



# DR J.S MOROKA

LOCAL MUNICIPALITY - MASEPALA WA MAGAE-UMAS'PALA WEMAKHAYA



## FINAL INTEGRATED DEVELOPMENT PLAN 2011 / 2016



WE DEVELOP AS WE GROW!



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## **FORWARD OF THE EXECUTIVE MAYOR**

This document- the Integrated Development Plan (IDP) is the product of many months of consultation within the Dr J.S. Moroka Local Municipality municipal Council and with communities, institutions, organizations and individuals in the wider civil society. For the past four years running Dr J.S. Moroka Local Municipality was also able to produce IDP document and this must be acknowledged as a sterling work because the development of the document was not outsourced. The year 2011 is the Local Government Election and the end of the term of the current Councillors. This IDP Review for 2011/12 is a developmental but political-driven plan, developed to guide socio-economic development in the municipal area. It is a strategic plan that defines the synergy between various priority needs and the sector plans that address community needs.

The 2011/12 IDP review process has also assisted in determining community and stakeholder needs, prioritizing developmental objectives and seeking better ways to implement programmes to achieve key objectives and measuring municipal performance. The municipality has prioritized communities' needs, also taking into consideration of the Government has agreed on 12 outcomes as a key focus of work between now and 2014. Each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome. Each of the 12 outcomes has a delivery agreement that in most cases involve all spheres of government and a range of partners outside government. Combined, these agreements reflect Government's delivery and implementation plans for its foremost priorities

This IDP has a clear and measurable budget, implementation plans and as well as the Organizational Performance Management Systems. There have been ongoing processes to review the institutional arrangements of the administrative structures of the Council to enable the municipality to meet the developmental challenges as per Constitutional mandate. Council is also improving its communication, participatory and decision-making mechanisms to ensure that IDP remains the only popular strategic roadmap to the betterment of life for all. The Municipal Turnaround Strategy will also help to accelerate the pace of service delivery in the municipal area. We present this Plan as a clear strategy based on local needs and is annually fine-tuned to make it a living document. This plan requires an accelerated pace of intergovernmental action and alignment to ensure that all developmental players play their part. On behalf of Council, I would once more thank our dedicated officials and committed stakeholders for their valuable contribution that led to our IDP 2011/2012 and beyond.

**THE EXECUTIVE MAYOR: CLLR MASOMBUKA I.M.**

## **FORWORD OF THE ACTING MUNICIPAL MANAGER**

The IDP has to be reviewed annually in order to:

- Ensure its relevance as the Municipality's Strategic Plan
- Inform other components of the Municipal business process including institutional, financial planning and budgeting.
- Inform the cyclical inter-governmental planning and budgeting cycle.

For the IDP to remain relevant a municipality must assess its performance and the achievement of its targets and strategic objectives. The IDP will therefore have to reflect the impact of successes as well as corrective measures to address challenges. The IDP, as the Dr J.S. Moroka Local Municipality's strategic plan, informs municipal decision-making as well as all business processes of the Municipality. The IDP must inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

The second democratic Municipality of Dr JS Moroka was afforded a stage by the electorate who voted in large numbers to see it drive the service delivery forward during its term of office. There have been successes, frustrations, challenges and inability to perform in some other service delivery initiatives as conceived and as influenced by the people through the IDP, the Budget process and other community participation engagements. This Draft IDP 2011/2012 mark the end of the fith year of the five year IPD Process.

The Municipality believes a foundation has been laid for the incoming Council to take service delivery forward in order to realize ideal that all South Africans are striving for and work towards – "A better life for all". When its term of office is assessed, the various operatives and functionaries who were involved in the processes must be able to say the institution has left footprints in the sands of service delivery time.

**WE DEVELOP AS WE GROW!!!!!!!!!!!!**

**THE ACTING MUNICIPAL MANAGER:**

**MR MABENA BTJ**

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**This document is a result of dedication by Dr JS Moroka Local Municipality in its effort to produce a reader-friendly IDP document. The intention is to enhance access and comprehensiveness of the IDP.**

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## **EXECUTIVE SUMMARY**

The Dr JS Moroka Local Municipality has embarked upon a process of integrating its IDP, budget and Performance Management System. The issues highlighted will be discussed in more detail in each of the relevant sections/chapters of this IDP document.

The IDP review process has progressed in alignment with the following phases: Analysis Phase, Strategies Phase, Projects Phase, Integration Phase and Approval Phase.

During the Analysis Phase, an analysis was conducted in terms of the current developmental status of Dr JS Moroka Local Municipality. Due to the fact that Statistical information was a constraint in that it was outdated and still based on the 2001 Census, the most recent being the 2007 Community Survey was also utilized. It has been a challenge to identify the current developmental status of Dr JS Moroka Local Municipality.

Due to the challenge of baseline information in most developmental focus areas, internal analysis processes took place, namely the determination of impact made by projects implementation in the past and current years<sup>1</sup>, reports that indicate gaps in various development needs and other recent researches from national, provincial and internal initiatives. This was followed by identifying relevant Stakeholders and the voice that they echo to the municipalities as well as the influence which they have on decision-making.

Finally, an analysis was done to determine the internal strengths and weaknesses of the municipality as well as the external opportunities and threats which may have an impact on service delivery<sup>2</sup>. The analysis was clearly outlined to indicate areas that need the most and urgent attention, for all role players to allocate resources accordingly. These processes, coupled with data from Statistics South Africa provide baseline for our planning projections.

In the strategic phase, Key Performance Indicators were reviewed, indicating clearly what the municipality intends to achieve. For implementation purposes, in the Projects Phase, the Operational Strategies of the municipality were determined by means of identification of projects and initiatives which will ensure the achievement of the Intend of the municipality.

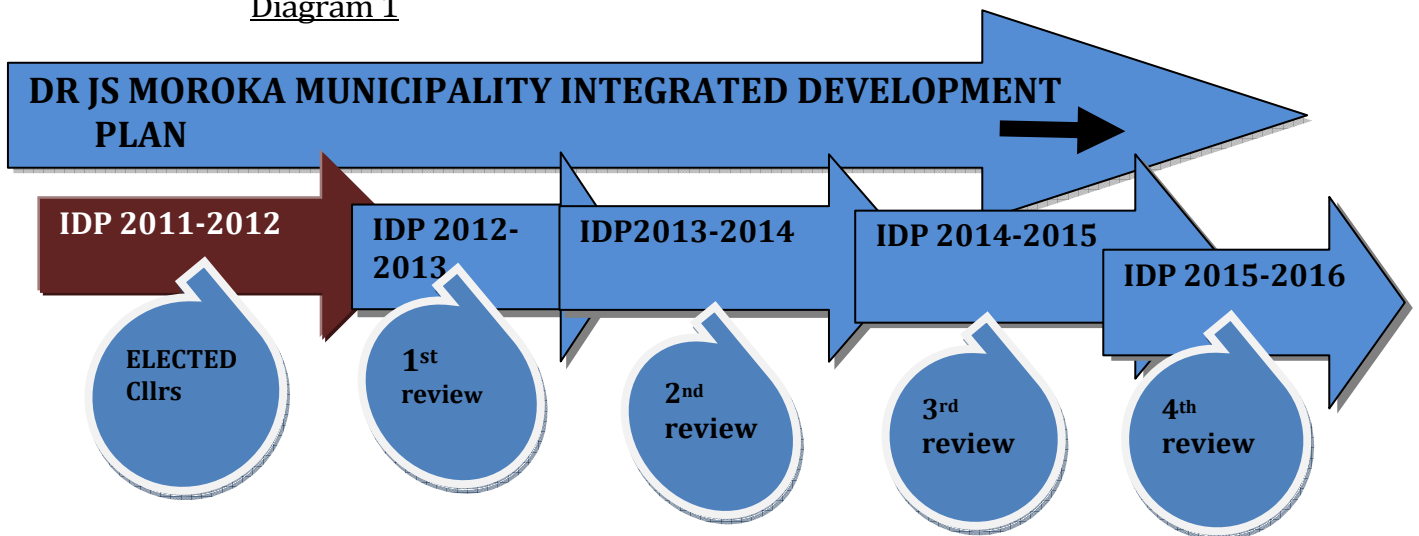
A crucial element of this phase was to ensure that the budget was aligned and integrated through allocation and provision of funds for the programmes/projects and initiatives identified. The Service Delivery and Budget Implementation Plan (SDBIP), as prescribed by the Municipal Finance Management Act would be the integral tool for monitoring the implementation of the IDP, as reviewed.

In the end the IDP process and the Performance Management System has been seamlessly integrated; IDP fulfilled the planning stage of Performance Management; and it is believed that the Performance Management System would fulfill the implementation, management, monitoring and evaluation of the IDP. Therefore the IDP Review, Performance Management System and Budget processes had to roll out so that the final plan is authentic, measurable and realistic. The plan ensures that accountabilities of councilors and employees are integrated to enhance the Vision and Mission of the Dr J.S. Moroka Local Municipality.

## 2. SECTION A: IDP REVIEW

Dr J.S. Moroka Local Municipality Integrated Development Plan 2007-2011, was approved in March 2006, and it was used as the baseline plan for the respective annual plans. The IDP sets the strategic direction for the consecutive annual reviewable plans, as indicated in the diagram.

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 2011/2016 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 is important to understand the instruction given to municipalities in section 34 and 26 (b) 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)
- Economic Growth Path.



## **2.4. COMPLIANCE WITH THE IDP GUIDE FOR CREDIBLE IDP**

In order to accommodate the requirements of Department of Co-operative Governance and Traditional Affairs & , 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.

### **WHAT INFORMS THE IDP REVIEW PROCESS**

#### **OBJECTIVE, ADVANTAGES AND IMPORTANCE 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. It is important that the IDP process is the single inclusive planning process within which other processes must be located. 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:

- 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
  
- Develop and implement appropriate strategies and projects to address the problems.
- help 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
- Enables the municipality to search for more effective solution by addressing causes, rather than just allocating capital expenditure for dealing with symptoms.
- Help to speed up delivery by providing a tool which guides where investment should occur.
- Attracts all relevant role players and offers decision making mechanism that will drive at realistic project proposals taking into consideration the limited resources.
- Strengthen democracy and institutional transformation through transparency and inclusiveness.
- Situational changes
- MEC comments
- Municipal Turn Around Strategy
- Review of Departmental Operational Strategies

## **MUNICIPAL TURNAROUND STRATEGY**

The Municipal Turnaround Strategy is informed by the National Assessment of the State of Municipalities. This assessment identified need for urgent improvement across the board while maintaining the basic system of local government and our municipality is no exception. The South African Government has agreed on 12 outcomes as a key focus of work between now and 2014. Each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome. Each of the 12 outcomes has a delivery agreement that in most cases involve all spheres of government and a range of partners outside government. Combined, these agreements reflect Government's delivery and implementation plans for its foremost priorities.

This Delivery Agreement is a negotiated agreement outlining the commitments from key partners involved in delivering Outcome 7. It provides details to the outputs, targets, indicators and key activities in addition to the roles and responsibilities for achieving Outcome 7. It spells out who will do what, by when and with what resources. The outputs are applicable to the entire government and are long term. While the delivery agreement mainly contains long term outputs and targets, it also includes outputs and targets achievable in the next 3 years (MTEF period). The Delivery Agreement will be reviewed annually as the department learns from ongoing implementation as well as takes on feedback from monitoring and evaluation (M&E), and gets buy-in from more partners who could be able to leverage effectiveness. This way the agreement without reducing its targets will be refined over time thereby become more inclusive of relevant delivery partners.

### **OBJECTIVES OF THE MUNICIPAL TURNAROUND STRATEGY**

- Ensure that municipalities meet the basic needs of communities
- Build clean effective, efficient responsive and accountable local government
- Improve performance and professionalism in municipalities; and
- Strengthen partnership between communities, civil society and local government.

### **STRATEGIC FOCUS AREAS**

- Institutional Transformation and Good Governance
- Service Delivery, Infrastructure and Land Availability
- Local Economic Development
- Financial Viability

### **3. METHODOLOGY AND PROCESS FOLLOWED TO REVIEW OUR IDP**

#### **3.1. THE IDP REVIEW PROCESS FOLLOWED IN TERMS OF IDP 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 District framework provides the linkage and binding relationship between the District and Dr JS Moroka. The Council adopted the IDP Process Plan with resolution No R48.08.2010 D in August 2010, the IDP Process Plan was adopted with due cognisance of the IDP District Framework Plan adopted by the District which seek to guide Integrated Development Planning for the District as a whole. An intensive community, stakeholder participation process commence during July 2010. During this time the process involved councilors, officials, ward committees, sectors departments, NGO's, structures who spent extensive hours in debate. The review of the 2011/12 IDPs comprise of five phases outlined as follows:

#### **PHASE1: ANALYSIS**

During this phase an analysis of the existing problems faced by people in a municipal area is conducted. The issues normally range from lack of basic services to crime and unemployment. The identified problems are considered and prioritized according to levels of urgency and /or importance thus constituting the key development priorities, it is important that in the Ward, they need not to understand only the symptoms but also the cause of problems in order to make informed decision on priorities and targets. The people affected should be involved in determining the problems and priorities. It is important to determine the key development priorities, due to the fact that the municipality will not have sufficient resources to address all the issues identified by different segment of the community. Priorities assist the municipality to allocate scarce resources to those issues highlighted as more important and/or urgent. Stakeholder and community participation is very critical in this phase.

**NB: Community and Ward Committee meetings organized by Ward Councillors.**

IDP Technical Committee  
IDP Management Committee  
IDP Representative Forum  
IDP Izimbizo

## Phase 2: Strategies

### Expected output:

- **Desired future result**
- **Give sense of direction**
- **Phrased in simple terms**

Once the municipality has determined the key development priorities affecting the people of the area/ward and the causes thereof, strategy formulation commences, which brings into play the critical managerial issue of how to achieve the target results in light of the municipality's situation, needs and prospects. Strategies constitute the game plan or map to assist the municipality to progress from where it is to where it wants to be.

### GAP Analysis and Strategies

The first step is to assess the gap between the current reality in terms of development and the provision of service, and where the municipality desires to be in terms of its vision and mission. The next step is to identify strategies to bridge the gap, this is done as follows:

- Key performance areas (KPA's) are identified and are those areas in which the municipality has to excel to accomplish the vision and mission. KPA's are broad areas of focus.
- Development objectives are formulated in terms of the identified key development priorities and are linked to the KPA's.
- Development of targets.

NB: Councillors and Officials: IDP Technical Committee, IDP Management Committee and IDP Representative Forum.

### Expected output

- **Project formulation**
- **Project prioritization**
- **Project planning**

### Phase:3 Projects

This phase is a formulation of projects proposal and programme to ensure that the objectives and targets of the project deliverables are aligned, and remain aligned with the outcomes of the project within the municipality. An appropriate definition for project management may be stated as follows:

- Key performance area
- Development objectives
- Key performance indicators
- Projects
- Ward
- Source of funding
- Performance Target/financial year

The co-coordinated and integrated management of a key issue that brings change and states that the aims of a national performance management transformation in the organization and achieve benefits of strategic importance. The White Paper on Local Government states that the aims of a Performance Management System is to monitor the effectiveness of development and delivery strategies adopted by council and ensure that scarce resources are utilized efficiently.

**NB: IDP Technical Committee, IDP Management Committee and IDP Representative Committee**

**Expected output**

- **Identified projects & sectoral operational plans comply with the municipality's strategies**
- **Projects are aligned with provincial & national sector departments.**
- **Ensure that all relevant stakeholders are involved.**

Phase 4: Integration

During this phase the IDP Technical Committee, IDP Management Committee and IDP Representative Forum should ensure that total integration has been achieved in terms of the following:

- All identified projects and sectoral operational business plans comply with the municipality's strategies (KPA's and development objectives) resource framework
- All the identified sectoral operation business plans and projects are aligned with provincial and national sector department's plans and programmes to secure funded mandates from national and provincial departments.
- In the case of multi disciplinary projects such as poverty alleviation, gender equity, HIV/Aids prevention, environmental management, disaster management and local development, all the relevant stakeholders are involved.

The IDP is integrated and reflects the following:

- 5 year financial plan,
- 5 year capital investment programme,
- integrated communication plan,
- Institutional restructuring.

IDP Technical Committee  
IDP Management Committee  
IDP Representative Committee

## **NB: The Executive Mayor IDP Open Day will be held on 5<sup>th</sup> February 2011**

### **Expected output**

- **Community & relevant stakeholders are afforded the opportunity to comment**
- **Cllr should also utilize the opportunity to study the draft IDP & comment on it.**
- **Ensure that the revised draft IDP takes care all stakeholders concerns.**

### **Phase 5: Approval**

During this is phase the municipality should do everything in its power to ensure support for the implementation of the IDP by all stakeholders involved or affected by it. All stakeholders must have access to the draft IDP and allowed to articulate their comments to avoid that the process becomes an endless exercise. This is done within 21 days as required by the Municipal Planning and Performance Management Regulation 2001. The Municipality adopts the final IDP and in terms of the Municipal Systems Act a copy of the IDP as adopted by Municipality must be submitted to the MEC for Local Government within ten (10) days. The MEC for Local Government may, within 30 days of receiving the IDP, request the municipality to amend or adjust the IDP in accordance with the MEC proposals. Within 14 days after the adoption of the IDP in terms of subsection (1) or (3) a. Notice to the public is published.

- i. On adoption of the plan and
- ii. The copies of the plan are available for public inspection/read at specified places. E.g. HQ Office, Unit Offices, Libraries.

NB: the development of the IDP is done in consideration of applicable legislation and ensuring that Community Participation take a lead and turning around the Municipal Planning Strategy. 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.

#### 4. COMMUNITY PARTICIPATION

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.

<b>WARD TEMPLATES</b>
<p><b>WARD 1:</b></p> <ul style="list-style-type: none"> <li>. Water reticulation</li> <li>. Sewer system</li> <li>. Tarred road</li> <li>. Maintenance of Storm Water</li> <li>. Erection of storm water</li> <li>. Graveled roads</li> <li>. Bridge</li> <li>. New road</li> <li>. Side walks</li> <li>. High mast light</li> <li>. Post connection</li> <li>. Fencing</li> <li>. PHP Houses</li> <li>. CBRIS</li> <li>. CBRS</li> <li>. Waste Management</li> <li>. Water tank and fencing</li> <li>. Sports, Recreation, Arts and Culture</li> <li>. Water pumping machine</li> </ul>

**WARD 2:**

- . Water reticulation: Makopanong
- . Bulk Supply
- . Meter connection: Makopanong
- . VIP Toilets: Makopanong
- . Tarred road: Makopanong
- . Gravel road: Redutse / Makopanong
- . Maintenance of Storm water: Makopanong/Redutse
- . Erection of Storm water: Makopanong/ Redutse
- . Street Regravelling: Makopanong/Redutse
- . High mast light: Makopanong/Redutse
- . PHP houses: Makopanong
- . Waste management: Redutse
- . Sports, Recreation, Arts and Culture :Makopanong/Redutse
- . Poverty Alleviation projects: Makopanong/Redutse

**WARD 3:**

- . Water reticulation
- . Bulk supply
- . Gravel road
- . Maintenance o storm water
- . High mast light
- . PHP Houses
- . Waste management
- . Sports, Recreation Arts and culture

**WARD 4:**

- . RDP standard
- . Tarred road
- . Erection of storm water
- . Gravel Road: Maqhawe
- . Side walk: Bus and taxi road
- . High mast light: Masuku school
- . PHP Houses: Siyabuswa "A"
- . Waste Management
- . Sport, Recreation, Art and Culture
- . Building an industrial park
- . Agriculture

**WARD 5:**

- . Meter connection: Siyabuswa "C"
- . Tarred road: Siyabuswa "C"
- . Gravel road: Siyabuswa "C"
- . Maintenance of storm water:  
Siyabuswa "C"
- . Erection of Stormwater: Siyabuswa "B/C"
- . Street (internal): Siyabuswa "C"
- . Bridge: Siyabuswa "C"
- . New road: Siyabuswa "C"
- . Sidewalk: Siyabuswa " C"
- . High mast light : Siyabuswa "C/ B"



- . Post connection: Siyabuswa “ C”
- . CBIRS: Siyabuswa “C”
- . Waste Management: Siyabuswa “C/B”
- . Sport, Recreation, Art and Culture: Siyabuswa” C/B”
- . Skills development: Siyabuswa “ B/C”

**WARD 6:**

- . Water reticulation: Mogononong/Mrhawini/Mrhetja
- . Bulk supply: Mogononong/Mrhawini/Mrhetja
- . Yard connection: Mogononong/Mrhawini/Mrhetja
- . Meter connection: Mogononong/Mrhawini/Mrhetja
- . Sewer system: Siyabuswa D
- . VIP toilets: Mrhawini/Mrhetja
- . Tarred road: Mogononong/Mrhawini/Mrhetja/Siyabuswa “B”/Siyabuswa “ D”
- . Gravel road: Mogononong/Mrhawini/Mrhetja/Siyabuswa “B”/Siyabuswa “ D”
- . Maintenance of storm water: Mogononong/Mrhawini/Mrhetja, Siyabuswa “B”/Siyabuswa “ D”
- . Storm water: Mogononong/Mrhawini/Mrhetja/Siyabuswa “B”/Siyabuswa “ D”
- . Street: Mogononong/Mrhawini/Mrhetja, Siyabuswa “B”/Siyabuswa “ D”
- . Bridge: Mogononong
- . New road: Siyabuswa “D”
- . Side walk: Mrhawini/Mrhetja/Siyabuswa “B”/Siyabuswa “D”
- . Project description: Mogononong
- . Post connection: Mogononong
- . Human settlements: Mogononong/Mrhawini/Mrhetja/Siyabuswa “B”/Siyabuswa “ D”
- . PHP houses: Siyabuswa “B”
- . CBIRS: Mogononong/Mrhawini/Mrhetja/Siyabuswa “B”/Siyabuswa “ D”
- . CBRS: Mogononong/Mrhawini/Mrhetja, Siyabuswa “B”
- . Waste management: Siyabuswa” B”/Siyabuswa” D”
- . Post and Telecommunications: Mogononong/Mrhawini/Mrhetja/Siyabuswa “B”/Siyabuswa “ D”
- . Sports, Recreation, Art and Culture: Mogononong/Mrhawini/Mrhetja, Siyabuswa “B”/Siyabuswa “ D”

**WARD 7:**

- . Water reticulation: Thabana
- . Yard connection: Thabana
- . Bulk supply: Ramokgeletsane
- . VIP toilets: Ramokgeletsane
- . Tarred Road: Ramokgeletsane
- . Gravel road: Thabana/Ramokgeletsane
- . Maintenance of Storm water: Thabana/Ramokgeletsane
- . High mast lights: Thabana/Ramokgeletsane
- . Post connection: Thabana/Ramokgeletsane
- . PHP houses: Thabana/Ramokgeletsane
- . Sports, Recreation, Art and culture: Thabana/Ramokgeletsane

- . Fencing: Thabana/Ramokgeletsane
- . Heritage site: Thabana/Ramokgeletsane
- . Borehole

**WARD 8:**

- . Bulk supply
- . Water reticulation
- . Yard connection
- . Mater connection
- . VIP toilets
- . Tarred road
- . Gravel road
- . Maintenance of storm water
- . Storm water
- . Street
- . Bridge
- . New road
- . High mast light
- . Post connection
- . CBRS
- . PHP houses
- . Sport, Recreation, Art and Culture

**WARD 9:**

- Water yard connection
- . VIP toilets
- . Tarred road
- . Gravel road
- . Maintenance of storm water
- . Streets
- . Bridge
- . Side walk
- . High mast light
- . Electricity post connection
- . PHP houses
- . Sport, Recreation, Art and Culture
- . Agriculture
- . Replacement of existing street lights
- . Regravelling of street

**WARD 10:**

- . Water reticulation: Meetsemadiba
- . VIP toilets: Metsimadiba/Ga Morwe
- . Tarred road: Meetsemadiba/Ga Morwe
- . Gravel Road: Metsimadiba/Ga-Morwe
- . Maintenance of Storm water: Metsimadiba/Ga Morwe
- . Stormwater: Metsimadiba/ Ga Morwe
- . Side walk: Meetsemadiba/Ga Morwe

- . High mast light: Meetsemadiba/Ga Morwe
- . Electricity Post connection: Metsimadiba
- . Cemetery: Metsimadiba
- . PHP houses: Metsimadiba/Ga Morwe
- . Sport Recreation, Art and Culture: Metsimadiba/Ga Morwe
- . Agriculture: Metsimadiba/Ga Morwe
- . Tourism: Metsimadiba/Ga Morwe

**WARD 11:**

- . Water reticulation: Kwa Magula/Mabusabesala/ Meetsemadiba
- . Bulk water supply: Kwa Magula/Mabusabesala
- . Yard connection: Kwa Magula/Mabusabesala/ Meetsemadiba
- . VIP Toilets: Kwa Magula/Mabusabesala/Meetsemadiba
- . Tarred road: Kwa Magula/Mabusabesala/Meetsemadiba
- . Gravel road: Kwa Magula/Mabusabesala/Meetsemadiba
- . Maintenance of Storm water: Kwa Magula/ Mabusabesala
- . Erection of storm water: Kwa Magula/Mabusabesala/ Meetsemadiba
- . Bridge: Mabusabesala
- . Side walk: Kwa Magula/Mabusabesala/Meetsemadiba
- . High mast light: Kwa Magula/Mabusabesala/
- . New connection: Kwa Magula/Mabusabesala/ Meetsemadiba
- . Post connection: Kwa Magula/Mabusabesala/Meetsemadiba
- . Cemetery: Kwa Magula/Mabusabesala/Meetsemadiba
- . Fencing: Magula/Mabusabesala/Meetsemadiba
- . Human settlements: Kwa Magula/Mabusabesala/ Meetsemadiba
- . PHP houses: Kwa Magula/Mabusabesala/Meetsemadiba
- . CBRIS: : Kwa Magula/Mabusabesala/Meetsemadiba
- . CBRs: : Kwa Magula/Mabusabesala/Meetsemadiba
- . Waste Management: Kwa Magula/Mabusabesala/ Meetsemadiba
- . Post and Telecommunications: : Kwa Magula/ Mabusabesala/Meetsemadiba
- . Sport Recreation, Art and Culture: : Kwa Magula/ Mabusabesala/Meetsemadiba
- . Tourism: : Kwa Magula/Mabusabesala/Meetsemadiba
- . Agriculture: : Kwa Magula/Mabusabesala/ Meetsemadiba

**WARD 13:**

- .Water reticulation: Madlayedwa
- . Bulk supply: Madlayedwa
- . VIP toilets
- . Tarred road: Kwa Dithabaneng/Borolo
- . Maintenance of storm water
- . Bridge: Kwa Dithabaneng
- . High mast light
- . Fencing: Madlayedwa

**WARD 14:**

- . Bulk water supply
- . VIP toilets
- . Tarred road
- . Maintenance of storm water
- . Erection of storm water

- . Bridge
- . Side walk
- . High mast lights
- . Post connection
- . Cemetery
- . Fencing
- . PHP houses
- . CBRS
- . Post and telecommunication
- . Sports Recreation, Art and culture
- . Upgrading of Maphotla Industrial Park

**WARD 15:**

- . Water reticulation: Digwale/Molapomogale
- . Yard connection: Digwale/Molapomogale
- . Meter connection: Molapomogale
- . VIP Toilets: Digwale/Molapomogale
- . Tarred road: Digwale
- . Gravel road: Digwale
- . Maintenance of storm water: Digwale/Molapomogale
- . Erection of storm water: Digwale/Molapomogale
- . Streets (internal)
- . Bridge: Digwale
- . New road: Molapomogale
- . Side walk: Digwale
- . High mast light: Digwale/Molapomogale
- . New connection: Mankgabane farm house
- . Post connection: Digwale/Molapomogale
- . Fencing: Digwale
- . Human settlements: Molapomogale
- . PHP houses: Digwale/Molapomogale/Ronde oog
- . Waste Management: Digwale/Molapomogale
- . Post and telecommunication: Digwale/Molapomogale
- . Sport Recreation, Art and culture: Molapomogale
- . Farming irrigation: Molapomogale/Ronde oog
- . Resort: Mdala Nature reserve

**WARD 16:**

- . Yard connection : Libangeni B
- . Meter connection: Libangeni B
- . Sewer system: Libangeni A & B
- . Tarred road: Libangeni A
- . Gravel road: Libangeni A&B
- . Maintenance of storm water:
- . Storm water: Libangeni A&B
- . High mast light: Libangeni A&B
- . Fencing: Libangeni B
- . Human settlement: Libangeni B
- . CBIRS: Libangeni A&B

- . Waste Management: Libangeni A&B
- . Sport Recreation, Art and Culture
- . Renovation of stalls next to Libangeni pay point: Libangeni A

**WARD 17:**

- . Water reticulation
- . Yard connection
- . Meter connection
- . Sewer system
- . Tarred road
- . Maintenance of storm water
- . Street
- . Bridge: Libangeni
- . Side walk
- . High mast light
- . Post connection
- . Cemetery
- . CBIRS
- . Sports, Recreation, Arts and culture
- . Agriculture
- . Tourism

**WARD 18:**

- . Water reticulation
- . Bulk Supply
- . Yard connection
- . meter connection
- . VIP
- . Tarred road
- . Gravel road
- . Storm water
- . Street
- . Side walk
- . High mast light
- . New connection
- . Post connection
- . Cemetery
- . Human settlements
- . PHP Houses
- . Waste management
- . Post and telecommunications
- . Sports, Recreation, Arts and culture

**WARD 19:**

- . Bulk water supply: Madubaduba
- . Yard connection: Ukukhanya
- . Meter connection: Ukukhanya
- . VIP toilets: Ukukhanya
- . Tarred road: Makometsane
- . Maintenance of storm water:  
Makometsane/Ukukhanya/Madubaduba
- . Street (internal)
- . Bridge: Makometsane
- . Side walk: Makometsane
- . High mast light: Madubaduba
- . New/connection: Makometsane/Ukukhanya
- . Cemetery: Madubaduba
- . Fencing: Madubaduba
- . Human settlements: Makometsane
- . PHP houses: Makometsane
- . CBIRS: Madubaduba
- . Waste management: Madubaduba
- . Sports Recreation, Arts and culture

**WARD 20:**

- . Bulk water supply: Senotlelo
- . VIP toilets: Senotlelo
- . Erection of storm water: Senotlelo
- . Bridge: Senotlelo
- . High mast light: Senotlelo
- . New / Connection: Senotlelo
- . Post connection: Senotlelo
- . PHP houses: Senotlelo
- . CBIRS: Senotlelo

**WARD 21:**

- . Water reticulation
- . Yard connection
- . VIP Toilets
- . Tarred road: Lefiso/Lefiswane
- . Gravel road
- . Maintenance of storm water: Lefiswane
- . Side walk: Lefiso/Lefiswane
- . High mast light: Lefiso/Lefiswane
- . New connection: Ga Maria
- . Post connection: Lefiso/Lefiswane
- . Cemetery
- . Human settlements
- . PHP hoses
- . Post and telecommunications
- . Sports, Recreation, Art and Culture
- . Grazing camps
- . Park

**WARD 22:**

- Water reticulation: Marapyane
- . Bulk water supply: Marapyane
- . Yard connection (Water): Kabete
- . RDP Standard: Marapyane
- . Meter connection: Kabete
- . Sewer system: Kabete
- . VIP toilet: Marapyane
- . Tarred road: Marapyane/Kabete
- . Gravel road: Marapyane/Kabete
- . Maintenance of storm water: Kabete
- . Storm water: Kabete
- . Street re-gravelling: Marapyane
- . Bridge: Marapyane
- . New road: Marapyane
- . Side walk: Marapyane/Kabete
- . New road: Marapyane
- . Side walk: Marapyane/Kabete
- . High mast light: Marapyane
- . New electricity connections: Kabete (New stands)
- . Electricity post connections: Kabete (New stands)
- . Cemetery: Kabete/Marapyane
- . Human settlements: Marapyane/Kabete
- . PHP houses: Marapyane
- . CBIRS: Kabete
- . CBRS: Marapyane
- . Waste management: Marapyane
- . Post and telecommunications: Kabete
- . Sports recreation, Art and Culture: Marapyane

**WARD 23:**

- . Water reticulation
- . Bulk supply
- . Yard connection
- . Meter connection
- . RDP standard: Ramantsho
- . Meter connection
- . VIP toilets: Ramonanabela/Loding
- . Tarred road: Ramonanabela/Loding
- . Maintenance of storm water: Ramonanabela/Ramantsho
- . Street
- . New road: Ramonanabela/Ramantsho
- . Side walk
- . High mast light
- . Post connection: Ramonanabela/Gamogwasha /Loding
- . Cemetery: Ramonanabela/Loding/Ramantsho
- . PHP houses: Ramonanabela/Loding
- . CBIRS: Ramonanabela/Loding
- . CBRS: Ramonanabela/Loding
- . Sport Recreation, Art and culture: Ramonanabela/Loding

**WARD 24:**

- . Water reticulation: Marapyane/Sehoko/Mmaduma/Semotlhase
- . Bulk water supply: Marapyane/Sehoko /Semotlhase
- . Yard connection: Marapyane/Sehoko/Mmaduma/Semotlhase
- . RDP Standard: Marapyane/Sehoko/Mmaduma/Semotlhase
- . Meter connection: Marapyane/Sehoko/Mmaduma/Semotlhase
- . Sewer system: Marapyane/Sehoko/Mmaduma/Semotlhase
- . VIP toilets: Marapyane/Mmaduma/Semotlhase
- . Tarred road: Marapyane/Sehoko/Mmaduma/Semotlhase
- . Gravel road: Marapyane
- . Maintenance of storm water: Marapyane/Mmaduma
- . Streets (internal): Marapyane/Sehoko/Mmaduma/Semotlhase
- . Bridge: Marapyane/Sehoko/Mmaduma/Semotlhase
- . New road : Marapyane/Sehoko/Mmaduma
- . Side walk: Marapyane/Sehoko/Mmaduma
- . High mast light: Marapyane/Sehoko/Mmaduma/Semotlhase
- . New connection: Marapyane/Sehoko/Mmaduma/Semotlhase
- . Post connection: Marapyane/Sehoko/Mmaduma/Semotlhase
- . Cemetery: Marapyane/Sehoko
- . Fencing: Marapyane/Sehoko
- . Human settlements: Marapyane
- . PHP houses: Marapyane/Sehoko/Mmaduma/Semotlhase
- . CBI-RS: Marapyane/Sehoko/Mmaduma/Semotlhase
- . CBRS: Marapyane/Sehoko/Mmaduma/Semotlhase
- . Waste Management: Sehoko/Mmaduma/Semotlhase
- . Post and Telecommunication: Marapyane/Sehoko/Mmaduma/Semotlhase
- . Sport Recreation, Art & Culture: Marapyane/Sehoko/Mmaduma/Semotlhase



- . Art centre and skills development: Marapyane/Sehoko/Mmaduma/Semotlhase
- . Farming: Marapyane/Sehoko/Mmaduma/Semotlhase

**WARD 25:**

- . Water reticulation
- . Yard connection
- . RDP standard
- . Tarred road
- . Gravel road
- . Street
- . Bridge
- . New road
- . High mast light
- . New connection
- . Post connection
- . Fencing
- . Human settlements
- . PHP houses
- . Sports, Recreation Arts and culture

**WARD 26:**

- . Water reticulation: Katjibane
- . Bulk water supply: Katjibane
- . Yard connection: Katjibane
- . Sewer system: Katjibane
- . VIP Toilets: Katjibane
- . Tarred road: Katjibane
- . Gravel road: Katjibane
- . Maintenance of storm water: Katjibane
- . Storm water: Katjibane
- . Bridge: Katjibane
- . New connection: Katjibane
- . Post connection: Katjibane
- . Cemetery: Katjibane
- . Fencing: Katjibane
- . Human settlements: Katjibane
- . PHP houses: Katjibane
- . CBIRS: Katjibane
- . CBRS: Katjibane
- . Waste Management: Katjibane
- . Post and telecommunications: Katjibane
- . Sport Recreation, Art and culture: Katjibane
- . Utilization of farming fields: Katjibane
- . Funding for Sports, Art and Culture: Katjibane

**WARD 27:**

- . Water reticulation: Dierfeng
- . Bulk water supply: Magareng

- . RDP Standard: Dierefeng
- . Meter connection: Nokaneng
- . Sewer system: Magareng
- .VIP toilets: Nokaneng
- .Tarred road: Nokaneng
- .Gravel road: Dierefeng
- .Maintenance of storm water: Nokaneng
- .Storm water: Nokaneng
- . Streets: Nokaneng
- .Bridge: Nokaneng
- .New road: Dierefeng
- .Side walk: Nokaneng
- .High mast light : Dierefeng/Nokaneng/Magareng
- .Post connection: Nokaneng
- .Cemetery: Nokaneng/Magareng
- .Fencing: Nokaneng / Magareng
- . Human settlements: Dierefeng/Nokaneng/Magareng
- .PHP houses: Dierefeng/Nokaneng/Magareng
- .CBIRS: Dierefeng/Nokaneng/Magareng
- .CBRS: Dierefeng/Nokaneng/Magareng
- .Waste management: Nokaneng
- .Post and telecommunications: Dierefeng/Nokaneng/Magareng
- .Sports Recreation, Art and culture: Nokaneng

**WARD 29:**

- .Water reticulation: Rebone/Mantlole/Rankaile
- .Bulk water supply: Rebone/Mantlole/Rankaile/Thabeng/Rathagane
- .Yard connection: Rebone/Mantlole/Rankaile
- .RDP Standard: Rebone/Mantlole/Rankaile
- .Meter connection: Rebone/Rathagane
- .VIP Toilets: Rebone/Thabeng/Rankaile
- .Tarred road: Rebone/Thabeng/Rankaile
- .Maintenance of storm water: Rankaile/Rebone
- .Streets (internal): Rebone/Mantlole/Rankaile/Thabeng
- .Bridge: Rebone/Mantlole/Rankaile/Thabeng
- .New road : Mantlole
- .Side walk: Rebone/Mantlole/Rankaile/Thabeng
- .High mast light: Rebone/Mantlole/Rankaile/Thabeng
- .Post connection: Rankaile/Phaphamang
- .Cemetery: Rathagane /Rebone
- .Fencing: Rebone
- .Human settlements: Thabeng /Phola park
- .PHP houses: Thabeng/Rebone
- .CBIRS: Rebone
- .CBRS: Rebone
- .Waste management: Thabeng
- .Post and telecommunications: Thabeng
- .Community hall: Rebone
- .Farming: Rebone/Mantlole/Rankaile/Rathagane

.Waste and Park project

**WARD 30:**

- Water reticulation
- . Bulk water
- . Yard connection
- . Meter connection
- . Sewer system
- . VIP Toilets
- . Tarred road
- . Gravel road
- . Maintenance of storm
- . Street re-gravelling
- . New road
- . Side walk
- . Bridge
- . High mast light
- . New connection
- . Post connection
- . Cemetery
- . Fencing
- . Human settlements
- . PHP Houses
- . CBIRS
- . CBRS
- . Waste management
- . Post and telecommunications
- . Sport Recreation, Art & Culture

**MBIBANE: IDP Imbizo held on the 17 July 2010 at Lefiso (Paneng), issues raised by the community were as follows: Ward: 19,20,21,23**

<p><b>Sanitation</b></p> <p>Incomplete VIP toilet : Ward 19,21</p> <p>VIP toilet : Ward 21</p> <p>Allocation of similar VIP toilet for same villages. Ward 21</p> <p>Request for sewerage system: Ward 19</p> <p>Sanitation project required: Ward 19</p>	<p><b>Water services</b></p> <p>Regular water supply: ward 20,21.</p> <p>Water tap projects have been completed but still there are no tap fitted, Request for water supply: ward 19</p>
	<p><b>Local Economic Development</b></p> <p>Land survey for agricultural purpose : Ward 29</p> <p>Procedure to register tractors for farming: Ward 21</p> <p>Market stalls Maintenance: Ward 21</p>

<p><b>Roads &amp; Storm water</b></p> <p>Request for storm water drainage: Ward 19,20</p> <p>Closing of illegal exit roads: Ward 21</p> <p>Request for a bridge at the outline road : ward 20</p> <p>16(Phomolong) re gravelling of roads ward 21</p> <p>Request for speed humps: Ward 21</p> <p>Wetland: ward 19 Ukukhanya</p> <p>Poor quality of roads by District: Ward 19</p> <p>Tarred roads from Senotlelo to Ga-Maria: Ward 21</p> <p>Side walk in the main roads: ward 19,20</p> <p>Regravelling roads to Ditlhokwe, Radijoko: Ward 21</p> <p>Roads from Malatji to Letswalo should be tarred: Ward 21</p> <p>Illegal exit roads should be closed: Ward 21</p> <p>Upgrading roads to the clinic: Ward 21</p>	<p><b>Public participation</b></p> <p>Accessibility to Councillors and information: Ward 23</p> <p>Revival of ward committee: Ward 23</p> <p><b>Safety &amp; Security</b></p> <p>SAPS requested to work together with the municipality: Ward 21</p> <p>Request for police station: Ward 20.</p> <p>Satellite police station should be provided: Ward 21</p> <p>Encourage public participation in crime prevention. Ward 23</p>
<p><b>Health &amp; Social Services</b></p> <p>Pay point for pensioners Ward 19,21</p> <p>24 hr clinic: ward 20 (Senotlelo)</p> <p>Request for SASSA satellite offices: Ward 20</p>	<p><b>Electricity</b></p> <p>Request for high mast light : ward ,19,20,21</p> <p>Request for electricity: ward 19</p> <p>(Makometsane extension) installation of electricity: Ward 19.</p> <p>Maintenance of high mast lights: Ward 21</p>
<p><b>Sports recreation Art &amp; Culture</b></p> <p>Construction of community hall: ward 19,21</p> <p>Request for sports recreation facilities: ward 20</p> <p>Request for park: ward 23</p> <p>Request for multipurpose centre :Ward 20</p>	<p><b>Cemetery</b></p> <p>Requesting for fencing of cemetery : ward 20</p>
<p><b>Youth Development</b></p> <p>Training centre for youth : ward 19</p> <p>Money allocated to youth development should be</p>	<p><b>Land &amp; housing</b></p> <p>RDP House: Ward 19,23</p> <p>Monitoring of the RDP houses after completion. Ward 23, RDP houses not allocated properly: Ward 23</p>

used effectively: Ward 19 Youth summit should be for youth development not for Youth entertainment. Ward 19	
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**IDP Imbizo 24 July 2009: Molapomogale issues raised by the community were as follows: Wards 15,16,17,18**

<p><b>Water Services</b> Request for water reticulation: ward 15 Concrete reservoir as been in budget for 2008/2009 IDP but not implemented: ward 15 Water meter leakage: ward 15 Water shortage: Ronde-oog</p>	<p><b>Sanitation</b> Biological toilet were not priority but yet has been implemented. Ward 15</p> <p><b>Local Economic Development</b> Request for shopping complex :Ward 15 process for registration of farmers to be assisted bet tractors should be well mentioned: Ward 15.</p>
<p><b>Roads &amp; Storm water</b> Regravelling of roads: Ward 15 : Molapoamogale Request for bus road to new stand: Molapoamogale ward 15. upgrading of storm water: ward 15,16 speed humps: ward 15 maintenance of tarred roads: ward 15 Moto gate: Ronde-oog Wetland : Molapomogale: Ward 15</p>	<p><b>Demarcation</b> renaming of villages must be fully implemented by the municipality: ward 18 Contractors should be monitored during projects. Poor service delivery by contractors should be evaluated. Ward 19</p>
<p><b>Health &amp; Social Services</b> Request for a 24hr clinic: ward 15 Satellite SASSA office : ward 15 Home base care requests financial support Shelter for old age pensioners: Ward 15 Mobile clinic should available for most days: ward 15</p>	<p>Waste Management Waste collections: Ward 15.</p> <p><b>Electricity</b> Request for high mast light : ward 15</p> <p><b>Cemetery</b></p>

<b>Sports recreation Art &amp; Culture</b> Request for community hall: Ward 15 Request for the renovation of the community hall: Ward 15, Sports grounds: ward 15 Multipurpose centre : ward 15	Request for cemetery fencing: ward 15 Regravelling of roads to the cemetery: Ward 15 Fencing of cemetery: Ronde-oog
	<b>Land &amp; Housing</b> Request for RDP/PHP houses & renovation of other RDP: ward 15 Empty stand should be allocated by the municipality. Ward 15 New stands that have been opened are legal yet there are no water and access roads, Molapoamogale: Ward 15

**MATHANJANA: IDP Imbizo Katjibane 31 July 2010 issues raised by the community were as follows: Wards 22,24,25,26**

<b>Sanitation</b> Request for VIP toilet: ward 22,24 Request for storm water: Ward 24	<b>Water services</b> Request for water Supply: ward 29 Water shortage at Sehoko: Ward 25 Request for water reticulation: ward 24, 27 Bore hole water not suitable for human consumption, Access to clean water: Ward 24 Taps and yard connections: Ward 25,26 Bulk water supply: Ward 26
<b>Roads &amp; Storm water</b> Request for speed humps on the road between Phake & Phola Park: Ward 29 Tarred road for bus & taxi route: Ward 26 storm water Mmaduma : ward 26 Upgrading of bus route: Ward 24	<b>Local Economic Development</b> Job creation : Ward 26 Request for shopping complex: ward 22 Thusong Service Centre should fully constructed since the place is too small: Ward 22 Employment equity encouragement: Ward 26
<b>Health &amp; Social Services</b> Request for 24hr clinic: ward 24 Request for pension pay point shelter: Ward 26 Access to government buildings for disabled: Ward 26	<b>Electricity</b> Request for high mast light: ward 24,25,26 Maintenance of high must light. Ward 24
<b>Sports Recreation Art &amp; Culture</b> Request for sports grounds for youth: ward 22,26, 24,25 Request for community hall: ward 22 Request for sports multipurpose centre :ward 22	<b>Cemetery</b>

<b>Municipal facilities</b> Request for mobile pay point facilities: Ward 26 Encouragement of payment of services: Ward 24	Fencing of all cemeteries in all villages: ward 24
	<b>Safety &amp; Security</b> Request for 24 hr police station: ward
<b>Youth Development</b> Request for awareness on HIV & AIDS: Ward 24 Youth registration database: Ward 26	<b>Land &amp; Housing</b> Request for land survey :ward 22 Request a land for farming: Ward 22 Request for RDP houses :ward 22,24,26,

**MATHANJANA: IDP Imbizo Phake Thabeng: 14 August 2010 issues raised by the community were as follows:27,28,29,30**

<b>Sanitation</b> VIP toilets at schools: ward 29 VIP toilets: Ward 29	<b>Water services</b> Water supply shortage: ward 28,29,30 Request for water reticulation: Ward 27,29
<b>Roads &amp; Storm water</b> Upgrading of roads that lead to the main roads Request for road signs from Masobye to Senotlelo Maintenance of tarred road: Ward 29 storm water drainage system: Ward 29 Request for sidewalks: Ward 27	<b>Electricity</b> Request for high mast light : ward 29 Request for Apollo lights: Ward 27,30 Electricity connections: Ward 27
	<b>Safety &amp; Security</b> Request for 24hr police station: Ward 29 Local economic development Request for land survey for farming: Ward 29
<b>Health &amp; Social Services</b> Request for 24 hr clinic: ward 29	
<b>Youth development</b> Request for youth centre: Ward 30	

**MDUTJANA: IDP Imbizo Mthambothini (Cluster Hall): 21 August 2010 issues raised by the community were as follows: Ward 8, 9, 10, 11,12,13,14**

<b>Sanitation</b> Request for VIP toilet at the pay point for Grant : ward 10 Request for VIP toilet: ward 2,8,10,13	<b>Water services</b> <b>Shortage of water: ward 8,10,13</b> Bulk water supply: Ward 13 Water reticulation: Ward 13
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<p><b>Roads &amp; Storm water</b></p> <p>Request storm water drainage: ward 8,13 tarred ,storm water drainage ward 8</p> <p>upgrading of roads at Mogononong , ward 8,13</p> <p>Maintenance of high mast light: ward 10.</p> <p>Upgrading of roads sign: ward 8.</p> <p>Bus and taxi route: Ward 8</p>	<p><b>Local Economic Development</b></p> <p>Request with assistance with skills development : ward 8, Request shopping complex: ward 9</p> <p>Electricity</p> <p>High mast light : ward 3, 8,13,2</p>
<p><b>Health &amp; Social Services</b></p> <p>Request for 24 hr clinic: ward 8,13</p> <p>Renovation of local clinics: ward 8</p>	<p><b>Cemetery</b></p> <p>Request for the fencing of the cemetery: ward 10,13</p>
<p><b>Sports recreation Art &amp; Culture</b></p> <p>Request for community hall: ward 7, 10</p>	<p><b>Safety &amp; Security</b></p> <p>Request for 24 hr police station(satellite) : ward 2</p> <p>Reduction of high crime rate: ward 8</p>
<p><b>Land &amp; Housing</b></p> <p>Request for RDP houses: ward 10,8</p>	<p><b>Demarcation:</b></p> <p>Separation of ward 6 from ward 8( Mrhawini from Mthambohini.</p> <p>Petition was submitted to the Executive Mayor by Ward 6</p>
<p><b>Cross Cutting issues:</b></p> <p><b>Transversal</b></p> <p>women empowerment: Ward 6</p> <p>Problems of accessibility to Councillors. Ward 4</p> <p>Access to information from the Municipality: Ward 4</p>	<p><b>Youth</b></p> <p>Implementing programs for youth. Ward 8</p> <p>Youth empowerment. multipurpose Centre: Ward 8</p> <p>Sporting codes not represented in all wards: Ward 1</p> <p>youth desk not functional: Ward 1</p> <p>Young people are advised to open CK but not given employment only outsiders are benefiting.</p>

**MDUTJANA: IDP Imbizo Siyabuswa “D” 28 August 2010 issues raised by the community were as follows: Ward 1,2,3,4,5,6,7**

<p><b>Sanitation</b></p> <p>Request for VIP toilet at grave yard and people to maintain them: Ward 3</p>	<p><b>Water services</b></p> <p>water shortage from ward 3 stand, no 181,184,186,187,189</p>
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request for sewer systems : ward 1	water shortage from : ward 1( stadium site)
<b>Roads &amp; Storm water</b> Re-upgrading of storm water near Council Chamber (ward 5) Problem with wetland (Siyabuswa C 35): Ward 5 Experiencing problems with storm water drainage : Ward 5	<b>Electricity</b> Maintenance of high mast light: ward 1,5,6, Requests for high mast light: ward 3,7,13 yard connection electricity: Ward 7
<b>Health &amp; Social Service</b> Construction of 24hr clinic ward 7 Upgrading of clinic ward:3 ,Request for mini hospital ward 3	<b>Public Participation</b> Access of information from the municipality e.g. regal compliance register. Ward 1,3 Request for the calendar which have all the departments' responsibilities. quality assurance, monitoring and evaluation of projects: Ward 1,3
<b>Sports recreation Art &amp; Culture</b> Arts and culture should have projects on IDP. request for community hall: ward 7 Promotion of local artists: Ward 10	<b>Disaster Management</b> Disaster Management Services "Ward 6 Fire station around Dr J.S.MLML not relying on Kwa Mhlanga. Disaster Management skills for the community. Ward 6
<b>Land &amp; Housing</b> Request for RDP houses: ward 1 Request for RDP maintenance : ward 7 Incomplete projects: Ward 1	<b>WASTE MANAGEMENT</b> Dumping site, collection of waste at least twice a week. Ward 1: requesting dumping site and dust bins in each house hold. Ward 1 municipality should deal with legal dumping sites: Ward 1

## **BUDGET IZIMBIZO**

After Dr J.S. Moroka Local Municipality has tabled its IDP 2011/2012 the budget process begin as outline in the IDP Process Plan and as required by section of MFMA "that the Executive Mayor to table a budget time table"

## **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.

## **ROLES AND RESPONSIBILITIES**

The summary of the roles and responsibilities of the role players are outlined as follows:

### **MUNICIPAL COUNCIL**

- Consider and adopt Framework Plan in the case of a District and a Process Plan in the case of municipalities;
- Consider, adopt and approve the IDP;
- Council must approve the budget before the start of the financial year;
- Council to approve adjustment budget;
- To ensure that the adopted IDP and Budget address key priority needs of communities as identified in the IDP processes.
- To deal with the annual Report within nine months after the end of the financial year.

### **EXECUTIVE MAYOR**

- Consider and make recommendations on the Framework and Process Plan;
- Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP, or delegate this function to the Municipal Manager;
- Consult and identify community priority needs through IDP processes
- Approve Service Delivery and Budget Implementation Plan
- Table budget to Council at least 90 days before the start of the financial year.
- Table budget timetable to Council 10 months before the start of the new financial year.
- Submit to Council an annual report within 7 months after the end of the financial year.

## **COUNCILLORS**

- Major link between the municipal government and the residents.
- Link the planning process to their constituencies and/or wards;
- Be responsible for facilitating the organization of public consultation and participation;
- Ensure the municipal IDP and municipal budget are linked to and based on priorities needs of their constituencies.

## **MUNICIPAL MANAGER**

- Manage and co-ordinate the IDP processes.
- Prepare the Framework Plan (in case of the District) and Process Plan;
- Undertake the overall management and co-ordination of the planning process;
- Ensure that all relevant actors are appropriately involved,
- Delegate persons in charge of different roles;
- Be responsible for the day- to-day management of the drafting process, implementation and monitoring;
- Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements;
- Respond to comments on the draft IDP and budget from the public,
- Ensure preparation of IDP and Budget for Council to approve, after following the prescribed processes
- Horizontal alignment and other spheres of government to the satisfaction of the municipal council;
- Amend the IDP in accordance with the MEC for Local Government's proposals after following the prescribed processes.
- May delegate some of these functions to an IDP Manager/coordinator, while he/she is still responsible and accountable.

## **HEADS OF DEPARTMENTS AND OFFICIALS**

- To be fully involved in the planning processes
- To provide relevant technical, sector and financial information for analysis for determining priority issues;

- To contribute technical expertise in the consideration and finalization of strategies and identification of projects;
- To provide departmental operational and capital budgetary information.
- To be responsible for the preparation of project proposals, the integration of projects and sector programmes;
- To be responsible for preparing amendments of municipal sector plans and strategies
- To be responsible for providing technical information during strategic working workshops and engagements.

## **MUNICIPAL SWOT ANALYSIS**

The Strategic plan of any organization can only be developed once a proper environmental analysis has been conducted. One of the best known strategic tools for environmental analysis is the SWOT analysis. The SWOT analysis focuses on the internal environment by determining the Strengths and Weaknesses within the organization. When analyzing the external environment the focus should be on identifying Opportunities, and Threats facing the organization. After meaningful participation, the following SWOT identified by the participants as the strong and weak points of the Municipality, were tabled as follows:

<b>Strengths(internal)</b>	<b>Weakness(internal)</b>
Policies and systems in place	Lack of water in some areas.(reticulation)
Relatively strong construction and Community services sectors	Small economic base
Employment opportunities in community services and construction.	Local economy dominated/concentrated by Service Sector. Indication of a weak economy.
Sufficient social services such as schools and clinics are present in the area.	Low level of education and skills in the local workforce.
Strong growth potential.	Relatively few employment opportunities in the area.
The Mdala & Mkhombo Nature Reserves provide for excellent tourism opportunities in terms of bush camps, fishing, & hiking.	Lack of development incentives are keeping investors away.
Urban agricultural activities such as community gardens have a lot of potential in the area.	Limited range/choice of consumer products and services available in the area.
A positive indication of unity political consensus and community pride also contribute to a stable environment.	Lack of strong financial base for revenue collection

Population age between 15 & 65 has the potential ability to perform/act as source of labour.	low revenue base
capacity to comply with all relevant local government legislation	poor internal and external communication
delivering of basic services with limited resources	Poor maintenance of infrastructure.
implementation of projects	filling of vacancy of critical positions
informed council decisions (resolutions)	Clean audit
Vibrant informal market (hawkers)	Grant dependent
law enforcement	working in silos, project teams
political stability	poor planning and alignment( IDP/Budget /PMS/SDBIP)
decisive leadership(administrative & politically)	Communication
Funding available in the form of current investments and grants i.e. DWAF, MIG, MSIG.	time management ( on matters of IDP review)
Self sustainable with good sufficient sources to help neighbouring municipalities with regard to the purification works and sewerage network.	Office space
Consumers can be identified for accurate database billing.	
Community consultations in the form of Izimbizo's, IDP and Budget consultation.	
Recognizable by other government institutions.	
Friendly working environment.	
<b>Threats(external)</b>	<b>Opportunities(external)</b>
Limited job opportunities for large number of job seekers.	beneficiation on communities on proposed Moloto Development Corridor
Buying power to Tshwane Metro and Thembisile Hani Municipality/	Strong transport linkages with the surrounding economic activities. e.g. Gauteng, Limpopo & North West
Unemployment, poverty, crime, HIV and Aids.	Strong potential for SMME's development.
Strong competition in terms of Tourism in Mpumalanga.	Tourism development in Arts, Craft & painting and hospitality.
Sporadic marches by concern groups.	Close location of Gauteng markets.
Residents commute considerable distance to places of employment.	Strong tourism opportunities.
High staff turnover.	land availability for shopping development(Siyabuswa D)

None payment of services.	Internship, programmes and bursaries for youth development.
Lack of relationship with some sector departments.	licensing of landfill sites
non participation in council meetings especially by youth & Business sector	cooperation with traditional Leadership
Loss of qualified staff	

## **OBJECTIVE, ADVANTAGES AND IMPORTANCE 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. It is important that the IDP process is the single inclusive planning process within which other processes must be located. 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:

- 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
- Develop and implement appropriate strategies and projects to address the problems.
- Help the municipality to make more effective use of scarce resources and focus on identified and prioritized local needs taking into consideration local resources.
- Enables the municipality to search for more effective solution to address causes, rather than just allocating capital expenditure to deal with symptoms.
- Help to speed up delivery by providing a tool which guides where investment should occur.
- Attracts all relevant role players and offers decision making mechanism that will drive at realistic project proposals taking into consideration the limited resources.
- Strengthen democracy and institutional transformation through transparency and inclusiveness.
- ensure community consultation and participation
- ensure swot analysis of the organization is done

## **ORGANIZATIONAL STRUCTURE 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

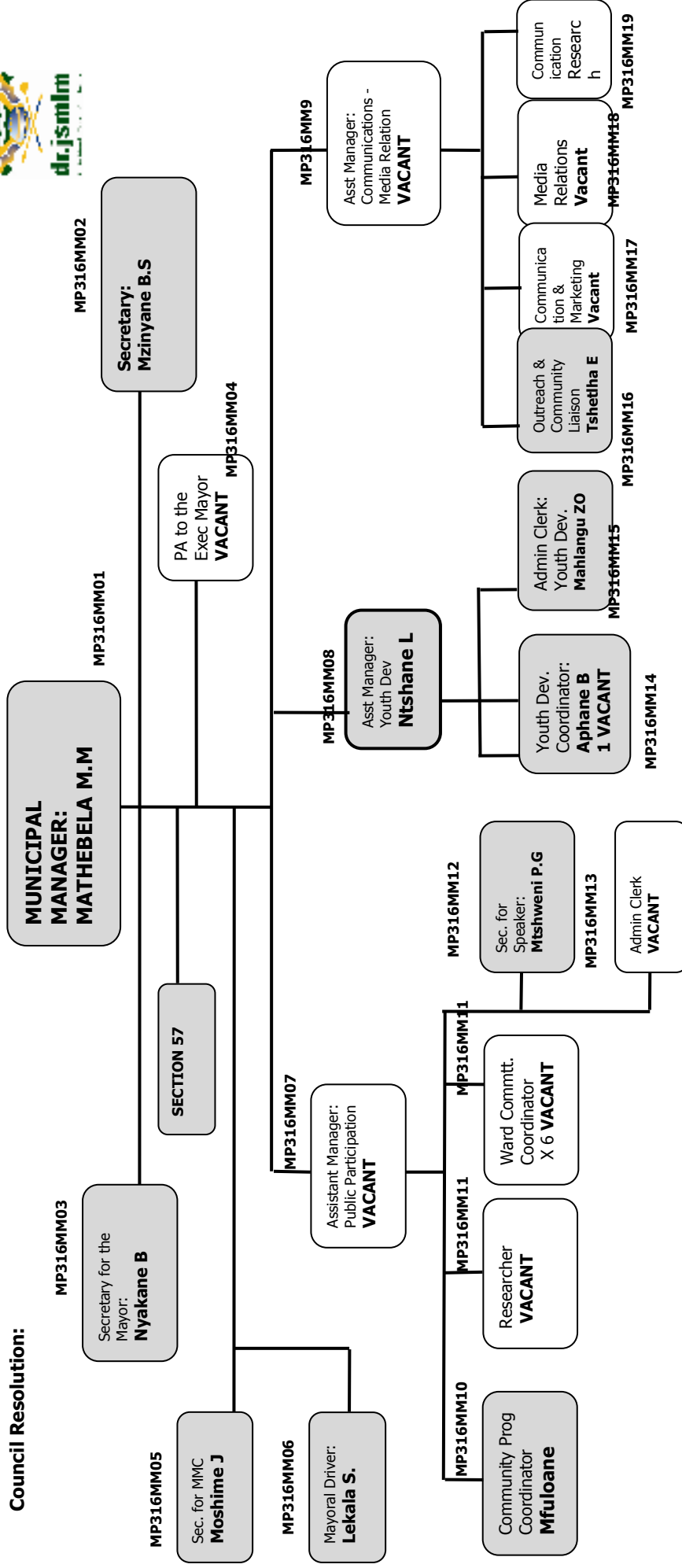
There are Managers appointed who report directly to the Municipal Manager and who head the various departments of the municipality, and who in turn are in charge of various sections within their departments which assist in terms of service delivery issues in the municipal area, the Organogram of the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

# OFFICE OF THE MUNICIPAL MANAGER



**Approval Date:**

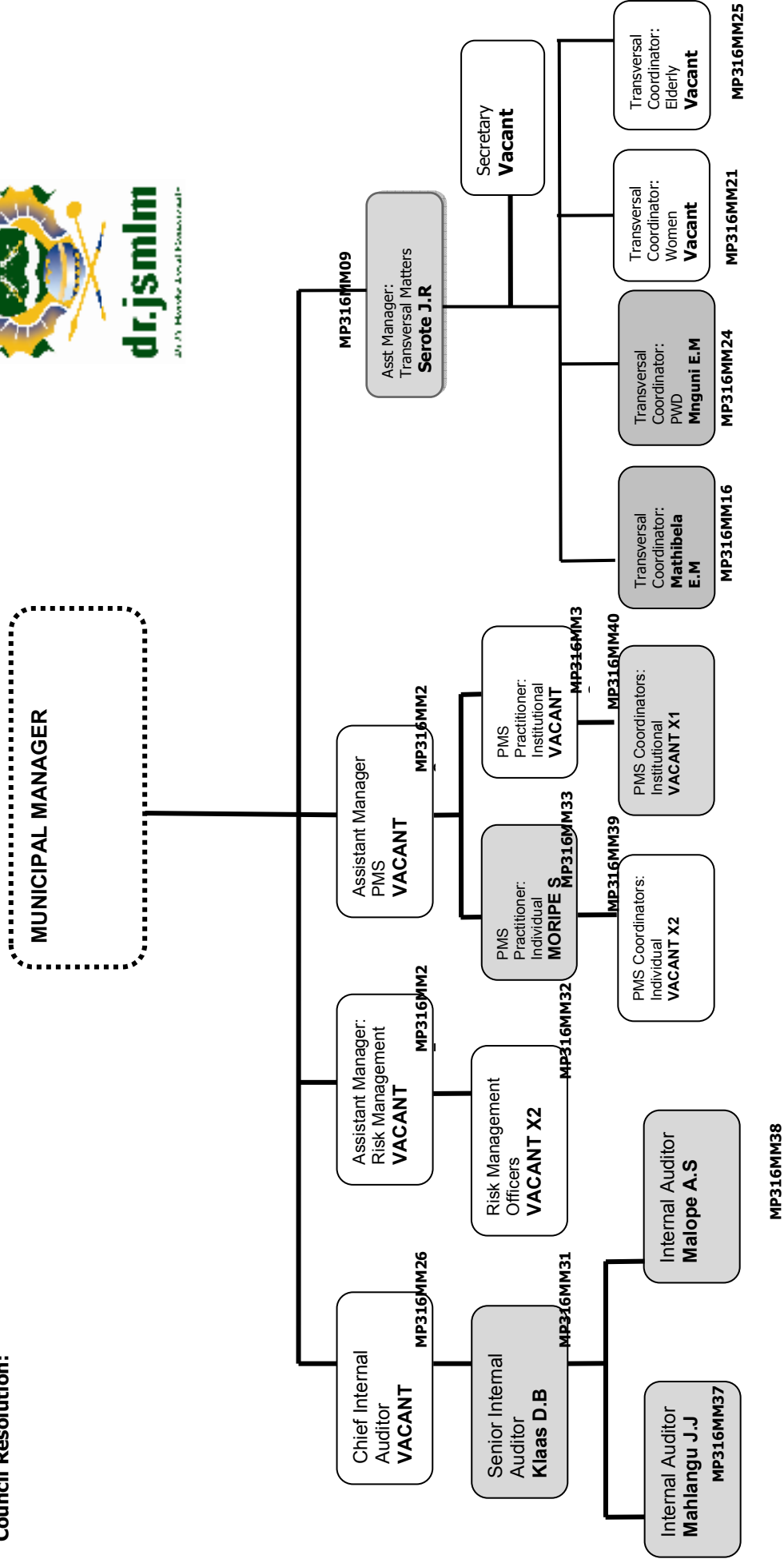
**Council Resolution:**





Approval Date:

Council Resolution:

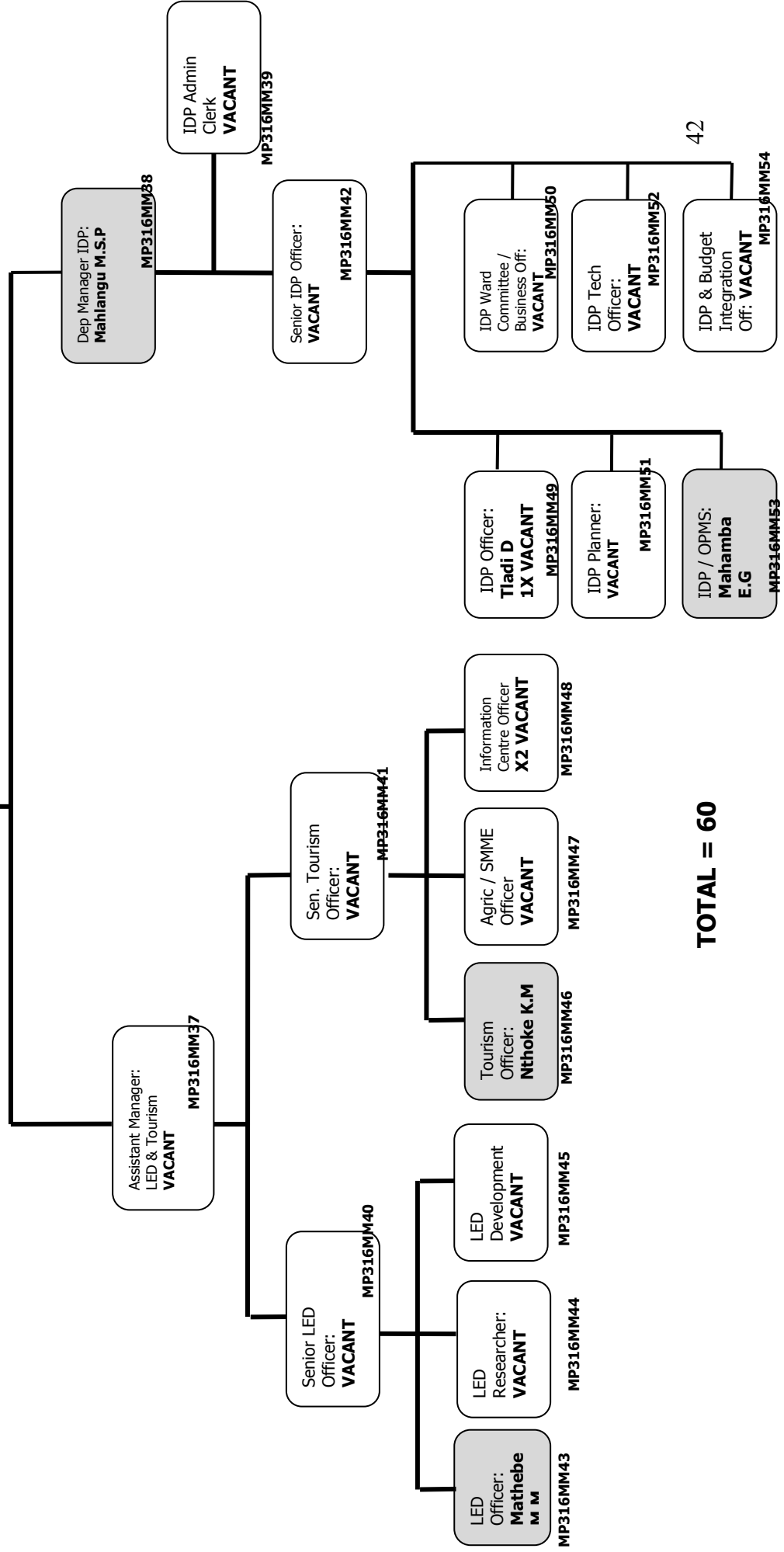


Approval Date:

Council Resolution:

# DEVELOPMENT PLANNING, LED & TOURISM DEVELOPMENT UNIT

MUNICIPAL MANAGER



TOTAL = 60

42

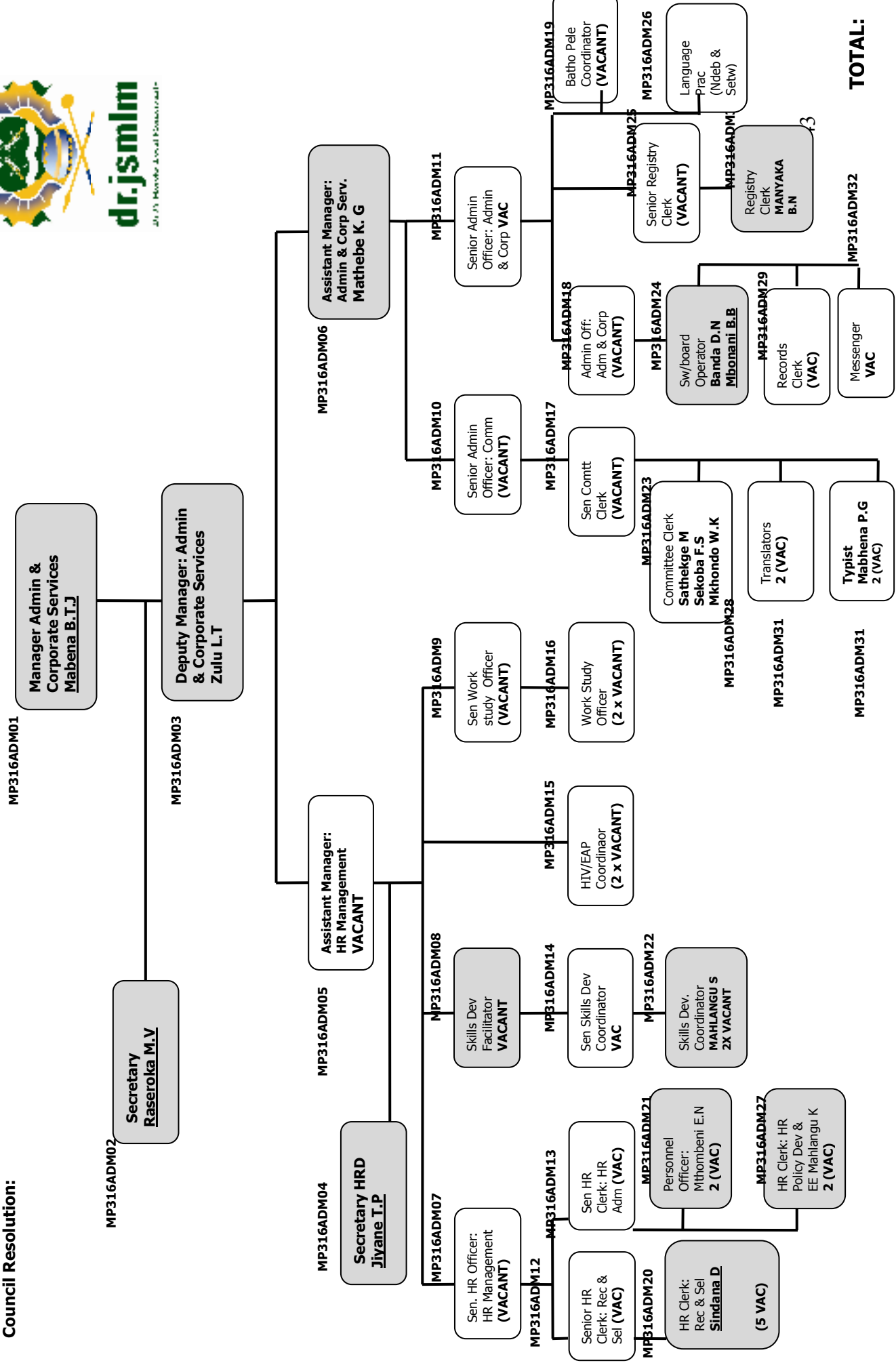
# ADMINISTRATION & CORPORATE SERVICES

Approval Date:

Council Resolution:



**dr.jsmlm**  
Dr. P. Mokohe Local Education



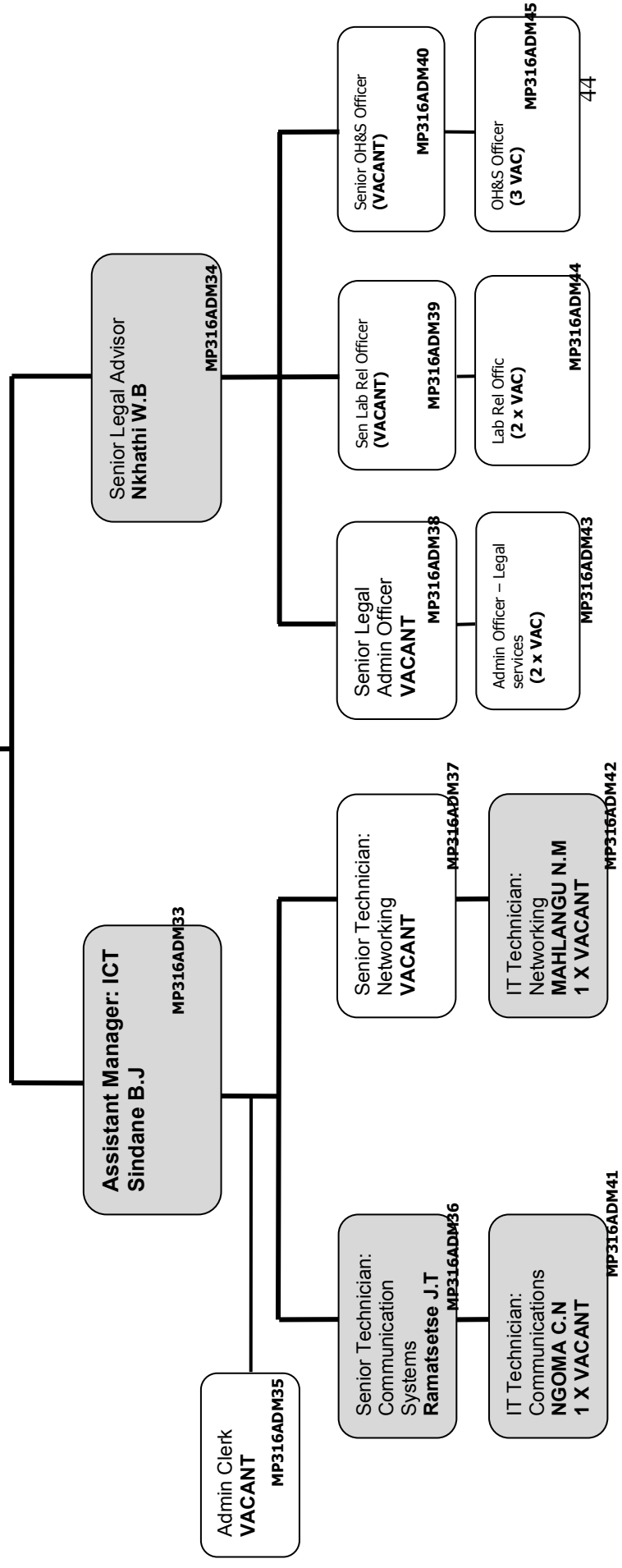
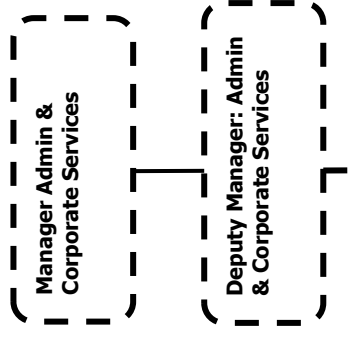
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# ADMINISTRATION & CORPORATE SERVICES....



Approval Date:

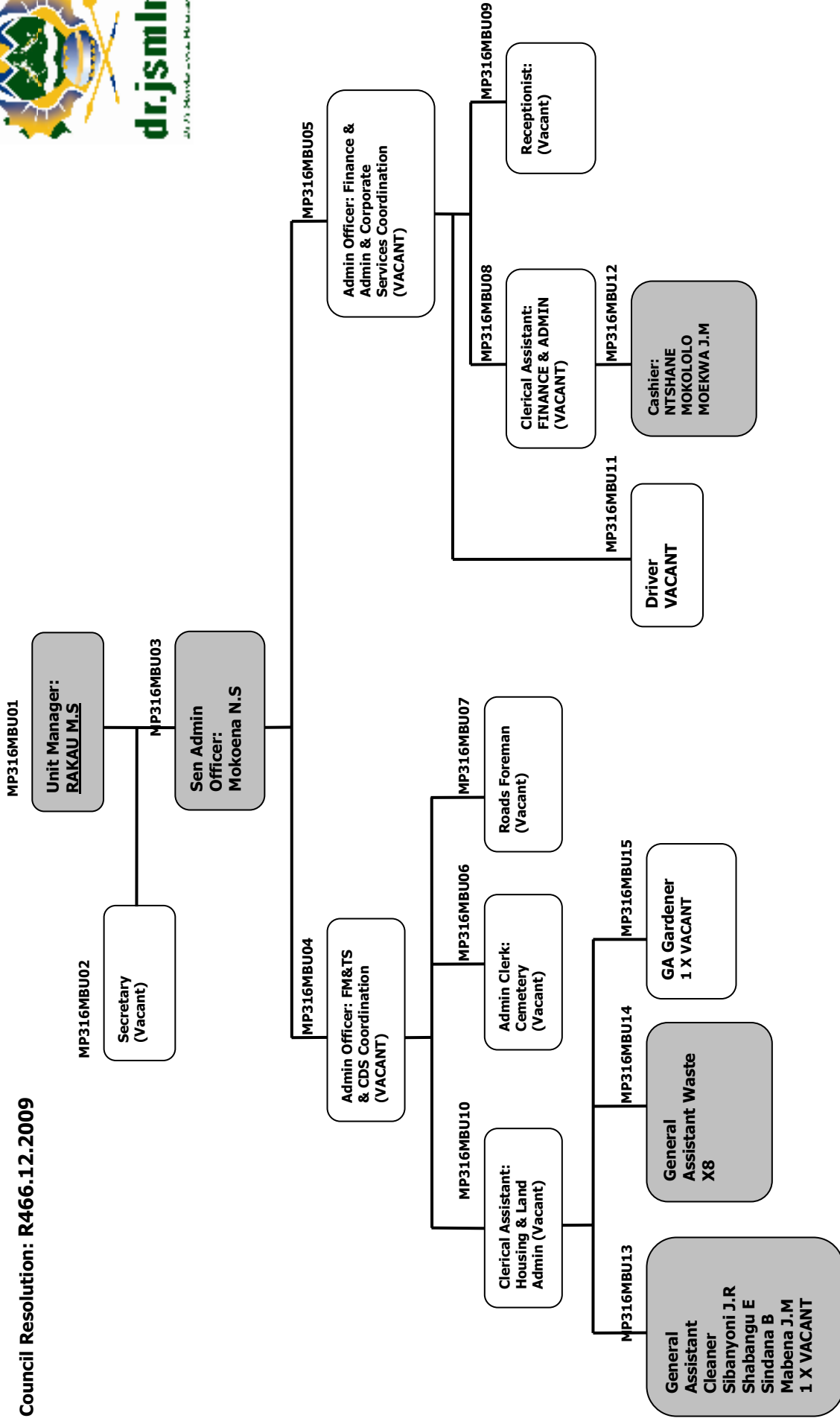
Council Resolution:



Approval Date: 20/01/2010

Council Resolution: R466.12.2009

# Mbibane Unit Office

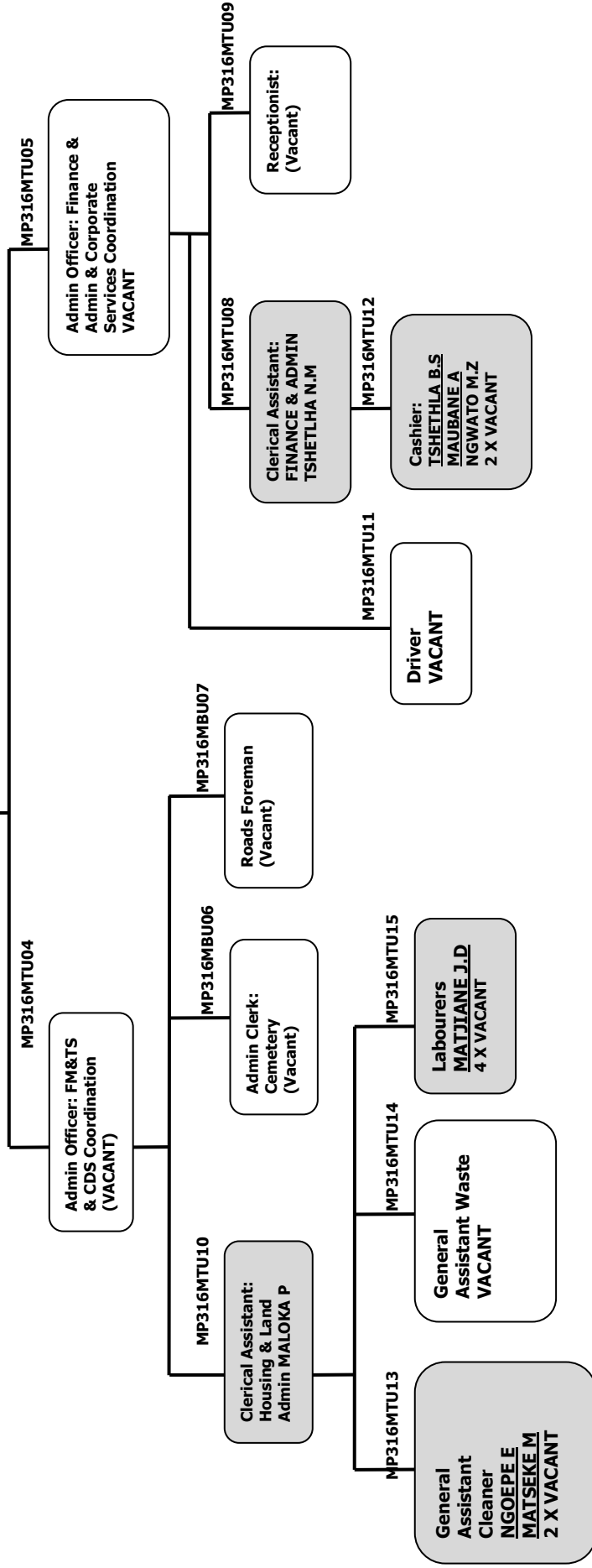
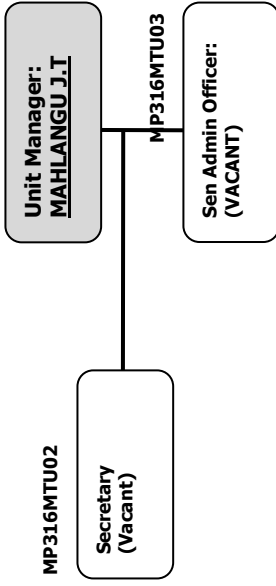


Approval Date:

Council Resolution:

# Mathanjana Unit Office

MP316MTU01





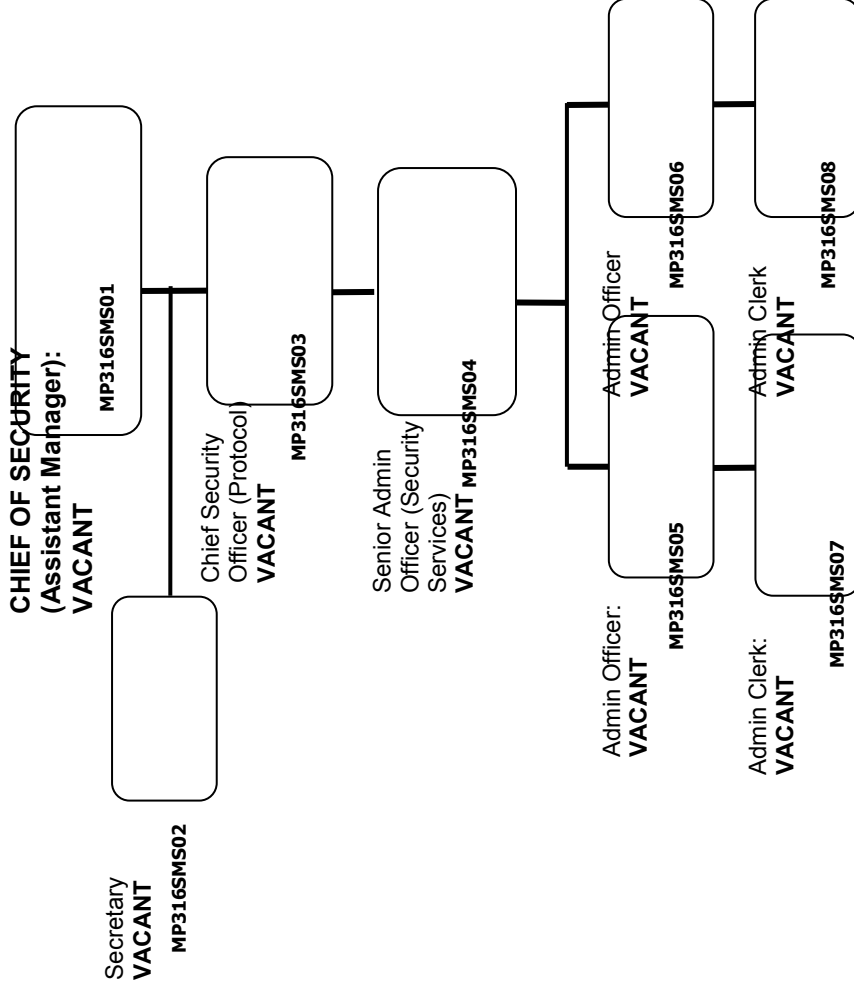




# SECURITY MANAGEMENT SERVICES (under MM's Office)

Approval Date:

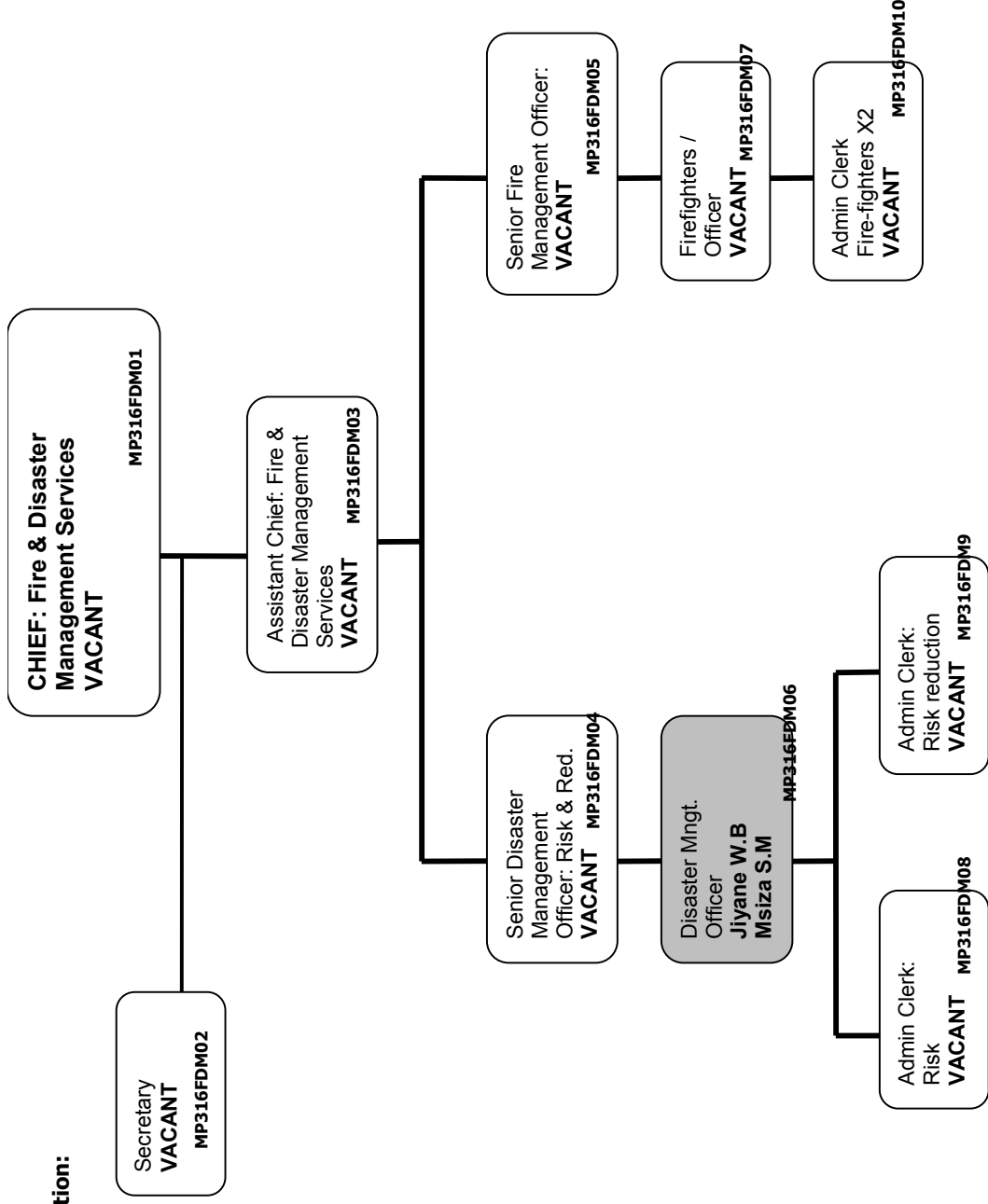
Council Resolution:



# FIRE & DISASTER MANAGEMENT SERVICES

Approval Date:

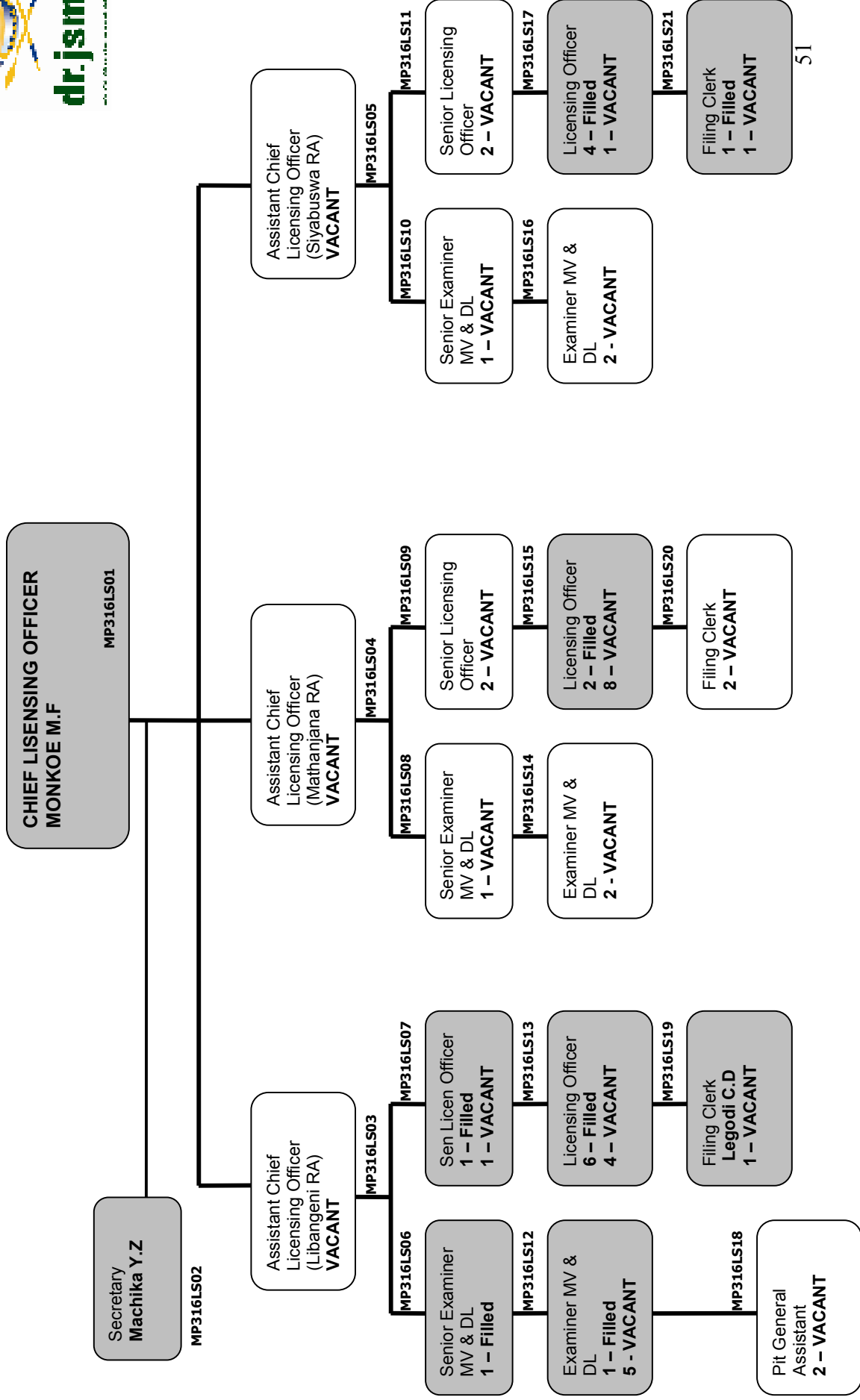
Council Resolution:



Approval Date:

Council Resolution:

# LICENSING SECTION



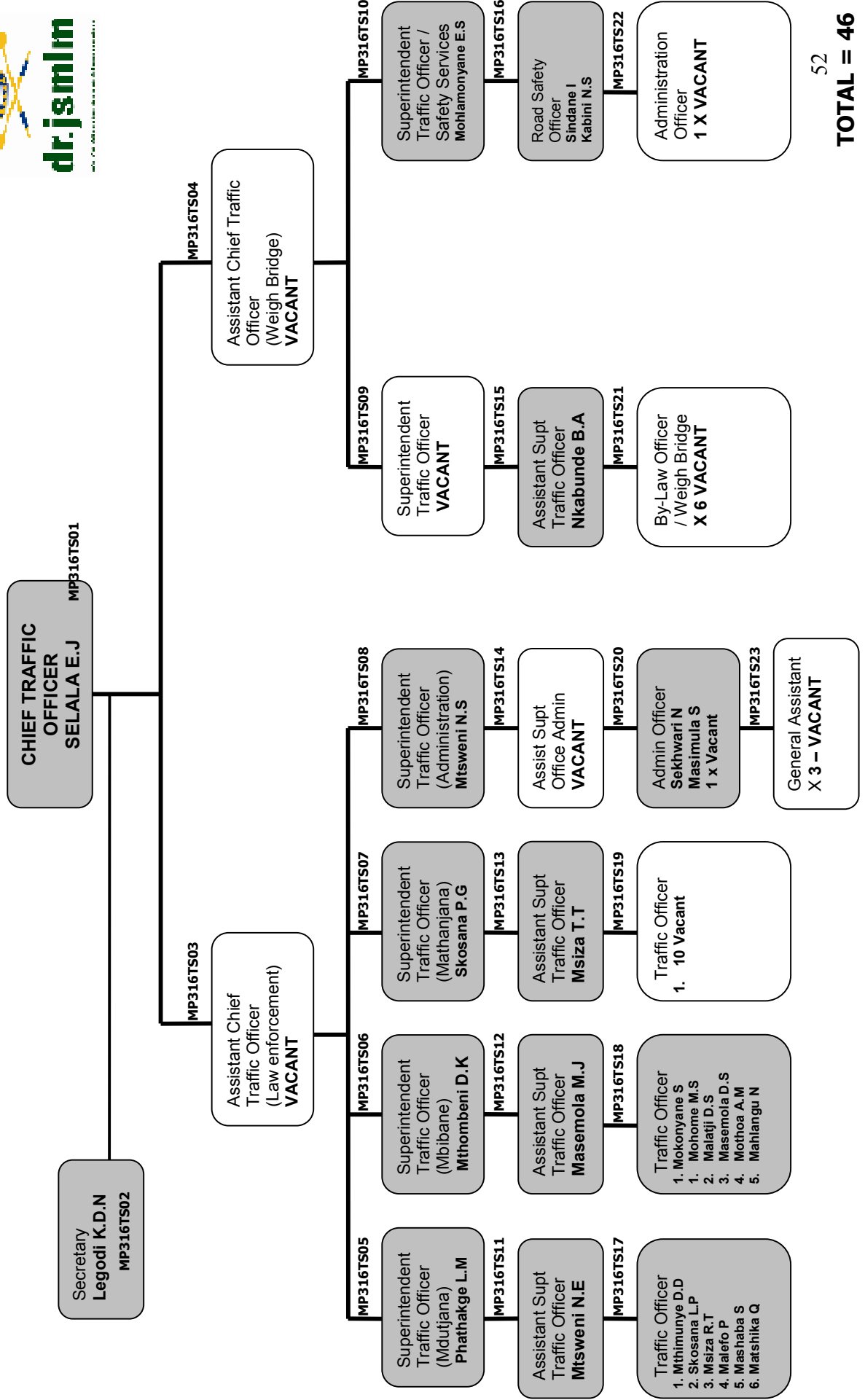
51

TOTAL = 57

# TRAFFIC SECTION

Approval Date:

Council Resolution:

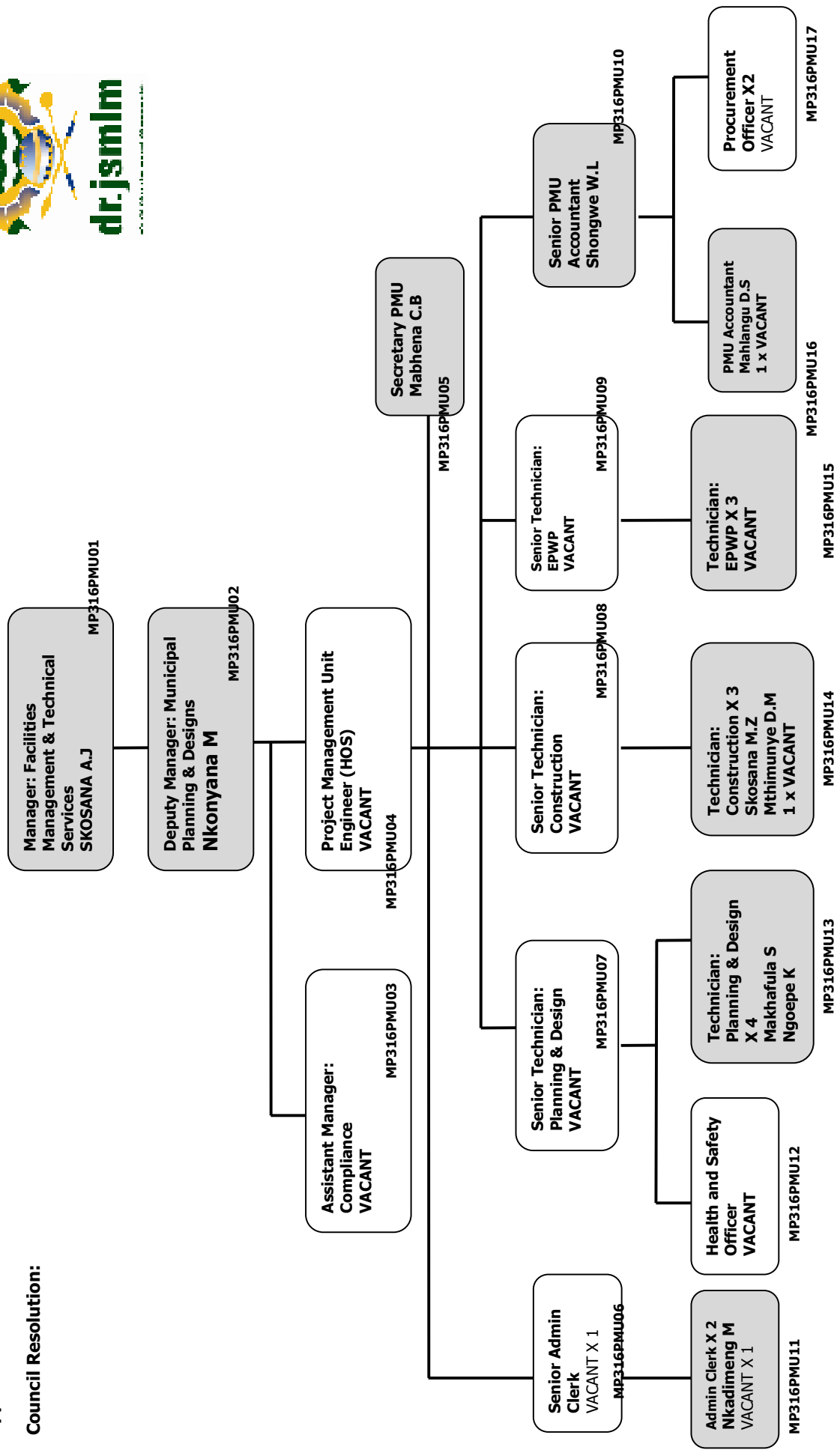




# PROJECT MANAGEMENT UNIT (PMU)

Approval Date:

Council Resolution:

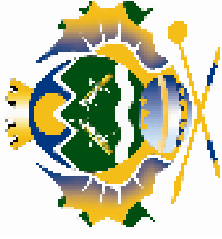


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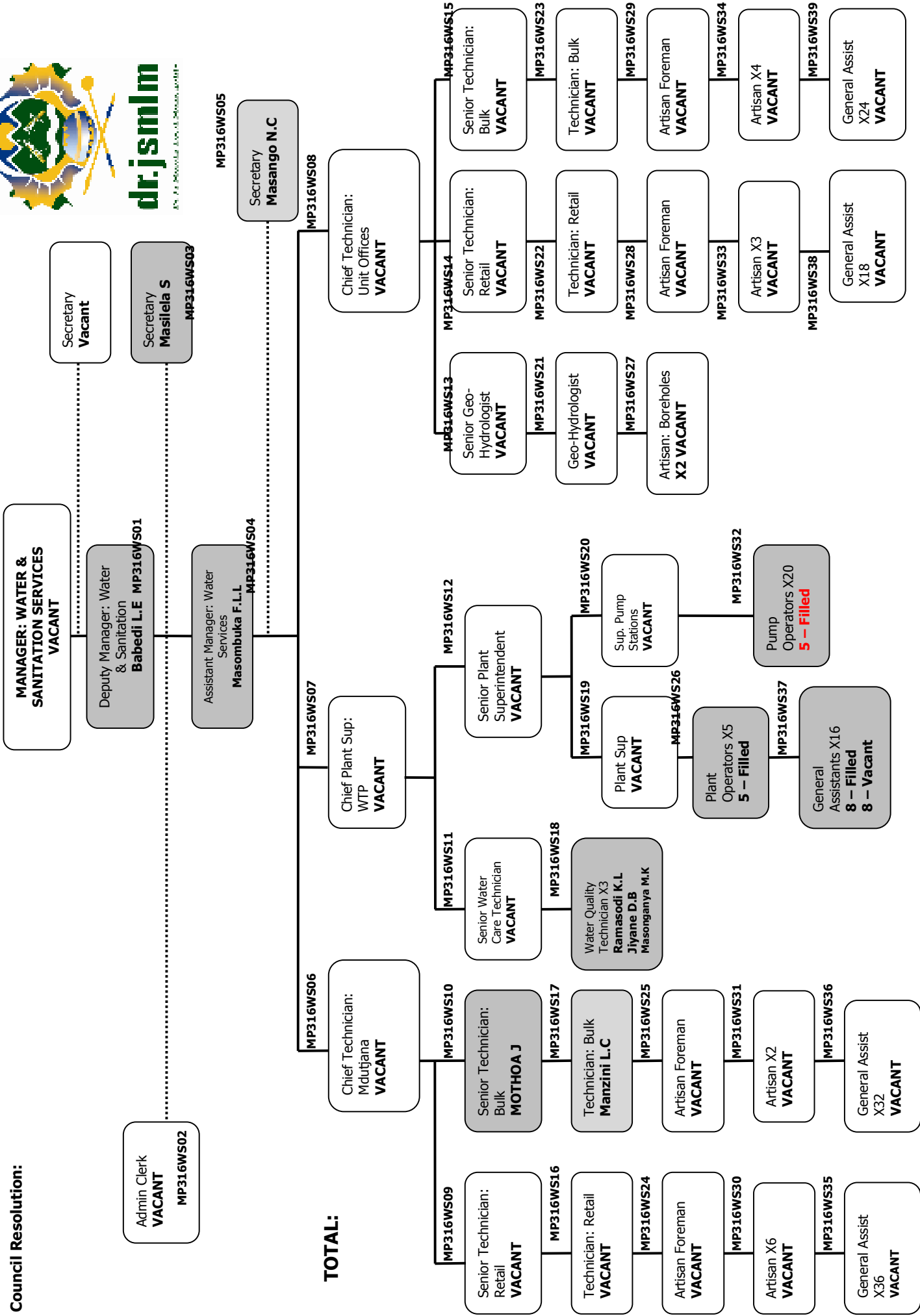
Approval Date:

Council Resolution:

# WATER & SANITATION SERVICES



**dr.j.smlm**  
DR. J. S. M. L. M.  
DIRECTOR GENERAL: WATER AND SANITATION SERVICES



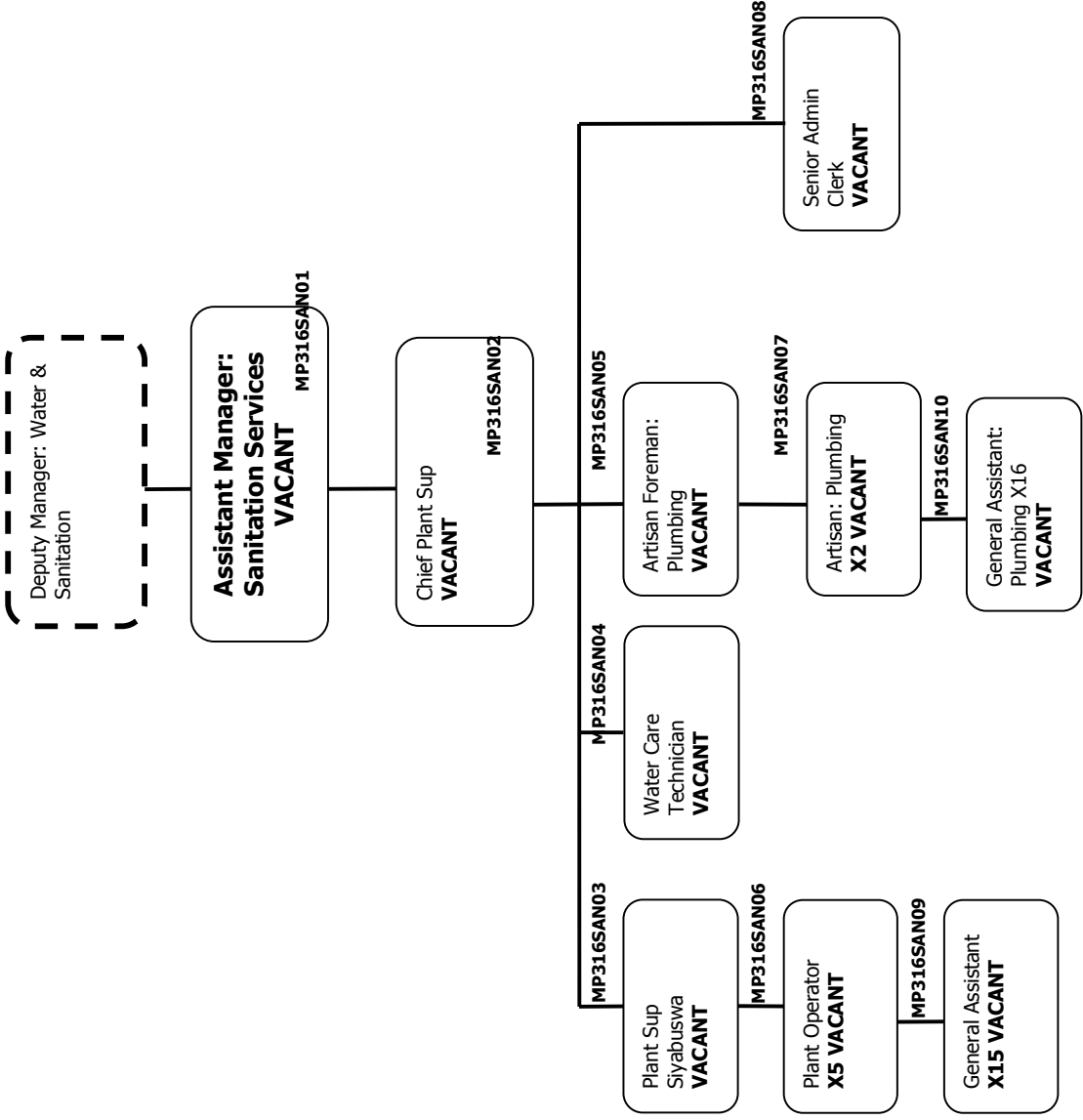
## TOTAL:

- MP316WS09 Senior Technician: Retail VACANT
- MP316WS16 Technician: Retail VACANT
- MP316WS24 Artisan Foreman VACANT
- MP316WS30 Artisan X6 VACANT
- MP316WS35 General Assist X36 VACANT
- MP316WS06 Chief Technician: Mdujtiana VACANT
- MP316WS10 Senior Technician: Bulk MOTHOA J
- MP316WS17 Technician: Bulk Manzini L.C
- MP316WS25 Artisan Foreman VACANT
- MP316WS31 Artisan X2 VACANT
- MP316WS36 General Assist X32 VACANT
- MP316WS07 Chief Plant Sup: WTP VACANT
- MP316WS11 Senior Water Care Technician VACANT
- MP316WS18 Water Quality Technician X3 Ramasodi K.L, Jiyane D.B, Masonganya M.K
- MP316WS19 Plant Sup VACANT
- MP316WS26 Sup. Pump Stations VACANT
- MP316WS20 Plant Operators X5 5 - Filled
- MP316WS32 Pump Operators X20 5 - Filled
- MP316WS37 General Assistants X16 8 - Filled, 8 - Vacant
- MP316WS08 Chief Technician: Unit Offices VACANT
- MP316WS14 Senior Technician: Retail VACANT
- MP316WS22 Technician: Retail VACANT
- MP316WS28 Artisan Foreman VACANT
- MP316WS33 Artisan X3 VACANT
- MP316WS34 Artisan X4 VACANT
- MP316WS13 Senior Geo-Hydrologist VACANT
- MP316WS21 Geo-Hydrologist VACANT
- MP316WS27 Artisan: Boreholes X2 VACANT
- MP316WS23 Senior Technician: Bulk VACANT
- MP316WS29 Technician: Bulk VACANT
- MP316WS39 Artisan Foreman VACANT
- MP316WS38 General Assist X18 VACANT
- MP316WS39 General Assist X24 VACANT
- MP316WS05 Secretary Masango N.C.
- Secretary Vacant
- Secretary Masilela S MP316WS03
- Admin Clerk VACANT MP316WS02
- General Assist X36 VACANT
- General Assist X32 VACANT

# WATER & SANITATION SERVICES...

Approval Date:

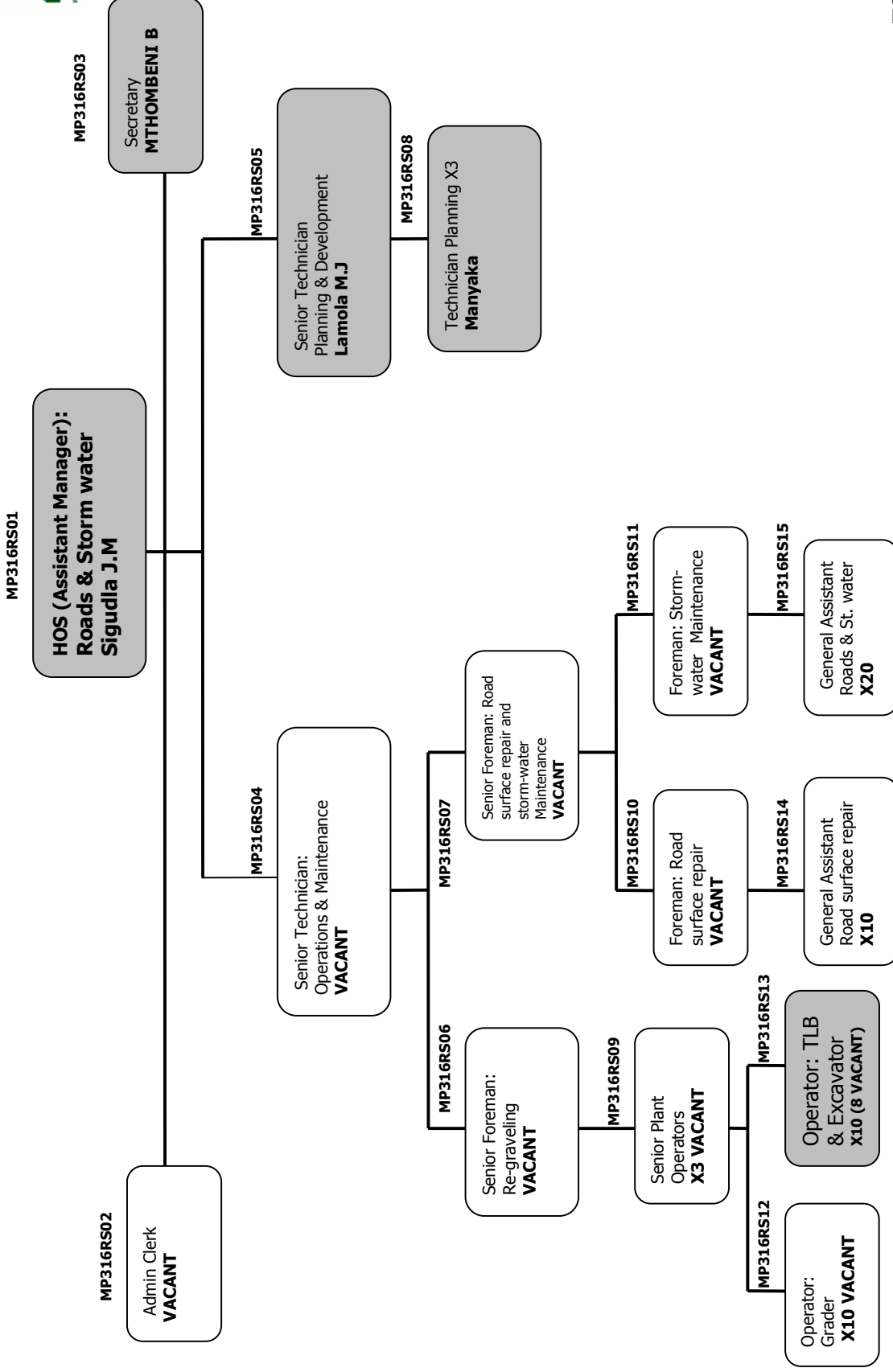
Council Resolution:



Approval Date:

Council Resolution:

# ROADS & STORM WATER



**TOTAL = 65**



# LAND DEVELOPMENT AND PLANNING



Approval Date:

Council Resolution:

MP316LDP01

**ASSISTANT MANAGER:  
Land Development &  
Planning  
MAWELA W.Y**

MP316LDP02

Admin Clerk X1  
**VACANT**

MP316LDP04

Senior Admin Offer:  
Housing Administration  
**(VACANT)**

MP316LDP10

Senior Clerk:  
Housing  
**SEOPELA F.O**

MP316LDP16

Data  
Capturer  
**Mahlangu  
D.R**

Clerical Admin  
Housing  
**(VACANT)**

MP316LDP05

Senior Admin Offer:  
Land administration  
**(VACANT)**

MP316LDP11

Admin Officer:  
Land Admin  
**MTSWENI E.S**

MP316LDP18

Land Admin  
Clerk  
**MANCHIDI M  
DITSHOGO S.B  
MALOKA P.M**

MP316LDP06

Senior Admin Offer:  
Business Licensing  
**(VACANT)**

MP316LDP12

Admin Officer:  
Business License  
Admin  
**MOLALA P.S**

MP316LDP19

Bus Lic Admin Clerk  
**MAHLWELE E  
1 x Vacant**

MP316LDP07

Senior Town & Regional  
Planner  
**VACANT**

MP316LDP13

Technical Support  
Surveying  
**VACANT**

MP316LDP14

Town & Regional  
Planner  
**MABUNDA A**

MP316LDP15

GIS Technician /  
Draughtsman  
**MAKENA S**

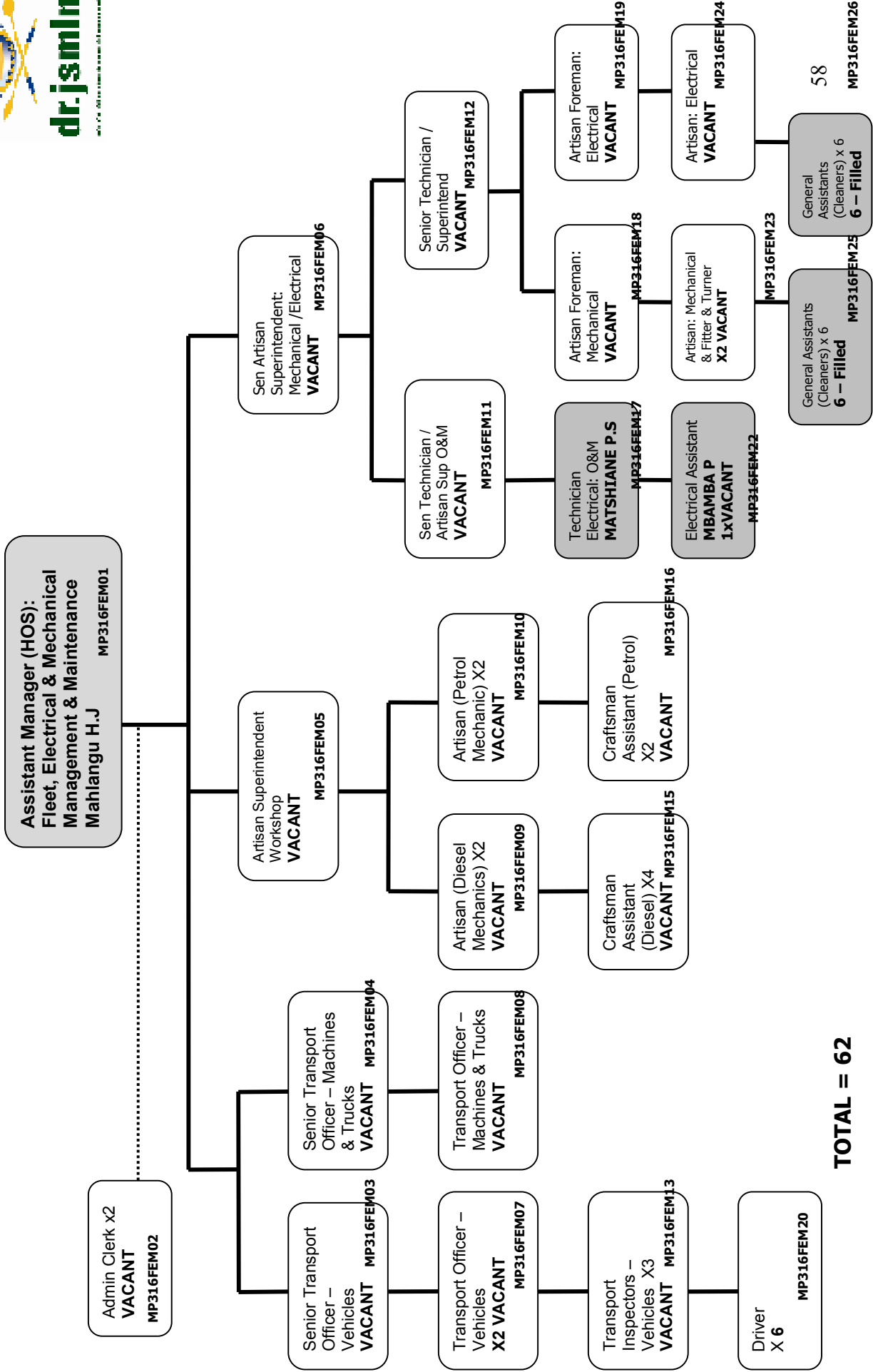
**TOTAL: 23**

57

Approval Date:

Council Resolution:

# FLEET, ELECTRICAL & MECHANICAL MANAGEMENT & MAINTENANCE

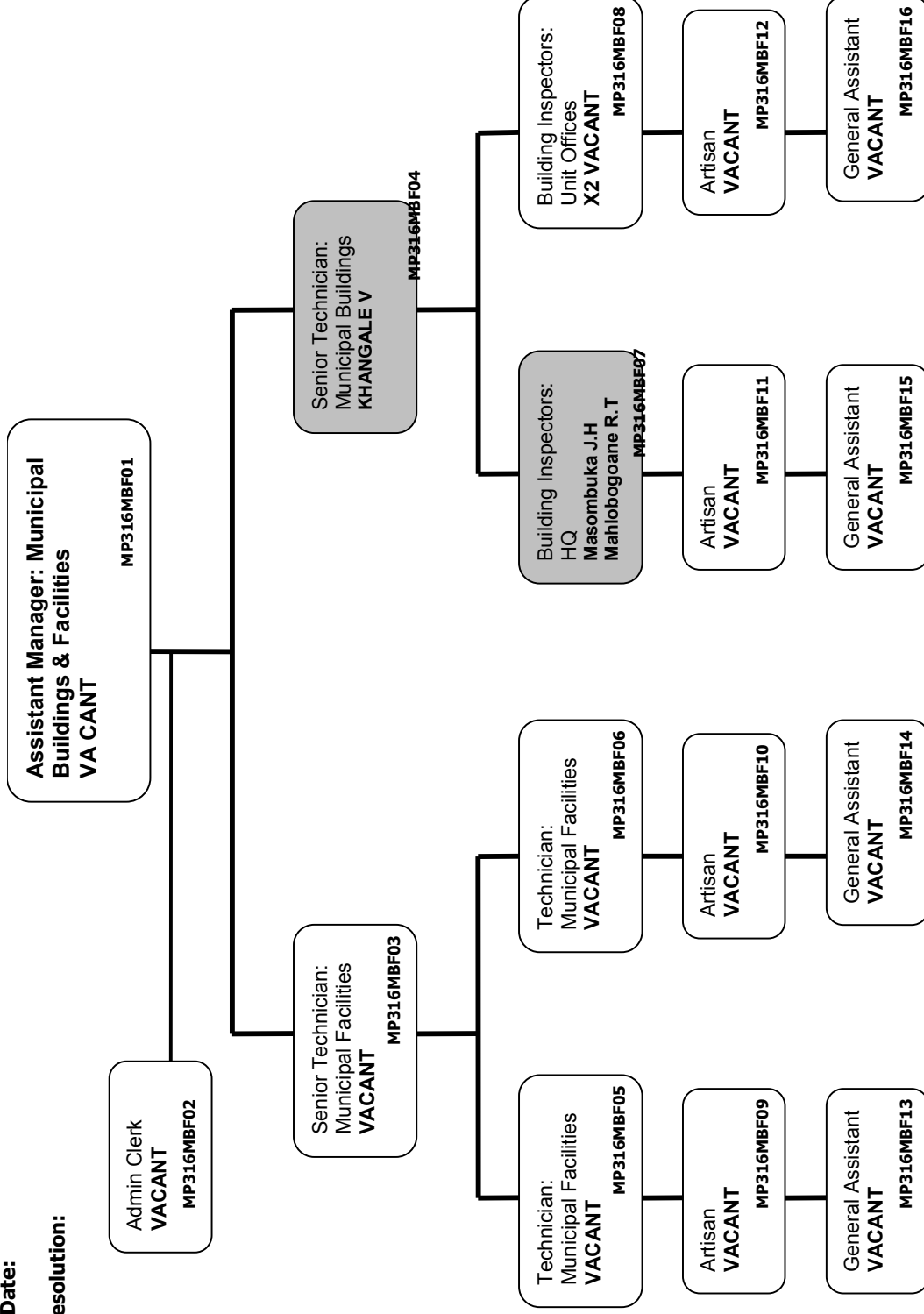
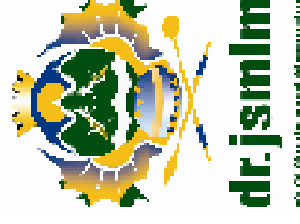


TOTAL = 62

# MUNICIPAL BUILDINGS & FACILITIES

Approval Date:

Council Resolution:



## 8. SECTION B: SITUATIONAL ANALYSIS

### 8.1. LOCATION

Dr J.S. Moroka Municipality is 1416, 4240 km<sup>2</sup>. 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 31 wards as per the ward delimitation by Municipal Demarcation board.)

### 8.2. DEMOGRAPHIC ANALYSIS

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%

Dr. JS Moroka local municipality is the third largest population size of 246,969 persons in 2007. The municipality is the most populated in the district with a population density of 174.36 persons per square meter. This profile will present information regarding the distribution of this population, the households where they reside and the services they have access to. Furthermore, the profile will give an indication of the level of human capital

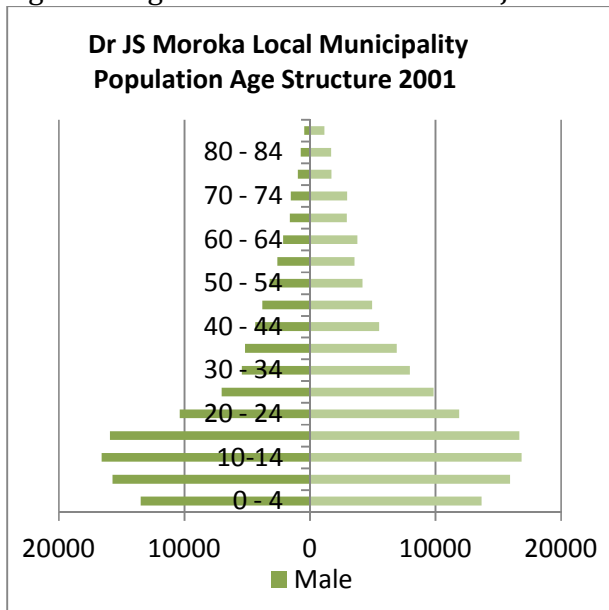
as measured by level of education and unemployment levels.(source Department of Social Development, Stats Community Survey 2007)

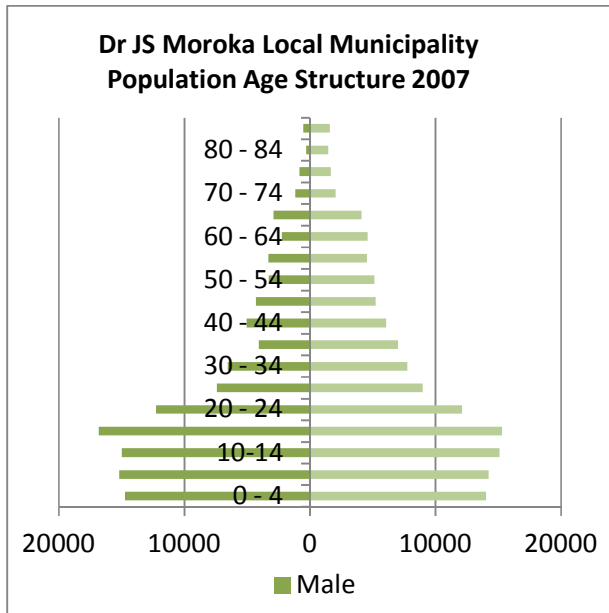
## 1. POPULATION STRUCTURE AND COMPOSITION

### 1.1. Age and sex structure

The age and sex structure of the population is a key determinant of population change and dynamics. The shape of the age distribution is an indication of both current and future needs regarding educational provision for younger children, health care for the whole population and vulnerable groups such as the elderly and children, employment opportunities for those in the economic age groups, and provision of social security services such as pension and assistance to those in need. The age and sex structure of smaller geographic areas are even more important to understand given the sensitivity of small areas to patterns of population dynamics such as migration and fertility. If one can understand better components of population growth in a local municipality, such information can be used as a direct indicator of the needs of the population.

Figure 1: Age and Sex Structure of Dr JS Moroka Local Municipality between 2001 and 2007

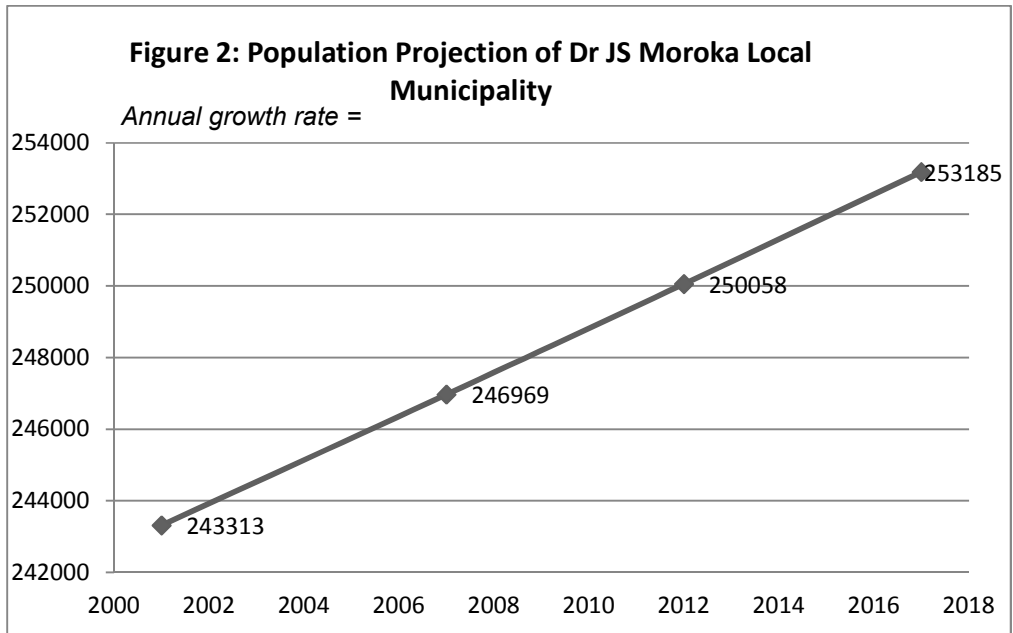




The population of Dr. JS Moroka municipality shows a typical age structure of a very young population distribution. In 2001, there is strong evidence of declining fertility, which is observable from a steady decline in the population 10-14, 5-9 and 0-4, this is also observed in 2007. Also evident is that the population of the municipality is concentrated in younger age groups, with the groups between 10-19 being the largest. The distribution is similar for both males and females, except observably larger female population at all age groups.

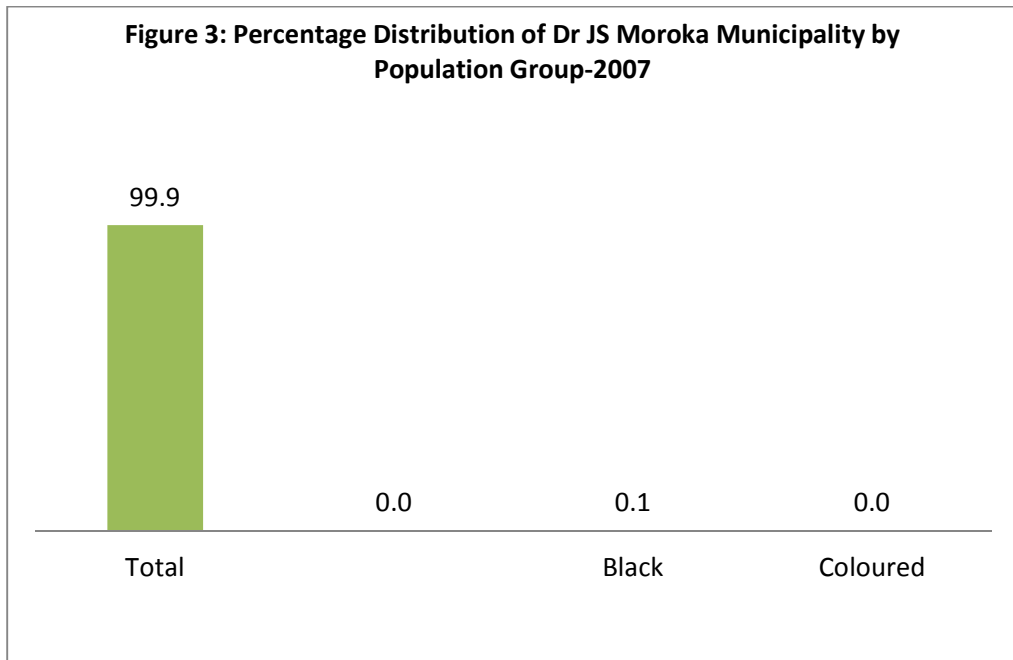
### 1.1. Projected population growth

The population of Dr. JS Moroka local municipality from the census count of 2001 was 243,313 persons, and it increased to 246,969 persons based on the estimates from the 2007 Community Survey. This implies an annual growth rate of 0.25% between the 6 year period as indicated in figure 2 below. If one applies this growth rate over-time, the projected population of the local municipality is expected to be 250,058 by 2012 and reach 253,185 in 2017.



### 1.1. Population group

Figure 3 shows that the population of Dr. JS Moroka local municipality was mostly Black based on the estimate from the 2007 Community Survey. 99.9% of the population is Black, and there was hardly any representation of the other race groups.

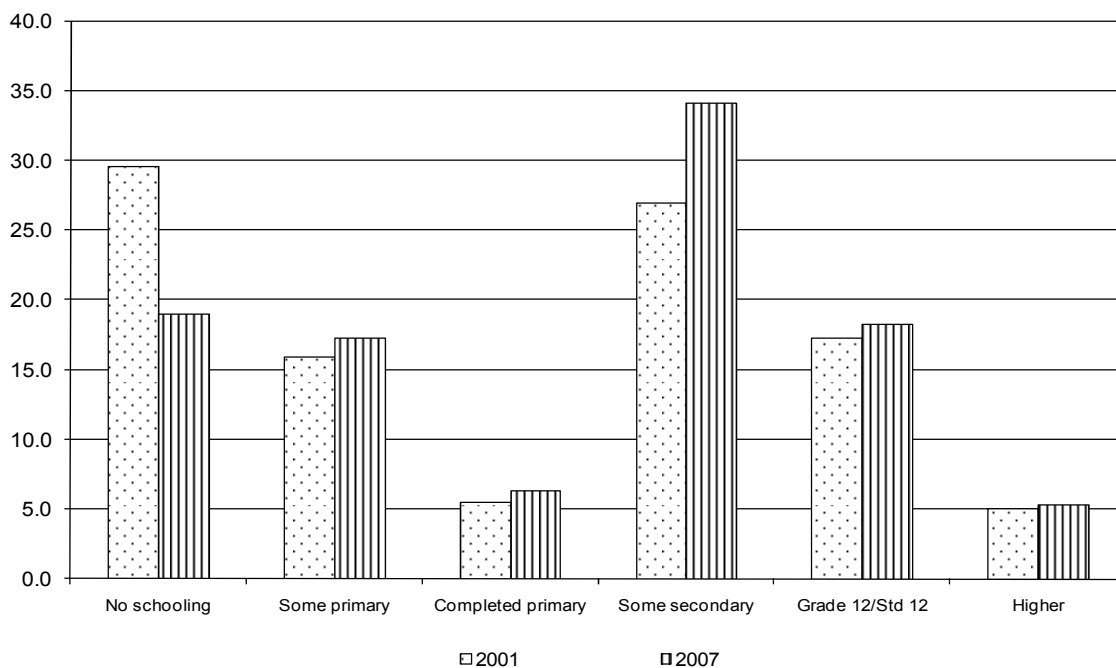


## 2. DEVELOPMENT INDICATORS

### 2.1. Educational attainment

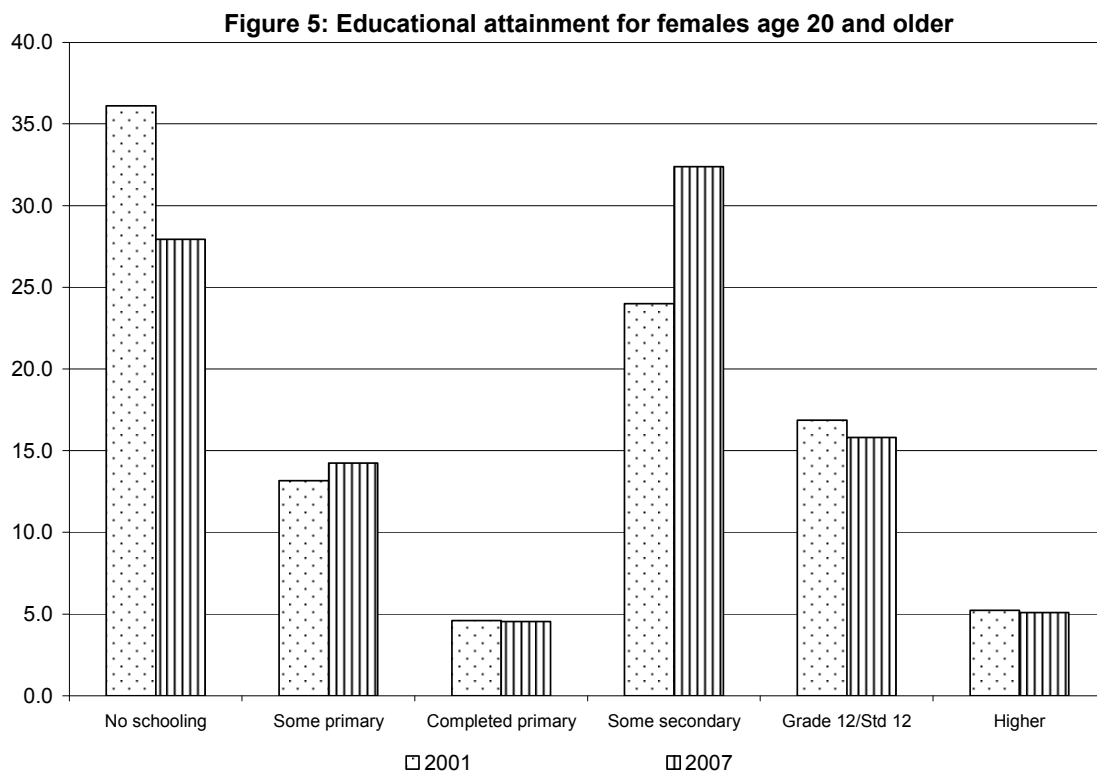
Educational attainment is a key indicator of development in a population. There are several ways in which one can evaluate access to educational services in a population. This is evaluated here by observing the level of school attendance of the population within local district council versus attendance outside the local area. The higher the proportion of the population that chooses to move to neighboring district council or local municipality, the more likely that this is an indication of insufficient educational provision in the local area. To evaluate long term provision of education, it is important to disaggregate educational attainment for persons older than 20 years. This is an ideal group since they would have completed attending educational institutions indicating that the level of education they have is the final one. Statistics South Africa generated a measure of educational attainment for persons over age 20. This group is expected to have completed educational enrolment and therefore giving a good measure for completed level of education.

**Figure 4: Educational attainment for males age 20 and older**





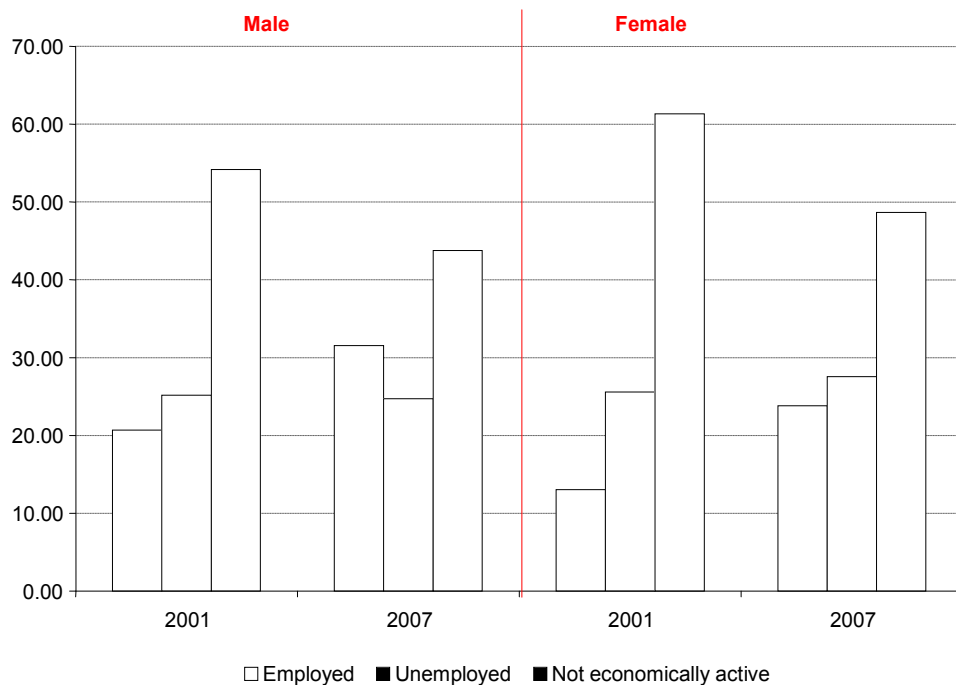
Figures 4 and 5 show educational attainment of persons older than 20 years in Dr. JS Moroka local municipality. Based on the figures there were improvement in levels within the municipality between 2001 and 2007. About 30% of males and 36% females over 20 years had no schooling in 2001. This was reduced to 19% for males and 26% for females by 2007, which indicate favorable improvements in educational attainment over a period of 6 years. The major gain in educational attainment between 2001 and 2007 was an increase in the percentage with at least some secondary education, which is observed for both males and females. The percentage with some secondary increased to 34% for males and 33% for females; those with grade 12 increased to 17% for males and declined slightly to 16% for females. The percentage with higher levels of education did not change much; it remains at about 5% for both males and females.



## 2.2. Employment

Figure 6 shows employment status for the population in the economically active group (15 to 65 years old). Percentage Employment increased in the municipality between 2001 and 2007. About 25% of males and 13% females were employed in 2007. Figure 6 further indicate that there was no reduction in the percentage unemployed in the district between 2001 and 2007 for both males and females. About 26% of females were unemployed in 2001 compared to 25% of males in economically active ages. This did not change by 2007, and in fact increased slightly for females.

**Figure 6: Employment status for persons between 15 to 65 years**



### 2.3. Disability

Disability is one measure in a group of measures used to evaluate the health of a population. It is defined as a health condition that limits functioning. Most direct measures of the level of functional limitation require that surveys ask questions of disability by age, however in the absence of such data, prevalence of disability can be computed by observing the proportion of the population with functional limitation, and further explore the specific types of disability that is prevalent in the population.

**Table 1: Prevalence of disabled by type of disability**

	<b>2001</b>	<b>2007</b>
<i>Percentage disabled</i>	5.8	3.5
Sight	27.4	6.6
Hearing	15.8	12.9
Communication	3.2	3.6
Physical	18.2	37.2

Intellectual	8.9	7.9
Emotional	13.2	27.1
Multiple disability	13.3	4.7

Table 1 above, show that there was a decline in the percentage disabled in the district between 2001 and 2007. When looking at the percentage distribution of the disabled population by type of disability, one observes that in 2001 close to half of the disabled persons in the municipality either had sight or physical limitation. By 2007, the most prevalent form of disability were physical and emotional, where over two thirds of disabled persons experienced one of these forms of limitation. This is an important disaggregation to note for knowledge of what types of resources are needed by disabled persons within the district.

#### **2.4. Social grants**

One of the services that the South African government provides for the population is in the form of income grants. These grants are designed to alleviate poverty among vulnerable persons for which the grant is intended for. Each grant has its own eligibility criteria that can be accessed from the Department of Social Development.

Table 2: Number of recipients of social grants in 2007

<i>Grant type</i>	<i>Number receiving grant</i>
Old age pension	18,936
Disability grant	5624
Child support grant	52,577
Care dependency grant	546
Foster care grant	0
Grant in aid	374
Social relief	115
Multiple grants	347

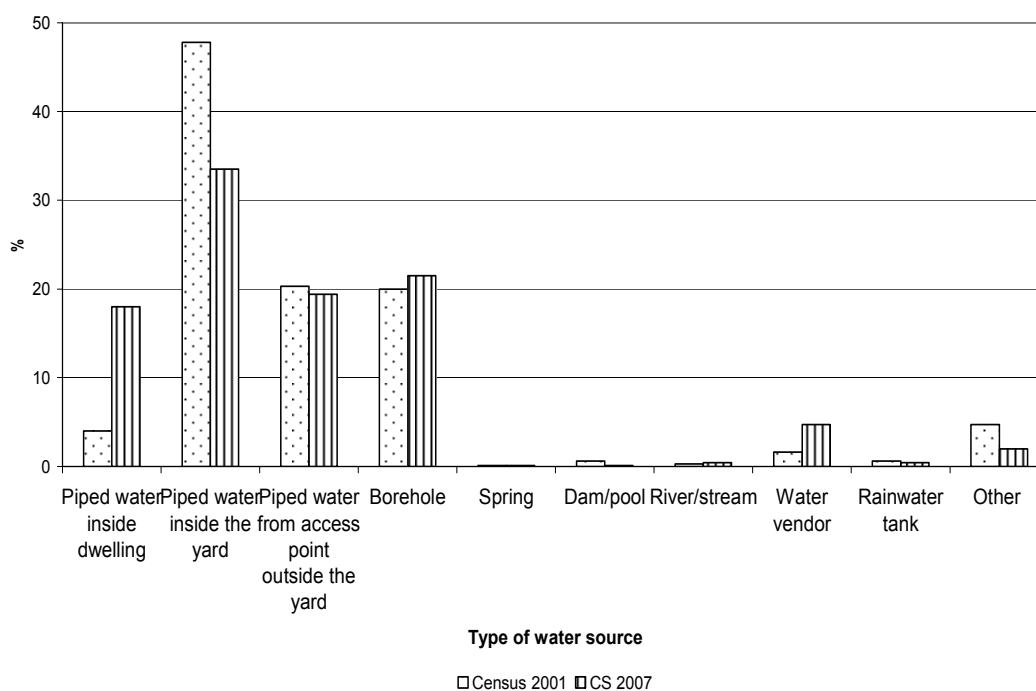
The number of persons receiving social grants is indicated in table 2. The grant with the largest recipients is the child support grant (52,577 children). The municipality contains the largest number of children recipients in the district, even though it contains the second largest population size. This partly reflects the need for this grant in improving child wellbeing, but also the larger numbers of recipients for this grant is merely a function of the size of the population aged below 15 as indicated in figure 1. The second grant with the most recipients is the old age pension. As indicated in figure 1, the district has a sizable number of persons above the age 65, which reflects the number eligible for the old age pension. The data from census 2001 and CS 2007 is limited in the information obtained that can allow for evaluating the accessibility of these grants for those in need and eligible.

### 3. ACCESS OF HOUSEHOLD AND COMMUNITY SERVICES

#### 3.1. Access to water

The distribution of Dr. JS Moroka local municipality households by water source is indicated in figure 4.1. The majority of households have access to safe water; either piped within the dwelling or accesses it from a point outside the dwelling. There were vast improvements in provision of piped water inside the dwelling between 2001 and 2007 (from 5% to 19%) (Figure 4.1). Evidence suggests that provision of basic services focused attention towards lowering the number accessing piped water from the yard and outside the dwelling. Not much change is observed from the other types of water sources, except for an increase in households accessing water from a vendor.

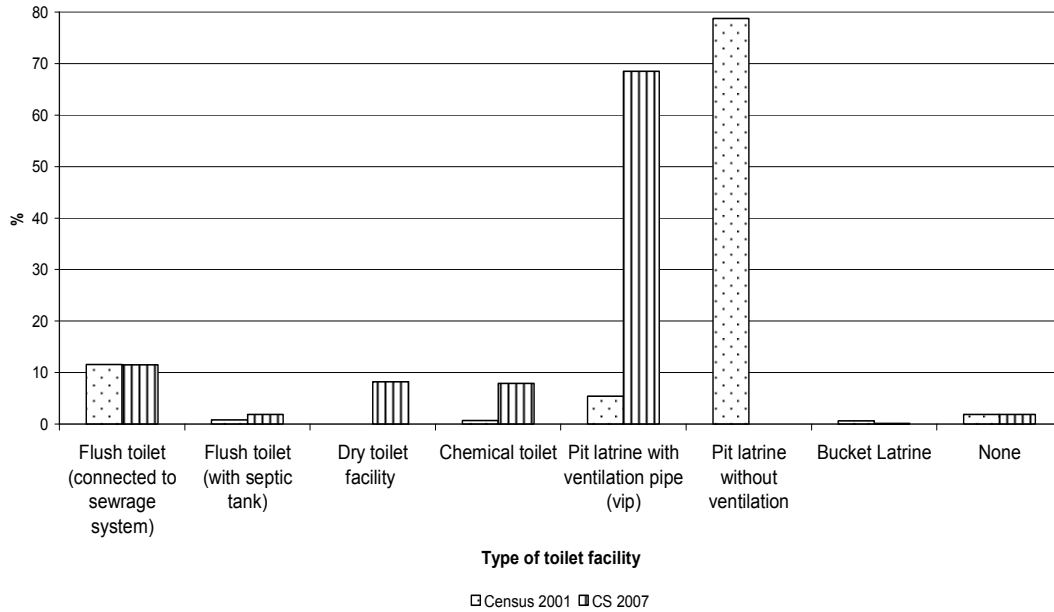
Figure 4.1: Dr JS Moroka Local Municipality  
Percentage distribution of households by type of water source



#### 3.2. Access to sanitation

The percentage distribution of Dr. JS Moroka municipality households by access to sanitation facilities is indicated in figure 4.2. In 2001, over two thirds (80%) of households in the municipality either had pit latrine without ventilation. There is clear evidence of a local government campaign to replace pit latrines without ventilations with those that are ventilated to promote safer sanitation facilities. By 2007, almost no household were using pit latrine without vent. There was no change in the percentage of households who had access to flush toilet connected to a sewage system.

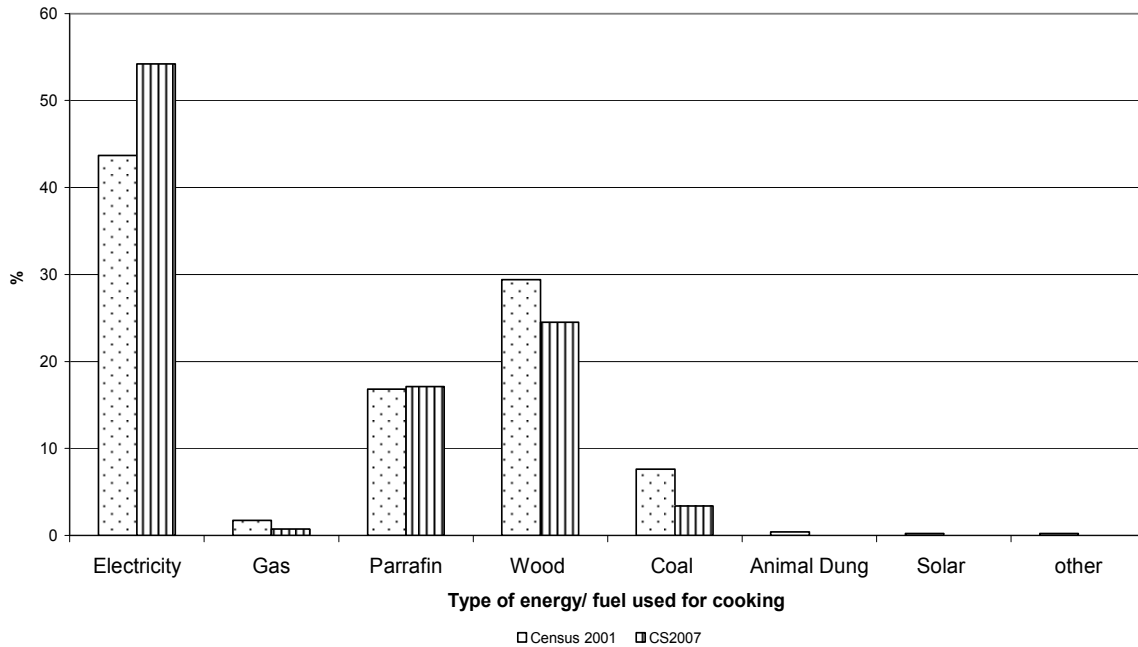
**Figure 4.2: Dr JS Moroka Local Municipality  
Percentage distribution of households by type of toilet facility**



### 3.3. Access to electricity

Access to electricity for lighting, cooking and heating is an important indicator of provision of one of the key resources in households. Figures 4.3 to 4.5 show the percentage of households that have access to electricity in the municipality, as well as other types of energy sources used by other households in the absence of electricity.

**Figure 4.3: Dr JS Moroka Local Municipality  
Percentage distribution of households by type of energy/ fuel used for cooking**



Electricity was the leading source of energy for all uses, increasing between 2001 and 2007 in the local municipality. In 2007, electricity use for heating and cooking was observed in 49% and 55% households, respectively. Electricity use among households is not uniform, meaning even households with electricity do not choose to use it for all their energy needs. The other sources of cooking and heating energy are paraffin and wood, the use of which declined in 2007.

**Figure 4.4: Dr JS Moroka Local Municipality**  
**Percentage distribution of households by type of energy/ fuel used for heating**

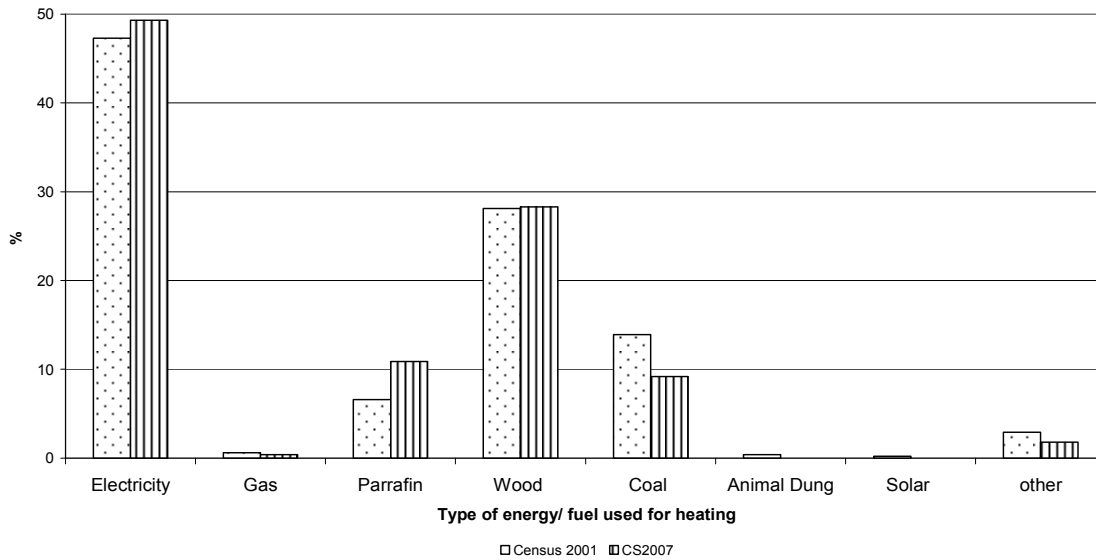
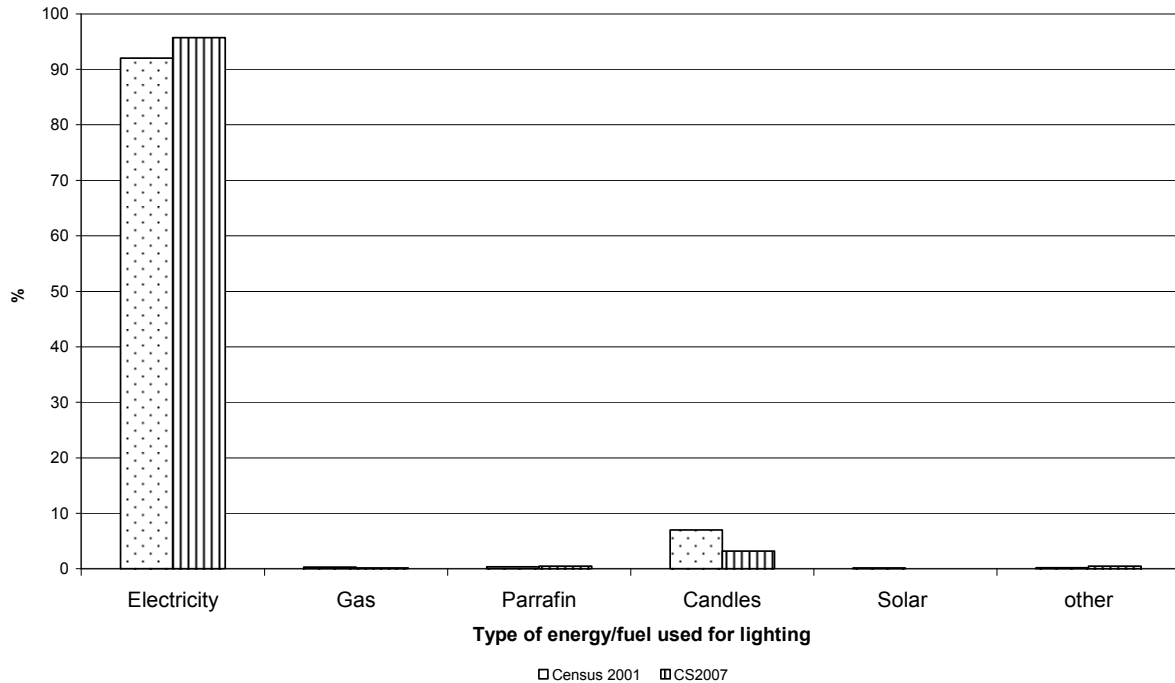


Figure 4.5 show that electricity (92%) and candles (4%) were a preferred source of energy source for lighting both in 2007, an increase in electricity use and decline in use of candles from 2001. The increase in electricity use for lighting that in observed between 2001 and 2007 seem to have been by households who replaced caddles with electricity. There was a marked drop in use of candles for lighting

**Figure 4.5: Dr JS Moroka Local Municipality  
Percentage distribution of households by type of energy/fuel used for lighting**

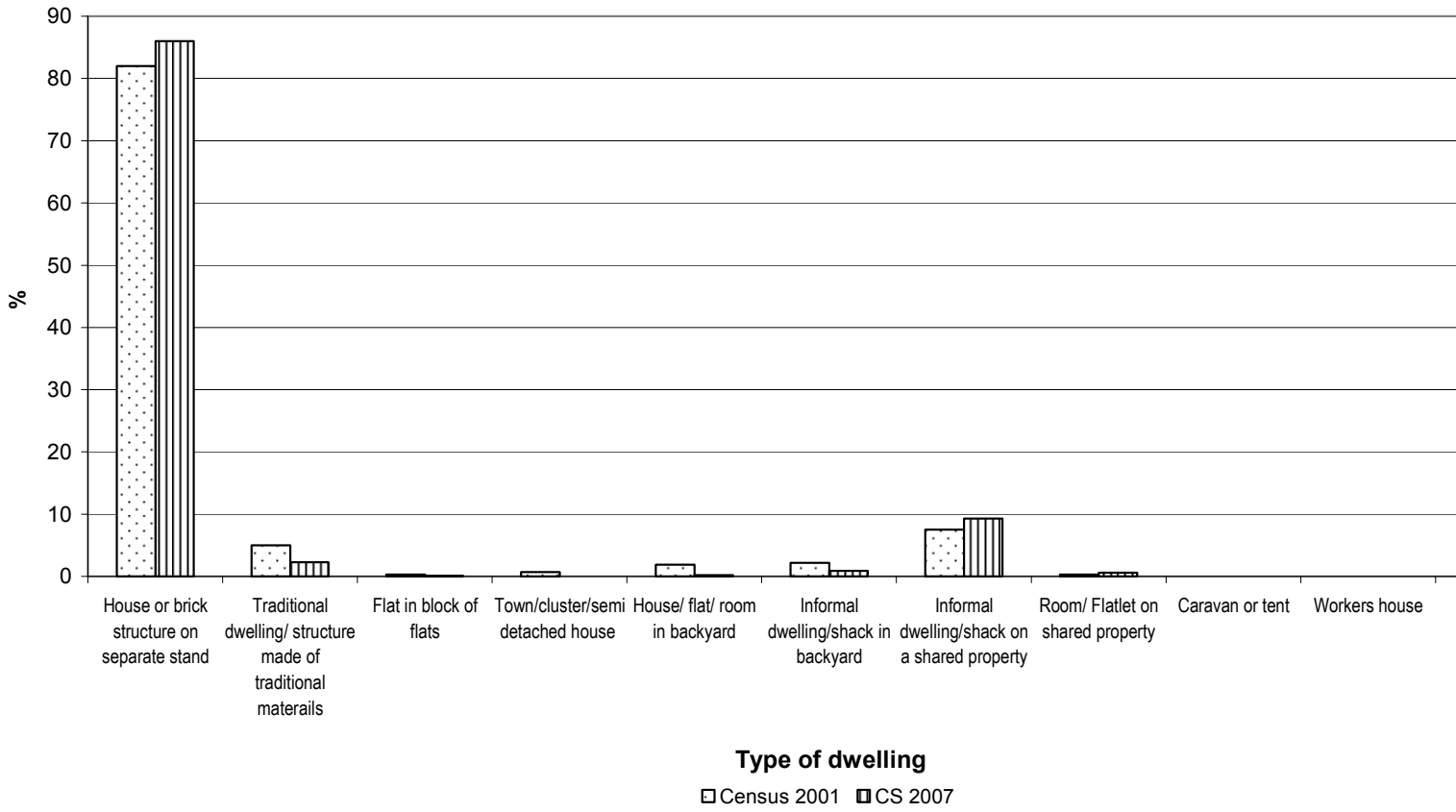


### 3.4. Dwelling type

The type of dwelling where a household resides is directly linked to wellbeing of household members. There is evidence that suggests that children under age 5 who reside in dwellings that have poor floor, wall and roof materials have higher prevalence of negative developmental outcomes. They have higher mortality during childhood, higher morbidity and lower school attendance (Weeks, 2004). This is also because dwellings with poor building structures are often poor, have no access to other basic services such as safe water and sanitation. The types of dwelling that prevailed in the municipality in 2007 were formal dwellings such as houses. The observed increase in formal houses in the municipality between 2001 and 2007 (figure 4.6) is offset by a decline in traditional dwellings. The prevalence of informal dwellings increased slightly during the 6 year period.



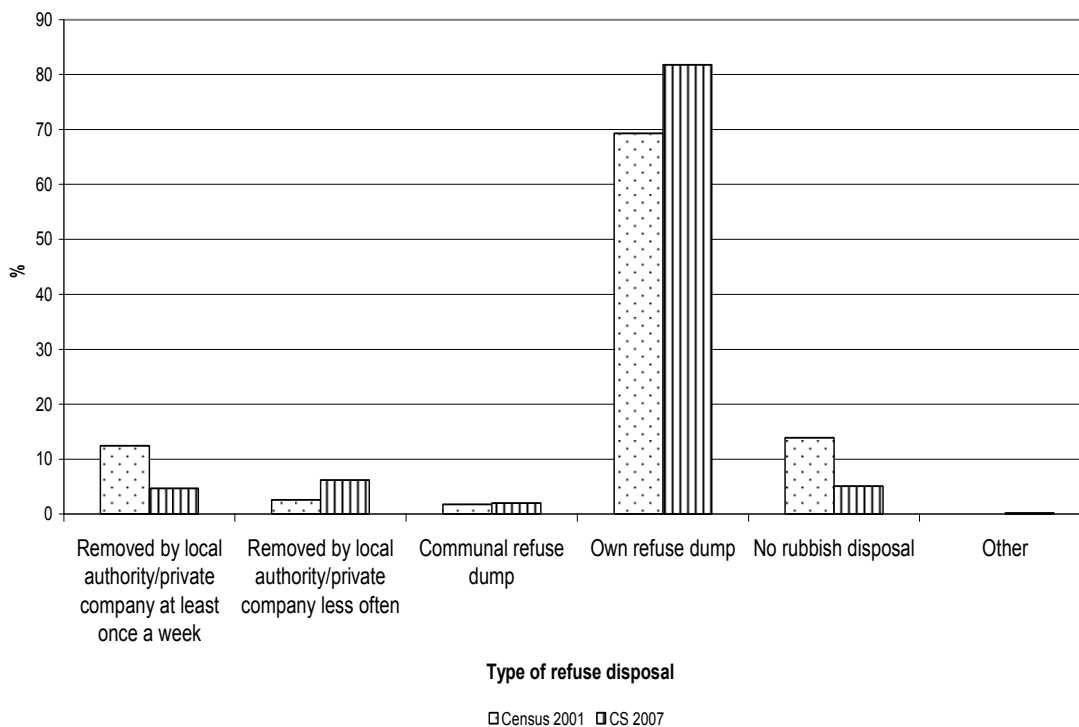
**Figure 4.6: Dr JS Moroka Local Municipality  
Percentage distribution of households by type of dwelling**



### 3.5. Frequency of refuse removal

Provision of refuse removal is one of the key community based services where the municipality has made some improvements over a period of 6 years since 2001. Only less than 10% of households had their refuse removed by local municipality In 2007, a slight decline from 2001. About 70% of households had their own reduse dump in 2001, which increased to 82% by 2007.

Figure 4.7: Dr JS Moroka Local Municipality  
Percentage distribution of households by type of refuse disposal



### SUMMARY PROFILE: DR JS MOROKA LOCAL MUNICIPALITY

Municipality Name	Dr JS Moroka
Total Population Size	246,969
Percentage of the population 0-14	35.74
Percentage of the population 15-65	57.53
Percentage of the population 65+	6.73
Percentage Black	99.91
Percentage Coloured	0
Percentage Asian	0.09
Percentage White	0
Percentage of municipality population to provincial	6.78
Percentage of municipality population to district	20.14
Population density	174.36
Percentage of the population not born in South Africa	0.5

Sex ratio at birth	89
Disability ratio	350
The major grant received	Child support grant
Percentage of persons over 20 years with no schooling	30.16
Percentage over 20 not attending school	17.47
Percentage between ages 5-24 attending school	25.01
Early Childhood Development Index	2085
Unemployment ratio	322
% economically active	52.76
Major Industry	Other and not
Major occupation	Elementary occupations
Major source of energy for cooking	Electricity
Major source of energy for lighting	Electricity
Major source of energy for heating	Electricity
Percentage with flushed toilet	13.33
Percentage with access to piped water	70.87
Percentage with distance from water less than 200m	74.2
Percentage with distance from water less than 1K	96.83
% with refuse removal	10.87
Most prevalent type of dwelling	Formal dwelling
Average household size	4
Average number of rooms	5
Percentage with telephone/cellular phone	81.05

Source: Statistics South Africa, Community Survey (2007)

## **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 and the Municipality aligned with the Millennium Developmental Goals :

<b>MTSF STRATEGIC ELEMENTS</b>	<b>RELEVANT MDGs</b>	<b>DRJSMILM IDP STRATEGIC FOCUS AREA</b>	<b>EIGHT MDGs are in their numerical order:</b>
Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	MDG 1, MDG 2, MDG 3, MDG 8	LED, BASIC SERVICE- INFRASTRUCTURE, MDG 1,7	1. To eradicate extreme poverty and hunger
Strategic Priority 2: Massive programme to build economic and social infrastructure	MDG 1, MDG 3, MDG 8	LED, BASIC SERVICE- COMMUNITY SERVICE, MDG 1,7	2. To achieve universal primary education
Strategic Priority 3: Comprehensive rural development strategy linked to land and agrarian reform and food security	MDG 1, MDG 2, MDG 7	LED, AND TOURISM DEVELOPMENT, MDG 1,,7	3. To reduce child mortality
Strategic Priority 4: Strengthen the skills and human resource base	MDG 2	MUNICIPAL ORGANIZATIONAL TRANSFORMATION , MDG 1, 2	4. To improve maternal health
Strategic Priority 5: Improve the health profile of all South Africans	MDG 4, MDG 5, MDG 6	GOOD GOVERNANCE, MDG 2,	5. To combat HIV/AIDS, malaria and other diseases
Strategic Priority 6: Intensify the fight against crime and corruption	MDG 2, MDG 3	GOOD GOVERNANCE, MDG 2,7	6. To promote gender equality and empower women
Strategic Priority 7: Build cohesive, caring and sustainable communities	MDG 2, MDG 3, MDG 7	MDG 8 N/A	7. To ensure environmental sustainability
Strategic Priority 8: Pursuing African advancement and enhanced international cooperation	MDG 8	GOOD GOVERNANCE, MDG1,2,3,8	8. To develop a global partnership for development

Strategic Priority 9: Sustainable resource management and use	MDG 2, MDG 3, MDG 7, MDG 1,	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
Strategic Priority 10: Building a developmental state, including improvement of public services and strengthening democratic institutions	MDG 1, MDG 2, MDG 3, MDG 8	

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.

**9. SECTION C: Vision and Mission Statement:** this section covers the Mission of Dr J.S. Moroka  
Local Municipality in compliance with Section 26 (a) of the Municipal  
Systems Act of 2000

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

**Mission Statement:**

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

**10. SECTION D: DEVELOPMENT STRATEGIES:**

DR JS Moroka Local Municipality Integrated Development Plan (IDP) maps the needs of the community and also determines strategies and plans to address the needs as highlighted by the communities through the process of consultation. This section outlines the vision, objectives and strategies set by the municipality to achieve its developmental aims. The approach adopted in this section is based on developing a strategic intent which is firmly entrenched in responding to the gap analysis and ensuring a developmental approach and an integrated response.

**THE STRATEGIC INTENT OF DR JS MOROKA LOCAL MUNICIPALITY**

An effective integrated planning review process which included a number of Strategic Planning sessions culminated into the review of the strategic intent which ultimately is a summary of what the municipality intends to achieve. The foundation established through strategic planning will assist DR JS Moroka Local Municipality to focus all efforts and actions towards the attainment of the objectives identified, enabling the municipality to live up to the expectations of their communities. Section 26 (d,) (f) of the Municipal Systems Act (Act 32 of 2000) clearly stipulate that the IDP should also contain the operational strategies of the municipality and Dr J.S. Moroka Local Municipality has achieved this by linking programmes implemented within the municipality to the KPA’s identified and linked to the Strategic objectives. Council also must be in a position to measure the impact that the programme intends to achieve and this is indicated by the intended programme result as shown in the tables below.

## **SPATIAL RATIONALE**

### ***STRATEGIC OBJECTIVE: PLAN FOR THE FUTURE***

<b>Programme</b>	<b>Programme Objective</b>	<b>Programme Result</b>	<b>Programme KPI</b>	<b>Short Term Strategy</b>	<b>Medium Term Strategy</b>	<b>Long Term Strategy</b>
Planning and Development	To ensure that all planning and development is done according to SDF	Sustainable development	100% compliance to SDF	Filling of all critical planning positions	Enhance infrastructure planning	Monitor compliance to SDF
Planning and Development	To ensure that all planning and development is done according to SDF	Sustainable development	100% compliance to SDF	Implementation of strategies in SDF	Monitor compliance to SABS 0400, Disaster Risks Factors and SDF	Monitor compliance to SABS 0400, Disaster Risks Factors and SDF

<b>Programme</b>	<b>Programme Objective</b>	<b>Programme Result</b>	<b>Programme KPI</b>	<b>Short Term Strategy</b>	<b>Medium Term Strategy</b>	<b>Long Term Strategy</b>
Indigents	To ensure that households that qualify as indigent households are registered on the indigent register of the municipality	Improve quality of life for the poorest of the community	% households living below R1100 per month	Analysis of the indigent register to establish status quo	Awareness Campaigns indigent register	Regular updating of indigent register and campaigns
Environmental Health and waste management	To provide a safe, healthy and sustainable environment	A safe and healthy living environment for all community members	% reduction in pollution	Development of standards instrument	Implementation of standards instrument	Total environmental quality management
Sports, Arts and Culture	To ensure a mental and physical healthy	A mental and physical healthy community	% community satisfaction with quality of life	Establish status quo on sports, arts, and culture activities in the	Promotion of sports, arts and culture activities in	Promotion of sports, arts and culture events in facilities in the

Programme	Programme Result	Programme KPI	Short Term Strategy	Medium Term Strategy	Long Term Strategy
Disaster Management	Safe and secure society	% reduction of community members affected by	Development of Disaster Management Plan	provincial and national events. Implementation of DMP and annual review.	Annual review DMP. Ensure that identified risks are included in the plan ensure preparedness according Implementation of the plan
Safety and Security	Safety and secure society	% reduction in crime in the municipality	Assessment of status quo of safety and security in the municipality	Develop Safety and Security Plan	Implementation of the plan
Youth Development	Improve quality of life for youth	% increase in participation by youth in municipal initiatives and mainstream programmes	Establish status quo of youth activities within the municipal area	Ensure that the municipal activities are aligned to National, Provincial and District programmes.	Intensify the involvement of youth in these initiatives and programmes
Disability Development	Improve quality of life for people with disabilities	% increase in participation by people with disabilities in municipal initiatives and mainstream programmes	Establish status quo of activities of people with disabilities within the municipal area	Ensure that the municipal activities are aligned to National, Provincial and District programmes.	Intensify the involvement of people with disabilities in these initiatives and programmes
Gender Development	Increased gender equality	% increase in participation of communities in gender municipal initiatives and mainstream programmes	Establish status quo of National, Provincial and District initiatives in the municipal area	Ensure that the municipal activities are aligned to National, Provincial and District programmes.	Intensify the support and promotion of gender equality in the municipality.



**STRATEGIC OBJECTIVE: RESOURCE MANAGE INFRASTRUCTURE AND SERVICES FOR ACCESS AND MOBILITY**

Programme	Programme Objective	Programme Result	Programme	Short Term Strategy	Medium Term Strategy	Long Term Strategy
Free Services	To ensure that indigent households have access to basic services	Improve quality of life for all community members	% increase of indigent households that have access to free basic services	Establish backlog of provision of FBS to indigent households in the municipality. Develop strategies on how to deliver FBS to	Implement strategies to ensure that all indigent households have access to FBS	Implement strategies to ensure that all indigent households have access to FBS
Provision of basic services	To ensure that all households have access to basic services	Improve quality of life for all community members	% increase of households with access to basic services	Establish backlog for water, sanitation, waste and Electricity. Eradicate basic services backlogs equal or earlier than national targets	Enhance partnerships to speed up eradication of backlogs. Eradicate basic services backlogs equal to or earlier than national targets	Eradicate basic services backlogs equal to or earlier than national targets
Water and Sanitation services	To ensure that all households have access to basic level of water and sanitation	All household have access to basic level of water and sanitation	% increase of households with access to basic water and sanitation	Establish status quo of provision of water and sanitation to all households. Develop strategies and liaise with MDM on how basic water and sanitation will be provided to all	Monitor and co-ordinate implementation of strategies and projects to ensure attainment of the targets for eradication of water and sanitation backlogs	All households have access to water and sanitation by 2014
Roads and Storm water	To ensure that households have access to road and transport within the municipal area	All households have access to roads and transport within the municipal area	% increase to access to roads with proper storm water system	Development of Roads and Storm water Management systems to assist in managing the provisioning of roads infrastructure	Implementation of the Road and Storm water management systems	Increase the accessibility of communities through provisioning of sustainable and maintained roads and storm water infrastructure
Public Transport	To ensure that households have access to public transport	All household have access to public transport within the municipal area	% increase to access to public transport	Establish backlog on accessibility to public transport. Develop Integrated Transport Plan with strategies to eradicate road backlog by 2020	Implement ITP. Implement strategies to eradicate backlog by 2020	Implement strategies to eradicate backlog by 2020

Energy	To ensure that all households have access to electricity	All households have access to electricity by 2014	% increase in access to electricity households to electricity	Establish status quo on provision of electricity to all households. Develop strategies on how electricity	% of households have access to electricity by 2012	All households have access to electricity by 2014
Waste management	To ensure that all households have access to waste removal	All households have access to waste removal	% increase in households that have access to waste removal	Establish status quo on waste removal. Develop plans to ensure that all households have access to waste removal by 2014	Implement plans to provide all households with waste removal by 2014	Implement plans to provide all households with waste removal by 2014
Housing	To ensure that all households have access to proper and safe housing	All households live in at least RDP standard of housing	% increase in households that have access to at least RDP standard housing	Establish status quo of housing in the municipality and liaise DLG&H housing units to eradicate backlog	Liaise with DLG&H housing units to eradicate backlog	Liaise DLG&H housing units to eradicate backlog
Maintenance and upgrading of municipal assets	To ensure maintenance and upgrading of municipal assets	Increase lifespan of municipal assets	% maintenance budget spent (R-value budget allocated for maintenance/R-value maintenance budget spent)	Develop Infrastructure Asset Plan. Expenditure on infrastructure maintenance is in line with national norms and standards by 2011	Functional assessment for all infrastructures. Expenditure on infrastructure maintenance is in line with national norms and standards by 2011	Maintenance and upgrading of municipal assets according to Infrastructure Asset Management Plan. Expenditure on infrastructure maintenance is in line with national norms and standards by 2011
MIG	To ensure optimum utilization of MIG	Sustainable capital projects for improved quality of life for all	% MIG budget allocation spent	Projects costed and prioritized. Project plans approved and monitored	Monitoring of projects plans to ensure that MIG is spent accordingly	Monitoring of projects plans to ensure that MIG is spent accordingly

**LOCAL ECONOMIC DEVELOPMENT**

***STRATEGIC OBJECTIVE: GROW THE ECONOMY***

Programme	Sub-programme	Programme objective	Programme Result	Programme KPI	Short Term Strategy	Medium Term Strategy	Long Term Strategy
LED		To alleviate poverty through LED projects and initiatives	Employment for employable community members	% decrease in unemployment, 30% of capital projects are EPWP projects	Analysis of status quo of local economic development. Develop strategies/plans to ensure local economic development in the municipal area	Implementation, monitoring and review of Strategies/plans.	Labour intensive initiatives of the municipality have 90% local labour

	Agriculture	To alleviate poverty through agriculture projects and initiatives	Increased employment through agricultural initiatives	% of jobs created through agricultural initiatives	Establishment of agricultural forum. Identify agricultural projects and farmers that need assistance. Develop strategies on how emerging farmers could be assisted and agricultural initiatives implemented	Establish partnerships for transfer of skills to emerging farmers. Establish partnerships for agricultural initiatives. Develop partnerships with agricultural businesses to promote agriculture in the area	Establish partnerships for transfer of skills to emerging farmers. Establish partnerships for agricultural initiatives. Develop partnerships with agricultural businesses to promote agriculture in the area
	Tourism	To alleviate poverty through tourism projects and initiatives	Increased employment through tourism initiatives	% of jobs created through tourism initiatives	Intensify the functionality of Tourism Forum. Identify all tourism operators in the municipality both established and emerging. Develop tourism strategy. Establish partnerships.	Promote tourism and establish linkages with lodges	Liaise with all stakeholders and integrate their implementation plans within the tourism strategy. Mobilize funding for the emerging operatives
	Enterprise Development	To alleviate poverty through enterprise development projects and initiatives	Increased employment through enterprise development initiatives	% of jobs created through enterprise development initiatives	Establish status quo. Development of SMME's and local service providers' support programmes.	Implementation of programmes to support of SMME's and local service providers	Monitoring and evaluation and sustaining the intervention
					Establishment of partnerships with established businesses.		

<b>Marketing</b>		To promote the municipality in South Africa and to ensure economic growth	Successful Dr JSMLM Area	% increase in investment in the area.	Establish status quo of communication utilized for promotion of the municipality. Develop strategies according to status quo to promote the municipality.	Promote the municipality and develop marketing initiatives	Promote the municipality and develop marketing initiatives
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**GOOD GOVERNANCE AND PUBLIC PARTICIPATION STRATEGIC OBJECTIVE:  
DEVELOPMENT PARTNERSHIP**

Programme	Programme objective	Programme Result	Programme KPI	Short Term Strategy	Medium Term Strategy	Long Term Strategy
Inter-relations	To establish and develop sound inter-relations	Good governance and sustainable partnerships	% increase in sustainable cooperative governance index, degree of integration between the municipality and other government spheres in the delivery of critical programmes and initiatives	Identify and engage prospective partners. Establish status quo on implementation of critical programmes through IGR structures	Establishment of economic partnerships. Facilitate integration of delivery of critical programmes	Evaluate the impact of Partnership. Continuous identification and establishment of Achieve full integration of the delivery of critical programmes by 2015.
Public Participation and Ward Committees	To facilitate structured participation in Council Participation	Effective community participation	% of structures participating in council activities	Conducting stakeholder analysis. Mobilizing Structures. Development of public participation programme	Intensifying Participation. Capacity building	Intensify public and capacity building

IDP	IDP Reviewed annually IDP Review meetings are held	credible IDP	IDP Technical, Management & Rep Forum are held annually	ensure that regular meetings are held i.e. IDP Tech,Mng,Rep Forum to effective roll out & review of IDP process	ensure that regular meetings are held i.e. IDP Tech,Mng,Rep Forum to effective roll out & review of IDP process	credible IDP
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Programme	Programme Objectives	Programme Results	Programme KPI	Short Term Strategy	Medium Term Strategy	Long Term Strategy
Governance and Administration	Corporate Governance	Unqualified report	% reduction in audit queries	Internalize organizational policies and implement management/council decisions timeously. Ensure that identified risks Assessment are minimized and addressed.	Update existing policies and develop new policies. Enterprise Risk Assessment annually. Ensure review of risk assessment.	Ensure that Skilled personnel are retained and rewarded. Annual review of Enterprise Risk assessment. Ensure that identified risks are minimized and addressed.
Information management, Research Development	To ensure proper data management and record keeping	Improved record keeping and data collection	% of reports submitted Council Committees established in terms of the MSA and MFMA	Validate and consolidate data. Develop systems to collect Information. Continuous update of information	Establishment of research unit	Enhance supervision on record data keeping collection.

**FINANCIAL VIABILITY**

Programme	Programme objective	Programme Result	Programme KPI	Short Term Strategy	Medium Term Strategy	Long Term Strategy
Expenditure and budget management	To manage the financial affairs of the municipality to ensure financial viability	To ensure expenditure within budget to become financially sustainable	% decrease in municipal budget variance	Draft budget within benchmark set by National Treasury within guidelines from MFMA. Ensure budget is totally	Draft budget within benchmark set by National Treasury within guidelines from MFMA. Ensure budget is totally	Continuously keep in line with the guidelines and constantly increase revenue within the parameters set.
Revenue Enhancement	To increase revenue to become financially sustainable	Improve revenue generation mechanisms and reduce risks to become financially sustainable	% increase in R-value revenue collection	Implementation of revenue collection strategy, assess the impact of the strategy	Review revenue collection strategy. Ensure revenue enhancement measures to decrease municipal debt	Ensure cost recovery and credit control. Implement measures to reduce municipal debt
Supply Chain Management	To ensure that procurement processes are 100% within legislation, transparent and equitable	Increase equitable and transparent supply chain procedures to ensure good governance	Supply chain procedure compliant to legislation	Ensure compliance with legislation and maintain service level with all Departments. Structuring of committees in line with MFMA	Streamline and optimize procedure processes	Deliver optimal supply chain management services to all departments in line with departmental needs
Investment	Financial mobilization	Increased financial resources	Amount of money generated through investment	Implementation of the policy. Ensure that investments made with credible financial	Proceeds from such investments are utilized for Infrastructure development.	Proceeds from such investments are utilized for Infrastructure development. Continuous investment

**MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT STRATEGIC OBJECTIVE: PLAN FOR THE FUTURE**

Programme	Programme Objective	Programme Result	Programme KPI	Short Term Strategy	Medium Term Strategy	Long Term Strategy
Planning and Development	To ensure that all planning and development is done according to SDF	Create IDP	The degree to which the municipality programmes, projects & initiatives respond to the needs and priorities of its communities	Assessment of the municipal IDP. Capacity building of IDP drivers. Improve service delivery such that all programmes, projects and initiatives make a positive impact on the communities as per the identified needs and priorities.	Assessment of the municipal IDP. Capacity building of IDP drivers. Improve service delivery such that all programmes, projects and initiatives make a positive impact on the communities as per the identified needs and priorities.	Continuous IDP monitoring through PMS. Improve delivery such that all programmes, projects and initiatives make a positive impact on the communities as per the identified needs and priorities

**STRATEGIC OBJECTIVE: DEVELOP AND RETAIN SKILLED AND CAPACITATED WORKFORCE**

Programme	Programme Objective	Programme Result	Programme KPI	Short Term Strategy	Medium Term Strategy	Long Term Strategy
Capacity building and training	To ensure a skilled and capacitated work	Skilled workforce	% increase in supervisor satisfaction	Conduct skills and competency profiling. Develop training programmes to address competencies in organization. Monitor and evaluate the impact training.	Ensure people are retraining according to competency assessment and skills audit	Ensure that skilled personnel are retained and rewarded. Annual review of Enterprise Risk Assessment, ensure that identified risks are minimized and addressed
Human Resource Management	To ensure a focused and disciplined workforce	Focused and disciplined workforce	% increase in meeting deadlines	Encourage accountability and responsibility. Develop change and Diversity Management Programme	Ensure monitoring and coaching and creation of awareness of organizational culture. Implement motivational strategies within the organization	Monitor and evaluate impact of coaching and mentoring. Monitor whether focused and disciplined workforce has been established



Employment Equity		Update Employment Equity Plan and Legal compliance	% compliance to EE plan. Legal compliance reports (EEA 2 and EEA 4)	Roll-out and implementation of EE Plan. Applying EE in work place.	Roll-out and implementation of EE Plan. Applying EE in work place.
OHS	To ensure safe working environment	Healthy and safe working environment.	Reduction of number of incidents to 1%. Reduction of lost hours due to incidents by 90%	Ensure that OHS system is in place, operational and maintained. Identify risks for pro-active measures.	Ensure that OHS system is in place, operational and maintained. Identify pro-active measures.

## **CHAPTER 1: (KPA 1) SPATIAL RATIONALE**

### **OVERVIEW OF SPATIAL RATIONALE**

#### **INTRODUCTION**

The Municipal Systems Act of 2000 Section 26 (e) requires that the Municipality should reflect issues of Spatial Development Framework. Dr J.S. Moroka Municipality is 1416, 4240 km<sup>2</sup> and the altitude of 933m to 950m above sea level. The Municipality has (55) villages or settlements the residential growth areas are isolated from economic growth areas. The western side (Masobye to Marapyane) of the municipality has poor development pattern. Settlements established in terms of proclamation R188 may have PTO (Permission To Occupy) certificates or quitrent certificates issued to heads of households recognising these rights. However, in most of the area, traditional rights do not have any form of certificate and are not registered in any way. Most of the land is allocated by traditional authorities with no systematic record keeping resulting in overlapping and conflict land rights/uses.

Whilst on the eastern 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. Two settlements established in terms of proclamation R293 in the Municipal area (Siyabuswa and Libangeni) have gone through a tenure upgrading process to clarify land rights and enable residents to get freehold title to their residential plots but these processes are not complete.

Siyabuswa is a town (also informally defined as a township) in the countryside of the South African province of Mpumalanga (a region formerly called Eastern Transvaal). During the apartheid era, Siyabuswa was the capital of the KwaNdebele Bantustan. It served as a capital from 1981 to 1986 when Kwa-Mhlanga replaced it. Most of its inhabitants (Population in 1996: 29 811) are members of the Ndebele ethnic group. The town is about 20 kilometers southwest of the Marble Hall airport. Currently Siyabuswa is home to several ethnic groups, namely the Ndebele people, the Pedi people and the Sotho people.

Libangeni is a small town some 95 kilometres northeast of Pretoria. The town is an important one in Mpumalanga's *north-western* end where the majority of the surrounding population is rural and does not have infrastructure. It overlooks the Mkhombo Dam (formerly called the Renosterkop Dam) which is of agricultural importance in the region.

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.

Six-seven claims (on 23 individual properties) have been submitted to the Land Claims Commission in Dr JS Moroka area. (See map below). The entire central part of the Dr JS Moroka municipal area is under land claims. There are a fairly large number of claims on the farm *Allemandrift* 162 JR as well as De Beersput 152 JR, Kameelpoort 202JR and Troya 151 JR. According to the NDM Land Audit, the land claimed in the Thembisile and Dr JS Moroka municipal areas are mainly associated with cattle and game farming, some crop farming and on the two nature reserves.

Land claims on land within or adjacent to built up areas are presently constraining the Municipality when it wants to develop an area. Claimants believe that if the land is further developed it will prejudice their claim, and if the land is built up the value of their claim is higher. The Municipality's approach is that where a claim is on vacant land (this could be rural land, or land adjacent to a built up area in a village), then they need to work closely with the claimants to ensure they are not prejudiced, and that development can occur in a way that is acceptable to both parties.

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 35°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.

## **LOCATION OF FUTURE SETTLEMENT**

### **HOUSING DELIVERY**

Future housing delivery should be concentrated in both Provincial and Municipal nodes, so as to maximise the potential of these nodes.

## **INTEGRATED HUMAN SUSTAINABLE SETTLEMENT**

Due to the past Apartheid policies and lack of capacity, the settlement pattern of Dr J.S Moroka Local Municipality is characterised by a concentration of people in rural areas which are far from the economic hub. To address these imbalances, future settlement should encourage in integrated human settlement in Kameelrivier 160 JR. This will allow people to “play, work and stay within our municipality. About 1700 low and medium houses will be built in Portion 4 and 11 of the farm Mmametlhake, 712 and remaining extent of portion 7 (a portion of portion 1) of the farm Kameelrivier 160 J.R

## **13. CHAPTER 2 A BASIC SERVICE DELIVERY: INFRASTRUCTURE**

### **13.1. SECTOR: WATER SERVICES**

#### **INTRODUCTION**

Dr JS Moroka Local Municipality has the total population estimated at 267 748 and 57811 households. It is estimated that less than 9% (5086) households still require basic levels of service for water and less than 10% (8700) households experience intermittent water supply. The National Water Act requires that the Water Service Authorities to prepare Water Conservation and Water Demand Strategies in order to achieve more efficient use of water.

This requirement is of special importance to Dr JS Moroka Local Municipality currently received a circa 42 mega litres per day from the Weltevreden Treatment Works instead of the approximate theoretical figure of 25 mega litres per day. Acceptable losses in a reasonably well managed system are between 20% and 25%. Given the status quo a considerable percentage of the population in Dr JS Moroka Local Municipality still regularly complains about interrupted water supply. The problem occurs more severely during the hot summer months. Even if additional bulk water can be made available to Dr JS Moroka Local Municipality, it could not alleviate the intermittent supply which is attributed to be unequal distribution of water, operational issues and wastage of water by consumers needs to be adequately addressed.

Water conservation and water demand management is the most effective way to ensure effective supply of water to Dr JS Moroka Local Municipality where approximately 67% of the households are expectedly earning to earn income below R800.00 per month and can be classified as indigents. Villages that are constantly having interruptions and intermittent water supply due to over usage, unauthorized connections are inter-alia:

- Libangeni
- Senotlelo
- Makometsane
- Maphotla
- Makopanong
- Ga- Mmakola
- Digwale
- Loding
- Madubaduba
- Mmaduma

Non Revenue Water (NRW) in Dr JS Moroka Local Municipality is very high and is attributed to two main factors i.e.:

- High volume of leakages
- Low rate of cost recovery

## **WATER QUALITY**

Dr JS Moroka Local Municipality has been counted with an award at the Prestigious Blue Drop Certification Programme by the Department of Water Affairs for 2009/10. However constant water quality challenges do occur on borehole water which the municipality strives to ensure that borehole water is well managed to the acceptable level of class II as require by the World Health Organization (WHO).

There are major challenges facing the provisioning of effective and efficient water services in the entire municipality, these ranges from:

- Meeting the Water Services backlogs which is estimated at R125 million in terms of the estimates conducted in March 2009.
- Operation and maintenance of the Water Services Infrastructure.
- Overlapping of responsibilities
- Inadequate data for planning as well as operations and maintenance. There are currently no information systems and the personnel to prioritise and undertake effective management of the retail services.
- Cost recovery from bulk and retail water is a real challenge.
- High water losses in the bulk and retail sectors this is due to asbestos cement pipes that have reached their life span and will take considerable amount of money to replace them.
- The current water infrastructure bulk and retail pipe work need to be upgraded.
- Lack of training and understanding of Water Services provisioning as a whole and ability to identify key factors that attribute to sustainable Water Services delivery.

Villages that need urgent attention in terms of replacement of asbestos pipe critically include Siyabuswa 'A, B, C'. The designs of the pipes, valves and scours are also problematic in that they have reached their life span of 25 years. Siyabuswa reticulation needs to be redesigned.

## **WATER SERVICES OPERATION AND MAINTENANCE**

There is generally a lack of planned and maintenance of the water services infrastructure in the municipality and instead, maintenance is carried out on a reactive basis. The lack of strategic Operational and Maintenance planning for the medium to long term is therefore especially common. The actual and potential levels of institutional capacity and support for O & M are generally weak. Some specific institutional problems include the following:

- Operational and Maintenance requires special skills such as the need to relate to predominantly poor customers and develop innovative solutions.
- Particular problems arise in that there is often no real link between the services charges paid by consumers and level of operational service supplied. This financial

structure means that there is little financial leverage, if any, which the consumers can exert.

A major problem to date has been to set up functioning management systems for the O & M for the water supply and sanitation systems. In remote areas, all too often the communities are left to its own devices without the necessary initial or follow-up support from the municipality until breakdown maintenance is necessary. The lack of effective and efficient operation and maintenance of water services is resulting in the following:

- Infrastructure deteriorating much more quickly than its expected useful life.
- Increasing unaccounted for water.

This problem is further been exacerbated by a lack of asset management plan to know what infrastructure is on the ground, the condition of the infrastructure, the performance of the retail compared to the desired level of service.

As part of the WSA initiative, JS Moroka Local Municipality embarked on the development of a water infrastructure asset management plan which was recently completed. This has formed the basis for the assessment of the retail water service sector in the municipality. The operation and maintenance of the water infrastructure assets is aimed at optimizing the day to day provision of water services. The need to develop a maintenance plan to meet the operation and maintenance requirements is of utmost importance in ensuring sustainability in water services.

#### **WATER SERVICES OBJECTIVES**

- To reduce the water services backlog from 9% to at least 5% by robustly identifying bore holes equipping them and installing in the reticulation network where there is critical shortage of water.
- To reduce the current water losses in both bulk and reticulation from the current 25% to at least 20% in the next financial year by ensuring that the water demand intervention strategies and policies are being adhere to.
- Villages constantly having water interruption will be attended to by ensuring that water control valves are identified and installed on areas perceived being problematic.
- Non Revenue water will be reduced by at least 10% by increase water tariff and by constantly repairing leakages and applying water demand workshop, training and cost recovery initiatives.
- To provide safe drinking water by maintaining the current Blue drop status for the best water quality in the jurisdiction of the Municipality.

- In areas where borehole water is used the Municipality will ensure that the (WHO) standard of borehole quality is maintained by ensuring that the current SANS 241 water quality standard of class II water is maintained by conducting field test and random sampling in areas where borehole water is used.
- Water services backlogs currently experienced in the Western Parts of the Municipality will be reduced by identifying good yield boreholes and by the implementation of the recommendations conducted by argumentation of the Rust de winter bulk supply scheme.
- Operation and Maintenance Strategy (Policy Plan) needs to be put in place in order to move away from the current (reactive maintenance) forced maintenance to a planned maintenance.
- Customer Care Policy needs to be developed in order to improve on the Municipality revenue base and developing a best practice that can bring customer satisfaction and best quality practice.
- Implementation of the water loss and water demand management

#### **WATER SERVICES STRATEGIES**

- To continuously identify best water quality boreholes with good yield to supplement the current available water network so as to improve water pressure in peak demands will ensure that the current intermitted water supply experienced during summer is minimised.
- Current water losses will be reduced to 20% or more by practising and implementations of water demand strategies such as workshops, publication advertisements repairing of all water leaks as when they happens.
- Water restriction and Water flow devices will be installed in Villages in peak demand so that an equal and effective water supply is maintained in all the water user of the Municipality.
- Safe drinking and best water quality will be maintenance by being engaged in the current Blue Drop accreditation as specified in SANS 241 Drinking Water Quality specification
- Water quality samples will be published and be placed on all public notice boards so as to ensure that water user are informed of the quality of water that in being used in the jurisdiction.
- By using MIG funds and other available grants to reduce the current water supply backlogs experienced in the Mathanjana Magisterial District.

- The Municipality will make budget available for the following policies water demand Management policies. Water Demand Management Policy, Operational and Management Policy of retail and bulk infrastructure, Customer Care Policy, and the other related Policy that will have such as the water Master Plan Policy.

## **SECTOR: SANITATION**

### **INTRODUCTION**

The sanitation business presents a real challenge to the Municipality. The Municipality's budget is subsidised (e.g. equitable share, MIG grants, etc.) with up to R 200 million forth coming from these sources. Out of 57811 households 12047 households have backlogs in terms of sanitation.

The cost of eradicating the backlog on sanitation is estimated at R 9 000 per household which is 5% of the total population. The spending on eradication of the sanitation backlog is too low to reach the millennium goal set for 2014.

With only two townships proclaimed as townships, Siyabuswa and Libangeni major problems exist with regard to the Waste Water Plants especially in Siyabuswa where a Waste Water Treatment Plant has reached their design capacity and areas such as Mogononong, Ga-Phaahla, Mthambothini and Ga-Morwe lying adjacent to Siyabuswa Waste Water Plant cannot be connected to the Sewer Plant as it is not big enough to accommodate Sewer flows from the said areas hence the Ventilated Improved Pit latrine (VIP) toilets is the only solution means to accommodate sanitation in Dr J.S Moroka Local Municipality. Where these VIP toilets exists from about 90% of the population, major challenge exist with regard to:

- The maintenance of the pit latrine in that they cannot be erupted as they fill up quickly than the expected time frame of 7 years or below.
- Further with the majority of the Western Part of the municipality using borehole water a major risk exist in that the pit latrine could contaminate the underground water.
- The soil formation or rock formation is not stable for the pit latrines at Molapoamogale, Digwale and other similar villages.

With water conservation and water demand management being a challenge in Dr JS Moroka Local Municipality it will take time before the sewer system or water borehole toilets are being considered in the Municipal area.

### **WASTE WATER TREATMENT PLANT**

The Municipality's Waste Water Treatment Plant discharges water into the nearly Elands River water resource without a general authorization or licence to discharge water as specified in the general authorization stand as specified in the authorization no 339 of



march 2004 which contravenes section 21 of the National Water Act.

In terms of the findings conducted by the Department of Water Affairs in August 2009, the Municipality Waste Water Treatment Plants are seen and still are a continued health risk in that the spillages of entreated effluent occur due to sporadic power failure and shortages of staff especially class II operators.

The Waste Water Treatment Plant does not have maintenance plants, Assets Register waste water Bylaws and no effluent quality test that are done at the plants. Due to this none compliance by the Municipality's Waste Water Treatment Plants, the Municipality cannot annually publicize waste water management performance against the requirement of the site specific hence condition of general authorization.

The Municipality does not have any waste water bylaws to regulate industrial trade and effluxes volumes and quality discharged into Municipal system, package plants decentralized systems vacuum tank discharges and spillages into the environment and evidence of the enforcement thereof by the Municipality.

The Municipality waste water plants is totally not complying in terms of efficiency and effectively managing waste water as provided for the general authorizations, the National Water Act and the Water Services Act (Act 108 of 1997).

### **SANITATION OBJECTIVES**

- To reduce the water services backlog from the current 12047 per household to 9000 per household by the end 2011/2012 financial year by committing more of the MIG funds to ensure that the households who do not have pit latrines must have them by the end of the financial 2012.
- Villages that did not have pit latrines will be identified and be equipped with latrines as such depending on the available capacity financial and manpower available in the Municipality.
- To provide sanitation that is safe from spilling into streams and rivers by constantly ensuring that the bulk sewer pipelines are maintained and inspected for any leak (Visual) to ensure compliance.
- In villages where there is borehole water for drinking purposes the boreholes will be constantly monitored to ensure that water is not contaminated by the pit latrine toilets existing in the household yard.
- Operational and Maintenance Strategy or Policy will have to be developed for emptying pit latrines to ensure a longer life span for the pit latrine and a safe environment free of gems.

- Dissolved Oxygen metre to be installed at Libangeni oxidation pond to ensure that the (final effluent) or raw sludge is accounted for by the Municipality.
- With the Siyabuswa Waste Water Plants reaching its maximum hydraulic design capacity of 10 mega litres per day, this means that efforts will have to be made extend the current hydraulic design capacity to ensure that the future expansions of Siyabuswa Township is catered for the next five to ten years.
- The discharging of untreated waste water into the nearby Elands river without general authorisation as provided for in the General Authorisation Standards or without licence will be eradicated through the assistance of the accredited and Professional Services Provider to ensure necessary legislative compliance.
- Spillages of untreated effluent on both waste water plants will be reduced by appointing a process design Engineer to ensure that the Plants operational and maintenance manual is produced and complied with maintenance manuals, strategies, Assets Register and By-laws will be developed to ensure national compliance.
- The Municipal waste water plants will have to annually publicise waste water performance against the requirements of the site specific general authorisation.
- The Municipal Grey water will have to be managed effectively and efficiently as required and provided by both the National water Act and water services Act by appointing highly completed knowledgeable and experienced personal either on permanent or t temporally basis to ensure compliance.

## **SANITATION/SEWERAGE STRATEGIES**

- Municipal Infrastructure Grant will be committed to the majority of the households who still lack pit latrines to ensure that the current backlog is reduced by 2014.
- Constant visual inspection will be conducted on all bulk waste water pipeline to ensure that leakage are repaired to reduced spillages.
- By using potable test kit all boreholes within the household will be tested to ensure that water consumed by user comply to drinking water quality as provided for in the latest SANS 241: Drinking Water specification.
- Professional Services Providers will be identified to develop operation and maintenance policy of pit latrines in order to increase the lifespan of the household toilets that have already being provided for a toilet in the Municipal Jurisdiction.
- The operation and maintenance budget will be used to ensure that the D.O meters of both Municipal waste water plants are installed to ensure National compliance.

- Experts will be roped in to increase the hydraulic design capacity of both waste water plants to accommodate future needs and expansion of the services.

## **SECTOR: ROADS & STORMWATER**

### **INTRODUCTION**

The Municipality has a total length of approximately 2720Km of internal gravel roads from which an approximate total of 1632Km is maintained annually (approximately 20 wards per year). The municipality is however unable to maintain all of its gravel roads due to insufficient resources.

The Municipality has thus far been able to increase number of paved bus and taxi routes from 21% to 36% since 2009 which is 15% backlog reduction to-date. Contributing factors in terms of backlog include inter alia projects implemented since 2007 to date in the following villages most of which have their first phases complete while others have a full project complete:

- Ga-Morwe
- Mogononong
- Loding to Dihekeng
- Madubaduba
- Mthambothini
- Mrhawini
- Maphanga
- Ramantsho to Dihekeng
- Loding to Ramantsho
- Marapyane
- Mbhongo
- Ramokgeletsane
- Ramonanabela

Out of 241Km of bus and taxi routes, the 15% surfaced during the previous three financial years equals 31 kilometers of bus and taxi routes. This does not necessarily incorporate the total number of kilometers surfaced since road surfacing in its entirety incorporate other critical roads such as those to hospitals, schools, etc. The Municipality will still require approximately R290 million rands excluding VAT and escalation to eradicate backlog at an estimated rate of R2, 2 million rands per kilometer for surfaced roads.

### **DISTRICT AND PROVINCIAL ROADS**

District and Provincial roads are those roads that fall under the jurisdiction of the Mpumalanga Provincial Department of Roads, Transport and Public Works (“the

Department”). The Department is therefore expected to undertake all roads related construction and routine maintenance on these roads. Some of these roads are regarded as linking roads that are so critical that they require undivided attention. These include inter alia the following:

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

The Municipality has constantly engaged the Department on these roads about their urgent need for upgrading to surface. The only recent road that received attention of the Department and that has been completed is the Marapyane to Lefiso road. The upgrading thereof has made significant and tremendous improvement to the road and traffic safety in the in the vicinity.

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

Over and above, the Municipality has a responsibility to maintain storm water channels and eradicate sub-surface water affecting residents in a negative way. There have been tremendous in roads with regard to underground water control and eradication which was completed in some villages either in full or in part. These Villages wherein underground or sub-surface water project has been completed in full or in part include inter alia Maphotla, Makopanong, Siyabuswa-B, C, & E, Ga-Morwe, Libangeni, Meetsemadiba and Mbhongo. Stormwater drainage system control projects have been completed in other Villages either in full or in part. These include inter alia Maphanga, Siyabuswa, Ga-Morwe, Meetsemadiba, Digwale and Ramantsho. Challenges lie ahead with regard to most of villages in Mathanjana Magisterial District of the Municipality where most villages do not have no proper storm water channels while Mdutjana and Mbibane areas need proper construction, reconstruction and maintenance of existing channels.

The following Villages have been identified as having underground water and Stormwater drainage system challenges and thus needing critical and urgent attention:

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

The following Villages have been identified as having storm water drainage systems

challenges and thus needing critical and urgent attention:

- Stormwater
  - Seabe
  - Mmaduma
  - Katjibane
  - Marapyane
  - Matshiding

There is also a necessity of Pedestrian walkways and scholar bridges along some surfaced roads in various villages of the Municipality to enable residents and scholars to walk safely and parallel to the roads and in crossing rivers during and after heavy storms.

### **BORROW PITS**

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

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

These have led to fatal accidents where number of kids from various villages has drowned while planning or trying to swim in those borrowpits. As a result thereof the blame goes to the Municipality regardless of where the fault lies. Cooperative Governance plays a major role where regular inter action from various spheres of Government becomes necessary. The Municipality has recently conducted as safety audit on these borrowpits and outcome thereof necessitates urgent intervention which requires urgent implementation.

### **CHALLENGES**

- The Municipality is experiencing insufficient resources and this affects the routine maintenance of roads and storm water channels. The Municipality has during previous financial years appointed a team of Female owned Contractors to execute various routine maintenance functions which were a great success in terms of Municipality's empowerment strategy. These tasks and efforts need to be exercised

annually to ensure regular maintenance of these structures, using Municipal personnel.

- Graveling of roads in sandy areas, particularly Mathanjana unit area, where there is poor quality of material used from borrow pits, remains a challenge.
- Inadequate machineries to accelerate progress on sites.
- Inadequate materials to assist in implementation of action plan.
- Piling up requests of letters from communities which only 50% thereof are able to be assisted per week.
- Lack of workshops and training of municipal operators to achieve good standard and quality work on site.
- Drowning occurring a various borrowpits within the Municipality due to improper use or rehabilitation of these borrowpits.

### **OBJECTIVE**

- To provide accessible, reliable and safe surfaced roads with adequate storm water drainage
- To provide road signage on all roads in the Municipal area
- To construct walkways along major surfaced roads
- Provision of routine roads maintenance on all internal gravel streets
- Provision of clean, healthy and safe roads for road users, pedestrians and the communities
- To ensure implementation of action plans agreed upon between the Municipality and other stake holders such as the Provincial Department of roads and Transport is adhered to.
- To reconstruct damaged storm water channels and construct other channels where capital projects are not implemented.
- To improve safety of the borrowpits within the Municipality and ensure co-operation and utilization compliance by stakeholders.

### **STRATEGIES**

- Continuous maintenance of gravelled roads using local service providers.
- Cleaning of Stormwater drainage systems using emerging local contractors while the Division awaits appointment of new personnel's.
- Introduction of maintenance teams.
- Acquire materials through a contract with service providers for a period of three years
- Involve stake holders and hold regular meetings.
- Compile Roads and Stormwater Master Plan for the whole of Dr JS Moroka Municipality

- Train operators by getting them to relevant courses and workshop programs.
- Utilization of a professional service provider to identify nearest borrow pits with quality material in areas like in Mathanjana unit.
- Employ the services of local contractor to assist in minor construction and reconstruction of existing services or infrastructures.
- Fencing and rehabilitation of borrowpits still in use and closing down those no longer utilised for safety purpose.

## **SECTOR: LAND DEVELOPMENT AND TOWN PLANNING**

### **LAND ADMINISTRATION**

Dr J.S. Moroka local municipality is approximately 1 416, 4240 square kilometres in area composed of 55 villages and only two proclaimed townships namely Siyabuswa and Libangeni. Most villages in the Municipality fall under the jurisdiction of traditional leadership which is a system inherited from the previous administration. In terms of land administration all pieces of land falling within the municipality is supposed to be owned and administered by the municipality, in Dr J.S. Moroka most of the pieces of land still fall under the state as in the Department of Agriculture, Rural Development and Land Affairs (dardla), Department of Public Works, Province of Mpumalanga and those that are privately owned. Supposedly during the transition from the previous government to the new one, proper transfers of land were not accordingly done.

For proper land administration by the municipality, land transfers have to be effected accordingly. The vast amount of land in Dr JS Moroka Municipality is either tribal or communal land and is administered by traditional authorities through gazetting done by the Mpumalanga government. Land reform in terms of land claims affects land ownership, only 3 land claims that were successful within the jurisdiction of the Municipality. Recent legislation like the Communal Land Rights Act (Clara) which was declared invalid and unconstitutional tried to address the issues of land administration by traditional councils and the municipalities this thus left a vacuum.

The Municipality has purchased Farm Kameelrivier 160 JR portion 7 a portion of portion 1, the farm is already registered under DR. JS. Moroka Municipality. The farm in terms of Spatial Development Frame work is earmarked for residential, commercials, professional services and tourism prospects. In order for the developments to commence the municipality must demarcate and survey the land in terms commercials, residential and other social amenities. This is an attempt by the Municipality to reclaim some of privately owned land that lie idle for development purposes.

### **TOWN PLANNING**

Town planning is all about developing the Land Use Management Schemes, Town planning schemes, rezoning and the Spatial Development Framework which has to be reviewed annually. All regulations relating to land occupations are governed by the schemes and by-

laws of the municipality. The 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 two are proclaimed townships in the municipality referred to as R293 areas. All issues of rezoning, consolidations and final approvals of the Spatial Development Framework and the schemes, have first to be approved at district level.

#### **LAND DEVELOPMENT CHALLENGES**

- Land tenure upgrading for all villages within the municipality
- Transfer of land from the state departments to the municipality
- Delay in concluding land claims by the land claims commission office
- Allocation of land for residential purposes in villages without first providing basic services.

#### **TOWN PLANNING CHALLENGES**

- The process of submitting all applications for land use rights to the district delays service delivery or response time of the municipality.
- The delay to the transfer of State Land to the Municipality to accommodate Breaking New Ground (BNG) projects is hampering service delivery.

#### **OBJECTIVES**

- To do land tenure upgrading in the villages within the municipality
- To ensure proper administration of provision of houses and securing of ownership to residents.
- To ensure proper control and the administration of land.
- 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
- To re-proclaim the planning function back to the municipality.

#### **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.
- Implementation in terms of land allocations for different functions as outlined in the



- Spatial Development Framework (SDF).
- Increase personnel responsible for land administration so as to beef up the other unit offices within the municipality.
- Increase personnel in the town planning section to be able to reproclaim the planning function

## **SECTOR: HOUSING**

### **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 these stages are completed, the municipality will have direct responsibility and jurisdiction to directly appoint the Developers and/or Contractors which our Building Inspectors or any qualified assigned personnel will have full control over.

The Municipal Systems Act of 2000 formally introduced Integrated Development Plans (IDP's) as the primary form of planning to be used by all Metropolitan, District and Local Municipalities in South Africa. Furthermore the Act specifies that the planning undertaken by a municipality 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.

### **HOUSING CHALLENGES**

- Land tenure upgrading still poses a serious problem cause it leaves the municipality with no land for housing
- Delays in the transfer of pieces of land by the state departments
- Provision of basic services on pieces of land earmarked or identified through the Spatial Development Framework for residential is still a challenge due to lack of funds.

- Personnel shortages in the unit still a challenge that delays progress in the accreditation processes.

## **OBJECTIVES**

- To achieve the Outcome number 8 as outlined by the National department of housing for provision of sustainable human settlement.
- 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.

## **STRATEGIES**

- The Provincial Department of Human Settlement to increase the number of allocation.
- The allocation to be distributed according to the compiled waiting list.
- To make sure that the municipality get accreditation in terms housing unit.
- To make sure that newly established human settlements are provided with sustainable basic services.

## **SECTOR: MUNICIPAL BUILDINGS, SPORTS, RECREATIONAL & SOCIAL FACILITIES**

### **INTRODUCTION**

Dr J.S Moroka Local Municipality is administered under three magisterial districts namely: Mdutjana, Mbibane and Mathanjana. Siyabuswa, which is the administrative capital of the local municipality, represents about 11% of the population.

### **MUNICIPAL OFFICES**

The Head Quarter offices of the Municipality are administrative capital offices and are located in Siyabuswa. These offices are employing a majority of the total Municipal employees. The Municipality has as a result of its intentions to improve service delivery employed a sizable number of new employees since 2007. While this has tremendously contributed in the increase in service delivery, it has however led to shortage in office space to accommodate such a huge number. Efforts have been made to procure container offices which have to certain extent eradicated such a backlog, but not in a sufficient manner. This has also led to the Municipality relocating Technical Services Departmental staff outside the Head Quarter offices. Subsequent to all these efforts, the Municipality remains with an office space challenges to cater for its current and future employees.

The Municipality Council is currently considering the possibility and viability of upgrading its head quarter offices in Siyabuswa to accommodate sufficient number or to relocate

Head Quarters to Mbibane for the purpose of identifying a central place for Municipal Head Quarters where after new offices will be constructed all together and thereafter convert Siyabuswa offices to a unit or satellite office.

### **MUNICIPAL COUNCIL CHAMBERS**

The Municipal Council Chambers is situated outside the premises of the Head Quarter and is historically a previous Government Parliament. This building is in a very terrible state since it has for a very long time not been maintained. The Municipal Council utilizes the building for its formal sittings and conditions thereof do not allow for a healthy environment. This necessitates for urgent attention in terms of sizable renovations for a purpose of returning a building to its original design and capacity.

### **MUNICIPAL BYLAWS AND BUILDING REGULATIONS**

The Municipality has two formalized townships namely, Siyabuswa and Libangeni, The lack of by-laws and enforcement of National building regulations (NBR) in these areas, creates challenges with more residents encroaching when building their own houses. The use of homemade and other non-compliant materials is also a major challenge as these do not comply with NBR part H – part T. It is hoped that the situation will improve when more formalization takes place and more settlements have enough infrastructure to qualify for formalization.

### **SPORTS, RECREATIONAL AND SOCIAL FACILITIES**

The Municipality has Sports, Recreational and Social facilities in all three magisterial districts catering for all residents. These are however not sufficient since some of them are distance away from these communities and are as such not easily accessible. Some of the Buildings and facilities are in a poor state such that they require either major upgrading and/or routine maintenance. Most of the conditions for these facilities are as a result of vandalism, burglary, lack of a maintenance plan and refurbishment as well as lack of adequate security.

### **CHALLENGES**

The Building Inspectors basic challenge is currently the absence of Municipal by-laws and Town Planning Scheme which should serve as their key working tools to be utilized during execution of their duties. The absence of a land use management scheme (LUMS) contributes to the illegal use of land within the municipality.

Being a rural Municipality, many residents do not submit their building plans for approval prior to commencement of construction on their properties and this leads to construction of structures over municipal servitudes.

Furthermore, due to budget constrains the municipality can only maintain a limited number of facilities per financial year, this implies that certain facilities may not get

necessary attention as planned due to limited resources. This result in the Municipality's inability to renovate its offices including Council Chamber for a healthy working environment. Residents are also not informed on the importance and benefits of enrolling their homes with the National Homes Building Registration Council (NHBRC) which was established under the Housing Consumers Protection Measures Act, the council ensures that inspections are done prior and during construction of their homes, it also ensures that home owners have recourse if they are not satisfied with the work of a registered home builder.

## **OBJECTIVES**

- To avoid encroachment on portions that has been allocated for construction by formulation of construction and aesthetical guidelines.
- To improve the quality of construction through involvement of the NHBRC inspectors.
- To ensure that in the 2011/2012 financial year by-laws are adopted by council and enforced.
- Formulation of Operations and maintenance plan for facilities.
- To reduce vandalism and theft by ensuring that all major facilities have adequate and effective security, i.e. fencing, burglar bars and personnel.
- To increase the maintenance budget by at least 20% in the next financial year to ensure more facilities are maintained.

## **STRATEGIES**

- Formulation of construction guidelines to avoid the recurrence of shoddy workmanship and the use of material which does not comply with SABS 1200 and SABS 1400.
- Every home builder will be required to enrol with NHBRC to ensure quality of construction and peace of mind to home owners.
- Adoption and enforcement of by-laws to prevent encroachment and construction of structures over servitudes and road reserves.
- Formulations of a maintenance plan to ensure a planned and co-ordinated maintenance roll out instead of reactive maintenance.
- Installation of fences, security gates and burglar bars over and above current security personnel.

- To continue requesting council to assist the division by employing a caretaker to ensure that facilities are not vandalised when used by the public.

## **SECTOR: ELECTRICAL**

### **INTRODUCTION**

The Electrical Sector within the Municipality is responsible for the following inter alia the provisioning of electricity and the maintenance of the Municipal Facilities such as Community Halls, Sports Facilities, Water Treatment Plant, Sewerage Treatment Plant, Municipal Offices, Community Lighting, Municipal Mini Pump Stations as well as to apply and monitoring of Electrification Projects funded by the Department of Energy (DOE) for Eskom implementation.

The provision of Electricity Bulk Supply is adequate in most of the areas except the villages supplied by the feeder from the Amandla Sub Station. The Electrification network is available for all the villages except the new village extensions of the following tabulated villages which create a backlog to the Municipality:

<b>Item no</b>	<b>Village Extension</b>	<b>Project Description</b>	<b>Estimated Connections</b>
1.	Madubaduba Ext	New Reticulation	100
2.	Thabana/Ramokgeletsane Ext	New Reticulation	
3.	Maphotla Ext	New Reticulation	108
4.	Meetsemadiba Ext	New Reticulation	50
5.	Maphanga Ext	New Reticulation	80
6.	Nokaneng /Magareng Ext	New Reticulation	78
7.	Mthambothini	Post Connection	38
8.	Matshiding new Ext	New Reticulation	78
9.	Siyabuswa "D" Ext	New Reticulation	80
10.	Moripe Gardens Ext	New Reticulation	100
11.	Seabe Itsoseng Section	New Reticulation	210

### **OPERATION AND MAINTENANCE**

The operation and maintenance of Municipal Facilities is executed with two (2) teams and the teams are responsible for the fault finding and maintenance, the following are municipal infrastructure that the sector is responsible for:

<b>Item no</b>	<b>Village Name</b>	<b>Type of Facility</b>
1.	Ga-Morwe	Water Treatment Plant
2.	Siyabuswa "A"	Sewerage Treatment Plant
3.	Siyabuswa "A", Kwa Phahlamohlaka, Ga-Morwe, Digwale, Matshiding, Ronde-oog, Maphanga, Mthambothini King Cluster, Libangeni, Nokaneng, Masobe	Community Hall
4.	Kwa Phahlamohlaka , Ga-Morwe, Nokaneng, Lefiswane	Sports Facilities(stadium)
5.	Molapoamogale,Makopanong,Redutsel,Matshiding,Mbongo,Nokaneng,Magareng,Phaake,Masobe,Ga-Morwe Reservoir, Senotlelo Reservoir, Mmaduma, Thabana	Mini Pump Stations
6.	Makopanong, Kwa Phahlamohlaka, Siyabuswa "A,B,C,D", Digwale, Molapoamogale, Libangeni, Maphanga, Mbhongo, Makometsane, Senotlelo, Ramonanabela, Dihekeng, Loding , Sehoko-Moletse, Kabete, Ditlhokwe, Mmametlhake,	Public Lighting
7.	Siyabuswa, Industrial Park, Libangeni, Matshiding, Nokaneng, Mmametlhake	Municipal Offices
8.	Kwa Phahlamohlaka, Mabusabesala, Digwale, Molapoamogale, Maphotla, Senotlelo, Ditlhokwe, Masobe, Marapyane, Madubaduba, Makopanong and Thabana ,Ramokgeletsane, Mthambothini, Madlayedwa, Ramonanabela, Loding, Dihekeng and Phake	Cashiers Offices
9.	Siyabuswa and Maphotla	Public Library
10.	Siyabuswa	Council Chamber
11.	Kwa Phahlamohlaka, Siyabuswa, Sehoko, Lefiswane,	Booster Pump

## **CHALLENGES**

- Procuring of modern technology equipments and tools
- Shortage of dedicated maintains personnel
- Ongoing electrical break downs for motto's and cables
- Vandalism in terms of Municipal and Eskom infrastructure

## **OBJECTIVES**

- To reduce electricity backlog by 2014
- To have a routine maintenance of all Municipal Infrastructure
- To ensure that all the Large Power Users (LPU's) and Small Power Users (SPU's) are functioning correctly
- To have recorded Municipal Electricity data

- To fill the post according to the organ gram
- To identify all electricity infrastructure
- To ensure that the Communities are capacitated with the electricity related issues
- To reduce the capacity constrains

## **STRATEGIES**

- To ensure that all Municipal Key Facilities have the power backup systems
- To ensure that this section is involved during planning to projects that affect electricity
- To have an isolated supply Municipal major plants
- To be highly involved with Eskom in terms of strengthening of the capacity

## **SECTOR: MECHANICAL**

### **INTRODUCTION**

Mechanical covers the following composition under Dr. J. S. Moroka Local Municipal: Sanitation Plant Machinery, Purification Plant Machinery and its Technical workshop for fleet machinery. In relation to Drinking and Waste Water Treatment Plants, the mechanical duties performed include inter alia the following:

- Daily operational inspections
- Weekly lubrication maintenance whereby oils and grease levels in the systems are checked and whereby parts are randomly changed based on need
- Monthly checking and testing of the standby systems, checking corrosion and evaluating of the previous weeks operations
- Six monthly checking of operations of the cranes and evaluate the preventative checking's of the past months) and
- Annually inspecting the service of transformers and further more monitoring the waste and drinking water treatment plants including their substations machinery repairs

In relation to the Technical Services Workshop, the mechanical duties include inter alia repairs for the T.L B's, Excavator's, Roller machines, Trucks, light delivery vehicles and sedans.

### **CHALLENGES**

Challenges in relation to waste water treatment plant include the following:

- Non availability of dedicated maintenance personnel
- The ongoing breakdowns
- Not having an immediately alternative in times of critical emergencies

Challenges in relation to Technical workshop include the following:

- Non availability of dedicated maintenance personnel
- The non availability of technical work machinery
- Shortage of mechanical staff

### **OBJECTIVES**

- Reduce the high costs of Purification Plant and its substation maintenance
- Reduce the time of rectifying critical emergencies
- To get a dedicated team that will focus on Purification Plant and its substations
- To have a plan B for those pumps and motors that operates without standbys
- Is to reduce the high costs of fleet machinery repairs.

### **STRATEGIES**

- Capacity building in relation to relevant skills for service delivery purpose
- To implement the preventative maintenance plans and strategies for Purification and Sewerage plant and also substation
- Is to service all fleet machinery internally
- To have a three year contract for critical emergencies that will include the breakdowns of motors, transformers, panels and pumps
- To have spares of those pumps and motors that are operating without standbys and No 8 and No 9 as to be an immediately alternative in times of breakdown.

## **SECTOR: INFORMATION AND COMMUNICATION TECHNOLOGY**

### **INTRODUCTION**

Since its inception the Information and Communication Technology within Dr JS Moroka Local Municipality remains the only section in which the Municipality relies on, in that it uses its communication methods and techniques to communicate with all three spheres of Government namely Locally, Provincially ,Nationally and the broader public. The most efficient mode of communication technology is in the form of the Electronic Mail System (Emails) and also through the Municipal Official Website ([www.moroka.gov.za](http://www.moroka.gov.za)) which is currently being and reviewed.

The Information and Communication Technology Section has also implemented Radio Networks which meets the SITA's ( State Information Technology Agency ) requirements that links up few Municipal Satellite Offices like Technical Services, Sewerage Plant, Maphotla Library, Kameelrivier Purification Plant, Libangeni Traffic, Libangeni Licensing, Mbibane Finance Pay point, Mbibane Unit Offices and lastly Mmametlhake Unit Offices other Satellite offices Siyabuswa Library ,Matshiding Water Services and other Finance Pay Points remains the only offices to be linked into the Municipal Radio Networks. All this offices now have access to ICT Systems held at Municipal Headquarters to improve ways of communicating.



The Municipality ICT infrastructure has also been improved with the allocation of adequate Notebooks and Computers for Municipal Officials which needs also to be reviewed annually to determine the life span of these equipments in place. The Water Management System has also been introduced to assist the members of the community with water related queries in which water services remains the critical service within the Dr JS Moroka Local Municipality's area of jurisdiction. Upgrading the Internet Access Technology from VSAT (Internet via Satellite) to Telkom Saix / Diginet Line (South African Internet Exchange) has also contributed to the tremendous improvement of the communication system and methodology within the Municipality.

## **CHALLENGES**

The Municipal Telephonic System has not been effective for the for the past two years due to fact that the lines were always inaccessible or seemed to be engaged all times preventing members of the community to be assisted with any service delivery issues , various challenges they want to report at that given time. This has however been slightly rectified by engaging Telkom (Pty) Ltd in which the Space stream Technology (Telephonic communication via the Satellite) was implemented in increasing both the incoming and outgoing lines. This has assisted the Municipality in ensuring that communications remains effective and complaints are easily attended and resolved. The Telephone System of the Municipality also needs to be expanded in a way that all Municipal Satellite Offices are accessible at one central point and that being the Municipal Headquarters Help Desk.

Unstable Power Supply within the Municipal's ICT Network remains the only challenge in that most of the Municipal Satellite Offices rely on the power being provided by Eskom and that has not been reliable for past few years this has however affected the communication channels of the Municipality and needs to be addressed.

Municipal Libraries do not have adequate a Library Electronic Information resource which prevents members of the community not be assisted with any of the world wide information they might require at that given time. Currently the Municipal Satellite Pay point Offices previously identified by the Department of Financial Management of the Municipality does not have adequate ICT infrastructure in place and that results in services payments being captured manually which delays the whole process of system automation.

Dr JS Moroka Local Municipality currently does not have its ICT Information Resource Centres wherein members within its jurisdiction can be assisted with any information that can be downloaded on-line with information on bursaries, careers, health, education and etc. The Municipality currently does not have a 24 hr Toll free number which would assist the users with any issues they might need to report like Emergency Assistance, Fire, and Vandalism on Council's property.

## **OBJECTIVES**

- To improve the Telephone System of the Municipality by ensuring that there are

enough lines of communicating with Municipal Stakeholders and that the members of the community reaches the Municipal Offices to report any issues at any given time.

- To upgrade the existing Municipal ICT infrastructure for purpose of Uninterrupted and successful communication between Headquarters and other Municipal Unit offices by ensuring that unstable power supply is in place.
- To maintain and improve the ICT Systems currently in Municipal Libraries for business continuity and information sharing.
- To establish the ICT infrastructure for Satellite Pay point Offices as previously identified by the Finance of the Municipal Finance Section.
- To develop ICT information Resources Centres within the jurisdiction of Dr JS Moroka Local Municipality to assist members of the community with information on bursaries, careers, health, education and etc.
- To implement and or establish the Municipal Toll Free number which would be accessible to any member of the community when reporting any issues to the Municipality.
- To improve and fasten access to internet connection engaging all relevant Internet Service providers.
- To improve ICT usage by the Municipal officials and public for the purpose of successful interaction.

## **STRATEGIES**

- Improve the Telephonic Communication System (PABX) by engaging Telkom in pursuit to establish a centralized switchboard and most by consideration the VoIP (Voice over Internet Protocol) which is another way of telecommunicating which would save telephone costs to the Municipality and by allowing Telkom in addressing and advising the Municipality on the latest technology trends the Municipality can adopt in bettering the lives of its community it serves.
- Installing Uninterrupted Power Supply (UPS) at Municipal Satellite Offices in making sure that the Municipal Radio Networks remains stable all the times and also by allocating more funding in addressing the Unstable Power Supply problem for the ICT Equipments in place.
- More adequate Library Electronic Information resources are needed and this can be achieved by engaging National Library of South Africa to advise the Municipality with regards to the relevant ICT resources that should be in existence in Public Libraries.
- Installing LAN (Local Area Network) and allowing access to WAN (Wide Area Network) alternatively setting up the VPN connection (Virtual Private Network) for Satellite Pay point Offices to be able to connect to ICT Systems held at Headquarters.

- To allocate more ICT Budgets for the development of Public ICT Information Centres which would assist members of the community with any on-line information they might require.
- Engaging Telkom (Pty) Ltd to advise the Municipality on the Toll Free Number which would assist the members of the community when service delivery issues.
- Improve the current internet connection with Telkom for a better and reliable communication which will result in an uninterrupted unrestricted access to legal and relevant internet sites and improvement to emails system communication as and when needed.
- Reviewing the ICT Equipments allocated to employees annually to determine the working condition, life span of such equipments and make provision where necessary.
- Creating an ICT environment within the Municipality which is skills transfer free in making ICT a key contributor to the success of the organization.

## **CHAPTER 2B: BASIC SERVICE DELIVERY: COMMUNITY SERVICES**

### **SECTOR: BUSINESS LICENCE ADMINISTRATION**

#### **INTRODUCTION**

The Municipality has limited control ownership of land were 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 system that were used previously on demarcation on site were mushrooming as you'll find many shopping complex in one village and the allocation of land by Traditional Authority lead to people building business even on wetland.

Proper consultation or lack of knowledge by people who turned every household to businesses without following the proper procedure on how to apply to the Municipality, they build first and apply after completing their structures. The Municipality need to process issue of By-laws so that people might follow the rules and regulation amended by council and proper consultation with the community and other different stakeholders.

#### **CHALLENGES**

Rising number of taverns that are operating within the residential sites without approval from the Municipality and Rezoning procedure being followed by applicant.

The non-south Africans are sleeping inside the business premises and in terms of National Health Act 63 of 1977 does not allow that practices to take especially were you sell perishable foodstuff.eg Non South Africans. There is a need to emphasize to business

application those recommendations from councilor does not guarantee them the proposed site. Rising numbers of street vendors that are trading at new and old complex in Siyabuswa "A". Lack of communication between Municipality and Mpumalanga Liquor Board on issuing the liquor license and conducting inspections poses a challenge.

The Municipality 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 official. The three magisterial Mdutjana, Mbibane and Mathanjana are failing to renew trading licenses and payments of services.

## **OBJECTIVES**

- To monitor Mortuaries that is operating around three Magisterial for compliance with partnership Department of Health.
- Managed the issuing of trading licenses and Permits in accordance with applicable Mpumalanga Business Act no 2 of 1996 and land use management by-laws.
- 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 purposed for they were determined for which they were determined for and conditions and requirements for scenarios..
- 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.
- The Municipality need to establish an agreement with local business forum in order to assist them on how manage their business administrative.
- The Municipality needs to meet with Mpumalanga Liquor Board in order to minimize the taverns that are operating around our jurisdiction.

## **SECTOR: WASTE & ENVIRONMENTAL MANAGEMENT**

### **INTRODUCTION**

The constitution, municipal system Act, municipal structural Act and other related Act do stipulate clearly that the local municipality is responsible for refuse removal and disposal within its communities. Dr JS Moroka is also responsible for providing an operational domestic waste collection services as well as developing operational waste disposal site. Waste management act also state that the municipality is responsible for the development of integrated waste management plan. In this context there are multiple challenges in regards to waste management. Currently, the municipality is rendering waste management services at Siyabuswa and Libangeni.

Presently, no data exists as to what makes up the respective waste stream within the municipality. It is critical that the municipality conduct waste characterization studies so as to statistically analyze the specific components of the waste stream, including the sources of origin and seasonal variation in generation of waste. Such information is required to support planning, landfill planning and management, waste minimization, reuse and recycling initiatives within the municipality. The municipality has to put measures in place to ensure that the landfill site is equipped with facilities such as data capturing equipment, security and other essential equipments.

The poor level of compliance of the Libangeni landfill site with the Department of Environmental Affairs' minimum standards is a serious cause for concern. However there are challenges with regards to door to door waste collection in the entire municipal area. With effect from this financial year, the municipality has been implementing the Food for Waste programme. This programme is funded by the Expanded Public Works Programme through the Independent Development Trust as an implementing agent. The overall objective of the programme is to reduce the amount of municipal solid waste generated and disposed off at the municipal waste disposal site by encouraging waste avoidance and minimization.

100 beneficiaries are employed on the Food for Waste project, with 69 beneficiaries working at Siyabuswa and 31 at Libangeni. This project will greatly assist ensuring that refuse is constantly removed from residential areas and public spaces.

## **CHALLENGES**

- Land fill site within residential areas.
- Capacity and the system of waste collection are far from being adequate
- Irregular waste collection.
- Insufficient human resources.
- Land fill site not operated according to National Minimum standards
- Lack of equipment at landfill site.
- Mushrooming of illegal dumping sites.
- Communities not utilizing the skips provided for waste disposal.
- Communities burn waste within the skip – this damaging the municipal property.
- No equipment to manage identified landfill & site.
- No funds available to run authorized landfill site.

## **OBJECTIVES**

- Ensure that the municipal have an authorized disposal site.
- Ensure the improvement of the provision of waste management services throughout the municipality.
- Identify and establish development of a landfill site outside the residential areas.

- Ensure the collection, disposal and management of waste properly delivered, to the community.
- To ensure the improvement of efficient and sustainable waste management system.
- To ensure that communities are educated about health risk associated with illegal dumping and related diseases.
- Introduce adopt a spot campaign to overcome poverty within the community.
- Ensuring capacity building & skill development of staff.

## **STRATEGIES**

- To develop a plan for community awareness programme, capacity building, public participation and partnership through clean – up campaigns.
- To purchase relevant equipment for effective collection and disposal of waste.
- To develop waste collection programmes that will have impact and be expanded to other areas within the municipality.
- Educate and encourage community participation in re-use and recycling project to boost their economy.
- To mobilize community on adopt a spot campaigns to facilitate poverty alleviation programmes
- Develop waste management policies and by-laws to control and minimize illegal dumping.
- Ensuring capacity building and skill development of staff in relation to landfill site and waste management.

## **SECTOR: REGISTERING AUTHORITY**

### **INTRODUCTION**

During the 2007/8 financial year Dr J.S Moroka Local Municipality opened Libangeni Registering Authority. This Authority amongst others deals with Registration & Licensing of motor vehicles. There is also Driver's License Testing Centre and Vehicle Testing Station as part of Libangeni Registering Authority. However the Vehicle Testing Centre is not yet operationalised due to lack of motor vehicle examiners. Because of competition amongst big and small Municipalities for examiners of motor vehicles and drivers licenses, Dr J.S Moroka Municipality is unable to attract qualified examiners. Libangeni Registering Authority above its mandatory obligations went further to implement other programmes in the quest to develop learner drivers.

In 2009/10 financial year Council took a resolution wherein learners from various schools within the area of the Municipality are provided with free lessons on how to obtain learners licenses. In the implementation of this decision learners were on Saturdays collected from their different schools to the centre wherein they were taught rules and signs of the road for free. In addition to this they were also provided with free study materials and transportation from and back to their homes. For the fact that Dr JS Moroka Municipality demonstrated capability to run its Registering Authority on the Best Practice Model, the Provincial Department, Public Works Roads and Transport in 2008 took a

decision to transfer its two Registering Authorities functions to the Municipality. The Municipality is now operating three Registering Authorities situated in Siyabuswa, Libangeni and Mathanjana.

Libangeni Drivers License Testing Centre is Grade A and also its Vehicle Testing Station is Grade A, which means it can perform all functions related to testing of applicants of all categories and also test motor vehicles of all classes.

Siyabuswa Registering Authority (RA) is Grade E which means it can only register and license motor vehicles, test applicants for learner's licenses, renew driver's licenses and process applications for professional driving permits. Sometimes this Registering Authority experience long queues due to lack of enough space to fit enough e-NATIS equipments.

Mathanjana Registering Authority performs only registration and licensing of motor vehicles. Its grading need to be reviewed so as to cover renewal of drivers licenses, applications and testing of learners licenses and processing of professional driving permits. This Registering Authorities now and then experience power failure which interrupts their services.

#### **CHALLENGES**

- Long queues
- Loss of Revenue
- Lack of enough Office Space (Siyabuswa RA)
- Lower Grade (Mathanjana RA)
- Shortage of examiners of motor vehicles and drivers licenses.

#### **OBJECTIVES**

- To operate all three Registering Authorities at full scale.
- To have back-up generators at all Registering Authorities.

#### **STRATEGIES**

- Provision of budget for generators for all Registering Authorities during budgetary process.
- Appoint and train staff for all vacant funded posts.

### **SECTOR: TRAFFIC AND ROAD SAFETY**

#### **INTRODUCTION**

Dr. JS Moroka Municipality is experiencing an increase in the number of motorists which then pressure on our insufficient and physical resources. The municipality is currently having twenty one (21) traffic officers and two 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. Most tarred road within the municipality doesn't have road marking and road traffic signs, in addition some accidents are caused by stray animal along the sides of the road. Traffic officers issued +\_ 600 written summons per month (excluding during Easter and Festive seasons) of which 15-20% are paid by offenders, others are being withdrawn by the courts and the rest are subjected to warrants of arrest which becomes difficult to trace those offenders as most of them resides out of the municipal jurisdiction.

Currently the municipality have two road safety officers which in conjunction with the Department of Public Works Roads and Transport are running scholar patrol programs within the Municipality and 21 school have been registered and training has been provided but not all schools are being monitored by the officials in the morning and in the afternoon due to insufficient human and physical resources.

### **CHALLENGES**

- Insufficient/shortage of personnel and patrols vehicles.
- Continuation of unreasonable withdrawals of traffic fines by magistrates courts.
- Unpaid traffic fines and untraceable warrants of arrest.
- Delayed traffic fines postal orders from the Post Office.

### **OBJECTIVES**

- To create a safe environment.
- To ensure safety on public roads within the area of municipal jurisdiction.
- To ensure that motorists obey the rules and regulation of the road.
- To promote road safety awareness, road safety campaigns and safety scholar patrol.
- To reduce road accidents on the public road through patrols and law enforcement.
- To capacitate traffic/ road safety officers through relevant operational training.
- To eliminate violent protest as supported by vision 2014.
- Uproot fraud, corruption and unfair treatment to motorists.
- Implement National road safety program.
- Eliminate strays animals next to public road which are contributing factors for accidents.
- Implement road safety related programs within the community.
- Minimize overloading vehicles on the public road as it contributes to road damage.

### **STRATEGIES**

- Appointment of additional officers in terms of the organizational structure.
- Establish local road safety council.
- Formulation of bylaws to regulate placement of billboards and stray animals
- Establishment of the weigh bridge along the R573 road.
- Procurement of traffic/road safety equipments.
- Provide relevant operational training for officers.
- Establish traffic satellite office at Mdutjana area.
- Outsourcing execution of warrants of arrest.



## **SECTOR: CEMETERIES**

### **INTRODUCTION**

The cemeteries section is slowly growing more specifically the community which needs assistance from this office. In all the 55 villages within the municipality, residents are using communal graveyards to bury their loved ones. The municipality is providing digging services and maintenance of cemeteries. There is only one cluster cemetery in Siyabuswa accommodating residents from Siyabuswa, Ga Morwe, part of Mthambothini and Mogononong. The objective of this section is to make sure that residents are assisted to their full satisfaction even though there are delays with regards to exhumation of bodies.

The municipality is experiencing quite a sizeable number of applications for exhumation and pauper's burials. The challenge here is that in terms of the Mpumalanga cemetery, crematoria and exhumation of bodies act (Act 8 of 2005), only the MEC for Health gives approval of exhumations and reburial. Requests for application of exhumations and reburial take time to be approved by the MEC.

Currently all applications for grave digging are carried out at Head quarters. The municipality will consider decentralizing this function for easy access to communities in other magisterial districts. This will only be realized once all resources are acquired.

### **OBJECTIVES**

- To have the office of Siyabuswa cluster cemetery activated, to monitor proper usage of the graveyard.
- To have security personnel at Siyabuswa cluster.
- To purchase additional equipments for rendering service.
- Demarcate graves accordingly.
- Establishment of additional cluster cemeteries.

### **STRATEGIES**

- Establish additional cluster cemeteries in our area of jurisdiction.
- Ensure numbering of graves where there are cluster cemeteries.
- Development of community awareness programme on usage and registration of graves
- Ensure proper control and management of graves.
- Ensure proper maintenance of graves

### **CHALLENGES**

- There is no Security control at Siyabuswa cluster cemetery
- No enough machinery allocated to the cemetery section.
- Lack of personnel e.g. TLB operators
- Identification of land for cemeteries by traditional leaders which has not been surveyed and with no geotechnical report.

- Failure to assist community about exhumation of bodies of their loved ones for reburial at a place of their own choice as stated in Mpumalanga Cemeteries ,crematoria and exhumation of bodies Act,2005(ACT NO.08 of 2005)
- Poor working relation with the provincial department of health and social development in dealing with the exhumation of bodies processes.
- Unmarked pauper graves.

## **SECTOR: LIBRARY SERVICES**

### **INTRODUCTION**

Out of the 55 villages that are within the Municipality, there are only 4 public libraries, one being a container stationed at Masobye. The other 3 libraries are at Maphotla, Siyabuswa and Marapyane. The municipality has 3 magisterial districts i.e. Mdutjana, Mathanjana and Mbibane. Mdutjana and Mathanjana has 2 libraries each leaving Mbibane without a library. The Municipality must take all reasonable steps to provide community libraries and information services in accordance with any assignment of powers under any applicable provincial legislation or any other assignment contemplated in sections 126 or 156 (1)(b) of the Constitution.

The Municipality has signed the protocol agreement with the Department of Culture, Sports and Recreation with regards to library services within the municipality. The libraries are currently staffed by both Provincial and Municipal staff. Over the past years, the Department of Culture, Sports and Recreation built two library structures within the Municipality and also purchased information sources and furniture. Currently the monthly statistics of library users is at around 10000 for all the four libraries combined.

As a section the library has so far conducted outreach programs in three magisterial districts of our municipality targeting primary and high schools. The response received from the principals regarding the impact that our programs have is remarkable. To extend public participation to include the illiterate, semi-literate, emerging authors within our municipality a vigorous marketing in a form of 'Book Indaba' was held at Maphotla library being the first ever in the Province. Partnerships with institutions like the American Embassy and UNISA were entered to, for the exchange of programs. Youth empowerment programs are done through workshops on Entrepreneurship and Small Business facilitate by American Embassy.

It is important to note that our Municipality is doing well in this sector, during this financial year, the municipal librarian received the award for the best librarian of the year award at Regional and Provincial level from the Department of Culture, Sports and Recreation. The Municipality still needs library buildings to service the entire Mbibane area.

Municipal libraries does not have internet access which prevents users from accessing world wide information sources that they might require in pursuit of their information needs.

## **CHALLENGES**

- This sector has many challenges in relation to employment of both professional and professional staff.
- Illiteracy and low levels of literacy have affected the capacity of vulnerable communities to make full use of available library resources.
- Shortage of libraries to service the entire municipality.
- No security guard house in all libraries.
- No internet connection in all libraries
- Reporting line of Seconded staff from the Department of Culture, Sports and Recreation

## **OBJECTIVES**

- Ensure the sector is sufficiently staffed with skilled and expert staff that excels in Customer service and resource sharing skills and others.
- Ensure that we encourage a culture of reading to create a nation of readers.
- To provide books for children in their home language.
- Forge and strengthen community partnership and outreach.
- Facilitate the building of one public library at Vaalbank (ward 16) 2010/11 through the Department of Culture, Sports and Recreation.
- Implement state of the art information and communications technology at the libraries.
- Ensure that we promote public access to community libraries and information services.
- Ensure that there is an effective co-ordination and consultation on matters regarding community libraries and information services between us and provincial department.

## **STRATEGIES**

- Use available MPCC within DR JS Moroka Municipality and create the space for library room, e.g. Marapyane Thusong Service Centre.
- Establish service level agreements with academic libraries like UNISA library and forge partnerships for inter library loans.

- Appoint staff that will assist the municipality to monitor the library sub-division to ensure that it runs effective and produce the results we want.
- Recruitment and training of library staff.
- Appointment of facility based cleaners and grounds man
- Staff to participate in LIASA, IFLA, other professional library conferences, seminars and workshops, and serve on committees, provincially and nationally
- Increase outreach programmes to all 55 villages by acquiring a mobile library that will visit all areas that are far from the existing libraries.
- Introduce and develop systems which support resource sharing , including Interlibrary loan among our libraries.
- Strengthen the utilization of the current book boxes placed at unit offices.
- To promote and ensure access by people with disabilities and other categories of persons disadvantaged by unfair discrimination.
- Consider extending the library hours to cater the working class.

## **SECTOR: FLEET MANAGEMENT**

### **INTRODUCTION**

The municipal vehicle component has increased due to the multiple work that has to be done by various municipal employees. This places a heavy responsibility on officials required to monitor and control the usage of vehicles in question. This has necessitated the various control measures being put in place, including tracking devices, vehicle monitoring devices, etc. The vehicles in question include sedans, bakkies, trucks, tractors and even heavy plant equipment. Furthermore, Council adopted a transport policy with a view of regulating usage of Council vehicles.

There is a challenge in terms of maintenance of the vehicles in question. Ideally the municipality needs to have a workshop where servicing of vehicles can be done. It is envisaged that this can have a benefit in terms of reduction of maintenance costs, as maintenance can be done in-house. Similar, if fueling of vehicles can be done in-house, that can have a spin-off in terms of monitoring in this regard. Currently the municipal vehicles poor fuel at approved depots and this has been proved that problems sometimes crop up to the inconvenience of council operations.

Currently the municipal fleet is not numbered and this is a matter that needs to be looked into. Furthermore, the numbering of fleet will enable community members to be able to

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

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

### **CHALLENGES**

- Decentralization of municipal fleet
- Inability to attract suitably qualified drivers for specific vehicles.
- misuse of vehicles by officials
- Emergency trips undertaken by officials at short notice.
- Partial compliance with transport policy by managers and officials
- None disposal of old and Unroadworthy vehicles
- Transportation of non municipal employees.

### **OBJECTIVES**

- To enhance the consolidation of operations on fleet management issues
- To enhance the transfer of the disused government fuel filling station
- To enhance the appointment and training of the employees responsible for transportation
- To enhance the establishment of the municipal workshop, and therefore accordingly engage relevant stakeholders/role-players.
- To number each municipal vehicle with a unique fleet number.

### **STRATEGIES**

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

## **SECTOR: ARTS, CULTURE AND HERITAGE**

### **INTRODUCTION**

The lack of organized structure that deals with issues of arts, heritage and Culture within the municipality poses a problem as it is necessary for proper coordination and interaction.

The municipality receives requests for financial assistance from individuals and clubs that are not registered with any associations. Currently the section does not have any staff to render the service. The municipality is also financing heritage activities conducted by traditional authorities within its jurisdiction which are mainly annual celebrations. The municipality has also been hosting the business and cultural show whereby a variety of culture and cultural activities are normally exhibited and demonstrated.

In terms of the name changing process, a number of villages had their names changed within the municipality. A broader consultative process was followed during the name changing process. Traditional authorities were also consulted as they are part of the municipality. The street naming process was never completed due to slow response from Councillors who are still waiting for village maps clearly demarcating the streets. The municipal area is located within the cultural Heartland of Mpumalanga, with a variety of events being observed by community members from the birth of a child, the death of a person and even the coming of age of a person. It boasts a number of well known personalities who are even internationally recognised.

## **CHALLENGES**

- No organized structure in terms of arts and culture
- Lack of visible projects from the Department of Culture, Sports and Recreation
- Poor relations with Sector Departments in terms of naming their facilities e.g. Clinics and post offices. (No response was received by the Municipality and facilities are still called by old names).
- The process of street naming is still a challenge
- Shortage of staff within the Municipality to deal with the function
- Naming and renaming of geographical features such as mountains and rivers is still lagging behind
- Other natural features cross between two villages and that poses a challenge in agreeing to the naming.

## **OBJECTIVES**

- To encourage communities to be involved in arts and culture activities
- To showcase the different traditions and heritage dominant within the Municipality
- To provide arts and cultural centres within the 3 magisterial districts
- To market the Cultural show as a provincial and even a national event that exposes the municipality to a wide range of people.
- To complete the process in terms of naming and renaming streets, buildings and natural features.

## **STRATEGIES**

- To establish the Arts and Culture Forum to serve as a link between the Municipality and the Arts and Culture groups.
- To embark on an outreach programme targeting all the wards for street naming

- To enhance the cultural aspects of the municipal area as a tool for development.

## **SECTOR: DISASTER MANAGEMENT**

### **INTRODUCTION**

Disaster Management is an important concept in contemporary South Africa. So this requires adequate attention and support by all sectors of society including government as required by the Disaster Management Act 57 of 2002. The impact of disasters and disaster management is always felt all the time by communities, and this is caused by a variety of factors which include but not limited to the ever changing weather patterns e.g storms, drought, etc.

In terms of the powers and functions determination of 2003, the Nkangala District Municipality is responsible for the emergency and fire fighting services within the municipality as it is classified as the low capacity municipality. The municipality is working closely with the Kwa Mhlanga fire station as it is servicing both Thembisile and Dr JS Moroka Local Municipalities. In the municipality disaster management and fire fighting services are also rendered to local communities. The challenge is that the unit is not fully capacitated to render efficient and effective services. There is also a need to capacitate and improve service effectiveness within the municipality. Through the development of the Disaster Management Plan, hazards that the municipality is prone to need to be identified and possible times of occurrence be identified. This process has already started with the involvement of ward committees, ward councillors, sector departments, private sector and farmers unions and will be finalized by the end of the financial year.

The municipality is also assisting families with blankets and tents as a form of temporary relief when disaster strikes. Food parcels are also provided by the Department of Social Services as and when needed. A need has been identified to launch a Fire Protection Association and preliminary consultative engagements in this regard are ongoing. An advisory forum on disaster management is also an aspect that needs consideration as a way of addressing disaster management issues.

### **CHALLENGES**

- The provision of fire services has not been effective due to lack of fire personnel and proper equipment
- The unit is not properly and centrally located thus being unable to respond to and reach all the municipal areas timeously.
- Lack of cooperation from sector departments on urgent disaster interventions
- Excessive demand by communities on non disaster issues.

## **OBJECTIVES**

- Ensure effective and efficient fire and rescue operational services within the municipality.
- Acquire additional fire fighting vehicle, equipment and human capital.
- Facilitate the compilation of the disaster management plan.
- Capacitate the Disaster Management Unit

## **STRATEGIES**

- Increasing Municipal involvement on disaster management issues
- Establishing a Fire Protection Association
- Establishing the Disaster Advisory Forum.
- Rolling out community awareness programs in all villages on disaster issues.
- Continuous capacity building and empowerment of disaster management officials
- Filling of key vacancies on disaster issues to enhance organizational efficiency in this regard.

## **SECTOR: EDUCATION, HEALTH AND SOCIAL ISSUES**

### **INTRODUCTION**

The Municipality is playing a minimal role in terms of health, education and social issues as it only coordinate activities of the relevant sector departments taking place within its jurisdiction. In terms of schedule 4 part A of the Constitution, education and health and social issues falls under functional areas of concurrent National and Provincial legislative competence. However in the spirit of cooperative governance and in the interest of promoting social welfare within the municipality, the Municipality has committed itself in collaborating, assisting and supporting the sector departments in their efforts to improve the lives of the communities.

Child protection, elderly people, disability, family and women issues are some of the issues that the Department of Social Services deals with. The Department of Education deals with promoting good citizenship as well as preparing the children for the needs of modern economy. Primary health services are rendered in health facilities within the municipality. The municipality has only one hospital that is inaccessible to quite a sizeable number of people due to the distance to be covered.

Throughout the municipality, there is a general scantiness of facilities and services for the aged and the disabled. Pay points for the pensioners and other social grants within the municipality are in a poor state and not easily accessible. However the municipality has already made progress in addressing this challenge through several interventions which include availing its community halls for this purpose. Some of the challenges that have



been identified include the lack of necessities and basic facilities such as water, shelter, waiting areas and sanitation facilities at pay points. In an effort to ensure improved access to government services, the municipality established a working relationship with the Department of Home Affairs which looks into matters of ensuring accessibility to identity documents. The Department is visiting individual wards addressing ID matters. It therefore stands to reason that it will also encourage community members to register children within thirty (30) days of birth.

The challenge experienced is that Departments do not communicate their plans about events that will take place within the Municipality on time for proper coordination.

### **CHALLENGES**

- Inadequate health, social and educational facilities
- Children not attending schools due to poverty
- Child headed families
- Lack of required documents to access grant.

### **OBJECTIVES**

- To facilitate the provision of quality education and proper educational facilities
- To facilitate and support the provision of primary health care and improving service delivery in public health facilities
- Establishment of better working relationship with sector departments
- To coordinate access and provision of social services to poor communities
- To coordinate the establishment of an additional health facility.
- To turn Marapyane College of Education into Agricultural College.
- To engage sector departments to ensure that government services are located at Thusong Service Centres.

### **STRATEGIES**

- To establish a forum comprising of sector departments that will look into issues of health, education and social issues.
- Encouraging and supporting the delivery of services offered by sector departments within the municipality.
- 

## **CHAPTER 3: LOCAL ECONOMIC DEVELOPMENT & TOURISM**

### **DEVELOPMENT**

#### **INTRODUCTION**

Local Economic Development (LED) is a collective mandate of government, business and communities. It is a locally driven process by which the stakeholder's groupings work together to stimulate and transform the economy to become more competitive and create new job opportunities that are locally based and managed. LED is not the same as

community development which focuses on the welfare of communities. LED is not equivalent to a small, medium, and micro enterprise (SMME) strategy or an agricultural sector development strategy although this often forms part of an LED strategy. LED is not specific project or programme; rather it is an approach that builds on opportunities and/or address economic development constraints. The aim is to enhance the area and the community's ability to adapt to and cope with changing economic conditions.

As the local government we have a specific mandate to promote LED. This should be achieved by ensuring that local government plan and implement all its programmes and budgets in a manner that has positive local economic outcomes. LED cannot be divorced from any planning process at local level. This means that the team responsible for the LED strategy and plan within the municipality needs to work closely with every other municipal team including the provincial and national departments working in the municipal area. For example, those investing and running programmes in transport, energy, agriculture, environment, land industry, water, sanitation and human development will all impact on the competitiveness and performance of a local economy.

The municipality should ensure that planning processes are broadly representative of business interests in the different sectors e.g. agriculture, retail, transport, construction and tourism. Business understands the economic environment and what is necessary for their businesses to grow. If they feel confident that the municipality is addressing their concern the likelihood of them investing in the area is greater. Communities also direct stakeholders in LED as consumers, entrepreneurs, workers, employers, visitors and rate-payers. Their interests and needs also need to be considered within municipal plans.

The municipality has reviewed and develops its LED strategy which coincides well with IDP 2010/2011 financial year. The strategy was developed through a partnership between Dr JS Moroka Municipality, Development Bank of Southern Africa, German Development Bank and German technical Assistance, the strategy has since been adopted by council and is now a working document. It has been noted that the municipality, local businesses and community at large need to ensure the long-term viability and sustainability of area local economy. It has further been noted that there is a real economy potential within the municipality and that unblocking constraints to this development and implementing catalytic projects can kick start new economic activities.

And as result of extensive stakeholder consultation process which lasted for 2years on LED programme, the municipality had entered into working partnerships with several organizations, government agencies and government departments at both provincial and national level, this includes among others; German Co-operative Movement (for Co-operative support and development); Gtz (Peace and Development Programme); Vergenoeg Mine (Job Support Centre); IDC (encourage private investments to invest in Dr JS Moroka).

During PACA (Participatory Appraisal Competitive Advantage) process, the development of

agricultural sector come strongly from the stakeholder taking note that if the sector can be developed to its potential nature it will absolutely address unemployment challenges faced by communities in Dr JS Moroka Municipality. Estimate as per Masibuye-e-Emasimini Programme there is 2520ha of cultivated land in Dr JS Moroka Local Municipality and the dominant crops being maize and sunflower. There are a few communal gardens irrigated from bore holes water. One of the inhabiting factors hampering the development of agricultural sector is access to water especially the Mathanjana areas where there is enough arable land for agriculture. In response to water challenges face by agricultural sector in the area, the municipality through its LED programme conducted water study with high emphasis on water from Rust de Venter dam

The outcome of the study estimates that surface water resources at Rust de Venter dam in the B31 D quaternary catchment has a 150 year yield of about 11.7 million m<sup>3</sup>/a while current abstraction from the dam is only 2million m<sup>3</sup>/a. there is 1200ha of irrigation allocated from this dam but only 200ha is irrigated now. Presumably this unused water of about 9.7 million m<sup>3</sup>/a could be used for irrigation and was previously allocated for a planned irrigation scheme in the area.

The retail component at farm Kameelrivier 160 J.R will add impetus to municipality fight against poverty and under development. This area is strategically positioned and central to all entering and leaving the municipal area. The area is an ideal location for urban development as identified in Spatial Development Framework (SDF) of the municipality as superlative location for doing business. However, the challenges affecting development in the area is the infrastructure development hence there is no formal infrastructure in the area and this will require bulk infrastructure supply. Another way of stimulating economic growth at farm Kameelrivier portion 160 J.R is for the municipality to relocate a fresh Produce Market and Masonry Manufacturing Factory to area, as this will encourage potential investors to channel their investments to the area.

The Dr JS Moroka Municipality is one of the rural municipalities across the country that benefited from Comprehensive Rural Development Programme (CRDP). The programme is currently rolled-out at poverty stricken village of Senotlelo as identified by the municipality and been one of the villages around Dr JS Moroka that experience high levels of poverty and underdevelopment. The CRDP is bringing together different role players within three spheres of government namely; National, Provincial and Local government.

## **CHALLENGES AFFECTING LED**

- Unemployment and poverty
- Poor land usage management
- Inadequate infrastructure development
- Low level of skills required by labour market
- Sluggish reaction to implement initiated LED projects
- Too many Red Tapes for doing businesses in the area
- Poor communication and coordination within municipal departments

- Top-down approach to development instead of bottom-up approach

## **OBJECTIVES**

- To engage with, and secure the buy-in, of stakeholders both within and outside of Dr JS Moroka Municipality to identify interventions that will boost economic and social development within the municipality;
- To continue with an in-depth understanding of the local economy and how it relates to the broader regional economy;
- To ensure that the identified 'quick win' projects that address the needs of the community, such as unemployment and poverty are implemented;
- To develop an institutional framework to ensure the sustainability of the LED programme within Dr JS Moroka Municipality.
- To Provide agricultural assistance to farmers through the provision of expertise and equipment,
- Promoting and mobilizing investment through the LED plan which in-turn will create sustainable employment opportunities for local community ;
- To identify markets for agricultural products;
- To ensure development of Mdala Nature Reserve, Mkhombo Dam and Mkholwane 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 strengthen partnership with DGRV for development and support of Co-operative sector in the municipality
- Encourage establishment of co-operatives as vehicle for job creation and poverty eradication
- Marketing of Dr JS Moroka municipality as favourable 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;
- Private investors are have shown interest to invest in Dr J.S. Moroka Municipality to avail job opportunities.

**NB: The following companies/investors are to invest in DR JSMLM i.e. Purple Stone: mixed use land scheme R1, 02 billion at Marapyane. I & Y Construction Development: Wolvenkraal Shopping Complex: R3250 million and Siyabuswa Complex by Herriot Development Properties.**

## **SECTOR: 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 Roosenekal. 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, Mkholwane 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)
- NGCEBELEKA GUEST HOUSE (SIYABUSWA 'C' 138- 0826859045)

## 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.

There remain a number of challenges that are hampering an integrated and co-ordinated approach towards between governments at all levels. These include.

- Limited understanding by national and provincial government with regards to Local government tourism challenges.
- Limited National or provincial resources dedicated towards supporting local government tourism to ensure the appropriate oversight, investment and maintenance of infrastructure and service, and capacity building programmes for tourism.
- Limited access to national and provincial information for tourism planning.
- Lack of partnership or collective approach to planning for tourism or destination management within provinces and Municipalities, such as a review red tape around the signage, to provide clearer guidelines and expedite signage application and approval processes.



- Limited input into how relevant legislation will support local tourism development, such as grading of establishment and standardized tariffs.

## **OBJECTIVES**

- To establish a Tourism Plan for the DR J.S Moroka LM area;
- Ensure municipality is properly marketed
- To make sure that tourism is promoted as an important facet in the area
- To encourage community participation in the planning development, implementation and management of tourism project.
- 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 e.g.(Sanganai/Hlanganani,
- Developing a knowledge and exchange platform to highlight best practice case studies from municipality to encourage peer-to-peer learning.

## **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
- Promote Tourism with dignity, encourage mutual respect for all culture and eliminating all forms of discrimination on the basis of language, religion, culture, race, gender, age, wealth and ability.

## **CHAPTER 4: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

### **INTRODUCTION**

Municipal transformation and organizational development are central to service delivery as they focus on bettering the workforce and the working environment to allow for smooth and effective service delivery. The development of appropriate human resources systems, policies and procedures is key to achieving a healthy institution that is able to respond positively to its Constitutional mandate. The impact skills development has on service delivery initiatives cannot be understated. It is for this reason that the Municipality strives to achieve a highly skilled workforce by implementing the objectives of the Skills Development Act (Act No. 97 of 1998) with the aim of developing its workforce to be able to realize the service delivery objectives of the Municipality in an effective and efficient manner.

### **POWERS AND FUNCTIONS**

The Municipal Demarcation Board assesses the capacity and capability of Municipalities to perform certain functions, and in respect of Dr J.S 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.

The Municipality is in the process of developing its Human Resources (HR) Strategy to ensure the recruitment and retention of the best employees in all employment categories in order to achieve its vision and mission. The absence of the HR Strategy presents difficulties for the Municipality to properly plan its activities, particularly those pertaining to human resources, in a more systematic and integrated manner. The strategy will cover, *inter alia*, different HR dimensions, including staff recruitment and retention measures, skills development, performance management, HR planning and Succession planning, promotion of sound labour relations, and other important aspects that will ensure a vibrant personnel.

The activities in this regard will address all the aspects of the Municipal Turn-Around Strategy on HR matters, since they mainly revolve around issues to be encapsulated in the HR Strategy.

A number of HR policies are outdated; therefore they can no longer address the HR challenges for which they were intended. The process of developing new policies and reviewing existing ones has begun. However, delays have been experienced in having the draft policies finalized due to consultative processes associated with the process. The SALGA HR policy guidelines and templates are being adapted together with best practices to suit the Municipal operations.

### **ORGANISATIONAL STRUCTURE ARRANGEMENTS**

The Municipal organizational structure reflects the future staffing requirements of the Municipality. Not all positions in the Organogram can be afforded at one time by the Municipality due to budgetary constraints. However, on a yearly basis, the Municipality makes provision for the filling of vacant positions within its budgetary capabilities. These are prioritized amongst all Municipal Departments to ensure the achievement of Municipal objectives through departmental operations.

The total number of positions in the current Municipal Organogram is 910. There are 520 active employees, which therefore brings the vacant positions to 390, representing a 42.3% vacancy rate. This huge gap creates difficulties for various Departments in the Municipality in their quest to meet service delivery objectives of the Municipality. The recruitment drive the Municipality has embarked upon will yield the filling of 229 vacant and funded positions. This drive will see the vacancy rate dropping to 17.7%. It is expected that this development will improve the provision of sustainable services and provide the required support to various service departments of the Municipality.

The Municipality has been declared a Water Services Authority (WSA). This development has extended the services of the Municipality to the provision of water to other Municipalities, such as Thembisile Hani Local Municipality and Sekhukhune District Municipality. The 169 employees who were transferred from the Department of Water Affairs into the Municipality constitute an important component of the transfer process of these services to the Municipality and of the Municipality's service deliver initiative, particularly on the side of water and sanitation services. For the consistent provision of water and sanitation services in the Municipal area, the incorporation of the transferred staff into the Municipality's organizational structure remains a critical activity in the whole personnel transfer process. It is therefore required that by December 2012 all transferred employees should be placed in the relevant positions in the Municipal Organogram. The publishing of the Final Outcome Results of the Benchmarking process is also an important aspect in the placement of these employees.

The Municipal operations have also been extended to cover services relating to vehicle and licenses registrations as well as drivers' licenses testing, extending to the magisterial districts of the Municipality. This development has a great potential of expanding the revenue base for the Municipality. It is in that respect that the staffing of these centres remains a priority to ensure consistent provision of sustainable and reliable services to the communities both within the Municipal and outside the Municipal boundaries.

### **PERFORMANCE MANAGEMENT**

Effective performance management will enhance the achievement of service delivery objectives and promote accurate reporting in respect of key performance targets achieved. The monitoring of performance and reviews to be conducted by the relevant committee must be given attention in order to realize set standards of performance. Noting the differentiation between the institutional and individual performance management, all measures necessary to ensure the effectiveness and efficiency in the Operationalization of the performance management system at both levels, viz. Institutional and individual, must be inculcated in the Municipality.

### **EMPLOYMENT EQUITY**

In line with the provisions of the Employment Equity Act (Act No. 55 of 1998) the Municipality must develop and implement its Employment Equity Plan of five years. To be addressed in the Plan will mainly be measures to be implemented to ensure equitable representation of designated groups in the different employment categories. The plan must also highlight ways which are necessary to eliminate any barriers to Affirmative Action measures that might exist in municipal operations.

The Municipality has always recognized the need to foster representation of people with disabilities and females in the management echelons, which still remain a challenge in the municipality. The continuous reporting to the Department of Labour will indicate any progress made and further enhance strides towards the achievement of Employment Equity objectives on a yearly basis.

### **SKILLS DEVELOPMENT**

Service delivery improvement rests on the competent and efficient human resource complement that is able to respond timeously to the challenges facing the Municipality. Skills development, as envisaged in the Skills Development Act (Act No. 97 of 1998), is a means to achieve the ideal human resource complement of the Municipality. The Municipality has experienced improvements in the skills development area for the upliftment of the skills of its employees, although a lot still needs to be done. There is a great need to move towards a more advanced implementation of the Act by also implementing long-term skills programmes. The submissions of the Workplace Skills Plan (WSP) and Annual Training Report (ATR) to the Local Government Sector Education and Training Authority (LGSETA) on an annual basis still remain an important vehicle for the

achievement of skills development objectives in the workplace.

As the new Council commences with its term of office, capacity building must be central for the speedy acclimatization and settling of the new Council. A comprehensive skills audit, which will also influence skills development initiatives for Councillors for the duration of their term of office, is an important tool for identification of skills gaps and recommendation of appropriate training initiatives.

### **BURSARY SCHEME**

The Municipal Bursary Scheme is entering its third year of implementation and has afforded four learners an opportunity to pursue further studies in the Civil Engineering fields. This initiative seeks to see successful learners developed into Engineers to address skills shortages in this category in the Municipal area. The exposure of Municipal Bursary holders to the operations of the Municipality, especially in the Civil Engineering field, will assist them to appreciate the challenges facing the country in that respect and propel them into making a positive contribution to the Engineering field. Such practical exposure should be coupled with specific skills programmes that help these bursars to acquire a variety of skills which are regarded as forming part of the Engineering field.

For the 2011 academic year the Municipality is attracting seven prospective bursars in the fields of Civil Engineering, Town and Regional Planning and Property Valuation. The Municipality intends developing its community members in these fields to enable them to contribute to the development of the Municipality.

### **HIV AND AIDS**

The scourge of HIV/AIDS pandemic is a global problem that continues to threaten even the workplace in various sectors, including the local government sector. Attention must be given to the Municipal workforce in terms of creating awareness and other programmes aimed at minimizing the impact of HIV and AIDS on infected and affected employees. Partnerships with Non-Governmental Organizations and other relevant partners in the fight against HIV and AIDS is necessary for ensuring joint effort towards intensifying the fight against the epidemic, particularly in the workplace.

### **LABOUR RELATIONS**

The Local Labour Forum (LLF) is the body established in terms of the Main Conditions of Services. The Forum is aimed at negotiating on matters of mutual interest between the employer and employees at the local level. This is achieved through the sub-committees of this Forum, which tackle more technical aspects of those Human Resources matters on Conditions of services, training and development, employment equity and workplace restructuring. The activities of the LLF and its sub-committees are continuing. A need for capacity building for the members of this forum and its sub-committees has been identified

and pursued. More training interventions will be embarked upon for the members in order to ensure effective and fruitful participation in all matters reserved for negotiation at this level.

## **OBJECTIVES**

- To exercise the powers and functions conferred on the Municipality.
- To position the municipal staff complement to be able to meet the challenges of service delivery
- To develop and implement a framework for the placement of DWAF transferred personnel into the Municipal organisational structure.
- To enhance the implementation of the Municipal Performance Management System.
- To develop and monitor the implementation of the Employment Equity Plan based on a five-year period.
- To compile a comprehensive skills audit for Councillors and officials and complete the Workplace Skills Plan for submission to the Local Government Sector Education and Training Authority (LGSETA).
- To build the capacity of new Councillors and enhance swift acclimatisation of these Councillors to a local government set-up.
- To enhance internship and learnership programmes in the Municipality.
- To continue the implementation of the Municipal Bursary Scheme for the scarce skills categories.
- To develop Human Resources policies to provide guidelines on all HR activities in the Municipality.
- To cascade information to the Municipal employees about HIV and AIDS and other infectious diseases to achieve a healthy workforce.
- To promote the occupational health and safety practices in line with applicable legislations
- To promote sound employer/employee relations in the Municipality.
- To create a situation conducive for creation of partnership by the Municipality and Non-Government Organisations in the fight against HIV and AIDS.

## **STRATEGIES**

- By fully exercising the powers and performing the functions conferred to the Municipality.
- By ensuring that sufficient consultations on the draft placement framework are done with all relevant stakeholders and that Council approval is obtained.
- Through further implementation and monitoring of the Municipality's Performance Management System.
- Through identification of measures necessary for the achievement of Employment Equity objectives and targets, and annually reporting to the Department of Labour on the progress made.

- By ensuring the circulation of skills audit forms for identification of skills gaps and profiling thereof.
- By reviewing the Workplace Skills Plan and submitting it to the LGSETA before the due date.
- By encouraging communities to exploit internship and learnerships programmes in the Municipality.
- By attracting potential suitable candidates eligible for funding and monitoring and reporting on the progress made by current bursary holders.
- By further rolling out of the Municipal Bursary Scheme.
- By developing all outstanding Human Resources Policies and Procedures and reviewing old HR policies.
- By fostering partnerships with Non-Governmental Organisations and other relevant parties dealing with HIV and AIDS.
- By conducting health and safety assessments in all municipal facilities.
- Through the coordinating and processing of Local Labour Forum and sub-committees' meetings and other activities.

## **CHAPTER 5: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT**

### **1. INTRODUCTION**

#### **SUPPLY CHAIN MANAGEMENT**

The key mandate of the municipal is to continually improve the lives of the Community of Dr JS Moroka if not the people of the entire South Africa. This can be done in a number of ways and Supply Chain Management is one of them. The establishment of SCM unit in 2007 and its centralization by August 2010 marked the second phase of transforming of the supply Chain Management. Since the municipality is expected to be representative; accountable; efficient; and responsive to the needs of all, then through the implementation of SCM, the above can be achieved. It is also appreciated that training to improve the knowledge; skills and attitude in the evaluation and adjudication of quotation and bid is provided to members of Specification, Evaluation and Adjudication Committees and all relevant role players. It is also important that Dr JS Moroka Municipality within its financial and administration capacity strive to archive the following broad objectives as indicated in the constitution:

- Ensuring the provision of the service to communities is in the sustainable manner;
- Promoting social and economic development;
- Promoting a safe and healthy environment of communities and;
- Encouraging the environment of communities and community organization in the matter of local,

To achieve the above objectives depends in the manner in which fixed assets are managed; and according to the Municipal System Act the responsibility of the Municipality is to provide services in a manner that is sustainable, while the Municipal Finance Management Act state that assets must be utilize and maintain in an effective, efficient, economic and transparent manner.

The implication of the above scenario is that the municipality finds itself faced with challenge of building the capacity in the Supply Chain Management which includes skills and knowledge and notwithstanding the problem of shortage of staff. Given the above it stands to reason that the SCM Unit will be faced with the following challenges.

- Delivery of goods and services in time to End Users;
- Transferring of skills and knowledge to other staff members with regard to SCM issues;
- Performing new functions which were previously done by departments themselves;
- Getting full support from Management;
- Role and functions of Bid Committee members;
- Understanding of supply Chain Management process by municipal officials and Management;
- Proper following of Procurement processes;
- Formal drafting of special Contract with Service Providers.

It is also important to note that the shortage of staff has imposed a challenge to the municipality in the management of its assets. The municipal got a qualification in its last financial year based on the Plant, Property and Equipments. Although means has been made to address the problem of Asset Management, but for the fact that there shortage of staff, monitoring of municipal assets, will remain a problem.

Following the above statement, it is fact that the SCM Unit is faced with the following challenges:

- Asset Management and Stores Management
- Depreciation of Assets
- Updating of Asset Register
- Physical verification of Assets on quarterly
- Reconciliation of Asset in the ledger on a monthly

In trying to address the above challenges the municipality needs to reconsider the SCM Organogram. If it is possible, Asset Management Unit needs to be established.

## **OBJECTIVES**

- Promotion, development and support of business from previously disadvantaged communities;
- To established mechanism for project conception and subsequent identification of specific areas of intervention for the building of SCM capacity;
- To establishment of an Asset Management unit;  
To develop, promote and support morals values;
- To maximize administrative and operational efficiency in the implementation of SCM Policy;
- To address all concern raised by internal Audit Unit with regard to SCM;
- To make sure that all transaction and events are done according to the procedure that is documental and approved.



- To create a common understanding and interpretation of Government's Preferential Procurement Policy objectives

## **STRATEGIES**

- Training for Bid Committee Members;
- Filing of all budgeted post;
- Involvement of End User and Legal Unit in the drafting of Service Level Agreement (Contracts),
- Reviewing of Supply Chain Management Organogram,
- Reviewing of Asset Management Policy
- Development of Asset Management Procedure Manual

## **BUDGET MANAGEMENT UNIT**

### **1. INTRODUCTION**

Budget is fundamental tool that is used to control and monitor municipal funds to enable the municipality to translate its plan into action. It is therefore critical that the budget process is carefully undertaken in ways that allow the municipality to meet its mandate. In terms of legislation, Municipal Finance Management Act Section 21(b) the Mayor of the municipality must at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for preparation, tabling and approval of the annual Budget together with the Budget related Policies.

The municipality is required by the Municipal Finance Management Act to adopt the draft annual budget 90 days before the start of the financial year. When the draft annual Budget has been tabled, the Municipal Council must in term of Section 23(1) of the MFMA consider views of the community e.g. NGO's, business forums, churches and other relevant stakeholders.

To achieve the objective and also to meet deadline as required by the legislation co-operation is a key. The following are the challenges faced during the budget process:

- Lack of co-operation (Late submission of budget inputs by the departments)
- Unrealistic budget projections, this lead to the movement of funds during the first quarter of the financial year
- Poor implementation of the budget in accordance with the Service Delivery and Budget Implementation Plan
- Continuous changes of the budget formats

In addressing the above challenges the monitoring of the approved budget is required.

## **OBJECTIVES**

- To align the budget with Integrated Development Plan
- To compile annual budget in accordance with the prescribed format
- To comply with the legislative requirements (MFMA provisions)

- To ensure timeously reporting to Council and to relevant stakeholders in terms of the legislation
- To control and monitor the budget
- To table the draft budget to council 90 days before the start of the budget year.

## **STRATEGIES**

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

## **REVENUE MANAGEMENT UNIT**

### **INTRODUCTION**

The purpose of revenue unit is to render a sound financial management services by maintaining an effective and efficient financial control within the different sections of the Revenue Unit, and the expansion of the revenue base.

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.
- *INDIGENT* – to ensure that all the indigenous people within the jurisdiction of Dr J S Moroka Municipality are registered and have an access to the free basic services. The indigent register should also be kept properly.
- *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.

Currently, the Municipality based its dependence on the Government Grants such as the MIG (Municipal Infrastructural Grants), MSIG (Municipal System Infrastructural Grant), FMG (Financial Management Grant) and an unconditional Equitable Share. The Municipality should be able to sustain itself by levying of the property rates and Municipal services such as refuse removal, sanitation, water and other surcharges that are payable to the Municipality. The consumers, which are the communities of the DR J S Moroka Local Municipality, should pay in proportion to the amount of services consumed. The Unit needs to enhance its revenue strategies in order to increase the revenue base.

Since the key mandate of the Municipality is to bettering the lives of the communities, the Municipal Pay points should be further extended to other villages that are in need of such service. The Revenue Management Unit should continuously recognize its indigent people for the provision of free basic services to the needy. The Revenue Management Unit should tirelessly hold the community awareness and the payment of services campaigns in order to introduce the culture of the Municipality to the community. The Revenue Management is faced with the following challenges:

- The Credit Control measures
- The Billing System
- Indigent Register
- Extension of pay points to villages
- Revenue Management initiatives

The implementation of Credit Control Policy is a key-factor to revenue collection, but without proper measures, that persuade an individual to make payment, the revenue collection can never materialize. The above challenges need to be addressed so that the Revenue Management Unit can render a sound financial management services by maintaining an effective and efficient financial control.

#### **OBJECTIVES**

- To updated indigent register – To ensure that poor households have an access to minimum level of basic services
- Implementation of credit control policy – To reduce municipal directorates’ debts, government debts and other organs of state’s debts and ensure that the services provided are financially sustainable, affordable and equitable.
- To improve customer care – To ensure professional image of frontline employees and dedicated environment for business customers.
- Data cleansing – to update consumers and sundry accounts database
- To review Policies – to review budget related policies annually
- Transfer of properties – to ensure that all properties registered under the provincial and national government are transferred to the municipality.
- Implementation of revenue policies and by-laws
- Uncertain political oversight to support revenue collection

#### **STRATEGIES**

- Accurate Billing – Billing is a strategic business tool that should provide a foundation for an acceptable consumer relationship
- To increase revenue base – Ensuring that all the households are having the consumer accounts with the municipality
- Improve income collection - To implement financial policies and update consumer and sundry debtors database

- Debt Reduction Management - To update Indigent Register and application of 50/50 once off initiative, in terms of clause 4.16.4 of the Credit Control and Debt Collection Policy of the municipality.
- Benchmarking - Consultation with other Municipalities will assist in revenue enhancement.
- To introduce Credit Control Measures – to introduce credit control measures that will enable the collection of debts swiftly.

## **INTERNAL AUDIT UNIT**

### **INTRODUCTION**

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.

The Internal Audit Unit was established in 2006 and was outsourced to a service provider for a period of three years. In the year 2008 the contract of the service provider was not renewed and one more staff member was added and all audits have been performed in house, since then the unit has grown to 3 auditors and one intern. The Internal Auditor's task is to assist managers to do their jobs more effectively and efficiently. Internal Audit Unit offers independent, impartial assurance that objectives, policies, plans, procedures and controls are being appropriately implemented, to ensure that senior management focuses on issues that are critical to the continuing success of the Municipality.

The establishment of the unit is mandated by MFMA no 56 of 2003, 165 (1) & (2) "Each municipality and each municipal entity must have an internal audit unit, subject to subsection (3). The internal audit unit of a municipality or municipal entity must:

- Prepare a risk based audit plan and an internal audit program for each financial year
  - Advise the accounting officer and report to the audit committee on the implementation of the internal audit and matters relating to –
    - Internal audit
    - Internal controls
    - Accounting procedures and practices
    - Risk and risk management
    - Performance management
    - Loss control
    - Compliance with this Act, DORA and any other applicable legislation
- a) perform such other duties as may be assigned to it by the accounting officer

### **CHALLENGES**

- Inadequate capacity in terms of HR and specialized skills.

## **OBJECTIVES**

- To assist in ensuring that the Municipality complies 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 assist management in ensuring that assets are safeguarded
- To assist management in ensuring that resources used effectively, efficiently, and economically.
- To Develop and maintain a Quality assurance and Improvement Programme
- Increase capacity of Internal Audit.

## **STRATEGIES**

- Capacitate current staff and fill vacant and budgeted posts
- Conducting Audit of Performance Information quarterly
- Co-sourcing specialized audits
- Procure Internal Audit software
- Arrange for a continuous peer review within the district
- Develop a Quality Assurance and Improvement Programme
- Arrange for external Quality Assessment Review with the Institute of Internal Auditors

## **CHAPTER 6: GOOD GOVERNANCE**

### **PUBLIC PARTICIPATION**

#### **INTRODUCTION**

Public Participation is a statutory requirement. It is required of municipalities to ensure that that it involves the community in its affairs. This is in terms of the Constitution, the Systems Act and other related legislations. The municipality is not lacking in this regard, and this is demonstrated through various initiatives it has taken to enhance community participation.

Public participation takes various forms. The following amongst others need to be mentioned:

- IDP Outreach meetings
- IDP Representative Forum meetings
- Budget imbizo meetings
- Budget Outreach meetings, etc.

The Municipality operates in a co-operative governance situation. This involves inter alia liaison and interaction with both the Provincial and National government on certain programmes and events. The same situation prevails also in respect of the District municipality. The following initiatives contribute towards enhancement of public participation;

- Cabinet Outreach meetings
- Budget Outreach meetings
- Community Participation ( Public hearings, etc)

## **WARD COMMITTEES**

The municipality operates on a ward committee based system. This is one of the ways of democratizing municipal operations and entrenching democracy. The municipality had 30 wards, which have been increased to thirty one(31) in terms of the proposals put forward by the Demarcation Board.

The municipality lends support to ward committees in terms of packaging and delivery of ward committee meetings agenda, payment of out of pocket expenses. Dr JS Moroka has the best practice model in terms of its “Adopt a ward model”. Through this model, managers adopt a ward, meaning that they are allocated and are responsible for co-ordination of set wards.

The managers in turn allocate staff members to ensure the smooth operation of their allocated wards, and are responsible for ensuring that issues raised at ward committee level are attended to by respective departments. It needs to be further mentioned that ward committee members work together with Community Development Workers (CDW’s) at ward level, and together with the ward Councillor ensure that there is harmony, peace and progress at ward level.

## **CHALLENGES**

- Lack of key personnel in the office of the Speaker
- Non functionality of some ward committees
- Non participation/ absenteeism of some ward committee members
- Late submissions of reports by Councillors.
- Non adherence to meeting schedule.

## **OBJECTIVES**

- To strengthen the ward committee operations.
- To build capacity of the Unit responsible for community participation.

## **STRATEGIES**

- Through the employment of relevant staff to handle community participation issues.
- To have a unit dedicated to Community participation.
- To further pursue the Adopt a Ward Model.

## **COMMUNICATIONS UNIT**

### **INTRODUCTION**

Dr JS Moroka municipal communications is institutionalized as the Communications section. The Communications Unit has been established as a strategic function located in the Office of the Municipal Manager. The unit strives to establish and maintain a positive relationship and mutual understanding between Dr JS Moroka Local Municipality and all its publics. Therefore the municipal communication programmes needs to be adequately coordinated and synergized. It however needs to be stated that the section needs strengthening in terms of human capital, resources and office space.

The office uses various platforms and mediums of communication to solicit the views of the public, whilst consistently disseminating information on the objectives, programmes, decisions, and activities of the Dr JS Moroka Local Municipality. This is done through:

- Public Relations
- Events Management
- Media Management
- Publication and Product Development
- Projects and Activities ( PUBLIC PARTICIPATION)

The above is to strengthen communication and encourage each division to communicate its effort in context of the broad progress on programmes and policies of the municipality. In addition to this, there are various platforms such (IDP and Budget Izimbizo) which comprise a wider representation of stakeholder ranging from business, labour, civil society, Traditional leaders, Ward committees and Councillors as well as members of the public etc.

The Communications Office facilitates communication to all residents. Through print media, 'Funda Wazi /Bala o Tsebe' an internally developed newsletter, the Municipality's residence are enabled to get a view of how the Municipality operates in terms of both projects and programmes. The dates of various meetings of Council are inter alia communicated through this medium. Through interactions the Municipality was awarded with the 2007 SALGA Municipal Excellence Award for Best local Municipality on Public Participation and 2009 SALGA Municipal Excellence Award as the Best local Municipality on Communication. It is therefore not surprising to realize the pivotal role played by communication.

## **CHALLENGES**

- Even though progress has been made, the section is not well staffed as it is responsible for Public Relations, Media Management, Publication and Product Development, Events Management, Projects and daily activities.
- The budget allocation need to be increased as the unit is responsible for advertising, marketing and branding which are costly exercises.
- The office does not have enough office space for operation.
- Media monitoring: Newspaper distributors do not deliver at the Municipal offices.
- The unit still needs to be fully acknowledged by all departmental units in the Municipality
- Lack of an informed communication strategy still a problem.

## **OBJECTIVES**

Communication is a vital activity to engage communities and one of the most important aspects to all organizations. No matter how well the institution might be performing, if it does not take communication seriously, no one will notice the good work it does. Therefore the objective is;

- To help people improve the quality of life in local communities by conveying good and best information to them.
- To encourage public participation within local government decision making processes through effective use of appropriate communication tools and public participation processes.
- To ensure that the local media communicate its messages on priorities set by the Municipality and promote equality of access of information from the institution to the residents.
- To enhance effective communication among the three spheres of government and all the local stakeholders
- To forge links with the media through the establishment of the Municipal Media Club ( Media Briefing Sessions)
- To project a positive image of the municipality in terms of branding and profiling the municipality locally, provincially, nationally and internationally
- To promote indigenous languages that are spoken in the Municipal area and appreciate diversity our Municipality
- Promoting the usage of the events calendar in planning for Municipal events.

## **STRATEGIES**



- To have the editorial committee to monitor every issue of Funda Wazi/ Bala o Tsebe edition.
- To establish a fully-resourced and fully-fledged Communication Unit in the Municipality in line with the communication structure provided to the Municipalities.
- To develop communication policies and communication channels (Communication policy, internal communication channels, Media Policy, Events Policy, Language policy, Communication Strategy and Batho Pele Service Standards).
- To ensure that the Local Communication Forum is fully operational.
- In strengthening the media relations and highlight, the success of the municipality, there is a need to have monthly media advisory which will cover the following; Upcoming events i.e. workshops, meetings i.e. Council sittings and mass meetings, opening of key Municipal developmental programmes. The media advisory will be sent out to both print and electronic media.
- Monitor the communication environment. This will include mini surveys, a questionnaire sent on water accounts, questionnaires distributed through ward committee and media monitoring.
- Introduce internal newsletter as a form of intensifying internal communication.
- The Municipal website should be regularly updated as part of creating a positive image (branding) and increasing awareness of the activities of the municipality.

## **CHAPTER 7: SPECIAL FOCUS**

### **TRANSVERSAL UNIT & YOUTH DEVELOPMENT**

#### **INTRODUCTION**

The main functions of the unit is the mobilize, advocate, monitor, champion and communicate in behalf of marginalised people,(women, person with disability and children) not living out elderly persons and person affected and infected with HIV and Aids, through community participation, izimbizo/summits, awareness's to air their views on how they can with the municipality assist on their development, socially and economically. To assist monitoring that, the municipal department are mainstreaming all special focused issues and implement accordingly.

#### **CHALLENGES FACING TRANSVERSAL UNIT**

Most of person with disability are unable to attend the IDP imbizo's, due to lack of transport that will be able to ferry them to the events. The transport that can assist in this

regard can be accessed only on weekends as during the week is transporting people to work, and it is at Kwa-Mhlanga one bus, Putco one bus and other they are from Gauteng.

Most of the person with disability they are still in hiding, as their families they don't want them to be seen in public, and they think that they are protecting them. The municipality has two stimulating school, and it only cater children and those who are above 18 years they have to stay at home or attend far as Limpopo. Departments within the municipality have not yet mainstreamed when programming and projecting, and see persons with disability, women and children as, they need to be assisted by transversal unity only.

The unit has two co-ordinators and the task for this unit it's growing every day as the community is being aware of the service provided by this unit. There is a need for additional staff (three co-ordinators and secretary) The rate of alcohol and drug abuse is still very high and it affects mostly of the families and children growth.

Old age homes and placement are still a challenge both side. On the other hand members of the community they still find difficulty to accept that, elderly person will be well catered there, and at the other hand as the municipality we don't have any facility of that nature only one private old age at Masobye (private) is very small. Most women are participating in Local Economic Development utilizing catering and decoration, very few are in construction and other business.

There is no Early Childhood Development Centre that will be able to cater for children are living with disable and that is at required standard of ECD's. The municipality need to build an ECD centre that will cater all children, the project must be funded by Municipality from MIG funds 2% of it, and it is the responsibility of technical Services within the Municipality to see that the implementation of ECD building take place.

Women and men need to be given equal opportunities, at work environment, economic environment and in all aspect of life. Women are still in low percentage in economic participation, due to the challenges that they had educationally before democratic era.

Women and children they still find themselves in abusive families and communities. There is need for the municipality to educate and encourage community to discontinue the abusive act. The municipality need to implement 365 days of activism no violence against women and children, where the municipality will speak about this abuse.

## **OBJECTIVES**

- Continue to work with sector departments and municipal departments.
- Reduce the alcohol and drugs abuse.
- IDP participation by all sectors of the community particular person with disability.
- Participation of person with disability in elections.
- Promotion of children charter and child friendly cities
- Promotion of ECD
- Promotion participation of Women, children, person with disability.
- Reduction of domestic violets.

- Promotion of sports for women and Person living with abilities.
- Promote Sign language and brail documents.
- Employment of two disable person within the municipality.
- Accessibility of transport for person living with disability
- Increasing of manpower within the unit.
- Knowledge of sign and brail by all transversal officials.

## **STRATEGIES**

- Formulation of departmental forum
- Awareness on alcohol and drugs abuse
- Working with person with disabled centres.
- Mobilising and Workshoping PWD about importance of elections working with IEC
- Establishment of Children forum
- Building of one Municipal ECD centre
- Summits for Children, Women, men, elderly persons and person with disability.
- Moral regeneration seminars
- Sports awareness for women and elderly persons
- Disability awareness
- Notifying centres for person living with disabilities and encouraging them to apply where they qualify on posts available (advertised)
- Buy or alter the current municipal bus to cater person with disabilities.
- Appointing three coordinators.
- Brailled Municipal documents
- Economic summit for women.

## **SECTOR: HIV AND AIDS**

### **INTRODUCTION**

HIV and AIDS it's still 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 one of spheres of government has a responsibility of taking into account views and needs of its community regarding issues relating to HIV and Aids. The important thing is to be able to mainstream HIV and Aids in all Municipal programmes and projects.

It is worth noting that at this Municipality there is a Local Aids Council chaired by the Executive Mayor. 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. Mpumalanga province is the second highest in affected and infected people with the percentage of 45%, Nkangala District 27,6% Dr JS Moroka Municipality with 3% of the total provincial percent needs to assist in reducing the infection rate by educating and encouraging all community members to know their status.

The municipality has a challenge with the number of Home base cares and drop in center where community is not informed about them and their operations. The number of drop in centers are four, Mmamethake, Nokaneng, Masobye and Siyabuswa and funding of those centers is still a challenge and business need to be encourage to support those centers and community.

The following clinics Lefiso, Mmamethake hospital and clinic, Siyabuswa, Pankop, Nokaneng, Seabe, Phake, Marapyane, Allemansdrift and Weltevrede are distributing ARV. 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.

This Municipality has a relationship with Ndlovu Care Group, and Ashyo, which are non governmental that are among quite a number of NGO' and CBO's (Community Based Organizations) active in the fight against the disease. On the same breath, there are a number of Home Based Cares that take an interest in educating and carrying for those infected with the disease. It must also be mentioned that there is a need to synchronize and mainstream HIV and Aids issues. Furthermore, HIV and Aids issues need not be remembered only in December when the Aids Day is observed, but be a daily discourse issue. People need to be also encouraged to test for the disease accordingly, and also be motivated to live a healthy, preventive life style.

## **CHALLENGES**

- Mainstreaming of HIV and Aids by municipal departments.
- The no responsible person appointed for the issues relating to HIV and Aids
- Non functionality of Local Aids Council
- Municipal departments have no person dealing with HIV and Aids within it.
- The committee functions and be understood by managers
- Government Department they are working individually.
- Not knowing how to assist the affected and infected staff members
- The gender that is testing mostly is female and due to pregnancy and they are the most people who are visiting clinics and hospitals. The records from the clinics, hospitals and awareness campaign show that most people who are testing are women.
- HIV and AIDS is separated from other worst critical illnesses e.g. diabetes, cancer etc

## **OBJECTIVES**

- Mainstreaming of HIV and AIDS in all functions of the Municipality
- Encouraging boys to circumcise
- Appointment of at least two full time HIV and AIDS Coordinator.
- 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 need to encourage to disclosing their status to the relevant person that HR must appoint for post.
- Increasing the number males who will test.
- Reduction the rate of infection and early detection of diabetes, cancer and etc.

## **STRATEGIES**

- Workshoring municipal department about mainstreaming of HIV and Aids
- 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
- 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 induction for management and the Workplace committee and Local Aids Council.
- Workshops for males on issues relating to HIV and Aids and testing.
- Other worst critical illnesses e.g. cancer, diabetes etc, should included on HIV and AIDS.

## **YOUTH DEVELOPMENT**

### **INTRODUCTION**

The youth of any given society are the lifeblood of that society. A country that does not take care of its youth is doomed. The youth of today are the leaders and parents of tomorrow. They are the professionals, the workers, the specialists and the entrepreneurs who will assist take the country forward in its quest to develop and grow. They youth of Dr JS Moroka Local Municipality and not an exception, and need guidance and support, encouragement and nurturing to be able to meet the challenges encountered in this age group category.

The seriousness in which this matter is viewed by the country as a whole cannot be over emphasized. The country has conceptualized such formations such as the National Youth Development Agency, among others to be among the doors the youth can open to seek and find assistance. Various state departments and Municipalities renders assistance for the

youth to obtain funding to pursue careers at tertiary and other levels of education with the view of building a competent and effective body of people. The print and electronic media also play a role in dissemination of youth affecting and youth related matters with the view of informing the youth in general about what is happening in general in the country, and where the youth can go for job opportunities, educational opportunities, financial assistance, assistance in terms of drugs addiction etc.

The question that needs to be asked is the youth of the Municipality aware of these issues and if so, what are they doing about this. Dr JS Moroka Local Municipality has generally a relatively youth outlook in terms of its population composition. Further education and training facilities are minimal. The youth have to travel long distances in urban centres of the country to receive whatever help they can get. There is a prevalence of teenage pregnancy, HIV and AIDS and other social ills that have a bearing on the Youth of the LM area. Business in the Municipal area do not come to the party in terms of assisting various youth clubs such as athletic associations, soccer teams, netball teams etc. The overall burden for the youth in these circumstances make them to resort to other means of engaging them with devastating consequences. Intoxicants become a way of life. The threat of crime becomes real and tangible. As a result, society suffers.

The absence of role models for the youth has a direct bearing on how the youth behave and conduct themselves. Those whom it can consider as models are no longer residing within the Municipal area. Negative influences then take over which imperils the youth to their detriment. It is ideal that the youth be taught positive values and life style, but most important, that the youth be encouraged to continue with such values. Various programmes and projects targeted at the youth need to find space in the municipal youth lives and gain ground. With the country experiencing a shortage of skills in identified fields such as engineering etc, the Municipal Youth need to be encouraged not only to venture into this field, but to also remain and plough back to the community what they have gained. Matriculants in particular need to be motivated to study hard and smart, and also be courageous enough to face failure. The notion that matric failure can be solved by suicide needs to be discouraged. The Moral Regeneration concept will not succeed if the youth do not buy in into the concept. In fact all noble ideas generated will not lend weight and support hereto.

It is equally important for information to be disseminated to the youth to register with the Department of Labour for possible job opportunities. The database established by the department enables prospective employers to access information relating hereto but the view of placement of the youth. Furthermore the issue of unemployed university and college graduates.

## **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.

## **CHAPTER 8: ORGANIZATIONAL PERFORMANCE MANAGEMENT SYSTEM (OPMS)**

### **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 on Dr JS Moroka Local Municipality Integrated Development Plan.

### **NB: IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN NEED TO BE MONITORED**

This enables proper planning, measuring, monitoring, reviewing and reporting on the Performance of the organization. The municipality to fully implement the Performance Management Framework Policy,

## **PERFORMANCE MANAGEMENT SYSTEMS**

The information contained in this Chapter relating to the Performance Management system of the Dr J.S. Moroka Local Municipality is based on the data contained in the document titled *“Performance Management System Framework*. The purpose of this is to respond to the requirements of Chapter 6 section 38(a) of the *Municipal Systems Act, 2000*, which requires a municipality to establish a *performance management system* that is:

- Commensurate with its resources;
- Best suited to its circumstances; and
- In line with the priorities, indicators and targets contained in its integrated development plan.

The municipality is also required by the Act to:

- Promote a culture of performance management among its political structures, political office bearers and councillors and in its administration; and administer its affairs in an economical, effective, efficient and accountable manner.

The current reality is that the PMS is not fully implemented within the municipality, only the following that has been taken care off: SDBIP

(Service Delivery and Budget Implementation Plan) and Annual report, the following matters need to be taken seriously: General National KPI (when reporting annually) Departmental Performance targets are not really complying with SMART (*Specific: Measurable: Achievable/Attainable: Realistic: Timebound:*) principles and this is to ensure that targets are set with realistic deadlines or times frames.

In short the setting of KPA and development of Objectives, KPI, Targets is the compliance with the Municipal Planning and PMS Regulation 2001 and it be noted that Performance Management Systems matter are subject to Auditing. The Municipality does not have a Performance Audit Committee while is using the Share Audit Committee of the Nkangala District Municipality.

## **MUNICIPAL FOCUS AREA DEVELOPMENTAL OBJECTIVE)**

**KPA -1: CHAPTER 1: SPATIAL RATIONALE**

**KPA- 2: CHAPTER 2A BASIC SERVICE DELIVERY: INFRASTRUCTURE/ COMMUNITY SERVICES**

**KPA- 3: LOCAL ECONOMIC DEVELOPMENT AND TOURISM DEVELOPMENT**

**KPA 4: CHAPTER 4: MUNICIAPL TRANSFORMATIONS & INSTITUIONAL DEVELOPMENT**

**KPA- 5: CHAPTER 5: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT**

**KPA -6: CHAPTER 6: GOOD GOVERNANCE**

**KPA- 7: CHAPTER 7: SPECIAL FOCUS: YOUTH DEVELOPMENT & TRANSVERSAL UNIT**

**KPA-8: CHAPTER 8: ORGANIZATIONAL PERFORMACE MANAGEMENT SYSTEMS**



The Municipal Planning and Performance Management Regulations, 2001, further instructs a municipality to ensure that its performance management system:

- Complies with the requirements of the Act.
- Demonstrates how the system will operate and be managed from the planning stage up to the stages of performance and reporting. (*Manual*)
- Clarifies the roles and responsibilities of each role player, including the local community, in the functioning of the system.
- Determines the frequency of reporting and the lines of accountability for performance.
- Relates to the municipality's employee performance management processes.
- Provides for the procedure by which the system is linked to the municipality's integrated development planning processes.
- Is adopted before or at the same time as the commencement of the process of setting key performance indicators and targets in accordance with its integrated development plan.

The implementation of a performance management system framework should allow the municipality to collect, process, analyze, organize, audit, reflect and report on performance information. It should also allow the municipality to take practical steps to improve its performance, on the basis of information so obtained.

## **OBJECTIVES OF THE ORGANIZATIONAL PMS**

### **1. Monitoring (What is happening?)**

- Monitoring to see how well the municipality is doing throughout the year or whether it is on track to meet its targets and to check whether the broader development objectives are being achieved. Monitoring should give municipality early warning signs – it is like a mini-performance review that shows whether the municipality is doing well or not at any point.
- Monitoring is intended to ensure that the right information is obtained, and that this information is not manipulated to produce misleading results. At this stage reports are submitted giving an account on performance per indicator, highlighting shortcoming / problems and also indicating improvement measures.

### **2. Evaluation (Making sense of what is happening)**

- The information gathered through the process of monitoring described above is assessed to understand its relevance and implications to the priority issues, objectives, indicators and targets. Irrelevant and incorrect information be discarded.
- The relevant information is analyzed and synthesized for its relevance to the IDP.

### **3. Review (Deciding on and making the relevant change)**

Performance review, in which a comprehensive evaluation of the municipal performance will be conducted, takes place during the midyear Budget and Performance Assessment in January and at the end of each financial year when the annual performance report is prepared. The municipality carefully analyses its performance in order to understand why it has performed well or badly during the review period. The analysis is intended to draw conclusions from trends in performance over time and in all political and administrative structures of the municipality.

A municipality is to review its key performance indicators annually as part of their performance review process, whenever the municipality amends its integrated development plan, it must also review its KPIs and targets that will be affected by such an amendment.

The annual review is informed reports which are audited by the Audit Committee and measures that were taken during the year to improve performance. The results will be used to develop corrective measures to improve performance annual report submitted to the Office of the Auditor General.

## **STRATEGIES OF ORGANIZATIONAL PMS**

- Heads of Departments report to the Municipal Manager on a quarterly basis not later than 30 days after the end of each quarter. The appraisal reports must reflect whether SDBIPS targets are met.
- The reasons for under performance must be clearly spelt out, as well as measures to address under performance.
- The reports are made available to the internal audit unit, which make comments and report to the Municipal Manager.
- The Municipal Manager submits monthly budget statements to the Mayor and the relevant provincial treasury.
- The Audit Committee receives quarterly reports from the internal audit unit. The Audit Committee in turn submits its recommendations to the Executive Mayor on a quarterly basis.
- Council receives performance reports from the Executive Mayor at least twice a year. (Local Government: Municipal Planning and Performance Management Regulations, 2001. clause 13(2 (a).) The reports should be accompanied by the report of the Audit Committee.( Audit Committee)
- Council also reports annually to the Office of the Auditor General and the MEC responsible for local government in the province.

**The following General National KPI are part of the reporting in the annual report.**

- % households with access to basic levels of water, sanitation, electricity and solid waste removal.
- % households earning less than R1 100 per month with access to free basic services.
- % of the Municipal capital budget actually spent on capital projects identified in the IDP programme.
- Number of jobs created in local economic development initiatives, including capital projects.
- Number of people from employment equity target groups employed in the three highest levels of management in terms of your approved employment equity plan.
- % of the budget actually spent on implementing the Workplace Skills Plan.
- Financial viability expressed in the following ratios:
  - Debt coverage;
  - Outstanding service debtors to revenue; and
  - Cost coverage



# PROJECTS & PROGRAMS