ISSUE 4: FINANCIAL VIABILITY**

#### **SUPPLY CHAIN MANAGEMENT**

##### **BACKGROUND AND PROBLEM STATEMENT**

Supply chain management unit assist the municipality in acquiring goods and services in order to achieve its strategic objective, this include timely planning and management processes to ensure that all goods and services required by the municipality are quantified, budgeted for and timely and effectively delivered at the right locations and at the critical delivery dates, and are of the appropriate quality and quantity at a fair cost. However the latter is to be carried out in the manner that is fair, equitable, transparent, competitive and cost-effective, in compliance with supply chain management.

**The supply chain management unit has the following subsections:**

- **Demand Management**
- **Acquisition and Logistics management.**

##### **Objectives**

- To procure goods and services in accordance with a system that is compliant to all relevant pieces of legislation and one that is fair, equitable, transparent, competitive and cost effective.

#### **REVENUE MANAGEMENT**

##### **BACKGROUND AND PROBLEM STATEMENT**

The unit is responsible for effective revenue collection systems consistence with Section 95 of Municipal Systems Act and the municipality Credit Control and Debt Collection Policy. The major challenge of Revenue Unit is the in-depth implementation of the Credit control policy emanating from the lack of mechanisms. The low economic growth and high rate of unemployment also contribute to debtor's escalation. The revenue section is comprises of few sub-sections which varies according to their responsibilities.

### THE FOLLOWING ARE SUB-SECTIONS OF REVENUE UNIT:

- **Cash management** – responsible for the collection of account payments from the public, issuing of receipts, daily balance and banking of these payments.
- **Billing** – to levy all active accounts monthly and posting thereof. I.e. consumer accounts, rates accounts and processing of meter readings on billing system.
- **Rates & taxes** – this sub-section is responsible to ensure that all registered properties within Dr JS Moroka local municipality are levying assessment rates and does the rates reconciliation thereof.
- **Credit control** – the sub-section is responsible for the debt collection of revenue regarding outstanding balance of payments from debtors. The issuing of reminders, notices and final notices, guided by credit control policy of the municipality.

#### Strategies:

- Implementation of revenue enhancement strategy and revenue turnaround strategy
- To ensure accurate billing of consumers

#### Objectives:

- To increase the collection rate up to 40%

## BUDGET MANAGEMENT

### BACKGROUND AND PROBLEM STATEMENT

Budget is fundamental tool that is used to control and monitor municipal funds to enable the municipality to translate its plan into action. It is therefore critical that the budget process is carefully undertaken in ways that allow the municipality to meet its mandate. It is therefore critical that the budget process is carefully undertaken in ways that allows the municipality to meet its mandate within the context of financial discretion and compliance to internal and external controls.

#### Objectives

- To align the budget with Integrated Development Plan and the Service Delivery Implementation Plan
- To compile annual budget in accordance with the prescribed format
- To comply with the legislative requirements and council adopted process plan
- To monitor the budget on the monthly basis
- To implement mSCOA by 01 July 2017

### **Strategies**

- To use Service Delivery and Budget Implementation Plan as a monitoring tool which provides operational content to the end of year service delivery targets, set in the budget and IDP.
- To Review the previous and current performance
- Liaising with the relevant stakeholders in assisting with the effective & efficient control of the budget
- Ensuring that departments spend within the approved allocation reporting to the relevant stakeholders continuously.

## **EXPENDITURE MANAGEMENT**

### **BACKGROUND AND PROBLEM STATEMENT**

The purpose of Expenditure unit is to ensure that the Municipality has and maintaining an effective system of expenditure control including procedure of approvals, authorization, and withdrawal and payment of funds. The Municipality has to maintain an information system that:-recognizes the expenditure when incurred, Accounts for creditors of the municipality and account for payments made by municipality.

### **Objectives**

- To ensure proper expenditure monitoring and control
- To ensure timeouts payments of creditors, salaries and other obligations.

### **Strategies**

- To put controls that will ensure compliance with legislations when it comes to payment of creditors.

## **BACKGROUND AND PROBLEM STATEMENT**

### **ASSET MANAGEMENT UNIT**

The Assets management unit is aimed at keeping accurate records, insuring, safe guarding, and having the correct value of municipal assets at all times as contemplated on section 63 of the Act (MFMA)

## **Objectives**

- To ensure the municipality has effective systems of recording, safe guarding, and insuring council assets.
- To compile an assets register that is compliant GRAP STANDARD.

## **Strategies**

- To bench mark with municipality of similar nature better systems of assets management as a measure of addressing recurring audit findings.

## **FINANCIAL PLAN 2017-2018**

### **INTRODUCTION AND BACKGROUND**

The municipality aims to fully comply with prevailing municipal financial legislation to ensure sound financial management and governance to improve the audit status. It is important that the financial affairs of the municipality are managed in an efficient and effective manner to sustain a sound financial position towards sustainable service delivery.

The Finance Department is managed by the Chief Financial Officer, with the assistance of the Deputy Chief Financial Officer, followed by five divisions, each with a divisional manager, namely the Budget Office, Expenditure, Assets Management, Revenue and Supply Chain Unit. The financial management of the municipality cannot be seen in isolation as each manager contributes to good standards of financial governance through:

- Discipline
- Accountability and transparency
- Responsibility
- Fairness
- Social responsibility

The Finance Department is therefore committed to:

- Always treat everyone with dignity and respect
- To perform duties with integrity, honesty and diligence
- To diligently apply the principle of Batho Pele in all dealings

## Financial Strategy Framework

Dr JS Moroka Local Municipality is a developing and growing municipality striving for service delivery excellence. Therefore many challenges are faced with regards to financial planning and are ever changing due to the dynamic setting of local government. As mentioned above the priority from the financial perspective is the viability and sustainability of the municipality. The financial plan and related strategies will need to address a number of key areas in order to achieve this goal. These strategies are detailed below:

### 1. Revenue Enhancement Strategy

Revenue enhancement and maintaining of existing revenue sources are essential for sustainable service delivery. Municipal budgets must be appropriately funded to ensure a financial going concern which is capable of providing and extending service delivery.

The following actions are considered:

- To seek alternative sources of own revenue to increase funding for capital projects.
- Expand revenue base through implementation of new valuation roll.
- The ability of the community to pay for services.
- Identification and pursuance of government grants.
- Tightening credit control measures and increase debt collection targets.
- Improve customer relations and promote a culture of payment.
- Realistic revenue estimates. Going back to basics to ensure MTREF are appropriately funded.
- Create an environment which enhances growth, development and service delivery.

### Operational Financing Strategies

Financial planning and effective management of municipal cash resources will ensure that the municipality meets their service delivery mandate.

The strategies are:

- Ensure integrity of billing systems and accuracy of accounts.
- Eliminating spending on non-priority items.
- Ensure 100% spending of government conditional grants to prevent withholding of equitable share.
- Standardize chart of accounts.
- Effective cash flow management to ensure continuously a sufficient and sustainable cash position.

- Enhance budgetary controls and financial reporting.
- Direct available financial resources towards meeting the projects as identified in the IDP.
- To improve supply chain management processes in line with regulations.

### **Capital Financing Strategies**

One of the greatest challenges facing municipalities is the decline in public trust in service delivery. Investment in municipal infrastructure is critical to sustaining growth, rehabilitating ageing infrastructure and eradicating service delivery backlogs.

The strategies are:

- Ensure capital programme is based on priorities, programmes and projects of the IDP.
- Improve creditworthiness.
- Ensure capital replacement reserve is cash backed.
- Expedite spending on capital budget especially projects that are funded from conditional grants.
- Maximizing of infrastructural development through the utilization of all available resources.

### **Financial Management Policies**

The purpose of financial policies is to provide a sound environment to manage the financial affairs of the municipality. The following are key budget relating policies:

- Budget policy
- Tariff policy
- Credit Control and debt Collection Policy
- Property Rates Policy
- Cash Management and Investment Policy
- Assets Management Policy
- Debt Impairment and Write off Policy
- Supply chain Policy

### **Revenue and Medium Term Expenditure Framework Forecast**

The medium term expenditure and revenue framework (MTREF) is based on the priorities, programmes and projects of the IDP and implemented according to the service delivery and budget implementation plan (SDBIP) to ensure delivery on the IDP key performance indicators.

## Budget Assumptions

The selected key assumptions relating to this budget are as follows:

- Government grants for years 2017/2018 to 2018/20119 are as per the Division of Revenue Act.
- The CPI has been estimated at 6 % per annum.
- Growth in the salary wage bill has been provided for in the budget at 7.3 %

Provision has been made for tariffs increases relating to services as follows: 7.5% Household, 8,5% Government, 9.5% Business

## Operating Budget Projections

Table details the Operating Budget and Capital projections for three years starting 1 July 2017 to June 2019.

## REVENUE AND EXPENDITURE FORECAST

### SOURCE OF OUR BUDGET

For the municipality to continue improving the quality of services provision to its community it needs to generate the required amount of revenue. In these tough economic times strong revenue management is essential to the financial sustainability of every municipality. The reality is that the municipality is faced with developmental backlogs. The expenditure required to address these challenges will always exceed available funds; hence drastic measures has to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

### SOURCE OF OUR BUDGET

#### OWN REVENUE



**R84, 500,000.00**  
**15%**

#### TRANSFERS FROM NATIONAL



**R465, 845,000.00**  
**85%**

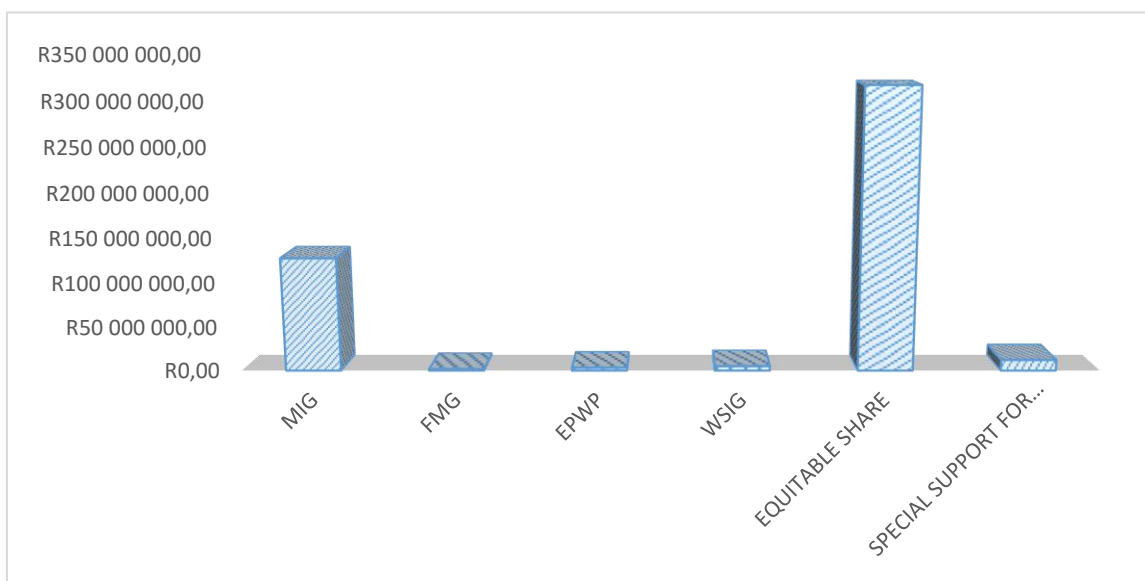


The following table is a summary of the 2017/18 MTREF (classified by revenue source):

The total funding or the expected revenue of the draft annual budget is **R 550,345,000** which is **85 %** of grants and subsidies and **15%** of own revenue projected. National Division of Revenue Bill allocations reflect the appropriation of Grants such as MIG, while there are strict conditions and processes for municipalities to access and retain the funding. The municipality should therefore ensure that it strives by all means to meet the conditions of the grant in order to ensure that service delivery is not disadvantaged. The following table gives a breakdown of the various grants and subsidies allocated to the municipality over the medium term

GRANT SOURCE	DRAFT BUDGET 2017/2018	2018/2019	2019/2020
MIG	R127,371,000.00	R134,957,000	R142,962,000
FMG	R1,700,000.00	R1,955,000	R1,955,000
EPWP	R3,246,000.00		
WSIG	R5,000,000.00	R10,000,000	R10,000,000
EQUITABLE SHARE	R316,355,000.00	R344,913,000	R358,572,000
SPECIAL SUPPORT FOR COUNCILLORS REMENERATION AND WARD CDOMMITEE	R12,173,000.00		
<b>TOTALS</b>	<b>R465,845,000.00</b>	<b>R491,825,000</b>	<b>R513,489,000</b>

Overall grants and subsidies allocation has increased by **6%** from 2016/2017, of which Equitable Share alone has increased by **4%** and MIG has Increase by **7%**. The following graph gives a breakdown of the main revenue categories for 2016/2017 financial year.



The following tables illustrate the Municipal own revenue by source:

OWN REVENUE BY SOURCE	BUDGET 2017/2018	2018/2019 BUDGET	2019/2020 BUDGET
PROPERTY RATES	R18,500,000.00	R20,245,283.02	R22,155,215.38
WATER & SANITATION	R37,000,000.00	R40,490,566.04	R44,310,430.76
WASTE	R2,500,000.00	R2,735,849.06	R2,993,948.02
CEMETERY	R500,000.00	R547,169.81	R598,789.60
FACILITIES	R500,000.00	R547,169.81	R598,789.60
INTEREST ON INVESTMENT	R5,500,000.00	R6,018,867.92	R6,586,685.65
INTEREST ON OUTSTANDING DEBTS	R2,500,000.00	R2,735,849.06	R2,993,948.02
TRAFFIC FINES	R250,000.00	R273,584.91	R299,394.80
MOTOR LICENSING	R5,000,000.00	R5,471,698.11	R5,987,896.05
TRADING LICENCES	R250,000.00	R273,584.91	R299,394.80
APPLIC FOR TRADING LICENCE	R25,000.00	R27,358.49	R29,939.48
SUNDRY INCOME	R250,000.00	R273,584.91	R299,394.80
APPLICATION FOR TENDER DEPOSIT	R250,000.00	R273,584.91	R299,394.80
INTEREST ON TRADING LICENSE	R5,000.00	R5,471.70	R5,987.90
UNALLOCATED DEPOSITS	R25,000.00	R27,358.49	R29,939.48

ADVERTISING PREMEDIA	R50,000.00	R54,716.98	R59,878.96
SALES OF STANDS	R9,000,000.00	R9,849,056.60	R10,778,212.89
BUILDING PLAN FEES	R15,000.00	R16,415.09	R17,963.69
PHOTO COPY	R25,000.00	R27,358.49	R29,939.48
CLEARANCE CERTIFICATE	R25,000.00	R27,358.49	R29,939.48
REGISTRATION PROPERTY TRANSFER	R10,000.00	R10,943.40	R11,975.79
RENTAL OF STALLS	R15,000.00	R16,415.09	R17,963.69
OTHER REVENUE	R2,305,000.00	R2,522,452.83	R2,760,420.08
<b>TOTAL</b>	<b>R84,500,000.00</b>	<b>R92,471,698.11</b>	<b>R101,195,443.22</b>

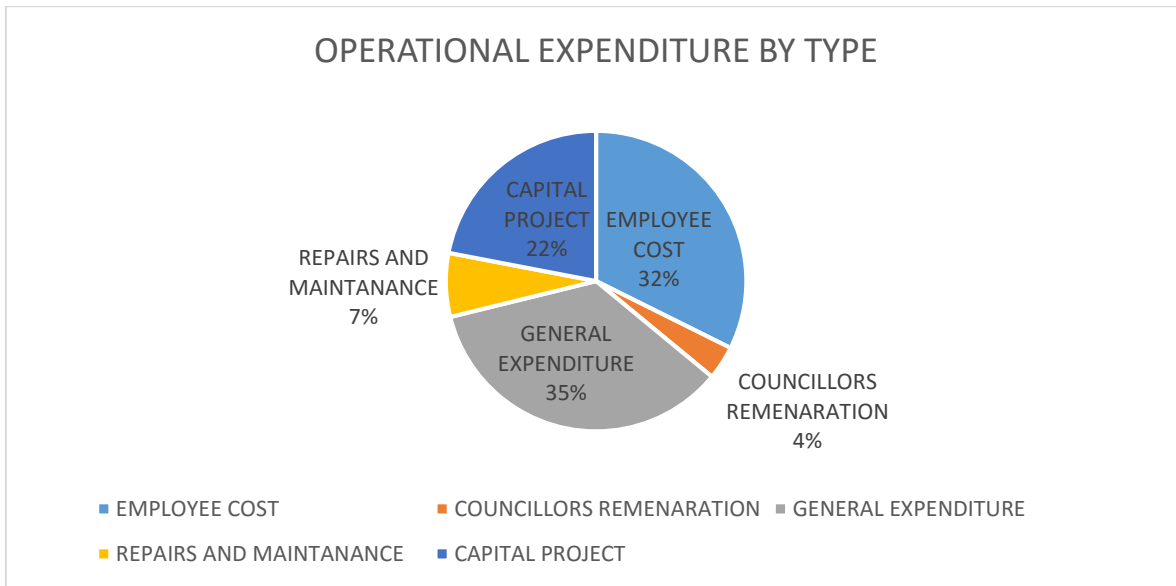
## OPERATING EXPENDITURE FRAMEWORK

The following table is a high level summary of the 2017/18 operating expenditure budget by type:

### Summary of operating expenditure by type

<b>OPERATING EXPENDITURE BY TYPE</b>	<b>2016/2017 ADJUSTED BUDGET</b>	<b>2017/2018 DRAFT BUDGET</b>	<b>2018/2019 BUDGET</b>	<b>2019/2020 BUDGET</b>
EMPLOYEE COST	R 155 681 237	R 178,000,000	R188,680,000	R200,000,000
COUNCILLORS REMENARATION	R 19 749 441	R 20,000,000	R21,200,000	R22,427,000
GENERAL EXPENDITURE	R 176 429 460	R 193,603,000	R205,219,000	R217,532,000
REPAIRS AND MAINTANANCE	R 43 064 998	R 37,710 000	R39,973,000	R42,371,000
<b>TOTAL</b>	<b>R394 925 136</b>	<b>R429,313,000</b>	<b>R455,072,000</b>	<b>R482,376,000</b>

The graph below depict the percentages of expenditure by type



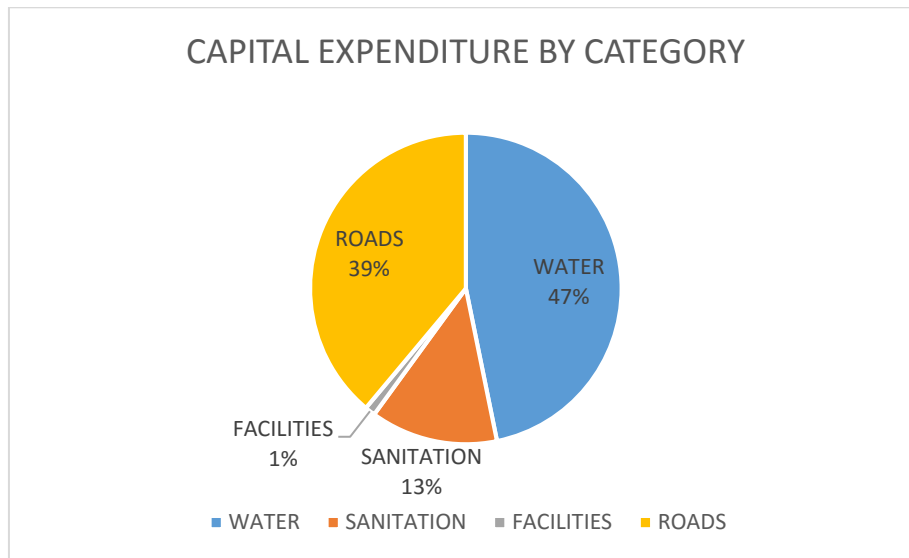
## CAPITAL EXPENDITURE

The Capital budget is financed through MIG. The total draft capital budget for 2017/2018 financial year amounts to R 121,002,450

The following table illustrates the Capital Expenditure by vote

CAPITAL EXPENDITURE BY VOTE	2016/2017 ADJUSTED BUDGET	2017/2018	2018/2019	2019/2020
WATER	R 88 9209 670	R 56 623 643	R 63 429 790	R 67 192 140
SANITATION	R 13 601 575	R 16 000 000	R 17 544 410	R 18 585 060
FACILITIES	R 8 098 803	R 1 300 000	R 1 349 570	R 1 429 620
ROADS	R 20 991 952	R 47 078 807	R 52 633 230	R 55 755 180
ELETRICITY				
<b>TOTAL</b>	<b>R 123 602 000</b>	<b>R 121 002 450</b>	<b>R 134 957 000</b>	<b>R 142 962 000</b>

Below chart illustrates the 2017/2018 capital expenditure



The budgetary allocations for draft capital expenditure have been undertaken in a manner that will not only ensure that the IDP outcomes are achieved but also lead to the municipality's vision being realized.

<b>Challenges</b>	<b>Action to Address</b>
Housing Backlog	Effective Implementation of the housing chapter
Un-employment	Implementation of Job Creation such EPWP, CWP, Tourism Ambassadors, MRTT, Rand water programme, etc.
Low Revenue Collection	Implementation of revenue enhancement strategy
Funding to replace aging Infrastructure	Funding to be source from RBIG, MWIG, NDM
Maintenance of Infrastructure Assets	Municipality to develop comprehensive Infrastructure masterplan

## CONCLUSION

From the above it can be expected that municipal revenue is dependant mainly on government grants. The municipality has a high indigent community as it has moved from 407 in 2015-2016 to 5800 in 2016-2017. This also has an impact on the collection of revenue.

As a results, a conservative approach was adopted for realistically expected revenues to ensure affordable levels without resulting in higher levels of non-payment and increasing bad debts. New imaginable ways need to be explored to become efficient to generate the required resources to

maintain, renew and expand infrastructure. A new energized focus on maximizing job creation through labour intensive approaches and participation in the expanded public works programme is essential not only to reduce the unemployment rate but also protecting the poor against the down turn of the economy.

## **CHAPTER 4: GOOD GOVERNANCE AND COMMUNITY PARTICIPATION**

### **ISSUE 5: GOOD GOVERNANCE AND COMMUNITY PARTICIPATION**

#### **BACKGROUND AND PROBLEM STATEMENT**

Community participation is a principle that all governmental spheres at national, provincial and local government have accepted in order to ensure that community needs are addressed in an appropriate manner. Consultation with the public ensures municipalities develop partnerships with the stakeholders. Community participation is a cornerstone of a democratic country and has benefits for politicians, officials, and the public. Community participation is a process whereby citizens are involved in the administrative policy decision making activities; the determination of levels of services; budget; priorities and including acceptance of physical construction projects so that the government is oriented in programmes based on community needs and encourage a sense of cohesiveness within the society.

#### **WARD COMMITTEES**

Ward committees are crucial structures in local government system as they are the link between the Councillor and the community. These structures play a critical role in giving meaning to the notion of "the people shall govern". This is so because local government is regarded as the level of government closest to the people and ward committees are just one way to ensure that citizens give input to the decisions that local councils make. Ward Committees are important in fostering relations between Ward Councillors and key stakeholders at ward level, such as traditional councils and community development workers. They are chaired by ward councillors and act as vehicles for mass participation, for strengthening the communication infrastructure in support.

#### **Objectives**

- Promote active and representative participation towards enabling all community members to meaningfully influence the decision that affect their lives.

- Engage community members in learning about and understanding community issues such as the social, environmental, political and other impacts associated with alternative courses of action.
- Incorporate the diverse interests and cultures of the community development process and disengage from support of any effort that is likely to adversely affect the disadvantaged members of the community.
- Work actively to enhance the leadership capacity of community members, leaders and groups within the community.
- Be open to using the full range of action strategies to work towards the long term sustainability and well-being of the community.
- Broaden community participation through Community Based Planning
- To provide support to ward committee secretaries through training.
- Providing communities with accurate and updated information about municipal plans, projects and programmes
- A close interaction with communities for customer care and service delivery improvement.

### **Strategies**

- Coordinating Community Participation meetings in all the wards
- Coordinating the training for ward committees on activities relating to their operations.
- Providing communities with accurate and updated information about municipal plans, projects and programmes.
- Representing the community on the compilation and implementation of the Integrated Development Plan;
- Ensuring active participation of the community in the municipality's budgetary process.
- Ensuring constructive and harmonious interaction between the municipality and the community;
- Acting in the best interest of the community, and
- Attending to all matters that affect and benefit the community.

## PERFORMANCE MANAGEMENT SYSTEM

### BACKGROUND AND PROBLEM STATEMENT

The primary purpose of Performance Management is to continue giving effect to the provisions contained in the Local Government: Municipal System Act 32 of 2000 (the Act) Sections 38, 39, 40 & 41. The aim of the performance management system is not to amend or contradict the conditions of employment, as agreed by the South African Local Government Bargaining Council rather to augment, by adding and encouraging participation by all employees within the municipality with regard to rewarding exceptional performance and correcting poor unsatisfactory performance.

Section 42 of Municipal Systems Act of 2000 state that: A municipality must allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality. Performance management fulfils the implementation management, monitoring and evaluation of the IDP. All components of the integrated development plan, whether they are strategies or priority areas, need to be translated into a set of clear and tangible objectives.

#### **1.1.1. Role Players in the Management of Performance Management**

STAKEHOLDERS	INVOLVEMENT	BENEFITS
<b>COUNCIL</b>		
Executive Mayor	Facilitate the development of a long term vision regarding the IDP and PMS	Optimum and equitable service delivery
Mayoral Committee	Provides strategic awareness and manage the development of the IDP and PMS	Promotes public awareness and satisfactions
Portfolio Committee (Section 80 Committee)	Manage the implementation of the strategy. Review and monitor the implementation of the IDP and PMS	Facilitates the process of benchmarking and collaboration with other municipalities
Council	Adopt the PMS policy and approve the IDP. Monitor performance	Provides a mechanism for the monitoring, implementation and review of PMS and IDP.



<b>MUNICIPAL OFFICIALS</b>		
Municipal Manager	Ensure the implementation of the IDP and PMS. Communicates with the Executive Mayor and Management Team	Clarifies goals, targets and work expectations of the executive management team, other senior managers, line managers and individual employees.
Management Team	Manage departmental business or operational plans and performance	Facilitates the identification of training and development needs at different levels in the municipality
Assistant Managers	Implement the departmental business or operational plans and monitor the individual performance plans	Provides an objective basis upon which to reward good performance and correcting under-performance
Individual Employees	Execute individual performance plans	Mechanism for early warning indicators to check and ensure compliance
Internal Audit	Assess the functionality and legal compliance of the PMS	Enhances the credibility of the PMS and IDP. Enhances the status and role of Internal Audit
<b>COMMUNITY OR PUBLIC</b>		
Representative forums	Inform the identification of community priorities.	Provide a platform for the community or public to inform and communicate with Council
	Public involvement in service delivery of the municipality	
<b>OTHER PARTNERS</b>		
Auditor General	Ensure legal compliance	Provides warning signals of underperformance which can provide pro-active and timely interventions

Performance Committee	/Audit	Independent audit on legal compliance and quarterly performance reports and make recommendations to Council	Provides warning signals of underperformance
National Treasury	/Provincial	Prescribe relevant legislation. Provides PMS advice. Evaluate PMS.	Provides information and advice
COGTA		Support the implementation of PMS	Provides support to municipalities
SALGA		Facilitate compliance to PMS requirements. Provides advice and support municipalities	Support to municipalities in the implementation of PMS

### 1.1.2. STATUS OF THE PERFORMANCE MANAGEMENT SYSTEM IN THE MUNICIPALITY

The Municipality on a going process does assess its performance in delivering of basic services to its community. The analysis of its performance report and community views/needs it gives the municipality to strategies its planning, budgeting and operational mechanism. The Municipality will make use of the measures that will make possible to achieve its Vision and Mission. The measures are focus area, developmental objectives, key performance indicators, project and targets for each Key Performance Area. In each instance the project that will be implemented are also listed and it is structured according to the following Key Performance Areas of local government:

- Municipal Transformation and Organizational Development
- Local Economic Development
- Municipal Financial viability and Management
- Good Governance and Public Participation
- Spatial Rationale and Special Focus:
  - Special programme
  - Youth Development
- The details of this KPAs and Special Focus are contained in the Service Delivery and Budget Implementation Plan (SDBIP). The Key Performance Areas are in priority order and arranged in chapters for easy reference.

### 1.1.3. Auditor General Outcome and Action Plan for 2015/16 FY Qualified Opinion.

#### THE AUDIT OUTCOME AND ACTION PLAN

The municipality was qualified by Auditor General for 2015/2016 financial year. The outcome is has been the same since 2012/2013 **financial year**. Although there was drastic improvements in terms of the misstatements and qualification items, the municipality still gets recurring findings which has been the basis for qualification in 2015/2016 financial year. Matters qualified on:

- Property, Plant and Equipment
- Cash flow statement
- Irregular expenditure

As a measure of addressing the above qualification items, the municipality has compiled audit action plan with specific tasks and deadlines. On a monthly basis the Chief Financial Officer and Chief Audit Executive will report to senior management and broader management on the implementation of the audit action plan.

#### RISK MANAGEMENT UNIT

##### BACKGROUND AND PROBLEM STATEMENT

There is a probability of insufficiently infusing Risk Management matters in the business process of the Municipality and that may result in a stagnant Risk Management maturity level. The following category of risks have shown to be persistent or inherent to the operations of the Municipality, therefore there is a need to monitor and evaluate them closely and they are as follows; **financial** and **procurement risks** and the **compliance risks** including **performance**.

**Based risks** which are directly impacting on service delivery risks.

It is therefore necessary for the Municipality to also keep in check circumstantial risks that occur because there is manifestation of persistent risks or inherent risks such as reputational and the fraud and corruption risks. The first paragraph directly relate to the application of Risk Management system not as a necessary means to assist in attaining or achieving the set Municipal objectives, but as a by the way means. Any probability of insufficiently infusing Risk Management

matters in the Municipal process should be attributed to unstructured approach of addressing identified risks such as silo mentality amongst Departments, lack and insufficient addressing and execution of agenda items that relates to risk management in departmental meetings, senior management meetings and broader management meetings.

## Objectives

- To review the operational and strategic risk registers
- To compile risk assessment reports
- To profile the Municipal risks as per their magnitudes
- To monitor and evaluate the implementation of future actions as per the risk registers
- To coordinate quarterly Risk Management, Anti-Fraud and Anti-Corruption Committee meetings
- To review the risk management enablers such as Risk Management , Anti-Fraud and Anti-Corruption Committee Charter, Risk Management Implementation Plan, Fraud and Corruption Prevention Plan, Whistle Blowing Policy, Fraud Prevention Policy, Risk Management Assurance Plan Risk Management Policy and Risk Management Strategy
- To conduct regular workshops and raise awareness on Risk Management, Anti-Fraud and Anti-Corruption concept

## Strategies

- Management must ensure that Risk Management matters not only forms part of agenda items for departmental meetings, senior management meetings and broader management meetings, but discussed in detail and that decisions taken thereon are implemented accordingly and that the accounting officer must apply consequence management approach where mitigating strategies of risks remain stagnant in the face of possible solutions.
- That the infusion of Risk Management will be become an inherent, explicit and routine part of strategic planning, business process and operational activities if the abovementioned platforms are in existence and effective namely; departmental meetings, senior management meetings and broader management meetings.
- The Risk Management Unit will continue to raise awareness with regard key aspects of successful Risk Management process by means of Municipal Risk Management Policy,

Strategy document and Risk Management, Anti-Fraud and Anti- Corruption Committee Charter including fraud and corruption related matters.

- The Municipality must manage its significant and transversal risks through an integrated approach. The integrated approach will enable the Municipality to get more returns over risks and that that will ensure that the Municipality is able to accept the right amount of risks in pursuit of its set objectives. The aforesaid aspects as from above paragraphs will assist the Municipality to improve its Risk Management maturity level.

### **Risk Management, Anti-Fraud and Anti-Corruption Committee**

Type of Committee	Responsibilities	Benefits
Risk Management ,Anti-Fraud Anti-Corruption Committee	It is the Committee responsible for Risk Management issues	Ensure that there is governance over Risk Management matters in the Municipality

The aforesaid Committee comprises of five Heads of Departments and an external Chairperson. The role of this Committee is to advice through recommendations whereas the implementation of its recommendations remains the responsibilities of the Risk Owners or Heads of Departments and the Accounting Officer.

## **INTERNAL AUDIT**

### **BACKGROUND AND PROBLEM STATEMENT**

Internal auditing is a catalyst for improving an organization's governance, risk management and management controls by providing insight and recommendations based on analyses and assessments of data and business processes. With commitment to integrity and accountability, internal auditing provides value to governing bodies and senior management as an objective source of independent advice. Professionals called internal auditors are employed by organizations to perform the internal auditing activity.

The Internal Audit Activity evaluates and contributes to the improvement of risk management, control and governance systems. Internal Audit Activity adopted a risk-based audit approach and it subscribes to the Code of Ethics of the Institute of Internal Audit and it strives to conduct the reviews according to the International Standards for the Professional Practice of Internal Auditing as well as relevant Government Legislative Framework.

The scope of internal auditing within an organization is broad and may involve topics such as an organization's governance, risk management and management controls over: efficiency/effectiveness of operations (including safeguarding of assets), the reliability of financial and management reporting, and compliance with laws and regulations. Internal auditing may also involve conducting proactive fraud audits to identify potentially fraudulent acts; participating in fraud investigations under the direction of fraud investigation professionals, and conducting post investigation fraud audits to identify control breakdowns and establish financial loss.

### **Strategy**

- Embed the culture of constantly improving the internal controls with the organisation in achieving the organizational goals.

### **Objective**

- To assist the Council in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, the performance management process and the Municipality's process for monitoring compliance with laws and regulations and the code of conduct.

## **ACTIVITIES**

### **1.1 Financial Statements**

- Review the annual financial statements and consider whether they are fairly presented, complete and reflect appropriate accounting principles;
- Review that annual financial statements are submitted timeously;
- Review other sections of the annual report and related regulatory filings before release and consider the accuracy and completeness of the information;
- Review with management and the external auditors all matters required to be communicated to the Audit Committee under the standards or legislation; and
- Understand how management develops interim financial information, and the nature and extent of internal and external auditor involvement.

### **1.2 Performance information**

- Review the adequacy, reliability and accuracy of performance information provided to the Audit Committee and other users of such information.
- Review and recommend for approval of the by Council, the performance information policy.

- Review areas of performance where there is significant deviation from the targets and advise the Council accordingly.

### 1.3 Risk Management

In discharging its governance responsibilities relating to risk management, the Audit Committee should:

- (a) Review with management and the Chief Risk Officer ("CRO") risk management activities, staffing, and organisational structure. The Audit Committee can also propose specific areas which should be prioritized by the risk management function.
- (b) Concur on the appointment, replacement, or dismissal of the CRO.
- (c) Review and recommend for the Approval of the council, the:
  - (i) risk management policy;
  - (ii) Risk management strategy;
  - (iii) Risk management implementation plan;
  - (iv) Municipality's risk appetite, ensuring that limits are:
    - supported by a rigorous analysis and expert judgement;
    - expressed in the same values as the key performance indicators to which they apply;
    - set for all material risks individually, as well as in aggregate for particular categorisations of risk; and
    - Consistent with the materiality and significance framework.
  - (v) Municipality's risk tolerance, ensuring that limits are supported by a rigorous analysis and expert judgement of:
    - The Municipality's ability to withstand significant shocks; and
    - The Municipality's ability to recover financially and operationally from significant shocks.
  - (vi) Municipality's risk identification and assessment methodologies, after satisfying itself of their effectiveness in timeously and accurately identifying and assessing the Municipality's risks.
- (d) Evaluate the extent and effectiveness of integration of risk management within the Municipality;
- (e) Assess implementation of the risk management policy, strategy and plan;
- (f) Evaluate the effectiveness of the mitigating strategies implemented to address the material risks of the Municipality;

- (g) Review the material findings and recommendations by assurance providers on the system of risk management and monitor the implementation of such recommendations;
- (h) Develop its own key performance indicators for approval by the Accounting Officer / Authority;
- (i) Interact with the Audit Committee to share information relating to material risks of the Municipality; and
- (j) Provide timely and useful reports to the Accounting Officer / Authority on the state of risk management, together with accompanying recommendations to address any deficiencies identified by the Audit Committee.

#### **1.4 Internal Control**

- Consider the effectiveness of the Municipality's system of internal control, including information technology security and control; and
- Understand the scope of internal and external auditors' review of internal control over financial reporting, and obtain reports on significant findings and recommendations, together with management's responses.

#### **1.5 Internal Audit**

- Review the internal audit charter on a yearly basis.
- Approve risk based strategic and operational internal audit plans. Have final authority to review and approve all major changes to the plan.
- Review with management and the Chief Audit Executive ("CAE") internal audit activities, staffing, and organisational structure of the internal audit activity.
- Propose specific areas of investigation by the internal audit activity.
- Ensure there are no unjustified restrictions or limitations.
- Concur on the appointment, replacement, or dismissal of the CAE.
- Review the effectiveness of the internal audit activity, including compliance with the IIA's International Professional Practices Framework for Internal Auditing consisting of the Definition of Internal Auditing, Code of Ethics and the Standards.
- On a regular basis, meet separately with the CAE to discuss any matters that the Audit Committee or internal audit believes should be discussed privately and
- The Committee shall ensure that the Council's IT programs, strategy and infrastructure effectively support the Council's business objectives and strategies.



## **1.6 External Auditors**

- Review and evaluate the efficiency and effectiveness of the external auditors in relation to their responsibilities.
- Review overall audit role, to explore objectives, minimise duplication, discuss implications of new auditing standards and ensure that external audit fee will sustain a proper audit and provide value for money.
- Discuss and review, with the auditor(s) before the audit commences the terms, nature and scope of the audit, procedure and engagement, the audit fee, and to ensure coordination between internal and external audit plan and coverage.
- On a regular basis, meet separately with the external auditors to discuss any matters that the Audit Committee or auditors believe should be discussed privately.

## **1.7 Compliance**

- Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of noncompliance;
- Review the findings of any examinations by regulatory agencies and any auditor observations; and
- Obtain regular updates from management and the Municipalities Municipality' legal counsel regarding compliance matters including feedback on significant cases of employee conflict of interest, misconduct or fraud, including any disciplinary hearings taken against employees.

## **1.8 Fraud Prevention and Misconduct**

- The Audit Committee shall be informed, by the Municipal Manager of any significant cases of conflict of interest, misconduct or/and fraud by employees and Council Members and steps taken by management/council to rectify the situation.
- The Audit Committee should review the fraud prevention policy/plan and the fraud prevention implementation plan and management's mechanisms to facilitate the reporting of fraud and corruption related activities, and the Committee should also ensure that all allegations reported are dealt with appropriately.

## Priorities

Internal auditing activity is primarily directed at evaluating internal control. Under the COSO Framework, internal control is broadly defined as a process, effected by an entity's Council, management, and other personnel, designed to provide reasonable assurance regarding the achievement of the following core objectives for which all businesses strive:

- Effectiveness and efficiency of operations.
- Reliability of financial and management reporting.
- Compliance with laws and regulations.
- Safeguarding of Assets

Management is responsible for internal control, which comprises five critical components: the control environment; risk assessment; risk focused control activities; information and communication; and monitoring activities. Managers establish policies, processes, and practices in these five components of management control to help the organization achieve the four specific objectives listed above. Internal auditors perform audits to evaluate whether the five components of management control are present and operating effectively, and if not, provide recommendations for improvement.

## AUDIT COMMITTEE

Type of Committee	Responsibility	Benefits
Audit Committee	Section 166 of the Municipal Finance Management Act 56 of 2003.	The audit committee assist the Council in its oversight role to include ensuring the integrity of the organization's financial statements and disclosures, internal control over the financial reporting process, the performance of the internal audit function, and compliance with legal and regulatory requirements

## **COMMUNICATIONS UNIT**

### **BACKGROUND AND PROBLEM STATEMENT**

Communications plays a pivotal role in harnessing and maintaining relationship with our stakeholders. DR JS MLM has progressed at a low phase in institutionalising and implementing the communication and consultation mechanisms and processes. The unit reports to the Municipal Manager, the office is located at the Head Quarters, while working close with the office of the Executive Mayor.

The status of the unit is that Communications Unit operates with the Assistant Manager, communication officer and Communications admin Clerk. The Communication Strategy and Policy have been developed and approved by Council, with the strategy due for review. The medium of communication includes notice boards, intranet, social media, newsletter, SMS system, emails the 0800 MOROKA toll-free line, website, local and regional and national newspapers, and publications such as annual report.

Many media houses are interested in the affairs of the Municipality, mainly on the negative ones. There is a negative coverage by the national and regional media with the neutral and positive coverage by the local media houses. Local and regional radio stations, promotional material, website, branding, CDW's, ward committee system and laud hailing are used to communicate with the external stakeholders. Of all the mediums laud hailing proved to be the most effective method of communication. DRJSMLM improves on good governance and public participation in an engagement with communities through the above mechanisms.

### **Objective**

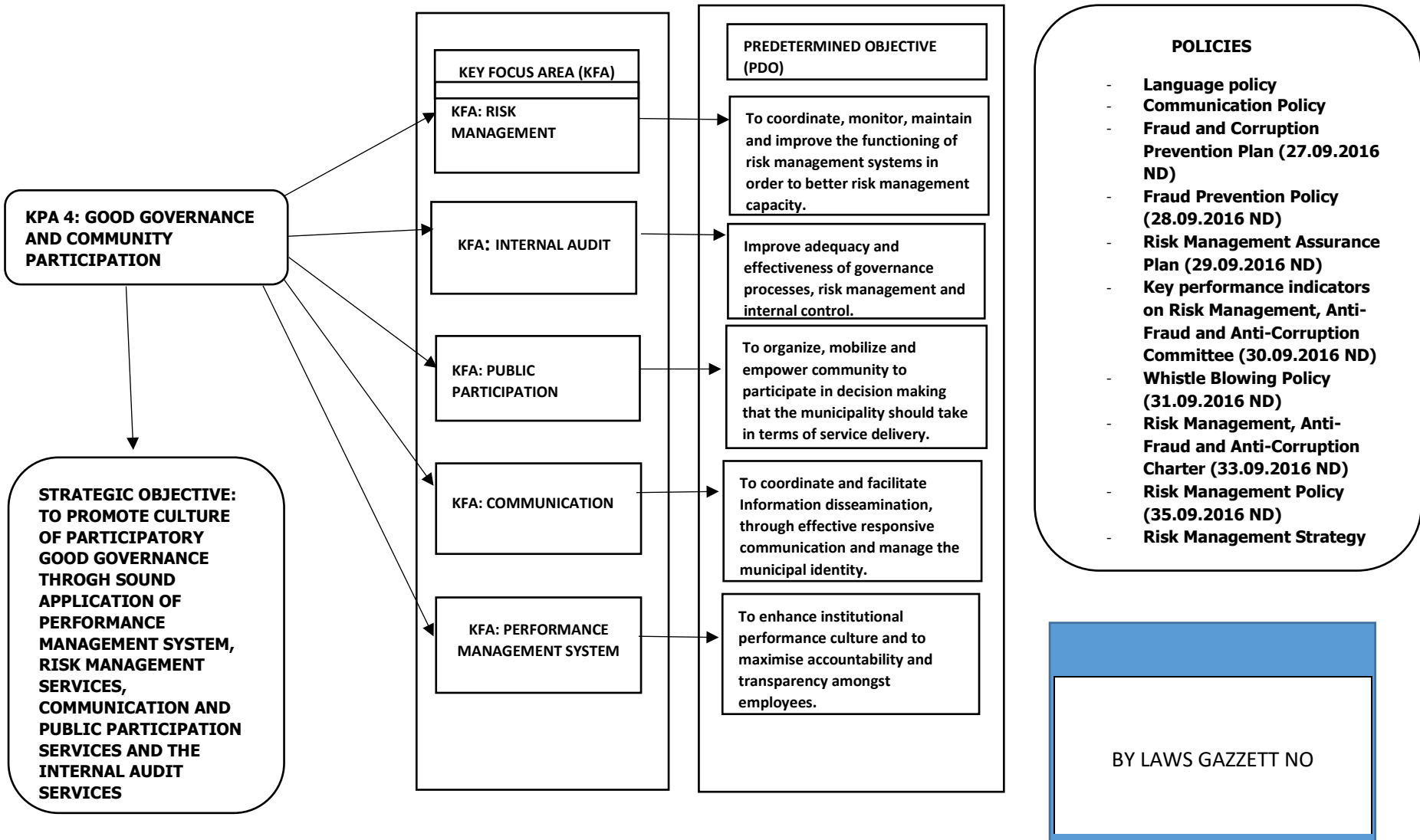
- To utilise communication channels, including the website and the social media to market the municipality, speedup service delivery and reach more stakeholders.
- To timely dissemination of information to the recognised stakeholders, in their spoken languages.
- To use the media, while prioritising the local, to inform the stakeholders about the municipal activities.
- To improve municipal website content management, by promptly uploading all required information.

- To provide quality service to all stakeholders interacting with the Municipality while addressing queries and complaints timeously.

### **Strategies**

- Quarterly radio slots to engage stakeholders on municipal matters.
- Printing and proof reading of publications.
- To promote and improve municipal customer care by ensuring that stakeholders are accustomed to and utilise the Customer Care.
- Attend to and resolve Presidential Hotline queries.
- Marketing the municipality through vehicle branding, outdoor flags and signage and other promotional goods and branding through displays of promotional material at relevant functions.
- Reviewal and implementation of the communication strategy and policy.
- Improve internal communication, office signage, suggestion boxes and noticeboards.
- Improve the level of inter-departmental and/or inter-municipal communication and cooperation.
- Implement the Language policy, by translating and interpreting the municipal publications in to the official languages of the municipality, including Braille.
- Produce a quarterly newsletter to cater for internal and external stakeholder.

**KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION**



## **CHAPTER 5: BASIC SERVICE DELIVERY (INFRASTRUCTURE)**

### **ISSUE 6: WATER SERVICES**

#### **BACKGROUND AND PROBLEM STATEMENT**

Dr JS Moroka local municipality was designated as a Water Services Authority (WSA) with effect from July 2003 with the constitutional responsibility of ensuring efficient and effective water and sanitation services to consumers in its area of jurisdiction. The water infrastructure within its jurisdiction was originally installed during the 1980's and was transferred to Dr JSM LM by the Department of Water Affairs and Forestry as per an agreement signed in December 2004. In accordance with its obligation as a WSA the Municipality entered into agreements with its Neighbouring Municipalities (Sekhukhune District Municipality and Thembisile Local Municipality). As from 2003 the Department of Water Affairs provided grants to the municipality for refurbishment purposes.

#### **PRESENT WATER DEMAND**

A total theoretical demand of 64.76 Ml/d has been assigned to the system. This includes an 8 Ml/d allocation to the Thembisile Hani Local Municipality and an 8.5 Ml/d allocation to the Sekhukhune District Municipality. It also includes a 0.3 Ml/d allocation to be drawn off the WTP to Kameelrivier reservoir pump line to fill tankers which supplies communities outside of the bulk system boundaries. This volume has been determined by taking the difference of flow measurements between the WTP to Kameelrivier PS and the inlet to the Kameelrivier reservoir. 20% non-revenue-water (NRW) has been assumed throughout.

The existing Bulk water infrastructure only provides supply to approximately 82% of the municipal population, with 16% of household being dependent on the boreholes, these are primarily found in the western region and form part of the Mathanjana Magisterial District(see the diagram below). Most boreholes in Mathanjana are connected to reticulation directly in different villages because yield is inadequate. Seabe, Greenside, Phake and Masobe boreholes pump directly to reservoirs/ steel tank before water is reticulated to villages. Some of the borehole supply is intermittent and problematic due to the depletion of water sources. Due to the scarcity of both infrastructure and reliable water source in Mathanjana magisterial District areas, the underground water source is the only mode to augment of shortages of potable water in the Area.

Bulk supply	boreholes	other
82%	16%	2%

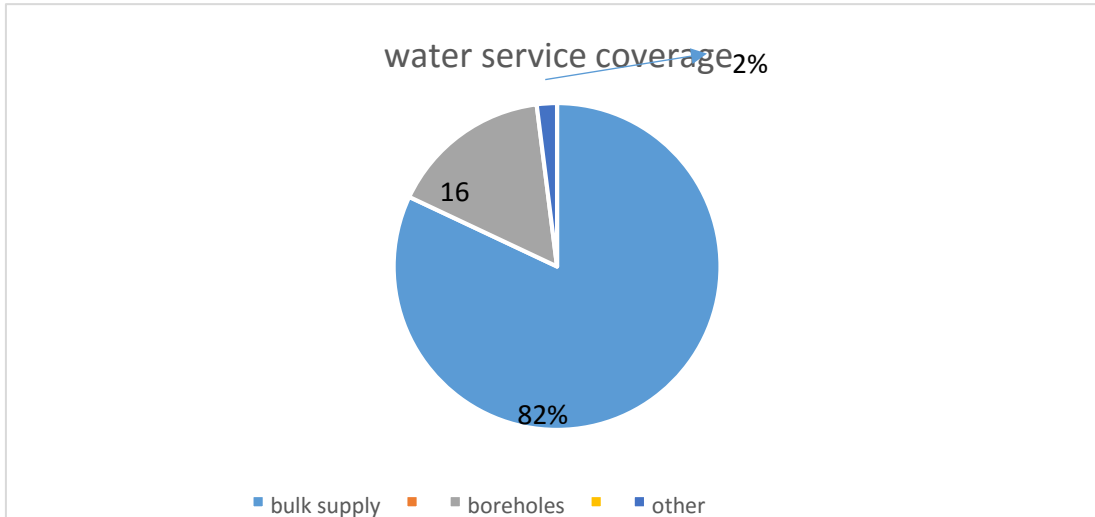


Fig 1: Water Services Coverage

### Operational Responsibilities/Output

The municipal core responsibility is to provide basic services in the form water, sanitation, waste removal, roads maintenance etc. However this depends largely on the institutional capacity. Currently the actual and potential levels of institutional capacity and support for operation and maintenance are weak. This is evident in our O&M the lack thereof results in:

- Infrastructure deterioration
- Huge water losses
- Unnecessary down-time in our plant and machinery
- Lack of training and understanding of water services provisioning as a whole and ability to identify key factors that attribute to sustainable water services delivery.

The completion and implementation of asset register will help this department to develop a maintenance plan to meet the operation and maintenance requirements and to optimize the day to day provision of water service.

**Backlogs**

Current backlogs as in 2016/17

<b>Municipality</b>	<b>Services</b>	<b>Total No of HH</b>	<b>No of HH with access</b>	<b>%</b>	<b>No of HH without access</b>	<b>%</b>
<b>2011 Statistics</b>						
Dr JS Moroka(Based on 2011 census)	<b>Water</b>	<b>62 162</b>	<b>40 455</b>	<b>65%</b>	<b>21 707</b>	<b>35%</b>
Dr JS Moroka (Based on 2011 census)	<b>Sanitation</b>	<b>62 162</b>	<b>9 908</b>	<b>16%</b>	<b>52 254</b>	<b>84%</b>
<b>2014 Municipal Baseline (New Additional Households that emanated after 2011 statistics and from General House Hold Survey)</b>						
Current statistic(3%population increase)	Water	<b>64 377</b>	49 770	77.3%	14 607	22.6%
Current statistics(3% population increase)	Sanitation	<b>64 377</b>	33 795	52%	30 582	48%
<b>Additional Households were determined by the Municipality using a random sampling method of 3% population increase. The additional households are 2 215.</b>						





**IDP Projects**

The following are the IDP Projects identified for the FY 2017/18, 18/19, 19/20, 20/21 & 21/22.

Number	Description of Capital project, programmes, activities	Financial years				
		17/18	18/19	19/20	20/21	21/22
1.	Mthambothini water reticulation			XX	XX	
2.	Meetsemadiba installation of household water connection			XX	XX	
3.	Ramonanabela equipping of 3 boreholes			XX	XX	
4.	Masobe 3km water reticulation	xx				
5.	Fixing and reinstating the Bloedfontein bulk supply system (phase 2)	xx				
6.	Upgrading and extension of reticulation networks in the Bloedfontein village cluster( Allemansdrift C.	xx	xx			
7.	Upgrading and extension of reticulation networks in the Bloedfontein village cluster( Senotlelo,		xx	xx		
8.	Upgrading and extension of reticulation networks in the Bloedfontein village cluster( GA Maria,				xx	

9.	Upgrading and extension of reticulation networks in				xx	
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Number	Description of Capital project, programmes, activities	Financial years				
		17/18	18/19	19/20	20/21	21/22
<b>water</b>						
	the Bloedfontein village cluster( Lefiso and Lefisoane)					
10.	Upgrading and extension of reticulation networks in the Kameelrivier subsystem village cluster (Molapoamogale, Siyabuswa D)	xx	xx			
11	Upgrading and extension of reticulation networks in the Kameelrivier subsystem village cluster (other villages)			xx	xx	
12	Upgrading and extension of reticulation networks in the Bloedfontein village cluster (Ukukhanya)			xx	xx	

13	Upgrading and extension of reticulation networks in the Waalkraal village cluster (Makopanong)	xx	xx			
14.	Upgrading and extension of reticulation networks in the Waalkraal village cluster (Mogononong)	xx	xx			

Number	Description of Capital project, programmes, activities	Financial years				
		17/18	18/19	19/20	20/21	21/22
<b>water</b>						
15.	Upgrading and extension of reticulation networks in the Waalkraal village cluster (Ga-Phaahla, Siyabuswa, Meetsemadiba, Mabusabesale, Gama kola, Matshiding, marothobolong, dithabane ng eng and Mapotla	xx	xx	xx	Xx	
16.	Replacement of ac pipes in Siyabuswa		Xx	xx		
17.	Upgrading and extension of reticulation networks in Kameelrivier village cluster (mbongo, Ga Morwe, Digwale, Pieterskraal, Mthambothini, and Mabuyeni	Xx	Xx	Xx	Xx	

18.	Basic borehole water supply in the Mathanjana villages (Masobe)	Xx	Xx			
19.	Basic borehole water supply in the Mathanjana villages (Katjibane, Nokaneng, Mmametlhake and Phake)	Xx		Xx	Xx	
<b>Number</b>	<b>Description of Capital project, programmes, activities</b>	<b>Financial years</b>				
<b>water</b>		<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
20.	Seabe water reticulation		Xx			

<b>Challenges</b>	<b>Action to Address</b>
Un-employment	Implementation of Job Creation such EPWP, CWP, Tourism Ambassadors, MRTT, Rand water programme, etc.
Funding to replace aging Infrastructure	Funding to be source from RBIG, MWIG, NDM
Maintenance of Infrastructure Assets	Municipality to develop comprehensive Infrastructure masterplan

### Strategies

- To continuously identify best water quality boreholes with good yield to supplement the current available water network so as to improve water pressure in peak demands will ensure that the current intermitted water supply experienced during summer is minimized.
- All villages that has sustainable water supply should be metered with smart metering system
- All designs should address future demands/growth
- By using MIG funds and other available grants to reduce the current water supply backlogs experienced in the Mathanjana Magisterial District.
- To implement water Conservation and Water Demand Strategies to address issues of water loses.

- Operations and Maintenance Plan need to be put in place in order to move away from the current (reactive maintenance) maintenance strategy.
- Water restriction and water flow devices will be installed on our bulk so that an equal and effective water supply is maintained.
- Implement free basic water strategy
- Blue-drop compliance
- Develop customer charter.

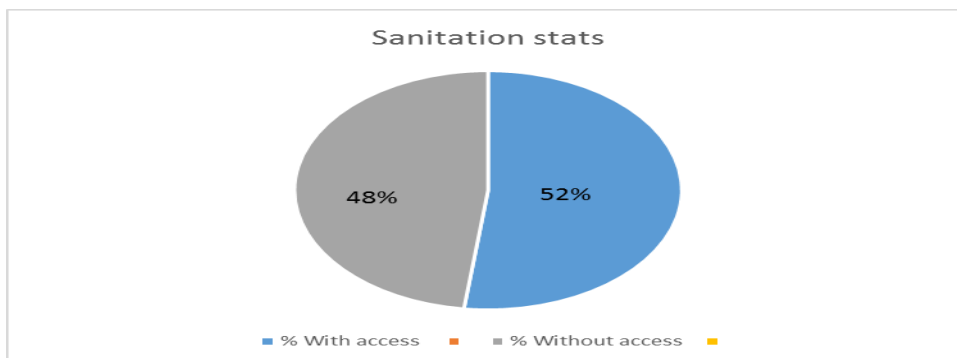
**ISSUE 7: SANITATION**

**BACKGROUND AND PROBLEM STATEMENT**

Sanitation services within the Municipality is provided with various types of facilities, i.e. pit latrines, VIP, CWB and conventional sewer system. Siyabuswa and Toitskraal are provided with water borne system flush toilets. Some areas are experiencing high water table are then provided with VIP(ventilated improved toilets) The current lack of consistent supply and unreliable availability of water limits the chances of having water borne system. The large part of the municipality which is highly dependent on ground water source is provided with of Ventilated Improved Pit toilets.

2014 Municipal Baseline (New Additional Households that emanated after 2011 statistics and from General House Hold Survey)

<b>Current statistic(3%population increase)</b>	<b>Services</b>	<b>Total No of HH</b>	<b>No of HH with access</b>	<b>% with access</b>	<b>No of HH without access</b>	<b>% without access</b>
Current statistics(3% population increase)	Sanitation	64 377	33 795	52%	30 582	48%



Source: Fig 2: Sanitation statistics (municipal baseline and statistics 2011)

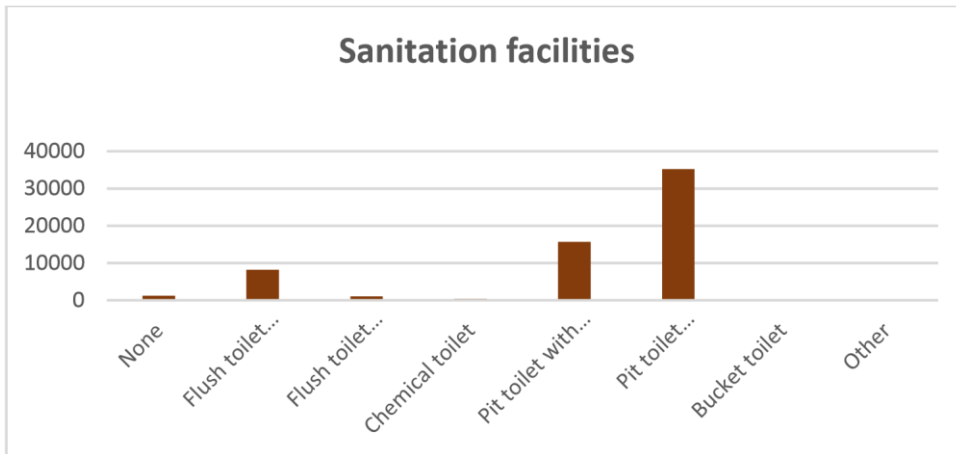


Fig 3: Sanitation facilities

**Source: Stats 2011**

The graph above shows the statistics of sanitation facilities of Dr JS Moroka local municipality, having 8238 flush toilets connected to sewerage system, 1104 flush toilet with septic tank, 366 chemical toilets, 15663 pit toilet with ventilation (VIP), 35190 pit toilet without ventilation, 210 bucket toilets and 144 other except mentioned above (see diagram above).

**MUNICIPAL WASTE WATER TREATMENT PLANT.**

**Siyabuswa sewage treatment plant**

The Municipality waste water is discharged into the nearby Elands River water resource without a general authorization or license/permit to discharge water as required by National Water Act No 36 of 1998. The treatment plant design capacity is 10ML/d and currently we are treating 6.4 ML/d. The plant is un- activated sludge process.

It has been reconfigured to an anoxic and aerobic zone system for regulation 2834 compliance and regulation 17 of Water and Sanitation Department. The sewerage system is collecting domestic waste water and industrial waste. Operational challenges are blockages causing spillages due to old infrastructure, theft of manhole covers and unauthorized disposal of solids and objects into manholes. Underground and surface water is channelled into sewerage system that increases the inflow capacity.

The plant receives waste water which is drained from septic tanks of households. There is a lack of disposal site for septic sludge. Based on the current situation of developing areas such as Extension D2 and Moripe gardens which will be difficult to determine whether we will handle the situation. The refurbishment of the plant was done to improve the performance and operation of

the plant. Since then the parameters have improved significantly and complies with the required standard. The treated sewage is discharged to Elands River which is expected not to be contaminated.

#### **LIBANGENI WASTE STABILIZATION PONDS.**

The Libangeni ponds are only serving the police station. It has a capacity of 0,07ML/d. The residents are provided with VIP and CWB toilets. The plant is not yet electrified, and therefore the incoming and the out coming cannot be measured. The installation of meters of meters need to be considered. The security fence is continuously vandalised and palisade will be the solution. No personnel is on site instead process controllers from Siyabuswa do a visual inspection once a week. The Municipality will develop the operation and maintenance plans.

#### **TOITSKRAAL WASTE TREATMENT WORKS.**

The Toitskraal waste water treatment plant serves the community of Toitskraal. There is no supply of electricity because the transformer was stolen. The challenge is still with ownership as the plant is owned by the Department of Public works. There is no dedicated personnel on site. The blockages are occurring and cause spillages due to old infrastructure and an overgrown trees. Currently the Municipality team is doing the maintenance of the system.

#### **Objectives**

- To reduce the sanitation backlog from the current 30582 h/h to 15291 h/h by the end 2021 by committing the MIG budget.
- Villages that are still on pit latrines will be equipped with CWB's(Convertible Waterborne)
- To provide sanitation that is safe from spilling into streams and rivers by constantly ensuring that the bulk sewer pipelines are maintained and inspected for any leak (Visual) to ensure compliance.
- In villages where there is borehole water for drinking purposes (the borehole will be constantly monitored to ensure that water is not contaminated by the CWB existing in the household yard.
- Operational and Maintenance Strategy or Policy will have to be developed for emptying CWB toilets to ensure a longer life span for the toilets and a safe environment free of germs.



- Dissolved Oxygen metre to be installed at Libangeni oxidation pond to ensure that the (final effluent) or ran sludge is accounted for by the Municipality
- The Municipal waste water plants will have to annually publicise waste water performance against the requirements of the site specific general authorisation.
- The Municipal Grey water will have to be managed effectively and efficiently as required and provided by both the National water Act and water services Act by appointing highly completed knowledgeable and experienced personal either on permanent or t temporally basis to ensure compliance.

## **STRATEGIES**

- Tariff policy(levy) must be inclusive of sanitation
- Awareness campaign to avoid or minimise unnecessary blockages.
- To develop a master plan.
- Environmental health and education.
- Management of grey water where there is on-site sanitation.
- Maintenance of on-site sanitation.
- Development, updating and review of Waste Water Risk Abatement Plan.

## **ISSUE 8: ROADS & STORMWATER**

### **BACKGROUND AND PROBLEM STATEMENT**

Roads Infrastructure is an essential prerequisite of social and economic growth in any country as it serves as a mode of travel between any two destinations, The main modes of travel within the jurisdiction of Dr J.S Moroka local municipality which can accelerate the aforementioned factors are R568 ( Kwa-Mhlanga to Mkhombo dam road) and R573 ( Moloto road) which link DRJSMLM to two provinces namely Gauteng and Limpopo, R573 is currently being upgraded by the South African National Roads Agency Limited ( SANRAL) as it best known for its high accidents rate.

The municipality considers the ITP (Integrated Transport Plan) which was prepared in terms of the provisions of the National Land Transport Act (NLTA) Act5 of 2009, for a period of five years 2014/15 to 2018/2019. The ITP serves to provide overall guidance on transport service delivery in the municipality through identifying gaps in the transport systems and formulating systematic interventions to address the gaps. The ITP will also provide the transport-related inputs into the municipality's Integrated Development Plan (IDP) which is the primary planning and budgeting tool to realize the municipality's vision.

## BACKGROUND

There is currently no road network asset management system in the municipality, which is essential for guiding the municipality on the prioritization of road network development and maintenance. The road network asset management system would also help to ensure efficient use of resources, especially in the case of the Dr JS Moroka municipality where resource limitations are one of the primary concerns. In the absence of a road network asset management system, therefore, the municipality does not have a systematic method to help to develop and maintain its road network.

The Municipality has a total length of approximately 2720Km of internal gravel roads of which 125km is bus and taxi roads which belong to the municipality and 85km belonging to public works. Approximate 500Km is maintained annually (Includes Gravelling and Blading). The municipality is however unable to maintain all of its gravel roads due to insufficient resources.

92 km of the total 210 km of bus and taxi road is paved which leaves 56% backlog. The Municipality has thus far been able to increase number of paved bus and taxi routes from 36% to 44% since 2011 which is 8% backlog reduction to-date. Contributing factors in terms of backlog include inter alia projects implemented till 2016 t in the following villages most of which have their first phases complete while others have a full project complete:

- Mogononong (River bridge)
- Mogononong bus and taxi route
- Marapyane bus and taxi route
- Senotlelo bus and taxi route
- Katjibane bus and taxi route
- Nokaneng bus and taxi route
- Kabete bus and taxi route
- Maphanga bus and taxi route
- Mabuyeni bus and taxi route
- Marothobolong river bridge

The following projects are anticipated to be implemented within the 5 year period ending in 2020/21:

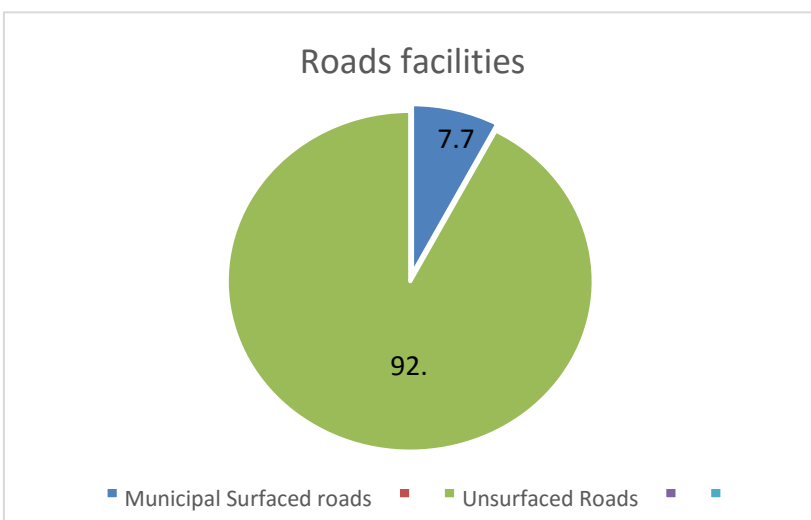
- Upgrading of Lefisoane bus and taxi routes
- Upgrading of Masobe internal route

- Upgrading of Siyabuswa C bus and taxi routes
- Upgrading of Matshiding bus and taxi routes
- Upgrading of Meetsemadiba bus and taxi routes
- Upgrading of Digwale bus and taxi routes
- Upgrading of Maphanga internal route
- Construction of pedestrian walk at Mogononong bridge
- Rehabilitation of a river bridge at Ga-Makola □ Upgrading of Ramonanabela internal route

The maintenance of roads and stormwater infrastructures is necessary in order to facilitate economic growth, social development, promote traffic safety, improve traffic flow and alleviate/ minimize the extent of the damage that is normally caused by heavy rain especially in the summer and spring season.

Maintenance of surfaced roads is done through internal municipal resource by patching of potholes and manual booming. A network of stone pitched, concrete and earth channels are mostly situated in Mbibane and Mdutjana unit area since the areas are sloppy while Mathanjana unit area is mostly flat; soil types within each magisterial unit take precedence. These infrastructures are maintained through municipal general workers who still need to be beefed up. Training and skills transfers are required to effectively maintain the municipal roads and stormwater infrastructure.

Surfaced Roads	Unsurfaced Roads
210 km	2510 km



Source: Fig 4: Roads facilities

## **DISTRICT AND PROVINCIAL ROADS**

District and Provincial roads are those roads that fall under the jurisdiction of the Mpumalanga Provincial Department of Roads, Transport and Public Works ("the Department"). The Department is therefore expected to undertake all roads related construction and routine maintenance on these roads. Some of these roads are regarded as linking roads that are so critical that they require undivided attention. These include inter alia the following:

- Ga-Morwe to Makometsane
- Ramokgeletsane to Senotlelo
- Marothobolong to Madlayedwa
- Nokaneng to Katjibane
- Ramokgeletsane to Matlerekeng which is in Limpopo

The Municipality has constantly engaged the Department of Public Works and Transport on these roads about their urgent need for upgrading to surface. The only recent roads that received attention from the Department and that has been completed is the Marapyane to Lefiso and Madubaduba to Madlayedwa roads. The upgrading thereof has made significant and tremendous improvement to the roads and traffic safety in the vicinity. The department however takes full responsibility in maintaining these remaining gravel roads. The challenge remains in the borders of the neighbouring province which need engagement with the Limpopo province (Seabe to Bingley, Nokaneng to Settlers, and Katjibane to Chester and Marapyane to Tuinplaas).

The Municipality has approached the Public Works to partner with a view to reduce the roads backlog, by combining resources to gradually move away from road re-gravelling to road surfacing and also assist each other with potholes patching. The combination of resources has managed the municipality to upgrade 300m and 600 m of gravel roads at Libangeni and Loding respectively.

## **STORMWATER DRAINAGE SYSTEMS AND SUB-SURFACE WATER**

Storm water management in the Dr JS Moroka municipality is largely inadequate. While some provincial roads are equipped with some stormwater drainage system, this is not the case for most of the road network. This has over time led to the erosion of the road shoulders and reduction of the life span of the roads. The stormwater drainage system, where available within the villages, are substandard. This is especially evident during rainy seasons where water pools in many parts of the municipality, and in turn impeding travel.

Over and above, the Municipality has a responsibility to maintain storm water channels and eradicate sub-surface water affecting residents in a negative way. There has been tremendous challenge in roads with regard to underground water control and eradication which was completed in some villages either in full or in part. These are villages wherein underground or sub-surface water project has implemented in full or in part include inter alia Maphotla, Makopanong, Siyabuswa-B, C, & E, Ga-Morwe, Libangeni, Meetsemadiba and Mbongo. There is a need to have a proper network to link the stormwater channels to the streams. The following Villages have been identified as having underground water and Stormwater drainage system challenges, and thus need attention. These are addressed through internal programmes.

- Underground water
- Makopanong
- Ramokgeletsane
- Matshiding
- Maphotla
- Mbhongo
- Mthambothini.

The following Villages have been identified as having storm water drainage systems challenges and thus need attention. This will be addressed through the construction of storm water drainage systems.

- Stormwater
- Seabe
- Mmaduma
- Marapyane
- Matshiding
- Leseleseleng
- Siyabuswa B,C&D
- Ga Morwe
- Maphotla
- Ukukhanya
- Kabete
- Senotlelo

There is also a necessity of Pedestrian walkways and scholar bridges along some surfaced roads in various villages of the Municipality to enable residents and scholars to walk safely and parallel to the roads and in crossing rivers during and after heavy storms. The following projects have been identified by Roads and Storm water Division to assist with stormwater control in the affected villages:

- Control of stormwater drainage systems for routine roads maintenance in :
  - 1) Leseleseleng

- 2) Matshiding
- 3) Ukukhanya
- 4) Kabete
- 5) Masobye

## **BORROW PITS**

Borrow pits are essentially used to obtain various types of soils for use in the construction of new roads or maintaining the existing ones. Roads construction for various layer works in relation to pavement design and construction requires material to be imported from borrow pits having relatively suitable material for those roads. Various villages within the Municipality have various borrow pits which are either still in use or use thereof has been discontinued.

Borrow pits are very hazardous if not properly rehabilitated after use thereof is legislated and/or regulated. The roads construction and routine roads maintenance in the Municipality's area of jurisdiction is done by the Nkangala District Municipality, Dr JS Moroka Municipality and Mpumalanga Provincial Department of Roads, Transport and Public Works. Where borrow pits have not been properly utilized or rehabilitated on completion, it becomes a serious challenge as to where the responsibility lies in terms of non-compliance. This is also due to the fact that there is no specific schedule in terms of borrow pits use including compliance monitoring.

These have led to fatal accidents where 6 kids from various villages namely 1 from Senotlelo, 1 from Mogonong, 1 from Digwale, 1 from Mmamethake and 2 from Katjibane have drowned while playing or trying to swim in those borrow pits. As a result thereof the blame goes to the Municipality regardless of where the fault lies. Cooperative Governance plays a major role where regular inter action from various spheres of Government becomes necessary. There is a serious need for development of by-laws to control these borrows pits and the need to rehabilitate them.

The following tables give an overview of the total kilometres of roads maintained and new roads tarred.

<b>Financial year</b>	<b>Total km tarred roads</b>	<b>Km of new tar roads</b>	<b>Km of existing tar roads reselling</b>	<b>Km tar roads maintained</b>
2013/14	178.9 km	0 km	0 km	1316.8 m <sup>2</sup> ≈ 188.1 m
2014/15	178.9 km	0 km	0 km	900.8 m <sup>2</sup> ≈ 128.7 km
2015/16	180 km	1.1 km	0 km	792.8 m <sup>2</sup> ≈ 113.3 m

## Gravel Roads

Financial year	Total km gravel roads	Km new gravel roads constructed	Km gravel roads upgraded to tar	Km gravel roads graded/maintained
2013/14	2720 km	0 km	0 km	188.56 km
2014/15	2720 km	0 km	0 km	309.32 km
2015/16	2720 km	0 km	1.1 km	169.2 km

The table below shows the costs involved for the maintenance and construction of roads within the municipal area:

Financial year	New & Replacements	Resealed	Maintained
2013/14	R 0	R0	R 6 000 000.00
2014/15	R 0	R0	R 6 800 000.00
2015/16	R 4 400 000.00	R 2 206 454.04	R 7 000 000.00

The table below shows the total kilometres of stormwater maintained and upgraded as well as the kilometres of new stormwater pipes installed.

Financial year	Total km Stormwater measures	Km new stormwater measures	Km stormwater Measures upgraded	Km stormwater Measures maintained
2013/14	90 km	0 km	0 km	4.2 km
2014/15	94.6 km	4.6 km	0 km	6.5 km
2015/16	99.5 km	8.4 km	0 km	7 km

The table below indicates the amount of money spend on Roads and stormwater projects.

Financial year		Storm water measures
	Capital	Maintained
2013/14	41 562 776	5 170 143
2014/15	18 177 215	4 805 446
2015/16	13 726 727	9 085 440

### Objective

- To provide accessible, reliable and safe surfaced roads with adequate stormwater drainage
- To provide road signage on all roads in the Municipal area
- To construct walkways along major surfaced roads
- Provision of routine roads maintenance on all internal gravel streets and bus & taxi routes
- Provision of clean, healthy and safe roads for road users, pedestrians and the communities
- To ensure implementation of action plans agreed upon between the Municipality and other stake holders such as the Provincial Department of roads and Transport is adhered to.
- To maintain stormwater infrastructures.

## Strategies

- Continuous maintenance of gravelled roads using municipal machineries.
- Control of stormwater by shifting focus from surfacing of roads to construction of stormwater drainage systems.
- Using of SMME's to reduce stormwater drainage systems backlogs.
- Maintaining of Stormwater drainage systems using municipal maintenance team.
- Patching of surfaced roads using internal resources.
- Road markings for visibility on our roads.
- Installation & maintenance of road signage for road safety.
- Controlling of sub surface water using general assistants
- Implementation of Roads and Stormwater Master Plan for the whole of Dr JS Moroka Municipality.
- Provision of training for operators to enhance their skills.
- Upgrading of gravel roads into surfaced roads using internal municipal resources only.

## ISSUE 9: FLEET MANAGEMENT

### BACKGROUND AND PROBLEM STATEMENT

The following division is responsible for all the Dr JS Moroka local municipality fleet. The Municipality has 129 fleet which includes vehicles, plant machinery. The Municipality has also made commitment to increase the municipal fleet through the leasing to own of vehicles contract. This will assist in the municipality in meeting service delivery targets by increasing the efficiency of all departments and divisions. The division is tasked with ensuring that all Municipal fleet are adequately serviced, maintained and proper fleet administrative processes are followed. This encompasses the various control measures being put in place, including tracking devices, trip authorisation and logbooks signed by the departmental and divisional head.

These division has a challenge in maintaining all Municipal fleet in question. The municipality has a Workshop but it needs a maintenance team for the municipal fleet to be maintained in-house. It is envisaged that this can have a benefit in terms of reduction of maintenance costs. Similar, if fuelling of vehicles can be done in-house, that can have a spin-off in terms of monitoring in this regard. Currently the municipal vehicles refill fuel at approved depots and this has been proved that problems sometimes crop up to the inconvenience. Currently the municipal fleet is not numbered and this is a matter that needs to be looked into. Furthermore, the numbering of fleet



will enable community members to be able to properly report misuse of Municipal vehicles if this happens as they can simply refer to the fleet number. This is a difficulty at this stage as the vehicles look almost the same to community members. On the converse side, fleet numbering can be an advantage for the drivers if they encounter problems on the way as they can be easily traced in this regard.

Fleet numbering should therefore not be viewed as a punitive, but a beneficial measure. There is equally a need to build capacity of the section dealing with transport in light of developments in this regard. The section needs more human capital, and equally, capacity building for the incumbents. It is also a matter of principle that all municipal fleet are branded with the approved municipal logo and divisional number. The fleet we are having below as follows:

Sedans	30
Bakkies	34
Tractors	6
Water tankers	15
Honey suckers	2
Graders	8
TLB (backhoe loader)	10
Tipper trucks	11
Excavators	2
High up trucks	2
Lowbed trucks	2
Compactor truck	1
Waste truck	1
Skip loader	1
Cherry picker truck	1
Dozer	1
Bus	1
Combi	1
Smooth roller	2
Four Ton drop side trucks	4

## Objectives

- To enhance the consolidation of operations on fleet management issues
- To enhance our own fuel filling station
- To enhance the appointment and training of the employees responsible for transportation
- Must have full equip diesel supply to refill our vehicles / machines on side
- To number each municipal vehicle with a unique fleet number.

## Strategies

- Through vigorous implementation of the municipal transport policy.
- Through numbering of municipal fleet
- Through vigorous and sustained training of the incumbents responsible for fleet management
- Through ensuring the branding of new municipal vehicles and installation of control devices, like trackers, fleet management system, etc.
- Through identification and filling of strategic positions on fleet management issues.

## ISSUE 10: ELECTRICITY

### BACKGROUND AND PROBLEM STATEMENT

Dr JS Moroka Municipality solely depends on the Department of Energy for funding electricity projects and Eskom for implementation thereafter. The Municipality further depends solely on Eskom in terms of electricity matters including electricity provision in its entire Municipal area of jurisdiction. The Millennium Development Goals target for electricity is 2016. The Municipality does not have any significant electricity backlogs due to the fact that all Villages in the Municipality are fully electrically reticulated and energized with the exception of the newly and recently created Village extensions.

It can therefore be noted that in terms of the basic provision for electricity, Dr JS Moroka has made significant achievements in such a way that it can be considered that millennium development goals targets will either be achieved by 2015 or have already been achieved depending on the analysing of the situation by an individual. The only challenge the Municipality faces from time to time relates to the informal allocation of land by Traditional Authority resulting in the land occupant's thereafter immediately expecting or demanding electricity from the Municipality. Where electricity reticulation projects are implemented, challenges are that the

implementation process is not expeditiously done and sometimes leads to Community members crying foul in terms of the Municipality’s commitment to meeting their needs.

Electrical technology is a subject which is closely related to the technologies as we are looking towards 2017 to make better life to the households living in our areas of jurisdiction to benefit from electricity. Dr JS Moroka Municipality has approximately 64 377 total number of households with 63 868 total number of households receiving Electricity from Eskom program.

This leaves the balance being those needing posts connections as well as those needing minor reticulation.

Access to electricity	No access to electricity
63868	509

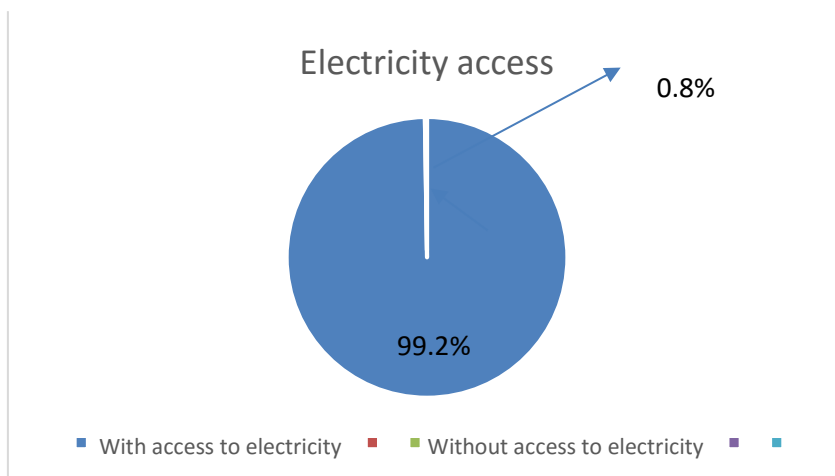


Fig 5: Electricity Access (from ESKOM program)

**BULK SUPPLY**

The quality of bulk electricity supply to Dr JS Moroka Municipality is adequate for all areas getting supply from all our Substations. The municipality has through governance engaged with Eskom, by tabling plans to upgrade the capacity of Substations.

The municipality has taken an interest in green energy, thus it has entertained few ideas of alternative source of energy. The Municipality have seen the efforts by the world at large, though summits like COP17 that was held in our own country in Durban. This will assist it costs reduction for the municipality in the long run and also reduce the green-house gas emission. The biggest hindrance in this regards has been theft and vandalism of the existing infrastructure like transformers.

## **ELECTRICITY ENERGY COST AND COST CURTAILMENT PLAN**

The municipality energy bill is high and the municipality is grand depended due to low revenue collections. To curtail these cost the municipality will embark on alternative energy sources. The municipality is going to look with the viability of solar farms to power all its offices. The municipality is also going to look into the investment on the alternative energy. In terms of funding the municipality is going to seek funds from the Department of minerals and Energy.

## **DEMARCATION OF NEW EXTENSION**

The demarcation of new extensions is currently the challenge that the Municipality faced with. Most Tribal Authorities within the Municipality are still allocating stands (households) without any prior consultation with the Municipality so that advance plans can be initiated on electricity matters that will immediately affect households. It is however important to make known to household owners settling on private lands that they are expected to incur the full cost for electricity supply and connections to their households.

## **COMMUNITY LIGHTING**

Community lighting is a serious challenge as most of our areas do not have street lighting and are living in darkness. This promotes high rate of crime to our community such as housebreaking, robbery, high jacking etc. The municipality has been electrifying the community through high mast lighting.

The operation and maintenance of Municipal Facilities is executed with two teams and the teams are responsible for the fault finding and maintenance, the following are Municipal infrastructure that the sector is responsible for:

### **Objectives**

- To ensure that Eskom as the bulk provider meets the municipality's present and future needs in terms of the capacity
- To ensure provision by Eskom reliable and affordable electricity access to all residents of Dr J.S. Moroka Municipality in accordance with National Legislation.
- To ensure that ESKOM electrification plans: Development plans are informed by the Municipality's IDP and also approved by the Municipality.
- To provide community lighting to the Community.
- Ensure electricity backlog is corresponding to what is on the ground level.

- To have a routine maintenance of all Municipal Infrastructure in accordance with the municipality's organogram
- To ensure that all the Large Power Users (LPU's) and Small Power Users (SPU's) are functioning correctly.
- To have recorded Municipal Electricity data.
- To identify all electricity infrastructure.

### Strategies

- To provide power backup systems or alternative energy to all key municipal facilities.
- To ensure all electrical projects are to be fully discussed with electrical division prior implementation of projects.
- To ensure that Eskom strengthens the capacity on areas of concern.
- To ensure that DoE allocate budget for electrification of households Extensions.
- To have funds available to procure and install alternative energy sources (solar system).
- The whole of Dr JS MLM households has been electrified only the new village extensions are to be electrified.
- The national target for service 2016 Millennium has been reached, only the new informal settlement are not electrified.
- Areas without the access of electricity Look at alternative source of energy, and look at ways in which the municipality can save electricity by switching off the non-operational machines.
- Areas with access to electricity
- All areas under the Dr JS MLM are electrified
- Areas with access to public lighting and areas without access to public lighting.

All areas under Dr JS MLM has been electrified but the only challenge is the extensions of villages and the proposed new area development from the IDP Document 2017/2018. Drastic increase of village extension, but as Dr JS MLM we thrive ourselves in excellent service delivery New Projects to commence:

Project	Project Type	Connections	Comment
Pieterskraal	Household	13	Infills
Libangeni	Household	48	KWA/PI501/9

Mbhongo	Household	45	KWA/PI431/12/11/12/2/2
Maphanga	Household	20	AMW185/28/21/8
Makometsane	Household	10	LV Ext
Ukukhanya	Household	49	LV Ext-Connected
Ramonanabela/Matimpule	Household	50	RL424/4/9
Seabe – itsoseng	Household	17	LV Ext
Sehoko – Moletji	Household	15	LV Ext
Makola	Household	13	LV Ext & infills
Thabana, Ramokgeletsane	Household	22	LV Ext & infills
Meetsemadiba, Mabusabesale	Household	15	LV Ext
Mogononong	Household	300	AMW91/39
Molapoamogale	Household	120	LFB138
Digwale	Household	50	LV Ext
Kgaphamadi	Household	60	AMK64/166/10/14

**PROPOSED NEW AREA DEVELOPMENT FROM THE IDP**

Area	Ward	No of houses	Proposed year electrification
Siyabuswa Extension 1	1	500	2017/18
Vaalbank	16	750	2017/18
Toitskraal	2	400	2017/18
Siyabuswa D Extension 2 Phase 2	1	300	2017/18
Wolwekraal 192JR PORT 1	14	500	2018/19
Moripe Gardens Extension 1	19	500	2018/19
Mmamethake	29	500	2018/19
Masobe	31	150	2018/19
Kameelrivier D		890	2018/19

Villages	Number of High-Mast Light
Masobye	13
Phake	14
Mmamethake	13

Nokaneng	7
Seabe	6

Katjibane	2
Sehoko	3
Dihekeng	4
Libangeni	17
Mbongo	8
Maphanga	11
Makometsane	4
Loding	6
Senotlelo	11
Kabete	4
Marapyane	8
Matimpule	8
Lefiso	2
Lefisoane	2
Ga-Maria	4
Siyabuswa A	7
Siyabuswa B	4
Siyabuswa C	4
Siyabuswa D	3
Siyabuswa RDP	1
Ga-Phaahla	6
Magana	6
Kgobokwana	1
Mogononong	2
Ga-Morwe	8
Mabuyeni	2
Meetsemadiba	5
Two-line	3
Mmakola	2

Matshiding	5
Marothobolong	4
Skimming	3
Borolo	2
Pieterskraal	3
Digwale	14
Ramokgeletsane	2
Thabana	2
Maphotla	6
Ekosini	7
Toitskraal	1
Molapoamogale	6
Moripe Gardens	1
Madubaduba	3

## **ISSUE 11: MECHANICAL**

### **BACKGROUND AND PROBLEM STATEMENT**

Mechanical division is one the most crucial division in the municipality. As this division encompasses one of the key basic essential services that the community requires. One of those services are water purification plant machinery as we know that we cannot live without water. The other crucial service is sewage plant as we all know that, it is the national government to eradicate bucket system and thus providing adequate sanitation for our citizens as the Dr JS Moroka Municipality. The last service rendered by this division is fleet, which assist the municipality to being efficient in delivering services to its citizens. Fleet includes the vehicles that transport the public servants when doing field work and the repairing of plant machinery such as TLBs and graders. Lastly mechanical division covers transportation of water using the water tanker to the areas that cannot be reached by the municipal current infrastructure due to various impediments.

### **Sewerage and Purification Plant including its substations**

In the following essential plants mechanical division has been tasked with overseeing of all mechanical devices such as pumps, valves, pneumatic devices and other mechanical devices. Mechanical division has been mandated to the everyday running, this includes the preventative



maintenance and installation of new devices or infrastructure. Thus the above requires an innovative, methodical and analytical thinking and implementation. One of the obstacles that have always hampered the progress and flourishing of this department is the minimal key strategic personnel as the division does not have enough staff.

It has been established that the Achilles' heels for South Africa is not the lack of infrastructure but is maintain the existing infrastructure. Hence the mechanical division has taken upon its shoulders to maintain the existing Dr JS Moroka municipality's infrastructure thus delivering to its civilians the much needed services. The mechanical division has mapped a document that addresses chronological maintenance requirement. In layman's term maintenance is categorized in the following format: Daily (inspect the proper operation) weekly (perform lubrication maintenance mainly check oil levels and grease in the systems and change parts that need to be changed include Gland Packing's), monthly (checking and testing the standby system, check corrosion and evaluate the checking's of the weeks), 6 monthly (check the operation of cranes and evaluate the preventative checking's of the past months) and yearly (inspect the service of transformers) and furthermore the monitoring of sewerage, purification plant including its substations machinery repairs. The division is also looking to rope in key personnel that can assist in performing such tasks.

## **TECHNICAL WORKSHOP**

The technical workshop is where the municipal fleet is found. The key mandate for this division is to minimise the abuse of municipal's property. The division also encourage the municipal staff to be more safe, responsible and also productive. The division has also drawn a preventative maintenance plan for the municipal's vehicles that will prolong the municipal's vehicle's life span. Other duties also include to repair or monitor the repairs of all fleet machinery which includes Graders, T.L.B's, Excavator's, roller machines, Trucks, Bakkies and Sedans. Under Sewerage and Purification Plant including its substations:

The technical workshop has capacity in terms of equipment's however in terms of personnel there is a shortage. To assist in executing of such maintenance and repairs, thus the municipality has outsourced the services to numerous external service providers.

## **Objectives**

- Increase the success of the preventative maintenance plan
- Reduce the operation and operational cost for both purification and sewage plant

- Improve baseline performance and reliability of performance
- Reduce energy use
- Promote national goal of reuse and recycling
- Reduce the duration of operating outages for routine maintenance
- Minimise time response to any machine failure
- To get a dedicated team that will focus on Purification Plant and its substations.
- To reduce the high cost of fleet machinery cost.

### Strategies

- The appointment of key personnel as per the organogram.
- To reduce the operational cost by appointing the apprentice that are already had trade test.
- Instruct the contractors working with the municipality to educate these learners on how to service and run these plants
- To service all fleet machinery internally.
- To have separate spare pumps and motors.
- Start a recycling campaign.

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA.

KPA & Indicators	Municipal Achievements	Municipal Achievements	Municipal Achievements
	2013/14	2014/2015	2015/2016
<b>Basic Service Delivery</b>			
The percentage of households earning less than R 1000 per month with access to free basic services	64%	14%	7%
The percentage of households with access to basic level of water	24%	6%	4%
The percentage of households with access to basic level of sanitation	2%	3%	2%

The percentage of households with access to basic level of electricity	7%	5%	10%
The percentage of households with access to basic level of solid waste removal	2%	4%	2%

The percentage (%) of the total approved capital budget spent on each municipal service respectively for the 2013/14, 2014/15 and 2015/16 financial years respectively are as follows:

Financial Year	Housing	Sanitation	Storm Water	Water	Refuse removal	Electricity	Community Services
	%	%	%	%	%	%	%
2013/14	100	25	16	53	-	2	11
2014/15	100	3	15	80	-	1	3
2015/16	100	3	10	70	-	1	10

CAPEX PROJECT: KPA: BASIC SERVICE DELIVERY INFRASTRUCTURE PROJECTS 2017/2018 – 2021/2022										MUNICIPAL SOURCES OF REVENUE: MIG, MFG, WSIG, EQUITABLE SHARE & SERVICES CHARGE									
Financial Year	Project Long Desc	Project Short Desc	Function	Item	Funding	Region	Costing	Segment Desc	KPA	KPI	Issue	Objective	Accountability	Strategy	Draft Total Budget	2019 Draft Budget	2020 Draft Budget	2021 Draft Budget	2022 Draft Budget
2018	Capital: Non-infrastructure: New: Other Assets: Operational Buildings: Depots: Fresh produce	Depots: Fresh produce	Core Function : Economic Development/Planning	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Ward: Ward 19	Costing: Default	DR JS MOROKA FRESH PRODUCE D MARKET	KPA 5	Packaging and retail unit	Ensure access to	Ensure sustainable agricultural development and promotion of emerging farmers	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	100,000.00	-	-	-	-
2018	Capital: Infrastructure: New: Sanitation Infrastructure: Toilet Facilities: CWB toilet Eastern cluster	Toilet Facilities : CWB toilet Eastern cluster	Non-core Function : Sewerage	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	District Municipalities: DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Whole of the Municipality	Costing: Default	CWB TOILETS EASTERN CLUSTER	KPA 6	Number of households with access to CWBs within Dr JS MLM by June 2015	Basic Service Delivery Community Services: Ensure access to basic sanitation services to all communities	Ensure access to basic sanitation services to all communities	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	8,000,000.00	10,000,000.00	10,000,000.00	-	-
2018	Capital: Infrastructure: New: Sanitation Infrastructure: Toilet Facilities: CWB toilet Western Cluster	Toilet Facilities : CWB toilet Western Cluster	Non-core Function : Sewerage	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	District Municipalities: DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Whole of the Municipality	Costing: Default	CWB TOILETS WESTERN CLUSTER WARD 28 30 31	KPA 5	Number of households with access to CWBs	Basic Service Infrastructure: Ensure access to basic sanitation services to all communities	Ensure access to basic sanitation services to all communities	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	8,000,000.00	10,000,000.00	10,000,000.00	-	-

CAPEX PROJECT: KPA: BASIC SERVICE DELIVERY INFRASTRUCTURE PROJECTS 2017/2018 – 2021/2022										MUNICIPAL SOURCES OF REVENUE: MIG, MFG, WSIG, EQUITABLE SHARE & SERVICES CHARGE									
Financial Year	Project Long Desc	Project Short Desc	Function	Item	Funding	Region	Costing	Segment Desc	KPA	KPI	Issue	Objective	Accountability	Strategy	Draft Total Budget	2019 Draft Budget	2020 Draft Budget	2021 Draft Budget	2022 Draft Budget
2018	Capital: Infrastructure: Existing: Upgrading: Roads Infrastructure: Roads: Makometsane bus and taxi route	Roads: Makometsane bus and taxi route	Core Function : Roads	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Ward: Ward 19	Costing: Default	UPGRADING OF MAKOMETSANE BUS & TAXI ROUTE	KPA 5	4.1km Kilometres road Surfaced	Basic Service Delivery Infrastructure: Ensure safe, reliable and accessible roads in the municipality	Ensure safe, reliable and accessible roads in the municipality	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	16,021,339.00	12,000,000.00	10,000,000.00	-	-
2018	Capital: Infrastructure: Existing: Upgrading: Roads Infrastructure: Roads: Marapyane bus and taxi route	Roads: Marapyane bus and taxi route	Core Function : Roads	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Ward: Ward 23 & 24	Costing: Default	MARAPYANE BUS AND TAXI ROUTE	KPA 5	3.4km Kilometres road Surfaced	Basic Service Delivery Infrastructure: Ensure safe, reliable and accessible roads in the municipality	Ensure safe, reliable and accessible roads in the municipality	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	19,846,632.00	14,000,000.00	12,000,000.00	-	-
2018	Capital: Infrastructure: Existing: Upgrading: Roads Infrastructure: Roads: Katjibane bus and taxi route	Roads: Katjibane bus and taxi route	Core Function : Roads	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Ward: Ward 27	Costing: Default	UPGRADING OF KATJIBANE BUS & TAXI ROUTE	KPA 5	0,6km Kilometres road Surfaced	Basic Service Delivery Infrastructure: Ensure access to basic sanitation services to all communities	Ensure access to basic sanitation services to all communities	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	2,339,863.00	11,854,000.00	12,000,000.00	-	-

CAPEX PROJECT: KPA: BASIC SERVICE DELIVERY INFRASTRUCTURE PROJECTS 2017/2018 – 2021/2022										MUNICIPAL SOURCES OF REVENUE: MIG, MFG, WSIG, EQUITABLE SHARE & SERVICES CHARGE									
Financial Year	Project Long Desc	Project Short Desc	Function	Item	Funding	Region	Costing	Segment Desc	KPA	KPI	Issue	Objective	Accountability	Strategy	Draft Total Budget	2019 Draft Budget	2020 Draft Budget	2021 Draft Budget	2022 Draft Budget
2018	Capital: Non-infrastructure: New: Community Assets: Sport and Recreation Facilities: Outdoor Facilities: UPGRADING OF NOKANENG STADIUM	Outdoor Facilities : UPGRADING OF NOKANENG STADIUM	Core Function : Community Halls and Facilities	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	District Municipalities: DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Whole of the Municipality	Costing: Default	UPGRADING OF NOKANENG STADIUM (	KPA 5		Basic service delivery, Community services	To ensure access to community facilities	Executive Manager Technical Services	Development and maintenance of community facilities	-	6,000,000.00	8,000,000.00	-	-
2018	Capital: Infrastructure: New: Water Supply Infrastructure: Boreholes: Basic borehole water supply (Masobye)	Boreholes: Basic borehole water supply (Masobye)	Core Function : Water Distribution	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Ward: Ward 31	Costing: Default	BASIC BOREHOLE WATER SUPPLY MATHANJANA	KPA 5	Number of households with water at least at a minimum RDP standard	Basic Service Delivery Infrastructure: Ensure access to potable and sustainable water supply services to all communities	Ensure access to potable and sustainable water supply services to all communities	Executive Manager Technical Services	Basic borehole water supply	6,000,000.00	8,000,000.00	-	-	-
2018	Capital: Infrastructure: New: Water Supply Infrastructure: Boreholes: Basic borehole water supply (Katjibane Nokaneng Mmamethlake & Phake)	Boreholes: Basic borehole water supply (Katjibane Nokaneng Mmamethlake & Phake)	Core Function : Water Distribution	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	District Municipalities: DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Whole of the Municipality	Costing: Default	BASIC BOREHOLE WATER SUPPLY MATHANJANA	KPA 5	Number of households with water at least at a minimum RDP standard	Basic Service Delivery Infrastructure: Ensure access to potable and sustainable water supply services to all communities	Ensure access to potable and sustainable water supply services to all communities	Executive Manager Technical Services	Basic borehole water supply	-	10,000,000.00	12,000,000.00	-	-

CAPEX PROJECT: KPA: BASIC SERVICE DELIVERY INFRASTRUCTURE PROJECTS 2017/2018 – 2021/2022										MUNICIPAL SOURCES OF REVENUE: MIG, MFG, WSIG, EQUITABLE SHARE & SERVICES CHARGE									
Financial Year	Project Long Desc	Project Short Desc	Function	Item	Funding	Region	Costing	Segment Desc	KPA	KPI	Issue	Objective	Accountability	Strategy	Draft Total Budget	2019 Draft Budget	2020 Draft Budget	2021 Draft Budget	2022 Draft Budget
2018	Capital: Infrastructure: Existing: Upgrading: Water Supply Infrastructure: Distribution: Upgrading & extension of reticulation networks in the Walkraal(Mogonong)	Distribution: Upgrading & extension of reticulation networks in the Walkraal(Mogonong)	Core Function: Water Distribution	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Ward: Ward 2	Costing: Default	UPGRADING & EXTENSION OF RETICULATION NETWORKS WAALKRAAL	KPA 5	Number of households with water at least at a minimum RDP standard	Basic Service Delivery Infrastructure: Ensure access to potable and sustainable water supply services to all communities	Ensure access to potable and sustainable water supply services to all communities	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	10,000,000.00	-	-	-	-
2018	Capital: Infrastructure: Existing: Upgrading: Water Supply Infrastructure: Distribution: Phake water reticulation	Distribution: Phake water reticulation	Core Function: Water Distribution	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Ward: Ward 30	Costing: Default	Phake water reticulation	KPA	Number of households with water at least at a minimum RDP standard	Basic Service Delivery Infrastructure: Ensure access to potable and sustainable water supply services to all communities	Ensure access to potable and sustainable water supply services to all communities	Basic Service Delivery Infrastructure: Ensure access to potable and sustainable water supply services to all communities	Basic Service Delivery Infrastructure: Ensure access to potable and sustainable water supply services to all communities	6,000,000.00	-	-	-	-

CAPEX PROJECT: KPA: BASIC SERVICE DELIVERY INFRASTRUCTURE PROJECTS 2017/2018 – 2021/2022										MUNICIPAL SOURCES OF REVENUE: MIG, MFG, WSIG, EQUITABLE SHARE & SERVICES CHARGE										
Financial Year	Project Long Desc	Project Short Desc	Function	Item	Funding	Region	Costing	Segment Desc	KPA	KPI	Issue	Objective	Accountability	Strategy	Draft Total Budget	2019 Draft Budget	2020 Draft Budget	2021 Draft Budget	2022 Draft Budget	
2018	Capital: Infrastructure: Existing: Upgrading: Water Supply Infrastructure: Distribution: Upgrading & extension of reticulation networks in the Waalkraal (Makopanong)	Distribution: Upgrading & extension of reticulation networks in the Waalkraal (Makopanong)	Core Function: Water Distribution	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Ward: Ward 2	Costing: Default	reticulation makopong	KPA	Number of households with water at least at a minimum RDP standard	Basic Service Delivery Infrastructure: Ensure access to potable and sustainable water supply services to all communities	Ensure access to potable and sustainable water supply services to all communities	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	10,000,000.00	-	-	-	-	-
2018	Capital: Infrastructure: Existing: Upgrading: Water Supply Infrastructure: Distribution: Upgrading & extension of reticulation networks in the Kameelrivier sub system village cluster (Mbhongo Gamarwe digwale Pieteskraal Libangeni Mthambothini & Libangeni Mthambothini & Mabuyeni))	Distribution: Upgrading & extension of reticulation networks in the Kameelrivier sub system village cluster (Mbhongo Gamarwe digwale Pieteskraal Libangeni Mthambothini & Mabuyeni))	Core Function: Water Distribution	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	District Municipalities: DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Whole of the Municipality (6,8,9,13,15, 16,17)	Costing: Default	UPGRADING & EXTENSION OF RETICULATION NETWORKS IN THE KAMEEL	KPA	Number of households with water at least at a minimum RDP standard	Basic Service Delivery Infrastructure: Ensure access to potable and sustainable water supply services to all communities	Ensure access to potable and sustainable water supply services to all communities	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	9,000,000.00	9,000,000.00	9,000,000.00	-	-	-



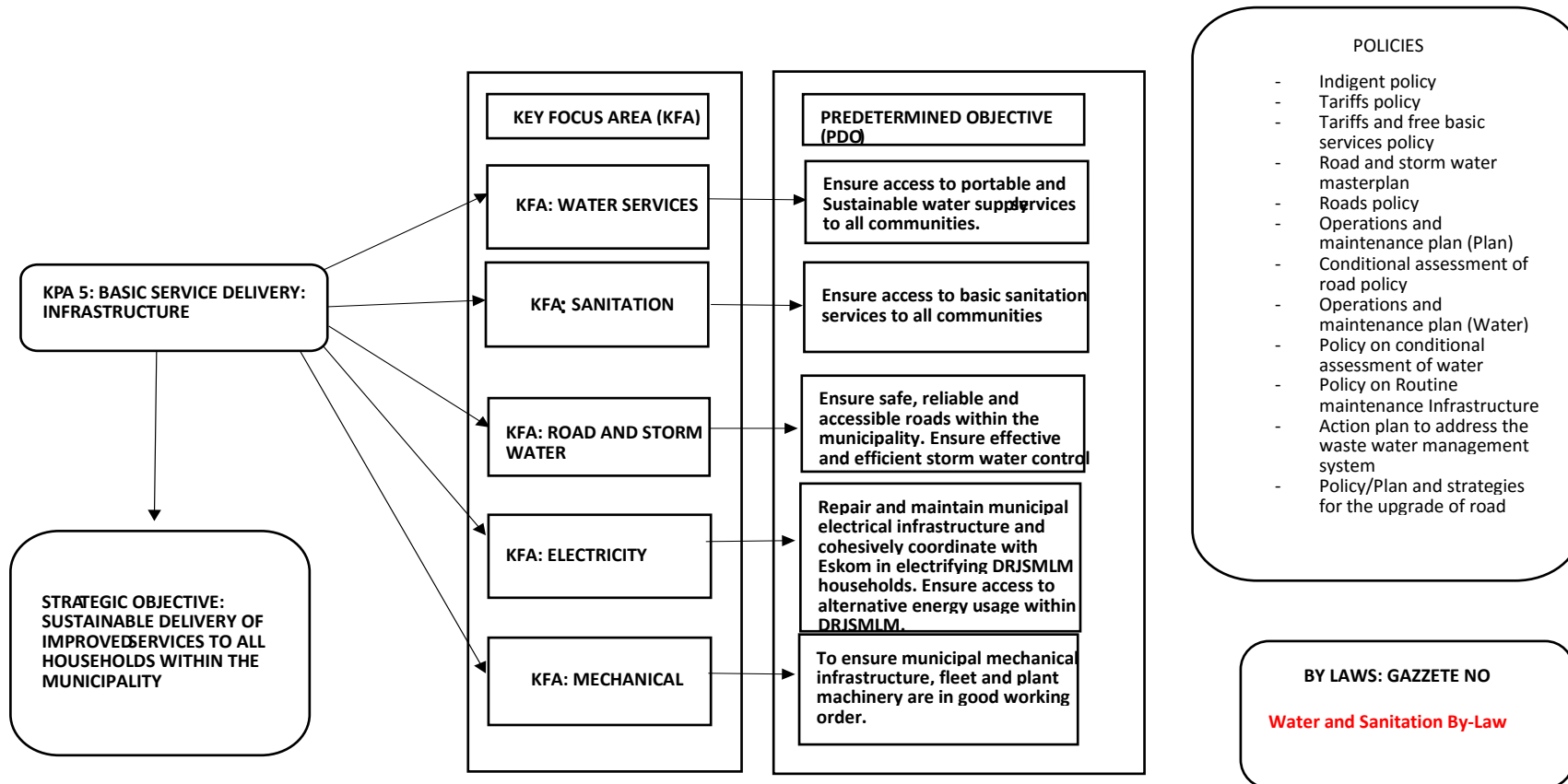
CAPEX PROJECT: KPA: BASIC SERVICE DELIVERY INFRASTRUCTURE PROJECTS 2017/2018 – 2021/2022										MUNICIPAL SOURCES OF REVENUE: MIG, MFG, WSIG, EQUITABLE SHARE & SERVICES CHARGE									
Financial Year	Project Long Desc	Project Short Desc	Function	Item	Funding	Region	Costing	Segment Desc	KPA	KPI	Issue	Objective	Accountability	Strategy	Draft Total Budget	2019 Draft Budget	2020 Draft Budget	2021 Draft Budget	2022 Draft Budget
2018	Capital: Infrastructure: Existing: Upgrading: Water Supply Infrastructure: Distribution: Upgrading & extension of reticulation networks in the Waalkraal village (Ga-Phaahla Siyabuswa Meetsemadima Mabusabesala Ga-Makola Matshiding Marotholong Di	Distribution: Upgrading & extension of reticulation networks in the Waalkraal village (Ga-Phaahla Siyabuswa Meetsemadima Mabusabesala Ga-Makola Matshiding Marotholong Dithabane ng & Maphotla )	Core Function: Water Distribution	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	District Municipalities: DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Whole of the Municipality ( 1,3,4,5,6,10, 11,12,13,14 )	Costing: Default	Upgrading and extension network waalkraal	KPA	Number of households with water at least at a minimum RDP standard	Basic Service Delivery Infrastructure: Ensure access to potable and sustainable water supply services to all communities	Ensure access to potable and sustainable water supply services to all communities	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	-	15,000,00.00	15,000,00.00	-	-

CAPEX PROJECT: KPA: BASIC SERVICE DELIVERY INFRASTRUCTURE PROJECTS 2017/2018 – 2021/2022										MUNICIPAL SOURCES OF REVENUE: MIG, MFG, WSIG, EQUITABLE SHARE & SERVICES CHARGE										
Financial Year	Project Long Desc	Project Short Desc	Function	Item	Funding	Region	Costing	Segment Desc	KPA	KPI	Issue	Objective	Accountability	Strategy	Draft Total Budget	2019 Draft Budget	2020 Draft Budget	2021 Draft Budget	2022 Draft Budget	
2018	Capital: Infrastructure: Existing: Upgrading: Water Supply Infrastructure: Distribution: Upgrading & extension of reticulation networks in the Bloedfontein village cluster (Allemansdrift C)	Distribution: Upgrading & extension of reticulation networks in the Bloedfontein village cluster (Allemansdrift C)	Core Function: Water Distribution	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Ward: Ward 18	Costing: Default	Allemansdrift C	KPA	Number of households with water at least at a minimum RDP standard	Basic Service Delivery Infrastructure: Ensure access to potable and sustainable water supply services to all communities	Ensure access to potable and sustainable water supply services to all communities	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	6,234,000.00	-	-	-	-	-
2018	Capital: Infrastructure: Existing: Upgrading: Water Supply Infrastructure: Distribution: Upgrading & extension of reticulation networks in the Bloedfontein village cluster (Senotlelo)	Distribution: Upgrading & extension of reticulation networks in the Bloedfontein village cluster (Senotlelo)	Core Function: Water Distribution	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Ward: Ward 20	Costing: Default	SENOTLELO EXTENTION NETWORKS	KPA	Number of households with water at least at a minimum RDP standard	Basic Service Delivery Infrastructure: Ensure access to potable and sustainable water supply services to all communities	Ensure access to potable and sustainable water supply services to all communities	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	-	10,000,000.00	10,000,000.00	-	-	

CAPEX PROJECT: KPA: BASIC SERVICE DELIVERY INFRASTRUCTURE PROJECTS 2017/2018 – 2021/2022										MUNICIPAL SOURCES OF REVENUE: MIG, MFG, WSIG, EQUITABLE SHARE & SERVICES CHARGE									
Financial Year	Project Long Desc	Project Short Desc	Function	Item	Funding	Region	Costing	Segment Desc	KPA	KPI	Issue	Objective	Accountability	Strategy	Draft Total Budget	2019 Draft Budget	2020 Draft Budget	2021 Draft Budget	2022 Draft Budget
2018	Capital: Infrastructure: Existing: Upgrading: Water Supply Infrastructure: Distribution: Upgrading & extension of reticulation networks in the in the Bloedfontein village cluster (Ga-Maria Lefiso & Lefisoane)	Distribution: Upgrading & extension of reticulation networks in the in the Bloedfontein village cluster (Ga-Maria Lefiso & Lefisoane)	Core Function: Water Distribution	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	District Municipalities: DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Whole of the Municipality (21-22)	Costing: Default	SENOTLELO	KPA 5	Number of households with water at least at a minimum RDP standard	Basic Service Delivery Infrastructure: Ensure access to potable and sustainable water supply services to all communities	Ensure access to potable and sustainable water supply services to all communities	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	-	8,000,000.00	15,000,000.00	-	-
2018	Capital: Infrastructure: Existing: Upgrading: Storm water Infrastructure: Drainage Collection: Libangeni Stormwater	Drainage Collection: Libangeni Stormwater	Core Function: Roads	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Ward: Ward 17	Costing: Default	LIBANGENI STORMWATER DRAINAGE WARD 16/17	KPA 5	4km stormwater channel	Basic Service Delivery Infrastructure: Ensure access to safe, reliable accessible roads with effective, efficient stormwater control	Ensure access to safe, reliable accessible roads with effective, efficient stormwater control	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	4,000,000.00	7,000,000.00	5,000,000.00	-	-
2018	Capital: Infrastructure: Existing: Upgrading: Storm water Infrastructure: Drainage Collection: Matshiding Stormwater	Drainage Collection: Siyabuswa Stormwater	Core Function: Roads	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	District Municipalities: DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Whole of the Municipality (1-5)	Costing: Default	UPGRADING OF ROAD AND STORMWATER SIYABUSWA	KPA 5	4.8 km Stormwater channel	Basic Service Delivery Infrastructure: Ensure access to basic sanitation services to all communities	Ensure access to safe, reliable accessible roads with effective, efficient stormwater control	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	4,870,972.00	8,000,000.00	8,000,000.00	-	-

CAPEX PROJECT: KPA: BASIC SERVICE DELIVERY INFRASTRUCTURE PROJECTS 2017/2018 – 2021/2022										MUNICIPAL SOURCES OF REVENUE: MIG, MFG, WSIG, EQUITABLE SHARE & SERVICES CHARGE										
Financial Year	Project Long Desc	Project Short Desc	Function	Item	Funding	Region	Costing	Segment Desc	KPA	KPI	Issue	Objective	Accountability	Strategy	Draft Total Budget	2019 Draft Budget	2020 Draft Budget	2021 Draft Budget	2022 Draft Budget	
2018	Capital: Infrastructure: Existing: Rehabilitation and Refurbishment : Water: Bulk Water Reticulation:: Fixing and reinstating the Bloedfontein bulk supply system	: Fixing and reinstating the Bloedfontein bulk supply system	Core Function: Water Distribution	Cost: Acquisitions	National Government: Municipal Infrastructure Grant (Schedule 5B)	District Municipalities: DC31 Nkangala: Municipalities: MP316 Dr JS Moroka: Whole of the Municipality ( 23,24,25)	Costing: Default	<b>FIXING AND RE-INSTALLING THE BLOEDFOINTEIN BULK SUPPLY SYSTEM</b>	KPA	Number of households with water at least at a minimum RDP standard	Basic Service Delivery Infrastructure: Ensure access to potable and sustainable water supply services to all communities	Ensure access to potable and sustainable water supply services to all communities	Executive Manager Technical Services	SUSTAINABLE DELIVERY OF IMPROVED SERVICE TO ALL HOUSEHOLD	9,389,64 3.00	14,000,00 0.00	-	-	-	-

KPA 5: BASIC SERVICE DELIVERY: INFRASTRUCTURE



## CHAPTER 6: BASIC SERVICE DELIVERY COMMUNITY SERVICES BACKGROUND AND PROBLEM STATEMENT

### ISSUE 11: MUNICIPAL BUILDING & FACILITIES

The South African Constitution assigns municipalities the mandate of ensuring the provision of basic services, promoting social and economic development and a safe and healthy environment in which to live and work. This chapter outline Dr JS Moroka Local Municipality infrastructure and services.

- Municipal Infrastructure and Services
- Municipal Building and Facilities
- Legislative Requirements
- National Building Regulations and Standard Act No. 103 of 1977
- Construction Industry Development Board Act
- Occupational Health and Safety Act
- Architectural Professional Act
- Green Building Policy

Municipal Building include amongst others, the provision of amenities and their maintenance, throughout the magisterial district, Mathanjana, Mbibane and Mdutjana

The successes of the municipality is dependent on the continuous interaction with the external and internal stakeholders to ensure accurate needs assessment and proper planning for new developments and proper maintenance of the existing infrastructures. The challenge that the municipality is facing is with regard to the Senotlelo Multi-purpose Centre that is not operational and not connected to Eskom grid. Some of the buildings and facilities were designed and built without taking cognizance of the needs of persons with disabilities. To rectify this, the existing building will be retro-fitted or upgraded and maintained with the inclusion of disabled friendly features.

Item No.	Magisterial District	Facilities	Status
1.	Mdutjana	Six Community Halls =(6)	Good = (4), Fair =(2)
		Municipal Offices = (3)	Good = (2), Fair = (1)
		Stadiums = (2)	Good =(1), Fair = (1)

		Libraries = (1)	Good = (1)
		Netball Courts = (1)	Good = (1)
		Tennis Courts = (1)	Good = (1)
		Licensing Offices = (1)	Good = (1)
		Municipal Houses = (18)	Good = (18)
		Council Chamber = (1)	Good = (1)
		Tourism Centre	Fair = (1)
2.	Mbibane	Community Hall = (5)	Good = (4), Poor = (1)
		Municipal Offices =(3)	Good = (1), Fair = (2)
		Stadiums = (2)	Good = (0), Fair = (1)
		Libraries = (2)	Good = (2)
		Tennis Courts = (1)	Good = (1)
		Netball Courts = (1)	Good = (1)
		Traffic & Licensing Office = (1)	Good = (0), Fair = (1)
		Municipal Houses = (2)	Good = (1), Poor = (1)
		Multi-purpose Centre = (1)	Good = (1) Not operational- (No electricity)
3.	Mathanjana	Community Hall = (3)	Good = (1), Fair = (2)
		Municipal Offices = (1)	Good = (1) –No Air conditioners, Fascia boards and Parking
		Stadiums = (1)	Poor = (1) – No pitch & athletic tracks, No electricity
		Libraries = (1) (Mobile)	Good = (1)
		Tennis Courts = (0)	Good = (0)
		Netball Courts = (0)	Good = (0)

### Objectives

- To provide easily accessible new facilities that accommodate persons with disabilities whilst adapting, upgrading and maintaining existing ones.

### Strategy

- To provide, upgrade and maintain municipal buildings and facilities
- To maintain a healthy and safe environment for the local community visitors and employees.

The Health and Safety Act requires that all buildings be annually audited for health and safety compliance in order to guarantee safety for all users including visitors. The municipality will strive to comply with all aspects of the pieces of legislations within its buildings and facilities for the benefit of the public and employees. Recommendations of the audit shall be included in budgets and be implemented.

## **ISSUE 12: CEMETERIES**

### **BACKGROUND AND PROBLEM STATEMENT**

The Municipality experiences quite a sizeable number of grave digging requests on weekly basis. This exerts pressure on the 2 municipal officials that have to ensure that the whole Dr JS Moroka comprising of 61 villages is serviced. Often officials in this section are required to perform overtime as communities only want their graves dug on Fridays and Weekends. Currently, it is only the Head Office that is responsible for the coordination of grave digging with the assistance of three operators. The cemeteries section is also responsible for burial, exhumation, pauper and reburial of deceased people. Numbering of individual graves especially at Mogononong/ Siyabuswa cluster cemetery is in progress. There is unauthorized access of people who bury their beloved ones without permit. This has an effect on proper recording of individual grave.

### **LEGISLATIVE REQUIREMENT**

- Mpumalanga Crematoria, Cemeteries and Exhumation Act 80 of 2005
- National Health Act of 61 of 2003
- Funeral, Burial and Cremation Service Act of 2002

It must also be noted that there are a quite a number of village based cemeteries which are not on the Municipal records especially family graves and traditional graves. Ideally, these village based cemeteries need to be properly fenced and closed on being full to address the current problems. With the concept of the cluster cemeteries being in place, provision needs to be made in demarcating the cemeteries to make provision for a crematorium as currently it is not catered.



## **Objectives**

- To provide for proper burial of human remains, pauper burial, exhumation and reburial of human bodies.

## **Strategies**

- To encourage communities to utilize the cluster cemeteries and ensure proper control and management of graves.
- To ensure numbering of graves within the cluster cemeteries and promote development of community awareness programme on usage and registration of graves

## **ISSUE 13: WASTE & ENVIRONMENTAL MANAGEMENT**

### **BACKGROUND AND PROBLEM STATEMENT**

The South African Constitution assigns municipalities the duty of ensuring the provision of basic services, to promote social and economic development and a safe and healthy environment in which to live and work .

### **Municipal infrastructure and services: Waste management**

#### **Legislative Requirement**

- National Environment Management Act 107 of 1998
- National Environment Management Waste Act 59 of 2008
- National Waste Management Air Quality Act 39 of 2004
- Occupational Health and Safety Act.

The Municipality is currently collecting waste at Libangeni, Mbhongo and Siyabuswa townships. Through the intervention by the National Department of Public works with EPWP, the Municipality has strengthened the door to door waste collection service. This service was intensified by recruiting 412 EPWP beneficiaries.

There are backlogs concerning the domestic waste management services, which need to be dealt with so that there is visibility and an impact on services rendered within the municipality. Waste collection services need to be extended to other villages within the entire Municipality. One Municipal disposal landfill facility is fully authorized and licensed at Libangeni and another disposal landfill facility at Mmametlhake is authorized and need to be develop to meet all requirements as

per the National Environmental Waste Management Act 59 of 2008. Waste management is allocated funds to educate, collect waste and dispose at licenced landfill site

Regular solid waste collection services is also provided to business premises, educational institutions, offices and house hold within the municipal jurisdiction. The waste collection from the residential premises is carried out weekly or bio-weekly bases. Presently the total percentage of collection from the household is 21%.The current municipal waste collection need to be extended to other areas, due to lack of municipal resources we cannot meet the demands for waste collection as required by the constitution and related regulations. More funds need to be allocated for transfer station, machinery, staffing and effective health education to the public.

**Objective:**

- To ensure a clean and healthy environment through the provision of a regular refuse management within the municipal jurisdiction.

**Strategies**

- To ensure that the municipality has two licensed waste disposal landfill sites.
- The upgrading and development of the second landfill will give provision of sustainable basic services by upgrading new and existing infrastructure.
- The department will ensure the extension and provision of waste management services to other areas within the municipality.
- The landfill will assist effective collection, disposal and management of waste properly to be delivered to the community.
- To ensure the improvement of efficient and sustainable waste management system.
- The department need to ensure funding is available for the construction of five transfer stations within Siyabuswa and other areas for effective waste disposal.
- The construction of transfer station at strategic or selected areas will easily allow the municipality to expand to other areas for effective collection.
- The department will strive for the eradication of the illegal dumping sites and procure of compactor trucks including other working equipment for effective collection of waste.
- To ensure that communities are educated about health risk associated with illegal dumping and related diseases.

- The Department need to procure more skip-containers for the collection, storage and disposal of waste this will assist to overcome illegal dumping areas, hence health education to the community must be emphasized.
- Recruitment of sponsors for the construction development of buy-back centre for recycling of re-usable materials will help to eradicate the illegal dumping sites.
- To develop a plan for community awareness programme, capacity building, public participation and partnership through clean – up campaigns is the effective strategy to educate the community to minimize and avoid illegal dumping.
- Planning of buy-back centre for recycling of re-usable materials and encourage community participation in re – use and recycling project to boost their economy will assist to eradicate illegal dumping.
- To develop waste collection programme that will have impact and be expanded to other areas within the municipality jurisdiction
- To Ensuring capacity building and skill development of staff in relation to landfill site and waste management
- To develop skills and capacity building that will create employment opportunities and alleviate poverty by expanding the EPWP to other areas that will focus in cleaning.
- The shortage of human resources need to address to overcome back lock for effective waste management.
- Training of 18 youth for waste staff on Waste programme on landfill site, Landfill site National Waste Information System including recording and Waste education, have been implemented.
- Training of EPWP on Occupational Health and Safety and Environmental practice on Waste recycling, re-use , reduce, separate, storage, handling and transportation of waste had been carried out to 64 beneficiaries.
- The training for EPWP staff will be on -going programme sponsored by the office of National Public Works.
- The training will assist the EPWP even after the project had been completed.
- The list for training of permanent staff had been submitted to training division in corporate services.

## **ISSUE 14: SPECIAL PROGRAMME**

### **BACKGROUND AND PROBLEM STATEMENT**

Special Program section is focusing on socio-economic issues relating to children, women, person with disability, elderly and HIV/Aids and eradication of moral decay from the community through Moral Regeneration Movement.

Its objective of special program is to ensure social cohesive society and child friendly community, by mobilizing, advocating and Educating vulnerable group (Women, Children, person with disability, Elderly and person with HIV). Section 51(a) of Municipal Systems Act, state that a Municipality must within its administration and financial capacity establish and organize its administration in manner that would enable it to be responsive to the needs of the local community.

#### **Children**

Children's Act 38 of 2005 Chapter 2(17) state that, a child where female or male become a major upon reaching the age of 18 years. Children from the age of 2 years to 6 years are expected to attend Early Childhood Development (ECD). 7 years to 15 years are expected to attend General Education Training (GET), 16 years to 18 years (FET) further Education and Training, and 15 years to 18 years may attend Technical Vocational and Educational Training College (TVET). The municipality has six school circuits that are managing 177 public schools and 1 private school. There are three special schools, two in Mbibane magisterial area and one in Moretele magisterial area.

Some of the children are responsible for their families and lack a support from the community and state organs, and this makes it very difficult for children to live life that they are expected from live, like attending school and playing. The worse challenge for them is that they are at risk of being abused by person whom will be taking advantage of the situation, the catastrophic risk is trafficking, and teenage pregnancy. Municipal parks are not in good condition that will keep children playing at and not bothering about their safety. There is a need to provide sanitary towels at schools where girl child is unable to buy sanitary towels for herself. Most of the schools don't have libraries that will able them to read and do their assignments and research in a quick and affordable way. Learners must travel a distance to reach public libraries. There are only five public libraries within the municipality and having 61 villages.

## **Women**

Domestic violence is a burden on numerous sectors of social system and quietly yet dramatically, affects the development of a nation, and cost nation fortunes in terms of law enforcement, health care, lots of labour and general progress in development. These cost do not affect the present generation, what begins as an assault by one person on another, reverberates through the family and the community into future.

The municipality according census 2011 state that women are in majority at 52.9% and male with 41.1% out of the population of 249 705- sex ratio is 88,9% males per 100 females. There are 62162 households in the Municipality, and 49, 3% are headed by females. The large portion of land is about 93, 5% is owned by traditional authority and tells that the poverty within the area is high as there is no industries for job opportunities, most of businesses are retailers.

Dr J.S. Moroka is at 26 ranking by unemployment and 53 at the raking by female headed households and 57 ranking by high education aged 20+ in SA compared with other municipalities. The above information tells that as women are in majority, they are the most affected in all socio economic issues within the municipality. Women are the most doing voluntary jobs in helping families that are in need, e.g. health care and being street vendors or dress making which is become a sessional piece jobs. The municipality need an economist that will assist in developing a plan on how to invite investors and bring sustainable jobs.

## **Elderly**

Elderly are 7, 9 % out of the total of 249 705 population of Dr J.S. Moroka Local Municipality, and that will be 18 728 of elders age 65+ according to SA census 2011. The facilities that are utilized as pensioners home are not in good condition and there is still a need for additional facilities to cater elderly persons that are in need of the service.

There are only two places, one at Masobye and one at Meetsemadiba that are still in need of upgrading the facilities. Department of Social Service need to do assessment about the possibility of developing day care centres within the municipality as elderly persons need to be active and keep themselves busy. Some of elders are taking responsibility of taking care of their families, where take care of their grandchildren as some parents have passed on, and father are unknown to them. This brings a challenge to elderly person as the current lifestyle demands financially and their income is very limited.

### **Person with disability**

Municipal Systems Act 32 of 2000 mandates the municipalities to deliver basic services to all local communities within jurisdictions to ensure acceptable and reasonable quality of life which, if not delivered would endanger public health. Section 17(3) of Municipal Systems Act 32 of 2000 – municipalities must take into account the needs of people who cannot read and write, people with disabilities and other disadvantaged groups. The municipality has not yet responded to the Employment Equity Act, to employ at least 2% of person with disabilities from its total number of its organizational structure.

Most of person with disabilities depend on social grant and some of them they are cut off as after six months, as it is temporary grant for some of them and need to be reviewed every six months provided is approved. Most of the disability conditions according to the municipal database updated in recorded 2015 April, is mental condition and Paralympic conditions are disabilities that are in majority and most are male than females. The blind and deaf community has a big challenge as the communication with them it's a barrier. Sign language and brail document are not utilized in many of public offices and it became discrimination to blind and deaf community.

### **HIV/Aids**

Dr JS Moroka Local Municipality is at 30.4 percent of HIV/Aids prevalence from 2013, it has increase by 4.7 percent from 25.7 in 2013 and increased by 6.7 percent from 19 percent in 2011. The most affect group age is 20 to 29 according to Mpumalanga Department of Health – antenatal survey in 2013. The municipality has one hospital, 09 community health centre and 21 clinics, medical male circumcision (mmc) is done at Mmamethlake hospital.

The respond made by Government of South Africa towards HIV/Aids, TB has assisted as most of community member are now informed about HIV/Aids willing to do testing. The municipality must continue to inform the community about HIV/Aids and TB in many forms of publicity to reach the target that is being target by National of zero new infection, zero baby born free from HIV/Aids and zero death due to HIV/Aids and TB. There intake of alcohol and drugs is still a challenge, and young people are the most people who are the customers of taverns that are operating until early hours of morning.

The challenge is that some member of community still have on element of denial toward HIV/Aids. The element is shown when counselling and testing is conducted. Some community members, especially males refuse to test reasoning that that they don't want to know their status, due to fear and stigma. Cancer and TB are the other illnesses that are contributing in death and

community members are not aware of this diseases. The Local Aids Council is a coordination structure that is coordinating programs within the municipality, where all sector departments and NGO are expected to plan together in approach of reducing this epidemic. Moral Regeneration Movement forum assists with all the above issues, as there is a need to educate, mobilize community members, it might be at church, youth clubs, women formations, schools and anywhere possible where the gospel of tolerance within community members for dealing with moral decay that has taken place.

### **Objectives**

- HIV/Aids, cancer and TB awareness
- Disability awareness
- Distribution of school uniform and sanitary towels
- Women indaba/awards
- Reading contest for learners aged nine to twelve
- Moral Regeneration awareness
- Elderly healthy walk

### **Strategies**

- To continue to have sound relationship with Social Cluster Departments.
- Educate, advocate and mobilize, for women, children, elderly, person with disabilities and person with HIV on socio - economic issues.
- Advocate for sign language and brail documentation to be utilized at municipal gatherings.

## **ISSUE 15: DISASTER MANAGEMENT**

### **BACKGROUND AND PROBLEM STATEMENT**

Section 1 of the Disaster Management Act, No. 57 of 2002 defines "Disaster Management" as A continuous and integrated multi-disciplinary process of planning and implementation of measures aimed at preventing or reducing the risk of disaster; mitigating the severity of or consequences of disasters; emergency preparedness; a rapid response and effective response to disasters; and post disaster recovery and rehabilitation."

The Disaster Management Unit aims to efficiently and effectively manage disaster scenarios, proactively and re-actively, through determining and implementing, prevention, mitigation,

preparedness, awareness, response, recovery and reconstruction strategies. DRJSMLM to mitigate by supplying relieve material to the victims (blankets, food parcels and tents.)

## LEGISLATIVE FRAMEWORK

Disaster Management activity has to be attended to in terms of the following legislations:

- Constitution of South Africa Section 41(1) (b)
- Disaster Management Act, 57 of 2002
- National Disaster Management Framework of 2005, published in terms of the Act.
- The Local Government Municipal Systems Act, 32 of 2000, as amended.
- Provincial Disaster Management Framework
- Nkangala District Disaster Management Framework.

## Disaster Risk Reduction: Disaster Prevention, Mitigation for Specific Known Risk

HAZARDS	DISASTER PREVENTION, MITIGATION FOR SPECIFIC KNOWN RISK
Veld Fires	<ul style="list-style-type: none"> <li>• Implementation of veld and forest regulation</li> <li>• Implementation of veld fire campaigns</li> <li>• Implementation of veld fire management training and awareness campaign</li> <li>• Provision of adequate fire hydrant infrastructure in all rural and farm areas.</li> <li>• Ensure compatibility of veld fire equipment within the Local Municipality and land owners.</li> </ul>
Flood	<ul style="list-style-type: none"> <li>• Implementation of flood awareness campaigns</li> <li>• Adequate provision of maintenance of storm water systems</li> <li>• Development and implementation of evacuation plans</li> <li>• Relocation of residents located close to flood line to safer areas</li> <li>• Ensure adequate response</li> <li>• Implementation of land use regulations</li> <li>• Ensure early warning arrangements – Municipal communication Unit and weather service</li> </ul>
Severe Storms and Strong winds	<ul style="list-style-type: none"> <li>• Ensure effective early warning systems – Municipal communications department and SA weather services</li> <li>• Implement education and awareness campaigns</li> <li>• Implement building regulations</li> <li>• Identify critical facilities.</li> </ul>
Informal and structural fires	<ul style="list-style-type: none"> <li>• Provide access roads to informal and rural areas</li> <li>• Ensure sufficient personnel and firefighting equipment</li> <li>• Provision of fire hydrants and water supplies</li> <li>• Implement education and awareness campaigns</li> </ul>



Water and Air pollution	<ul style="list-style-type: none"> <li>• Ensure continuous monitoring of water and air quality within the Local Municipality</li> <li>• Ensure continuous flushing of reservoirs and infrastructure</li> <li>• Implement training and awareness campaigns</li> </ul>
Hazardous Material incidents	<ul style="list-style-type: none"> <li>• Ensure the registration of vehicles transporting hazardous material.</li> <li>• Continuous monitoring of premises handling, storage and distribution of hazardous material.</li> <li>• Awareness campaigns and training in the handling, storage and distribution of hazardous material</li> </ul>
Illegal Dumping	<ul style="list-style-type: none"> <li>• Ensure maintenance and provision of refuse transfer stations</li> <li>• Removal of waste material on a weekly basis</li> <li>• Participate in the annual cleanest town competition</li> <li>• Implementation of by-law relating to illegal dumping</li> <li>• Implement awareness campaigns</li> </ul>
Droughts	<ul style="list-style-type: none"> <li>• Controlling of dam water supply</li> <li>• Maintain infrastructure supplying water within the municipality</li> <li>• Ensure early warning arrangements – SA weather services, Municipal Communication Unit.</li> <li>• Implement education and awareness campaigns</li> </ul>
Water Treatment Plant failure	Maintain and monitor Water Treatment Plant infrastructure.

### DR JS MOROKA LOCAL MUNICIPALITY`S RISK PROFILE AND MITIGATION STRATEGIES

HAZARD	RESPONSIBLE	ACTIVITY
Veld fire	Municipal Communication	Co-ordinate activities with political leadership and media
	Fire services Control Centre	Dispatch all emergency services.(Fire, EMS, SAPS etc.)
	SANDF (4SAI)	Assist with the service component where rescue and evacuation is required.
	Emergency services Chaplains	Assist with the services of counselling the affected families as and when required.
	Municipal and Provincial Traffic	Assist with the services of diversion and provision of access route
	Department of Agriculture, Forestry and Fisheries	Verify damages and assist with recovery.
	Department of Agriculture, Rural Development and Land Administration	Verify and assist with production inputs and rehabilitation
	Department of Social Development	Provide/assist with social services to affected communities (social relief).
	Municipal Disaster Management	Monitor, co-ordinate and liaise with NDDMC, active local JOC. (all activities and relieve operations with role players)

Flood, Severe storm and Strong Winds	Municipal Communication	Co-ordinate activities with political leadership and media
	Fire Services	Assist with the services of search and rescue, evacuation, relocation if required.
	Municipal and Provincial Traffic	Assist with the services of evacuation, relocating and provision of access.
	Municipal Disaster Management	Activate local JOC, monitor and co-ordinate role players/stakeholders.
	EMS	Assist with services for patient treatment and transportation.
	Emergency Services Chaplains	Assist with the services for counselling the affected families as and when required.
Water and Air Pollution	Technical Services	Assist with all technical related services
	Municipal Disaster Management	Activate local JOC monitor and co-ordinate role players/stakeholders
	Municipal Communications	Co-ordinate activities with political leadership and media
Hazardous Material Incidents	Municipal Communications	Co-ordinate activities with political leadership and media
	Municipal Disaster Management	Activate local JOC, monitor and co-ordinate stakeholders
	Municipal and Provincial Traffic	Assist with services for evacuation, relocating and provision of access as and when.
	Fire Services	Assist with the services for fire and clean-up operations as and when.
	EMS	Assist with services for patient treatment and transportation.
	SAPS	Assist with the services for crowd control and law enforcement
	Environmental Management	Assist with the services for the protection of the environment.
Illegal Dumping	Municipal Waste Management Services	Monitor, co-ordinate, investigate and law enforcement

## Response and Recovery

### Contingency Plan for Dr JS Moroka Local Municipality

The aim and objective is to provide an integrated approach to ensure a quick and effective response to known hazards or emergency incidents to ensure the protection of life (human and animals), infrastructure and environment.

#### Aim:

Ensure that the different roles and responsibilities of stakeholders during a disaster needs to be effected in a coordinated manner to minimize duplication of resources and ensure effectiveness.

Consultation among the relevant role players and Disaster Management office will enhance the decision making processes.

### **Phases**

There are three phases in which the Disaster implementation plan can be set in motion:

- Initial Phase
- Deterioration Phase
- Disaster Phase

**Initial Phase:** Information received indicates that the situation can deteriorate into an emergency situation.

**Deterioration Phase:** Indicate the deterioration of the existing situation and in case a drastic improvement does not set, an emergency situation will develop.

**Disaster Phase:** It indicate that an emergency situation exist and that actions should be taken as ordered.

**Procedural Plan:** The procedural plan will guide the process of implementation from onslaught of a disaster until the termination of the disaster.

**Initial Phase:** The Disaster Management Officer, after being notified he will immediately notify the Municipal Manager who will then issue instructions to assemble a Disaster Operations Committee.

The Executive Managers will immediately take the following steps:

- Notify Divisional Heads that all relevant official must be ready and see to it that all their equipment are in order.
- Arrangement must be made for the care of the families for an indefinite period.
- The Disaster Management Officer will create proper channel of communications.

### **Deterioration Phase**

Executive Managers will give instructions to officials to report at their respective work stations. The Disaster Officer will on instruction of the Executive Manager CDS depart to the disaster scene to observe and notify the Disaster Operations Committee of the exact situation and to indicate what precautions must be taken temporarily. The Executive Manager CDS will lease with the Nkangala District Municipality Disaster Management Centre and Provincial Disaster Management Centre in order to declare a local disaster.

**Disaster Phase:** The emergency plan will be brought into operations and the entire organization will be in action on the instruction of the Executive Manager CDS.

## **ISSUE 16: TRAFFIC SERVICES, ROAD SAFETY AND SECURITY**

### **BACKGROUND**

The core function of the Traffic Services is to make the roads safe for all users within the municipal area whereas Security Services deals with safeguarding of the municipal property, personnel and its residents. This is done through visible law enforcement, road safety campaigns and awareness programmes. Road traffic injuries remain a major public health problem and leading cause of death around the world, Dr JS Moroka Local Municipality is no exception. The United Nations adopted a resolution which is the "Decade of Action for Road Safety" with a goal to reduce the road traffic fatalities around the world by 50% from 2011 to 2020. The objectives of the department are crafted in such a way to address the above mentioned epidemic.

It was detected that over speeding and drunken driving are the major causes of accidents. A speed law enforcement has been established to deal with speeding enforcement and random drunken driving operations are conducted to curb the problem. Safety campaigns will be held especially at schools and transport sector companies to inform the community about road safety issues and Road Traffic Act amendments.

### **Legislative Requirements**

- National Road Traffic Act 93 Of 1996
- National Land Transport Act 5 Of 2009
- Criminal Procedure Act 51 Of 1977
- Control of access to Public Places and Vehicles Act 53 of 1985
- Private Security Industry Regulation Act 56 Of 2001
- Firearm Control Act 60 of 2000
- Administrative Adjudication of Road Traffic Offenses Act, No 46 of 1998

### **Security services**

The Security Services is responsible for the safeguarding of Council's assets and employees. Theft is the main challenge for the municipality. Two Security Companies was appointed to safeguard all municipal properties. Enhancement of safety and security at all municipal buildings and facilities. The municipality intends to implement stringent monitoring of the security companies employed to provide safety and security services.

### **To improve the free flow of traffic**

The number of vehicles has drastically increased which causes congestion during peak hours. The municipality is continuously installing traffic signals that relieve the congestion and traffic officers will be deployed to control the flow of traffic in areas where traffic signals cannot be installed.

### **To improve road safety**

Amongst the measures that are implemented by the municipality to improve road safety, is the construction of speed calming measures at different streets to reduce over-speeding vehicles. There's a need for more traffic officers to be employed as the current manpower is not sufficient for the demand, there is also a need for Traffic wardens to be employed to assist in areas that require traffic control, particularly for scholar patrol assistance. Due to number of collisions within the Municipal area, the municipality has employed different strategies to reduce collisions. Selective law enforcement will be done at the high accident zones where officers conduct different law enforcement duties e.g. speed checks, road block (K78) and visible patrols. The municipality will continue with all above operations to reduce road fatalities.

### **Strategy**

- To Provide Safety and Security to Human Life.

### **Objective**

- To create an effective and efficient law enforcement within the municipal area.

## **REGISTERING AUTHORITIES**

### **BACKGROUND AND PROBLEM STATEMENT**

The Municipality has three Registering Authorities. The first and highly graded on is Libangeni with "A" grade. It has drivers licensing testing centre grade "A" and vehicle testing station grade "A".

The second one is Siyabuswa which has grade "E" driver's licence testing centre. The last one in Mmametlhake is grade "E and F" and as such has limited transactions. It only register and licence motor vehicles. It does not perform any transaction related to driving of motor vehicles. The people who are in need of any transactions such as applications for public driving permit should travel to nearby Municipalities outside Mpumalanga Province.

### **Objective**

- To provide effective and efficient Licensing Services and to ensure that all driver's using the road are competent.

### **Strategy**

- To provide responsive, accountable, effective and sustainable public services.

## **ISSUE 17: YOUTH DEVELOPMENT**

### **BACKGROUND AND PROBLEM STATEMENT**

Most of the problems facing today's youth are not restricted to any one ethnic or religious group but affect young people generally. Most discussion on youth have focused on issues such as substance abuse, crime, sexually and poverty .The youth of Dr JS Moroka is also faced with social challenges i.e. identity crisis, lack of self-confidence and low self-esteem ,a sense of hopeless, confusion and ambiguity concerning moral issues ,competitiveness in education, household which are headed by young people, and we must know that government begins at home, grows into the community, expands towards the cities, flares toward the province, and engulfs the entire land. Skills shortage poses a serious threat to the municipal long-term economic growth.

The high youth unemployment rate comes as a result of lack of skills and experience which works against these young job seekers, while some might have the required level of education these however not a substitute for the required skills. Learners attend career expo every year, but the municipality still have a high rate of young people who struggles to get tertiary admission, because these young people do not apply on time. Lack of experiential trainings for post graduates. The central database for local artists will also ensure that the art and culture of the Municipality is developed as part of youth talent search. The Mpumalanga Department of Culture sports and Recreation and Dr JS Moroka Local Municipality also launched, the Cultural creative industries federation of south Africa to centralize the promotion of local artists, and to make sure that artist partake in government and private events. There is still a great challenge with rehearsal facilities for young people who are involved in art and culture.

The municipality in partnership with NYDA has established 3 NYDA offices in both three magisterial offices of Mdutjana, Mbibane and Mathanjana for young people to access the services. The new plan of the NYDA therefore focusses on tailor-made interventions for job preparedness and placement, a focus on scholarship provision for those who excel in schools, the scaling up of the Youth Build Programme for out-of-school youth, the increase of second chance opportunities for matriculates and the intensification of highly successful career guidance programme. The NYDA continues with efforts directed at economic participation offering a range of products, programmes and services to young entrepreneurs in need, albeit as a secondary focus on the 5 key performance areas:

### **1. Economic Participation**

To assist and facilitate youth participation in the economy leading to improvement of their livelihoods through NYDA grants as financial support and non-financial support interventions.

### **2. Education and Skills Development**

To promote access to quality education and skills, to both in and out-of-school youth through targeted interventions through the matric re-write programme and those who need bursaries to continue with their higher education studies.

### **3. Health and Wellbeing**

To increase awareness on healthy lifestyles that promote good health practices amongst the youth of South Africa, including the dangers of substance abuse, unprotected sex, nutrition, sexually transmitted diseases and the impact of HIV Infection and Aids among young people in South Africa.

**4. Policy and Research** To create and produce youth development information and knowledge that informs the public sector, private sector, and civil society in developing policy, planning, implementation and review of all [100%] of their programmes related to government priorities.

### **5. Governance and Administration**

To provide effective IT systems, business processes, human resources capacity development and improve operations of the NYDA. To ensure that all NYDA systems and processes support NYDA products and services for effective service delivery.

### **Legislative requirement**

- National Youth Development Agency Act 54 of 2008

### **Objectives**

- To continue to encourage youth to attend budget and IDP Imbizo's
- Improve the quality of education in underperforming schools and further education and training colleges.
- Continue to encourage youth to apply for tertiary institution/assist to choose the correct career path
- Alcohol and drug abuse awareness
- Revival of youth forum
- Scarce skills assessment

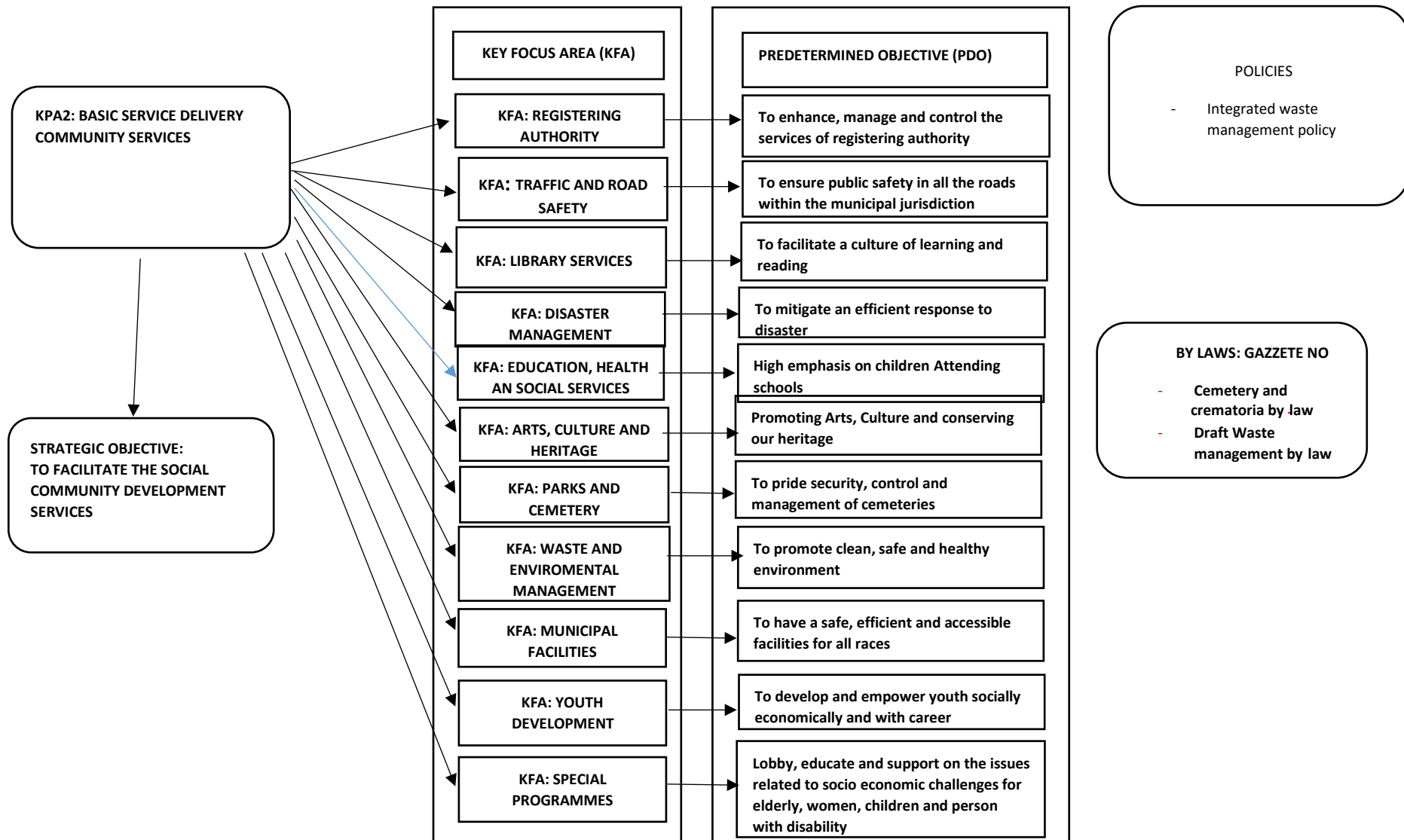
- Continue strengthen the better working relationship with sectors Departments to assist young people to get experiential practice.

### **Strategies**

- Drugs and teenage pregnancy awareness
- Promotion of Sports and Recreation both Internal and External □ Coordinate and promote National Youth Camp
- Continue to recognize youth excellence through Youth awards.
- Youth Summit/Indaba.
- Youth Parliament.
- School visit / promotion of Executive Mayor's bursary scheme.
- Career Expo
- Establishment of youth project.
- Workshop on Entertainment/dram Workshop on Entertainment/ drama/ TV production.



**KPA 5: BASIC SERVICE DELIVERY COMMUNITY SERVICE**



## CHAPTER 7: SPATIAL RATIONALE

### BACKGROUND AND PROBLEM STATEMENT

The Municipal Systems Act 32 of 2000 Section 26 (e) requires that the Municipalities should incorporate spatial development framework in their Integrated Development Plans which must consist of the provision of basic guidelines for a land use management system for the municipality.

#### 1. HISTORICAL OVERVIEW

Dr JS Moroka municipality formed part of the then Bophuthatswana and KwaNdebele homelands and was a home for victims of forced removals. The Municipality is now situated within the Greater Nkangala District Municipality, on the far most North-western part of the Mpumalanga Province. There are two major language groups in the region – Tswana and Ndebele-speaking. Sepedi speakers are a minority. There is also anti-apartheid struggle history especially for communities falling under the regime of Bophuthatswana and the 1985/86 Imbokodo revolt in KwaNdebele homeland. There are significant cultural heritage sites in the municipality that include ethnic art, royal tribal, religious and struggle history sites. The priority sites in the municipality are regarded as the:

- The historic fountain in Siyabuswa section D
- Loding royal graves and cattle kraal
- Ikageleng School, Marapyane

#### SPATIAL RATIONALE

The main objective of the spatial rationale is to provide an overview of the municipality's spatial structure and pattern in order to effectively guide all decisions that involve the use and development of land or planning for the future use and development of land. These decisions include:

- Land use management decisions on applications for the change in land use, such as rezoning or subdivision applications
- Decisions on where and how public funds (municipal and other government agencies) are invested, such as extension of bulk service networks, or provision of community facilities
- Guide developers and investors to appropriate locations and forms of development.

Dr J.S Moroka Local Municipality consists inter alia of three nodes which are Siyabuswa Township, the Libangeni/Siyabuswa four way cross next to Moripe Gardens and Marapyane informal settlement. Dr J.S. Moroka Municipality measures up to 1416, 4240 km<sup>2</sup> and the altitude of 933m to 950m above sea level. The Municipality has more than (60) villages or settlements and most of residential areas within the municipality are isolated from economic growth areas.

The Municipal area's climatic conditions are characterized by warm summers and moderate winters. The annual rainfall in the Municipal area varies between 500mm and 650mm. A vast amount of land is covered by the savannah veld in the Municipal area. The Dr JS Moroka municipal area is characterized by flat to gently sloping Bushveld/ Savannah vegetation in the north and central parts, and a mountainous area to the south which forms the border with the Thembisile local municipality. Cultivated areas (permanent and temporary dry and irrigated land) cover less than 15% of the municipality. Urban areas cover 14% of the municipality.

The mean annual temperature ranges between 29.1°C and 35°C. The mean minimal annual temperature ranges between 2.1°C and 6.0°C. Dr JS Moroka has a high agricultural potential, due to stable soil and geological conditions that needs to be further explored. The western side (Masobe to Marapyane) of the municipality has poor development patterns as a result of Settlements established in terms of proclamation R188.PTO (Permission To Occupy) certificates or quitrent certificates issued to heads of households recognizing these rights. However, in most of the area, traditional rights do not have any form of certificate and are not registered in any way.

Most of the land is allocated by traditional authorities with no systematic record keeping resulting in overlapping and conflict land rights/uses. Whilst on the eastern region (Siyabuswa and Libangeni) proper planning processes are followed and the Townships are premeditated and development is coordinated within the three Magisterial Districts i.e. Mathanjana, Mbibane and Mdutjana. Some sections of (Siyabuswa) one of the two settlements established in terms of proclamation R293 in the Municipal area (Siyabuswa and Libangeni) have gone through a tenure upgrading process to clarify land rights and enable residents to get freehold titles to their properties. Sixty-seven claims (on 23 individual properties) have been submitted to the Land Claims Commission in Dr JS Moroka area. The entire central part of the Dr JS Moroka municipal area is under land claims.

There are a fairly large number of claims on the farm Allemansdrift 162 JR as well as De Beersput 152 JR, Kameelpoort 202JR and Troya 151 JR. According to the NDM Land Audit, the land claimed in the Thembisile and Dr JS Moroka municipal areas are mainly associated with cattle and game farming, some crop farming and on the two nature reserves. Land claims on land within or adjacent to built up areas are presently constraining the Municipality when it wants to develop an area.

Claimants believe that if the land is further developed it will prejudice their claim, and if the land is built up the value of their claim is higher. The Municipality's approach is that where a claim is on vacant land (this could be rural land, or land adjacent to a built up area in a village), then they need to work closely with the claimants to ensure they are not prejudiced, and that development can occur in a way that is acceptable to both parties. The Spatial Development Framework plays an

important role in the planning of projects for implementation and the creation of human settlement pattern.

#### 1. **Future development: Strategic Development Areas**

Essentially, Dr JS Moroka represents a large “services priority upgrading area”, and so development spending should primarily be aimed at providing inhabitants with the constitutionally mandated minimum levels of services and community infrastructure. This being the case, development spending is envisioned to gravitate towards, and along the proposed Moloto Rail Corridor, and other prominent roads within the Municipality towards the core functional urban area at Siyabuswa. In essence, the proposed Moloto Rail Corridor forms the central structuring element of the SDF for three reasons:

- 1) The corridor holds significant opportunities for both the Nkangala District and Dr JS Moroka in terms of economic spin-offs from the corridor and tourism potential;
- 2) The Moloto rail offers a means by which to consolidate and integrate existing and new urban developments into a functional whole, capable of stimulating economic development around key selected primary and secondary nodes; and
- 3) If all environmental, technical, and social factors are taken into consideration, the current alignment of the Moloto rail connects the identified nodes in the most direct and shortest possible manner to one another.

Consistent with the SDF for the District, the Moloto railway line should thus serve as a Local Activity Spine to the identified nodes and existing settlements. As such all new growth should be channelled towards and alongside the Moloto Rail Corridor, and other **functionally important roads (R568 and R573)** in the Dr JS Moroka Local Municipality. Applying this approach will also ensure that all the “service priority upgrading areas” as identified by the Nkangala District SDF are functionally integrated. There is vacant land between Matshiding and Mthambothini, and adjoining the proposed Moloto rail corridor (Phase 1) and the R568 and R573, which constitute **Strategic Development Areas 1, 2 and 3**.

New developments should firstly take place within these areas to further promote the desired spatial form of the municipal area, and to enhance the viability of the four proposed future railway stations along this strip i.e. Makola, Mogononong, Siyabuswa and Mthambothini. This approach also seeks the structural integration of the dispersed urban form via a u-shaped development corridor of connected settlements and activity nodes, with the short to medium term priority area being the eastern section of the municipal area.

Apart from consolidating the short to medium term growth in the Dr JS Moroka area in these three Strategic Development Areas and focusing on strengthening the first four railway stations in the

Dr JS Moroka area (Makola to Mthambothini), the towns/settlements in the other parts of the municipality (Libangeni/ Siyabuswa/ Makometsane Four-way Crossing, Meetsemadiba/ Gamorwe/ Siyabuswa Four-way crossing and Siyabuswa/ Matshiding/ Ga Phaahlamohlaka Four way crossing, Nokaneng/ Seabe/ Mmametlhake Y-junction) should also receive attention in terms of densification consolidation of land uses, provision of community facilities in line with the concept of Thusong Centres and the upgrading of engineering services.

### **Proposed Land Uses around Dr JS Moroka**

Dr JS Moroka has many proposed land uses for areas around the stations, as well as surrounding housing units and vacant land in the immediate vicinity of the railway station. Each of the railway stations is supported by a relatively strong residential core, and almost all railway stations have some vacant land in close proximity which could be utilized for land use development purposes in future. There is thus potential for Transit Orientated Development around each of the railway stations along the Moloto Development Corridor, and there is opportunity for public and private sector involvement by way of public-private partnerships and/or public-public partnerships. The Transit Orientated Developments around each of these stations should incorporate and integrate the following land uses: **Community Facilities (Thusong Centre):**

- Education
- Health
- Sports and Recreation
- Community Hall
- Pension Pay Point
- Post Office
- Police
- Fire Brigade station
- Dept of Home Affairs
- Municipal Satellite Offices

The community facilities mainly relate to government (public) functions which should, as a principle, be located where it is accessible to the majority of the community. Moripe Gardens is an ideal position for such facilities as it features a concentration of people and it gives communities from other areas along the railway line access to the facilities. This opens up opportunities of specialized services e.g. clinics along the railway corridor can provide unique, specialized services as people from surrounding areas will have access to any of the clinics via the rail system. A person living near one of the railway stations will thus, by implication, have access to a range of clinics (or any other community facility for that matter) and not only the one nearest to his/her home.

**Public Transport Infrastructure:** Around each of the railway stations there is potential for a modal transfer facility (taxi/bus rank) which serves vehicles from the surrounding feeder systems bringing people to the railway station, or to the broader activity node (Multi-Purpose Community Centre (MPCC), or TOD) around the railway system.

**Human Settlement:** The Dr JS Moroka Local municipality has established two townships through Nkangala District Municipality in Libangeni and Moripe Gardens. Residential development is a very important component of any TOD. Government has an opportunity to impact directly in this regard by way of government subsidized housing and it can set the trend in terms of densities, housing typologies and tenure alternatives around a railway station (TOD). The more people are located around such a node the more sustainable the node should be. The Mpumalanga Department of Housing, in conjunction with the local municipalities will have a significant contribution to make to the Moloto Development Corridor in this regard by creating Green fields projects on the out skirts of these stations.

**Retail :** With a large concentration of community facilities and residential units, as well as bus and taxi feeder systems to the station, it is inevitable that a market for economic activity, and specifically retail – both formal and informal – should emerge around the nodes.

**Office:** Office functions will naturally follow social services, retail and modal transfer facilities. Within the context of the study area this could typically include Government Department offices, professional services like doctors, lawyers, auditors etc., and office functions in general.

### **Light Industrial / Commercial / SMMEs**

There is also potential for light industrial/commercial activity in each of the TODs. At present the industrial/commercial activity in the study area are predominantly based on local needs. TODs could provide opportunities for larger, regional scale type of commercial/light industrial activity along the corridor, but this is probably only a medium to long term prospect. Larger scale (regional) industrial activity will have to be approached cautiously as it must be based either on resources available in the study area, or proven development potential for industrial activity in the area. Whether the railway line per se will improve the viability of industrial activity in the study area is uncertain at this stage.

**Development Potential:** There is sufficient capacity at each of the stations to develop a range of community facilities as well as retail and office uses at Siyabuswa and Makola. It should be noted that the community facilities to be provided are not necessarily new facilities, but could be existing facilities in the area which could be relocated to the station node. It is also important to note that

in Siyabuswa almost 800m from the planned Siyabuswa Railway station a high order retail centre has been developed (Siyabuswa Mall)

**Agriculture:** Because of the rural nature of the central and western parts of the Dr JS Moroka municipal area, it is anticipated that all the towns/villages from Mthambohini up to Masobe will retain their rural character (apart from development immediately around the proposed railway stations. These areas could thus strengthen their functional relationship with the surrounding rural-agricultural areas and function as extended Agri-villages. These areas are the focus of government's Comprehensive Rural Development program (CRDP). Recently (June 2010), government launched the Masibuyele Emasimini project at Marapyane whereby 85 tractors and implements were handed over to emerging farmers in the area.

### **Tourism and Conservation**

The central-southern portion of the Dr JS Moroka municipal area should be earmarked for tourism and conservation purposes. This precinct forms part of a much larger tourism belt in the Nkangala District extending from the eastern escarpment at Dullstroom in Emakhazeni, past Loskop Dam, through the Mabusa and SS Skosana Nature Reserves in Thembisile, through the Mdala and Mkhombo Nature Reserves in Dr JS Moroka, up to the Dinokeng Nature Reserve adjacent to the west which surrounds the Rust de Winter Nature Reserve and Dam. The tourism facilities located in Dr JS Moroka should be upgraded, marketed and linked to the Dinokeng initiative and over time and specific focus should be on optimizing the tourism/recreational potential associated with the Allemansdrift Dam.

### **Primary Activity Node (Retail, Office, Industrial)**

Portion 7 of the farm Kameelrivier 160 (Moripe) has been earmarked for development as the Primary Activity Node in the Dr JS Moroka municipal area. This node should in the short to medium term accommodate the bulk of retail, office, commercial and industrial uses in the municipal area, as well as the higher order community facilities. There is a Fresh Produce Market and fire brigade station that have been constructed in this Precinct. The Moripe railway station and the three Strategic Development Areas identified around Moripe should further enhance the status and economic viability of this node.

Parallel to focusing on enhancing the economic viability of the Moripe area, all the other nodal points identified in the municipal area should be developed as local service centres to the surrounding urban and rural communities, providing basic retail and social services and facilities, and at least the minimum level of engineering services required.

## Regional Linkages

Apart from the Moloto rail initiative as extensively discussed in the sections above, it is also important to enhance the intra- and inter connectivity of the Dr JS Moroka municipal area by way of the upgrading of strategic road sections within the municipal area (intra), but also between the municipal area and surrounding municipalities.

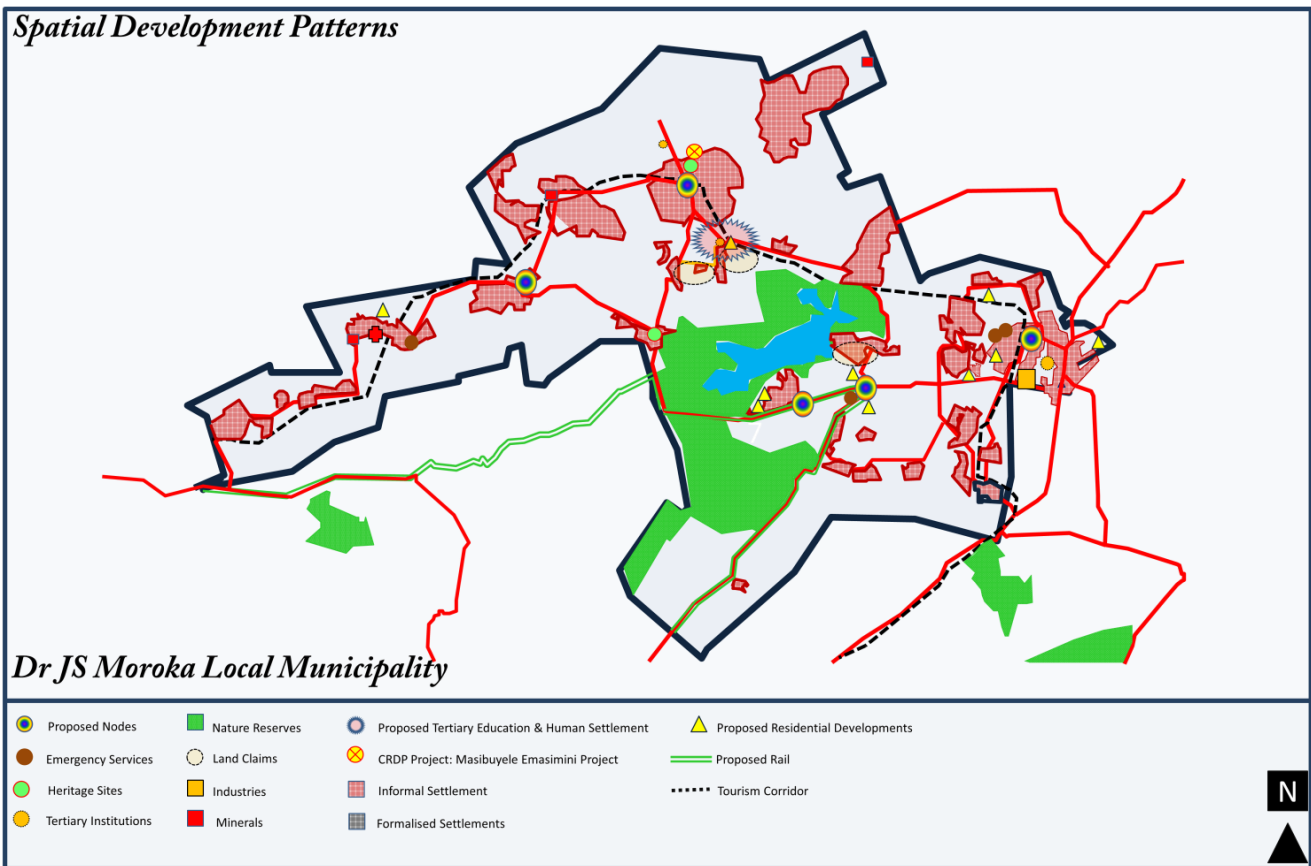
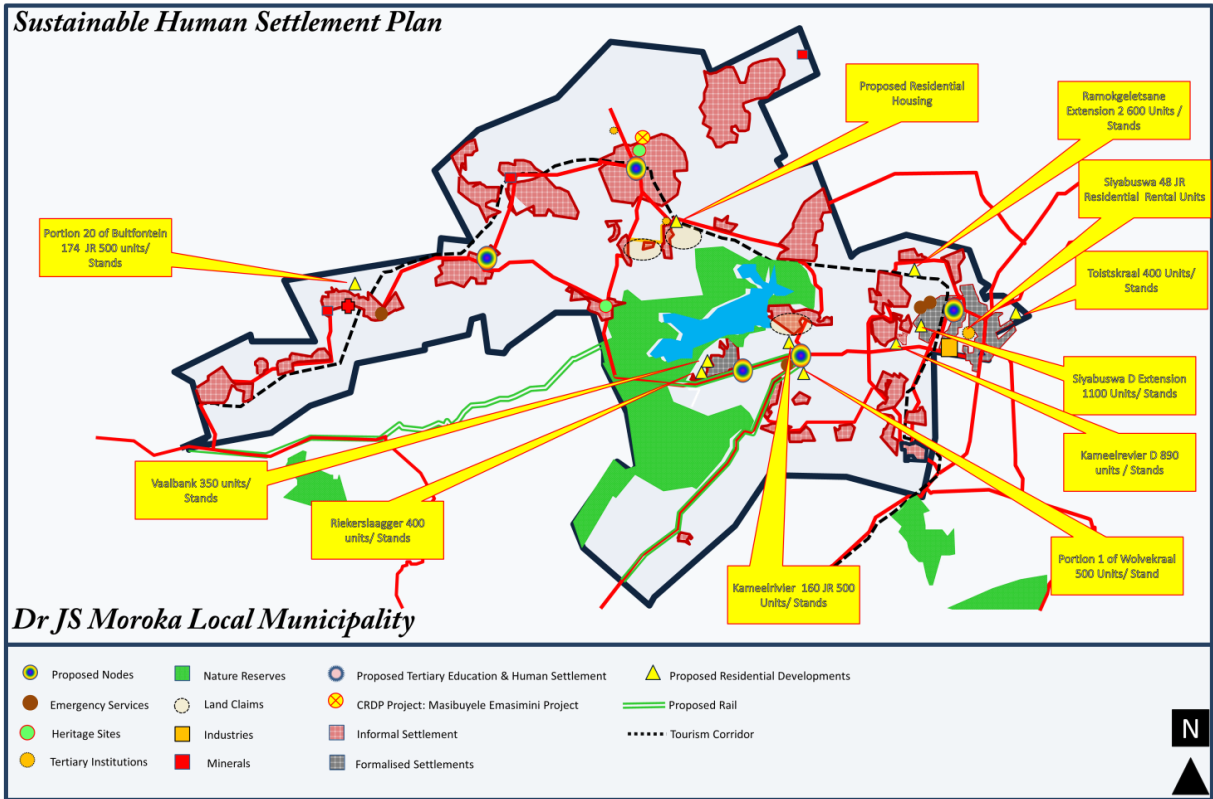
- A proper, continuous road parallel to the Moloto rail, linking all the towns/villages from Matshiding to Masobe to one another and back to the Rust de Winter-Pienaars River road which links to the N1 freeway towards the west;
- Northward linkages from Itsoseng and Lefisoane towards the Settlers-Marble Hall road;
- Westward linkages between Mkhombo/Mdala Nature Reserves and Dinokeng Initiative.

## General

As such, the SDF seeks to **promote the incremental growth** of existing urban areas, rather than new developments that are far removed from existing infrastructure and economic activity. The **development of Thusong Centres and TODs** at stations along the rail corridor seeks to ensure focused infrastructure spending in economically sustainable areas with high growth potential, i.e. in and around primary and secondary (rural) nodes. Capital expenditure programmes should focus on providing social and community facilities within these developments. Importantly, the railway stations with adjacent transfer facilities and integrated development nodes (i.e. TODs) have been strategically positioned by the Moloto Initiative to serve the most densely populated areas, and in close vicinity to major road infrastructure intersections. Furthermore focused development spending and infrastructure investment should take place in and around the **Mkhombo Dam and Mdala Nature Reserves** to unlock the tourist potential offered by these environmental assets falling within the municipal area.

In general, land not under urban use in the Municipality possesses good **agricultural potential**. As agricultural forms a key part of the LED strategy for Dr JS Moroka, these areas should be protected from urban sprawl via channeling new growth into the u-shaped development corridor with associated Strategic Development Areas. All maps below: sourced: **sdf**)





**Spatial Vision: Where we want to be?**

*"The vision of Dr JS Moroka is to be a spatially integrated municipality with interconnected linear developments"*

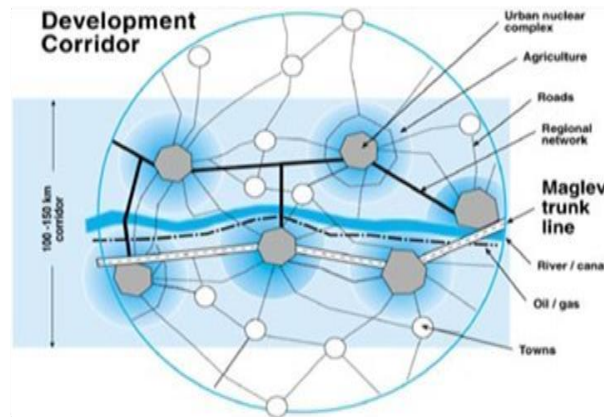
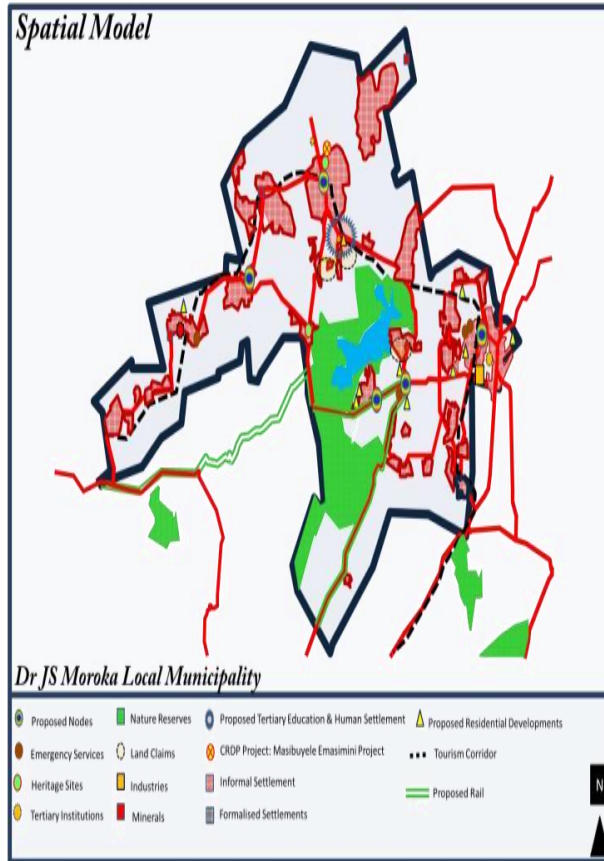
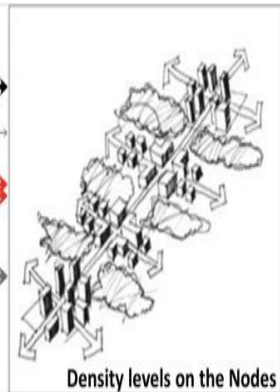
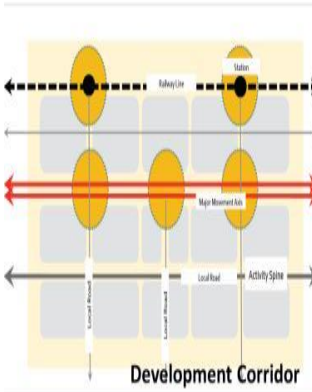
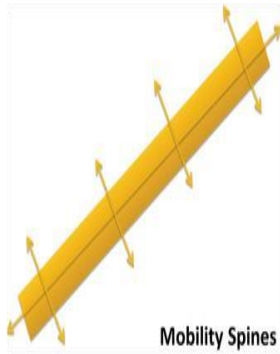
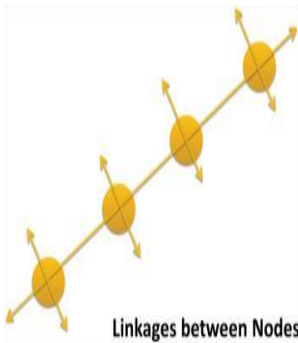
**Spatial Strategies: How to get there?**

This will be achieved through spatial restructuring elements such as corridors, densification, nodes, synergy and Urban edge.

Development nodes are regarded as strategic areas for higher density and mix use development. Residential Developments will also be developed.

**Spatial Model: Restructuring Tools**

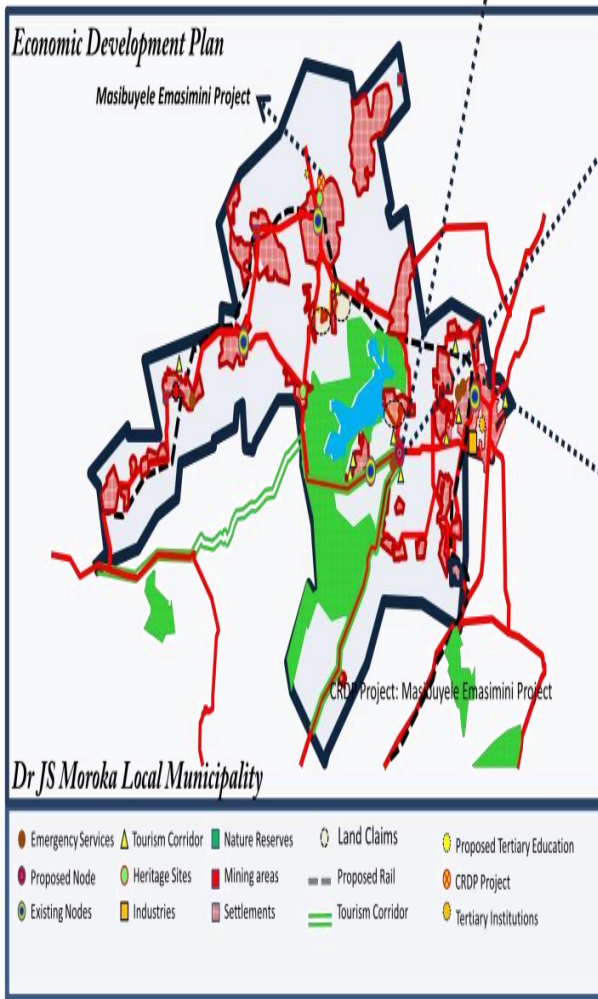
**Linear Development**



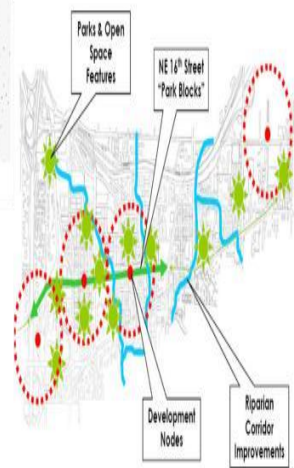
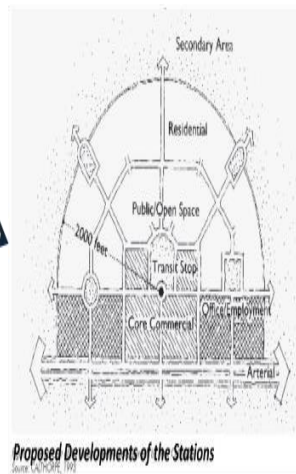
Page **CRDP Masibuyele**  
**Emasimini 85 Tractors**  
**Marapyane**



- Emergency Service
- Eskom Office
- Proposed Shopping Mall
- Future Expansion for the Precinct
- Green Market
- Office Park
- Future Retail Development
- Future Mix Use Development
- Municipal Offices
- Rural Agriculture
- Light Industries
- Proposed Mix Use Residential Development
- Proposed Taxi Rank
- Existing Settlements



**Proposed Transit Oriented Developments**



# **NKANGALA DISTRICT MUNICIPALITY**

## **PROJECTS TO BE IMPLEMENTED AT**

### **DR JSMLM**

## NDM CAPITAL PROJECTS TO BE IMPLEMENTED FOR 5 YEARS 2017/18-2021/22

Row Labels	Sum of 2017/2018	Sum of 2018/2019	Sum of 2019/2020
<b>Dr JS Moroka Local Municipality</b>	<b>10 290 868</b>	<b>12 152 477</b>	<b>21 569 272</b>
<b>COMMUNITY AND SOCIAL SERVICES</b>	<b>143 338</b>	<b>430 867</b>	<b>183 650</b>
<b>Capital</b>	-	275 000	-
Emergency Open day Dr JS Moroka	-	275 000	-
<b>Operational</b>	<b>143 338</b>	<b>155 867</b>	<b>183 650</b>
Disaster Mng Awareness Campaign Dr JS Moroka	38 338	41 667	60 000
HIV/Aids campaign Dr JS Moroka	70 000	74 200	78 650
MHS Education and Awareness Dr JS Moroka	35 000	40 000	45 000
<b>FINANCE AND ADMIN</b>	<b>900 000</b>	<b>925 200</b>	<b>951 912</b>
<b>Operational</b>	<b>900 000</b>	<b>925 200</b>	<b>951 912</b>
Co sourced Internal Audit Support Dr JS Moroka	480 000	480 000	480 000
SCM Debtors verification system Dr JS Moroka LM	420 000	445 200	471 912
<b>PLANNING AND DEVELOPMENT</b>	<b>1 700 000</b>	<b>2 050 000</b>	<b>2 700 000</b>
<b>Operational</b>	<b>1 700 000</b>	<b>2 050 000</b>	<b>2 700 000</b>
Feasibility Study Integrated Human Settlement Dr JS Moroka	600 000	-	-
Land Surveying Dr JS Moroka	300 000	300 000	-
Opening Township Register Dr JS Moroka	-	650 000	700 000
Prop Eval for Procure of Land Integr Human Set Dr JS Moroka	-	600 000	-
Review of Land Use Scheme Dr JS Moroka	800 000	-	1 000 000
State Land Release Integrated Human Set Dr JS Moroka	-	500 000	-
Township Est Integrated Human Set Dr JS Moroka	-	-	1 000 000

Row Labels	Sum of 2017/2018	Sum of 2018/2019	Sum of 2019/2020
<b>ROAD TRANSPORT</b>	<b>2 600 000</b>	-	<b>11 633 045</b>
<b>Capital</b>	2 600 000	-	11 633 045
Kabenziwa Stormwater Control	-	-	4 696 565
Kakarela Road ward 12 construction and stormwater	-	-	6 936 480
Procurement of Grader Dr JS Moroka	2 600 000	-	-
<b>WATER</b>	<b>4 947 530</b>	<b>8 746 410</b>	<b>6 100 665</b>
<b>Capital</b>	4 947 530	8 746 410	6 100 665
Replace Asbestos pipes Siyabuswa	4 947 530	5 719 100	6 100 665
Water Supply at Phake	-	3 027 310	-

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PROVINCIAL  
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## SECTOR DEPARTMENTS PROJECTS

SECTOR	DEPARTMENT OF HEALTH			PERFORMANCE TARGET: FINANCIAL YEAR						Delivery: Internal /External	Funding Source
				1-5 yr target	17/18	18/19	19/20	20/21	21/22		
Department of Health	Project Name/ Service	Description of Capital Project, Programmes ,Activities 9A)	Budget								
	Upgrading of Mmamelthake Hospital	Construction of groundsmans workshop, mechanical workshops, mortuary, laundry, secondary gate house, plant room, demolishing and construction of new nursing home accommodation, construction of section of OPD, pharmacy, x-ray unit, casualty, patient admin, ante natal ward, labour ward, post-natal ward, neo natal ward, surgical ward, theatres, CSSD and kitchen	R384 771 171 ,00	3yr	R384 771 171, 00	-	-	-	-	External	DOH
	Construction of Pankop CHC	Construction of new CHC and 2x2 accommodation units	R4000 000.00	2yrs	R4000 000.00	-	-	-	-	External	DOH
	Lefiso clinic	Lefiso clinic (Renovations, rehabilitation and refurbishment of existing Clinic facilities)	R16 867 000.00	2yrs	R8 897 000.00	R7 970 000.00	-	-	-	External	DOH
	Watervaal Community Health Centre	Watervaal Community Health Centre (Tiling, painting and sealing of roof leakages)	R9 179 000.00	1yr	R830 000.00	-	-	-	-	External	DOH
	Repairs of storm damages	Various Clinics in Dr JS Moroka Local Municipality (Repair of storm damages)	R11 619 000.00	1yr	R4 298 000.00	-	-	-	-	External	DOH



SECTOR	DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM			PERFORMANCE TARGET: FINANCIAL YEAR						Delivery: Internal / External		Funding Source
	Project Name/ Service	Description of Capital Project, Programmes ,Activities 9A)	Budget	1-5 yr target	17/18	18/19	19/20	20/21	21/22			
Department of Economic Development and Tourism	Mdala / Mkhombo EPIP Project	Mdala Mkhombo EPIP Project Refurbish the depleted infrastructure on the two nature reserves	23, million	1yr	23 million	-	-	-	-	External	MTPA/DEA	
	Mdala fence project	Rehabilitation of 5km of the existing fence	720 000	1yr	-	720 000	-	-	-	External	MTPA	
Department of Small Business Development	Kangaroo Chicken Farmers organization Agriculture	Co-operative development	250 000	1yr	250 000	-	-	-	-	External	DSBD	
	Sikgonile Construction and Project	Co-operative development	250 000	1yr	250 000	-	-	-	-	External	DSBD	
Department of Water & Sanitation	Water	Resealing of 16 ML Reservoir in Bloedfontein,	15 million	1yr	R15 million	-	-	-	-	External	DWS	
	Water	Installation of 2MI Package Plant at Green side & W18-Mapotla	5 000 000	1yr	5000 000	-	-	-	-	External	DWS	
Department of Culture, Sport & Recreation	Masobye Community Library	Construction of Masobye Community Library	11 million	1yr	11 million	-	-	-	-	External	DCSR	

SECTOR	DEPARTMENT OF PUBLIC WORKS ROADS AND TRANSPORT			PERFORMANCE TARGET: FINANCIAL YEAR						Delivery: Internal /External	Funding Source
				1-5 yr target	17/18	18/19	19/20	20/21	21/22		
Department of Public Works Roads and Transport	Project Name/ Service	Description of Capital Project, Programmes ,Activities 9A)	Budget	1-5 yr target	17/18	18/19	19/20	20/21	21/22	Delivery: Internal /External	Funding Source
	Construction of Bus Shelters	Construction of Bus Shelters at Marapyane	R 3000 000.00	1yr	R3000 000.00	-	-	-	-	External	DPWRT
	Construction of Culverts	Construction of Culverts at Makometsane	R2500 000.00	1yr	R2500 000.00	-	-	-	-	External	DPWRT
	Rural - KJM Construction - Various Area's	Rural Housing Programme	R10,300,000	1yr	R10 300 000	-	-	-	-	External	DHS
	Siyabuswa E	Peoples Housing Process	R11 094 700.00	1yr	R11 094 700.00	-	-	-	-	External	DHS
	T&Z Construction	Rural Housing Programme	R18,025,000	1yr	R18,025, 000	-	-	-	-	External	DHS
	Issuing of Title Deeds	500 tittle deeds issued	R R650 000	1yr	R650 000	-	-	-	-	External	DHS
	Construction of Rental Housing	Construction of community hall at Lefiso	R6 million	1yr	R6 million	-	-	-	-	External	DHS
	Individual Housing	Provision of 100 RDP units at Siyabuswa D, Lefiso Lefisoane and Seabe	R10 300 000	1yr	R10 300 000	-	-	-	-	External	DHS
	Land Tenure	Township Establishment in Kameelrivier. Rural Integrated Human Settlement.	R1 000 000	1yr	R1 000 000	-	-	-	-	External	DHS

SECTOR	DEPARTMENT OF PUBLIC WORKS ROADS AND TRANSPORT			PERFORMANCE TARGET: FINANCIAL YEAR							
				1-5 yr target	17/18	18/19	19/20	20/21	21/22		
Department of Public Works Roads and Transport	Project Name/ Service	Description of Capital Project, Programmes ,Activities 9A)	Budget	1-5 yr target	17/18	18/19	19/20	20/21	21/22	Delivery: Internal /External	Funding Source
	Construction of Bus Shelters	Construction of Bus Shelters at Marapyane	R 3000 000.00	1	R3000 000.00	-	-	-	-	External	DPWRT
	Construction of Culverts	Construction of Culverts at Makometsane	R2500 000.00	1	R2500 000.00	-	-	-	-	External	DPWRT

SECTOR	DEPARTMENT OF DARDLEA			PERFORMANCE TARGET: FINANCIAL YEAR						Delivery: Internal / External		Funding Source	
	DARDLEA	Project Name/ Service	Description of Capital Project, Programmes ,Activities 9A)	Budget	1-5 yr target	17/18	18/19	19/20	20/21				
	Retloshoma (Marapyane)	Revitalization of vegetable tunnels, borehole and hostel furnishing, production input and bakkie	R4.1 million	1	R1.1 million	-	-	-	-	-	External	DARDLEA	
	Animal Clinic (Marapyane)	Refurbishment of animal health centres (animal clinics)	R375 million	1	R2 750 000 million	-	-	-	-	-	External	DARDLEA	
	Agri Parks (Kameelrivier)	Completion of Dr JS Moroka Agri-hub	R1.5 million	1	R1.5 million	-	-	-	-	-	External	DARDLEA	
	Marapyane College	Repair of the pump, power station and landscaping	R5 million	1	R5million	-	-	-	-	-	External	DARDLEA	