

INTEGRATED DEVELOPMENT PLAN 2008/2009



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FINAL



Integrated Development Planning is a process by which municipalities prepare a 5 year strategic plan that is reviewed annually in consultation with communities and stakeholders. This strategic plan adopts an implementation approach and seeks to promote integration. By balancing the economic, ecological and social pillars of sustainability without Compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.

1. FOREWORD OF THE EXECUTIVE MAYOR

The Integrated Development Plan is one of the key documents found in Municipalities. It is significant to note that this planning instrument is influenced by ordinary community members as they put their views across on developmental aspects. As such the IDP is a product of intense involvement of the people with the view of enhancing the ideal of a better life.

The IDP 2008/2009 has undergone the various phases towards it being formally adopted for the financial year under review. Various meetings held in this regard have been aimed not merely at simply having those meetings, but to fine tune and refine at simply having those meetings, but to fine and refine various ideas that community members raised. Developments in the previous financial year have been taken into account and used as a building block towards the packaging of the document: Note is taken of the fact that there are backlogs that need to be addressed. With this in mind, and with the view of addressing concerns raised by community members it is as well for relevant provincial and national departments to note, and take appropriate measures to address them.

Sight is not lost of the fact that vision 2014 is still one of the key aspects to be looked into by the Municipality. Equally significant is the fact that developments around the Moloto Rail Development are taken into account. World cup 2010 is also one of the issues looked at with the view of benefiting community members when the world soccer spectacular takes place. These and other related developments not only influence the Municipality's IDP, but also give direction to which the Municipality must move as it addresses community concerns.

The IDP 2008/2009 talks not only of various projects that can change the lives of the people for the better, but also addresses issues around poverty alleviation and job creation. It is a fact that Local Economic Development plays a role in uplifting the lives of the people. Through local economic development issues as outlined in the document, the Municipality is in fact living up to its mission statement, which is bettering the lives of the communities sustainable job creation opportunities , and public participation.

It is our sincere belief that this document will not only be a point of reference for the Municipality's development, but will also be a living document in the sense of it giving direction to the Municipality's development, and movement towards the realization of that noble intent of a better life

EXECUTIVE MAYOR: COUNCILLOR INNAH MASOMBUKA

2. EXECUTIVE SUMMARY BY ACTING MUNICIPAL MANAGER

Section 34 of Municipal System Act of 2000 (Act 32 of 2000) requires a municipality to review this IDP annually. Our first set of IDP's has been initiated in 2002/3 and reviewed for the past years. As Per Legislative requirement (sect. 29 of the MSA), the Municipality has compiled an IDP for acceptance by the people and their leadership.

This document is the second review of the current IDP cycle and a new IDP has been drafted during this year to illustrate the strategic vision of the council. The fact that the IDP is the superseding policy document for planning with the municipality, it is essential that the IDP is based on the real needs of the community which Dr J.S Moroka Local Municipality serves. That is why the IDP have to keep track of the changing priorities of the community and an extensive public participation process which involved all the major role- players had been embarked on to determine those priority needs which is truly reflected within this document. The priority needs of the community will be used as a basis to inform the Municipal Budget for the 2008/2009 financial year.

The revision process has been based on the principle of people centered development of which this document aims to highlight the current reality of our area in terms of basic facts and figures, services backlogs, services gaps, strategic priorities and challenges facing the municipality as a whole. It also aims to satisfy the vision and mission as well as strategic action plans on how to overcome those challenges if all the major role – players work together as equal partners.

A WOMAN OF SENSE IS NEVER DISCOURAGED BY DIFFICULTIES

ACTING MUNICIPAL MANAGER: M.M. MATHEBELA

3. DR J.S. MOROKA VISION AND MISSION STATEMENT:

VISION STATEMENT

"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"

4. INTRODUCTION AND BACKGROUND

The 2006/2011 IDP is the five year council approved IDP. The annual review of the 2006/2011 IDP does not undermine the five year Council approved IDP, but instead seeks to give implications and annual meaning of the five year IDP. The five year by the various sector departments and consultation thereof had to be adequately prepared. The five year IDP of the Dr J.S. Moroka includes comprehensive sector plans namely:

- Water Services Development Plan
- LED Marketing Strategy
- Infrastructure Investment Plan
- Human Resource Management Plan.
- Spatial Development Framework
- LED Plan.
- Transportation Plan
- Performance Management System
- Financial Plan
- Workplace Skills Plan

The five year IDP strived to ensure consistency between the long and short term planning to align with the Provincial Growth Development Strategy (PGDS) National Spatial Development Perspective (NSDP) vision and principles.

To ensure that the IDP is living document not just policy framework, the annual review of the IDP focuses on extracting the annual deliverables as delivery agenda, the key deliverables are allocated budget to ensure that the needs of community are being addressed.

The needs of the communities that the municipality serves are growing proportionally larger than the available resources to fulfill those needs. It is thus necessary to make strategic decisions for the optimal use of those scarce and limited resources to ensure the maximum impact in addressing those needs. Dr J.S Moroka Municipality, like all other municipalities, is compelled by legislation to undertake integrated development planning through a prescribed and structured community participation process. Integrated development planning entails a completely new way of thinking and of doing municipal business. It provides a platform for identifying, discussing and resolving the real issues in the municipal business. Through this process we continuously strive to achieve the objects of local government as stipulated in the SA Constitution (section 152 (1) and to give effect to our mandatory developmental duties within the administrative and final capacity of the Municipality.

Performance Management

While integrated development planning was introduced as the tool to realize the developmental role of local government, performance management was introduced to monitor and measure the implementation of the IDP. The IDP provides the framework for strategic decision – making and performance management ensures that the desired results are achieved during implementation. Performance management is the monitoring and evaluation of an organization (or individuals working for the organization) against agreed criteria in order to reach goals and objectives. To know how we are doing is the key to doing it better. A performance management system consists of a model and a framework. A model is a choice about what aspects or dimensions of performance will be measured. Different models give different pictures of performance by emphasizing different things to measure. The model a municipality chooses will influence which measures it decides to use and how it will group these measures together into areas of performance. A framework describes and represents the way the municipality gathers, presents and uses its performance information. It is a practical plan, made up of mechanisms and processes, for the Municipality to collect, process, organize, analyze, audit, reflect on and report performance information. It includes determining the roles of the different role – players.

Spatial Developmental Framework

The White Paper sees the preparation and approval of a Spatial Development Framework, as an integral part of a Municipality's IDP as the most critical spatial planning responsibility within all three spheres of

government.. The Spatial Development Framework is binding the public and the private sector as well as on all spheres of government.

Where policies, strategies or actions identified in an IDP or any planning strategy document by public, private sector and spheres of government have spatial dimension, these need to be accounted for in the Spatial Development Framework..

All Developments that affects the way land is used, or which has an effect on the built environment, must be guided by a coherent set of policies and guidelines.

These policies and guidelines are embodied in the Spatial Development Framework..

The provisions of Section 26 (e) of the Municipality Systems Act and confirms that the Spatial Development Framework is to form the centerpiece of forward planning and is the key element of the Integrated Development Plan of Dr J.S Moroka Municipality

The IDP annual review document is arranged in terms of the following chapters:

- Chapter 1: Addresses issues of Institutional, Human Resource Development, Powers and Functions and Financial Viability.
- Chapter 2: Summarize Economic and Tourism Development matters.
- Chapter 3: Outline the Development of Infrastructure.
- Chapter 4: Outline the Social Infrastructure issues including youth matters.
- Chapter 5: Outline issues related to Waste, Environmental and Disaster Management.
- Chapter 6: Summarize the background on Good Governance and Performance Management System of the Municipality.

5. IDP OVERVIEW

Dr. J S Moroka Local Municipality is located in the north-western corner of Mpumalanga Province where it borders Gauteng Province to the south-west and Limpopo Province to the north. It 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 functional sub region consist firstly of the Tshwane Metropolitan Area, which is situated approximately 80 km to the south west. The Tshwane and Johannesburg Metropolitan areas are the most important employment centers and large numbers of people commute daily to these areas. The Community of Dr J.S. Moroka Municipality and Thembisile Municipality compete in Gauteng Province for employment opportunities.

Spatial Overview: Dr J.S. Moroka Municipality is 140819 km² in extent, and is consisted of thirty (30) Wards. The Municipality has (49) villages or settlements, with Siyabuswa as its Head Office and two unit offices i.e. Mbibane unit office and Mmamethlake unit office 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.

POLITICAL REPRESENTATIVE OF DR J.S. MOROKA LOCAL MUNICIPALITY

The local government election which took place on the 01 March 2006 brought about a significant change in the political composition of the Dr J.S Moroka Municipal Council, and the seats in the council are represented as follows: Fig 1

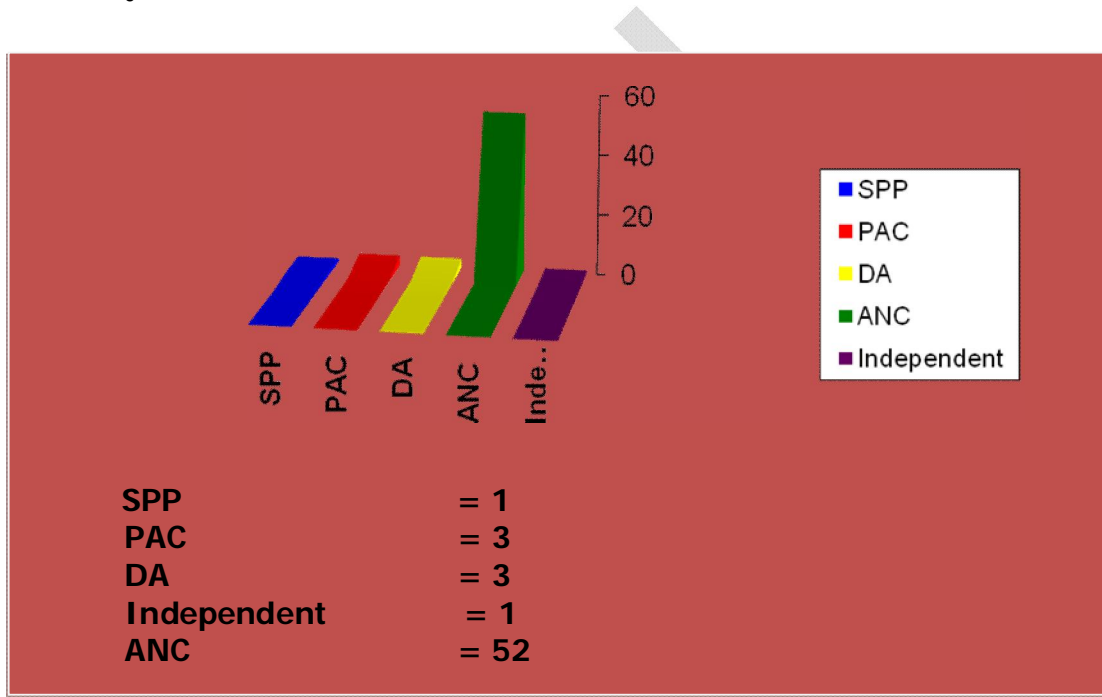
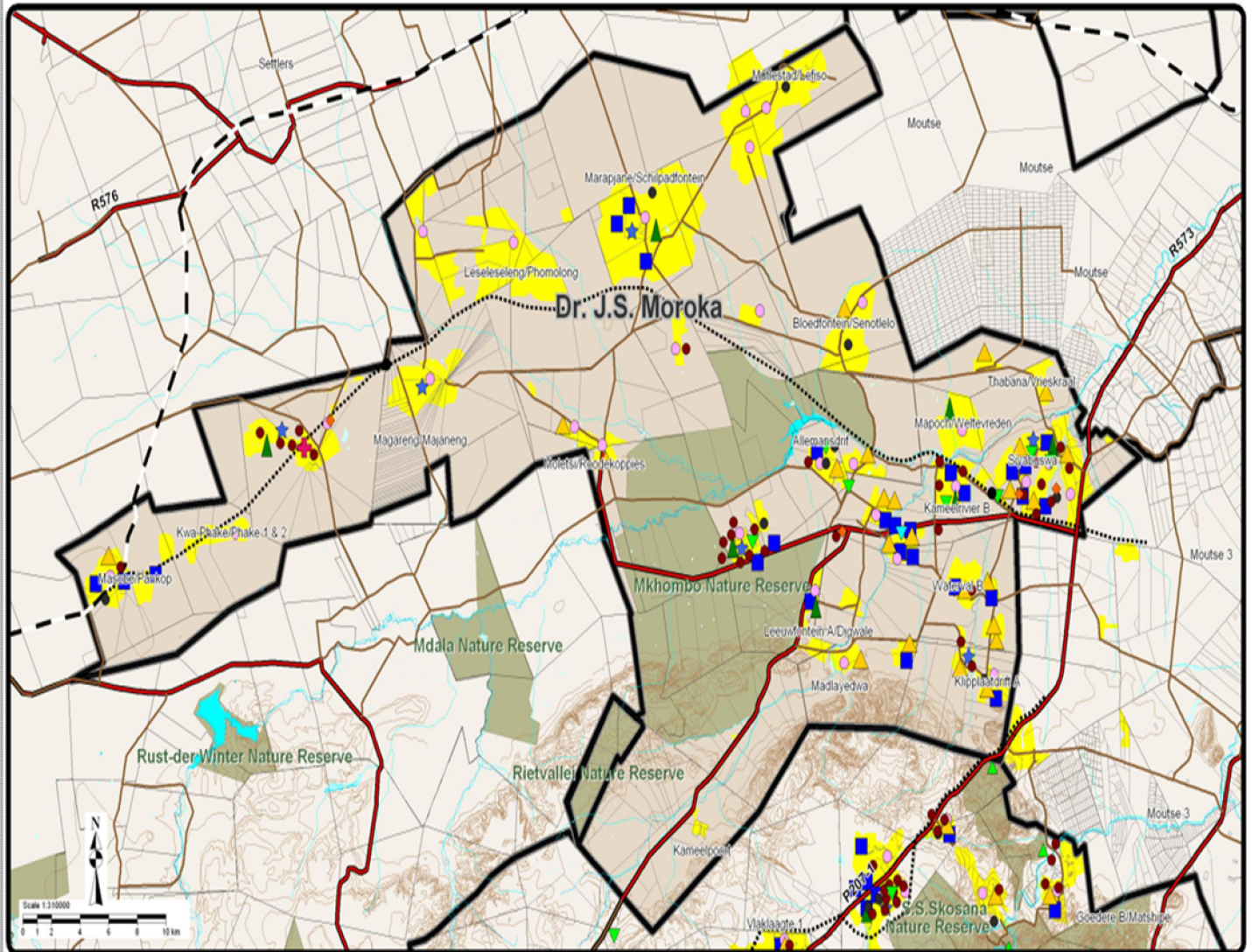


Fig: 2



Dr. J.S. MOROKA LOCAL MUNICIPALITY COMMUNITY FACILITIES

- | | | | |
|---|---|--|--|
| ■ Retail Facilities | ▲ Post Office | ▲ Tourist Centres | — Main Roads |
| ★ Police | ▲ Mobile Boxes | ◆ Bus Ranks | — Secondary Roads |
| + Hospitals | ● Taxi Ranks | ▼ Libraries | — Railway |
| ● Clinics | ● Museums | ◆ Emergency Services | - - - Proposed Railway |
| ◇ Mobile Clinics | ● Government / Municipal | ▼ Community Hall | ● Proposed Railway Stations |

The villages are listed below in alphabetical order as follows:

1. Allemansdrift C
2. Borolo
3. Dierefeng
4. Digwale
5. Dihekeng
6. Ga- Maria
7. Ga -Mmakola
8. Ga- Phaahla
9. Kabete
10. Katjibane
11. Lefiso
12. Libangeni A & B
13. Lefiswane
14. Loding
15. Mbhongo
16. Madubaduba
17. Metsimadiba
18. Mthambothini
19. Mabuyeni
20. Makopanong
21. Magareng
22. Makometsane
23. Maphotla
24. Marapyane
25. Marothobolong
26. Matshiding
- 27.Mmaduma
28. Mmamethake
- 29.Mantlole
30. Mogononong
- 31.Molapomogale
- 32.Moripe Gardens
- 33.Nokaneng
- 34.Masobye
35. Phake –Rankaile,Ratlhagane,Thabeng
- 36.Pieterskraal A,B
- 37.Ramogkeletsane
- 38.Rebone
- 39.Ramantsho
- 40.Seabe
- 41.Sehokgo
- 42.Senotlelo
- 43.Semotlhase
- 44.Siyabuswa A,B,C,D,& E
- 45.Thabana
- 46.Toitskraal
47. Troya
- 48.Two-Line
49. Ukukhanya

The most important regional **transportation corridors**, which influence the development, originated in Tshwane. The first corridor starts in Tshwane and runs in a north-easterly direction to Moloto, Kwa-Mhlanga, Siyabuswa and finally Marble Hall. The second corridor is the N4, which starts in Tshwane and goes east through Bronkhorstspuit, Witbank and Middleburg. From Bronkhorstspuit a secondary corridor (i.e. R568) allows

movement northwards. The third corridor is the N1, which goes north from Tshwane allowing access at Pienaarsrivier. The important sub regional corridors, which impact, are the following:

- The route from Tshwane through Moloto to Siyabuswa (i.e. the “Moloto road”).
- The route (R568) from Bronkhorstspuit through Kwa-Mhlanga to Siyabuswa.
- The route from Pienaarsrivier (via the N1) through Rust de Winter to Siyabuswa.

From the above discussion it becomes clear with other towns form part of the economic sub region. Apart from Tshwane and Johannesburg, the economic sub region comprises the towns of Groblersdaal and Marble Hall which are located to the east. They are relatively small rural towns but provide a number of employment opportunities to residents. It is clear that the economic sub region is relatively large and comprises a number of towns. These towns, including Tshwane and Johannesburg, provide the majority of employment opportunities to residents. Their influence ranges from very large (Tshwane, Johannesburg, Bronkhorstspuit) to medium (Groblersdaal, Marble Hall, Witbank, Middleburg) and minimal (Warm baths, Kwa-Mhlanga).

6. The IDP Process

This IDP review 2008/2009 financial year document it's wherein Dr J.S. Moroka Municipality strives to address the needs and realize the Vision and Mission in order to better the lives of its communities.

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan, The Municipal System Act 32 of 2000 also requires that:

- The IDP is implemented.
- The Municipality monitor and :'
 - evaluates its performance with regard to the IDP implementation and:
 - The IDP is reviewed annually to effect improvements.

Section 34 of the Municipal System Act deals with the review and amendment of the IDP and states that:

The Municipal Council:

- a) Must review its Integrated Development Plan

- b) Annually in accordance with an assess of its performance measures in terms of section 41 and;
- c) May amend its Integrated Development Plan in accordance with the prescribed process.

The review and amendment process must also adhere to the requirements for public participation set out in the MSA (2000). In terms of the IDP Review Guidelines, IDPs are reviewed based on the, changing circumstances and comments from the MEC of Local Government & Housing.

The Municipal System Act 32 of 2000 an annual review process relates to the assessment of the Municipality's performance against organizational objectives as well as implementation delivery, and also takes into cognizance any new information or change in circumstances that might have arisen subsequent to the adoption of the previous round of IDP 2007/2008.

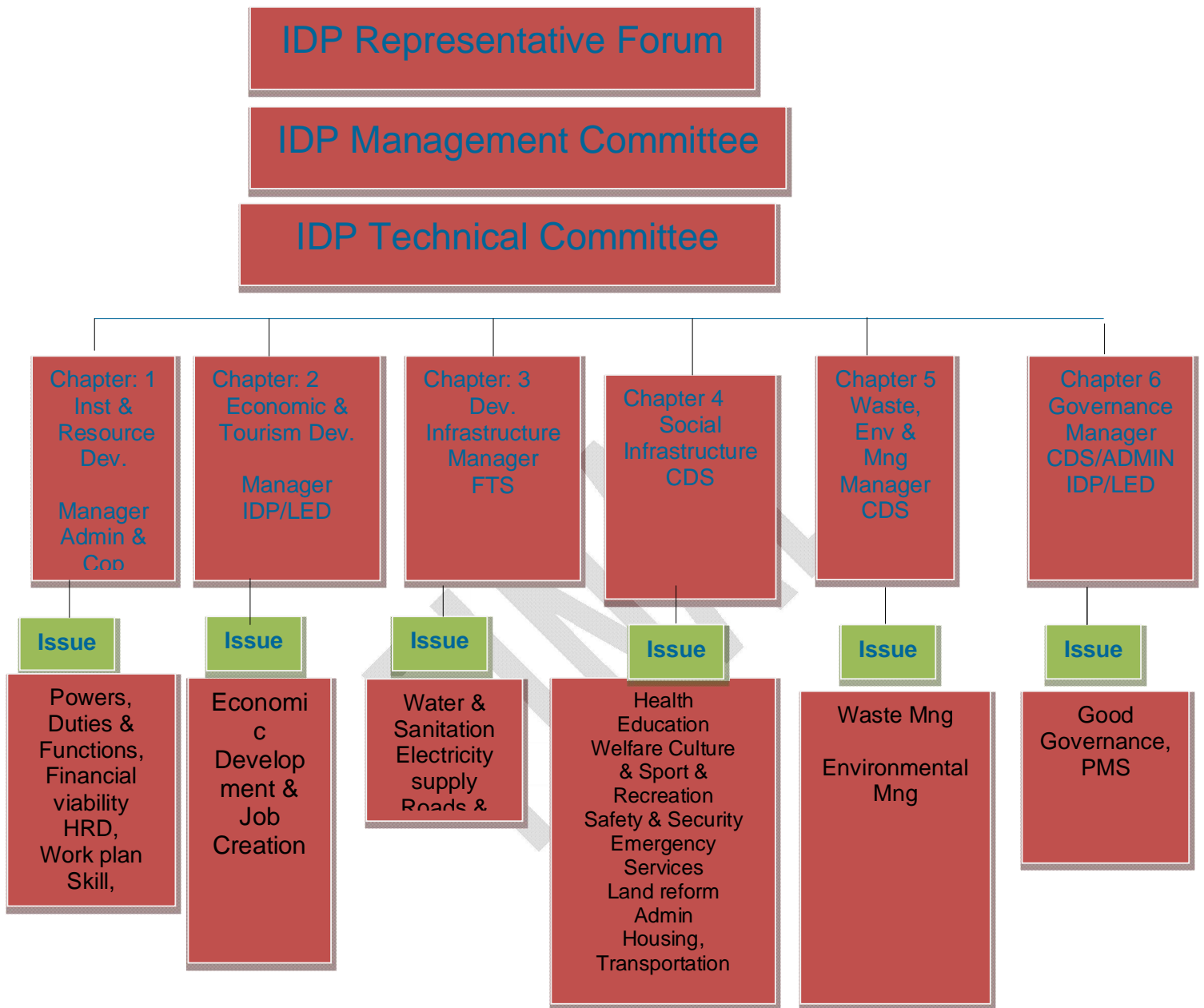
Section 16 of the Local Government: municipal Systems Act (act 32 of 2000 states that:

A municipality must develop a culture of municipal governance that complements formal representatives government with a system of participatory governance, the municipality must encouraged and create conditions for the local communities to participate in the affairs of the municipality.

7. Process Overview

The Process plan formulated and adopted outlines, in detail the way in which the Dr J.S Moroka Local Municipality embarked on its own IDP Review Process from its commencement in July 2007 to its completion in March 2008. In brief, the Process Plan outlines the time frames of scheduled events, structures involved and their respective roles and responsibilities. Prior to the commencement of the IDP Review, the Municipality adopted a district IDP Review Framework plan that serves as a guide to the overall review of IDP process. A number of role players participated in the Dr J.S Moroka Municipal IDP Review Process.

Fig: 3. Dr J.S. Moroka Local municipality Organizational Structure.



IDP Technical Committee: The Committee is comprised of a technical working team of dedicated officials who supports and ensures a smooth planning process: Municipal Manager is the Chairperson of the Committee.

The IDP Technical Committee is responsible for the following:

- § Commission research studies

- § Consider and comment on
- § Inputs from subcommittees
- § Inputs from provincial sector departments and support providers
- § Process, summarize and draft outputs
- § Make recommendations to the Representative Forum
- § Prepare, facilitate and minute meeting

IDP Management Committee: This Committee is constituted by the Members of the Mayoral Committee. (MMC) and IDP Technical Committee members. The purpose of this committee is to acquaint the political wing of the municipality with all the reports emanating from the IDP Technical Committee so as to harness common understanding between political and administrative components before reports are considered at the IDP Representative Forum.

IDP Representative Forum: The Forum is constituted by various stakeholders including Ward Committee members and Community Development Workers. The IDP Representative Forum consider the reports of the IDP Management Committee in its sitting. The Forum is chaired by the Executive Mayor.

Ward councillors and ward committee : The first phase of the IDP process plan give the ward councillors and ward committee member the opportunities to analyze the development gaps within their ward by filling the template wherein they indicate the needs in order of preference and submitted to the office of the Executive Mayor. The identified needs forms part of the IDP 2008/2009.

Community Participation : Municipal System Act of 2000 requires municipalities to adopt a democratic approach to local government in order to meet their mandate of playing a development role. The approach implies that all the stakeholders need to be afforded an opportunity to voice their opinions before final decisions are made on the integrated development planning process this gives real meaning to the notion of a participatory concept in local government affairs. It is against this legislative background that DR J.S Moroka Local Municipality embarked on an extensive community consultation and participation processes. Dr J.S. Moroka Local Municipality consulted its community in all three Magisterial Districts. i.e. Mbibane, Mathanjana and Mdutjana, two IDP Imbizo's per Magisterial District were held.

8. SOCIO -ECONOMIC OVERVIEW

Demographic information is regarded as a vital baseline source for the interpretation, evaluation and project of social and human resource needs and requirements. The total population of Dr is Moroka is approximately 7.8% of the population in Mpumalanga. The total population of the Dr J.S Moroka Municipality area was estimated at about **243 304** according to Census 2001 (Statistics South Africa).

According to Census 2001, the population has declined by 1.2% on average per annum between 1996 and 2001. This observation is of concern in the context of a growing provincial (2.3%) and national (2.1%) population. Mpumalanga is experiencing a 0, 2% above national average population growth. The measure of a declining growth rate is however not shared by the Development Bank of Southern Africa (DBSA). The DBSA conducted a demographic study between 1996 and 2001 and calculated a population growth rate of between 2.3% and 2.8%. The DBSA further projects a positive population growth rate up to the year 2021 under both a low and a high HIV and AIDS impact scenario.

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

Dwelling: The most common form of dwelling type is brick houses on individual stands. This category represents 82% of in housing in Dr J.S Moroka. This means that about 18% of the population resort to alternative forms of lodging it can be concluded that the population of Dr J.S. Moroka is generally well catered for in terms of accommodation.

Access to Services: According to specific development indicators or services, household displayed growth in access to telephone, flush toilets and running water. These indicators are positive in the sense that they have been improving from 1996 to 2001. However, all three services are still very low. Only 11, 6% households had access to sanitation connected to a sewer system. The situation concerning running water to residential stands has significantly improved.

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

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

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

Over the next 10 years, about 14% of the local population will be looking for employment. This translates to over 34 000 needed employment opportunities. If a decent employment creation strategy is not implemented now, the consequences can be severe. More jobseekers will leave while increasing demands will be made on already stretched social budgets.

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

9. ECONOMIC OVERVIEW

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

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

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

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

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

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

A problem identified by formal businesses was the presence of informal hawkers and sidewalk traders. These informal traders are blamed for “stealing” business and making the business environment unattractive for potential clients. In a community like Dr J.S Moroka, with limited consumer buying power it is inevitable that there will be some degree of friction between formal and informal business owners. Possible intervention from the Municipal Council may include a formalization strategy (e.g. providing trading stalls in a designated area) aimed at informal trading. Business respondents furthermore indicated the need for an intensive marketing drive by Council.

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

10. Dr J.S MOROKA LOCAL MUNICIPALITY PRIORITY ISSUES 2008/2009

The priority issues for 2008/2009 were identified through the community participation, the issues are as follows:

- Water Services
- Roads and Storm water
- Electricity;
- Health and Social welfare
- Housing
- Local Economic Development
- Safety, Security
- Transportation
- Education
- Sports, Recreation, Arts and Culture;
- Cemeteries;
- Land use Management land tenure
- Public works projects
- Youth matters
- Disaster Management;
- Waste management and environmental Management;
- Post and Telecommunication;
- Emergency Services
- Financial Viability

Within the limited resource that Dr J.S. Moroka have, is striving to achieve or realized the millennium development goal based on issues identified by the communities. Taking into consideration the Vision 2014 which is derived from the United Nations' Millennium Development Goals. Issues in relation to Vision 2014 which are relevant to the Dr J.S M L M. The IDP is a pivotal tool towards the realization of Vision 2014; Vision 2014 provides a series of milestones to ensure progressive attainment of opportunities envisaged: Millennium development goals are:

- That villages must have access to clean water by 2008
- There must be decent Sanitation for all by 2010
- There must be electricity all household by 2012
- By 2014 poverty, unemployment and skills shortages should be reduced by 50% respectively; and
- By 2014 Improve services to achieve a better National Health Profile and a reduction of printable causes of death including violet Crimes and roads accidents, should be achieved.

1.1 MUNICIPAL INSTITUTIONAL CHALLENGES AND SWOT ANALYSIS

An analysis was undertaken of the internal and external environment that the Municipality was operating in. The analysis covered strengths and weaknesses, which were internally focused and opportunities and threats, which were externally focused. An environmental scanning exercise was critical for us to be able to develop appropriate goals for the Municipality.

MUNICIPAL INTERNAL ENVIRONMENT

STRENGTH	WEAKNESSES
All consumers can be identified	Lack of current accurate database for billing
Ability to issue bills	Lack of procedure manuals
Commitment of staff to collect revenue	Lack of strong financial base for revenue
Capacity to comply with all the relevant local collection	Low revenue base
government legislation	High staff turnover
Compilation of a valuation roll	Poor internal communication
Team work	Poor infrastructure
Delivering of basic services with limited resources	
Implementation of Projects	
Tourism opportunities	
Informed council decisions (resolutions)	
Implementation of resolutions	
Decisive leadership	

Monitoring projects
 Law enforcement
 Political stability
 Friendly, working environment
 Funding available in the form current investments
 and grants such as DWAF, MIG

Self sustainable with good sufficient sources to
 help neighbouring municipalities with regard to
 the purification works and sewerage network.
 Providing public services.
 Community consultations in the form of Imbizo's
 and IDP consultation.
 Recognizable by other government institutions.
 Agriculture.

MUNICIPAL EXTERNAL ENVIRONMENT

Opportunities	Threads
Land availability	Traditional leaders/ authorities
Tourism and agricultural opportunities	Concern Groups
SMME Development (Business Opportunities)	Socio - economic conditions, i.e. unemployment, poverty and HIV Aids
Moloto Rail Corridor	Non- payment of services.
New shopping complex	Non- Public participation in council processes(Businesses, Taxi organizations)
2010 soccer World Cup	Lack of sound relationships with sector departments.
Mineral deposits in our area, coal, cement, and lime.	
Development of leisure resorts in the area.	

12. PERFORMANCE MANAGEMENT SYSTEM

11.1 KEY PERFORMANCE AREAS (IDP REVIEW 2007/08)

Priority	Objectives	Activity/Project	Input / indicators Targets	output / indicators Targets	Outcomes /indicators Targets
1. Water Water reticulation and upgrading of bulk water supply. NKPI(National Key Performance Indicators)	Ensuring that water supply is upgraded and that underground raw water is continuously used as an alternative source while the reliable and affordable water reticulation is provided.	Number of household to receive water connection. Number of village to benefit through the upgrading of bulk water supply. Number of village to benefit through the reticulation. Number of village to benefit through water borehole erection. Number of Household to	Until costs for purchasing water or priority pipes to connect to single house hold. Time or the number of people it look to connect a single household	Number of households Connected in One year	Number of households with access to water conforming to national standards

		benefit from the Project in terms of the EPWP (Expanded Public Works Programme) that is the number of people trained for skills development and number of jobs created.			
2. Sanitation					
Provision of VIP toilet and sewerage reticulation.	To provide safe sewerage system to each household.	Number of household to be provided with VIP toilets.			
NKPI(National Key Performance Indicators	To provide high quality of life.	Number of households to be connected with sewerage system.			
		Number of Household to benefit from the Project in terms of the EPWP(Expanded Public Works Programme)that is the number of people trained for skills development and number of jobs created			

		Number of households trained on the Health and Hygiene programme			
3.Roads and Storm Water Surface of bus/taxi route and provision of storm water drainage NKPI(National Key Performance Indicators)	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage. Infrastructure accordance with the sound social economic and sustainable principles. To ensure that storm water drainage is formalized are and village is unblocked.	Number of roads to be constructed Number of storm water drainage to be constructed and unblocked. Number of Household to benefit from the Project in terms of the EPWP(Expanded Public Works Programme)that is the number of people trained for skills development and number of jobs created			
4. Local Economic Development NKPI(National Key Performance Indicators)	To create job opportunities to utilize local labor and skill to facilitate economic initiative for the	Number of job is created on all projects that are being implemented in the council.			

	Municipality through the Local Economic Development				
5. Financial Management NKPI(National Key Performance Indicators)	To have a financial viable Municipality and to utilize financial resource in effective and efficient manner.	Revenue generation debt management asset management billing payment of creditor's salaries managing investment, managing insurance			
6. Housing Provision of low cost housing and infrastructural development.	To ensure safe and secure housing to all residents under the widest possible alternative housing form. To provide and formalize townships in order to make transfers of properties to individual ownership.	Number of housing to be build and infrastructure development.			
7. Land use management Land Tenure Upgrading development area.	To formalize trust villages through planning and survey. To upgrade Tenure in order to make the	Number of villages of which land reform will be upgraded.			

	transfer of properties to individual ownership.				
8. Public Works Projects Renovation of community facilities and offices	To ensure proper maintenance and sustainable of existing communities facilities and buildings and offices.				
9.Sports facilities Provision of Sports facilities and commodity hall.	To ensure sports, recreation, Arts and Culture facilities centrally through Dr J.S. Moroka Municipality Area. To ensure the provision of community halls (service delivery centers) in each cluster of villages.	Number of Sports facilities to be constructed. Number of community halls to be constructed in each cluster of each villages			
Electricity NKPI(National Key Performance Indicators	To ensure that free basic electricity is supply to communities	Number of households have access to free basic electricity			

Work Skill Plan NKPI(National Key Performance Indicators)	Training of employees and communities in line with Work Skills Plan	Number of employees enroll with ABET and Learnership programme.			
Employment Equity NKPI(National Key Performance Indicators)	To ensure that physical challenged people are recruited and employed	5% of the total employees employed should be physical challenged people.			

13. CHAPTER 1: INSTITUTIONAL, HUMAN RESOURCE DEVELOPMENT AND FINANCIAL VIABILITY

PROBLEM STATEMENT

A lot of ground has been covered since the establishment of Dr J.S. Moroka Municipality as a local government institution. There have been challenges met, and innovations brought into place to overcome them in the process, which situation to some extent have improved. New developments create new challenges that have also had to be addressed in the best interest of the overall smooth running of the institution.

One of the key challenges faced by the institution in the 2006/2007 financial year has been the resignation of officials. Some of these officials occupied key strategic positions, and their resignations seriously hampered the operations of the institution. This development occurred against the background of the institution itself making serious inroads in terms of building capacity within its employee corps, and these resignations have been a serious dent in the overall institutional ability to effectively render services.

The Municipality has also to play its role to complement initiatives to ensure that the country successfully hosts the World Cup 2010. This ideal still remains a challenge that the Municipality must pursue. In this regard, all national and provincial programmes aimed at the realization of the World Cup 2010, which programmes are to be driven at local level need to be wholeheartedly supported by the institution. The Ministry of Labour's Ministerial programme of Action 2004 – 2009 is still relevant in terms of Municipal operations. Equally relevant and still important is support by the Municipality towards the realization of the National Skills Development Strategy 2005 – 2009, the Employment Equity Strategy, and the Promotion of Occupational Health and Safety.

One key important aspect that the Municipality must address is filling of key positions to enhance its service delivery efforts. This goes hand in hand with addressing equity issues, more especially at management level. It cannot be sufficiently over-emphasized that there is a need to ensure that the Municipality's structure must be geared to meet service delivery challenges, be legislatively compliant, and must be such that it responds to the demands placed on it efficiently and effectively.

It still is important for the Municipality to be better placed to contribute to growth and development commitments, which aims to address:

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

In this particular regard, the Republic of South Africa Act, Act 108 of 1996 in terms of Chapter 7, section 152 (1) and (2) respectively are important.

1.1 SKILLS DEVELOPMENT

Whereas the Municipality has rolled out Skills Development initiatives over the years, the financial year 2006/7 saw tremendous improvement in the roll out of these initiatives which also proceeded in the 2007/8 financial year. The training initiatives identified sought to address not only the issue of skilling officials and councillors only, but also members of the public as well. Compliance with the requirement of the Skills Development Act therefore has been one of the key issues that the Municipality sought to address, and in the 2008/9, with the financial year being among the most important in terms of the development of the country and its people, Skills Development Programmes need to be stepped up for the benefit of Dr J.S. Moroka Municipality.

1.2 EMPLOYMENT EQUITY

It is incumbent on the Municipality to ensure that its employment equity plans meet the requirements of the Employment Equity Act. The challenges that the Municipality faces are at the middle and top management, where the fairer sex is not sufficiently represented. This aspect has to be addressed in the financial year period 2008/9 for the Municipality to be legislatively compliant in this regard.

1.3 LEARNERSHIPS

Learner ship initiatives still need to be undertaken in the Municipality in the financial year under question. This initiative will enable the creation of a competent skills base in the Municipal area. Furthermore, the Municipality needs to work hand in hand with other institution's operating in its jurisdiction to create another vehicle for the extension of the skills base within the area.

1.4 INTERNSHIPS

Internship programmes are crucial also to add to the Municipality's skills base. Not only that, it also provides an opportunity for people to get first hand practical experience in a work environment. The Municipality has therefore to proceed with the internship programmes in the financial year under review, which programmes will complement those of the whole country more especially on local government issues.

1.5 POWERS AND FUNCTIONS

Powers and functions conferred to the Municipality by virtue of assessment done by demarcation board are as follows:

- 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 forms an integral of road transport system
- Powers in terms of Section 84(1)(e)
- Solid waste disposal sites
- Powers in terms of Section 84 (1) (n)

The Municipality has to ensure the powers and functions conferred are maximally utilized with the aim of bettering the lives of its communities.

OBJECTIVES

- To ensure Municipal compliance with applicable legislation:
The Constitution, Act 108 of 1996
The Skills Development Act
The Employment Equity Act
- To ensure the Municipal compliments national programmes to better the lives of people:
Ministry of Labour's Ministerial Programme of Action 2004 – 2009
National Skills Development Strategy 2005 – 2009
Employment Equity Strategy

- To position the Municipality to complement the national growth and development commitments in addressing:
 - More jobs, better jobs, decent work for all
 - Advancing equity, developing skills, creating economic opportunities for all and extending, and equally improving service rendering
 - Creating a situation conducive for economic development and investment Implementing GDS at local level
- Reviewing the Skills Development Plan
- Sustained implementation of Employment Equity
- Continued learner ship and internships programmes
- Exercising of conferred powers and functions
- Entrenching cordial and harmonious relations with traditional leadership
- Positioning LM to meet challenges and opportunities aligned to World Cup 2010 football spectacular
- Creating sound relations between the LM and organized labour
- Devising staff retention measures

STRATEGIES

- Reviewing the Skills Development Plan as required by Skills Development Act
- Reviewing the Equity Plan as required by Employment Equity Plan
- Identifying, make provision for and fill strategic positions as per Municipal needs and requirements
- Exercising powers and functions and authorizations conferred
- Launching of training initiatives to cater for score skills more especially on indigent households
- Building better relations between the Municipality and Tradition
- Building better relations between the Municipality and organized labour
- Devising ways to create a pool of skilled people in the Municipal area to address the shortage of skills, especially in the category of scary skills
- Devising ways to retain staff and the high staff turnover
- learner ship

1.6 FINANCIAL VIABILITY

PROBLEM STATEMENT

Dr J.S. Moroka Municipality is one of the rural Municipalities in the Mpumalanga Province. As a result, the nature of the municipality's revenue collection is minimal. There has however been a positive and encouraging participation by Councillors, Officials and Ward Committee members in educating and encouraging people to pay for services. One of the issues identified which makes people not to pay for services, is the high level of unemployment in the municipal area of jurisdiction which estimated at 60%. The Municipality is at an advanced stage with the identification of indigent people for provision of Free Basic Services. However the Council has a shortage of staff for verification and reviewal processes for indigent households within its area of jurisdiction and the other problem is the processing of applications of indigent household for free basic electricity by Eskom is at the low payce

The process is moving at an acceptable pace due to the following factors, the validation committee has been formulated and task to speed up the process verifying of the indigents. It has also been recommended that ward committees be utilized to identify indigent households in each ward and to curb the problem of well educated senior officials in government departments and the business sector registering as indigents.

The poor delivery of some services like refuse removal, and water provision in some areas also negatively impacts on the payment of services. In most cases consumers hide behind the service delivery as an excuse for not paying, rising issues that the Municipality does not provide sufficient services. Some will go to an extent of saying they are not receiving bills. The Municipality's collection capacity also needs to be jerked up. Added hereto is the fact that there must be a marked improvement on those services that are a source of discontent for some members of the community, directly negatively impacting on the revenue collection capacity.

On the other hand, sufficient person power must be employed by the municipality to service customers in terms of revenue collection, and in this instance the appointment of at least two (2) more cashiers and, an indigent office. The Minister of Finance Honorable Trevor Manuel promulgated Supply Chain Management Regulation which came into effect as from 1 July 2005. The regulation requires Municipalities to establish Supply Chain Management unit, and also to develop or review the existing Procurement Policy to be in line with the MFMA, this also poses a challenge to the Municipality in terms of funding, staffing and training.

The Municipality is also lacking in terms of managing movable assets. Assets are moved from one area to another without proper authorization from the department responsible. Immovable assets like

buildings are also not taken care of in terms of repairs. In addition the Asset Register needs to be reviewed and updated to be in line with Generally Recognized Accounting Principles.

OBJECTIVES

- § To improve the current revenue collection at least to 75% through and correct billing and write offs of indigent households.
- § To increase the current revenue base through valuation of properties and compliance with the recently promulgated Municipal Property Rates Act.
- § Improved debt collection measures to reduce current outstanding debtors.
- § To ensure cost effective management of current assets, fixed assets and liabilities.

STRATEGIES.

- § Billing on consumption as opposed to flat rate for areas with water meter.
- § Updating and cleaning of database.
- § Procurement of water meters reading device.
- § Establish a fully fledged Supply Chain Management unit with proper staffing.
- § Procurement Policy of Procurement System (IT).
- § Procurement of Asset management system (IT).
- § Appointment of additional staff for asset management.

NEEDS/ISSUES

NEEDS/ISSUES	AREA/WARD
Water Meter reading devise	All Wards
Procurement System: Municipality	Municipality
Asset Management System: Municipality	Municipality
Upgrading of the Financial Management Systems: Municipality.	Municipality

14. CHAPTER: 2 ECONOMIC AND TOURISM DEVELOPMENT

PROBLEM STATEMENT

Dr JS Moroka LM: its local economy is characterized by limited economic activity and relatively large economic concentrations. Between 1996 and 2001 the economy of the municipality grew at a rate of 1.5% the contribution of the local economy to the economy of the District was 4.1%. The slow rate of economy growth can be attributed to, inter alia, the geographical feature of deep rural location of the municipality. The local economy of Dr JS Moroka is characterized by dominance of government services sector. However, the government services sector experienced a decline in the levels of output. The agricultural sector and community services sectors also experienced a contraction.

Dr J.S Moroka Municipality has potential in terms of the following:

- Agriculture,
- Tourism; and
- Business sector

Tourism is the single greatest economic value of biodiversity as most tourists visit the province solely for its scenic beauty and wildlife. Therefore Dr J.S Moroka Local Municipality can attract the tourist because of cultural activities, e.g. Personality of Esther Nostokana Mahlangu, Ndebele Foundation and many more and the following will play an important part in tourist attraction.

- Mdala Nature Reserve
- Mkholwane Lodge; and
- Cultural – Village (Need to be constructed)
- Arts, Craft and Tourism information Centre (Four way Stop – Metsimadiba Kameelrivier)

Dr J.S Moroka has a vibrant cultural environment. As is part of the Cultural Heartland.

2.1 The Spatial Development Framework of Dr J.S Moroka Local Municipality deepens the alignment of our IDP with the PGDS and the NSDP Integrated Development plan – Provincial growth and development strategy

National spatial Development Perspective as an inclusive instrument around which planning should take place forward addressing socio–economic challenges confronting our municipality.

This means that the IDP Process requires the input and support from other spheres of government. The planning process need to understand where alignment should take place between difference spheres of government and corporate services providers, e.g. Telkom , Eskom to ensure that IDP is in

line with national and Provincial policies and strategies so that it is considered for the allocation of departmental budgets and conditional grants.

The Dr J.S Moroka Municipality area is heavily reliant on economic activities outside of its boundaries for employment opportunities and consumer products and services. This economy is also relatively small and weak when compared to surrounding economies. Consequently the sustainability of local economy and the future viability of the area are in danger of stagnation.

External intervention will be required to boost the Dr J.S Moroka local economic development, this intervention can be in terms of investment in local economic infrastructure, property and business development.

In terms of Dr J.S Moroka Spatial Development Framework there are two major roads that provide access to settlement and economic nodes, the linking roads are R 573 and R 568, these linkages provide strategic movement patterns that could enhance economic development and growth.

2.2 Development nodes: The Spatial Development Framework has identified the developmental nodes and the Nodal points are:

- **Mbibane** – Characterized by the development of Municipal offices retail facilities, and a transportation terminus
- **Marapyane** – characterized by the development retail, transportation terminus. This node is of significant nature in that there is already mixed land use development taking place. Higher residential densities would help in the growth of this node.
- **Senotlelo** – this node is at the intersection of two major roads that traverse the study area it presents an opportunity to develop a regional node that will serve the community of the area and of Mable Hall to the north.
- **Masobe** – this node has a natural growth pattern and is characterized by a filling station offices and transportation terminus. Although the transportation terminus is not integrated with the node, it provides an opportunity for growth.
- **Ramokgeletsane industrial node** – the scale of this node is not significant, however it is one of the rare industrial nodes in the study area and need to be encouraged.
- **Siyabuswa Node** – This is a significant node that has the highest concentrations of activities.

This node should be encouraged and maintained. There is a great deal of economic activity both formal and informal.

These nodal areas therefore offer opportunities for establishing new areas for investment and may be based on their geographic placement start to form a belt of new development, the movement patterns and **road network** plays an important role sustaining these nodes.

The **Moloto Rail Corridor** specifically has the potential to improve regional linkages through these mostly dormant residential areas in the north west of the district and encourage regional traffic to move through the area. This could improve the exposure of the area,

thereby generating economic activities and stimulating a viable local economy. The upgrading and maintenance of Moloto Road and concentration of activities are however essential for success of this initiative.

NEEDS/ISSUES

NEEDS/ISSUES	AREA/WARD
Shopping centre and bank facilities	Dr J.S. Moroka Local Municipality
Cultural Village	Dr J.S. Moroka Local Municipality
Job Creation & Poverty Alleviation	Dr J.S. Moroka Local Municipality
Gracing Camps	Dr J.S. Moroka Local Municipality
Masibuyele emasimini Projects	Dr J.S. Moroka Local Municipality

OBJECTIVES

- To implement the strategies emanating from the LED plan
- To Promote / establish employment opportunities in the industrial sector;
- To Establish a tourism plan for the DR J.S MOROKA LM area;
- To Provide agricultural assistance to farms through the provision of expertise and equipment,
- Ensuring economic empowerment, SMME and BEE thorough LED plan;
- Promoting and mobilizing investment through the LED plan and create sustainable employment opportunities ;
- Improving competitiveness;
- Promoting Local market
- 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; and
- Construction of storage and depot facilities for the local produce fruits and vegetables.
- Identification and delineation of tourism route within Municipal area.
- Facilitate the financial institution.

STRATEGIES

The portfolio incumbent should identify the role that Dr J.S Moroka Municipality will play in economic development; job creation and marketing strategy.

The participation of the Mpumalanga Tourism and Parks Agency(MTPA) in the implementation of Dr J.S Moroka Municipal LED plan-(thus will promote and market tourism for Dr J.S Moroka Municipality)

- To Liaise with Mpumalanga Economic Growth Agency (MEGA) on the release of industrial parks to the LM and
- To Liaise with Department of Water Affairs and Forestry (DWAF), Mpumalanga Tourism and Parks Agency and the Department of Agriculture, Land Administration on the improvements to be effected on Mdala Nature reserve, Mkhombo Dam and Mkhohwane Lodge; also the involving of the Dinokeng Project.
- To liaise with RTT, Department of Labour, on capacitating of SMMES entrepreneurs within LM;
- To Develop a tourism route in conjunction with Local Tourism Organization including other stakeholders in the tourism industry;

- To establish partnership with entrepreneurs on plans to build the economy of the LM;
- To facilitate training 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;
- To use agricultural co- operatives as a vehicle to market agricultural products;
- On site manufacture of elements, e.g. the local manufacture of concrete building bricks/ blocks using hand tarmac;
- Eliminating large pre-manufactured elements in favor of on site manufacture of construction elements such as on –site cast curbing instead of factory pre-cast units or brickwork cast on site culverts instead of factory pre-cast units;
- To Promote Dr J.S Moroka Municipality Business and Cultural show and LED summit as a yearly phenomenon;
- Investigation of minerals deposit e.g. Lime, Coal , Salt, Cement Tin Quartz and other deposits that might be found in the area;
- Development of business nodal sites in alignment with Municipal spatial development plan;
- Marketing of economic potential areas of Dr J.S Moroka Municipality through the publication of brochures, pamphlets, internal Newsletter, media releases and billboards;
- The maximum utilization of local contractors, business and available expertise in the execution of Local Development programme and projects;
- The Local economic Development plan is implemented in a manner that will benefit the communities of Dr J.S Moroka Municipality; and
- Application for funding from donors, state department, international NGO and private sector should be made in order to enhance projects which have been identified in the LED plan,

15. CHAPTER 3: DEVELOPMENT INFRASTRUCTURE

3.1 SECTOR: WATER SERVICES

PROBLEM STATEMENT

Introduction

Water provision is the single largest need in the Dr. J.S. Moroka Municipality area of jurisdiction. About 28 of all villages (out of total of 59 villages) in the Dr. J.S. Moroka Municipality need to be provided with water reticulation to RDP level of service.

Dr JS Moroka Municipality is characterized by inadequate supply of water system which is reflected in the presence of which institutions due to the nature of water supply infrastructure which is highly interconnected from source to the consumer.

The low resource mobilization capacity to operate and maintain the infrastructure, poor information systems, poor service quality condition, low service coverage, inadequate and ill designed supply system, insufficient treatment capacity, unstructured distribution system etc. are contributing to an increasing crisis in providing effective and efficient water service to consumer.

These is a seasonal problem and intensifies due to rising water demand with the rising pace of urbanization couple with snags in lack of refurbishing and renewing the infrastructure and increasing water losses as a result. The following issues forms part of the problem statement:

- Poor water quality is prevalent in the areas supply by boreholes e.g. high nitrates due to proximity of the VIP latrines.
- The desired level of service is not being met from the retail side because bulk supply is also problematic.
- The flows and pressure is generally inadequate with reliability of supply ranging from zero in some rural towns to 80%
- There are constant supply interruptions and intermittent supply due to non-availability of water because of over-usage in some areas and illegal connections. The response to pipe bursts and leaks is very slow resulting in significant water losses.

- The existing tariff is not reflected to our production costs, our low recovery rate contributes to water wastage.
- None existent of maintenance plan.
- None existent of water loss and demand management.

Over the past financial years, there have been a number of projects trying to address the water shortage. As far as water reticulation is concerned, of the total villages (59) in the Dr. J.S. Moroka Municipality, **32** have water reticulation in place. In villages where there was reticulation, additional reticulation /pipelines (with water meters) were installed to address village expand. A total number of five **(5) villages had additional/pipelines put in place. This reticulation was done with less** regard of the availability of the bulk supply system because in some areas there is a serious lack of water though there is reticulation.

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

- The purification plant which is providing bulk water supply to the Magisterial District of Mdutjana and Mbibane is within Mdutjana Magisterial District but it is also providing bulk water to the following neighboring Municipalities (Greater Marble Hall Municipality, Greater Groblersdal Municipality and Thembisile Municipality) and in no ways are this Municipality accounting for the water they are receiving.
- A number of illegal and by-passing connection of high capacity have been made at the bulk water supply from Waal kraal reservoir to Zoetmelkfontein (Moteti) reservoir to provide water to the Greater Groblersdal Municipality and this water is not accounted for by the recipient municipalities.
- The transfer of the Department of Water Affairs and Forestry (DWAF) asserts, staff and demarcation contributes to poor water demand management as follows:
- During demarcation, some of the water assets were located out of our jurisdiction and the control of these assets is now a challenge because DWAF personnel transfer to this Municipality controls the assets in opposite to what our personnel are doing.

A total of 22 villages with sufficient infrastructure to enable metering exist, however a cost benefit analysis needs to be done before the meters are installed in all the villages. Council already provides free water to all communities but cannot be measured for the purpose of FBW supply.

Council is presently providing water services to consumers settling on privately owned land which land is occupied either legally or illegally. Water supply infrastructure has also been provided on state owned land and land held in trust by tribal authorities.

Where water can be made available through boreholes, the challenge on the contamination of the ground water resources remains a concern due to the use of pit latrines.

ISSUES/NEEDS

The issues that needs to be addressed in Dr JS Moroka Municipality

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

ISSUES/NEEDS

ISSUES/NEEDS	VILLAGE/WARD
Provision of bulk water through underground sources (boreholes):	Ward 23, Ward 15, Ward 25, Ward 24, Nokaneng 27 and Ward 22, 28,30
Installation of water meters	Ward 3, 4, Ward 2, Ward 7, Ward 9, Ward 15.
Provision of bulk water supply	All villages in the Mathanjane Magisterial District and Mbibane
Upgrade of water reticulation for erf connection	Ward 2, Ward 7, Ward 23, Ward 29, Ward 9, Ward 15,
.Provision of water reticulation to RDP standard	.Ward 8, Ward 29, Ward 18
Water Demand Management	Ward 18, Ward 29, Ward 8
Provision of water reticulation to RDP Standard	Ward 3,4,5,6, Ward 24, Ward 14 and Ward 16

OBJECTIVES

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

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

STRATEGIES

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

3.2 SECTOR: SANITATION

PROBLEM STATEMENT

Water and Sanitation are the main source of life and a healthy living in our communities of Dr. J.S. Moroka Local Municipalities. A large number of our people around the areas of Kwa- Phaahla, Makopanong, and villages around Siyabuswa do not have proper sewerage systems and running water in their homes and this is a major concern for the government and our municipality. Dr JS Moroka is characterized by an inadequate supply of water and it affects the development of proper sanitation, contributing to contamination of ground water.

Of the (59) villages of Dr J.S Moroka Local Municipality with the exception of Siyabuswa if more funds can be pumped into the new system of the construction of more and healthier V.I.P toilets this will help in job creation and alleviation of poverty in the poor families & healthy lifestyle. Since the implementation of the VIP toilets in the municipality, the project has been launched in 18 villages out of 59 villages in Dr JS Moroka Municipality. Through studies carried prior to the implementations of the projects, the problem is high water table which was discovered in the Pieterskraal and Molapomogale.

High water table created a problem towards the implementation of the projects. With the new R.D.P dwellings near the old Water Affairs building Pressure head needs to be increased & booster pumps installed in the Makopanong pipelines so that the residents of the R.D.P dwellings can have running water in their homes as this is not the case now. Infrastructure designed is no longer coping with the current flow and therefore the system need to be renovated.
The excessive night flow due to leakages of taps.

NEEDS/ISSUES

NEEDS/ISSUES	AREA/WARD
Provision and Construction of V.I.P Sanitation systems:	Ward 2, Ward 6, Ward 7, Ward 8, Ward 11, Ward 12, Ward 13, Ward 15, Ward 18, Ward 19, Ward 20, Ward 16, Ward 30, 28
Refurbishment and construction of new sewerage lines and bulk reticulation system for a better and proper functioning of sewer lines to avoid blockages and leaks in both our reticulation systems and sewerage system:	Ward 1, Ward 2, Ward 5, Ward 6, Ward 12
Provision and construction of bulk and reticulation Infrastructure for waterborne system (to be catered for by oxidation ponds:	All Wards.
Additional of personnel	Ward 1
Dumping site	Mathanjana areas
Upgrading of oxidation ponds	Vaalbank areas

OBJECTIVES

- To address the sanitation backlog by the end of 2010.
- To provide a safe sanitation system and promote a healthy living standard in our communities of Dr J.S Moroka local Municipality.
- Good running sewer system.
- To help in job creation in the jurisdiction of Dr J.S Moroka with labour based projects like Sanitation.
- To promote and put in the ground cost recovery systems for all sanitation systems in our jurisdiction.
- Skills development & training.
- H.I.V./AIDS Awareness.

STRATEGIES

- Promotion of health on sanitation.
- Prioritize the needs for sanitation implement the need for sanitation in accordance with the budget.
- Train and educate communities where possible about high night losses due to toilets leaks.
- Internal plumbing unit in the Municipality to assist community where necessary.
- Of the (59) villages of Dr.J.S.Moroka Municipality except Siyabuswa, Libangeni, Kwa-Phaahla and Mbhongo V.I.P needs to be provided and meet the 2010 backlog in Sanitation.
- Inform and educate the people on the Importance of registering their household boreholes specifically in the villages with V.I.P as they have a major impact in the contamination of ground water and as a result their boreholes. This in the long run will leads to epidemics like cholera and Typhoid.

3.3 SECTOR: ROADS & STORM WATER

PROBLEM STATEMENT

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

The Municipality has a total length of approximately 2720 km of internal gravel roads of which the Municipality is currently able to maintain 43.4% (1180 km) of the total length, annually. The annual gravel road maintenance backlog is therefore 55.6%. The gravel road maintenance backlog has mainly been due to insufficient roads maintenance equipments. The Municipality was donated two graders by the Provincial Department of Roads and Transport in July 2007 to assist in the reduction of the current backlog.

Over an above the internal gravel roads, the Municipality has approximately 210 kilometers of existing bus and taxi routes of which 44 Kilometers is surfaced. The unpaved road backlog can therefore be taken as 79%. This translates to 166 kilometers of unpaved exiting bus and taxi routes. An amount of R199, 200,000.00 Excluding VAT and escalation is therefore required to address the current backlog. This is based on R1,200,000.00 per km required for paved road surface Both Dr JS Moroka Municipality and Nkangala District Municipality has made available an amount of R79, 462,935.00 for the 2007/08 to 2010/11 financial years to address the unpaved roads backlog. Notwithstanding this budget that has been made available, there is a shortfall of R119, 737,065.00 Excluding VAT and escalation that needs to be obtained elsewhere.

NEEDS/ISSUES:

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

NEEDS/ISSUES	AREA/WARD
Upgrading of bus roads and storm water drainage systems	Ward 11, 23, 12, 30, 25, 26, 22, 27, 28, 1 & 15
Provision of storm water and maintenance on gravelled streets	Dr JS Moroka Municipality
Provision of storm water drainage on surfaced roads	Ward 15,19,8,10,18,19,16,2,7,3,4,5,6,1, & 11
Maintenance of storm water drainage on surfaced bus and taxi route	Ward 7,6,5,15,14,8,30,19

- Upgrading of bus roads and storm water drainage systems in the following of the 30 villages i.e. Ga-Mmakola, Loding, Marothobolong, Dihekeng, Pankop, Kgaphamadi, Seabe to Katjibane, Marapyane, Makopanong and Ramokgeletsane.
- Provision of storm water and maintenance on graveled streets in all communities and villages.
- Provision of storm water drainage on surfaced roads especially in the following villages i.e. Digwale, Molapomogale, Madubaduba, Ga-Morwe, Metsimadiba, Mbhongo, Ukukhanya, Libangeni, Makopanong, Thabana and Siyabuswa.

- Maintenance of storm water drainage on surfaced bus and taxi route especially in the following villages i.e. Thabana, Siyabuswa-B, C&D, Digwale, Maphotla, Ga-Morwe, Pankop and Makometsane.

OBJECTIVES

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

STRATEGIES

- Augment the available earth moving equipment to carry out routine maintenance on internal roads and streets in the Dr. J.S. Moroka Local Municipality area.
- Enter into a service level agreement with various stakeholders such as the Provincial Department of Roads and Transport relating to the rendering of services pertaining roads and storm water.
- Provision of mountable kerbing and edge-beams in all roads for storm water control
- Continuous re gravelling and maintenance of all roads in terms of the approved programme.
- To construct pedestrian bridges over streams for scholars and community members for shopping and work purposes.
- Implement approved the Business Plan compiled for the rehabilitation of various roads within the broader Municipal areas.
- Provision for adequate budget for the Roads and Storm water Division and request where necessary the secondment of staff from the Provincial Department of Roads and Transport for the cleaning of roads and the unblocking of the side water drainage.

3.4 SECTOR: ELECTRICITY

PROBLEM STATEMENT

Electricity can be considered from two points of view, concerned with what happens in an electrical system and accepts that electricity is there and seeks to make use of properties without the need to fully understand them. Most significant is that an electrical system permits us easily to transmit energy from a source to a point of application.

Electrical technology is a subject which is closely related to the technologies as we are looking towards 2013 to make better life to the households leaving in our areas of jurisdiction to benefit from electricity. Dr JS Moroka Municipality has approximately 55 555 total number of households with 51 666 total number of households receiving Electricity from Eskom program.

BULK SUPPLY

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

DEMARICATION OF NEW EXTENSION

The demarcation of new extensions is a one of the challenges the Municipality is currently faced with. Most Tribal Authorities within the Municipality are still allocating stands (households) but do not advice these households on electricity issues. It is however important to make known to household owners settling on private land that they are expected to incur the full cost for electricity supply and connections to their households. Proclamation of the landowner is another challenge as we the Municipality through Eskom is unable to electrify these areas whose ownership remains unresolved such as Makopanong and Moripe Gardens.

POWER FAILURE

During power failure there is no communication line (toll free service) on to which communities can report to Eskom and this leads to unnecessary delays. Other elements contributing to constant power failures are illegal connections, utilization of damaged or faulty appliances which is outside the Municipal jurisdiction since Eskom is the Electricity' sole Supplier and/or Provider.

POST CONNECTION

Post connection is the household (stand no.) that has been given a provision to be electrified by Engineer/Consultant when they are making designs of the approved prioritized area. Most of Dr JS Moroka Municipality known to qualify for post connection program and this program is funded by Eskom.

MAINTENANCE TEAM

The section is facing a serious challenge as our facilities are either not properly working and/or not in good conditions to be used. The maintenance and repairs are currently undertaken by the Provincial Department of Public Works. Currently when requested to do so although there is a need for improvement on their responding time particularly when issues are very urgent.

MUNICIPAL INFRASTRUCTURE/EQUIPMENT

Most of the Municipal equipments are not monitored on regular bases as this has an impact to break down of the electrical machines.

COMMUNITY LIGHTING

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

REGIONAL ELECTRICITY DISTRIBUTOR'S

The distribution of electricity to all the areas of Dr JS Moroka Municipality as we are encountering the issue of RED's taking over. Currently Eskom is distributing electricity on behalf of the Municipality.

FREE BASIC ELECTRICITY

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

NEEDS / ISSUES

DESCRIPTION	WARDS
Provision of new infrastructure (reticulation network)	Ward 1, Ward 2, Ward 29, Ward 20, Ward 28
Upgrading/Extension to reticulation network	Ward 7, Ward 12, Ward 21, Ward 18, 25, 23, 19, 28
Installation of Post Connections	Ward 3, Ward 4, Ward 5, Ward 8, Ward 9, Ward 10, Ward 11, Ward 13, Ward 14, Ward 18, Ward 19, Ward 20, Ward 21, Ward 22, Ward, Ward 23, Ward 24, Ward 25, Ward 26, Ward 30, Ward 28, 29, 17, 27 & 15.
Network Strengthening	All the areas supplied from Amandla Power Station.
Installation of high mast light.	All the areas of Dr J.S. Moroka Municipality
Maintenance of high mast light	Ward 16, 15, 21, 19, 23, 17, 18, 20, 22 & 24

OBJECTIVES

- To provide reliable and affordable electricity access to all residents of Dr. J.S. Moroka Municipality in accordance with National Legislation.
- To ensure community education on customer care.
- To ensure that Eskom is found liable to compensate consumers for consumer's appliances those were damaged during power failure.
- To ensure that consumer's bills are correctly measured
- To ensure regular check-up on prepaid meters
- To ensure that Eskom electrification plans: Development plans are informed by the Municipality's IDP and also approved by the Municipality.
- To provide Free Basic Electricity to indigent and deserving households.
- To identify all electrical infrastructures, that would belong to the Municipality and value for the purpose of REDs take over process.
- To provide High mast lighting to the Community.
- To ensure safety and protection of electrical machines.

- Ensure electricity backlog is corresponding to what is on the ground level.
- Make sure maintenance and repairs of equipment / infrastructure is correctly measured.
- To develop maintenance team.

STRATEGIES

- Erect additional vending stations where the need has been identified for the provision of FBE.
- Roll out FBE to all households on 2.5 Amps – 20 Amps connections.
- Appoint service provider to prepare an inventory list of the infrastructure and value it.
- Appoint service provider for repairs and maintenance of Council's properties.
- Identify all consumers with the consumption of less than 150 Amps per month who are on conventional meters for the provision of FBE.
- Engage ESKOM for the development of a customer care toll free line where power failures could be reported.
- Appoint service to identify how many high mast Lights are required per each village for whole areas of Dr JS Moroka Municipality.
- Identify and register all households to apply for post connection.

16. CHAPTER: 4 SOCIAL INFRASTRUCTURE

4.1 BUSINESS ADMINISTRATION AND LICENCING

PROBLEM STATEMENT

Business licenses and Permit holders failing to renew business licenses. The Municipality still faces a challenge with business license holders selling goods contrary to their business licenses or permits and also not complying with their trading hours. Uncertainty of land availability and ownership when considering the approval or disapproval of applications. A guideline document for the allocation of land for business purposes in special case scenarios needs to be developed in conjunction to the land use management by-law.

There is business operating illegally without trading licenses and permits even though the Municipality is taking necessary measures to stop this practice. The existing businesses without permits or licenses should submit their applications for consideration. If a permit or license is granted, then rezoning of the land needs to take place. There is a need to emphasize to applicants that they should meet the

necessary requirements when submitting applications and also encourage them to get necessary approval and licenses before any structure is erected for the purpose of the business

There is a need to emphasize to business license applicants those recommendations from councillors or traditional authorities do not guarantee any approval of the application for the license or land acquisition. Business holders are failing to display their licenses in business premises

There Municipality is faced with the challenge in controlling the taverns who are operating around the jurisdiction e.g. 24 hour operation and loud noise caused by jukebox

Objectives

- To develop a database on land ownership and land use right in the Municipality
- Ensure sites are used for the purpose for which they were determine for and conditions and requirements for special case scenarios
- To emphasis to councilors and Traditional Authorities their roles in terms of recommendations for business applications.
- Ensure the Land availability, verify Land ownership and land use right (SDF)

Strategy

- Inspection of sites including those with existing business issuing and withdrawal of permits or licenses to applicants trading from residential areas and business site
- Verifications of Land use rights through G.I.S. section with the deeds office
- Confirmation of Land ownership with the deed office to ensure availability.

4.2 SECTOR: PROPERTY /FACILITIES MANAGEMENT

PROBLEM STATEMENT

Maintenance and operations budget leads to limited maintenance and preservation of facilities.

Lack of ownership documents of the facilities

Not easy to access documentation containing specifications of the facilities from Technical Division to address problems discovered after handover

Officials tasked with managing facilities their roles were not clearly defined by HR

OBJECTIVES

- To engaged Technical Division for the maintenance & renovations of the facilities
- To engaged Public works in providing Municipality with necessary documentation proving ownership of facilities
- To engaged LED of our Municipality to speed up the allocation process to beneficiaries before they are renovated
- Implement strict measures that will make service enjoyable to our end user

STRATEGIES

- Ensure that all facilities are renovated to comply with acceptable
- Ensure that all facilities were recorded to our Council register
- Ensure networking the two departments before building of facilities is commenced
- Ensure that workshop is organized to capacitate official tasked with managing facilities

4.3 SECTOR: CEMETERIES

PROBLEM STATEMENT

The issue of land administration remains a challenge due to the fact that Tribal Authorities allocate land for cemeteries without consultation with the Municipality which result in inappropriate utilization of land. The issue of families who want to bury their family members next to each other is a challenge because finally each and every little space is used which closes the rows in between graves. Cemeteries in our Municipalities are unfenced, not properly coordinated, no regular maintenance and lack ablution facilities.

Most cemeteries in our Municipality are not properly coordinated as they are not fenced; Siyabuswa cluster cemetery as the only biggest well fenced cemetery military grave side and pauper's grave side and the grave must be numbered.

Exit and entrance point is single, making it difficult for motorist to enter or exit on days funerals are held. At Old Morhononong cemetery there are no entrance points for individual members to enter the cemetery for purpose of visiting the graves of their beloved departed families. The service of digging the graves must be provided even on weekends.

OBJECTIVES

- Fencing of all cemeteries and closing some cemeteries where the need exist
- Identification of sites for the establishment of cluster cemeteries
- Gazetting of cemeteries by laws

STRATEGIES

- Ensure proper control and management of cemeteries
- Establish cluster cemeteries around Dr J.S Moroka
- Ensure numbering of graves where there is a cluster cemeteries
- Development of community awareness programme on usage and registration of graves

4.4 SECTOR: TRAFFIC, REGISTRATION & LICENSING AND PUBLIC SAFETY

1. PROBLEM STATEMENT

Introduction

Dr. Moroka Municipality is experiencing an increase in number of motorist which then pressure on our insufficient personnel and physical resources. Based on the above our operations can not sufficiently extent to cover the whole municipality.

The mushrooming of the unlawful taxi ranks needs to be discouraged. There is also no revenue received from Taxi Associations utilization bus terminals and taxi ranks within the municipality.

There are many accidents caused by stray animals due to lack fencing along the sides of road. By-Laws should be formulated to regulate placements of billboards, stray animals and standing license for public vehicles.

Indication by the South African Police Services there is a need for the construction of a new Police station at Mmametlhake (Mathanjana magisterial district) and Upgrading of office accommodation at Mbibane and Siyabuswa Police stations; this is due to growing in terms of personnel.

NEEDS / ISSUES

DESCRIPTION	WARDS
Satellite police station	Ward 20
Police station	Ward 28

Objectives

- Increase manpower and resources.
- Effect Road safety programmes e.g. School patrol
- Road Traffic signs to be part of primary school education
- To increase the quality of traffic duties
- To increase revenue.
- Create good working relationship between courts
- To rearrange the manner in which the revenue is collect by the different courts. (reduction of Summons)

Strategies

- § Employment of more traffic officers
- § Ensure proper fencing of provincial road within our Municipality
- § Building of speeding humps on the bus and taxi streets within the villages
- § To engage department of education
- § To buy vehicles that matches the standard of traffic officers.
- § By taking control and management of taxi ranks and bus terminals
- § Assist courts with manpower/ personnel
- § Arrange meeting with different courts

4.5 CULTURAL & HISTORIC SITES

PROBLEM STATEMENT

Culture and Historic sites constitutes the way of life of people. It is a by –product of a relation between people. And a Society speaks out through its culture. Culture gives expression to the social thought, beliefs and values of human beings. A society which has no culture would be composed of persons who are expressionless. Cultural tools, like songs, dances, drama, have been utilized as coping mechanism s to prevent total social disintegration. This has been the strength of many African societies. The sense of community has served as a welfare system for many African societies where the old, the disabled and children are given protection.

(Momodou Camara- Gambia website 1998)

Dr J.S Moroka Municipality has two major language groups inhabit the region: Tswana speaking and Ndebele –speaking communities. North- Sotho (Pedi) speaking people are numerically a minority category in the area (e.g. the Bapedi Babarolo of Digwale, Ga-Morwe 192 JR)

Archaeological and oral tradition evidence suggest that Tswana- Northern Sotho communities settled in the Dr J.S Moroka region since pre- colonial times at least since the 1800s) Tswana communities include the following: Bakgatla ba Mmakau of Mmamethake, Bakgatla of Masobye at Pankop, Barolong of Lefifi at Nokaneng, Bakgatla ba Mocha of Moepi at Marapyane (Marapyane) , Bakgatla ba Seabe of Kgoshi(chief) Chaane. Four Ndebele communities reside in the Dr J.S Moroka region, namely ingwenyama (paramount) Mayisha II Mabhoko of Mthambothini 158JR) (or Maphotla Mthambothini) of The Ndzundza Ndebele, the Litho Ndzundza of Katjibane at Kalkfontein; and the Manala- Ndebele of Ingwenyama Makhosonke II who is represented in a variety of communities including Loding , Libangeni, Mbhongo, Senotlelo, GaMampule, etc.

All Ndebele communities are recent migrants into the region, the Manala of Loding (1926) both Kalkfontein = Ndebele in the late 1920s and the Ndzundza of Mabhoko in 1922 the predominance of Tswana place name in the Dr J.S Moroka area explains their early presence in the region. Ndebele have since the 1920s Ndebele- used many names: Loding' became Loding' and Mashiding' became Mashiding.

The NHRA has empowered the South African Heritage Resource agency (SAHRA) to manage heritage resources since 2001. The management of cultural heritage is to be performed on national, provincial and the local levels of government. The NHRA provides for the establishment of provincial heritage resource agencies. Heritage resource management on local level is to be performed by municipalities and entails the management of grade 3 heritage resources. Grade 3 heritage resources are described as heritage resources worthy of conservation other than those of national and provincial importance. National, provincial and local heritage resource agencies will be responsible for the management of Grade1, 2 and 3 heritage resources respectively. One of the requirements of the NHRA is that Heritage Registers be compiled, in particular for sites of national importance. It is specified that, at the time of the compilation or revision of a town or regional planning scheme or spatial development plan, "planning authority must compile an inventory of the heritage resource". At that time, heritage areas should be designated by the planning authority to "protect places of environmental or cultural interest.

The National Environmental Management Act (NEMA of 1998) did make reference to it as follows: Renewable and non- renewable natural resources, cultural resources and land are all part of South's

environmental heritage. They are public asset belonging to all heritage promotes sustainable development that benefits the public good and maintains the integrity of the environment. Any alienation of these resources and land must respect people's environmental rights and ensure the sustainable use of such resources and land."

Regarding the international arena, UNESCO adopted the World Heritage Convention (WHC) in 1972. At present 144 countries are party to it, and South Africa ratified the convention on 10 July 1997. The WHC aims to promote co- operation among nations "to protect natural and cultural heritage which is of such outstanding universal value that its conservation is of concern to all people". The convention enhances recognition of South Africa's outstanding heritage sites and encourages increased tourism and creation of employment opportunities for communities living in the vicinity of these sites.

The structures act (section 81) stipulates that traditional authorities may participate through their leaders and that those traditional leaders must be allowed to attend and participate in any meeting of the council". The act further stipulates that the Council should give traditional authorities a chance to express their views if the matter in question (e.g. the protection of historical and cultural resources) directly affects the area of a traditional authority.

Through the regulations of the National Heritage Resources Act (NHRA) measures are already in place through which local authorities may provisionally protect any place, which it considers to be conservation- worthy (for a maximum period of three months) , or to conserve resources that are threatened. No person may damage, deface, excavate, alter, remove from its original position, subdivide or change the planning status of a provisionally protected place or object without a permit issued by a heritage resources authority or local authority responsible for the provisional protection. Nkangala District Municipality appointed BKS (Pty) Ltd as consultants to assist in the identification and documentation of heritage sites that exist within the Nkangala District Municipality area.

Historic sites identified in Dr J.S Moroka are as follows:

Tree in Siyabuswa

The Imbokodo leader Piet Maqhawe Ntuli died near the tree as a result of a car bomb in 1986

Ikageleng school Marapyane

Meaning " Built for yourself, the school building dates back to the 1880s, when it is was part of the Berlin (Lutheran) Missionary station of New Halle. It was registered as Naine Bantu School in 1918.

Royal graves and cattle enclosure at Loding

The royal settlement at Loding (farm Roodekopies) dates back to 1926 when the royal house of Mbhongo Mabena of Manala – Ndzundza left Wallmansdal (Ko Mjekejeke) north of Pretoria.

4.6 SECTOR: FLEET MANAGEMENT

PROBLEM STATEMENT

There is a shortage of Council vehicles to effectively carry Council business. The existing Council transport policy needs to be reviewed even though measures have been put in place for the implementation thereof.

The existing Council transport policy does not give guidelines on the following : claims in the monetary value if the official has utilized his or her own transport to perform his or her official duties , unplan trips ,services level agreement, training of drivers and servicing & repairs of vehicles by other departments.

OBJECTIVES

- Buying of new vehicles
- Selling out old vehicles
- Employing drivers
- Have transport policy which will be reviewed annually

STRATEGIES

- To make sure that usage of transport go down and eve fuel consumption
- Make sure that the transport policy is maintained.

4.7 SECTOR: EDUCATION

PBROLEM STATEMENT

There are no administration blocks in some schools which result in some classes being used as administration blocks which cause a shortage of classes. There is a general tendency of building taverns adjacent to schools and in areas located wherein school activities normally takes place.

Currently within the Municipal area schools do not accommodate learners with special needs, they are unable to comply with white paper no.6 for inclusive education. Schools should provide archways for wheelchairs and rails for crutches and toilets for paraplegics etc. Some of the schools are still using pit toilets, and it will be proper to have ablution facilities.

4.8 SECTOR: HEALTH AND SOCIAL SERVICES

PROBLEM STATEMENT

In the area of Dr JS Moroka Local Municipality, there is generally a shortage of professionals like doctors and nurses. Up to 50% are from peripheral areas like Limpopo and Gauteng. There is a shortage of transport required for execution of work in the sector of work in this sector within LM area which impacts on productivity. There is a shortage of equipment required for operations.

In Dr JS Moroka Local Municipality there is only one hospital for approximately 258 000 people. According to the national standards at least two fully fledged hospitals are needed. The process and systems of referrals from areas adjacent to Philadelphia as opposed to Mmamethlake Hospital is a threat to human lives. It is a long trip to refer patients to Mmamethlake Hospital than Philadelphia. The Mmamethlake hospital is under construction (upgrading) but, at a very slow pace... At present it is only having 55 beds while it is supposed to service 258000 citizens of Dr J.S.Moroka Municipality.

The health facilities and services in Dr JS Moroka LM range from average to poor. The health facilities are understaffed, and it needs to be emphasized that this is not a reflection on staff working for the Department under difficult circumstances. Clinics are also questionable, despite of the shortages of nurses and doctors, there are clinics which are still rendering services from eight to four (8H00-16H00) and a hospital is only one and far from the communities

4.9 ECTOR: SPORT, RECREATION, ARTS AND CULTURE

PROBLEM STATEMENT

The lack of proper coordination for sporting codes, arts and culture leads to minimal utilization of sporting facilities this in turn encourages vandalism of the facilities.

The existing sporting facilities cater mainly for soccer and netball; there are no other facilities for other sporting codes e.g. volley, cricket and swimming etc. There is little support in terms of sponsorships for soccer and netball let alone the other sporting codes. Vandalisation of Sport facilities, due to that there are not usage agreement entered into with different sporting code associations

Very little promotion is done for either the revival or introduction of new sporting codes at schools and the lack of sports councils, coaching clinics also affects the survival of the existing sporting codes and minimizes the chances of introduction of new codes

There is a lack of capacity building for the administrators and technical members of sport clubs and cultural organisations.

NEEDS / ISSUES

NEEDS/ISSUES	WARD
Parks	Dr J.S. Moroka Municipality
Upgrading of recreational facilities and provision of security	Dr J.S. Moroka Municipality
Multi purpose centre	Dr J.S. Moroka Municipality
Clearing of communal sports fields and maintenance of existing facilities	Dr J.S. Moroka Municipality
Coaching clinics and workshops	Dr J.S. Moroka Municipality

OBJECTIVES

- To promote the maximum usage of sporting facilities
- To encourage the community to participate in the different sporting codes
- To promote and encourage communities to engage in cultural activities including arts and crafts
- To encourage communities to take ownership of facilities to minimize vandalism
- To adopt a policy of upgrading the existing infrastructure before building new infrastructure within the same area
- To provide sports, recreation, arts and culture facilities at strategic areas throughout the Municipal area (Multi-purpose facilities) at service delivery centres (SDC)
- To ensure that sports, recreation, arts and culture facilities are properly maintained and upgraded to a community accepted standard

STRATEGIES

- Identify different sporting code associations and enter into a usage agreement for the facilities
- Establish and train sports councils to assist in the reviving of different sporting codes
- To encourage schools and interested stakeholders to support individuals and club's engagements in different sporting codes by introduction of coaching clinics and sponsorships

- Identify different cultural groups and individuals then assist them to promote cultural activities, arts, crafts and bead work.
- The incumbent responsible for sports, recreation, arts and culture should ensure that the 5 year programme of the Department of Sports, Recreation, Arts and Culture addresses the needs of the Municipal community.
- The facilitation of usage agreements for facilities
- Revival and training of sport council
- Identification of cultural groups and individuals to promote cultural activities
- Facilitate coaching clinics and sponsorship for the different sporting codes
- Establishment of municipal leagues for different sporting codes (including indigenous games)

4.10 SECTOR: HIV AND AIDS

PROBLEM STATEMENT

HIV and AIDS is one of the biggest challenges we face as a country, and as Municipality we are not absolved from taking the challenges in the fight against HIV and AIDS. Note need to be taken of the fact that HIV and AIDS is the responsibility of every institution and every individual and community in the Republic of South Africa. However the budgetary factor also needs to be taken care of as the Municipality is not having a budget of ensuring that the responsibility is taken seriously by itself, its residents and communities.

The Department of Health both nationally and provincially have budgeted for this challenge and in most cases there is no budget within the Municipal budget for the execution and implementation of the responsibility to make the community aware of this killer disease. The Municipality as a government and a responsible institution taking care of the views and needs of its community cannot fold its aim seeing its constituency being scorched by this pandemic disease. The rate of infection is rapidly increasing and more people are getting infected and ill

The rate of infection is rapidly increasing and more and more children who are often deprived of parental and societal care are also deprived of financial support. There are many households which are Child headed families and the cause being the pandemic, but are rarely taken care of.

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.

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 Municipal area.

The involvement and linkages of NGO's and other support initiatives are not participative enough in LM area hence the ineffectiveness of campaigns of conducive to HIV and AIDS campaigns.

There is a lack of council HIV and AIDS policy and support from the human resource.

The HIV and AIDS is not mainstreamed in the core-business of the Council and there is no incumbent dealing directly with the HIV and AIDS issues.

4.11 SECTOR: YOUTH DEVELOPMENT

PROBLEM STATEMENT

Dr JS Moroka is one of the rural Municipalities around Mpumalanga Province, as the result of that; the Municipality has the low level of education, thus affecting our youth. Further, the grade 12 learners do not follow right careers or receiving bursaries after completion of their metric due to the lack of correct career guidance and information on how to apply for bursaries. As a challenge facing our country, teenage pregnancy and the drug abuse is huge challenge facing the youth in the Municipality.

Council is the main employer in the Municipality. Investment of industries to create employment around the Municipality is at the low level. Agriculture is the sector that can be use for employment and entrepreneurship but the problem is that it is taken as the employment for elders and youth doesn't regard it as the business that can be taken by youth itself. Siyadlala games are run by two department (Dept Sport & Education) programs that are different Siyadlala games are run by two departments (Dept of Education and Dept of Recreation, Sport, Art and Culture) and having programmes that are different.

NEEDS/ISSUES

NEEDS/ISSUES	WARD
Make youth aware of education and its importance	Dr J.S Moroka
Career guidance and bursary application is of important for grade 10, 11 and 12's	Dr J.S Moroka
Moral Regeneration from primary level	Dr J.S Moroka
Engage banks to educate youth(learners) receiving grants on how to open bank accounts	Dr J.S Moroka
Encourage youth to taken part in different sporting codes from school level	Dr J.S Moroka
Involvement of youth into business sector	Dr J.S Moroka
Expanded Public Works Programmed	Dr J.S Moroka
Municipal bursary fund and bursary policy	Dr J.S Moroka

Objectives

- To reduce the number of drop –outs
- To reduce teenage pregnancy
- To promote self – employment.
- To promote participation of youth (govermentaly & Economically)
- To reduce drugs abuse more especially at school
- To promote self- esteem and awarness
- Make awreness of carcer pathing
- Awarness – know your status

Strategies

- Career expo
- Youth Zonal meeting
- Circuit meeting
- LED workshop & tendering workshop
- Youth summit / Youth Indaba
- Youth parliament

4.12 SECTOR: TRANSVESAL: WOMEN

PROBLEM STATEMENT

Women are still marginalized and not recognized and person who can perform as men more at areas like rural areas. Women are affected with illiteracy and lacking skills. They are most affected when comes to employment. Domestic violent is still taking place and most of cases are not reported. Most of the cases that are not reported because of the person who must be reported is the bread winner.

Social – HIV and AIDS women are at the high risk of being affected and infected. Most women are single parents and overloaded by household issues. Business- Most businesses are at second economy and are not resisted with seda for tax. The focus is at some type of business e.g. selling vegetables, catering and child care.

ELDER PEOPLE

Elder people are responsible for taking care of their grand children, and they are utilizing their grants to supporting their grand-children. They are neglected and abuse. Old age home for those who doesn't have someone to take care of them. Safety at pay point – the risk of being robbed from pension pay points.

CHILDREN

Every child belong to family / grow with love, respect and security. Most children are facing the following problems, food insecurity, poor living conditions, inadequate shelter, reduced access to education, neglect and abuse, lack of health care, lack of social interaction and sport and recreational facilities.

PEOPLE LIVING WITH DISABILITY

Every person need to be love, have shelter, education, employment and security. Most of people living with disability are neglected by their own families, and capt away from the community. The low self esteem need to be upgrade and the positive attitude need to be encouraged.

NEEDS/ISSUES

- All transversal issue need to be taken care of and department need to mainstream.
- Employment equity needs to be implemented
- Halls and offices need to take inconsideration of people living with disability when erecting any building.
- Women and disable person need to been invited to participate in municipal events
- Education on the business for women and Early Child Developments more care.
- Partnering with Social Services for assisting with care for elder people and all transversal issues.

STRATEGIES

- Women summit for women, children, people living disability and elder people
- Business education inviting Seda and DALA
- Meeting with Social Services for children, people living disability and elder people.
- Having Magisterial meeting with all sectors.

Objectives

- To reduce family violent.
- To promote parliament of women & people living with disability.
- To make awareness of pensioners care
- To make awareness of pensioners & people living with disability, children and Women rights.
- To promote safety for children, women, pensioners and people living with disability.

4.13 SECTOR: LAND AND HOUSING ADMINISTRATION

PROBLEM STATEMENT

The biggest problem in Dr JS Moroka LM is that the large portion of the communities lacks land rights. Township establishment is a prerequisite for Tenure upgrading. Approximately 60 174 erven need to be formalized.

The process of land tenure upgrading and town planning is delayed by lack of fully resourced town planning section. There is a need for a comprehensive land use management plan that will guide development of different sectors of economy and residential use. There is a need for the District assistance on the provision of a comprehensive land use management plan. The lack of records on

land ownership for the registration and transfer of land ownership is affected by the lack of a Conveyance..

There is a significant need for formal housing in the Municipal area, this is evident through the visible informal dwellings in the villages of the Municipality; however there is no comprehensive study undertaken to confirm the extent of the housing need. The Municipality has to date completed approximately 2738 housing units and about 217 units are in the construction stage. The quality of some of the houses completed is not at an acceptable standard, this is due to the absence of experienced Building Inspectors.

Identification of beneficiaries for the housing projects is presently done at the Municipal head offices and by ward councillors and CDW's within their ward. The process of identifying and capturing beneficiaries should be decentralized to the unit offices. The processes of identification of beneficiaries are at times complicated by the Provincial department by bringing its own officials to register beneficiaries area by area. Housing delivery is adversely affected by the lack of inter-governmental relations in particular with regards to the release of communal/tribal and state owned land, to be able to accommodate breaking new ground (BNG) projects, this is only possible in our formalised townships.

NEEDS/ISSUES

NEEDS/ISSUES	WARD
Housing provision PHP	Mashiding, Marothobolong, Pieterskraal, Gamatimpule, Nokaneng, Lefiso, Siyabuswa A, Radijoko, Digwale, Madubaduba Phaake, Molapomogale, Seabe, Mbongo, Katjibane, Gamaria, Loding, Libangeni & Maphotla & Kwaphahla
Tenure Upgrading	Loding, Sehokgo, Seabe, Madubaduba & Gamorwe, Allemansdrift C & Ukukhanya Makometsane, Senotlelo, Mmamethlake, Phake 1, 2 & 3, Ramantsho, Marapyane, Dihekeng,

	Mthambothini, Mashiding, Ramokgeletsane, Thabana, Metsemadiba, Makopanong, Marothobolong, Toitskraal, Skimming, Morwe and Masobye
Township Formalization	Digwale, Ga-Maria, Toitskraal, Kwa-Phaahla,
Surveying	Gamorwe, Ramokgeletsane, Makopanong, Thabana, Marothobolong, Mogononong, Pieterskraal A&B, Senotlelo, Pankop, Maphotla, Ga-Morwe, Phake Kabete, Libangeni and Marapyane

Objectives

- To ensure proper administration of provision of houses and securing of ownership to residents.
- To compile a database on ownership and availability of land in the entire Municipal area
- To undertake a comprehensive study on the extent of the need for housing delivery
- To revisit functions of administrative officers at unit offices
- To decentralize the process of identification and capturing of beneficiaries
- To ensure quality of housing units delivered
- To ensure the establishment of a town planning section to enable fast racking of land tenure upgrading.
- To ensure that undeveloped sites and undetermined public spaces are developed.
- To ensure the development of a land use management scheme

Strategies

- Identification of beneficiaries, to be carried out strictly by administration assisted by ward councillors and CDWs.
- Improve communications and the handling of records through ICT linkages amongst the three offices.
- Review and add functions of officials in the unit offices for housing administration and provide user training for Transversal Housing waiting list system
- Obtain from the deeds office through the Department of Technical services a database on land ownership in the entire Municipal area
- Determine the agricultural, industrial and residential needs of communities for short, medium and long term planning on provision of land.
- Undertake a comprehensive study to determine the extent of the housing need
- Compile a land use management scheme which will be user friendly and to encourage investments by the Private sector and local economic development.
- Determine the value of occupied land where income can be generated and apply the property rates Act.
- Establish a dedicated housing unit which will monitor the progress and quality of the housing units delivered
- A database of 5000 beneficiaries.
- Ensure confirmation of land ownership to beneficiaries on the hand over of the unit.
- Efficient processing of housing applications and improved communications between unit offices.
- ICT linkage and training on the Transversal Housing waiting list system
- Land use management scheme
- Implementation of the property rate Act

17. CHAPTER 5 : WASTE, ENVIRONMENTAL MANAGEMENT AND DISASTER MANAGEMENT

PROBLEM STATEMENT

5.1 SECTOR: WASTE MANAGEMENT

Introduction

The Waste management function is delivered in Siyabuswa A, B, C, D, and Libangeni, this is because the areas are billed for the waste management service. Waste management is not rendered up to a satisfactory standard.

The current equipments personnel used are very old and outdated; this is a contributing factor that affects the slow delivery of waste management.

The Municipality has only one waste disposal site that is very far from the village that generates the most waste. It is currently problematic for the current equipment (tractors) to travel to Libangeni.

The community disregard the Skips placed on strategically places and at open spaces.

Some community members lock their gates during the day and their dustbins cannot be collected as a result they litter any were.

Waste management has many legislative processes that must be completed. i.e.

- The municipality has appointed PASCO to conduct the section 78 assessment
- Conduct the Waste information system, Integrated waste management Plan, compile the waste By-Law

Most of the General Assistance and the some of the equipment were inherited from the former KwaNdebele Government; most of them need to be phased out.

The municipality has very limited hazardous waste generators, the only known generators are all medical practitioners i.e. Doctors, clinics, vets etc. most medical waste is claimed to be transported by private service providers and they take the waste in Pretoria or Dannelton Hospital.

Objectives

- To ensure efficient waste management systems and improvement.
- To ensure that communities are educated about the risk related to illegal dumping.

- Complete the section 78 of the Municipal Systems Act.
- Operate the existing landfill in Libangeni according to the minimum requirements. Develop a registered communal waste management facility in Siyabuswa.
- Apply for a new landfill(s) that would accommodate the whole municipality and transfer station(s).
- To make sure that the community is encouraged to re-use, reduce and recycle waste generated.
- To make sure that undeveloped sites/ empty spaces and undetermined public spaces are developed.
- To make sure that waste management flow it's in place.
- Compile the waste information system; develop the integrated waste management plan and by-laws.
- To ensure that the municipality has the legislation

Strategies

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

5.2 SECTOR: ENVIRONMENTAL MANAGEMENT

PROBLEM STATEMENT

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

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

OBJECTIVES

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

STRATEGIES

- Encourage developments to undertake an Environmental Impact Assessment before the development, to minimize negative impacts
- Identification of valuable environment
- Encourage sand miners to mine in a sustainable manner, remediate the area that is no longer used.
- Educate communities on living sustainable with the environment

- Promote environmental awareness
- Encourage the compliance of environmental legislations.
- Assist in protecting irreplaceable environment
- Appoint people that assist in monitoring non compliance
- Liaise with relevant stakeholder to assist in regulating and protecting some of the natural resources

5.3 SECTOR: DISASTER MANAGEMENT

PROBLEM STATEMENT

A regional Disaster Management Plan is being implemented by the NDM that will address the issues around disaster listed below. The term disaster has been described as follow:

“Any event {happening with or without warning} causing or threatening death, or injury or disease, damage to property, infrastructure or the environment, or disruption to the community, which exceeds the ability of the effected society to cope using only its own resources.

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

- Prevention.
- Mitigation.
- Preparedness.
- Response.
- Rehabilitation and reconstruction.
- Development.
- Implement.

If a disaster occurs at the local level; the prime responsibility for handling the disaster is vested with the local authority. The local authority will activate disaster management emergency plan to combat the effects of the disaster. The basic objectives of the response at local level are to save lives; prevent an escalation of the emergency; relieve suffering by fulfilling the basic needs for shelter; food; water and medical care; protect property and facilitate subsequent recovery from the emergency.

It is thus the prime responsibility of the local authority to have a contingency plan to deal with any incident such as an emergency or disaster. Disaster Management should be included in a Municipality's integrated development plan.

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

NEEDS /ISSUES

- Construction of service center
- Fire fighting engine machines
- Car for Disaster officer

OBJECTIVES

- Prevention and mitigation
- Prompt disaster response and relief
- The allocation of responsibilities to the various role player and co ordination in the carrying out of those responsibilities.

STRATEGIES

- Establishment of a fully fledged service center
- Community awareness programs
- Training for disaster Management
- ICT and SOS linkages amongst the three unit officials
- Progress with the preparation and updating in terms of sections 52 and 53 of disaster Management plans and strategies.
- Radio linkage with all the role players
- Appoint more assists for disaster management office
- Implement a service level agreement with other municipalities

18. CHAPTER 6 GOOD GOVERNANCE

6.1 PERFORMANCE MANAGEMENT SYSTEM

PROBLEM STATEMENT

The new imperatives placed upon local government and the public sector generally have resulted in increasing emphasis on efficiency, effectiveness and improved service delivery as laid down by the Constitution of South Africa 1996 and White Paper on Local Government (WPLG) 1998.

6.2 KEY PERFORMANCE AREA OF DR J.S. MOROKA LOCAL MUNICIPALITY

Key Performance Areas are being determine in terms of the Local Government Municipal Performance Regulation for Municipal Manager and directly accountable to Municipal Manager 2006 and National General Key Performance Areas. The municipality must strive to performance in order to realize the five Key Performance Area to better the life of communities:

- Basic Service Delivery
- Municipal Institutional Development and Transformation
- Local Economic Development (LED)
- Municipal Financial Viability and Management
- Good Governance and Public Participation

6.3 POLICY BACKGROUND AND LEGAL FRAMEWORK

The 1996 Constitution mandates local government to:

- § To provide democratic and accountable government for local communities
- § To ensure the provision of service to communities in a sustainable manner
- § To promote social and economic development
- § To promote a safe and a healthy environment
- § To encourage the involvement of communities and community organizations in matters of local government (Section 152, Constitution of South Africa 1996)

Capturing the spirit of the Constitution, the White Paper on Local Government (WPLG) sets the agenda for a performance management in local government through the notion of a developmental local government. It defines a developmental local government as:

“A government committed to working with citizens and groups within the community to find sustainable ways to meet and promote the development of service orientated culture in service delivery. The 8 principles are:

- § Consultation
- § Service standards
- § Access
- § Courtesy
- § Information
- § Openness and transparency
- § Redress
- § Value-for-money

In supporting the Constitution, the WPLG and the Batho Pele principles, the Municipal System Act (MSA) 2000 provides the basis for performance management in local government. The MSA requires all municipalities to:

- § Develop a performance management system
- § Set targets, monitor and review performance based on indicator linked to their Integrated Developmental Plans(IDP)
- § Publish an annual report on performance for the Councillors, staff, the public and other spheres of government.
- § Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- § Conduct an internal audit on performance before tabling the report.
- § Have their Annual Performance Report audited by the Auditor- General
- § Involve the community in setting indicators and targets and reviewing municipal performance.

In strengthening performance management, the Municipal Planning and Performance Regulations, 2001 provides.

- Detailed guidance on integrated development planning
- Requires municipalities to appoint performance audit committees consisting of at least three members, the majority of which may not be involved in the municipality as a Councillor or an employee.

Coupled with the MSA, the Public Finance Management Act (PFMA) 1999, provides for the establishment of the Accounting Standards Board which will set standards of generally recognized accounting practice for municipalities. The policy background and the legislative framework referred to above forms the basis for the development of a municipal specific performance management system.

6.4 PRINCIPLES OF THE PERFORMANCE MANAGEMENT SYSTEM

In developing the system, the municipality must be guided by the following principles:

- § The system must be owned by the municipality and supported by other spheres of government.
- § The system must place the Dr J.S. Moroka community at the centre of the local government processes.
- § The system should be non punitive and developmental
- § The system should be linked to the IDP framework
- § The system must be developed and implemented within the available capacity and resources.
- § The system should align to other municipal initiatives.

The performance management system will be practiced in such a way that it:

- § Is developmental and not punitive in nature as employees will be provided with career opportunities and allowed to be creative and innovative in improving their performance.
- § Provides a clear and detailed framework for:
 - Agreement on performance contracts
 - Clear measures of a agreed upon standards
 - A balance between organizational needs and employees rights.
- § Allows for joint responsibility and accountability based on mutual trust and respect.
- § Is cost effective and practical as it enhances improvements in quality
- § Is applied consistently and documents formal and informal feedback
- § Is applied equitable and fairly
- § Allows honesty and transparency in application
- § Provides clear linkages between performance and recognition system.
- § Focuses on critical work activities.

6.5 OBJECTIVE OF THE PERFORMANCE MANAGEMENT SYSTEM

Performance management is seen as a tool to improve the performance of municipalities through:

- § Creating pressures for change at various levels
- § Creating a culture of best practice and encouraging shared learning among municipalities.
- § Promoting accountability
- § Contributing towards the overall development of the local government system in the country
- § Helping to develop meaningful intervention mechanisms
- § Guiding the development of municipal capacity building programme.

The main thrust of the Dr J.S. Moroka Municipality' performance management system is to:

- § To improve service delivery, through the development of effective management system;
- § To increase staff morale and motivation through objective setting and feedback on performance
- § To create public confidence in the work of the DR J.S. Moroka Municipality through making public commitments to service levels, and providing feedback against tem.

6.6 CRITICAL SUCCESS FACTOR OF PERFORMANCE SYSTEM

The success of a performance management system is depended on the following factors:

- § Existence of an IDP and annual business of operational plans for all directorates and teams.
- § Political support for the implementation at the highest levels.
- § Management support and buy-in from labour and other key stakeholders

- § A PMS policy that includes a rewards framework.
- § Each staff members from the municipal manager to the lowest level employees should have a performance plan on which their performance contribution to the achievement of their directorate's plan will be measured and rewarded.
- § An equal and open discussion is the basis for all agreements and progress reviews and evaluations for each individual with his or her manager/supervisor.
- § Mutual respect and tolerance is the basis for all work interaction that enhances a new performance culture being developed in the municipality.
- § Wherever possible feedback should be based on the best approximation to the 360 degree principle of feedback.
- § Managers should ensure the employees get opportunities to be developed in al areas that have a bearing to their ability to perform well in terms of their contracts or agreements. Development should include coaching by managers and others, mentoring, training; self development etc in line with that municipality and individual's skills development plans.
- § All managers and/ or supervisors must have performance management strategic objective in their performance agreements.
- § A safe and legal mechanism to resolve disputes must always be stipulated understood and agrees by all who conclude any performance agreement.

6.7 DR J.S. MOROKA LOCAL MUNICIPALITY'S PERFORMANCE MANAGEMENT SYSTEM (PMS)

A municipality's performance management system entails a framework that describes and represents how the municipality's cycle processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players. The MSA requires that a municipality's PMS must contain a performance measurement framework and a model.

PERFORMANCE MEASUREMENT FRAMEWORK

The performance measurement involves determining the extent to which objective the extent to which objectives are being achieved through developing indicators and linking them to targets and related standards. Review of performance against targets is undertaken on a regular basis.

A performance measurement framework is a practical plan for the municipality to collect, process, organize analyze, audit, reflect on and report performance information.

PERFORMANCE MANAGEMENT SYSTEM SOFTWARE

The Performance Management System is to be used for measuring Departmental Performance which will then cascade to individual employees' performance. The overall outcome will indicate the Performance of the Municipality.

6.8 LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATIONS FOR SECTION 57 (\$57) EMPLOYEES

The 5-year review of local government has revealed a need to strengthen management and accountability in municipalities. The Department of Local Government (**dplg**) embarked on a process to develop regulations to assist municipalities to manage the performance of senior municipal officials. This regulatory framework came into existence on 1st August 2006 and seeks to set out how the performance of municipal managers will be uniformly directed, monitored and improved. The regulations address both the Employment Contract of a municipal manager and manager directly accountable to municipal managers as well as the Performance Agreement that is entered into between respective municipalities, municipal managers and managers directly accountable to municipal managers.

The objective of the regulatory framework is to –

- § provide uniform framework for governing the relationship between the employer and employee;
- § entrench a culture of improved performance and accountability;
- § set out uniform standards to monitor and improve municipal performance;
- § provide principles for managing and rewarding performance; and
- § Proactively identify performance barriers and provide targeted support.

The criteria upon which the performance of the employee must be assessed consists of two components: Key Performance Area (KPAs) and the Core Competency Requirements (CCRs) the following KPA linked to the IDP must form part of the performance agreement for assessment purposes:

- Basic Service Delivery
- Municipal Institutional Development and Transformation
- Local Economic Development (LED)
- Municipal Financial Viability and Management
- Good Governance and Public Participation

PERFORMANCE PLAN

The performance plan sets out the standards and procedures for evaluating the employee's performance and will be based on the contributions to goals and strategies as set out in the IDPs.

PERSONAL DEVELOPMENT PLAN (PDP)

The PDP will assist in identifying and addressing individual development needs/challenges. These new regulation will be most effective when considered in the context of enabling the implementation of a municipality's Integrated Development Plan (IDP). As such it should create an enabling environment for performance and enhanced accountability.

THE PROCESS OF MANAGING PERFORMANCE

Central to an effective performance management system is the process of monitoring and reviewing performance. This assists the municipality to assess whether targets are being met; broader development objectives are being achieved throughout the year and determine the overall level of municipal performance at the end of the performance cycle.

The annual process of managing the performance Dr J.S. Moroka Municipality will involve the following components:

- § Setting key Performance indicators
- § Measurable performance target
- § Audit of Performance
- § Improving performance
- § Performance Reporting.
- § Monitoring, Measurement and Review

SETTING KEY PERFORMANCE INDICATORS

Performance indicators are management tools. Which assist in the making of performance based decisions regarding strategies and activities? Performance indicators could also assist in motivating and orientating staff towards achieving the set objectives. Performance indicators simply define how performance will be measured along a scale or dimension e.g. number of houses to be built) the Local Government White Paper stresses the need for involving communities, officials and organized labour in the development of KPIs. Indicators could also be used to communicate the achievements and results of a council, for a specific period, to the relevant stakeholders, such as the community.

Performance indicators are further to determine whether local government is delivering on its developmental mandate in terms of the provision of services and infrastructure. The local authority would be in a position to determine whether its organizational structure i.e. technical and human resources, is suitable to meet its strategic objectives. Indicators enforce the accountability of the council to its electorate.

SETTING MEASURABLE PERFORMANCE TARGETS

Municipality will also be to set measurable performance targets. Part of the process of PMS involves establishing targets for each performance indicator. Performance targets should be SMART (Specific, Measurable, Attainable, Realistic and Time related) Real efforts should be made to ensure that targets are based on what local people consider important rather than being managerially orientated. Setting targets should be a realistic exercise local targets must therefore be equal to or higher than national standards.

AUDIT OF PERFORMANCE MEASUREMENTS

The result of the performance measurements must be audited as part of the municipality's internal auditing process and annually by the Auditor General. Municipalities are therefore expected to establish framework and structure, in order to examine effectiveness of their internal performance measurement control systems and make recommendations.

IMPROVING PERFORMANCE

As mentioned previously, performance measurement and continuous monitoring of municipal activities act as a trigger for further investigation and remedial action. If municipalities are to actively improve their performance

capacity building must be a core activity of the broader performance management strategy. The performance management system will therefore be linked to national training and capacity building initiatives, including the learning network.

In addition, incentives mechanisms may be necessary to improve performance.

PERFORMANCE REPORTING

Section 46, 47 and 48 of the Act deal with reporting processes as well as the content of the various reports. Section 46 stipulates that a municipality must annually prepare a report, which includes a performance report, covering the performance of the municipality during the financial year and a comparison with targets and performance in the previous financial year, staff and Service Provider.

The development and service delivery priorities and the performance targets set by the municipality for the following financial year.

PERFORMANCE PLANNING

This involves the development or refinement of the municipal strategic and operational plans and cascading of this plan to all structural levels in the municipality. This planning process should include the setting key performance indicators and targets in accordance with its integrated development plan as required by legislation.

It is crucial that for all the priorities in the Integrated Development Plan, objective, indicators and targets are developed. The planning process takes place once a year and should be driven from the office of the Municipal Manager. Formats for the Strategic Scorecard and service Scorecard are being developed.

MONITORING, MEASUREMENT AND REVIEW

Monitoring of performance is a continuous and will be the responsibility of each line manager. The line manager will be responsible for each indicator on the scorecard. While this official will not necessarily be accountable for performance on this indicator, analyzing and reporting these for reviews.

Analysis requires that line managers compare current performance with targets, past performance and possibly the performance of other municipalities, where data is available, to determine whether or not performance is poor. They should also analyze the reasons for performance levels and suggest corrective action where

necessary. It is suggested that monitoring of performance progress be undertaken quarterly at both the municipal and individual employee levels.

Departments or directorates and teams are required to report on their progress, using their service scorecard, on a monthly basis. These progress reports on the service scorecard format should be submitted by the various departmental managers to the municipal manager and would be discussed during the management team meetings. The management team will need to reflect on whether targets are being met and what the reasons for targets not being achieved are and suggest corrective action. The purpose of management team is to strengthen the culture of integrated management and eliminated silos.

On the other hand, section 79 committees will be required to monitor the performance of their respective services against their service scorecard. They should appraise the performance of the service against committee's targets. Where targets are not being met, the section 79 committee should ensure that the reasons for poor performance are satisfactory and sufficient, and the corrective strategies proposed are sufficient, to address the reasons for poor performance. Change in indicators and targets that do not appear in the strategic scorecard may be proposed to and can only be approved by the relevant Section79 Committee in consultation with the Integrated Development Plan and Performance Management Office changes in indicators and targets that fall within the strategic scorecard will need to be approved by the Council.

The Mayoral Committee on a quarterly basis should monitor the performance of the municipality in order to ensure that targets committed to in the strategic scorecard are being met, where they are not, that satisfactory and sufficient reasons are provided and that the corrective action being proposed is sufficient to address the reasons for poor performance. The quarterly reviews should take into account that many of the indicators in the strategic scorecard will only be measurable on an annual basis. The quarterly reviews should thus form the basis of a comprehensive annual review of performance in terms of both the strategic and service scorecards.

The quarterly reviews will assist the mayoral committee to report to Council on municipal performance(using the strategic scorecard in the annul report) at least annually in fulfilling the requirements of the MSA 2000, that the annual report should at least constitute a performance report (the strategic scorecard) financial statements and an audit report.

In terms of ensuring that citizens and community participation in the monitoring of municipal performance as required by MSA 200. It is proposed that in addition to the annual report mentioned above, user friendly citizen's report should be produced for public consumption. The citizen's report should be simple. Easily readable and attractive document that translates the strategic scorecard for public consumption.

To ensure that the public is offered opportunities to participate in the reviewing the municipal performance, number of platform and strategies are proposed:

- § Ward committees be reported to and submit their review of the municipality to council. The performance management team should be used to summarize this input.
- § Various forms of media including radio, newspapers and billboards can be used to convey the citizen's report. The public should be invited to submit comment via telephone, fax, email and public hearing to be held in a variety of locations.
- § The public reviews should be concluded by a review by the Integrated Development Plan Forum.

The Municipal Planning and Performance Management Regulations (MPPR) 2001, requires that municipalities must develop and implement mechanisms, systems and processes for auditing the result of performance measurements as part of its internal auditing processes. This will ensure that performance information collected by the municipality is verifiable, reliable and correct.

The Regulations (2001) states that the internal audit function of the municipality must continuously audit performance measurements and submit quarterly reports to the municipal manager and performance audit committee. The capacity of the internal audit unit will need to be improved beyond the auditing of financial information.

The Regulation further state that:

The municipality must annually appoint and budget for a performance audit committee of at least three members, the majority of which cannot be a Councillors or official.

- § Any external member of the committee may be remunerated in line with tariffs determined by the South African Institute of Chartered Accountants.
- § A municipality must provide secretarial service for its audit committee.
- § The performance audit committee is given powers to communicate directly with municipal manager, Councillors and staff, access any municipal records, and investigate matters where integrity of the system or measure is in doubt.

According to the regulations, the performance audit committee must:

- § Review the quarterly report submitted to it by the internal audit unit.

- § Review the municipality's performance management system and make recommendations in this regard to the council of that municipality.
- § Assess whether the performance indicators are sufficient.
- § At least twice during a financial year submit and audit report to the municipal council.

It is further proposed that the audit committee be tasked with assessing the reliability of information reported. In order to full fill their function a performance audit committee may, according to the regulations.

- § Communicate directly with the Council, Municipal Manager or the internal and external auditors of the Dr J.S. Moroka Municipality.
- § Access any municipal record containing information that is needed to perform its duties or exercise its powers.
- § Request any relevant person to attend any of its meetings, and if necessary to provide requested by the committee and
- § Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

It is proposed that Council appoint a special performance audit committee. The audit committees should be comprise of seven members, two of whom should be Councillors who are not members of he mayoral committee and one from organized labour. The other four members of the audit committees should be external to the municipal organization. The composition of the audit committee should ensure that the following competencies are sufficiently catered for within group:

- § An understanding of performance management
- § An understanding of finances
- § An understanding of development, including rural development
- § Credibility within all communities and organs of civil society within the municipality.

Determining the overall municipal achievement of municipal scorecard (strategic objectives, goals and outcomes) should be conducted through at least two annual well representative citizen's surveys. It is recommended that the office responsible for IDP and PMS be tasked with managing the conducting of citizens' surveys. In order to obtain a reliable picture of how the municipality is performing in relation to the municipal and service scorecards and, additional surveys are suggested:

- § An annual partners, including business satisfaction survey
- § Two –employee satisfaction survey per year.

A performance review, which a comprehensive valuation of the municipal performance will be conducted at the end of the financial year after all performance information has been audited. In this process the municipality carefully analyses its performance, trying to understand why it has performed well or badly under the circumstances. Such an analysis could pick up trends in performance over time and overall departments. The municipality can use a performance over time and over all departments. The municipality can use a number of tools such as SWOT analysis in diagnosing its performance trend. The management team, mayoral committee and council are responsible for conducting the annual review or evaluation.

6.9 ROLES OF STAKEHOLDERS AND INSTITUTIONAL ARRANGEMENTS

Leading performance management systems are characterized by clear delineation of roles between various stakeholders throughout all the processes of conceptualization to maintain the system.

In order to ensure that the full benefits of performance management are realized, it is proposed that the coordination of the implementation of the planning, measurements, and reporting and review process be vested in a multi-disciplinary team, representative of the organization and key processes. This team should be established including the:

- § Municipal Manager and the Executive Mayor
- § Managers
- § Councillors.

In compliance with Chapter 6 of the Municipal Systems Act 2000 and Chapter 3 of Local Government Municipal Planning and Performance Management Regulations, 2001. The Dr JS Moroka Local Municipality has the process of designed its own Performance Management System. A broad framework for the future of the Dr JS Moroka LM Performance Management System (PMS) is based on the provincial and national guidelines provided in this regard. The Council approved its Performance Management Framework and Systems: Balance Score Card by Resolution No, R 182.9.2002 D.

The reviewed Performance Management System of Dr J.S. Moroka Local Municipal is in compliance with Municipal Finance Management Act of 2003 by inclusion of development of the Service Delivery and Budget Implementation Plan (SDBIP) as required.

The Service Delivery and Budget Implementation Plan (SDBIP) service as a contract between the administration, Council and community expressing the goals and objectives set by the Council as quantifiable

outcomes that can be implemented by the administration during the financial year. This provides the basis for measuring performance in service delivery and budget implementation.

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end of year service delivery target set in the budget and IDP. It is a tool for the Mayor and Council to monitor in year performance of the Municipality Dr J.S. Moroka Local Municipality has set key performance indicators including input indicators, output indicators and outcome indicators in respect of each development priorities and objective in the IDP. Dr J.S. Moroka complies with the General Key Performance Indicators promulgated by the Minister of Provincial and Local Government 24 August 2001. (Local Government Municipal Planning and Performance Management Regulations, 2001) The following general key performance indicators are prescribed in terms of section 43 of the Municipal Systems Act.:

- The percentage of households with access to basic level water, sanitation, electricity and solid waste removal.
- Percentage of households earning less than R1100 per month with access to free basic services.
- Percentage of a municipality's capital budget spent on capital project identified for a particular financial year in terms of the municipality's integrated development plan.
- The number of jobs created through municipality's local economic development initiatives including capital projects.
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan.
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan.
- Financial viability.

Municipalities are being assessed under each Key Performance Area within the General Key Performance Indicators for the purpose of Municipal Performance Excellence Awards (VUNA Awards).

NB: Municipal Performance Excellence Awards: Municipalities are being assessed for Vuna awards by using the following criteria: (KPA's)

KPA-1 SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

KPA-2 ECONOMIC DEVELOPMENT (LED) AND OTHER JOB CREATION

KPA-3 MUNICIPAL FINANCIAL VIABILITY

KPA-4 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

KPA- 5 GOOD GOVERNANCE

To set target, monitor and review performance based on indicators linked to the integrated development planning. Publish annual report on performance for the councillors, staff, public and other sphere of government. Development of operational plans, Service Delivery and Budget Implementation Plan by Managers. Provide early warning, increase accountability. SDBIP be developed in terms of service delivery target set in the budget and IDP. Compilation of annual performance report. Municipal manager and managers ensure that they develop operational plan and SDBIP, for the purpose of determining the performance agreements of the Municipal Manager and senior Managers. Quarterly performance report.

6.10 COMMUNITY PARTICIPATION

Community participation at local level is a programme that recognizes and garners involvement by communities in their local affairs. It seeks to promote a buy in for municipal policies, projects and programmes. It ensures that residents have a say in the type, quality and regularity of services that are delivered by their municipality. Community participation therefore ensures that resident is the architects of their area's development and is not turned into passive spectres in the shaping of their future. In effect, it encourages the involvement of the citizenry in local government.

OBJECTIVE OF COMMUNITY PARTICIPATION

The community participation programme of a municipality has as its objectives the following:

- Mobilize communities to participate in the planning and implantation of government programmes.
- Popularize and ensure participation in IDP and budgetary processes.
- Inform communities of their rights.
- Promote and practice a people –centred local government within the context of Batho Pele.
- Build and enhance capacity of Ward Committees and community Development Workers (CDW)
- Provide communities with accurate, up to date information about municipal plans, projects and programmes.
- Account to the citizens about progress, achievements, failures and challenges.
- Market government services.

CRITICAL ISSUES FOR CONSIDERATION

ROLE CLARIFICATION

Roles of all critical stakeholders involved in leading community participation in municipalities need to be clearly understood and communicated.

MUNICIPAL LEADERS

Municipal leaders need to mobilize, inform and educate communities about the importance of community participation. They also have to build and mainstream requisite structures such as ward committees, Imbizos and IDP forums for consultation and engagement with communities into the plans and budgets of municipalities.

6.11 WARD COMMITTEES

Dr J.S. Moroka Local Municipality has thirty wards, a key premise of developmental local government is to create the space for ordinary people to become actively involved in governance, and in fact the legal definition of a municipality includes not just councillors and officials but also the community. The challenge of local government is to expand the frontiers of participatory democracy and governance by utilizing ward committees as vehicles for mass participation, for the strengthening the communication infrastructure in support, Managers have adopted wards and each Manager is managing ± 4 wards and their meeting sit monthly.

PRIORITY PROJECTS PROGRAMME

19.1 PRIORITY PROJECT/PROGRAMME: CHAPTER 1 INSTITUTIONAL AND HUMAN RESOURCE DEVELOPMENT

Key Performance Area	Developmental Objectives	Key Performance Indicator	Project	Ward	Source of funding	Performance Target financial Year		
						2008/2009	2009/2010	2010/2011
Performance Management system	To devise staff retention measures	Employee performance well managed and good performance appraised.	PMS	Dr JSMLM	Dr JSMLM	R200 000	R 100 000	R50 000
Legislative compliance	To ensure Municipal compliance with applicable legislation	Proper administration of reporting and knock off times	Clock systems	HQ & Water Services	Dr JSMLM	R400 000	R200 000	R200 000
Skills Development	To review the skills development plan	Upliftment of skills within the Municipality Improve service delivery	Skills Development	Dr JSMLM	Dr JSMLM	R1000 000	R1100 000	R1200 000

Legislative compilation	To ensure municipal compliance with applicable legislation	Helping employees cope with various social and health problems	Employee Assistance Programme (EAP)	Dr JSMLM	Dr JSMLM	R 50 000	R60 000	R 70 000
Employment equity	Advancing equity and developing skills	Assistance of previously disadvantaged and deserving community members with study funds	Bursary Scheme	Dr JSMLM	Dr JSMLM	R 200 000	R400 000	R600 000
Powers and functions	Exercising of conferred powers and functions	Developed by laws consulted and passed for enforcement	Development of by-laws	Dr JSMLM	Dr JSMLM	R100 000	R100 000	R50 000

19.2 PRIORITY PROJECT/PROGRAMME: CHAPTER 1 FINANCE

Key Performance Area	Developmental Objectives	Key Performance Indicator	Project	Ward	Source of funding	Performance Target financial Year		
						2008/2009	2009/2010	2010/2011
	To compile Annual Financial Statements	Annual Financial Statements	Compiling AFS	Dr JSMLM	Council	R 70 000	R75 000	-
	To compile annual budget of the municipality	Budget document	Compiling annual budget	Dr JSMLM	Council	R350 000	R380 000	-
	To revise the tariff structure of the municipality	Revised tariff policy	Revision of tariff structure	Dr JSMLM	Council	R20 000	R25 000	-
	To develop the revenue by-laws	By laws	Development of revenue by- laws	Dr JSMLM	Council	R100 000	R120 000	-

	To develop the cash man policy	Cash management policy	Development of cash management policy	Dr JSMLM	Council	R50 000	R55 000	-
	Community awareness on Property Rates	Minutes and attendance register	Development of property rates policy	Dr JSMLM	Council	R50 000	R60 000	-
	Community awareness on Property Rates	Minutes and attendance register	Development of property rates policy	Dr JSMLM	Council	R50 000	R60 000	-
-	To ensure the existence of pay points	Pay point structure	Construction and renovation of pay points	Ward 19, 21, 15, 13, 30, 29, 27, 19, 7, 18,23	Council	R2 000 000	R2 000 000	-
	To up-date an indigent register	Updated Indigent register	Updating of indigent register	Dr JSMLM	Council	R50 000	R60 000	-
	To implement a credit control policy	Percentage reduction in debt	Implementation of credit control policy	Dr JSMLM	Council	R4 500 000	R1 000 000	-
	Pilot billing in other villages Digwale, Allemansdrift c, & Libangeni	Consumer trial balance Report	Billing	Dr JSMLM	Council	R30 000	R33 000	-

	Pilot billing in other villages: Thabana, Mogononong, & Libangeni .	Consumer trial balance Report	Data collection	Dr JSMLM	Council	R250 000	R275 000	-
	To appoint Help desk officer.	Appointment letter	Appointment of help desk office	Dr JSMLM	Council	R51 964	R57 160,40	-
	To popularize Payment of services and indigent awareness	Statistics and reports	Popularizing payment of services and indigent awareness	Dr JSMLM	Council	R50 000	R55 000	-
	To activate consumer's accounts	Consumer reports	Activation of accounts	Dr JSMLM	Council	R40 000	R44 000	-
	To review supply chain management policy	Up-dating SCM Policy	Reviewing SCM Policy	Dr JSMLM	Council	R20 000	R22 000	-
	To develop SCM procedure manuals and ensure implementation thereof	Distribution of SCM procedure manuals	Develop SCM procedure manual	Dr JSMLM	Council	R75 000	R82 500	-

	To update the asset register to be GAMAP/GRAP compliance	Updated assets register	Updating the asset register	Dr JSMLM	Council	R500 000	R250 000	–
	To ensure that staff members and councillors are trained on supply chain activities	Produce programme for training	Training of Staff member and Councillors on SCM	Dr JSMLM	Council	R150 000	R165 000	–
	Monitor and support municipalities towards achieving financial viability and sustainability	To strengthen financial viability of the municipality		Dr JSMLM	LGH	1,461,999	-	–

19.3 PRIORITY PROJECT/PROGRAMME: CHAPTER 2 ECONOMIC & TOURSIM DEVELOPMENT

Key Performance Area	Developmental Objectives	Key Performance Indicator	Project	Ward	Source of funding	Performance Target financial Year		
						2008/2009	2009/2010	2010/2011
Local Economic Development.	Goat infrastructure developed	Development of farm infrastructure	Fencing, handling facilities, storage office water supply, electricity	Ward 22	DALA	R1,744,000.00	R1,744,000.00	R1,744,000.00
	Goat infrastructure developed	Development of farm infrastructure	Fencing, handling facilities, storage office water supply, electricity	Ward 27	DALA	R1,744,000.00	R1,744,000.00	R1,744,000.00
	Effectively operating business	Development of farm infrastructure	Sighting, drilling, cleaning and equipping of borehole	Ward 23	DALA	R74,000.00	R74,000.00	R74,000.00
	Effectively operating business	Development of farm infrastructure	Water and electricity connection sewerage development.	Ward 21	DALA	R29,000.00	R29,000.00	R29,000.00
	Maize produced	Land preparation, planting & harvesting	Purchasing of production inputs and mechanization	Ward 22	DALA	R633,024.00	R300,000.00	R300,000.00
		Land preparation, planting & harvesting	Purchasing of production inputs and mechanization	Ward 22	DALA	R65,940.00	R65,940.00	65,940.00

		Land preparation, planting & harvest	Purchasing of production inputs and mechanization	Ward 30	DALA	R16,485.00	R16,485.00	R16,485.00
		Land preparation, planting & harvesting	Purchasing of production inputs and mechanization	Ward 23	DALA	R197,160.00	R16,485.00	R16485.00
	Sunflower produces	Land preparation ,planting & harvesting	Purchasing of production inputs and mechanization	Ward 12	DALA	R99,569.00	R99569.00	R99,569.00
		Land preparation ,planting & harvesting	Purchasing of production inputs and mechanization	Ward 26	DALA	R197,820.00	R197,820.00	R197,820.00
		Land preparation ,planting & harvesting	Purchasing of production inputs and mechanization	Ward 12	DALA	R16,485.00	R16,485.00	R16,485.00
		Land preparation ,planting & harvesting	Purchasing of production inputs and mechanization	Ward 25	DALA	R218,868.00	R218,868.00	R218,868.00
		Land preparation ,planting & harvesting	Purchasing of production inputs and mechanization	Ward 25	DALA	R219,600.00	R2190.600.00	R219,600.00
		Land preparation, planting & harvesting.	Purchasing of production inputs and mechanization	Ward 23	DALA	R292,800.00	R292,800.00	R292,800.00

Greening Mpumalanga		Land preparation ,planting & harvesting	Purchasing of production inputs and mechanization	Ward 25	DALA	R146,400.00	R146,400.00	R146,400.00
	Maize produces	Land preparation ,planting & harvesting	Purchasing of production inputs and mechanization	Ward 21	DALA	R147,864.00	R147,864.00	R147,864.00
		Land preparation ,planting & harvesting	Purchasing of production inputs and mechanization	Ward 25	DALA	R197,820.00	R147,864.00	R147,864.00
		Land preparation ,planting & harvesting	Purchasing of production inputs and mechanization	Ward 27	DALA	R197,820.00	R197,820.00	R197,820.00
		Land preparation ,planting & harvesting	Purchasing of production inputs and mechanization	Ward 30	DALA	R46,158.00	R46,158.00	R46,158.00
		Land preparation ,planting & harvesting	Purchasing of production inputs and mechanization	Ward 15	DALA	R47,476.80	R47,476.80	R47,476.00
	Mechanization acquired	Purchasing Mechanization	Purchasing Mechanism	Ward 23	DALA	R6,725,802.80	R6,725,802.80	R6,725,802.80
	Trees planted	Planting trees	10 000 trees planted	Ward 1,2,3,4,5,6,7,8,9,10,15,21,23,25,28,30	DALA	R466,000,00	R466,000.00	466,000,00

Dr J.S. Moroka Landcare Catchment Project	Capacited community about natural resource use	Conservation of natural resources & awareness campaign	Awareness campaign, meetings	Ward 3,4,5,6	DALA	R120,000.00	R120,000.00	R120,000.00
	Jobs created and poverty alleviated	Employment of labour	Conservation of natural resources & awareness	Ward 3,4,5,& 6	DALA	R339,000.00	R339,000.00	R339,000.00
Dr J.S. Moroka Landcare Catchment Project	Fenced camps, prevented erosion	Conservation of natural resources & awareness campaign	Fencing of grazing veld.	Ward 3,4,5,& 6	DALA	R276,000.00	R276,000.00	R276,000.00
	Protected land	Conservation of natural resources & awareness campaign	Fencing of arable land	Ward 16	DALA	R300,000.00	R300,000.00	R300,000.00
	Conserved natural resources	Conservation of natural resources & awareness campaign	Construct waterways & catchment	Ward 3,4,5,& 6	DALA	R375,000.00	R375,000.00	R375,000.00
	Conserved natural resources	Conservation of natural resources & awareness campaign	Purchase working tools & equipment	Mathanjana Magisterial District	DALA	R10,000.00	R10,000.00	R10,000.00

	Capacited community about natural resource conservation	Conservation of natural resources & awareness campaign	Meetings, hold awareness campaign	Ward 21,23	DALA	R50,000.00	R10,000.00	R10,000.00
	Capacited community	Conservation	Attend National land care conference	All Dr J.S. Moroka villages & extensions	DALA	R25,000.00	R25,000.00	R25,000.00
	Job created & poverty alleviation	Conservation of natural resources	Employment of labour	Ward 22	DALA	R241,000.00	R232,000.00	R241,000.00
	Improved grazing, reduced erosion, improved soil fertility.	Conservation of natural resources	Fencing & arable land	Ward 28	DALA	R232,000.00	R232,000.00	R232,000.00
	Rehabilitated land	conservation of natural resources	Construct gabions	Ward 21,23	DALA	R97,000.00	R97,000.00	R97,000.00
	Capacitated community about natural resource conservation	Conservation of natural resources	Meeting, attend National Land care Conference	Ward 22	DALA	R250,000.00	R250,000.00	–
	Reduced erosion	Conservation of natural resources	Construct waterways	Ward 26	DALA	R75,000.00	R75,000.00	–
	Protected workers	Conservation of natural resources	Purchase working tools and equipments	Mathanjana Magisterial area	DALA	R30,000.00	R30,000.00	–

		Safe environment through lighting	High mast Light	Dr JSMLM Tourism Centre	Dr JS /NDM	R190 000	–	–
		Provide as healthful environment to patrons and employees as possible.	Swimming pool	Art, Culture & Tourism centre	Dr JS/NDM	R500 000	–	–
		Tourism purpose & marketing.	Tourism signage	Main roads R568, R573 Loding to Pankop	Own	R80 000	R90 000.00	R95 000.00
		Communities beneficiation & job opportunities.	Fresh Produce	Ward 1	MIG	R1 200 000	R1 000 000	R1 000 000
		Communities beneficiation & job opportunities	Masonry Factory	Ward 1	MIG	R1 200 000	R1 000 000	R1 000 000
		Number of Local business women, youth, groupings & individual show casing their products.	Business & Development & Cultural Show	Ward 9	Council	R1000 000	R1 000 000	R1 000 000

		opportunity for all stakeholders to make valuable contributions to the Local Economic Development Strategy of the Municipality	LED (Summit)	Municipality	Council	R4000 000	R4000 000	R4000 000
		Greening	Landscaping & Garden Development	Arts, Culture & Tourism centre	Council	R750 000	-	-
		Communities beneficiation & job opportunities	Siyabuswa mall	Ward 4	Heriot Properties (Pty) Ltd	R 180 0000	-	-
LED Program Phase1-4 (gtz)	Secure support and buy in from senior political and traditional leaders. Create understanding of Local economy	Business linkages process to new shopping centres Skills Profiling and human capital development	LED Programme	Dr J.S Moroka	KFW, GTZ DBSA	R1,5 0000 00	R1,50000 00	-

Integrated Development Plan	Address community need through developmental spatial & integrated planning.	Through the IDP Review process community needs are being identified.	IDP Review 2008/2009	Dr J.S. Moroka	Council	R450 000	R500 000	R500 000
Performance Management System	Develop a high performance culture for a change ,diverse, efficient and effective local government	Number of objectives achieved by the Employee/Employee r	Institutional report back Assessment & report back 2008/2009(Annual report 08/09)	Dr J.S. Moroka	Council	R200 000	R200 000	R200 000
	Support Municipalities with the development and implementation of PMS	To support municipalities with the implementation of PMS	PMS	Dr J.S. Moroka	LGH	R550 000	-	-

19.4 PRIORITY PROJECT/PROGRAMME: CHAPTER 3 DEVELOPMENT INFRASTRUCTURE (ROADS & STORM WATER)

KEY PERFORMANCE ARE	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	WARD	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
						2008/200	2009/2010	2010/2011
ROADS AND STORM WATER								
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Ga-Morwe Bus and Taxi Route	Ward 9,	COUNCIL	R2 000 000.00	R 2 000 000.00	R 2 000 000.00
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Kwa-Phahla to Ga-Morwe road and bridge	Ward 1, 6 & 9	COUNCIL	R4000 000.00	R 4 000 000.00	-
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Upgrading of Road Traffic signs.	All Wards	COUNCIL	R2 500 000.00	R 2 000 000.00	-

	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Road safety audit on various Municipal roads	All Wards	COUNCIL	R 1000 000.00	R 1000 000.00	-
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Performance based Road markings on Municipal Road.	All Wards	COUNCIL	R 2 00.000.00	R 3 500 000.00	-
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Road to Libangeni Tribal Office	Ward 16	COUNCIL	R 1500,000.00	R 2 000 000.00	-
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage		Libangeni Resealing of streets.	Ward 16	COUNCIL	R 1 500 000.00	R2 5000 000.00	-
	To ensure that all residents and roads users have a safe and reliable roads and storm		Marapyane Bus and Taxi Route,	Ward 22	COUNCIL	R 1 000 000.00	R 2 500 000.00	-

	water drainage							
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage		Widening of road between Musa Café and Siyabuswa Complex (Maqhawe Street)	Ward 3	COUNCIL	R 2500 000.00	R 2000 000.00	-
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage		Mbongo Bus and Taxi Route.	Ward 17	COUNCIL	R 1 300 000.00	R 1 500 000.00	-
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage		Upgrading Storm water drainage Systems in Allemansdrift C	Ward 18	COUNCIL	R 2 000 000.00	R 2 000 000.00	2 000 000.00
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage		Upgrading of roads and Storm water drainage Systems in the vicinity of Ukuphumula Kwesizwe School at Allemansdrift C	Ward 18	COUNCIL	-	2 000 000.00	2 000 000.00

	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Ramokgeletsane Bus and Taxi Route.	Ward 7	Council	-	2 000 000.00	2 000 000.00
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Katjibane Bus and Taxi Route	Ward 26	Council	R 2 000 000.00	2 000 000.00	-
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage		Construction of Bus Route and Taxi at Allemansdrift C	Ward 18	COUNCIL	R2 000 000.00	R 2 000 000.00	2 000 000.00
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Mthambothini to-Ga Morwe Bus and Taxi Route including bridge	Ward 8, 9	COUNCIL	R 3 000 000.00	R 3 000 000.00	-
	To ensure that all residents and roads users have a safe and		Bus and Taxi Road between Loding and Dihekeng	Ward 23	Council	R 1 900 000.00	R 1 000 000.00	-

	reliable roads and storm water drainage.							
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Provincial Route Between Nokaneng and Katjibane	Ward 27 & 26	NDM	R 1 900 000.00	R 3 000 000.00	R 3 000 000.00
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Mthambothini (Mrhetja) Bus and Taxi Route.	Ward 6	NDM	R 1 500 000.00	R 3 000 000.00	-
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Mogononong Bus and Taxi Route	Ward 6	Council	R 200 000.00	R 1 500 000.00	R 2 000 000.00
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Bus and Taxi Route from Siyabuswa B to Mogononong	Ward 5 & 6	NDM	-	R 2 000 000.00	R 2 000 000.00
	To ensure that all residents and roads		Mabuyeni Bus and Taxi Route	Ward 8	Council	-	R 2 000 000.00	R 1 500 000.00

	users have a safe and reliable roads and storm water drainage.							
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Madubaduba to Pieterskraal bus and taxi Route	Ward 13	NDM	-	R 2 000 000.00	R 1 500 000.00
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Upgrading of Storm water drainage systems along Bus and Taxi Route at Ga-Morwe.	Ward 9	Council	-	R 3 000 000.00	R 3 000 000.00
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Upgrading of Roads and Storm water drainage system at Libangeni and Mbhongo.	Ward 16, Ward 17	Council	R2 000 000.00	-	-
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Mashiding Bus and Taxi Route.	Ward 12	Council	R 200 000.00	-	-

	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Mabusabesala Bus and Taxi Route.	Ward 11	NDM	R 1 000 000.00	R 1 000 000.00	-
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Bus and Taxi Route between Dihekeng and Ramantsho.	Ward , 23	NDM	R 1 200 000.00	R 1 000 000.00	R 1 000 000.00
	To construct storm water drains to help in the control of running rain water including the construction of edges beams to prevent edge breakages		Upgrading of Roads and Storm water drainage system at Mashiding.	Ward 12	NDM	R 1 000 000.00	-	-
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Seabe to Katjibane bus and taxi Route.	Ward 25 & 26	MIG	R1 500 000.00	R 2 000 000.00	-

	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Troya Bus and Taxi Route.	Ward 23	MIG	R 1 500 000.00	R 2 000 000.00	-
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Kameelrivier A Bus and Taxi Route.	Ward 19	MIG	R 2 000 000.00	R 1 000 000.00	-
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Siyabuswa resealing of streets	Ward 3,4,5, 6	MIG	R200 000.00	R 2 00 000.00	-
	To ensure that all residents and roads users have a safe and reliable roads and storm water drainage.		Pedestrian Bridges between Mogononong and Mabuyeni	Ward 6 &8	MIG	-	R 2 000 000.00	-
	To construct storm water drains to help in the control of running rain water including		Upgrading of roads and storm water drainage systems in the vicinity of	Ward 4	MIG	R 100 000.00	R 2 000 000.00	-

	the construction of edges beams to prevent edge breakages		Ezweni lethu and Maqhawe Schools at Siyabuswa A.					
	To construct storm water drains to help in the control of running rain water including the construction of edges beams to prevent edge breakages		Upgrading of roads and storm water drainage systems in the vicinity of Kabenziwa Primary School at Siyabuswa A.	Ward 3	MIG	R 100 000.00	R 2 000 000.00	-
	To construct storm water drains to help in the control of running rain water including the construction of edges beams to prevent edge breakages		Upgrading of roads and storm water drainage systems in the vicinity of Ubuhlebethu High School at Siyabuswa B.	Ward 6	MIG	R 100 000.00	R 1 500 000.00	-
	To construct storm water drains to help in the control of running rain water including the construction of edges beams to prevent edge breakages		Borolo Bus and Taxi Road	Ward 13	Council	R 100 000.00	R 1 500 000.00	-

	To construct storm water drains to help in the control of running rain water including the construction of edges beams to prevent edge breakages		Kabete Bus and Taxi Road	Ward 22	Council	R 200 000.00	R 1 500 000.00	-
	To construct storm water drains to help in the control of running rain water including the construction of edges beams to prevent edge breakages		Siyabuswa C Bus and Taxi Road via Roman Catholic Church	Ward 5	Council	R 200 000.00	R 1 500 000.00	-
	To construct storm water drains to help in the control of running rain water including the construction of edges beams to prevent edge breakages		Upgrading of roads and Storm water drainage systems in the vicinity of SAPS Commissioner Station at Siyabuswa B.	Ward 6	MIG	R 100 000.00	R 1 500 000.00	-
	To construct storm water drains to help in the control of running		Upgrading of roads and storm water drainage systems in	Ward 5	MIG	R 200 000.00	R 2 000 000.00	-

	rain water including the construction of edges beams to prevent edge breakages		the vicinity of the Mdutjana Magistrates office at Siyabuswa C.					
	To construct storm water drains to help in the control of running rain water including the construction of edges beams to prevent edge breakages		Upgrading of Roads and Storm water drainage systems in the vicinity of Bingweni High School at Digwale.	Ward 15	MIG	R 1 000 000.00	R 2 000 000.00	-
	To construct storm water drains to help in the control of running rain water including the construction of edges beams to prevent edge breakages		Upgrading of Roads and Storm water drainage systems in the vicinity of Mantwana School at Metsimadiba	Ward 10	MIG	R 1 000 000.00	R 2 000 000.00	-
	To construct storm water drains to help in the control of running rain water including the construction of edges beams to prevent		Upgrading of roads and Storm water drainage systems at Kwa-Phahla.	Ward 1	MIG	R 1 000 000.00	R 1 500 000.00	-

	edge breakages							
	To construct storm water drains to help in the control of running rain water including the construction of edges beams to prevent edge breakages		Upgrading of Roads and Storm water drainage Systems at Thabana	Ward 7	MIG	R 150 000.00	-	-
	To construct and implement special road safety projects to assists with the improvement in the safety of pupils and pedestrians		Integrated Rural Mobility Access (IRMA) Special Projects	Dr JS Moroka	Roads & Transport	R 7 000 000.0	R 8 000 000.0	R 8 000 000.0

19.5 PRIORITY PROJECT/PROGRAMME: CHAPTER 3 WATER

KEY PERFORMANCE AREA	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	WARD	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
						2008/2009	2009/2010	2010/2011
WATER								
	Provide Bulk water supply line to the villages of Greenside, Seabe, Marapyane, to Katjibane, Nokaneng		Bulk Water Supply Greenside to Seabe, Marapyane, Katjibane and Lefifi.	Ward 21, 24,25,26	MIG	R 3 500 000.00	R 2 000 000.00	-
	To provide bulk water supply to the villages in the Mathanjana Magisterial from the Rust De Venter Dam		Provision of Bulk water from Rust de Venter to Mathanjana.	Mathanjana magisterial area	MIG	R 3 500 000.00	R4 000 000.00	-
	To augment the water supply to the village of Makopanong & Toitskraal through the bulk water supply from the bulk water supply of Loskop Dam		Bulk water Supply Toitskraal to Makopanong	Ward 2	MIG	R 2 000 000.00	R 3 500 000.00	-

	To provide water reticulation to the villages of Ukukhanya		Ukukhanya Water Reticulation	Ward 19	COUNCIL	R 2 000 000.00	R 1 000 000.00	-
	To provide water reticulation to the villages of Ga-Maria, Lefiso & Lefisoane.		Ga-Maria, Lefiso and Lefisoane Water Reticulation.	Ward 21	MIG	R 3 500 000.00	R 3 500 000.00	R 3 500 000.00
	To provide water reticulation to the villages of Seabe		Seabe Water Reticulation	Ward 25	MIG	R 4 000 000.00	R 3 500 000.00	-
	To provide water reticulation to the villages of Madubaduba		Madubaduba Water Reticulation	Ward 19	MIG	R 2 000 000.00	-	-
	To provide water reticulation to the villages of Ga-Morwe and Mabuyeni		Water reticulation upgrade to erf meter connection Kameelrivier B and Meter installation	Ward 9, 8	MIG	R 3 500 000.00	R 3 500 00.00	R 3 500 000.00
	To provide water reticulation to the villages Maphotla		Maphotla Water Reticulation	Ward 14	MIG	R 2 500 000.00	R 3 000 000.00	R 3 000 000.00
	To provide water reticulation to the villages of Marapyane		Marapyane Water Reticulation	Ward 22	NDM	R 3 200 000.00	R 1 500 000.00	R 2 000 000.00

	To provide water reticulation to the villages Nokaneng		Nokaneng Water Reticulation	Ward 27	NDM	R 2 000 000.00	R 1 000 000.00	-
	To provide water reticulation to the villages of Mantlole/Rankaile		Mantlole/Rankaile Water Reticulation	Ward 29	NDM	R 2 000 000.00	R 2 000 000.00	-
	To ensure sustainable water provision by refurbishing the Waalkraal Water Reservoir		Waalkraal Reservoir Refurbishment	Ward 1	NDM	R 2 000 000.00	R 3 500 000.00	-
	To ensure sustainable water provision by upgrading of Bloedfontein Sub-Supply Scheme		Upgrading of Senotlelo Sub-Supply Scheme	Ward 20	NDM	R 2 000 000.00	R 2 000 000.00	-
	Co ordinate and priorities the eradication of basic Water and Sanitation Baglocks in all municipalities	Water for all Flashing programme	Water for all Flashing Programme	Dr J.S. Moroka	MIG	R9,391,000	-	-

19.6 PRIORITY PROJECT/PROGRAMME: CHAPTER 3 SANITATION

KEY PERFORMANCE AREA	OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	WARD	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
						2008/2009	2009/2010	2010/2011
SANITATION								
	To provide safe, quality and standardized system to each household.		Sewer reticulation upgrade for Siyabuswa.	Ward 3, 4, 5 & 6	NDM	R 1 000 000.00	R 1 000 000.00	-
	To provide safe, quality and standardized system to each household.		VIP Toilets Mogononong.	Ward 5	NDM	R 1 000 000.00	-	-
	To provide safe, quality and standardized system to each household.		VIP Toilets Mthambothini.	Ward 8	NDM	R 1 000 000.00	-	-
	To provide safe, quality and standardized system to each household.		VIP Toilets Metsimadiba	Ward 10	NDM	R 1 000 000.00	-	-
	To provide safe, quality and standardized system to each household.		VIP Lefiso and Lefisoane + Ga-Maria.	Ward 21	NDM	R 2 500 000.00	R 2 000 000.00	R 3 500 000.00

	To provide safe, quality and standardized system to each household.		VIP Toilets (DMA)		NDM	R 1 000 000.00	R 1 000 000.00	-
	To provide safe, quality and standardized system to each household.		VIP Toilets Mametlhake	Ward 28	MIG	R 1 000 000.00	R 3 000 000.00	R 1 000 000.00
	To provide safe, quality and standardized system to each household.		VIP Toilets Molapomogale		NDM	R 1 000 000.00	-	-
	To provide safe, quality and standardized system to each household.		VIP Toilets Thabana (Eastern Cluster).	Ward 7	MIG	R 1 000 000.00	R 1 000 000.00	-
	To provide safe, quality and standardized system to each household.		VIP Toilets Mabusabesala (Eastern Cluster)	Ward 8	MIG	1 000 000.00	R 1 300 000.00	-
	To provide safe, quality and standardized system to each household.		VIP Toilets Ga- Makola (Eastern Cluster)	Ward 11	MIG	R 1 000 000.00	R 1 000 000.00	R 1 000 000.00
	To provide safe, quality and standardized system to each household.		VIP Toilets Senotielo	Ward 20	MIG	R 1 000 000.00	R 1 300 000.00	-
	To provide safe, quality and standardized system to each household.		VIP Toilets Ramokgeletsane (Eastern Cluster)	Ward 7	MIG	R 1 000 000.00	R 1 200 000.00	-

	To provide safe, quality and standardized system to each household.		VIP Toilets Makometsane (Eastern Cluster)	Ward 19	MIG	R 1 000 000.00	R 1 200 000.00	-
	To provide safe, quality and standardized system to each household.		VIP Toilets Maphotla (Eastern Cluster)	Ward 14	MIG	R 1 000 000.00	R 1 000 000.00	-
	To provide safe, quality and standardized system to each household.		VIP Toilets Matshiding (Eastern Cluster)	Ward 12	MIG	R 1 000 000.00	R 1 300 000.00	-
	To provide safe, quality and standardized system to each household.		VIP Toilets Makopanong (Maganagubuswa, Eastern Cluster)	Ward 2	MIG	R 1 000 000.00	R 1 000 000.00	-
	To provide safe, quality and standardized system to each household.		VIP Toilets Nokaneng (Western Cluster)	Ward 27	MIG	R 1 000 000.00	R 1 300 000.00	-
	To provide safe, quality and standardized system to each household.		VIP Toilets Seabe (Western Cluster)	Ward 25	MIG	R 1 000 000.00	R 1 300 000.00	-
	To provide safe, quality and standardized system to each household.		VIP Katjibane Western Cluster)	Ward 26	MIG	R 1 000 000.00	R 1 300 000.00	-

19.7 PRIORITY PROJECT/PROGRAMME: CHAPTER 3 FACILITIES

KEY PERFORMANCE AREA	OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	WARD	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
						2008/2009	2009/2010	2010/2011
MUNICIPAL FACILITIES								
	To provide sufficient security at Municipal facilities.		Improvement of security around all Municipal facilities (Fencing , guard houses and lighting in the form of high mast light)	Dr JS Moroka	Council	R 2000 000.00	R 3 000 000.00	-
	To renovate to the Community Hall to its original design standard		Toitskraal Community Hall (Renovation)	Ward 2	Council	R100 000.00	R 1 500 000.00	-
	To provide office space for the employees.		Renovation of Dr JS Moroka Municipal Council Chamber	Ward 6	Council	R 100 000.00	R 1 500 000.00	-
	To provide office space for the employees.		Upgrading of Municipal Head Office at Siyabuswa	Ward 4	Council	R 4 000 000.00	R10 000 000	-
	To provide working experience for NYS participants, provision of	Number of NYS participant	Dr J.S. Moroka. Renovation Old Parliament Legislature	Dr J.S. Moroka	Department of Public Works.	R100 000	-	-

	preventative maintenance							
	To improve, reading & reduce illiteracy	Increase of readers in the area & illiteracy reduced by 5%	Construction of Siyabuswa library	Ward 5	DCSR	R4000.000	R100 000.00	-
	To provide office space for the employees.		Upgrading Mathanjana Unit office	Ward 24	Council	R 2 000 000.00	R 1 000 000.00	R 500 000.00
	Well planned cemetery with good grave route, toilet, facilities, guardroom & palisade fence		Siyabuswa Cluster Cemetery	Ward 6	MIG	R1 500 000.000	R2 000 000..00	-
	To Provide facility for community sporting activities		Kameelrivier Stadium	Ward 9	MIG	R 2500 000.00	R 3 000 000.00	-
	To Provide facility for community sporting activities		Nokaneng stadium	Ward 27	MIG	R 2 000 000.00	R 3 000 000.00	-
	Ensuring proper control and management		Fencing of Municipal cemeteries (Western Cluster Villages)	Dr JS Moroka	MIG	R 2 000 000.00	R 2 000 000.00	R 3 500 000.00

	Ensuring proper control and management		Fencing of Municipal cemeteries (Eastern Cluster Villages	Dr JS Moroka	MIG	R 2 000 000.00	R 2 000 000.00	R 3 500 000.00
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19.8 PRIORITY PROJECT/PROGRAMME: CHAPTER 3 INFRASTRUCTURE DEVELOPMENT

KEY PERFORMANCE AREA	OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	WARD	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
						2008/2009	2009/2010	2010/2011
INFRASTRUCTURE DEVELOPMENT								
	To develop new and existing residential area with all the necessary infrastructures		Siyabuswa D Township Extension	Ward 6	DLGH	R11, 000, 000.00	-	-

19.9 PRIORITY PROJECT/PROGRAMME: CHAPTER 3 ELECTRICITY

KEY PERFORMANCE AREA	OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	WARD	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
						2008/2009	2009/2010	2010/2011
ELECTRICITY								
	To install and provide electricity to this households as per the needs they have		Highmast Lighting for Siyabuswa , Makopanong, Toitskraal and Ga-Phaahla	1,2,3,4,5 & 6	MIG	R 2000 000.00	R 1 500 000.00	-
	To install and provide electricity to this households as per the needs they have		Highmast Lighting for Mmamethlake, Phake and Masobye	30,29 & 28	Council	R2 000 000.00	R 1 500 000.00	-
	To install and provide electricity to this households as per the needs they have		Highmast Lighting for Digwale, Libangeni, Mbhongo and Allemansdrift C	16,17, 18 & 19	Council	R2 000 000.00	R 1 500 000.00	-

	To install and provide electricity to this households as per the needs they have		Provision of highmast light at Municipal Taxi ranks	All	MIG	R 200 000.00	-	-
	To install and provide electricity to this households as per the needs they have		Mmamethake Ext	Ward 28	DME	R 3 000 000.00	-	-
	To install and provide electricity to this households as per the needs they have		Phake	Ward 29	DME	R 2 500 000.00	-	-
	To install and provide electricity to this households as per the needs they have		Marapyane & Kabete	Ward 22	DME	R 1 300 000.00	-	-
	To install and provide electricity to this households as per the needs they have		Ga-Morwe (Kameelrivier 'B')	Ward 09	DME	R 100 000.00	-	-
	To install and provide electricity to this households as per the needs they have		Thabane /Ramokgeletsane	Ward 07	DME	R 1 000 000.00	-	-

	To install and provide electricity to this households as per the needs they have		Ga Maria, Lefiso & Lefiswane	Ward 21	DME	R 1 000 000.00	-	-
	To install and provide electricity to this households as per the needs they have		Loding, Matempule & Dihekeng	Ward 23	DME	R 1000 000.00	-	-
	To install and provide electricity to this households as per the needs they have		Ramantsho	Ward 23	DME	R 150 000.00	-	-
	To install and provide electricity to this households as per the needs they have		Masobye (Pankop)	Ward 30	DME	R 500 000.00	-	-
	To install and provide electricity to this households as per the needs they have		Makometsane	Ward 19	DME	R 150 000.00	-	-
	To install and provide electricity to this households as per the needs they have		Allemansdrift C &'D' (Ukukhanya)	Ward 18/19	DME	R 700 000.00	-	-

	To install and provide electricity to this households as per the needs they have		Mbhongo EXT	Ward 17	DME	R 1 200 000.00	-	-
	To install and provide electricity to this households as per the needs they have		Ga-Phaahla	Ward 01	DME	R 600 000.00	-	-
	To install and provide electricity to this households as per the needs they have		Madubaduba (Kameelrivier 'A')	Ward 19	DME	R 500 000.00	-	-

19.10 PRIORITY PROJECT/PROGRAMME: CHAPTER 4 TRAFFIC, LICENCING SAFETY

KEY PERFORMANCE AREA	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	WARD	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
						2008/09	2009/2010	2010/2011
TRAFFIC & LICENCING	Re – enforcement of Security at Registering Authority	Completion of Electric Fence	Electric Fencing at Dr J.S Moroka Registering Authority	Ward 15	Council	R1000.000	-	-
	To re- enforcement of Security at Registering Authority		Alarm System	Ward 15	Council	R5000.000	-	-
	To re – enforce Security at Registering Authority		High mass Light	Ward 15	Council	R150.000	-	-

19.11 PRIORITY PROJECT/PROGRAMME: CHAPTER 4 YOUTH DEVELOPMENT

KEY PERFORMANCE AREA	DEVELOPMENTAL OBJECTIVES	KEYPERFORMANCE INDICATOR	PROJECT	WARD	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
						2008/2009	2009/2010	2010/2011
YOUTH DEVELOPMENT	Participation of youth for youth development	Development of youth on youth issues.	Youth Summit	Dr JS Moroka Municipality	Council	R210 000.00	R220 000.00	R230 000.00
	Participation of youth in sport	Youth Council, sports, recreation and cultural awareness	Youth Festival-youth month	Dr JS Moroka Municipality	Council	R200 000.00	R200 000.00	R200 000.00
	Career awareness	Assisting the learners about the carriers.	Learners Lectures	Dr JS Moroka Municipality	Council	R30 000.00	R40 000.00	R40 000.00
	Assisting youth develop	Assist youth to have a project and monitor.	Break and pave making	Dr JS Moroka Municipality	Council	R230 000.00	R150 000.00	R50 000.00
	Youth have business skills	Assisting the young entrepreneur about the entrepreneurship, locally and broad.	Business Skill development programme	Dr JS Moroka Municipality	Council	R40 000.00	R45 000.00	R45 000.00

KEY PERFORMANCE AREA	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	WARD	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
						2008/2009	2009/2010	2010/2011
TRANVERSAL	Less women abuse and assess of leaning skills	Development of women on women issues.	Women Summit	Dr JS Moroka Municipality	Dr JS Moroka Municipality	R300 000.00	R320 000.00	R340 000.00
	Less abuse of children and grants	Awareness of the children rights	Children Summit	Dr JS Moroka Municipality	Dr JS Moroka Municipality	R130 000.00	R150 000.00	R170 000.00
	Have more self esteem.	Awareness of people living with disability	People living with Disable Summit	Dr JS Moroka Municipality	Dr JS Moroka Municipality	R220 000.00	R250.000.00	R2700 000.00
	Less pensioners abuse	Awareness of pensioner's rights.	Pensioner awareness meeting	Dr JS Moroka Municipality	Dr JS Moroka Municipality	R200 000.00	R220 000.00	R240 000.00
	Information sharing.	Build up meeting	Transversal magisterial meeting.	Dr JS Moroka Municipality	Dr JS Moroka Municipality	R150 000.00	R170 000.00	R290 000.00

19.13 PRIORITY PROJECT/PROGRAMME: CHAPTER 4 LAND & HOUSING

KEY PERFORMANCE AREA	OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	WARD	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
						2008/2009	2009/2010	2010/2011
LAND & HOUSING			Conduct Land Audit	Dr J.S Moroka	Council	R500.000	-	-
			Registration of Title deeds by Conveyance	Dr J.S Moroka	Council	R500.000	-	-
	To provide individual Subsidies and housing opportunities to beneficiaries in the accordance with housing policy	To provide for 1612 Individual Subsidies under existing projects to qualifying beneficiaries in accordance with national housing programme in municipalities	Individual Housing	Dr J.S Moroka 13 Units	LGH	R617,773	-	-
	To provide for the rectification of 300 houses built between	To provide for the rectification of 300 houses built	Rectification	Dr J.S Moroka 30 Units	LGH	R480,000	-	-

	1994 and 2002	between 1994 and 2002						
	To provide for 3 131 project linked subsidies in accordance with the National Housing Projects	To provide for 3 131 project linked subsidies in accordance with the National Housing Projects	Projects linked projects	Dr J.S Moroka 180 Units	LGH	R7,200,00	-	-
	Installation of services in 3337 sites	Installation of services in 3337 sites	Integrated Residential Development programme	Dr J.S Moroka 990 Units	LGH	R19,299,060	-	-
	To facilitate administers and ensuring the construction of 1677 PHP Housing Units to qualifying beneficiaries	To facilitate administers and ensuring the construction of 1677 PHP Housing Units to qualifying beneficiaries	People Housing Process	Dr J.S Moroka 100 Units	LGH	R 4,300,00	-	-
	To provide for 500 housing units under the rural housing programme	To provide for 500 housing units under the rural housing programme	Rural Housing communal Land Rights	Dr J.S Moroka 100 Units	LGH	R4,752,100	-	-

SPORTS & RECREATION	To develop, empower and support the Municipal sport club and activities		Municipal Sports activities	Dr J.S Moroka	Council	R350 000	R 450 000	R550 000
	To develop, empower encourage participation and support to the Community sport activities		Community Sports activities	All Wards	Council	R880 000	R950 000	R1,5 000 00
Geographical Names	To ensure that Names of features are renamed / confirmed		Location of signage	All Wards	Council	R1500 000	-	-
Moral regeneration	To insure full participation in moral regeneration activities		Launch of moral regeneration movement	All ward	Council	R80 000	-	-
Heritage	To insure full participation in Heritage activities.		Heritage activities	All ward	Council	R300 000	-	-
Service centre	Coordinate establishment of Thusong Service Centres in all municipalities	Financial establishment of phase 1 Matsamo Thusong Services Centre	Thusong services centre	DR J.SM	LGH	R2,500,000	-	-

19.15 PRIORITY PROJECT/PROGRAMME: CHAPTER 4 HIV & AIDS

KEY PERFORMANCE AREA	DEVELOPMENTAL OBJECTIVES	KEY PERFORMANCE INDICATOR	PROJECT	WARD	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
						2008/2009	2009/2010	2010/2011
HIV AND AIDS								
	To give support to those infected and affected		Multi purpose centre for hospice, Orphanage home and Old age home	Mbibane , Mdutjane and Mathanjana magisterial	Private partnership	R 4 000 000	R 4 000 000	R 4 000 000
	To give support to Orphans and Vulnerable children		Support Fet Scholarship	Dr JS Moroka	Council	R110 000	R110 000	R110 000
	To ensure care, support and education for employers and employees		Workplace programmes and awareness	Dr JS Moroka	Council	R200 000	R300 000	R400 000
	To ensure care, support education for all members of the community		Community programmes and awareness	All wards	Council	R400 000	R500 000	R600 000

19.16 PRIORITY PROJECT/PROGRAMME: CHAPTER 5 WASTE MANAGEMENT

KEY PERFORMANCE AREA	OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT	WARD	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIA YEAS		
						2008/2009	2009/2010	2010/2011
WASTE MANAGEMENT	To provide people with alternative facilities for waste storage or disposal facilities	Reduced litter in and around the villages	Construct waste transfer station	1-6 & 16	Council	R1,5 00000	-	-
	Accelerate the rate of recycling	Reduced recyclable in the landfills	Facilitate all the recycling in the municipality	All wards	Council	R100 000	-	-
	Provide an efficient waste removal service	Reduction in illegal dumpsite and littering	Purchase new waste removal equipment	1-6 & 16	Council	R5 000000	-	-
	Rehabilitate the illegal dumpsite	Reduced water contamination, wind and blown litter	Change the landscaping of the dumpsite	Ward 3	Council	R50 000	-	-

19.17 PRIORITY PROJECT/PROGRAMME: CHAPTER 5 ENVIRONMENTAL MANAGEMENT

KEY PERFORMANCE AREA	OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT	WARD	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YEAR		
						2008/2009	2009/2010	2010/2011
ENVIRONMENTAL MANAGEMENT	Rehabilitation of borrow pit	Attractive natural area	Reuse borrow pits	All wards	Council	R482 000	-	-
	Control sand mining	Reduced illegal sand mining, improved land management	Appoint environmental Monitors	All ward	Council	R300 000	-	-
	Increase the planting of trees	A greener municipality	Provide trees for communities	All wards	Council	R200 000	-	-

19.18 PRIORITY PROJECT/PROGRAMME: CHAPTER 5 DISASTER MANAGEMENT

KEY PERFORMANCE AREA	OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT	WARD	SOURCE OF FUNDING	PERFORMANCE TARGET FINANCIAL YE		
						2008/2009	2009/2010	2010/2011
DISASTER MANAGEMENT	To educate people about hazards of disaster	To reduce accidents/incidences	40 Tents	All Wards	Council	R40 000	-	-
	Improve communication Systems	Effective reaction to disaster accidents.	Mobile phones call centre	All Wards	Council	R200 000	-	-
	To develop disaster management centre	To ensure proper accessibility & deliverance to the community.	Develop a fully-fledged Disaster Centre	All Wards	Council	R 4 000000	-	-