



DR J.S. MOROKA

MUNICIPALITY ~ MASIPALA ~ MAS'PALA

Dr. J.S. Moroka Municipality

FINAL INTEGRATED DEVELOPMENT PLAN 2010/2011



WE DEVELOP AS WE GROW



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THE EXECUTIVE MAYOR'S FORWARD

In terms of Section 34 of the Municipal Systems Act, 2000 (Act 32 of 2000), the Council's Integrated Development Plan must annually be reviewed. The Act requires the following from the Integrated Development Plan of a Local Authority:

To provide for the core principles, mechanisms and processes that are necessary to enable municipality to move progressively towards the social and economic upliftment of local communities and ensure access to essential services that are affordable to all.

The legislator clearly intended local government to play a key role in integrating the activities of all spheres of government to build a better life for all. The Integrated Development Plan is the tool through which the needs and expectancies of all role players are defined and evaluated. As Executive Mayor of Dr J.S Moroka Local Municipality, I am honoured and proud to present the 2010/2011 review Integrated Development Plan (IDP) on behalf of the Dr J.S. Moroka Local Municipality. This IDP illustrates the commitment and dedication of the Dr J.S. Moroka Local Municipality to review and address current realities within our communities.

Through the IDP, the Dr J.S. Moroka Local Municipality is informed about the obstacles affecting its residents. The Municipality is thus able to develop and implement appropriate strategies and projects to address the problems. The IDP helps to make more effective use of scarce resources, helps to speed up delivery and helps to attract additional funds. The key function of Local Government is to reinforce the need for a balanced developmental agenda. We have an obligation to contribute towards meeting the extended expectations of the communities we serve.

Integrated development planning for the Municipality as a whole, including a IDP Process Plan for the municipal area, we take great pride in to ensure that needs are met or will be met in future. A hearty word of thanks is extended to the IDP office who had the challenging task of managing the review of the IDP for the Municipality. As Executive Mayor of Dr J.S. Moroka Local Municipality I am proud of the outcomes of this IDP 2010/2011.

WE DEVELOP AS WE GROW!!!

THE EXECUTIVE MAYOR CLLR MASOMBUKA

THE MUNICIPAL MANAGER

Periodical reviews of the IDP and assessment of the progress we have made thus far, is necessitated by the ongoing changes in both the societal demands and the Dr J.S. Moroka Local Municipality's ability and readiness to address such dynamics. This is also necessary in order to enable us to align and synergize our working programmes with immediate and emerging priorities.

This IDP2010/2011 Review, therefore, is the practitioner's assistant and guide on the constitutional obligations that we have to meet over the next twelve months. It needs to be studied with diligence, followed with absolute precision, and applied with passionate dedication.

The Municipality's development and service delivery mandate goes to the heart of the people's developmental and social needs, aspirations and frustrations. These are captured amply and embodied in the Municipality's Integrated Development Plan.

Even though we realize that IDP implementation will require us to go beyond the call of duty and walk the extra mile, we are prepared to continually serve and seek ways and means that would enhance excellence. On behalf of the Dr J.S. Moroka Local Municipality, I would like to express my gratitude and sincere appreciation to all role players who participated in this extremely challenging IDP Review Process for 2010/2011.

THE MUNICIPAL MANAGER:

MS MATHEBELA M.M.

1. EXECUTIVE SUMMARY OF INTEGRATED DEVELOPMENT PLAN

DOCUMENT OUTLINE

The aim of this section is to give an overall overview of the Dr J.S. Moroka Local Municipality's 2010/11 Integrated Development Plan (IDP) document. This executive summary section will give high level details of what is covered by each chapter of the document.

A comprehensive IDP for the Dr J.S. Moroka Local Municipality covering the period 2006/07 to 2010/11 was adopted in March 2007 in terms of the Municipal Systems Act, Act 32 of 2000. This document is the 2010/11 review of the aforementioned original document. In March 2008, the National Department of Provincial & Local Government (DPLG) introduced a new format to be used in developing the IDP's. Therefore Dr J.S. Moroka Local Municipality has developed its 2010/11 Integrated Development Plan using this new format, covering the following sections:

Section A: Executive Summary covers an overall overview of the Dr J.S. Moroka Local Municipality's 2010/11 IDP document and gives high level details of process followed in the compilation of the IDP 2010/2011, what is covered by each section of the document. It also gives a detailed overview of Dr J.S. Moroka Local Municipality's area of jurisdiction, highlighting the current situation by looking briefly at the challenges and opportunities that Dr J.S. Moroka Local Municipality faces. , Dr J.S. Moroka Local Municipality has fully complied in order to accommodate the requirements of Department of Cooperative Governance and Traditional Affairs and in compliance with section 26 of the Municipal Systems Act.

Section B: Situational Analysis gives a detailed status quo analysis of Dr J.S. Moroka Local Municipal area with detailed information on social, environmental, economic, infrastructural analysis of Dr J.S. Moroka Local Municipal area of jurisdiction. This section further deal with the priority areas as identified through the community participation exercise (IDP)

Section C: Vision Statement: this section covers the Vision of Dr J.S. Moroka Local Municipality.

Section D: Mission Statement: this section covers the Mission of Dr J.S. Moroka Local Municipality

Section E: Development Strategies: This section deals with the Long Term Growth and Development Goals for Dr J.S. Moroka Local Municipality. It covers strategic objectives and strategies by aligning these to the Five Key Performance Areas of the Five Year Local Government Strategic Agenda, namely, Basic Service Delivery; Municipal Institutional Development & Transformation; Local Economic Development; Municipal Financial Viability & Management; Good Governance &

Public Participation and Spatial Development Framework and the Land Use Management System and recommendations.

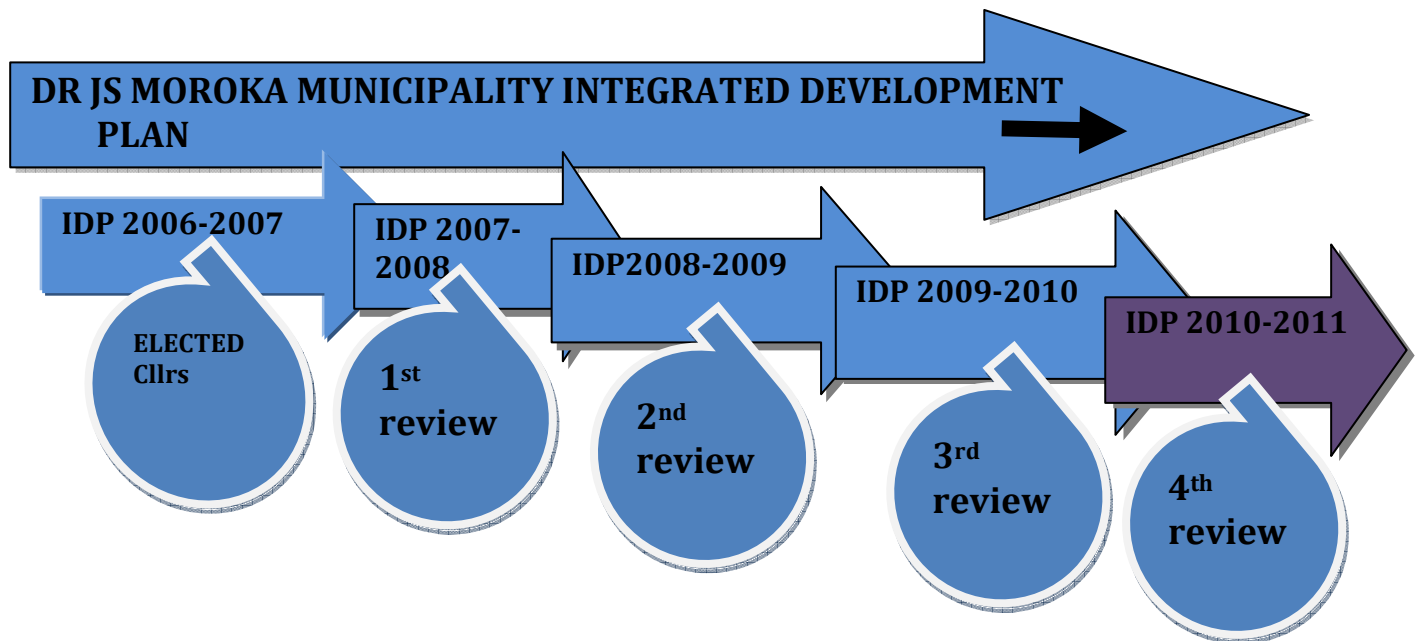
Section F: Projects: This section covers 2010/11 Projects & programmes

Section G: Sector Involvement: This section deals with an outline of the key issues that will be covered by the sector departments and state owned enterprises in the next three years within Dr J.S. Moroka Local Municipal Area of jurisdiction;

2. SECTION A: IDP REVIEW

Strategic Planning is central to the long term sustainable management of the Dr JS Moroka Local Municipality, the Integrated Development Plan 2007-2011, was approved in March 2007, and is used as the baseline plan for the respective annual plans. The IDP sets the strategic direction for the consecutive annual plans, as indicated in the diagram the current 2010-2011 plan.

Diagram 1



In order to ensure the implementation of the IDP, it is imperative that the municipality undertake a process of annual planning to align its key performance indicators and targets, as well as its budget, to the outcomes envisaged in the IDP. This document subsequently encapsulates the strategic planning process of the municipality. Overall objectives and strategies of the IDP 2010/2011 of Dr J.S. Moroka Local Municipality to address and make a better life for its community within its administrative capacity and financial constrain. It be noted that the background information related to the objectives and strategies are being discussed in different Key Performance Areas. It is important to understand the instruction given to municipalities in section 34 that reads as follows:

A municipal council –

a) Must review its integrated development plan-

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

b) May amend its integrated development plan in accordance with prescribed process.

This review is critical analysis to take stock of our progress in achieving our long term goals and where appropriate to suggest alternative measures to ensure achievement of our strategic objectives. Our IDP is the principal planning instrument that guides all our planning, development and the budget. Our IDP binds all our officials and councilors to the extent that it imposes duties on these persons. It also binds all other persons to the extent that forms part of our IDP that imposes duties or affects the rights of other has been properly passed as a by-law by our council.

2.1. POLICY FRAMEWORK

The IDP review process is predominantly guided by various legislations, policies and guides which have to be carefully considered when the document is compiled. These policies guides.

- Municipal Systems Act
- Municipal Finance Management Act
- National Spatial Development Perspective
- Accelerated Shared Growth Initiative for South Africa (ASGISA)
- Provincial Growth Development Strategy

- Millennium Development Goals-2015
- IDP Guides and Spatial Development Framework (SDF)

2.2. PURPOSE, OBJECTIVE AND APPROACH

Purpose of Document

The purpose of the process is to reflect the approach of Dr J.S. Moroka Local Municipality to the 2010/2011 IDP development.

Objective of IDP Review Process

Dr J.S. Moroka Local Municipality strives to continue to develop the IDP as an effective management tool for the municipality, this include:

- creating a greater level of focus and improving on the strategic nature of the document;
- aligning this strategic document with the realities of the resources, both financial and human, available;
- alignment of the IDP with the activities of the sector departments and other service providers (and vice versa i.e. influencing their planning); and
- Alignment of the IDP with the various sector plans.

It is important note that the IDP process is the single inclusive planning process within which other processes must be located.

2.3. ADVANTAGES AND IMPORTANCE OF IDP

Through the IDP, the municipality is informed about the problems affecting its municipal area and, being guided by information on available resources, is able to

- Develop and implement appropriate strategies and projects to address the problems.
- It helps the municipality to make more effective use of scarce resources the municipality can focus on identified and prioritized local needs taking into consideration local resources
- This enables the municipality to search for more effective solution by addressing causes, rather than just allocating capital expenditure for dealing with symptoms.
- The IDP helps to speed up delivery by providing a tool which guides where investment should occur.
- It attracts all relevant role players and offers decision making mechanism that will drive at realistic project proposals taking into consideration the limited resources.

- The IDP will strengthen democracy and institutional transformation through transparency and inclusiveness.

2.4. COMPLIANCE WITH THE IDP GUIDE FOR CREDIBLE IDP

In order to accommodate the requirements of Department of Provincial & Local Government, Dr J.S. Moroka Local Municipality has fully complied with the IDP format guide. The five Key Performance Areas including the Spatial Development Framework (SDF) have been structured in terms of Chapters i.e.

- Chapter 1: Spatial Rational (SDF)
 - It represents the high planning process that is inherently integrative and strategic.
- Chapter 2 A: Basic Service Delivery- infrastructure
 - It represents basic service delivery within the municipality focusing on infrastructure of water, sanitation and roads.
- Chapter 2 B: Basic Services Delivery- Community Services
 - It outlines basic services delivery for the community services.
- Chapter 3: Local Economic Development (LED)
 - It focuses on local economic analysis
- Chapter 4: Municipal Transformation and Organizational Development
 - It represents the transformation and organizational development of Dr J.S. Moroka Local Municipality.
- Chapter 5: Municipal Financial Viability and Management
 - It represent the financial management
- Chapter 6: Good Governance
 - It outlines the Community Participation and Organizational Performance Management

3. METHODOLOGY AND PROCESS FOLLOWED TO REVIEW OUR IDP

3.1. THE IDP REVIEW PROCESS PLAN

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 **R409.06.2009 D** in June 2009. An intensive community, stakeholder participation process commence during July 2009. During this time the process involved councilors, officials, ward committees, sectors departments, NGO's, structures who spent extensive hours in debate.

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 & individual and
- Neighbouring municipalities.

3.2. INSTITUTIONAL ARRANGEMENT

The institutional arrangements of the municipality in the development of the IDP document were arranged as follows:

- IDP Technical Committee
- IDP Management Committee
- IDP Representative Forum
- Ward Committees(filling of Ward Template)
- IDP Izimbizo

3.3. DR J.S. MOROKA LOCAL MUNICIPALITY ORGANIZATIONAL OUTLOOK

The Municipality has five link functional departments, namely:

- Office of the Municipal Manager
- Finance Management Services
- Administration and Corporate Services.
- Community Development Services and
- Facilities Management and Technical Services.

The following sections/units are those that fall in and report directly to the Accounting Officer of the Institution:

- Integrated Development Planning (IDP/LED)
- Internal Audit Unit
- Transversal Issues Unit
- Legal Section, and
- Communication Unit

There are Managers appointed who report directly to the Municipal Manager and who head the various departments of the municipality, and who in turn are in charge of various sections within their departments which assist in terms of service delivery issues in the municipal area, the Organogram of the Municipality depicted as attached “annexure”

3.4. COMMUNITY NEEDS

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 matter through the concept of Community Base Planning. Communities are offered the opportunity to identify their needs. The municipality has complied with the legislation requirements.

Below are the needs as identified during the IDP Izimbizo's/templates submitted by Ward Councillors and issues raised during the Executive Mayor IDP Open Day.

MBIBANE

Imbizo held on the 23 July 2009 at Libangeni Community Hall, issues raised by the community were as follows

Sanitation VIP toilet :Libangeni Ward 16 Request for sewerage system: Ward 17 Sanitation project required :Ward 16	Water services Yard connection : Ward 16 Request for water supply: ward 15,16(phomolong)&17
Roads & Storm water Request for storm water drainage :ward 16 Request for a bridge at the outline road : ward 16(phumulong) Request for speed humps: ward 16 Request for tarred road between RDP houses: ward 15 Request for bridge : ward 15 Request for assistance with a wetland : ward 17	Local Economic Development Job creation : ward 17 Request for shopping complex : ward 17 Women empowerment: ward 16
Health & Social Services 24hr clinic: Ward 17	Electricity Request for high mast light : ward 15,16,17
Sports recreation Art & Culture Request for renovation of stadium:16 Construction of community hall: ward 19 Request for library : ward 17 Request for sports recreation facilities: ward 16 Request for park: ward 17 Request for sports centre : ward 17	Cemetery Requesting for fencing of cemetery : ward 17
Waste management Request for collection of waste: Ward 16 Request for dumping site : ward 15	Safety & Security Request for 24 hr police patrol : ward 17 Request for patrol at schools: ward 17
Youth Development Youth empowerment : ward 17 Training centre for youth : ward 16	

IDP Imbizo 25 July 2009: Matempule issues raised by the community were as follows”

Water services Request for water reticulation: ward 20, 23 Request for yard connection : ward 23	
Roads & Storm water Request for tarred road between the road: Siyabuswa & Ramokgeletsane, ward 20 Request for speed humps: ward 18,20 Request for speed humps : ward 23 Request for roads signs: ward 18,23	Local Economic Development Job creation : ward 18 Request for shopping complex : ward 18 Request for LED development for agriculture Request assistance with farming. Request for fencing of the farm
Health & Social Services Request for a 24hr clinic: ward 20	Electricity Request for high mast light : ward 20,23
Sports recreation Art & Culture Request for community hall: Ward 20 Request for the renovation of the community hall: ward 18	Cemetery: Request for cemetery each & every village not cluster: ward 23 13

Land & Housing Request for RDP houses & renovation of other RDP: ward 23	Safety & Security Request for pay point offices: ward 23 Request for fencing for animals on the tarred road.: ward 23
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IDP Imbizo 15 August 2009: Ronde-oog Community hall issues raised by the community were as follows:

Sanitation Request for VIP toilet at the community hall: ward 15 Ronde-oog	Water services Water shortage and upgrading pump machine.
Cemetery Request for the fencing of the cemetery: ward 15 Ronde-oog.	Local Economic Development Request for the usage of the agricultural fields. Job creation and tractor for their farms. Request for assistance with water connection to the farm net.
Land & Housing Request for RDP houses: ward 15 Rondehoog Request	Request for their own ward councillor stationed at Ronde-oog.
Electricity Request for installation of electricity at the home stand	

MATHANJANA: IDP Imbizo Phake Rankaile: 08 August 2009 issues raised by the community were as follows:

Sanitation Request for VIP toilet: ward 27,29	Water services Request for water: ward 29 Request for water reticulation: ward 27
Roads & Storm water Request for speed humps on the road between Phake & Phola Park: ward 29	Local Economic Development Job creation : ward 27, 29 Request for shopping complex: ward 27 Request for sports facility: ward 29
Health & Social Services Request for 24hr clinic: ward 29 Request for mobile office together with a Social worker.:	Electricity Request for high mast light: ward 29
Sports Recreation Art & Culture Request for sports ground for youth: ward 29 Request for community hall: ward 29 Request for stadium: ward 27 Request for sports facilities: ward 27,29	Cemetery Request for fencing of all cemeteries in all villages: ward 29
Municipal facility	Safety & Security

Request for mobile pay point facilities: ward 27	Request for pay point for municipal services Request for 24 hr police station: ward 27,29
Youth Development Request for awareness on HIV & AIDS: ward 29	Land & Housing Request for land survey :ward 27 Request a land for farming Request for RDP houses :ward 27, 29

MATHANJANA: IDP Imbizo Kabete: 14 August 2009 issues raised by the community were as follows:

Sanitation VIP toilets at schools: ward 21	Water services Water shortage: ward 21,22
Roads & Storm water Request for tarred road on main street : ward 22 Request for road signs from Masobye to Senotlelo	Local Economic Development Job creation & business skills: ward 22 Request for assistance with funding : ward 22
Health & Social Services Request for pharmacists & Clerical, Doctor at clinic: ward 22 Request for 24 hr clinic: ward 22	Electricity Request for high mast light : ward 21
Land & housing Request for numbering of the sites(stand number).: ward 22 Request for RDP houses: ward 22 Request for land survey for Poultry farming : ward 22	Safety & Security Request for 24hr police station : ward 22
	Municipal facilities Request for the moving of the office to another space Request for pay point for payment of services: ward 24

MDUTJANA: IDP Imbizo Makopanong: 20 August 2009 issues raised by the community were as follows

Sanitation Request for VIP toilet at the pay point for grant : ward 10 Request for VIP toilet: ward 2,8	Water services Shortage of water: ward 2,8
Roads & Storm water Request for tarred road on main road: ward 7	Local Economic Development Job creation : ward 3,7,8 Request with assistance with skills development : ward 8
Health & Social Services Request for 24 hr clinic: ward 2 Request for tents for the pensioners: ward 2	Electricity High mast light : ward 3 Request for additional high mast light : ward 2
Sports recreation Art & Culture Request for community hall: ward 7, 10	Cemetery Request for the fencing of the cemetery: ward 10
Land & Housing Request for RDP houses: ward 2	Safety & Security Request for 24 hr police station(satellite) : ward 2 Reduction of high crime rate: ward 8

MDUTJANA: IDP Imbizo Skimming: 21 August 2009 issues raised by the community were as follows

Sanitation Request for VIP toilets ward 13(skimming, Borolo)	Water services Request for water at ward 13(skimming ,Borolo)
Roads & Storm water Request for storm water drainage ward 13(Pieterskraal) Request for road sign(ward 13(Pieterskraal) Request for tarred road ward 13(skimming) Request for speed humps (ward 13)	Local Economic Development Job creation(Borolo) Agriculture (sibuyela emasimini,) Borolo Request training on farming ward 13 (Borolo, skimming)
Health & Social Services Request for 24hr clinic ward 11,13 (Borolo) Request that Doctor visit at least once a week.	Electricity Request for high mast light ward 13(skimming, Borolo, Pieterskraal)
Sports recreation Art & Culture Request for community hall ward 13	Cemetery Request for fencing of cemetery ward 11
Land & Housing Request for RDP houses ward 11,13	Safety & Security Request for satellite police station. ward 13

WARD TEMPLATES BY WARD COUNCILLORS

WARD TEMPLATE: 1	NEW COMMENTS: WARD CLLRS	INDIVIDUAL COMMENTS (member of ward committee)
<ul style="list-style-type: none"> • Water reticulation : Kwa-Phaahla extension • Sewer system: Kwa-Phaahla • Meter connection • Tarred roads: • Gravelled roads • Maintenance of storm water. • Bridge – Kwa Phaahla extension • Side walks • High mast light • Sports Recreation Arts & Culture • Post telecommunication • Human Settlement: PHP houses • Agriculture: water tank & fencing , pumping machine. 	<ul style="list-style-type: none"> • Upgrading of Ga-Phahlamohlaka bus & taxi route. • feasibility study on construction of sewerage system at Ga-Phahlamohlaka: financial year 2010/2011 	<ul style="list-style-type: none"> • High mast light not working. • Youth desk not active. • RDP Houses • Work opportunity for youth
WARD TEMPLATE: 02 <ul style="list-style-type: none"> • Bulk supply: Makopanong • Water reticulation: Makopanong & Toitskraal • Yard connection: Makopanong & Toitskraal • Meter connection: Makopanong & Toitskraal • Sewer system: Toitskraal • VIP : Makopanong • Tarred roads: Makopanong, • Maintenance: Makopanong, Toitskraal. • Gravelled roads: Makopanong & Toitskraal • High mast light • RDP houses: Makopanong & Toitskraal • Bridge: Makopanong • PHP housed: Makopanong • Waste Management: Toitskraal • Sports Recreation Arts & Culture. 	NO COMMENTS	NO COMMENTS

<p>WARD TEMPLATE: 03</p> <ul style="list-style-type: none"> • Reticulation: removing asbestos pipes & replaced with PVC.: Siyabuswa A • Meter connection: removing pre paid meter connection putting conventional: Siyabuswa A • Sanitation: sewer system • Gravel road: Siyabuswa A • Maintenance: storm water, construction of new storm water in various sections. • side water Steve Mahlangu Street • High mast light. • Waste Management: provision of dust bin. • Improve waste collection: Siyabuswa "A" • Sports Recreation, Art & Culture. 	<p>NO COMMENTS</p>	<p>NO COMMENTS</p>
<p>WARD TEMPLATE: 04</p> <ul style="list-style-type: none"> • Meter connection • Tarred road : Sithole cafe • Gravel road Maqhawe School • High mast light: Masuku • PHP houses Siyabuswa A • Waste Management • Sport & Recreation: Siyabuswa "A" • LED development Industrial park. • Agriculture: not specific 	<p>NO COMMENTS</p>	<p>NO COMMENTS</p>
<p>WARD TEMPLATE : 05</p> <ul style="list-style-type: none"> • Yard connection • sewer system: Siyabuswa "C" • Tarred road • side walk: Siyabuswa "C" • High mast light • PHP houses: Siyabuswa "C" • Waste Management • Sports & recreation • Guidance & counseling in terms of career choice. Grade 10,11,12 	<ul style="list-style-type: none"> • market stalls: Maqhawe street • Siyabuswa A CHC mini hospital • Mobile Phone call center • Traffic Department new station 	<p>NO COMMENTS</p>

<p>WARD TEMPLATE: 06</p> <ul style="list-style-type: none"> • Reticulation :Mogononong • yard connection: Mogononong • meter connection: Mogononong • sewer system: Mogononong • tarred road, all bus route Siyabuswa, Mogononong • gravel road: Siyabuswa "B",Mogononong • Maintenance of storm water: Siyabuswa "B", Mogononong • Bridge: between Mogononong & Mabuyeni • Side walk: all main streets • high mast light : Siyabuswa "B", Mogononong • Electricity: new connection: Mogononong • PHP house : Siyabuswa "B" • LED : funding & capacity on existing businesses • Agriculture: capacity & resources: Siyabuswa "B", Mogononong 	<ul style="list-style-type: none"> • high mast light : Siyabuswa B • gravel roads: humps • storm water drainage • Tarred streets. • Refuse removal, dust bins & yellow bins. • police patrol • Maintenance of tarred road. • dumping site • Street names board. • Farming space • Youth development • water reticulation • VIP Toilets • library • 24hr clinic • bursary • FET branch • skills development & training centre • housing • fencing of cemeteries • Locals taxi to go into the area. • Pedestrian crossing between Mogononong. • sports centre • community hall: section D • pedestrian bridge between Ga-Phaahla & extension D • wall between extension D & Ga-Phaahla for security purposes. • Water around extension 	<p>NO COMMENTS</p>
<p>WARD TEMPLATE: 07</p> <ul style="list-style-type: none"> • Meter connection: Thabana • tarred road: Ramokgeletsane • gravel roads: Thabana, Ramokgeletsane • Maintenance of storm of water: Thabana, Ramokgeletsane • High mast light.: Ramokgeletsane • New connection electricity: Thabana, Ramokgeletsane. • PHP houses: Thabana, Ramokgeletsane • Clinic • Community Hall • new sites Ramokgeletsane • Electricity. 	<ul style="list-style-type: none"> • provision of Humps : Thabana 	<ul style="list-style-type: none"> • Clinic • community hall • high mast light • Electricity extension next to the main road.
<p>WARD TEMPLATE : 08</p> <ul style="list-style-type: none"> • reticulation: Mthambothini, Mabuyeni • yard connection: whole ward • Meter connection: whole ward. 	<ul style="list-style-type: none"> • high mast light • water reticulation Mabuyeni • Pedestrian bridges 	<ul style="list-style-type: none"> • high mast light • roads & streets, re gravelling and maintenance

<ul style="list-style-type: none"> • VIP : whole ward • tarred roads: Mthambothini • gravel road: Mthambothini • Maintenance of storm water: whole ward. • Side walk: Mthambothini. • High mast light: Mthambothini. • Post connection: Mthambothini • Fencing: cemetery: Mthambothini • Human Settlement: whole ward. • PHP house : Mthambothini • CBRS: Mthambothini • not clear on Agriculture & Tourism 	<p>Jamaica/Kosini. Shaluza/Kosini</p> <ul style="list-style-type: none"> • gravel road/streets • tarring of roads and streets(Mruleni to King Cluster ,Babibi to King Cluster) • Continuation of the Mthambothini bus & taxi road • Mabuyeni bus & taxi road. • 60 unit of housing • Sanitation(continuation) • upgrading of the clinic to 24hrs* • completion of the meter installation 	<ul style="list-style-type: none"> • RDP houses • effective ambulance service* • Municipality to deal with contractors who do not pay their labourers & pay them on time. • Contractors should complete their work as required. • Ward Cllr should provide emergency contacts(not clear)
<p>WARD TEMPLATE: 09</p> <ul style="list-style-type: none"> • yard connection: • meter connection • sewer system • tarred road • gravel road • maintenance of storm water • side walk • high mast light • new connection: electricity • cemetery fencing • human settlement • PHP houses 	NO COMMENTS	NO COMMENTS
<p>WARD TEMPLATE: 10</p> <ul style="list-style-type: none"> • yard connection • VIP • Tarred road: Meetsemadiba. Ga-Morwe • Maintenance of storm water: Meetsemadiba. Ga-Morwe. • high mast light: Meetsemadiba • post connection: Meetsemadiba/,Ga-Morwe • Human settlement • PHP houses: Meetsemadiba • post & telecommunication • not clear on Agriculture & Tourism 	NO COMMENTS	NO COMMENTS
<p>WARD TEMPLATE: 11</p> <ul style="list-style-type: none"> • Reticulation: Ga-Mmakola, Two line • Bulk supply: Ga-Mmakola. Two line • Yard connection: Ga-Mmakola, Two line • Tarred road: Ga-Mmakola, Two-line • Gravel roads: Ga-Mmakola, Two-line • Maintenance of storm water: Ga-Mmakola, Two-line • Bridge: • Side walk: Ga-Mmakola. Two-line • High mast light: Ga-Mmakola Two-line • Fencing: Ga-Mmakola, Two line • Human settlement: Ga-Mmakola. Two-line • PHP houses: Ga-Mmakola, Two-line 	NO COMMENTS	<ul style="list-style-type: none"> • Awareness on waste management. • gravel roads, • bridge : Meetsemadiba • Unfinished RDP houses. • Shortage of chairs in schools. • Storm water drainage. • Housing: • Improvement of RDP houses. • Eskom to check legal connection • Crime • Community Hall • Clinic • VIP Toilets.

<ul style="list-style-type: none"> • CBIRS: Ga-Mmakola,-Two-line 		<ul style="list-style-type: none"> • Prioritization of service delivery. • Shortage of water • Maintenance of roads. • Upgrading of reservoir
WARD TEMPLATE: 12 <ul style="list-style-type: none"> • reticulation: Matshiding • Bulk supply • yard connection: Marothobolong • RDP houses: Marothobolong. Matshiding • Meter connection: Marothobolong. Matshiding • sewer system: • VIP : Marothobolong, Matshiding • gravel road: Matshiding, Marothobolong • Maintenance of storm water: Matshiding, Marothobolong. • Maintenance of streets • Side walk • Bridge • High mast light: Matshiding. Marothobolong • New connection electricity • Post connection: Matshiding, Marothobolong • Fencing of cemetery: Matshiding, Marothobolong • PHP houses: Marothobolong. Marothobolong • CBIRS: Marothobolong • CBRS: Matshiding • Waste Management • Sports Recreation : Marothobolong • Agriculture: Masibuyele Emasimini. 	NO COMMENTS	NO COMMENTS
WARD TEMPLATE :13 <ul style="list-style-type: none"> • Reticulation: Skimming • Bulk supply: Pieterskraal, Borolo, Skimming • sewer system: Borolo • VIP: Borolo • tarred road: Skimming • Road sign: Pieterskraal. Skimming. • Gravel road: Borolo • maintenance of storm water: Pieterskraal, Skimming ,Borolo • Bridge • Side walk: Pieterskraal. Skimming • high mast light: Pieterskraal, Skimming, Borolo • new connection: Pieterskraal • fencing of cemetery: Pieterskraal, Skimming ,Borolo • Human settlement: Borolo • PHP houses: Pieterskraal, Borolo. Skimming • CBIRS: all wards • post telecommunication: Borolo 	<ul style="list-style-type: none"> • Installation of high mast light. • storm water channel: • Fencing of cemetery. • Construction of VIP toilets. • 24hr clinic • reconstruction of Borolo school • tarred roads: main bus roads: Skimming 	<ul style="list-style-type: none"> • High mast light • storm water drainage • satellite police station • community hall • clinic* <p><u>grievances by traditional council w 13</u></p> <ul style="list-style-type: none"> • water shortage • Gravelling of roads. • Switching of electricity without notification. • Bad condition of roads. • storm water • completion of water project • roads maintenance • bridge for school children • Bulk water. • clinic

<ul style="list-style-type: none"> Community Hall. Not clear on Agriculture and Tourism. 		
WARD TEMPLATE: 14 <ul style="list-style-type: none"> bulk supply VIP toilets. Maintenance of storm water street maintenance maintenance of bridge side walk high mast light PHP houses waste Management post & telecommunication Upgrading of local industrial area. Fencing of identified land for agriculture & bore holes.* Exposure of bead workers and marketing of existing market stalls at Arts Center. Upgrading of existing clinic* High water table at Mapotla Multipurpose center. Park. 	<ul style="list-style-type: none"> upgrading and maintenance of storm water completion of tarred roads Installation of five high masts light. Construction of link roads of about half kilometer n between Mapotla village. 	NO COMMENTS
WARD TEMPLATE: 15 <ul style="list-style-type: none"> Reticulation: Digwale section B Bulk supply: Digwale. Molapomogale meter connection: Digwale. Molapomogale VIP toilets tarred road gravel road maintenance of storm water Bridge side walk high mast light new connection: farm house Mankgabane fencing of cemetery" Digwale, Ronde-oog PHP houses: Digwale waste Management: Digwale. Molapomogale post & telecommunication: Digwale. Molapomogale Sport Recreation not specific of Agriculture * Tourism Mdala and Ronde-oog 	NO COMMENTS	NO COMMENTS
WARD TEMPLATE: 16 <ul style="list-style-type: none"> tarred roads: Libangeni A gravel roads: Libangeni A & B maintenance of storm water A & B street maintenance: A & B high mast light fencing of cemetery: Libangeni B human settlement: Libangeni B 	<ul style="list-style-type: none"> Tarring of bus route linking three in one Super market, Greenland Inn. storm water control: all wards 	<ul style="list-style-type: none"> High mast light : not connected cleaning of sport ground gravel roads storm water RDP house Water shortage

<ul style="list-style-type: none"> • CBIRS • Waste Management. 		
WARD TEMPLATE :17 <ul style="list-style-type: none"> • reticulation • bulk supply • yard connection • meter connection • tarred roads. • gravel roads. • maintenance of storm water • maintenance of streets • bridge • side walk • high mast light • post connection • fencing of cemetery • human settlement • PHP houses • CBIRS • waste management • post & telecommunication • sports recreation Arts & Culture 	NO COMMENTS	NO COMMENTS
WARD TEMPLATE 18 <ul style="list-style-type: none"> • reticulation • bulk supply • yard connection • meter connection • sewer system • VIP toilets • Tarred roads. • gravel roads. • storm water maintenance • new roads. • high mast light • new connection • post connection • fencing of cemetery • PHP houses • CBRS • Post telecommunication • Sports recreation 	<ul style="list-style-type: none"> • community hall • VIP toilets • electrification of villages • water reticulation • erf connection • individual house hold • parks & recreation • satellite police station • resealing of streets • surface of North West Bus Roads • Cleaning of existing storm water • Refuse removal of waste collection. 	SANCO: <ul style="list-style-type: none"> • electricity • VIP toilets • community hall • RDP & PHP houses • Surfacing of bus roads. • cemetery cleaning • satellite police station • Water Reticulation Park & recreational facilities. • Installation of meter.
WARD TEMPLATE : 19 <ul style="list-style-type: none"> • meter connection • VIP toilets • tarred roads • maintenance of storm water • maintainer of streets • side walk • high mat light • new connection: electricity • fencing of cemeteries • human settlement • PHP houses. 	<ul style="list-style-type: none"> • High mast light • tarred roads • storm water • Construction of Makometsane to Madubaduba bus & taxi roads. • high water table Madubaduba • Community Hall. 	NO COMMENTS

<ul style="list-style-type: none"> • CBIRS • CBRS • Waste management. • Post & telecommunication • Sports & Recreation Arts & Culture • Pay point center. Makometsane • community hall: Madubaduba • Pressure tank to assist water net work & bore hole :Madubaduba • wet land :Madubaduba new stand. • storm water 		
<p>WARD TEMPLATE :20</p> <ul style="list-style-type: none"> • reticulation • bulk supply • yard connection • meter connection • RDP houses • sewer system • VIP toilets • Tarred roads. • Gravel roads. • maintenance of storm water • maintenance of streets • bridge • new roads. • side walk • high mast light • new connection: electricity • post connection • cemetery fencing • human settlement • PHP houses • CBIRS • CBRS • waste management • post telecommunication • sports recreation & cultures. • 24 hr clinic • community hall • multipurpose center • police station 	<p>NO COMMENTS</p>	<ul style="list-style-type: none"> • high mast light not functioning • bus roads not in good conditions • 24 hr clinic • storm water drainage • community hall • SASSA sub offices* • refilling of holes caused by the contractors. • scrubbing of dam for lives stock. • Abet school* • OVC programme * social responsibility funds.* • integration of H.BC. & CBO groups. • HIV/Aids campaigns • PHP houses • high mast light Eskom sub offices* • tarred roads for bus & taxi routes. • Library • Community hall • Post office • Parks • Multipurpose center. • VIP toilets • Upgrading of the old clinic* • Satellite home affairs offices • Satellite police station • Fencing of cemetery • Youth desk not functional • Water shortage • Job creation

WARD TEMPLATE: 21 <ul style="list-style-type: none"> • reticulation • yard connection • VIP toilets • tarred roads • gravel roads • high mast lights • post connection • cemetery fencing • PHP houses • CBRS • waste Management • post telecommunication • sport recreation 	NO COMMENTS	<ul style="list-style-type: none"> • PHP houses • high mast light • community hall • tarred roads for Ga-maria to Senotlelo • Gravel roads. • water shortage • roads signs • pay points • Security for pensioners pay points.* • RDP houses • Satellite police station * • Clinic* • Emergency services pensioner pay points* • Resealing of roads • Monitoring & evaluation of projects. • Speed humps
WARD TEMPLATE:22 did not submit the template	NO COMMENTS	<ul style="list-style-type: none"> • home base care building to be fenced • gravel roads • information on Siyatentela • high mast light • facilities to be upgraded
WARD TEMPLATE: 23 <ul style="list-style-type: none"> • reticulation • bulk supply • yard connection • meter connection • VIP toilets • tarred roads. • gravel roads. • maintenance of storm water • new roads. • side walk • high mast light • post connection • fencing of cemetery • human settlement • PHP houses • CBIRS • CBRS • Post & telecommunication • sport & recreation • Poultry gardening • Bakery 	NO COMMENTS	NO COMMENTS
WARD TEMPLATE :24 <ul style="list-style-type: none"> • reticulation • bulk supply • yard connection • RDP houses • meter connection • VIP toilets 		NO COMMENTS

<ul style="list-style-type: none"> • tarred roads. • gravel roads. • maintenance of storm water • street maintenance • cemetery fencing • human settlement • PHP houses • CBIRS • CBRS • Waste Management • Sport Recreation • Agriculture: ploughing, meals wheat, • Tourism: lodgers, parks. 		
WARD TEMPALTE : 25 <ul style="list-style-type: none"> • reticulation • bulk supply • yard connection • RDP houses • meter connection • VIP toilets • tarred roads. • gravel roads. • maintenance of storm water • street maintenance • cemetery fencing • human settlement • PHP houses • Side walk • New connection 	<ul style="list-style-type: none"> • tarred roads: Bingle roads, Seabe High school road • gravel roads: bothlo, roads toward grave yards. • ±200 houses new connection: electricity • community hall • VIP toilets • admin block* • renovation of the school: Madiboane primary School* • Ramabifi Primary School: VIP toilets. renovation 	
WARD TEMPLATE: 26 DID NOT SUBMIT THE TEMPLATE	<ul style="list-style-type: none"> • Water • roads • houses • community hall • stadium • Admin bloc: Rakau • Recreation centre. • upgrading of all cemeteries • building of a clinic at Leseleseleng & Lehohlong • clarity on indigent forms • high mast light • VIP toilets • Upgrading of clinic, sports ground community hall. • Yard connection • Payment of service: not specific 	<ul style="list-style-type: none"> • Graveling of streets • community hall • house connection • bus & Taxi route • yard connection • electricity extension • 24 hr clinic • police station • MPCC • gravel of streets in Christ Hani section • Provincial route from Nokaneng to Katjibane
WARD TEMPLATE: 27 <ul style="list-style-type: none"> • maintenance of storm water • high mast light • human settlement 	NO COMMENTS	<ul style="list-style-type: none"> • VIP toilets • RDP houses • water shortage

WARD TEMPALTE: 28 DID NOT SUBMIT THE TEMPLATE	<ul style="list-style-type: none"> • water • houses • sanitation • Roads & Stormwater drainage • Electricity • Community Hall • Sports Facility 	<ul style="list-style-type: none"> • job creation
WARD TEMPLATE: 29 <ul style="list-style-type: none"> • reticulation • bulk supply • yard connection • RDP houses • meter connection • VIP toilets • tarred roads. • gravel roads. • Sewer system • Side walk • High mast light • Post connection • maintenance of storm water • street maintenance • cemetery fencing • human settlement • PHP houses • CBIRS • CBRS • Waste Management • Sport Recreation • Shelter for pensioners • Mini market for mealing storage. • Community park • Holiday resort. 	<ul style="list-style-type: none"> • water shortage • Sanitation • RDP houses • Roads & Storm water • complete of projects • electricity 	<ul style="list-style-type: none"> • VIP toilets • Jojo tanks • speed humps • PHP houses • 24 hr clinic • water shortage • resealing of street • sports ground • assistance of youth desk • Office of youth to be located at Mmamethlake. • Gravel roads. • Library • Wet lands • New connection: electricity • Tarred of Bus & taxi route
WARD TEMPLATE 30 <ul style="list-style-type: none"> • reticulation • bulk supply • yard connection • meter connection • VIP toilets • Tarred roads. • Gravel roads. • Side walk • High mast light • Post connection • maintenance of storm water • new connection : electricity • cemetery fencing • PHP houses • Sport Recreation • Youth centre. • Not clear on agriculture 	NO COMMENT	<ul style="list-style-type: none"> • satellite police station • creation of jobs for youth • 24 hr clinic • tarred roads. • water shortage • electricity connection • Boikhutsong & Itsoseng • VIP toilets. • RDP houses • High mast light(increase) • Project to accommodate disable people • Feeding schemes at high schools. • Facilities for disabled children • Electricity for new extension

4. SECTION B: SITUATIONAL ANALYSIS

4.1. LOCATION

Dr J.S. Moroka Municipality is 1416, 4240 km². The Municipality has (55) villages or settlements the residential areas are isolated from economic growth areas, it is situated in the north western of Mpumalanga, bordering Gauteng in the south and west and Limpopo to the north. Dr J.S. Moroka Local Municipality forms part of a larger economic sub-region whereby it is greatly influenced by economic activities within neighbouring areas, and to a lesser degree influences these areas. The total number of Councillors serving in the Municipality is sixty (60) of which thirty (30) are Ward Councillors and thirty are Proportional Representatives of the Political Parties constituting the Council Dr J.S Moroka Municipal Council.(Dr J.S. Moroka is proposed to have 32 wards as per the ward delimitation by Municipal Demarcation board.)

4.2. DEMOGRAPHIC ANALYSIS

Demographic information is regarded as a vital baseline source for the interpretation, evaluation and project of social and human resource needs and requirements. The total population of the Dr J.S Moroka Municipality area was estimated at about **243 304** and **53 583** household according to Census 2001 (Statistics South Africa). The current estimated population is **246 969** and **56 875** households according to the Community Survey 2007. (Statistics South Africa)(Population growth is estimated at 1, 06%).

Population by language: (stats S.A.)

IsiNdebele	89,288	36.70%
Sepedi	71,887	29.55%
Setswana	45,664	18.77%
Xitsonga	14,242	5.85%
Sesotho	8,006	3.29%
IsiZulu	7,254	2.98%
SiSwati	3,038	1.25%
Other	1,306	0.54%
IsiXhosa	1,216	0.50%
Tshivenda	671	0.28%
English	442	0.18%
Afrikaans	294	0.12%

The potential economically active is the proportion of the population aged between 15 and 65 years and this segment of the population is regarded as part that has the potential ability to perform/act as source of labour.

Although no information regarding urbanization is available, it can be expected to portray a situation similar to the provincial trend (i.e. more people are likely to concentrate around towns like Siyabuswa and Marapyane). This assumption is made on the basis of few employment opportunities in the rural parts of the area and the drought currently experienced. Urban areas furthermore present better access to municipal services, housing and development projects.

Access to Services: According to specific development indicators or services, household displayed growth in access to Municipal services and running water. These indicators are positive in the sense that they have been improving from 1996 to date. However, all three services are still very low. Only Siyabuswa had access to sanitation connected to a sewer system. The situation concerning running water to residential stands has significantly improved.

Age and Gender profile: The largest share of the population in both Dr J.S. Moroka and Mpumalanga are between the ages of 15 and 64 years. The importance of the age group 4 decreased from 12.4% to 11.2% in Dr J.S Moroka.

The relative importance of the age groups 15 to 64 and over 65 improved between 1996 and 2001 in Dr J.S Moroka. This could be attributed to the fact that fertility has decreased, especially in the younger age groups. The middle age groups (i.e. 15 to 64) have increased in relatively in size due to the fact that population is becoming older. It appears that there are slightly more females than male. The majority of the female population in Dr J.S Moroka is between the ages of 15 and 65 years old. The female and male population of Dr J.S Moroka experienced a negative growth rate during the period 1996 to 2001. This can largely be ascribed to the migration trends of the economically active population from Dr J.S Moroka to surrounding areas. This situation is descriptive of insufficient employment opportunities in Dr J.S Moroka.

According to the profile, the largest population group is female between the ages of 10 and 19 years old. This group comprises 13, 8 % of the population. The smallest population group is male above the age of 85. In total the dominant gender is female, consisting of 54, 3% of the total population. Important to note is the age group 20 to 40. This group represents the main part of the population who are economically active. In this group males represent 11, 5% and female 15, 1%. This observation raises concern because this relatively small group has to support the rest of the population. The houses relatively few people older than 60 years of age. Males above 60 constitute 3, 1% of the population whilst females above 60 accounts for 5.8% of the total population.

Over the next 10 years, about 14% of the local population will be looking for employment. This translates to over 34 000 needed employment opportunities. If a decent employment creation strategy is not implemented now, the consequences can be severe.

4.3. EDUCATION

The level of education in Dr J.S. Moroka Local Municipality is low. Less than 23% of the populations have a Grade 12 or higher education qualification while 33% have no schooling at all. This has serious implication for employment and money generating opportunities for the population. In total, 44% of the population have some form of schooling and can be regarded as literate. The levels of skill within an area are important to determine the level of employment. Approximately 25% of the working population has some form of craft and trade related skills that could be used to the benefit of the local economy, 18, 7% are service workers, shop and market sales workers and only 3.0% are skilled in agriculture and fishery activities. (According to Statistics S.A.)

Education levels in the DRJSMLM are very low, as there is a high dropout rate amongst the youth. This is due to the fact that most are from poor households and therefore have to leave school early because of financial constraints

Marapyane Teaching College was closed down and the Ndebele College is also shutting down and only one FET College is available, this also contributes to the increasing number of unemployed/ non-graduates within the DRJSMLM. Youth over the age of 17 are, in terms of current policy, locked out by the public schooling system. This issue affects mostly the disabled young people, whose education is often affected by different factors including health issues.

4.4. ECONOMIC OVERVIEW

The local economy of Dr J.S. Moroka is characterized by dominance of government services sector. However, the government services sector experienced a decline in the levels of output. The agricultural sector and community services sectors also experience a contraction. However, the trade, transport and mining sectors experience modest growth. Overall, it is evident that the local economy is experiencing a growth phase.

The local economy is characterized by limited economic activity and relatively large economic concentrations. Between 1996 and 2001 the economy of the municipalities grew at a rate of 1.5%. The contribution of the local economy to the economy of the District was 4.1%. The slow rate of economy growth can be attributed to, inter alia, the geographical features of deep rural location of the municipality.(more information is outlined by LED & Implementation Strategy)

EMPLOYMENT & INCOME: The Dr J.S. Moroka locality is characterized by limited economic activity and relatively large population concentrations. Unemployment in the area is also comparatively high. The primary areas within which the local population is employed are:

- Government services, Trade and Community services sectors, approximately 37% of the labour force is employed by the public sector. The government service sector includes:
 - i. Medical and clinical services, Police and related services, Traffic service, Municipal services, Provincial government activities, Etc.
- A critical issue is that, this sector has shed almost 680 employment opportunities, this translate into a negative growth rate of .5% for the 1998-2004 periods. All the other sectors recorded negative growth rate for the same period except:
 - Trade and Finance. It is clearly evident that this local is in desperate need of employment creation and poverty alleviation activities.

INCOME: Although unemployment rate are high and income levels are generally low, the standard of living is relatively high when compared to informal township in Gauteng Province. The permanent of employment in the formal sector of Dr J.S Moroka., it is evident that the majorities of employees are only appointed in their positions on a part-time/ contract basis. This situation contributes to work insecurity which hampers financial planning and investment in the area.

The majority of business (90.8%) in this sector of the economy only provides employment for one person (i.e. the owner). Only 9.2% of these businesses generate enough profit to employ someone else. According the business survey, there are currently no businesses in the informal sector that employs more than five people. It must however be said that many informal traders are assisted by their families who are not finally compensated for their services (i.e. they are not paid a wage). Remuneration in the informal sector range from R5 to R40 per day and is dependent on the performance / profit of the businesses on a day-today basis. This situation does not allow for employees to up for their own business or to attend a tertiary education institution where they can develop their business skills.

A problem identified by formal businesses was the presence of informal hawkers and sidewalk traders. These informal traders are blamed for “stealing” business and making the business environment unattractive for potential clients. In a community like Dr J.S Moroka, with limited consumer buying power it is inevitable that there will be some degree of friction between formal and informal business owners. Possible intervention from the Municipal Council may include a formalization

strategy (e.g. providing trading stalls in a designated area) aimed at informal trading. Business respondents furthermore indicated the need for an intensive marketing drive by Council.

Only 31.1% of businesses in the formal sector indicated an annual turnover of more than R100 000 and only 1.7% claimed to realize more than R1 million. This situation is of concern because businesses are struggling to make a reasonable profit. This situation has negative implications for employment, businesses expansion, business survival and production.

4.5. CULTURAL AND HISTORICAL INFORMATION

Dr J.S. Moroka Municipality is situated within the cultural heartland of the province of Mpumalanga, and is very rich in matters of culture and tradition. There are traditional leaders in the Municipal area. From the foregoing it becomes clear that there are indeed custodians of culture and tradition in the Municipal area. Added hereto is the fact that there are people and institutions that contribute to the cultural richness of the Municipal area.

There are a number of tourism businesses active within Dr. JS Moroka. These comprise of a few internationally-known crafters such as Esther Mahlangu and Fransina Ndimande. Below them in the pyramid are approximately 50 registered beading co-operatives and a few formal wood crafters. There are a further approximately 50 unregistered beading co-operatives. The Sozama Ndebele Crafts, Ndebele Foundation, and Dr. JS Moroka Art, Craft and Tourism Information Centre are sites for collective production and marketing.

4.6. SPATIAL ANALYSIS

Dr J.S. Moroka Municipality is 1416, 4240 km². The Municipality has (55) villages or settlements the residential growth areas are isolated from economic growth areas. The western side of the municipality has poor development pattern, whilst on the eastern side proper planning processes are followed. Residential areas are dispersed and development is uncoordinated spread within the three Magisterial Districts i.e. Mathanjana, Mbibane and Mdutjana, with Siyabuswa as its Head Office and two unit offices i.e. Mbibane unit office and Mathanjana unit office.

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 of 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 Mkhombo and Mdala are the only reserve in the municipality. There are a number of rivers in the municipal area with the Eland and Kameel being the most significant. Dr JS Moroka falls within the Middle Olifants Sub-Water Management Area, with the Mkhombo Dam being its most prominent dam.

Dr JS Moroka experiences a mean annual rainfall of 401 – 600 mm in the central and northern parts, and a fairly higher mean annual rainfall (600-800mm) in the southern parts. The mean annual temperature ranges between 29.1°C and 31°C. The mean minimal annual temperature ranges between 2.1°C and 6.0°C. Dr JS Moroka has a high agricultural potential, owing to stable soil and geological conditions, that needs to be further explored

4.7. BACKLOGS

The Municipality is still facing the huge challenges of addressing the backlog in terms of **water, sanitation, roads infrastructure, waste management, informal settlement, housing development and some recreational facilities**. Therefore more funding is required to address the backlog.

4.8. ALIGNMENT WITH NATIONAL, PROVINCIAL, DISTRICT POLICIES & PROGRAMMES.

The municipality in its developmental directive it align itself with the applicable policies and programmes as approved by National, Provincial and the District. The policies are:

- National Spatial Development perspective
- Accelerated and Shared Growth initiative for SA (ASGISA)
- Mpumalanga Growth and Development Strategy (MPGDS)
- Strategic Agenda 2014
- Turnaround Strategy 2009
- Government Five priority areas:
 - Creation of decent work and sustainable livelihoods.
 - Education.
 - Health.
 - Crime

- Rural development

In the formulation of problem statement, objectives, strategies, projects and programmes the above mentioned policies and programmes were considered by the Municipality including community needs as raised during the IDP consultation process, to restore the confidence of the majority of our people in our municipality as the primary delivery machine of the developmental state at a local level and to strengthen partnerships between local government communities and civil society, ensure that communities and other development partners are mobilized to partner with municipalities in service delivery and development.

5. SECTION C: Vision Statement: this section covers the Vision of Dr J.S. Moroka Local Municipality.

“An effective, efficient public, institution delivering quality, sustainable services to better, the lives of people”

6. SECTION D: Mission Statement: this section covers the Mission of Dr J.S. Moroka Local Municipality

“Bettering the lives communities through: Sustainable service delivery’ Provision of sustainable job, Creation opportunities; Public participation”

7. SECTION E: Development Strategies: This section deals with the Long Term Growth and Development Goals for Dr J.S. Moroka Local Municipality. It covers strategic objectives and strategies by aligning these to the Five Key Performance Areas of the Five Year Local Government Strategic Agenda, namely, Basic Service Delivery; Municipal Institutional Development & Transformation; Local Economic Development; Municipal Financial Viability & Management; Good Governance & Public Participation and Spatial Development Framework and the Land Use Management System and recommendations. The following Chapters gives a detailed overview of Dr J.S. Moroka Local Municipality’s area of jurisdiction, highlighting the current situation by looking briefly at the challenges and opportunities that Dr J.S. Moroka Local Municipality faces.

8. CHAPTER 2 A BASIC SERVICE DELIVERY: INFRASTRUCTURE

8.1. SECTOR: WATER SERVICES

INTRODUCTION

Since the promulgation of Dr JS Moroka Municipality as both the Water Services Authority (WSA) and Water Services Provider (WSP), water provision has been the biggest service the Municipality is responsible for in Municipal area of jurisdiction and adjacent Municipalities being the Greater Sekhukhune District Municipality as well as Thembisile Hani Local Municipality. Water provision also remains the single largest need in the Dr. J.S. Moroka Municipality's area of jurisdiction. In order to achieve millennium goal, water network and distribution has been extended to cover almost 59 villages which is the total number of villages as well as farm dwellings in the area of Dr. J.S Moroka Local Municipality.

While the millennium development goal targets originally set for 2008 have not been achieved in terms of the water service provision to the basic RDP standard in all Villages, there have been major and significant achievements since 2007/08 after the commencement of the Weltevreden Water Treatment Plant refurbishment process as well as an significant improvement in the resource mobilization capacity to operate and maintain the infrastructure. A fair improvement in the information systems has been noticed and service quality and coverage has to some extend improved as compared to the previous financial years. The above has also significantly improved the increased water services provision to the consumers.

This improvements are attributed by the robust zero tolerance to poor services by refurbishing the water treatment plant and the change of character of staff and improvement of infrastructure.

Water Consumption in Dr. J.S Moroka is still a problem in that it intensifies due to rising water demand with the rising pace of urbanization.

Water demand management interventions such as awareness campaigns, Restructuring of household billing, Active Leak Detection and repair, Pressure Management, Repairs to plumbing and reading of meters are still a challenge which need to be attended to. There has since been an improvement thereto as well with the Municipality winning an award with regard thereto.

The following issues forms part of the problem statement:

- Poor water quality is prevalent in the areas supplied by boreholes e.g. high nitrates due to proximity of the Pit latrine toilets.
- The flows and pressure is generally inadequate with reliability of supply ranging from zero in some rural towns to 80%.
- There are constant supply interruptions and intermittent supply due to non-availability of water because of over-usage in some areas and illegal connections and none existence of water demand management interventions.
- The existing tariff is not reflected to our production costs, our low recovery rate contributes to water wastage.
- None existent of maintenance plan. (Need M&P)
- None existent of water loss and demand management.

Over the past financial years, there have been a number of projects trying to address the water shortage. As far as water reticulation is concerned, of the total **55** villages in the Dr. J.S. Moroka Municipality, **45** have water reticulation in place. In villages where there was reticulation, additional reticulation /pipelines (with water meters) were installed to address village expand. This reticulation was done in addition to borehole drilling, equipping and activation due to the unavailability of the bulk supply from the main sources.

The contributor of water shortage in the Magisterial District of Mathanjana is insufficient bulk water supply, however in the Magisterial District of Mdutjana and Mbibane, the lack of water is to an extent caused by lack of proper water demand management systems. In broad, the poor water management system is as follows:

- The purification plant which is providing bulk water supply to the Magisterial District of Mdutjana and Mbibane is within Mdutjana Magisterial District but it is also providing bulk water to the following neighbouring Municipalities (Ephraim Mogale, Elias Motswaledi and Thembisile Hani Municipalities) and in no ways are this Municipality accounting for the water they are receiving.
- Some of the challenges encountered are as a result of illegal and by-passing connections which result in unaccounted for water.

Thus far 45 villages have sufficient infrastructure to enable the metering commencement, however a cost benefit analysis needs to be done before the meters are installed in all the villages. The Municipality already provides free water to all communities but cannot be measured for the purpose of Free Basic Water (FBW) supply.

The Municipality is also providing water services to consumers settling on privately owned land. Water supply infrastructure has also been provided on state owned land and land held in trust by tribal authorities.

Where water can be made available through boreholes, the challenge on the contamination of the ground water resources remains a concern due to the use of pit latrines. While most achievements have been noted, the issues that still need to be addressed in Dr JS Moroka Municipality include inter alia the following:

- Feasibility study of raw water is needed
- Provision of bulk supply
- Upgrading of bulk water supply
- Upgrading and provision of water reticulation system
- Installation of water meters and reading of existing ones.
- Provision of water through boreholes.
- Water demand management
- Free Basic Water
- Rehabilitation of old infrastructure.
- Review of the existing tariff policy and implementation
- Water loss and demand management
- Lack of human resource or personnel on mechanical , electrical water quality water loss bulk maintenance and retail
- Poor management systems e.g. job card systems, customer care system
- Introducing of flow restricting to all defaulters.

OBJECTIVES

- To provide safe drinking water to every resident and services in areas where supply already exist.
- To provide bulk water supply to the Mathanjana Magisterial District through surface water and boreholes.
- To ensure and monitor equitable distribution of bulk water supply for Mbibane and Mdutjana District
- To ensure the provision of free basic water as a National Policy based on cost recovery systems.
- To ensure that the bulk water supply is upgraded as new developments take place rather than extending the existing infrastructure to its limits and ultimate collapse.
- To provide proper maintenance of the water system in Dr. J.S. Moroka Municipality.

- To create a partnership between the Municipality and the Communities on service delivery
- To ensure that a service level agreement are entered into by Communities and other municipalities which are served by Dr JS Moroka Municipality. (This has been achieved)
- To increase the continuous usage underground water as an alternative source of water free of pathogens. (This is done)
- Rehabilitation of old infrastructure. (This is continuously done)

STRATEGIES

- Provide routine maintenance budget for operation and maintenance (O&M) contractor
- Identify pump operators and train them on the effective operation of the boreholes.
- Plan to utilize the available water resource capacity in the Rust De Venter Dam for the provision of bulk water to the Mathanjana Magisterial District.
- Utilize the borehole in Greenside for the provision of bulk water for some of the villages in the Mathanjana Magisterial District.
- As a cost recovery measure, install water meters in all villages with proper water reticulation systems.
- For equitable distribution of bulk water supply, install flow meters and pressure reducing valves (PRV's) in some villages of the Mdutjana and Mbibane Magisterial Districts.
- Appoint a civil designed engineer that will assist the municipality to either by-pass the current water supply system on the existing ones to ensure that the is enough storage in Dr JS Moroka.
- Continuously read and bill all customers that have water meters.

8.2. SECTOR: SANITATION

INTRODUCTION

Sanitation remains one of the main source of life and a healthy living in our Communities of Dr. J.S. Moroka Local Municipalities. While there has been a significant improvement in the provision of such a service to various villages in the Municipal area of jurisdiction, there is also a much bigger number of residents in various villages still without this basic need. The original millennium development goal targets for Sanitation is 2010 and does not at this stage appear to be realistic in terms of Dr JS Moroka Municipality. Siyabuswa, Ga-Phaahlamohlaka and Makopanong are supposed to be provided with water borne sewer system but not prior to either completing refurbishment of Sewer Treatment Plant in Siyabuswa or

upgrading same. A large number of In the interim residents of Ga-Phaahlamohlaka and Makopanong needs to be provided with the basic sanitation system. Dr JS Moroka is characterized by inadequate supply of water and it affects the development of proper sanitation, contributing to contamination of ground water.

Of the (55) villages of Dr J.S Moroka Local Municipality with the exception of Siyabuswa, Libangeni, Makopanong, Ga-Phaahlamohlaka and Mbhongo there is a need to direct more funds to the construction of more and healthier Ventilated Improved Pit latrine (VIP) toilets and this will help in job creation and alleviation of poverty in the poor families & healthy lifestyle. Since the implementation of the VIP toilets in the municipality, the project has been launched in 37 villages out of 55 villages in Dr JS Moroka Municipality.

OBJECTIVES

- To address the sanitation backlog by the end of 2014.
- To provide a safe sanitation system and promote a healthy living standard in our communities of Dr J.S Moroka local Municipality.
- Good running sewer system.
- To help in job creation in the jurisdiction of Dr J.S Moroka with labour based projects like Sanitation.
- To promote and put in the ground cost recovery systems for all sanitation systems in our jurisdiction.
- Skills development& training.
- Health Awareness.

STRATEGIES

- Promotion of health on sanitation.
- Prioritize the needs for sanitation implement the need for sanitation in accordance with the budget.
- Train and educate communities where possible about high night losses due to toilets leaks.
- Internal plumbing unit in the Municipality to assist community where necessary.
- Of the (59) villages of Dr. J.S Moroka Municipality except Siyabuswa, Libangeni, Makopanong, Ga-Phaahlamohlaka and Mbhongo V.I.P needs to be provided by 2014 in order to eradicate backlog in Sanitation.
- Inform and educate the people on the Importance of registering their household boreholes specifically in the villages with V.I.P as they have a major impact in the contamination of ground water and as a result their

boreholes. This in the long run will lead to epidemics like cholera and Typhoid.

8.3. SECTOR: ROADS & STORM WATER

INTRODUCTION

Roads Infrastructure is the main transportation system in and around the jurisdiction of Dr J.S Moroka Local Municipality with the Moloto Road (Route R573) and Kwa-Mhlanga - Mkhombo Dam Road (Route R568) crossing within our Municipal boundaries

The Municipality has a total length of approximately 2720 km of internal gravel roads from which a total of 2448 is currently maintainable annually by the Municipality. This is due to insufficient resources the Municipality has at this stage which poses a serious challenge in terms of the Community expectations. This however due to improve since the Municipality has recently procured additional routine roads maintenance machinery and equipment.

There has further been a significant increase in terms of the surfaced bus and taxi roads completed in the past two years which has since alleviated most challenges faced. Although not fully completed in some, Villages where bus and taxi routes have been fully or partially completed include inter alia Ga-Morwe, Loding to Dihekeng, Marapyane, Mbongo, Katjibane, Mogononong, Siyabuswa, Seabe to Katjibane, Matempule and Metsimadiba.

Over and above the internal gravel roads, the Municipality has approximately 210 kilometers of existing bus and taxi routes of which 75 Kilometers is surfaced. The unpaved road backlog can therefore be taken as 64%. This translates to 135 kilometers of unpaved existing bus and taxi routes. An amount of approximately R283 million (Excluding VAT and escalation) is therefore required to address the current backlog. This is based on R2, 100, 000 per km required for paved road surface. Both Dr JS Moroka Municipality and Nkangala District Municipality have made available an amount of R70 million for the 2010 /2011 financial years to address the unpaved roads backlog. Notwithstanding this budget that has been made available, there is a shortfall of R213 million (Excluding VAT and Escalation) that needs to be obtained elsewhere.

Along some surfaced roads in the Municipality, pedestrian walkways and scholar bridges are required to avoid a situation whereby pedestrians walk on the roadway and scholars and pupils are not able to cross river during or after heavy storms. This is mostly done by scholars to and from school.

The needs and issues identified in Dr. J.S Moroka Municipality are to upgrade from gravel to tar as many roads as possible within our Municipality as listed below:

- Upgrading of bus roads and storm water drainage systems in the following of the 30 villages i.e. Ga-Morwe Bus and Taxi Route., Mogononong Bus and Taxi Route, Resealing of Siyabuswa Streets, Nokaneng Bus and Taxi Route, Masobye Bus Route, Ukukhanya Bus Route, Makometsane to Madubaduba Bus Route, Mthambothini bus and taxi route, Mrhawini Bus Route, Mabusabesala, Ramantsho to Dihekeng Bus Route, Loding Bus Route, Marothobolong Bus Route, Borolo Bus and Taxi route, Kabete Bus and Taxi Route, Siyabuswa-C Bus and Taxi Route, Mabuyeni Bus Route, Loding to Ramantsho Bus & Taxi Route, Marapyane Bus and Taxi Route, Mbhongo Bus and Taxi Route, Maphanga Bus and Taxi route, Nokaneng Bus and Taxi route, Madlayedwa Bus and Taxi Route and Ramokgeletsane Bus and Taxi Route.
- Provision of storm water and maintenance on gravelled streets in all communities and villages.
- Upgrading of Storm water drainage system at Matshiding and Upgrading of Stormwater drainage Systems at Siyabuswa B.
- Maintenance of storm water drainage on surfaced bus and taxi route especially in the following villages i.e. Thabana, Maphanga, Siyabuswa-B, C&D, Digwale, Maphotla, Ga-Morwe, Masobe and Makometsane.
- Provision of road signage on all roads in the Municipal area.
- Construction of walkways along major surfaced roads i.e.: Mmamethlake

OBJECTIVES

- To provide accessible, reliable and safe surfaced roads with adequate storm-water drainage.
- Provision of routine roads maintenance on all the internal gravel streets
- Rehabilitation of the surfaced Bus and Taxi roads in the vicinity of Siyabuswa and Libangeni
- Provision of clean, healthy and safety roads for the road-users and the Communities.
- To ensure implementation of action plans agreed upon between the Municipality and other stakeholders such as the Provincial Department of Roads and Transport relating rehabilitation, upgrading, periodic and routine roads maintenance.

STRATEGIES

- Provision of mountable kerbing and edge-beams in all roads for storm water control
- Continuous re gravelling and maintenance of all roads in terms of the approved programme.
- To construct walkways along major surfaced roads to avoid pedestrians walking on the roadway.

8.4. SECTOR: ELECTRICITY

INTRODUCTION

Dr JS Moroka Municipality solely relies on the Department of Energy for funding electricity projects and Eskom for implementation thereafter. The Municipality further relies 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 2014. 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 2014 or have already been achieved depending on the analyzing 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 or Tribal Leaders resulting in the land occupants 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 2014 to make better life to the households leaving in our areas of jurisdiction to benefit from electricity. Dr JS Moroka Municipality has approximately 55 555 total number of households with 53 600 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.

BULK SUPPLY

The quality of bulk electricity supply to Dr JS Moroka Municipality is adequate except for areas getting supply from Amandla Substation. The power outages in all the areas that are supplied from Amandla Substation are experienced as a result of network overloading and caused the Electrification Projects to be delayed, unless the network is strengthened by Eskom. Plans are well advanced as Eskom is currently upgrading the capacity of the Amandla Substation.

DEMARCATION OF NEW EXTENSION

The demarcation of new extensions is a one of the challenges the Municipality is currently 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. Proclamation of the landowner is another challenge as we the Municipality through Eskom is unable to electrify these areas whose ownership remains unresolved such as Moripe Gardens.

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.

FREE BASIC ELECTRICITY

The Municipality and ESKOM have since signed an agreement on the provision of Free Basic Electricity (FBE). The challenges faced in the provision of Free Basic Electricity are lack of reliable database of beneficiaries, inconsistent availability of electricity units at the existing vending stations and the need to identify the qualifying households on the 60 Amps connections.

OBJECTIVES

- 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 assist registered indigents in receiving Free Basic Electricity from Eskom.
- To provide High mast lighting to the Community.
- Ensure electricity backlog is corresponding to what is on the ground level.

STRATEGIES

- Identify all consumers with the consumption of less than 150 Amps per month who are on conventional meters for the provision of Free Basic Electricity.
- Identify and register all households to apply for post connection.

8.5. SECTOR: MUNICIPAL BUILDINGS, SPORTS, RECREATIONAL & SOCIAL FACILITIES

INTRODUCTION

Dr J.S. Moroka Local Municipality has two formalized townships namely, Siyabuswa and Libangeni, it is hoped that more formalization will take place soon as several settlements have enough infrastructure and have their status qualifying to be formalized.

The Municipality has a number of Sports, Recreational, Social, Business and Administration Buildings and Facilities that are expected to be taken care of. The Buildings and facilities are in a terrible state in such a way that they require either major upgrading or routine maintenance. Most of the conditions for these facilities are as a result of vandalism, burglary, lack of maintenance and refurbishment as well as lack of adequate security.

Unless the Municipality promulgates various Buildings & Facilities policies and By-laws for the use of these facilities by public, there is a huge chance that their conditions may remain unchanged or further deteriorated. The lack of enforcement of building regulation in some instances by the Municipality is likely to create more challenge with more residents encroaching when building their own houses.

The Building Inspectors basic challenge is currently the absence of Municipal by-laws which should serve as their key working tool and always to be utilized during execution of their duties. In addition to encroachment, the illegal land use is problematic within the municipality. Being a rural Municipality, many residents are not keen on submitting their plans for approval prior to construction commencement to their houses and this leads to consequences of building structures over municipal servitudes and road reserves. Residents do not

understand the importance and benefits of enrolling and registering their homes with the National Homes Building Registration Council (NHBRC) which ensures that they do not get a raw deal from builders. Following refurbishment and maintenance of the vandalized facilities and with no personnel to look after them, the situation is more likely to repeat itself.

OBJECTIVES

- To ensure proper control of construction in residential and commercial areas.
- To reduce the escalation of encroachments in the formalized townships
- All facilities to be in good working condition i.e. water, electricity, access and fencing
- To ensure that Municipal cemeteries are fenced and have good access and ablution facilities.
- Formalization of more townships.

STRATEGIES

- Intensifying of inspections by the building inspectors so that our people realize the importance of submitting building plans and to enrolling their homes with the NHBRC.
- Appoint Professional Surveyors and Town Planners to assist with the formalization of townships.

8.6. SECTOR: LAND DEVELOPMENT AND TOWN PLANNING

INTRODUCTION

The vast amount of land in Dr JS Moroka Municipality is either tribal or communal land with only little portion being Government owned. The only residential areas whose lands are currently under the direct jurisdiction of the Municipality and are proclaimed townships are Siyabuswa and Libangeni. With The biggest problem in the Municipality is that the large portion of the Communities lack land rights. Township establishment is a prerequisite for Tenure upgrading.

Planning function for Dr Moroka Local Municipality was adjusted 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 should be performed by the Nkangala district Municipality. This was gazetted due to the fact that the Municipality did not have

capacity at the time and is deproclaimable provided that the Municipality's Town Planning section is fully capacitated with relevant and required resources.

Siyabuswa and Libangeni are formalized townships which have a lot of unused public space and as such a resurvey is required on those public spaces for the purpose of schools, churches, leisure, business and others. The delay to the transfer of State Land to the Municipality to accommodate Breaking New Ground (BNG) projects is hampering service delivery.

OBJECTIVES

- 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 developed.
- To effectively enforce town planning scheme
- Development of By- Laws

STRATEGIES

- Determine the agricultural, industrial and residential needs of communities for short, medium and long term planning on provision of land.
- Determine the value of occupied land where income can be generated and apply the property rates Act.

8.7. SECTOR: HOUSING CHAPTER

INTRODUCTION

The Municipality is experiencing an increase in its population as it is witness by the rapid and 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 Leaders which results in the planning and coordination of housing delivery and the planning of the expansion of settlement being a serious challenge.

The Municipality is in the process of accreditation and phase one has currently been achieved. In order for the Municipality to get full housing accreditation, a total five stages (phases) must be completed all stages. The Municipality is currently at stage two which requires sufficient employment/allocation of personnel in the housing units. Once all this 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 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 Provincial Growth and Development Strategy and has established a fully fledged and dedicated department of housing in order to meet housing delivery targets. The establishment of the Department of Housing is envisaged to assist the Mpumalanga Government to reinforce service delivery and to meet the following key deliverables:

- Implementation of the comprehensive plan for the development of sustainable human settlement (BNG).
- 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 2014.

In line with the national plan to create sustainable human settlement, the department is on course to fast track the delivery of houses, increase rental accommodation options for the needy and address social and geographical disparities through integrated settlements.

Study area: Dr JS Moroka is located on the North-Western part of the Mpumalanga Province. It is situated in proximity with the following Municipal:

- Tshwane Metropolitan Council on the West
- Nokeng tsa Taemane and Thembisile on the South
- Modimolle, Mookgopong and Bela Bela on the North, and
- Greater Mable Hall and Greater Groblersdal on the East

Defining the Housing Chapter

The Housing Chapter is a summary of the housing planning undertaken by a municipality. Like the IDP, the Housing Chapter is a 5-year plan which needs to be reviewed annually and this should be done with the review of the IDP. The Housing Chapter is done as part of the IDP process and is a chapter in the IDP of a municipality.

Purpose of the Housing Chapter

The main purpose of the Housing Chapter is as follows:

- To ensure effective allocation of limited resources, financial and human, to a wide variety of potential development initiatives;
- To provide guidance in prioritising housing projects in order to obtain consensus for the timing and order of their implementation;
- To ensure more integrated development through co-ordinating cross-sector role players to aligning their development interventions in one plan;
- To ensure budget allocations to local and district municipalities as well as provinces are most effectively applied for maximum impact;
- To provide effective linkages between the spatial development framework and the project locations of physical implementation of a range of social, economic, environmental and infrastructure investments;
- To ensure that there is a definite housing focus in the IDP and SDF with clear direction for the future housing delivery across all social and economic categories and locations in the municipality. The scope of the Housing Chapter is not just for those people and developments related to government's subsidised housing programmes;
- To provide the IDP process with adequate information about the housing plan, its choices, priorities, benefits, parameters as well as strategic and operational requirements;
- Ensuring that the contents and process requirements of planning for housing are adequately catered for in the IDP process; and
- To ensure that there is indicative subsidy budgeting and cash flow planning at both the municipal and provincial levels.

Methodology

The method used in compiling the Housing Chapter was derived from the Sustainable Human Settlement Planning, A resource Book on Housing Chapters which prescribes the 5 broad phases namely;

Phase 1: Status Quo Analysis which required that information about the status of Housing delivery within the Municipality be sought and be analysed from the IDP, SDF and other relevant sources.

Phase 2: Strategy which required that strategies be devised to address the set objectives as reflected in the IDP.

Phase 3: Project planning which required that project proposals be formulated and negotiations be undertaken with relevant stakeholders to reach agreement on project proposals.

Phase 4: Integration which required that confirmed housing delivery projects be integrated with other affected sectors within the municipality.

Phase 5: Approval which requires that the draft Housing Chapter be approved by the Municipality

The identified Housing Voice which constitute Technical Committees of the Municipalities chaired by Municipal Managers and IDP Representative Forums where used for consultation purposes to obtain relevant information and data.

LEGISLATION AND HOUSING OPTIONS

Legislative and Policy Framework

The following are Acts and policies that are regulating the provision of housing in South Africa:

- ***Constitution of the RSA Act, Act 200 of 2000***

Section 26(1) of the Constitution ensures every South African the right to have access to adequate housing. Sub-section (2) encourages the State to take all reasonable legislative and other measures, within its available resources, to achieve the progressive realization of the right in sub-section 1. This imperative also applies to municipalities.

Section 152 and 153 of Constitution require municipalities to be responsible for the development process and for municipal planning. Municipalities are therefore responsible for integrated development planning in order to meet the following objectives:

- to ensure sustainable provision of services,

- to promote social and economic development,
- to promote a safe and healthy environment,
- to give priority to the basic needs of communities,
- to encourage involvement of communities.

- ***Housing Act, Act 107 of 1997***

Section 9(1) of the Housing Act stipulates that every municipality must, as part of the municipality's process of Integrated Development Planning take all reasonable and necessary steps within the framework of National and Provincial legislation and policy to ensure that:

- i. The inhabitants of its area of jurisdiction have access to adequate housing on progressive basis.

- ***The Housing White Paper***

The Housing White Paper sets out the government's broad housing policy and strategy. The White Paper, more than any other legislation defines key elements of National Housing Policy. The White Paper details seven strategies which since 1994 have evolved and have been implemented.

- ***Rental Housing Act, 1999 (Act 50 of 1999)***

The Rental Act of 1999 which came into operation on 1 August 2001, defines the responsibility of Government in respect of the rental housing market. It sets out the duties and responsibilities of both landlords and tenants, and provides for the establishment of rental-housing tribunals in the provinces, thus allowing for a speedy and cost-effective resolution of disputes between landlords and tenants.

- ***Home Loan and Mortgage Disclosure Act, 2000 (Act 63 of 2000)***

This Act provides for the establishment of the Office of Disclosure and the monitoring of financial institutions serving the housing-credit needs of communities. The Act also aims to eradicate discrimination and unfair practices, by encouraging banks and financial institutions to grant home loans to all its clients. It compels banks and financial institutions to disclose annual financial statements so that their lending practices in respect of home loans can be monitored.

- ***Housing Consumer Protection Measures Act, 1998 (Act 95 of 1998)***

The Act aims to protect home owners from inferior workmanship. Builders are responsible for design and material defects for three months, roof leaks for a year, and any structural failures of houses for five years. NHBRC inspectors may assess workmanship during and after the building process. Banks are compelled by law to insist on home-builder registration and enrolment prior to granting a mortgage loan or finance.

All new government-subsidized housing units constructed as part of approved projects enjoy protection against shoddy workmanship by housing contractors. Through the Act, properties that were built with funding from the Government's housing subsidy grant only, enjoy protection against structural defects and must comply with minimum technical norms and standards.

- ***Prevention of Illegal Eviction and Unlawful Occupation of Land Act, 1998 (Act 19 of 1998)***

This Act prohibits unlawful eviction and sets out detailed procedures for the eviction of unlawful occupiers. It also prohibits the receipt of payment as a fee for arranging the occupation of land without the consent of the owner, and repeals obsolete laws relating to illegal squatting. The Act provides a process for fair eviction of unlawful occupiers, and distinguishes between occupiers who have been residing on land for less than six months and those who have been residing on land for more than six months.

- ***Social housing Bill***

In June 2007, Cabinet approved the Social Housing Bill. The Bill is expected to assign the responsibilities of national, provincial and local government on matters pertaining to social housing.

It will also ensure that relevant institutional arrangements and capacities required by the Social Housing Programme are in place, including the establishment of the Social Housing Regulatory Authority.

- ***Inclusionary Housing Policy***

The National Government has established an Inclusionary Housing Policy which would assist in accessing land for Housing Development. The policy provides for the use of government-owned land, and proactive engagements between the private sector and government.

Private-sector developers, in collaboration with financial institutions, have undertaken several inclusionary housing initiatives. Municipalities need to take advantage of this policy by engaging with all stakeholders to acquire land for housing development

- ***Breaking New Ground Policy***

This is a Comprehensive policy for the development of Government's envisaged Sustainable Human Settlement. This policy advocates amongst others the following important issues:

- Integration of previously excluded groups into cities and towns, and the benefits they offer and to ensure the development of more integrated, functional and environmentally sustainable human settlements,
- Residents must live in a safe and secure environment, and have adequate access to economic opportunities, a mix of safe and secure housing, and tenure types, reliable and affordable basic services, educational, entertainment and cultural activities, health welfare and police services,
- Ensure that low-income housing is provided in close proximity to areas of opportunities,
- Ensure the development of compact, mixed land use, diverse, life-enhancing environments with maximum possibilities for pedestrian movement and transit via safe and efficient public transport in cases where motorized means of movement is imperative,
- Encourage Social (Medium Density) Housing – Social Housing is generally medium-density, and this housing interventions may make a strong contribution to urban renewal and integration,
- Social Housing must be understood to accommodate a range of housing product designs to meet spatial and affordability requirements.
- It advocates a more holistic development of human settlements rather than a housing-only approach where provision of social amenities and economic infrastructure is promoted,
- It promotes a Multi-Purpose cluster concept for the purpose of accommodating the provision of primary Municipal facilities such as parks, playgrounds, sports fields crèches, halls, taxi ranks, police stations, clinics etc,
- More appropriate settlement designs and housing products, and more acceptable housing quality,
- Changing the face of the stereotypical RDP houses and settlements through the promotion of alternative technology and design,
- Funding Support will move away from the current emphasis on uniform individual subsidies towards equity support for social institutions, determined as a percentage of the total capital cost of the project,

including medium-density housing, communal housing, hostels and transitional housing.

HOUSING DELIVERY OPTIONS IN SOUTH AFRICA

Housing delivery in South Africa has been structured to accommodate various housing options for the purpose of ensuring that all different income groups are able to have access to decent shelter. The following are different housing options as approved by National government:

- **Rental housing for the poor**

The Department of Housing has formulated an affordable rental-housing programme for people in the low-income bracket who may live in housing stock arising out of:

- provision made by previous departments
- public-sector hostels for housing migratory labour in the previous dispensation
- municipal rental stock, which has not been transferred to the households who inhabit the units, and which will continue to be used as rental accommodation because of the low economic status of the households

New high-rise housing stock that will be built for the specific purpose of accommodating low-income households in rental accommodation.

- **Emergency housing**

The main objective of this programme is to provide temporary housing relief to people in urban and rural areas who find themselves in emergency situations, such as when:

- their existing shelters have been destroyed or damaged
- their prevailing situation poses an immediate threat to their lives, health and safety
- They have been evicted or face the threat of eviction.

Assistance involves prioritizing funds from the provincial housing allocations to municipalities to accelerate land development, and the provision of basic municipal engineering services and temporary shelter.

- **Housing subsidies**

New housing-subsidy programmes are being developed and certain existing programmes have been enhanced, including rental and social-housing subsidies. The housing-subsidy programmes, including project-linked subsidies, are being revised to introduce a procurement-compliant regime, consolidation subsidies, the People's Housing Process (PHP), rural subsidies and institutional subsidies.

- **Project-linked subsidies**

The project-linked housing subsidy mechanism enables a qualifying household to access a complete residential unit which has been developed within an approved project-linked housing subsidy project for ownership by the beneficiary.

- **Individual subsidies**

An individual subsidy provides qualifying beneficiaries with access to housing subsidies to acquire ownership of serviced stands. It also allows the beneficiary to enter into house-building contracts, or to purchase existing, improved residential property which is not part of approved housing-subsidy projects.

This subsidy helps qualifying beneficiaries who wish to increase their subsidies by accessing credit, as well as beneficiaries who do not qualify for credit.

- **Consolidation subsidies**

The consolidation subsidy mechanism affords former beneficiaries of serviced stands, financed by the previous housing dispensation (including the Independent Development Trust's site and service schemes), the opportunity to acquire houses.

- **Institutional subsidies**

Institutional subsidies are available to qualifying institutions to enable them to create affordable housing stock for persons eligible for housing subsidies. The subsidy is paid to approve institutions to provide subsidized housing on

deed of sale, rental or rent-to-buy options, on condition that the beneficiaries may not be compelled to pay the full purchase price and to take transfer within the first four years of receiving the subsidy. Institutions must also invest capital from their own resources in the project.

- **Relocation assistance**

Relocation assistance provides an alternative option to defaulting borrowers who were three months in arrears on 31 August 1997, and where the option of rehabilitating these mortgage loans is not affordable. This alternative provides an opportunity to obtain affordable housing with the assistance of the housing subsidy. An eligible person must enter into a relocation agreement to relocate to affordable housing.

- **Finance-Linked Subsidy Programme (FLISP)**

Government introduced the FLISP on 1 October 2005, to assist first -time home buyers who earn between R3 501 and R7 000 per month to obtain a home loan. The subsidy attaches to the beneficiary and not to the property. This will be used to decrease the mortgage bond and is only applicable to people who have never before been assisted by the State. It is disbursed as a once-off subsidy.

- **Special needs projects**

Special Needs Housing is housing which benefits those who are affected by poverty and who in addition are further disadvantaged in any of the following ways:

- Infected or affected by HIVAIDS;
- Orphans and vulnerable children (OVC's);
- Seriously ill;
- Old and infirm;
- Disabled;
- Homeless / on the street.

- **Discount Benefit Scheme**

The Discount Benefit Scheme promotes home ownership among tenants of state-financed rental stock, including formal housing and serviced sites.

Beneficiaries that took occupation of these rented houses before 15 March 1991 can now apply for a discount on the selling of their houses up to R38 984.

In most cases, these houses are given to the people free of charge due to the fact that the discount is more than the selling price.

- **Rural subsidies**

The rural housing subsidy is available to beneficiaries who enjoy only functional tenure rights to the land they occupy. This land belongs to the State and is governed by traditional authorities. The subsidies are only available on a project basis and beneficiaries are supported by implementing agents.

- **Peoples' Housing Process (PHP)**

The people's housing subsidy is available to people who want to build or manage the building of their own homes. Unlike the project-linked subsidy where a contractor builds houses for a number of people, the PHP allows people or beneficiaries to build or organize the building of their homes.

STATUS QUO ANALYSIS

The Municipality is experiencing an alarming increase in its population as it is witnessed by the rapid and 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 Housing through the Mpumalanga Provincial Department of Housing has been supporting the Municipality in the delivery of houses to the poor households, the backlog is still huge.

The Municipality has limited control over the land within its area of jurisdiction as most of the land belongs to the State and under the control of traditional leaders, which makes the planning and coordinating of housing delivery and the planning of the expansion of settlement a serious challenge.

Furthermore, the quality of the houses constructed so far leaves much to be desired. This is attributed to the fact that the Municipality has no control over the contractors, a function which is performed by the Provincial Department of Housing. The Department and the Municipality has a serious limitation with regards to human resource in the management of the housing delivery projects in this Municipality.

Taking into account the limited resources the country have, how can the Municipality together with the other spheres of government deliver quality housing to its citizens in a holistic and sustainable manner to ensure better shelters and services as required by the Constitution and other relevant legislations? This

Housing Chapter will seek to ensure that Dr JS Moroka Local Municipality responds to this constitutional obligation.

This section outlines the background on the status on Housing Delivery in the Dr JS Moroka Local Municipality.

Institutional Arrangement

Housing Unit

A Housing Unit does exist within the Municipal establishment and is consisting of only two officials.

Housing Voice

A housing Voice is in place and is made out of:

- IDP Steering Committee chaired by the Municipal Manager assisted by the Manager for Community Services;
- IDP Representative Forum chaired by the Executive Mayor.

Identifying Housing Demand

The following identifies the housing demand within the Municipal area:

Population size and Households

In terms of Statistics South Africa's Census 2001 and Community Survey 2007 the total population of the municipality increased from **243 313** in 2001 to **246 969** in 2007 . In the same period the number of households increased from **53 583** to **56 875**.

Households dwelling type

In terms of Statistics South Africa's Census 2001 and Community Survey 2007, between the period between 2001 and 2007 the number of household residing in formal houses made out bricks increased from 82.0% to 86%. The number of households staying on houses made out of traditional materials decreased from 5% to 2.3%. The number of informal dwellings/shacks in the backyard decreased from 2.2% to 0.9%.

The number of informal dwelling/shacks in the informal or squatter settlements increased from 7.5% to 9.3%. This reflects a remarkable increase of informal/squatter settlements within the municipal area.

Household Income

A large portion of the population (34.6%) is earning less than R800, which is considered as living below the poverty line. 28.5% earn between R801 and R1 600, with 37.1% earning more than R1 600 per month. This implies that about 63.1% of

the Dr JS Moroka population earn less than R1 600 per month. This therefore means that the majority of people living in this Municipality cannot afford to provide housing on their own but will largely depend on the state in this regard.

Human Settlements

There are about 49 different towns and rural villages in the Municipality. There are only two proclaimed towns, namely Siyabuswa and Libangeni. The rest of the settlements are not proclaimed and are under the control of ten traditional leaders. Dr JS Moroka is not affected by informal settlements but most housing structures are informal and within a recognised stand in most of the settlements.

Status of Housing Delivery in the Municipality

Table 1 below reflects the progress made on the delivery of housing units in this Municipality. Between 2003 and 2008 a total of 4 982 housing units have been allocated to this Municipality, out of which 2 734 (56%) have been completed while 2 158 (44 %) is still under construction.

Table 1: Government Housing Projects Currently Underway

Village	Programme	Units Allocated	Year	Units Completed	Units Incomplete
Seabe	PHP	60	2003/2004	57	03
Lefiswane	PHP	60	2003/2004	59	01
Maphotla	PHP	60	2003/2004	57	03
Two Line & Makola	PHP	60	2003/2004	52	08
Phake	PHP	60	2003/2004	58	02
Total		300		283	17
Madubaduba	CBRS	51	2003/2004	47	04
Ramokgeletsane	CBRS	50	2003/2004	50	None
Mmametlhake	CBRS	50	2003/2004	None	50
Masobye	CBRS	150	2003/2004	138	12
Masobye	CBRS	500	2003/2004	500	None
Total		801		735	66
Digwale	RDP	1 000	2003/2004	505	495
Siyabuswa E	RDP	1 000	2003/2004	518	482
Madubaduba	RDP	1 000	2003/2004	None	1 000
Total		3 000		1 023	1 977
Metsimadiba	PHP	50	2004/2005	50	None
Mabuyeni	PHP	25	2004/2005	25	None
Kabete	PHP	25	2004/2005	25	None

Village	Programme	Units Allocated	Year	Units Completed	Units Incomplete
Sehoko, Semotlhase	PHP	25	2004/2005	25	None
Molapomogale	PHP	25	2004/2005	25	None
Ramantsho	PHP	25	2004/2005	25	None
Allemansdrift C & D	PHP	25	2004/2005	25	None
Katjibane	PHP	25	2004/2005	25	None
Senotlelo	PHP	25	2004/2005	25	None
Total		250		250	None
Ramokgeletsane	CBRS	50	2004/2005	50	None
Makopanong	CBRS	30	2004/2005	30	None
Thabana	CBRS	60	2004/2005	56	04
Total		200		189	11
Matempule	CBRS	30	2006/2007	Slabs	30
Marothobolong	CBRS	30	2006/2007	23	07
Mthambothini	CBRS	30	2006/2007	20	10
Siyabuswa A	CBRS	05	2006/2007	Slabs	05
Total		95		43	52
Ga-Phaahla	CBRS	04	2006/2007	04	None
Siyabuswa C & B	CBRS	04	2006/2007	04	None
Mthambothini	CBRS	04	2006/2007	04	None
Loding	CBRS	04	2006/2007	04	None
Total		16		16	None
Libangeni	CBIS	25	2007/2008	16	09
Mbhongo	CBIS	25	2007/2008	10	15
Total		50		26	24
Makometsane	CBIS	10	2007/2008	None	10
Ga-Morwe	CBIS	25	2007/2008	None	25
Nokaneng	CBIS	25	2007/2008	None	25
Katjibane	CBIS	20	2007/2008	10	10
Skimming	CBIS	25	2007/2008	None	25
Borolo	CBIS	05	2007/2008	None	05
Mogononong	CBIS	25	2007/2008	None	25
Allemansdrift	CBRS	15	2007/2008	None	15
Total		150		10	140
Village	Programme	Units Allocated	Year	Units Completed	Units Incomplete
Nokaneng	CBIRS	02	2008/2009	02	None
Lefiso	CBIRS	02	2008/2009	02	None

Village	Programme	Units Allocated	Year	Units Completed	Units Incomplete
Mmametlhake	CBIRS	02	2008/2009	02	None
Katjibane	CBIRS	02	2008/2009	02	None
Mmametlhake	CBIRS	01	2008/2009	01	None
Marapyane	CBIRS	03	2008/2009	03	None
Seabe	CBIRS	01	2008/2009	01	None
Phake	CBIRS	02	2008/2009	02	None
Ga-Maria	CBIRS	01	2008/2009	01	None
Total		16		16	None
Kwa-Phaahla	PHP	20	2008/2009	None	20
Siyabuswa C	PHP	20	2008/2009	None	20
Dihekeng	PHP	20	2008/2009	None	20
Makopanong	PHP	20	2008/2009	None	20
Lefiso	PHP	20	2008/2009	None	20
Total		100		None	100
Total: 2003-2008		4 978		2591 (52%)	2389(48%)

Housing Backlog

As stated in Table 1 above a total of 4 892 Housing units have been allocated to this Municipality. As table 2 shows the housing backlog is now estimated at **7 667** housing units. Table 2: Proposed Government – driven Housing Delivery Projects for 2008 to 2010

Ward	Village	Proposed Number of Housing Units	Type/Programme
1	Ga-Phaahla	100	CBRS/CBIS
2	Makopanong/Toitskraal	350	CBRS/CBIS
3	Siyabuswa A	100	PHP
4	Siyabuswa A	100	PHP
5	Siyabuswa C	150	CBRS/CBIS
6	Siyabuswa B (Mogononong, Mrhawini, Mrhetja)	300	CBRS/CBIS
7	Thabana, Ramokgeletsane	50	CBRS/CBIS
8	Mthambothini	60	CBRS/CBIS
9	Ga-Morwe	100	CBRS/CBIS
10	Watervaal/Kameelrivier B (New Stands & Matsilapata)	200	CBRS/CBIS

Ward	Village	Proposed Number of Housing Units	Type/Programme
11	Ga-Makola/Two Line	200	CBRS/CBIS
12	Marothobolong/Matshiding	100	PHP
13	Pieterskraal/Barolo/Skimming	300	CBRS/CBIS
14	Maphotla	200	CBRS/CBIS
15	Digwale	200	CBRS/CBIS
16	Libangeni	90	CBRS/CBIS
17	Allemansdrift A & D (New Extension)	397	CBRS/CBIS
18	Allemansdrift C	400	CBRS/CBIS
19	Makometsane/Ukukhanya/Madubaduba	300	CBRS/CBIS
20	Senotlelo	200	CBRS/CBIS
21	Ga-Maria/Lefiso/Lefiswane	600	CBRS/CBIS
22	Marapyane/Koedoespoort (Kabete)	200	CBRS/CBIS
23	Matempule/Dihekeng/Loding ext 2 & 3	370	CBRS/CBIS
24	Sehoko/Greenside (Mmaduma)	100	PHP
25	Seabe/Sehoko/Semotlhasa	200	CBRS/CBIS
26	Katjibane	600	CBRS/CBIS
27	Nokaneng	300	CBRS/CBIS
28	Mmametlhake	400	CBRS/CBIS
29	Phake/Ratlagane	1 000	CBRS/CBIS
30	Masobye	150	PHP
Total		7 667	

It should be noted that most of these projects are mostly earmarked for the low income category and are in the rural areas where land ownership still vest with the State.

Challenges

The Municipality experiences the following challenges with regard to housing delivery in its area of jurisdiction:

- **Identification and registration/capturing of beneficiaries for housing:** The Municipality is unable to cope with the tasks of identifying and registration of beneficiaries qualifying for housing subsidies;
- **Insufficient and skilled human resource at the Municipality to deal with all housing related issues:** The is only official responsible for the identification and registration of applications for housing subsidies;

- ***Insufficient human resource at local and Provincial Government level to assist the Municipality on housing related issues:*** Housing is still the function of the Provincial Department of Housing. There are not enough officials from the province to assist the Municipality in dealing with all housing related issues;
- ***Slow pace in the construction of current housing units and poor management thereof:*** The construction of the low cost housing units is moving at a slow pace, this is due to the fact that there are very few officials from the Province to assist in monitoring and evaluating the construction process;
- ***Huge Housing backlog, mostly for the low income category:*** The housing backlog is still high and is mainly for the low income categories in the rural and informal villages.
- ***Slow pace in the processing of the land claims within the municipal area:*** This frustrate housing development across the entire municipality;
- ***Slow pace in the transfer of land and home ownership to the Municipality:*** The process of transferring State land which were under the former KwaNdebele Bantustan is slow and also frustrate settlements and housing development;
- ***Sprawling of the rural and informal settlements:*** Most land within the municipal area is State land under the management and controlled by traditional leadership. The management of the usage of the land is poor and impacts negatively on the development of sustainable settlement.
- ***Unoccupied and deserted housing units built in Greenfield developments:*** Most of the RDP housing units get deserted as the beneficiaries, due to unemployment, migrate to other areas where there are job opportunities and other economic prospects.

Housing Delivery and Implementation programmes

In order to effectively deal with the problems mentioned above the following strategies and implementation programmes are suggested:

Formalization of informal settlements

This process requires the municipality to conduct feasibility studies on identified land to be used for relocation of informal dwellers in areas which are not suitable for settlement. It also involves the process to formalise informal settlements to comply with the Land Surveyor General's Plan as a Formal Township. This programme will assist the Municipality to facilitate land tenure right for the community.

Proposed Land Surveying Projects

This programme has been earmarked for the purpose of converting the traditional areas which are under the control of Chiefs or where the land is owned by the state. The objective thereof is to obtain the security of tenure for the community and to ensure maximum beneficiation in terms of Housing subsidies.

Conducting of Housing Skills Audit

Housing Skills shortage has been identified as a challenge in this Municipality which impacts negatively in effective housing delivery. This also has an impact in the capacity of the Municipality to obtain accreditation to administer National Housing programmes. The Municipality must seek for relevant expertise to conduct this audit so that strategies to get necessary experience can be employed.

Implementation of Social Housing

Dr JS Moroka Municipality has not implemented Social Housing Schemes in order to provide rental stock or high density projects. It is highly recommended that this option be part of the Housing Chapter of this Municipality to enable the community to have wide range of choices.

Management of Waiting lists

The information regarding current figures of applications for housing units are not accurate. The Municipality must embark on a process to develop an efficient system recording and monitoring housing applicants and beneficiaries.

In dealing with these challenges the Municipality has formulated the following objectives and strategies as well as project proposals as outlined in **Table 3** below:

Table 3: Challenges, Objectives, Strategies and Project Proposals

No	Challenge	Objective	Strategy/ies	Project Proposal
1	Identification, capturing and registration of housing beneficiaries	Ensure accurate identification, capturing and registration of housing beneficiaries	Develop and/or adopt an efficient system of identifying, capturing and registration of housing beneficiaries.	<ul style="list-style-type: none"> • Liaise with the Dept of Housing for the development of an efficient system for data capturing for housing beneficiaries; • Recruit and train sufficient personnel in data capturing and registering of beneficiaries.
2	Insufficient skilled human resources to deal with all housing related issues	Ensure the appointment of sufficient and skilled human resource for the Housing Unit	Conduct a skills audit and establish a Human Resource strategy for the Municipality to deal with HR problems in Housing.	<ul style="list-style-type: none"> • Consider to enter into a public, private partnership or outsource the task of identifying skilled personnel for Housing.
3	Insufficient deployment of human resources from Province to assist the Municipality in housing issues	Ensure a vibrant support in terms of resources from the Dept of Housing	Liaise with the Dept of Housing for the deployment of personnel to the Municipality;	<ul style="list-style-type: none"> • Submit application to the Dept for funding in the appointment of additional personnel;
4	Slow pace in the construction of the current housing units	Ensure the completion of all housing units under construction by 2009/10	Improve the intergovernmental relations with the Department and other stakeholders.	<ul style="list-style-type: none"> • Secure funding from Dept Housing • Deploy or appoint qualified & experience project manager

No	Challenge	Objective	Strategy/ies	Project Proposal
				<ul style="list-style-type: none"> Review contracts with non-performing contractors
5	Huge backlog in housing delivery	Ensure the reduction of the housing backlog by 50% by 2014	Develop an efficient system for recording and monitoring housing applicants and beneficiaries	<ul style="list-style-type: none"> Develop an efficient system for data capturing and registering of beneficiaries; Submit application to the Dept for additional funding for housing subsidies
6	Slow pace in the processing of land claims applications	Ensure the speedy processing of all land claims within the municipal area	Liaise with the Dept of Land Affairs for processing of all land claims within the municipal area	Establish and capacitate a land administration unit to deal with and make follow ups on progress on all land claim applications
7	Slow pace in the transfer of land held in terms of the then KwaNdebele Bantustan tot the Municipality	Ensure speedy transfer to the Municipality of land earmarked for housing development	Liaise with the Dept of Land Affairs and other relevant departments for the transfer of state land	Establish and capacitate a Land Administration unit to facilitate the transfer of land to the Municipality;
8	Sprawling of the rural settlements	Ensure the development of sustainable rural settlements	<ul style="list-style-type: none"> Obtain buy in and support of the tribal authorities on formalization of settlements under their control Formalise all existing 	<ul style="list-style-type: none"> Prioritize rural settlements to be formalized; Secure funding for the formalization of prioritised settlements; Prioritize areas

No	Challenge	Objective	Strategy/ies	Project Proposal
			rural settlements; <ul style="list-style-type: none"> • Assist tribal authorities in the planning and demarcation of sites • Develop appropriate housing Typologies • Promote optimum usage of infrastructure • Promote adequate provision of social infrastructure 	earmarked for settlement planning and demarcation of sites; <ul style="list-style-type: none"> • Secure funding for settlement planning and demarcation of sites; • Develop and apply Land Use Management to all areas within the municipal area
9	Non-occupation and abandonment of RDP housing units on Greenfield developments	Ensure sustainable development of all Greenfields developments within the municipal area	Ensure that future establishment of Greenfield developments are socially and economically sustainable; Ensure that all future settlement establishments are aligned with the municipal SDF	<ul style="list-style-type: none"> • Review and update the municipal SDF annually;

PROJECT PLANNING

Basic Points of Departure for the Planning of Housing Delivery Projects

Project Planning is the cornerstone of all successful project be it infrastructure, housing or otherwise. It is therefore of critical importance to take cognisance of some of the basic points of departure in the planning of housing delivery projects as set out in the Housing Code. The Housing Code put emphasis that all projects should conform to the following:

- Sustainable (socially, financially etc)
- Balance the need for increased housing delivery;
- Recognizes and reinforces the wider economic impact and benefits of housing provision in the domestic economy;
- Maximize social and economic benefits to the local community;
- Ensure the security of tenure;
- Maximize the freedom of individuals to exercise choice;
- Facilitate coordination between various sectors;
- Generate broad-based support and involvement;
- Promote the establishment of socially and economically viable communities;
- Uphold the principle of vertical and horizontal equity;
- People in real need only should benefit;
- Maximize the involvement of the community and leads to the transfer of skills;
- Promote social, economic and physical integration;
- Establishes and insures equity, transparency and accountability;
- Leads to effective state intervention and maximizes sustained non-state involvement in housing provision.

These basic points of departure were considered and adhered to in the compilation of the Housing Chapter for Thembisile Hani Local Municipality. In addition, the planning of the housing delivery projects also adhered to the following basic and primary project risks or project basics as outlined below:

- The geotechnical conditions of the area earmarked for the housing development are suitable for the housing development;
- The Environmental conditions (EIA) are suitable;
- Bulk services are available (water, electricity, roads, sewer, solid waste disposal etc.)
- The housing project is demand driven;
- The project is compatible with the Integrated Development Plan (IDP) and Spatial Development Framework of the Municipality;
- The location of the project is suitable and accessible to the beneficiaries; and
- Social services such as schools, clinics, shops, transport etc are available.

Proposed Housing and Housing Related Projects

This chapter seeks to provide solutions to all housing delivery challenges facing the Dr JS Moroka Local Municipality. Table 4 below indicates the proposed housing delivery projects as outlined in the Municipality's IDP for 2009-2014 and as prioritized by the community per ward. All these proposed housing projects are in line with the Municipality's Spatial Development Framework and either the extensions or in-fills of the existing settlements.

Table 4: Proposed Government – driven Housing Delivery Projects for 2008 to 2010

Ward	Village	Status	Proposed Number of Housing Units	Type/Programme	Priority
1	Ga-Phaahla	Rural and not proclaimed	100	CBRS/CBIS	6
2	Makopanong/Toitskraal	Rural and not proclaimed	350	CBRS/CBIS	7
3	Siyabuswa A	Urban and proclaimed	100	PHP	4
4	Siyabuswa A	Urban and proclaimed	100	PHP	3
5	Siyabuswa C	Urban and proclaimed	150	PHP	4
6	Siyabuswa B (Mogononong, Mrhawini, Mrhetja)	Urban and proclaimed	300	PHP	2
7	Thabana, Ramokgeletsane	Rural and not proclaimed	50	CBRS/CBIS	5
8	Mthambothini	Rural and not proclaimed	60	CBRS/CBIS	
9	Ga-Morwe	Rural and not proclaimed	100	CBRS/CBIS	
10	Watervaal/ Kameelrivier B (New Stands & Matsilapata)	Rural and not proclaimed	200	CBRS/CBIS	2
11	Ga-Makola/Two Line	Rural and not proclaimed	200	CBRS/CBIS	3
12	Marothobolong/ Matshiding	Rural and not proclaimed	100	CBRS/CBIS	2
13	Pieterskraal/Barolo/ Skimming	Rural and not proclaimed	300	CBRS/CBIS	3
14	Maphotla	Rural and not proclaimed	200	CBRS/CBIS	5
15	Digwale	Rural and not proclaimed	200	CBRS/CBIS	5

Ward	Village	Status	Proposed Number of Housing Units	Type/Programme	Priority
16	Libangeni	Urban and proclaimed	90	PHP	5
17	Allemansdrift A & D (Mbongo New Extension)	Rural and not proclaimed	397	CBRS/CBIS	1
18	Allemansdrift C	Rural and not proclaimed	400	CBRS/CBIS	1
19	Makometsane/Ukukhanya/Madubaduba	Rural and not proclaimed	300	CBRS/CBIS	6
20	Senotlelo	Rural and not proclaimed	200	CBRS/CBIS	9
21	Gamaria/Lefiso/Lefiswane	Rural and not proclaimed	600	CBRS/CBIS	9
22	Marapyane/Koedoespoort (Kabete)	Rural and not proclaimed	200	CBRS/CBIS	9
23	Matempule/Dihekeng/Loding ext 2 & 3	Rural and not proclaimed	370	CBRS/CBIS	3
24	Sehoko/Mmaduma	Rural and not proclaimed	100	CBRS/CBIS	7
25	Seabe/Sehoko/Semotlhashe	Rural and not proclaimed	200	CBRS/CBIS	7
26	Katjibane	Rural and not proclaimed	600	CBRS/CBIS	
27	Nokaneng	Rural and not proclaimed	300	CBRS/CBIS	
28	Mmametlhake	Rural and not proclaimed	400	CBRS/CBIS	7
29	Phake/Ratlagane	Rural and not proclaimed	1 000	CBRS/CBIS	
30	Masobye	Rural and not proclaimed	150	CBRS/CBIS	
Total Housing Backlog			7 667		

It should be noted that most of these projects are earmarked for the low income category and are in-fills mostly in the rural settlements where land ownership still vest with the State. The housing projects for the middle-high income category are earmarked to be at the following proclaimed towns:

- **Siyabuswa D Ext 2:** earmarked for the Breaking New Ground strategy;
- **Ga-Morwe:** earmarked for middle-income group;

- **Toitskraal:** earmarked for middle-high income group,
- **Libangeni Ext B:** earmarked for middle income, surveyed, vacant area;

Table 5 below further indicates housing related projects that are prioritized for 2009-2014. These include tenure upgrading, township formalisation and surveying.

Table 5: Proposed Housing Delivery-Related Projects for 2009-2014

Planning Activity	Areas
Tenure Upgrading	Loding; Sehoko; Seabe; Madubaduba; Ga-Morwe; Allemansdrift C; Ukukhanya; Makometsane, Senotlelo; Mmametlhake; Phake 1, 2, 3; Ramantsho, Marapyane, Dihekeng; Mthambothini; Matshiding; Ramokgeletsane; Thabana; Metsimadiba; Makopanong; Marothobolong; Toitskraal; Skimming; Ga-Morwe; Masobye
Township Formalisation	Digwale, Ga-Maria; Toitskraal; Kwa-Phaahla
Surveying	Ga-Morwe; Ramokgeletsane; Makopanong; Thabana; Marothobolong; Magononong; Pieterskraal A & B; Senotlelo; Masobe; Maphotla; Ga-Morwe; Phake; Kabete; Marapyane

Rural Housing Projects (In-fills): Status on the Provision of Basic Service Infrastructure

The following identified and prioritised housing projects are infill housing projects to be implemented in the existing rural settlements. As indicated in Table 7 below these rural settlements have been provided with basic service infrastructure or the Municipality is in a process of installing the basic service infrastructure. Almost all these settlements are sufficiently supplied with social services or are in close proximity with these facilities. These settlements are well connected as far as public transport is concerned and the planning of the Moloto railway line is being planned to cater for these settlements.

Table 7: Status on the Provision of Basic Infrastructural Services per Proposed Project

Project No	Village						Bulk			Internal Reticulation				
		Ward	Land Ownership	Land Status	No Housing Units	Type/Programme	Water	Electricity	Access Road	Water	Electricity	Sanitation	Streets	Priority in Ward
1	Ga-Phaahla	1	State	Rural and not proclaimed	100	CBRS	YES	YES	YES	YES	YES	PIT	YES	6
2	Makopanong/Totokraal	2	State	Rural and not proclaimed	350	PHP	YES	YES	YES	YES	YES	PIT	YES	7
3	Siyabuswa A	3	Municipal	Urban and proclaimed	100	PHP	YES	yes	yes	yes	yes	yes	yes	4
4	Siyabuswa A	4	Municipal	Urban and proclaimed	100	PHP	YES	yes	yes	yes	yes	yes	yes	3
5	Siyabuswa C	5	Municipal	Urban and proclaimed	150	PHP	YES	yes	yes	yes	yes	yes	yes	4
6	Siyabuswa B (Mogononong, Mrhawini, Mrhetja)	6	State	Urban and proclaimed	300	PHP	YES	yes	yes	yes	yes	yes	yes	2
7	Thabana, Ramokgeletsane	7	State	Rural and not proclaimed	50	CBIS	YES	yes	yes	yes	yes	VIP	yes	5

							Bulk			Internal Reticulation				
Project No	Village	Ward	Land Ownership	Land Status	No Housing Units	Type/Programme	Water	Electricity	Access Road	Water	Electricity	Sanitation	Streets	Priority in Ward
8	Mthambothini	8	State	Rural and not proclaimed	60	CBIS	YES	yes	yes	yes	yes	pit	yes	
9	Ga-Morwe	9	State	Rural and not proclaimed	100	CBRS & CBIS	YES	YES	YES	YES	YES	VIP	YES	
10	Watervaal/ Kameelrivier B (New Stands & Matsilapata)	10	State	Rural and not proclaimed	200	CBRS & CBIS	YES	YES	YES	YES	YES	VIP	YES	2
11	Ga-Makola/Two Line	11	State	Rural and not proclaimed	200	CBRS & CBIS	YES	yes	yes	yes	yes	pit	yes	3
12	Marothobolong / Matshiding	12	State	Rural and not proclaimed	100	CBRS	YES	yes	yes	yes	yes	pit	yes	2
13	Pieterskraal/Ba rolo/ Skimming	13	State	Rural and not proclaimed	300	CBRS & CBIS	YES	yes	yes	yes	yes	VIP	yes	3
14	Maphotla	14	State	Rural and not proclaimed	200	CBRS & CBIS	YES	yes	yes	yes	yes	VIP	yes	5
15	Digwale	15	State	Rural and not proclaimed	200	CBRS & CBIS	YES	YES	YES	YES	YES	VIP	YES	5
16	Libangeni	16	State	Urban and proclaimed	90	PHP	yes	yes	yes	yes	yes	pit	yes	5
17	Allemansdrift A & D (Mbongo New Extension)	17	State	Rural and not proclaimed	397	CBRS & CBIS	yes	yes	yes	yes	yes	pit	yes	1
18	Allemansdrift C	18	State	Rural and not proclaimed	400	CBRS & CBIS	yes	yes	yes	yes	yes	pit	yes	1

							Bulk			Internal Reticulation				
Project No	Village	Ward	Land Ownership	Land Status	No Housing Units	Type/Programme	Water	Electricity	Access Road	Water	Electricity	Sanitation	Streets	Priority in Ward
19	Makometsane/Ukukhanya/Madubaduba	19	State	Rural and not proclaimed	300	CBRS & CBIS	yes	yes	yes	yes	yes	VIP	yes	6
20	Senotlelo	20	State	Rural and not proclaimed	200	CBRS & CBIS	yes	yes	yes	yes	yes	pit	yes	9
21	Ga-Maria/Lefiso/Lefiswane	21	State	Rural and not proclaimed	600	CBRS & CBIS	yes	yes	yes	yes	yes	pit	yes	9
22	Marapyane/Koedoespoort (Kabete)	22	State	Rural and not proclaimed	200	CBRS & CBIS	bore holes	yes	yes	bore holes	yes	pit	yes	9
23	Matempule/Dihengkeng/Loding ext 2 & 3	23	State	Rural and not proclaimed	370	CBRS & CBIS	yes	yes	yes	yes	yes	VIP	yes	3
24	Sehoko/Greenside (Mmaduma)	24	State	Rural and not proclaimed	100	CBIS	bore holes	yes	yes	bore holes	yes	VIP	yes	7
25	Seabe/Sehoko/Semotlhase	25	State	Rural and not proclaimed	200	CBRS & CBIS	yes	yes	yes	yes	yes	VIP	yes	7
26	Katjibane	26	State	Rural and not proclaimed	600	CBRS & CBIS	yes	yes	yes	yes	yes	pit	yes	
27	Nokaneng	27	State	Rural and not proclaimed	300	CBRS & CBIS	yes	yes	yes	yes	yes	pit	yes	
28	Mmametlhake	28	State	Rural and not proclaimed	400	CBRS & CBIS	bore holes	yes	yes	yes	yes	pit	yes	7
29	Phake/Ratlaga ne	29	State	Rural and not proclaimed	1 000	CBRS & CBIS	bore holes	yes	yes	yes	yes	vip	yes	

Project No	Village						Bulk			Internal Reticulation				
		Ward	Land Ownership	Land Status	No Housing Units	Type/Program	Water	Electricity	Access Road	Water	Electricity	Sanitation	Streets	Priority in Ward
30	Masobye	30	State	Rural and not proclaimed	150	CBIS	bore holes	yes	yes	yes	yes	vip	yes	
Total Housing Backlog					7 667									

Five-year Housing Delivery Projects Budget and Implementation Plan

In order for the Department of Housing to eliminate the housing backlog of 7 667 housing units in this Municipality in the next 5 years, a total of about 1 500 housing units must be budgeted for annually. Since 2003 up to 2008 the Department allocated 4 892 housing units to this Municipality at a rate of 978 housing units per year. In order to reach the target of 1 500 housing units per year, the Department of Housing needs to increase its housing allocation to this Municipality by 53%.

Experience has shown that due to budgetary constraints the housing budget allocated to municipalities by the Province is not generally adequate to implement the entire housing backlog within a short period. Consequently the housing backlog prevailing in the municipalities have to be phased in and spread depending on the possible allocation of funds to the municipalities by the Province.

Taking the above into account, a possible housing grant funding implementation plan is proposed for the Dr JS Moroka Local Municipality as outlined in Table 8 below. The proposed grant funding housing projects budget implementation plan ranges from R 44 million in the initial financial year of 2009/10 and progressively increasing to about R 69.13 million in the financial year 2014/15.

This proposed housing project grant funding is based on the current housing backlog of about 7 667 units with a 3% annual growth and a subsidy for the top structure amounting to R54 650 with a 15% annual growth. It must be stated that this proposed funding exclude funding for bulk infrastructure services but include internal infrastructure services (water, sewer, access roads), Deed Registration, engineering, geotechnical allowance, town planning and land surveying where applicable

Table 8: Dr JS Moroka Local Municipality Housing Delivery Implementation Plan with 3% Annual Growth and Affordable Budget

Population	Housing Backlog	Units From 1995		2009/10			2010/11			2011/12			2012/13			2013/14			2014/15			Beyond 2015/16	
		Completed	Incomplete	Units	Budget in R(M)	Balance Units	Units	Budget in R(M)	Balance Units	Units	Budget in R(M)	Balance Units	Units	Budget R(M)	Balance Units	Units	Budget R(M)	Balance Units	Units	Budget in R(M)	Balance Units	Units	Budget in R(M)
246 969	76 67	27 34	21 58	70 0	44	69 67	80 0	50.2 7	63 50	90 0	90.0 6	56 12	10 00	62.8 4	47 50	11 00	69.1 3	386 1	11 00	69.1 3	28 42	28 42	178. 6

It must also be noted from Table 8 that as per the Municipality's priority, first preference is given to the completion of all the incomplete housing units existing in the Municipality, preferably within the first year or two.

The study cannot prescribe to the Municipality with regards to the allocation of the funds per project identified in the project list, as no one is certain as to how much funds will the Province allocate to the Municipality. The distribution of the housing grant funds allocated to the Municipality would be the responsibility of the municipal council.

Other Housing Related Projects

In terms of the 2008-2014 IDP the Municipality has identified the following projects that support the sustainable delivery of housing and address the land ownership and security of tenure of the current occupiers and beneficiaries. The Municipality will need to ensure that these projects are also prioritised and funding is sourced from the relevant Provincial Department of Agriculture and Land Administration.

Table 9: Proposed Tenure Upgrading Project

	Area	Land Ownership	Tribal Authority	Number of stands
1	Loding	State	Manala	1000
2	Sehoko	State	Moepi	718

Table 9: Proposed Tenure Upgrading Project				
	Area	Land Ownership	Tribal Authority	Number of stands
3	Seabe	State	Chaane	1 925
4	Madubaduba	State	Ndzundza	1 232
5	Ga-Morwe	State	Ndzundza	2 756
6	Allemansdrift C	State	Manala	1800
7	Ukukhanya	State	Manala	903
8	Makometsane	State	Manala	789
9	Senotlelo	State	Moepi	1 789
10	Mmametlhake	State	Bamokgoko	1 542
11	Phake 1	State	Bamokgoko	1 814
12	Phake 2	State	Bamokgoko	566
13	Phake 3	State	Maloka	677
14	Ramantsho	State	Moepi	77
15	Marapyane	State	Moepi	3 476
16	Dihekeng	State	Manala	289
17	Mthambothini	State	Ndzundza	1000
18	Matshiding	State	Ndzundza	759
19	Ramokgeletsane	State	Ndzundza	987
20	Thabana	State	Ndzundza	1000
21	Metsimadiba	State	Ndzundza	1879

Table 9: Proposed Tenure Upgrading Project

	Area	Land Ownership	Tribal Authority	Number of stands
22	Makopanong	State	Nalete	1 935
23	Marothobolong	State	Ndzundza	599
24	Toitskraal	Municipal		
25	Skimming	State	Ndzundza	2189
26	Masobye	State	Maloka	2 198

Table 10: Proposed Township Formalization Projects

	Area	Land Ownership	Tribal Authority	Number of stands
1	Digwale	State	Manala	2 897
2	Ga-Maria	State	Manala	1098
3	Toitskraal	Municipal		
4	Kwa-Phaahla	State	Ndzundza	1 602

Table 11: Proposed Land Surveying Projects

	Area	Land Ownership	Tribal Authority	Number of stands
1	Ga-Morwe	State	Ndzundza	2 756
2	Ramokgeletsane	State	Ndzundza	727
3	Makopanong	State	Ndzundza	1 925
4	Thabana	State	Ndzundza	1000
5	Marothobolong	State	Ndzundza	599
6	Mogononong	State	Ndzundza	900
7	Pieterskraal A	State	Ndzundza	978
8	Pieterskraal B	State	Ndzundza	1000

9	Senotlelo	State	Moepi	1 789
10	Masobe	State	Maloka	2 198
11	Maphotla	State	Ndzundza	1 717
12	Phake	State	Maloka	677
13	Kabete	State	Manala	1000
14	Marapyane	State	Moepi	3 476

INTEGRATION

As in the Integrated Development Planning process integration of all the relevant municipal and government sector department delivery programmes should also be achieved. It is assumed that the prioritized Housing projects of Dr JS Moroka will all link up with all relevant infrastructural services as indicated in tables 6, 7, and 8. The Municipality's main task would be to ensure that facilities and other necessary services are part of all the Housing Development projects. These facilities and services include and may not be restricted to the following:

- Police Stations
- Schools – Primary/Secondary
- Clinics
- Hospitals
- Industries {LED}
- Mining {LED}
- Tertiary Institutions

Each sector of the community must give comments on the services it will provide and on what the current status is thereof. This will assist the Municipality to know whether needed community facilities are part of each project or not and when they will be put in place.

It is also of critical importance that the Housing Chapter be capacitated with development programmes of the following relevant National and Provincial departments:

- Department of Human Settlement
- Department of Provincial and Local Government
- Department of Agriculture and Land Administration
- Department of Public Works
- Department of Land Affairs, and
- Nkangala District Municipality

The need for integration with all the Municipal, Provincial, and National sector departments as well as private sector are to:

- Optimize development resources
- Ensure projects are adapted to local needs, conditions, assets etc,
- Ensure a Multi-Sectoral approach to development, and
- Ensure community participation.

8.8. SECTOR: INFORMATION AND COMMUNICATIONS TECHNOLOGY

INTRODUCTION

The Municipality is mostly relying on the Information and Communications Technological (ICT) advanced various methods to be able to communicate and convey messages to the broader public. The most efficient mode of communications technology is in the form of the Municipal website (www.moroka.gov.za) which has since been launched and is accessible by any member of the broader public. The telephonic system of the Municipality was also been complained about for the past two year due to the lines being always engaged and community not being able to be assisted with various challenges they came to report. This has however since been rectified with the by the increment of both the incoming and outgoing lines. These also assist in ensuring that all communications and lack thereof are easily attended to and resolved expeditiously.

The replacement of the Hardware equipment (Desktops, Laptops, Plotters, Printers and Servers) which commenced in 2008 has assisted in the systematic improvement in the performance of the ICT system. The upgrading of the internet access and improvement to the email communication system recently undertaken has also contributed to the tremendous improvement to the communication system and methodology. Further looking into the better ventures of communication methodology in relation to both the internet and intranet will enable the fast functioning of the system and the Municipality's work success. For Municipalities employees to be able to carry out work professionally and systematically, it is imperative that they be provided with the ICT equipment suitable for their particular tasks and functions. Desktops and Laptops and other hardware equipment provided to employees must at all times be effective and efficient for the modern technology and utilization.

OBJECTIVES

- To ensure proper public communication and interaction with the Municipal stakeholders.
- To improve and fasten access to internet connection.
- To improve ICT usage by the Municipal officials and public for the purpose of successful interaction.
- To upgrade Municipal ICT infrastructure for purpose of uninterrupted and successful communication between Head Quarters and other Municipal Unit offices and workplaces.

STRATEGIES

- Improve telephonic communication system by upgrading and increasing incoming and outgoing communications lines.
- Upgrade internet connection by entering into a new contract with Telkom for a better identified option which will result in an uninterrupted unrestricted access to legal and relevant internet sites and improvement to emails system communication.
- Provision of new desktops and laptops to employees every three years unless the equipment is still in regular and acceptable working condition.

9. CHAPTER 2 B BASIC SERVICE DELIVERY: COMMUNITY SERVICES

9.1. SECTOR: BUSINESS LICENCE ADMINISTRATION

INTRODUCTION

The Municipality has limited control over ownership of land that was mostly owned by Provincial government (former KwaNdebele), these lead to people allocating themselves on sites for business purpose without consulting the municipality. The Land Use Management Town Planning Scheme that were used previously, was not adhered to this led to the establishment of many shopping complexes in one village and the allocation of land by Traditional Authority also led to people building businesses even on wetland.

Lack of knowledge by people on the correct procedures to be followed, 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 needs to expedite the process of issuing of By-laws so that people should follow the rules and regulation amended by council after proper consultation with the community and other different stakeholders.

The non-south Africans who rent businesses are sleeping inside the business buildings and in terms of National Health Act 63 of 1977 does not allow that practices, especially were you sell perishable foodstuff. This is done by (e.g. Bangladesh and Pakistanis).

Rising number of taverns that are operating in the residential sites without approval from the Municipality. There is a need to emphasize to business applicants that those recommendations from councilors does not guarantee them the proposed site. Rising number of street vendors that are trading at new and old complexes in Siyabuswa "A".

Conversion of residential site to business site without rezoning.

Lack of networking between Municipality and Mpumalanga Liquor Board on issuing the liquor license without conducting inspections first. The Municipality is still faced with the challenges of taverns that are operating 24 hrs. The business holders are failing to display their trading license during the inspection by municipal officials. The three magisterial districts (Mdutjana, Mbibane and Mathanjana) businesses are failing to renew trading licenses and do payments of services.

OBJECTIVES

- Apply the minimal force when visiting the business premises that are failing to comply with trading law. e.g. S.A.P.S, Dept of Home Affairs, Municipal official, Dept of Labour, Dept of Health and Municipal Traffic Officers.
- Ensure sites are used for the purposes for which they were determined for and conditions and requirements for scenarios.
- To develop a database on land ownership and make sure that site allocations for businesses is aligned to the Spatial Development Framework in the entire Municipality.
- Manage the issuing of trading licenses and Permits in accordance with applicable Mpumalanga Business Act no 2 of 1996 and land use management by-laws.
- To emphasis to councilors their role in terms of recommendations for business applications.

STRATEGIES

- The Municipality needs to have the service level agreement with Mpumalanga Economic Growth Agency on street vendors that are operating in Siyabuswa “A”.
- Inspections on sites including those existing and new business on residential and business site for the approval or withdrawal.
- Verification on land use right with the deeds offices.
- The Municipality need to establish an agreement with local business forum in order to assist them on how manage their business administratively.
- The Municipality needs to meet with Mpumalanga Liquor Board in order to minimize the taverns that are operating around our jurisdiction.

9.2. SECTOR: PROPERTY/FACILITIES MANAGEMENT

INTRODUCTION

Our municipality is still under-resourced when it comes to the availability of physical facilities. It has three administrative offices and six divisional offices that are placed at Mathanjana, Mbibane and Siyabuswa. The Siyabuswa offices serve as the Head Quarters of the municipality. Other facility possessed by the municipality includes the community halls and stadia. The state of most of these facilities in terms of architectural designs and age are old. In the municipality there is only 02 recently built facilities that may be complying with modern building specifications accommodating walking ramps for the disabled and their wheel chairs namely in Matshiding and Digwale. All in the entire municipality has got 12 community halls and 05 stadiums. The municipality is on the process of renting or purchasing the facility in Marapyane that which houses the library. New municipal offices are under construction in Nokaneng to relocate the Mathanjana Unit Office.

The number of community halls found within the municipality is low compared to the number of wards, that is 12 is to 30. The state of most of these facilities is unsatisfactory with regards to working of our ablution facilities, play stages in our halls, dressing rooms in our stadia. Lack of maintenance personnel to oversee operations. Our halls and libraries lack the aesthetic appeal due to lack of landscaping. Some of these facilities lack fencing and this lead to serious vandalism. Proper hand-over of facilities to communities to ensure that vandalism is minimized is often not adequately done.

OBJECTIVES

- Keeping and maintaining our facilities in good condition for use by the public at all times.
- To build more facilities to cover a wide area of the municipality .The building and extension of municipal offices to accommodate all the sections that are being developed in the growth of the municipality.
- The upgrading of all our facilities to comply with modern specifications for buildings as well as to accommodate the disabled in all our facilities .e.g. building archways for wheelchairs, rails and ramps along our corridors and passages.

STRATEGIES

- To ensure that facilities are all renovated, upgraded to be readily available and complying with acceptable legislation.
- To use municipal building inspectors in ensuring that all newly built physical facilities comply with all the modern specifications.
- Maintain registers for bookings of our facilities.
- Maintenance of good communications between sector departments and the district for projects handover of those build by them.

9.3. SECTOR: CEMETERIES

INTRODUCTION

The provision of cemeteries on unsurveyed land with no geotechnical report on tribal land is still a problem. The policy of clustering cemeteries within the LM is a problem in other units. A traditional value versus coordination of cemeteries for better management still poses a problem. Too many regulations and traditional issues to consider in clustering of cemeteries delay the process. The process of fencing all cemeteries is still not complete due to financial constraints. Provision of security in our cluster cemetery and ablution facilities still a challenge. Lack of personnel or operators and digging equipments to cover the whole municipality.

OBJECTIVES

- Fencing off all cemeteries is still the goal. Closing all old cemeteries that are full in villages.
- Provide security in our cluster cemeteries and ablution blocks. Provide more equipment and personnel to cover the three units.
- Classify all graves into classes in all our cluster cemeteries.

STRATEGIES

- Establish cluster cemeteries in all other units. Ensure numbering of graves and class them in our cluster cemeteries.
- Develop community awareness programme on classing and registration of graves.

9.4.SECTOR: FLEET MANAGEMENT

INTRODUCTION

The council experience shortage vehicles though a large number has already been acquired, the fact is there are other types of transport required e.g. Mini-busses, bakkies etc. The council business of transporting personnel from one point to another is growing bearing in mind the vastness of the municipality.

Lack of administrative personnel compounds the problem of vehicle and machinery abuse. The adopted transport policy requires through implementation to monitor council fleet. There is a high shortage of personnel in this sector in terms of drivers and administrative personnel. Proper and

economic usage of fuel consumption and vehicle care. Implementation of the transport policy.

OBJECTIVES

- Disposing of all obsolete and damaged vehicles and machinery that are uneconomic to repair and buy new ones.
- Provide drivers and operators for vehicles and machinery.
- Establish our own filling station to monitor and reduce fuel consumption abuse.

STRATEGIES

- Implementation of the transport policy in totality. Establishing an office to run fleet in the technical dept.
- Distribute vehicles to dept. to be managed by managers of those depts. Impound all vehicles found by our traffic officers without trip authorities.

9.5.SECTOR: LIBRARIES

INTRODUCTION

Libraries as agencies for development have been on the LIS (Library Information Services) agenda formally since the publication in 1988 of a monograph commissioned by the library organization of the time, The use of the libraries for the development of South Africa, In 14 years of democracy the right to information has not been realized fiscus and allocation of funds should be looked at in order to create an enabling environment.

OBJECTIVES

- Promotion of literacy within the LM. To make information available through the establishment of more libraries within the LM. Encourage the usage of the library by schools and ordinary people as well as to make our libraries tele- centres while Maphotla has been nominated to be a pilot cyberspace cadet by the DCSR.

STRATEGIES

- Use available MPCC within Dr J.S Moroka Municipality and create the space for library room, e.g. Ndzundza King's Cluster and Matshiding MPCC.
- Appoint an Assistant Manager/Chief Librarian that will assist the municipality to monitor Library Sub-Division to ensure that the runs effective and produce the results we want.
- Recruitment and training of library staff (cleaners and grounds men.)

9.6. SECTOR: ARTS, CULTURE, HERITAGE

INTRODUCTION

The lack of proper coordination for arts and culture leads to minimal utilization of facilities this in turn encourages vandalism of the facilities. There is lack of assistance from the Department of Culture, Sport and Recreation in building art centers or theater Applications to utilize the facilities are normally made by individual clubs instead of associations or organizations of different groupings of activities. There is a serious challenge of personnel for parts of this section to deal with culture, arts, and heritage. Issues of culture cannot be easily addressed as traditional authorities claim to be custodians of such, and heritage as their forte. There is so much research required to clarify most of these arguments as done by the studies of anthropology.

OBJECTIVES

- To promote cultural activities within the municipality.
- To provide facilities for usage by the community for performing arts. Arts and cultural development to be used to engage youth and also fight crime.
- Interact with other performing arts bodies to build relations among our people since this activities unites.

STRATEGIES

- Develop first class arts centres and theatres and engage arts organisations and those for performing arts, film making etc to develop such groups within the municipality. This could culminate in talent search programmes to identify talent within the municipality.

9.7.SECTOR: EDUCATION, HEALTH AND SOCIAL ISSUES

INTRODUCTION

Education, Health and Social Issues are competencies falling with sector departments, ours is coordination with these departments. Our LM is marred by problems of schools lacking admin blocks and ablution facilities and fencing. Our schools do not have enough classes and learning materials often are not adequate including personnel in the form of educators. Our health facilities like clinics are not enough and hospital are far off. There is a shortage of personnel in the form of doctors, nurses, paramedics for emergencies etc. There is too much substance abuse due to a high number of taverns around the municipality. Siyabuswa Primary School has submitted their needs & issues.

Understaffing in schools, health facilities and lack of enough educational awareness campaigns to discourage substance abuse. Too many liquor outlets like taverns, lounges and lack of social amenities contribute to a lot of substance abuse by youth. Crime rates are escalating within the LM because of substance abuse. Emergency services within the LM are poor and our clinics work between 08h00 and 16h00.

OBJECTIVES

- National priorities of providing exceptional quality primary health care to all citizens, good quality education to all and minimize all socio-economic problems of our time.

STRATEGIES

- Establish forums to work within the municipality in health, education and social development. Establishment of committees in all other sector depts. particularly in health where clinic committees are essential.

9.8.. SECTOR: ENVIRONMENTAL MANAGEMENT

INTRODUCTION

There is a lack of integrated environmental management planning, community/public participation, awareness and lack of resources or suitable equipments which result in the status of the environment to be bad. There is a lack of sustainable management and conservation of all forest and establishing or strengthening capacity for the planning, assessment and systematic observation of forests and related programme such as project activities including commercial trading. Protect the irreplaceable area and highly significant area in Dr. JS Moroka Jurisdiction

The issue of undermined public spaces, undeveloped, unallocated sites and unprotected streams contributes to large extent to illegal dumping and littering, which poses treats to human health and the environment itself. An Unrehabilitated quarry causes negative visual impacts unregulated sand mining.

OBJECTIVES

- Ensure proper control of negative impacts on the environment
- Ensure proper management of renewable (water, vegetation etc) and non renewable resources (Soil, coal etc.)
- Ensure that there is a development that supports pollution prevention.
- Ensure that sustainable development is achieved
- Ensure that valuable (irreplaceable) environment is protected
- Promote sustainable usage of non-renewable resources (soil)

STRATEGIES

- Encourage developments to undertake an Environmental Impact Assessment before the development, to minimize negative impacts
- Identification and protection of valuable environment
- Encourage sand miners to mine in a sustainable manner, remediate the area that is no longer used.
- Encourage the compliance of environmental legislations.
- Assist in protecting irreplaceable environment
- Appoint people that assist in monitoring non compliance

- Liaise with relevant stakeholder to assist in regulating and protecting some of the natural resources
- Encourage the rehabilitation of wetland.
- Find cleaner and sustainable technology.

9.9.SECTOR: WASTE MANAGEMENT

INTRODUCTION

Implement some of the recommendations in the section 78 of the Municipal Systems Act. Monitor and compile a report of all the medical waste quantities /generators. Purchase more waste management equipment to accelerate the waste management function. Develop a registered communal waste management facility in Siyabuswa.

Phase out old and unproductive general assistants and appoint new general assistance. Auction off old equipment and procure new equipments. Compile the waste information system; develop the integrated waste management plan and by-laws. Operate the existing landfill in Libangeni according to the minimum requirements. Apply for a new landfill(s) that would accommodate the whole municipality and transfer station(s).

OBJECTIVES

- To ensure efficient waste management systems and improvement.
- To ensure that communities are educated about the risk related to illegal dumping.
- To make sure that the community is encouraged to re-use, reduce and recycle waste generated.
- To make sure that undeveloped sites/ empty spaces and undetermined public spaces are developed.
- To make sure that waste management flow it's in place.
- To ensure that the municipality has the legislation

STRATEGIES

- Use available human resource and existing municipal laws to address the short term initiatives.
- Encourage or promote waste recycling.
- Implement the developed implementation plan for general waste collection and transportation in medium to long-term
- Consider a range of public participation
- Develop public awareness programmes and be implemented in a way as to meet the requirements of the individual waste management initiatives.
- Create general public awareness.
- Implement waste minimization within Dr JS Moroka Municipality.
- Compile an operational plan for the existing waste disposal site
- Purchase more equipment.
- Develop an institutional framework for community awareness programme, capacity building, public participation and partnerships.
- Compile a report on the quantity of medical waste generated and hazardous waste within the Municipal area.

9.10. SECTOR: DISASTER MANAGEMENT

INTRODUCTION

A regional Disaster Management Plan is being implemented by the NDM that will address the issues around disaster listed below. The term disaster has been described as follows: “Any event {happening with or without warning} causing or threatening death, or injury or disease, damage to property, infrastructure or the environment, or disruption to the community, which exceeds the ability of the affected society to cope using only its own resources.

Disasters are not always caused by physical factors, Several other factors may act together to produce human, environment, environmental and material losses in order to understand this process it is useful to ways with which to deal with disaster, and put it into place practical plans to manage these disaster should it occur. At the local level Municipalities should be responsible for the prevention of all hazards and the implementation of comprehensive disaster Management program ensuring:

- Prevention.
- Mitigation.
- Preparedness.
- Response.
- Rehabilitation and reconstruction.
- Development & Implementation.

If a disaster occurs at the local level; the prime responsibility for handling the disaster is vested with the local authority. The local authority will activate disaster management emergency plan to combat the effects of the disaster. The basic objectives of the response at local level are to save lives; prevent an escalation of the emergency; relieve suffering by fulfilling the basic needs for shelter; food; water and medical care; protect property and facilitate subsequent recovery from the emergency. It is thus the prime responsibility of the local authority to have a contingency plan to deal with any incident such as an emergency or disaster. Disaster Management should be included in a Municipality's integrated development plan.

If the severity of the events is of such nature that the local authority cannot Manage using its own resources; it must then inform the province concerned and request assistance with the relevant provinces ordinance. Local disaster Management should also be Multi disciplinary; transparent and inclusive and aimed at reducing vulnerability. Whilst being inclusive, disaster Management has to be taken seriously by government departments and it is important for each department or sector involved in disaster Management to assume ownership of its delegated responsibilities.

OBJECTIVES

- Establishment of a disaster and fire-fighting management centre.
- Development of a disaster management plan.
- Establish ward based volunteers into disaster rescue teams and create an early warning system for impending disasters.

- Prevention and mitigation
- Prompt disaster response and relief
- Prompt disaster reduction

STRATEGIES

- Establishment of disaster management unit
- Community awareness programs
- Training for disaster Management and fire fighters
- ICT and SOS linkages amongst the three unit offices
- Progress with the preparation and updating in terms of sections 52 and 53 of disaster Management plans and strategies.
- Radio linkage with all the role players
- Appointment of fire fighters
- Implement a service level agreement with other municipalities

9.11. SECTOR: TRAFFIC SERVICE AND ROAD SAFETY UNIT

INTRODUCTION

Dr J.S Moroka Municipality is experiencing an increase in the number of motorist which then pressure on our insufficient and physical resources. The municipality is currently having sixteen (16) traffic officers and two (2) road safety officers.

The geographical area which covers the district of Mdutjana, Mbibane and Mathanjana stretches the current resources and our operations cannot be sufficiently rendered at some part of the Municipality.

OBJECTIVES

- To ensure safety on public roads within the area of jurisdiction
- To increase human and physical resources
- To increase revenue collection
- To increase traffic law enforcement operations for effective law enforcement
- To promote road safety awareness programmes at ward level
- To reduce road accident on the public road
- To intensify law enforcement activities by conducting joint operations with the SAPS

STRATEGIES

- To establish satellite offices at Mathanjana and Mdutjana area.
- The appointment of additional traffic and road safety officers.

- To conduct more road safety awareness programmes at ward level
- Establishment of weighbridge at R573 (Toitskraal and Roedtan) to minimize overloading and increase revenue.
- Procurement of relevant traffic and road safety equipments including unnoticed permanent speed machines.

9.12. SECTOR: LICENSING UNIT

INTRODUCTION

Dr J.S Moroka Municipality has three Registering Authorities situated within three Magisterial District of Mathanjana, Mbibane and Mdutjana. The Registering Authority in Mbibane has three components namely, Drivers License Testing Centre grade “A”, Vehicle Test Station (VTS) and Registering Authority (RA).

This Centre is able to perform all duties as stipulated in various legislations with the exception of testing of Motor Vehicle for Roadworthiness. The reason for this is that the Municipality is unable to attract relevant Examiners due to its Grading. There is a serious competition for Examiners between big Municipalities like Metros and smaller Municipalities like Dr J.S Moroka Municipality.

Mathanjana Registering Authority is only providing minimal services due to its registered grading; as such more revenue is lost to other towns as committees travel distances in search of services not provided there. Only registration & licensing of Motor Vehicles services are provided. Mdutjana RA has DLTC (Driver’s License Testing Centre) grade E. The services relating to registration and licensing of Motor Vehicles at this centre are provided on full scale. But because of its E Grade unlike Mbibane Centre, services relating to drivers license are not provided on full scale. Only renewal of drivers’ licenses and testing of Learners License services are provided. Other problem experienced at this centre is overcrowding. The location of this centre is not conducive as relate to its kind of services.

OBJECTIVES

- To upgrade Mathanjana RA’s grade.
- To relocate Siyabuswa RA and increase more terminals Electronic National Traffic Information System (ENATIS).
- Employ and train Examiners of Vehicles and Drivers Licenses.
- To increase services at Mathanjana RA

STRATEGIES

- To engage Public, Roads and Transport department and apply higher grade for Mathanjana RA.
- To employ and train people as Examiners of motor vehicles and Examiners of drivers licenses.

- Engage Public Works, Roads and Transport department for more eNATIS terminals for Siyabuswa.

10. CHAPTER 3: LOCAL ECONOMIC DEVELOPMENT & TOURISM DEVELOPMENT

INTRODUCTION

The Dr JS Moroka Local Municipality in partnership with the Development Bank of Southern Africa (DBSA), the German Technical Assistance (GTZ) and the German Development Bank (KfW), with the technical support from Indego Consultants has continued to facilitate and implement the LED programme for the region, as per the partnership and agreement between the Dr JS Moroka Municipality, DBSA and KfW. Phase 1 of the programme that focuses on building stakeholder consultation and buy-in and understanding of rapid assessment of the local economy and institutional environment has been completed. Phase 2 paid attention on deepening the analysis and stakeholder identification of quick-win, longer-term and catalytic projects identified in phase 1.

Phase 3 of the programme strengthened the activities of phase 1 and phase 2 of the LED programme through the involvement of series of activities and processes designed to yield visible results. These activities include the training of councilors, MMC Officials and LED forum on the fundamental impact of LED on the local economy, these also include the training of cooperative enterprises on understanding the nature of cooperatives, how is managed, how is run and how is easy to fall, the training was conducted by the DGRV, which is the German Cooperative Movement with over 20 million members.

Phase 4 of the programme focuses on legislatives, policies, licensing, regulatory and linkage environment which is critical for business, but is under the control of local authority. A “cutting Red Tape” exercise will also be implemented where business and government interact around overhauling licensing and regulatory issues.

Again in the second quarter of 2009, the Mpumalanga Department of Cooperative Governance and Traditional Affairs (LED Unit), with the support from GTZ-MRDP undertook the LED Maturity assessment exercise to determine the strength and weaknesses of the individual municipalities, districts as well as the provincial departments. The results of the study put Dr JS Moroka Local Municipality on a fair position which then indicate that the municipality is doing well, actually the municipality is competing very well as compared to other municipalities.

The LED department also attempts to bring together the NAFCOC, FABCOS, Moretele Business Association and Hawkers Association to form one business umbrella in the form of a business chamber, and it's been a difficult exercise to bring all the association under one roof. However, we haven't given up we will continue with our efforts to bring all above mentioned stakeholders to a common understanding around business issues. The under mentioned issues directly affect business:

- Crime
- MEGA properties not attractive enough to entice investors

- Poor land usage management
- Unemployment and jobs creation
- inadequate infrastructure development
- Lack of private sector investment in the municipal area
- Skills shortages, in both soft skills and technical skills
- The municipality experiencing triggering down and polarization effect

OBJECTIVES:

- To engage with, and secure the buy-in, of stakeholders both within and outside of Dr JS Moroka to identify interventions that will boost economic and social development within the municipality;
- To ensure that there is an in-depth understanding of the local economy and how it relates to the broader regional economy;
- To facilitate a shared economic vision and strategy within Dr JS Moroka that guides investment plans and decisions of stakeholders;
- To identify and implement 'quick win' projects that address the needs of the community, such as unemployment and poverty;
- To identify and implement 'catalytic' projects within Dr JS Moroka that will have positive spin offs for the local economy and boost development; and
- To develop an institutional framework to ensure the sustainability of the LED programme within Dr JS Moroka.
- Re-development of Industrial centre to encourage investments.
- To Provide agricultural assistance to farmers through the provision of expertise and equipment,
- Ensuring economic empowerment, SMME and BEE thorough LED plan;
- Promoting and mobilizing investment through the LED plan and create sustainable employment opportunities ;
- To identify markets for agricultural products;
- To ensure development of Mdala Nature Reserve, Mkhombo Dam and Mkhohlwane Lodge;
- To ensure / promote development and participation of all stakeholders in the Local Economic Development process;
- Hosting of Business Development and Cultural show, LED summit and flea market;
- Maintenance and upgrade existing economic infrastructure.

STRATEGIES:

- To collaborate and work/engage with government parastatals such as SEDA, MEGA, MRTT, and MTPA to assist with LED Plan.
- To sought the partnership with MEGA for re development of Industrial park.
- To work closely with MRTT, Department of Labour on capacitating building of SMME's in different business skills

- Encourage establishment of co-operatives as vehicle for job creation and poverty eradication
- Marketing of Dr JS Moroka municipality as favorable place for investments and ideal place for business.
- Developments of business nodal sites in align with municipal Spatial Development Plan.
- On side manufacture of elements, e.g. the local manufacture of concrete building bricks/blocks using hand tarmac;

10.1. TOURISM DEVELOPMENT

INTRODUCTION

Tourism has been identified as a driver of growth by the province. Almost 60% of visitors to the province are domestic, primarily from Gauteng, other provinces and abroad. A popular visitor attraction in Dr JS Moroka Local Municipality among others is the place of Esther Nostokana Mahlangu, Ndebele Foundation and the Ndzundza Mabhoko Royal Kraal.

The province has been divided into different tourism offerings namely the Highlands Meander, the Panorama, the Lowveld Legopote, the grass and wetlands area, the Cosmos Country and, finally, the Cultural Heartland. Dr. JS Moroka Local Municipality falls within the Cultural Heartland.

The Cultural Heartland immerses visitors in colourful Ndebele culture and takes them through the north western towns of Witbank, Middelburg, Siyabuswa, Groblersdal, Marble Hall and Roossenekal. The Ndebele people are internationally known for their vibrant house paintings, bead work and crafts, which can be seen at the cultural villages in the region. The Heartland offers a unique twist of game viewing by boat at the Loskop Dam Nature Reserve.

The historical and cultural heritage of Dr. JS Moroka Local Municipality has huge potential to be packaged and marketed more strongly in order to boost the tourism industry. Historically, the Dr. JS Moroka municipality formed part of the then Bophuthatswana and KwaNdebele homelands and was a 'human dumping' ground for victims of forced removals. There are two major language groups in the region – Tswana and Ndebele-speaking. Pedi 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:

- Tree in Siyabuswa (Struggle history)
- Loding royal graves and cattle kraal
- Ikageleng School, Marapyane

The location of Dr JS Moroka adjacent to the Thembisile municipality also has advantages in that the cultural nodes in the Thembisile local municipality have the potential to attract tourists into the area. There are a number of tourism businesses active within Dr. JS Moroka within the craft sector represented by the pyramid diagram above. These comprise of a few internationally-known crafters such as Esther Mahlangu and Fransina Ndimande. Below them in the pyramid are

approximately 50 registered beading co-operatives and a few formal wood crafters. There are a further approximately 50 unregistered beading co-operatives. The Sozama Ndebele Crafts, Ndebele Foundation, and Dr. JS Moroka Art, Craft and Tourism Information Centre are sites for collective production and marketing.

A number of guest houses have been established in Dr. JS Moroka, such as: Sizivusile, the icon Esther Mahlangu Guest House, Mkhholwane Lodge, 304 & Dikolobe Guest House and the guesthouse of the arts and crafts Ndebele Foundation.

In the provincial strategy two catalytic projects are proposed. The first is a cultural arts and design centre in Dr. JS Moroka & Thembisile which will bring tourists into the district and also offer an outlet for craft produce.

The second is the creation of a mega-tourism destination through the consolidation of various smaller destinations into one consolidated product aimed at attracting the Gauteng weekend market. The reserves to be consolidated are the Loskop Dam Nature Reserve, the Mabusa Nature reserve, the Mdala Nature Reserve, the Mkhombo Reserve and the SS Skosana nature reserve. This may offer opportunities to develop a conservation or eco-tourism base.

- The main description of the cultural tourism products in Dr. JS Moroka

A: Esther Mahlangu (Sinivusile MaNdebele Art & Craft and Guest House)

In 1986 researchers from Paris travelled the world to document traditional art, cultures and homesteads. They visited Siyabuswa, took photographs of Esther's eye-catching house with its exterior decorations. Esther was invited to travel to France. She could barely speak English, let alone French, had never been on a 'plane and had no idea where France was. On arrival in Paris Esther was asked to decorate a house in traditional Ndebele fashion,

B: Fransina Ndimande Ndebele Art Market

Fransina Ndimande is another renowned Ndebele artist. Fransina also works with beadwork to make unique Ndebele decorations such as beaded Ndebele Dolls and beaded women's aprons with special shapes. She has converted her house into an art market where visitors can view and buy her work. This humble lady is also passing her artistic skills to her daughters. They have learnt to work with beads and now have mastered the skills of decorating cutlery with beads. They also decorate Ndebele traditional blankets with beads.

C: The Ndebele Foundation

Ndebele Foundation was started with the involvement of Fransina Ndimande, well-known Ndebele artist in the village of Mabhoko.

D: The Ndebele Experience

The Ndebele Cultural Centre is a place to unwind from the stress of Africa's cities. You will have an unequalled opportunity to learn about the traditions of Ndebele art, assist women and children in the making of beadwork, painting, printing textiles and recycling waste materials into toys, crafts

and other decorative objects d' art. You will be able to purchase authentic quality controlled works on display in the shop while enjoying a cup of tea, coffee or espresso.

E: A Unique Art form

The Ndebele people of South Africa have a rich artistic heritage, which has survived years of apartheid, civil wars and deprived living conditions. Mural painting represent a demonstration of ethnic sovereignty by the Ndebele Women, which is handed down from mother to daughter. Unlike western art, Ndebele art does not involve a Western sense of aesthetics nor painting for acclaim – a woman's life is her canvas and represents her intimate relationship with home and community.

Commercial interests are appropriating Ndebele designs and ownership of their art will slip from the hands of the few remaining craftswomen if there is not an immediate effort to retain their heritage.

Aim: The aim of The Ndebele Foundation is to provide a community of rural women in the village of Mabhoko with the means to revive the creative spirit of their forebears. Training women and youth decreases social burdens, increases family incomes and enhances quality of life.

Bed & Breakfast: The B & B offers simple, clean and efficient accommodation. Facilities include three double rooms, three twin rooms and plenty of space on the roof terrace under the African night sky for back packers. Evening meals by oil lamp and candles are served in the dining room for overnight guests and self-catering BBQ facilities are also available. Observe or participate in the creation of Ndebele Art; Stay within a close-knit Ndebele community and experience their unique culture at an individual level; shop for original works of art found only at The Ndebele Foundation's Cultural Centre for Women and Children and Simple, affordable accommodation including traditional meals.

F:Sozama Ndebele Beaded Crafts : originates in the rural village of Kameelrivier "B". They are a group of twenty six (26) unemployed women with limited academic education. Their trade of beadwork was passed on to them by older generations.

Sozama's vision is to improve their quality of life and that of their families and community by earning an income that will be able to provide for the basic needs of their families. By teaching their children the skill of bead working, their hope they will embrace their Ndebele heritage for generations to come.

GUEST HOUSES IN DR. JS MOROKA AREA:

- **DIKOLOBE GUEST HOUSE (SEABE)**
- **304 GUEST HOUSE (304/3 SIYABUSWA "B")**
- **ERIJOS GUEST HOUSE: BEAD & BREAKFAST (861 Siyabuswa "C")**
- **KWA MAHLANGU GUEST HOUSE (GA MORWE)**

G: OTHER TOURIST ATTRACTION SITES

In the vicinity and nearby surroundings are three Royal Kraals, popularly known as Ama-Ndebele Ka Ndzundza, Ama-Ndebele Ka Manala and Bantwane. In these Royal Kraals one may have an opportunity to converse to the Kings on a guided tour. Ndzundza Royal Kraal is +- 15kms, Manala Royal Kraal +- 25kms, while Bantwane Royal Kraal is +- 30kms. Visit to this Royal Kraals can be done on prior arrangement.

Mdala Nature Reserve, Mkhombo Dam and Zwelabo Cultural Village

H: THE MPUMALANGA TOURISM VISION 2016

Dr J.S. Moroka Municipality is to benefit on proposed provincial tourism route as envisage in the vision. The Mpumalanga Tourism Strategy is indicating to promote culture and can be interesting attraction for visitors and the idea of the Cultural Arts and Design Centre has been identified which would create or design more sophisticated products than the traditional bead work and handicrafts. The designs will reflect the Ndebele and other community's cultural heritage, but at the same time they would compete with main stream consumer products.

I: The South African Tourism Planning Toolkit for Local Government

DR JS Moroka Local Municipality Tourism Planning will be informed by South African Toolkit for local Government. The intention of the toolkit is to clarify how to complete a basic plan within South Africa Local Municipality. The Toolkit is an important contribution towards advancing competence in tourism planning at the Municipal level, it increase local Government involvement in tourism planning:

- To provide and manage visitors related infrastructure
- To engage communities in planning for tourism which is socially, culturally economically and environment sustainable?
- The roles that local Government plays tourism
- Ensure appropriate investment in infrastructure and service for tourism.

OBJECTIVES

- To establish a Tourism Plan for the DR J.S Moroka LM area;
- Promoting Local market
- Construction of storage and depot facilities for the local produce fruits and vegetables.
- Identification and delineation of tourism route within Municipal area.
- Facilitates ease of entry into the tourism industry for potential entrepreneurs and small businesses.
- To develop the tourism sector as a priority in a sustainable and acceptable manner so that it will contribute significantly to the improvement of the quality of life of every DR JS Moroka residents.
- to promote and market tourism products at Tourism Indaba(nationally)
- To promote and market tourism product of Dr JS Moroka Local Municipality at internationally Tourism exhibition.

STRATEGIES

- To Develop a tourism route in conjunction with stakeholders in the tourism industry;
- To facilitate training for tourism organization and stakeholders on promotion of tourism investment and marketing.
- To develop tourism event programme which will take place on an annual basis and which include all the unique cultural, historical, ethnic and trades of Dr J.S Moroka communities through Dr JS Moroka Local Municipality Tourism Exposure and Tourism.
- Marketing of economic potential areas of Dr J.S Moroka Municipality through the publication of brochures, pamphlets, internal Newsletter, media releases and billboards;
- Implementation of tourism Toolkit, Provincial Tourism Strategy and District Strategy.
- Product owners participate fully in the crafters forum.
- Conduct training for tourism product owners to improve on the Exhibition skills.
- Attend Tourism Indaba and international exhibition.

11. CHAPTER 4: (KPA 4) MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

INTRODUCTION

One of the most important aspects of smooth Municipal operations is the issue of human capital. Not only do Municipalities that deliver quality, sustainable services to communities require warm bodies, but most important, they require dedicated and competent personnel to enhance that such Municipalities realize the ideal that rate payers want: service delivery. In this regard Dr JS Moroka Local Municipality is no exception, and indeed has an obligation to meet Constitutional imperatives.

As the Municipality goes into a decade of its existence as a fully fledged institution, it looks back on its achievements with pride, but also looks at the challenges facing it with apprehension. The retention of skilled personnel is a threat to the Municipality maintaining and sustaining its past achievements. The resignation of skilled and knowledgeable personnel is equally a challenge.

Knowledgeable staff, when leaving the institution affects the institutional memory of the Municipality in the sense that the expertise they leave with has a bearing on the capacity of the Municipality's capacity building initiatives being undertaken and done by the Municipality to increase the knowledge base of employees. Subsequent terminations of employment by some employees after gaining such knowledge negatively affect the skills base of the institution. It is as such that the Municipality, for the second decade of the current century has to continue filling critical and scarce skills positions. It is worth noting that that the filling of key positions at Management, especially as pertaining to addressing the issue of women representatively at this level, to some extent has been addressed.

Progress made and success achieved in this regard needs to be sustained for the Municipality to truly reflect the gender balance, and non discrimination in terms of gender. Succinctly stated, the Municipal Employment Equity Plan must not only be a compliance issue document, but a viable, vibrant one that finds meaning and implementation in Municipal operations.

On the same breath, the Municipality needs to continue reviewing its Workplace Skills Plan and implenting it. Not only is this aimed at building a Municipal cadreship capable of meeting service

delivery challenges, but this also complement to the overall national skills and capability of the country to be the best in the South African Development Countries (SADEC), Africa and the World.

Realizing that the coalface of service delivery is the Municipality and its operations, having a competent workforce cannot be sufficiently over-emphasized. Similarly, the necessary equipment and resources have to be provided, of which the most crucial one is the provision of sufficient office space for additional personnel. The Municipality's commitments have been, and still are to contribute to growth and development, which commitments aim to address:

- more jobs, better jobs, decent work for all
- advancing equity, developing skills, creating opportunities for all and equally improving service rendering
- creating a situation conducive for economic development and investment, and
- Implementation of initiatives at local level.

A: POWERS AND FUNCTIONS

The Municipal Demarcation Board assesses the capacity and capability of Municipalities to perform certain functions, and in respect of Dr JS Moroka Local Municipality the following powers and functions were conferred:

- Powers in terms of Section 84 (1)(L)
- The establishment conduct and control of cemeteries and crematoria
- Powers in terms of Section 84(1)(f)
- Municipal roads which form an integral part of road transport system
- Powers in terms of Section 84(1)(e)
- Solid waste disposal sites
- Powers in terms of Section 84(1)(n)
- Municipal public works relating to any of the above functions.

B: ORGANISATIONAL STRUCTURE REVIEW

The growth of the Municipal employees complement has to a large extent been influenced by transfer processes. The departments which transferred a sizeable number of employees to it are the two Department of Local Government and Housing, now known as the Department of Co-operative Governance and Traditional Affairs, and the erstwhile Department of Water Affairs and Forestry.

These developments have had a huge influence and impact on the institutional organizational structure, which had to be reviewed to meet these new developments. The structure has undergone the necessary process of the evaluation process, and is long term based in terms of its structuring.

C: INCORPORATION OF DWAF STAFF INTO THE MUNICIPALITY'S OPERATIONS

The former Department of Water Affairs and Forestry (DWAF) transferred quite a number of staff members to the institution. These staff members are in the water provision section of the Municipality, and in this regard there are some agreements that have been entered into by the

Municipality with the relevant stakeholders. It is logical therefore that with the matter having been handled and finalized, that the incorporation be done as expected, and in this regard the ensuing financial year is ideal for the matter to be laid to rest.

D: PERFORMANCE MANAGEMENT SYSTEM

The Performance Management System (PMS) is a system utilized by institutions with the aim of increasing and improving performance, realizing where achievements are made and where there are gaps to improve performance, and to develop new innovations and methods to further improve such performance. The Dr JS Moroka Local Municipality adopted such a system, which is the Balanced Scorecard, and the reviewed scorecard has been in operation since 1 July 2009. It must be noted that there is differentiation between individual performance and Municipal/institutional performance, although there is a nexus between the two that is imperative to take into account. The two therefore take a 360 turn in that both complement each other.

E: EMPLOYMENT EQUITY

Employment Equity issues are regulated in terms of the Employment Equity Act (Act 55 of 1998). In each financial year the Municipality is required to report on its compliance with this piece of legislation, which reporting has been religiously done. Employment of people with disabilities is still a challenge in terms of attraction hereof, and the Municipality needs to step up its efforts in this regard so that under representation of disabled people in its employee component is addressed.

F: SKILLS DEVELOPMENT PLAN

The Skills Development Plan of the Municipality is another aspect that is a legislative imperative as required by the Skills Development Act (Act 97 of 1998). On a yearly basis the Municipality reports on compliance with this piece of legislation as it has done so in the past, and submits such reports to the Local Government and Training Authority (LGSETA).

G: BURSARY SCHEME

The drive by the Municipality to attract skilled personnel in the scarce skills category is gaining momentum, with the Bursary Scheme in its second year of implementation in the calendar year 2010. Successful bursars will undergo a period of employment with the institution on completion of their studies, and this is aimed basically at addressing skills shortages in the Municipal area. Furthermore, the Municipality tries to enhance a ripple effect scenario in terms of encouraging learners to undergo studies in the fields whereby there are less/no potential incumbents within its area of jurisdiction.

H: HIV AND AIDS

Towards the end of the previous century, HIV and AIDS raised its terrible head, doing tremendous damage to a lot of families throughout the world. Other such diseases have since come to the fore, such as the deadly Ebola, H1N1 (swine flue) and others. The institution has a moral responsibility towards its employees to inform them about these issues, this it partnering with institutions that render advice and information on these issues. The diseases know no colour or gender, language

barrier or social standing, opulence or indigence, and indiscriminately infect a lot of people, and its impact has even been recognized by the whole world, with the World Aids Day being a yearly event to mourn and remember those who passed on due to illnesses aggravated by the disease, and to morally support those living with the disease, but equally so to commemorate those who passed on due to the disease. The institution does celebrate the day and must also continue with measures to have employees informed about the disease and other related deadly diseases. “With HIV and AIDS, you are either infected or affected. With HIV and AIDS, you are positive until you test negative”.

OBECTIVES

- To position the Municipal staff complements to be able to meet the challenges of service delivery.
- To build sufficient capacity in the Municipal employees through training/capacity building initiatives.
- To continue the implementation of the Workplace Skills Plan of the institution.
- To continue the implementation of the Municipal Employment Equity Plan.
- To build sufficient skills base for rare/scare skills in the Municipal area through further implementation of the Bursary Scheme.
- To continue the implementation of the Municipal Performance Management System this is based on the Balanced Scorecard model.
- To exercise the powers and functions conferred on the Municipality.
- To cascade information to the Municipality’s employees about HIV and AIDS and other infectious diseases in the interest of a healthy workforce.

STRATEGIES

- Through annually reviewing the Workplace Skills Plan
- Through annually reviewing the Municipal Employment Equity Plan
- Through further implementation of the Municipal Bursary Scheme
- Through implementation of the partnership established with Ndlovu Medical Care, a non - governmental organization dealing with HIV and AIDS and Hosmed, a medical Aid Scheme to further highlight the impact and effect of HIV and AIDS on the lives of people and to provide hands on assistance to employees in terms of life skills as part of the Employment Assistance Programme
- Through further implementation of the Municipal Performance Management System which is a statutory requirement, and
- By exercising the powers and functions conferred to it, and Traditional Affairs, and contributing to the Municipality being conferred other functions as influenced by these functions as performed and as the institution grows
- Through ensuring that the necessary equipment and facilities are provided to employees to their duties

12. CHAPTER 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

INTRODUCTION

12.1. SUPPLY CHAIN MANAGEMENT

In terms of chapter 11, section 111 of the Municipal Finance management Act 56 of 2003 (MFMA) municipalities and each municipal entity must have and implement a supply Chain Management Policy. The principles objective of the policy are that it comply with section 217 of the Constitution, which among other things states that when contracting for goods and services the system must be fair, equitable, transparent, competitive and cost effective.

Dr JS Moroka Municipality SCM Policy was first approved in 2006 and first reviewed in September 2008, and approved by the Council in December 2008. The Policy must comply with the treasury regulations and guidelines, together with other minimum norms and standards that may be prescribed in terms of section 168 of the Act. Supply Chain Management among other things involves the management of working capital that is invested in goods, stores and services with the objective of optimizing the economic return on such investment.

It entails proper planning at budgeting phase, careful product/service selection, supplier selection and management, bidding, requisitions, ordering, invoicing and payment, customer service and asset and inventory management. The process begins when the needs identified during the strategic planning (IDP) phase of the organization. This is the time when service delivery targets are identified, to the point of finally disposing of asset.

In terms of regulation 3 of the Supply chain Management the Accounting Officer is expected to review the Policy at least once per year, and when it considered necessary it can be tabled before the Council for approval of any amendments. With the municipality consisting of 60% rural areas, and of which 60% of the population is unemployed, then supply chain management is key tool to address such issues through implementation of the preferential Procurement policy Framework Act in the process of procurement.

The MFMA and its relevant regulations also identify processes/mechanisms which must be included in the SCM Policy. The SCM system is applicable for the:

- Procurement by the DR JS Moroka Municipality of goods and services;
- Selection of external mechanisms for the provision of municipal services in circumstances contemplated in section 83 of the Municipal System Act;
- Disposal of assets or goods no longer required;
- Letting or sale of Municipal property

Since the adoption of the Supply Chain Management Policy in 2006, the municipality has managed to implement the policy, but for the fact that SCM (Procurement) is decentralised, the implementation cannot be without loopholes. Such loopholes are linked the utilisation of officials who are not procurement practioners or not trained for that particular task.

To address the problem, the municipality has employed six new procurement officers. The appointment of those officers is a first step to the centralisation of Supply Chain Management. First test of semi- centralised procurement was with the takeover of Ward Committee catering from departments to Supply Chain Management Unit.

Disposal of asset was identified a challenge, and that was motivated with the fact that there was no clear disposal procedure developed by the municipality by then. In trying to address that problem; the municipality has developed a Disposal Policy which was adopted by the Council in December 2008.

Management of Supplier's Data Base is the first step in making relationship with service providers, and this has been a concern to the municipality since our suppliers were classified per commodity. A Data Base Software was procured in the last financial year (2008/2009) as means to address the problem. Since the Data Base Software is installed in the main server located in Technical Services, and with ineffective maintenance of ICT, the server is always down, and that itself creates another problem for proper management and application of the Data Base rotation system.

OBJECTIVES

- To maximize administrative and operational efficiency in the implementation of the SCM Policy through:
- Effective and efficient service delivery by acquiring goods and service of optimum value through best purchasing practices;
- Promotion, development and support of business from previously disadvantaged communities;
- Promotion of local, provincial and national suppliers before considering international suppliers;
- Development, promotion and support of moral values that underpin the above in terms of the municipality's ethical code; and support the creation and maintenance of a good, sound business relationship with the bidding in general, as well as with its valued supplier base.
- To give an understanding of the design and operation of the information systems, relevant to financial reporting and related control activities.
- To make sure that all transactions and events are done according to the procedure, that is documented and approved.
- To make sure that the Policy and procedures are in line with the applicable laws and regulations.
- To give guidance and advice on the procurement processes.
- To ensure that there are sufficient monitoring controls, to enhance adherence to the policies and procedures and corrective actions.
- To stipulate factors which affect the risk of significant misstatement
- To give effect to the provisions of different Acts that directly affect the implementation of the Supply Chain Management Policy
- To create a common understanding and interpretation of Government's Preferential Procurement policy objectives

ACHIEVEMENTS:

- Asset Management Policies developed and approved by the Council (Asset Management Policy and Disposal Policy)
- Procurement procedure Manual developed and approved by Council
- Filling of all budget post

- Manage to compile an Asset Register (although not yet GRAP Compliance)
- Manage to procure the Asset and Data Base software
- Filing of all tendering documents
- Effective and efficient management of the three Bid Committees
- Timeously reporting of the procurement of goods and services to the Council and to the National Treasury

STRATEGIES

- Centralisation of procurement system
- Filling of vacant post (as they appear in the Organogram)
- Skills development through formal and informal training of officials
- Involvement of the legal team, the SCM practitioners and the End User on procurement matters
- Appointment of service of Assets Value's
- Development of short and long term contracts.

12.2. BUDGET MANAGEMENT

- Budget is one of the instruments that will enable the municipality to deliver to the masses and is therefore aimed at planning and implementing projects in the municipality, and also to capture the wishes of the people and deliverable in monetary terms. It is therefore critical that the budget process is carefully undertaken in ways that allow the municipality to meet its mandate within the context of financial prudence and compliance to internal and external controls

OBJECTIVES

- To align the budget with Integrated Development Plan
- To compile the annual budget
- To comply with the legislative requirements (MFMA provisions)
- To ensure timeously reporting to Council and to relevant stakeholders in terms of the legislation
- To compile the Service Delivery and Budgeting Implementation Plan

STRATEGIES

- To use the 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 budget performance
- To build capacity around compliance on new budget and reporting formats.

12.3. INTERNAL AUDIT

Internal Auditing is an independent, objective, assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve effectiveness of risk management, control and governance.

OBJECTIVES

- To ensure Municipal compliance with all applicable laws and regulations
- To assist employees in understanding the role and importance of Internal Audit
- To assist in improving service delivery to the community through performance audits
- To ensure that assets are safeguarded
- To ensure that resources are used effectively, efficiently, and economically.

STRATEGIES

- Establishing a relationship with the Auditor General to an extent where they can rely on our work.
- To conduct performance audits quarterly as required by legislation
- To conduct specialized audits because of insufficient expertise

12.4. REVENUE MANAGEMENT

The purpose of revenue unit is to render a sound financial management services by maintaining an effective and efficient financial control within the different spheres of the municipality, and the expansion of the revenue base. The revenue section is comprises of few sub-sections which varies according to their responsibilities.

The following are sub-sections of revenue management:

- **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.

OBJECTIVES

- To review and update indigent register
- To continue the implementation of the Credit Control Policy
- To update consumers and sundry accounts database
- To review budget related policies.

STRATEGIES

- To revise budget related policies
- To implement financial policies
- To update consumer and sundry debtors database
- To review and update the Indigent Register
 - To liaise with other Municipalities on best practices
 - Consult service providers who specialize in policy development
 - Work hand in hand with valuers and ensure compliance
 - Ensure that all pay points are attended to as per programmes
 - To engage the community through community meetings

12.5. EXPENDITURE MANAGEMENT

OBJECTIVES

-
- Maintaining proper expenditure and revenue patterns
- Properly integrated financial systems
- 100% implementation departmental project
- Continuity of preparations of GAMAP/ GRAP compliant annual financial statements

STRATEGIES

- To integrate financial systems
- To build employee capacity on preparation of annual financial statement and reports

13 . CHAPTER 6: (KPA 6): GOOD GOVERNANCE

DR JS MOROKA LOCAL MUNICIPALITY'S PERFORMANCE

MANAGEMENT SYSTEM (PMS)

INTRODUCTION

Integrated development planning enables the achievement of the planning stage of performance management. Performance management then fulfills the implementation, management, monitoring and evaluation of the Integrated Development Plan. The performance of an organization is integrally linked to that of its staff. It is therefore vitally important for any organization to periodically review its own performance as well as that of its employees. Performance management is a system intended to manage and monitor service delivery progress against the identified strategy objective and priorities. It is a system through which the municipality sets targets, monitor assesses and reviews organizational and individual employee's performance based DR JS Moroka Local Municipality Plan.

This enables proper planning, measuring, monitoring, reviewing and reporting on the performance in the organization performance management. The municipality to fully implement the performance management framework policy. The municipality will adhere to the following

concept and definition for performance management system i.e. monitoring and evolution and annual report of DRJSMLM.

CONCEPT	DEFINITION
Performance Management	<p>A strategic approach through which the performance objectives of the municipality are identified, defined, translated into business plans and cascaded into individual scorecard allowing for regular planning, monitoring, evaluation, reviewing of performance at both organizational individual level, effectively responding to inadequate performance</p> <p>It is fundamentally an approach to how work is done and organized rather than a system; all other systems and processes should support or be informed by effective performance management and a focus on continuous improvement of performance.</p>

CONCEPT	DEFINITION
Performance Management System (PMS)	<p>A framework that describes and represents how the Municipality's cycle and processes of performance planning, monitoring, measurement review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role-players.</p>
Key Performance Areas (KPA's)	<p>Service domain that is crucial to Achievement of organizational goals.</p>
Objective	<p>Statement about what outcomes the Organization wishes to achieve.</p>

Key Performance Indicators (KPIs)	Qualitative and quantitative measures aimed at determining progress towards achieving set objectives.
Input indicators	An indicator that measures equipment, resources, economy and efficiency.
Output indicators	An indicator that measures results.
Outcome indicators	An indicator that measures the impact of reaching the target.
Impact indicator	An indicator that measures the result of achieving specific outcomes, such as reducing poverty and increasing jobs.
Key Performance Elements (KPEs)	Goals or key focus areas linked to the identified Key Performance Areas.
Baseline	The current level of performance that the institution aims to improve. It is the initial step in setting performance targets in most instances would be the level of

CONCEPT	DEFINITION
	Performance recorded in the year prior to the planning period.
Performance targets	Planned level of performance or Milestones an individual or organization sets to achieve in respect of each indicator identified.
Target dates	The deadline applied to the performance target.

Performance plan	Plan of agreed Key Performance Areas, Objectives, Key Performance Indicators and Targets covering a period of twelve months and assessed quarterly.
Annual performance review cycle	Continuous period of 12 months: 1 July to 30 June of the following year.
Review	An assessment of employees, directorates and the institution as a whole to monitor progress, resolve problems and adjust performance outputs, as part of the performance cycle. Within an evaluation cycle, four (4) performance reviews/assessments will take place.
Section 57	Person appointed in terms of Section 57 of the Municipal Systems Act (Act 32 of 2000) (This includes the Municipal Manager and all Executive Directors reporting directly to him/her) and who operate under a performance agreement.
Non-Section 57	All employees not appointed in terms of Section 57 of the Municipal Systems Act (Act 32 of 2000)

Note A: Key Performance Areas (KPA's)

KPA's are transferred directly from the IDP to the SDBIP, which then form the basis for a PMS, e.g. the provision of water, as shown in Figure 1.

Note B: Objectives

Objectives should be specific, outcome- and impact-focused and should not be general statements, e.g. to ensure that all households in municipal demarcated areas have access to water.

Note C: Key Performance Indicators (KPIs)

The SMART principle should apply with regards to KPIs, which states that each indicator must be:

Specific: Each KPI must be clear and concise.

Measurable: A KPI should not be vague and general, but measurable, e.g. 'number', '%' or targets.

Achievable/Attainable: A KPI should be within reach.

Realistic: Can it be done taking into account constraints?

Timebound: Can it be achieved within a certain timeframe?

Note D: Performance Targets

Performance targets should be realistic and measurable and should correspond with available resources and capacity.

Note E: Integration between 'organizational' and 'Individual' performance management

The organizational scorecard emanates from the upper layer of the institutional SDBIP. These targets are then filtered through to the various directorates, which forms the basis for Section 57 performance contracts. From this level, the KPIs are further filtered down to Sub-Directorates. The process is then cascaded down in the same manner to all levels. Municipalities are being assessed under each Key Performance Area within the General Key Performance Indicators for the purpose of Municipal Performance Excellence Awards (VUNA AWARDS) Municipal Performance Excellence Awards: Municipalities are being assessed for Vuna Awards by using the following criteria (KPA's)

KPA -1 SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

KPA- 2 MUNICIPAL FINANCIAL VIABILITY

KPA- 3 ECONOMIC DEVELOPMENT (LED) AND OTHER JOB CREATION

KPA- 4 MUNICIPAL TRANSFORMATIONS & INSTITUTIONAL DEVELOPMENT

KPA- 5 GOOD GOVERNANCE

COMMUNITY PARTICIPATION

Community Participation is a programme at local level that seeks to involve the community in their decision-making process of the Local Municipality. It seeks to promote awareness of the policies, projects and programmes. It ensures that residents have a say in the type, quality and regularity of services that are delivered by their municipality. Community participation therefore ensures that residents are the architects of their area's development and are not turned into passive spectators in the shaping of their future. In effect, it encourages the involvement of the citizenry in local government.

WARD COMMITTEES

Ward Committees: these are critical structures of local governance which are located closer to communities in the municipality in order to enhance community participation in the affairs of municipality. The challenge of local government is to expand the participatory democracy and governance by utilizing ward committees as vehicles for mass participation, for strengthening the communication infrastructure in support.

14. CHAPTER 7: SPECIAL FOCUS:

14.1. SECTOR: YOUTH DEVELOPMENT

INTRODUCTION

Dr JS Moroka Municipality youth development unit is currently operating with two coordinators and the admin clerk. The main objective of this office is to development and empower youth socially, economically and with career opportunities. This will assist to alleviate poverty, reduce crime and teenage pregnancy.

Young people are getting exposed to substance abuse day by day. The youth of Dr JS Moroka have lots talents especially in drama and arts; the problem is the venue to utilize for rehearsal. The learners of today have opportunities to attend the career exhibition organized by the Municipality and other department but there are still unable to utilize the opportunity given and apply. This is shown by their bad behavior at school, they undermine their educators this become a challenge exhibition organized by the Municipality and other department but there are still unable to utilize the opportunity given and apply. This is recognized when the feedback is given by means of applications forms for bursaries.

OBJECTIVES

- To Promote self - empowerment
- To encourage youth to apply for tertiary institution/ assist to choose the correct career parting.
- Alcohol and drug abuse awareness.
- Revival of youth forums.
- Establishment of youth in business database
- Establishment of better working relationship with sector departments.
- Scare skill assessment.

STRATEGIES

- School visit
- Youth Entrepreneur awards
- Peer education (drama, dance and etc)
- Youth Summit/ Indaba
- Youth Council

- Youth talent search
- Career Expo
- finalization of youth projects
- Workshops for Young Entrepreneurs (How to start up your own business and how to tender)
- To establish unemployed youth database (for post graduates)
- Data for child headed families.
- Working with national artist to assist local ones.

14.2. SECTOR: TRANSVERSAL

INTRODUCTION

Is to develop a culture of caring for people who are living with disability, women, children and elderly people within the jurisdiction of Dr JS Moroka Local Municipality and working together with other sector departments.

To create database for people with disability, women and assist with jobs opportunities for them where possible (those who are qualifying). To encouraged women, disable persons and elderly persons to participation in the municipal plans and processes of outcome range that is Integrated Development Plan (IDP) imbizo's, budget imbizo's, job creation Local Economic Development (LED). To assist in development of children and making them to see themselves as important part of the community by engaging them at their level for participation in municipal development. To assist the municipality with gender mainstreaming and ability to identify the person with disability and achieve the percentage that is expected to municipality to employ.

OBJECTIVES

- Continue to work with sector departments and municipal departments.
- Reduce the alcohol and drugs abuse.
- IDP participation by all sectors mostly person with disability.
- Participation of person with disability in elections.
- Promotion of children charter.
- Women, children, person with disability living a healthy life.
- Reduction of domestic violets.
- Community sports, all sporting code.

STRATEGIES

- Visits the disabled projects.
- Visits the ECD's or Pre Schools.
- IDP imbizo's for person with disabled.
- Summits for Children, Women, men, elderly persons and person with disability.
- Moral regeneration seminars
- Sports awareness for women and elderly persons

- Elections awareness
- Formulation of departmental forum
- Appointing two coordinators.
- Women Council

14.3. SECTOR: SPORT AND RECREATION

INTRODUCTION

The lack of proper coordination for sporting codes leads to minimal utilization of sporting facilities this in turn encourages vandalism of the facilities. The policy on utilization of sport facilities becomes a challenge for associations to utilize sport facilities e.g. tariffs are too high.

The existing sporting facilities cater mainly for soccer; there are no other facilities for other sporting codes e.g. netball, volleyball, cricket and swimming etc. There is little support in terms of sponsorships for soccer and netball let alone the other sporting codes. There is lack of proper communication between the Municipality and the Department of Culture, Sport and Recreation in joining forces to building sport facilities.

Very little promotion is done for either the revival or introduction of new sporting codes at schools due to that there are no particular days designated for sport and the lack of coaching clinics also affects the survival of the existing sporting codes and minimizes the chances of introduction of new codes.

OBJECTIVES

- Identify different sporting codes associations and enter into usage agreement for the facilities
- Induction of the sport council with the representation of all sporting codes in the Municipalities
- To encourage schools and interested stakeholders to support individuals and clubs engagements in different sporting codes by introduction of coaching clinics and sponsorships
- Identify different cultural groups and individuals then assist them to promote cultural activities, arts, crafts and bead work
- Establishment of municipal leagues for different sporting codes (including indigenous games) The incumbent responsible for sports, recreation , arts and culture should ensure that the 5 year programme of the Department of Culture, Sport and Recreation addresses the needs of the Municipal community
- Appointment of at least people to assist in the sport desk

STRATEGIES

- To establish unemployed youth database (for post graduates) Identify different sporting codes associations and enter into usage agreement for the facilities
- Annual induction of the sport council with the representation of all sporting codes in the Municipalities

- To encourage schools and interested stakeholders to support individuals and clubs engagements in different sporting codes by introduction of coaching clinics and sponsorships
- To lobby in the national clubs to induct/coach and give to the local teams.
- Identify different cultural groups and individuals then assist them to promote cultural activities, arts, crafts and bead work.
- Establishment of external (community) municipal leagues for different sporting codes (including indigenous games).
- The incumbent responsible for sports and recreation should ensure that the 5 year programme of the Department of Culture, Sport and Recreation addresses the needs of the Municipal community.
- To review the Internal Municipal Sport Policy.
- Appointment of at least three people to assist in the sport desk in the near future (2011/2012)

14.4. SECTOR: HIV AND AIDS

INTRODUCTION

HIV and AIDS is one of the biggest challenges we face as a country. Note need to be taken of the fact that HIV and AIDS is the responsibility of every institution and community in the Republic of South Africa. The Municipality as a government and a responsible institution taking care of the views and needs of its community cannot fold its arm seeing its constituency being scorched by this pandemic disease.

The rate of infection is rapidly increasing and more people are getting infected and ill. More and more children who are often deprived of parental and societal care are also deprived of financial support. Although HIV and AIDS has become a very common disease, it is still surrounded by silence. People are ashamed to speak about being infected and many see the disease as being of promiscuous behavior/curse.

In the African Community it is still associated with witchcraft. Due to the fact that people do not speak about the disease, and no correct records are available, there are no accurate figures available. Presently HIV and AIDS are not institutionalized in the Municipality. HIV and AIDS are not mainstreamed in the core – business of the Council and there is no appointed person directly dealing with HIV and AIDS issues. Lack of HIV and Unit makes it difficult to coordinate HIV and AIDS issues.

There are only four recognized NGO's dealing with HIV and AIDS but then only two are working with the Local AIDS Council. The Human Resource Department is not familiar with the Workplace HIV and AIDS policy. HIV and Aids programmes are residing at CDS department, and there is a need for it to be moved to Transversal unit, so that programmes of HIV and Aids can be catered in each and every programme that will be held with the community by this unit.

OBJECTIVES

- Communication with the Government Departments
- Mainstreaming of HIV and AIDS in all functions of the Municipality
- Appointment of a full time HIV and AIDS officer.
- Launching of the Workplace Committee
- Capacitating of the Local AIDS Council and Workplace Committee
- Full representation of the sector departments in the Local AIDS Council
- Understanding of the functions of the Local AIDS Council management
- Municipal Staff not disclosing their status to the relevant person for assistant
- Generally males are not comfortable to get tested
- HIV and AIDS is separated from other worst critical illnesses e.g. diabetes, cancer etc

STRATEGIES

- Lobbying of all governmental departments (especially residing within the Municipality) to serve in the Local AIDS Councils
- To have a permanently appointed HIV and AIDS Officer
- To have the 3 Task Team Coordinators contractually appointed (with a stipend)
- Strengthening of relationship with the partners (GTZ and Education and Training Unit - ETU)
- To have a HIV and AIDS branded vehicles for proper facilitation of activities
- To have all the Municipal vehicles branded with HIV and AIDS educational message
- To have an HIV and AIDS induction for management
- Other worst critical illnesses e.g. cancer, diabetes etc, should included on HIV and AIDS awareness
- To have a slot at every community meetings

15. RECOMMENDATIONS OF THE INTEGRATED DEVELOPMENT PLAN 2010/2011 FINANCIAL YEAR PROJECTS & PROGRAMME

- It be noted that Dr J.S. Moroka Local Municipality has been classify as B4 and a district classify as C1, this new classification system will guide the kinds and levels of support and interventions development for the Local Government Turnaround Strategy. In compiling the turnaround strategy has considered the ten points priorities and vision 2014 and other policies which impact on Local Government for purpose of delivering quality and sustainable services within its powers, functions and administrative capacity.
- That the objectives and strategies, projects and programmes be implemented to better the lives of Dr J.S. Moroka Local Municipality communities.
- That the project and program be implemented within its financial constrain.
- That projects as indicated in the document are to address some of the backlogs as indicate below
 - Refuse Removal 89%
 - Roads and Strom water 64%
 - Informal dwelling 10,7%
 - Water 3,0%
 - Sanitation 78%

That the addressing of the backlog by the municipality will in a way strive to achieve the Millennium Development Goal objectives.

Sector	Minimum standard 2014 target
Water	All households to have access to at least clean piped water 200 m from household.
Sanitation	All households to have access to at least ventilated pit latrine on site.
Electricity	All households to be connected to national grid.
Refuse Removal	All households to have access to at least once-a-week refuse removal services.
Housing	All existing informal settlements to be formalized with land-use plans for economic and social facilities and with provision of permanent basic services.

PROJECTS & PROGRAMMES

16. CHAPTER 2 (A): (KPA 2) PRIORITY PROJECTS/PROGRAMME: BASIC SERVICE DELIVERY: INFRASTRUCTURE

KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
BASIC SERVICE DELIVERY: INFRASTRUCTURE	ROADS AND STORM WATER	JSM-R1/09W09	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Ga-Morwe Bus and Taxi Route	2 Km	Ward 9	Facilities Management & Technical Services	Council	R2,500,000	R3,000,000	R4,000,000
		JSM-R1/10W06	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Construction of Bridge at Mogononong/Ga-Morwe Route	1,0 Km	ward 6, 9	Facilities Management & Technical Services	Council	R1,500,000	R3,500,000	R200,000
		JSM-R2/10W00	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Road Traffic Signs on various Roads in the Municipal area	1,0 Km	DRJS MLM	Facilities Management & Technical Services	Council	R1,500,000	R1,000,000	-
		JSM-R3/10W19	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Bus Route from Madubaduba to Makometsane	1,0 Km	Ward 19	Facilities Management & Technical Services	Council	R1, 500,000	R3,500,000	R2,000,00
		JSM-R4/10W19	To ensure that all residents and roads users have a safe and reliable roads and storm water	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Ukukhanya Bus and Taxi Route	1,0 Km	Ward 19	Facilities Management & Technical Services	Council	R1, 500,000	R3,000,000	R3,000,000
		JSM-R5/09W18	To ensure that all residents and roads users have a safe and reliable roads	The Public road(s) that is/are accident and dust free, smooth textured,	Upgrading of Stormwater drainage system at Allemansdrift – C	1,0 Km	Ward 18	Facilities Management & Technical Services	Council	R1,500,000	R200,000	-

KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
		JSM-R5/10W26	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured,	Upgrading of Bus and taxi Route Katjibane	1,0 Km	Ward 26	Facilities Management & Technical Services	Council	R1, 500,000	R3,000,000	R4,000,000
		JSM-R2/09W8	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Mthambothini Bus and Taxi Route	1,5 Km	Ward 8	Facilities Management & Technical Services	Council	R3,000,000	R4,000,000	R3,000,000
		JSM-R6/08W06	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Stormwater drainage Systems at Siyabuswa-B	1,5 Km	Ward 5	Facilities Management & Technical Services	Council	R3,000,000	R3,000,000	R1,000,000
		JSM-R9/09W05	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Mogononong bus and taxi route	1,5 km	Ward 6	Facilities Management & Technical Services	Council	R2,500,000	R3,000,000	R3, 500,000
		JSM-R6/10W01	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Ga-Phaahlamohlaka Bus and Taxi Route	1,0 Km	Ward 01	Facilities Management & Technical Services	Council	R1, 500,000	R3,000,000	R2,000,000
		JSM-R8/09W13	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Borolo Bus and Taxi Route	1,5 Km	Ward 13	Facilities Management & Technical Services	Council	R2,000,000	R2,500,000	R1,500,000

KEY PERFORMA NCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIB LE DEPARTME NT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
		JSM- R7/10W27	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Nokaneng Bus and Taxi Route	1,5 Km	Ward 27	Facilities Management & Technical Services	Council	R2,000,000	R2,500,000	R2,500,000
		JSM- R10/09W2 2	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and	Upgrading of Kabete Bus and Taxi Route	1,5 Km	Ward 22	Facilities Management & Technical Services	Council	R2,000,000	R2,500,000	R2,500,000
		JSM- R11/09W0 5	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable	Construction of Bus and Taxi Road at Siyabuswa C via Roman Catholic Church	1,5 Km	Ward 5	Facilities Management & Technical Services	Council	R2,000,000	R2,000,000	R1,000,000
		JSM- R3/09W08	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Mabuyeni Bus and Taxi route	1,5 Km	Ward 8	Facilities Management & Technical Services	Council	R2,000,000	R2,000,000	R1,000,000
		JSM- R8/10W23	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Digwale Bus & Taxi Route	1,0 Km	Ward 15	Facilities Management & Technical Services	Council	R1,500,000	R2,500,000	R1,500,000
		JSM- R4/09W23	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Loding Bus and Taxi Route	1,5 Km	Ward 23	Facilities Management & Technical Services	Council	R2,000,000	R2,000,000	R2,000,000
		JSM- R6/09W22	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Marapyane Bus and Taxi route	1,5 Km	Ward 22,24	Facilities Management & Technical Services	Council	R2,000,000	R150,000	R150,000

KEY PERFORMA NCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIB LE DEPARTME NT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
		JSM- R7/09W17	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Mbhongo Bus and Taxi Route	1,5 Km	Ward 17	Facilities Management & Technical Services	Council	R2,000,000	R330,000	R330,000
		JSM- R05/09W18	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Allemansdrift-C Bus and Taxi Route	1,5 Km	Ward 18	Facilities Management & Technical Services	Council	R2,000,000	R1,500,000	R1,500,000
		JSM- R10/10W04	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of roads and storm water drainage system in the vicinity of Kabenziwa Primary school Siyabuswa-A	1,5 Km	Ward-3	Facilities Management & Technical Services	Council	R1,500,000	R2,500,000	R3,000,000
		JSM- R11/10W05	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of roads and storm water drainage system in the vicinity of Mdutjana Magistrates Offices at Siyabuswa-C	1,5 Km	Ward-5	Facilities Management & Technical Services	Council	R1,500,000	R2,500,000	R3,000,000
		JSM- R12/10W06	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of roads and storm water drainage system in the vicinity of SAPS Police Commissioner at Siyabuswa-B	1,5 Km	Ward-6	Facilities Management & Technical Services	Council	R1,500,000	R2,500,000	R3,000,000

KEY PERFORMA NCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIB LE DEPARTME NT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
		JSM- R13/10W0 5	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of roads & storm water drain system in the vicinity of Ubuhle Bethu High School at Siyabuswa-B	1,5 Km	Ward-05	Facilities Management & Technical Services	Council	R1,500,000	R2,500,000	R3,000,000
		JSM- R14/10W1 0	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of roads & storm water drainage system in the vicinity of Mantwana Primary School at Meetsemadiba	1,5 Km	Ward-10	Facilities Management & Technical Services	Council	R1,500,000	R2,500,000	R3,000,000
		JSM- R15/10W0	To construct and implement special road safety projects to assist with the improvement in the safety of pupils and pedestrians	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of roads & storm water drain systems in the vicinity of Ezweni lethu and Maqhawe School at Siyabuswa -A	1,5 Km	Ward-04	Facilities Management & Technical Services	Council	R1,500,000	R2,500,000	R3,000,000
		JSM- R16/10W2 3	To construct and implement special road safety projects to assist with the improvement in the safety of pupils and pedestrians	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of roads & Stormwater drainage Systems at Digwale	1,5 Km	Ward-15	Facilities Management & Technical Services	Council	R1,500,000	R2,500,000	R3,000,000
		JSM- R17/10W1 2	To construct and implement special road safety projects to assist with the improvement in the safety of pupils and pedestrians	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Construction of Marothobolong River Bridge	1,0 Km	Ward-12	Facilities Management & Technical Services	Council	R1,500,000	R2,500,000	R3,000,000

KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
		JSM-R18/10W30	To construct and implement special road safety projects to assist with the improvement in the safety of pupils and pedestrians	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Masobe Bus and Taxi Route	1,0 Km	Ward-30	Facilities Management & Technical Services	Council	R1,500,000	R2,500,000	R3,000,000
		JSM-R19/10W1-6	To construct and implement special road safety projects to assist with the improvement in the safety of pupils and pedestrians	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Resealing of Siyabuswa of Internal Roads	1,5 Km	Ward1-6	Facilities Management & Technical Services	Council	R2,000,000	R2,500,000	R3,000,000
		JSM-R19/10W14	To construct and implement special road safety projects to assist with the improvement in the safety of pupils and pedestrians	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Maphotla Bus and Taxi Route	1,5 Km	Ward-14	Facilities Management & Technical Services	Council	R1,500,000	R2,500,000	R3,000,000
		JSM-R19/10W22	To construct and implement special road safety projects to assist with the improvement in the safety of pupils.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of roads & Stormwater drainage Systems Mmaduma	1,5 Km	Ward 22	Facilities Management & Technical Services	Council	R1,500,000	R2,500,000	R3,000,000
		JSM-R19/10W20	To construct and implement special road safety projects to assist with the improvement in the safety of pupils.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of roads & Stormwater drainage Systems Senotlelo	1,5 Km	ward 20	Facilities Management & Technical Services	Council	R1,500,000	R2,500,000	R3,000,000
		JSM-R19/10W25	To construct and implement special road safety projects to assist with the improvement in the safety of pupils.	The Public road(s) that is/are accident and dust free, smooth textured, drivable and	Upgrading of roads & Stormwater drainage Systems S	1,5 Km	Ward 25	Facilities Management & Technical Services	Council	R1,500,000	R2,500,000	R3,000,000

KEY PERFORMA NCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIB LE DEPARTME NT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
				surfaced								
		NDM- R1/10W13	To construct and implement special road safety projects to assist with the improvement in the safety of pupils and pedestrians	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Skimming Bus and Taxi Route	1,8 Km	Ward-13	Facilities Management & Technical Services	NDM	R3,000,000	R3,500,000	R3,500,000
		NDM- R2/10W6	To construct and implement special road safety projects to assist with the improvement in the safety of pupils and pedestrians	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Mrhawini Bus and Taxi Route	1,8 Km	Ward-6	Facilities Management & Technical Services	NDM	R3,000,000	R3,500,000	R3,500,000
		NDM- R3/10W11	To construct and implement special road safety projects to assist with the improvement in the safety of pupils and pedestrians	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Mabusabesala Bus and Taxi Route	1,8 Km	Ward-11	Facilities Management & Technical Services	NDM	R3,000,000	R3,500,000	R3,500,000
		NDM- R4/10W12	To construct and implement special road safety projects to assist with the improvement in the safety of pupils and pedestrians	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Marothobolong Bus and Taxi route	1,8 Km	Ward-12	Facilities Management & Technical Services	NDM	R3,000,000	R3,500,000	R3,500,000
		NDM- R5/10W07	To construct and implement special road safety projects to assist with the improvement	The Public road(s) that is/are accident and dust free, smooth textured, drivable and	Upgrading of Ramokgeletsane Bus and Taxi Route	1,8 Km	Ward-07	Facilities Management & Technical Services	NDM	R3,000,000	R3,500,000	R3,500,000
		NDM- R6/10W23	To construct and implement special road safety projects to assist with the improvement in the safety of pupils and pedestrians	The Public road(s) that is/are accident and dust free, smooth textured, drivable and surfaced	Upgrading of Ramantsho to Dihekeng Bus and Taxi Route	1,5 Km	Ward-23	Facilities Management & Technical Services	NDM	R2,000,000	R3,500,000	R3,500,000
			To construct and implement special road safety projects	The Public road(s) that is/are accident and dust free,	IRMA Projects	1,5 Km	ALL Wards	Facilities Management &	DoPRT	R3, 000,000	-	-

KEY PERFOMANCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFOMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIB LE DEPARTME NT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
		DOPRT- IRMA/10W 00	to assists with the improvement in the safety of pupils and pedestrians	smooth textured, drivable and surfaced				Technical Services				

KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
BASIC SERVICE DELIVERY: INFRASTRUCTURE	WATER	JSM-W4/08W19	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Ukukhanya Bulk Water Supply, Reticulation and Concrete Reservoir	2,5 Km	Ward 19	Facilities Management & Technical Services	MIG	R2,500,000	R3,000,000	R3,000,000
		JSM-W12/09W15	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Digwale Water Reticulation	2,5 Km	Ward 15	Facilities Management & Technical Services	MIG	R2,500,000	R3,000,000	R3,000,000
		JSM-W1/09W29	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Phake Water Reticulation	3,0 Km	Ward 29	Facilities Management & Technical Services	MIG	R3,000,000	R3,000,000	R3,000,000
		JSM-W2/09W10	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Metsimadiba Concrete Water Reservoir Upgrade	2 Mega Litre Reservoir	Ward 10	Facilities Management & Technical Services	MIG	R1,500,000	R3,000,000	R3,000,000
		JSM-W3/09W09	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Ga-Morwe Water Reticulation	2,0 Km	Ward 9	Facilities Management & Technical Services	MIG	R2,000,000	R2,000,000	R2,000,000
		JSM-W4/09W14	To provide clean water for the Village residents including where possible surrounding	A community that has clean and purified water provided at least at a minimum RDP standard	Maphotla Water Reticulation	1,5 Km	Ward 14	Facilities Management & Technical Services	MIG	R1,500,000	R1,500,000	R1,500,000

KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
			Communities									
		JSM-W5/09W15	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP	Molapomogale Concrete Water Reservoir Upgrade	2 Mega Litre Reservoir	Ward 15	Facilities Management & Technical Services	MIG	R1,500,000	R1,500,000	R1,500,000
		JSM-W10/09W21	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Ga-Maria, Lefiso and Lefiswane Water Reticulation	2,0 Km	Ward 21	Facilities Management & Technical Services	MIG	R2,000,000	R3,000,000	R3,000,000
		JSM-W11/09W25	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Seabe Water Reticulation	2,0 Km	Ward 25	Facilities Management & Technical Services	MIG	R2,000,000	R3,500,000	R3,500,000
		JSM-W6/09W29	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Mantlole/Rankail e Borehole Equipping and Water Reticulation	2,0 Km	Ward 29	Facilities Management & Technical Services	MIG	R2,000,000	R2,500,000	R2,500,000
		JSM-W7/09W28	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Mmametlhake Water Reticulation, Borehole equipping and Storage Tank	2,0 Km	Ward 28	Facilities Management & Technical Services	MIG	R2,000,000	R2,000,000	R2,000,000
		JSM-W13/09W23	To provide clean water for the Village residents including where possible surrounding	A community that has clean and purified water provided at least at a minimum RDP standard	Loding Water Reticulation, Borehole equipping and Storage Tank	2,0 Km	Ward 23	Facilities Management & Technical Services	MIG	R2,000,000	R1,000,000	R1,000,000

KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
			Communities									
		JSM-W8/09W23	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Ramantsho Water Reticulation, Borehole equipping and Storage Tank	2,0 Km	Ward 23	Facilities Management & Technical Services	MIG	R2,000,000	R1,500,000	R1,500,000
		JSM-W9/09W11	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Ga-Makola and Mabusabesala Concrete Water Reservoir Upgrade	2 Mega Litre Reservoir	Ward 11	Facilities Management & Technical Services	MIG	R2,000,000	R1,000,000	R1,000,000
		NDM-W1/10W22	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Marapyane Water Reticulation	2,0 Km	Ward-22,24	Facilities Management & Technical Services	NDM	R2,000,000	R2,500,000	R2,500,000
		NDM-W2/10W27	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Nokaneng Water Reticulation	2,0 Km	Ward 27	Facilities Management & Technical Services	NDM	R2,000,000	R2,500,000	R2,500,000
		JSM-W1/10W00	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Refurbishment of Water Boreholes, Reservoirs, Pump Stations and Sewer Assets	4 Reservoirs, 10 Boreholes, 5 Pump Stations and Siyabuswa Sewer plant	All	Facilities Management & Technical Services	DWAE-GRANT	R9,000,000	R13,000,000	R10,000 000
		JSM-W2/10W00	To provide clean water for the Village residents including where possible	A community that has clean and purified water provided at least at a minimum RDP	Fencing and Security Guard House provision at Weltevreden Water and	Fence Weltevreden Water and Siyabuswa Waste	All	Facilities Management & Technical Services	DWAE-GRANT	R5,000,000	R2,000,000	R2,500,000

KEY PERFOMANCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
			surrounding Communities	standard	Siyabuswa Waste Treatment Plants	Treatment Plants						
		JSM- W3/10W00	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Fencing and Security Guard House Provision and High Mast Lighting at Water Reservoirs & Pump stations	Security Guard Houses at 4 Reservoirs and Pump stations	All	Facilities Management & Technical Services	DWAE- GRANT	R1,500,000	R2,000,000	R2,500,000
		JSM- F1/08W00	To provide clean water for the Village residents including where possible surrounding Communities	A community that has clean and purified water provided at least at a minimum RDP standard	Fencing and Security House Provision and High Mast Lighting at Libangeni and Matshiding Water Offices	High mast at Matshiding and Libangeni Water	All	Facilities Management & Technical Services	DWAE- GRANT	R1,500,000	R2,000,000	R2,500,000

KEY PERFORMAN CE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGETS	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
BASIC SERVICE DELIVERY: INFRASTRU CTURE	SANITA TION	JSM- S1/10W22	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP Toilets Marapyane	214 Toilet units	Ward 22,24	Facilities Management & Technical Services	MIG	R1,500,000	R2,000,000	R3,500,000
		JSM- S2/10W28	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP toilets at Mmamethlake	214 Toilet units	Ward 28	Facilities Management & Technical Services	MIG	R1,500,000	R2,000,000	R2,500,000
		JSM- S3/10W11	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP toilets at Mabusabesala	214 Toilet units	Ward 11	Facilities Management & Technical Services	MIG	R1,500,000	R2,000,000	R2,500,000
		JSM- S4/10W11	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP toilets at Ga-Makola	214 Toilet units	Ward 11	Facilities Management & Technical Services	MIG	R1,500,000	R2,000,000	R2,500,000
		JSM- S5/10W20	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP toilets at Senotlelo	214 Toilet units	Ward 20	Facilities Management & Technical Services	MIG	R1,500,000	R2,000,000	R2,500,000
		JSM- S6/10W07	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP toilets at Ramokgeletsan e	214 Toilet units	Ward 7	Facilities Management & Technical Services	MIG	R1,500,000	R2,000,000	R2,500,000
		JSM- S7/10W19	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP toilets at Makometsane	214 Toilet units	Ward 19	Facilities Management & Technical Services	MIG	R1,500,000	R2,000,000	R2,500,000
		JSM- S8/10W14	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP toilets at Maphotla	214 Toilet units	Ward 14	Facilities Management & Technical Services	MIG	R1,500,000	R2,000,000	R2,500,000
		JSM- S9/10W12	To provide safe, quality and standardized system	A community that has safe hygienic system provided at	Construction of VIP toilets at Matshiding		Ward 12	Facilities Management & Technical	MIG	R1,500,000	R2,000,000	R2,500,000

KEY PERFORMAN CE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGETS	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
			to each household.	a minimum RDP standard				Services				
		JSM-S10/10W02	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP toilets at Makopanong	214 Toilet units	Ward 2	Facilities Management & Technical Services	MIG	R1,500,000	R2,000,000	R2,500,000
		JSM-S11/10W26	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP toilets at Katjibane	214 Toilet units	Ward 26	Facilities Management & Technical Services	MIG	R1,500,000	R2,000,000	R2,500,000
		JSM-S12/10W27	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP toilets at Nokaneng	214 Toilet units	Ward 27	Facilities Management & Technical Services	MIG	R1,500,000	R2,000,000	R2,500,000
		JSM-S13/10W25	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP Toilets Seabe	214 Toilet units	Ward 25	Facilities Management & Technical Services	MIG	R1,500,000	R2,000,000	R2,500,000
		JSM-S14/10W30	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP Toilets Masobe	214 Toilet units	Ward 30	Facilities Management & Technical Services	MIG	R1,500,000	R2,000,000	R2,500,000
		JSM-S15/10W9	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP Toilets Ga-Morwe	214 Toilet units	Ward 09	Facilities Management & Technical Services	MIG	R1,500,000	R2,000,000	R2,500,000
		JSM-W6/10W5	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Sewer Reticulation System at Siyabuswa-C	1,1 km	Ward 05	Facilities Management & Technical Services	MIG	R2,000,000	R2,500,000	R2,500,000
		NDM-	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP Toilets Mthambothini	230 Toilet units	Ward 8	Facilities Management & Technical Services	NDM	R2,000,000	R2,500,000	R2,500,000

KEY PERFORMAN CE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGETS	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
		S17/10W										
		JSM- S18/10W	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP toilets at Metsimadiba	230 Toilet units	Ward 10	Facilities Management & Technical Services	NDM	R2,000,000	R2,500,000	R2,500,000
		JSM- S19/10W13	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP toilets at Pieterskraal & Skimming	230 Toilet units	Ward-13	Facilities Management & Technical Services	NDM	R2,000,000	R2,500,000	R2,500,000
		JSM- S20/10W21	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP toilets at Lefiso	230 Toilet units	Ward-21	Facilities Management & Technical Services	NDM	R2,000,000	R2,500,000	R2,500,000
		JSM- S21/10W21	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP toilets at Lefiswane	230 Toilet units	Ward-21	Facilities Management & Technical Services	NDM	R2,000,000	R2,500,000	R2,500,000
		JSM- S22/10W8	To provide safe, quality and standardized system to each household.	A community that has safe hygienic system provided at a minimum RDP standard	Construction of VIP toilets at Mabuyeni	230 Toilet units	Ward-8	Facilities Management & Technical Services	NDM	R2,000,000	R2,500,000	R2,500,000
		JSM- S23/10W10	To provide safe, quality and standardized system to each	A community that has safe hygienic system provided	Construction of VIP toilets at Molapomogale	230 Toilet units	Ward15	Facilities Management & Technical	NDM	R2,000,000	R2,500,000	R2,500,000

KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
BASIC SERVICE DELIVERY: INFRASTRUCTURE	MUNICIPAL FACILITIES	JSM-F5/08W00	To provide adequate budget for operations & maintenance.	A Municipal building and/or recreational facility that is safe, durable, welcoming and provide a good working and/or recreational environment	Construction of Fencing, Security Gate Offices and High Mast Lighting at Municipal Facilities (HQ, Technical Services & Traffic, Etc)	Fencing, Security Gate Offices and High Mast Lighting at Municipal HQ, Technical Services & Traffic	Dr JSMLM	Facilities Management & Technical Services	Council	R3,000,000	R3,000,000	R500,000
		JSM-F6/08W00	To provide adequate budget for operations & maintenance.	A Municipal building and/or recreational facility that is safe, durable, welcoming and provide a good working and/or recreational environment	Upgrading of Dr JS Moroka Municipal Head Quarters at Siyabuswa (Design Process)	Municipal Head Quarter Office with Council Chamber and other sufficient workspace	Dr JSMLM	Facilities Management & Technical Services	Council	R600,000	R5,000,000	R8,000,000
		JSM-F1/09W16	To provide adequate budget for operations & maintenance.	A Municipal building and/or recreational facility that is safe, durable, welcoming and provide a good working and/or recreational environment	Upgrading of Dr JS Moroka Municipal Vehicles Licensing & Testing Centre	Testing centre for Drivers and Vehicle Licenses	Dr JSMLM	Facilities Management & Technical Services	Council	R3,000,000	R3,000,000	R3,000,000
		JSM-RFM3/09	To provide adequate budget for operations & maintenance.	A Municipal building and/or recreational facility that is safe, durable, welcoming and provide a good working and/or recreational environment.	Upgrading of Dr JS Moroka Municipal Unit Offices at Mathanjana	Municipal Unit offices with sufficient workspace	Dr JSMLM	Facilities Management & Technical Services	Council	R1,500,000	R1,000,000	R2,000,000

		JSM-F2/09W01	To provide adequate budget for operations & maintenance.	A Municipal building and/or recreational facility that is safe, durable, welcoming	Upgrading of Dr JS Moroka Municipal Technical Services Offices	Municipal Technical Services offices with sufficient workspace	Dr JSMLM	Facilities Management & Technical Services	Council	R3,000,000	R3,000,000	R3,000,000
		JSM-F8/08W05	To provide adequate budget for operations & maintenance.	A Municipal building and/or recreational facility that is safe, durable, welcoming and provide a good working and/or recreational environment	Renovation of Dr JS Moroka Municipal Council Chamber	Renovation of existing Chamber to modernize it	Dr JSMLM	Facilities Management & Technical Services	Council	R2,500,000	R2,000,000	R3,000,000
		JSM-F1/10W9	To provide adequate budget for operations & maintenance.	A Municipal building and/or recreational facility that is safe, durable, welcoming and provide a good working and/or recreational environment	Upgrading of Kameelrivier Stadium	Provision of additional steel stands on eastern side	Ward 9	Facilities Management & Technical Services	MIG	R3,500,000	R4,500,000	R5,000,000
		JSM-F4/09W27	To provide adequate budget for operations & maintenance.	A Municipal building and/or recreational facility that is safe, durable, welcoming and provide a good working and/or recreational environment	Upgrading of Nokaneng Stadium	Provision of additional steel stands on eastern side	Ward 27	Facilities Management & Technical Services	MIG	R2,000,000	R2,500,000	R3,000,000
		JSM-F1/10W00	To provide adequate budget for operations & maintenance.	A Municipal building and/or recreational facility that is safe, durable, welcoming and provide a good working and/or recreational environment	Construction of fencing around Municipal Cemeteries in the Western Cluster Villages	40 km of razor wire fence at cemeteries	Dr JSMLM	Facilities Management & Technical Services	MIG	R1,500,000	R1,500,000	-
			To provide adequate budget for operations & maintenance.	A Municipal building and/or recreational facility that is safe, durable, welcoming	Construction of fencing around Municipal	40 km of razor wire fence at cemeteries	Dr JSMLM	Facilities Management & Technical	MIG	R1,500,000	R1,500,000	-

		JSM-F2/10W00		and provide a good working and/or recreational environment	Cemeteries in the Eastern Cluster Villages			Services				
		JSM-F3/10W00	To provide adequate budget for operations & maintenance.	A Municipal building and/or recreational facility that is safe, durable, welcoming and provide a good working and/or recreational environment	Siyabuswa Cluster Cemetery	Internal road network of approximately 500m and additional ablution facilities	Dr JSMLM	Facilities Management & Technical Services	MIG	R2,000,000	R1,500,000	R3,000,000
		JSM-MMPS/10	To provide adequate budget for operations & maintenance.	A Municipal building and/or recreational facility that is safe, durable, welcoming and provide a good working and/or recreational environment	Construction of Masobe Multi-Purpose Centre	Facility that will contain multipurpose use	Dr JSMLM	Facilities Management & Technical Services	Vergenoeg Mining	R700,000	R700,000	-
		001NNP/JS M-EXT. 07/08	To provide adequate budget for operations & maintenance.	A Municipal infrastructure that will systematically improve the lives of ordinary residents of Dr JS Moroka Municipality	Siyabuswa D Township Extension	Upgrading of approximately 1000 stands by providing water and sewer reticulation and erf connection	Ward 6	Facilities Management & Technical Services	Human Settlement	R7,000,000	R1,000,000	-

KEY PERFOMAN CE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIB LE DEPARTME NT	SOURCE OF FUNDIN G	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/2011	2011/2012	2012/2013
BASIC SERVICE DELIVERY: INFRASTRU CTURE	LOCAL ECONO MIC DEVEL OPMEN T	JSM- L1/09W00	Access of fresh produce.	Communities beneficiation & job opportunities.	Siyabuswa F industrial Fresh Produce	Siyabuswa Industrial fresh Produce Market	Ward 1	Facilities Manageme nt & Technical Services	MIG	R1,500,000	R2,000,000	R2,000,000
		JSM- L2/09W00	Job creation and access of masonry material.	Communities beneficiation & job opportunities	Moroka Masonry Product Factory	Factory to produce Masonry product	Ward 1	Facilities Manageme nt & Technical Services	MIG	R1,500,000	R2,000,000	R2,000,000

KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
	ELECTRICITY	JSM-E1/09W00	To install and provide electricity to this households as per the needs they have	An improved and cost effective electricity system that will improve the ordinary lives of the residents	High Mast lighting for Siyabuswa, Makopanong, Toitskraal and Ga-Phaahla	15 High Mast Lights	Ward1, 2,3,4,5 & 6	Facilities Management & Technical Services	MIG	R3,000,000	R4,000,000	R4,000,000
		JSM-E2/09W00	To install and provide electricity to this households as per the needs they have	An improved and cost effective electricity system that will improve the ordinary lives of the residents	Construction of High Mast Lighting at Mmametlha ke, Phake and Masobye	8 High Mast Lights	Ward 30, 29 & 28	Facilities Management & Technical Services	MIG	R1,500,000	R3,500,000	R3,500,000
		JSM-E1/10W16-18	To install and provide electricity to this households as per the needs they have	An improved and cost effective electricity system that will improve the ordinary lives of the residents	Construction of High Mast Lighting at Digwale, Libangeni, Mbhongo and Allemansdri ft -C,	8 High Mast Lights	Ward 15,16, 17 & 18	Facilities Management & Technical Services	MIG	R1,500,000	R3,500,000	R3,500,000

KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
BASIC SERVICE DELIVERY: INFRASTRUCTURE	ELECTRICITY	JSM-E2/10W26-27	To install and provide electricity to this households as per the needs they have	An improved and cost effective electricity system that will improve the ordinary lives of the residents	Construction of High Mast Lighting at Lefiso, Marapyane, Seabe, Katjibane and Nokaneng	12 High Mast Lights	Ward 21,22,24,25,26 & 27	Facilities Management & Technical Services	MIG	R2,500,000	R4,000,000	R4,000,000
		DOE-E3/10W19	To install and provide electricity to this households as per the needs they have	An improved and cost effective electricity system that will improve the ordinary lives of the residents	Electrical Reticulation and Post Connections at Madubaduba (Kameelriver-"A") Extension	15 Post connections	Ward 19	Facilities Management & Technical Services	DOE	R280, 000	-	-
		DOE-E4/10W14	To install and provide electricity to this households as per the needs they have	An improved and cost effective electricity system that will improve the ordinary lives of the residents	Electrical Reticulation and Post Connections at Maphotla Extension	45 Post connections	Ward 14	Facilities Management & Technical Services	DOE	R450, 000	-	-
		DOE-E5/10W23	To install and provide electricity to this households as per the needs they have	An improved and cost effective electricity system that will improve the ordinary lives of the residents	Electrical Reticulation and Post Connections at Loding, Dihekeng, Matempule	26 Post connections	Ward 23	Facilities Management & Technical Services	DOE	R208, 000	-	-
		DOE-E6/10W22	To install and provide electricity to this households as per the needs they have	An improved and cost effective electricity system that will improve the ordinary lives of the residents	Electrical Reticulation and Post Connections at Marapyane	45 Post connections	Ward 22	Facilities Management & Technical Services	DOE	R500, 000	-	-
		DOE-E7/10W27	To install and provide electricity to this households as	An improved and cost effective electricity system that will	Electrical Reticulation and Post	47 Post connections	Ward 27	Facilities Management &	DOE	R500, 000	-	-

KEY PERFOMANCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
			per the needs they have	improve the ordinary lives of the residents	Connections at Nokaneng (Magareng)			Technical Services				
		DOE-E8/10W6	To install and provide electricity to this households as per the needs they have	An improved and cost effective electricity system that will improve the ordinary lives of the residents	Electrical Reticulation and Post Connections at Thabana and Ramokgelet sane	44 Post connections	Ward 7	Facilities Management & Technical Services	DOE	R440, 000	-	-
		DOE-E9/10W20	To install and provide electricity to this households as per the needs they have	An improved and cost effective electricity system that will improve the ordinary lives of the residents	Electrical Reticulation and Post Connections at Senotlelo New Stands	35 Post connections	Ward 20	Facilities Management & Technical Services	DOE	R500, 000	-	-
		DOE-E10/10W10	To install and provide electricity to this households as per the needs they have	An improved and cost effective electricity system that will improve the ordinary lives of the residents	Electrical Reticulation and Post Connections at Metsimadiba (Watervaal)	27 Post connections	Ward 10	Facilities Management & Technical Services	DOE	R500, 000	-	-
		DOE-E11/10W8	To install and provide electricity to this households as per the needs they have	An improved and cost effective electricity system that will improve the ordinary lives of the residents	Electrical Reticulation and Post Connections at Mthambothini (Weltevrede)	25 Post connections	Ward 08	Facilities Management & Technical Services	DOE	R500, 000	-	-
		DOE-E12/10W18	To install and provide electricity to this households as per the needs they have	An improved and cost effective electricity system that will improve the ordinary lives of the residents	Electrical Reticulation and Post Connections at Maphanga (Allemansdrift "C")	31 Post connections	Ward 18	Facilities Management & Technical Services	DOE	R500, 000	-	-

KEY PERFOMANCE AREA	FOCUS AREA	PROJECT NO	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGET	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
										2010/11	2011/12	2012/13
		DOE- E13/10W25	To install and provide electricity to this households as per the needs they have	An improved and cost effective electricity system that will improve the ordinary lives of the residents	Electrical Reticulation and Post Connections at Seabe (Itsoseng Section)	28 Post connections	Ward 25	Facilities Management & Technical Services	DOE	R500, 000	-	-
		DOE- E14/10W11							DOE	R500, 000	-	-

CHAPTER 2 (B): (KPA 2) PRIORITY PROJECTS/PROGRAMME: BASIC SERVICE DELIVERY: COMMUNITY SERVICES

KEY PERFORMANCE AREA	KEYFOCUS AREA	DEVELOPMENTAL OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECTS	TARGETS	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEARS		
									2010/11	2011/12	2012/13
Basic Service Delivery: Community Services	Disaster management	To educate communities about disaster management	To reduce the impact of disaster hazards	Awareness campaigns	to be completed by Dec 2010	All wards	CDS	council	R 400,000	R300 000	R200 000
		Improving the communication system	Effective response to disaster incidents	Installation of communication system in our facilities	for prompt response	Ward 16 28	CDS	council	R50,000	R100 000	R100 000
		Keeping of all our equipments safely	Avoid damage and loss of these equipments	Construction of disaster management storage room	to store all disaster in a safe environment	Ward 3	Technical Services	council	R 500,000	R200 000	R100 000
		Regulate disaster management operations	Avoiding vulnerabilities	Disaster management plan	to be completed by Dec 2010	DR JSMLM	CDS	council	R 200,000	R200 000	R200 000
		Understanding and managing disaster management strategy	To capacitate them on disaster matters	CDWs & councillors	Dec 2010	DR JSMLM	CDS	council	R 170,000	R100 000	R100 000
		Provision of relief to our communities	Providing temporary shelter	Disaster tents	provide temporary relief	All wards	CDS	council	R 120,000	R200 000	R300 000
		Improve capacity in responding to disaster incidents	Ensuring timeously response to disaster incidents	1x fire brigade	to be use in response to fire	DR JSMLM	CDS	council	R 1,500 000	R2 000 000	R3 000 000

KEY PERFORMANCE AREA	KEY FOCUS AREA	DEVELOPMENTAL OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT	TARGETS	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEARS		
									2010/11	2011/12	2012/13
BASIC SERVICE DELIVERY: COMMUNITY SERVICES	WASTE MANAGEMENT	To provide people with alternative facilities for waste storage or disposal facilities	Reduced litter in and around the villages	Construct waste transfer station	June 2011	1-6 & 16	CDS	Council	R1 500 000	R500 000	R500 000
		Accelerate the rate of recycling	Reduced recyclable in the landfills	Facilitate all the recycling in the municipality	Dec 2010	All wards	CDS	Council	R500 000	R200 000	R200 000
		Provide an efficient and sustainable waste removal service	Reduction in illegal dumpsite and littering	Purchase new waste removal equipment	to provide house hold collection	1-6 & 16	CDS	Council	R5 000 000	R3000 000	R2 000 000
			Maximize the participation of community by involving them Provide a safe working environment for personnel	Introduce the food for waste project as a pilot project Purchase protective clothing	to service unserviced areas	1-6	CDS	Council	R6 600 000	R7 000 000	R8 000 000
					to provide safety to personnel;	All Wards	CDS	Council	R500 000	R1000 000	R2 000 000
		Educate communities on proper waste management strategies	Minimal illegal disposal of waste	Introduce the drama projects and design brochures education communities	to increase awareness & educate public on keeping surrounding clean.	All wards	CDS	Council	R200 000	R200 000	R300 000
		Rehabilitate the illegal dumpsite	Reduced water contamination, wind and blown litter	Change the landscaping of the dumpsite	create safety environment	Ward 03	CDS	Council	R50 000	R50 000	R100 000
		Reduce illegal dumpsite	Reduce unused open spaces	Introduce adopt a spot	accelerate the reduction of dumping site	All wards	CDS	Council	R1 000 000	R400 000	R1 000 000
	TRAFFIC SERVICES	Unroadworthy Vehicles	Establishment of impounding area	To eradicate Unroadworthy Motor Vehicles off the road	reduce the prevalence of Unroadworthy vehicles on the roads	Dr JSMLM	CDS	Council	R1 000 000	-	-

KEY PERFORMANCE AREA	KEY FOCUS AREA	DEVELOPMENTAL OBJECTIVE	KEY PERFORMANCE INDICATORS	PROJECTS	TARGETS	WARDS	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEARS		
									2010/11	2011/12	2012/13
		overloading	Establishment of a Weigh Bridge	Protect the Road Infrastructure from overloading heavy vehicles	Completion by June 2012	Transport and Sanral	CDS	Council, Department of Roads & Transport	R900,000	R1,5 00 000	-
Basic Service Deliver	Housing	To ensure that all residents have access to adequate Housing	Building houses for the needy families eg. Orphans, Child Families and Pensioners	Projects Linked (1198)	June 2011	6,11,15	Human Settlement	Human Settlement	R28,417,258	-	-
		To ensure that all residents have access to adequate Housing	Building houses for the needy families eg. Orphans, Child Families and Pensioners	Rural Subsidy(200)	June 2011	12,13,24,25, 28	Human Settlement	Human Settlement	-	R32,656,334	-
		To ensure that all residents have access to adequate Housing	Building houses for the needy families eg. Orphans, Child Families and Pensioners	Rural Subsidy(325)	June 2011	26	Human Settlement	Human Settlement	-	-	R36,539,970
	Land Tenure Upgrading	To ensure that all the residents have a right to land ownership	Collecting household information to process individual title deeds	Tenure upgrading	June 2011	2,7,8, 9,10,12, 18,19,20,	DARLA	DARLA	R3,000,000	R3,000,000	R3,000,000
	Township Formalizations	To ensure that villages become proclaimed townships to promote development	Increase in provision of services and transfer of land from the state to the municipality	Township Formalization	June 2011	01,02, 15,21	DARLA	DARLA	R2,500,000	R3,000,000	R3,500,000
	Surveying	To survey pieces of land to check its	Land surveyed for purposes of	Land Surveying	Dec 2010	2,6,7,9,12, 13,14,20	Technical	Council	R500,000	R800,000	R1,000,000

KEY PERFORMANCE AREA	KEY FOCUS AREA	DEVELOPMENTAL OBJECTIVE	KEY PERFORMANCE INDICATORS	PROJECTS	TARGETS	WARDS	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEARS		
									2010/11	2011/12	2012/13
		suitability for whatever land use	spatial development, for instance a piece of land surveyed for residential.			,22,30					
Fleet Management	Erecting a Filling Station	To ensure that all municipal fleet fill petrol and diesel from one point well monitored by the municipality to reduce fuel consumption	Municipal Fleet filling its vehicles and machinery fuel tanks from its own point , with fuel purchased by the municipality directly.	Reviving and renovating the filling station previously used by public works.	Reduce & monitor fuel consumption. June 2011	02	CDS	Council	R8,000,000	R5,000,000	R5,000,000
Education, Health and Social Issues	Erection of a mini-hospital	To ensure that citizens of the municipality have access to primary health care required in terms of the National	Citizens of the municipality will access primary health care provided at the level of a mini-hospital the	Mini-Hospital	Provide primary healthy nearer & for the Mdutjana, Mbibane residents by June 2012	15	Dept. Of Health and Social Development	Dept. Of Health and Social Development	R10,000,000	R15,000,000	R20,000,000

CHAPTER: 3 (KPA 3) LOCAL ECONOMIC DEVELOPMENT & TOURISM DEVELOPMENT

KEY PERFORMAN CE AREA	KEY FOCUS AREA	DEVELOPMENTAL OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECTS	TARGETS	WARD	RESPONSIB LE DEPARTME NTS	SOURCE OF FUNDING	PERFORMACE TARGET FIANCIAL YEARS		
									2010/11	2011/12	2012/13
LOCAL ECONOMIC DEVELOPME NT	Job Support Centre	Linking job seekers to job opportunities, career guidance and providing necessary skills for employment opportunities	Poverty Alleviation, Increase skilled labour force, community development & up-liftment	Job Centre	registration of unemployed people by June 2011	Ward 30	LED	Council, DEDET, & Vergenoeg mine	R500 000	R 500 000	R550 000
	Crime Prevention	Ensure public space such as schools, parks, business premises, etc. Training, mentoring & economic opportunities for those volunteering.	Community, business live free from all forms of violence	Crime Prevention	20 hired PDW by June 2011	DR JSMLM	LED	Council, NDM & City of Tshwane Metro	R1, 245,000	R 1, 245, 000	R1, 000 000
	Co-operative Development & Support	Encourage communities to work as collective in addressing economic challenges impacting on their lives	Community beneficiation, poverty alleviation.	Co-operative developme nt & Support	100 Co-operative trained by June 2011	DR JSMLM	LED	Council, Dti & DGRV	R300 000	R200 000	R100. 000
	Agricultural Development	Develop a small holder farmers development programme linked to fresh produce market & vegetable dehydration facility in Pankop	Ensure that the agricultural support is widen throughout the municipality for the beneficiation of all communities in Dr JS Moroka	Increase the commercia l farmers and the income derived from Agricultur al activities	Skilled local farmers tap into agricultural commercial market by June 2011	DR JSMLM	LED	DRDLA, IDC MADC & DWAF	R500 000	R1.3m	R2000 000
	Tourism September Events	Develop and package tourism product of Dr Js Moroka to be marketed at various tourism shows	September tourism events with communities and tribal authorities and marketing materials.	Tourism Celebratio n Events & Calendar of Events	35 tourism product owners participate, show case & market their products, by June 2010	DR JSMLM	LED	Council, MTPA, NDM,	R500 000	R 550 000	R600 000

KEY PERFORMAN CE AREA	KEY FOCUS AREA	DEVELOPMENTAL OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECTS	TARGETS	WARD	RESPONSIB LE DEPARTME NTS	SOURCE OF FUNDING	PERFORMACE TARGET FIANCIAL YEARS		
									2010/11	2011/12	2012/13
	Revitalizing Tourism Info. Centre (Arts & Craft)	Promotion and marketing of tourism info. centre and Beads, Arts & Craft & Signage's	Increase usage of the centre by local product owners; develop a sustainable business plan for the centre.	Refurbish ment of Tourism centre, managemen t structure.	Fully equipped & well managed tourism information centre, by June 2011	DR JSMLM	LED	Council, MTPA, DEDET, NDM	R600 000	R 700 000	R800 000
	Revitalization of Kamoka Tourism Route & Signage's	Development of tourism route that showcase ; thinks to do, thinks to buy & where to stay in Dr JS Moroka municipality	Tourism route design, marketed and have by-in from product owners along the route.	Developme nt of the Tourism Route	tourism route by June 2011	DR JSMLM	LED	Council, NDM, MTPA & DEDET	R300 000	R 500 000	R1000 000
	Buy-Bag centre	To make Dr JS Moroka municipality more safe, clean and healthy place to live	Create healthy, clean, safe conducive environment for all	Waste & Recycling Project	Central waste recycles by bag centre. by June 2011	DR JSMLM	LED	Council, MEGA Buyisa-e-Bag	R 2,9million	R300 000	R200 000
	Business Development show	local business women, youth groups & individual show case their products	exhibitors participating	Business developme nt show	Number of business show casing their products & services. by June 2011	Ward 9	IDP	Council	R1,550,000	R1,705,000	R1,806,00
	LED Summit	opportunity for all stakeholders to make valuable contributions to the LED	address issues as raised by LED strategy & implementation Plan	LED Summit	number of tourism product owners/farmer to access information on finances, skills development ,by June 2011	DR JSMLM	IDP	Council	R440,000	R484,000	R495,000
	OPMS	development a high culture for a change, diverse, efficient & efficient local government	Ensure compliance with the legislation.	OPMS Reports.	fully comply with Section 46 of MSA MFMA by June 2011.	DR JSMLM	IDP	Council	R200,000	R220,000	R220 000

CHAPTER 4: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

KEY FOCUS AREA	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGETS	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEARS		
								2010/11	2011/12	2012/13
Performance Management System	To phase in the PMS to all Municipal employees	Performance contracts signed with Heads of Sections	PMS	PMS agreements signed by 30 August 2010	DRJSMLM	Administration & Corporate Services	Council	R400 000	R250 000	R150 000
Organizational Structure integration	To integrate all Municipal divisions into one organizational structure.	A single Organogram reflecting all Municipal Departments and Section in place.	Organizational structure	Organizational structure is consolidated and integrated to reflect all departments and the various sections	DRJSMLM	Administration & Corporate Services	Council	R100 000	-	-
Skills Development	To review the Work Place Skills Plan of the Municipality	Training programmes implementation as per the Workplace Skills Plan	Training and Development	Skills plan is reviewed and submitted to LGSETA by 30 June 2011	DRJSMLM	Administration & Corporate Services	Council DORA ,DWAF	R2 400 000	R2 600 000	R2 600 000
Employment Equity	To review the Employment Equity Plan of the Municipality	Employment Equity Awareness workshops conducted in the Municipality	Employment Equity	Employment Equity Plan is reviewed and submitted to LGSETA by 30 June 2011	DRJSMLM	Administration & Corporate Services	Council	R50 000	R60 000	R70 000
Bursary Scheme	To provide assistance to previously disadvantaged and deserving community members with study funds	Bursaries awarded to deserving learners	Bursary Scheme	Employment of official reflects gender sensitiveness	DRJSMLM	Administration & Corporate Services	Council	R1000 000	R1 100 000	R1 350 000
HIV/AIDS	To create awareness about HIV/AIDS amongst Municipal employees	HIV/AIDS Awareness Programmes and Voluntary Testing and Counseling	HIV/AIDS Programme	The municipality continues to render financial and material assistance to deserving and scarce students within the LM.	DRJSMLM	Administration & Corporate Services	Council	R100 000	R120 000	R140 000

KEY FOCUS AREA	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGETS	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEARS		
								2010/11	2011/12	2012/13
Employee Wellness Programme	To ensure the wellness of all employees	Coping assistance offered to employees for various social and health problems	Employee Assistance Programme / Employee Wellness Programme	Increased level of knowledge and information on HIV and AIDS by employees.	DRJSMLM	Administration & Corporate Services	Council	R70 000	R80 000	R90 000
Powers and Functions	Exercising of conferred powers and functions	Developed by-laws and consulted and passed for enforcement	Development of By-laws	Employment, wellness becomes a basic service to deserving employees to boost productivity and reduce disciplinary actions	DRJSMLM	Administration & Corporate Services	Council	R100 000	R100 000	R100 000
Human Resources Development	To plan future Human Resources Development activities in line with applicable legislations and HR best practices.	Human Resources Development Strategy	HRD Strategy	Human Resource Strategy developed, adopted and implemented by LM	DRJSMLM	Administration & Corporate Services	Council	R500 000	R100 000	-
Job Evaluation / Benchmarking process	To implement the Job evaluation and benchmarking process outcomes in line with the JE results by the National Job Evaluation Moderation Committee.	Benchmarking process results implemented.	Job Evaluation	Job evaluation process completed.	DRJSMLM	Administration & Corporate Services	Council	R400 000	-	-
Internships	To implement internship programmes.	Selected candidates for internship	Internship Programme	Interns appointed to various departments as per needs identified	DRJSMLM	Administration & Corporate Services	LGSETA Council	R240 000	R264 000	R290 500
Learnerships	To implement learnerships programmes	Selected candidates for learnerships	Learnerships Programme	Learnerships opportunities identified and put in operation as per Municipal operations and needs.	DRJSMLM	Administration & Corporate Services	LGSETA Council	R150 000	R165 000	R182 000

CHAPTER 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KEY PERFORMANCE AREA	KEY FOCUS AREA	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATORS	PROJECTS	TARGETS	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEARS		
									2010/11	2011/12	2012/13
FINANCIAL VIABILITY	BUDGET	To consult with Community	Minutes & attendance register	Consulting community	April 2011	All Wards	Finance	Council	R350 000	R374 000	R400 715
	EXPENDITURE	To ensure proper expenditure monitoring and control	Trial Balance	Producing of quarterly financial statement	Sept, Dec 2010. March, June 2011	DR JSMLML	Finance	Council	R150 000	R50 000	R50 000
		To Link VIP, Munsoft & Cash Focus	Integrated systems	Integrating systems	June 2011	DR JSMLML	Finance	Council	R 100 000	-	-
	SCM	To develop Disposal policy procedure manual and ensure implementation thereof	Distribution of Disposal Procedure manual	Development of Disposal Procedure manual	June 2011	DR JSMLML	Finance	Council	R15 000	-	-
		To value assets	Asset valuation register	Valuating of assets	June 2011	DR JSMLML	Finance	Council	R3 000 000	-	-
		To workshop bidders/suppliers on bidding/quotation processes	Attendance register	Workshopping bidders/suppliers	May 2011	DR JSMLML	Finance	Council	R100 000	R100 000	R100 000
		To train of Staff Members and Councillors on SCM Policy and Procedures	Attendance register	Training of staff members and Councillors	May 2011	DR JSMLML	Finance	Council	R100.000	R100 000	R100 000
		To Refurbish the stores	Hand over /accomplishing certificate	Refurbishment of stores	June 2011	DR JSMLML	Finance	Council	R1 000 000	-	-
	REVENUE	To review budget related policies	Reviewed budget related policies	Reviewing of budget & police	June 2011	DR JSMLML	Finance	Council	R350 000	R374 000	R400 715

KEY PERFORMANCE AREA	KEY FOCUS AREA	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATORS	PROJECTS	TARGETS	WARD	RESPONSIBLE DEPARTMENT	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEARS		
									2010/11	2011/12	2012/13
		To erect and maintain existing Pay Point	Completion certificate	Erecting and renovate existing Pay Point	June 2011	DR JSMLML	Finance	Council	R2 500 000	R2 600 000	R1 000 000
		To Implement a Credit Control Policy	Implementation of Credit Control Policy	Control report and aging.	June 2011	DR JSMLML	Finance	Council	R50 000	R53 500	R57 245
		To pilot billing and activation of water meter in all villages that have meters	Consumer trial balance	Piloting Billing and activation of water meter	June 2011	DR JSMLML	Finance	Council	R300 000	R400 000	R450 000
		To update Indigent Register	Updated Indigent Register	Updating of Indigent register	June 2011	DR JSMLML	Finance	Council	R50 000	R75 000	R85 000
	INTERNAL AUDIT	To co-source specialized audits(IT audit) with the aim of skill transfer to the current staff	Audit Reports	Co-sourcing of specialised audit	June 2011	DR JSMLML	Finance	Council	R300 000	R600 000	R650 000

CHAPTER 8: SPECIAL FOCUS: TRANSVERSAL & YOUTH DEVELOPMENT

KEY PERFORM ANCE AREA	KEY FOCUS AREA	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGETS	WARD	RESPONSIB LE DEPARTME NT	SOURCE OF FUNDIN G	PERFORMANCE TARGET FINANCIAL YEAR		
									2010/11	2011/12	2012/13
SPECIAL FOCUS	TRANSV ERSAL										
		to educate widows how to deal with life after death(husband)	Reducing family conflict	widow dialogue	45 house hold for reduction of conflict	DR JSMLM	Transversal	Council	R30 000.00	R35 000	R40 000.
		Women in sport	Encouraging women to participate in sports, recreation, cultural activities and art performance.	Women month	300 women participating in sports, Netball, soccer & volley ball.	DR JSMLM	Transversal	Council	R100 000.00	R130 000	R150 000
		To assist community and give knowledge about the person living with disability.	Create a conducive environment for person living with disability.	disability day awareness	Educating 300 community members about kinds of disability and sign language.	DR JSMLM	Transversal	Council	R70 000	R80 000	R90 000
		ECD registration awareness	Registration of ECD to Dept of Education and Social Service	Registration of ECDs	100 children aged 2yrs be registered to ECDs	DR JSMLM	Transversal	Council	R50 000.00	R60 000.	R70 000
		To educate and support community about issues relating to xenophobia, teenage peer pressure, culture and religion.	create conducive environment in supporting community	Moral regeneration campaigns and annuals executive elections.	Re-launching of structure, educating about 1000 community members about reduction of abuse & xenophobia.	DR JSMLM	Transversal	Council	R50 000.00	R60 000	R70 000
		support and educate on HIV and AIDS, cancer	HIV and AIDS and cancer awareness	HIV and AIDS and Cancer awareness	300 people Voluntary Counseling Testing.	DR JSMLM	Transversal	Council	R500 000	R550 000	R600 000
		Women debating	Women debating on burning issues.	Women Parliament	increasing women participation at Ward Committees and other Municipal Forums by 10% to reach 50%	DR JSMLM	Transversal	Council	R30 000.00	R30 000	R30 000
		Participation of Women, men, Elderly, Children and Person living with disability development	Development of women, men, Elderly, Children and person living with disability on youth issues.	Women, Elderly, Children and person living with disability Summit/Indaba	all Municipal departments must be able to implement & mainstream the Summits resolutions by July 2011	DR JSMLM	Transversal	Council	R900 000.00	R950 000	R100 000

KEY PERFORM ANCE AREA	KEY FOCUS AREA	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	TARGETS	WARD	RESPONSIB LE DEPARTME NT	SOURCE OF FUNDIN G	PERFORMANCE TARGET FINANCIAL YEAR		
									2010/11	2011/12	2012/13
	Youth Develop ment	Career guidance for grade 10,11 and 12	To assist learners with correct career pathing	Career Expo	Application to higher institution of learning & bursaries by 1000 grade 12's learners February 2011.	DR JSMLM	Youth	Council	R80 000	R90 000	R100 000
		Participation of youth in sports and art performance	Encouraging youth to participate in sports, recreation, cultural activities and art performance	Youth/Art festival	30 artists(in form of singing, praising, drama, Chorography) to be formalized.	DR JSMLM	Youth	Council	R350 000	R400 000	R450 000.
		Motivate of youth in local economic development.	Youth in business, Arts and HIV/AIDS	Youth Awards	Youth in business, sports Art & Culture & Tourism.	DR JSMLM	Youth	Council	R800 000	R900 000	R100 000
		Young people debating	To assists youth to understand the operations of government.	Youth Parliament	Participation of 60 learners.	DR JSMLM	Youth	Council	R100 000	R100 000	R110 000
		Participation of youth for youth development	Youth participation on how to deal with youth issues especially on economic development by the municipality and stakeholders.	Youth Summit/indaba	300 youth participating.	DR JSMLM	Youth	Council	R100 000	R350 000	R150 000
		Promoting sport participation within community and municipal officials	All sporting code.	Sports and recreation	Formulation of ten teams of youth participating in crickets continuing with other sporting codes.	DR JSMLM	Youth	Council	R1300 000	R1400 000	R1500 000
		Assisting youth to develop on LED.	Increasing youth entrepreneur.	Brick and pave making	job opportunity for 100 youth	DR JSMLM	Technical Services	Council	R500 000	R600 000	R600 000

SECTOR DEPARTMENTS PROJECTS

18. SECTION G: SECTOR INVOLVEMENT: DEPARTMENTS EDUCATION:

This section deals with an outline of the key issues that will be covered by the sector departments and parastatals within Dr J.S. Moroka Local Municipal Area of jurisdiction

PROJECT NAME	LOCATION	PROJECTS	ESTIMATED BUDGET
Lefiso Primary	Lefiso	1 Gr R c/r, 4 T for Gr R, F, 8 C/R, Admin, Lib, CC, Kit, R/R, 12 T	12,350
Rakau Com	Kalkfontein	Fence	950
Mantwani Pri	Waterval	1 Gr R c/r, 4 Gr R Toilets, Fence	660
Matempule Pri	Troya	1 Gr R c/r, 4 Gr R Toilets, Fence	660
Kgope Primary	Seabe Fence	1 Gr R c/r, 4 Gr R Toilets, e	660
Somlokothwa Pri	Digwale	1 Gr R c/r, 4 Gr R T, F	660
Gobolobi Sec	Troya	Laboratory	700
Malatse Sec	Lefiso	Laboratory	700
Seruane Sec	Lefiswane	Laboratory	700
Ramoshidi Com	Seabe	Comp Centre	700

Ukukhanya Sec	Allemansdrift	Comp Centre	700
Duduzile Sec	Ramokgeletsane	Comp Centre	700
Sithenjisiwe Sec	DeBeers	Kitchen	700
Seabe Sec	Seabe	Kitchen	1200
Ukukhanya Sec	Allemansdrift	Comp Centre	700
Duduzile Sec	Ramokgeletsane	Comp Centre	700
Sithenjisiwe Sec	DeBeers	Kitchen	700
Seabe Sec	Seabe	Kitchen	1200
KwaNdebele Science	Siyabuswa	Maintenance & Rehabilitation	1,683
Ditlhokwe Prim	GaMaria	Maintenance & Rehabilitation	850
Kabete Prim	DeBeers	Maintenance & Rehabilitation	850

SECTOR DEPARTMENTS: COCGTA

NO	PROJECT DESCRIPTION	PROJECT OBJECTIVE	PROJECT BENEFICIARY	BUDGET
1	DESD Programme	Provide a participative forum on education for sustainable development to the general public.	General Public	1 000
2	Environmental Commemorative Day Programme	Theme based environmental awareness and education to the general public.	General Public	166
3	Adopt-a-Spot Programme	Assist participating communities to improve their environmental performance through a policy development and implementation process.	Communities	83
4	Waste Cleanup Programme	Provide awareness and education on waste management to the general public as well as the provision of waste management services at identified waste hot spots in the province.	General Public	41
5	Greenest Municipality Competition/Programme	Support local municipalities to address environmental protection, social upliftment and economic growth with the main focus on sustainable development.	Local Municipalities	10
6	Adopt-a-Schoolyard Programme	Assist participating schools to improve their environmental performance through a policy development and implementation process.	Schools	111
7	Climate Change Programme for Schools	Provide awareness and education on climate change as the most serious global environmental challenge to date to schools.	Schools	55

17. ACRONYMS

IDP: Integrated Development Plan
CDW: Community Development Worker
NGO: None Governmental Organizational
ASGISA: Accelerated and Shared Growth Initiative for South Africa
MPGDS: Mpumalanga Growth and Development Strategy
WSA: Water Service Delivery
WSP: Water Service Provider
M&P: Maintenance and Plan
FBW: Free Basic Water
PRV: Pressure Reducing Valves
O&M: Operation and Maintenance
VIP: Ventilated Improved Pit
FBE: Free Basic electricity
NHBRC: National Homes Building Registration
BNG: Breaking New Grounds
SDF: spatial Development Framework
RDP: Reconstruction and Development Programme
PH: People's Housing Process
OVC: Orphans and Vulnerable Children
FLISP: Finance Linked Subsidy Programme
CBRS: Contractor Based Rural Subsidy
CBIS: Contractor Based Individual Subsidy
EIA: Environmental Conditions
LED: Local Economic Development
ICT: Information and Communication Technology
LM: Local Municipality

MPCC: Multi Purpose Community Centre
SAPS: South African Police Service
VTS: Vehicle Test Station
RA: Registration Authority
DLTC: Driver's License Testing
ENATIS: National Traffic Information System
DBSA: Development Bank of South Africa
GTZ: German Development Bank
KWF: German Bank
MIG: Municipal Infrastructural Grand
DOE: Department Of Energy
DEDET: Department of Economic Development Environment and Tourism
DGRV: German Organization
MTPA: Mpumalanga Tourism and Parks Agency
DRDLA: Department of Rural Development and Land Administration
IDC: Industrial Development Corporation
HRD: Human Resource Development
ECD: Early Childhood Development
MRDP: Mpumalanga Rural Development Programme
NAFCOC: National African Federation Chamber of Commerce
FABCOS: Foundation for African Business and Consumer Service
MEGA: Mpumalanga Economic Growth Agency
SMME: Small Medium and Micro Enterprise
BEE: Black Economic Empowerment
MRTT: Mpumalanga Regional Training Trust
SADEC: South African Development Countries
DWAF: Department of Water Affairs and Forestry
PMS: Performance Management System

LGSETA: Local Government and Training Authority
HIV: Human Immunodeficiency Virus
AIDS: Acquired Immune Deficiency
SCM: Supply Chain Management
MFMA: Municipal Finance Management Act
KPA: Key Performance Area
KPI: Key Performance Indicator
KPE: Key Performance Elements
NDM: Nkangala District Municipality.